



FIFA World Cup Qatar 2022™

FIFA President Press Conference – Transcript

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Doha, Qatar



Thank you very much, Bryan, and I hope you have some time for the opening remarks. Of course, to all of you, welcome, it's a pleasure to have you here and see you here.

I've been pretty quiet in the last few months, working behind the scenes, observing what was going on, trying to do my best together with the team. And today, one day before the [FIFA] World Cup kicks off, I thought it was important to meet all of you and to discuss about some of, not all of, the topics which have been rightly or wrongly put on the table in the last few months, some would say the last few years but honestly, what has been picked up in the last few months has been quite incredible, I would say. So let's look at that and then let's also hopefully speak a little bit about football if you are not too tired.

Today I have very strong feelings. I can tell you that. Today I feel Qatari. Today, I feel Arab. Today, I feel African. Today, I feel gay. Today, I feel disabled. Today, I feel [like] a migrant worker. And I feel this, all this, because of what I've been seeing and what I've been told, since I don't read, otherwise I would be depressed I think, what I see brings me back to my personal story. I am a son of migrant workers. My parents were working very, very hard, in very, very difficult conditions. Not in Qatar, in Switzerland. I remember very well, and I am not 150 years old and I am not speaking about apartheid in South Africa, I remember very well where the migrant workers in Switzerland were living. How they were living, what rights they had or they didn't have.

And I am not 150 years old, yet even if in some things I am 150 years old. I remember as a child how migrant workers were treated when they wanted to enter the country to look for work. At the border, I remember what happened with their passports, with their medical checks, with their accommodation. And when I came to Doha, the first time after I was elected FIFA President, I went to see some of these workers' accommodations here, and I was brought back to my childhood, and I said to the people here in Qatar.

This is not right. And the same as Switzerland today has become an example of inclusion, of tolerance, of nationalities working together with rights, Qatar has made progress as well, I will come back to that. Because I feel many other things as well. Of course, I'm not Qatari, I'm not Arab, I'm not African, I'm not gay, I'm not disabled, I'm not really a migrant worker, but I feel like them because I know what it means to be discriminated [against], to be bullied, as a foreigner in a foreign country, as a child at school, I was bullied because I had red hair and because I had these red – what do you call them? – freckles, yes. [You] see? I don't even know the term.

So I was bullied, of course, for that – plus [because] I was Italian, so imagine. I didn't speak good German. Then what do you do? You lock yourself down, you go into your room, you cry, and then you try to make some friends, you try to speak, to engage, and you try to get these friends to engage as well with others, and others and others.

You don't start accusing, fighting, insulting. You start engaging. And this is what we should be doing. I feel, as well, very much for all the FIFA staff, for all the Supreme Committee staff, for all the Q22 staff, for all the volunteers, Bryan [Swanson] here, all the others. They are all here because they want to deliver to you and to the world an incredible football event. They are all proud to be here. I am proud to have this FIFA sign on my jacket. It's not easy, every day and every day to read all these critics for decisions which happened 12 years ago when none of us were there, and now everyone knows that we have to make the best out of it, and we have to make the best World Cup ever. And Doha is ready, Qatar is ready, it will be the best World Cup ever of course, because you know better than me, the magic of football. As soon as this ball rolls people will concentrate on that, because that's what people want. So I applaud all those who are engaged here, more than 100,000 people are caring for you, for all the 1.5 million fans coming from abroad, one and a half million from here. In terms of giving them the necessary security, advice, help, food, cleaning, everything. And they are all proud to do that, they are all proud to do that. I thank them for doing that.

What is sad is that, especially in the last weeks, we've been insisting on, in some places, a real lesson of moral[s] of double moral[s], I would say. So, let's start with the migrant workers, if you allow me. We are taught many, many lessons from Europeans, from the Western world. I'm European, actually I am European, not just I feel

European. I think that for what we Europeans have been doing in the last 3,000 years around the world, we should be apologising for the next 3,000 years before starting to give moral lessons to people. I came here six years ago and addressed the matter of migrant workers, straight [head] on, at my very first meeting.

How many of these European or western business companies who earn millions and millions from Qatar, or other countries in the region, billions every year – how many of them have addressed migrant workers' rights with the authorities? I have the answer for you: none of them. None of them, because changing the legislations means less profit instead of one billion, you only make 900 million.

But we did, and FIFA generates much, much, much less than any of these companies from Qatar. We see here as well many government representatives from many countries coming to Qatar. I don't have to defend Qatar in any way whatsoever, they can defend themselves. I'm defending football here and injustice. They all come because it happens that the country which just had sand and some pearls in the sea, well, actually, they found that they have something that is worth much more: gas. If there was no gas, nobody would care, but now they all come and they all want something, and who is actually caring about the workers? Who? FIFA does. Football does. The World Cup does; and to be fair to them, Qatar does as well. I was at an event a few days ago where we explained what we are doing in this World Cup for disabled people.

Today I don't know how many journalists. How many journalists do we have here? 400 journalists are here. That event was covered by a fifth, probably. There are one billion disabled people in the world. one billion disabled people, nobody cares. Nobody cares. 15% of the world population is disabled. Nobody cares. Four journalists. You think they don't suffer so we don't have to care? But workers suffer, LGBT suffer, of course, but disabled people don't. Of course they do and of course we have to care and of course we have to do things to help them as well, like we have to do for the workers, LGBT and for any minority, anyone that is in any way suffering or being abused.

So, speaking about workers, I bumped into a migrant study, not a FIFA study, a human rights watch study. One of these companies that, I think, is also criticising, certainly FIFA, rightfully, many times, I guess. Well that study says, basically that because of the European migration policy 25,000 migrants have died since 2014. In eight years. 1,200, only this year, human beings died. So, if we take two steps back of [from] this, I also wonder, but will I come back to that, why nobody asked for compensation to be paid for the families of these migrants who died. Maybe their lives are not worth the same. Where are we going? Where are we going with our way of working, guys? We have to ask ourselves. Where is the world going? So, if we go two steps back, and we look at this issue of migration and the situation of hundreds of thousands of women and men from developing countries who would like to offer services abroad in order to help and give a future to their families back home.

Well, Qatar is actually offering them this opportunity; hundreds of thousands of workers from developing countries come here, they earn ten times more than what they earn in their home country and help their families to survive. And they do it in a legal way. We in Europe, we close our borders and we don't allow practically any worker from these countries who, obviously, earn very low income to work *legally* in our countries, because we all know there are many *illegal* workers in our European countries, living in conditions which are also not really the best. So, those who reach Europe or those who want to go to Europe, they have to go through a very difficult journey, [just] to survive. So, if Europe really cares about the destiny of these young people, well, Europe could also do as Qatar did, create some channels, legal channels, where at least a number, a percentage of these workers could come to Europe, low revenues, but give them some work, give them some future, give them some hope. This doesn't mean that we shouldn't point at what doesn't work, here in Qatar as well, of course.

There are still things that don't work and they need to be addressed. But this moral lesson giving, one-sided. It's just hypocrisy. So, I wonder why nobody recognises the progress that has been made since 2016. The Kafala system was abolished, minimum wages were introduced, heat protection measurement measures were taken. ILO, international unions acknowledge that but the media don't. Or some don't.

It's difficult for a worker who comes to Qatar to go back home, because thanks to him coming here, even in difficult situations, which were comparable to situations of European migrants in Europe a few decades ago, but thanks to that he can make his family live in this country. because he earns ten times or even more here. So, why couldn't we do something like this in Europe, and do something much better for many more people all over the world?

So, I really don't understand, or I have difficulties [understanding this] criticism. I think we need to invest in helping these people, of course; I will come back to that. We need to invest in education, to give them a better future, to give them more hope, speaking about the workers or their children. But I am speaking about all of us. We should all educate ourselves. And whilst many, many things are not perfect, reform and change takes time. It took hundreds of years in our countries in Europe, where we think we have achieved the top [pinnacle]. I wonder if that's the case?

It takes time everywhere. And the only way of obtaining results is by engaging, searching [for] dialogue, not by hammering, insulting. When your child does something bad at school and you tell him: "You're an idiot! You're useless!" and you put him in his room, what do you think his reaction will be? If you engage with him, if you speak to him, if you ask him: "Why did you do this?" Let's work together and you will have better grades, or whatever, he will recognise that and he will be better. I don't want to give you any lessons on life. I'm just realising that what is going here, is profoundly, profoundly unjust.

Many international organisations – ILO, ITOC, BWI – have recognised that the workers' working standards here are similar to those in Western Europe – to those in Western Europe. The salaries might be lower, but the workers' standards, the safety and security are similar. I've never read this anywhere, except in the reports of these organisations. These are important, it wasn't the case ten years ago, it is the case now.

Let's see what happens as well in the next ten years. And, in this respect, since we're speaking about workers, I will move to other topics as well, it'll be longer than 45 minutes but we have time, the World Cup only kicks off tomorrow night. Let me tell you three things regarding workers. Since I was receiving there, as well, many personal, almost threats, there was a demand somewhere about the centre or whatever, because workers don't know where to go if they have questions and if they need help. And I'm very pleased, I don't know if the text will have it here, yes, I'm very pleased to have been having discussions. With the government in Qatar, and the director general of the ILO. I met him two days ago in Bali on the occasion of the G20. Dr. Gilbert [Houngbo] from ILO was there. And I'm happy because there is a real prospect, and there are still some formalities to be carried out of a dedicated office that would be a permanent office ILO office, International Labour Organisation office, which will be having its headquarters here in Doha.

This is real progress because this is exactly where workers can go through as well. Their unions who will be integrated, of course, in the ILO office, can go and seek assistance, I believe this is a big commitment, by both the Qatari govt and ILO – it's not something that FIFA can influence – Qatar is a sovereign state, ILO is a UN organisation.

FIFA cannot tell them what they have to do but we can engage with them. We can spend days and nights speaking with them and we are there. There will be an ILO permanent office, which will serve exactly the purpose which was asked for, to assist everyone who is here [and] show them their rights and possible remedies. And that is one. The second one that has been brought to us, and I want to tell you again we do not react based on whatever pressure we receive. We act when we decide the time to act has come. So, I've been speaking with many people from football – I will not mention them – or outside of football, who tell me that, you know, we have to say these things in public because we have a lot of pressure from our media, but in reality, we are with you or this or that. We're not like that. We don't react to pressure. Pressure is negative. Engagement is positive.

So, when we are ready, we do things. And when it comes to compensation of workers as well, you should know that there is a legal framework to cover workers' compensation in a sovereign country. Do you think FIFA can go to England or to the US, or to Italy, and tell the governments: "You know what, we've come [here] to establish a system for compensation of migrant workers in your country." Already, they have a lot to deal with, [those] workers with or without papers, who have no compensation at all. At least all workers in Qatar, because they are legally here, they have a compensation scheme. And Qatar established a Workers' Support and Insurance Fund, to support compensation claims. Since 2018, this Fund has paid over USD 350 million to workers in need. The majority of that for unpaid wages, but also for accidents, of course, of workers, because every worker that has an accident receives compensation by law. And depending on the gravity of the accident, the compensation can be several years of salary. And if in the last four years, USD 350 million were paid, I suspect that if in the next four years, nothing changes and we have the same types of unpaid wages and incidents and whatever as in the last four years, another [USD] 350 million will be paid. Bringing us to [USD] 700 million hypothetically in eight years' time. Can be more, God forbid, if something bad happens.

Hopefully, it will be much less because the companies who are operating here who don't want to pay the wages, western companies, they start to realise that it's better for them to pay the wages or enhance security, so we will have less accidents and much less to pay. And this is one thing. And the second thing that I was pleased about is that the Minister of Labour himself mentioned that the European parliament that – because they were speaking about the recent past, the last four years, and the future, the next four years – if, in the past, there was a worker who has not received due compensation in accordance with the laws of Qatar, which are public, you can see them – article 110 following the Qatar Labour Court – if somebody has not received it, he or his family can go to the Ministry of Labour and seek compensation. And if you don't get it let us know and we will help you, because this is new by law. It's not new because somebody asked us to do something that then will have to be managed in a way that nobody knows how, where. Also, all unions would have been against [it].

But that's not the end of it because the third announcement linked with workers is with regard to the FIFA World Cup 2022 Legacy Fund. So, we have been seeing, there is a permanent ILO office or there will be. I'll be back, we'll be here to check, don't worry, because you will be gone. Compensation for workers who are not paid or who have accidents exists at very significant amounts. And FIFA has a legacy fund for this World Cup. Now, the amount of this legacy fund will be decided after the World Cup. It will certainly be a percentage of the revenues of the World Cup. But since so many people around the world have been speaking out on these topics, for the first time, FIFA has opened its compensation legacy - sorry, it's legacy fund – to anyone who wants to invest in it. We'll send you, we'll publish the details. Anyone who wants to invest in the FIFA World Cup 2022 Legacy Fund shall invest. And those who invest a certain amount will be part of a board that can decide where the money goes. Now, where should this money go? The two ideas that we have - we will of course submit them to the Council - they should go first to education. Because we believe that children, especially children, in developing countries should receive appropriate education, so that they can build a better future.

We signed an agreement two weeks ago with a state of India, where we [will] help 25 million children in India through education. So, we want to focus on education and especially the education of girls and women, because it's very important, especially in certain countries. So, part of this Legacy Fund will go to education. And I would like to thank the Qatari authorities for accepting this, because normally FIFA Legacy Funds from World Cups go to the local football community. Here, we bring it internationally. And this is one thing and the second element of this Legacy Fund is that we will jointly, with ILO, the International Labour Organisation, establish a labour excellence hub. We're in discussion, we have a memorandum of understanding, with the ILO, the Director General will be coming here in the next few days, and we want to establish programmes from the experience we've gained here in Qatar. I would never have thought I'd have to deal with labour matters, based on the experience we've gained in Qatar.

We have to share through this excellence hub, best practices all over the world, in particular when it comes to future hosts of FIFA tournaments and competitions. So, take from our learning, partner with the number one partner, ILO, and work to make the lives of workers all over the world a little bit better. So, this is what we do in labour matters. Let me mention as well the LGBT situation.

I have been speaking about this topic with the [country's] highest leadership. Several times, not just once. They have confirmed and I can confirm that everyone is welcome. If you have a person here and there who says the opposite, well it's not the opinion of the country and it's certainly not the opinion of FIFA. This is a clear FIFA requirement.

Everyone has to be welcome. Everyone who comes to Qatar is welcome, whatever religion, race, sexual orientation, belief she or he has, everyone is welcome. This was our requirement and the Qatari state sticks to that requirement. Now, you will tell me, "Oh but [there are] these legislations, which prohibit that and whatever. You have to go to jail". I don't know what. Yes, these legislations exist in many countries in the world.

These legislations existed in Switzerland when Switzerland organised the World Cup. It was in 1954. I was not born yet. So again, like for the workers, these are processes. So, what do you want to do about it? Do you want to stay home and hammer and criticise and say how bad they are? These Arabs or these Muslims or whatever, because [you're] not allowed to be publicly gay?

Of course, I believe it should be allowed, as FIFA President; but I went through a process, I went through a process. If I asked the same question to my father, who is not here anymore, he would probably have had a different answer than me. And my children will have, again, a different answer to me. So, if somebody thinks that by just hammering and criticising, hammering and criticising, we will achieve something, well, I can tell you that you will achieve exactly the opposite, as it will be viewed as provocation. And then, if you provoke me, I will react. And that's bad, because the reaction will be to be even more closed now that the doors start to open. I often give the example of the [right to] vote for women. Switzerland again, I'm Swiss so again I can allow myself to say a few things about Switzerland, [do] you know when women were granted the right to vote in the last Swiss Canton? I [will] tell you when, in the 90s.

Not the 1890s, in the 1990s. And not because men, who had the right to vote of course, voted yes, women should be allowed to vote. No. Because they voted no. It was the Swiss Supreme Court who forced the men of that canton to say: "No, women have to have the right to vote." Of course, of course.

These were the mentalities a few years ago in Europe; let's look at ourselves in the mirror, see where we come from and try, if we are convinced, that we defend the right causes, try to convince the others by engaging, that's the only thing I ask you. The only thing I'm asking you. Engage. Help. Don't divide, try to unite. The world is divided enough. We are organising a World Cup, we're not organising a war. We organise a World Cup where people who have many problems in his or her life try to come and enjoy.

Look at the city, it's beautiful, it's geared up. People want to celebrate. They were happy when the teams come, and when the teams come, they go to see the teams and what do I read? These people don't look like the English, they shouldn't cheer for the English because they look like Indians. I mean, what is that? Can't somebody who looks like an Indian not cheer for England or for Spain or for Germany? You know what this is: this is racism. This is pure racism and we have to stop that, because everyone in the world has the right to cheer for who he [or she] wants. If I would have said what I wanted to say, it would have been the title of...For who he [or she] wants. And this is what people want, they are genuine, they have difficult lives. Every one of us has difficult lives for every reason, for different reasons. We want to have a moment where we don't have to think about this and moments where we can concentrate on something that we love; on football. The problems don't go away, they will still be there, don't worry, after the match. And maybe we have been able to contribute a little bit to making them a little bit better. So, tolerance starts with ourselves, and we shouldn't spread aggression.

We have to spread understanding. FIFA is a global football organisation, as you know. We have 211 countries which are a part of FIFA, 211. For me, as FIFA president, unfortunately for some of you it looks like I will be here for another four years, but fortunately for over 200 associations and [the] 6 confederations [all over] the world, every association is the same. Every association is the same because we are football people. We want to be

football people, we don't want to be politicians or whatever else. And football brings people together. If we could organise an event in any country of the world, in North Korea, well I would be the first to go there.

I actually went to North Korea some years ago to ask the North Koreans if they were ready to host part of a [FIFA] Women's World Cup together with South Korea. Well, I was not successful, obviously, but I would go another hundred times if it would help, in spite of everything, because only engagement can bring real change. So, we are a global organisation. And we want to remain a global organisation that unites the world. And I was convinced and I am still convinced, even though now I don't know how optimistic I still am, that this particular World Cup will help to open the eyes of many people from the Western world to the Arab world.

We're living in the same world, we have to live together, we have to understand each other, we have to understand that we are different as well. We have different beliefs, we have different history. We come from different backgrounds, but we are from the same world. We need to get along with each other. And to get along with each other, we need to know each other; that's why you have to come here and you have to tell what you see.

And when you see something that is wrong, say it! And say also how it can be rectified, please. So that maybe we can help everyone to understand each other a little bit better. I want to tell you as well another little story about Afghanistan. Last year, when the Taliban took over Afghanistan again, the United States left, many people were in difficult situations. As far as football is concerned, many female football players in particular, we wanted to see how we could help them, it was very difficult, then through an American friend, I got in touch with the Minister of Foreign Affairs in Qatar, Sheikh Mohammed, who I want to thank, because I remember it was already 2am in Switzerland, so here it must have been 3am or 4am – in America, it was still early, that's why we got in touch, and immediately he replied. And thanks to the help of Qatar, we have been able to rescue over 160 girls and women mainly from Afghanistan to Qatar. We did so, because we were promised by many countries in our Western world, that before we got them out, that they would of course welcome them. 160, eh? Not 1,600 or 16,000.

My feeling is that we were promised that because they believed that we would never be able to get them out of the country. But once we got them out of the country, thanks to the help of Qatar – we brought them to Doha, they were staying actually in one of the compounds which was built for the World Cup – all European countries and American countries – the North American countries – closed their doors, "Sorry, no, we cannot." The only country that said "Well, bring them here because we know what it means to suffer and run away from your country" was Albania.

And my friend Edi Rama said they are welcome here in Albania where they can build a future. So, Albania opened their doors. Of all the countries Albania opened the doors to the Afghani refugees who had to run away because they were playing football in Afghanistan. We still have around 400. Women mainly and men from the Afghan football community, who we have not yet been able to get out of Afghanistan. But if they come out we don't know where they should go. I was speaking to the German Interior Minister. Maybe there is an opening there, but let's see. Nobody speaks about these things. Nobody speaks about the fact that we have managed to make sure that, for the first time again in history, 11,000 people will fly from Tel Aviv directly to Doha. Palestinians and Israelis together on the same aeroplanes. These things don't happen on their own, these things are not part of the organiser's checklist for the World Cup.

But we made these things happen because we believe we can do something for good. So, I have many more things to say, one [is] maybe the alcohol question. Budweiser, let me mention that as well. Since you now know the latest news. Let me say a couple of things there as well. I mean, if this is the biggest issue we have for the World Cup, I will sigh immediately and go to the beach and relax until the 18th of December.

Let me first assure you that every decision that is taken in this World Cup is a joint decision between Qatar and FIFA. Every decision is discussed, debated and taken jointly.

There will be, I don't know how many fan zones, 8-10 big fan zones, over 200 places, where you can buy alcohol in Qatar anyway. [There are] over 10 fan zones where over 100,000 people can simultaneously drink alcohol. 100,000 people at any particular moment. I think personally if for three hours a day you cannot drink a beer, you will survive, especially because the same rules apply in France, or in Spain, or in Portugal, or in Scotland, where no beer is allowed in stadiums now. Now, here, it seems to become a big thing because it's a Muslim country - I don't know why. We tried.

And that's why, that's the one I give you of course, [there was] the late change of policy, because we tried until the end to see whether it was possible. But one thing is to have the plans and the designs, another thing is when you start putting it place, you look at the flaws of the people, you look at them going in and going out to attend different matches. This is something new, this World Cup is new in that respect, because in any other World Cup, if only one match in one given city, which usually is three times the size at least, the smallest one, of Doha.

Here, we have four matches [on] the same day, so we have to make sure people can go in and go out and this all flows [and] function[s] in the right way. And that's why we had to take the decision about the beer. But having said that, because I was hearing this was very bad or whatever for Budweiser and so on – Budweiser has been a great partner of FIFA for a few decades, and a few weeks ago,

We have been shaking hands with their Chairman, CEO, of course, to continue our partnership as well until 2026. And partners, who we've often been discussing these last few days, partners are partners in good and bad times, in difficult and easy times. When times are a little bit more tense, then the partnership gets even stronger. So, I'm very grateful to Budweiser in this respect, and to Michelle for the collaboration we've had in the last few years, in the last couple of weeks when we decided the future, and now, when we make sure that Bud Zero will be sold in the stadiums, and Budweiser in plenty of places in the whole city. I think we can move then, as well to the World Cup because I was also – and I finished then, sorry. Bryan's is already reading the news of the day. He's getting bored.

I finish, I finish, no worries. I was told that some were saying, "Ah, sponsors are jumping out of FIFA, people will switch off their TV, they will not watch the World Cup because it's a big scandal." Nobody will come anyway to Qatar because it's in winter, because of this and that and the other. And it's not a safe country or I don't know what. When it comes to the commercial success, we have been selling media rights for this World Cup, which is shorter than any other World Cup, as you know.

There are four games a day, which never happens. So, we sold the rights for around 200 million more than the last World Cup for also around 200 million more than the last World Cup. And as far as ticketing and hospitality rights are concerned, we are at almost 200 to 300 million more than the last World Cup.

So, all in all this World Cup will generate, for FIFA, around, I don't know, maybe 600, 700 million more than any other World Cup. What the global figures of FIFA's revenue will be in the last, or in this four-year cycle, I will keep it for tomorrow, for the summit to announce to the associations because it's good news for them. But the point I want to make here is that, if so many people around the world are investing so much money in the World Cup in Qatar,

They invest because they believe in FIFA. They saw what FIFA's done to clean up the organisation, to make progress in the football areas and also on the social field. And also because they trust Qatar, they know that they can come here, they know that they can enjoy [themselves], they can celebrate and that they can expect a great World Cup.

So, either these people are stupid, or those who say that nobody will watch this and nobody cares about this World Cup might be a little bit wrong, as some of the polls in some elections in some countries were wrong as well in the last [few] years. Having said that, I remember at the last World Cup, I was always getting angry because at every press conference the first 45 minutes I had to deal with doping matters of the Winter Olympic Games and skeleton, and I don't know what, it had nothing to do with football or the World Cup. Here, I have to deal with other topics. It's sad that we cannot focus on football. I hope that I have given enough information to write everything you want about these topics.

If you need to criticise somebody, don't criticise the players. Don't put pressure on the players. Don't put pressure on the coaches. Let them concentrate on football, let them concentrate on making their fans happy. You want to criticise someone, come to me, criticise me, here I am, you can crucify me. I am here for that. Don't criticise Qatar, don't criticise the players, don't criticise anyone, criticise FIFA, criticise me if you want because I'm responsible for everything. But let the people enjoy this World Cup – it comes once every four years. How many occasions do we have to unite the world, how many? Do we want to continue to divide? Do we want to continue to spit on the others, just because they look different or they feel different?

We defend human rights, we do it our way, we obtain results, we obtained that women have access to stadiums in Iran, we obtained that the women's league was created in Sudan. We obtain results, it's a step-by-step process.

Help us on doing more. Don't divide, don't split. Let's concentrate on football. We have 32 great teams – 33 with Team One, the referees. We have beautiful stadiums, we have a city that wants to welcome the world, let's please, please celebrate and hope that we can give some smiles to some people around the world. And now the questions are open.