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Yalla

Vamos

2030



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BIDBOOK
MOROCCO & PORTUGAL
& SPAIN

FIFA WORLD CUP 2030™



LISTEN HERE 

There's something magic when three countries merge.
A sheer celebration.
A tribute to the beginning of times.
Two continents, three nations unified by sun, wind and sea.
Facing each other for centuries.
Sharing dreams, cultures, colors.
An inclusive History.
Handwritten with wise words.
Lived with common inspiration.
Shaped by football fascination.

It's time to deliver a bold message.
Here we go.

This isn't just a candidature.
This... this is a statement.
A legacy for the next generations.
Green first,
Yes!
But diverse,
With all the colors of the universe.
A commitment to sustainability.
A purpose of innovation.
A message for humanity.
Celebrating football's past hundred years.
Pioneering the next with an inspiring vision.

This is not only about the beautiful game.
It's about tomorrow.

Let's go.
YallaVamos.

Introduction

YallaVamos, the joint bid by Morocco, Portugal and Spain to host the FIFA World Cup™ is more than just another candidacy. For the first time ever, three nations across two continents are bidding with a single ambition: to stage a tournament that will be remembered as one of the most colourful, intriguing and commercially successful in the long and illustrious history of the FIFA World Cup™.

The FIFA World Cup™ is the ultimate celebration of football and of sporting excellence. Every four years, the competition seizes the attention of billions of enthralled fans worldwide, as the best national teams from around the globe meet and compete. But this unparalleled event is much more than a showcase of elite footballing performances. It is a celebration of solidarity, inclusivity, tolerance, respect, fair play, teamwork, and perseverance. Since its creation, successive unforgettable FIFA World Cup™ moments have made history, connecting cultures through a shared passion for the beautiful game. Together, the three bidding nations, Morocco, Portugal, and Spain, will host an unforgettable footballing festival, setting new standards for the next century.

Three nations, one goal

The collaboration between Morocco, Portugal, and Spain for the FIFA World Cup 2030™ is unprecedented. It brings together three proud, passionate footballing nations from two continents. It links Europe with Africa, and it combines all that is best about our three countries:

their dynamism, their creativity and their hospitality. Together we will usher in a historic new era in football.

Our nations are connected through geography, history, economy and culture. For our countries, football goes beyond the game: it is truly a passion, a way of life, shaping our identities and playing a pivotal role in our societies. We aim to leverage football and the FIFA World Cup 2030™ to deepen and expand those connections, spreading them far beyond our own borders.

Through the years, a passion for the game and its superstar players has woven its way into our cultures, elevating our greatest footballers to the status of icons. Players like Larbi Benbarek, Achraf Hakimi, Eusébio, Cristiano Ronaldo, Alfredo Di Stefano, and Andres Iniesta have become legends in their own right. The game is now embraced by millions of players and passionately followed by the vast majority of people in all three countries, regardless of age or gender, solidifying its status as the number-one sport in each nation.

Morocco, Portugal and Spain are bonded by a common history, shared values, and collective dreams. Building on our enduring cooperation and economic interactions, our three countries now share a common vision to host one of the best and most fondly-remembered FIFA World Cup 2030™ editions ever. The YallaVamos Bid aims to push the boundaries of football infrastructure, games organisation, and fan

experience, to write a unique and memorable chapter in the legendary history of football.

This bid will offer unmatched conditions to host the FIFA World Cup 2030™. The ideal climate, as well as the proximity of the three countries, with a maximum travel time of just three hours between all host cities, will guarantee a convenient, comfortable and seamless experience for all stakeholders including organisers, guests, players and fans. Additionally, perfect time zones for global broadcasts and a proven track record in hosting large events make our three nations the perfect stage for an unforgettable football competition.

Hosting the FIFA World Cup 2030™ is not just about us, the host nations. We aim to support FIFA in shaping the future of the tournament for the next 100 years by showcasing football's power to positively impact the world, through our shared commitment to social development and sustainability.

Our joint candidacy displays each country's uniqueness and highlights the connections between our nations. As the first FIFA World Cup™ to be hosted across two continents, this event represents a union between Africa and Europe and will bring together the best of our three nations and cultures.

Our hosting plan

Since the announcement of the joint candidacy in March 2023, our three member football associations have benefited from the full support of their national and local leaders. Our governments, host cities, political parties, trade unions, NGOs, major companies, and the broader populations have demonstrated an enthusiastic and unwavering commitment

to preparing and hosting a great football celebration.

In collaboration with the public authorities of each country, we have crafted a hosting plan that leverages the complementary assets of our three nations. This plan comprises:

- 17 unique cities globally renowned for their rich heritage and passion for the game. These cities will not only mesmerise visitors but also offer stunning visuals for broadcasters. Their exceptional infrastructure will provide the perfect backdrop for this global event.
- An unparalleled selection of 20 world-class stadiums, each a home to legendary football clubs. These illustrious venues are easily accessible and offer state-of-the-art facilities and sustainable designs, ensuring an unforgettable experience for all.
- Diversified and exclusive accommodation options catering to all categories and budgets. Fans, FIFA officials, guests, and competing teams will find ample choices, from luxury hotels to budget-friendly options, guaranteeing comfort and convenience.
- 94 meticulously selected team base camps for players and two for referees, spread across the three host countries, ensuring ideal conditions for peak performance and swift recovery.
- A highly developed transportation network, featuring some of the largest international airports, 5,000 km of high-speed rail lines, and nearly 21,000 km of motorways, will provide short journey times and seamless travel, offering maximum flexibility for all stakeholders.

- Iconic FIFA Fan Festival™ sites, carefully chosen to embody the spirit of the game and provide a unique glimpse into local cultures. These locations will feature interactive activities and immersive cultural pop-ups like unique VR experiences enabling tourists to visit historic cultural landmarks.

Our plan guarantees commercial success for the FIFA World Cup 2030™, which will be reflected in television audiences, broadcast rights fees, sponsorships, and ticket sales. Indeed the host region ranks among the top football sponsorship markets globally, with companies leveraging football audiences for increased brand awareness and promotion.

The three host countries offer mature football sponsorship markets, with renowned local and international companies having existing partnerships with our football clubs and national leagues. Meanwhile, our modern and iconic stadiums, with eight venues seating over 60,000 spectators including three exceeding 80,000 seats, and extensive hospitality options, boosted by recent renovations, will drive robust ticketing revenues supported by strong national and international demand.

Moreover, our three countries are located in the footballing world's optimum time zone, ensuring key matches will be played in prime time in major markets for maximum global viewership. The extensive experience in hosting major sporting and cultural events, combined with our advanced technology and connectivity networks, in stadiums and in suggested IBC locations, will ensure top-notch broadcast technical performance and maximum exposure for the FIFA World Cup 2030™.

Most importantly, the YallaVamos Bid aims to set a sustainability blueprint for the FIFA World Cup 2030™ that ensures that both the

preparation and the event delivery minimise environmental impact while maximising social benefits. Human development and local communities' involvement are at the forefront of our planning, making this a truly inclusive and responsible tournament.

Our commitment to legacy

Through the organisation of the FIFA World Cup 2030™, the bidding nations aim to leave a profound legacy for future generations in the region and beyond, built upon four pillars.

SOCIAL IMPACT First and foremost, this candidacy pledges to create a substantial social impact thanks to the development of football for all and the opportunity for our people to acquire a range of new skills related to hosting the event. The FIFA World Cup 2030™ will represent a unique showcase to reinforce the power of football as a catalyst for human development and social inclusion, and consolidate the fight against racism and discrimination.

INVESTMENT The candidacy will also be leveraged to accelerate infrastructure investments that both benefit the FIFA World Cup 2030™ and align with the long-term needs and national strategies of the three nations. Hosting the competition will both fuel our three countries' economic attractiveness and foster cross-investments between them.

INNOVATION The bidding nations plan to establish a unique innovation hub dedicated to football. This hub will leverage technology to support football development, enhance the fan experience in and around stadiums and develop new ways to enhance visitor engagement, both during and after the FIFA World Cup 2030™. Additionally, it will facilitate the transfer of knowledge across the entire football family,

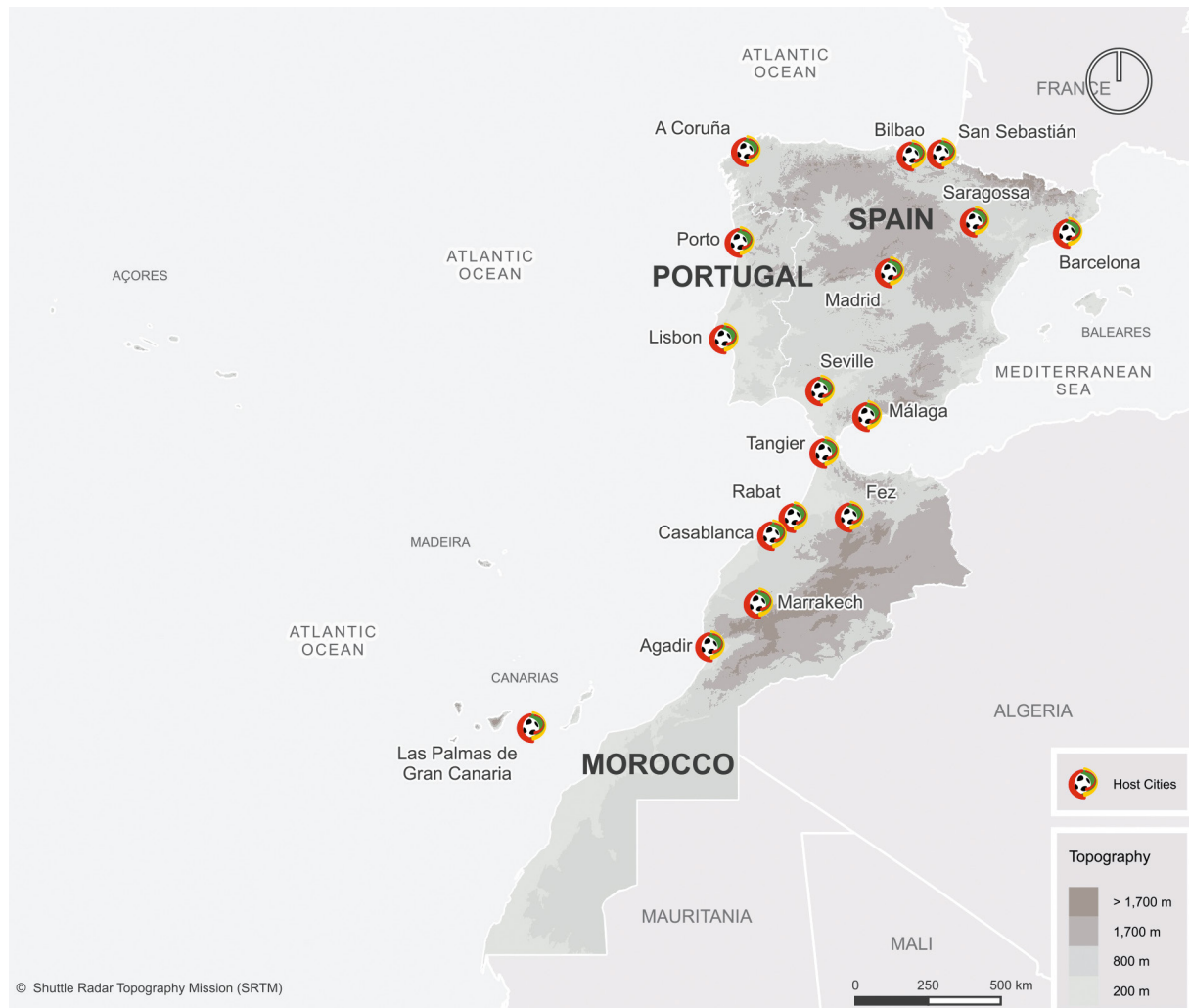
positioning it to benefit the world and future FIFA World Cup™ editions.

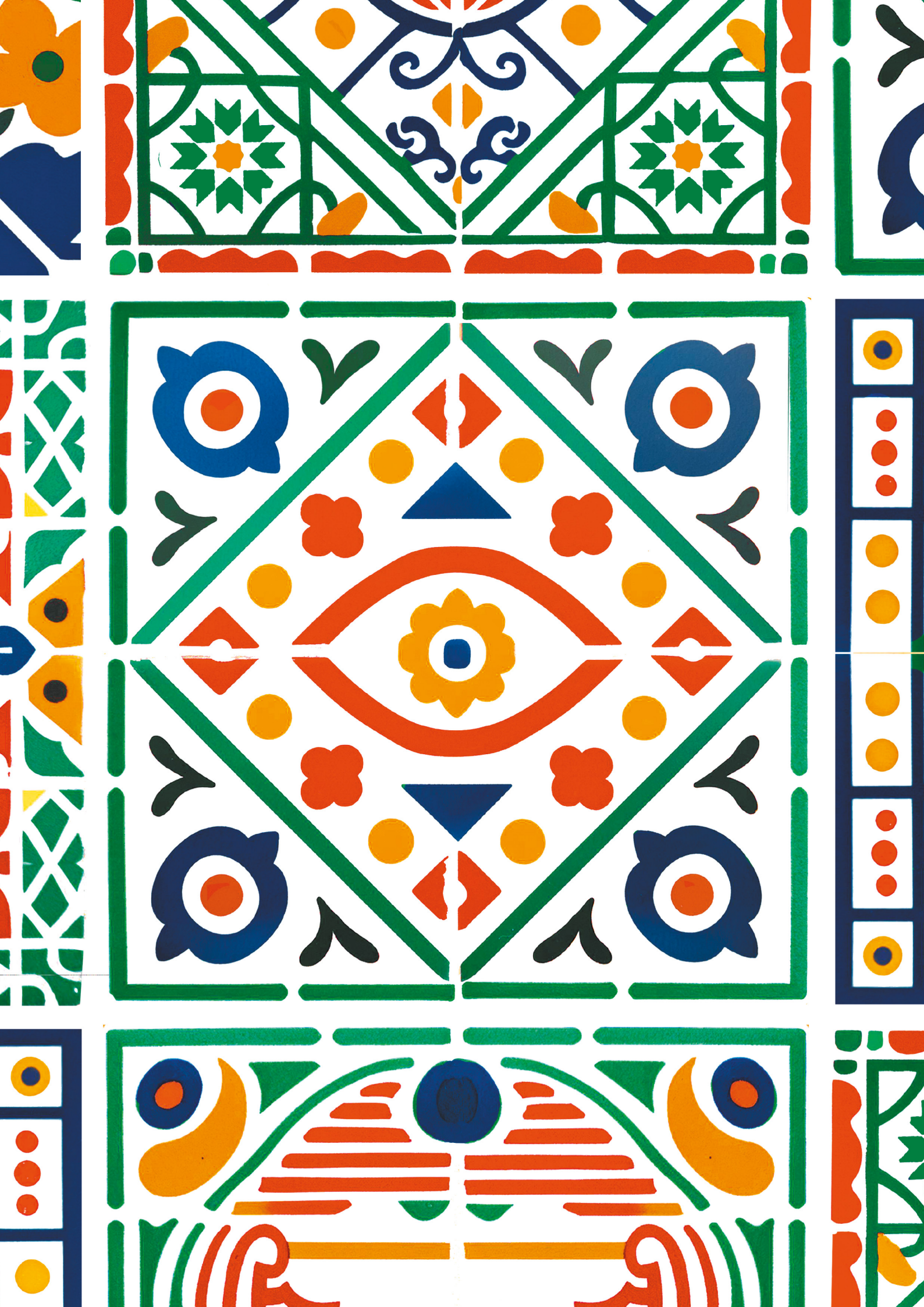
SUSTAINABILITY At the core of the candidacy is a commitment to setting new sustainability standards for the competition. These standards will be deeply integrated into our countries' plans and practices, ensuring long-lasting environmental stewardship for generations to come.

Our aim is to create a legacy in which the FIFA World Cup™ comes to be viewed as more than a football tournament. We will show that it can be a celebration of cultures, a bridge between communities, and a catalyst for development,

paving the way for a brighter, more inclusive future through the universal language of football

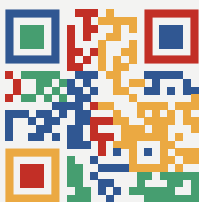
Thus, our bid is more than just a candidacy; it encapsulates a vision for the future embodied by our slogan YallaVamos — a fusion of Yalla from Arabic and Vamos from Spanish and Portuguese, both meaning Let's go or Come on. This forward-looking, dynamic statement symbolises movement and progress, serving as a unifying call to action that embodies determination and momentum. It signifies the collective will and commitment of Morocco, Portugal and Spain to host a memorable competition and embrace a sustainable future with enthusiasm and drive.





Event Vision and Key Metrics

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NOT JUST A BOOK

As you know, this bid book as well as this candidacy, are different than the ones before. As you read it you'll find the union of these three cultures represented in every chapter. Scan this QR to discover more.



1. Vision and Strategy



1. Vision and Strategy

1.1. Our hosting vision

1.1.1. Football passion...

YallaVamos! Picture a future in which the essence of football transcends borders, shaping not just the sporting arena but also our world for the next hundred years. Now picture this future being built by three countries with a shared DNA, composed of over 100 million people.

In Morocco, Portugal, and Spain, football exceeds the realm of sport and is deeply embedded in our collective identities. As the most popular sport, football is a unifying force, part of the very fabric of our societies and shared heritage. Its momentum propels us forward, fostering teamwork, excellence, and social cohesion. Rooted in our shared past and guided by a vision of inclusivity, accessibility, solidarity, and tolerance, football emerges as a catalyst for stirring emotions, fostering celebration, and nurturing a global reservoir of talent.

Due to its widespread popularity in Morocco, Portugal, and Spain, football plays a significant social role. Played, watched, and celebrated by everyone – men and women, young and old, amateurs and professionals – football is a symbol of togetherness and a cornerstone of our societies, reflecting our nations' values. It has consistently conveyed powerful messages, combated discrimination and racism, promoted respect, and upheld human rights. By fostering inclusivity and unity, we see the FIFA World Cup™ as a global platform to promote a more equitable world. Our bid is committed to using

the competition's reach to champion diversity, advocate for justice, and create a positive impact in communities worldwide.

At a time of growing polarisation, we envision football and the FIFA World Cup 2030™ as levers to transcend boundaries and bring people together in a joyous celebration of our common humanity. The FIFA World Cup 2030™ will draw the ties that bind Africa and Europe tighter. Aligned with FIFA's mission, our governments, host cities and people aspire to create a lasting symbol of universality.

1.1.2. ... within a historic grouping of nations...

Beyond our passion for football, our countries share a long history that spans centuries of cultural exchange, collaboration, and common aspirations.

The FIFA World Cup 2030™ will give the opportunity to reinforce the link between people, cultures and communities, while celebrating each country's uniqueness. Through their journeys, players, officials, media, staff and fans will enjoy a diversity of geography, gastronomy, culture and local customs; from Morocco's stunning Atlantic and Mediterranean coastlines, historic medinas and succulent tajines to Portugal's cultural sites like the Tower of Belém, and delicious pastéis de nata and Spain's Flamenco and Andalusian architectural wonders.

Renowned for our hospitality, our countries have attracted around 130 million visitors in 2023. The diversity of our touristic sites and

the efficiency of our transport infrastructure will enchant fans seeking to enjoy our regions' spirit beyond football. Our compact geography and diversified, modern transport networks will allow tourists and fans to travel quickly and easily between host cities.

1.1.3. ... set to host a triumphant FIFA World Cup™

Hosted by three touristic and passionate football nations, the FIFA World Cup 2030™ aims to celebrate the best of football and set new standards for the global football community.

Morocco, Portugal, and Spain will leverage their extensive experience and expertise in organising major events, especially football tournaments, to deliver a world-class event. Morocco has successfully organised the FIFA Club World Cup™ in 2013, 2014, and 2022 and the 1988 Africa Cup of Nations. Morocco also hosted the most popular women's African competition in history in terms of attendance with the 2022 Women's Africa Cup of Nations. Portugal has a proven track record with the UEFA Euro 2004 and has recently hosted both the women's and men's UEFA Champions League finals in Lisbon in 2014 and 2020, and Porto in 2021. Spain brings its rich history of event management, having hosted the 1982 FIFA World Cup™ and the Men's UEFA Champions League Final in 2019 in Madrid, as well as the Women's UEFA Champions League Finals in 2020 in San Sebastian and 2024 in Bilbao.

Our guests will visit football's most iconic stadiums, associated with some of the game's most legendary moments. They will enjoy our passionate football culture and enjoy the seamless organisation and meticulous logistical preparations that will ensure a flawless event.

1.2. Our strategy to deliver a world cup for football, for the world and for tomorrow

The YallaVamos Bid is a historic collaboration, spanning our three countries and showcasing the excitement of 17 host cities. In 2023, our three countries have signed multiple bilateral and multisectorial agreements and will continue collaborating very closely during the whole preparation phase and the Competition to ensure perfect alignment.

Consistent with our countries' strategies, the FIFA World Cup 2030™ will accelerate both private and public projects, particularly in sporting and mobility infrastructure, as well as connectivity between our three nations. This will ensure world-class facilities and services for players, FIFA, and fans, while providing long-term benefits to our three countries and 17 host cities.

1.2.1. For football

We will host the FIFA World Cup 2030™ in June and July, coinciding with school holidays in most regions. This timing, combined with ideal climatic conditions, will maximise the number of visitors and viewers, and most importantly, will provide the best conditions for players to deliver the best performance. With most host cities along the coastline, the climate will be sunny and moderately warm, perfect for playing and watching football.

More than the intrinsic geographical conditions, we will leverage our world-class football facilities to offer the highest level of the game. Our stadium selection offers the best playing conditions and ensures a unique spectator experience. It includes the latest pitch technologies and cutting-edge facilities found in venues

such as in the Grand Stade Hassan II, Estádio do Sport Lisboa e Benfica, Santiago Bernabéu, and Camp Nou.

Over the past two decades, strategic investments in sports infrastructure have laid a solid foundation. We can offer an extensive range of top-tier sports facilities and hospitality amenities, coupled with a thriving talent pool epitomised by numerous football institutions and grassroots academies.

Aligned with FIFA vision, we will leverage the FIFA World Cup 2030™ to further boost football participation for all through our infrastructure upgrade and pre-event engagement activities. We will leverage the FIFA World Cup™ to expedite sustainability initiatives in sport venues and event management, benefiting our populations, businesses, and the wider world.

1.2.2. For the world

Our three countries are welcoming places, renowned for their stability, culture (more than 75 UNESCO World Heritage Sites), climate, and hospitality. We aim to channel our energy into building unique journeys of unparalleled quality, meticulously crafted for players, staff, fans, and locals.

Accommodation options will offer a diverse selection, catering for every budget and target group, including FIFA constituent groups, fans, and volunteers. From luxury boutique hotels to cosy comfort and budget-friendly options, our objective is to offer every visitor a home away from home. For FIFA VIP and Staff, tailor-made offers and services ensuring comfort and privacy will be delivered. Our accommodation, and training facilities will also meet the needs of players and staff. We aim to create

an environment that fosters peak performance and ensures the wellbeing of all. We value and celebrate the unique contributions of every individual, recognizing their importance in optimising conditions for players' success.

We invite the world to discover historical sites, museums, natural wonders, and unique attractions for an enriching experience. Fans will be able to immerse themselves in local communities, engage in cultural exchanges, and volunteer for a unique FIFA World Cup™ journey. Street set-ups will feature vibrant decorations, local vendors, and spontaneous performances, merging football enthusiasm with each host city's unique character.

The FIFA Fan Festival™ sites are a core element of our hosting strategy, offering a celebratory atmosphere, live entertainment, and interactive activities. FIFA Fan Festivals™ sites are planned to feature immersive cultural pop-ups which will include unique VR experiences enabling tourists to visit historic cultural landmarks, collaborative digital art murals featuring local artists, and holograms to showcase memorable moments of the FIFA World Cup™. These venues will highlight the unique culture of each country for visitors to enjoy different and unforgettable experiences in some iconic places such as *La Corniche* in Casablanca, *Parque Tejo* in Lisboa and *Parque Juan Carlos I* in Madrid.

From a transportation perspective, our objective is to offer a variety of options from air travel, to high-speed rail and ferries, in addition to efficient public transport in each host city, ensuring seamless mobility during the tournament. Currently, the three main airport hubs (Casablanca, Lisbon, and Madrid) already accommodate more than 100 million

passengers yearly. By 2030, an extensive range of eco-friendly travel solutions, including 5,000 km of high-speed rail will be available across the three countries, up from 4,200 km in 2023, ensuring seamless travel between the host cities. For VIPs and VVIPs, tailored transportation services will be provided to guarantee convenience and confidentiality.

We plan to offer a memorable FIFA World Cup™ to the whole world. Leveraging our central time zone, we anticipate setting new viewership records. We will explore initiatives enabling remote audiences to fully experience the competition and celebrations. We pledge to offer exceptional broadcasting technologies and connectivity, guaranteeing widespread coverage for fans worldwide. Our goal is to offer TV and digital fans a virtual front-row experience of the matches, immersing them in a celebration that transcends their screens, uniting the world through a shared love for football.

1.2.3. For tomorrow

We aim for the FIFA World Cup™ to leave a legacy for our people, our communities, our environment, and the world at large, anchored by four key pillars: social impact, investment, innovation and sustainability.

First, we are committed to accelerating the growth of football for women and young people at amateur, grassroots, and professional levels. This includes supporting referees and various roles around football such as team managers, medical staff, and stadium personnel. Additionally, we will continue promoting human rights and creating new job opportunities, leaving a strong social impact on our populations.

Second, we plan to leverage the FIFA World Cup™ as a catalyst to accelerate our planned

investments, further increase the connectivity of our countries and develop our economies in the long run. For example, the Spanish government recently announced a significant investment in the expansion of Madrid's Barajas airport while Morocco's high-speed rail network is to be extended by 430 km to reach Marrakech.

With the FIFA World Cup 2030™, we also intend to launch a football innovation hub, facilitating collaboration among FIFA, national federations, clubs, sports innovation companies, and governing bodies. We strongly believe that the FIFA World Cup™ presents a significant opportunity for innovation that will serve football and our communities.

Finally, sustainability initiatives will form the foundation of our legacy, guiding our infrastructure planning and event management. We are committed to eco-friendly practices at every step: from renovating infrastructures to minimising environmental impact during the competition. For example, several stadiums hold already or plan to achieve world renowned Green Building Certifications ahead of the tournament. Moreover, we plan to involve fans in the sustainability efforts of the FIFA World Cup 2030™ by enabling them to digitally track their carbon footprint and incentivizing them to minimise it. All environmental initiatives launched during the event will integrate into our country's practices.

By hosting the FIFA World Cup 2030™, we aim to create a future where football elevates, inspires, and transforms lives. The tournament will positively impact communities locally, nationally, and globally, setting new standards in football and beyond for the next 100 years. Let's deliver the most remarkable FIFA World Cup™ in history! YallaVamos!



2. Legacy



2. Legacy

The founding motive of the bidding nations is to deliver a long-lasting legacy and transformational positive impact for our people, communities, environment and for the world. This legacy is structured around four pillars: social impact, investment, innovation, and sustainability.

2.1. A transformative social impact

Our vision for tomorrow is to further develop football, both in our nations and worldwide, elevating it as a driver of social inclusion.

The FIFA World Cup 2030™ will benefit all levels of football in the host countries, thanks in part to the improvements to our sporting infrastructure. Renovations of existing stadiums like the Camp Nou in Barcelona, Rosaleda in Malaga and Grand Stade de Tanger will not only serve the FIFA World Cup 2030™ but will also benefit the teams playing in those stadiums and provide lasting experiences for both fans and players. Our bid also includes 174 training sites. While most sites are already existing, a few new ones are planned to be developed, with a tailored legacy. They will range from university training sites and professional centres to local practice fields, and will be operated by professional clubs or public institutions and dedicated to nurturing youth development and fostering equal opportunities.

Moreover, our strategy foresees the development of a series of dedicated legacy programmes and initiatives to further support the professionalisation of our national football sectors. Womens' football will continue benefiting from these developments, building on Spain's victory in the last FIFA Women's World

Cup™ and Morocco's hosting of the FIFA U-17 Women's World Cup™ for the next five editions, starting in 2025. The same ambition extends to youth, amateur and grassroots levels of football, which will benefit from dedicated programmes, in close cooperation with educational institutions, to boost mass participation among children and young people in the three host countries.



Hosting the FIFA World Cup 2030™ will contribute to the development of tourism and sport projects, while helping to upgrade working skills and standards in those industries. For instance, the hospitality industry will benefit long-term from a better trained workforce that understands the needs and speaks the languages of a wider range of visitors, from fans to VIPs. This impact will continue after the FIFA World Cup™, which we expect to further raise the tourism appeal of our three countries.

2.2. Generating a boost in investment

The FIFA World Cup 2030™ represents a unique opportunity to accelerate economic growth in our countries by attracting domestic

and foreign investors and fast-tracking planned investments in multiple sectors, including football and sports infrastructure, transport, hospitality, IT&T, security and health. Hosting the FIFA World Cup 2030™ serves as a catalyst to accelerate the completion of these planned investments.

In the football sector, the bid announcement has already enabled the host countries to secure and accelerate funding to develop our sports infrastructure and training programmes, ensuring sustainable growth within the football ecosystem. For example, the future 115,000-seat Grand Stade Hassan II in Casablanca, located at the heart of a new urban development and territorial planning project, will take centre stage for international and national sports, cultural and business events in Morocco. The stadium is currently under construction and, while the FIFA World Cup 2030™ will benefit from its realisation, a long-term plan for the stadium as the centrepiece of a new neighbourhood featuring sports, universities, healthcare and specialised sport medicine centre is already set. The influence of the stadium will extend far beyond football, through its use as a multi-purpose sports, entertainment, and cultural venue.

In the long run, transportation infrastructure improvements will enhance connectivity to and within the host countries, increasing their economic potential. For example, in Portugal both metro networks of Lisbon and Porto are currently undergoing expansion plans, in time to welcome fans with greater capacity and convenience, while the Spanish government has recently announced a significant investment in the expansion of Madrid's Barajas airport. In the telecoms arena, the three countries are committed to continue upgrading their telecom infrastructure to stay in line with the

highest standards, benefiting the FIFA World Cup 2030™ organisation and fans' experience.

Furthermore, investments in tourism will have a long-lasting impact. In Morocco, the development of the tourist infrastructure to meet expected demand, with projects currently in development adding thousands of new beds in the six host cities, will highly serve to host visitors during the competition. The FIFA World Cup 2030™ will also intensify existing efforts to develop the countries as top sports tourism destinations, building on existing successes such as Taghazout Bay in Morocco, the Algarve in Portugal and the Canary Islands in Spain.



The FIFA World Cup™ is also a catalyst for the reinforcement of economic cooperation and cross-investments across all sectors, a continuing trend between the host countries. For instance, as part of its efforts to enhance water efficiency, Morocco has launched the construction of Africa's largest desalination plant in Casablanca, a project initiated in 2024 through a joint venture between Moroccan and Spanish companies. This significant initiative was inaugurated by Crown Prince Moulay El Hassan.

2.3. The birth of an innovation hub

The FIFA World Cup 2030™ will deliver unique tech-enabled innovations. Through creating a stadium experience beyond the stands,

enabling seamless and hyper-personalised visitor engagement, and establishing a football innovation hub, we will generate tangible value for the tournament, host region, and global football.

First, a range of technology innovations is being explored to elevate fan engagement and improve the overall in-stadium experience. These could include the use of holograms in and around the pitch, in addition to virtual reality event experiences for remote audiences. To allow as many of our citizens to experience this celebration of football, live matches could be broadcasted in multiple stadiums. Additionally, advanced crowd management tools to identify areas of attention and optimise general public pathways will be evaluated for security and logistical purposes.

Thanks to the next generation of digital, cross-border apps, visitors will enjoy seamless and hyper-personalised experiences across their whole journey. Pre-competition, this could enable travelling fans to book AI personalised travel, accommodation, and cultural visits across all host nations. Availability of real-time voice and written translation could enable them to fully immerse themselves in our unique cultural sites. A centralised platform could also be considered, jointly with FIFA, to streamline transport reservations within and between cities in the three countries, and provide real-time



updates on transport movements. Offering sustainability tokens to fans using sustainable travel, could encourage fans to adopt eco-friendly behaviours.

Through innovation, we aim to consolidate our countries' reputation as football powerhouses by advancing the sport regionally and globally. Leveraging enhanced training centres and as part of our FIFA World Cup 2030™ initiatives, we plan to create a football innovation hub. This hub will drive research and innovation in coach education, sports medicine and physiotherapy, facilitating the transfer of knowledge, best practices, and technology. It will support cutting-edge learning programmes worldwide, leveraging AI for customization and VR/AR to allow for wide remote access. The initial focus of this hub will extend beyond the host countries and federations to our regional confederations, CAF and UEFA, and even beyond these entities, with the objectives to share this knowledge globally.

To deliver our innovations, we will work with key stakeholders across football, sports tech, and governments of our countries. A central innovation delivery unit with dedicated resources is planned to be established to manage the end-to-end innovation process and coordinate across the FIFA World Cup™ stakeholders. Smaller innovation managers will be deployed in each of the host nations, helping to identify local sports tech providers and pilot specific technologies in-country. Not only will we deliver economic impact to the FIFA World Cup 2030™ and the host nations, but the networks which we foster will transfer to other, future FIFA World Cup™ editions, creating a lasting legacy.

2.4. For a future of sustainability

Our detailed sustainability plan and the mitigation measures identified in our environmental and climate impact assessment form a robust foundation for the final sustainability strategy that will be built and implemented at the host city level. This enables us to create a new model for sustainability in sport, aligned with the Paris Agreement objectives and ISO 20121 standards. Our goal is to deliver one of the most environmentally sustainable FIFA World Cup™ yet, ensuring a lasting legacy of positive impact for future generations.

Environmental considerations are integral to our infrastructure designs and renovations, aligning with our respective national strategies that prioritise significant utilisation of renewable energy. In 2023, the three countries have achieved over 40% share of renewables in their electricity mix, way above the global average of approximately 30%. We endeavour to minimise potential climate impacts by harnessing these clean and renewable energy sources, while also leveraging local expertise in innovative water and waste management practices, biodiversity conservation and restoration, promotion of sustainable mobility solutions, and mitigation of potential environmental nuisances. Many of our venues will be equipped with solar panels, and we will prioritise sustainable renovation and operation methods, including the use of green cement and steel, as well as the implementation of energy-efficient techniques and best practices. To date, several stadiums have already obtained sustainability certifications, such as The Estádio do Dragão, which became the first European stadium to receive GreenLight certification awarded by the European Commission through ADENE. Additionally, other venues currently undergoing renovation, such as Camp Nou and

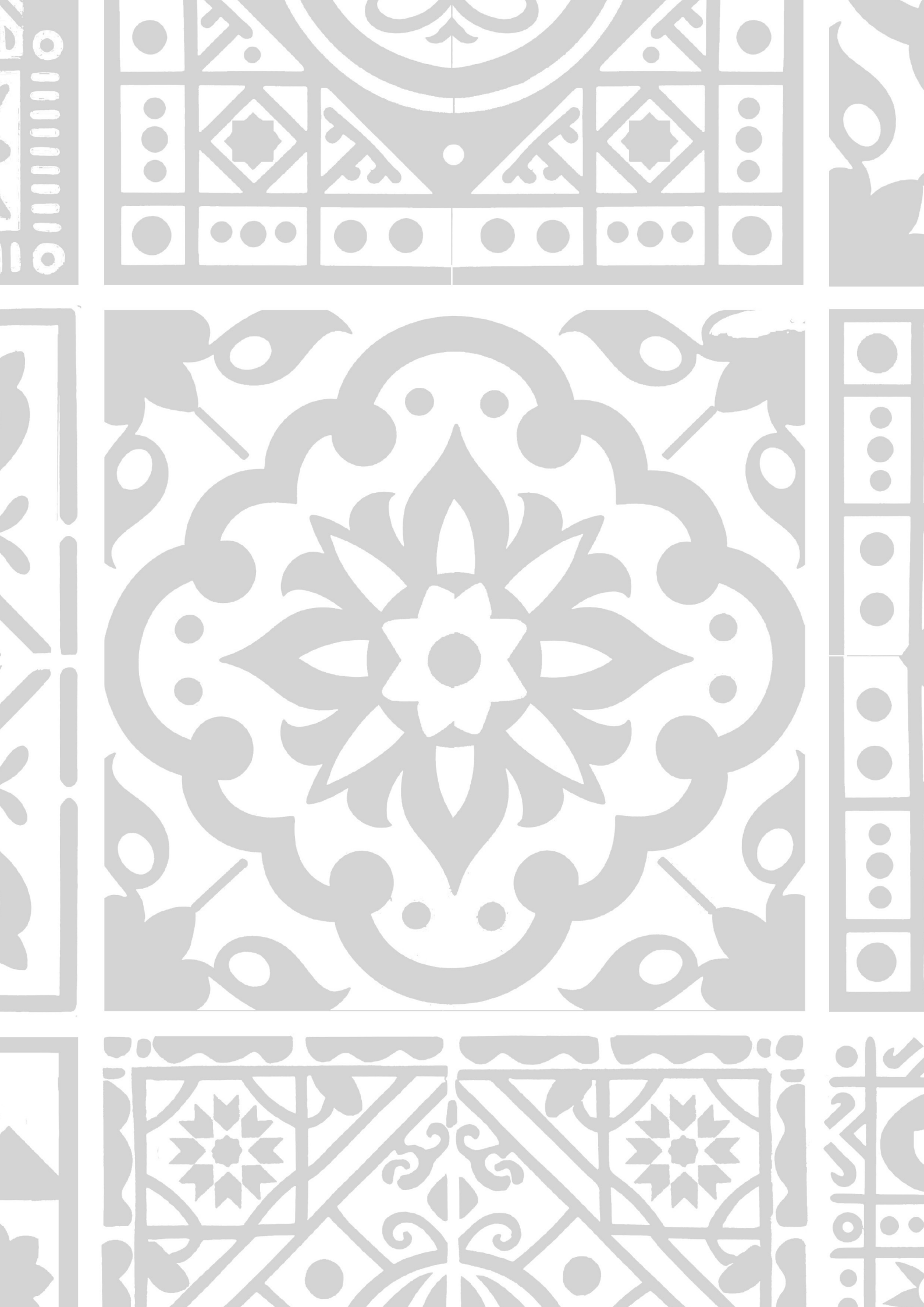
Grand Stade Hassan II, are pursuing Green Building Certification, such as LEED Gold or its equivalent.

Our authorities are also collaborating to reinforce green mobility and low-carbon options between and within our nations (air, sea and ground), through the promotion of soft mobility and railway networks, thereby facilitating the movement of people and reinforcing our cultural and economic ties. These include high-speed rail networks spanning 5,000 km across all three host countries, with Spain benefiting from the world's second-longest network and Morocco being the first in Africa to deploy such infrastructure.



Other FIFA World Cup 2030™ dedicated sustainability initiatives will include mitigating the competition's environmental impact through efficient waste management practices and infrastructures. These will emphasise waste segregation and recovery operations, truly transforming the way circularity is conceived at sporting events. After the event, these initiatives will be incorporated into our countries' practices.

The YallaVamos Bid is dedicated not only to making this FIFA World Cup™ a model of sustainability, but also to encouraging the growth of emerging sustainable green industries and businesses in the years after the competition.



3. Political Support in Host Countries



3. Political Support in Host Countries

3.1. MOROCCO

The YallaVamos Bid has received unwavering political and popular support, from the highest level of governance to local communities in Morocco. This unified support reflects a cohesive national and continental vision.

3.1.1. The highest support

His Majesty King Mohammed VI, made the official announcement of Morocco's joint bid with Portugal and Spain to host the FIFA World Cup 2030™ during the CAF Executive Committee meeting in Kigali in 2023, highlighting the country's full commitment to the bid.

In His declaration, His Majesty King Mohammed VI, stated: "This joint bid, which is unprecedented in football history, will bring together Africa and Europe, the northern and southern Mediterranean, and the African, Arab and Euro-Mediterranean worlds."

Following His Majesty King Mohammed VI's declaration, the Confédération Africaine de Football (CAF) announced its full support to Morocco for its joint candidacy with Spain and Portugal. Its president declared that "the bid of Morocco is now the bid of the African Continent". The bid has since received unconditional commitment and support from all regional and national stakeholders.

3.1.2. For a historical moment

Morocco is strategically positioned from geographical, political and historical standpoints. This joint bid with Portugal and Spain reinforces the country's role as an essential link between Africa and Europe. Going beyond borders and with great symbolism, the FIFA World

Cup 2030™ will mark Africa's second hosting of FIFA's flagship competition but the first to be played across two continents with kindred yet unique cultures, and in three countries which have been part of football's rich heritage since the game's earliest days.

3.1.3. Supported by the government and the people of Morocco

All constituent layers of the Moroccan political authorities are equally dedicated to ensuring the tournament's success. The head of the government signed the required government guarantees in accordance with established terms and agreements.

Each host city has pledged to stage an exceptional FIFA World Cup 2030™, epitomising football excellence. All required host city agreements and declarations have been signed in full, with no specific amendments. This institutional commitment is further demonstrated by the eagerness with which airport and stadium authorities have signed agreements.

The YallaVamos Bid to host the FIFA World Cup 2030™ resonates deeply with Moroccan people, stirring their footballing passion and enthusiasm. Moroccan fans travelled in large numbers to support the national team, the Atlas Lions, in the 2018 and 2022 FIFA World Cup™ editions. Now, they look forward with pride and excitement to the opportunity to welcome the world to their own country in 2030. Morocco's enthusiasm for the World Cup is especially evident among young people. With over half of its population aged under 30, future generations are poised to benefit from the World Cup's positive economic and social legacy.



3.2. PORTUGAL

The Portuguese political authorities welcome the FIFA World Cup 2030™ as a unique opportunity to assert the country's and the region's centrality in the world, and the Portuguese people embrace it as the pinnacle of their passion for football.

3.2.1. The highest support

Upon the announcement of the joint bid's success, the President of the Republic, Marcelo Rebelo de Sousa, himself a staunch supporter of the national team, declared that FIFA's decision "exceeds expectations" and connects "countries with a shared history." He also said that, from the very beginning, he believed it was "a winning bid."

3.2.2. For a historical moment

The President's remarks were not merely diplomatic. There is indeed a shared history between Morocco, Portugal and Spain, and the centuries-old ties form the basis for extensive and fruitful cooperation among the three countries. The FIFA World Cup™ further strengthens relations between the hosts, reinforcing the bridge between Africa and Europe and promoting ideals of collaboration and multilateralism that will resonate long after the event itself is over.

3.2.3. Supported by the government and the people of Portugal

Political support for hosting the FIFA World Cup™ is shared by the major parties, remaining unaffected by the change of government that resulted from elections in March 2024. This consensus highlights the importance and pride that Portugal places upon hosting the most significant competition in the international football calendar for the first time. Like the previous Prime Minister, who was in office at the time of FIFA's selection, his successor, Luís Montenegro, has expressed unequivocal support for hosting the FIFA World Cup™.

Political unity around the FIFA World Cup™ is reflected at regional and local levels. Inspired by the success of UEFA Euro 2004, the Portuguese government is fully committed to organising the FIFA World Cup 2030™ and is focused on fulfilling the legacy represented by our four pillars. Those pillars have been conveyed to the host cities through municipal authorities, ensuring that all are fully aligned with the vision and strategy of the bid. Thus, each host city will sign an agreement to assume a central role in protecting the competition's brand, ensuring the best conditions for mobility, parking, FIFA Fan Festivals™ sites, stadiums, training sites, airport support, marketing and promotion, facilitation with licences and permits, laws and tax exemptions, security and medical services.



Immense popular support for the bid is equally guaranteed. Portuguese people's well-known passion for football continues to grow, driven in part by the explosion in popularity of women's football. Portuguese people, irrespective of their age or gender, are devoted to their clubs, the national teams, and the beautiful game in general, and even more so to major tournaments. After Portugal's victory at UEFA Euro 2016, all of Portugal is eager to witness the FIFA World Cup 2030™ live.

3.3. SPAIN

Spain, Morocco and Portugal form a region of cultural convergence which aims to use the FIFA World Cup 2030™ to promote hope, equality, and progress through football. Spain is fully aligned with this purpose, and all its public authorities and institutions are following this vision in their joint work.

3.3.1. The highest support

The joint bid has garnered unanimous support from Spain's major institutions. The Head of State and Government, along with key political parties, have endorsed the proposal, expressing pride and privilege in hosting the event, symbolised by the presence of King Felipe VI at the first inauguration of the bid project. Key political figures, including Spain's Prime Minister, Pedro Sánchez, have also expressed their support.

3.3.2. For a historical moment

Spain's political collaboration with Morocco was reinforced in 2022 with the publication of a roadmap focusing on various aspects of their partnership. Spain is Morocco's largest trading partner and the two nations collaborate closely, as neighbouring countries, on numerous issues. Meanwhile, Spain's historical ties with Portugal are extensive. The FIFA World



Cup 2030™ will help to strengthen cooperation with both countries.

3.3.3. Supported by the government and the people of Spain

Inspired by past successes like hosting the 1992 Olympic Games and 1982 FIFA World Cup™, the entire country is behind the bid, which also enjoys institutional backing at both local and national levels.

Major sports bodies such as the Superior Sports Council and the Spanish Olympic Committee have commended the bid, as have all of the initial applicant host cities, totalling 13 across Spain. The six Autonomous Communities involved have gone to great lengths to make their best offers to host an event of such sporting and cultural significance.

The bid has also received support from the main opposition parties in the Congress of Deputies, some of which form governments in the Autonomous Communities.

In the coming years, Spain will use domestic football to help drive interest in the forthcoming FIFA World Cup™, while cities and regions that will host FIFA World Cup™ matches or team base camps will be especially targeted to become centres of support for the event.

This support will be bolstered by Spain's fervent football culture, evident in its hosting of major

international events and in the growing popularity of women's football, fuelled by Spain's women's team's victory in the 2023 FIFA Women's World Cup™ and the 2024 UEFA Women's Nations League. Further evidence of rising interest in football across Spanish society is the fact that in the 2022-23 season, Spain's Primera División matches attracted a total of 11 million spectators, the highest figure for a decade.

3.4. Unveiling our bid to the world

3.4.1. Turning values into actions

The joint bid of Morocco, Portugal and Spain – with its “YallaVamos 2030” slogan – aspires to stage one of the best-ever FIFA World Cup™ in 2030; one that will also leave an enduring legacy for the world of football and beyond. Our communications strategy will aim to stress its role in creating unity between cultures and continents, while also sending a clear message about our social aspiration to build a tournament for everyone, without barriers of any kind.

The four pillars of our legacy – social impact, investment, innovation and sustainability – have been and are the focus of our communication actions, using channels and tools that aspire to be global in scope.

We also aim to focus on creating new standards of quality and sustainability for future FIFA World Cup™ by building a tournament for fans and made by fans, placing people – players, coaches, supporters etc – at the centre of everything. It's for this reason that we have prioritised promotion and stakeholder engagement since the start of our work to host the FIFA World Cup 2030™.

At the core of our communication strategy, our logo represents our land, the sea that unites us and the sun that bathes our landscapes and is

a unifying factor across our physical and digital presence.

3.4.2. Communications channels

Our communication strategy includes a comprehensive range of physical and digital channels:

OUR WEBSITE, Yallavamos2030.com, available in Arabic, English, French, Portuguese and Spanish, includes information on the bid and enables fans to make their own suggestions on hosting elements of the FIFA World Cup™.

NEWSLETTER: The bid newsletter, produced in the same five languages as the website, provides a regular overview of activities to a wide range of followers, including media, the business community and general public.

SOCIAL MEDIA: The bid is active with its own accounts @yallavamos2030 on key social media networks like Instagram, Facebook, X and LinkedIn.

MEDIA RELATIONS AND EVENTS: Throughout the bid campaign, open press events have been held by the bid, and broadcasted live online. A dedicated email account has also been created to address media queries.

STAKEHOLDER RELATIONS: The leaders of the three bidding member associations have attended various football events, including the FIFA Congress in Bangkok. On a political level, all three Federations are in constant contact with governments on local, regional and national levels to ensure continuing support.

To support the communication effort, 11 high-profile ambassadors are already working on behalf of the candidacy, promoting the bid through, for example, coordinated social media activity. The ambassadors for the event feature

legends and current stars such as Ghizlane Chebbak, Dolores Silva, Irene Paredes, Cristiano Ronaldo, Noureddine Naybet, Andres Iniesta, Luis Figo, Achraf Hakimi, Yassine Bounou and Alvaro Morata from the three host countries, alongside Emmanuel Adebayor, representing broader regional involvement.



3.4.3. Communication campaign in Morocco

Alongside the overall campaign, the Moroccan bid committee launched a national campaign to engage the population. This included press and media publications, social media, local events, influencer collaborations, and ambassador engagement to boost public awareness and support.

The unveiling of the YallaVamos2030 logo took place during a sold-out match between the Moroccan and Angolan men's national teams in March 2024.

3.4.3.1. Stakeholder engagement

The FRMF has worked closely with ministries and local authorities in host cities through regular meetings and workshops to address infrastructure, transportation, tourism, IT&T, and security.

Additionally, the bidding committee members participated in several business and social forums and events to engage directly with companies, industry unions, communities and social organisations around the economic and social impacts of the FIFA World Cup™. Notable examples are GITEX Africa 2024, Africa's largest tech and start-up event and the African Youth Climate Hub organised by the Mohammed VI Foundation for Environmental Protection in Rabat in July 2024. This initiative, focused notably on sustainability and biodiversity, aligning with FIFA and the bid committee's commitment to environmental stewardship.

A dialogue process was also initiated with NGOs, foundations, and local authorities on event organisation, sustainability, and human rights, ensuring continuous stakeholder involvement.

3.4.4. Communication campaign in Portugal

A comprehensive media promotion programme has been developed, involving the Portuguese Football Federation's TV channel and social media, YallaVamos ambassadors, opinion makers and top officials of the bid, ensuring that the bid gains extensive coverage through a wide range of media outlets.

A ceremony to present the bid, at the FPF headquarters in March 2024, involved all sports, political, and business authorities, increasing public anticipation and support for the project.

The official video and other bid materials were distributed to schools in the country, in cooperation with the Ministry of Education. Since Portugal joined the project, students have been following the national team's training sessions,

where the YallaVamos logo has been widely displayed.

Although this is a bid for a FIFA World Cup™, the committee worked to promote it among all other sports federations, as a project of national importance.

3.4.4.1. Stakeholder engagement

The FPF's strategic plan, Football 2030, culminating in the FIFA World Cup™, establishes objective metrics for the improvement of all aspects of the game.

This plan has been shared with all stakeholders, including political leaders, stadiums and training centre owners, and government officials. It highlights the merits of a bid that also celebrates culture and diversity.

Although the bid features three stadiums on Portugal's coast, the committee believes it is crucial to involve authorities in the interior and islands, either through infrastructure use or by motivating their populations to support the bid.

Finally, the bid's explicit commitment to human rights is shared by the national entities responsible for ensuring these rights, aligned with FIFA's regulations and values.

3.4.5. Communication campaign in Spain

Spain's communications strategy will target both national and regional coverage. The power of local media in the country is strong, with high penetration in the autonomous communities.

3.4.5.1. National communication

National competitions have served as key platforms to promote the candidacy. The bid logo will be prominently featured at matches for both

the national men's and women's teams, as well as at competitions organised by the RFEF, including the Copa del Rey and Supercopa. Collaborative initiatives with LaLiga leveraged various platforms, such as LEDs, jerseys, and other available mediums.

The RFEF's own channels were leveraged to amplify the bid's message through its social media and website. The bid logo and website have been regularly promoted via the RFEF's official channels.

Schools will be encouraged to engage in activities such as writing contests themed around "What will hosting the FIFA World Cup 2030™ be like?"

3.4.5.2. Regional communication

Once the bid dossier is submitted, regional and local media will be encouraged to intensify their coverage, focusing on their territories' proposals within the dossier. This will without doubt generate public excitement as proposed sites for FIFA Fan Festival™ and Team Base Camps are revealed.

Regional initiatives and city-hosted events will further ignite football passion and support for the FIFA World Cup™. For example, candidate cities will display countdown clocks showing the time remaining until FIFA's final decision.

In coordination with FIFA, the YallaVamos Bid will deploy a comprehensive communication strategy with all key stakeholders, in particular the respective governments and the host cities, in order to maintain and reinforce long-term engagement and support for the FIFA World Cup 2030™ and its vision.



4. General Information



4. General Information

4.1. Host Country – MOROCCO

Morocco's cultural diversity, rich history, and stunning landscapes are complemented by its stability, economic growth, and modern approach to contemporary challenges. Embracing its heritage while committing to innovation, Morocco stands out as an ideal co-host for the FIFA World Cup 2030™.

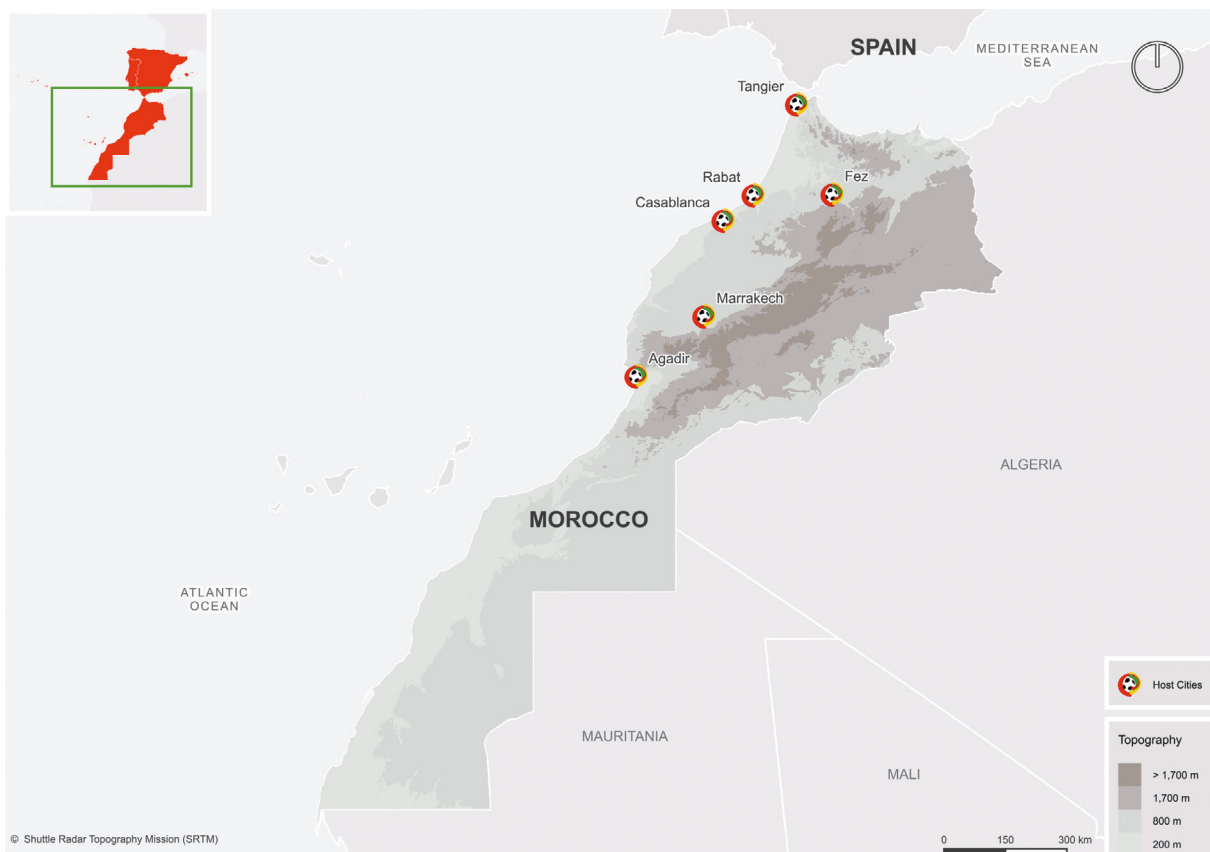
4.1.1. Morocco: a bridge between civilizations

Located at the north-western edge of Africa, Morocco benefits from two coastal fronts spanning 3,500 km along the Mediterranean Sea and the Atlantic Ocean. Morocco's coastline is famous for its large cities, dynamic ports, picturesque towns and natural beaches. Inland

areas feature a diverse landscape, including the vast Sahara desert, fertile plains and extensive mountain ranges like the Atlas mountains, where Mount Toubkal, North Africa's tallest peak, is located.

Morocco has a population of over 37 million, with 65% residing in urban areas and approximately 10 million living in the six host cities. With half of its population under 30 years old, Morocco's demographics stand as a key asset for the country's continuing development and vitality.

Morocco is a bridge between the Arab-Islamic civilization, Africa and Europe. Its identity is shaped by various influences, as reflected in its linguistic diversity. Arabic and Amazigh are the official languages. Morocco is also committed



to the preservation of the Hassani language, as stated in Article 5 of the 2011 Constitution. Furthermore, French and Spanish are widely spoken in the country. This heritage has a significant impact on the Moroccan lifestyle, notably its architecture, music, art and cuisine. It is also reflected in the country's public holidays. Of the 16 annual public holidays, six are religious and have variable dates based on the lunar calendar. These holidays will not affect competition organisation and operations.

National 2030 holiday

Date	Holiday's Name
1 January	New Year's Day
11 January	Proclamation of Independence
14 January	Amazigh New Year
5-6 February	Eid al-Fitr
13-14 April	Eid al-Adha
1 May	Labour Day
4 May	Hijra New Year
13-14 July	Birth of the Prophet Muhammad
30 July	Throne Day
14 August	Oued Ed-Dahab Day
20 August	Revolution Day
21 August	Youth Day
6 November	Green March
18 November	Independence Day

Embracing their diversity, Moroccans share common values like tolerance, hospitality and generosity. They also share an unmatched passion for football that helped the men's national team to become the first team from an African or Arab country to reach the semi-finals of a FIFA World Cup™ in 2022, and the women's team to become the first from an Arab country to progress beyond the first round of a FIFA Women's World Cup™, at the 2023 edition. Morocco's co-hosting of the FIFA World Cup 2030™ will



create a footballing legacy that will reverberate throughout the African continent.

4.1.2. Politically stable, with strong and decentralised institutions

Morocco is a constitutional, democratic, parliamentary, and social monarchy under the leadership of His Majesty King Mohammed VI. The monarchy's structure involves the King appointing the Head of Government from the winning party of the legislative elections, held every five years. The latest elections were held in September 2021 and were marked by a transition from the Justice and Development Party to the National Rally of Independents – led by current Head of Government Aziz Akhannouch.

Morocco's administrative structure is organised into three main territorial levels: 12 regions, 83 Provinces and Prefectures, and 1,503 Communes. The country's effective system of regional decentralisation enables the delegation of authority from the central government to regional levels.

At both the Regional and Communal levels, the governance model ensures a balance between decentralised services of the State and elected councils. The former are responsible for all matters related to sovereign functions such as administrative oversight, security, safety, law enforcement; while the latter handle aspects related to citizens' day-to-day lives, covering, among others, economic, cultural, and mobility topics. Both regional and communal council

members are elected by direct universal suffrage every six years. The most recent elections took place in 2021.

The 12 Regions are governed by Walis, who are appointed by the central government, and by elected regional councils. The 71* provinces and prefectures are overseen by governors appointed by the central government. At the most granular level, the 1,503 communes are managed by appointed pachas in urban areas or caids in rural areas and elected communal councils, led by mayors.

4.1.3. Economic strength and a confident outlook

Between 2013 and 2023, Morocco's GDP grew at a solid rate of 2.6% p.a., twice as much as the Euro zone, with a quick rebound after the Covid-19 crisis.

Supported by consistent policies of the Central Bank, Morocco's economy maintained stable inflation and exchange rates. Between 2010 and 2021, inflation fluctuated between 0.2% and 1.6%. Impacted by the international context, inflation reached 6.6% in 2022 and 6.1% in 2023, in line with the Euro area at 8.4% and 5.4%, and lower than peers in Africa, which averaged 14.2% in 2022 and 18.2% in 2023.

Driven by the vision of His Majesty King Mohammed VI, Morocco deployed several reforms to boost and diversify its economy. Beyond strengthening existing sectors such as agriculture, phosphates, tourism and financial services, the country became a major leader in several key industries such as automotive and

*Not including the 12 main prefectures covering the 12 regions governed by the Walis

aerospace where the national integration level exceeded respectively 60% and 40% in 2023.

As a result of its ambitious economic policy, streamlined administrative procedures and foreign investments incentives reforms – for example, tax benefits, free trade zones and social incentives – Morocco has made significant progress in the World Bank's 'Ease of Doing Business' reports, jumping by 70 places since 2003 to reach 53rd position in the last edition published in 2020. The new Investment Charter adopted in 2022 further boosts the business environment and reinforces the kingdom's competitiveness.

Over the last 20 years, significant investments were directed towards infrastructure to streamline logistics, transportation and urban development. Examples of projects include the Casablanca-Tangier high-speed railway line of 2018 and the expansion presently under way of Tangier-Med port complex, the largest in the mediterranean and 19th largest in the world in terms of containers processed yearly.

Additionally, the Mohammed VI Fund launched in 2022 aims at supporting large infrastructure projects through public-private partnerships and strengthening the equity capital of companies with funding needs.

Exploiting fully these infrastructure developments, alongside Morocco's natural and geographical features and its people's hospitality, tourism is a pillar of the economy accounting for around 7% of GDP and employing directly 800,000 people. Boosted by its Vision 2020 and Vision 2030 proactive strategic plans, Morocco recorded its highest-ever visitor influx in 2023 with 14.5 million tourists, a 12% increase compared to 2019. Moreover, Morocco has built a strong reputation and expertise in organising international sport and business events like the FIFA Club World Cup™ in 2022, the

Annual Meetings of the World Bank Group and International Monetary Fund in 2023 and, still to come, the Africa Cup of Nations in 2025.

More than developing its economy, Morocco is committed to addressing and embracing the challenges of our era. Thus, the country aims to become a leader in Renewable Energy and Information Technology. In 2023, Morocco reached around 40% of renewable energy share in its electricity mix; by 2030, this share is expected to surpass 50%. Flagship investments include solar farms, such as Noor in Ouarzazate, wind farms, such as the one in Tarfaya, and hydroelectric power projects. The ICT sector is also rapidly growing, supported by proactive government plans like the 2030 Digital Strategy, focusing on digitising public services and creating value through the emergence of a rich start-up ecosystem.

Social considerations are at the heart of Morocco's development roadmap, resulting in structural education and health reforms, like the universal access to social protection initiated in 2021. Moroccan authorities have also placed sport and youth, especially football, at the forefront. Various projects to enhance infrastructure,

grassroots development and professional leagues have been launched, including the Mohammed VI Football Academy. Inaugurated in 2009 by His Majesty King Mohammed VI, the academy provides top-tier training programmes and facilities for around 50 young players, with the aim of supporting them in their goal to play in a professional league.

Top five major sporting events in Morocco

Sporting Event	Attendance
FIFA Club World Cup™	282,000
Women's Africa Cup of Nations	187,000
Africa U-23 Cup of Nations	155,000
African Nations Championship	200,000
Morocco-Brazil match	65,000

Building on its solid economy, robust infrastructure, tourism experience and passion for football, Morocco is committed to co-host a memorable FIFA World Cup 2030™. The competition and its preparation are a pivotal opportunity for Morocco to pursue its social and economic development through football with a sustainable legacy.



4.2. Host Country – PORTUGAL

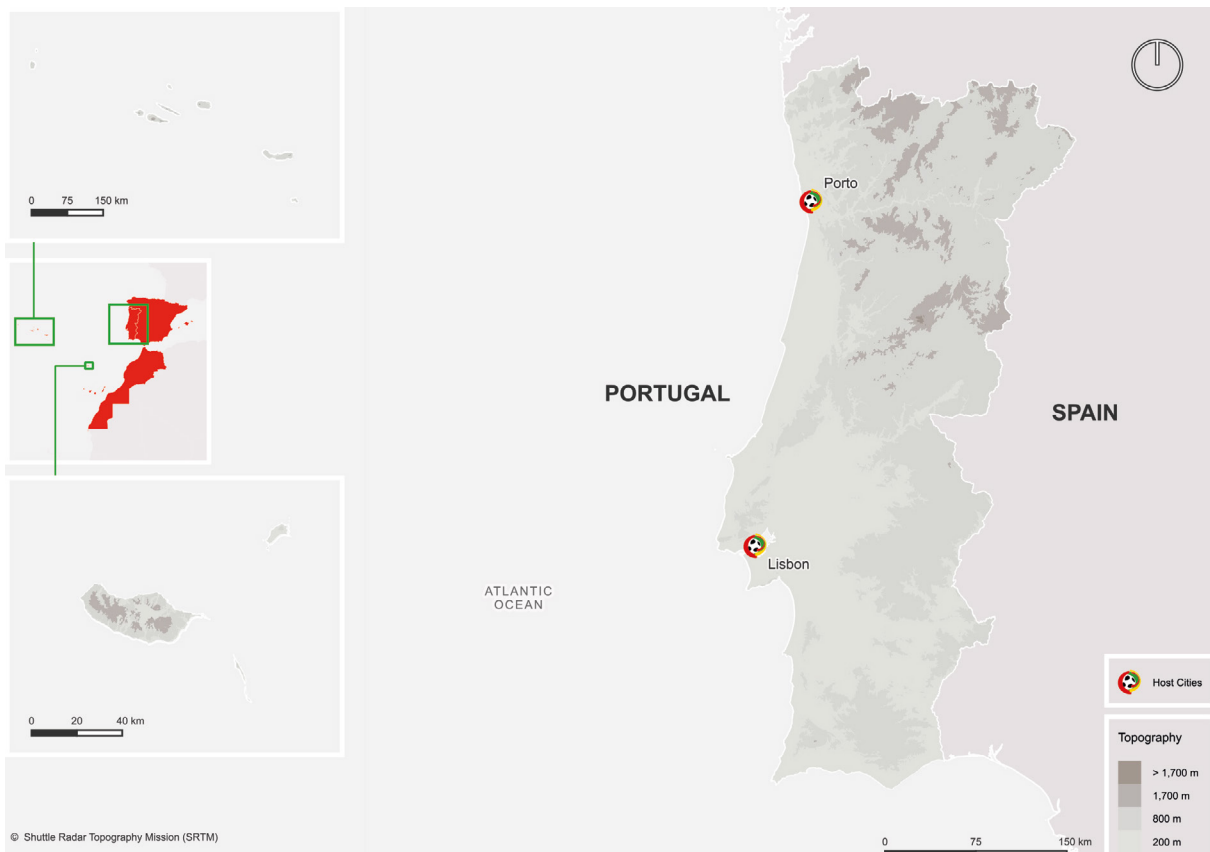
Portugal, the oldest nation-state in Europe, is a country of rich history, cultural diversity, and breathtaking landscapes. A beacon of political and economic stability, Portugal is a country that embraces its traditions as it fosters innovation, making it a perfect co-host for the FIFA World Cup 2030™.

4.2.1. Ancestral openness, timeless beauty

Stretching along the Atlantic Ocean, and the westernmost nation in Europe, Portugal borders Spain to the north and east, and the Atlantic to the south and west, with Morocco as its next nearest neighbour. Portugal dazzles with its mountainous regions to the north, rolling plains to the south, extraordinary beaches in the Algarve region, and the unique Atlantic archipelagos of Açores and Madeira.

Portugal has a population of over 10 million people, with about 7 million living in urban areas, of which 4.5 million are in the metropolitan areas of the two host cities. A diaspora of 2.1 million is scattered around the globe, and Portuguese takes eighth place among the world's most spoken languages, with over 236 million speakers keeping this valuable cultural heritage alive.

Having been shaped by Roman and Muslim influences along their history, from the 15th century onwards, the Portuguese were among the very first Europeans to interact with peoples in Africa, South America, Asia, and even Oceania, building a global network of culture and commerce that revolutionised the world and echoes to this day. This has created a global legacy that breeds openness to diversity and defines the multi-ethnic culture of Portugal.



National 2030 holiday

Date	Holiday's Name
1 January	New Year's Day
Tuesday	Carnival (optional) 47 days before Easter (between 3 February and 9 March)
Friday	Good Friday Friday before Easter (between 20 March and 23 April)
Sunday	Easter First Sunday after the first full moon, after 21 March (between 22 March and 25 April)
25th of April	Revolution of 25th of April 1974 (End of the dictatorship regime)
1 May	Worker's Day
Thursday	Corpus Christi 60 days after Easter (between 21 May and 24 June)
10 June	Day of Portugal, Luís Vaz de Camões and the Portuguese Communities
15 August	Assumption of Mary's day
5 October	Implantation of the Republic
1 November	All Saints Day
1 December	Restoration of Independence
8 December	Immaculate Conception
25 December	Christmas

4.2.2. Devotion to football

An integral part of that culture is Portugal's devotion to football, dating back more than a century. Whether played by children on improvised fields or by elite athletes in stadiums in front of tens of thousands of spectators, football passionately engages people across Portuguese society. The national team's regular participation in FIFA World Cup™ and UEFA European Championship finals since



2000, its victory at UEFA Euro 2016, and the success of Portuguese players and coaches across Europe and the world, have helped to reinforce and prolong that enthusiasm.

Top five major sporting events in Portugal

Sporting Event	Attendance
UEFA Euro 2004	1,150,000
56 th WRC Vodafone Rally – Road Car Rally	1,000,000
Moto GP	200,000
UEFA Nations League Final Four	127,067
Liga Portugal (weekly)	120,000

Building on the national passion for football, the Portuguese Football Federation is implementing its strategic plan, Football 2030, aimed at improving football's sustainability and the overall quality of the game, as part of the official national Strategy for Sports 2030. The strategic plan includes programmes like "Ball in School", designed to promote ball sports in the country's elementary schools curriculum as a key to healthy development, and "Elite Women's Football", establishing rules and creating incentives for the growth of women's teams.



4.2.3. A consolidated and decentralised democracy

Since the Carnation Revolution of April 25, 1974, Portugal has enjoyed a multi-party system of competitive legislatures that guarantees a plural democracy. The country's enrollment in the European Economic Community in 1986 helped embed these characteristics, while also promoting alignment with the economic and social standards of older democracies.

Today, Portugal is a stable and democratic country, with a constitution that guarantees the separation of powers among four sovereign bodies: the President of the Republic; the Government; the Assembly of the Republic; and the Courts. The President, elected for a five-year term with a two-term limit, is the head of state, a position held by Marcelo Rebelo de Sousa since 2016. The government is led by the Prime Minister, and the Assembly of the Republic is a unicameral parliament composed of 230 deputies elected for four-year terms. The latest legislative elections were held on March 10, 2024, with the Democratic Alliance coalition winning, and Luís Montenegro being designated to lead the executive.

Portugal has 18 mainland districts, plus two autonomous regions, Açores and Madeira. Within the districts, there are 308

municipalities, which are responsible for local services such as education, transportation, and urban planning. Municipalities are further subdivided into 3,092 parishes, which handle more localised issues such as civil registry and public space maintenance. Altogether, this administrative division allows for efficient and decentralised management of the territory, facilitating public administration and service provision to citizens.

4.2.4. A stable economy looking to the future

Modern Portuguese society merges the country's historic heritage with the living standards and consumption patterns of an advanced society. Portugal's economy is experiencing a period of stability, with the country's GDP growing at a solid rate of over 2% in 2023 – one of the European Union's strongest growth rates – and a per capita GDP of around USD 25,000.

In recent years, especially in 2022 and 2023, and in line with the entire Eurozone, the country experienced turbulence as a result of rising inflation, which has since begun to be effectively controlled.

The most dynamic sectors of the Portuguese economy are tourism, technology, and innovation, with tourism being particularly productive. Each year, Portugal welcomes about 30 million visitors, making the country the 15th most visited destination in the world. In addition to the natural beauty of stunning landscapes, pristine beaches, and lush forests, Portugal is home to 17 UNESCO World Heritage Sites.

The tourism sector, which already represents about 15% of Portuguese GDP, is expected to grow to 20% in the coming years, thanks to the increasing international recognition of Portugal



as a destination of excellence. In 2022, the sector accounted for 7.75% of Portugal's employed population, a 13% increase over the previous year. In the same year, there were about 79,000 tourism companies operating in Portugal. This growth in the tourism sector in Portugal was reflected both in the expansion of hotel offerings and the increase in flights in and out of the country, reinforcing Portugal's capacity to comfortably host everyone involved in a FIFA World Cup™.

This strong expansion in tourism has also attracted significant infrastructure investment. Recently, the Portuguese government announced plans for a new international airport for Lisbon with a capacity reaching over 68 million pax a year, as well as a high-speed rail line that will connect the Portuguese capital to Madrid in three hours by 2034.

In addition to tourism, it is essential to highlight the economic strength deriving from

the technology and innovation sectors. The development of Portugal's modern start-up ecosystem can be traced back to the early 2000s, when the government recognized the need to diversify the country's economy and reduce its dependence on traditional industries. Through this promotion of a start-up economy, the country has attracted tech companies, entrepreneurs, and industries such as software development, information technology, and fintech.

Portugal has also advanced significantly in developing renewable energy, particularly wind and solar. Today, the country ranks seventh in Europe for its use of renewable energy sources, comprising 61% of its electricity production and remaining well on track to generate 85% by 2030. In April 2024, Portugal generated a historic 95% of its electricity from renewable energy. The country aims to deactivate all natural gas power plants by 2040 and to achieve carbon neutrality by 2045.

4.3. Host country – **SPAIN**

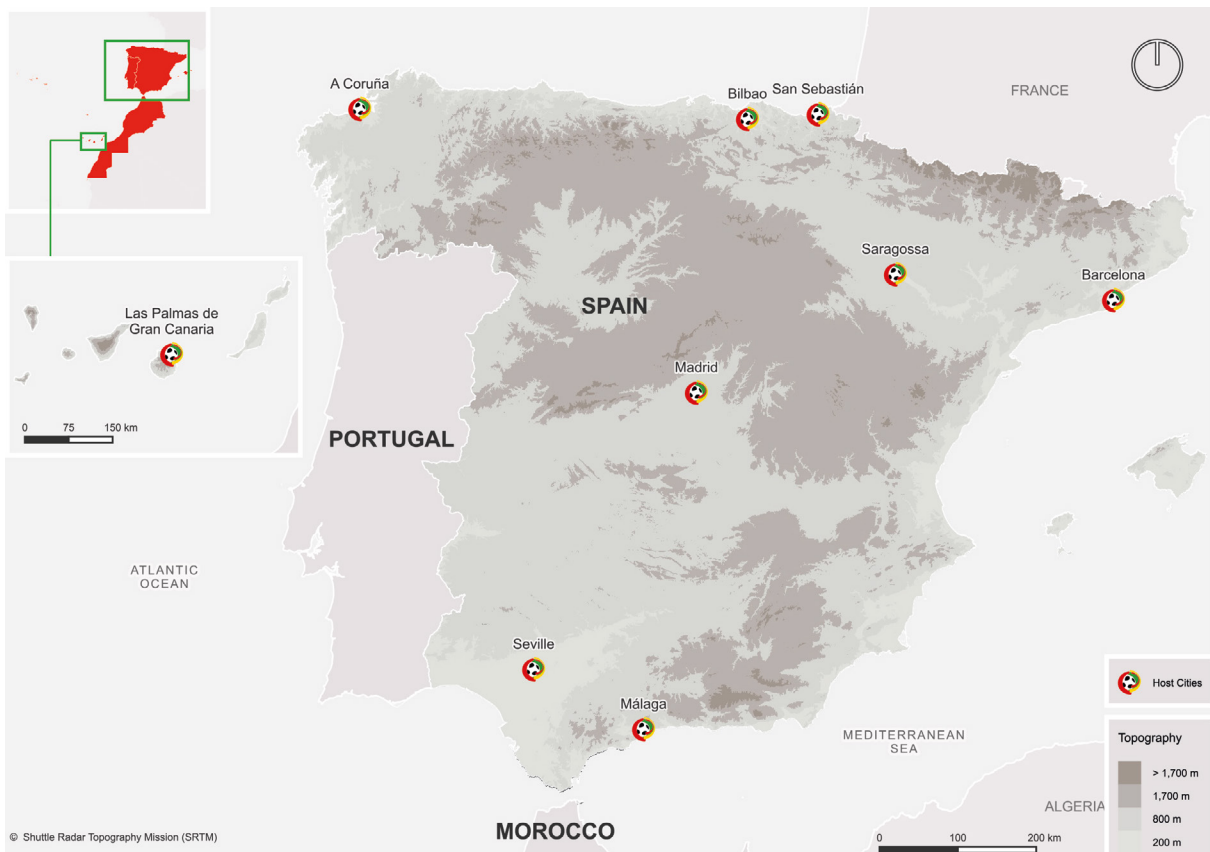
Throughout its history, Spain has been renowned as a melting pot of cultures, fostering coexistence and diversity. This tradition endures today through tourism, with the country closing 2023 as the second nation in the world that received the largest number of tourists (85 millions), and its policy of welcoming people from beyond its borders, with 5.4 million foreign-born residents recorded in 2022. This cultural exchange can be multiplied exponentially with an event of international significance such as a FIFA World Cup™; especially one that is a cross-border tournament bringing together three countries and two continents in one single joyous event.

4.3.1. Spain: rich history and cultural diversity

Spain ranks as the fourth-largest country in Europe, with almost 49 million inhabitants. Known for its hospitable inhabitants and

diverse geography, Spain offers a spectrum of landscapes from the Mediterranean coastline to the rugged terrain of the Pyrenees, complemented by a deep-rooted history and cultural vibrancy evident throughout its urban centres and rural villages. The sun-kissed country stands out as a world-renowned tourist destination, attracting millions of visitors each year with its vibrant cities, delicious cuisine, and storied past.

From the ancient ruins of Roman settlements to the vibrant energy of modern-day cities, Spain's landscape is a canvas painted with the hues of its rich history and cultural diversity. This diversity is shown, for example, in the country's languages. While Spanish is recognized as the world's fourth most prevalent language, spoken by over 500 million people, it shares space in the national territory of Spain with four other official languages: Catalan, Valencian, Basque, and Galician.





Football in Spain embodies passion, commitment, sacrifice, struggle, and teamwork. The values of the national team will serve as a model for being and acting in the organisation of the FIFA World Cup 2030™. La Roja, as the national team is known, won the FIFA World Cup™ in 2010, as well as three UEFA European Championships (1964, 2008, and 2012), and the 2023 UEFA Nations League. In 2023, Spain's national women's team won the 2023 FIFA Women's World Cup™ in Australia and New Zealand and set a record for the highest TV audience share of the year on the same occasion, scoring a remarkable 65.7% audience share. The team went on to win the Women's Nations League in 2024.

National 2030 holiday

Date	Holiday's Name
1 January	New Year's Day
6 January	Epiphany of the Lord
1 May	Labour Day
15 August	Assumption of the Virgin Mary
12 October	National Holy Day
1 November	All Saints' Day
6 December	Constitution Day
8 December	Immaculate Conception Day
25 December	Christmas
25 July	Santiago's Day (patron saint of Spain)

4.3.2. Pluralism, a robust democracy and high-quality electoral system

Spain is a state that takes the political form of a parliamentary monarchy. The system of government is based on national sovereignty, the division of powers, and the legislative power of Parliament.

The Head of State, the monarch, is King Felipe VI, with powers defined by the Constitution. The President of the Government is elected by the Congress of Deputies. The Constitution was approved in a 1978 referendum, followed by autonomous communities approving their own statutes.

Spain's parliamentary monarchy consists of a bicameral system composed of the Congress and the Senate. While executive power (the government) directs domestic and foreign policy, the civil and military administration and the defence of the State, legislative power is fulfilled through the Congress, with the Senate exercising the right of veto or amendment over texts elaborated by the Congress.



Territorially, Spain is one of the most decentralised states in the world. It can be divided into: common institutions for the entire territory; 17 Autonomous Communities (regions) with extensive powers; two autonomous cities; and more than 8,100 local entities.

Furthermore, at the European level, Spain has been a member of the European Union since 1986, participating fully in this economic and political project and sharing the implementation of certain economic and political competencies with the 27 other Member States and their citizens.

4.3.3. Rich sustainable progress

Spain has led Europe's recovery after the last economic crisis, showing strong growth since 2021. The Spanish economy is strongly influenced by the services sector, which contributes about 74.6% to the national GDP. Industry holds the second position with a significant 22.5% contribution, meanwhile agriculture has maintained a stable contribution over the last 15 years, with 2.9%.

With a diversified economy and modern infrastructure, Spain is also a significant financial and commercial hub in Europe. It has a strong presence in tourism, one of its main economic drivers, contributing 12.8% to the national wealth in 2023, almost a fifth of the total services sector. Other significant sectors include agriculture, technology, and renewable energy. Spain ranks 16th out of 193 United Nations Member States in the UN's Sustainable Development Report, which measures total progress towards achieving all 17 UN Sustainable Development Goals.

Other human development achievements in Spain in recent years include notable progress in recognising female and LGBT rights, implementing social protection policies and reducing inequalities.

Football is itself a strong economic engine of the country: professional football generated a total of USD 20 billion during the 2021-2022 season, equivalent to 1.44% of Spain's GDP.



Although football remains the country’s leading sport, other sporting events also attract thousands of fans, such as Moto GP and tennis’ annuals Conde Godó in Barcelona and Madrid Open. Madrid will also host other important sports events in the coming years, having been selected to be the first Spanish city to host an NFL American football game in 2025. In 2026, the new IFEMA circuit near Madrid will be inaugurated and will become the new host of the F1 Spanish Grand Prix. In 2025, Sports Summit Madrid is also expected to take place, the first major congress and international exhibition event bringing together sports industries with related sectors such as tourism, media, sustainability, or innovation.

With the necessary infrastructure and experience, Spain is positioned as an ideal candidate to host large-scale events, seizing the opportunity to promote Spanish sport and culture worldwide.

Top five major sporting events in Spain

Sporting Event	Attendance
Davis Cup	95,239
Fórmula 1 Grand Prix	284,066
Moto GP	278,805
Madrid Open Tennis	157,349
El Clasico Football (FC Barcelona vs Madrid)	95,745

MOROCCO | المغرب | ⵎⴰⴳⵔⴰⵎ

4.4. Host cities

4.4.1. Agadir | أكادير | ⴰⴳⴰⴷⵓⵔ

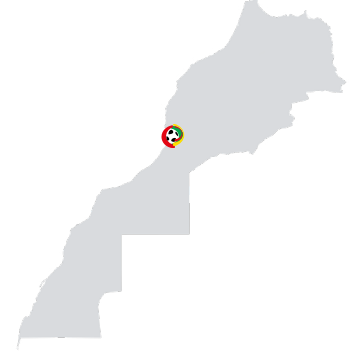
The oasis of sun, sea, and sport

Located on the central Atlantic coast of Morocco, Agadir urban area is home to almost 900,000 residents and features a rich mix of history, culture and picturesque landscapes. Its pleasant climate and strategic position make it a popular seaside resort destination for tourists looking for relaxation, adventure and water sports such as surfing.

Agadir, renowned for its historic sites like the Kasbah, is a key centre of Amazigh heritage in North Africa. This cultural legacy, dating back thousands of years, is cherished as a national treasure by all Moroccans, flourishing especially in the Souss-Massa Region. The city's rich cultural heritage is brought to life today through events that provide a window into the traditions and customs of the Amazighs. The

Timitar festival, started in 2004, attracts close to 1 million national and international participants annually and is a testament to Agadir's cultural richness. Agadir is Morocco's second largest tourist destination, with a seaside charm and a plethora of archaeological and natural attractions.

Agadir's economy thrives on its robust fishing and agriculture sectors, featuring citrus and other fruits. The 20-year old Agropole of Agadir promotes the economic and social development of the region by endorsing local agricultural activity and fostering innovation and competitiveness within the sector. Agadir's fishing industry leverages the 180 km Atlantic coastline and rich marine biodiversity, contributing 36% of the national fishing GDP. Boosted by the establishment of the 76 hectares Haliopolis Park, a specialised industrial zone focused on the fishing industry, the sector sustains approximately 170,000 direct jobs and nearly 500,000 indirect jobs.



900k

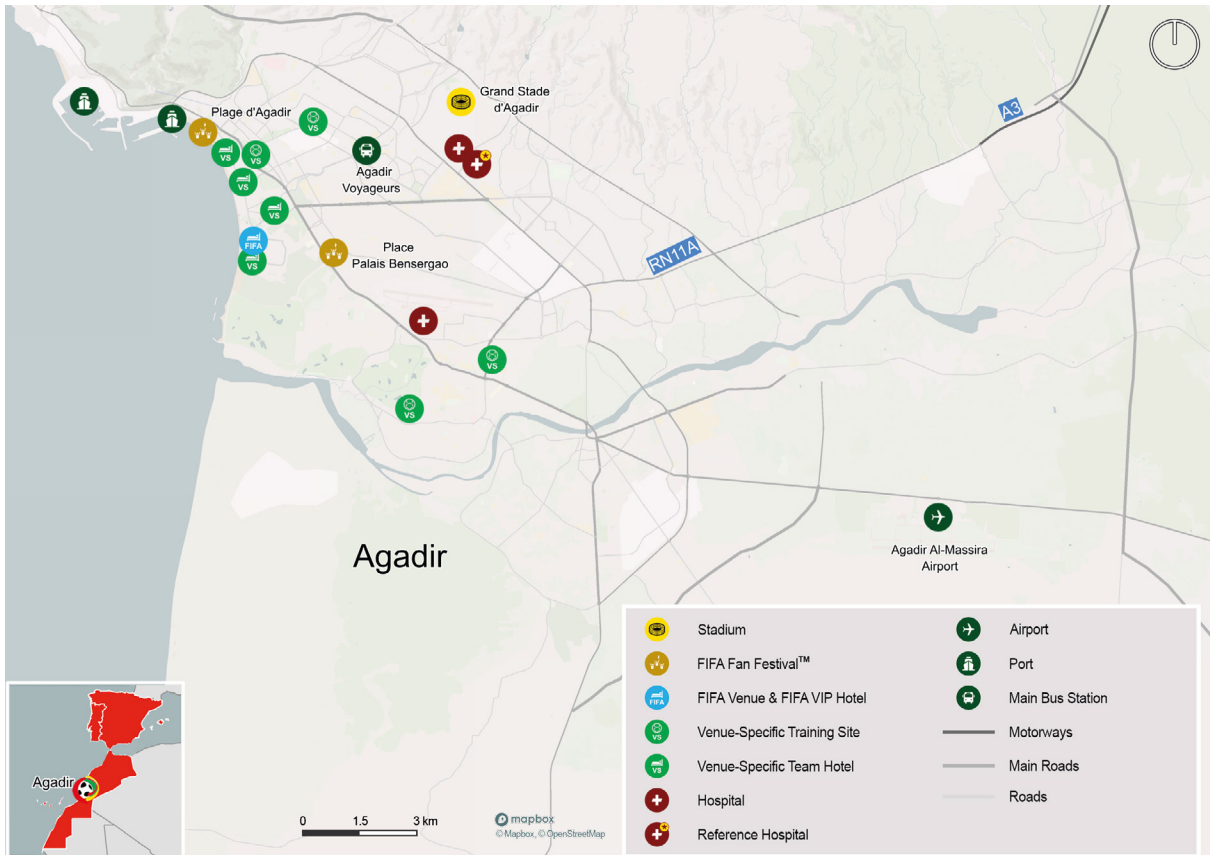
Population

18°/26°C

Average Temperature
in July

74m

Altitude



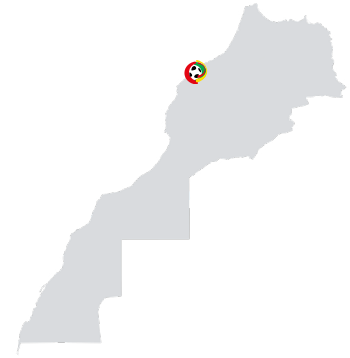
Agadir provides excellent connectivity both nationally and internationally via its airport, servicing 53 international destinations, with ongoing extension that will more than double its daily capacity, from 10,000 to 23,400 arrivals by end of 2028. Additionally, Agadir is enhancing its urban infrastructure with the introduction of an environmentally-friendly new Bus Rapid Transit line.

Agadir is a key football hub, fostering numerous youth teams. There is strong local backing for Hassania Union Sport Agadir, former Botola Pro champions, while Agadir and the neighbouring coastal village of Taghazout, are prime sports tourism destinations, having hosted training camps for several European football teams.

The Grand Stade d'Agadir, inaugurated in 2013, is home to Hassania Union Sport Agadir. In addition to following their club in domestic competitions, the city's passionate football fans have witnessed a range of international events at the stadium, including the quarter-finals of the African Nations Championship in 2018. The stadium also hosted 2013 FIFA Club World Cup™ matches and, in March 2024, a sold-out friendly match between Morocco and Angola played in front of 42,000 spectators where our bid's slogan YallaVamos! was unveiled locally.

Several training facilities are being built in the city planned to be completed ahead of the 2025 Africa Cup of Nations, enhancing the city's appeal, and increasing its potential as a host city for the FIFA World Cup 2030™.

MOROCCO | المغرب | ⵎⴰⵔⴻⵓⵙ



4.4.2. Casablanca | الدار البيضاء | ⴰⵎⴻⵔⴰⵏ ⴰⵎⴻⵔⴰⵏ

The economic pulse of Morocco

Located at the heart of Morocco and facing the Atlantic Ocean, Casablanca is a forward-looking city situated on Morocco's Atlantic coast. With a population of more than 3.6 million people, Casablanca is the largest urban hub, seamlessly combining the charm of historic neighbourhoods like the Habous with the contemporary allure of Art Deco streets. The city's several business districts stand out thanks to towering structures like the Twin Center and Casablanca Finance City, and further bolster the city's reputation in fast-growing and competitive African markets.

Rebuilt in 1770 by Sultan Mohammed III on the ruins of Anfa after a devastating earthquake in 1755, Casablanca grew into a metropolis by 1912. The city's modern port, the first of its kind in the Kingdom, drew countless workers and turned the former Dar al Baida, which means

White House in Arabic, and translated in Spanish as Casa Blanca, into the economic heart of the country and the nation's commercial capital.

Today, the Casablanca region contributes 30% of Morocco's GDP and is a major continental financial hub. Historically known for its diverse manufacturing, including food processing, pharmaceuticals, construction materials, and high-level services, including finance, trade, real estate and telecommunications, it is now a growing aerospace centre, supported by the government industrial plans and the development of Nouaceur's Midparc Free Zone, located near the country's main airport hub. Since 2010, Casablanca Finance City (CFC) has been attracting financial institutions and multinational corporations with tax incentives, streamlined regulations, and a business-friendly, ideal environment for innovation.

Thanks to the country's largest international airport, which welcomed nearly 10 million passengers in 2023, and its four train stations,



3.6M

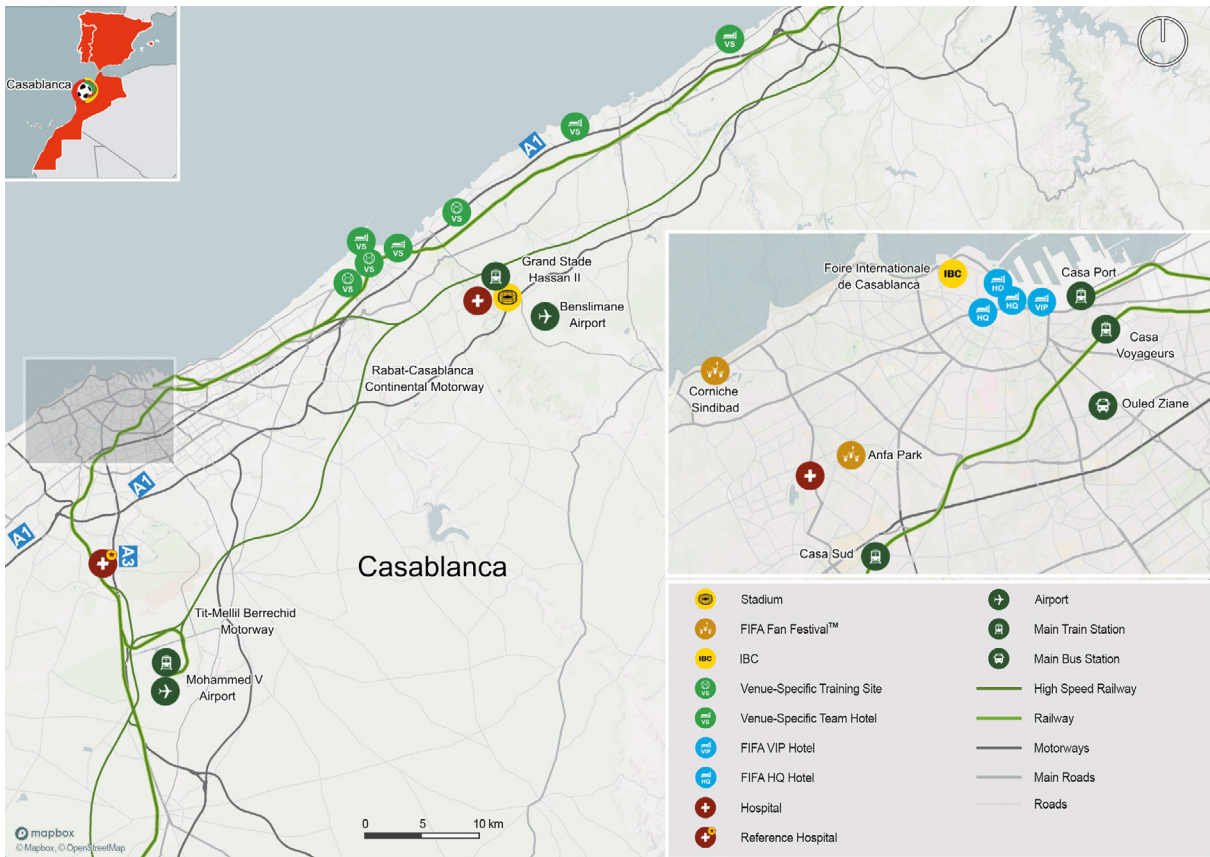
Population

20°/26°C

Average Temperature
in July

27m

Altitude



Casablanca enjoys seamless connections, nationally and internationally, especially to other host cities in the three countries. Several ambitious initiatives have been launched to further improve the city's connectivity. These include the expansion of the high-speed train network to connect Casablanca to Marrakech, servicing The Grand Stade Hassan II and the airport. Additionally, three Regional Express Network (RER) rail lines are being developed to link Casablanca to its suburban area.

The dynamism of Casablanca and the *Casawis* is palpable in the realm of football. Wydad Athletic Club (WAC) and Raja Club Athletic (RCA), the two most titled clubs in Morocco, have each won the African Champions League three times, with WAC's most recent victory in 2022. The city's derby, established in 1956, is one of the most famous in football, renowned for the passionate commitment of fans and the spectacular celebration of football that accompanies each

match, which includes impressive tifos and football chants.

Providing a new showcase for Morocco's football fervour, the Grand Stade Hassan II, currently under construction, will accommodate 115,000 passionate fans in a cutting-edge facility that is set to become the world's largest football stadium. The Grand Stade Hassan II will serve as the home of the Atlas Lions, the national team, and will also host the home games of the city's two elite clubs. Additionally, it will be a premier venue for cultural national and international events, including music concerts and other major entertainment events.

Casablanca's planned state-of-the-art infrastructure, coupled with the finalisation of its new stadium and its Mediterranean-style climate, offer ideal conditions for the city to be an outstanding host for key matches of the FIFA World Cup 2030™, while acting as the main hub to access Morocco for visitors to the competition.

MOROCCO | المغرب | ⵎⴰⵔⴻⵎⴰⵔ

4.4.3. Fez | فاس | فاس**The spiritual heart of the Kingdom**

Located between the Rif and the Middle Atlas Mountain ranges, Fez serves as a vital link between Morocco's coast and its heartland. With a population of almost 1.3 million, it stands as a timeless centre of cultural abundance. Founded in the eighth century by Idris I and steeped in centuries of history and tradition, Fez holds the status of being one of the four Moroccan imperial cities, alongside Rabat, Marrakech and Meknes. A UNESCO World Heritage Site, Fez's Medina is one of the world's oldest urban pedestrian zones. Known to some as the world's largest labyrinth, its network of alleyways showcases the city's cultural and artisanal brilliance.

The city's Arab and Andalusian influences are visible in the copper-clad houses, once refuges for Andalusian communities. Moreover, Fez's cultural diversity is also shaped by historical Jewish and Christian neighbourhoods, especially in areas like Adwat Al-Andalus. Fez's culture is deeply rooted in its history as an intellectual and spiritual centre. It houses the prestigious al-Qarawiyyin University, the oldest continually-operating university globally making Fez the prime university hub in the country. The city buzzes with cultural events like the renowned Festival of Sacred Music, held since 1994, which draws crowds of over 250,000 each year from across the globe.

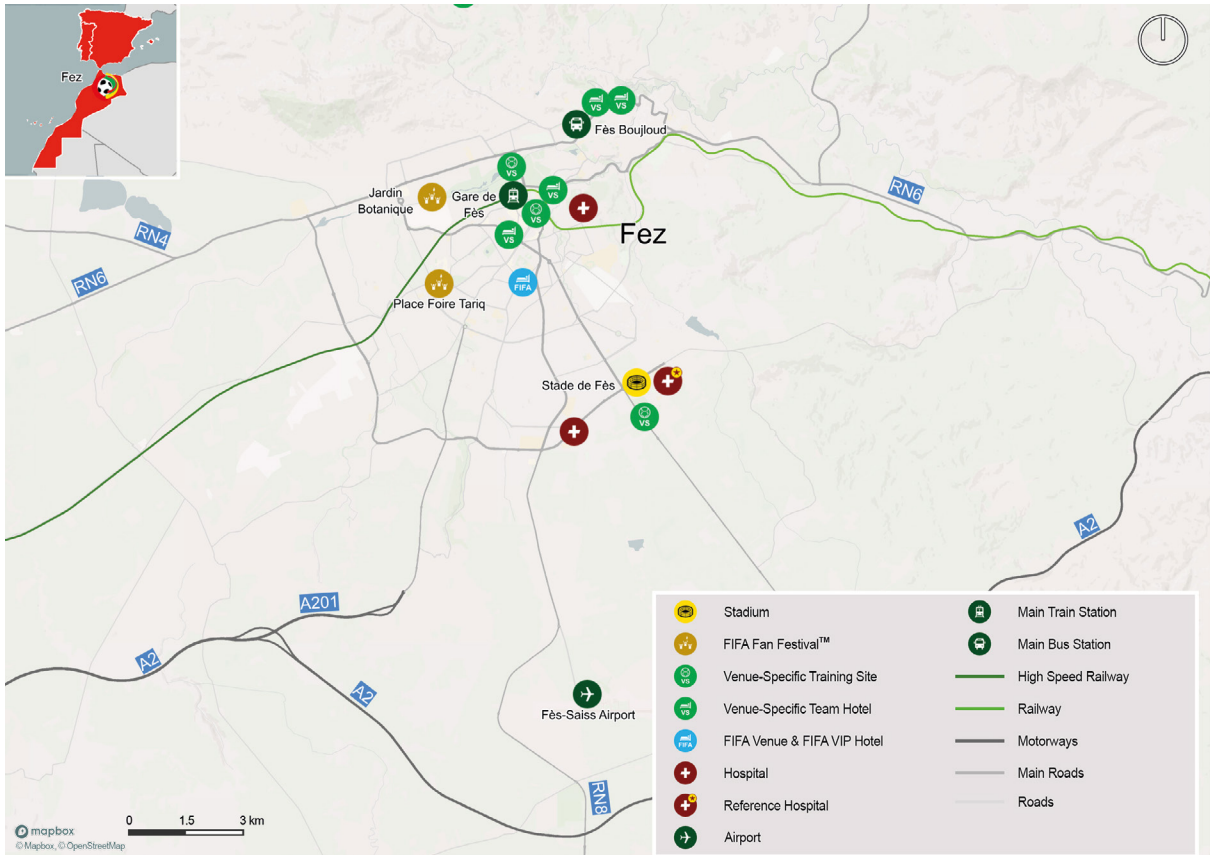
Fez is the capital of the Fez-Meknes region, which ranks second nationally in terms of agricultural GDP and is the main olive oil exporting region of Morocco. Fez's craftsmanship industry thrives, driving its economy with 80,000 workshops and 200,000 artisans operating in

**1.3M**

Population

18°/36°CAverage Temperature
in July**414m**

Altitude



the city, forming 30% of the total labour force. Tourism supports this sector, attracting visitors to the city's historic tanneries, pottery, and weaving workshops, making Fez the third most visited city in Morocco.

Looking to the future, an upgrade of the Rabat-Fez railway promises to improve connectivity and reduce travel times between Fez, Rabat, and Casablanca to less than two and three hours, respectively, thereby enhancing the city's economic potential. Moreover, the planned Bus Rapid Transit will strengthen the public transportation offering within the city.

The local football clubs, Maghreb Association Sportive de Fès (MAS) and Wydad Athletic de Fès (WAF), are among the oldest in the country. MAS, dating back to 1946, and WAF, founded in 1948. Both clubs continue to attract unwavering support in the city. Throughout its history, MAS has consistently strengthened its position as a key player in the Moroccan football scene by winning the 2011 CAF Confederation Cup, among other titles.

Fez's rich cultural heritage and established tourist infrastructure, combined with great national connectivity and a well-serviced airport, make it an ideal host for the FIFA World Cup 2030™.

MOROCCO | المغرب | ⵎⵔⵓⴽⵓ

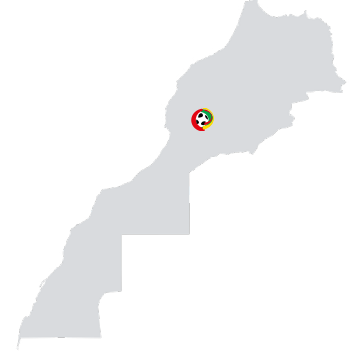
4.4.4. Marrakech | مراكش | ⴰⴳⴷⴰⵔ

The mystical oasis

Nestled at the foothills of the majestic Atlas Mountains, Marrakech, with its population of around 1 million, stands as a testament to centuries of history and cultural eclecticism. Founded in 1062 as a mediaeval oasis, Marrakech thrived as a pivotal point along ancient trade routes, flourishing under the rule of illustrious dynasties such as the Almoravids from the 11th to the 12th centuries, the Almohads from the 12th to the 13th centuries, and the Saadians from the 16th to the 17th centuries. The Koutoubia Mosque, Marrakech city walls, the Remparts, and El Badi Palace are prime examples of these dynasties' legacies.

Marrakech is captivating, with its rich historical legacy and modern atmosphere. The enchanting Medina, a UNESCO World Heritage Site, colourful souks, with their distinctive red hues, and landmarks like Jemaa el-Fna square complement the modern city, which features restaurants, resorts and riads, and a lively nightlife to suit a wide range of visitors. Cultural highlights like the Marrakech International Film Festival draw further global attention.

Tourism is the main driver of economic growth: in 2023 the airport registered a total of over 7 million passengers, while the city recorded the highest number of overnight stays in the country (9.7 million overnight stays) making it Morocco's top destination. Marrakech is also a pivotal hosting hub for major international events. This has included COP22 in 2016, the yearly GITEX Africa, the continent's largest tech event that had more than 50,000 visitors



1M

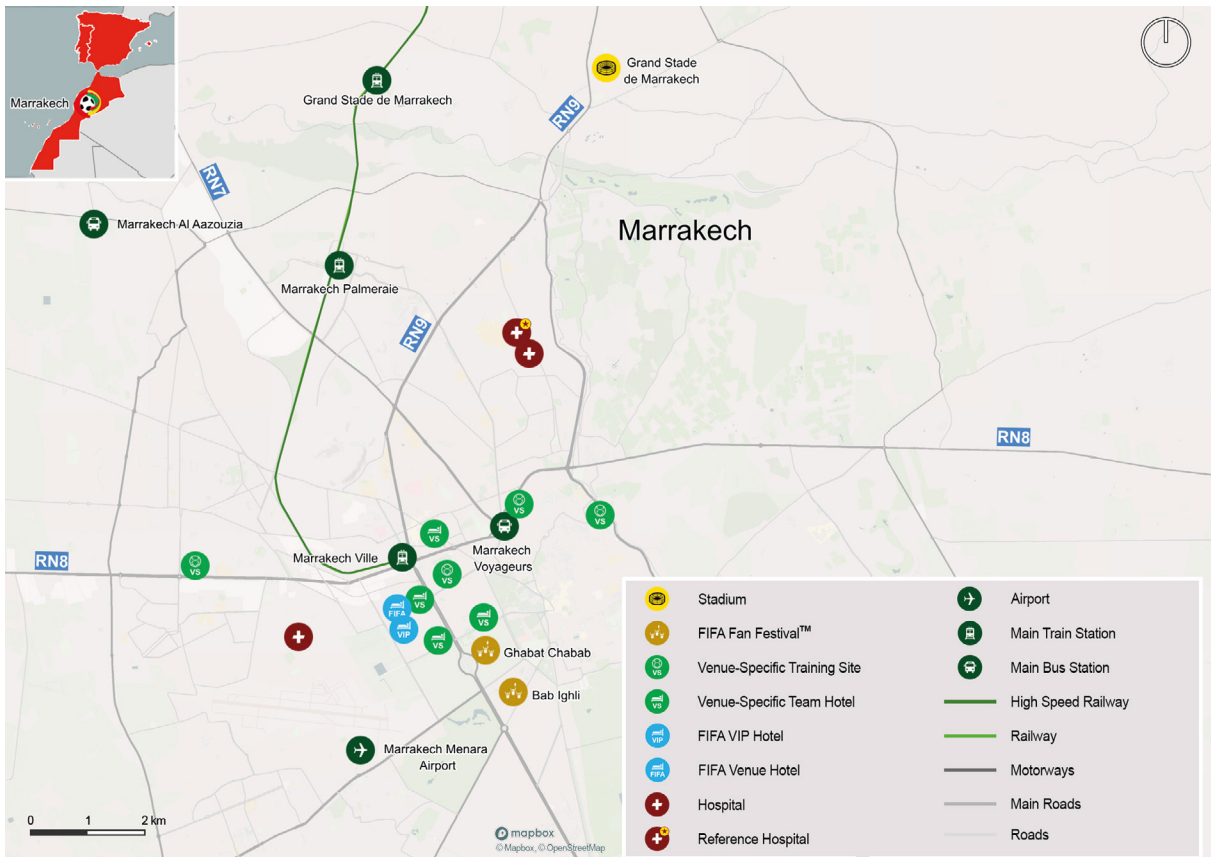
Population

20°/37°C

Average Temperature
in July

466m

Altitude



in 2024, and the 2023 World Bank-IMF Annual Meeting, drawing leading industry players and policy-makers from around the globe.

Current significant infrastructure development projects aim to improve both regional and global connectivity. A planned 430-kilometre high-speed train extension will connect Casablanca, Rabat and Tangier in respectively one, two and three hours. An extension to Marrakech-Menara Airport will assist in increasing its capacity to accommodate 14.2 million passengers expected yearly by 2030.

Like most Moroccans, *Marrakchis* are passionate about football. This fervour was showcased during the FIFA Club World Cup™ in 2013 and 2014 and is further underscored

by their enduring support for the local team, Kawkab Athletic Club de Marrakech (KACM). Besides football, Marrakech is a leading sports tourism destination and hosts an annual marathon, set to attract 14,000 participants in 2025, an ATP250 tennis tournament, the TCR Marrakech Grand Prix and the fourth Diamond League athletics meeting of the season, starting from 2024. The city also hosted the annual Marrakech EPrix, part of the innovative and sustainable FIA Formula E World Championship electric car racing series.

With its extensive event experience, diverse accommodation options, and myriad attractions, Marrakech will be a prime FIFA World Cup™ host city, drawing in countless visitors.

MOROCCO | المغرب | ⵎⴰⵔⴻⵓ

4.4.5. Rabat | الرباط | ⴰⵔⴰⵔ

The imperial gem

Located on the northwest coast of Morocco, Rabat, with its population of around 2 million, is the political and administrative capital of the Kingdom of Morocco. The city benefits from a mild climate influenced by the expansive Maamora forest, the largest single stand of cork trees in the world, and the green belt, an extensive area of urban green space. Its history stretches back to the twelfth century when the Almohads established a fortress known as *Ribat*, Arabic for “fortification”, later evolving into the lively city it is today. The city’s architectural marvels, such as the Kasbah of the Udayas and the Chellah necropolis, both recognized as UNESCO World Heritage sites, reflect the contributions of diverse dynasties throughout the ages.

Rabat’s cultural scene is rich, highlighted for example by the international music festival Mawazine. A major cultural event that attracts

nearly 3 million attendees from around the world over the course of a week. The city is also home to the highest number of museums in Morocco, including the Mohammed VI Museum of Modern and Contemporary Art, and the History and Civilization Museum.

Rabat is the centre of Morocco’s political, diplomatic, and administrative activities, housing important institutions like the main Royal Palace, the government ministries, international organisations such as the UN and embassies. The Royal Moroccan Football Federation (FRMF) is headquartered in the city as well. Rabat has also emerged as a business and burgeoning tech hub in recent years, benefiting from the reorganisation of public administration, the establishment of foreign companies and the creation of offshore zones. With an attractive environment, Rabat hosts the headquarters for numerous major Moroccan corporations. The city is also notable for the newly-built Mohammed VI Tower, the second-highest building in Africa, set to be a major business hub.



2M
Population

18°/28°C
Average Temperature
in July

160m
Altitude



Rabat is well connected to the rest of Morocco with high-speed rail links to Tangier and Casablanca, and a direct rapid train to Fez, which will be upgraded to reduce the travel time by an hour by 2028. Already looking ahead, Rabat's connectivity will increase, thanks to the forthcoming inauguration of a new airport terminal, and the construction of 36 km of BRT lines. An advanced regional express rail system is also planned, linking the city centre to the Stade Prince Moulay Abdellah, neighbouring towns and the new Grand Stade Hassan II in Casablanca.

The city's football scene is equally thrilling, featuring Association Sportive des Forces Armées Royales (AS FAR), the third most decorated club in the country, with 13 titles in the Botola Pro and one CAF Champions League victory. The AS FAR women's team dominates the women's football scene as one of the top clubs in the continent with one CAF Champions League title obtained in 2022. Fath Union Sport (FUS) is another major club of the city, among the first

clubs founded in Morocco. The club won the Botola Pro in 2016 and the CAF Confederation Cup in 2010.

Rabat also hosts the Mohammed VI Football Complex, home of the Mens and Women's National teams, while the Mohammed VI Football Academy provides training facilities for the rising stars of Moroccan football. Its alumni already include several international Moroccan players such as Azzedine Ounahi, Nayef Aguerd and Youssef En-Nesyri, less than 15 years after its creation.

Based on its state-of-the-art facilities, rich cultural backdrop and extensive experience of hosting large competitions including the 2022 FIFA Club World Cup™, and the Futsal Africa Cup of Nations in 2024, Rabat will provide an ideal environment for FIFA World Cup 2030™ visitors and teams, making it a perfect host city and confirming its position as a major international football hub.

MOROCCO | المغرب | ⵎⴰⵔⴷⵓⵎ

4.4.6. Tangier | طنجة | ⵏⵉⵏⵉ**The international crossroads**

Overlooking the Strait of Gibraltar, Tangier, with more than 1.1 million residents, links the Atlantic Ocean to the Mediterranean Sea. The city's millennial history and multiple influences are reflected in iconic places like the Ancient Medina, the Grand Socco and the Kasbah Museum.

At the crossroads of Africa and Europe, with influences from Phoenician, Roman, Arab, and European civilisations, Tangier has been a key port for trade throughout the ages. Ibn-Battouta is the epitome of the city's openness to the world: born in 1304, he is considered to be one of history's greatest explorers, having travelled to the Middle East, Central and Southeast Asia and India in the 14th century.

Throughout the 19th and 20th centuries, the city's bohemian atmosphere drew international

authors and artists like American writers Paul Bowles, William Burroughs and Jack Kerouac, and French painters Henri Matisse and Eugene Delacroix, to live and work in Tangier. The city remains culturally rich and hosts annual events with a worldwide reach like the Tangier International Film Festival and the Tanjazz Festival.

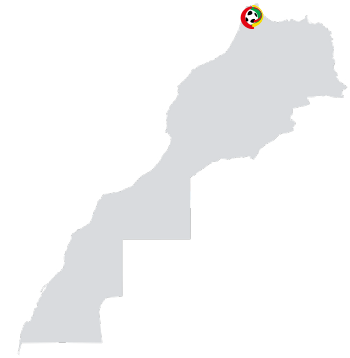
Tangier's region generates 10.5% of the national GDP. Its economy is diverse and focuses on logistics, manufacturing, tourism, offshoring and real estate. In 2023, Tangier Med was ranked the largest port in the Mediterranean and 19th worldwide in terms of number of containers handled. Next to the port, the Tangier Free Zone promotes foreign investment through tax incentives and streamlines administrative procedures, leading to Tangier becoming a regional hub in the automotive industry, the second in the list of Morocco's top exports. Companies like Renault, Valeo and more than 30 other equipment suppliers have established production units employing tens of thousands of workers.

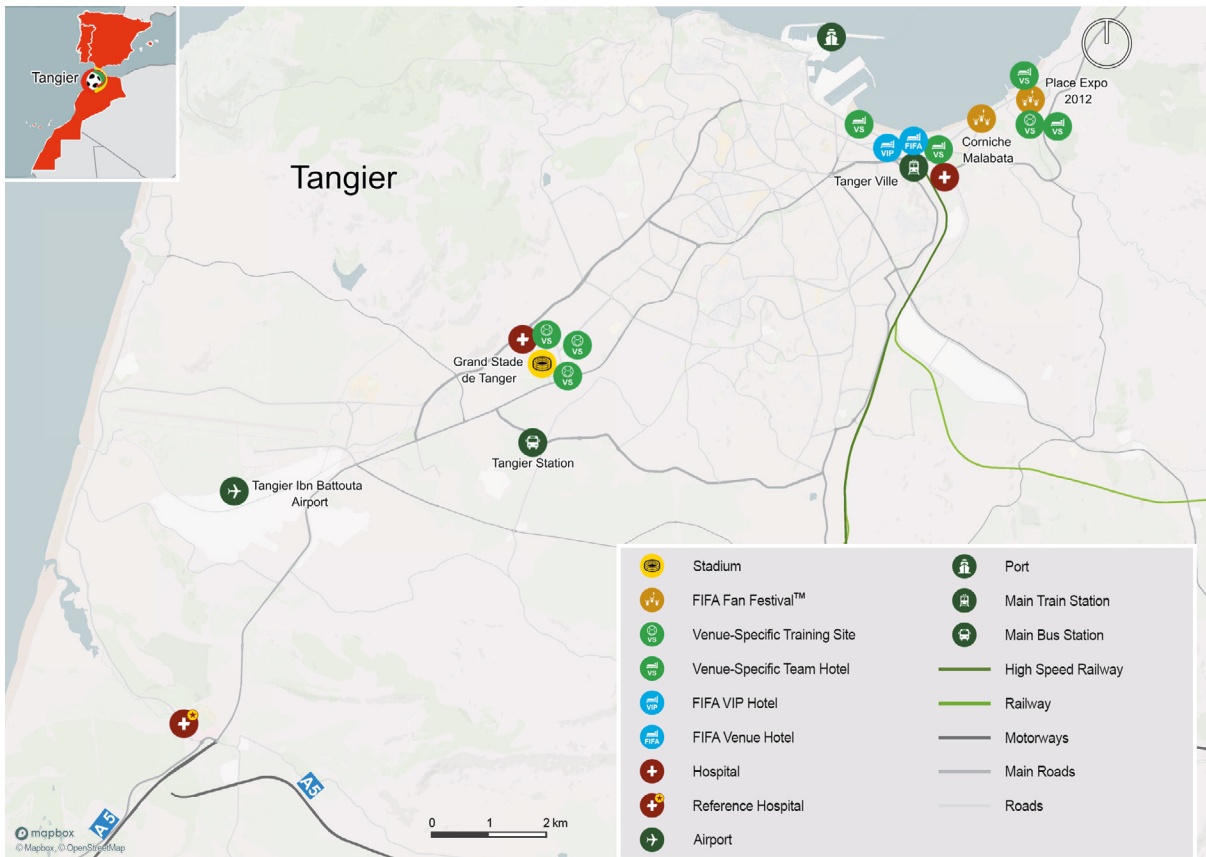
1.1M

Population

19°/29°CAverage Temperature
in July**145m**

Altitude





Tourism is a key component of the economy. The city and its neighbouring Tetouan are significant seaside resort destinations and offer extensive tourism infrastructure. Tangier attracts a multitude of Moroccan and international tourists thanks to a beach stretching for over seven kilometres, pleasant weather throughout the year, and stunning spots like Cap Spartel, Hercule Caves and the Ancient Medina. Throughout 2023, over 3.3 million people visited Tangier ports, some of them hopping on one of the hourly ferries to and from Spanish ports Tarifa and Algeciras, and Gibraltar. The crossing takes around an hour. In 2023, more than 40,000 people a day passed through the ports of Tangier during Operation Marhaba, an annual initiative that facilitates the travel of Moroccan expatriates returning home for the summer holidays. Nationally, Tangier benefits from extensive highway connections to major cities like Rabat, Casablanca and Fez. The high-speed train links it to Rabat and Casablanca in respectively one

and two hours and will be extended to reach Marrakech in less than three hours.

Tangier's cultural richness extends to football. In 2018, it hosted the final of the Spanish Super Cup and in 2023, four out of seven FIFA Club World Cup™ matches were played at the Grand Stade de Tanger. Additionally, Tangier has hosted the French Supercup, the Trophée des Champions, twice, in 2011 and 2017. Tangier's local club, Ittihad Riadhi de Tanger (IRT), founded in 1919, is one of Morocco's oldest clubs and draws enthusiastic support across the city. The club won the Botola Pro league in 2018.

Tangier's strategic location, infrastructure, international outlook and football passion make it an obvious choice as a host city. The FIFA World Cup 2030™ will highly benefit from Tangier's exceptional position as the gateway between Europe and Africa, in addition to its logistics and tourism assets.

PORTUGAL

4.4.7. Lisbon | Lisboa

Ancient city, modern capital

Lisbon is the capital and largest city of Portugal, located on the country's west coast, where the river Tejo meets the Atlantic Ocean. With a little over 500,000 inhabitants and 3 million people in its metropolitan area, Lisbon is the third-largest urban area on the Iberian peninsula – after Madrid and Barcelona – and home to UNESCO World Heritage Sites like the Jerónimos Monastery and the Belém Tower.

One of the oldest cities in the world and the oldest in Western Europe, Lisbon has been the political, economic, and cultural centre of Portugal since the 12th century. The legacy of foreign cultural influences can be seen across the city, namely in São Jorge Castle, in the city's cathedral, and in the Alfama and Mouraria boroughs.

Moving forward to the 21st century, Lisbon is one of the most sought-after destinations for foreign professionals, with its metropolitan area accounting for more than one-third of the national GDP, thanks to its financial and real estate sectors, and the industrialization of the southern region of this area. Lisbon is also the centre of the 2030 Agenda for Impact, a strategy based on innovation, sustainability, social cohesion, and connectivity.

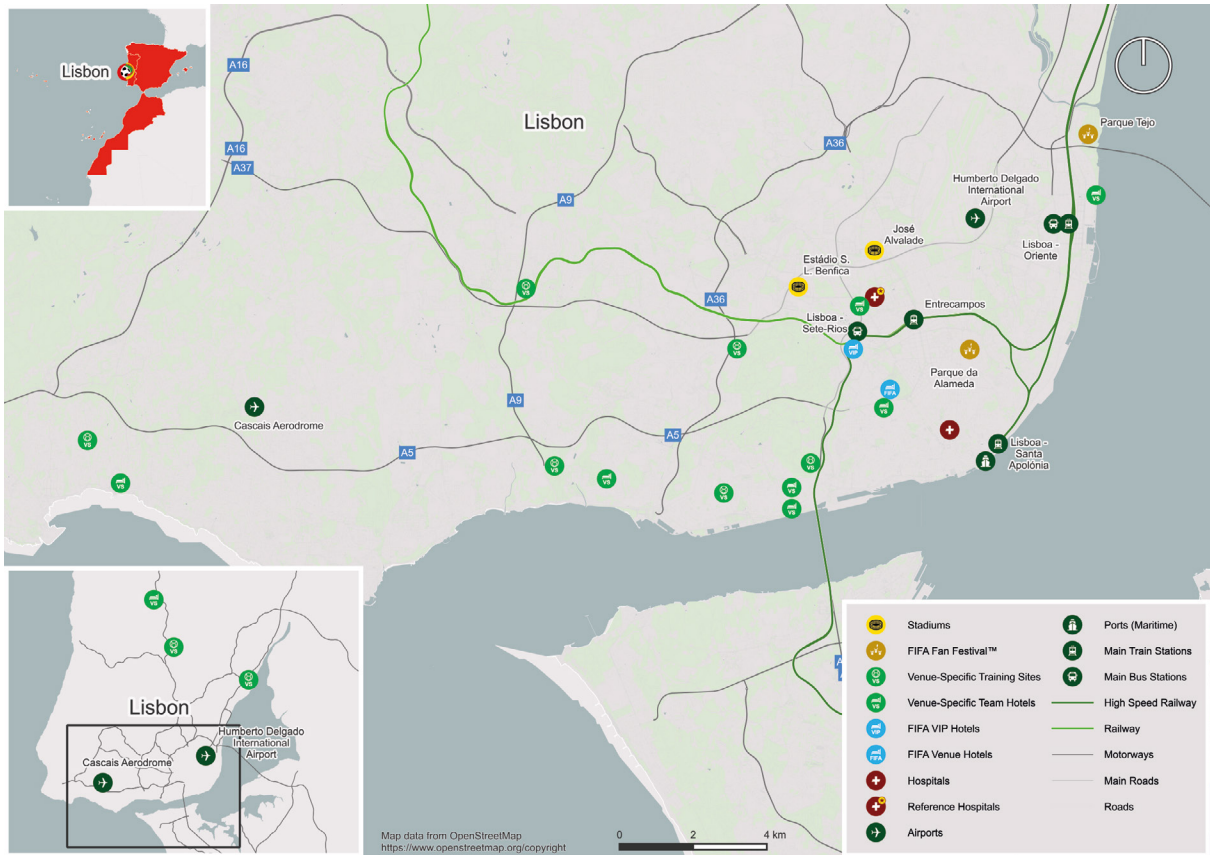
All of this, along with its famous seven hills and recognized mystical light, contributed to Lisbon being recognised as Europe's Leading City Break Destination for 2022 in the World Travel Awards. Lisbon is the most visited Portuguese city, having welcomed almost 6.5 million foreign tourists in 2023.



3M
Population

18°/28°C
Average Temperature
in July

2m
Altitude



Many of these arrived via Humberto Delgado Airport, the largest in the country, with 128 non-stop destinations (including 14 non-stop destinations to Spain, and four non-stop destinations to Morocco). Others travelled via Lisbon's port which, in 2023, exceeded 700,000 passengers. Along with an expanding metro network, the city has rail and bus services connecting to several national and international destinations. By road, Porto is two and a half hours away, Seville is four and a half hours, and Tangier is eight hours away. By air, Lisbon is one to two hours away from all major Spanish and Moroccan cities

A city in love with football, Lisbon has hosted the UEFA Euro 2004 final, plus three UEFA Champions League Finals in the last 10 years, and is home to two of the most famous football clubs in Europe: Sport Lisboa e Benfica and Sporting Clube de Portugal. Both clubs run world-famous football academies, from which some of the best players in the world have emerged, among them Cristiano Ronaldo.

It's impossible to single out any one of the various factors that make Lisbon a perfect co-host of the FIFA World Cup 2030™. With its vibrant tourism scene and local people's fervour for football, coupled with modern infrastructure and worldwide recognized delightful weather, Lisbon offers the perfect ambiance for such prestigious games.

PORTUGAL

4.4.8. Porto

The origin city

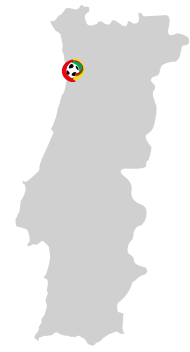
Porto is the second largest city in Portugal, located where the Douro River meets the Atlantic Ocean, 300 km north of Lisbon. With a population of around 1.7 million, the Greater Porto region is the second-largest urban area in Portugal. The city itself has a population of 214,000 inhabitants and boasts several landmarks, including the Clérigos Tower, the Ribeira and, since 2005, the Casa da Música (Music House, a venue for concerts).

One of the oldest European centres, Porto's combined Celtic-Latin name, Portus Cale, is the origin of the name Portugal. The city retains traces of both North African and Spanish presences, the latter deriving from a period when it came under the influence of Alfonso I, leader of

the Kingdom of Asturias, nowadays an autonomous community of Spain.

Porto's economic significance extends beyond its city limits, impacting the Metropolitan Area and the broader northern region, the latter contributing to nearly one-third of the national GDP. Key industry sectors include logistics, tourism, education, manufacturing, and innovation. Port wine, one of Portugal's most famous exports, is named after Porto, with the cellars of Vila Nova de Gaia being responsible for this world-renowned fortified wine.

In 2014 and 2017, Porto was elected The Best European Destination by the Best European Destinations Agency. Porto recorded 5.9 million overnight stays in 2023; all in all, overnight stays in the city accounted for 7.6% of the national total.



1.7M

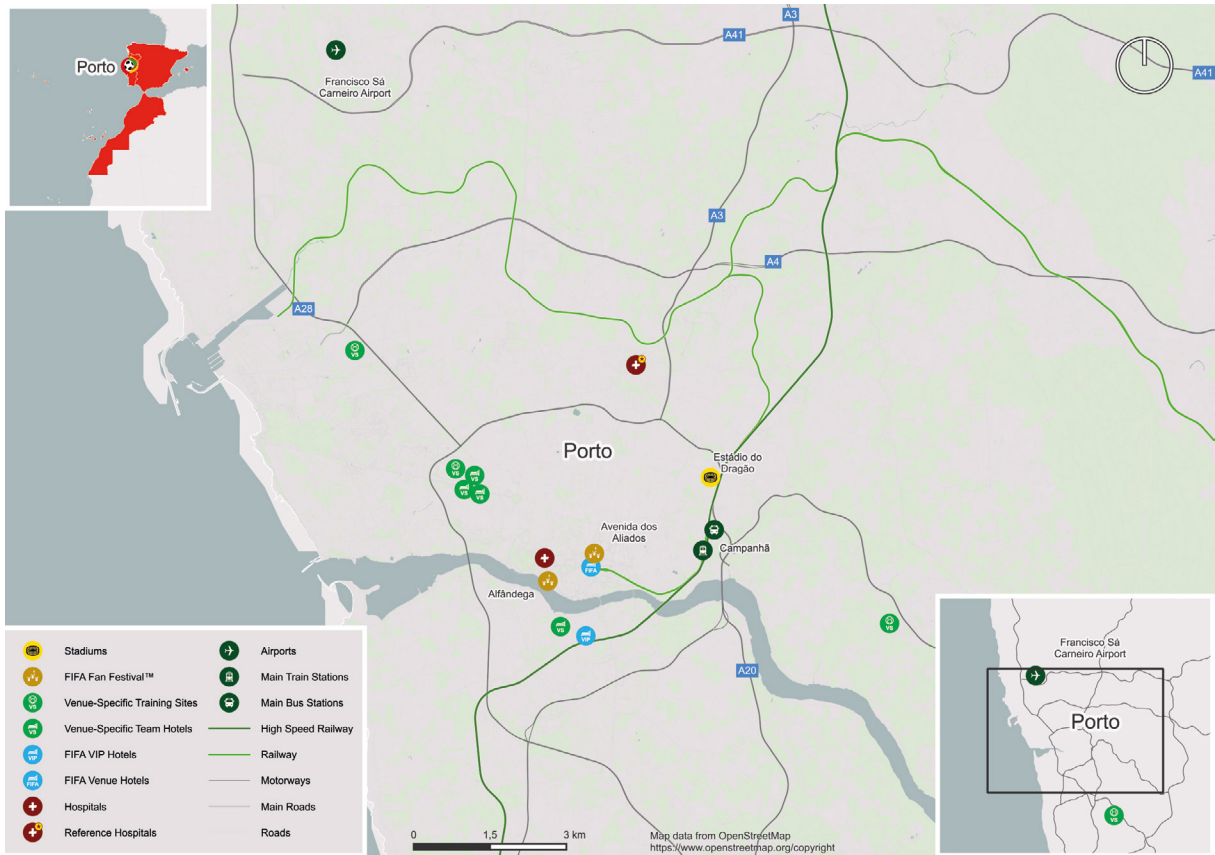
Population

16°/25°C

Average Temperature
in July

104m

Altitude



To welcome its numerous visitors, the city is served by Francisco de Sá Carneiro Airport, the second main gateway to access Portugal, with 112 non-stop destinations (including 12 to Spain and three to Morocco). The metropolitan railway transportation network – the most extensive in Portugal and the 13th-largest in the EU – serves over 1 million residents. The city also has rail and bus services with direct connections to dozens of national and international destinations.

As in the rest of Portugal, Porto's passion for football is famed – one of the reasons that it was chosen to host the opening game of UEFA Euro 2004. The northern capital is home to two

top league clubs, Futebol Clube do Porto and Boavista Futebol Clube, and this football-loving city is an established host for major football matches, including the 2021 UEFA Champions League final – which FC Porto won in 1987 and 2004 – various UEFA Euro 2004 games and the 2018-19 UEFA Nations League semi-finals and final.

From its bustling tourism to its passion for football and from its modern infrastructure to its mild climate in spring and summer, all conditions in the city of Porto will contribute to ensuring that high-profile FIFA World Cup™ games will be played in their desired and deserved atmosphere.

SPAIN | ESPAÑA

4.4.9. A Coruña**The last end of the earth, the beginning of the ocean**

Located in the extreme north-west of the Iberian peninsula, A Coruña is the largest urban centre in Galicia, and the head of a metropolitan area of 430,000 inhabitants. It represents the northern end of the demographic and economic axis that extends to Lisbon along the Atlantic coast, where 12 million people live.

For the last 500 years A Coruña has been an important focus of commercial activity with the Americas, and one of the main centres of marine activity in northern Spain. The southern area of the Outer Port is currently undergoing renovations as part of a development project aimed at companies interested in setting up offshore wind energy manufacturing plants for components; a testament to the port's commitment to energy transition and sustainability.

A Coruña is an exporting centre and is known worldwide for being the headquarters of one of the world's leading companies in the fashion business – Inditex. Its hinterland is the most important in Galicia in terms of generating added value. Overall, the A Coruña region is one of the main economic engines of Galicia, accounting for 44% of the Galician GDP in 2024.

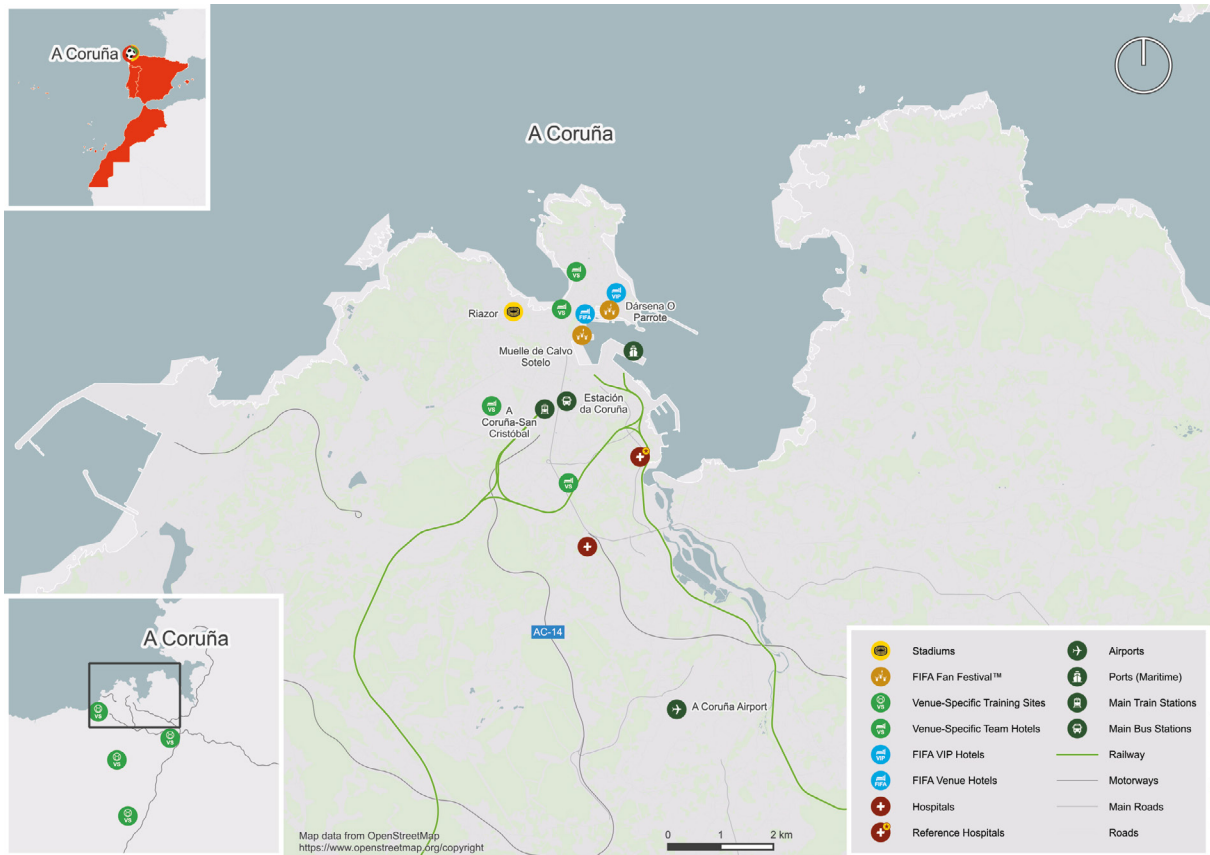
A Coruña stands as the most active cultural city in the north-west of Spain. A programme of concerts, shows and exhibitions fills the theatres, foundations and the Coliseum every week. Additionally, the city hosts several popular cultural events such as the arrival of the summer solstice celebration on Saint John's Eve, known for its lighted bonfires on the beaches of Orzán and Riazor and street parties until dawn. These urban beaches also host the Northwest Pop Rock Festival every summer, which attracts thousands of music lovers from Spain and Portugal.

**250k**

Population

16°/22°CAverage Temperature
in July**26m**

Altitude



A Coruña airport is located just 15 minutes from the city centre and offers connections with the largest Spanish cities and the main European air passenger hubs. The San Cristóbal inter-modal station links the city's train and road connections with the rest of the peninsula, including a high-speed train that connects the city with Madrid in three and a half hours. The location of the urban centre next to the docks, on the isthmus that connects the Old City with the commercial area, and a huge number of facilities has made it an ideal place for urban and congress tourism.

In A Coruña, football transcends the boundaries of a mere sport, it is a deeply rooted passion passed down from generation to

generation. Real Club Deportivo, affectionately dubbed “Super Depor” during its glory days in the 90s and 2000s, stands as one of only nine men's football clubs to have won La Liga. Moreover, it boasts two Copa del Rey victories and even reached the semi-finals of the Champions League. The Riazor stadium, distinct for its beachside setting and seamless integration into the city centre, epitomises football's significance in the daily lives of the people of A Coruña, reflecting their enduring devotion for the sport.

A Coruña is ready to showcase its passion and sustainable vision on the world stage, as a leading candidate to host the FIFA World Cup 2030™.



4.4.10. Barcelona

Football passion by the sea

Barcelona, nestled on the Mediterranean coast in the northeastern part of Spain, is the country's second largest city, home to over 1.6 million people out of Catalonia's 8 million. As the capital of Catalonia, one of Spain's 17 autonomous communities, Barcelona shines with a unique cultural identity. The city is notably renowned for its architectural wonders, including Antoni Gaudi's masterpiece, the Sagrada Familia.

Renowned for its cosmopolitan spirit, the city warmly embraces visitors from across the globe, fostering a diverse and inclusive community. Its population reflects its international appeal, with a significant percentage born outside Spain contributing to its rich cultural identity. With a history spanning two millennia, Barcelona's

evolution from an ancient Iberian village to a modern metropolis is marked by commerce, cultural exchange, and resilience.

Its location and open-mindedness have shaped its identity as a global hub of trade and innovation. As a driving force in Spain's economy, Catalan participation in Spain's GDP accounted for 20% in 2023. Barcelona's diverse economic landscape is anchored by tourism, trade, and industry. Its strategic port is situated at the centre of a unique logistics hub in Europe, from which 400 million consumers can be reached in less than 48 hours.

With over 12 million tourists in 2023, Barcelona has become one of the most attractive destinations worldwide. The ideal climate and the proximity to the sea make Barcelona one of the most popular tourist cities in the world. One of Gaudi's jewels, the Parc Güell was the city's most popular tourist attraction in 2022, registering approximately 4.7 million visitors.

1.6M

Population

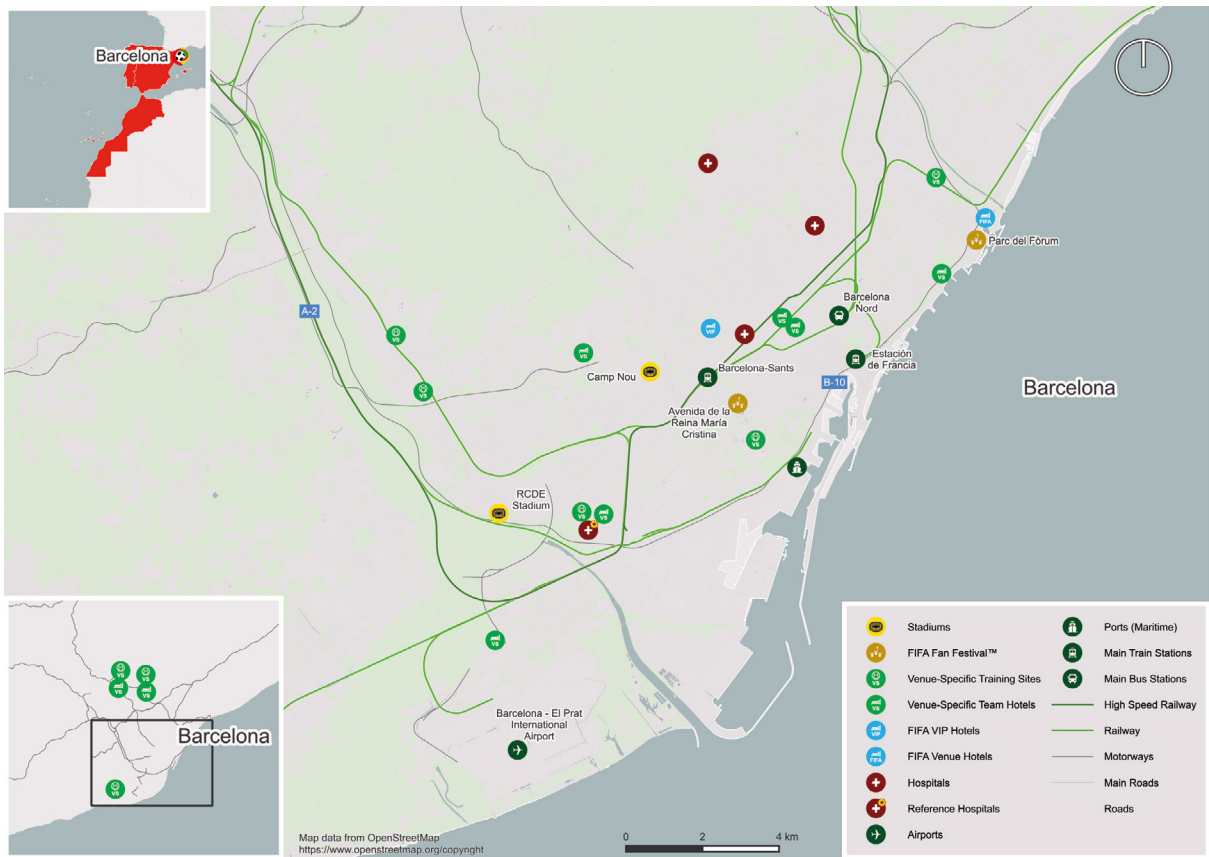
23°/29°C

Average Temperature
in July

12m

Altitude





Barcelona features an efficient public transport network, including the metro, tram, and suburban trains, facilitating seamless mobility both within the city and beyond. The Josep Tarradellas Barcelona-El Prat Airport, flying to 192 destinations and with almost 50 million passengers in 2023, serves as a crucial transportation hub, ensuring accessibility for travellers worldwide.

Barcelona's passion for football transcends sport, shaping its cultural identity and global reputation. Hosting major sporting events such as the FIFA World Cup™ and the 1992 Olympic Games, and home to legendary football clubs such as RCD Espanyol and FC Barcelona, the city's love for football is etched in its DNA. This passion brings with it numerous titles, with Barça's men's team having won five UEFA Champions League trophies and the women's

team securing three, including the 2023-24 edition. The city has two venues which host not only historic football matches but also large-scale events: the legendary Camp Nou, home of FC Barcelona and the largest stadium in Europe, and the RCDE stadium, home to another local team, the Real Club Deportivo Espanyol de Barcelona, this one, located outside the municipal area.

Drawing on its rich heritage, passion for hospitality and commitment to sustainability, Barcelona is poised to shape the future of global tourism and football culture. As a Mediterranean bastion of innovation and inclusivity, the city promises a world-class experience for visitors and football enthusiasts alike for the FIFA World Cup 2030™, ensuring its legacy endures for generations to come.

SPAIN | ESPAÑA

4.4.11. Bilbao

Special club, special city

Bilbao, or Bilbo in Basque, a co-official language in the Basque Country, serves both as a cultural and industrial centre. With over 346,000 inhabitants, it is the most populous city in northern Spain and a lively destination for visitors. Its location on the banks of the Nervion River adds to its appeal, while the iconic Guggenheim Museum Bilbao symbolises its revitalization and global significance.

From its humble beginnings as a fishing village in the 14th century to its rapid industrial expansion during the 19th century, Bilbao's evolution mirrors its resilience and adaptability. Propelled by its industrial heritage and strategic location, Bilbao stands as a dynamic economic force in Spain.

The city's transformation in the 1990s ushered in a new era of urban development and public transportation, solidifying its status as a thriving service city. This sector is its primary economic engine, comprising 90.4% of employment in 2023. Today, Bilbao is a modern, cosmopolitan city shaped by its industrial past and cultural heritage.

With over 1 million tourists in 2022, the city ranks itself among the most visited cities in northern Spain. The famous Guggenheim Museum, designed by Frank Gehry and displaying modern art masterpieces from the likes of Jeff Koons and Louise Bourgeois, attracted nearly 1.3 million visitors in 2023. The city is also a centre of culinary excellence, ranging from 'pintxos' bars to Michelin-starred restaurants, each dish is a testament to Bilbao's evolution as a gastronomic capital.



346k

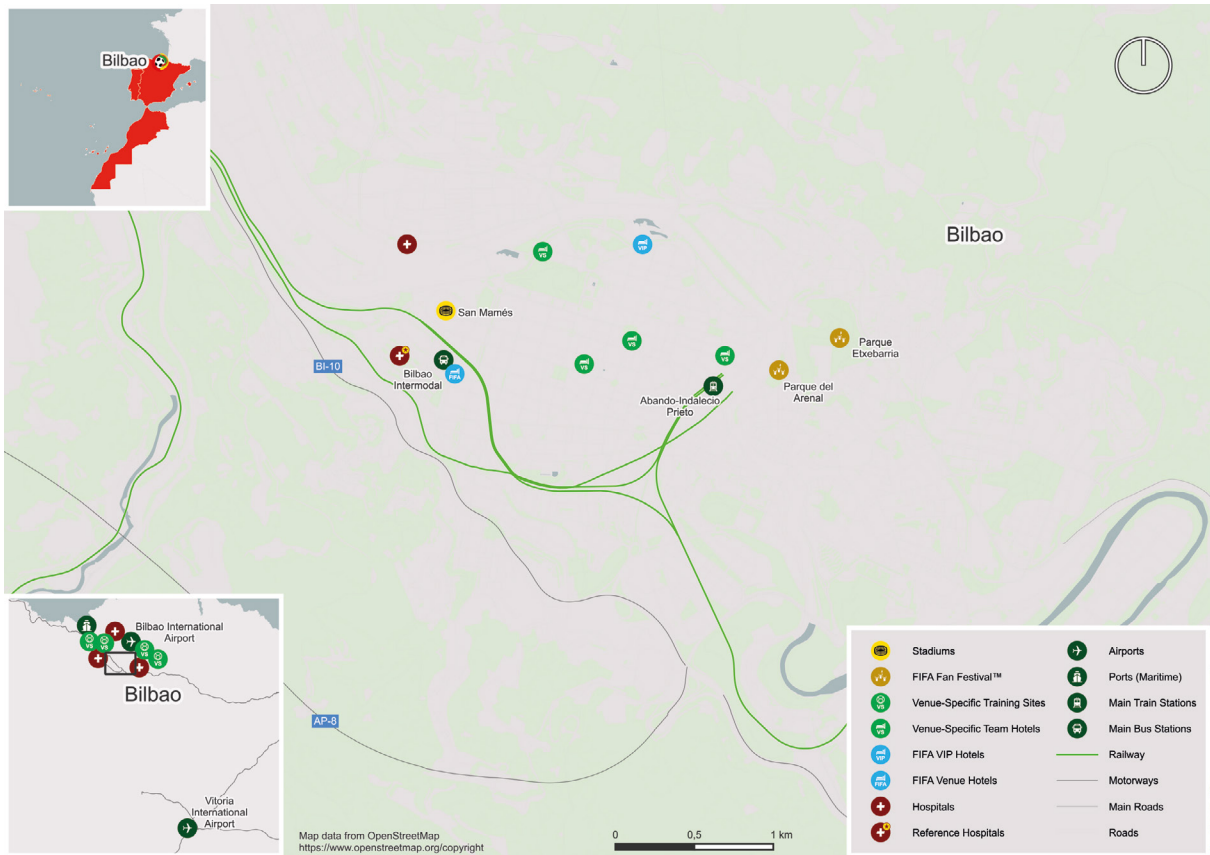
Population

18°/24°C

Average Temperature
in July

6m

Altitude



The city offers a comprehensive public transport network, which includes a metro system designed by architect Norman Foster, buses, trams, RENFE commuter trains, and medium-to long-distance trains and buses that connect easily with nearby host cities such as San Sebastian in just over an hour.

Football runs deep in the veins of Bilbao, shaping its culture and uniting the local community. The Athletic Club, Bilbao's premier football team, is one of the oldest clubs in Spain and one of the three teams that has always played in the First Division. Athletic Club has won 24 Copa del Rey including the 2023-24 edition. With a large number of fans not only in Bilbao

but throughout Spain, the club maintains a particular philosophy promoting young, local players. Fans will attend the Estadio de San Mamés, known as “The Cathedral of Football” because of the devotion of its fans, to support their team in any type of competition.

Bilbao emerges as a beacon of football passion, cultural richness, and connectivity. With its strategic location at the crossroads of tradition and innovation, the city stands ready to welcome the world as a host city for the FIFA World Cup 2030™, promising an unforgettable experience for the senses, a celebration of football, culture, and community unlike any other.

4.4.12. Las Palmas
Sustainability at its core



PART A EVENT VISION AND KEY METRICS | GENERAL INFORMATION

Las Palmas de Gran Canaria is the capital of Gran Canaria, one of the eight Canary Islands, also known as the “fortunate islands”. The island offers diverse topography, including beaches, mountains, and valleys. Its central region features rugged terrain with deep ravines and steep cliffs, while the coastline is lined with numerous beaches and coastal tourist centres. Gran Canaria is home to around 865,000 inhabitants, while the 380,000 people that live in Las Palmas make it the most populous municipality in the Canary Islands, and the home of the main official and administrative centres.

With a history dating back to the Canarian aborigines who inhabited the island before the 15th century, Gran Canaria’s development has

been favoured by its intense commercial relationships with major European ports, initially through the trade of traditional products such as wine, potatoes, or tomatoes, and later, from the second half of the 20th century, by the tourism boom.

Today, the island thrives as a coveted tourist destination with the busiest airport in the Canary Islands, with direct connections to the Portuguese host cities, Lisbon and Porto, and three of the Moroccan host cities: Marrakech, Casablanca, and Agadir. Gran Canaria, welcomed 4.5 million tourists in 2023 and is the second most visited island in the archipelago, significantly contributing to job creation and economic revenue in tourist areas.

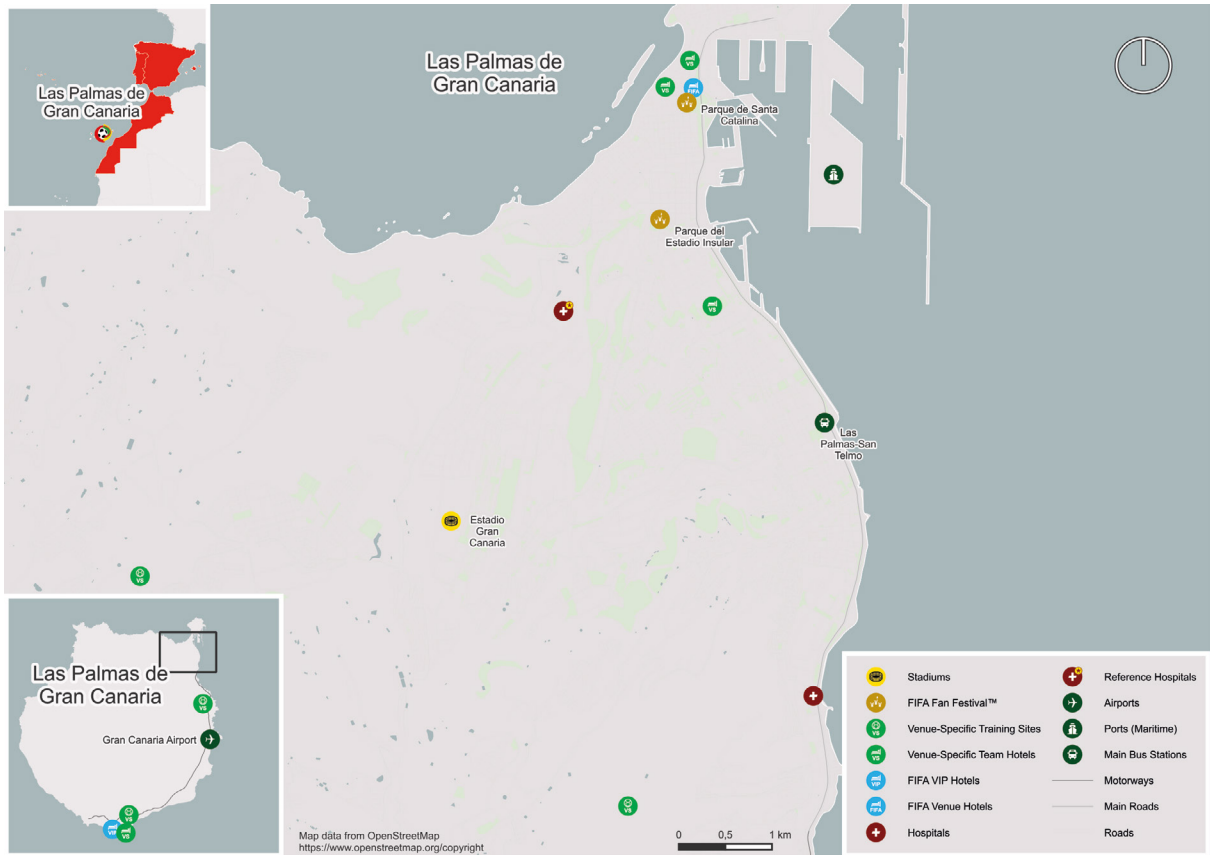
The island’s 15 tourist zones generated over USD 1.5 billion in 2023, a 20% increase compared to 2019. Among its natural tourist attractions are the UNESCO Biosphere Reserve,



380k
Population

19°/24°C
Average Temperature
in July

8m
Altitude



the iconic Maspalomas dunes, and volcanic landmarks such as Roque Nublo and Pico de las Nieves, the island's highest peak, along with the cultural landscape of Risco Caído and the Sacred Mountains of Gran Canaria, both UNESCO World Heritage Sites.

Exploring the island is most efficiently achieved through its extensive network of local buses (known as guaguas). Additionally, the islands have extensive connectivity by ferry and plane thanks to regular lines active along the year.

Las Palmas de Gran Canaria, and the island as a whole, have a deeply ingrained sports and football culture. The capital is home to its main professional football club, UD Las Palmas, founded in 1949, which has predominantly

played in Spain's First and Second Division. The Gran Canaria stadium, the island's main football venue, will undergo renovation to increase its capacity to around 45,000 seats.

The FIFA World Cup 2030™ is an opportunity for the city, the island and the archipelago, and that is why an ad hoc Sustainability Plan has been designed. The actions (a total of 62 key initiatives) are structured in three areas: Environment and Ecological Transition (adaptation to climate change and sustainable sports supply), Social Cohesion (equality and inclusiveness, vulnerability and solidarity, human rights), and Citizen Participation and Transfer and Governance (dissemination and economic vitality, and more).



4.4.13. Madrid

A city united by football, where everyone belongs

Madrid is the capital of Spain and the European Union's second most populous city, with 3.3 million inhabitants. It is home to national political organizations and international institutions like the UN World Tourism Organization. In the city where "no one is a foreigner", diverse backgrounds and cultures are embraced.

Founded by King Felipe II in 1561, Madrid's origins extend back to prehistoric eras. Initially known as Mayrit under the reign of Emir Muhammad I from 852 to 886 the city has evolved into a cultural and political hub. Madrid thrives on diversity and inclusion, and the constant stream of newcomers enriches the cosmopolitan fabric of the city.

Ranked fifth most important financial hub in the European Union and among top 25 globally,

according to the Global Financial Centres Index, Madrid is also Spain's leading region in aerospace, a world power in renewable energy and a strong player in logistics and transport. The city fosters employment and drives innovation. Its strategic location in central Spain and business-friendly environment make it a hotspot for international commerce and entrepreneurship, and an attractive destination for foreign capital, accounting for ~70% of total investments coming into the country since the Covid-19 pandemic. Madrid's steady growth has continuously strengthened the region's economic significance, as evidenced by its increasing contribution to the Spanish GDP, which has risen from 17.7% in 2000 to 19.4% today. Moreover, in 2023, Madrid recorded a growth rate of 3%, surpassing the country's overall growth rate of 2.5%.

Madrid was named the world's most attractive city for tourism in 2023 by Euromonitor International. In 2023, the sector contributed over USD 22.9 billion to the city's economy, driving

3.3M

Population

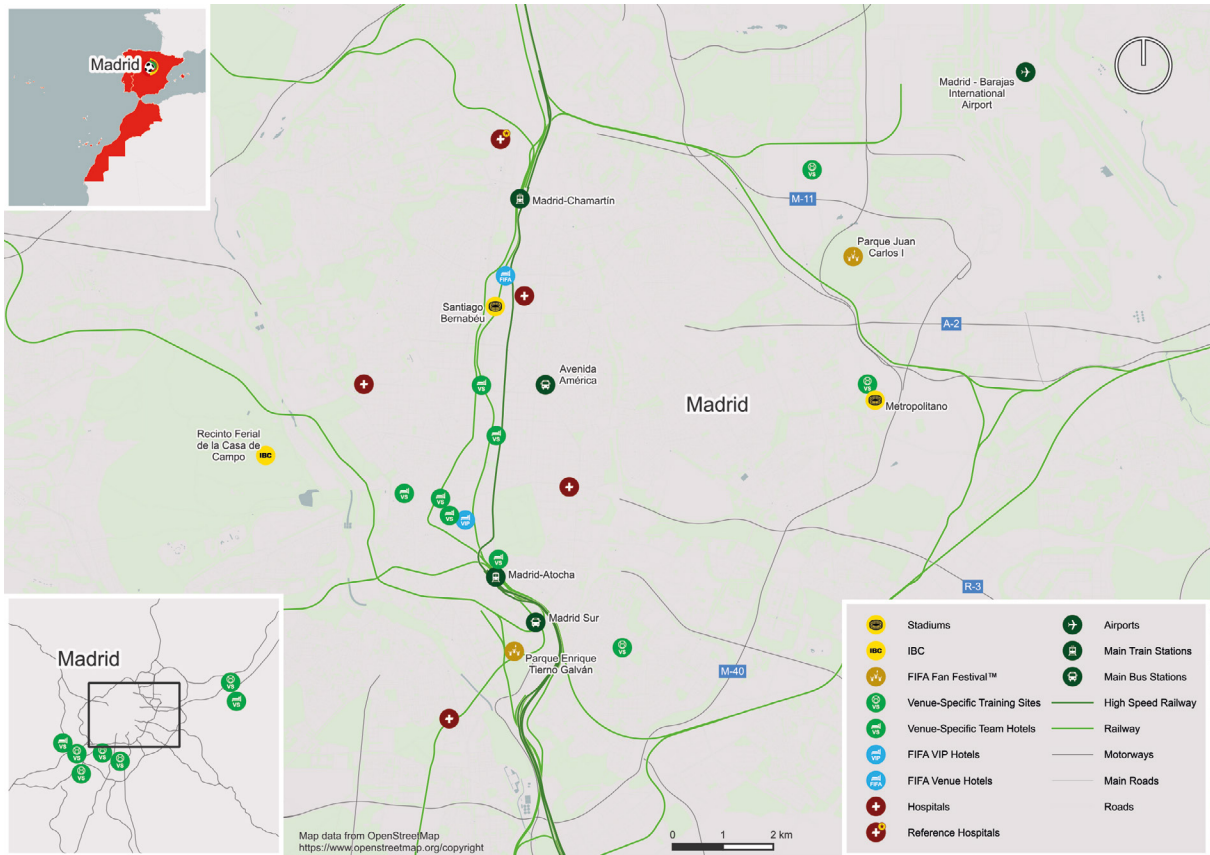
19°/32°C

Average Temperature
in July

655m

Altitude





significant growth in the creation of employment opportunities and added value in various economic sectors. This is attributable to the city's renowned cultural institutions such as the Prado Museum and the Reina Sofia Museum, as well as iconic landmarks like the Estadio Santiago Bernabéu and the Estadio Metropolitano.

With over 60 million passengers in 2023, the Adolfo Suárez Madrid-Barajas Airport has established itself as the fifth largest airport in Europe and the primary airport hub in Spain and a strategic airport for 2030, as it provides direct flights to 15 out of the 17 host cities. Madrid's efficient transportation system includes a 13-line metro, urban and intercity buses, commuter trains – including 2 train lines providing direct access to the Santiago Bernabéu stadium – and shared options like bicycles and electric scooters. At last, Madrid's high speed train network comprises 8 lines, providing convenient access to most host cities through North and

South corridors. Other branches provide mobility options to the remaining ones.

Football holds a cherished place in Madrid's culture. Real Madrid C.F., Atlético de Madrid, Getafe Deportivo, and Rayo Vallecano de Madrid dominate the football landscape, alongside women's teams. The iconic Estadio Santiago Bernabéu epitomizes football excellence, symbolizing the city's deep-rooted passion for the game. It is home to Real Madrid, the most titled team in Europe with 15 UEFA Champions League titles. Meanwhile, the Estadio Metropolitano, established in 1994, succeeds the legendary Vicente Calderón as the home of Atlético de Madrid, further solidifying the city's football legacy.

With first-rate tourism infrastructure and incomparable football culture, as well as seamless mobility within and between host cities, Madrid promises to be an ideal host city for the competition and to deliver a long-lasting, positive legacy for its people, its communities, and for football.

4.4.14. Malaga

Multi-cultural Andalusian marvel

Located on the Costa del Sol beside the Mediterranean Sea, Malaga is a dynamic port city. Its proximity to the Strait of Gibraltar, and thus to Morocco, just 60 miles away, has influenced its cultural fusion over the centuries, shaping the city's architectural landscape. As the second-most populous city in Andalusia, with nearly 600,000 inhabitants, Malaga is renowned for its cultural heritage and for artists like Pablo Picasso or actor and filmmaker Antonio Banderas. Experiencing a surge in population growth, Malaga welcomes migrants from various countries, notably the UK, constituting 18% of residents. This influx confirms its status as Andalusia's primary destination for foreign residents.

Founded by the Phoenicians in the eighth century BC, Malaga presents a rich historical tapestry, from Roman monuments like the theater to Muslim structures like the Alcazaba. The city's architectural marvels stand as testaments to its ancient roots and diverse cultural influences.

Malaga's port is an example of integration between sea and city in the heart of the capital, featuring sufficient depth to accommodate the world's largest vessels, and offering first-rate infrastructure for cruise traffic and recreational boating. Cultural attractions, such as the Picasso Museum, one of Spain's most visited museums, and festivals like the Malaga Film Festival, contribute to the city's appeal, attracting a diverse range of visitors.

Malaga's economy flourishes on tourism, with increased visitor spending driving growth in the hospitality and retail sectors. As its



600k

Population

20°/30°C

Average Temperature
in July

8m

Altitude



accommodation capacity reaches almost 40,000 across three to five-star hotels, the city is well prepared to welcome visitors from around the globe.

Malaga Airport is the busiest international airport in Andalusia, offering a wide variety of international destinations, making it the fourth busiest airport in Spain. Malaga's stop on the AVE high-speed train network connects it to Madrid in just over two and a half hours. A variety of transportation options to other Spanish cities and international destinations is also available.

Malaga Football Club embodies the city's passion for football, hosting its matches at the

iconic Estadio de la Rosaleda. The planned investment in the New Rosaleda stadium reflects the city's commitment to modernity and sustainability. The club's fervent fan base, affectionately known as boquerones or anchovies in English, a nod to the city's typical fish, underscores Malaga's enduring love and support for the team, throughout its history and commendable 20 seasons tenure in the first division.

Positioned at the intersection of rich cultural heritage and modern amenities, Malaga stands out as a compelling contender for hosting the FIFA World Cup 2030™, and is set to offer fans, visitors and all other participants an unforgettable experience along the Costa del Sol.



4.4.15. San Sebastian | Donostia-San Sebastian Coastal charm, urban elegance

San Sebastian, officially known as Donostia – San Sebastian by combining the two languages of the city, Basque and Spanish, is the capital of Guipúzcoa – written, officially, as in Basque, Gipuzkoa – province. It features three urban beaches, Ondarreta, La Concha, and Zurriola, each providing unique scenic views along the Bay of La Concha, the River Urumea, and Mount Igueldo. With a population of around 190,000 inhabitants, San Sebastian maintains a high-quality tourism model and a strong Basque cultural identity, emphasizing community and the preservation of local traditions.

Dating back to Roman times, San Sebastian’s significant development began in the 19th century with royal and bourgeois patronage,

transforming it into a renowned international tourist destination. Throughout the 20th century, San Sebastian established itself as a top destination, attracting icons like Coco Chanel, Queen Maria Cristina or Leon Trotsky.

In 2021, it was awarded the title of the world’s best city for its quality of life and culinary offerings by The World’s Best Awards, awarded by the travel-focused magazine Travel + Leisure. It is now a cosmopolitan city distinguished by its award-winning urban beaches and Paris-inspired architecture. San Sebastian offers an extensive gastronomic scene and serves as a focal point for culture, tourism, and international events. Internationally recognized for its International Film Festival Zinemaldia, it serves as a dynamic entrepreneurial city, a hub for science, technology, and its industry and was ranked fourth in the Smart City Index in Spain in 2023. San Sebastian stands out as a service-oriented city, with a significant

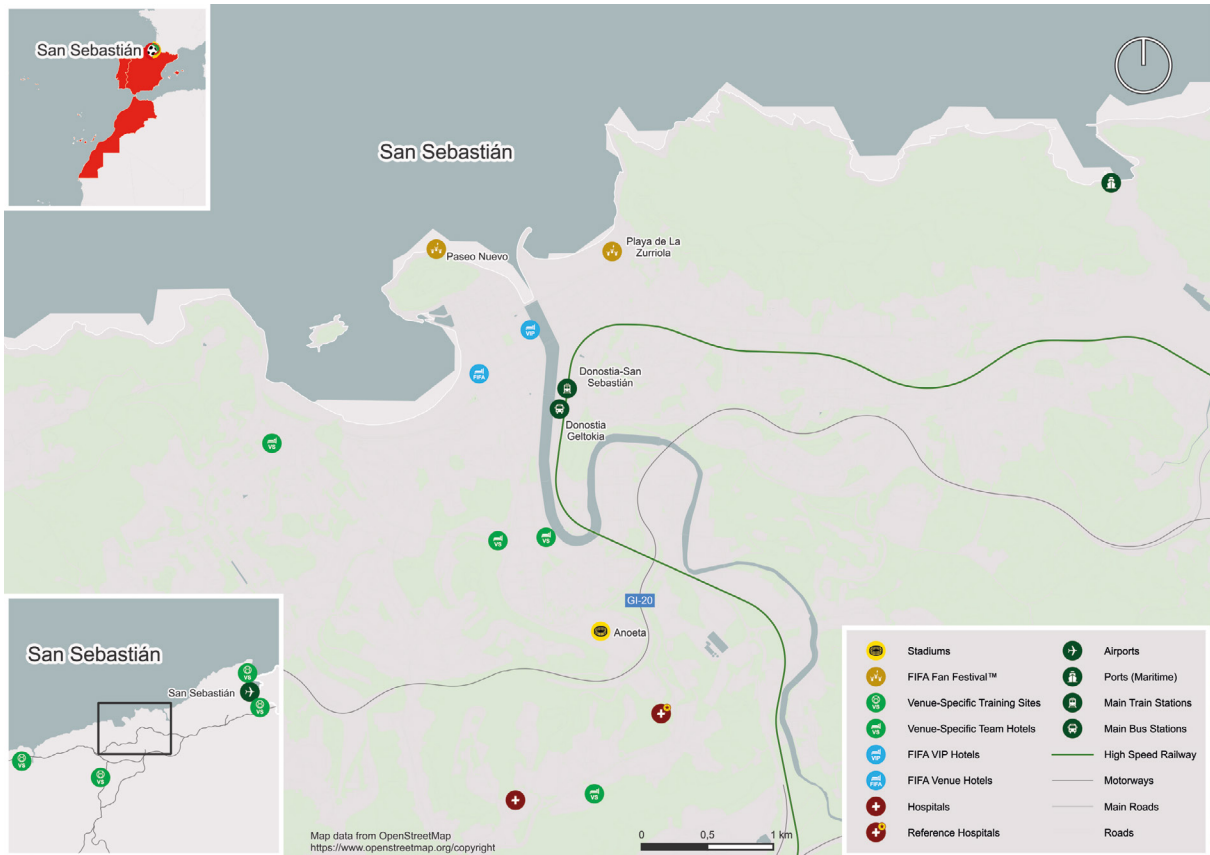
PART A EVENT VISION AND KEY METRICS | GENERAL INFORMATION



190k
Population

18°/24°C
Average Temperature
in July

8m
Altitude



and growing number of Knowledge-Intensive Business Services and a consolidated urban economy.

Guipuzkoa's capital has a prime location and an extensive long and medium-distance rail network connecting it to other major Spanish cities. With the aim of further reducing travel times between major cities, the new terminal of the Estación del Norte is set to be completed in 2025, and will facilitate high-speed rail connection via the Basque Y, which will be ready in 2027. This initiative will not only enhance rail connectivity within the peninsula but also strengthen connections between the peninsula and the European high-speed rail network via the French corridor.

The city is home to one of the country's most historically significant football clubs: Real Sociedad. Founded in 1903, the club has claimed two national First Division championships and three Copa del Rey titles and a Super Copa. It is renowned for its longstanding dedication to youth development. The team plays at Estadio Anoeta, inaugurated in 1993, which currently seats 40,000 spectators.

San Sebastian's stunning beauty and commitment to sustainability, together with its renowned cuisine, make the city an ideal host for the FIFA World Cup 2030™, irresistible to football enthusiasts and tourists alike.



4.4.16. Saragossa | Zaragoza
2000-year-old city

Saragossa, known in Spanish as Zaragoza, is the capital city of the homonymous province and of the autonomous community of Aragón, Spain. It is located in north-eastern Spain and lies beside the majestic Ebro River. Saragossa is the fifth-largest Spanish city, with close to 700,000 inhabitants. The city has produced legendary artists like Francisco de Goya, whose works adorn iconic landmarks such as the Basilica Nuestra Señora del Pilar and the Charterhouse of Aula Dei.

From its Iberian origins to Roman times as Cesaraugusta, named in honour of Emperor Caesar Augustus, Saragossa has a rich history. Despite centuries of union with Castile, the Kingdom of Aragon maintained its independence, fostering cultural prosperity

sustained by its proximity to water. The city flourished under Muslim rule, which left a lasting mark. The Aljafería Palace, a UNESCO World Heritage site, showcases exquisite Islamic design. Mudéjar buildings, like Casa del Deán and Torreón de La Zuda, blend Christian, Jewish, and Muslim influences, echoing centuries of co-existence.

The service sector in Saragossa contributes to over 60% of the city's GDP. In particular, the education and health services industries provide jobs for around 22% of the population. The city is also known for its dedication to sustainable development, as the industry/energy sector contributes a significant 21.6% to its GDP. The operating La Muela wind farm is a perfect example of the city's ongoing strategy to further boost the renewable energy transition in the country. Tourism thrives in Saragossa: major events, such as the Universal Exposition, which drew in



700k

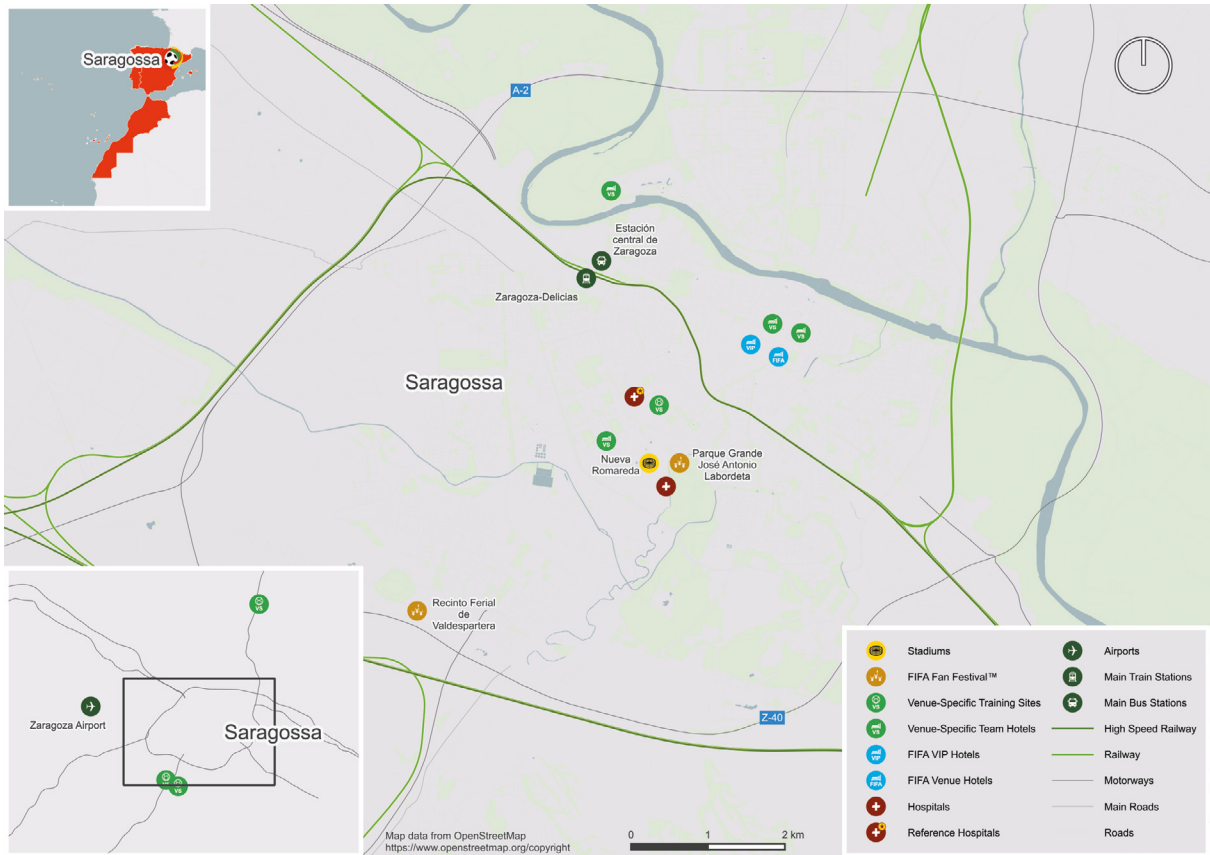
Population

18°/32°C

Average Temperature in July

208m

Altitude



800,000 visitors in 2008 propel the city on the international scene and shape its transformation and modernization, especially in terms of urban planning and infrastructure.

As the fourth Spanish city to have introduced high-speed trains back in 2003, Saragossa's 300 km distance to other Spanish host cities like Barcelona or Madrid can be traveled in roughly one and a half hour via ultra-high-speed trains.

Football fervency represents another key feature of Aragon's capital. Real Zaragoza, the city's premier football club has won several titles, such as the Copa del Rey on six occasions, the last of which being in 2006. In its 92 years of existence Real Zaragoza accumulated a total of 58 years in the First Division.

Its home stadium, Estadio de la Romareda, hosted matches of the 1982 FIFA World Cup™, further symbolizing the city's football heritage. Aligning rich football history to present day matters, plans for a new stadium that prioritizes sustainability, accessibility and fan comfort are currently in progress.

The European Union's Urban Agenda action plan charts Saragossa's path to a more sustainable and innovative future by 2030. Emphasizing quality of life and resilience, the plan underscores the city's commitment to progress and prosperity, that, together with its excellent transport infrastructures, makes it a highly prepared destination and an ideal candidate to host matches of the FIFA World Cup 2030™.

4.4.17. Seville | Sevilla

A city of unique colour

Sevilla, Seville in English, is the capital of the Autonomous Community of Andalusia and the fourth most populous city in Spain, with around 684,000 inhabitants. Its historic centre, the largest in Spain and sixth-largest in Europe, radiates a unique charm. The city's cathedral, a monumental UNESCO World Heritage Site, serves as a symbol of faith and history.

The city's rich history spans millennia, witnessing cultural transformations, artistic peaks, and pivotal events and landmarks such as the Ibero-America Exhibition of 1929, the Sevilla Expo '92 or the impressive Plaza de España. This cultural fusion is vividly reflected in its architecture, blending Moorish, Gothic, and Portuguese influences.

One of its most iconic monuments, the Giralda, showcases the convergence of different architectural styles, reflecting the cultures that have inhabited the city.

Seville's economy has historically thrived off agriculture, real estate and tourism. Recent data from 2020 has shown that key sectors such as agriculture, fishing, and livestock employ the largest amount of people. The hospitality sector is close second, and caters to a wide range of budgets, providing accommodation solutions for up to 3 million tourists in 2023.

Acknowledged as one of the world's top tourist destinations, Seville's appeal lies in its favourable climate, cultural abundance, and cherished traditions such as Semana Santa (Holy Week). Festivals like the Feria de Abril showcase its vibrancy, projecting it onto the global stage.



684k

Population

19°/36°C

Average Temperature
in July

10m

Altitude

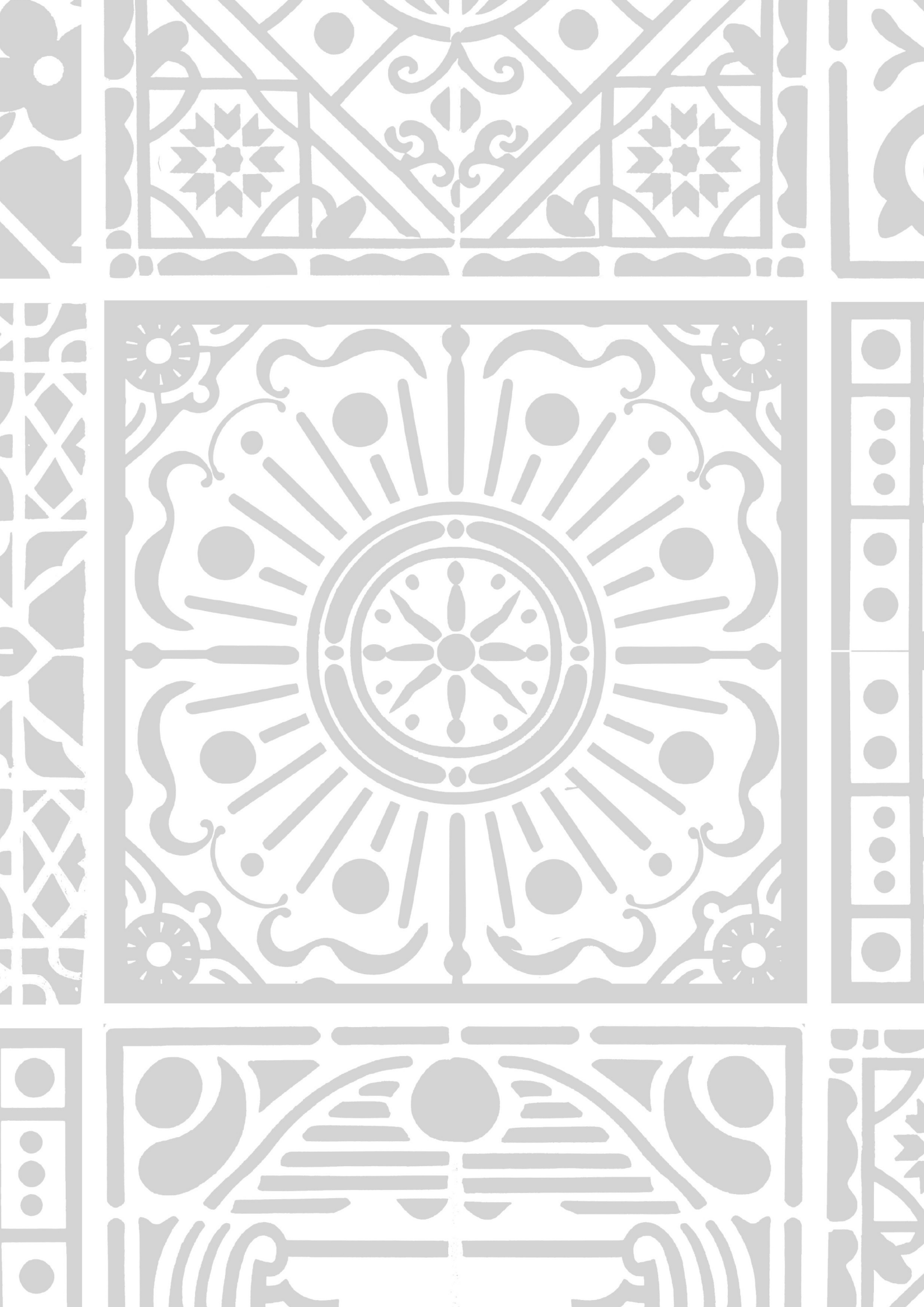


Seville's robust public transportation network comprises an airport, budget-friendly buses and metro, as well as the longest bike lane network and bike-sharing system, ensuring efficient and sustainable mobility options for residents and visitors alike. In 2023, the European Commission named Seville the European Capital of Smart Tourism, highlighting it as a model of excellence.

Seville's stadiums, Sánchez Pizjuán, Benito Villamarín, and the competition-hosting Estadio de la Cartuja, which is located a short 3.5 km from the historic centre, regularly host international matches and tournaments. The

success of Sevilla Fútbol Club in European competitions and the city's fervent football culture underscore its sporting prowess, fueling the historic rivalry between the two local giants: Sevilla Fútbol Club and Real Betis Balompíe.

Aligned with the United Nations Sustainable Development Goals, the Sevilla 2030 Strategic Plan emphasises inclusivity and progress. As a candidate to be a host city for the FIFA World Cup 2030™, Seville aims to enhance its global visibility while fostering sustainable growth in line with the 2030 Agenda.



5. Event Timing



5. Event Timing

In line with the preliminary timeline suggested by FIFA, the YallaVamos Bid supports the mid-June to 21st July period for hosting the FIFA World Cup 2030™. With this timeframe, we aim to create an unforgettable experience for all stakeholders.

5.1. Optimal time for players and fan experience

Opting for a timeframe outside the typical football season reduces conflicts and guarantees the availability of top players. Mid-June occurs after the conclusion of most domestic league matches, aligns with FIFA's International Match Calendar and upholds a century-old tradition.

The proposed period ensures that the weather in Morocco, Portugal and Spain is mild and pleasant, minimising concerns about heat and providing comfortable playing conditions. Match scheduling will be carefully planned to anticipate and mitigate any potential heat-related risks for both players and spectators.

The timing coincides with the start of the summer holiday season in Africa and Europe, and with the host countries' tourist seasons. Younger fans will be on holiday from their schools, enabling them to participate in competition-related activities, attend matches and volunteer for the tournament. Travelling fans will experience the host countries' cultures and cities during the liveliest time of the year.

This proposed time frame also allows the anticipated surge in visitors, as it is before the peak tourism season, which typically begins around the end of July. Additionally, the host countries will leverage planned improvements in infrastructure capacities by 2030 and work closely with governments and local authorities, and jointly with FIFA, to seamlessly integrate the tournament activities with local life and tourist habits.





5.2. Optimising viewership

The proposed timing is also well aligned with global television viewing patterns, as many regions will be in the holiday season and experience longer daylight hours during the period. This will maximise viewership and engagement with the tournament across different time zones, resulting in higher television viewership and increased revenue for FIFA and its broadcast partners. The suggested dates avoid any clashes with other major sporting events in the three host countries, guaranteeing undivided attention for the FIFA World Cup 2030™.

5.3. Timing structure

The YallaVamos Bid proposes to kick off the competition on June 13, 2030, and stage the final on July 21, 2030. During the group stage, four matches will be played daily, reducing to three in the round of 32, two in the round of 16 and quarterfinals, and one in the semi-finals. Adequate breaks between stages will allow teams and fields of play sufficient recovery time.

Opening matches	13-14 June
Group stage	13 June – 30 June
Round of 32	01 July – 04 July
Round of 16	06 July – 09 July
Quarterfinals	12 July – 13 July
Semifinals	16 July – 17 July
Bronze final	20 July
Final	21 July
Total days competition	39 Days
Total dark days	7 days – 05 July, 10 July, 11 July, 14 July, 15 July, 18 July, 19 July



Infrastructures

6. Stadiums	85
7. Team and Referee Facilities	169
8. IBC Sites	218
9. FIFA Fan Festival™ Sites	222
10. Competition Related Event Sites	241



6. Stadiums



6. Stadiums

Stadiums will undeniably be the pulse of the FIFA World Cup 2030™. As a consequence, the YallaVamos Bid meticulously selected 20 state-of-the-art stadiums across 17 cities. These unique premier venues, crafted specifically for football, are steeped in rich football heritage and designed to offer a modern and innovative experience. Each stadium promises an unforgettable atmosphere for both players and fans, meeting and exceeding FIFA World Cup™ standards for capacity, pitch quality, technical equipment, and sustainability.

6.1. Overview of the shortlisted stadiums

Among the 20 selected stadiums, 6 will be located across 6 host cities in Morocco. Portugal will feature three stadiums in 2

cities, and Spain will host 11 stadiums in 9 cities.

With 8 of these stadiums offering seating capacities over 60,000, including 3 exceeding 80,000, FIFA will capitalise on these expansive venues, along with their luxurious and modern hospitality and vendor areas, to maximise revenue and profitability. This unique variety of venues also provides FIFA with great flexibility in designing match schedules.

Players and fans will experience unforgettable moments in stadiums rich with football history and heritage. These venues have previously hosted memorable games in global and continental men's and women's football competitions such as the 1982 FIFA World Cup™, five editions of the FIFA Club World Cup™, UEFA



EURO 2004, men's and women's Africa Cup of Nations, as well as UEFA and CAF Champions League finals.

6.2. Strategically located, world class, modern stadiums

All selected stadiums are equipped with cutting-edge pitch technologies, designed for peak performance and injury prevention. Prioritising players' experience and safety, the YallaVamos Bid has chosen stadiums with turfs dedicated to football, regularly hosting top-level competitions and supported by excellent turf management. Pitch quality and uniformity will be rigorously tested and perfected during premium football events leading up to 2030, ensuring thorough checks in collaboration with FIFA before the competition.

In line with ongoing development plans, some stadiums like Camp Nou, Grand Stade Hassan II, and Santiago Bernabéu are undergoing or just finished extensive works. These projects aim to provide long-term benefits for local communities and clubs, national teams, fans and the entire football family. The enhanced venues will offer expanded capacities and an unparalleled experience for FIFA VVIP and VIP guests and commercial hospitality spectators, featuring large, modern lounges with close proximity to the game. General spectators' experience will be significantly improved with easier circulation areas, new seats, modernised entertainment and game-viewing technologies, additional food and beverage stores, and increased accessibility for individuals with reduced mobility.

Beyond just the stadiums, the bidding nations have strategically chosen 20 sporting and cultural centres, each offering high connectivity and sustainable mobility options. These venues ensure fans, players, media, staff and volunteers can attend games while minimising their environmental impact. All selected cities

are located within a compact footprint and are easily connected between each other, thanks to extensive and modern rail and airport networks in the three host countries. Additionally, the hand-picked venues are well-connected by public transport to key sites such as city centres, FIFA Fan Festival™ sites, accommodations, and major transportation hubs. This connectivity guarantees safe, efficient, and seamless travel to the venues for all.

The YallaVamos Bid, in collaboration with venue owners, and operators, is dedicated to delivering an exceptional FIFA World Cup 2030™ experience. This event will provide FIFA, its guests, and the global football community with unmatched experiences, groundbreaking commercial opportunities, and unforgettable moments. All of this will unfold in iconic, state-of-the-art football stadiums.

Stadium	Gross capacity (2030)
Grand Stade d'Agadir	46,000
Grand Stade Hassan II	115,000
Stade de Fès	55,800
Grand Stade de Marrakech	45,860
Stade Prince Moulay Abdellah	68,700
Grand Stade de Tanger	75,600
Estádio do Sport Lisboa e Benfica	65,209
Estádio José Alvalade	50,103
Estádio do Dragão	51,075
Estadio Municipal de Riazor	48,015
Camp Nou	103,447
RCDE Stadium	40,259
Estadio San Mamés	53,633
Estadio de Gran Canaria	44,500
Estadio Metropolitano	70,650
Estadio Santiago Bernabéu	78,297
Estadio La Rosaleda	45,000
Estadio Anoeta	42,300
Estadio Nueva Romareda	43,144
Estadio La Cartuja	71,000

6.3. Grand Stade d'Agadir Hassania Union Sport Agadir (HUSA)



Since its inauguration in 2013, the Grand Stade d'Agadir has been the home of Hassania Union Sport Agadir (HUSA). The club benefits from the stadium's modern design, which is part of a large 32-hectare sports and health complex, positioned to the east of the dynamic Atlantic coastline.

The stadium is located just a 15-minute drive from the city centre, seamlessly connected to the arterial network via the main motorway (N1) to the south and the peripheral road leading northward to Taghazout, a major tourist hub. It is also near the ring road, and 30 minutes away from Agadir Al-Massira airport.

The stadium has often hosted international events, such as quarter-final matches of the African Nations Championship in 2018. It also staged the FIFA Club World Cup™ in 2013. In March 2024, the stadium hosted a sold-out

Owner	Ministry of National Education, Preschool and Sports
Operator	SONARGES
Year of construction	2013
Latest renovation	2024
Expected round	Quarter-finals
Major event	2018 African Nations Championship 2013 FIFA Club World Cup™
Gross capacity (2030)	46,000
Net capacity (2030)	42,800

1,495 m² VVIP Area	2,302 m² VIP Area	10,666 m² Indoor hospitality area	30,400 m² Outdoor hospitality area	1,201 # Skybox seats
575 m² Mixed zone area	218 # Wheelchair seats	171 # Easy access seats	51 # Accessible & wheelchair toilets	130 # Accessible parking spots

friendly match between Morocco and Angola in front of more than 40,000 spectators, where the YallaVamos Bid's logo and visual identity were unveiled to the African continent and the Moroccan population.

The stadium is undergoing a two-phase modernisation. The first phase, set to be completed before the Africa Cup of Nations 2025, focuses on exterior and competition area redevelopment. This includes constructing new parking spaces, redesigning access and flow management, and revamping of dressing rooms and warm-up areas. Additionally, a new auxiliary training field will be built, complementing the three existing fields, which will also be renovated.

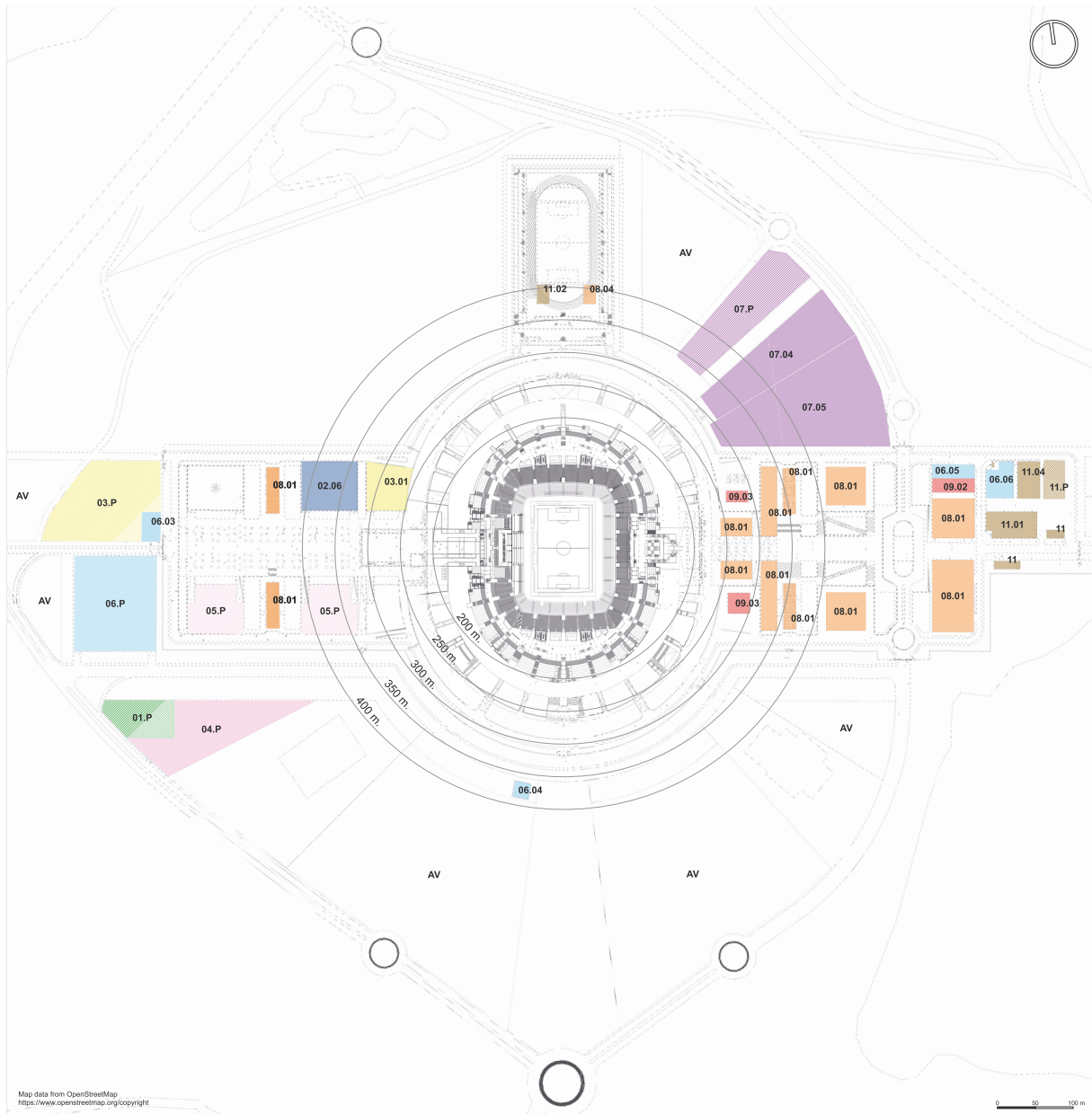
The second phase, starting after the Africa Cup of Nations 2025 and concluding in 2028, will focus on increasing the stadium's capacity to 46,000 seats. This phase involves adding a new 360-degree roof, lowering the pitch level, and removing the athletics track to make space for lower tribunes. The main tribune will be fully remodelled to expand VVIP and VIP seating and lounge areas, offering panoramic views of the field and a unique outside terrace for VVIPs. The opposite tribune will also be completely renovated to accommodate additional

hospitality areas and skyboxes, providing more than 4,166 commercial hospitality seats.

The stadium will feature a major concourse rooftop, intended as a living space beyond football. The new hospitality area, cleverly nestled within the natural flank of the stadium's resting hills, aligns with sustainable development trends. Construction materials will be sourced from these hills to minimise environmental impact, seamlessly integrating the stadium into its natural landscape.

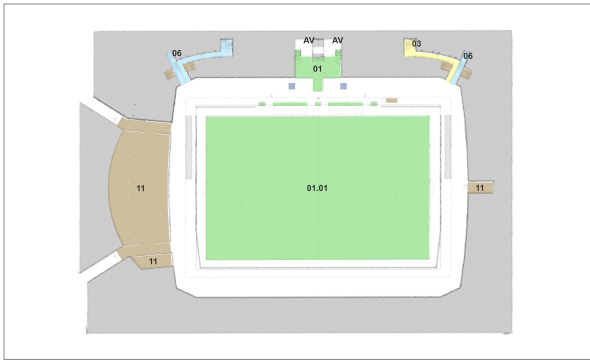
The Grand Stade d'Agadir emerges not just as a sporting arena but as a symbol of responsible and sustainable development, blending modern amenities with environmental consciousness to ensure a sustainable sporting legacy for generations to come.

MOROCCO | AGADIR | GRAND STADE D'AGADIR

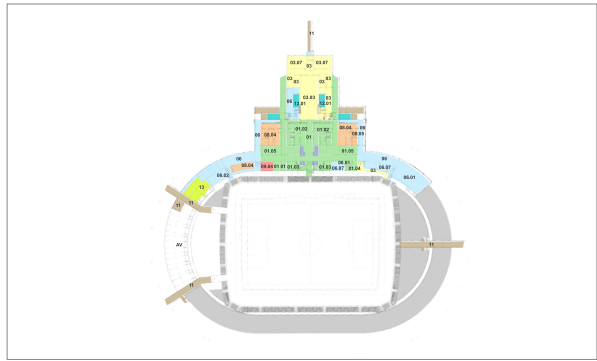


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| 1.02 Team Dressing Room | 5.02 VVIP Tribune Lounge | 8.02 Food & Beverage |
| 1.04 Doping Control Facilities | 5.03 VVIP Reception Area | 8.03 Onsite Retail |
| 1.05 Players' indoor warm-up areas | 6.01 Offices | 8.04 Youth Programme |
| 2.02 Interview Position | 6.03 Accreditation Centre | 9.01 Venue Operation Centre |
| 2.04 Presentation Studio | 6.04 Ticketing Centre | 9.04 Players' and officials' medical spaces |
| 2.06 Broadcast Compound | 6.05 Volunteer Centre | 9.05 VVIP/VIP Medical Room |
| 3.01 Stadium Media Centre | 6.06 Staff Restaurant | 9.06 Spectator medical facility |
| 3.02 Press Conference Room | 7.02 Hospitality Skyboxes | 10.17 Sanitary Facilities |
| 3.03 Mixed Zone | 7.03 Hospitality Lounge | 11.01 Logistics Compound |
| 3.07 Photographers' working area | 7.04 Commercial Affiliates Village | 11.04 Cleaning and Waste Management |
| 4.02 VIP Tribune Lounge | 7.05 Commercial Hospitality Village | 12.01 Telecom carrier room |
| 4.03 VIP Reception Area | 8.01 Brand Activation Area | 12.02 Technology Equipment Room |

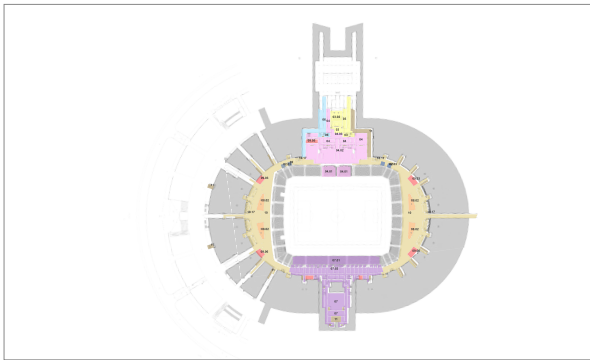
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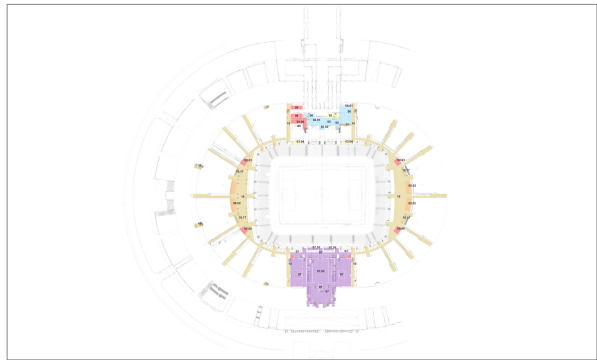
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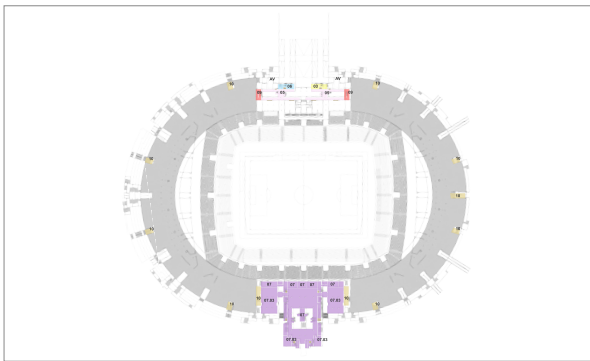
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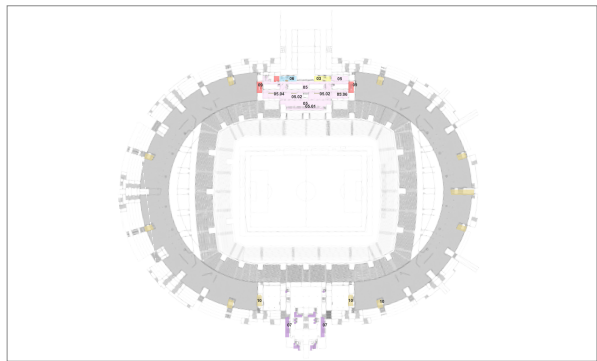
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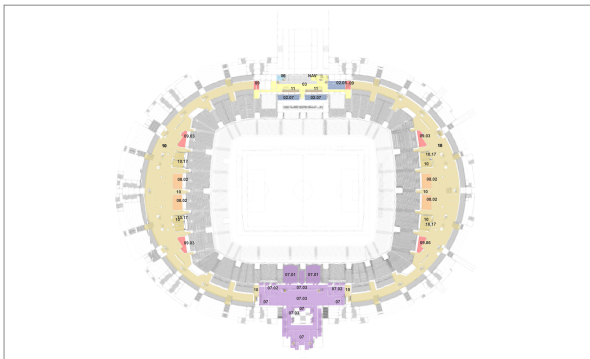
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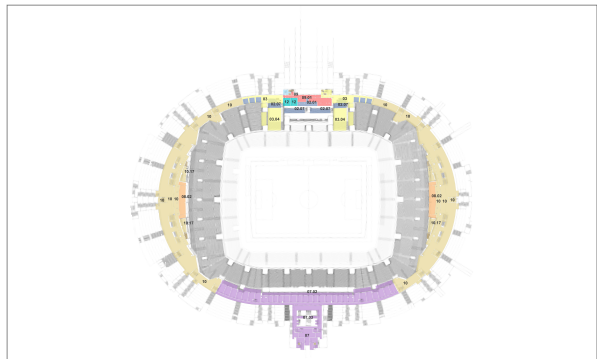
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Level 11



6.4. Grand Stade Hassan II

Wydad Athletic Club (WAC) and Raja Club Athletic (RCA)



Set to be the largest football stadium in the world, the Grand Stade Hassan II will fit into a multi-disciplinary complex, within a large-scale regional urban development initiative that includes a 25,000-seat athletics venue, an Olympic swimming pool, a convention and exhibition centre, a shopping mall, a park and a hotel, making it a fully comprehensive sporting and entertainment venue. The stadium will become the home of two of the most renowned local clubs, Wydad Athletic Club (WAC) and Raja Club Athletic (RCA), as well as the Moroccan national team.

Located in Benslimane in the Casablanca-Settat region, halfway between Casablanca and Rabat, the two largest cities in the country, the stadium will be conveniently accessible by various transportation means. The motorways R313, A1, and N1 will connect it easily with Casablanca, and Rabat. Road

Owner	Ministry of National Education, Preschool and Sports
Operator	SONARGES
Year of construction	Ongoing
Latest renovation	NA
Expected round	Opening game / Final
Major event	NA
Gross capacity (2030)	115,000
Net capacity (2030)	108,800

2,228 m² VVIP Area	6,091 m² VIP Area	22,494 m² Indoor hospitality area	90,600 m² Outdoor hospitality area	2,533 # Skybox seats
737 m² Mixed zone area	548 # Wheelchair seats	426 # Easy access seats	99 # Accessible & wheelchair toilets	325 # Accessible parking spots

connection will be further enriched thanks to the Continental highway under construction between Casablanca and Rabat. Moreover, the future Grand Stade Hassan II's train station, located in close proximity to the venue, will offer both regional express (RER) and high-speed (Al Boraq) trains, enabling fast and convenient travel to and from Casablanca in 15 minutes, Rabat in 20 minutes and Casablanca-Mohammed V airport in 20 minutes.

The design of the Grand Stade Hassan II is a remarkable tribute to Morocco's rich cultural heritage, inspired by the annual Moussem gatherings, where local communities across Morocco celebrate recurring annual events. Its tent-like architecture is set to become an iconic symbol of festive celebration. The ongoing construction is slated for 2028, perfectly timed to host major sporting and entertainment events ahead of the FIFA World Cup 2030™.

With a gross capacity of 115,000, this state-of-the-art venue will feature the latest innovations in pitch technology, design, fan experience and sustainability, while maintaining a perfect harmony with the neighbouring forest. The Grand Stade Hassan II is set to deliver an unforgettable experience for all, including the more than 9,200 hospitality and skybox spectators and

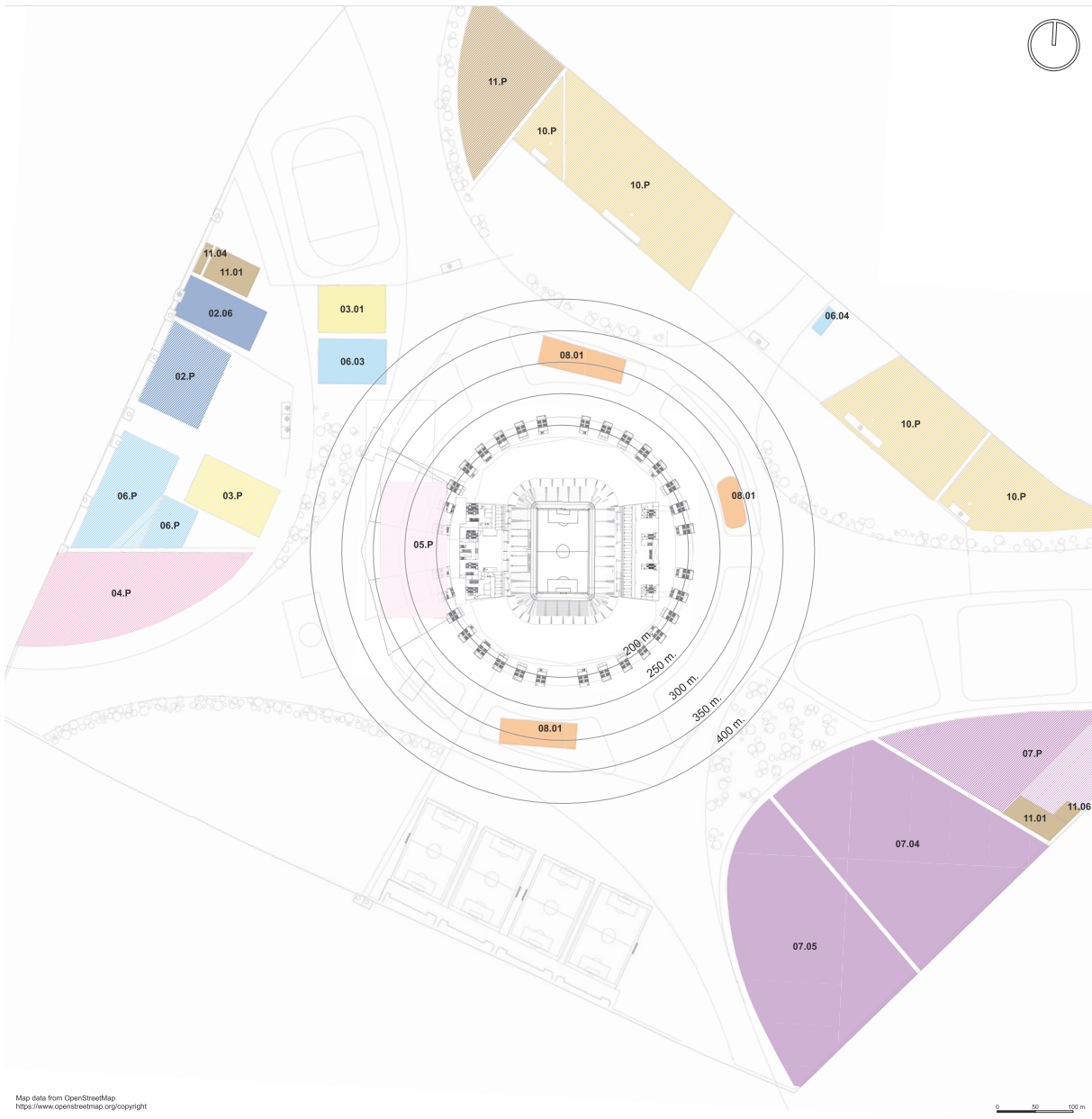
2,770 VVIP and VIP guests, who will enjoy the modern, spacious, and brightly lit lounges.

From the outset, meticulous attention has been given to efficient flow management, with multiple entrances, including direct connections to the train station. The stadium's design harmonises the geometry of the playing field with its overall structure, ensuring seamless integration of form and function. Spectator entrances are strategically designed to enhance circulation and accessibility, enriching the stadium's unique atmosphere.

Sustainability is a cornerstone of the project, with a commitment to achieving HQE and LEED Gold certifications for design, construction, and operation phases, setting new standards for environmentally conscious sports-venue development.

The stadium will serve as the key catalyst for the development of the region, the heart of the future 100-hectare Morocco Sport City, planned to be the second-largest sport complex in the world. With a scope that goes beyond football, the centre aims to become a national hub for elite-level training and research across a wide spectrum of sport disciplines.

MOROCCO | CASABLANCA | GRAND STADE HASSAN II

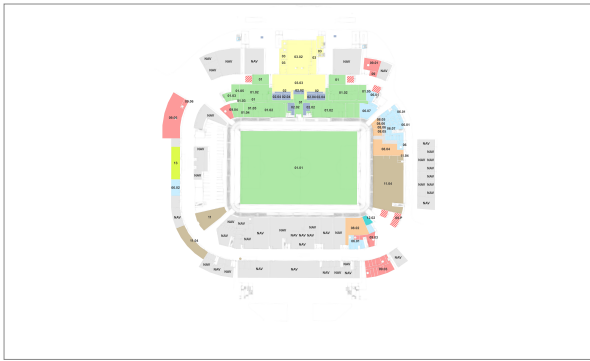


- 1.02 Team Dressing Room
- 1.04 Doping Control Facilities
- 1.05 Players' indoor warm-up areas
- 2.02 Interview Position
- 2.04 Presentation Studio
- 2.06 Broadcast Compound
- 3.01 Stadium Media Centre
- 3.02 Press Conference Room
- 3.03 Mixed Zone
- 3.07 Photographers' working area
- 4.02 VIP Tribune Lounge
- 4.03 VIP Reception Area

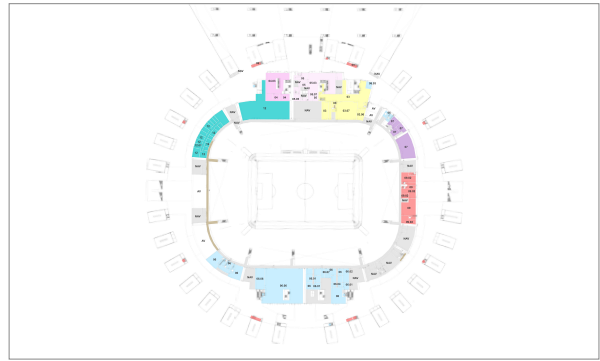
- 5.02 VVIP Tribune Lounge
- 5.03 VVIP Reception Area
- 6.01 Offices
- 6.03 Accreditation Centre
- 6.04 Ticketing Centre
- 6.05 Volunteer Centre
- 6.06 Staff Restaurant
- 7.02 Hospitality Skyboxes
- 7.03 Hospitality Lounge
- 7.04 Commercial Affiliates Village
- 7.05 Commercial Hospitality Village
- 8.01 Brand Activation Area

- 8.02 Food & Beverage
- 8.03 Onsite Retail
- 8.04 Youth Programme
- 9.01 Venue Operation Centre
- 9.04 Players' and officials' medical spaces
- 9.05 VVIP/VIP Medical Room
- 9.06 Spectator medical facility
- 10.17 Sanitary Facilities
- 11.01 Logistics Compound
- 11.04 Cleaning and Waste Management
- 12.01 Telecom carrier room
- 12.02 Technology Equipment Room

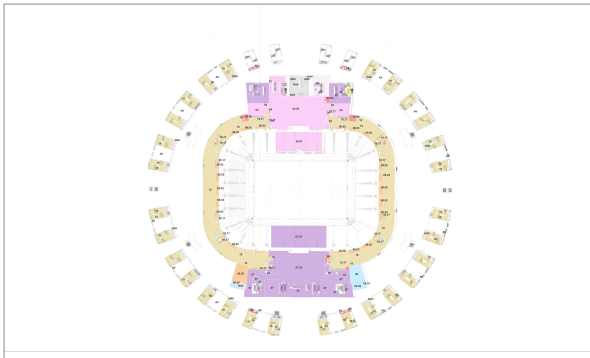
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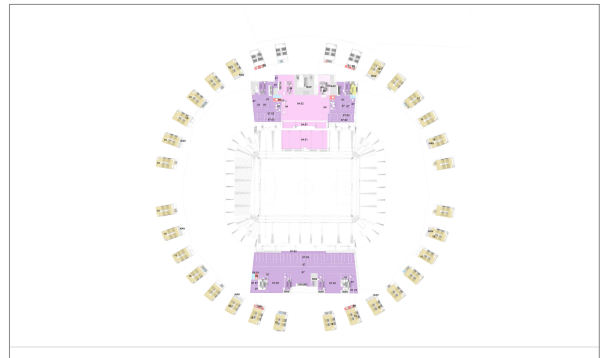
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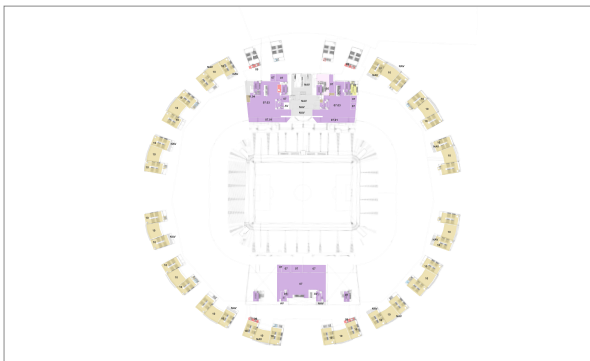
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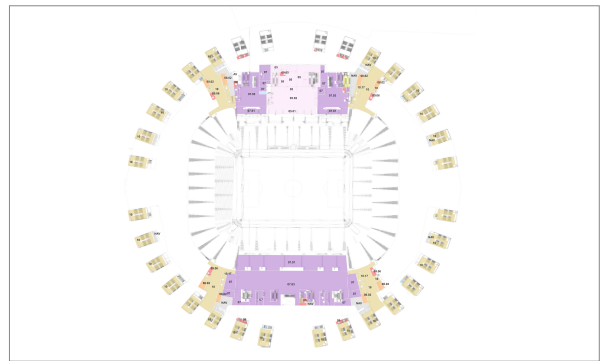
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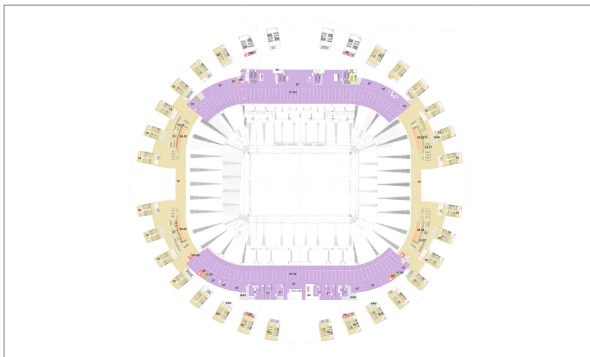
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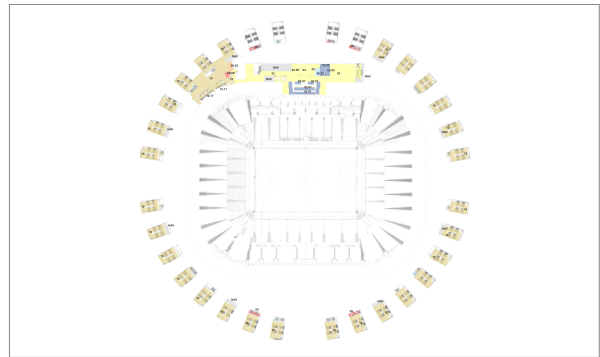
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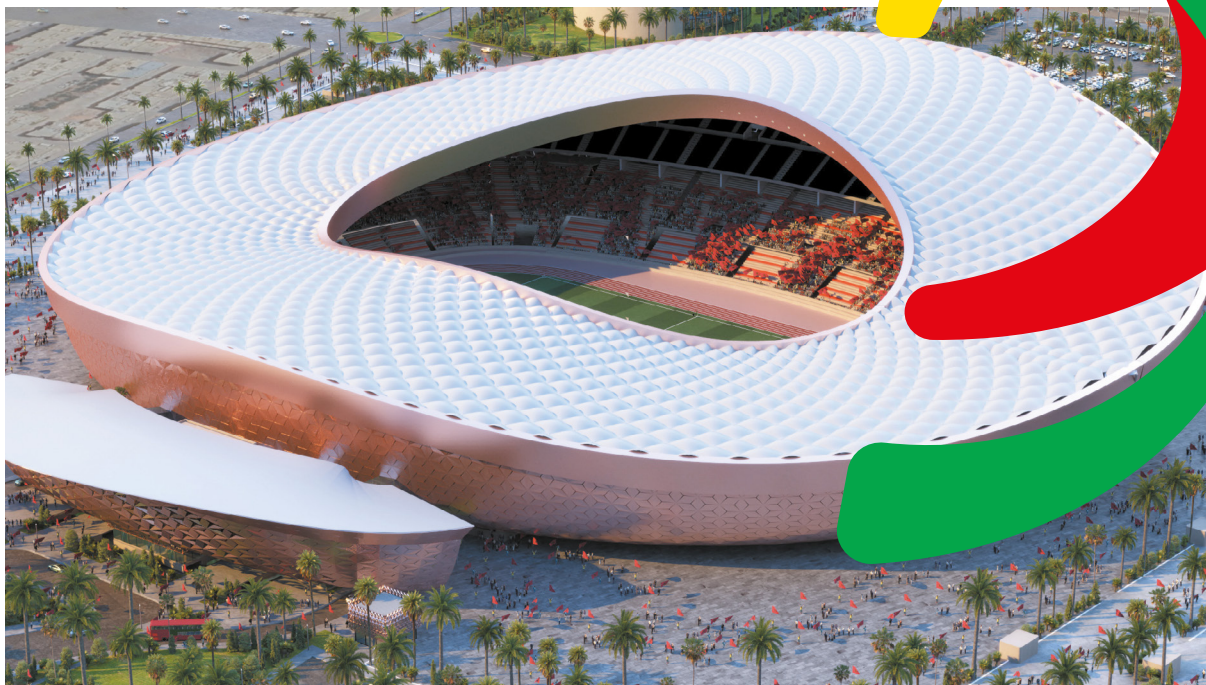


Level 6



6.5. Stade de Fès

Maghreb Association Sportive de Fès (MAS)
and Wydad Athletic de Fès (WAF)



At the heart of Fez, the oldest of Morocco's imperial cities, stands the Stade de Fès. Within its walls, the legacy of two historical clubs, Maghreb Association Sportive de Fès (MAS) and Wydad Athletic de Fès (WAF), thrives amid fervent local support. Notably, the stadium played host to several pivotal games during MAS's triumphant campaign in the 2011 CAF Confederation Cup.

The stadium is located within the urban perimeter of Fez, 7.5 km south of the *Ville Nouvelle*, Fez's primary commercial and tourist area, which also includes the railway station. It sits at the intersection of the national road N8 (Essaouira – El Hoceima) and the southern bypass connecting the stadium to the A2 highway (Rabat – Oujda). Both the airport and the city centre are within a 20-minute drive.

Owner	Ministry of National Education, Preschool and Sports
Operator	SONARGES
Year of construction	2007
Latest renovation	2024
Expected round	Quarter-finals
Major event	2011 CAF Confederation Cup
Gross capacity (2030)	55,800
Net capacity (2030)	49,200

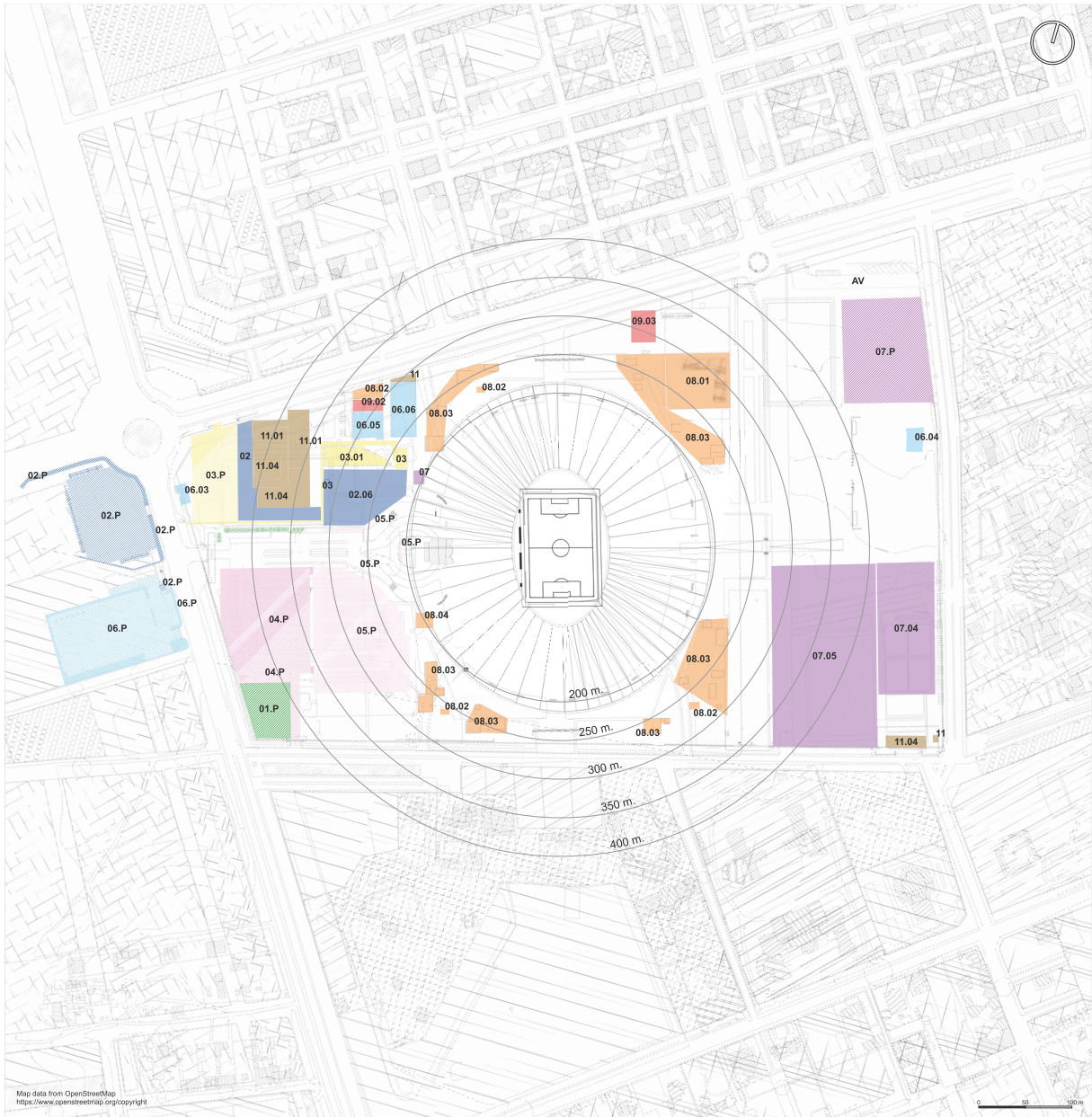
2,408 m² VVIP Area	4,253 m² VIP Area	12,511 m² Indoor hospitality area	30,000 m² Outdoor hospitality area	1,256 # Skybox seats
678 m² Mixed zone area	335 # Wheelchair seats	237 # Easy access seats	55 # Accessible & wheelchair toilets	190 # Accessible parking spots

Several buses, one Bus Rapid Transit line, and bike lanes on the N4 will connect the stadium to the city centre.

The two-phase modernization, initiated ahead of the Africa Cup of Nations 2025 and planned for completion by 2028, will highly upgrade players, organisers and fans' experiences. This will be achieved by constructing a reception building adjacent to the West stand, enabling streamlined flow management through elegant, interwoven aerial walkways for officials, VVIPs, VIPs, and media.

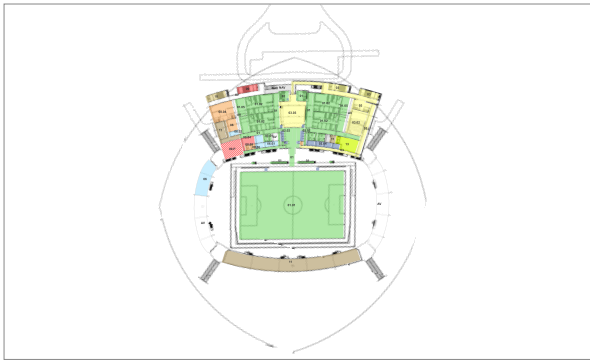
The subsequent phase includes removing the athletics track, adding a 360-degree roof and extra skyboxes, lowering the pitch level for better visibility and comfort, fully renovating the parking area, organising the stadium's surroundings for hospitality and services, and increasing the seating capacity from 35,000 currently to nearly 55,800.

The new design of Stade de Fès will symbolise the identity of the Kingdom of Morocco, harmoniously blending its rich ancestral heritage with modern influences. Its ongoing renovation will offer a memorable state-of-the-art event journey, while showcasing the craftsmanship of Fez, making it an indisputable venue to host the FIFA World Cup 2030™ competition.

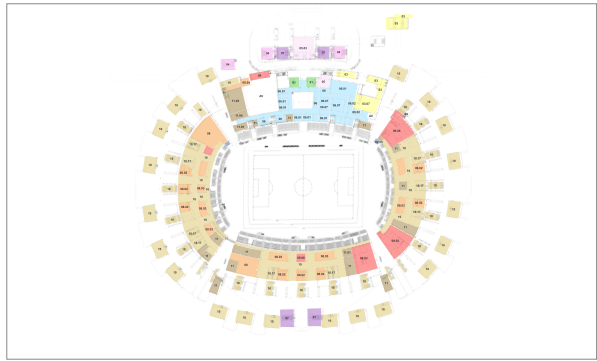


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| 1.02 | Team Dressing Room | 5.02 | VVIP Tribune Lounge | 8.02 | Food & Beverage |
| 1.04 | Doping Control Facilities | 5.03 | VVIP Reception Area | 8.03 | Onsite Retail |
| 1.05 | Players' indoor warm-up areas | 6.01 | Offices | 8.04 | Youth Programme |
| 2.02 | Interview Position | 6.03 | Accreditation Centre | 9.01 | Venue Operation Centre |
| 2.04 | Presentation Studio | 6.04 | Ticketing Centre | 9.04 | Players' and officials' medical spaces |
| 2.06 | Broadcast Compound | 6.05 | Volunteer Centre | 9.05 | VVIP/VIP Medical Room |
| 3.01 | Stadium Media Centre | 6.06 | Staff Restaurant | 9.06 | Spectator medical facility |
| 3.02 | Press Conference Room | 7.02 | Hospitality Skyboxes | 10.17 | Sanitary Facilities |
| 3.03 | Mixed Zone | 7.03 | Hospitality Lounge | 11.01 | Logistics Compound |
| 3.07 | Photographers' working area | 7.04 | Commercial Affiliates Village | 11.04 | Cleaning and Waste Management |
| 4.02 | VIP Tribune Lounge | 7.05 | Commercial Hospitality Village | 12.01 | Telecom carrier room |
| 4.03 | VIP Reception Area | 8.01 | Brand Activation Area | 12.02 | Technology Equipment Room |

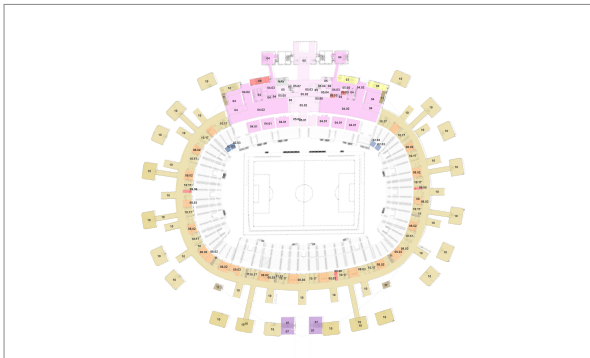
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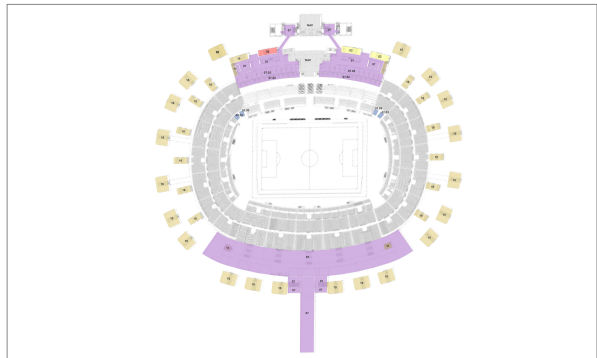
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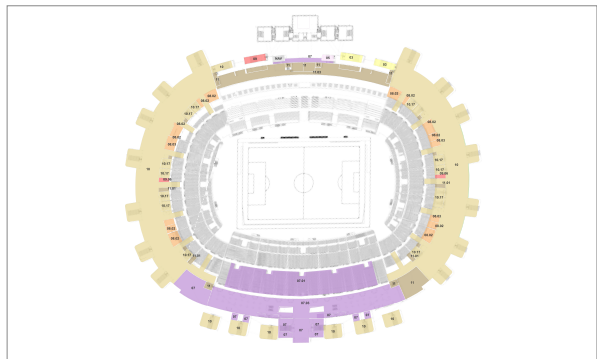
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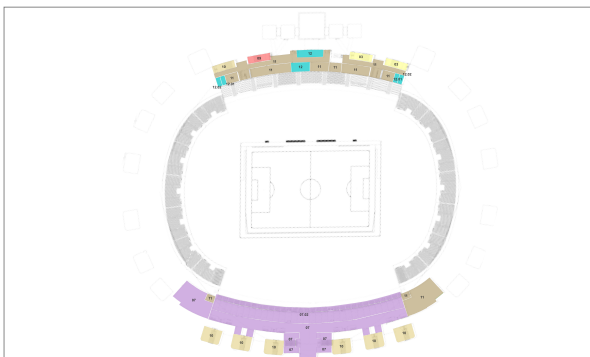
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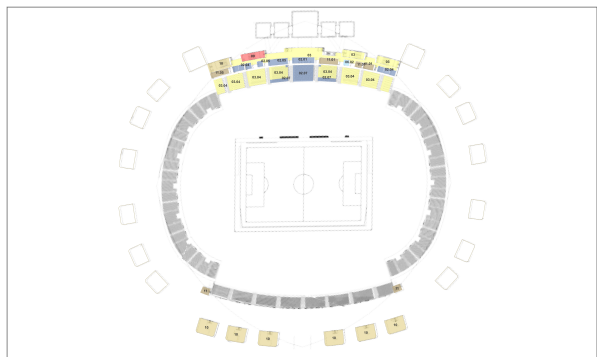
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Level 8



Level 9



6.6. Grand Stade de Marrakech

Kawkab Athletic Club de Marrakech (KACM)



Inaugurated in 2011, the Grand Stade de Marrakech hosts Kawkab Athletic Club Marrakech home games. Since its inauguration, the stadium has also hosted hundreds of other events, demonstrating its active participation in both the sports, cultural and business events markets. Its architectural design draws inspiration from the city’s historic medina, such as its walls, towers, and minarets, reinterpreting them to help define its identity.

Located at the northern entrance of the city and 20 minutes away from the city centre and the airport, the stadium is surrounded by La Palmeraie, a famous touristic neighbourhood. Its location is adjacent to the N9 national road linking Marrakech with Casablanca. The Grand Stade de Marrakech’ train station, which will open in 2028, nearby the stadium, will enhance

Owner	Ministry of National Education, Preschool and Sports
Operator	SONARGES
Year of construction	2011
Latest renovation	2024
Expected round	Quarter-finals
Major event	2013 FIFA Club World Cup™ 2014 FIFA Club World Cup™ 2018 Africa Nations Championship
Gross capacity (2030)	45,860
Net capacity (2030)	42,800

2,063 m² VVIP Area	2,547 m² VIP Area	10,632 m² Indoor hospitality area	30,270 m² Outdoor hospitality area	1,214 # Skybox seats
628 m² Mixed zone area	212 # Wheelchair seats	169 # Easy access seats	51 # Accessible & wheelchair toilets	127 # Accessible parking spots

accessibility by linking the stadium to the city centre via a Regional Express Train (RER) and to other host cities via the High-Speed train (Al Boraq).

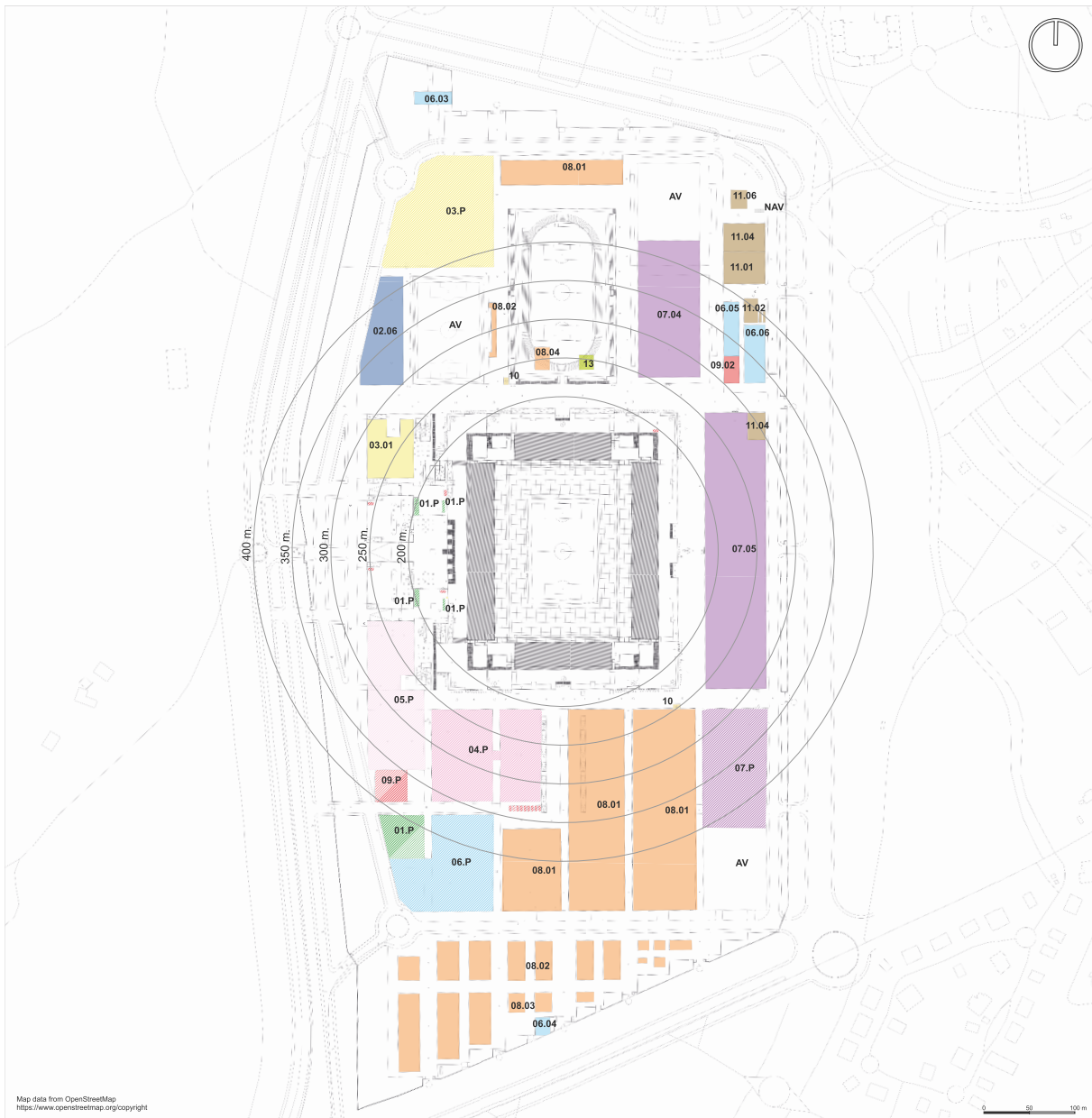
The stadium has hosted matches of several major sporting events such as the FIFA Club World Cup™ in 2013 and 2014, Paris St-Germain's 2014 Qatar Winter Tour, and the 2018 Africa Nations Championship. It will also be one of the key locations for the forthcoming Africa Cup of Nations 2025.

By 2028, a two-fold modernisation process will have seamlessly integrated the stadium's four monumental columns and new canopy into its structure, ensuring complete roof coverage, with improved visibility and proximity to the action. The ongoing transformation includes lowering the pitch level by 6 metres after removing the athletics track, incorporating

lower tribunes and an overall modernisation and upgrade of the stadium. In 2028, the stadium will offer a total capacity of 45,860 seats, including 119 VVIP, 828 VIP and 4,077 hospitality and skyboxes seats.

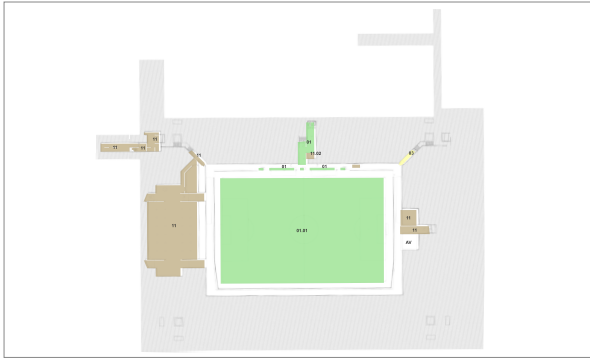
This fusion of existing and new elements will create a unified and functional architectural landmark, establishing the bold presence of the modernised stadium for the global football community.

MOROCCO | MARRAKECH | GRAND STADE DE MARRAKECH

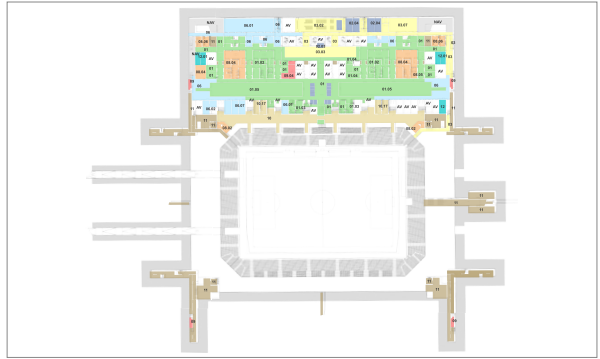


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| 1.04 | Doping Control Facilities | 5.03 | VVIP Reception Area | 8.03 | Onsite Retail |
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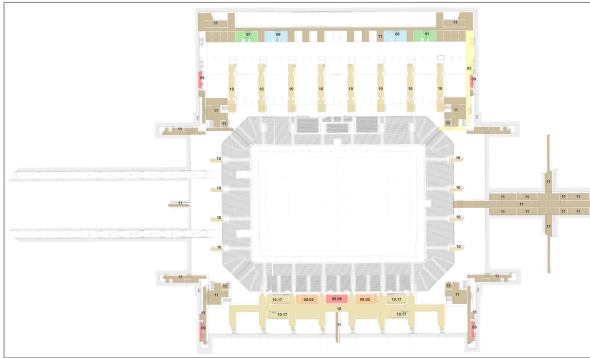
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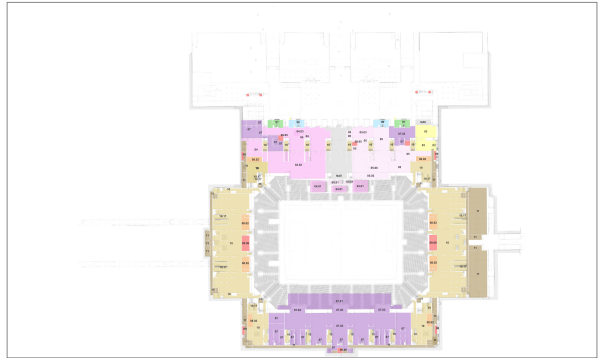
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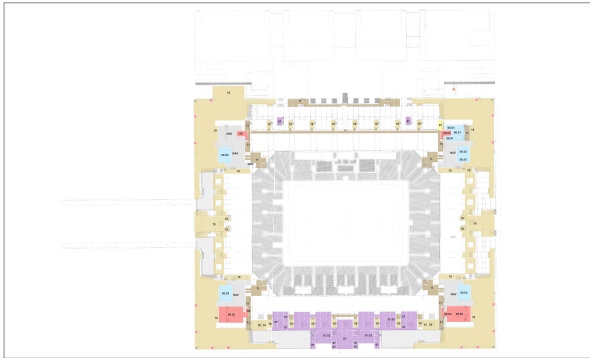
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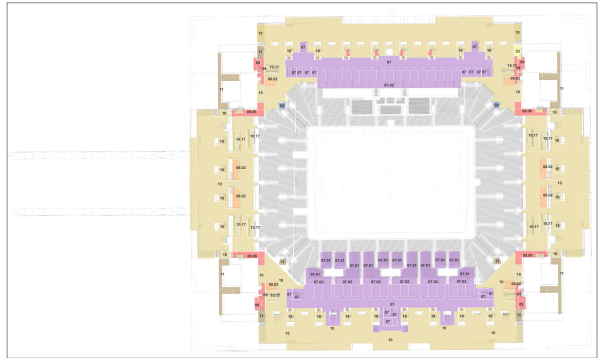
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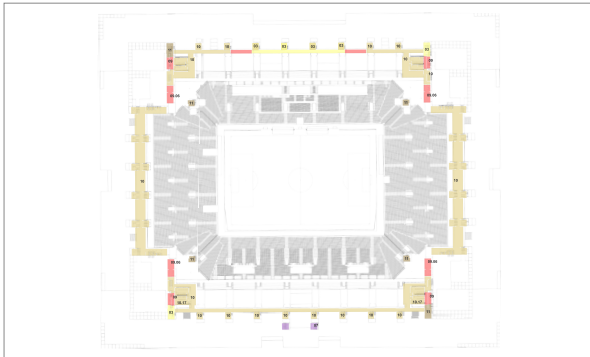
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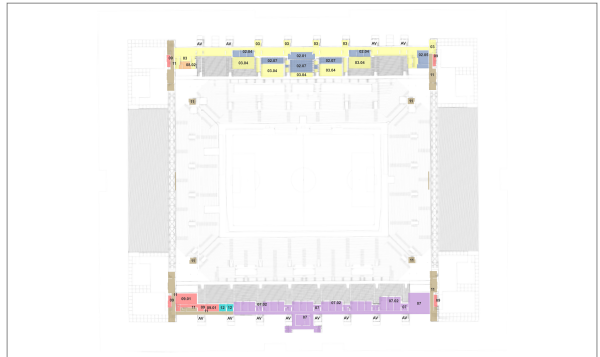
Level 6



Level 8



Level 11



6.7. Stade Prince Moulay Abdellah

Association Sportive des Forces Armées Royales (AS FAR)



The Stade Prince Moulay Abdellah blends innovation and tradition through the art of parametric design. Inspired by the natural allure of palm leaves, the building is a harmonious blend of form, function, cultural identity, and home to one of Morocco's historic clubs, Association Sportive des Forces Armées Royales (AS FAR). It is located within a sports complex that was designed to accommodate the ninth edition of the Mediterranean Games, in 1983. Alongside the stadium, the complex features an indoor multisport arena – which recently hosted the final of the 2024 Futsal Africa Cup of Nations – football training pitches, parking facilities, and a newly-built, Olympic-standard swimming pool.

Located 7 km south of the city centre, the stadium occupies a prime location. Its geographical position, encircled by Rabat's green belt (an over 900 ha forest), provides a rejuvenating

Owner	Ministry of National Education, Preschool and Sports
Operator	SONARGES
Year of construction	1983
Latest renovation	2023
Expected round	Semi-finals
Major event	2022 FIFA Club World Cup™ 2020 Arab Club Champions Cup Final I 2022 Women's Africa Cup of Nations 2023 U-23 Africa Cup of Nations
Gross capacity (2030)	68,700
Net capacity (2030)	63,900

1,361 m² VVIP Area	2,699 m² VIP Area	10,940 m² Indoor hospitality area	50,000 m² Outdoor hospitality area	1,632 # Skybox seats
660 m² Mixed zone area	329 # Wheelchair seats	247 # Easy access seats	58 # Accessible & wheelchair toilets	192 # Accessible parking spots

atmosphere for both players and spectators. A new multi-modal mobility station (Hay Riad) is under construction 500 metres from the stadium outer perimeter, providing convenient access via Bus Rapid Transit, regional express train (RER), and high-speed train (Al Boraq). The stadium will therefore be directly connected to Tangier in one hour, Casablanca in 40 minutes and both Rabat-Salé and Mohammed V airports in respectively 10 and 35 minutes.

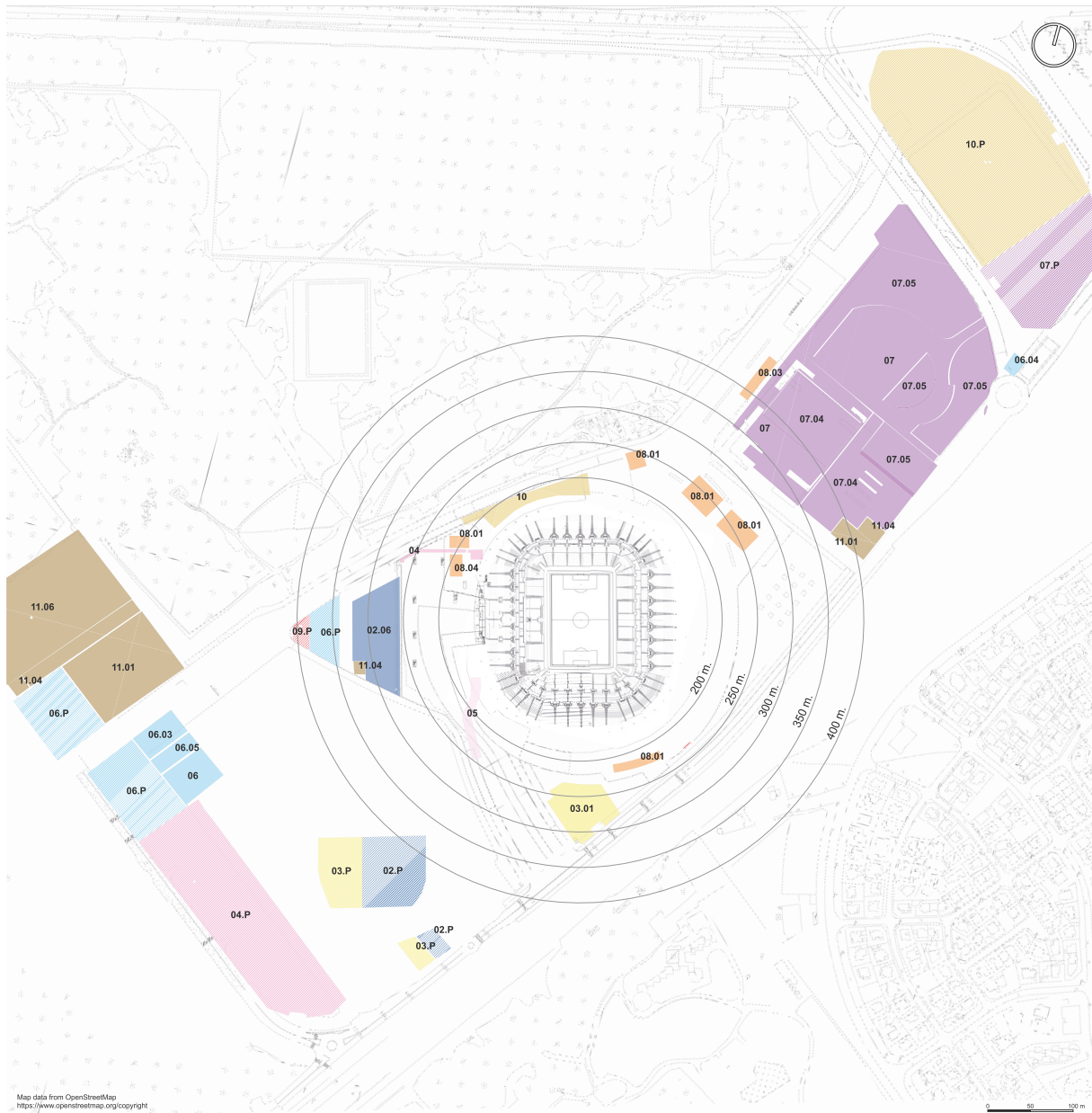
Recently, the stadium has hosted significant football events, including the 2022 FIFA Club World Cup™. Additionally, the stadium has been selected for major tournaments such as the 2020 Arab Club Champions Cup final, the 2022 Women's Africa Cup of Nations, and the 2023 U-23 Africa Cup of Nations, strengthening its reputation as a premier football venue on the continent.

Since 2023, the stadium has been undergoing a full remodelling, set for completion in 2025, in preparation for the Africa Cup of Nations 2025, hosted by Morocco. The transformation includes a complete redesign of the tribunes, adding a 360-degree windbreak roof, and implementing top-notch VVIP, VIP and hospitality areas, additional skyboxes and modern media zones. The stadium will feature a sophisticated layout with premium spectator

areas on Levels 1 and 2 such as VVIP and VIP in the west tribune and hospitality in the opposite stands. Level 3 will be the heart of General Admission fans and carry the enthusiasm of the fans to the players on the pitch. The new construction will expand the stadium's revenue-generating potential by establishing a gross seating capacity of 68,700.

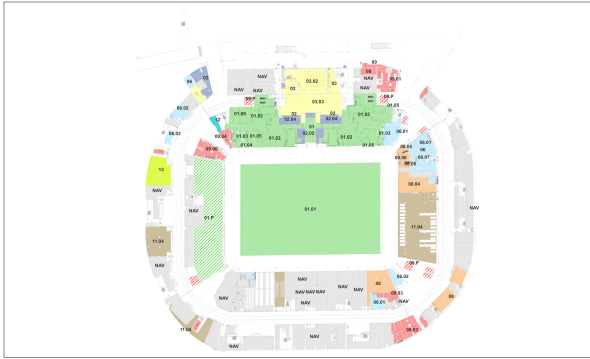
The Stade Prince Moulay Abdellah will stand out for its unique design, combining local heritage with the latest cutting-edge technologies. The development of its nearby transportation network, will not only increase accessibility from everywhere in Morocco, creating an optimised venue for sports events and tournaments set to draw more local and international visitors, it will also provide the highest level of facilities and amenities to local teams and athletes, including both the women's and men's AS FAR teams.

MOROCCO | RABAT | STADE PRINCE MOULAY ABDELLAH

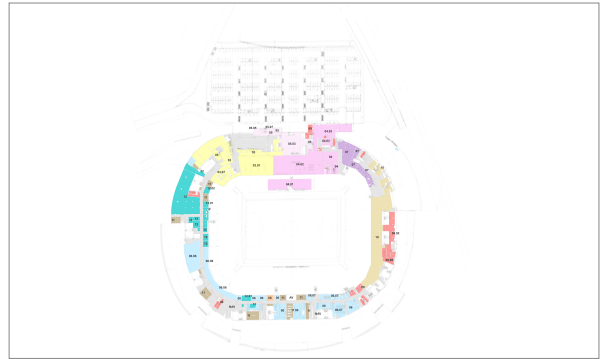


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| 1.02 | Team Dressing Room | 5.02 | VVIP Tribune Lounge | 8.02 | Food & Beverage |
| 1.04 | Doping Control Facilities | 5.03 | VVIP Reception Area | 8.03 | Onsite Retail |
| 1.05 | Players' indoor warm-up areas | 6.01 | Offices | 8.04 | Youth Programme |
| 2.02 | Interview Position | 6.03 | Accreditation Centre | 9.01 | Venue Operation Centre |
| 2.04 | Presentation Studio | 6.04 | Ticketing Centre | 9.04 | Players' and officials' medical spaces |
| 2.06 | Broadcast Compound | 6.05 | Volunteer Centre | 9.05 | VVIP/VIP Medical Room |
| 3.01 | Stadium Media Centre | 6.06 | Staff Restaurant | 9.06 | Spectator medical facility |
| 3.02 | Press Conference Room | 7.02 | Hospitality Skyboxes | 10.17 | Sanitary Facilities |
| 3.03 | Mixed Zone | 7.03 | Hospitality Lounge | 11.01 | Logistics Compound |
| 3.07 | Photographers' working area | 7.04 | Commercial Affiliates Village | 11.04 | Cleaning and Waste Management |
| 4.02 | VIP Tribune Lounge | 7.05 | Commercial Hospitality Village | 12.01 | Telecom carrier room |
| 4.03 | VIP Reception Area | 8.01 | Brand Activation Area | 12.02 | Technology Equipment Room |

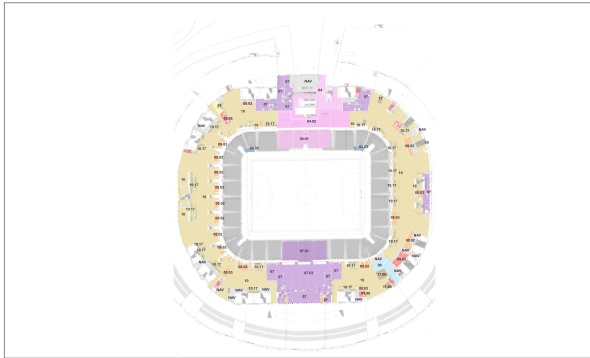
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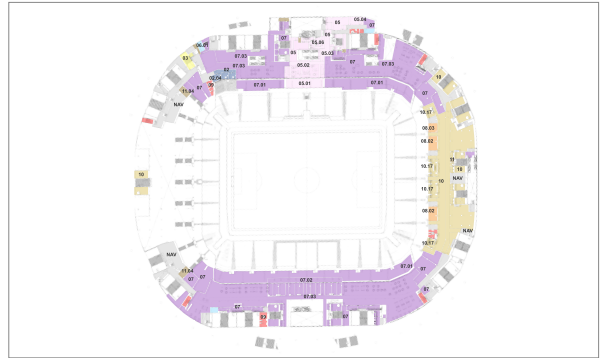
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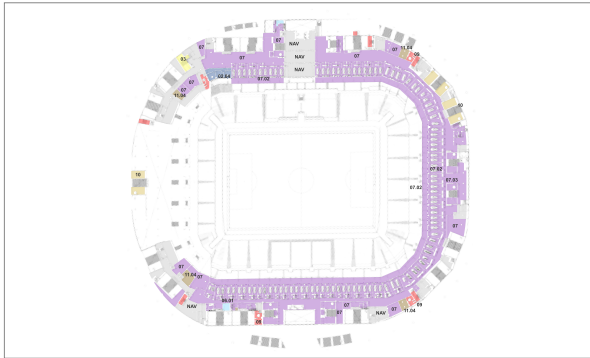
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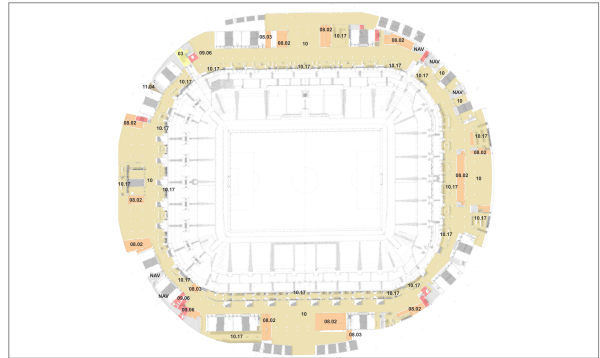
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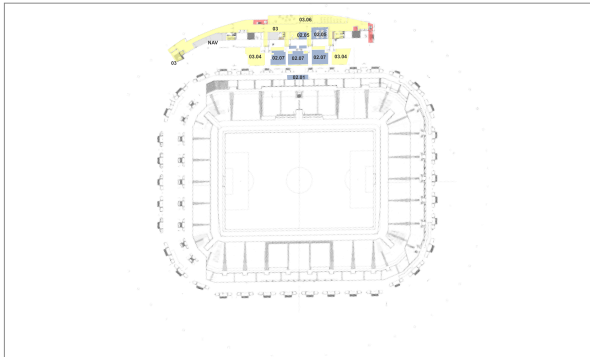
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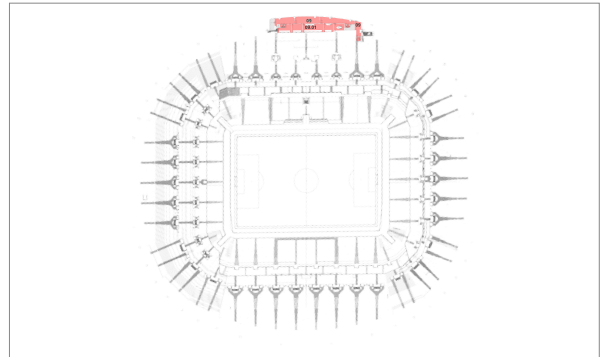
Level 3



Level 5



Level 6



6.8. Grand Stade de Tanger
 Ittihad Riadhi de Tanger (IRT)



Since its inauguration in 2011, the Grand Stade de Tanger has held a special place as the much-loved home ground of Ittihad Riadhi de Tanger, signifying a profound bond between the team and the city. The stadium is part of a multi-disciplinary sport hub comprising football training stadiums, a tennis stadium, an Olympic swimming pool, and an indoor omnispport stadium. Initially designed to host both athletics and football events, the Grand Stade de Tanger is currently being upgraded ahead of the Africa Cup of Nations 2025.

Located at the southern entrance of the city, the stadium is 10 minutes away from the city centre and enjoys proximity to the railway station (10 km) and the international airport of Tangier (4 km). Bordered by national road N1 and Moulay Rachid Avenue, the stadium is served by up to

Owner	Ministry of National Education, Preschool and Sports
Operator	SONARGES
Year of construction	2011
Latest renovation	2023
Expected round	Semi-finals
Major event	2022 FIFA Club World Cup™
Gross capacity (2030)	75,600
Net capacity (2030)	71,000

1,351 m² VVIP Area	2,923 m² VIP Area	10,247 m² Indoor hospitality area	50,000 m² Outdoor hospitality area	1,661 # Skybox seats
587 m² Mixed zone area	320 # Wheelchair seats	254 # Easy access seats	60 # Accessible & wheelchair toilets	190 # Accessible parking spots

10 bus lines. By 2027, it will be complemented by a Bus Rapid Transit line and biking lanes on road N1. The stadium is perfectly integrated into the city and easily accessible from downtown, the airport, and Tangier's ports, linking Morocco to Spain, as well as the train station and the neighbouring city of Tetouan.

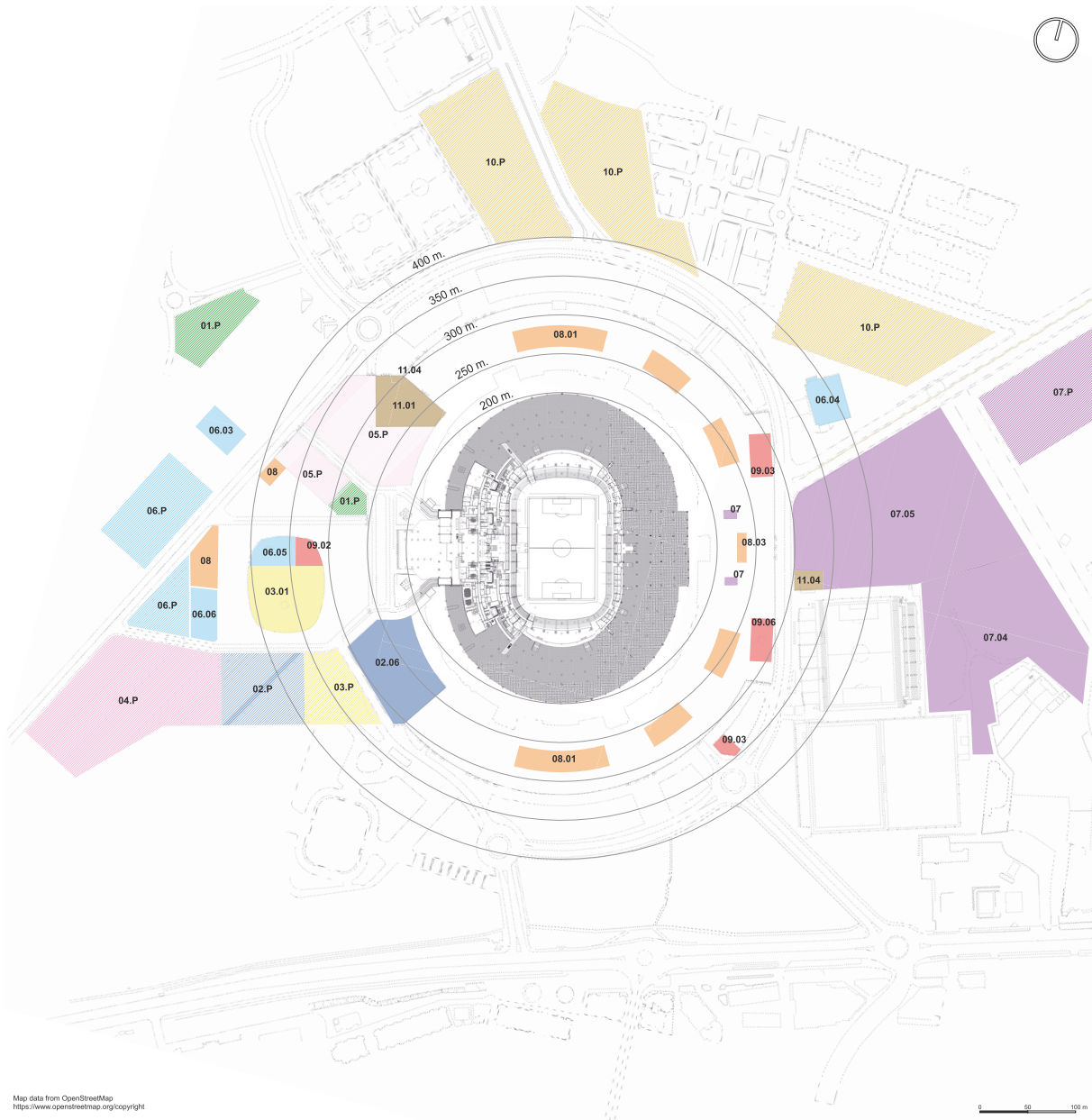
In its recent history, the stadium hosted the 2018 Supercopa de España, which reunited over 4.7 million TV viewers. The Grand Stade de Tanger also hosted 4 out of 7 games of the FIFA Club World Cup™ in 2022. In 2023, a friendly match between Morocco and Brazil at the stadium achieved record ticket sales of 63,000, with several hundreds of thousands of fans that could not get tickets.

The Grand Stade de Tanger has been undergoing renovations since 2023, set to be completed in 2025. To meet rising spectator demand, the stadium will increase its gross capacity to almost 75,600 seats, of which more than 5,800 are hospitality and skyboxes. The renovations began with removing the athletics track, transforming the stadium into a more immersive football venue and enhancing spectator experience. Lowering the playing field by approximately 8 metres, while adding 2 levels of skyboxes will create a more intimate and

engaging atmosphere for fans. The VVIP and VIP lounges have been fully modernised and will offer a panoramic view of the field of play.

This profound renovation will maintain the essence and tradition of the stadium while implementing significant transformation. Committed to excellence, sustainability, and enhanced spectator experience, it will ensure that the Grand Stade de Tanger remains a premier destination for football and major events, including the FIFA World Cup 2030™.

MOROCCO | TANGIER | GRAND STADE DE TANGER

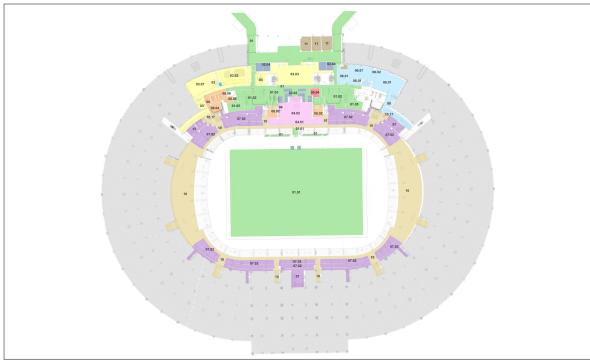


- 1.02 Team Dressing Room
- 1.04 Doping Control Facilities
- 1.05 Players' indoor warm-up areas
- 2.02 Interview Position
- 2.04 Presentation Studio
- 2.06 Broadcast Compound
- 3.01 Stadium Media Centre
- 3.02 Press Conference Room
- 3.03 Mixed Zone
- 3.07 Photographers' working area
- 4.02 VIP Tribune Lounge
- 4.03 VIP Reception Area

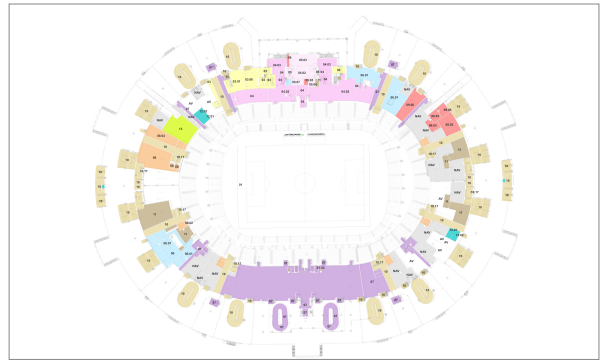
- 5.02 VVIP Tribune Lounge
- 5.03 VVIP Reception Area
- 6.01 Offices
- 6.03 Accreditation Centre
- 6.04 Ticketing Centre
- 6.05 Volunteer Centre
- 6.06 Staff Restaurant
- 7.02 Hospitality Skyboxes
- 7.03 Hospitality Lounge
- 7.04 Commercial Affiliates Village
- 7.05 Commercial Hospitality Village
- 8.01 Brand Activation Area

- 8.02 Food & Beverage
- 8.03 Onsite Retail
- 8.04 Youth Programme
- 9.01 Venue Operation Centre
- 9.04 Players' and officials' medical spaces
- 9.05 VVIP/VIP Medical Room
- 9.06 Spectator medical facility
- 10.17 Sanitary Facilities
- 11.01 Logistics Compound
- 11.04 Cleaning and Waste Management
- 12.01 Telecom carrier room
- 12.02 Technology Equipment Room

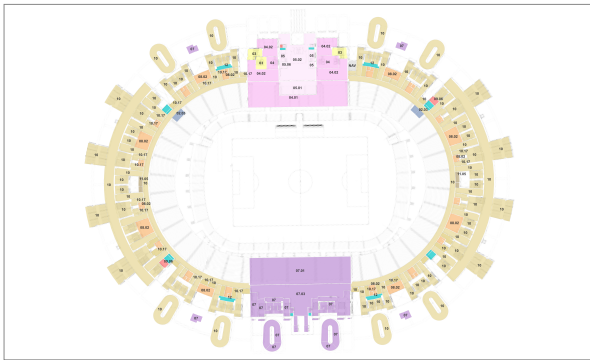
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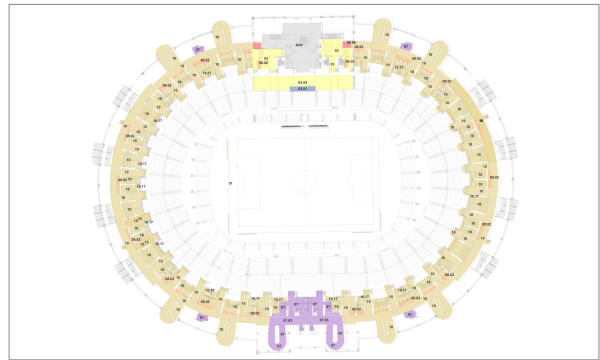
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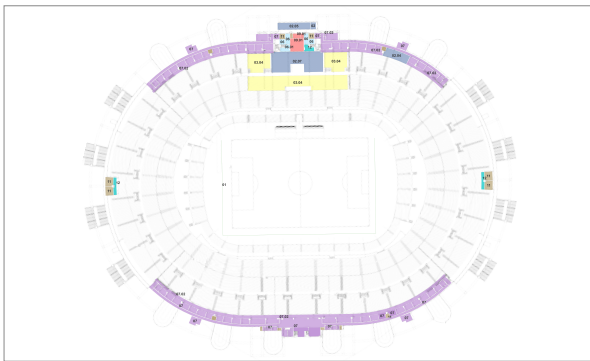
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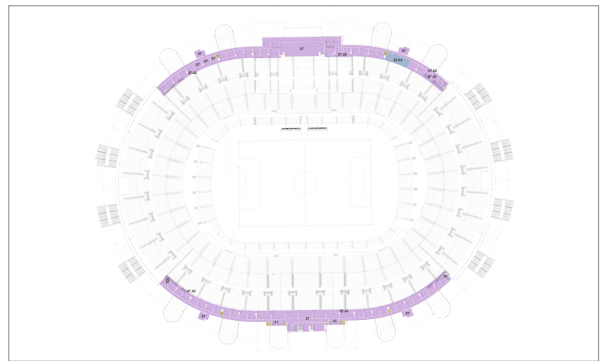
Level 3



Level 4



Level 5



6.9. Estádio do Sport Lisboa e Benfica Sport Lisboa e Benfica



Lisbon's Estádio do Sport Lisboa e Benfica, nicknamed Estádio da Luz, is home to the famous club Sport Lisboa e Benfica, its owner. Often, Benfica fans will refer to their stadium simply as 'The Cathedral'. Inaugurated on October 25, 2003, in time for UEFA Euro 2004, Estádio do Sport Lisboa e Benfica is a UEFA category-four stadium, the biggest by capacity in Portugal, one of the largest in Europe, and a landmark in the city.

The name Benfica refers to the parish in which the stadium is located, which is also home to Lisbon's largest forest park, the 'lungs of the city'. Estádio do Sport Lisboa e Benfica is just 10 minutes, or five kilometres, away from Lisbon airport, and 15 minutes, or 7.5 km, from the city centre. The stadium is served by 10 bus lines and one metro line, and is located a few kilometres away from Portugal's main

Owner	Sport Lisboa e Benfica
Tenant / main user	Sport Lisboa e Benfica
Year of construction	2003
Latest renovation	Regular Maintenance and Upgrades
Expected round	Semi-finals
Major event	UEFA EURO 2004 Final, UEFA Champions League Final 2014, UEFA Champions League Final 2020
Gross capacity (2030)	65,209
Net capacity (2030)	58,586

520 m² VVIP Area	1,768 m² VIP Area	10,414 m² Indoor hospitality area	30,000 m² Outdoor hospitality area	2,402 # Skybox seats
600 m² Mixed zone area	72 # Wheelchair seats	250 # Easy access seats	11 # Accessible & wheelchair toilets	7 # Accessible parking spots

highway, the A1, connecting Lisbon to Porto in two and a half hours.

In its two decades of existence, Estádio do Sport Lisboa e Benfica hosted several matches of UEFA Euro 2004, including its final, as well as the 2014 and 2020 UEFA Champions League finals. And as an example of its capacity to host non-football events, the Portuguese stop of Taylor Swift's The Eras Tour took place in Estádio do Sport Lisboa e Benfica in 2024.

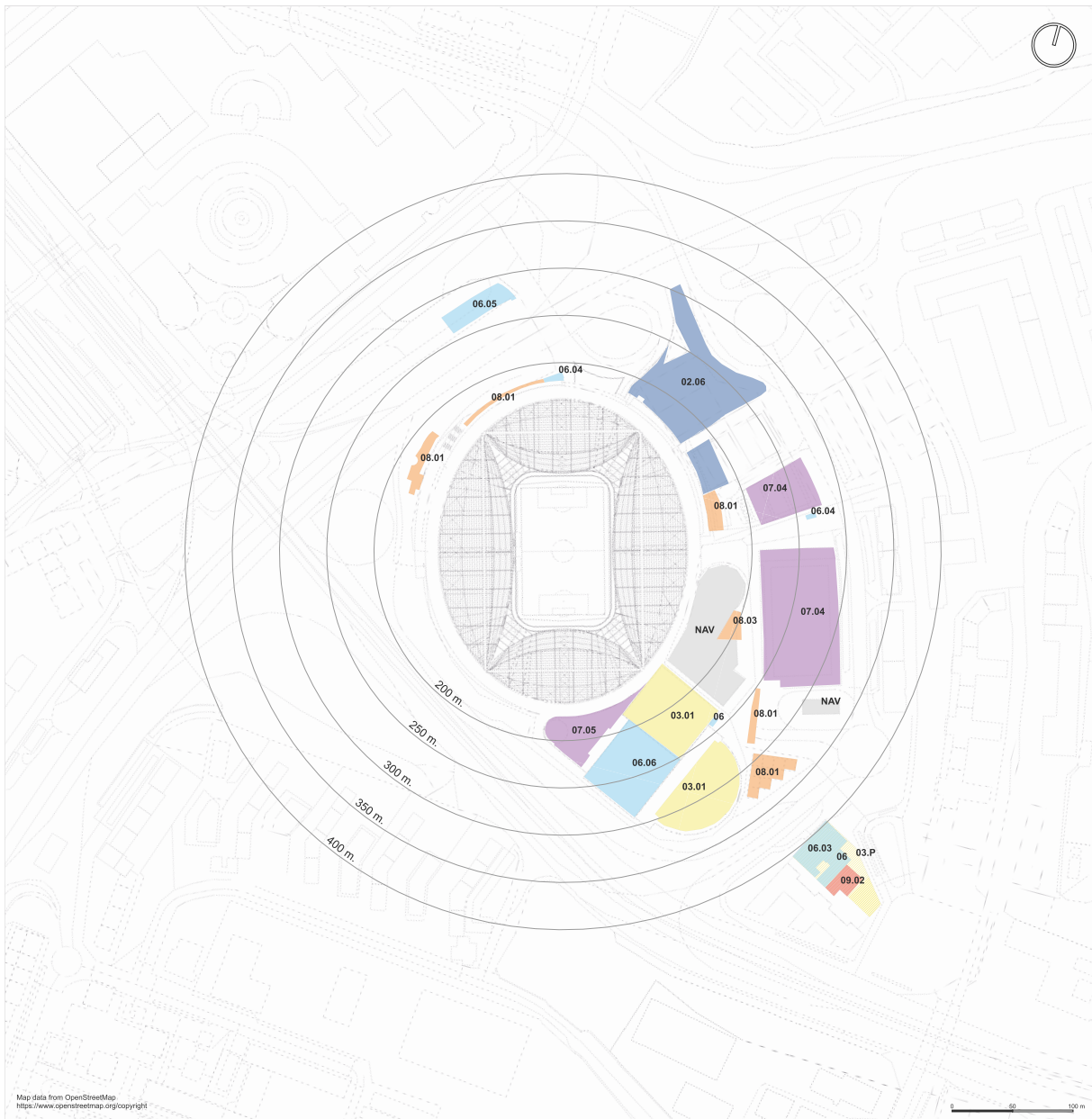
With a capacity of 65,209 spectators, Estádio do Sport Lisboa e Benfica boasts a VIP area of 1,768 m² and a VVIP zone of 520 m². It also has several restaurants and bars, a commercial area, and a museum that, in 2014 – the year Estádio do Sport Lisboa e Benfica was designated one of the most beautiful in Europe – was voted the best in Portugal.

As an integral part of the surrounding community's life, Sport Lisboa e Benfica aims at making Estádio do Sport Lisboa e Benfica a national and international environmental sustainability reference through the ECO Benfica project. The programme, which began in 2022, encompasses a recycling centre, a water management system, a used cooking oils-based ecological detergent production unit and the first electric mobility hub in Lisbon, featuring chargers that are all connected to the Mobile

network and are publicly accessible. Estádio do Sport Lisboa e Benfica is subject to a continuous evolution process. By the end of 2022, its sound and lighting systems had been totally remodelled, offering the large crowds an ever more innovative and immersive experience that goes far beyond football.

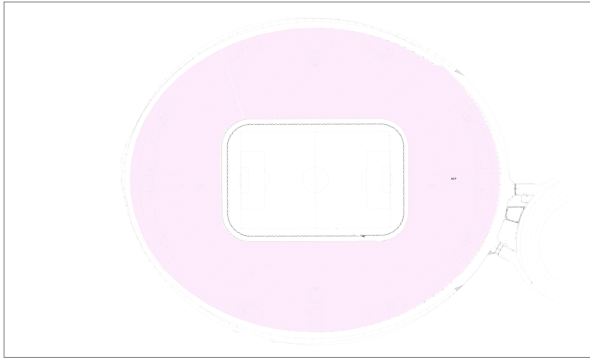
Situated next to Portugal's largest shopping mall, Estádio do Sport Lisboa e Benfica is a true epicentre in Lisbon's sporting and cultural life, witness to one of Europe's most vibrant pilgrimages of football fans every match day.

PORTUGAL | LISBON | ESTÁDIO DO SPORT LISBOA E BENFICA

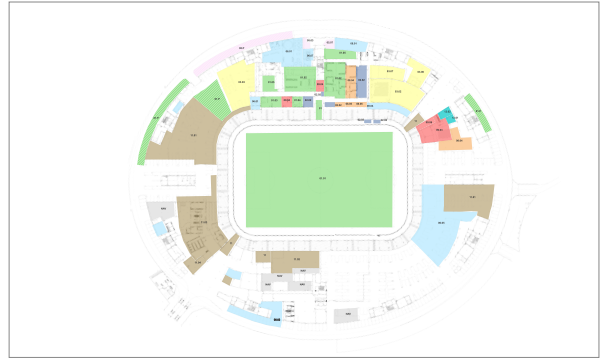


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| 1.02 Team Dressing Room | 5.02 VVIP Tribune Lounge | 8.02 Food & Beverage |
| 1.04 Doping Control Facilities | 5.03 VVIP Reception Area | 8.03 Onsite Retail |
| 1.05 Players' indoor warm-up areas | 6.01 Offices | 8.04 Youth Programme |
| 2.02 Interview Position | 6.03 Accreditation Centre | 9.01 Venue Operation Centre |
| 2.04 Presentation Studio | 6.04 Ticketing Centre | 9.04 Players' and officials' medical spaces |
| 2.06 Broadcast Compound | 6.05 Volunteer Centre | 9.05 VVIP/VIP Medical Room |
| 3.01 Stadium Media Centre | 6.06 Staff Restaurant | 9.06 Spectator medical facility |
| 3.02 Press Conference Room | 7.02 Hospitality Skyboxes | 10.17 Sanitary Facilities |
| 3.03 Mixed Zone | 7.03 Hospitality Lounge | 11.01 Logistics Compound |
| 3.07 Photographers' working area | 7.04 Commercial Affiliates Village | 11.04 Cleaning and Waste Management |
| 4.02 VIP Tribune Lounge | 7.05 Commercial Hospitality Village | 12.01 Telecom carrier room |
| 4.03 VIP Reception Area | 8.01 Brand Activation Area | 12.02 Technology Equipment Room |

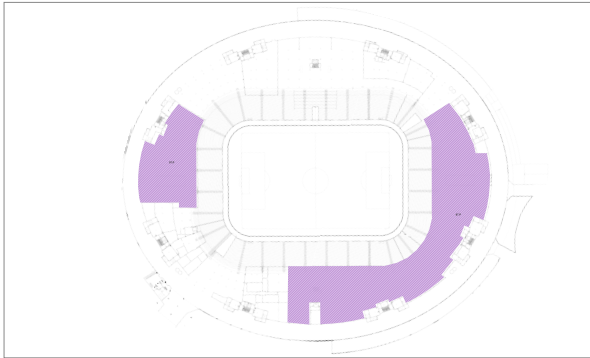
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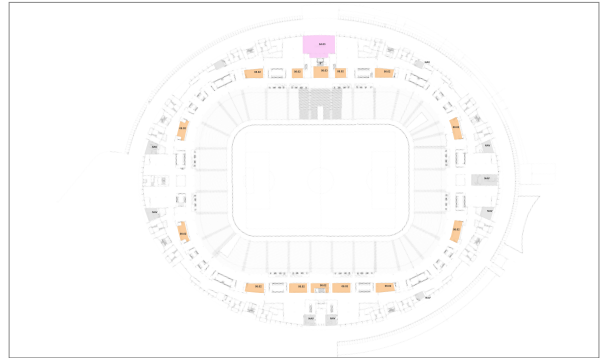
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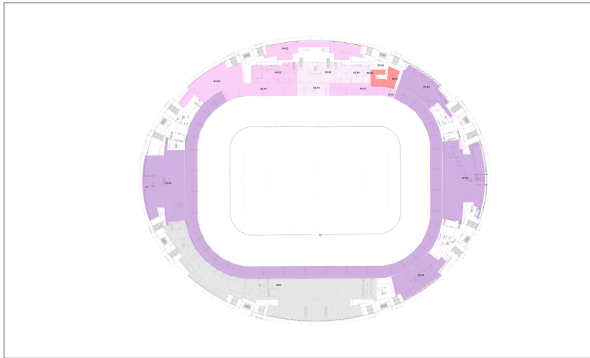
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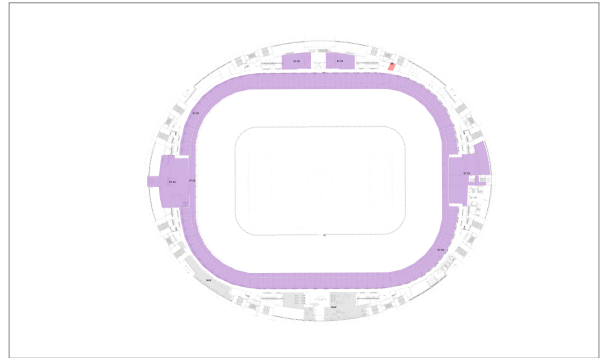
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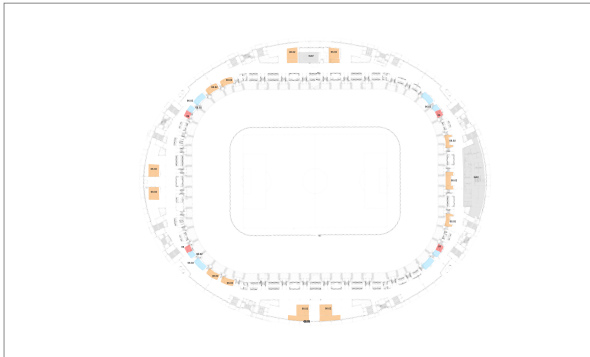
Level 1



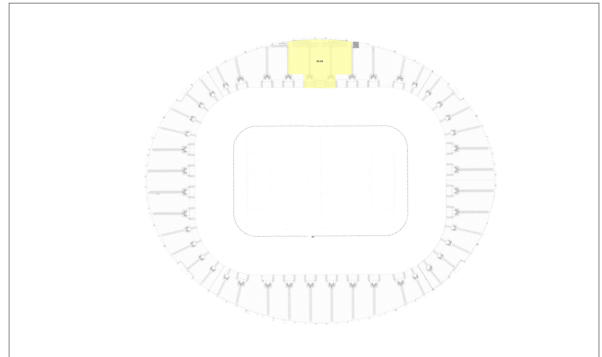
Level 2



Level 3



Level 5



6.10. Estádio José Alvalade Sporting Clube de Portugal



Estádio José Alvalade, commonly referred to as Estádio de Alvalade, is home to Sporting Clube de Portugal, its owner. The stadium is named after José Alvalade, the founder and first club member of Sporting Clube de Portugal in the early 20th century. Plans to modernise the club in the late 1990s coincided with Portugal being chosen to host UEFA Euro 2004. A decision was made to build the new stadium – a few metres away from the original one – and it was inaugurated on August 6, 2003, with a memorable match that propelled an 18-year-old to an unparalleled, globally successful, career: Cristiano Ronaldo. Estádio José Alvalade is the centre of a complex called Alvalade XXI, which includes the Alvaláxia mall with a 12-screen movie theatre, a health club, the club’s museum, a sports pavilion, a clinic, and an office building.

Owner	Sporting CP
Tenant / main user	Sporting CP
Year of construction	2003
Latest renovation	Regular Maintenance and Upgrades
Expected round	Round of 16
Major event	UEFA CUP Final 2005, UEFA Champions League Final Tournament 2020, UEFA Women’s Champions League Final 2025
Gross capacity (2030)	50,103
Net capacity (2030)	45,893

900 m² VVIP Area	1,596 m² VIP Area	7,382 m² Indoor hospitality area	13,200 m² Outdoor hospitality area	1,400 # Skybox seats
600 m² Mixed zone area	53 # Wheelchair seats	80 # Easy access seats	11 # Accessible & wheelchair toilets	28 # Accessible parking spots

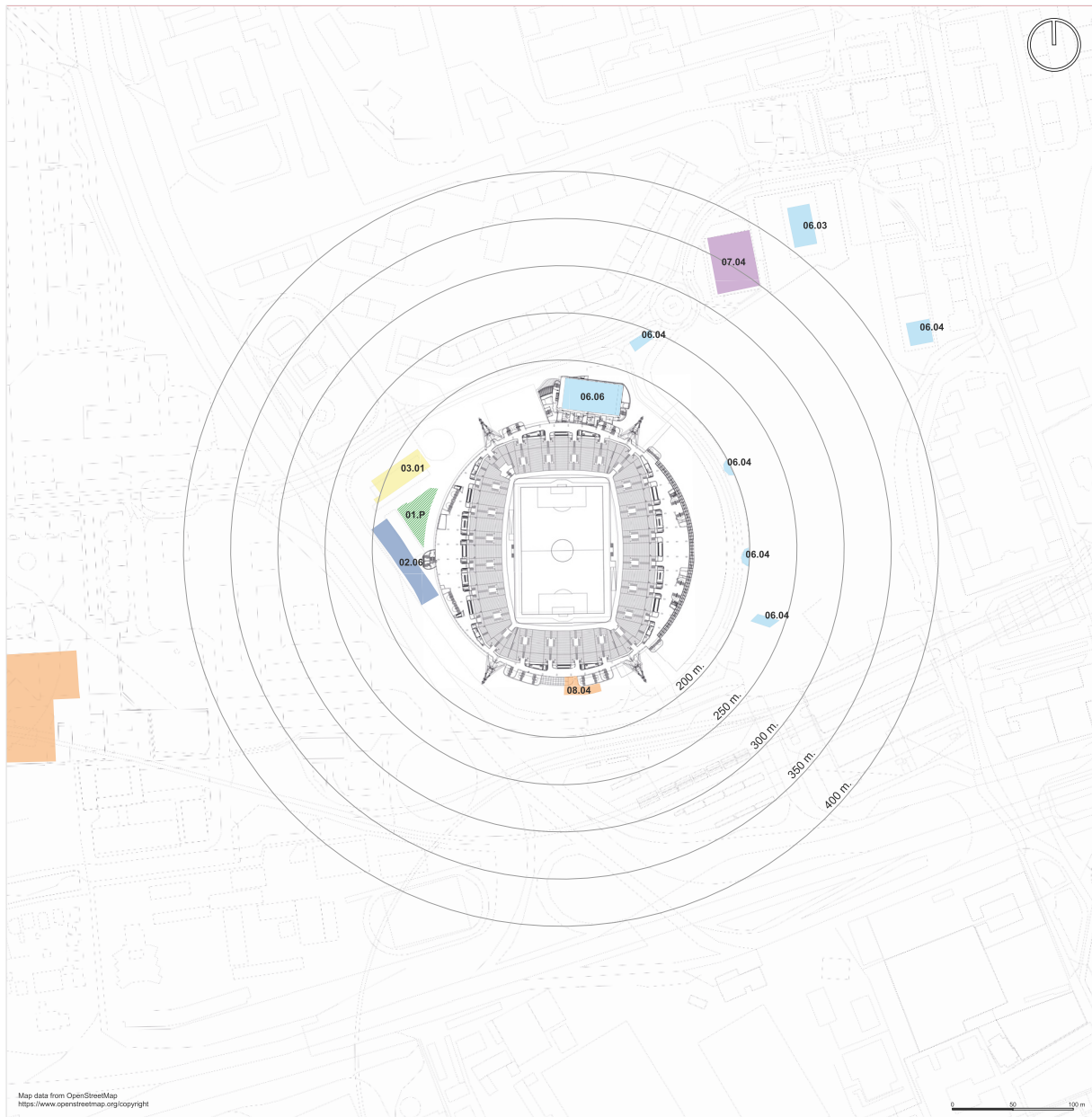
Located in Lisbon's urban area, Estádio José Alvalade is less than 10 minutes, or five kilometres, from Lisbon airport, and 15 minutes, or 7.5 km, from the city centre. The stadium sits next to one of the city's main transportation hubs, which is accessible by local, regional, and national bus lines, and two metro lines. Also located a very short ride away, highway A1 connects Lisbon to Porto in two and a half hours.

Ranked with five stars by UEFA, the Estádio José Alvalade hosted several UEFA Euro 2004 matches, most notably the semi-final between Portugal and the Netherlands, which Portugal won 2-1. A year later it hosted the 2005 UEFA Cup Final and, more recently, it was the stage for quarter-final and semi-final matches of the 2019/20 UEFA Champions League.

Estádio José Alvalade, one of the largest in Portugal, with a capacity of 50,103 spectators, a VIP area of 1,596 m², and a VVIP zone of 900 m², is an ever-evolving infrastructure. As part of this evolution, the Green Club has made public its ambition to achieve carbon neutrality by 2050, by turning the stadium into a Self-Consumption Production Unit, through the installation of photovoltaic panels on the roof of the facilities.

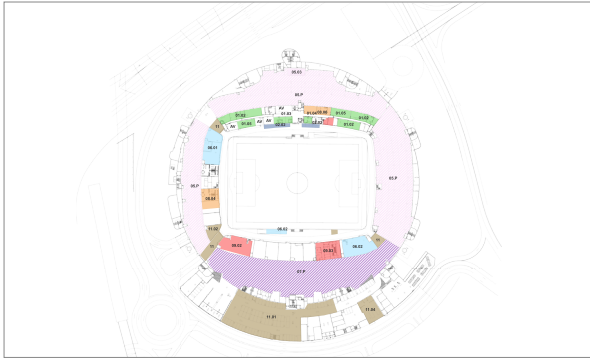
Home to a team that wears green, Estádio José Alvalade is at the centre of a sustainability programme called Green Club. The club represents a set of initiatives for reducing the stadium's carbon footprint and consequent environmental impact, through the use of renewable energies and adaptation to potential climate-related and natural disaster risks.

Thus Estádio José Alvalade, home to the Portuguese club with the widest range of sports beyond football, aims to complement its social cohesion role by becoming an international sustainable innovation hub.

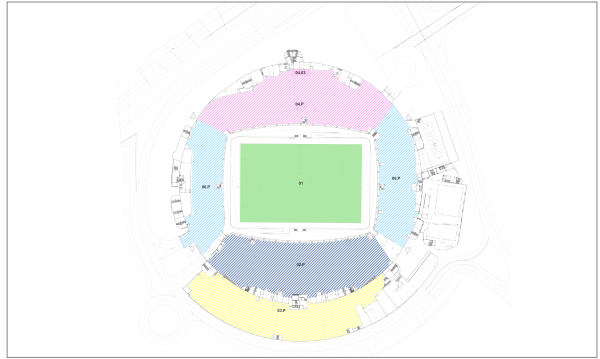


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| 1.02 | Team Dressing Room | 5.02 | VVIP Tribune Lounge | 8.02 | Food & Beverage |
| 1.04 | Doping Control Facilities | 5.03 | VVIP Reception Area | 8.03 | Onsite Retail |
| 1.05 | Players' indoor warm-up areas | 6.01 | Offices | 8.04 | Youth Programme |
| 2.02 | Interview Position | 6.03 | Accreditation Centre | 9.01 | Venue Operation Centre |
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| 3.03 | Mixed Zone | 7.03 | Hospitality Lounge | 11.01 | Logistics Compound |
| 3.07 | Photographers' working area | 7.04 | Commercial Affiliates Village | 11.04 | Cleaning and Waste Management |
| 4.02 | VIP Tribune Lounge | 7.05 | Commercial Hospitality Village | 12.01 | Telecom carrier room |
| 4.03 | VIP Reception Area | 8.01 | Brand Activation Area | 12.02 | Technology Equipment Room |

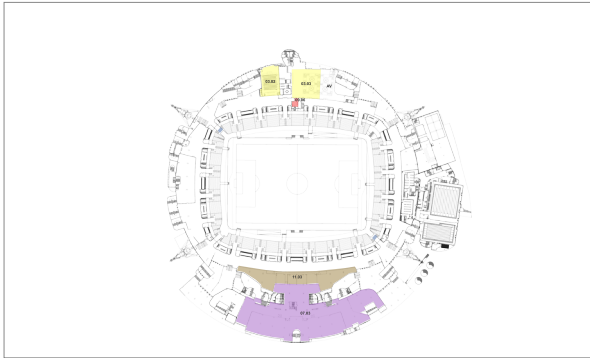
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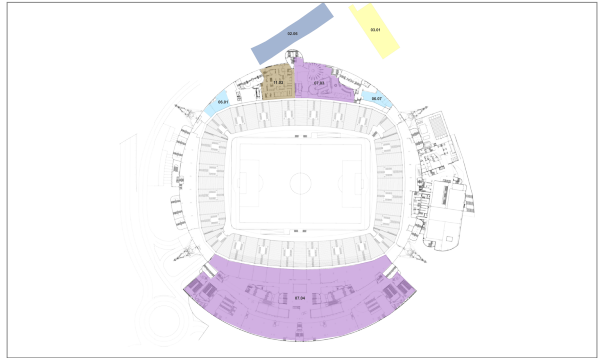
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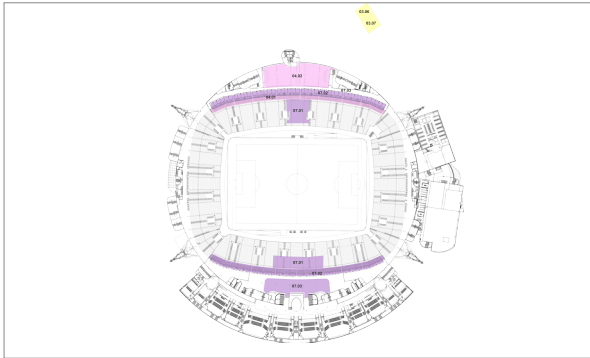
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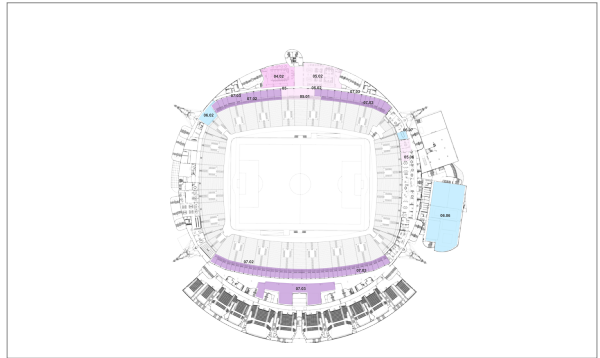
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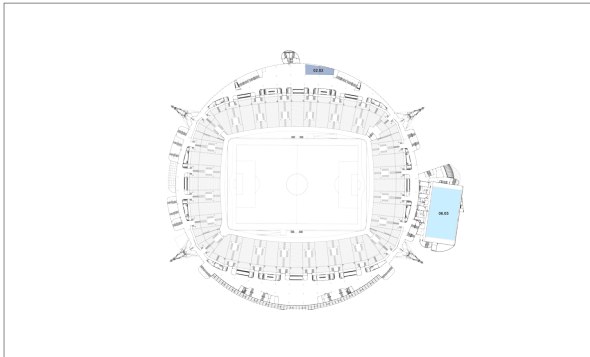
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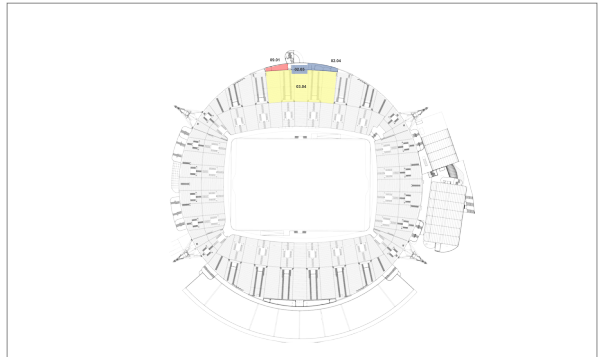
Level 3



Level 4



Level 7



6.11. Estádio do Dragão

Futebol Clube do Porto



The Estádio do Dragão, located in Porto, is home to Futebol Clube do Porto, which also owns it. The name Dragão, dragon, comes from the club's symbol, which originates from the coat of arms of the city of Porto. Inaugurated on November 16, 2003, with a match that marked the debut of a 16-year-old player named Lionel Messi, Estádio do Dragão was built to replace Futebol Clube do Porto's old stadium, Estádio das Antas, and constitutes the central axis of a sports, residential and commercial complex, establishing a new hub in the city.

Located in the parish of Campanhã, Estádio do Dragão is accessible via various forms of public transport, including four bus and metro lines and, for those travelling from outside the metropolitan area, by train or long-distance buses, both stopping at Campanhã station, located next to Dragão. The stadium lies 12 minutes, or six kilometres, from the city centre and 20

Owner	FC Porto
Tenant / main user	FC Porto
Year of construction	2003
Latest renovation	Regular Maintenance and Upgrades
Expected round	Quarter-finals
Major event	UEFA Champions League Final 2021 UEFA Nations League Finals 2019
Gross capacity (2030)	51075
Net capacity (2030)	46615

414 m² VVIP Area	1,490 m² VIP Area	5,758 m² Indoor hospitality area	30,000 m² Outdoor hospitality area	1,345 # Skybox seats
600 m² Mixed zone area	76 # Wheelchair seats	124 # Easy access seats	16 # Accessible & wheelchair toilets	24 # Accessible parking spots

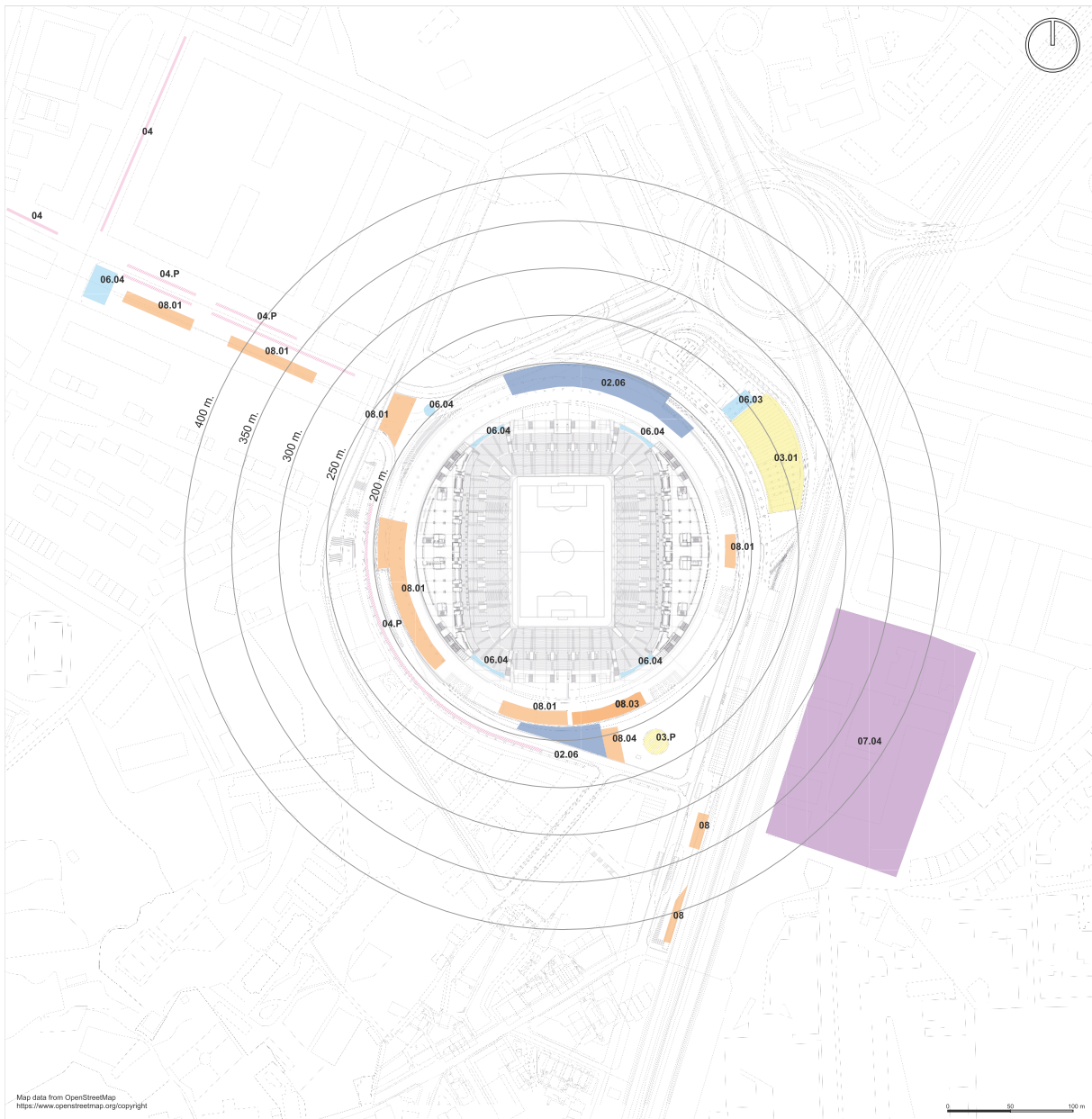
minutes, or 17 kilometres, from Francisco Sá Carneiro Airport.

Since its construction, Estádio do Dragão has hosted the opening match of UEFA Euro 2004, the UEFA Nations League Final in 2019, and the UEFA Champions League Final 2020/21. The infrastructure was designed to host events other than football matches, such as the 2009 Race of Champions South Regional Final, when the grass field was converted into an asphalt circuit to accommodate the rally race, and concerts by artists like the Rolling Stones, Coldplay, Muse, and One Direction.

Estádio do Dragão has a capacity of 51,075 spectators, a VIP area of 1,490 m² and a VVIP zone of 414 m². Like the stadium itself, the surrounding complex, which includes the notable Club Museum, meets demanding standards of comfort and versatility. The space features a range of bars, dining rooms and lounges, enabling it to host events such as congresses, exhibitions and even weddings, with investments planned for 2024 aimed at further improving the fan experience, with new boxes and increased commercial exploitation of the structure.

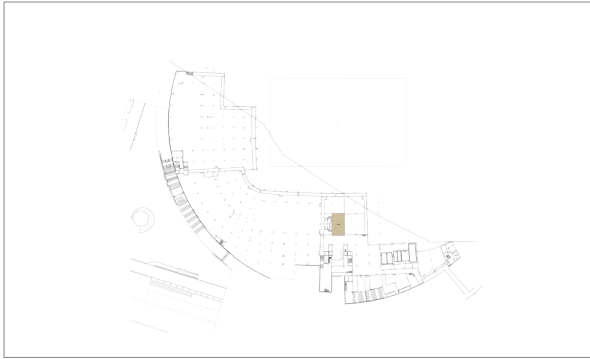
The Estádio do Dragão was the first European stadium to achieve GreenLight certification, awarded by the European Commission through ADENE – the Energy Agency – recognizing its rationalisation of energy use and lighting quality. Estádio do Dragão was also the world’s first football stadium to be classified with five stars by UEFA, receiving integrated quality and environmental certification.

The Estádio do Dragão, a central point in the city’s life and a true source of pride for its people, is more than ready to host matches of the FIFA World Cup 2030™, in what will be a landmark in Porto’s history.

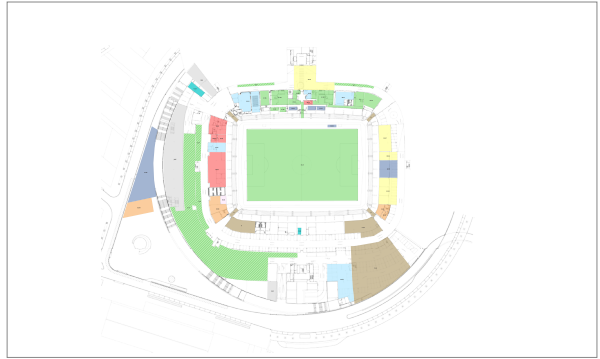


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|------|-------------------------------|------|--------------------------------|-------|--|
| 1.02 | Team Dressing Room | 5.02 | VVIP Tribune Lounge | 8.02 | Food & Beverage |
| 1.04 | Doping Control Facilities | 5.03 | VVIP Reception Area | 8.03 | Onsite Retail |
| 1.05 | Players' indoor warm-up areas | 6.01 | Offices | 8.04 | Youth Programme |
| 2.02 | Interview Position | 6.03 | Accreditation Centre | 9.01 | Venue Operation Centre |
| 2.04 | Presentation Studio | 6.04 | Ticketing Centre | 9.04 | Players' and officials' medical spaces |
| 2.06 | Broadcast Compound | 6.05 | Volunteer Centre | 9.05 | VVIP/VIP Medical Room |
| 3.01 | Stadium Media Centre | 6.06 | Staff Restaurant | 9.06 | Spectator medical facility |
| 3.02 | Press Conference Room | 7.02 | Hospitality Skyboxes | 10.17 | Sanitary Facilities |
| 3.03 | Mixed Zone | 7.03 | Hospitality Lounge | 11.01 | Logistics Compound |
| 3.07 | Photographers' working area | 7.04 | Commercial Affiliates Village | 11.04 | Cleaning and Waste Management |
| 4.02 | VIP Tribune Lounge | 7.05 | Commercial Hospitality Village | 12.01 | Telecom carrier room |
| 4.03 | VIP Reception Area | 8.01 | Brand Activation Area | 12.02 | Technology Equipment Room |

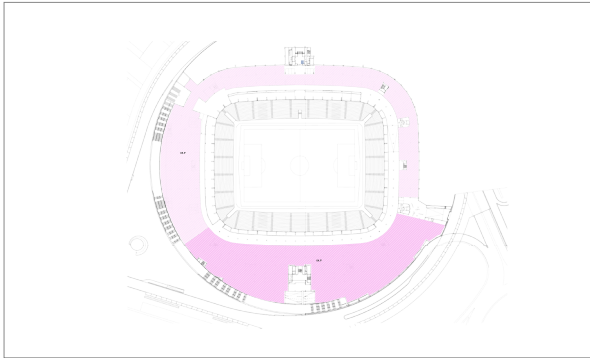
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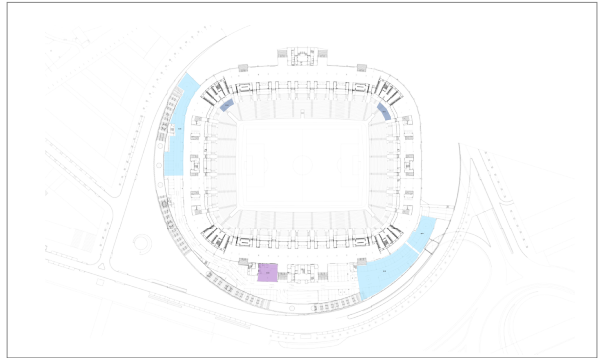
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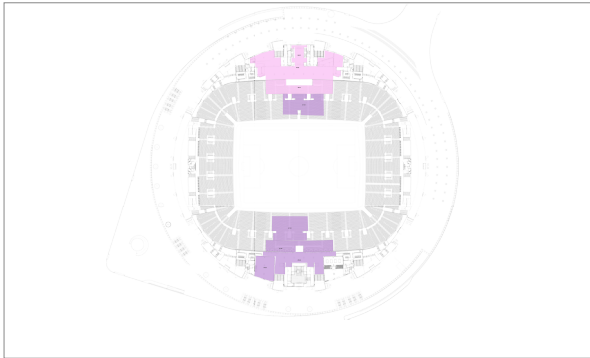
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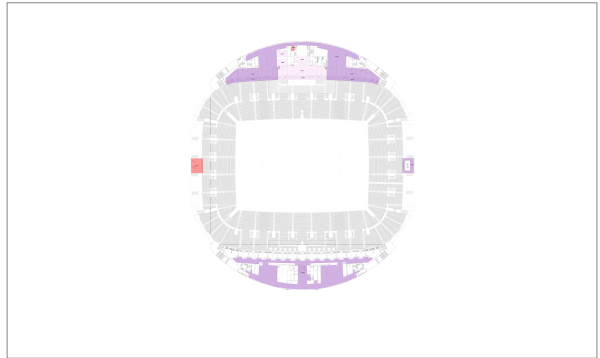
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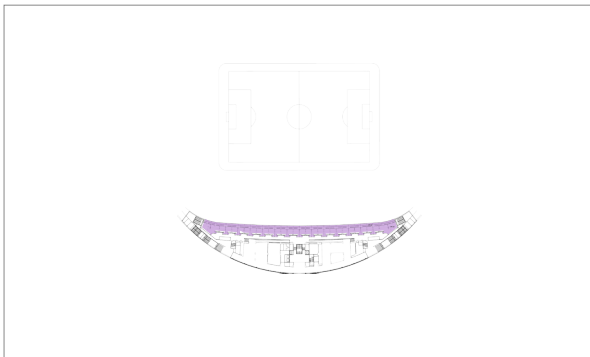
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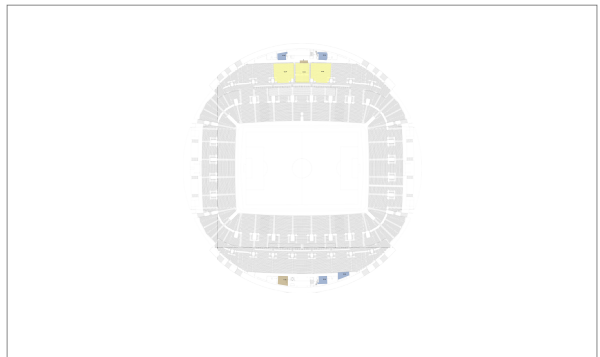
Level 1



Level 1.5



Level 5



6.12 Estadio Riazor

Real Club Deportivo de A Coruña



Estadio Riazor, the renowned home of the Real Club Deportivo de A Coruña, commonly called *Depor* , was inaugurated in 1944 with a match between RC Deportivo de A Coruña and Valencia CF.

Estadio Riazor lies at the western end of A Coruña’s main urban beach, Riazor-Orzán, just a 20-minute walk from the city hall at the central square Plaza de Maria Pita. Alternatively, bus lines 3 and 7 both connect the stadium with A Coruña’s historic city centre.

In 2009, Riazor hosted a match between Spain’s national team and Belgium, and in 2022, it staged a friendly match between the national team and Iceland. Spain’s women’s national team played a qualifying match against Azerbaijan for the 2021 UEFA European Championship at Riazor in 2019.

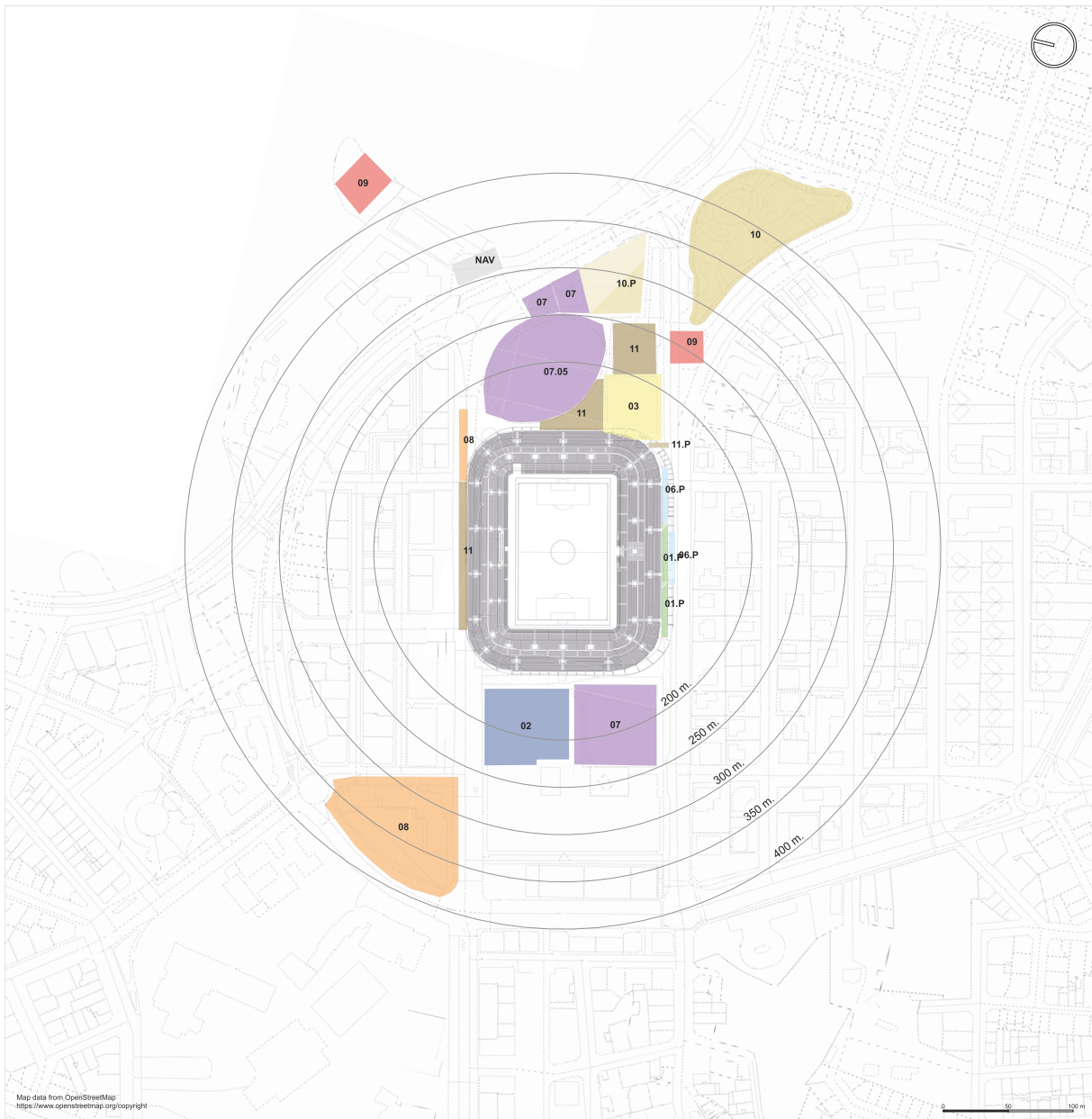
Owner	Concello de a Coruña (City Council)
Tenant / main user	Real Club Deportivo de A Coruña SAD
Year of construction	1944
Latest renovation	2018 (New cover)
Expected round	Round of 16
Major event	1982 FIFA World Cup™ First Round Champions League Semi-finals May 2004
Gross capacity (2030)	48,015
Net capacity (2030)	43,215

730 m² VVIP Area	6,640 m² VIP Area	6,640 m² Indoor hospitality area	30,000 m² Outdoor hospitality area	364 # Skybox seats
700 m² Mixed zone area	250 # Wheelchair seats	700 # Easy access seats	20 # Accessible & wheelchair toilets	99 # Accessible parking spots (inside the stadium)

Estadio Riazor's initial capacity was 37,000 seats, rising to 60,000 with standing room, the equivalent of half the city's population of 120,000 inhabitants at the time. Consequently, it became the venue for international matches, beginning with Spain versus Portugal in 1945. The stadium was renovated for the 1982 FIFA World Cup™, staging three matches of the competition. The next renovation was carried out in the 1995-96 season and was motivated by Depor's participation in European competitions. The work involved closing the four sides of the stadium and removing the athletics track, allowing an expansion of the grandstand capacity to 35,600 spectators, and transforming Riazor into one of the leading stadiums in La Liga. There are plans to renovate the stadium and expand its capacity to 48,000 seats in time for the FIFA World Cup 2030™. The stadium's capacity will include 34 sky box seats, while a VIP area of 6,640 m² and a VVIP area of 730 m² are anticipated.

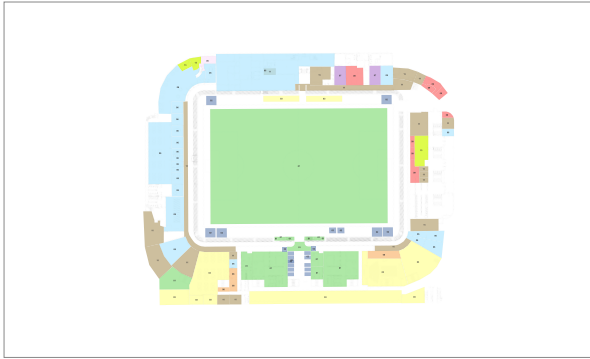
In recent seasons, Deportivo has implemented some ecological measures within the stadium, such as giving all season ticket holders a reusable cup with the team's emblem to reduce the use of plastics within the facilities.

Estadio Riazor has already adapted to the rhythm of the times, and staging matches of the FIFA World Cup 2030™ would enable it to endorse itself once again as an iconic stadium for Spain and a leader in Europe as a whole.

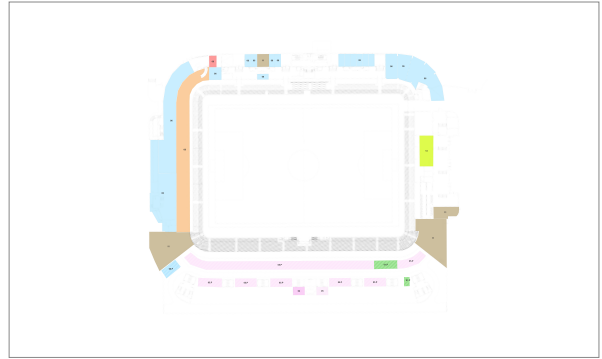


1 Competition	6 Operations	10 General Spectators / Public
2 Broadcast	7 Hospitality	11 Site Services
3 Media	7.05 Commercial Hospitality Village	13 Ceremonies
4 VIP	8 Marketing	NAV Not Available / Occupied
5 VVIP	9 Safety and Security	P Parking

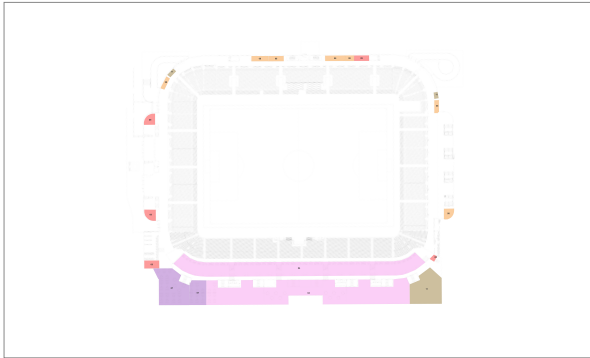
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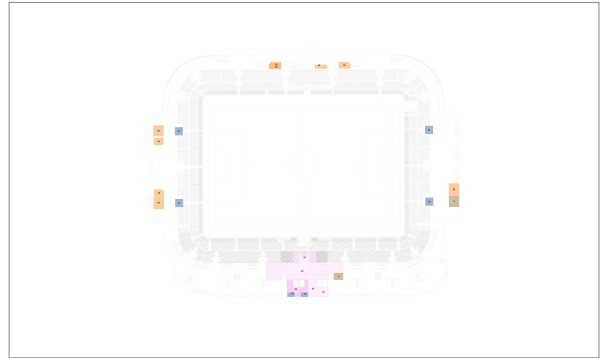
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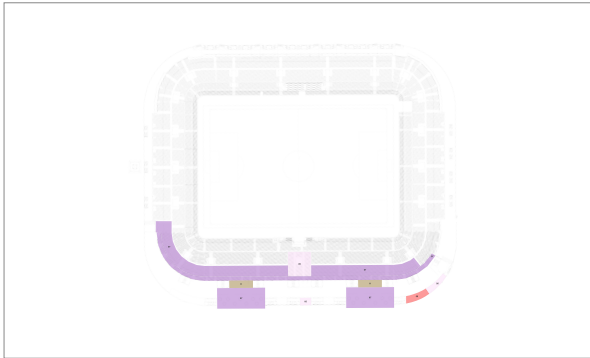
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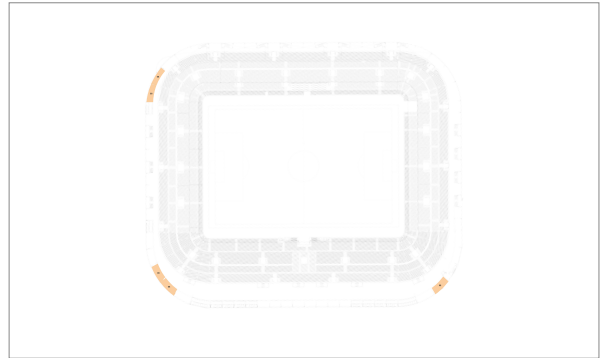
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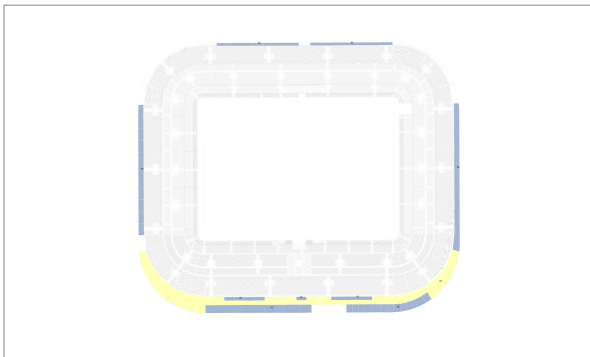
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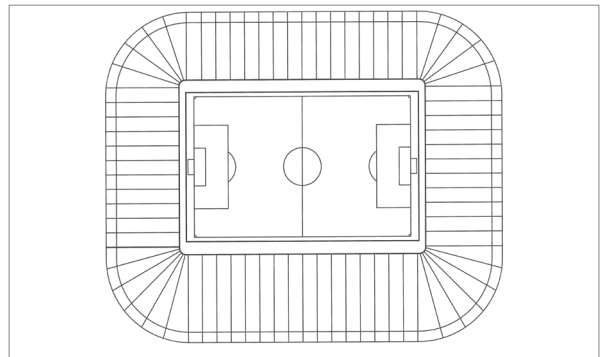
Level 4



Level 5



Level 6



6.13 Camp Nou
F.C. Barcelona



Inaugurated in 1957, F.C. Barcelona’s Camp Nou, or “New Field” in Catalan, is the world’s third-largest stadium and one of the most famous. The stadium is part of a complex of facilities that includes the F.C. Barcelona Museum, the most visited museum in Catalonia, and a small stadium for the team’s youth academy with accommodation for its members in a facility called *La Masia*. A multi-purpose sports pavilion, the *Palau Blaugrana*, with a capacity of 8,000 spectators, is undergoing renovation.

Located around five kilometres to the east of the centre of Barcelona, Camp Nou is easily accessible thanks to the city’s efficient transport system. Metro lines 3 and 5 are a recommended option to reach the stadium from the city centre, connecting with several stations, each about a 10-minute walk from Camp Nou. Bus lines 75, 12 and H8 also serve the

Owner	Fútbol Club Barcelona
Tenant / main user	Fútbol Club Barcelona
Year of construction	2025 > (Renovation ongoing)
Latest renovation	Ongoing
Expected round	Opening game / Final
Major event	–
Gross capacity (2030)	103,447
Net capacity (2030)	101,379

140	240 m²	205	120	51
# Skybox seats	Mixed zone area	# Wheelchair seats	# Accessible & wheelchair toilets	# Accessible parking spots

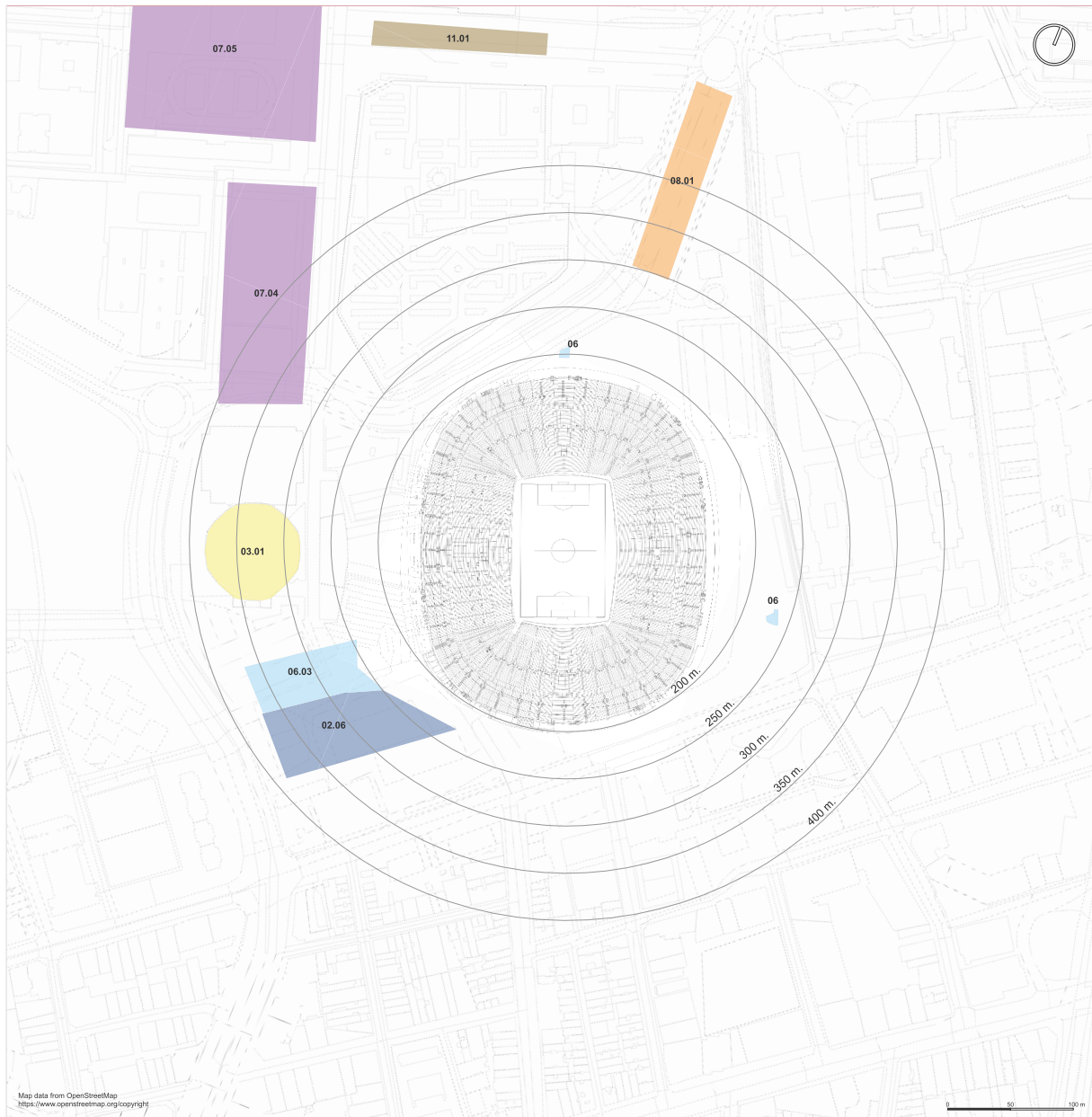
stadium, while six nearby tramway stops can be reached via lines T1, T2, and T3.

In addition to having hosted matches of the 1982 FIFA World Cup™ and the 1992 Olympic Games, Camp Nou staged the 1999 UEFA Champions League final and the final of France's Top 14 rugby competition in 2016. It also holds the world record for attendance at a women's football match: 91,648 spectators for a UEFA Women's Champions League tie between Barcelona and Wolfsburg in 2022. The stadium has also hosted concerts by artists such as Bruce Springsteen, in 2016, and U2, in 2009, both playing to audiences of over 90,000.

Camp Nou has undergone several renovations. The first, for the 1982 FIFA World Cup™, aimed to increase the capacity, while the second in 1994, responding to new UEFA regulations requiring the stadium to be all-seated, involved lowering the turf level to lose as few seats as possible. On its 50th anniversary, a remodelling plan for the stadium was initiated with the requirement to respect its original structure. The work included the renovation of the stadium and its surroundings, the *Espai Barça*. The stadium's present capacity is just over 99,000. However, a new renovation plan

has been launched with the aim of creating a unique and distinctive stadium, characterised by its innovation and strong personality. With a seating capacity of 103,447, the new arena is designed to be sustainable, smart, and green, making use of rainwater from the roof and solar energy. According to the plans, the new Camp Nou will feature 115 VIP boxes, including 20 VVIP suites, placing it among the most luxurious stadiums in Europe and in the world. Including a retractable roof and solar panels to power a 360-degree screen, the new Camp Nou will be seamlessly integrated into its surroundings. It will be open, spacious, and accessible, with a focus on enhancing spaces for dining, general services, and areas dedicated to a Fan Zone. Outside the stadium, the project includes a hotel, offices, and a new Palau Blaugrana for the local basketball team.

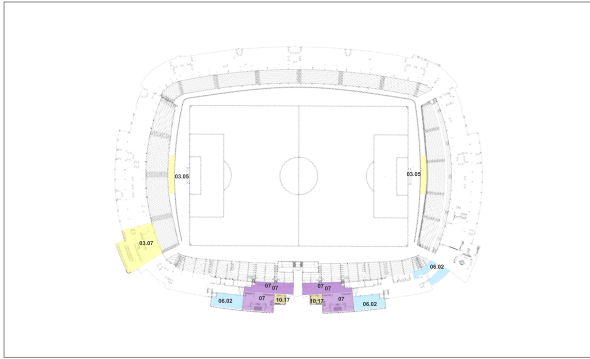
An iconic stadium if ever there was one, the new Camp Nou's status would be further enhanced by hosting some of the most high-profile matches of the FIFA World Cup 2030™.



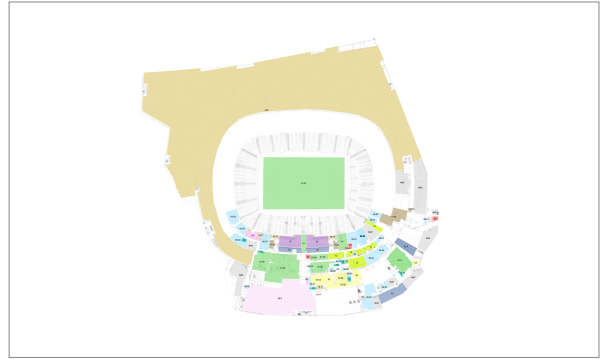
1 Competition	6.01 Offices	9 Safety and Security
1.04 Doping Control Facilities	6.02 Storage Spaces	10 General Spectators / Public
2 Broadcast	6.03 Accreditation Centre	10.17 Sanitary Facilities
2.06 Broadcast Compound	6.05 Volunteer Centre	11 Site Services
3.01 Stadium Media Centre	7 Hospitality	11.01 Logistics Compound
3.02 Press Conference Room	7.02 Hospitality Skyboxes	11.03 Kitchens
3.03 Mixed Zone	7.04 Commercial Affiliates Village	11.04 Cleaning and Waste Management
3.05 Pitch Photographers	7.05 Commercial Hospitality Village	12 Technology
3.06 Media Catering Area	8 Marketing	12.02 Technology Equipment Room
3.07 Photographers' Working Area	8.01 Brand Activation Area	13 Ceremonies
4 VIP	8.02 Food & Beverage	P Parking
5 VVIP	8.03 Onsite Retail	AV Available
6 Operations		

The conformation of the spaces for use is pending final approval, as it is a stadium under renovation.

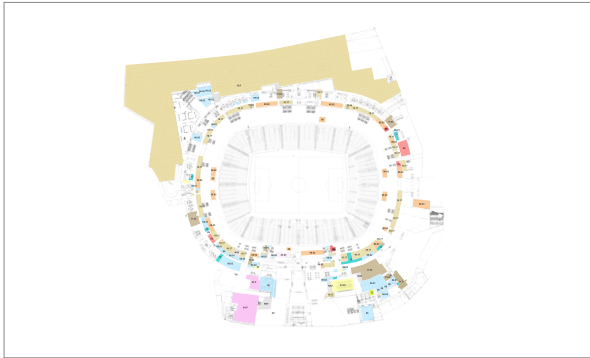
Level -3



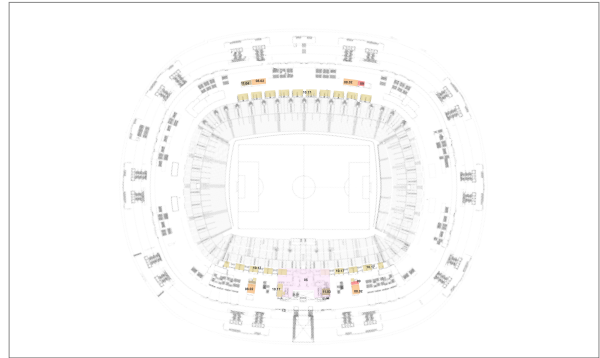
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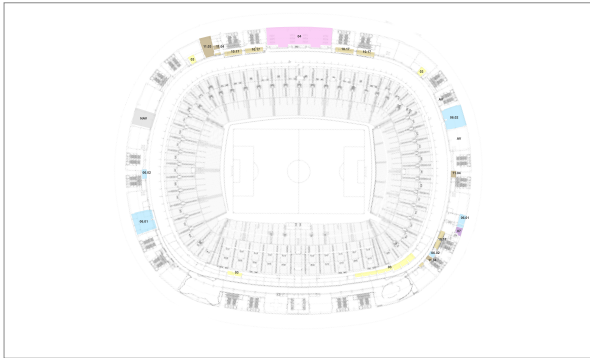
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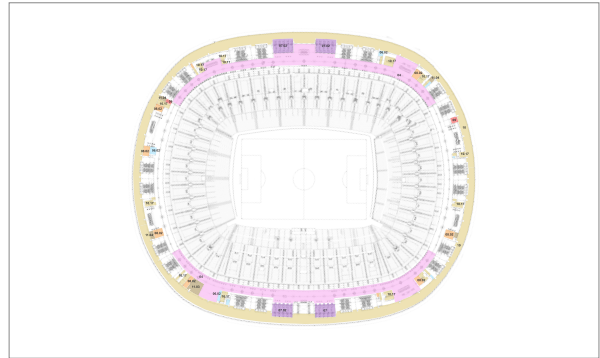
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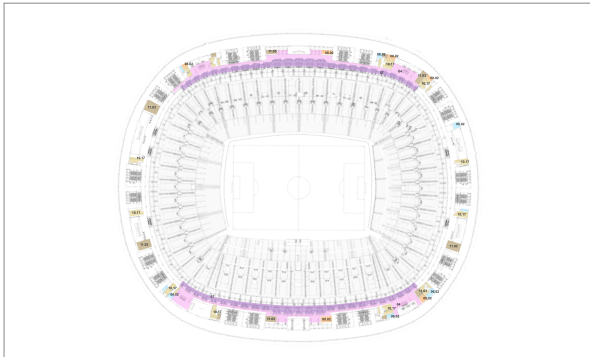
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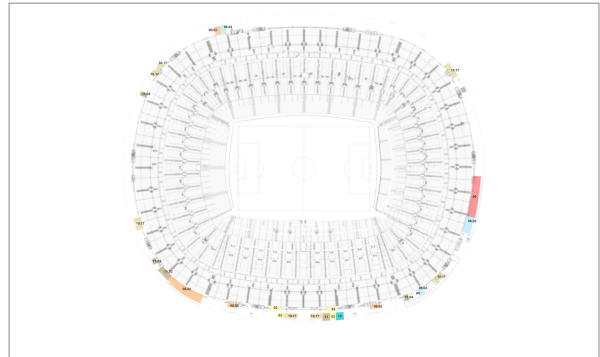
Level 2



Level 3



Level 5



6.14 RCDE Stadium

Real Club Deportivo Espanyol



The RCDE Stadium is the home of Real Club Deportivo Espanyol, the second team in Barcelona, officially named Reial Club Deportiu Espanyol de Barcelona S.A.D. in Catalan. Founded in 1900, Espanyol won the Copa del Rey four times despite not having its own stadium until 1920.

The RCDE Stadium is located between the municipalities of Cornellà del Llobregat and El Prat, and is accessible in about 20 minutes from the centre of Barcelona by public transport. The stadium can also be reached from any town in the metropolitan area by metro line 5, tramway lines 1 and 2, train lines R4 and R7, or commuter trains. It is also less than 15 minutes from Barcelona Josep Tarradellas El Prat airport.

Owner	RCD Espanyol SAD
Tenant / main user	RCD Espanyol SAD
Year of construction	2009
Latest renovation	Continuous renewal
Expected round	Quarter-finals
Major event	Rammstein concert (2019/06/01, 35,000 Spectators)
Gross capacity (2030)	40,259
Net capacity (2030)	40,036

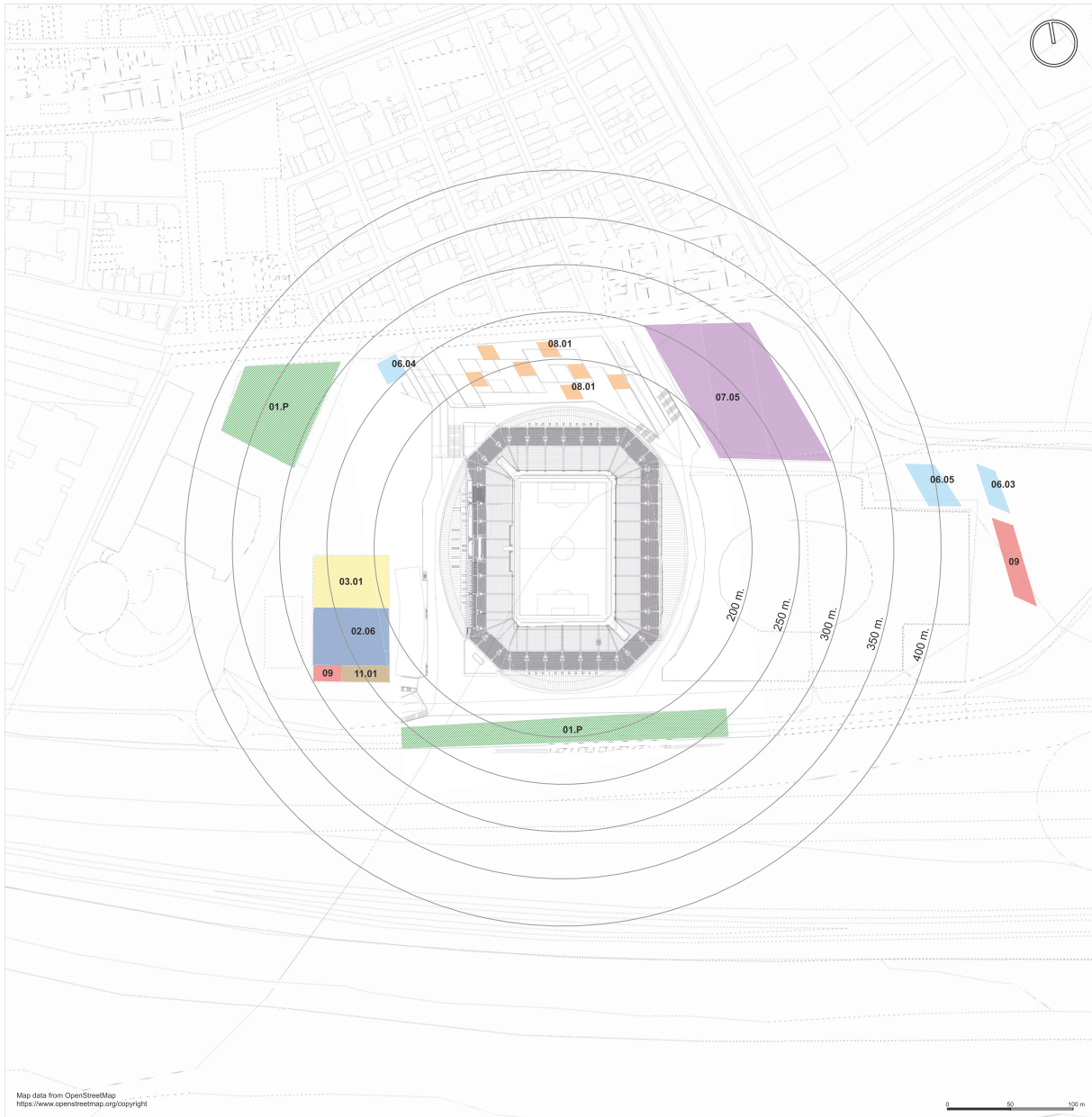
240 m² VVIP Area	852 m² VIP Area	4,990 m² Indoor hospitality area	13,000 m² Outdoor hospitality area	1,903 # Skybox seats
200 m² Mixed zone area	115 # Wheelchair seats	112 # Easy access seats	30 # Accessible & wheelchair toilets	20 # Accessible parking spots

The club's first stadium was in the Sarriá neighbourhood, but it sold that stadium in 1997 and played its matches at the Olympic Stadium at Montjuïc in Barcelona, before moving to the RCDE Stadium in 2009. Espanyol was relegated to the second division after the 2022-23 season, but the fans remained loyal: in its first season in that division, 2023-24, the club had 28,000 members and 24,000 season ticket holders. The stadium was inaugurated in 2009 with a friendly match between RCD Espanyol and the English team Liverpool F.C and it has also staged international matches such as Spain versus Albania in 2022 and a friendly match between Brazil and Guinea in 2023. The current RCDE Stadium also doubles as a venue for cultural events, and hosted a concert by the Band Rammstein in front of an audience of 35,000 in 2019.

With 40,000 seats, the RCDE Stadium is in line with the latest criteria for European arenas. It includes a family playground centre and is a sustainable arena, using solar energy from panels situated on the roof for its own power and to sell to the grid. The club estimates that it will derive annual revenues of around USD 653,000 from the operation of the photovoltaic

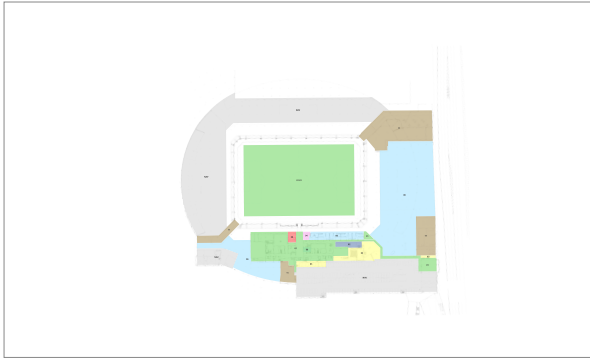
panels, once they have become profitable. As a result of these and other initiatives, RCDE Stadium won the Stadium Business Award in 2010 for the best sports facility of the year, from among 1,000 participants.

RCDE Stadium is a state-of-the-art venue, offering high-standard and sustainable facilities that make it ideal for hosting matches of the FIFA World Cup™.

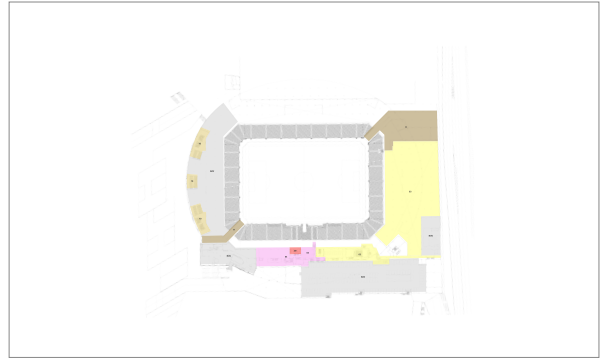


1 Competition	6 Operations	8.01 Brand Activation Area
2 Broadcast	6.03 Accreditation Centre	9 Safety and Security
2.06 Broadcast Compound	6.04 Ticketing Centre	10 General Spectators / Public
3 Media	6.05 Volunteer Centre	11 Site Services
3.01 Stadium Media Centre	7 Hospitality	11.01 Logistics Compound
4 VIP	7.05 Commercial Hospitality Village	NAV Not Available / Occupied
5 VVIP	8 Marketing	P Parking

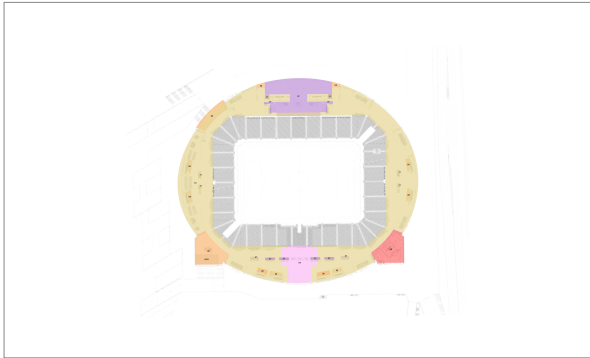
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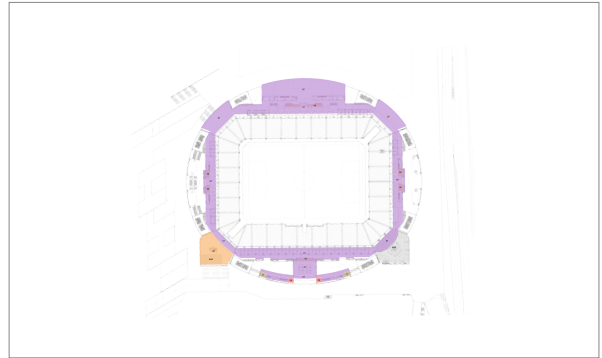
Level -1



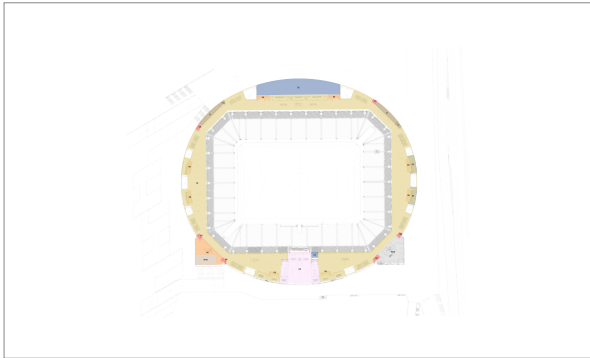
Level 0



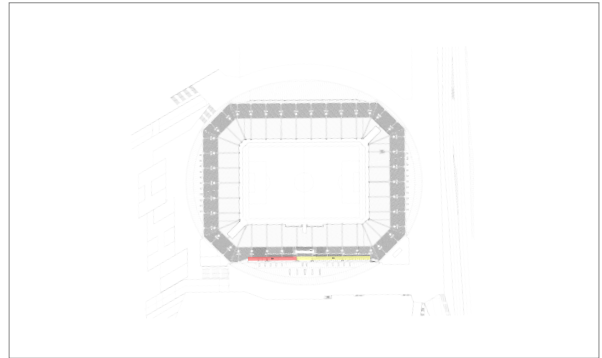
Level 1



Level 2



Level 3



6.15 Estadio San Mamés Athletic Club



Estadio San Mamés is mainly used by the Athletic Club, Bilbao’s leading team, and is popularly known among fans as “the Cathedral of Football”. Among the world’s most unique stadiums, San Mamés has earned legendary status for the passionate reception of the matches it hosts. The stadium has complementary uses, including a sports innovation centre, a sports nursery and a municipal sports centre, with an underground athletics track.

Located at one of the main entrance and exit points of Bilbao, the stadium is accessible on foot from the city centre, a walk of about half an hour. It is also served by a stop on Bilbao’s metro line, and by commuter trains and buses. However, the recommended public transport option, and one of the symbols of the new Bilbao, is the tram, with the journey from the city centre taking approximately 15 minutes.

Owner	San Mamés Barria SL
Tenant / main user	Athletic Club
Year of construction	2013
Latest renovation	2023
Expected round	Quarter-finals
Major event	UEFA Women’s Champions League 2024 European Rugby Finals 2018 MTV Awards 2018
Gross capacity (2030)	53,633
Net capacity (2030)	51,183

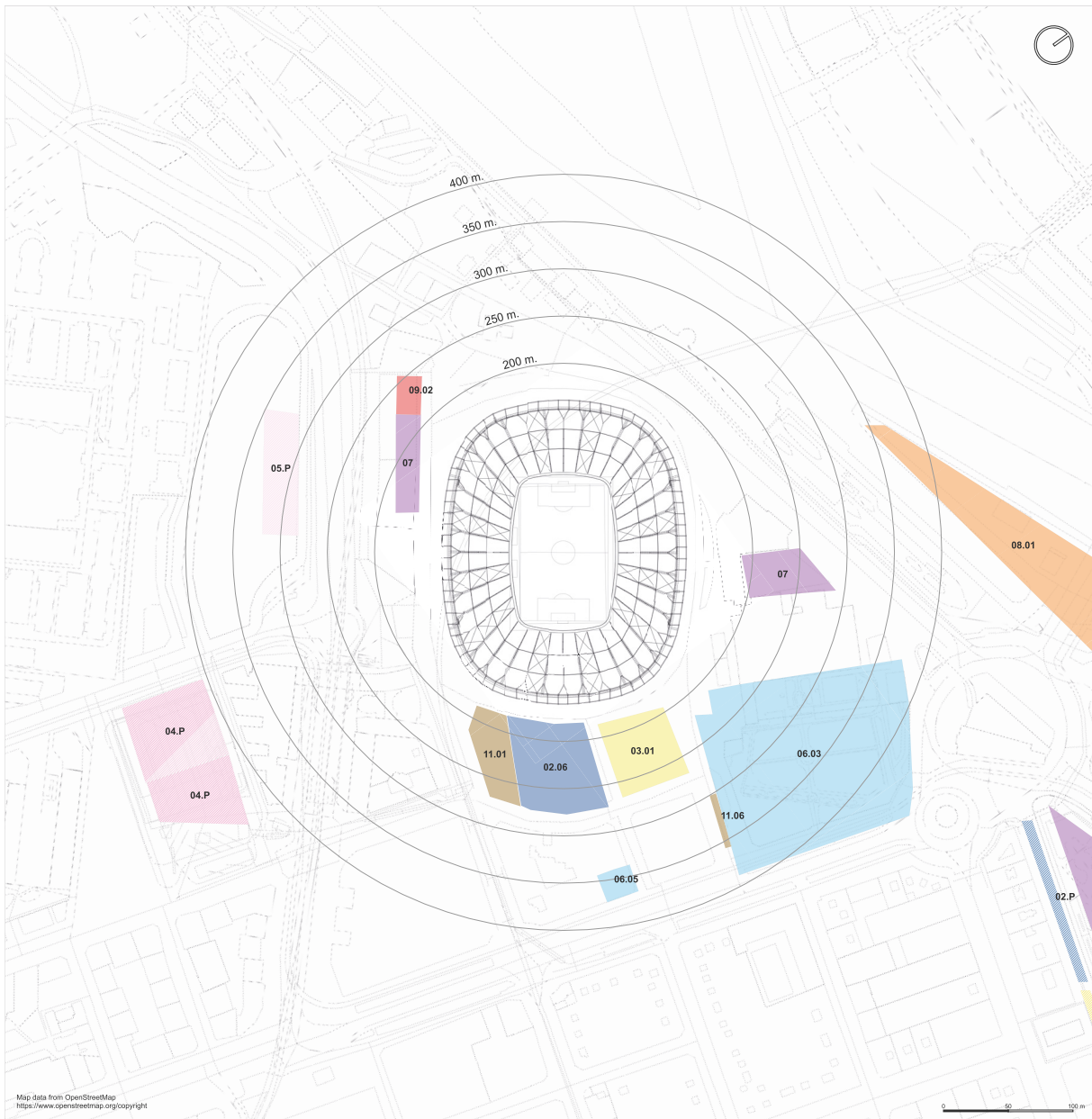
433 m² VVIP Area	2,000 m² VIP Area	2,221 m² Indoor hospitality area	4,643 m² Outdoor hospitality area	704 # Skybox seats
531 m² Mixed zone area	260 # Wheelchair seats	260 # Easy access seats	49 # Accessible & wheelchair toilets	9 # Accessible parking spots

The original San Mamés was inaugurated in 1913 before the current stadium was built on the same site 100 years later. The old stadium hosted matches of the 1982 FIFA World Cup™, helping to showcase the city’s sporting prowess and increase its global appeal. The stadium is often used as a venue for large concerts and international rugby matches, and houses the club museum. Awarded Category 4 status by UEFA, it hosted the UEFA Women’s Champions League Final in 2024. Inaugurated in 2013, but only completed in the spring of 2015, the new San Mamés has a capacity of 53,000 seats, with virtually all of them under the shelter of the roof. This also contributes to its exceptional acoustics, making live matches an immersive experience.

The stadium’s VIP and VVIP areas combine functionality and maximum comfort with optimum views of the pitch, offering catering prepared by Michelin-starred chefs from the Biscay region.

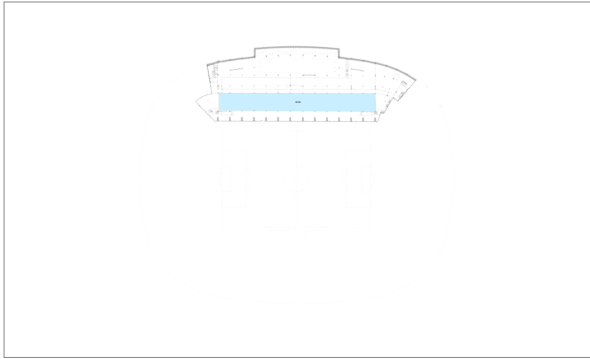
In 2015, the stadium was awarded the title of Best New Sports Building at the World Architecture Festival in Singapore, and in 2016 and 2017 roof coverage was extended, winning an international structural award.

Hosting matches of the FIFA World Cup 2030™ would enable the modern San Mamés to continue writing a history that is already packed with great football nights.

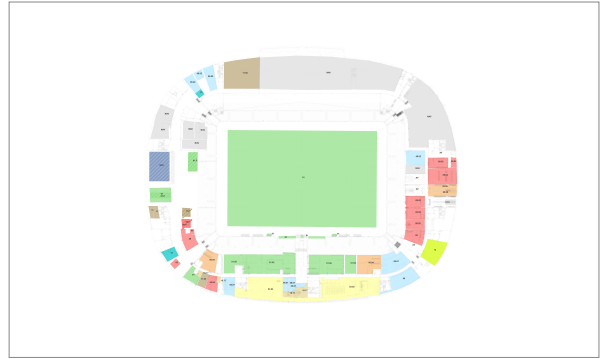


1 Competition	6.02 Storage Spaces	9.06 Spectator Medical Facility
1.02 Team Dressing Room	6.04 Ticketing Centre	10 General Spectators / Public
1.05 Players' Indoor Warm-Up Areas	6.06 Staff Restaurant	10.17 Sanitary Facilities
2 Broadcast	6.07 Meeting Rooms	11 Site Services
3 Media	7 Hospitality	11.02 Signage Room
3.02 Press Conference Room	7.02 Hospitality Skyboxes	11.03 Kitchens
3.03 Mixed Zone	7.03 Hospitality Lounge	11.04 Cleaning and Waste Management
3.06 Media Catering Area	8 Marketing	12 Technology
4.02 VIP Tribune Lounge	8.02 Food & Beverage	12.02 Technology Equipment Room
4.03 VIP Reception Area	8.04 Youth Programme	13 Ceremonies
5 VVIP	8.06 Ball Crew Holding Room Area	P Parking
5.02 VVIP Tribune Lounge	9 Safety and Security	AV Available
5.03 VVIP Reception Area	9.02 Steward Facilities	NAV Not Available / Occupied
6 Operations	9.04 Players' and Officials' Medical Spaces	
6.01 Offices		

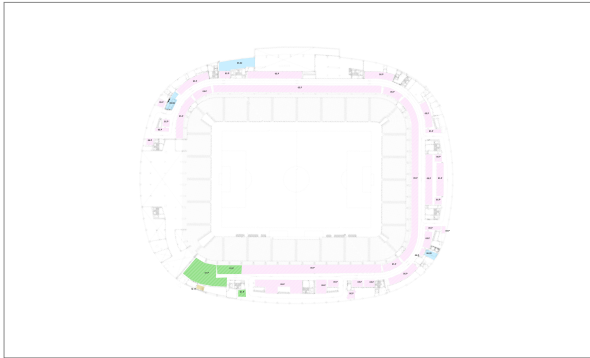
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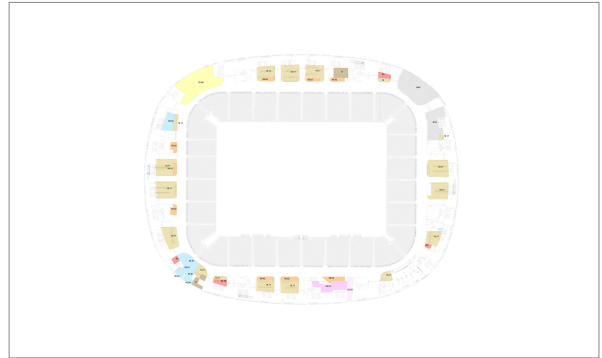
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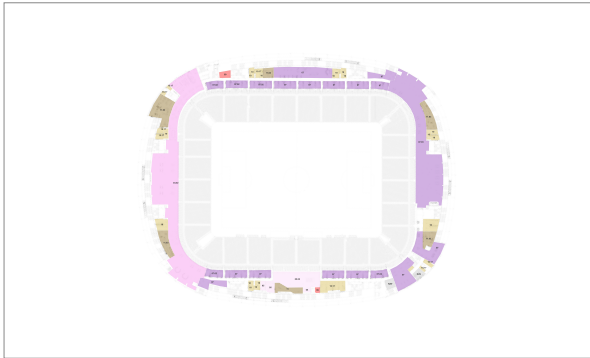
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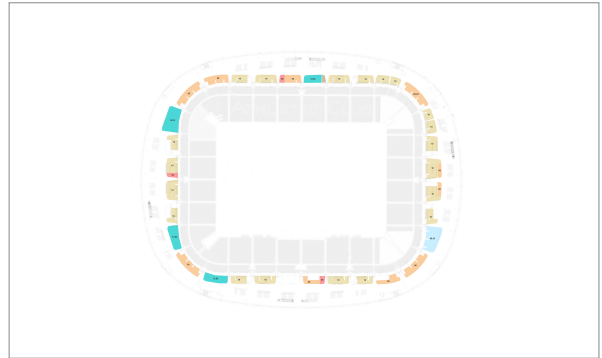
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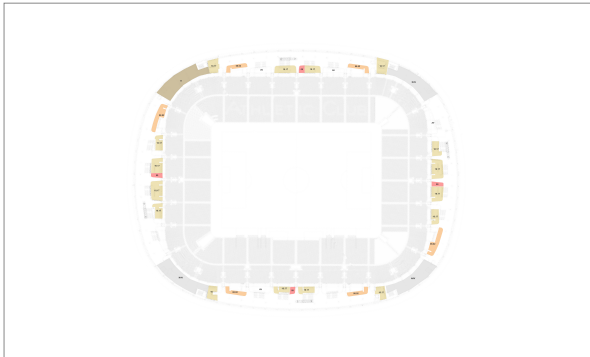
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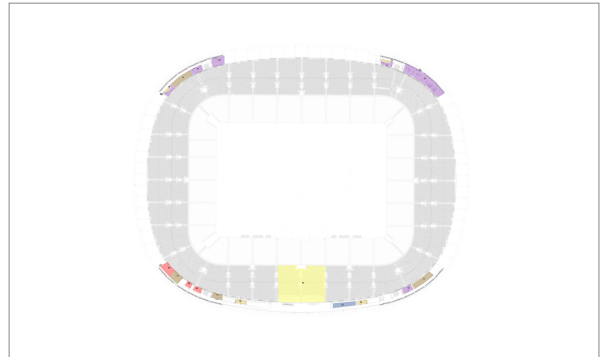
Level 2



Level 3



Level 4



6.16 Estadio de Gran Canaria
Unión Deportiva Las Palmas



The Estadio de Gran Canaria is owned by the *Cabildo de Gran Canaria* and serves as the main venue for official matches of the Unión Deportiva Las Palmas. It was inaugurated on May 8, 2003, taking over from a historic stadium, the Estadio Insular, which has now been transformed into a recreational space for the city where the spirit of football still lingers, with some of the stands still standing.

The Estadio de Gran Canaria is located in the south-west of Las Palmas de Gran Canaria city, approximately five kilometres from Las Canteras Beach, one of the liveliest areas in the city. Seven urban bus lines and 10 inter-island bus lines run in the vicinity of the stadium providing four bus stops within a five-minute walk.

Owner	Cabildo de Gran Canaria (Local Government)
Tenant / main user	Insular Sports Institute of Gran Canaria
Year of construction	2003
Latest renovation	2015
Expected round	Quarter-finals
Major event	Gran Canaria live fest
Gross capacity (2030)	44,500
Net capacity (2030)	42,048

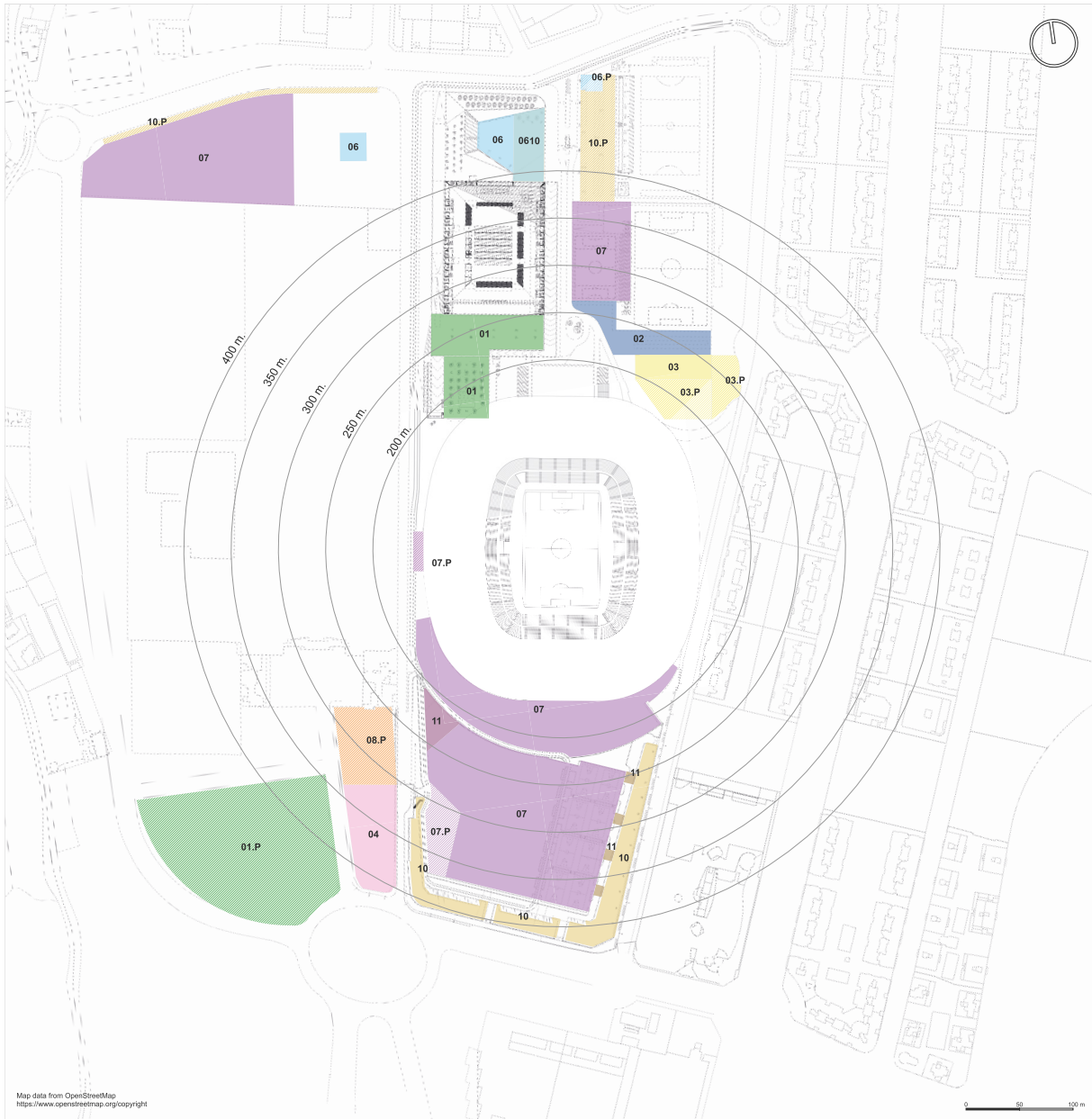
800 m² VVIP Area	2,376 m² VIP Area	13,984 m² Indoor hospitality area	26,843 m² Outdoor hospitality area	120 # Skybox seats
1,106 m² Mixed zone area	46 # Wheelchair seats	210 # Easy access seats	22 # Accessible & wheelchair toilets	126 # Accessible parking spots

Initially conceived as a multi-purpose stadium, particularly for hosting concerts, such as the Granca Live Fest 2022, featuring artists like Marc Anthony or C. Tangana and attended by almost 60,000, the use of Estadio Gran Canaria as a football field has prevailed over other options.

With an eye on the FIFA World Cup 2030™, an investment of over USD 109 million is planned to increase the stadium's capacity to 44,462 seats from the present total of 32,000. Other improvements include a new facade and more parking spaces, covering over 46,000 m². Hospitality, VIP and VVIP facilities and services will also be enhanced, increasing them to reach 8% of the stadium's total capacity. With 120 skybox seats and a VIP area of 2,375 m² and VVIP area of 799 m², the aim is to provide greater comfort for venue users while enhancing the atmosphere for a better football experience. The heights of the stands, which currently vary from one point to another in the stadium, will be unified, forming a continuous ring to improve the coverage of fans. At the same time, this more enclosed appearance will enhance the experience of attending a match, creating an

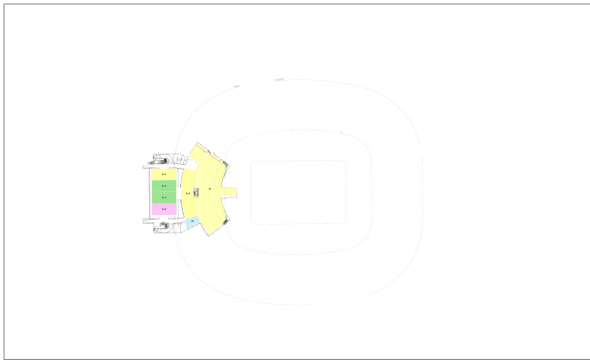
enveloping sensation for greater enjoyment. Circulation in the interior spaces will also be improved by incorporating different access corridors and galleries within the facade to the various areas of the stadium. All of this will be achieved according to the most modern criteria for accessibility for people with reduced mobility. The goal is to optimise the current stadium spaces and uses, revitalising areas with no specific use, so that the stadium can host a greater number of large-scale events without abandoning its primary objective of being a sports venue. Overall, the aim is for the facility to be economically sustainable, and for the construction methods employed to help achieve energy sustainability, on the path towards zero emissions.

If chosen to host matches of the FIFA World Cup 2030™, this new stadium, designed by and for the fans, would offer all of the elements to enable a unique match experience for fans of the teams that were fortunate enough to play their matches there.

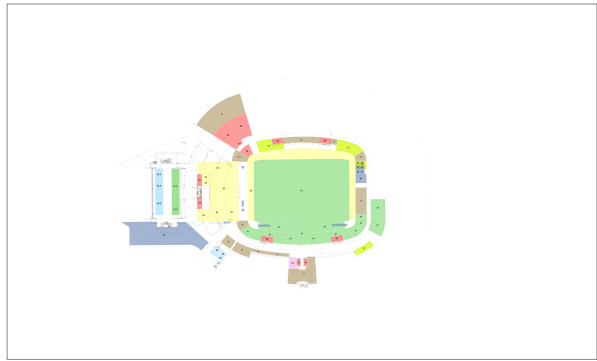


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|---|--|---|
| 1 Competition | 6 Operations | 13 Ceremonies |
| 2 Broadcast | 7 Hospitality | P Parking |
| 3 Media | 9 Safety and Security | AV Available |
| 4 VIP | 10 General Spectators / Public | |
| 5 VVIP | 11 Site Services | |

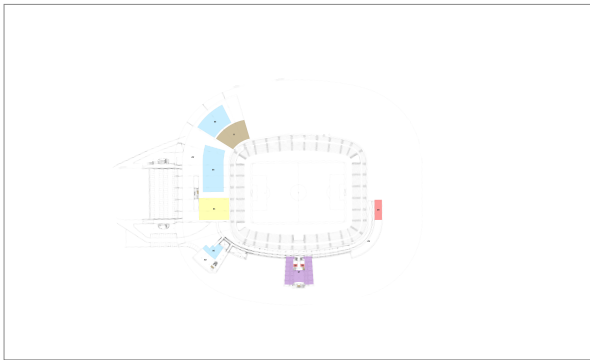
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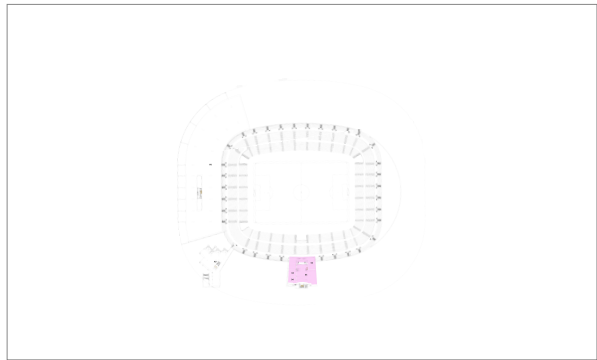
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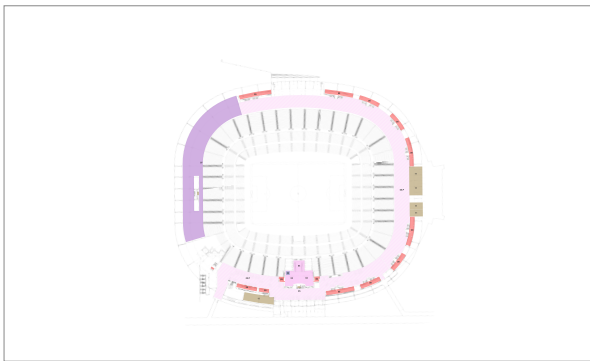
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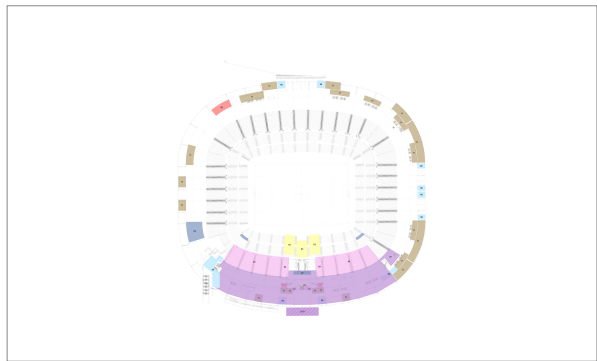
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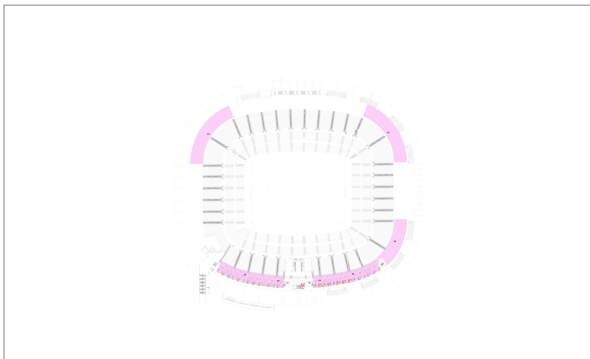
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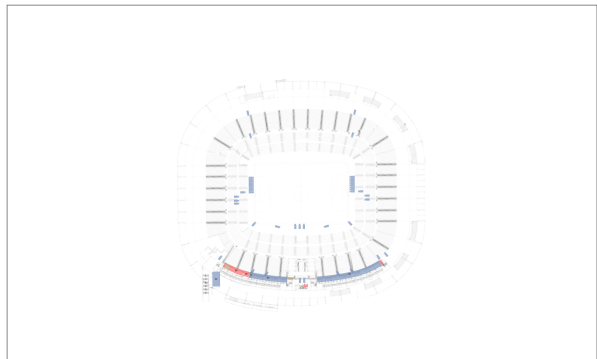
Level 6



Level 7



Level 8



6.17 Estadio Metropolitano
Atlético de Madrid



The current Estadio Metropolitano has its roots in 1994, when it was inaugurated as an Olympic stadium with an athletics track around the playing field. The distinctive shape of its main stand at that time led it to be popularly known as Estadio de La Peineta, due to its resemblance to a typical hair accessory for Spanish women. Initially owned by the Community of Madrid, it was later transferred to the City Council, and subsequently to Atlético Madrid Football Club, which has made its home there since 2017. Focusing on its use as a football field involved the removal of the athletics track, part of a complete renovation that made the Metropolitano one of the most modern and impressive stadiums in Europe. Thus, it was chosen as the best stadium of the year in 2018 at an awards ceremony at the World Football Summit. It is entirely constructed from concrete, a material responsible

Owner	Club Atlético de Madrid SAD
Tenant / main user	Club Atlético de Madrid SAD
Year of construction	1994
Latest renovation	2017
Expected round	Semi-finals
Major event	UEFA Champions League Final 2019
Gross capacity (2030)	70,650
Net capacity (2030)	69,820

1,142 m² VVIP Area	13,000 m² VIP Area	13,000 m² Indoor hospitality area	49 m² Outdoor hospitality area	1,745 # Skybox seats
887 m² Mixed zone area	228 # Wheelchair seats	228 # Easy access seats	44 # Accessible & wheelchair toilets	113 # Accessible parking spots

not only for its internal structure but also for its final form, crowned with a lightweight roof covering 46,500 m². Both elements give the stadium a unique dual chromaticism: the light grey of concrete and the white of the roof.

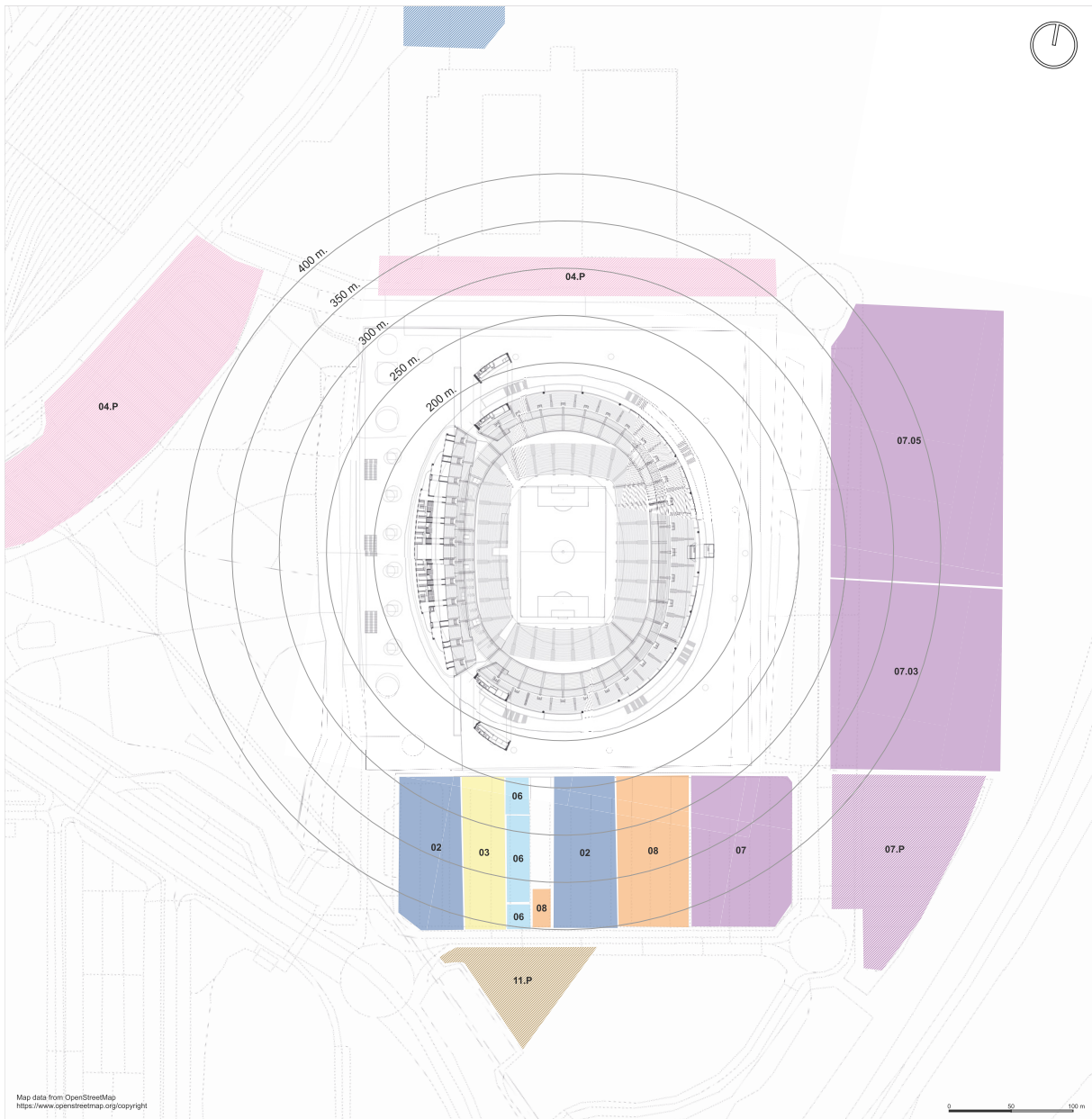
Located in the north-east of Madrid, next to the M40 motorway and close to the airport and IFEMA, Madrid's congress and event venue, the stadium is accessible from the city centre via metro line 7, the recommended option because it offers the Metropolitano stop which is situated close to the stadium. Other options are the Las Rosas stop (line 2) and the Canillejas stop (line 5) both located about 15 minutes' walk from the stadium.

The Estadio Metropolitano hosted the UEFA Champions League final in 2019, attracting 63,000 spectators, and has also staged various entertainment shows, including a concert by rock band Metallica, who played before an audience of more than 70,000 in 2019.

Prioritising spaciousness, comfort, safety, and accessibility, the stadium has a seating capacity of 70,650, along with 1,000 parking spaces within the building and an additional 3,000 outside.

In addition to being one of the most technologically-advanced stadiums in Spanish sports – it is the world's first 100% LED stadium – the Estadio Metropolitano is also a pioneer in terms of sustainability. An example of this is the 30% reduction in power and electrical consumption attributable to the LED lighting and the use of solar energy through thermal solar panels. Rainwater is also recycled for pitch irrigation and platform cleaning.

Major football matches already hosted by the new Metropolitano Stadium have shown that it is ready for the biggest sporting events. Hosting matches of the FIFA World Cup 2030™ would represent the final endorsement of one of the most modern, technologically-advanced and sustainable stadiums in Europe.

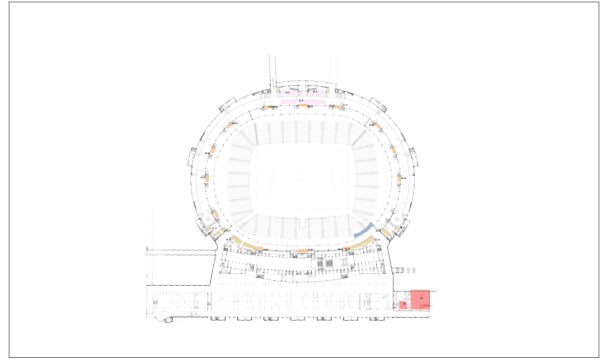


1 Competition	5.07 Entourage Holding Room	9 Safety and Security
2 Broadcast	6 Operations	9.05 VVIP/VIP Medical Room
2.01 Camera Position	6.04 Ticketing Centre	9.06 Spectator Medical Facility
2.04 Presentation Studio	6.07 Meeting Rooms	10.17 Sanitary Facilities
3 Media	7 Hospitality	11 Site Services
4 VIP	7.03 Hospitality Lounge	11.02 Signage Room
4.02 VIP Tribune Lounge	7.05 Commercial Hospitality Village	11.03 Kitchens
4.03 VIP Reception Area	8 Marketing	12 Technology
5 VVIP	8.02 Food & Beverage	12.01 Telecom Carrier Room
5.03 VVIP Reception Area	8.06 Ball Crew Holding Room Area	13 Ceremonies
5.05 Protocol Host(Ess)/ Volunteer Changing Room		P Parking

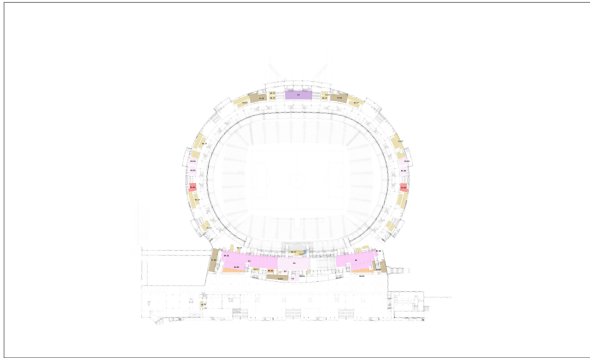
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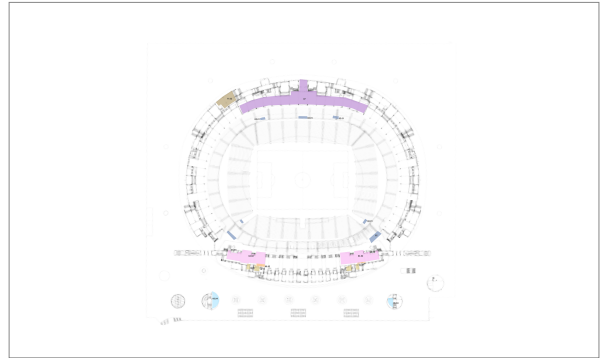
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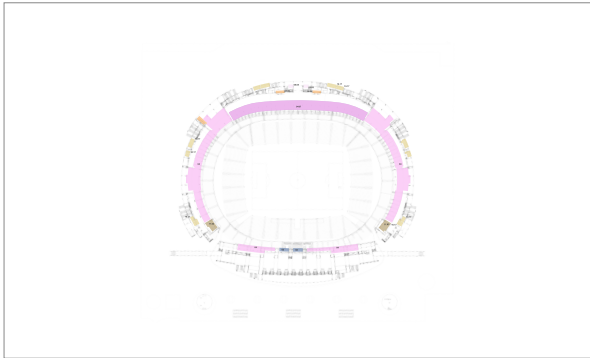
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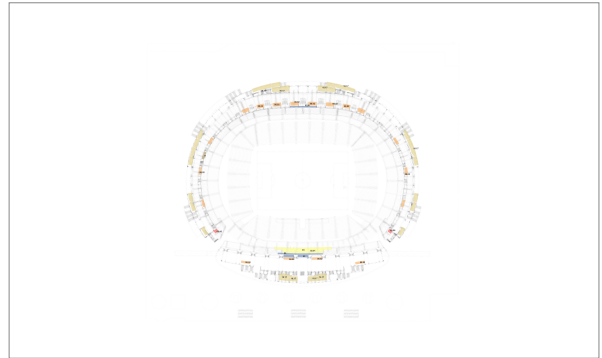
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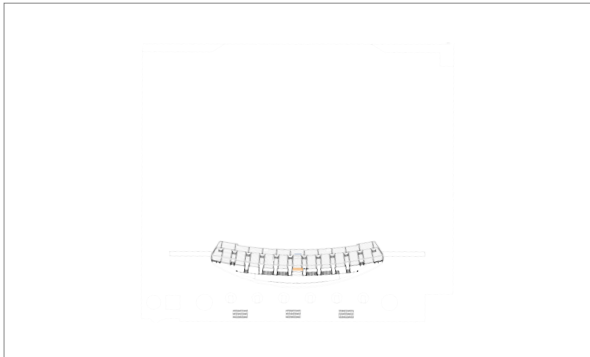
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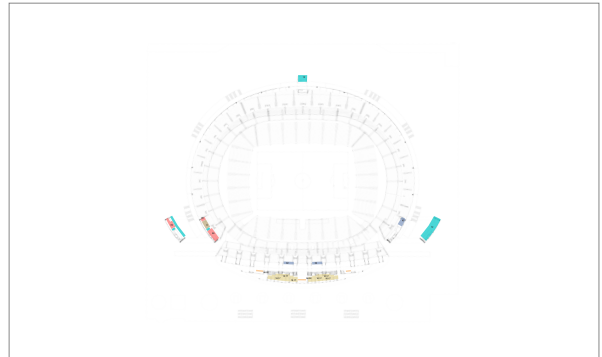
Level 2



Level 3



Level 4



6.18 Estadio Santiago Bernabéu
Real Madrid CF



The Estadio Santiago Bernabéu is one of the world’s best-known football venues and the home ground of one of the clubs with the largest fan bases: Real Madrid Club de Fútbol. The construction of the Real Madrid stadium as we know it today began in 1944 as a dream of the then president of the club, Santiago Bernabéu, to improve the pitch on which the team played, after it was badly damaged during the Spanish Civil War. Inaugurated in 1947, its current name was chosen to honour Bernabéu, president of the club for 35 years.

The stadium is located on Paseo de la Castellana, right in the heart of Madrid, making it one of the most visited venues in the city. Easily accessible via the Spanish capital’s main transport services, it lies less than 20 minutes from the Adolfo Suárez Madrid-Barajas airport and is a 20-minute journey from Atocha station, where the country’s major rail routes meet.

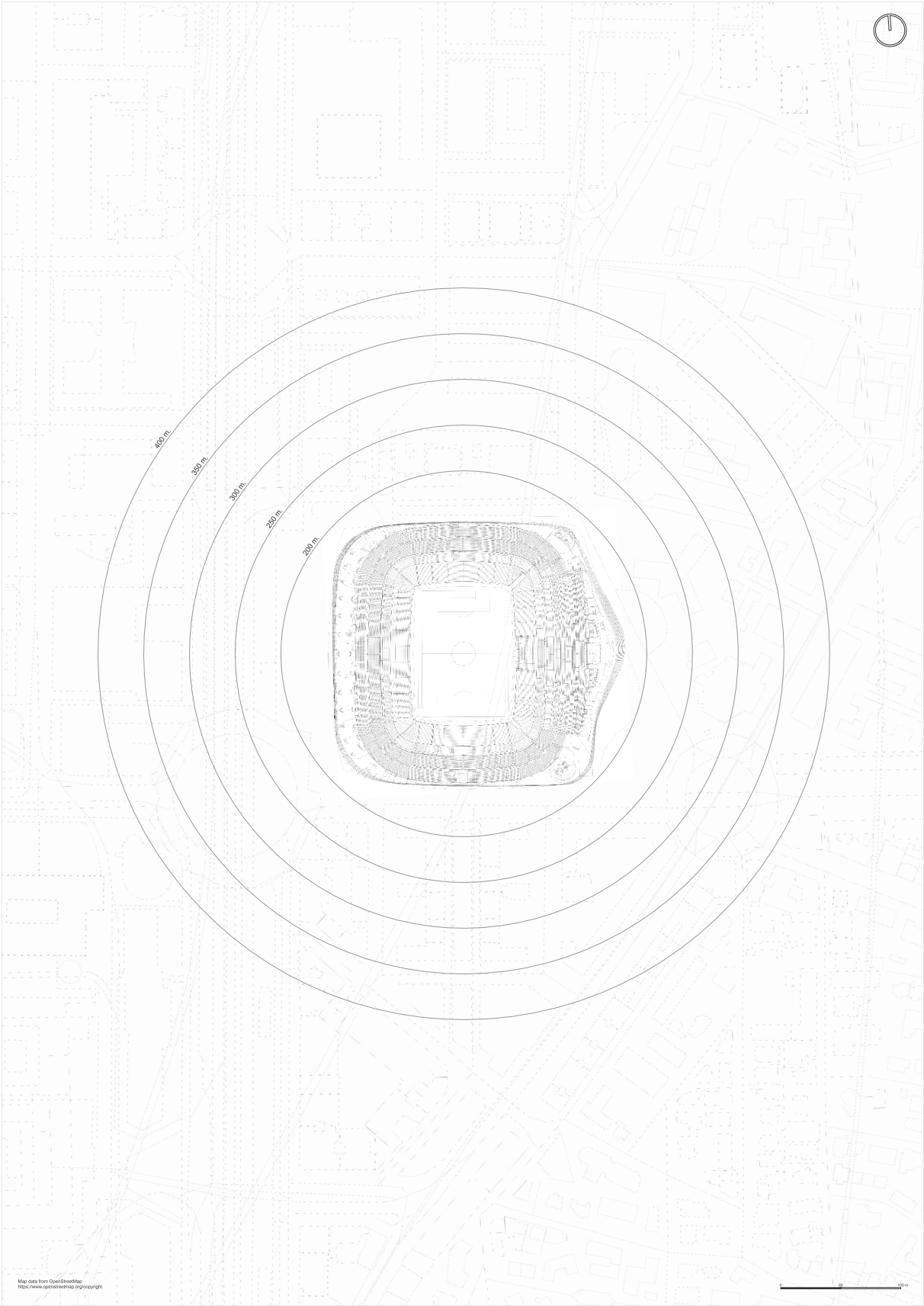
Owner	Real Madrid CF
Tenant / main user	Real Madrid CF
Year of construction	1947
Latest renovation	2023
Expected round	Opening game / Final
Major event	España - Brasil, 25/03/2024 Taylor Swift Concert (2024)
Gross capacity (2030)	78,297
Net capacity (2030)	78,297

1,297 m² VVIP Area	6,123 m² VIP Area	2,371 # Skybox seats	60 # Wheelchair seats	900 # Easy access seats
20 # Accessible & wheelchair toilets	200 # Accessible parking spots			

Since 1957, the stadium has hosted many European and international football finals, including those of the UEFA Champions League in 2010 and the Libertadores Cup in 2018. The stadium also hosted the final rounds of the UEFA Champions League in 2024, including the second leg of the round of 16 when, for the first time in European competition, the stadium was fully covered. The Estadio Santiago Bernabéu also doubles as a venue for numerous cultural events such as a concert by Taylor Swift in May 2024.

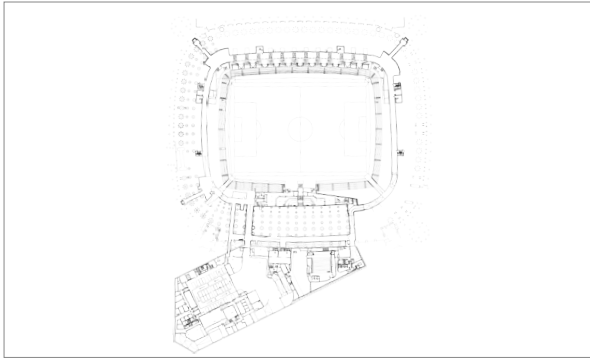
In the 1950s, the venue was renovated to increase its capacity, making it the second largest in Europe, and it was remodelled again to stage matches of the 1982 FIFA World Cup™ in line with FIFA's requirements. In 2007, UEFA awarded it the category of elite or "five-star" stadium, both for its infrastructure and for its comfort and the wide view of the pitch from all seats. With a capacity of 78,297, it is open to the public to visit, and is one of the most visited museums in Madrid, with more than 1 million visitors a year and a total of 15 millions since it opened in 1999. A magnet for fans, visitors can walk onto the field and pass through the changing rooms, just like their favourite players. A VIP and VVIP corporate hospitality area offers gourmet catering, hostess service and cloakrooms in adjoining hospitality rooms.

In the 2023-24 season, the final phase of the most recent stadium renovation was completed, including, among other things, a new outer façade, new galleries and common areas, a state-of-the-art retractable roof, and a mechanised playing field that allows the venue to be used for non-sporting events while preserving the grass.

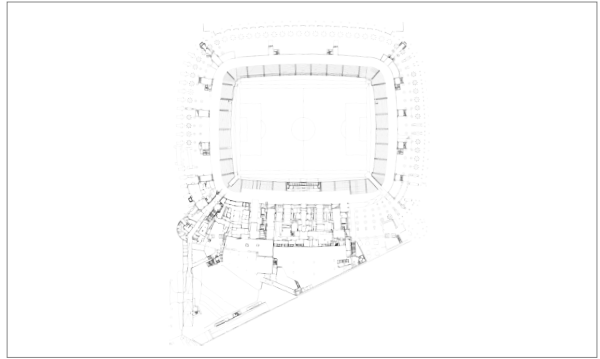


The location of the specific spaces according to their use will be detailed on the FIFA platform.

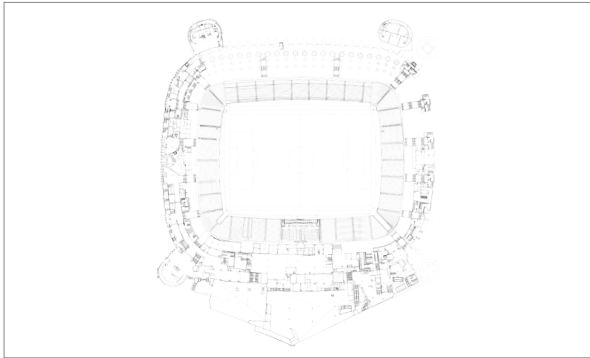
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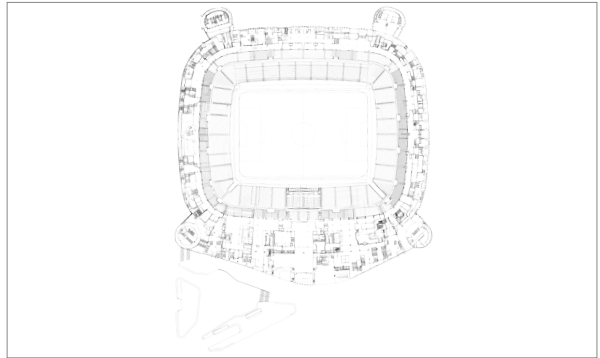
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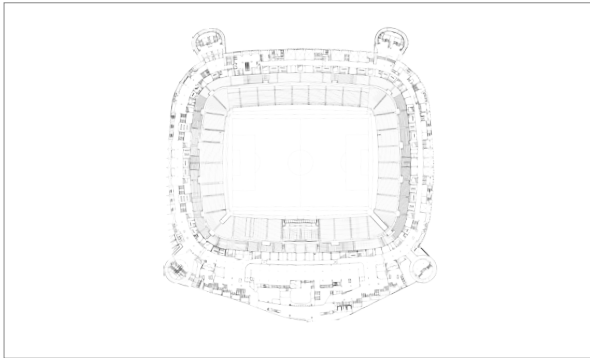
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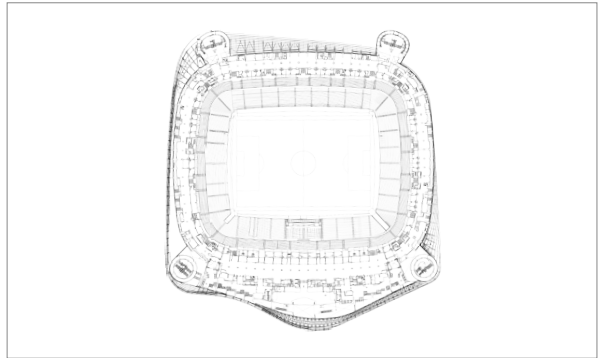
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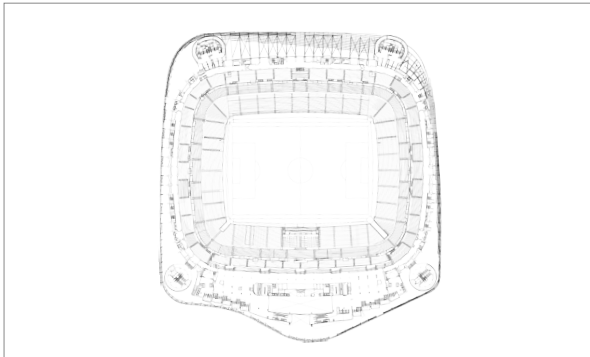
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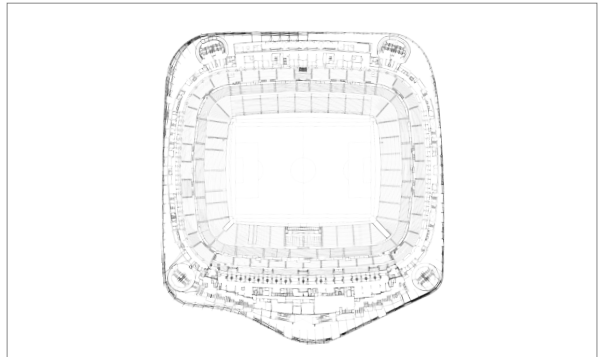
Level 3



Level 4



Level 5



6.19 Estadio La Rosaleda
 Malaga Club de Fútbol



Estadio La Rosaleda has been the home of the Malaga Club de Fútbol since its official inauguration in 1941. Its name, which translates as “Rose garden”, is a tribute to an old stadium, constructed in 1924 over a garden of roses, and on whose grounds the arena stands today. La Rosaleda opened with a match between CD Malaga and Sevilla CF, a historic clash that showcases the importance of football throughout Andalusia and the passion it arouses.

The arena is owned by Malaga’s City Hall, the city of Malaga and the government of Andalusia equally, and is located in Paseo Martiricos in La Palmilla neighborhood. La Rosaleda is accessible by bus lines 15, 17 or 18 from the city centre and also via the city’s bicycle-sharing system: bikes can be hired in the city and parked outside the stadium.

During its life of more than 80 years, Estadio La Rosaleda has hosted matches of La Liga,

Owner	Ayuntamiento de Malaga, Diputación Provincial de Malaga, Junta de Andalucía
Tenant / main user	Malaga CF SAD
Year of construction	1941
Latest renovation	2010
Expected round	Quarter-finals
Major event	UEFA Champions League 2012/2013. Quarter finals Malaga CF – Borussia Dortmund. April 3rd, 2013 Shakira’s Concert, June 2006
Gross capacity (2030)	45,000
Net capacity (2030)	40,000

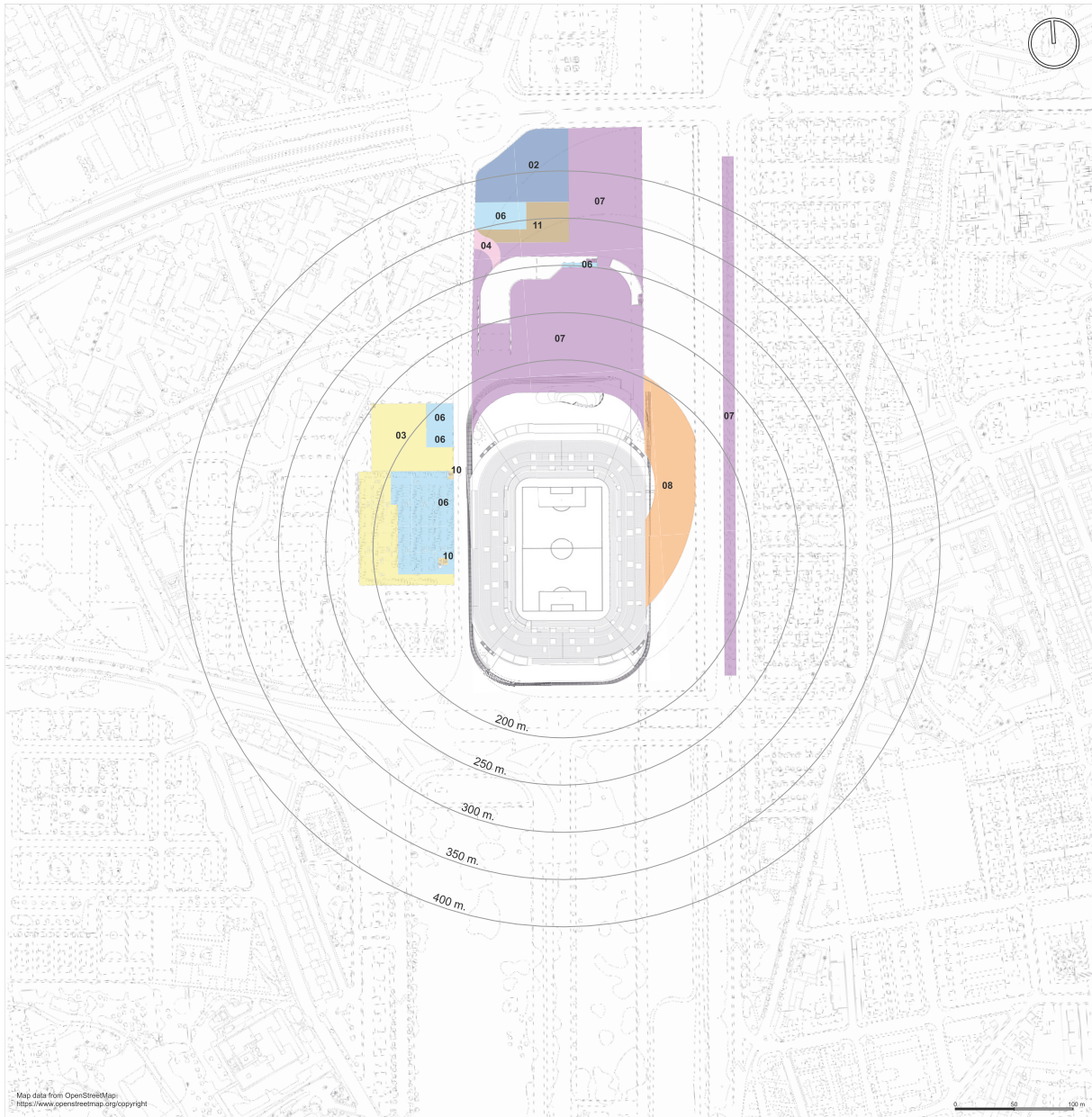
470 m² VVIP Area	2,311 m² VIP Area	9,157 m² Indoor hospitality area (boxes + lounges)	22,026 m² Outdoor hospitality area	1,100 # Skybox seats
631 m² Mixed zone area	200 # Wheelchair seats	200 # Easy access seats	30 # Accessible & wheelchair toilets	41 # Accessible parking spots

the Copa del Rey, the UEFA Cup and the UEFA Champions League. It has also staged matches of Spain's national team 11 times, plus three matches of the group stage of the 1982 FIFA World Cup™, featuring the teams of Scotland, New Zealand and the former Soviet Union. Despite relegation to the lower divisions, the club's fans have continued to fill the stadium. In October 2023, it recorded an attendance of 24,292 spectators for a match of the Primera Federación, the Spanish third division. The stadium also remains ready to host big matches, such as a Spanish national team match against Norway in March 2023, which attracted 29,214 spectators. Renowned international figures from the world of entertainment have also performed at the stadium, such as Colombian singer Shakira, who in 2006 attracted an audience of around 25,000.

With the arrival of the 21st century and the team's return to La Liga, the stadium was completely renovated, from the natural turf to the dressing rooms and sports facilities, all tailored to the needs of the club. The changes included a new area for people with disabilities, a new and modern pitch-side PA system, and the renovation of media facilities, including a new press room, with modern audio and video systems and an expanded mixed zone. In 2009, La Rosaleda inaugurated a museum and tour,

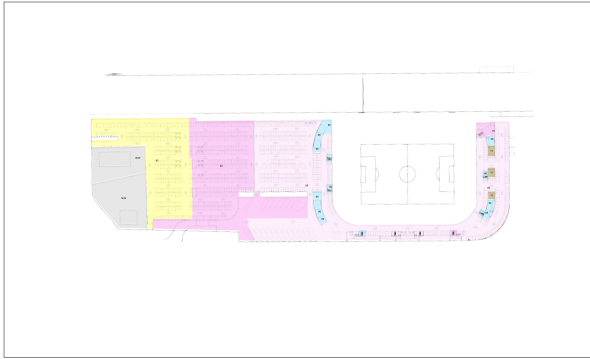
the Museo & Tour MCF, offering a historical journey through more than a hundred years of Malaga football. In preparation for the FIFA World Cup 2030™, the stadium will undergo a major renovation, replacing 70% of the previous structure, while showcasing a radically new image. Its seating capacity is expected to increase to 45,000 seats and its facilities, including external parking lots, video screens and technology, will be significantly improved. VIP and VVIP hospitality areas will be modern, spacious and comfortable, with services that are perfectly integrated into the new structure of the stadium.

The total refurbishment of La Rosaleda stadium, which will also lead to a complete transformation of its surroundings, will place Malaga at the forefront of football, while hosting matches of the FIFA World Cup 2030™ would provide an enduring legacy for the city and for the region as a whole.

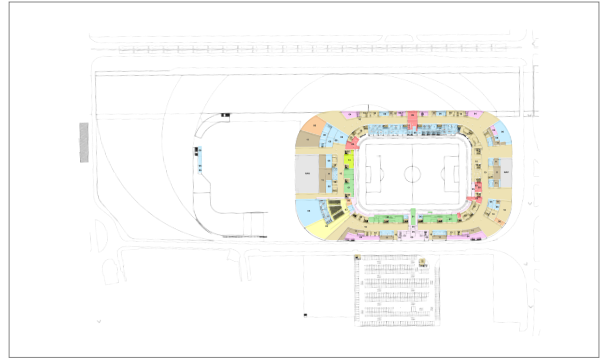


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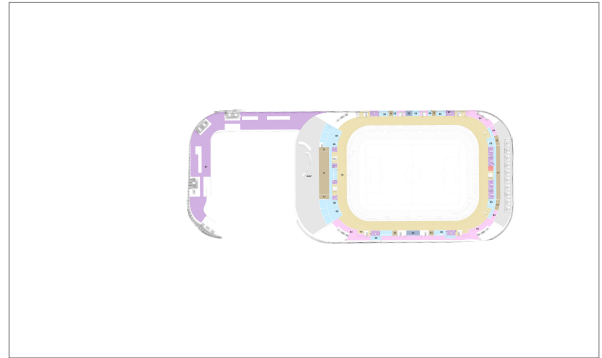
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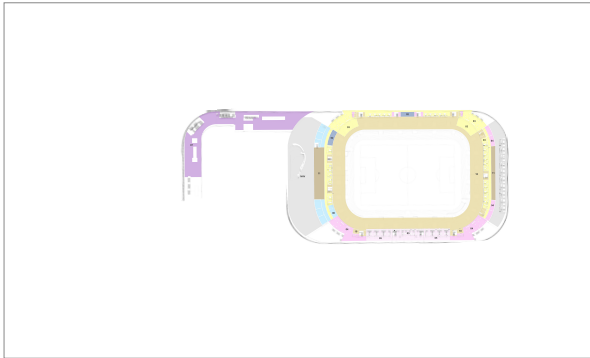
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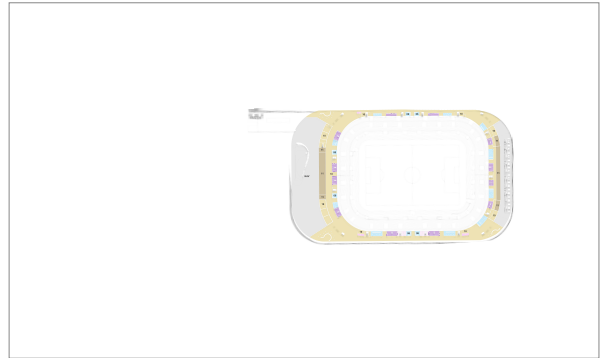
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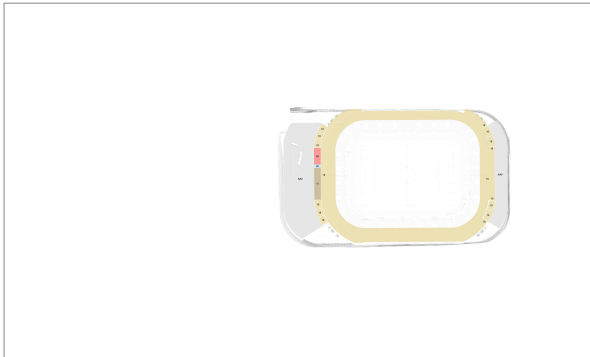
Level 4



Level 5



Level 6



6.20 Estadio de Anoeta
Real Sociedad de Fútbol



The Estadio Anoeta, the stadium of La Liga's Real Sociedad, was built in 1993, and seats 39,500 spectators. The external concourse features a bust of the late Alberto Ormaetxea, a successful manager of the club during the 1980s.

Located south of the city of San Sebastian, the stadium lies about two kilometres from the city's bay, *La Concha* beach, and the old town, all of which are within a half-hour walk. The stadium is also accessible by 3 bus lines (21, 26 or 31) from the old town. Buses run about every 15 minutes and also pass the Euskotren station at Easo Plaza.

In addition to hosting Real Sociedad matches, Estadio Anoeta has staged matches of the Spain's national team, Copa del Rey finals and the UEFA Women's Champions League final in the 2019-20 season. The stadium has also hosted international concerts, including one by

Owner	Anoeta Kiroldegia S.A.
Tenant / main user	Real Sociedad de Fútbol SAD
Year of construction	1993
Latest renovation	2021
Expected round	Quarter-finals
Major event	Champions League 2024, European League: 2020, 2021, 2022, 2023, LNR Semifinals 2023, Rammstein Concert 2024
Gross capacity (2030)	42,300
Net capacity (2030)	40,000

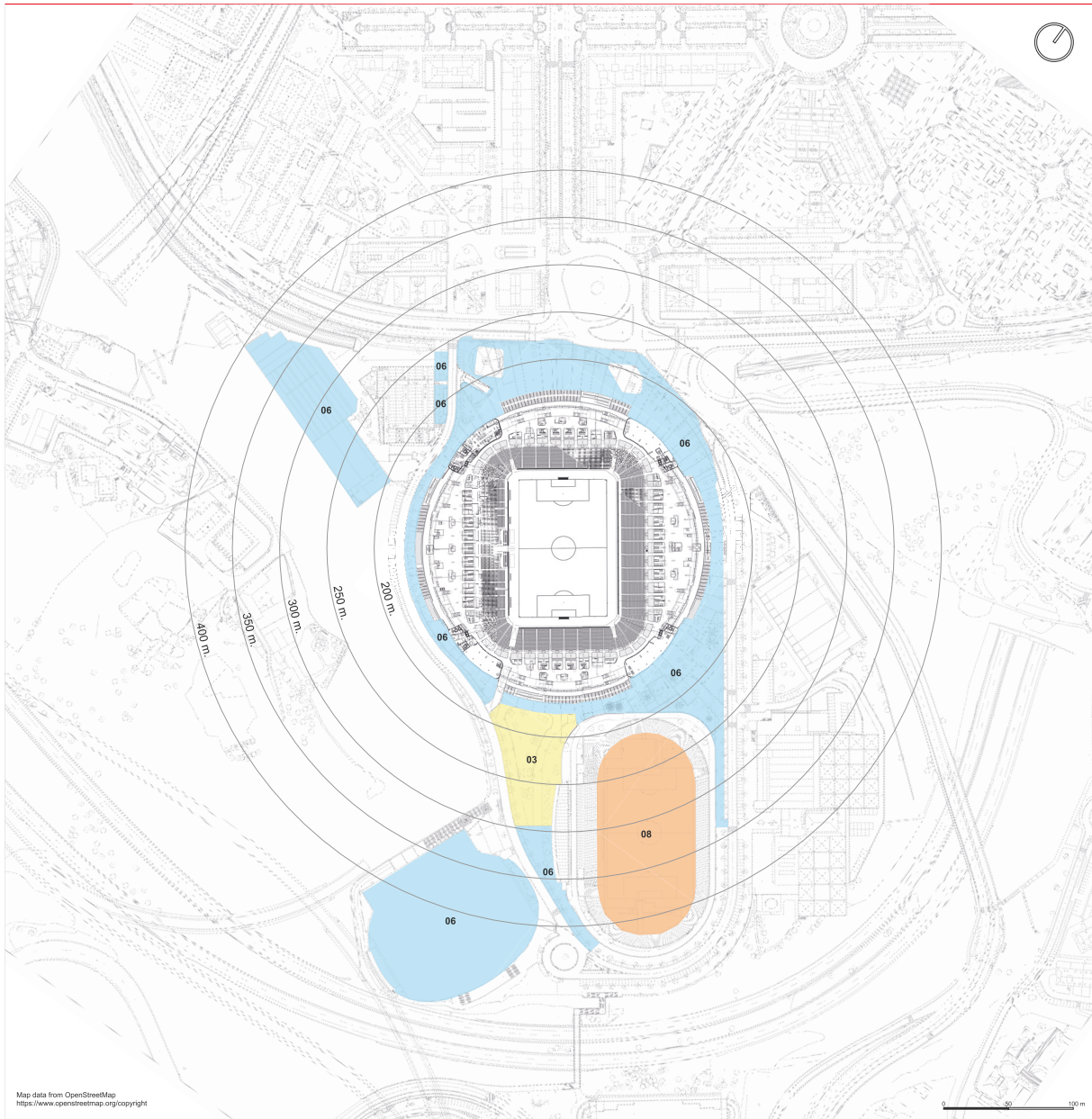
1,005 m² VVIP Area	2,460 m² VIP Area	5,000 m² Indoor hospitality area	3,365 m² Outdoor hospitality area	3,300 # Skybox seats
2,005 m² Mixed zone area	234 # Wheelchair seats	41,716 # Easy access seats	46 # Accessible & wheelchair toilets	2,500 # Accessible parking spots (internal + external)

the German band Rammstein in June 2024, drawing an audience of up to 42,000 people

The stadium features 3,300 skybox seats, along with a VIP area of 2,460 m² and a VVIP area of 1,005 m². During the years 2017 to 2019, and then 2020 to 2021, Anoeta was the subject of a renovation project which expanded its capacity through the removal of the athletics tracks that separated the playing field from the stands, and improved players facilities. The work also aimed to reduce consumption and promote sustainable mobility and environmental engagement. In 2020, the arena won the Prix Versailles of architecture. These standards will also be at the core of the next planned structural improvements. In 2024, USD 15.2 million was allocated to expanding the upper seating tier, bringing the capacity to over 42,000 seats. The work will also involve renovating the press room and creating more spaces for hospitality. By 2030, the stadium and its surroundings will also be equipped with next-generation connectivity, an anticipated investment of USD 6.5 million. The aim is to develop the club's digital strategy and meet all match-day needs.

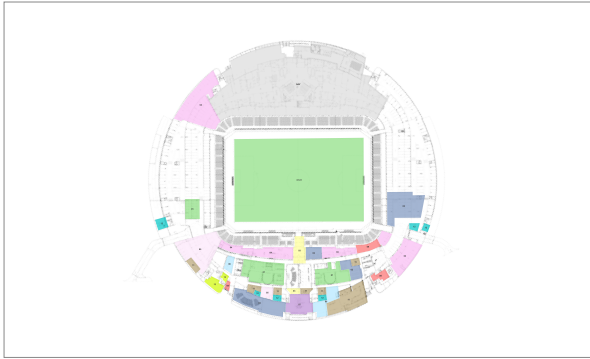
The San Sebastian City Council, in collaboration with various city connectivity providers (Telefónica, Vodafone, Orange), plan to install the latest technology available, offering ultra-fast internet, low-consumption wireless networks, and the most up-to-date versions of 6G mobile and Wi-Fi 6 technology. This collaboration will involve expanding antennas around the stadium to enable multiple operator networks and advanced service offerings, through a combination of continuous coverage and on-demand solutions.

Modern, but with tradition, comfortable, yet stylish, Anoeta, like San Sebastian itself, would provide an unforgettable experience for those attending matches of a FIFA World Cup™ here.

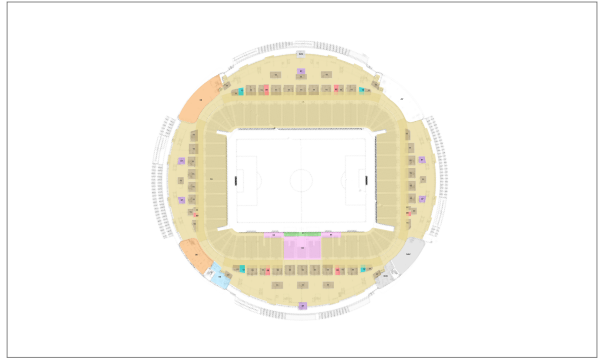


1 Competition	6 Operations	12 Technology
1.01 Pitch Area	7 Hospitality	13 Ceremonies
2 Broadcast	8 Marketing	AV Available
3 Media	9 Safety and Security	NAV Not Available / Occupied
4 VIP	10 General Spectators / Public	
5 VVIP	11 Site Services	

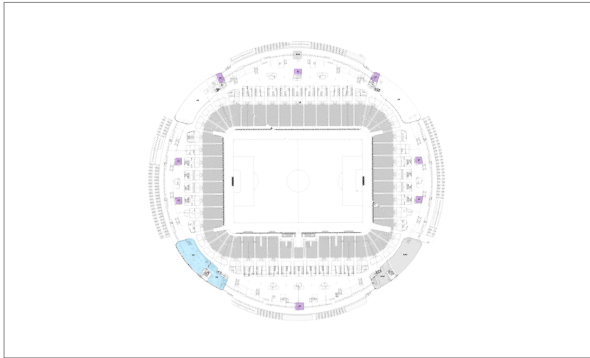
Level 0



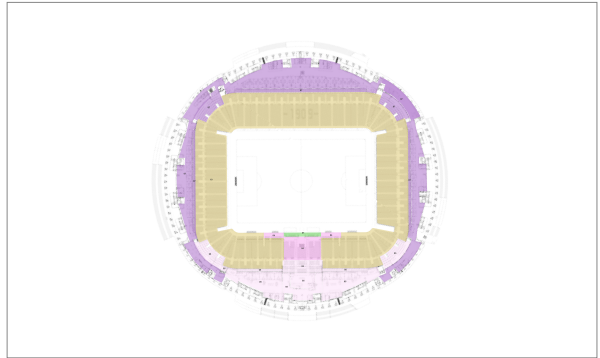
Level 1



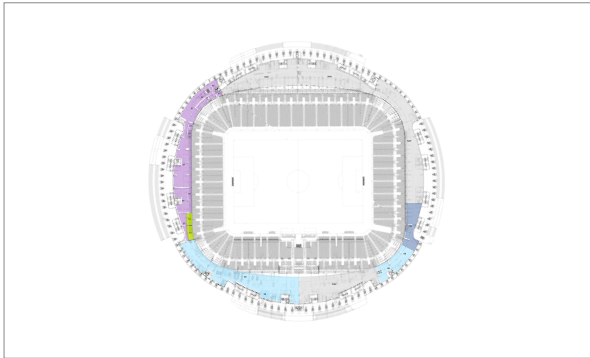
Level 2



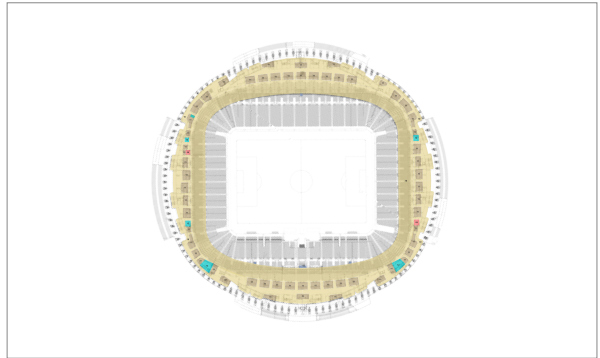
Level 3



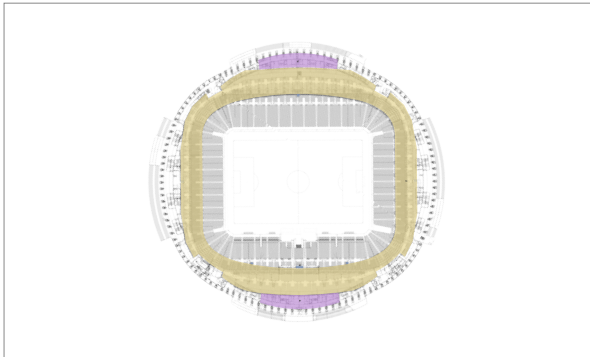
Level 4



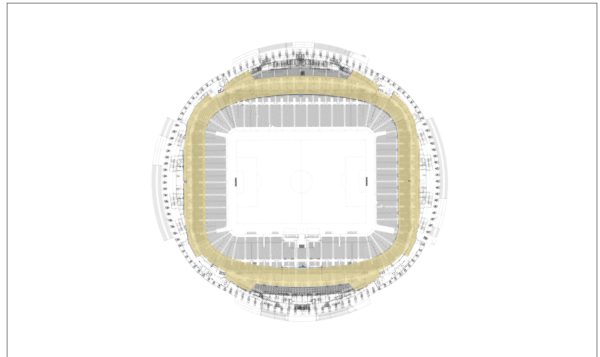
Level 5



Level 6



Level 7



6.21 Estadio Nueva Romareda
Real Zaragoza



Inaugurated in 1957, Saragossa’s Estadio La Romareda, home of Real Zaragoza, is fully integrated within the city’s southern urban centre, located next to the iconic street, the Paseo de Isabel la Católica, in the capital of Aragon. Now it will be fully refurbished at the same location.

Up to 12 different urban bus lines from points across the city connect with the stadium, including the city centre and Delicias Central train station, which lies about 2.5 km north of the stadium. Buses Ci1, Ci2, or 42 from Estación de Delicias, or bus 40 from the historic city centre, are the best options to reach the stadium. There are also options to use tramways and suburban trains. The stadium is accessible from the city centre in about 30 minutes by public transport, or in less than 45 minutes on foot.

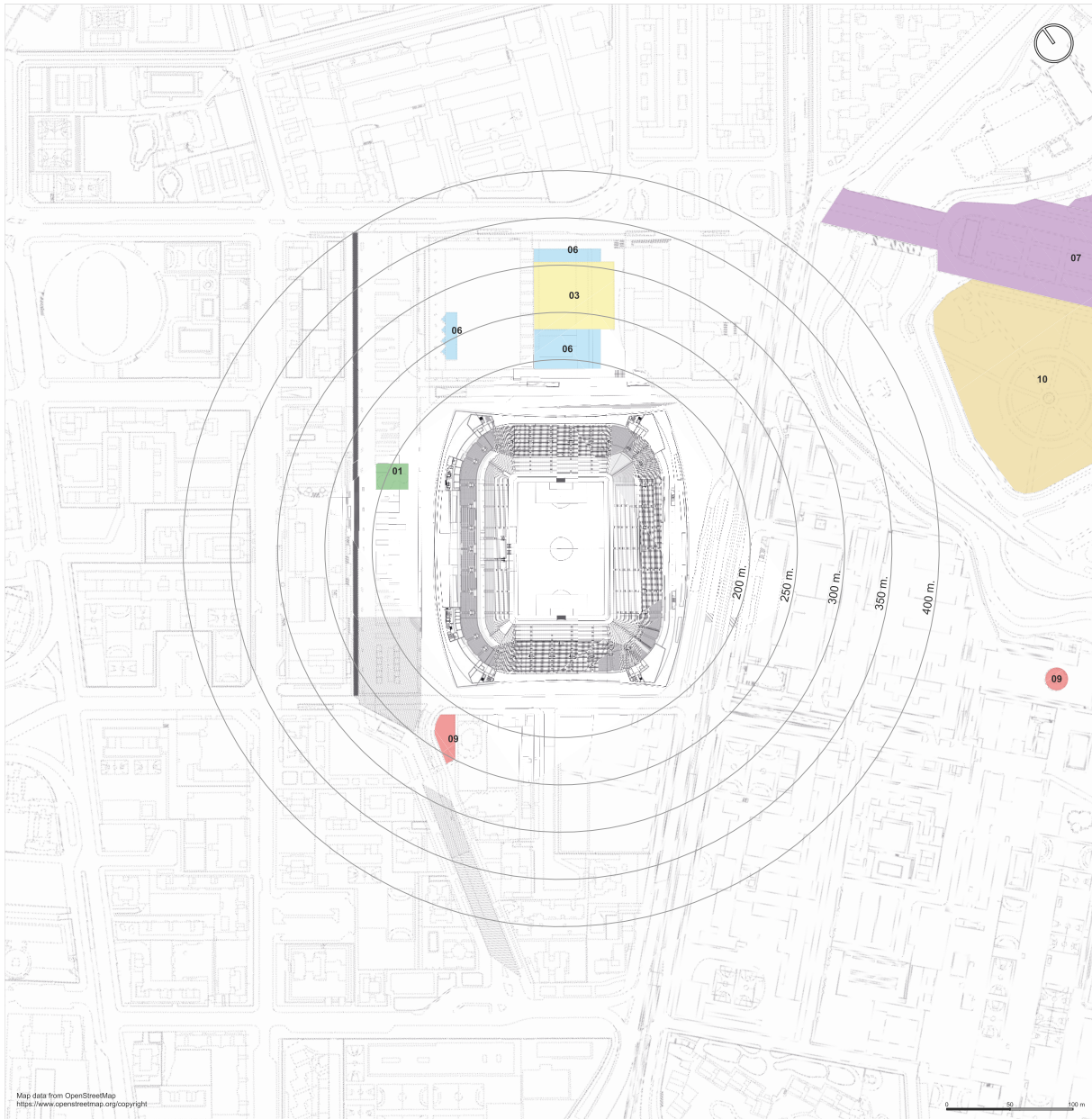
Owner	La Nueva Romareda S.L.
Tenant / main user	Real Zaragoza S.A.D.
Year of construction	End of 2028
Latest renovation	N/A
Expected round	Round of 16
Major event	New Construction
Gross capacity (2030)	43,144
Net capacity (2030)	40,034

617 m² VVIP Area	1,929 m² VIP Area	6,562 m² Indoor hospitality area	30,000 m² Outdoor hospitality area	440 # Skybox seats
600 m² Mixed zone area	250 # Wheelchair seats (+companions)	250 # Easy access seats (+companions)	28 # Accessible & wheelchair toilets	75 # Accessible parking spots

The stadium has a long history of staging significant sporting events, including Copa del Rey finals and matches of the Spanish national team, the 1982 FIFA World Cup™ and the Barcelona 1992 Olympic Games. Major concerts by national and international artists at the stadium have included Dire Straits' 1992 farewell concert in front of over 40,000 followers and a Michael Jackson concert in 1996.

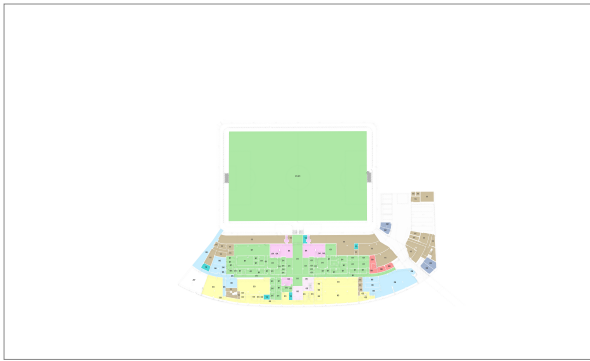
The stadium underwent various renovations in 1977, increasing the capacity to 43,524 spectators. Further major renovations were carried out in 1994 to comply with UEFA regulations, requiring all seats to be covered, resulting in the current capacity of almost 35,000 seats. In October 2023, the City Council of Saragossa, the Government of Aragon, and Real Zaragoza signed an agreement to start renovations in July 2024 to facilitate the stadium's candidacy to be one of the venues for the FIFA World Cup 2030™. Work is scheduled to be completed by the 2028-2029 season, integrating all the elements that have been added to the stadium over the years and improving the visibility and comfort of spectators. The projected seating capacity after the work is completed is 43,144, while the stadium will also feature

440 skybox seats and a large VIP area and VVIP areas. Notably, the proposed project will feature a modern and innovative roof that helps the stadium blend into its surroundings. Additionally, the stadium aims to become a benchmark in sustainability and comfort, designed to offer the best experience to both FIFA World Cup™ fans and the local supporters after the conclusion of that tournament.

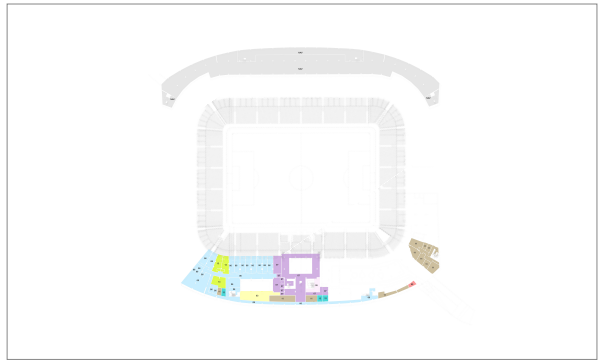


- | | | |
|------------------------|---------------------------------------|------------------------------|
| 1 Competition | 6 Operations | 12 Technology |
| 1.01 Pitch Area | 7 Hospitality | 13 Ceremonies |
| 2 Broadcast | 8 Marketing | AV Available |
| 3 Media | 9 Safety and Security | NAV Not Available / Occupied |
| 4 VIP | 10 General Spectators / Public | |
| 5 VVIP | 11 Site Services | |

Level -2



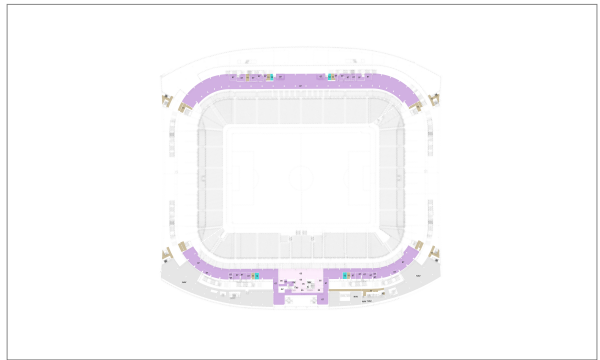
Level -1



Level 0



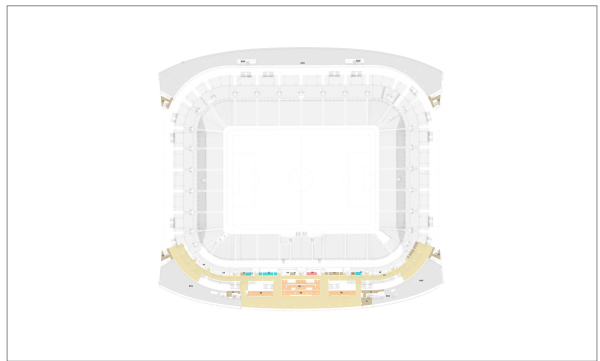
Level 1



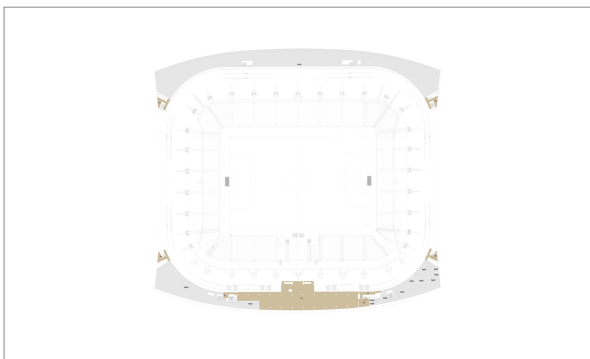
Level 2



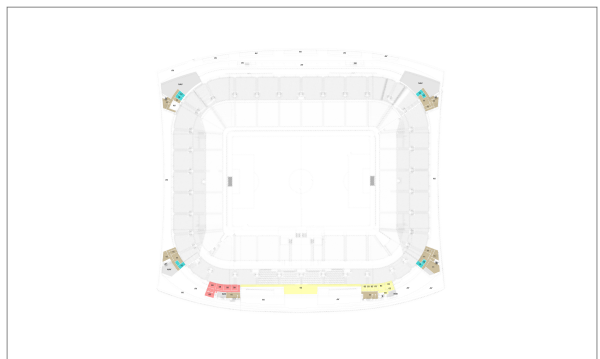
Level 3



Level 4



Level 5



6.22 Estadio La Cartuja
Olympic Stadium



The Estadio La Cartuja de Sevilla, also known as Estadio Olímpico de Sevilla, is a multifunctional stadium located on the Isla de la Cartuja in Seville. With a capacity of 57,600 seats, the stadium is the fifth largest in Spain, and has been awarded UEFA's highest distinction, "Elite Stadium".

Estadio La Cartuja is located on the north-western edge of the city, near a beautiful monastery of the same name and next to the site of the Universal Exposition of Seville 1992, which is now a science and technology park. The stadium lies roughly 3.5 km from Seville's historic centre, a walk of about 40 minutes. It can also be reached by commuter train line C2 from Santa Justa train station, a journey that takes about 15 minutes.

The stadium was built to host the 1999 World Athletics Championships, and to be part of Seville's ultimately unsuccessful bids to host

Owner	Estadio La Cartuja de Sevilla S.A.
Tenant / main user	Estadio La Cartuja de Sevilla S.A.
Year of construction	1999
Latest renovation	December 2023
Expected round	Semi-finals
Major event	Massive Concerts King's Cup Finals (99, 2000, 2021-2024) 2003 UEFA Cup Final UEFA Euro 2020
Gross capacity (2030)	71,000 Seats
Net capacity (2030)	61,387 Seats

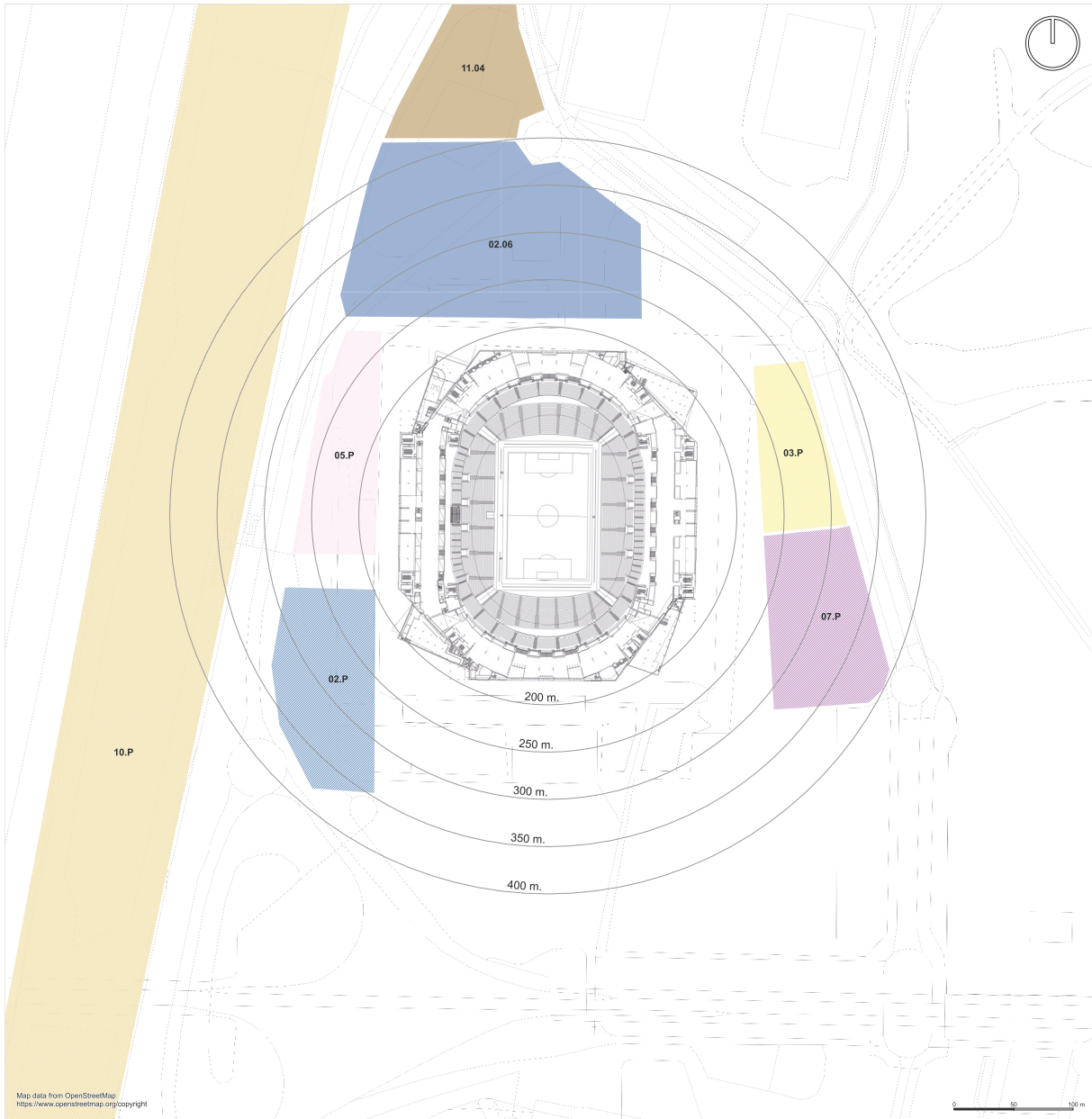
≥ 900 m² VVIP Area	≥ 2,000 m² VIP Area	≥ 2,000 m² Indoor hospitality area	30,000 m² Outdoor hospitality area	1,710 # Skybox seats
600 m² Mixed zone area	685 # Wheelchair seats	685 # Easy access seats	46 # Accessible & wheelchair toilets	> 220 # Accessible parking spots

the Olympic Games in 2004 and 2008. It was inaugurated in 1999 with a football match between the Spanish and Croatian national teams. Estadio La Cartuja has been the stage for a wide range of sports competitions, including rugby, athletics and tennis, as well as football, hosting, among others, two Davis Cup finals, the UEFA Cup final in 2003, matches of Spain's women's national team, under-21 men's team matches, and three finals of the *Copa del Rey*. As a multi-purpose venue, it is also used for cultural events such as concerts and music festivals, with AC/DC, Madonna and U2 having appeared there.

In 2020, Estadio La Cartuja underwent improvements aimed at enabling it to host further European matches, originally scheduled for that year but postponed to 2021 because of the Covid-19 pandemic. These enhancements included the creation of a telecommunications room, modernization of access systems, renewal of scoreboards and public address systems, enhancement of facilities such as dressing rooms, press room, and VIP boxes, as well as the establishment of two new medical clinics in the stands. The stadium offers 1,710 skybox seats, along with a VIP area of 2,000 m² and a VVIP area of 900 m². A further major remodelling, scheduled to be undertaken before 2030 with an estimated budget of USD

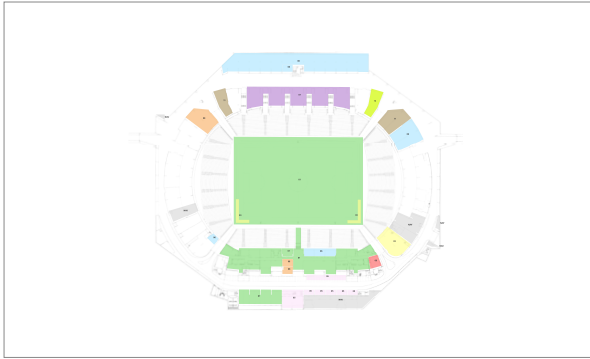
22 million, will increase its capacity to 70,000 seats (75,000 including staff, press, services, and others), creating a fully football-oriented venue. The renovation will enhance accessibility, promoting the inclusion of various groups with reduced mobility, all guided by sustainability criteria, with the aim of creating a legacy for the coming decades for Seville.

In hosting matches of the FIFA World Cup 2030™, La Cartuja would become a worthy successor to the 1992 Universal Exposition, which helped give the city life and splendour, setting it on a path to host countless major events and to become a top tourist destination every year.

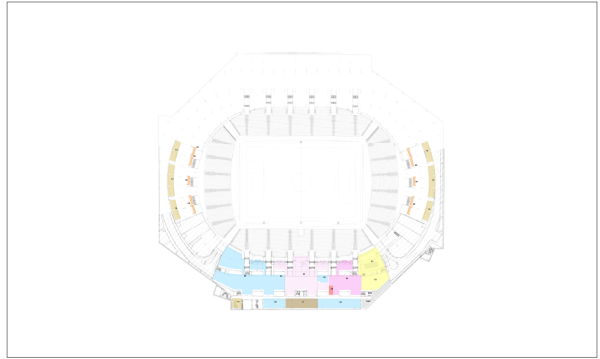


1 Competition	6 Operations	11.04 Cleaning and Waste Management
2 Broadcast	7 Hospitality	13 Ceremonies
2.06 Broadcast Compound	8 Marketing	NAV Not Available / Occupied
3 Media	9 Safety and Security	P Parking
4 VIP	10 General Spectators / Public	
5 VVIP	11 Site Services	

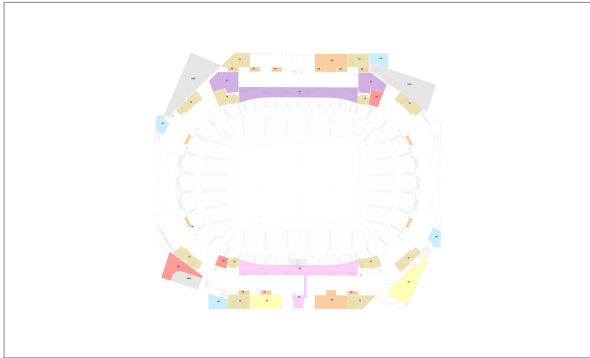
Level -2



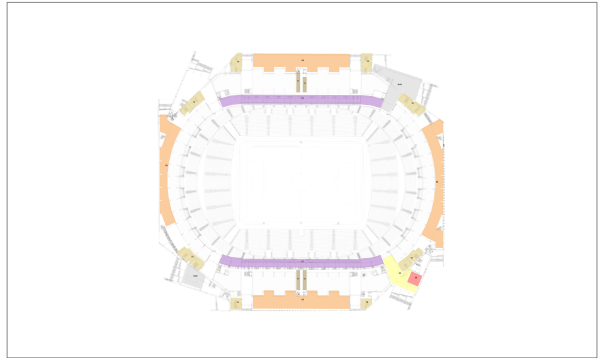
Level -1



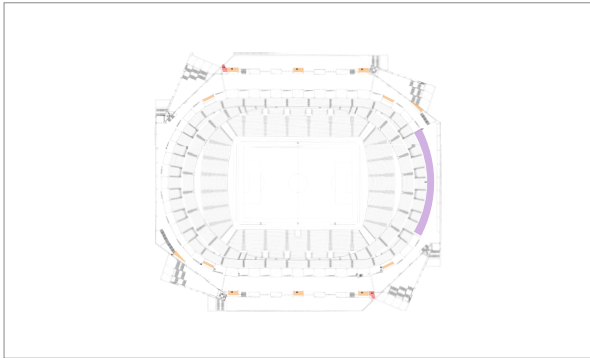
Level 0



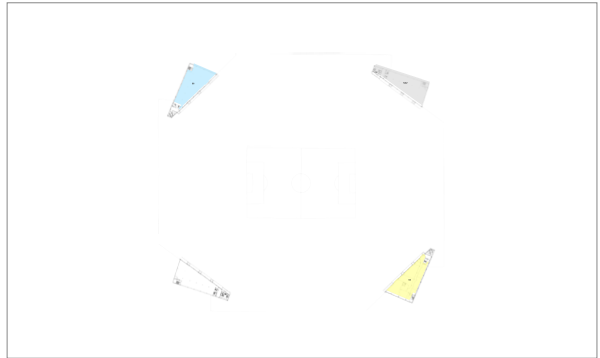
Level 1



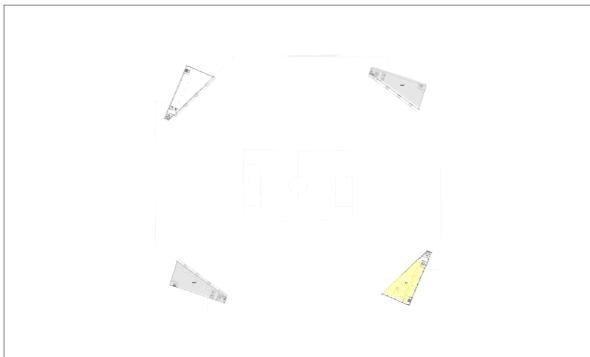
Level 2



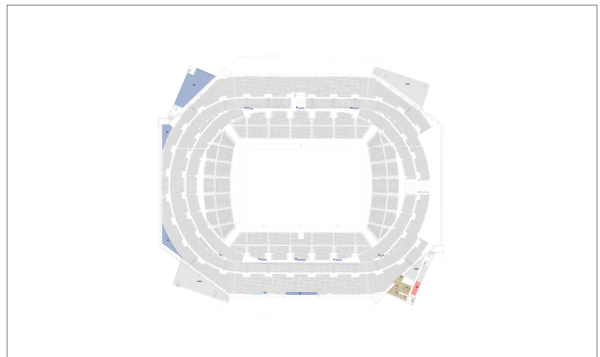
Level 2.1



Level 2.3



Level 3





7. Team and Referee Facilities



7. Team and Referee Facilities

Morocco, Portugal and Spain have carefully selected team and referee facilities that merge football's essence with cutting-edge infrastructures.

The result is an extensive catalogue of four- and five-star hotels, alongside state-of-the-art sports facilities, strategically located across the three countries. Designed with inclusivity at its core, the selection is versatile enough to meet the diverse requirements and budgets of every team, ensuring no compromise on quality.

7.1. Team Base Camp facilities

The three countries have selected Team Base Camps that merge great comfort with cutting edge sporting infrastructure including luxurious hotels with in-house pitches. The training facilities feature first-class pitches, advanced infrastructure, and rigorous privacy and security protocols. With 94 designated team base camps - 33 in Morocco, 45 in Spain and 16 in Portugal - the bid will provide a tailored experience with a blend of luxury and functionality, catering to all preparation needs with the highest standards of quality. The finalised list of options includes legendary stadiums like Stade Mohammed V, training sites for professional football clubs like Valdebebas, state of the art football academies like the SC Braga Academy, training sites at top university campuses, and more. The few newly-built training sites and the planned renovations will be a boost for grassroots and youth football academies, contributing to a lasting impact on the communities and offering wider access to football for all.

7.2. Venue-specific team facilities

In order to select the most suitable venues, particular focus has been paid to the comfort and location of the selected hotels, the proximity to the stadium and the quality of natural grass pitches as well as the privacy for the training sites. To ensure equitable conditions between all teams, other elements such as hotel calibre and distance to stadiums have been standardised as far as possible in each host city. With a focus on smart, long-term investments, YallaVamos prioritises the use of training facilities that are competition-ready. Where necessary, existing facilities are upgraded to extend their usability and ensure compliance with required standards. New construction is considered only when essential, ensuring a sustainable approach to hosting the event.

7.3. Referee base camps

The YallaVamos Bid is proposing two referee base camps: one located in Casablanca and the other in Madrid. Both venues are equipped with state-of-the-art facilities and provide a comfortable environment engineered for football. Additionally, the two proposed cities for the referees' headquarters are major hubs for air and rail travel, offering high connectivity and making travel to and from matches as efficient and hassle-free as possible.

Team Base Camp facilities

MOROCCO



1.

Hôtel Hyatt Place Taghazout Bay

★★★★★



Status: **Existing**

Number of guest rooms: **152**

Number of meeting rooms: **3**

Distance to airport: **43 km - 50 min**

Distance to TS: **10 km - 14 min**

Stade Abdelaziz Rifki



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **3**

2.

Fairmont Taghazout Bay

★★★★★



Status: **Existing**

Number of guest rooms: **150**

Number of meeting rooms: **4**

Distance to airport: **42 km - 45 min**

Distance to TS: **5 km - 6 min**

Terrain foncier - Aourir



Status: **Planned**

Number of standard pitches: **6**

Number of dressing rooms: **6**

Facilities

Fitness

Wellness center

Pool

Others

Exclusivity

3.

White Beach Resort Taghazout

★★★★★



Status: **Existing**

Number of guest rooms: **262**

Number of meeting rooms: **0**

Distance to airport: **41 km - 50 min**

Distance to TS: **1 km - 3 min**

Stade Tamraght



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

4.

Hilton Taghazout Bay Beach Resort & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **170**

Number of meeting rooms: **7**

Distance to airport: **42 km - 50 min**

Distance to TS: **6 km - 8 min**

Terrain foncier - Aourir



Status: **Planned**

Number of standard pitches: **6**

Number of dressing rooms: **6**

MOROCCO



5. Hyatt Regency Taghazout

★★★★★



Status: **Existing**

Number of guest rooms: **190**

Number of meeting rooms: **5**

Distance to airport: **44 km - 50 min**

Distance to TS: **7 km - 10 min**

Terrain foncier - Aourir



Status: **Planned**

Number of standard pitches: **6**

Number of dressing rooms: **6**



7. Sofitel Essaouira Mogador Golf & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **175**

Number of meeting rooms: **2**

Distance to airport: **12 km - 16 min**

Distance to TS: **7 km - 14 min**

Terrain Mogador



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**

6. Taghazout Bay Marriott Resort

★★★★★



Status: **Existing**

Number of guest rooms: **250**

Number of meeting rooms: **5**

Distance to airport: **43 km - 50 min**

Distance to TS: **5 km - 8 min**

Terrain foncier - école de tennis



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**

8. Le Berbère Palace

★★★★★



Status: **Existing**

Number of guest rooms: **256**

Number of meeting rooms: **2**

Distance to airport: **2 km - 6 min**

Distance to TS: **6 km - 9 min**

Zone de sport et de loisirs Anatum



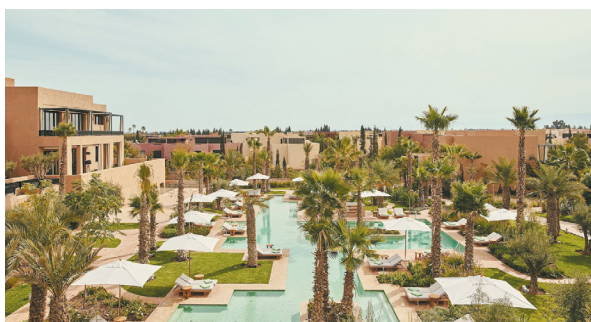
Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**

Team Base Camp facilities

MOROCCO



9.

Park Hyatt Marrakech

★★★★★



Status: **Existing**

Number of guest rooms: **131**

Number of meeting rooms: **7**

Distance to airport: **13 km - 22 min**

Distance to TS: **5 km - 12 min**

Complexe Sportif Sidi Youssef Ben Ali



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**

10.

The Oberoi, Marrakech

★★★★★



Status: **Existing**

Number of guest rooms: **84**

Number of meeting rooms: **3**

Distance to airport: **16 km - 26 min**

Distance to TS: **16 km - 20 min**

Stade El Ouidane



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**



11.

Fairmont Royal Palm Marrakech

★★★★★



Status: **Existing**

Number of guest rooms: **134**

Number of meeting rooms: **3**

Distance to airport: **13 km - 21 min**

Distance to TS: **3 km - 4 min**

Terrain UPM



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **3**

12.

Pullman Mazagan Royal Golf & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **122**

Number of meeting rooms: **4**

Distance to airport: **107 km - 80 min**

Distance to TS: **0 km - 0 min**

Mazagfoot Academy



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

MOROCCO



13.

Mazagan Beach & Golf Resort

★★★★★



Status: **Existing**

Number of guest rooms: **500**

Number of meeting rooms: **14**

Distance to airport: **104 km - 75 min**

Distance to TS: **0 km - 0 min**

Terrains Mazagan



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

14.

Hôtel Mövenpick Casablanca

★★★★★



Status: **Existing**

Number of guest rooms: **184**

Number of meeting rooms: **7**

Distance to airport: **31 km - 28 min**

Distance to TS: **8 km - 14 min**

Stade Larbi Zaouli



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**



15.

Hôtel Kenzi Sidi Maarouf

★★★★★



Status: **Existing**

Number of guest rooms: **130**

Number of meeting rooms: **5**

Distance to airport: **25 km - 22 min**

Distance to TS: **11 km - 16 min**

Académie du Raja Club Athletic



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**

16.

Hilton Garden Inn Casablanca Sud

★★★★★



Status: **Existing**

Number of guest rooms: **155**

Number of meeting rooms: **4**

Distance to airport: **24 km - 20 min**

Distance to TS: **7 km - 8 min**

Stade Père Jégo



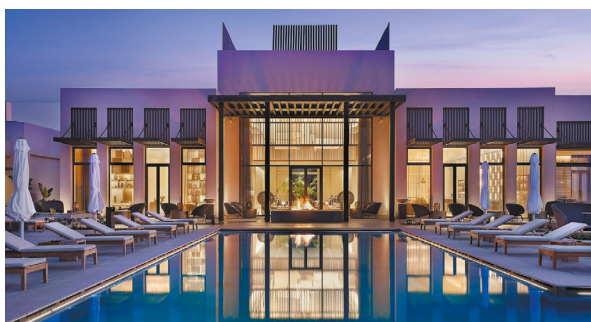
Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**

Team Base Camp facilities

MOROCCO



17.

Barceló Anfa Casablanca

★★★★★

Status: **Existing**Number of guest rooms: **206**Number of meeting rooms: **9**Distance to airport: **32 km - 28 min**Distance to TS: **2 km - 5 min****Stade Mohammed V**Status: **Existing**Number of standard pitches: **2**Number of dressing rooms: **8**

18.

Michlifen Resort & Golf

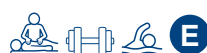
★★★★★

Status: **Existing**Number of guest rooms: **71**Number of meeting rooms: **4**Distance to airport: **57 km - 55 min**Distance to TS: **4 km - 9 min****Stade de la Paix**Status: **Existing**Number of standard pitches: **2**Number of dressing rooms: **7**

19.

Conrad Rabat Arzana

★★★★★

Status: **Existing**Number of guest rooms: **120**Number of meeting rooms: **4**Distance to airport: **34 km - 35 min**Distance to TS: **17 km - 16 min****Académie du FUS**Status: **Existing**Number of standard pitches: **6**Number of dressing rooms: **4**

20.

Ritz-Carlton Rabat, Dar Es Salam

★★★★★

Status: **Existing**Number of guest rooms: **117**Number of meeting rooms: **3**Distance to airport: **20 km - 26 min**Distance to TS: **17 km - 20 min****Académie Mohammed VI de Football**Status: **Existing**Number of standard pitches: **6**Number of dressing rooms: **6**

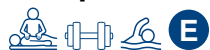


21.
Complexe Mohammed VI de Football



Status: **Existing**
 Number of guest rooms: **347**
 Number of meeting rooms: **9**
 Distance to airport: **4 km - 8 min**
 Distance to TS: **0 km - 0 min**

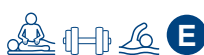
Complexe Mohammed VI de Football



Status: **Existing**
 Number of standard pitches: **8**
 Number of dressing rooms: **12**



23.
Vichy Thermalia Spa Hotel



Status: **Existing**
 Number of guest rooms: **100**
 Number of meeting rooms: **1**
 Distance to airport: **36 km - 50 min**
 Distance to TS: **8 km - 12 min**

Terrains Vichy Thermalia



Status: **Planned**
 Number of standard pitches: **2**
 Number of dressing rooms: **2**

22.
Fairmont La Marina Rabat Sale



Status: **Existing**
 Number of guest rooms: **186**
 Number of meeting rooms: **9**
 Distance to airport: **10 km - 16 min**
 Distance to TS: **13 km - 18 min**

Centre National des Sports Moulay Rachid



Status: **Existing**
 Number of standard pitches: **2**
 Number of dressing rooms: **3**

24.
Lixus Beach Resort



Status: **Existing**
 Number of guest rooms: **249**
 Number of meeting rooms: **1**
 Distance to airport: **79 km - 65 min**
 Distance to TS: **0 km - 0 min**

Terrains Lixus



Status: **Planned**
 Number of standard pitches: **2**
 Number of dressing rooms: **2**

Team Base Camp facilities

MOROCCO



25.

Radisson Blu Resort, Saidia Beach

★★★★★



Status: **Existing**

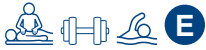
Number of guest rooms: **379**

Number of meeting rooms: **7**

Distance to airport: **55 km - 55 min**

Distance to TS: **4 km - 7 min**

Centre Fédéral de Football Saidia



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **6**

26.

Be-Live Collection Saidia

★★★★★



Status: **Existing**

Number of guest rooms: **488**

Number of meeting rooms: **10**

Distance to airport: **53 km - 55 min**

Distance to TS: **2 km - 4 min**

Centre Fédéral de Football Saidia



Status: **Existing**

Number of standard pitches: **4**

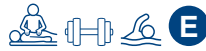
Number of dressing rooms: **6**



27.

Hôtel Marchica Lagoon Resort

★★★★★



Status: **Existing**

Number of guest rooms: **98**

Number of meeting rooms: **2**

Distance to airport: **121 km - 130 min**

Distance to TS: **0 km - 0 min**

Terrains Marchica



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**

28.

Radisson Blu Resort, Al Hoceima

★★★★★



Status: **Existing**

Number of guest rooms: **432**

Number of meeting rooms: **4**

Distance to airport: **9 km - 14 min**

Distance to TS: **13 km - 18 min**

Al Hoceima Stadium

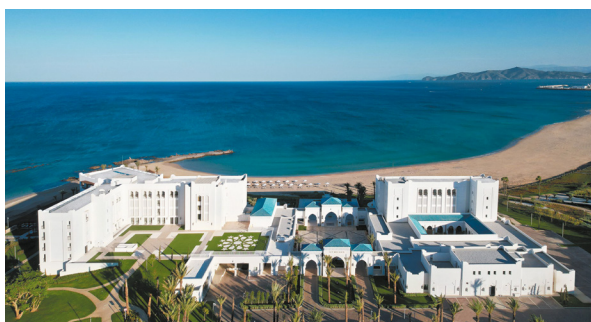


Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **8**

MOROCCO



29.

Sofitel Tamuda Bay Beach and Spa

★★★★★



Status: **Existing**

Number of guest rooms: **104**

Number of meeting rooms: **2**

Distance to airport: **22 km - 22 min**

Distance to TS: **12 km - 16 min**

Terrain el Campo



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **4**

30.

The St. Regis La Bahia Blanca Resort

★★★★★



Status: **Existing**

Number of guest rooms: **100**

Number of meeting rooms: **2**

Distance to airport: **23 km - 22 min**

Distance to TS: **5 km - 9 min**

Terrain M'diq 1



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**



31.

Banyan Tree Tamuda Bay

★★★★★



Status: **Existing**

Number of guest rooms: **92**

Number of meeting rooms: **2**

Distance to airport: **28 km - 28 min**

Distance to TS: **5 km - 12 min**

Terrain M'diq 2



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**

32.

Hilton Tanger Al Houara Resort & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **304**

Number of meeting rooms: **7**

Distance to airport: **14 km - 18 min**

Distance to TS: **2 km - 3 min**

Terrain Forêt Diplomatique



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **2**

Team Base Camp facilities

MOROCCO



33.

Fairmont Tazi Palace Tanger

★★★★★

Status: **Existing**Number of guest rooms: **133**Number of meeting rooms: **3**Distance to airport: **11 km - 18 min**Distance to TS: **9 km - 16 min**

Terrain Ibn Battouta aéroport

Status: **Planned**Number of standard pitches: **2**Number of dressing rooms: **2**

34.

Wyndham Grand Hotel

★★★★★

Status: **Existing**Number of guest rooms: **127**Meeting Rooms: **5**Distance to airport: **17 km - 20 min**Distance to TS: **10 km - 15 min**La Cartuja: **207 km - 126 min**

Estádio Algarve

E

Status: **Existing**Number of standard pitches: **3**Number of dressing rooms: **8**

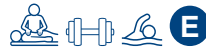
PORTUGAL



35.

Ria Park Hotel & Spa

★★★★★

Status: **Existing**Number of guest rooms: **175**Meeting Rooms: **15**Distance to airport: **18 km - 24 min**Distance to TS: **1 km - 2 min**La Cartuja: **209 km - 126 min**

Ria Park + The Campus

Status: **Existing**Number of standard pitches: **2**Number of dressing rooms: **2**

36.

Pine Cliff Ocean Suites

★★★★★

Status: **Existing**Number of guest rooms: **148**Meeting Rooms: **5**Distance to airport: **28 km - 30 min**Distance to TS: **1 km - 2 min**La Cartuja: **207 km - 126 min**

Pine Cliffs Pitches

Status: **Existing**Number of standard pitches: **2**Number of dressing rooms: **2**

PORTUGAL



37.

Cascade Wellness Resort



Status: **Existing**

Number of guest rooms: **105**

Meeting Rooms: **5**

Distance to airport: **91 km - 60 min**

Distance to TS: **0 km - 0 min**

La Cartuja: **274 km - 157 min**

Cascade Resort Pitches



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **0**

38.

Beja Park Hotel



Status: **Existing**

Number of guest rooms: **102**

Meeting Rooms: **3**

Distance to airport: **10 km - 11 min**

Distance to TS: **1 km - 1 min**

Estádio José Alvalade: **180 km - 112 min**

Complexo Desportivo Fernando Mamede



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**



39.

Residência Academia Vitória FC



Status: **Planned**

Number of guest rooms: **TBC**

Meeting Rooms: **TBC**

Distance to airport: **48 km - 43 min**

Distance to TS: **0 km - 0 min**

Estádio SL Benfica: **38km - 38 min**

Academia Vitória FC



Status: **Planned**

Number of standard pitches: **8**

Number of dressing rooms: **TBC**

40.

Residência Academia CR7



Status: **Existing**

Number of guest rooms: **56**

Meeting Rooms: **4**

Distance to airport: **36 km - 30 min**

Distance to TS: **0 km - 0 min**

Estádio José Alvalade: **40 km - 30 min**

Academia CR7



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **2**

Team Base Camp facilities

PORTUGAL



41.

Casa dos Atletas



Status: **Existing**

Number of guest rooms: **72**

Meeting Rooms: **5**

Distance to airport: **20 km - 25 min**

Distance to TS: **0 km - 0 min**

Estádio SL Benfica: **13 km - 15 min**

Cidade do Futebol



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **9**



43.

HF Ipanema Park Porto



Status: **Existing**

Number of guest rooms: **280**

Meeting Rooms: **9**

Distance to airport: **15 km - 18 min**

Distance to TS: **5 km - 8 min**

Estádio do Dragão: **8 km - 15 min**

Academia AF Porto



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **9**

42.

Montebelo Viseu Congress Hotel



Status: **Existing**

Number of guest rooms: **172**

Meeting Rooms: **11**

Distance to airport: **140 km - 90 min**

Distance to TS: **3 km - 6 min**

Estádio do Dragão: **125 km - 80 min**

Estádio do Fontelo



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

44.

Penafiel Park Hotel



Status: **Existing**

Number of guest rooms: **69**

Meeting Rooms: **5**

Distance to airport: **43 km - 32 min**

Distance to TS: **11 km - 16 min**

Estádio do Dragão: **36 km - 28 min**

Complexo Desportivo Lousada

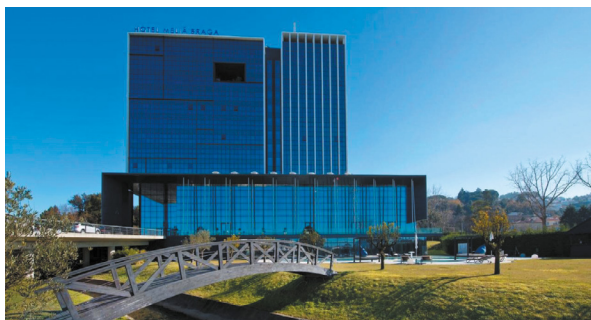


Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**

PORTUGAL



45. Cidny Santo Tirso



Status: **Existing**
Number of guest rooms: **68**
Meeting Rooms: **6**
Distance to airport: **30 km - 25 min**
Distance to TS: **10 km - 15 min**
Estádio do Dragão: **28 km - 23 min**

Academia FC Famalicão



Status: **Existing**
Number of standard pitches: **2**
Number of dressing rooms: **2**



47. Meliã Braga Hotel & Spa



Status: **Existing**
Number of guest rooms: **182**
Meeting Rooms: **7**
Distance to airport: **58 km - 42 min**
Distance to TS: **27 km - 25 min**
Estádio do Dragão: **55 km - 42 min**

Estádio Municipal de Barcelos



Status: **Existing**
Number of standard pitches: **3**
Number of dressing rooms: **3**

46. Eurostars Santa Luzia



Status: **Existing**
Number of guest rooms: **99**
Meeting Rooms: **3**
Distance to airport: **54 km - 45 min**
Distance to TS: **3 km - 6 min**
Estádio do Dragão: **53 km - 40 min**

Academia Vitória SC



Status: **Existing**
Number of standard pitches: **3**
Number of dressing rooms: **2**

48. Residência Academia SC Braga



Status: **Existing**
Number of guest rooms: **51**
Meeting Rooms: **3**
Distance to airport: **56 km - 40 min**
Distance to TS: **0 km - 0 min**
Estádio do Dragão: **53 km - 38 min**

Academia SC Braga



Status: **Existing**
Number of standard pitches: **8**
Number of dressing rooms: **2**

Team Base Camp facilities

PORTUGAL



49.

Monte Prado Hotel & Spa



Status: **Existing**

Number of guest rooms: **61**

Meeting Rooms: **4**

Distance to airport: **51 km - 47 min**

Distance to TS: **1 km - 2 min**

Estádio do Dragão: **155km - 104 min**

Complexo Desportivo de Melgaço



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **5**

50.

Hotel Iberostar Mencey



Status: **Existing**

Number of guest rooms: **261**

Number of meeting rooms: **10**

Distance to airport: **13 km - 18 min**

Distance to TS: **12 km - 16 min**

Ciudad Deportiva Javier Pérez



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **12**

SPAIN



51.

Attica21 Vigo Business & Wellness



Status: **Existing**

Number of guest rooms: **157**

Number of meeting rooms: **9**

Distance to airport: **18 km - 20 min (Vigo)**

Distance to TS: **16 km - 19 min**

GS360 - Cidade Deportiva A Fouteza



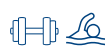
Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **6**

52.

Eurostars Mar de Vigo



Status: **Existing**

Number of guest rooms: **121**

Number of meeting rooms: **3**

Distance to airport: **15 km - 16 min**

Distance to TS: **3 km - 9 min**

Ciudad Deportiva A Madroa



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**

SPAIN



53.

Hotel Ciudad Ponferrada

★★★★★



Status: **Existing**

Number of guest rooms: **115**

Number of meeting rooms: **4**

Distance to airport: **110 km - 60 min (León)**

Distance to TS: **850 m - 2 min**

Estadio El Toralín + Anexo



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**



55.

AC Hotel Palacio Santa Ana

★★★★★



Status: **Existing**

Number of guest rooms: **98**

Number of meeting rooms: **9**

Distance to airport: **15 km - 17 min (Valladolid)**

Distance to TS: **4 km - 8 min**

Ciudad Deportiva Real Valladolid CF



Status: **Planned**

Number of standard pitches: **2**

Number of dressing rooms: **TBC**

54.

Hotel Silken Ciudad Gijón

★★★★★



Status: **Existing**

Number of guest rooms: **134**

Number of meeting rooms: **7**

Distance to airport: **39 km - 26 min (Oviedo)**

Distance to TS: **8 km - 15 min**

Escuela de Fútbol de Mareo



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **8**

56.

Eurostars Hotel Real

★★★★★



Status: **Existing**

Number of guest rooms: **123**

Number of meeting rooms: **5**

Distance to airport: **9 km - 15 min (Santander)**

Distance to TS: **6 km - 12 min**

Instalaciones Nando Yosú 1-2



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

Team Base Camp facilities

SPAIN



57.

Silken Gran Hotel Durango

★★★★★



Status: **Existing**

Number of guest rooms: **70**

Number of meeting rooms: **6**

Distance to airport: **33 km - 24 min (Bilbao)**

Distance to TS: **TBC**

Nueva Ciudad Deportiva CD Eibar



Status: **To build**

Number of standard pitches: **3**

Number of dressing rooms: **TBC**

58.

Gran Hotel Lakua

★★★★★



Status: **Existing**

Number of guest rooms: **152**

Number of meeting rooms: **8**

Distance to airport: **8,8 km - 10 min (Vitoria)**

Distance to TS: **6 km - 12 min**

Ciudad Deportiva José Luis Compañón



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **8**



59.

AC La Rioja

★★★★★



Status: **Existing**

Number of guest rooms: **76**

Number of meeting rooms: **2**

Distance to airport: **14 km - 16 min (Logroño)**

Distance to TS: **7,6 km - 15 min**

Ciudad Deportiva UD Logroñés



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**

60.

Hotel Tres Reyes Pamplona

★★★★★



Status: **Existing**

Number of guest rooms: **160**

Number of meeting rooms: **4**

Distance to airport: **7 km - 15 min (Pamplona)**

Distance to TS: **7 km - 15 min**

Instalaciones de Tajonar - CA Osasuna



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**

SPAIN



61.

Torremirón Relais

★★★★★



Status: **Existing**

Number of guest rooms: **65**

Number of meeting rooms: **N/A**

Distance to airport: **51 km - 41 min (Girona)**

Distance to TS: **0 km - 0 min**

Torremirón Relais



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**

62.

Hotel Best Western Premier Cmc Girona

★★★★★



Status: **Existing**

Number of guest rooms: **111**

Number of meeting rooms: **7**

Distance to airport: **13 km - 15 min (Girona)**

Distance to TS: **TBC**

Nueva Ciudad Deportiva Girona FC



Status: **Planned**

Number of standard pitches: **3**

Number of dressing rooms: **TBC**



63.

Camiral La Vinya

★★★★★



Status: **Existing**

Number of guest rooms: **138**

Number of meeting rooms: **10**

Distance to airport: **8 km - 12 min (Girona)**

Distance to TS: **0 km - 0 min**

Camiral La Vinya



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**

64.

H10 Imperial Tarraco

★★★★★



Status: **Existing**

Number of guest rooms: **144**

Number of meeting rooms: **3**

Distance to airport: **13 km - 14 min (Tarragona)**

Distance to TS: **2 km - 6 min**

Nou Estadi Costa Daurada + Anexo



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

Team Base Camp facilities

SPAIN



65.

Hotel California Palace

★★★★★



Status: **Existing**

Number of guest rooms: **85**

Number of meeting rooms: **2**

Distance to airport: **11 km - 14 min (LERS) 99 km - 1 h (BCN)**

Distance to TS: **2 km - 6 min**

Complex Esportiu Fútbol Salou



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **24**



67.

Balneario Hotel Las Arenas

★★★★★



Status: **Existing**

Number of guest rooms: **253**

Number of meeting rooms: **4**

Distance to airport: **21 km - 22 min (León)**

Distance to TS: **8 km - 20 min**

Ciudad Deportiva Levante UD



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **TBC**

66.

RH Silene &Spa

★★★★★



Status: **Existing**

Number of guest rooms: **127**

Number of meeting rooms: **3**

Distance to airport: **37 km - 34 min (Castellón)**

Distance to TS: **23 km - 20 min**

Ciudad Deportiva José María Llaneza



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **25**

68.

SH Valencia Palace

★★★★★



Status: **Existing**

Number of guest rooms: **239**

Number of meeting rooms: **7**

Distance to airport: **12 km - 18 min**

Distance to TS: **14 km - 20 min**

Ciudad Deportiva Paterna (Valencia CF)



Status: **Existing**

Number of standard pitches: **6**

Number of dressing rooms: **4**

SPAIN



69.

Hotel TBH Los Molinos

★★★★★



Status: **Existing**

Number of guest rooms: **170**

Number of meeting rooms: **3**

Distance to airport: **7 km - 10 min (Ibiza)**

Distance to TS: **3 km - 7 min**

Estadio Can Misses + Anexo



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **8**

70.

Hotel Castillo Son Vida

★★★★★



Status: **Existing**

Number of guest rooms: **164**

Number of meeting rooms: **8**

Distance to airport: **18 km - 20 min (Mallorca)**

Distance to TS: **12,5 km - 17 min**

Ciudad Deportiva Antonio Asensio



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **8**



71.

Oliva Nova

★★★★★



Status: **Existing**

Number of guest rooms: **242**

Number of meeting rooms: **7**

Distance to airport: **97 km - 59 min (Valencia)**

Distance to TS: **0 km - 0 min**

Oliva Nova Sports



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **4**

72.

Hotel Palacio Albacete & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **206**

Number of meeting rooms: **10**

Distance to airport: **11 km - 10 min (Albacete)**

Distance to TS: **6 km - 15 min**

Ciudad Deportiva Andres Iniesta



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **13**

Team Base Camp facilities

SPAIN



73.

Barceló La Nucia Palms

★★★★★



Status: **Existing**

Number of guest rooms: **148**

Number of meeting rooms: **5**

Distance to airport: **58 km - 40 min (Alicante)**

Distance to TS: **3 km - 6 min**

Ciudad Deportiva Camilo Cano



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **6**

74.

Hotel Meliá Villaitana

★★★★★



Status: **Existing**

Number of guest rooms: **455**

Number of meeting rooms: **19**

Distance to airport: **54 km - 36 min (Alicante)**

Distance to TS: **0 km - 0 min**

Villaitana Football Center



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**



75.

Hotel Huerto del Cura

★★★★★



Status: **Existing**

Number of guest rooms: **81**

Number of meeting rooms: **9**

Distance to airport: **19 km - 16 min (Alicante)**

Distance to TS: **3 km - 8 min**

Nueva Ciudad Deportiva Elche CF



Status: **Under construction**

Number of standard pitches: **3**

Number of dressing rooms: **6**

76.

Thalasia Costa De Murcia

★★★★★



Status: **Existing**

Number of guest rooms: **211**

Number of meeting rooms: **5**

Distance to airport: **44 km - 33 min (Murcia)**

Distance to TS: **1 km - 3 min**

Pinatar Arena Football Center



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **4**

SPAIN



77.

Doubletree By Hilton La Torre Resort

★★★★★



Status: **Existing**

Number of guest rooms: **133**

Number of meeting rooms: **4**

Distance to airport: **17 km - 20 min (Mallorca)**

Distance to TS: **0 km - 0 min**

Campos Doubletree By Hilton La Torre



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

78.

Grand Hyatt La Manga Club Golf&Spa

★★★★★



Status: **Existing**

Number of guest rooms: **192**

Number of meeting rooms: **6**

Distance to airport: **50 km - 35 min (Murcia)**

Distance to TS: **0 km - 0 min**

Campo Manga Club



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **4**



79.

Ona Hotels Hacienda Del Álamo

★★★★★



Status: **Existing**

Number of guest rooms: **127**

Number of meeting rooms: **5**

Distance to airport: **13 km - 15 min (Murcia)**

Distance to TS: **TBC**

Alhama Arena Football Center



Status: **Planned**

Number of standard pitches: **TBC**

Number of dressing rooms: **TBC**

80.

Cabogata Beach

★★★★★



Status: **Existing**

Number of guest rooms: **503**

Number of meeting rooms: **6**

Distance to airport: **8,4 km - 10 min (Almería)**

Distance to TS: **14 km - 15 min**

Power Horse Stadium + Anexo



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **5**

Team Base Camp facilities

SPAIN



81.

Abades Nevada Palace Granada

★★★★★



Status: **Existing**

Number of guest rooms: **165**

Number of meeting rooms: **7**

Distance to airport: **23 km - 19 min (Granada)**

Distance to TS: **14 km - 14 min**

Ciudad Deportiva Granada CF



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **4**



83.

The Westin La Quinta Golf Resort & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **170**

Number of meeting rooms: **12**

Distance to airport: **66 km - 47 min (Malaga)**

Distance to TS: **1 km - 3 min**

Marbella Football Center



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **5**

82.

Hotel Eurostars Palace

★★★★★



Status: **Existing**

Number of guest rooms: **162**

Number of meeting rooms: **8**

Distance to airport: **8 km - 17 min (Córdoba)**

Distance to TS: **7 km - 18 min**

C.D. Rafael Gómez + Est. Nuevo El Arcángel



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**

84.

Kempinski Bahía Estepona Costa Del Sol

★★★★★



Status: **Existing**

Number of guest rooms: **145**

Number of meeting rooms: **6**

Distance to airport: **74 km - 74 min (Malaga)**

Distance to TS: **11 km - 11 min**

Estepona Football Center



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

SPAIN



85.

Fairplay Golf Resort

★★★★★



Status: **Existing**

Number of guest rooms: **134**

Number of meeting rooms: **N/A**

Distance to airport: **66 km - 50 min (Jerez)**

Distance to TS: **0 km - 0 min**

Fairplay Golf Resort



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**



87.

Barceló Costaballena

★★★★★



Status: **Existing**

Number of guest rooms: **228**

Number of meeting rooms: **4**

Distance to airport: **39 km - 32 min (Jerez)**

Distance to TS: **0 km - 0 min**

Barceló Costaballena



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

86.

Barceló Montecastillo

★★★★★



Status: **Existing**

Number of guest rooms: **211**

Number of meeting rooms: **6**

Distance to airport: **16 km - 18 min (Jerez)**

Distance to TS: **0 km - 0 min**

Barceló Montecastillo



Status: **Existing**

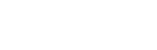
Number of standard pitches: **2**

Number of dressing rooms: **2**

88.

Hotel Acosta Centro

★★★★★



Status: **Existing**

Number of guest rooms: **115**

Number of meeting rooms: **7**

Distance to airport: **46 km - 40 min (Badajoz)**

Distance to TS: **180 m - 1 min**

Francisco de La Era + Ciudad Deportiva



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

Team Base Camp facilities

SPAIN



89.

Hotel Ilunión Las Lomas



Status: **Existing**

Number of guest rooms: **126**

Number of meeting rooms: **6**

Distance to airport: **53 km - 40 min (Badajoz)**

Distance to TS: **3 km - 6 min**

Estadio Romano José Fouto + Diocles



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **3**

90.

Hotel Bajadoz Center



Status: **Existing**

Number of guest rooms: **120**

Number of meeting rooms: **4**

Distance to airport: **17 km - 20 min (Badajoz)**

Distance to TS: **4 km - 9 min**

C. D. Viejo Vivero + Est. Nuevo Vivero



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **4**



91.

Hotel Praga



Status: **Existing**

Number of guest rooms: **406**

Number of meeting rooms: **11**

Distance to airport: **19 km - 20 min (Madrid)**

Distance to TS: **8 km - 12 min**

Instalaciones de Butarque



Status: **Existing**

Number of standard pitches: **7**

Number of dressing rooms: **4**

92.

Gran Hotel Los Ángeles



Status: **Existing**

Number of guest rooms: **120**

Number of meeting rooms: **5**

Distance to airport: **26 km - 25 min (Madrid)**

Distance to TS: **5,9 km - 10 min**

Ciudad Dep. Fernando Santos De La Parra



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **20**

SPAIN



93.

Hotel NH Mercader



Status: **Existing**

Number of guest rooms: **124**

Number of meeting rooms: **5**

Distance to airport: **17 km - 18 min (Madrid)**

Distance to TS: **7,1 km - 13 min**

Ciudad Dep. Fund. Rayo Vallecano



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **6**



94.

Hotel Zenit Conde Orgaz



Status: **Existing**

Number of guest rooms: **90**

Number of meeting rooms: **3**

Distance to airport: **10 km - 11 min (Madrid)**

Distance to TS: **6 km - 12 min**

Ciudad Deportiva del Real Madrid



Status: **Existing**

Number of standard pitches: **8**

Number of dressing rooms: **16**

Referee Base Camp facilities

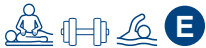
MOROCCO | CASABLANCA



1.

Grand Mogador City Center

★★★★★



Status: **Existing**

Number of guest rooms: **385**

Number of meeting rooms: **13**

Distance to airport: **38 km - 38 min**

Distance to stadium: **40 km - 40 min**

Distance to TS: **8 km - 14 min**

Raja Club Athletic / Wydad Athletic Club



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **8**



SPAIN | MADRID



2.

Hotel Intercontinental Madrid

★★★★★



Status: **Existing**

Number of guest rooms: **302**

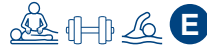
Number of meeting rooms: **16**

Distance to airport: **11,5 km - 12 min**

Distance to stadium: **23,3 km - 24 min**

Distance to TS: **22 km - 20 min**

Ciudad del Fútbol de las Rozas de Madrid



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **12**



Venue-specific team facilities

MOROCCO | AGADIR

Grand Stade d'Agadir



Facilities

- Fitness
- Wellness center
- Pool

Others

- Exclusivity

1.

Sofitel Agadir Thalassa Sea & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **172**

Number of meeting rooms: **3**

Distance to airport: **24 km - 35 min**

Distance to stadium: **9 km - 18 min**

Distance to TS: **9 km - 14 min**

Terrain Ahmed Fanna



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **7**

2.

The View Agadir

★★★★★



Status: **Existing**

Number of guest rooms: **272**

Number of meeting rooms: **7**

Distance to airport: **25 km - 35 min**

Distance to stadium: **11 km - 20 min**

Distance to TS: **6 km - 12 min**

Terrain Mouhamed Achkour



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

3.

Hôtel Dominium Palace

★★★★★



Status: **Existing**

Number of guest rooms: **216**

Number of meeting rooms: **2**

Distance to airport: **23 km - 35 min**

Distance to stadium: **8 km - 14 min**

Distance to TS: **9 km - 14 min**

Stade de Taraste



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

4.

Hotel Riu Palace Tikida Agadir

★★★★★



Status: **Existing**

Number of guest rooms: **444**

Number of meeting rooms: **1**

Distance to airport: **25 km - 35 min**

Distance to stadium: **9 km - 16 min**

Distance to TS: **4 km - 8 min**

Terrain Abouali



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **5**

Venue-specific team facilities

MOROCCO | CASABLANCA

Grand Stade Hassan II



1.

The View Bouznika

★★★★★



Status: **Existing**

Number of guest rooms: **130**

Number of meeting rooms: **13**

Distance to airport: **75 km - 65 min**

Distance to stadium: **26 km - 35 min**

Distance to TS: **15 km - 20 min**

Stade municipal Mansouria



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

2.

Amphitrite Palace

★★★★★



Status: **Existing**

Number of guest rooms: **178**

Number of meeting rooms: **18**

Distance to airport: **93 km - 65 min**

Distance to stadium: **42 km - 40 min**

Distance to TS: **17 km - 16 min**

Stade municipal de Témara



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**



3.

Avanti Beach Hotel

★★★★★



Status: **Existing**

Number of guest rooms: **157**

Number of meeting rooms: **3**

Distance to airport: **59 km - 45 min**

Distance to stadium: **14 km - 22 min**

Distance to TS: **6 km - 12 min**

Stade El Bachir



Status: **Existing**

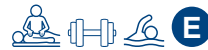
Number of standard pitches: **1**

Number of dressing rooms: **4**

4.

Novotel Mohammedia

★★★★★



Status: **Existing**

Number of guest rooms: **114**

Number of meeting rooms: **5**

Distance to airport: **56 km - 45 min**

Distance to stadium: **15 km - 24 min**

Distance to TS: **5 km - 8 min**

Annexe Stade El Bachir



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **2**

Stade de Fès



1.

Palais Jamaï

★★★★★



Status: **Existing**

Number of guest rooms: **94**

Number of meeting rooms: **3**

Distance to airport: **19 km - 30 min**

Distance to stadium: **11 km - 20 min**

Distance to TS: **4 km - 7 min**

Stade Saadiyine



Status: **Existing**

Number of standard pitches: **6**

Number of dressing rooms: **4**

3.

Barcelo Fès Medina

★★★★★



Status: **Existing**

Number of guest rooms: **133**

Number of meeting rooms: **4**

Distance to airport: **14 km - 24 min**

Distance to stadium: **6 km - 12 min**

Distance to TS: **3 km - 7 min**

Stade de l'Institut des Sciences du Sport



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **8**

2.

Palais Medina

★★★★★



Status: **Existing**

Number of guest rooms: **146**

Number of meeting rooms: **3**

Distance to airport: **15 km - 24 min**

Distance to stadium: **7 km - 14 min**

Distance to TS: **1 km - 3 min**

Stade Hassan II



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **6**

4.

Les Mérinides

★★★★★



Status: **Existing**

Number of guest rooms: **103**

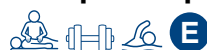
Number of meeting rooms: **2**

Distance to airport: **19 km - 35 min**

Distance to stadium: **11 km - 22 min**

Distance to TS: **4 km - 8 min**

Complexe sportif du MAS



Status: **Planned**

Number of standard pitches: **4**

Number of dressing rooms: **4**

Venue-specific team facilities

MOROCCO | MARRAKECH

Grand Stade de Marrakech



1.

Savoy Le Grand Hôtel

★★★★★



Status: **Existing**

Number of guest rooms: **445**

Number of meeting rooms: **10**

Distance to airport: **4 km - 6 min**

Distance to stadium: **13 km - 18 min**

Distance to TS: **2 km - 5 min**

Stade El Harti



Status: **Existing**

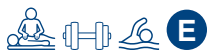
Number of standard pitches: **1**

Number of dressing rooms: **4**

2.

Palace - Es Saadi Marrakech Resort

★★★★★



Status: **Existing**

Number of guest rooms: **102**

Number of meeting rooms: **5**

Distance to airport: **5 km - 9 min**

Distance to stadium: **12 km - 18 min**

Distance to TS: **3 km - 6 min**

Centre de Formation Sportive KACM



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**



3.

Mövenpick Hotel Mansour Eddahbi

★★★★★



Status: **Existing**

Number of guest rooms: **503**

Number of meeting rooms: **15**

Distance to airport: **5 km - 8 min**

Distance to stadium: **12 km - 18 min**

Distance to TS: **4 km - 10 min**

Complexe sportif Zerktouni



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4.

Radisson Blu Hôtel Marrakech

★★★★★



Status: **Existing**

Number of guest rooms: **193**

Number of meeting rooms: **10**

Distance to airport: **7 km - 10 min**

Distance to stadium: **10 km - 14 min**

Distance to TS: **4 km - 7 min**

Complexe sportif 20 août



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

Stade du Prince Moulay Abdellah



1. The View Rabat

★★★★★



Status: **Existing**

Number of guest rooms: **149**

Number of meeting rooms: **7**

Distance to airport: **18 km - 22 min**

Distance to stadium: **8 km - 12 min**

Distance to TS: **6 km - 10 min**

Stade Moulay El Hassan



Status: **Existing**

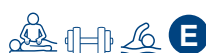
Number of standard pitches: **1**

Number of dressing rooms: **6**



3. Dawliz Art & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **89**

Number of meeting rooms: **7**

Distance to airport: **8 km - 12 min**

Distance to stadium: **12 km - 18 min**

Distance to TS: **3 km - 5 min**

Stade Abou Bakr Ammar



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**

2. La Tour Hassan Palace

★★★★★



Status: **Existing**

Number of guest rooms: **139**

Number of meeting rooms: **6**

Distance to airport: **10 km - 14 min**

Distance to stadium: **10 km - 16 min**

Distance to TS: **4 km - 6 min**

Stade Ahmed Achhoud



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4. Rabat Marriott

★★★★★



Status: **Existing**

Number of guest rooms: **186**

Number of meeting rooms: **12**

Distance to airport: **13 km - 18 min**

Distance to stadium: **8 km - 12 min**

Distance to TS: **0 km - 0 min**

Stade Al Barid



Status: **Existing**

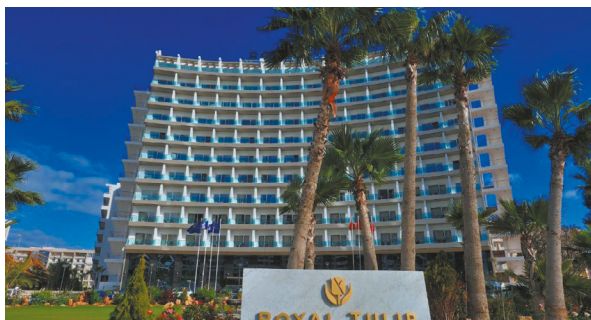
Number of standard pitches: **1**

Number of dressing rooms: **4**

Venue-specific team facilities

MOROCCO | TANGIER

Grand Stade de Tanger



1.

Royal Tulip City Center

★★★★★



Status: **Existing**

Number of guest rooms: **216**

Number of meeting rooms: **3**

Distance to airport: **14 km - 18 min**

Distance to stadium: **9 km - 12 min**

Distance to TS: **8 km - 12 min**

Ittihad Tangier training ground



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**



3.

Mövenpick Hotel

★★★★★



Status: **Existing**

Number of guest rooms: **241**

Number of meeting rooms: **3**

Distance to airport: **17 km - 24 min**

Distance to stadium: **11 km - 16 min**

Distance to TS: **12 km - 16 min**

Stade Ziaten



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

2.

Barceló Tanger

★★★★★



Status: **Existing**

Number of guest rooms: **200**

Number of meeting rooms: **1**

Distance to airport: **13 km - 18 min**

Distance to stadium: **8 km - 10 min**

Distance to TS: **8 km - 12 min**

Terrain Annexe, Stade Ibn Battouta



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

4.

Occidental Tanger

★★★★★



Status: **Existing**

Number of guest rooms: **170**

Number of meeting rooms: **4**

Distance to airport: **17 km - 24 min**

Distance to stadium: **12 km - 18 min**

Distance to TS: **20 km - 20 min**

Terrain CMC



Status: **Planned**

Number of standard pitches: **1**

Number of dressing rooms: **2**

PORTUGAL | LISBON

Estádio José Alvalade



1.
Myriad by SANA

★★★★★



Status: **Existing**

Number of guest rooms: **186**

Number of meeting rooms: **13**

Distance to airport: **4 km - 10 min**

Distance to stadium: **8 km - 15 min**

Distance to TS: **19 km - 20 min**

Complexo Desportivo do FC Alverca



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

2.
Hotel Marriott Lisboa

★★★★★



Status: **Existing**

Number of guest rooms: **577**

Number of meeting rooms: **18**

Distance to airport: **6 km - 15 min**

Distance to stadium: **2 km - 5 min**

Distance to TS: **5 km - 9 min**

Estádio Pina Manique



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**



3.
My Story Aparthotel

★★★★★



Status: **Existing**

Number of guest rooms: **119**

Number of meeting rooms: **10**

Distance to airport: **16 km - 20 min**

Distance to stadium: **12 km - 18 min**

Distance to TS: **9 km - 15 min**

Complexo do Real Sport Clube



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4.
Dolce Campo Real

★★★★★



Status: **Existing**

Number of guest rooms: **151**

Number of meeting rooms: **6**

Distance to airport: **50 km - 35 min**

Distance to stadium: **44 km - 33 min**

Distance to TS: **19 km - 19 min**

Vila do Futebol - AF Lisboa



Status: **Planned**

Number of standard pitches: **4**

Number of dressing rooms: **4**

Venue-specific team facilities

PORTUGAL | LISBON

Estádio do Sport Lisboa e Benfica



1.

Epic SANA Lisboa

★★★★★



Status: **Existing**

Number of guest rooms: **311**

Number of meeting rooms: **14**

Distance to airport: **12 km - 15 min**

Distance to stadium: **6 km - 15 min**

Distance to TS: **10 km - 15 min**

Estádio Nacional do Jamor



Status: **Existing**

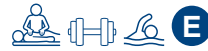
Number of standard pitches: **1**

Number of dressing rooms: **4**

3.

Hyatt Regency

★★★★★



Status: **Existing**

Number of guest rooms: **204**

Number of meeting rooms: **7**

Distance to airport: **13 km - 25 min**

Distance to stadium: **9 km - 14 min**

Distance to TS: **2 km - 6 min**

Estádio da Tapadinha



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

2.

Pestana Palace

★★★★★



Status: **Existing**

Number of guest rooms: **95**

Number of meeting rooms: **15**

Distance to airport: **13 km - 18 min**

Distance to stadium: **8 km - 15 min**

Distance to TS: **2 km - 5 min**

Estádio do Restelo



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4.

Palacio Estoril Hotel

★★★★★



Status: **Existing**

Number of guest rooms: **129**

Number of meeting rooms: **9**

Distance to airport: **30 km - 26 min**

Distance to stadium: **25 km - 24 min**

Distance to TS: **2 km - 6 min**

Estádio António Coimbra da Mota

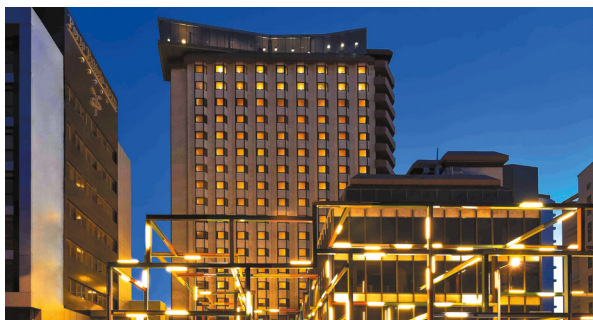


Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

Estádio do Dragão



1.

Hotel Crowne Plaza

★★★★★



Status: **Existing**

Number of guest rooms: **232**

Number of meeting rooms: **11**

Distance to airport: **12 km - 14 min**

Distance to stadium: **8 km - 10 min**

Distance to TS: **1 km - 3 min**

Estádio do Bessa Séc. XXI



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **6**

3.

Porto Palácio Hotel by The Editory

★★★★★



Status: **Existing**

Number of guest rooms: **251**

Number of meeting rooms: **12**

Distance to airport: **15 km - 20 min**

Distance to stadium: **10 km - 20 min**

Distance to TS: **6 km - 10 min**

Estádio do Mar



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

2.

Hilton Porto Gaia

★★★★★



Status: **Existing**

Number of guest rooms: **194**

Number of meeting rooms: **7**

Distance to airport: **18 km - 20 min**

Distance to stadium: **10 km - 12 min**

Distance to TS: **14 km - 19 min**

Estádio Dr. Jorge Sampaio



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4.

Sheraton Porto Hotel & Spa

★★★★★



Status: **Existing**

Number of guest rooms: **266**

Number of meeting rooms: **16**

Distance to airport: **13 km - 18 min**

Distance to stadium: **8 km - 13 min**

Distance to TS: **14 km - 16 min**

Estádio de São Miguel



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**

Venue-specific team facilities

SPAIN | A CORUNA

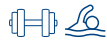
Estadio de Riazor



1.

Hotel Meliá María Pita

★★★★★



Status: **Existing**

Number of guest rooms: **178**

Number of meeting rooms: **6**

Distance to airport: **16 km - 18 min**

Distance to stadium: **2 km - 7 min**

Distance to TS: **28 km - 22 min**

Ciudad Deportiva Abegondo



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **6**



3.

Hotel Riazor

★★★★★



Status: **Existing**

Number of guest rooms: **155**

Number of meeting rooms: **3**

Distance to airport: **10 km - 14 min**

Distance to stadium: **1 km - 5 min**

Distance to TS: **27 km - 22 min**

Campo De Fútbol O Roxo + Anexo



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

2.

Ibis Styles A Coruña

★★★★★



Status: **Existing**

Number of guest rooms: **92**

Number of meeting rooms: **8**

Distance to airport: **10 km - 9 min**

Distance to stadium: **3 km - 8 min**

Distance to TS: **12 km - 14 min**

Campo Mpal. Ponte Dos Brozos



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**

4.

Attica 21 Coruña

★★★★★



Status: **Existing**

Number of guest rooms: **160**

Number of meeting rooms: **6**

Distance to airport: **7 km - 9 min**

Distance to stadium: **5 km - 9 min**

Distance to TS: **46 km - 25 min**

Campo Municipal Vista Alegre



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**

Camp Nou



1.
Hyatt Regency Barcelona Tower

★★★★★



Status: **Existing**

Number of guest rooms: **280**

Number of meeting rooms: **7**

Distance to airport: **6 km - 6 min**

Distance to stadium: **1 km - 6 min**

Distance to TS: **9 km - 15 min**

Ciudad Dep. Joan Gamper (FC Barcelona)



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **8**

3.
Hotel Abba Garden

★★★★★



Status: **Existing**

Number of guest rooms: **138**

Number of meeting rooms: **10**

Distance to airport: **11 km - 12 min**

Distance to stadium: **2 km - 9 min**

Distance to TS: **10 km - 15 min**

Instalaciones FCF



Status: **Planned**

Number of standard pitches: **3**

Number of dressing rooms: **12**

2.
Hotel HCC St.Moritz

★★★★★



Status: **Existing**

Number of guest rooms: **91**

Number of meeting rooms: **2**

Distance to airport: **13 km - 18 min**

Distance to stadium: **5 km - 17 min**

Distance to TS: **8 km - 20 min**

Estadio Mpal. de Fútbol de L'Hospitalet



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **14**

4.
Barcelona Airport Hotel

★★★★★



Status: **Existing**

Number of guest rooms: **257**

Number of meeting rooms: **2**

Distance to airport: **1 km - 3 min**

Distance to stadium: **11 km - 16 min**

Distance to TS: **10 km - 14 min**

Estadio Municipal La Bobila de Gavà



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **6**

Venue-specific team facilities

SPAIN | BARCELONA

RCDE Stadium



1.

Hotel Front Maritim Barcelona

★★★★★



Status: **Existing**

Number of guest rooms: 177

Number of meeting rooms: 5

Distance to airport: 17 km - 18 min

Distance to stadium: 16 km - 27 min

Distance to TS: 4 km - 8 min

Ciudad Dep. Dani Jarque (RCD Espanyol)



Status: **Existing**

Number of standard pitches: 3

Number of dressing rooms: 6

2.

Hotel Majestic

★★★★★



Status: **Existing**

Number of guest rooms: 272

Number of meeting rooms: 8

Distance to airport: 13 km - 18 min

Distance to stadium: 12 km - 25 min

Distance to TS: 5 km - 20 min

Estadio Olímpico Montjuic



Status: **Existing**

Number of standard pitches: 1

Number of dressing rooms: 14



3.

Hotel Eurostars Don Cándido

★★★★★



Status: **Existing**

Number of guest rooms: 111

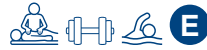
Number of meeting rooms: 5

Distance to airport: 33 km - 24 min

Distance to stadium: 32 km - 26 min

Distance to TS: 4 km - 14 min

Estadio Olímpico De Terrassa



Status: **Existing**

Number of standard pitches: 1

Number of dressing rooms: 2

4.

Hotel Catalonia Sabadell

★★★★★



Status: **Existing**

Number of guest rooms: 110

Number of meeting rooms: 2

Distance to airport: 38 km - 28 min

Distance to stadium: 35 km - 30 min

Distance to TS: 1 km - 3 min

Estadio Mpal. Nova Creu Alta



Status: **Existing**

Number of standard pitches: 1

Number of dressing rooms: 2

Estadio San Mames



1.

Hotel Carlton

★★★★★



Status: **Existing**

Number of guest rooms: **140**

Number of meeting rooms: **12**

Distance to airport: **12 km - 12 min**

Distance to stadium: **1 km - 6 min**

Distance to TS: **12 km - 13 min**

Lezama (Athletic Club)



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **8**

3.

Meliá Bilbao

★★★★★



Status: **Existing**

Number of guest rooms: **211**

Number of meeting rooms: **7**

Distance to airport: **12 km - 12 min**

Distance to stadium: **1 km - 7 min**

Distance to TS: **12 km - 15 min**

Campo De Fútbol Las Llanas - Sestao



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

2.

Radisson Collection Hotel

★★★★★



Status: **Existing**

Number of guest rooms: **137**

Number of meeting rooms: **2**

Distance to airport: **13 km - 14 min**

Distance to stadium: **9 km - 15 min**

Distance to TS: **8 km - 16 min**

Campo de Fútbol Basolazabal 2



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4.

Hotel Ercilla de Bilbao

★★★★★



Status: **Existing**

Number of guest rooms: **300**

Number of meeting rooms: **–**

Distance to airport: **13 km - 16 min**

Distance to stadium: **1 km - 7 min**

Distance to TS: **10 km - 16 min**

Campo De Fútbol Lasesarre - Barakaldo



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

Venue-specific team facilities

SPAIN | LAS PALMAS

Estadio Gran Canaria



1.

Hotel Reina Isabel

★★★★★



Status: **Existing**

Number of guest rooms: **225**

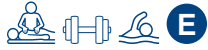
Number of meeting rooms: **3**

Distance to airport: **26 km - 22 min**

Distance to stadium: **10 km - 17 min**

Distance to TS: **10 km - 15 min**

Ciudad Dep. Las Palmas-Barranco Seco



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **6**

2.

Hotel Santa Catalina

★★★★★



Status: **Existing**

Number of guest rooms: **204**

Number of meeting rooms: **6**

Distance to airport: **23 km - 20 min**

Distance to stadium: **9 km - 14 min**

Distance to TS: **18 km - 20 min**

Campo Pablo Hernández-El Hornillo



Status: **Existing**

Number of standard pitches: **1**

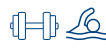
Number of dressing rooms: **8**



3.

Hotel Cristina

★★★★★



Status: **Existing**

Number of guest rooms: **168**

Number of meeting rooms: **5**

Distance to airport: **26 km - 20 min**

Distance to stadium: **10 km - 15 min**

Distance to TS: **13 km - 17 min**

Campo De Fútbol Piletas



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

4.

Hotel Faro

★★★★★



Status: **Existing**

Number of guest rooms: **182**

Number of meeting rooms: **1**

Distance to airport: **37 km - 26 min**

Distance to stadium: **58 km - 44 min**

Distance to TS: **5 km - 10 min**

Estadio Municipal De Maspalomas



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **5**

Estadio Metropolitano



1.

Rosewood Villa Magna

★★★★★



Status: **Existing**

Number of guest rooms: **154**

Number of meeting rooms: **6**

Distance to airport: **12 km - 12 min**

Distance to stadium: **11 km - 16 min**

Distance to TS: **11 km - 16 min**

Ciudad Dep. Atlético de Madrid



Status: **Planned**

Number of standard pitches: **3**

Number of dressing rooms: **7**

3.

Urban GI Hotel

★★★★★



Status: **Existing**

Number of guest rooms: **96**

Number of meeting rooms: **3**

Distance to the Airport: **14 km - 14 min**

Distance to stadium: **11 km - 18 min**

Distance to TS: **17 km - 29 min**

Estadio Fernando Torres Fuenlabrada



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

2.

Hotel Madrid Alameda Aeropuerto

★★★★★



Status: **Existing**

Number of guest rooms: **148**

Number of meeting rooms: **7**

Distance to the Airport: **3 km - 6 min**

Distance to stadium: **6 km - 15 min**

Distance to TS: **14 km - 16 min**

Estadio de Vallecas



Status: **Existing**

Number of standard pitches: **1**

4.

Parador Alcalá De Henares

★★★★★



Status: **Existing**

Number of guest rooms: **128**

Number of meeting rooms: **6**

Distance to the Airport: **22 km - 20 min**

Distance to stadium: **26 km - 30 min**

Distance to TS: **4 km - 10 min**

Centro Dep. Wanda Atlético Alcalá



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **5**

Venue-specific team facilities

SPAIN | MADRID

Estadio Santiago Bernabéu



1.

Hyatt Regency Hesperia

★★★★★



Status: **Existing**

Number of guest rooms: **169**

Number of meeting rooms: **9**

Distance to airport: **12 km - 11 min**

Distance to stadium: **3 km - 7 min**

Distance to TS: **14 km - 19 min**

Estadio Alfredo Di Stefano



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**



3.

Hotel NH Alcorcón

★★★★★



Status: **Existing**

Number of guest rooms: **102**

Number of meeting rooms: **4**

Distance to airport: **40 km - 22 min**

Distance to stadium: **21 km - 30 min**

Distance to TS: **2,4 km - 6 min**

Estadio Mpal. Santo Domingo



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

2.

Only You Atocha

★★★★★



Status: **Existing**

Number of guest rooms: **204**

Number of meeting rooms: **6**

Distance to airport: **12 km - 14 min**

Distance to stadium: **6 km - 17 min**

Distance to TS: **16 km - 19 min**

Estadio Coliseum (Getafe)



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

4.

Palacio de Los Duques Gran Meliá

★★★★★



Status: **Existing**

Number of guest rooms: **180**

Number of meeting rooms: **6**

Distance to airport: **15,4 km - 20 min**

Distance to stadium: **6 km - 22 min**

Distance to TS: **15 km - 20 min**

Estadio Municipal Butarque (Leganés)



Status: **Existing**

Number of standard pitches: **2**

Number of dressing rooms: **2**

Estadio La Rosaleda



1.

Parador Malaga Golf

★★★★★



Status: **Existing**

Number of guest rooms: **88**

Number of meeting rooms: **3**

Distance to the Airport: **4,7 km - 6 min**

Distance to stadium: **13 km - 17 min**

Distance to TS: **2,4 km - 5 min**

Ciudad Deportiva Fundación Malaga CF



Status: **Existing**

Number of standard pitches: **3**

Number of dressing rooms: **8**

3.

Hotel Vincci Posada del Patio

★★★★★



Status: **Existing**

Number of guest rooms: **106**

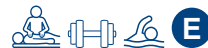
Number of meeting rooms: **8**

Distance to airport: **10,5 km - 18 min**

Distance to stadium: **1,7 km - 5 min**

Distance to TS: **7 km - 20 min**

Estadio de Atletismo Ciudad de Malaga



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

2.

Barceló Malaga

★★★★★



Status: **Existing**

Number of guest rooms: **154**

Number of meeting rooms: **16**

Distance to the Airport: **6,7 km - 12 min**

Distance to stadium: **3,5 km - 13 min**

Distance to TS: **4,5 km - 13 min**

PFC Costa del Sol



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **10**

4.

Hotel Vincci Malaga

★★★★★



Status: **Existing**

Number of guest rooms: **105**

Number of meeting rooms: **-**

Distance to airport: **6 km - 8 min**

Distance to stadium: **11,4 km - 16 min**

Distance to TS: **13 km - 17 min**

Estadio Torremolinos



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **2**

Venue-specific team facilities

SPAIN | SAN SEBASTIAN

Estadio Reale Arena



1.

Hotel Silken Amara Plaza

★★★★★



Status: **Existing**

Number of guest rooms: **162**

Number of meeting rooms: **5**

Distance to the Airport: **20,1 km - 20 min**

Distance to stadium: **1,5 km - 4 min**

Distance to TS: **10 km - 10 min**

Zubieta (Real Sociedad)



Status: **Existing**

Number of standard pitches: **4**

Number of dressing rooms: **6**

2.

Hotel Tres Reyes San Sebastian

★★★★★



Status: **Existing**

Number of guest rooms: **80**

Number of meeting rooms: **2**

Distance to the Airport: **20,4 km - 20 min**

Distance to stadium: **3,5 km - 9 min**

Distance to TS: **21 km - 20 min**

Stadium Gal Irún



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **TBC**



3.

Hotel Ilunion San Sebastian

★★★★★



Status: **Existing**

Number of guest rooms: **90**

Number of meeting rooms: **4**

Distance to the Airport: **25,2 km - 25 min**

Distance to stadium: **5,2 km - 11 min**

Distance to TS: **21 km - 20 min**

Campo De Fútbol Asti Txiki



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **TBC**

4.

Zenit San Sebastian

★★★★★



Status: **Existing**

Number of guest rooms: **78**

Number of meeting rooms: **4**

Distance to the Airport: **21 km - 22 min**

Distance to stadium: **1,5 km - 7 min**

Distance to TS: **23 km - 28 min**

Campo De Fútbol De Hondartza



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **TBC**

Estadio Nueva Romareda



1.

Hotel Reina Petronila

★★★★★



Status: **Existing**

Number of guest rooms: 177

Number of meeting rooms: 8

Distance to airport: 10 km - 16 min

Distance to stadium: 2 km - 6 min

Distance to TS: 8 km - 14 min

Ciudad Deportiva Real Zaragoza



Status: **Existing**

Number of standard pitches: 3

Number of dressing rooms: 15

2.

Hotel Goya Zaragoza

★★★★★



Status: **Existing**

Number of guest rooms: 118

Number of meeting rooms: 3

Distance to airport: 13 km - 18 min

Distance to stadium: 4 km - 14 min

Distance to TS: 5 km - 18 min

Ciudad Universitaria



Status: **Planned**

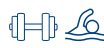
Number of standard pitches: 1



3.

Hotel Silken Reino De Aragón

★★★★★



Status: **Existing**

Number of guest rooms: 176

Number of meeting rooms: 11

Distance to airport: 13 km - 18 min

Distance to stadium: 3 km - 13 min

Distance to TS: 13 km - 18 min

Campo Mpal. Villanueva de Gállego



Status: **Existing**

Number of standard pitches: 1

4.

Hotel Hiberus

★★★★★



Status: **Existing**

Number of guest rooms: 81

Number of meeting rooms: 3

Distance to airport: 11 km - 12 min

Distance to stadium: 5 km - 11 min

Distance to TS: 12 km - 20 min

Campo Mpal. de Cuarte de Huerva



Status: **Existing**

Number of standard pitches: 1

Number of dressing rooms: 8

Venue-specific team facilities

SPAIN | SEVILLE

Estadio La Cartuja



1.

Eurostars Torre de Sevilla

★★★★★



Status: **Existing**

Number of guest rooms: **244**

Number of meeting rooms: **15**

Distance to airport: **13 km - 16 min**

Distance to stadium: **4 km - 7 min**

Distance to TS: **5 km - 15 min**

Estadio Benito Villamarín



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **3**

2.

Meliá Lebreros

★★★★★



Status: **Existing**

Number of guest rooms: **437**

Number of meeting rooms: **20**

Distance to airport: **7 km - 9 min**

Distance to stadium: **8 km - 16 min**

Distance to TS: **13 km - 20 min**

Ciudad Deportiva Rafael Gordillo



Status: **Existing**

Number of standard pitches: **5**

Number of dressing rooms: **10**



3.

Barceló Sevilla Renacimiento

★★★★★



Status: **Existing**

Number of guest rooms: **295**

Number of meeting rooms: **30**

Distance to airport: **10 km - 12 min**

Distance to stadium: **2 km - 3 min**

Distance to TS: **7 km - 18 min**

Estadio Ramón Sánchez - Pizjuán



Status: **Existing**

Number of standard pitches: **1**

Number of dressing rooms: **4**

4.

Hotel Colón Gran Meliá

★★★★★



Status: **Existing**

Number of guest rooms: **185**

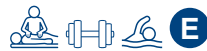
Number of meeting rooms: **3**

Distance to airport: **12 km - 18 min**

Distance to stadium: **5 km - 10 min**

Distance to TS: **10 km - 20 min**

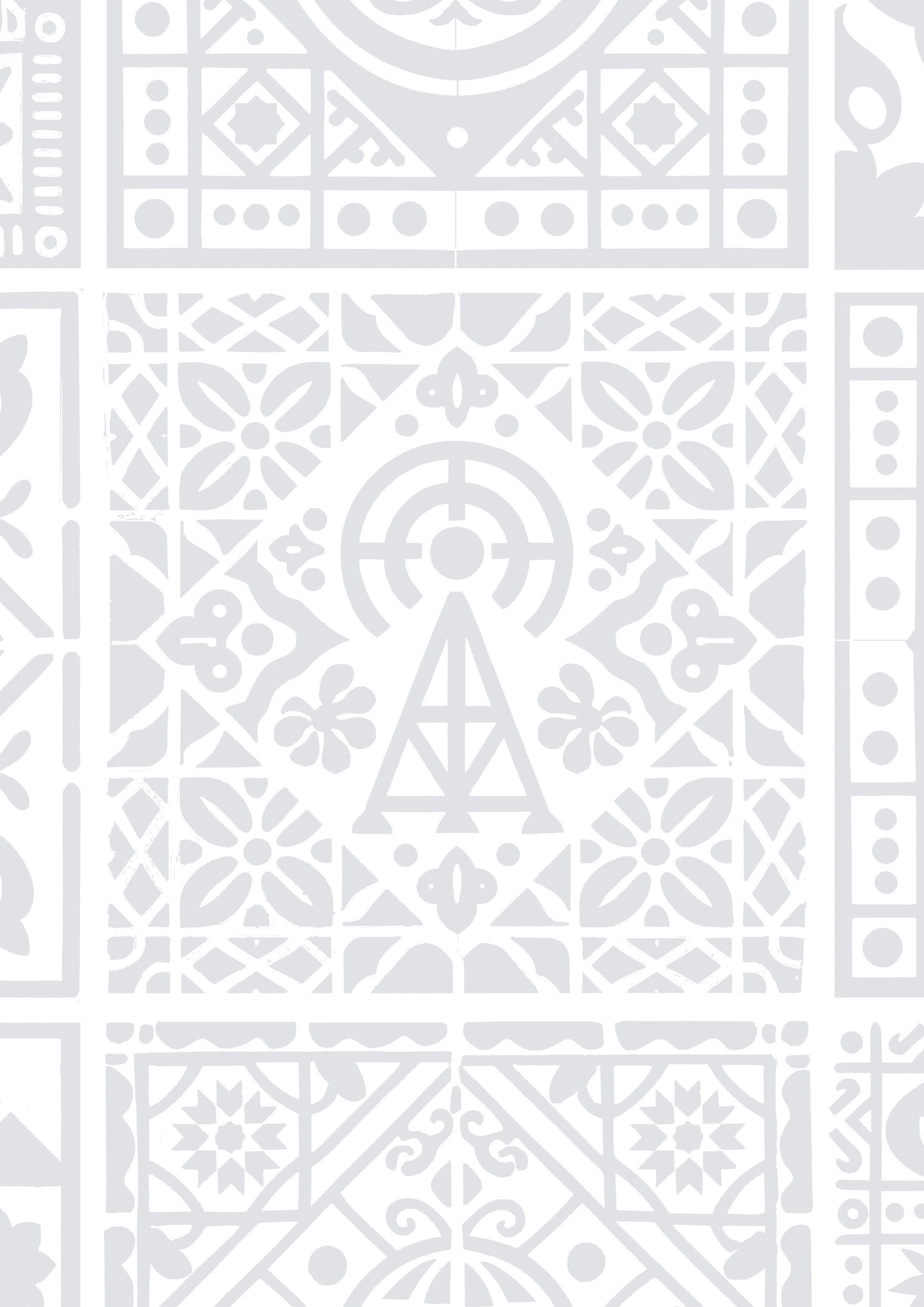
Ciudad Deportiva José Ramón Cisneros



Status: **Existing**

Number of standard pitches: **8**

Number of dressing rooms: **15**



8. IBC Sites



8. IBC Sites

The YallaVamos Bid offers two options for siting the International Broadcast Center (IBC): the Foire Internationale de Casablanca, and the Recinto ferial Casa de Campo in Madrid. Both of these options fully meet FIFA requirements in terms of infrastructure and support facilities, offering a high level of services for Media Rights Licensees (MRLs), as well as easy access to accommodation and transportation. A dedicated shuttle system will connect MRL hotels to the IBC.



8.1. Foire Internationale de Casablanca

Casablanca, Morocco’s economic hub, offers comfortable hotels and multiple transportation options. Home to several telecoms and media company headquarters, as well as the future Grand Stade Hassan II, the city is well-suited to hosting the IBC.

The publicly-owned Foire Internationale de Casablanca is located in the heart of the city, offering very close access to the Corniche, the iconic Hassan II Mosque and the *Medina* (Casablanca Old town). Within a three kilometres radius, numerous hotels and apartments cater to accommodation needs. The Foire Internationale de Casablanca is easily accessible by foot, car, and public transport, with convenient connections to international transport hubs like the high-speed train station, Mohammed V Airport, and the Port of Casablanca, which will

be used for transporting the hardware that will serve the IBC.

The existing *Foire Internationale de Casablanca* venue has an 18,000 m² hall with a maximum height of 17 metres. A new exhibition hall, with work planned to start before the end of 2024, will meet high standards in terms of connectivity, power supply, fire prevention, lighting, ventilation, and air conditioning. This extension will provide an additional 13,500 m² with a 12-metre free height and 9,000 m² with a five-metre height across three levels. Addressing the space constraints faced by current events in the city, this expansion will accommodate larger gatherings, effectively filling a critical, yet unmet need in Casablanca.

To connect the two halls, a temporary structure of 4,500 m² will be erected, specifically for the IBC. This structure will house key facilities such as the main entrance with security control, reception desks, catering services, and distribution points for IBC users. Additionally, an adjacent outdoor space of 8,000 m² will provide the satellite farm and technical compound, with direct street access for logistical purposes. Furthermore, an optional area near the IBC entrance offers the opportunity to create a broadcast platform. Staff will find a secure 1,000-capacity car park within walking distance of the IBC.

Total surface	45,000 m ²
Surface ≥ 5m	13,500 m ²
Surface ≥ 8m	1,740 m ²
Surface ≥ 10m	27,200 m ²
Other surface (between 4.5 to 5m)	2,560 m ²
Distance to city centre (km)	0



8.2. Recinto ferial Casa de Campo in Madrid

The capital of Spain has one of the world’s largest multi-use forest areas: *La Casa de Campo*. Five times larger than Central Park, it contains a complex of buildings that are easily accessible from city centre hotels. Madrid’s existing and planned hotel capacity is 49,007 rooms in three-star, four-star and five-star hotels, making the site ideal to host the IBC.

The area, operated by a municipal company under the umbrella of the Madrid City Council, is easily adaptable to host an IBC. A group of buildings within an existing complex that is available for the FIFA World Cup 2030™ are internally connected or within less than five minutes’ walking distance of each other, which is especially relevant in such a large area. Easily accessible by pedestrian routes and public transport, with three different metro stops serving the site and up to five bus lines connecting it with the city centre, it can be reached from the historic centre in just 15 minutes on foot.

Ten of the largest pavilions and areas of the entire complex are available for the candidacy. Notable for their size are:

- The *Pabellón de Cristal*, with approximately 20,000 m² of space divided into three floors connected by elevators and escalators, as well as stairs.
- The “Madrid Arena”, with around 10,000 seats, distributed over three floors connected to each other and also, via a tunnel, to the Pabellón de Cristal and another satellite pavilion with capacity for another 1,000 people.

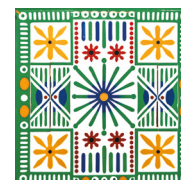
Additionally, the area designated for private vehicle parking measures approximately 20,000 m², which can be expanded.

By 2030, the metro network is expected to be expanded to provide a direct link between Madrid’s Adolfo Suárez Airport and the *Casa de Campo*, enhancing the city’s accessibility and sustainability.

Overall area	76,544 m ²
Number of buildings	11
Distance to city centre (km)	4

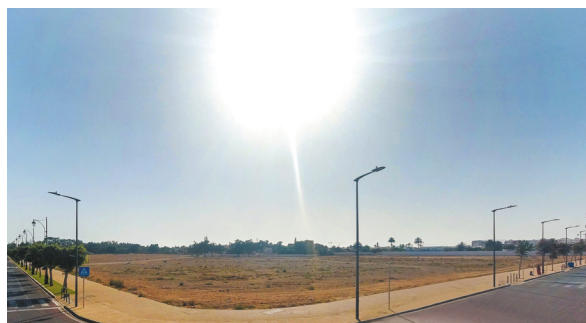


9. FIFA Fan Festival™ Sites



9. FIFA Fan Festival™ Sites

9.1. Agadir



9.1.1. Plage d'Agadir

At the heart of the city, Agadir's 12-km beach is a tourist hotspot offering stunning sea and sky views and serving as the city's hub, day and night. Hosting events like the Concert for Tolerance, which drew 200,000 people in 2022 and the Agadir Beach Race by Night, the beach's infrastructure and resources have been developed to stage such large-scale events safely. Efforts are underway to enhance the beach's sustainability by restoring the surrounding flora. By 2030, the city's transit system will be reinforced with four new bus lines and the L1 BRT line which will serve the site, ensuring easy access for a memorable FIFA Fan Festival™.

9.1.2. Place Palais Bensergao

Located in an elegant residential neighbourhood in central Agadir, Place Palais Bensergao is adjacent to the Bensergao Cultural Complex, which features a 500-seat theatre, music rooms, and a library. The site is well-connected to the city centre by public transport. The Timitar festival, which attracts around 1 million people annually and takes place near the square, showcases the city's experience in managing large events and crowds in the area. The rich cultural context and central location make it an ideal FIFA Fan Festival™ site, offering ample opportunities for engagement and entertainment.

Area (m²)	47,400
Capacity	18,960
Urban Setting	Beach
Distance to Stadium (km)	11
Distance to City Centre (km)	3

Area (m²)	84,100
Capacity	33,460
Urban Setting	Public Square
Distance to Stadium (km)	8.5
Distance to City Centre (km)	5.2

9.2. Casablanca



9.2.1. Corniche Sindibad

An oasis of greenery by the metropolis' most beautiful beach, Casablanca's Corniche Sindibad is ideally suited to hosting large events like the WeCasablanca music festival, which drew an audience of tens of thousands in 2023. The area is well connected by bike lanes, tramway and bus, and fans can enjoy a walk along the Promenade to reach the venue. The city's extensive experience in hosting sports events, like the annual International Marathon of Casablanca, where runners pass by the Corniche Boulevard, means that all security requirements can be fully satisfied, making it an ideal FIFA Fan Festival™ site.

Area (m²)	180,000
Capacity	72,000
Urban Setting	Beach
Distance to Stadium (km)	54
Distance to City Centre (km)	11

9.2.2. Anfa Park

Built on the former Anfa Airport runway near Casablanca Finance City and situated 7 km from downtown, Anfa Park's beautiful gardens offer 18 hectares of charming green and colourful spaces. The site regularly hosts major cultural events such as Jazzablanca, Casa Anfa Latina, and Alif music festivals attracting international artists such as Ben Harper, James Blunt and Gente de Zona, as well as the best artists from the region. These festivals draw large crowds each summer (more than 50,000 persons for Jazzablanca), with experienced security teams ensuring the safety and security of audiences throughout the festivities. Served by the tramway and rapid bus lines, Anfa Park promises to be an unforgettable FIFA Fan Festival™ site.

Area (m²)	180,000
Capacity	72,000
Urban Setting	Park
Distance to Stadium (km)	48
Distance to City Centre (km)	7

MOROCCO

9.3. Fez



9.3.1. Jardin Botanique de Fès

Adjacent to the Jardin Botanique de Fès, with its argan trees, rose gardens, palm groves, cacti, and bamboo forests, this verdant haven is centrally located within walking distance from Fez's modern centre *Fez Ville Nouvelle*. Located a 20 minute drive from the stadium, the site is also easily accessible via public transport. With Fez's proven track record in hosting large-scale events, exemplified by the 2023 edition of the World Sacred Music Festival held in the area under safe and secure conditions, Jardin Botanique guarantees an ideal backdrop for a FIFA Fan Festival™.

Area (m²)	54,000
Capacity	21,600
Urban Setting	Park
Distance to Stadium (km)	10
Distance to City Centre (km)	5

9.3.2. Place Foire Tariq

Situated on a key junction in the city's modern district, Place Foire Tariq hosted the National Leather Crafts Show with 120 exhibitors, and the Direction Générale de la Sûreté Nationale (DGSN) open days, attracting 1.15 million participants last year, proving its capacity to stage large-scale events safely. Bike-friendly roads will connect the venue to the stadium and downtown, promoting sustainable transport. Expanded public transit, including the L1 BRT and bus lines, will be reinforced on match days, along with articulated shuttles. For all it promises to offer, the site has the capacity to become a prime FIFA Fan Festival™.

Area (m²)	37,500
Capacity	15,000
Urban Setting	Expo centre
Distance to Stadium (km)	7
Distance to City Centre (km)	2.5

9.4. Marrakech



9.4.1. Bab Ighli

Built during the Almohad dynasty in the 12th century in the southern part of the city, Bab Ighli served as an important city gate and has become a symbol of Marrakech’s architectural legacy. It safely hosted major events like the World Bank and IMF Annual Meetings with 20,000 participants in 2023, and was transformed into a sustainable village during COP22, demonstrating its commitment to environmental stewardship. The site’s close proximity to the airport and to tourist hotspots like *Jamâa El Fna* Square, both of which are directly accessible via public transport, makes this site an ideal FIFA Fan Festival™ location in the heart of the city.

Area (m²)	37,500
Capacity	15,000
Urban Setting	Place
Distance to Stadium (km)	13
Distance to City Centre (km)	2

9.4.2. Ghabat Chabab

Located between the airport and the old town, the park of Ghabat Chabab occupies 120 ha, and is adorned with olive trees. The venue was transformed in 2022 from an olive grove into a prime, secure venue with roads, urban furniture, solar lighting, and shaded areas. Now a vast space for relaxation, leisure, and entertainment, its central location makes it easily accessible via public transport. Ghabat Chabab’s eco-friendly initiatives, like replanting and installing an irrigation system, make it an excellent candidate to host an environmentally conscious FIFA Fan Festival™.

Area (m²)	89,000
Capacity	35,600
Urban Setting	Park
Distance to Stadium (km)	12
Distance to City Centre (km)	2

MOROCCO

9.5. Rabat



9.5.1. Place OLM

Located in one of the city's prime neighbourhoods, Place OLM is the go-to venue for Rabat's biggest events, like the Mawazine Festival, which draws up to 3 million people annually. Celebrities like Rihanna, Shakira, and Stromae, have performed there in front of audiences reaching up to 250,000 people. The site offers a safe and secure environment and is well connected to the stadium and key locations in the city through the nearby tramway, making it an ideal location for a flawless FIFA Fan Festival™.

Area (m²)	37,500
Capacity	15,000
Urban Setting	Square
Distance to Stadium (km)	9
Distance to City Centre (km)	3

9.5.2. Place de la Kasbah de Témara

Located on the south side of Rabat and 5 km from Rabat's Prince Moulay Abdellah Stadium, the iconic Kasbah de Temara was built by the Almohads in the 12th century. In 2023, Temara's Team'Arti music festival in Harhoura drew over 135,000 attendees, showcasing the area's ability to host large-scale events in a safe and secure environment. The site's connectivity will be strengthened by the RER project, set for completion by 2030, and the Rabat-Salé-Temara tramway extension, planned for 2028, connecting the site to the Stadium in 10 minutes, making it an ideal site for a FIFA Fan Festival™.

Area (m²)	47,707
Capacity	19,082
Urban Setting	Square
Distance to Stadium (km)	5
Distance to City Centre (km)	12

9.6. Tangier



9.6.1. Corniche Malabata

The 1.5 km beach promenade in Tangier offers a tranquil escape, with palm-lined walkways, gardens, and views of the Strait of Gibraltar, the Spanish coast, and Tangier’s bay. The city’s bus service ensures easy movement between the site and stadium, while the Palais des Arts et de la Culture, which hosts the 2024 International Jazz Day, has helped establish the site’s place in the cultural life of the city. The Corniche Malabata stands out clearly as a unique venue to host a secure and convivial FIFA Fan Festival™.

9.6.2. Villa Harris

Easily accessible to visitors thanks to its central location, this central plaza offers ample space and an unparalleled view of Tangier’s bay. The site is next to Villa Harris, a historical landmark with ornate detailing designed by architect Jean-Louis Remilleux in the early 20th century which has been converted into a museum space. As host of events like the 2023 Ironman 70.3 World Championship, the site has become adept at managing crowds safely, while the Villa’s backdrop and direct access to Ghandouri beach promise an unforgettable setting for a FIFA Fan Festival™.

Area (m²)	74,000
Capacity	29,600
Urban Setting	Promenade along the beach
Distance to Stadium (km)	9
Distance to City Centre (km)	4

Area (m²)	39,840
Capacity	15,936
Urban Setting	Park
Distance to Stadium (km)	11
Distance to City Centre (km)	7

PORTUGAL

9.7. Lisbon



9.7.1. Parque Tejo

Situated next to the airport, Parque Tejo was part of the Expo '98 world exhibition. Covering an area of more than 300,000 m², the park is situated along the Tejo River, and is formed of artificial hills with stone pines and exotic species shading the green meadows. Overlooking the Tejo estuary and the Vasco da Gama bridge, it features a skate park, tennis courts, golf, an equestrian centre, an amusement park and a commercial area. With riverside cycling and pedestrian paths, Parque Tejo has hosted music festivals and World Youth Day and would offer a unique, environmentally-friendly location for a FIFA Fan Festival™.

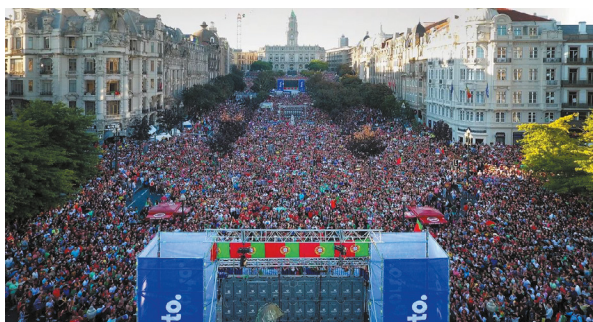
Area (m²)	350,000
Capacity	500,000
Urban Setting	Park
Distance to Stadium (km)	11 (Estádio do Sport Lisboa e Benfica) 9 (Estádio José Alvalade)
Distance to City Centre (km)	13

9.7.2. Parque da Alameda

On the eastern side of Lisbon, this green lung in the middle of the city is a leisure area with large lawns divided by road crossings. With the Alameda metro station in the middle, the park features a playground, terraces and walkways with dense trees along its length, as well as cafes, restaurants, and other commercial establishments. A large fountain characterises the park where International Workers' Day is typically celebrated in Lisbon, and its central location and popularity with tourists make it a highly suitable site for a FIFA Fan Festival™.

Area (m²)	40,000
Capacity	30,000
Urban Setting	Park
Distance to Stadium (km)	5 (Estádio do Sport Lisboa e Benfica) 5 (Estádio José Alvalade)
Distance to City Centre (km)	5

9.8. Porto



9.8.1. Avenida dos Aliados

Avenida dos Aliados is the main avenue at the centre of Porto, popular with tourists and served by several means of public transport, including the metro. The avenue has numerous shops, restaurants, cafés, and bars, with a wide range of gastronomic and leisure options. Avenida dos Aliados is also known for its cultural and entertainment events, like concerts, exhibitions, and film and music festivals. On New Year's Eve, thousands of people gather here to celebrate, in scenes that would be replicated if the Avenida is chosen as a centrally-located, easily-accessible and sustainable site for the FIFA Fan Festival™, that also lies close to the stadium.

Area (m²)	25,900
Capacity	200,000
Urban Setting	Avenue
Distance to Stadium (km)	5
Distance to City Centre (km)	0

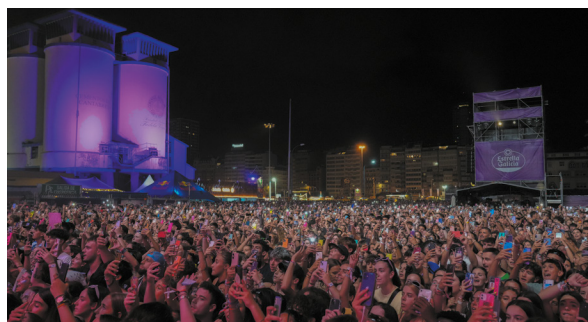
9.8.2. Alfândega do Porto

This historic venue in downtown Porto is located beside the Douro River and features outdoor and indoor zones, comprising 22 multi-functional spaces. Surrounded by tourist attractions, restaurants and stores, and served by various forms of public transport, a variety of major events have been held in this space over the years. These include the Red Bull Air Race, the inauguration of the Portuguese presidency of the European Union and other football Fan Festivals. A truly iconic infrastructure, Alfândega do Porto is ready to extend its centennial legacy to become a memorable FIFA Fan Festival™ site.

Area (m²)	40,000
Capacity	20,000
Urban Setting	Congress Centre & Outdoor
Distance to Stadium (km)	6
Distance to City Centre (km)	2

SPAIN

9.9. A Coruña



9.9.1. Marina, Dársena O Parrote

The Marina and O Parrote are two emblematic areas in the port of A Coruña. The Marina is home to recreational and sports boating activities, while O Parrote is a green space next to the Marina that is popular for walking and relaxing, with panoramic views of the sea. Both areas are important to the social and cultural life of A Coruña, and have hosted events such as the Tall Ship Race in 2023.

9.9.2. Muelle de Calvo Sotelo

The port of A Coruña is a meeting point between seafaring tradition and modernity. With a long history as a fishing and commercial port, today it is an important logistics and tourist centre. Its surroundings are a mix of historic buildings and modern facilities. It is a lively place where sporting and cultural events, open-air concerts and festivals take place. In 2022, the annual Morriña Fest music festival, which is held here, attracted 50,000 spectators.

Area (m²)	42,746
Capacity	17,329
Urban Setting	Port
Distance to Stadium (km)	3.5
Distance to City Centre (km)	4.6

Area (m²)	40,225
Capacity	16,307
Urban Setting	Port
Distance to Stadium (km)	4
Distance to City Centre (km)	3.9

9.10. Barcelona



9.10.1. Parc del Fòrum

The Parc del Fòrum is a large space with various facilities and recreational areas that were built on the occasion of the Universal Forum of Cultures in Barcelona in 2004. The largest outdoor area is the Esplanade, covering an area of 84,000 m², often used for music festivals and events. The photovoltaic panel of Parc del Fòrum has become a symbol of its commitment to renewable energy.

Area (m²)	100,000
Capacity	1,500
Urban Setting	Park
Distance to Stadium (km)	12.6 / 18.2
Distance to City Centre (km)	5

9.10.2. Avenida de la Reina María Cristina

The Avenida de la Reina María Cristina, located in the district of Sants-Montjuïc in Barcelona, is situated at the foot of Montjuïc mountain. It is positioned between Plaza de España and Plaza de Carles Buïgas and was urbanised in preparation for the 1929 International Exposition of Barcelona. Nowadays, it is mainly used for cultural events, fairs, and festivals, as well as hosting open-air concerts and other public activities.

Area (m²)	240,000
Capacity	90,000
Urban Setting	Avenue
Distance to Stadium (km)	3 / 8.8
Distance to City Centre (km)	2.5

SPAIN

9.11. Bilbao



9.11.1. Arenal

An urban park located in the centre of Bilbao, the area was originally an arm of the sea, with sand deposits on the right bank of the estuary. Since the town’s founding in the 14th century, it has served as a natural harbour and ship-yard, though the most significant reforms to this urban space occurred in the 18th century. It hosted the Fan Zone of the 2023 Tour de France as well as the Bilbao Blues Festival.

9.11.2. Parque Etxebarria

Surrounded by gentle hills, Etxebarria Park offers a magnificent view of Bilbao. It is one of the largest green spaces in the city centre, where visitors can stroll or use the courts and sports areas. The park is well-connected to the city and easily accessible on foot or by public transport. In 2023, it hosted the arrival of the first stage of the Tour de France and the Aste Nagusia festival.

Area (m²)	14,270
Capacity	80,000
Urban Setting	Park
Distance to Stadium (km)	2.4
Distance to City Centre (km)	1

Area (m²)	68,186
Capacity	200,000
Urban Setting	Park
Distance to Stadium (km)	2.9
Distance to City Centre (km)	1

9.12. Las Palmas



9.12.1. Parque de Santa Catalina

The Parque de Santa Catalina, emblematic of urban life in Las Palmas de Gran Canaria, is a lively tourist hub known for hosting major cultural and festive events like carnivals, concerts, and festivals. With easy access and a wide range of amenities including parking, accommodation, entertainment, and dining options, it serves as a unique meeting point between the harbour and Las Canteras beach.

9.12.2. Parque del Estadio Insular

This park holds significant importance in the city's sporting memory for having been the site of the former Estadio Insular football stadium. The space preserves many of the stands from the previous stadium and is located near one of the city's prominent open-air shopping areas, Mesa y López. It features a landscaped park adjacent to an open square.

Area (m²)	37,200
Capacity	50,000
Urban Setting	Park
Distance to Stadium (km)	9
Distance to City Centre (km)	0

Area (m²)	26,000
Capacity	30,000
Urban Setting	Park
Distance to Stadium (km)	7.6
Distance to City Centre (km)	5.2

SPAIN

9.13. Madrid



9.13.1. Parque Juan Carlos I

Situated at a communications hub, yet relatively close to Madrid's central district, this location offers a unique and iconic venue for hosting the FIFA Fan Festival™. Equipped with amenities and easily supplied, it is easy to locate and identify for residents and visitors alike. The park provides exceptional weather conditions and numerous opportunities for promoting environmental sustainability.

9.13.2. Parque Enrique Tierno Galván

This urban park, located in the south-east of Madrid, is one of the largest in the city and is notable for its large outdoor auditorium where concerts and events are regularly held. It also features children's areas, sports facilities, and bike trails. Centrally located, it is nevertheless sufficiently distant from strategic areas to prevent celebrations from interfering with urban life or pedestrian and vehicular traffic.

Area (m²)	160,000
Capacity	70,000
Urban Setting	Park
Distance to Stadium (km)	12 / 3.6
Distance to City Centre (km)	9.5

Area (m²)	450,000
Capacity	100,000
Urban Setting	Park
Distance to Stadium (km)	5.3 / 15.8
Distance to City Centre (km)	3.3

9.14. Malaga



9.14.1. Playa de La Malagueta

The famous Malagueta Beach, in the capital of the Costa del Sol, is located near the historic centre with magnificent sea views, and features modern facilities and a wide range of services. During the summer, it hosts popular events and cultural activities. Additionally, safety and cleanliness are ensured through maritime rescue and coastal cleaning services.

9.14.2. Playa de Sacaba

Located at the western end of the capital, Sacaba Beach is part of an area that has undergone significant urban transformation in recent years, with the opening of Pacific Street and the modern Antonio Banderas Promenade. The beach has cleaning and waste collection services, as well as maritime rescue services and municipal boats for water cleaning.

Area (m²)	40,000
Capacity	15,000
Urban Setting	Beach
Distance to Stadium (km)	5.4
Distance to City Centre (km)	0.5

Area (m²)	40,000
Capacity	15,000
Urban Setting	Beach
Distance to Stadium (km)	10
Distance to City Centre (km)	3

SPAIN

9.15. San Sebastian



9.15.1. Playa de La Zurriola

The beach is managed by the city council and has a capacity of over 15,000 people. Significant events have been held here in recent years, such as Jazzaldia, the renowned jazz festival, which, in its 58th edition in 2023, set a record of nearly 200,000 spectators, and the Fan Festival of the Copa de la Reina in 2024.

9.15.2. Paseo Nuevo

The Paseo Nuevo has a breathtaking view of the sea and is located at the foot of the Monte Urgull. Summer donnybrooks are celebrated there, with 5,000 attendants. Its space has a total of 25,000 m² and a total capacity for 30,000 people. Moreover, it is accessible by foot, bus and trains. It is without a doubt one of the most beautiful and calm strolls in San Sebastian, with little car circulation.

Area (m²)	35,000+
Capacity	15,000+
Urban Setting	Beach
Distance to Stadium (km)	3.8
Distance to City Centre (km)	1.2

Area (m²)	25,000
Capacity	30,000
Urban Setting	Stroll
Distance to Stadium (km)	3.8
Distance to City Centre (km)	3.7

9.16. Saragossa



9.16.1. Parque Grande-José Antonio Labordeta

This park, the largest in the city, comprises emblematic areas such as the Glorieta de la Princesa, a botanical garden with species from around the world, and the municipal plant nurseries. Having received an award in 1997/1998 for its focus on reducing architectural barriers, it has hosted a variety of shows, attracting over 70,000 people, such as the Zaragoza Florece Festival.

9.16.2. Recinto Ferial Valdespartera

The Recinto Ferial is an extensive urbanised area located in the Valdespartera neighbourhood. Every year, large-scale events are held here, such as the well-known Fiestas del Pilar, which in 2023 brought together more than a million people. Located on the outskirts of the downtown area, it is well connected by public transport, and also has an extensive parking area.

Area (m²)	270,466
Capacity	70,000+
Urban Setting	Park
Distance to Stadium (km)	0.5
Distance to City Centre (km)	2

Area (m²)	58,170
Capacity	25,000
Urban Setting	Lot
Distance to Stadium (km)	6.3
Distance to City Centre (km)	3.3

SPAIN

9.17. Seville



9.17.1. Plaza de España

The Plaza de España is a prominent architectural complex built between 1914 and 1929, the largest structure of the Ibero-American Exposition of 1929. This iconic venue has hosted significant events in Seville, such as the MTV EMA and the LATIN GRAMMY Awards. The main thoroughfares of Maria Luisa Park are also used for complementary activities, including dining areas and performances.

9.17.2. Jardines del Prado de San Sebastian

The Prado de San Sebastian is a vast area of Seville, bounded by the avenues of El Cid and Carlos V, Diego de Riaño street, and Portugal Avenue. Additionally, it borders the Plaza de España and the main campus of the University of Seville. This location is renowned for hosting events regularly, with the UEFA Euro 2020 Fan Zone being a notable example.

Area (m²)	36,000
Capacity	15,000
Urban Setting	Square
Distance to Stadium (km)	7.3
Distance to City Centre (km)	0.4

Area (m²)	40,000
Capacity	15,000
Urban Setting	Park
Distance to Stadium (km)	7.5
Distance to City Centre (km)	0.15



10. Competition Related Event Sites



10. Competition Related Event Sites

10.1. Preliminary & Final Draws



10.1.1. Rabat – Grand Théâtre de Rabat

The Grand Théâtre de Rabat is surrounded by Rabat's iconic landmarks like the Hassan Tower, the Kasbah of the Udayas and the new

iconic Mohammed VI tower. Designed by Zaha Hadid, the theatre's fluid sculptural forms symbolises the Bouregreg river it overlooks. With an indoor auditorium seating 1,800, an outdoor amphitheatre for 7,000, ample parking, and multipurpose halls, it's a stellar choice for Draws.

Size of site (total m²)	25,000
Estimated capacity of site	8,822*
Distance to city centre (km)	3
Distance to the airport (km)	8.4

* Indoor & outdoor

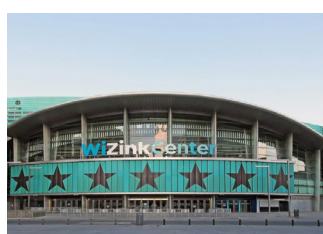


10.1.2. Lisbon – MEO Arena

Located in eastern Lisbon, the MEO Arena is close to the airport and across the street from the city's main train station. Built for the Expo' 98 World Fair, it was the

stage for the Euro 2004 Draw and its Media Centre, and quickly became Lisbon's number one concert hall, hosting the world's most famous musicians. MEO Arena has a maximum capacity of 20,000 people and an open-air area that triples its usable space.

Size of site (total m²)	5,200 (indoor)
Estimated capacity of site	20,000
Distance to city centre (km)	12
Distance to the airport (km)	5



10.1.3. Madrid – WiZink Center

Located in the heart of Madrid, the WiZink Center is a modern multipurpose space dedicated to sports and entertainment. It is conveniently

near several bus stops and metro stations and is equipped with the latest technical advancements, the WiZink Center meets the needs of the most demanding and cutting-edge events. With over 5,800 m², the WiZink Center is ideal for hosting any type of event, with a maximum capacity of 17,453 spectators.

Size of site (total m²)	5,800
Estimated capacity of site	17,453
Distance to city centre (km)	5.6
Distance to the airport (km)	11.8

10.2. Team Workshops & Seminars



10.2.1. Benguerir – Palais des Congrès

Located within Mohammed VI Polytechnic University, the new Palais des Congrès blends contemporary design with Moroccan tradi-

tion and fits into Benguerir's sustainable development ethos. A high speed rail extension will connect it to Marrakech in just over 20 minutes. With a 2,000-seat hall, plenty of spaces and meeting rooms and a 3,400 m² amphitheatre that features a 635 m² stage, it is fit for large-scale events.

Size of site (total m²)	3,000
Estimated capacity of site	2,800
Distance to city centre (km)	5
Distance to the airport (km)	82

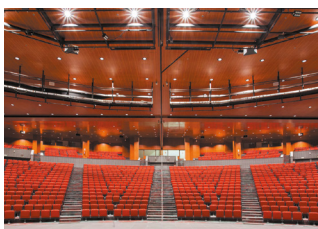


10.2.2. Porto – Super Bock Arena Pavilhão Rosa Mota

Sitting in the centre of Porto, Super Bock Arena Pavilhão Rosa Mota is close to the city's main train station. This multipurpose space hosts various

events, from the Roller Hockey Champions League Final Four to concerts by Jethro Tull, including the Thinking Football Summit. With capacity up to 8,000 seats, a 2,000 m² conference centre, and a 532 seats auditorium, it offers unique conditions for memorable events.

Size of site (total m²)	2,400 (indoor)
Estimated capacity of site	8,000
Distance to city centre (km)	2
Distance to the airport (km)	16



10.2.3. Madrid – Centro de Congressos Príncipe Felipe

The Príncipe Felipe Conference Center is located on the ground floor of the Madrid Marriott Auditorium Hotel & Conference Center, near

Madrid-Barajas Airport, the IFEMA Fair, and just 20 minutes from the city centre. It offers 15,500 m² of space to accommodate all kinds of congresses, conventions, celebrations, presentations, meetings, fairs, exhibitions, shows, or banquets, such as the 28th edition of the Goya Awards, presented by the Academy of Cinematographic Arts and Sciences of Spain.

Size of site (total m²)	15,500
Estimated capacity of site	2,000
Distance to city centre (km)	25.5
Distance to the airport (km)	8.3

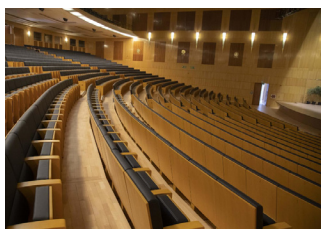
10.3. FIFA Congress



10.3.1. Casablanca – Grand Théâtre de Casablanca

Located in the heart of Casablanca's historic district at Mohammed V Square, the Grand Théâtre is poised to become a prominent cultural complex in the region. Set to host international cultural and artistic events and performances, it spans a 24,000 m² surface which includes a 1,800-seat performance hall, a 600-seat theatre hall, and a 300-seat contemporary music hall. The venue features meeting rooms, rehearsal spaces, commercial areas, and technical facilities. Its great accessibility and proximity to various hotels make it an ideal location for hosting the FIFA congress.

Size of site (total m²)	24,000
Estimated capacity of site	2,700
Distance to city centre (km)	2
Distance to the airport (km)	33



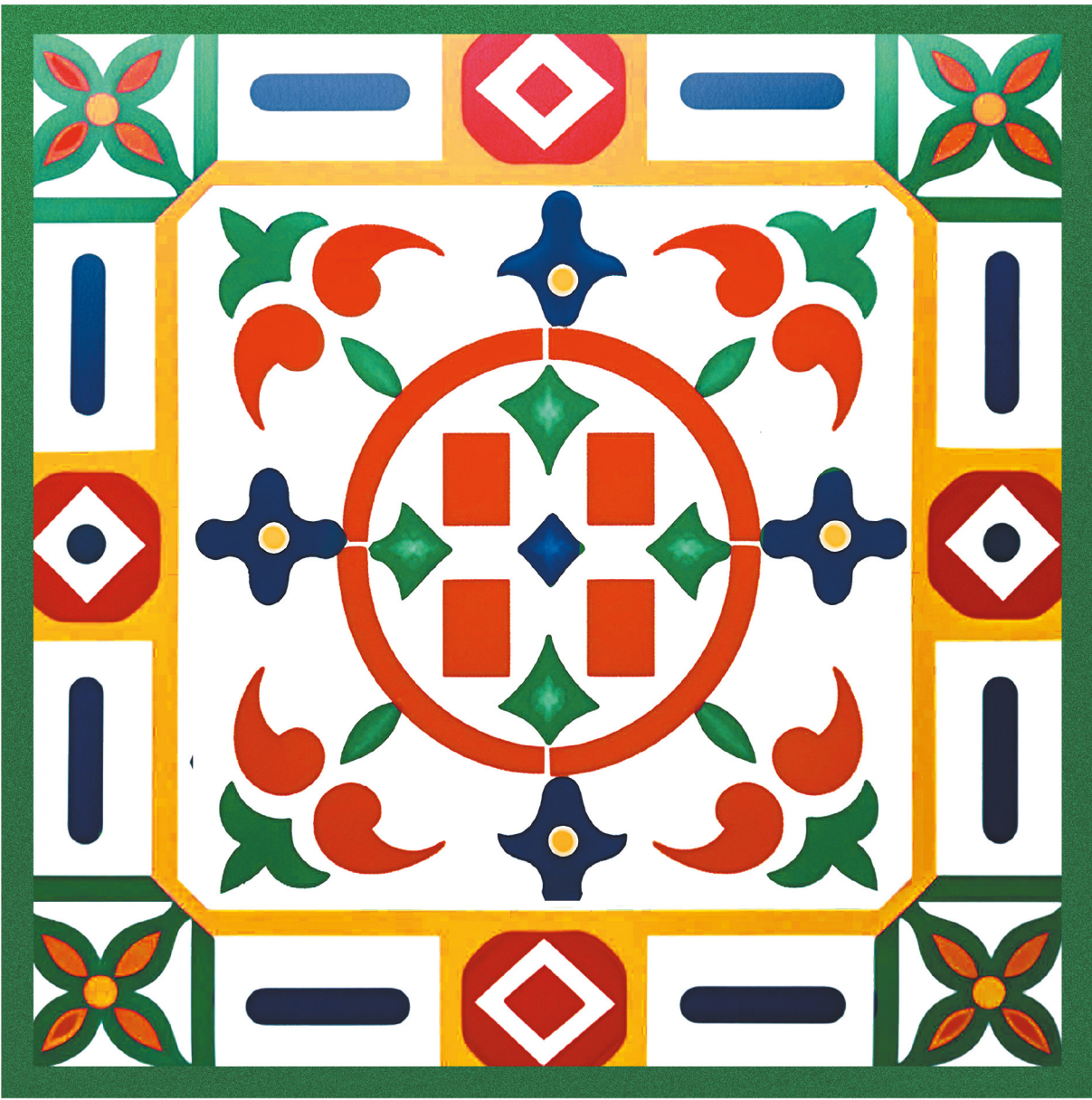
10.3.2. Madrid – Palacio Municipal IFEMA

The Feria de Madrid IFEMA is located in a privileged location on the outskirts of Madrid, perfectly connected to the city centre and close to the airport. It is easily reachable by bus and metro, with a station located next to the main entrance of the Palace.

Size of site (total m²)	30,000
Estimated capacity of site	1,666
Distance to city centre (km)	18.9
Distance to the airport (km)	6.3

IFEMA offers over 30,000 square metres of usable space. The building is structured into three large blocks, offering a total of 30,000 m² and 32 rooms. Both the left and right wings have meeting rooms for 20 to 350 people on the 1st, 2nd, and 4th floors. The Multipurpose Space (2,414 m²), located on the 3rd floor, whereas, on the ground floor, its Auditorium holds 1,812 seats. In the lobbies of this main entrance, there is additional space for commercial exhibitions and catering services. The venue also has its own parking.

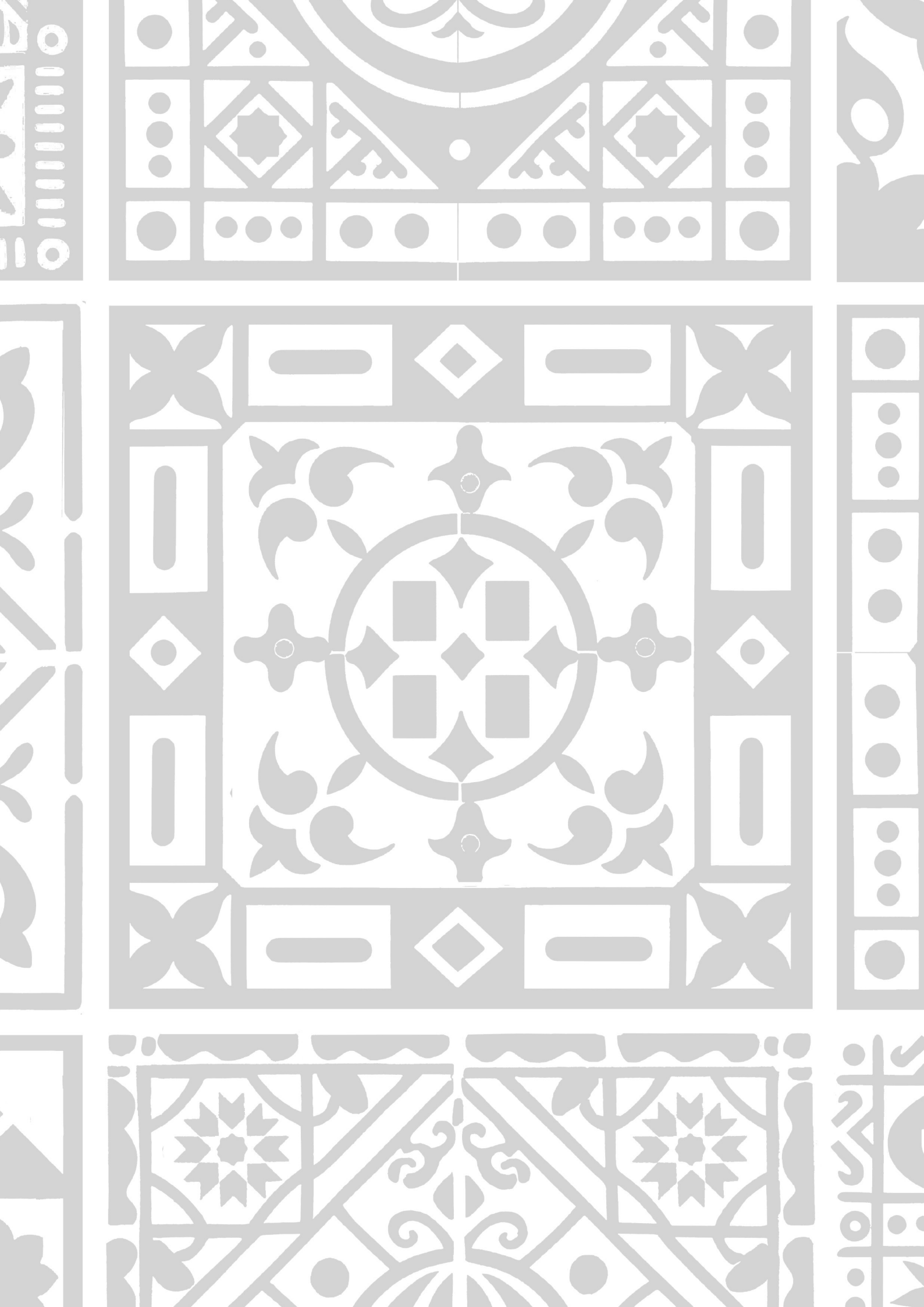
All these features make the Palacio Municipal IFEMA an ideal venue for hosting the FIFA Congress.



Part C

Services

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11. Accommodation



11. Accommodation

The joint candidacy of Morocco, Portugal and Spain leverages the rich experience and welcoming cultures of three top tourist destinations, each ranking within the global top 30 most visited countries. A historic milestone was reached in 2023 with a record-breaking tourist influx of 130 million into the three countries, marking a 16% increase from 2018. In addition to meeting and surpassing the necessary requirements for hosting the FIFA World Cup 2030™, the YallaVamos Bid aims to ensure a memorable experience for all stakeholders through accommodation offerings catering to all their needs and preferences.

11.1. A large and diversified accommodation offering

Thanks to the prominent role of tourism in all three host countries, over 30,000 hotels are available in total, comprising around a million rooms, with around 500,000 in the 17 host cities. These numbers vastly surpass FIFA's requirements. Additionally, further investments

are planned to meet the anticipated increase in demand, with a sharp acceleration observed since the announcement of the bid.

To accommodate every fan's preference, the offering ranges from luxurious hotels with international standards and first-class facilities to budget-friendly alternatives. Guests will have a variety of location options, ranging from hotels in the city centres to areas surrounded by nature, or close to the beach.

They can also opt to stay in authentic local accommodation such as riads, fincas or paradores, to experience cultural heritage, or choose modern, high-end hotels. The collective expertise of the three countries, built upon extensive hosting experience and a world-renowned welcoming culture, consistently ensures high-quality service standards across the board, whichever option is chosen by visitors.



2. Hotel capacity

City	3-star hotel rooms (existing)	4-star hotel rooms (existing)	5-star hotel rooms (existing)	3-star hotel rooms (planned)	4-star hotel rooms (planned)	5-star hotel rooms (planned)	Others
Agadir	2,165	8,084	4,548	106	1,215	0	9,814
Casablanca	5,140	6,696	4,518	730	1,199	523	9,375
Fez	3,477	4,051	1,368	1,143	483	103	8,023
Marrakech	11,667	14,812	8,341	0	235	60	5,180
Rabat	2,376	2,271	2,604	338	1,433	68	10,446
Tangier	4,593	4,808	3,275	614	304	231	5,256
Lisbon	14,205	19,955	7,408				
Porto	9,339	13,325	3,578				
A Coruna	1,748	3,749	534				
Barcelona	19,515	37,331	8,482				
Bilbao	1,231	3,548	738				
Las Palmas	7,871	41,810	10,337				
Madrid	10,633	31,792	6,567				
Malaga	6,630	25,775	6,840				
San Sebastian	1,444	2,900	202				
Saragossa	1,972	3,077	380				
Seville	2,316	9,534	1,711				

11.2. Tailor-made selection to host the FIFA World Cup™

Thoughtful room allocation will ensure fulfilment of the needs of each FIFA constituent group: FIFA staff, teams, referees and the general public. Equipped with a comprehensive assessment of the three countries' entire lodging inventory, hotel allocation will take place with special attention given to FIFA constituent groups, teams and referees, who are guaranteed top-quality structures.

Host city accommodation will be meticulously chosen to cater to diverse requirements,

ranging from three-star to five-star options. A broad array of functional spaces, including FIFA venue offices and commercial affiliate activation areas, will be available to meet specific needs.

The YallaVamos Bid has already engaged with national and local authorities, and worked with hotel owners and operators, to secure full commitment to the accommodation agreement conditions set forward by FIFA for hotels that will be hosting FIFA constituents, teams and referees.

MOROCCO

11.3. Host city accommodation

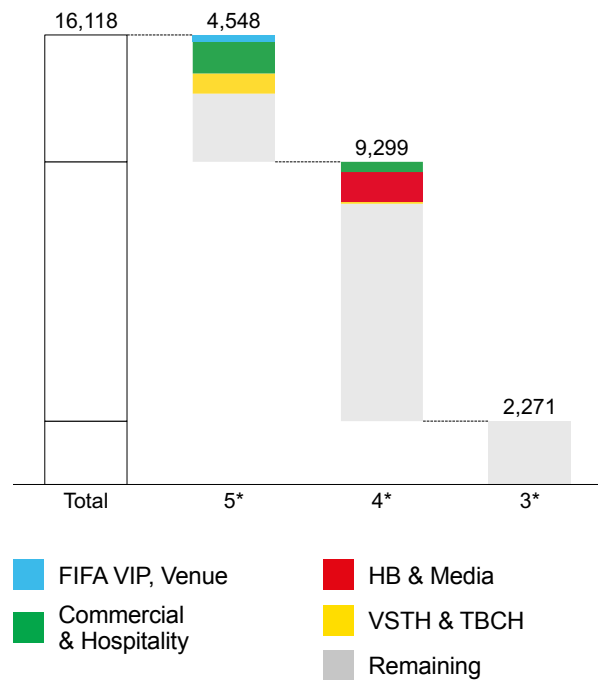
11.3.1. Agadir

Agadir has an existing and planned hotel capacity of 16,118 rooms in three-star, four-star and five-star hotels. The city has enough capacity to fit the requirements of 2,800 rooms for FIFA constituent groups for a quarter final in addition to the 800 rooms that will be dedicated to team facilities.

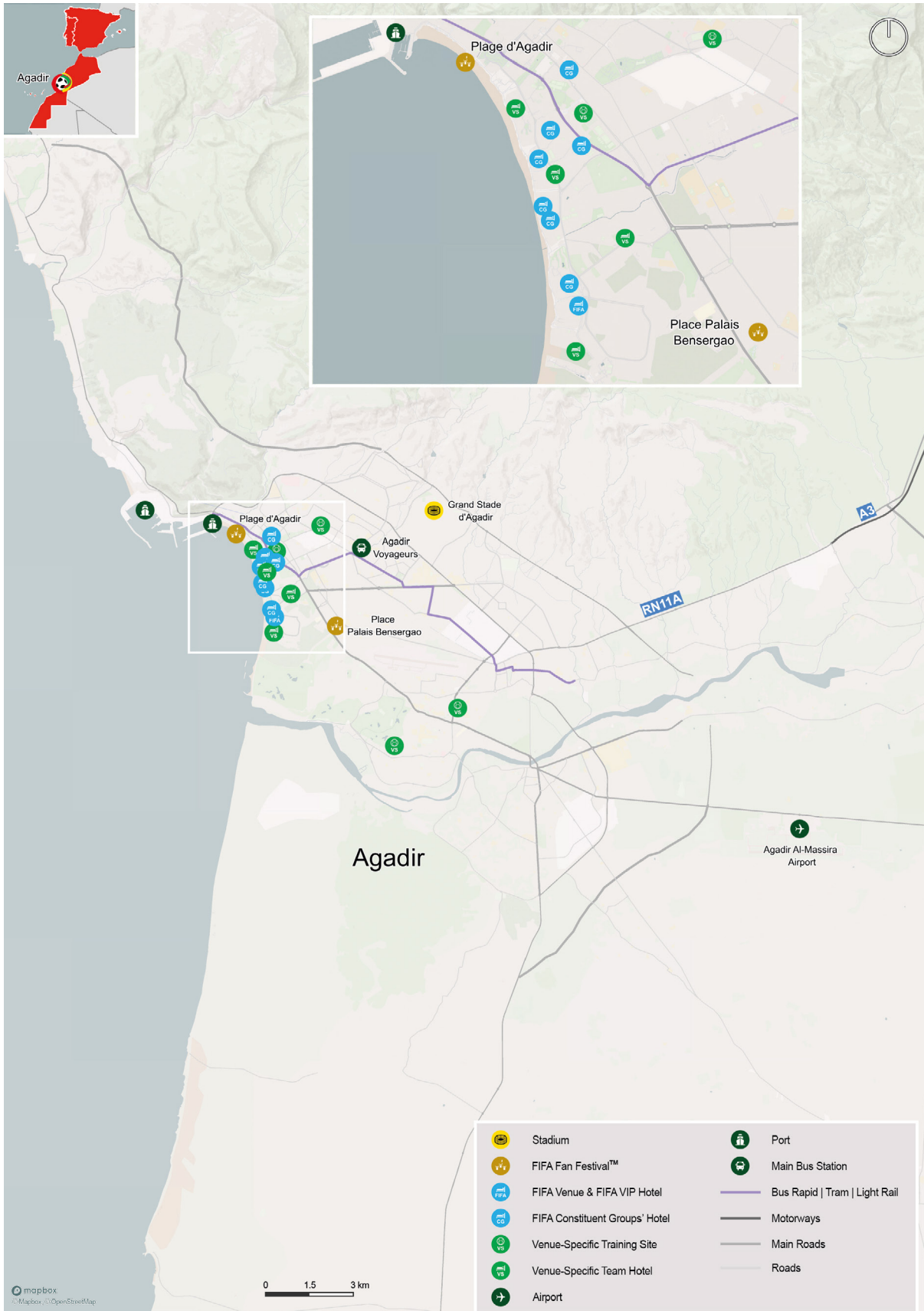
A premier seaside resort destination

Agadir is the second most visited city in Morocco, with 5.5 million overnight stays in 2023, and its premier beach destination. With its touristic appeal, the city has a large capacity of 25,932 rooms which will ensure that 22,332 rooms will be available after accommodating FIFA constituent groups and teams. The public will have plenty of options from lavish all-inclusive resorts on Agadir and Taghazout beach fronts to charming guesthouses in the city centre ensuring that every fan finds an option that suits his needs and budget.

Constituent groups allocation (Number of existing and planned rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Sofitel Royal Bay	5	273	6	9.2	16	23.6	30
FIFA Venue hotel	Sofitel Royal Bay	5	273	6	9.2	16	23.6	30



MOROCCO

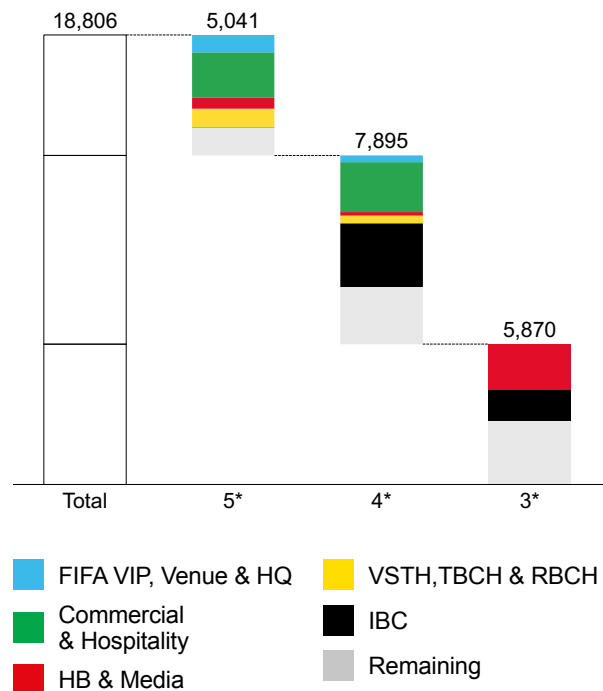
11.3.2. Casablanca

Casablanca has an existing and planned hotel capacity of 18,806 rooms in three-star, four-star and five-star hotels. The city has more than sufficient capacity to meet the requirements of 11,500 rooms for FIFA constituent groups for the final, in addition to the 1,100 rooms that will be dedicated to team and referee facilities.

Economic and financial centre

Casablanca is recognized as Morocco's economic and financial centre as well as one of Africa's main business and airline hubs. In the past 10 years, the city's appeal for tourists and business travellers has skyrocketed as shown by the 40% increase in overnight stays, to reach 2.1 million in 2023. City-wide capacity of 28,181 rooms guarantees that 15,581 rooms will be available even after accommodating FIFA constituent groups. This includes housing in university residences that will be repurposed for hosting fans during the competition. The public will also have access to alternative lodging options, such as property rentals, and cruise ships. Additionally, the one-hour high speed train ride from Marrakech will allow many fans staying in Marrakech to come for a day trip on game days.

Constituent groups allocation (Number of existing and planned rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Marriott Casablanca	5	305	17	40	35	33.3	35



MOROCCO

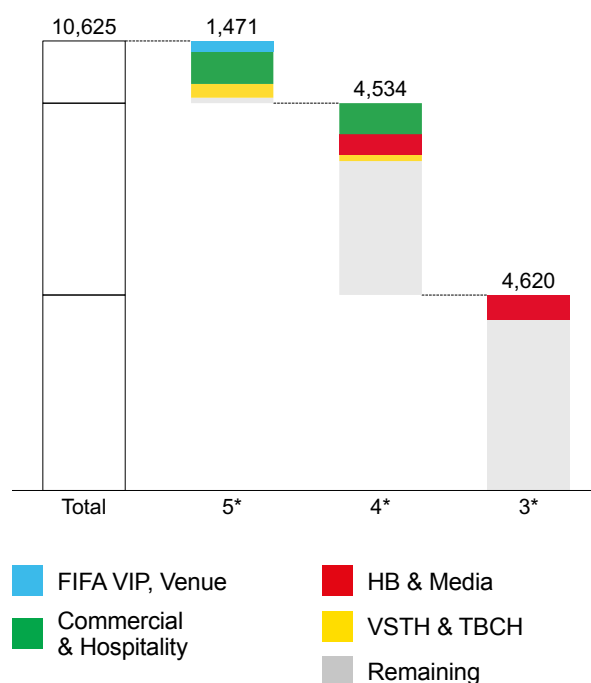
11.3.3. Fez

Fez has an existing and planned hotel capacity of 10,625 rooms in three-star, four-star and five-star hotels. The city has enough capacity to meet the needs of 2,800 rooms for the FIFA constituent groups for a quarter-final, on top of the 480 rooms that will be dedicated to team facilities.

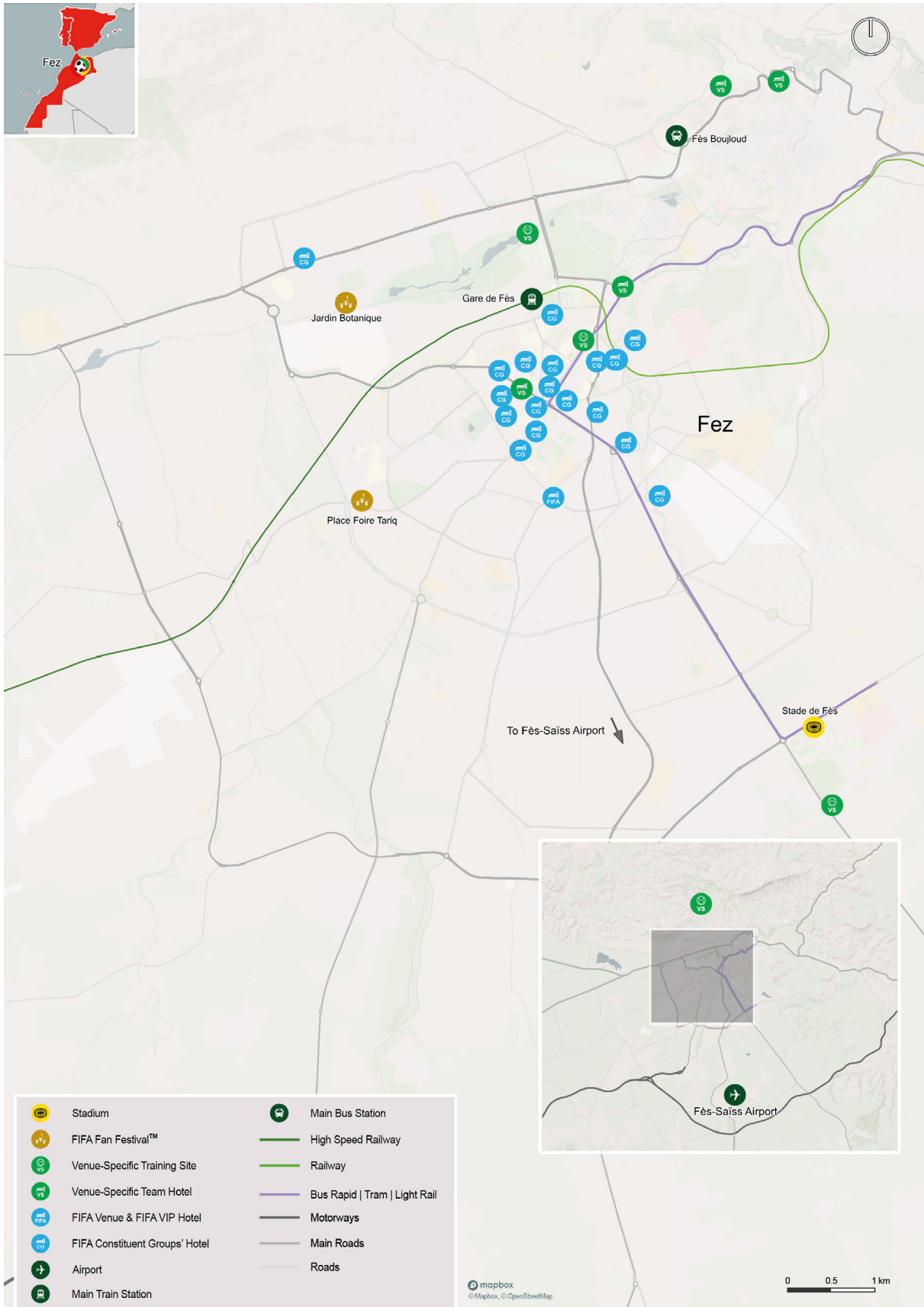
Unique authentic stays

Fez's medina, a UNESCO World Heritage site, has been fully renovated in recent years, including the revitalization of its old palaces into Riads. This has enabled the city to expand its range of accommodation while offering unique authentic stays. In 2023, Fez recorded around one million overnight stays, which represents a 20% increase over the last 10 years. Anticipated city-wide capacity of 18,648 rooms by 2030 will result in 15,368 rooms being available after catering to FIFA constituent groups. The public will have the possibility to stay in the city centre or in nearby Meknes, a mere 60 km away, and a myriad of alternative accommodation choices will be offered, including university residences.

Constituent groups allocation (Number of existing and planned rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Fès Marriott Jnan Palace	5	250	5	8.3	14	13.3	22
FIFA Venue hotel	Fès Marriott Jnan Palace	5	250	5	8.3	14	13.3	22



MOROCCO

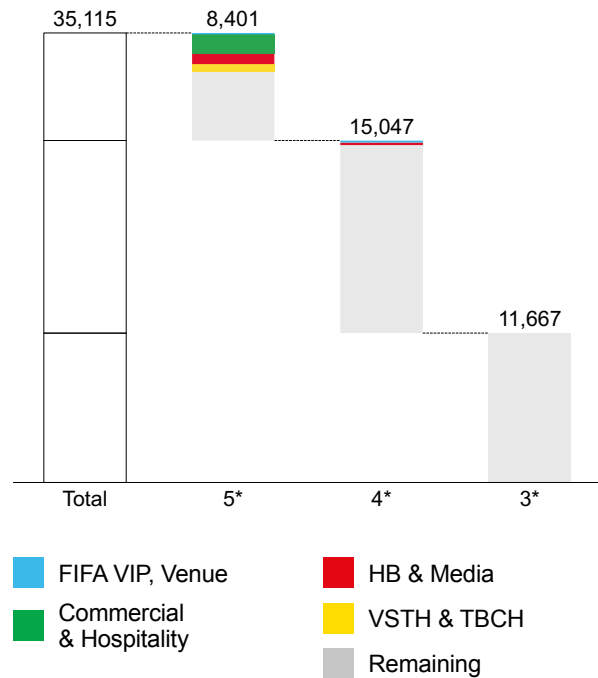
11.3.4. Marrakech

Marrakech has an existing and planned hotel capacity of 35,115 rooms in three-star, four-star and five-star hotels. The city has enough capacity to fit the requirements of 2,800 rooms for FIFA constituent groups for a quarter-final, in addition to the 560 rooms that will be dedicated to team facilities.

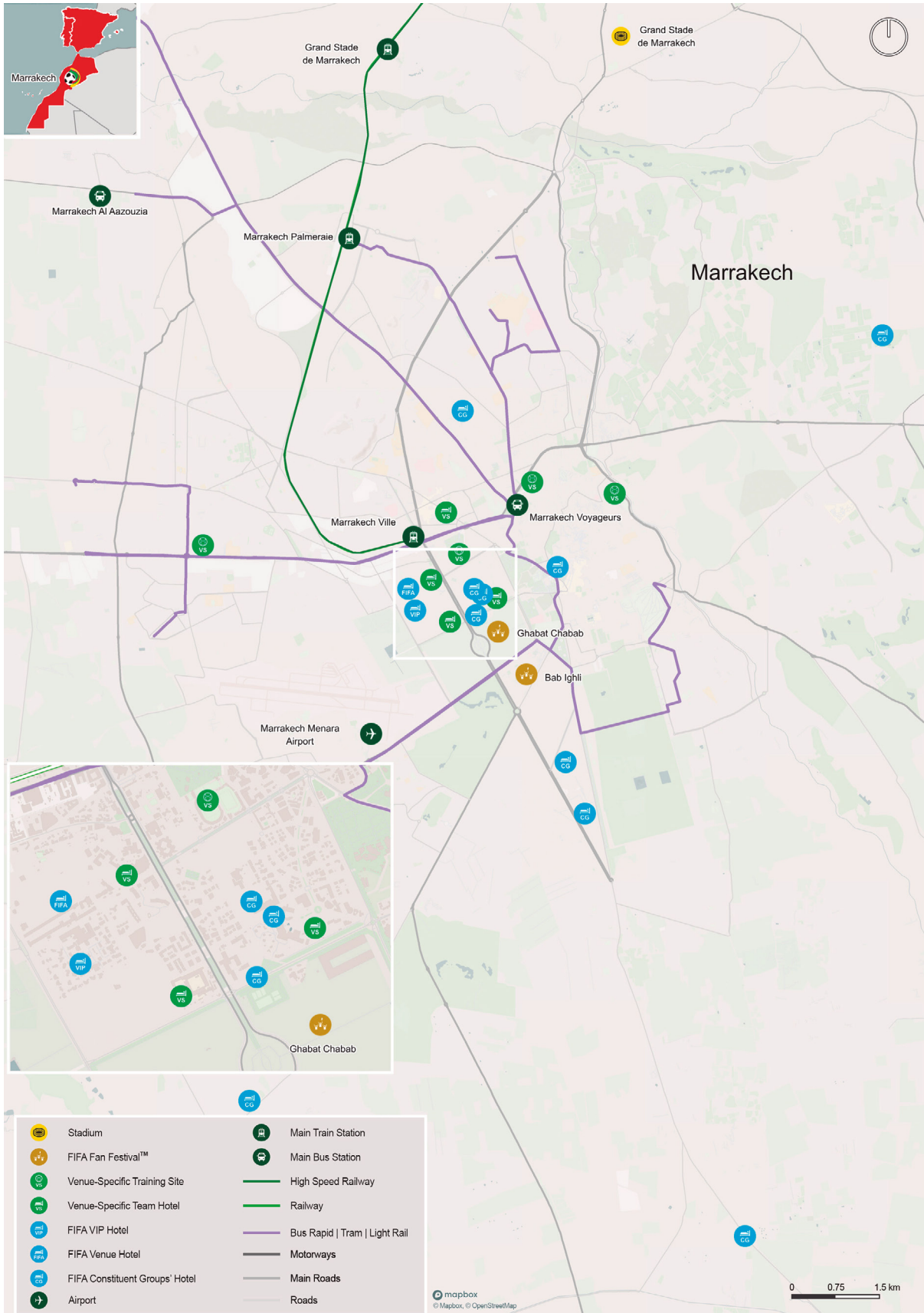
Global tourism hotspot

Marrakech's monuments and architectural heritage stand as a testament to its extensive history. As a result, the city has emerged as a global tourism hotspot and the most visited city in the country, recording 9.7 million overnight stays in 2023, and a 40% increase in the last 10 years. City-wide capacity of 40,295 rooms ensures that 36,935 rooms will be available after accommodating FIFA constituent groups and teams. The planned extension of the high speed rail that will connect Marrakech to Casablanca, Rabat and Tangier in respectively one, two and three hours will allow the city to become a central fan base camp for many fans following their teams in the kingdom.

Constituent groups allocation (Number of existing and planned rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Four Seasons	5	141	4	13	20	4.4	8
FIFA Venue hotel	Pestana CR7	4	174	5	12.5	20	4.8	9



MOROCCO

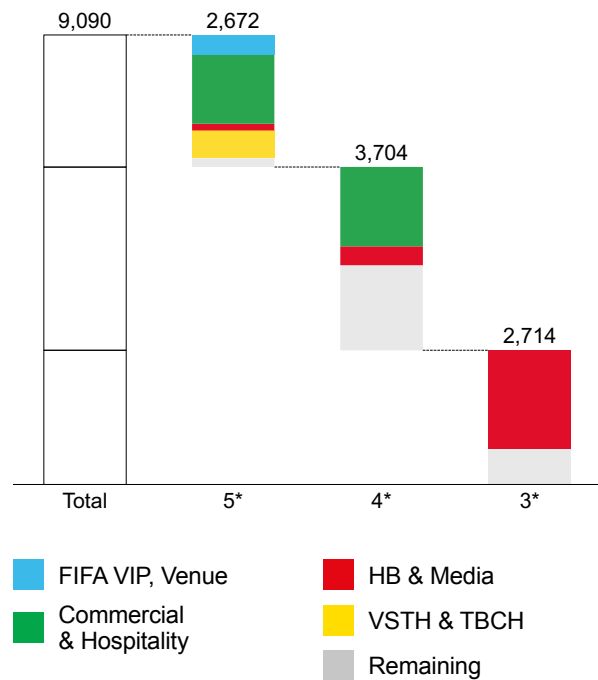
11.3.5. Rabat

Rabat has an existing and planned hotel capacity of 9,090 rooms in three-star, four-star and five-star hotels. The city has enough capacity to meet the needs of 5,900 rooms for the FIFA constituent groups for a semi-final, on top of the 560 rooms that will be dedicated to team facilities.

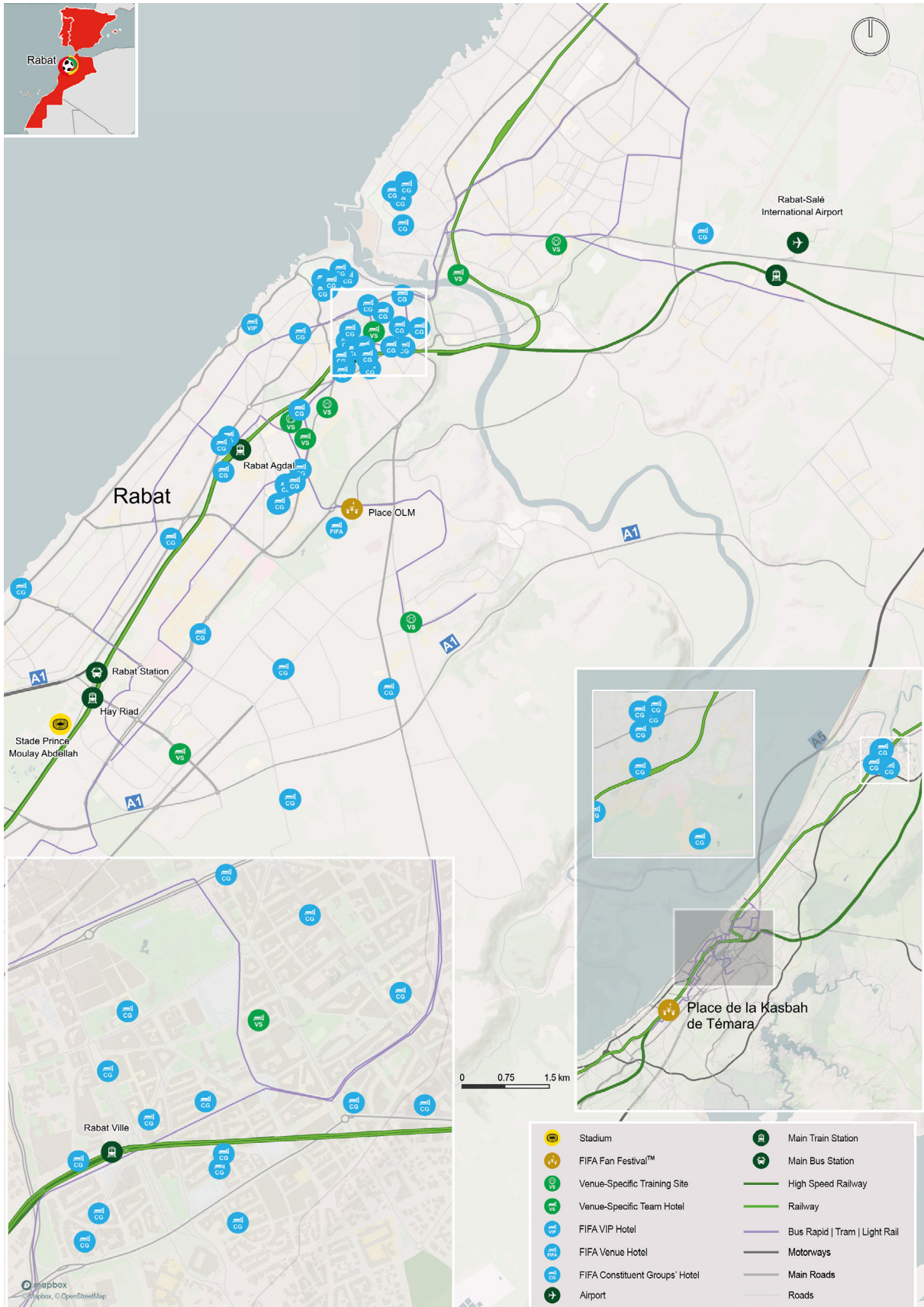
Cultural wealth

Renowned for its cultural wealth, Rabat has two UNESCO World Heritage sites and is a popular place for both local and international music events. The city has also grown as a business and technology centre. As a result, it reached 0.9 million overnight stays in 2023, with a 30% increase in the past decade. City-wide capacity of nearly 19,536 rooms ensures that 13,076 rooms will remain available after lodging the FIFA constituent groups. Rabat's offering includes luxurious hotels as well as a large array of university residences that will be repurposed for housing fans during the FIFA World Cup 2030™ as the city has become a major university hub.

Constituent groups allocation (Number of existing and planned rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Four Seasons Kasr Al Bahr	5	204	13	8.5	14	14.2	22
FIFA Venue hotel	Sofitel Jardin des Roses	5	229	14	8.4	12	11.7	16



MOROCCO

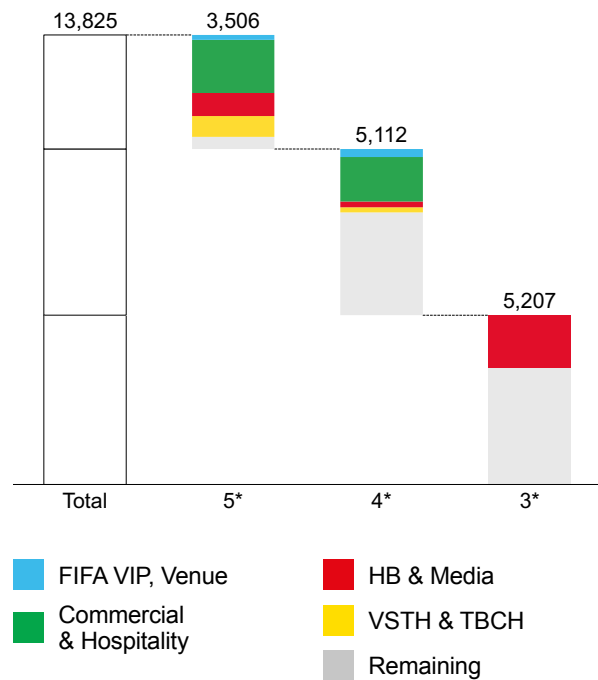
11.3.6. Tangier

Tangier has an existing and planned hotel capacity of 13,825 rooms in three-star, four-star and five-star hotels. The city has enough capacity to meet the needs of 5,900 rooms for the FIFA constituent groups for a semi-final, on top of the 800 rooms that will be dedicated to team facilities.

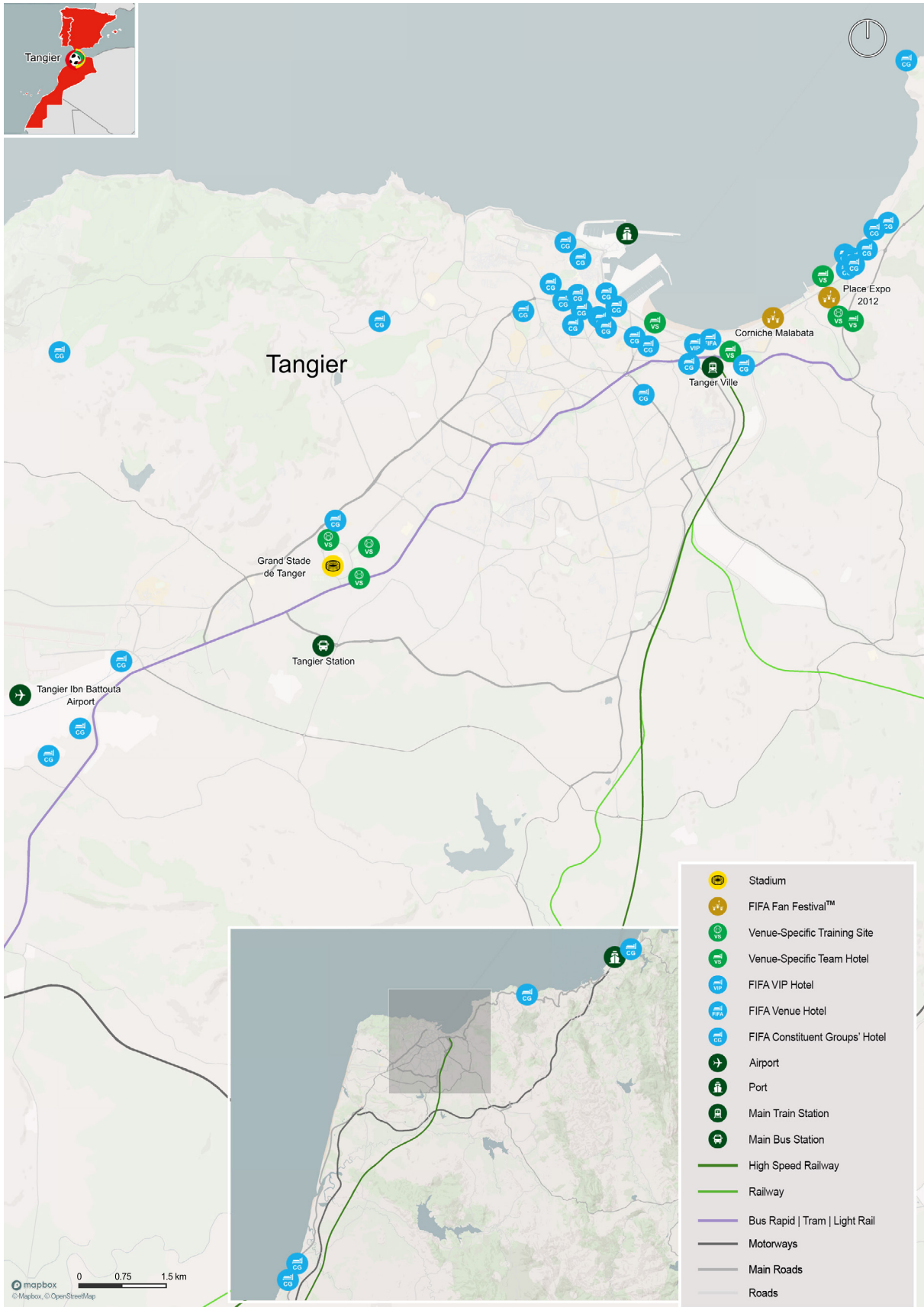
Tourist allure

Over the past decade, Tangier's tourist allure has grown thanks to its rich history and coastal landscapes, resulting in a doubling of overnight stays to 1.6 million. The city is also gaining popularity for hosting sporting events, such as the FIFA Club World Cup 2022. City-wide capacity of nearly 19,081 rooms ensures that 12,381 rooms will remain available after lodging the FIFA constituent groups. Alternative lodging options will also be available to the public, such as property rentals, university residences, and ferries. Additionally, the nearby seaside resort area of Tetouan, a short 60 km away, will also offer plenty of capacity for fans wanting to take advantage of the mediterranean beaches while enjoying their games in Tangier.

Constituent groups allocation (Number of existing and planned rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Hilton Tanger City Center	5	180	5	9.2	14	14.4	20
FIFA Venue hotel	Hilton Garden Inn City Center	4	320	3	9	12	14.2	20



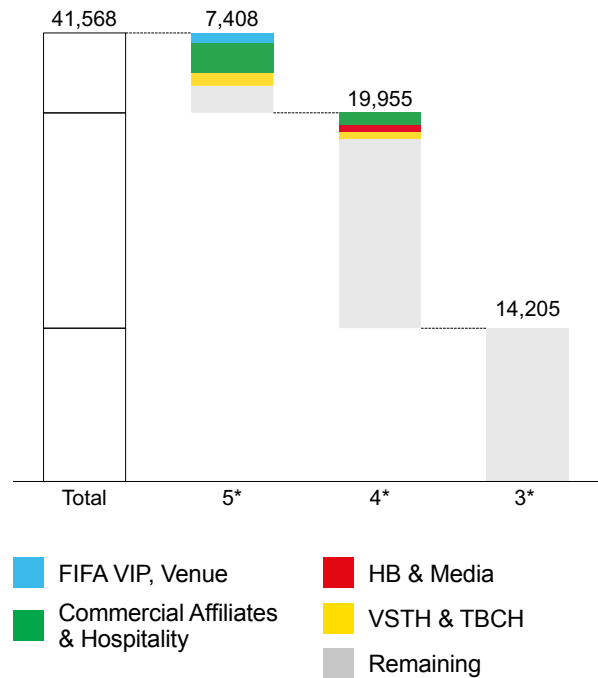
PORTUGAL

As of 2022, Lisbon has a visitor accommodation capacity of 67,283 beds, with 41,568 rooms in three-star, four-star and five-star hotels. Proposed as the host of a semi-final and with two stadiums, the city to meet the expected peak requirement of rooms, including 7,320 rooms for FIFA constituent groups. The public will also have access to multiple accommodation solutions.

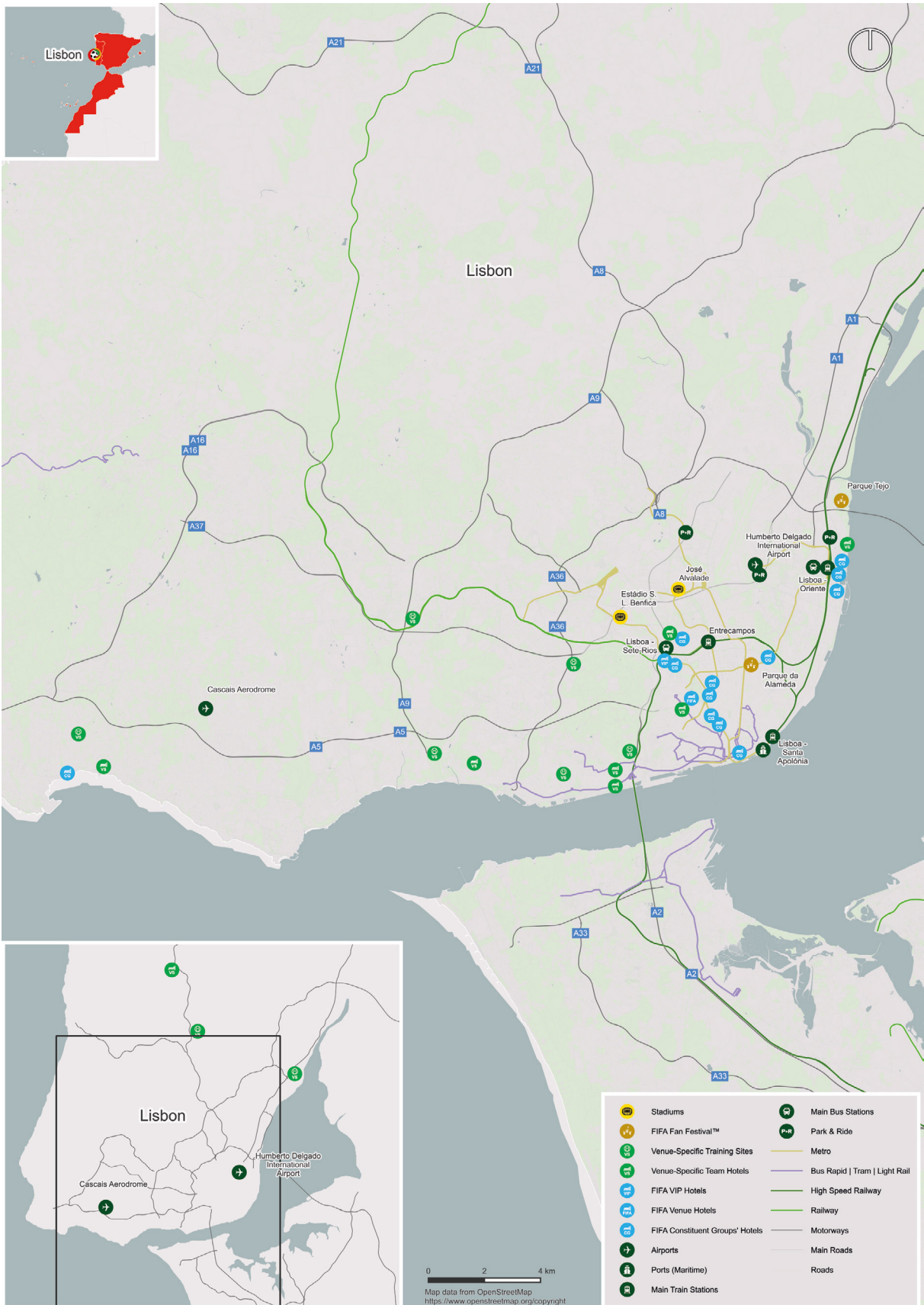
A premier tourist destination

Besides leisure, Lisbon is a highly sought-after city in the business segment, particularly for congresses. The attractiveness of Lisbon is evidenced by its 35,000 daily visitors, totalling nearly 20 million annually, with tourism representing 20% of the city's economy. With 40 new hotels set to open in 2024 alone, these numbers are growing, boosted by a balanced combination of historical heritage and modernity. In 2023, the consultancy Euromonitor International ranked the Portuguese capital 20th in its list of the 100 most attractive cities for tourism in the world.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel				SL Benfica Stadium: 4km			
Cortinthia Lisbon	5	518	18		10 min	7km	20 min
FIFA Venue hotel				SL Benfica Stadium: 6km			
InterContinental Lisbon	5	331	14		14 min	6km	15 min



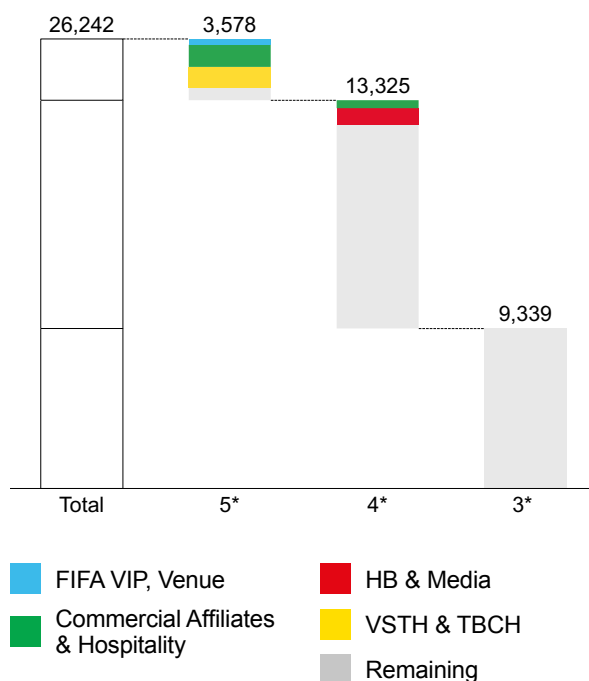
PORTUGAL

Porto has an existing hotel capacity of 26,242 rooms in three-star, four-star and five-star hotels. Proposed as a host of a quarter-final, the city will have enough capacity to meet the expected peak requirement of rooms.

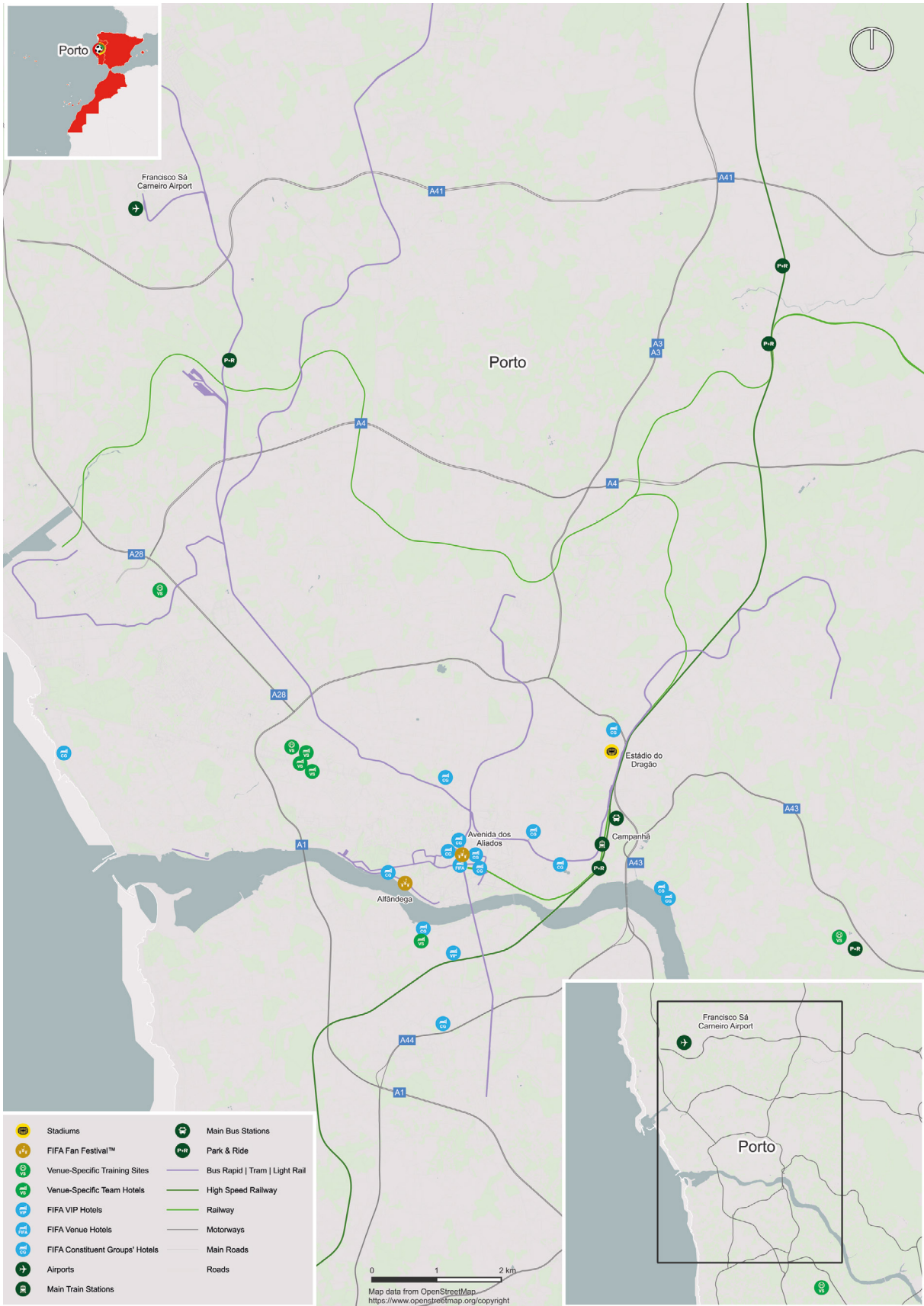
A rising star

A repeat winner of various sector awards in recent years, including the World Travel Awards, and the third largest tourist hub in Portugal after the Algarve and Lisbon, Porto's attractiveness as a visitor destination is evidenced by a 20% increase in overnight stays from 2022 to 2023, reaching nearly 6 million. Additionally, the city experienced a 30% increase in hotel capacity between 2018 and 2022. Including hotels, local lodging, and other forms of accommodation, the city boasted 25,936 tourist beds in 2023, with a strong upward trend.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	The Yeatman	5	109	13	8km	10 min	20km	24 min
FIFA Venue hotel	InterContinental Porto – Palácio das Cardosas	5	113	2	6km	10 min	17km	20 min



SPAIN

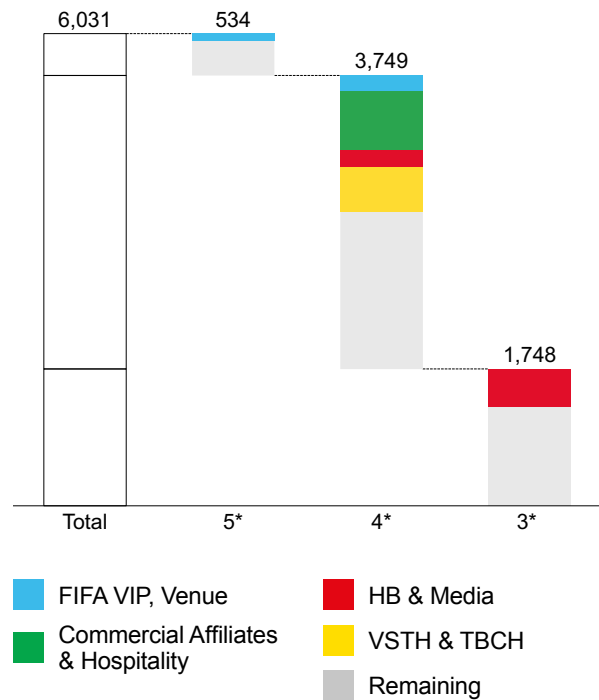
11.3.9. A Coruña

A Coruña has an existing hotel capacity of 6,031 rooms in three-star, four-star and five-star hotels. Proposed as the host of round of 16, the city will have enough capacity to meet the expected peak requirement of rooms.

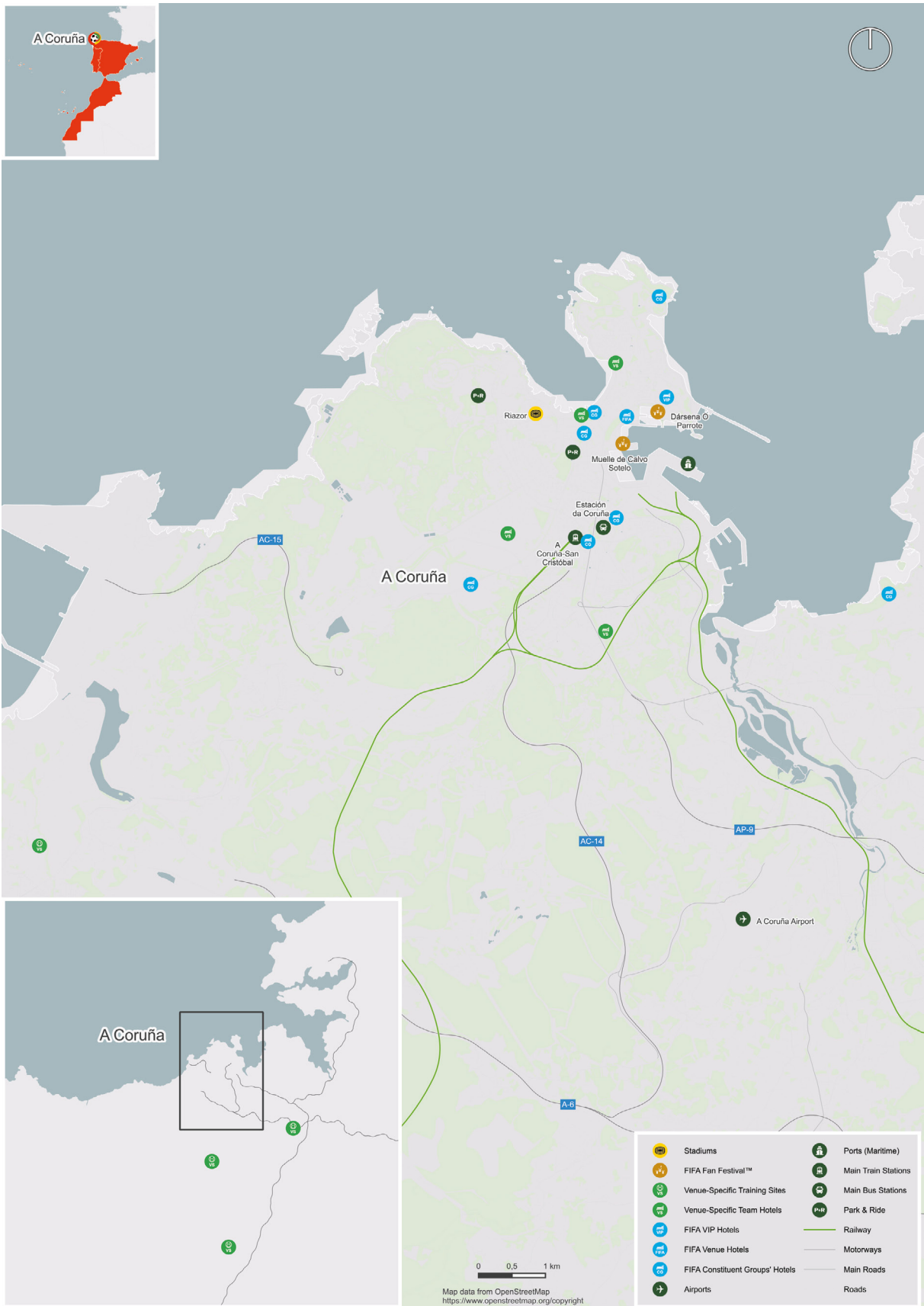
Professional hotspot and emerging destination for the young traveller

Recent economic and social growth has spurred the development of the city's hotel capacity to meet the influx of a more professional audience. Additionally, the youthful profile of the city's traditional tourist crowd stands out: in recent years, the city has seen a 44% increase in visitors aged 25 to 44. There is also a high presence of Portuguese visitors among international tourists in the city, thanks to convenient cross-border connections with the neighbouring country.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Hotel Nh Collection Finisterre	5	92	8	3.2	8	11.3	16
FIFA Venue hotel	Eurostars Atlántico	4	199	5	1.8	7	12.8	14



SPAIN

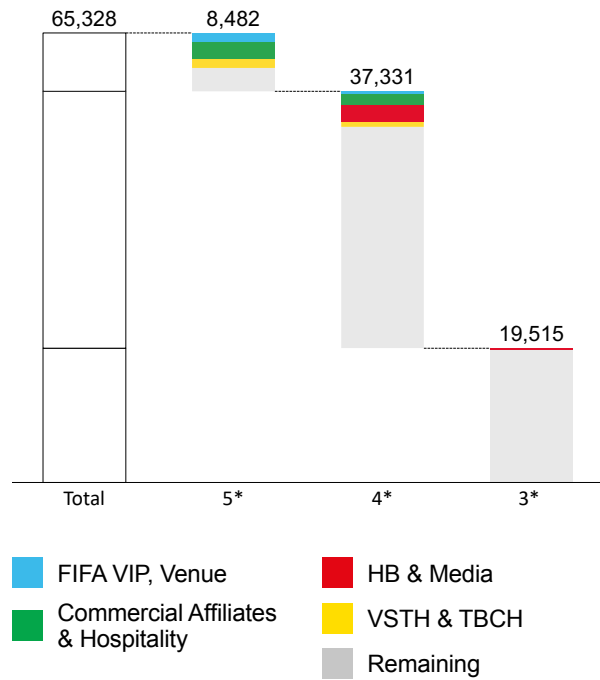
11.3.10. Barcelona

Barcelona has an existing hotel capacity of 65,328 rooms in three-star, four-star and five-star hotels. Proposed as the host of an opening/final, the city will have enough capacity to meet the expected peak requirement of rooms.

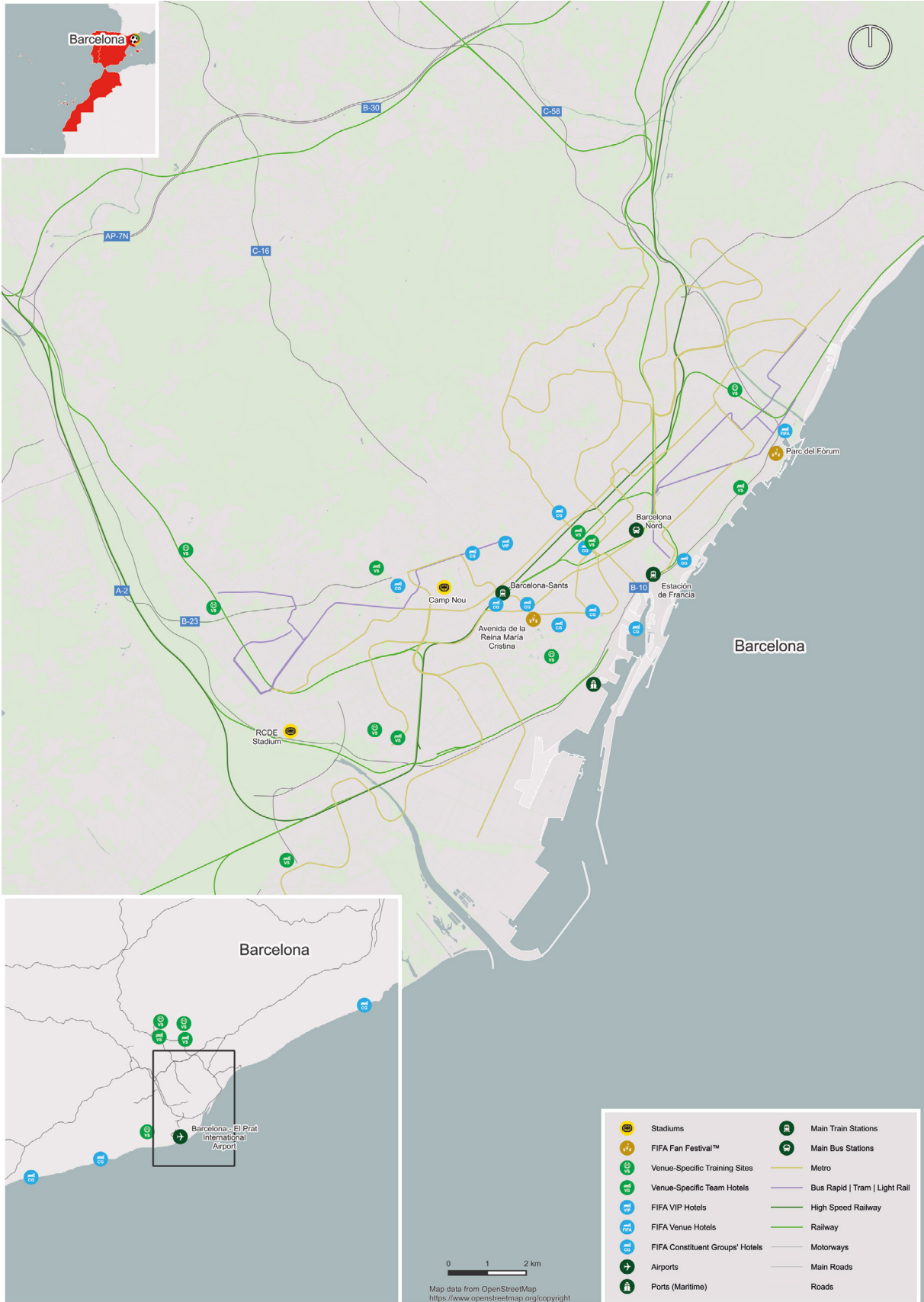
Leading choice for international tourists

Year after year, Barcelona is one of the top destinations for foreign visitors to Spain: in 2023, 80.8% of tourists staying in the city were of international origin. Economic spending reached record levels that same year (USD 10.5 billion, 26.1% more than in 2022), thanks to the variety of architectural landmarks the city offers and the plethora of large events expertly organised. Almost 16 million tourists visited the city in 2023 (in addition to the 10.3 million who visited the entire region that same year).

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Meliá Barcelona Sarriá	5	333	18	2.3	6	13.4	14
FIFA Venue hotel	SLS Barcelona	5	490	13	20.6	20	19.4	20



SPAIN

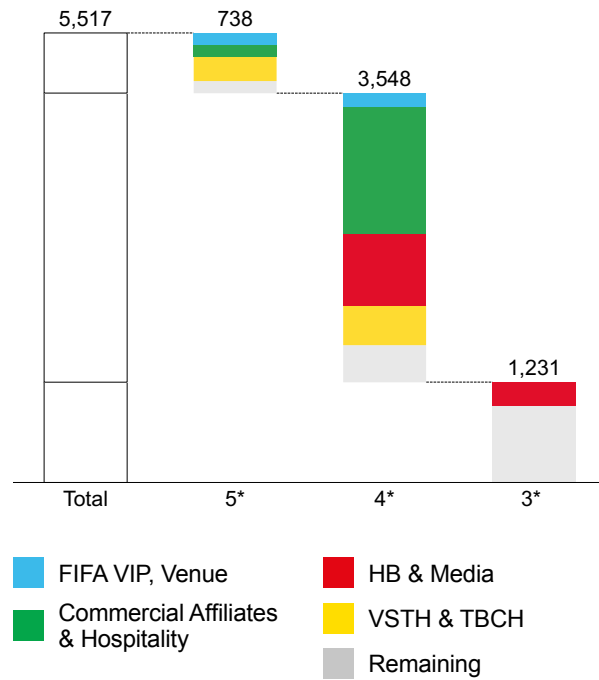
11.3.11. Bilbao

Bilbao has an existing hotel capacity of 5,517 rooms in three-star, four-star and five-star hotels. Proposed as the host of a quarter-final, the city will have enough capacity to meet the expected peak requirement of rooms.

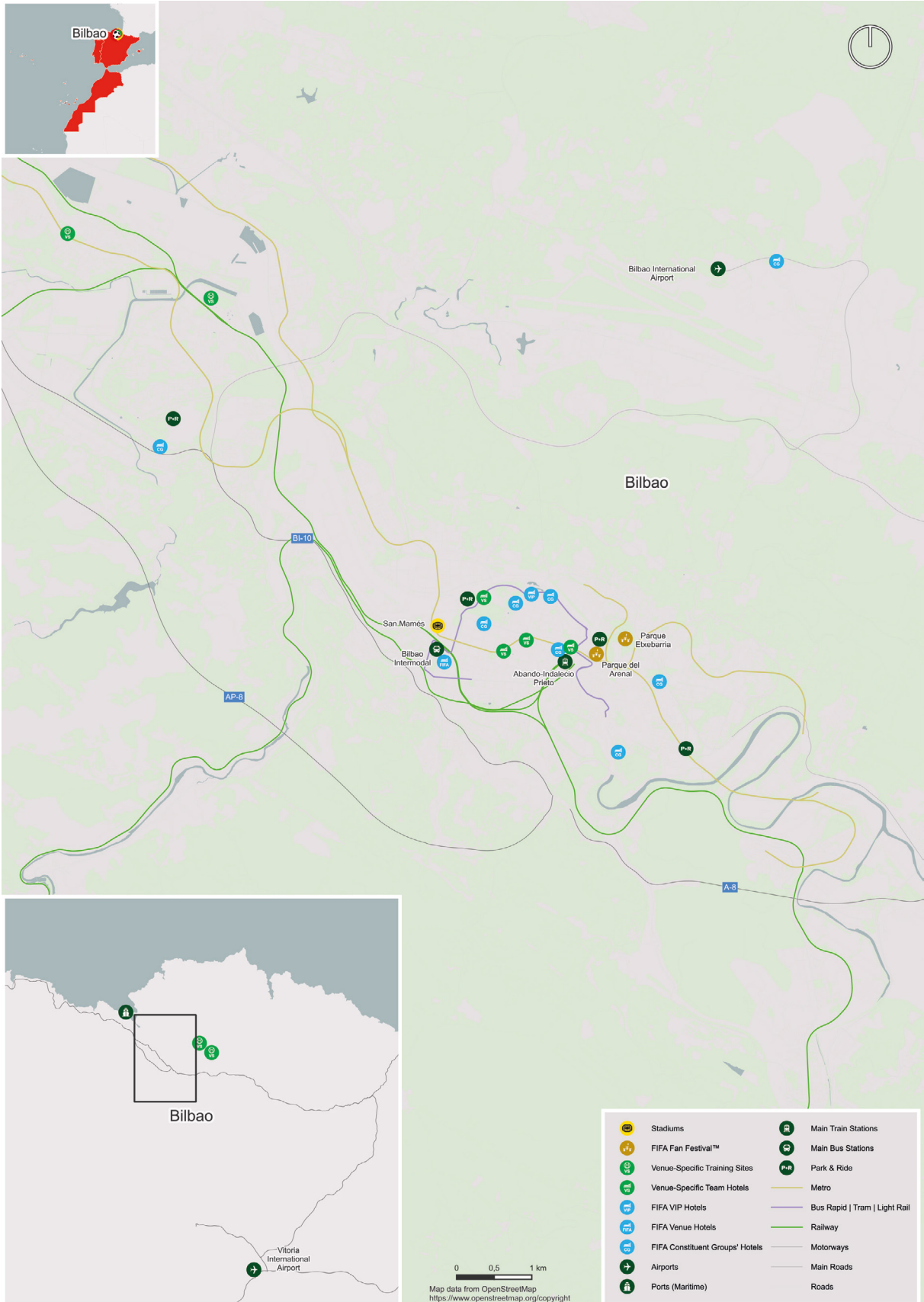
Venue for the UEFA Women's Champions League final

Bilbao was the host city for the UEFA Women's Champions League final in May 2024. Bilbao is also the third greenest city in Spain, emphasising sustainability and digitization as key points for the city's growth in its 10-year tourism plan. Maintaining an upward trend, the city welcomed 1,149,698 tourists between January and November 2023, a figure that is 21.4% larger than 2019's data.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Hotel The Artist Bilbao	5	145	9	2	7	12	12
FIFA Venue hotel	Ilunion San Mamés	4	168	7	1.5	5	20	18



SPAIN

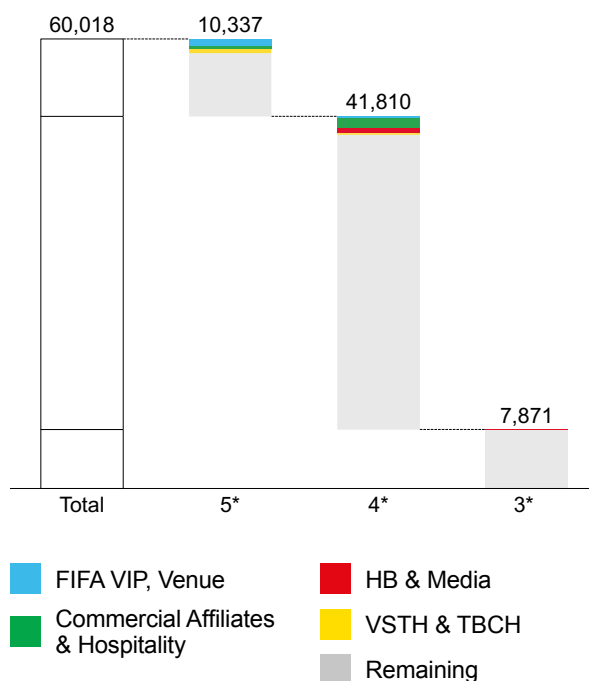
11.3.12. Las Palmas de Gran Canaria

Gran Canaria, the island on which Las Palmas is located, has existing hotel capacity of 60,018 rooms in three-star, four-star and five-star hotels. Proposed as the host of a quarter-final, the city will have enough capacity to meet the expected peak requirement of rooms.

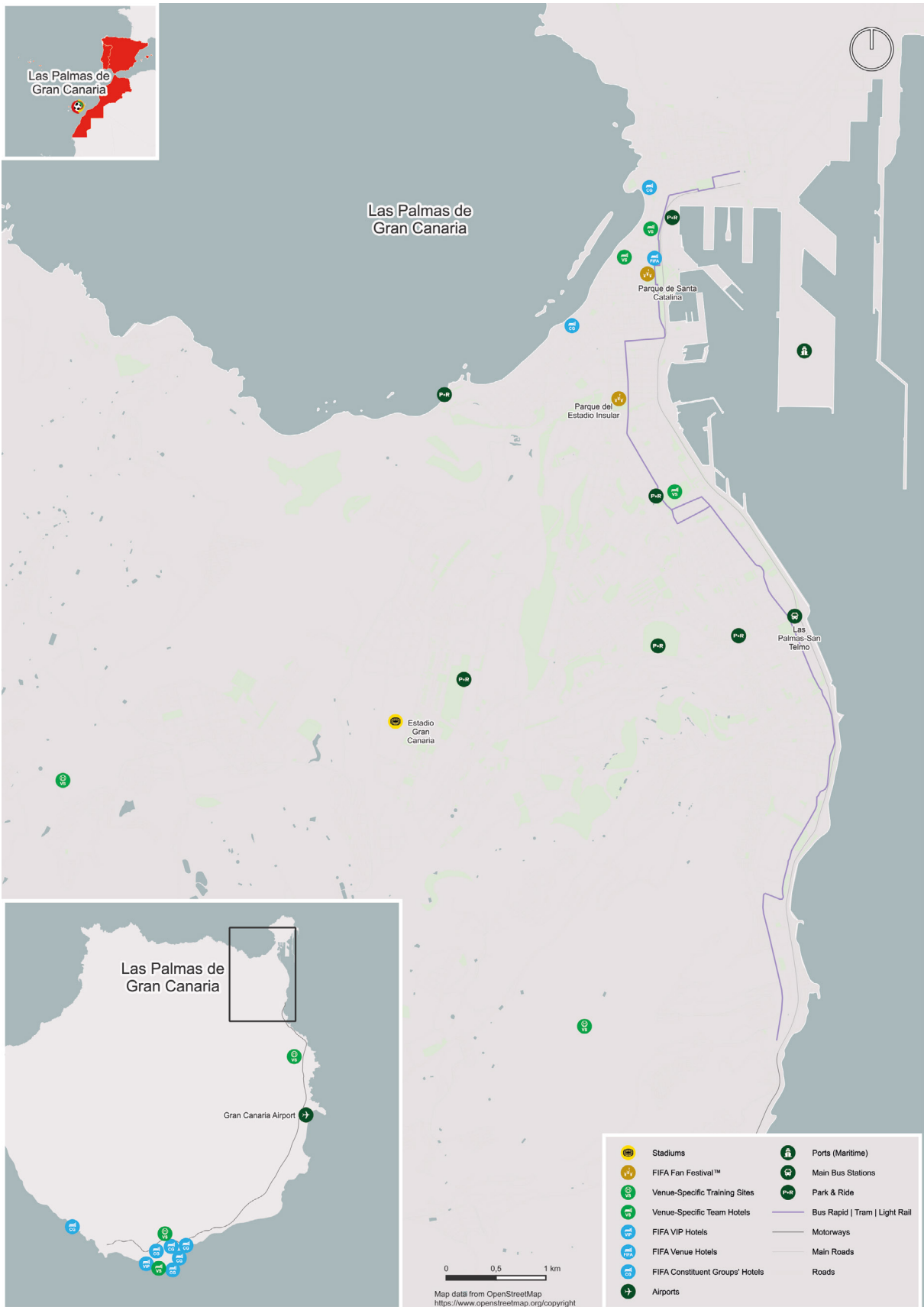
Tourism boom

Las Palmas is among the Spanish cities with the highest revenue per available room, rising from USD 60 in 2019 to almost USD 69 in 2023. This, coupled with its expertise in accommodating tourists during peak demand periods (such as the famous Carnival of Las Palmas de Gran Canaria, which in 2024 attracted 800,000 visitors – double that of 2023 – with a hotel occupancy rate of 90%), makes it a perfect host city for the FIFA World Cup™.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Hotel Riu Palace Meloneras	5	515	2	54	30	36.4	26
FIFA Venue hotel	AC Hotel Gran Canaria	4	227	7	10.2	12	26.1	22



SPAIN

11.3.13. Madrid

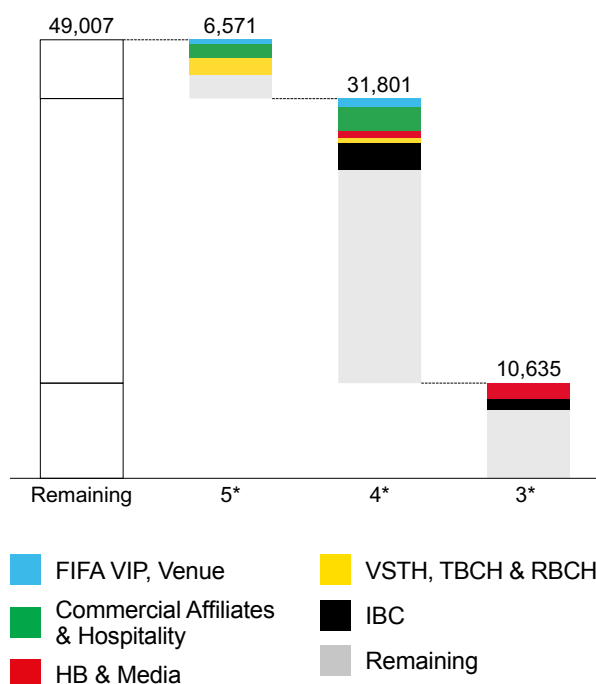
Madrid has an existing hotel capacity of 49,007 rooms in three-star, four-star and five-star hotels. Proposed as the host of an the opening game / final, the city will have enough capacity to meet the expected peak requirement of rooms.

Top destination for hotel investment

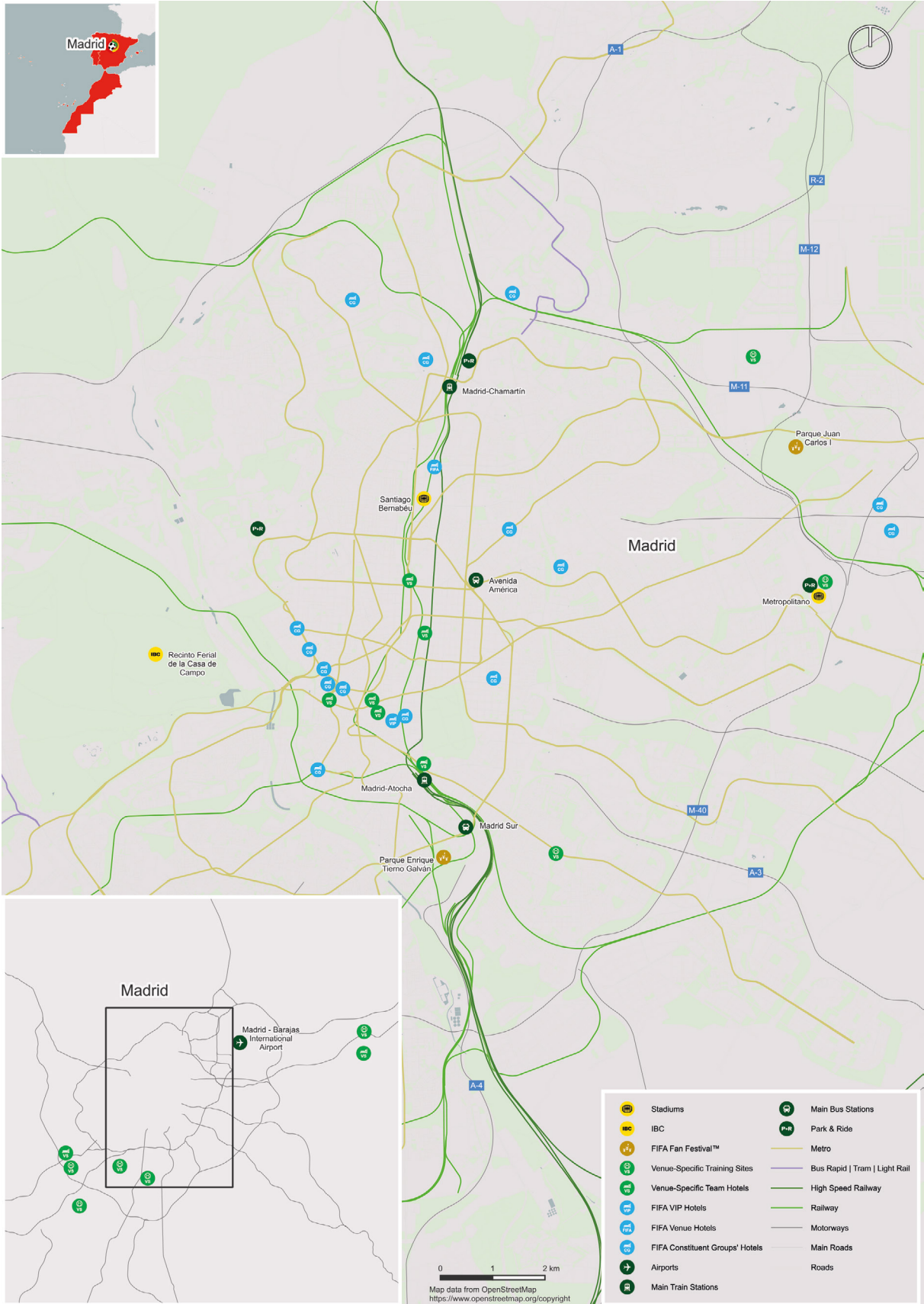
With its 8 million tourists in 2023, Madrid stands out as one of Spain's main urban destinations thanks to its history, excellent connectivity, extensive cultural agenda, and strong hotel offering.

Furthermore, Madrid leads in terms of hotel investment in Spain, with 33 projects presently under way and a record investment of USD 875 millions in 2022, representing a 71.6% increase from the previous year. The city's resurgence after Covid-19, coupled with its expanding luxury provision, has led to a positive evolution in hotel profitability indicators.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	The Westin Palace, Madrid	5	470	20	4.6	12	14.2	14
FIFA Venue hotel	NH Collection Madrid Eurobuilding	4	413	35	1.4	4	11.8	12



SPAIN

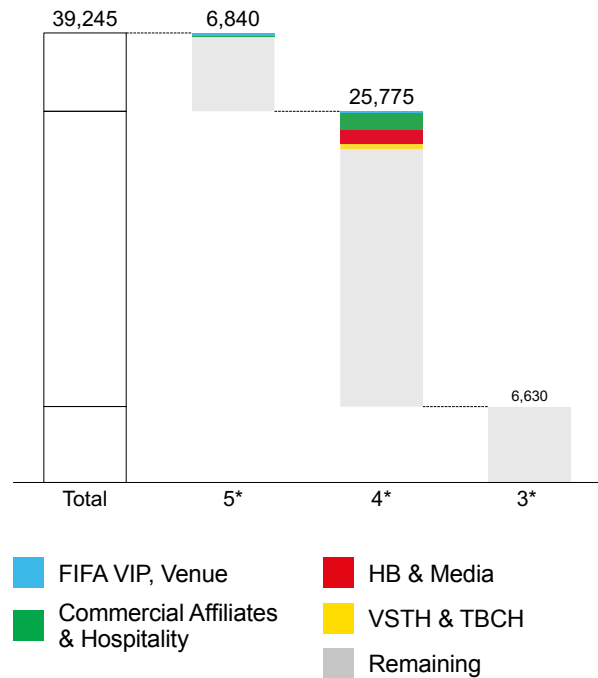
11.3.14. Malaga

Malaga has an existing hotel capacity of 39,245 rooms in three-star, four-star and five-star hotels. Proposed as the host of a quarter-final, the city will have enough capacity to meet the expected peak requirement of rooms.

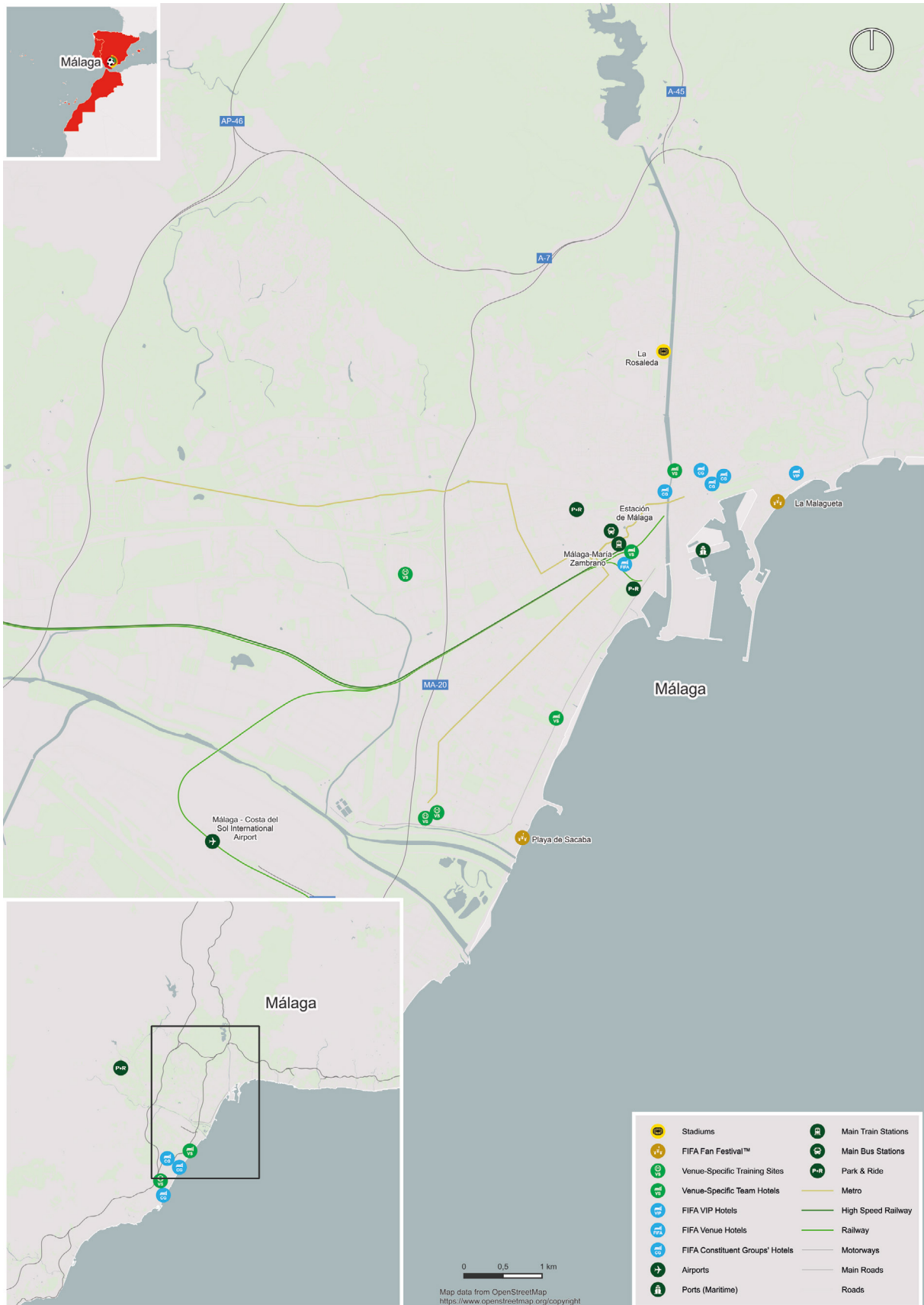
Diversifying offerings

Malaga has emerged as Spain's fastest-growing city in tourism among those with over 500,000 inhabitants, with an average tourist stay of over two days. A diversification policy has driven the overwhelming growth of tourism in the city (46%), generating a direct economic impact that exceeds USD 173 million). This obviously translates into an increase in the number of visitors (27.8% more compared to 2022) and in an increasing accommodation offer (and average stay) to accommodate the influx of people across all seasons.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Gran Hotel Miramar GL	5	190	4	3.9	10	11.9	14
FIFA Venue hotel	Eurostars Malaga 4*	4	154	5	4.3	12	6.5	12



SPAIN

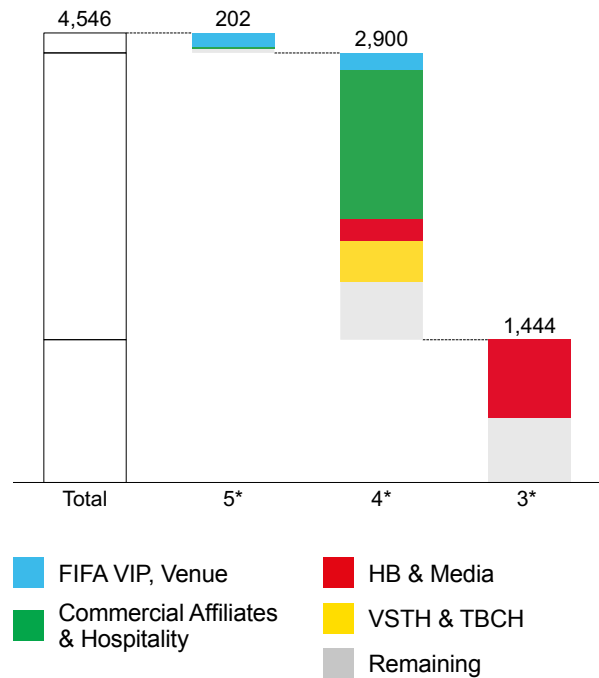
11.3.15. San Sebastian

Donostia-San Sebastian has an existing hotel capacity of 4,546 rooms in three-star, four-star, five-star hotels. Proposed as the host of a quarter-final, the city will have enough capacity to meet the expected peak requirement of rooms. Additionally, the city showcases an extensive network of accommodations such as tourist apartments and others, whose capacity is endorsed every year during the beach season and its International Film Festival.

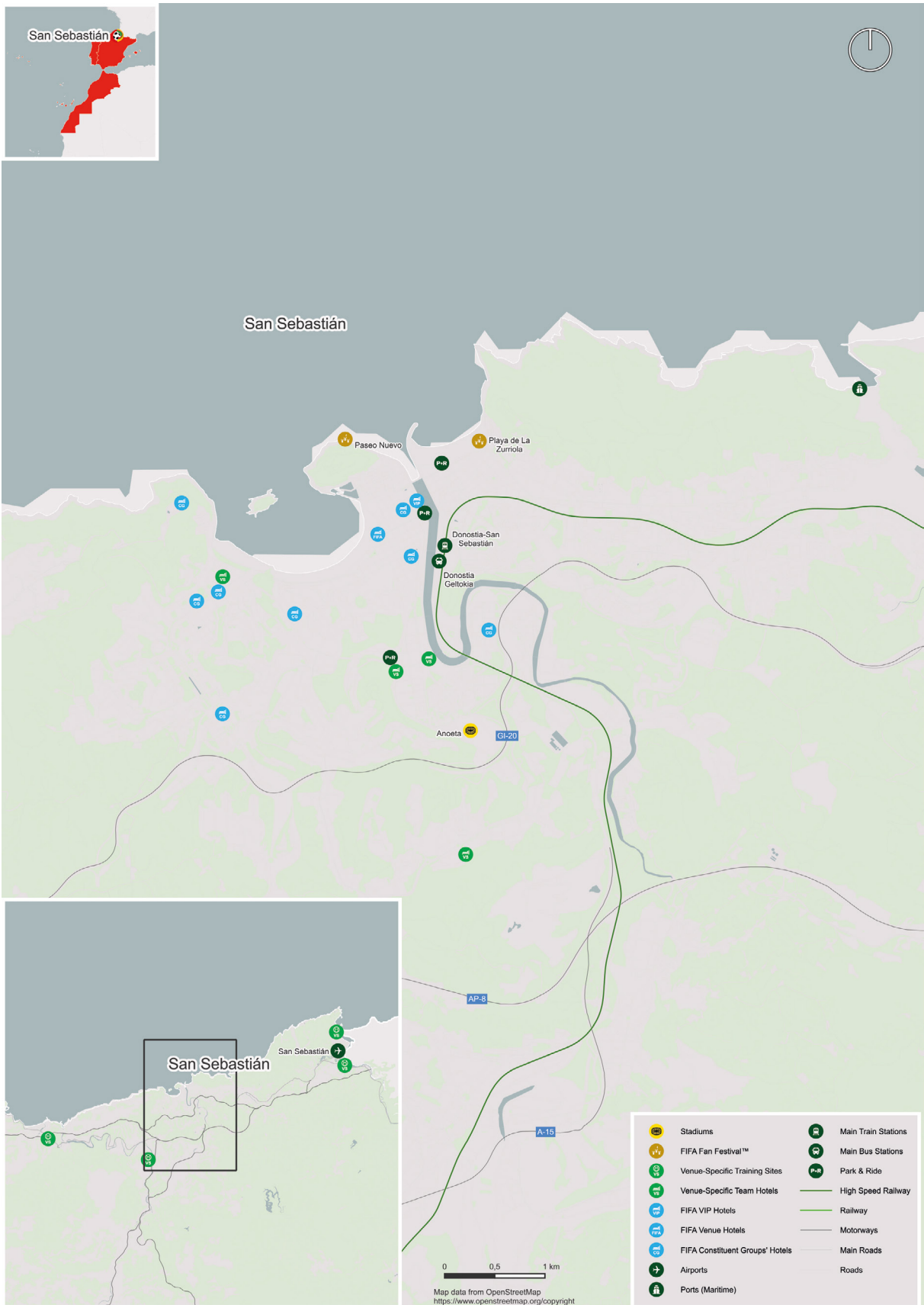
A premier destination

In 2022, Donostia-San Sebastian surpassed 1.7 million overnight stays, with 60% of conferences and 72% of incentive trips being international. The city was recognised by Forbes magazine as one of the best tourist destinations in 2024. Known worldwide for the San Sebastian International Film Festival, hotel occupancy rates have spiked (over 28.000 overnight stays in 2018), demonstrating the event's profound impact on the hospitality sector.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Hotel Maria Cristina	5	139	5	4.2	10	20.9	22
FIFA Venue hotel	Hotel de Londres	4	166	5	2.8	7	21.2	22



SPAIN

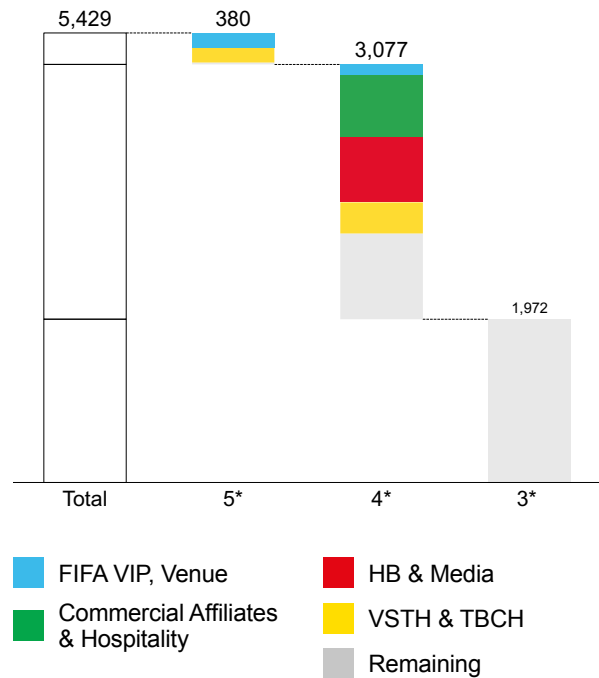
11.3.16. Saragossa

Saragossa has an existing hotel capacity of 5,429 rooms in three-star, four-star and five-star hotels. Proposed as the host of a round of 16, the city will have enough capacity to meet the expected peak requirement of rooms.

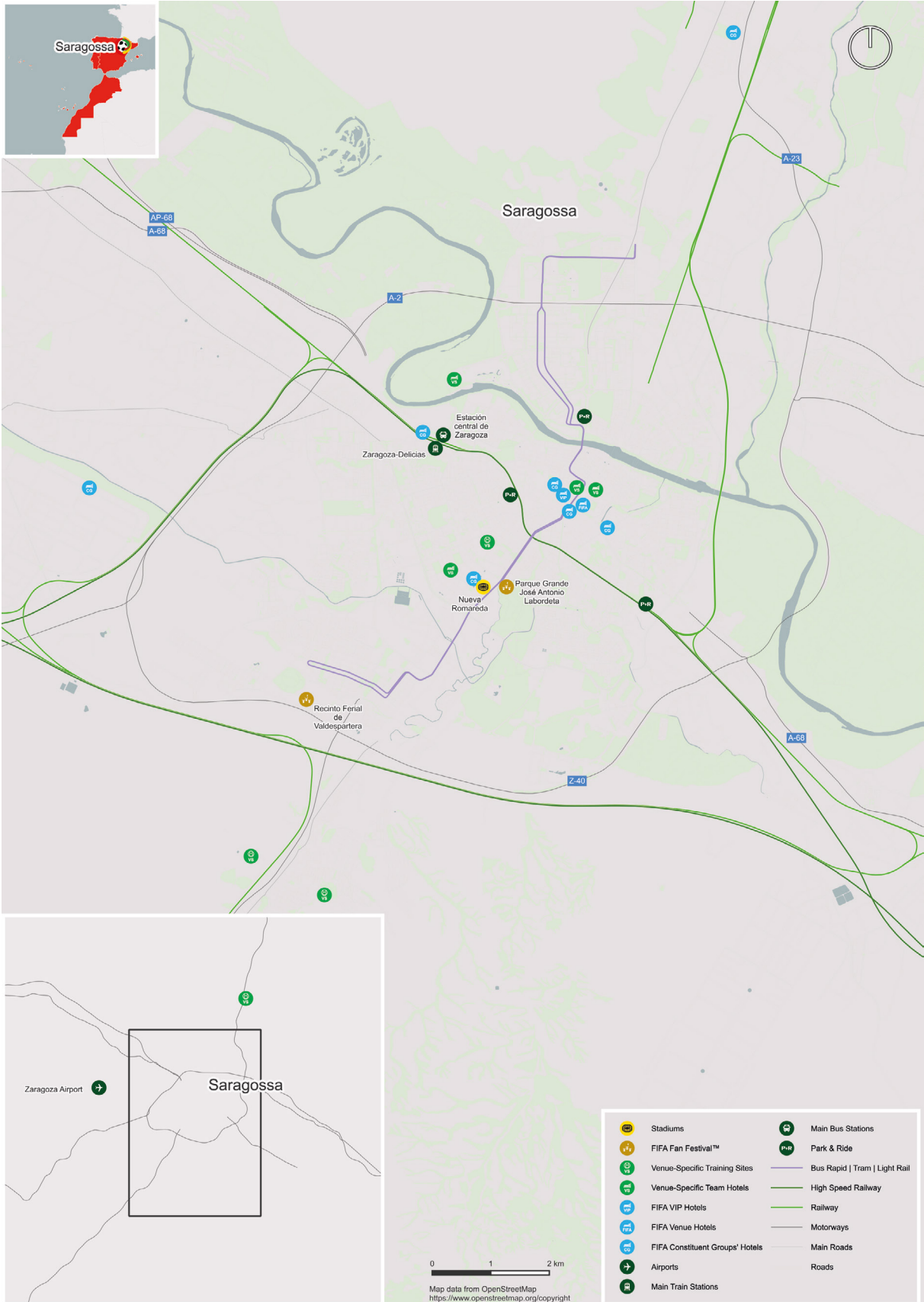
Expo legacy

In 2023, Saragossa experienced a significant increase in visitor numbers, including a 13% rise in overall visitors and a 22% rise in international tourists, reaching approximately 2 million overnight stays. Its peak was recorded in 2008 with the celebration of the Universal Exposition in the city, which accommodated over 5.5 million visitors during the three-month long event, reaching an average hotel occupancy rate of 90%. Additionally, every year, the renowned Fiestas del Pilar in October attract a large number of tourists, mainly thanks to the city's excellent connectivity.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Hotel Palafox	5	179	14	2.4	8	12.9	16
FIFA Venue hotel	Hotel NH Collection Gran Hotel de Zaragoza	4	133	5	2.2	7	11.4	20



SPAIN

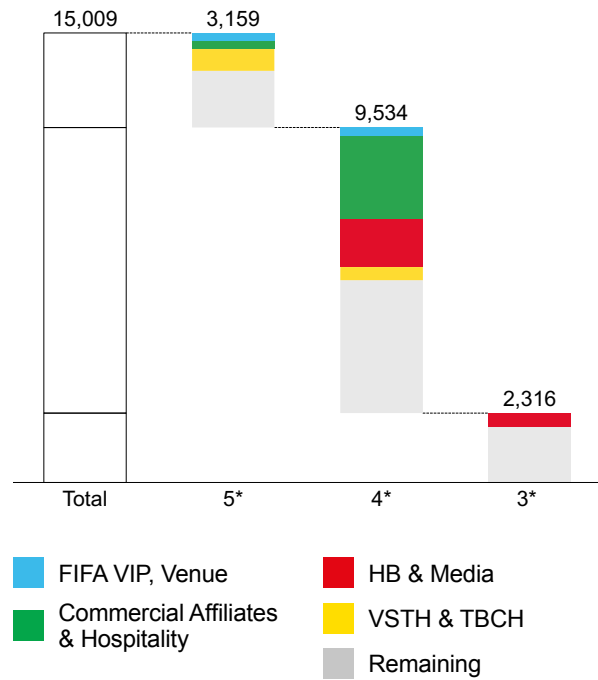
11.3.17. Seville

Seville has an existing hotel capacity of 15,009 rooms in three-star, four-star and five-star hotels. Proposed as the host of a semi-final, the city will have enough capacity to meet the expected peak requirement of rooms.

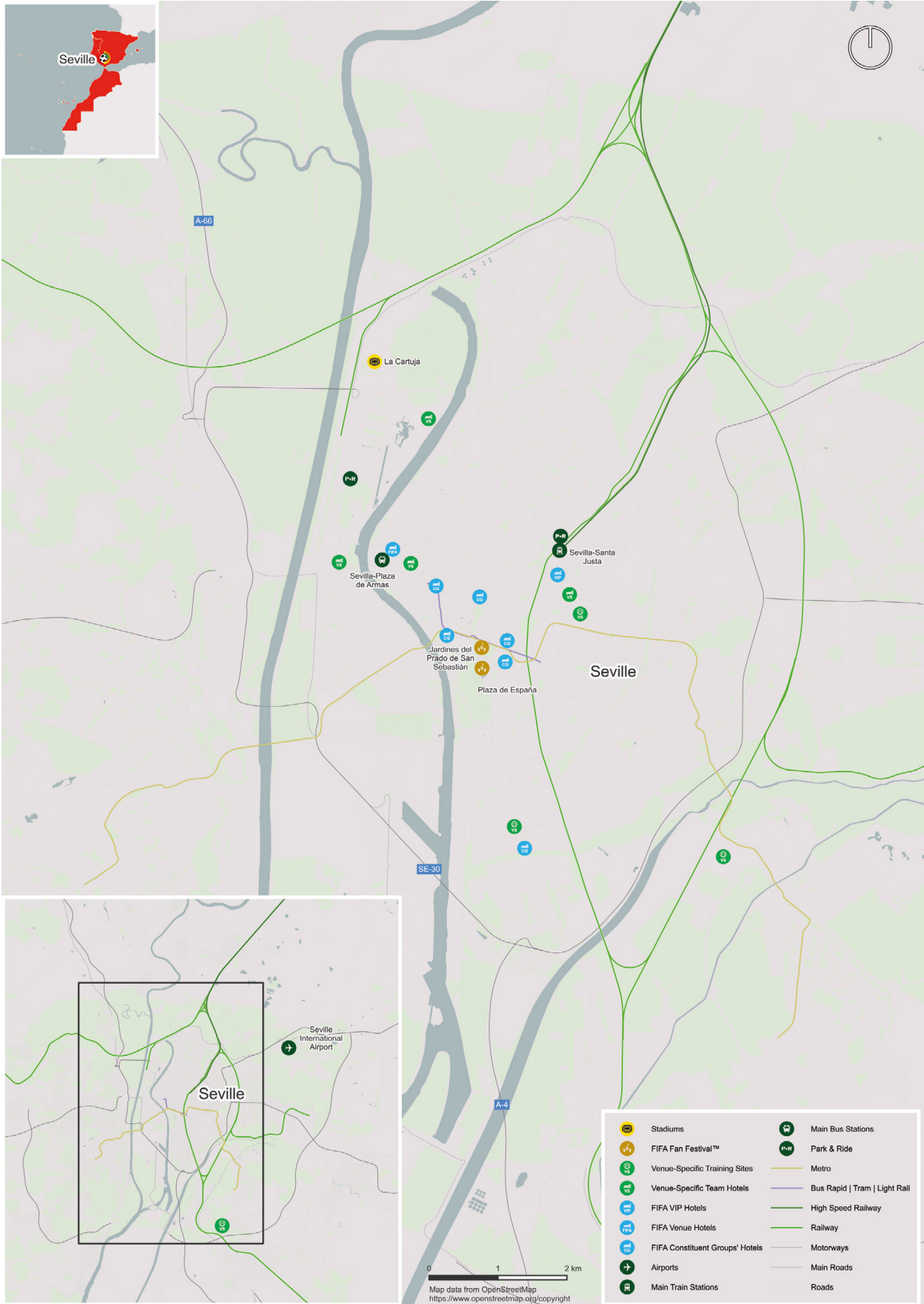
Meeting the demands of tourism growth

With a record annual figure of tourists (3.5 million, up 14% from the previous year) and overnight stays in 2023 (over 6 million), Seville is committed to further enhancing its hotel offerings in the coming years. The city boasts over 25,000 four and five-star hotel rooms and plans to build at least five additional luxury establishments in the near future. The city successfully accommodates visitors at two key events of the year: over 300,000 tourists flock to the city for its Semana Santa (Easter holidays), and more than 400,000 attend its “Feria de abril”.

Constituent groups allocation (Number of existing rooms 3/4/5*, 2024)



	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
FIFA VIP hotel	Only YOU Hotel Sevilla	5	241	5	8.9	18	8.9	14
FIFA Venue hotel	Hotel NH Sevilla Plaza de Armas	4	262	5	3.9	10	11.8	18



11.4. FIFA HQ

The YallaVamos bid is proposing two options for the FIFA Headquarters hotels. One is based in Casablanca, Morocco and the other in Madrid, Spain. Both options offer best in class hotel(s), in well located areas in the centre of the cities and offer all the necessary infrastructure and amenities for FIFA. Our recommendations are taking into account the quality of the hotels, their location as well as the transportation options available at convenient distances from the hotels. Offices will be available in the selected hotels with a large range of additional office space in close proximity that can be reserved based on FIFA's needs.

11.4.1. Cluster in Casablanca

A "cluster" comprising three hotels in Casablanca, in close proximity to one another,

is proposed as a great option for a FIFA HQ. The Sofitel and Hyatt are luxurious 5-star hotels while the Novotel is a great four star option, which will offer FIFA the flexibility to cater to the different needs of the HQ staff. The three hotels are located in the historic district in the heart of Casablanca, known as the Medina, and offer great accessibility to the stadium and the airport through the nearby train station.

11.4.2. Hotel Melia Castilla in Madrid

Located in the heart of Madrid, at the Paseo de la Castellana, the Hotel Melia Castilla embodies the living history of the Spanish capital. At just a short stroll from the Santiago Bernabéu Stadium, this 4 star hotel is close to Puerta del Sol and just 14 km away from the airport.

City	Name	Classif.	Number of guest rooms	Number of meeting rooms	Distance to stadium (km)	Distance to stadium (min)	Distance to airport (km)	Distance to airport (min)
Casablanca	Hyatt Regency	5	255	7	41	35	32	35
	Sofitel Casablanca Tour Blanche	5	171	6	41	35	32	35
	Novotel Casablanca City Center	4	281	4	41	35	32	35
Madrid	Meliá Castilla	4	915	28	10	5	14	13



12. Transport



12. Transport

With a robust transportation infrastructure already in place and a series of investments under way or planned before 2030, Morocco, Portugal and Spain commit to offering seamless, comfortable and optimised travel to, between, and within all the host cities, while ensuring a limited carbon footprint.

Renowned for their leadership in transportation infrastructure, Morocco, Portugal and Spain collectively welcome over 130 million tourists annually through a network of more than 40 international airports. These airports offer direct connections to more than 200 destinations across 90 countries. Their extensive multi-modal transport systems include eco-friendly options between and within all host cities. They feature a dense network of over 20,000 km of railway, including the world's second largest high-speed rail network in Spain, with cross-border rail connections available. Additionally, most of the host cities have mass transit systems such as subways, tramways, or Bus Rapid Transit, alongside soft mobility infrastructure.

As part of the three countries national mobility strategies and urban development planning, numerous major expansions and additions in airports, rail network, motorways, and public transport facilities are under way or already planned across their territories. Several projects such as the 430 km extension of the high-speed train to Marrakech in Morocco or the expansion of Adolfo Suárez Madrid-Barajas airport in Madrid will benefit directly the FIFA World Cup 2030™ organisation and visitors.

With their existing and planned infrastructure, coupled with ample experience in managing

major international events, Morocco, Portugal and Spain are well-equipped to handle the influx of fans for the FIFA World Cup 2030™ while maintaining reliability in all key transportation hubs. Their comprehensive mobility plan encompasses all transportation modes, favouring sustainable options, and is well coordinated across the three countries. Tailored mobility options for each host city and airport will ensure fast, frequent, green and reliable transportation for all participants. Special measures and temporary infrastructure will also be planned and implemented at crucial hubs, to manage peaks as needed.

The three countries will adopt a cohesive approach including an event management committee that oversees governance and ensures the efficient planning and delivery of the designed mobility plan.

12.1. Overview of the national transportation networks

12.1.1. Large airport networks

All of Morocco, Portugal and Spain proposed host cities feature international airports. An EU-Morocco open skies agreement, in force since 2005, ensures homogenous standards and competitive market dynamics.

The host countries feature more than 40 international airports within a compact geographical area, catering to steadily-rising passenger traffic, which reached 370 million passengers in 2023. These airports experience peak traffic during summer holidays, with monthly frequentation increases averaging 30-40%, for example, in Marrakech and Barcelona, compared with other months. The key entry

points – Madrid, Barcelona, Lisbon, Porto, Casablanca, and Marrakech – offer direct connections to more than 200 destinations worldwide, operated by up to 85 airlines, and direct connections to most host cities.

Morocco, Portugal and Spain airports are continuously evolving to adapt to increasing demand and offer the most advanced experience to all passengers. Some of them such as Casablanca Mohammed V and Adolfo Suárez Madrid–Barajas have extension plans with new and modern terminals to accommodate the growing visitors influx. Moreover, several airports are actively working to reduce their carbon emissions and hold accreditation from the Airport Carbon Accreditation (ACA) program.

Inline with the FIFA Airport Agreement, each proposed airport will adapt operations for the tournament in collaboration with FIFA and the event committee. This includes developing a staffing plan aligned with match schedules and traffic, implementing temporary facilities, and updating immigration controls to enhance passenger capacity, and designing dedicated services for constituent groups.

12.1.2. World-leading rail networks

Rail transport has long been a national priority for the host countries and will be at the core of the FIFA World Cup 2030™ mobility strategy, offering a fast, comfortable, and sustainable option to travel between cities.

With over 20,000 km of railway already existing in the three host countries, they feature among the most extensive networks in the world. The 4,000-km Spanish high-speed railway, the longest in Europe and the second-longest in the world, links most Spanish host cities. The Moroccan high-speed railway (Al Boraq), Africa’s first and sole high-speed train, already connects three host cities: Tangier, Rabat, and Casablanca. A 430 km extension to Marrakech,

with new stations at Casablanca and Rabat airports and stadiums, is underway. With rail links also available between Barcelona and the rest of Europe, via France, the host country’s geography and infrastructure will enable extensive international arrivals and departures by train, offering an eco-friendly alternative to air travel.

12.1.3. Ports and ferry connections

Morocco, Portugal and Spain ferry ports provide a great alternative for visitors entering their countries. There are 25 ferry ports in Morocco and Spain, among which five are in host cities – Barcelona, Bilbao, Malaga, Tangier. Since 2001, the Mohammed V Foundation for Solidarity has implemented a yearly “Marhaba Operation” to offer seamless journeys to the increasing number of visitors travelling to Morocco every summer. Hence, travelling between Spain and Morocco via ferry has become an increasingly popular option, with a total of 4.7 million passengers in 2023. Direct connections to road and rail infrastructure are available at each port and facilitate travel to other host cities, with sufficient capacity to accommodate significant increases in passenger volume.

12.1.4. Extensive motorways

Morocco, Portugal and Spain national road networks are renowned for their extensive size, excellent maintenance, and continuing enhancements. Nearly 21,000 km of motorways connect all host cities and major airports: Spain offers the largest motorway network in Europe, while Portugal ranks fourth and Morocco has Africa’s second-largest network. Geographically balanced, their networks facilitate direct travel between Portugal, Spain, and the rest of Europe. Additionally, extensive long-distance bus networks link all major and medium-sized cities.

12.1.5. Mobility within host cities

Sustainable urban mobility is a cornerstone of the nations', regions', and cities' strategies. The majority of the host cities already have robust mass transit systems, facilitating fan transportation to and from event sites. Subways are operational in half of the host cities, while tramways serve 60% of them. Official plans across all cities include modernising or deploying additional public transit lines, as well as enhancing biking and pedestrian infrastructure, to improve commuting ease and sustainability.

12.2. Mobility strategy for the FIFA World Cup 2030™

12.2.1. Central governance

Transportation governance across the three countries is centralised and uniform. Transport ministries and national authorities oversee air, naval, and ground transport, while airports, railways, motorways, and public transit systems are often managed by unique operators, frequently publicly-owned. Furthermore, Morocco, Portugal and Spain have a longstanding history of collaboration to manage the significant volume of travel between their borders.

To streamline coordination for the FIFA World Cup 2030™, a dedicated event management committee will liaise with all transport authorities during the planning and operational phases. This will optimise preparations, facilitate the efficient delivery of key infrastructures and services, and guarantee effective crisis management, if needed.

12.2.2. Dedicated plans for teams and constituent groups

To ensure seamless, efficient, and secure transportation for teams, VIPs, and FIFA constituent groups during the FIFA World Cup 2030™, a dedicated plan has been developed by the YallaVamos Bid.

For air travel, priority access and fast-track services at airports will be implemented, including exclusive check-in, expedited security, and customs processing. Private lounges will enhance comfort, while luxury coaches will transport guests directly to and from aircraft, whenever possible. Coordination with airlines will ensure flexible scheduling and charter flights, even during night times. Police escorts will provide swift and secure transit to hotels, training sites or stadiums upon arrival, optimising itineraries for international arrivals.

For train travel, reserved first-class carriages or entire trains will be chartered, ensuring privacy and comfort with direct routes and high-end amenities like WiFi and catering services. Special arrangements will allow priority boarding and secure platforms at major stations. Dedicated transportation coordinators will manage logistics for timely arrivals and departures, optimising travel between host cities.

Ground transport measures will include a fleet of luxury coaches and high-end vehicles, exclusive transportation routes with dedicated lanes when possible, and real-time traffic management, supported by police escorts and secure checkpoints. Strategically located hotels near stadiums, training facilities, and key transport hubs will minimise travel time, while amenities at these hotels will reduce the need for frequent travel. This strategy will optimise itineraries between key sites such as stadiums, hotels, and training centres.

Sustainability efforts will involve eco-friendly vehicles and carbon offset programs. Coordination with local authorities, staff training, and continuous monitoring will ensure smooth operations. By integrating these measures, the transportation experience for teams, VIPs, and FIFA constituent groups will be secure, efficient, and comfortable throughout the competition.

12.2.3. Mobility for the general public

Partnering with transportation operators, the three countries will enhance and reinforce relevant plane, train, and ferry frequencies before, during, and after matches, alongside increased public transport on match days. Charter flights will be facilitated, and slots planned and coordinated as needed.

Emphasising sustainable and soft mobility within cities, Morocco, Portugal and Spain will leverage existing and future public transport, biking, and pedestrian infrastructure. All public transport will be free to use for ticket holders, as required by Host City Agreements. A dedicated communication will be deployed towards local communities to encourage alternative options or off-peak travel to optimise capacity and minimise disruption to regular traffic.

During the FIFA World Cup 2030™, various innovative operational measures are planned to be deployed in order to ease fan transportation and enhance the overall experience. Multilingual signage, including dynamic digital signs, interactive kiosks, and QR codes linking to guides will ensure clear communication for international visitors. Dedicated digital solutions will provide a seamless and hyper-personalised experience across the whole visitor journey. Pre-arrival, fans could receive

personalised AI-powered travel itineraries, completed with tailored recommendations for must-see tourist sites across host nations. During their stay, visitors could have access to centralised transportation information, real-time updates on traffic, public transport schedules, and event timings, along with GPS navigation, digital ticketing, and augmented reality for navigating transit hubs and venues.

Information and support centres, including pop-up booths and multilingual volunteer ambassadors, will provide in-person assistance. Enhanced connectivity, with free WiFi zones, localised push notifications, and social media updates, will ensure proactive and seamless communication.

Advanced public transportation coordination, such as express shuttles, extended service hours, and dedicated lanes for buses, will help manage event-peak demand. Crowd management systems will be deployed to prevent congestion, utilising smart barriers, real-time heat maps to track crowd density, and queue management apps reducing physical queuing.

Sustainable transportation options are planned to be highly deployed and advertised such as bike-sharing programs, electric vehicle charging stations, and carpooling solutions. The YallaVamos Bid will work closely with FIFA and host cities to offer accessible transportation for all attendees, including those with disabilities, involving adapted vehicles, sign language interpreters, and sensory-friendly routes.

Implementing these measures during the FIFA World Cup™ aims to significantly enhance the fan transportation experience, making it more efficient, inclusive, and enjoyable.



12.3. Airports

12.3.1. Agadir Al-Massira International Airport (AGA)

Located 20 km south-east of the city of Agadir, the Al-Massira International Airport is the principal airport of the Souss-Massa region, welcoming 2.3 million visitors a year. On a national level, the airport ranks third in terms of international destinations offered, with 53 flights to Europe, Asia and Africa. It also offers daily or frequent domestic flights to 8 to 16 other host cities.

In anticipation of an increase in annual passenger traffic to reach 6.3 million by 2030, the airport is slated for a comprehensive renovation project aimed at significantly enhancing its capacity to accommodate more than 56,000 passengers a day. This planned development, scheduled for completion by 2028, encompasses the refurbishment and expansion of the existing terminal to cover a total area of 75,000 m². Additionally, it includes the augmentation of external infrastructure such as 30 parking stands for narrow body aircraft, parking facilities, access lanes, and green spaces, alongside the modernization of terminal amenities.

Agadir Al-Massira International – Airport data

Annual passenger traffic (2023 2030 target)	2.3 million 6.3 million
Hourly passenger capacity at arrival (2023 2030)	850 1950
Runways (2023)	1
Airlines (2023)	24
Domestic destinations (2023)	7
International destinations (2023)	53
Destinations in Portugal	2
Destinations in Spain	5
Distance Travel time to city centre	23 km 30 min
Distance Travel time to stadium	25 km 30 min

12.3.2. Mohammed V International Airport (CMN)

Casablanca Mohammed V Airport holds a significant position as a key gateway between Africa, Europe, Middle East and the Americas. Serving as the main hub for the national airline Royal Air Maroc, Morocco's largest airport offers direct flights to major hubs worldwide and 11 host cities of the FIFA World Cup 2030™.

Operating 24/7, Mohammed V Airport features two terminals with a combined annual traffic of 9.6 million passengers, with two runways, and 70 parking stands. The general aviation terminal is operated by leading international fixed-based operators like Jetex and Swissport. Anticipating 23.3 million annual passenger

traffic by 2030, development plans include the construction of a third runway, additional terminal facilities, and 130 new parking stands. During the FIFA World Cup 2030™, terminal T3, presently used for seasonal traffic, will also be repurposed to reinforce capacity.

Mohammed V Airport is connected to the city via a rapid train, with plans to increase frequency from one train per hour to every 15 minutes. Furthermore, extensive connectivity enhancements are slated for 2030, in collaboration with the national train operator: a new high-speed train station will be built, providing direct links to Grand Stade Hassan II (in 20 minutes) and three other host cities (Tangier, Rabat, and Marrakech).

Mohammed V International – Airport data	
Annual passenger traffic (2023 2030 target)	9.6 million 23.3 million
Hourly passenger capacity at arrival (2023 2030)	3,400 9,700
Runways (2023)	2
Airlines (2023)	29
Domestic destinations (2023)	14
International destinations (2023)	90
Destinations in Portugal	2
Destinations in Spain	8
Distance Travel time to city centre (2030 target)	30 km 25 min
Distance Travel time to stadium (2030 target)	59 km 20 min

12.3.3. Fès-Saïss International Airport (FEZ)

Located 11 kilometres south of Fez's city centre, Fès-Saïss International Airport caters to the host city of Fez, offering direct connections to 38 cities worldwide, including 7 host cities. Noteworthy is the airport's architectural design: the expansive windows enveloping the main structure evoke moucharabiehs with oriel windows and carved lattice screens, subtly blending elements of the Moroccan Kingdom's traditional architecture with contemporary art motifs.

Fès-Saïss airport is composed of two passenger terminals with a total traffic of 1.7 million passengers in 2023. Terminal T1, partially used for domestic traffic, will be leveraged during the FIFA World Cup 2030™ to enable spatial segregation and accommodate different constituent groups or supporter flows effectively. A development plan has been drawn up to provide a total capacity of 55 parking stands for narrow body (Code C) aircraft. Fès-Saïss airport will also be equipped with a business aviation terminal by the end of 2024.

Visitors arriving at the airport can access the city centre via an airport bus shuttle service or taxis.

Fès-Saïss International – Airport data

Annual passenger traffic (2023 2030 target)	1.7 million 2.5 million
Hourly passenger capacity at arrival (2023 2030)	700 1650
Runways (2023)	1
Airlines (2023)	8
Domestic destinations (2023)	3
International destinations (2023)	35
Destinations in Portugal	-
Destinations in Spain	7
Distance Travel time to city centre	16 km 25 min
Distance Travel time to stadium	14 km 20 min

12.3.4. Marrakech Menara Airport (RAK)

The second busiest airport in Morocco with more than 7 million passengers each year, Marrakech Menara Airport is located in the south-west of Marrakech, and offers a variety of domestic and international destinations, particularly in Europe, including 12 host cities. Operational 24/7, it features 33 commercial parking stands, 10 parkings for light aircrafts and 17 boarding gates.

To accommodate a predicted 14 million passengers by 2030, ambitious plans are under way to improve and double the area of the

passenger terminal, from 72,000 m² to 142,000 m², offering daily passenger capacity of more than 100,000 passengers by the end of 2028. In addition, the aircraft parking area will be extended to accommodate up to 110 narrow body (Code C) positions. A total of 2,000 spaces will also be added to the car parking lot.

Conveniently close to the city centre and the main train station, the airport is connected to the city centre via buses departing every 20 minutes. Marrakech's city centre and main train station are just a 15-minute drive from the airport.

Marrakech Menara – Airport data	
Annual passenger traffic (2023 2030 target)	7.0 million 14.2 million
Hourly passenger capacity at arrival (2023 2030)	1,900 4,150
Runways (2023)	1
Airlines (2023)	46
Domestic destinations (2023)	7
International destinations (2023)	85
Destinations in Portugal	2
Destinations in Spain	15
Distance Travel time to city centre	7 km 15 min
Distance Travel time to stadium	16 km 30 min

12.3.5. Rabat-Salé Airport (RBA)

Positioned approximately eight kilometres north-east of Rabat, the Rabat-Salé Airport serves as a hub for the capital city. It offers direct connections to 26 domestic and international destinations, including five host cities.

With a traffic of 1.2 million passengers in 2023, the airport has embarked on a substantial expansion programme. Construction of a new terminal designed to accommodate 5 million passengers annually is under way, effectively tripling the total capacity. In addition, a new aircraft parking area will be created with 61 additional commercial parking stands, on top of the

existing 14. Plans also include the construction of a new general aviation terminal to significantly improve VIP services, and the establishment of a two-level parking facility capable of accommodating 1,300 vehicles.

At present, the airport is accessible via bus routes connecting it to the city centre area. By 2030, it will boast a new high-speed train station, integrating it into the existing high-speed rail network. This enhancement will provide convenient access to matches played in Rabat, Casablanca, and Tangier, further solidifying the airport's role in the competition transportation strategy.

Rabat-Salé – Airport data

Annual passenger traffic (2023 2030 target)	1.2 million 2.8 million
Hourly passenger capacity at arrival (2023 2030)	750 2,150
Runways (2023)	1
Airlines (2023)	9
Domestic destinations (2023)	1
International destinations (2023)	21
Destinations in Portugal	-
Destinations in Spain	4
Distance Travel time to city centre	12 km 20 min
Distance Travel time to stadium (2030 target)	22 km 30 min

12.3.6. Tangier Ibn Battouta International Airport (TNG)

Located 12 km south of Tangier's city centre, the Tangier Ibn Battouta Airport serves as a key link between the northern region of Morocco and 42 direct destinations within the country and worldwide, including 10 host cities.

In 2023, Terminal 1 underwent a comprehensive refurbishment programme, expanding the arrivals area and increasing annual passenger capacity to 2 million a year. Furthermore, with passenger traffic anticipated to surge by more

than 100% by 2030, new development initiatives are planned in future years. Additionally, a new general aviation terminal should be operational by 2024, while a new Terminal 3 will be operational by the end of 2028, increasing daily capacity further to 63,300 passengers.

Plans also include the development of 63 parking stands, the building of a new control tower and the construction of a 1,400-space parking lot. Upon arrival at the airport, passengers will have convenient access to Tangier's city centre and stadium via bus transportation services.

Tangier Ibn Battouta International – Airport data	
Annual passenger traffic (2023 2030 target)	1.9 million 4.2 million
Hourly passenger capacity at arrival (2023 2030)	700 2,200
Runways (2023)	1
Airlines (2023)	14
Domestic destinations (2023)	4
International destinations (2023)	34
Destinations in Portugal	1
Destinations in Spain	8
Distance Travel time to city centre	13 km 20 min
Distance Travel time to stadium	6 km 10 min

12.3.7 Humberto Delgado International Airport

Humberto Delgado Airport is the primary international gateway to Portugal, an important European hub for travel to Africa, the main European hub for Brazil, and the largest European Star Alliance hub for South America.

The centre of operations for Portugal’s flag carrier, TAP Air Portugal, Humberto Delgado Airport, the largest in the country, offers direct flights to major international hubs and 11 host cities. It features two terminals and two runways, with combined annual passenger traffic of 34 million people.

To accommodate the expected traffic growth and the demands of the FIFA World Cup

2030™, Humberto Delgado Airport will increase its capacity in the coming years via an air traffic control system upgrade, allowing up to 45 movements per hour, compared to the current 30 movements.

The airport is connected to the city centre and both host stadiums by metro and by several bus routes. Lisbon’s main train station, with connections to all parts of the country and international destinations, is just 10 minutes away by metro.

Furthermore, the two main Portuguese highways, A1 and A2, running north and south from Lisbon and across Portugal, are directly accessible from the airport, easily connecting travellers to cities like Porto, Seville and Tangier.

Humberto Delgado International Airport – Airport data	
Annual passenger traffic (2023 2030 target)	33.6 million N/A
Hourly passenger capacity at arrival (2023 2030)	3500 N/A
Runways (2023)	2
Airlines (2023)	57
Domestic destinations (2023)	6
International destinations (2023)	123
Destinations in Morocco	4
Destinations in Spain	13
Distance Travel time to city centre (2030 target)	7.5 km 15 min
Distance Travel time to stadium (2030 target)	5 km 8 min – (SLB) 7.2 km 10 min – (SCP)

12.3.8 Francisco Sá Carneiro International Airport

Francisco Sá Carneiro Airport, Portugal’s second busiest after Humberto Delgado Airport, is located 11 km north-west of the city centre. Half an hour’s flight from Lisbon, it’s a base for TAP Air Portugal, offering direct flights to various international destinations, mostly in Europe, and to 11 FIFA World Cup 2030™ host cities.

In 2023, Francisco Sá Carneiro Airport handled a record 15 million passengers, marking a 20% increase compared with 2022, one of the highest growth rates in Europe. To respond to growing demand, and thus potentially enhancing its capacity for the FIFA World Cup 2030™,

a study is being conducted to expand the terminal and increase airport capacity, which would allow it to reach an annual capacity of 40 million passengers.

The airport is connected to the city centre and the host stadium by metro and several bus routes, while several special shuttle buses provide access to other metropolitan area cities.

With quick access to the main Portuguese highway, A1, passengers can connect to any part of the northern region of Portugal, the country beyond and the co-host Spanish city of Galicia Region, which can be reached via a dedicated long-distance bus service.

Francisco Sá Carneiro International Airport – Airport data	
Annual passenger traffic (2023 2030 target)	15.2 million N/A
Hourly passenger capacity at arrival (2023 2030)	1500 N/A
Runways (2023)	1
Airlines (2023)	30
Domestic destinations (2023)	5
International destinations (2023)	116
Destinations in Morocco	4
Destinations in Spain	14
Distance Travel time to city centre	18.2 km 26 min
Distance Travel time to stadium	16.9 km 20 min

12.3.9. A Coruña Airport (LCG)

A Coruña Airport is located in the municipality of Culleredo, approximately eight kilometres from the city centre. The airport ended 2023 having handled 1,252,022 passengers, a 29.9% increase over the previous year. Flight numbers rose to a total of 15,405 operations, 7.2% up on 2022.

In 2023 most flights were domestic, with six direct flights – 4 to FIFA World Cup 2030™ host cities. However, the airport operates international flights to strategic European cities such as London, Milan and Geneva. Despite domestic operations being much greater than international ones (1,143,132 journeys compared

to 108,080), the latter grew by 91.3% in 2023 compared with the previous year, consolidating the airport’s trend towards connecting with the wider world.

Significant work is planned or already underway to adapt A Coruña Airport to future air traffic demands in line with sustainable goals. These include new LED lighting and a new intermediate platform for aircraft turning, which will also save time and fuel, while reducing noise and emissions.

The public transport option to reach the centre of A Coruña is bus line 4051/A4, taking about 20 minutes.

A Coruña Airport – Airport data	
Annual passenger traffic (2023 2030 target)	1.2 million N/A
Hourly passenger capacity at arrival (2023 2030)	737 N/A
Runways (2023)	1
Airlines (2023)	7
Domestic destinations (2023)	6
International destinations (2023)	3
Destinations in Morocco	-
Destinations in Portugal	-
Distance Travel time to city centre	13.9 km 20 min
Distance Travel time to stadium	13.5 km 14 min

12.3.10. Josep Tarradellas Barcelona-El Prat Airport (BCN)

Barcelona-El Prat Airport, Spain’s second-largest, handled 52.7 million passengers in 2019, making it the sixth busiest in Europe, with international traffic accounting for 73% of the total. The airport has grown steadily in recent years, with passenger numbers multiplying by five between 1995 and 2019, one of the highest average growth rates among Europe’s leading airports.

In 2024, the airport handled 90 operations an hour, compared with 40 operations an hour the previous year. Like Madrid-Barajas Airport, Barcelona-El Prat will play a strategic role at

the FIFA World Cup 2030™, providing direct flights to 14 out of the 17 host cities.

With the aim of consolidating the airport as a model in the Mediterranean and southern Europe, a master plan was launched in 2009 to modernise and expand the airport’s capacity. The most significant project was Terminal T1’s construction, located between runways. T1, of significant architectural value, serves as a major logistical operations and services centre.

The average estimated time of travel between Barcelona Airport and the city centre is 35 to 40 minutes. Public transport options to the city include the metro (L9 South line), commuter train (Renfe R2 Nord, Terminal 2), and bus (46 by TMB).

Josep Tarradellas Barcelona-El Prat Airport – Airport data	
Annual passenger traffic (2023 2030 target)	49.9 million N/A
Hourly passenger capacity at arrival (2023 2030)	6,278 N/A
Runways (2023)	3
Airlines (2023)	83
Domestic destinations (2023)	28
International destinations (2023)	171
Destinations in Morocco	4
Destinations in Portugal	4
Distance Travel time to city centre	14.4 km 28 min
Distance Travel time to stadium	12.6 km, 17 min to Camp Nou 8.7 km, 11 min to RCDE Stadium

12.3.11. Bilbao Airport (BIO)

Situated 12 km from the city centre, Bilbao Airport is one of the most visible symbols of the rejuvenation and newfound vitality of Bilbao. In recent years, the airport has adeptly managed sustained growth in traffic: a 23.5% rise in passenger numbers and a 14.5% increase in operations in 2023, compared with 2022. Flights are primarily domestic, but international traffic increased by 40% in 2023, compared with 2022. The airport now provides a robust network of connecting flights to major hub airports across the continent and to key tourist and business destinations. Direct flights are available to 9 FIFA World Cup 2030™ host cities.

With more than 50 destinations now offered, the airport has renovated its commercial infrastructure. In addition, the passport control area has been expanded, enabling Schengen Space and EU passengers to use a new automatic system to read their identity documents.

With up to 21,000 passengers passing through the airport in a 10-hour period, it has proven its ability to efficiently manage high passenger numbers during peak times.

The A3247 bus line operated by Bizkaibus offers a convenient and affordable public transport option to the city, with a journey time of approximately 25 minutes.

Bilbao Airport – Airport data	
Annual passenger traffic (2023 2030 target)	6.3 million N/A
Hourly passenger capacity at arrival (2023 2030)	1,500 N/A
Runways (2023)	1
Airlines (2023)	29
Domestic destinations (2023)	21
International destinations (2023)	38
Destinations in Morocco	2
Destinations in Portugal	5
Distance Travel time to city centre	21 km 22 min
Distance Travel time to stadium	14.2 km 20 min

12.3.12. Gran Canaria Airport (LPA)

Located on the island’s east coast, Gran Canaria Airport serves as the gateway for 4.5 million tourists who visit the island every year. The airport is situated 25 km from one of the main tourist centres of the Canary Islands (the southern area of Gran Canaria) and 18 kilometres from the island’s capital, Las Palmas.

Thanks to its ideal weather, Gran Canaria Airport boasts excellent operating conditions and remains open 24 hours a day, every day

of the year. This ensures that airlines can conduct their operations without disruption, making the airport a key connection point between the FIFA World Cup 2030™ host cities (it offers direct flights to 14 of them).

Airlines operating from the airport handled over 9.8 million scheduled seats during the 2024 summer season, 11.6% more than in 2023.

Gran Canaria Airport is linked to Las Palmas via bus lines 60, 91, and 5.

Gran Canaria Airport – Airport data	
Annual passenger traffic (2023 2030 target)	14.0 million N/A
Hourly passenger capacity at arrival (2023 2030)	7,200 N/A
Runways (2023)	2
Airlines (2023)	54
Domestic destinations (2023)	105
International destinations (2023)	46
Destinations in Morocco	4
Destinations in Portugal	2
Distance Travel time to city centre	18 km 20 min
Distance Travel time to stadium	19 km 20 min

12.3.13. Adolfo Suárez Madrid – Barajas Airport (MAD)

Spain’s largest airport handled 62.7 million passengers and 643,535 tons of cargo in 2023, making it the fifth busiest in Europe and a major hub for South American destinations. With four terminals, and a fifth for cargo planned in the coming years, the airport is subject to continuous redevelopment, such as the expansion of Terminals T4 and T4S.

These projects are part of a strategy to ramp up Madrid-Barajas Airport’s capacity to 80 million passengers, consolidating its role as an economic driver for the country and the region. The anticipated outcome of these developments will be a substantial increase in contribution to the Community of Madrid’s GDP,

projected to rise from 9.3% to 12%, according to the Ministry of Transport.

International traffic, which has developed steadily in recent years, accounts for 73% of Madrid-Barajas Airport’s total traffic. The airport will play a strategic role during the FIFA World Cup 2030™, providing direct flights to 15 out of the 17 host cities..

Madrid Airport offers various public transportation options, including bus, metro and train, to the city centre An airport express bus, line 203, also handles transfers between Madrid Airport and Atocha Train Station. Yellow express buses marked “Airport Express Aeropuerto” run 24/7.

The metro line to the city is line 8, and trains depart from T4 Terminal (C1, C10).

Adolfo Suárez Madrid – Barajas Airport – Airport data

Annual passenger traffic (2023 2030 target)	60.2 million 80 million
Hourly passenger capacity at arrival (2023 2030)	20,000 N/A
Runways (2023)	4
Airlines (2023)	79
Domestic destinations (2023)	109
International destinations (2023)	101
Destinations in Morocco	4
Destinations in Portugal	4
Distance Travel time to city centre	18.6 km 30 min
Distance Travel time to stadium	14.8 km 24 min to Bernabéu 7.5 km 11 min to Metropolitano

12.3.14. Malaga-Costa del Sol Airport (AGP)

Malaga-Costa del Sol Airport, situated eight kilometres from the city centre, offers excellent connectivity to the entire Costa del Sol region. One of Spain’s oldest airports, the country’s first airline was established there in 1919. The airport maintains regular traffic with cities such as Barcelona, Madrid-Barajas, and Palma de Mallorca, and offers direct flights to 13 FIFA World Cup 2030™ host cities.

Despite having only one terminal, the airport offers flights to 151 destinations and has 50

boarding gates. Therefore, to provide optimal service, the airport is open 24 hours a day.

Its proficiency in efficiently handling a large passenger volume during peak periods is proven: in 2023, it processed around 40,000 passengers in a 10-hour period. In 2023, over 22 million passengers passed through the airport.

The city centre is accessible via bus or train (operating every 20 minutes). The suburban Cercanias line 1 train service operates from the train station, which is situated opposite the arrivals area exit at Terminal 3.

Malaga-Costa del Sol Airport – Airport data	
Annual passenger traffic (2023 2030 target)	22.3 million 30 million
Hourly passenger capacity at arrival (2023 2030)	6,600 N/A
Runways (2023)	2
Airlines (2023)	55
Domestic destinations (2023)	21
International destinations (2023)	130
Destinations in Morocco	7
Destinations in Portugal	2
Distance Travel time to city centre	8 km 11 min
Distance Travel time to stadium	12 km 20 min

12.3.15. San Sebastian Airport (EAS)

San Sebastian Airport is located in the locality of Hondarribia, 22 km north-east of the city of San Sebastian, in the district of Bidasoa, on the estuary of the River Bidasoa.

This airport is operational 15 hours a day and has seven aircraft parking stands, five gates and accommodates four airlines.

The airport primarily serves domestic travellers, although it offers two international connections, to London and Edinburgh. Direct flights are available to five FIFA World Cup 2030™ host cities.

San Sebastian Airport ended 2023 having handled 482,662 passengers, a 25.8% increase compared with 2022, the best numbers in its history. This figure comprised 475,133 domestic passengers, a 25.5% increase, and 5,946 international passengers, up 64.5%.

The most convenient public transport option to reach the city from the airport is by bus. Operated by Ekialdebus company, line E21 buses offer direct routes between Fuenterrabia and San Sebastian. Travelling along the motorway, the bus makes nine stops and reaches the city centre in approximately 30 minutes.

San Sebastian Airport – Airport data	
Annual passenger traffic (2023 2030 target)	486,000 N/A
Hourly passenger capacity at arrival (2023 2030)	300 N/A
Runways (2023)	1
Airlines (2023)	5
Domestic destinations (2023)	7
International destinations (2023)	2
Destinations in Morocco	-
Destinations in Portugal	-
Distance Travel time to city centre	20.8 km 27 min
Distance Travel time to stadium	20 km 25 min

12.3.16. Saragossa Airport (ZAZ)

Saragossa Airport, situated south-west of the city, is located just 10 km from the city centre. The airport underwent extensive modernization for Expo 2008, including the construction of a new passenger terminal, expansion of the aircraft parking apron, and development of new exterior car parks and roads.

Since then, the airport has experienced steady growth, boasting five freight terminals with a sixth currently under construction and nearing completion. In 2020, the apron underwent further enlargement to accommodate large aircraft like the B747-800, while the terminal

building was reorganised to enhance passenger service quality. Saragossa Airport offers direct flights to 3 other FIFA World Cup 2030™ host cities.

In 2026, a new landing strip measuring 3.7 km in length (one of the longest in Spain) is due to be opened. This will accommodate larger aeroplanes, which is expected to result in a growth in the number of flights and passengers.

A bus service, line 505, operates between the airport and the city centre, with journey times typically ranging between 20 and 30 minutes.

Saragossa Airport – Airport data	
Annual passenger traffic (2023 2030 target)	685,690 N/A
Hourly passenger capacity at arrival (2023 2030)	975 N/A
Runways (2023)	2
Airlines (2023)	6
Domestic destinations (2023)	7
International destinations (2023)	11
Destinations in Morocco	2
Destinations in Portugal	1
Distance Travel time to city centre	12.7 km 24 min
Distance Travel time to stadium	12,2 km 17 min

12.3.17. Seville Airport (SVQ)

Located ten kilometres north-west of the regional capital, Seville’s airport underwent its largest expansion in 1992 in anticipation of the World’s Fair. This expansion included extending the aircraft parking apron, constructing a new terminal, building a new access road from the National N-IV road, and erecting a new control tower to the south of the runway.

The airport was one of Spain’s first to establish air connections with sister FIFA World Cup 2030™ host country Morocco, with the first plane landing in Seville from that country as early as 1914.

In 2023, Seville’s airport offered direct flights to 10 other FIFA World Cup 2030™ host cities. With one runway and 19 gates, of which five are international and 14 serve fellow Schengen area countries, it offers over 2,000 parking slots.

In 2023, the airport was able to process over 32,000 passengers in a 10-hour period, proving its ability to adapt to peak passenger flows. In that same year, airport traffic grew by 19% to over 8 million passengers.

Seville Airport is easily accessible by shuttle bus, with the journey to the city centre taking approximately 30 minutes.

Seville Airport – Airport data	
Annual passenger traffic (2023 2030 target)	8.1 million
Hourly passenger capacity at arrival (2023 2030)	3,500 N/A
Runways (2023)	1
Airlines (2023)	21
Domestic destinations (2023)	33
International destinations (2023)	62
Destinations in Morocco	5
Destinations in Portugal	2
Distance Travel time to city centre	9.4 km 19 min
Distance Travel time to stadium	12.3 km 19 min

12.4. Mobility within host cities



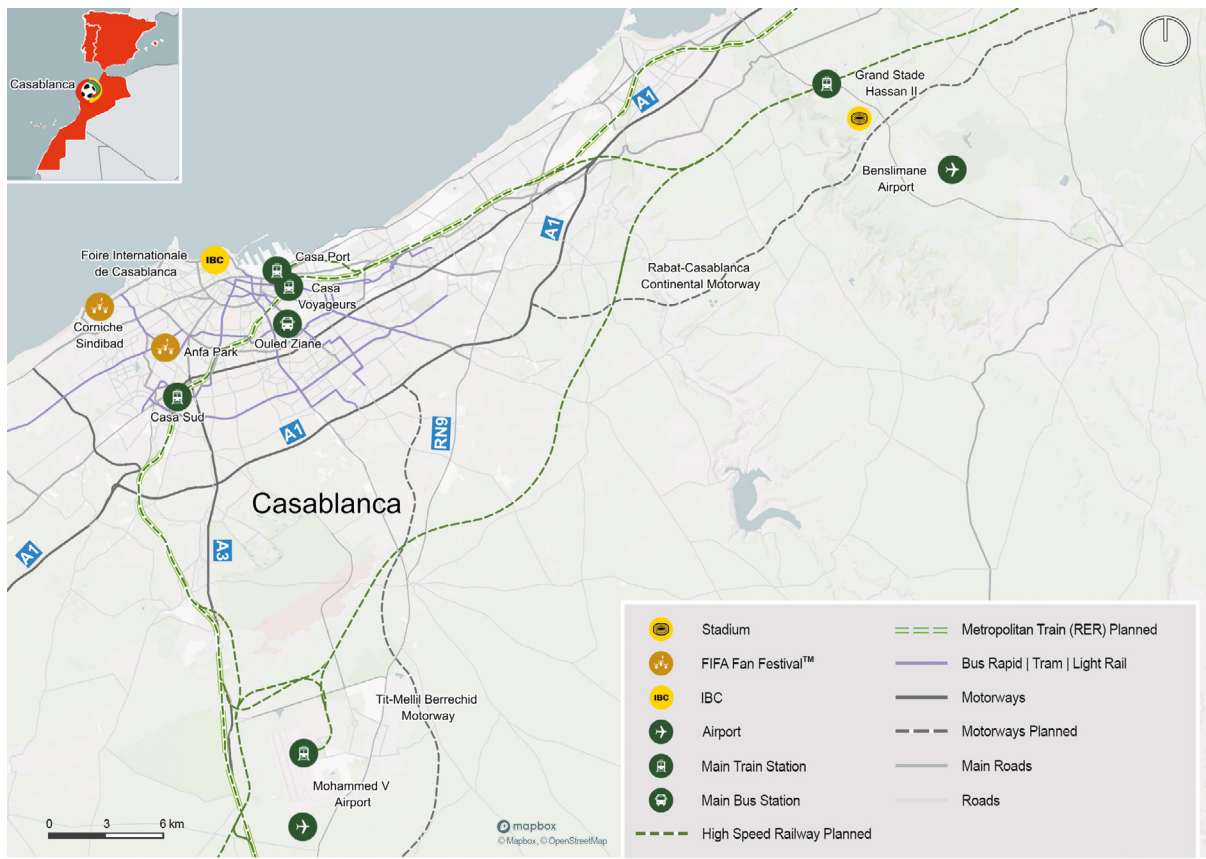
12.4.1. Agadir

Agadir is accessible by road via the A7 motorway from Marrakech, a journey of 2 and a half hours, and the RN1 from Essaouira in 3 hours. Its airport, situated to the south-east of the city, provides direct connections to other Moroccan host cities, with flight frequencies set to increase during the competition.

The city's public transport system, currently comprising 200 buses, expected to exceed 250 by 2030, will be augmented by a Bus Rapid Transit (BRT) line by 2025, offering a frequency of one bus every five minutes.

Plans also include strengthening the ground link to Taghazout, a city located north-east of Agadir and renowned for its diversified offering of hotels. This will involve widening road N1 and building a new road to connect Agadir's north-east bypass road to the Taghazout bypass road by 2027.

Access to the stadium on match days will be reinforced by bus shuttles serving the city, the airport, and the Taghazout area and the city of Marrakech for convenient travel to the stadium.



12.4.2. Casablanca

As the economic centre of Morocco, Casablanca is a major transportation hub, providing efficient links to all other Moroccan host cities within a five-hour drive. Its robust public transit system, comprising four tramways, two Bus Rapid Transits, 59 bus lines ensures seamless urban mobility and will be improved with 3 new regional express train (RER) lines by 2030.

Situated on the city's outskirts, the Grand Stade Hassan II will enjoy excellent connectivity with Casablanca and Rabat through various

transportation routes. In addition to the existing A1 motorway and N1 expressway, the forthcoming Continental Motorway will offer a new alternative. A new train station, located one kilometre from the Grand Stade Hassan II, will cater to match-day crowds with two metropolitan train lines from Casablanca and Rabat, and one new high-speed rail extension that will offer a 20 min connection to Casablanca's airport by 2028. Together, these projects will be able to accommodate more than 40,000 passengers per hour. Complimentary shuttle services from Casablanca and Rabat will further enhance accessibility.

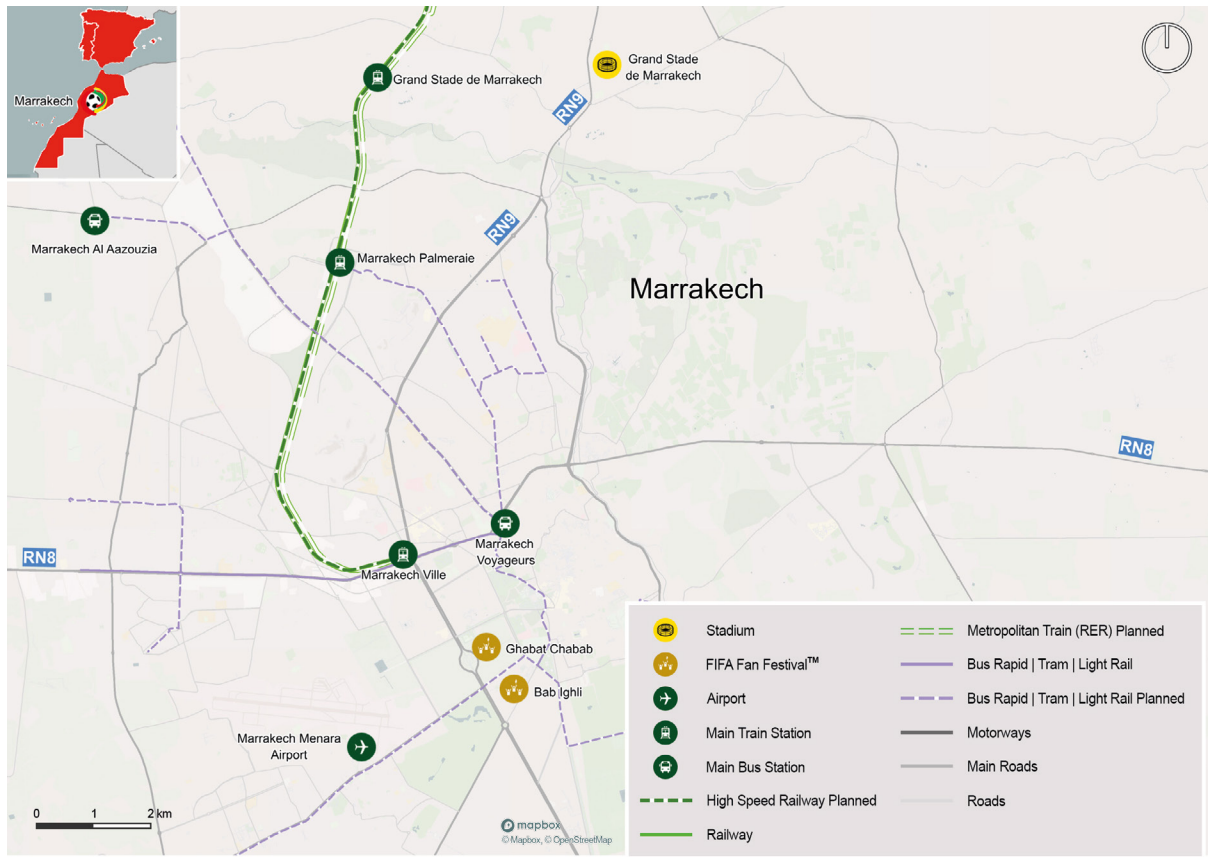


12.4.3. Fez

Fez is easily accessible via its airport, by train from Rabat and Tangier, and via the A2 motorway leading to Rabat. Future plans entail upgrading the railway infrastructure by 2030, aiming to boost speeds to 200 kph and reduce travel times from Rabat from three to two hours. In addition, the city has a network of 51 public buses, which will be complemented by a BRT line by 2030.

The stadium, positioned between the airport and the city centre, is at the junction of the south ring road and road N4, a major artery of Fez. A BRT line and biking lanes on the N4 will connect the stadium to the train station, expanding public transit capacity and promoting sustainable transportation options.

On match days, the public transport offer will be reinforced, notably the bus line and BRT line serving the stadium. Train frequencies and service hours to neighbouring Meknes, will also be reinforced to enable same-day travel.



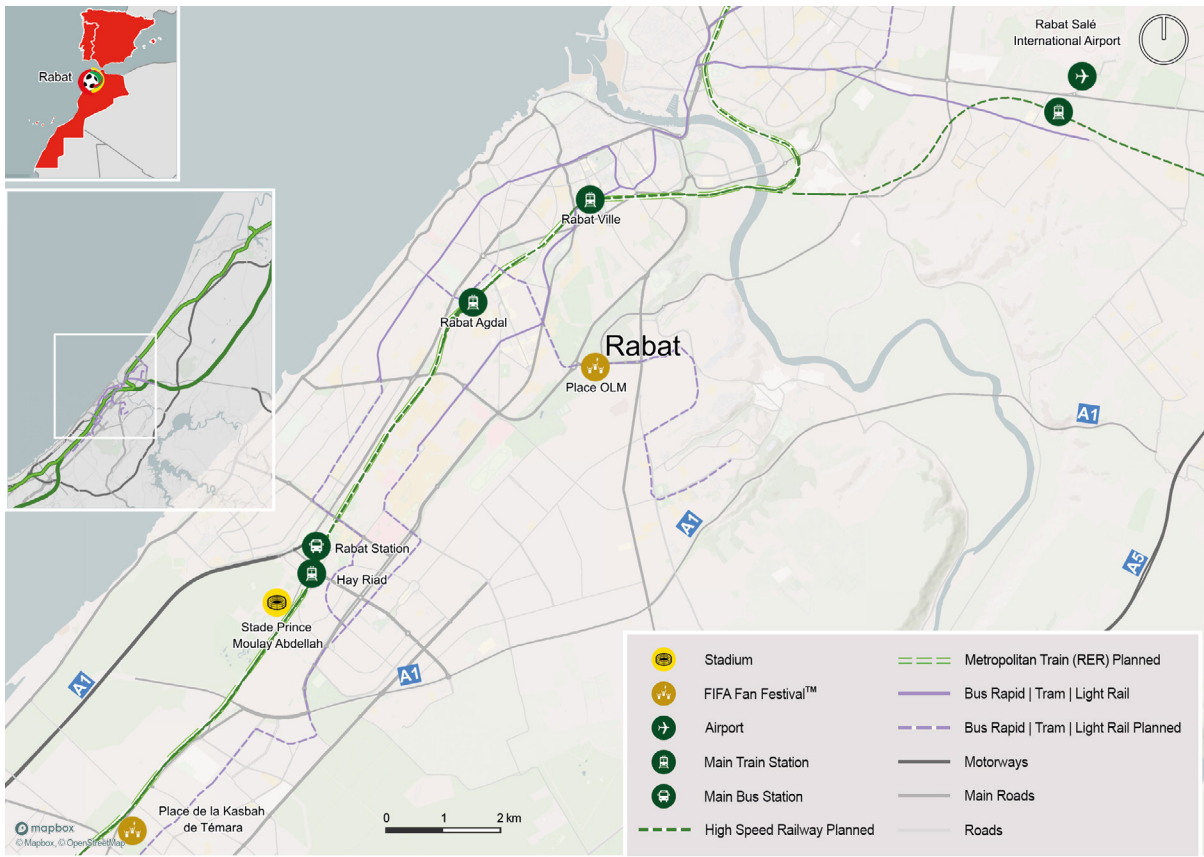
12.4.4. Marrakech

Marrakech is linked in two and half hours to both Agadir via the A7 motorway and to Casablanca via the A3 motorway. The railway network between Marrakech and Casablanca is undergoing upgrades with the construction of a new high-speed line, enabling one-hour journeys from Casablanca and three-hour journeys from Tangier by 2030.

Intra-city public transit primarily relies on a BRT line and 45 bus lines, including 5 electric ones. By 2027, this network will be strengthened by

four new Bus Rapid Transit (BRT) lines, greatly enhancing local mobility.

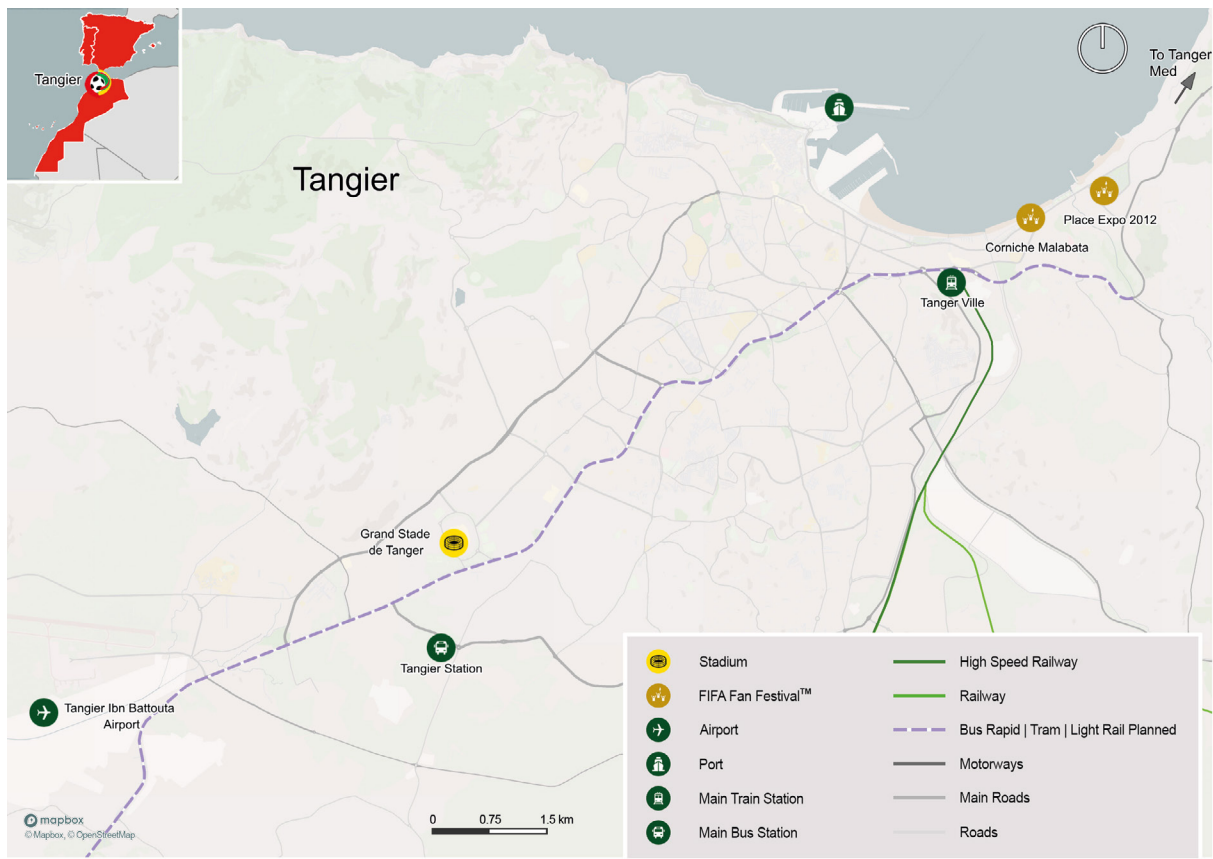
The Grand Stade de Marrakech, located in the north of the city, is accessible via the N9 expressway, linking the city centre to the A3 motorway, and the P2118 road. On match days, access to the stadium will be facilitated by a dedicated train station, conveniently located about 3 km from the stadium and served by high-speed and regional express trains (RER) directly from Marrakech main train station, Casablanca and Tangier.



12.4.5. Rabat

Rabat benefits from a central position at the heart of Morocco's motorway and railway systems. In addition to the existing high-speed connection to Casablanca and Tangier, the city will also have a high-speed connection to Marrakech and a high performance connection toward Fez. These extensions will ensure that these destinations can be reached within an hour and half and 2 hours respectively. The city is also well-served by an expanding public transit network, currently comprising 2 tramway lines. By 2030, this network is projected to expand to also include 3 Bus Rapid Transit lines and 44 public bus lines.

On match days, various modes of transport will be available, maximising the use of existing and forthcoming mass transit systems. The stadium, situated south-west of the city, is easily accessible via the A1 motorway originating from Casablanca. Furthermore, it will be linked to a forthcoming train station accommodating conventional, regional express (RER), and high-speed trains, facilitating same-day travel not only from Rabat's city centre but also from other Moroccan cities. Additionally, Rabat's main bus terminal, a BRT stop, and several regular bus stops are located within one kilometre from the stadium



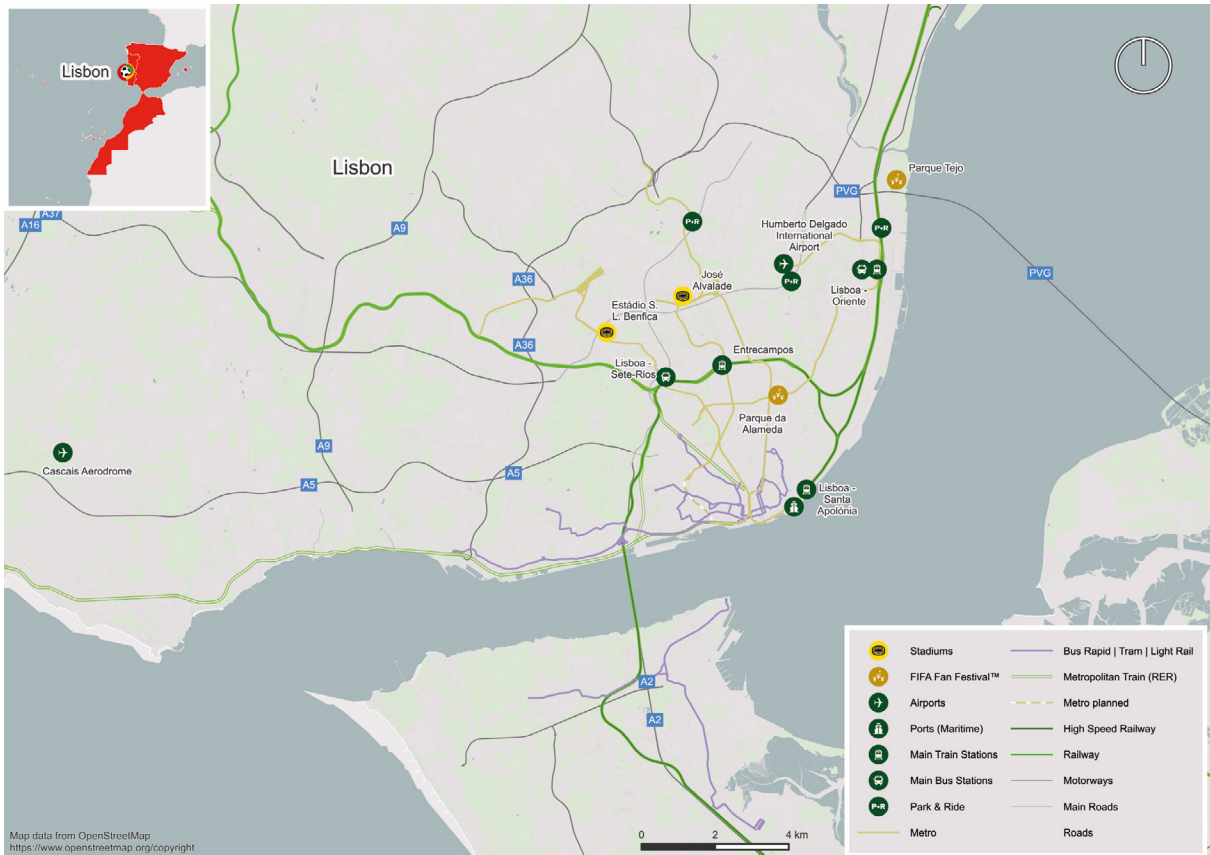
12.4.6. Tangier

Tangier, strategically positioned at the junction of Morocco, Portugal, and Spain, offers exceptional accessibility through air, ferry, high-speed train and motorway connections. In addition to the airport, Tangier benefits from two ferry ports, Tanger Ville and Tanger Med. They both offer multiple travel options to Spanish and several European cities and are directly connected to the stadium and main train station. The high-speed train links Tangier to Rabat and Casablanca in respectively one hour and twenty minutes and two hours and ten minutes,

and plans are underway for a link to Marrakech in less than three hours.

The city's public transport system, currently structured around an extensive bus network, will be improved by 2027 with a Bus Rapid Transit line and biking lanes on the N1 route connecting the city centre to the stadium.

The stadium, conveniently situated between the airport and the city centre, is bordered by the major roads N1 and Boulevard Moulay Rachid and is directly served by more than 10 bus lines.



12.4.7. Lisbon

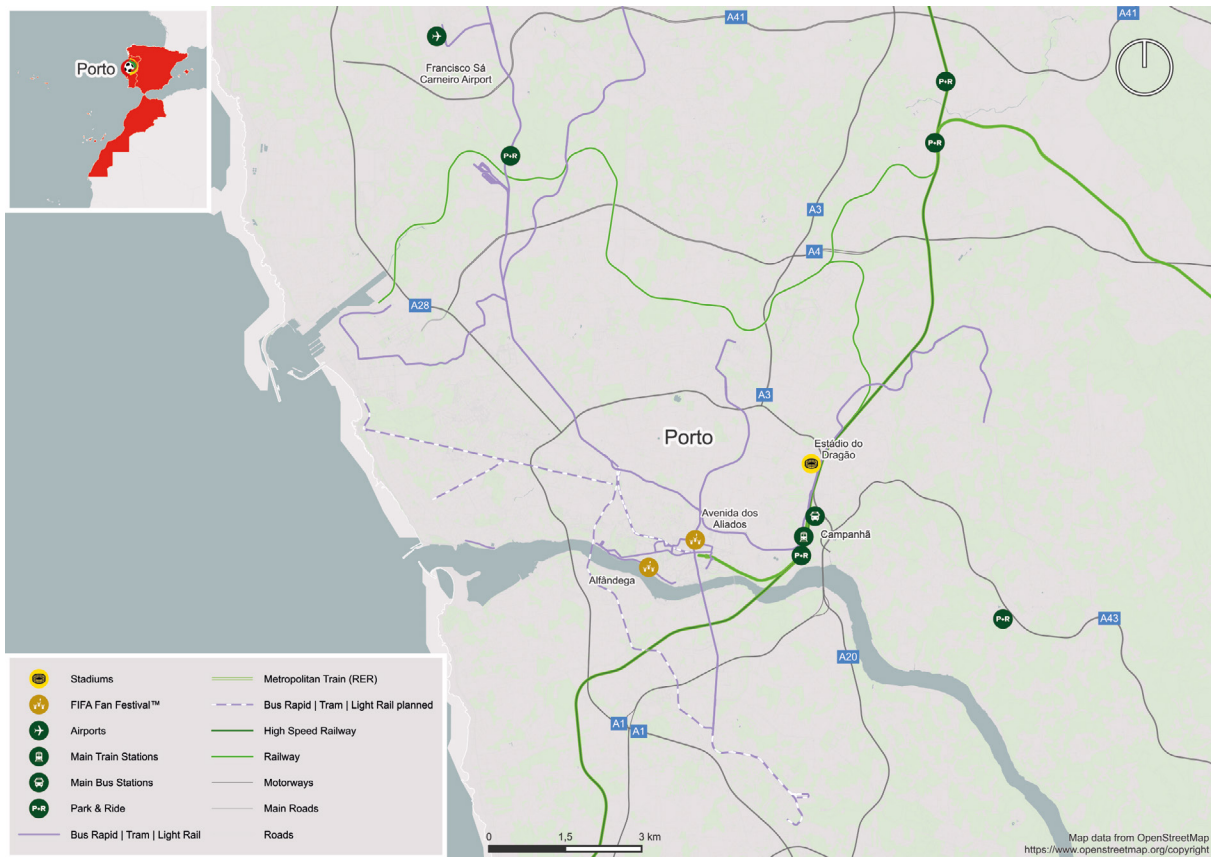
The economic centre of Portugal, Lisbon serves as the nation's primary airport, railway and motorway hub, offering streamlined connections to Porto in under three hours, and to the furthest point of the country in less than five and a half hours.

Lisbon's comprehensive internal public transit network comprises buses, metro, tramways, urban trains, boats, taxi services and, as part of the Vision for Mobility MOVE Lisbon 2030 project, a continuous cycling network.

Estádio do Sport Lisboa e Benfica lies 30 minutes from the city centre by bus (lines 726, 729, 765, 767, 786, 750, and 799), 20 minutes by metro via two blue line stations, and 15 minutes by train.

Estádio José Alvalade lies 30 minutes from the city centre by bus (lines 2754, 736, 750, 767, 2706, 2716, 2717, 2718, 44B, 778, 2765, 2776), 20 minutes by the green or yellow metro lines, and about 60 minutes by train.

Building on its experience of managing UEFA Champions League Final match-day crowds, public transport in Lisbon can be reinforced with special bus lines connecting the city centre to the stadium and an increased number of metro carriages. For fans of the FIFA World Cup 2030™, noise restrictions on night flights could also be lifted. These strategies will be put in place by a coordination centre linking the municipality, the stadiums, the airport, and the authorities responsible for all infrastructure and traffic management.



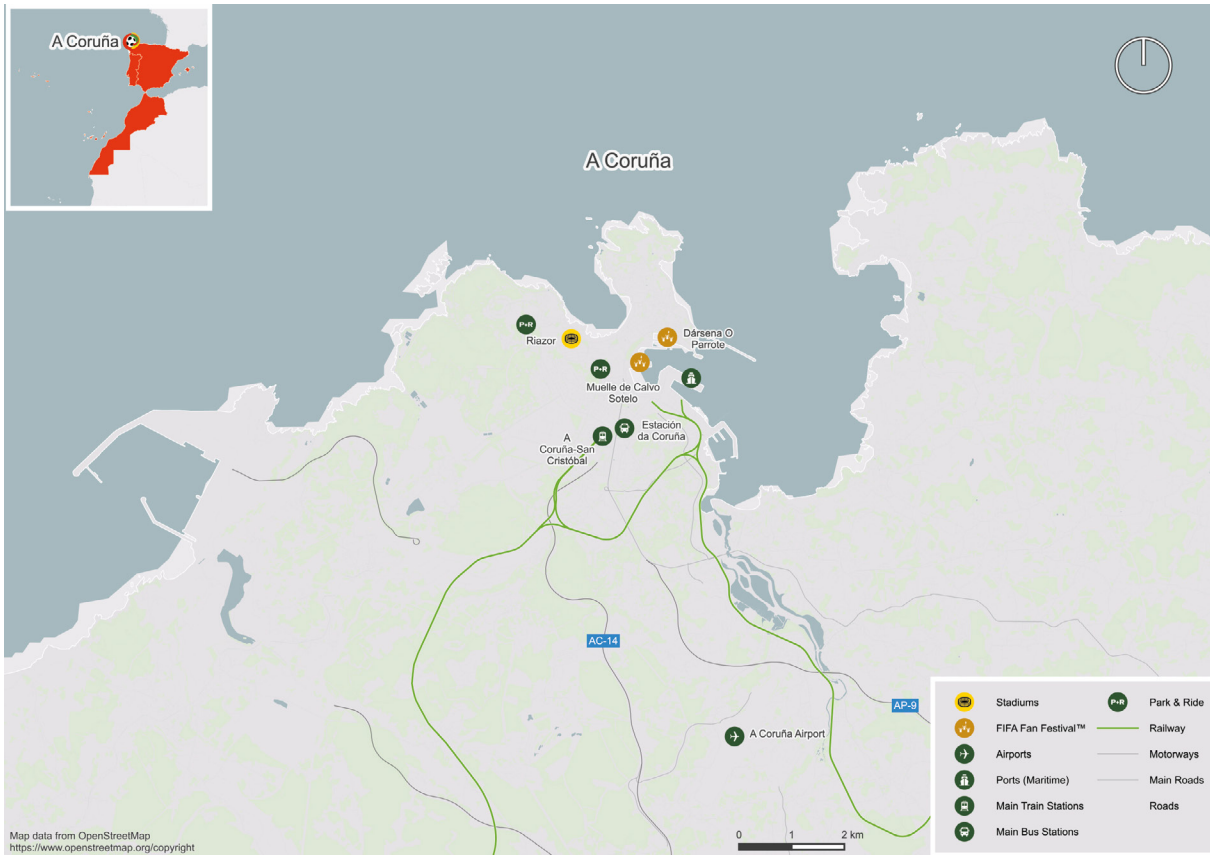
12.4.8. Porto

The centre of a dynamic industrial region, Porto has the second largest airport, railway, and motorway system in Portugal, connecting the city to Lisbon in around three hours by car, bus or train, and to the furthest point in Portugal in less than five and a half hours.

Porto's public transit network comprises buses, metro, tramways, urban trains and taxi services. These offer seamless urban mobility and are central to Porto's goal of reaching carbon neutrality by 2030, primarily through the expansion of the metro and electrification of the bus fleet.

Estádio do Dragão lies 14 minutes from the city centre by bus (lines 401, 801, 8023, 514, 7009, 8013, 8020, 404, 402, and 806), 10 minutes by metro lines A, B, E, and F, and five minutes by train via Campanhã station.

To manage peak movement on game days, following the example set when the city hosted the UEFA Nations League, Porto's metro will increase the number of vehicles in circulation, while the bus service adds stops near the stadium and in the city centre, and restrictions on night flights transporting fans to and from the competition could be lifted. These measures would be implemented by a central command involving the municipality, the stadiums, the airport, and the authorities responsible for infrastructure and traffic.



12.4.9. A Coruña

A Coruña has its own airport, Alvedro Airport, located 15 minutes from the city centre. The city also offers long-distance, high-speed options, including the AVE train to Madrid, as well as medium-distance services.

The city's stadium, Estadio Riazor, is situated at the western end of A Coruña's main beach, Playa de Riazor, and can be reached on foot in just 20 minutes from the central square, Plaza de Maria Pita. Alternatively, buses 3 and 7 connect the stadium with A Coruña's historic city centre.

This transportation service, being one of the most widely used within the city, is also one of the most flexible and adaptable when it comes to large events. For example, for sporting events featuring the local team, Depor, special shuttle bus schedules are implemented.

Additionally, during concerts by well-known artists like Luis Fonsi or Texas at the famous María Pita festivities in August, a time when hotel occupancy exceeds 90% in the city, the service accommodates a major influx of people attending performances (nearly 240,000 in 2022).



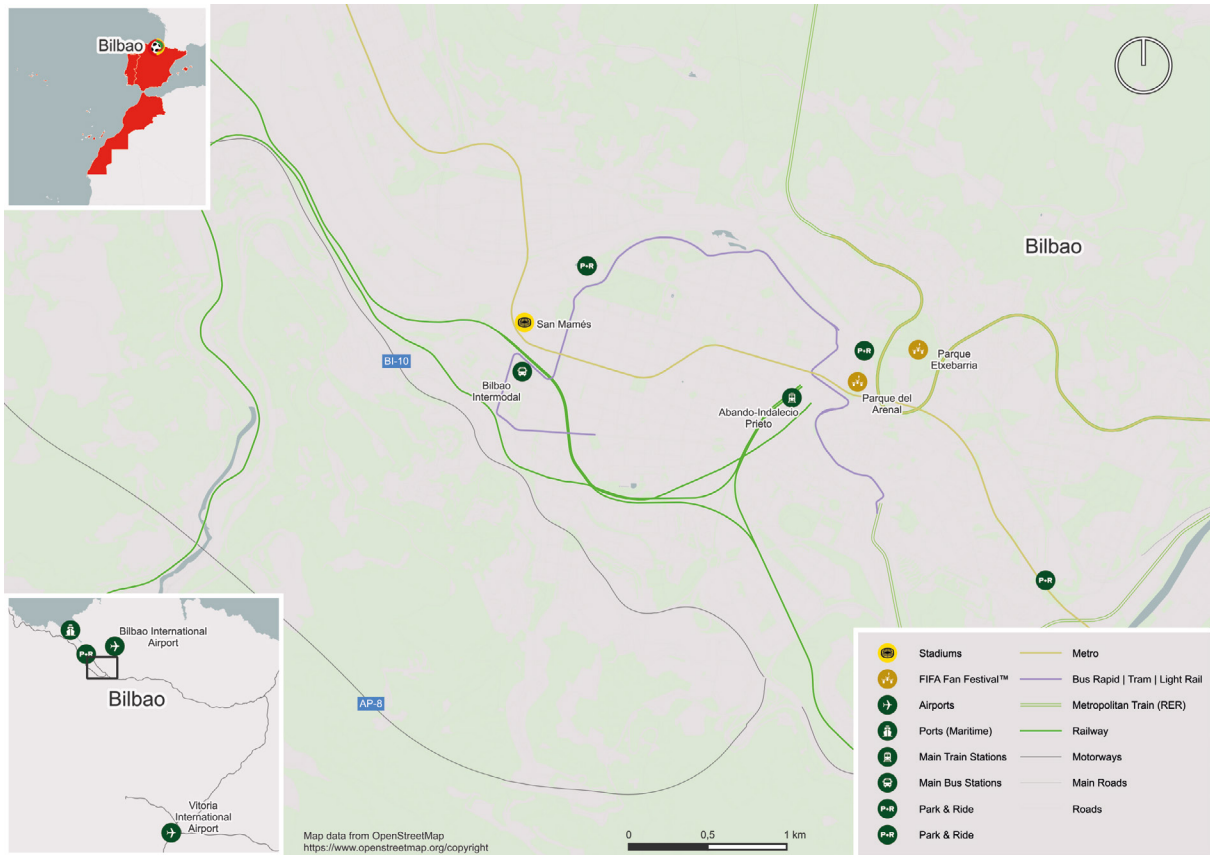
12.4.10. Barcelona

Barcelona offers multiple public transportation options, including a metro network, trams, a funicular, municipal bicycles, and inter regional trains. The Camp Nou stadium is directly accessible from the city centre and airport by most of these options, but the metro is the highly recommended choice (lines 3 and 5).

Meanwhile, Espanyol's Stage Front stadium is located 20 minutes from the centre of Barcelona and less than 15 minutes from Barcelona Josep Tarradellas El Prat airport. Like Camp Nou, RCDE Stadium is well served

by public transport, including metro, tramway and train.

The city of Barcelona is another major city with a great capacity for adapting its transportation system to large events. For example, throughout 2023, specific measures were implemented in relation to nearly 150 events that were scheduled at the Anilla Olímpica sports facilities, attended by almost 1.5 million people. To facilitate access and reduce congestion and emissions, the city took specific measures such as reinforcing bus lines, implementing shuttle buses to and from key venues, and extending the operating hours of escalators until the events concluded.

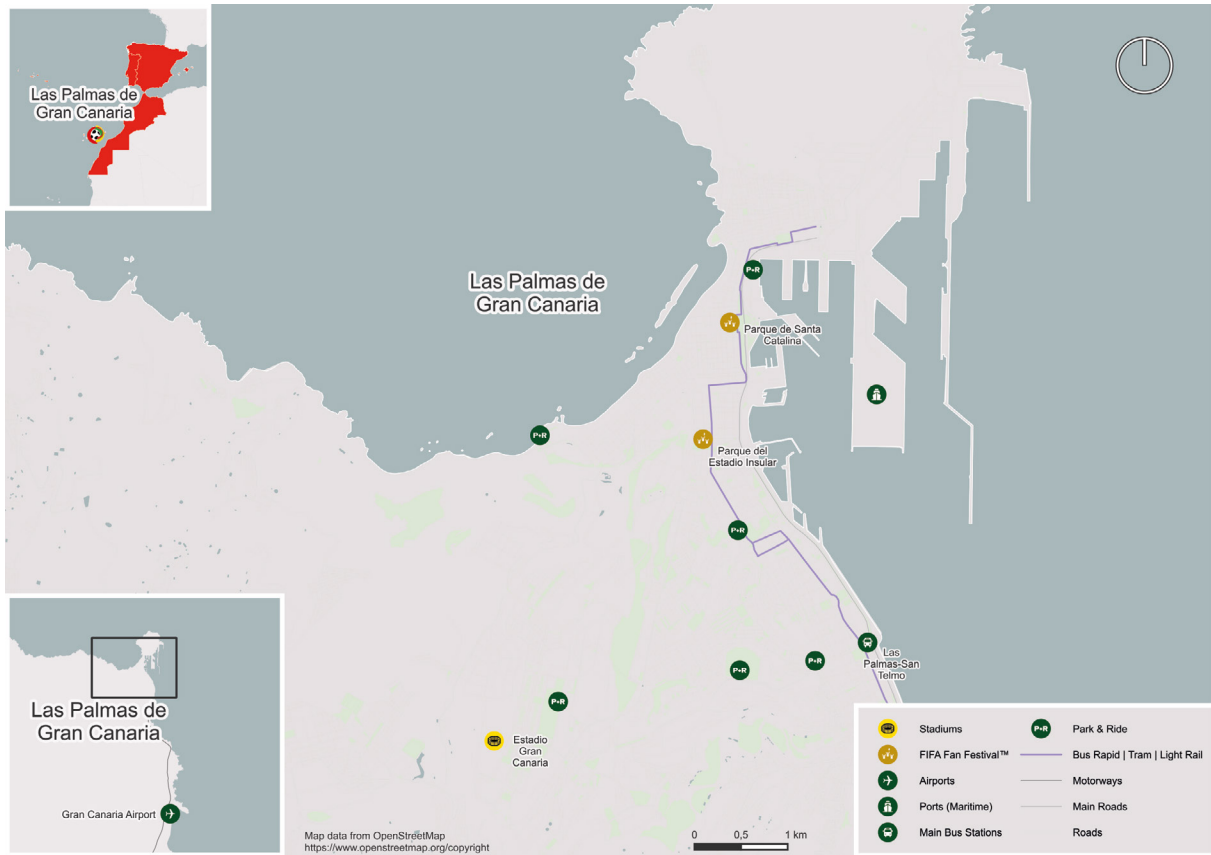


12.4.11. Bilbao

Bilbao boasts an extensive public transportation network, including a metro system, buses, tramways, RENFE commuter trains, and medium- to long-distance trains and buses. Situated at one of the city's main entrance and exit points, the Estadio San Mamés offers excellent connections to any point in the city via various transportation alternatives. The metro is probably the quickest, but the stadium can also be reached on foot in just half an hour from the city centre. The tramway also stops

at the San Mamés stadium, a trip of only 12 minutes from the city centre.

Every summer, Bilbao hosts one of Spain's most iconic music festivals, Bilbao BBK Live, which in 2023 attracted around 120,000 spectators over three days. During the festival, specific transportation measures are implemented, including restricting vehicle traffic within the festival perimeter, offering special metro schedules, and providing free shuttle bus services to ensure smooth operations at local, national, and even international levels.



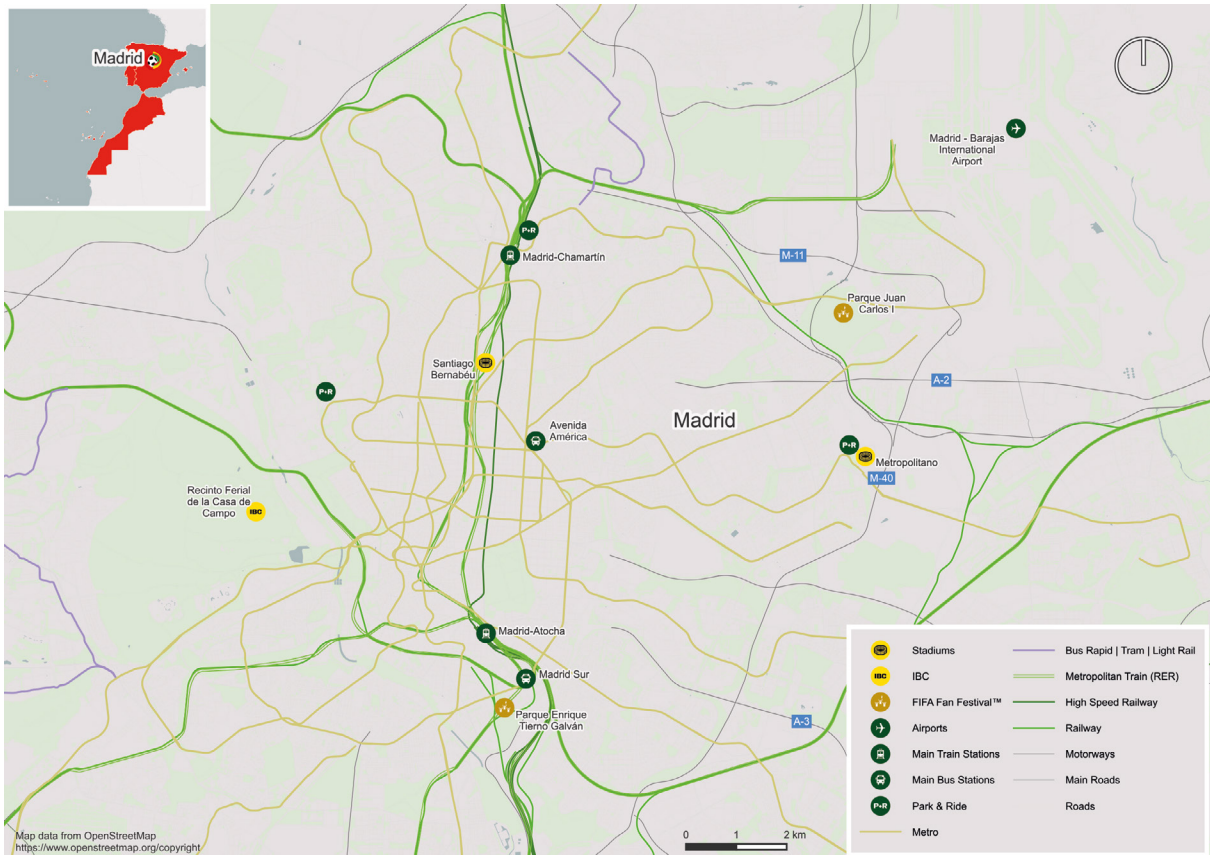
12.4.12. Las Palmas

Gran Canaria, the third largest island in the Canary archipelago, experiences the highest air traffic of all the Canary Islands, handled by Gran Canaria Airport, the sixth busiest airport in Spain in terms of passenger volume. The airport has direct connections with 14 other host cities of the FIFA World Cup 2030™.

The island's stadium, the Estadio de Gran Canaria, is located at its capital, Las Palmas, approximately five kilometres from Las Canteras Beach and Santa Catalina Park, a

key area of the city. The stadium is connected by multiple public transport routes to the city and the rest of the island's municipalities, especially the airport.

Events like the Granca Live Fest celebrated at the stadium in 2023, which attracted 60,000 people, are an example of the successful implementation of special transport measures. The festival triggered a special sustainable mobility plan that included 25 buses to transport audiences to various points in the city once the performances concluded.



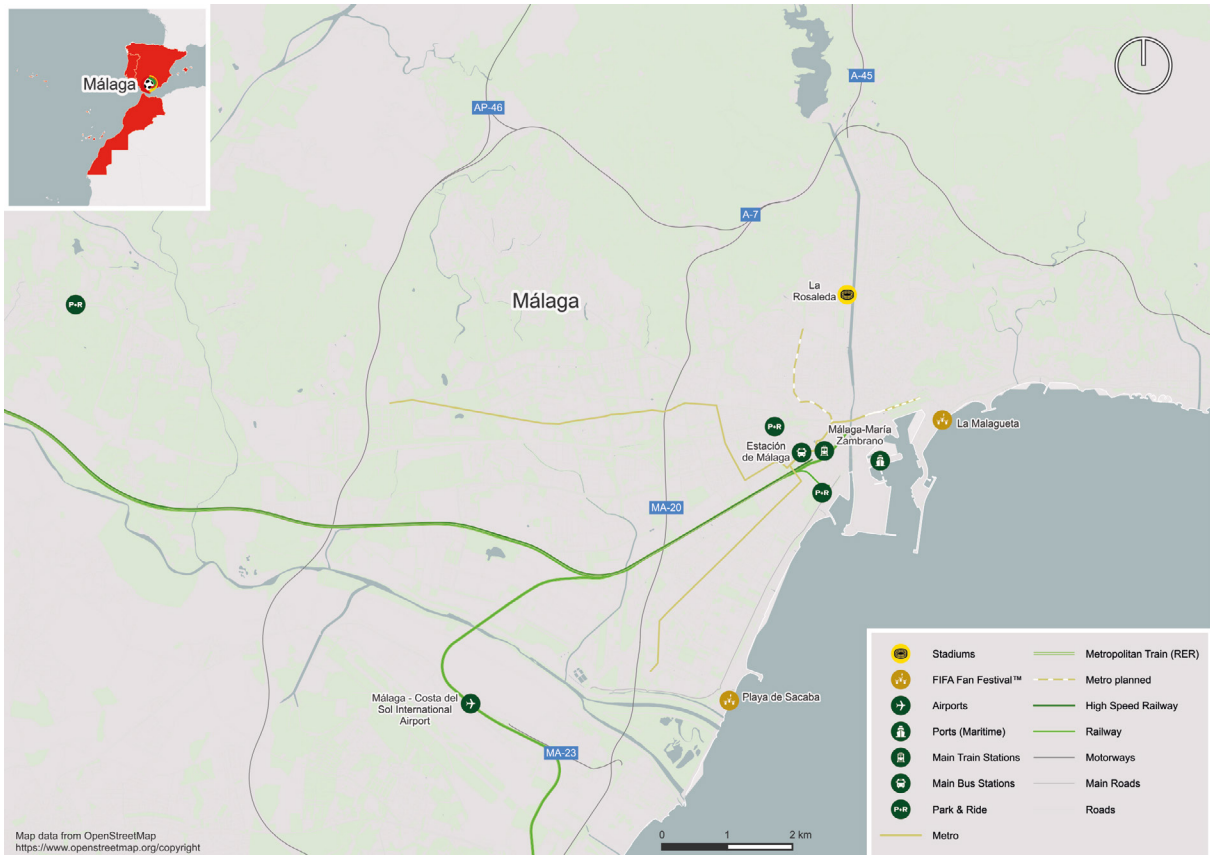
12.4.13. Madrid

The capital of Spain and the main hub of its transportation network, Madrid is seamlessly connected by air and road to the entire country. The city boasts its own comprehensive transportation system, including the metro, urban and intercity buses, commuter trains, and sustainable modes such as bicycles and electric scooters.

Its two stadiums, the Santiago Bernabéu and Estadio Metropolitano are easily reachable from Madrid's centre and the airport. The Bernabéu, in central Madrid, has its own metro stop, linking it to the airport in 35 minutes, via lines 8 and

6, with a planned new direct line reducing this figure to 15 minutes. The city can be accessed via buses. The Estadio Metropolitano, closer to the airport, is best accessed by metro line 7.

Madrid has clearly demonstrated its ability to adapt its transportation network to large-scale sporting events held in the city. Among other exclusive measures, major events trigger extended operating hours for certain metro lines, including line 8, which connects the airport with the city centre. Road entrances and exits near the stadium are also modified, while vehicle restrictions within a perimeter around the stadium are imposed, on match days.

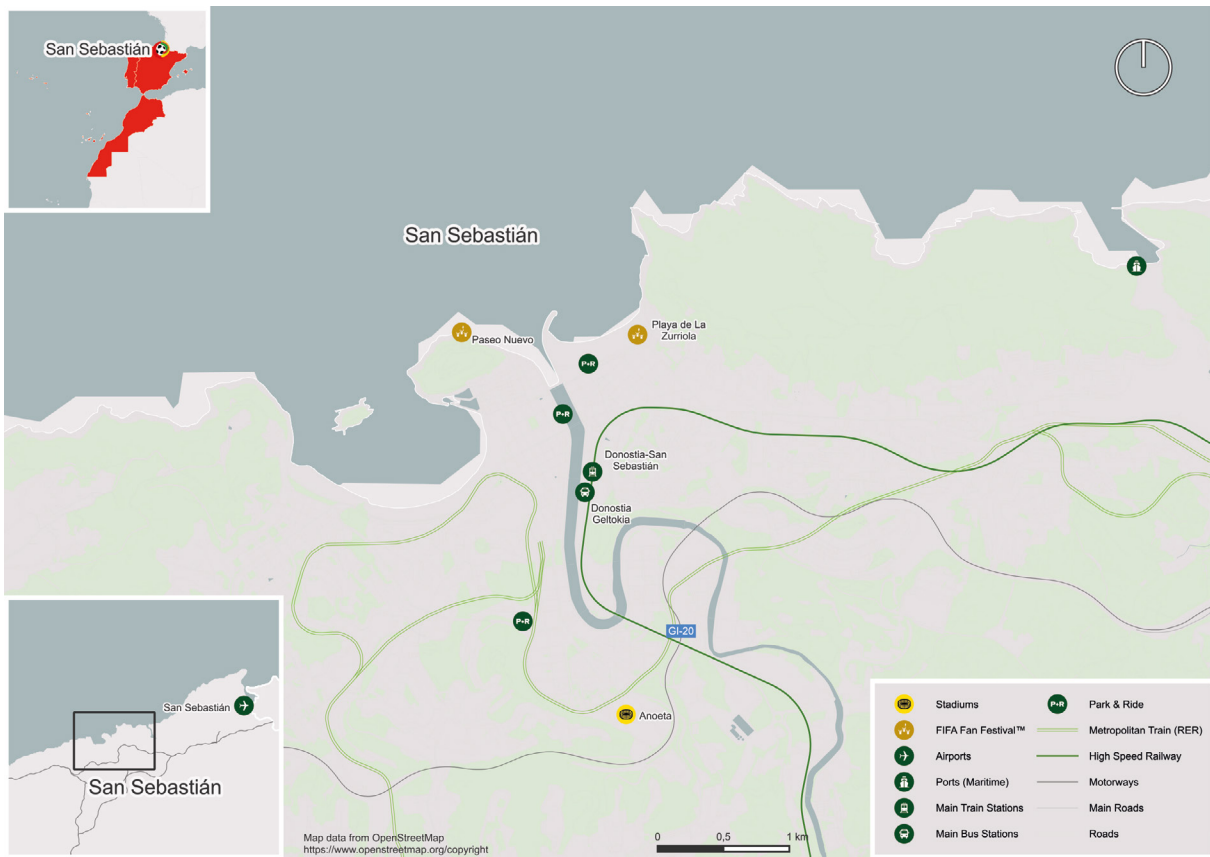


12.4.14. Malaga

As a popular tourist destination, Malaga offers excellent transportation connections, with its airport ranking fifth in Spain for passenger traffic, handling over 20 million passengers in 2023. Malaga offers a variety of transportation options to other Spanish cities, as well as to international destinations. Meanwhile, just two hour's drive from the city at the port of Tarifa, car ferries are available to transport fans to Tangier, one of Morocco's FIFA World Cup 2030™ host cities, a journey of only about an hour.

Public transport options include buses, taxis and metro, all connecting with the city's La Rosaleda stadium. Located in the north of Malaga, less than two kilometres from the Cathedral, the stadium can be reached on foot in 25 minutes, by bus lines 15, 17, or 18 and by bike, thanks to a bicycle-sharing system.

Additionally, in 2023, the city approved a Sustainable Mobility Plan aimed at enhancing peak tourism-related mobility alternatives. This includes strengthening public transportation with the arrival of cruise ships at the city's port and establishing bike and electric scooter rental points at key tourist attractions.



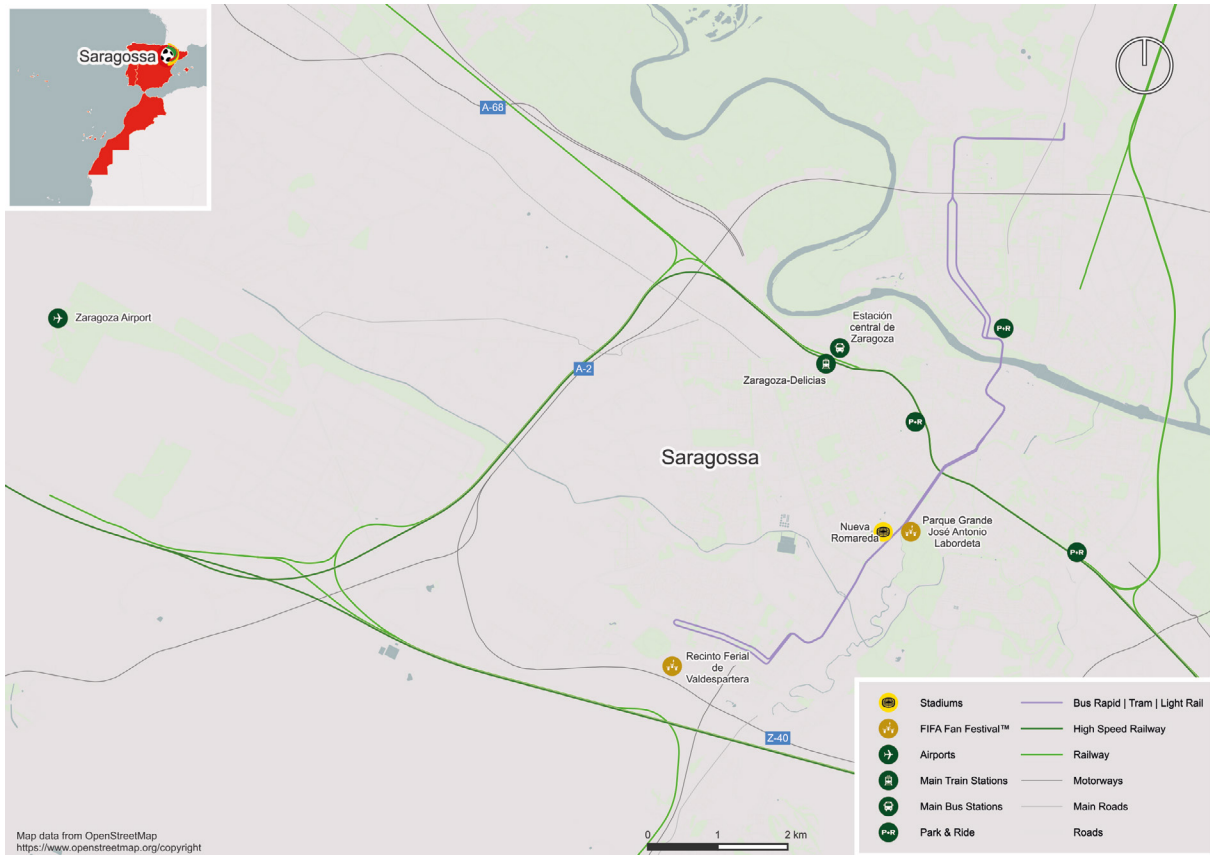
12.4.15. San Sebastian

Situated on the northern coast of Spain, San Sebastian occupies a strategic location with excellent infrastructure. Its airport, located 20 km from the city centre, offers connections to major Spanish cities. In addition to air travel, the city is excellently connected to the rest of Spain by a vast network of long- and medium-distance trains.

Within the city, the bus is the most commonly-used form of public transport, although the city also has two metro lines, known locally as mole. Estadio Anoeta is situated just two kilometres from the city's iconic La Concha Beach,

making for a pleasant stroll for those who prefer to go on foot. The stadium is also accessible by bus, including line 21 from the old town's Boulevard 9 stop.

The city hosts one of the country's best attended events each year, its renowned Film Festival, which in 2023 attracted nearly 160,000 visitors. This event consistently demonstrates its commitment to sustainability by implementing measures that also affect transportation. These include increasing the fleet of electric or hybrid vehicles, promoting the use of bicycles and shared vehicles, and prioritising the use of renewable energy and sustainable aviation fuel (SAF) for transporting guests and audiences.



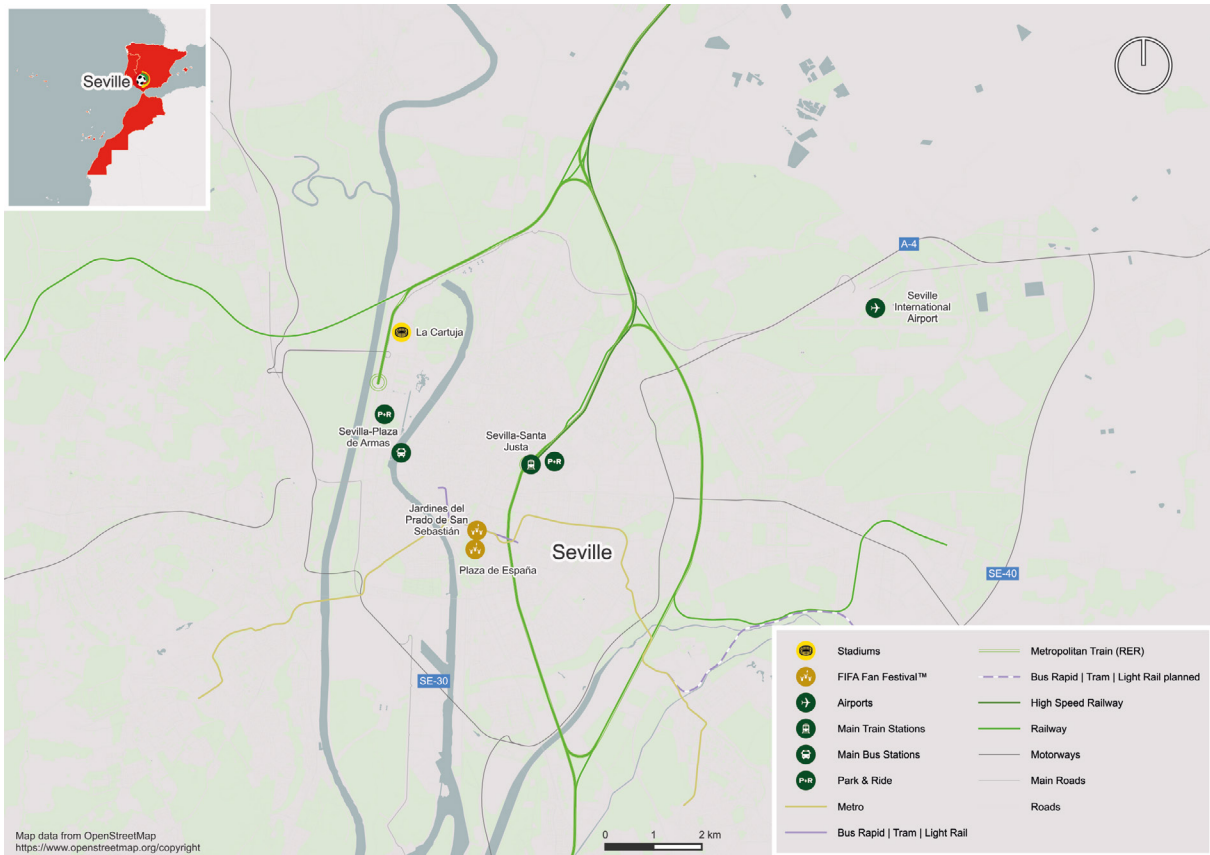
12.4.16. Saragossa

Saragossa, the fifth most populous city in Spain, is a great destination to access by car via the motorways from Madrid, Huesca, Teruel, and Valencia or the national highways from Barcelona, Bilbao, and Pamplona, as well as by bus, or by train. The city was one of the first in Spain – after Madrid, Seville and Córdoba – to be served by high-speed trains, in 2003.

Saragossa's main railway station, Estación de Delicias, lies about 2.5 km north of Nueva

Romareda stadium. Buses Ci1, Ci2, or 42 from Estación de Delicias, or bus 40 from the historic centre, are the best options to reach the stadium.

The city hosts large numbers of people each year for its famous Fiestas del Pilar in October – in 2023 there were over 2 million. As a result, it has developed specific mobility plans for such occasions, with measures including a 24-hour tramway service, reinforcements on up to 20 bus lines, and extended hours for night services.



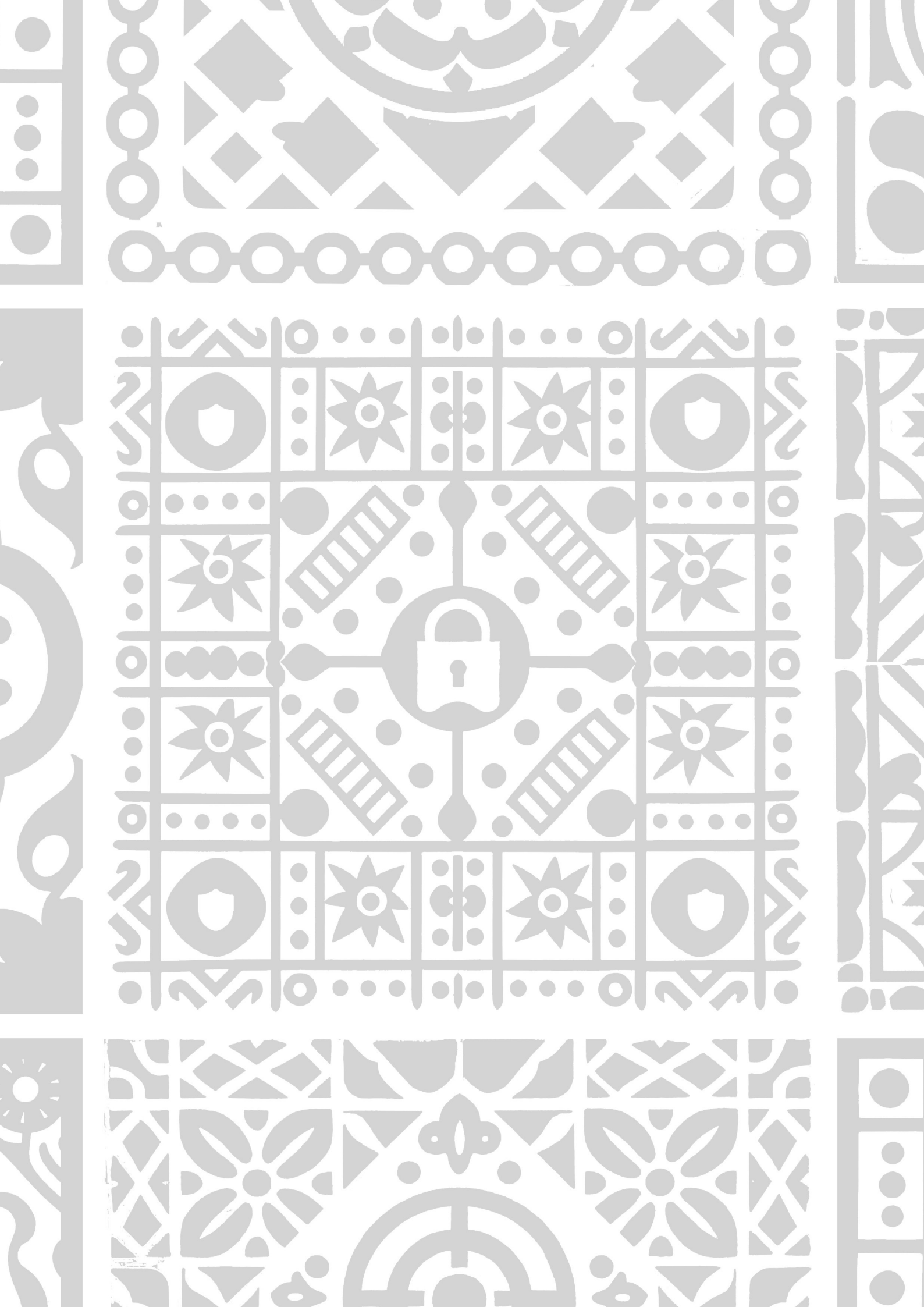
12.4.17. Seville

Seville features an extensive public transportation network, with its airport located only 10 km away from the city, which features a metro, urban buses, tramways, RENFE commuter trains, bicycles, and even horse-drawn carriages, a curious and relaxing way to explore the city.

The stadium, Estadio La Cartuja, is located 3.5 km from the city's historic centre, a walk of about 40 minutes. Alternatively, the stadium can be reached via Cercanías (commuter trains) in approximately 15 minutes, via line C2

from Santa Justa station, alighting at Estadio Olímpico station.

Seville's designation as the European Capital of Smart Tourism in 2023 is reflected in its mobility plans. The Sevilla Smart Accessibility Tourist & Events project is an innovative initiative supported by the Spanish government and the European Union to improve accessibility, recommended tourism, and urban space management through ICT-based actions. This project uses GIS technology and artificial intelligence tools for accessibility management and decision-making.



13. Safety and Security



13. Safety and Security

Morocco, Portugal, and Spain offer the ideal environment to host the FIFA World Cup 2030™ and celebrate football in a safe atmosphere. The three nations have extensive experience organising peaceful events, including the 1982 FIFA World Cup™, the 1988 men's and 2022 women's Africa Cup of Nations, and seven UEFA Champions League Finals for both men and women since 2014.

Building on their robust security structures and a longstanding history of collaboration, the three countries will collaborate closely to ensure the highest level of security for all stakeholders.

13.1. Three countries renowned for their safety

13.1.1. MOROCCO

Morocco is a peaceful and safe country, with a 2023 crime rate of fewer than 30 offences per 1,000 inhabitants.

The country is renowned for its top-tier security services and leadership in counterterrorism, evidenced by its three-term co-presidency of the Global Counterterrorism Forum. Morocco has developed a national Alert Plan for Terrorism Threats ("PAT") to keep Ministry of the Interior officials and security services informed about threat levels and prepared for intervention plans.

With 131 international security agreements, including 54 with Europe, Morocco has extensive experience in international security cooperation. These agreements cover internal security, organised crime, terrorism, and cross-border drug trafficking.

13.1.2 PORTUGAL

According to the 2023 Global Peace Index, Portugal is the seventh safest country in the

world, thanks to its stable political climate, minimal terrorist acts, low crime rate, and infrequent violent demonstrations.

The official Annual Internal Security Report highlights a 15-year decline in both general and serious violent crime, with the latter making up less than 4% of all incidents.

With no terrorist organisations established in the country, Portugal is committed to the safety of its borders, as expressed by the bilateral security agreements it has signed over the past decades with Spain and Morocco.

13.1.3. SPAIN

In 2023, Spain's crime rate was 51.3 criminal offenses per 1,000 inhabitants, one of the lowest in Europe, ensuring a secure environment for fans and participants.

Spain's national security system is integrated into all international structures, demonstrating its capacity to address public security challenges effectively. Spain's security forces actively contribute to maintaining an optimal security system, reinforcing its suitability as a FIFA World Cup™ host. This robust national security system is complemented with some autonomous regions' security forces.

13.2. Three countries with strong security structures

13.2.1. MOROCCO

Morocco relies on a centralised security architecture. The national security strategy and resources are controlled by the Ministry of Interior, supported by the Royal Moroccan Armed Forces. Security issues are coordinated through the weekly National Security Committee, chaired by the Ministry of the Interior and including heads of

security services and the Royal Armed Forces, facilitating the sharing of operational information.

At the local level, security is managed by the *Walis*, state-appointed heads of Morocco's 12 Regions, and the Governors of each Province. Each Prefecture and Province has a local Security Committee addressing security matters, employing measures like strengthening mobile patrols around sensitive areas to limit crime proliferation. In special circumstances, local security committees are set up in the *Pachaliks*, *caïdats* and administrative annexes. These committees include representatives from the different security services such as the Royal Gendarmerie (GR), the General Directorate of National Security (DGSN), the General Directorate of Territorial Surveillance (DGST), the General Inspectorate of Auxiliary Forces (FA) and the General Directorate of Civil Protection (DGPC).

Local committees to combat violence in stadiums were established in 2024, at the prefecture and provincial levels. Chaired by the Governors, these committees include local representatives from the governmental authority responsible for sports, the GR, the DGSN, the FA, the DGPC, and a judge appointed by the Superior Council of the Judiciary.

13.2.2. PORTUGAL

In Portugal, the Ministry of Internal Administration oversees the security system, coordinating various forces such as the Public Security Police (PSP), the Republican National Guard (GNR), and the Municipal Police.

The PSP, a civil force, maintains public order in urban areas, prevents and investigates crimes, secures public events, regulates traffic, and protects public figures and buildings. The GNR, a militarised force, operates mainly in rural areas, on communication routes, focusing on crime prevention, border surveillance, environmental protection, road safety, civil protection, and emergency response. The Municipal Police, under municipal councils, enforces local regulations,

oversees municipal buildings, regulates parking, traffic, secures municipal events, and collaborates with other security forces when needed.

13.2.3. SPAIN

In Spain, public and civil security is the exclusive responsibility of the state, managed by the National Police and Civil Guard under the Minister of the Interior. These forces have nationwide jurisdiction. Coordination of public security policies involves the Security Policy Council, Security Boards, and Local Security Boards, integrating state, autonomous community, and local police forces.

13.3. Security measures at large events and football matches

The three countries are renowned for their experience of hosting sport events and for their enthusiastic football fan culture.

13.3.1. MOROCCO

In 2013, a Sports Security Division was established under the Ministry of the Interior. It plays an important role in keeping football-related violence largely under control.

In 2015, the Moroccan police developed a security protocol based on FIFA guidelines, covering all steps from event preparation to conclusion. Before each match, authorities assess risks, visit sites to identify threats, and allocate resources. During the event, coordination between divisions is managed through a command post. Responsibilities include managing resources at official sites, accommodations, border posts, roads, access control, service provider oversight, and fire safety and crisis management.

Additionally, Morocco's expertise in securing football and sporting events is notable. For instance, Moroccan security services were involved in the security operations for the Qatar 2022 FIFA World Cup™ and have been called upon to participate in the security measures for the Paris 2024 Olympics. This experience will be

invaluable in ensuring the security of the FIFA World Cup 2030™.

13.3.2. PORTUGAL

In Portugal, security for large events is managed by the Internal Security System. This system operates under the authority of the Prime Minister or the Minister of Internal Administration, and includes the Secretary-General, the Higher Council for Internal Security, and the Security Coordination Office.

This Internal Security System is responsible for coordinating the Public Security Police, the National Republican Guard, and the Counter-Terrorism Coordination Unit at national, regional, district, and municipal levels.

The Portuguese law enforcement authorities also work in close collaboration with Europol on international crime and terrorism issues, for instance deploying agents abroad during major international sports events, such as the 2024 UEFA Euro in Germany.

13.3.3. SPAIN

Ensuring the safety of participants, visitors, and residents during sports events requires thorough analysis and planning. In Spain, security forces follow Law 19/2007 and Royal Decree 203/2010 to control violence, racism, xenophobia, and intolerance in sports.

Spain has a proven capacity for organising major events with high security standards, as demonstrated during the NATO Summit in Madrid (2022) and holding the EU Council Presidency (2023) without incidents.

The Spanish Police, under the Prüm cooperation of the EU, collaborates closely with Europol on terrorism and security at major events. This includes foreign police working at large events in Spain, such as the San Fermín festivities, and the deployment of Spanish agents to events abroad, like the recent 2024 UEFA Euro in Germany.

13.4. Safety and security strategy

The security strategy for the FIFA World Cup 2030™ will leverage the expertise of the three countries' security structures. This strategy includes a unified governance model, a comprehensive risk assessment to cover all competition-specific risks, and a meticulous preparation to adapt security protocols across the three host countries.

13.4.1. A unified approach with clear roles and responsibilities

The YallaVamos Bid will establish a FIFA World Cup™ Central Security Command Centre to coordinate security among the three governments, security organs, football federations, the FIFA entity, and local authorities. This centre will include representatives from local authorities, intelligence services, police, gendarmerie, military officials, emergency care, fire departments and football federation security staff from all three host countries, along with FIFA security managers.

Each country will designate a Country Security Manager as the primary liaison with FIFA and government authorities, serving as key members of the Command Centre.

The Centre will ensure alignment during preparation, real-time coordination during the event, and intelligence-sharing before and during the competition. Each country will remain responsible for its own security, establishing national security coordination groups for efficient decision-making and real-time action.

Local operational command posts in each host city will manage venue and site security.

13.4.2. An integrated approach covering all risks for all constituent groups

The strategy will incorporate measures to protect against risks such as terrorism, crime, hooliganism, fire incidents, structural failures,

public disorder, crowd issues, cyber-crime, racism, xenophobia, and ensuring border security.

Special attention will be given to stadiums, with strict access controls from the outer perimeters to the field of play. Venue Operational Centres (VOC), aligned with FIFA requirements, will monitor safety aspects, including CCTV and fire alarm systems.

Similar protocols will be implemented for other official sites (FIFA Fan Festival™ sites, base camps, training sites, IBC, FIFA hotels) and critical public areas, like airports and transport hubs. Crowd management plans will anticipate visitor peaks, especially during match days.

Security measures for teams, FIFA officials, and VIPs/VVIPs will include traffic escorts, secured parking/drop-off areas, and enhanced security at accommodations.

13.4.3. A meticulous preparation to anticipate the security challenges

During the Preparation Phase, the host countries will conduct a thorough risk assessment to identify all potential threats. This will help planning meticulously and anticipate needs, adapting the protocols accordingly.

This proactive approach will result in a comprehensive action plan, including:

- Potential increase in the security staff including police, gendarmerie, and security officials for games and critical moments
- Specialised trainings for security personnel
- Detailed emergency plans for potential security threats and natural disasters
- Robust communication channels for crisis situations, utilising public address systems, social media, and apps for real-time safety instructions

Suggested Unified Security Governance for Morocco, Portugal and Spain

YALLAVAMOS

Central Security Command Centre

- | | | |
|---|---|---|
| <ul style="list-style-type: none"> • Intelligence Services • Security Manager of FIFA | <ul style="list-style-type: none"> • Police, Gendarmerie and fire department • Security Manager of Football Federations | <ul style="list-style-type: none"> • Armed Forces • World Cup Country Security Managers |
|---|---|---|

MOROCCO

PORTUGAL

SPAIN

National Security Coordination Group

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Walis/ Governors of Host Cities • Relevant Security Authorities (e.g., DGSN, DGST...) • Security Department of FRMF and FIFA | <ul style="list-style-type: none"> • Internal Security System • ISS – Security Coordination Office • Security Department of FPF • Security Department of FIFA | <ul style="list-style-type: none"> • Secretary of State for Security and Representative of the Ministry of Defense • Security Department of RFEF and FIFA • Director of the National Police and Director of Guardia Civil |
|--|---|--|

Operational Command Posts

- | | | |
|--|--|--|
| <ul style="list-style-type: none"> • Venue Operational Centres (VOCs) • Stadium Security Managers • Head of local Police • Security personnel responsible for transportation, accommodation and all relevant third parties | <ul style="list-style-type: none"> • Venue Operational Centres (VOCs) • Stadium Security Managers • Head of local Police • Security personnel responsible for transportation, accommodation and all relevant third parties | <ul style="list-style-type: none"> • Venue Operational Centres (VOCs) • Stadium Security Managers • Head of local Police • Security personnel responsible for transportation, accommodation and all relevant third parties |
|--|--|--|



14. Health, Medical and Doping Control



14. Health, Medical and Doping Control

The YallaVamos Bid promises state-of-the-art medical facilities, comprehensive health services, fully dedicated medical and para-medical teams, and robust coordination across authorities to ensure the highest standards of wellbeing and care for all the FIFA World Cup™ guests.

14.1. Overview of the health system in host countries

Morocco, Portugal and Spain are renowned tourist and event destinations with well-established medical strategies and ample capacity to accommodate all participants, residents, and tourists. The three host countries are renowned for their strong public health systems, supported by internationally recognised private facilities and national generalised medical coverage policies.

14.1.1. MOROCCO

Morocco's Ministry of Health and Social Protection oversees the country's health system and will coordinate the FIFA World Cup™ medical strategy in Morocco. Healthcare is a top priority for the state, with significant improvements seen in recent years, including a tripling of healthcare spending per capita between 2010 and 2024. This budget now constitutes 7% of the government budget, 25% of which is allocated to upgrading infrastructure and equipment.

As part of the continuous development of the national health offering and coverage, Morocco has enacted law No. 06-22 in December 2022, to accelerate future advancements of the national medical system, such as enhancing coordination between public and private

systems, strengthening human resources, constructing new hospitals, and digitising health. In addition, the Mohammed VI Foundation for Sciences and Health was created in 2023 to further enhance the national health system by promoting advanced medical treatment, higher education, and research. The Foundation owns two university hospitals in Casablanca, has begun the construction of a large university hospital complex in Rabat, and is developing major healthcare infrastructure in line with the highest international standards across the kingdom, including in the six host cities in Morocco.

14.1.2. PORTUGAL

Portugal has a well-established healthcare system in both the public and private sectors, overseen by the Ministry of Health, which sets national health policy. The system performs highly on various key indicators; for instance, Portugal ranked 21st in life expectancy worldwide in 2020, according to the World Health Organization.

Geographic accessibility to healthcare facilities is high, with medical centres and hospitals distributed evenly across urban and rural areas.

Total health spending represents 10.6% of GDP, making Portugal number 13 in OECD's ranking. This represents a 23% increase from 2000 and a 93% jump from 1990, showcasing the substantial investments made in recent decades both in public and private health infrastructure.

14.1.3. SPAIN

The Spanish healthcare system is renowned for its extensive medical coverage and quality care, ranking 7th according to the World Health Organization in 2020 as one of the most efficient healthcare systems.

Governed by the Ministry of Health and regional health authorities, the Spanish National Health System (Sistema Nacional de Salud-SNS) is in permanent expansion: in 2021 Spain has 3,000 public healthcare centres, almost 500 hospitals and 115,000 beds, as well as private healthcare institutions, with over 400 hospitals and almost 50,000 beds. With healthcare spending averaging around 11% of GDP and an investment of USD 2,377 per capita, Spain ranks among Europe's leaders in life expectancy and health outcomes, underscoring the system's effectiveness and quality.

14.2. Health and vaccination recommendations

While standard recommendations apply, there are no specific health requirements to enter Morocco, Portugal and Spain. The three host countries have well-developed systems for monitoring health risks and delivering health-related information. The YallaVamos Bid will work closely with FIFA and national health agencies to ensure all participants have access to all necessary information.



14.3. Environmental conditions

The environmental conditions in the host countries are ideally suited for hosting the FIFA World Cup™ in June and July, with low humidity and optimal temperatures. While some cities might experience higher daytime temperatures, meticulous match scheduling and safety measures such as ample water supply and temporary facilities will help minimise heat-related risks. Air and water quality in all host cities meet international standards, ensuring a safe environment for all.

14.4. Overall health, medical and anti-doping Plan

The host nations are committed to ensuring the wellbeing of all participants in the FIFA World Cup 2030™. A comprehensive plan will be developed, prioritising accessibility, expertise, and preparedness. Building on the strengths of the public and private healthcare systems, the three countries commit to offering high-quality medical services to all tournament participants, with designated competition hospitals and clinics for visiting fans and teams in each host city.

The host countries will also ensure that each competition venue is equipped with appropriately-sized medical facilities, ambulances and personnel. Athletes will have access to state-of-the-art sports medicine facilities and experts to cater to their specific needs, ensuring they can perform at their best throughout the tournament.

The YallaVamos Bid's dedication goes beyond the field of play. Leveraging the extensive experience in hosting major events in the three countries, the member associations will work with national and local authorities to ensure seamless coordination and medical support throughout the tournament at national, city and venue levels. The host countries will also use existing emergency response systems to

Reference Hospitals

City	Hospital name
Agadir	Centre Hospitalier Universitaire d'Agadir
Casablanca	Hôpital Universitaire International Mohammed VI - Bouskoura
Fez	Centre Hospitalier Universitaire Hassan II
Marrakech	Hôpital Militaire Avicenne - Marrakech
Rabat	Hôpital Universitaire International Mohammed VI - Rabat
Tangier	Centre Hospitalier Universitaire Mohammed VI - Tanger
Lisbon	Santa Maria Hospital
Porto	São João Hospital
A Coruña	Hospital Universitario (CHUAC)
Barcelona	Hospital Universitario de Bellvitge
Bilbao	Hospital Universitario de Basurto
Las Palmas de Gran Canaria	Hospital Universitario de Gran Canaria Doctor Negrín
Madrid	Hospital Universitario La Paz
Malaga	Hospital Universitario Virgen de la Victoria
San Sebastian	Hospital Universitario Donostia
Saragossa	Hospital Clínico Universitario Lozano Blesa
Seville	Hospital Universitario Virgen del Rocío

create strong protocols, guaranteeing quick and effective responses to any medical emergencies that may occur.

14.5. Medical care at FIFA World Cup™ sites

To ensure the safety and wellbeing of all participants during games and events, the three countries will develop a comprehensive approach for medical services at stadiums and venues, addressing the needs of spectators and constituent groups. Dedicated medical personnel and ambulances will be present at all sites (stadiums, team base camps, hotels, FIFA Fan Festival™ sites, etc) in line with FIFA requirements.

14.6. Dedicated plan for constituent groups

The YallaVamos Bid will offer expertise and accessibility for all constituent groups, ensuring swift access to top-tier medical facilities with multilingual-speaking staff. Local sports physicians will be carefully selected to serve as dedicated liaisons for each team, facilitating seamless communication and efficient response. They will be in close relationship with identified local experts for teams, officials, and FIFA representatives, and designated hospitals within a 20 km radius of each constituent groups' hotels.

Specialised sports medicine facilities will offer expert care, state-of-the-art equipment, and prioritised beds, with translation services available. Team base camps, FIFA venues and VVIP/VIP hotels will have on-site physicians supported by paramedics and ambulances for immediate assistance. Moreover, medical helicopters at stadiums and in close proximity of strategic sites will enable quick transfers to designated expert facilities.

14.7. Foreign visitors' medical expenses

In the three host countries, emergency care is provided free of charge to all, including services offered at first aid outposts, public hospitals, and emergency transportation. In Portugal and Spain, citizens of the European Union and countries with bilateral agreements can access free medical care in public hospitals with the required documentation.

Visitors in other situations should have medical insurance when travelling to the host countries. The YallaVamos Bid will work with FIFA to provide spectators and other visitors with guidance on obtaining suitable medical insurance for their stay during the competition.

14.8. Emergency response

The host countries possess well-established expertise in managing natural disasters and large-scale emergencies. A centralised emergency management unit, led by national authorities, will coordinate operations in each host city with designated officers overseeing local command posts, as outlined in section 13 on Safety and Security. In all countries, additionally, military emergency units can be leveraged during emergencies and disasters.

14.8.1. MOROCCO

In Morocco, national supervision will be under the Ministry of Health, with pre-hospital emergencies managed by SAMUs (emergency medical services reachable via phone number 15).

14.8.2. PORTUGAL

In Portugal, the National Institute of Medical Emergency (INEM), under the authority of the Ministry of Internal Administration, will be responsible for the pre-hospital care system deployed on the ground. The emergency support number is 112.

14.8.3. SPAIN

Spain's Ministry of Health oversees national emergencies, with the national health system able to increase bed capacity in such unpredictable events. The emergency medical system (SEM) responds to pre-hospital situations via 112.

14.9. Doping control

Maintaining integrity and fairness in sport is a top priority. Each of the host countries has ratified the UNESCO International Convention against Doping in Sport and complies with the World Anti-Doping Code. Local networks of agencies and laboratories are in place to enforce regulations effectively and ensure a level playing field for all athletes.



15. IT&T



15. IT&T

Morocco, Portugal and Spain will rely on their robust IT&T networks and infrastructure to ensure best-in-class stadium operations for FIFA, offer a top-tier fan experience in terms of connectivity, within and outside the stadiums, and make sure that competition and live content are shared widely across international media.

15.1. Overview of national IT&T markets

15.1.1. MOROCCO

The Moroccan telecommunications sector is mature and liberalised, with 13 operators, including three fixed-line and mobile operators (Maroc Telecom, Orange and Inwi), five operators using VSAT technologies with hubs across Morocco, three 3RP operators (with shared resources operating TETRA networks) and four operators offering services provided by GMPCS satellite systems.

Moroccan telecoms players are committed to innovation and modernization. In 2023, 25% of total revenue was invested in capital expenditure (22.6% in 2022) to keep developing strategic projects like 4G/5G and Fibre-to-the-Home (FTTH) infrastructures. In the latest International Telecommunication Union report published in 2023, Morocco was ranked first in Africa for information and communications technology and connectivity.

The telecoms sector is regulated by Agence Nationale de Réglementation des Télécommunications (ANRT), a public agency, instituted under the Chief of the Government, guaranteeing fair and healthy competition,

a high level of services and the fostering of innovation and the development of the sector.

In recent years, Morocco has successfully relied on its IT&T ecosystem to host several international events. During these events, the country has developed and shown an internationally-recognized expertise by offering best-in-class telecommunication services, high speed network infrastructure, spectrum administration and ease of importation of telecommunication equipment. A one-stop shop for frequency management, similar to the one created in 2023 for the FIFA Club World Cup™ or Annual Meetings of the World Bank and IMF and GITEX Africa, will be created for the FIFA World Cup 2030™.

Cybersecurity receives special attention in Morocco. Since 2012, a Cybersecurity strategy has been developed with the aim to provide strong defence capabilities for national information systems. Central to this strategy is the Direction Générale de la Sécurité des Systèmes d'Information (DGSSI), a dedicated entity directly linked to the Royal Moroccan Armed Forces, under the supervision of the delegated ministry of Defence. As of 2024, the DGSSI has a staff of more than 100 managers and agents, ensuring robust cybersecurity measures and infrastructure. Morocco has signed multiple Cybersecurity cooperation deals with countries such as the United States, the United Arab Emirates and France. As a result of these efforts, Morocco reached the top 50 rankings on the Global Cybersecurity Index 2020.

As of 2023, Morocco is home to 14 data centres, certified Tier 3 by the Uptime Institute

which demonstrates high levels of uptime and reliability.

15.1.2. PORTUGAL

Portugal has a modern and flexible telecommunications market, with four operators providing national coverage, fixed and mobile telecommunication services: MEO, NOS, and Vodafone. There is also a virtual mobile operator, Lycamobile, and a B2B-only operator, Oni Telecom. The country ranks in 33rd position among 166 countries in the Readiness for Frontier Technologies Index, according to the United Nations Conference of Trade and Development.

Autoridade Nacional de Comunicações (ANACOM) regulates the Portuguese communications market, supervising electronic communications and postal services, advising the Government on relevant matters, and creating and authorising all radio frequencies.

In all major events, Portugal relies on specialised teams from ANACOM, providing support throughout the competitions.

Cybersecurity is a top priority for national authorities, leading to the creation of the Portuguese National Cyber Security Centre. This organisation ensures that all citizens and organisations have a free, reliable, and secure cyberspace through national and international cooperation. In 2018, the National Cybersecurity Framework and the National Cybersecurity Centre were established. This effort earned Portugal the 14th position in the Global Cybersecurity Index 2020.

Building on these cybersecurity efforts, Portugal also excels in data infrastructure. The Covilhã Data Centre, owned by Altice Portugal, is among the top 10 largest data centres in the world, with a projected capacity of 30 petabytes. Its international certification

by the Uptime Institute as Tier 3 further attests to its high levels of performance, security and availability.

15.1.3. SPAIN

Since the liberalisation of Spanish telecommunications in 1998, the country has enjoyed a competitive telecommunications market, featuring various nationwide and regional operators. There are four telecoms companies with their own network infrastructure: Movistar, Vodafone, Yoigo, and MasOrange. The three largest providers of fibre-optic fixed-line telecommunication services are Movistar (with a market share of 35.9%), MasOrange (44.0%), and Vodafone (10.6%). By the end of 2023, a report from the European Commission placed Spain as one of the “top performers” in connectivity. It scored well above the European average both in very high capacity fixed networks (93% vs 73%), fibre coverage (91% vs 56%) and 5G coverage (82% vs 81%).

Spanish Telcos are also leading companies in digital transformation, offering services in cybersecurity, cloud computing, IoT, Big Data, blockchain, and AI. The Spanish government has created specific programmes to support companies (such as the UNICO I+D Program, with an expected execution deadline by the end of 2025) and promote Spain as a leader in cloud infrastructure, edge computing, semi-conductors, and quantum communication.

The telecoms sector is overseen by the General Secretariat of Telecommunications and Organization of Audiovisual Communication Services in issues regarding spectrum and legislation (operating under the supervision of the Ministry for Digital Transformation and Civil Service and the Secretary of State of Telecommunications and Digital Infrastructures) and by the CNMC (market regulator).

In 2023, Spain's IT&T infrastructure supported the hosting of numerous high-attendance events, such as matches of the UEFA Champions League and Europa League, tennis Davis Cup, Formula 1 Grand Prix and cycling's La Vuelta a Espana. Meanwhile, major telecom events such as Mobile World Congress showcase its capabilities in radio frequency spectrum administration.

In 2020, Spain ranked fourth globally in cybersecurity according to the Global Cybersecurity Index and was the second country worldwide in the number of incident response teams (CERT or CSIRT), both public and private. The Cybersecurity Coordination Office (OCC) is the technical coordination body of the Ministry of the Interior in the field of cybersecurity.

Spain has become a data hub with more than 27 international submarine cables and more than 144 data centres.

15.2. Mobile networks and infrastructure

15.2.1. MOROCCO

In Morocco, the three providers of mobile telecommunication services are Maroc Telecom (IAM), Orange and Inwi, with market shares of respectively 35.3%, 32.5% and 32.2%. Recent expansions have led to a 4G coverage rate of 99.41% for the population, with a target of 100% in the coming years. To extend connectivity even to remote rural areas, national roaming has been implemented in 7,300 localities as of 2023. By 2030, the aim is to achieve a 70% 5G coverage rate across the population while 25% of the total population, including the six host cities, will be covered by 2026.

15.2.2. PORTUGAL

The Portuguese mobile communications market, with 13.6 million accounts for 10 million inhabitants, is dominated by MEO (38.4% share), NOS (29.5%) and Vodafone (28.2%).

These operators offer extensive 4G coverage, providing fast and reliable mobile internet access to 99% of the population. Additionally, 100% of Portuguese municipalities and 69% of the parishes have 5G base stations from which at least one mobile communications provider operates, representing, to date, a 5G coverage in 83% of the territory and for 91% of the population. By 2030, and according to the EU's Digital Decade strategy, all populated areas should be covered by a 5G network and, as a result, the Portuguese mobile network will ensure enhanced connectivity and services for users nationwide.

15.2.3. SPAIN

The Spanish mobile market is dynamic, with four main operators (Movistar, Vodafone, Orange, and MasOrange). Additionally, numerous MVNOs, such as Digi, Lowi o Simyo, enhance competition, ensuring diverse services nationwide, including host cities of the FIFA World Cup™ in 2030.

In the broadband mobile market, the top three – MasOrange (39.7%), Movistar (26.3%), and Vodafone (23.1%) – dominate market share. As 4G coverage nears 100% of the population, investments have shifted towards 5G, mainly in the 700 MHz and 3.4-3.8 GHz bands, resulting in a significant increase in coverage to reach 82% as of June 2022, while in rural areas, coverage has doubled in one year, reaching 50.52% in the same period.

15.3. Fixed-line networks and Infrastructure

15.3.1. MOROCCO

All Moroccan host cities are connected to the national backbone using optical fibre with sufficiently large capacities (broadband, G Ethernet and fibre strands) to cover the tournament IT and Media Rights Licensees (MRL) needs. As of 2023, the national transmission network comprises over 55,000 km of fibre-optic cables with an overall capacity of international connectivity via fibre optics of 9,760 Gbps.

IAM, Orange and Inwi are the main players in fixed telecommunications, offering all types of internet services. IAM leads the FTTH Market with a 48.6% market share, while the remaining 51.4% is divided between INWI and Orange.

Today's focus for the three local operators is on continuing the deployment of FTTH throughout the country: all major competition sites, including stadiums and training sites, will be covered once identified and FIFA requirements will be implemented, including 99.99% availability of service. All new technologies (WiFi 6E, IoT equipment, ...) are authorised and Morocco is open to supporting the introduction of future technological developments in the country.

15.3.2. PORTUGAL

Portugal's fixed network infrastructure has undergone significant evolution on fibre optic technology. Currently, 87% of Portuguese families are connected to the high-speed fibre optic network, an infrastructure that covers 94.3% of the territory. This robust infrastructure has positioned Portugal as one of the leading countries in Europe for fibre connectivity.

The high bandwidth, low latency, reliability, scalability, and energy efficiency of these fibre optic networks are ideal for the implementation and expansion of IoT technologies, enhancing

fans' experience, teams' preparedness and stadiums' operations.

On the stadiums, Estádio José Alvalade was the first in Europe equipped with a Wi-Fi 6E network, while Estádio do SL Benfica and Estádio do Dragão are served by top-notch 5G infrastructures. Also, all public transports in both Lisboa and Porto offer passengers free Wi-Fi access.

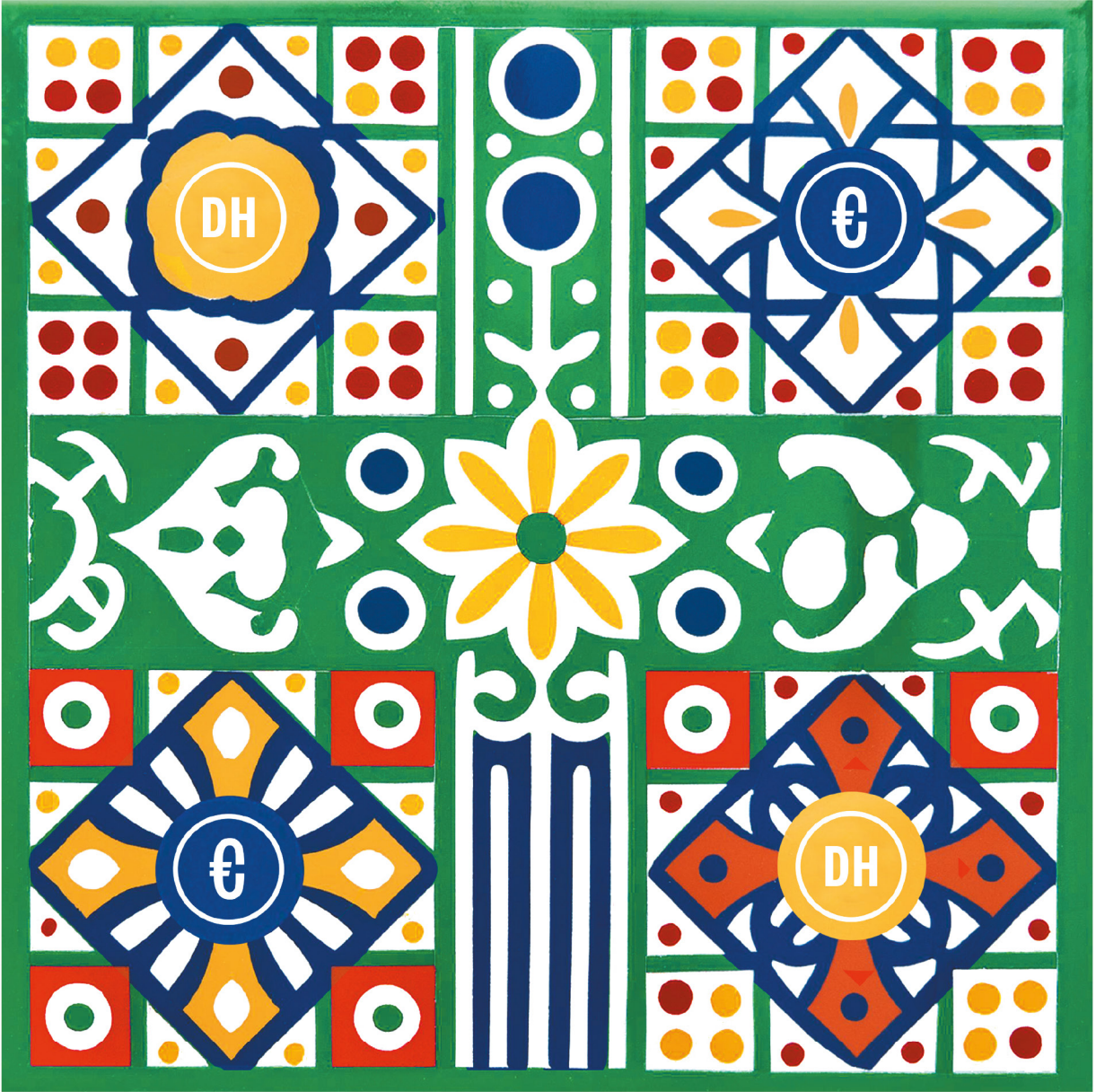
These technologies will allow us to make the FIFA World Cup 2030™ a uniquely immersive and inclusive experience for fans all over the world.

15.3.3. SPAIN

Spain stands out globally for its deployment of fibre-optic technology. It is a European leader in Fibre-to-the-Home (FTTH) implementation, reaching 91% of households, well above the European average of 56% (data of June 2022).

96% of the population will have ultra-fast broadband coverage by 2024. Therefore, all Spanish FIFA World Cup™ host cities will have sufficient fibre-optic capacity to meet IT and MRL needs. All candidate host cities have FTTH coverage above 98% and there are several operators providing services.

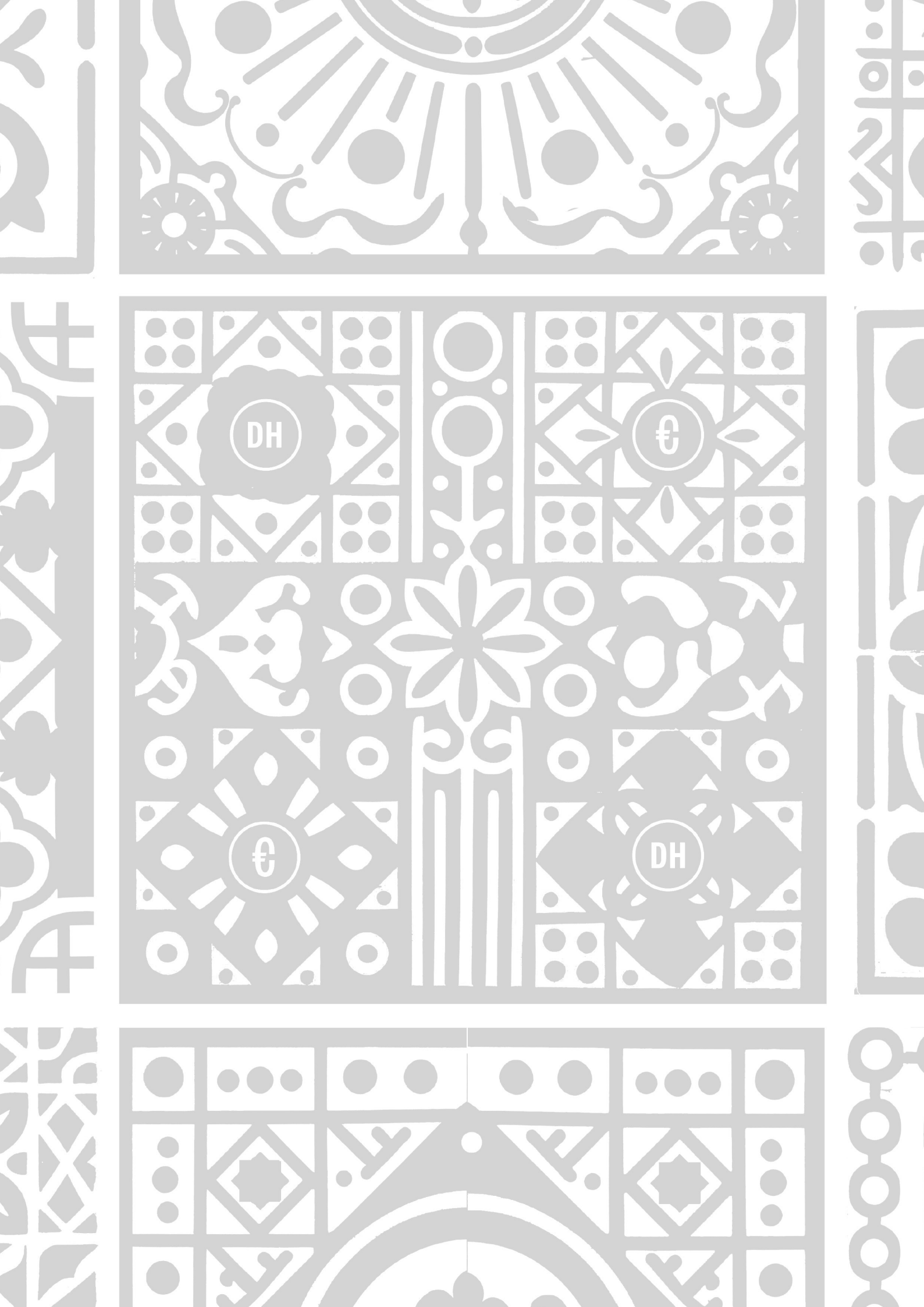
Morocco, Portugal, and Spain are interconnected through a network of submarine fibre-optic cables, such as those involved in the ongoing Medusa Project, which aims to link these nations and nine other Mediterranean countries by late 2024 or early 2025. These countries have established strong international cables between Africa and Europe, with major cables like SEA-ME-WE3, Atlas Offshore, and Loukkos passing through the region. This robust infrastructure supports international traffic from multiple countries, underscoring the high performance and security of their telecommunication networks.



Commercial

16. Commercial Information

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16. Commercial Information



16. Commercial Information

In 2023, the combined sports industries of the three host countries generated over USD 6 billion in revenue, primarily driven by sponsorships, media rights activities, and ticket sales. Football is, by far, the most popular and profitable sport in all three countries, dominating both audience engagement and revenue generation.

The FIFA World Cup 2030™ is set to maximise revenues thanks to the strategic geographical locations of the three countries, offering easy access for visitors and enhancing global broadcast potential due to their proximity to the GMT time zone. The tourism appeal of the countries, which attracted a total of 130 million visitors in 2023, and their seamless connectivity will facilitate travel for international tourists and local populations, totaling 100 million.

16.1. Sponsorship activities

As of 2023, revenue generated by sports sponsorship in the three countries exceeded USD 1.5 billion with football accounting for most of it.

On top of football, the three countries host very popular sport events involving the best athletes of each discipline, hence attracting international brands benefiting from a broad international audience. Sports generating significant sponsorship revenue include motorsports (Formula 1 Spanish Grand Prix, Marrakech Grand Prix, Rallye Aïcha des Gazelles, MotoGP Portugal Grand Prix, MotoGP Spain Grand Prix, MotoGP Catalunya GP...), basketball (Basketball Liga ACB, Spanish National Team), tennis (Mutua Madrid Open, Barcelona Open Banc Sabadell, Hassan II Grand Prix, Grand Prix SAR Lalla Meryem, Millennium Estoril Open), cycling (La Vuelta, Titan Desert Morocco), athletics

& running (Barcelona and Madrid Marathons, Rabat Diamonds League, Marathon des Sables,...), golf (Hassan II Golf Trophy, The Lalla Meryem Cup, Open de España, Open de Portugal...) and esports.

The FIFA World Cup 2030™ will offer multiple sponsorship opportunities: both local and international brands will benefit from the huge visibility of the competition.

16.1.1. MOROCCO

Total sponsorship amounted to USD 103 million in 2023, positioning Morocco as one of the leading nations in the region. As the number one sport, football attracts a substantial share of the sponsorship spending, boosted by the high engagement of fans, the emergence of Moroccan companies operating at an international or continental scale, and the growing presence of local and international advertising groups implementing the best practices. The market also benefits from the legacy of the numerous sports events organised recently in the country, increasing Morocco's international visibility as a major host continentally and globally.

16.1.2. PORTUGAL

In Portugal, the total sponsorship market value reached USD 250 million in 2023, mostly dominated by football through the Primeira Liga and the Portuguese National Team. To illustrate this prominence of football, the three major clubs, SL Benfica, Sporting CP and FC Porto signed 10-year deals with the two major Portuguese telcoms, each of nearly USD 545 million.

16.1.3. SPAIN

Sports sponsorship in Spain was worth USD 1.2 billion in 2023, driven by an influx of new sponsors and the rise of streaming services fuelled by innovative data mining practices. In 2021, out of the 1,865 brands that sponsored sports, music, film and fashion in Spain, 222 had sponsorship agreements with LaLiga teams. In that year, football accounted for 27.9% of sports sponsorship deals, followed by basketball, track and field and esports. In 2023, these four disciplines totaled 248 sponsorship deals, accounting for 68.5% of the total sports-related sponsorship market.

16.2. Major corporations investing in sports sponsorship

Within the three countries, more than 2,500 corporates engage in sport sponsorship.

16.2.1. MOROCCO

In Morocco, sponsorship is driven by a diverse array of both private companies and large institutional players. The private groups engaging actively in sponsorship activities include leaders from all major sectors of the economy like telecommunications (e.g., Inwi, Maroc Telecom), banking (e.g., Attijariwafa bank, Banque Populaire), agro-industry (e.g., Centrale Danone, Les Eaux Minérales d'Oulmes), energy (e.g., Akwa Group through Afriquia, TAQA Morocco),

and more. Additionally, major institutional players like OCP, CDG and ONMT (Moroccan National Tourism Office) play a pivotal role in sponsorship. Moroccan football also attracts sponsorship from renowned international companies such as Orange, Procter & Gamble, The Coca-Cola Company, Renault, Unilever, L'Oréal, and PepsiCo among others.

16.2.2. PORTUGAL

In Portugal, in addition to companies from sectors such as food distribution and sports equipment brands, the main proportion of sports sponsorship, especially in the football sector, derives from betting platforms. In 2023 alone, the Portuguese Football Federation brought in online gambling revenues worth around USD 54.5 millions. Betting platforms sponsor not only the majority of football teams in the league but also the league itself, the Liga Portugal Betclic, which will remain associated with the well-known betting firm until at least 2026.

16.2.3. SPAIN

In 2021, 222 brands had agreements with teams in the top-tier La Liga Santander. The figure represents 11.9% of total sponsorship in Spain, 13% of sports sector sponsorship and 46.6% of the football sector.

Examples of some major national corporations investing in sports sponsorships

Company	Country	Examples of Sponsorship Activities (non-exhaustive)
OCP	Morocco	FRMF, OC Khouribga, OC Safi and DH El Jadida, 2022 FIFA Club World Cup™, Hassan II and Lalla Meryem Golf Trophies, Hassan II Tennis Grand Prix
INWI	Morocco	Botola Pro, FRMF
Maroc Telecom	Morocco	2018 African Nations Championship, Diamond League – Meeting International Mohammed VI, Grand Prix SAR Lalla Meryem, Hassan II Golf Trophy
Akwa Group (mainly through Afriquia)	Morocco	FRMF, FIFA Club World Cup™ editions, Hassan II Golf Trophy, Rallye Aïcha des Gazelles

Company	Country	Examples of Sponsorship Activities (non-exhaustive)
ONMT	Morocco	FRMF, FIFA Club World Cup, Rallye Aïcha des Gazelles, The Lalla Meryem Cup, Hassan II Golf Trophy, Marathon des Sables, Mohammed VI International Boxing Trophy
Meo Altice	Portugal	Millennium Estoril Open, FPF, Volta a Portugal
NOS	Portugal	Primeira Liga
Betclic	Portugal	Primeira Liga, Men and Women Basketball League
JOGOS Santa Casa	Portugal	Men National Football Team, Volta a Portugal
Vitalis	Portugal	Primeira Liga, FPF
Santander	Spain	LaLiga, Ferrari, Copa Libertadores and LEC championship (e-sport), Copa del Rey, Spanish Grand Prix
BBVA	Spain	LaLiga
CaixaBank	Spain	RSFF, 16 football clubs and Spanish Basketball Federation
MUTUAMADRILEÑA	Spain	Mutua Madrid Open, F1
Telefónica	Spain	La Vuelta, Spanish Grand Prix and Copa Del Rey

16.3 Brand protection

Morocco, Portugal and Spain are fully committed to the protection of intellectual property rights, trademarks and the regulation of advertising in order to protect right-holders, encourage innovation and align with international standards. In each country, legal frameworks exist guaranteeing the protection of intellectual property.

16.3.1. MOROCCO

Morocco has one of the most complete legal frameworks in Africa, including Law 17-97 on the protection of industrial property, which took effect on 18 March 2004 and was subsequently amended and completed by Law 31-05 (20 February 2006) and then by Law 23-13 (18 December 2014).

16.3.2. PORTUGAL

Portugal's Industrial Property Code represents a detailed legal framework for the protection of intellectual property in the form of Decree-Law 110/2018, dated December 10, with its most recent version corresponding to Decree-Law 29/21, dated January 29.

16.3.3. SPAIN

Spain's Royal Legislative Decree 1/1996, of April 12 (Real Decreto Legislativo 1/1996 12th April) approves the revised text of the Law on Intellectual Property, regularising, clarifying and harmonising legal provisions on the matter.

In relation to trademarks, Law 17/2001 of 7 December was developed through Royal Decree 687/202, of July 12, 202, which approves the Regulations for the execution of Law 17/2001, of December 7, 2001, on Trademarks. Spanish Law 32/1988, of 11 November on Advertising is also relevant.

16.4. Media rights values

The total combined football media rights market in our three countries is worth more than USD 1.6 billion.

With three of the most famous clubs in the world – Real Madrid, FC Barcelona and Atlético Madrid – La Liga's rights are worth over USD 1.4 billion, making it the second most lucrative football league for media rights in the world, after the English Premier League.

Other sports that have signed major media rights deals include basketball, tennis, motor sports (F1 and MotoGP) and cycling.

16.5. Major media companies broadcasting football and other sports

Our countries have liberalised and diversified media landscapes with each country having hundreds of TV, radio, digital and printed media channels. In response to strong popular demand for sports, and specifically for football, dedicated sports channels have been launched, including Arriyadiya in Morocco, Sport TV and Canal 11 in Portugal and GOL TV and DAZN in Spain.

16.5.1. MOROCCO

In addition to dedicated channels, generalist media regularly devote prime-time slots to sports content, with football naturally dominating coverage. Between 2019 and 2023, Moroccan TV channels Al Aoula and Arriadia broadcasted 27,842 hours of sports-related programming out of which 58% were dedicated to football. The National Society of Radio Broadcasting and Television (SNRT) plans to expand and strengthen its traditional platforms by launching

three new sports channels alongside Arriyadiya, while expanding its streaming platform SNRT LIVE and enhancing its presence on social networks. This multi-channel approach allows SNRT to reach a diverse audience and adapt to new media consumption habits.

16.5.2. PORTUGAL

In addition to specialised channels, mainstream TV channels dedicate significant time to sport, especially football. There are also three daily newspapers – A Bola, Record, and O Jogo – dedicated to sports, mainly football, as well as online platforms like zerozero.pt or maisfutebol.iol.pt.

16.5.3. SPAIN

Out of a total of nearly 200 channels across all media in Spain, up to 12 major channels are fully dedicated to sports, not including less relevant websites. At least 30 multichannel operators have channels dedicated to football alone, while football accounts for by far the majority of the sports coverage of other channels such as GOL TV.

Major Media Companies involved in Sports and Football

Channels broadcasting sport	Country	Sport channel	Major events covered
Arriyadiya	Morocco	Yes	Botola Pro, Coupe du Trône, Moroccan National Teams, FUTSAL Africa Cup of Nations, Hassan II Tennis Grand Prix, Diamond League – Meeting International, LaLiga...
Al Aoula	Morocco	No	Botola Pro, Coupe du Trône, Moroccan National Teams
Al Maghribiya	Morocco	No	Botola Pro, Coupe du Trône
DAZN/Eleven	Portugal	Yes	UEFA Champions League, Premier League, La Liga, Bundesliga, Ligue 1, NFL, WTA, PGA Tour, Pro Padel League, Matchroom, PFL, AEW, Red Bull TV...
Sport TV	Portugal	Yes	F1, MotoGP, WRC, Nascar, Liga Betclíc, Liga Sabseg, Taça de Portugal, Allianz Cup, Serie A, UEFA Europa League, UEFA Conference League, UEFA Nations League, European Qualifiers, NBA, UFC, ATP...

Channels broadcasting sport	Country	Sport channel	Major events covered
Eurosport	Portugal	Yes	Cycling in general, World Snooker Tour, ATP, Formula E, SBK, Alpine Skiing, Biathlon, Sky Jumping, Other Olympic Sports, Curling, Surf, Speedway...
RTP	Portugal	No	FA Cup, Super Cup, National Team
SIC	Portugal	No	UEFA Europa League, UEFA Conference League
TVI	Portugal	No	UEFA Champions League
Canal 11	Portugal	Yes	Brasileirão, Paulista, League 3, Women's League, U23 League, Futsal League, Youth National Teams, Regional Championships, Beach Football...
BTV	Portugal	Yes	SL Benfica football first team home games and other sports where Benfica plays in
TVE	Spain	No	Copa del Rey, Spanish National Teams, 2024 Olympic Games, La Vuelta, Tour de France
GOL TV	Spain	Yes	LaLiga
DAZN	Spain	No	LaLiga, F1, MotoGP, F2 y F3, Superbikes, MotoE.
Movistar + (Telefónica)	Spain	No	LaLiga, Copa del Rey, UEFA Champions League, Liga Endesa (basketball), NBA, Moto GP
Telecinco (Mediaset)	Spain	No	UEFA Europa League
UE	Spain	No	UEFA Europa League
FEF TV	Spain	Yes	Primera Federación
LaLiga Sports TV	Spain	Yes	LaLiga, Asobal (handball)
DMAX	Spain	No	Roland Garros

16.6. Football audiences and media rights market

Enthusiasm for national teams and major clubs' matches is huge in our three countries, while media rights values are set to increase still further for the FIFA World Cup 2030™, thanks to the growing trend of viewers subscribing to video-on-demand and pay-per-view platforms, the rise of digital players like Amazon Prime, Facebook, and DAZN increasing media rights competition for traditional TV broadcasters, and potential new ways of monetizing broadcasting through innovations like virtual front-row seats, enabling fans to watch games as if they had front-row stadium seats.

16.6.1. MOROCCO

Between 2019 and 2023, SNRT broadcasted numerous games of the men's national team, with more than 10 attracting over 10 million viewers (not taking into account games of the 2022 FIFA World Cup™). Viewership peaked at 15 million for the FIFA World Cup™ qualifying match against the Democratic Republic of Congo in March 2022. SNRT also broadcasted all 2023 FIFA World Cup™ women's team matches, with record, audiences demonstrating the growing interest for women's football.

There is also a very strong fervour for Morocco's major clubs, drawing record audiences: for

example, Wydad's match against Mamelodi Sundowns in the African Champions League in November 2023 attracted 11.4 million viewers.

16.6.2. PORTUGAL

In Portugal, the 20 most-watched television programmes in 2023 were all football matches, invariably involving the national team or at least one of the "Big Three": SL Benfica, FC Porto and Sporting CP. The most-watched match, and programme, of the year was the Benfica-FC Porto Super Cup match, with an audience of close to 2.5 million viewers. Official national team matches also typically attract audiences above 2 million, as do the most decisive matches of the Champions League and Europa League involving Portuguese teams.

It has always been like this, every year, for the last decade. In the current year of 2024, the ten most watched TV programs until July 9th were football matches, with the Top 5 being entirely occupied by the five Portuguese national team appearances at Euro 2024, with average audiences between 3.1 and 3.75 million viewers.

16.6.3. SPAIN

In Spain, football not only breaks records as a live spectacle but also leads television viewership numbers, year after year. For example, over 12.5 million viewers, an amazing 70% audience share, tuned in for the penalty shoot-out in the round of 16 match between Morocco and Spain at the 2022 FIFA World Cup™, making the match the most-watched broadcast of the season. Earlier in the competition, over 13 million viewers had tuned in for the "golden minute" at 9:53 pm in the match between Spain and Germany. Regarding women's football, nearly 9 million viewers watched the 2023 Women's FIFA World Cup™ final against England.

Other iconic competitions with large viewership figures include Copa del Rey, with the final between Real Madrid and Club Atlético Osasuna

in 2023 achieving a 39.5% audience share and an audience of 5.3 million people. The final in 2024 between Athletic Club and RCD Mallorca also attracted impressive viewing figures on the main state channel, TVE 1, and two regional channels, IB3 and ETB, winning a 37.3% share and 4.6 million viewers, which increased to 5.5 million and a 53.9% share during the penalty shoot-out. La Liga matches often exceed 2 million viewers with much higher figures for games like the Spanish Derby *El Clásico* between Real Madrid and FC Barcelona that can attract up to 650 million viewers, in more than 180 countries.

16.7. News access

For the FIFA World Cup 2030™, authorities will provide FIFA with all authorizations and support to ensure successful and wide-ranging national and international coverage. The YallaVamos Bid is committed to working according to FIFA protocols, and developing any policy needed to support and protect the broadcast of the tournament.

16.7.1. MOROCCO

In Morocco, the right to access information is governed by Law No. 77-03, which regulates audiovisual broadcasting and communication. This law ensures the freedom of competition and sets forth the responsibilities of the regulatory authority, known as the High Authority for Audio-Visual Communication (HACA). The legal framework includes also the Dahir No. 1-02-212 of 31 August 2002, which established HACA, and Law No. 11-15, enacted on 25 August 2016, which pertains to the reorganisation of HACA.

According to Article 11 of Law 77-03, any audiovisual communication operator that enters into contracts with third parties for the broadcasting of public events within their programming is required to allow access to other broadcasters who wish to report on these events. Furthermore, they must provide these broadcasters with the choice of excerpts under transparent and

equitable technical and financial conditions. This provision aims to foster a fair and open media landscape, ensuring that exclusive rights holders do not monopolise information pertaining to public events, and that a variety of broadcasters can offer coverage.

16.7.2. PORTUGAL

In Portugal, Law No. 74/2020 of November 19th revises the regulations and duties concerning the registration of television and distribution operators, along with their associated television programme services. It also addresses operators of on-demand audiovisual media services and providers of video-sharing platforms. The Regulatory Authority for the Media (ERC), created in 2005, ensures the regulation and supervision of all entities that, under the jurisdiction of the Portuguese state, engage in media activities.

In accordance with Order No. 4214/2012 of March 22, official matches of the national football team are classified as being of general public interest, meaning that access should be granted, by the holders of the respective exclusive rights who broadcast under a conditional access regime or without national coverage, to operators who broadcast terrestrial with national coverage and unconditioned access, on a non-discriminatory basis and in accordance with normal market conditions.

Furthermore, an agreement between the three national television networks establishes that they are required to provide, free of charge, 90 seconds of footage of any event, whether sports-related or not, for which they have exclusive broadcasting rights.

16.7.3. SPAIN

In Spain, the General Audiovisual Law 13/2022, of July 7th (Law 13/2022, of July 7th, General Audiovisual) regulates various aspects related to audiovisual services, such as the provision of audiovisual communication services, regulation

of advertising, protection of minors, promotion of cultural and linguistic diversity, and other relevant areas.

This legal framework was updated in 2024: while the previous Spanish law primarily affected the traditional linear channels, the new law brings into effect obligations for streaming platforms, VOD services and even influencers when they are established in Spain.

The operator that exclusively broadcasts in Spain the matches classified as being of general interest to society, including the semi-finals and final of the FIFA World Cup™, must allow other operators to broadcast a brief informative summary of the match for broadcast exclusively in news programmes and programmes with current news content. If this summary is less than 90 seconds, it must be delivered free of charge, except for the technical expenses necessary to prepare the summary, which will be paid by the operator interested in the aforementioned images.

16.8. Overview of the ticketing markets

For the FIFA World Cup 2030™, Morocco, Portugal, and Spain anticipate record ticketing revenue with sold-out stadiums for all matches, thanks to the fervour for football in the host countries, and their ease of access and appeal for visitors.

Ticketing revenue will also be boosted by premium experiences, increasingly popular in all three countries. These experiences offer additional perks such as personalised catering with private chefs, access to private bars and receptions, access to business centres' meeting rooms and specific parking spaces. In Morocco, the future Grand Stade Hassan II will offer up to 12,500 VIP / VVIP / Hospitality seats and sky-boxes, along with several premium catering services. In Portugal, Estádio do Sport Lisboa e Benfica has 2,500 seats in private boxes while

in Spain, two relevant examples include the new Bernabéu and the future Camp Nou. The new Madrid coliseum has 5,000 highly exclusive seats, for example, where you can taste meals from Michelin-starred restaurants. At the Camp Nou, starting from the 2025/25 season, about 62 VIP boxes for companies will cost about USD 81,000 per season. They include 12 seats, two parking spaces and catering for all LaLiga, Copa del Rey, Champions League and Gamper Trophy matches.

16.9. Attendance figures

16.9.1. MOROCCO

In March 2023, more than 820,000 people logged on to the FRMF website to try to purchase tickets for a Morocco – Brazil match in Tangier, which registered a final attendance rate of 98%. This passion for football can also be seen each weekend in the Botola Pro League with average attendances above 80% for the top three clubs' stadiums in the 2022-23 season.

Morocco's fervour for football was best illustrated by the crowds of Moroccans, from all over the world, that attended each of the national team's

matches at the FIFA World Cup™ editions in Russia in 2018 and Qatar in 2022.

16.9.2. PORTUGAL

In Portugal, average attendances when the national team plays at home are typically around 90%. Average league attendance for the 2022-23 season was 12,000, with the "Big Three" teams achieving average numbers well above 40,000, and, in Benfica's case, 50,000.

16.9.3. SPAIN

In Spain, LaLiga set a historic attendance record of over 15 million spectators during the 2022-23 season. This represents a 6.4% increase on the 2018-19 season, the last to enjoy unrestricted public access before the onset of Covid-19.

In 2023, Spain's men's national team played four home games, in four different stadiums – the team has no national home stadium of its own. The total number of spectators attending the matches in Malaga, Granada, Valladolid and Seville was 115,180, an average of 28,770 per game. The best-attended game was at Estadio La Cartuja in Seville, with 45,623 spectators.

Average attendances at proposed host stadiums 2022-23

City / Stadium	Country	Club	Average Attendance
Agadir - Grand Stade d'Agadir	Morocco	HUSA	24,443 (60%)
Casablanca* - Complexe Sportif Mohammed V	Morocco	RCAWAC*	41,302 (90%)
Fez - Stade de Fès	Morocco	MAS	17,677 (50%)
Marrakech - Grand Stade de Marrakech	Morocco	KACM	N/A - Stadium in renovation
Rabat - Stade Prince Moulay Abdellah	Morocco	FAR	30,850 (70%)
Tangier - Grand Stade de Tanger	Morocco	IR Tanger	51,200 (80%)
Lisbon - Estádio do Sport Lisboa e Benfica	Portugal	SL Benfica	57,102 (88%)
Lisbon - Estádio José Alvalade	Portugal	Sporting CP	29,292 (60%)
Porto - Estadio Do Dragao	Portugal	FC Porto	41,380 (83%)

* In Casablanca, attendance rates were shared for games at the Complexe Sportif Mohammed V, that is not part of the Stadiums proposed for the FIFA World Cup 2030™

City / Stadium	Country	Club	Average Attendance
Barcelona - Camp Nou	Spain	FC Barcelona	83,498 (84%)
Barcelona- RCDE	Spain	RCD Espanyol	21,601 (54%)
Bilbao - San Mamés	Spain	Athletic Club	43,488 (82%)
A Coruña - Riazor	Spain	RC Deportivo (3rd Division)	19,532 (60%)
Las Palmas - Estadio Gran Canaria	Spain	UD Las Palmas (2nd Division)	20,835 (64%)
Madrid - Metropolitano	Spain	Club Atlético de Madrid	55,800 (80%)
Madrid - Santiago Bernabéu	Spain	Real Madrid CF	56,644 (66% - Under estimated because of renovation works)
Malaga - La Rosaleda	Spain	Malaga CF (2nd Division)	18,509 (64%)
San Sebastian - Anoeta	Spain	Real Sociedad	32,186 (80%)
Saragossa - La Romareda	Spain	Real Zaragoza (2nd Division)	18,611 (55%)
Seville - La Cartuja	Spain	-	-

Total attendances for selected games at proposed host cities 2022-23

Games	Date	Location	Total attendance (& attendance rate)
Morocco - Brazil (Men)	25/03/2023	Tangier	63,000 (97%)
Morocco - South Africa (Women)	23/07/2022	Rabat	46,600 (97%)
Morocco - DRC (Men)	29/03/2022	Casablanca	45,000 (98%)
Portugal - Iceland	19/11/2023	Lisboa	45,655 (91%)
Portugal - Slovakia	13/10/2023	Porto	46,601 (93%)
Portugal - Bosnia	17/06/2023	Lisbon	55,058 (85%)
Spain - Scotland	12/10/2023	Seville	45,623 (80%)
Spain - Norway	25/03/2023	Malaga	28,000 (97%)

16.10. Prices for comparable events

16.10.1. MOROCCO

Moroccans' interest in cultural and sporting activities is growing as the number of major events hosted in the country multiplies. Fans attending the 2022 FIFA Club World Cup™ Final in Rabat paid between USD 5 and USD 150 to watch Real Madrid beat Al-Hilal 5-3. Each year, more than 50,000 people attend Jazzablanca Festival,

paying an average ticket price of USD 70 per concert and USD 140 for a three-day pass.

16.10.2. PORTUGAL

In Portugal, tickets for sporting events such as the Formula 1 Grand Prix, held in the Algarve in 2020, were sold with prices ranging from USD 93 to USD 708. Tickets for decisive Championship football games, with varying prices, usually sell out. Beyond sports, there are frequent festivals

and music concerts with tickets priced above USD 100 that sell out.

16.10.3. SPAIN

In Spain, fans are accustomed to attending major sporting events regularly held in the

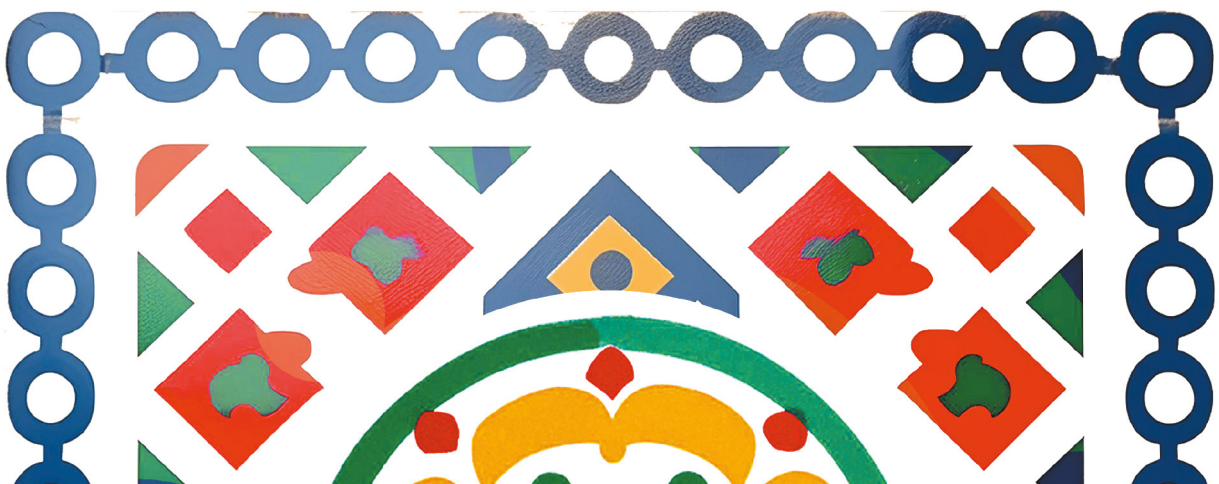
country, such as *El Clásico*, that is played twice each season, and for which ticket prices range between USD 100 and USD 600. Similarly, ticket prices for Primavera Sound, the annual music festival held in Barcelona, also range between USD 100 and USD 400.

Average Pricing for Domestic Sport Events

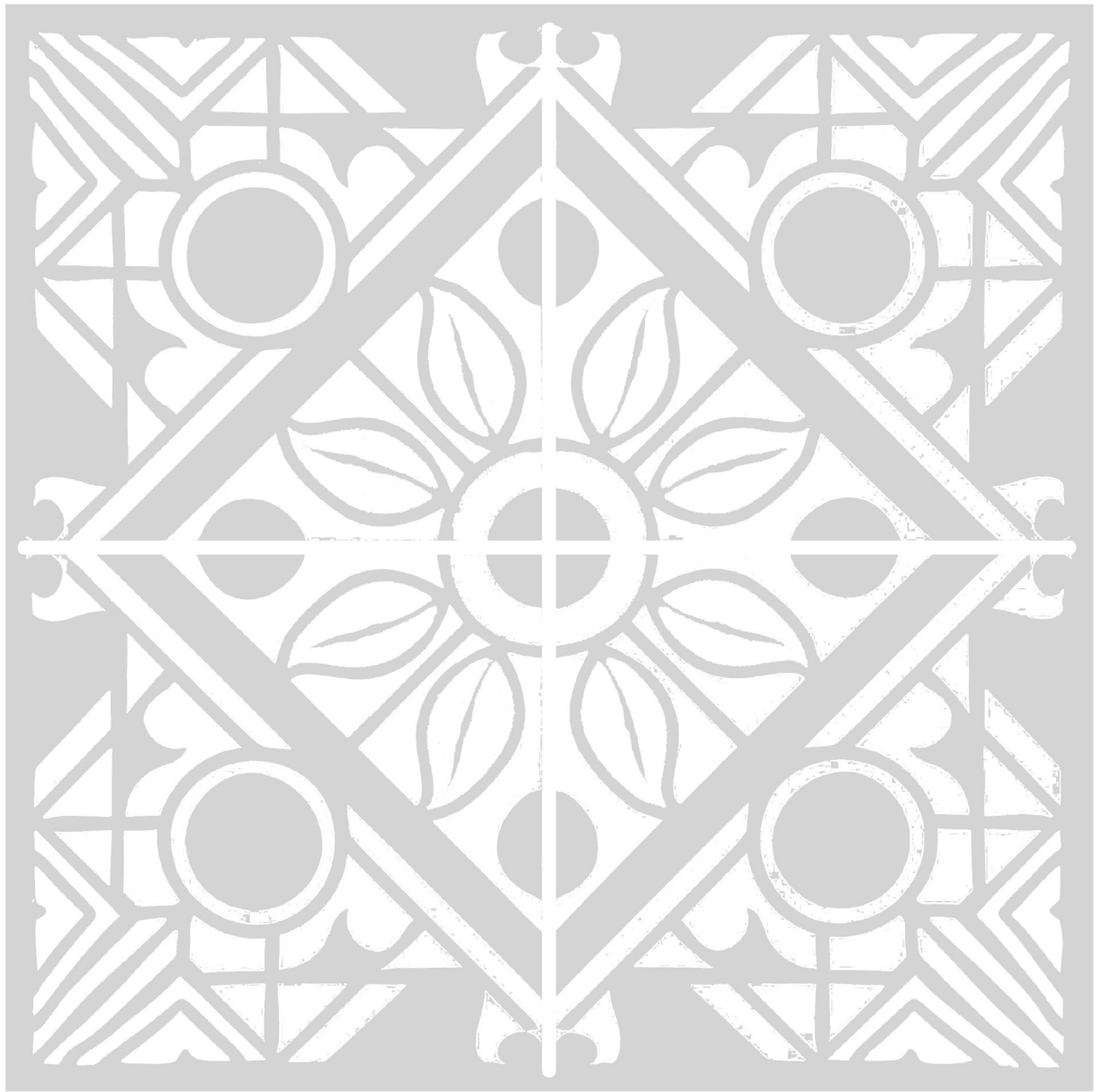
Average Pricing for Domestic Sport Events	Country	Price Range
2022 FIFA Club World Cup™ Final	Morocco	USD 5-150
National Team Game: Morocco – Brazil	Morocco	USD 10-200
Botola Pro D1 Inwi (National Premier League Championship)	Morocco	USD 5-100
CAF Champions League (2022 - 2023)	Morocco	USD 3-70
Champions League final (2021)	Portugal	USD 70-600
MotoGP (Portugal 2024)	Portugal	USD 65-165
Primeira Liga (FC Porto – Benfica)	Portugal	USD 15-60
Estoril Open	Portugal	USD 10-160
F1 Gran Premio de España	Spain	USD 218-525
MotoGP de España	Spain	USD 60-630
MotoGP de Cataluña	Spain	USD 63-549
Madrid Open	Spain	USD 10-304

Average Pricing for Cultural Events

Average Pricing for cultural events	Country	Price Range
Mawazine Music Festival	Morocco	USD 10-500
Jazzablanca Music Festival	Morocco	USD 60-150
Oasis Music Festival	Morocco	USD 200
International singers' concerts/ Dj Sets	Morocco	USD 100-200
Music concerts in Lisbon (The Weekend, Madonna, Taylor Swift, Harry Styles...)	Portugal	USD 81-1037
NOS ALIVE Festival	Portugal	USD 179 (3 Day Pass)
ColdPlay Music Concert in Coimbra	Portugal	USD 20-150
Moga Festival (Caparica)	Portugal	USD 50-200
Primavera sound in Barcelona	Spain	USD 265-545
Mad-cool in Madrid	Spain	USD 210-483 (4 Day Pass)
Taylor Swift Music Concert	Spain	USD 85-589
Coldplay Music concert	Spain	USD 50-485



Sustainability and Human Rights



17. Sustainability and Human Rights



17. Sustainability and Human Rights

Sustainability and human rights are central pillars of YallaVamos Bid. Morocco, Portugal and Spain are committed to building on their respective achievements in these areas and collaborating closely with FIFA to embed best practices, tailored to national, regional, and local contexts, into hosting the FIFA World Cup 2030™.

Beyond ensuring compliance with the most stringent international standards, our vision is to harness the organisation of the FIFA World Cup 2030™ to propel progress in sustainability and human rights across our countries. We aim to leverage existing national commitments and regulations to ensure a lasting positive social and environmental legacy that will extend well beyond the FIFA World Cup 2030™.

17.1. Building on our national achievements

HUMAN RIGHTS: Our countries have made significant strides in this crucial area. Morocco has undertaken comprehensive judicial reforms, strengthened civil liberties, and advanced women's rights through legislative and policy measures. Portugal has demonstrated a robust commitment to human rights through its National Strategy for Equality and Non-Discrimination, focusing on combating domestic violence, ensuring the rights of persons with disabilities, and enhancing migrant integration. Spain has reaffirmed its commitment to protecting and promoting human rights with the approval of a second National Human Rights Action Plan. The Plan's key priorities include promoting true and effective gender equality, eradicating all violence

against women and girls, combating all forms of discrimination, and safeguarding the human rights of vulnerable individuals and groups, as well as implemented strong anti-discrimination measures.

CLIMATE CHANGE: Our countries have already displayed a high level of awareness on the importance of climate change mitigation and resilience. This is shown by the laws, strategies and national policies that have been put in place, as well as by our public commitments to reduce GHG emissions and focus on adaptation. Our countries' promotion of greener transport (including EVs incentives, public transport network enhancement and rail infrastructure greening) represents an advanced starting point for a low-carbon FIFA World Cup 2030™.

ENERGY AND ENERGY EFFICIENCY: In the face of climate change, our countries are investing heavily in the field of renewable energies, as well as making significant efforts in energy efficiency. Morocco, Portugal and Spain respectively have 41%, 71%, and 61% of renewable energy in their total installed electricity power. Moreover, Morocco is home to the Noor Ouarzazate complex, one of the world's largest concentrated solar power plants. Meanwhile, Portugal added a record-breaking 260 GW of renewable energy capacity in 2020, and Spain is one of the leaders in Europe in renewable energy capacity, and investments in energy efficiency measures has also contributed to reducing carbon emissions and promoting sustainable energy practices.

WASTE AND CIRCULAR ECONOMY: Our national strategies and programmes show that our countries are making significant progress towards more effective waste management. Through its national waste recovery programme, Morocco aims to achieve a high level of household waste recycling, composting and biomass use by 2030. Portugal and Spain, under their EU commitments, have set ambitious waste recycling targets and implemented circular economy strategies and action plans, as well as a more efficient waste management system, as they face challenges with its recycling infrastructure, resulting in low recycling rates compared to other EU countries, with a focus on reducing resource consumption and waste generation.

WATER: Our national strategies and programmes show that our countries are making significant progress towards more effective waste management. Through its national waste recovery programme, Morocco aims to achieve a high level of household waste recycling, composting and biomass use by 2030. Portugal and Spain, under their EU commitments, have set ambitious waste recycling targets and implemented circular economy strategies and action plans, as well as a more efficient waste management system, as they face challenges with its recycling infrastructure, resulting in low recycling rates compared to other EU countries, with a focus on reducing resource consumption and waste generation.

BIODIVERSITY: Our geographical location has endowed Morocco, Portugal, and Spain with rich biodiversity, albeit it is under threat

from human activities and global warming. We have recognized this worldwide issue in our extensive networks of protected areas and national conservation programmes and policies. Spain's commitment to biodiversity is evident in its extensive network of national parks, and biosphere reserves.

AIR EMISSIONS: Air quality remains a challenge in some of our larger cities. Aware of this issue, we have implemented national strategies and programmes to improve poor air quality, as well as installed extensive networks of air quality monitoring stations. These efforts have led to an overall improvement in air quality in our countries.

In line with our current status¹ outlined above, the combined regulatory frameworks² of Morocco, Portugal and Spain provide solid foundations that will enable our countries to meet the environmental and social standards. Our countries' existing laws and strategies support effective sustainable management and will facilitate compliance with the targeted environmental and social objectives of the FIFA World Cup 2030™.

17.2. Our commitment to sustainability and human rights

The YallaVamos Bid is steadfastly committed to upholding the highest standards of sustainability, human rights, and climate action in the preparation and hosting of the FIFA World Cup 2030™. Our dedication to supporting FIFA in developing and implementing its Sustainability Strategy and Sustainable Event Management System for the FIFA World Cup

1. Report on the current environmental state of the 3 host countries (YallaVamos, June 2024)

2. Report on relevant local legislations and FIFA requirements (YallaVamos, June 2024)

2030™ is unwavering. We pledge to uphold internationally recognized human rights in accordance with the countries' international human rights commitments and FIFA's Human Rights Policy.

Our commitment to implement the FIFA Sustainable Sourcing Code ensures that all procurement processes will be conducted sustainably and ethically. We are committed to taking concrete actions to combat climate change, including becoming signatories of the Sports for Climate Action framework under the UN Framework Convention on Climate Change (UNFCCC). This commitment involves the implementation of best practices in climate action, thus enabling us to elevate our engagement to new levels of effectiveness and impact. By adhering to these principles, we aim to host a FIFA World Cup™ that not only celebrates the spirit of football but also sets a global benchmark for sustainability, human rights, and climate action in international sporting events.

17.3. Our commitment to stakeholders' engagement

The YallaVamos Bid is deeply committed to involving local communities and engaging all relevant stakeholders throughout the planning, the hosting and the legacy of the FIFA World Cup 2030™. We view the FIFA World Cup 2030™ not merely as a sporting spectacle but as a transformative societal project. Our goal is to foster collective enthusiasm and collaboration, thus creating the conditions for harnessing the diverse perspectives of all stakeholders to ensure that everyone benefits from positive outcomes, while demonstrating inclusive and integrated progress.

We pledge to adhere to the AA1000 Stakeholder Engagement Standard in each of our host cities. Grounded in principles of inclusivity, relevance, and responsiveness,

our commitment ensures that all applicable voices are not only heard but actively considered in our decision-making processes. With the AA1000 principles as our guide, we will ensure that our engagement process is:

- inclusive, involving stakeholders from diverse backgrounds and interests
- relevant, focusing on issues that are the most significant to stakeholders and our operations
- responsive, addressing stakeholder concerns and feedback in a timely and effective manner

We are dedicated to maintaining this dialogue throughout the preparation and execution phases of the FIFA World Cup 2030™. This engagement will ensure that stakeholders' perspectives are continually integrated into our planning and operational processes, enhancing transparency and fostering a sense of shared ownership and responsibility.

Recognizing that hosting the FIFA World Cup 2030™ is an unparalleled opportunity to advance societal and environmental progress, the YallaVamos Bid has launched a dynamic, iterative, evolving and continuing consultation process, involving an expanding range of experts and public and civil institutions, and focused on building a common understanding of the key challenges of our shared vision. This collaborative approach was crucial for identifying potential risks in the areas of human rights and environmental protection, and for developing not only effective mitigation strategies but also pathways for positive transformation.

The YallaVamos Bid has closely collaborated with the national human rights institutions of our host countries to effectively address human rights issues: Conseil National des Droits de l'Homme (CNDH) in Morocco,

Provedor de Justiça in Portugal, and Defensor del Pueblo in Spain. These institutions hold “A” status accreditation from the Global Alliance of National Human Rights Institutions (GANHRI), which works under the auspices of the Office of the United Nations High Commissioner for Human Rights. They share a common commitment to independently protecting and promoting human rights, ensuring justice, and upholding the rights and freedoms of individuals in their respective countries. Over 15 meetings were organised to facilitate the development of an independent study of the human rights contexts in our countries, and to identify the most relevant and efficient mitigation measures.

Human rights issues, as well as those related to climate and environmental protection, have been central to the discussions and consultations held in our host cities. For example, two tours were organised in each host city in Morocco, with meetings that included a full range of institutional representatives and local stakeholders and authorities. These meetings aimed at ensuring their engagement in the preparation of the bid dossier and identifying both risks and opportunities related to sustainability and human rights.

Consultations were not limited to local stakeholders. Representatives from the YallaVamos Bid participated in the side event, Sustainable Sports: Integrating Climate Concerns into the FIFA World Cup 2030™, organised in the context of the Youth Sustainable Development Conference (YSDC) 2024 by the African Youth Climate Hub on July 4, 2024. During this event, which also involved representatives from the Sports for Climate Action and Sports for Nature frameworks, discussions were initiated with experts and youth leaders from Africa and around the world on ways to mitigate risks, particularly through innovation. Inputs from participants were taken into

consideration, both in terms of risk identification and mitigation measures.

NGOs have played a crucial role in identifying environmental and climate risks, as well as in developing appropriate mitigation measures. For instance, the Mohammed VI Foundation for Environmental Protection has formalised a strategic partnership with the Royal Moroccan Football Federation to enhance the environmental dimensions of the bidding, planning, hosting and legacy of the FIFA World Cup 2030™. This collaboration underscores the Foundation’s crucial role in promoting sustainability and climate action ahead of, throughout, and after the event. The Foundation will lead initiatives aligned with the UNFCCC’s “Sports for Climate Action” framework to raise awareness and educate people about the environment, carbon footprint reduction, and emissions offset projects. To support these efforts, the Foundation will provide a state-of-the-art carbon footprint calculation tool and facilitate access to training programs.

The national NGO Living Planet Morocco has also extensively collaborated with the bid, providing valuable expertise and recommendations primarily on freshwater, biodiversity, and waste management risks, mitigation measures and opportunities.

The involvement of stakeholders is still an ongoing process. Morocco, Portugal and Spain plan to further broaden the spectrum of stakeholders through engagement formats ensuring that no one is left behind. While collaboration with stakeholders at the state and regional levels is crucial, the efforts made thus far have also established a solid foundation for multi-stakeholder and inclusive collaboration in each host city: host city authorities, stadium operators, accommodation providers, training site operators, airport

officials, and local representatives of residents and civil society associations.

We are collaborating with them to embark on a collective effort to ensure that the preparation and hosting of the FIFA World Cup 2030™ meet the highest standards, benefiting the cities and their residents, while providing visitors with a unique experience in a healthy, safe, and welcoming environment.

17.4. Human rights risks and strategies

The three countries have solid constitutional, legal and institutional frameworks to protect and promote fundamental rights. The host countries are also committed to international human rights standards and practices. They have developed detailed strategies that will be supported by their three respective independent and pluralistic national human rights institutions, which are compliant with international standards, known as the Paris Principles.

While each country has its specific context and unique human rights journey, Morocco, Portugal and Spain share common objectives in their approach to human rights. These include a commitment to promoting diversity, equity and inclusion, ensuring fair treatment for all individuals, and fostering a safe and respectful environment for all.

Independent studies conducted by the Moroccan, Portuguese, and Spanish national human rights institutions have enriched the risk mapping process, detailed in the appendix, by identifying potential risks associated with hosting the FIFA World Cup 2030™.

The following mitigation measures will be implemented accordingly:

17.4.1. MOROCCO

LABOUR STANDARDS: Morocco has made remarkable progress in labour standards, with a national employment strategy and strong labour rights protections. To further strengthen this area, Morocco aims to integrate labour standards rights into all phases of event planning and delivery, ensuring compliance with internationally recognized labour standards, particularly in infrastructure projects. Principles related to due diligence and responsible business conducted will be mainstreamed in the planning, delivery and legacy of the event.

RESETTLEMENT AND DISPLACEMENT: Morocco has also shown a strong track record in managing resettlement and displacement issues in compliance with regulations in force. In the FIFA World Cup 2030™ preparations, the risk of population displacement due to infrastructure projects is minimal. Should this risk occur, Morocco will ensure transparent communication regarding expropriation procedures and provide fair compensation to displaced communities.

EQUALITY AND NON-DISCRIMINATION: Morocco has made considerable strides in combating discrimination and racism. The host will encourage anti-discrimination nationwide campaigns to raise public awareness about diversity and inclusion and provide appropriate support and resources to institutions and NGOs working against racism and discrimination.

FREEDOM OF EXPRESSION, ASSOCIATION, AND ASSEMBLY: Morocco upholds the principles of freedom of expression, association, and assembly, supported by a constitutional, legislative and institutional frameworks that enforce these rights. The host country is committed to continuing strengthening its existing mechanisms and

frameworks to support freedom of expression, association and assembly. The ambition is to streamline the process for recognizing associations, implement training programs for law enforcement officials to appropriately handle fan interactions and assemblies and immediately address any excessive use of force.

RIGHTS OF WOMEN, CHILDREN, AND OTHER VULNERABLE GROUPS: Morocco has demonstrated a strong commitment to protecting the rights of women, children, and other vulnerable groups and has taken significant steps to improve the rights of migrants through initiatives like the National Immigration and Asylum Strategy, launched in 2014. To enhance these protections, Morocco will reinforce mechanisms to report and address violence against women, ensure migrants can access their rights through supportive programs, implement robust child protection measures, to prevent exploitation, and implement a strategy and best practices on accessible infrastructures, including for people with disabilities.

In addition to these specific measures, Morocco is committed to reinforcing other economic and social rights, such as the right to health, education and housing as well as optimising its engagement with the International Human Rights System.

A multi-stakeholder ad hoc grievance mechanism specific to the FIFA World Cup 2030™ will be established, decentralised and provided with adequate human and financial resources.

17.4.2. PORTUGAL

SECURITY AND CIVIL LIBERTIES: Portugal has a strong tradition of upholding human rights, with commitments enshrined in the Constitution and numerous international treaties. To ensure the safety and security

of all participants and fans without infringing on civil liberties, Portugal will train security staff compliant with human rights standards and establish accountability mechanisms. Regular training sessions will be key components of this strategy, ensuring that all security measures respect civil liberties.

LABOUR STANDARDS: Portugal is committed to fair labour practices and has a robust framework to protect workers' rights. To further enhance these protections during the FIFA World Cup 2030™, Portugal will ensure fair wages and safe working conditions including for migrant workers. It is committed to taking measures to ensure that all workers are treated fairly and protected by the law. Principles related to due diligence and responsible business conducted will be mainstreamed in the planning, execution and legacy of the event.

RESETTLEMENT AND DISPLACEMENT: Portugal has established protocols for managing resettlement and displacement fairly. There will be no new infrastructure development for the FIFA World Cup 2030™, thereby reducing this risk. Should any case occur, Portugal will conduct transparent consultations regarding resettlement processes, ensure affected communities receive adequate compensation and resettlement options, and provide appropriate housing and support for displaced people.

EQUALITY AND NON-DISCRIMINATION: Portugal has a positive record in combating discrimination and racism, especially through policy measures. Portugal is committed to implementing and enforcing policies to combat all forms of discrimination, providing support services, including legal aid and counselling, for victims of discrimination, and taking initiatives to promote gender equality, including representation and participation of women in all aspects of the event.

FREEDOM OF EXPRESSION, ASSOCIATION, AND ASSEMBLY:

Portugal upholds the principles of freedom of expression, association, and assembly, with a legislative framework that supports these rights. To further strengthen these freedoms, Portugal is committed to exert more efforts to ensure the safety and freedom of journalists and activists, establish mechanisms for reporting and addressing violations of freedom of expression and assembly, and work with civil society organisations to facilitate peaceful protests and demonstrations. A comprehensive training program on human rights standards for all security personnel will be also developed. Furthermore, Portugal is committed to ensuring that all security measures respect civil liberties and that incidents of excessive force incidents are promptly addressed.

RIGHTS OF WOMEN, CHILDREN, AND VULNERABLE GROUPS:

Portugal has a strong commitment to protecting the rights of women, children, and other vulnerable groups. To enhance these protections, Portugal will address any case of violence against women, partnering with child protection agencies to prevent exploitation and abuse, conduct awareness campaigns on children's rights and protection measures, ensure the full inclusion and participation of people with disabilities in society and take specific measures to protect the rights of migrants, including the enforcement of policy frameworks.

In addition to these specific measures, Portugal will reinforce the protection of economic and social rights for all by enforcing legal protections related to access to healthcare. Accessible mechanisms for workers to report and resolve complaints specific to the FIFA World Cup 2030™ will be established.

17.4.3. SPAIN

LABOUR STANDARDS: Spain is committed to upholding the universally recognized labour standards and has a strong framework to protect workers' rights. Spain is committed to improving women employment, by enhancing working conditions and promoting entrepreneurship. It will also take measures to improve work-life balance, prepare a plan for social and labour insertion for victims of sexual exploitation, and develop measures to improve the employment of people with disabilities.

EQUAL TREATMENT AND PROTECTION OF MINORITIES:

Spain has a long-standing commitment to human rights, enshrined in its Constitution and supported by numerous international treaties. To address potential challenges related to racism, racial discrimination, and intolerance, Spain will continue to strengthen anti-discrimination policies, will continue conduct training programs for law enforcement and service providers, and launch public awareness campaigns to promote inclusivity and respect for diversity.

CHILDREN'S RIGHTS: Spain has made significant progress in safeguarding children's rights through comprehensive legal protections and active partnerships with child protection agencies. To further enhance these protections, Spain will take measures to eradicate child and adolescent poverty, implement policies to combat violence against children and conduct awareness campaigns to safeguard children's rights. Specialised training will be dispensed for personnel working with children and adolescents.

GENDER EQUALITY: Spain is dedicated to achieving full equality between men and women, supported by comprehensive protection measures against gender violence and trafficking. To further strengthen these

protections, Spain will continue to implement and enhance measures against gender violence and discrimination, promote initiatives to address sexism and gender stereotyping, and provide support services for victims of violence and exploitation. Training programs for law enforcement and service providers will ensure effective responses to potential gender-related issues.

RIGHTS OF PEOPLE WITH DISABILITIES:

Spain has a strong legal and policy framework for the protection and promotion of the rights of people with disabilities. To ensure the inclusion and rights of people with disabilities during the FIFA World Cup 2030™, Spain will implement tailored strategies to ensure the rights of people with disabilities are upheld. Initiatives to promote accessibility and inclusion will be prioritised, ensuring all facilities and services related to the FIFA World Cup 2030™ are fully accessible.

MIGRANT RIGHTS: Spain is committed to protecting the rights of migrants, with comprehensive legal protections and support services in place. To further enhance these protections, Spain will guarantee the rights of migrants to international protection and improve the social inclusion of migrants for greater effectiveness of their rights.

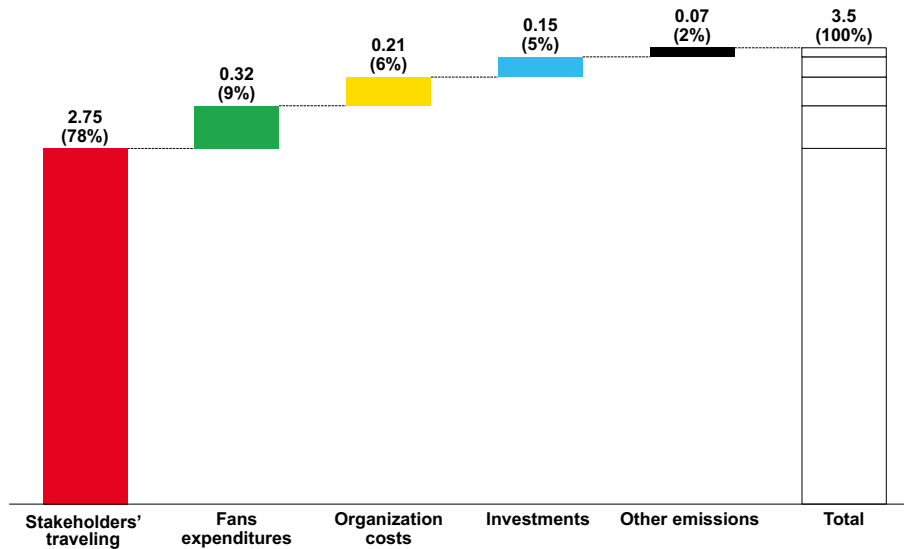
FREEDOM OF ASSEMBLY AND EXPRES-

SION: Spain upholds the principles of freedom of assembly and expression, with a legislative framework that supports these rights. To further strengthen these freedoms, Spain will facilitate peaceful protests, and ensure that security measures are proportionate and do not infringe on civil liberties. Training programs for law enforcement will ensure appropriate responses to fan interactions and assemblies, protecting the rights to freedom of assembly and expression.

17.5. Environmental and climate impacts

The forecast assessment of the environmental and climate impacts of the preparation and staging of the FIFA World Cup 2030™, and post-event activities provides significant insights to identify emission reduction areas and other environmental impacts. We used the internationally recognized GHG Protocol methodology. Emission factors were based on DEFRA and EXIOBASE. Given that the carbon footprint is based on forecast estimates, the figures are subject to a degree of uncertainty. The underlying assumptions about future variables may vary and include metrics such as the number of international visitors, modes of transportation within cities, visitors' countries of origin, and the final tournament schedule.

Breakdown of greenhouse gas emissions (3.5 MteqCO₂)



17.5.1. Carbon footprint assessment

The carbon footprint forecast³ of the FIFA World Cup 2030™ event is estimated to be 3.5 million tons of CO₂ equivalent. Traveling for participants (including outward travels, inter-city, and intra-city travels) is the most significant source of emissions, accounting for 78% of the total amount.

This high proportion is explained by the numbers of visitors that are expected to arrive in the host cities during the FIFA World Cup 2030™, along with the origin of visitors. This component of the carbon footprint is strongly dependent on air travel and its corresponding emission factors and has been the highest contributor in previous FIFA World Cup™ editions.

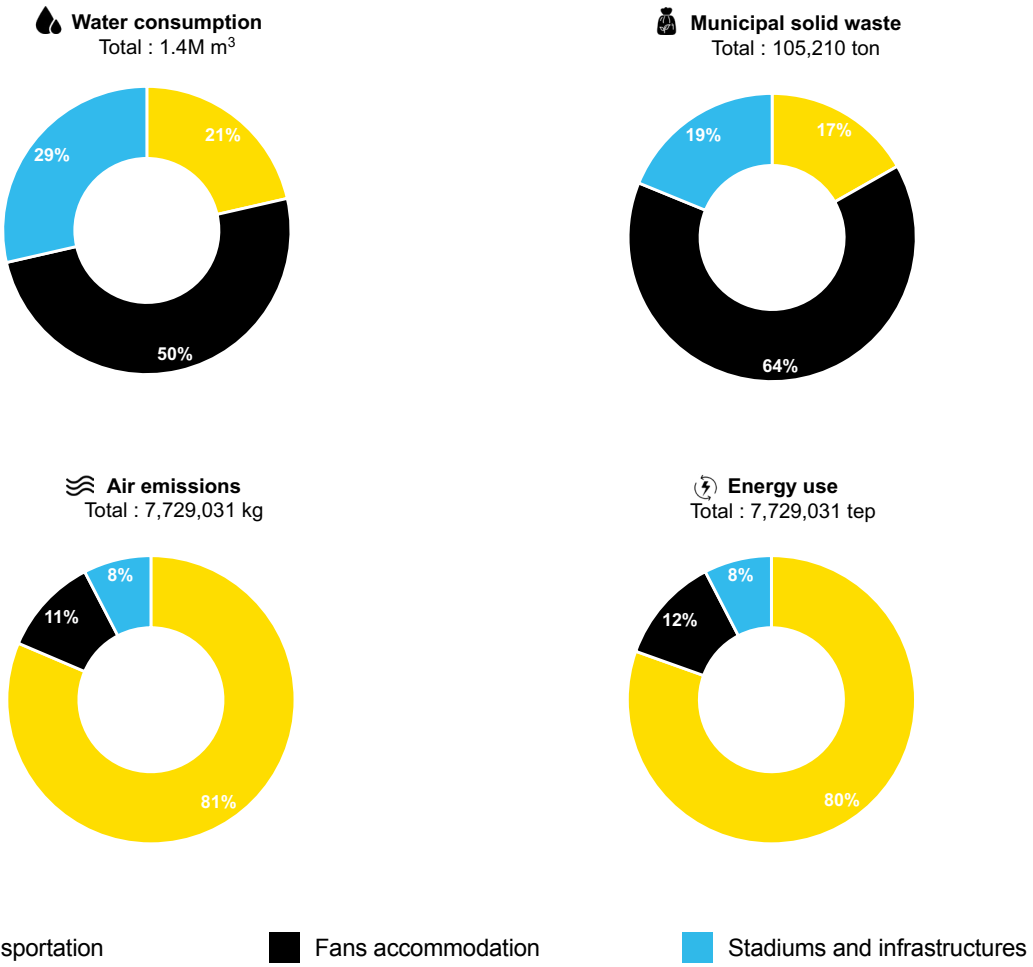
17.5.2. Environmental impact assessment

The FIFA World Cup 2030™ is projected to impact water consumption, municipal solid waste, air emissions (PM_{2.5}, PM₁₀, No_x, So_x and NH₃) and energy use. Stakeholders' accommodation could be responsible for over 50% of water consumption and waste production, while stakeholders' transport could account for over 80% of atmospheric emissions and energy consumption. These estimates contribute to the identification of the environmental risks set out below.

Several organizational aspects of the FIFA World Cup 2030™ have yet to be determined. Environmental and carbon impacts depending on these decisions (e.g. number and distribution of games) could thus vary. As such, simulations considered all possibilities and probable event scenarios. The outputs displayed present the FIFA World Cup 2030™ potential impacts under the median scenario identified from various probable simulations.

3. FIFA World Cup 2030™ Carbon footprint assessment Report, YallaVamos, June 2030

Environmental direct local impacts and directly attributable



17.5.3. Environmental and climate risks

The main environmental and climate risks associated with the FIFA World Cup 2030™ have been identified at the national level by environmental impact area. These risks are assessed based on their severity, considering potential environmental, reputational, and financial damages, and their occurrence likelihood informed by past events and future projections.

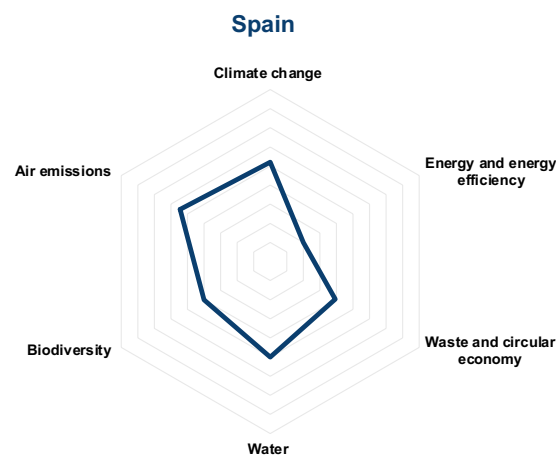
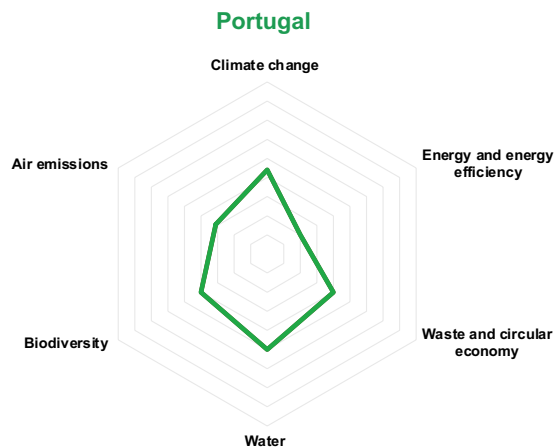
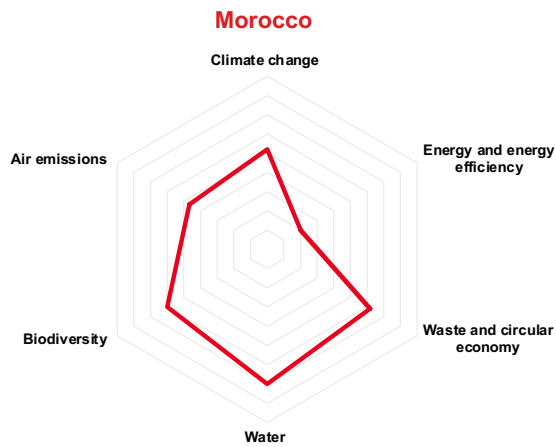
Factors include previous FIFA World Cup™, environmental forecasts, and national objectives. Risks are classified into levels of

importance: fairly insignificant, moderately significant, significant, and critical.

The climate risks identified are common to all countries but differ in terms of severity and likelihood. No related risks stand out as critical, but the following risks have been identified as significant for our countries: significant GHG emissions; more extreme and unseasonal weather phenomena, fluctuating usual temperatures leading to an increased use of air cooling.

The environmental risks identified are also common to all countries but differ in terms of severity and likelihood.

Climate and environmental risks assessment by country (Index base 10)



Overall, two related risks stand out as critical among our countries: strain on the waste management value chain, and water scarcity impacting local populations and the smooth running of activities.

Related significant risks are as follows: generation of hazardous, non-hazardous waste and construction waste, potential existing air quality issues within some host cities, locally impacting FIFA World Cup 2030™ stakeholders' health⁴, natural areas and habitat destruction and fragmentation leading to potential biodiversity loss.

17.6. Environmental and climatic mitigation measures

General objectives to mitigate risks and maximise opportunities in key areas have been identified. All the actions will enable the YallaVamos Bid to ensure positive environmental impact locally and set new high standards for future mega sports events. Also, related implementation targets will contribute to the 2030 national targets of our countries.

Objectives include:

- Reduce the climate impact of the FIFA World Cup 2030™ to contribute to the Paris Agreement and the UNFCCC Sports for Climate Action Framework objective
- Reinforce the resilience of FIFA World Cup 2030™ games and regions (anticipate and manage climate risks)
- Reduce total energy consumption and shift towards sustainable and efficient energy in the operation and organisation of the event
- Minimise the use of materials and substantially reduce waste generation through the integration of the 4Rs (Reduce, Reuse, Recycle and Recover)

4. FIFA World Cup 2030™ Potential environmental and climate impacts identification Report, YallaVamos, June 2030

- Minimise water use during the construction and operation of FIFA World Cup 2030™ sites and ensure water conservation and stewardship
- Protect, conserve and restore biodiversity and ecosystem services
- Minimise local air pollution from FIFA World Cup 2030™ stadiums, training sites, overlay infrastructure and transport services, promoting access to cleaner technologies in our host countries

The methodology of implementation of the action plan will rely on an effective sustainability management system for the FIFA World Cup 2030™ in line with the requirements of ISO 20121. In line with our general objectives, benchmarked best-practices⁵ and identified risks and opportunities, actions to both mitigate the environmental and climate impacts of the FIFA World Cup 2030™ and leave a sustainability legacy have been identified⁶ and prioritised.

Actions have been mapped within countries' regulatory contexts, FIFA requirements, phases of implementation (pre-event, during-event, post-event), corresponding indicators and UN Sustainable Development Goals, and responsible stakeholders (host country, host association, host city authority, stadium authority, training site authority, airport authority, accommodation authority).

Below is a summary of our commitments:

STAKEHOLDERS' TRANSPORT TO AND FROM MATCHES – Main actions include:

- Guaranteeing a modern, well-developed, and sustainable transport infrastructure and system, allowing for optimal connections between all sites and the different areas and ports of entry in host cities
- Fostering clean/low-emissions vehicles (clean tournament operation fleets and host country buses and electric vehicles) and travel, for example by promoting railway infrastructure and the use of trains, developing pedestrian and bicycle paths for spectator travel to stadiums and facilities, reducing business air travel and fostering Sustainable Aviation Fuel
- Facilitating the use of public and shared transport through incentives
- Establishing match schedules according to proximity and transport infrastructure
- Developing a mobile app to encourage tourists and supporters to monitor and reduce their carbon footprint through a gamified experience, tracking their journey, promoting low-carbon transportation, recommending eco-friendly accommodations and dining, and offering personalised tips for reducing energy consumption and waste. The mobile app will enable fans to compete for rewards and recognition both individually and by country, allowing users to offset their carbon footprint through verified environmental projects. Rewards will be given at both individual and country levels, encouraging fans to motivate their fellow countrymen to become the lowest-impact fanbase among the 48 represented countries

5. International Benchmark Report, YallaVamos, June 2030

6. FIFA World Cup 2030™ Environmental mitigation and enhancement plan YallaVamos, June 2030

STAKEHOLDERS' ACCOMMODATION DURING THEIR STAY IN HOST COUNTRIES

– Main actions include:

- Raising awareness about responsible waste and water management for the accommodation, food and beverage and merchandise sector
- Raising awareness of sustainable building practices for the accommodation and event management sectors
- Sponsoring projects that include environmental and social side benefits to offset unavoidable emissions, with a particular focus on youth led projects, including through projects incubated by the African Youth Climate Hub

ENERGY CONSUMPTION

– Main actions include:

- Encouraging energy efficiency through an energy management system in line with ISO 50001 and targets to meet the lighting regulations in stadiums
- Installing energy-optimised HVAC; audits in buildings (stadiums and facilities) and the procurement of products and materials maximising energy-efficiency
- Maximising the use of renewables for FIFA World Cup 2030™ sites and overlay infrastructure through agreements with renewable energy marketers and supply contracts for stadiums' utility power with green power retailers (at least for the contract cycle in which the competition falls), with a majority of renewable sources

WASTE MANAGEMENT

– Actions aim at facilitating the avoidance, reduction, segregation, reuse, recycling and composting of waste:

- At stadium level, by promoting waste sorting and segregation, waste processing, recycling and developing a circularity strategy based on reference frameworks (e.g. ISO 59000, ISO 20121:2024) and keeping stadiums clean
- At host cities level, by developing sustainable waste management plans
- At FIFA World Cup 2030™ sites, by developing comprehensive plans for significant waste streams (construction materials, infrastructure)
- By encouraging local and regional sourcing and sustainable procurement (green building materials, shared or leased assets, reduced packaging, banning disposable plastic bottles), notably by creating cross-sectoral alliances and partnerships with sustainable waste contractors
- By raising awareness about responsible consumption and production for all stakeholders, including in the accommodation, food and beverage and merchandise sectors (e.g. by setting guidelines and providing training for all stakeholders)
- By using centralised waste and logistics centres
- By enabling a sustainable waste management legacy by strengthening / structuring local circular industries and related stakeholders' skills, and encouraging a behaviour shift by setting best practices as an example, including phasing out single-use plastic

STADIUMS/INFRASTRUCTURE (DESIGN, CONSTRUCTION AND OPERATION) – Main actions include:

actions include:

- Ensuring comprehensive drainage, safe drinking water supplies and accessible drinking water fountains, and effective waste-water management for all stadium facilities
- Guaranteeing sustainable design, build and operations certifications, notably for stadiums, permanent offices and overlay infrastructure (including LEED, HQE and BREEAM)
- Promoting eco-friendly overlay infrastructure and producing a sustainable design guide for temporary FIFA World Cup 2030™ infrastructure
- Installing eco-friendly HVAC in all indoor spaces and providing sufficient, maintained and compliant lighting and reflectors
- Encouraging water-efficient practices during the construction of stadiums and training sites, and during the operation of sites and overlay
- Delivering sustainable building training for site construction contractors and operators

A comprehensive sensitivity analysis anticipating scenarios by area of environmental impact that could affect the event has been carried out. High-level recommendations have also been formulated to tackle the most critical scenarios with the active support of the Governments of Morocco, Portugal and Spain.

