



FIFA

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FIFA FORWARD ENTERPRISE – MEMBER MATERIALS

July 2026

We just hosted the largest sporting event in history: **The 2026 FIFA World Cup**



48
COUNTRIES



6
CONTINENTS



104
MATCHES



39
DAYS



500+
PHYSICAL SITES



500mm+
TICKET REQUESTS



30bn
DIGITAL
IMPRESSIONS



20bn
VIDEO VIEWS



4 FIRST APPEARANCES



CAPE VERDE



CURAÇAO



JORDAN



UZBEKISTAN



FIFA has never been stronger

We have transformed FIFA through systematic evolution

Sweeping **governance reform**

Expanded development and competition enhancement

Now, commercial optimization will unlock the next era of growth



FIFA has built a strong governance, development, competition foundation under the current administration...



GOVERNANCE

- Rebuilt the organization following the presidential election in 2015
- Introduced independent committees, term limits and stronger financial oversight
- Launched “FIFA 2.0: Vision for the Future” to refocus FIFA on growing football with integrity & equality
- Created dedicated compliance and internal audit teams to monitor operational and development expenses



DEVELOPMENT & COMPETITIONS

- Launched FIFA Forward, now in its third iteration
- Formed partnership with UNESCO to embed football into the global education system
- Launched FIFA Clearing House to effectively incentivize clubs to train young players
- Expanded the FIFA World Cup & Women's World Cup and launched the new Club World Cup
- Created festival style boys' and girls' U-15 tournaments

...And now we have the opportunity to optimize commercial operations

1 Streamline decision making

- Separate commercial decisions from broader administrative processes to improve speed and flexibility

2 Upgrade monetization

- Prioritize high-yield, experience-led partnerships that create meaningful fan value and deliver strong commercial returns

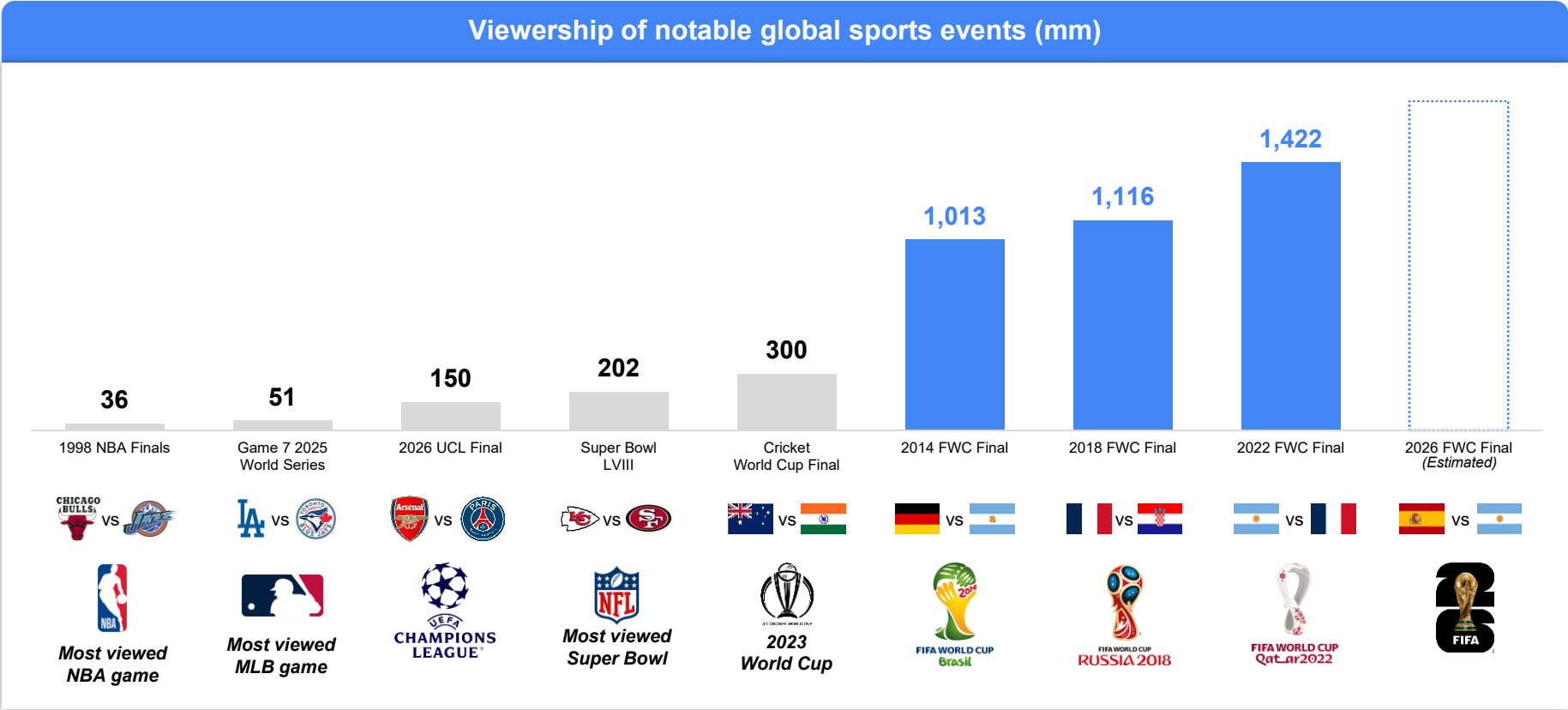
3 Commercial expertise

- Attract deep industry experience to make optimal decisions for commercial realities

4 Enhance access to capital

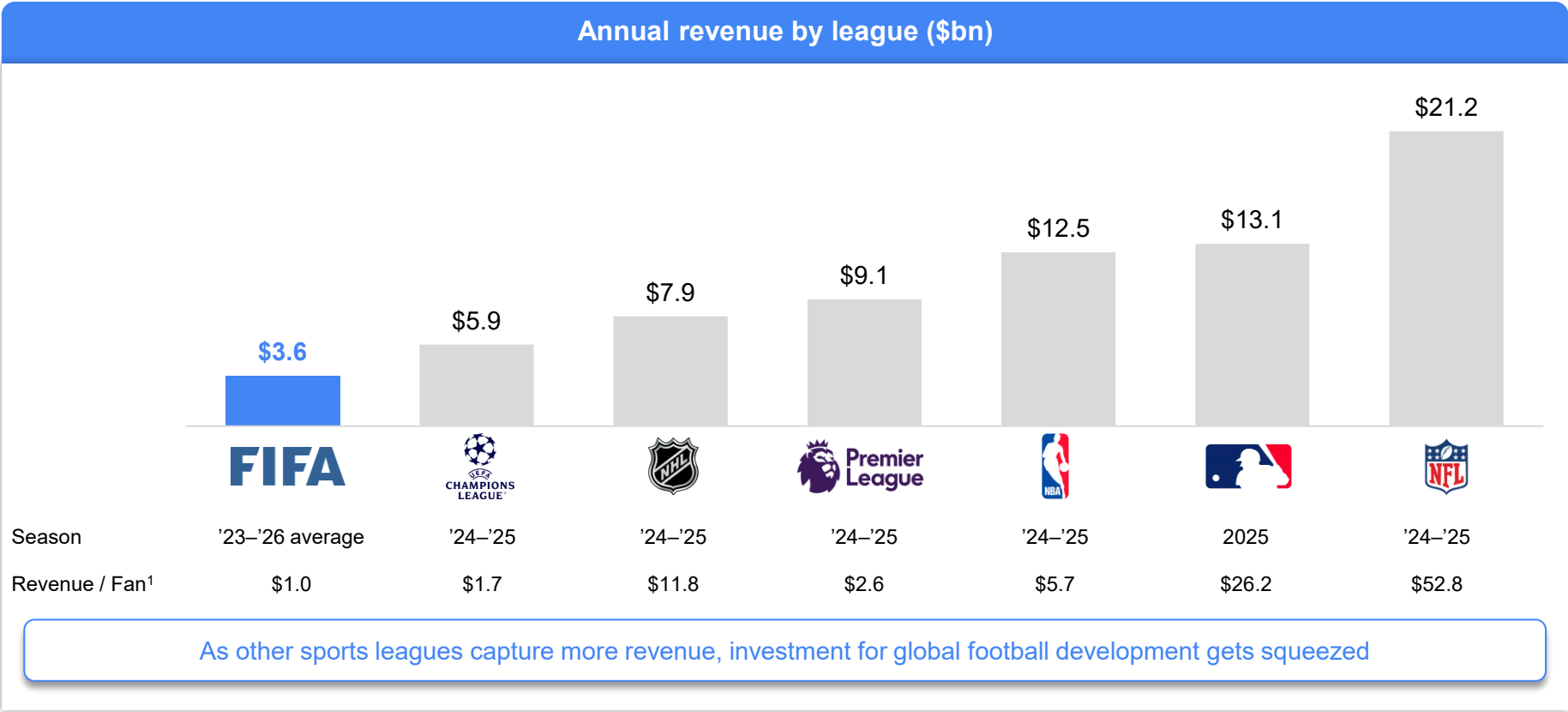
- Access third party sources of capital and debt financing to scale investment in digital, content, and licensing

FIFA is the most widely viewed global property in sports



Sources: ESPN, FIFA, NFL, Nielsen, Reuters, Si, Statista
Note: Viewership is approximate and difficult to compare globally given different viewership methodologies across countries; Viewership reflects final game viewership, unless otherwise noted

However, FIFA has been under-monetized versus other leagues...



Source: Forbes, Sportico
Note: ¹ Revenue from respective leagues over global fanbase for the sport

...Now is the moment to further accelerate the future of football



ATTRACT THE NEXT BILLION FANS

Invest in
FIFA's tournaments
and offerings

**Requires dedicated
operational focus &
capital**



DEEPEN FAN ENGAGEMENT

Develop new
initiatives outside
the core

**Requires billions in
growth capital**



EMPOWER MEMBERS & BOOST INVESTMENT

Share the
value generated
by FIFA

**Requires FIFA's
structure to evolve**



ATTRACT WORLD- CLASS INVESTORS

Partner with operators
who bring expertise
& reach

**Requires governance
fit for third party
investors**



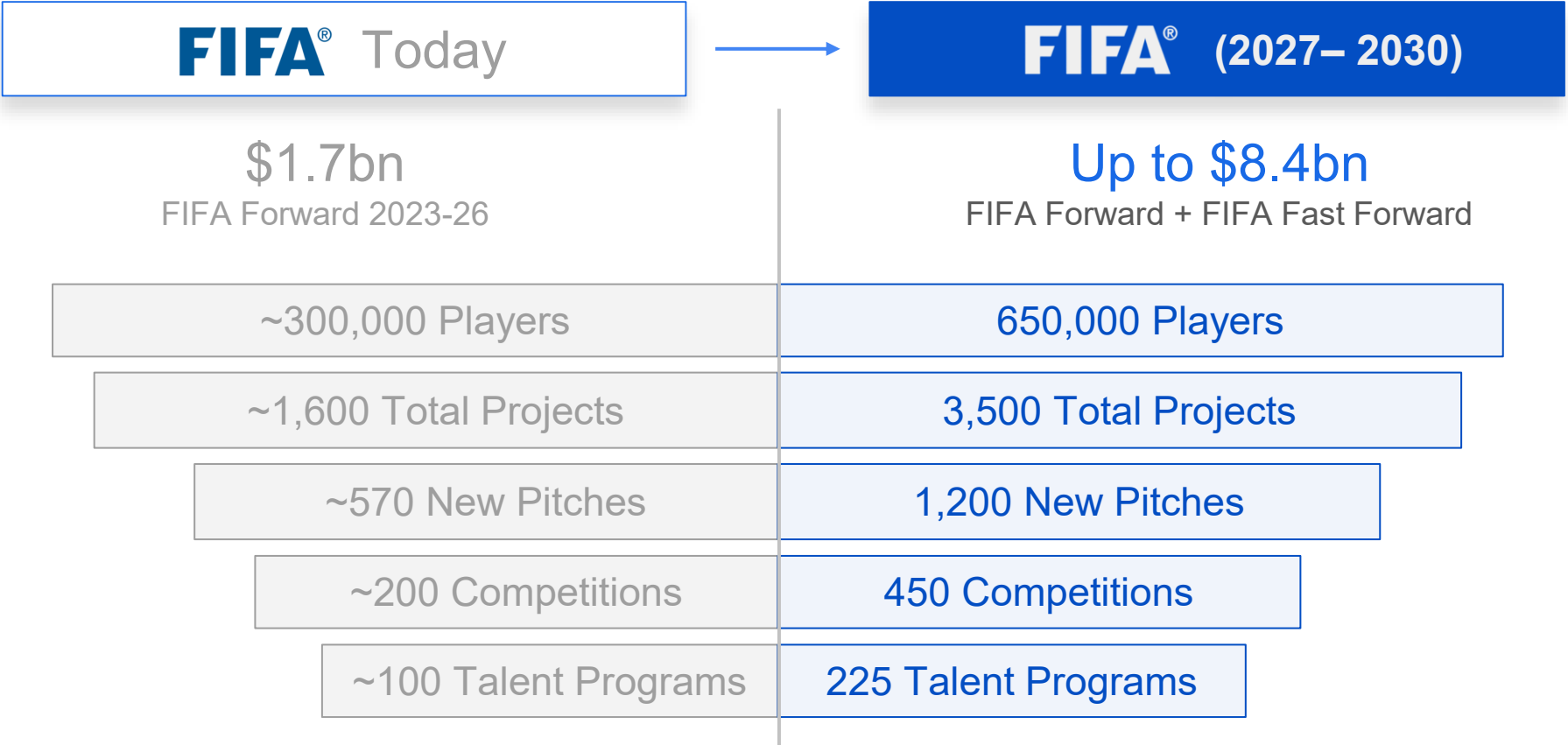
ACCESS GLOBAL CAPITAL MARKETS

Create flexibility for
future capital needs

**Requires ring-fenced,
financeable structure**

In any future scenario, FIFA will retain sole control and exclusive authority over football governance, competitions, match calendar, and all regulatory and sporting decisions

Improved commercialization will accelerate the achievement of our long-term mission



01
FIFA Forward
Enterprise

FIFA



**FIFA WORLD CUP 2010
CHAMPION**



FIFA is creating FIFA Forward Enterprise (FFE) to separate the business of football from the governance of the sport.

- This model has been hugely successful in other sports and we believe it will enable FIFA to:
 - Strengthen and safeguard the integrity of football
 - Enhance development investment for Member Associations
 - Ensure the long-term, sustainable growth of football across the world

FIFA Forward Enterprise will be principally owned by FIFA, which will retain exclusive control in perpetuity

FFE is a newly formed, FIFA-controlled commercial entity



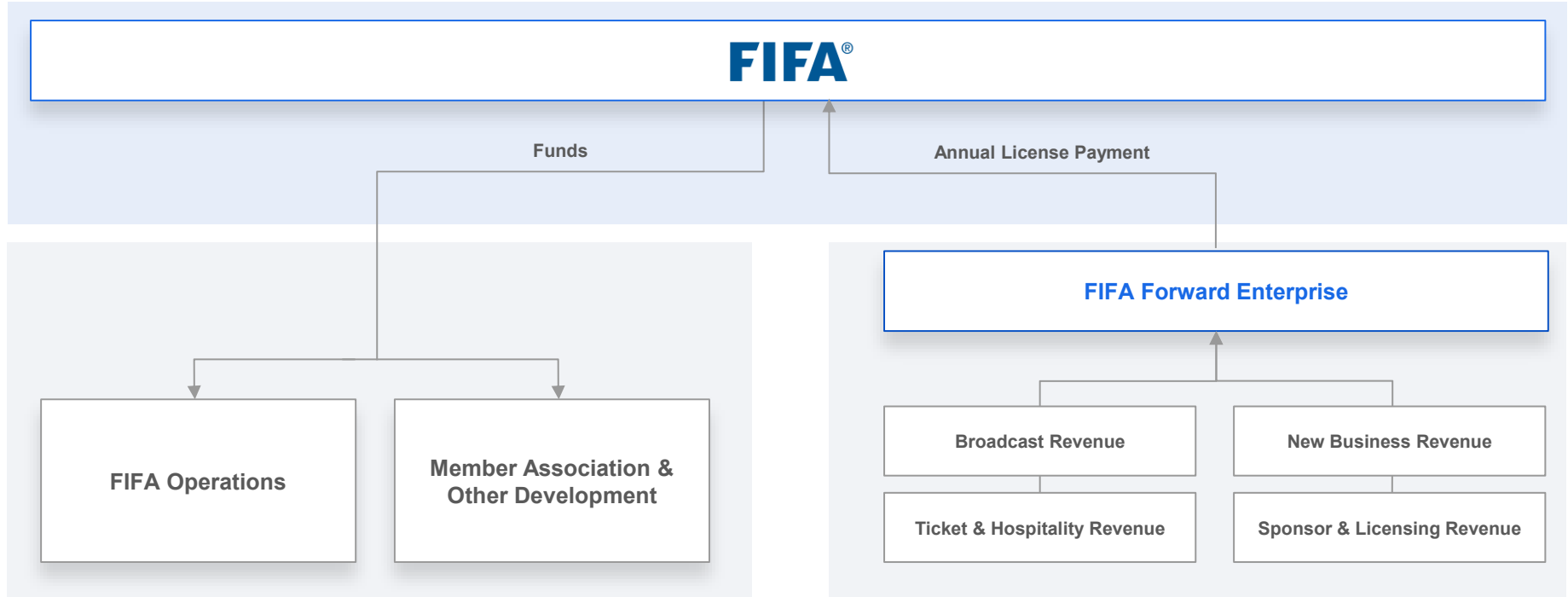
- Regulation & governance of global football
- Competition oversight
- Development & education
- FIFA Forward

FIFA Forward Enterprise

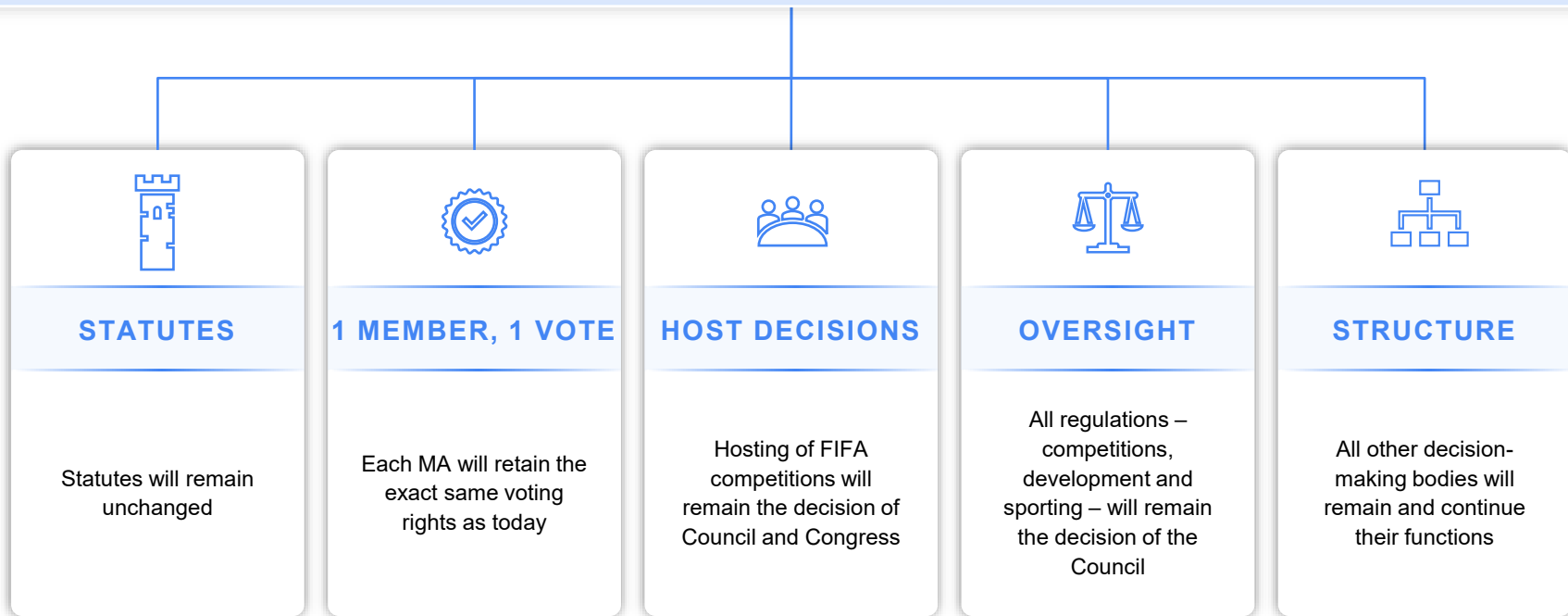
- Substantively all commercial operations
- Organizer & operator of competitions
- New business initiatives
- Licensing payment and cost funding to FIFA



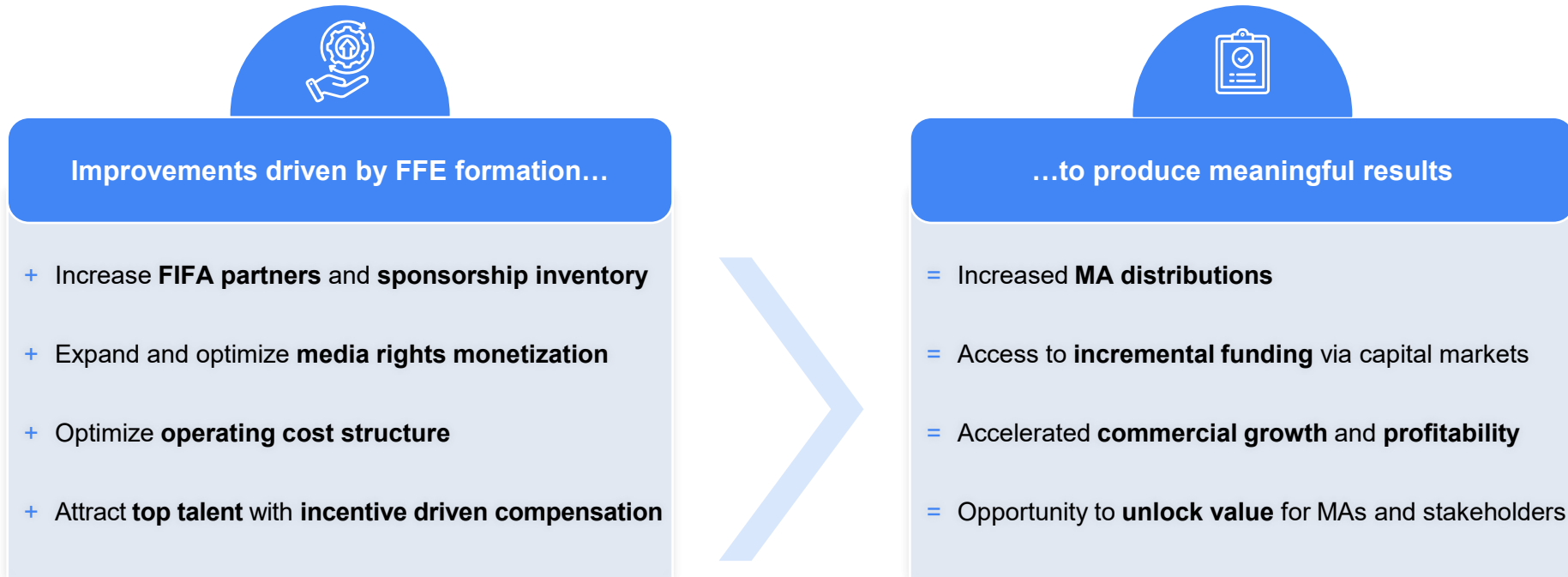
FFE will support FIFA via enhanced value creation and annual licensing payments



FIFA will maintain absolute control of governance & oversight



Launching FFE will drive greater value creation for Member Associations

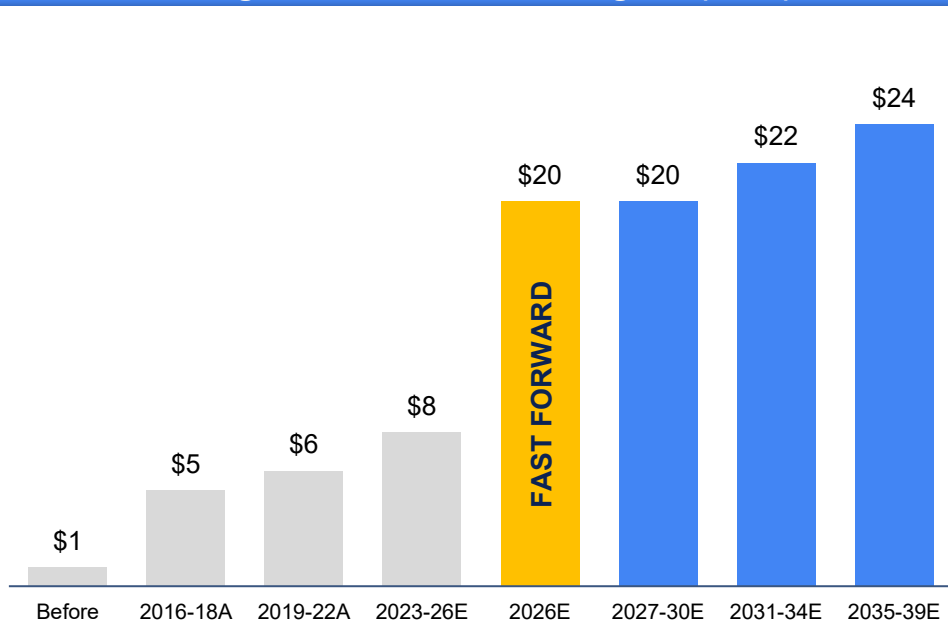


FFE is purpose-built to empower commercially-focused, experienced leadership to operate with structured autonomy to optimize operations and drive outsized growth

Long-term funding for football development

Growth (and investors) drives up the ordinary distribution per Member Association, cycle on cycle

Resources available per Member Association for each cycle through the FIFA Forward Program (\$mm)



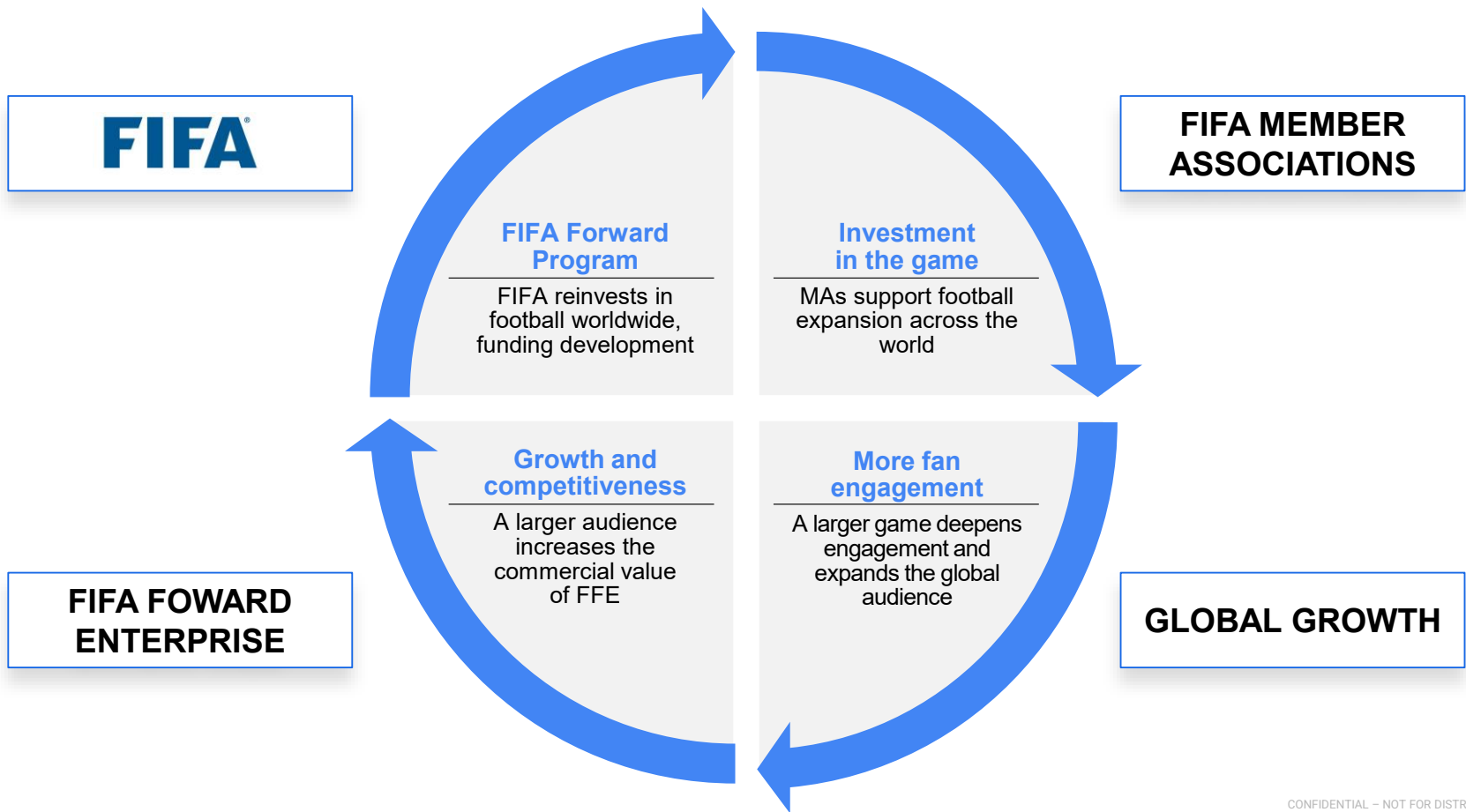
\$8mm → \$20mm

More resources per Member Association +150% from current cycle to the next

Funds the everyday activities

- Academies
- Coaching
- Training

FFE strengthens a powerful flywheel, driving value for global football

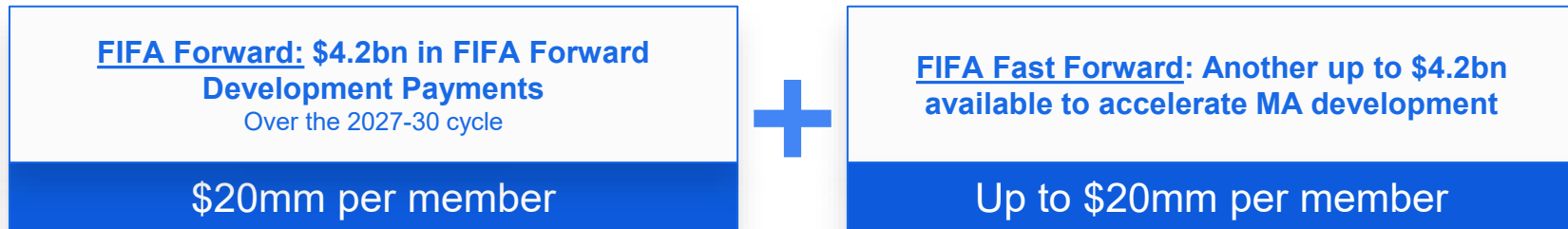
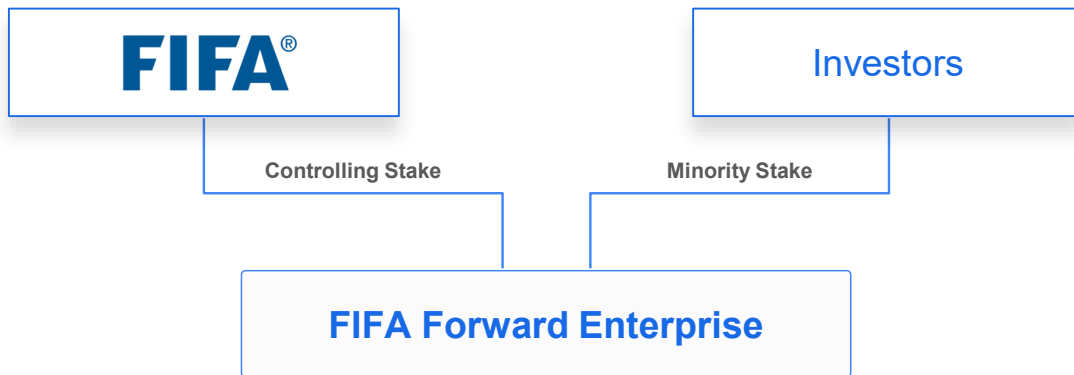


02 Investment

FIFA



FFE structure facilitates FIFA Fast Forward's increased MA development funding



Together with other existing programs, FIFA plans to make the **largest commitment in its history** to development over the next four years

Benefit of transaction and value-add from investors



With 100+ years of football leadership, it is now time to build the infrastructure and systems for FIFA to lead for another 100 year and beyond

- Injection of capital via the Forward Program to accelerate development projects around the globe
- Maximize the value of FIFA IP, which has been undermonetized historically
- Invest in identified growth initiatives and pursue additional opportunities
- Leverage commercial and operational expertise of investors and expert management
- Increase support to MAs, enhancing the quality of play globally and growing the game at the grass roots

MA option to hit Fast Forward on development

- **An extraordinary distribution:** Up to \$20mm for major projects that too often stall for lack of capital
- **Entirely voluntary and demand-led:** Baseline funding is unaffected either way



Indicative FIFA Fast Forward process timeline

FIFA has launched the FIFA Fast Forward Program to solicit investment from a global institutional investor base which is expected to commence promptly and be completed by the end of October

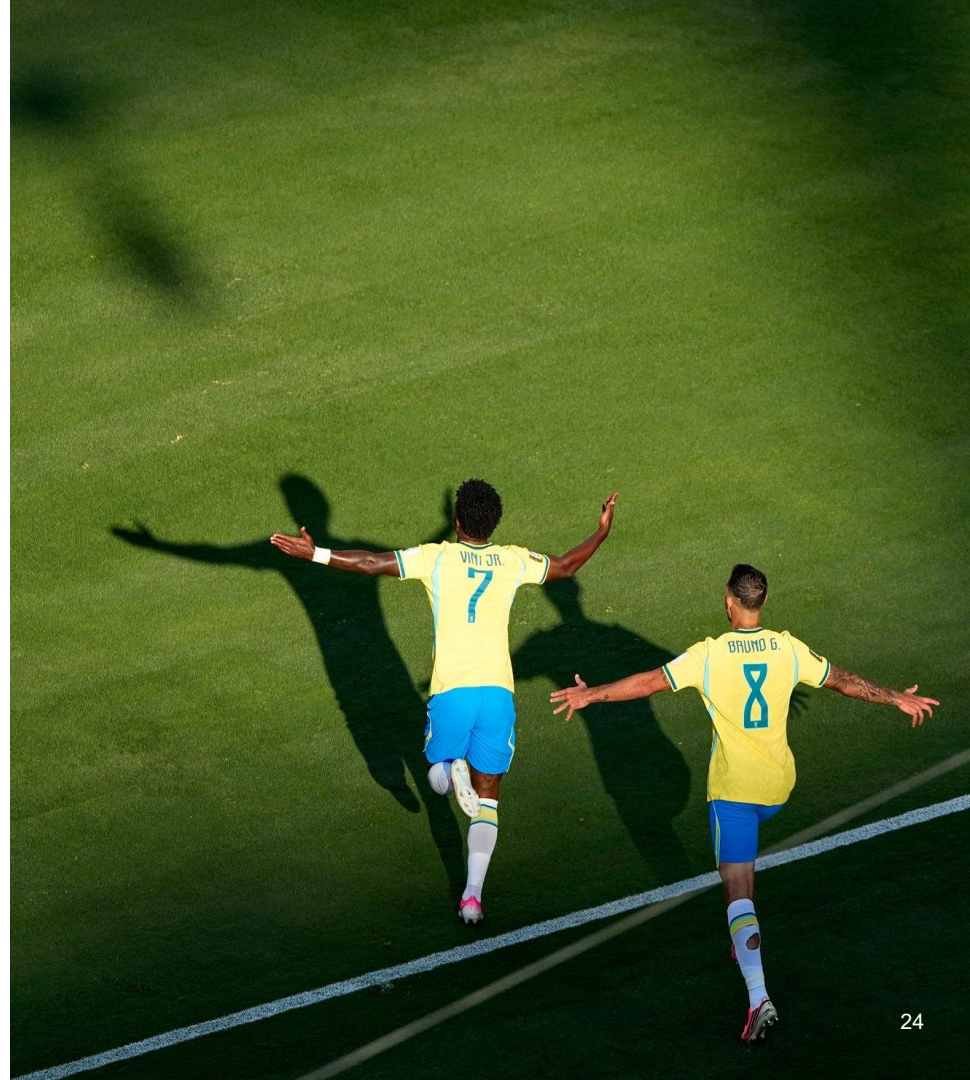


Summary



- FIFA will expand football development funding to over \$10bn, the largest commitment in FIFA's history
- FIFA Forward funding will increase to \$20mm per MA, totaling over \$4bn
- This increase will be made possible by FIFA Forward Enterprise (FFE) which will consolidate FIFA's commercial and event operations to bring commercial rigor and expertise to better capitalize on broadcast rights, sponsorships, and a growing tournament portfolio
- FIFA maintains full control of all sporting matters - there are no changes to statutes
- The new, optional FIFA Fast Forward Program (FFFP) will enable each MA to access up to \$20mm of additional funding, financed through the sale of a minority stake in FFE to a diversified group of global blue-chip, long-term investors

FFE will accelerate FIFA's mission to steward global football; growing the game and **uniting the world**



FIFA