

HISTORY COMES ALIVE

URUGUAY, ARGENTINA AND PARAGUAY BID TO HOST
THE CENTENARY CELEBRATION MATCHES AS PART OF
THE FIFA WORLD CUP 2030™



BIDDING NATIONS
URUGUAY • ARGENTINA • PARAGUAY



Foreword

President,

Honoring the history and essence of football

On the afternoon of Sunday July 13th, 1930, a hard, sown leather ball started to roll in the Gran Parque Central stadium in Montevideo. That first move marks the beginning of the history of the main sports event in the world, the history of a dream which never stopped rolling and growing. That first FIFA World Cup held in Uruguay thanks to the authorities' drive and the extensive and deep vision of the directors of football back then, involved 13 national teams, five of which were South American. If we also consider that two teams from our continent reached this tournament's final, it is clear that South America is the origin, the place where this passion that enjoys, moves and teaches millions of boys, girls and young people from every corner of the planet at present, was actually created and strengthened.

Those of us who are in charge of directing international football nowadays are resting on the shoulders of true giants. It took a lot of bravery and courage to do what those pioneers, the founders, did then. They put into practice the noble ideal of bringing continents and cultures together through football almost one hundred years ago under much more adverse conditions than the current ones, practically with no resources, only armed with their convictions, their trust and their love for a sport which was still far from being the global phenomenon that it is nowadays.

One hundred years after this achievement, world football has the duty to honor the example and the memory of those players, coaches, fans and directors who planted the seed of modern football..., in South American soil. It is time to look into the future inspiring ourselves in the origins, on the great ideas which served as basis for the greatness we witness today. Only those who honor and value their history will be able to reach new heights and overcome more complex challenges.

The bid of Uruguay, Argentina and Paraguay to host the 2030 World Cup is neither a whim nor a random project. The conditions for organizing world-class events are present, as it has been widely evidenced. But above all, this is a bid which has a characteristic which no other bid may have, that is not related to material resources or logistics capabilities: it is right here where the flame of the most important sport was ignited in 1930.

As there is only one Taj Mahal, Colisseum, Machu Picchu, and Parthenon, there is also only one Estadio Centenario, the scenario where the first World Cup was held, a football temple and a symbol of this bid rooted in the most powerful values of our sport.



Alejandro Domínguez W-S
President of CONMEBOL

Foreword

Estimado Presidente,

Honrar la historia y la esencia del fútbol

En la tarde del domingo 13 de julio de 1930, una dura pelota de cuero cosido empezaba a rodar en la cancha Gran Parque Central, en Montevideo. Ese primer movimiento marca el inicio de la historia del evento deportivo más importante del mundo, la historia de un sueño que ya nunca paró de rodar y de crecer. Aquella primera Copa del Mundo de la FIFA, realizada en Uruguay gracias al empuje de sus autoridades y a la visión amplia y profunda de los dirigentes del fútbol de entonces, contó con la participación de 13 selecciones, de las cuales cinco eran sudamericanas. Si además consideramos que a la final de ese torneo llegaron dos equipos de nuestro continente, queda claro que Sudamérica es el origen, el lugar donde en verdad nació y se fortaleció esta pasión que ahora divierte, emociona y enseña a millones de niños, niñas y jóvenes de todos los rincones del planeta.

Quienes hoy tenemos la responsabilidad de dirigir el fútbol internacional estamos subidos a hombros de verdaderos gigantes. Hizo falta mucha audacia y coraje para hacer lo que hicieron aquellos pioneros, los fundadores. Llevaron a la práctica el noble ideal de unir los continentes y las culturas a través del fútbol hace casi un siglo, en condiciones mucho más adversas que las actuales, prácticamente sin recursos, armados solo con sus convicciones, su confianza y su amor por un deporte que estaba todavía lejos de ser el fenómeno global que es en el presente. A 100 años de esa hazaña es un deber para el fútbol mundial honrar el ejemplo y la memoria de esos jugadores, técnicos, hinchas y dirigentes que sembraron la semilla del fútbol moderno actual... por cierto, en tierra sudamericana. Es el momento de mirar el futuro inspirándonos en los orígenes, en las grandes ideas que sirvieron de cimiento a la grandeza que hoy vemos. Solo quien respeta y valora su historia podrá alcanzar nuevas cimas y vencer los desafíos más complejos.

La candidatura de Uruguay, Argentina y Paraguay para albergar la Copa del Mundo 2030 no es un capricho ni un proyecto antojadizo. Existen plenas condiciones para organizar eventos deportivos de primer nivel, como ya está ampliamente demostrado. Pero sobre todo es una candidatura que tiene un rasgo que ninguna otra puede tener y que no se relaciona con recursos materiales o capacidades logísticas: aquí y solo aquí se encendió la llama del rey de los deportes en 1930.

Así como solo hay un Taj Mahal, solo un Coliseo, solo un Macchu Picchu, solo un Partenón, así también existe un solo Estadio Centenario, escenario de la primera final del mundo, templo del fútbol y símbolo de esta candidatura que hunde sus raíces en los valores más poderosos de nuestro deporte.



Alejandro Domínguez W-S
Presidente de CONMEBOL

Foreword

Montevideo, July 28 2024

Mr
Giovanni Vincenzo Infantino
President
Fédération Internationale de Football Association – FIFA

Dear President,

Football in Uruguay is much more than a sport that arouses passions. It is identity and it is part of our way of being as a nation. It is played, felt, debated and encouraged in every home and in every corner of our country. It is an essential part of our way of being and of our history.

We, Uruguayans, are known worldwide for our 'garra' (grit), referring to our character, resilience, quality and dedication in the face of great challenges. It is in our DNA.

We are privileged to have hosted the first World Cup in 1930 and it is emblematic that the stadium that was built for the tournament was named 'Centenary' in honor of the time that has passed since the birth of our country.

Now, it is the FIFA World Cup that reaches its first centenary and the year 2030 may also be remembered as the event that continued the thread of the history of this wonderful sport. The celebration match in the field of the World Football Monument Stadium will be a milestone in the history of world football, a new milestone for the city, the country and world football.

As you know, our Centenary stadium has been recently remodeled and modernized. It has more than 30,000 square meters of surface, facilities suitable for today's international competition and is placed in an unbeatable central location within the city of Montevideo. Besides, for the occasion of the Centenary Celebration Match, new improvements will prepare this mythical venue not only to host the event, but also to be part of the next hundred years of football.

Uruguay also offers unique conditions in terms of sports facilities, hotel capacity, transport systems as well as air and land connectivity, which are in line with the challenge of organizing the match to be the heart of the FIFA World Cup Centenary Celebration, and which we are sure can satisfy the needs of delegations and tourists.

Dear President Infantino, let us be proud to continue the History of Football and let Football be able to tell its future by remembering past History.

Yours sincerely,



A handwritten signature in blue ink, consisting of several vertical strokes and a horizontal line at the bottom, characteristic of the President of AUF.

Ignacio Alonso Labat
President of AUF

Foreword

Montevideo, 28 de julio de 2024

Señor
Giovanni Vincenzo Infantino
Presidente
Fédération Internationale de Football Association – FIFA

Presente
Estimado Presidente,

El fútbol en Uruguay es mucho más que un deporte que despierta pasiones. Es identidad y es parte de nuestro modo de ser como nación. Se juega, se siente, se debate y se alienta en cada hogar y en cada esquina de nuestro país. Es parte esencial de nuestro modo de ser y de nuestra Historia.

A los uruguayos se nos conoce mundialmente por nuestra “garra”, aludiendo al carácter, resiliencia, calidad y a la entrega frente a los grandes desafíos. Está en nuestro ADN.

Tenemos el privilegio de haber sido sede de la primera Copa del Mundo de 1930 y resulta emblemático que se nominara “Centenario” al Estadio que se construyó para el torneo, en honor al tiempo transcurrido desde el nacimiento del país.

Ahora, es la Copa Mundial de la FIFA la que alcanza su primer centenario y el año 2030 podrá ser recordado también como el evento que continuó el hilo de la Historia de este maravilloso deporte. El partido de celebración que realizaremos en el césped del Estadio Monumento Histórico del Fútbol Mundial será un hito en la Historia del Fútbol mundial, con toda seguridad, un nuevo hito para la ciudad, el país y el fútbol mundial.

Cómo usted sabe, nuestro estadio Centenario ha sido recientemente remodelado y modernizado. Cuenta con más de 30.000 metros cuadrados de superficie, instalaciones adecuadas a la competencia internacional actual y está ubicado en inmejorable centralidad dentro de la ciudad de Montevideo. Y para la ocasión del Partido de Celebración del Centenario, nuevas mejoras prepararán este mítico recinto no solo para recibir el evento, sino para ser parte de los próximos cien años del fútbol.

Uruguay ofrece, además, condiciones únicas en materia de instalaciones deportivas, capacidad hotelera y sistemas de transportes y conectividad aérea marítima y terrestre, que resultan acordes al desafío de organizar el partido para ser el corazón de la celebración del Centenario de la Copa Mundial de la FIFA, y que estamos seguros puedan satisfacer a las necesidades de delegaciones y turistas.

Estimado Presidente Infantino, permítanos tener el orgullo de continuar la Historia del Fútbol y permita que el Fútbol pueda contar su futuro recordando la Historia pasada.

Atentamente,



A handwritten signature in blue ink, consisting of several vertical strokes and horizontal lines, characteristic of the President of AUF.

Ignacio Alonso Labat
Presidente de AUF

Foreword

Buenos Aires, July 2024.

The emotion, that loving feeling that for Argentines has one of its roots in football, is enormous. Full and immense. It is not easy to put into words what football, as the king of sports, represents in Argentine culture. Along with tango, 'criollo' football seeped into every heart, into the very guts of every inhabitant of my country to transform it into that great art that generates what we call 'Pasión de Multitudes' ('Passion of Crowds'). I am convinced that it is not easy to find in other corners of our planet so much love, so much devotion, affection and feelings for this beautiful game.

Football in Argentina has served as a vital tool to forge the national identity, the integration of all individuals, to seal an impression, a way of being, of feeling and of falling in love with this ecumenical phenomenon called football.

And for all the inhabitants of the 'Patria Grande' (Big Nation) that Argentina represents, football is, surely, a way of living. A kind of religion with devoted followers here and there, that does not distinguish either social classes or creeds, that makes a worship service to the ball. Between 1880 and 1882, thousands of immigrants arrived in our lands and among them was none other than Alejandro Watson Hutton, the man who sowed the foundation stone of Argentine football. From then on, the film that was generated is a succession of scenes, images and photos that represent us all over the world.

Argentina then, as part of this region, is one of the historical and histrionic links of what we call South American Football. And the commemoration in 2030 of the Centenary of the first World Cup organized by FIFA will be an ideal occasion to strengthen these values. From that event in 1930 to what will be the next event in 2030, things have happened and continue to happen. To list the milestones of Argentine Football would take hundreds of pages and thousands and thousands of words. Perhaps to synthesize the feeling and meaning of what we represent to the world, it is necessary to refer to the last World Cup played in Qatar 2022. There, a nation of this portion of the Earth moved and excited everyone.

That is why the great pride will be, once again, to host the Tournament that generates more impact worldwide. We, Argentines, went through it in 1978 and once again we will receive in our home, together with Uruguay and Paraguay, the joy of being part of the organization of a World Cup.

We are proud and happy that South America can host this historic World Cup, to commemorate and vindicate history. We know that this is a very big commitment but we are also very certain about the values that drive us to live up to such a great responsibility. We also appreciate and embrace the support of all the Presidents of the federations that make up CONMEBOL.

Thank you all for letting us be part of this story. Football once again gives us the opportunity to get together in a common goal. Football, that identity that defines us, will once again be the great game that gathers all nations. And that timeline that goes from the famous 1930 World Cup to today will be sealed by a ball.

Past, present and future finely threaded by this unwavering passion called Football.



A handwritten signature in blue ink, which appears to read 'Claudio Tapia'. The signature is stylized and fluid.

Claudio Fabián Tapia
President of AFA

Foreword

Buenos Aires, Julio 2024.

La emoción, ese sentimiento afectivo que para los argentinos tiene una de sus raíces en el fútbol, es enorme. Plena e inmensa. No es fácil describir con palabras lo que el fútbol como deporte rey representa en la cultura argentina. Junto con el tango, el fútbol criollo se filtró en cada corazón, en las propias entrañas de cada habitante de mi país para transformarlo en ese gran arte que genera lo que nosotros denominamos Pasión de Multitudes. Soy un convencido que no es fácil encontrar en otros rincones de nuestro planeta tanta querencia, tanta devoción, cariño y amor a este hermoso juego.

Un fútbol que en la Argentina ha servido como vital herramienta para forjar la identidad nacional, la integración entre todos los individuos, para sellar una impronta, un modo de ser, de sentir y de apasionarse por este fenómeno ecuménico denominado fútbol.

Y para todos los habitantes de la Patria Grande que representa a la Argentina el fútbol es, seguramente, una forma de vida. Una especie de religión con devotos aquí y allá, que no distingue clases sociales ni credos, que hace un culto de adoración a la pelota.

Entre 1880 y 1882 llegaron a nuestras tierras miles de inmigrantes y entre ellos estaba, nada más y nada menos que Alejandro Watson Hutton, el hombre que sembró la piedra fundacional del fútbol argentino. De ahí en adelante, la película que se generó es una sucesión de escenas, imágenes y fotos que nos representan en todo el mundo.

Argentina entonces, como parte de esta región, es uno de los eslabones históricos e histriónicos de lo que denominamos Fútbol Sudamericano. Y la conmemoración en el 2030 del Centenario de la disputa de la primera Copa del Mundo organizada por la FIFA será una ocasión ideal para reafirmar esos valores.

De aquel evento de 1930 a lo que será el próximo acontecimiento de 2030 pasaron y siguen pasando cosas. Enumerar hitos del Fútbol Argentino demandaría cientos de páginas y miles y miles de palabras. Quizá para sintetizar el sentimiento y significado de lo que representamos para el mundo haya que referirse a la última Copa del Mundo disputada en Qatar 2022. Allí donde una nación de esta porción de la Tierra conmovió y emocionó a todos.

Por eso el gran orgullo será, nuevamente, ser anfitriones del Torneo que más impacto genera a nivel mundial. Los argentinos lo vivimos en 1978 y otra vez recibiremos en nuestra casa, junto con Uruguay y Paraguay, la dicha de formar parte de la organización de una Copa del Mundo.

Estamos orgullosos y felices de que Sudamérica pueda ser sede de este Mundial histórico, de conmemorar y reivindicar la historia. Sabemos que este es un compromiso muy grande pero también tenemos muy en claro los valores que nos impulsan para estar a la altura de tamaña responsabilidad. También valoramos y abrazamos el apoyo de todos los Presidentes de las federaciones que componen la CONMEBOL.

Gracias a todos por dejarnos ser parte de esta historia. El Fútbol nos vuelve a dar la oportunidad de hermanarnos en un objetivo común. El Fútbol, esa identidad que nos define, será otra vez el gran juego convocante de todos los pueblos. Y aquella línea de tiempo que va del célebre Mundial de 1930 a hoy quedará sellada por una pelota.

Pasado, presente y futuro finamente enhebrado por esta pasión inquebrantable llamada Fútbol.



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Claudio Fabián Tapia
Presidente de AFA

Foreword

Mr
Giovanni Vincenzo Infantino
President
Fédération Internationale de Football Association – FIFA

Dear President,

Passion. Support. Loyalty. These are some of the words that can describe the feeling that overwhelms every inhabitant of our country upon hearing the word, football. A sport that, since the indigenous Guarani, has had social relevance in the formation of our communities, where this sport is breathed and sweated.

Unique. This is another definition that reflects the relationship between football and Paraguay. Geographical, historical, and political reasons have made our football significantly different from that of our neighbors, the main one being the very distinct and peculiar idiosyncrasy of the Paraguayan citizen.

Many times, the style of football represents the spirit of a people. Over the years, the extraordinary self-love and sense of belonging have made Paraguayan football compete with great dignity against other major powers of the continent, writing unforgettable pages of our history with determination, goals, and dribbles. The commemoration in 2030 of the centenary of the first FIFA World Cup is the perfect opportunity for the world to get to know South American football in its essence, giving a well-deserved tribute to each of the cultures that shaped a sport that today knows no language barriers.

For Paraguay, hosting one of the Centenary Celebration Matches represents an opportune occasion to show all football fans its way of viewing the sport, with all the color and warmth that characterizes it, and with that encouragement, which, through chants and murgas, brings together thousands of voices and hugs for over 90 minutes. This is how we want to welcome the world, with the same passion that makes Paraguay a destination to always remember. Along with the hospitality that is our distinctive mark, we have also demonstrated the enormous capacity to host large-scale events, from the 1999 Copa América to the organization of youth multidisciplinary tournaments, continental and world finals, all with a high level of infrastructure, organization, and security, providing a safe, comfortable, and welcoming environment. The FIFA World Cup will not only find a great host but also venues that meet the highest standards and a setting perfectly suited to the occasion. For example, the Defensores del Chaco Stadium has witnessed historical moments such as the Chaco War, being the place where Paraguayan soldiers gathered before going into battle, and decades later, feeling the vibration of its concrete stands with unforgettable celebrations, events that made it an icon for the entire continent.

To all this are added the sports facilities and hotel capacity, which, along with an efficient transportation system, will ensure that the celebration match we host can meet all the needs of delegations and tourists attending this event, guaranteeing resounding success.

The hosting of the 2030 FIFA World Cup is a historic opportunity for football to return to its roots, those that forged what is today a sport that unites geographies and whose only boundary is the field lines, the one that separates the present from the future, today from tomorrow.

For all these reasons, dear President, allow us to be a part of this history, to honor those who knew how to devise the strategy and prepare the field, so that we can walk on it again as we did in 1930, blending the football of the past with the present time.

Yours sincerely,



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Lic. Robert Harrison Paleari
President of APF

Foreword

Señor
Giovanni Vincenzo Infantino
Presidente
Fédération Internationale de Football Association – FIFA
Presente

Estimado Presidente,

Pasión. Aliento. Lealtad. Son algunas de las palabras que pueden describir el sentimiento que embarga a cada habitante de nuestro país al escuchar la palabra, fútbol. Un deporte que desde los indígenas guaraníes ha tenido una relevancia social para la conformación de nuestras comunidades, donde se respira y se transpira este deporte.

Único. Es otra definición que refleja la relación entre el fútbol y el Paraguay. Razones geográficas, históricas y políticas, hicieron que nuestro balompié logre diferenciarse sustancialmente de los vecinos, siendo la principal, la idiosincrasia muy propia y peculiar del ciudadano paraguayo.

Muchas veces, el estilo futbolístico representa el espíritu de un pueblo. A través de los años, el extraordinario amor propio junto al sentido de pertenencia, hicieron que el fútbol paraguayo compitiera con altura con otras grandes potencias del continente, escribiendo con puño y letra, con goles y gambetas, páginas inolvidables de nuestra historia.

La conmemoración en el 2030 del centenario de la disputa del primer Mundial FIFA es la oportunidad perfecta para que el mundo pueda conocer al fútbol sudamericano en su esencia, dándole un reconocido homenaje a cada una de las culturas que le dieron forma a un deporte que hoy no conoce de idiomas.

Para el Paraguay, el hecho de albergar uno de los Partidos de Celebración del Centenario de la Copa Mundial de la FIFA representa una ocasión propicia para enseñarle a todos los hinchas del fútbol, su manera de ver este deporte, con todo el color y el calor que lo caracteriza, y con ese aliento, que, entre rimas y murgas, logran juntar miles de gargantas y abrazos por más de 90 minutos.

Así queremos darle la bienvenida al mundo, con esta misma pasión, que hace del Paraguay un destino para recordar siempre, y a la hospitalidad que es nuestro sello distintivo, hemos demostrado igualmente la enorme capacidad de albergar eventos multitudinarios, desde la Copa América de 1999 pasando por la organización de torneos juveniles multidisciplinarios, finales continentales y mundiales, todos ellos, con un alto nivel de infraestructura, organización y seguridad, brindando de esa forma un ambiente seguro, cómodo y acogedor.

La Copa Mundial de la FIFA se encontrará no solo con un gran anfitrión, sino con escenarios acordes a la más alta exigencia y con un recorrido que se ajusta perfectamente a la ocasión del evento. Por ejemplo, el Estadio Defensores del Chaco ha sido testigo de momentos históricos como la contienda bélica de la Guerra del Chaco, siendo el sitio donde los soldados paraguayos se reunían antes de entrar en combate, y décadas después, sintiendo la vibración del cemento

de sus gradas con festejos inolvidables, hechos que lo convirtieron en un ícono para todo el continente.

A todo esto, se suman las instalaciones deportivas y la capacidad hotelera, que, junto a un eficiente sistema de transporte, harán que el partido de celebración que alberguemos pueda satisfacer todas las necesidades de delegaciones y turistas que se darán cita a este evento, garantizando un éxito rotundo.

La realización de la Copa Mundial de la FIFA 2030, es una oportunidad histórica para que el fútbol pueda volver a sus raíces, aquellas que forjaron lo que hoy es un deporte que une geografías y que la única frontera que conoce es la de cal, aquella que separa el presente del futuro, el hoy del mañana.

Por todos estos motivos, querido Presidente, permítanos ser parte de esta historia, para honrar a aquellos que supieron armar la estrategia y preparar la cancha, para que la volvamos a pisar así como en 1930, conjugando el fútbol del pasado en tiempo presente.

Atentamente.



A handwritten signature in blue ink, which appears to read "R. Paleari". The signature is stylized and written in a cursive script.

Lic. Robert Harrison Paleari
Presidente de APF

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1

INTRODUCTION

1 Introduction

It has been a long and glorious journey since that “first time” and today we are proud to present our bid for the FIFA 2030 World Cup Centenary Celebration Matches (CCMs)... and where else could those matches be held with greater legitimacy, historic symbolism and popular passion than in South America, and most precisely, in our three countries? This rhetorical question has an obvious answer, but words do not come so easy, since you cannot explain South American football; you rather feel it, live it, breathe it, dream it, celebrate it, cry for it... Here, football is magic, and magic cannot be explained. But we will try anyway...

In every corner, square, street or sandlot in South America, everything revolves around football. Life is ROUND here.

Friends meet to spend time together or simply to PLAY... Because for us football is not just a game, IT IS LIFE ITSELF.

Here we play with new balls, old balls, deflated balls and even with balls invented out of rolled socks, with bottle caps, with stones or whatever which may be kicked; where football goals are made of sneakers and have imperfect measures, or of bricks from an unfinished construction, door houses,

the window of an absent neighbor, or just a football goal image present in our imagination: all these real, invented and/or imaginary items make up the spark that ignites our **passion for football**, which is AT THE HEART OF EVERY SOUTH AMERICAN PERSON.

Here we do not hesitate to vie for the ball as if it were the last one; we play, compete and laugh with whichever rival we face, and we defend our teammates and our team shield WITH OUR OWN LIFE.

Iconic football moves are characteristic right here, and the dribbling *-gambeta-* is the first thing taught and learnt; the *rabona*, the *chilena*, the *pisadinha* and the *vuelta olimpica* all started here.

Here 90 minutes of football affect the spirits OF A WHOLE NATION. Here the most brilliant football stars WERE BORN and WILL CONTINUE TO BE BORN: the heroes that the world loves, cheers and remembers forever, the idols which turned football into magic, passion and the incomparable experience that only comes to life in this sport.

Due to all the above, we are excited to post a bid to organize and celebrate this unique and exceptional event: the celebration of the

centenary of the first FIFA World Cup in history held in Uruguay in 1930...

Football offers us the unmissable opportunity to go back to where it all began 100 years ago.

Going back to our roots, to the cradle of magic and heroism, to breathing pure football in its most significant competition, to feeling the warmth of fans and the unique fervor in every cheer towards the teams, each and every minute that the matches may last...

It is in the honor of all those pioneers, the ones that came after them and everyone

breathing football in our countries that we would like to host the Centenary Celebration Matches. So that the “passion for football” will never stop here, but will also keep pumping the whole world. So that we keep on offering the world, the magic of a region that experiences football like no other. So that the new generations will continue to grow, develop and create legends over the next 100 years.

The magic is here, and it is alive. This corner of the planet is the past, the present and the future of football.



PART A

EVENT VISION AND GENERAL INFORMATION

2. Vision & Strategy

3. Legacy

4. Political support in Host Countries

5. General Information – Host Countries & Host Cities

6. Event Timing

2

VISION & STRATEGY

2.1 Our Vision

South America, a continent where pure and magical football is neverending

From its inception to date, world football has come a long and fruitful journey and it has provided us with a myriad of significant and dazzling experiences, supported by its incomparable relevance from a sports, social and cultural standpoint throughout the world, and particularly in our region.

With our eyes set on 2030, we are filled with emotion and overjoyed to live a new, unique and historical experience: the celebration of the centenary of the first FIFA World Cup held in Uruguay in 1930. **Football invites us to return to the place where it all began... 100 years ago.**

When that first FIFA World Cup in history was held, thirteen countries invited by Uruguay, and including Argentina and Paraguay, challenged the barriers of distance and uncertainty, and embarked on a journey towards the “South of the world” to participate in an unprecedented event which would be

recorded in world football history books. The exciting final match between Uruguay and Argentina, in which Uruguay prevailed, not only allowed Uruguay and South America to win its first FIFA World Cup, but it also gave rise to a new transcendent global sports celebration which would call and join mankind every four years.

Upon celebrating the CENTENARY of the event, we would like the tournament to go back to its origins, to the continent which gave birth to all the stars that people cheer for and remember, to the land of sandlots and love for the teams, to the continent which created the need to meet every four years, forget their troubles and speak only one language... the language of FOOTBALL.

Inspired by that significant milestone, South American football wrote a history of high-impact sports success over the following 100 years, which was grounded on our world-class football talent, our professional capacity and the close company of our extraordinary base of faithful, ardent and passionate fans who provide the perfect framework for the most iconic and popular



sports of all. Because in South America, first we play football and then we exist... LIFE IS ROUND HERE!

And as we talk about playing a pioneering role in international football competitions, since we hosted the first FIFA World Cup in 1930, it should also be remembered that we also created the oldest tournament among national teams, our COPAAMÉRICA, in 1916...

In this context, **our vision**, as this event’s host countries, consists in providing FIFA, millions of fans and the whole world football ecosystem with a **unique**, highly emotional sports **experience**, which supported by a combination of the “**magic**” of our **players**, **the passion of our fans and the track record of South American football successes**, **remembers and celebrates the centenary** of the first FIFA World Cup, **highlights** the importance of football in our region and its **glorious journey to date**, and **sets the grounds for creating a future legacy of sustainable growth** for South American football.

We are convinced that our 3 countries are excellent and naturally legitimate hosts of this event since, in addition to having participated in the first FIFA World Cup of 1930 and the

incomparable passion for football existing in our societies, they have always been characterized by the warm hospitality of our people and their historical and ongoing attitude towards receiving and welcoming immigrants and foreign visitors over time, regardless their origin, race, culture or religion.

2.2 Our Strategy

Just like FIFA, **we believe that competitions foster development and therefore, our main strategic objective will be to build-up a value journey around this centenary event, which will attract the attention of fans and of all key stakeholders in the regional and international football ecosystem, by offering them value-based experiences and opportunities.**

Such strategic goal, together with our future development plans focused on investing in sports, service and entertainment infrastructure, as well as in strengthening our organizational, management and value creation capabilities around our football competitions and institutions, will allow us to **evolve in our growth and value creation agenda for the whole South American football ecosystem, ensuring that the**



endless source of South American talent continues to provide the exceptional and transformative players that the world needs.

Also, we are looking to capitalize this event to **streamline our cross-border agenda for connecting and integrating South American countries and cities around experiences related to football events—and their related tourism and entertainment industries—reducing red tape barriers which cause friction among visitors, thus improving their experience and creating synergies / enhancing the economic benefits for our countries and cities, as well as the union of our peoples.**

2.3 Our Value Proposition

Our value proposition consists in offering a **unique, emotional and lasting experience** which integrates and joins generations of football fans, taking them to visit and feel in-situ the place where the South American magic emerges, the iconic nooks where the most important and historic football stars were born, and to breathe pure football air and passion in every corner. A unique experience throughout a journey that connect the first FIFA World Cup epic, our sports glory and its legacy to date, with the huge potential of our football towards the future.

The main pillars and foundations of such value proposition are summarized as follows:

- Centenary celebration events with high sports, commercial and symbolic appeal

to football stakeholders due to the quality of South American teams and players, the incomparable fans and population support, and the impactful profile and features of the celebration and forward-looking messages that will raise people's interest, cause emotion and attract the whole football ecosystem and society in general.

- Experiences aligned with the **preferences and behavior of the current and future fans, and also with those of the “eternal fans”**, which connect, engage and join fans generations all around the world.
- Attractive and **meaningful events and value-based experiences for commercial partners, investors and other key stakeholders within the football ecosystem, which will allow us to continue building our sustainable value creation agenda for the South American football.**
- The development of a modern and sustainable infrastructure, leading a new path for 360° sustainable events while also making visible the sustainable commitments of our own countries.
- An event that sets the **grounds for streamlining the initiatives towards connecting and joining South American countries and cities** around the opportunity of fluently offer to local and foreign visitors, experiences related to football events and the related “clean” tourism and entertainment industries.

3

LEGACY

3.1 Future Legacy

South America has an extraordinary base of passionate fans (our **PRESENT FANS**). We also count with fans who watched more World Cups and players than any other fan in the world, those who know football at its purest and witnessed its changes over time, those who pass their love for football through generations: we call them our **ETERNAL FANS**. Finally, we do have a huge population of young people who symbolize the future and for which this celebration event has been designed, so that the magic and passion of football remain alive in our region for ever (our **FANS OF THE FUTURE**).

Moreover, we noticed that both **football and the way that the audience/fans connect with it, particularly the new generations, is evolving in an active and accelerated manner driven by two significant transformation trends:** (1) fans' new and more elevated demands and preferences when

consuming football content, (2) technology, as the key transformation enabler.

In addition, we believe that competitions drive development and therefore, our main strategic objective for the future will be to leverage on this centenary event to build-up a significant and sustainable development legacy for both our football and our South American countries, for the next 100 years.

We summarize as follows the main initiatives to build-up our legacy:

- Progress in our strategic goal of building a new golden era in the organization of world-class sports events in the region by hosting a highly visible event with such a significant impact.
- Taking South American football to the next level – taking advantage of the evolution and transformational momentum in football content (audiovisual and in-person) consumption models, and in fan

connection and engagement models – by mobilizing the following core initiatives:

1. Making intelligent investments in modern and sustainable stadiums/ sports infrastructure to enhance the experience of fans and audiences of all around the world.
2. Strengthening our organizational and management capabilities towards creating value in South American football competitions and entities.
3. Strengthening the connection, engagement and experience of current,

eternal and future fans, by offering them modern and innovative value propositions (audiovisual content, IT platforms, experience at stadiums, among others) better aligned with their demands/preferences.

We believe that furthering this agenda and initiatives will allow us to **retain the one-of-a-kind football talent born and raised in our region for a longer period, and under better conditions, thus creating significant value “in” and “for” our entities and for all South American key stakeholders.**



4

POLITICAL SUPPORT IN HOST COUNTRIES

4 Political support in Host Countries

4.1 Uruguay

Uruguay has been experiencing considerable economic, social and cultural transformations with a significant economic growth, improving wealth distribution. At present, Uruguay is considered one of the most stable South American economies and one of the 20 safest countries in the world.

Uruguay has a unitary, democratic, decentralized and presidential government comprising 19 departments and 127 municipalities. The government comprises three independent powers: Executive, Legislative and Judicial. In addition, there are three autonomous enforcement agencies: the Electoral Court, the Contentious and Administrative Court and the Court of Auditors.

The Executive branch is led by the President, who acts in accordance with the related minister or ministers, or with the Council of Ministers. The president is both head of State and head of Government, it is elected jointly with the vice-president through direct popular election. The presidential term is for 5 years with no immediate reelection except following a similar period counted as from the date on which their term has elapsed. The Uruguayan President appoints and removes the ministers. In addition, the General Assembly may remove ministers by absolute majority of votes.

The Legislative Power comprises the General Assembly, which is made of a Chamber of Senators with 31 members (counting the president of the chamber, who is the Vice-president of Uruguay) and a Chamber of Representatives, with 99 members. Parliament elections are held through closed lists, simultaneously with the presidential election. Representatives are elected by

department, whereas senators are elected through a federal election, both for five-year terms.

The Judicial power is led by the Supreme Court of Justice, which members are appointed by the General Assembly through a majority made of two thirds and whose terms last ten years, or end after they turn 70 years old. The Judiciary is also made by the Court of Appeals, District Courts and Justice of the Peace Courts.

In this institutional and political context, the Uruguayan Government, as well as the Montevideo Municipality, showed full support through acts of government to the bid for Montevideo to be a host city for the FIFA World Cup again.

This clear and defined political and institutional support by the Uruguayan Government is shown in the declaration of public interest for the proposal to host the 2030 FIFA World Cup, as well as the 1930 FIFA World Cup Centenary celebrations schedule. In addition, the Budget Law assigned a specific item to cover the disbursements related to Uruguay's candidacy to be host of the 2030 World Cup.

It should also be noted that one of Uruguay's long-term policies include the firm conviction to continue consolidating itself as a leader in environmental matters and human rights observance at an international level, and this event will represent a clear opportunity to show the world that the Uruguayan society is committed to these principles resulting from solid and sustainable national policies, which are supported by multiple parties to date, and include a significant involvement by the private sector and the civil society, which upholds sustainability values.

In addition to the considerable governmental support, the Uruguayan Football Association (UAF) is one of CONMEBOL's founding member associations, it is also the FIFA member association which hosted the first FIFA World Cup in 1930, has two Olympic trophies (1924 and 1928), won the World Cup twice, in 1930 and 1950, as well as fifteen Copas América and two Youth World Cups.

The Uruguayan Football Association was created on March 30, 1900, by Enrique Lichtenberger, director of Albion F.C, who sent the invitations to CURCC, Deutscher FK, and Uruguay Athletic to create this new league. These four clubs founded the association and the first Uruguayan Championship. It was founded under the name of The Uruguay Association Football League. In 1905, under the presidency of Félix Ortiz de Taranco, it changed its name to Liga Uruguay de Football, and in 1915, under the presidency of Juan Blengio Roca, it changed its name again to Asociación Uruguay de Football, a name which was maintained until the professional system was adopted on April 6, 1932, when the Liga Uruguay de Football Profesional is created, with Mario Ponce de León as President. It resumes the former name of Asociación Uruguay de Football on June 30, 1936, under the presidency of Dr. Raúl Jude, adopting the Spanish version of the term "football", and reaching its current name: Asociación Uruguay de Fútbol, in 1970, under the presidency of Américo Gil.

The AUF's authorities are as follows: the Executive Committee, currently chaired by Ignacio Alonso, the Youth Executive Committee, the Futsal Executive Council, the Women's Football Committee, the Beach Soccer Committee, and the Executive Committees: Primera División, Segunda División Profesional, Primera División Amateur,

Divisional D, Fútbol Femenino, Fútbol Sala, Tercera División, Juvenil Divisional A and Juvenil Divisional B.

Undoubtedly, history rules converge for Montevideo and Uruguay, to host a 2030 FIFA World Cup match!

4.2 Argentina

Argentina is a country where people breathe and live football across its 24 provinces, so football is a crucial element of Argentine identity because it promotes significant values, such as equality, integration and teamwork. In this context, clubs promote this passion, present in over 11,500 football clubs across Argentina, so it may be stated that Argentina's candidacy to host a 2030 FIFA World Cup match is supported by the illusion of the over 45 million inhabitants of Argentina, who have joined together to reach this goal.

Argentina has a presidential, representative, republican and federal government in which people's representatives are elected by vote and in turn, each province and the City of Buenos Aires also elect their governors and lawmakers by vote. In addition, provincial governments organize and sustain their judicial systems.

Therefore, there is a considerable balance of powers: the elected president is in charge of the Executive branch, whereas the Legislative power is made of a two-chamber body comprising a Chamber of Deputies with 257 representatives, and the Chamber of Senators, with 72 representatives. Finally, the Judicial Power is in charge of the important duty of being the custodian of our Constitution through the Supreme Court of Justice, which at present is made of five members.

Both the Argentine Government and the City of Buenos Aires, where the match is to be held, are very supportive about the historical

opportunity to become a FIFA World Cup host city, counting with the commitment and collaboration in this regard of the Argentine Presidency General Secretariat and the main governmental entities which would be involved in planning and organizing the match.

This clear and defined political and institutional support by the Argentine Government is also shown in the Presidential Decree No. 439/2024, which stated that the different jurisdictions of the Argentine Public Administration will provide support and perform the necessary actions to ensure the proper development of the event called “FIFA World Cup Centenary Celebration”, and that they will assist the countries that will join them in preparing the event.

In addition, the Argentine Government is convinced that it will take advantage of this event to highlight sustainability and human rights behaviors and policies, since one of the priorities of the host city is to consolidate itself as a leading city regarding environmental protection.

Together with such significant governmental support, it also emerges the Asociación del Fútbol Argentino (AFA) commitment to uphold this event. AFA was founded by Alejandro Watson Hutton in Buenos Aires on February 21, 1893, under the name of Argentine Association Football League, being the oldest association in the American continent after the Argentine Association Football League of 1891, which is not recognized as its predecessor, was dissolved after one year. It is also the eighth oldest football association in the world. After a process involving name changes, spin-offs, mergers and translation into Spanish, in 1934 it became “Asociación del Fútbol Argentino” and subsequently in 1946, it adopted its final name. It was also the first in the continent to

register with FIFA in 1912, and a founding member of CONMEBOL since 1916.

Since its foundation, our senior national team won the 1978, 1986 and 2022 World Cups, was runner-up in the 1930, 1990 and 2014 World Cups, obtained Olympic gold medals in 2004 and 2008, and silver medals in 1928 and 1996, and won 16 South American Tournaments (since 1975, Copa América), including the last two editions (2021 and 2024). As it arises from AFA's by-laws, its significant decisions are made in Assembly meetings, whereas the Executive Committee is in charge of the association's management and operations, supported by the collaboration provided by ongoing and special committees. The federal nature of AFA is shown by the makeup and representative characteristics of its sovereign assembly, which is made of 46 delegates (22 from Primera División, 6 from Primera Nacional, 5 from Primera B, 2 from Primera C, 1 from Primera D, 2 for Federal A, 5 for the leagues, 1 for women's football, 1 for futsal and beach soccer, and 1 for former referees, players and trainers), and the sovereign entity has the power to approve and change by-laws and regulations, elect or remove members of the Executive Committee, the Electoral Committee and the Statutory Audit Commission; approve the Letter to the Members, the financial statements and the budget.

In summary, with the support of a whole country and the willingness of the Argentine people to be one of the host countries of the World Cup again, also backed by the Federal Government, which is also taking all the necessary measures to host this event, and under the firm conviction that AFA will lead this event so that it remains in the history of our football, there is no doubt that Argentina's choice as a host country for the Centenary

Celebration Matches is a significant, fair and historical decision which will allow us to celebrate the epic of the first World Cup organized by FIFA in 1930.

4.3 Paraguay

Paraguay has the privilege of being home to the Confederación Sudamericana del Fútbol (CONMEBOL), which organizes all large South American football events. Bearing this in mind, as well as the rich history of Paraguayan football, the city of Asunción could not be left out of this significant event. This is the reason for the initiative to host one of the Centenary Celebration Matches of the 2030 World Cup, an initiative fully supported by over six million inhabitants of the country strategically situated in the heart of the continent.

It should be noted that Paraguay has a presidential, unitary, indivisible and decentralized government based on a representative, participative and pluralist democracy founded on the recognition of human dignity. The President is the head of Paraguay's State and Government and some of his/her powers include appointing and removing the Ministers of the Executive Branch, who are in charge of their related ministries. The Legislative power is exercised by the Congress, which is made of the Chamber of Senators (higher chamber), with 45 members, and a Chamber of Representatives (lower chamber), with 80 members. Parliament elections are held through closed lists, simultaneously with the presidential election. Representatives are elected by department, whereas senators are elected through a federal election, both for five-year terms, and they may be reelected. The Judicial Power is in charge of administering justice and the maximum constitutional control is exercised by the Supreme Court of Justice.

Paraguay comprises a capital City, Asunción, 17 departments and 263 districts, which are autonomous from a political, administrative and regulatory standpoint, manage their interests, and are sufficiently self-governed to collect and invest their resources.

The Paraguayan Government is invested in this important process which is being undertaken so that a 2030 FIFA World Cup match may be held in Paraguay, and the main governmental institutions which will be involved in planning and organizing this event are in charge of adopting the necessary measures in such regard.

In addition, the Paraguayan Government, through binding agreements, will guarantee the proper observance of human rights to fully protect workers, local communities, football players and fans, with measures aimed at establishing safeguards against abuses and discrimination of minorities.

In addition to the governmental support, the Asociación Paraguaya de Fútbol (APF) is supporting this candidacy and has made available all required resources to meet all the necessary standards. The APF was founded on July 18, 1906 under the name of Liga Paraguaya de Football Association (LPFA), in 1916 joined the CONMEBOL, and was accepted as a FIFA member association in. After several changes, on December 3rd, 1998, it adopted its current name, Asociación Paraguaya de Fútbol.

As it arises from APF's by-laws, the Assembly is in charge of making important decisions, whereas the Executive Council is in charge of executing APF's policies. It is made of fifteen members: the President, three Vice-presidents and eleven advisors, three of which are elected by the General Regular Assembly, and the other eight represent the divisions and

are elected in partial meetings held by these bodies. The Executive Council operates for a four-year term and members may be reelected. The body has powers to make decisions falling outside the scope of the Assembly, or those not assigned to other bodies. It complies with and enforces the by-laws, accepts or suspends members, prepares and calls for regular and special meetings, prepares the related agendas, appoints the president, vice-presidents and jurisdictional body and permanent committee members.

It should be noted that Asociación Paraguaya de Fútbol won the Copa América organized by CONMEBOL in 1953 and 1979.

In this context, with the support of the Paraguayan Government and the significant endorsement by the APF and the CONMEBOL, there are no doubts that the conditions for the city of Asunción to have the privilege to be a host city to one of the 2030 FIFA World Cup Centenary Celebration Matches have been met.

5

GENERAL INFORMATION - HOST COUNTRIES & HOST CITIES

5.1 Host Countries

To celebrate the centenary of FIFA's inaugural World Cup, the cities of Montevideo, Buenos Aires and Asunción join efforts to offer a unique and memorable hosting concept for the 2030 FIFA World Cup Centenary Celebration Matches in a very compact footprint. A hundred years after that first initial milestone that took place in Uruguay, these cities prepare themselves to honor the memory and evolution of the sport. With iconic stadiums, ongoing investments in infrastructure, a vast experience in hosting international sports events and the incomparable warmth of our people, the hosting value proposition promises a vibrant and passionate environment, thus celebrating a century of goals, dreams and shared emotions among citizens, visitors and the whole local and international football community.



5.2 Host Country: Uruguay

Uruguay, founded in 1825, is well known for its rich cultural diversity resulting from the fusion of European influences arising from the various peoples who founded the country, including Spanish, Italian, French, English, Scottish, and German peoples, among others. Its diverse geography, which comprises idyllic beaches, large plains and soft hills, is a magnet for those who love nature and seek for adventure.

In the economic and political sphere, Uruguay is known for its stability and for being a highly equitable society, which is shown in its high per capita income and the reduced inequality and poverty ratios. Its diversified economy, which includes core industry segments such as agribusiness, tourism and services, is well-known for its' meat, wool and soybean production, and for its investments in renewable energies. In 2023, Uruguay showed its macroeconomic robustness once again with a GDP of about USD 77 billion and



Capital	Montevideo
Population	3,444,263
Size/Area	176,215 km ²
Number of registered football leagues	4

Main holidays (June and July)

Event name	Holiday type	Date	Closed offices (yes/no)
José Artigas Birthday	Public	June 19	No
Constitution Day	Public	July 18	Yes

Main international sports events

Event	Date	Audience
Pre Olympic Rugby	06/23	5,000
Sudamericano Surf Qual.	03/23	3,000
Women's Basketball Super 4	03/23	2,000
South American Aerobic Gymnastics	06/22	500
FIFA U-17 Women's World Cup	11/18	26,921



a 5.11% annual inflation rate, an index which is keeping a downward trend. These data, along with its well-known political and social stability, strengthened its international reputation.

A leader in democracy in Latin America and ranking 14th in The Economist's Democracy Index, Uruguay also shines due to its transparency and low corruption index. In 2024 it led Numbeo's Quality of Life Index, and in The Heritage Foundation Economic Freedom Index, it ranked just below Chile, showing its commitment with economic freedom and citizen well-being.

Consolidated as the second most important economic activity in Uruguay, tourism contributes with 7.3% of its' GDP and offers around 121,000 job positions. In 2023, Uruguay was consolidated as a prominent tourist destination in South America, attracting 3.8 million visitors who generated revenues for USD 1.77 billion. Montevideo, the capital city, is recognized by a harmonious mixture of history and modernity, whereas Punta del

Este is famous for its exclusive and vibrant nightlife. In addition, Colonia del Sacramento captivates tourists with its historical neighborhood declared as a World Heritage Site by UNESCO, and by its colonial charm.

In terms of Sustainability, in 2020 Uruguay ranked 2nd in Latin America's sustainability index prepared by America Economía and subsequently in 2022, it was the only country outside the OECD within the top 20 in the World Energy Council's Trilemma report. In addition, the World Economic Forum recognized Uruguay as role model due to its significant production of renewable energy which shows its outstanding capacity to balance energy security, energy equality and environmental sustainability. **These achievements show Uruguay's commitment to the climate change global challenge and its leadership in promoting a more sustainable future.**

Sports are characteristic of the Uruguayan culture, a pillar of Uruguayan identity and a source of citizen pride.

Uruguay's sports infrastructure shows this importance with diverse facilities which hosted international events throughout history, such as the 2018 FIFA U17 Women's World Cup. An emblematic example of this infrastructure is the Centenario stadium which, around a century ago, was the scenario of the FIFA World Cup's first final match held in 1930 in Uruguay. This event marked the beginning of the world's most important and prestigious football match, which Uruguay had the merit and honor to inaugurate and...win! **We hosted the first final match, which attracted over 68,000 people in 1930, and now we have the great opportunity to host the centenary celebration match in 2030, allowing a whole country to go back to where it all started 100 years ago.**

Moreover, Uruguay won the FIFA World Cup's final match in 1950, at the mythical Maracaná stadium in Brazil. It also obtained other important football titles, like the Olympic gold medals in 1924 and 1928, and the Copa

América tournament, 15 times. In basketball, Uruguay also left its mark with 11 South American Basketball Championships. These achievements highlight Uruguay's rich sports tradition and its role as a competitive force in the international scenario.

To sum up, Uruguay sports infrastructure, highlighted by a renovated Centenario stadium, together with its political and economic stability, provide an optimal environment for organizing this magnificent event. **This calm environment and the passion for football that throbs at every corner, ensure that any football tournament held in Uruguay will be a success for participants, the organizers and the audience.**

5.3 Host Country: Argentina

Argentina, founded as an independent nation in 1816, has its vibrant capital city in Buenos Aires and is recognized worldwide for its fusion of cultures, showing its diversity. With a cultural heritage influenced both by European immigration and its creole roots, Argentina has a wide array of traditions and well-known gastronomy. Tango, asado, mate, wine and football are symbols of its identity, and they are all related to celebrating and sharing one-of-a-kind social events.

This rich cultural heritage extends to its political system characterized by a federal structure that adopts the diversity of its 23 provinces and the Buenos Aires City, each with their own government and legal autonomy under the Argentine Constitution.

With a GDP of around USD 640 billion in 2023, Argentina ranks as the 3rd largest economy in Latin America, with significant agricultural, livestock and wine-producing industries, as well as the dynamic growth of emerging sectors, such as information technology and tourism. In addition, natural resource-related industries play a significant role in the Argentine economy. **Wind power, with its large number of operating wind farms and developments in the Patagonia**



Capital	City of Buenos Aires
Population	46,234,830
Size/Area	3,761,274 km ²
Number of registered football leagues	7 + Regional leagues

region is one of the most promising renewable energy sources in the country. Argentina is also part of the so-called “lithium triangle” together with Bolivia and Chile, hosting a significant portion of the world’s reserves of this metal, which is essential for energy transition. It also has Vaca Muerta, one

Main holidays (June and July)

Event name	Holiday type	Date	Closed offices (yes/no)
Anniversary of the Demise of General Martín de Güemes	Public	June 17	Yes
Anniversary of the Demise of General Manuel Belgrano	Public	June 20	Yes
Islamic New Year	Religious	July 7	No
Independence Day	Public	July 9	Yes



of the largest non-conventional gas reserves in the world.

This dynamic economic activity is supplemented by a considerable progress in Argentina’s technology sector, allowing Buenos Aires to become a global innovation hub in this regard. Argentina has a high unicorn rate: 12 companies have achieved this status, showing a vibrant entrepreneurial ecosystem. In the educational field, the University of Buenos Aires (UBA) has been repeatedly recognized as the most prestigious Latin American institution in 9 of the last 10 years according to the QS World University Ranking, and in the health area, the Hospital Italiano and Hospital Austral are part of the top 10 hospitals in the region, according to the Top Ranking LATAM Best Hospitals 2023, showing Argentina’s excellence in the medical field.

The technological innovation, the educational and medical excellence and the tourism and cultural infrastructure not only strengthen Argentine economy, but also enhance its international attraction. Argentina leads the ranking of visitors in South America with 6.8 million visitors in 2023, generating about 1.5 million job positions. Some of the main tourist destinations include the cosmopolitan Buenos Aires, the majestic Iguazú Falls, the impressive Patagonia, the famous Mendoza wine region, and the historical Salta and Jujuy, where nature shows all its splendor at Quebrada de Humahuaca, which was declared a World Heritage Site by UNESCO. Each of these destinations offer unique experiences, showing the country’s impressive diversity and wealth. In this regard, **we would like that the hosting of one of the Centenary Celebration**

Main international sports events

Event	Date	Audience
Copa América Futsal	09/23	NIA
FIFA World Cup U-20	06/23	NIA
Youth Olympic Games	10/18	1,000,000 (aprox)

NIA: No information available



Matches to be a great opportunity for the largest possible number of foreign visitors to know, visit and be amazed by these natural and human wonders offered by our country, generating benefits for the whole society, beyond the event and football.

The Argentine spirit is also fired up in the sports field where it celebrates its impressive victories in team competitions, becoming a pillar of the Argentine identity and a union factor. The football national team, with three FIFA World Cups, sixteen Copas América and two Olympic gold medals constitute a clear example of success. In 2016, in tennis, Argentina won the Davis Cup, whereas basketball provided Argentina with an Olympic gold medal in 2004 and a bronze gold medal in 2008. Male field hockey also shone with an Olympic gold medal in 2016, and female field hockey obtained five Olympic medals, two world cups and a Pro-league title. Volleyball contributed with two Olympic bronze medals and male handball won the Pan American Games, among other titles.

The sports spirit reached its peak in 2022 when the national football team won the latest FIFA World Cup, an event that joined millions of Argentine people in an unprecedented celebration. **FIFA recognized this fervor and awarded Argentine fans as the “Best fans”, thus highlighting the intense emotional connection that this sport arises in the country and its people.**

Recently, the Argentina national football team won its sixteenth Copa América held in the USA in 2024, achieving the impressive record of winning four consecutive international titles, after being crowned champion of the Copa América Brazil 2021, champion of the Finalissima Cup celebrated in England in 2022, and champion of the Qatar 2022 Football World Cup. Argentina also stands out for being one of the top global exporters of talented football players to the most prestigious leagues in the world.

To sum up, with its passionate football fanbase, its talented players and its significant cultural and sports infrastructure, Argentina is the ideal scenario to host one of the Centenary Celebration Matches, as in 2023, when it hosted the FIFA U20 World Cup in very short notice and with huge success.

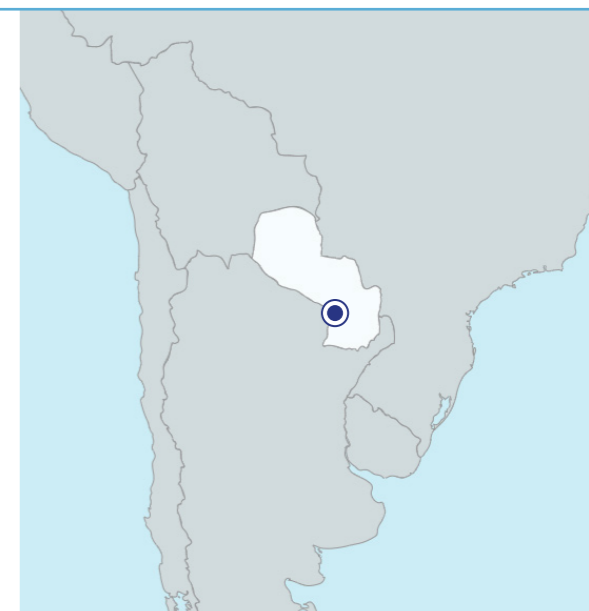
Football is more than a sport in Argentina, it constitutes an expression of pride and patriotic identification uniting citizens in an incomparable collective fervor. Argentine stadiums are not only football temples capable of receiving multitudes, but they are also filled with history and tradition, offering a vibrant and incomparable atmosphere. **This combination of popular fervor and excellent and iconic facilities turns Argentina into a preferential destination to celebrate unforgettable football competitions both for players and for fans.**

5.4 Host Country: Paraguay

Established as an independent country in 1811, after its independence from Spain, Paraguay is a highly diverse country from a cultural standpoint as a result of the fusion between Guaraní indigenous traditions and the Spanish colonial heritage. Its geography is equally varied with landscapes which include the extensive plains in Chaco and the thick forest of the Ybicuí National Park.

Paraguay is a unitary, indivisible and decentralized welfare state based on the rule of law, as provided for in the Constitution and legislation. The Republic of Paraguay adopts as its system of government a representative, participatory, and pluralistic democracy based on the recognition of human dignity with a political structure based on the division of powers.

In addition, over the last 20 years, Paraguayan economy grew at a higher rate than the average one for the region as a result of favorable external conditions and a solid macroeconomic management



Capital	Asunción
Population	7,000,000
Size/Area	406,752 km ²
Number of registered football leagues	3

Main holidays (June and July)

Event name	Holiday type	Date	Closed offices (yes/no)
Chaco Armistice Day	Public	June 12	Yes

Main international sports events

Event	Date	Audience
2022 ODESUR Games	10/22	390,950
Skating World Cup	09/21	1,100
FIFA Beach Soccer World Cup	12/19	34,997
Copa Sudamericana Final	11/19	42,000
Rally Dakar	01/17	NIA

NIA: No information available



mainly supported by key industries such as agriculture, with soybean and meat acting as fundamental pillars, as Paraguay is one of the world's top ten exporters in such segments. In addition, since Paraguay is a mediterranean country, its logistics and fluvial transport are significantly important for international trade. Paraguay has the third largest fleet of barges in the world, only preceded by China and the US. These activities jointly make up around 23% of Paraguay's GDP: crop farming accounts for 12% and livestock, for 11%. Thus, with a USD 43 billion GDP, Paraguay showed economic robustness and also managed to maintain one of the lowest unemployment rates in South America, which stood at 5.3% over 2023.

Tourism supplements Paraguayan economy contributing with 2.5% of GDP and attracting around 1.3 million visitors per year to destinations such as Asunción, with its urban charm and historical heritage; Encarnación, known as "Perla del Sur", which is famous for its river beaches and Jesuitic ruins declared as a World Heritage Site by UNESCO, and Ciudad del Este, a paradise for commercial purchases which serves as an entry to the majestic Itaipú dam and to the Iguazú falls.

In terms of Sustainability, Paraguay stands out in the global scenario as one of the leaders in power generation through renewable sources, mainly hydroelectric power. Paraguay's electric power demand is

practically fully covered by clean sources and it has the highest renewable energy index per capita in the world. The Itaipú and Yacyretá dams shared with Brazil and Argentina, respectively, are two of the largest in the world in terms of power generation and are also a symbol of engineering and binational cooperation. With these facilities, **Paraguay** not only reinforces its power security, but it also **contributes significantly to mitigate climate change** by reducing greenhouse emissions in the region.

Recently, Paraguay considerably strengthened its sports culture and capabilities through investment in high-quality sports infrastructure. These improvements turned the country into a host capable of organizing international sports events, such as the Beach Soccer FIFA World Cup in 2019. In terms of football infrastructure, Paraguay has the iconic Defensores del Chaco stadium owned by the APF (Paraguayan Football Association) and home to the Paraguayan national team, as well as the CONMEBOL (South American Football Confederation) headquarters, an emblematic institution, pioneer in the history of world football. With respect to other sports, the International Tennis Club is also located in Asunción, which as from 2024, will host an ATP Challenger Tour tournament. Moreover, the Olympic Park was inaugurated in 2017, a contemporary complex aimed at promoting

athletics and celebrating elite competitions. This focus aimed at improving sports facilities led Paraguay to host the South American games in 2022, and it is preparing to host the 2024 Special Latin American Olympic Games and the Junior Pan American Games in 2025. These events, in addition to representing valuable experiences for hosting the Centenary Celebration Matches, foster sports among the youth and people with disabilities, and they place the country at the center of international sports events organizers.

The South American clubs' competitions one-leg finals started to be held in Paraguay. The heart of South America was the first home to such South American football games in 2019, as the match for the CONMEBOL Sudamericana title between Colón de Santa Fe (Arg) and Independiente del Valle (Ecu) was played at La Nueva Olla stadium, which opened its doors for thousands of fans who came from across the continent to witness this unforgettable match.

This occasion will take place again in 2024 as CONMEBOL appointed Paraguay as the venue for the one-leg final again, which will represent a new opportunity for showcasing both the continent and the world all our virtues as a host country.

In addition to this mass events which require a considerable logistic capacity, the World Rally Championship scheduled for

2025, 2026 and 2027 has Paraguay as one of its host countries, being the fourth country in South America in hosting the World Rally Championship.

By way of conclusion, **Paraguay gained considerable momentum over the last few years as regards infrastructure and sports events organization**, showing its increasing commitment with sports. CONMEBOL's presence in the country highlights not only the Paraguayan passion for football, but also the country's influence in the South American sports area. The investments in facilities such as the Olympic Park and the inclusion of Asunción in the ATP Challenger Tour constitute clear indicators that Paraguay is positioning itself as a prominent sports hub in the region.

Thus, Paraguay has positioned itself as a reference destination for international sports events, offering a favorable climate in the political, cultural, tourism and economic spheres, benefitting from its strategic location, less than two hours away from the big capital cities in the region.

5.5 Host Cities

To celebrate the centenary of FIFA's first World Cup, the cities of Montevideo, Buenos Aires and Asunción join efforts to offer a unique and memorable hosting concept for the 2030 FIFA World Cup Centenary Celebration Matches. 100 years after that first initial milestone that took place in Uruguay, these cities prepare themselves to offer a unique football celebration that will honor the memory and evolution of this sport in the region. With iconic stadiums, ongoing investments in infrastructure, a vast

experience in hosting international sports events and the incomparable warmth of our people, the hosting value proposition promises a vibrant and passionate environment, thus celebrating a century of goals, dreams and shared emotions among citizens, visitors and the whole local and international football ecosystem.



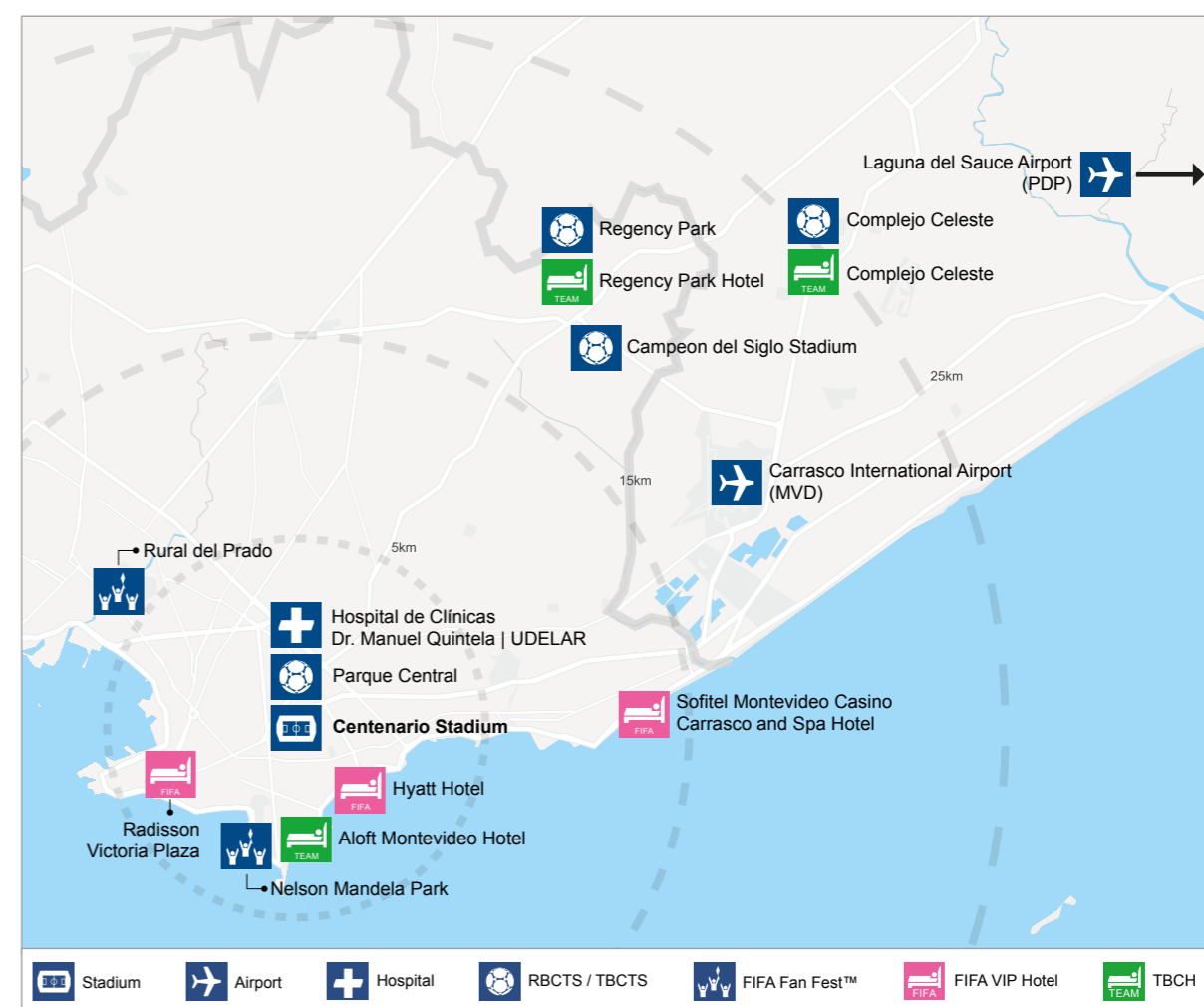
5.6 Host City: Montevideo

Montevideo, Uruguay's capital and largest city, stands out for its rich cultural heritage, its characteristic architecture and predominant role as Uruguay's main port. With high population density, it has around 1,400,000 inhabitants, representing 40% of the total Uruguayan population. Montevideo's dynamic economic activity is vital for Uruguay, and its port, the most important in the country, represents a crucial axis for international trade. The city is also an essential location for services, finance and tourism, consolidating its position as Uruguay's economic heart.

Montevideo stands out as the Uruguayan city receiving the majority of tourists each year. The combination of culture, history, food and beaches constitute the perfect offering

Population	1,400,000
Altitude	43 m
Time zone	UTC-3
Average temperature (June)	10 °C
Average rainfall (June)	0.8 litre/sqm
Average humidity (June)	76%

for attracting a large number of travelers. The city captivates people with its Ciudad Vieja (Old City), where history beats in every corner, from Plaza Independencia to the iconic Teatro Solís. La Rambla, an emblematic





seafront promenade and symbol of the city is perfect for enjoying the views to Río de la Plata and accessing the popular urban beaches, whereas the Port Market offers a feast of Uruguayan traditional flavors. Arts and nature lovers will find their oasis in Parque Rodó and in the National Museum of Visual Arts, supplementing a rich and diverse urban experience.

The city has two iconic stadiums with a rich football legacy: the Gran Parque Central stadium, which is known for having been the place where the first match in the World Cup in history was held, and the historical Centenario stadium, where the first FIFA World Cup final match was held and the only stadium in the world declared a world football historical monument. Due to Montevideo's compact footprint, most of the attractions, including Estadio Centenario, are close one to the other, which allows visitors to move mostly on foot.

The city also has an efficient bus network as mobility option.

The city also has an efficient bus network supplementing the transportation options.

Montevideo is an epicenter of football culture where the passion for this sport is embedded in every city corner. Two Latin American football giants, Club Nacional de Football and Club Atlético Peñarol have an impressive list of titles, since they have obtained 320 official titles as a whole, including 8 Copa Libertadores de América and 6 Intercontinental Cups, so they are two of the clubs with the most awards in the continent. These institutions not only contributed to Uruguay's rich football history but they also fed a classic rivalry that fires the passion at the Uruguayan football derby, an event that goes beyond the sport and becomes a cultural expression of the city.



Montevideo is proud to have hosted the FIFA World Cup in 1930, with Uruguay rising the trophy in the final against Argentina. Moreover, it hosted six editions of the prestigious Copa América and the three 2021 one-leg South American finals (Copa Libertadores, Copa Sudamericana and Women's Copa Libertadores), among other significant sporting events. Each year, the city hosts the Uruguay Open, a significant ATP Challenger Tour tournament and the

Montevideo Marathon that attracts more than 4,500 athletes who take on the streets in the hopes to be the first to cross the finish line, displaying a competitive spirit and resistance. The passion for football embedded in the city and its compact urban design make Montevideo an ideal scenario for celebrating sports events.

Tourism

Number of tourists per year	1,000,000
Number of business visitors per year	200,000

Main entertainment and sports events – top 5

Event name	Date	Number of local attendees	Number of tourists
Cosquin Rock	04/24	100,000	1,000
Montevideo Late	12/23	70,000	700
Prado Rural Exhibition	09/23	450,000	4,500
Montevideo Marathon	05/23	5,000	500
Creole Week	03/23	200,000	2,000

5.7 Host City: Buenos Aires

The City of Buenos Aires, also known as “CABA” or just “Buenos Aires” is not only Argentina’s capital city, but the epicenter of the country’s economic and industrial activity and one of the most important cities in Latin America. With Argentina’s highest population density, its 3,120,620 inhabitants enjoy a metropolis which history shows two key foundational moments: the first one in 1539 by Pedro de Mendoza, and the second one in 1580, by Juan de Garay. Officially named as Argentina’s capital in 1880, today Buenos Aires is the country’s financial heart, home of the BCRA (Central Bank of Argentina), countless financial institutions and the well-known BCBA (Buenos Aires Stock Exchange).

Buenos Aires is the heart of AMBA (Buenos Aires Metropolitan Area), also known

Population	3,120,620
Altitude	25 m
Time zone	UTC-3
Average temperature (June)	14 °C
Average rainfall (June)	38 litres/sqm
Average humidity (June)	74%

as Gran Buenos Aires which is home to 15 million inhabitants, and it is well known as one of the most attractive and impressive cities in Latin America, positioning itself as a regional key metropolitan axis from a political, cultural and economic standpoint. In line with



its vision of future and development, Buenos Aires is Argentina’s main entrepreneurial hub and the fifth in rank in Latin America, boosting progress and creativity in the region; a city that hosts and connects young people and their entrepreneurial energy with innovation and technology.

In terms of Sustainability, Buenos Aires is committed to being a carbon neutral, resilient and inclusive city. As from 2016, it adheres to and works towards complying with the Sustainable Development Goals and in 2017 it undertook the commitment to become a carbon-neutral, resilient and inclusive city by 2050, an initiative promoted by the C40 network. It has a Climate Action Plan for 2050 which, in line with its strategy to adapt and mitigate climate change, establishes goals and actions to reduce the vulnerability of humans and natural ecosystems.

Showing its commitment to innovation and modernity, AMBA (Buenos Aires Metropolitan Area) has two main airports, which constitute key examples of this transformation: Aeropuerto Internacional Ministro Pistarini, known as “Ezeiza”, and Aeropuerto Jorge Newbery, or “Aeroparque”. Both Ezeiza and Aeroparque have experienced significant refurbishments which improved their infrastructure and operating capacity by including new terminals which stand out due to their modern features.

These improvements facilitate the transit of about 2.6 million annual passengers who choose Buenos Aires as their destination, a city which shows its splendor in the iconic Avenida 9 de Julio, enjoys art at Teatro Colón, vibrates with the rhythm of tango at Avenida Corrientes and reveals its artistic soul in the neighborhood



of La Boca, where Caminito shines with its vivid colors and bohemian spirit.

AMBA hosts 15 of the football teams that compete at the Argentine premier league, a few of them standing out as the so-called “Big 5”: Boca Juniors, River Plate, Independiente, Racing Club and San Lorenzo de Almagro. These clubs created a formidable legacy, as they have obtained 252 official titles, won the CONMEBOL Libertadores de América Cup 19 times and the Intercontinental Cup 7 times, which consolidates them as football icons, both in the Argentine and in the international spheres. Their significance goes beyond the trophies, as they ignite the fans’ passion, turning each match into a celebration of the Argentine football culture; it transcends borders and captures the attention of fans around the world.

Throughout its history, the city hosted iconic football events, such as the FIFA World Cup in 1978 and Copa América 9 times, and will soon host the final match of

the CONMEBOL Libertadores Cup in 2024.

However, its versatility as a city for hosting sports events not only includes football, since Argentina also hosted handball, field hockey and volleyball world championships, the Pan American Games (1951 and 1995), the Youth Olympic Games (2018) and field hockey international tournaments, such as the Pro League. In addition, every year the city hosts the ATP Tour Argentina Open and the Argentine Open Polo Championship, the most important global club tournament of its kind. Also, the Buenos Aires Marathon attracts over 12,000 athletes willing to run 42 km, showcasing Buenos Aires’s excellence in organizing international tournaments, especially in connection with group sports and its capacity to gather athletes and fans in events that celebrate competition and the sports spirit.

Tourism

Number of tourists per year	5,197,000
Number of business visitors per year	439,510

Main entertainment and sports events – top 5

Event name	Date	Number of local attendees
Argentine Polo Open Tournament Finale	11/23	21,000
Buenos Aires Marathon	09/23	30,000
International Tango Festival	08/23	40,000
Rugby Match / ARG. VS Sud.	08/23	48,000
ATP World Tour – Argentina Open	02/23	59,000

5.8 Host City: Asunción

Founded in 1537 by the Spanish explorer Juan de Salazar y Espinoza, Asunción is placed at the heart of South America: not only it is one of the oldest cities in the continent, but it is also known as the “Mother of Cities”. The expeditions that founded more than 70 cities in South America sailed from its ports, becoming Paraguay’s historical hub. After the Paraguayan independence from Spain in 1811, Asunción was appointed as the country’s capital. With a population of 520,000 inhabitants within its municipal boundaries, it comprises a metropolitan area known as “Gran Asunción” with around twenty adjacent municipalities, hosting over 2,300,000 inhabitants. This urban conglomeration is Paraguay’s economic

Population	2,200,000
Altitude	43 m
Time zone	UTC-4
Average temperature (June)	20 °C
Average rainfall (June)	1.8 litre/sqm
Average humidity (June)	72%



engine, as it concentrates around 70% of the country's GDP.

At a regional level, Asunción is a fundamental piece in the South American integration since, on March 26, 1991, in Asunción, the governments of Paraguay, Argentina, Brazil and Uruguay signed the Asunción Trade Treaty and created the Mercosur (Southern Common Market).

Asunción stands out for its abundance of parks, positioning itself as one of the South American cities with more green spaces. The city is gearing towards Sustainability by implementing reforestation, waste management and renewable energy initiatives, reaffirming its transformation to becoming a sustainable city aimed at increasing its people's quality of life. This city, where History meets Modernity, provides an array of unique and attractive features. The majestic Palacio López, with its impressive architecture, takes over the urban landscape, whereas the Panteón Nacional de los Héroes pays homage to the country's distinguished figures. Nature lovers can enjoy Parque de la Salud, a green oasis amidst the city or around its coastline, a perfect space for

taking strolls at sunset alongside the Paraguay river.

Asunción stands out for its rich sports culture, especially in football, and has the privilege of being home to the Paraguayan Football Association and CONMEBOL; the oldest football confederation in the world.

The organization governing South American football has the honor of being the only one that existed when the first FIFA World Cup took place in Uruguay in 1930. In addition, both APF and CONMEBOL are modern and professional institutions with high management standards and world-class infrastructure. The institutional presence reinforces its condition as "house of South American football" and its reputation as an ideal place for hosting football and sports events, providing organizational experience and a network of international contacts. Some of the most important city stadiums are Defensores del Chaco, La Nueva Olla, and Osvaldo Domínguez Dibb where the passion ignited by football in the region is showcased.

The city is home to some of the most emblematic clubs in the continent. Olimpia and Cerro Porteño are the two clubs which have obtained more titles throughout Paraguayan



football history, and they both total 96 official titles. Olimpia also won Copa Libertadores de América three times and the Intercontinental Cup in 1979. These achievements help contribute positioning the Paraguayan capital as a significant place for South American football.

Over the years, Asunción hosted many significant football events, such as ten finals of the male edition of Copa Libertadores de América and two female editions in 2017 and 2021. It also hosted the 2019 South American CONMEBOL's first one-leg final and the FIFA Beach Soccer World Cup, a historic event

because it was the first time that this was held in a country with no coastline. The city also hosted the 1999 Copa América edition. As for other sports events, Asunción shone as host of the 2022 South American Games, it is hosting the ATP Challenger Tour Paraguay Open since 2024, and it will host the 2025 Pan American Junior Games. In addition, the Asunción International Marathon attracts over 2,000 runners. These events highlight Asunción's capacity to organize sports competitions and showcase its recent progress as an appreciated venue for several sports events in the continent.

Tourism

Number of tourists per year	794,846
Number of business visitors per year	7,509

Main entertainment and sports events – top 5

Event name	Date	Number of local attendees	Number of tourists
Karol G Concert	05/24	60,000	12,000
Asuncionico 2024	03/24	30,000	6,200
Cumbia Fest	02/23	50,000	9,150
Bad Bunny Concert	11/22	58,017	12,358
Asuncionico 2019	04/19	30,000	5,850



6

EVENT TIMING

A EVENT VISION AND GENERAL INFORMATION

Beginning a new era in the history of football, the 2030 FIFA World Cup will dress up for the occasion to celebrate its centennial with inaugural events that promise to be unforgettable. The weekend of June 8th and 9th, the whole world will direct its attention towards South America, where Uruguay, Argentina and Paraguay will join to host matches that will not only mark the beginning of the World Cup but also pay tribute to the 100-year anniversary of the most prestigious football competition.

Montevideo, the cradle of the first World Cup, will hold a special ceremony and the first match in its iconic Centenario stadium, rekindling the spirit of the first FIFA World Cup in 1930. The day after, Buenos Aires and Asunción will host their own Centenary Celebration Match, creating a party-like and football passion atmosphere throughout the continent.

These events will resonate in every corner of the planet, attracting the widest audience possible in various time zones and celebrating the host countries' football union and legacy.

Following the careful selection of dates, the matches have been synchronized with the international football schedule to avoid conflicts with other significant events. This planning ensures that attention is placed on the tournament and that sports venues are fully available to this competition, without altering the FIFA World Match Calendar. The teams engaged in the Centenary South American Celebration Matches will have a period of 11 to 12 days to travel, rest and prepare before their second game, while the remaining teams will have 5 to 6 days from their initial match. The matches in Uruguay, Argentina, and Paraguay will be held before the 2030 FIFA World Cup official inauguration in Morocco, Portugal and

Spain, thus enabling a harmonious transition and a comprehensive experience for all the countries involved, the teams, fans and international audiences.

Also, from a climate standpoint, average temperatures in Buenos Aires, Montevideo and Asunción in June range between 10 and 17 degrees Celsius, offering good climate conditions for athletes. These moderate temperatures provide a perfect environment for holding the competition at the highest level, minimizing the risks of dehydration or fatigue that usually appear under extreme heat conditions.

The selection of dates for celebration matches considers the host cities' social and family dynamics before school break begins. This planning allows families, which are still immersed by their daily activities, to have the opportunity to take part in the events and attend the matches, promoting a holiday-like and unity environment. It is a special occasion for young people, football fans and future football ambassadors to experience the tournament up close, contributing with their energy and passion to the unique atmosphere of the event. Promoting the attendance of young people not only enriches the experience at the stadiums, but it also plants the seed of the legacy of football for generations to come.

In short, the organization of the dates and times for the 2030 FIFA World Cup was scheduled to guarantee the maximum coverage, a global coverage, and the enjoyment of the audience, both in person and on screen, making this 100-year anniversary edition unforgettable for the history of football.

PART B INFRASTRUCTURE

7

STADIUMS

7. Stadiums

8. Team & Referee Facilities

9. FIFA Fan Festival Sites

7.1 FIFA World Cup Montevideo Stadiums

7.1.1 Centenario Stadium

The Centenario Stadium is the largest stadium in Uruguay and one of the largest in South America. It is a world icon, as the historic final of the inaugural FIFA World Cup was played there in 1930. The name originates from the celebration of the 100th anniversary of Uruguay's first constitution. Located in the Parque Batlle neighborhood of Montevideo, it serves as the home stadium for the Uruguayan national football team.

The "Centenario" is the only stadium in the world that has been declared a FIFA World Football Historical Monument, in 1983.

Its distinguished history includes hosting the abovementioned 1930 FIFA World Cup, the 1942 South American Championship (now called "Copa América"), the 1956 and 1967 South American Championships, the 1980 World Champions' Gold Cup and the 1995 Copa América, all of which were won by the Uruguayan national team. Additionally, it has been the venue for several Copa Libertadores finals, the premier international club competition in South America. Moreover, it has hosted concerts by major artists, such as Paul McCartney, Rod Stewart, Aerosmith and Roger Waters, among others.

Currently, in addition to the national team, Uruguayan teams that request it can also use this venue for international or national football matches.

The stadium currently holds 60,000 spectators, but a renovation project is in progress for the Centenary Celebration Match in 2030. This project will expand its total gross capacity to 63,000 spectators, install a roof over most of the stadium while keeping only the Tribute Tower section open, incorporate internal commercial areas, provide new hospitality suites and enhance accessibility routes. These infrastructure upgrades, combined with the addition of modern equipment and technology, will enable it to meet FIFA's highest standards

and improve fan experience. Additionally, the renovated Centenario Stadium will stand out for its commitment to sustainability, thanks to the use of brise-soleils on the western facade to reduce the consumption of air conditioning in internal areas, efficient lighting systems with sensors, special materials that will amplify the natural internal brightness of sunlight reducing the use of artificial lighting, water reuse in toilets, among other planned investments in sustainable infrastructure.

These improvements and refurbishments reinforce our commitment to achieve a certification for sustainable operations of the Centenario Stadium such as Leadership in Energy and Environmental Design (LEED).

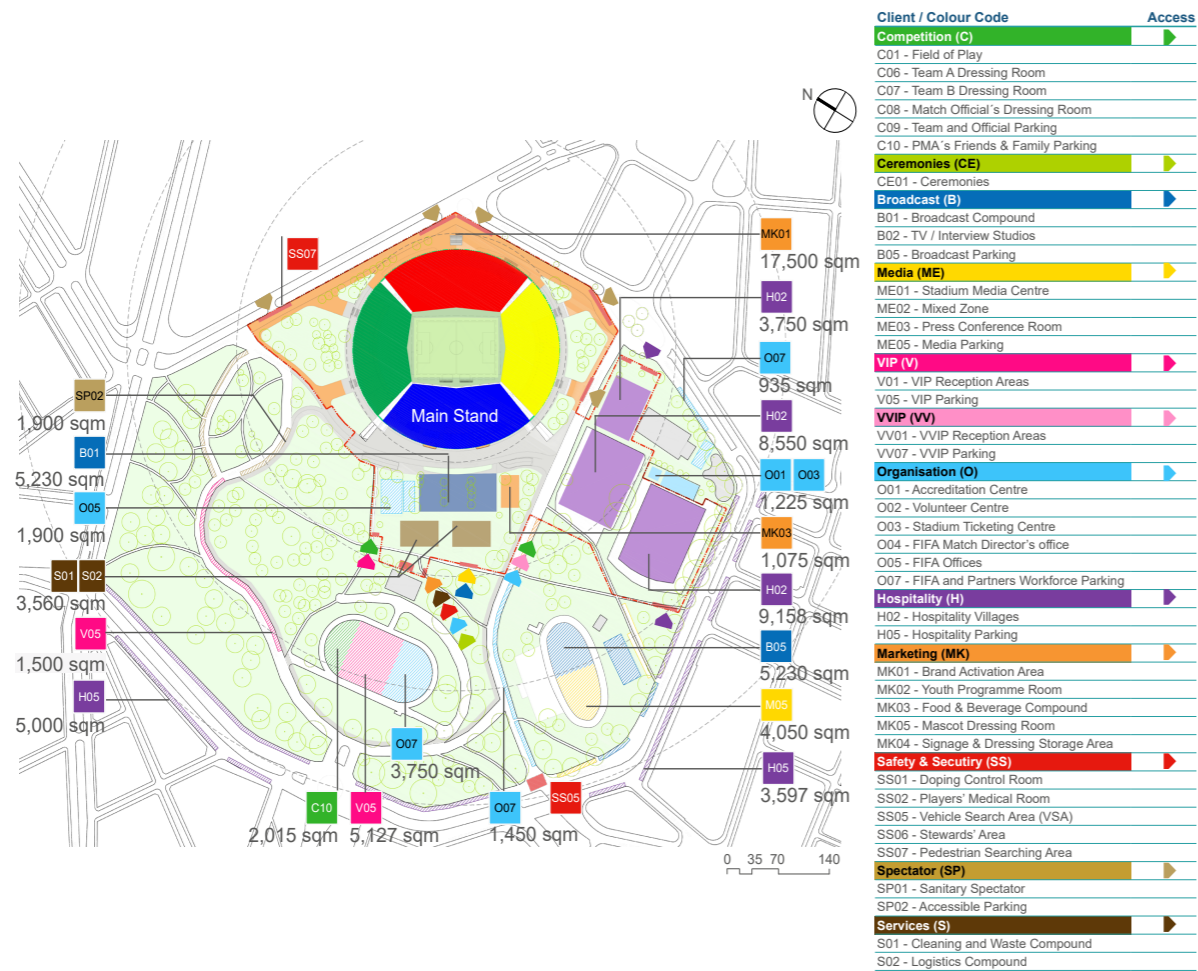
Outer Facade View



Bowl View



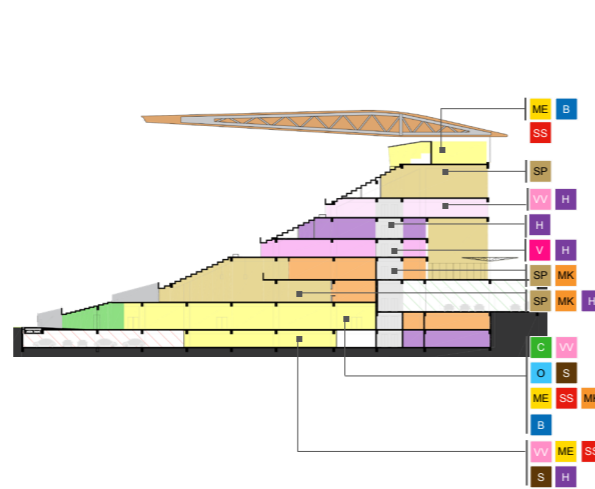
Stadium Area Map



Stadium Competition Level



Stadium Cross Section



General Stadium Information

Existing - refurbishment / Under construction / Planned	Major Renovation
Start of construction / refurbishment	2026
End of construction / refurbishment	2029
Stage of competition	Centenary Opening Match
Stadium owner	Uruguayan Football Association and the Municipality of Montevideo.
Stadium operator	Comisión Administradora del Field Oficial (CAFO)
Future primary legacy use	Uruguayan national team

Stadium Capacity

Gross capacity	62,782
Net capacity	55,030*
Number of hospitality seats	2,850
Number of sky box seats (number of boxes)	2,276 (78)
Number of media tribune seats	1,406
Number of VVIP seats	318
Number of VIP seats	1,944

Pitch

Field of play dimensions	105m x 68m
Pitch area dimensions	133,88m x 104,69m
FIFA World Cup™ type of pitch	Hybrid

Technical Installations

Stadium orientation	-32°
Roofing	Partially Roofed
Floodlight lux (horizontal)	Eh (ave) 2,500
Video screens inside the stadium	2

Accessibility

Number of accessible seats	628
Number of accessible toilets	42
Number of accessible parking spaces	116

*Net Capacity number includes 5% contingency

7.2 FIFA World Cup Buenos Aires Stadiums

7.2.1 Monumental Stadium

The Monumental Stadium, inaugurated on May 26th, 1938, is Argentina's main sports venue and one of the most iconic in the world. Located in the Núñez neighborhood in Buenos Aires, it stands as a symbol of Argentinean football and the country's sports culture.

This stadium has been the site of numerous historically remarkable events, including the final match of the 1978 FIFA World Cup, where Argentina became champions. Moreover, it was the venue for the finals of the Copa América in 1987 and 2011, as well as Copa Libertadores finals in 1962, 1966, 1976, 1985, 1986, 1996 and 2015. Additionally, it hosted the 1951 Pan American Games and numerous matches involving the national team as well as those of Argentine football clubs, mainly River

Plate, solidifying its role as a central hub in the history of South American football.

The Monumental Stadium has also been the venue for concerts and cultural events, highlighting its versatility as a space that celebrates not only sports but also music and popular culture. Artists who have performed at the stadium include Paul McCartney, Bruce Springsteen, Michael Jackson, Madonna, The Rolling Stones, AC/DC, Bob Dylan, Roger Waters, Eric Clapton, Guns N' Roses, The Police, U2, Metallica, Oasis, Coldplay, The Weeknd, Taylor Swift and Harry Styles, among others. It has also been featured multiple times in major football video game franchises.

Its current capacity exceeds 84,000 spectators, making it one of the largest stadiums in America. Over the years, the stadium has

undergone several major renovations, notably in 1977 and the one that began in 2020, which has been developing in stages and is expected to be completed by 2025. These renovations have increased the stadium's capacity by building new lower stands and new boxes and lounges. Additionally, parking spaces have been expanded, locker rooms have been remodeled, all seats have been replaced, the press area has been enlarged and a new mixed zone with a unique player exit tunnel has been created.

The Monumental Stadium is recognized for its commitment to sustainability, featuring 100% LED lighting on the field and in common areas, as well as a new glass skin with perimeter ventilation grilles. The design of its structure was specifically aimed at maximizing natural lighting, thermal/acoustic insulation, and visual appeal. Water management is

enhanced by low-consumption valves and the SIS pitches smart irrigation system, promoting water efficiency. Additionally during the recent renovation of the playing field, the excavated soil was repurposed for public works projects. Daily operations also involve the collection of recyclable waste by a cooperative, furthering the stadium's journey towards sustainability with tangible initiatives like the accomplishment of the sustainable seal.

Moreover, energy management systems have been installed and other projects are under analysis to optimize energy use even more. Therefore, the Monumental Stadium is on track and committed to achieving a LEED Gold certification for its operations.

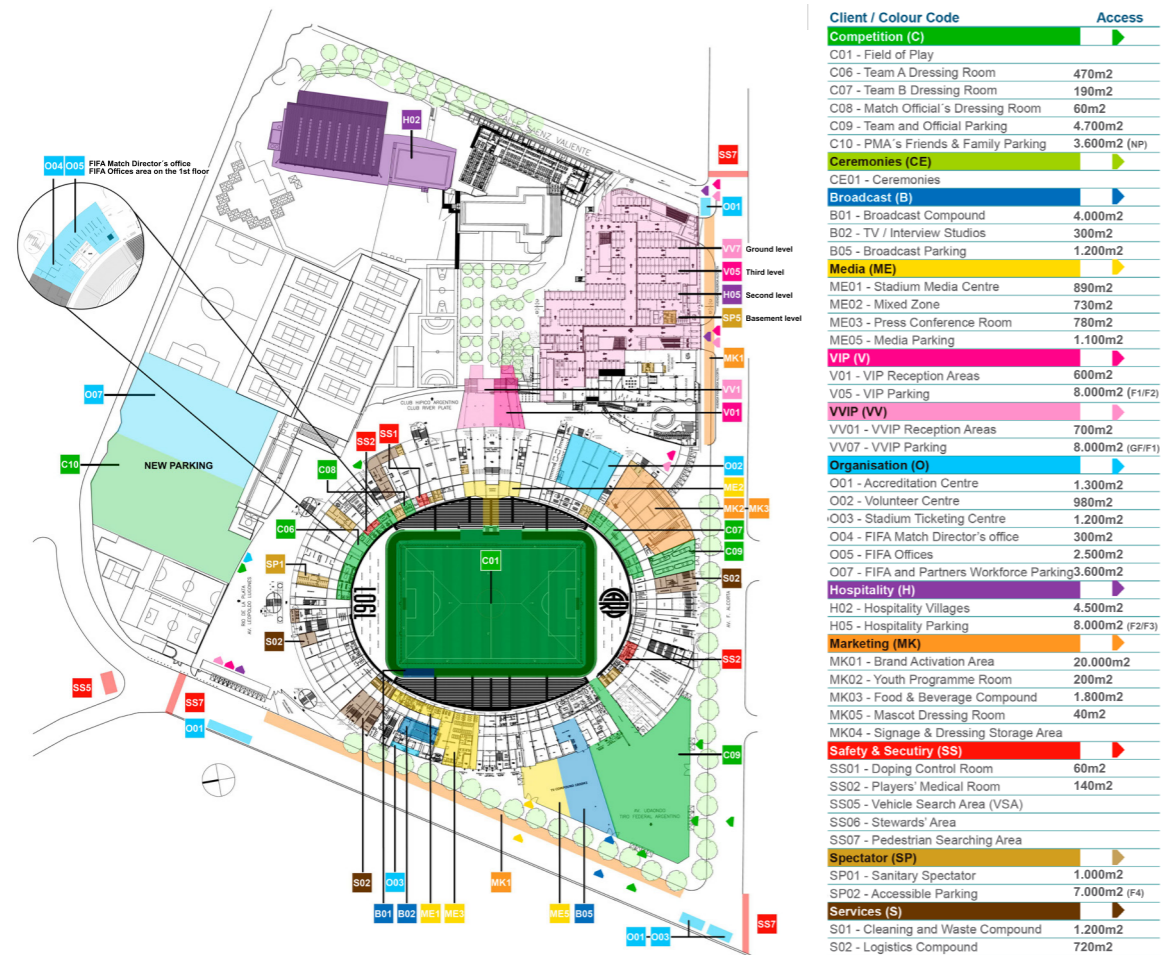
Aerial View



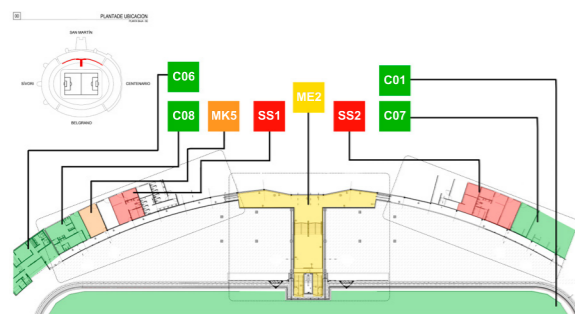
Aerial View



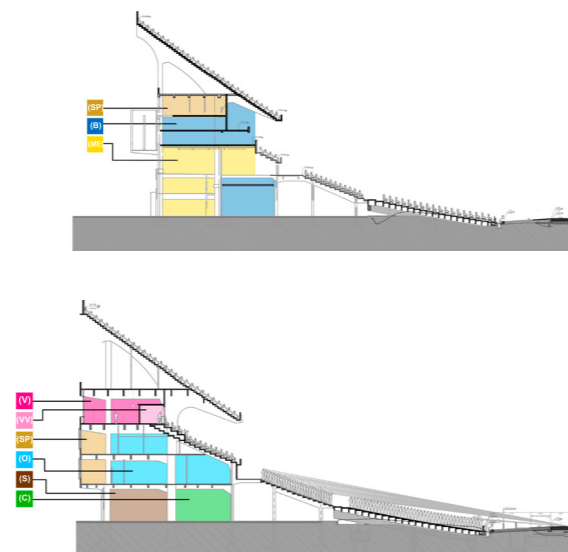
Stadium Area Map



Stadium Competition Level



Stadium Cross Section



General Stadium Information

Existing - refurbishment / Under construction / Planned	Existing - refurbishment
Start of construction / refurbishment	2020
End of construction / refurbishment	2024
Stage of competition	Centenary Opening Match
Stadium owner	Club Atlético River Plate
Stadium operator	Club Atlético River Plate
Future primary legacy use	Club Atlético River Plate, Argentine Football Association (AFA)

Stadium Capacity

Gross capacity	84,593
Net capacity	81,004
Number of hospitality seats	967
Number of sky box seats (number of boxes)	1,933
Number of media tribune seats	377
Number of VVIP seats	32
Number of VIP seats	280

Pitch

Field of play dimensions	105m x 68m
Pitch area dimensions	128.2m x 89.2m
FIFA World Cup™ type of pitch	Hybrid

Technical Installations

Stadium orientation	8° NE
Roofing	Partially roofed (12,426 seats)
Floodlight lux (horizontal)	1,500
Video screens inside the stadium	1 (Currently in place, but an additional one will be added soon)

Accessibility

Number of accessible seats	79
Number of accessible toilets	8
Number of accessible parking spaces	20

7.3 FIFA World Cup Asunción Stadiums

It should be noted that several stadium options are presented in this chapter. The most appropriate one will finally be defined with FIFA.

7.3.1 Defensores del Chaco Stadium

The Defensores del Chaco Stadium is the most iconic stadium in Paraguay. Its history goes way beyond the field's limits, as it is a social, cultural and sports symbol that all Paraguayan people feel identified to. It is located in the Sajonia neighborhood of Asunción, close to the city center, making it easily accessible for fans on foot and public transportation. This venue, which hosts numerous national and international football matches every year, has historically been the home of the Paraguayan national football team.

The stadium was inaugurated on September 27th, 1917, and rebuilt in 1956. It has since undergone multiple renovations

and expansions, with the most recent one in 1998. The stadium's name honors the soldiers of the Chaco War (1932-1935) between Paraguay and Bolivia. In this battlefield were built the foundations of the Defensores del Chaco Stadium, with the mystic, devotion and national love that characterize us on the field and in our lives.

It hosted the FIFA World Cup qualifiers in 1954, 1962, 1970, 1986, 1990, 1998, 2002, 2006, 2010, 2014, 2018 and 2022, and the 1992 pre-Olympic football tournament in which Paraguay qualified as champion selection for the final tournament of the Olympic Games. Additionally, it was the venue for concerts by major artists, such as Paul McCartney, Luis Miguel and Maná, among others.

Currently, besides the national team, Paraguayan teams can also request to use the stadium for international or national football matches.

Around 37,000 spectators can be seated in the stadium at present. There is a project to expand and renovate its facilities for the Centenary Celebration Match in 2030. This project will increase its total capacity to 41,000 fans, adding a roof over the main stand, introducing new hospitality suites, enhancing accessibility routes and integrating the stadium with the surrounding neighborhood with some state-of-the-art urban solutions. These infrastructure upgrades, combined with the addition of modern equipment and technology, will enable it to meet FIFA's highest standards and improve fan experience. This renovation will transform the stadium historic value into a verb that could be conjugated in present and will allow it to keep being the scene for more unforgettable games and moments and much more than a legacy infrastructure.

Moreover, the renovated Defensores del Chaco stadium will stand out for its commitment to sustainability, thanks to the use of efficient air conditioning systems, installation

of photovoltaic cells on the available roofs, bioclimatic design thanks to its optimized roof for solar protection in the north and west stands, natural ventilation following the prevailing wind directions, use of pollutant-free materials of local production and low impact, reuse of water in toilets, rainwater collection in the stands, and circularity of waste, among other planned solutions.

It should be noted that this renovation project could also be adapted for the General Pablo Rojas Stadium of Cerro Porteño club (commonly known as "La Nueva Olla") or the Osvaldo Dominguez Dibb Stadium of Olimpia, as part of a general improvement of Paraguay sports infrastructure for 2030.

As we prepare for the CCMs, we commit to begin the process for the Defensores del Chaco Stadium to obtain sustainable construction and operations certifications such as Leadership in Energy and Environmental Design (LEED).

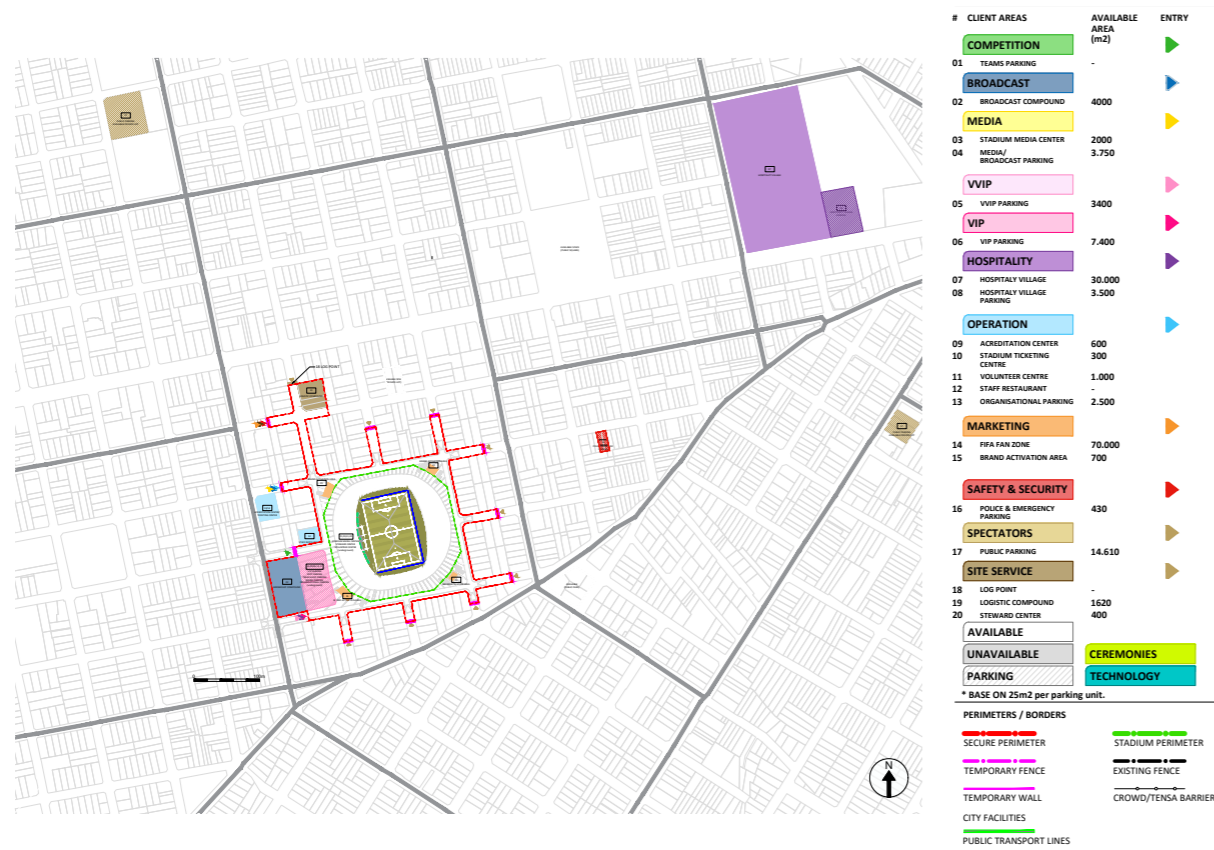
Aerial View



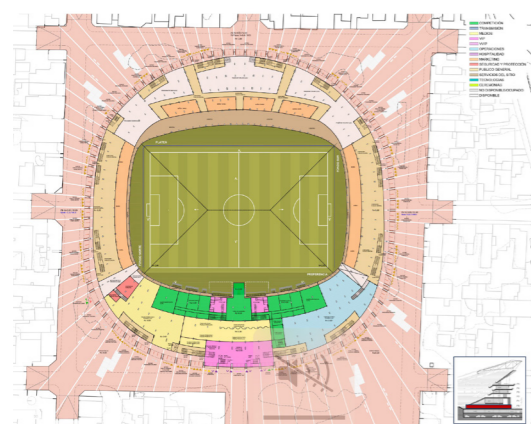
Bowl View



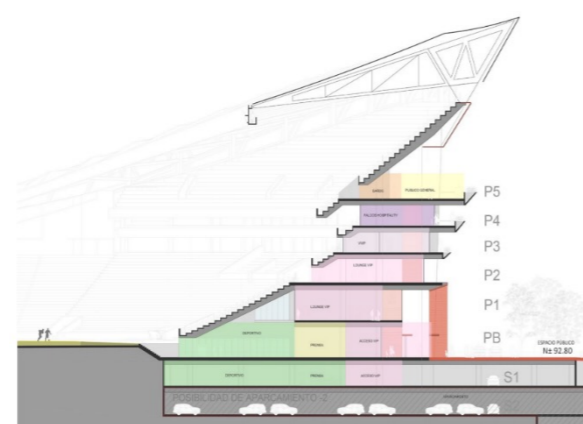
Stadium Area Map



Stadium Competition Level



Stadium Cross Section



General Stadium Information

Existing - refurbishment / Under construction / Planned	Existing - refurbishment
Start of construction / refurbishment	2026
End of construction / refurbishment	Expected by 2028
Stage of competition	Centenary Opening Match
Stadium owner	Paraguayan Football Association (APF)
Stadium operator	Paraguayan Football Association (APF)
Future primary legacy use	Paraguayan national team

Stadium Capacity

Gross capacity	41,186
Net capacity	40,213
Number of hospitality seats	3,325
Number of sky box seats (number of boxes)	46
Number of media tribune seats	1,288
Number of VVIP seats	75
Number of VIP seats	786

Pitch

Field of play dimensions	105m x 68m
Pitch area dimensions	129m X 100m = 11,445m ²
FIFA World Cup™ type of pitch	Hybrid

Technical Installations

Stadium orientation	North to South
Roofing	Partial roof
Floodlight lux (horizontal)	1,500
Video screens inside the stadium	2 variable giant screens of 152m ² each

Accessibility

Number of accessible seats	360
Number of accessible toilets	6
Number of accessible parking spaces	2

7.3.2 New National Stadium

The New National Stadium of Paraguay is projected to be the new architectural jewel of Paraguay. Planned to be strategically located on the Costanera Norte of Asunción, its design is inspired by the nanduti embroidery, a symbol of Paraguay's rich tradition. This innovative stadium not only harmonizes with the area's topography and natural waterways but also stands as a catalyst for urban and cultural development in the region.

With the ambition to achieve carbon-neutral status, the New National Stadium will stand out for its commitment to sustainability. The exterior will offer visual dynamism, transforming into a light show that reflects the colors of the teams and the spirit of the fans.

Additionally, the inclined roof will facilitate natural ventilation and air circulation, creating a healthy and comfortable environment for all attendees.

The stadium will feature world-class infrastructure, including a 105 x 68 meters playing field and a capacity for 45,000 spectators. The stands, distributed across three levels, will offer accessible areas for wheelchairs, VIP zones and media spaces, ensuring an optimal experience for all the fans. The structure will use concrete columns and lightweight materials, with a fabric and cable roof to maximize efficiency and minimize structural loads.

The design includes terraces, courts and parks, transforming the stadium into an

enjoyable space both on match and non-match days. The exterior, with thin concrete columns and vertical LED strips, will transform at night into a light display, reflecting the teams' colors and the fans' enthusiasm. The stadium will offer a wide range of amenities and services, including VIP and VVIP areas, tunnel accesses and strategically located exit doors to facilitate the flow of people and enable the use of the stadium for non-sporting events, such as concerts and shows.

The stadium will be an icon of sports architecture in Paraguay, combining modernity and tradition in a design that pays homage to the country's cultural heritage. Its construction will not only elevate Paraguay's profile in the international sports arena but also serve as

a symbol of the country's ability to host top-tier events. With its innovative design, it will contribute to the country's economic and tourism growth by attracting international competitions (including potentially the Panamerican Games in 2031), concerts and diverse shows. This stadium will enrich the country's cultural and sports offerings while also boosting urban and economic development in Asunción.

As we prepare for the CCMs, we commit to beginning the process for all stadiums to obtain sustainable construction certification for operations such as Leadership in Energy and Environmental Design (LEED).

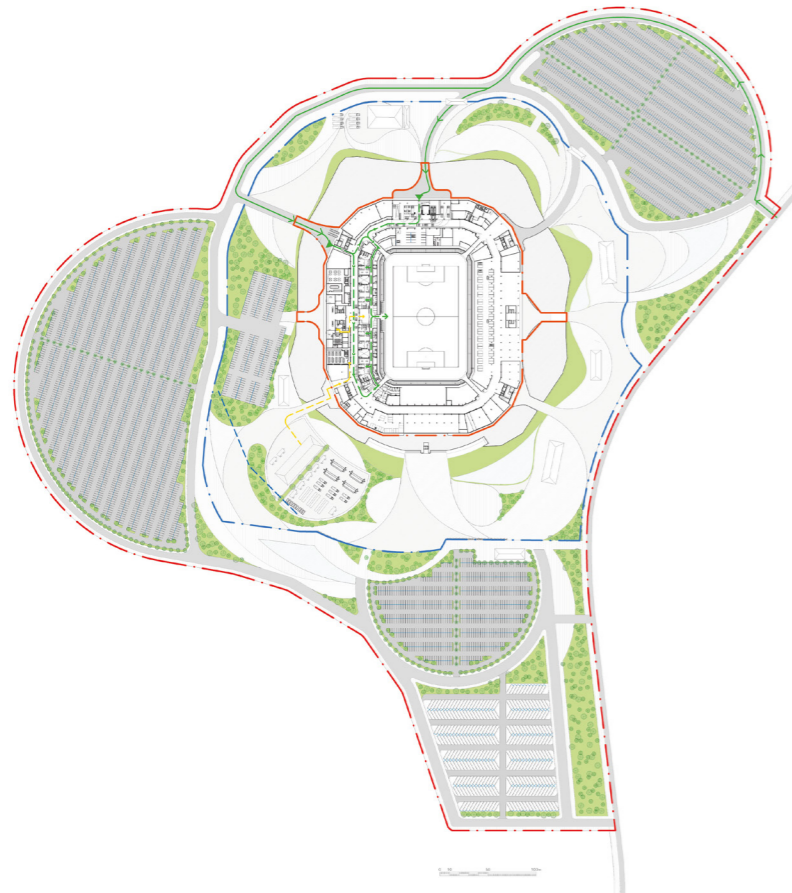
Aerial View



Bowl View



Stadium Area Map



COMPETITION	→ → → →	DRIVE/WALK/ACCESS RGB: 50,179,41
• Pitch / Main Stair • (Team) Dressing Rooms / Team Areas • Anti-Doping / Match Officials • FFI • etc (Ibid)		SPACE/AREA RGB: 140,223,129
BROADCAST	→ → → →	DRIVE/WALK/ACCESS RGB: 5,109,184
• Interview Positions • Studios • Broadcast Compound • Camera Positions • etc (Ibid)		SPACE/AREA RGB: 125,150,193
MEDIA	→ → → →	DRIVE/WALK/ACCESS RGB: 255,217,0
• Stadium Media Centre • Mixed Zone / Press Conference Room • Photographers • Media Parking • etc (Ibid)		SPACE/AREA RGB: 255,255,150
VIP	→ → → →	DRIVE/WALK/ACCESS RGB: 255,10,133
• VIP Areas • VIP Lounges, reception Areas • etc (Ibid)		SPACE/AREA RGB: 250,188,244
VVIP	→ → → →	DRIVE/WALK/ACCESS RGB: 255,143,199
• VVIP Areas • VVIP Lounges, reception Areas • etc (Ibid)		SPACE/AREA RGB: 253,231,251
OPERATIONS	→ → → →	DRIVE/WALK/ACCESS RGB: 61,196,250
• Office/Meeting Rooms • Centres for Volunteers, Accreditation, Ticketing • etc (Ibid)		SPACE/AREA RGB: 179,232,255
HOSPITALITY	→ → → →	DRIVE/WALK/ACCESS RGB: 121,61,158
• Hospitality Areas in & Outside Stadium • Hospitality Programme Parking Areas • etc (Ibid)		SPACE/AREA RGB: 190,143,214
MARKETING	→ → → →	DRIVE/WALK/ACCESS RGB: 247,148,49
• Youth Programme • Commercial Display Area • Catering & Concessions • etc (Ibid)		SPACE/AREA RGB: 250,185,117
SAFETY & SECURITY	→ → → →	DRIVE/WALK/ACCESS RGB: 230,25,15
• Police • Fire Brigade / Emergency Serv. / First Aid • Venue Operations Centre • Bodyguard Rooms • etc (Ibid)		SPACE/AREA RGB: 235,112,112
SPECTATORS	→ → → →	DRIVE/WALK/ACCESS RGB: 196,157,49
• Public Access / Parking / Disabled Spectators • Info Counter / Lost & Found • etc (Ibid)		SPACE/AREA RGB: 231,215,149
SITE SERVICES	→ → → →	DRIVE/WALK/ACCESS RGB: 94,57,8
• Logistics Areas • Technical Areas (Utilities / Power & Lighting / Cleaning & Waste / Corridors etc.) • Cabling, e.g. Cable Bridge • etc (Ibid)		SPACE/AREA RGB: 174,124,25
TECHNOLOGY	→ → → →	DRIVE/WALK/ACCESS RGB: 0,128,128
• IT & T Areas (ITR, CCS, Control Rooms etc.)		SPACE/AREA RGB: 0,199,199
CEREMONIES	→ → → →	DRIVE/WALK/ACCESS RGB: 174,209,0
• Stage • Holding Area • Changing Rooms • etc (Ibid)		SPACE/AREA RGB: 208,250,0

General Stadium Information

Existing - refurbishment / Under construction / Planned	Planned
Start of construction / refurbishment	2026
End of construction / refurbishment	2028
Stage of competition	Centenary Opening Match
Stadium owner	Paraguayan Football Association (APF)
Stadium operator	Paraguayan Football Association (APF)
Future primary legacy use	Paraguayan national team

Stadium Capacity

Gross capacity	47,128
Net capacity	45,000
Number of hospitality seats	4,000
Number of sky box seats (number of boxes)	1,200
Number of media tribune seats	600
Number of VVIP seats	177
Number of VIP seats	234

Pitch

Field of play dimensions	105m x 68m
Pitch area dimensions	115m x 77m
FIFA World Cup™ type of pitch	Hybrid

Technical Installations

Stadium orientation	-45°/30°
Roofing	Covered seating area
Floodlight lux (horizontal)	1,500
Video screens inside the stadium	2 Screens (approx. 16m x 9m - 200m²)

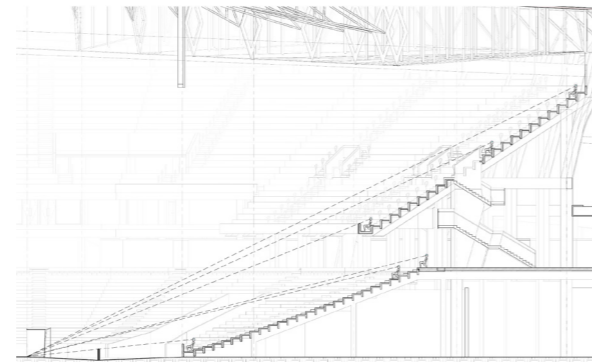
Accessibility

Number of accessible seats	213
Number of accessible toilets	+130
Number of accessible parking spaces	120

Stadium Competition Level



Stadium Cross Section



8

TEAM & REFEREE FACILITIES

8 Team & Referee Facilities

Montevideo, Buenos Aires and Asunción are proud to present facilities that promise excellent comfort, functionality, and safety for teams and referees. Each accommodation and related training center have been selected because they successfully meet strict standards, with renovations planned to leave a long-lasting legacy to the football communities in the cities.

Our cities are synonyms for excellence and hospitality in this regard, and we are prepared to offer a stay which will not only meet expectations, but also provide an environment where concentration and wellbeing are the norm. With a solid trajectory in high-profile sporting events, the three hosting cities position themselves as ideal places to live the spirit of football at its best.

Team base camp facilities

The team base camps will be strategically located in different key sites in Montevideo, Buenos Aires and Asunción. Trusting our abilities to provide elite sporting facilities, we will meet the teams' highest expectations. In the following pages there is a breakdown of the sporting facilities chosen in each city, which stand out due to their excellence and contribution to the optimum development of the Centenary Celebration Matches.

Referee Base Camp Facilities

Referee Base Camp Facilities are also located in strategic places within each of the three host cities. The selected centers, which are described in the following pages, stand out thanks to their infrastructure and exceptional service, ensuring the referees' wellbeing and ideal preparation for the tournament.

8.1 Montevideo

8.1.1 Proposed Team Base Camp Facilities

Team Base Camp Hotel Complejo Celeste		Team Base Camp Training Site Complejo Celeste	
Rating (*)	4	Year built and/ or refurbished	1998
Number of rooms	60	Owner / Operator	Asociación de futbol Uruguaya
Number of meeting rooms	TBD	Number of pitches	4
Function Space (Y/N)	Y	FoP	105 x 68 m
Distance to Airport	14 km	Pitch Type	Natural Grass
Distance/ travel to Training Site	14 km	Lighting power (Lux)	N
Distance/ travel to Stadium	25 km	No. of dressing rooms	1
		Size (sqm)	66
		Press Area (Y/N)	N
		Size (sqm)	N/A
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	1,032
		Stand Capacity	N
		Distance to Airport	14 km
		Distance/travel to Hotel	14 km
		Distance/travel to Stadium	25 km



Team Base Camp Hotel Hilton		Team Base Camp Training Site Gran Parque Central	
Rating (*)	4	Year built and/ or refurbished	1900
Number of rooms	172	Owner / Operator	Club Nacional de Football
Number of meeting rooms	TBD	Number of pitches	1
Function Space (Y/N)	Y	FoP	105 x 68 m
		Pitch Type	Natural Grass
		Lighting power (Lux)	1,500
Distance to Airport	17 km	No. of dressing rooms	2
		Size (sqm)	185
Distance/ travel to Training Site	4 km	Press Area (Y/N)	Y
		Size (sqm)	36
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	600
Distance/ travel to Stadium	4 km	Stand Capacity	37,000
		Distance to Airport	18 km
		Distance/travel to Hotel	4 km
		Distance/travel to Stadium	2 km

Team Base Camp Hotel Hilton		Team Base Camp Training Site Estadio Campeón del siglo	
Rating (*)	4	Year built and/ or refurbished	2016
Number of rooms	172	Owner / Operator	C.A. Peñarol
Number of meeting rooms	TBD	Number of pitches	8
Function Space (Y/N)	Y	FoP	105 x 68 m
		Pitch Type	Natural Grass
		Lighting power (Lux)	3,000
Distance to Airport	17 km	No. of dressing rooms	4
		Size (sqm)	72
Distance/ travel to Training Site	18 km	Press Area (Y/N)	Y
		Size (sqm)	104
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	609
Distance/ travel to Stadium	4 km	Stand Capacity	41,000
		Distance to Airport	10 km
		Distance/travel to Hotel	18 km
		Distance/travel to Stadium	16 km

8.1.2 Proposed Referee Base Camp Facilities in Montevideo

Referee Base Camp Hotel Regency Park		Referee Base Camp Training Site Regency Park	
Rating (*)	4	Year built and/ or refurbished	2009
Number of rooms	65	Owner / Operator	Villa Lucero SA
Number of meeting rooms	TBD	Number of pitches	1
Function Space (Y/N)	Y	FoP	90 x 45 m
		Pitch Type	Natural Grass
		Lighting power (Lux)	N
Distance to Airport	11 km	No. of dressing rooms	N
		Size (sqm)	N/A
Distance/ travel to Training Site	N/A	Press Area (Y/N)	N
		Size (sqm)	N/A
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	93
Distance/ travel to Stadium	16.1 km	Stand Capacity	N
		Distance to Airport	11 km
		Distance/travel to Hotel	N/A
		Distance/travel to Stadium	16.1 km

8.2 Buenos Aires

8.2.1 Proposed Team Base Camp Facilities

Team Base Camp Hotel Predio Lionel Andrés Messi		Team Base Camp Training Site Predio Lionel Andrés Messi			
Rating (*)	N/A	Year built and/ or refurbished	1990		
Number of rooms	40	Owner / Operator	AFA		
Number of meeting rooms	TBD	Number of pitches	12		
Function Space (Y/N)	Y	FoP	105 x 68 m		
Distance to Airport	5.2 km	Pitch Type	Natural Grass		
Distance/ travel to Training Site	N/A	Lighting power (Lux)	500		
Distance/ travel to Stadium	43.2	No. of dressing rooms	10	Size (sqm)	52
		Press Area (Y/N)	Y	Size (sqm)	117
		Dedicated Fitness facilities on-site (Y/N)	Y	Size (sqm)	176
		Stand Capacity	88		
		Distance to Airport	5.2 km		
		Distance/travel to Hotel	N/A		
		Distance/travel to Stadium	39 km		



Team Base Camp Hotel Sheraton Pilar Hotel & Convention Center	
Rating (*)	5
Number of rooms	118
Number of meeting rooms	22
Function Space (Y/N)	Y
Distance to Airport	73 km
Distance/ travel to Training Site	4 km
Distance/ travel to Stadium	44 km

Team Base Camp Training Site Real Pilar Comunidad Deportiva			
Year built and/ or refurbished	2002		
Owner / Operator	Real Pilar Fútbol Club		
Number of pitches	7		
FoP	105 x 64 m		
Pitch Type	Natural Grass		
Lighting power (Lux)	150		
No. of dressing rooms	4	Size (sqm)	60
Press Area (Y/N)	N	Size (sqm)	N/A
Dedicated Fitness facilities on-site (Y/N)	Y	Size (sqm)	120
Stand Capacity	TBD		
Distance to Airport	77km		
Distance/travel to Hotel	4 km		
Distance/travel to Stadium	48 km		

Team Base Camp Hotel Sheraton Buenos Aires Greenville Polo & Resort	
Rating (*)	5
Number of rooms	118
Number of meeting rooms	4
Function Space (Y/N)	Y
Distance to Airport	62 km
Distance/ travel to Training Site	10 km
Distance/ travel to Stadium	46 km

Team Base Camp Training Site Predio José Lemme			
Year built and/ or refurbished	2023		
Owner / Operator	C.A. Defensa y Justicia		
Number of pitches	3		
FoP	105 x 68m		
Pitch Type	Natural Grass		
Lighting power (Lux)	200		
No. of dressing rooms	2	Size (sqm)	200
Press Area (Y/N)	Y	Size (sqm)	100
Dedicated Fitness facilities on-site (Y/N)	Y	Size (sqm)	160
Stand Capacity	1,000		
Distance to Airport	7.1 km		
Distance/travel to Hotel	10 km		
Distance/travel to Stadium	40 km		

8.2.2 Proposed Referee Base Camp Facilities

Referee Base Camp Hotel Savoy Hotel		Referee Base Camp Training Site Centro de entrenamiento Sergio Daniel Batista	
Rating (*)	4	Year built and/ or refurbished	2019
Number of rooms	164	Owner / Operator	Argentinos Juniors
Number of meeting rooms	TBD	Number of pitches	9
Function Space (Y/N)	Y	FoP	102 x 67 m
Distance to Airport	32 km	Pitch Type	Natural Grass
Distance/ travel to Training Site	10 km	Lighting power (Lux)	N
Distance/ travel to Stadium	10 km	No. of dressing rooms	2
		Press Area (Y/N)	N
		Dedicated Fitness facilities on-site (Y/N)	Y
		Stand Capacity	60
		Distance to Airport	22 km
		Distance/travel to Hotel	10 km
		Distance/travel to Stadium	25 km

8.3 Gran Asunción - Ypané

8.3.1 Proposed Team Base Camp Facilities

Team Base Camp Hotel CARDE - Centro de Alto Rendimiento Esc. Óscar Harrison		Team Base Camp Training Site CARDE - Centro de Alto Rendimiento Esc. Óscar Harrison	
Rating (*)	4	Year built and/ or refurbished	2004/2018
Number of rooms	84	Owner / Operator	Asociación Paraguaya de Fútbol
Number of meeting rooms	2	Number of pitches	7
Function Space (Y/N)	Y	FoP	105 x 65 m
Distance to Airport	34.7 km	Pitch Type	Natural Grass
Distance/ travel to Training Site	N/A	Lighting power (Lux)	475
Distance/travel to Stadium	24 km	No. of dressing rooms	1
		Press Area (Y/N)	Y
		Dedicated Fitness facilities on-site (Y/N)	Y
		Stand Capacity	N
		Distance to Airport	34.7 km
		Distance/travel to Hotel	N/A
		Distance/travel to Stadium	24 km



Team Base Camp Hotel Centro de alto rendimiento femenino		Team Base Camp Training Site Centro de alto rendimiento femenino	
Rating (*)	4	Year built and/ or refurbished	2021
Number of rooms	59	Owner / Operator	Asociación Paraguaya de Fútbol
Number of meeting rooms	4	Number of pitches	7
Function Space (Y/N)	Y	FoP	105 x 65 m
Distance to Airport	33.1 km	Pitch Type	Natural Grass
Distance/ travel to Training Site	N/A	Lighting power (Lux)	1,100
Distance/ travel to Stadium	31 km	No. of dressing rooms	1
		Size (sqm)	66.34
		Press Area (Y/N)	Y
		Size (sqm)	50.32
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	258.52
		Stand Capacity	N
		Distance to Airport	33.1 km
		Distance/travel to Hotel	N/A
		Distance/travel to Stadium	31 km

Team Base Camp Hotel TRYP By Wyndham Asunción		Team Base Camp Training Site Centro de Alto Rendimiento de las Divisiones Formativas (CARDIF)	
Rating (*)	4	Year built and/ or refurbished	2024
Number of rooms	88	Owner / Operator	Asociación Paraguaya de Fútbol
Number of meeting rooms	4	Number of pitches	10
Function Space (Y/N)	Y	FoP	105 x 68 m
Distance to Airport	9,4 km	Pitch Type	Artificial grass
Distance/ travel to Training Site	10,6 km	Lighting power (Lux)	400
Distance/travel to Stadium	10,8 km	No. of dressing rooms	4
		Size (sqm)	64.2
		Press Area (Y/N)	N
		Size (sqm)	N/A
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	166
		Stand Capacity	3,300
		Distance to Airport	12,4 km
		Distance/travel to Hotel	10,6 km
		Distance/travel to Stadium	17,7 km

8.3.2 Proposed Referee Base Camp Facilities

Referee Base Camp Hotel Granados Park Hotel		Referee Base Camp Training Site Cancha de fútbol de la CONMEBOL	
Rating (*)	4	Year built and/ or refurbished	2017
Number of rooms	50	Owner / Operator	CONMEBOL
Number of meeting rooms	2	Number of pitches	1
Function Space (Y/N)	Y	FoP	105 x 68 m
Distance to Airport	19,2 km	Pitch Type	Natural Grass
Distance/ travel to Training Site	17,4 km	Lighting power (Lux)	1000
Distance/travel to Stadium	3,8 km	No. of dressing rooms	3
		Size (sqm)	70
		Press Area (Y/N)	N
		Size (sqm)	
		Dedicated Fitness facilities on-site (Y/N)	Y
		Size (sqm)	375,62
		Stand Capacity	N
		Distance to Airport	2,6 km
		Distance/travel to Hotel	17,4 km
		Distance/travel to Stadium	20,3 km



9

FIFA FAN FESTIVAL SITES

9.1 Montevideo FIFA Fan Festival Sites

The FIFA Fan Fest™ will be a central element in Montevideo's entertainment offering during the 2030 Centenary celebrations. It will provide an incomparable experience for football fans around the world. In our bid and value proposition as a host city, we have selected two strategic locations, taking advantage of the well-known public spaces offered by Montevideo. The city will show a proactive attitude in collaborating with FIFA to organize the FIFA Fan Fest™ by incorporating the rich culture, gastronomy, art and local music, thus enriching the experience of the fans of the most popular sport.

9.1.1 Nelson Mandela Park

The Nelson Mandela Park in Montevideo, inaugurated in 2018, became well-known in the sports and cultural spheres upon becoming the Fan Fest venue for the one-leg finals of two of the most prestigious football tournaments in South America: Copa Libertadores and Copa

Sudamericana, both held in 2021. These events attracted multitudes of football fans, which joined in this city's green area to live the passion of the most popular sport, enjoy entertainment activities and be part of an unprecedented sports celebration.

9.1.2 Rural del Prado

Rural del Prado is the facility where the Uruguay's Rural Association is placed. Located in the town under the same name in the city of Montevideo, it is home to various rural exhibitions held every year, such as Expo Rural del Prado: the largest international livestock, agro-industrial and commercial exhibition. In addition, it is also where significant musical festivals, such as Cosquín Rock Uruguay, are held.

	Nelson Mandela Park	Rural del Prado
Facility type	Park	Park
Size (sqm)	37,500	65,000
Capacity	70,000	100,000
Important events	Fan Fest CONMEBOL 2021, Montevideo Late 2023, La bajada 2023, América Rockstars 2024	Expo Rural Prado, Criolla 2024, Cosquín Rock Uruguay 2024
Transportation	It may be conveniently accessed by car, since it is located in front of a significant main road, in addition to 15 bus stations.	It may be conveniently accessed by car, since it is located in front of a significant main road, in addition to 19 bus stations.

9.2 Buenos Aires FIFA Fan Festival Sites

The FIFA Fan Fest™ will be a key component of Buenos Aires's entertainment offering during the 2030 World Cup Centenary Celebration. It will provide fans with a unique experience for enjoying football and a supplementary offer of products and services to local and foreign visitors. To such end, we have selected two strategic locations, among the various well-known places that the city has to offer. Buenos Aires will have an active and collaborative attitude towards FIFA for developing the FIFA Fan Fest™, integrating into the football value proposition, the cultural, culinary, artistic and musical essence of our local community to enrich the experience of all event participants.

9.2.1 Tecnópolis

Tecnópolis, located in Buenos Aires, is an important cultural and technological center inaugurated in 2011. This theme park hosted significant sports, cultural and international activities since its creation. As an example of

its relevant track record by hosting world-class sports events, it housed several sports during the 2018 Youth Olympic Games celebrated in Buenos Aires, such as futsal, table tennis and badminton.

9.2.2 Parque Olímpico de la Juventud

Parque Olímpico de la Juventud is a large green area for sports and recreational purposes. It includes the Mary Terán de Weiss stadium, consolidating itself as a strategic point for large events in the city. It also hosted the 2018 Youth Olympic Games, and it was where different competitions were held, such as athletics, field hockey, volleyball, boxing, karate, and fencing, among others.

	Tecnópolis	Parque Olímpico de la Juventud
Facility type	Theme Park	Park/Stadium
Size (sqm)	54,000	320,000 (full park)
Capacity	100,000	15,000
Important events	Blur 2015, Radiohead 2018, 2018 Youth Olympic Games, Quilmes Rock 2022	2018 Youth Olympic Games, host city for some of the 2006 South Olympic Games and host to Copa Davis and ATP Argentina in various occasions.
Transportation	It may be conveniently accessed by car, as it is placed near a main road connecting 18 bus roads, and 2 train stations.	It may be conveniently accessed by car, as it is placed near a main road connecting 6 bus roads, and to the Premetro station.

9.3 Asunción FIFA Fan Festival Sites

The FIFA Fan Fest™ will be a focal point in Asunción’s entertainment offering during the 2030 Centenary celebrations. It will offer a unique experience for football fans around the world. For our bid as host city, we have identified two strategic places among the various options in the city. Asunción will actively work together with FIFA to organize the FIFA Fan Fest™, integrating its attractive local culture, food, art and music to expand the experience of all the fans who wish to attend this historical celebration.

9.3.1 Parque Olímpico Paraguayo

Parque Olímpico is a sports complex located in Luque, Paraguay. It is owned by the Paraguayan Olympic Committee and was inaugurated on June 1st, 2017. It hosted sports competitions, cultural activities and significant international shows, such as the tenth edition of the FIFA Beach Soccer World Cup in 2019 and the 2022 South American Games.

9.3.2 Litoral del Palacio de los López

It is a multifunctional recreational area located in Bahía de Asunción, which skirts the city’s historical center. This space offers white-sand beaches where fairs, concerts and different cultural and sports activities are held. Some of the important events held in this well-known space are the 2022 Oktoberfest Paulaner and the 2024 Brahma Música festivals.

	Parque Olímpico Paraguayo	Litoral del Palacio de López
Facility type	Stadium	Waterfront Beach
Size (sqm)	42,357	72,110
Capacity	17,000	29,000
Important events	2019 FIFA Beach Soccer, 2022 South American Games, Asunciónico 2024	Kchiporros 2016, Rally Dakar 2016 Oktoberfest Paulaner 2022, Día de la primavera 2022, Festival Brahma Música 2024
Transportation	TBD	It may be conveniently accessed by several bus lines: It may be conveniently accessed by several bus lines: Line 6, 16-2A, 16-2B, 13-1A, 13-2A, Line 1A, Line 1B, Line 37-A2, Line 37-A1, Line 9, Line 37B

PART C
SERVICES

10

ACCOMMODATION

10. Accommodation

11. Transport

12. Safety & Security

13. Health, Medical & Anti-Doping

14. IT&T

Uruguay, Argentina and Paraguay, united together in their aspiration to becoming host cities to the Centenary Celebration Matches, are committed to offering all the visitors and fans who wish to enjoy the event, an excellent accommodation experience showing the warmth and hospitality of our people, as well as the deep cultural essence of the historical event for our countries.

Since they represent international world-class tourist destinations and due to their vast trajectory in hosting important international events, these cities are ready to provide safe, comfortable, and functional accommodation

options, which may be adapted to the various needs that the different groups of people who will celebrate the first century of World Cups with us may have.

A combination of tradition and modernity should be one of the key characteristics of many accommodation value propositions, ensuring a memorable experience for visitors. Our human quality and our hospitality culture will constitute another differentiating element, along with our passion for football, which will undoubtedly translate into each of the accommodation options.



(Montevideo + Punta del Este and Colonia del Sacramento as potential satellite cities)

10.1.1 Montevideo

Montevideo, an emblematic city due to the fact that it was the host city for the first FIFA World Cup, proudly presents itself as a key city for the celebration. The Uruguayan capital, which received over 1 million tourists in 2023, combines its rich football legacy with a hotel infrastructure capable of catering to the needs of the most demanding visitors, offering luxury hotels and more accessible options promising comfort and quality. Montevideo receives tourists from South America, such as those

from Argentina and Brazil, and it has also become a significant destination for US and Spanish citizens. The city offers prominent tourist attractions, such as the vibrant Mercado del Puerto, the touching Museo de los Andes, the historic Plaza Independencia and Teatro Solís, which enhance the experience of football fans and of all tourists seeking to get immersed in the Uruguayan culture and history.

With its famous track record as host of significant sporting events, it has shown its capacity to accommodate die-hard football fans from all over the world. The city hosted six Copa América editions and exciting Copa Libertadores finals, consolidating itself as a football epicenter in South America.

Accommodation inventory - Montevideo

Category	3 Stars	4 Stars	5 Stars	Other options
Number of rooms	947	1,827	828	320

FIFA VIP Hotels

Hotel name	Sofitel Montevideo Casino Carrasco and Spa Hotel	Radisson Victoria Plaza	HYATT Hotel	Montevideo Hotel
Stars	5	5	5	5
Opening year	1921	1999	2016	2022
Distance to key places	Distance to the stadium: 00:20h Distance to the airport: 00:14h	Distance to the stadium: 00:15h Distance to the airport: 00:43h	Distance to the stadium: 00:07h Distance to the airport: 00:25h	Distance to the stadium: 00:06h Distance to the airport: 00:27h
Total number of rooms	112	191	178	80
Number of meeting rooms	5	17	5	5



However, its experience is not limited only to football; it also hosted successfully the Montevideo Marathon, the Uruguayan Tennis Open and the Grand Prix, events that attract a diverse number of athletes and attendees. Moreover, its versatility as a host city extends itself to the professional and corporate spheres, as it organized the Corporate Management and Administration, evidencing its competence to receive and meet the needs of visitors who arrive for sports, professional and leisure reasons.

The **Radisson Victoria Plaza Hotel** in Montevideo is a landmark of luxury and sophistication in the heart of the city. This premier hotel offers guests an exceptional stay with its elegant accommodations, panoramic views of the city and the Rio de la Plata, and top-notch amenities. With its casino, spa, and fitness center, the hotel provides entertainment and relaxation for all preferences. The Radisson Victoria Plaza also features extensive conference facilities, making it a favored choice for business events. Its central

location ensures that guests have easy access to Montevideo’s cultural sites, shopping districts, and culinary delights, making it an ideal base for exploring the vibrant capital of Uruguay.

The **Hyatt Centric Montevideo** stands as a beacon of cosmopolitan atmosphere, inviting guests to explore and discover the vibrant tapestry of the city. With a prime location that places travelers at the center of the action, the hotel ensures that guests are always connected to the pulse of Montevideo, never missing out on an adventure. The hotel offers an urban retreat for those seeking to immerse themselves in the local culture and excitement. The hotel's design and amenities are thoughtfully curated to reflect the city's dynamic spirit, providing a comfortable and stylish base from which to venture out. Whether it's the historic sites, the bustling markets, or the scenic Rambla, the Hyatt Centric is your gateway to the best experiences Montevideo has to offer.

10.1.2 Punta del Este

Montevideo accommodation infrastructure will be expanded with the glamorous city of Punta del Este located at 130 km East of the capital and well-known by its natural beauty and top-class tourist offerings to supplement accommodation needs and guarantee an unforgettable tourist experience. Punta del Este, which received over 650,000 tourists in 2023, is not only one of Uruguay's most coveted and international destinations, but also the place where visitors make most of their investments during their stay. It is estimated this city's tourist spending exceeded over USD 650 million in 2023, an amount which shows

its position as an epicenter of luxury and exclusiveness, and highlights its importance in Uruguay's tourist landscape.

Punta del Este has emblematic hotels which define its horizon and hospitality culture. L'Auberge Hotel, with its iconic mill, is an elegant refuge full of tradition. Enjoy Punta del Este Resort & Casino offers entertainment and luxury with a sea view, whereas the Fasano Hotel, located in a quieter environment, provides a mix of sophistication and the natural beauty of the region.

Punta del Este's accommodation inventory is as follows:

Accommodation inventory - Punta del Este

Category	3 Stars	4 Stars	5 Stars
Number of rooms	925	1,620	595



10.1.3 Colonia del Sacramento

Similarly, Montevideo may be supported by the historic and charming city of Colonia, which is located at 180 km West from the capital city and very close and easily accessible from Buenos Aires. With its rich history and relaxed environment, Colonia could successfully supplement the accommodation options and enrich the experience of curious visitors. This city, which attracted over 500,000 tourists in 2023, significantly contributed to the tourist activity of the country and generated revenues amounting to 100 million that year. Its unique combination of cultural heritage, picturesque roads and views to Río de la Plata, make it a unique and irresistible destination.

Colonia del Sacramento offers emblematic hotels which show its rich history and charm. Radisson Colonia del Sacramento offers modern luxury with a river view, whereas Charco Hotel provides an intimate atmosphere in a colonial house. Costa Colonia Riverside Boutique Hotel, with its modern design and a view to Río de la Plata, provides a contemporary touch.

Together, these cities will offer a comprehensive, diverse and world-class accommodation value proposition for all visitors who wish to be a part of the historic events and celebrate the passion for football.

10.2 Accommodation Argentina – Buenos Aires

Buenos Aires, with its exceptional and diverse hotel capacity, accommodated in 2023 over 5 million tourists, almost 60% international visitors, who provided about USD 1.83 billion in tourism revenues to the Argentine economy. The city has the ability to adapt to each visitor's needs and budgets, considering that about 60% of foreign tourists were looking for entertainment options, whereas 20% were visiting family members or friends, and 15% were business visitors. It is estimated that 34% of these visitors opted for luxury 4 and 5-star hotels, which shows Buenos Aires's capacity to meet a significant, strict and premium demand. Buenos Aires has a world-

class accommodation infrastructure with 382 hotels, including 77 4-star facilities and 26 5-star facilities, adding to a total capacity of about 24,400 rooms. The average occupation rate was 65% in 2023.

The experience and track record of Buenos Aires in hosting delegations and fans / tourist visitors for major sporting competitions is vast and proven, as it played a significant role in many important sporting events (such as the FIFA World Cup in 1978, nine editions of Copa América, the Youth Olympic Games Buenos Aires 2018 the U20 World Cup in 2023, the Buenos Aires Marathon, the Polo Open Tournament, among others), political events

Accommodation inventory - Buenos Aires

Category	3 Stars	4 Stars	5 Stars	Other options
Number of rooms	4,259	7,577	5,204	7,360

FIFA VIP Hotels

Hotel name	Marriot	Casa Lucía Hotel	Sheraton Buenos Aires Hotel ⁽¹⁾ & Convention Center ⁽²⁾	Savoy
Stars	5	5	5	4
Opening year	1981	1925	1972 ⁽¹⁾ 1996 ⁽²⁾	1910
Distance to key place	Distance to the stadium: 00:21h Distance to the airport: 00:34hs	Distance to the stadium: 00:18h Distance to the airport: 00:42h	Distance to the stadium: 00:18h Distance to the airport: 00:40h	Distance to the stadium: 00:25h Distance to the airport: 00:32
Total number of rooms	298	142	749	164
Number of meeting rooms	11	6	21	9



10.3 Accommodation Paraguay – Asunción

(such as the G20 global summit in 2018) or business international events (such as the Oil & Gas Expo and the FIT [Feria Internacional del Turismo]), among others.

In addition to this top class hotel capacity and this track record of hosting large events, the tourist and entertainment potential of Buenos Aires as well as its very dynamic infrastructure for international connection and transportation with Asunción, and even more so with Montevideo, will turn **Buenos Aires into a natural logistic and accommodation hub** for those official and general visitors / fans who wish to enjoy the various Centenary Celebration events.

With its rich cultural heritage and passion for football, Buenos Aires prepares itself to receive football fans from across the world, offering an exceptional experience and a safe and comfortable environment filled with passion.

The **Buenos Aires Marriott** consists of two buildings, “South Tower” and “North Tower” (the latter being the most recent, completed in 1999 by the architectural firm Sánchez Elía SEPRA Architects), it is a postmodern-

style complex whose interiors are decorated in an academic style, reminiscent of the classical architecture with French influence that distinguishes Buenos Aires. The Buenos Aires Marriott features a spa on the 23rd floor of the North Tower, its own restaurant, and convention halls with a capacity for 2,500 people.

The **Savoy Hotel** has been in operation since 1908, restored in 2010, and is located just a few meters from the Congress Palace in the city of Buenos Aires. It is a lavish building that has hosted national figures such as Lisandro de la Torre, Eva Duarte, and Arturo Illia, as well as international personalities like Albert Einstein. Due to its privileged accommodation, it has always been chosen as a venue for meetings and political events. It stands out for its imposing facade and its halls with elaborate decoration and varied styles. For example, the Imperial Hall features Art Nouveau ornamentation from the Viennese Secession movement, and the facade is a clear repertoire of the more traditional Beaux-Arts style.

Asunción, home of the Paraguayan Football Association and CONMEBOL, presents itself as an emblematic city in its candidacy to host the 2030 FIFA World Cup Celebration Matches. In 2023, over 400,000 tourists enjoyed its hospitality and were embraced by a rich culture and a deeply welcoming environment. Asunción is well-known for its hotel offerings combining comfort and tradition, with facilities comprising boutique hotels and modern complexes, which are all prepared to receive fans and delegations with the warmth characteristic of Paraguayan people. This commitment to service excellence ensures that Asunción will play a considerable

role in providing a top-quality accommodation experience during the Centenary Celebration Matches.

The link and proximity to Argentina results in that almost half of the tourists walking down the streets are Argentines, which shows the close relationship and bond connection between both countries. However, the city also receives a significant flow of tourists from Brazil, Spain and the US, which shows its growing global appeal. About 50% of these visitors come to meet with family members and friends, whereas 17% are business visitors. Also in 2023, about 48% of tourists entered the country by plane, highlighting the importance

Accommodation inventory Asunción

Category	3 Stars	4 Stars	5 Stars
Number of rooms	1,427	1,561	634

FIFA VIP Hotels

Hotel name	Gran Bourbon Asunción Hotel	Sheraton Asunción Hotel	Resort Yacht y Golf Club Paraguayo	Guaraní Asunción Hotel
Stars	5	5	5	4
Opening year	2011	2004	1985	1961
Distance to key places	Distance to the stadium: 00:27h Distance to the airport: 00:06h	Distance to the stadium: 00:34 Distance to the airport: 00:12h	Distance to the stadium: 00:22 Distance to the airport: 00:46h	Distance to the stadium: 00:09 Distance to the airport: 00:23h
Total number of rooms	168	118	132	129
Number of meeting rooms	7	12	7	7



of this entry way for the city's connectivity and tourism.

Asunción has a vast experience in receiving tourists for football and other large events. The city has been a scenario of ten Copa Libertadores editions, one Copa Sudamericana finals and a Beach Soccer World Cup final, showing its capacity to receive fans of the main sport and organizing world-class competitions. But its versatility goes beyond football, since Asunción also hosted the Asunción International Marathon, the challenging Transchaco Rally and the 2022 South American Games, events which attract athletes and attendees from all around the world. In addition, the Paraguayan capital has a rich cultural and corporate background, as it hosted the 2024 Asunción festival and of significant business events, such as ADEC's CSR and Sustainability International Congress.

The Gran **Bourbon Asunción Hotel** has become a symbol of hospitality and luxury. Its opening marked a milestone in the evolution of Asunción, as it was the city's first 5-star hotel, reflecting the modernization and growth of the capital. Throughout its history, the hotel has cultivated a reputation for

excellence, becoming the preferred lodging for notable figures and football teams, which has strengthened its connection with the sport. Its strategic location, very close to Asunción's international airport, opposite the CONMEBOL headquarters, and near stadiums and sports centers, has positioned it as a nerve center for football events, attracting both fans and professionals.

The **Sheraton Asunción Hotel** stands out as a benchmark of sophistication and comfort in the Paraguayan capital. This five-star establishment, located in a strategic area of the city, offers its guests a perfect combination of modern comfort and exceptional service. With its elegantly furnished rooms, first-class facilities including fine dining restaurants, a full-service spa, and event spaces, the Sheraton Asunción is a preferred choice for both business and leisure travelers.

11

TRANSPORT

11.1 Transport Infrastructure and General Mobility in Uruguay

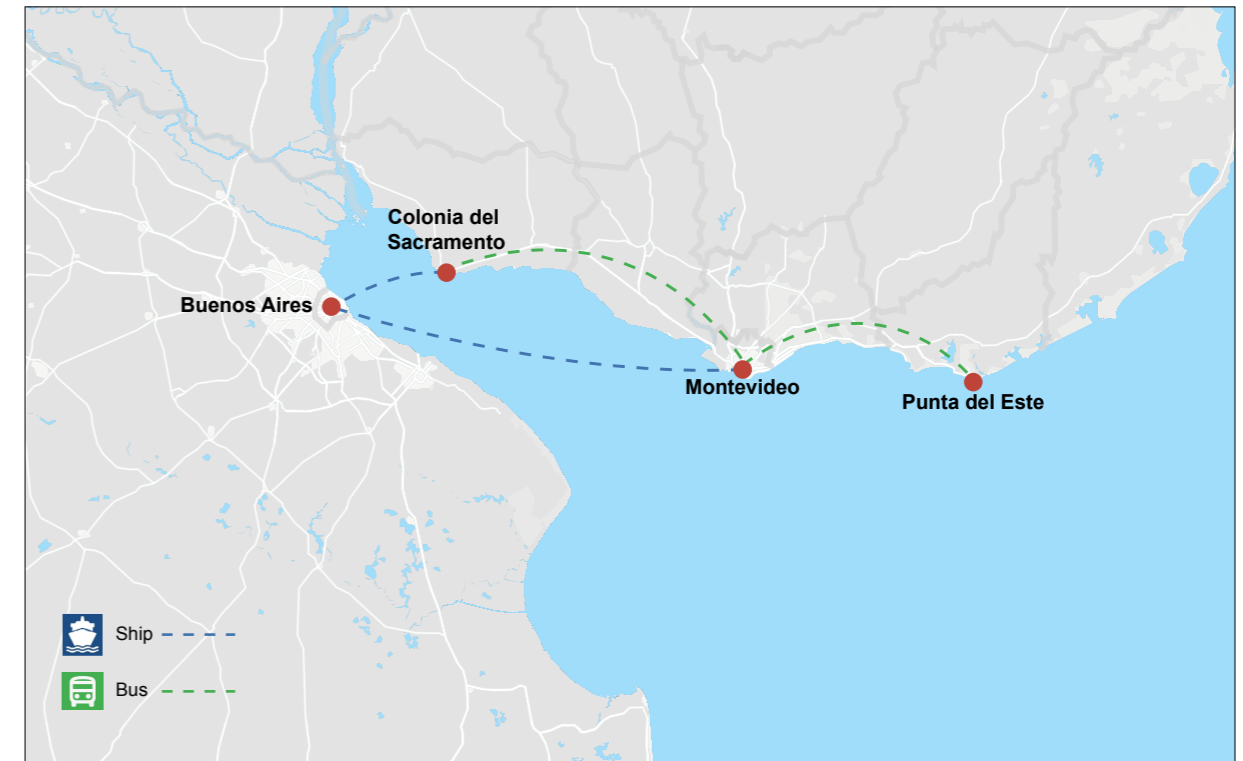
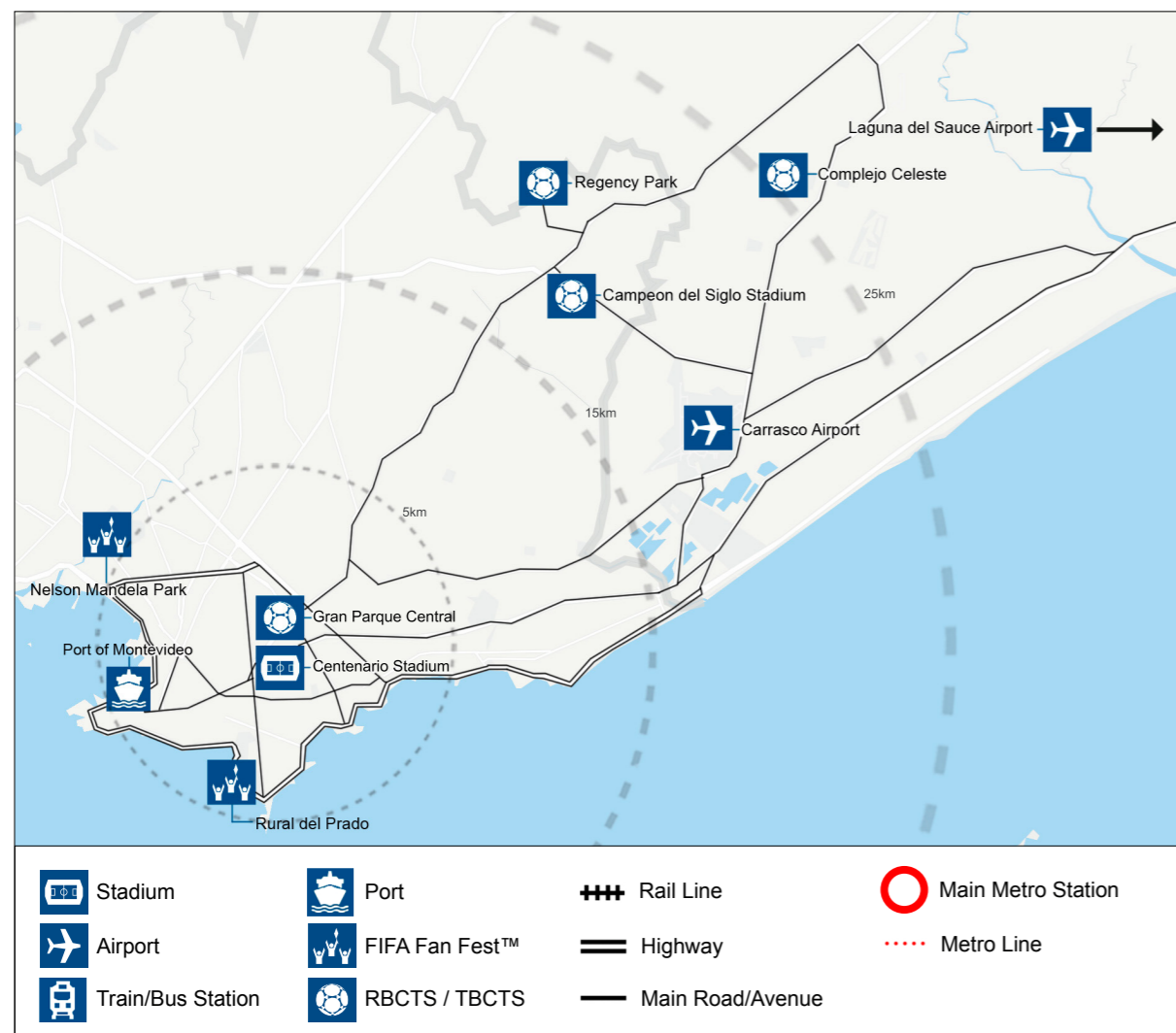
11.1.1 City infrastructure and general mobility

Mobility and transportation in Uruguay are set-up by a balance between public and private services aimed at facilitating the daily life of its inhabitants and the interconnection with the rest of the world. In the main cities such as Montevideo and other department capitals, public transport mainly comprises an extensive network of buses which spans across both urban and suburban areas. These buses are the main means of land transportation for the

population, offering frequent and accessible routes.

Due to its closeness to the sea, Montevideo and Buenos Aires are efficiently connected through private ferry boat companies, which provide transportation services involving both passengers and vehicles. This maritime connection not only boosts tourism and trade between both countries, but it also represents a quick and comfortable alternative for those who seek to cross the Río de la Plata river without resorting to flights or long land journeys. In addition, there is another private ferry service that connects Buenos Aires and Colonia by sea, continuing through Montevideo by land.

Connection among locations



In addition, Montevideo and Punta del Este are connected by land through vehicles and buses. The distance between Montevideo and Punta del Este is about 130 kilometers along the coastal road (Road 10). The company COT operates regular services from the Tres Cruces Terminal in Montevideo to the Punta del Este Terminal, with an average journey duration of two hours.

In addition to public services, urban mobility is further enhanced by taxi services and shared transportation app, offering users flexibility and comfort.

11.1.2 Airports

Uruguay has two international airports: Carrasco International Airport, located in Montevideo's suburban area, and Laguna del Sauce International Airport, near to Punta del Este, both operating 24/7. The Carrasco International Airport is the main gateway to Uruguay, located about 19 kilometers east of downtown Montevideo. Additionally, the

Laguna del Sauce International Airport is approximately 15 kilometers northwest of Punta del Este, the country's most important tourist city.

11.1.2.1 Information on Carrasco International Airport

- In 2023, approximately 1,800,000 passengers traveled through this airport, with a maximum annual capacity of 4,500,000 passengers.
- **Total number of flights in 2023:** 13,119.
- Originally built in 1947, the airport underwent a significant renovation in 2009, with a design by the Uruguayan architect Rafael Viñoly. This upgrade featured the opening of a new 45,000 square meters passenger terminal, the creation of 1,200 parking spaces and the installation of four elevated pedestrian bridges with a total of eight boarding gates, offering direct access to the aircraft.



- **Direct international destinations:** Asunción, Buenos Aires, Bogotá, Lima, Recife, São Salvador de Bahía, Rio de Janeiro, Curitiba, Florianópolis, Porto Alegre, São Paulo, Santiago de Chile, Madrid, Miami, Panama and Punta del Este.
- **Operating airlines:** Azul, Aerolíneas Argentinas, Copa, Iberia, LATAM, Air Europa, Gol, JetSMART, Paranair and Avianca.

11.1.2.2 Information on Laguna del Sauce International Airport

- **Total annual flights:** 5,000.
- In 2023, 103,000 passengers used this airport.
- The airport underwent renovations in 2020. This involved completely repaving of the main runway, auxiliary runways and taxiways, as well as expanding the safety areas at the runway ends. Additionally, the control tower's instruments and technological equipment were updated and the weather station was modernized with new technology. As part of the project, a new terminal dedicated to private flights was inaugurated, spanning an area of 500 square meters.
- **Operating airlines:** Azul, Aerolíneas Argentinas, Gol and Paranair.

- **Direct international destinations:** Buenos Aires, Montevideo, São Paulo, Porto Alegre and Asunción.

11.2 Transport Infrastructure and General Mobility in Argentina

11.2.1 City infrastructure and general mobility

Argentina boasts a solid infrastructure and connectivity services through its continually developing transportation system. State-owned trains and subways are fundamental for urban mobility, especially in Buenos Aires. Trains connect the capital with the suburbs and other cities, facilitating the daily transportation of thousands of people. The Buenos Aires subway, a pioneer in Latin America, offers an efficient network with six lines and 90 stations, easing surface traffic.

In addition to trains and subways, privately operated buses are essential in Argentina. They are well-integrated into both urban and national mobility, connecting neighborhoods and regions across the country. The development of the Metrobus system (buses with exclusive lanes) in Buenos Aires has significantly enhanced the public transportation system, known for its modernity, comfort and speed.

The Port of Buenos Aires is crucial for both trade and passenger transport, offering direct connections to Uruguay through ferry boat

private companies, facilitating travel across the Río de la Plata.

In terms of aviation, Buenos Aires has two airports: Aeroparque Jorge Newbery and Ministro Pistarini International Airport, both operating 24 hours a day, 365 days a year.

Argentina has a diverse, modern and efficient transportation system, combining state and private services to make national and international movement of people and goods easier.

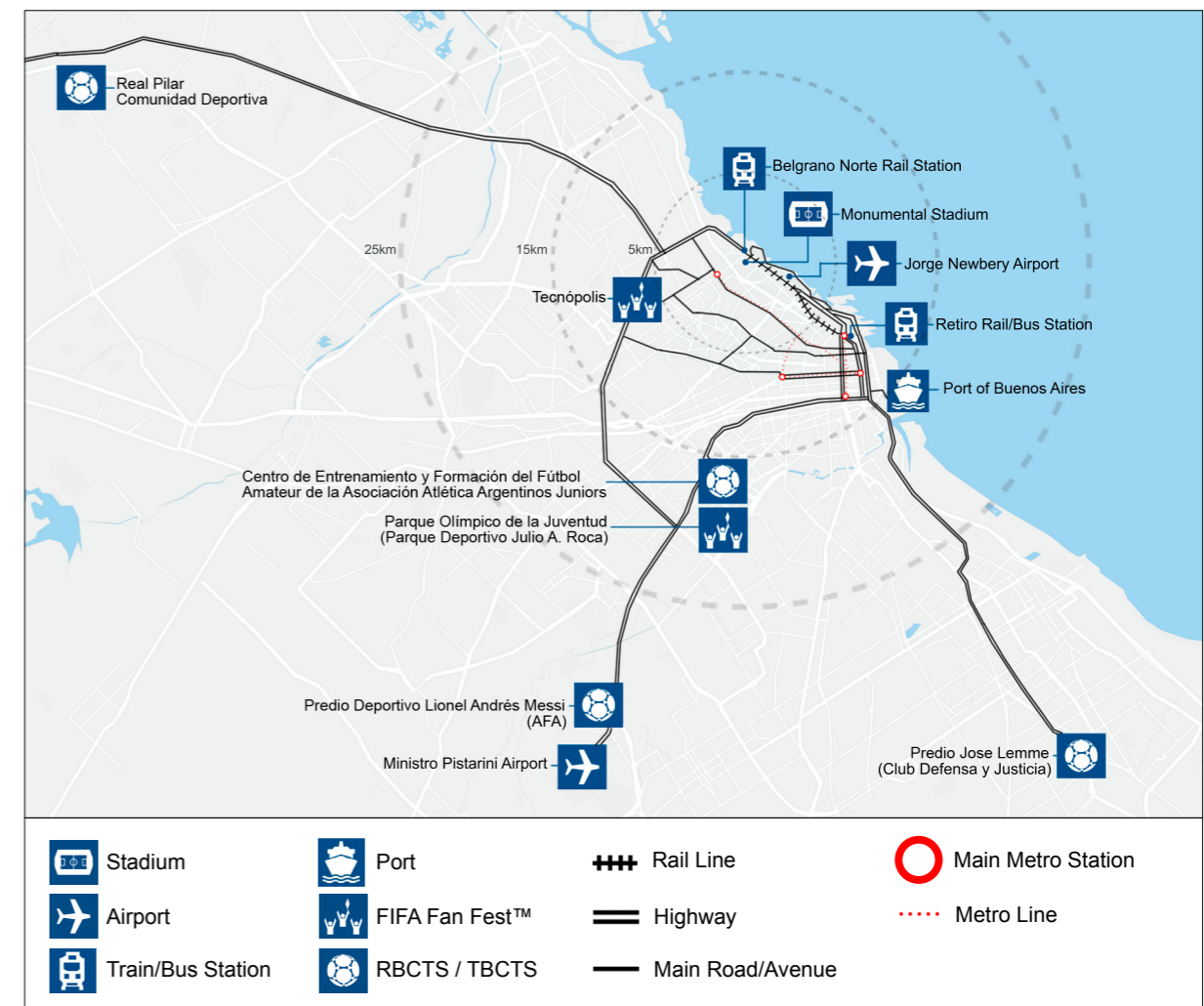
11.2.2 Airports

Ministro Pistarini International Airport (Ezeiza) is located on the outskirts of Buenos Aires and is the main hub for both international and

domestic flights in Argentina. Aeroparque Jorge Newbery is located in the City of Buenos Aires and is primarily used for domestic flights and some regional flights. This airport is very close to the city center, making it convenient for local passengers. The distance between Aeroparque Jorge Newbery and Ezeiza is approximately 30 kilometers.

Both Ezeiza and Aeroparque have undergone recently significant expansion and modernization, now standing as world-class airports. Major updates and renovations at Ezeiza airport include new passenger and cargo terminals, a new control tower, modernized operational systems, upgraded equipment and technology for immigration and

Connection among locations





baggage control and new access points and parking facilities, among others.

11.2.2.1 Ministro Pistarini International Airport Information

In 2023, approximately 10 million passengers flew through Ministro Pistarini International Airport. Of these, 70% were international flights and 30% were domestic flights. The busiest times for flights and passengers are from 3:00 a.m. to midday and from 6:00 p.m. to 11:00 p.m.

Total aircraft movements in 2023: 66,876.

Average flights per day: 186.

Months with the highest number of flights: November, December, January and July.

Maximum aircraft movements allowed: 29 per hour, 168 per day, peak hours from 8:00 a.m. to midday and from 9:00 p.m. to 01:00 a.m.

International destinations with direct connectivity: Miami, New York, Dallas, Toronto, Madrid, Roma, São Salvador da Bahia, Rio de Janeiro, Santiago de Chile, Punta Cana, La Habana, Cancún, Bogotá, Panama, Atlanta, Adis Abeba, Belo Horizonte, São Paulo, Florianópolis, Natal, Porto Seguro, Fortaleza, Recife, Maceió, Barcelona, Amsterdam, Lima, Frankfurt, Zurich, Medellín, Istanbul, Mexico, San José (Costa Rica), Dubai, London, La Paz and Guayaquil.

Airlines operating international flights: Aerolíneas Argentinas, LATAM, GOL, American Airlines, Iberia, Avianca, Copa, Air France, Lufthansa, United Airlines, British

Airways, Delta, Air Europa, Sky Airline, Air Canada, Aeroméxico, KLM, Emirates, Turkish Airlines, BOA, Cubana de Aviación, AeroSur, Ethiopian Airlines and JetSMART and Flybondi.

11.2.2.2 Information on Aeroparque Jorge Newbery

- In 2023, approximately 15 million passengers used Aeroparque Jorge Newbery, with 1,700 passengers per hour during peak departure times and 1,800 passengers per hour during peak arrival times.
- Total aircraft movements in 2023: 124,295.
- Average flights per day: 340.
- Months with the highest number of flights: December, January, February and July.
- Maximum aircraft movements allowed: 39 per hour, 325 per day, peak hours from 9:00 a.m. to 11:00 a.m. and from 4:00 p.m. to 6:00 p.m.
- Direct international destinations: Asunción, Montevideo, Rio de Janeiro, Santiago de Chile, Guarulhos, Lima, São José dos Pinhais, Porto Alegre, Viru Viru, Texas, Bogotá, Punta del Este, Florianópolis, Brasília, Recife, São Salvador da Bahia, Fortaleza, Minas Gerais and Porto Seguro.
- Airlines operating national flights: Aerolíneas Argentinas, LATAM, Andes and Flybondi.

11.3 Transport Infrastructure and General Mobility in Paraguay

11.3.1 City infrastructure and general mobility

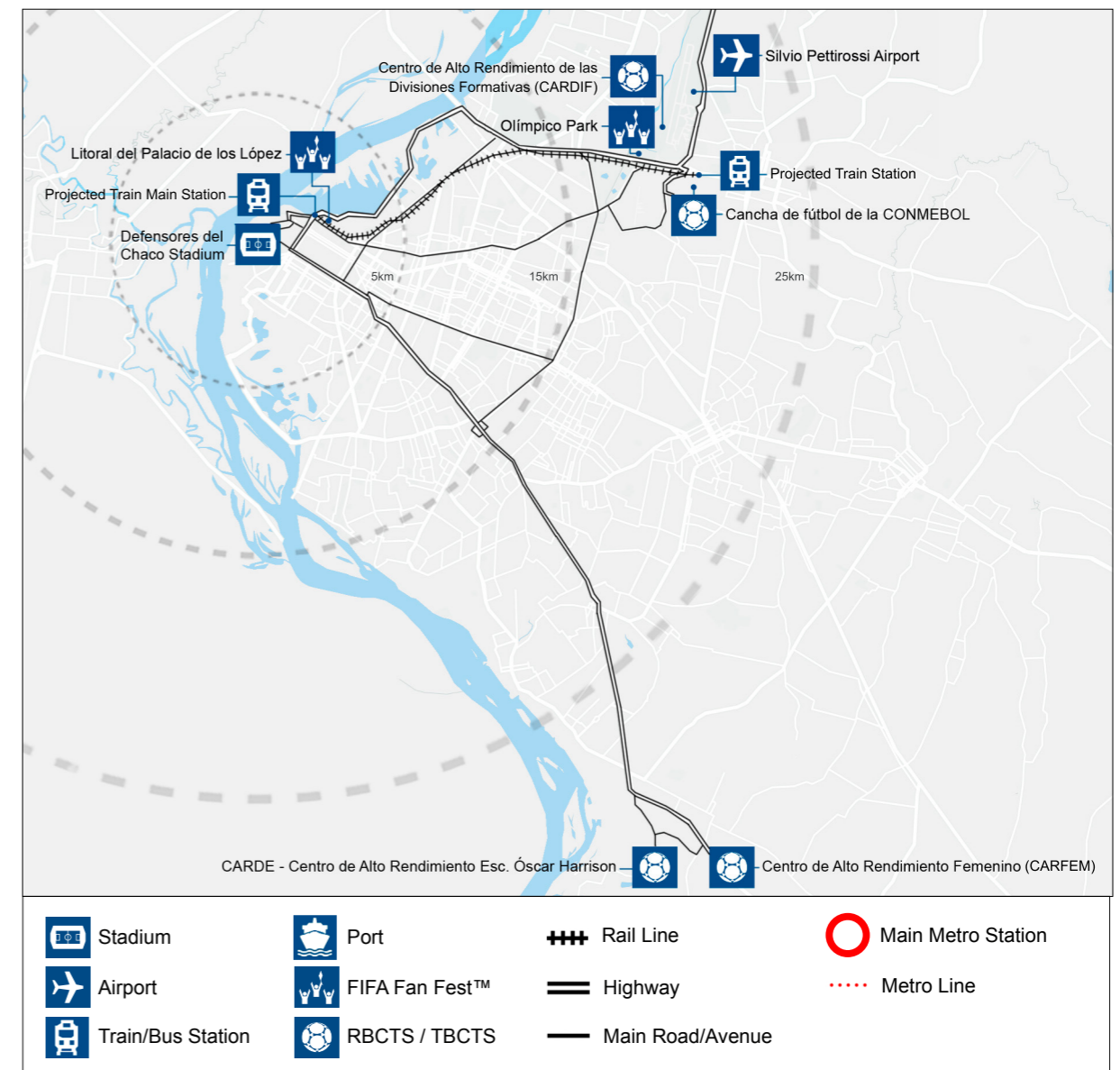
Mobility and transportation in Paraguay are based on a combination of public and private services aimed at facilitating connectivity within the country and with the rest of the world. In Asunción and other urban areas, public transportation is centered around a network of buses, which offer regular and accessible routes for residents and visitors.

The country is connected by air through the Silvio Pettirossi International Airport, located in Luque, 8 kilometers from Asunción. This airport operates around the clock and serves as the main entrance to the country, providing direct flights to many cities in Latin America and other international locations.

In addition to public services, transportation options are enhanced by taxis and ride-sharing services, offering additional mobility choices within the cities.

It is worth mentioning that there is a project to improve the public service in the

Connection among locations



12

SAFETY & SECURITY



Metropolitan Area of Asuncion, as a result of the construction of a suburban train, which will connect the downtown of Asuncion with Luque in a first stage, through the implementation of an efficient mass passenger rail system.

11.3.2 Airports

Opened in 1980, Silvio Pettirossi International Airport is currently undergoing an expansion project. The main focus is on improving immigration procedures, baggage control and passenger waiting areas. Furthermore, a new expansion and renovation project is in the design phase, which includes building a new passenger and cargo terminal (Terminal 2), which is in the process of formalization under Law No. 5102 on Public-Private Association. This law aims to establish standards and mechanisms to promote, through public-private participation, investments in public infrastructure and the provision of services. This project is expected to be completed by 2030.

11.3.2.1 Information on Silvio Pettirossi International Airport

- In 2023, the airport handled over 1,000,000 passengers on both domestic and international flights.
- Total number of flights in 2023: 48,460.
- Maximum aircraft movements allowed per hour: 6 per hour.
- Direct international destinations: Buenos Aires, Montevideo, Madrid, Bogotá, Santa Cruz de la Sierra, Panamá City, São Paulo, Lima, Santiago de Chile, Punta del Este, Córdoba, Florianópolis and Rio de Janeiro.
- Operating airlines: Air Europa, Aerolíneas Argentinas, JetSMART, Latam, Paranair, Gol, Boliviana de Aviación, Copa Airlines and Avianca.

Safety and Security are FIFA's top priorities, and all Uruguay, Argentina and Paraguay Centenary Celebration Matches (CCM) teams are aware and committed with it. In this sense, our main objective will be to ensure the safety of all players, officials, fans, media, volunteers and other stakeholders involved in the planning, preparation and staging of the event. During the CCM, Security experts from the 3 countries will ensure that all key event areas, such as airports, stadiums, fan fests and major hotels, etc. meet all the safety and security requirements for the events. In South America, we do have extensive experience in dealing with football fans from different social backgrounds and will work on security as well as educational and preventative measures to minimize risks of violence, discriminatory behaviors and/or antisocial conduct that might arise.

12.1 Safety and Security Basic Structure in Uruguay

Uruguay is a safe, stable, and peaceful nation with experience in hosting secure tourist events.

From the perspective of government responsibility in public safety, the country has a National Police with jurisdiction over the entire national territory. Although it is divided territorially into 19 departments, in terms of security, it is unified. There is a political division such as local governments (City government) with which it is necessary to agree on different aspects of event organization, especially in infrastructure and customer service, that are not related to Security. However, they count with proven experience in such situations, especially in infrastructure and public attention.

Emergency and disaster management within Uruguay is handled by a National Office

known as CECOES (Emergency and Security Coordination Center) with offices nationwide.

The country currently manages security and protection for important or nationally significant events through the Security Management Team, comprised by:

- Organizing Association
- Ministry of Internal Affairs (National Police)
- Fire Department
- Departmental Government
- Emergency and Security Coordination Center
- Public Health
- Stadium Administration
- Private Security

12.1.1 International Safety and Security

Public safety in the country is provided by the government with jurisdiction over the entire national territory, including Immigration, Intelligence (Interpol), Civil Defense, Health, and Firefighters.

12.1.2 Safety and Security operational structures at major sporting events

In such large-size events, the government intervenes directly through the National Secretary of Sport. Besides, the General Board of Security in Sports established an international cooperation with the National Central Bureaus of the ICPO-Interpol.

Threat and risk assessments for football matches and major sporting events are conducted throughout the coordination of the Security Management Team in meetings prior to football matches, based on a risk assessment form and a security categorization defined for the matches:

General Risk Index Calculation Form for Match Security

DESCRIPTION OF RISK IN SPORTS SECURITY (Prohibited Actions)	BC	MC	AC	IIR	Mitigation Plan	Residual Risk
Security Background of Teams (Squads)						
Security Background of Supporter Groups						
Rivalry Between Supporter Groups						
Circumstantial Emotional State of a Supporter Group (Radical Sectors)						
Sports Positions Being Contested						
Stadium Capacity / Spectator Expectations						
Stadium Surroundings (Residential, Commercial, Conflict Zones)						
Approach Routes to the Stadium						
Crossing of Supporter Groups and Delegations						
Stadium Infrastructure (Stands and Open Gates)						
Background of Unauthorized Stadium Entry						
Mass Behavior (Stampedes, Prohibited Chants, Pitch Invasion)						
Crowding at Entrances						
Weather and Natural Light Conditions						
Range of Entry-Prohibited Individuals						
Technical Threats						
Day and Time of the Week						
Number of Open Gates						
Conditions of Sensitivity or Social Unrest						
PARTIAL RISK INDEX						
FROM 00 TO 19 LOW COMPLEXITY						
FROM 20 TO 38 MEDIUM COMPLEXITY	LC	MC	HC			
FROM 39 TO 57 HIGH COMPLEXITY						

Managing protection and security within the stadium is the responsibility of the organizer, while outside the responsibility lies on National Police.

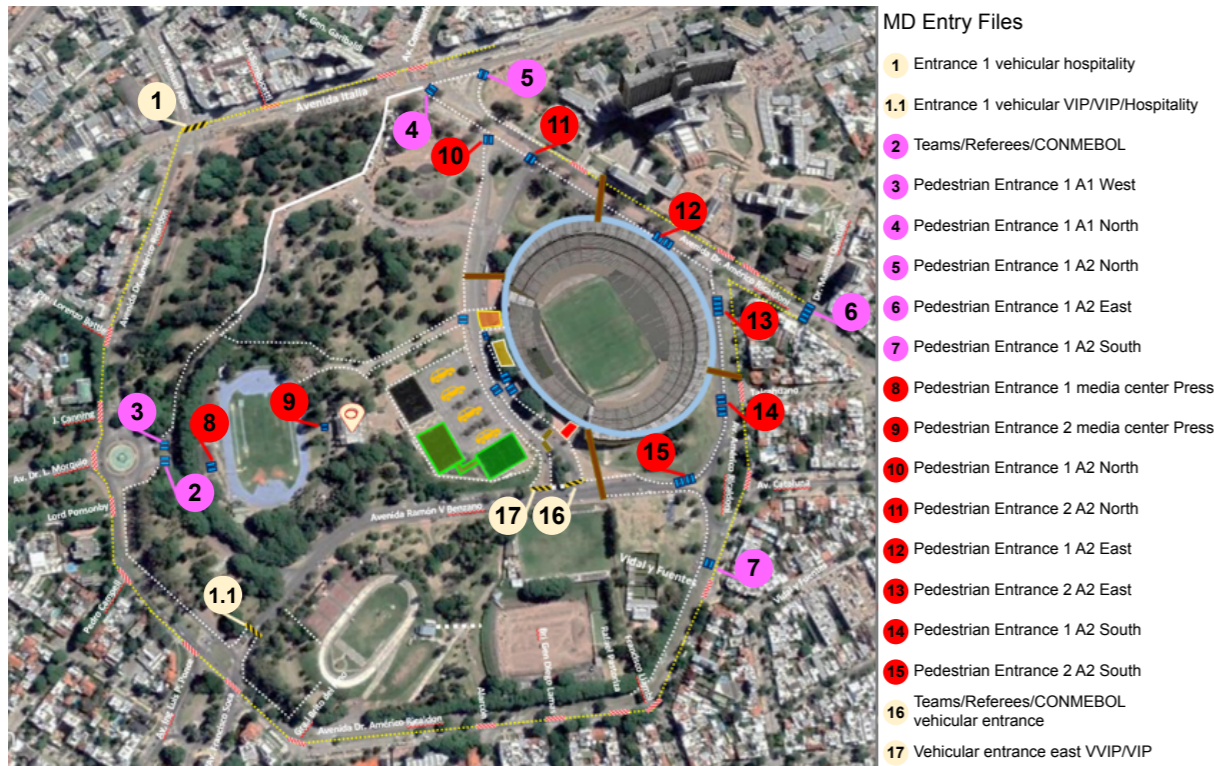
12.1.3 Safety and Security Plan

For major sporting events, operations are organized according to the event's scale and considering the specific factors of each event. There is coordinated work among the Ministry of the Internal Affairs, security forces, emergency services, and private entities involved in the operations.

First, it is established the level of risk, depending on the complexity the event, utilizing the risk matrix previously exposed. Level 1 indicate low complexity matches, Level 2 are medium complexity matches and Level 3 are high complexity matches, according to the agreed alternatives in assessment of the different risk indexes.

After that, the security operation is established. The stadium – in general - will operate with 3 security perimeters, or 'rings' of security. Traffic control officers, police, and private security will apply increasingly rigorous scrutiny and inspections as fans move from the outermost to the innermost, or third ring. The third ring is a hard perimeter, consisting of fences, walls, and barricades through which only authorized, and security screened personnel or vehicles may pass. Additionally, access control officers, responsible for validating tickets, will also be present at the various security rings.

Prior to the tournament and as needed throughout the tournament, the entire area inside the third ring will be inspected by specially trained and equipped police officers. Thereafter, no person or vehicle will go into the inner perimeter without a hard inspection of their admission device and a thorough security screening.



12.2 Safety and Security Basic Structure in Argentina

Argentina do have the necessary capabilities, and has shown strong credentials, organizing large and important international events of different nature (sports, artistic, political, etc.)

During emergencies or disasters, response efforts are carefully coordinated among local, national, and federal authorities, each contributing specialized support and resources. Federal forces bolster security and logistics, while volunteer firefighters perform crucial rescue and firefighting tasks. Provincial forces also play a vital role, ensuring a thorough and efficient response to mitigate the impact on communities. This integrated system underscores the nation's commitment to safeguarding lives and property through fast and effective action.

In Argentina, Law 27287 established the National System for Comprehensive Risk Management and Civil Protection, defining "alert" as readiness in the face of imminent threats, enabling specific response procedures. The country has

hosted visits from the Executive Directorate of the Counter-Terrorism Committee of the United Nations Security Council (CTED), resulting in recommendations that supported the implementation of Resolutions 1373 (2001) and 1624 (2005) on security and counterterrorism. These visits in 2012, 2014, and 2017 acknowledged Argentina's good practices in these areas.

Aligned with CTED recommendations, Argentina has strengthened its capabilities in terrorism prevention and combat. Legislatively, it recognizes UN Sanctions Committees' lists of individuals and entities linked to terrorism and established the Register of Terrorist Persons and Entities (REPET) by Decree 489/19. This registry includes individuals connected to terrorism offenses under Argentine law and those with frozen assets due to terrorism financing.

Consequently, Argentina considers the risk of domestic and international terrorism to be low. Moreover, the UN Office on Drugs and Crime (UNODC) Excellence Center for Government Statistics on Public Security,

Victimization, and Justice awards the Ministry of Security of Argentina a "Type A" Quality Statistical Grade for the National Criminal Information System (SNIC), based on UN Fundamental Principles of Official Statistics.

12.2.1 International Safety and Security

At international level, for these events, coordinated work is carried out among the entities that are part of the operation, Interpol and the different security forces of the countries that take part in the tournament, to unify criteria and exchange information that will be useful to develop the competition.

12.2.2 Safety and Security operational structures at major sporting events

The Argentine Football Association's Operations and Security Management division is responsible for the logistics and security of football events, working with local police to protect players, officials, and fans. Stadium inspections are done yearly by Buenos Aires authorities. Event operations are scaled to the event's size and involve federal, provincial, and local forces following organizational guidelines. For international matches at Monumental Stadium, security forces analyze potential conflicts, with specific roles for Federal, Buenos Aires Province, and City police to ensure protection and escort. The Migration Directorate manages passport control, while Airport Police secure airport facilities.

For threat and risk assessment at sporting events, various specific factors of each event are considered, in coordination among governmental entities and security forces. The Risk Report Form, created by the Ministry of Internal Affairs resolution 1949/99, evaluates factors such as the importance of the sporting event, history of violence, stadium capacity,

percentage of away fans, presence of violent groups, level of rivalry, specific stadium risks, conflicting statements, and other specific risks. A degree of risk intensity and a numerical index are then assigned.

1. The study for High-Risk events by the National Commission Against Violence in Sporting Events from Spain is used as a reference.
2. Common Risk Factors are included, and specific factors not contemplated under the "Others" item can be added, which may influence the Corrective Index.
3. Sporting significance is considered decisive in cases such as single-match finals, promotion or championship defining matches.
4. The significance is considered important in the FIFA World Cup Qualifiers matches.
5. The Rivalry can be national or regional.
6. The "Corrective Index" is applied in the presence of an exceptionally serious circumstance that alone classifies the match as "High Risk," such as an extremely tense environment or a history of serious incidents.

The analysis allows the risk rating of the matches and adjusts the evaluation according to the significance and specific circumstances.

12.2.3 Safety and Security Plan

In Argentina, based on the experience around various international events, world cups, summits, and others, a Unified Command is created for such events, comprising the Federal Police, Estate Police, Buenos Aires City Police, Firefighters, Civil Defense, and the AFA. Meetings are held to coordinate and integrate the security measures of the event among all participating parties.

For major events, operations are organized according to the event's scale and considering the specific factors of each event.

There is coordinated work among government entities, security forces, emergency services, and private entities involved in the operations. Specifically, for an international match at the Monumental Stadium, the Buenos Aires City Police plan and execute the security operation before, during, and after the match around the stadium. The hired private security company provides security inside the stadium. Civil Defense offers emergency services before, during, and after the match in the surrounding area. High-complexity ambulance services are hired for the transfer of possible injured parties during the event (players and officials). The city's emergency service (SAME) devises a contingency plan for quick transfers to high-complexity hospitals located seven to fifteen minutes from the stadium. Firefighters, along with City Government inspectors, conduct a prior inspection of the stadium facilities and proceed to issue the stadium's authorization.

The stadium will operate with three security perimeters, or "rings" of security. Traffic control officers, police, and private security will apply increasingly rigorous scrutiny and inspections as fans move from the outermost to the innermost, or third ring. The third ring is a hard perimeter, consisting of fences, walls, and barricades through which only authorized, and security screened personnel or vehicles may pass.

Prior to the tournament and as needed throughout the tournament, the entire area inside the third ring will be inspected by specially trained and equipped police officers. Thereafter, no person or vehicle will go into the inner perimeter without a hard inspection of their admission device and a thorough security screening.

The security zone will be subdivided into four sectors, constituting sectors A, B and C as the first security ring and sector D as the second security ring.

Sector A: Play or show area, covering the playing field and its immediate surroundings up to the perimeter fence, pit or other separation barrier with the front of the stands.

Access to this area will be restricted only to protagonists, team auxiliary personnel, security personnel (public and private), specifically accredited press, club personnel with tasks relevant to the sector and required technical personnel (press and advertising). Extraordinarily, people to be honored and the leaders who perform the tribute may enter.

Sector B: Area mainly - although not exclusively - under the grandstand, separated from the public access sectors. It mainly includes changing rooms, medical offices, conference rooms and other rooms that make up the event.

Entry and circulation in Sector B will be restricted to actors directly involved with the show or operational tasks involved in the organization of the event and the press, all of them duly accredited and armed with credentials or dressed in uniform.

Sector C: Areas between the stadium access gate/turntiles and the show viewing space (stands or stands). Access to Sector C will be restricted to spectators - who present a ticket or entry for the corresponding sector or grandstand - and to actors directly involved in the show or operational tasks involved in the organization of the event, all of them duly accredited and armed with credentials or dressed in uniform.

Sector D: Outer ring of the security zone. It is an area mainly for circulation, except for specific exceptions authorized by the competent authority, such as street vending that does not impact circulation. Entry to sector D will be restricted to people with a corresponding ticket or entrance and to workers or personnel with a valid credential or dressed in uniform.

The third security ring will be found in the area called sector E

Sector E : It is the area where the majority of attendees finish their transfer by public or private transportation (parking) to the stadium. The outer limit of this sector will be established

in the planning of the event according to the influence that the show has on it. Vehicular traffic may be restricted or prohibited according to the particular needs of each event.

12.2.4 Stadium Perimeter



12.3 Safety and Security Basic Structure in Paraguay

Paraguay is a safe and peaceful nation with a relevant track record organizing sports events from the safety and security perspective.

In the event of a national emergency or disaster, the Paraguayan state has a National Emergency Ministry as well as the ability to allocate external resources to the nation's general budget for emergencies or disasters, whether natural or not.

General Assessment of International Terrorism: Despite the global threat of international terrorism, the probability of a foreign terrorist attack in Paraguay is considered low. The country is not listed as a priority target for transnational terrorist organizations and there are no indications of terrorist cells operating on its territory. Regarding the Football World Cup specific threat, the likelihood of an international terrorist attack targeting a sporting event of this magnitude in Paraguay is extremely low. However, it is critical to maintain a constant level of vigilance and coordinate with international intelligence agencies.

General Assessment of Domestic Terrorism: There are some threats coming from the armed group Paraguayan People's Army (EPP), which has carried out violent actions in rural areas of the country far away from the capital. However, their objectives have been mainly economic and they have shown no interest in attacking large-scale events such as a World Cup. Regarding the Football World Cup specific threat, the likelihood of them attacking an international sporting event in a city like Asunción is considered low. The security forces are highly trained to deal with this type of threat and security measures have been strengthened in recent years.

Based on the information available and the analyses carried out, it can be concluded

that the level of terrorist threat in Paraguay, in particular in relation to the organization of a FIFA World Cup 2030 Centenary Celebration Match in Asunción, is low. However, it is important to maintain a high level of vigilance and to take all necessary measures to ensure the security of all participants.

12.3.1 International Safety and Security

There is the "Police Cooperation Agreement Applicable to Border Areas among the Mercosur State Parties" through which they committed to providing mutual assistance and police cooperation in border zones (contiguous between two or more States) to prevent and/or investigate criminal acts, in accordance with the respective legislations of the member countries.

12.3.2 Safety and Security operational structures at major sporting events

There is a Competition Security Department that carries out security inspections in stadiums and appoints security officers for all matches. In Paraguay there are cases related to violence and discriminatory behavior. In local tournaments there is a low level of infractions or discriminatory behavior. At the international club level, some isolated events could be verified.

In football matches and major sporting events evaluations are carried out in conjunction with the National Police and the APF Competition Security Department. Risk factors such as the importance of the sporting event, history of violence, presence of violent groups, level of rivalry, specific stadium risks, conflicting statements, etc. are assessed.

Stadium inspections are the responsibility of the Paraguayan Football Association, which annually checks all stadiums. Likewise, stadiums are subject to local inspections, which

are also conducted annually. Inspections and prior coordination meetings are carried out with the presence of the Ministry of Internal Affairs and the police headquarters, always depending on the level of threats determined by both the national police and the competition security department of the APF.

12.3.3 Safety and Security Plan

In most football matches, a security officer is appointed by the Paraguayan Football Association, who is trained for the role. The APF security officer is responsible for conducting a pre-match security meeting with the National Police, representatives of both teams, public ministry officials, firefighters, and representatives of the association. Together, they develop a protocol and an execution plan.

The entity in charge of security in the stadiums is the local team, therefore the local club oversees the planning and execution of the respective security plans. In the country, the entity that assumes the responsibility of the external perimeter security is the National Police. Inside the stands there is normally private security in conjunction with the National Police. On the playing field and the competition area, the safety and security are primarily managed by the stadium private security in conjunction with the National Police.

The macro security plan for football matches comprises several components to ensure the safety of attendees and participants. We summarize as follows the main highlights of the plan:

- **Security Rings:** Implemented by the National Police, these are likely concentric layers of security around the stadium, with each ring having specific security measures and checkpoints.
- **Access Control and External Security:** Managed at the entrance gates by a private security company in collaboration with the National Police. This would involve checking tickets, searching for prohibited items, and managing the flow of people into the stadium.
- **Control in Stands:** A private security company, again working with the National Police, will be responsible for monitoring the behavior of the crowd in the stands. The security personnel in this area will not be armed with firearms.
- **Control and Prevention on the Playing Field:** Similar to the stands, a private security company and the National Police will oversee the playing field area, ensuring that only authorized personnel are present and that no disruptions occur during the match. The officers in this area will also be unarmed.
- **Control and Prevention in Competition Areas (Locker Rooms):** The locker rooms and other competition-related areas will be monitored by a private security company in conjunction with the National Police. The focus will be on preventing unauthorized access and ensuring the safety of the players and officials. Security personnel in these areas will not carry firearms.

13

HEALTH, MEDICAL & ANTI-DOPING

13.1 Overview of the General Health System in Uruguay

The Uruguayan health system is based on the notion of health as a universal human right, a public good and responsibility of the State. It is a mixed system, combining public and private sectors.

It is organized through the National Integrated Health System (SNIS), which guarantees universal coverage through 42 comprehensive health providers. These suppliers provide a broad set of benefits through the Comprehensive Health Care Plan (PIAS), which is the same for all citizens. The Ministry of Public Health (MSP) is responsible for leading and governing the system, defining health policies and regulating the access to medical care delivered by providers based on priorities. Financing of the health system in Uruguay is carried out throughout a payment mechanism structured to reimburse health providers. The comprehensive SNIS providers receive a ‘health quota’ for each member from the National Health Fund (FONASA), which reimburses the expected costs derived from care. This financing system includes contributions from the State, households and corporations.

Additionally, there is the National Resources Fund (FNR) in Uruguay, whose objective is to provide patients with access to high complex drugs and medical treatments within the health system. This fund is financed mainly from a percentage of what each member contributes to FONASA, complemented by a fraction of individual affiliations to private institutions, and with contributions from General State Revenues. The FNR plays a crucial role in guaranteeing citizens’ access to highly complex treatments. Regarding the responsibilities of different stakeholders, the

MSP has a role in defining health policies, regulating medical care access and delivery to patients, and setting national health objectives. Health providers, both public and private, are included in the SNIS and they are responsible for providing comprehensive care to patients, following the Comprehensive Health Care Plan (PIAS). FONASA, as a financing entity, plays a central role in the distribution of financial resources and in operationalizing payments to health providers.

In Montevideo and the metropolitan area, there are numerous health providers that offer a wide range of medical services. These include emergency ambulance services with advanced life support (ALS), emergency departments that meet international standards of care, and specialized services in internal medicine, cardiology, orthopedics, physiotherapy and diagnostic radiology (CT, MRI, ultrasound). In summary, the infrastructure of the Uruguayan health system, together with its comprehensive medical services standard, and its preparation to host international visitors, positions us well to handle the increased demand during the event.

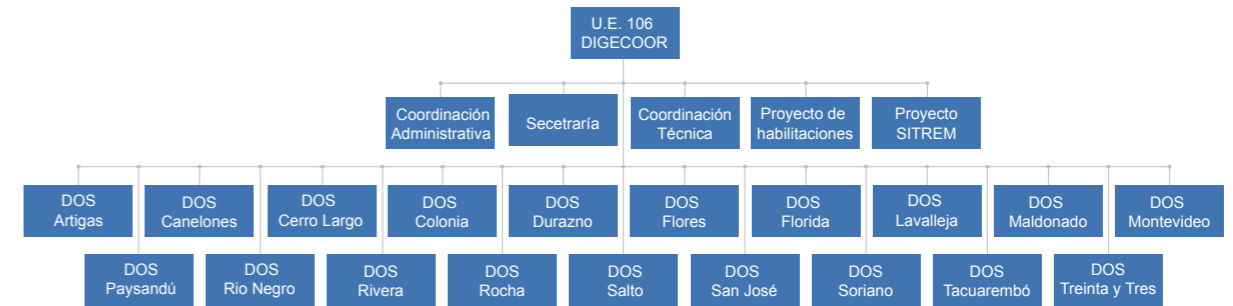
13.1.1 Private and public healthcare system

In the private sector, foreign visitors often use international travel insurance that covers medical costs. It is important for visitors to verify that their travel insurance has coverage in Uruguay and that it includes services such as hospitalization, medical treatments and medical evacuation, if necessary. Many private clinics and hospitals in Uruguay have agreements with international insurers and they can invoice these companies directly, thus facilitating the medical services authorization and assistance processes for patients.

Regarding the public health system, Uruguay has in place bilateral agreements with some countries that allow visitors to receive medical care under certain conditions. However, visitors from non-convention countries may be responsible for covering

the costs of medical services received. In these cases, it is recommended that visitors purchase travel insurances that include public sector coverage or be prepared to pay for medical services out of pocket.

MINISTRY OF PUBLIC HEALTH General Directorate of Coordination



Administrative Coordination - Secretariat - Technical Coordination - Room Project - SITREM Project

13.1.2 Environmental Conditions

Uruguay’s climate is temperate and humid, with an average temperature of 17°C, featuring warm summers and relatively uniform rainfall throughout the year. Typically, the winter months of June and July bring cool and pleasant weather, with temperatures ranging between 5°C and 15°C (41°F - 59°F).

The National Directorate of Quality and Environmental Assessment, operating under the Ministry of Environment, conducts systematic environmental monitoring by tracking variables that assess the condition of air, water, soil, and other environmental matrices. The data obtained from this vigilant oversight confirms that Uruguay’s environmental conditions are not potentially critical for the health and safety of both players and spectators.

More frequent diseases that circulate seasonally in the months of June and July are mainly connected with infections caused

by respiratory viruses and infections, such as seasonal influenza, RSV, COVID-19 although the latter is a dynamic phenomenon due to the circulation of different variants. Metapneumo Viruses also occasionally circulate, as well as adenovirus.

13.1.3 Recommendations for foreign visitors

The capacity of the Uruguayan health system to absorb the inflow of visitors expected for the event can be deemed to be solid and well prepared. Based on current data, Uruguay has a comprehensive network of health facilities, both public and private, with a significant number of hospital beds, including those for moderate care and intensive care units (ITC).

The use of measures to prevent infections of sexual transmission (syphilis, hepatitis B and C -which have a lower rate of circulation-, and HIV) is recommended. The latter maintains an epidemiological pattern in the country with

prevalence in the general population of less than 1% and in high-risk populations the prevalence grows to about 5%. Precautions should be observed to prevent food-borne diseases, discouraging the consumption of food at street stalls. However, drinking tap water is considered safe. Uruguay is a country free of polio and measles.

Visitors are advised to carry a copy of their travel insurances and a credit card or enough means of payment to cover any medical eventuality during their stay.

13.1.4 Legacy from previous major sporting events - Specialized treatments for elite players and delegation members

Critical Care Ambulance for Team Training Sessions - It has been agreed that a critical

care ambulance will be present at all team training sessions.

Team Base Camps - At the team base camps, a nurse or paramedic professional will remain at the hotel or facility 24/7 during the event.

Player Medical Center - The player medical center will be located at pitch level. This center will be equipped with at least a monitoring unit, a crash cart, a respirator, advanced airway set, and a stretcher. There will be a designated resuscitation area and another for minor injuries/illnesses. The evacuation route to the ambulance will be clearly marked. The center will be staffed by an emergency medicine doctor and a nurse.

Players Care - For the players, there will be 2 dedicated critical care ambulances.

FoP (Field of Play) Medical Team - Each side of the pitch will have an emergency medicine doctor and three paramedics, as well

Overview of Hospitals

Hospital Name	Public / Private	Hospital Beds	Surgery Rooms
Hospital de Clínicas Dr. Manuel Quintela	Public	300	8
ASSE – State Health Services Administration	Public	1422	26
Integral Medical Service	Private	307	4
Americano Sanatorio	Private	209	13
Británico Hospital	Private	197	8
Uruguayan Medical Assistance Corporation	Private	417	4
Cículo Católico	Private	303	4
CASMU	Private	518	11
Evangélico Hospital	Private	142	4
Española Association	Private	577	4

as an emergency cart for player transportation. The medical staff training will be conducted by the FIFA Venue Medical Coordinator, ensuring team consistency at each match.

Medications - The medications listed will be provided and made available by the FIFA Medical Coordinator.

Spectator Care - Medical care for spectators will be entirely under national government regulations and standards. There will be a main equipped medical facility and 3 ambulances.

Points of Contact and Emergency Numbers - The venue medical officers will be the first point of contact for all teams, workforce, and guests requiring medical services. Their mobile-phone numbers will be made available to the respective stakeholder groups.

13.1.5 Doping control concept of operations

By Law No. 18.254 dated February 1st, 2008, our country approved the International Convention against Doping in Sports, adopted on October 19th, 2005 at the 33rd Meeting of the General Conference of the United Nations Organization for Education, Science and Culture (UNESCO), held in Paris from October 3rd to 21st, 2005.

The National Anti-Doping Organization was established by the Government of Uruguay on January 9, 1969, Law No. 13767, with the objective of acting as the Anti-Doping Organization of Uruguay, and has the necessary authority and responsibility to: Plan, coordinate, implement, monitor and support improvements in Doping Control, cooperate with other relevant national organizations, agencies and other Anti-Doping Organizations, Promote Controls between National Anti-Doping Organizations, Promote anti-doping research, When resources are provided, suspend part or all of them during

any period of suspension to any Athlete or Athlete Support Personnel who has committed an anti-doping rule violation, follow up on potential anti-doping rule violations under your jurisdiction, Plan, implement and monitor anti-doping information, prevention and education programs.

The National Anti-Doping Organization of Uruguay accepted the World Anti-Doping Code. The anti-doping rules are adopted and implemented in accordance with the responsibilities of the National Anti-Doping Organization of Uruguay under the Code, and further the continued efforts of the National Anti-Doping Organization to eradicate doping in the country.

13.2 Health, Medical & Anti-Doping in Argentina

Argentina offers a health and medical system of excellence at national level, and Ciudad Autónoma de Buenos Aires (CABA) is provided with well-equipped hospitals, highly qualified personnel and a wide network of medical services offering quality, extensive and diverse medical care.

13.2.1 Private and public healthcare system

Argentina's public healthcare system is recognized for being inclusive and comprehensive, offering medical care to both citizens and foreigners alike. The country's hospitals and clinics are equipped to provide a wide range of medical treatments and are staffed by health professionals dedicated to providing quality care to all patients, regardless of nationality or economic situation.

The Emergency Medical Care System (SAME) is the public system for emergency and urgent medical care, both individual and collective, and ensures that anyone in need of

medical assistance can receive it in a timely way.

In addition, Argentina also has a strong private health sector that offers an alternative for those who wish to choose it. The private sector is characterized by high quality facilities, technology and a well-trained staff of specialists, capable of dealing with all types of medical diagnoses and treatments. They also provide various levels of hospitalization. Patients choosing private care can expect personalized assistance and shorter waiting times for elective procedures and visits.

In terms of health personnel, CABA has a total of 455,085 registered professionals, including physicians, nurses and nursing assistants, and 809 inpatient facilities available. This number of medical professionals, combined with the availability of inpatient beds, and the diversity of medical specialties, reinforces the capacity of CABA health system to handle any medical situation during the centenary match event.

13.2.2 Environmental Conditions

The environmental conditions in Argentina do not represent any risk to the health of players and visitors. There are currently no potentially complex or critical environmental conditions for the health of players and spectators. However, for seasonal reasons, we can mention dengue fever as a possibility, which would be of very low probability at the time of the year when the 2030 FIFA World Cup will be held.

In terms of climate, the average temperatures measured in Ciudad Autónoma de Buenos Aires over the annual period vary between 8°C and 28°C, with average humidity rates. Although higher maximum temperatures can be recorded in summer and lower minimum temperatures in winter. The city has 99.80% coverage of drinking water

and sewage services. The level of air pollution is considered moderate.

13.2.3 Recommendations for foreign visitors

It is recommended that foreign visitors attending the Centenary Celebration Matches in Buenos Aires have international health insurance, which will give them access to hospitals and medical services in greater comfort. It is also important to note that international health insurance is not mandatory.

Visitors who do not have international health insurance have the option of paying for medical services directly in Argentina's private health system. Alternatively, they can also access to free medical services in the public health system.

13.2.4 Legacy from previous major sporting events - Specialized treatments for elite players and delegation members

Critical Care Ambulance for Team Training Sessions. It has been agreed that a critical care ambulance will be present at all team training sessions.

Team Base Camps: At the team base camps, a nurse or paramedic is planned to remain at the hotel or facility 24/7 during the event days.

Player Medical Center: The player medical center will be located at pitch level. This center will be equipped with at least the following equipment: monitoring unit, crash cart, respirator, advanced airway set, and stretcher. There will be a designated resuscitation area and another for minor injuries/illnesses. The evacuation route to the ambulance will be clearly marked. The center will be staffed by an emergency medicine doctor and a nurse.

FoP (Field of Play) Medical Team: Each side of the pitch will have an emergency

medicine doctor and three paramedics, as well as an emergency cart for player transportation. The medical staff training will be conducted by the FIFA Venue Medical Coordinator, ensuring team consistency at each match.

Medications: The medications listed will be provided and made available by the FIFA Medical Coordinator.

Ambulance Parking Positions: For the players, there will be a dedicated critical care ambulance in each of the two corner tunnels and a third ambulance near the evacuation route from the Player Medical Center.

Spectator Care: Medical care for spectators will be entirely under national government regulations and standards. There will be a main equipped medical facility, and the number of ambulances will be adjusted according to the number of spectators.

Points of Contact and Emergency Numbers: The venue medical officers will be the first point of contact for all teams, workforce, and guests requiring medical services. Their mobile phone numbers will be provided to the respective stakeholder groups.

13.2.5 Doping control concept of operations

The National Anti-Doping Commission of Argentina is primarily responsible for the adoption and implementation of anti-doping rules, sample collection and results management. It is also responsible for providing anti-doping education.

1. The anti-doping rules governing the National Anti-Doping Commission are as follows: The World Anti-Doping Code, which is the set of anti-doping rules issued by the World Anti-Doping Agency, which apply throughout the international Olympic and federative environment.
2. Law 26161, by which Argentina approved the International Convention against Doping in Sport, adopted by UNESCO on 19 October 2005.
3. Law 26912 and its amendment - Legal regime for the prevention and control of doping in sport - by which Argentina adapted its anti-doping rules to the principles of the World Anti-Doping Code.
4. The standards and technical documents of the World Anti-Doping Agency.

Overview of Hospitals

Hospital Name	Public / Private	Hospital Beds	Surgery Rooms
Pirovano Hospital	Public	330	12
General de Agudos Dr. Fernández Hospital	Public	390	10
Italiano Hospital	Private	350+	8+
Fundación Favaloro	Private	250+	6+
Sanatorio Güemes	Private	200+	5+
Suizo Argentino	Private	150+	4+
Alemán Hospital	Private	400+	10+
Británico Hospital	Private	250+	6+
Sanatorio de la Trinidad (Palermo)	Private	150+	4+

13.2.6 Overview of hospitals

Hospital Pirovano and Hospital General de Agudos Dr. Fernandez are two public hospitals located in Ciudad Autónoma de Buenos Aires that have ambulance services with advanced life support, guaranteeing rapid and specialized care in emergencies. They have an emergency department with international standards, as well as departments of internal medicine, intensive and interventional cardiology and acute orthopedics, all equipped to provide high quality care. Besides, Buenos Aires has several public and private hospitals that can be used by visitors to the city.

13.3 Overview of the General Health System in Paraguay - Private and public healthcare system

In Paraguay, the health system is organized into three main sectors: public, private and social security.

The public sector is managed by the Ministry of Public Health and Social Welfare (MSPBS) and provides services through Family Health Units, Basic, General, and Specialized Hospitals, which are established throughout the country.

The private sector includes private hospitals and clinics that offer health care services to those who can pay for them or have private insurance coverage.

Social security is mainly represented by the Social Security Institute (IPS), which covers registered employees of the private sector, teachers and some other public institutions, providing medical care through its network of hospitals and clinics.

Military Health, Police Health and the Clinical Hospital (school hospital of the Faculty of Medicine dependent on the National University of Asunción) are also part of the health providers.

13.3.1 Environmental Conditions

The environmental conditions in Paraguay do not represent high health risks for players and visitors; however, there are some weather conditions and frequent diseases that should be mentioned.

The main diseases that have been present in the country generating large outbreaks are Influenza, COVID-19, Dengue, Chikungunya, STIs, acute diarrheal diseases and diseases transmitted by water and food.

The regulation of the quality of drinking water is in charge of the Health Services Regulatory Entity - ESSAP through Law No. 1614/2000. This law establishes the quality standards for drinking water and the characteristics or components that may affect consumers.

High temperatures, as well as high humidity, may affect health conditions of players and spectators, and may potentially cause heat stroke and/or dehydration, primarily in metropolitan areas and the western region. Also, air quality can be affected by urban pollution.

Nonetheless, the centenary celebration match will take place in winter which means that hot weather will not represent a risk for players and foreign visitors.

13.3.2 Recommendations for foreign visitors

Foreign visitors are generally advised to purchase an international health insurance to cover potential health care services during their stay. In the case of demanding medical assistance at the public health system, the services to be provided by medical institutions under the Ministry of Public Health and Social Welfare will have no cost. The private health system can handle different types of diseases and emergencies, but it is not free of charge.

In addition to the previously mentioned guidelines, it is important to be properly hydrated. Do not drink tap water. Bottled water is safe to drink.

Avoid eating unwashed or unpeeled raw fruit and vegetables, as well as unpasteurized dairy products. It is also advised to use proper repellents.

All visitors should keep the official vaccination schedule updated, 4 to 6 weeks before entering the country. General vaccines recommendations include: Anti-tetanus, anti-diphtheria, vaccine against Hepatitis B, triple viral (measles, rubella and mumps).

Patients at risk, such as those with chronic diseases, should be carefully considered in relation to weather conditions during the event. These individuals may be more vulnerable to health-related risks, including an increased likelihood of experiencing medical decompensation due to extreme temperatures or other adverse weather factors.

13.3.3 Legacy from previous major sporting events - Specialized treatments for elite players and delegation members

The health system capacity to handle a massive inflow of foreign visitors has already

been tested on several occasions, being Asunción 2022 South American Games the most recent, where delegations from 15 countries and approximately 7,000 athletes attended, as well as a massive inflow of public.

There are emergency services for compensation, transfer and medical treatment, both for players and visitors.

13.3.4 Doping control concept of operations

The UNESCO Convention on Doping in Sports was confirmed by the Paraguayan Law 3530 issued on 07/15/2008 'Approving the International Convention against Doping in Sports.

ONAD PY (National Anti-Doping Organization of Paraguay) is in compliance with the provisions of the World Anti-Doping Agency and the World Anti-Doping Code.

The Paraguayan Football Association, through the ONAD, carries out annual in-competition and out-of-competition tests as part of professional Paraguayan football competitions, in compliance with the international regulations and standards established in the WADA World Anti-Doping Code.

Overview of Hospitals

Hospital Name	Public / Private	Hospital Beds	Surgery Rooms
Sanatorio San Roque	Private	73	7
Santa Julia	Private	95	6
La Costa	Private	138	11
Sanatorio Migone	Private	105	5
Hospital del Trauma Prof. Dr. Manuel Giagni	Public	189	7
Sanatorio Italiano	Private	40	5

14

IT&T

 SERVICES

14.1 Regulatory structure in Uruguay

The Regulatory Unit of Communications Services (URSEC) and the general guidelines for managing the radio spectrum are established in Administrative Order No. 114/003 dated March 25, 2003.

URSEC will timely implement specific technical and administrative procedures within its capacity to manage applications for radio spectrum licenses and authorizations. In addition, URSEC will conduct monitoring activities to prevent any harmful interference in radiocommunications.

The following current data protection regulations must be considered for the event: Personal Data Protection Law No. 18,331 dated August 11, 2008 (Administrative Order No. 414/009) and Access to Public Information Law No. 18,381 dated November 17, 2008 (Administrative Order No. 232/010).

14.1.2 Relevant telecommunication markets

Uruguay has a strong and developed international fiber optic connectivity. The key information regarding this connectivity is outlined below:

Submarine cables:

- Tannat, installed in 2018, connects Uruguay with Brazil and the United States.
- Unisur, installed in 1995, connects Uruguay with Argentina.
- Bicentenario, installed in 2011, connects Uruguay with Argentina.
- Firmina, installed in 2024, connects Argentina, Uruguay, Brazil and the United States.
- Various cross-border fiber optic connections with neighboring countries: Argentina and Brazil, both across the Río

de la Plata, Río Uruguay (bridges) and the land border with Brazil.

Currently, the National Telecommunications Administration (ANTEL) is the sole provider of fixed-line fiber optic services in Uruguay, holding a 100% market share in fixed broadband services for end users across the country. At the wholesale level, both AM Wireless Uruguay SA (Claro) and Telefónica Móviles del Uruguay S.A. (Movistar) also have fiber optic infrastructure.

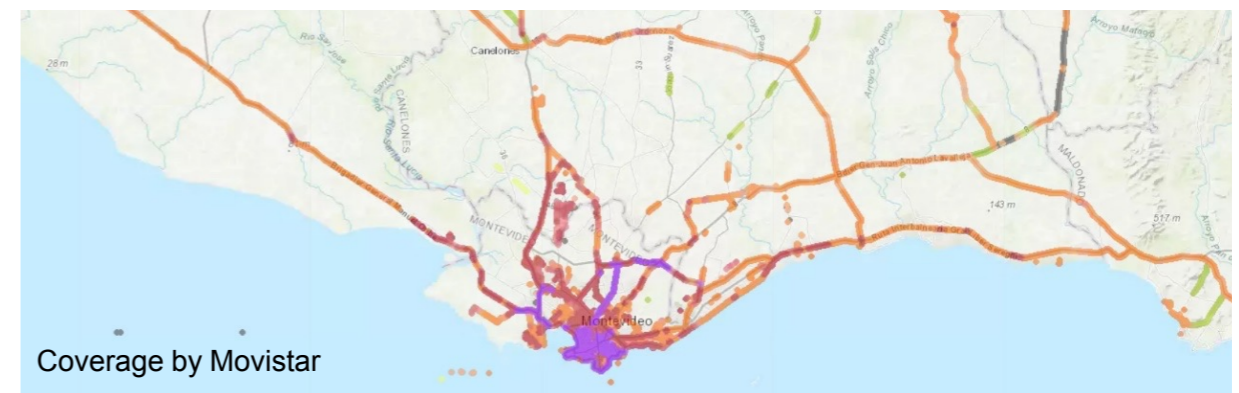
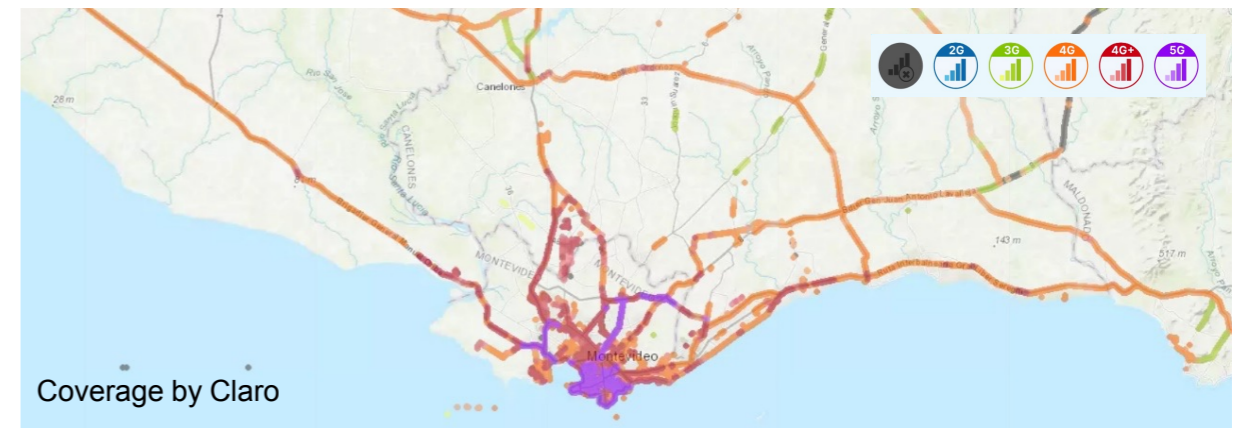
ANTEL is authorized to provide fixed telephony, mobile telephony, fixed internet and mobile services. This authorization is nationwide, allowing it to offer services throughout the territory. In Uruguay, 94% of fixed broadband services are delivered via wiring, with 99% of these services using fiber optic technology (FTTH). The internet is accessible in over 90% of households in the country.

14.1.3 Coverage and capacity - Fixed broadband and fiber - Mobile coverage (4G)

In the field of mobile telecommunications, ANTEL holds a 60% market share, followed by Telefónica Móviles del Uruguay S.A (Movistar) with 23% and AM Wireless Uruguay S.A. (Claro) with 17%. Among the main providers in the country, both Claro and Movistar are authorized to offer mobile telephony and data services at a national level, enabling them to deliver these services across the entire territory. Claro and ANTEL provide 5G services in various areas of the country, while Movistar only offers 4G.

14.1.4 Stadium IT&T infrastructure

Each mobile telecommunications company must ensure that they comply with the



conditions set by current regulations regarding the services they offer. These conditions include technical, quality and coverage aspects, guaranteeing that the services offered meet the required standards. As with other aspects of the event, precise and detailed conditions will be defined and agreed upon by the work group that will be formed for this purpose at the appropriate time. This group will coordinate and oversee compliance with the regulations and ensure that all operators meet

the necessary requirements for the successful development of the event.

Antel has a fiber optic ring at the Centenario Stadium that reaches a room located in the América Stand. There, servers that power the stadium are concentrated, being able to offer bandwidths suitable for the events held. All services can be redundant in 2 Antel fiber optic centers. Currently offering services throughout the América Stand, behind each goal, and at the access gates. There are two virtualizers, one in the ANTEL room opposite the press

stands and another in the Franzini room of the Stadium that today provide redundant and dedicated services of 500Mb (with ability to go up to 1Gb).

14.1.5 Stadium Communication and Internet Infrastructure during the event

The company ANTEL has prior experience in providing services for a major live sporting event of this magnitude. They provided the necessary connectivity for the 2018 FIFA U-17 Women's World Cup held in Uruguay, as well as for CONMEBOL, Sudamericana and the Single Final CONMEBOL events.

14.2 Regulatory structure in Argentina

In Argentina, ENACOM is an autonomous and decentralized entity operating within the Argentine Ministers Cabinet Chief of Staff Office. It regulates communications to ensure that all users in the country receive quality services. The objective is to guide the technological convergence process and create stable market conditions to guarantee all Argentines access to internet services, fixed and mobile telephony, radio, postal services and television.

The next steps must be followed for events, in accordance with the chapter Control - Events records of the Argentine Regulations for an Information Security Model Policy.

Records of user activities, exceptions and security incidents will be created and maintained through audit logs for a specified duration, enabling the detection and investigation of incidents.

The registration of the following information in these logs should be evaluated:

- User identification
- Dates, times and details of major events, such as login and logout
- Equipment identity or location if possible

- Records of successful and failed system access attempts
- Records of successful and rejected attempts to access data or other resources
- Changes to system configuration
- Use of privileges
- Use of system utilities and applications
- Files accessed and type of access
- Network addresses and protocols
- Alarms triggered by the access control system
- Activation and deactivation of protection systems, such as antivirus and intrusion detection systems

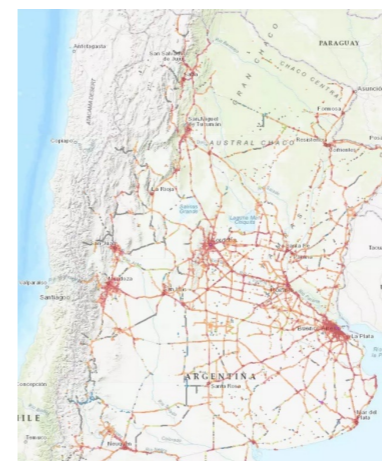
14.2.1 Relevant telecommunication markets

Argentina is connected to the international fiber optic network through five main submarine cables:

- South American-1 (SAM-1) Telxius company (connecting South American countries)
- South American Crossing (SAC) (connecting North and South America)
- Latin American Nautilus (LAN) (connecting North and South America)
- El Atlantis-2 (connecting various points in the Atlantic and other continents)
- Unisur (connecting North America and Europe)

These submarine cables are crucial for maintaining Argentina's connection to the world, allowing for the smooth flow of information and data that are vital for communication, trade and various global services.

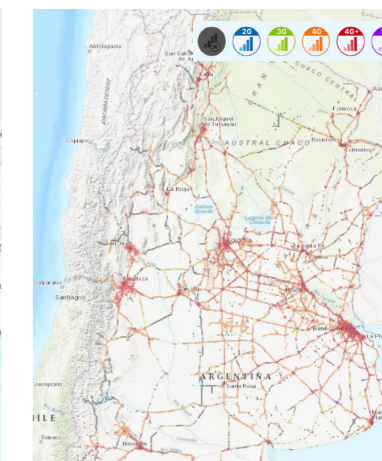
Telecom, holding a 44.3% market share, Telefónica with 14% and Claro with 30% are the three main providers of fixed-line fiber optic telecommunication services in Argentina. These companies also offer the following services throughout the country: connectivity,



Coverage by Claro



Coverage by Movistar



Coverage by Personal

networking, internet options like fiber optic and satellite internet, cloud and infrastructure services like Microsoft Azure, virtual data storage, security measures including cloud and endpoint security, DDoS attack mitigation and firewall, productivity tools like Cloud Office platforms and software (SaaS) and Microsoft 365, IoT platforms and control centers.

14.2.2 Coverage and capacity - Fixed broadband and fiber - Mobile coverage (4G)

In mobile phone services, the three primary companies in the country are Claro, holding a 37.2% of the market share; Personal, with 34.1%; and Movistar, with 27.6%. These providers offer a range of services, including free WhatsApp, unlimited calls and SMS, international roaming and plans with 30 GB or more. Their connectivity services cover 3G, 4G and 5G networks.

14.2.3 Stadium IT&T infrastructure

At the Monumental stadium, the internet service provider is Telecom, providing three different links. These links consist of two dedicated symmetric links of 6 Gb and a third dedicated symmetric link of 1700 Mb.

The stadium has LAN and Wi-Fi networks in all operational offices:

- Wi-Fi in all gyms and operational areas
- Wi-Fi in press areas, locker rooms and offices
- Wi-Fi in the stands, with capacity for 70 users
- Wi-Fi and LAN in the press box
- Wi-Fi and LAN in the media center, for photographers and on the field (48 connection points on both sides of the field)
- Wi-Fi in the dugouts
- Wi-Fi in vendor and fourth official locations

The stadium local area network (LAN) infrastructure features high-capacity Wi-Fi coverage in press areas, mobile TV zones, operational areas, stands, hospitality suites, gyms, circulation areas within the stands and the main ring, external circulation areas and operational offices. It also offers Wi-Fi coverage in the access control sector, providing network connectivity and operational capacity. This system is not intended for the public.

The three mobile or cellular network providers that offer service to the stadium are Personal, Movistar and Claro. This coverage may be impacted if the number of people present and the activities in the stadium and its vicinity surpass 20% of the total capacity.

14.2.4 Stadium communication and internet infrastructure during the event

The company Telecom provides connectivity to the 28 football stadiums in Argentina, using fiber optics to ensure high-quality video transmission for the video assistant referee (VAR) system. This infrastructure ensures that all video signals are transmitted swiftly and reliably during matches.

In addition, Telecom has experience in delivering services for major live sporting events with multiple venues. They supplied the necessary connectivity for the U20 2023 FIFA World Cup held in Argentina, guaranteeing high-capacity network support for all tournament-related events, both in stadiums and broadcast facilities. This coverage enables continuous live broadcasts and enhances the overall tournament experience, making matches and events accessible to spectators and media globally.

14.3 Regulatory structure in Paraguay

The Telecommunications Commission (Conatel) of Paraguay is the agency responsible for granting spectrum licenses in the country. It regulates and manages the use of the radio spectrum, guaranteeing its efficiency and compliance with existing regulations. Conatel oversees the allocation of frequencies for mobile telephony, data transmission and broadcasting and works on spectrum planning to prevent interference and promote the development of modern technologies and services.

When organizing an event and collecting related data, it is crucial to consider the current data protection regulations in Paraguay. These are the main laws and considerations:

Law No. 1682/2001: It regulates the handling of personal data and aims to protect

individuals' privacy and their rights over personal information.

Administrative Order No. 1165/2001: It supplements Law No. 1682 and establishes the entities obligations handling personal data, including the need to register databases with the corresponding authority.

Law No. 4868/2013: Known as the Electronic Commerce Law, it includes provisions related to data protection in the context of e-commerce and the provision of digital services.

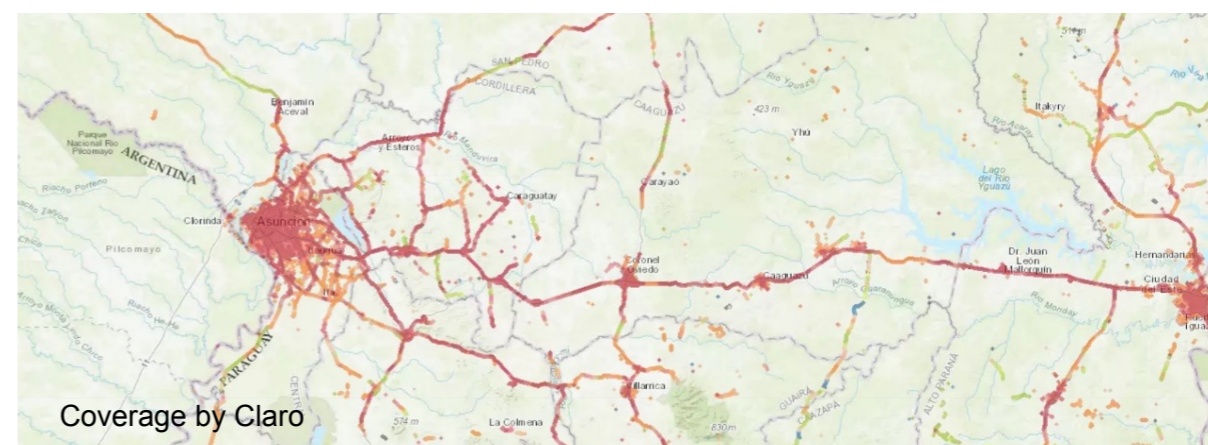
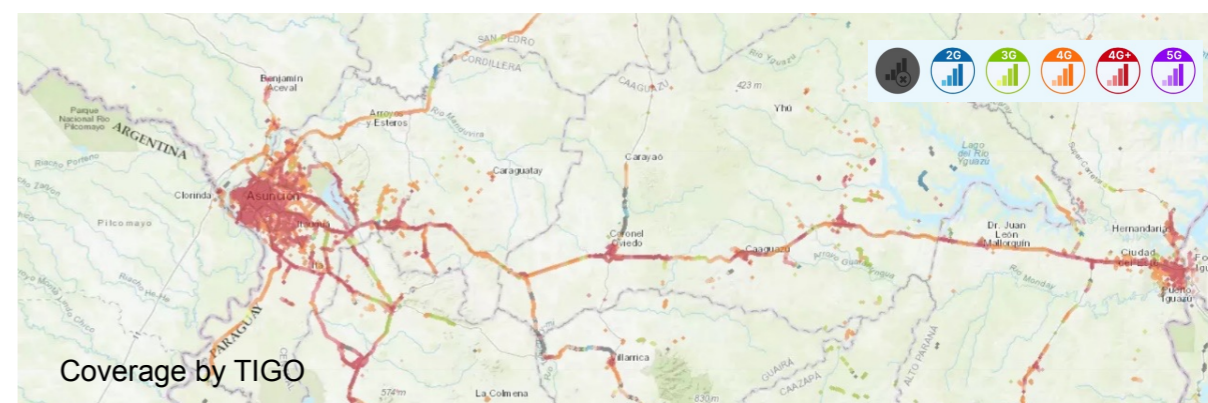
14.3.1 Relevant telecommunication markets

Paraguay is connected to the international fiber optic network through the following companies:

- TIGO: Eight international fiber optic exits, two through Argentina, two through Bolivia and four through Brazil.
- Personal: Three international fiber optic exits, all through Argentina.
- TEISA: Two international fiber optic exits, one through Argentina and one through Brazil.
- COPACO: Four international fiber optic exits, three through Argentina and one through Brazil.

TIGO, with a 50% market share, Personal with 30% and COPACO with 10%, are the three main providers of fixed-line fiber optic telecommunication services in Paraguay. These companies also offer the following services:

TIGO: Mobile services: 2G, 3G and 4G/LTE, with extensive coverage. Internet services: Residential broadband, mobile internet and business internet solutions. Television: Cable TV services with various channel packages. Data solutions: Data center



services, cloud services and cybersecurity solutions.

Personal: Mobile services: 2G, 3G and 4G/LTE. Internet services: Fiber optic internet for residential and commercial clients. Television: Digital TV services. Value-added services: Various packages for social networks, games and streaming.

Claro: Mobile services: 2G, 3G and 4G/LTE. Internet services: Mobile internet and residential broadband. Television: Digital and

cable TV services. Value-added services: Packages for social networks, games and streaming.

Currently, none of the three major mobile telecommunications providers in Paraguay (TIGO, Personal and Claro) offer 5G services. However, there are plans to implement 5G technology by the end of 2024. According to the National Telecommunications Plan 2021-2025, the country aims to have 5G technology reach half of its population by the end of 2025

and achieve full 4G coverage by the same year.

14.3.2 Stadium IT&T infrastructure

To meet the telecommunications requirements set by the Government Guarantee for IT&T, the strategy focuses on improving infrastructure through the following initiatives:

- Network coverage expansion: Investment in expanding the existing network infrastructure to ensure robust and extensive coverage in all urban areas.
- 5G implementation: Accelerating the deployment of 5G technology to provide high-speed and low-latency connectivity, essential for modern IT&T applications and services.

Additionally, the current Paraguayan Minister of Information and Communication Technologies (MITIC), has been involved in discussions aimed at meeting the government's technological requirements. TIGO is also committed and supports this initiative. During exceptional events, priority can be given to services for first responder communication devices (FWC), including Push-to-Talk (PTT) over cellular radios. Furthermore, Personal has indicated that they can prioritize servicing these devices in such situations, like the one at hand.

14.3.3 Stadium communication and internet infrastructure during the event

TIGO Paraguay has extensive experience in broadcasting simultaneous sporting events, especially during the finals of the Apertura and Clausura tournaments in Paraguayan football. On these occasions, TIGO has managed the simultaneous transmission of up to three matches. These broadcasts are conducted through its cable channels and its OTT platform, TIGO Sports.

- Events: Finals of the Apertura and Clausura tournaments in Paraguayan football
- Simultaneous broadcast: Up to three matches simultaneously
- Broadcast platforms: TIGO cable channels and the OTT platform TIGO Sports

Implementing the trunked radio solution for the event ensures that all personnel can communicate efficiently and securely, improving coordination and response to any incident. This detailed planning and effective implementation guarantee the success of the event and the satisfaction of all participants.

PART D
COMMERCIAL

15

REVENUES

15. Revenues

15.1 Revenues - Uruguay

As Uruguay prepares itself to host the 2030 FIFA World Cup Centenary Celebration Match, it is in an unparalleled position to celebrate a double milestone: the centenary of the first World Cup which was held in the country in 1930, and its consolidation as an emerging country in the global scenario. This historical event not only commemorates a football legacy, but also represents an unbeatable opportunity to boost local economy by generating revenues in connection with this event, to attract international tourists and, in general terms, to strengthen even more Uruguay international image and reputation. Football, which is embedded in the heart of Uruguayan culture, becomes the perfect catalyst for joining tradition, innovation and economic progress.

The passion with which Uruguayan people live football is palpable and it is expected to show in a full-house Centenario stadium at the Centenary Celebration Match. The importance of football in Uruguay goes beyond the sport sphere; it constitutes an element of the Uruguayan identity and a source of inspiration to show the world the capacity of an emerging and stable country to attract the attention of millions of people, causing a significant economic impact and leaving a lasting impression in the history of world football.

15.1.1 Ticketing

The Centenario stadium, with its impressive capacity of over 60,000 attendees, is preparing itself for a historic event promising a full house at the match day in its renovated premises. With ticket prices projected in a range between USD 25 and USD 105, revenues will be significant, as a full stadium is expected. This unique event promises not only

an unforgettable experience for attendees, but also exceptional revenues, ensuring that the event will leave an indelible mark in the Centenario stadium tradition.

15.1.2 Hospitality

In addition to revenue from regular ticket sales, there will also be marketing of hospitality packages, which will include tickets at different venues, as well as services such as exclusive lounges with food and beverages, preferred seating options and experiences to those fans who seek something beyond the sporting event. These exclusive areas will offer first-class services, luxury facilities and privileged views, ensuring a premium experience for attendees. These hospitality areas, with their refined environment and personalized attention, not only will enrich the audience's experience, but will also contribute significantly to the total revenue collection, with hospitality tickets prices ranging between USD 350 and USD 600, driven by corporate customers and fans willing to invest in a top-quality experience during the event.

15.1.3 Merchandising

In Uruguay, football is more than a sports, it is a symbol of national pride and a tangible display of the patriotic sense which is at the heart of its citizens. It is expected that this deep emotional connection will show in a high demand of merchandising items during this significant football event in which fans will seek to purchase mementos that symbolize and preserve the experience. In this regard, we estimate that revenues emerging from the series of product available for sale, which include souvenir t-shirts and themed accessories, will expand due to the unique connotation of the centenary celebration of

the first FIFA World Cup held in Uruguay in 1930, thus projecting the fans' mass interest for different official merchandising items, with an expected individual average spending of about USD 25, which entails considerable revenues.

15.1.4 Food and Beverage

Food and beverage sales at the stadium will be essential to enrich the fans' experience. The average spending per attendee for this concept is expected to stand at about USD 15 to USD 20, projecting another attractive revenue source for the event. The menu will surely include the iconic choripanes and chivitos, Uruguayan football traditional street food, which promise to be the leading players among the food options, and it will also offer a variety of products thought to cater the tastes and demands of the whole audience. The diverse offer will ensure that every fan will find something that caters their needs, thus supplementing the excitement of the event with an attractive and satisfactory food experience.

15.1.5 Other Revenues

The Montevideo Fan Fest is expected to be an additional revenue source and an entertainment center for football fans. At the Fan Fest, the attendees will have the chance not only to be part of various recreational activities, but also to purchase exclusive merchandising items, as well as enjoying a variety of food and beverage options to supplement their football experience around this unique celebration. The proposal entails that the Fan Fest will open its doors ten days before the match day and close one day afterwards. Nevertheless, operation of the Fan Fest may be extended further and

even adapted to the traditional format if the circumstances so require.

15.1.6 Conclusion

In conclusion, Uruguay positions itself as host of a world-class event which will celebrate the unparalleled experience of going back where it all started 100 years ago, will honor Uruguay's rich football history, and will also act as a catalyst for a renewed economic and development driver, both for the football ecosystem and for Uruguayan tourism. From the sale of tickets and hospitality experiences to the sale of merchandising and catering offering, each aspect is being carefully planned for maximizing revenues and fans' satisfaction.

15.2 Revenues - Argentina

Hosting one of the matches of the Centenary Celebration in Argentina is set to be an unprecedented event driven by the incomparable passion of its fans and the cultural football centrality existing in the country. The expectations arising from such a large-scale event ensure not only an unforgettable experience for fans of the most loved sports in the country, but also a high demand of tickets and event-related products and services. This environment guarantees that the Monumental Stadium, known as the largest stadium in South America, will be full, providing a unique opportunity for maximizing revenues from tickets by combining the outstanding stadium capacity with the possibility of selling tickets at international prices. Based on the above, the opportunity of maximizing revenues associated with this event also shows-up in the other supplementary revenue sources, such as food, beverage and official merchandising.

As an emerging country, Argentina presents itself to the world as a vibrant scenario, full of opportunities, capable of

hosting an event as important as the FIFA World Cup and of benefiting economically from it. The combination of a globally attractive sporting event and local passion for football promises that the venue will be sold out and that it will also contribute to Argentina's economy, throughout the revenues arising from the event and the related tourism activities, thus marking a new milestone in the agenda of growth, future development and value creation, both for Argentina and for the Argentine football ecosystem.

15.2.1 Ticketing

With a capacity of over 84,500 attendees, the Monumental Stadium is not only the largest stadium in South America, but also one of the largest stadiums in the world. Given the big expectations surrounding the event, ticket prices will be set between USD 30 and USD 300, in line with previous world-class events, and it is expected to be fully sold out, showing the high level of excitement and mass participation of the audience.

15.2.2 Hospitality

For fans seeking to have an exceptional experience, the stadium will offer luxury hospitality lounges where they will have a privileged view of the stadium and a wide array of exclusive services. These areas have been designed to provide an immersive and memorable experience, taking the enjoyment of the event to the next level with remarkable sophistication and comfort. Hospitality package prices for accessing these exclusive areas and experiences are expected to range between USD 500 and USD 800, which will contribute to maximize the revenues from the event while offering exclusive experiences aimed at corporate customers and to the attendees willing to pay a differential price for value.

15.2.3 Merchandising

The passion that football arises in Argentina is incomparable and translates into an excellent opportunity for selling merchandising products inside and outside of the stadium during such an emblematic event as the 2030 World Cup Centenary Celebration Match. The strong energy of this special event, which is impregnated with the Argentine football spirit, promises to turn each merchandising item into a coveted memory of a unique and unforgettable experience. It is estimated that the average spending in these items will stand at about USD 25 per attendee, a figure showing the enthusiasm and willingness of them to perpetuate mementos by purchasing part of the unrepeatable event of the centenary of the first World Cup, celebrating their love for the game.

15.2.4 Food and Beverage

In addition to being a supplementary revenue source, the food and beverage offered at the stadium will be designed to meet audience needs. The food offer will be varied and will surely include the most traditional street food options associated with Argentine football, such as the traditional hamburgers, the different emblematic meat cuts in Argentina, and the authentic choripán sold at stadiums, in addition to sweet alternatives, such as the irresistible sugared peanuts. The estimated average spending per attendee stands at about USD 15 to USD 20. In addition, we will make sure that the stadium will have a wide array of products catering the audience's various demands and preferences to enhance their experience with a food offering which reflects Argentina's rich food culture.

15.2.5 Other Revenues

In addition, the sale of food, beverage and merchandising items will generate additional revenues not only during the match day but also at the Fan Fest, thus increasing the points of sale and the term during which food and official items will be offered for sale. It is expected that the Buenos Aires Fan Fest will start 10 days prior the Centenary Celebration Match and close its doors the day following the match. The Fan Fest will have varied food and beverage stalls, in addition to stores where fans will be able to purchase exclusive mementos of the event. It should be noted that if considered convenient, the Fan Fest could remain open for a longer period post event, thus offering a continuous and enriching experience for fans.

15.2.6 Conclusion

In conclusion, the synergy of an international and historical event and the cultural football centrality in Argentina constitute an exceptional opportunity for hosting a historical event that will deliver a memorable experience for all, and a successful commercial outcome for FIFA, the football ecosystem and for Argentina.

15.3 Revenues – Paraguay

At the heart of South America, Paraguay is getting ready to host the most prestigious world football event for the first time by organizing one of the 2030 FIFA World Cup Centenary Celebration Matches. This country, home to the CONMEBOL, is gearing up to maximize the revenue generation opportunity that such an event has to offer. Paraguay has shown macroeconomic stability and significant economic growth over the last years, and the FIFA World Cup promises to be an additional growth and development catalyst in various sectors.

Paraguay's passion for football is a phenomenon embedded in its culture, and it is expected that its' national football stadium becomes the witness of the excitement and fervor with which Paraguayan people experience each match. Due to the magnitude of the event, it is foreseen that the stadium will receive an enthusiastic crowd, making it not only a sports venue, but also a symbol of unity and national pride. The expectations of a sold-out stadium can be assumed as a promise for a great show and a guarantee of significant revenues. The whole world will have its eyes set on Paraguay and the country is ready to showcase its hospitality, its culture and its capacity to host the most important world football event.

15.3.1 Ticketing

Either in the iconic refurbished Defensores del Chaco stadium or in the New National Stadium to be built in Asunción, Paraguay expects to receive more than 40,000 attendees at the 2030 FIFA World Cup Centenary Celebration Match. Due to the high relevance of this event in Paraguay, we are fully confident that we will have a full house, which allows to predict significant revenues and a successful commercial process. Ticket prices will be affordable for a wide array of fans, ranging between USD 15 and USD 115, ensuring a diversity of fans present at stadium while maximizing the revenues from ticket sales.

15.3.2 Hospitality

With projected prices ranging between USD 300 and USD 600, the hospitality value proposition will comprise exclusive, top-quality services arising from the experience and the organizational track record and credentials that the APF is able to deliver to all the attendants. This represents a promise of satisfaction for corporate customers and for the individual

attendants who seek a high-quality experience during the Centenary Celebration Match and, at the same time, it emerges as a key factor for maximizing the revenues raised by the event.

15.3.3 Merchandising

The celebration of a Centenary Celebration Match in Paraguay constitutes a historical event for this country, as this is the first time that such a significant event will be held in Paraguay. The uniqueness of the event will be translated into a unique opportunity to collect revenues through the sale of official event-branded products. We expect a high demand for souvenirs with an average spending of USD 25 per capita, since Paraguayans will be eager to purchase mementos that immortalize their participation in this historical chapter of football. From t-shirts to exclusive souvenirs, it is expected that the sale of these products will give rise to significant revenues, showing the excitement and joyful spirit that the country will experience.

15.3.4 Food and Beverage

The sale of food and beverage during the event is deemed to be a significant revenue source. The Paraguayan chipa, a local delicacy loved by its unique flavor and texture will undoubtedly be one of the culinary stars of the event. In addition, menus to be offered will be carefully selected to include a wide array of options catering to the diverse dietary preferences and needs of the fans. The average spending by attendee on food and beverage is expected to stand at about USD 15 to USD 20, which will considerably contribute to the total revenues of the event, and it will enhance the experience of the audience and festive atmosphere that only a World Cup may offer.

15.3.5 Other Revenues

In Asunción, the excitement of the FIFA World Cup will spread well beyond the stadium and fill the Fan Fest, which could open its doors 10 days prior to the event, becoming an epicenter of joy and coexistence among fans from Paraguay and all over the world. This space dedicated to football fans will offer various options for food, refreshing beverages and a selection of official merchandising, thus contributing to increase revenues. Although according to the initial plan the Fan Fest would close its doors the day following the Centenary Celebration Match, it may remain operative for a longer period if considered to be beneficial.

15.3.6 Conclusion

In short, hosting a 2030 FIFA World Cup Centenary Celebration Match in Paraguay represents a unique moment for the country, as this is the first time that it will host the most significant global football event, where the country's organizational capacity, together with people excitement, predicts an exceptional event which will significantly drive Paraguay's football and economic development.

PART E
SUSTAINABILITY
& HUMAN
RIGHTS

16. Sustainability & Human Rights

16

SUSTAINABILITY
& HUMAN RIGHTS

Hosting the FIFA World Cup 2030 Centenary Celebration Matches (CCM) would be a unique opportunity and catalyst for strengthening and enhancing sustainability practices in Argentina, Paraguay, and Uruguay. By setting ambitious sustainability management targets for this event, we also aim at paving the way and inspiring others to follow this path, through knowledge sharing and setting higher standards for the whole region in managing the environmental, social and governance (ESG) aspects of football and hosting sports events. This landmark celebration emphasizes the imperative of leading by example in the urgent transition towards a more sustainable future and we are determined to seek a ripple effect of positive change in our countries and beyond.

16.1 Our joint commitment

Our goal is to set the highest possible standard in the sustainable management of a football event, serving as a reference for other competitions in the region.

We would organize the Centenary Celebration Matches (CCM) in accordance with international standards and FIFA’s sustainability and tournament requirements, developing a comprehensive Sustainability and Human Rights Strategy at all stages of the CCM organization, including design, planning, preparation, execution and post-event activities.

We are committed to:

- act against climate change and reduce environmental impacts through the implementation of certified sustainable stadiums, prioritizing the use of clean and renewable energy, reducing greenhouse

gas emissions and developing detailed waste management plans;

- advocate human rights at every stage of the CCM organization, by championing diversity and accessibility, ensuring a safe and secure environment, safeguarding children’s rights and promoting health and wellbeing;
- ensure transparency and accountability in the decision-making process in the organization of the CCM.

Our strategic priorities and key initiatives for the CCM will be determined through a materiality assessment and an evaluation of crucial human rights issues. This analysis will allow us to identify and understand the most relevant ESG impacts, risks and opportunities that should be addressed.

The **ISO 20121 Event Sustainability Management Systems (SEM)** will serve as a blueprint for achieving our environmental, social, economic, and legacy objectives. In collaboration with FIFA, key stakeholders and experts, we will guarantee that our final Sustainability Strategy and SEM are guided by the **United Nations Sustainable Development Goals (SDGs)** and contribute to their realization. The Argentine Football Association (AFA) has initiated the process to join the “Football for the Goals” initiative, reaffirming its commitment to sustainability.

16.2 Stakeholder engagement

In accordance with the **AA1000 Stakeholder Engagement Standard**, we pledge to uphold a process of engaging with all key stakeholders for the significant role we expect from them in shaping our Sustainability and Human Rights Strategy. Relevant stakeholders include tournament organizers, local community, suppliers, regulatory authorities, football-

related entities, business partners, among others. This 360° dialogue will allow a deep comprehension of the main challenges and risks at the most local possible level in each host country as key input for formulating corresponding mitigation plans. Working hand-in-hand with local governments will be essential to this process. We are committed to taking the necessary actions to ensure meaningful interaction and participation, thereby involving stakeholders in the decision-making process.

Our stakeholder engagement process is already running in the 3 host countries, with ongoing dialogue with national and local human rights authorities as well as environmental experts. These discussions aim at clarifying human rights and environmental obligations, better understanding and assessing risks and identifying the most relevant and efficient initiatives to be included in our proposed

strategy to host the CCM (contribution to SDG 17: Partnerships for the goals).

16.3 Human Rights Strategy

In accordance with the **UN Guiding Principles on Business and Human Rights and FIFA’s Human Rights Policy**, and thanks to our dialogue with human rights institutions, we have identified the following potential human rights risks associated with the organization of the CCMs in Argentina, Paraguay and Uruguay.

Our human rights strategy will be based on three fundamental pillars: awareness, prevention, and education. Different initiatives will be implemented according to the mitigation plan designed for each identified Human Right

16.3.1 Labour rights

Ensure compliance with the **ILO Declaration on Fundamental Principles and Rights at**

Human Rights	Key potential risks commonly mapped by Human Rights Institutions
16.3.1 Labour rights	Oversight of labour standards within the supply chain.
16.3.2 Security and human rights	<ul style="list-style-type: none"> • Use of force by law enforcement when responding to protesters. • Knowledge of security agents on human rights issues. • Instances of potential harassment and violence in the sports environment.
16.3.3 Diversity and antidiscrimination	Language and attitudes used by participants, players, and role models (both on and off the field), as well as in the chants from stands.
16.3.4 Accessibility	Accessible transportation and accommodation for people with disabilities.
16.3.5 Safeguarding and Children’s Right	Child labour, care and safeguarding.

Work including oversight and monitoring. This responsibility extends to suppliers, volunteers and all personnel involved in organizing the event, encompassing the entire value chain, including providers and outsourced entities (contribution to SDG 8: Decent work and economic growth). In addition, we will promote the prioritization of suppliers that have inclusive practices, such as the “quality with equity” seal that encourages the hiring of women in Uruguay. This also includes the possibility of hiring adults released from the penitentiary system, people with disabilities, vulnerable people, etc.

16.3.2 Security and human rights

Guaranteeing that all security personnel assigned to the event, both inside and outside the stadium, receive the proper training to carry out their duties. A comprehensive training plan will be developed for security forces, either public or private, ensuring that their actions comply with the standards of respect and protection of human rights. Particularly, in

Buenos Aires City, the Higher Institute of Public Security has the mission to professionally train and functionally qualify the personnel of the Metropolitan Police, emphasizing human rights (contribution SDG 16: Peace, justice and strong institutions).

We will also enhance the mechanisms for monitoring and reporting complaints, ensuring that communication channels are accessible and available in various languages.

16.3.3 Diversity and anti-discrimination

The three football associations are actively engaged in various working groups alongside national and international organizations, coordinating efforts to promote diversity, fight discrimination and ensure a safe and secure working environment. Several initiatives are currently being implemented, including the following:

- In Argentina, through the Equity and Gender Management, a sensitization plan has been developed and continues



to be deepened to achieve equal opportunities and inclusion in football, with the aim of eliminating situations of abuse, harassment, and violence, as well as eradicating discriminatory chants, thereby promoting an environment of respect in the sports field. In Paraguay, an inter-institutional working group is being promoted for a safe environment in sports, against harassment and violence in football;

- in Paraguay, an inter-institutional working group is being promoted for a safe environment in sports, against harassment and violence in football;
- in Uruguay, an action plan aimed at fighting all forms of discrimination, particularly discriminatory chants at sports events, enforcing zero tolerance for homophobia and promoting respect, has been implemented (and approved by FIFA in June 2024).

16.3.4 Accessibility

We are committed to ensure that our facilities are accessible to everyone. For instance, the stadiums will be equipped with facilities designed to assist individuals who have limited mobility, and we will provide audio descriptive commentary, sign language interpretation, easy access seating, and a quota of tickets for people with a disability certificate. In terms of transport, we will guarantee in each country accessible transportation options for people with reduced mobility (contribution to SDG 10: Reduced inequalities).

16.3.5 Safeguarding and rights of children

In line with the UN Convention on the Rights of Children, we will enhance special protection measures against child sexual exploitation

and abuse through education and awareness, safe environments, professional training, reporting, and support. The three associations work in coordination with agencies related to childhood in each country or international organizations such as UNICEF, whether in awareness and solidarity campaigns or by strengthening child protection policies. All the countries have a National Code of Conduct for the Protection of the Rights of Children and Adolescents in Travel and Tourism. Also, the AFA, APF, and AUF are training in the “FIFA Guardians” program to strengthen the protection and safeguarding of children in the sports environment.

16.3.6 Freedom of speech and peaceful assembly

We will advocate for the implementation of media operational guidelines to guarantee the attendance and security of journalists and press agencies at stadiums and associated sites, equipping them with the essential facilities to carry out press-related tasks.

16.3.7 Tobacco

The CCM will be tobacco-free events and we will guarantee that all stadiums enforce non-smoking regulations in accordance with the **FIFA Event Policy on Tobacco** (contribution to SDG 3: Good health and wellbeing).

By integrating the world of football with the realm of human rights, we are creating a powerful synergy that will contribute to a significant legacy. These best practices will have an impact and serve as an example for all football clubs in each host country. Looking ahead, the management of sports events will be inconceivable without the guiding principles of human rights and sustainability at their core.

16.4. Environmental & climate impacts

We are committed to hosting the FIFA World Cup 2030 Centenary Celebration Matches (CCM) with a focus on environmental sustainability. We understand the impact of climate change and are dedicated to reducing our carbon emissions in line with the **UN Framework Convention on Climate Change**. Our efforts are aligned with the 'Climate Action' (contribution to SDG goal 13), aiming to minimize our carbon footprint. Moreover, we are committed not only to sign the **UNFCCC Sports for Climate Action Framework** but also to leverage the popularity of football to engage millions of fans, athletes, organizations and authorities in promoting environmental responsibility.

We will continue to comply with all requirements detailed in the **FIFA Sustainable Sourcing Code** by working on sustainable procurement and supply chain management,

conducting supplier pre-diligence and monitoring compliance across all their supply chains related to the CCM.

Specific measures will be implemented to ensure our goals are met within the following five key areas:

16.4.1 Transport

Encouraging the use of low-carbon public transport for fans travelling to matches and providing easy access and parking for all sustainable means of transport. The three host cities offer bike lanes, supporting the dissemination of sustainable cities concept (contribution to SDG 11: Sustainable cities and communities). In Buenos Aires, the Más Monumental Stadium offers free parking for electric cars, bicycles and scooters, and there is an electric tramway project with an expected station close to the stadium. Furthermore, given the distance between the



host cities and the probable use of airplanes for transportation, measures to mitigate the event's carbon footprint will be considered.

16.4.2 Accommodation

We will prioritize and actively promote hotel and accommodation options that adhere to strict sustainability standards, ensuring environmentally responsible and socially conscious travel experiences for all visitors in host countries.

16.4.3 Energy

During the event, we are committed to prioritize the use of clean and renewable energy and reduce greenhouse gas emissions (contribution to SDG 7: affordable and clean energy). Uruguay and Paraguay currently enjoy one of the most sustainable energy mixes in the world, and the event should also be used to promote and further develop their leading practices in this domain.

16.4.4 Waste Management

Together with FIFA, our goal is to advocate for responsible consumption, promoting the principles of reducing, reusing and recycling waste, developing detailed waste management plans for all three stadiums (contribution to SDG 12. Responsible consumption and production). Particularly, APF was honored by the United Nations (Global Compact Paraguay) for its innovative initiatives, including "Playing with Trash is Not a Game" and "Optimizing Food to Mitigate Environmental Impact" programs.

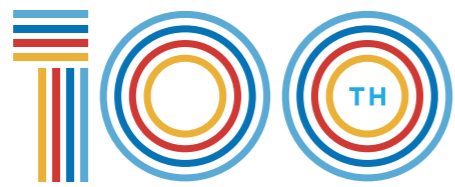
16.4.5 Stadiums and Infrastructure

As we prepare for the CCMs, we commit to initiate the process for all stadiums to obtain sustainable operations certifications -such as Leadership in Energy and Environmental Design (LEED)- at least one year before the start of the tournament and remain valid

during the CCMs, as well as sustainable construction certification when applicable. This pledge includes working closely with the proposed stadiums and venues to discover and apply effective measures that will cut down on energy and water usage and reduce carbon emissions. By taking these steps, we are committed to significantly mitigate the CCM's impact on the environment and climate, and we aim at establishing a new benchmark for environmentally sustainable sports infrastructure. If, depending on FIFA's decision, Paraguay has to build a new stadium to host the event, it will do so in accordance with sustainable construction practices and will obtain an internationally recognized certification equivalent of LEED Gold. (contribution to SDG 9: Industry, innovation and infrastructure).

16.4.6 Emergency and Disaster Risk Management

The three host countries have developed national and local plans for Comprehensive Emergency and Disaster Risk Management, which are now more crucial than ever considering the physical and transitional impacts of climate change that could affect the tournament, such as extreme temperature or floods. These plans focus on the development of specific strategies to face each type of threat and on the coordination of the competent areas involved in the response such as governmental, regional, local, and private entities focused on prevention, mitigation, reaction, recovery and reconstruction of communities affected by emergency or disasters, thereby safeguarding the integrity of the tournament and the well-being of all participants.



PARTIDOS DE CELEBRACIÓN
CENTENARIO 2030