

IN THE KNOCKOUT STAGES

of the 2009 CONCACAF Gold Cup, 82,000-plus fans packed AT&T Stadium to watch Costa Rica eliminate Guadalupe in the first match and Mexico advance past Haiti in the main event

That quarterfinal doubleheader was the inaugural sports event held at the sparkling new stadium in Arlington, Texas, taking place a month before the Dallas Cowboys took the field for the first preseason game in their new home.

Fast forward to 2026, when AT&T Stadium, located in the soccer hotbed of the Dallas-Fort Worth Metroplex, will be ideally positioned to host the FIFA World Cup Final.

While the facility has hosted the most marquee of American sports and entertainment events - from the Super Bowl, College Football Playoff National Championship, Rose Bowl, NCAA Final Four, NBA All-Star Game and WrestleMania, to Manny Pacquiao and Canelo Alvarez prizefights and concerts by Paul McCartney, U2, the Rolling Stones and Taylor Swift - a World Cup Final would undoubtedly be the biggest.

"We're excited about an

opportunity to show off and literally show the world what we're capable of doing around such a premier event," said Cowboys Owner Jerry Jones. "I'm into creating, sustaining and improving the venue's perception. FIFA has got a very qualified partner in me and AT&T Stadium, with all the incentive in the world to enhance what is already the greatest event in all sports, the World Cup. We're a natural partner for them."

Added Monica Paul, **Executive Director of the Dallas** Sports Commission, "We have shown over time that we host major events well and showcase sports unlike anywhere in the country. We want events here to be the biggest, set apart from when they're hosted in other cities or other countries. Our communities really pride ourselves in thinking outside of the box and focusing on unique experiences, not only for the athletes, coaches and staff, but also the fans. "We want to make this an historic World Cup in 2026."

Revenue Driver

While AT&T Stadium's bid book capacity of 92,967 is the largest of any stadium in the

running for 2026 World Cup matches, there is upward flexibility in that number.

Attendance records have been set at the stadium for a College Football Playoff Championship Game (85,788 in 2014), an NFL regular-season game (105,121 in 2009) and WrestleMania (101,763 in 2016). In fact, expectations are for AT&T Stadium to beat its own WrestleMania record when the event returns to Texas next April. Many fans have enjoyed these events thanks to Party Pass, the standing room sections located behind the seats in each end

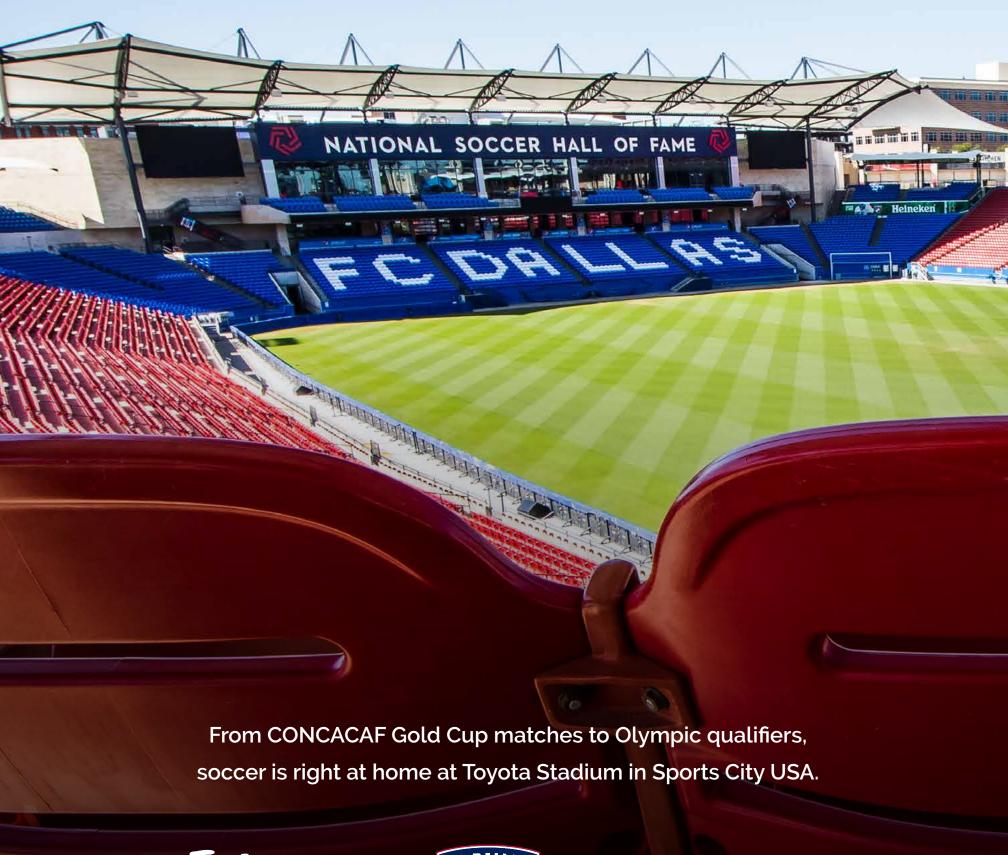
"We have the ability to take (our bid book capacity) up another 15,000 or so for the World Cup," Jones said. "Our stadium, without a doubt, can handle more fans than anybody that is bidding for the World Cup, which creates great revenue for the sport, and also creates a fabulous show." Jones believes the stadium helps create a better experience even for fans watching from home.

"Our stadium itself attracts viewers," he said. "The stadium was built for the people in the stands, but it was made state of the art and the size it is for the 30 million people that watch the Dallas Cowboys play on television. The stadium creates an atmosphere that projects, and to me, the World Cup should take advantage of that." This leads to opportunities for sponsors and other marketing partners.

"The Cowboys benefit from the visibility and the interest in the stadium with our sponsorships, our memorabilia and our additional marketing," Jones continued. "The venue creates additive marketing possibilities for anything you're trying to gain financial support from. I've experienced that with the Cowboys."

Said Dan Hunt, President of FC Dallas and Chairman of the Dallas World Cup 2026 bid, "The cherry on top (of the bid) is the economic driver that AT&T Stadium is. It's a unique beast in the world of stadiums. It will change the economic script of prior World Cups with what can be achieved at a stadium - what tickets can go for, what sponsorships can go for, but also costs. There are a lot of mechanisms and a lot of ways for us to manage the costs of this."

Lovers of the Beautiful Game, From Around the Globe, Gather in North Texas.









Modifications, **Technology and the Fan Experience**

FIFA requires World Cup games to be played on natural grass on pitches of certain dimensions - a soccer pitch is wider than a football field. Modifying layouts to meet these requirements are more of a challenge to some stadiums than others.

For AT&T Stadium, it's second nature.

From Gold Cup matches to international friendlies to annual visits from the Mexican national team, AT&T Stadium has hosted plenty of soccer, and the building was designed to make such modifications.

"We've done this on multiple occasions," Jones said, "modified the boundaries in the stadium, basically cleared out some of the infrastructure at the field level. The stadium was built to do that. Not only do we have the flexibility (to install natural) grass, but we also have the ability to configure the actual field size."

"We've proven we can put a grass field in the stadium, and stadium modifications will be minimal," Hunt said. "I think a number of venues are struggling with what their modifications will have to be. I know a lot of these stadiums well, being in the NFL business, and AT&T looks like it'll be on the low side of renovations."

The stadium's retractable roof gives it another advantage against competing bids. The ability to control the climate will allow games to go on uninterrupted by water breaks and fans to be comfortable no matter how much heat, humidity or rain there is outside.

"We have over three million



air-conditioned square feet inside the stadium," Jones said. "The stadium has complete flexibility as to its weather conditions. We can basically have perfect weather."

The fan experience is also enhanced through technology, including interactive experiences and virtual reality.

"The technology in the stadium is regarded as the very best," Jones said. "We have continually evolved through these last 10 years by working with companies like AT&T that have kept us at the top of technology to make it a great experience."



DALLAS LOOKS TO BUILD ON RICH SOCCER CULTURE AS 2026 WORLD CUP HOST CITY

Evolving from Lamar Hunt's initial investment in the sport in 1967, Dallas-Fort Worth has grown into one of the most robust soccer markets in the country. At all levels of the sport – from youth to collegiate to professional to international – soccer has a deep tradition and rich culture throughout the region.

His interest in the game piqued

inaugural season of Major League Soccer, a league cofounded by Hunt that has since expanded into a thriving 27-team sports property.

Today, the region's youth participation in soccer is among the highest in the nation, multiethnic crowds fill stadiums for matches around the city, visitors flock to the National Soccer Hall

the country. And from that, so many great players developed over time and built this culture that exists."

Jerry Jones, Owner of the Dallas Cowboys, said soccer enriches the city's sports environment, and he also points to Lamar Hunt's pioneering contributions.

"Dallas has a sports mentality second to none," Jones said.
"The Dallas Cowboys in no small part take their energy from the sport enthusiasm in this area, and that is not just directed at American football; it's directed at competition and sports of all categories, but particularly soccer. This area has as a point of pride, what we think is the equivalent of the founder of soccer in America in Lamar Hunt and his great work and effort to build the sport in this country."

Irving-based sports memorabilia and collectibles company Panini America is a FIFA and U.S. Soccer licensee that has an exclusive partnership with American star Christian Pulisic. It also has a partnership with FC Dallas Homegrown forward Ricardo Pepi who had a remarkable U.S. men's national team debut in 2021. The Dallas region's passion for soccer trans-

lates into revenue In multiple industries.

"Over the 12 years we've been in the U.S., Dallas and the surrounding areas is one of our top three markets for soccer in terms of overall sales volumes and passion for soccer," said Mark Warsop, CEO of Panini America. "The volume of sales that we generate purely because of the soccer fandom here in this territory is incomparable to most of the places in the U.S. From our perspective, it would be a wonderful thing for the World Cup to be hosted in Dallas."



Photo Credits: ATT&T Stadium



Photo Credits: ATT&T Stadium

as he attended a Shamrock Rovers game in Dublin in 1962 and the 1966 FIFA World Cup in England. Hunt believed the time was right to bring soccer to the United States in a big way. Hunt founded the Dallas Tornado, and led them to the NASL championship in 1971.

In 1994, Dallas hosted six FIFA World Cup matches, including Brazil's thrilling 3-2 quarterfinal win over the Netherlands, one of the greatest games in soccer history.

Two years later marked the

of Fame in Frisco, and the market is positioning itself as a host city for the 2026 World Cup.

"There is a very rich soccer history here, and it dates back to my father Lamar and his investment in the Dallas Tornado," said Dan Hunt, President of FC Dallas and Chairman of the Dallas World Cup 2026 bid. "A lot of those young men and their families stayed behind and built this youth system in the Metroplex, which is almost like no other in



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A Passion for Soccer Throughout the Latino Community

The passion for soccer that permeates Dallas-Fort Worth is no doubt fueled by its Latino residents, who account for about 30% of the Metroplex's population of 7.5 million. Buttressed by this dynamic, the Mexican national soccer team makes an annual stop at AT&T Stadium on its MexTour. The region has become El Tri's home away from home.

"Every time that the Mexican national team plays here in Dallas, you have a full stadium, packed," said Dallas Mexican Consul General Francisco de la Torre. "There is no place the Mexican national team feel more at home rather than Dallas. They know the place, they know the infrastructure, they know the places where they can practice. And this attracts not only the fans from the local base, but this attracts people from other states, and this attracts tourists from Mexico."

Jones hails Dallas' proximity to Mexico as a "subtle but prominent aspect" of the World Cup bid and trumpets the fact the

Cowboys have more than 1,500 season-ticket holders who live in Mexico and commute over the border for games.

"Our culture, as it pertains to the Dallas Cowboys, is so interested, sensitive and directed toward great soccer fans, particularly our Hispanic and Mexican fans."

"Here in Dallas, we have a very multicultural population, a very strong Hispanic population who grew up around soccer," said Panini's Warsop. "For most of these sports fans, soccer is the number one sport, which I think makes Dallas unique in comparison to a number of (U.S.) cities (bidding to host the World Cup)."

Youth Participation and Legacy

More than 160,000 kids play soccer across Dallas-Fort Worth, which ranks the region among the top in the nation for youth participation in the sport. That number will only grow through and beyond 2026.

"There is a huge soccer culture here," said Frisco Mayor Jeff Cheney. "We have 65,000 kids just in our school district, and soccer is a big part of that. We've got schools regularly competing and winning state tournaments. What FC Dallas has brought here to Frisco, starting with Lamar Hunt, who of course was the father of

American professional soccer, has kind of bled through the culture of our city."

In Fort Worth, a \$150 million world-class, soccer-focused sports complex is expected to be built and operational by the time the World Cup arrives in 2026, according to the city's Mayor, Mattie Parker.

So just as the 1994 World Cup spurred growth of the sport, the 2026 version of the event will continue to elevate soccer in the area.

"As we look toward 2026, we have tremendous opportunity to meet the growing demand for soccer fields and increase access to the game," said Monica Paul, Executive Director of the Dallas Sports Commission. "Legacy, as we work to build that out over the next five years, is an incredibly important piece of our overall puzzle."

Added Hunt, "There'll be legacies after this. We've got to continue to grow the game of soccer. World Cups are incredibly good for both boys and girls. And I hope that the United States will end up with the Women's World Cup (in 2027) after the men's World Cup, and we can piggyback off of that success."







FOR FANS, TEAMS AND MEDIA, DALLAS-FORT WORTH METROPLEX HAS 2026 WORLD CUP COVERED

While AT&T Stadium in
Arlington is the centerpiece of
Dallas' 2026 bid, hosting the
World Cup goes well beyond
a high-capacity, state-of-theart facility at which to play the
games. A 2026 host city must
accommodate and entertain
droves of teams, officials, media,
and fans converging upon North
America for the world's biggest
sporting event, and the DallasFort Worth Metroplex is prepared
to do just that.

"Our approach to this bid is very regional," said Monica Paul, Executive Director of the Dallas Sports Commission. "We've got a premier stadium in Arlington, perfect FanFest locations in Fort Worth and Dallas, ideal venues for the International Broadcast Center in Dallas and Frisco, model training sites and the

National Soccer Hall of Fame."

All the Metroplex has to offer is strengthened by the teamwork with which the cities are approaching the bid.

"We have the best neighbors of any metropolitan area ever," said Arlington Mayor Jim Ross. "We have a tremendous relationship with Dallas and Fort Worth and our surrounding communities, and we are no stranger to collaborating and trying to make these types of wonderful events happen."

"It's important that all of these cities are involved and passionate, while understanding what's at stake here -- the benefits of bringing this World Cup," Paul added. "Everybody's going to reap real rewards, the entire region."





Photo Credits: Cotton Bowl Stadium

Here are some highlights that fans, teams and media can look forward to in 2026:

Base Camps

As part of its bid for the FIFA World Cup, Dallas may propose as many as eight locations for national team training centers. The iconic Cotton Bowl in Fair Park, which hosted six World Cup matches in 1994, has the proper dimensions for international soccer.

"A lot of stadiums claim that they can host a true World Cup, but very few can actually pull that off," said Fair Park GM Peter Sullivan, whose facility management experience spans the globe, from Turin to Singapore, from Glendale to Jacksonville. "The Cotton Bowl easily has the distance and the width. The size of our pitch will be viewed in a very positive manner by someone who would consider us as a practice site."

Toyota Stadium, FC Dallas' home in Frisco, would also make for an outstanding base camp for a World Cup team, and Mayor Jeff Cheney says his town is a proud host.

"We're used to hosting fan bases and teams through different events," Cheney said. "We work with our partners, and that includes the school district, the chamber, and our regional partners to create an experience where we roll out the red carpet. We have a history of taking care of the teams that come visit us."

"We would love for the U.S. national team to use the Metroplex as its home base training camp," said Dan Hunt, President of FC Dallas and Chairman of Dallas World Cup 2026, "and we also will be chasing the major federations."





FanFest

Major projects underway in both Arlington and Fair Park would help create magnificent FanFest locations in 2026, and Fort Worth provides another potential site

In Arlington, Globe Life Field, home of the Texas Rangers, will soon be connected to a new 200,000-square foot convention center and 888-room Loews Hotel, across from the Texas Live entertainment district (the old convention center has been converted into the largest esports facility in North America).

"All under one roof, you can walk from the convention center though Texas Live right into Globe Life Field and have a really great experience for fans throughout that whole space,"

said Arlington City Manager Trey Yelverton.

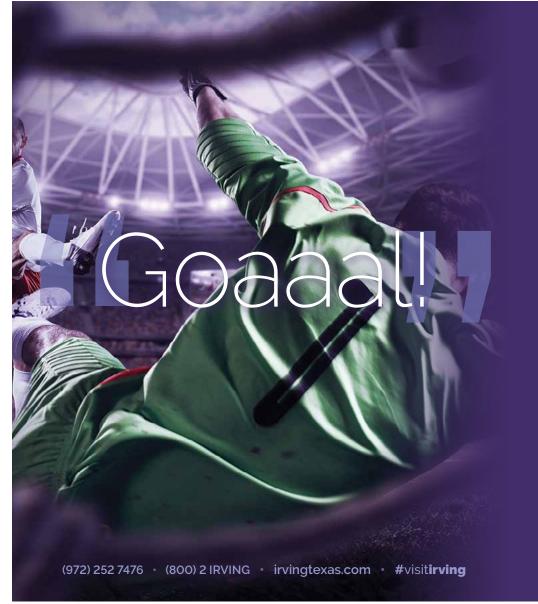
As the site of the annual three-week State Fair of Texas, Fair Park is used to hosting massive events, and a master plan update there, scheduled to be completed in 2024, will see the construction of a large community park and stage.

"If we're selected as the FanFest site, we have all of the amenities to make it a fantastic event and opportunity," Sullivan said. "It's a 30-day festival, and given our size and the requirements and needs (FIFA) have, we're going to be a very good match for that."

Should FanFest land at Sundance Square and the convention center in downtown Fort Worth, fans will also be able to enjoy the Stockyards and all the culture the city has to offer.







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City Attractions

Downtown Dallas, of course, is the heart of the region and a neighborhood international visitors will fall in love with, replete with splendid hotels, restaurants and cultural offerings.

"Our city is becoming increasingly known for being welcoming to folks from all over the world," said Dallas Mayor Eric Johnson. "We have several different ethnicities and nationalities represented in our city. It's a dynamic city; it's a city with a tremendous amount of energy. Dallas catches the imagination internation-

ally of what people think of the United States and think of Texas. Dallas captures that spirit, and that Texas mystique is personified by our town."

To the west, Fort Worth offers a plethora of tourist attractions, from Sundance Square to the Stockyards to the five worldclass museums in the Cultural District

"We've done this really well before," Fort Worth Mayor Mattie Parker said of her city's role in hosting big events. "We program the entire city around a visitor experience to make sure, no matter who you are or

where you're coming from, you can see different facets of a city that's incredibly diverse -an exciting place to come and visit as a tourist."

For World Cup visitors who want to augment their soccer vacation, there's the National Soccer Hall of Fame in Frisco, an interactive experience where they can take virtual photos of themselves at famous soccer events, build fantasy soccer teams and practice their juggling skills.

"It is the future of hall of fame experiences," said Mayor Cheney.

International Broadcast Center

With a location central to not only the United States, but also within the three host countries, Dallas is ideally situated to host the international broadcast center. Two major international airports will make it easy for media to get from city to city.

"The international broadcast center is extremely important to us," said Paul of the Dallas Sports Commission. "In 1994, Dallas hosted the international broadcast center (at Fair Park), and it's still talked about today. It's our chance to showcase our city and our region to a global audience for up to six-plus months, from January to August. It makes us a World Cup hub and world-class headquarters for media across the world."

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FLOURISHING DALLAS BUSINESS COMMUNITY **EMBRACES WORLD CUP BID**

The Dallas-Fort Worth economy is thriving.

Over the last decade, 170 companies have relocated their headquarters to the Metroplex, and a million new jobs have been created in the region. Twenty-three Fortune 500 companies - six of which have moved there in the last six years - and 46 Fortune 1000 companies call the market home.

"The Dallas market is the most prosperous market in America," said Dale Petroskey, President & CEO of the Dallas Regional Chamber. "Of all the countries in the world, the number one economy is the U.S.; the number one economy in the U.S. is Texas, in terms strength and trajectory; and the number one market in Texas is Dallas. We're in the center of the bullseye for growth, prosperity, and opportunity. There's no market even close to the trajectory of the Dallas market."

Several companies based in the region have invested in and marketed through soccer. AT&T is an MLS sponsor and has deals with three teams in Liga MX, Mexico's top soccer league - Club America, Monterrey, and Puebla. PepsiCo's Frito-Lay division is headquartered in Plano, and its Lay's brand's UEFA Champions League sponsorship included a 60-second TV ad featuring international stars Lionel Messi, Paul Pogba and Lieke Martens, while Pepsi, Gatorade and Lay's this past April launched Team of Champions, a national platform to support soccer in underserved Black and Hispanic communities. Southwest Airlines used a Copa America sponsorship to promote its service to Mexico, Central America and the Caribbean.

As FIFA decides which cities will host World Cup matches in 2026, Cowboys Owner Jerry





Photo Credits: Mollie Mayfield

Jones accentuates, "This is the fastest growing major area in the United States. There is a vibrancy and attractiveness here, especially as to sports. And they're coming in the most vibrant time. Companies are coming in by the droves. We're entering into a real heyday in this area, and it will enhance the aura of the World Cup." Jones added, "The meat on the bone is the fact that we are the fourth largest media market and fastest growing media market in the United States, behind New York, Los Angeles and Chicago, but gaining fast. That is in no small part because of the strength of our sports culture. From my perspective with the Dallas Cowboys, we thrive on that, and the World Cup would benefit from that, too."

Latin Influence

The region's economy is catalyzed by its proximity to and relationship with Mexico. In fact, about 35% of the Mexican investments in the U.S. is headquartered in the Metroplex.

"That is for some wonderful reasons," said Dallas Mexican Consul Francisco de la Torre, "the geographic position of Dallas, the infrastructure that Dallas offers, the business-friendly environment that Dallas offers to everyone.

"No doubt that many of this Mexican investment in the U.S. would love to see Dallas hosting the World Cup," de la Torre continued. "There are manycompanies already involved, engaged with the development of soccer."



Photo Credits: Visit Frisco

Corporate Engagement

Companies throughout the region are looking forward to supporting and enhancing the World Cup experience, whether that means encouraging their employees to engage in the event or making visitors feel at home.

"We've had extensive conversations with the hotel associations of North Texas and Tarrant County, as well as DFW Airport and Dallas Love Field about how to ensure from a hospitality standpoint that our hotels, restaurants and airports host a positive experience for fans, no matter what language they speak," said Monica Paul, Executive Director of the Dallas Sports Commission.

The buy-in from the corporate

community will also help organizers develop a strong roster of volunteers.

"We're fortunate to have the strong and generous corporate base that we have here," Paul said. "Corporations want their employees to engage in events within the community, making a real difference. A lot of corporations have said to us, 'This (World Cup) is going to be our day of giving back, and we're committed to investing dollars and volunteer manpower to bolster its impact'.

"We're going to have a tremendous volunteer base to push us forward. From my perspective, volunteers are one of the most critical components of any event. They represent our image and our brand as they're welcoming people."

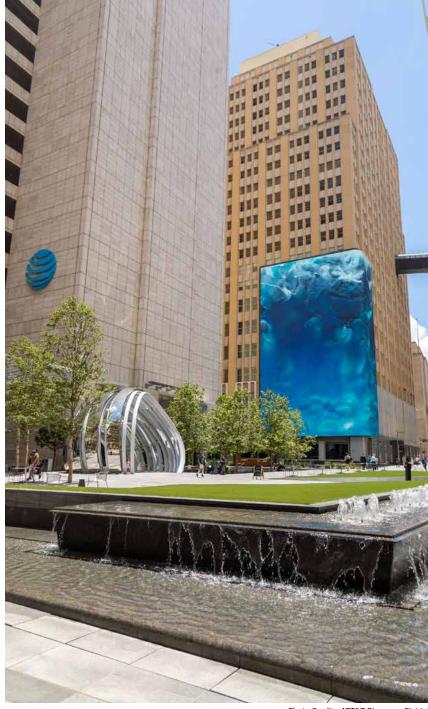
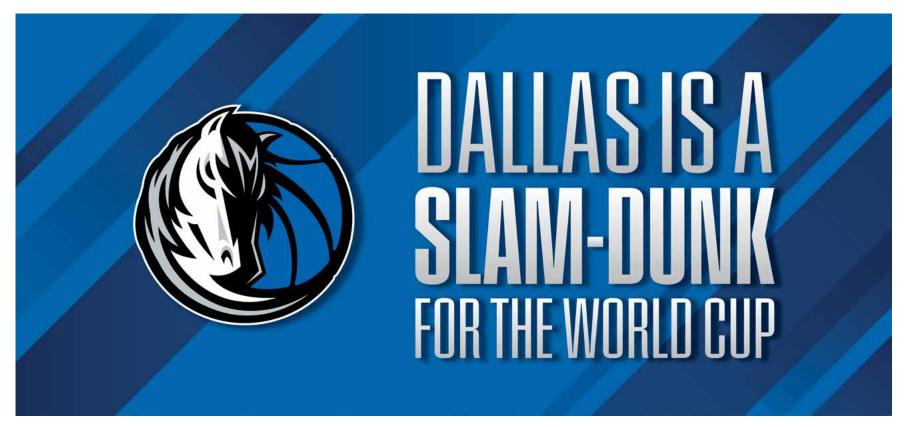


Photo Credits: ATT&T Discovery Distric



CENTRAL LOCATION OF DALLAS-FORT WORTH EASES TRAVEL FOR WORLD CUP VISITORS

With the United States, Mexico and Canada sharing hosting duties for the 2026 World Cup, there is no place more central to the event than Dallas-Fort Worth. The region boasts two major international airports (DFW and Love Field), plus several private airports, providing convenient passage between the 16 host cities (11 in the U.S., three in Mexico, two in Canada) for fans, teams, officials and media.

"If you drove from Mexico City to Toronto, we are the midway point, literally equal distance," said John Ackerman, Executive Vice President, Global Strategy and Development, DFW Airport.

Serving visitors from the 48

countries represented in the tournament and beyond fits perfectly with the airport's ethos.

"A huge part of our strategy is connecting North America, and Central and South America, with the rest of the world. That's actually written right into DFW strategy," Ackerman said. "There's no other airport that has the network we have in North America. Our network is unmatched."

Said Dallas Mayor Eric Johnson, "The airport is the gateway to the world for this entire region."

Dan Hunt, President of FC Dallas and Chairman of the Dallas World Cup 2026 bid, highlights the central location and

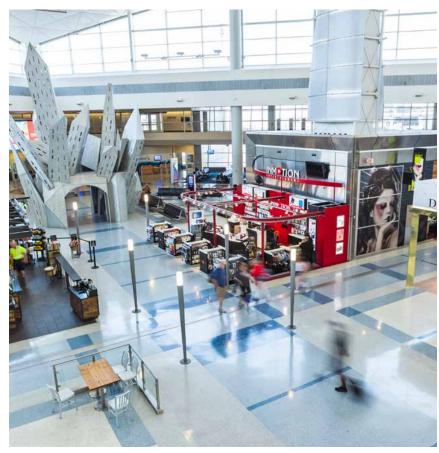


Photo Credits: Dallas/Fort Worth International Airport



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ease of travel for the national teams that may choose to set up their base camps in the region.

"They can hop on a plane at a major airport or a private airport and very quickly to get to any spot in the bid," Hunt said. "They can even be in Canada in three-and-a-half hours."

With 22 airlines flying to and from 258 destinations around the world, DFW sees about 200,000 passengers each day. Traffic from the World Cup will largely be absorbed in an airport this busy. Servicing the world's biggest sporting event will pretty much be routine.

"It's not going to measurably increase our traffic," Ackerman said, noting that by 2026, the airport will serve 80 to 90 million passengers annually. "It's not going to move the needle for us over time."

"The World Cup surpasses even the Super Bowl, but we're the fourth-largest metropolitan area in the country, and we've got one of the busiest and largest airports in the world," he continued. "We're well-versed in hosting large groups like this. We know how to handle the VIPs, and we know how to handle just the sheer volume of fans."





Photo Credits: VisitFrisco

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SOCIAL RESPONSIBILITY TIES TOGETHER DALLAS' WORLD CUP BID

Dallas' commitment to social responsibility is woven throughout the city's bid to host the 2026 World Cup. Here's how: Grassroots Growth

As organizers look to deepen the region's already rich soccer tradition, they vow to continue building community fields for underserved areas. Major League Soccer's FC Dallas has already built eight of these fields, and the goal is to build an additional one each a year leading up to 2026.

These fields will hold clinics to introduce the sport to any kid who is interested, no matter their background.

"We are short more than 300 soccer fields in our region as youth interest in soccer skyrockets," Monica Paul, Executive Director of the Dallas Sports Commission. "Building in legacy opportunities to provide additional fields, opportunities for coaches to be trained, and increased access for players and families facing financial challenges can create generational, lasting impact."

Affordability and Accessibility

Dallas is striving to make the World Cup affordable and accessible to everyone.

FanFest, for which there are multiple potential sites around the Metroplex, provides an opportunity for families of all backgrounds to experience the event. Perot Museum of Nature and Science, one of the many world-class museums in the Metroplex, is the proposed spot for a History of the FIFA World Cup exhibit. AT&T Stadium has the ability to offer thousands of inexpensive tickets to World Cup matches in standing-room sections.

For visitors, the average daily hotel rate in the Dallas-Fort Worth region is among the lowest in the country, and the region's central location helps ease the cost of travel to different World Cup sites.



DALLAS 2026



Sustainability

Green initiatives are top of mind in Dallas and throughout the state of Texas.

Toyota Stadium in Frisco among the eight potential base camp sites for national teams - is a LEED certified building; three of the world's 10 largest wind farms are in the state; and most of the facilities and infrastructure to be used for the World Cup will remain in place for decades.

"We've got to be thinking about what climate change looks like," said Dan Hunt,

President and CEO of FC Dallas and Chairman of Dallas Word Cup 2026. "This touches so many parts of our lives, and it's about caring about our environment, caring about our fellow human being. This will be an amazing platform for that."

Diversity and Inclusion

Dallas' commitment to social awareness and human rights includes supporting fans, athletes, volunteers and employees through education and outreach.

Texas is perhaps the most



diverse state in the nation. Less than 40 percent of the state's residents are white non-Hispanics. According to 2020 U.S. Census data, three Black people, three Asians, three people of multi-racial backgrounds and 11 Latinos have moved to the state for every new white resident. Dallas-Fort Worth also has a prominent LGBTQ population. "The Dallas area, the north Texas area, is the fastest growing place in the country for ethnic mobility," said Dallas Cowboys Owner Jerry Jones.

Added Dallas Mayor Eric Johnson, "Dallas is known for being a welcoming city, and we've devoted resources to making sure that we are open to all and that we send that message. For folks both within the United States who have come on hard times, who have been hit with natural disasters or other calamities, we've opened our city. Internationally also, we are welcoming folks from Afghanistan, who've been victims of that conflict. We are a city where folks from around the world who are looking for an opportunity can find it here. And we're very proud of that."





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