



BID BOOK
EXECUTIVE SUMMARY



BIDDING NATION
MOROCCO

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Morocco loves the game and is a real football country. Football is magic – it can do things that no other sport can. Politics can't do that. Only football.



Mustapha Hadji
Former Morocco national team member, African Ballon d'Or winner 1998



97%

of Moroccans support
the Morocco 2026 FIFA World Cup™ bid⁽¹⁾

⁽¹⁾ IFOP Survey - February 2018

Morocco stands for the best of football.

It's a land where football passions run through every vein. The weekend's big matches are played out in miniature in every family, every café, every street, every day. It's a nationwide playground, a living stadium, to which FIFA World Cup™ adds its own unique brand of magic and the hope of a nation united behind its Atlas Lions, the national team and pride of Morocco.

This passion for football, shared by 84% of Morocco's population, has enabled the Royal Moroccan Football Federation (FRMF) to rally the whole nation in support of its fifth FIFA World Cup™ bid. His Majesty King Mohammed VI, the whole government, the Host Cities and Public Authorities have delivered comprehensive and unconditional guarantees. From all the major political parties to the civil society to the 97% of the population backing the project, all of Morocco is together, for one goal: to show the world the best of football.

Morocco offers the ideal stage on which to pursue this ambition. It stands at the crossroads of the world, where Africa meets Europe and where East meets West, at the heart of millions of fans, who will benefit from a truly accessible and affordable tournament. The charms of some of the world's most evocative and exciting cities, among them Marrakesh and Casablanca, will play their part in shaping an unrivalled proposition for commercial partners, media and broadcasters – all in a timezone and location guaranteeing commercial success. Teams, officials and fans will enjoy ideal conditions for competition, preparation and celebration. They will discover a Kingdom of endless cultural fascination, extraordinary landscapes, and an optimal Mediterranean climate.

In 2026, they will also discover a Morocco of surprises, at the height of transformation. A land of peace and stability ruled by one of the world's oldest monarchies, which puts the unity of its people at the heart of all progress. A nation of extraordinary diversity and tolerance, open to the world and ready to welcome the world in all its colours. Morocco offers the ideal platform for FIFA to implement its 2.0 vision and promote football's values worldwide.

Morocco is also on a journey of significant and sustained economic development. Major structural reform has helped to deliver more than 4% average annual growth across the last 15 years. Such outstanding performance also owes much to a consistent programme of strategic investment, representing almost 7% of GDP over more than a decade.

The first 48-team final phase of the FIFA World Cup™ will be underpinned by world-class infrastructure in transport, accommodation, technology and sport – allied to a compact and efficient tournament plan that **meets all requirements** for hosting the world's greatest sporting event.

Finally, the 2026 FIFA World Cup™ will deliver **real human legacy** through football – where it is needed and fully in line with the country's strategic vision. Overall, Morocco is the promise of **partnership**, guaranteed commercial **success** and a **celebration** to boost the **image and integrity of football** and FIFA, worldwide.



A VISION TO CELEBRATE FOOTBALL AS A FORCE FOR HOPE AND CHANGE

Morocco, a land of football, pledges to host in 2026 an impeccable FIFA World Cup™

- Celebrating the best of the game, and its values of tolerance, openness and respect
- Offering an authentic human experience
- Leaving a long lasting legacy for the young people of Morocco and Africa



Moroccans are united to stage a tournament of **authentic football passion** and **real human legacy**, using the country's sweet-spot location to reach a maximum global audience and tell a positive story about football as a force **for unity, hope and change**.

Morocco's FIFA World Cup™ vision puts **football's players and fans first**. The hosting strategy will build on the Kingdom's highly favourable natural assets and deliver the conditions for the purest-ever celebration of the game.

The tournament will showcase Morocco's development to an unprecedented global audience, unlocking new investment and accelerating infrastructure and development projects that will further improve living standards for the benefit of all Moroccans.

The bid-phase and event vision and strategy are fully aligned with Morocco's strategic roadmap towards 2030.

Its focus areas include **young people, sports, regional development, sustainability**, and leadership in driving **pan-African cooperation**.

Within this framework, Morocco's innovative hosting strategy will deliver a meaningful legacy. It's also a model that can serve other African nations aspiring to host major football events – part of a broader ambition to ensure that a 2026 FIFA World Cup™ in Morocco will be a FIFA World Cup™ for all of Africa, a catalyst for pride, progress and cohesion throughout a continent where football forms part of the fabric of people's daily lives.

Overall, a FIFA World Cup™ in Morocco will articulate the FIFA 2.0 vision, boosting football's global reputation by harnessing the game's unique power to lead and bring positive change in the world.

As the tournament embraces a new era, Morocco offers a chance to show the world that football truly belongs to all those who love the game.

An unforgettable tournament experience

A highly compact tournament plan, allied to Morocco's ideal situation, will underpin an exceptional tournament experience for all. Every Host City is located within a 550-kilometre radius of Casablanca, Morocco's main international gateway and the tournament's focal point.

Teams and officials will enjoy the best conditions to perform at their highest level, with the benefit of short travel times, a single timezone and optimal Mediterranean weather in addition to outstanding Team Base Camp facilities and Venue Specific Training Sites.

Fans and visitors will benefit from easy access into and around Morocco. A highly fan-friendly concept will feature simple, either visa-free or facilitated entry; accommodation options to suit every budget; fast and efficient transport within a modern road, rail and air system; and magical FIFA Fan Fests™ Sites.

All the assets of Africa's number one tourism destination, including the continent's first high-speed rail system, will be placed at the service of the 2026 FIFA World Cup™.

Legacy first

Morocco's bid to host the FIFA World Cup™ is based on a clear understanding of how the tournament can serve its strategic priorities.

The range of proposed Host Cities, stadiums and Base Camps will drive the benefits of football-led development throughout the nation.

Stadiums built for the future

The stadium plan starts with five existing venues, fully upgraded to meet FIFA standards, and three planned, state-of-the art stadiums, including the long-awaited 93,000-seat Grand Stade de Casablanca.

Morocco's legacy-first vision and strategy will be further enabled by a revolutionary Legacy Modular Stadium (LMS) concept, which sits at the very heart of a responsible and sustainable approach (see page 13). The concept will offer an important legacy for FIFA and a model for other would-be host nations, especially in Africa.

Developing football for all

The tournament will boost football development at every level. The sports infrastructure legacy of FIFA World Cup™ stadiums, base camps and Venue Specific Training Sites will help drive improvements in performance, training and participation numbers – from recreational to elite levels – and across all age, gender and impairment categories.

A sustainable tournament

The tournament will support Morocco's transition to a green and inclusive economy in line with the 2030 national sustainable development strategy. This will deliver tangible benefits across all phases of tournament preparations, and beyond (see page 26).

Supporting the country's development

The tournament will also play a key role in Morocco's regional economic development, spreading the benefits of the country's recent growth to people in all of its communities, particularly those far removed from the major economic centres. In every Host City, tournament plans have been shaped in the context of local priorities and authorities' strategic vision for the tournament and the future.

Specific and tangible examples of the 2026 FIFA World Cup™ legacy will include:

- New and improved sports and football facilities, including 100 new community pitches, a network of top-class development centres and Legacy Modular Stadiums serving both club and community needs;
- Acceleration of strategic transport projects, such as the Marrakesh-Ouarzazate tunnel and the extension of high-speed rail, to improve connectivity and regional attractiveness;
- Upgrade of health care infrastructure to international standards for the benefit of all Moroccans;
- Accelerated delivery of the Marrakesh Convention and Exhibition Centre, planned for 2022 and proposed as an option for the IBC, supporting the city's emerging status as an international business destination.

A Legacy Executive Group (LEG) will be established within the FRMF, to ensure the implementation of all legacy programmes and initiatives.

Together for one goal

The vision and legacy strategy for the 2026 FIFA World Cup™ in Morocco is the product of unprecedented engagement, bringing together the FRMF, the highest State and city authorities, all main political parties, trade unions and Non-Governmental Organisations. This unity, and the commitment of all public stakeholders towards Morocco 2026, are reflected in unrestricted and fully comprehensive guarantees and numerous letters of support. The National Government has further undertaken to enact a special FIFA World Cup™ Law, to be developed in close collaboration with FIFA, and which will enable all required adaptation to FIFA Hosting Requirements.



A truly African project

The 2026 FIFA World Cup™ bid symbolises a new era of Moroccan engagement in Africa, marked by the country's re-entry to the African Union in 2017 and up to USD 300 million of annual sub-Saharan investment.

The Kingdom is committed to leading co-operation and sharing best practice throughout the continent, as reflected in a growing range of sectoral "South-South" agreements.

In football terms, the ambition already translates to 30 bilateral agreements between the FRMF and other CAF member associations.

Further cooperation in football development and diplomacy will be supported by African football's first knowledge hub – the new International Centre of Excellence in Casablanca – a concrete legacy of a 2026 FIFA World Cup™ in Morocco. It will give top young African players the chance to receive highest-quality training close to home.

93%

of Moroccans believe that hosting the FIFA World Cup™ will bring economic and employment benefits⁽¹⁾

⁽¹⁾ IFOP Survey - February 2018



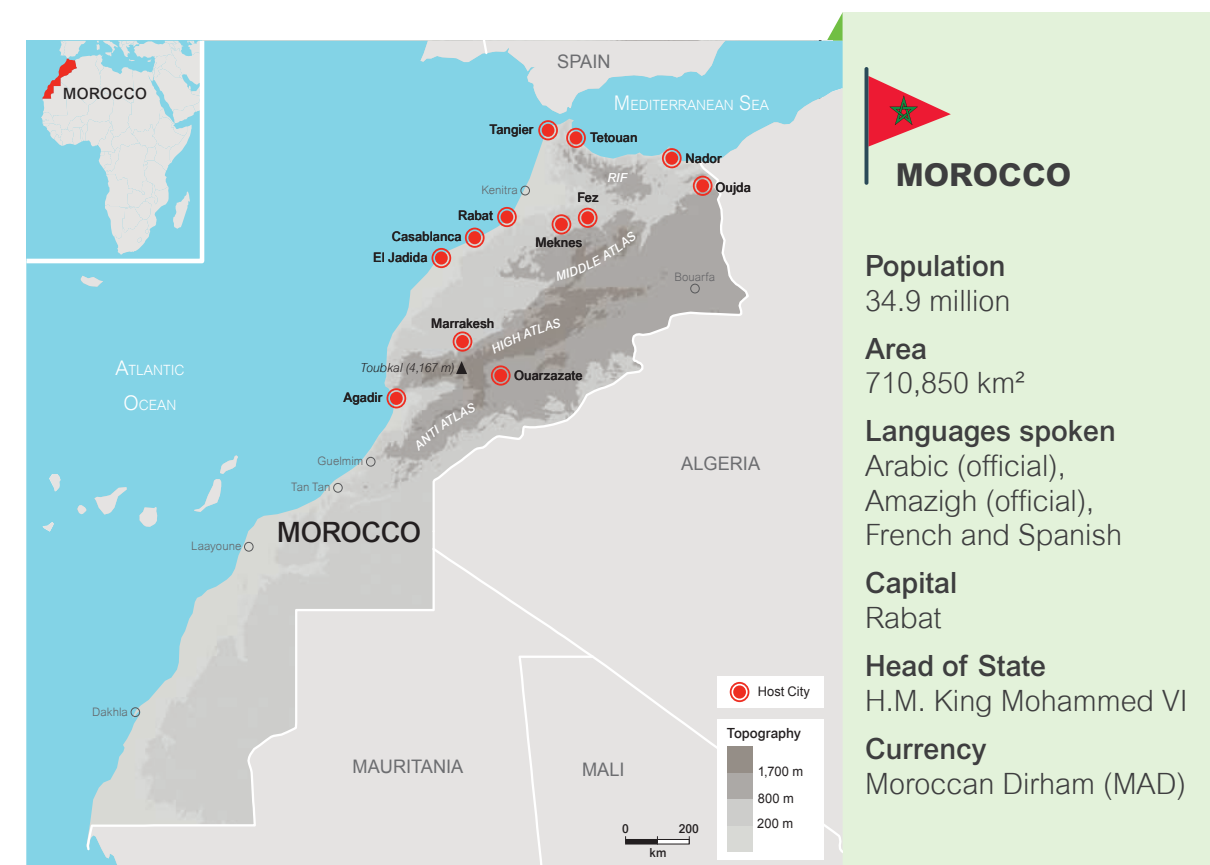
MOROCCO: A CROSSROADS IN PLACE AND TIME – READY TO WELCOME THE WORLD

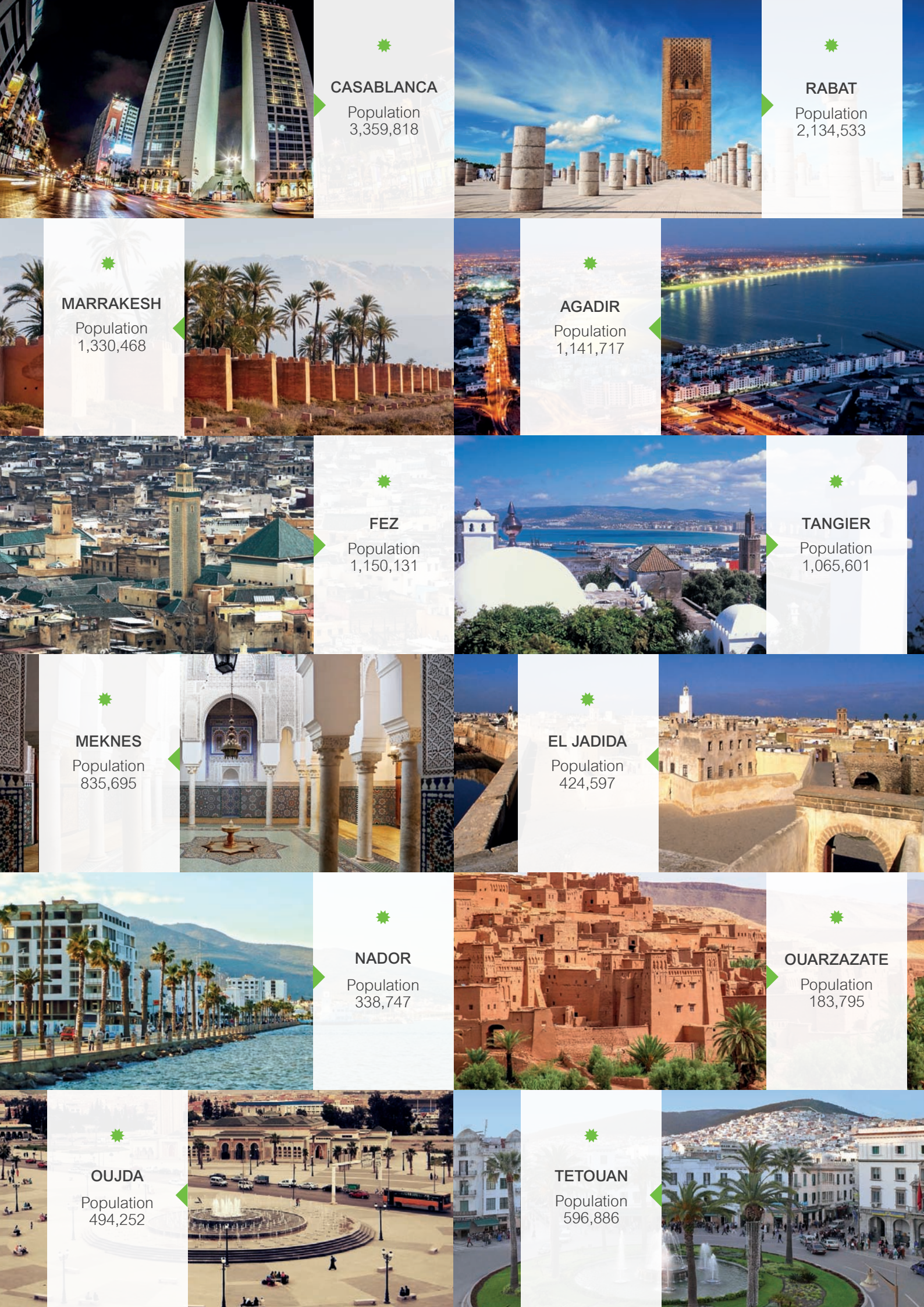
Morocco stands at the crossroads of the world – where East meets West; and where Europe meets Africa, just 14 kilometres from the coast of Spain. Founded in 788, it is ruled by one of the world's oldest monarchies, with a rich cultural and patrimonial heritage shaped by numerous civilisations.

For centuries, Africans, Arabs, Berbers and Europeans have lived together peacefully in Morocco, side by side in a melting pot of harmony, tolerance and respect.

Today, Morocco is a democratic, parliamentary and social constitutional monarchy, led by His Majesty King Mohammed VI. His Majesty the King appoints the Head of Government from within the political party that wins the legislative elections.

A new national constitution, enacted in 2011, is marking a new phase in the Kingdom's journey towards becoming a mature democracy.





A Kingdom that lives and breathes football

Cutting across Morocco's diversity is an extraordinary passion for football. The nation's overwhelmingly favourite sport is played on every street of the Kingdom, making it an unrivalled vector of national unity and hope.

Two million people across the country regularly play the game.

Moroccans' insatiable appetite for football was seen most recently when the country hosted the 2018 African Nations Championship (CHAN), which broke all attendance records. More than 500,000 tickets were sold for the tournament, compared to a previous record of 297,000 achieved in South Africa in 2014.

The national team, known as the "Atlas Lions" is the pride of Morocco and has consistently served as a standard-bearer for football on the African continent. Morocco was the first African team to qualify for the FIFA World Cup™ Finals in 1970 and the first to qualify to the second round of the tournament in 1986. It will seek to build on this record when it makes its return to the game's greatest stage in Russia in 2018.

In the first two months of 2018 alone, Moroccan teams have lifted the African Championship of Nations and the African Club Super Cup.

A nation on the move

Morocco is on a journey of significant and sustained economic transformation. Structural reforms to liberalise and modernise key strategic sectors have led to a **doubling in the size of the economy since the last bid in 2003**. Tourism numbers have also doubled, while hotel, airport and motorway capacities have increased by 250% over the same period.

The Kingdom's open and outward-looking approach is reflected in more than 50 international trade agreements in addition to major investment in port and airport infrastructure. This includes the flagship Tanger Med development – one of the biggest and most efficient maritime ports in the world.

2003 VS 2018



GDP x 2.1

2018



1st Financial Center in Africa

Morocco is pursuing a status as **the key global business gateway to Africa**, building on its current number two position for inward international investment in the continent.

The country offers an increasingly favourable environment for business including, for example, a special tax regime within the landmark new Casablanca Finance City project. The success of such initiatives can be seen in Casablanca's ranking among the world's top 40 financial centres.

84% of Moroccans are interested in football⁽¹⁾
75% of Moroccan women follow the game⁽¹⁾

⁽¹⁾ IFOP Survey - February 2018



A STADIUMS PLAN DEMONSTRATING RESPONSIBLE LEADERSHIP AND INNOVATION

- A proposal of 14 state-of-the-art stadiums, fully meeting all FIFA requirements
- Legacy Modular Stadiums (LMS): innovative approach to guarantee genuine community benefits
- Compelling legacy proposal for local communities, Morocco, Africa and FIFA

An innovative, 14-stadium concept will deliver a showcase for the best of football, through state-of-the-art infrastructure that will optimise the tournament experience of all constituent groups. The plan will build on existing stadiums including those promised – and subsequently delivered – in the context of Morocco's last FIFA World Cup™ bid in 2003. All existing stadiums will be fully renovated for the tournament, with a major focus placed on the quality of pitches.

Planned and new stadiums will be built in line with real long-term needs and FRMF, Host City and state-level development visions. All construction and renovation will meet Morocco's environmental commitments, the FRMF's sustainable development objectives

for the 2026 FIFA World Cup™ and FIFA's sustainability requirements. Double BREEAM and HQE certification will be sought and achieved for all FIFA World Cup™ projects.

Fully secured funding and development plan

A budget of USD 2.1 billion (2018) will be fully funded and guaranteed by the National Government. The Ministry of Youth and Sports will own the 14 stadiums and a recently created National Agency for General Infrastructure will be responsible for their overall delivery. The National Society for Stadium Delivery and Management (SONARGES) will operate the facilities. All Stadium Agreements have been signed without restriction.

STADIUM LEGACY

5 EXISTING



- Modernisation of the stadiums to host all major sport and entertainment events
- Benefit for professional clubs

3 PLANNED



- Acceleration of economic and social development in the Host Cities
- Benefits for local professional clubs and national teams

6 NEW



- Catalyst for economic and social development in Host Cities
- Benefits for local clubs and football development
- Opportunities to drive community participation in a range of sports and activities
- LMS Marrakesh: multi-purpose indoor arena
- LMS Ourzazate: HQ for a new regional football centre

The Legacy Modular Stadium (LMS)

The LMS concept sits at the heart of Morocco's bid, serving as both a symbol and example of the vision and legacy project.

The six proposed LMS stadiums will share a common core design, reducing their construction costs and complexity. The concept includes fully customisable exterior design to ensure each stadium's full integration with its local environment.

Most importantly, the LMS are designed to meet all tournament requirements, while also ensuring a perfect post-tournament legacy for each Host City. The concept goes beyond modular approaches of the past to offer not just flexible capacity, allowing scaling to real local football needs, but also the opportunity to transform the stadium into a living, open, accessible space for community sport and cultural participation.

In general, this will see capacities reduced to 20,000-25,000 seats. Legacy facilities will be reconfigured to make them valuable, flexible, and accessible assets for local football clubs and the communities they serve.

In this context, the LMS stadiums will also serve as a legacy for FIFA and future stadium and infrastructure projects all around the world, especially on the African continent. Crucially, they will enable Morocco and FIFA to stage a truly sustainable FIFA World Cup™.

Concept:

- Fixed concrete base with basic infrastructure such as changing rooms and technical areas;
- Four corner buildings accommodating variable spaces;
- Modular stands – configurable;
- Facade and roof – fully-customisable.

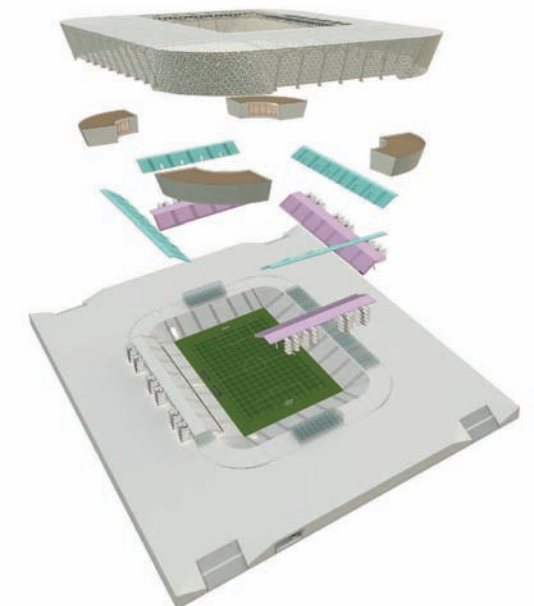
Perfect legacy fit through:

- Adapted capacities reflecting local requirements;
- Re-use of dismantled infrastructure and equipment, including stands, in other stadium development projects across Morocco and Africa;
- Reconfiguration of unnecessary space to support community sport and cultural participation;
- Unique external look and feel to reflect the local identity, culture, and environment.



Innovative new way of seeing and building stadiums

- Avoiding “white elephants” while responding to the real demands of hosting major sport events
- Environmentally responsible and conceived with a sustainable philosophy
- Reducing construction costs and complexity thanks to a common core design
- Lasting legacy aligned with the needs of local communities and Moroccan football development





Grand Stade de Casablanca

Opening match	93,000 seats
Group stage	Planned
Round of 32	Post-event :
Semi-final	93,000 seats
Final	



Grand Stade de Marrakech

Group stage	69,565 seats
Round of 32	Renovated
Round of 16	Post-event :
Semi-final	61,000 seats
3 rd place	



Adrar Stadium (Agadir)

Group stage	46,048 seats
Round of 32	Renovated
Quarter-final	Post-event :
	41,800 seats



Fez Stadium

Group stage	46,092 seats
Round of 32	Renovated
Quarter-final	Post-event :
	35,000 seats



Prince Moulay Abdellah Stadium (Rabat)

Group stage	46,500 seats
Round of 32	Renovated
Round of 16	Post-event :
Quarter-final	46,500 seats



Ibn-Battouta Stadium (Tangier)

Group stage	65,000 seats
Round of 32	Renovated
Quarter-final	Post-event :
	65,000 seats



Casablanca Stadium

Group stage	46,000 seats
Round of 32	New
Round of 16	Post-event :
	46,000 seats



El Jadida Stadium

Group stage	46,000 seats
Round of 32	New
Round of 16	Post-event :
	25,000 seats



Marrakesh Stadium

Group stage	46,000 seats
Round of 32	New
Round of 16	Post-event :
	25,000 seats



Meknes Stadium

Group stage	46,000 seats
Round of 32	New
Round of 16	Post-event :
	25,000 seats



Nador Stadium

Group stage	46,000 seats
Round of 32	New
Round of 16	Post-event :
	20,000 seats



Ouarzazate Stadium

Group stage	46,000 seats
Round of 32	New
Round of 16	Post-event :
	20,000 seats



Oujda Stadium

Group stage	45,400 seats
Round of 32	Planned
Round of 16	Post-event :
	45,400 seats



Tetouan Stadium

Group stage	45,600 seats
Round of 32	Planned
Round of 16	Post-event :
	45,600 seats





AFRICA'S LEADING TOURISM DESTINATION AT THE SERVICE OF THE FIFA WORLD CUP™

- Broad and extensive accommodation offer of Africa's number one tourism destination
- Priority sector for strategic development
- Accommodation plan meeting FIFA's Hosting Requirements for every constituent group

Morocco is **Africa's number one tourism destination**, benefitting from its geographical location and outstanding international flight connections in addition to the Kingdom's world-renowned cultural wealth and heritage. Its broad and highly diversified accommodation offer will make it possible to meet the expectations of all 2026 FIFA World Cup™ constituent groups and tournament visitors. The tournament will also support development in a fast-growing, priority sector.

Tourism driving economic development

Tourism represents 11.4% of Morocco's GDP and is a powerful engine of the country's economic growth. Its strategic importance is reflected in accelerated infrastructure modernisation, supported by continuous and growing private sector investment.

In 2017, Morocco attracted a record 11.3 million tourists – an increase of more than 10% on the previous year. This figure is higher than several previous FIFA World Cup™ Host Countries including South Africa (10 million in 2016) and Brazil (6.5 million in 2016).

Moroccan hotel capacity has more than doubled since the last bid in 2003, with 110,000 rooms in 2017, including approximately 95,000 in the 12 proposed host cities. They cover a broad range, within a rating system aligned with the international standard, from the most prestigious major international hotel chains to family holiday villages.

The Government is pursuing an ambitious public-private development programme projected to increase bed capacity by 70% by 2026.



The best-possible facilities for teams and referees

In line with a commitment to put players first, creating a stage for the “best of football”, special focus has been given to selecting Base Camps and Venue Specific Team Hotels that meet and, in many cases, exceed FIFA requirements.

A total of 72 Team Base Camps are proposed, distributed across Host and non-Host Cities. A wide variety of hotels and training sites, strictly adhering to FIFA specifications, will ensure multiple options suitable for each of the 48 participating teams. The range includes world-class city-centre hotels located within Host Cities; Morocco's world-renowned country and beach-side resort hotels offering extensive leisure opportunities; and existing or already-planned FRMF development centres spread across the country, which are truly designed for football. All sites will deliver the privacy and security teams require and expect.

Venue Specific Team Hotels have likewise been carefully selected within all Host Cities to meet players' needs and ensure the greatest-possible equality for all teams.

A total of 130 proposed training sites includes 61 that already exist and will be fully refurbished to meet requirements. A further 69 will be newly built by the 2026 FIFA World Cup™. New state-of-the-art training infrastructure will create a major legacy for football development in Morocco.

Accommodation tailored to every participant's needs

The broader tournament accommodation plan for constituent groups will be based on the following principles:

- **Rigorous selection of existing or planned hotels** meeting FIFA's Hosting Requirements including strict compliance with FIFA's location criteria, particularly in terms of distances between venues, and so ensuring true operational efficiency;
- **Careful allocation across constituent groups** to fulfil each group's particular needs (teams, referees, FIFA officials and personnel, media, hospitality guests and commercial affiliates). FIFA members and guests will stay in the Kingdom's most prestigious hotels, including, for example, the world-famous La Mamounia Palace in Marrakesh. All are close to stadiums and the most iconic attractions in each Host City.

The general public will have access to a very broad range of accommodation in Morocco, including **options to meet every budget**. This will help ensure that as many football fans as possible are able to play their part in creating an unforgettable celebration that will showcase the best of the game. Diverse and innovative solutions will be offered via a dedicated digital platform, including fan camps, university residences, home-stay programmes and private or peer-to-peer rentals.



OUTSTANDING CONNECTIVITY AND MOBILITY

- A modern, extensive and reliable multi-modal transport network of the highest international standard
- Compact and highly efficient plan, with all host cities located within a maximum 550-km radius around Casablanca
- Continuous infrastructure improvement in line with national development needs, further enhancing tournament transport strategy

✈️ Air

Morocco offers an extensive, reliable and robust airport network covering all Host Cities thanks to significant and ongoing strategic investment in the sector. Casablanca is the key international hub, connected to 80 international destinations, while Marrakesh – voted the “most beautiful airport in the world” by SkyTeam members in 2017 – is the second main gateway. Capacity will be further increased to 50 million passengers a year in 2026, meaning additional FIFA World Cup™ demand can be comfortably accommodated in addition to background traffic.

🚗 Road

The Kingdom boasts Africa’s most developed motorway network, with 1,800 km of roads of the highest international standard. The country has seen an average 100km of new motorways constructed every year since 2010. In 2026, every proposed Host City will be connected to the central Marrakesh - Casablanca - Tangier axis at the heart of the event ground mobility concept. Further development towards 2026 will include a new tunnel reducing travel times between Marrakesh and Ouarzazate to under 2 hours ,30 minutes.

🚆 Rail

The global competitiveness report of the World Economic Forum ranks Morocco first in Africa for the quality of the country’s railway infrastructure, emphasising its modernity and safety. Morocco is home to the continent’s first, cutting-edge, high-speed train service, operating between Kenitra and Tangier from 2018 onwards. Further development of the country’s high-speed rail infrastructure will include a new line between Marrakesh and Agadir in 2025.

🚌 Transportation within Host Cities

City-level public transportation and road infrastructure will be further developed, accelerated by the 2026 FIFA World Cup™. Examples include the extension of modern tramway networks (in Rabat and Casablanca) and development of new Bus Rapid Transit lines (in Tangier, Agadir, Fez and many other cities).



Morocco has direct connections to **40 countries and 110 destinations worldwide.**

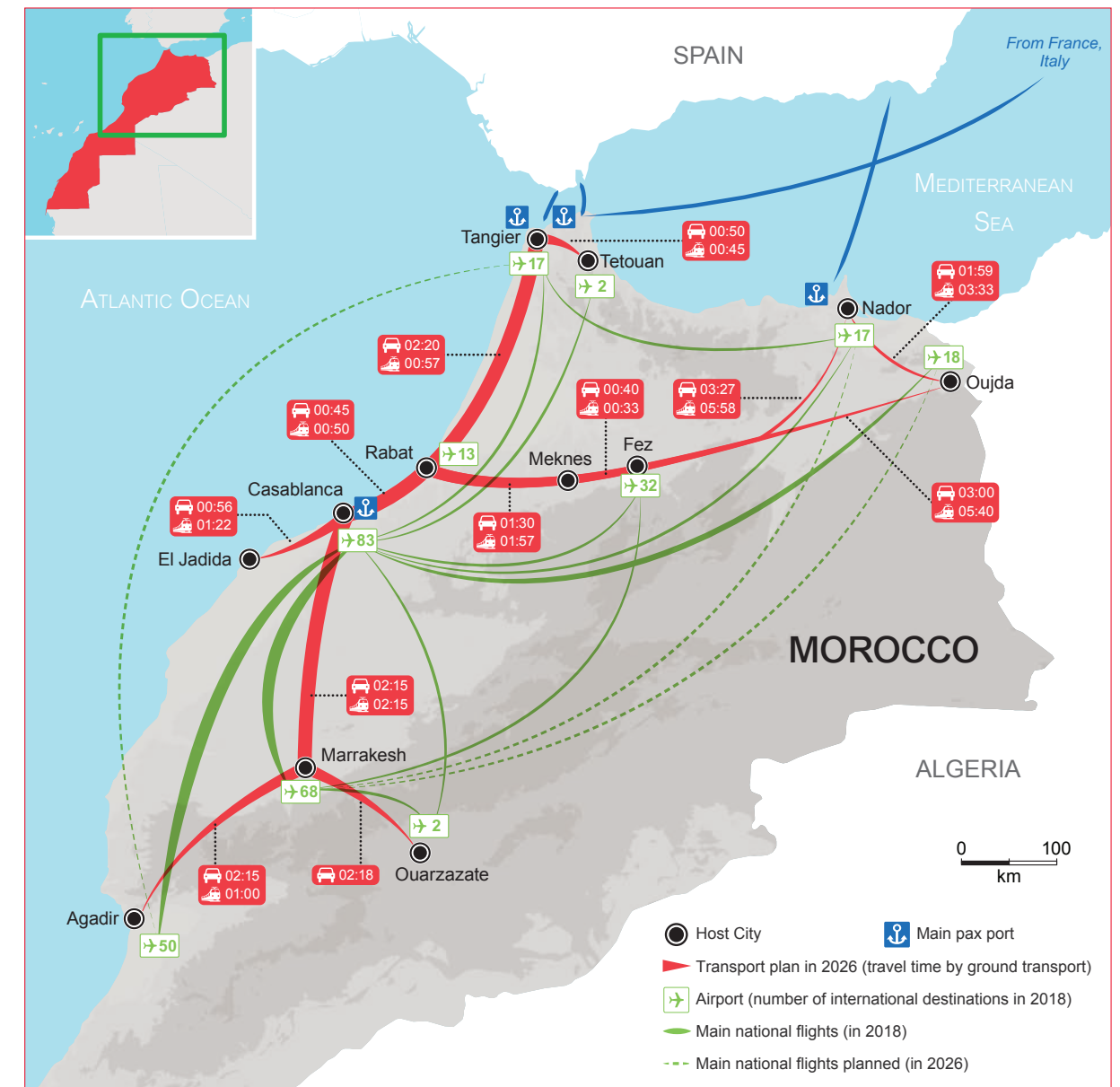
A highly-integrated plan for the first 48-team tournament

Morocco’s transport strategy for the FIFA World Cup™ benefits from a highly compact overall concept, with all Host Cities located inside a 550-km radius of Casablanca.

The transport plan for team delegations is designed to provide them with the fastest, most comfortable solutions available, at a national level as well as within each Host City. No journey from Base Camp to Venue Specific Team Hotel – in any Host City – will take more than three hours, door to door. The average time for such a journey will be just two hours.

The inter-Host City transport **plan for fans and general public** will make maximum use of Morocco’s extensive and reliable network. Fans will have the choice to stay overnight in host cities, or travel to matches and back from their accommodation base on the same day.

Within Host Cities, official transport vehicles for constituent groups will benefit from dedicated priority traffic lanes, ensuring fast journeys to stadiums. For the general public, free public transport for ticket holders and dedicated free-of-charge shuttles will be implemented to support a “no spectator parking” policy at stadiums.





STATE-OF-THE-ART FACILITIES IN ICONIC LOCATIONS

- Three state-of-the-art and iconic IBC proposals, meeting media transport and accommodation requirements, each with a strong legacy plan
- Multiple, high-quality and fully-compliant options for all constituent groups
- Robust and modern IT&T infrastructure supported by an efficient regulatory framework

Three state-of-the-art proposals for the IBC in Marrakesh and Casablanca:

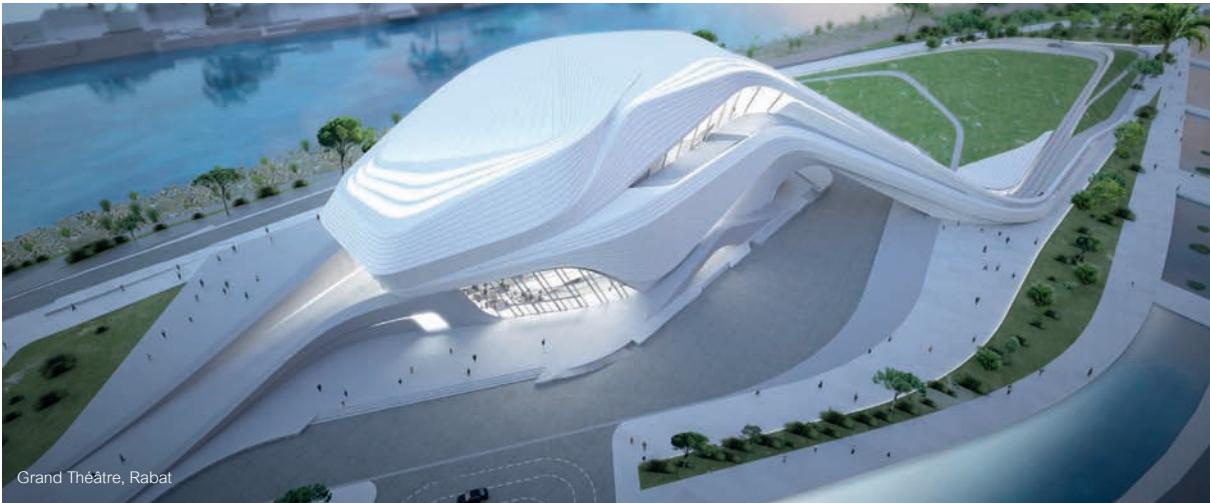
- Marrakesh – MCEC, a new Convention and Exhibition Centre;
- Casablanca – OFEC, the historical exhibition centre to be expanded;
- Casablanca – MITA, a state-of-the-art logistics existing platform.

Work on the MCEC and OFEC is already planned by the National Government and will be completed by 2022 at the latest. Casablanca (opening and final matches) offers the best domestic and international flight connections. Marrakesh (semi-final, 3rd place match) provides numerous tourist attractions and an extraordinary cultural experience along with access to the broadest accommodation options. Both cities provide iconic locations



for broadcast studios and on-location links as well as access to sufficient accommodation inventory and transportation options. All locations fully meet FIFA requirements and will offer high-level services for the Media Rights Licensees.

World-class venues and hosting experience
Morocco boasts strong experience hosting major international events. It includes the COP22, the 2018 African Nations Championship, two FIFA Club World Cups™, the IAAF Diamond League and the Hassan II Trophy in tennis and golf. Thanks to its status as one of Africa’s leading business tourism destinations (second to South Africa), Morocco is well-positioned to offer multiple, high-quality and fully-compliant options for all related events.



Related event	City	Name of site	Status	Owner
Preliminary Draw	Rabat	Grand Théâtre	Under construction	Agence Aménagement Vallée Bouregreg
	Marrakesh	Palais des congrès Mövenpick	Existing	Mövenpick Hotels and Resort
Final Draw	Marrakesh	Marrakesh Convention and Exhibition Centre (MCEC)	Project	OFEC
	Casablanca	Office des Foires et des Expositions (OFEC)	Existing	OFEC
Team Workshop	Agadir	Palais des Congrès d'Agadir	Under construction	Agadir City Center
	Marrakesh	Palais des Congrès de la Palmeraie	Existing	Palmeraie Resort
FIFA Congress	Casablanca	Palais des Congrès de la Marina	Under construction	CDG
	Casablanca	Office des Foires et des Expositions (OFEC)	Existing	OFEC

Consequently, FIFA can be assured of the necessary event-related services, appropriate accommodation and transportation options offering outstanding compactness, and high-quality, modern infrastructure for all related events. Moreover, all participants will enjoy the unique atmosphere and environment of some of the most iconic and fascinating sites in the Kingdom.

Robust, modern and tested IT&T infrastructure
Morocco benefits from robust and up-to-date national IT&T infrastructure, including a national fibre-optic network of more than 55,000-km cables. Public Wi-Fi hotspots are already widely available in public areas and centres of attraction across all proposed Host Cities.

Further planned investment will maintain infrastructure at the highest and latest global standards, and extend high or very high-speed broadband internet access to all cities.

Morocco provides an effective and transparent regulatory framework that has allowed for a modern telecommunications market with fair competition and prices. A dynamic mix of national and international operators offer the full range of services including international calls, international roaming, broadband internet, and LAN/WAN.

All Host Cities already benefit from 100% 4G coverage and are connected to the national fibre-optic network with sufficient capacity to meet the IT needs of FIFA and Media Rights Licensees.



A SECURE AND FESTIVE FIFA WORLD CUP™

- One of the world's safest countries
- Strong experience in securing major international events
- Ongoing improvement of healthcare infrastructure in a country that presents no major health risk to visitors

Morocco is one of the world's safest countries, with low rates of day-to-day crime and an excellent track record in the global fight against terrorism. The country will offer an ideal security environment for celebrating the best of football.

Overall criminality in Morocco was recorded at just 23‰ in 2017. Exceptionally low murder rates (3/100,000), benefitting from very low gun circulation, are reflected in a United Nations Office of Drugs and Crime study ranking Morocco among the best-performing nations in the world – at the same level as both Denmark and Japan.

None of the proposed Host Cities has seen a major incident in the past five years.

Experience and effective organisation

Strong international cooperation on counterterrorism, particularly with the UN and the European Union, is a feature of national strategy. Morocco presides the Peace and Security Commission of the African Union and has held joint presidency of the UN Global Counterterrorism Forum since 2015.

A dedicated Moroccan Sports Security Division was established in 2013 to lead the local fight against hooliganism, including through cooperation with international partners.

The country has considerable successful experience of securing major international events, including the COP22 summit in 2016, with more than 60 Heads of State and Government in attendance, as well as two recent editions of the FIFA Club World Cup™.

All these assets and expertise will be placed at the service of the tournament.



Tournament security meeting every FIFA Hosting Requirement

Morocco's public authorities are determined to be outstanding partners to FIFA on matters of security. A comprehensive strategy has been developed jointly by the FRMF and the public authorities. It covers the full range of risks – terrorism, football related-violence, transport security, high-risk groups, IT and systems infrastructure security.

The Government has committed to establish a dedicated, 24-hour Monitoring and Coordination Unit for the tournament, as well as a National Security Lead, who will serve as a sole point of contact for the FRMF, FIFA and other tournament stakeholders.

Plans will be implemented locally at the level of the 12 regional Walis, in close coordination with the director of Host Cities to deliver security for all host venues and communities of the 2026 FIFA World Cup™.

A significant catalyst for the improvement of national healthcare system

With a fast and continually-improving healthcare system, Morocco will provide all the facilities and services that FIFA and major event organisers expect. The Kingdom has the ability to mobilise resources accordingly, as it has done for previous major events.

The health plan for the event and national strategy for continued improvement will ensure that all facilities and services will be up-to-date in 2026, meeting all FIFA requirements.

The tournament will act as a powerful catalyst for Moroccan healthcare development, leaving an important legacy especially within Host Cities and those areas hosting Team Camps.

No major health risks; no vaccinations required

Morocco benefits from healthy environmental conditions with limited air pollution and access to high-quality drinking water in all Host Cities. There are no major health risks and no vaccinations required.

One of the most advanced African countries for anti-doping

Morocco is also proud to be one of the most advanced African countries for anti-doping with concrete plans for the creation of a national anti-doping agency.



Tree of Argan, Desert of Merzouga - Morocco



SHARING THE BEST OF FOOTBALL WITH EVERYONE

- Local and international impact amplified by Morocco's passion for football
- Innovative "Ibtissam" Programme offering visitors an authentic welcome
- Iconic, magical FIFA Fan Fests™ sites to celebrate and share the best of football and football values

Communication driving engagement

A 360 communication, public relations and event promotion strategy will help bring Morocco's "best of football" narrative to life and share it with the world. Plans will be carefully crafted to reach every target audience – local, national and international – and deliver the right message at the right moment, via the most appropriate channel, all supported by the latest market measures technologies, rigorous data analytics and large-scale out-of-home campaigns.

Particular focus will be given to:

- maintaining high levels of public enthusiasm by communicating on positive legacy benefits of the 2026 FIFA World Cup™;
- creating the conditions to engage with the largest possible audience, including via the recruitment of 20,000 local and international volunteers;
- embedding football values in society in line with Morocco's existing 2030 sport development strategy;
- supporting the tournament's commercial success via the ticketing and sponsorship programmes.

Activation is already underway to build public support and enthusiasm for Morocco's 2026 FIFA World Cup™ bid in all proposed Host Cities and nationwide. The results can be seen in national awareness rates of 77%, with 97% support for the Morocco 2026 project⁽¹⁾.

"Ibtissam" programme

At tournament time, the optimistic and joyful values of Morocco's 2026 story will be embodied in an official welcome programme, to be known as "Ibtissam", after the Arabic word for "smile."

Volunteers will be the face of "Ibtissam" as they will be the face of the tournament, benefitting from high levels of training and support that will also serve as a powerful legacy for the young Moroccans and Africans expected to form the core of the tournament volunteer force.

The most magical FIFA Fan Fests™ in the tournament's history

Morocco's FIFA Fan Fests™ sites will be heartbeats of passion and the best football values, amplified by the extraordinary enthusiasm of local football fans. FIFA Fan Fests™ will be situated in some of the most iconic venues in the Kingdom.

They include the world-famous Jemaa el Fna square at the centre of Marrakesh's medina; Casablanca's breathtaking coastal Corniche; and the historic and endlessly-fascinating Place Boujloud in Fez. A full celebration programme will showcase Morocco's multicultural values through music concerts, art exhibitions, digital experiences, film

festivals, trade fairs and other mass mobilisation events. Supported by outstanding fan services, these events will play their part in creating an authentic and unforgettable tournament experience that will live forever in the heart of every visiting spectator.



⁽¹⁾ IFOP Survey - February 2018



A GUARANTEED FINANCIAL SUCCESS

- Maximised revenues from ticketing and, in particular, broadcast rights, thanks to an optimal timezone
- Limited capital investment, fully guaranteed
- Strong brand protection framework, fully supported by Government

A 2026 FIFA World Cup™ in Morocco will optimise profitability for FIFA thanks to:

- **Limited local operational expenditure** due to reasonable living costs;
- **Maximised revenues** from ticketing, broadcast rights and sponsorship, all underpinned by Morocco's proximity to Europe, Africa and the Middle East;
- **Public authorities' guarantees** to provide, **free of charge**, all competition and training venues in line with their strong support for the Morocco 2026 bid.

A study conducted by international consulting firm Roland Berger has estimated a profit for FIFA of at least USD 5 billion from FIFA World Cup™ in Morocco. The tournament is moreover projected to create 110,000 jobs and to generate an economic boost of almost USD 2,7 billion for Morocco from 2019 to 2026.

Limited and secured capital investments

Proposed investment is in line with Morocco's national development strategy and football

development plans. It is fully guaranteed by the National Government, ensuring no risk to delivery. Investment to deliver the 2026 FIFA World Cup™ stadium and training sites will be USD 3 billion (current), representing less than 1% of Morocco's public expenditure over the planning phase.

Maximised ticketing revenues

Moroccans' renowned passion for football, allied to easy access from all of Europe's major football markets, will enable FIFA to achieve strong ticketing revenue targets, forecast at USD 785 million (90% average attendance) with tickets prices ranging from USD 27 to USD 1,365 (in 2026 values).

Detailed expenditure budgets

The FRMF has conducted a detailed analysis in order to develop its comprehensive and achievable expenditure budgets, reflecting a clear understanding of the split of responsibilities between the Member Association, the FIFA World Cup™ Entity, FIFA and the public authorities.

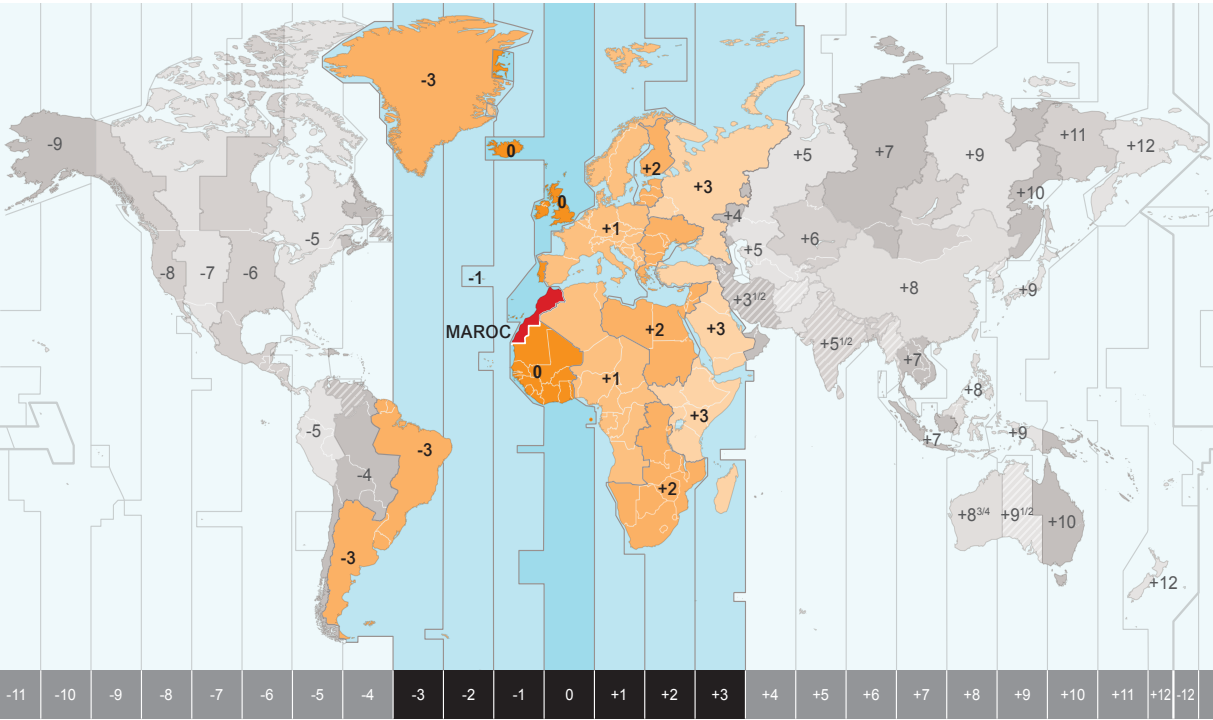
Member Association Responsibility	Thousands USD 2026
Initial Period Budget	1,114
Competition Budget	22,212
Non-Event Budget	34,209



Outstanding Marketing and Media Potential

- Optimum location for FIFA to maximise broadcast and marketing rights revenues, with an estimated 60% of participating countries within +/- 3-hours time difference
- One of Africa's most dynamic and fast-maturing sports sponsorship markets
- High levels of advertiser interest in supporting a 2026 FIFA World Cup™ in Morocco
- Regular audiences of up to 70% of Morocco's entire population for national team matches
- Reinforced brand protection legislation, including anti-ambush measures, to meet all FIFA requirements and as a legacy helping to drive further growth in the sector

MOROCCAN TIME ZONE





LEADING SOCIAL AND SUSTAINABLE DEVELOPMENT THROUGH FOOTBALL IN AFRICA – AND BEYOND

- A credible global leader on climate issues
- Continued commitment to development of human rights
- Comprehensive 2026 FIFA World Cup™ Sustainability strategy already implemented in all plans and with significant legacy potential

A national and international leader in environmental protection

Morocco's exceptional biodiversity has inspired the country to take a global leadership on climate issues. In the context of its broader strategic vision, Morocco is targeting a 42% reduction in carbon emissions by 2030, with a policy described as "exemplary" by the NGO Climate Action Tracker.

Morocco is moreover home to one of world's largest solar power plants, NOOR, capable of providing electricity to two million inhabitants. Building on its natural strengths, the Kingdom aims to increase the share of renewables in its energy mix to 52% by 2030.

As Africa's leader in the field, and in line with its broader commitment to driving pan-African cooperation, Morocco is committed to sharing its expertise in sustainable development with the rest of the continent and other emerging nations worldwide.

The country took the global climate spotlight in 2016 when Marrakesh hosted the COP22 summit with more than 60 Heads of State, including a large African presence. The COP22 was the first African event to achieve the ISO 20121 standard for sustainable management.

Strong commitment to the continued development of human rights

Long known for its plural identity and values of tolerance and social cohesion, Morocco has made an exponential leap in the field of human rights over the last two decades. The national human rights institution enjoys "A" status accreditation from the International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights. Morocco is a signatory to the majority of international human rights agreements. It is working towards a national policy (2018-2021) that will make it one of only 39 nations in the world with a defined strategy on human rights. The FRMF is following the national direction by developing its own sustainable development and human rights strategy in consultation with stakeholders. Implementation is expected to begin in 2018.



NOOR Solar Station, Ouarzazate Region

2026 FIFA World Cup™ Sustainable Development Strategy

The 2026 FIFA World Cup™ presents a huge opportunity to drive further momentum in sustainable and human rights development, offering a valuable legacy, both to Morocco and to FIFA. To this end, a strategy has been developed based on four core pillars.

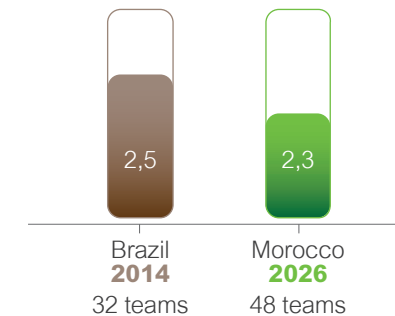
1. Responsible management

A Sustainable Development and Human Rights Committee, comprising representatives of the Host Cities, the FRMF, civil society, NGOs and the public authorities, is in place from the bid phase. It will work with the FRMF to ensure tournament preparations are delivered to the ISO 20121 standard.

2. Environmental protection

The 2026 FIFA World Cup™ will be a catalyst to the national sustainable development strategy. In particular, it will lead to the installation of a large-scale waste sorting and recycling system ahead of the tournament in Morocco. All matches, training sites and FIFA Fan Fests™ venues will be powered by 100% clean and renewable energy, benefitting from Morocco's renewables assets. Stadiums and training sites will also be built or renovated to meet the requirements for double BREEAM/HQE certification. Crucially, and despite the increased number of participating teams in 2026, Morocco will significantly reduce the carbon footprint of the FIFA World Cup™, thanks to the Kingdom's compact and central geography, which will minimise air traffic. An estimated carbon impact of 2.3 million tonnes, according to a study by the Bureau Veritas institute, is lower than the previous edition of the tournament.

Carbon impact (eqCO₂, in million tonnes)



3. Social and societal

The 2026 FIFA World Cup™ will be a showcase for Morocco's culture of inclusion, solidarity and respect for human rights. Legacy objectives include the development of accessible infrastructure and services for people with impairments. Emphasis will also be given to the inclusion of people from disadvantaged communities, with initiatives encouraging their involvement in venue construction and volunteering; and special access to match tickets purchased by the State. Use of public land for stadium construction will prevent any cases of compulsory relocation.

4. Awareness and behaviour change

Finally, the 2026 FIFA World Cup™ can help to raise awareness of sustainable development in Morocco and beyond its borders.

A comprehensive programme will be established with all stakeholders to harness the opportunity to drive positive behaviour change. Moreover, Morocco's experience in delivering a sustainable FIFA World Cup™ will be shared throughout African football via the International Centre of Excellence in Casablanca.

The legacy of the tournament will be more than just tangible; it will be contagious.