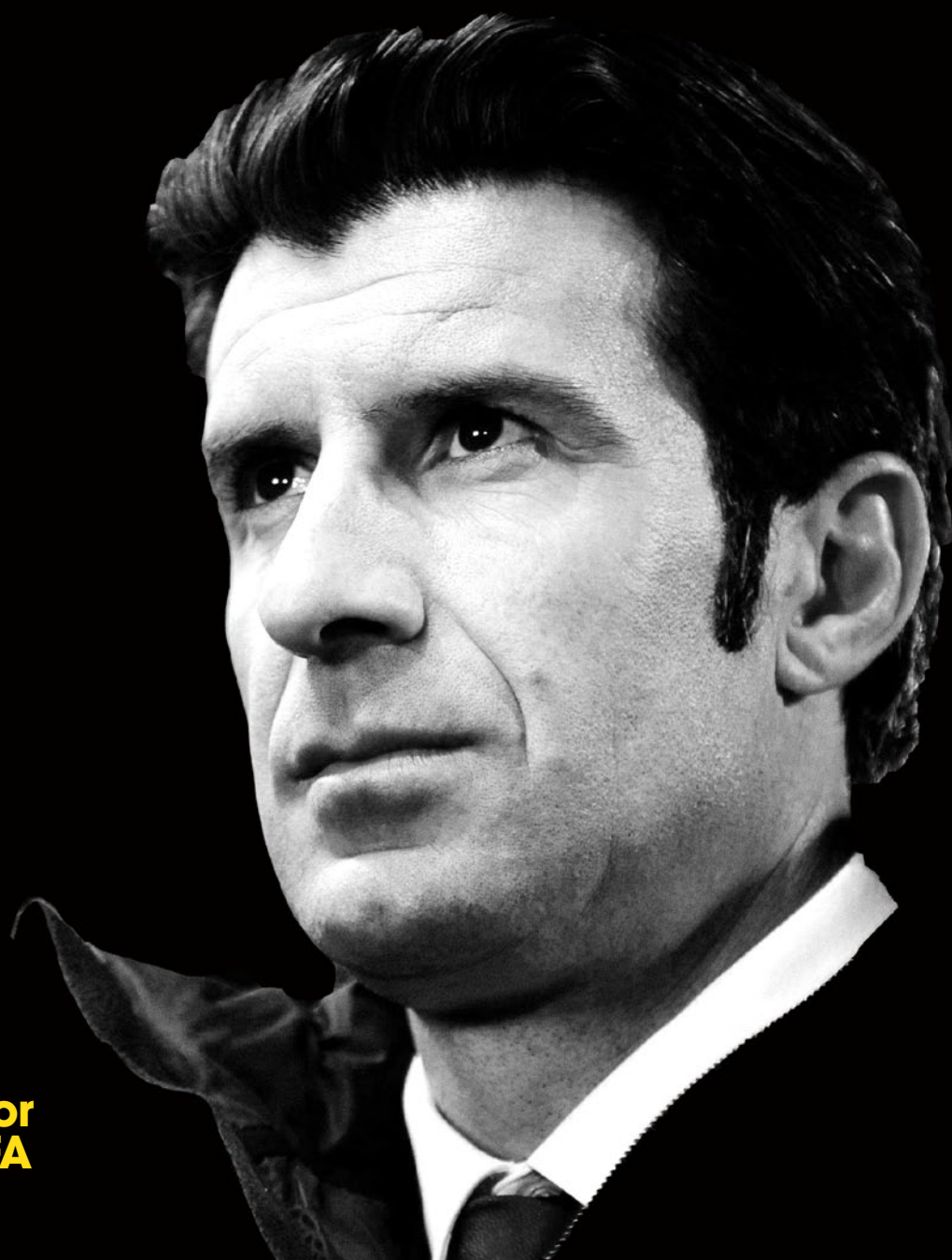


#FOR
FOOTBALL

* **LUÍS FIGO**

CANDIDATE FOR PRESIDENT OF FIFA



**A Manifesto for
change at FIFA**

FULL NAME

Luís Filipe Madeira Caeiro Figo

DATE OF BIRTH

4 November 1972

MARITAL STATUS

Married, 3 Children

CURRENT PROFESSIONAL ACTIVITIES

- Member of the UEFA Football Committee
- Chairman of the Luis Figo Foundation
- Ambassador of Dream Football (www.dreamfootball.com), an internet based talent detection and grassroots football program
- Stop TB Partnership Global Ambassador
- Owner of the Figo Football Academy, China

LANGUAGES

Portuguese (native speaker) plus Spanish, Italian and English

PROFESSIONAL FOOTBALL CAREER

1989 – 1995 Sporting Clube de Portugal

1995 – 2000 FC Barcelona

2000 – 2005 Real Madrid CF

2005 – 2009 FC Internazionale

Luis Figo's first club as a youngster was União Futebol Clube "Os Pastilhas", a small club at his hometown Almada, from where he joined Sporting CP youth ranks.

APPEARANCES

Club: 577 (91 goals)

Portugal National Team: 127 (32 goals)

UEFA Champions League: 103 (24 goals)

Portugal National Team

1989 UEFA European Champion U16, Denmark

1989 Runner-up FIFA World Championship U18, Scotland

1991 FIFA World Champion U20, Portugal

2000 Semi-finalist UEFA European Championship, Netherlands/Belgium

2004 Runner-up UEFA European Championship, Portugal

2006 Semi-finalist FIFA World Cup, Germany

Sporting Clube de Portugal

1995 Portuguese Cup

1996 Portuguese Super Cup (1994-95)

FC Barcelona

1996 Spanish Super Cup

1997 Spanish Cup, UEFA Cup Winners Cup, UEFA Super Cup

1998 Spanish Cup, Spanish League

1999 Spanish League

Real Madrid CF

2001 Spanish League, Spanish Super Cup

2002 UEFA Champions League, UEFA Super Cup, Intercontinental Cup

2003 Spanish League, Spanish Super Cup

FC Internazionale Milano

2005 Italian Super Cup

2006 Italian Cup, Italian League, Italian Super Cup

2007 Italian League

2008 Italian League, Italian Super Cup

2009 Italian League

PERSONAL TITLES

- Spanish League Best Player – 1996 | 1998 | 2000
- Member of the best 11: European Soccer Magazine – 1998 | 1999 | 2000
- World Best Player: World Soccer, World Sports Awards – 2000
- Winner of the Ballon D'Or – 2000
- FIFA World Player of the Year – 2001
- Member of the MasterCard best 11 – Euro 2000 | Euro 2004 | World Cup 2006
- FIFA 100 [the greatest living footballers, chosen by Pelé] – 2004
- Golden Foot Award – 2011
- "Quinas" Awards by Portuguese FA – Contemporary 11, Team of the Century, "Quinas" of honour for Player

"Football has been my passion since I was a child. I was very lucky and extremely fortunate to have the chance to play and get training from a very young age. Unfortunately, this opportunity does not exist for most children in the world."

My focus as FIFA President will be to make sure more children, boys and girls, get the same opportunity I had. Better infrastructures, more training. It is time for me to give back to the world of football everything it gave me."

#1 CHANGE AND DEVELOPMENT

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#2 CHANGE AND SOLIDARITY

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#3 CHANGE AND THE WORLD CUP

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#4 CHANGE AND FIFA'S STRUCTURES

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#8 CHANGE AND PROTECTING THE GAME

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#9 MY PLEDGE

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CHANGE AND DEVELOPMENT

#FOR FOOTBALL

The development of football across the world will be my main priority with four key objectives for FIFA, its Member Associations and myself:

#1 INCREASE PARTICIPATION OF ALL AGES AND GENDERS IN GRASSROOTS FOOTBALL

Concrete proposal

Establishment of tailor-made projects in each country to achieve this objective:

PROJECT "SCHOOLS FOR FOOTBALL"
Each Member Association to receive a specific payment for projects involving football activities with children as part of their regular school programmes, in close cooperation with the government of their country.

PROJECT "BOYS AND GIRLS FOR FOOTBALL"
Each Member Association to significantly increase the number of registered boys and girls (target: at least 10% growth over the next 4 years) by creating or enhancing existing grassroots projects.

#2 INCREASE EXPERTISE IN ELITE AND GRASSROOTS FOOTBALL DEVELOPMENT

Concrete proposal

Knowledge exists but it needs to be shared:

Creation of the project "Coaches for football" with exchange programmes between Member Associations to share best practices in both elite football and grassroots development.

Top 50 Member Associations to invite every year technical representatives of 3 of the other Member Associations for a 2-week seminar with practical training.

#3 EXPAND INFRASTRUCTURES AND DISTRIBUTION OF FOOTBALL MATERIAL

Concrete proposal

Football pitches, balls and kit to play football are always needed across the globe:

At least 50% of the Solidarity Funds received from FIFA should be invested by Member Associations in these resources. FIFA will assist with relevant expertise and use its bargaining power to ensure cost effective arrangements.

#4 IMPROVE REFEREEING AROUND THE WORLD

Concrete proposal

Referees are key to the game of football. And it is also vital that they are good.

At least 10% of the Solidarity Funds received from FIFA should be invested by Member Associations in the development of referees with tailor-made programmes targeted to their needs.

CHANGE AND SOLIDARITY

FIFA belongs to its Member Associations and it is only natural that FIFA's revenues are distributed back to them directly. This is needed to help further strengthen the Member Associations and make sure they are ready to meet our common objective to develop football to the next level:

The way FIFA currently distributes revenues to its Member Associations is far from efficient in the context of developing football in their country. It is time to restore the principle that FIFA's revenues belong to its Member Associations ... for football.

50% of FIFA's revenues – \$2.5 billion – should be distributed directly to the Member Associations for Solidarity over 4 years:

Concrete proposal FIFA Football Development Solidarity Programme:

- \$1.7 billion to be distributed directly to the Member Associations for the development of football. This means \$8 million per Member Association over 4 years / **\$2 million per Member Association per year**
 - Member Associations receive directly at present only \$375,000 per year through the FAP and GOAL projects
- \$300 million to be distributed to the Member Associations in highest need, ear-marked for the construction of specific football infrastructure projects. This means an additional \$2 million for 150 Member Associations over 4 years
- \$500 million to be distributed as prize money to the Member Associations participating in the World Cup

FIFA's reserves belong to the Member Associations. The current reserves are \$1.5 billion yet there is no need to "sit" on this large amount. A reserve of \$500 million is sufficient to cover the operational needs of FIFA in the unlikely event that a World Cup would have to be postponed. Given this, I propose that:

- \$1 billion is redistributed back to Member Associations from FIFA's \$1.5 billion reserves:

Concrete proposal Re-investment of FIFA Reserves to Member Associations:

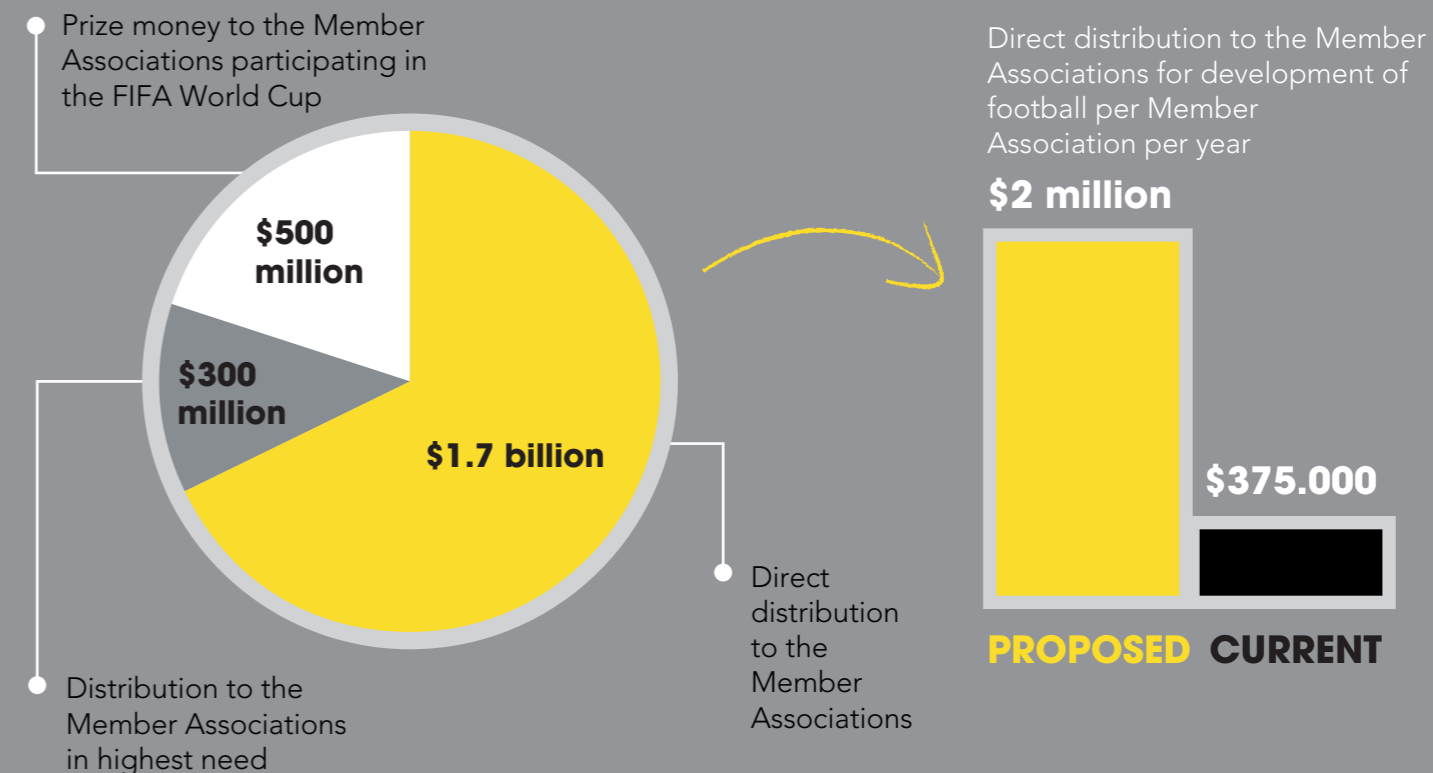
- \$209 million / \$1 million per Member Association for the "Schools for Football" project:
 - \$500,000 following presentation of a concrete project
 - \$500,000 at start of implementation phase
- \$209 million / \$1 million per Member Association for the "Boys and Girls for Football" project once the target of a 10% increase in registered boys and girls is reached; plus a bonus of \$2 million to each of the 10 Member Associations with the highest growth rate in four years
- \$200 million for the "Coaches for Football" project facilitating knowledge and expertise sharing on football development
- For the remaining amount (around \$380 million) I call on Member Associations to make proposals for submission to the FIFA Executive Committee and the Congress on how this money could be best invested in football development projects of Member Associations
- \$500 million remaining as reserves to cover emergency situations

All revenues flowing from FIFA to the Member Associations would be centrally audited to ensure investment is carried out in accordance with clearly defined and agreed project plans.

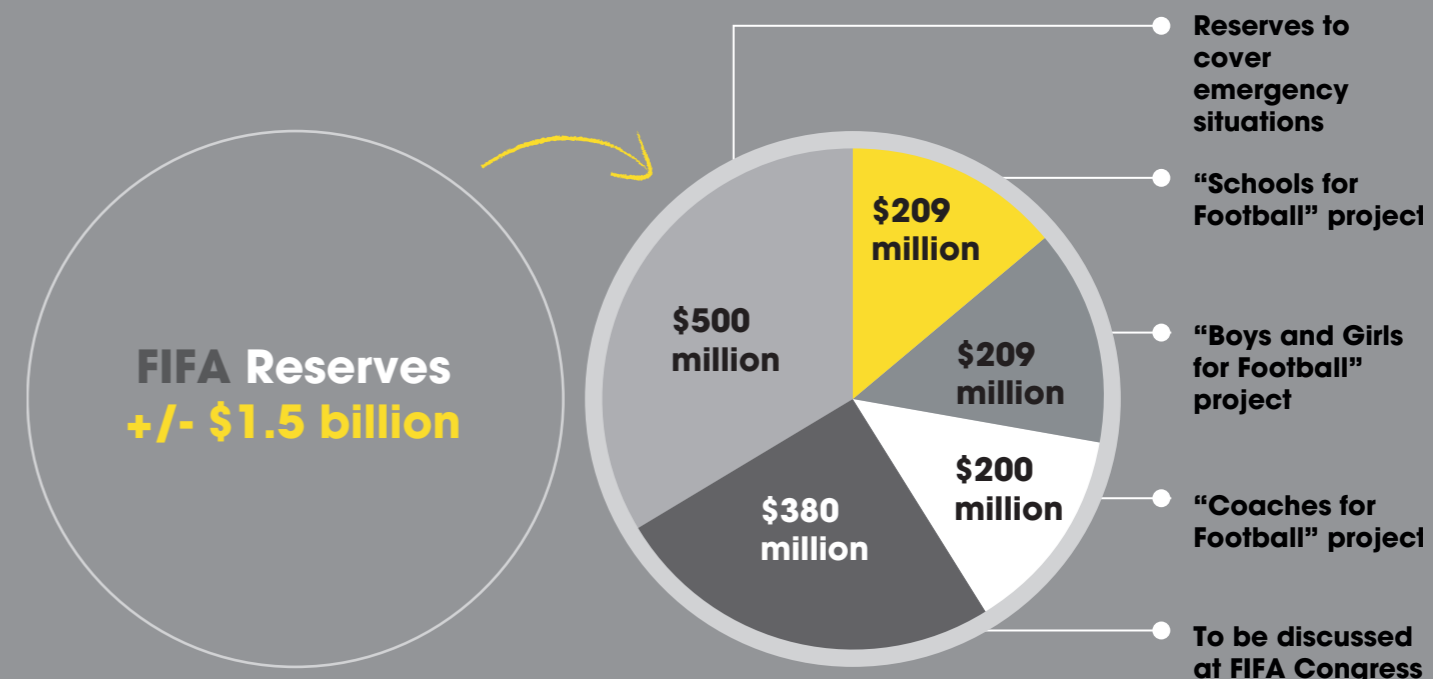
Change in financial management

The costs of running FIFA have increased significantly and it is therefore time to restore reasonable and transparent running costs: 50% of FIFA's revenues, \$2.5 billion, are more than enough to run the FIFA administration and all of the FIFA events over 4 years. With a rational and pragmatic approach, costs can be brought back to a reasonable level without affecting the quality of the work delivered.

FIFA FOOTBALL DEVELOPMENT SOLIDARITY PROGRAMME



RE-INVESTMENT OF FIFA RESERVES TO MEMBER ASSOCIATIONS





“ The World Cup is the most popular sporting event in the world. Interest from fans is increasing exponentially at each new edition. It is a true treasure for FIFA and its Member Associations... I propose to have an open debate at the FIFA Congress on its future...”

In order to strengthen it further for the years to come, I propose to have an open debate at the FIFA Congress on its future:

Concrete proposal

Open debate at FIFA Congress on the future of the World Cup with the following three proposals to be discussed:

Proposal 1:

- Status quo of 32 teams

Proposal 2:

- Expansion to 40 teams with 8 groups of 5 teams
- Feasible with 3-4 additional days
- Additional teams weighted towards non-European nations

Proposal 3:

- Expansion to 48 teams with two 24-team-tournaments played on two continents simultaneously, for example Americas and Asia/Oceania or Africa and Europe, followed by a final knock-out stage in one country
- A rotation system would be put in place to ensure every part of the world has the “world cup feeling” every second World Cup
- Feasible with 3-4 additional days
- Additional teams weighted towards non-European nations

My starting point in this debate is that by increasing the number of teams participating in the World Cup, we not only make sure that we include more countries from across the world in the greatest football competition in the world, but also enable FIFA to raise significant increased revenues that can be used to invest in the growth of the game globally.

CHANGE AND FIFA'S STRUCTURES

“I will implement true good governance principles and give back the real decision-making power to the Member Associations by changing FIFA's structures.

I will work in a collegiate way consulting Member Associations and installing a proper democratic consultation process before decisions are taken. ”

#1 Increased consultation of Member Associations

- Set-up a FIFA hub in each regional association in collaboration with the confederations to organize strategic meetings involving 10-15 Member Associations each time. These would involve all Presidents and General Secretaries of Member Associations of each region on a regular basis (at least once per year). The hubs would discuss strategic matters relevant to a regional and global level, and also be used to support football development taking account of specific regional needs
- The conclusions of these meetings will be reported back to the FIFA Congress for consideration and action. The FIFA Congress will set the strategy, which will then be implemented by the FIFA Executive Committee

#2 I will ensure a clear separation of powers with simple structures worthy of a modern democracy:

- The **FIFA CONGRESS** will remain the supreme organ of FIFA, its only legislative body entitled to amend the FIFA Statutes. However, the role of Member Associations and the Congress will be reinforced as follows:
 - The input for the strategic direction of FIFA will come directly from the Member Associations through the regional hub meetings
 - The Congress will decide the future FIFA World Cup hosts, as already decided
 - The Congress will decide on the Solidarity amounts to be distributed and invested for football development
 - The Congress will determine FIFA's position in the IFAB regarding the most important strategic decisions on the Laws of the Game (for example on the use of technology in football)

- The **FIFA EXECUTIVE COMMITTEE** will remain the executive organ of FIFA, with representatives of all Member Associations elected through their confederations to ensure worldwide representation. Its composition will be democratised and be based on sporting and demographic criteria:
 - Each confederation will have one seat per 10 Member Associations
 - Each confederation will have one additional seat for each of its Member Associations that have won the men's World Cup, with a maximum number of 8 members per confederation
 - Immediate consequence: One additional seat for AFC, CAF, CONCACAF and CONMEBOL
- The **FIFA JUDICIAL BODIES** will be modernised. The Ethics Committee will be merged with the Disciplinary Committee to enable it to administer sanctions. Both the Ethics and Disciplinary Committee and the Appeals Committee will have to apply full transparency of procedures and full publication of decisions. Strict timing constraints with short but reasonable deadlines will be set to reach final conclusions on cases. Full independence from the Executive Committee and the Congress will be required for both committees
- **AN INDEPENDENT GOVERNANCE, AUDIT AND COMPLIANCE COMMITTEE** will be in charge of supervising the FIFA President and the entire FIFA organisation to ensure good governance is implemented. It will, in particular, supervise FIFA's processes - for example, making sure that all decisions are taken following a proper democratic consultation process, that FIFA's financial transactions follow a proper tender process for suppliers, and that the distribution of FIFA's revenues are closely monitored and audited

CHANGE AND LEADERSHIP

#FOR FOOTBALL

" I grew up in a working class district of Lisbon playing street football where my life changed forever – that is the power of football. Because of my upbringing, I cherish the fact that I am my own man. I have not been involved in FIFA politics. I don't owe anything to anybody. I don't need to pay back any favours because I have none to pay. Therefore I can serve as FIFA President exclusively in the interest of football and its future. "

#1 I want to restore the credibility and the image of FIFA with a real change in leadership and take the necessary steps to create a new and modern FIFA.

#2 I will lead by example, with the highest ethical and moral standards.

I will involve leading and respected football figures in advising the decision-makers of world football with the creation of the FIFA Football Council.

#3

Concrete proposal

Creation of the FIFA Football Council

- The role of the FIFA Football Council will be to advise the FIFA President and the FIFA Executive Committee on strategic football matters such as:
 - Calendar
 - Competition formats
 - Laws of the Game
 - Strategies for football development
- The Council will be composed of highly respected members of the football community (former players, coaches, managers, etc) chosen for their quality, experience and respectability to ensure the highest credibility and professionalism of the Council
- The composition of the Council will be approved by the FIFA Congress

#4 FIFA should also take on board the opinions and views of fans. I will therefore set up mechanisms to give fans the opportunity to finally also have their say on FIFA priorities.

The digital and connected age we live in gives us a powerful tool to reach out to the people who have made the beautiful game the most popular sport in the world: the fans. Let us make use of it!

With the help of social media and innovative technologies, I intend to interact directly with the hundreds of millions of football fans around the world to ensure their views are also taken into account by FIFA.

#5 I will bring diversity and real inclusion to the FIFA administration and appoint at least one Director from each continent into the management (today only one FIFA Director comes from outside Western Europe). We should also aim to have at least 50% of FIFA staff come from regions outside Europe. Diversity and inclusion must not simply be slogans, they must be reflected in the realities of FIFA's day-to-day administration and operations – it must lead by example.

#6 I will propose to the Congress a term limit for the FIFA President of a maximum 12 year period.



The digital and connected age we live in gives us a powerful tool to reach out to the people who have made the beautiful game the most popular sport in the world: the fans.

LET US MAKE USE OF IT!

“I want to bring back unity in world football and to work together to improve and develop the beautiful game across all territories. A strong and united football family is needed to meet the challenges of the future.”

Unity, Inclusion, Partnership...

#1 I will **UNITE FIFA, ALL CONFEDERATIONS AND MEMBER ASSOCIATIONS** by agreeing joint objectives and sharing implementation responsibilities. A coordinated and integrated approach is needed. The FIFA hubs will help to create synergies and cooperation in delivering concrete football development projects on the field, while taking into account regional needs.

#2 I will **BRING FIFA AND UEFA CLOSER** to each other. The conflict between FIFA and UEFA has been lasting for too long and has been detrimental to the overall interest of football. By FIFA and UEFA joining forces, we can make a big, positive difference to the football world. It is time for UEFA to give back to the rest of the world by sharing its knowledge and resources.

#3 I will also **INCLUDE THE PROFESSIONAL FOOTBALL STAKEHOLDERS** (clubs, leagues, players and of course Member Associations) in the consultation and decision-making process for matters related to professional football. A new separate structure – **THE REPRESENTATIVES COUNCIL** – will be created where stakeholders can send their representatives to input on key issues. It will foster the vital dialogue between all interested parties and will directly report to the FIFA Executive Committee.

#4 In order to protect National Team football it is vital to establish a **TRUE PARTNERSHIP WITH THE CLUBS**. It is important that everybody, Member Associations and clubs alike, understand that only a united effort of coordination and balance will protect both National Team and Club football. I am convinced that we will find the right solutions, building on from what has been agreed in the past (such as player insurance and solidarity contributions for clubs from the revenues of the FIFA World Cup).

#5 I will make sure, in particular, that **COOPERATION WITH THE CLUBS IS IMPROVING** and that jointly agreed solutions can be found, in particular with the European Club Association, which currently does not have any agreement in place with FIFA. This situation cannot be underestimated and jeopardises the future of all 209 Member Associations and our National Teams.

#6 I will **KEEP AND STRENGTHEN THE ESSENTIAL LINK BETWEEN THE PROFESSIONAL AND AMATEUR GAME** with the creation of cooperation programmes at all levels of Football. It must be an obligation for each professional football stakeholder, as part of its Corporate Social Responsibility, to invest a share of its revenues (with a percentage to be defined) into grassroots, youth, women's and amateur football.



CHANGE AND THE LAWS OF THE GAME

#FOR FOOTBALL

“In order to ensure football stays modern and adapts when the time is right, I propose the following two reforms...”

#1

My views on the Laws of the Game:

- **YES** to goal-line technology
- **YES** to starting a real and structured debate on the use of technology in football, in particular regarding impact on game flow (any proposals to be fully tested)
- **STOP** the “triple punishment”
- **TEST** the introduction of sin-bins for unsporting behaviour towards referees
- **REVERT** to the “old” definition of the offside rule where a player is judged offside, whether directly involved in the play or not

#2

Modernise the International Football Association Board [IFAB]:

Concrete proposal

- Establish clear, transparent and understandable procedures for the functioning of IFAB, keeping the current voting structure of 4 FIFA and 4 British representatives
- Consult the FIFA Football Council to discuss potential amendments to the Laws of the Game
- The 4 FIFA representatives will reflect the decisions made at FIFA Congress on important strategic matters, such as use of technology in football
- Revise the Laws of the Game only every 4 years to ensure continuity and tradition

CHANGE AND PROTECTING THE GAME

#FOR FOOTBALL

Protecting the game from the dangers modern football is facing must always remain a priority for FIFA and its Member Associations. Coordination, diligence and teamwork are required to protect our game. The following areas will be my priority:

#1 Preserve the integrity of the game with FIFA leading the fight against match-fixing:

- Close cooperation with police and prosecution authorities
- Coordination with confederations and Member Associations
- Effective education policies
- Strong and dissuasive disciplinary sanctions, including life-bans for players, referees and officials involved in match-fixing

#2 Football as a clean sport with FIFA leading the fight against doping:

- Enforce strict testing programmes (blood, urine and biological passport)
- Re-enforce existing education programmes and preventive measures

#3 Eradicate violence and hooliganism from football stadia and pitches

- Education and awareness policies
- Exchange of expertise in building secure stadia
- Close cooperation with government and police authorities
- Strong disciplinary sanctions, including stadium closures and sporting sanctions such as exclusion from competitions

#4 Kick racism and all types of discrimination out of football:

- Integrated approach at all levels
- Common education programmes and communication campaigns with confederations and Member Associations
- Show the positive effects and messages of diversity and inclusion

#5 Increase transparency on money flows around transfer activities

- Design clear rules and procedures for transfer activities involving clubs and players' representatives
- Improve the protection and solidarity for the training of players
- Protect players' rights (in particular the payment of salaries for those having "small" contracts) in a fair and balanced manner

Football has given me so much in my life and I now want to give something back to the game that has shaped me so deeply...

Throughout my career I have worked at all levels of the game. This has given me a unique insight and understanding that I feel can enhance the discussion about the future of FIFA and the future of Football.

I grew up in a working class district of Lisbon playing on the streets and my life changed forever through the power of Football. Because of my upbringing and the time during and after my playing career, I cherish the fact that I am my own man. I don't owe anything to anybody. Therefore I can serve as FIFA President exclusively in the interest of football and its future.

I was very lucky and extremely fortunate to have the chance to play and get training from a very young age. Unfortunately, this opportunity does not exist for most children in the world and addressing this crucial issue would be a key focus for me if elected FIFA President.

My Manifesto, which has been developed after talking with and seeking the views of many in the football family, has a clear vision and detailed policy ideas. One of the consistent themes fed back to me as I prepared this Manifesto was the way in which FIFA currently distributes revenues to its Member Associations is very inefficient and ineffective – especially for developing football across all Associations.

That is why one of my core recommendations is that 50% of FIFA's revenues - \$2.5 billion - should be distributed directly to the National Associations over 4 years to help fund grassroots football across the world. If done in the right way, with a clearly defined strategy that is centrally audited and monitored, this investment will radically enhance football opportunities for boys and girls and directly benefit all of FIFA's 209 Member Associations.

In recent weeks, months and even years, I have seen the image of FIFA deteriorate and as I speak to many people in Football – players,

managers and Association Presidents – so many of those people have told me that something has to be done.

In this Manifesto I have outlined, clearly, how I would help to restore FIFA's credibility and rebuild trust in it. This will not be a simple and quick fix. It requires fundamental changes.

There is far too much at stake to sit on the side lines and refuse to act - that is not the man I am. I urge you all to join me in ensuring a new style of leadership at FIFA, one that places global Football at the heart of everything it does and stands for.



★ LUÍS FIGO

CANDIDATE FOR PRESIDENT OF FIFA

“Football runs through my veins. I am a man of Football, inside and out and I am ready to help bring about real change and usher in a far more positive era for FIFA and every one of its National Associations.”

#FOR
FOOTBALL



