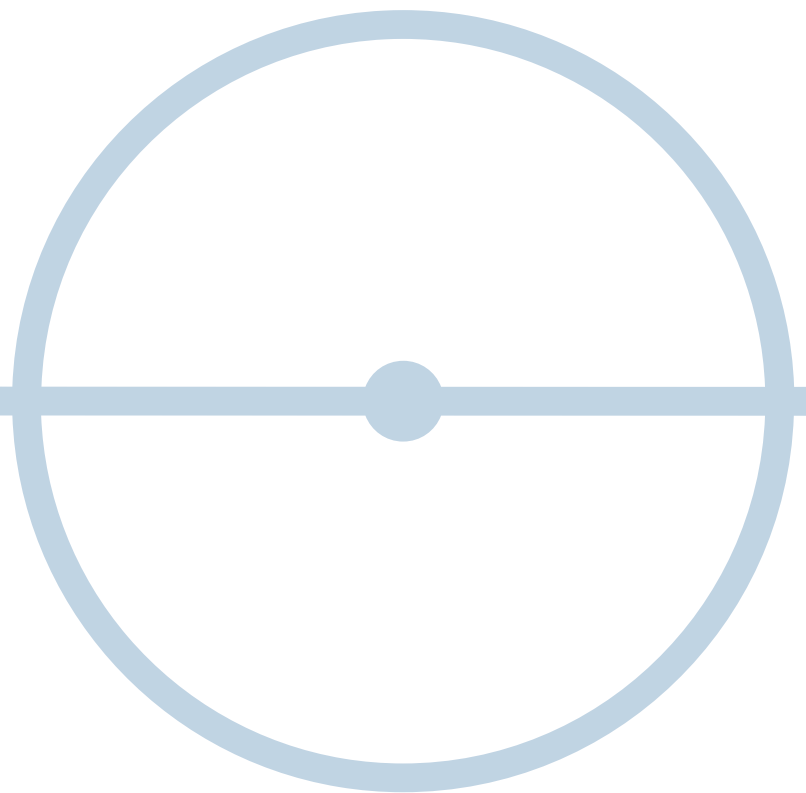


2020 financial statements

Consolidated financial statements

Notes

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These consolidated financial statements are published in English, German, French and Spanish. If there is any divergence in the wording, the English text is authoritative.

Consolidated statement of comprehensive income

in TUSD	Note	2020	2019
REVENUE			
Revenue from television broadcasting rights	1	1,724	342,602
Revenue from marketing rights	2	74,450	164,848
Revenue from licensing rights	3	158,881	159,527
Revenue from hospitality/accommodation rights and ticket sales	4	0	7,931
Other revenue and income	5	31,486	90,766
Total revenue		266,541	765,674
EXPENSES			
Competitions & Events	6	-63,385	-239,203
Development & Education	7	-470,603	-512,700
Football Governance	8	-30,276	-32,765
Total expenses from football activities		-564,264	-784,668
FIFA Governance & Administration	9	-168,901	-217,943
Marketing & TV Broadcasting	10	-40,928	-43,643
Total expenses from administrative activities		-209,829	-261,586
COVID-19 Relief Plan – grants (stage 3)	11	-270,500	0
Total other expenses		-270,500	0
Result before taxes and financial result		-778,052	-280,580
Taxes and duties	14	-471	-623
Financial costs	12	-214,241	-93,954
Financial income	13	309,770	189,870
Net result for the year		-682,994	-185,287
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Remeasurements of post-employment benefit obligations	31	-6,214	17,016
Items that may be subsequently reclassified to profit or loss			
Foreign currency translation differences		377	398
Net gain / (loss) on cash flow hedges	30	-18,887	9,132
Net gain / (loss) on debt instruments at FVOCI		2,565	0
Total other comprehensive income		-22,159	26,546
Total comprehensive income for the year		-705,153	-158,741
Net result for the year		-682,994	-185,287
Allocation to restricted reserves		682,994	185,287
Result for the year after allocation		0	0

The notes on pages 120 to 165 are an integral part of these consolidated financial statements.

Consolidated balance sheet

in TUSD	Note	31 Dec 2020	31 Dec 2019
Assets			
Cash and cash equivalents	15	1,155,191	779,516
Receivables	16	417,403	236,942
Derivative financial assets	30	9,079	13,204
Financial assets	22	1,577,333	2,469,911
Contract assets	18	112,489	62,828
Prepaid expenses and other accrued income	17	36,303	84,905
Inventories	19	4,450	0
Current assets		3,312,248	3,647,306
Property and equipment	20	324,932	333,120
Intangible assets	21	2,826	4,603
Derivative financial assets	30	5,988	17,665
Financial assets	22	761,880	432,627
Contract assets	18	0	12,074
Prepaid expenses and other accrued income	17	126,687	56,449
Non-current assets		1,222,313	856,538
Total assets		4,534,561	4,503,844
Liabilities and reserves			
Payables	23	62,668	76,886
Contract liabilities	25	229,210	223,482
Accrued expenses	24	573,172	641,335
Derivative financial liabilities	30	39,230	20,659
Lease liabilities	27	8,998	10,113
Current liabilities		913,278	972,475
Contract liabilities	25	1,216,362	463,456
Accrued expenses	24	47,177	16,782
Post-employment benefit obligation	31	93,022	67,616
Provisions	26	185,768	217,256
Derivative financial liabilities	30	9,008	3,240
Lease liabilities	27	189,118	177,038
Non-current liabilities		1,740,455	945,388
Total liabilities		2,653,733	1,917,863
Association capital	28	4,104	4,104
Cash flow hedge reserves	30	-9,755	9,132
Foreign currency translation reserves		543	166
Fair value reserves of financial assets at FVOCI		2,565	0
Restricted reserves	28	1,883,371	2,572,579
Total reserves		1,880,828	2,585,981
Total liabilities and reserves		4,534,561	4,503,844

The notes on pages 120 to 165 are an integral part of these consolidated financial statements.

Consolidated cash flow statement

in TUSD	Note	2020	2019
Net result for the year		-682,994	-185,287
Depreciation	20-21	37,304	36,174
Net financial result	12-13	-95,529	-95,916
Gain on disposal of investment properties	5	0	-17,162
Other non-cash items		28	3,596
Taxes and duties	14	471	623
(Increase)/Decrease in receivables		-174,241	-24,533
(Increase)/Decrease in prepaid expenses and accrued income		-26,712	114,870
(Increase)/Decrease in derivative financial assets and liabilities		2,008	-9,132
(Increase)/Decrease in inventories		-4,450	0
(Increase)/Decrease in contract assets		-37,586	-26,979
Increase/(Decrease) in payables		-19,080	-39,859
Increase/(Decrease) in accrued expenses		-25,700	-152,626
Increase/(Decrease) in contract liabilities		756,721	348,725
Increase/(Decrease) in provisions		3,035	7,368
Taxes and duties paid		-3,467	-5,608
Net cash (used)/generated by operating activities		-270,192	-45,746
Purchase of property and equipment	20	-4,656	-6,388
Purchase of intangible assets	21	-575	-1,900
Purchase of investment properties		0	-19
Sale of investment properties		0	38,257
Investment in financial assets		-6,672,586	-5,581,815
Repayments of financial assets		7,288,238	5,500,211
Interest received		41,041	58,748
Net cash (used)/generated in investing activities		651,462	7,094
Interest paid		-9,657	-10,342
Repayment of the lease liabilities		-7,484	-6,392
Net cash (used)/generated in financing activities		-17,141	-16,734
Net (decrease)/increase in cash and cash equivalents		364,129	-55,386
Cash and cash equivalents as at 1 January	15	779,516	832,397
Effect of exchange rate fluctuations		11,546	2,505
Net increase/(decrease) in cash and cash equivalents		364,129	-55,386
Cash and cash equivalents as at 31 December	15	1,155,191	779,516

The notes on pages 120 to 165 are an integral part of these consolidated financial statements.

Consolidated statement of changes in reserves

in TUSD	Association capital	Cash flow hedge reserves	Translation reserves	Fair value reserves of financial assets at FVOCI	Restricted reserves	Total reserves
Balance as at 1 January 2019	4,104	0	-232	0	2,740,850	2,744,722
Net result for the year	0	0	0	0	-185,287	-185,287
Remeasurement of post-employment benefit obligations	0	0	0	0	17,016	17,016
Foreign currency translation differences	0	0	398	0	0	398
Fair value gain/(loss) on cash flow hedges	0	9,132	0	0	0	9,132
Total comprehensive income for the year	0	9,132	398	0	-168,271	-158,741
Balance as at 31 December 2019	4,104	9,132	166	0	2,572,579	2,585,981

in TUSD	Association capital	Cash flow hedge reserves	Translation reserves	Fair value reserves of financial assets at FVOCI	Restricted reserves	Total reserves
Balance as at 1 January 2020	4,104	9,132	166	0	2,572,579	2,585,981
Net result for the year	0	0	0	0	-682,994	-682,994
Remeasurement of post-employment benefit obligations	0	0	0	0	-6,214	-6,214
Foreign currency translation differences	0	0	377	0	0	377
Fair value gain/(loss) on cash flow hedges	0	-18,887	0	0	0	-18,887
Fair value gain/(loss) on debt instruments at FVOCI*	0	0	0	2,565	0	2,565
Total comprehensive income for the year	0	-18,887	377	2,565	-689,208	-705,153
Balance as at 31 December 2020	4,104	-9,755	543	2,565	1,883,371	1,880,828

*No debt instruments were measured at FVOCI in 2019. The fair value reserves therefore represent a new component of equity in 2020. The notes on pages 120 to 165 are an integral part of these consolidated financial statements.

Please see Note 31 – Personnel expenses for detailed information relating to the remeasurement of post-employment benefit obligations.

Please see Note 30 – Hedging activities and derivative financial instruments for detailed information on the hedge accounting.

Notes to the consolidated financial statements

Significant accounting policies

A General information and statement of compliance

The Fédération Internationale de Football Association (FIFA), domiciled in Zurich, Switzerland, is an international non-governmental, non-profit organisation in the form of an association under Swiss law. FIFA's members comprise 211 associations affiliated to six confederations. FIFA's principal mission is to promote the game of football, protect its integrity and bring the game to all.

The consolidated financial statements were approved by the FIFA Council on 19 March 2021, and will be submitted to the 71st FIFA Congress on 21 May 2021 for approval.

FIFA prepares the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) as issued by the IASB. The scope of consolidated subsidiaries is set out in Note 35. Other football associations are not consolidated. Based on the FIFA Statutes, the financial cycle of FIFA is four years and begins on 1 January,

in the year following the final competition of the FIFA World Cup™. While these consolidated financial statements cover the period from 1 January 2020 to 31 December 2020, FIFA's current financial reporting cycle extends from 1 January 2019 to 31 December 2022.

Some figures cannot be compared on a year-on-year basis, in particular revenue and expenses from Competitions & Events. Due to its nature as a not-for-profit organisation and the distribution of revenue across various financial years, FIFA's financial figures are best analysed considering the full four-year cycle. The first three years of each cycle structurally produce a negative result, while year four produces a significant positive result.

Consequently, a comparison of a single year against figures for the previous year is, in some cases, not meaningful.

B Basis of presentation

The consolidated financial statements are presented in US dollars (USD), which is the reporting currency of FIFA.

The consolidated financial statements are prepared on a historical cost basis, except for derivative financial instruments and certain financial assets that are stated at fair value.

New standards, interpretations and amendments adopted

Several IFRS amendments and interpretations were applied for the first time in 2020, but did not have an impact on the financial statements, whether individually or in aggregate.

FIFA has not adopted any standards, interpretations or amendments that have been issued but are not yet effective.

Standards or amendments issued but not yet effective

The following standards and amendments had been issued but were not mandatory for the reporting period ending 31 December 2020:

- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 – Interest Rate Benchmark Reform – Phase 2, effective date 1 January 2021

- Amendments to IAS 37 – Onerous Contracts – Cost of Fulfilling a Contract, effective date 1 January 2022
- Amendments to IAS 16 – Property, Plant and Equipment – Proceeds before Intended Use, effective date 1 January 2022
- Annual Improvements to IFRS Standards 2018-2020, effective date 1 January 2022
- Amendments to IAS 1 – Classification of Liabilities as Current or Non-Current, effective date 1 January 2023
- IFRS 17 – Insurance Contracts, effective date 1 January 2023

FIFA does not expect the standards or amendments that have been issued but are not yet effective to have a significant effect on the consolidated financial statements.

C Basis of consolidation

The term "FIFA" is hereafter also used for the consolidated group, which represents FIFA and its subsidiaries.

Subsidiaries are all entities over which FIFA has control. FIFA controls an entity when FIFA is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date on which that control ceases.

The individual subsidiaries included in this consolidation are shown in Note 35.

Intra-group balances and transactions and any unrealised gains arising from intra-group transactions are eliminated in preparing the consolidated financial statements.

Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

D Foreign currency

Foreign currency transactions and balances

Transactions in foreign currencies are converted on the date of the transaction into the functional currency of the respective entity. Monetary assets and liabilities denominated in foreign currencies on the balance sheet date are converted at the foreign exchange rate ruling on that date. Foreign exchange differences arising from conversion are recognised in profit or loss.

Financial statements of foreign subsidiaries

For FIFA's foreign subsidiaries, assets and liabilities including fair value adjustments arising on consolidation are converted into USD at the foreign exchange rate ruling on the balance sheet date. The revenue and expenses of foreign subsidiaries are converted into USD at the monthly average foreign exchange rates of the period. Exchange differences arising from conversion of the accounts of foreign subsidiaries are recognised in other comprehensive income.

The main foreign exchange rates used are as follows (USD per 1 unit/100 units):

	31 Dec 2020	Average 2020	31 Dec 2019	Average 2019
1 CHF	1.1226	1.0446	1.0227	0.9957
1 EUR	1.2288	1.1308	1.1209	1.1227
1 GBP	1.3617	1.2798	1.3127	1.2735
100 RUB	1.3452	1.4148	1.6135	1.5368
100 BRL	19.2593	20.0811	24.8855	25.5809

E Revenue recognition

The main revenue streams for FIFA relate to the sale of the following rights:

- Television broadcasting rights
- Marketing rights
- Licensing rights
- Hospitality rights
- Ticket sales

The transaction price of a contract consists in general of fixed and variable consideration as well as, infrequently, non-cash components (value-in-kind).

Nature of performance obligations

The following is a description of the principal activities with which FIFA generates revenue:

Television broadcasting rights are granted primarily to TV stations and other broadcasting institutions. These rights are granted to broadcast the television signal for a defined period

in a particular territory. The performance obligation is defined as the right to access intellectual property. Revenue related to television broadcasting rights is recognised over the rights period measured based on the pattern of broadcasting of the contractual events.

Marketing rights provide the FIFA Partners, FIFA World Cup Sponsors, Regional Supporters and National Supporters with access to intellectual property by enabling them to enter into a long-term strategic alliance with FIFA which also includes a set of predefined rights. The performance obligations under marketing rights contracts consist of both tangible and intangible marketing rights, which are separated. The tangible rights include event-related media and advertising rights which result in revenue recognition as the contractual events are broadcast. The intangible right is attributed to the promise to benefit from a strategic association with FIFA, its competitions and brand, resulting in a straight-line recognition of revenue over the contractual rights period.

Licensing rights are granted to licensees to both associate the licensee with FIFA and the FIFA competitions and to obtain the right to use FIFA marks and brand elements as a platform to brand its related products and services. As the licensee has access to intellectual property, the amount of revenue is recognised over the rights period and is further determined by categorising each licensing right contract as follows:

- 1) For the right to consideration of fixed fees only, revenue is recognised over the rights period on the basis of fixed-fee amounts.
- 2) For the right to consideration of sales- or usage-based royalties with specified minimum guarantee amounts, FIFA assesses at each reporting date whether the royalty amounts to be received will exceed the contractual minimum guarantee threshold.
 - a. If the sales-based royalty is not expected to clearly exceed the minimum guarantee threshold, revenue is recognised over the rights period measured on the basis of the fixed guaranteed consideration. Any royalties received in one period in excess of the minimum guarantee due are deferred and recognised only when total royalties received exceed the contractual minimum guarantee threshold.
 - b. When FIFA has a reasonable expectation that royalty amounts to be received will clearly exceed the contractual minimum guarantee threshold, fixed and variable considerations are estimated and revenue is recognised as the performance obligation is satisfied. The amount of revenue recognised for the reporting period is subject to the royalty constraint (i.e. cumulative revenue amounts cannot exceed cumulative royalty amounts).

Hospitality rights provide the licensee with the right to provide hospitality/accommodation and ticketing services for selected FIFA competitions. The amount of revenue for the FIFA World Cup™ includes both fixed and variable considerations, whereas all other events have variable considerations only. Contractually determined fixed payments are recognised in the period in which the FIFA World Cup takes place. Revenue based on profit-share agreements is recognised once the profit share for the event has been determined by the licensee.

Ticket sales in connection with the FIFA World Cup or other FIFA events are recognised in the year the event takes place.

Revenue from rendering of services is recognised in the accounting period in which the services are rendered.

Value-in-kind revenue consists of promises to receive pre-determined services and the delivery of goods to be used in connection with the FIFA World Cup or other FIFA events. The revenue related to value-in-kind forms part of the overall consideration receivable and is recognised applying the same measure of progress as the performance obligation to which it relates. Value-in-kind consideration is measured at fair value.

F Expenses from football activities

Expenses from football activities are separated into Competitions & Events, Development & Education and Football Governance:

Competitions & Events expenses are the outflow of economic benefits that arise in the ordinary activity of organising an event. Incurred costs related to the FIFA World Cup™ and other FIFA events are deferred and recognised in profit or loss in the period in which the event takes place.

An integral part of FIFA's development path is the FIFA Forward Programme, which provides 360-degree, tailor-made support for football development in each of FIFA's member associations and the six confederations. Following the successful implementation of the first edition of FIFA Forward 1.0, the second edition, FIFA Forward 2.0, came into force on 1 January 2019 and will run until 31 December 2022. The core principles,

approach and procedures of FIFA Forward 1.0 largely remain intact, whilst certain elements have been adapted to reflect the increase in the member associations' entitlements along with the need for greater football development and more reports on the programme's achievements, its legacy and impact. The expenses are recorded in profit or loss under **Development & Education**.

Football Governance expenses comprise all expenditure in relation to FIFA's statutory objective to govern association football and related matters. The costs mainly include the judicial bodies (Disciplinary, Ethics and Appeal Committees), plus the costs of the Players' Status Committee as part of administering player regulations. It also includes expenses with regard to preventing match manipulation as part of the agreement with Sportradar, and players' status proceedings as part of the Transfer Matching System.

G Expenses from administrative activities

Expenses from administrative activities are separated into FIFA Governance & Administration and Marketing & TV Broadcasting:

FIFA Governance & Administration expenses comprise all costs related to the governance of FIFA itself and are recognised in profit or loss as incurred. Expenses from administrative activities include, in particular, costs related to information

technology, buildings and maintenance, communications, the annual FIFA Congress and legal costs.

Marketing & TV Broadcasting expenses are costs incurred by the FIFA Commercial Division for the commercialisation of marketing and broadcasting rights, mainly costs relating to oversight of and assistance to Commercial Affiliates.

H Other expenses

In order to alleviate the impact of COVID-19 on the football world, FIFA set up a COVID-19 Relief Plan, which was approved by the FIFA Council on 25 June 2020. The relief plan consists of three stages, with stages 1 and 2 being linked to the existing Forward Programme, and stage 3 providing further financial

support via a system of grants and loans enabling member associations and confederations to tailor their use of the funds, thus helping to safeguard football from the adverse economic effects of COVID-19.

I Leases

FIFA is a lessee and holds leases for various buildings as well as offices, other equipment and land, all of which are recognised as right-of-use assets and lease liabilities.

Right-of-use assets

FIFA recognises right-of-use assets at the commencement date of the lease (i.e. the date on which the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received.

Unless FIFA is reasonably certain of obtaining ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment. FIFA presents right-of-use assets in property and equipment in the consolidated balance sheet.

Lease liabilities

At the commencement date of the lease, FIFA recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.

Short-term leases and leases of low-value assets

FIFA applies the short-term lease recognition exemption to all classes of underlying assets (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expenses on a straight-line basis over the lease term.

J Financial income and financial costs

Financial income comprises interest income from cash and cash equivalents, income from deposits and debt securities, foreign exchange gains, and gains from financial assets at fair value through profit or loss.

Financial costs consist of interest expenses on financial liabilities, expenses from debt securities, foreign exchange losses, losses from financial assets at fair value through profit or loss, and other financial expenses.

Interest income is recognised in profit or loss using the effective interest rate method. Dividend income is recognised in profit or loss on the date that the dividend is declared.

K Taxes and duties

FIFA was established in the legal form of an association in accordance with articles 60ff. of the Swiss Civil Code.

FIFA's vision as stated in FIFA 2.0 is to promote the game of football, protect its integrity and bring the game to all.

FIFA is a non-profit organisation and is obliged to spend its reserves for the above-mentioned purpose.

FIFA is taxed in Switzerland according to the ordinary taxation rules applying to associations. The non-profit character of FIFA and the four-year accounting cycle are thereby taken into account.

The subsidiaries are taxed according to the relevant tax legislation. This position includes all non-recoverable taxes and duties borne by FIFA and its subsidiaries.

L Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, post and bank accounts, as well as call accounts and short-term deposits with an original maturity of three months or less.

M Derivatives and hedge accounting

FIFA uses derivative financial instruments to hedge its exposure to foreign exchange rate risks arising from operating and investing activities. In 2019, FIFA started to apply hedge accounting.

Derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purposes of hedge accounting, FIFA designates some of these hedges as cash flow hedges. At the inception of a hedge relationship, the group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the group will assess whether the hedging relationship meets the hedge effectiveness requirements. A hedging relationship qualifies for hedge accounting if it meets all the following effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument.
- The effect of credit risk does not dominate the value changes that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the group actually hedges and the quantity of the hedging instrument that the group actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for as cash flow hedges. The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income (OCI) in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the statement of profit or loss. The cash flow hedge reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item. For these cash flow hedges, the amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period during

which the hedged cash flows affect profit or loss. If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment.

The fair value of forward exchange contracts is their market price at the balance sheet date, being the present value of the quoted forward price.

N Inventories

Inventories are stated at cost or net realisable value, whichever is the lower. The net realisable value is the estimated selling price less costs incurred in connection with completion and sale of the asset.

O Property and equipment

Property and equipment are stated at acquisition cost or at cost for right-of-use assets (as defined in Note I – Leases), less accumulated depreciation and impairment losses.

Where parts of an item of property and equipment have different useful lives, they are accounted for as separate items of property and equipment. Repairs and maintenance costs are recognised in profit or loss as an expense as they are incurred.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of property and equipment.

Depreciation is allocated to FIFA's key activity expenses. Land is not depreciated. The right of use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. The estimated useful lives are 20-50 years for operational buildings and 3-20 years for office and other equipment.

For the accounting treatment of right-of-use assets, please also refer to Note I – Leases.

P Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, they are carried at cost less any accumulated depreciation and impairment losses. The estimated useful life of intangible assets consisting of software is three years.

Q Non-derivative financial assets

FIFA classifies its non-derivative financial assets into the following categories: financial assets measured at amortised cost, financial assets measured at fair value through profit or loss and financial assets measured at fair value through other comprehensive income (FVOCI).

Financial assets measured at amortised cost are:

- loans and receivables created by FIFA as a result of pursuing its business activity;
- FIFA's investment in debt securities and deposits.

Regarding these financial assets, FIFA's business model is to hold and collect contractual cash flows for them. The cash flows are comprised solely of principal and interest payments. These financial assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequently, they are measured at amortised cost using the effective interest method less impairment losses.

Financial assets at fair value through profit or loss are certain debt securities and global equities held for trading, essentially in the event of a need for liquidity or positive market changes.

Such financial assets are measured at fair value with changes thereto recognised in profit or loss.

Financial assets at FVOCI represent investments in debt securities where the contractual cash flows are solely principal and interest and the objective of FIFA's business model is achieved both by collecting contractual cash flows and selling financial assets. For debt securities at FVOCI, interest income, foreign exchange revaluation, and impairment losses or reversals are recognised in profit or loss and determined in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI.

Financial assets and liabilities are offset and the net amount is presented in the balance sheet when FIFA has a legally enforceable right to offset the recognised amount and the transactions are intended either to be settled on a net basis or to realise the asset and settle the liability simultaneously.

Regular-way purchases and sales of financial assets are recognised on settlement date, being the date that an asset is delivered to or by FIFA.

R Non-derivative financial liabilities

Non-derivative financial liabilities such as payables are measured at amortised cost, which equals nominal value for short-term payables.

S Impairment

The carrying amounts of FIFA's property and equipment, intangible assets and financial assets measured at amortised cost are reviewed at each balance sheet date to determine whether there is any indicator of impairment. If any such indication exists, the recoverable amount of the non-financial asset or its cash-generating unit, being the greater of its fair value less costs of disposal and its value in use, is estimated. An impairment loss is recognised in profit or loss whenever the carrying amount of an asset or its cash-generating unit exceeds the respective recoverable amount.

For financial assets measured at amortised cost, an impairment allowance is determined using a forward-looking expected credit loss (ECL) approach that is based on the difference between the contractual cash flows due under the contract

and all of the cash flows that FIFA expects to receive. The shortfall is then discounted at an approximation of the asset's original effective interest rate.

For contract assets and trade and other receivables, FIFA has applied a simplified approach and calculated ECLs based on lifetime ECLs. For other debt financial assets (debt securities), the ECL is based on the 12-month ECL, as it is assumed to have a low credit risk. However, when there has been a significant increase in credit risk since origination, the allowance will be based on lifetime ECLs.

Changes in the impairment allowance are recognised in profit or loss and reflected in an allowance account against the respective financial asset measured at amortised cost.

T Employee benefit obligations

The Swiss pension plan is accounted for as a defined benefit plan. The financial impact of this plan on the consolidated financial statements is determined in accordance with the projected unit credit method and applying actuarial assumptions based on best estimates at the balance sheet date.

Actuarial gains and losses on the post-employment obligation, comprising the effects of changes in assumptions and

experience adjustments, as well as the difference between the theoretical and the actual income from plan assets, are recognised in other comprehensive income. Costs relating to the administration of the pension plan are recognised in the statement of comprehensive income.

U Provisions

A provision is recognised when FIFA has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are determined

by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time, value of money and, where appropriate, the risks specific to the liability.

V Reserves

Reserves consist of association capital, restricted reserves, translation reserves, fair value reserves of financial assets at fair value through other comprehensive income (FVOCI) and cash flow hedge reserves. As FIFA is an association, no dividends are paid.

Based on article 62 of the FIFA Statutes, the revenue and expenditure of FIFA are managed so that they balance out over the financial cycle. FIFA's major duties in the future will be guaranteed through the creation of reserves.

Therefore, the net result for the year is allocated to the reserves. Such reserves are presented as restricted reserves in the balance sheet.

In the event of the dissolution of FIFA, its funds shall not be distributed, but transferred to the supreme court of the country in which the headquarters are situated. The supreme court shall invest them in gilt-edged securities until the re-establishment of the federation.

W Significant accounting judgements, estimates and assumptions

The preparation of financial statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The consolidated financial statements of FIFA include estimates and assumptions that could influence the financial statements of subsequent financial years.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected:

Revenue recognition

As set out in Note E, IFRS 15 – Revenue Recognition from Contracts with Customers requires judgements and estimates. "Judgements" relate to the determination of performance obligations in each of the major revenue streams, having the potential to impact the revenue recognition pattern under the contract. Furthermore, the allocation of consideration to different performance obligations requires estimation of the stand-alone selling price of each of these. Assumptions are required to determine an appropriate measure of progress when determining how control over promised services transfers to the customer. All of the above have the potential to result in a different revenue recognition pattern.

Competitions & Events expenses

Competitions & Events expenses are the outflow of economic benefits that arise in the ordinary activity of organising an event. Incurred costs related to the FIFA World Cup™ and other FIFA events are deferred and recognised in profit or loss in the period in which the event takes place. Assumptions are required to determine an appropriate measure of allocation related to the FIFA World Cup and other FIFA events expenses. All assumptions have the potential to result in a different cost recognition.

Defined benefit plans (pension benefits)

The cost of the defined benefit pension plan and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, credit rate, mortality rates and future pension increases.

Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date (see also Note 31 – Personnel expenses).

Leases

Leases require judgement in determining the lease term of contracts with renewal options. FIFA specifies the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain

not to be exercised. FIFA has options to extend the lease term under some of its real estate leases. It applies judgement in evaluating whether it is reasonably certain to exercise the option to renew, i.e. it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, FIFA reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew. Furthermore, when there is no implicit rate in the lease, FIFA determines the incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that FIFA would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. FIFA estimates the IBR using observable inputs (such as market interest rates, depending on the duration and underlying currency of the contract) when available and is required to make certain entity-specific estimates (such as FIFA's credit rating).

Legal matters

FIFA is currently involved in a number of legal disputes arising from its operating activities. In some legal disputes, FIFA is the defendant and thus these proceedings may – depending on the respective outcome – result in payment or other obligations. Provisions are recorded where a reliable estimate can be made of the probable legal outcome. For provisions for legal matters, reference is made to Note 26.

For ongoing investigations conducted by the Swiss Office of the Attorney General ("OAG"), the US Department of Justice ("DoJ") and contingent liabilities relating to other legal matters, reference is made to Note 32.

Notes to the consolidated statement of comprehensive income

1 Revenue from television broadcasting rights

in TUSD	2020	2019
Europe	0	27,963
Asia and North Africa	0	102,735
South and Central America	0	75,478
North America and the Caribbean	0	92,090
Rest of the world	0	3,263
Total revenue from television broadcasting rights by region	0	301,529
Other broadcasting revenue	1,626	12,807
Other FIFA event revenue	98	28,266
Total revenue from television broadcasting rights	1,724	342,602

Television broadcasting rights are granted primarily to TV stations and other broadcasting institutions. These rights are granted to broadcast the television signal for a defined period in a particular territory. **Revenue from television broadcasting rights by region** is recognised when the actual broadcasting of the event in question takes place and is contingent on the number of broadcasting hours. As a consequence, a comparison against previous years is not meaningful. Revenue should be analysed considering the full four-year cycle of FIFA.

Other broadcasting revenue reflects additional revenue for services in order to fulfil FIFA's broadcasting obligations.

Revenue from broadcasting rights contracts, which include the right to broadcast other FIFA events, but excluding the FIFA World Cup™, is presented as **other FIFA event revenue**.

The spread of COVID-19 affected football tournaments around the world and across the entire football family. As a result, FIFA was forced to postpone or cancel tournaments that were originally scheduled to take place in 2020, and accordingly, no revenue was recognised for them.

For the same reason, the value of services or goods included in the above-mentioned television broadcasting rights (i.e. value-in-kind revenue) in 2020 amounted to USD 0 million (2019: USD 1 million).

Revenue from television broadcasting rights for 2020 is limited to consideration received relating to prior-year events and other additional broadcasting revenue.

2 Revenue from marketing rights

in TUSD	2020	2019
FIFA Partners	56,723	139,090
FIFA World Cup Sponsors	17,138	17,379
FIFA Regional Supporters	589	0
FIFA National Supporters	0	8,379
Total revenue from marketing rights	74,450	164,848

Marketing rights provide the **FIFA Partners, FIFA World Cup Sponsors** and **FIFA Regional Supporters** with access to intellectual property by enabling them to enter into a long-term strategic alliance with FIFA, which also includes a set of predefined rights. These rights are further split into tangible and intangible rights. Revenue for tangible marketing rights is recognised when the event in question is broadcast and is entirely dependent on the number of broadcasting hours. Since few online events were staged in 2020 due to COVID-19, no revenues were recognised for tangible marketing rights, which explain the significant variance to 2019. The only revenue from marketing rights in 2020 was therefore from intangible rights. Notwithstanding the foregoing, no

meaningful direct comparison can be made of two consecutive years due to the different nature and number of broadcasting hours of FIFA competitions held in those years. Revenue should be analysed considering the full four-year cycle of FIFA.

FIFA National Supporters only have the contractual right for one single other FIFA event. As a consequence, revenue for these contracts is recognised in the period in which the event takes place.

In 2020, the value of services or goods included in the above-mentioned marketing rights (i.e. value-in-kind revenue) amounted to USD 5.8 million (2019: USD 16.8 million).

3 Revenue from licensing rights

in TUSD	2020	2019
Brand licensing rights	157,302	153,433
Other licensing rights	1,579	6,094
Total revenue from licensing rights	158,881	159,527

Brand licensing rights are related to FIFA marks and brand elements in connection with FIFA World Cup™ products and other services.

Licensing rights from products and services for other FIFA events are presented as **other licensing rights**.

The majority of the licensing rights contracts consist of royalty payments with a specified minimum guarantee threshold. FIFA reassesses these contracts after each reporting period,

whether or not the royalty amounts to be received will exceed the contractual minimum guarantee threshold. Where the expected total royalties to be received for significant contracts clearly exceed the minimum threshold, these have been estimated and included in the transaction price.

In 2020, the value of services or goods included in licensing rights (i.e. value-in-kind revenue) amounted to USD 0.5 million (2019: USD 4.3 million).

4 Revenue from hospitality/accommodation rights and ticket sales

in TUSD	2020	2019
Revenue from hospitality/accommodation rights – FIFA World Cup™	0	0
Revenue from hospitality/accommodation rights – other FIFA events	0	0
Revenue from ticket sales – FIFA World Cup™	0	0
Revenue from ticket sales – other FIFA events	0	7,931
Total revenue from hospitality/accommodation rights and ticket sales	0	7,931

As a result of the COVID-19 pandemic, FIFA tournaments originally scheduled for 2020 were either cancelled or postponed. Accordingly, no **revenue from hospitality/accommodation rights and ticket sales** was

recognised in 2020.

In 2019, “Revenue from ticket sales – other FIFA events” consisted of ticket sales for the FIFA U-20 World Cup Poland 2019 and the FIFA Club World Cup Qatar 2019™.

5 Other revenue and income

in TUSD	2020	2019
FIFA Quality Programme	9,441	16,493
Penalties/appeals	6,029	7,571
Income from the sale of film and video rights	3,524	1,899
Rent from real estate	2,466	4,320
FIFA World Football Museum	1,518	3,492
FIFA Club World Cup™	0	23,118
Gain on sale of investment properties	0	17,162
Revenue from prior cycles and other	8,508	16,711
Total other revenue and income	31,486	90,766

Other revenue is recognised in the accounting period in which the services are rendered. In 2020, it mainly comprised revenue generated from the FIFA Quality Programme, penalties/appeals, and prior cycles and other.

The “FIFA Quality Programme” item contains revenue in connection with test programmes for footballs, football turf and goal-line technology.

As a result of the COVID-19 pandemic, the **FIFA Club World Cup™**, originally planned to be held in December 2020, was rescheduled for February 2021. No revenues were therefore recognised for 2020.

In 2019, FIFA sold the Hotel Ascot investment property, a non-strategic investment of FIFA, recognising a gain on sale of USD 17.2 million.

Revenue from prior cycles and other includes various smaller sources of revenue, such as revenue generated from players’ status-related proceedings, donations and revenue from prior cycles.

6 Competitions & Events

in TUSD	2020	2019
FIFA World Cup™	0	0
FIFA eFootball tournaments 2020	8,411	0
The Best FIFA Football Awards™ 2020	1,642	0
FIFA Club World Cup Qatar 2020™	0	0
FIFA U-20 Women's World Cup Costa Rica 2020™	0	0
FIFA U-17 Women's World Cup India 2020™	0	0
FIFA Futsal World Cup Lithuania 2020™	0	0
Olympic Football Tournaments Tokyo 2020	0	0
Blue Stars/FIFA Youth Cup 2020	0	0
FIFA Beach Soccer World Cup Paraguay 2019™	610	5,510
FIFA U-17 World Cup Brazil 2019™	256	25,971
The Best FIFA Football Awards™ 2019	92	9,108
FIFA U-20 World Cup Poland 2019	79	23,840
FIFA eWorld Cup 2019™	19	5,616
FIFA Club World Cup Qatar 2019™	-44	22,069
FIFA Women's World Cup France 2019™	-1,463	156,891
Blue Stars/FIFA Youth Cup 2019	0	1,076
FIFA events from previous cycles	-222	-90,897
Value-in-kind and other	3,690	18,192
Total other FIFA events	13,070	177,376
FIFA Club Protection Programme	10,194	24,814
Personnel expenses	35,667	33,760
Depreciation of property and equipment	4,454	3,253
Total Competitions & Events	63,385	239,203

FIFA World Cup™

Preparations for hosting the FIFA World Cup Qatar 2022™ are in full swing. With four stadiums inaugurated and fully operational in 2020 and a further four in the final stages of construction, Qatar anticipates that all eight stadiums will be completed well in advance of the tournament in 2022. The infrastructure is also in place, including a state-of-the-art underground railway system and the expansion of the Hamad International Airport to accommodate 53 million passengers in 2022.

Expenses relating to the FIFA World Cup Qatar 2022 incurred up to the end of 2020 have been deferred and will be recognised in profit or loss in 2022, the year in which the event will take place. These expenses have arisen in the process of organising the tournament, and amounted to USD 115 million as at the end of 2020. The main costs related to TV production at USD 48.5 million, staffing and office management at USD 26.1 million, financing of the FIFA World Cup Qatar 2022 Local Organising Committee at USD 13.7 million, competition management in the form of qualifying matches at USD 6.1 million, insurance fees at USD 4.6 million and general event-management expenses at USD 16 million, which includes marketing and legal costs.

Other FIFA events

Other FIFA events for 2020 include FIFA eTournaments (such as the FIFAe Club World Cup 2020™, the FIFAe Continental Cup 2020™ and FIFA eNations StayAndPlay Friendlies) and the Best FIFA Football Awards™ 2020, which was held virtually in December 2020. The expenses for other FIFA events are recognised in the year in which the event takes place, and include the event organising costs, such as promotion, production, prize money, accommodation and operations.

As a result of the COVID-19 pandemic, FIFA's other football tournaments, qualifiers and football-related events scheduled for 2020 were either cancelled or postponed. For those tournaments that were postponed, expenses incurred up to the end of 2020 have been deferred and will be recognised in profit or loss in the year in which the event takes place. This applies to the FIFA Club World Cup Qatar 2020™, the FIFA Futsal World Cup Lithuania 2020™ and the Olympic Football Tournaments Tokyo 2020. If a tournament is cancelled, the deferred cost will be released immediately.

For the cancelled women's youth tournaments – the FIFA U-20 Women's World Cup Costa Rica 2020™ and FIFA U-17 Women's World Cup India 2020™ – the Bureau of the Council decided that the hosting rights for the 2022 editions would be offered to the same countries that were due to host the 2020 editions. As a consequence, accumulated expenses will be applied to the 2022 editions, resulting in their deferral and the recognition of costs in profit or loss in 2022.

In 2020, the line item "FIFA events from previous cycles" mainly benefited from the release of accruals in connection with cost savings relating to the FIFA events staged in previous cycles.

"Value-in-kind and other" relates to expenses for overall operations as well as for value-in-kind costs, which include predetermined services and the delivery of goods to be used in connection with other FIFA events.

FIFA Club Protection Programme

Under the FIFA Club Protection Programme, clubs will be compensated for any injuries due to an accident sustained by their players while on duty with senior men's representative "A" teams for matches on dates listed in the international match calendar for the period between 1 January 2020 and 31 December 2020. FIFA provides compensation up to a maximum amount for losses incurred by the football club during the period that the football player is temporarily totally disabled. Costs for the FIFA Club Protection Programme are costs for FIFA and are recognised in the year they are incurred.

Since the number of international matches was reduced in 2020 due to the COVID-19 pandemic, the total incidents reported by clubs under the programme in respect of accidents fell to 32. As a consequence, expenses in the FIFA Club Protection Programme line item amounted to USD 10.2 million (2019: USD 24.8 million).

7 Development & Education

in TUSD	2020	2019
FIFA Forward project costs member associations	43,166	73,628
FIFA Forward operational costs member associations	211,000	211,000
FIFA Forward confederations	72,000	72,000
FIFA Forward travel and equipment	21,600	32,400
FIFA Forward zonal/regional associations	13,000	13,000
FIFA Forward other football associations	0	2,400
Other projects	11,676	8,363
Technical development programmes	10,745	9,140
WHO solidarity fund	10,000	0
FIFA Foundation	4,768	1,919
Education	4,666	4,645
Refereeing	3,694	12,727
Audit and financial education	1,843	2,876
Women's football promotion	1,317	9,192
Sustainability, human rights and anti-discrimination	699	473
Medicine and science	689	1,280
Total Development & Education programmes	410,863	455,043
FIFA World Football Museum	3,765	6,322
Personnel expenses	34,319	30,747
Depreciation of property and equipment	21,656	20,588
Total Development & Education	470,603	512,700

In 2020, expenses related to the FIFA Forward Programme for the member associations, for zonal/regional associations and confederations, travel and equipment and for other football associations totalled USD 360.8 million.

FIFA Forward project costs member associations

Each of the 211 member associations is entitled to receive up to USD 2 million for projects over the 2019-2022 cycle. In 2020, FIFA provided resources and assistance for projects totalling USD 43.2 million (2019: USD 73.6 million).

FIFA Forward operational costs member associations

Each member association is entitled to receive up to USD 1 million per year for operational costs under Forward 2.0. Such expenses are associated with normal business operations and include those relating to administration, national teams, running domestic competitions and permanent administrative and technical staff.

FIFA Forward confederations

The six confederations recognised by FIFA are entitled to receive USD 12 million per year each, totalling USD 72 million in investment per year. The purpose of these funds is to enable the confederations to provide support and resources for all its members and to further promote the interests of football.

FIFA Forward travel and equipment

The aim of this funding category is to cover the costs of national team travel and football equipment for those member associations that are identified as being in need

of the most assistance and whose annual revenues do not exceed USD 4 million. In accordance with the Forward 2.0 regulations, in the 2019-2022 cycle, those member associations are entitled to receive up to USD 0.2 million per year for travel and accommodation, and up to USD 0.2 million for equipment. In 2020, 108 member associations fulfilled the criteria for the relevant funding, producing a total of USD 21.6 million in expenses (2019: USD 32.4 million).

FIFA Forward zonal/regional associations

The 13 zonal/regional associations (recognised by the respective confederation) are entitled to receive up to USD 1 million per each year to pay for the cost of organising regional youth competitions for men, women and young players.

FIFA Forward other football associations

Other football associations benefiting from the FIFA Forward Programme are overseas territories that are not FIFA member associations but members of a confederation recognised by FIFA. In 2020, no investments were made under this initiative (2019: USD 2.4 million).

Other projects

"Other projects" relates to the support services of the Member Associations Division, which can be used for capacity-building and educational purposes through training activities, workshops, targeted missions, pilot projects and consulting activities. To this end, FIFA uses platforms and tools for sharing good practices such as the FIFA Connect Programme, which gives members complete visibility of their football

landscape and also has a significant impact on their governance. Other initiatives include statutes revision missions or the Football Executive Programme in collaboration with the International Centre for Sports Studies (CIES). The Member Associations Division is supported by the FIFA's Regional Development Offices, which are situated in strategic locations around the world to further improve interaction with member associations.

Expenses relating to the Regional Development Offices amounted to USD 0.5 million (2019: USD 1.4 million), the FIFA Connect Programme to USD 2.1 million (2019: USD 1.8 million), and other general expenses (which include programmes from previous years) to USD 9.1 million (2019: USD 5.2 million).

Technical development programmes

The COVID-19 pandemic gave rise to a whole new way of providing technical support to member associations. Over 360 coach educators were mentored online on an individual basis. In total, 179 forums and online workshops were organised for technical directors to become stronger leaders, and 36 technical directors received individual mentoring.

FIFA's Talent Development Programme was launched in the reporting year by FIFA's Chief of Global Development Arsène Wenger. The initial focus of the programme was to gain a full understanding of the talent pathways for boys and girls and high-performance set-up at all member associations, over 200 of whom responded positively by opening their doors to participate. Extensive surveys were completed, over 1,000 online interviews conducted with key personnel and more than 1,500 academies assessed. Individual and global reports with benchmarks will provide the basis for a targeted support programme starting in 2021.

Performance analysis was intensified, the aim being to deliver a whole new experience for fans and participants at future FIFA World Cups™. A new online FIFA training centre will be launched in 2021 and feature regular innovative content in the technical football domain. This content will be accessible by the public as well as by dedicated communities of football technicians.

Expenses for educational campaigns and workshops amounted to USD 1.7 million (2019: USD 3.9 million). Analysis, consultancy and technical service expenses increased due to the global ecosystem analysis and totalled USD 8.5 million (2019: USD 3.2 million). Other development programme expenses, such as for grassroots and youth development initiatives, amounted to USD 0.5 million (2019: USD 1.4 million).

WHO solidarity fund

FIFA joined forces with the World Health Organization (WHO) in the fight against the COVID-19 pandemic by pledging USD 10 million to the WHO's COVID-19 Solidarity Response Fund. Donations support the WHO's work to track and understand the spread of the virus, to ensure that patients receive the necessary care and frontline workers obtain essential supplies and information, and to accelerate the research and development of a vaccine and treatments for all who need them.

FIFA Foundation

The purpose of the FIFA Foundation is to help promote positive social change around the world and raise support for the recovery and reconstruction of damaged or destroyed sports infrastructure worldwide. To this end, there is an array of programmes in place, such as the FIFA Foundation Community Programme, which supports organisations that use

football as a tool for social change and improve the lives of underprivileged young people around the world, and the FIFA Foundation Recovery Programme, which supports communities hit hard by natural disasters or unforeseen events with solidarity and emergency funding. FIFA also makes a general contribution by bringing together FIFA Legends to visit and interact with communities and create memorable moments.

In 2020, the expenses of the FIFA Foundation amounted to USD 4.8 million (2019: USD 1.9 million).

Education

FIFA provides annual financial support to CIES, which is based in Neuchâtel, Switzerland. With its multidisciplinary approach, CIES provides research, educational and consulting services for the world of sport.

FIFA's contributions to CIES amounted to USD 4.7 million in 2020 (2019: USD 4.6 million). The figure includes the FIFA Master along with several post-graduate programmes worldwide, including scholarships for deserving students.

Refereeing

Refereeing activities focus on improving the quality of referees, assistant referees, video match officials, instructors, futsal and beach soccer referees in all member associations via different activities. Due to the major impact of COVID-19 in 2020, FIFA Refereeing quickly pivoted from in-person to online referee courses for member associations. By the end of 2020, it had conducted around 400 member association courses and 12 Futuro instructor courses online, benefiting over 12,000 members of the refereeing community. It also made significant strides in global referee development by investing in two new online tools, the Referee Education & Development (RED) tool, which provides access to FIFA teaching materials for the entire global refereeing community, and the RefAssist platform, which greatly improves the efficiency of refereeing course administration. Another significant development in 2020 was FIFA's assumption of full responsibility for the video assistant referee (VAR) system, a role that had previously been handled by The IFAB.

Refereeing project expenses for FIFA World Cups amounted to USD 0.5 million in 2020 (2019: USD 4 million). General development and equipment expenses, which mainly refer to event-related preparation work and implementation costs such as for the VAR system, totalled USD 3.2 million (2019: USD 8.7 million).

Audit and financial education

Audit and financial education places the focus firmly on establishing good financial governance. FIFA shares its knowledge of financial management, which includes auditing, monitoring and reporting activities as key controls for identifying areas that require improvement. FIFA also appoints globally recognised audit and assurance firms, which perform independent reviews on a member association's processes and compliance with regulations.

Every year, a central audit review is conducted for each member association that has received funds under the Forward Programme. In 2020, expenses for audit and financial education amounted to USD 1.8 million (2019: USD 2.9 million).

Women's football promotion

With a view to achieving its global strategic objectives for women's football and to build on the momentum created by the FIFA Women's World Cup 2019™, in 2020 FIFA

launched women's football development programmes for all 211 member associations to help them grow the female game in their countries.

FIFA developed a tailor-made approach and support for the associations that included various tools, handbooks and online delivery frameworks that could be used across the globe for different programmes.

Support ranged from strategy development workshops, grassroots programme implementation and assistance for leagues to club licensing and capacity-building for a variety of roles in women's football – technical, administrative and executive. Together with the confederations, FIFA delivered and continues to deliver online capacity-building for women's football officers and other staff members of its associations.

Since many football events were disrupted by COVID-19 in 2020, support services for football stakeholders naturally fell to USD 1.3 million (2019: USD 9.2 million).

Sustainability, human rights and anti-discrimination

Throughout 2020, FIFA continued to strengthen its human rights-related efforts in line with its Human Rights Policy and the UN Guiding Principles on Business and Human Rights. As part of these activities, a new Human Rights & Anti-Discrimination Department was created. FIFA also continued to engage with the Human Rights Advisory Board and a wide range of other external stakeholders.

In addition, FIFA continued its human rights work related to tournaments, including by expanding labour rights monitoring, and ensuring inclusive and accessible infrastructure and services for the FIFA World Cup Qatar 2022™, and by integrating human rights into the planning for the FIFA Women's World Cup 2023™ and the FIFA World Cup 2026™. In its efforts to protect the environment and the climate, FIFA continued to develop its obligations in line with its pledge to the UN Sports for Climate Action Framework. It also published its comprehensive FIFA World Cup 2022™ Sustainability Strategy outlining FIFA's five sustainability commitments, 22 strategic objectives and more than 70 concrete initiatives and programmes.

FIFA's commitment to promoting safe sport and raising safeguarding standards in football was further strengthened by rolling out the FIFA Guardians™ programme. FIFA Guardians helps member associations to introduce stronger safeguarding measures in football to ensure the safety and well-being of everyone across the game, especially children. FIFA also joined forces with the WHO and European Commission to launch the #SafeHome campaign to support women and children at risk of domestic violence.

Expenses for sustainability and human rights activities amounted to USD 0.2 million (2019: USD 0.2 million). Anti-discrimination activities resulted in expenses of USD 0.2 million (2019: USD 0.3 million). Activities relating to safeguarding and child protection totalled 0.3 million.

Medicine and science

FIFA strives to provide top-level medical services at its tournaments to protect and improve the health of all players worldwide. Working closely with medical experts, the FIFA Medical Subdivision and FIFA Anti-Doping Department develop ways of building a healthier future through football by raising awareness of health issues through its medical campaigns. FIFA aims to keep football free of doping and lead by example to safeguard the future success and sustainability of football around the world.

In 2020, FIFA's expenses in the anti-doping sector amounted to USD 0.4 million (2019: USD 0.8 million), which included tests, controls and related educational activities. The remaining expenses related to medical testing, medical conferences and football medicine courses, which also includes the free online FIFA Diploma in Football Medicine course, and amounted to USD 0.3 million (2019: USD 0.5 million).

FIFA World Football Museum

In view of the COVID-19 pandemic, a further increase in visitor numbers was not possible after the previous two consecutive record years. However, the museum was still able to meet its cultural and social responsibilities. The first FIFA Museum Conference (held virtually) brought together football museums and cultural institutions from all corners of the world in a joint global effort to preserve the rich heritage of football and connect people through the beautiful game. The museum also introduced a new exhibition area, the Virtual Pitch, as well as a cultural programme dedicated to the phenomenon of eFootball, both of which impressed with their modern, digital and interactive elements. Its educational programme, which included free admission for school classes, was successfully expanded.

Responding to the COVID-19 pandemic, the museum reduced its operational costs in 2020 to USD 3.8 million (2019: USD 6.3 million).

Personnel expenses

Thanks to FIFA's endeavours in recent years to modernise its administrative processes (especially in terms of digitalisation), the organisation was ideally placed to respond to the pandemic in 2020 by enabling its employees to work from home with the minimum of inconvenience and by pursuing a "health-first" approach.

Meetings, conferences and various other important activities were adapted for remote participation, enabling FIFA's employees to maintain their high productivity. Personnel expenses increased slightly in 2020 amounting to USD 34.3 million (2019: USD 30.7 million). For further details, please refer to Note 31 – Personnel expenses.

Depreciation of property and equipment

Depreciation expenses for operational buildings, offices and other equipment as well as right-of-use assets remained stable at USD 21.7 million (2019: USD 20.6 million). FIFA did not identify any indicators for impairment in 2020.

8 Football Governance

in TUSD	2020	2019
Football governance bodies and third-party services	10,205	12,318
Personnel expenses	17,983	18,315
Depreciation of property and equipment	2,088	2,132
Total Football Governance	30,276	32,765

Football Governance consists of all expenditure in relation to FIFA's statutory objective to govern association football and related matters. It includes **football governance bodies and third parties**, which act as regulators of football, defining and protecting the Laws of the Game. Consequently, it does not include any governance relating to FIFA itself, which is presented under FIFA Governance & Administration (see Note 9).

Football governance bodies include the judicial bodies – the Ethics, Disciplinary and Appeal Committees – and the decision-making bodies – the Players' Status Committee (PSC) and Dispute Resolution Chamber (DRC). The judicial bodies apply the criteria and rules as defined by the FIFA Governance Regulations and are elected by the Congress for four-year terms. In 2020, their activities resulted in expenses of USD 1.9 million (2019: USD 2.6 million). The decision-making bodies deal with various contractual and regulatory disputes between football stakeholders. The PSC monitors compliance with the Regulations on the Status and Transfer of Players and determines the status of players for various FIFA competitions. For its part, the DRC provides arbitration services on the basis of the equal representation of players and clubs. Their combined expenses totalled USD 1.1 million (2019: USD 0.9 million).

In 2020, FIFA announced the introduction of the FIFA Clearing House, which is expected to be fully operational by the end of 2021. The aim of the Clearing House is to coordinate and

ensure the payment of the solidarity contribution and training rewards due to clubs that train players, in accordance with the provisions laid down in the Regulations on the Status and Transfer of Players. The project costs for the FIFA Clearing House project in 2020 amounted to USD 2.1 million.

Third-party services include the agreement with Sportradar totalling USD 2.1 million (2019: USD 2.7 million), which provides FIFA with its Fraud Detection System to identify and prevent match manipulation, the Transfer Matching System with its online platform to capture player transfers, which amounted to USD 0.2 million (2019: USD 1.7 million), The International Football Association Board (IFAB) as the guardian of the Laws of the Game of association football, which totalled USD 2.3 million (2019: USD 3.3 million), and general professional football services amounting to USD 0.5 million (2019: USD 1.1 million).

Personnel expenses in Football Governance amounted to USD 18.0 million (2019: USD 18.3 million) and include legal and compliance advice to various FIFA divisions and all internal bodies and committees, and the processing of FIFA's entire legal portfolio in cases heard before various courts, such as the Court of Arbitration for Sport. For further details, please refer to Note 31 – Personnel expenses.

9 FIFA Governance & Administration

in TUSD	2020	2019
Information technology	24,876	22,487
Communications	16,108	24,317
Legal costs	11,580	10,692
Buildings and maintenance	5,530	7,436
Annual FIFA Congress and committees	4,342	26,458
Expected credit losses of receivables and contract assets	210	1,495
Other	9,049	16,481
Personnel expenses	89,972	99,982
Depreciation of property and equipment/investment properties	7,234	8,595
Total FIFA Governance & Administration	168,901	217,943

FIFA Governance & Administration comprises all costs related to the governance and administration of FIFA. In 2020, FIFA introduced several cost-saving measures in response to COVID-19, resulting in generally lower administrative expenses compared to the previous year.

In the field of **information technology**, FIFA continues to invest in technical solutions that allow the organisation to meet its business and financial objectives. Data and technology are constantly improved to make other departments function more smoothly. In addition to existing systems such as the Integrated Football and Event System and FIFA's enterprise resource planning tool, this includes new platforms such as in the area of volunteer and workforce management. For this purpose, FIFA also obtains the necessary expertise externally to complement its internal staff and to support the digitalisation of business processes. The above projects, along with the associated expertise, generated expenses of USD 13.9 million in 2020 (2019: USD 8.8 million). In addition, FIFA stepped up its efforts to extend its IT infrastructure to cloud services, as well as acquired or updated relevant hardware and software components that support its computing requirements, while reducing its general infrastructural investment and corresponding operational costs to USD 7.2 million (2019: USD 10.8 million). IT governance and security expenses totalled USD 3.8 million (2019: USD 2.9 million).

In 2020, **communications** expenses mainly involved digital connectivity, i.e. the ability to communicate with others by digital means, and the development of digital products to further expand the Communications Division's reach and strengthen the relationships with its audiences. The expenses include the development and deployment of ICT technologies amounting to USD 8.5 million (2019: USD 16.1 million), media and digital media to USD 2.5 million (2019: USD 1.6 million), and producing and sharing editorial content totalling USD 1.6 million (2019: USD 3 million). General expenses related to communication services, public affairs and strategic planning totalled USD 1.8 million (2019: USD 0.7 million). The division continued to support its eFootball and gaming activities to the tune of USD 1.7 million in 2020 (2019: USD 2.9 million).

Legal costs cover various legal matters with respect to disputes and consultations in relation to the core business of FIFA as well as legal and governance costs related to investigations. For further details, please refer to Note 26 – Provisions and Note 32 – Contingent liabilities.

Buildings and maintenance decreased in comparison to the previous year as a result of either cancelled or delayed refurbishments of FIFA's properties and reduced maintenance activities. Adhering to the official advice regarding the COVID-19 outbreak, FIFA integrated various hygiene and safety measures in all of its properties.

Expenses in this line item relate to maintenance work for the Home of FIFA amounting to USD 2.6 million (2019: USD 2.8 million) and to USD 2.0 million (2019: USD 2.4 million) for the other properties. General servicing costs include those relating to corporate security, logistics and hospitality and amounted to USD 0.9 million (2019: USD 2.2 million).

For the first time ever, the FIFA Congress took place as an online event in 2020, using a virtual platform to address football delegates all over the world. As a result, there was no travel involving the committee members and official delegates of the 211 member associations, the six confederations or the other guests of the Congress. The costs of the annual FIFA Congress thus decreased accordingly to USD 1.1 million (2019: USD 19.4 million) and the related travel and accommodation expenses fell to USD 0.4 million (2019: USD 3.9 million). Other costs contained in the **Annual FIFA Congress and committees** line item related to the meetings of the standing committees (except the Players' Status Committee), and amounted to USD 2.8 million (2019: USD 3.2 million).

Expected credit losses of receivables and contract assets amounted to USD 0.2 million (2019: USD 1.5 million) and represent impairments of overdue trade receivables from contracts with customers.

Since pandemic-related travel restrictions applied to various countries and territories, the expenses in the **Other** line item decreased in comparison to the previous year. In detail, costs

for travel and accommodation, public relations, advertising and entertainment along with general IT support expenses amounted to USD 0.1 million (2019: USD 7.5 million), consultancy, audit and translation costs totalled USD 3.5 million (2019: USD 4.8 million), while insurance and other office administration activities amounted to USD 5.4 million (2019: USD 4.2 million).

Personnel expenses in FIFA Governance & Administration relate to the support of basic functions, including that of administration and management, information technology, employee relations and workplace safety. In 2020, personnel expenses amounted to USD 90 million (2019: USD 100 million).

10 Marketing & TV Broadcasting

in TUSD	2020	2019
Marketing rights	9,827	12,388
Broadcasting and media rights	4,777	5,083
Licensing rights	2,934	2,087
Sales commission and other	688	5,923
Personnel expenses	20,831	16,554
Depreciation of property and equipment	1,871	1,608
Total Marketing & TV Broadcasting	40,928	43,643

The Marketing & TV Broadcasting expenses reflect the costs incurred by the FIFA Commercial Division for the commercialisation of FIFA's marketing and broadcasting rights. In this respect, FIFA ensures and provides correct oversight, assistance and promotional activities for rights which have been transferred to Commercial Affiliates.

In terms of **marketing rights**, FIFA continues to invest in new commercial digital products to meet the demands of the information age, adding new solutions to various platforms (e.g. mobile ticketing) and thus interacting more closely with its stakeholders. At the same time, FIFA is constantly optimising its market positioning strategies to secure its marketing alliances.

Broadcasting and media rights expenses include broadcaster services and FIFA films and products, which also include any forms of information that are broadcast or streamed digitally.

Licensing rights expenses are essentially produced by the FIFA Quality Programme, which operates a licensing scheme with internationally recognised quality standards for products, technologies and pitch surfaces.

Sales commission and other mainly relates to agents' fees for the 2019-2022 cycle. The costs have been capitalised so that amortisation in the following years matches the IFRS 15 revenue recognition pattern of the underlying FIFA revenue contracts (see Note 18 – Contract assets). Since most of the FIFA events in 2020 were postponed, the related commission expenses have decreased accordingly.

11 COVID-19 Relief Plan – grants (stage 3)

in TUSD	2020	2019
COVID-19 Relief Plan – solidarity grants	186,000	0
COVID-19 Relief Plan – confederation grants	12,000	0
COVID-19 Relief Plan – women's football grants	72,500	0
Total COVID-19 Relief Plan – grants (stage 3)	270,500	0

The COVID-19 pandemic has posed an immense global challenge. In order to alleviate its impact on the world of football, FIFA set up a COVID-19 Relief Plan, which was approved by the FIFA Council on 25 June 2020. This global support plan will make up to USD 1.5 billion available to assist the football community, and will consist of three stages. Stages 1 and 2 are linked to the existing FIFA Forward programme. In stage 3, further financial support is provided via a system of grants and loans that enable member associations and confederations to use the available funds as they see fit and thus help safeguard football in their region from the adverse economic effects of COVID-19.

Further details on the funds released under the COVID-19 Relief Plan stages 1-3 are contained in Note 24 – Accrued expenses, Note 22 – Financial assets and in the Annexe to this report.

Details of the COVID-19 Relief Plan grants (stage 3) are outlined below and in the Annexe.

COVID-19 Relief Plan – solidarity grants relates to a universal solidarity grant of USD 1 million that has been made available to each of the 211 member associations at a total of USD 211 million. As at 31 December 2020, a total of USD 186 million in grants had been expensed, of which USD 89.8 million was paid out.

COVID-19 Relief Plan – confederation grants concerns a basic solidarity fund of USD 2 million to each of the six confederations at a total of USD 12 million, all of which was paid out.

In order to protect women's football and to ensure its healthy resumption, dedicated funds were also made available under **COVID-19 Relief Plan – women's football grants**, with USD 0.5 million being paid to each member association. The total amount available is USD 105.5 million, with a release of USD 72.5 million reported for 2020.

12 Financial costs

in TUSD	2020	2019
Interest expenses	8,596	10,633
Expenses from debt securities	1,757	1,718
Foreign currency losses	39,958	18,614
Losses from financial instruments at fair value through profit or loss	161,886	62,092
Other financial expenses	2,044	897
Total financial costs	214,241	93,954

The overriding long-term objective of FIFA's investment policy is the preservation of the real value of FIFA's financial assets. FIFA continued to focus on maintaining a strong and reliable portfolio, which is why only counterparties with good or very good credit ratings were chosen.

For the interest expenses on lease liabilities, representing the largest share in the above **interest expenses** line item, please refer to Note 27 – Leases.

Expenses from debt securities include interest expenses on debt securities that are measured at amortised cost and debt securities measured at FVOCI.

Foreign currency losses mainly result from the valuation of net assets denominated in foreign currencies such as CHF, EUR and RUB.

Losses from financial instruments at fair value through profit or loss primarily include losses on derivatives that are not accounted for hedging purposes.

13 Financial income

in TUSD	2020	2019
Interest income from cash and cash equivalents	6,122	16,451
Income from deposits and debt securities	30,120	37,169
Foreign currency gains	160,636	44,526
Gains from financial instruments at fair value through profit or loss	112,892	91,724
Total financial income	309,770	189,870

Income from deposits and debt securities represent interest income on debt securities that are measured at amortised cost and on debt securities that are measured at FVOCI.

Foreign currency gains mainly result from the valuation of net assets denominated in foreign currencies such as CHF, EUR and BRL.

Gains from financial instruments at fair value through profit or loss include income on derivatives that are not accounted for hedging purposes.

14 Taxes and duties

in TUSD	2020	2019
Taxes and duties	471	623
Total taxes and duties	471	623

Pursuant to the Swiss taxation rules, the statutory financial statements are the basis for taxation. In FIFA's statutory financial statements, the character of a non-profit organisation, the obligation to spend the net result, reserves and funds on the development of football, the four-year accounting cycle, and the financial risks inherent to FIFA's core event – the FIFA World Cup™ – are all duly considered. FIFA's restricted reserves are reviewed on a regular basis to assess whether they are commercially justified as per

the applicable tax laws. The final assessment with the tax authority will happen after the completion of the four-year cycle and is based on the final assessment of the required funds and reserves. The normal tax rate for associations applies. FIFA's subsidiaries are taxed based on the applicable local tax laws.

This position includes all non-recoverable taxes and duties borne by FIFA or its subsidiaries.

Notes to the consolidated balance sheet

15 Cash and cash equivalents

in TUSD	31 Dec 2020	31 Dec 2019
Cash on hand, post and bank accounts	216,305	181,724
Short-term deposits with maturities of up to 3 months	938,886	597,792
Total cash and cash equivalents	1,155,191	779,516

Restricted cash and cash equivalents amounted to USD 23.6 million in 2020 (2019: USD 5.7 million), which

are related to the margin accounts, and the balances are therefore not immediately available for general use by FIFA.

16 Receivables

in TUSD	31 Dec 2020	31 Dec 2019
Receivables from the sale of rights		
Due from third parties	393,855	220,824
Provision for bad debts	-16,505	-16,085
Total receivables from the sale of rights	377,350	204,739
Other receivables		
Due from member associations and confederations	14,612	11,501
Due from related parties	20	0
Due from third parties	25,498	20,764
Provision for bad debts	-77	-62
Total other receivables	40,053	32,203
Total receivables, net	417,403	236,942

The majority of the open receivables from the sale of rights relate to contractual payments from broadcasters and sponsors. FIFA receives payments from customers based on a

billing schedule, as established in the contracts with customers. Account receivables are unconditional, as the instalments are non-cancellable and non-refundable once received.

Provisions for bad debts

in TUSD	2020	2019
Balance as at 1 January	16,147	18,436
Use/release	-338	-2,492
Additions	759	207
Foreign exchange effect	13	-4
Balance as at 31 December	16,581	16,147

Additions to bad debt provisions are related to an impairment of overdue trade receivables from contracts with customers.

Ageing analysis of receivables

in TUSD	31 Dec 2020	31 Dec 2019
Not due	238,447	229,387
Overdue – less than 30 days	22,752	3,472
Overdue – less than 60 days	127	513
Overdue – more than 60 days	172,658	19,717
Total receivables	433,984	253,089

17 Prepaid expenses and other accrued income

in TUSD	31 Dec 2020	31 Dec 2019
Prepaid expenses	21,194	67,986
Other accrued income	15,109	16,919
Total current prepaid expenses and other accrued income	36,303	84,905
Prepaid expenses	126,687	56,449
Total non-current prepaid expenses	126,687	56,449

Prepaid expenses mainly relate to deferred costs in connection with the FIFA World Cup™ and other FIFA events.

Other accrued income primarily consists of accrued interest income.

18 Contract assets

in TUSD	31 Dec 2020	31 Dec 2019
Contract assets	100,627	70,264
Contract acquisition costs	11,862	4,638
Total contract assets	112,489	74,902

Contract assets relate to FIFA's past performance under a contract for which the customer has not yet paid consideration or before payment is due. They are transferred to receivables when the right to receive payment becomes unconditional. Contract assets are regularly reviewed for impairment indicators.

Significant changes in contract asset balances during the period are as follows:

in TUSD	2020	2019
Contract assets as at 1 January	70,264	47,923
Transfers from contract assets recognised at the beginning of the period to receivables	-58,218	-47,923
Increase as a result of changes in the measure of progress	88,701	70,292
Impairment loss	-120	-28
Contract assets as at 31 December	100,627	70,264
Of which current	100,627	58,190
Of which non-current	0	12,074

in TUSD	2020	2019
Contract acquisition costs as at 1 January	4,638	0
Costs of obtaining contracts during the year	7,385	8,526
Amortisation recognised as cost of providing services during the year	-161	-3,888
Contract cost assets as at 31 December	11,862	4,638

FIFA has recognised contract acquisition costs arising from the capitalisation of incremental agency fees. These costs have been incurred in order to obtain certain Asian television broadcasting rights and contracts with FIFA World Cup Sponsors.

The contract acquisition costs are amortised in line with the pattern of when services are actually provided to the customers.

in TUSD	2020	2019
Aggregate amount of the transaction price allocated to long-term contracts for the 2019-2022 cycle that are partially or fully unsatisfied as at 31 December	3,994,761	4,168,661
Of which		
– Television broadcasting rights	2,699,723	2,795,389
– Marketing rights	1,039,336	1,112,555
– Licensing rights	43,202	48,217
– Hospitality rights and ticket sales	160,000	160,000
– Other revenue	52,500	52,500

The above table includes revenue expected to be recognised in FIFA's current four-year business cycle ending with the FIFA World Cup™ in 2022 and is related to performance obligations that are unsatisfied during the reporting period. Revenue from unsatisfied performance obligations at 31 December

2020, which is expected to be recognised in the cycles ending in 2026 and 2030, amounts to USD 4,194 million (as at 31 December 2019: USD 4,036 million). Contracted revenue will be recognised in line with the transfer of control over services as described in Note E.

19 Inventories

in TUSD	31 Dec 2020	31 Dec 2019
Held for distribution	4,450	0
Total inventories	4,450	0

Inventories as at 31 December 2020 related to footballs purchased and stored in connection with the Football for Schools Programme and held for distribution to participating primary schools via the member associations. Under the

Football for Schools Programme, FIFA has committed to provide football equipment to schools with the goal of making football more accessible to boys and girls around the world.

20 Property and equipment

in TUSD	Operational buildings	Assets under construction	Land	Office and other equipment	Right-of-use assets	Total
Cost						
Balance as at 1 January 2019	406,303	3,201	15,124	39,133	0	463,761
Impact of changes to accounting policies	0	0	0	0	117,983	117,983
Additions	200	4,191	0	1,997	4,900	11,288
Reclassifications	2,476	-6,343	0	2,961	0	-906
Foreign exchange effects	3,031	0	0	173	1,911	5,115
Disposals	0	-272	0	0	0	-272
Balance as at 31 December 2019	412,010	777	15,124	44,264	124,794	596,969
Additions	868	0	0	3,789	1,509	6,166
Reclassifications	0	-509	0	23	0	-486
Foreign exchange effects	17,860	0	0	1,015	10,955	29,830
Disposals	0	0	0	0	0	0
Balance as at 31 December 2020	430,738	268	15,124	49,091	137,258	632,479
Accumulated depreciation						
Balance as at 1 January 2019	201,951	0	0	28,281	0	230,232
Depreciation	23,234	0	0	2,838	6,373	32,445
Reclassifications	0	0	0	-340	0	-340
Foreign exchange effects	1,305	0	0	97	110	1,512
Balance as at 31 December 2019	226,490	0	0	30,876	6,483	263,849
Depreciation	24,225	0	0	3,638	6,602	34,465
Foreign exchange effects	7,931	0	0	579	723	9,233
Balance as at 31 December 2020	258,646	0	0	35,093	13,808	307,547
Net carrying amount						
As at 31 December 2019	185,520	777	15,124	13,388	118,311	333,120
As at 31 December 2020	172,092	268	15,124	13,998	123,450	324,932

The category "Operational buildings" refers to the Home of FIFA, the FIFA World Football Museum and three other buildings in Zurich.

Upon adoption of IFRS 16, FIFA recognised USD 118 million as at 1 January 2019, reflecting the right to use the underlying assets from leasing contracts.

The FIFA World Football Museum opened in February 2016, primarily with the objective of brand-building and education.

FIFA's management has assessed that the museum should not be considered a separate cash-generating unit (CGU) for the purposes of impairment testing. Residential apartments have been identified as a separate CGU.

In 2020, FIFA evaluated key assumptions used for any indicator which requires an impairment test to be performed. Based on this analysis, FIFA did not identify any indicators for impairment and therefore did not recognise any impairment for property and equipment in 2020.

21 Intangible assets

in TUSD	Total
Cost	
Balance as at 1 January 2019	6,025
Additions	1,900
Reclassifications	906
Balance as at 31 December 2019	8,831
Additions	575
Reclassifications	486
Balance as at 31 December 2020	9,892
Accumulated depreciation	
Balance as at 1 January 2019	1,706
Amortisation	2,182
Reclassifications	340
Foreign exchange effects	0
Balance as at 31 December 2019	4,228
Amortisation	2,838
Reclassifications	0
Foreign exchange effects	0
Balance as at 31 December 2020	7,067
Net carrying amount	
As at 31 December 2019	4,603
As at 31 December 2020	2,826

FIFA launched its enterprise resource planning (ERP) system in 2018, with total acquisition costs of USD 5.4 million. The intangible asset costs of USD 9.9 million also include other related software amounting to USD 4.5 million (2019: USD 3.4 million).

The amortisation of the ERP system amounted to USD 1.8 million for 2020 (2019: USD 1.8 million) and other related software to USD 1.0 million (2019: USD 0.4 million). IT and communication systems are depreciated on a straight-line basis over the estimated useful life of three years.

22 Financial assets

in TUSD	31 Dec 2020	31 Dec 2019
Debt securities	1,006,647	1,149,748
Deposits	159,277	672,150
Equity securities	34,377	0
Loans to third parties	376,032	648,013
Loans to member associations and confederations	1,000	0
Current financial assets	1,577,333	2,469,911
Debt securities	690,583	405,841
Deposits	28,018	25,485
Equity securities	1,458	1,301
Loans to member associations and confederations	41,821	0
Non-current financial assets	761,880	432,627
Total financial assets	2,339,213	2,902,538

FIFA's financial assets are invested in short-term and long-term bonds, equity securities, loans and deposits. Loans to third parties are granted mainly to Swiss public authorities.

Under stage 3 of the COVID-19 Relief Plan, loans are granted to member associations and confederations. Member associations are able to apply for interest-free loans of up

to 35% of their audited annual revenues. In the interests of solidarity, loans of between USD 0.5 million and USD 5 million will be available. As at 31 December 2020, total loans of USD 45.8 million had been paid out to member associations. These loans are initially recognised at fair value, i.e. the current value of the expected future cash flows discounted at a market-related interest rate.

23 Payables

in TUSD	31 Dec 2020	31 Dec 2019
Due to member associations and confederations	9,370	24,321
Due to related parties	0	11
Due to third parties	53,298	52,554
Total payables	62,668	76,886

24 Accrued expenses

in TUSD	31 Dec 2020	31 Dec 2019
FIFA World Cup™ and other FIFA events	20,188	42,690
Development and relief programmes	503,511	532,206
Other accrued expenses	49,473	66,439
Total current accrued expenses	573,172	641,335
Development and relief programmes	47,177	16,782
Total non-current accrued expenses	47,177	16,782

The line item “Development and relief programmes” includes accruals relating to the FIFA Forward programmes, the COVID-19 Relief Plan, the Football for Schools Programme, legacy funds, the FIFA Foundation and previous development programmes.

The COVID-19 pandemic created severe financial distress for FIFA’s football stakeholders across the globe in 2020. In an unprecedented move, FIFA set up the COVID-19 Relief Plan to mitigate the pandemic’s financial impact on football in its member associations. As at 31 December 2020, COVID-19 Relief Plan funds amounting to USD 340.1 million had been released.

In the first two stages of the plan, FIFA released remaining Forward 2.0 operational funds for 2019 and 2020 to its member associations in advance and gave them the opportunity to transform Forward project funds into COVID-19 relief funds. A total of USD 120.1 million was released via stages 1 and 2 in 2020. Further details are contained in the Annexe to this report.

In stage 3, further financial support is provided to member associations and confederations via a system of grants and loans to help protect football from the adverse economic effects of COVID-19 in their individual countries and regions. A total of USD 174.2 million in grants and USD 45.8 million in loans was released to member associations and confederations in 2020. Further details are outlined in the Annexe to this report.

25 Contract liabilities

in TUSD	2020	2019
Contract liabilities as at 1 January	686,938	338,213
Revenue recognised that was included in the contract liability balance at the beginning of the period	-73,862	-169,812
Increases due to payments made or payments due, excluding amounts received as revenue during the period	832,496	518,537
Contract liabilities as at 31 December	1,445,572	686,938
Of which current	229,210	223,482
Of which non-current	1,216,362	463,456

Contract liabilities are recognised if FIFA has received consideration or the amount is due in advance of FIFA’s performance under a contract. They are recognised

as revenue when FIFA satisfies its contractually agreed performance obligations to the customer.

26 Provisions

in TUSD	2020	2019
Balance as at 1 January	217,256	215,392
Provisions made during the year	16	8,274
Provisions released during the year	-781	-3,217
Provisions used during the year	-319	0
Reclassifications from accrued expenses	4,119	2,311
Exchange differences	-34,523	-5,504
Balance as at 31 December	185,768	217,256

The provisions cover primarily various legal matters with respect to disputes concerning FIFA's core business. No detailed information can be provided at this point since legal disputes and their corresponding timing of settlement are sensitive matters. The mere fact that a provision for certain matters has been set up might be misinterpreted and thus

prejudice FIFA's position in such proceedings. In accordance with acknowledged rules, provisions are recognised if and when an obligation has arisen from a past event, it is probable that FIFA will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

27 Leases

FIFA is a lessee and has contracts for various buildings, offices and other equipment as well as land that are accounted for by recognising a right-of-use asset and a lease liability. Set out below are the carrying amounts of FIFA's right-of-use assets

and lease liabilities as well as their movements during the period. For the carrying amounts of FIFA's right-of-use assets, please also refer to Note 20 – Property and equipment.

in TUSD	Leased operational buildings	Leased land	Leased offices and other equipment	Total right-of-use assets	Total lease liabilities
Balance as at 1 January 2020	115,453	2,577	281	118,311	187,151
Additions	1,292	0	217	1,509	1,509
Depreciation expense	-6,336	-71	-195	-6,602	
Interest expenses					4,734
Payments					-12,218
Foreign exchange effects	10,239	0	-7	10,232	16,940
Balance as at 31 December 2020	120,648	2,506	296	123,450	198,116
Of which current	0	0	0	0	8,998
Of which non-current	120,648	2,506	296	123,450	189,118

in TUSD	Leased operational buildings	Leased land	Leased offices and other equipment	Total right-of-use assets	Total lease liabilities
Balance as at 1 January 2019	114,911	2,648	424	117,983	185,632
Additions	4,900	0	0	4,900	4,900
Depreciation expense	-6,159	-71	-143	-6,373	
Interest expenses					4,511
Payments					-10,903
Foreign exchange effects	1,801	0	0	1,801	3,011
Balance as at 31 December 2019	115,453	2,577	281	118,311	187,151
Of which current	0	0	0	0	10,113
Of which non-current	115,453	2,577	281	118,311	177,038

Set out below is the maturity analysis of contractual undiscounted cash flows as at 31 December:

in TUSD	31 Dec 2020	31 Dec 2019
Maturity less than 1 year	13,861	14,571
Maturity 1-5 years	44,537	40,155
Maturity more than 5 years	203,466	194,584
Balance as at 31 December	261,864	249,310

FIFA recognised lease expenses from short-term leases of USD 0.3 million (2019: USD 0.6 million) for the year ended

31 December 2020. There are no leases to which FIFA is committed that have not yet commenced.

28 Reserves

Association capital

The association capital is CHF 5 million.

Restricted reserves

Pursuant to article 62 of the FIFA Statutes, FIFA has to balance out revenue and expenditure over the financial period and build up sufficient reserves to guarantee the fulfilment of its major duties.

The purpose of the reserves is to protect FIFA against risks and unforeseen events, in particular in relation to the FIFA World Cup™. The financial dependency of FIFA on the FIFA World Cup, which takes place only every four years, needs to be considered, since the FIFA World Cup is FIFA's main revenue source. The restricted reserves cover, in particular, future non-profit activities, such as development programmes and other FIFA events.

The use of the reserves is restricted to FIFA's statutory duties such as the organisation of international competitions – in particular the FIFA World Cup – and the implementation of football-related development programmes.

Restricted reserves include remeasurement gains and losses on the net post-employment benefit obligation.

Translation reserves

The translation reserves comprise all foreign currency differences arising from the translation of the financial statements of foreign operations.

Cash flow hedge reserves

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve.

Fair value reserves of financial assets at FVOCI

FIFA has certain debt investments measured at FVOCI for which changes in fair value are accumulated in these separate reserves. The accumulated changes in fair value are transferred to profit or loss when the investment is derecognised or impaired.

Capital management

FIFA was established in the legal form of an association in accordance with articles 60ff. of the Swiss Civil Code. Pursuant to article 2 of its Statutes, FIFA's objective is to improve the game of football constantly and promote it globally, particularly through youth and development programmes. FIFA is a non-profit organisation and is obliged to spend its results, reserves and funds for this purpose. As FIFA is an association, no dividends are paid.

In the event of the dissolution of FIFA, its funds shall not be distributed, but transferred to the supreme court of the country in which the headquarters are situated. The supreme court shall invest them in gilt-edged securities until the re-establishment of the federation.

FIFA's goal is to maintain its solid reserve level in order to cover inherent risks in connection with the FIFA World Cup and to finance its non-profit activities, especially future development activities and other FIFA events.

Other disclosures

29 Financial risk management

a) Accounting classifications and fair value measurements

31 December 2020 in TUSD	Financial assets/ liabilities at fair value through profit and loss	Financial assets/ liabilities at amortised cost	Financial assets/ liabilities at FVOCI	Total
Financial assets measured at fair value				
Derivative financial assets designated as hedging instruments	46			46
Other derivative financial instruments	15,021			15,021
Equity securities	35,835			35,835
Debt securities	310,627		198,598	509,225
Total	361,529		198,598	560,127
Financial assets measured at amortised cost				
Cash and cash equivalents		1,155,191		1,155,191
Receivables		417,403		417,403
Deposits		187,295		187,295
Debt securities		1,188,005		1,188,005
Loans		418,852		418,852
Total		3,366,746		3,366,746
Financial liabilities measured at fair value				
Derivative financial liabilities designated as hedging instruments	10,145			10,145
Other derivative financial instruments	38,093			38,093
Total	48,238			48,238
Financial liabilities measured at amortised cost				
Payables		62,668		62,668
Lease liabilities		198,116		198,116
Total		260,784		260,784

31 December 2020 in TUSD	Carrying amount	Fair value		
	Total	Level 1	Level 2	Level 3
Financial assets measured at fair value				
Derivative financial assets designated as hedging instruments	46		46	
Other derivative financial instruments	15,021		15,021	
Equity securities	35,835	35,835		
Debt securities	509,225	509,225		
Total	560,127			
Financial assets not measured at fair value				
Cash and cash equivalents	1,155,191			
Receivables	417,403			
Deposits	187,295			
Debt securities	1,188,005	766,271	453,058	
Loans	418,852			
Total	3,366,746			
Financial liabilities measured at fair value				
Derivative financial liabilities designated as hedging instruments	10,145		10,145	
Other derivative financial instruments	38,093		38,093	
Total	48,238			
Financial liabilities not measured at fair value				
Payables	62,668			
Lease liabilities	198,116			
Total	260,784			

Fair value disclosure: equity securities and some debt securities are traded in active markets and the fair value is based on unadjusted quoted market prices on the balance sheet date (Level 1). Derivatives and some debt securities are not traded in active markets and the fair value on the balance sheet is determined by using valuation techniques (Level 2) with observable market data. No transfer was made between Level 1 and Level 2 in the financial years 2019 and 2020. FIFA has not disclosed the fair values for financial instruments such as short-term receivables and payables because their carrying amounts are a reasonable approximation of fair value.

Fair value measurements and disclosure of assets and liabilities

When measuring the fair value of an asset or a liability, the group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- 1) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- 2) Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- 3) Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability are categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety at the lowest level input that is significant to the entire measurement.

31 December 2019 in TUSD	Financial assets/ liabilities at fair value through profit and loss	Financial assets/ liabilities at amortised cost	Financial assets/ liabilities at FVOCI	Total
Financial assets measured at fair value				
Derivative financial assets designated as hedging instruments	11,502			11,502
Other derivative financial instruments	19,367			19,367
Equity securities	1,301			1,301
Debt securities	248,880			248,880
Total	281,050			281,050
Financial assets measured at amortised cost				
Cash and cash equivalents		779,516		779,516
Receivables		236,942		236,942
Deposits		697,635		697,635
Debt securities		1,306,709		1,306,709
Loans		648,013		648,013
Total		3,668,815		3,668,815
Financial liabilities measured at fair value				
Derivative financial assets designated as hedging instruments	2,370			2,370
Other derivative financial instruments	21,529			21,529
Total	23,899			23,899
Financial liabilities measured at amortised cost				
Payables		76,886		76,886
Lease liabilities		187,151		187,151
Total		264,037		264,037

31 December 2019 in TUSD	Carrying amount	Fair value		
	Total	Level 1	Level 2	Level 3
Financial assets measured at fair value				
Derivative financial assets designated as hedging instruments	11,502		11,502	
Other derivative financial instruments	19,367		19,367	
Equity securities	1,301	1,301		
Debt securities	248,880	248,880		
Total	281,050			
Financial assets not measured at fair value				
Cash and cash equivalents	779,516			
Receivables	236,942			
Deposits	697,635			
Debt securities	1,306,709	1,326,365		
Loans	648,013			
Total	3,668,815			
Financial liabilities measured at fair value				
Derivative financial liabilities designated as hedging instruments	2,370		2,370	
Other derivative financial instruments	21,529		21,529	
Total	23,899			
Financial liabilities not measured at fair value				
Payables	76,886			
Lease liabilities	187,151			
Total	264,037			

Fair value disclosure: equity securities and debt securities are traded in active markets and the fair value is based on unadjusted quoted market prices on the balance sheet date (Level 1). Derivatives are not traded in active markets and the fair value on the balance sheet is determined by using valuation techniques (Level 2) with observable market data. FIFA has not disclosed the fair values for financial instruments such as short-term receivables and payables because their carrying amounts are a reasonable approximation of fair value.

b) Financial risk management

FIFA is exposed to currency and interest risks as well as credit and liquidity risks in the course of its normal operations.

Credit risk

In line with FIFA's marketing and TV strategy, FIFA sold the television broadcasting rights in the key markets for the final competitions of the FIFA World Cups™ directly to broadcasters.

The revenue from television and marketing rights is received from large multinational companies and public broadcasters. Part of the outstanding revenue is also covered by bank guarantees. Additionally, the contracts include a default clause, whereby the contract terminates as soon as one party is in default. In the event of a default, FIFA is not required to reimburse any of the services or contributions received. FIFA is also entitled to replace terminated contracts with new marketing or broadcasting agreements.

Material credit risks could arise if several parties were unable to meet their contractual obligations. FIFA's management monitors the credit standing of the Commercial Affiliates very closely on an ongoing basis. Given their good credit ratings and the high diversification of the portfolio of Commercial Affiliates, the management believes that this scenario is unlikely to occur.

The vast majority of cash and cash equivalents are held with bank and financial institution counterparties with a rating equivalent to "A-1" or higher in S&P ratings. Fixed-income investments with residual terms to maturity of 12 months or less are only executed with borrowers with a short-term rating of "A-3" or higher. Investments in bonds are only executed in listed, tradable bonds issued by borrowers with a "BBB-" rating or higher. Derivative financial instruments are executed only with counterparties with high credit ratings. The carrying amount of the financial assets represents the maximum exposure to credit risk.

Interest rate risk

Interest rate risks arise from changes in market interest rates, which could affect the Group's profit or loss or equity. Since the interest rates of all term deposits and debt securities are fixed, there is only limited exposure to cash flow interest rate risk. FIFA's interest rate risk exposure therefore mainly arises from changes in the fair value of such fixed-rate debt instruments measured at FVOCI and FVTPL.

As at 31 December 2019 and 31 December 2020, there was no interest rate risk arising from financing transactions because FIFA is self-financed.

Foreign currency risk

FIFA's functional currency is USD because the majority of its cash flows are denominated in USD. Exposure to foreign currency exchange rates arises from transactions denominated in currencies other than USD, especially in EUR, CHF, GBP and QAR.

FIFA receives foreign currency cash inflows in the form of revenue from the sale of certain rights denominated in EUR, GBP, BRL or CHF. On the other hand, FIFA has substantial costs, especially employee costs and operating costs in connection with FIFA's offices in Zurich, denominated in CHF and other currencies. The Controlling & Strategic Planning Subdivision regularly forecasts the liquidity and foreign exchange requirements. If any foreign currency risks are identified, FIFA uses derivative products to hedge this exposure (see also Note 30).

As at 31 December 2020, FIFA was exposed to the following foreign exchange fluctuation risks:

- If the CHF had gained 10% against the USD as at 31 December 2020, the impact on the net result would have been USD +3.6 million (2019: USD +0.6 million).
- If the EUR had gained 10% against the USD as at 31 December 2020, the impact on the net result would have been USD +3.7 million (2019: USD -0.9 million).
- If the GBP had gained 10% against the USD as at 31 December 2020, the impact on the net result would have been USD +1.3 million (2019: USD 0 million).
- If the BRL had gained 10% against the USD as at 31 December 2020, the impact on the net result would have been USD +0.1 million (2019: USD +0.1 million).
- If the QAR had gained 10% against the USD as at 31 December 2020, the impact on the net result would have been USD 0 million (2019: USD +0.3 million).

This fluctuation analysis can be applied using the same method in reverse (a decrease of 10%). It only shows the effect from a risk management perspective and not realised gains or losses.

Positions exposed to foreign currency risk as at 31 December 2020

in thousands	CHF	EUR	GBP	BRL	QAR
Cash and cash equivalents*	35,655	6,794	1,768	0	1,345
Receivables	31,409	26,134	8,278	3,883	0
Financial assets*	0	0	0	0	0
Total assets in foreign currency	67,064	32,928	10,046	3,883	1,345
Payables	31,050	3,124	438	0	182
Lease liabilities	4,366	0	0	0	0
Total liabilities in foreign currency	35,416	3,124	438	0	182
Net exposure in foreign currency	31,648	29,804	9,608	3,883	1,163
Net exposure in functional currency (USD)	35,527	36,622	13,084	748	320

Positions exposed to foreign currency risk as at 31 December 2019

in thousands	CHF	EUR	RUB	BRL	QAR
Cash and cash equivalents*	170,893	7,007	56,699	939	55,315
Receivables	23,860	16,622	95,305	1,192	11,277
Financial assets*	0	0	0	0	0
Total assets in foreign currency	194,753	23,629	152,004	2,131	66,592
Payables	11,138	31,572	106,346	45	55,315
Lease liabilities	177,935	0	0	0	516
Total liabilities in foreign currency	189,073	31,572	106,346	45	55,831
Net exposure in foreign currency	5,680	-7,943	45,658	2,086	10,761
Net exposure in functional currency (USD)	5,810	-8,903	737	519	2,956

*"Positions exposed to foreign currency risk" arises on financial instruments that are denominated in a foreign currency, i.e. in a currency other than the functional currency in which they are measured. The amounts displayed in the above tables represent the unhedged portion in foreign currency. As at 31 December 2020, FIFA held a total amount of USD 904.2 million (2019: USD 1,122 million) in financial assets as well as USD 163 million (2019: USD 41 million) in cash and cash equivalents, both categories of which were denominated in CHF, EUR and GBP and are fully hedged against foreign currency risk.

Liquidity risk

As at 31 December 2019 and 31 December 2020, FIFA was self-financed. Moreover, FIFA holds mortgage notes in the amount of CHF 158 million (2019: CHF 158 million), guaranteed by its own properties, which could be used to cover any additional liquidity needs.

Maturity of financial liabilities

in TUSD	31 December 2020			31 December 2019		
	90 days	1 year or less	More than a year	90 days	1 year or less	More than a year
Payables – member associations and confederations	0	9,370	0	0	24,321	0
Payables – third parties and related parties	53,298	0	0	52,565	0	0
Derivative financial liabilities	0	39,230	9,008	0	20,659	3,240
Total	53,298	48,600	9,008	52,565	44,980	3,240

Please refer to Note 27 for the maturity analysis of undiscounted lease liabilities.

Cancellation risk

FIFA's financial position depends on the successful staging of the FIFA World Cup because almost all contracts with its Commercial Affiliates are related to this event. In the event of cancellation, curtailment or abandonment of the FIFA World Cup, FIFA would run the risk of potentially being exposed to legal claims.

In 2019, FIFA concluded an insurance policy for the FIFA World Cup 2022™. The maximum insurance volume is USD 900 million, which covers FIFA's additional costs in case of cancellation, postponement and/or relocation of the event.

The risks covered include natural disasters, accidents, turmoil, war, acts of terrorism and communicable diseases.

30 Hedging activities and derivative financial instruments

FIFA uses derivative instruments to manage its foreign currency risk, which is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes to foreign exchange rates. The group's exposure to that risk relates primarily to its operating activities (when contracts with customers or suppliers are denominated in foreign currency).

Derivatives designated as hedging instruments

Foreign exchange forward contracts are designated as hedging instruments in cash flow hedges of forecast television broadcasting sales in EUR and GBP. These forecast transactions are highly probable.

The total notional amount of the outstanding foreign exchange forward contracts, which are designated as hedge accounting, was USD 570 million (2019: USD 522 million). The majority of the derivatives designated as hedging instruments will mature in 2022 with a weighted average forward price of the hedging instruments of USD/EUR 1.23 and USD/GBP 1.32 respectively.

There is an economic relationship between the hedged items and the hedging instruments, as the terms of the foreign exchange forward contracts match those of the highly probable forecast transactions. Because the group does not hedge all of its revenue denominated in foreign currencies, the hedged item is identified as a proportion of the forecast transaction. The group has established a hedge ratio of 1:1 for the hedging relationships, as the underlying risk of the foreign exchange forward contracts is identical to the hedged risk. There are no material sources of ineffectiveness and, therefore, no ineffectiveness was recognised in the income statement. As at 31 December 2020, no transfer from the cash flow hedge reserves to the line item "Revenue from television broadcasting rights" had been recognised in the consolidated statement of comprehensive income.

Other derivative financial instruments

Several financial investments were made in foreign currencies in 2020. The foreign exchange risk was hedged using swaps, forwards and options. The total notional value of the outstanding swaps and options as at 31 December 2020 amounted to USD 2,172 million (2019: USD 1,906 million).

While the majority of other derivative financial instruments will mature in 2021, a number of them will mature in 2022. The derivative financial instruments are valued at fair market prices.

The following table sets out the carrying amounts of derivative financial assets and liabilities recognised in the consolidated balance sheet:

in TUSD	31 December 2020		31 December 2019	
	Positive fair value	Negative fair value	Positive fair value	Negative fair value
Derivatives designated as hedging instruments				
– to mature in 1 year	0	1,137	937	411
– to mature in subsequent years	46	9,008	10,565	1,959
Other derivative financial instruments				
– to mature in 1 year	9,079	38,093	12,267	20,248
– to mature in subsequent years	5,942	0	7,100	1,281
Total	15,067	48,238	30,869	23,899
Of which				
– recognised in hedging reserve	46	9,801	11,502	2,370

At the reporting date, the group held the following foreign exchange forward contracts, which are designated as hedge accounting:

in TUSD	31 December 2020			31 December 2019		
	Notional amount	Average forward exchange rate USD/EUR	Average forward exchange rate USD/GBP	Notional amount	Average forward exchange rate USD/EUR	Average forward exchange rate USD/GBP
– to mature in 1 year	91,752	1.22	1.35	39,371	1.17	1.27
– to mature in subsequent years	478,645	1.23	1.32	482,401	1.22	1.33
Total	570,397			521,772		

31 Personnel expenses

in TUSD	2020	2019
Wages and salaries	143,851	138,254
Social benefit costs	38,132	38,424
Other employee benefit costs	4,023	8,186
Other	12,766	14,494
Total personnel expenses	198,772	199,358
Of which		
– Competitions & Events	35,667	33,760
– Development & Education	34,319	30,747
– Football Governance	17,983	18,315
– FIFA Governance & Administration	89,972	99,982
– Marketing & TV Broadcasting	20,831	16,554

Personnel expenses

The number of full-time employees at the end of the year ending 31 December 2020 was 1,055 (2019: 947).

With a remote working infrastructure in place, FIFA successfully managed an abrupt shift to virtual operations and interactions

and quickly adopted new online communication tools. In 2020, FIFA used its technologies efficiently to create virtual substitutes for offices, training sessions and conferences, keeping engagement with its stakeholders high and maintaining the solid productivity of its remote employees.

in TUSD	2020	2019
Net post-employment benefit obligation	93,022	67,616
Total post-employment benefit obligation	93,022	67,616

Retirement benefit plan for employees

FIFA has established a retirement benefit plan in Switzerland for all of its employees through an insurance company. This Swiss plan is governed by the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans (BVG), which stipulates that pension plans are to be managed by independent, legally autonomous units. The assets of the pension plan are held within a separate foundation and cannot revert to the employer. Pension plans are overseen by a regulator as well as by a state supervisory body.

FIFA participates in a Swiss "Sammelstiftung", which is a collective foundation administrating the pension plan of various unrelated employers. The pension plan has reinsured all demographic risks and fully transferred the investment activities to the insurance company.

The most senior governing body of the collective foundation is the Board of Trustees, which manages the pension fund in compliance with the statutory provisions, the articles of association of the foundation and the directives of the supervisory authority.

The plan's governing body (Occupational Benefits Fund Commission) is composed of an equal number of employer and

employee representatives. The plan is funded by employee and employer contributions and has certain defined benefit characteristics, such as the interest guaranteed on the savings and the conversion of the savings at the end of working life into a life-long pension annuity. The employee's contributions are determined based on the insured salary and range from 5% to 9% of the insured salary, depending on the selection of the scale by the beneficiary. The employer's contributions must be at least equal to those of the employee. If the plan becomes underfunded, various measures can be adopted, such as lowering the interest credit rate, reducing benefits or increasing the employer and employee contributions.

If an employee leaves FIFA or the plan before reaching retirement age, the law provides for the transfer of the vested benefits to the new plan. These vested benefits comprise the employee's and the employer's contributions plus interest, the money originally brought in to the pension plan by the beneficiary and an additional legally stipulated amount. On reaching retirement age, the plan participant may decide whether to withdraw the benefits in the form of an annuity or (entirely or partly) as a lump-sum payment. The pension law requires pension annuities to be adjusted for inflation, depending on the financial condition of the plan.

Movement in the employees' post-employment benefit obligation over the year 2020

in TUSD	Present value of obligation	Fair value of plan assets	Net post-employment benefit obligation
At 1 January 2020	235,079	-167,463	67,616
Included in profit or loss:			
– Current service cost	25,934	0	25,934
– Plan amendments	0	0	0
– Interest expense/(income)	620	-448	172
– General administration costs	0	281	281
– Exchange differences	25,952	-18,045	7,907
Total	52,506	-18,212	34,294
Remeasurements included in comprehensive income:			
– Return on plan assets, excluding interest income	0	-6,411	-6,411
– (Gain)/loss from change in demographic assumptions	0	0	0
– (Gain)/loss from change in financial assumptions	2,974	0	2,974
– Experience (gains)/loss	9,651	0	9,651
Total	12,625	-6,411	6,214
Contributions and benefits paid:			
– Plan participants	8,694	-8,694	0
– Employer	0	-15,102	-15,102
– Benefit payments	-7,638	7,638	0
Total	1,056	-16,158	-15,102
At 31 December 2020	301,266	-208,244	93,022
Of which			
– Due to active members	290,260		
– Due to pensioners	11,006		

Post-employment benefit obligation

The post-employment benefit expenses included in profit or loss are part of the total expenses from football activities and total expenses from administrative activities.

As at 31 December 2020, the plan assets were invested in cash and cash equivalents of 2.7% (2019: 0.9%), debt instruments of 41.4% (2019: 40.4%), equity instruments of 30.3% (2019: 25.1%), real estate of 22.4% (2019: 25.8%) and other of 3.2% (2019: 7.8%).

The expected contributions to be paid by the employer into the plan for 2021 are USD 16.2 million.

On the basis of a decision taken at the end of 2019, FIFA switched from a fully comprehensive solution to a semi-autonomous model for its employees' retirement benefits plan. The main changes in benefits included an increase in the spouse's/partner's pension and an increase in the conversion rate for calculating the extra-mandatory benefits. This was considered as a plan amendment and resulted in past service costs of USD 3 million being recognised in profit or loss in 2019.

Movement in the employees' post-employment benefit obligation over the year 2019

in TUSD	Present value of obligation	Fair value of plan assets	Net post-employment benefit obligation
At 1 January 2019	209,869	-138,396	71,473
Included in profit or loss:			
– Current service cost	22,632	0	22,632
– Plan amendments	-3,738	6,741	3,003
– Interest expense/(income)	1,923	-1,286	637
– General administration costs	0	347	347
– Exchange differences	4,124	-3,048	1,076
Total	24,941	2,754	27,695
Remeasurements included in comprehensive income:			
– Return on plan assets, excluding interest income	0	-20,109	-20,109
– (Gain)/loss from change in demographic assumptions	0	0	0
– (Gain)/loss from change in financial assumptions	135	0	135
– Experience (gains)/loss	2,958	0	2,958
Total	3,093	-20,109	-17,016
Contributions and benefits paid:			
– Plan participants	6,217	-6,217	0
– Employer	0	-14,536	-14,536
– Benefit payments	-9,041	9,041	0
Total	-2,824	-11,712	-14,536
At 31 December 2019	235,079	-167,463	67,616
Of which			
– Due to active members	229,630		
– Due to pensioners	5,449		

Principal actuarial assumptions

	31 Dec 2020	31 Dec 2019
Discount rate	0.20%	0.25%
Future salary increases	1.00%	1.00%
Future pension increases	0.50%	0.50%
Inflation rate	0.50%	0.50%

Assumptions regarding future mortality as presented below are set based on Swiss BVG/LLP 2015 mortality tables, which include generational mortality rates allowing for future projections of increasing longevity.

	31 Dec 2020	31 Dec 2019
Longevity at age 63/62 for current pensioners:		
– male	24.62	24.50
– female	27.75	27.64
Longevity at age 63/62 for employees retiring 20 years after the end of the reporting period:		
– male	26.40	26.33
– female	29.49	29.43

Sensitivity of the employees' post-employment benefit obligation to changes in the weighted principal assumption at 31 December 2020

	Impact on post-employment benefit obligations		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.25%	Decrease 4.98%	Increase 5.41%
Future salary increases	0.25%	Increase 0.50%	Decrease 0.48%
Future pension increases	0.25%	Increase 2.58%	Decrease 2.44%

Sensitivity of the employees' post-employment benefit obligation to changes in the weighted principal assumption at 31 December 2019

	Impact on post-employment benefit obligations		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.25%	Decrease 4.88%	Increase 5.30%
Future salary increases	0.25%	Increase 0.48%	Decrease 0.47%
Future pension increases	0.25%	Increase 2.54%	Decrease 2.41%

The above sensitivity analyses are based on a change in assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the post-employment benefit obligation to significant actuarial assumptions, the same method (present value of the defined post-employment obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the net post-employment benefit obligation recognised within the balance sheet.

The weighted average duration of the post-employment benefit obligation is 21.1 years (2019: 20.7 years).

Accounting estimates and judgements

The rates and parameters applied above are based on past experience. Future developments in capital and labour markets could make adjustments of such rates necessary, which could significantly affect the calculation of the net post-employment benefit obligation.

32 Contingent liabilities

FIFA continues to participate in a number of investigations conducted by the Swiss Office of the Attorney General (“OAG”), in which FIFA is a private plaintiff and considered to be a damaged party. In 2020, investigations conducted by the OAG resulted in criminal trials. The US Department of Justice (“DoJ”) has now concluded the proceedings concerning FIFA, which it initiated in 2015, and has confirmed that FIFA has “victim status” in relation to those investigations. It has invited FIFA to engage in a process called remission, in which monies forfeited by defendants to the US government are returned to victims of the defendants’ criminal schemes. Taking into account that FIFA has fully cooperated and will continue to fully cooperate with the respective authorities within the boundaries of applicable law, the FIFA management is of the view that no

provisions for fines, penalties or other payments of punitive character or any other adjustments need to be made at this time to the consolidated financial statements.

Moreover, FIFA is currently involved in a number of legal disputes arising from its operating activities, where it considers the possibility of any outflow in settlement to be remote. Therefore, FIFA has not recognised a provision in relation to these legal matters.

The safeguarding of FIFA’s interest in the ongoing legal matters and the protection against currently known legal risks will, however, continue to generate some costs, which FIFA intends to limit to the strict minimum necessary.

33 Capital commitments

As at 31 December 2020, FIFA has an undisbursed loan commitment of USD 5 million in connection with the COVID-19 Relief Plan (2019: FIFA had no capital commitments).

34 Related-party transactions

The following persons are regarded as related parties: members of the Council, the President, the Secretary General and the key management personnel.

In 2020, short-term employee benefits for related parties amounted to USD 30.5 million (2019: USD 32.9 million).

In addition to these short-term employee benefits, FIFA contributes to post-employment benefits. The pension expenses in 2020 amounted to USD 1.6 million (2019: USD 2.5 million). Further disclosures and information are available in the “Compensation” section of the FIFA Annual Report 2020.

35 Consolidated subsidiaries

FIFA's subsidiaries as at 31 December 2020 are set out below:

	Location of incorporation	Activity	Ownership interest 2020	Ownership interest 2019
FIFA Museum AG	Zurich, Switzerland	Museum	100%	100%
Hotel Ascot GmbH	Zurich, Switzerland	Hotel industry	100%	100%
FIFA Ticketing AG	Zurich, Switzerland	Ticket sales	100%	100%
FIFA Development Zurich AG	Zurich, Switzerland	Service company	100%	100%
FIFA Foundation	Zurich, Switzerland	Foundation	100%	100%
FIFA World Cup Qatar 2022 LLC	Doha, Qatar	Service company	51%	51%
2018 FIFA World Cup Ticketing Limited Liability Company	Moscow, Russia	Ticket sales	100%	100%
2018 FIFA World Cup Limited Liability Company	Moscow, Russia	Service company	100%	100%
FIFA World Cup Brazil Assessoria Ltda	Rio de Janeiro, Brazil	Service company	100%	100%
2014 FIFA World Cup Venda de Ingressos Ltda	Rio de Janeiro, Brazil	Ticket sales	100%	100%
2010 FIFA World Cup Ticketing (Pty) Ltd (in liquidation)	Nasrec, South Africa	Ticket sales	100%	100%
FIFA World Cup South Africa (Pty) Ltd (in liquidation)	Nasrec, South Africa	Service company	100%	100%
FIFA Clearing House Stichting	Amsterdam, Netherlands	Service company	100%	0%

In 2020, FIFA established FIFA Clearing House Stichting to act as an intermediary for the processing of training reward payments with a view to protecting the integrity of football.

FIFA's ownership of the subsidiary FIFA World Cup Qatar 2022 LLC of 51% does not coincide with the economic result allocation, as the equity of the subsidiary is fully attributable to FIFA. No non-controlling interests are therefore disclosed in these consolidated financial statements.

36 Post-balance-sheet events

The FIFA Council authorised the issue of these consolidated financial statements on 19 March 2021.

Up to this date, no other events have occurred since 31 December 2020 that would require any adjustment to

the carrying amount of FIFA's assets and liabilities as at 31 December 2020 and/or disclosure.

The consolidated financial statements for 2020 will be submitted to the FIFA Congress for approval on 21 May 2021.



Report of the statutory auditor to the Congress of Fédération Internationale de Football Association (FIFA) on the consolidated financial statements 2020

Opinion

We have audited the consolidated financial statements of Fédération Internationale de Football Association (FIFA) and its subsidiaries (the Group), which comprise the consolidated statement of comprehensive income for the year ended 31 December 2020, the consolidated balance sheet as at 31 December 2020, the consolidated cash flow statement and consolidated statement of changes in reserves for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 116 to 165) give a true and fair view of the consolidated financial position of the Group as at 31 December 2020 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law.

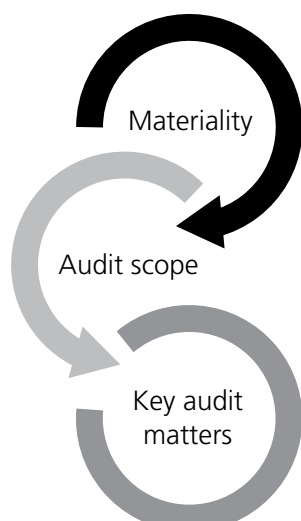
Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements" section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach

Overview



Overall Group materiality: USD 10.45 million

We performed full scope audit work at the parent association (FIFA) in Switzerland and the subsidiary in Qatar.

Our full scope audit addressed over 97.7% of the revenue, over 96.2% of the expenses and over 94.7% of the assets of the Group.

In addition, we performed specified procedures on assets held in one reporting unit in Switzerland, addressing a further 5% of the Group's assets.

As key audit matters, the following areas of focus have been identified:

- Appropriateness and application of the revenue recognition policy
- Financial implications of legal cases and/or potential claims

Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	USD 10.45 million
How we determined it	1% of total expenses
Rationale for the materiality benchmark applied	We chose total expenses as the benchmark for our materiality because it is a commonly used benchmark for not-for-profit associations and because FIFA has uneven revenue flows leading to volatile annual income and results.

Audit scope

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

FIFA is an international non-governmental and non-profit association incorporated under Swiss law and based in Zurich. Its vision, as expressed by “FIFA 2.0”, is to promote the game of football, protect its integrity and bring the game to all. FIFA’s activities include the organisation and realisation of global football tournaments, including the FIFA World Cup™, and the sale of the television broadcasting rights, marketing rights and licensing rights for these events. Most of the Group’s operations are conducted by the parent association (FIFA), although there are 13 other reporting units that undertake specific activities, including operating a museum.

FIFA has 211 Member Associations (MAs), which together form the FIFA Congress, the supreme legislative body of FIFA. The MAs receive financial assistance from FIFA earmarked for specific football-related projects. The MAs are not considered to be controlled by FIFA as defined by the relevant financial reporting standard and, therefore, expenditures incurred by the MAs are excluded from these consolidated financial statements.

In addition to our full scope audit of the parent association and the subsidiary in Qatar, we performed specified procedures on assets held by FIFA Museum AG considering the total capitalised property and equipment.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Appropriateness and application of the revenue recognition policy

Key audit matter	How our audit addressed the key audit matter
<p>In the 2020 financial year, total revenue amounted to USD 266.5 million, primarily comprising licensing revenue of USD 158.9 million. Due to COVID-19, FIFA was forced to postpone or cancel tournaments that were originally scheduled for 2020. Therefore, no event-related revenue was recognised from television and broadcasting rights, marketing rights or ticketing.</p> <p>FIFA has a four-year revenue cycle, which is dominated by the FIFA World Cup™. A new four-year cycle started on 1 January 2019. FIFA usually signs major contracts for television broadcasting rights, marketing rights, licensing rights and hospitality rights for at least a full four-year cycle.</p> <p>We considered revenue recognition and the application of IFRS 15 to be a key audit matter because of the risk of material misstatement in the financial statements given the complexity of the contracts concerned and the judgements and estimates required of management. The timing of revenue recognition for each revenue type and contract may differ considerably. For more detailed information on the accounting policy regarding revenue recognition, including the assumptions, please refer to page 121 and 122 in the Notes to the consolidated financial statements.</p>	<p>FIFA management reviewed all new significant revenue contracts in 2020 relating to the sale of television broadcasting rights, marketing rights and licensing rights, and presented for our audit its revenue recognition approach for each contract. In 2019, FIFA updated the allocation key of the television broadcasting and marketing rights for the 2019-2022 cycle based on the latest reports on broadcasting. Due to COVID-19 and the fact that tournaments were cancelled or postponed, FIFA had to update the allocation keys. We assessed the company's revenue recognition policy in accordance with IFRS 15.</p> <p>For the 2020 financial year, we reviewed whether the assumptions described on page 121 and 122 defined in prior year were still valid.</p> <p>For revenue contracts signed before 2020 when the revenue is to be recognised over time, we performed the following:</p> <ul style="list-style-type: none"> • We examined audit evidence to ensure that the contract terms were unchanged from the prior year. • We paid particular attention to whether the contractual arrangements continued to satisfy the conditions required for revenue to be recognised over time. • We reperformed the allocation of the contract price. • We checked the mathematical accuracy of the revenue recognition calculation performed by FIFA. • We examined audit evidence to ensure the accuracy of the accounting entries for the 2020 financial year.

Key audit matter	How our audit addressed the key audit matter
	<p>For new significant contracts signed in 2020, we performed the following:</p> <ul style="list-style-type: none"> • We independently identified the performance obligations in the contracts and compared them with management’s assessment for the contracts signed in the 2020 financial year. • We determined the full contract price based on the underlying contracts. • We reperformed the allocation of the full contract price to the performance obligations in the contract based on the underlying inputs, such as forecasted broadcast hours, developed by FIFA. • For the key inputs used to allocate marketing and sponsorship revenues to different performance obligations, we reperformed the allocation using available information or we compared management’s judgements with third party information or valuations performed for FIFA. • For the television broadcasting rights and marketing rights, we compared the underlying inputs used by FIFA with third party reports and forecasted broadcast hours. • We checked the mathematical accuracy of the revenue recognition calculation prepared by FIFA. • We verified the accounting entries for the 2020 financial year. <p>On the basis of the evidence we obtained, we concluded that the assumptions made and the judgements applied in relation to revenue recognition were reasonable and the related disclosures were appropriate.</p>

Financial implications of legal cases and/or potential claims

Key audit matter	How our audit addressed the key audit matter
<p>As disclosed in Note 26 to the consolidated financial statements, provisions are recorded to cover legal exposures to the extent that the exposures are probable and can be estimated.</p> <p>We consider the accounting for the financial implications of these ongoing legal cases to be a key audit matter due to the related uncertainty and magnitude.</p> <p>From a financial reporting perspective, a critical judgement concerns whether and when a provision is required for fines, penalties or other payments of punitive character. This judgement requires an assessment of the probability a payment will have to be made and a reliable estimate of the amount of that payment. In addition, the adequacy and accuracy of the related disclosures is critical for a reader of the financial statements.</p> <p>Further, there is a risk that these legal cases might lead to additional liabilities for FIFA, which are not reflected in the financial statements.</p>	<p>We read FIFA’s internal overview of pending litigation prepared by its legal department. On the basis of this document and the details of legal expenses in the accounting records, we identified the main external legal counsel used by FIFA and performed the following:</p> <ul style="list-style-type: none"> • We sent letters of enquiry to 23 lawyers concerning various legal cases, which were selected on the basis of quantitative and qualitative criteria. The responses provided an independent summary of the facts and merits of each case. Where possible, they also gave an independent professional perspective of the likely outcome. • We assessed those legal cases handled by FIFA’s own legal department and discussed the most important legal cases with management and various legal counsellors. • On the basis of our discussions and communications with FIFA’s external legal counsel and internal legal department, we identified existing and potential claims in connection with the preparation of the 2020 consolidated financial statements. The lawyers’ responses we obtained helped us assess management’s judgements regarding the recognition and measurement of a provision for fines, penalties or other payments of punitive character in the 2020 consolidated financial statements. <p>On the basis of the procedures performed, we considered management’s judgements on the level of provisioning to be appropriate. We also evaluated the appropriateness of the disclosures in Note 32 relating to the potential financial exposure arising from ongoing litigation and investigations.</p>

Other information in the annual report

The FIFA Council is responsible for the other information in the annual report. The other information comprises all information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of Fédération Internationale de Football Association (FIFA) and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information in the annual report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information in the annual report and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the FIFA Council for the consolidated financial statements

The FIFA Council is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the FIFA Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the FIFA Council is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the FIFA Council either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISAs and Swiss Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the FIFA Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the FIFA Council or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the FIFA Council or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the FIFA Council or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other legal and regulatory requirements

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the FIFA Council.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG



Patrick Balkanyi

Yvonne Burger

Audit expert
Auditor in charge

Audit expert

Zurich, 19 March 2021

Audit and Compliance Committee report on the consolidated financial statements for 2020

In our role as the FIFA Audit and Compliance Committee, we have assessed the consolidated financial statements (consolidated statement of comprehensive income, consolidated balance sheet, consolidated cash flow statement, consolidated statement of changes in reserves and notes to the consolidated financial statements) of the Fédération Internationale de Football Association for the period from 1 January 2020 to 31 December 2020. We confirm that we fulfil the independence criteria as defined in article 5 of the FIFA Governance Regulations. According to article 51 of the FIFA Statutes, it is our responsibility to ensure the completeness and reliability of the financial accounting and to review the consolidated financial statements and the external auditor's report. We have assessed the 2020 financial statements through:

- Discussion of the financial statements during the meeting of the Audit and Compliance Committee held on 15 March 2021 in the presence of the FIFA Secretary General, the FIFA Chief Finance Officer and the external auditors
- Examination of the detailed report to the Audit and Compliance Committee and to the FIFA Council for the year ended 31 December 2020
- Examination of the report of the statutory auditor to the FIFA Congress on the consolidated financial statements for 2020

We have also assessed the accounting principles used, significant estimates made and overall presentation of

the consolidated financial statements. We believe that our assessment provides a reasonable basis for our opinion. Furthermore, we confirm that we have had unrestricted and complete access to all the relevant documents and information necessary for our assessment.

In addition, we advised and assisted the FIFA Council in monitoring FIFA's financial and compliance matters and monitored compliance as set out in the FIFA Governance Regulations.

On this basis, we recommend that the FIFA Congress approve the consolidated financial statements for 2020.

For the Audit and Compliance Committee



Tomaž Vesel
Chairperson

Zurich, 15 March 2021