

TO THE MEMBERS OF FIFA

Develop the game, touch the world, build a better future.
(FIFA Congress 2006)

Zurich, 11 April 2011

Stability, continuity and reliability for FIFA's future success

Dear friends, *my friends,*

As already announced to you at the 60th FIFA Congress in Johannesburg on 10 June 2010 and as confirmed at several Confederation Congresses, I am happy to reiterate to you my candidature for the FIFA Presidency for the 2011-2015 period. In light of the upcoming FIFA Congress I would like to give you my view on agenda point 14. *Election of the President* in my function as the FIFA President and also as a candidate.

Football is my life, FIFA is my life. Looking back on what we have achieved together during the last 12 years fills me with great satisfaction. We can be proud of our organisation and that FIFA is stronger than ever. We are in an excellent position to tackle the challenges of the future.

As you all know, today we are living in an insecure and troubled world. After the global financial crisis of 2008-2009, today we have to cope with other major global challenges including natural and nuclear catastrophes, countries in financial turmoil, the devaluation of leading currencies as well as political instability and revolution in many regions. This shows that FIFA as the organiser of global World Cups and world football's governing body has to be prepared to manage the unexpected when it occurs.

Proven leadership and delivery on promises

For this reason, what FIFA needs most today is **stability, continuity** and **reliability**.

We have to further improve the game, extend our development activities and strengthen our organisation while being able to react quickly when the unexpected occurs in the football family. To do this we need **steady evolution**. I have decided to stand for my fourth and final term as your President because in these uncertain times FIFA needs **stability** to secure all that we have achieved so far and to make the essential changes to our beautiful game.

Since my first election in 1998 I have **always delivered on my promises** in the spirit of "Football for all – all for football", and I will continue to do so in the future. But before speaking about the future, let us have a look back at our tremendous achievements over the 12 years that I have had the honour of being your President.

My achievements 1998-2010

- **49 FIFA World Cups organised**

From 1998 to 2010 we successfully organised **three wonderful FIFA World Cups™**, including the first one on African soil, which not only was a tremendous organisational and economic success, but which, as the former President of the Republic of South Africa, Thabo Mbeki said, “elevated all Africans to their rightful place as equal members of the human family”. In addition, **46 other FIFA World Cups** were staged including newly-created tournaments in women’s football and beach soccer, as well as the Club World Cup.

- **USD 1.6 billion invested in development over the last twelve years**

Since 1999, **financial assistance** has continuously been made available to all member associations, with total payments of USD 784 million over the last 12 years. Furthermore, due to a very successful World Cup in 2010, I requested the Executive Committee to approve additional assistance of a total of USD 550,000 for each association.

In 1999, I initiated and implemented the very successful **Goal Programme** with 504 projects carried out in 194 countries and a total investment of USD 262 million as of today.

Other initiatives included the “*Win ... in ...*” projects, the **Refereeing Assistance Programme**, important technical courses, Football for Health, the fight against doping and academic programmes.

Overall, under my leadership we were able to achieve a **57-fold increase** in FIFA’s total investment in development projects in the cycle 2007-2010 compared to 1995-1998. In total, around **70%** of FIFA’s total expenses were **invested in football** in the form of competitions and development.

- **USD 1.2 billion in reserves created through a professional organisation**

As you will recall, FIFA did not have any reserves in 1998. Thanks to our joint efforts, systematic cost management (e.g. SCORE programme) and the successful commercialisation of our rights, we have achieved **financial stability and solidity** with financial reserves of USD 1.2 billion as of today.

The **professionalism of FIFA’s administration** can for example be seen when looking at the successful commercialisation of our TV and marketing rights, which enabled our four-year revenue to be increased by a **factor of 16** from USD 257 million (1995-1998) to USD 4.189 billion (2007-2010).

In addition, a series of measures were taken to improve **transparency and control**. This includes the six levels of financial controls, namely the internal control system, the annual audits by KPMG, the Internal Audit Committee, the Finance Committee, the Executive Committee and the Congress. Transparency is provided through the application of IFRS and our comprehensive annual financial report. Further controls are exercised by the **Ethics Committee** based on the **Code of Ethics**.

Overall, the FIFA **administration operates effectively and efficiently** and modern Statutes, regulations and procedures are in place. FIFA’s costs are well under control, as can be seen when looking at the expense budget for 2007-2010, which was closely adhered to (minor overrun of 3.5%).

- **195 social responsibility projects initiated and supported**

The Football for Hope initiative was created in recognition of FIFA’s **social responsibility** and the power of football as a driving force for social change. This includes the establishment of 20 Centres for 2010 to promote public health, education and football in disadvantaged communities across Africa. Furthermore, the Football for Hope movement supported 175 social development programmes around the world.

My objectives for 2011-2015

A lot has been done in the past 12 years, but we can always do better. If there is a constant in FIFA it is change. Changes occur every day and FIFA is today able to implement and manage them effectively and thoroughly. We have never rushed into implementing change for change's sake, but have always respected FIFA's democratic processes.

We are living in a world of economic uncertainty and political turmoil. In these challenging times FIFA needs first of all **stability, continuity** and **reliability**. We do not need revolution within FIFA but the continuous evolution and improvement of our game and our organisation.

The key challenges that we are facing today include threats to our democratic structures and to the quality of our game, in particular corruption, match-fixing, discrimination, racism and hooliganism. In the spirit of my three-pillar mission: **Develop the game, touch the world and build a better future**, together we will deliver solutions to these challenges.

Let me outline my **key objectives** for the final part of my mission.

1. Strengthen the democracy and autonomy of all member associations

FIFA is composed of its 208 member associations and the FIFA Congress is its supreme and legislative body. A shift of power away from the associations to the confederations would bring the football pyramid out of balance.

For this reason I would like to strengthen **democracy** and **autonomy** for our 208 member associations in order to protect the values and the specificity of football. This requires true partnership with our six confederations and close cooperation with political, economic and all other partners in society.

2. Provide USD 1 billion for football development in the next four years

I will continue to implement and intensify **development programmes** such as FAP, *Goal* and grassroots projects for which there is an increased total budget of USD 800 million, as approved by the FIFA Congress in 2010 in the spirit of solidarity within the FIFA family. Special efforts will be made to support the member associations as they undergo the professionalisation process.

In addition, in the event of a successful 2014 FIFA World Cup Brazil™, my objective is to ensure, increase and share the **financial success** with all member associations and confederations, as was already the case for the 2010 FIFA World Cup™, after which extraordinary FAP payments totalling USD 144 million were made to all member associations and confederations.

3. Enhance the quality of our game

It is my ongoing commitment to further improve the **attractiveness of our game** by optimising key components such as refereeing, the Laws of the Game, various technical aspects and management. The FIFA Task Force Football 2014 under the chairmanship of Franz Beckenbauer will help to achieve this goal.

4. Apply zero tolerance and fair play

The biggest enemies of football are **corruption, match-fixing** and **doping**. I will continue to fight these enemies by further developing and implementing appropriate tools and instruments such as the early warning system and the transfer matching system, which are already in place. The existing judicial bodies will continue to exercise their corrective function and by doing so will maintain the integrity of FIFA while further improving its reputation at all levels. Through the Ethics Committee we will also further strengthen our governance and ensure compliance.

Football being a school of life, I will ensure discipline, respect and fair play on and off the field of play.

5. Strengthen the universality of football

I plan to further enhance and promote the **universality of football** across all countries and cultures, for men and women, young and old, rich and poor. A first important step in this direction was the award of the hosting rights for the next two FIFA World Cups™ to Russia and Qatar.

6. Use the power of football to build a better future

I will intensify FIFA's **social responsibility** by strengthening **Football for Hope** and Football for Health as a social, cultural and political force and, in so doing, make the world a better place.

To achieve these objectives is very important. But it is equally important to secure the **stability** of our organisation – our family – and to ensure the continuity of our achievements as a basis for the next generation. I believe in football, I believe in FIFA and I believe in the FIFA family:

in you!

I have all the motivation, experience, ideas and energy needed to complete my mission.

I am ready, let's go for it – together. Join me in creating a wonderful legacy in the next four years as your President.

with best personal regards



Joseph S. Blatter

cc: FIFA Executive Committee