

An aerial photograph of a soccer field, showing the green grass, white field lines, and two goalposts. Several groups of people, likely players and spectators, are scattered across the field. The title 'FIFA 2.0: THE VISION FOR THE FUTURE' is overlaid in white text in the upper left quadrant.

FIFA 2.0: THE VISION FOR THE FUTURE

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FIFA[®]

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FOREWORD



LETTER FROM PRESIDENT GIANNI INFANTINO



Dear friends,

Football, in whatever language you speak, is known as “the beautiful game”.

As the governing body and steward of the beautiful game, a game that means so much to so many, we at FIFA have an obligation to put football at the centre of all that we do. It is only by doing so that we will fulfill our vision to:

Promote the game of football, protect its integrity and bring the game to all.

It is that vision for the future of football and FIFA that we present to you here, laying out, for the first time in the organisation’s history, how FIFA will guide international football in a rapidly changing world, one with opportunities, risks and responsibilities that have never been more challenging.

Since February 2016, FIFA has made great strides to position the organisation to thrive in the future. The approval of landmark reforms, a transformational restructuring to optimise FIFA’s operations, and the creation of an entire division with a specific mandate to develop and commercialise the women’s game – a new FIFA has laid the necessary groundwork to more effectively grow the game, enhance the football experience, and build a stronger institution in the process.

FIFA is led by a new team – with diverse backgrounds and unique talents – tasked with guiding a reinvigorated staff to implement the organisation’s new strategy:

FIFA will increase its investment in football development, harness innovation to shape the future of the game and its distribution, and assume greater control of its global operations.

This forward looking, strategic approach is a hallmark of FIFA's new leadership and our approach to our work. As such this is a living document and we look forward to receiving input on it from our stakeholders throughout the game in the coming weeks and months.

In realising this vision, we will:

- Enable more people – men, women, girls and boys from all backgrounds – to play the game or participate in football in a variety of ways.
- Facilitate a deepening of the relationship between fans and the game, both on the pitch and in the stadiums, and through the myriad of means by which people engage with the game from afar.
- Make the world's most popular sport – and the competitions that are our crown jewels – even more valuable to our partners, and in turn generate resources that will be invested back into the game through our Member Associations.

At the same time, we will remain attuned to the demands contemporary society places on international institutions when it comes to accountability, transparency, and inclusivity – principles that are essential as FIFA continues its work to regain trust with its partners and stakeholders.

These are exciting times for a new FIFA, for a FIFA 2.0 that is energised to build an organisation that is truly football-centric, that is focused on the future. We understand that we all share a responsibility to steward and improve the game today, tomorrow and in the coming years. FIFA's Vision for the Future will help us chart the most effective path, and I look forward to discussing this work with all our stakeholders as we continue our journey.

**Yours in football,
Gianni Infantino**

A handwritten signature in black ink, appearing to read 'Gianni Infantino', with a stylized, flowing script.

A NEW VISION FOR THE FUTURE OF FOOTBALL

*FIFA will promote the game of football,
protect its integrity and bring the game to all.*



FIFA'S NEW MODEL



TANGIBLE AND MEASUREABLE GOALS BY 2026

By the opening whistle of the 2026 FIFA World Cup:

- **More than 60% of the world's population will participate** – play, coach, referee, or experience broadly – in the game of football.
- **FIFA will invest more than USD 4 billion in developing football**, giving back to the game the resources derived from its showcase competitions and new, technology-driven sources of revenues.
- Within the context of growing the game for all, **FIFA will double the number of female players to 60 million.**
- FIFA will have optimised internal operations and external business relationships to **improve revenue generation and financial efficiencies.**

HOW TO REALISE THE VISION – THREE KEY OBJECTIVES

FIFA's journey to actualise this vision will be grounded in three key objectives – to grow the game, to enhance the football experience, and to build a stronger institution. What follows is a brief summary of these objectives, which FIFA will realise by executing specific activities outlined at the end of each description of the objective.





1. GROW THE GAME
2. ENHANCE THE EXPERIENCE
3. BUILD A STRONGER INSTITUTION

GROW THE GAME

FIFA will amplify its efforts to develop and promote the game of football worldwide, at every level – from producing international competitions of the highest quality, reaching billions of fans, to making the game more accessible to girls and boys around the world.

FIFA's development programmes play a critical role in supporting the growth of the game and underpin the organisation's standing as a truly global entity. This has been and always will be the case– but FIFA can and must do better to ensure its efforts remain nimble, inclusive, and impactful. Football's future depends on it.

FIFA will realise its potential to strategically develop football, introducing the sport to new participants and new geographies. FIFA's new leadership has already begun this difficult but essential work.

FIFA serves 211 Member Associations, each with diverse needs and levels of organisational development. Each has a unique understanding of the challenges facing football's future on the grassroots level – the game's true foundation – from which FIFA can learn. At the same time, FIFA's place as football's governing body affords it a deep-rooted knowledge of the underlying drivers in football's global development and the best practices to grow the game.

Working together with Member Associations and Confederations, FIFA will develop the game in ways that provide an increased investment of targeted resources to individual parties, but heighten the standards to which

all are held. FIFA's development efforts must also better engage the diverse members of the football community. The world of football features a multitude of players of all genders, orientations, creeds, and ethnicities.

Developing football and widening its impact will require collaboration among FIFA and its many stakeholders, including players, leagues, clubs, international organisations, lawmaking bodies, and members of the philanthropic community that use football for social and humanitarian good.

To grow the game, FIFA will:

- Implement the FIFA Forward Development Programme;
- Build the women's game and bring it into the mainstream;
- Globalise the Club Licensing Programme.

ENHANCE THE EXPERIENCE

FOR ALL

As FIFA emboldens its efforts to grow the game, the organisation must always explore opportunities to remain relevant to those who enable FIFA to fulfill its mission. Modern technology has made the world smaller, creating virtual networks that enable the quick and convenient exchange of information at levels once thought impossible. New advances – high-definition viewing, digital streaming, mobile devices, social media platforms – have redefined sport and its relationship with fans. The FIFA World Cup™ continues to attract sell-out crowds in world-class stadiums, yet more people watch more football on more devices than ever before. In the future, FIFA will work to ensure that those who can't make it to the match will receive an equally impactful experience on the couch, tailored specifically to their needs.

Technology has and will continue to revolutionise the nature of the traditional partnerships that fund FIFA's vision. FIFA and its commercial affiliates must together embrace innovation to promote each other's brand.

To enhance the experience for all, FIFA will:

- Optimise the FIFA World Cup™ structure;
- Expand FIFA's presence in eSports;
- Pursue venture opportunities to benefit all aspects of the game.

FOR FANS

FIFA must remain relevant to its fans – both those of today, and those who have yet to experience the beautiful game. To achieve this goal, FIFA must have a comprehensive and granular understanding of football's countless fans, fans whose passion for the game impacts decisions on how they spend their money and their time. FIFA must communicate transparently and effectively with fans, leveraging modern platforms to engage them on a daily basis and remaining a constant and credible source of information and entertainment. Most importantly, FIFA must ultimately ensure that more fans have access to more football, distributed through accessible channels.

To enhance the experience for fans, FIFA will:

- Develop a Fan Interaction Management (FIM) system;
- Modernise the Ticketing Function;
- Improve FIFA's digital and mobile strategy.

FOR PLAYERS, COACHES AND REFEREES

FIFA must also focus its efforts to enhancing the experience for those that play, coach, and referee on the pitch. Technological advances continue to aid the improvement of footballers' performance on the field, coaches' ability to strategise, and FIFA referees' ability to protect the integrity of the game.

In 2016, FIFA worked with IFAB to approve a detailed set of protocols to guide the introduction of live experiments with video assistant referees in football. Football referees will use video assistance to avoid clearly incorrect decisions pre-defined as "game-changing" situations – goals, penalty decisions, direct red card incidents and mistaken identity. This is only the beginning. FIFA will continue to invest in technologies that benefit all those who grace the pitch and play a role in producing world class displays of football worldwide.

For Commercial Affiliates

FIFA's commercial affiliates, like fans, play a vital role in enabling the organisation to grow the game, produce world-class football competitions, and invest in football through Member Associations.

FIFA Partners, FIFA World Cup™ Sponsors, and the organisation's many broadcast partners fund FIFA's work in exchange for access to football's wide and diverse fans and consumers. As technologies create new pathways for communication, FIFA's commercial affiliates will look for new ways to showcase their brands with maximum scale and impact.



To enhance the experience for commercial affiliates, FIFA will:

- Review the commercial affiliate programme

BUILD A STRONGER FOUNDATION

AT THE HOME OF FIFA

The success of FIFA's efforts to develop football requires that the organisation build on significant reforms and solidify the foundation from which the game will flourish in the future.

The election of new leadership was accompanied by the overwhelming approval of sweeping reforms, initiating a significant cultural shift at FIFA.

FIFA built on these considerable improvements in governance, transparency, and accountability by restructuring the organisation's internal operations.

IN THE FOOTBALL ECOSYSTEM

FIFA has not only looked inward, it has also looked outward, understanding its responsibilities to society as a whole.

FIFA as an institution understands that by its very nature, FIFA is integrated within national and local communities and touches many aspects of those societies.

The organisation has worked diligently to act in ways that reflect and, where appropriate, improve upon social standards. FIFA's new leadership has re-committed itself to human rights and diversity, and more will be done in the future.

And, FIFA will also heighten its oversight of Member Associations and ensure that all stakeholders best represent the interests of football and are held to the appropriate

standards of governance. Achieving this goal will require a broadening of FIFA's network by establishing new regional offices in select locations to build capacity and provide greater oversight in development and other matters related to the organisation's 211 Member Associations.

To build a stronger institution, FIFA will:

- **At the Home of FIFA**
 - Implement reforms;
 - Create a pool of talented staff;
 - Make FIFA fit for purpose;
 - Communicate, listen and learn;
 - Maximise community impact;
 - Champion human rights and gender equity.
- **In the football ecosystem**
 - Reimagine and modernise the FIFA network;
 - Develop FIFA regional offices;
 - Foster greater collaboration with football stakeholders on and off the pitch.

THE GUIDING PRINCIPLES

The following principles will guide the organisation as FIFA works to implement its strategy, meets its goals, and realise its overarching vision for FIFA 2.0.



TRANSPARENCY

FIFA will be transparent in how it governs and grows the game, operates its business functions and interacts with key stakeholders.

ACCOUNTABILITY

FIFA will take responsibility for its actions and be held accountable by football stakeholders around the globe – particularly Member Associations.

INCLUSIVITY

FIFA will reflect the world and the communities in which it operates and where it has a responsibility to act in the best interests of fans, players, and stakeholders.

COOPERATION

FIFA will broaden its partnership base and actively engage with football's diverse ecosystem to shape the future of football in ways that balance needs and interests of stakeholders with the best interests of the game.

THE STRATEGY TO GET THERE

FIFA will increase its investment in football development, harness innovation to shape the future of the game, promote engaging content, and assume greater control of its global operations.



INVESTMENT

FIFA will amplify its commitment to football's protection, growth, and impact all over the world by dedicating significant resources and human capital to developing the game and enhancing the football experience.

INNOVATION

FIFA will leverage technological advances to improve the quality of the football experience – from developing players on the pitch, to communicating with fans at home, to producing the optimal showcase competitions.

OWNERSHIP

FIFA will assume greater responsibility for the governance, scale, and effectiveness of its operations by building more direct relationships with members of a strengthened football ecosystem.

CONCLUSION



CONCLUSION

FIFA will promote the game of football, protect its integrity and bring the game to all

Guided by this vision, FIFA will amplify its efforts to shepherd football, take the game to new heights and develop football in new communities, in new geographies.

FIFA leads a community of vibrant and diverse actors, all playing a role in the world of football. Member Associations, players, and fans; professional clubs, leagues, and commercial affiliates – a thriving ecosystem that will continue to expand for many years. FIFA's efforts to shape the future of football will take into consideration the needs of all those who make the game what it is.

FIFA will realise ambitious goals to further establish football as the world's most popular and powerful sport. It will do so by working in cooperation with stakeholders to promote and grow the game, and enhance the football experience.

The organisation will build more direct and transparent relationships with its community, commit additional resources to funding football development, and will harness the power of technology to improve all aspects of the football experience. And it will do so in ways that reflect and exceed the many expectations of the communities in which football lives.

The quest to achieve this vision begins now.

Thank you.

