



INTEGRATED REPORT 2022

FEDERAZIONE ITALIANA GIUOCO CALCIO





On 26 March 2023, **the Italian Football Association celebrated its 125th birthday**. It began life as *Federazione Italiana Football* on 26th March 1898, set up by a committee founded a few days earlier in Turin. Since then it has helped football become the biggest sport in the country.

FIGC (thus renamed in 1909) promotes and regulates the game of football and everything connected to it, managing the activity of over **20 National Teams**: Men's, Women's, Futsal, Beach Soccer and e-sports. Through its nationwide network and thanks to the activity of FIGC components (Leagues, Coaches and Players), **it has fed the passion of Italians** and honed the way the game is played by introducing rules over the years to protect the health and well-being of athletes, encourage inclusion and exclude all forms of discrimination, following the customs and sensitivity of Italian civil society.

For **125 years, the FIGC has been "more than a game"**: it is participation and the enhancement of the multidimensionality of football, it is sharing and identity, it is spectacle and passion, but above all, it is the **team that everyone cheers for and in which everyone can play**. The Federation's anniversary is a celebration for all those who love football and contribute to making it more modern, inclusive, and spectacular every day.

The history of the FIGC intertwines, at times even overlapping, with that of the Country. **Football constitutes a cultural, social and economic phenomenon, beyond being a sport**, representing national identity and its evolution over the decades.





CONTENTS

LETTER TO STAKEHOLDERS	4
METHODOLOGICAL NOTE	5
⚽ OBJECTIVE OF THE REPORT	5
⚽ AN EDITORIAL CHOICE AND A JOURNEY	5
⚽ REPORTING PERIOD AND BOUNDARIES	5
⚽ REFERENCES AND REPORT STRUCTURE	5
⚽ A JOURNEY OF IMPROVEMENT	6

01

MISSION, GOVERNANCE AND OBJECTIVES

1.1 IDENTITY, MISSION AND VALUES	10
1.2 FIGC AND SDGs	17
1.3 MANAGEMENT MODEL	18
1.4 STRATEGIC OBJECTIVES AND MAIN PROJECTS (2018-2022)	19
1.5 NATIONAL TEAMS HONOURS	30

02

FIGC AND ITALIAN FOOTBALL IN FIGURES

2.1 THE FOOTBALL SYSTEM IN FIGURES	34
2.2 SPORT DIMENSION OF ITALIAN FOOTBALL	36
2.3 SOCIO-ECONOMIC IMPACT AND VALUE GENERATED	42
2.4 TAX AND SOCIAL SECURITY CONTRIBUTION	44
2.5 INTEREST, MEDIA AND COMMERCIAL PROFILE	49

03

CAPITAL MANAGEMENT

3.1 FINANCIAL CAPITAL	58
3.2 REAL ASSETS AND NATURAL CAPITAL	64
3.3 HUMAN CAPITAL	67
3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL	74
3.5 SOCIAL AND RELATIONSHIP CAPITAL	76

04

FIGC ACTIVITIES AND INITIATIVES

4.1 SPORT ACTIVITIES	80
4.2 FOOTBALL DEVELOPMENT ACTIVITIES	98
4.3 SUSTAINABILITY AND THE SOCIAL DIMENSION	176
4.4 ENHANCING FIGC'S BRAND IDENTITY	214
4.5 EFFICIENCY AND INTERNAL ORGANISATION	221

LETTER TO STAKEHOLDERS

FIGC is proud to present our 2022 Integrated Report, which marks the 12th consecutive year of accounting and reporting. This important and significant endeavour - part of a journey undertaken with PwC (PricewaterhouseCoopers) to reinforce our commitment to Transparency - complements the other publications that FIGC makes available to all internal and external stakeholders in the world of football (including ReportCalcio and the Management Report).

FIGC feels a great sense of responsibility at being one of the first sports organisations in the world to produce an Integrated Report. The aim of the document is to analyse FIGC's management model and the value created by Italian football as a whole so as to attest, once again, to the fundamental role that this sport can play in accompanying the growth and sustainable development of the entire Country.

In terms of methodology, the contents of the Integrated Report were prepared using the Integrated Reporting Framework model, while the Sustainability Reporting Guidelines were used for some quantitative data in order to maintain continuity with the previous Sustainability Report. The document analyses FIGC's main strategic programmes in 2022, with a particular emphasis on the enhancement of the sporting and youth dimensions, as well as the actions taken in professional football and regarding sports facilities, including changes to rules and regulations. It also examines the international dimension and social commitment, the development programme for women's football, investment in training for coaches and match officials, the organisation of Major Football events in Italy, the commercial results achieved and the enrichment of the historical and cultural heritage of Italian football. The other main areas of activity include investment in fan engagement, developments in technology and digitalisation, Paralympic and Experimental Football activities and the fight against racism and discrimination.

This set of far-reaching and contemporary plans and targets led to the implementation of actions that produced excellent results for the National Teams, especially the Men's Youth Teams, culminating in 2023 with the Under 20s finishing as World Cup runners-up, the Under-19s winning the European Championships and the Men's A Beach Soccer National Team clinching European success. This fruitful work with young players is central to reinvigorating

Italian football as a whole and getting the most out of Club Italia after the huge disappointment of failing to qualify for the FIFA World Cup following the play-off defeat against North Macedonia.

Sporting results only tell part of the story in terms of FIGC's activity and the Association has stood out in recent years for the progressive expansion of its main projects. Sustainability is a core, current topic, especially in light of the recent presentation of FIGC's first Sustainability Strategy, which identifies 69 clear, measurable and monitorable strategic objectives for Italian football - understood as a single ecosystem - to achieve by 2030. These objectives span 11 different policies within the framework of human rights and environmental protection.

FIGC's aim, from its position at the top of the footballing pyramid, is to serve as a point of reference to accompany the entire Italian football system into a new era. The pillars of Transparency and Sustainability are the foundations on which, together with all of our stakeholders, we can build a new path towards growth and sustainable development, while investing more and more in 3 key strategic assets: sports Infrastructures, Youth and Human Capital.



Gabriele Gravina
FIGC President



METHODOLOGICAL NOTE

OBJECTIVE OF THE REPORT

After 3 consecutive Sustainability Reports (representing 4 years of reporting) and 7 Integrated Reports between 2016 and 2022, FIGC has decided to continue on its **journey of sustainability disclosure**, driven by the desire for continual improvement while constantly seeking new ways to innovate. Besides offering **greater transparency** in communicating with stakeholders, the Integrated Report is a fundamental tool that very clearly describes the links between objectives and the strategic plan in place, between the Association's new organisational structure and the activities carried out, between the **projects implemented and the results achieved**. All this is done with the aim of highlighting the various forms of **value** that FIGC is able to generate.

AN EDITORIAL CHOICE AND A JOURNEY

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

REPORTING PERIOD AND BOUNDARIES

The qualitative and quantitative data contained in this Integrated Report relates to **activities carried out by FIGC** and its wholly owned subsidiary Federcalcio Servizi Srl. Data on sports management refers to the last few seasons, up to and including 2021-2022. Data that is not connected to sports management refers to the last few years, with a breakdown of the **activities run in the calendar year 2022**.

REFERENCES AND REPORT STRUCTURE

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

A JOURNEY OF IMPROVEMENT

The Integrated Report is part of longer **journey of transparency which FIGC set out on in 2011** with the aim of testifying the increasingly important role football plays in Italy on a sporting, economic and social level. The previous editions of the Integrated Report and **all the other publications which FIGC makes available** for its internal and external stakeholders (Sustainability Report, ReportCalcio, Management Report, Income Statement of Italian Football) can be found in the "Transparency" section on the FIGC website:

<https://www.figc.it/en/figc/transparency/general-provisions/>



A JOURNEY OF IMPROVEMENT

FROM THE SUSTAINABILITY REPORT...

...**COMMUNICATING** SOCIAL RESPONSIBILITY STRATEGIES



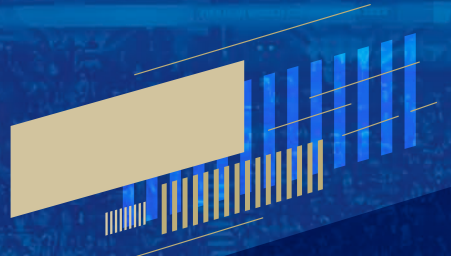
...TO THE INTEGRATED REPORT

...**IDENTIFYING** CAPITALS MANAGED AND CAPITALS AFFECTED

...**REPORTING** THE VALUE CREATED THROUGH CAPITALS





A stylized graphic overlay on the right side of the image. It depicts a stadium with a large, solid yellow rectangular area representing the pitch or a section of the stands. To the right of this area, there is a bar chart with several vertical bars of varying heights, colored in shades of blue and yellow. The entire graphic is set against a dark blue background that features a faint, semi-transparent image of a football stadium at night with bright lights.

The Italian Football Association (FIGC)
– 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.

01

MISSION, GOVERNANCE AND OBJECTIVES



1.1 IDENTITY, MISSION AND VALUES

THE ITALIAN FOOTBALL ASSOCIATION (FIGC)



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

FIGC IS MADE UP OF:

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



TECHNICAL BODIES

Italian Players' Union and Italian Coaches' Union (AIC and AIAC)



AIA The Italian Referees' Association (AIA) appoints referees and assistant referees for FIGC matches



SECTORS Technical Sector and Youth and School Sector



THE ITALIAN FOOTBALL PYRAMID

2021-2022 HIGHLIGHTS



LEAGUES

Organisation of professional, amateur and youth championships*

19
NATIONAL
TEAMS



FIGC direct competence



192 MATCHES
PLAYED



480,482 OFFICIAL
MATCHES
PLAYED



672,835 REGISTERED
YOUTH PLAYERS

YOUTH AND SCHOOL SECTOR

Running football
at youth and
school level



FIGC direct competence

*As of the 2018-2019 season, FIGC has taken on direct responsibility for the organisation of the top-tier national women's championships. Since 2019-2020 it has also started to organize Paralympic and Experimental Football activities

FIGC'S ROLE IN THE ITALIAN SPORTS SYSTEM

In accordance with the principles set out in the FIGC Statute, the Italian Football Association is recognised with legal personality under private law and is affiliated to the Italian Olympic Committee (CONI) as the body whose purpose is to promote and regulate football and associated activities in Italy.

FIGC's main headquarters are located in Rome (Via Gregorio Allegri, 14). The Federal Technical Centre is situated in Coverciano (Florence) and there are other local offices, particularly those representing the Youth and School Sector for the purposes of coordinating youth activities at a regional level. FIGC also manages Regional Committees, Autonomous Provincial Committees and Regional Sections of the Italian Referees' Association.

FIGC is the only Italian sports association recognised by the Italian Olympic Committee (CONI), the Union des Associations Européennes de Football (UEFA) and the Fédération Internationale de Football Association (FIFA) for all the matters relating to football both nationally and internationally.



FIGC'S POSITION IN THE INTERNATIONAL SPORTS SYSTEM

THE OLYMPIC MOVEMENT: ORGANISATION

THE MISSION AND ORGANISATION OF THE OLYMPIC MOVEMENT ARE SET OUT IN THE OLYMPIC CHARTER, THE FIRST VERSION OF WHICH WAS WRITTEN BY PIERRE DE COUBERTIN IN 1898.

INTERNATIONAL OLYMPIC COMMITTEE



LOCAL ORGANISING COMMITTEES FOR THE OLYMPIC GAMES



NATIONAL OLYMPIC COMMITTEES



INTERNATIONAL SPORTS FEDERATIONS



NATIONAL SPORTS FEDERATIONS



SPORTS CLUBS, ATHLETES, COACHES AND MATCH OFFICIALS



FIGC'S POSITION IN THE ITALIAN SPORTS SYSTEM



CONI

A member of the International Olympic Committee (IOC), the **Italian Olympic Committee (CONI)** is the body that regulates and manages sports activities in Italy. CONI is a public body **responsible for the organisation and development of sport in Italy and the promotion of sporting activities**. There are around **120,000 different sports clubs** in the Italian sports system, with a total of around **12 million members**.

SPORTS BODIES RECOGNISED BY CONI

FIGC IS ONE OF 48 NATIONAL SPORTS FEDERATIONS AFFILIATED TO CONI

National Sports Federations pursue their objectives through the running of sports activities and related promotional activities, in accordance with national and international sporting bodies. Sports clubs, multisports clubs and amateur sports associations can be affiliated to National Sports Federations, which maintain technical, organisational and management autonomy regarding their own institutional activities under the supervision of CONI. However, all Federal activities are regulated by the content of the FIGC Statute, the regulations and the laws set out in the Civil Code.



48

NATIONAL SPORTS FEDERATIONS

9 Military Sports Groups and State Corps.

15

ASSOCIATED SPORTS DISCIPLINES

Associated Sports Disciplines are made up of amateur sports clubs and associations in accordance with the specific cases set out in the Statutes, in relation to the specific activities of individual registered members. They are non-profit associations governed by private law.

14

SPORTS PROMOTION BODIES

Sports Promotion Bodies have the goal of promoting and organising physical and sporting activities for recreational and educational purposes. Each one has its own mission within the common objective of promoting the values of sport.

19


DESERVING ASSOCIATIONS

Deserving Associations have the aim of promoting social initiatives and the values of sport. They are made up of registered members who promote sporting and cultural activities by organising promotional initiatives at various levels.



FIGC'S FUNCTIONS

IN ORDER TO **PROMOTE AND REGULATE FOOTBALL IN ITALY**, FIGC CARRIES OUT **THE FOLLOWING FUNCTIONS**:

-  Overseeing **international football relations** with the objective of aligning sports calendars
-  Managing the sporting, technical, organisational and financial aspects of the **National Teams**
-  **Regulatory and guarantor** functions, particularly considering **Sports Justice**, match officials and checks on clubs
-  Promoting **national technical development** and **youth academies**, partly through issuing and managing the plans and objectives of the **Technical Sector** and the **Youth and School Sector**
-  Overseeing **sports-related health matters** and preventing and **suppressing the use of substances** and methods which alter the natural physical performance levels of athletes
-  Regulating the **affiliation of clubs and associations to FIGC** and **regulating the registration**
-  Deciding on the format and **formula of championships** in agreement with the relevant Leagues, after consultation with the Technical Bodies
-  Setting the requirements and **criteria for promotion, relegation and championship registration**, in addition to adopting a Licensing System for participation in professional championships in accordance with UEFA principles regarding licensing for European competitions, implementing **systems for monitoring clubs' compliance** with organisational, functional, managerial and financial balance requirements, including through the dedicated technical bodies
-  Issuing **regulations on players's registration** and fielding players who are **not eligible for the National Teams**, subsequent to consultation with the Leagues and associations representing the Technical Bodies
-  Setting the **criteria for the allocation of resources** made available to FIGC and upholding the **principle of financial solidarity** between professional and amateur clubs
-  Issuing **informative principles regarding the regulations** of the Leagues and the Italian Referees' Association
-  Recognising the most representative **players' and coaches' Union** for the purposes of organising the **electoral procedures of FIGC bodies** and other duties set out in the FIGC Statute

ITALIAN FOOTBALL'S INTERNAL STAKEHOLDERS

CLUBS



Undertake activities associated with the game of football in Italy and use FIGC registered players.

LEAGUES

FIGC deputizes the Leagues for the organisation of the competitive activities of football clubs through championships in different tiers. There are currently three professional football Leagues:



Lega Serie A: organises Serie A, the Coppa Italia, the Italian Super Cup, the Primavera 1 Championship, the Primavera Coppa Italia and the Primavera Super Cup. Set up in 2010, with headquarters in Via Ippolito Rosellini 4 in Milan.



Lega Serie B: organises Serie B, the Primavera 2 Championship and the Primavera 2 Super Cup. Set up in 2010, with headquarters in Via Ippolito Rosellini 4 in Milan.



Lega Italiana Calcio Professionistico: organises Serie C, the Serie C Coppa Italia, the Serie C Super Cup and the Primavera 3 and Primavera 4 Championships. Set up in 1959, with headquarters in Via Jacopo da Diacceto 19 in Florence.



Clubs that register only amateur athletes and compete in national, regional and provincial amateur championships (men's, women's and youth 11-a-side, Futsal and Beach Soccer) make up the association known as the **Lega Nazionale Dilettanti** (LND - National Amateur League). The LND was set up in 1959 and is based in Piazzale Flaminio 9 in Rome. It is a private body bringing together FIGC-affiliated clubs and associations that participate in amateur football championships.

TECHNICAL SECTOR



Set up in 1959, the Technical Sector is the FIGC body responsible for undertaking research and qualification activities designed to promote and improve football technique. To this end, the Technical Sector is responsible for maintaining international relations relating to the definition of the laws of the game and training methods for players and coaches. The Technical Sector is based at the FIGC Technical Centre in Coverciano. The President of the Technical Sector is appointed by the FIGC Executive Committee.



YOUTH AND SCHOOL SECTOR

In collaboration with CONI and the relevant public bodies, FIGC promotes, regulates and organises youth football activities for players aged 5-16 for technical, educational and social purposes. The Youth and School Sector has organisational and decision-making autonomy as regards its management, under the administrative control of FIGC. The Youth and School Sector was set up in 1947 and is based in Via Po 36 in Rome. The President of the Youth and School sector is appointed by the FIGC Executive Committee.



TECHNICAL BODIES AND ASSOCIATIONS

The players' and coaches' unions with the most registered members and greatest reach in terms of regional coverage and the various categories make up the Technical Bodies. Players and coaches appoint representatives to participate in FIGC's governing bodies (General Assembly, Executive Committee and Presidential Board). The Italian Players' Union and the Italian Coaches' Union are the organisations with the most players and coaches as members and are responsible for signing collective bargaining agreements.



Italian Players' Union (AIC): set up in Milan in 1968, the AIC aims to protect the moral, professional and financial interests of all male and female member players. AIC is based in Contrà della Grazie 10 in Vicenza.



Italian Coaches' Union (AIAC): set up in 1966, the AIAC is the organisation that protects the sporting, professional, moral and financial interests of football coaches and athletic trainers in Italy. The AIAC is based at the FIGC Technical Centre in Coverciano, Florence.

ITALIAN REFEREES' ASSOCIATION (AIA)



Match officials guarantee the technical and sporting regularity of matches, ensuring the laws of the game and the disciplinary measures in force are respected. The AIA recruits, trains, ranks and appoints match officials, who maintain operational and administrative autonomy. AIA was set up in 1911 in Milan and is based in Via Campania 47 in Rome. The AIA President is elected by all member match officials.

FIGC GOVERNING BODIES

The main functions of the **GENERAL ASSEMBLY** include **adopting the FIGC Statute, appointing** (on the proposal of the FIGC Committee) lifelong FIGC Honorary Presidents and Honorary Members and electing the FIGC President and the President of the Board of Auditors.

The **FIGC PRESIDENT** is the **legal representative of FIGC**, with **general responsibility for the sports and technical area** and is in charge of **planning, direction and control** in the pursuit of **on-field results on a national and international level**. After liaising with the Vice Presidents, the President adopts administrative, technical and sporting measures which are not specifically devolved to other bodies.

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

The **PRESIDENTIAL COMMITTEE** assists the President in preparing documents that relate to **accounting and management matters outside of ordinary administration**, oversees the preparation for the draft and final budget sheet and submits **economic and financial measures regarding injury cover** for players called up to the National Teams to the Executive Committee for approval.

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

The **GENERAL SECRETARY** is responsible for the **institutional, administrative and financial management** of FIGC. The General Secretary is also responsible for the preparation of the budget and financial statements, oversees the organisation of FIGC departments and staff, and carries out work programmes to implement the decisions of the FIGC President and Executive Committee.

The **BOARD OF AUDITORS** oversees the overall **economic and financial management** of FIGC and its bodies.



ETHICAL AND PROFESSIONAL VALUES

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



1.2 FIGC AND SDGs

On 25 September 2015, the United Nations (UN) approved the 2030 Agenda for Sustainable Development, which encompassed **17 Sustainable Development Goals (SDGs)** containing 169 targets to be achieved by 2030.

Modern football organisations, in accordance with their own targets, are increasingly placing an emphasis on developing **plans and programmes designed to pursue the Sustainable Development Goals**, thereby helping to reach the global targets set.



The infographic shows the **9 key SDGs that FIGC has chosen to adopt** (as well as some examples of initiatives run), in accordance with its own objectives and strategy.

3 GOOD HEALTH AND WELL-BEING



- ⊗ Promoting and organising sporting activity
- ⊗ Developing youth football and programmes to raise awareness regarding health and a good diet
- ⊗ Fight against doping
- ⊗ Development programme for sporting and educational activities on a local level (FIGC Technical Centres and the Evolution Programme)
- ⊗ New intervention protocol for on-field emergencies

4 QUALITY EDUCATION



- ⊗ The FIGC - Ministry of the Education framework agreement and programme of sporting activity and education at schools ("Valori in Rete")
- ⊗ Training programmes devoted to technical, refereeing and managerial fields
- ⊗ Coverciano school as best practice internationally
- ⊗ The FIGC transparency pathway
- ⊗ FIGC Youth Lab
- ⊗ Support for studying (Youth National Teams)
- ⊗ Collaboration with some of the leading Sport Management Master's degree programmes (teaching modules focusing on FIGC)

5 GENDER EQUALITY



- ⊗ Women's football development programme
- ⊗ Enhancing of the sporting side of women's football (e.g. increase in registered members), as well as in the media and commercially
- ⊗ Introducing the 2021-2025 women's football development strategy and professionalisation of women's football from 2022-2023
- ⊗ Development of female match officials (Italy one of the leading countries in Europe), with the first women ever to referee a men's Serie A match
- ⊗ Social campaigns and initiatives focused on culture, empowerment, the fight against violence towards women, health and prevention

8 DECENT WORK AND ECONOMIC GROWTH



- ⊗ Programmes aimed at boosting financial sustainability across all levels of Italian football
- ⊗ Support for Italian football during the pandemic
- ⊗ FIGC Human Capital development programmes (training, merit-based system, business welfare and healthcare protection)
- ⊗ New commercial strategy (internalising the business/revenue area)
- ⊗ Drawing up of FIGC's first Industrial Plan

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



- ⊗ Technology on the field (GLT, VAR and SAOT)
- ⊗ FIGC's digitalisation programme
- ⊗ Investment in e-sports and other fan engagement programmes
- ⊗ FIGC real assets and natural capital development programme (e.g. investments in Coverciano)
- ⊗ Projects aimed at developing sporting facilities at all levels of football
- ⊗ Technological and digital development initiatives regarding fan engagement and commercial sector (e.g. media factory and virtual advertising)

10 REDUCED INEQUALITIES



- ⊗ FIGC's social responsibility programme
- ⊗ Social campaigns developed during COVID-19 (UEFA Grow Awards 2021)
- ⊗ Definition of other social campaigns on key topics
- ⊗ Introduction of the Paralympic and Experimental Football Division
- ⊗ Projects to fight violence, racism and discrimination
- ⊗ Social inclusion programmes (e.g. the RETE! project / Evolution in the REfugee TEams programme)
- ⊗ Humanitarian emergency in Afghanistan and Ukraine: dedicated programmes for reception, integration and intervention

11 SUSTAINABLE CITIES AND COMMUNITIES



- ⊗ Organising major football events in Italy that are able to generate a long-term legacy for the areas involved and the country's economy as a whole
- ⊗ Bidding to host the biggest upcoming events (e.g. UEFA EURO 2032) with relative legacy programmes (e.g. volunteering)
- ⊗ Investing in environmental sustainability (Life Tackle project)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



- ⊗ Reorganization, management and digitalization of sports justice
- ⊗ Revisiting FIGC regulations
- ⊗ Introducing the sporting "231"
- ⊗ Fight against violence towards referees
- ⊗ Fight against match-fixing and integrity training
- ⊗ "Zona Luce" project at youth detention centres and "Pelota De Trapo" project in Italian suburbs
- ⊗ Web portal for protecting minors
- ⊗ "Freed by Football" project

17 PARTNERSHIPS FOR THE GOALS



- ⊗ Stakeholder engagement programmes
- ⊗ Managing all stakeholders regarding the strategy to adopt to safeguard football in the COVID-19 period
- ⊗ Definition of FIGC Sustainability Strategy: 69 strategic objectives relating to 11 different policies which Italian football plans to achieve by 2030
- ⊗ Domestic and international sports governance
- ⊗ International affiliations and collaborations

1.3 MANAGEMENT MODEL

FIGC FUNCTIONS AND OBJECTIVES

MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

RISKS AND OPPORTUNITIES



STAKEHOLDER RELATIONS

CAPITAL MANAGEMENT

FINANCIAL CAPITAL

- ⊗ Contributions (Sport e Salute and others)
- ⊗ Membership fees
- ⊗ Revenues from international events
- ⊗ Commercial, advertising and sponsorship revenues
- ⊗ Other revenues

REAL ASSETS AND NATURAL CAPITAL

- ⊗ FIGC Technical Centre in Coverciano
- ⊗ Headquarters, offices and facilities at regional level
- ⊗ Consumption relating to management of Real Assets
- ⊗ Effects of mobility

HUMAN CAPITAL

- ⊗ Employees, collaborators and their individual skills

INTELLECTUAL AND ORGANISATIONAL CAPITAL

- ⊗ Specialist technical know-how
- ⊗ ICT systems and equipment
- ⊗ FIGC brand and assets of National Teams
- ⊗ Organisational structure
- ⊗ Rules and procedures

SOCIAL AND RELATIONSHIP CAPITAL

- ⊗ Relationships with institutions
- ⊗ Relationships on a local level
- ⊗ Relationships with international bodies
- ⊗ Relationships between FIGC, its bodies, teams, registered members and families

FIGC ACTIVITIES AND INITIATIVES

SPORTS ACTIVITIES

FOOTBALL DEVELOPMENT ACTIVITIES

SOCIAL INCLUSION ACTIVITIES

ENHANCING FIGC'S BRAND IDENTITY

EFFICIENCY AND INTERNAL ORGANISATION

TYPES OF CAPITAL AFFECTED

- ⊗ Financial, Human, Intellectual and Organisational Capital

- ⊗ Financial, Real Assets and Natural, Relationship and Organisational Capital

- ⊗ Social and Relationship Capital

- ⊗ Financial, Intellectual and Organisational Capital

- ⊗ Financial, Human, Intellectual and Organisational Capital

STRATEGIC OBJECTIVES AND RESULTS ACHIEVED

- ⊗ OPTIMISED MANAGEMENT OF NATIONAL TEAMS

- ⊗ DEVELOPMENT OF YOUTH FOOTBALL
- ⊗ DEVELOPMENT OF WOMEN'S FOOTBALL
- ⊗ DEVELOPMENT OF COACHES AND MATCH OFFICIALS
- ⊗ REGULATORY FRAMEWORK AND SUSTAINABILITY OF THE FOOTBALL SYSTEM
- ⊗ MAJOR EVENTS AND INTERNATIONAL DIMENSION
- ⊗ INVESTMENT IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL
- ⊗ FAN ENGAGEMENT
- ⊗ INVESTMENT IN SPORTS FACILITIES
- ⊗ MANAGEMENT OF THE COVID-19 HEALTH EMERGENCY

- ⊗ INCREASED SOCIAL COMMITMENT AND PARALYMPIC AND EXPERIMENTAL FOOTBALL ACTIVITIES

- ⊗ EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT
- ⊗ CREATION OF NEW DIGITAL PLATFORMS

VISION FOR THE FUTURE

CREATION OF VALUE OVER TIME

EXTERNAL CONTEXT



1.4 STRATEGIC OBJECTIVES AND MAIN PROJECTS (2018-2022)

Despite the significant impact brought about by the health crisis, football continues to represent a fundamental asset for Italy from a sporting, economic, and social level. The strategy launched by FIGC will enable us to further optimise the socio-economic impact of Italian football and the development of the game as a whole.

OPTIMISED MANAGEMENT OF NATIONAL TEAMS



- Reorganisation of Club Italia
- Completion and strengthening of technical staff frameworks
- Generational change in the Men's National Team and development of the National Youth Team supply line, record qualification to UEFA EURO 2020 (10 wins in 10 games) and **EUROPEAN TITLE WIN IN JULY 2021 (SECOND IN THE COUNTRY'S HISTORY)**, with big socio-economic and reputational impacts for the entire country (also in terms of visibility and international exposure)
- First place in League A of the UEFA Nations League and qualification for the final four of the competition, held in Italy in 2021 (third-place finish), with a return to the top 10 of the FIFA rankings after more than 4 years (37 consecutive matches undefeated, a world record in the history of football) and second consecutive qualification for the Final Four (2023), again finishing in third place
- Organisation of training camps and selection and programmes for players of interest to the National Team, with the aim of easing the transition from Youth National Teams to the senior National Team and expansion of the pool of players available for selection, following the second consecutive failure of the Men's A National Team to qualify for the World Cup
- Significant improvement of results and ranking of Youth National Teams: in men's football, the Italian National Team are among the best in Europe for results obtained in the last 10-15 years, winning the European U19 title and coming second in the U20 World Cup (2023)



STRENGTHENING OF YOUTH FOOTBALL



- Local development project – Evolution Programme: FIGC Local Development Centres, Local Development Areas and Experimental Futsal Centres, centres of excellence for the development of youth football and the promotion of sports and socio-educational projects in the local area
- Opening of FIGC Summer Camps across the whole of Italy with the aim of supporting the development of youth football
- Football for all: Grassroots Festival and Calcio Integrato (Integrated Football)
- FIGC-Ministry of Education "Valori in Rete" (Online Values) agreement, with educational and sport programmes in schools: "Un Due Calcio" (One, Two, Kick), "Giococalciando" (Kickabout - winner of UEFA's best grassroots project award), "Ragazze in Gioco" (Girls in the Game), "Campionati Studenteschi" (Born Winners), "Un Goal per la Salute" (A Goal for Health), "Arbitro Scolastico" (School Referee), "Un Calcio al Bullismo" (Kick out Bullying), new school project "Tutti in Goal" (Everyone Scores) and "Io vengo dallo sport" (I come from sport) to promote positive support and a culture of inclusion



- UEFA "Football in Schools" project, using football as a tool of education, inclusion and playing sport (even at a distance)
- Organisation of projects and initiatives for European Sport Week, promoted by the European Commission to incentivise sport, also through the development of "Play Days" dedicated to youth football across the whole of Italy
- Organisation of top national youth leagues from U18 to U12, new format of U18, U14 and U13 pro and elite national championships, organisation of the national finals and raising the media profile and interest generated by youth championships
- Health crisis management: interruption and resumption of activities, implementation of health protocols and identification of alternative ways of playing football (individual training, Grassroots Challenge, flexible ways of playing, test matches), delivery of sports equipment to those most affected by the health crisis, zero registration fees for regional and local youth leagues
- Inclusion initiatives during the health crisis: digital training and awareness programmes for all stakeholders involved in youth football (clubs, members of staff, managers, schools, etc.), for instance: #NOIGIOCHIAMOINCASA (#weplayathome), #CONFRONTIAMOCI (#LETSTALK), #BACKSTAGE, #TUTTOQUELLOCHEILIBRINONSPIEGANO (#EVERYTHINGBOOKSDONTTELLYOU), #RESTART AND "SGS Academy"
- "FIGC Youth Lab": innovation laboratory (and innovation training) dedicated to staff involved in youth football
- New social responsibility programmes: "Zona Luce" (Light Zone) involving local youth detention centres, together with the educational-sporting project "Pelota de Trapo – Il calcio è di tutti" (Football is for everyone), which was born from Pope Francis' meeting with young people from Scholas Occurrentes in Mozambique in 2019
- Launch of the child protection web portal and digital platform, together with dedicated training programmes
- Anti-bullying awareness programme with the launch of a dedicated app
- Development of Youth Beach Soccer: new U17 and U15 leagues, youth beach soccer activities introduced and Football Academies established, integrated into the grassroots activities managed by FIGC Youth and School Sector, as well as the setting up of the Youth Beach Soccer Technical Committee
- Development of youth Futsal: dedicated tournaments (e.g. national U13 Futsal Elite tournament), new programme of competitions "Futsal Challenge" and Futsal+ training camps



- Development of 3 different programmes for youth football coaches, football school and youth academy directors, teachers and coaches involved in training and promoting football in schools
- "Grassroots Coach Education" training activities by SGS Academy, with the organisation of courses for instructors without a FIGC Level E qualification (entry level courses) and national workshops for grassroots activities
- "Tifo Corretto" educational project that accompanies football schools to National Team matches, along with the organization of Grassroots Awards
- Reform of quality assurance system of youth clubs, in order to enhance the entire course taken by the clubs, starting with grassroots leagues all the way up to competitive leagues

ENHANCEMENT OF WOMEN'S FOOTBALL



FIFA

- Launch of 2021-2025 women's football development strategy carried out in partnership with UEFA
- Synergy with men's professional football
- Trend towards growth in investment, media attention, fans, sponsors and numbers of registered female players
- New rules and governance of FIGC Women's Football Division
- FIGC tool ownership of organising major competitions, improving the profile of top women's national championships and updating the format of major competitions
- Organisation of women's football major events (e.g Super Cup and Coppa Italia finals)
- AIA designation of top CAN PRO referees for top competitions, a group involved in the third professional league in men's football
- New National Licensing requirements which aim to raise the level of professionalism among clubs' technical and managerial staff, paying particular attention to youth development, and UEFA licences issued to women's football clubs for the first time



- 🏆 Increase in media coverage and the marketing profile of the Women's National Team and championships (dedicated sponsorship and TV rights agreements for major competitions)
- 🏆 Significant increase in interest in women's football, TV audiences for top competitions and Women's National Team, fans and followers on social media/YouTube and revenue from TV rights and sponsorships
- 🏆 International growth: main competitions from the Women's Football Division broadcast on TV worldwide for the first time
- 🏆 Major professional men's stadiums used for top women's football matches, including at international level (UEFA Women's Champions League)
- 🏆 New brand identity for the Women's Football Division and competitions
- 🏆 Strengthening of the staff for the Women's National Teams
- 🏆 Qualification for 2019 FIFA Women's World Cup (first time in 20 years), reaching the quarter-finals and qualification for the 2023 World Cup (second time running, for the first time in the women's team history)
- 🏆 2019 FIFA Women's World Cup boosted the growth and development of the women's game: the success of #RAGAZZEMONDIALI
- 🏆 Improved technical profile of top leagues and women's team results at international level, with Italian players winning prestigious international awards
- 🏆 Qualification of the Women's National Team for 2022 UEFA European Championships
- 🏆 Initiatives carried out alongside the participation of the Women's National Team in UEFA EURO 2022: "Le Azzurre siamo noi" (We are the Azzurre) media campaign, carried out in synergy with Rai's documentary "Azzurro Shocking", come le donne si sono riprese il calcio" (Azzurro Shocking, how women reclaimed football)
- 🏆 Development of youth women's football: local development centres, U17 and U15 leagues, Danone Nations Cup, U15 development programme, regional U15 girls selection, "Torneo Magico" and Calcio+ (among the top 5 European development projects at UEFA level), completion of the supply line and strengthening of local presence, "Playmakers" promotional project in collaboration with UEFA and Disney
- 🏆 Open Day for the development of youth women's football ("Pink Football Day")
- 🏆 Introduction of free registration in youth women's football during the COVID-19 period



- 🏆 Health crisis management: interruption and resumption of activities, implementation of health protocols
- 🏆 Allocation of funds by FIFA, UEFA and FIGC to address the COVID-19 crisis and promote women's football
- 🏆 Women's Serie A became professional from 2022-2023 season, with the establishment of the first collective agreement for players and coaching staff; the FIGC officially became the first Italian Sport Federation to do
- 🏆 New communication and engagement initiatives: evolution of the look & feel of the social media pages and the creation of an in-house digital team; "UNICHE" (UNIQUE) docuseries, "ONE OF US WOMEN" talent game, partnership with "Casa Surace", television slots to present schedules and competitions, production of real-time television clips using video technology based on AI, enhancement of the information on the FIGC website and social media channels (live match, statistics on team and player performances, trivia, video highlights, weekly features, etc.), new theme music to accompany Serie A women's matches on TV and other dedicated television programmes
- 🏆 Social responsibility programmes based on 4 main themes: culture, empowerment, fighting violence against women, health and prevention: Main project areas: #UNAPASSIONEDANUTRIRE (#FEEDINGYOURPASSION - culture and education on nutrition), #LIBRIINGIOCO (#BOOKSINPLAY), #LADIVINAFINALE (commemoration of 700 years since the death of Dante Alighieri), "indifesa" (helpless - support for Terre des Hommes' campaign for women's empowerment), #LAVITTORIADELCORAGGIO (#BRAVERYWINS) initiative dedicated to the memory of Giovanni Falcone, Paolo Borsellino and all victims of the mafia, #PLAYFORPEACE to say no to war and raise awareness among fans about respecting human life
- 🏆 Project to encourage people from women's clubs to participate in sports director, athletic trainer, goalkeeper coach and UEFA A coach courses
- 🏆 Organisation of sessions on the fight against match fixing, betting and football regulations in top-level women's football
- 🏆 Organisation of meetings between representatives of FIGC Club Italia and women's football clubs to share technical ideas
- 🏆 Organisation of managerial training courses for Women's Serie A players ("Facciamo la Formazione" - "Let's do the Training", defined in synergy with sponsor eBay)
- 🏆 Increased engagement on the Women's Football Division social media channels, also thanks to the creation of an in-house digital team, the use of a fresh and creative style of language and the new look & feel of the social media pages, together with the launch of the new official profile on TikTok



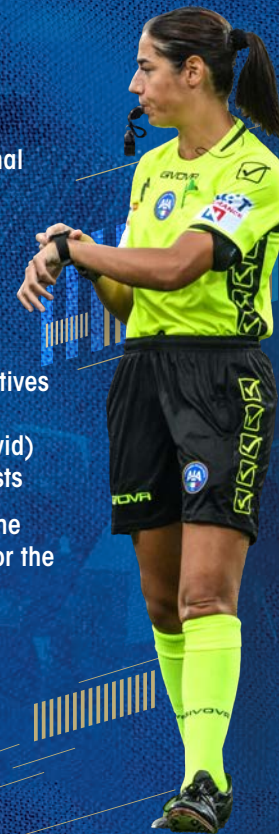
DEVELOPMENT OF COACHES AND MATCH OFFICIALS



- New governance of the Italian Referees' Association
- Training programmes for match officials
- Implementation of on-field technology: Goal-Line Technology and Video Assistant Referee
- Opening of the central VAR room in El Towers complex in Lissone
- Completion of VAR and AVAR referee training path to prepare for the use of technology in Serie B from 2021-2022 and in Serie C from the 2021-2022 playoffs
- Introduction of SAOT (semi-automated offside technology) in Serie A
- Broadcast of audio conversations between the referee and VAR in live matches on television
- Action against violence towards match officials
- Italian referees at the top of the world rankings
- "Becoming a referee: a kid's dream" project: video series on Italian refereeing excellence (winner of the creativity and innovation prize at the 2021 UEFA GROW Awards)
- Rejoining of National Refereeing Committees CAN A and B (new larger combined workforce)
- Establishment of the National Monitoring Committees CAI and CAN D united under CAN D, while futsal has been split into CAN 5 Élite, which brings together futsal Serie A referees, and CAN 5, for Serie B matches
- Establishment of VAR PRO role (former referees who have just retired on account of their age can continue their activities as VAR specialists)
- Introduction of the new coordinator of institutional relations role between CAN and Serie A and B clubs
- Daniele Orsato as first referee to participate in a TV programme
- Celebration of 110 years of the Italian Referees' Association (AIA) and presentation of the new official AIA logo



- Introduction of player/referee dual membership
- Launch of new courses on becoming a football referee which are free and organised in all 207 Italian sections
- #DIVENTARBITRO (#BECOMEAREFEE) campaign to promote the recruitment of new match officials
- Amendment to the rules of the Italian Referees' Association and new operating regulations for technical bodies
- Growth of the female referee sector (Italy among of the best in Europe) and the historic debut of a female referee in a men's Serie A match (Maria Sole Ferrieri Caputi)
- Exemption from payment of membership fee for U21 in 2022 and distribution of advance on costs of referees and assistants assigned to direct matches of the Youth and School Sector and the National Amateur League
- New governance of the FIGC Technical Sector
- Coverciano as an example of international best practice in the training of coaches
- Enhancement of training programmes for match analysis and scouting
- New training programme for youth academy directors
- New format for the Athletic Trainer course
- New D licence courses for regional amateur coaches
- New UEFA A and B combined course for experienced professional players
- Development of the scientific outlook of the FIGC Technical Sector and Training Methodology Lab: publication of dedicated studies and specialist researches
- Introduction of online courses in order for teaching to go on uninterrupted during the health crisis and organisation of initiatives to involve technical staff during the period of inactivity: "Come allenare ai tempi di coronavirus" (How to coach in times of Covid) and "Da tecnico a tecnico" (From one coach to another) podcasts
- Organisation of the "Panchina d'oro" (Gold Bench – to reward the best coaches) and the "Cronometro d'oro" (Gold Stopwatch – for the best athletic trainer)
- Launch of new pilot course for beach soccer coaches
- Launch of new pilot course for referee liaison officers



- New pilot course for coaches who want to obtain a UEFA Futsal B licence and new athletic trainer courses format
- Launch of the first Italian UEFA GK A course, a training course designed specifically for goalkeeper coaches
- Managerial training: executive programme on football management, organised with SDA Bocconi

REGULATORY FRAMEWORK AND SUSTAINABILITY OF THE FOOTBALL SYSTEM



- Sustainability of professional football: new multi-year criteria spanning organisational, infrastructural and economic/financial factors
- Reduction of time required for issuing of National Licences
- Increased penalties for missed payments on overdue debts and protection for competitive sport
- Review and strengthening of the Professional Football Financial Control Committee (Co.Vi.So.C.)
- Training courses for managers in the football industry
- New regulations to maintain public order during football matches
- Recognition of youth player development: updated provisions on solidarity payments and training compensation
- Strengthening of the introduction and promotion programme of "second squads"
- New FIGC statute
- "Sporting 231"
- Reform of the Primavera leagues, divided into four levels
- New FIGC Sports Justice Code, the first and only Code that encompasses the entire body of legislation on the subject, integrating the FIGC and CONI regulations
- Modification of the AIA's Guiding Principles of Regulations, subjecting referees to FIGC justice like all members of the Association



- New regulations on club takeovers and shareholdings, with the prohibition (when fully running) of multiple controlling stakes by the same entity (multiple-club ownership) in the professional sphere
- New FIGC regulations on sports agents, related disciplinary rules and examinations for qualification as a sports agent
- Launch of procedure to reform top professional and amateur league formats
- Fight against match-fixing and dedicated educational programmes
- Fight against doping, dedicated educational programmes and awareness campaigns
- Approval of statutes and regulations for leagues and their components
- New guiding principles for league statutes and regulations (homogenisation of the criteria for establishing quorums to convene and pass regulations)
- Agreement with Italian Players' Union for FIGC to use male and female players' image rights
- Management of international funding programmes for development projects and providing support during the health crisis: Erasmus+, UEFA HatTrick and FIFA Forward
- Enhancing FIGC's institutional profile on a national and international level, with the election of FIGC president Gravina to be a member of the Italian National Olympic Committee (CONI) and Vice-president of the UEFA Executive Committee, as well as Evelina Christillin's appointment as a UEFA member of the FIFA Council
- Tour of regional national amateur league headquarters by president Gravina to understand local needs
- Strong opposition from the FIGC to the plan to create a Super League (passing of the "anti-Super League" rule)
- New intervention protocol for pitch emergencies, developed thanks to an agreement with the Italian Red Cross
- Memorandum of understanding with the Italian Rugby Federation in order to promote wide access to sport and the modernisation of sports facilities
- Activation of a permanent working group for Italian football reforms, with the involvement of all relevant stakeholders
- Drawing up of the first FIGC Industrial Plan, with the aim of building a sustainable model, largely independent from sporting results

MAJOR EVENTS AND INTERNATIONAL DIMENSION



- 2019 UEFA elective congress
- 2019 European Under-21 Championships
- UEFA EURO 2020: post-COVID-19 recovery strategy and setting of health protocols, lead-up to and definition of the organisational aspects of the matches hosted in Rome together with institutional and operational stakeholders (Government; municipality of Rome; Sport e Salute; CONI; Aeroporti di Roma)
- 2020 European championships (June - July 2021): 4 matches played in Rome (including the opening match and accompanying opening ceremony), with significant positive socio-economic, tourism and employment impacts on the country, Stadio Olimpico infrastructural investments and record outcomes in terms of interest, TV audiences, engagement and commercial revenues, as well as initiatives and collateral projects: UEFA festival, Football Village in Piazza del Popolo, touring Fan Zone in Rome's most iconic locations, public screening at the Imperial Forums, youth tournaments, Casa Azzurri, "Sogno Azzurro" (Azzurri Dream) documentary, TV broadcast of "Notte Azzurra" (Azzurri Night) and dedicated social media campaigns (Rinascimento Azzurro - Blue Rebirth)
- Approval of the draft law tackling ambush marketing (requirement for UEFA EURO 2020)
- Final Four of the 2020-2021 UEFA Nations League (Turin and Milan)
- 2021-2022 Women's Champions League Final (Turin)
- Legacy of major events: volunteer programme
- Application for hosting UEFA EURO 2032 in Italy (the first major national teams event since "Italia 90") and for hosting the Champions League final in Milan in 2026 or 2027
- Seminars, workshops and other international events held in Italy
- Presence of Italian executives in the main international bodies (FIFA and UEFA)



Memorandum of understanding between FIGC and the Chinese FA for the development of football in China

Collaboration agreements with other football associations (including the Saudi Arabian Football Federation, with the aim of developing women's football)

- Technical collaboration and sharing of expertise with the Qatar FA (UEFA Assist funding programme)
- Agreement reached between FIGC and European Commission representatives in Italy, with the joint objective of developing projects and initiatives aimed at improving inclusion, social responsibility, good sports governance, the fight against doping, and sustainability
- Use of European funds: "Fans Matter", "Life Tackle", "Green Sports Hub Europe" and "Football for a Better Chance 2.0" projects
- Agreement with the Ministry of Tourism to export the image of Made in Italy products through the National Football Teams
- Agreement with the Ministry of Economic Development for the development of joint initiatives in fighting counterfeiting

INCREASED SOCIAL COMMITMENTS AND ACTIVITIES OF PARALYMPIC AND EXPERIMENTAL FOOTBALL



- "RETE!" ("GOAL!") project, in collaboration with the Ministry of the Interior, ANCI and SAI centres, and the development of the new "REfugee TEams" programme, with the participation in sports and educational activities for unaccompanied foreign minors and young adults seeking international protection
- Round table discussion against racism and launch of the multi-stakeholder anti-discrimination campaign "United by the same colours", with the participation of all the stakeholders of Italian football for the first time
- "Football for a Better Chance 2.0" project, funded by the European Union to develop collaboration projects and social inclusion in football
- Implementation of the new corporate social responsibility programme and start of the path in adopting a Sustainability Strategy
- Development of initiatives to support non-profit organisations and fundraising campaigns
- Establishment of campaigns of social interest on some key issues: fighting violence against women, combatting racism and discrimination, research on cancer and rare genetic diseases
- Long-lasting collaboration with the Bambino Gesù children's hospital
- "Freed by Football" project developed with the Court of Minors of Reggio Calabria
- Special Team Onlus (with Azzurri Legends)



- Humanitarian emergency in Afghanistan and Ukraine: dedicated welcoming, integration and intervention programmes (at a social and sporting level)
- Paralympic and Experimental Football Division (DCPS) within FIGC and organisation of Quarta Categoria tournament aimed at youngsters with learning and social difficulties, winner of the "Best Disability Initiative" award (UEFA Grassroots Awards 2020)
- Launch of the Paralympic and Experimental Football Division implementation plan, with the gradual transfer of all football activities for the disabled from the Italian Paralympic Committee to FIGC
- Formation of the Board of Directors for the Paralympic and Experimental Football Division
- Development of participatory initiatives for Paralympic and Experimental Football Division players during the health crisis: technical training courses and athletic training courses, online meetings with big names from Italian football, FIFA special eChallenge esports tournaments, Trequartista Challenge Volumes 1 and 2, with the organisation of Paralympic and Experimental Football Division sports camp to reward the winners of the contest
- Gradual resumption of sporting activity after the most acute phase of the pandemic. First test matches and subsequent restart of competitions at full capacity, including tournament finals, with a significant growth in the number of registered athletes and affiliated clubs
- € 300,000 contribution from the FIGC Executive Committee to the DCPS, with the aim of supporting the return to sporting activity in the post-pandemic period
- Creation of Paralympic and Experimental Football Division medical committee and introduction of educational programme on anti-doping issues
- Launch of new courses for coaches of disabled players
- "Disabilitiamo i Preguidizi" (Disabling Prejudices) and "Il Calcio è di Tutti" (Football is for Everyone) awareness campaigns promoted by the Paralympic and Experimental Football Division

- Specific training of match officials involved in DCPS competitions
- DCPS communication strategy: website, logo, official social media channels, #siamocalcio (#wearefootball) television programme, participation of representatives of Paralympic and Experimental Football in some television programmes



MUSEO DEL
CALCIO

INVESTING IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL



- Italian Football Hall of Fame
- Development project for the Italian Football Museum
- New digital archive of the Football Museum
- "Virtual" opening of the Football Museum during lockdown (digital tour on social media channels)
- Programme of celebrations to mark the 20th anniversary of the Italian Football Museum
- Structural renovation: new memorabilia from the distant and recent history of the National Team, introduction of new exhibitions, cinema hall, training places for students and dedicated exhibitions, including as part of a tour (e.g. Casa Azzurri in Rome and "Azzurra: la grande storia della Nazionale - Azzurra: the wonderful history of the National Team" exhibition in Emilia Romagna, "La storia siamo noi - We are the history" the exhibition hosted in the Hall of Honor of the CONI)
- The museum's new school and educational projects, initiatives aimed at the younger generations and football schools, together with "Family Weekends" for families and younger visitors
- Inauguration of the new "Corte di Campioni" ("Champions' Court"), a FIGC timeline and list of coaches and over 800 players who have represented Italy throughout its history
- New communication strategy and launch of the museum's social media channels
- New attractions: the "Wall of Azzurri shirts", the "Wall of Balls", a room dedicated to the UEFA EURO 2020 victory and the use of virtual reality in "VR4Football"
- Launch and development of the Italian Football Museum's official app
- Enhancement of the scientific dimension of research: projects and historical reconstruction programmes covering topics related to Italian football
- New communication plan and increased visibility of the museum on television broadcasts, along with the unveiling of the museum's new logo
- Collaboration with the FIFA museum: "211 cultures. One game" exhibition
- Launch of the photo prize contest #nonniamuseodelcalcio (#grandparentsinthefootballmuseum)
- Growth in the number of domestic and foreign visitors in 2021 and 2022, despite the health crisis



CREATION OF NEW DIGITAL PLATFORMS



- FIGC digitisation programme
- Platform to create an interactive database for Club Italia
- Online FIGC registration service
- New extranet platform for all the FIGC stakeholders
- Online referee reports and service platform for the Women's Football Division and Paralympic and Experimental Football Division
- Employee portal (human resources)
- Online Sports Process
- Online courses for the Technical Sector and Youth and School Sector
- Online registration of coaches
- Online management of Youth and Schools Sector championship



EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT



- Reorganisation and streamlining of FIGC structure, with the presentation of the new organisational chart and function chart, inspired by innovative logic of "Renovability"
- Reorganisation of the Safety in the Workplace models through training activities for FIGC staff
- Reorganisation of Sports Justice
- Stakeholder engagement: 6 working groups focusing on sports justice, facilities, governance, marketing, National Teams and championship reform
- Human resources training: UEFA Certificate in Football Management (CFM), IT courses, language courses, etc.
- Enhancement of Human Capital, inclusion of new young talents with an international profile, transparency in recruiting process, digitalization of activities in the HR field, merit-based incentives and "job rotation"
- Corporate welfare programmes
- Transparency and publications: Integrated Report, ReportCalcio and Management Report, winning prestigious awards in Italy and abroad

- Organisation, management and control model pursuant to legislative decree 231/2001
- Internal auditing, Risk Assessment and Compliance
- Strengthening of the marketing, commercial and digital content management functions, with the launch of the new structure of the Business/Revenue Area
- New business development strategy: Internalization of key functions, strategic marketing and digital content
- Expansion of commercial partners, new activities and projects carried out in tandem with sponsors and growth in sponsorship revenue, despite the health crisis
- Reached and exceeded the target of "100 million" (total for sponsorship and licence agreements, including "value in kind" agreements but excluding technical sponsorship) in the four-year period 2019-2022, with an increase of more than 47% in purely monetary revenues, together with the launch of the commercial plan 2023-2026
- Sponsor events (Azzurri Partner Day and Azzurri Partner Cup)
- Enhanced visibility of FIGC sponsors despite the prolonged absence of sports competitions due to COVID-19, also thanks to the digital campaigns developed by FIGC in 2020
- Specific sponsorship formats for women's championships, the women's National Team, the e-foot National Teams and the Italian Referees' Association
- Launch and success of FIGC-Puma "green jersey"
- Conclusion of 20-year partnership between FIGC and Puma, with the launch of the "20 anni sul nostro petto" (20 years on our chest) marketing campaign
- New sponsorship agreement with Adidas, which places FIGC among the top 5 football federations in the world for partnership value
- Launch and success of the first fan token for the National Football Team, in partnership with Socios.com
- Initiatives to develop technology in the commercial field: introduction of virtual advertising
- New brand identity coordinated by FIGC: launch of the new "institutional" FIGC logo and the National Teams' new "scudetto logo", with its sound identity and the parallel creation of a digital campaign aimed at enhancing the history of the Azzurri jersey
- Collaboration with leading Sport Management Master's programmes, with the establishment of teaching modules related to FIGC and selection of the best students for recruitment purposes



FAN ENGAGEMENT



- Investment in e-sports: introduction of 5 new "e-foot National Teams" (Italy were European champions in 2020 and world semi-finalists in 2022 and 2023), growth in media and commercial interest generated by eNazionali and investment in management training in e-sports
- Development of projects and initiatives aimed at millennials and Gen Z, increasing opportunities for interaction, sharing of experiences and fan engagement
- FIGC Technical Centre open day
- Social media and Vivo Azzurro communication plan, FIGC official membership programme
- New customer relationship management program and new CRM platform
- Integrated system for the centralised strategic management of digital content (Digital Asset Management - DAM)
- Internalization of the FIGC brand
- Expansion of English content on the FIGC website
- Improvement of mailing and direct marketing activities for FIGC website subscribers
- New Arabic and Chinese social media channels for the National Teams
- Creation of new content for FIGC digital channels
- Media Company project: creation of the FIGC Media Factory, with success in terms of interest and subsequent creation of the FIGC's: "Vivo Azzurro Live", "Azzurri Live" and "Casa Azzurri Live" programmes
- Taking Casa Azzurri abroad, for the first time for a women's tournament finals (UEFA Women's EURO 2022)
- New official FIGC LinkedIn and TikTok profiles
- In-house television production project of content on the National Teams on FIGC platforms, such as the streaming of exclusive TV content, including some matches of Youth, Women's, Beach Soccer and Futsal National Teams
- Creation of an ad hoc television perspective designed for the fans of the National Team (Vivo Azzurro Cam)
- Significant growth in the numbers related to the FIGC website (best performance in Europe in 2021), the YouTube account and social media channels, thanks to the new

contents introduced, the new exclusive services for the benefit of registered users and the impact of the UEFA EURO 2020 victory

- "Pallone Azzurro" (blue ball) award given by fans to the National Teams' best male and female player
- "Il mio Euro-Racconto" (My Euro-Story) contest, launched by the National Teams' social media channels
- New fan engagement programme, which allows fans of the National Teams to select their player of the match in Azzurri and Azzurre games
- Match analysis breakdown of the main data on the performance and sports statistics of the National Teams, for the benefit of fans and enthusiasts
- Official inauguration of the first mascot of the Italian National Teams, created by the Oscar-winning special effects artist Carlo Rambaldi
- Organisation of Fan Matches between supporters of the Italian National Team and supporters of the Azzurri's opponents
- Development of fan engagement campaigns to enhance the history and cultural heritage of Italian Football and the FIGC



INVESTMENT IN SPORTS FACILITIES



- Investments in FIGC Technical Centre in Coverciano: safety, renovation, energy efficiency, innovation and environmental improvements
- Launch of Coverciano 3.0 project
- Other FIGC real estate asset improvement, also with the aim of developing initiatives of social importance (e.g. the sale of the Secondigliano sport center to a local association, to make it a reference point within an area suffering from a high crime rate)
- Improvement of the "look & feel" of FIGC headquarters in Rome
- FIGC-POLIMI agreement: course in Sport Design and Management
- FIGC-ICS agreement: funding programme for infrastructural work on stadiums and sports facilities
- Digitalised management of FIGC stock
- Programme to create a new FIGC academy in Rome
- Environmental sustainability at sports facilities: "Life Tackle" project, created to establish guidelines for environmental management at sports facilities
- New governance of Federcalcio Servizi Srl, a wholly owned subsidiary of FIGC for the management of real estate assets
- Discussions with the government to implement actions to facilitate the redevelopment of sports facilities in Italy


















MANAGING THE COVID-19 HEALTH CRISIS



- Introduction and development of the FIGC Medical Committee
- Medical and health protocols for the protection of members and the gradual resumption of training sessions and competitions
- Creation of a FIGC Prosecutor inspection team tasked with checking that FIGC health protocol guidelines are followed
- New ad hoc sanctioning system for failure to comply with protocols
- Extension of the 2019-2020 season beyond 30 June 2020, with possible alternative formats and/or criteria suggested to decide the final placings
- Resumption and completion of professional competitions in the 2019-2020 season (Italy one of the few countries to complete three tiers of professional football), with almost 74,000 PCR and serological tests carried out
- Overall, between 2020 and 2022, it is estimated that approximately 830,000 tests and sierological tests were conducted, enforcement of the health protocols implemented by the FIGC
- Gradual restart of amateur and youth football competitions in the 2020-2021 and 2021-2022 seasons, following the development of the health crisis with the complete recovery of lost memberships during the period of health emergency
- Productive discussions with the Government: validation of protocols, introduction of "health corridors" for sportspeople involved in official competitions travelling to and from Italy, "extraordinary procedure" for decisions relating to the 2019-2020 final placings and/or format changes for 2020-2021, as well as the introduction of a series of legislative measures aimed at supporting the entire football system, structured and staggered reopening of stadiums to 100% capacity, distribution of € 56 million of public funds as reimbursements for the application of health protocols by football clubs and introduction of apprenticeship in the world of football (with first application in Serie C)



-  Further discussions with the Government, aimed at recognising the socio-economic importance that football has through the adoption of some urgent measures to help clubs recover from the crisis brought by COVID-19
-  Introduction of the 5 substitutions rule, which was later maintained
-  New rules on player transfers and registration, and the renegotiation of players' contracts
-  Adjustments to the National Licensing system: postponement of deadlines and restructuring compliance
-  Maintaining the economic/financial balance of FIGC throughout the COVID-19 affected years, thanks to careful management control and the enhancement of commercial potential
-  Economic support programme to aid clubs and FIGC components worth around than € 90 million: "Fondo Salva Calcio" (Save Football Fund), allocation of additional Sport e Salute payments, specific funds for supporting youth and women's football, plus other sums paid out
-  Memorandum of understanding between FIGC and Istituto per il Credito Sportivo to financially support professional clubs participating in Serie B and Serie C
-  Use of FIFA and UEFA funding aimed at mitigating the impact of the health crisis (mainly in the context of Covid tests for match officials and top-level women's football)
-  Development of social responsibility and awareness initiatives: support for the #DISTANTIMAUNITI (#DISTANTBUTUNITED) campaign, Azzurri Masks (in collaboration with the Bambino Gesù children's hospital), #ÈILNOSTRODOVERE (#OURDUTY) fundraising campaign with the LAPS Foundation, programme of social initiatives in the regions worst affected by the pandemic (starting with Bergamo)
-  The FIGC Technical Centre became a "House of Solidarity", opening to accommodate people undergoing post-COVID-19 health monitoring
-  Digital awareness and fan engagement campaigns: #LEREGOLEDELGIOCO (#THERULESOFTHEGAME), #LOSCUDETTODEL CUORE (#CHAMPIONSHIP OF THE HEART), A Historic European Championship, 110 Years of the Italian National Football Team, #LAPARTITADELSECOLO (#THEGAMEOFTHECENTURY - 50th anniversary of Italy 4-3 Germany) and 110 Years of the Blue Jersey
-  Financial donation for research to the Spallanzani Hospital in Rome
-  Top-level international awards: the entire programme of social responsibility initiatives carried out by FIGC in the field of COVID-19 was awarded first prize in the "COVID-19 Community Initiative" category at the 2021 UEFA GROW Awards

-  Protecting the health of FIGC employees and colleagues: adapting the rules of conduct, updating the employment model, applying stringent anti-Covid corporate protocols, periodic antibody screenings for all employees, PCR or lateral flow tests for those taking part in trips and agreements with diagnostic laboratories for FIGC employees and components
-  Introduction of Covid insurance cover for FIGC employees/referees and introduction of smart working and the "flexible" working pattern



1.5 NATIONAL TEAMS HONOURS

A NATIONAL TEAM

4 WORLD CUPS

2 EUROPEAN CHAMPIONSHIPS

1 OLYMPIC GOLD

UNDER 21

5 EUROPEAN CHAMPIONSHIPS

4 MEDITERRANEAN GAMES

UNDER 19

2 EUROPEAN CHAMPIONSHIPS

UNDER 18

2 UEFA JUNIOR TOURNAMENTS

UNDER 16

1 EUROPEAN CHAMPIONSHIP

FUTSAL

2 EUROPEAN CHAMPIONSHIPS

BEACH SOCCER

3 EURO BEACH SOCCER LEAGUE TITLES

WOMEN'S UNDER 19

1 EUROPEAN CHAMPIONSHIP

UNIVERSITY NATIONAL TEAM

2 UNIVERSITY CHAMPIONSHIPS

4 WORLD CUPS

WON BY MEN'S A NATIONAL TEAM

29 TROPHIES

WON BY ITALIAN NATIONAL TEAMS IN ALL COMPETITIONS

18 EUROPEAN CHAMPIONSHIPS

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



E-SPORTS

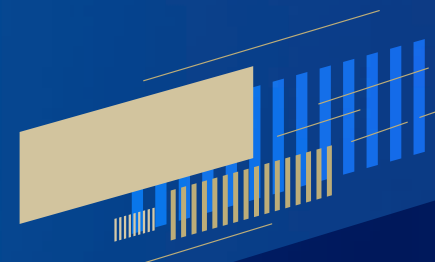
IN 2020 THE TIMVISION eNAZIONALE WON UEFA eEURO 2020, THE FIRST VIRTUAL EUROPEAN CHAMPIONSHIP, PLAYED ON PRO EVOLUTION SOCCER (PLAYSTATION 4)



LATEST TITLES WON:

THE MEN'S UNDER 19 NATIONAL TEAM IN 2023 HAS BEEN CROWNED CHAMPION OF EUROPE, 20 YEARS AFTER THE PREVIOUS TITLE, WHILE THE BEACH SOCCER NATIONAL TEAM HAS WON THE EUROPEAN CHAMPIONSHIPS





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



02

FIGC AND ITALIAN FOOTBALL IN FIGURES



2.1 THE FOOTBALL SYSTEM IN FIGURES

THE NUMBERS AND THE VALUE GENERATED

REPORTCALCIO: A COLLECTION OF STRATEGIC DATA AND TRENDS



13 editions of
ReportCalcio (over 2,200 pages)

TARGETS:

- To present the figures behind Italian football by describing its size and structure.
- To examine the main trends and predict future developments.
- To provide strategic support to define alongside programmes for developing Italian football.

TOPICS COVERED:

- From the census on Italian football to the profile of the National Teams (in sporting, media and commercial terms), from studying youth and amateur football to analysing the financial, organisational, infrastructural and tax profile of the professional system, along with appropriate scope for international comparisons.

PARTNERS OF EXCELLENCE:

- PwC and AREL

SPORT DIMENSION

- 4.6 MILLION** PLAY FOOTBALL IN ITALY, WITH **APPROXIMATELY 1.4 MILLION REGISTERED MEMBERS** of FIGC (75% players); over 20% of Italian males aged 5 to 16 are FIGC-registered members.
- ONE IN EVERY 57 ITALIANS** is registered as a player for an amateur or youth football club.
- FIGC would represent **THE THIRD-BIGGEST ITALIAN CITY** in terms of population (after Rome and Milan).
- FIGC alone makes up **26% OF THE TOTAL NUMBER OF REGISTERED MEMBERS** across the 48 Italian sports associations and over 92% of **SPORTING PROFESSIONALS** in Italy.
- OVER 570,000 OFFICIAL MATCHES EVERY YEAR** prior to COVID-19 (one every 55 seconds) staged across over 13,000 pitches.

ITALIAN FOOTBALL: A STRATEGIC
ASSET FOR THE COUNTRY
ON A SPORTING, ECONOMIC
AND SOCIAL LEVEL

SOCIO-ECONOMIC IMPACT OF FOOTBALL

- ESTIMATED TO BE € 4.5 BILLION**, the figure encompasses the **ECONOMIC** (€ 1,272 million), and **HEALTHCARE** (€ 1,192 million) sectors as well as the **SOCIAL IMPACT** (€ 2,063 million).
- FOOTBALL AS A TOOL FOR SOCIAL INTEGRATION**: almost **65,000 REGISTERED PLAYERS WERE BORN ABROAD**, FROM **142 DIFFERENT COUNTRIES**, with 17,641 foreign minors registering for the first time; in 2019-2020, foreign players made up 60% of the total in Italy, while in 2021-2022, 13% of those called up to National Teams had foreign origins, making a total of 87 male and female players.
- OVER 3,000 REGISTERED MEMBERS FOR FIGC'S PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION**, with sporting activity aimed at players with cognitive-relational disabilities and psychiatric illnesses.

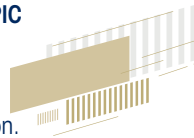
INTEREST GENERATED

- The most popular sport in Italy: football continues to represent by detachment the **MAIN ITALIAN SPORT IN TERMS OF LEVEL OF INTEREST**.
- In 2022, **57% OF THE ITALIAN POPULATION** said that they were interested in this sport, making an estimated total of **ALMOST 34 MILLION PEOPLE**.
- Football is followed by motorsports and Formula 1 (43%) and athletics (42%).
- Almost **300 MILLION FANS AND FOLLOWERS** on social media and over **2 BILLION views on YouTube**.
- AROUND 40 MILLION TICKETS** sold every year (pre COVID-19)
- 50 FOOTBALL MATCHES** among the 50 most-watched programmes in the history of Italian TV (47 of which are National Team matches)
- CUMULATIVE WORLDWIDE AUDIENCE** estimated to be **1.44 BILLION TV VIEWERS** (professional football and National Teams)
- SERIE A'S** estimated **INTERNATIONAL FAN BASE** is equal to **510 MILLION PEOPLE** (19% in Europe, 7% in North America, 16% in South America, 10% in Africa and the Middle East and 48% in Asia-Pacific). The 2022-2023 season was watched by **475 MILLION FANS ABROAD** thanks to 65 foreign broadcasters distributing footage all across the planet, recording an increase of +35% in Asia and +18% in Europe, with 150,000 hours of coverage (+10% increase on 2021-2022).
- TV AUDIENCE IN ITALY: 373 MILLION TV VIEWERS**.

ECONOMIC, TAX AND COMMERCIAL PROFILE



- ⊕ Direct revenue: **€ 5 BILLION**; Italian football accounts for **12% OF THE GLOBAL FOOTBALL INDUSTRY'S TOTAL REVENUE**, while direct employment (FIGC, leagues and its components, professional, amateur and youth teams) equates to over **42,000 PEOPLE INCLUDING EMPLOYEES, COLLABORATORS AND OTHER PAID WORKERS**.
- ⊕ **INDIRECT IMPACT** on Italy's GDP (12 different industries involved in the chain of activating value in football): **€ 11.1 BILLION**, with almost **126,000 JOBS GENERATED** by football and 235,000 volunteers.
- ⊕ Relevance in the **ITALIAN ENTERTAINMENT SECTOR**: pre-COVID-19, football made up **35% OF TURNOVER GENERATED** by Italian entertainment (ahead of cinema and theatre on 10% and 7% respectively) and **81% OF REVENUE** in Italian sport.
- ⊕ Total turnover generated by professional football in 2018-2019 (the final season pre-COVID-19) **WAS OVER € 3.8 BILLION**, growing between 2007 and 2019 by an average of 4.8% every year, **COMPARED WITH ITALY'S GDP GROWING BY 1.4%**. Among the sectors in the Italian entertainment industry, the growth in football turnover was only behind video games (+8.4%) and the internet (+7.7%), ahead of television (+0.2%), radio (-0.4%), music (-0.7%) and newspapers (-5.1%).
- ⊕ **TAX AND SOCIAL SECURITY CONTRIBUTION** (professional football): **€ 1.3 BILLION**. Professional football (99 clubs) **ACCOUNTS FOR 73.1% OF THE TOTAL TAX CONTRIBUTION** made by the whole of Italian sport (50,000 clubs and businesses).
- ⊕ The growth in football's tax contribution has generated **NEW RESOURCES TO BENEFIT THE ENTIRE ITALIAN SPORTING PANORAMA** (over € 60 million in 2019 alone and over € 95 million in 2020), following the impact of the reform of the financial system in Italian sport (the 2019 Stability Law and the principle of self-financing in sport).
- ⊕ Between 2006 and 2020, for each euro "invested" by the Italian government in football, the **STATE** had **A RETURN IN TERMS OF TAX AND SOCIAL SECURITY CONTRIBUTION OF € 18.9** (figure coming from the correlation between the tax and social security contribution by professional football generated in the 15 years period amounting to € 16.8 billion and the contributions by the Italian National Olympic Committee/Sport e Salute to FIGC in the same period, totalling € 891.6 million).
- ⊕ Through Totocalcio, Italian football financed sport in our country between 1948 and 2003, by generating around **€ 19.5 BILLION FOR THE ITALIAN NATIONAL OLYMPIC COMMITTEE AND ANOTHER € 19.5 BILLION FOR THE TREASURY**, contributing to the winning of **422 OLYMPIC MEDALS** in those 55 years.
- ⊕ In 2020, 3 professional football clubs made **IRPEF (Withholding tax) CONTRIBUTIONS OF OVER € 50 MILLION**, while 15 clubs contributed between € 10 million and € 50 million.



OTHER CASE HISTORIES



⊕ ATTRACTING FOREIGN CAPITAL

Italian football remains credible and capable of attracting major investment, particularly foreign capital. There are currently **19 FOREIGN OWNERS IN ITALIAN PROFESSIONAL FOOTBALL** (considering the significant growth in investment funds and also the other types of ownership), with American investors leading the way with 11 owners, including the recent acquisitions of AC Milan, Atalanta, Roma, Fiorentina, Spezia, Parma, Genoa and Triestina.

Between 2011 and 2022, **RECAPITALISATION OPERATIONS IN PROFESSIONAL FOOTBALL WERE CARRIED OUT TOTALLING OVER € 6.2 BILLION, AND OVER 60% OF THIS FIGURE (€ 3.9 BILLION)** came from foreign shareholders. This is a major sign of the attractiveness of the sector and foreign investors' growing confidence in investing in Italian football, along with an increase in the international profile of governing structures (by now about one in 7 board members in professional football is foreign and the ratio goes up to one in 3 among Serie A clubs).

⊕ DAILY SPORTS NEWSPAPERS

In 2022, total sales of the 3 main **DAILY ITALIAN SPORT NEWSPAPERS**, in which football takes up an average of 80% of the content, totalled nearly **4.5 MILLION COPIES**.

⊕ FOOTBALL BETTING

TOTAL REVENUE IN 2022 (ITALY): € 13.2 BILLION (more than 6 times higher than 2006), which is 70% of the total takings from sports betting in Italy, with a **TAX REVENUE OF OVER € 342 MILLION** (record figure since records began in 2006, while for tennis, the second sport, is only € 86.1 million). The global revenue generated by Serie A was **€ 36.6 BILLION**, which is mostly generated from Asia-Pacific (€ 26.6 billion) and Europe (€ 8.1 billion), while South America (€ 732 million), Africa (€ 695 million) and North America (€ 450 million) also contribute. The list of TOP 50 sports events with the biggest takings **IS EXCLUSIVELY MADE UP OF FOOTBALL MATCHES**.

⊕ VIDEO GAMES

Considering all platforms, **THE BEST-SELLING VIDEO GAME OF 2022 WAS A FOOTBALL GAME** (2 of the top 3 were football-related).

⊕ FANTASY FOOTBALL

6 MILLION FANTASY FOOTBALL COACHES AND 16 MILLION VIRTUAL TEAMS SIGNED UP for tournaments, making an estimated annual revenue from this sector of € 12 million.

⊕ PROFESSIONAL CLUBS' SUMMER TRAINING CAMPS

THE ESTIMATED IMPACT across the Trentino region, in particular Valle di Sole, in regard to the staging of professional clubs' summer training camps is **€ 13 MILLION** (with the influx of around 100,000 supporters).

⊕ SUMMER SCHOOLS ORGANISED BY PROFESSIONAL CLUBS

The total number of **YOUNG PLAYERS INVOLVED** each summer is OVER 30,000, with an estimated economic value of around € 11 million.

2.2 SPORT DIMENSION OF ITALIAN FOOTBALL

ORGANISED AND STRUCTURED ACTIVITY – FIGC FIGURES

											COVID-19 IMPACT			Difference between 2021-2022 vs 2020-2021
	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	
CLUBS	14,690	14,653	14,451	13,908	13,652	13,491	13,120	12,795	12,449	12,127	11,915	11,861	11,380	-4.1%
Professional	132	127	119	111	111	102	96	102	99	95	99	99	98	-1.0%
Amateur	11,642	11,469	11,260	10,702	10,316	10,071	9,746	9,446	9,273	9,077	9,057	9,124	8,796	-3.6%
Youth and School Sector	2,916	3,057	3,072	3,095	3,225	3,318	3,278	3,247	3,077	2,955	2,759	2,638	2,486	-5.8%
TEAMS	69,908	71,689	70,329	60,210	62,295	61,435	59,535	66,165	66,492	64,827	62,586	51,343	59,006	+14.9%
Professional	484	470	455	475	468	418	389	526	467	455	468	593	484	-18.4%
Amateur	17,157	17,020	16,570	15,658	15,521	15,064	14,485	14,174	13,954	13,593	13,409	13,393	13,219	-1.3%
Youth and School Sector	52,267	54,199	53,304	44,077	46,306	45,953	44,661	51,465	52,071	50,779	48,709	37,357	45,303	+21.3%
REGISTERED PLAYERS	1,108,479	1,151,437	1,117,447	1,098,450	1,073,286	1,099,455	1,062,294	1,056,824	1,057,690	1,062,792	1,026,488	840,054	1,049,060	+24.9%
Professional activity	14,476	14,477	13,894	12,907	13,062	12,211	11,586	12,319	12,125	12,341	12,755	13,289	13,423	+1.0%
Professionals	3,517	3,329	3,240	2,951	2,930	2,806	2,678	2,839	2,899	2,928	3,052	2,984	3,101	+3.9%
Young professionals	10,959	11,148	10,654	9,956	10,132	9,405	8,908	9,480	9,226	9,413	9,703	10,305	10,322	+0.2%
Amateur activity	474,493	466,371	444,653	415,338	393,718	388,954	377,153	370,540	365,034	360,546	359,730	336,965	362,802	+7.7%
Youth and School Sector	619,510	670,589	658,900	670,205	666,506	698,290	673,555	673,965	680,531	689,905	654,003	489,800	672,835	+37.4%
FIGC-REGISTERED TECHNICAL STAFF	23,857	24,060	22,057	22,137	23,474	24,706	24,757	26,524	28,880	31,031	29,169	29,089	37,367	+28.5%
Coaches	22,310	22,476	20,445	20,510	21,792	22,921	22,964	24,483	26,662	28,608	26,837	26,492	34,534	+30.4%
Athletic trainers	263	244	289	327	340	368	385	454	497	583	558	674	730	+8.3%
Doctors	577	627	573	579	543	566	516	566	585	652	682	732	778	+6.3%
Health professionals	707	713	750	721	799	851	892	1,021	1,136	1,188	1,092	1,191	1,325	+11.3%
REFEREES	33,040	34,728	34,267	34,409	34,381	34,765	33,674	32,290	31,812	31,534	30,861	30,856	30,577	-0.9%
National Technical Bodies	1,978	1,899	1,918	1,874	1,870	1,888	1,883	1,913	1,859	1,844	1,846	2,037	1,831	-10.1%
Local Technical Bodies	31,062	32,829	32,349	32,535	32,511	32,877	31,791	30,377	29,953	29,690	29,015	28,819	28,746	-0.3%
CLUB OFFICIALS	108,732	132,163	185,396	207,410	240,996	235,676	233,141	241,111	237,611	237,338	237,405	212,344	274,226	+29.1%
REGISTERED MEMBERS	1,274,108	1,342,388	1,359,167	1,362,406	1,372,137	1,394,602	1,353,866	1,356,749	1,355,993	1,362,695	1,323,923	1,112,343	1,391,230	+25.1%

PLAYING FOOTBALL IN ITALY

Data from before the COVID-19 pandemic

4.6 MILLION

ITALIANS PLAY FOOTBALL

23% OF ALL ITALIANS

WHO PLAY SPORT

33.6% FOOTBALL IS THE MOST

PRACTISED SPORT AMONG UNDER-35s

THE FIGURES OF ITALIAN FOOTBALL IN 2021-2022 AND RESUMPTION AFTER COVID-19 (% CHANGE COMPARED WITH 2020-2021)

	2020-2021	2021-2022	
PLAYERS	840,054	1,049,060	+24.9%
COACHES	29,089	37,367	+28.5%
REFEREES	30,856	30,577	-0.9%
CLUB OFFICIALS	212,344	274,226	+29.1%
REGISTERED MEMBERS	1,112,343	1,391,230	+25.1%
CLUBS	11,861	11,380	-4.1%
TEAMS	51,343	59,006	+14.9%
FOREIGN PLAYERS FROM 142 DIFFERENT COUNTRIES	48,258	64,396	+33.4%
FOREIGN MINORS AT 1 st MEMBERSHIP	4,765	17,641	+270.2%

YOUTH ACTIVITY COMPARISON

	2018-2019	2020-2021	2021-2022	Var. %
North-west	236,215	187,179	228,209	+21.9%
North-east	200,015	158,243	193,763	+22.4%
Centre	196,282	142,727	192,377	+34.8%
South and islands	207,376	106,000	193,458	+82.5%
TOTAL	839,888	594,149	807,807	+36.0%

807,807
U20 PLAYERS

20.2% NCIDENCE OF MALE YOUNG PLAYERS AGED BETWEEN 5 AND 16 ARE REGISTERED WITH THE FIGC compared to the Italian population (vs 14.4% in 2020-2021)

OFFICIAL MATCH COMPARISON

	2018-2019	COVID-19 IMPACT		2021-2022	Var. 21-22 vs 20-21
	2018-2019	2019-2020	2020-2021	2021-2022	Var. 21-22 vs 20-21
Amateur football	198,486	186,858	26,773	168,238	+141,465
Youth Sector	370,087	334,475	13,724	309,052	+295,328
Professional football*	3,292	2,707	2,993	3,192	+199
TOTAL	571,865	524,040	43,490	480,482	+436,992

* Competitions organised by professional leagues (including also youth championships and Primavera)



IN 2021-2022, ALMOST 440,000 MORE OFFICIAL MATCHES WERE PLAYED COMPARED TO 2020-2021 ON 13,249 PITCHES ACROSS ITALY



PLAYERS REGISTERED IN FIGC'S PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION

2020-2021	2021-2022	Var. %
1,111	1,836	+65.3%



REGISTERED PLAYERS AND MATCHES: POST-COVID-19 RECOVERY IN ITALY

- The football system has shown an **extraordinary ability to absorb in the short-term the impact of the pandemic** on the decline in memberships; at the end of the last season (2021-2022), **the players have returned to the same levels of pre COVID-19**, growing by 24.9% (**with an increase of almost 210,000 players in just one season**). The density of registered players on the Italian population has increased from one Italian in 70 to one in 56, and 41% of the analysed provinces (43 out of 107) present in 2021-2022 a number of registered player higher than the pre COVID-19.
- Official amateur and youth matches **increased more than 10 times**.
- Between 2020 and 2022, it is estimated that around **830,000 PCR and serological tests** were carried out, in application of the health protocols implemented by FIGC (with reference to the National Teams and top Men's and Women's professional football)

Comparison of amateur and youth football matches by region

	2020-2021	2021-2022	Growth
Abruzzo	522	12,435	+11,913
Basilicata	115	3,139	+3,024
Calabria	666	9,576	+8,910
Campania	1,220	16,757	+15,537
Emilia Romagna	3,058	34,668	+31,610
Friuli Venezia Giulia	719	11,261	+10,542
Lazio	2,525	49,817	+47,292
Liguria	1,153	12,577	+11,424
Lombardia	5,630	86,839	+81,209
Marche	146	22,455	+22,309
Molise	377	3,147	+2,770
Piemonte e Valle d'Aosta	3,668	33,740	+30,072
Puglia	1,414	17,064	+15,650
Sardegna	742	13,583	+12,841
Sicilia	1,313	18,725	+17,412
Toscana	1,660	43,340	+41,680
Trentino Alto Adige	2,387	11,577	+9,190
Umbria	138	12,346	+12,208
Veneto	5,630	52,064	+46,434
Other*	7,414	12,180	+4,766
TOTAL	40,497	477,290	+436,793

* Interregional Department, Futsal Division, Women's Football Department and Women's Football Division

Comparison of registered players on a regional basis (2021-2022 vs 2020-2021)

	2020-2021	2021-2022	Growth	Ratio of population/ registered players 20-21	Ratio of population/ registered players 21-22
Liguria	19,974	24,490	+4,516	76.0	61.6
Lombardia	162,578	184,523	+21,945	61.4	53.9
Piemonte	65,137	74,038	+8,901	65.6	57.5
Valle d'Aosta	1,956	2,370	+414	63.4	52.1
North-West Total	249,645	285,421	+35,776	63.7	55.5
Emilia Romagna	76,785	90,258	+13,473	57.8	49.0
Friuli V. Giulia	23,637	27,467	+3,830	50.8	43.5
Trentino A. Adige	23,477	26,155	+2,678	45.9	41.0
Veneto	97,414	109,551	+12,137	50.0	44.3
North-East Total	221,313	253,431	+32,118	52.4	45.5
Lazio	73,480	97,553	+24,073	78.0	58.6
Marche	35,160	43,232	+8,072	42.6	34.4
Toscana	75,109	86,618	+11,509	49.2	42.3
Umbria	16,950	22,855	+5,905	51.1	37.6
Centre Total	200,699	250,258	+49,559	58.3	46.8
Abruzzo	20,508	29,846	+9,338	62.5	42.8
Basilicata	5,085	8,859	+3,774	107.2	61.1
Calabria	16,886	26,196	+9,310	110.2	70.8
Campania	35,923	56,407	+20,484	156.6	99.7
Molise	3,835	6,828	+2,993	76.7	42.8
Puglia	30,243	45,047	+14,804	130.1	87.1
Sardegna	28,206	39,598	+11,392	56.4	40.1
Sicilia	27,711	47,169	+19,458	174.4	102.5
South and Islands Total	168,397	259,950	+91,553	118.5	76.7

Comparison of registered players for the FIGC



Top 10 provinces for growth of registered players

Provinces	2020-2021	2021-2022	Growth
Roma	53,677	69,058	+15,381
Napoli	18,182	29,952	+11,770
Milano	45,002	51,503	+6,501
Salerno	7,917	12,599	+4,682
Torino	31,053	35,531	+4,478
Perugia	12,933	17,334	+4,401
Palermo	6,097	10,148	+4,051
Bari	9,847	13,719	+3,872
Cosenza	5,992	9,562	+3,570



FIGURES IN THE ITALIAN FOOTBALL SYSTEM: DIVIDED BY REGION 2021-2022

19 THE NUMBER OF ITALIAN
REGIONS WHERE
FOOTBALL IS THE MOST
PLAYED SPORT

*The only exception is
Valle d'Aosta*

	PLAYERS	QUALIFIED TECHNICAL STAFF	REFEREES	CLUB OFFICIALS	CLUBS	TEAMS	OFFICIAL MATCHES	FOOTBALL PITCHES
Abruzzo	29,846	3,151	1,056	7,191	418	1,697	12,508	321
Basilicata	8,859	1,457	385	2,246	186	439	3,192	165
Calabria	26,196	4,316	1,346	6,271	551	1,400	9,733	194
Campania	56,407	9,217	2,753	12,250	1,239	3,014	16,979	236
Emilia Romagna	90,258	6,854	2,251	23,567	786	4,758	35,018	1,529
Friuli V. Giulia	27,467	3,193	839	8,665	279	1,662	11,356	446
Lazio	97,553	9,473	2,891	21,439	1,039	5,435	50,006	1,768
Liguria	24,490	3,738	909	7,062	282	2,022	12,724	144
Lombardia	184,523	13,127	4,024	49,451	1,401	9,974	87,376	1,443
Marche	43,232	3,818	1,180	12,368	527	2,215	22,574	681
Molise	6,828	806	317	1,506	129	318	3,173	130
Piemonte and Valle d'Aosta	76,408	6,561	2,036	21,690	636	4,296	33,886	823
Puglia	45,047	6,678	1,736	10,034	556	2,612	17,284	220
Sardegna	39,598	4,338	966	9,679	464	1,919	13,670	779
Sicilia	47,169	6,778	1,857	10,370	746	2,925	18,809	583
Toscana	86,618	9,078	2,261	26,838	753	5,179	43,644	1,037
Trentino A.Adige	26,155	2,484	565	6,713	283	1,345	11,636	397
Umbria	22,855	2,774	766	5,818	220	1,498	12,440	449
Veneto	109,551	8,944	2,439	31,068	885	6,214	52,294	1,904



2.3 SOCIO-ECONOMIC IMPACT AND VALUE GENERATED



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



IN ORDER TO REPRESENT THE GROWING VALUE GENERATED BY THIS SPORT, FIGC BEGAN A RESEARCH PROGRAMME WITH UEFA WITH THE AIM OF ANALYSING THE "SOCIAL RETURN ON INVESTMENT"



THE PROGRAMME MADE IT POSSIBLE TO ILLUSTRATE THE BENEFITS DERIVING FROM FOOTBALL AND THE IMPACT GENERATED ON ITALY AS A RESULT, WITH THE AIM OF BETTER DIRECTING LONG-TERM INVESTMENTS

Representing the impact of
FOOTBALL PRACTICE
in the Italian Country System



PLAYERS
REGISTERED

WITH FIGC IN 2020-2021

840,054



AVERAGE VALUE
GENERATED BY EVERY
REGISTERED PLAYER

€ 5,388



ECONOMY € 1,272.3m

€ 885.7m INFRASTRUCTURAL
INVESTMENTS

€ 386.6m PLAYER CONSUMPTION

> 272,300 JOBS CREATED



HEALTH € 1,191.6m

€ 268.1m HEALTH SAVINGS

€ 938.5m SUBJECT WELLBEING

- € 15.0m ESTIMATED COST OF
INJURIES



SOCIAL € 2,062.6m

€ 1.9m CRIME REDUCTION

€ 275.4m TRAINING AND
EMPLOYMENT

€ 445.3m VOLUNTEERING

€ 1,340.0m SOCIAL CAPITAL

SOCIO-ECONOMIC IMPACT OF FOOTBALL IN 2020-2021 SEASON

ECONOMY: € 1.27 BILLION

Direct contribution to the domestic economy



FACILITY ECONOMY VALUE € 885.6 MILLION

Revenue from renting pitches	€ 801.1 million
Investments in pitches	€ 84.5 million

PARTECIPATION SPENDING VALUE € 386.6 MILLION

Sportswear	€ 123.7 million
Membership fees	€ 99.2 million
Food and beverage	€ 88.2 million
Travel	€ 53.7 million
Sports equipment	€ 21.7 million

EMPLOYMENT CREATION > 272,300 JOBS

HEALTH: € 1.19 BILLION

Public healthcare savings derived from playing football



PERCEIVED ECONOMIC VALUE OF WELLBEING € 938.5 MILLION

CARDIOVASCULAR DISEASES AND DIABETES € 199.1 MILLION

Diabetes	€ 99.9 million
Hypertension	€ 80.2 million
Ischaemia	€ 13.6 million
Heart attacks	€ 5.4 million

OLD AGE € 33.0 MILLION

MENTAL HEALTH € 32.5 MILLION

Depression	€ 21.3 million
Anxiety	€ 8.2 million
Schizophrenia	€ 2.9 million

CANCER € 3.5 MILLION

ESTIMATED COST OF INJURIES - € 15.0 MILLION

SOCIAL: € 2.06 BILLION

Estimated economic impact of the social benefits generated by football



VOLUNTEERING € 445.3 MILLION

Active volunteers	€ 393.6 million
Volunteer coaches (men)	€ 50.4 million
Volunteer coaches (women)	€ 1.3 million

CRIME REDUCTION € 1.88 MILLION

Crimes committed by adults	€ 1.43 million
Crimes committed by youths	€ 0.45 million

TRAINING AND EMPLOYMENT € 275.4 MILLION

School attendance	€ 144.2 million
Qualifications and study certificates	€ 78.4 million
NEET cost savings	€ 52.8 million

CAPITAL STOCK 1.34 BILLION

SURVEY ON VOLUNTEER ACTIVITY IN FOOTBALL - RESULTS

- ⊕ In collaboration with Bielefeld University and UEFA, in March 2021 FIGC conducted a survey to find out the socio-economic value of the work carried out by volunteers in youth football, with **1,134 volunteers** taking part in the study.
- ⊕ **The activity carried out by each volunteer has an economic value of around € 15.81 per hour**, allowing clubs to save an average monthly salary of € 550 for each volunteer.
- ⊕ The impact of the pandemic on the time spent volunteering and on the level of perceived wellbeing was analysed. **Before the outbreak of the pandemic, every volunteer devoted an average of 34.61 hours per month to the job, which then dropped to 27.71 (-20%)** following the impact of COVID-19.
- ⊕ **Perceived levels of satisfaction and happiness among went down by 12% and 16% respectively**, with the indicator linked to the overall wellbeing falling from 80.45 to 60.34 (-25%).

2.4 TAX AND SOCIAL SECURITY CONTRIBUTION

TOTAL CONTRIBUTION FROM PROFESSIONAL FOOTBALL IN 2020 WAS OVER € 1.3 BILLION (-11% ON 2019)

TAX AND SOCIAL SECURITY CONTRIBUTION COMPARISON IN PROFESSIONAL FOOTBALL

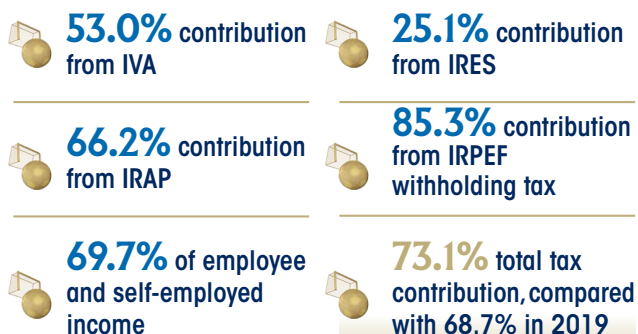


IN THE LAST 15 YEARS, TAX AND SOCIAL SECURITY CONTRIBUTIONS FROM PROFESSIONAL FOOTBALL IN ITALY AMOUNTED TO **€ 16.8 BILLION**

CONTRIBUTIONS FROM THE ITALIAN NATIONAL OLYMPIC COMMITTEE (CONI/SPORT E SALUTE) TO FIGC AMOUNTED TO **€ 891.6 MILLION**

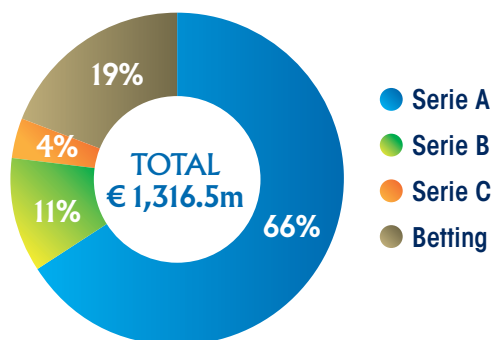
FOR EACH EURO "INVESTED" IN FOOTBALL BY THE ITALIAN GOVERNMENT, THE STATE RECEIVED A RETURN IN TERMS OF TAX AND SOCIAL SECURITY CONTRIBUTION EQUAL TO **€ 18.9**

Compared to the total of companies operating in the Italian Sport Industry (ranking ATECO 93.1, including those CARRYING OUT MAINLY THE ACTIVITIES OF SPORT CLUBS AND MANAGEMENT OF SPORT FACILITIES, FOR A TOTAL OF OVER 50,000 COMPANIES AND BODIES), the 99 professional football clubs weighted in 2020 for:



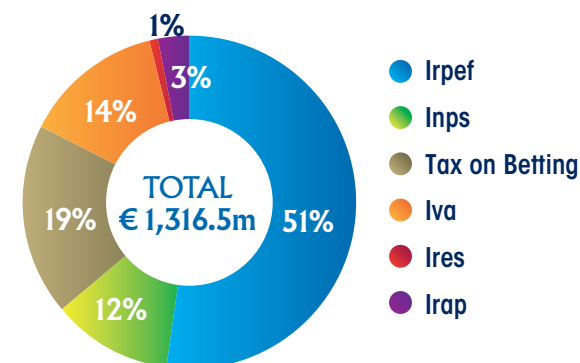
2020 TOTAL CONTRIBUTION

DIVIDED BY CHAMPIONSHIP



€ 1,649.2m (-15.3% compared with 2019)
TOTAL EMPLOYEE INCOME

DIVIDED BY TYPE OF TAX



The number of **employees with salaries over € 200,000** was **1,079**, which is 6% lower than the figure recorded in 2019

12,065 CONTRIBUTORS
(+0.1% vs 2019)

IMPACT OF THE FOOTBALL SYSTEM IN THE ECONOMY

THE 12 PRODUCT SECTORS INVOLVED IN THE VALUE ACTIVATION CHAIN OF THE FOOTBALL SYSTEM



Analysis by

STANDARD
FOOTBALL

Also in this edition of the Integrated Report, **Standard Football**, a company specialising in asset pricing and economic analysis applied to the football industry, **developed for FIGC the estimate of the direct, indirect and induced activities contribution** to the national economy of football industry.

The repercussions of the football sector (professional and non-professional) on the national socio-economic system manifest **directly through the expenditure activated by the competitions and the related entertainment, indirectly along the supply chains** upstream and downstream of the value chain involved, and they spread by induction to the other economic sectors due to the long-term effect of the economic cycle. As highlighted by the results of the impact assessment, **the effects of reduced spending caused by pandemic restrictions were already absorbed in 2021** and the value of spending in 2022 remained at the same level as in 2021.

The analysis confirms a slight increase in the impact by Italian football and **highlights some key changes in the rate of variation compared with 2021**. In 2022, there was an increase in total direct gross expenditure of approximately € 36 million (+0.6%), which corresponds to **a GDP impact of € 11.1 billion**, a value which is higher than pre-pandemic levels.

The contribution to tax revenue is also significant, **showing a 3.2% increase on the previous year**, while **direct and indirect employment levels have increased**, accounting for 13,900 additional permanent jobs to those generated in 2021. Only income for family have experienced a slight reduction (-4.3%) due to the changes in the economy in the post-COVID-19 adjustment period.

	2016	2019 (pre COVID-19)	2020 (COVID-19 impact)	2021	2022	Var. % (2022 vs 2021)
Direct expenditure	€ 3,050m	€ 5,050m	€ 4,762m	€ 5,677m	€ 5,713m	+0.6%
Impact on GDP	€ 7,445m	€ 10,066m	€ 8,249m	€ 10,254m	€ 11,102m	+8.3%
% impact on GDP	0.51%	0.58%	0.54%	0.58%	0.63%	+5bp
Production activated	€ 14,801m	€ 19,559m	€ 15,151m	€ 15,152m	€ 18,183m	+20.0%
Tax Generated	€ 1,742m	€ 3,130m	€ 2,460m	€ 2,933m	€ 3,028m	+3.2%
Income for families	€ 8,983m	€ 10,571m	€ 8,601m	€ 10,253m	€ 9,812m	-4.3%
Employment activated	89,821	121,737	94,462	112,047	125,958	+12.4%





INTEREST GENERATED BY FOOTBALL

THE MOST FOLLOWED SPORT IN THE WORLD

FOOTBALL IN 2022:

- ⚽ **40% OF THE POPULATION IN THE 13 MAIN COUNTRIES/ECONOMIES IN THE WORLD ARE INTERESTED IN FOOTBALL.**
- ⚽ **IT IS ONE OF THE 3 MAIN SPORTS IN 10 OUT OF 13 COUNTRIES.**
- ⚽ **IN THE REMAINING 3 COUNTRIES (CANADA, AUSTRALIA AND UNITED STATES), FOOTBALL STILL FEATURES IN THE TOP 10 MOST-FOLLOWED SPORTS.**



THE MOST POPULAR SPORT IN ITALY

FOOTBALL REMAINS THE MAIN SPORT IN ITALY IN TERMS OF INTEREST LEVEL BY SOME DISTANCE

- ⚽ **IN 2022, 57% OF THE ITALIAN POPULATION DECLARED AN INTEREST IN THE SPORT, MAKING AN ESTIMATED TOTAL OF ALMOST 34 MILLION PEOPLE.**
- ⚽ **FOOTBALL IS FOLLOWED BY MOTORSPORT AND FORMULA 1 (43% OF THE ITALIAN POPULATION) AND ATHLETICS (42%).**



Top 3 sports in 2022 based on interest among the population - the 13 main countries/economies in the world (source: Nielsen)

	Australia	Australian football	36%	Tennis	34%	Cricket	32%
	Brazil	Football	65%	Volleyball	50%	Extreme sports	42%
	Canada	Ice hockey	43%	Figure skating	31%	Snowboarding	29%
	China	Basketball	44%	Badminton	41%	Football	40%
	France	Football	43%	Tennis	34%	Rugby	33%
	Germany	Football	51%	Ski jumping	40%	Biathlon	37%
	India	Cricket	73%	Football	56%	Badminton	55%
	Italy	Football	57%	Motorsport + Formula 1	43%	Athletics	42%
	Japan	Figure skating	35%	Baseball	35%	Football	28%
	South Korea	Ice skating	51%	Football	50%	Figure skating	47%
	Spain	Football	57%	Tennis	44%	Basketball	43%
	United Kingdom	Football	52%	Boxing	31%	Motorsport + Formula 1	30%
	United States	American football	51%	Basketball	40%	Baseball	39%

2.5 INTEREST, MEDIA AND COMMERCIAL PROFILE

FANS AND FOLLOWERS ON SOCIAL MEDIA - COMPARISON WITH OTHER SPORTS AND SECTORS IN ITALY

Top 3 football clubs

246.3m



Top 3 volleyball clubs

1.0m



Automotive industry

124.8m



Amusement park industry

2.6m



Top 3 basketball clubs

0,6m



Fashion industry

165.3m



Food industry

49.2m



Events industry

1.3m



TOP 20 ITALIANS BASED ON FANS AND SOCIAL MEDIA FOLLOWERS

	Khaby Lame	237.0m	16.4m	Laura Pausini	
	Gianluca Vacchi	47.6m	16.3m	Alessandro Del Piero	
	Chiara Ferragni	36.2m	16.0m	Marco Verratti	
	Valentino Rossi	32.8m	15.6m	Belén Rodríguez	
	Fedez	26.3m	15.5m	Giorgio Chiellini	
	Gianluigi Buffon	25.9m	15.1m	Måneskin	
	Mario Balotelli	24.0m	14.9m	Stephan El Shaarawy	
	Andrea Pirlo	23.1m	13.2m	Benedetta Rossi	
	Michele Morrone	21.8m	12.3m	Marzia Kjellberg	
	Carlo Ancelotti	21.1m	12.2m	Emma Marrone	

Note: the data takes into account fans and followers on official accounts on Facebook, Twitter, Instagram and TikTok, updated on 31/12/2022



COMMERCIAL DIMENSION 2022

SPONSORS OF PROFESSIONAL ITALIAN FOOTBALL - ORIGIN AND SECTOR

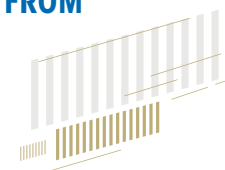


ALMOST **4,000 SPONSORSHIP DEALS**, 6% OF WHICH COME FROM ABROAD

Number of sponsorship deals	Serie A	Serie B	Serie C	TOTAL
	675	1,320	1,949	3,944
% of domestic sponsors	81%	97%	97%	94%
% of sponsors from abroad	19%	3%	3%	6%
Clothing & fashion	5%	4%	2%	3%
Food	11%	10%	10%	10%
Automotive	8%	5%	6%	6%
Banking, Insurance & Financial Services	5%	3%	4%	4%
Beverages	8%	5%	3%	5%
Cryptocurrencies	3%	0%	0%	0%
Kitchens / Furnishings / Home systems	5%	5%	4%	5%
Energy	3%	2%	2%	2%
Gaming	2%	0%	0%	0%
Governmental / No profit	0%	0%	1%	0%
Healthcare	6%	7%	6%	6%
Media	5%	3%	2%	3%
Real Estate	4%	7%	3%	5%
Services / Consultancy / Other Services	12%	13%	9%	11%
Technology & Electronics	5%	3%	2%	3%
Telecommunications	1%	1%	1%	1%
Transport	3%	2%	3%	2%
Tourism & Accommodation	3%	3%	3%	3%
Other	12%	27%	39%	30%
TOTAL	100%	100%	100%	100%
Average cost of official jersey	€ 88.8	€ 79.1	€ 68.4	€ 74.6

MAIN COUNTRIES WHERE FOREIGN SPONSORS COME FROM

United States	55 deals	Japan	19 deals
Germany	34 deals	Netherlands	17 deals
France	20 deals	Switzerland	17 deals



THE SPONSORSHIP MARKET IN ITALY IN 2022

(source: Nielsen)

VALUE OF SPONSORSHIP MARKET:

€ 1.58 BILLION

vs € 1.55 billion in 2021

IMPACT OF SPORTS SPONSORSHIPS

69% (€ 1.09 BILLION)

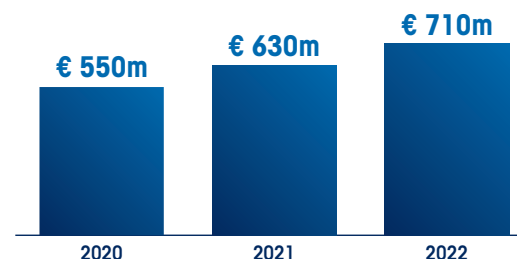
vs € 1,06 billion in 2021

IMPACT OF FOOTBALL SPONSORSHIP:

65% (€ 710 MILLION)

Industry	%	Investment
Leisure, Sportswear & Equipment	22%	€ 159.7m
Finance	20%	€ 144.4m
Transportation Automobile Manufacturer	10%	€ 74.4m
IT	10%	€ 68.1m
Retail	4%	€ 31.7m
Industrial Goods	3%	€ 23.7m
Media	3%	€ 21.3m
Transportation	3%	€ 20.6m
Drinks Non-Alcoholic	3%	€ 19.2m
Services	3%	€ 18.5m
Altro	18%	€ 128.4m
TOTALE	100%	€ 710.0m

COMPARISON OF SPONSORSHIP MARKET VALUE IN ITALIAN FOOTBALL 2020-2022

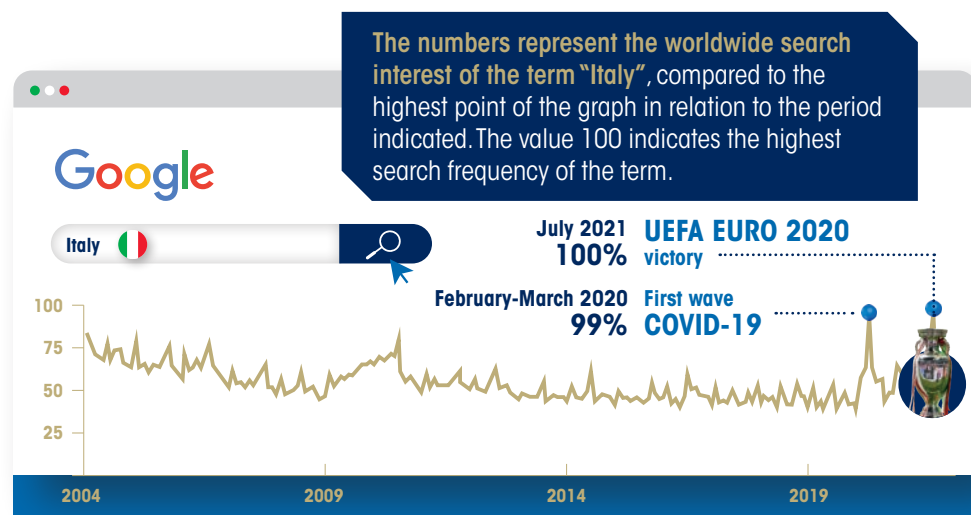




INDIRECT AND INDUCED IMPACT OF ITALIAN FOOTBALL

CASE HISTORY - MAJOR EVENTS

- Major football events are becoming increasingly important to boost growth, development and sustainability in Italian football, besides having significant indirect and induced effects that benefit the Italian economy as a whole. Over the last 15 years, FIGC has successfully organised 4 UEFA Champions League finals, one UEFA Europa League final, one European Under-21 Championship, 4 matches at the 2020 European Championships and the Final Four of the UEFA Nations League 2021, with a total attendance of over 650,000 spectators.
- The **induced economic impact of staging matches during UEFA EURO 2020 alone is estimated to be € 168.8 million**, while **Italy's triumph** in the competition **produced a direct, indirect and induced impact estimated to be 0.7% of Italian GDP** (around € 12 billion), contributing at the same time to **enhancing our country's reputation on the international stage** and the general interest in Italy. For example, Google searches for the term "Italy" globally reached a historic peak in July 2021, overtaking the 2006 FIFA World Cup success and the first phase of the impact caused by COVID-19.



- In July 2023, FIGC also applied for the **Stadio Giuseppe Meazza** to stage **another UEFA Champions League final in 2026 or 2027**. The Confcommercio Milano estimated that the **economic impact for the city being chosen** to stage the event could be **€ 34 million**, bearing in mind the influx of fans from abroad and subsequent expenditure on accommodation, shopping and transport.

WHEN AN EARTHQUAKE...

IS CAUSED BY A PENALTY!

When Gianluigi Donnarumma saved the last penalty in the UEFA EURO 2020 final on 11th July 2021, many Italians jumped up and down, causing a "small earthquake". The vibrations were registered by one of the National Institute of Geophysics and Volcanology's tools near Rome. Given the intensity and duration, the movement caused can be compared to an earthquake of magnitude one.



WHEN AN EARTHQUAKE...

IS CAUSED BY (ALMOST) WINNING THE SCUDETTO!

In April 2023, fans' celebrations at the Stadio Diego Armando Maradona for Mathias Olivera's goal for Napoli against Salernitana caused a "small earthquake". Sensors at the Department of Structure for Engineering and Architecture at the University of Napoli registered a grade 2 earthquake on the Richter scale. At the time, the goal scored by Olivera was going to seal the Scudetto for the Partenopei, only for the celebrations to be delayed by a week after Salernitana's equaliser.



OTHER FOOTBALL EVENTS OF INTERNATIONAL SIGNIFICANCE

The economic and tourist potential linked to Italian football is not restricted to the major events mentioned above. Numerous **football competitions of international significance are held in Italy every year**, and can have a big impact in terms of attracting foreign supporters and tourists to Italy.

In particular, between 2008 and 2020 (in the pre COVID-19 era), a **total of 509 matches of international significance** were staged in Italy, attracting large numbers of fans from abroad. Besides the 33 matches linked to major football events analysed above, there were also 363 European matches (in the Champions League and Europa League), 58 Men's A National Team matches and 55 Under-21 Men's National Team.

**FOOTBALL MATCHES OF INTERNATIONAL SIGNIFICANCE
STAGED IN ITALY BETWEEN 2008-2009 AND 2019-2020**

COMPETITION	MATCHES PLAYED IN ITALY	STADIUM ATTENDANCE
European competitions	363	11,213,211
Senior and U21 National Teams	113	1,922,815
Major football events: UEFA Champions League and Europa League finals, European Under-21 Championships, UEFA EURO 2020 and Final Four Nations League 2021	33	607,378
TOTAL	509	13,743,404

As seen in the table above, the total number of **supporters in attendance at stadiums** was **13.7 million**, with an estimated **962,038** (around 7% of the total) of **those coming from abroad**, generating an **economic impact** to the benefit of the host regions for those events to the value of around **€ 240 million**. The estimate was put together by using the main parameters as defined by international research institutes regarding the impact of foreign supporters and tourists, with a hypothetical average stay of 2 nights in the cities hosting events and an average spend per foreign supporter of € 250, covering accommodation, food and drink, transport and local services, activities in their free time and visits to tourist attractions in Italian cities.

THE IMPACT OF A NEW GENERATION OF FOOTBALL STADIUMS



The initiation of an investment programme for the construction of a new generation of football facilities in Italy appears increasingly essential in order to close the ever-growing gap with the major international competitors. **In the last 16 years (2007-2022)**, a total of **199 new facilities** have been built in Europe with an investment of **€ 22.3 billion**. The leading nations in terms of new stadiums are Poland and Turkiye (with over 30 new facilities), ahead of Germany (18) and Russia (16). With **5 new stadiums** inaugurated during that period (Juventus, Udinese, Frosinone, Albinoleffe and Sudtiro), **Italy** has only fulfilled a minimal part of this potential, accounting for just 1% of the total investment in Europe and leaving serious infrastructural deficiencies throughout the country. The average age of facilities since inauguration goes from 61 in Serie A to 65 in Serie C and 67 in Serie B. Only 12% of the stadiums in the professional top flight use renewable energy sources and just 7% of stadiums in Italian professional football are not publicly owned.

The **untapped economic potential** is particularly significant. In the last full season before COVID-19 (2018-2019), Serie A's total gate receipts were € 300.9 million, compared with € 776 million in the Premier League and around € 520 million in LaLiga and the Bundesliga. In the 5 years prior to COVID-19, lost revenue totalled € 1.3 billion, with almost 82 million tickets going unsold and stadiums frequently failing to fill capacity. In Serie A, the stadium average was 63% (dropping to 49% in Serie B and 30% in Serie C) compared with 95% in the Premier League and 89% in the Bundesliga (in which the average pre-COVID-19 attendance was 43,490, compared with 24,106 in Serie A).



These figures bear witness to the **increasingly pressing need for new investment**, while also considering the significant induced effects that a new generation of sports facilities would have on Italy. For example, with reference to the **14 new football stadium projects** currently in the planning stage and/or under construction in Italy (including top clubs such as AC Milan, Inter, Roma, Fiorentina, Atalanta and Bologna), it is estimated that the total investment equates to € 2.9 billion and would have a positive impact in terms of potential supporters' attendance at stadiums (+ 3.3 million) as well as ticket receipts (+€ 205.8 million) and in terms of employment (with the creation of almost 12,000 new jobs).

ITALIAN FOOTBALL - OTHER MAIN INDICATORS AND KPI

SPORT DIMENSION: THE EXCELLENCE OF FOOTBALL MADE IN ITALY

⊕ **29 trophies won by the Italy National Teams**, including the 4 FIFA World Cups and 2 European Championships won by the Men's A National Team, while at club level there are 12 victories in UEFA Champions Leagues, 9 UEFA Cups, 1 Conference League and 9 European Super Cups.



⊕ **5 Italian players won the Ballon d'Or**: Omar Sivori (1961), Gianni Rivera (1969), Paolo Rossi (1982), Roberto Baggio (1993) and Fabio Cannavaro (2006). Including foreigners, 14 times a player won the Ballon d'Or in the year of stay in an Italian team (Juventus and Milan with 6 and Inter with 2). Paolo Maldini was also named by France Football in 2020 as the best left-back in football history.

⊕ **Italian coaches are the most successful in Europe by numbers of European cups** (44, ahead of Spain on 36 and Germany on 27), with Carlo Ancelotti in the first place (9 trophies won). As of September 2023, 12 Italian coaches have been selected as coaches for the national football team, as if to say that almost 6% of the 207 national teams in the FIFA Ranking are managed by Italian coaches: Luciano Spalletti (Italy), Marco Rossi (Hungary), Francesco Calzona (Slovakia), Gianni De Biasi (Azerbaijan), Michele Marcolini (Malta), Domenico Tedesco (Belgium), Francesco Moriero (Maldives), Guglielmo Arena (Laos), Vincenzo Alberto Annesse (Nepal), Stefano Cusin (South Sudan), Roberto Mancini (Saudi Arabia) and Vincenzo Montella (Turkey). In the ranking of the **4 best European coaches 2022-2023** drawn up by UEFA there are also 3 Italian coaches (second place after Guardiola figure **Spalletti**, third **Simone Inzaghi** and fourth **De Zerbi**).

⊕ Throughout history, **Italian match officials have refereed 31 finals of World Cup, European Championships, Olympics games and other European international cups, an absolute record on the global stage** (ahead of Germany on 30 and England on 25). **Italy** is also the nation with the **most awards in the IFFHS World's Best Referee** (10, ahead of Germany on 6 and Hungary on 5), while former referee **Pierluigi Collina** (the current Chairman of the FIFA Referees Committee) was named by France Football as the **best referee in football history in 2020**.

THE ENTERPRISE VALUE OF THE MAIN ITALIAN FOOTBALL CLUBS

The **enterprise value** of the 7 biggest Italian football clubs totalled nearly **€ 6.4 billion** (source: reports by Football Benchmark).



CLUB	ENTERPRISE VALUE
Juventus FC	€ 1,794m
FC Internazionale	€ 1,258m
AC Milan	€ 1,060m
SSC Napoli	€ 706m
Atalanta BC	€ 576m
AS Roma	€ 555m
SS Lazio	€ 429m
TOTAL	€ 6.378m



THE FINANCIAL VALUE OF CURRENT PLAYERS IN ITALIAN LEAGUES

The **economic value** of the squads encompassing the **8,924 players registered** with clubs participating in the main professional, amateur and youth leagues is estimated to be over **€ 5.4 billion** (source: reports on Transfermarkt.com on 28/08/2023).

THE TOP 15 MATCHES BY GATE RECEIPTS FROM MATCHES PLAYED IN ITALY (as of 22/09/2023; source: Calcio e Finanza)

RANKING	MATCH	DATE	COMPETITION	STADIUM	GATE RECEIPTS	SPECTATORS
1	Inter - Milan	16/05/2023	Champions League	Meazza	€ 12,547,765	75,567
2	Milan - Inter	10/05/2023	Champions League	Meazza	€ 10,461,705	75,532
3	Milan - Tottenham	14/02/2023	Champions League	Meazza	€ 9,133,842	74,320
4	Milan - Napoli	12/04/2023	Champions League	Meazza	€ 8,507,542	74,742
5	Inter - Benfica	19/04/2023	Champions League	Meazza	€ 8,200,528	75,380
6	Inter - Barcelona	10/12/2019	Champions League	Meazza	€ 7,889,495	71,818
7	Milan - Chelsea	11/10/2022	Champions League	Meazza	€ 6,818,954	75,051
8	Inter - Porto	22/02/2023	Champions League	Meazza	€ 6,758,321	75,374
9	Inter - Juventus	06/10/2019	Serie A	Meazza	€ 6,620,976	75,923
10	Inter - Milan	16/09/2023	Serie A	Meazza	€ 6,274,951	75,571
11	Napoli - Milan	18/04/2023	Champions League	Maradona	€ 6,000,000	52,758
12	Inter - Barcelona	06/11/2018	Champions League	Meazza	€ 5,919,864	73,428
13	Milan - Inter	17/03/2019	Serie A	Meazza	€ 5,874,716	77,479
14	Inter - Milan	05/02/2023	Serie A	Meazza	€ 5,832,142	75,584
15	Inter - Juventus	19/03/2023	Serie A	Meazza	€ 5,660,449	75,224



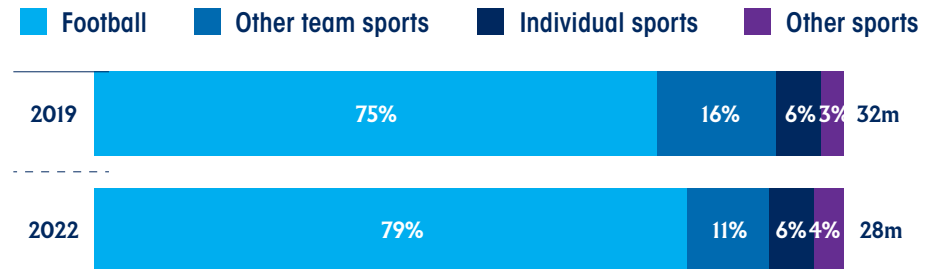
FOOTBALL AND SPORT TOURISM

In 2022, the **share of tourists** who went to Italy to attend football matches **increased by 4 percentage points** in comparison with 2019 (last year pre COVID-19), with Serie A accounting for 62% of the total (source: Banca Ifis).

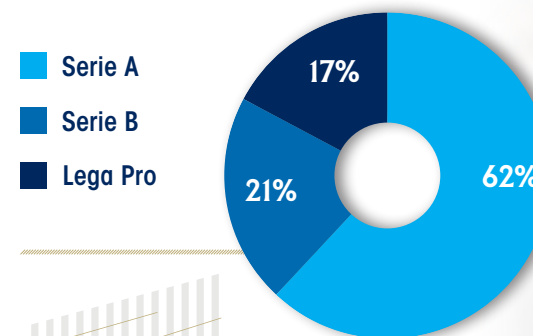


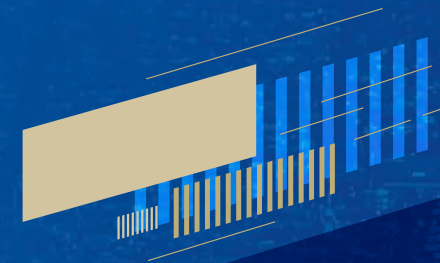
DISTRIBUTION OF TOURISTS BY TYPE OF SPORTING EVENT – %

#sports tourists



DETAILS OF FOOTBALL COMPETITIONS ATTRACTING SPORTS TOURISTS IN 2022 – %





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

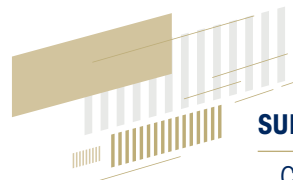
03

CAPITAL MANAGEMENT



3.1 FINANCIAL CAPITAL

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



SUMMARY OF BALANCE SHEET (€ 000)	2021	2022
Intangible Fixed Assets	20,146	18,655
Tangible Fixed Assets	1,050	986
Long-term Financial Assets	37,603	50,103
Total Fixed Assets	58,798	69,744
Receivables*	159,235	149,509
Cash and other liquid assets	95,121	89,769
Current assets	254,356	239,277
Accrued Income and Pre-Paid Expenses	4,145	4,091
TOTAL ASSETS	317,299	313,112
Equity	86,077	88,565
Provisions for Contingent Liabilities	34,435	23,332
Bounded funds	1,483	11,557
Employees' Leaving Indemnity	5,492	6,466
Payables	165,975	165,403
Accrued Liabilities and Deferred Income	23,837	17,789
TOTAL LIABILITIES	317,299	313,112

*Receivables figure includes non-fixed financial assets.

The financial statements may be consulted in the "Transparency" section of the figc.it website.

SUMMARY PROFIT AND LOSS ACCOUNT (€ 000)	2021	2022
Contributions, membership fees, revenues	229,515	191,133
Operating Revenues	229,515	191,133
Olympic Training /National Teams	60,039	46,268
Match officials	36,977	48,230
Organisation of International Sports Events	9,215	1,656
Organisation of National Sports Events (excl. National Teams)	3,626	4,533
International bodies	0	0
Training, Research and Documentation	7,153	8,243
Sports Promotion	6,746	8,571
Sports Activity Related Transfers	23,899	7,445
Sports Facility Management	18	3
Cost of Sports Activities	147,674	124,950
Labour Costs	21,087	21,215
Overheads	20,402	22,229
Functioning Costs	41,489	43,444
Depreciation and Amortisation	9,867	18,542
Other Operating Expenses	1,553	1,411
Operating costs	200,582	188,347
Financial and Extraordinary Income / Charges	165	768
Pre-Tax Result	29,099	3,555
Taxes and Dues	18,028	1,067
Net Result	11,071	2,488

FINANCIAL CAPITAL MANAGEMENT



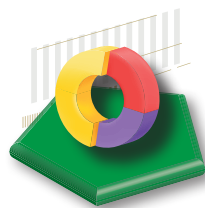
FIGC's 2022 financial statement (again certified by an auditing company on a voluntary basis) presents a **positive net result for the year of**

€ 2.5 MILLION



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

2022 FIGC FINANCIAL STATEMENT



REVENUES OPERATING REVENUES € 191.1 MILLION

The highest figure ever recorded in a year with no World Cup or European Championship wins. Operating revenues in 2022 were 17% lower than in 2021, when the figure was boosted by the positive financial impact of the Men's A National Team winning UEFA Euro 2020.



COSTS OPERATING COSTS € 188.3 MILLION (-6% COMPARED TO 2021)

The specific costs incurred in relation to COVID-19 (medical and organisational costs) amounted to € 313,794 in 2022, while in total over the three-year COVID-19 period (2020-2022) they amount to more than € 3.4 million.

Main cost items:

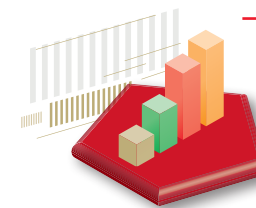
REFEREEING SECTOR (31% OF OPERATING COSTS)
€ 59.0 MILLION
Of which for youth football: € 10.1m

NATIONAL TEAMS (24% OF OPERATING COSTS)
€ 44.0 MILLION
Of which for Youth National Teams: € 7.4m

YOUTH AND SCHOOL SECTOR (5% OF OPERATING COSTS)
€ 8.8 MILLION

Overall investment in youth football amounted to € 26.3 million (14% of operating costs), up from 9% in the previous year.

Labour costs accounted for 11% of operating costs, while overheads represented 12%.



FINANCIAL RESULTS

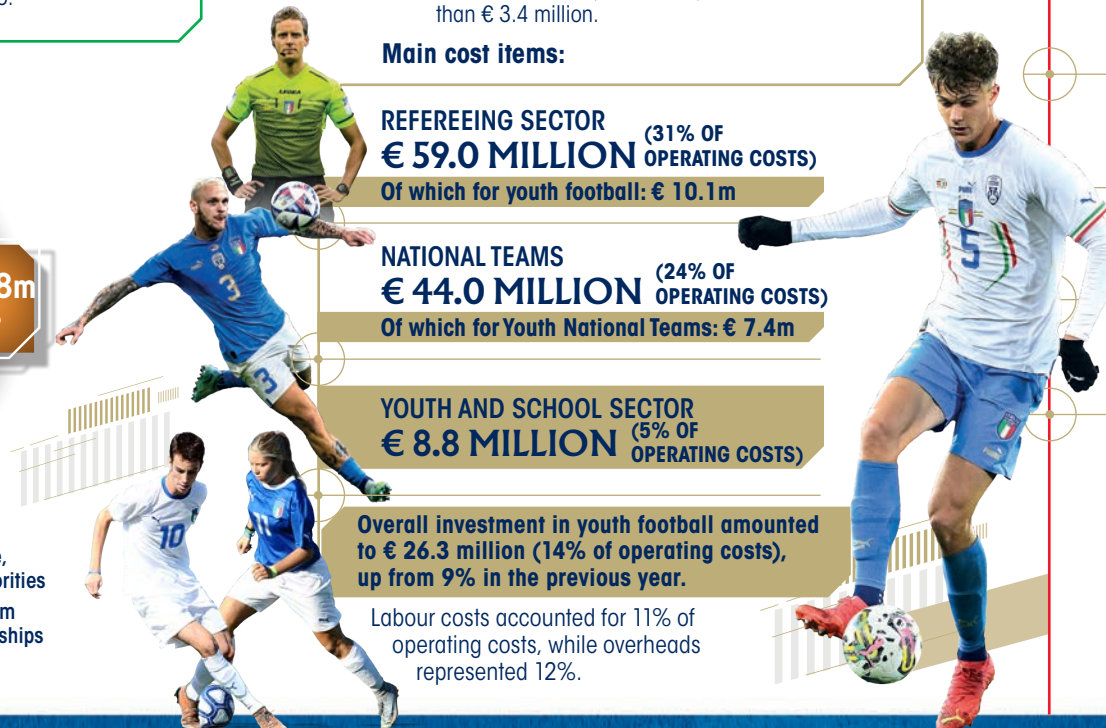
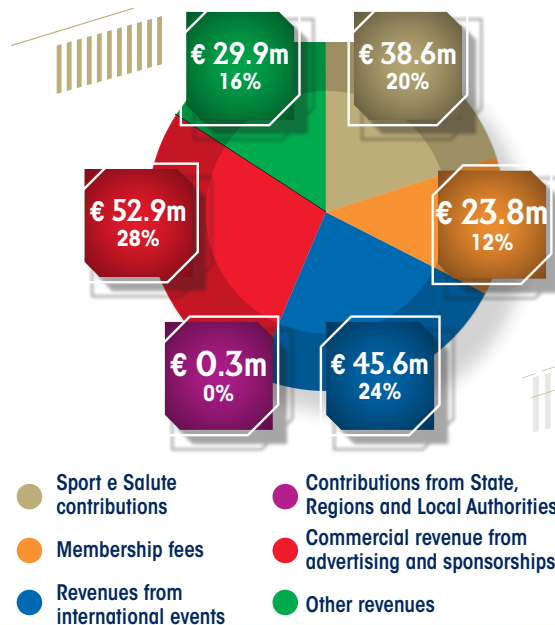
EBITDA
+ € 22.7 MILLION

Operating result
+ € 3.6 MILLION

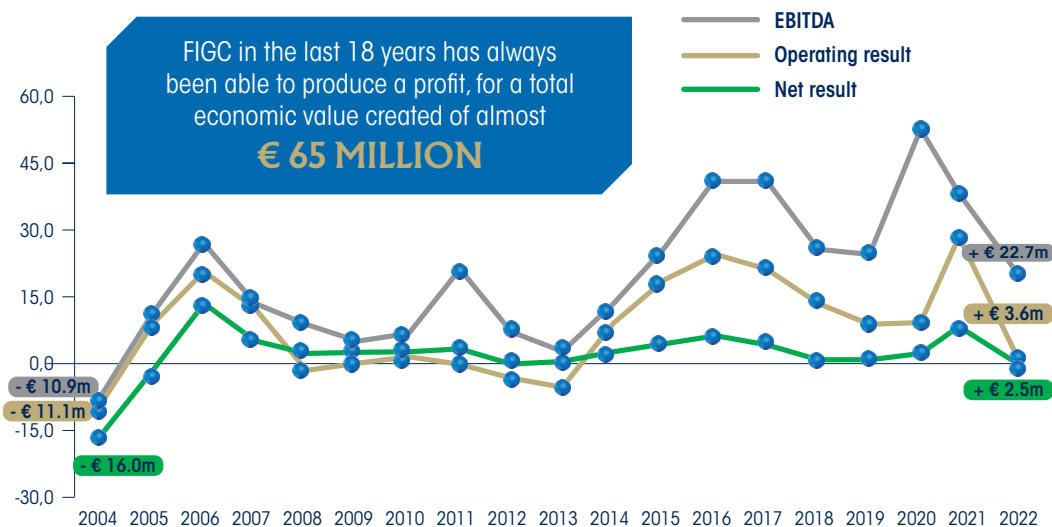
Pre-tax result
+ € 3.6 MILLION

Total taxes
€ 1.1 MILLION

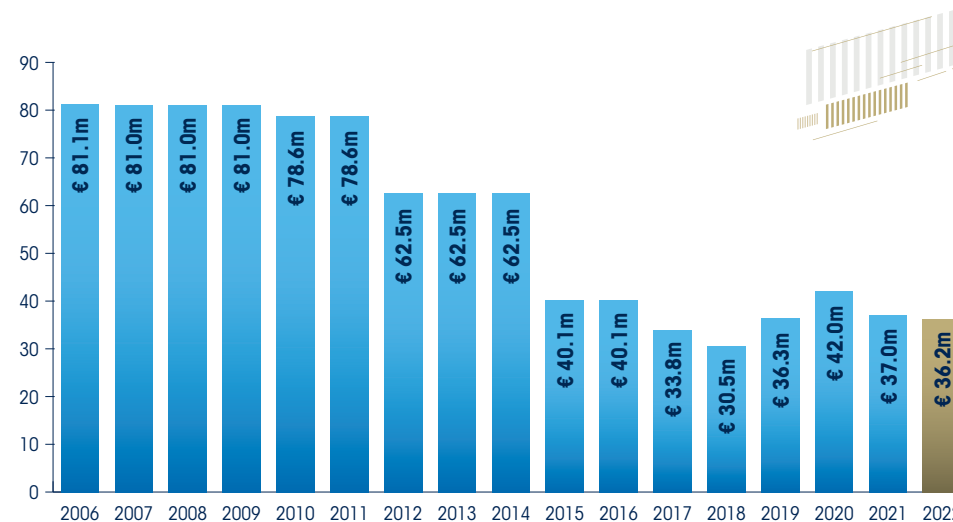
The NET RESULT
amounted to € 2.5 MILLION
FIGC's economic and financial management followed the trend of the budget, which was approved in January 2022, further improving the expected results.



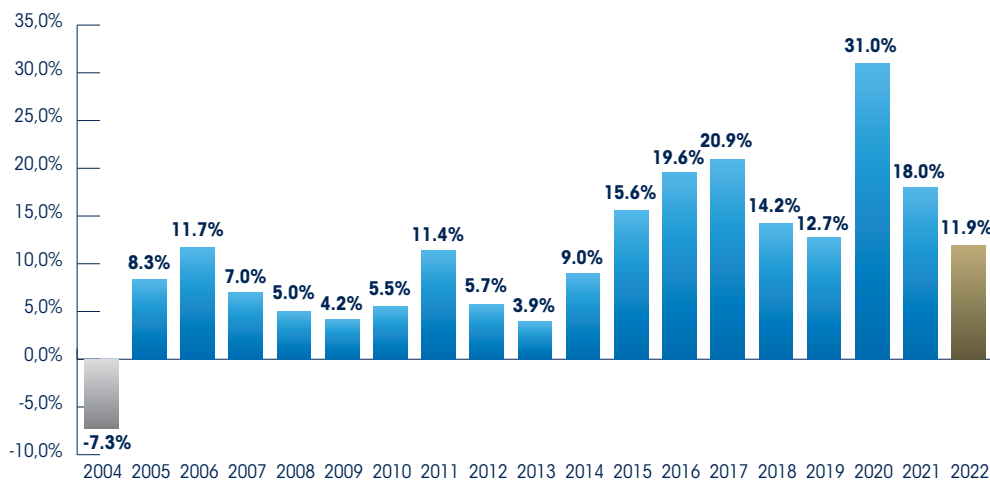
KPI TREND



CONTRIBUTIONS FROM CONI / SPORT E SALUTE TO FIGC FOR SPORTS ACTIVITIES



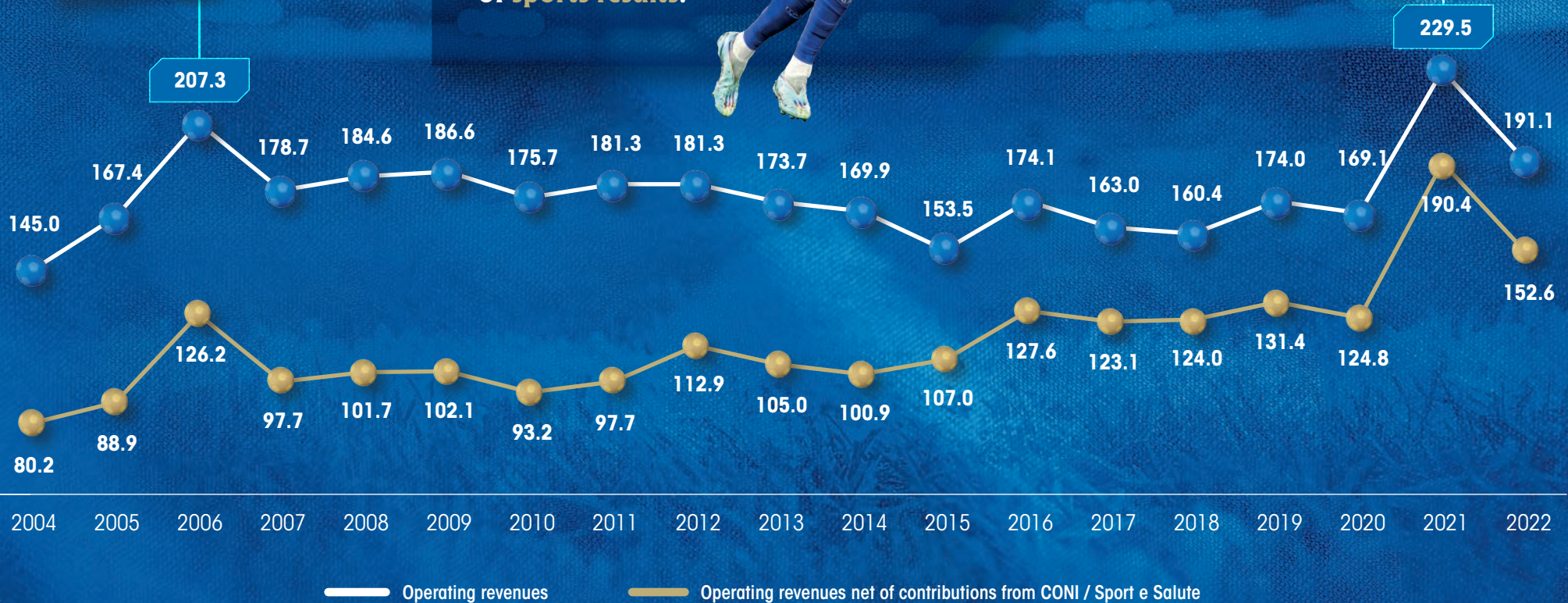
EVOLUTION OF EBITDA IN RELATION TO OPERATING REVENUES





FIGC REVENUES

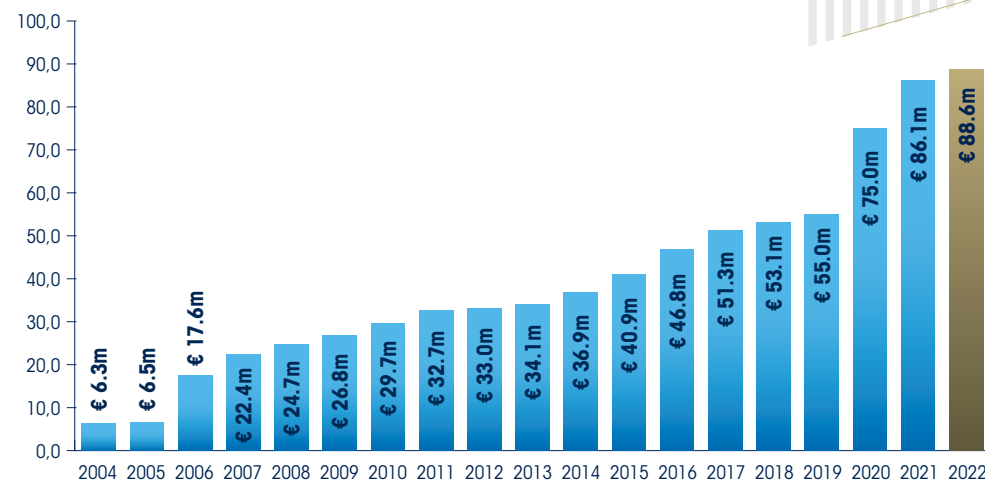
GOAL:
To create an
economically and
financially **sustainable
business model** that
is largely independent
of **sports results**.



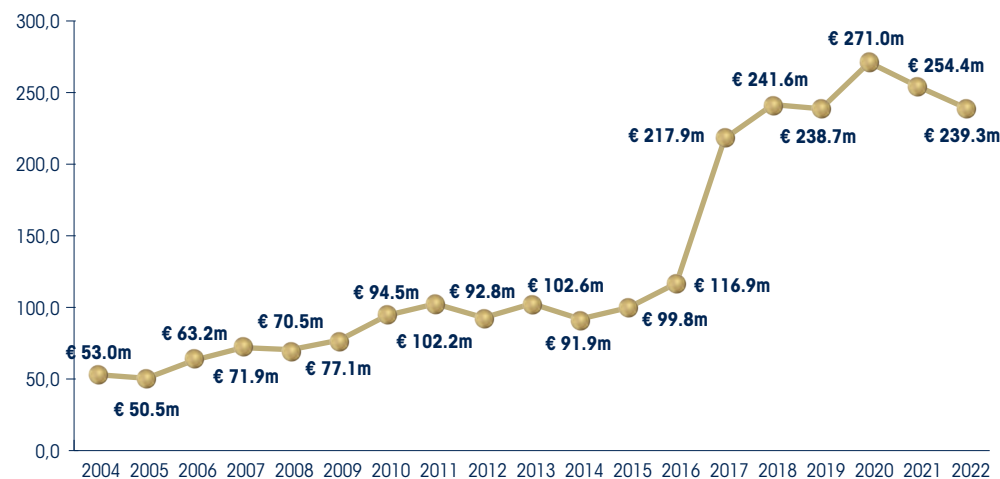
EVOLUTION OF CONI / SPORT E SALUTE CONTRIBUTIONS AS A PROPORTION OF FIGC OPERATING REVENUES



EQUITY



CURRENT ASSETS



HIGHLIGHTS:

From a financial perspective, **net equity** is on the rise, reaching **€ 88.6 MILLION**.



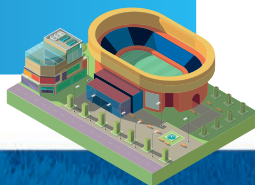


3.2 REAL ASSETS AND NATURAL CAPITAL

FIGC TECHNICAL CENTRE IN COVERCIANO

RESTRUCTURING OF ARCHITECTURE AND FACILITIES: PRIMARY AREAS INVOLVED

- ⊗ MEDICAL WING
- ⊗ DRESSING ROOMS
- ⊗ GYM RENOVATION
- ⊗ CLASSROOMS
- ⊗ RESURFACING OF PITCHES 1, 2, 4 AND 5
- ⊗ NEW PERFORMANCE RUNNING TRACK
- ⊗ AUDITORIUM (199 PEOPLE)
- ⊗ FURNISHING WITH "MADE IN ITALY" DESIGN
- ⊗ FORESTERIA AND AULA MAGNA TEACHING ROOMS
- ⊗ DATA CENTRE
- ⊗ ENERGY EFFICIENCY
- ⊗ LED LIGHTING
- ⊗ WORK TO ENSURE SAFETY
- ⊗ HOTEL ACCOMMODATION
- ⊗ WATER SYSTEM AND PIPELINE NETWORK
- ⊗ ENVIRONMENTAL REMEDIATION AND MONITORING
- ⊗ COVERED STAND
- ⊗ FIXED MAINTENANCE SERVICE
- ⊗ INTRODUCTION OF ENVIRONMENTAL AUDIT
- ⊗ OTHER PROJECTS FOR PREPARATION OF NATIONAL TEAMS:
 - ⊗ Training pitch for goalkeepers
 - ⊗ Cryotherapy room



MAIN ACTIVITIES CARRIED OUT IN 2022

- ⊗ Creation of a new company, CTF Servizi S.r.l., 100% owned by Federcalcio Servizi S.r.l., for the direct management of the Coverciano accommodation facility: hotel, restaurant and cafe. With this project, the aim is to take on the management and business strategies to improve the service and obtain more revenue for the FIGC system.
- ⊗ Initial restyling of the restaurant and caffè area.
- ⊗ Work on the Italian Coaches' Union (AIAC) headquarters, while in the "Villetta Valcareggi" a library was set up for the preservation of newspapers and other historical football documentation.
- ⊗ Maintenance and renovation work on the changing rooms.
- ⊗ Improvements to the hotel accommodation.
- ⊗ Expansion of medical and teaching areas, with the creation of a multimedia classroom for the Technical Sector.
- ⊗ Optimisation of the fire prevention system and replacement of some security cameras.
- ⊗ Other general maintenance work at the FIGC Technical Centre.

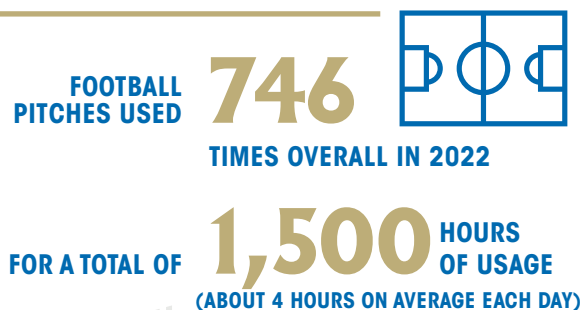
More than
€ 10 MILLION
INVESTED OVERALL IN
THE PERIOD 2016-2022



COVERCIANO IN FIGURES



2022 ACTIVITIES - HIGHLIGHTS



THE FUTURE: COVERCIANO 3.0 PROJECT



technologically advanced place in which the key sports functions are closely connected and visually related. The **heart of the project** will be the **restoration of the main building**, the original gymnasium, which, with the construction of a new basement level, will be the **centre of gravity of the technical area** and the **fulcrum** of the planning, technical direction and training activities of the Men's and Women's A National Teams. This work will allow for a **better reorganisation** of the other **spaces**, the other pitches and the other facilities, to bring about an overall improvement in the work of the **Youth National Teams**. At the same time, the plans will involve improvements to hosting facilities, starting by enlarging the accommodation on site: an extension (1,020sqm) is planned for **18 new rooms** in addition to the 54 in place at present. In line with this growth, the **kitchen** and **restaurant** will also be extended by 150sqm. Logistics and maintenance activities will also be reorganised in more functional spaces, in line with current requirements. In addition, a two-storey car park will be created. One of the **strategic components** of the renovation plan concerns **energy self-sufficiency**, thanks to a **highly productive photovoltaic plant** (total surface area of 3,180sqm, with a production level when fully operational of about 900,000 KWh per year), embedded in the landscape and urban environment. Finally, a range of **interventions in the centre's green areas** are planned, with new planting, the maintenance of paved areas, a unified line of furnishings, and a new **lighting set-up with low-consumption floodlights** with a low impact on the city's environment and light pollution. With regard to **environmental sustainability**, the project was initiated thanks to the UEFA HatTrick contribution.

MANAGEMENT OF OTHER FIGC TANGIBLE ASSETS

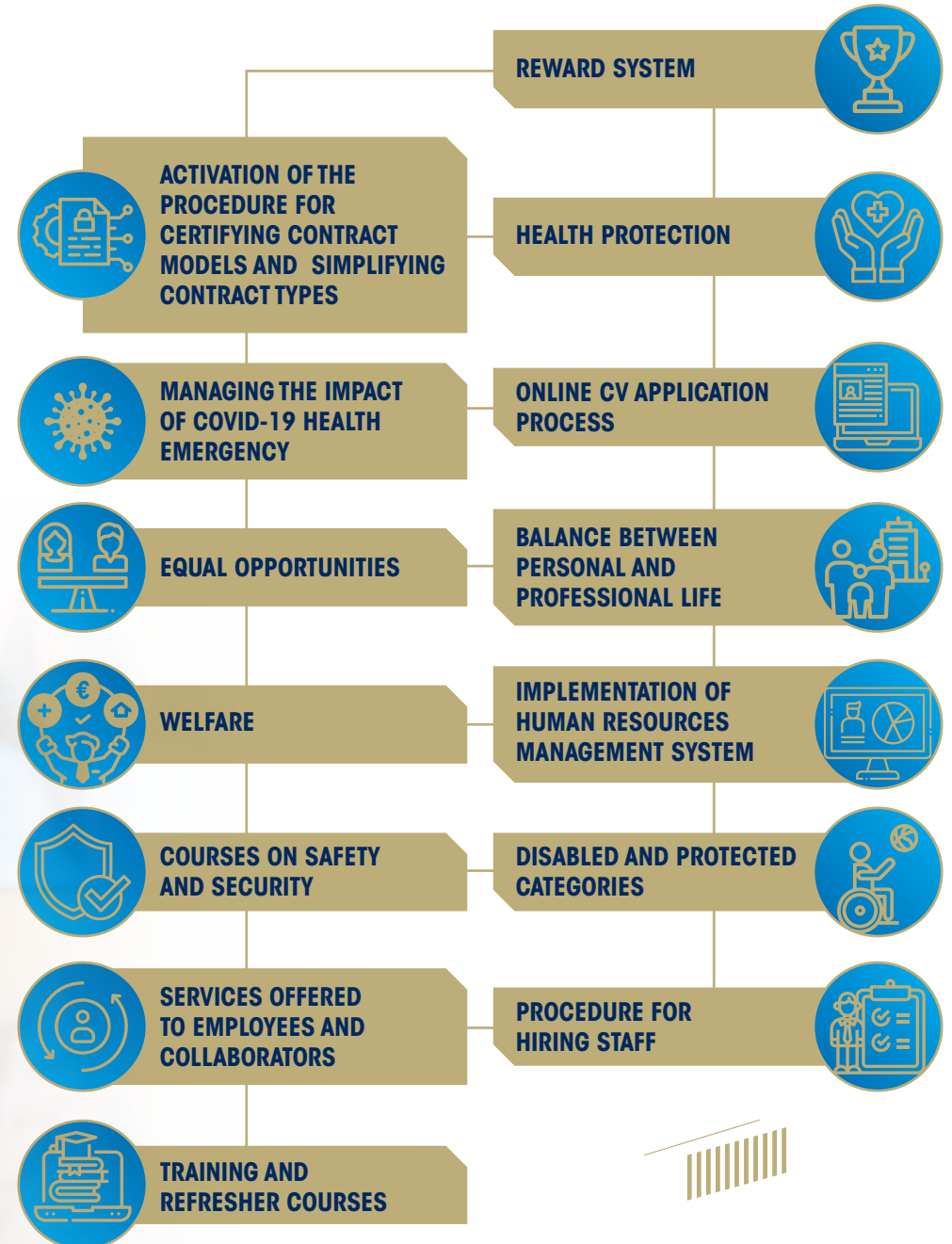
Maintenance work was carried out at both the **central and peripheral sites**, as well as the internal renovation of the second floor of the Rome headquarters (Via Allegri) reserved for the National Teams. Testing of the new fire prevention system also was completed. At the peripheral level, the **renovation of the Calabria Regional Committee office** was completed, and some **work was carried out at the Ancona office**.

In May 2023, the **plans to renovate the FIGC Technical Centre** were approved by the city council in Florence, marking the completion of the administrative process. The project will **extend** by **7,530sqm** (of which 2,800sqm will be for the **parking area**) and cover around **23,000cm** of new space, both through new constructions and the renovation of some existing buildings, **respecting and integrating the landscape, and ensuring innovation, sustainability and energy efficiency**, with the aim of transforming the FIGC Technical Centre in Coverciano into a modern and



3.3 HUMAN CAPITAL

Human capital continues to represent a **central pillar of interest** of FIGC strategy and comprises the processes for administration and management for **approximately 600 workers (including employees and collaborators)**. In recent years, the number of FIGC employees has continued to increase moderately as the Association has consolidated its organisational model and put workers already on different forms of contract into stable arrangements.



FIGC HUMAN CAPITAL IN FIGURES



FIGC EMPLOYEES

	WOMEN	MEN	TOTAL
2014	101 45%	125 55%	226 100%
2015	102 44%	128 56%	230 100%
2016	103 43%	138 57%	241 100%
2017	107 45%	131 55%	238 100%
2018	105 42%	143 58%	248 100%
2019	109 42%	151 58%	260 100%
2020	112 42%	155 58%	267 100%
2021	114 41%	165 59%	279 100%
2022	114 41%	167 59%	281 100%


AGE OF FIGC EMPLOYEES IN 2022

	WOMEN	MEN	TOTAL
Under 30	5	15	20
Between 30-39	24	40	64
Between 40-49	29	44	73
Over 50	56	68	124
TOTAL	114	167	281

TYPE AND CONTRACT CATEGORIES OF FIGC EMPLOYEES IN 2022

	WOMEN	MEN	TOTAL
Executives	2	5	7
Senior managers	6	14	20
Managers	9	18	27
Specialists	46	50	96
Workers	49	72	121
Labourers	2	8	10
TOTAL	114	167	281

LEVEL OF EDUCATION OF FIGC EMPLOYEES IN 2022

	MIDDLE SCHOOL	SECONDARY SCHOOL DIPLOMA	BACHELOR'S DEGREE	FIVE-YEAR UNIVERSITY DEGREE	TOTAL
Under 30	0	2	4	14	20
Between 30-39	0	12	9	43	64
Between 40-49	2	33	1	37	73
Over 50	5	75	1	43	124
TOTAL	7	122	15	137	281



FIGC COLLABORATORS IN 2022

	2022*	2022**
National Team staff (coaches, scouts, medical workers)	96	224
Referee and match official staff	183	187
Collaborators at FIGC Local Development Centres	2	95
Technical Sector teaching staff	30	262
Other	3	180
TOTAL	314	948

*Only includes contractors who receive pay slips (no professional or occasional contracts)
 ** Also includes professional engagements linked to the area of activity managed by FIGC Human Resources Department

INTERNSHIPS THAT BEGAN IN 2022*







	TOTALE
Rome City Authority	10
Foro Italico University of Rome	2
24 Ore Business School	1
TOTAL	13



* Including curricular placements and extra-curricular resumptions



APPOINTMENTS AND DISMISSALS

AGE GROUP	APPOINTMENTS IN 2022		TOTAL	DISMISSALS IN 2022		TOTAL
	 WOMEN	 MEN		 WOMEN	 MEN	
Under 30	2	4	6	1	0	1
Between 30-39	0	4	4	0	5	5
Between 40-49	1	1	2	0	0	0
Over 50	0	0	0	2	4	6
TOTAL EMPLOYEES	3	9	12	3	9	12

MANAGEMENT OF COVID-19 HEALTH EMERGENCY

The epidemiological situation resulting from the COVID-19 pandemic heavily impacted the management activities carried out in 2020, 2021 and 2022, leading to **new measures** being taken as well as the adoption of **new working methods**:



2020

- ⊗ Approach aimed at minimising the risk of infection within the organisation and protecting the health of FIGC employees and collaborators.
- ⊗ Application of strict in-house anti-COVID protocols, with special attention paid to safeguarding at-risk workers.
- ⊗ Regular antibody tests for all employees (on a voluntary basis): 11 days carried out in 2020, for a total of 547 serological tests.
- ⊗ Guidance to staff on how to carry out mission activities.
- ⊗ Implementation of in-house distance learning courses on health protection (distance learning course for workers on protection from COVID-19 biological risk), with participation mandatory for all employees.
- ⊗ Molecular or antigen tests for those involved in away trips and post-lockdown events.
- ⊗ Agreements with diagnostic laboratories for employees and FIGC components.
- ⊗ Daily delivery of medical supplies (including antibacterial gel and masks) to all employees.
- ⊗ Regular sanitisation of FIGC offices and introduction of new work organisation model (use of workspaces according to need for social distancing).
- ⊗ Introduction of COVID-19 insurance cover for FIGC employees/referees.

2021-2022

- ⊗ During the two-year period 2021-22, amid the state of emergency, there was a reshuffling of FIGC tasks and, consequently, of work activities, which allowed flexible work to be implemented, for a total of 5,649 days worked in 2022, compared to 11,724 in 2021 (with an average of 20 days per employee in 2022 and 42 days in 2021), so as to limit attendance at FIGC offices. An experimental phase for structural remote working involving 70 employees started in July 2022.

INTRODUCTION OF SMART WORKING AND "FLEXIBLE" WORKING METHODS:

- ⊗ Company lockdown from 11 to 20 March 2020 (first phase of the national lockdown): over these 9 days, a plan was devised to allow all employees to work from home via so-called "smart working" arrangements, through the introduction of virtual desktop infrastructure.
- ⊗ Specific organisational procedure defined as regards the use and protection of IT tools and email, as well as specific operating instructions for the use of tools and services in smart working mode and for scheduling and recording attendance for those in flexible working.
- ⊗ A series of measures were put in place to ensure better work from home and the same was done with the "prevention and protection service" to draw up a functional protocol for the emergency.
- ⊗ From 23 March 2020, all employees were able to carry out their duties in the "flexible working" format for a total of 22,968 days in 2020, with an average of 85 days per employee.
- ⊗ During the lockdown period, digital management of a whole series of contractual documents was launched, with an innovative and experimental approach.
- ⊗ Definition of specific contractual clauses to deal with the critical issues arising from the COVID-19 emergency.
- ⊗ The suspension of some events led to the rescheduling of activities carried out by collaborators and interns, also through the suspension of contracts, internships and the recalculation of remuneration, which was subsequently reactivated with the resumption of activities and events carried out in compliance with security protocols.
- ⊗ Employees: the suspension and limitation of certain activities was managed without resorting to income support tools (wage subsidy fund), therefore using measures provided for by contracts (use of holiday from previous years, compensatory time off, leave permission) as well as specific labour agreements.

MAXIMISING THE POTENTIAL OF INTERNAL STAFF



CONSOLIDATING THE NEW ORGANISATIONAL AND MANAGEMENT MODEL

- ⊗ Objective: to rationalise and consolidate certain levels of internal coordination
- ⊗ Regrading of certain FIGC employees to align their contractual positions with the functions they actually perform
- ⊗ Considering the topic of corporate organisation and the related governance structures, 2022 saw the consolidation of the organisational model implemented in previous years. The desire to strengthen and make FIGC's structure more efficient was therefore maintained, supporting the processes to enhance human resources and the skills present in the Association's sphere, finding new and greater economic resources, increasing the quality of the services provided and strengthening the FIGC's international dimension



HIRING OF QUALIFIED AND MOTIVATED YOUNG STAFF WITH INTERNATIONAL EXPERIENCE

CAREER DEVELOPMENT PLANS FOR DESERVING INDIVIDUALS
USE OF ALTERNATIVE RECRUITMENT TOOLS

- ⊗ Permanent contracts
- ⊗ Internships
- ⊗ Supply contracts
- ⊗ Agreements with universities and masters in sports management programmes



TRANSPARENCY

- ⊗ Professionals recruited are hired through a selection process carried out in adherence with FIGC procedures and through the "Transparency/Work with us" page on the FIGC website
- ⊗ In 2022, 1,938 CVs were uploaded and 87 selection interviews were carried out, most of which remotely. This approach allowed 12 new staff members to be hired (including 3 replacement appointments and 2 for maternity cover) as well as 3 workers already present being formally hired and 13 internships being launched, some of which resulted in hires during the course of the year



PERFORMANCE RECOGNITION

- ⊗ Performance bonuses for 2021 were paid out in 2022
- ⊗ The criteria for awarding such bonuses were maintained, in compliance with the office budget and FIGC functioning, as well as assessments of contributions to improving the financial/operational parameters of the FIGC budget and respect of various in-house procedures (travel policy and purchasing)



NEW COLLECTIVE AGREEMENTS

- ⊗ Renewal of collective agreements for non-managerial staff (four-year period 2018-2021) and managerial staff (three-year period 2015-2017 and four-year period 2018-2021)



EXTENDING AND DIVERSIFYING COMPETENCIES

- ⊗ Job rotation: inclusion of workers from other sectors and FIGC offices among staff organising core association events, to promote specific experience in other areas
- ⊗ Such individuals have participated in specific activities with missions established on the basis of individual professional skills, thus bringing both their specific experience in other areas as well as skills and knowledge of the organisation of events of an international scale
- ⊗ Greater focus on business development and commercial initiatives, in light of the internalization process launched in 2019
- ⊗ Specific training activities on work safety issues, and during the year a Fondimpresa (interprofessional fund) financial training plan on digital tools for work efficiency (Microsoft Office package) was launched



USE OF REMAINING HOLIDAY

- ⊗ Thanks to a specific holiday use plan in 2022, approximately 2,600 days of residual leave were taken during the year



DIGITALISATION OF HR PROCESSES

- ⊗ Innovative approach to digital management of a large part of contractual documentation
- ⊗ Many meetings, working sessions and conciliation sessions were held electronically, using certified documentation transmission via certified email wherever possible

COMPANY WELFARE: MAIN PROGRAMMES IN 2022

Welfare is a fundamental element of any workplace, regardless of sector, and an **issue of increasing general interest in the field of work**, covering all initiatives aimed at increasing the well-being and health of workers and their families.



COVID-19 INSURANCE COVER for all FIGC staff.

Voluntary **PCR AND SEROLOGICAL TESTS** for employees leaving for travel.



Sixth year of the **"AZZURRO DAY"** initiative, which allows every employee to take an additional day of holiday that they can enjoy on their birthday.



FIGC CARDS: all FIGC staff, match officials and collaborators receive a card each year offering free access to all football events across Italy being run by the Association.



SUBSIDIES FOR THE PURCHASE OF GOODS AND SERVICES:

- ⊕ In 2022, as well as providing employees with a contribution towards household utility expenses, FIGC implemented and/or maintained discount initiatives and agreements, also with its commercial partners, on services and consumer goods (such as clothing, insurance, travel and car hire, gyms, and tech products).



OTHER PROMOTIONS AND INITIATIVES:

- ⊕ During the pandemic, a contribution was provided for fixed or mobile data connection costs as stipulated in a specific trade union agreement.
- ⊕ At the end of the year, a one-off contribution for household utility costs was paid to all employees in line with collective bargaining.





3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL

Intellectual and Organisational Capital, together with the Social and Relationship Capital, is an **intangible value asset**. Its availability and management is crucial to the creation of value by FIGC.



FIGC'S ORGANISATIONAL STRUCTURE AND RULES OF OPERATION

These have been subject to significant revisions, updates and formalisation, enabling more efficient management of the FIGC "machine".



NATIONAL TEAMS

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



EXPERTISE

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



THE FIGC BRAND

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



SYSTEMS AND TOOLS

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

FIGC'S NEW INSTITUTIONAL LOGO

In **2021**, FIGC decided to **refresh its image**, distinguishing the symbol on match jerseys from the '**corporate-institutional**' one, combining the traditional shield with a modern and authoritative logo that depicts, also graphically, the innovation process sought by president Gabriele Gravina. The objective was to produce an emblem inspired by iconic elements, which best represents all the Association's off-the-field activity, such as its social responsibility projects and those aimed at young people, as well as the institutional and international relations it fosters, with the aim of promoting the multidimensional nature of football in all its facets and making FIGC – committed to driving a profound cultural revolution in the entire football movement – even more recognisable.

The circular shape and vertical graphics of the new logo are inspired by the first-ever footballs, providing a clear and profound reference to the origins of the game, revisited through the contemporary interpretation of a symbol. The FIGC acronym – standing for Federazione Italiana Giuoco Calcio – takes centre stage, reaffirming the strong presence and constant work of the Association. The colours naturally reflect those of the national team jersey and the Italian flag. The logo was designed by Independent Ideas, the creative agency of Publicis Groupe.

With this move, FIGC is aligning itself with other European football associations (e.g. Belgium, Germany and Spain) that have opted to create a distinction between the symbol on team jerseys and the 'corporate-institutional' symbol.



NEW FIGC SCUDETTO AND AUDIO IDENTITY

At the **beginning of 2023**, FIGC completed its rebranding process by presenting the new Scudetto (shield-shaped logo) for the Italian National Team jerseys and audio identity. The logo merges, with the institutional logo, into a single vision, together with a musical system ranging from the 'sound logo' to all the declinations that have been reproduced on every touchpoint, physical and digital.

ITALIAN NATIONAL TEAM SCUDETTO LOGO

The logo was created by Independent Ideas, with the aim of celebrating a symbol of the Country and representing the feelings and passion of all Italian fans. Upon the launch of the logo, the FIGC social media profiles showcased a range of emotions, combined with symbolic images from the history of the Italian National Team:

- ✪ desire, like that which led the Azzurri to victory in the 2006 World Cup
- ✪ confidence, like that of the coach in his group of players who triumphed at the 2020 European Championship
- ✪ astonishment, as Italians felt unanimously when watching Francesco Totti's "Panenka penalty" in 2000
- ✪ joy, that of an entire country in celebration, like every time the Azzurri lift a trophy

THE NATIONAL TEAMS' AUDIO IDENTITY

Produced by Inarea Identity Design, an Italian company with international experience in design and brand identity, under the artistic direction of Enrico Giaretta, the National Teams' audio identity is a true musical system, comprising different elements: from the sound logo of the new Scudetto, which in 3 seconds conveys the passion for the men's and women's National Teams, which all supporters of those teams can recognise, to all the variations for the various touchpoints, physical and digital, and the full track, entitled "Azzurri", composed and produced by Enrico Giaretta and Maurizio D'Aniello, which accompanies the National Teams. The concept devised is the "sound of a nation beating as one", which is intended to encapsulate, in 2 simple notes, all the values that Italian football has been transmitting for 125 years. The 2 notes identified as unique to FIGC's DNA, subsequently modulated in the audio theme, have a strongly emotional character. Hence the decision to further enhance it with the voice of soprano Susanna Rigacci, already known for her various collaborations with Ennio Morricone.

Those same emotions were showcased on the social profiles of the Women's National Team, with images from their history:

- ✪ Cristiana Girelli's amazement after her goal against Jamaica in the 2019 FIFA World Cup
- ✪ the joy of Barbara Bonansea after her double in the opening game of the same tournament, against Australia
- ✪ the desire of the Under-19 girls who won the Women's National Team's only international trophy, the European Championship in 2009
- ✪ Patrizia Panico's confidence after scoring against Germany at the 1999 World Cup in her glance towards Antonella Carta, symbolising all the generations of female players who have made the history of women's football in Italy.

From these emotions, and from those that every Italian fan feels when the Azzurri shirt takes to the pitch, the new Italian National Team Scudetto logo was born, #creatodalleemozioni ("created by emotions"), as the slogan chosen for the launch of the campaign, which began with a series of teasers on social media.

THE HISTORY OF THE FIGC LOGO



3.5 SOCIAL AND RELATIONSHIP CAPITAL

Social and Relationship Capital represents the **totality of exchanges and relations** FIGC is able to have with its **key stakeholders**, which influence and are influenced by its organisation.



● EMPLOYEES AND ORGANISATION

● GOVERNANCE AND CONTROL BODIES ● CONI/SPORT E SALUTE ● NATIONAL SPORTS FEDERATIONS ● FIFA ● UEFA ● FOREIGN ASSOCIATIONS

● REFEREES ● PLAYERS ● MANAGERS ● FOOTBALL CLUBS ● COACHES ● DOCTORS AND HEALTH PROFESSIONAL

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

PERCEPTION OF FIGC'S STRATEGIC OBJECTIVES

Thanks to an update to the study on the image of Italian football, conducted in 2021 in partnership with UEFA and specialist agency Kantar Media (by means of a survey to a significant sample of the Italian population over the age of 18), **FIGC was able to understand the perception of the stakeholders with respect to the relevance of the Association's strategic objectives and the success achieving them.** The graph below summarises the scenario, with reference to the cluster of over-18 football fans.



OVER-18 ITALIAN FOOTBALL FANS' ASSESSMENT OF THE IMPORTANCE OF FIGC'S STRATEGIC OBJECTIVES AND THE ASSOCIATION'S SUCCESS IN ACHIEVING THEM



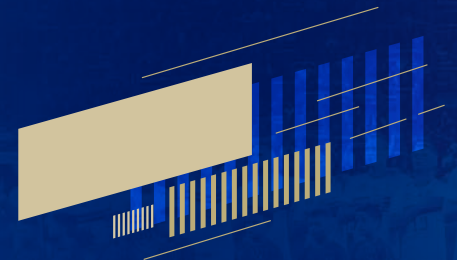
Source: UEFA/Kantar Media – online survey conducted in December 2021 on a representative sample of 1,000 people (over the age of 18)





PEACE – МИР

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



04

FIGC ACTIVITIES AND INITIATIVES



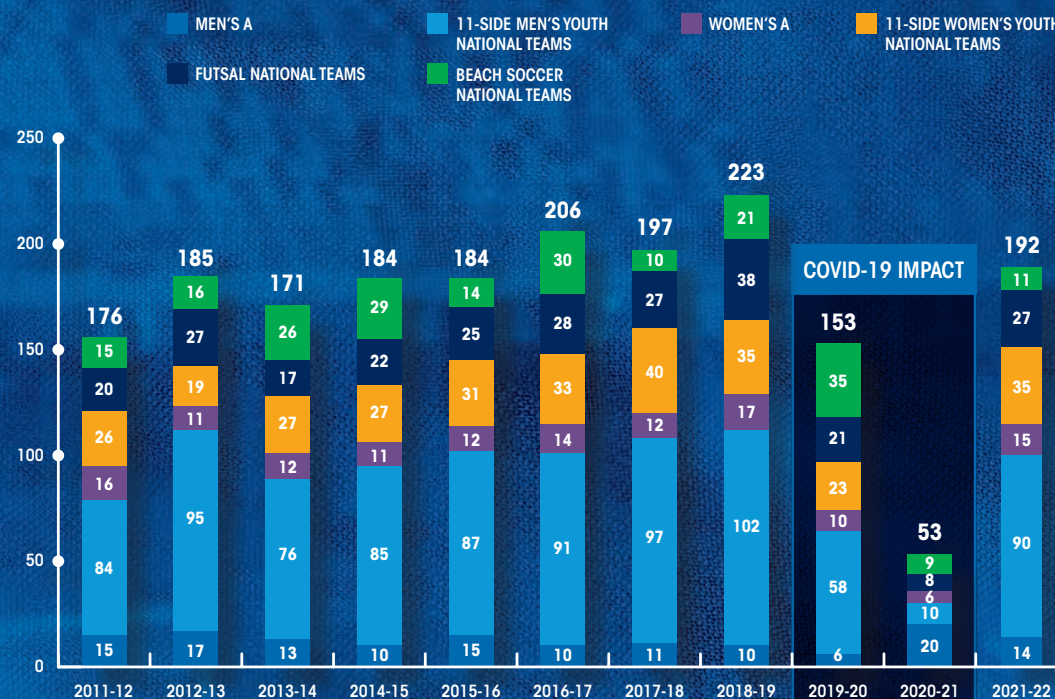
4.1 SPORT ACTIVITIES

FIGC has continued to promote the activity of the National Teams, a strategically important sector for the Association.

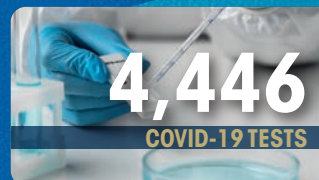
NATIONAL TEAMS MATCHES 2021-2022

	Victories	Draws	Defeats	Total
A	4	6	4	14
U.21	8	3	0	11
U.20	3	3	3	9
U.19	11	1	4	16
U.18	8	2	3	13
U.17	13	1	5	19
U.16	7	4	5	16
U.15	4	0	2	6
Women's A	9	3	3	15
Women's U.23	1	1	3	5
Women's U.19	8	2	2	12
Women's U.17	5	1	4	10
Women's U.16	6	0	2	8
Men's A Futsal	6	2	4	12
Women's A Futsal	3	2	1	6
Men's U.19 Futsal	7	1	1	9
Men's Beach Soccer	6	0	2	8
Women's Beach Soccer	2	0	1	3
Total	111	32	49	192

NATIONAL TEAMS MATCHES BY SEASON



HIGHLIGHTS 2021-2022



TOTAL INVESTMENT:
€44m

MAIN SPORTING RESULTS - 2022 HIGHLIGHTS

MEN'S A NATIONAL TEAM

- ⚽ Second consecutive failure to qualify for the FIFA World Cup (negative economic impact for the FIGC estimated between € 8.8m and € 41.1m)
- ⚽ Second consecutive qualification for the UEFA Nations League Final Four



YOUTH NATIONAL TEAMS

- ⚽ Qualification for the European Championships by the Under-21 National Team
- ⚽ European Championships semifinal reached by Under-19 National Team
- ⚽ The Under-20 National Team won the Élite League
- ⚽ In the last 4 editions of the Men's U19 and U17 European Championships, FIGC has been the only European Football Association to have always taken its 2 teams to the final stage of the 2 tournaments, ranking 4° in both UEFA rankings for the categories

WOMEN'S A NATIONAL TEAM

- ⚽ Participation in the 2022 European Championships (eliminated in the group stage), with almost 8 million viewers for the 3 matches played
- ⚽ Second consecutive qualification for the FIFA World Cup, a record in the history of the Azzurre

FUTSAL AND BEACH SOCCER

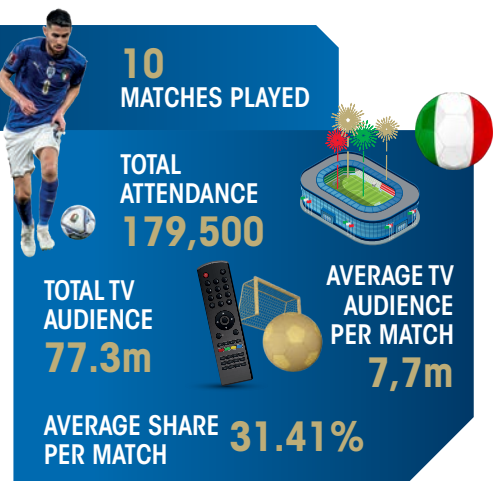
- ⚽ Men's A Futsal National Team eliminated from the group stage at the European Championships
- ⚽ Men's A Beach Soccer National Team reached their second consecutive bronze medal at the European Championships
- ⚽ The Women's A Beach Soccer National Team, the latest addition to the Italian National Teams, reached the second place in the European Championships



FIFA WORLD CUP 2022 QUALIFIERS

FIFA WORLD CUP 2022 EUROPEAN QUALIFIERS - MATCHES PLAYED BY THE ITALIAN NATIONAL TEAM

Match	Result	Outcome	Scorers	Location	Country	Stadium	Stadium attendance	TV audience	TV share
Italy - Northern Ireland	2-0	Victory	Berardi (14'), Immobile (38')	Parma	Italy	Ennio Tardini	0	6,129,602	22.52%
Bulgaria - Italy	0-2	Victory	Belotti (43' pen.), Locatelli (83')	Sofia	Bulgaria	Vasil Levski National Stadium	0	6,394,368	23.58%
Lithuania - Italy	0-2	Victory	Sensi (48'), Immobile (94')	Vilnius	Lithuania	LFF Stadions	0	5,971,362	21.72%
Italy - Bulgaria	1-1	Draw	Chiesa (16'), Iliev (40')	Florence	Italy	Artemio Franchi	19,000	7,366,606	36.01%
Switzerland - Italy	0-0	Draw		Basel	Switzerland	St. Jacob-Park	12,000	8,653,953	42.04%
Italy - Lithuania	5-0	Victory	Kean (11' and 29'), Uktus (14' own goal), Raspadori (24'), Di Lorenzo (54')	Reggio Emilia	Italy	Mapei Stadium	11,000	7,781,945	35.39%
Italy - Switzerland	1-1	Draw	Widmer (11'), Di Lorenzo (36')	Rome	Italy	Stadio Olimpico	46,000	9,272,989	36.46%
Northern Ireland - Italy	0-0	Draw		Belfast	Northern Ireland	Windsor Park	18,500	10,774,956	40.06%
Italy - North Macedonia	0-1	Defeat	Trajkovski (92')	Palermo	Italy	Renzo Barbera	33,000	9,735,000	39.27%
Turkey - Italy	2-3	Victory	Ünder (4'), Cristante (35'), Raspadori (39' and 69'), Dursun (83')	Konya	Turkey	Buyuksehir Stadium	40,000	5,205,853	21.61%



More than 100m
WORLDWIDE TV AUDIENCE

⚡ In 2021-2022, the Men's A National Team embarked on **the path of the qualification** for the **2022 FIFA World Cup**, finishing second in Group C (with 16 points, behind Switzerland which won the group with 18 points).

⚡ The qualification for the World Cup had therefore to pass through the **playoffs**, scheduled for late March 2022, in which Italy unfortunately experienced a **burning elimination** against North Macedonia.

⚡ In front of **33,000 spectators** of the **Barbera stadium in Palermo** and the almost 10 million viewers on Rai 1 (share of 39.27%), a goal of the former Palermo striker Trajkovski has deprived Italy of the second consecutive World Cup (4 and a half years after the playoff loss to Sweden).

⚡ Just 8 months (256 days) after the triumph of Wembley the European Championships **the Azzurri therefore remained outside the FIFA World Cup**, and the tears unfortunately this time were not of joy.

Estimating the economic impact on the FIGC financials of the failure to qualify for the 2018 and 2022 World Cups

Methodology: calculation of missed FIFA prize money for participation in the World Cup (**minimum estimate: group stage reached; maximum estimate: World Cup Victory**) + **malus** sponsor for missing the qualification + lower royalties/merchandising revenues (comparison vs revenues obtained in 2014, last year of qualification to the World Cup) – the costs for the participation to the World Cup (base: related to the World Cup 2014).



Total

Minimum impact estimated

Maximum impact estimated

€ 5.9m

€ 31.9m

€ 8.8m

€ 41.1m

€ 14.7m

€ 73.0m

UEFA NATIONS LEAGUE 2020-2021 - FINAL FOUR

Played in October, in Turin (Juventus Stadium) and Milan (Giuseppe Meazza). **THE AZZURRI FINISHED IN THIRD PLACE**, ahead of Belgium and behind Spain and France.



Decrease in National Team average age

COMPARISON OF AVERAGE AGE (YEARS)
MEN'S A NATIONAL TEAM - STARTING XI



FOCUS THE SUPPLY CHAIN OF YOUTH NATIONAL TEAMS

Comparison of National Team appearances for players called up to the Men's A National Team

	Men's A National Team	Youth National Teams
FIFA World Cup 2006 (Germany)	754	489
UEFA EURO 2008 (Austria and Switzerland)	725	546
FIFA World Cup 2010 (South Africa)	817	649
UEFA EURO 2012 (Ukraine and Poland)	554	556
FIFA World Cup 2014 (Brazil)	753	595
UEFA EURO 2016 (France)	745	416
UEFA EURO 2020	881	624
UEFA Nations League 2020-2021 - Final Four	833	706

The number of appearances in the youth National Teams of the players called up is growing strongly: from 416 matches for the players called up for **UEFA EURO 2016** to 706 for the players called up for the **UEFA Nations League** Final Four. 2 players (Barella and Dimarco) played for all 7 Italian national youth football teams (from Under-15 to Under-21).

Highlights (whole competition)



101,682
SPECTATORS
(26% from abroad)

26,556
TICKETS PURCHASED
BY FOREIGN SPECTATORS

TV AUDIENCE IN ITALY:
21.5m

WORLDWIDE TV AUDIENCE:
130m
(+30% vs 2019)

With the UEFA Nations League Finals, the record of OVER 2,000 VOLUNTEERS INVOLVED in major football events in Italy since 2019 was broken

UEFA NATIONS LEAGUE 2022-2023



With 11 points in 6 matches (3 victories, 2 draws and one defeat), the Men's A National Team **has ranked** first in Group 3 of the League A, ahead of Hungary, Germany and England, qualifying for the second consecutive edition for the Final Four of the competition, scheduled for June 2023 in the Netherlands, reaching the third final place.

6
MATCHES



AVERAGE AGE OF
STARTING LINE-UP:

25.6 years

TOTAL TV AUDIENCE:

36.8m



AVERAGE TV
AUDIENCE:

6.1m



SHARE:

33.0%



164,636
SPECTATORS



THE FINALISSIMA - CONMEBOL-UEFA CHAMPIONS CUP 2022



In June 2022, the Men's A National Team faced Argentina at Wembley (**won 3-0 for the South Americans**), on the occasion of the Finalissima, a match between the reigning European Champions and the Winners of the Copa América.

87,112
SPECTATORS

ECONOMIC AND TOURIST
IMPACT PRODUCED TO THE
BENEFIT OF LONDON:
estimated at approximately
€ 20 million

6.3 million
TV AUDIENCE IN ITALY
(most viewed programme
of the evening with a
share of 33.5%)

GIORGIO CHIELLINI's final match with the Azzurri, a farewell occasion for a player who had an extraordinary career in the Men's A National Team, which began on 7 April 2000, with 117 total appearances (equalling Daniele De Rossi in 4th place in the all-time rankings)



UEFA WOMEN'S EURO 2022

Participation of the Women's A National Team to the 2022 European Championships



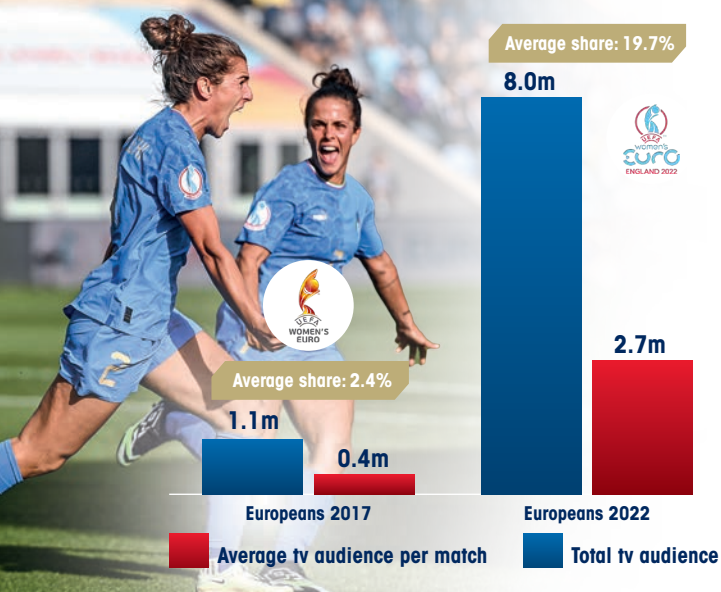
SPORTING RESULTS:

during the tournament, which took place in England in July 2022, the Azzurre lost 5-1 to France in a disappointing debut match, drew 1-1 against Iceland and lost 1-0 to Belgium, resulting in the National Team's elimination from the tournament at the group stage.



Record TV audience in Italy

Comparison of television audience and share of the Women's A National Team



3 matches

Total TV audience:

8.0m

Average audience per match:

2.7m

Share: 19.7%

The last match against Belgium produced more than 3.2m of viewers, the match of a Women's European Championship more followed ever in Italy.

17,022 spectators

Other main KPIs (period 1-19 July; Source: Media Analysis Ecostampa)

559 press articles on the Women's A National Team, 300 news releases, 543 television reports and 3,216 web reports, with a media value generated by the Azzurre estimated at € 32.7 million

SPECIAL PROJECTS CARRIED OUT AND RESULTS

On 10 July, a few hours after his debut with France, the documentary "Azzurro Shocking, come le donne si sono riprese il calcio" (Azzurro Shocking, how women took back football) was broadcast on prime time TV, produced by Rai with FIGC's collaboration.

2.1 million viewers total (16% share)

Marketing campaign + video "Le Azzurre siamo noi" (We are the Azzurre), which celebrated the beauty of pure and authentic football, an occasion for the whole country to come together through mutual experiences.

800,000 impressions and 15,000 engagements

1,243 posts on FIGC's social media accounts and 102 videos produced, with 24m impressions, achieving a reach of 14m, 1.1m engagements and 141,500 unique viewers of the 3 pre-match live shows.

10,000 new fans and followers on the Women's A National Team social media profiles at the end of the tournament, totalling 272,000 (Italy ranked 5th out of the 16 National teams participating in the tournament), while forward **Barbara Bonansea** ranked third out of all the tournament's players in terms of Instagram followers (over 620,000).

Official SkySport song "Palla al centro" (Elisa ft. Jovanotti)



UPDATE 2022 - QUALIFICATION FOR THE FIFA WOMEN'S WORLD CUP 2023 (AUSTRALIA AND NEW ZEALAND)



In September 2022, the Azzurre obtained their **SECOND CONSECUTIVE QUALIFICATION FOR THE WOMEN'S FIFA WORLD CUP FOR THE FIRST TIME IN THE HISTORY OF FIGC**, thanks to the 27 points gained in 10 matches of the qualifying group (9 victories and one defeat).

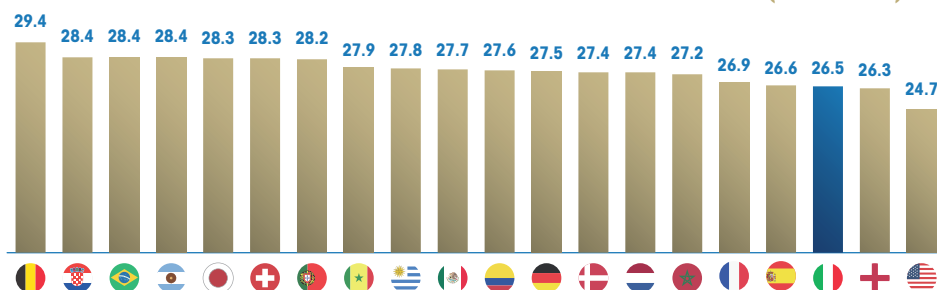


ITALIAN NATIONAL TEAMS - HIGHLIGHTS

FOCUS 2022 MEN'S A NATIONAL TEAM

- ✪ **The Azzurri cycle of CT Mancini** started in **May 2018** and stayed in the role until August 2023; at the end of 2022, in **57 matches 99 players** had been **called up** by him and **55 players made their debuts** for the National Team.
- ✪ **Growth in investment in the youth supply chain**, with a significant increase in the number of appearances for youth National Teams of the selected players (from 416 games for those called up for UEFA EURO 2016 to 706 for picked for the UEFA Nations League Final Four 20-21). Considering the players called-up in the National Team born in 2003, Scalvini, Miretti and Gnonto have made the whole process of youth national teams (the first 2 from the Under-15 and Gnonto from the Under-16).
- ✪ **The average age of the National Team has dropped significantly**, from 29.5 in the qualifiers for the 2018 FIFA World Cup (played in 2017) to 26.5 in the 11 matches played in 2022 (with a record of 24.9 years for the UEFA Nations League match between Germany and Italy). At international level, Italy is the third youngest National Team among the top 20 of the FIFA Ranking in 2022.

THE AVERAGE AGE OF THE TOP 20 NATIONAL FOOTBALL TEAMS IN 2022 (source: CIES)



- ✪ In 2022 **Simone Pafundi** made his debut for the National Team aged just **16 years, 8 months and 2 days** old, thus becoming the third youngest debutant in the history of the National Team (and the youngest since 1911), while, by scoring against Germany in the UEFA Nations League, **Wilfried Gnonto** became **the youngest goalscorer in the history of the National Team** (18 years, 7 months and 9 days old), breaking a record that had lasted since 1958.
- ✪ **Start of the selection and training path for players of national interest**, with the aim of facilitating the transition from the youth National Teams to the Men's A National Team and expanding the base of selectable players, after the second consecutive failure of the men's National Team to qualify for the FIFA World Cup; in the 2 stages organized in 2022, a total of 103 players were selected, coming from 36 different Italian clubs and 11 foreign clubs, with an average age of 21 years and including 13 U18 players.



FOCUS

ITALIAN MEN'S YOUTH NATIONAL TEAMS AT THE TOP OF EUROPE

- ✪ **The Under 20-National Team won the 2022 Élite League** (main category competition organized in Europe), while the Under-15 National Team won the Tournament of Nations, 14 years after their last triumph.
- ✪ The **European Ranking of the Under-19 Men's National Team** rose from 20th in 2015-2016 to 4th in 2022-2023 (second highest ever), while the Under-17 rose from 10th to 4th place (best figure ever).
- ✪ In **2022**, the **Under-19 National Team qualified for the fourth time in the last 5 editions to the final stage of the European Championships** (a record in the history of FIGC), reaching the semifinal of the competition and qualifying for the Under-20 World Cup.
- ✪ In **2022**, the **Under-17 National Team** qualified for the European Championships for the sixth consecutive time, reaching the quarterfinals.
- ✪ Also in **2023**, the **Under-19** and **Under-17 National Teams** managed to qualify for the European Championships; in the last 4 editions of the men's Under-19 and Under-17 European Championships, FIGC was the only European football association among the 55 UEFA members to have always taken the 2 teams to the final phase of the 2 tournaments.
- ✪ The **Italian youth** also represents the **European National Team** that between 2013 and 2023 has achieved the **most qualifiers for the final stages of the European and World championships** in the various categories (U21, U20, U19 and U17), as well as the only football federation to have qualified between 2022 and 2023 4 teams for the final stages of the 4 most important youth tournaments: World U20 and European U21, 19 and 17.

TOP 10 EUROPEAN NATIONS BY NUMBER OF QUALIFIERS FOR FINAL STAGES

	UNDER 20 WORLD CUP 5 EDITIONS	UNDER 17 WORLD CUP 4 EDITIONS	UNDER 21 CHAMPIONSHIPS 6 EDITIONS	UNDER 19 CHAMPIONSHIPS 9 EDITIONS	UNDER 17 CHAMPIONSHIPS 9 EDITIONS	TOTAL
Italy	3	2	6	5	8	24
France	4	3	3	6	6	22
England	3	2	6	4	7	22
Germany	2	2	6	4	8	22
Portugal	4	0	4	7	6	21
Spain	1	2	5	4	7	19
Netherlands	0	1	3	4	8	16
Serbia	1	0	3	3	5	12
Croatia	1	2	3	1	4	11
Austria	1	1	1	4	4	11



NATIONAL TEAMS - OFFICIAL COMPETITIONS HIGHLIGHTS 2016-2023

MEN'S A NATIONAL TEAM

- ⊕ Men's A National Team for the first time qualified to the **EUROPEAN CHAMPIONSHIP** with 3 matches in advance (10 wins on 10 matches)
- ⊕ Qualification to the 2020-2021 **UEFA NATIONS LEAGUE FINAL FOUR** (third place finish) and second consecutive qualification in 2022-2023 (third place again)
 - ⊕ In July 2021 **THE MEN'S A NATIONAL TEAM TRIUMPHED AT UEFA EURO 2020**, a success that had allowed the Azzurri to climb up to the 4th place in the FIFA Ranking (the best highest result since September 2013), thanks also to the 37 consecutive matches without defeat, absolute record in the history of National Football Teams at the world
 - ⊕ Second consecutive **FAILURE TO QUALIFY** for **FIFA THE WORLD CUP** (2022)



YOUTH NATIONAL TEAMS

- ⊕ **THE U-21 NATIONAL TEAM**: reached the European Championships quarterfinals in 2021 and qualifying for the sixth consecutive time for the final stage of the European Championships (2023)
- ⊕ **5 EUROPEAN YOUTH CHAMPIONSHIP FINALS** (3 U-19 MEN'S in 2016, 2018 and 2023 + 2 U-17 MEN'S in 2018 and 2019), together with the **U-19 EUROPEAN CHAMPIONSHIPS TITLE** in 2023
- ⊕ Bronze medal at the 2017 **U-20 WORLD CUP**, the first in Italy's history
- ⊕ Fourth place at the 2019 **U-20 WORLD CUP**
- ⊕ Qualification for the 2021 **U-20 WORLD CUP** (then cancelled) and the **2023 WORLD CUP** (historic second place finish), achieving 4 qualifications in a row (a record in the history of FIGC - that never reached 2 consecutive finals)
- ⊕ **2 CONSECUTIVE SECOND PLACES** at the **MEDITERRANEAN GAMES** (2018 and 2022) with the **U-18 NATIONAL TEAM**
- ⊕ The **MEN'S UNIVERSITY NATIONAL TEAM** has obtained the bronze medal at the Universiade 2019

WOMEN'S A NATIONAL TEAM

- ⊕ Qualified after 20 years for the **2019 FIFA WORLD CUP**, reaching the quarterfinals
- ⊕ In 2021 qualified for the **2022 EUROPEAN CHAMPIONSHIPS** (eliminated in the group stage)
- ⊕ In **2022** qualified for the second consecutive **FIFA WORLD CUP**, for the first time in the history of the Azzurre



BEACH SOCCER NATIONAL TEAMS

- ⊕ **2 MEN'S BEACH SOCCER NATIONAL TEAM EUROPEAN TITLES** (2018 and 2023)
- ⊕ Second place in the **WORLD CHAMPIONSHIPS** (2019)
- ⊕ Gold medal in the **MEDITERRANEAN GAMES** (2019)
- ⊕ Third place at the **2021 and 2022 EUROPEAN CHAMPIONSHIPS** and second place for the **WOMEN'S BEACH SOCCER** at the **2022 EUROPEAN CHAMPIONSHIPS**



FUTSAL NATIONAL TEAMS

- ⊕ **MEN'S A FUTSAL NATIONAL TEAM** qualified for the **2018 AND 2022 EUROPEAN CHAMPIONSHIPS** (eliminated in the group stages)
- ⊕ **U-19 MEN'S NATIONAL FUTSAL TEAM**: double consecutive qualifications for the **EUROPEAN CHAMPIONSHIPS** (2022 and 2023), for the first time in the history of the National Team

UPDATE 2023: UNDER 20 WORLD CUP

In June 2023, Italy reached the final of the FIFA Under 20 World Cup **FOR THE FIRST TIME IN HISTORY**, held in Argentina, after surpassing on its path the National Teams like of Brazil, England and Colombia.

The dream of becoming world champions only disappeared in the last minutes of the final against Uruguay, who won 1-0. The defeat didn't take away from the extraordinary journey of a National Team that confirms **THE PRESENCE OF AMAZING YOUTH TALENTS IN ITALIAN FOOTBALL** and the work of Club Italia, which has allowed them to perform at their best.

INDIVIDUAL RECORDS:

⚡ **Cesare Casadei** player of the tournament and top-goal scorer of the World Cup with 7 goals in 7 matches

⚡ **Sebastiano Desplanches** best goalkeeper of the tournament

RECORD TV VIEWS:

⚡ **ALMOST 800,000 PEOPLE WATCHED THE SEMIFINAL** against South Korea

⚡ **AROUND 1.6 MILLION WATCHED THE FINAL** against Uruguay with a 16.57% share; both figures are records in the history of Italy's youth teams below the Under 21.







UPDATE 2023: UNDER 19 MEN'S NATIONAL TEAM CHAMPION OF EUROPE

A few weeks after coming second place in the Under 20 World Cup, the **MEN'S U19 COACHED BY ALBERTO BOLLINI WON THE EUROPEAN CHAMPIONSHIP**, thanks to a 1-0 win over Portugal in the final in Malta. Kayode scored the decisive goal in the 18' minute.



This is the **SECOND TITLE IN THE HISTORY OF THE AZZURRINI** and comes 20 years after their first triumph having lost three finals (2008, 2016 and 2018), with midfielder Luis Hasa voted best player of the European Championship; in the top 11 there are also the Italian defenders Filippo Missori and Alessandro Dellavalle.

An historic success achieved by extraordinary boys, **AN EXCEPTIONAL GROUP THAT WAS ABLE TO PREVAIL IN AN EXTREMELY DIFFICULT TOURNAMENT** by beating opponents that were much bigger favourites on paper.

Considering the heightened interest generated by the competition, the success of the Azzurrini was followed on TV ON RAI 3 BY OVER 1.5 MILLION VIEWERS (around 11% of the share).

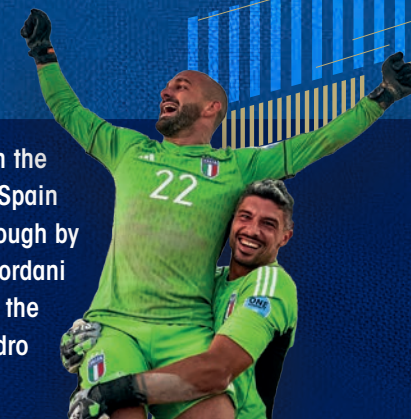
In the 2022-2023 season, FIGC was the only European Football Association to have their youth National Teams playing in **ALL THE MAIN YOUTH TOURNAMENTS**: European U-21, U-19 and U-17 as well as the Under 20 World Cup.



UPDATE 2023: BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS



In September 2023, **THE ITALY BEACH SOCCER TEAM** won the **THIRD EUROPEAN TITLE IN THE HISTORY OF FIGC**, beating Spain 5-4 in the final held in Alghero. The team were carried through by goals by Ovidio Alla, Gianmarco Genovali and Marco Giordani who scored a hattrick and was named as the "player of the tournament". The other individual prize went to Leandro Casapieri who was named "best goalkeeper".



This success was watched by an **EXTRAORDINARY CROWD**. The enthusiasm of the Sardinian fans, which carried Italbeach through to the Superfinal, was contagious. This incredible success is a result of the commitment of the players, as well as the federal and organisational staff that worked professionally to make the end of the season unforgettable.





"E-FOOT" NATIONAL TEAMS

FIGC'S E-FOOT JOURNEY

CREATION OF FIFA 22 eNATIONAL TEAM

△ **10 Selection events** (online and in person)

△ **3,000 players signed up to the selections**

△ **Over 140,000 views on Twitch** for the final selection, with **78,000 viewers**

△ **6 players selected:** Francesco Pio 'Obrun2002' Tagliaferro, Raffaele 'Er_Caccia98' Cacciapuoti, Danilo 'danipittbull98' Pinto, Diego 'CRAZY' Campagnani, Andrea 'Montaxer' Montanini and Karim 'karimisbak' Rmaiti

△ **First eNationals coach** named: Nello 'Hollywood285' Nigro

□ **Qualification for FIFAE Nations Cup 2022 in Copenhagen** thanks to **10 wins, 2 draws and only 2 defeats**

○ Over the course of the tournament, the **FIFA eNational team** got through the **group stage** and earned a place in the **round of sixteen** where they **beat Germany** 5-0. They then played in the **quarterfinals** against **Denmark** and won 5-2 in extra time. **The Azzurri's journey ended in the semifinal against Brazil** (defeated 5-4 in extra time), who then went on to win the tournament

✕ Italy is the only country to have **sent 3 players to the FIFAE World Cup**, the individual World Cup that took place a few days after the FIFAE Nations Cup 2022, with Francesco Pio 'Obrun 2002' Tagliaferro reaching the semifinals

2022 MEDIA RESULTS FROM LIVE STREAMS ON TWITCH



16
TWITCH
STREAMS

390,000
INDIVIDUAL
VIEWERS

95h 47min
STREAMING TIME

876,000
TOTAL VIEWS

FIGC E-FOOT PROGRAMME - THREE YEAR OVERVIEW 2020-2022

..... JOURNEY STARTED IN 2020

OVER **17,000**
REGISTRATIONS FOR
THE eNATIONAL
SELECTIONS



99 TOURNAMENTS
COMPLETED



82,319
USERS IN THE
SOCIAL MEDIA
COMMUNITY
(+719% VS 2020)



CREATION OF **5**
E-FOOT NATIONAL
TEAMS

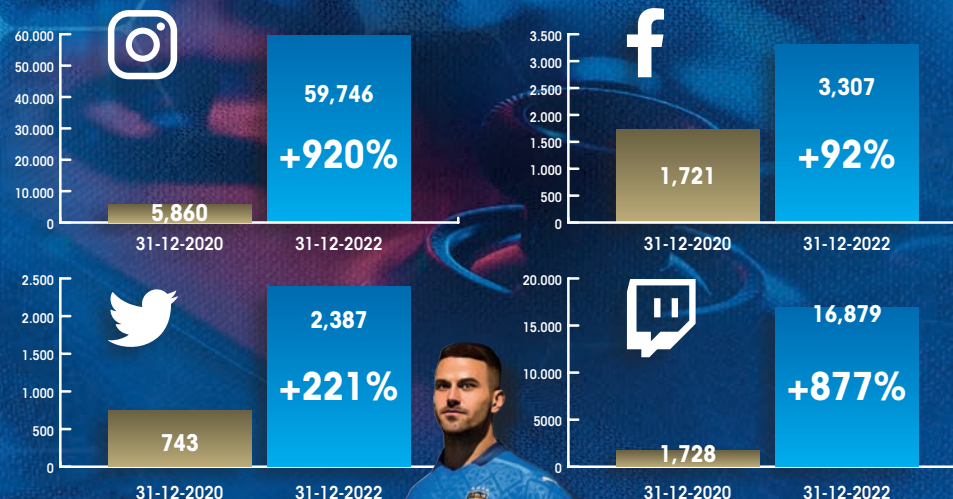


eNATIONAL
TIMVISION PES
EUROPEAN
CHAMPION OF
EUROPE 2020

FIFA eNATIONAL
TEAM AMONG
THE TOP 4
IN THE WORLD
(semifinalist of FIFAE
Nations Cup 2022
and 2023)

2.4 MILLION VIEWS AND
1.6 MILLION USERS ON
50 LIVE STREAMS ON TWITCH

THE GROWTH OF FANS AND FOLLOWERS ON SOCIAL MEDIA OF eNATIONAL TEAMS



ITALIAN NATIONAL TEAMS: INTEREST AND MEDIA PROFILE 2022

TELEVISION

Cumulative worldwide audience (Men's A and U-21 National Teams)

 **0.9 BILLION**
TV VIEWERS

 **OVER 8,000 HOURS**
OF PROGRAMMES

CUMULATIVE AUDIENCE COMPARISON BY GEOGRAPHIC AREA

	2020	2021	2022
ITALY	965.1m	4,461.7m	735.6m
EUROPE (EXCLUDING ITALY)	37.4m	664.8m	87.1m
NORTH AMERICA	3.2m	51.2m	5.8m
CENTRAL AND SOUTH AMERICA	2.2m	51.4m	10.8m
ASIA AND PACIFIC	2.5m	281.6m	22.1m
AFRICA AND MIDDLE EAST	6.0m	98.3m	15.4m
TOTAL	1,016.4m	5,589.1m	876.8m

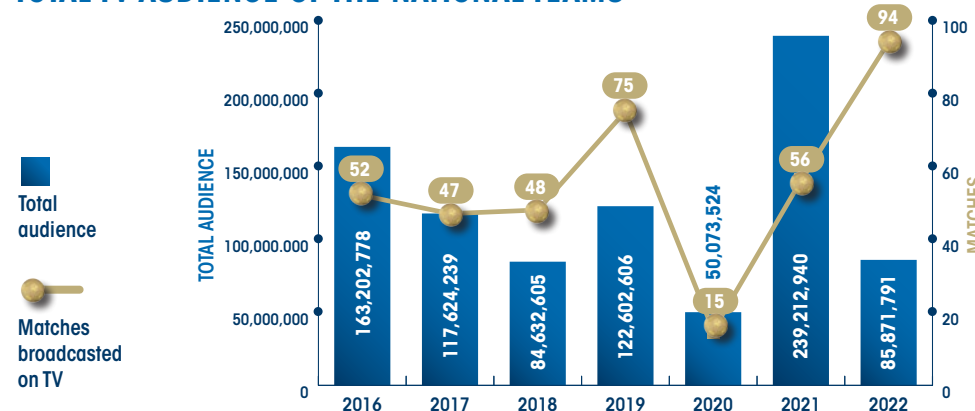


Impact of UEFA
EURO 2020 victory

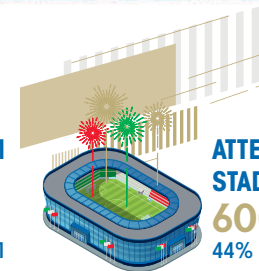
TV audience in ITALY

 **85.9 MILLION**
TV VIEWING FIGURES PRODUCED BY THE NATIONAL TEAMS

TOTAL TV AUDIENCE OF THE NATIONAL TEAMS



**TOTAL REVENUES FROM
TV RIGHTS 2022**
€ 36.7m
compared to € 38.5m in 2021



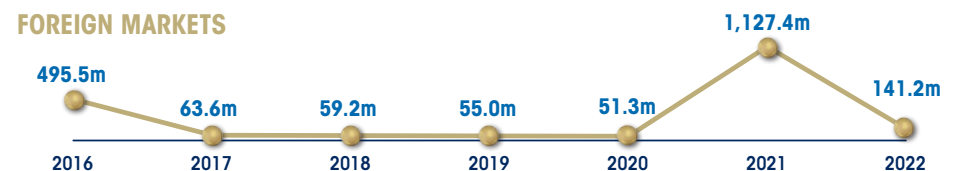
**ATTENDANCE AT THE
STADIUM 2021-2022**
600,950 SPECTATORS
44% in Italy and 56% abroad

CUMULATIVE AUDIENCE COMPARISON BY TYPE

ITALY



FOREIGN MARKETS



TOTAL TV AUDIENCE IN 2022

The difference with 2021 (-64.1%) was due to the lack of a major tournament for the Men's A National Team, compared to the European Championships held in 2021, which were won by the Azzurri; the decrease was partially compensated by the extraordinary results of the women's A National Team (+156.7%), following their participation in UEFA Women's EURO 2022, as well as the great results produced by the other National Teams (+491.5%), also thanks to the new strategy of broadcasting some matches live on the FIGC site and YouTube Channel:

	Matches broadcast	Total audience
Men's A National Team	11	66,546,825
Women's A National Team	14	10,409,328
Men's Under 21 National Team	8	3,927,352
Other National Teams	61	2,887,286
Special RAI contents ("Azzurro Shocking" 2022)		2,101,000
TOTAL	94	85,871,791

⚽ **27 GAMES BROADCASTED IN 2022** (of which 18 were self-produced by FIGC)

⚽ Total audience (streaming): **565,171 VIEWERS**

The average viewing figure for the Men's A National Team matches at UEFA EURO 2020 is 5 times greater than that for the biggest non-football sports event in 2022.

THE 50 MOST WATCHED TELEVISION PROGRAMMES IN THE HISTORY OF ITALIAN TELEVISION

In the ranking of the top **50 most watched television programmes of all time in Italy** there are **only football matches**, and of these **47** concern **matches played by the Azzurri**.






RANK	PROGRAMME	DATE	CHANNEL	AUDIENCE (IN MILLIONS)	SHARE
1	Football - World Cup 1990 Italy v Argentina	03/07/1990	Rai	27.5	87.25%
2	Football - World Cup 2006 Italy v Germany	04/07/2006	Rai/Sky	26.0	87.10%
3	Football - World Cup 2006 Italy v France	09/07/2006	Rai/Sky	25.9	91.10%
4	Football - World Cup 1994 Italy v Bulgaria	13/07/1994	Rai	25.9	85.82%
5	Football - World Cup 1990 Italy v United States	14/06/1990	Rai	25.7	81.60%
6	Football - World Cup 1990 Italy v Uruguay	25/06/1990	Rai	25.3	79.85%
7	Football - World Cup 1990 Italy v Czechoslovakia	19/06/1990	Rai	25.3	77.85%
8	Football - World Cup 1994 Italy v Brazil	17/07/1994	Rai	24.9	86.73%
9	Football - World Cup 1990 Italy v Austria	09/06/1990	Rai	23.9	76.85%
10	Football - World Cup 1994 Italy v Mexico	28/06/1994	Rai	23.9	85.55%
11	Football - World Cup 2002 Italy v South Korea	18/06/2002	Rai	23.8	89.05%
12	Football - World Cup 1998 Italy v Camerun	17/06/1998	Rai	23.7	74.90%
13	Football - EURO 2008 Italy v France	17/06/2008	Rai	23.5	74.10%
14	Football - World Cup 2006 Italy v Ghana	12/06/2006	Rai/Sky	23.5	74.50%
15	Football - World Cup 1994 Italy v Nigeria	05/07/1994	Rai	23.4	84.68%
16	Football - World Cup 2006 Italy v Ukraine	30/06/2006	Rai/Sky	23.2	83.70%
17	Football - World Cup 1990 Italy v Republic of Ireland	30/06/1990	Rai	22.9	81.15%
18	Football - World Cup 2002 Italy v Mexico	13/06/2002	Rai	22.8	86.34%
19	Football - EURO 2012 Italy v Spain	01/07/2012	Rai	22.8	81.66%
20	Football - World Cup 1994 Italy v Norway	23/06/1994	Rai	22.5	80.08%
21	Football - EURO 1996 Italy v Germany	19/06/1996	Rai	22.4	76.46%
22	Football - EURO 2008 Italy v Spain	22/06/2008	Rai	22.2	80.50%
23	Football - World Cup 2006 Italy v United States	17/06/2006	Rai/Sky	21.8	78.70%
24	Football - EURO 2004 Italy v Bulgaria	22/06/2004	Rai	21.4	71.25%
25	Football - EURO 2000 Italy v France	02/07/2000	Rai	21.3	81.10%
26	Football - World Cup 2010 Italy v Paraguay	14/06/2010	Rai/Sky	21.3	71.30%
27	Football - World Cup 1994 Italy v Spain	09/07/1994	Rai	20.7	85.18%
28	Football - EURO 2020 Italy v England	11/07/2021	Rai/Sky	20.6	83.58%
29	Football - World Cup 1994 qualifier Italy v Portogallo	17/11/1993	Rai	20.4	59.57%
30	Football - World Cup 1998 qualifier Italy v Russia	15/11/1997	Rai	20.3	67.12%
31	Football - UEFA Champions League Juventus - Milan	28/05/2003	Canale 5	20.2	67.97%
32	Football - World Cup 1998 Italy v France	03/07/1998	Rai	20.2	84.04%
33	Football - World Cup 1994 Italy v Republic of Ireland	18/06/1994	Rai	20.1	76.59%
34	Football - EURO 2012 Italy v Germany	28/06/2012	Rai	20.0	68.42%
35	Football - World Cup 1990 Italy v England	07/07/1990	Rai	20.0	81.09%
36	Football - EURO 2004 Italy v Sweden	18/06/2004	Rai	19.9	71.93%
37	Football - EURO 2020 Italy v Spain	06/07/2021	Rai/Sky	19.8	76.90%
38	Football - World Cup 2002 Italy v Croatia	08/06/2002	Rai	19.8	90.61%
39	Football - EURO 2016 Italy v Germany	02/07/2016	Rai/Sky	19.7	78.79%
40	Football - UEFA Champions League Milan - Steaua Bucarest	24/05/1989	Rai	19.7	70.97%
41	Football - World Cup 2006 Italy v Australia	26/06/2006	Rai/Sky	19.2	88.70%
42	Football - World Cup 1998 Italy v Norway	27/06/1998	Rai	19.2	85.20%
43	Football - UEFA Champions League Juventus - Ajax	22/05/1996	Canale 5	19.0	65.89%
44	Football - EURO 2016 Belgium v Italy	13/06/2016	Rai/Sky	19.0	64.50%
45	Football - EURO 2000 qualifier Italy v Wales	05/09/1998	Rai	18.9	52.46%
46	Football - EURO 1988 Italy v URSS	22/06/1988	Rai	18.9	73.46%
47	Football - World Cup 2002 Italy v Ecuador	03/06/2002	Rai	18.9	81.33%
48	Football - World Cup 2014 Italy v Uruguay	24/06/2014	Rai/Sky	18.8	79.87%
49	Football - EURO 2000 Italy v Netherlands	29/06/2000	Rai	18.7	80.27%
50	Football - World Cup 2014 Italy v Costa Rica	20/06/2014	Rai/Sky	18.5	78.48%

SPORTS BETTING














The **11 matches played by the Men's A National Team in 2022** produced an average collection of over **€ 3.6 million** per match (with an average tax revenue of € 0.1 million), compared to the € 0.3 million per match produced by the basketball National Team and € 0.2 million per match by the volleyball National Team.

NATIONAL TEAMS: BETTING AND TAX REVENUE IN 2021

Team	Matches analysed in 2022	Total collection	Total tax revenue	Average collection per match	Average tax revenue per match
 Football National Team	11	€ 40,307,411	€ 1,249,993	€ 3,664,310	€ 113,636
 Basketball National Team	19	€ 5,336,868	€ 165,504	€ 280,888	€ 8,711
 Volleyball National Team	7	€ 1,719,163	€ 53,314	€ 245,595	€ 7,616

The **2022 FIFA World Cup final between Argentina and France** was the match with the biggest collection from betting in the history of Italian sport (**over € 33.7 million**), coming ahead of the 2020 UEFA Euro final between Italy and England (€ 30.8 million).

COMPARISON OF FANS AND FOLLOWERS ON FIGC OFFICIAL PROFILES

	31-12-2015	31-12-2016	31-12-2017	31-12-2018	31-12-2019	31-12-2020	31-12-2021	31-12-2022	Var. 2015-2022
 Nazionale Italiana di Calcio	4,104,640	5,057,057	5,019,200	4,961,120	4,920,609	4,872,124	5,206,126	5,201,536	+1,096,896
 @azzurri (Ita)	431,013	515,234	640,544	663,011	692,300	718,597	885,814	926,159	+495,146
 @azzurri (Eng)	343,100	427,194	495,814	518,710	542,100	586,350	761,092	776,613	+433,513
 @azzurri (Arab)							33,431	39,215	+39,215
 @azzurri	263,712	885,322	1,291,978	1,850,400	2,610,851	2,895,844	5,359,121	5,615,240	+5,351,528
 @azzurri (Arab)							13,761	16,205	+16,205
 Azzurri (Chinese)							21,000	184,000	+184,000
 FIGC Vivo Azzurro	47,490	107,495	150,605	187,100	251,000	286,000	414,000	429,000	+381,510
 @nazionalecalcio								510,800	+510,800
 FIGC								31,081	+31,081
 Nazionale Femminile					73,476	76,215	85,965	92,094	+92,094
 @AzzurreFIGC					21,800	24,656	28,397	32,709	+32,709
 @azzurrefigc					118,000	119,466	133,667	151,816	+151,816
TOTAL	5,189,955	6,992,302	7,598,141	8,180,341	9,230,136	9,579,252	12,942,374	14,006,468	+8,816,513

SOCIAL MEDIA



IN 2022 THE AGGREGATE NUMBER OF FANS AND FOLLOWERS ON THE NATIONAL TEAMS' SOCIAL MEDIA ACCOUNTS WAS OVER **14 MILLION** (of which **62% from abroad**)
THIS IS AN INCREASE OF **8.2% COMPARED TO 2021** AND **169.9% COMPARED TO 2015**.

116.0 MILLION
FANS AND FOLLOWERS
on the social media accounts of the players in Men's A and Under 21 National Team.

354,967 REGISTERED
IN THE FIGC CRM DATABASE
(+39% compared to 2021), of which 48% are under 34, 19% are women and 13% are from abroad.

190,312 SUBSCRIBERS
TO THE FIGC NEWSLETTER
(+43% compared to 2021), with 42% under 34, 20% women and 24% from abroad.

CASE HISTORIES 2022

YOUTUBE CHANNEL FIGC VIVO AZZURRO:
395 videos posted and **over 6.5 million views**, which bring the channel's **total number of views to 139.4 million**.

LAUNCH OF TIKTOK PROFILE @nazionalecalcio:
51 videos and **3 lives** in 2022, with **29 million views** and almost **511,000 new followers**.

OPENING OF DEDICATED FIGC LINKEDIN PAGE:
aimed to make the **organisation's activities and professional figures behind the National Teams** known to football fans, with particular attention on the more managerial aspects of business, marketing and communications.

4.2 FOOTBALL DEVELOPMENT ACTIVITIES

DEVELOPING YOUTH FOOTBALL

Youth activity encompassed over

800,000

BOYS AND GIRLS REGISTERED WITH FIGC

It underwent a significant recovery after the most intense stage of the pandemic and continued to be **an asset of strategic importance in 2022**.

2,486

CLUBS



45,303

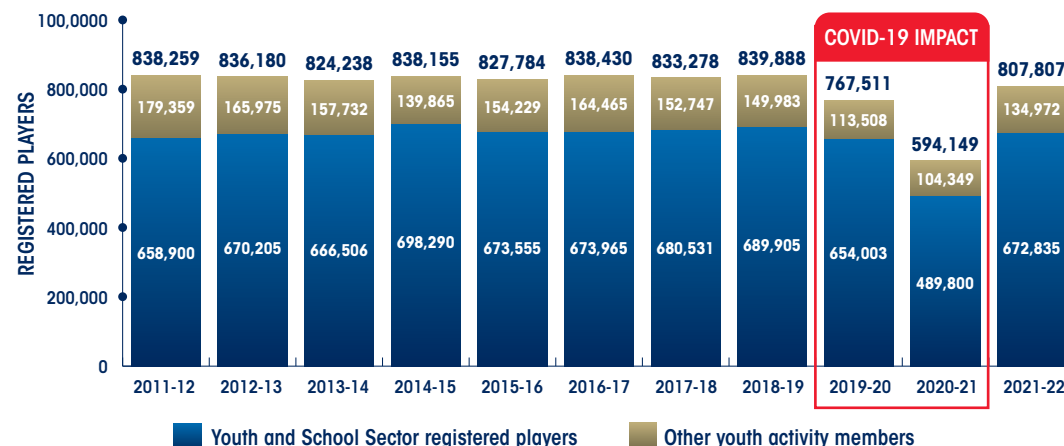
YOUTH AND SCHOOL SECTOR TEAMS

which are purely youth sector, while the total of clubs that have youth sector activities amount to **8,381**.

309,052

official youth league matches played in 2021-2022, compared to just 13,724 in the previous season (which was strongly impacted by COVID-19).

COMPARISON OF REGISTERED YOUTH PLAYERS



Within the "Youth Activity" category are included all registered players related to the Youth and School Sector, involving "young amateurs", "young professionals" and Juniores.

COMPARISON OF REGISTERED YOUTH PLAYERS BY GEOGRAPHICAL AREA

	2018-2019	2019-2020	2020-2021	2021-2022	Var. % 21-22 vs 20-21
North West	236,215	219,116	187,179	228,209	+21.9%
North East	200,015	181,970	158,243	193,763	+22.4%
Centre	196,282	180,827	142,727	192,377	+34.8%
South and Islands	207,376	185,598	106,000	193,458	+82.5%
TOTAL	839,888	767,511	594,149	807,807	+36.0%

DENSITY OF MALE PLAYERS (5-16 YEARS) BY GEOGRAPHICAL AREA 2021-2022

	Under 16 Players	Under 16 Population	% Incidence 2021-2022	% Incidence 2020-2021	% Incidence 2018-2019
North West	191,970	888,676	21.6%	17.4%	21.9%
North East	159,353	651,148	24.5%	19.6%	25.0%
Centre	163,817	652,858	25.1%	18.1%	25.1%
South and Islands	161,321	1,151,428	14.0%	7.1%	14.7%
TOTAL	676,461	3,344,110	20.2%	14.4%	20.6%

L'EVOLUTION PROGRAMME



FEDERAZIONE ITALIANA GIOCO CALCIO
SETTORE GIOVANILE E SCOLASTICO

evolution
programme

The **Evolution Programme** is the **Territorial Development Programme**, coordinated by the Youth and School Sector, whose primary objective is to structure **a technical training course and education** aimed at the territory and all those involved in the growth of male and female players: technicians, managers, coaches and parents.

LOCAL DEVELOPMENT CENTRES STRATEGIC POSITIONING

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

**YOUTH AND SCHOOL SECTOR EVOLUTION
MEN'S U14 TOURNAMENT FOR SELECTION AND
TRAINING AND WOMEN'S U15 LOCAL SELECTION**

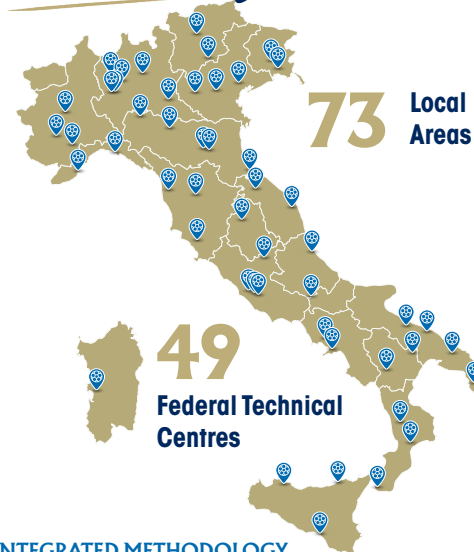
**LOCAL DEVELOPMENT CENTRES
MEN'S U14 • MEN'S U13 • WOMEN'S U15**

**MORE THAN 5,000
WORKOUTS AND TRAINING
MEETINGS** (technical and educational workshops) that involved about **40,000 REGISTERED MEMBERS**, in addition to the **1,600 SGS COLLABORATORS** involved in the LDCs activities throughout the national territory, composing one of the biggest dedicated voluntary structures in the country for youth training and education.



PROXIMITY TO PEOPLE

territorialità



INTEGRATED METHODOLOGY

staff



700

STAFF MEMBERS

(between technical, organisational, psychologists and healthcare staff)

Between 2015-2016 and 2021-2022 the number of active Local Development Centres increased from 5 to 49; overall, **23,863** under 13 and under 14 male players and under 15 female players were called up (increasing from 480 in 15-16 to 6,423 in 21-22), involving a total of **6,928 clubs** (increasing from 162 in 15-16 to 1,393 of 21-22), of which 546 were activated in the 73 Local Development Areas across national territory.

The **Technical Programme** includes a methodology aimed at fostering an environment in which **every player can express itself at his best**, giving the clubs online access to national and regional SGS technical staff resources. An integral part of the development programme concerns intense **educational activity** carried out around the training sessions, which includes the organisation of **numerous educational meetings, seminars and practical workshops** of a **regulatory, behavioural, nutritional and psychological** nature.



LDCs ACTIVATED, PLAYERS AND CLUBS INVOLVED IN THE EVOLUTION PROGRAMME

Season	Number active LDC	Players involved					Clubs involved	Average number players/club
		Under 13m	Under 14m	Under 15f	TOTAL	LDC Average		
2015-16	5	239	128	113	480	96.00	162	2.96
2016-17	20	825	242	430	1,497	74.85	562	2.66
2017-18	37	1,745	747	787	3,279	88.62	1,113	2.95
2018-19	50	2,420	1,220	1,013	4,653	93.08	1,280	3.64
2019-20	49	2,303	1,151	951	4,405	89.90	1,404	3.14
2020-21	49	-	1,698	1,428	3,126	63.80	1,014	3.08
2021-22	49	3,075	2,103	1,245	6,423	131.08	1,393	4.61
TOTAL		10,607	7,289	5,967	23,863		6,928	3.44

RESULTS ACHIEVED: PLAYERS CALLED UP TO THE YOUTH NATIONAL TEAMS (2021-2022)

MEN'S NATIONAL TEAMS

30 PLAYERS OUT OF THE 178 CALLED UP

in the selection phase of the Under 15 National Team have come through FIGC Local Development Centres.

WOMEN'S NATIONAL TEAMS

73% OF THE GIRLS CALLED UP

to the Under 19 women's National Team come through the FTCs (30 out of 41), a figure which rises to 97% (36) among the 37 players called up to the Under 17 National Team, in addition to the 21 out of 27 among those called up to the Under 16.

Between 2015-2016 and 2021-2022, a total of 1,299 male and female players who had gone through the FIGC Federal Technical Centres moved to professional clubs. The data shows an increase from just one player in 15-16 to 251 in 21-22 season.

	U13m	U14m	U15f	TOTAL	Men's Serie A	Men's Serie B	Men's Serie C	Women's Serie A	Women's Serie B	Women's Serie C
TOTALS	564	580	155	1,299	218	247	679	73	60	22

ACTIVITY CARRIED OUT IN 2022 - HIGHLIGHTS

- Introduction of the **first technical improvement stages** designed for male and female players from the FTCs.
- The SGS model and methodology were also used in Futsal for the first time, with activities starting at the first **5 Experimental Centres for Futsal**.
- After a 2 years hiatus caused by the pandemic, a new edition of the **FIGC Local Development Centres Tournament** was held, with the involvement of 800 Under 14 players and 650 local amateur clubs. This was in order to select the players for the national final phase comprising of the 70 best players, representing 34 FTCs and 60 amateur clubs.

- As for educational activities, a workshop on **correct nutrition in sport** took place in Castel di Sangro in July 2022, an initiative that falls within the scope of the activities promoted by FIGC to support young people by implementing UEFA's "Health and Well-being" policy and in compliance with the Sustainability Strategy shared at an international level.



SCHOOL ACTIVITY: THE FIGC-MINISTRY OF EDUCATION AND MERIT FRAMEWORK SCHEME



VALORI rete

With the aim of promoting sport in the educational institutions, the Youth and School Sector has developed the framework project **Valori in Rete (Values Online)**. A plan of educational activities, carried out in collaboration with the Ministry of Education and Merit, involving students, teachers and parents of schools of all levels of the entire national territory, from kindergarten to secondary school of grade I° and II° through a project with a positive social impact to **PROMOTE FOOTBALL AND RAISE AWARENESS OF RESPECT, PROPER CHEERING AND INCLUSION.**

2021-2022 HIGHLIGHTS

 **1,819**
SCHOOLS

 **73,691**
STUDENTS

 **7,197**
TEACHERS



These numbers place FIGC among **the leading sports organisations in the Country** as regards the **involvement of young people in schools**, as well as one of the European Football Associations with **the largest number of students involved in school projects.**


VALORI rete TEAMUP CHALLENGE FIGURES

(online sporting and educational activities)

 **903** TECHNICAL-SPORTING CHALLENGE: make a video in response to 3 technical-sporting challenge

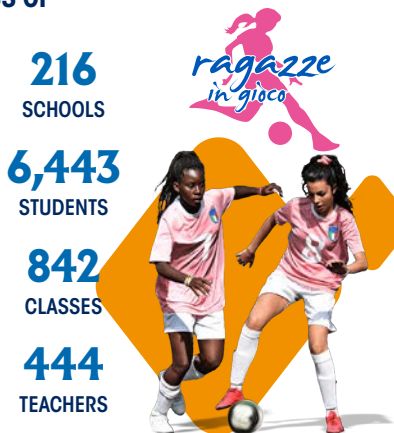
 **51** RAP CHALLENGE: record one or more songs on the theme of integration

 **191** MEME CONTEST: create a meme from a selection of available images

 **623** QUIZ multiple choice questions on the LAWS OF THE GAME



251
SCHOOLS
10,906
STUDENTS
543
CLASSES
1,478
TEACHERS



216
SCHOOLS
6,443
STUDENTS
842
CLASSES
444
TEACHERS



SAY NO! TO DOPING
In partnership with **WADA**
64 SCHOOLS **230** CLASSES
192 TEACHERS



642 SCHOOLS **2,355** CLASSES
39,653 STUDENTS **3,175** TEACHERS



227 SCHOOLS
13,339 STUDENTS
850 CLASSES
460 TEACHERS



88 SCHOOLS
3,350 STUDENTS
197 CLASSES
274 TEACHERS



306 SCHOOLS **1,540** CLASSES
1,149 TEACHERS



25 SCHOOLS **25** TEACHERS

YOUTH COMPETITIONS



U18
PROFESSIONAL



U17
SERIE A AND B



U16
SERIE A AND B



U15
SERIE A AND B



U17
SERIE C



U16
SERIE C



U15
SERIE C



SERIE A, SERIE B AND SERIE C NATIONAL CHAMPIONSHIPS 2021-2022



99
PROFESSIONAL
CLUBS
involved
+ San Marino Academy



7,100
PLAYERS



284
TEAMS



1,988
CLUB OFFICIALS,
COACHES AND STAFF



2,975
MATCHES PLAYED

⚽ **NATIONAL FINALS** played in the Marche region.

⚽ **152,129 VIEWERS** on SkySport (with a reach of more than 1,100,000), an increase of almost 2 times compared to the 2020-2021 finals (in which the reach stood at 685,000).

⚽ **SOCIAL NETWORKS: 334,366 FOLLOWERS** and over **100,000 PEOPLE** reached per post published by Youth and School Sector.



⚽ **COLLABORATION WITH SCUOLAZOO**, the community followed by over 5 million students, which has become FIGC's social media partner. A specific editorial plan was devised for Instagram, where ScuolaZoo is followed by 4.2 million girls and boys, and on the TikTok channel, which has around 800,000 followers and an average of 2 million weekly views.

⚽ In addition to the above categories, the National Finals also included the **U18, U17 AND U15 AMATEUR TOURNAMENTS, AS WELL THE U17 AND U15 FUTSAL TOURNAMENTS**, making a total of **12 NATIONAL TITLES** up for grabs at professional and amateur level.



OTHER MAIN COMPETITIONS ORGANISED DIRECTLY BY SGS:

Under 17 and Under 15 Beach Soccer Championships (first editions organized in 2021-2022), Under 14 Pro Tournament, Under 13 Fair Play Élite and Under 13 Pro, Under 13 Futsal Élite Tournament.





WOMEN'S ACTIVITY

The Youth and School Sector is engaged in the **development of the women's football movement** through local, regional and national events involving young members of the territory of all age groups. A programme dedicated to the **technical and training growth** strictly shared with the Club Italia of the FIGC to promote a direct connection between the clubs and the youth National Teams.

WOMEN'S UNDER 12

The **Danone Nations Cup** is the most important tournament in the world reserved for young male and female players Under 12 of the professional Serie A and Serie B clubs, Serie A and Serie B women's clubs of the National Amateur League and Élite Football Schools engaged in development of female activity. The event **was launched in Italy by the FIGC Youth and School Sector in 2016**, with a regional, interregional and national format.



DANONE NATIONS CUP: THE WORLD'S LARGEST UNDER 12 YOUTH FOOTBALL TOURNAMENT with 2.5 million athletes between 10 and 12 years involved since 2000, coming from 40 different countries.

WOMEN'S UNDER 15 AND UNDER 17

In the 2017-2018 season the Youth and School Sector has established the **Under 15 and Under 17 Women's Championships**, two events for young female players of all clubs, with the aim of increasing the number of meetings between FIGC members and encouraging a technical and training growth.

192
REGISTERED
TEAMS



121
REGISTERED
TEAMS



122
REGISTERED TEAMS

(compared to 90 in the previous edition and just 38 in the 2016 tournament, the first organised by FIGC)



WOMEN'S CALCIO+ 15



SETTORE GIOVANILE E SCOLASTICO

Technical training programme aimed at young **Under 15 female players** of all clubs:

- ☛ Training under the guidance of Federal technicians
- ☛ Sinergy with Club Italia of the FIGC
- ☛ Training sessions on health and nutrition issues
- ☛ Meetings with the staff of psychologists of the FIGC

Main activities:



U 15 Women's **Regional Selections**



Calcio+15 Tournament for Regional selections



Calcio+ stages for the best players selected, with sporting and socio-educational activities



900%

INCREASED
NUMBER OF
FEMALE PLAYERS
WHO HAVE
ACCESS TO
"CALCIO+ 15"



250%

INCREASED
NUMBER OF
SELECTED AND
MONITORED
FEMALE
PLAYERS



Results:

The Under 15 Women's Development Programme **has trained the majority of the players selected for the National Teams**: since the launch of the project in 2007, there has been a 250% increase in the number of players monitored throughout Italy, and **over 80% of the players called up to the National Teams took part in stages**. In the qualification for the 2022 European Championship, 23 out of the 40 girls called up for official matches (excluding squad training sessions) had previously participated in Calcio+ (57.5%). In 2021 the activity was recognised by UEFA as being among the **5 Best European projects** for the development of women's football.

TORNEO MAGICO - MAGIC TOURNAMENT



TORNEO
magic
SETTORE GIOVANILE E SCOLASTICO

⊕ Activity aimed at **promoting football among girls aged 8-10**, with the goal of introducing them to footballing activity in a context suited to their level of experience, giving them the opportunity to test their skills through play and **encouraging girls to join their local clubs**.

⊕ The project involved around **2,000 young athletes and 160 clubs** taking part in local/provincial game phases (5 v 5 matches and skill games), followed by regional stages and 5 interregional phases within the National Grassroots Festivals.



**MORE THAN
1,000
GIRLS INVOLVED AND
OVER 150 COACHES
TRAINED**



PLAYMAKERS

- ⊕ In the spring of 2020 UEFA launched the first European project for girls **in collaboration with Disney**: the UEFA Playmakers Programme.
- ⊕ FIGC **launched the project in Italy** through the Youth and School Sector. The activities are aimed at girls aged 5 to 8 who want to start their journey in the world of football.
- ⊕ Through adventure, storytelling, imagination and training ideas based on Disney stories and its most famous characters, **Playmakers aims to promote a healthy and active lifestyle**, to engage and inspire girls, **introducing them to the game of football**.



SOCIAL RESPONSABILITY

- As part of its **social responsibility**, activities, FIGC is committed to **developing initiatives to promote inclusion through youth sport**.



- The **Pelota de Trapo - Il calcio è di tutti (Football belongs to everyone)** promoted by Play for Change and the Scholas Occurrentes Foundation, an international organisation of pontifical right created and led by Pope Francis, with the support of the UEFA

Foundation for Children. The initiative involved the creation of a sports-educational project, developed by Youth and School Sector technical staff, with a view to providing adequate training to those involved in the programme, which is aimed at girls between 9 and 12 years old **who live on the periphery of major Italian cities (Milan, Turin, Rome and Naples)**. The Youth and School Sector covered the methodological and technical part of the programme, while the ASAG Catholic University of Milan covered the scientific part. The coaches of all the partner associations have also finalised a training course to learn the Futval "Football with Values" method - recognised by FIGC - to promote reflection on gender equality in sport and on how to address prejudices and stereotypes linked to women's football.

- The Youth and School Sector supported the Change the Game Association in the fight against abuse: **the "Stop Abuse" day** took place at the Martesana Park in Milan, with around 100 young people getting involved in men's and women's youth football and integrated football (together with peers from other disciplines) as protagonists of an advertising campaign created by Claudio Casazza and Insolito Cinema. The images conveyed the idea of grassroots sport where crucial values for growth such as friendship, community and passion prevail.
- Within the framework of the "Sport and Integration" project, created by Sport e Salute and financed by the Ministry of Labour and Social Policies, the **"I come from sport"** campaign was launched to promote "proper cheering" and a culture of inclusion through an important collaboration with FIGC. For the launch of the initiative, coinciding with the Women's A National Team match played against Brazil on 10 October in Genoa, a "Sport and Integration" Day was established and **an #iovengodallo sport (#icomefromsport) contest** set up for all young male and female players from football schools and students from primary and secondary schools throughout Italy.



CHILD PROTECTION



- The Youth and School Sector has expanded its **commitment to the protection of minors** by combining experiences in Italy with the efforts of FIFA, UEFA and Terre des Hommes, creating the **www.figc-tutelaminori.it** website. FIGC is the first Italian Sports Federation to have equipped itself with a structure as well as a procedural and regulatory body dedicated to this topic.
- Establishment of the new **Expert Commission for the Protection of Minors**, in order to decide upon tools for promoting the protection of minors.
- A **"Reporting" platform** managed by FIGC was launched on the figc-tutelaminori.it website, aimed at gathering violations of the codes of conduct. Through an outlined management model which brings together the various internal skills and regulations, the site has become a reference point for sharing and releasing guidelines, principles and codes of conduct available to the subjects involved and promoting awareness, training and in-depth analysis of the specific topics for the protection of minors.
- Over the course of 2022, thanks to the use of the digital platform, **15,000 courses were provided** for delegates, coaches from local sports clubs and parents and **534 clubs undertook the training and awareness course** on this topic. In addition to these high-impact numbers the establishment of **20 Guardianship Teams on a regional level** should be highlighted. These are trained by the respective Youth and School Sector Regional Coordinators and include child protection experts in the legal-regulatory field and specialists on the same topic regarding psychological/pedagogical matters.
- Launch of a **training and listening** scheme for individuals holding specific roles within the youth academy clubs throughout Italy, operationally engaged in the activities contained within FIGC's programme for the protection of minors, with training and theoretical/practical workshops aimed at the regional pools established throughout Italy and, specifically, the FIGC-SGS psychologists involved in the programme.
- FIGC has joined the Department for Sport's **"Let's beat the silence"** campaign, contributing directly to the creation of a new tool designed for the dissemination and outlining of the guidelines dictated by the policy throughout the world of sport as well as providing its know-how to the section dedicated to all registered associations.



OTHER YOUTH FOOTBALL DEVELOPMENT ACTIVITIES

YOUTH FUTSAL

Futsal+ training camp is a project developed in collaboration with Club Italia involving young players from the Under 17 and Under 15 categories. Following local monitoring by scouts and coaches of the Youth Futsal National Teams, these players took part in a technical and educational workshop, during which the children received educational information relating to health, the treatment and prevention of injuries, the rules of five-a-side football and other educational activities conducted by sports psychologists together with the technical and organisational Staff. The initiative led to the inclusion of a total of 15 young people involved in the Futsal+17 workshops in the Futsal U19 National Team.



YOUTH BEACH SOCCER

Organisation of the first editions of the **Under 17 and Under 15 Championships** (298 participating athletes) and establishment of a Technical Committee dedicated to the development of Beach Soccer, in order to promote the discipline among the younger generations. It began with a series of information and training sessions for coaches and club officials aimed at sharing the basics and the requirements of the discipline, with a particular focus on teaching and the role of the educator in youth academy contexts (Grassroots Level "E" Beach Soccer courses, attended by 109 people). The educational programme continued in the summer by involving youngsters in local games organised by Youth and School Sector coaching staff.



TRAINING ACTIVITIES

SGS Academy Programme: internal training course for the different categories of people who work for the Youth and School Sector in the Italian youth movement, on a daily basis. The course aims to provide the skills and tools needed to carry out sporting activity the right way.

100 Grassroots Level E courses organised free of charge in 2022, with 150 additional educational courses planned for 2023.



CLUB RECOGNITION

Reform of the **Youth Club Quality System**. The founding principle of the new model is appreciation of the entire pathway provided by clubs in the field of youth activity, from grassroots level to competitive football. It adds to what was already included in the previous Recognition System for Football Schools, dividing clubs into four different levels: 4° Level, 3° Level (formerly "Elite Football Schools"), 2° Level (formerly "Football Schools") and 1° Level (formerly "Grassroots Football Centres").

GRASSROOTS ACTIVITY

Organisation of the **5 interregional Grassroots Festivals**, which in 2022 was even more important following the 2 difficult years that were impacted by COVID-19. The event further attested to the Youth and School Sector's commitment to always put young people at the centre of its actions, support them in their sporting and personal development, and invest in their and our future.



OPENING OF 7 YOUTH FOOTBALL SUMMER CAMPS THROUGHOUT ITALY

The initiative involved the organisation of **free football schools** with targeted programmes for different age groups and different skill levels. The aim was to fight the increasing levels of sedentarism among children by encouraging them not to give up sport at a young age and promote more activity among disadvantaged sections of society, who have suffered the most from the problems caused by 2 years of the pandemic. Among the various camps is the one in Castel di Sangro called "Accademia Paolo Rossi".



ESTABLISHMENT OF NEW REGIONAL UNDER 16 AND UNDER 14 CHAMPIONSHIPS

This pilot project is being trialled in the Emilia-Romagna and Piedmont regions in 2023-2024 before becoming fully operational from 2024-2025 onward.

AWARDS IN YOUTH FOOTBALL

In October 2022 the **2022-2023 Sports Merit Ceremony** organised by the National Amateur League took place at the Hilton Conference Centre at Rome's Fiumicino airport. During the ceremony, important awards were presented to 17 FIGC Youth and School Sector managers.



DEVELOPMENT OF YOUTH FOOTBALL ON AN INTERNATIONAL LEVEL

In November 2022, as part of the **"UEFA Grassroots Awards"**, it was possible to put forward nominations in 10 different categories: Grassroots Club, project on Football and Participation, Football and Disability, Football and Social, Best Futsal Development Project, Development of Women's Football, Football in Schools, Green Card Award, Women's Empowerment Award and Grassroots Leader Award.



Grassroots
AWARDS



EUROPEAN WEEK OF SPORT

#BEACTIVE
SETTIMANA EUROPEA DELLO SPORT

The project promoted by the European Commission, the Department of Sport of the Presidency of the Council of Ministers and Sport e Salute. **Thousands of young male and female players** were involved in various projects throughout Italy dedicated to Futsal, Playdays and Playmakers.

20 events and over 5,000 young players involved.



COMMUNICATION MANAGEMENT

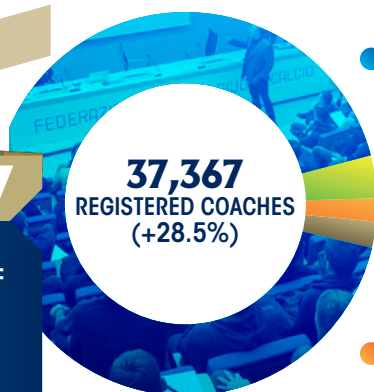
All **Youth and School Sector communication activity** is carried out through 62 different channels and social media accounts at national and regional level. The Youth page of the FIGC website featured 292 national news articles, 1,574 regional news articles, 937 press releases and 185 media galleries. In terms of traffic, the "Youth page" had 3,607,020 hits, 1,233,886 active sessions and reached 594,332 users. Regarding social media activity, 446 posts were published on the Facebook profile, reaching over 2 million people, with 248,258 followers and 103,588 interactions. On the Instagram profile (followers on 1 January: 12,142; followers on 31 December: 22,560) 431 posts were published in the feed and around 600 stories, with an average coverage of 28,881 accounts reached and peaks of over 50,000 in June and September. The tweets on the FIGC SGS Twitter page from June to December 2022 had 55,352 views.

TECHNICAL TRAINING ENHANCEMENT



110,827

**QUALIFIED FIGC
TECHNICAL STAFF
IN 2021-2022**
(+5.7% COMPARED
TO 2020-2021)



34,534
● **COACHES**
(+30.4%)

1,325
● **HEALTH PROFESSIONALS**
(+11.3%)

778
● **DOCTORS**
(+6.3%)

730
● **ATHLETIC TRAINERS**
(+8.3%)

TECHNICAL SECTOR: COURSES IN 2022

39	D Licence Courses for 1,504 participants
8	Futsal Courses (266)
1	Top Level Futsal Course (29)
1	UEFA Futsal B Course (32)
46	UEFA C Courses (2,817)
2	GK B Courses (51)
1	UEFA Pro Master Course (25)
2	Match Analyst Courses (96)
2	Courses for Scouts (77)
1	Course for Sporting Directors (50)
1	Football Management Course Technical Sector/Bocconi University (29)
2	Courses for Athletic Trainers (76)
1	C/D Combined Course (40)
2	UEFA A Courses (84)
1	Youth Academy Director Course (41)
2	Courses for Referee Liaison Officers (46)
1	Beach Soccer Course (18)

€ 2.1m
COURSES
INVESTMENT
(2022)



5,281
TECHNICAL STAFF
RECEIVED QUALIFICATIONS IN 2022
through 113 training programmes

€ 4.3m IN REVENUE
GENERATED
FROM TRAINING
ACTIVITIES



TRAINING ACTIVITIES: KEY DEVELOPMENTS IN 2022

- ⊗ **New pilot course for Beach Soccer Coaches**, with 66 total hours of lessons and a high-profile teaching programme created by leading experts in the discipline in Italy.
- ⊗ **Pilot course for Referee Liaison Officers**. 56 hours aimed at those who already perform this role inside Serie A and Serie B clubs, through a training process based on topics such as Rules of the Game, FIGC Regulations, Communication, Psychology (with the aim of improving relationships with referees), Referee Tactics and Principles of Football Technique and Tactics.
- ⊗ **New format of Athletic Trainer Course**, with one more week of lessons and 192 total hours of teaching; once participants passed the final exams, as well as the fitness coach qualification, they also gained the "D Licence" for "Regional Amateur Coaches".
- ⊗ **Compliance with new UEFA regulations on goalkeeper training** and recognition of the UEFA GK A and UEFA GK B qualifications, together with the introduction of related training programmes.
- ⊗ **New pilot course** dedicated to coaches wanting to get the UEFA Futsal B Licence.
- ⊗ **Second edition of the Executive Programme in "Football Management"**, a course organised in partnership with SDA Bocconi School of Management: 144 hours of lessons, subdivided into 4 modules (Business in Football, Organisation and Human Capital, Strategy and Finance, Innovation and Sustainability).
- ⊗ Regarding the **digital development programme**, from 2022 it was possible to purchase and follow online - via the new STCorsi.it platform - modules and/or refresher courses, which are compulsory for licence renewal.

Programma Executive



Governance and regulations

- ⊗ **Changes to the Technical Sector's Regulations**, with the introduction of some UEFA GK A, UEFA GK B, UEFA Futsal B and Futsal Goalkeeper coaches.
- ⊗ Given the crisis as a result of the health emergency, the Technical Sector set **an extension until the end of December 2022** to allow technical staff to settle their situation regarding the payment of membership fees that may be overdue.

Other activities

Organisation of the **Cronometro d'Oro** (Golden Stopwatch) and the **Panchina d'Oro** (Golden Bench), events that celebrate the best Athletic Trainers and best head coaches respectively in Italian football each year.

DEVELOPING THE SCIENTIFIC DIMENSION

- ⊗ Publication of the **Technical Sector Newsletter** along with other **technical and scientific studies**; the Newsletter also analysed the census of trainees that do the UEFA Pro Course, disproving the argument that the highest level of training for a coach is almost exclusively only for those who have played at the top level of the game.
- ⊗ Scientific research activities on football through the **Laboratory on Training Methodologies and Biomechanics**.



MATCH OFFICIALS' ACTIVITY



30,577

REFEREES
REGISTERED WITH
FIGC IN 2021-2022

28,743

MEN

1,834

WOMEN

(Italy is second
in Europe for the
number of female
referees)

2022 STATS: APPOINTMENTS

528,150

TOTAL
APPOINTMENTS



- 341,511 MATCHES DIRECTED AS "REFEREE"
- 8,161 MATCHES DIRECTED AS "REFEREE 2"
- 110 MATCHES DIRECTED AS "REFEREE 3"
- 79,672 REFEREE ASSISTANTS
- 1,582 VAR/AVAR
- 10,238 TIMEKEEPERS AND FOURTH OFFICIALS
- 86,876 OBSERVERS, TECHNICAL AND TUTOR BODIES

2022 HIGHLIGHTS

Organisation and governance

- Activities organised and coordinated by **6 National Committees dedicated to Referees and Assistants** (CAN, CAN C, CAN D, CAN 5 Élite, CAN Beach Soccer), **4 National Committees dedicated to Observers** (CON Prof, CON DII, CON 5, CON Beach Soccer), **18 Regional Committees**, **2 Provincial Committees** and **207 Sections** across the country.

Rebuilding post-pandemic

- 2022 was the year that **full activities were definitively resumed after COVID-19**, with the difficulties and limitations resulting from the pandemic finally overcome.
- For the first time in 2022 there was a **positive turnaround**, with a slight increase in the number of AIA members. This was an important sign after 6 consecutive years of decreasing membership which had led to an overall loss of 15% of match officials.
- Significant impact of promotional activities, including the **"#DiventArbitro"** (#BecomeaReferee) campaigns and subsequent projects launched in collaboration with FIGC (**Io Gioco da Arbitro** / I play as a Referee initiative).
- Introduction of **"Referee-player dual membership"**, launched in the 2021-2022 season. The project gives girls and boys between the ages of 14 and 19 the chance to become football referees while continuing to play for their respective sports clubs, something that was previously forbidden.



Training enhancement

- Organisation of **728 training sessions**, on various topics related to refereeing using multimedia methods.
- "UEFA Referee Convention"** Project, during which the various Referee/Assistant Talents showed technical and personal growth through in-person (3) and online (5) meetings and the support of their Mentors.
- Launch of **specific courses for referee liaison officers** for Serie A and B clubs, with 56 hours in the classroom.
- Regular meetings with all Serie A and B clubs**, who encouraged their own members to get involved.
- Organisation of a **specific course aimed at the 207 Section Presidents**, named "Change is a team game": 3 months of work and over 200 hours in the classroom.
- Training activities related to **Futsal** and **Beach Soccer** also intensified.

Growth on an international level

- Participation of a **referee team at the 2022 Qatar World Cup: Daniele Orsato**, with assistants **Ciro Carbone** and **Alessandro Giallatini**, took charge of the first game (Qatar v Ecuador), Argentina v Mexico and the **prestigious semi-final between Argentina and Croatia**. **Massimiliano Irrati** and **Paolo Valeri** were also present on VAR duty.
- In the **2022 Women's European Championships** (held in England), **Maurizio Mariani** and **Paolo Valeri** represented Italy as Video Assistants and Assistant **Francesca Di Monte** has also stepped onto the pitch.
- Maria Sole Ferrieri Caputi** and **Francesca Di Monte**, in addition to having been involved in international matches during the UEFA Women's Champions League, were appointed to the **Under 17 Women's World Cup** in India in October 2022.
- Other involvements in international football by AIA members multiplied both on a European and a global level, with the appointment of **141 referees, 224 assistants, 104 fourth officials, 149 VAR, 93 AVAR and 23 observers**. In addition, there were **91 Futsal appointments** and **102 in Beach Soccer**.

Investment in technology

- Further enhanced after the **opening of the centralised VAR room in Lissone**, at the beginning of the 2021-2022 season.
- The use of VAR has been extended to cover not only **Serie A** but also **Serie B** and some matches in **Serie C**.
- At the end of 2022 the FA's Executive Committee authorised **the introduction of SAOT ("semi-automated offside technology")** from Week 20 of the Serie A season.

Further enhancement of female referees

- On 2 October 2022, **Maria Sole Ferrieri Caputi became the first woman to referee a men's Serie A match in Italy** (Sassuolo v Salernitana).
- This was followed by **a series of national and international duties**: the first female refereeing team in Serie A and the Under 17 World Cup in India for **Ferrieri Caputi** and **Di Monte**, VAR duties for **Marotta**, and the **Copa Libertadores** in Ecuador for **Marotta** and **Trasciatti**. In **Futsal**, **Chiara Perona** was involved in the final of the Women's European Championship, the finals of the men's Championship and Super Cup, and the final of the men's Champions League. In **Beach Soccer**, **Fiammetta Susanna** was involved in the finals of the women's Euro Winners Cup in Portugal, the round of 16 in the men's Euro Winners Cup, and other international tournaments.
- Establishment of a **committee for "Women Project" multidisciplinary training**, which involved all of the members that work as referees and assistants nationally, and 50 girls had the opportunity to access the high-level technical training platform **FIFA Red**, at the same time as the launch of other regional projects.



2022 HIGHLIGHTS

Support for young people and AIA sections

- ⊗ **Exemption granted for the payment of membership fees for under-21s** for the entire 2022 calendar year.
- ⊗ Throughout the year, FIGC formalised **advances for the expenses of referees and assistants** appointed to manage matches in the Youth and School Sector and the National Amateur League, at regional and provincial level. **The total commitment invested by FIGC amounted to almost € 1.8 million.**

Communication management

- ⊗ Revision of the **AIA institutional site**, with a complete rewriting of the content.
- ⊗ **Launch and further promotion of the Association's social media channels:** launch of technical webinars, particularly aimed at newly appointed referees and participants in referee courses, with the presence of national and international referees and trainers.

Social initiatives

- ⊗ Throughout the year, many referees were involved, free of charge, in **charity initiatives that were aimed at not-for-profit organisations** across the country and across all levels.
- ⊗ Of particular relevance were the projects carried out in the **Paralympic and Experimental Football Division** and **championships aimed at other types of disabilities** (in particular amputees).

Tackling violence against match officials

- ⊗ Establishment of a **dedicated round table**, aiming to identify appropriate initiatives for the purpose of tackling this deplorable phenomenon.
- ⊗ Focusing on boys and girls that are victims of abuse has been a priority and so they were **involved in the activities of the National Committee** and invited to **technical meetings** and **other national events**.





PROFESSIONAL FOOTBALL SUSTAINABILITY

STRATEGIC FRAMEWORK

- ⚽ Economic and financial sustainability
- ⚽ International competitiveness
- ⚽ Incentivisation for worthy investments in the medium and long term (sports facilities, youth academies, women's football and social activities)
- ⚽ Transparency in ownership structures

NATIONAL LICENSING MANUAL

Requirements for registering in professional championships in 2021-2022 (Serie A, B and C)



OBJECTIVE: to guarantee the timely start of the championship, anticipating the peremptory terms of performance of the obligations

ORGANISATIONAL AND SPORTS CRITERIA

- ⚽ Regulations for developing women's youth football
- ⚽ Creation of a range of age categories for girls at all professional clubs
- ⚽ Training courses for managerial staff

INFRASTRUCTURAL CRITERIA

- ⚽ Raising the quality standards of stadiums
- ⚽ Objective: reaching compliance with UEFA parameters

LEGAL AND FINANCIAL CRITERIA

- ⚽ New indicators aimed at carrying the system towards a higher level of sustainability (e.g. liquidity, debt, increased employee costs and capitalisation indicators).

TRAINING OF MANAGERIAL STAFF

- ⚽ FIGC Sport Directors and Managers Committee activities: 4 training and refresher sessions for professional administrative staff in the National Licensing System.

NATIONAL LICENSING: TRAINING PROGRAMMES

- ⚽ Training courses for General/Sport Secretaries of professional clubs
- ⚽ Training courses for Disability Access Officers of Serie A clubs
- ⚽ Refresher meetings dedicated to Sports Directors of professional clubs
- ⚽ Training courses for youth academy directors of professional clubs



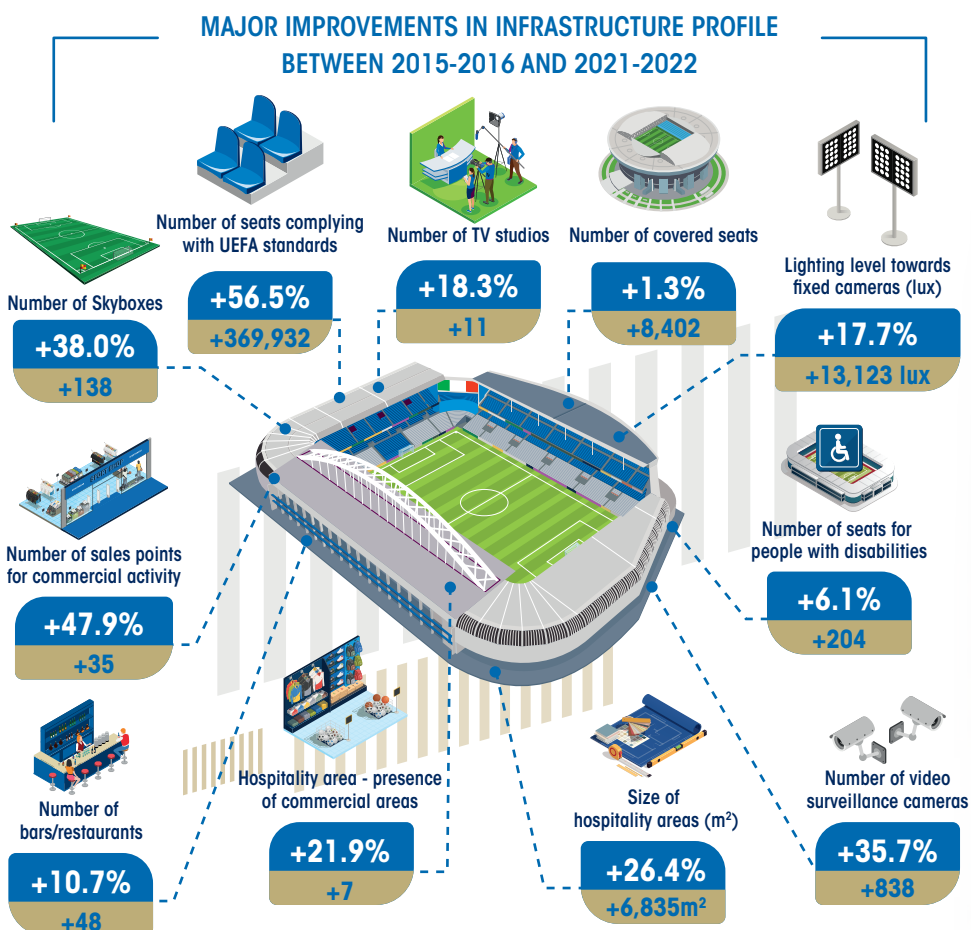
NATIONAL LICENSING: RESULTS ACHIEVED

Significant **results were achieved by the reforms** concerning National Licensing also in 2021-2022.

INFRASTRUCTURAL CRITERIA

INFRASTRUCTURAL DEVELOPMENT OF PROFESSIONAL FOOTBALL

Improvements to main infrastructural parameters (comparison between 2015-2016 and 2021-2022, in relation to the 65 stadiums with comparable data for the 2 sport seasons).



SPORTING AND ORGANISATIONAL CRITERIA

INVESTMENT IN WOMEN'S FOOTBALL

Policy regulations for the development of women's youth football in professional men's clubs saw Serie A, Serie B and Serie C clubs **register a total of 18,384 female players** in 2021-2022, with 10,055 under the age of 18 (+219% compared to 2019-2020) and 8,329 under the age of 12 (+213%). Between 2018-2019 and 2021-2022, investment in women's football from clubs with the UEFA Licence increased almost 8 fold (from € 1.7m to € 13.4m).

INVESTMENT IN YOUTH FOOTBALL

Between 2015-2016 and 2021-2022, the overall budget of professional clubs in Serie A, Serie B, and Serie C for youth academies **increased by 25%**, rising...



SPORTS JUSTICE

- ⚽ Amendment of the **Guiding Principles of AIA Regulations**, subjecting referees to the FIGC justice system from 2022 like all other members of the Association (as happened with coaches from July 2021). This included integrating the staff to create a single FIGC Prosecutor's Office. Appointment of 6 new members of the FIGC Court of Appeal, 8 of the National FIGC Tribunal and 9 Deputy Prosecutors.
- ⚽ Presentation of "**FIGC Sports Justice Code**", the first and only Code that comprises the entire body of legislation on the subject, integrating FIGC and CONI regulations.

REVIEW OF FIGC REGULATIONS

NEW GUIDING PRINCIPLES FOR THE LEAGUE STATUTES

Over the course of 2022 the activities launched in the previous year were completed, with the Executive Committee's approval of the **Statutes and Regulations of Lega Serie A, Lega Serie B and Lega Pro**, in line with the new guiding principles defined by FIGC.

SPORTING AGENTS

Approval of **new Agents Regulations** in compliance with CONI regulations, definition and management of calls for **the special test for qualification as a football agent**, with 92 participants and 56 successful candidates.

CLUB ACQUISITIONS AND SHAREHOLDINGS

Amendments to the regulation responded to the need to **improve certain parts of the regulatory framework regarding takeovers and shareholdings** at professional clubs; considering the prohibition of multi-club ownership of 2 clubs participating in 2 different professional leagues, **the transitional provision will come into effect at the start of the 2028-2029 season** instead of the start of the 2024-2025 season (however, the obligation of immediate divestiture of one of the 2 clubs for clubs participating in the same championship remains unchanged).

PROFESSIONAL FOOTBALL REGULATORY FRAMEWORK

With regards to the **registration of non-EU players** for the 2022-2023 season, legislation following the regulations of previous seasons was approved. The President of FIGC was authorised to define a rule recognising a **recall option** for loan transfers. With regard to the participation of Serie A club's **second teams** in Serie C, the Executive Committee authorised the FIGC President to identify criteria to regulate the participation of these types of teams. The requested amendments were passed to **make the 5 substitutions rule permanent** and to introduce tie-breaker matches for the Men's Serie A title, in the case of 2 teams having an equal number of points at the end of the Serie A season. **Championship formats** is another important topic: the idea is to come up with a draft reform of the system to be presented to the FIGC Executive Committee after a discussion among the leagues.

FIGHT AGAINST DOPING

Following interruptions brought about by the health emergency, **education and training projects to foster an anti-doping culture** have resumed, organised by the Anti-Doping Committee:

- ⚽ Project aimed at schools, entitled "**UN GOAL PER LA SALUTE**" (A Goal for Health) in collaboration with the World Anti-Doping Agency (WADA), with sponsorship and operational support from UNICEF's Italian Committee. Participation of 64 schools with 228 classes and 5,700 students in 16 regions and 42 different cities in 2022.
- ⚽ "**ANTI-DOPING EDUCATION ACTIVITY**" programme promoted by UEFA and organised by FIGC in collaboration with the Italian Anti-Doping Organisation (NADO Italia), involving the women's youth National Teams, men's and women's Beach Soccer and Futsal National Teams. 384 athletes and members of technical and medical staff took part alongside 100 doctors employed by professional clubs.

HEALTH PROTECTION

The activity of the **FIGC Medical and Scientific Committee** led to the definition of the intervention protocol for emergencies on the pitch and the agreement stipulated with the Italian Red Cross for the **BLS courses** attended by Lega Pro clubs, along with the launch of a scholarship named after the Italy and Fiorentina player **Davide Astori**, aimed at young researchers and research projects on the topic of "Primary and secondary prevention of sudden death in football". Also noteworthy is the definition of the new **COVID-19 protocol** which was updated near the start of the season.

COMPETITION INTEGRITY

- ⚽ **"I play BETter"** project: organisation of numerous meetings in collaboration with SportRadar with the aim of raising awareness about issues related to footballing integrity and fighting corruption and match-fixing. **Over 200 members participated**, including from the Italian National Teams (youth and women's). The meetings were organised as part of the HatTrick initiative, which has received funding from UEFA.
- ⚽ FIGC and the **Excise, Customs and Monopolies Agency** signed a memorandum of understanding, the main objective of which is the **defence and promotion of moral values and health protection** with a particular focus on the fight against counterfeiting, sports betting, and the promotion of lifestyles that oppose addiction to gambling or smoking.



CASE HISTORY – PROTECTION OF COMPETITION INTEGRITY

The **protection of competitions and the fight against match-fixing** represents one of the cornerstones of FIGC regulations and actions, involving different offices (including a special Integrity Officer), the sports justice bodies and the different stakeholders present in Italy (e.g. the government's Sports Betting Information Unit and Sports Betting Investigative Group) and internationally (including Europol). This is carried out **with the support of SportRadar, the world leader in the bet monitoring sector** (with the collaboration of FIFA and UEFA), through the analysis of betting trends, the evaluation of eventual anomalies (with almost zero in the last few years and a significant decrease compared to the past) and, if needed, the involvement of the FIGC Prosecutor's Office in carrying out inquiries. It is aided by **significant training**

and awareness campaigns on the risks of betting and the relevant regulations on the topic. Since 2020 FIGC has organised **34 different courses**, with **over 1,800 participants** including male and female players from the National Teams and Men's and Women's clubs, technical staff, referees, members of the sports justice bodies and women's Serie A and Serie B clubs. In addition to the activities of FIGC and through a similar collaboration with SportRadar, the **3 professional leagues** (A, B, and Pro) have trained **thousands of players in first teams and youth academies over the last decade**.









SPORTS JUSTICE AND REGULATORY ACTIVITY IN 2022

SPORTS JUSTICE

FIGC PROSECUTOR'S OFFICE

- 951 cases opened
- 2,196 matches examined
- 898 additional matches examined ("TV examination")
- 5,172 appointments
- Verification of compliance with health protocols related to the COVID-19 pandemic:
77 inspections (6 in Serie A, 12 in Serie B, 57 in Serie C and 2 in Women's Serie A)

FIGC NATIONAL COURT

- 103 hearings
- 264 cases
- 560 rulings

FIGC COURT OF APPEAL

- 96 meetings
- 107 rulings

NATIONAL SPORTS COURT OF APPEAL

- 78 meetings
- 304 rulings



GENERAL SECRETARY

- 12 FIGC Executive Committee meetings and 4 Presidential Board meetings
- 630 official statements

NATIONAL LICENSING

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

UEFA LICENSING AND FINANCIAL SUSTAINABILITY

- UEFA License granted to 17 Men's Serie A clubs, 1 Men's Serie B club and 8 Women's Serie A clubs
- Analysis of activities carried out by Supporter Liaison Officers and Disability Access Officers
- Approval of the Men's UEFA Club Licensing (2022 Edition) and, for the first time of the Women's UEFA Club Licensing Regulations

SPORT DIRECTORS AND MANAGERS COMMITTEE

- 4 meetings for the purpose of training and updating professional administrative staff in the National Licensing System
- 88 people joined the Special List of Sport Directors and 116 people joined the Sport Managers collaborators registry
- Establishment of Sport Director course admission criteria and programme, and accreditation of training initiatives for Sport Director qualification exams (San Raffaele University of Rome, University of Teramo and Sport e Salute Sports School)

FEDERAL ANTI-DOPING COMMITTEE

- In-competition checks: 518 matches (1,084 urine; 125 EPO; 109 GH/u)
- Out-of-competition checks: 96 training sessions (373 urine; 52 EPO; 44 GH/s; 24 GH/u)
- Initiation of 7 disciplinary procedures for violation of anti-doping rules
- Organisation of webinars and seminars on the topic of anti-doping, with the participation of professional clubs and National Teams, including youth sides (Anti-Doping Education Activity)
- Un Goal per la Salute (A Goal for Health) project to increase awareness of anti-doping initiatives among young people, with 64 schools, 228 classes and 5,700 students

PLAYER STATUS

- 1,120 international transfers of professional players
- 7,450 international transfers of amateur players
- 3,530 requests to register a foreign minor for the first time
- 2 training courses for operators of the LND Regional Committees and employees of professional clubs

FEDERAL SPORT AGENTS COMMITTEE

- 281 registrations and 9 renewals on the Federal Sports Agent Register
- Registration of 2,913 agency contracts
- Almost € 267m paid by professional players and clubs for the services of sports agents (compared to € 217m in 2021)

AWARDS COMMITTEE

- 510 appeals examined, 233 accepted
- Confirmed and approved awards amount to almost € 0.9m

LEGAL ACTION AUTHORISATION COMMITTEE

- Analysis of 97 requests for exemption from the arbitration clause

FEDERAL REGISTRY

- 684 new clubs affiliated
- 98 mergers
- 23 splits
- 369 name changes
- 29 changes of headquarters

FEDERAL REGULATIONS COMMITTEE AND FEDERAL SPORTS JUSTICE AUTHORITY

- Matters falling within their remit updated in meetings held during the year

CLUB OWNERSHIP AND ACQUISITION COMMITTEE

- 28 acquisitions of club shareholdings analysed and filed





WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY



Since 2015, FIGC has been actively pursuing **significant growth** in women's football in terms of investment, media attention and increased registered member numbers.

2015-2020 DEVELOPMENT PROGRAMME: THE PILLARS

- ⚽ WOMEN'S FOOTBALL DIVISION WITHIN FIGC
- ⚽ INCREASE IN FEMALE REGISTERED MEMBERS
- ⚽ DEVELOPMENT OF NATIONAL TEAMS
- ⚽ SYNERGY WITH MEN'S PROFESSIONAL FOOTBALL
- ⚽ HIGHER STANDARDS IN COMPETITIONS
- ⚽ REVISION OF YOUTH CHAMPIONSHIPS
- ⚽ COMPLETION OF THE TALENT DEVELOPMENT CHAIN
- ⚽ COMMUNICATION AND MARKETING STRATEGY
- ⚽ STAGING MAJOR EVENTS



RESULTS ACHIEVED

- ⚽ CREATION OF **POLICIES SHARED BY STAKEHOLDERS**
- ⚽ INCREASE IN **REGISTERED MEMBERS, CLUBS, TEAMS**, INVESTMENT AND MEDIA ATTENTION
- ⚽ LOCAL DEVELOPMENT CENTRES: THE REFERENCE FOR THE **ENHANCEMENT OF YOUTH TALENT**
- ⚽ UPDATED **FORMATS** AND **ORGANISATIONAL COMPETENCES** OF TOP LEAGUES
- ⚽ CREATION OF **NEW NATIONAL TEAMS**
- ⚽ PROFESSIONALISATION OF **WOMEN'S NATIONAL TEAMS**, WITH THE COMPLETION OF TECHNICAL AND NATIONAL TEAM STAFF AND **ALIGNING STANDARDS** WITH THOSE OF THE MEN'S NATIONAL TEAMS
- ⚽ QUALIFICATION FOR THE **2019 AND 2023 FIFA WOMEN'S WORLD CUP** AND **2022 EUROPEAN CHAMPIONSHIPS**
- ⚽ CREATING INTEREST AMONG **PROFESSIONAL MEN'S CLUBS** TO INVEST IN **WOMEN'S FOOTBALL**
- ⚽ TRAINING AND SPECIALISATION FOR THOSE IN **TECHNICAL AND MANAGERIAL ROLES** IN WOMEN'S FOOTBALL, WITH THE INVOLVEMENT OF **FORMER WOMEN'S PLAYERS**
- ⚽ STAGING THE **UEFA WOMEN'S CHAMPIONS LEAGUE FINAL** IN 2016 (REGGIO EMILIA) AND 2022 (TORINO) IN ITALY

WOMEN'S FOOTBALL DEVELOPMENT STRATEGY 2021-2025

With the support of UEFA, FIGC drafted its own **strategic plan** for developing the game in the **2021-2025** four-year period from. FIGC is one of 5 European Football Associations selected by UEFA, out of the 20 that expressed their interest.



5 STRATEGIC AREAS OF INTERVENTION

THE PILLARS OF THE FIGC STRATEGY



IMAGE AND VISIBILITY

Marketing initiatives throughout the year to improve the image and visibility of women's football.

NATIONAL TEAMS

Performance and talent development system, allowing the National Teams to fulfill realise their maximum potential.



CLUBS AND COMPETITIONS

System of structured and accessible championships, improving the formats, technical and qualitative level in competitions.

PARTICIPATING SAFELY

Removing social barriers and ensuring that every girl and women can enjoy a healthy and protective environment.



COMMERCIAL DEVELOPMENT

Increasing visibility and commercial value through the development of a strong product and sealing of strategic partnerships.

TARGETS BY 2025

INCREASE THE NUMBER OF GIRLS PLAYING BY 50%

IMPROVE THE COMPETITIVENESS AND ENTERTAINMENT FACTOR IN COMPETITIONS

INCREASE THE NUMBER OF WOMEN'S FOOTBALL SUPPORTERS

SUSTAINABLE SYSTEM FOR THE PROFESSIONAL WOMEN'S SERIE A (FROM 2022-2023 SEASON)

INTERNATIONAL SUCCESS WITH THE NATIONAL TEAMS AND CLUBS



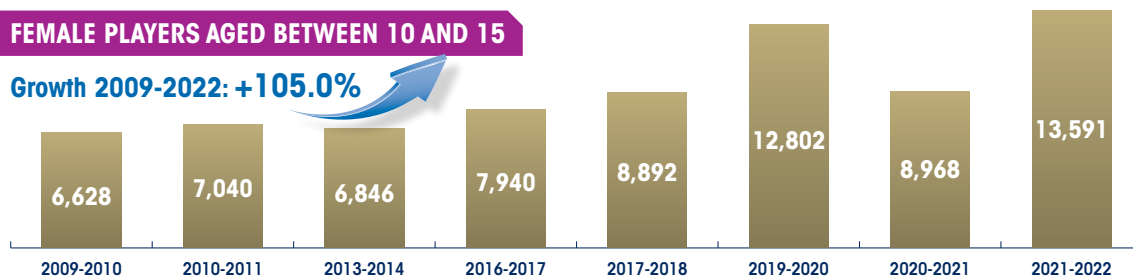


HIGHLIGHTS: THE DEVELOPMENT OF WOMEN'S FOOTBALL IN ITALY

THE INCREASE IN REGISTERED FEMALE PLAYERS FOR THE FIGC

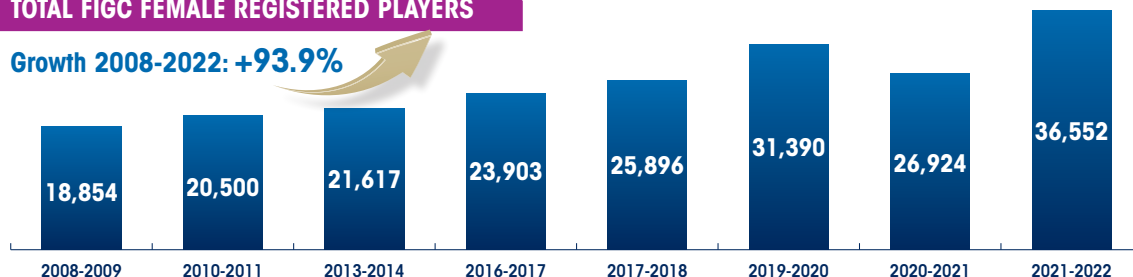
FEMALE PLAYERS AGED BETWEEN 10 AND 15

Growth 2009-2022: +105.0%



TOTAL FIGC FEMALE REGISTERED PLAYERS

Growth 2008-2022: +93.9%

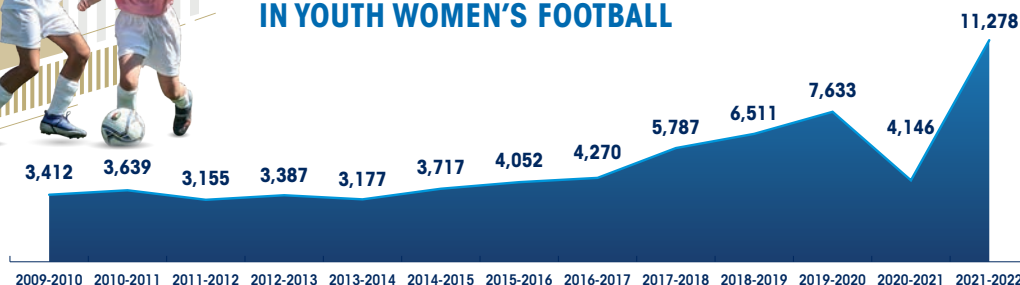


THE GROWTH POTENTIAL FOR THE FUTURE:

The estimated **TOTAL NUMBER OF WOMEN** who play football in Italy relatively regularly is **OVER 360,000**. (source: ISTAT)

Between 2009-2010 and 2021-2022, **REQUESTS FOR NEW REGISTRATIONS** in youth women's football have **MORE THAN TREBLED**, rising from 3,412 to 11,278.

REQUESTS FOR NEW REGISTRATIONS IN YOUTH WOMEN'S FOOTBALL



Top 3 regions by growth 2009-2022:

Lombardia	+1,395
Lazio	+796
Toscana	+693

Top 3 provinces by growth 2009-2022:

Roma	+533
Milano	+301
Torino	+268

THE FAN BASE OF WOMEN'S FOOTBALL IN ITALY AND ITS IMAGE



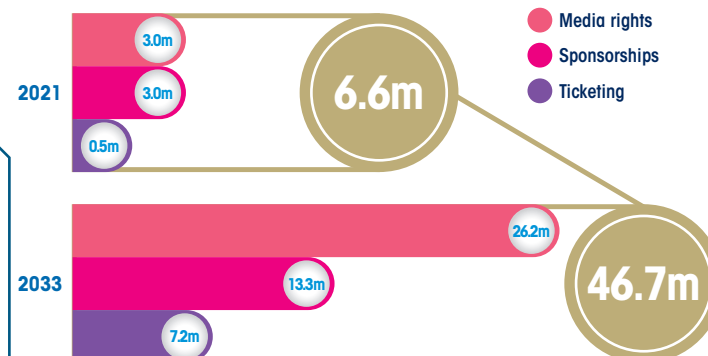
Based on UEFA estimates, Italian women's football has a **GROWING AND DIVERSIFIED FAN BASE, WITH 10.2 MILLION FANS IN 2021** (20% of the population), including 46.4% female fans, with 28.5% of fans between 18 and 34 years old and 69.2% of them have been following the sport for less than 5 years (one in 3 fans took an interest in the women's team because they already supported the club's men's side). The trend in recent years has shown a significant increase, and a growth of **2.2 TIMES IN FANS IS PROJECTED BY 2033**, reaching 22.6 million.

WOMEN'S FOOTBALL has a **POSITIVE IMAGE**, as it is considered to be an exciting sport (among 73% of fans, compared with 68% for men's football), suitable for families (68% vs 64%), it sets a good example to follow (63% vs 55%) and is an inclusive sport (58% vs 53%).

COMMERCIAL VALUE

According to UEFA analysis, the commercial value of women's football **WILL GROW 7.1 TIMES** in the next decade, going from € 6.6m in 2021 to **€ 46.7m in 2033**:

GROWTH OF THE ANNUAL COMMERCIAL VALUE OF ITALIAN WOMEN'S FOOTBALL (DATA IN €m)



COMPARATIVE ANALYSIS OF THE GROWTH RATE

Overall	7.1x	Media rights	8.7x
Sponsorships	4.4x	Ticketing	13.7x



2021-2022 HIGHLIGHTS RELATED TO THE FIGC DEVELOPMENT PROGRAMME



€ 5.8 MILLION

TOTAL FIGC INVESTMENT IN WOMEN'S FOOTBALL IN 2021-2022

8 NATIONAL TEAMS

(last one added in 2022: Women's A Beach Soccer), an increase compared to the 4 teams projected until 2014-2015

BARBARA BONANSEA in 2020 became the first Italian in history inserted in the FIFA FIFPro Women's World 11, and in 2021, she was again included by FIFA in the World top 11



62 MEMBERS OF STAFF

within National teams, around double the figure in 2014-2015

468 REGISTERED FEMALE COACHES

almost 4 times the figure in 2014-2015

In Serie A 2022-2023, there were **6 coaches with the highest UEFA qualification (PRO)** compared to 4 until the 2019-2020 season



1.834 FEMALE REFEREES

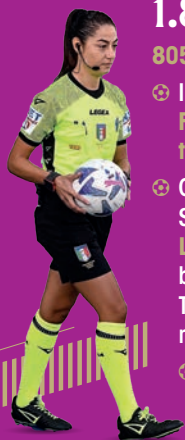
ITALY RANKS SECOND IN EUROPE

805 of whom are between 15 and 19 years old

⊕ In December 2021, for the first time in history, a female referee, **MARIA SOLE FERRIERI CAPUTI** from Livorno section, officiated a match involving a men's Serie A team, refereed the Coppa Italia match between Cagliari (Serie A club) and Cittadella.

⊕ On 2 October 2022, **FERRIERI CAPUTI** officiated a Serie A match between Sassuolo-Salernitana, becoming the **first female referee of all time to debut in the Italian Top League**, while on 17 January 2023 she refereed the last-16 of the Coppa Italia match between Napoli and Cremonese, with assistant referees Francesca Di Monte and Tiziana Trasciatti, thus being part of the first all-female officiating team to oversee a professional men's football match in Italy.

⊕ On 25 March 2023, Ferrieri Caputi refereed the friendly match between Germany and Peru, becoming the first woman in the history of the AIA (Italian Referees' Association) to **officiate a match between Men's National Teams**.



THE MAIN 2021-2022 YOUTH WOMEN'S FOOTBALL TOURNAMENTS

WOMEN'S UNDER-15 CHAMPIONSHIP

192 REGISTERED TEAMS



WOMEN'S UNDER-17 CHAMPIONSHIP

121 REGISTERED TEAMS



120 REGISTERED TEAMS (vs 85 in 20-21)

DANONE NATIONS CUP: THE WORLD'S LARGEST Under 12 youth football TOURNAMENT, with 2.5 million athletes aged between 10 and 12 years involved since 2000

ENHANCING THE SUPPLY CHAIN

⊕ **73%** (30 out of 41) of the players called up to the **Women's Under 19 National Team** come from **FIGC Local Development Centres** (Evolution Programme). The figure is as high as 97% (36) among the **37 female players called up to the Under 17 National Team**, and includes **21 out of 27** of those called up to the **Under 16 squad**.

⊕ Between 2016-2017 and 2021-2022, a total of **155 female players who passed through LDCs** were transferred to professional clubs (73 in Serie A, 60 in Serie B and 22 in Serie C).

⊕ The **Women's Under 15 National Team development programme (Calcio+)** has trained a significant number of players selected for the National Teams: since the programme was launched in 2007, there has been a **250% increase in the number of players monitored** all over Italy and over **80% of players called up for National Teams** took part in the programme.

PROTECTING TALENT: THE SUPPLY CHAIN FOR WOMEN'S FOOTBALL IN ITALY

- A NATIONAL TEAM ⊕
- U23 NATIONAL TEAM ⊕
- U19 NATIONAL TEAM ⊕
- U17 NATIONAL TEAM ⊕
- U16 NATIONAL TEAM ⊕
- CALCIO+ PROGRAMME ⊕
- U15 REGIONAL TEAMS ⊕
- U15 LOCAL DEVELOPMENT CENTRES ⊕
- U12 DANONE NATIONS CUP ACTIVITY ⊕
- GRASSROOTS AND FOOTBALL SCHOOLS ⊕



THE IMPACT OF MAJOR EVENTS ABROAD AND IN ITALY



FIFA Women's World Cup 2019 // The success of #RAGAZZEMONDIALI

- Qualified for the FIFA World Cup after a **20-year absence**
- Reached the **quarter finals**
- 24.41 million tv viewers** (the average per match was 4.88m, compared with the previous record of 0.6m)
- 21 million people** followed the National Team
- At global level, more than **100 million tv viewers** watched the Azzurre matches
- Over **1,000 articles published** on the newspapers
- Almost **192,000 new users** on FIGC social media
- Over **820,000 new followers** on the Instagram profiles of the Azzurre
- FIGC communication campaign **#RAGAZZEMONDIALI**: a trending topic that reached over **150,000 mentions**



UEFA Women's EURO 2022

- 8.0 million TV viewers** (average per match: 2.7m), compared to the 1.1 million of the 2017 edition (average per match: 0.4m), while the **average share** grew from 2.4% to reach **19.7%**
- The **match** against Belgium had over **3.2 million TV viewers**, setting an **all-time record** for a Women's European Championship match in Italy
- 559 press articles, 300 news releases, 543 TV broadcasts e 3,216 web broadcasts**, with an estimated media value generated by the Azzurre of **€ 32.7 million**
- Docufilm **"AZZURRO SHOCKING, COME LE DONNE SI SONO RIPRESE IL CALCIO"** (AZZURRO SHOCKING, HOW WOMEN HAVE RECLAIMED FOOTBALL): **2.1 million TV viewers** (share of 16%)
- FIGC communications campaign **"LE AZZURRE SIAMO NOI"** ("WE ARE THE AZZURRE"): **800,000 impressions** and **15,000 engagements**
- 1,243 posts** on FIGC's social media channel and **102 videos** produced, with **24m impressions, 14m reach, 1.1m engagements** and **141,500 unique spectators** of the 3 pre-match
- 10,000 new fans and followers** on the Women's A National Team's social media profiles at the end of the tournament, making a **total of 272,000**
- Barbara Bonansea** ranks as the third player with the most followers on Instagram in the tournament (over 620,000)
- Producing the official song **"PALLA AL CENTRO"** (Elisa ft. Jovanotti)



UEFA WOMEN'S CHAMPIONS LEAGUE FINAL 2022 // Juventus Stadium

- 32,257 spectators**, with **gate receipts** equal to almost **€ 290,000** (ticketing and corporate hospitality)
- TV audience: 3.6 million viewers** internationally (+56% compared to the 2020-2021 final)
- Effective legacy generated by the final: **+40% registered female players** (aged 5-15) and **+50% women's coaches** in Piemonte

PROFESSIONALISM IN WOMEN'S SERIE A

Starting from the 2022-2023, FIGC officially became the first Italian Sports Federation to carry out this step. A civil triumph for female players, who can now rely, like their male colleagues, from guaranteed minimum salary to other protections such as insurance, maternity benefits, and pension.

With the introduction of professionalism, the total salaries in Serie A for the 2022-2023 season reached over **€ 10.1m**, an increase of 60% compared to the 2021-2022 (when it was € 6.3m) and more than double the figure from 2019-2020 (€ 4.4m).

IMPACTS	AMATEUR FOOTBALL (until 30/06/2022)	PROFESSIONALISM (since 01/07/2022)
FORMALISING THE RELATIONSHIP	It is not necessary for a contract to be signed between the player and the club, just the registration needs to be submitted to the League (with an obligation to make payments in line with the economic agreements).	Contracts include legal and healthcare protection, maternity benefits and the payment of social security contributions (players are signed up to the Professional Sportspeople Pension Fund - FPSP - established at INPS).
DURATION	The maximum duration of the economic agreement is 3 years.	The maximum duration of the contract signed between the player and the club is 5 years.
SALARY	Maximum limit of € 30,658 gross for yearly agreements, while there is no salary cap for multi-year agreements. The agreements between clubs and players only feature an economic payment in the form of expense reimbursement.	Minimum gross salary of € 26,000 without a salary cap.
SPORTING CONSTRAINT	Presence of the SPORTING CONSTRAINT , which is the legal institution that forces players to carry out their competitive activity exclusively with the club for which they have signed.	Abolition of the SPORTING CONSTRAINT. With the expiration of the sporting constraint we are talking about the market value of the female players and a change in the transfer market
CORPORATE STRUCTURE	Clubs can use the corporate structure that they prefer (both personal firms and limited companies).	As set out in Law 91/81, professional sport club are required to take the form of limited companies . Players become assets for clubs , strengthening their equity structures.

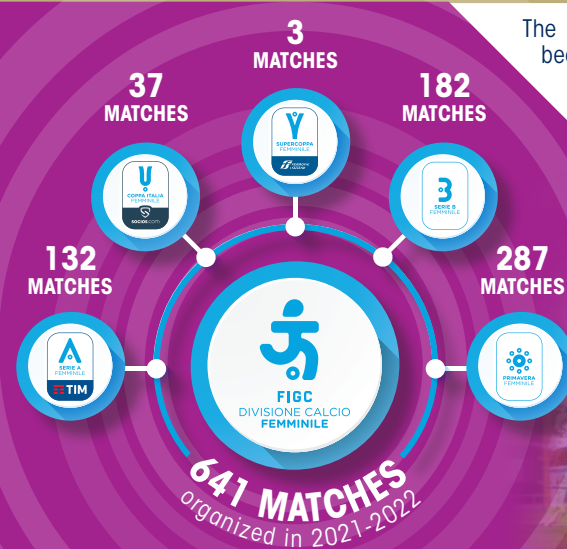
Source: Banca Ifis analysis

In the 2022-2023 season, the new format of the Women's Serie A also came into effect: the 10 participating teams in the top league compete in the initial phase of the season. At the end of this phase, 2 groups are formed, a "title" pool for the top 5 teams in the standings, and a relegation pool for the remaining 5 teams.



WOMEN'S FOOTBALL DIVISION

WOMEN'S NATIONAL CHAMPIONSHIPS - HIGHLIGHTS



The Women's Football Division, which has been part of FIGC since 2018, organises **top-level competitions** and coordinates all **FIGC activities relating to the game** and to the adoption of the main **development programmes**.



INVESTMENT BY PROFESSIONAL MEN'S CLUBS IN WOMEN'S FOOTBALL

This follows the **INTRODUCTION OF NATIONAL LICENSING REGULATIONS** (the obligation to create a women's academy set-up within professional men's clubs) and the introduction of the rule allowing the transfer of the sporting title from an amateur women's football club to a professional men's club in order **TO INCENTIVISE PROFESSIONAL CLUBS TO INVEST IN THE SECTOR**.

10 OUT OF 12 TEAMS IN WOMEN'S SERIE A 2021-2022

are directly linked to professional men's clubs



PROFESSIONAL MEN'S CLUBS REGISTERED **18,384 FEMALE PLAYERS** in 2021-2022, **10,055** of whom were **UNDER-18** (a 219% increase on 2019-2020) and **8,329** were **UNDER-12** (+213%).

INVESTMENT in women's football by clubs that obtained a UEFA licence between 2018-2019 and 2021-2022 **INCREASED BY ALMOST 8 TIMES** (from € 1.7m to € 13.4m).

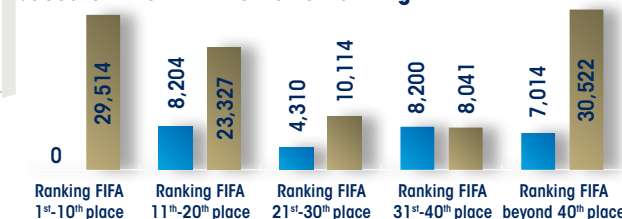
GROWTH OF INVESTMENTS AND TECHNICAL PROFILE OF CHAMPIONSHIPS

Increase in the number of foreign female players in Serie A (data as of 31/12/2022):



THE NUMBER OF FOREIGN PLAYERS in Serie A in the last 4 years **HAS MORE THAN DOUBLED**, from 45 in 2017-2018 to 103 in 2022-2023.

Minutes played in National Teams by foreign players based on the FIFA Women's Ranking:



Total minutes at 30/06/2018

27,728

Total minutes at 31/12/2022

101,518



Between 2017 and 2022, the minutes played by foreign female players in Serie A increased by 36.6% (among the main international top divisions, **ITALY LEADS IN GROWTH**, ahead of England with +19.6% and France with +16.9%), while remaining at a fully sustainable level. The regulation on the use of players trained in youth academies has, in parallel, produced a constant **INCREASE IN THE INVESTMENT BY CLUBS IN YOUTH SECTORS AND IN ITALIAN TALENT**. The Under 21 Italian female players in 2021-2022 played 22,352 minutes (compared with 7,207 by Under 21 foreign players), and in total, Italian players account for almost 60% of the total minutes played in Serie A (152,121 compared with 261,011).

	Under-21 players	Playing time	%	Over-21 players	Playing time	%	Total players	Total minutes	%
Italy	61	22,352	76%	142	129,769	56%	203	152,121	58%
Sweden	0	0	0%	14	12,119	5%	14	12,119	5%
France	0	0	0%	8	9,396	4%	8	9,396	4%
Spain	0	0	0%	8	8,001	3%	8	8,001	3%
Finland	0	0	0%	3	4,561	2%	3	4,561	2%
9 other Countries	13	7,207	24%	71	67,606	29%	84	74,813	29%
TOTAL	74	29,559	100%	246	231,452	100%	320	261,011	100%



Sporting results achieved at international level

Juventus reached the **UEFA Women's Champions League quarter finals** in 2021-2022 for the first time in the club's history. Juventus became the fourth Italian club after Bardolino Verona, Torres and Brescia to reach this milestone.

THE GROWTH OF THE MEDIA AND COMMERCIAL PROFILE

Increase in the average TV audience per women's Serie A match:

2018-2019 SkySport (PayTv)	68,617	2019-2020 SkySport (PayTv)	86,015 (+25.4%)	2020-2021 SkySport (PayTv)	46,417 (-46.0%)
-------------------------------	---------------	-------------------------------	---------------------------	-------------------------------	---------------------------

2021-2022 La7 and La7d (free-to-air TV): **112,317** (+142.0%); the match with the highest audience was Roma-Juventus, with an average of 235,813 viewers and a share of 1.94%, while the number of different supporters who watched the match, including pre and post-match coverage, was over 2 million.

2022-2023 La7 (free-to-air TV):	120,450 (+7.2%)
---------------------------------------	---------------------------

THE FINAL OF THE 2022 SUPER CUP, played in Frosinone between Juventus and Milan in January, which was free-to-air on La7, **WAS FOLLOWED BY 352,000 AVERAGE VIEWERS (2.5% SHARE AND 2.3 MILLION IN TOTAL)**, a historical record in Italian women's football at club level (the previous record belonged to the 2019 match between Juventus and Fiorentina, which had **342,628 AVERAGE VIEWERS**). The match also produced a peak in the second half with **380,000 AVERAGE VIEWERS** and more than half a million unique viewers.



In 2021-2022, there was a **38% INCREASE IN REVENUES FROM TV RIGHTS** compared to the 2019/2020-2020/2021 rights cycle, while considering the commercial agreements between 2020-2021 and 2021-2022 there was a **30% INCREASE IN THE VALUE OF SPONSORSHIPS DEALS** (net of value in kind), along with a significant increase in the number of agreements signed.



FOR THE FIRST TIME, TV RIGHTS WERE ALSO SOLD TO BROADCAST SERIE A, THE COPPA ITALIA AND THE SUPER CUP ABROAD (in 190 countries, with a potential audience of hundreds of millions of people) and the rights to stream all Serie B matches, acquired by Eleven Sports (in 2021-2022 there were 38,692 unique users following the second division and 178,149 views).



BROADCASTERS OF THE WOMEN'S FOOTBALL DIVISION IN 2022-2023



TIMVISION:
all matches of the top-tier league were broadcasted, including on demand, on the OTT platform



La7:
broadcasting media partner with the live airing of a match on free-to-air television every weekend



Eleven Sports:
all Serie B matches available for streaming

SPONSORSHIP AGREEMENTS 2022-2023



TIM
Title sponsor
Serie A



Title sponsor
Super Cup



FERROVIE DELLO STATO ITALIANE
Title sponsor
Coppa Italia



NIKE
Official
Match Ball



RADIO ITALIA, SPORT NETWORK GROUP
Official Media Partner



EBAY
Premium Partner for Serie A,
Super Cup and Coppa Italia
(Serie A Title Partner from 2023-2024)



Case history: the new three-year partnership between the Women's Football Division and eBay has further materialized in the eBay Values Award. This initiative, sponsored by eBay, is presented monthly to the player among the 10 Serie A teams that stands out for the way they showcase their values on and off the pitch. The eBay Values Award also provides players with training courses designed and conducted by Bocconi University and its Sport Knowledge Centre. As part of the agreement, eBay also supports the Italian Players' Union in organising "Facciamo la Formazione" (Let's do Training), the skills development programme for top tier female players.

At the beginning of 2023, **Panini** officially announced the decision to include, for the first time, the entire of women's Serie A in the new "Calciatrici 2022-2023" collection. This album has been fueling the passion of millions of Italians' football passion for over 60 years.



ATTENDANCE AT THE STADIUM



ROMA-BARCELLONA (played at the Olimpico on 21/03/2023) with **39,454 SPECTATORS** represents the women's football match in Italy with the **HIGHEST ATTENDANCE IN THE HISTORY** (while the DAZN YouTube channel had over 630,000 views). The previous record between Juventus and Fiorentina, played in March 2019 at Allianz Stadium in front of 39,027 spectators, surpassing the previous record of 14,000 and the total attendance of the entire Women's Serie A 2017-2018 (27,400).

THE GROWTH OF THE SOCIAL MEDIA PROFILE

Followers of the clubs participating in Serie A 2022-2023

10 TEAMS



742,000 FOLLOWERS IN APRIL 2023

(more than doubled compared to the 360,000 in April 2021)

Top 5 female players by followers



Andressa Alves	678k + 24k
Barbara Bonansea	658k + 24.7k
Ajara Njoya	524k + 14.2k
Yoreli Rincón	362k + 90.5k

Kosovare Asllani	326k + 94.7k
Martina Rosucci	255k + 42.5k
Eleonora Goldoni	396k + 3.6k



FOLLOWERS OF THE FEMALE PLAYERS called up into **THE NATIONAL TEAM** were **5.5 million** in 2021-2022, compared to 3.1 million in 2019-2020

Women's Football Division's social media:

In November 2022, **the Women's Football Division officially joined TikTok**, with the opening of a profile (@figcfemminile) that aims to boost its presence on social media platforms, including also Facebook, Twitter, Instagram and YouTube, which make up a community of over 100,000 users.

The most-followed contents:



Ferrieri Caputi post: **1.7m ACCOUNTS REACHED**



Video of Gunnarsdottir's goal in Parma vs Juventus: **383k**

Best goal Piemonte (14th matchday 2021-22): **210k VIEWS**



Mvp Eleonora Goldoni: **129k COVERAGE**



Top 11 22nd matchday 2021-22: **149k VIEWS**



Serturini's goal vs Pomigliano : **494.7k VIEWS**





COMMUNICATION AND MARKETING

AIM: TO IMPROVE THE VISIBILITY AND COMMERCIAL VALUE OF TOP-LEVEL WOMEN'S FOOTBALL AND OF THE ENTIRE SPORT AS A TRICKLE-DOWN EFFECT



highlights of every single match can be captured.

STRATEGIC PARTNERSHIP WITH WSC SPORTS for the creation of real-time video clips of Serie A. The platform's automation tools and world-leading artificial intelligence video technology mean that the



DIGITALISATION: partnership with world-leading sports statistics platform: OPTA PERFORM, which for the first time worldwide is committed to collecting data for a top women's championship.

Opta

WEEKLY FEATURES

dedicated to the best plays of each matchday: player of the match, best goal, top 11 of the week, team of the season and video clips to showcase the highlights to the broader audience.



THE LIVE MATCH COVERAGE AND ALL REAL TIME UPDATES

available on the FIGC website, on social media channels for Italian Women's Football and on YouTube, where highlights from every game throughout the season are also posted.



LAUNCH THE CHAMPIONSHIP CALENDAR

on LA7 - dedicated theme for Serie A

ONE OF US

the first digital talent show dedicated to women's football fans; the winner of the contest organised at the Olympic training centre in Tirrenia was able to make a huge step up and fulfil the dream of playing in Serie A. The young Ligurian player, Sofia Rizzo (born in 1999), won the competition indeed secured a scholarship, enabling her to participate in a training period with one of the teams in the top women's league. The final was just the last piece of a long selection journey, consisting of various challenges that garnered the support of thousands of online supporters. It all began in the simplest way: by downloading the One Of Us app and uploading a video to showcase one's skill.



SOCIAL RESPONSIBILITY



CULTURE

FIGHTING VIOLENCE
AGAINST WOMEN



EMPOWERMENT
(INCLUSION,
ANTI-DISCRIMINATION,
EQUAL OPPORTUNITIES)

HEALTH AND PREVENTION
FOR WOMEN



CASE HISTORIES 2022

#PLAYFORPEACE

Campaign promoted by the Women's Football Division to reaffirm the rejection of no war and raise awareness among fans and supporters about the respect for human life.



INDIFESA (DEFENCELESS)

With the aim of following up on the International Day of the Girl Child by the General Assembly of the United Nations, the Women's Football Division supported Terre des Hommes and the "indifesa" (defenceless) campaign, which was promoted to ensure the youngest girls get access to education, healthcare and protection.



On the International Day for the Elimination of **Violence against Women**, the Women's Football Division made its contribution through a series of initiatives - both on the pitch and through the media - to raise awareness about this topic, supporting the Government's Department for Equal Opportunities through the launch of an awareness campaign.

MAJOR EVENTS OF THE WOMEN'S FOOTBALL DIVISION

SUPER CUP FERROVIE DELLO STATO ITALIANE



⚡ For the **2022 Supercoppa Ferrovie dello Stato Italiane**, Alessandra Amoroso was chosen, who performed during the final on January 8th, singing her song "Tutto accade" ("Everything happens"), the Official Anthem of the Women's Football Division.

⚡ **Vaccination hubs and information desks** about paediatric vaccinations were set up outside stadiums.

⚡ Admission to the stadium was free, with almost **3,000 spectators** presence for the decisive match.

⚡ It was a resounding success, as seen by the **numbers on social media**, where **193,400 users** viewed the content posted on the Women's Football Division's Facebook and Instagram accounts on 8th January, while over the entire weekend the @figcfemminile Instagram account had a total of over 500,000 impressions.



2,348,000 PRE AND POST MATCH CONTACTS

In November 2022, another **Women's Super Cup** was played at the Stadio Ennio Tardini in Parma between Juventus and Roma in front of almost **3,500 spectators** with almost **235,000 average TV viewers** on La7.



⚡ The players were joined on the pitch by internationally renowned percussion group **Vulcanica**, who performed in the half-time show.

⚡ FIGC's Youth and School Sector involved **local football schools and educational institutions**, allowing youngsters to experience a day filled with fun and sporting values.

⚡ Launch of the **"Insieme... si può!"** (Together we can) competition: all students from schools in Parma and the surrounding areas created a banner, drawing or even a poem dedicated to the event and its protagonists. The submissions were assessed by a committee and the 3 schools that produced the best pieces of work were **received awards on matchday**.

FINAL 4 FORMAT

Venues: Latina and Frosinone,

5-8 January 2022

Participating clubs:



COPPA ITALIA SOCIOS.COM



#LA VITTORIA DEL CORAGGIO (#THE VICTORY OF BRAVERY)

dedicated to the memory of **Giovanni Falcone and Paolo Borsellino**, their fight against the mafia and their link to sport.

Final	Stadio Paolo Mazza	Time	AMR	SHR%
22/05/22	Juventus vs Roma	14:15	179,000	1.4%

⚽ In the **2022 final in Ferrara**, Roma faced Juventus once again, in a packed Mazza Stadium with **over 4,000 spectators**.

⚽ The final was preceded by a **performance by Fellow**, with the artist from Asti singing the Italian National Anthem before the teams came out on to the pitch.



OTHER INITIATIVES AND PROJECTS

- ⚽ Appointment by the AIA (Italian Referees' Association) for the Serie A, Coppa Italia (from the quarter finals), and the Women's Super Cup of referees from the **CAN PRO**, the group involved in the **third-tier professional Men's league**. This is a significant signal for the further development of the movement.
- ⚽ Organization of a meeting **between the heads of the Italian Referees' Association (AIA) and clubs in Women's Serie A**. Analyzing, with the support of video evidence, the refereeing decisions that characterized the first part of the season.
- ⚽ In 2022, further **opening of big stadiums** used in professional men's football for top-level women's football matches.
- ⚽ Organization of a series of meetings on the topic of the **fight against match-fixing and football regulations**, targeting club officials, coaches and players at women's football clubs.
- ⚽ In May 2022, the UEFA Licensing Committee decided to **award licences to 8 women's football clubs** (an increase on 6 in 2020-2021 and 7 in 2021-2022, the first seasons in which UEFA Licences were assigned to clubs carrying out women's football activities).
- ⚽ Throughout 2022, continuing the path initiated in previous years, the Women's Football Division Board of Directors decided to **maintain the numerous requirements within the National Licensing System**, with the aim to enhance the level of professionalism among the technical and managerial figures at clubs, with specific focus on the development of youth academies.
- ⚽ During the year, provisions regarding National Licensing and criteria for **potential integration of places in the women's championships**, Serie A and Serie B, for the 2022-2023 season were also approved. There was a restriction limiting this provision to only the following 2 seasons (2022-2023 and 2023-2024). This deviation allows Men's professional clubs to acquire the sporting title of women's football clubs



MANAGEMENT OF THE COVID-19 HEALTH EMERGENCY

The year 2020, starting from February and March, and the entirety 2021 were characterised by the **huge impact caused by COVID-19 pandemic**, which had devastating socio-economic effect on all Italy's strategic sectors, including the sports and football sector specifically, **while in 2022 the situation gradually returned to normality**.

THE IMPACT OF THE HEALTH EMERGENCY ON THE SPORTS AND FOOTBALL SYSTEM



MAIN EFFECTS OF THE PANDEMIC

- ⊗ **Prolonged suspension or cancellation** of sports competitions, need to play matches behind closed doors, direct and indirect socio-economic effects produced over all stakeholders in the industry.

MAIN DIRECT EFFECTS

- ⊗ **Drastic drop** in revenues from gate receipts, sponsorships, merchandising and corporate hospitality; additional costs associated with the implementation of health protocols.
- ⊗ **Impact on sporting performances** and the results obtained, deriving in particular from the obligation to play matches behind closed doors (as for example considering the increase in away victories).

MAIN INDIRECT AND INDUCED EFFECTS

- ⊗ **Crisis and bankruptcies** of clubs, sports associations and related businesses/companies.
- ⊗ **Decrease in the employment rate**, even permanently.
- ⊗ **Decrease in registrations and sports practice** (with socio-economic repercussions at local level).
- ⊗ **Drop in demand**: public disaffection, change in consumption preferences, consumer spending and company budget allocations.
- ⊗ **Decrease in the economic value** of commercial assets and lower negotiating power.
- ⊗ **Reduced spending** on the transfer market.
- ⊗ **Impacts on equity** due to the loss of capitalization and corporate value of companies (also in relation to the rights portfolio).

NATIONAL TEAMS

⊗ Men's 11-a-side National Teams

In 2020 just **352 matches** were played worldwide, the lowest figure since 1987; the main competitions were cancelled or postponed (e.g. UEFA EURO 2020 postponed to June 2021) and the National Teams did not play any official matches from November 2019 to September 2020. In 2021, activity resumed at full speed, with a total of **1,116 matches** played between men's major teams around the world (mostly behind closed doors), while in 2022, a total of **939 matches** were played, with the gradual reopening of stadium capacities

SUSPENSION AND INTERRUPTION OF MAIN COMPETITIONS

ITALIAN FOOTBALL (CLUBS)

	Sports season 2019-2020		Sports season 2020-2021	Sports season 2021-2022
Serie A	Suspended in February-March 2020	Restart in June and conclusion in August	No interruption	No interruption
Serie B	Suspended in February-March 2020	Restart in June and conclusion in August	No interruption	No interruption
Serie C	Suspended in February-March 2020	Restart in June and ended in July (only playoffs and playouts played)	No interruption	No interruption
Coppa Italia	Suspended in February-March 2020	Restart in June and ended in the same month (semi-finals and final)	No interruption	No interruption
11-a-side football Men youth professional championships	Suspended in February-March 2020	Definitive stop	Primavera 1, 2 and 3 championships suspended in November, resumed between January and February and concluded in June (new formats for Primavera 2 and 3); Under 18 A and B, Under 17 A and B and Under 17 C championships suspended in October, resumed between February and April (new format) and concluded in June; Under 16 and Under 15 A, B and C championships definitively suspended in March	No interruption
Women's Primavera	Suspended in February-March 2020	Definitive stop (final title award in September 2020)	Suspended in October, resumed in January and ended in May	No interruption
Women's Serie A and Serie B	Suspended in February-March 2020	Definitive stop	No interruption	No interruption
11-a-side football other amateur Men and Women's championships	Suspended in February-March 2020	Definitive stop	No extended interruptions for Women's Serie D and C; Men's and Women's Excellence suspended in October, resumed in March and ended in June (new formats); all other competitions were permanently interrupted in March	No interruption. The 11-a-side and 5-a-side Torneo delle Regioni (men and women), the national phase of Regional Juniores and the Under-19 Juniores Cup were not played
Futsal - amateur Men and Women's championships	Suspended in February-March 2020	Definitive stop	No extended interruptions for Men's and Women's Serie A; Men's and Women's A2; Men's and Women's B, Men's and Women's C Series and C1 suspended in October and resumed in April; all other competitions were permanently interrupted in March	No interruption
Beach Soccer - amateur Men and Women's championships	In 2019 there was no interruption, while in 2020 no official match was played.		No interruption	No interruption
Men's and Women's amateur youth championships	Suspended in February-March 2020	Definitive stop	Definitive stop in March	No interruption

⊗ Other National Teams

In 2020 and 2021 the health emergency led to the **cancellation of the main competitions** for Youth National Teams (men's Under-17 and Under-19 Championships, men's Under-17 and Under-20 World Cups), as well as the cancellation or postponement of **friendlies and various qualifiers in all categories** (Youth National Teams, Women's Beach Soccer and Futsal). In particular, the postponement of the Women's European Championships from 2021 to 2022 is noteworthy. In the 2022, the activities resumed at full pace



IMPACT ON ITALIAN SPORT

THE VALUE OF ITALIAN SPORT AND THE IMPACT OF COVID-19

(SOURCE: BANCA IFIS)

In Italy, there are currently **35 million sports fans** and **15.5 million people practitioners** (27% of population over 18); football remains the most popular sport in Italy (17.7 million people, 50% among the over-18s, ahead of swimming with 36%) and the most practised sport (34%, 5.3 million people, ahead of swimming with 29%).

THE SCENARIO BEFORE COVID-19

In 2019, Italian sport generated revenues of **€ 95.9 billion**, accounting for 3.6% of Italian GDP.

The sectors employs 389,000 people: with 59% of them (228,000) in the approximately 74,000 professional sports clubs, amateur associations and sports facility management companies. Considering also the rest of the supply chain, the total number of companies and bodies operating in the Italian sport system is over 84,000.

Against a public expenditure in Italian sport of € 4.7 billion (lower than Spain's € 5.1 billion, Germany's € 9 billion and France's € 13.7 billion), the core operators of the Sport System (sports associations and clubs, federations, sports promotion bodies and facility management companies) have moved resources amounting to € 41.8 billion between expenses for raw materials, services, staff and depreciation of tangible and intangible assets, contributing to the overall value of € 95.9 billion.

Multiplier effect of sport: every one million euro of public investment in sport activates almost 9 million in private resources, which generates over 20 million in revenue, 2.3 times more than private investment.

Considering the events and sports tourism, attendance in 2019 amounted to 32 million and generated a total expenditure of € 7.6 billion, equivalent to a contribution of 0.42% of GDP and 7% of total sport system revenues. 50% of the total expenditure was generated by Italians not resident at the event venue, compared to 24% of the relative attendance. The expenditure items contributing most were accommodation (33%), catering (16%) and shopping (14%). Direct expenditure on access to events (ticket sales) accounts for just 7% of the total.

THE IMPACT OF COVID-19 ON THE ITALIAN SPORT INDUSTRY

In 2020, measures to contain the pandemic led to a drop in revenues and employment, **bringing the turnover generated by Italian sport from 95.9 to 66.3 billion** (-30.9%, while at a general level, Italian GDP lost 8.9%). The number of people employed fell from 389,000 in 2019 to 302,000 in 2020 (-22.3%).

The sector most affected in absolute terms was that of **sports associations and clubs, which saw their turnover drop from € 40.2 billion in 2019 to € 32.5 billion in 2020**, a decrease of 7.7 billion (-19%). There were also major repercussions on the number of employees, which fell by 30,000 (from 189,000 in 2019 to 159,000 in 2020).

Considering events and sports tourism, in 2020 the restrictions resulted in a 76% drop in attendance at sports events (from 32 million to 7.6 million), with expenditure falling by 5.6 billion. In 2021, the gradual reopening of facilities saw a 17% increase in attendance compared to 2020 (8.9 million, around a quarter of the pre-pandemic level).

In 2022 attendance rose to 28 million, still some way off the pre-COVID 19 figure. Visitor spending at sports events in 2022 was 7.2 billion, compared to 2.2 billion in 2021 and 7.6 billion in 2019, with an impact on the GDP equal to 0.38% in 2022 (0.12% in 2021 and 0.42% in 2019).

In 2021 and 2022, thanks to the return of spectators to sports events, the resumption of amateur activities and the reopening of swimming pools, gyms and sports centres, **Italian sport system revenues increased to € 102.1 billion in the last year analysed** (an increase of 6% on 2019 and 22% on 2021).



COMPARISON OF REVENUES FROM ITALIAN SPORT SECTOR (data in € billion)

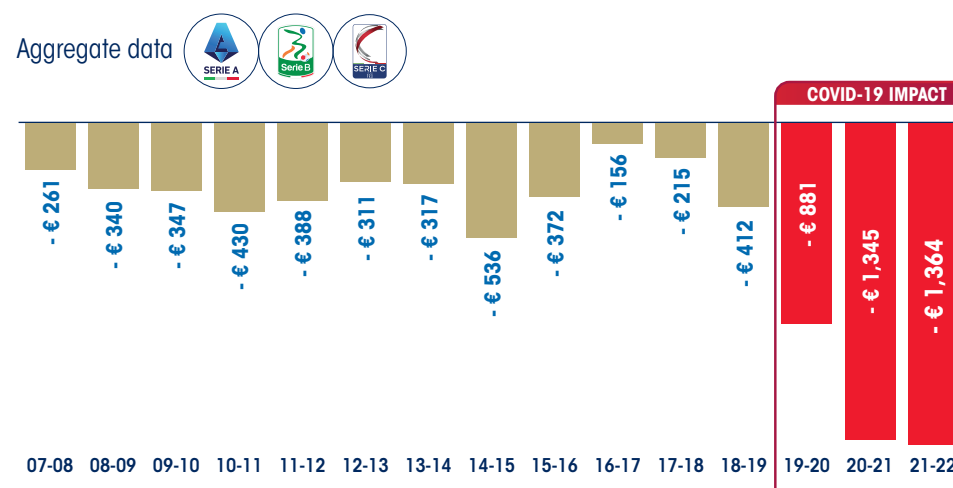
	2019	2020	2021	2022
Sportswear manufacturers	10.8	8.5	9.9	11.1
Sports equipment manufacturers	1.4	1.3	1.7	1.9
Sports vehicle manufacturers	5.2	5.0	6.3	7.1
Total upstream companies	17.3	14.8	17.9	20.1
Sports federation	0.8	0.7	0.9	0.9
Sports clubs	39.4	31.8	34.6	37.8
Total sporting realities	40.2	32.5	35.5	38.7
Direct revenues	4.4	1.0	1.9	2.0
Public contributions and investments	1.8	1.3	1.6	4.1
Total management of sports facilities	6.2	2.3	3.5	6.1
Broadcaster	2.1	1.9	2.2	2.3
Sports Press	0.1	0.1	0.1	0.1
Generalist Press	0.1	0.1	0.1	0.1
Sports websites	0.2	0.1	0.1	0.1
Total media sector	2.5	2.2	2.5	2.6
Expenses of foreign visitors	2.2	0.6	0.6	2.0
Expenses of Italian visitors not resident at the event venue	3.8	1.1	1.2	3.4
Expenses of Italian visitors resident at the event venue	1.6	0.3	0.4	1.8
Expenditure on sports events and sports tourism	7.6	2.0	2.2	7.2
Sports betting	12.5	11.0	14.0	16.5
Positive externalities (health, safety and involvement of young people in school and work)	10.1	2.0	8.5	11.4
TOTAL*	95.9	66.3	83.6	102.1

*For each year, approximately € 500m of turnover has been removed from the revenues, corresponding to the overlap between revenues from "core" companies involved in the organization of sports events and the expenditure of sports tourists participating in these events

IMPACT OF COVID-19: THE WORSENING OF THE ECONOMIC-FINANCIAL PROFILE OF PROFESSIONAL FOOTBALL

The COVID-19 health emergency had significant socio-economic repercussions, including on professional football; **the total losses** for Serie A, Serie B and Serie C in the 3 seasons impacted by COVID-19 (19-20, 20-21, 21-22) amounted to **€ 3.6 billion**, covering 1.2 billion per season, compared to total losses of **412 million in 2018-2019**.

EVOLUTION OF THE ECONOMIC-FINANCIAL PROFILE OF PROFESSIONAL FOOTBALL NET RESULT: 15 YEARS OF LOSSES (figures in € millions)



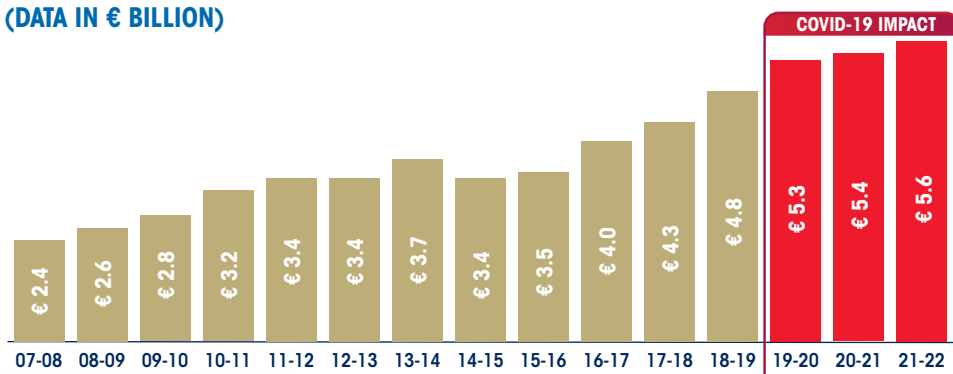
TOTAL LOSSES PRE COVID-19:
€ 4.1 BILLION (€ 1 MILLION A DAY)



TOTAL LOSSES DURING COVID-19:
€ 3.6 BILLION (€ 3.3 MILLION A DAY)

In 3 years of COVID-19, in **82.6% of cases professional football clubs reported losses at the end of the financial year** (218 of 264 financial reports analysed).

THE INCREASE OF DEBT IN PROFESSIONAL FOOTBALL (DATA IN € BILLION)



⚽ Total debt went **from € 4.8 billion before COVID-19 to € 5.6 billion in 2021-2022 (+17.2%)**.

⚽ The worsening financial situation of professional football in Italy is a result of the negative effects of COVID-19 combined with **an increase in employee costs, despite the health emergency**.

⚽ The average revenues between 2018-2019 and the three-year COVID-19 average have **decreased by 11.2%**, while employee costs in the same period have **increased by 9.6%**.

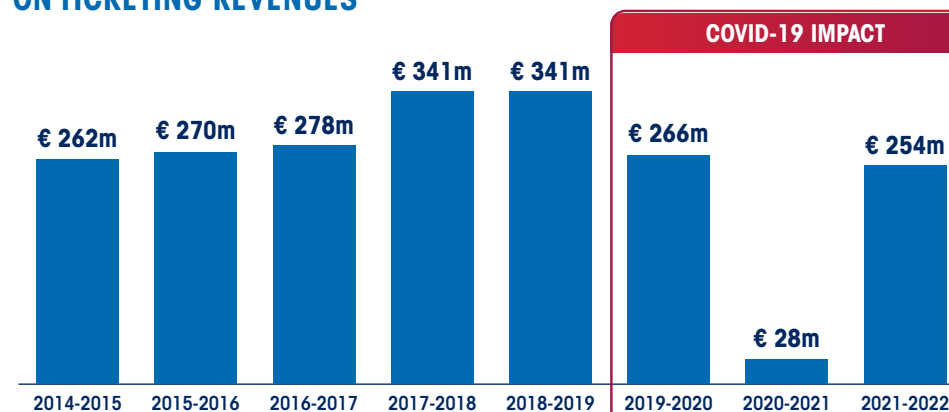
EVOLUTION OF REVENUES AND AVERAGE SALARIES PER CLUB DURING THE COVID-19 PERIOD (18-19 VS AVERAGE IN 19-20, 20-21 AND 21-22)



⚽ The **average operating revenue** in the 3 years of COVID-19 was € 3.5 billion, **an 11.2% decrease compared to 2018-2019**; 2021-2022 turnover was equal to € 3.4 billion, **a 12% decrease** compared to 2018-2019, while in comparison between 2019 and 2022, the Italian GDP **shows growth of 1%**.

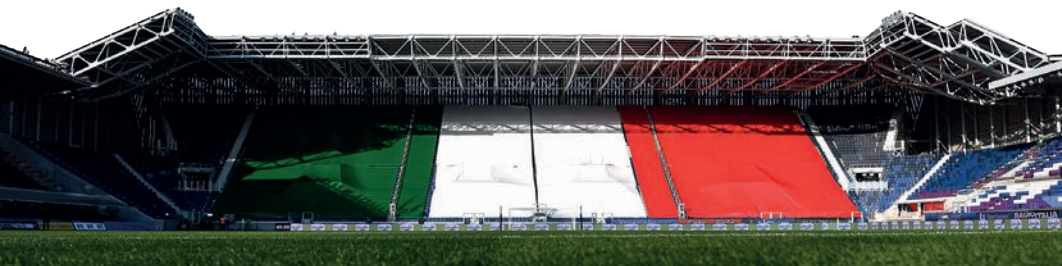
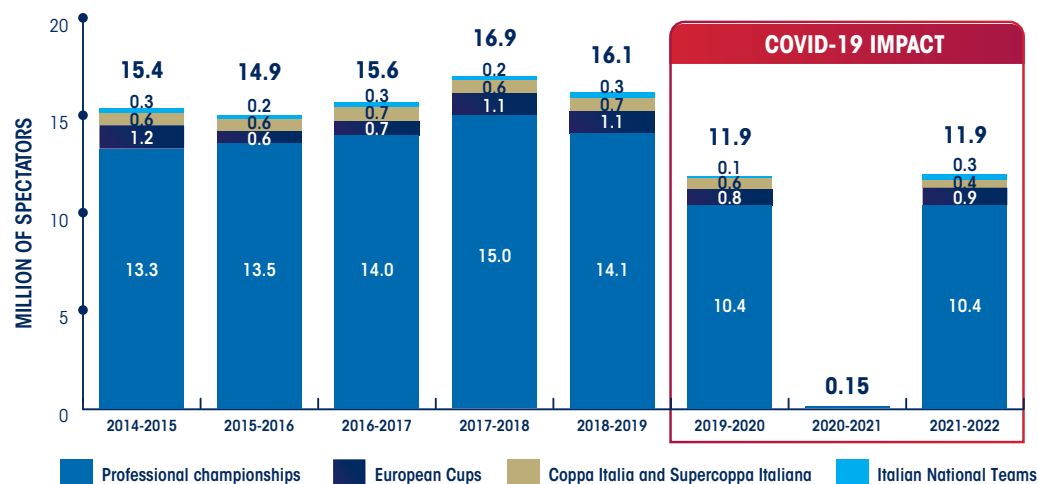
⚽ **Ticketing revenues** went from € 341 million before COVID-19 to € 266 million in 19-20 and **just € 28 million in 20-21**, before **rising to € 254 million in 21-22**.

IMPACT OF THE COVID-19 HEALTH EMERGENCY ON TICKETING REVENUES



COMPARISON OF AGGREGATE SPECTATORS BY COMPETITION

Matches played in Italy



(ALMOST) 2 YEARS OF MATCHES PLAYED BEHIND CLOSED DOORS IN ITALY






THE IMPACT OF COVID-19 HEALTH EMERGENCY ON STADIUM ATTENDANCE

- During the 2021-2022 season, thanks to the gradual reopening of stadiums capacity (up to full return to 100% from the beginning of April 2022), total **spectator numbers reached 11.9 million**, which is still below the pre COVID-19 period.
- In total, during the 3 seasons affected by the pandemic (19-20, 20-21 and 21-22), **Italy lost almost 29.1 million potential spectators** with potential ticketing revenues of **€ 631.7 million**.

THE ECONOMIC IMPACT OF CLOSED DOORS IN PROFESSIONAL FOOTBALL

AGGREGATED data 19-20, 20-21 and 21-22

	Potential spectators lost	Unrealized potential ticketing revenues
 Serie A	15,719,121	€ 416,807,373
 Serie B	4,528,275	€ 36,377,823
 Serie C	4,965,426	€ 46,808,739
 Coppa Italia and European Cups	3,884,966	€ 131,666,841
TOTAL	29,097,788	€ 631,660,776

IMPACT ON THE ITALIAN FOOTBALL SYSTEM

DECREASE IN REGISTRATIONS AND SPORTING ACTIVITY (WITH SOCIO-ECONOMIC REPERCUSSIONS ON THE TERRITORY)

BETWEEN 2018-2019 AND 2020-2021 FIGC LOST 250,000 MEMBERS (-18%) GONE FROM ALMOST 1.4 MILLION TO JUST OVER 1.1 MILLION.

THE MAIN IMPACT OF THE HEALTH EMERGENCY WAS ON REGISTERED PLAYERS, DOWN BY ALMOST 223,000 (-21%), WITH SIGNIFICANT REPERCUSSIONS ESPECIALLY ON YOUTH ACTIVITY: NEARLY 30% OF YOUNG PLAYERS WERE LOST, RESULTING IN A DECREASE OF OVER 200,000.

BETWEEN 2018-2019 AND 2020-2021, OVER 528,000 OFFICIAL MATCHES WERE PLAYED LESS (-92.4%) WITH SIGNIFICANT IMPACT ON AMATEUR AND YOUTH FOOTBALL.

THE FOOTBALL SYSTEM THEN SHOWED AN EXTRAORDINARY ABILITY TO ABSORB IN THE SHORT TERM THE IMPACT OF PANDEMIC ON THE DECLINE OF MEMBERSHIP: **AT THE END OF THE 2021-2022 SEASON, THE REGISTERED PLAYERS HAD ESSENTIALLY RETURNED TO PRE COVID-19 NUMBERS**, GROWING BY 24.9% TO 1,049,060 (AN INCREASE OF OVER 210,000 PLAYERS IN JUST ONE SEASON), MEANWHILE THE NUMBER OF **OFFICIAL MATCHES INCREASED TENFOLD**, FROM 43,490 TO 480,482.



IMPLEMENTATION OF THE HEALTH PROTOCOLS

CONSIDERING **PROFESSIONAL FOOTBALL, NATIONAL AND WOMEN'S TOP FOOTBALL**, IT IS ESTIMATED THAT **IN THE 3 SEASONS IMPACTED BY COVID-19 (2019-2020, 2020-2021 AND 2021-2022) AROUND 830,000 PCR AND SEROLOGICAL TESTS WERE CARRIED OUT IN APPLICATION OF THE HEALTH PROTOCOLS IMPLEMENTED BY FIGC.**



INDIRECT AND INDUCED IMPACT

The pandemic has produced **important negative effects on the entire supply chain activated by Football System and on the 12 product sectors involved: in 2020 the impact on GDP at a direct, indirect and induced level decreased by 18.1%** (from € 10.1 billion to € 8.2 billion), while **employment activated by football fell by 22.4%** (from 121,737 to 94,462 jobs).



2021 marked an important year of **significant recovery**: the contribution produced on the national GDP by the Football System **reached € 10.2 billion** (an increase of about 2 billion) while the percentage **impact on GDP rose to 0.58%**, a figure in line with pre-pandemic figures.

The employment activated by football grew by 18.6% in 2021, up to 112,047 jobs, which is still about 10,000 units lower than the pre COVID-19.

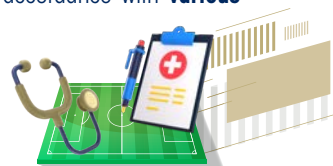
In 2022, the football system **contributed over € 11.1 billion to GDP** (up 8.3% from 2021) while **the number of employment increased to 125,958**, which is more than before the pandemic (121,737).

MAIN MEASURES TAKEN BY FIGC FOR THE SAFEGUARDING AND SUSTAINABILITY OF ITALIAN FOOTBALL (2020, 2021, 2022)

The aim of the measures put in place by FIGC was to **ensure the health and safety** of players, match officials, staff members and everyone working in the game, whilst at the same time moving football towards a **gradual return to activity** in keeping with all health protocols, thus ensuring competitions were completed and the **economic and financial sustainability** of the entire Italian football industry was maintained.

The pandemic and its significant socio-economic impact saw FIGC act in accordance with **various strategic guidelines**.

PROTECTING HEALTH, SPORTING CONTINUITY AND CHANGES TO THE REGULATORY FRAMEWORK



⊕ A **medical task force** was created, coordinated by the newly formed FIGC Medical-Scientific Committee, made up of leading national and international experts in infectious diseases.

FIGC MEDICAL TASK FORCE



⊕ **Specific health protocols were defined for football activity** (training and matches) **across all levels** (professional, amateur, youth, women's, Paralympic and experimental) in order to safeguard all registered members as well as regularly updating the protocols and the implementation of ad hoc sanctions when they were not adhered to.

⊕ FIGC created an **inspection body within the FIGC Prosecutor's Office** to ensure that the guidelines in the Association's health protocols, as well as those approved by the government, were being followed. Inspections were carried out in the summer of 2020, 2021 and 2022 at the training facilities of all clubs in Serie A and Serie B, as well as the teams competing in the playoffs and playouts in Serie C and women's Serie A. FIGC also incorporated 31 new collaborators within the FIGC Prosecutor's Office in order to reinforce the inspection body's expertise and professionalism in terms of health and medical matters.



SPECIFIC HEALTH PROTOCOLS

The fruitful collaboration with the Italian Government led to the **validation of protocols, the introduction of health measures** for sports-related travel to and from Italy, as well as the creation of an "Extraordinary Procedure" for determining league positions in 2019-2020 and/or format modifications in 2020-2021 (Article 218 of the Relaunch Decree).

In addition, a series of **legislative measures** were introduced to support the sports sector.

Examples: introduction of the "National Sports Relaunch Fund" and the "Support for Amateur Sports Clubs and Associations Fund"; contributions towards amateur clubs and for sports workers (together with a compensation allowance of € 600 per month from March 2020 onwards, which rose to € 800 from November 2020); postponements for tax deadlines; suspension of rental and surface rights fees for facilities; wages guarantee fund in derogation for workers insured by the Sports Professionals Retirement Fund with a gross annual salary below € 50,000; the introduction of the "Save Sport Fund" (a percentage of the collection from sports bets), the "Professionalism in Women's Sports Fund" as well as tax credits for investment in sanitisation and safety in the workplace and for investment in advertising for professional sports leagues and clubs and amateur sports associations and clubs. The "Support Decree" of 16/9/21 also provided football clubs with € 56 million towards the costs of sanitisation and upholding health protocols, whilst the Italian Recovery Plan (the National Recovery and Resilience Plan) allocated approximately € 1 billion towards improving sports infrastructure at schools (€ 300 million) and the creation of sports facilities and well-equipped parks (€ 700 million), which aim to encourage social integration and inclusion. The impact on professional clubs' budgets of 3 government measures within the August decree (D.L. no. 104/2020) and in the 2021 budget law was also significant. These were the scope to suspend amortisation for 2020, revalue company assets and suspend recapitalisation obligations relating to significant losses.

⊕ In October 2021, FIGC saw one of its requests granted by Government authorities regarding the **introduction of apprenticeships in the world of football**, launched within the budget law (the first example of this was Lega Pro giving out 122 apprenticeship contracts in Serie C in 2021-2022). This was followed by the introduction of tax relief for beginning professional training up to the age of 23 for clubs with operating revenues of less than € 5 million. These 2 contributions are part of the general drive to safeguard professional football in Italy. The measures are of strategic importance as they will allow investment in youngsters in order to look ahead to the future with confidence. For 2022, 2023 and 2024, national sports associations have been given the **chance to run a so-called "operating surplus"**, as long as a 20% share is invested in infrastructure, developing youth activity and sporting activities for athletes with disabilities. Finally, paragraph 923 acknowledges the **suspension of the deadlines for the payment of withholdings** at source performed by interested subjects as withholding agents, for the payment of social security and welfare contributions, VAT and income tax contributions. In December 2022, FIGC welcomed the approval of the regulation, as part of the Chamber of Deputies' conversion into law of the Justice Decree (so-called "Raves"), which **drastically reduces the timeframes for the state justice system to rule on clubs' admission to championships**. The rule had previously been introduced during the pandemic and has now been extended for three more years.

This came following an explicit request from football world to provide more certainty at a delicate time such as that of championship enrolment. Law 162 of 31 October 2022 establishes that disputes regarding enrolment in championships organised by CONI (Italian National Olympic Committee) and CIP (Italian Paralympic Committee) can be dealt with via fast-track administrative justice proceedings so that any dispute of decisions taken by national sports federations can be concluded within certain timeframes.

⚙️ Managing the legal framework of the various competitions

creating the conditions to conclude the professional championships in 2019-2020 as well as amateur, youth and women's competitions in 2020-2021 (starting with those of "prominent national interest"). The evolution of the pandemic once again caused part of the amateur and youth championships to be interrupted in 2020-2021, while sporting activity resumed as normal at all levels in 2021-2022.

MANAGING THE LEGAL FRAMEWORK



⚙️ Coordinating the restart of championships required a continuous adaptation of the regulatory framework, with a series of **ad hoc measures** designed to help clubs and encourage fair competition:

- 🔧 **The introduction (and subsequent confirmation) of the five subs rule** (after the request submitted by FIGC to FIFA and its approval for trial by the IFAB) allowed for a more efficient management of squads, considering the more congested calendars than before.
- 🔧 In professional football, the **amendments of the 2019-2020 season end dates** (from 30 June to 31 August 2020) and postponement of the start of the 2020-2021 season (from 1 July to 1 September 2020).
- 🔧 Ratification of the new **rules of registration and transfer of football players**, which incorporate the guidelines from FIFA on the renegotiation of contracts with registered members and also implement modifications to the terms of professional player transfers in the changed conditions brought about by the pandemic.
- 🔧 **Updating and adapting the National Licensing system** (postponement of deadlines and remodulation of requirements).

SUPPORT FOR ITALIAN FOOTBALL



In the three-year period, FIGC put together a large strategic financial support programme to help clubs, FIGC components and Italian football as a whole during lockdown and the resumption of sporting activity, which consisted of aid worth **around € 90 million (€ 40 million in 2020, € 30 million in 2021, € 20 million in 2022)**, which was mainly directed to professional grassroots football, amateur, youth and women's football, as well as to a solidarity fund for players, coaches and fitness coaches.

These financial support initiatives were directly taken on by FIGC through its own resources, without affecting the Association's financial solidity, thanks to the positive equilibrium achieved by FIGC's business management in recent years.

BUDGET ALLOCATION 2020

⚙️ Introduction of the "Save Football Fund", whose total value amounts to **€ 21.7 million**:

- 🔧 fup to **€ 5 million** to support of Serie B clubs
- 🔧 fup to **€ 5 million** to support of Lega Pro clubs
- 🔧 fup to **€ 5 million** for National Amateur League clubs
- 🔧 fup to **€ 3 million** for players and up to **€ 3 million** for coaches and athletic trainers via a contribution to the Solidarity Fund for players, coaches and athletic trainers.
- 🔧 **€ 700,000** for the Women's Football Division, to support clubs with the aim of restarting and completing the 2019-2020 season.



⚙️ Total allocation of supplementary contributions in 2020, approved by Sport e Salute in November, for a total amount of **€ 10.1 million**.

⚙️ With regard to youth football, it was decided to reduce membership fees by almost 40% (with a total budget of **€ 1.3 million** from the Association), introduce a non-repayable contribution to the 3,100 youth-only clubs (**€ 300,000**), to repay the compulsory insurance fee to clubs and families (30% of the annual premium, equivalent to **€ 1.65 million**) as well as to introduce free registration for women's U17 players.

- ⊕ Further contributions for football clubs for a total of **2.5 million**, with the aim of distributing supplementary resources to clubs as a partial reimbursement for the additional expenditure during the period of the pandemic. **€ 15,000** was granted directly to every club in the professional leagues and **€ 6,000** to those in Serie D and men's and women's Serie A Futsal clubs.
- ⊕ A total of **€ 1.25 million**, destined for the Solidarity Fund for Players, Coaches and Athletic trainer and to the Solidarity Fund for Amateur Players and Coaches.

BUDGET ALLOCATION 2021

- ⊕ At the FIGC Executive Committee of 29 January 2021 a further allocation was approved in order to tackle the economic crisis generated by COVID-19, which outlined the distribution of a total of **€ 6.5 million** to support and promote youth football, subdivided as follows: **€ 2 million** for Lega Serie B clubs, **€ 2 million** for clubs in Lega Pro and **€ 2 million** for amateur clubs, with a further **€ 500,000** for youth-only clubs. The FIGC president also initiated an assessment for a potential **€ 1 million** intervention to promote women's membership.
- ⊕ Resolution by the Executive Committee on 25 November 2021, which covered the allocation of extra funds to different sectors based on the following subdivision: **€ 2 million** to the Players and Coaches Fund, **€ 3.5 million** to the National Amateur League, **€ 3 million** to Lega Pro, **€ 1.5 million** to Lega Serie B, **€ 1.5 million** to Lega Serie A and **€ 1 million** to clubs in the Women's Football Division. These contributions are in addition to those already allocated to Women's Serie C and Serie D (**€ 1 million**), Futsal (**€ 400,000**) and young referees (**€ 400,000**). In 2021, further resources were also allocated to supporting youth and amateur football as well as the youth refereeing sector through the final instalment of the 5% contribution from Sport e Salute (**€ 1.8 million**); the allocation to the National Amateur League of the revenues referred to in article 52 of the FIGC Internal Organisational Rules (**€ 0.9 million**) and the portion of the supplementary contribution assigned by Sport e Salute in 2020 that culminated in the issuing of vouchers for youth and promotional activity (**€ 2.5 million**). Contributions aimed at the 209 subdivisions of the Italian Referees' Association (**€ 1.8 million**) and clubs in women's Serie A and Serie B (**€ 1.1 million**) as well as funds allocated to the National Amateur league and Lega Pro relating to former Italian National Olympic Committee staff who moved to the Leagues (**€ 1.4 million**).
- ⊕ The support plan continued with an extraordinary intervention from FIGC and the Istituto per il Credito Sportivo (Sports Credit Institute) in order to support the liquidity of football clubs.

BUDGET ALLOCATION 2022

- ⊕ Among the various provisions made at the FIGC Executive Committee of 16 February 2022 was a contribution of **€ 300,000** for Experimental and Paralympic Football Division clubs. The aim was to provide concrete financial aid to the bedrock of the movement and help the resumption of activities after the long break and serious difficulties caused by the COVID-19 emergency.
- ⊕ Initiatives to support refereeing sector: an exemption from the payment of membership fees has been granted for the Under-21 referees throughout the calendar year 2022. Thanks to a contribution from Sport e Salute, expense reimbursements for officiating matches (mostly at the youth level) were advanced in the early months of the season. This measure aimed to enable referees not to incur significant expenses for fuel and tolls, with an estimated total commitment of almost **€ 1.8 million**.



SOCIAL RESPONSIBILITY - COVID-19 INITIATIVES IN 2020 AND 2021



Support for the **#DISTANTIMAUNITI**, (#DISTANT BUT UNITED) campaign designed by the Ministry for Youth Policies and Sport.

Involving the Azzurri and the Azzurre in the **#LEREGOLEDELGIOCO** (#THERULESOFTHEGAME) campaign, which looked to raise awareness about the correct steps to take to stem the spread of the virus.

11
RULES OF
THE GAME

4.5 MILLION
CONTACTS
ON FIGC SOCIAL MEDIA



8.8 MILLION
CONTACTS
ACROSS ALL
MEDIA CHANNELS

OVER
220,000
INTERACTIONS



The **#LOSCUDETTODEL CUORE** (#SCUDETTOOFTHEHEART) communication campaign symbolically awarded the 2020 Scudetto to all professionals working through the pandemic. The symbol of Italian sport became recognition for everyone who took to the pitch in the match against COVID-19, from doctors to civil protection volunteers, from the police to essential public service staff.

21 MILLION
CONTACTS
ACROSS ALL
MEDIA CHANNELS



1.5 MILLION
CONTACTS
ON FIGC
SOCIAL MEDIA

FIGC MADE A **€ 100,000** CONTRIBUTION TO SUPPORT THE **"LAZZARO SPALLANZANI"** NATIONAL INSTITUTE OF INFECTIOUS DISEASES **IN ROME.**



In 2020, during the first few months of the pandemic, the Association made the **FIGC Technical Centre in Coverciano**: available to Florence's civil protection unit. The "National Teams' home" was renamed **"Casa della Solidarietà"** (House of Solidarity) and for 40 days between 6 April and 15 May 2020, Coverciano hosted 48 COVID-19 positive patients who were able to stay in the rooms usually occupied by Azzurri and Azzurre on training camps..

The **UEFA Nations League match between Italy and Netherlands in Bergamo (October 14, 2020)**, one of the Italian cities most affected by COVID-19, allowed a group of doctors and healthcare workers along with 243 mayors from the Bergamo province to attend the match. The institutional visit to the Monumental Cemetery in Bergamo along with a delegation from the Dutch Football Association before the match has a display of support for the region should also be noted.



YES MASK!: an anti-COVID-19 campaign in collaboration with the **Bambino Gesù Paediatric Hospital** and National Team players to promote the online filter available on Instagram (Azzurri Mask) and raise awareness about the importance of wearing a mask.



OVER
340,000
IMPRESSIONS
ON SOCIAL MEDIA



FIGC and the LAPS Foundation, a non-profit organisation founded in 2016 by Lapo Elkann, launched a new solidarity initiative called **#ÈILNOSTRODOVERE - #OURDUTY**, a fundraising campaign aimed at contributing, through the involvement of the Italian National Football Teams, to unite with all Italians in addressing the socio-economic crisis caused by the pandemic.

OVER
1.7 MILLION
INTERACTIONS
ON SOCIAL MEDIA

<p>€ 183,738.10 DONATIONS</p>	<p>€ 223,346.60 FOODSTUFFS (100 TONS)</p>	<p>€ 7,000.00 SANITISERS 2,000 BOTTLES</p>
<p>€ 414,085</p>		

The campaign raised a total of **€ 414,085**, all of which went to the Italian Red Cross and food banks to support those most in need following the COVID-19 pandemic (children and adults).

The project won the **UEFA Foundation for Children Awards 2021**, with a prize of **€ 52,630**.

INSTITUTIONAL VISITS TO THE MAIN ITALIAN HOSPITALS INVOLVED IN THE FIGHT AGAINST COVID-19, AS A SYMBOL OF GRATITUDE TO THOSE WORKING FOR THE GOOD OF THE COMMUNITY ON A DAILY BASIS:

LAZZARO SPALLANZANI
HOSPITAL IN ROME



CORE, THE HAEMATOLOGY
AND ONCOLOGY CENTRE
AT REGGIO EMILIA HOSPITAL

MAGGIORE HOSPITAL
IN PARMA



INTERNATIONAL RECOGNITION

In 2021, FIGC was awarded by the European Football Confederation as part of the UEFA GROW Awards, which recognise the results achieved and projects undertaken by National Football Associations in 8 strategic development areas. The project presented by FIGC, "**GROWing football synergies to put COVID-19 offside**", won first prize in the "**COVID-19 Community Initiative**" - regarding the social responsibility initiatives carried out during the pandemic period and involving civil society.



THE MOTIVATION FOR THE AWARD:

"Following the outbreak of the pandemic, the FIGC was able to use the power of football to provide comprehensive support to society through 11 projects in 3 areas: raising awareness of correct behaviours to minimise the spread of infection, supporting the local region by opening the FIGC Technical Centre in Coverciano to COVID-19 patients and helping to raise funds for medical care and equipment."



SPORTS FACILITIES

INVESTMENT SUPPORT: FIGC-ICS AGREEMENT



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

Infrastructural work
linked to the agreement:

6 STADIUMS

for an overall
investment worth

€ 9.3m



STADIUMS:

- ➔ **GIUSEPPE MOCCAGATTA** - ALESSANDRIA
- ➔ **GIOVANNI ZINI** - CREMONA
- ➔ **PAOLO MAZZA** - FERRARA
- ➔ **NEREO ROCCO** - TRIESTE
- ➔ **PINO ZACCHERIA** - FOGGIA
- ➔ **DACIA ARENA** - UDINE

TRAINING: FIGC-POLIMI AGREEMENT



Organisation of the 6th edition of the **SPORT DESIGN and MANAGEMENT Master's Course**, which aims to train professionals in the field of planning and design of innovative and virtuous management models in sports infrastructure.



MANAGEMENT MODULE: MAIN SPEAKERS



FOOTBALL AND ENVIRONMENTAL SUSTAINABILITY: TACKLE PROJECT

THE PROJECT

- Programme delivered in collaboration with **7 national and international partners**, including FIGC, based in Sant'Anna School of Advanced Studies, Pisa
- European Commission** project funded by the **LIFE** programme
- Objective: to improve the management of football events from the standpoint of **environmental protection** and focus attention on **environmental issues in football**, engaging with key stakeholders



Ahead of UEFA EURO 2020, the TACKLE project developed **Guidelines for Environmental Management** at sports facilities

ACTIVITY IN 2022

Main analysis carried out:

ENVIRONMENTAL IMPACT OF EVENTS AND SPORTING INFRASTRUCTURE IN ITALY:

- Around **300 tons of waste produced every year**, with an average of 1 kg for every 4 spectators
- 1.5 tons of waste**, are made up of **plastic bottles**, which could easily be reused through the use of eco-compactors, like the one installed at the FIGC Technical Centre in Coverciano

AVERAGE ENVIRONMENTAL IMPACT OF A STADIUM:

- In one year**, an average of **1 million kWh** are consumed, which is the equivalent of what is typically consumed by 2,600 families of 4 people
- In addition to energy consumption, water usage is also significant: it is estimated that a stadium consumes **100,000 cubic metres of water**, which is the equivalent of 40 Olympic swimming pools

CASE HISTORY 2022

Ahead of the World Cup playoff in Palermo, FIGC decided to invest its own resources in upgrading many sporting facilities across the city in order to leave a tangible legacy in the area. There were also improvements at the Stadio Renzo Barbera, such as new turf and improvements to the roof over the main stand, as well as refurbished dressing rooms and three Sky Boxes.

Organising the final LIFE TACKLE conference entitled "Environmental sustainability through professional football", held at the Stadio Olimpico in Rome, in which the work carried out during the project was summed up:



- General assessment of various footballing contexts on an association and club level
- Collection and analysis of energy consumption data
- Examining organisational and governance models
- The modes of audience participation in events; according to the calculations made, the factors with the greatest impact have been identified, particularly in mobility (40%) and energy consumption (27.75%)
- Activities included active participation by 11 major European stadiums (the Stadio Olimpico in Rome, the "Luigi Ferraris" in Genoa and the "Paolo Mazza" in Ferrara for Italy) regarding the development of pilot projects to test and implement best practices in environmental sustainability
- Development of an information campaign that reached a total audience of 58 million TV viewers and around 320,000 spectators for 60 international matches involving Italy, Romania and Sweden.
- Presentation of the "Carta sulla sostenibilità ambientale nel Calcio" (Charter on environmental sustainability in Italian Football) to set out functional guidelines for the practical application of environmental sustainability principles within Italian football
- As part of the overall framework for LifeTACKLE related initiatives, an environmental audit of the FIGC Technical Centre in Coverciano was also launched

OTHER MEASURES TAKEN BY FIGC REGARDING ENVIRONMENTAL SUSTAINABILITY:

- Measures aimed at reducing energy and paper consumption (using electronic documentation rather than paper versions)
- Recycling (paper, plastic and glass)
- Strategy for procuring and buying goods in line with the green procurement model (recycled and recyclable materials)
- Recycling used batteries and toners

CASE STUDY: THE POTENTIAL OF FUTURE NEW STADIUM PROJECTS



**14 PROJECTS
IN THE PLANNING AND/OR
IMPLEMENTATION PHASE**

**INVESTMENT
€ 2.9 BILLION**

**ADDITIONAL PRODUCTION ACTIVATED
FOR THE BENEFIT OF THE COUNTRY:
€ 8.7 BILLION**

**ALMOST 400,000
SEATS**

**ESTIMATED INCREASE IN STADIUM
ATTENDANCE: + 3.3m**



**INCREASE IN STADIUM
REVENUES: +€ 205.8m
(+124.3%)**



**TOTAL STADIUM
REVENUES: € 371.3m**

**EMPLOYMENT IMPACT:
ALMOST 12,000
NEW JOBS ACTIVATED**



Note: The data on the impact of new stadiums in terms of job creation, growth in spectator attendance and the resulting impact on ticket sales were estimated using the main benchmarks available at international level (referring in particular to the new stadiums built in European football over the last 16 years).

TECHNOLOGICAL INNOVATION

VIDEO ASSISTANT REFEREE (VAR) VIDEO ASSISTANCE TECHNOLOGY FOR MATCH OFFICIALS



VIDEO ASSISTANT REFEREE - TIMELINE

OCTOBER
2014

For the first time FIGC expresses to FIFA its interest in introducing on-field technology

2015
2016

Introduction of Goal-Line Technology (GLT) in Serie A

In 2015-2016 and 2016-2017, Serie A was the only league in the world to use both Goal-Line referees and Technology

MAY
2016

2016 IFAB grants the request of FIGC/Lega Serie A to join its testing programme

JULY
2016

Agreement signed between FIFA, IFAB and Lega Serie A, specifying the timeline of testing, the competitions involved and the budgeted costs

AUGUST
2016

Appointment of Hawk-Eye as supplier, the same provider used by Lega Serie A for Goal-Line Technology

SEPTEMBER

2016
JUNE
2017

Video Assistant Referee testing:

- ✪ Milestone first FIFA trial in Italy's friendly against France (Bari, September 2016)
- ✪ Additional trials in 2 further Italian National Team friendly matches in 2016
- ✪ "Offline" testing in Serie A from October 2016
- ✪ Training for 22 referees/VARs (210 hours of training and 60 matches analysed)
- ✪ From January 2017 online testing began in 5 youth National Team friendly matches
- ✪ Final Eight Primavera Championship: introduction of online VAR in 2016-2017

AUGUST
2017

IFAB grants final approval for Video Assistant Referees to be used in Serie A and the Coppa Italia as of 2017-2018, one year in advance of initial predictions:

- ✪ Italy was the **7th COUNTRY** to begin testing and the **3rd COUNTRY** to be authorised to officially introduce VAR

DECEMBER
2017

Coverciano's protagonist

The "VAR simulator" was created at the FIGC Technical Centre in Coverciano. It was the first learning facility in the world designed to perfect the use of on-field technology and was made available to other national associations and international organisations

2020

FIGC informed FIFA of its available to immediately experiment the **Challenges** functions (the teams being able to call an **on-field review**) in accordance with the time frames and methods that IFAB will establish in due course.

Introduction of the **"VAR Pro"**: **former referees** who have just retired and want to continue working as **VAR "specialists"**.

Use of VAR in Serie B as well (starting from the season 2021-2022).

Construction of the **Centrale Unica del VAR (VAR Unique Centre)**, developed by Lega Serie A in synergy with FIGC at the El Towers complex in Lissone (MB). It the structure where VARs and AVARs for the analysis of the weekly Serie A matches across an area of around 750 square meters are located 12 VAR rooms that are connected to every stadium in Serie A and Serie B, a supervisor station, technical rooms, offices, areas to relax, services, video shooting spaces, plus a multifunctional course/conference room, with over 250 km of cables. 30 people work permanently with peaks of 80 on matchday.

2021
2022

In the FIGC Executive Committee meeting on December 19, **the introduction of SAOT technology** (so-called "semi-automatic offside") **was authorized** starting from the 20th matchday of Serie A, scheduled from January 27, 2023, concluding the ongoing offline tests at the IBC in Lissone. VAR was also used in the Serie C 2021-2022 playoffs, starting from the semifinals.

2023

VAR was used for the first time in the Serie C Coppa Italia in the first leg of the final between Juventus Next Gen and Vicenza.

USE OF VAR IN SERIE A AND THE COPPA ITALIA IN THE LAST 5 YEARS

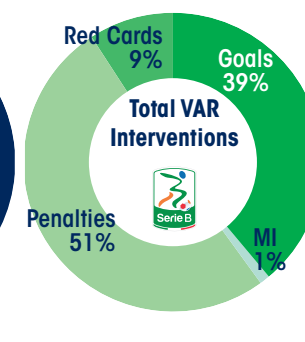
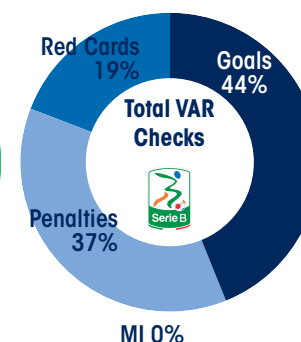
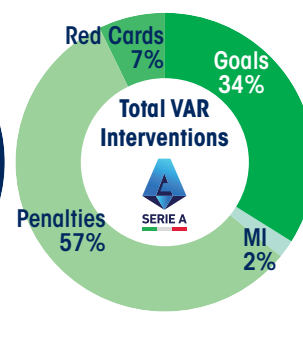
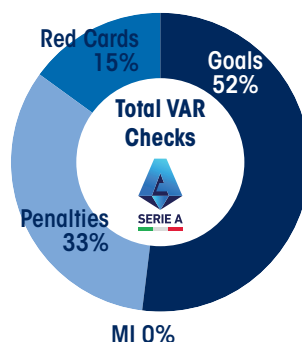


SEASON	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	% Var. 20/21 - 21/22
Serie A Coppa Italia	397 matches	397 matches	397 matches	397 matches	405 matches	
Incidents checked	2,023 (5.1 ck/Match)	2,658 (6.7 ck/Match)	2,864 (7.2 ck/Match)	2,546 (6.4 ck/Match)	2,286 (5.6 ck/Match)	-10.21%
VAR Interventions	135 (1 every 2.9 Match)	148 (1 every 2.7 Match)	159 (1 every 2.5 Match)	147 (1 every 2.7 Match)	148 (1 every 2.7 Match)	

SEASON	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	% Var. 20/21 - 21/22
Corrections	117 (1 every 3.3 Match)	111 (1 every 3.6 Match)	146 (1 every 2.7 Match)	140 (1 every 2.8 Match)	143 (1 every 2.8 Match)	
O.F.R.	76 (1 every 5.2 Match)	72 (1 every 5.5 Match)	106 (1 every 3.7 Match)	85 (1 every 4.7 Match)	89 (1 every 4.6 Match)	-2.12%
Confirmations	18 (1 every 22.1 Match)	37 (1 every 10.7 Match)	13 (1 every 30.5 Match)	7 (1 every 56.7 Match)	5 (1 every 81 Match)	-57.15%
Overrule	41 (1 every 9.7 Match)	39 (1 every 10.2 Match)	40 (1 every 9.9 Match)	55 (1 every 7.2 Match)	54 (1 every 7.5 Match)	+4.16%

FURTHER ANALYSIS OF SERIE A AND SERIE B 2021-2022

The average number of interventions in 2021-2022 was 0.34/match in Serie A and 0.25/match in Serie B, in line with other international competitions. Such numbers demonstrate an objective reduction in mistakes by 85.54% in Serie A and 91.42% in Serie B, making both competitions more credible and compelling.





ENHANCING THE INTERNATIONAL DIMENSION

FIGC continued the important process of enhancing the **international dimension**, based on a strategy encompassing **4 key pillars**:



COLLABORATIONS WITH NATIONAL AND INTERNATIONAL BODIES

Renewal of agreement with the European Commission Representation in Italy, with the aim of developing projects that improve inclusion, social responsibility, good governance, the fight against doping and the enhancement of sustainability.

Hosting of international workshops in Italy:

- **UEFA Football Doctor Education Programme**, organized in Rome with the San Marino Football Association.
- **European meeting of FSR Officers** (Football and Social Responsibility Officers), hosted in Coverciano involving all the officers from the 55 European football associations.
- **Annual UEFA workshop on Club Licensing and Financial Sustainability**, organized in Rome, and a further meeting **in Coverciano with the Serie A clubs** to address the economic and financial changes following the introduction of UEFA's new Club Licensing and Financial Sustainability regulations.



21 INTERNATIONAL CONVENTIONS SIGNED BY FIGC

OBJECTIVE: PROMOTE TECHNICAL DEVELOPMENT AND THE PRACTICE OF FOOTBALL IN THE COUNTRIES INVOLVED



2022 CASE HISTORIES:



Project to enhance knowledge sharing with the Qatar Football Association, supported by the UEFA Assist programme: FIGC representatives participated in the work carried out by the Aspire Academy Global Summit in Doha on optimising players' recovery approaches. In 2022, Qatari coach Wesam Rizik was also invited to an Italy Under 21 National Team football retreat, in order to be able to exchange ideas with the Azzurrini's coaching staff.



New International Agreement reached with the Mexican Football Association: the agreement aims to strengthen collaborative ties between the 2 federations and their respective leagues for the development and promotion of football, encouraging the exchange of best practices in both countries.



INTERNATIONAL RECOGNITION OBTAINED IN 2022

In 2022, **3 Italian players were included in the FIFA FIFPRO Men's World 11:** at the 2021 The Best FIFA Football awards: Gianluigi Donnarumma goalkeeper, Leonardo Bonucci in defence and Jorginho in midfield.



For the second year in a row, Italy and Juventus striker **Barbara Bonansea**, was **included in the 2021 FIFA FIFPRO Women's World XI**, voted by thousands of professional female players.

Roberto Mancini was ranked second in The Best FIFA Men's Coach Award, ahead of Pep Guardiola and surpassed only by Thomas Tuchel (winner of the Champions League with Chelsea), while **Donnarumma was ranked second in The Best FIFA Men's Goalkeeper Award**, behind Edouard Mendy (Chelsea) and ahead of Manuel Neuer (Bayern Munich).



In August 2022, **Arrigo Sacchi, the former Italy coach who finished runner-up at the 1994 USA World Cup**, received another prestigious award. This time it was the **2022 UEFA President's Award** from UEFA chief Aleksander Čeferin, an accolade for exceptional individuals recognising their professional excellence and the legacy they left on the game of football.

"Sacchi reinvented the ethics of teamwork, which transcended to pure harmony on the pitch," commented Čeferin. "Perfect synchronisation and a winning mindset, irrespective of whether they were playing at home or away, felt almost supernatural back in the 1980s. That is precisely what divides excellence from greatness."

The Italian National Team, crowned European champions in 2021, won the **"Team of the Year Award" from the Laureus World Sports Awards**, the Oscars of world sport. This is the second time the Azzurri have obtained the Laureus Award after previously winning it in 2007, in recognition of their 2006 World Cup conquest.



3

REPRESENTATION IN THE LEADING INTERNATIONAL BODIES

In April 2023, FIGC president **Gabriele Gravina** was appointed vice president of UEFA. Gravina has been a member of the Executive Committee of the most-important European football body since April 2021, when he received 53 out of 55 votes; no other individual has ever received as many votes in the history of UEFA. The FIGC president was appointed vice president together with the Welsh director Laura McAllister.



16

FIFA

4

The number of Italian in the most important international bodies is very significant: overall in 2022 there were **16** Italian representatives present on the various UEFA committees and panels and **4** on FIFA committees and panels.

In **2022**, former match official and refereeing chief for Serie A and Serie B **Nicola Rizzoli** was appointed as the new Technical Refereeing Advisor for CONCACAF, the confederation encompassing football in North America, Central America and the Caribbean. Rizzoli carries out this role in parallel with his position as the head of refereeing and VAR in the Ukrainian league, in which he has been working since November 2021.



4

MANAGEMENT OF FUNDING FROM INTERNATIONAL PROGRAMMES

European Union funding



Erasmus+



Football for a Better Chance 2.0: A three-year programme led by FIGC. It involves a training course aimed at combating the social and economic marginalisation of young people who belong to the most disadvantaged parts of society, through the creation of a training app, coaching for all club coordinators and the filling in of specific surveys.



Life Tackle: Created to make football events more environmentally sustainable



Fans Matter! Aims to boost capacity building of non-professional clubs through fan engagement



Green Sports Hub Europe: Aims to lead sport into a transition to a circular economy

FIFA FUNDING



Nearest to you - Women's Football Promotion and integrated marketing

FIFA Forward - Tailor-Made Project 2019-2022

Nearest to You - Enhancing Women's Serie A and Serie B clubs youth sectors

FIFA Forward - Tailor-Made Project 2019-2022

Engaging by Innovating - Implementation of a Customer Relationship Management (CRM) and new digital platform

FIFA Forward - Tailor-Made Project 2019-2022

Towards the Digital Era - Simplification of sports justice and Professional Football Financial Control Committee

FIFA Forward - Tailor-Made Project 2019-2022

COVID-19 PCR Tests on Match Officials

FIFA COVID-19 Relief Plan - Solidarity Grant

COVID-19 Support Programme (Women's Football Division)

FIFA COVID-19 Relief Plan - Women's Football Grant



UEFA Funding

Club Development and Grassroots Festival	UEFA HatTrick IV - Incentive Payments - Grassroots Charter 2022-2023
Uno Due e Calcio! OneTwo & Shoot!	UEFA HatTrick V - Incentive Payments - Football in Schools (Grassroots Charter) 2022-2023
"The Bridge" - Evolution Programme for Women's Football Development	UEFA HatTrick V - Incentive Payments - Women's Football Development Programme 2022-2023
Esordienti Fair Play Élite + Under 13 and Under 14 Fair Play Pro	UEFA HatTrick V - Incentive payments - Élite Youth Football Development Programme 2022-2023
Coaching Convention educational programme and implementation of Courses for UEFA Futsal B, UEFA Goalkeeper A and UEFA Goalkeeper B and introduction of Coach Educators' Development Course	UEFA HatTrick V - Incentive payments - Coaching Convention 2022-2023
I Play BETter 4 th edition	UEFA HatTrick V - Incentive Payments - Anti match-fixing and integrity activities 2022-2023
Italian Cascading FDEP Workshop 3	UEFA HatTrick V - Incentive Payments - Football and Doctor Education Programme (Good Governance) 2022-2023
Talent&Mentor Programme - Creation of mentorship programme for the development of key talents	UEFA HatTrick V - Incentive payments - Referee Convention 2022-2023
New Digital Management System for Human Resources	UEFA HatTrick V - Incentive Payments - Good governance projects (Good Governance) 2022-2023
Environmental Sustainability at FIGC Technical Centre	UEFA HatTrick V - Incentive payments - Football and Social Responsibility Programme 2022-2023
FIGC Play Clean - Programme for prevention and fight against doping	UEFA HatTrick V - Incentive payments - Antidoping education activities (Good Governance) 2022-2023
Speeding up the Italian FA's Business Growth: investing in technology and digitalization to support internal processes and provide transparency	UEFA HatTrick V - Investment Projects
A new image of the Italian FA: digital and social media campaigns, events and other activities to communicate the values of Italian Football	UEFA HatTrick V - Investment Projects
COVID-19 - Compensation of losses linked to A National Teams' matches	UEFA HatTrick V - Investment Projects
Pitch renovation in the FIGC Technical Centre in Coverciano	UEFA HatTrick V - Investment Projects



ITALIAN FOOTBALL: AN INTERNATIONAL EXCELLENCE

IN EUROPE FIGC IS RANKED...

5

... 5TH

IN TERMS OF REGISTERED PLAYERS (1,049,060)
AND FOOTBALL CLUBS (11,380)

4

... 4TH

IN TERMS OF NUMBER OF TEAMS (59,006)

ITALIAN FOOTBALL ALSO CONTINUES TO REPRESENT
**AN EXCELLENCE AT INTERNATIONAL LEVEL WITH REGARDS
TO COACHES AND REFEREES**

ITALIAN REFEREES - RECOGNITION AT INTERNATIONAL LEVEL

Italy has won 10 **IFFHS World's Best Referee** awards, **more than any other country**. This accolade is given by the International Federation of Football History and Statistics to the best referee in the world. Germany, in second place, has claimed 6 of these awards.

Throughout history, **Italian match officials have refereed 31 finals** of FIFA World Cups, European Championships, Olympics and European club competitions, a world record. The latest being **Daniele Orsato, who refereed the 2019-2020 UEFA Champions League final and, in 2022, the inaugural match and a semi-final of 2022 FIFA World Cup.**



NATIONALITY COMPARISON OF WINNING REFEREES 1987-2022

Nation	Numbers of awards	Awarded referees
	10	6 Pierluigi Collina, 2 Nicola Rizzoli, 1 Roberto Rosetti, 1 Daniele Orsato
	6	3 Markus Merk, 2 Felix Brych, 1 Aron Schmidhuber
	5	4 Sándor Puhl, 1 Viktor Kassai
	3	2 Howard Webb, 1 Mark Clattenburg
	2	1 Horacio Elizondo, 1 Néstor Pitana
	2	1 Romualdo Filho, 1 José Roberto Wright
	2	2 Peter Mikkelsen
	2	2 Michel Vautrot
	1	1 Pedro Proença
	1	1 Damir Skomina
	1	1 Massimo Busacca
	1	1 Szymon Marciniak

COMPARISON OF FINALS OF MAJOR FOOTBALL EVENTS BY NATIONALITY OF THE REFEREES (UPDATE 2020-2022)

Competition	Finals managed by Italian referees	Other main countries
FIFA World Cup	3 (1978, 2002 and 2014)	England (4), France, Argentina and Brazil (2), other 9 countries (1)
Olympics Games	3 (1960, 1968 and 1996)	England (5), Netherlands (3), France, Germany and Australia (2), other 8 countries (1)
UEFA European Championships	3 (1976, 1996 and 2008)	England (3), other 10 countries (1)
European Cup / UEFA Champions League	8 (1968, 1970, 1988, 1991, 1999, 2000, 2013 and 2020)	Germany (9), England, Switzerland and France (6), Netherlands (5), other 14 countries (between 4 and 1)
UEFA Cup / Europa League	5 (1974, 1979, 2004, 2010 and 2019)	Germany (10), Spain (9), Netherlands (8), France and England (5), other 19 countries (between 4 and 1)
UEFA Cup Winners Cup	9 (1967, 1981, 1983, 1985, 1987, 1992, 1995, 1996 and 1998)	Germany (7), Austria (4), Netherlands, Switzerland and Hungary (3), other 9 countries (between 2 and 1)
TOTAL	31	Germany (30), England (25), Netherlands (20), France (18), Spain (16), Switzerland (15), other 31 countries (between 11 and 1)



In 2020, former referee **PIERLUIGI COLLINA** was named **best referee in the history of football** by France Football.

ITALY IS A EUROPEAN BENCHMARK FOR NUMBER OF INTERNATIONAL REFEREES (50), AND IS THE **SECOND COUNTRY IN EUROPE** FOR THE NUMBER OF FEMALE REFEREES (1,834)



INTERNATIONAL REFEREES IN EUROPE

IN 2021-2022 ITALIAN MATCH OFFICIALS REFEREED A TOTAL OF **227 MATCHES ABROAD**, INCLUDING **106 IN UEFA** AND **FIFA CLUB COMPETITIONS**, **87 NATIONAL TEAM MATCHES** AND **34 IN FOREIGN CLUB COMPETITIONS**

FIGC IS...



... **3RD**

IN EUROPE IN TERMS OF LICENSED COACHES (110,827)



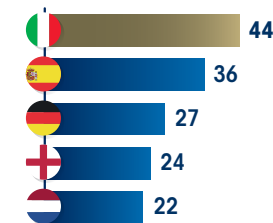
CARLO ANCELOTTI is the **first coach in the history of football** to have won the **5 major European leagues** (Premier League, Bundesliga, LaLiga, Serie A and Ligue 1) and has won **more Champions Leagues than any other coach** (4, including the victory with Real Madrid in May 2022). He is also the only coach, together with Sir Alex Ferguson, to have won more than 100 Champions League matches.

ITALIAN COACHES - INTERNATIONAL RECOGNITION

Italian coaches are the most successful in Europe (number of European trophies as of 31/12/2022)

Rank	Coach	Country	Cups
1	Carlo Ancelotti	Italy	9
2	Giovanni Trapattoni	Italy	6
	Alex Ferguson	Scotland	6
	Bob Paisley	England	5
3	Josep Guardiola	Spain	5
	Zinédine Zidane	France	5
	Josè Mourinho	Portugal	5
	Nereo Rocco	Italy	4
	Arrigo Sacchi	Italy	4
	Johan Cruyff	Netherlands	4
	Raymond Goethals	Belgium	4
4	Louis van Gaal	Netherlands	4
	Rafael Benítez	Spain	4
	Jupp Heynckes	Germany	4
	Unai Emery	Spain	4
	Diego Simeone	Argentina	4

BREAKDOWN BY COUNTRY



🏆 **Carlo Ancelotti** was ranked **second** in the **FIFA BEST COACH** award in 2022, the most important worldwide accolade. He finished behind Argentina coach Lionel Scaloni.

🏆 **7 Italian coaches** appear in the ranking of the **50 best coaches in the history of football**, published by France Football, with **Arrigo Sacchi** in **third place** (behind only Rinus Michels and Alex Ferguson) and **Carlo Ancelotti** in **eighth**.

🏆 The number of Italian coaches **holding qualifications for the top 3 UEFA levels (PRO, A & B)** is **55,718**, the **European benchmark**.

🏆 In the ranking of the **4 best European coaches in 2022-2023** drawn up by UEFA there are 3 Italian coaches. After first-placed Pep Guardiola there is **Luciano Spalletti**, while **Simone Inzaghi** is in third place and **Roberto De Zerbi** is in fourth place.

🏆 **12 Italian coaches** are in charge of **National Teams** around the world, totalling almost 6% of the 207 National Teams in the FIFA World Ranking.



MAJOR EVENTS: 2022 UEFA WOMEN'S CHAMPIONS LEAGUE FINAL

The **Women's Champions League final** was played between Lyon and Barcelona at Juventus Stadium in Turin on **21 May 2022**. This was the second Women's Champions League final hosted in Italy, after the one which took place at the Stadio Città del Tricolore in Reggio Emilia on 26th May 2016.



THE FINAL IN TURIN PRODUCED AN INVESTMENT OF € 200,000 IN WOMEN'S FOOTBALL IN ITALY AND WAS A SUCCESS IN TERMS OF ORGANISATION AND ATTENDANCE, PROVIDING A HUGE BOOST TO THE DEVELOPMENT OF THE WOMEN'S GAME IN ITALY



32,257 SPECTATORS
REVENUES OF ALMOST € 290,000
(TICKETING AND CORPORATE HOSPITALITY)

The final was, at the time, the paid women's football match with the highest attendance and revenue in Italy.



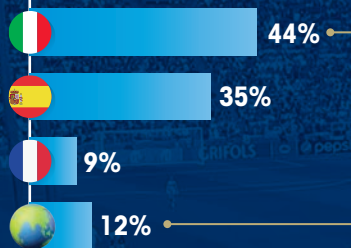
TICKETS BOUGHT

53% men

women 47%



MAIN NATIONALITIES OF BUYERS

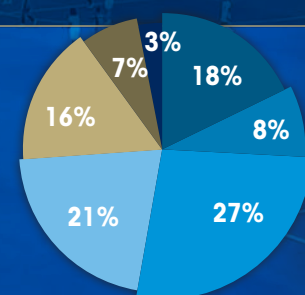


Over 18,000

FANS FROM ABROAD, with a significant positive socio-economic impact across Piedmont (bars, restaurant, hotels, museums, etc.)



SPECTATORS BY AGE



TV AUDIENCE: 3.6 MILLION TELEVISION VIEWERS WORLDWIDE (DAZN, YOUTUBE AND 11 FREE-TO-AIR CHANNELS IN EUROPE), A 56% INCREASE ON THE 2020-2021 FINAL



Legacy programme linked to the final

INITIAL TARGET:
A **20% increase** in the number of **registered girls aged 5-15** and **female coaches** by June 2023 (in Piemonte)



ACTUAL LEGACY PRODUCED BY THE FINAL:

A **40% increase** in **registered female players (5-15 years)**, from 1,469 to **2,062**, and a **50% increase** in female coaches in Piemonte, from 125 to **189**

THE MAIN INITIATIVES
CARRIED OUT ON A LOCAL LEVEL
SAW THE INVOLVEMENT OF:



3,500 GIRLS
AGED 5-15



86 SCHOOLS



26 FOOTBALL CLUBS
ACROSS PIEMONTE

PLAYMAKERS (girls 5-8 years old)

- 6 events across Piemonte (sports activity connected to Disney-inspired story-telling)
- 180 girls and 300 parents involved

THE MAGICAL TOURNAMENT (8-12 years old)

held at Juventus Stadium

- 100 female players from the best youth clubs (Top Grassroots Clubs) involved

RAGAZZE IN GIOCO (girls in the Game, 10-15 years old)

Sports and socio-educational activities run in conjunction with 9 schools across Piemonte

- 400 female students involved



3 PINK NG VILLAGES

- 5 events in Turin (Parco Ruffini and Piazza Castello) and Venaria
- Sports (grassroots challenges) and socio-educational activities
- 1,600 girls (aged 5-12) and their parents involved



SEMINAR on Child Protection

- 200 participants



CONGRESS on developing women's football in Italy

- 367 participants

TRAINING PROGRAMMES for coaches organised across Piemonte (10 Level E and Level D courses)

- 189 coaches involved

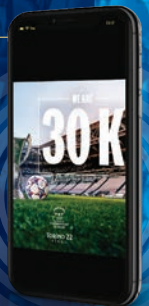
DEVELOPMENT PROGRAMME

- Coaches and referees



OTHER ORGANISATIONAL ASPECTS

- PROMOTION OF THE EVENT:** marketing across the region, digital and media communication (over 300,000 followers and 2.3 million impressions) and marketing influencers with 3 ambassadors: Claudio Marchisio, Ilaria Mauro and Alessandra Amoroso



HOST CITY DRESSING and TROPHY TOUR (16 STAGES)



CORPORATE HOSPITALITY run entirely by FIGC

- VOLUNTEER PROGRAMME (500)**, with the aim of consolidating volunteering activity as a factor of integration and inclusion for all those who wish to take part in a major football event and contribute to its success



OTHER MAJOR FOOTBALL EVENTS HELD IN ITALY IN THE LAST 15 YEARS



**UEFA
Champions League Final**
(Rome 2009)
€ 15.8M
TOTAL INVESTMENT
(STADIUM)

KEY MEASURES

- Security and control/Operational Safety Group (GOS) room
- Seat replacements
- Restructuring of the Press Box, Tribuna Autorità and Tribuna d'Onore
- Creation of Sky Boxes and Sponsor Boxes
- New media areas
- Indoor TV studios and new big screens
- New dressing rooms and dug-outs
- Renovation of bathrooms and bars

70,000 SPECTATORS

150M GLOBAL TV AUDIENCE
(230 COUNTRIES)

€ 45M ECONOMIC IMPACT

deriving from fan spending across bars, restaurants, shops, hotels, city attractions and betting, in addition to investment from sponsors and organisers in promotional activities in Rome



**UEFA
Europa League Final**
(Turin 2014)
€ 0.6M
TOTAL INVESTMENT
(STADIUM)

KEY MEASURES

- Cabling
- TV positions
- Media areas and press box

40,000 SPECTATORS
FROM **79** DIFFERENT COUNTRIES

For **85% of the attendees** who weren't residents of Turin, the UEFA Europa League final was **their first-ever visit to the city**

€ 17.5M ECONOMIC IMPACT

€ 12.6M NET BENEFIT FOR THE LOCAL AREA

- Hospitality facilities: € 5.4m
- Food and beverage: € 2.6m
- Transport: € 0.2m
- Shopping: € 1.2m
- Free time: € 0.5m
- Event production: € 2.6m

€ 4.9M OTHER COSTS SUSTAINED OUTSIDE THE METROPOLITAN CITY OF TURIN



**UEFA
Champions League Final**
(Milan 2016)
€ 5.5M
TOTAL INVESTMENT
(STADIUM)

KEY MEASURES

- Lowering of barriers and new pitch-level seating
- Removal of channel between stands and pitch
- Construction of new dug-outs
- Renovation of Piazza Axum and enhancement of tram route
- Construction of 3 Executive Lounges
- New press room and new tunnel for player access
- Renovation of bathrooms, food areas and signage
- Redevelopment of Via Comasina sports complex

71,500 SPECTATORS

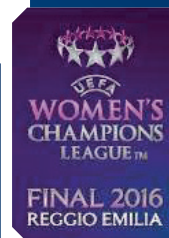
350M GLOBAL TV AUDIENCE
(200 COUNTRIES)

€ 25.2M ECONOMIC IMPACT

- Accommodation: € 12.8m
- Restaurants: € 4.6m
- Transport € 1.0m
- Shopping: € 5.6m
- Other: € 1.2m

+ € 2,3 BILLION

growth of Stadio San Siro brand value on a global level



**UEFA Women's
Champions League**
(Reggio Emilia 2016)



KEY MEASURES

The stadium was redeveloped to ensure it was compatible with hosting the biggest UEFA events and senior National Team qualifying matches

17,000 SPECTATORS

HIGHLIGHTS

5.4 MILLION

VIEWS OF POSTS ON THE OFFICIAL FACEBOOK PAGE (30,814 LIKES)

320 ARTICLES PUBLISHED (MEDIA, PRINT AND WEB BOTH NATIONALLY AND LOCALLY)

89 EVENTS ORGANISED TO PROMOTE THE FINAL, WITH 10 DIFFERENT STADIUMS INVOLVED

10,000 BOYS AND GIRLS INVOLVED IN PROMOTIONAL ACTIVITIES

25 STAGES ON THE TROPHY TOUR AROUND ITALY, STRETCHING OVER 3,780 KM

AFTER THE FINAL, REQUESTS FOR WOMEN'S FOOTBALL REGISTRATIONS IN REGGIO EMILIA **DOUBLED**

2019 EUROPEAN UNDER-21 CHAMPIONSHIP - MAIN STADIUM WORKS

BOLOGNA

- ⊗ Installation or replacement of lost or damaged seating
- ⊗ Restoration of seat numbers
- ⊗ Replacement of covers
- ⊗ Repairs to the tunnel linking the stadium and the outside area
- ⊗ Painting of stand railings
- ⊗ Safety work on the access stairs to the central heating system
- ⊗ Creation of a new press box and commentary positions
- ⊗ Renovation of offices
- ⊗ Renovation of staff food areas
- ⊗ Renovation of box offices
- ⊗ Creation of a pitch-view studio
- ⊗ Creation of a LAN network



CESENA

- ⊗ Alterations to position of fencing and dug-outs
- ⊗ Renovation of terraces
- ⊗ Work on spectator seating
- ⊗ Works in car parks
- ⊗ Modifications to the electrical, water and anti-fire systems
- ⊗ Repairs to bathrooms
- ⊗ Expansion of the pitch by one metre
- ⊗ New pitch in real grass
- ⊗ Work to improve drainage, irrigation system and external areas
- ⊗ Creation of commentary positions



REGGIO EMILIA

- ⊗ Improvements to press areas (press conference room and media working area)
- ⊗ Renovations to press box and commentary positions
- ⊗ Camera platforms
- ⊗ Work on the gym
- ⊗ Work on the wooden roof structures
- ⊗ Creation of training centre



TRIESTE

- ⊗ Redevelopment of the dressing rooms
- ⊗ New access control, video-surveillance and anti-fire systems
- ⊗ Improvements to electric systems
- ⊗ Creation of new pitch
- ⊗ Replacement and additional seating
- ⊗ Renovation of dug-outs
- ⊗ Renovation of press/media room
- ⊗ Installation of two big screens
- ⊗ Renovation of VIP stand
- ⊗ Renovation of press box and commentary positions
- ⊗ Renovation of TV walkways
- ⊗ Creation of pitch-view studio
- ⊗ Lowering/reduction of barriers between pitch and fans and between sectors
- ⊗ Creation of a LAN network
- ⊗ Restoration of seat numbers
- ⊗ Replacement of Stadio Grezar pitch

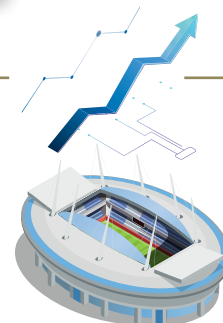


UDINE

- ⊗ Renovation of main Tribuna Ovest entrance
- ⊗ Renovation of entrance to offices
- ⊗ Renovation of Tribuna Ovest bathrooms
- ⊗ Increase in number of Tribuna Ovest turnstiles
- ⊗ Improvements to external areas
- ⊗ Relaying of the pitch
- ⊗ Increase in signage in the car park



UEFA
UNDER21
CHAMPIONSHIP
ITALY 2019



INVESTMENT

in terms of promotional initiatives and the modernisation of stadiums and infrastructure by the Italian Government, FIGC, host cities and sports clubs was **OVER € 30 MILLION**, including € 17 million for sports infrastructure

There were over **250,000** spectators for the 21 matches played (4 completely sold out), with an average attendance of around **12,000**, the highest in the previous 5 editions

16.9 million TV viewers in Italy for the Azzurri's 3 matches, and a further **16.1** million for the other matches in the tournament after the group stage

ECONOMIC IMPACT:
€ 35 MILLION

2021 UEFA NATIONS LEAGUE FINALS

Played in Turin (Juventus Stadium) and Milan (Stadio Giuseppe Meazza).



HIGHLIGHTS

4 MATCHES

21.5m AUDIENCE
TV IN ITALY

130m TV AUDIENCE IN ITALY
(+30% vs 2019)

101,682 SPECTATORS
74% from Italy and 26% from abroad

26,556 TICKETS
bought by foreign fans

€ 3 million
invested in the 2 stadiums (press stand, new hospitality areas and increased disabled seating and toilets)

With over 2,000 volunteers involved,
the Nations League Finals set a new record at major football events in Italy since 2019.



UEFA EURO 2020

The Stadio Olimpico in Rome staged 4 matches in June and July 2021: the opening match between Italy and Turkey – together with the tournament's opening ceremony – on 11 June, the Azzurri's other 2 group games, and the quarter-final between England and Ukraine.



- 🌟 **500 people** involved in the local organising committee (FIGC, Government, Municipality of Rome, CONI, Sport e Salute, Roma Airports).
- 🌟 **114 Human Resources from FIGC** (6 employees and 108 collaborators) and 120 different event suppliers and partners, who in turn employed 4,240 people.
- 🌟 **985 volunteers selected** from 3,662 applications received (Rome ranked third among the 11 host cities in terms of numbers of requests).
- 🌟 **€ 9.3 million investment** in the Stadio Olimpico. The main areas of work were improvements in the press room, increased disabled seating and bathrooms, new catering areas and an expansion in hospitality services.
- 🌟 **116 million television viewers** in Italy.
- 🌟 **1 billion television viewers** (cumulative global audience from the 4 matches played in Rome)
- 🌟 **55,759 spectators** at the Stadio Olimpico (as well as **over 80,000 people** who visited the **Fan Zone** and **Football Village** in Piazza del Popolo and the public viewing area in Via dei Fori Imperiali, organised thanks to € 4.5 million investment). 59.2% of tickets were sold abroad, with **33,000 foreign tourists** (from **119 different countries**) coming to the capital.





CASA AZZURRI

The Casa Azzurri structure has joined Italy for major international tournaments since 1998 and has been a point of reference and valuable promotional tool for all the National Team's partners.

For UEFA EURO 2020 in Rome, Casa Azzurri was set up at PratiBus District and open to the public for the first time, with its 12-day run (from 9 to 20 June 2021) generating record results:

✪ **5,000** SQUARE METRES TOTAL AREA

✪ **12,000** VISITORS

✪ **22 million** VIEWS ON SOCIAL MEDIA

✪ **Over 1,000** OFFICIAL PRODUCTS SOLD AT THE PUMA STORE

✪ **75,000** FREE GIFTS GIVEN OUT

✪ **20** WORKSHOPS

✪ **7** LIVE CONCERTS

✪ **€ 1.7 million**

TOTAL COST OF THE PROJECT, covered in its entirety by FIGC sponsors

ASSESSMENT OF UEFA EURO 2020'S ECONOMIC IMPACT ON ROME

- ✪ The preparation and running of the event resulted in a total use of **resources** estimated at around **€ 97 million** (0.05% of the GDP of the Lazio region).
- ✪ **Revenue** from **ticket** sales for the four matches was **€ 6.8 million**. Given that stadium attendance was limited to 25% because of the pandemic, it can be assumed that **without the pandemic**, the result from ticket sales might have been around **€ 27.1 million**.
- ✪ The **direct impact of UEFA EURO 2020** on **tourism in Rome** is estimated to be **€ 25.8 million**: € 13.1 million on hotels and other accommodation, € 6.9 million on restaurants, € 4.9 million on shopping and € 900,000 on transport.
- ✪ **Without the pandemic**, the total figure relating to spending in the tourist sector could have been **between € 80 million and € 100 million**.

- ✪ Overall, the event generated an **increase in regional GDP** of 0.08% which amounts to **€ 168.8 million**.
- ✪ The **total multiplier effect** is around **1.45**. This means that for every euro spent, the economy in the Lazio region saw an increase in GDP of € 1.45, due to the direct, indirect and induced effects relating to the increased demand for goods and services because of the event.
- ✪ In terms of **employment**, it is estimated that the event generated an additional net volume of **117,150 months of work**, which is equivalent to **9,762 year-long full-time jobs**.

MAJOR EVENTS - LEGACY

- ✪ **Investment in infrastructures** (stadiums, training centres, infrastructures for Italy)
- ✪ Growth of **Italy's reputation** as a country on the global stage
- ✪ Increased credibility of the **Italian Football System** and international recognition of its **capacity to successfully organise major events**
- ✪ **Knock-on economic, employment and tourism benefits** for the host regions
- ✪ Boost on a **sporting level** (people playing football and FIGC members)
- ✪ Growth of human capital and **managerial expertise** (FIGC and stakeholders)
- ✪ Investment in FIGC **strategic plans**



BID TO HOST UEFA EURO 2032



ITALY
CANDIDATE FOR
UEFA EURO 2032

In **February 2022** FIGC informed UEFA of its interest in organising EURO 2032 and announced that it would put in a bid to host the European Championship, previously held in Italy in 1968 and 1980 (as well as 4 matches of the multi-national EURO 2020).

The chief aim is to **incentivise and plan the renovation of Italy's football facilities** by building new stadiums and redeveloping existing ones.

In **April 2023**, the FIGC submitted the official **Final Bid Dossier** to UEFA, which was prepared after months of coordinated work. This collaborative effort involved not only the Federation but also the Government, Parliament, Municipalities, and all other stakeholders.

Italy's dossier for hosting UEFA EURO 2032 was inspired by a **"New Renaissance"** and put together through constant ties with the various regions, highlighting their historic and artistic beauty while respecting the impact and sustainability aspects.

The Dossier is the result of a great deal of work in which **football has once again proved to be a tool capable of uniting and bringing together multiple disciplines**. It was achieved thanks to the numerous measures taken on a governmental, parliamentary and municipal level to enhance Italy's bid.

"We envisioned what Italy and European football might look like in 10 years' time, well aware that the legacy left by such an event can generate a wealth of opportunities for the entire country."

Gabriele Gravina, FIGC President

FOCUS

MEDIA AND ECONOMIC IMPACT OF THE EUROPEAN CHAMPIONSHIPS

THE **GOAL OF ITALY 2032** CAN ACT AS A DRIVING FORCE TO **PLAN A NEW GENERATION OF FOOTBALL STADIUMS** IN ITALY.

THE EUROPEAN CHAMPIONSHIP IS THE **THIRD-BIGGEST SPORTS EVENT IN THE WORLD** IN TERMS OF **AUDIENCE** FIGURES (OVER 5 BILLION TV VIEWERS) AND **LOCAL ECONOMIC IMPACT**:

⊕ **UEFA EURO 2016** HAD AN ECONOMIC IMPACT OF **ALMOST € 3.7 BILLION IN FRANCE**

2023 UPDATE: IN JULY 2023, AFTER A COMPLEX AND FRUITFUL CONSULTATION PROCESS, **FIGC AND THE TURKISH FOOTBALL FEDERATION (TFF) DECIDED TO POOL THEIR EFFORTS AND OFFER TO JOINTLY HOST UEFA EURO 2032**. IN OCTOBER 2023, UEFA CONFIRMED THAT UEFA EURO 2032 HAD BEEN AWARDED TO ITALY AND TURKEY. THE CHOICE OF HOST CITIES AND THE TOURNAMENT CALENDAR WILL BE DECIDED AT A LATER DATE.

FIGC ALSO DECIDED TO **PUT FORWARD THE CITY OF MILAN** AND THE STADIO SAN SIRO AS HOST OF THE **CHAMPIONS LEAGUE FINAL** IN 2026 OR 2027.

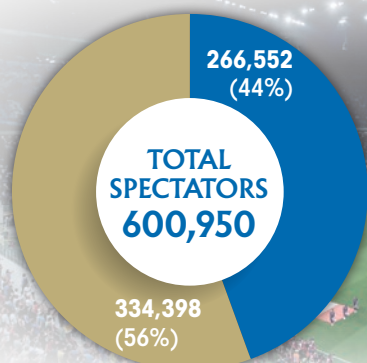




FIGC'S INTERNATIONAL PROFILE

STADIUM ATTENDANCE - NATIONAL TEAMS

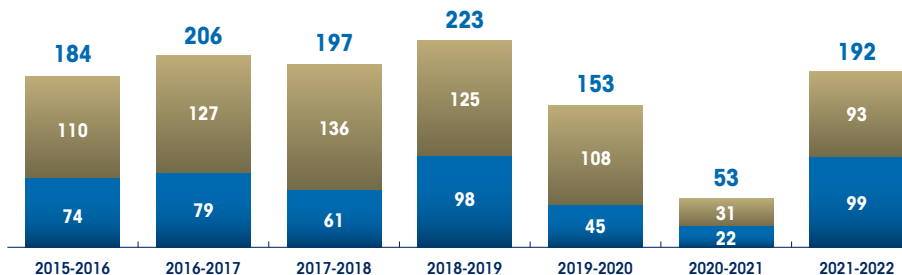
TOTAL SPECTATORS FOR NATIONAL REPRESENTATIVES 2021-2022



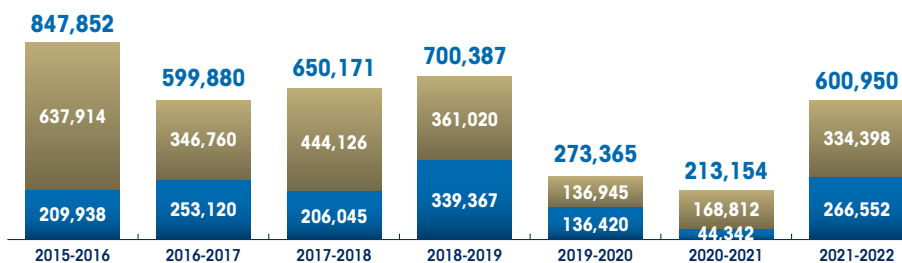
- Matches played in Italy (99)
- Matches played abroad (93)



MATCHES PLAYED BY ITALIAN NATIONAL TEAMS BETWEEN 2015-2016 AND 2021-2022



STADIUM ATTENDANCE AT MATCHES PLAYED BY ITALIAN NATIONAL TEAMS



- Matches played in Italy
- Matches played abroad

OFFICIAL FIGC-PUMA MERCHANDISING

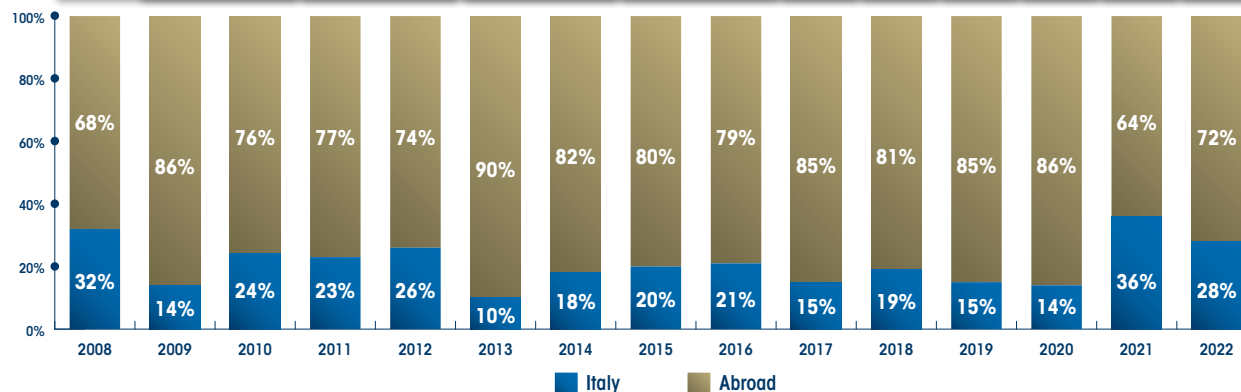
% COMPARISON OF ITEMS SOLD IN ITALY AND ABROAD



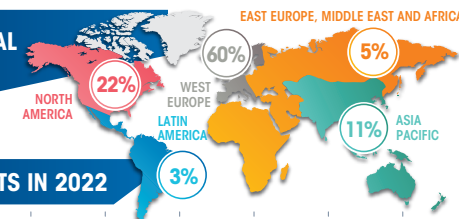
ITEMS SOLD 2008-2022



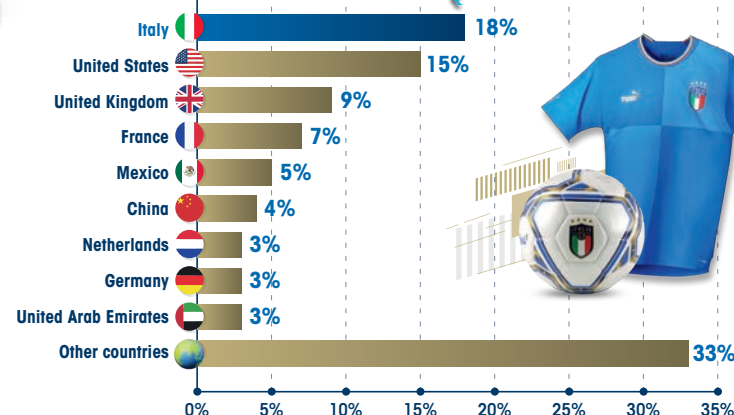
ITEMS SOLD	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	1,417,566	834,221	1,998,665	681,343	1,026,662	484,415	1,689,927	727,530	1,159,023	582,000	493,000	364,663	384,786	568,133	761,547



NET SALES BY GEOGRAPHICAL AREA IN 2022
















NET SALES - TOP 10 MARKETS IN 2022

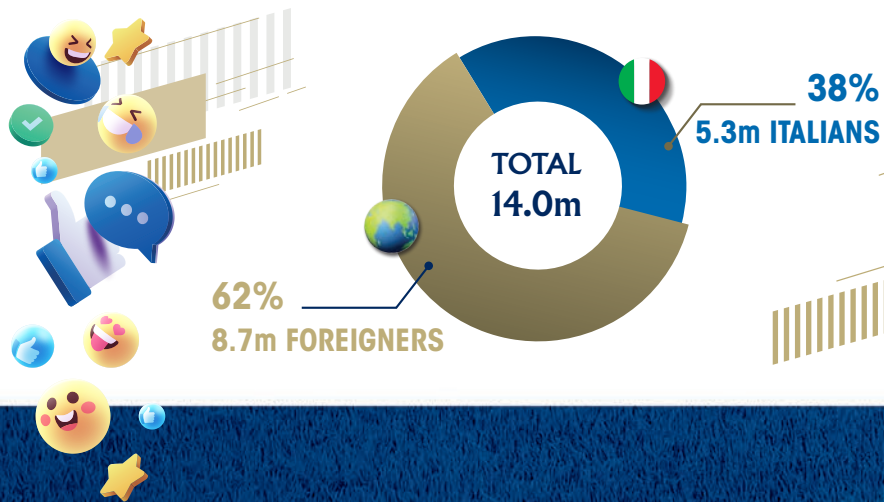


FANS AND FOLLOWERS OF THE NATIONAL TEAMS ON SOCIAL NETWORK

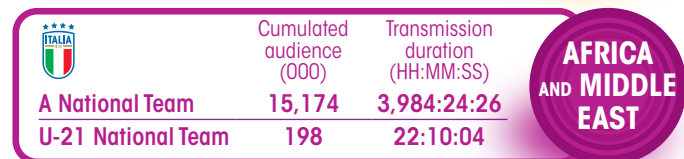
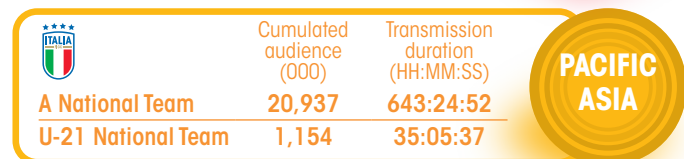
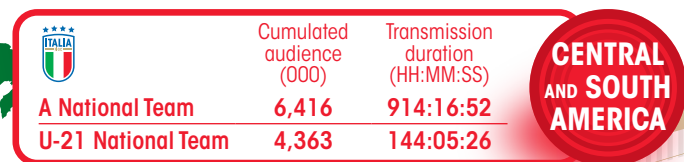
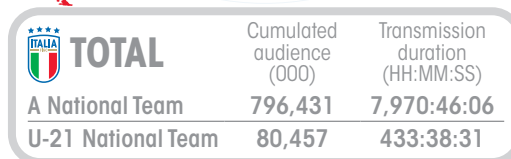
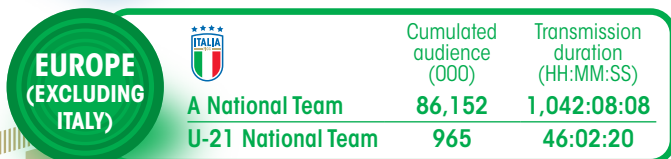
GEOGRAPHICAL LOCATION OF FANS AS OF 31/12/2022 - BREAKDOWN BY SOCIAL MEDIA ACCOUNT

	Total fans and followers	Geographical location				
		1 st	2 nd	3 rd	4 th	5 th
 Nazionale Italiana di Calcio	5,201,536	Italy - 36%	Brazil - 4%	Indonesia - 3%	USA - 2%	France - 2%
 @azzurri (Italian)	926,159	Italy - 57%	USA - 10%	Brazil - 8%	France - 5%	Indonesia - 5%
 @azzurri (English)	776,613	Italy - 29%	USA - 20%	England - 11%	Indonesia - 9%	Brazil - 8%
 @azzurri (Arabic)	39,215	Saudi Arabia - 34%	Egypt - 22%	Kuwait - 10%	Libya - 8%	Iraq - 7%
 @azzurri	5,615,240	Italy - 31%	Algeria - 5%	Egypt - 5%	Indonesia - 4%	Brazil - 4%
 @azzurri (Arabic)	16,205	Italy - 13%	Iraq - 11%	Saudi Arabia - 10%	Algeria - 8%	Morocco - 6%
 Azzurri (Chinese)	184,000	China - 100%	N/A	N/A	N/A	N/A
 FIGC Vivo Azzurro	429,000	Italy - 81%	Indonesia - 3%	Germany - 2%	Switzerland - 1%	France - 1%
 @nazionalecalcio	510,800	Italy - 75%	France - 8%	Germany - 6%	Spain - 6%	Algeria - 5%
 FIGC	31,081	N/A	N/A	N/A	N/A	N/A
 Nazionale Femminile	92,094	Italy - 80%	France - 2%	Algeria - 1%	Germany - 1%	USA - 1%
 @AzzurreFIGC	32,709	Italy - 74%	USA - 9%	Brazil - 4%	England - 4%	France - 4%
 @azzurrefigc	151,816	Italy - 68%	Brazil - 2%	USA - 2%	Indonesia - 1%	France - 1%

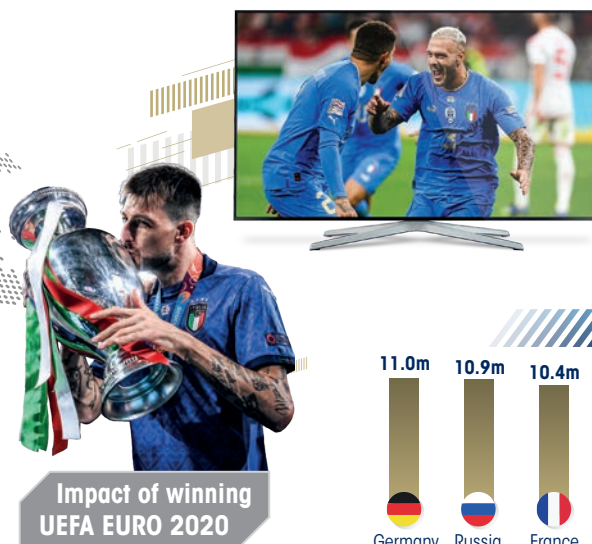
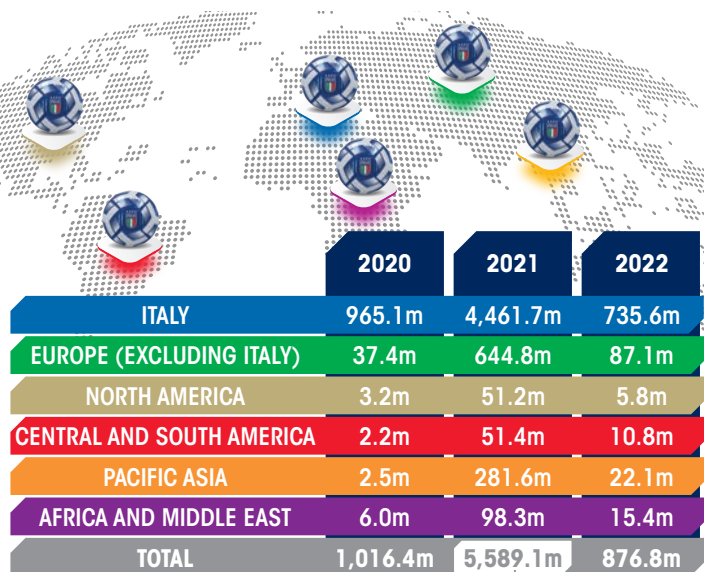
TOTAL FANS AND FOLLOWERS AS OF 31/21/2022



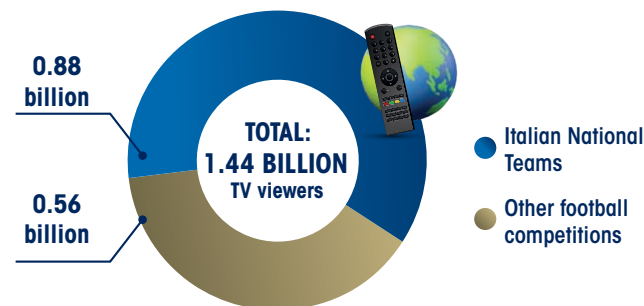
MEDIA ANALYSIS



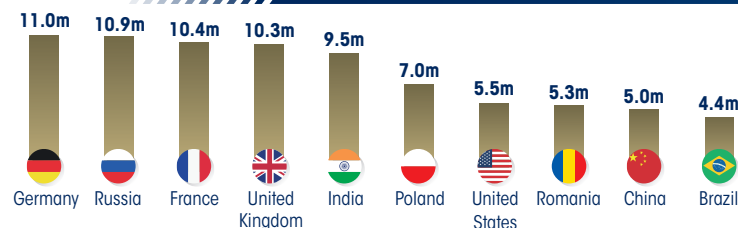
COMPARISON CUMULATIVE AUDIENCE BY GEOGRAPHICAL AREA



CUMULATIVE GLOBAL AUDIENCE OF ITALIAN FOOTBALL IN 2022



CUMULATIVE GLOBAL AUDIENCE - MAIN FOREIGN MARKETS



PEACE – МИР



4.3 SUSTAINABILITY AND THE SOCIAL DIMENSION

FIRST SUSTAINABILITY STRATEGY

Between 2022 and the start of 2023, FIGC defined and formalised the first “**Sustainability Strategy**” for Italian football, an ambitious project inspired by the **United Nations 2030 Agenda** and “**UEFA’s Sustainability Strategy**”. FIGC’s strategy, which makes it the first sports association in Italy to harness this tool, has outlined more than 60 clear, measurable and monitorable strategic objectives that Italian football, understood as a single ecosystem, intends to **achieve by 2030** on 11 different policies, including human rights and environmental protection.



- ANTI-RACISM**
 - Eradicate racism in all its forms inside and outside stadiums throughout Italian football.
- PROTECTION OF CHILDREN AND YOUNG PEOPLE**
 - Provide a safe environment for the growth of young people.
- EQUALITY AND INCLUSION**
 - Provide an environment of equality, rights and opportunities for all.
- FOOTBALL FOR ALL ABILITIES**
 - Create an accessible and barrier-free environment for all.
- HEALTH AND WELL-BEING**
 - Promote healthy lifestyles by involving the entire football community.
- SUPPORT FOR REFUGEES**
 - Be a leader in the protection and inclusion of refugees through football.
- EMERGENCY AND RIGHTS**
 - Integrate human rights principles into strategies and take a leadership role in actions of solidarity.



OUR AMBITIONS FOR 2030

- CIRCULAR ECONOMY**
 - Adopt sustainable practices and minimise environmental impact.
- CLIMATE EMERGENCY**
 - Raise awareness and take action on climate change with specialised partners.
- SUSTAINABILITY OF EVENTS**
 - Adhere to new standards of sustainable event management.
- SUSTAINABILITY OF INFRASTRUCTURE**
 - Adopt and share good practices for the renovation and construction of infrastructure.

MODEL TO DETERMINE ESG RATING OF FIGC: PARTNERSHIP WITH OPENECONOMICS



FIGC worked with **OpenEconomics**, a company specialising in asset pricing and economic analysis applied to the football industry, to develop a model to measure the Association's performance in its consideration of **Environmental, Social and Governance risks** in the context of its activities.

FIGC is the **first Sports Federation in Italy** that, as well as having developed its own **Sustainability Strategy**, has also been able to gauge its own **ESG rating** with an initial experimentation, actively engaging in the challenge to promote the sustainable development of Italian football, following a trend that is now well established within the world's leading sports organisations. At an international level, for example, UEFA has cooperated with the institutional authorities and the German Football Association to develop **its own ESG strategy in the context of the European Championship** set to be held in Germany in 2024, with the aim of making UEFA EURO 2024 the most sustainable European Championship of all time.



The ESG rating model developed by FIGC and OpenEconomics was also presented at an **international level**, making FIGC the first football association worldwide to test this analysis **within FIFA**.

The objective of the study was to assess the possibility of calculating the **environmental, social and governance (ESG) risk factors** within the specific context in which FIGC operates, starting from the ESG principles that are at the basis of the risk definitions that banks are adopting to integrate non-financial dimensions in corporate credit ratings, and that are increasingly being applied in all fields of economic analysis.

As far as FIGC is concerned, the objective was to determine the rating for the **3 components** (Environmental, Social and Governance), by means of a **survey** completed thanks to the commitment and collaboration of FIGC departments.

Specifically:

- ⚽ **The environmental component (E)** considers risks related to climate change, CO2 emissions, air pollution, waste and deforestation.
- ⚽ **The social component (S)** analyses aspects related to community well-being, such as gender policies, human rights, labour and trade union standards.
- ⚽ **The governance component (G)** encompasses governance practices, including managerial remuneration policies, diversity policies, auditing procedures, conduct of senior management, certification by qualified bodies and other related aspects.

DIMENSIONS OF ANALYSIS

The 3 components (Environmental, Social, Governance) were divided into 14 sub-components as detailed below:

A) Environmental:

1. Use of Resources and Land (URT), analysis of aspects relating to land qualification actions, conservation of cultural heritage and environmental protection, energy efficiency measures and bio-architecture activities.
2. Emissions and Innovation (EI), assessment of whether there are measures aimed at reducing emissions from energy production, transport use and long-term innovative policies aimed at limiting emissions, including noise.
3. Circular Economy and Waste (ECR), assessment of the commitment to waste reduction, the use of environmentally sustainable raw materials and whether there are direct targets on circular economy materials.
4. Mitigation of Environmental Risks (MRA), analysis of awareness of possible transition risks concerning climate-focused and environmental policies and physical risks due to global climate change; the indicators are supplemented by ISPRA (Italian Institute for Environmental Protection and Research) data concerning water, landslide and seismic risks.
5. Environmental Certification and Reporting (CAR), gauging FIGC's formal commitment to acquiring environmental certifications and producing non-financial reports.

B) Social:

6. Workforce (FL), analysis of FIGC's relationship with its employees, the composition of the workforce and its structure.
7. Occupational Health and Safety (SSL), assessment of employee welfare policies and collecting some occupational injury indicators.
8. Attention to Community and Customer (ACC), analysis of FIGC's commitment to respecting the communities with which it interacts in its daily activities and during organised events; the indicators are supplemented by ISTAT (Italian National Institute of Statistics) data on social vulnerability indices.
9. Security and Urban Renewal (SRU), assessment of FIGC's contribution to increasing security outside its facilities.
10. Social Certifications and Reporting (CSR), assessment of FIGC's formal commitment to the acquisition of certifications in the social field and the production of non-financial reports.

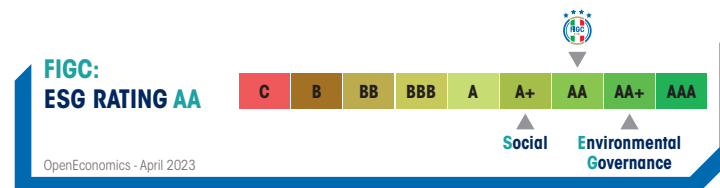
C) Governance:

11. Social Responsibility (RS), assessment of FIGC's organisation with respect to social responsibility issues (sustainability strategies, organisation, materiality issues).
12. Management (G), assessment of how FIGC's organisation takes ESG aspects into account in its current activities.
13. Equality and Equal Opportunities (UPO), assessment of gender equality issues on employees, directors and remuneration.
14. Governance Certifications and Reporting (CGR), as in the Environmental and Social components, assessment of FIGC's formal commitment to acquiring governance certifications (anti-corruption, social responsibility) and producing non-financial reports related to governance issues.

FIGC RESULTS

The overall score obtained by FIGC is **76.28 out of 100**, highlighting a natural **inclination to take into account ESG risks** and a significant commitment on the part of the Association on environmental, social and governance issues.

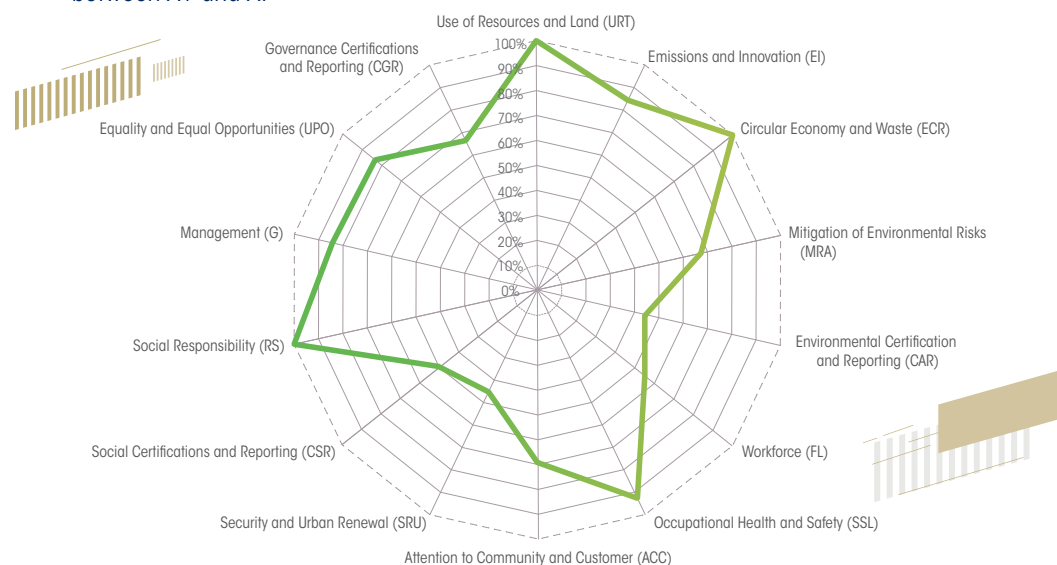
FIGC's **rating** is therefore **AA**, a high rating, very close to the **highest ESG performers**.



More specifically, FIGC scored **84 out of 100 for Environmental**, **67 out of 100 for Social** and **84 out of 100 for Governance**.

Considering the Social parameter, it is necessary to consider how FIGC is affected by the presence of indicators that are not covered by the **7 specific policies** of FIGC's Sustainability Strategy (for example, anti-racism, child protection and refugees, on which most FIGC activities are focused).

Analysing in detail the rating model, it emerges that out of the **14 sub-components** analysed, in only 2 was a result below 50%, and below A, while in four the maximum rating of AAA was achieved and in 3 the result was AA+. For the remaining sub-components, ratings varied between A+ and A.



ENHANCING THE SOCIAL DIMENSION

⚽ In May 2022, the **XXII Special Olympics European Football Week** was presented in the Paolo Rossi hall at FIGC. The European week dedicated to unified football was held simultaneously in 45 European countries and saw around 35,000 athletes with and without intellectual disabilities take to the field. In Italy, with the support of FIGC, Lega Serie A and Lega Serie B, more than 3,500 athletes took part in unified football courses and tournaments, with the involvement of schools and Special Olympics teams.



⚽ At the FIGC headquarters in Rome, FIGC and UNICEF Italy unveiled **“Children before players”**, a practical guide on promoting children’s rights in sport, especially in football. The publication, which was backed by FIGC, consists of a document kit and a series of checklists and suggestions to govern the rules, responsibilities and management of minors entrusted to clubs.



⚽ In October 2022, FIGC President Gabriele Gravina took part in the event, hosted by the Papa Giovanni XXIII Hospital in Bergamo, to present the **“Il Sogno di laia”** (laia’s dream)



project. It is rooted in a particularly touching story; little laia dreamed that the hospital where she was being cared for could become truly child friendly. She expressed her wish that the walls would be full of colour and fantasy so that she could fly with her mind and heart outside her room. Ilaria Orlando sadly passed away in 2018 after a 6-year battle and laia’s mother, Ida, decided to make her dream come true for all the little patients. At the end of a 2 years project, the dream has come true: 28 of the 35 rooms (the other 7 were completed in the following weeks) of the paediatrics, paediatric oncology, hepatology, paediatric gastroenterology and transplantation wards were given colour to promote the wellbeing of young patients during their hospital stay. The initiative was supported by FIGC, which contributed to the decoration of 2 rooms with cartoon images of the Men’s and Women’s National Teams.



⚽ FIGC and **LILT (Italian League for the Fight against Cancer)** have signed a two-year memorandum of understanding that seeks to encourage the practice of sports, especially for children and adolescents, with a view to reducing the incidence of cancer and improving quality of life. With this target in mind, FIGC and LILT will help organise programmes, projects and initiatives aimed at increasing the wellbeing of citizens, as well as joint actions to promote the importance of cancer prevention.

FUNDRAISING CAMPAIGNS



- FIGC took part in the **"LAPS Keeps On Cooking"** campaign organised to raise funds for Fondazione Soleterre, the non-profit organisation that provides care and aid to Ukrainian children with cancer or war-related injuries and their families, and to the Ukrainian population in general. FIGC donated the blue home jersey of the Italian National Team, prepared for Italy midfielder Manuel Locatelli for the UEFA EURO 2020 Final against England, for an auction.



- For the seventh consecutive year, FIGC contributed to the **Fondazione Telethon** for the marathon that took place in December on the RAI networks. Thanks to FIGC's contribution, **the foundation will be able to buy new equipment for its laboratories**, such as fundamental machinery for scientific research into rare genetic diseases.



- FIGC participated alongside Lega Serie A TIM and AIA, with the support of the sports media, in the 26th edition of **"Un Gol per la Ricerca"** ("A Goal for Research"), the long-running AIRC (Italian Association for Cancer Research) campaign. Thanks to FIGC's commitment to involve sportspeople and fans alongside the more than 5,000 AIRC researchers, the event took place alongside the National Team's November 2022 match in Tirana against Albania. To support the young AIRC researchers, the world of football also held an auction on CharityStars, which offered an experience at the FIGC Technical Centre in Coverciano during a meet-up of the Italian National Team as well as Italian National Team jerseys, along with many other memorabilia from Italian football greats. Thanks to the involvement of FIGC, the National Teams and the media, the campaign generated donations totalling € 60,000 (result in line with 2021), which corresponds to 3 years of training for a young researcher. This initiative - alongside the event held with Serie A TIM - made a significant contribution to "I Giorni della Ricerca" (Research Days), allowing the AIRC foundation to collect donations amounting to over € 8 million, thanks to the range of initiatives implemented in the media and across Italy.

SOCIAL INTEREST CAMPAIGNS



FIGC took part in the **"Uguali e Insieme"** (Equal and Together) initiative, alongside representatives of the Women's and Men's National Teams. The initiative promoted by RAI focused on the topic of gender equality on International Women's Day, seeking to raise awareness of the importance of achieving this societal goal.

In May, **"Race for The Cure"** returned, the largest event organised by Komen Italia to fundraise for the fight against breast cancer in Italy and around the world, which took place at the Circus Maximus in Rome and consisted of free events and initiatives for health, sport and solidarity. FIGC has been a backer of the event since 2015 and has provided support by setting up a football play area coordinated by coaches from the Youth and School Sector.



In November 2022, on the **International Day for the Elimination of Violence Against Women**, FIGC contributed with a series of initiatives - on the pitch and through the media - to raise awareness on the issue. The equal opportunities department has set up the 1522 phone line, with the aim of developing a system-wide approach to fight the phenomenon of domestic and non-domestic violence against women.

CI SONO NUMERI CHE L'ITALIA NON È ORGOGLIOSA DI AVERE.
QUANDO LA VIOLENZA SULLE DONNE AVANZA, L'INTERA SOCIETÀ ITALIANA REGREDISCE.

44,1%
DELLE VITTIME HA SUBITO VIOLENZA FISICA.*

52
DONNE SONO RIMASTE VITTIME DEL PROPRIO PARTNER O DI UN EX NEL 2022.**

104
FEMMINICIDI NEL 2022.***

*DATI ISTAT - PRIMA SONDAGGIO 2022 **DATI ANAGRAFE DELICITAZIONE - MINISTERO DELL'INTERIORE 2022 ***DATI ANAGRAFE DELICITAZIONE - MINISTERO DELL'INTERIORE 2022

ESISTE UN NUMERO CHE PUÒ SALVARE UNA VITA:
1522

SE SEI UNA DONNA VITTIMA DI VIOLENZA, CHIAMALO PER CHIEDERE AIUTO. IL NUMERO ANTIVIOLENZA E STALKING È UNO STRUMENTO IMPORTANTE ATTIVATO DALLA PRESIDENZA DEL CONSIGLIO DEI MINISTRI - DIPARTIMENTO PER LA PARI OPPORTUNITÀ.

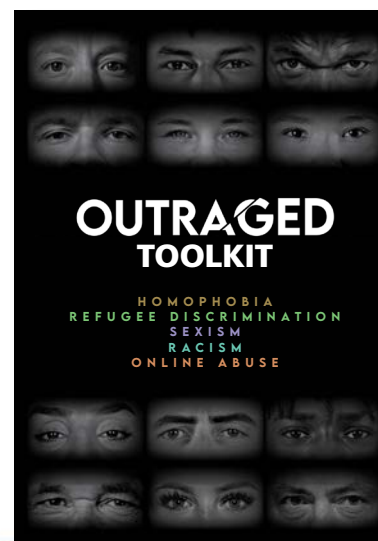



INTERNATIONAL INITIATIVES AND CAMPAIGNS

On World Health Day, FIGC took part in an online round table organised by UEFA to support **"Coaches For Health"** (#FeelWellPlayWell), the campaign on healthy lifestyles promoted by Europe's top football authority in collaboration with the Italian non-governmental organisation **"Insieme contro il Cancro"** (Together against Cancer) to raise awareness among European young people on the importance of physical and mental health. The campaign, which FIGC joined together with 32 other National Associations, focused on 4 key health issues: physical activity, diet, mental health and substance abuse.



The **"Outraged"** programme addresses various issues such as racism, sexism, online abuse, refugee discrimination and homophobia. Unlike previous awareness-raising campaigns, the programme provides real educational tools (Toolkits), made available by UEFA for all 55 member associations, to be used in youth training and football schools. Italian National Team midfielder Jorginho was among the stars in the fifth episode of the series.



COLLABORATION WITH BAMBINO GESU CHILDREN'S HOSPITAL



FIGC's relationship with Bambino Gesù children's hospital dates back to 2015 and has been built upon over the years, particularly since 2019, with the start of an **ongoing collaboration on the 150th anniversary** of the institute's creation.

2022 HIGHLIGHTS:

- ⊕ A **€ 45,000 donation from FIGC** to the hospital was formalised. The sum represents part of the proceeds from the sale of tickets to Italy vs Switzerland. Through the Bambino Gesù charity, the money helped fund the construction of the **new paediatric palliative care centre** in Passoscuro (Municipality of Fiumicino). The new facility was opened in March 2022, becoming the largest paediatric palliative care centre in Italy.
- ⊕ Thanks to Bauli, an official FIGC licensee, **850 Easter eggs and 850 panettone and pandoro cakes were donated to children and young people hospitalised** at the 4 in-patient sites of the hospitals: Gianicolo in Rome, Palidoro, Santa Marinella and Passoscuro, in addition to the Policlinico Umberto I paediatric clinic.



- ⊕ FIGC chose to donate part of the proceeds of Italy vs North Macedonia (World Cup qualifying match played in Palermo) to the paediatric hospital to **support measures aimed at Ukrainian children and families** fleeing the war.
- ⊕ At the Executive Committee meeting of 28 July 2022, FIGC president Gabriele Gravina informed the councillors in his introductory speech of a **new donation made by the Association** to the Bambino Gesù charity, as a gesture of solidarity and respect in memory of the former president of FIGC and Lega Serie A, Luciano Nizzola, who passed away recently.
- ⊕ In September 2022, **the National Team hosted a group of non-hospitalised patients from the children's hospital at Coverciano**, who were able to spend a day in the company of the players. The group included a 9 years old boy suffering from a rare disease, present thanks to the Make-A-Wish Italia charity. Also present were the beneficiaries of the fundraising auction organised by UNITED ONLUS - FOR THE HEART, for the IEO-CCM research foundation at the Monzino cardiology centre on sudden deaths of young athletes.



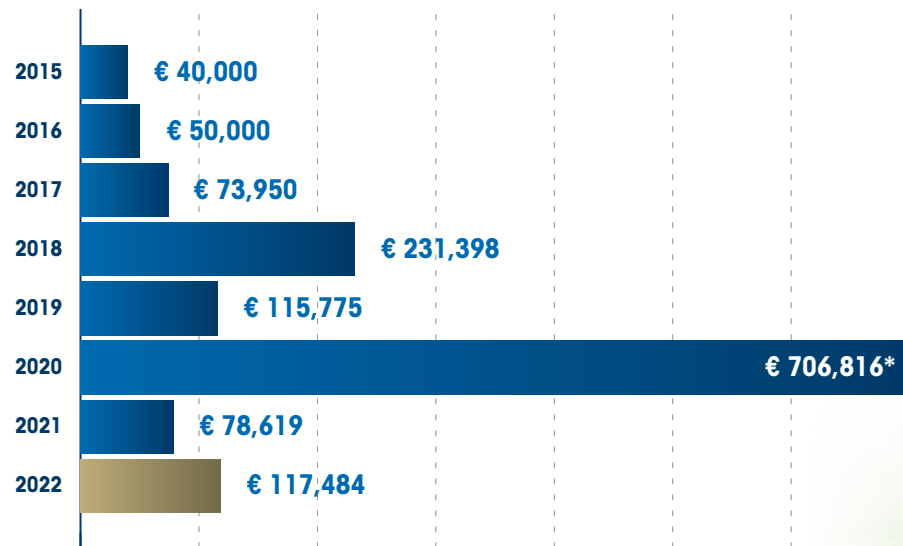
DONATIONS AND PATRONAGE

SOCIAL INITIATIVES FUND

In 2022, FIGC donated **€ 117,484** mainly in support of:

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

Development of the SOCIAL INITIATIVES FUND 2015-2022



*The increase in funds disbursed in 2020 is determined by an extraordinary contribution of € 450,000 to the support funds for players, coaches and athletic trainers, approved by the Presidential Board on 27 January 2020, due to the Covid emergency and the non-receipt of emoluments.



SUPPLY OF EQUIPMENT

- ⊕ **ALLOCATION OF TECHNICAL/SPORTS EQUIPMENT AND MERCHANDISE FOR SPORTS EVENTS, SOCIAL INITIATIVES AND FUNDRAISING INITIATIVES FOR CHARITABLE CAUSES**
- ⊕ **IN 2022, FIGC DONATED EQUIPMENT WORTH A TOTAL OF € 60,336, OVER DOUBLE COMPARED TO 2021**

INSTITUTIONAL PATRONAGE

During the year, FIGC patronaged **75 INITIATIVES** out of 135 requests received:

- ⊕ **24** FOR SOCIAL ACTIVITIES
- ⊕ **35** FOR CULTURAL/TRAINING ACTIVITIES
- ⊕ **16** FOR SPORTS ACTIVITIES



FIGHT AGAINST RACISM AND DISCRIMINATION

Italian football represents an important tool for social integration:

66,980 registered members in 2021-2022 were born abroad.



REGISTERED MEMBERS BORN ABROAD BY CONTINENT 2021-2022

	Amateurs	Youth and School Sector	Young professionals	Professionals	Total players	Minor players registered in Italy for first time	Referees	Registered coaches	Aggregated	Var, vs 2020-2021
Europe	8,071	24,073	334	709	33,187	10,156	860	640	34,687	+7,015
Africa	8,519	15,215	140	88	23,962	5,456	477	90	24,529	+7,044
Asia	362	2,299	11	2	2,674	1,095	73	23	2,770	+1,005
South America	1,313	2,450	9	66	3,838	746	129	186	4,153	+1,006
Central America	187	342	2	3	534	131	12	7	553	+118
North America	55	126	1	4	186	56	24	41	251	+53
Oceania	3	12	0	0	15	1	2	20	37	+7
TOTAL	18,510	44,517	497	872	64,396	17,641	1,577	1,007	66,980	+16,248

REGISTERED PLAYERS BORN ABROAD



● % OF TOTAL FIGC/REGISTERED PLAYERS



2021-2022 TRENDS VS 2020-2021:

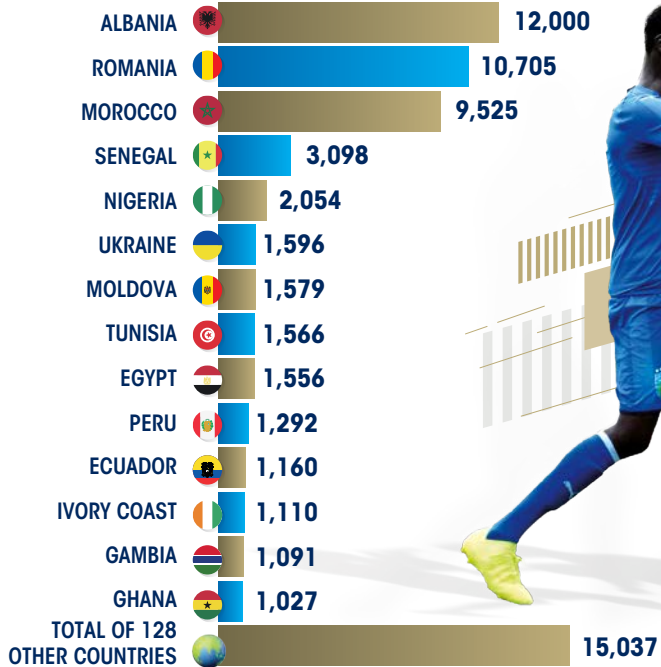
⚽ **PLAYERS BORN ABROAD, FROM 142 DIFFERENT COUNTRIES: +33.4%**

⚽ **MINOR PLAYERS BORN ABROAD REGISTERED IN ITALY FOR THE FIRST TIME: +270.2%**

In 2021-2022, **6.1%** of all FIGC-registered players were foreign. The average within the Italian Sports System (National Sports Federations and affiliated with The Italian Olympic Committee) was just under 2.9%. Foreign players make up almost 60% of all foreign athletes in Italy.

PLAYERS BORN ABROAD

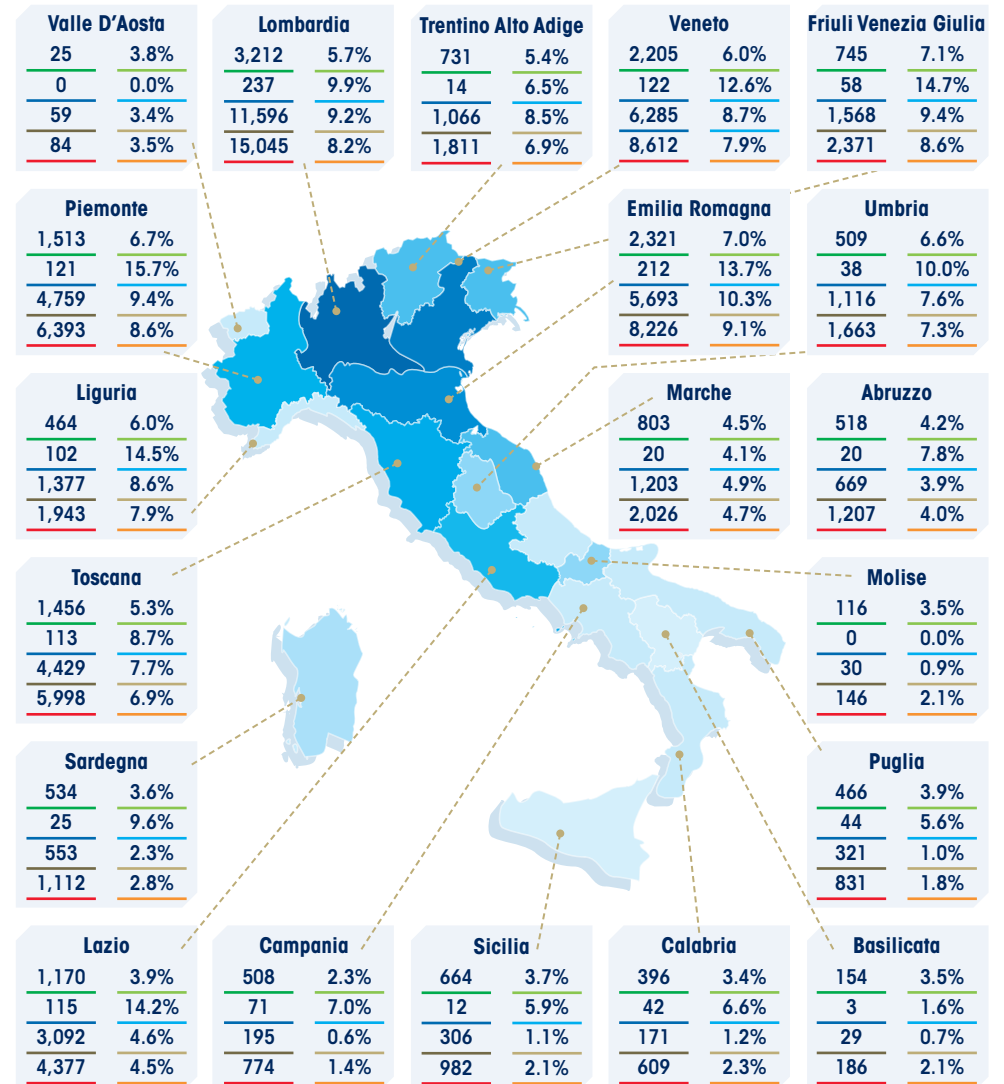
MAIN COUNTRIES OF ORIGIN 2021-2022









BREAKDOWN BY CONTINENT 2021-2022

Rank	Europe		Africa		Asia		South America		Other continents	
1°	Albania	12,000	Morocco	9,525	India	646	Peru	1,292	Dominican Republic	213
2°	Romania	10,705	Senegal	3,098	China	457	Ecuador	1,160	El Salvador	168
3°	Ukraine	1,596	Nigeria	2,054	Sri Lanka	368	Brazil	545	United States	167
4°	Moldova	1,579	Tunisia	1,566	Philippines	308	Colombia	289	Cuba	85
5°	North Macedonia	998	Egypt	1,556	Bangladesh	278	Argentina	217	Honduras	29
Other countries	40 countries	6,309	39 countries	6,163	22 countries	617	5 countries	335	11 countries	73
Total	33,187		23,962		2,674		3,838		735	

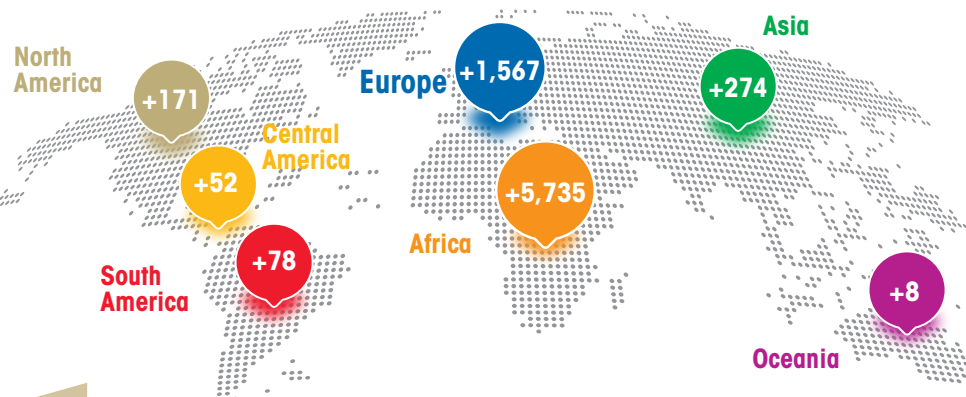
REGISTERED PLAYERS BORN ABROAD: REGIONAL BREAKDOWN 2021-2022



 Amateurs born abroad
 % of total
 Professionals born abroad
 % of total
 Total players born abroad
 % of total

REGISTERED PLAYERS BORN ABROAD: 2021-2022 VS 2015-2016

GROWTH BY CONTINENT



TOP 10 COUNTRIES BY INCREASE

MOROCCO	ROMANIA	EGYPT	SENEGAL	UKRAINE	GAMBIA	NIGERIA	TUNISIA	SPAIN	COLOMBIA
+1,764	+1,212	+890	+864	+806	+737	+659	+427	+315	+262

REGISTERED PLAYERS BORN ABROAD - TOP 10 PROVINCES 2021-2022

	Total players born abroad	% of total players
Milano	4,328	8.4%
Roma	3,261	4.7%
Torino	2,919	8.2%
Brescia	2,222	9.5%
Verona	2,164	9.0%
Firenze	1,952	7.9%
Bergamo	1,887	8.4%
Padova	1,776	8.3%
Vicenza	1,603	7.6%
Bologna	1,446	8.0%

% OF TOTAL REGISTERED PLAYERS TOP 10 PROVINCES 2021-2022

	Total born abroad	% of total players
Piacenza	950	12.9%
Asti	417	12.6%
Ravenna	970	11.2%
Gorizia	325	11.1%
Lodi	714	11.1%
Parma	1,001	10.9%
Alessandria	774	10.4%
Pavia	1,013	10.2%
Pordenone	721	9.9%
Cuneo	1,124	9.9%

FOOTBALL AND INTEGRATION:

ITALIAN NATIONAL TEAMS

87 PLAYERS CALLED UP TO NATIONAL TEAMS WERE OF FOREIGN ORIGIN, 13% OF THE TOTAL (COMPARED WITH 16% IN 2020-2021, 12% IN 2019-2020 AND 9% IN 2018-2019)

COUNTRIES OF ORIGIN 2021-2022

FOREIGN COUNTRIES OF ORIGIN	PLAYERS CALLED UP
Brazil	33
Ivory Coast	5
Ghana	5
Albania	4
Germany	4
Nigeria	4
22 other countries	32

INTEGRATION THROUGH FOOTBALL: THE RETE! PROJECT - REFUGEE TEAMS



REFUGEE
TEAMS!

CONCEPT

- ⚽ **Launched in 2015** and run by the **FIGC Youth and School Sector** in collaboration with the **Ministry of the Interior** and **ANCI**, the project seeks to support foreign minors hosted at **SAI centres** (system to protect refugees and unaccompanied foreign minors), in Accommodation Communities, and in Family Houses across the country.
- ⚽ The project is designed for **unaccompanied foreign minors and young adults (15-22 years)** who are seeking asylum.
- ⚽ Organisation of **sports and educational activities**.

OBJECTIVES

 **FACILITATE** THE PROCESSES OF SOCIAL AND INTERCULTURAL INCLUSION, USING FOOTBALL AS AN EDUCATIONAL TOOL

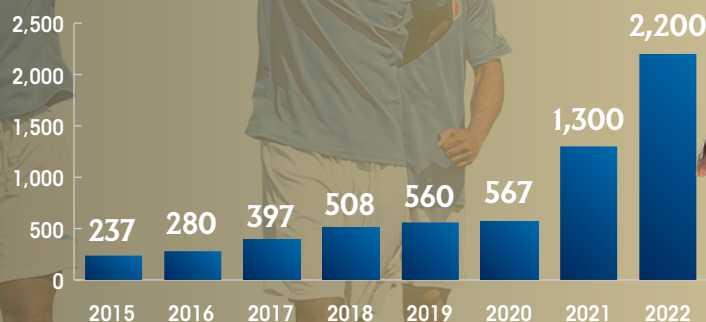
 **PROMOTE** ETHICALLY CORRECT BEHAVIOUR VIA THE TEACHING OF VALUES, USING SPORT ACTIVITY AS A MODEL FOR CIVIL SOCIETY

 **IMPROVE** UNDERSTANDING OF THE IMPORTANCE OF PHYSICAL ACTIVITY AND ITS POSITIVE IMPACT ON HEALTH AND SOCIAL DEVELOPMENT

 **CREATE** AN INTEGRATION MODEL THROUGH THE INVOLVEMENT OF YOUNG ITALIAN AND FOREIGN PLAYERS IN MIXED TEAMS

FIGURES

YOUNGSTERS



YOUNGSTERS IN 8 YEARS

6,050

ACCOMMODATION CENTRES



PROJECT SUPPORTED BY:



TARGETS ACHIEVED



ACTIVATION of a programme coordinated by the FIGC Youth and School Sector to develop basic sports activities in the various SAI centres



USE of football as a means to teach, train and integrate through the organisation of sports activities



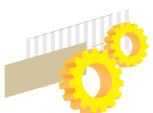
PLANNING a final tournament for teams including young Italians together with foreign asylum seekers and refugees involved in SAI projects



CREATION of an integration model via the participation of young Italian and foreign players in mixed teams



REGISTRATION of many young foreigners involved in the project with local sports clubs



ACTIVATION of strong synergies wherever possible with the local amateur sports clubs that have provided their facilities for activities in the region



GREATER INVOLVEMENT of institutional partners and project sponsors and greater media exposure for all associated events

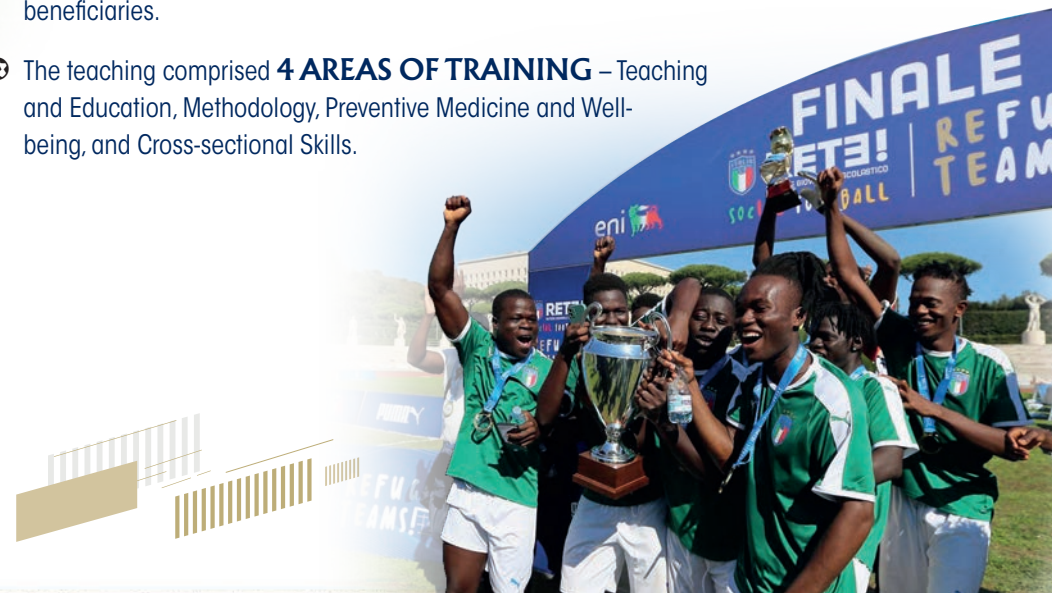


CARRYING OUT a scientific study to investigate the extent to which football can be a vehicle for integration and influence the level of well-being and happiness among the young people involved



ACTIVITY IN 2022

- The 2022 edition of the project broke the previous records for sign-ups, with **2,200 CHILDREN** joining RETE! in 160 accommodation centres across the country, compared with 1,300 children and 116 accommodation centres in 2021.
- 2022 saw the first **ACCOMMODATION CENTRE FOR GIRLS** in the RETE! project; Cooperativa Iride in Vizzini and Scordia (Catania) paved the way for female facilities and was subsequently joined by Cooperativa Sociale Eureka! and CPIA in Lodi.
- RETE! was rolled out at various levels: an **INITIAL LOCAL PHASE** offered training sessions at participating centres, and then a **TOURNAMENT** was held at regional (21 events), inter-regional (8 stages) and national level, with the 8 best teams going head-to-head in October 2022 at Stadio dei Marmi in Rome. In total, over 160 matches were played by the 120 teams participating in RETE!.
- Another integral part of the project was the **TRAINING COURSE FOR ACCOMMODATION CENTRE STAFF** (Entry Level course in Social Football), developed in collaboration with the Università Cattolica del Sacro Cuore in Rome and designed to share the knowledge and skills required to develop and carry out a sporting activity that is tailored to the various specific target audiences represented by the project beneficiaries.
- The teaching comprised **4 AREAS OF TRAINING** – Teaching and Education, Methodology, Preventive Medicine and Well-being, and Cross-sectional Skills.



INTERNATIONAL RECOGNITION

- ⚙️ **Financial support:**
 - UEFA Football and Refugees Grant Scheme
 - UEFA HatTrick Football and Social Responsibility
- ⚙️ Inclusion in the **UEFA Football and Refugees Good Practice Guide**.
- ⚙️ **FIGC** was the **first European Football Association** to be present on UEFA's Equal Game web platform, which addresses the issue of fighting racism, through its **web documentary on the RETE! project**.
- ⚙️ In 2019, FIGC took part in the **Global Refugee Tournament** in Geneva, an event organised by the UN High Commission for Refugees, by enrolling Team Italia.
- ⚙️ In 2022, along with 7 other European Football Associations, FIGC took part in the **Unity Euro Cup**, the first international event dedicated to refugees organised by UEFA in collaboration with UNHCR, involving around 200 refugees. **Team Italy**, made up from children participating in REfugee TEams and the female Afghan players involved in the "Insieme per Herat" (Together for Herat) project, finished the tournament in third place.



THE STORY OF MOUSTAPHA CISSÉ

Among the various stories of youngsters participating in RETE! REfugee TEams is that of **Moustapha Cissé**. In 2022, following his first goal in Serie A for Atalanta, FIGC published Cissé's story on its website. Born in Guinea in 2003, the youngster arrived in the Municipality of Carmiano (province of Lecce) at the start of 2020 and actually **began his career as part of the Puglian Seconda Categoria outfit Rinascita Refugees at the FIGC-organised tournament**. Thanks to RETE! and the Copertino-based club founded just a few years previously, Cissé was able to start playing alongside his peers, bringing to life a story of sport and integration that illustrates the pivotal role football plays in promoting inclusion. This wonderful story is testament to the positive effect of FIGC initiatives, such as RETE!, and demonstrates how the synergy between sport, regions and accommodation centres can be crucial in promoting integration.



THE ANTI-RACISM AND DISCRIMINATION PLAN LAUNCHED BY ITALIAN FOOTBALL

**UNITI
DAGLI
STESSI
COLORI**



- ⚙️ In 2022 **a working group against discrimination was set up with the participation of all stakeholders in Italian football for the first time:** Lega Serie A, Lega Serie B, Lega Pro, LND, AIA, AIAC, AIC, Technical Sector, Youth and School Sector, Women's Football Division, Paralympic and Experimental Football Division, as well as the UNAR (The National Office Against Racial Discrimination of the Presidency of the Council of Ministers).
- ⚙️ The project entailed the launch of **"Uniti dagli stessi colori"** ("United by the Same Colours"), the first multi-stakeholder antidiscrimination campaign. Using a four-colour system, CMYK - cyan, magenta, yellow, black - the concept behind the campaign looked **to illustrate different ethnicities from a new point of view:** every type of skin has the same origin and is the result of a combination of the same primary colours (CMYK).



The #UnitiDagliStessiColori campaign had **over 460,000 impressions** and **more than 31,000 interactions** across all of FIGC's platforms.



CASE HISTORY

AFGHAN WOMEN, WHEN SPORT IS A SYNONYM FOR FREEDOM: THE STORY OF PLAYERS FROM THE HERAT WOMEN'S TEAM WHO WERE WELCOMED BY FIGC TO COVERCIANO

FIGC was part of the UEFA Football and Refugees Grant Scheme 2021-2022 for the **"Insieme per Herat" (Together for Herat) project** alongside the Municipality of Florence, AIC, AIAC, COSPE and Caritas for female Afghan refugee players and the coach of Bastan FC from Herat, who were put up in Coverciano.

HERE IS THE STORY OF THESE BRAVE FEMALE PLAYERS AND THEIR COACH, WHICH IS A FURTHER EXAMPLE OF HOW FOOTBALL CAN BREAK DOWN ALL BARRIERS AND REPRESENT A VEHICLE FOR PROMOTING INTEGRATION IN OUR COUNTRY.

Their faces are tired, but they're proud of managing to escape from such considerable danger, for themselves and their families alike. The girls in the Herat women's team arrived in Florence after COSPE organised their evacuation. Here they tell the story of what their lives were like prior to August 2021.

Before the return of the Taliban regime, the meet-up time was 5:30 in the morning. *"We'd train first thing to avoid the heat and in order not to attract too much attention to ourselves,"* said captain Sabrina Nawrozi. *"And also because the other slots were reserved for men,"* she sighed. As soon as the sun started to come up, Sabrina and her teammates would arrive punctually at the Herat town stadium with trainers, hair rolled up in hijabs, long jerseys and socks covering their knees. There were around 20 of them between 16 and 22 years old. They were all students who would meet before their classes at this big, deserted stadium two or three times a week to train and play the sport that they love more than anything else: football. With them was coach Najibullah Nawrozi, a man with icy eyes and a seemingly curt way of doing things, whom the girls loved like a father. He would get them to warm up, stretch, jump over obstacles and do ball work. They would do all that, working hard and sweating, but they enjoyed it.

SEMI-ILLEGAL TRAINING

"For me, football is like oxygen: I couldn't cope without it," said a panting 19-year-old Maryam Merzhad, who plays at full-back and loves running after the ball. Midfielder Zahra, also 19, echoes those thoughts: *"It's nourishment for life, like food or water."* After a long warm-up, a training match was set up halfway through the session. Some mobile obstacles were used as posts for goals because the girls were not allowed to play on the real pitch. Both matches and training sessions took place in an area behind the goal near the pitch. *"We didn't have boots and they wouldn't let us play on the turf. The stadium was new and fantastic. The pitch was well looked after."* Renovation work took place thanks to funds from international donors, partially from the Italian collaboration, as stated on the plaque at the entrance. The facility, however, was mostly intended for males. Having been relegated to playing in the early hours on a segment of the pitch, the girls seemed to be part of a **semi-illegal team**. In a way, that

is exactly how it was. *"We would announce training sessions via text message. The day would change every time. Even before the return of the regime, the Taliban and other radical Islamists hated what we were doing and therefore we didn't want to expose ourselves too much."*

SPORT, A VEHICLE FOR FREEDOM

Coach Najibullah was the head of the Herat sports committee. He trained the men's and women's teams. He said he performed both roles with equal levels of enthusiasm, but seeing his female players chase after the ball seemed to give him an extreme feeling of happiness and pride. *"We love freedom,"* he said with glistening eyes. *"Sport is a vehicle for freedom."* During the Taliban regime, between 1996 and 2001, when women were even banned from going to school and leaving home alone, sport was outlawed for everyone. After describing sport as "anti-Islamic", **the obscurantist regime had decided to use the stadium for public executions**. From 2001, in the new Afghanistan, the facilities returned to their original function and football started to spread even among girls. It was a completely new phenomenon that was growing. There were more than 1,000 female players registered with football associations in 6 of the country's provinces. There was a championship and a Women's National Team that has taken part in some international tournaments over the last few years.

NO NEED TO HIDE

"The problem wasn't the hijab or long socks. It was rather the fact that we couldn't play freely. Sometimes it was as if we had to hide," complained Maryam. Now that they're all safe in Italy, they're all dreaming of taking part in competitive tournaments and testing themselves against other teams. **"When we played against Italy in our country, it was so much fun,"** recalls captain Sabrina, while showing photos of the event on her phone. She was talking about the match against Italian soldiers from the Isaf contingent within the Camp Arena base. *"It was a day of celebration, not just because our team won, but because we showed the world that a different Afghanistan could be possible,"* explained Nafieh.

Today, all the progress painstakingly made in the face of countless difficulties has vanished in Afghanistan. With the return of the Taliban regime, these lucky players, thanks to the commitment shown by FIGC and COSPE, were able to flee and come to Italy where they are now finally free to study, play and express themselves. Unfortunately, millions of other girls remain in Afghanistan, where they are the silent victims of an obscurantist regime.





EMERGENCY IN UKRAINE

The following is a summary of **initiatives implemented by FIGC in response to the emergency in Ukraine** and in support of those impacted by the conflict:



1. Serie A match kick-off times postponed by 5 minutes
2. #PlayForPeace awareness campaign (women's football championships)
Facilitation of membership for young players and referees from Ukraine; the number of Ukrainian FIGC members more than doubled between 2020-2021 (761) and 2021-2022 (1,596)
3. Female Ukrainian referee Kateryna Monzul' welcomed to Italy
4. 3 female referees, who had taken refuge in Bologna, registered into AIA
5. Medicine and food collection organised at FIGC headquarters; other food products were then added to the collection by the sponsor Esselunga. Consorzio GE.SE.
6. AV, FIGC's logistics supplier, took care of the ground transport of the goods free of charge
7. Sports equipment donated to the Italian Red Cross (over 10,000 pieces of equipment with a total value of over € 220,000)
8. UEFA institutional support during Italy v North Macedonia; part of the proceeds from the match were donated to the Bambino Gesù Children's Hospital to support the welcoming of Ukrainian children and families that had fled the war
9. FIGC and Bambino Gesù Children's Hospital app customised for Ukraine
10. Futsal friendly between Italy and Ukraine Women's National Teams
11. Free Football School for refugee children from Ukraine
Free membership for young Ukrainian players of national interest who are refugees in Italy, so they can continue to play (training and possibly in competitive games) at Italian youth clubs
12. FIGC involvement in the humanitarian peace mission in 2023 (Auxilium and Sant'Egidio), with the donation of 24,000 items of clothing from the National Team worth € 400,000
13. Ukraine Under 17 National Team hosted in Coverciano in Italy





PARALYMPIC AND EXPERIMENTAL FOOTBALL



The **FIGC Paralympic and Experimental Football Division (DCPS)** was established on 3 October 2019 by the FIGC Executive Committee (Official Statement No. 93/A) after signing a Memorandum of Understanding with the Italian Paralympic Committee (CIP).

FIGC is the first Sports Association in the world to have set up its own **Division for paralympic and experimental activities**, thus initiating a process of social and cultural change. The creation of a "real" footballing environment reduces isolation and social discomfort, improves the psychological and physical well-being of each athlete and reduces physical inactivity.

Despite the impact of the COVID-19 health emergency, which meant that hardly any sports activity took place, **the number of registered athletes and managers almost returned to pre-pandemic levels in 2021-2022**, continuing a growth trend that the health emergency only slowed down.

PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION 2021-2022 – HIGHLIGHTS

2,831 REGISTERED MEMBERS
1,836 ATHLETES AND 995 CLUB OFFICIALS

99 AFFILIATED CLUBS
IN 15 DIFFERENT ITALIAN REGIONS

22 HUMAN RESOURCES INVOLVED IN MANAGING PARALYMPIC AND EXPERIMENTAL FOOTBALL (FIGC-DCPS STAFF, BOARD OF DIRECTORS AND REGIONAL COORDINATORS)

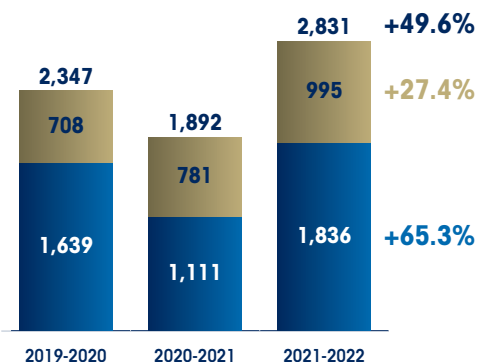
337 GAMES PLAYED
7-A-SIDE, SUBDIVIDED INTO 3 COMPETITIVE LEVELS DETERMINED BY THE DIFFERENT FOOTBALL ABILITY OF THE PARTICIPANTS

37 "ADOPTED" SPECIAL TEAMS
ACROSS THE WHOLE OF ITALY: PROFESSIONAL AND AMATEUR CLUBS PROVIDE PLAYERS WITH OFFICIAL PLAYING KITS AND RUN ACTIVITIES WITH THEIR AFFILIATED CLUBS THROUGHOUT THE YEAR.
AFFILIATED PROFESSIONAL AND AMATEUR CLUBS: 15 SERIE A, 9 SERIE B, 12 LEGA PRO AND 1 SERIE D

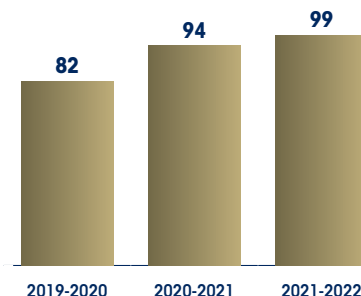
SIGNIFICANT POTENTIAL FOR GROWTH

The project aims to **break down all the barriers (cultural, financial, infrastructural)** that still contribute to making it difficult for this target group to access grassroots sports activities. There are more than **700,000 people in Italy with mental health problems** - be they psychological, cognitive or relational difficulties - who are assisted by specialist services.

DCPS REGISTERED MEMBERS



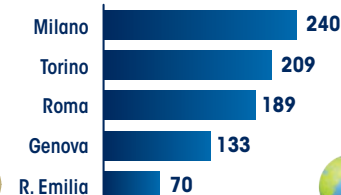
NUMBER OF DCPS AFFILIATED CLUBS



■ Athletes ■ Club officials

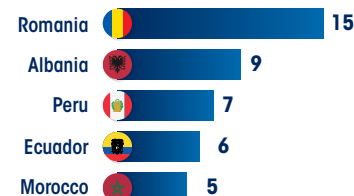
Registered players population breakdown

Top five birth provinces



96% ITALIANS AND 4% FOREIGNERS
COMING FROM 19 DIFFERENT COUNTRIES

Top five foreign countries

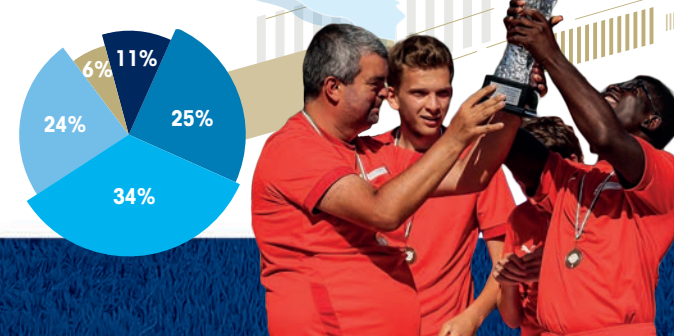
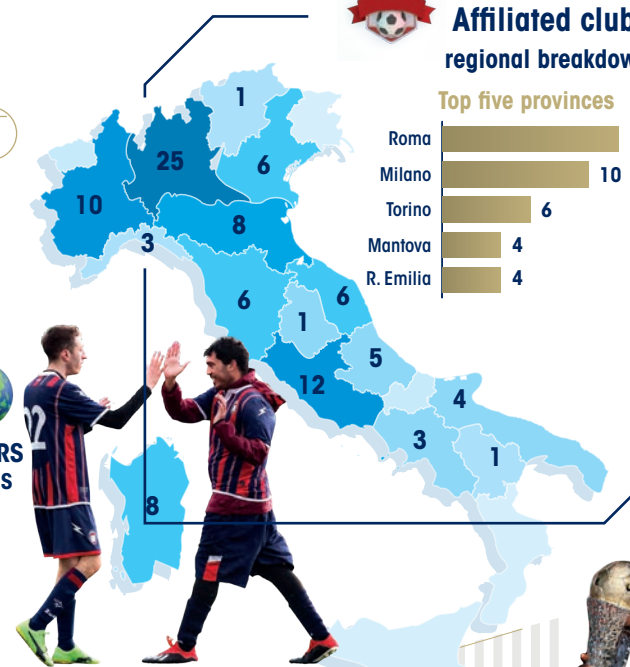
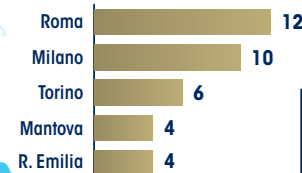


Age breakdown



Affiliated clubs regional breakdown

Top five provinces



ACTIVITY IN 2022

FIGC contribution of € 300,000 to DCPS clubs; financial support for the real backbone of the movement, with the aim of providing concrete aid after the long break and the difficulties caused by the COVID-19 crisis.

Return to sporting activity

2021-2022 season

Gradual return from the beginning of March 2022 to allow athletes to return to sport in a flexible way while respecting the specific characteristics of each regional context:

- ⊕ Friendly matches.
- ⊕ Gradual and planned return of all official tournaments within the Division.
- ⊕ Organisation of the National Finals with the aim of holding a big, national educational and promotional event to celebrate and make the wider public aware of the Division's values. The event included the DCPS Centre-North Final, involving 11 teams from the regions of Veneto, Piemonte-Liguria, Emilia-Romagna, Lombardia and Sardegna at the Novarelli Villaggio Azzurro Sports Centre in Novara, and the DCPS Centre-South Final for 10 teams from Lazio, Abruzzo, Marche, Puglia and Toscana held in the Giulio Onesti Olympic Preparation Centre in Rome.
- ⊕ Close attention paid to aspects related to the refereeing of DCPS competition matches; AIA Regional Representatives formed a group of specialised referees for the Division's competitions and the 2021-2022 National Finals were refereed by Serie A officials (Gianluca Manganiello, 75 matches refereed in the top tier and Fabio Maresca, 101 matches in Serie A).



2022-2023 Season

Record numbers confirm how much football can contribute to reducing physical inactivity among a particularly fragile target group as well as being an important tool for inclusion.

The new season was organised with the slogan **"Il Calcio è di tutti" (Football is for Everyone)**, using friendly matches on pitches across the 12 regions to establish a starting grid for individual regional championships.

⊕ Participating clubs	104
⊕ Participating teams	132
⊕ Athletes involved	2,247
⊕ Staff involved	874
⊕ Total members	3,121
⊕ 2022-23 matches	894

OTHER ACTIVITY

International Day of People with Disabilities: on 3 December 2022, FIGC organised initiatives to further promote the activities of DCPS, including sending a National Team shirt to all players involved.

Communications:

- ⊕ New Paralympic and Experimental Football Division website, a modern platform that showcases the activities and initiatives of the DCPS.
 - ⊕ Collaboration with the main Italian broadcasters with the aim of further promoting the image and activities of the DCPS. For example, the Division supported the filming of a special episode of *La Casa dello Sport* (The Home of Sport) broadcast on Sky and Tivusat.
- Inclusion of DCPS activities on the **FIGC Service Portal**.



CULTURAL HERITAGE AND FAN ENGAGEMENT

HALL OF FAME OF ITALIAN FOOTBALL



Established in 2011 to **celebrate individuals who have left a permanent mark on Italian football**, the Hall of Fame of Italian Football currently comprises **123 people** (including memorial awards).

The Hall of Fame is situated inside the conference room at the Football Museum, where memorabilia donated by Azzurri Hall of Famers are kept.


MUSEO
CALCIO

196


HALL
OF
FAME

IX — X EDIZIONE

ITALIAN PLAYERS

Roberto Baggio (since 2011), Paolo Maldini (since 2012), Franco Baresi (since 2013), Fabio Cannavaro (since 2014), Gianluca Vialli (since 2015), Giuseppe Bergomi (since 2016), Alessandro Del Piero (since 2017), Francesco Totti (since 2018), Andrea Pirlo (since 2019), Alessandro Nesta (since 2021), Gianfranco Zola (since 2022)

VETERAN ITALIAN PLAYERS

Gigi Riva (since 2011), Dino Zoff (since 2012), Gianni Rivera (since 2013), Sandro Mazzola (since 2014), Marco Tardelli (since 2015), Paolo Rossi (since 2016), Bruno Conti (since 2017), Giancarlo Antognoni (since 2018), Gabriele Oriali (since 2019), Antonio Cabrini (since 2021), Alessandro Altobelli (since 2022)

COACHES

Arrigo Sacchi (since 2011), Marcello Lippi (since 2011), Giovanni Trapattoni (since 2012), Fabio Capello (since 2013), Carlo Ancelotti (since 2014), Roberto Mancini (since 2015), Claudio Ranieri (since 2016), Osvaldo Bagnoli (since 2017), Massimiliano Allegri (since 2018), Carlo Mazzone (since 2019), Antonio Conte (since 2021), José Mourinho (since 2022)

FOREIGN PLAYERS

Michel Platini (since 2011), Marco Van Basten (since 2012), Gabriel Batistuta (since 2013), Diego Armando Maradona (since 2014), Ronaldo (since 2015), Paulo Roberto Falcão (since 2016), Ruud Gullit (since 2017), Javier Zanetti (since 2018), Zbigniew Boniek (since 2019), Karl-Heinz Rummenigge (since 2021), Zinédine Zidane (since 2022)

ITALIAN EXECUTIVES

Adriano Galliani (since 2011), Giampiero Boniperti (since 2012), Massimo Moratti (since 2013), Giuseppe Marotta (since 2014), Corrado Ferlaino (since 2015), Silvio Berlusconi (since 2016), Sergio Campana (since 2017), Antonio Matarrese (since 2018), Antonio Percassi (since 2019), Giovanni Sartori (since 2021), Ernesto Pellegrini (since 2022)

"DAVIDE ASTORI" FAIR PLAY AWARD

Igor Trocchia (since 2018), Romelu Lukaku (since 2019), Mattia Agnese (since 2019), Simon Kjær (since 2021), Luca Martelli (since 2022)

SPECIAL AWARD

Gianni Brera (since 2018), Mario Sconceri (since 2022)

ITALIAN REFEREES

Pierluigi Collina (since 2011), Luigi Agnolin (since 2012), Paolo Casarin (since 2012), Cesare Gussoni (since 2013), Sergio Gonella (since 2013), Roberto Rosetti (since 2015), Stefano Braschi (since 2017), Nicola Rizzoli (since 2018), Alberto Michelotti (since 2019), Gianluca Rocchi (since 2021)

FEMALE ITALIAN PLAYERS

Carolina Morace (since 2014), Patrizia Panico (since 2015), Melania Gabbiadini (since 2016), Elisabetta Vignotto (since 2017), Milena Bertolini (since 2018), Sara Gama (since 2019), Barbara Bonansea (since 2021), Antonella Carta (since 2021), Cristiana Girelli (since 2022)



FIGC HISTORY



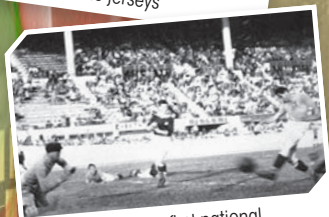
1898 Genoa win the first title in the history of Italian football



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



1911 The National Team opts for blue jerseys



1913 The first national championship

1898

1905

1909

1910

1911

1913

1922

1924

1928

1898-1909 THE ORIGINS OF THE ASSOCIATION

- On **15 March** the first meeting takes place to set up the Football Association. The deed is signed by the notary on 26 March and Mario Vicary is the first president

On **8 May** the first championship is held in Turin on a single day and is won by Genoa

- The Italian Football Association is recognised by FIFA

- The name of the association changes to FIGC: Federazione Italiana Giuoco Calcio

1910-1929 FROM FOOTBALL TO CALCIO

- On **15 May** the National Team play their first-ever game, beating France 6-2 in Milan

- On **6 January** Italy play in blue jerseys for the first time against Hungary at the Milan Arena

On **27 August** at the L'Orologio restaurant in Milan, the Italian Referees' Association (AIA) is established

- The first Italian National Championship takes place, split into two groups. Pro Vercelli beat Lazio 6-0 in the final

- The Coppa Italia is born: Vado win the first edition with a 1-0 win over Udinese in Vado Ligure on 16 July

- The Scudetto shield is won for the first time: Genoa beat Savoia in the final

- On **9 June** Italy win the Olympic bronze medal in Amsterdam



1934 The National Team wins the World Cup in Italy

1930

1934

1935

1936



1936 The gold medal at the Berlin Olympics

1938



1938 The National Team wins the World Cup in France

1930-1938 GLORY YEARS

- On **11 May** Italy win their first international trophy, the International Cup (Antonin Svehla Cup), in Budapest

- On **10 June** Italy win their first World Cup title with a 2-1 extra-time win over Czechoslovakia in Rome

1934 WORLD CUP



- On **24 November** Italy win their second International Cup in Milan

- On **15 August** Italy win Olympic gold in Berlin

1936 GOLD MEDAL



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

1938 WORLD CUP



1939-1958 FROM WAR TO RECONSTRUCTION



1949 Grande Torino, captained by Valentino Mazzola

1947

- ⚽ The FIGC Youth Sector is established

1949

- ⚽ **On 4 May** the plane carrying the Torino team crashes in Superga

1950

- ⚽ Without the Torino players, Italy are eliminated from the World Cup in Brazil in the first round

1954

- ⚽ FIGC is among the founding members of UEFA

1958

- ⚽ Italy fail to qualify for the World Cup in Sweden and reforms are introduced. The leagues are set up, AIA becomes a FIGC sector, the Technical Sector is set up and the Youth Sector becomes the Youth and School Sector. **On 6 November** the FIGC Technical Centre in Coverciano is opened

1959-1980 FOOTBALL DURING THE "BOOM" ERA

1967

- ⚽ Artemio Franchi becomes FIGC President

1968

- ⚽ **On 10 June** Ferruccio Valcareggi's National Team win the Euros on home soil

1968 EUROPEAN CHAMPIONS



1970

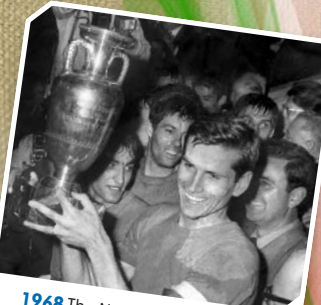
- ⚽ **On 21 June** Italy finish as runners-up at the World Cup in Mexico after losing to Brazil in the final

1973

- ⚽ **On 15 March** Artemio Franchi is elected UEFA President. He becomes FIFA vice-president the following year

1978

- ⚽ Enzo Bearzot's Italy start to show what they can do at the World Cup in Argentina. **On 25 June** Sergio Gonella becomes the first Italian referee to officiate a World Cup final



1968 The National Team win the European Championship in Italy



1982 Italy win the World Cup in Spain

1982

- ⚽ **On 11 July** Enzo Bearzot leads Italy to a third World Cup title after beating West Germany in the final in Spain



1982 WORLD CUP

1987

- ⚽ **On 22 June** Italy win the World Military Cup for the first time in 14 years, beating West Germany in the final

1990

- ⚽ Italy hosts the World Cup but Azeglio Vicini's side can only manage a third-place finish after losing to Diego Maradona's Argentina on penalties in the semis



1990 The National Team finish third at Italia '90

1992

- ⚽ **On 3 June** the U21 National Team win the European Championship in Sweden

1994

- ⚽ **On 20 April** the U21 National Team become European Champions for the second time in a row, beating Portugal in the final in Montpellier

On 17 July Arrigo Sacchi's Italy finish as runners-up at USA 1994 after losing to Brazil on penalties in Pasadena

- ⚽ **On 31 May** the U21 National Team win their third consecutive European Championship with a penalty shoot-out win over Spain in Barcelona



1996 The U21 National Team win the European Championship

1996

1997 SUMMER UNIVERSIADE GOLD MEDAL





1997

- ⚽ The Women's National Team finish as runners-up at the UEFA Women's Championship in Norway and Sweden

On 30 August the University National Team wins the Summer Universiade, in Sicily, for the first time

1998

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

2000-2006 THE NEW MILLENNIUM

2000

- ⚽ **On 22 May** the Football Museum is opened in Coverciano

On 4 June Marco Tardelli's Italy U21s win the European Championship with a 2-1 win over Czech Republic in Bratislava, Andrea Pirlo scoring both goals

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

2002

- ⚽ **On 30 June** Pierluigi Collina referees the World Cup final between Brazil and Germany

2003

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

On 26 July Italy U19s become European Champions with a 2-0 win over Portugal in the final in Vaduz

U19 AND FUTSAL NATIONAL TEAMS EUROPEAN CHAMPIONS IN 2003

2004

- ⚽ **On 8 June** Claudio Gentile's U21 National Team beat Serbia and Montenegro 3-0 in the final to win the European Championship



2004 U21 National Team win the European Championship

2006



2006 Italy win the World Cup in Germany

2008



2008 Women's U19 National Team win the European Championship

2012

1992 • 1994 • 1996 • 2000 • 2004 EUROPEAN U21 CHAMPIONSHIP



On 27 August Italy U21s win the bronze medal at the Athens Olympics

- ⚽ **On 9 July** Italy win their fourth World Cup by beating France on penalties in the final in Berlin

2006 WORLD CUP



2007-2023 THE MODERN ERA

- ⚽ **On 19 July** the U19 Women's National Team win the European Championship, beating Norway in the final in Tours

2008 WOMEN'S U19 NATIONAL TEAM EUROPEAN CHAMPIONS



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





2014 The Futsal National Team win the European Championship



2015 The University National Team triumph at the Summer Universiade



2016 VAR testing begins



2018 The Beach Soccer National Team win the European Championship

2014

- ⚽ Nicola Rizzoli referees the World Cup final between Germany and Argentina

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

2014

FUTSAL NATIONAL TEAM EUROPEAN CHAMPIONS



2015

- ⚽ **On 13 July** the University National Team win gold at the Summer Universiade in South Korea

2015 SUMMER UNIVERSIADE GOLD MEDAL



2016

- ⚽ **On 1 September** FIGC begins testing VAR in collaboration with FIFA: initial trial in Bari

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

2017

- ⚽ **On 11 June** Italy U20s achieve their first third-place finish at the World Cup in South Korea

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

2018

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

The Italy Beach Soccer National Team become European champions

2018

BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS



2019

- ⚽ Italy hosts the European U21 Championship for the first time



Roberto Mancini's National Team achieve a historic qualification to UEFA EURO 2020 (10 wins from 10 games)



The Women's A National Team, coached by Milena Bertolini, play in the World Cup for the first time in 20 years and reach the quarter-finals



The Beach Soccer National Team finishes as runners-up at the World Cup in Paraguay



2020

- ⚽ The National Team celebrates its 110th birthday



2021

- ⚽ Italy win the European Championship

2021

MEN'S A NATIONAL TEAM EUROPEAN CHAMPIONS



2022

- ⚽ Roberto Mancini's Azzurri fail to qualify for the World Cup for the second consecutive time

2023

⚽ The Men's U20 National Team finish as runners-up at the World Cup for the first time

The U19 National Team win their second European Championship



2023 The Under-19 National Team is the European champion



2023 The Men's A Beach Soccer National Team is the European champion

2023

U19 NATIONAL TEAM EUROPEAN CHAMPIONS



The Men's A Beach Soccer National Team win the European Championship

2023

BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS





FAN ENGAGEMENT

- Enhancing some key strategic assets, starting with the Azzurri fan base, new generations, FIGC brand promotion and creating content and opportunities for the Association and its main stakeholders.
- A key goal is to attract new generations of fans (millennials and generation Z), who represent the future (and now also the present) of traditional sports.



HIGHLIGHTS 2022

Vivo Azzurro is FIGC's official membership programme, an informal yet authoritative channel for **FIGC to communicate** on a large scale **with the vast general public of Italian football fans**. Joining the fan club for Italy fans offers a range of exclusive perks and benefits:

- A dedicated newsletter containing information about events in the community and Club Vivo Azzurro
- A fast-track system for purchasing tickets for National Team fixtures abroad
- Discounts on tickets for home games involving the Men's A National Team
- Further discounts on purchases through the FIGC Store
- Possibility to attend exclusive events (Citta Azzurra, Hall of Fame, Vivo Azzurro Day, etc.)
- Chance to take part in Fan Matches against supporters of the National Teams that the Azzurri are facing
- Chance to participate in the Vivo Azzurro Cup, the yearly football tournament for members of the community
- Customer relations services for Vivo Azzurro card-holders
- Exclusive products and services on offer from FIGC partners
- Discounts on entry tickets and purchases at the Football Museum in Coverciano

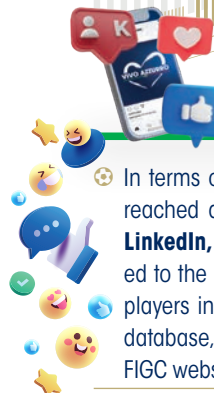
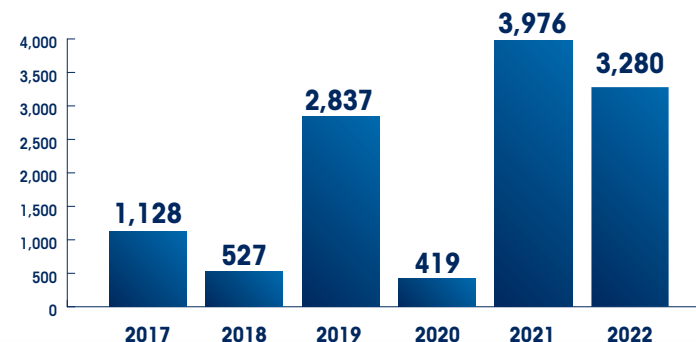


3,280 NEW VIVO AZZURRO CARDS WERE ISSUED IN 2022 (386 renewals and 2,894 new sign-ups)

7,057 NATIONAL TEAM FAN CLUB MEMBERS (compared with 5,597 in 2021), with 49% under 34, 15% women and 15% of foreign origin



THE TREND OF VIVO AZZURRO CARDS ISSUED IN THE LAST 6 YEARS



In terms of social media, at the end of 2022 Vivo Azzurro's digital community on social platforms reached a total of **14,006,468 fans and followers on Facebook, Twitter, Instagram, YouTube, LinkedIn, Weibo, TikTok and Twitch**, showing an increase of 8% on 2021. These figures can be added to the **116 million fans and followers** on the social media profiles of the men's and women's players in the senior and Under 21 National Team squads, the **354,967 logged** on the CRM FIGC database, the **190,312 who receive** the FIGC newsletter and the **327,085 registered users** on the FIGC website.

The range of English language content has been expanded, with more editorial content and videos, which is a process that follows on from other more significant projects initiated in 2021 aimed at enhancing FIGC's international dimension. These led to the launch of new Twitter, Facebook (through geolocalised posts) and Instagram profiles in Arabic, as well as Sina Weibo and WeChat accounts in Chinese.



Emailing and direct marketing activities for users registered on the FIGC website have been increased and customer care management for members of National Team fan clubs has been improved.

FIGC Vivo Azzurro YouTube channel: 395 videos posted with over 6.5 million views, taking the total views on the channel up to almost 140 million.



Launch of the @nazionalecalcio TikTok account: 51 videos and 3 lives posted in 2022, racking up 29 million views and almost 511,000 new followers.

Launch of the FIGC LinkedIn profile: dedicated to introducing football fans to the organisational activities and professional figures behind the National Teams, with particular attention on the managerial aspects of business, marketing and communication.



A NEW FORMAT: THE FIGC MEDIA FACTORY

CONCEPT: the FIGC Media Factory is a structure that focuses on designing, producing and distributing content. The main areas of activity are:



LIVE SHOWS IN 2022

Vivo Azzurro Live:

a broadcast that goes live on air pre-match ahead of National Team matches. Pierluigi Pardo hosts from the touchline with a link to the Casa Azzurri hospitality room for Gli Autogol. Guests from the world of entertainment, players and Azzurri Legends take part in the 30-minute live broadcast to discuss and analyse the match in question. Broadcasts for all senior National Team home matches are shown live on the National Team's Instagram, Facebook, Twitter, YouTube and Twitch accounts.

Casa Azzurri Live:

broadcast live during matches. Led by Gli Autogol with Pierluigi Pardo located in the commentary booth at the stadium. A series of guests in the Casa Azzurri hospitality room experience the emotions of 90 minutes alongside Azzurri fans. Guests from the worlds of entertainment, music and sport get involved in match analysis, games and quizzes. Broadcasts for all senior National Team home matches are shown live on the National Team's Instagram, Facebook, Twitter, YouTube and Twitch accounts.

Azzurri Live:

live broadcasts for 30 minutes from the training camp at the FIGC Technical Centre in Coverciano in the presence of National Team players to give a behind-the-scenes taste of getting called up by the Azzurri. Broadcasts for all National Team training camps are shown live on the National Team's Instagram, Facebook, Twitter, YouTube and Twitch accounts.

AGREEMENT BETWEEN FIGC AND SOCIOS

- On 7 March 2022, **150,000 Fan Tokens with a value of € 2 each** were issued for the World Cup play-off against North Macedonia and they were fully sold out within just 3 hours of going on sale (with purchasers hailing from 104 different countries).
- \$ITA Fan Token holders were asked to vote for a motivational message to display in the National Team's dressing room and for the song to be played at the Stadio Renzo Barbera if Italy scored.
- Following on from that, in 2022 4 more surveys were conducted, with one relating to the Men's National Team and 3 to the Women's National Team.



Highlights 2022

13 LIVE SHOWS produced, with over **2.3 MILLION VIEWERS**

Broadcast	Episodes produced	Total unique viewers
Vivo Azzurro Live	7	Over 1,040,000
Casa Azzurri Live	3	Over 1,100,000
Azzurri Live:	3	Over 200,000

41 VIDEOS PRODUCED (press conferences and training sessions)

NEW BROADCAST STRATEGY for some Youth, Men's, Women's, Beach Soccer and Futsal matches, live **ON THE FIGC WEBSITE** and **ON THE YOUTUBE CHANNEL**:

27 matches broadcast in 2022 (18 of which were self-produced by FIGC)

Total audience (streaming): **565,171 viewers** and **603,586 total views**, with **almost 10,000 new users** registered on the FIGC website



Highlights 2022

The number of **\$ITA FAN TOKEN HOLDERS GLOBALLY WENT UP BY 171%** between March (646) and November (1,751) 2022, while the number of **ITALIAN FAN TOKEN HOLDERS** increased **ALMOST 4 FOLD** (from 266 to 965).

Around **9,000 \$ITA fan token HOLDERS** in 2022 across the world, **2,000** of whom come **FROM ITALY**.

20,375 VOTES cast across **6 SURVEYS** linked to the \$ITA fan token in 2022.

MAIN CAMPAIGNS AND INITIATIVES CARRIED OUT



Ahead of the National Team's participation in UEFA Women's Euro 2022, FIGC released a video on the Women's National Team's social media platforms as part of the **"Le Azzurre siamo noi"** ("We are the Azzurre") communication campaign, which celebrated the beauty of authentic football as a source of unity and social connection for the entire country.

800,000 IMPRESSIONS AND 15,000 ENGAGEMENTS

The Women's National Team's participation in the European Championship was accompanied by **several other initiatives**:

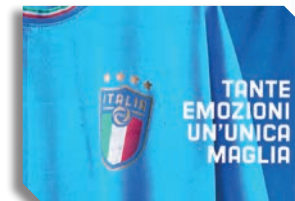
- Casa Azzurri was present at the finals of a women's tournament for the first time to welcome fans, the media and National Team sponsors. **"Casa Azzurri Inghilterra"** was the place for all Italians following the European Championship to come together and a valuable point of reference for the Italian community in Manchester.
- Production in synergy with Rai of **10 advertisements on women's football** focusing on those called up for the competition in order to tell the stories behind an ever-growing movement featuring personal stories by some key members of the National Team such as Sara Gama, Laura Giuliani, Barbara Bonansea and Cristiana Girelli, as well as coach Milena Bertolini and the head of the Azzurre delegation, Cristiana Capotondi.
- **Live TV broadcasts from England** and produced by FIGC within the field of the Media Factory project (Vivo Azzurro Live programme) with over 140,000 unique viewers for 3 pre-match lives.
- Rai also decided to celebrate the Women's National Team with a documentary that it put together in collaboration with FIGC. It aired on 10th July on Rai 1 with the title **"Azzurro Shocking, come le donne si sono riprese il calcio."** (Azzurro Shocking, how women reclaimed football). The story went back over 100 years to the initial attempts to give rise to women's teams and championships, covering the long period of time in which women's football was rejected and

opposed. It then features the decades in which it took on a prominent role, thanks to the sporting achievements by women's players and the initiative shown by men and women who opened up new pathways. It also tracked the Azzurre's journey in the months and days leading up to the European Championship.

2.1 MILLION TV VIEWERS IN TOTAL (16% SHARE)



- Celebration of **FIGC's 124th birthday** (26 March).
- Celebration of the **40th anniversary of winning the 1982 World Cup**; FIGC also decided to showcase the trophy won by Enzo Bearzot's National Team in the entrance in Via Gregorio Allegri in Rome, where FIGC's headquarters are.
- Video to **celebrate the Azzurri jersey** and the main values linked to it. At the same time, it is a way of strengthening the connection between Italians and the National Team. A journey through time and memories through iconic faces and unforgettable scenes that, now and in the past, have the power to unite us, broadcast on 4 giant LED screens set up in as many large squares in Rome (Rione Monti and Piazza della Repubblica) and Milan (Corso Garibaldi and Corso Vittorio Emanuele).



During the course of 2022, some **fan engagement programmes that were launched in previous years** were consolidated further:

- In some games, an ad hoc television camera was made available to National Team supporters (**Vivo Azzurro Cam**), which effectively took the fans on to the pitch within a few steps of the Azzurri and Azzurre.
- **A programme that allowed National Team fans to choose the best male and female players in the games played by the Azzurri and Azzurre** over the year through a poll on the FIGC website, as well as providing analysis through the Match Analysis tool, which covers the main data on performance and sporting statistics linked to the National Teams.
- **3 Fan Matches** organised between fans of the Italy National Team and their opponents throughout the year (2 against Germany fans and one against England supporters).
- The use of a **new mascot (unveiled in 2021) for the National Teams**: a Maremma Sheepdog puppy with a kind and friendly face. The mascot, who wears an Azzurri jersey, has an illustrious past: it is actually a Carlo Rambaldi creation. The special effects artist, who passed away in 2012, was famous on the international stage for his cinematic creations which saw him winning 3 Oscars.



THE FANS PAGE ON THE FIGC WEBSITE

The **"Tifosi"** page on the FIGC website had **349,399 visits** and **722,799 page views** in 2022. **Overall users amounted to 248,116**, making up 10% of the total traffic on www.figc.it.

The **process of bringing dedicated content to users registered on www.figc.it** was continued, achieving very positive results: there were 84,625 new registrations (57,629 full and 26,996 light) in 2022 (an increase of 26.8% on 2021), taking the total up to 327,085.



FIGC'S INVESTMENT IN E-SPORTS

OBJECTIVES

▲ Understand and give value to this relatively **new entertainment sector** with a **double-digit growth**, in terms of audience and turnover.

▲ Capitalise the potential of the e-sports sector in **economic terms and in terms of interest**.

▲ Create the **first e-Foot National Teams**.

▲ Take part in e-sports projects run by **FIFA** and **UEFA**.

▲ Get the younger generations involved in specific **educational projects**.

▲ Build a vehicle capable of reaching the **millennials generation** and **generation Z**, by increasing the opportunities for interaction, sharing and **fan engagement**.



FIFA



FIGC MODEL LEGACY

● FIGC aims to proactively create a series of **communication and engagement opportunities for the community of fans** thus becoming an information and participation hub for **virtual football in Italy**.

● In terms of e-sports related projects, **FIGC is now considered an absolute global benchmark**, and FIGC representatives are often asked to **support the various international projects** implemented by the major stakeholders of the sector.



HIGHLIGHTS: THE GROWTH OF THE E-SPORTS INDUSTRY GLOBALLY AND IN ITALY

- Leading specialised studies estimate the global **turnover** generated by this industry to be **\$ 1.384 billion in 2022**, a figure that could grow to **\$ 1.866 billion in 2024 (+34.8%)**.
- The **worldwide audience** generated by e-sports is also expected to increase, from **532 million to 640.8 million spectators (+20.4%)**.
- Considering top-level European football alone, **79% of the clubs participating in the 10 top divisions across the continent had set up an e-sports division in 2022** (143 clubs overall – more than double the figure in 2017).



- 77 Italian professional football clubs** have set up their own **e-sports division**.



**SERIE A:
20 TEAMS**



**SERIE B:
18 TEAMS**



**SERIE C:
39 TEAMS**

- 3 out of 10 Italians play video games:** in 2022, the number of video gamers in Italy amounts to 14.2 million, which is 32.2% of the population aged between 6 and 64 years, with 80.9% being adults and 19.1% minors. Among the gaming platforms, **mobile devices are the most commonly used** (69.7% of gamers), followed by consoles (45.8%) and PCs (38%).

- The average age of gamers in Italy is 29.8 years.** Looking at the breakdown of the audience by age group, we can observe a higher percentage in the age group of 45-64 years old (24.6%) and the age group of 15-24 years old (24.0%). They are followed by other age groups, from 25-34 years old (15.5%) to 35-44 years old (12.7%), and then 6-11 years old (11.5%) and 11-14 years old (11.3%). When considering the percentage of gamers by age group, **the one where gaming is most prevalent is 11-14 years old** (71% play), followed by an equal percentage in the 15-24 years old and 6-10 years old groups (58%). Additionally, women make up 42% of the gaming audience in Italy, with an average age of 30.6 years.

- In recent years, the average gaming time has shown a steady increase**, reaching its peak in the two year period 2020-2021, directly influenced by the pandemic. In 2022, with the easing of restrictive measures, **the gaming time slightly decreased to 7.52 hours per week** compared to the 8.67 hours of the previous year, effectively returning to pre-Covid-19 standards. **69.7% of gamers play at least one hour per week**, 19.7% play at least one hour per month, and 10.6% play at least once a year.

- In 2022, the number of professionals employed in the production of video games in Italy reached over 2,400**, a 50% increase compared to the 1,600 reported in 2021. **83% of the workforce is under the age of 36** and is employed in various fields that require high specialized skills, including art (30%), technology (29%), design (18%), as well as management (12%) and support (11%).

- Total e-sports revenues in Italy were € 14.2 million in 2021**, an increase of 39% from 2020. This figure is driven mostly by broadcasting rights, accounting for 38%, and **sponsorships**, accounting for 45% which, for the first time, are the **main source of revenue**. Further growth up to € 20.1 million is estimated for 2022 and up to € 36.4 million by 2026.

COMPARISON OF E-SPORTS MARKET REVENUES IN ITALY BY TYPE



+48.3%

E-SPORTS CAGR 2017-2021

**Turnover grew from
€ 2.9 million to € 14.2 million**

**Revenues will grow from
€ 20.1 million to € 36.4 million**

E-SPORTS CAGR 2022-2026

+20.7%

- In 2022, the **top 3 best-selling video games in Italy** included **2 football games**.



FIFA 23 Electronic Arts



Call of Duty: Modern Warfare II Activision Blizzard



FIFA 22 Electronic Arts

- The **professional football leagues** (Lega Serie A, Lega Serie B and Lega Pro) and the National Amateur League **have started various types of activities in the field of e-sports in recent years** (online tournaments and events across the country), for which an estimated total of **almost 10,000 gamers** have signed up, adding to the **more than 17,000 involved in the FIGC selections** for the eNational Teams.

THE PATH OF THE FIGC: RESULTS ACHIEVED

- ✖ Launching the **selection programme for the Italian Pro Evolution Soccer (PES) National Team** during the 2019 European Under-21 Championship, held in Italy and San Marino in June.
- ✖ The 5 Italian host cities for the competition (Udine, Cesena, Trieste, Reggio Emilia and Bologna) hosted travelling **"boot camps"** – trials to select the best gamers.
- ✖ Organisation of a **tournament for professional online gamers**, which accompanied the Final Phase of the European Championship (**eEURO U21**); the 12 players who qualified for the final phase faced off on big screens at the stadium in front of all the spectators in attendance there.
- ✖ After the European Under-21 Championship, the activity continued as a series of **qualifying tournaments** were organised, until the **final selection event** (held in Coverciano) produced the four members of FIGC's **first e-sports Italian National Team**. The **TIMVISION PES 2020 eNATIONAL TEAM** was made up by Rosario "Npk_02" Accurso, Nicola "nicaldan" Lillo, Carmine "Naples17x" Liuzzi and Alfonso "AlonsoGrayfox" Mereu.
- ✖ The eNational Team took part in the **qualifiers for UEFA eEURO 2020**, the first ever European virtual football championship, and reached the final phase of the competition, before going on to **win the tournament in May 2020**. In the final against Serbia, the decisive goal was scored by an unprecedented Neapolitan pair (formed by eplayer Carmine "Naples17x" Liuzzi and avatar Lorenzo Insigne) in the 90th minute, settling the fourth and final game of the final.
- ✖ In 2020 the **FIFA 20 eNATIONAL TEAM POWERED BY TIMVISION** was also created, while in 2021 the new **TIMVISION PES eNATIONAL TEAM** was set up and qualified for the UEFA European Championship (being eliminated in the group stage), along with the **TIMVISION FIFA 21 eNATIONAL TEAM**, which qualified for the World Cup organised by FIFA (unfortunately cancelled due to the COVID-19 pandemic).



- ✖ In November 2021, the selection process was launched for the **creation of the new FIFA 22 eNATIONAL TEAM powered by TIMVISION**. With 3,000 players having signed up for the selection process, the lineup was completed over 10 selection events (online and in person) in 2022. The final selection event alone generated over 140,000 views on Twitch, including 78,000 unique viewers.
- ✖ **6 players were selected**: Francesco Pio "Obrun2002" Tagliaferro, Raffaele "Er_Caccia98" Cacciapuoti, Danilo "danipittbull98" Pinto, Diego "CRAZY" Campagnani, Andrea "Montaxer" Montanini and Karim "karimisbak" Rmaifi. The name of the **first coach of the eNational Teams** was Nello "Hollywood285" Nigro.
- ✖ **Qualification for the FIFAe Nations Cup 2022 in Copenhagen, with a record of 10 victories, 2 draws and just 2 defeats.**
- ✖ During the tournament, the **FIFA eNational Team** was given a bye through the group stage to the round of 16, where they overpowered Germany 5-0. They then got the better of Denmark in the quarterfinals, triumphing 5-2 after extra time. **Italy's journey ended in the semifinals** as they lost 5-4 after extra time to Brazil, who went on to lift the trophy.
- ✖ Italy is the only country from which **3 players** have qualified for the **FIFAe World Cup**, the World Cup for individual gamers held in the days leading up to the FIFAe Nations Cup 2022, with Francesco Pio "Obrun2002" Tagliaferro reaching the semifinal. Until a few years ago, Italian players had struggled to qualify for international tournaments. However, with the e-sports projects launched by FIGC and the football leagues, **the level of Italian players has risen significantly** since 2020, as demonstrated by a second consecutive semi-final appearance at the subsequent edition of the FIFAe Nations Cup 2023.

MEDIA RESULTS IN 2022 FROM LIVE STREAMS ON TWITCH

16 BROADCASTS

390,000
UNIQUE VIEWERS

95h 47min
OF STREAMING

876,000
TOTAL VIEWS

- ✖ Finally, it is also worth mentioning **training** initiatives: in collaboration with the Executive Masters in Esports Management, FIGC offered **3 scholarships for the second edition of MasterEsports**, with a view to helping the sector create increasingly specialised figures.



FIGC E-FOOTBALL
PROGRAMME - SUMMARY
DATA FOR THE THREE-YEAR
PERIOD 2020-2022

CREATION OF 5
eNATIONAL TEAMS

OVER 17,000 SIGN-UPS
FOR THE eNATIONAL TEAM
SELECTION EVENTS

99 TOURNAMENTS
ORGANISED

TIMVISION
PES eNATIONAL
TEAM EUROPEAN
CHAMPIONS 2020

FIFA 22 eNATIONAL TEAM
AMONG THE TOP 4 IN THE
WORLD (semifinalists of the FIFAe
Nations Cup 2022 and 2023)

2.4 MILLION VIEWS AND 1.6
MILLION UNIQUE USERS OF THE
50 LIVE STREAMING EVENTS ON
TWITCH

82,319 TOTAL SOCIAL MEDIA
COMMUNITY (+71.9% VS 2020)



THE CULTURAL HERITAGE OF ITALIAN FOOTBALL

MUSEUM OF FOOTBALL FOUNDATION



MUSEO DEL
CALCIO

CONCEPT

Centre of historical and cultural documentation of Italian football

- Situated in the FIGC Technical Centre in Coverciano
- Place where FIGC preserves the history of the Italian National Team, from the 1930s to present day

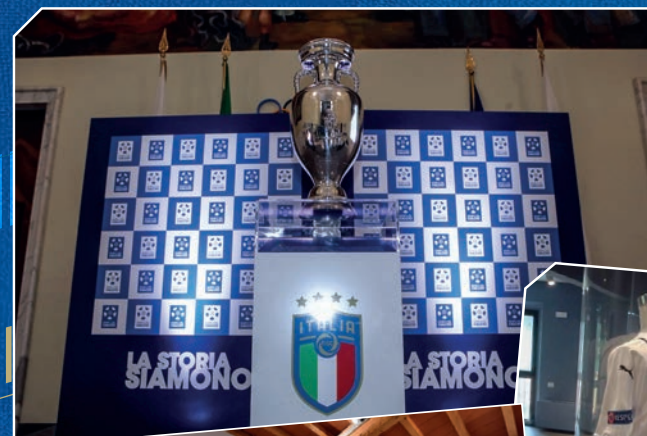
6 ROOMS

ALMOST
100,000
PHOTOGRAPHS

3,093 VOLUMES
including monographs,
pamphlets, magazine issues
among others

300 BOOKS
AND DVDS
on the following topics:
training methodology, history
of football, applied tactics and
technique, football medicine
and psychology

OVER
1,000 MEMENTOS
(shirts, boots, balls, tickets,
plaques, and statues)



227

ALBUMS OF PRESS REVIEW
(from 1934 to 1966)

1,760

AUDIO-VISUAL ITEMS

DIGITAL APP

(audio guide of the museum
and content about the history
of the mementos), a useful tool
during a visit, free to download
on all major platforms



MUSEUM ACTIVITIES: 2022 HIGHLIGHTS

- 🏆 **20,000 visits recorded in 2022**, a figure that is 30% higher than in 2019 (last year pre-COVID) and over double that of 2021.

New exhibition paths, attractions, and initiatives:

- 🏆 **"Azzurri jersey wall"**
at the entrance of the exhibition path.
- 🏆 **Temporary exhibition** dedicated to **Italy's victory in the 2020 European Championships** in a custom room, with 7 jerseys describing Italy's road to Wembley and victory at UEFA EURO 2020, together with the ball used in the final and the trophy itself.
- 🏆 On **4 May**, the day of the Superga tragedy, the Football Museum exhibited a series of items dedicated to remembering **Grande Torino**.
- 🏆 New space entitled **"In memory of champions"**, with an exhibition curated by the Florentine section of the Sporting Veterans Union for Holocaust Remembrance Day that displayed 48 panels with stories and pictures of deported players.
- 🏆 Collaboration between Lega Pro, the Municipality of Florence and FIGC to celebrate the **centenary of Artemio Franchi's birth**, with the exhibition of some of the Museum's mementos following the career of one of the best sporting directors in the history of Italian sport.
- 🏆 Collaboration with the Grand Hotel Rimini, which hosted the inaugural event of the 2022-2023 summer transfer window, to organise the exhibition **"Azzurra - The long history of the National Team"**, held inside the hotel. The exhibition told the story of the National Team throughout its history, with new display dedicated to Italy's historic victory in the 1982 FIFA World Cup.



- 🏆 Collaboration with London Design Museum for the exhibition **"Football: designing the beautiful game"**, enriched by mementos loaned from the Football Museum in Coverciano.

- 🏆 Collaboration with the FIFA Museum for the group exhibit **"211 Cultures. One Game"**, which takes its name from the 211 affiliated National Associations. The FIFA Museum in Zurich hosted the display with objects that represent and tell the story of each national football association.



- 🏆 At the start of 2023, the **new FIGC shop was opened inside the Football Museum**, dedicated to the partnership with Adidas.



Exhibition dedicated to the National "La storia siamo noi" ("We make the history")

Hosted in the home of Italian sport, the Italian Olympic Committee (CONI) headquarters at the Foro Italico, in the Salone d'Onore.



The exhibition, open to the public free of charge, allowed people to see a part of the immense heritage of the **Azzurri's 112-year history including mementos, trophies, shirts, balls, boots, memorabilia and all kinds of images** available to the historic site of the Football Museum. One of the aims of this journey was to take sports history heritage outside the physical confines of Coverciano.

The new logo of the Football Museum was unveiled on the same occasion. It was developed by Independent Ideas, who wanted to create a stylish modernisation of the current FIGC logo, reimagining its symbol in a modern way while ensuring it remains recognisable. The graphic still shows a football, a universal symbol of the game, and the stars, a clear reference to the glorious history of the Italy National Team.



New memorabilia illustrating Italian football and the Azzurri:

- Jersey No. 17, worn by **Luciano Re Cecconi** at the 1974 FIFA World Cup.
- Kit worn by **Roberto Baggio** in the Italy v Mexico match played at the Stadio Artemio Franchi in Florence on 20 January 1993.
- Jersey No. 22 of the National Team, worn by the striker **Giacomo Raspadori**, was also donned by **Giorgio Chiellini** in London during the 'Finalissima' at Wembley, which was the defender's last match with the National Team.
- Kit worn by **Emanuele Giaccherini** in the UEFA EURO 2016 quarterfinal match against Spain.



School pathways and initiatives aimed at the younger generations:

- Introduction of **"Family Weekends"** at the Football Museum that include special events to try and involve families and younger visitors, with workshops and a series of games designed for young boys and girls.
- New **"Birthday at the Football Museum"** package that involves different games activities as well as a guided tour.



- Initiatives dedicated to **Football Schools**, under the guidance and supervision of FIGC technical staff through the "Giocare a Coverciano" ("Playing in Coverciano") project.
- Educational pathways** to discover and explore various topics linked to football culture: "A Tavola con i Campioni" ("Eating with Champions"), "Calcio Education" ("Football Education"), "Parlare e scrivere di sport" ("Talking and writing about sport"), "Com'è fatto il calcio" ("How football is made") and "Calcio e Letteratura" ("Football and Literature").
- New **"Freestyle football at the Football Museum"** package to get to know and learn the most impressive tricks in football.
- New educational project **"Emotions and relationships in sport in the age of COVID-19"**, with the aim of helping children raise their awareness and their ability to manage their emotions.



Strategic plan of digital and technological development:

- Launch the possibility of buying tickets to visit the Museum **directly through the online portal** midaticket.it.
- Virtual reality**: to celebrate 40 years since the epic 1982 FIFA World Cup Final in Madrid between Italy and West Germany, it was possible to relive the match at the Football Museum and those unforgettable scenes that have stayed in the hearts of a generation of Azzurri fans, immersing yourself into the Santiago Bernabeu atmosphere thanks to the special "VR4Football" visor created by Noema Digital. On the pitch next to Bruno Conti, "Pablito" Rossi and "Spillo" Altobelli or in the stands with the President of the Italian Republic and King Juan Carlos of Spain, unique perspectives to experience those emotions in a different way, as a central part of the celebrations. After the success of the summer season, the initiative was repeated in November 2022.



Other initiatives:

- Organisation of a day dedicated completely to fans' **favourite teams and colours** (clubs and national teams).
- Conference on digitalisation** named "What's the formation for the digital revolution?", which produced some very interesting ideas and analysed the relationship between the internet, social media and football, and Italians' love for football.
- The Coverciano Football Museum hosted **Ukrainian mothers and children** who had arrived in the Tuscan capital thanks to the humanitarian project organised by the Municipality of Florence with the Prefecture of Florence and Caritas Foundation. The aim of the day was to give these families some normality through football and the memories it provokes.
- Remembering of the **victims of the Heysel tragedy in Brussels** with the display of the Azzurri jersey number 39 shirt, which was symbolically withdrawn by FIGC for the Belgium vs Italy friendly played on 13 November 2015. This was the first stage in a partnership between the Football Museum and FIGC and the family members of the Heysel victims.
- Installation of a large **Christmas tree** at the entrance of the Museum, decorated with letters of encouragement written by children to the players of the National Team.
- Release of a **celebratory stamp for the 40th anniversary of the 1982 FIFA World Cup win**, thanks to the partnership between the Football Museum Foundation and Poste Italiane, a partner of the National Team.
- Communication initiatives and promotion the Museum's image**, carried out with the main Italian broadcasters.





4.4 ENHANCING FIGC'S BRAND IDENTITY

In 2022, following the **internalisation of the Revenue Area**, FIGC continued the **process of enhancing commercial activities**. The Association currently has the following partnerships in place:



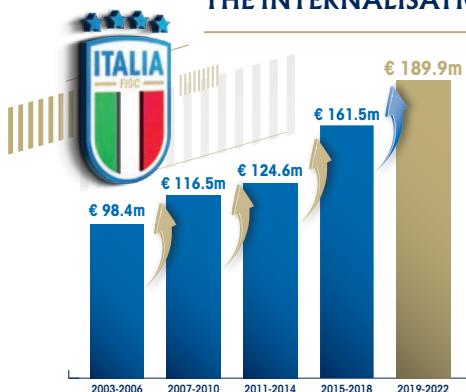
FOCUS: FIGC'S COMMERCIAL INTERNALISATION PROGRAMME



Since 2019, the FIGC governance has decided to **internalise some strategic activities** that were previously assigned to an external adviser:

- ⊗ Sales
- ⊗ Accounting
- ⊗ Implementation operations
- ⊗ Strategic marketing
- ⊗ Digital content
- ⊗ Visibility monitoring
- ⊗ Producing editorial content
- ⊗ eNational Team (e-sports) activity

THE INTERNALISATION OF FIGC'S REVENUE AREA PRODUCED EXCELLENT RESULTS



THE GROWTH OF FIGC'S COMMERCIAL PROFILE - SPONSORSHIP REVENUES IN THE LAST 4 CYCLES

Following the restructuring of FIGC's commercial arm, which has been fully in-house since 2018 (when FIGC was partnered with an external adviser), **revenues from sponsorships in the four-year period 2019-2022 grew significantly compared to previous contract cycles:**

REVENUES GROWTH +17.5%, WITH A GROWTH OF € 28.4 MILLION

REVENUE GROWTH EXCLUDING TECHNICAL SPONSOR: +47.5%
(A SEPARATE PRODUCT CATEGORY)

In the first year of the four-year period alone **the total turnover generated in the previous four-year period** (in which FIGC was assisted by an external advisor) **had already been exceeded**. In 2021, FIGC was **the third-biggest European Football Association** in terms of national team revenues, out of UEFA's 55 member associations.

EXPERTISE AND INVESTMENT IN HUMAN RESOURCES

Between 2018 and 2022, the total number of **staff working in the Revenue Area** grew from 7 to 27 people, following the corporate reorganisation carried out by FIGC's top-level management and a strategic

investment in new well-qualified human resources with an international profile, mostly of whom attended top-class sport management training programmes in Italy. On average, **every € invested in Human Capital of the Business/Revenue Area** in the four-year period in question produced **a return of almost € 9** in terms of increase in commercial revenues.

THE NEW AGREEMENT BETWEEN FIGC AND ADIDAS



Since January 2023, **Adidas** has been the **new technical sponsor of the Italian National Teams** (Men's, Women's, Youth, Futsal, Beach Soccer and e-sports), with an agreement until 2030.

The financial value of the new agreement sees **FIGC** break into the **top 5 Football Associations in the world in terms of revenue received from technical sponsors**.



The data mentioned is even more significant considering the **impact of the pandemic on the sports sponsorship market** (-37% in 2020 alone) and the negative financial impact of failing to qualify for the 2022 World Cup.

PARTNERS

Enhancement and re-assessment of **products and services**, while constantly seeking and analysing new business opportunities.

ACTIVITIES

Better knowledge and control of the market and **development of special projects** resulting in greater satisfaction for partner companies.

2022 HIGHLIGHTS

NEW COMMERCIAL PLAN

Over the course of 2022 a great deal of work was carried out with the aim of devising a **new commercial plan for the four-year period 2023-2026**. The main objective was to develop innovative commercial formats that could encourage old partners to renew and help find new opportunities on the market.

NEW PARTNERSHIP AGREEMENTS



ITA Airways became an "Official Partner" of the National Teams in September, signing a wide-ranging agreement not only involving the National Teams, but also Italian Referees' Association, FIGC Youth and School Sector and Technical Sector.

Focus - Based on the average annual data collected by FIGC, the more than 20 Italian National Teams travel on approximately 25 dedicated charter flights to and from venues, mainly within Italy and Europe, with a cumulative total of 2,800 players, coaching staff, media and partners on board. In addition to these numbers, there are over 13,000 other travellers, taking into account both the National Teams who use scheduled flights and FIGC staff and referees who travel for their respective matches. Therefore, as per the formalised agreement, ITA Airways will transport over 30,000 travellers for the following 2 years (2023-2024), taking into account all of the different types of FIGC users and stakeholders.



Facile Ristrutturare, a leading company in interior design in Italy with over 70 offices and 1,200 architects, has become a "Premium Partner" of the National Teams. The partnership also includes the remodelling of the FIGC headquarters and the FIGC Technical Centre in Coverciano.



Würth Italia, a leading company operating throughout Italy in the distribution of products and systems as well as repairs and assembly has become a new "Official Partner" of the National Teams.



The **Scuolazoo** "Media Partner" partnership, a completely innovative endeavour, has seen the company get involved in the final stages of the Youth Championships organised by the Youth and School Sector. Young players involved in the competition became the protagonists of a series of videos published on the channels of Scuolazoo, the most-followed news outlet and community among Italian students.

WOMEN'S FOOTBALL DIVISION



Nike is the new Technical Partner of the Division, supplying balls for Serie A, Serie B, Coppa Italia and the Italian Super Cup.



eBay initially became "Premium Partner" of the Division, through an innovative project related to women's empowerment and the training of young players. It then became a "Title Partner" for the Women's Serie A in 2023.

THE PARTNERS OF THE ITALIAN REFEREES' ASSOCIATION



The partnership with **Net Insurance** was renewed for a further 3 years. The sponsor will continue to feature on the shirts of about 30,000 AIA members involved at all levels.



In 2023, a new technical sponsorship agreement was signed with **GIVOVA**, as was another partnership with **Tigotà**.



MAIN PROJECTS AND ACTIVATIONS IN 2022

Presentation of the new **2022 Home and Away Kits** made by Technical Partner PUMA. The 20-year partnership with PUMA came to an end in the same year, celebrated through the **"20 years on our chest"** campaign created by FIGC.



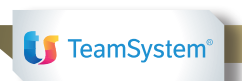
Official photos of the formal wear designed by **Giorgio Armani** for the Men's and Women's A National Teams.

The "Top Partner" **Poste Italiane** Italiane issued a stamp of the Men's A National Team that triumphed at the 1982 FIFA World Cup, commemorating 40 years since the win.



Numerous projects were carried out with partner companies during the **European Championship played by the Women's A National Team** in England in July.

- ✚ **TeamSystem** created a feature programme "Verso il sogno Europeo" ("Towards the European Dream"), in which the players **Cristiana Girelli**, **Valentina Cernoia** and **Elisa Bartoli** retraced the steps in their careers, delving into a series of anecdotes and memories.
- ✚ **Deliveroo** created a series of videos for their social media accounts, which featured **Barbara Bonansea**, **Laura Giuliani**, **Lisa Boattin** and **Martina Rosucci**.
- ✚ **Equilibra** chose captain **Sara Gama** as the protagonist of its communication campaign, involving a television advert and a series of videos posted on the company's social media accounts.
- ✚ **Peroni** developed a special edition of their packaging, and for the promotion of the product they made a video featuring some National Team female players.



- ✚ Over the course of the 2022 European Championship, the **"Diario Azzuro"** ("Blue Diary") feature programme was created and broadcast, in collaboration with **Fonzies**. The players took turns daily in telling the story of the days spent in their base in England, giving fans an insight on day-to-day life and the emotions the players were going through.



TECHNOLOGICAL DEVELOPMENT IN THE COMMERCIAL FIELD

A project related of **virtual advertising**, which first saw light in 2021 at the Men's A National Team match between Italy and Switzerland. Over the course of 2022 virtual advertising was implemented at 4 matches played abroad by the Men's A National Team. This was once again carried out in collaboration with RAI and Supponor, thanks to AI software trained to be able to distinguish movements and objects in front of the advertising hoardings in real time. The implementation of virtual advertising also makes it possible to significantly reduce CO2 emissions as, by replacing the double TV production, it limits the movement of vehicles and people.



ORGANISATION OF PARTNER EVENTS

- ✚ Guests of partner companies had the opportunity to spend a whole day at the FIGC Technical Centre in Coverciano for the **Azzurri Partner Day**, which was held during one of the Men's A National Team's gatherings.



- ✚ The fourth edition of the **Azzurri Partner Cup**, the traditional 7-a-side football tournament that takes place at the FIGC Technical Centre in Coverciano, was held. 18 teams participated, with a total of about 300 company representatives and the Ernst & Young team ran out winners on their maiden appearance at the tournament.

MEDIA VISIBILITY BENEFITING FIGC SPONSORS

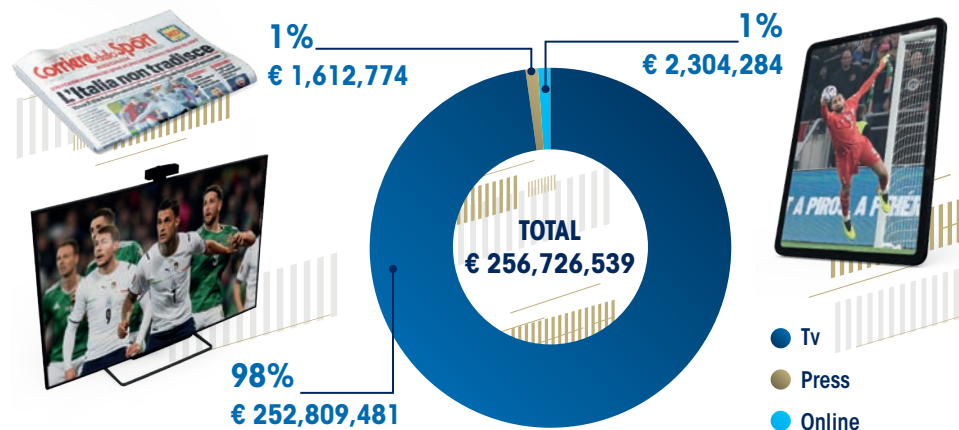
TV, PRESS AND INTERNET EXPOSURE OF FIGC 2022 SPONSORS

In 2022, **sponsors received more than 565 hours of TV exposure:**



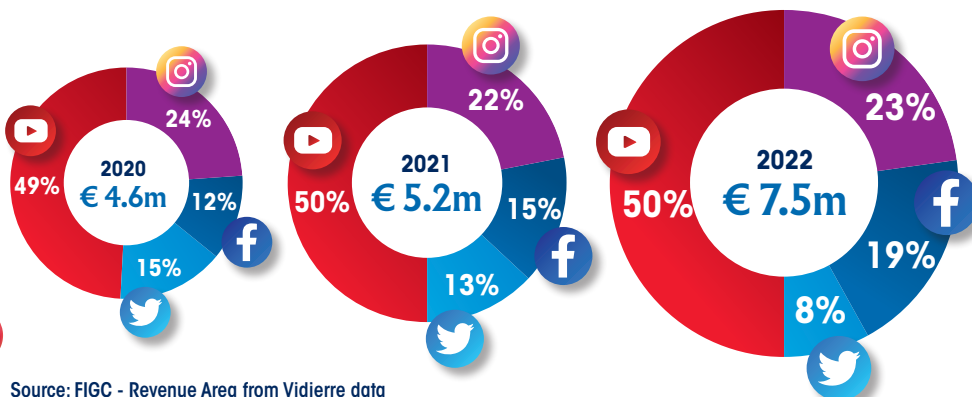
ECONOMIC VALUE (IQ) IN 2022 OF MEDIA EXPOSURE IN ITALY CREATED FOR THE BENEFIT OF FIGC SPONSORS

The **total economic value of the media exposure** for FIGC sponsors and partners on all platforms (newspapers, TV and web) is estimated at almost **€ 257 million**.



VALUE BENEFITING FIGC SPONSORS CREATED BY POSTS ON FIGC SOCIAL MEDIA

The **value (brand exposure)** created for the benefit of FIGC's sponsors by posts published on FIGC's social media accounts reached **€ 7.5 million in 2022**, a figure that has grown significantly in the last 3 years analysed:



Source: FIGC - Revenue Area from Vidierre data

BUSINESS MANAGEMENT OF TELEVISION AND MEDIA RIGHTS

The **TV rights revenues for FIGC in 2022** amount to a total of almost **€ 36.7 million**.



THE FIGC-PUMA STRATEGIC PARTNERSHIP

HIGHLIGHTS: 2022 DATA

Despite the failure to qualify for the 2022 FIFA World Cup and in comparison with 2021, the year in which the National Team won the European Championship, the number of **items sold** in **2022** increased by **34%**, while net sales remained substantially **stable** (-2%).

INCREASE IN THE NUMBER OF ITEMS SOLD COMPARED TO 2021



MAIN ABROAD MARKETS BY GROWTH



COMPARISON OF 2021 NET SALES



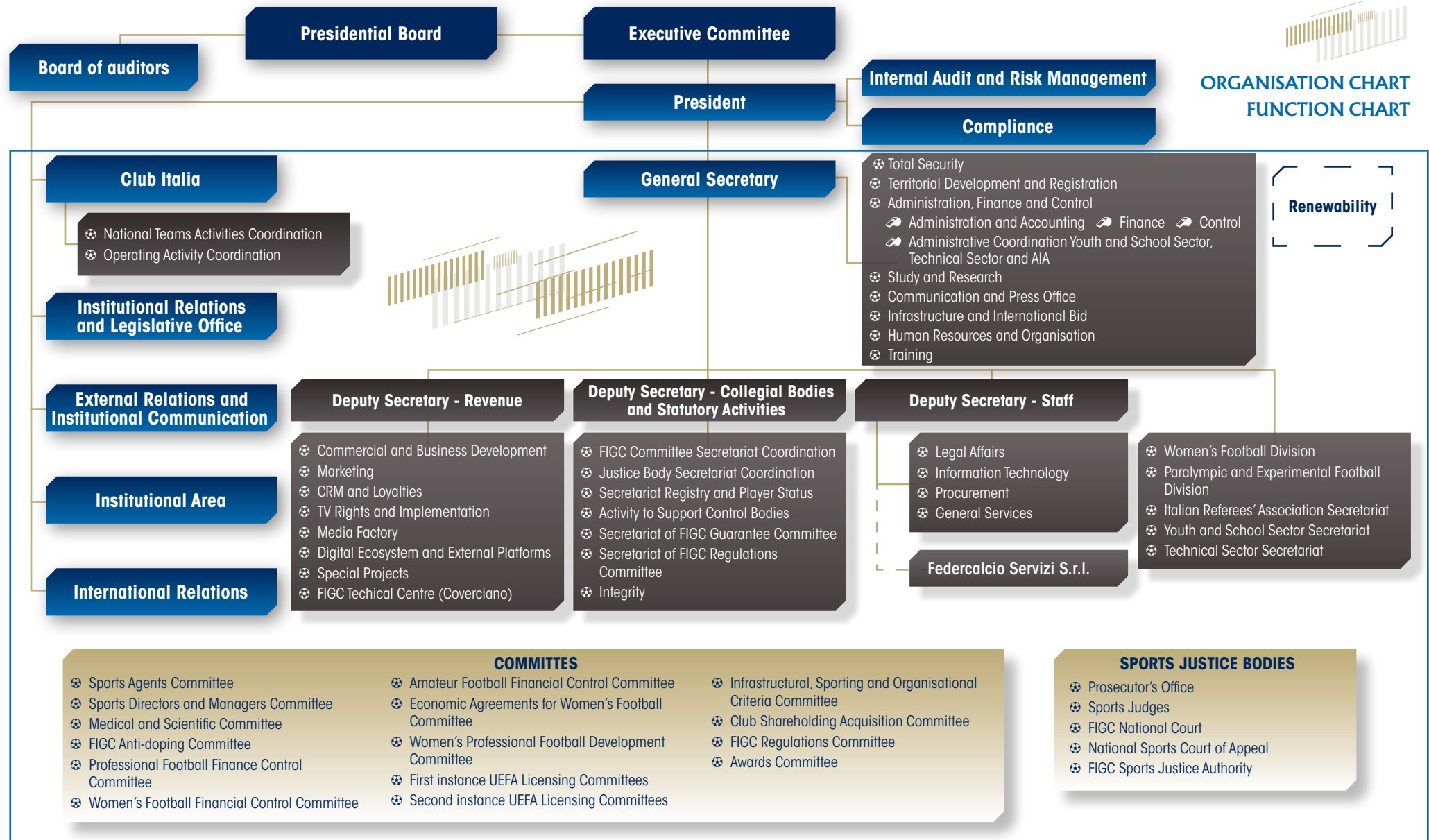
MAIN ABROAD MARKETS BY GROWTH





4.5 EFFICIENCY AND INTERNAL ORGANISATION

Note: Organisational chart update as of the date of the Integrated Report's publication



FIGC REORGANISATION

At the start of 2023, FIGC's governance further consolidated the **significant reorganisation of the Association's structures and bodies**, formalising the application of the new organisation chart and function chart, set out in detail in the previous page.



FIGC'S NEW ORGANISATIONAL STRUCTURE:

- ⚽ The structure that has been adopted - in order to streamline and simplify processes and internal coordination levels, including through the creation of areas of strategic importance, entrusted to Deputy General Secretaries - is inspired by the concept of "Renewability", with the aim of driving change and guiding FIGC's cultural, procedural, regulatory and digital transformation.
- ⚽ The new organisational structure, in meeting the criteria of efficiency and effectiveness, is oriented towards enhancing the human resources and competences present in FIGC's sphere (including through ongoing training), finding new economic resources, increasing the quality of the services provided, strengthening FIGC's international dimension, attracting new major events of global significance and consolidating the medium-long term investment capability.

REORGANISATION ALSO FURTHER CONSOLIDATED MAJOR REFORMS ADOPTED BY FIGC'S GOVERNANCE IN PREVIOUS YEARS:

- ⚽ New Club Italia structure.
- ⚽ Further strengthening of the Revenue Area, including by internalising key functions in the marketing and commercial area, from 2018.
- ⚽ New organisational structure for sports justice bodies and supervisory bodies.
- ⚽ Incorporation of the Women's Football Division and Paralympic and Experimental Football Division within FIGC.
- ⚽ Creation of an area reporting directly to the FIGC President.

FIGC'S REORGANISATION ALSO SEEKS TO ACHIEVE THE FOLLOWING GOALS:

- ⚽ Strengthening the FIGC structure, developing processes, flows and systems for greater efficiency and internal management.
- ⚽ Streamlining internal processes and levels of coordination.
- ⚽ Internalising some key marketing and commercial functions.
- ⚽ Creation of new top-level functions to oversee strategic areas.
- ⚽ Development of new products and content with significant added value.
- ⚽ Improvement of relations with all stakeholders (internal and external to FIGC).



LEGAL AFFAIRS AND COMPLIANCE

Objective: to transversally ensure the best legal support for FIGC as a whole, both in and out of court, for matters of an institutional/regulatory, national and international nature, as well as for more commercial and civil/contractual matters.

- ⚽ The Legal Affairs and Compliance Office provided technical legal support to all FIGC departments for drawing up contracts and agreements, and in particular to the following: Business/Revenue Area, Youth and School Sector, Technical Sector, Club Italia, Women's Football Division and Paralympic and Experimental Football Division.
- ⚽ The office provided support to the President's Office, the General Secretary's Office and the Legislative Office to analyse the regulatory changes proposed by FIGC components, as well as in the preparation of new Association regulations.
- ⚽ The Compliance function, as part of FIGC's internal control system, defined the adaptation of the Association's Organisational, Management and Control Model, in light of the organisational structure in force in 2022 and the recent legislative changes in this field.



NEW PROCEDURES AND OPERATING GUIDELINES

The operational instruction on delegations and powers of attorney and the new organisational procedure for procuring goods and services were defined. The latter aims to determine the manner in which FIGC buys goods and services, to facilitate planning for the procurement of goods and/or services in the best market conditions, while upholding the principles of cost-effectiveness, efficiency, fairness, equal treatment, transparency, proportionality and environmental protection.

RISK ASSESSMENT, INTERNAL AUDITING AND SUPERVISORY BOARD

The 2022 Audit Plan was devised with a risk-based approach on the basis of the results of the Control Risk Self Assessment (CRSA) conducted in 2021 and the qualitative assessments of the Internal Audit department, taking into account the discussions with FIGC leadership. The audits carried out in 2022, including checks for compliance with Legislative Decree 231/2001, concerned the following processes:

- ⚽ Management of funding programmes
- ⚽ Management of minors
- ⚽ Licensing (national and UEFA)
- ⚽ Collaborators



During 2022, follow-up work was also carried out on the following processes: organisation and logistics for National Team matches, systems and information security management.

As regards audit planning work for the year 2023, the Control Risk Self Assessment carried out in 2022 involved all FIGC functions. In this regard, the following were updated:

- ⚽ Risks identified
- ⚽ Inherent and residual risks of processes
- ⚽ Risk mitigation factors
- ⚽ Areas for improvement in internal control systems

The Internal Audit department's support work for the Supervisory Board pursuant to Legislative Decree 231/2001 took the form of a series of activities relating to the organisation of meetings, management of information flows and compliance audits under the decree.

As regards the Supervisory Board's work, 6 meetings were held in 2022, while scheduled for 2023 is the Audit Plan, supplemented with the checks for compliance with Legislative Decree 231/2001, which provides for 4 audits and 2 follow-ups.

Finally, following the latest reorganisation of FIGC's structure, 2023 will see the completion of the project to update the Organisation, Management and Control Model under Legislative Decree 231/2001, which involved the Internal Audit department in support of the Compliance function in charge of the project.



MANAGEMENT CONTROL: FIGC SAFEGUARDS

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



FIGC IS THE FIRST ITALIAN SPORTS FEDERATION TO INTRODUCE INTERNAL AUDITING



RISK ASSESSMENT



COMPLIANCE FUNCTION TO ENSURE REGULATORY CONFORMITY



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



SUPERVISORY BOARD



ADMINISTRATION AND ACCOUNTING REGULATIONS



23 OPERATING PROCEDURES AND INSTRUCTIONS:

1. Guidelines for managing FIGC procedures
2. Management of corporate obligations
3. Management of monetary and financial flows
4. Acquisition of goods and services (further updated in early 2022)
5. Human Resources selection
6. Use of company IT tools
7. Relations with Public Administration
8. FIGC memberships
9. Divestment of depreciable assets
10. Awarding of institutional patronage and issuing of contributions
11. Travel and expenses covered for employees
12. Allocation and use of mobile phones
13. Allocation of legal roles
14. Acquisition of goods and services for FIGC Technical Sector and territorial courses
15. Acquisition of goods and services for the Youth and School Sector
16. Guideline for managing minors at National Team events
17. Breach of personal data
18. Purchasing of goods and services by AIA's regional structures
19. Flows of information for FIGC Supervisory Board
20. Operating instructions for self-booking meeting rooms at FIGC's Rome headquarters
21. Organisational procedure for using and protecting IT tools and email
22. Procedures and information sheets relating to management of the health emergency, including the implementation of an internal COVID-19 protocol and instructions for using tools and services when working from home
23. Operational instruction on delegations and powers of attorney



MANAGEMENT CONTROL FUNCTION, WHICH INCLUDES PREPARATION OF HALF-YEAR POSITION



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



INTRODUCTION OF THE INTEGRATED MANAGEMENT SYSTEM (SAP ERP)



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



PROCUREMENT FUNCTION, TASKED WITH ISSUING ORDERS ACCORDING TO THE NORMS INTRODUCED BY THE PURCHASING PROCEDURE



SUPPLIER REGISTER WITH ONLINE SIGN-UP



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



STANDARDISING SUPPLY CONDITIONS AND THE SHARING OF CONTRACTUAL CLAUSES



SAFETY IN THE WORKPLACE

Safety in the workplace is one of FIGC's priorities, for social, moral and image reasons, as well as for practical reasons of regularity and punctuality in carrying out work.

Aim: minimise the risk of accidents and injuries in FIGC activities.



2022 ACTIVITIES: HIGHLIGHTS

- ⊗ Investment in Intellectual and Organisational Capital to grow knowledge and awareness of risks and dangers.
- ⊗ Continued to fight against the spread of COVID-19 by updating the Protocol and through focused training.
- ⊗ Implementation and reinforcement of a rapid response system for cardiovascular emergencies: installation of Defibrillators semiautomatic (DAE) and training given to emergency teams.
- ⊗ Updating and reinforcement of DVR (Risk Assessment Document) and preparation of the necessary DUVRI (Single Risk Assessment Document) for sporting and other events.
- ⊗ Implementation of a Stress Risk Assessment.
- ⊗ Updating of the Safety Organisation Chart and the procedures for Emergency Management.
- ⊗ Safety training activities, with the provision of:
 - 1) General e-learning training courses for 18 new employee
 - 2) Specific in-person training courses for 20 members of staff
 - 3) In person training courses for 35 Supervisors
 - 4) Training and refresher courses for 3 Directors
- ⊗ Health monitoring in 2022: 108 doctors' visits taken by staff.
- ⊗ Definition of the emergency and availability protocols by the Medical Officer (Centre of Preventative Medicine Studies) also for unplanned activities not related to normal management, especially during the emergency caused by the COVID-19 pandemic.



DEVELOPMENT AND ENHANCEMENT OF DIGITAL, TECHNOLOGICAL AND IT PLATFORMS

CONCEPT

The FIGC website, launched in October 2018, **brought together FIGC's digital resources** and created **a new multimedia and multi-channel media portal**, capable of becoming the digital reference point for Italian football, **hosting all the various contents** previously available on different platforms:

18-YEAR ARCHIVE FROM THE DIFFERENT SITES

1,700 PHOTO GALLERIES

OVER 50,000 DOCUMENTS

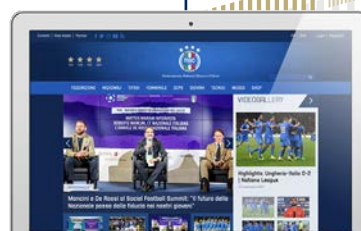
400 VIDEOS

The previous websites of FIGC (institutional), the Youth and School Sector, Women's Football, the Technical Sector, the Football Museum, Vivo Azzurro and the Calcio e-library service were **realigned and centralised in a single portal**, enhanced with dedicated features, services and exclusive content.

NEW CONTENT

- EXCLUSIVE VIDEO AND PHOTO PRODUCTION
- LIVE MATCHES
- NEW STATS SOFTWARE FOR ALL NATIONAL TEAMS
- VIDEO STREAMING
- RESULTS AND RANKINGS
- RESERVED AREA FOR REGISTERED USERS WITH DEDICATED SERVICES:
 - ticketing • e-commerce • competitions and surveys • training • player status

FIGC.IT website



LEGACY

INNOVATIVE IMPACT FOR ALL TARGETS

RESOLVES PREVIOUS FRAGMENTATION ON THE INTERNET

A SINGLE, UNIFORM VISUAL COMMUNICATION LINE

EASIER ACCESS TO CONTENT



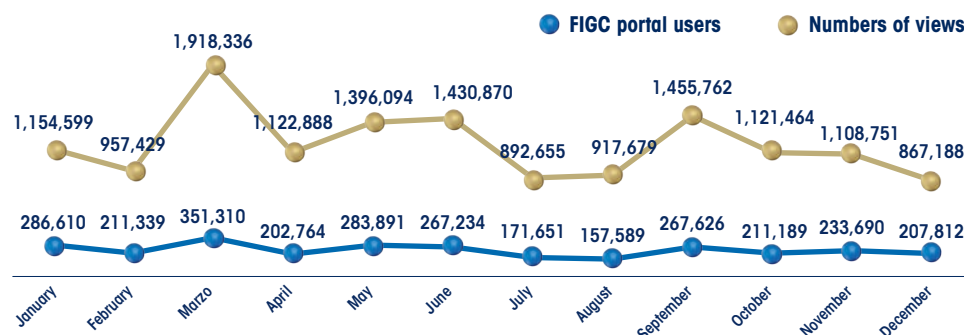
PARTICIPATION, INVOLVEMENT AND TRAFFIC ON THE PORTAL: 2022 HIGHLIGHTS

- 3,700 news published
- 805 media galleries
- 3,949 statements
- 2,442,465 users (-44% compared to 2021)
- 2,412,235 new users (-43%)
- 4,933,526 sessions (-36%)
- 14,343,715 views (-31%)
- Majority male audience (71.6%)
- 82.58% of traffic from Italy, followed by the United States (4.88%), Ireland (1.43%) and Germany (1.26%)
- The average age of the site's users is very young, and the most used devices are smartphone/mobile (74.5%), followed by computers (24.1%) and tablets (1.4%)

An analysis of the data for 2022 shows a **significant decrease** compared to the previous year, which is mainly due to 2 aspects:

- EUROPEAN CHAMPIONSHIP VICTORY IN 2021.** Comparing the 2022 and 2020 data, the figures show a growth in users of 20% and in page views of 11%.
- INTRODUCTION OF A NEW COOKIE POLICY IN LINE WITH GDPR REGULATIONS.** 23% of users did not consent to being tracked. It can therefore be suggested that the number of real users was over 3,000,000 and the number of views was over 17,500,000.

USERS AND PAGE VIEWS IN 2022



The results achieved by the figc.it website recorded a decrease compared to the results recorded in 2021: -43.6% for users and -31.2% for views. **With regard to the user registration database, the results remain very positive**, with 84,625 new registrations (57,629 full and 26,996 light) in the 2022 year (+26.8% compared to 2021), which bring the total to 327,085.

OTHER MAIN PROJECTS



Several online platforms have been introduced to aid FIGC activities with the aim of increasing the efficiency and functionality of the various structures.

Recently, 2 very important platforms were developed with the goal of implementing a new digital service that allows for the management of activities in a paperless and progressive way, ensuring transparency of working processes while speeding them up.

- ❖ **FIGC SERVICES PORTAL** for the coordination of all work processes concerning clubs, members, championship planning and control bodies, in order to make the management of various processes of interest to FIGC stakeholders completely digital.

EXTRANET - MODULES

UEFA LICENSING	● CLUBS: Serie A • Serie B
NATIONAL LICENSING	● CLUBS: Serie A • Serie B • Serie C • Clubs • Professional Leagues
PLAYER STATUS	● • Women's Football Division and DCPS • Central Player Status Office
FIGC REGISTRY	● All clubs • LND Regional Committees
SPORTS AGENT	● Agents and clubs
SUPPORTER LIASON OFFICERS	● CLUBS: Serie A • Serie B • Serie C



- ❖ **ONLINE SPORTS TRIAL** for the complete digitalisation of the FIGC sports justice system. The various components of the sports justice bodies (Judges, FIGC Prosecutor's Office, Lawyers and Secretariats) can use a standardised, digital exchange which ensures full, accurate visibility of the activity in progress, traceability of all the information and documents that have been filed, transparent, safe dialogue and the digital signing of documents. Dematerialisation concerns all stages of the trial and all acts and fulfilments of the parties, sports judges and the secretariats, which can and must be carried out electronically.

The Introduction of the Online Sports Trial sees FIGC blaze a trail on the international scene, as it is the first Football Association in the world to undertake such a project.

From the start of the 2023-2024 season, these platforms will be enriched by even more important functions:

- ❖ With regard to the **FIGC Services Portal, the Online FIGC Registry** will be activated for the management of all processes supporting clubs affiliated with FIGC, together with the relevant League and its local branches, which are concluded at the FIGC Register Office. This project was also launched with the significant involvement of the National Amateur League, which manages all amateur clubs through its Regional Committees. Also worthy of note is the implementation of the "Unified Access" function, to allow clubs to access FIGC (Services Portal) and LND (Club Portal) platforms through the same access credentials. As for the Technical Sector, the new platform functions also allow the online payment of the annual registration fee, the online registration of Match Analysts certified by bodies outside of FIGC and the "self-service" access by coaches to their memberships and contracts/agreements (where applicable).
- ❖ With regard to the **Online Sports Trial**, over the course of the 2023-2024 season the online management of the National Sports Court of Appeal will be launched.



DIGITAL TRANSFORMATION PROGRAMME (IN PROGRESS)



Involving 4 macro-projects:

- ❖ **CRM (Customer Relationship Management)**, regarding the adoption of a modern system to collect and manage FIGC fanbase data to create a clear view of each fan (demographic and behavioural data), which can then be used for direct marketing.
- ❖ **DAM (Digital Asset Management)**, with the creation of a new, constantly updated digital archive to collect images and videos that can be used to create ad hoc digital content.
- ❖ **Development of foreign language social media pages** with the aim of creating dedicated pages in Arabic and Chinese, alongside the current pages in English, to further the internationalisation of the FIGC brand.
- ❖ **Creation of new digital content** with the aim of implementing content to be shared on FIGC's digital channels.



TRANSPARENCY: FIGC PUBLICATIONS

ReportCalcio (13 editions + 10 years report)

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



Sustainability Report (3 editions covering 4 years of reporting)

Document illustrating FIGC's activities, identity and mission



Integrated Report (8 editions)

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



The Income Statement of Italian Football

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



FIGC publications can be found in the "Transparency" section of the Association website, along with the Code of Ethics, budget, financial statement and Organisational, Management and Control Model pursuant to Legislative decree 231/2021

Management Report (8 editions + two-year report on Gravina presidency)

Report designed to aid analysis, monitoring and forecasting of business performance











INTEGRATED REPORT 2022 - EDITORIAL STAFF

Coordination and editing

Niccolò Donna, Giuseppe Pavone and Simone Arrighi

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

For over 11 years FIGC has been producing Sustainability Reports (since 2012) and Integrated Reports (since 2015) to offer our stakeholders a deep understanding of just how important sport - and football in particular - is for Italy as a whole. Sustainability is increasingly central to FIGC's Strategy and this commitment has now been reinforced with the presentation of our first Sustainability Strategy, which sets out the path we intend to take with clear, measurable targets to be achieved by 2030.

The eight edition of the Integrated Report, enriched and complemented by the Strategy, serves as the information tool through which the FIGC transparently communicates to Italian sports fans the values of social cohesion, cultural identity, and physical and mental health which permeate our long-term strategy while contributing to the sustainable development of Italy's socio-economic system.

For more information

centrostudi@figc.it

Special thanks to

Italian Referees' Association

Youth and School Sector

Technical Sector

Photo credits

FIGC Photo Archive, Getty Images and Paolo Serena

Graphics and layout

Madvertising Srl

Technical and methodological assistance

PwC Business Services S.r.l.

This volume was produced entirely using paper from responsibly managed sources





VIA GREGORIO ALLEGRI, 14
00198 ROME • ITALY
FIGC.IT

