

TO THE MEMBERS OF FIFA

Circular no. 1548

Zurich, 15 July 2016

SG/lvi

Dear Sir or Madam,

I write to you at the end of my first four weeks in Zurich, to formally introduce myself and provide you with a short update on some important developments at FIFA.

Since my appointment, President Infantino and I have spent a considerable amount of time looking at the ways in which we can empower the FIFA team to build upon the great work it does every day to grow football around the world. That, along with our efforts to reform the organisation and rebuild our reputation, has been and will continue to be my key priority.

It is clear to me, and to President Infantino, that we need a more efficient, streamlined and purposeful operation, one that is equipped to enact comprehensive reform and address current needs, and to take advantage of the many opportunities we have to develop football worldwide. To deliver all of this, we have begun the process of completing a comprehensive reorganisation of FIFA.

As the President communicated at the Congress in Mexico, we are splitting FIFA's operating structure into two distinct parts. One side of the organisation will be dedicated to the development of football and the execution of football operations. The other side will be exclusively dedicated to revenue generation, commercial activities and administrative support.

This separation of responsibilities will remove operational inefficiencies and uncertainty by consolidating the running of FIFA as a business – incentivised to maximise revenue and efficiency. This will help to ensure that FIFA fulfils its overarching mission. In addition to removing operational inefficiencies, the separation of responsibilities will effectively support the integrity and transparency of FIFA's commercial processes.

Assisting me in leading this structural change will be our two Deputy Secretaries General. Both Marco Villiger on the administration side, and Zvonimir Boban with football, will be trusted advisers working with me side by side to implement comprehensive reforms, and to execute the President and FIFA Council's long-term vision for the organisation.

This restructuring is comprehensive and strategic. Starting with a clean slate, President Infantino and I are focusing on what is best for the organisation in the future – not on legacy arrangements or structures. Below I have outlined some of the key changes and improvements we have decided to implement immediately:

- The creation of a Chief Compliance Officer position to ensure that our organisation is run to the highest standards of governance and transparency.
- An improved Member Associations Division to better service our members and to ensure that development programmes are of the highest quality and that money is spent effectively and appropriately.
- A new and fully developed Women's Football Division, with teams for competition, development, and governance and leadership.
- The creation of a Technical Development Division to better coordinate grassroots, coaching education and refereeing efforts as well as innovative development related to football.

As you know, the FIFA Forward football development programme is built on three principles to provide 360-degree, tailor-made support for football development in each member association and confederation. In order to deliver on our commitments on these principles of more investment, more impact and more oversight, we will be making significant improvements to the Member Associations Division. This includes the appointment of a new Chief Officer to lead the enhanced division, supported by four Member Associations Directors and a Director of Member Associations Services.

Part of comprehensive organisational change, of course, involves changes to the team. There will be new appointments, internal staff movements, and departures. We are approaching these personnel changes strategically, with care and respect, and with a focus on the long-term needs of the organisation, all while adhering to existing rules and regulations. We are now focused on ensuring that we fill all roles in the Member Associations Division with the most capable and talented people, who will work with you to achieve our joint goals. Once all key appointments have been finalised, I will of course be in touch to provide you with further details.

It is clear to me as I begin my work at FIFA that with President Infantino's leadership, we are moving in the right direction. We are going to structure FIFA to take the best advantage of the opportunities in front of us, to fulfil our obligations to our stakeholders, and to deliver on our mandate as world football's governing body.

I would like to thank you for your continued support, and I look forward to providing you with further updates as we move forward with our important work.

Yours faithfully,

FÉDÉRATION INTERNATIONALE
DE FOOTBALL ASSOCIATION

A handwritten signature in black ink, appearing to be 'F. Samoura', is written over a horizontal line. The signature is stylized and somewhat cursive.

Fatma Samoura

Secretary General

cc: - FIFA President
- Confederations

Enclosed: Organisational chart

Organisational chart

