



Dream big.

- CONMEBOL -

74

ORDINARY  
CONGRESS

2021

*A little over a year ago, the arrival of a new world threat was being announced. A threat that forced us to stop everything and stay at home in order to protect ourselves and our loved ones. This great threat came in the form of a small virus, COVID-19. As scientists and doctors worked around the clock to research more about the virus's behavior, possible treatments and vaccines, the economy and society was forced to adapt and search for alternatives, using technology in order to continue to move forward. This included South American football.*

*Matches and tournaments were postponed. Congresses, workshops, and meetings went from being in person to virtual. And later on, when certain restrictions became more flexible, we adopted new, stricter protocols to help us protect the health of our players and work teams, but that would allow us to continue on and restart the match.*

*Today, we know a great deal more about the virus that causes COVID-19. We have better weapons to face and prevent it. And although we are aware of the fact that we cannot let our guard down, we also know that football's return has been a significant, calming balm to overcome such difficult times.*

*This year, in order to keep protecting the South American football family's health, we decided to hold the CONMEBOL's Ordinary Congress, this time in its 74th edition, virtually once again, via teleconference, from our headquarters in Luque, Paraguay on March 2021. Thus, we will continue to move forward together, striving to maintain South American football up high, and Dream Big!*

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# 01

## PREFACE

[08] LETTER FROM THE PRESIDENT

[10] LETTER FROM THE SECRETARY GENERAL

[12] LETTER FROM THE DEPUTY SECRETARY GENERAL

[14] LETTER FROM THE DEPUTY SECRETARY GENERAL

# We made it;

*We made it. It's that simple, and that difficult. During the worst year ever in the history of organized football (not even world wars caused what the pandemic provoked: the total, global halt of competitions and even training), we made the decision to put the entire South American football family's health above anything else. For this reason, we were the first confederation to suspend its tournaments. And, while doing this, we immediately began to work for the safe return of football. And we made it.*

*We managed to finish our tournaments while maintaining high competitiveness, and above all, keeping our formats intact. This was not a minor feat. CONMEBOL was the only confederation in the world to achieve this feat, thus guaranteeing sports justice for participating clubs and fulfilling our obligations with South American and world fans, sponsors, and property right holders. And I'll go further. CONMEBOL managed to hold the Sudamericana and Libertadores Single Finals with fans present. In significantly reduced numbers, it's true, but still with at least a small part of the heat and color that so characterizes our football and our continent.*

*Before starting to number some of 2020's actions and achievements, I'd like to share with you something I've learned during this terrible year. Before starting a task that seems to be incredible challenging, before starting on a mission that seems to become greater and greater before our eyes, it is necessary to first work on an intimate, strong, iron-clad conviction that pushes us even during the most uncertain times. In our case, it was the conviction that we could do it, even facing unimaginable challenges and problems. We were able to do so because we Dream Big.*

*Dreaming big in 2020 meant designing a health protocol with experts and getting 10 countries with closed borders to adopt it and allow matches to be played in their territories. Dreaming big in 2020 meant granting clubs and associations more than USD 95 million to face the pandemic. Dreaming big in 2020 meant carrying out 38,000 COVID-19 tests, with 99% of them coming back negative. Dreaming big in 2020 meant standing up to powerful companies who unilaterally terminated their contracts.*

*Dreaming big in 2020 meant reaching, despite every single challenge, a record in prizes handed out by CONMEBOL. Even during a pandemic context, our competitions are acquiring more and more global relevance. A sign of this is the fact that the CONMEBOL Libertadores single final was broadcasted in 191 countries around the world, with renowned networks such as the BBC and beIN, for the Middle East and Africa participating. The match was also broadcasted in commercial flights.*

*I can't forget to mention two facts that aren't directly related to our tournaments' organization, but that I consider are huge achievements for 2020. First, the recovery of more than USD 55,000,000 from corrupt actions. This is a historical conquest that no other confederation in the world has achieved. These are funds that were taken from football and that will now return to football, thanks to our institution's effective legal strategy. It is the result of years of tireless work for CONMEBOL's transparency and professional management.*

*Second, CONMEBOL showed in 2020 a strong sense of identity and belonging with our communities by organizing*

*one of the most significant solidarity campaigns observed in the continent recently. With the support of our sport's greatest stars, and together with the Red Cross, we carried out "Juntos por Sudamérica" (Together for South America) in order to raise funds and help the most vulnerable sectors affected by the COVID-19 pandemic. In this regard, I'd like to dedicate a couple of words to someone who also helped us most selflessly during this time. I'm talking about Diego Armando Maradona, one of the best football players in the world, who left us only four months ago. Diego's overflowing, magic talent shall always be an inspiration for South American football.*

*So what awaits us on 2021? We're now living through a critical moment. Though vaccination campaigns seem to be the light at the end of the tunnel, the outlook is still uncertain. I can only assure you one thing: at CONMEBOL, we'll continue to Dream big in 2021.*

*If there's anything that 2020 taught us is that football does not stop. And 2021 will be even better.*



Alejandro Domínguez W-S  
President of CONMEBOL  
South American Football Confederation



# Dear Ladies and Gentlemen;

*This year, as never before, CONMEBOL demonstrated the strength and passion that drives its team to move forward, and to give everything for football. The COVID-19 pandemic forced us to pause our tournaments temporarily, and we made this decision conscious of the fact that the health of our players and our teams come first.*

*We never stopped working for football behind the scenes. While we had to temporarily stop the ball, it was only to safeguard the great South American football family and build momentum in order to keep moving in the direction of success and victory. When the world began to open up again, we too decided to resume the games, wisely, and taking all the necessary precautions so as to protect the great family of South American football.*

*The pandemic put the world to the test, and CONMEBOL was no exception, so resources had to be applied to the safe return of football in South America. With our broadcasters' and sponsors' trust, we were able to reschedule the 2020 calendar of the CONMEBOL Libertadores and CONMEBOL Sudamericana without changing the format of the competitions.*

*Despite the negative impact resulting from the surprisingly unilateral rescissions of the rights holders (Globo TV-Brasil and DAZN) in the expected income for the 2020 fiscal year of USD - 43,450,000, with much effort, savings plans and management by part of the Council and the Administration, we were able to reduce this impact and close the 2020 financial year with a deficit of USD -14,455,462, an amount sufficiently covered by the USD 27,000,000 of the contingency reserves established in the previous year.*

*Likewise, in 2020, the President and the Legal Department carried out a successful effort to restore USD 38,371,703 of funds related to the FIFA Gate, which added to the USD 16,931,825 recovered in 2019, give us a total restored of USD 55,303,528.*

*We now have a solid institution with about USD 418 million in Total Assets and a Net Worth of USD 145 million. These numbers have been audited by the international auditing firm PricewaterHouseCoopers.*

*Despite the challenges, our tournaments once again proved their value and positioning in the commercial world. The prestigious automotive company MG - SAIC Motor decided to bet on the CONMEBOL Sudamericana, becoming an Official Sponsor for its next two seasons, until December 2022. Thus, the brand joins the recognized global brands that support CONMEBOL in its competitions and in the development of South American football.*

*I must not forget to thank the Confederation's sponsors and broadcasters who trusted and lent their support; as well as the 137 CONMEBOL employees who, with professionalism and attitude, fulfilled their commitments in an atypical fiscal year. All of them believed in our work model, a project that responds to a way of understanding South American football as something honest, profitable and that acts as an engine of values for a continent that vibrates with every game.*

*Everything we worked on behind the scenes during 2020 will bear fruit in 2021. This year, the exciting Copa América will return in its XLVII edition, and adding the Club tournaments to this, we will reach revenues of USD 487 million, which allow us to change the CONMEBOL Sudamericana's format and again grow our prizes by 5% compared to the previous year, and 322% compared to the cycle prior to President Domínguez's administration. While we must continue to work within a challenging context, we are prepared to face whatever is coming, because we are driven by the strength of a team that does not stop and the passion for a sport that will always remain King.*

*Let's continue working with Passion and with Reason.*

*Here at CONMEBOL we are counting on all of you;*



José Manuel Astigarraga  
General Secretary  
South American Football Confederation



# Dear friends;

*I am pleased to inform you that, despite the great challenges we had to face due to the COVID-19 at every possible level, we closed 2020 having fully met all of the goals we had set ourselves for the year, even going further. That is because in addition to the progress made in open cases, we managed the historical recovery of funds that belonged to the institution and South American football, and that had been diverted to the personal accounts of former leaders. This recovery, a product of actions taken by the President and the Legal Department, summed up to a little over USD 55 by the end of the fiscal year.*

*Besides the fact that the CONMEBOL was the only confederation in the world to achieve a conquest such as this, the recovery of the referred amount is historic in more than one sense. First, the funds returned to the institution is much greater than what was possible to track and eventually recover, according to the forensic audit. This was possible thanks to an effective legal strategy adopted by CONMEBOL.*

*Second, this recovery is historic because it came at an extremely opportune moment, strengthening the institution's financial situation during the pandemic's difficult context, which hit society not only with regards to health, but also economically.*

*I am happy to report, my dear friends, that the prospects for a greater recovery are very bright and we trust that we will recover more funds that has been diverted in the past for the benefit of few, and which belong to the South American football family.*

*With these actions, CONMEBOL ratifies its commitment with Transparency, Clear Rules and the Reinvestment in Football of the resources generated by football itself.*

*Thank you, and best regards,*



Monserrat Jiménez  
Deputy Secretary General / Legal Specialist  
**South American Football Confederation**



# Dear friends;

*We have concluded the most difficult year in the history of football. The pandemic has not only been a health problem, but it has also transformed into a sports and economic issue, particularly with regards to football.*

*As a Confederation, we rapidly suspended our tournaments, so as to protect the safety of the entire football family.*

*Concluding the CONMEBOL Libertadores and the CONMEBOL Sudamericana became our objective and priority. Likewise, we began to work with all actors in order to achieve the safe return of football. The newly created protocols came accompanied with a great number of requirements, which made each tournament more challenging and costly to organize.*

*At Programa Evolución (Evolution Program), we suspended tournaments from minor categories, thus managing to cover our costs and help professional football during these difficult times.*

*Having managed to complete our tournaments, we would like to thank the players, coaches and every person who is involved in organizing a match, for granting us the gift of their passion and commitment to keeping the ball rolling during these challenging times.*

*Greetings to all,*



Gonzalo Bellosor  
Deputy General Secretary – Director of Development  
South American Football Confederation





# 02

## CUP RESULTS

[18] INCOME RELATED TO FOOTBALL 2020

[19] INVESTMENT IN FOOTBALL 2020

[20] PAYMENT TO CLUBS CONMEBOL LIBERTADORES 2020

[24] PAYMENT TO CLUBS CONMEBOL SUDAMERICANA 2020

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## CUP RESULTS

The total income generated from tournaments held during 2020 was of USD 343.76 million, distributed in: USD 272.21 million (79.2%) corresponding to CONMEBOL Libertadores, USD 0.27 million (0.1%) corresponding to Copa América Brazil 2019, USD 37.17 million (10.8%) corresponding to CONMEBOL Sudamericana, USD 1.92 million (0.6%) to other tournaments, and USD 13.41 million (3.8%) to funds received from FIFA's objectives contract for the application of its Development Programs and USD. 38.37 millions (11.2%) corresponding to restitutions for the FIFA Gate case and a -20.15 millions (-5.9%) income re-exposure.

## INCOME RELATED TO FOOTBALL 2020 (IN MILLIONS OF USD)

INCOME	MILLIONS OF USD	%
CONMEBOL LIBERTADORES (*)	272.209	79.2%
CONMEBOL COPA AMÉRICA	0.272	0.1%
CONMEBOL SUDAMERICANA (*)	37.171	10.8%
FIFA FUNDS	13.412	3.8%
OTHER TOURNAMENTS	1.919	0.6%
IMAGE PROPERTY RIGHTS, TENDERS, TICKETING, LICENSES, SEMINARS, EXPENSE RECOVERY, AFFILIATION (*)	0.552	0.2%
FIFA GATE RESTITUTIONS		11.2%
INCOME RE-EXPOSURE		-5.9%
<b>TOTAL INCOME RELATED TO FOOTBALL</b>	<b>343.758</b>	<b>100.0%</b>

(\*) Including income related to diffusion rights, sponsoring, licenses and ticketing, at the Single Finals. The 2020 Single Finals' editions were disputed without fans due to COVID-19

## INVESTMENT IN FOOTBALL 2020 (IN MILLIONS OF USD)

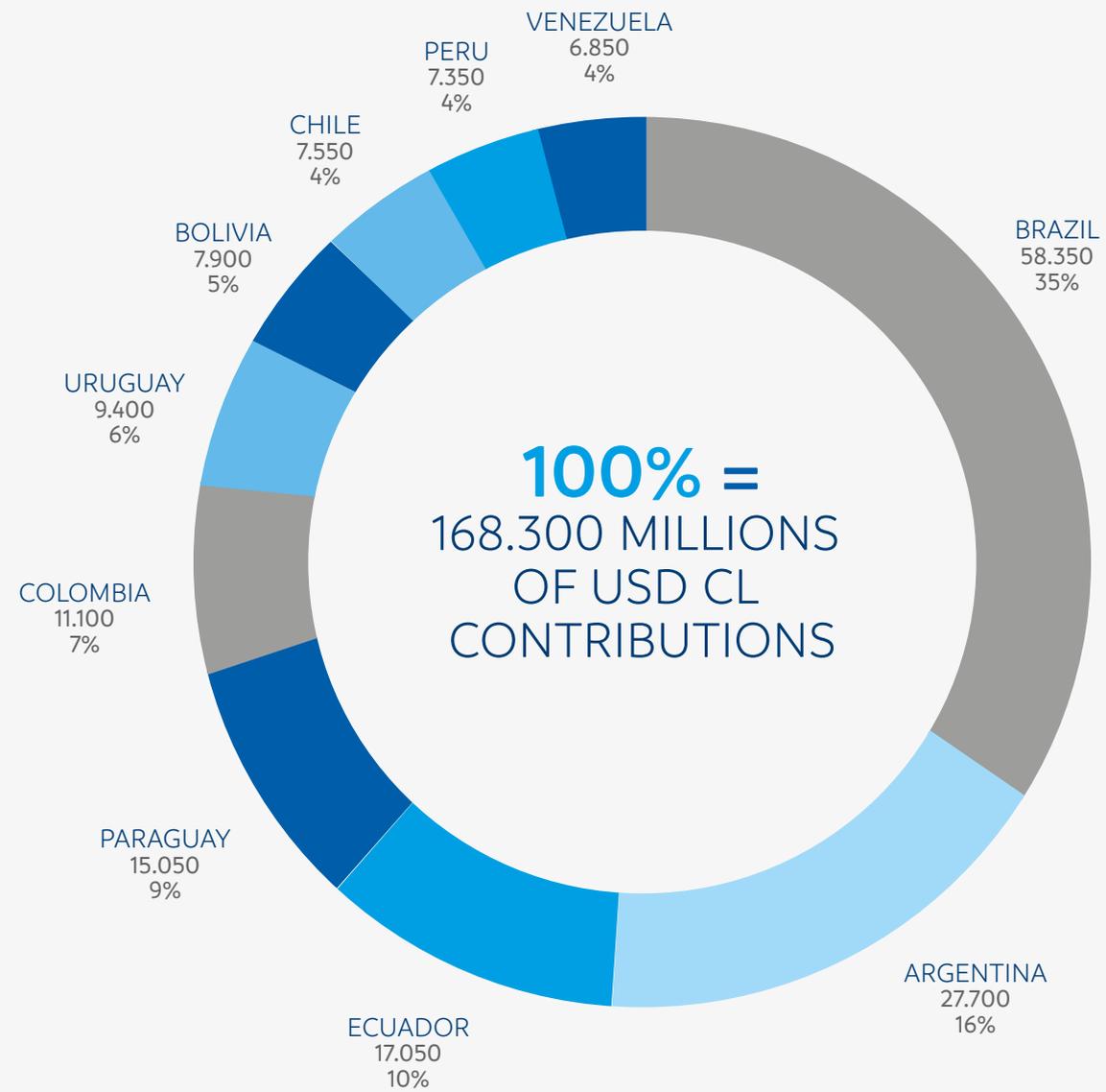
	MILLIONS OF USD	%
<b>INCOME RELATED TO FOOTBALL</b>	<b>343.758</b>	<b>100.0%</b>
<b>DIRECT INVESTMENT IN FOOTBALL</b>		
PARTICIPATION AND SPORTS MERIT CONTRIBUTIONS - CLUBS	217.500	63.3%
MINOR CONTRIBUTIONS TOURNAMENTS	5.472	1.6%
MATCH PRODUCTION	14.059	4.1%
REFEREEING, VAR, DOCTORS	10.652	3.1%
TOURNAMENT LOGISTICS	5.677	1.7%
SUPPORT FOR ASSOCIATIONS AND CLUBS REGARDING COVID	11.293	3.3%
DEVELOPMENT	23.114	6.7%
MARKETING AND TRADE	42.468	12.3%
CORPORATE COMMUNICATION	1.380	0.4%
<b>TOTAL DIRECT INVESTMENT IN FOOTBALL</b>	<b>331.615</b>	<b>96.5%</b>

## PAYMENT TO CLUBS CONMEBOL LIBERTADORES 2020

COUNTRY	TEAMS	ASSOCIATION	PRIZES	%
BRAZIL	PALMEIRAS (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	22.550	13%
BRAZIL	SANTOS (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	13.550	8%
ARGENTINA	BOCA JUNIOR (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	7.550	4%
ARGENTINA	RIVER PLATE (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	7.550	4%
ARGENTINA	RACING CLUB (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	5.550	3%
BRAZIL	GREMIO (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	5.550	3%
PARAGUAY	LIBERTAD (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	5.550	3%
URUGUAY	NACIONAL (UY)	PARAGUAYAN FOOTBALL ASSOCIATION	5.550	3%
PARAGUAY	GUARANI (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	5.450	3%
BRAZIL	INTERNACIONAL (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	5.100	3%
ECUADOR	BARCELONA SC (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	4.400	3%
BOLIVIA	J. WILSTERMANN (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	4.050	2%
BRAZIL	ATL. PARANAENSE (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	4.050	2%
BRAZIL	FLAMENGO (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	4.050	2%
COLOMBIA	DEP. INDEP MEDELLIN (COL)	COLOMBIAN FOOTBALL ASSOCIATION	4.050	2%
ECUADOR	C LIGA DEP UNIV DE QUITO (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	4.050	2%
ECUADOR	DELFIN SPORTING (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	4.050	2%
ECUADOR	INDEPENDIENTE DEL VALLE (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	4.050	2%
ARGENTINA	CLUB ATLÉTICO TIGRE (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	3.000	2%
ARGENTINA	CLUB DEFENSA Y JUSTICIA (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	3.000	2%
BOLIVIA	CLUB BOLÍVAR (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	3.000	2%
BRAZIL	SAO PAULO FUTEBOL CLUBE (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	3.000	2%
CHILE	COLO COLO (CHI)	CHILEAN FOOTBALL ASSOCIATION	3.000	2%
CHILE	U. CATÓLICA (CHI)	CHILEAN FOOTBALL ASSOCIATION	3.000	2%

COUNTRY	TEAMS	ASSOCIATION	PRIZES	%
COLOMBIA	AMERICA DE CALI (COL)	COLOMBIAN FOOTBALL ASSOCIATION	3.000	2%
COLOMBIA	JUNIOR (COL)	COLOMBIAN FOOTBALL ASSOCIATION	3.000	2%
PARAGUAY	OLIMPIA (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	3.000	2%
PERU	ALIANZA LIMA (PER)	PERUVIAN FOOTBALL ASSOCIATION	3.000	2%
PERU	BINACIONAL (PER)	PERUVIAN FOOTBALL ASSOCIATION	3.000	2%
URUGUAY	PEÑAROL (UY)	URUGUAYAN FOOTBALL ASSOCIATION	3.000	2%
VENEZUELA	CARACAS FC (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	3.000	2%
VENEZUELA	ESTUDIANTES DE MERIDA (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	3.000	2%
ARGENTINA	ATL. TUCUMAN (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	1.050	2%
CHILE	PALESTINO (CHI)	CHILEAN FOOTBALL ASSOCIATION	1.050	1%
COLOMBIA	DEPORTES TOLIMA (COL)	COLOMBIAN FOOTBALL ASSOCIATION	1.050	1%
PARAGUAY	CLUB CERRO PORTEÑO (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	1.050	1%
PERU	UNIVERSITARIO (PER)	PERUVIAN FOOTBALL ASSOCIATION	0.850	1%
BOLIVIA	THE STRONGEST (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.500	1%
BRAZIL	SP C CORINTHIANS PAULISTA (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	0.500	0%
CHILE	UNIVERSIDAD DE CHILE (CHI)	CHILEAN FOOTBALL ASSOCIATION	0.500	0%
ECUADOR	DEPORTIVO MACARA (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	0.500	0%
PERU	SPORTING CRISTAL (PER)	PERUVIAN FOOTBALL ASSOCIATION	0.500	0%
URUGUAY	CERRO LARGO (UY)	URUGUAYAN FOOTBALL ASSOCIATION	0.500	0%
VENEZUELA	DEP. TÁCHIRA (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.500	0%
BOLIVIA	SAN JOSE (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.350	0%
URUGUAY	C.A. PROGRESO (UY)	URUGUAYAN FOOTBALL ASSOCIATION	0.350	0%
VENEZUELA	CARABOBO FC (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.350	0%
<b>TOTAL</b>			<b>168,300,000</b>	<b>100%</b>

## CONMEBOL LIBERTADORES 2020 RESULT (IN MILLIONS OF USD)



## PAYMENT TO CLUBS CONMEBOL SUDAMERICANA 2020

COUNTRY	TEAMS	ASSOCIATION	PRIZES	%
ARGENTINA	CLUB DEFENSA Y JUSTICIA (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	6.275	13%
ARGENTINA	LANUS (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	4.575	10%
ARGENTINA	VELEZ SARFIELD (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	2.575	5%
CHILE	COQUIMBO (CHI)	CHILEAN FOOTBALL ASSOCIATION	2.575	5%
ARGENTINA	CLUB A INDEPENDIENTE (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	1.775	4%
BRAZIL	ESPORTE BAHIA (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	1.775	4%
CHILE	U. CATÓLICA (CHI)	CHILEAN FOOTBALL ASSOCIATION	1.475	3%
COLOMBIA	JUNIOR (COL)	COLOMBIAN FOOTBALL ASSOCIATION	1.475	3%
ARGENTINA	UNION SANTA FE (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	1.175	2%
BRAZIL	VASCO DA GAMA (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	1.175	2%
CHILE	UNION LA CALERA (CHI)	CHILEAN FOOTBALL ASSOCIATION	1.175	2%
COLOMBIA	DEPORTIVO CALI (COL)	COLOMBIAN FOOTBALL ASSOCIATION	1.175	2%
ECUADOR	SPORT HUANCAYO (PER)	PERUVIAN FOOTBALL ASSOCIATION	1.175	2%
URUGUAY	C.A. FENIX (UY)	URUGUAYAN FOOTBALL ASSOCIATION	1.175	2%
URUGUAY	RIVER PLATE URUGUAY (UY)	URUGUAYAN FOOTBALL ASSOCIATION	1.175	2%
BOLIVIA	CLUB BOLÍVAR (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.875	2%
CHILE	AUDAX ITALIANO (CHI)	CHILEAN FOOTBALL ASSOCIATION	0.675	1%
CHILE	HUACHIPATO (CHI)	CHILEAN FOOTBALL ASSOCIATION	0.675	1%
COLOMBIA	ATLÉTICO NACIONAL (COL)	COLOMBIAN FOOTBALL ASSOCIATION	0.675	1%
ECUADOR	EMELEC (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	0.675	1%
PARAGUAY	CLUB SOL DE AMÉRICA (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	0.675	1%
PARAGUAY	CLUB SPORTIVO LUQUEÑO (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	0.675	1%
PERU	FBC MELGAR (PER)	PERUVIAN FOOTBALL ASSOCIATION	0.675	1%
URUGUAY	C.A. PLAZA COLINIA (UY)	URUGUAYAN FOOTBALL ASSOCIATION	0.675	1%
URUGUAY	LIVERPOOL FÚTBOL CLUB (UY)	URUGUAYAN FOOTBALL ASSOCIATION	0.675	1%
COLOMBIA	MILLONARIOS (COL)	COLOMBIAN FOOTBALL ASSOCIATION	0.675	1%
ARGENTINA	ATL. TUCUMAN (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	0.375	1%
BRAZIL	SAO PAULO FUTEBOL CLUBE (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	0.375	1%

COUNTRY	TEAMS	ASSOCIATION	PRIZES	%
COLOMBIA	DEPORTES TOLIMA (COL)	COLOMBIAN FOOTBALL ASSOCIATION	0.375	1%
URUGUAY	PEÑAROL (UY)	URUGUAYAN FOOTBALL ASSOCIATION	0.375	1%
VENEZUELA	CARACAS FC (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.375	1%
VENEZUELA	ESTUDIANTES DE MERIDA (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.375	1%
ARGENTINA	ARGENTINOS JR (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	0.300	1%
ARGENTINA	CLUB ATLÉTICO HURACÁN (ARG)	ARGENTINIAN FOOTBALL ASSOCIATION	0.300	1%
BOLIVIA	ALWAYS READY (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.300	1%
BOLIVIA	BLOOMING (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.300	1%
BOLIVIA	CLUB NACIONAL POTOSÍ (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.300	1%
BOLIVIA	CLUB ORIENTE PETROLERO (BOL)	BOLIVIAN FOOTBALL ASSOCIATION	0.300	1%
BRAZIL	ATL. MINEIRO (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	0.300	1%
BRAZIL	FLUMINENSE FOOTBALL CLUB (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	0.300	1%
BRAZIL	FORTALEZA ESPORTE CLUBE (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	0.300	1%
BRAZIL	GOIÁS ESPORTE CLUBE (BRA)	BRAZILIAN FOOTBALL ASSOCIATION	0.300	1%
COLOMBIA	DEPORTIVO PASTO (COL)	COLOMBIAN FOOTBALL ASSOCIATION	0.300	1%
COLOMBIA	MILLONARIOS (COL)	COLOMBIAN FOOTBALL ASSOCIATION	0.300	1%
ECUADOR	AUCAS (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	0.300	1%
ECUADOR	CLUB UNIVERSIDAD CATOLICA (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	0.300	1%
ECUADOR	EL NACIONAL (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	0.300	1%
PARAGUAY	CLUB NACIONAL (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	0.300	1%
PARAGUAY	RIVER PLATE (PY)	PARAGUAYAN FOOTBALL ASSOCIATION	0.300	1%
PERU	CLUB DPTVO ATLETICO GRAU (PER)	PERUVIAN FOOTBALL ASSOCIATION	0.300	1%
PERU	CUSCO FÚTBOL CLUB (PER)	PERUVIAN FOOTBALL ASSOCIATION	0.300	1%
VENEZUELA	ACCD MINEROS DE GUAYANA (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.300	1%
VENEZUELA	ARAGUA (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.300	1%
VENEZUELA	LLANEROS (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.300	1%
VENEZUELA	ZAMORA (VEN)	VENEZUELAN FOOTBALL ASSOCIATION	0.300	1%

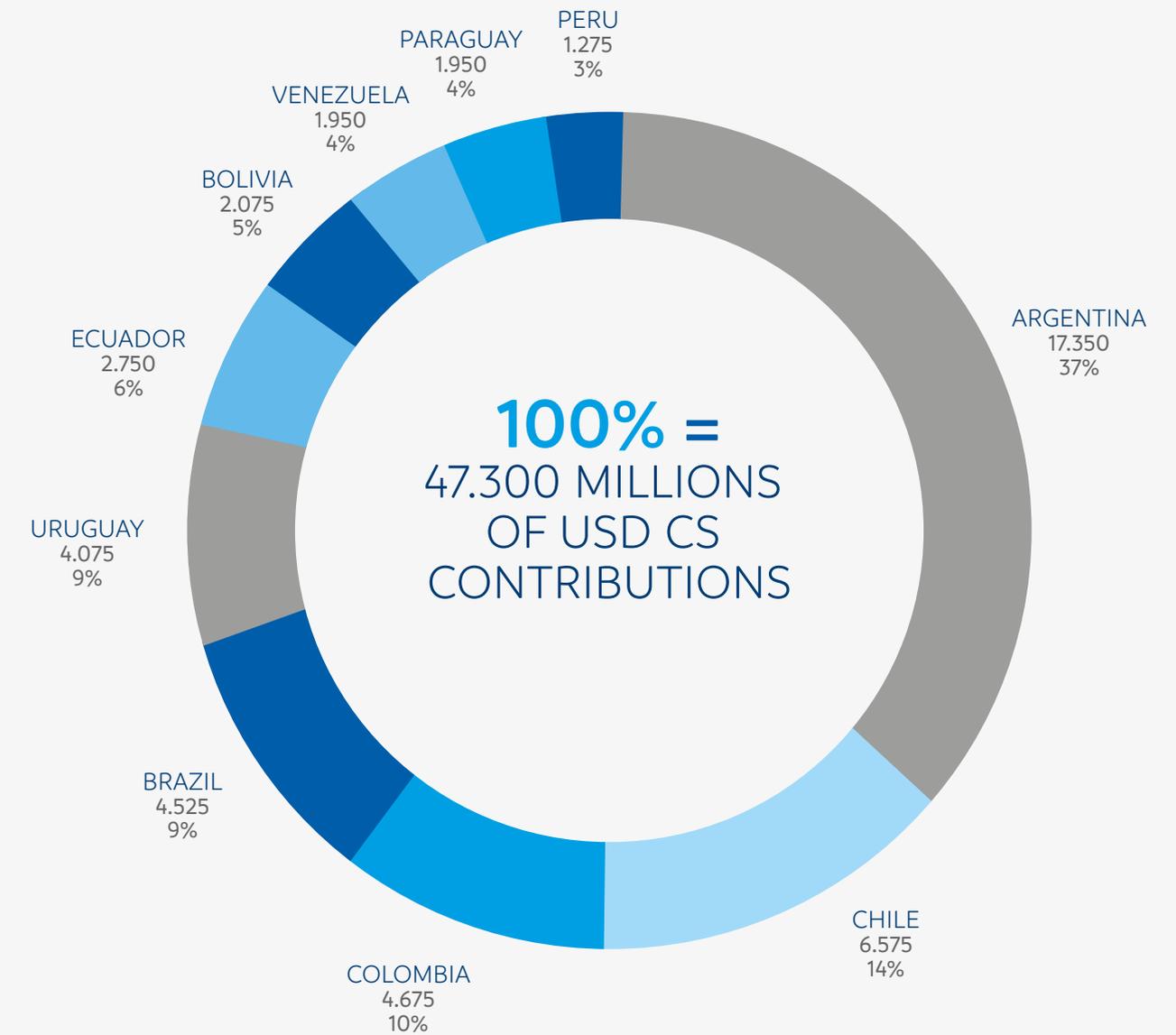
**TOTAL**

**47,200,000**

**100%**



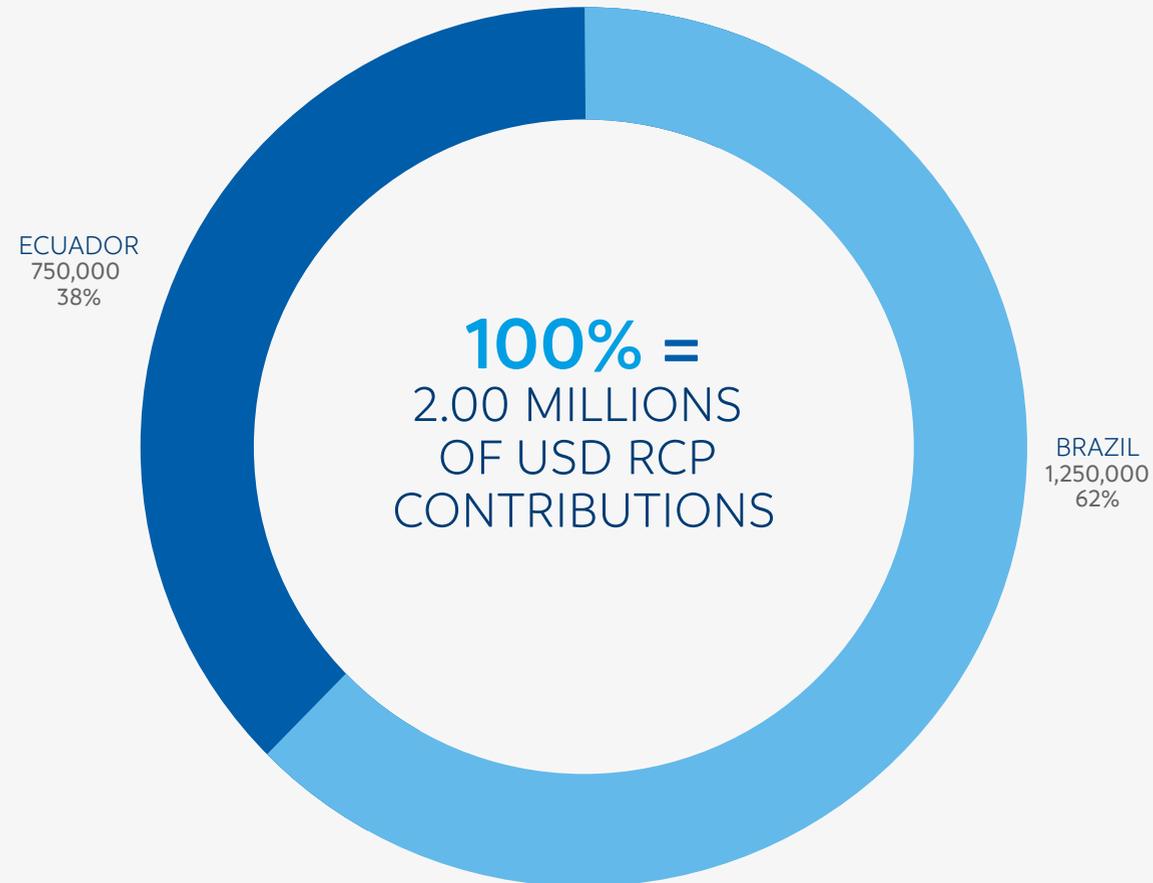
## CONMEBOL SUDAMERICANA 2020 RESULT (IN MILLIONS OF USD)



## PAYMENT TO CLUBS CONMEBOL RECOPA 2020

COUNTRY	TEAMS	ASSOCIATION	PRIZES	%
BRAZIL	FLAMENGO (BR)	BRAZILIAN FOOTBALL ASSOCIATION	1,250,000	63%
ECUADOR	INDEPENDIENTE DEL VALLE (ECU)	ECUADORIAN FOOTBALL ASSOCIATION	750,000	38%
TOTAL			2,000,000	100%

## CONMEBOL RECOPA 2020 RESULT (IN MILLIONS OF USD)





# 03

## 2020 TOURNAMENTS

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# CONMEBOL LIBERTADORES 2020

The CONMEBOL Libertadores started with its first match on January 21, 2020. However, in response to the pandemic and in order to protect the football family, the tournament was suspended on March 12 of the same year, returning 6 months later, on September 15, and following strict health safety protocols. The following clubs from the 10 Member Associations participated in it:

## CLUBS PARTICIPATING IN CONMEBOL LIBERTADORES

### COUNTRY CLUB

- ARGENTINA**
- 1 CLUB ATLÉTICO BOCA JUNIORS
  - 2 RACING CLUB
  - 3 C.S. Y D. DEFENSA Y JUSTICIA

- 4 CLUB ATLÉTICO TIGRE
- 5 CLUB ATLÉTICO RIVER PLATE
- 6 CLUB ATLÉTICO TUCUMAN

- BOLIVIA**
- 1 CLUB BOLÍVAR
  - 2 WILSTERMANN

- 3 THE STRONGEST
- 4 SAN JOSÉ

- BRAZIL**
- 1 CLUBE DE REGATAS DO FLAMENGO
  - 2 CLUB ATHLETIC PARANAENSE
  - 3 SE PALMEIRAS
  - 4 SANTOS FUTEBOL CLUBE

- 5 GRÊMIO FOOT-BALL PORTO ALEGRENSE
- 6 SAO PAULO FC
- 7 SPORT CLUB CORINTHIANS PAULISTA
- 8 SPORT CLUB INTERNACIONAL

- CHILE**
- 1 CLUB DEPORTIVO PALESTINO SADP
  - 2 CLUB SOCIAL Y DEPORTIVO COLO COLO

- 3 CLUB DEPORTIVO UNIVERSIDAD CATÓLICA
- 4 CLUB DE FÚTBOL PROFESIONAL DE LA UNIVERSIDAD DE CHILE

- COLOMBIA**
- 1 CLUB DEPORTIVO POPULAR JUNIOR F.C. S.A.
  - 2 EL EQUIPO DEL PUEBLO "DIM" S.A.

- 3 CLUB DEPORTES TOLIMA S.A.
- 4 SOCIEDAD ANÓNIMA DEPORTIVA AMÉRICA

- ECUADOR**
- 1 CLUB E.ALTO RENDIMIENTO INDEPENDIENTE DEL VALLE
  - 2 CLUB DEPORTIVO MACARA DE AMBATO

- 3 BARCELONA SPORTING CLUB
- 4 CLUB DEPORTIVO DELFIN SPORTING CLUB

- PARAGUAY**
- 1 LIBERTAD
  - 2 CERRO PORTEÑO

- 3 GUARANI
- 4 OLIMPIA

- PERU**
- 1 ESCUELA MUNICIPALDEPORTIVA BINACIONAL FC
  - 2 SPORTING CRISTAL

- 3 C.D. ALIANZA LIMA
- 4 UNIVERSITARIO DE DEPORTES

### COUNTRY CLUB

- URUGUAY**
- 1 CLUB NACIONAL DE FOOTBALL
  - 2 CLUB ATLÉTICO PEÑAROL
  - 3 CERRO LARGO FÚTBOL CLUB
  - 4 CLUB ATLÉTICO PROGRESO

- VENEZUELA**
- 1 CARACAS FÚTBOL CLUB S.C.
  - 2 A. C. FÚTBOL CLUB CARABOBO A.C.
  - 3 DEPORTIVO TACHIRA F.C.
  - 4 ESTUDIANTES DE MÉRIDA F. C.





## MEN'S TOURNAMENTS

# CONMEBOL SUDAMERICANA 2020

The CONMEBOL Sudamericana started on February 4, following its original schedule. Like the CONMEBOL Libertadores, it was suspended on March 12, and returned on October 27, also applying all the necessary sanitary measures in order to protect the players and staff. The following clubs from the 10 Member Associations participated in the tournament:

### CLUBS PARTICIPATING IN CONMEBOL SUDAMERICANA

#### COUNTRY CLUB

ARGENTINA	1	CLUB ATLÉTICO INDEPENDIENTE	4	CLUB ATLÉTICO LANÚS
	2	CLUB ATLÉTICO UNIÓN	5	CLUB ATLÉTICO VÉLEZ SARSFIELD
	3	CLUB ATLÉTICO HURACÁN	6	ASOC. AT. ARGENTINOS JUNIORS
BOLIVIA	1	NACIONAL POTOSI	3	ALWAYS READY
	2	BLOOMING	4	ORIENTE PETROLERO
BRAZIL	1	ESPORTE CLUBE BAHIA	4	FLUMINENSE FOOTBALL CLUB
	2	CR VASCO DA GAMA	5	GOIAS EC
	3	CLUBE ATLETICO MINEIRO	6	FORTALEZA EC
CHILE	1	DEPORTES UNIÓN LA CALERA SADP	3	CLUB DEPORTIVO HUACHIPATO
	2	CLUB DE DEPORTES COQUIMBO UNIDO SADP	4	AUDAX ITALIANO LA FLORIDA SADP
COLOMBIA	1	ASOCIACIÓN DEPORTIVO CALI	3	AZUL Y BLANCO MILLONARIOS FC S.A.
	2	ATLÉTICO NACIONAL S.A	4	ASOCIACIÓN DEPORTIVO PASTO
ECUADOR	1	CLUB DEPORTIVO ESPECIALIZADO. ALTO RENDIMIENTO UNIVERSIDAD CATÓLICA DEL ECUADOR	2	CLUB SPORT EMELEC
			3	CLUB DEPORTIVO EL NACIONAL
			4	SOCIEDAD DEPORTIVA AUCAS
PARAGUAY	1	SOL DE AMÉRICA	3	SPORTIVO LUQUEÑO
	2	NACIONAL	4	ATLÉTICO RIVER PLATE
PERU	1	SPORT HUANCAYO	3	REAL ATLÉTICO GARCILASO - CUSCO
	2	F.B.C. MELGAR	4	ATLÉTICO GRAU

#### COUNTRY CLUB

URUGUAY	1	LIVERPOOL FUTBOL CLUB
	2	CLUB PLAZA COLONIA DE DEPORTE
	3	CLUB ATLÉTICO RIVER PLATE
	4	CENTRO ATLÉTICO FÉNIX
VENEZUELA	1	SC. CLUB DEP. MINEROS DE GUAYANA
	2	ASOCIACION CIVIL ZAMORA FÚTBOL CLUB
	3	LLANEROS DE GUANARE E.F.
	4	ASOCIACION CIVIL ARAGUA FÚTBOL CLUB

# CONMEBOL RECOPA 2020

The CONMEBOL Recopa was held from February 19 to February 26, 2020, with the home and away matches between the champions of CONMEBOL Libertadores 2019 (Flamengo) and CONMEBOL Sudamericana 2019 (Independiente del Valle). The matches were held at the Atahualpa Stadium in Ecuador and the Maracana in Brazil.

## CLUBS PARTICIPATING IN CONMEBOL RECOPA

### COUNTRY CLUB

BRAZIL 1 CLUBE DE REGATAS DO FLAMENGO

ECUADOR 1 INDEPENDIENTE DEL VALLE





## MEN'S TOURNAMENTS

# CONMEBOL PRE-OLYMPIC TOURNAMENT

This is a tournament for players under 23 that returned after a 16-year hiatus. It was held from January 18 to February 9, 2020 in the cities of Armenia, Bucaramanga and Pereira in Colombia. The 10 Member Associations' national teams participated in it.

### EDITION:

XIII

### FECHA:

18TH JANUARY TO 9TH FEBRUARY

### VENUES AND STADIUMS:

PEREIRA - HERNAN RAMIREZ VILLEGAS STADIUM

ARMENIA - CENTENARIO STADIUM

BUCARAMANGA - ALFONSO LOPEZ STADIUM (FINAL PHASE)

### TEAMS PARTICIPATING:

10 TEAMS FROM THE MEMBER ASSOCIATIONS

### DISPUTED:

26 MATCHES

75 GOALS

### POSITIONS TABLE:

ARGENTINA (CHAMPION) - 5th TITLE

2° BRAZIL (RUNNER-UP)

3° URUGUAY

4° COLOMBIA

### QUALIFIED FOR THE TOKYO OLYMPIC GAMES:

✓ ARGENTINA

✓ BRAZIL

# CONMEBOL LIBERTADORES U-20 2020

The CONMEBOL Libertadores U-20 was held from February 15, 2020 to March 1, 2020 in Luque, Paraguay. The following clubs of the Member Associations participated in this cup:

## CLUBS PARTICIPATING LIBERTADORES U-20

### COUNTRY CLUB

ARGENTINA	1 CLUB ATLÉTICO RIVER PLATE
BOLIVIA	1 JORGE WILSTERMANN
BRAZIL	1 CLUBE DE REGATAS DO FLAMENGO
CHILE	1 CLUB SOCIAL Y DEPORTIVO COLO COLO
COLOMBIA	1 AZUL Y BLANCO MILLONARIOS FC S.A.
ECUADOR	1 CLUB DEPORTIVO PROFESIONAL INDEPENDIENTE DEL VALLE
PARAGUAY	1 CERRO PORTEÑO 2 LIBERTAD
PERU	1 SPORTING CRISTAL
URUGUAY	1 CLUB NACIONAL DE FOOTBALL 2 DANUBIO FÚTBOL CLUB
VENEZUELA	1 ACADEMIA DEPORTIVA PUERTO CABELLO





MEN'S TOURNAMENTS

# CONMEBOL FUTSAL SOUTH AMERICAN QUALIFIERS

This is a qualifying tournament for the CONMEBOL Member Associations' national futsal teams. The tournament was held in the city of Carlos Barbosa, Brazil from February 1 to 9, 2020.

**EDITION:**

XI

**DATE:**

1ST TO 9TH FEBRUARY

**VENUE:**

CARLOS BARBOSA – BRAZIL

**TEAMS PARTICIPATING:**

10 TEAMS FROM THE MEMBER ASSOCIATIONS

**DISPUTED:**

27 MATCHES  
119 GOALS

**POSITIONS TABLE:**

- 1° ARGENTINA (CHAMPION)
- 2° BRAZIL (RUNNER-UP)
- 3° PARAGUAY
- 4° VENEZUELA

**QUALIFIED FOR THE FIFA FUTSAL WORLD CUP LITHUANIA 2020:**

- ✓ ARGENTINA
- ✓ BRAZIL
- ✓ PARAGUAY
- ✓ VENEZUELA

# WOMEN'S CONMEBOL U-20

The CONMEBOL U-20 Women's tournament started with its first match on March 4, 2020 in Argentina. However, it had to be suspended due to the pandemic and in order to protect the health of all those involved in the competition. Its new date is yet to be defined.

**EDITION:**

IX

**DATE:**

4TH MARCH TO TBD IN 2021

**VENUES AND STADIUMS:**

SAN JUAN - SAN JUAN DEL BICENTENARIO STADIUM  
SAN LUIS - JUAN GILBERTO FUNES STADIUM

**TEAMS PARTICIPATING:**

10 TEAMS FROM THE MEMBER ASSOCIATIONS

**DISPUTED:**

20 OUT OF 26 MATCHES  
PENDING: FINAL PHASE  
67 GOALS GROUP PHASE

**QUALIFIED TEAMS FINAL PHASE:**

**GROUP A**

- ✓ VENEZUELA
- ✓ COLOMBIA

**GROUP B**

- ✓ BRAZIL
- ✓ URUGUAY





# 04

## CONMEBOL ORGANIZATION

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# COUNCIL

The Council is CONMEBOL's permanent authority during the Congress's recess. Amongst the Council's most important duties, are:

- ✓ Administering the Confederation;
- ✓ Complying to and ensuring the compliance of the Statutes and Regulations, as well as the Congress's resolutions;
- ✓ Summoning Extraordinary Congresses;
- ✓ Organizing official tournaments and establishing their regulations;
- ✓ Fixing dates for the Copa América, in accordance with current regulations;
- ✓ Adopting disciplinary measures and applying sanctions to head officials, referees, coaches, players, associations, clubs, and any individual who may incur a violation of the Statutes or tournament regulations;
- ✓ Designate members of the Financial Commission, the President, and members of the Refereeing Commission, the Technical Commission and the Medical Commission.

## CONMEBOL COUNCIL



Mr Alejandro Domínguez  
Wilson-Smith  
President of CONMEBOL  
Paraguay



Mr Laureano González  
Vice President #1  
Venezuela



Mr Claudio Tapia  
Vice President #2  
Argentina



Mr Ramón Jesurún  
Vice President #3  
Colombia



Mr Robert Harrison  
Director  
Paraguay



Mr Francisco Egas  
Director  
Ecuador



Mr Ignacio Alonso  
Director  
Uruguay



Mr Rogerio Caboclo  
Director  
Brazil



Mr Agustín Lozano  
Director  
Peru



Mr Pablo Milad  
Director  
Chile



Mr Fernando Costa  
Director  
Bolivia

## CONMEBOL REPRESENTATIVES BEFORE FIFA



Mr Alejandro Domínguez  
Wilson-Smith  
Vice President of FIFA  
and President of FIFA's  
Financial Committee  
Paraguay



Mr Fernando Sarney  
CONMEBOL Representative  
before FIFA  
Brazil



Mrs María Sol Muñoz  
CONMEBOL Representative  
before FIFA  
Ecuador

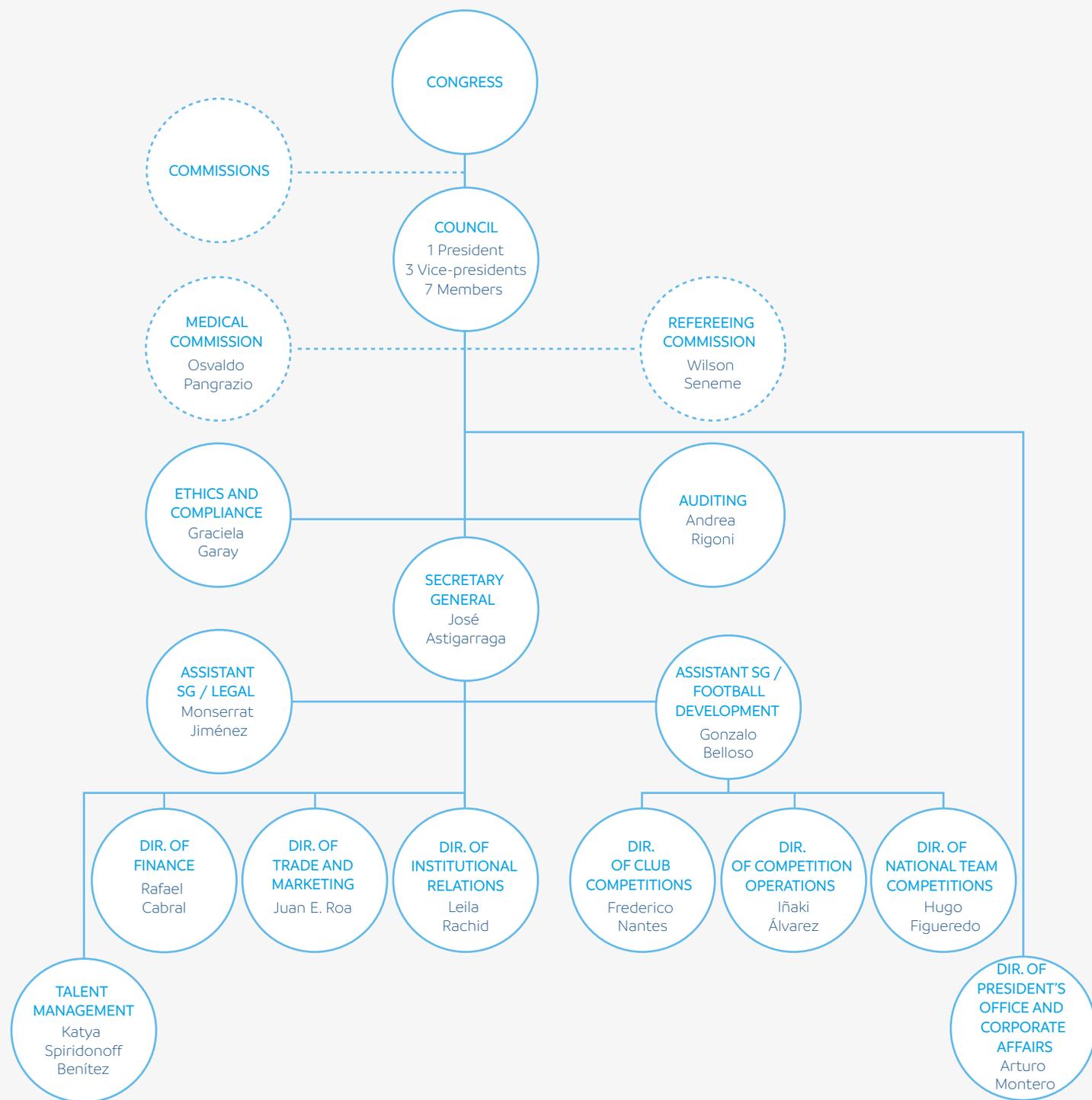


Mr Ignacio Alonso  
CONMEBOL Representative  
before FIFA  
Uruguay



Mr Ramón Jesurún  
CONMEBOL Representative  
before FIFA  
Colombia

## CONMEBOL'S ORGANIZATION CHART



## STRATEGY

Given the strategic success of the reforms carried out under the 4 initial pillars, and the changes observed favoring football and its development, since 2018, and during the entire 2019 and 2020 management periods, all actions were carried out under 3 new strategic pillars, that have served to guide CONMEBOL's daily work:

### 1. REINVESTING IN FOOTBALL

Continuous work on transparency goes hand in hand with a new bet on the King of Sports, in which we not only invested an additional sum of daily work in order to reach the highest standards of excellency, but also in the creation of new resources and income that are focused exclusively in sports activities.

### 2. CLEAR RULES

Beyond having clear rules, and showing transparency in all of the processes carried out by the CONMEBOL, as of 2019, the institution is committed to transporting the transparency and anti-corruption that characterize its management to the field. This pillar focuses on 3 sub-items: Sports justice, Economic justice and Historical justice; making fair play reach every scope.

### 3. LEADING INSTITUTION

We seek to create an institution that is inspired in each and every one of South American football's representatives. An institution that innovates, develops leaders, strengthens teamwork and external

and internal communication for the consolidation of all processes. We shall continue to work and host periodic meetings, with all of the interested sectors in order to generate a positive impact both internally and externally and thus consolidate this New CONMEBOL's leadership.

*"WE ARE TRANSFORMING SOUTH AMERICAN FOOTBALL. WE ARE WORKING TO PUT IT BACK ON THE PATH IT SHOULD NEVER HAVE ABANDONED, SERVING AS A LEADING INSTITUTION UNDER CLEAR RULES TO REINVEST INTO OUR FOOTBALL."*

Alejandro Domínguez W-S



# 2020 ACHIEVEMENTS

*2020 was an extremely challenging year, in every way. The COVID-19 pandemic's effects on the economy and society led to entire industries having to adapt or disappear, and football was no exception. In the case of CONMEBOL, COVID-19 posed unprecedented technical and logistical challenges.*

Among them, organizing tournaments with home and away matches in 10 countries within a context of possible contagion of a dangerous virus, with closed borders and a generalized economic crisis. All of this, bearing in mind that the return of football would only take place while protecting everyone's health, with strict protocols and prevention measures. This entailed creativity, teamwork, and above all, will. Thanks to this enormous effort, South American football was once again able to offer millions of people in the region and the world a significant dose of joy during difficult times.

While football's comeback has been our main achievement for 2020, we must also mention the following:

**► + 300% IN PRIZES SINCE 2016 IN LIBERTADORES, SUDAMERICANA AND RECOPA**

With Reinvestment in Football being one of CONMEBOL's 3 main pillars, and even during pandemic times, the

competitions' prizes did not undergo any modification whatsoever. The CONMEBOL Libertadores champion, Palmeiras, won USD 15,000,000 (the highest figure in the history of the tournament). With what was accumulated in previous stages, this amount summed up to USD 22,550,000. Upon obtaining victory in the final match, they also secured USD 3,000,000, for direct qualification to the group stage of CONMEBOL Libertadores 2021. And with the Recopa, they may win another USD 1,250,000 or USD 750,000 if they come in second place.

In the case of CONMEBOL Sudamericana, the champion, Defensa y Justicia, accumulated a total of USD 5,275,000 after passing through the CONMEBOL Libertadores Group Phase and throughout the CONMEBOL Sudamericana, and by winning the latter tournament, took another USD 4,000,000, thus taking a total amount of USD 9,275,000.

For 2021, CONMEBOL plans to distribute the historic figure of USD 227,000,000. This includes the investment in CONMEBOL Sudamericana, which will increase by 25%, in response to the increase in the number of matches. The amount to be distributed during the different tournament phases will rise from USD 47,200,000 to USD 58,960,000.

**THANKS TO THIS ENORMOUS EFFORT, SOUTH AMERICAN FOOTBALL WAS ONCE AGAIN ABLE TO OFFER MILLIONS OF PEOPLE IN THE REGION AND THE WORLD A SIGNIFICANT DOSE OF JOY DURING DIFFICULT TIMES.**

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For 2021, CONMEBOL plans to distribute the historic figure of USD 227,000,000. This includes the investment in CONMEBOL Sudamericana, which will increase by 25%, in response to the increase in the number of matches. The amount to be distributed during the different tournament phases will rise from USD 47,200,000 to USD 58,960,000.

► **THE ONLY CONFEDERATION IN THE WORLD THAT FINISHES ITS TOURNAMENTS WITHOUT ALTERING ITS FORMATS**

CONMEBOL has been the only football Confederation in the world that, despite being forced to postpone its tournaments for some time, was able to finish them with their original formats, with home and away matches, and Single Finals. With this, it was not only possible to guarantee sports equity for participating clubs, but it was also possible to return to millions of fans in South America and the world, the passion and emotions that only football can bring.

► **98% OF COVID-19 TESTS PERFORMED TESTED NEGATIVE**

With the South American football family's health as a priority, CONMEBOL has made a significant investment in hygiene and health protocols, as well as COVID-19 tests to detect and prevent any possible cases of contagion. Of the 38,000 tests carried out in 174 matches played between September and January, corresponding to CONMEBOL Sudamericana, CONMEBOL Libertadores and the Qualifiers for the Qatar 2022 World

Cup, CONMEBOL is proud to report that 98% of them tested negative.

► **MORE THAN USD 95 MILLION MADE AVAILABLE IN FINANCIAL AID FOR CLUBS AND MEMBER ASSOCIATIONS**

Aware of the high costs involved in following the strict health protocol against COVID-19 and in order to get the ball rolling again, CONMEBOL made available more than USD 95,000,000 to Member Associations and clubs in advance of prizes related to participation and aid for COVID-19 detection laboratory tests and air logistics, related to the development of matches.

► **CONMEBOL SUDAMERICANA'S NEW FORMAT**

A new format for CONMEBOL Sudamericana was developed in 2020, which, starting from the 2021 season, includes a Group Phase. The number of matches also increased from 105 to 157, which in turn increases prize amounts.

► **MG - SAIC MOTOR, NEW CONMEBOL SUDAMERICANA SPONSOR**

The prestigious automotive company MG - SAIC Motor has become an Official Sponsor of CONMEBOL Sudamericana for the next two seasons, until December 2022. With this alliance it is possible, on the one hand, to further enhance this championship of such transcendence, and on the other, the MG - SAIC Motor brand achieves greater exposure in South America as well as around the world, with its brand's presence in stadiums, activations, CONMEBOL

Sudamericana broadcasts and digital assets. Likewise, MG Motor will appear in the video game FIFA 22®, becoming a great opportunity for videogame lovers to also get to know the brand. Thus, MG Motor joins the recognized global brands that accompany CONMEBOL in its competitions and in the development of South American football.

► **THE CONMEBOL LIBERTADORES SINGLE FINAL BROADCASTED IN 191 COUNTRIES AND ON INTERNATIONAL FLIGHTS**

As one of the main objectives of CONMEBOL is to democratize football and reach more and more followers, in 2020 we worked to reach new corners of the world, both on the ground and in the air. Thanks to this, the CONMEBOL Libertadores Single Final was broadcasted in 191 countries, representing 99% of the population, and including approximately 7,000 million people. This alliance with the company Endeavor Streaming, allowed for the second consecutive year that passengers on commercial flights could also enjoy it on their aircraft screens.

► **OPTIMIZATION OF TV PRODUCTION IN LIBERTADORES SINGLE FINAL**

Another important achievement related to the Libertadores Single Final has been the optimization of its televised production. Additional special cameras were installed to share more details in slow motion during the broadcast.

► **RECOVERY OF + USD 55 MILLION**

CONMEBOL ratifies its commitment

to Transparency, Clear Rules and Reinvestment in Football, working to recover the funds appropriated by individuals that belongs to the entire South American football family.

Actions taken last year by the president and the Legal Department allowed for the restitution of funds diverted to personal accounts, USD 38,371,703 of funds related to FIFA Gate, and in addition to the USD 16,931,825 recovered in fiscal year 2019, a total of USD 55,303,528 was returned.

Recovering funds appropriated in an irregular manner is one of the pillars of the New CONMEBOL, in compliance with the mandate derived from the institution's Extraordinary Congress held in Chile in 2016. This CONMEBOL achievement comes at an extremely opportune moment, given the harsh effects of the pandemic.

The funds restored to CONMEBOL adds up to a much greater amount than what was feasible to trace and eventually recover, according to the forensic audit carried out at the time by virtue of the effective legal strategy adopted by CONMEBOL.

► **THE NEW HOME OF SOUTH AMERICAN FOOTBALL IS INAUGURATED**

This new CONMEBOL looks forward with football as the centre of everything. It reflects what it is: a CONMEBOL committed to South American football. The building integrates in perfect balance the human factor and the harmony

**CONMEBOL RATIFIES ITS COMMITMENT TO TRANSPARENCY, CLEAR RULES AND REINVESTMENT IN FOOTBALL, WORKING TO RECOVER THE FUNDS APPROPRIATED BY INDIVIDUALS THAT BELONGS TO THE ENTIRE SOUTH AMERICAN FOOTBALL FAMILY.**

of nature, with more than 60 species of trees, representing the fraternal union of people through biodiversity.

The materials were selected for their aesthetic qualities, their functionality and their ability to acclimatise. The offices spaces became more open, facilitating the integration of work systems, eliminating physical and communication barriers, and increasing the entire team's productivity.

With this reform, 100 workspaces were also added for 300 new positions. Areas for rest, lunch and sports activities that allow the long-awaited balance between personal and work life were also included. The underground spaces were also expanded, thus increasing the number of parking spots for vehicles. This was also achieved with the main esplanade, which adds convenience





in parking areas and new accesses for officials

► **THE REFEREE TECHNOLOGICAL TRAINING CENTRE (CETA) WAS SET UP**

Betting on innovation and technology, the Referee Technological Training Centre (CETA) was set up; the first in all of South America. This centre is used by referees with international

licenses and local leagues to develop the refereeing discipline. It has a conference room, offices, changing rooms, and a VAR control room, always with the fixed objective of strengthening transparency and justice on our fields.

► **FIRST WOMEN'S FOOTBALL CONGRESS:**

Betting on the evolution,

development and professionalization of South American women's football, the first Women's Football Congress was held virtually from December 17 to 19, 2020, called "Football with F for Female". This unprecedented event in the continent, was organized by CONMEBOL's Development Division and its main objective was to strengthen and contribute to the

positioning of women on and off the playing field.

During the Congress opening, the President of CONMEBOL, Alejandro Domínguez, made three very important announcements for the progress and strengthening of continental women's football: (1) As of 2022, the Women's CONMEBOL Copa América will be held every 2 years from the 2022; (2) the President proposed the creation of the Intercontinental Cup between women's clubs; and (3) and announced the payment exemption of Pro Coaches Licenses to all women for 3 years .

In recent years, there have been important growths within CONMEBOL in terms of the development of women's football: almost 5 times more registered professional players, 4 new tournaments, the training of more than 600 male and female coaches; talks and workshops for players, and also the inclusion of women referees in men's championships. All of this, along with this great event, show a sincere interest in women's football in South America, its present and its future.

► **GOVERNANCE REGULATION APPROVAL:**

During the last meeting of the year, which was held on December 22, 2020 and carried out via videoconference, the Council approved the Governance Regulation that establishes an ethical and transparency framework for CONMEBOL's institutional



management. It was prepared by the Ethics and Transparency Commission. This document, which has the purpose of institutionally strengthening CONMEBOL, providing a normative framework for the efficient and transparent operation of the organization, becomes an important and useful tool for the current team as well as for future ones. Above all, it helps to shield the institution from inappropriate or obscure management and procedures, as stated by the President of CONMEBOL at the time.

#### ► **TALENTED REFEREES PROJECT LAUNCHED:**

From December 7 to 11, 2020, the CONMEBOL Referees Commission carried out the “Talented Referees Project”, a space dedicated to the career development and support of young referees, and aimed at those who have not yet obtained the FIFA license.

This project, designed by the CONMEBOL Referee Commission, is an initiative that counts with the support of both the CONMEBOL Development Division and Member Associations. The objective is to accelerate the career development process of male and female referees, who lead in the First Division of the Member Associations, and to raise the standard of refereeing quality in South American football. To access this course, applicants completed the physical, technical and social requirements of CONMEBOL. And this will enable them to integrate the list of international referees of each CONMEBOL Member

Association in the future.

As a result of the coronavirus pandemic, the course was held for the first time virtually with 77 participants, divided into 43 men and 34 women from the 10 Member Associations. They were all evaluated by the CONMEBOL Referees Commission on technical topics, video tests and tests with VAR analysis situations in simulators. This is one more step taken forward by CONMEBOL, through its Refereeing Commission, and towards sports justice within the field of play, providing support with courses and initiatives that serve to train and always aim for refereeing excellence.

#### ► **CONMEBOL MAKES THE FIRST REMOTE VAR CONNECTION:**

Always moving on the path of innovation, CONMEBOL made the first VAR connection from one country to another, making history again and placing itself as the first Confederation in the world to centralize its Video of Arbitration Assistance (VAR). From the recently inaugurated Centre for Referee Technological Training (CETA), the CONMEBOL Referees Commission successfully carried out the first remote VAR connection from one country to another, in an official CONMEBOL Libertadores 2020 match.

We can proudly say that this is another huge step by CONMEBOL in favour of innovation and sports justice, after the optimal first test carried out from one city to another (Luque - Asunción), in the



home match between Guaraní and Gremio during the Round of Sixteen, the centralized VAR was carried out in the rematch of the same match, from CETA (Paraguay) with connection to the Arena do Gremio Stadium (Brazil). It was carried out using an internet-based solution called SmartREMOTE, ran by technology provider Hawk-Eye Inn. The VAR of the match was Colombian Andrés Rojas and the main referee, his fellow countryman Wilmar Roldan.

With this, one of CETA's purposes has been fulfilled, which is to centralize South American, bringing great benefits for CONMEBOL refereeing, especially regarding health and financial costs, seeing as it decreases the need of experts travelling to different parts of the continent, particularly taking into account the current pandemic.

#### ► **NEW “EDUCACIÓN EVOLUCIÓN” PLATFORM:**

CONMEBOL's Programa Evolución, following its commitment to develop and professionalize football in South America, launched “Evolución Educación”, a digital training platform for South American football. Designed for digital and flexible training with certified courses endorsed by the Confederation itself, this platform puts at the service of the entire football community the experience and trajectory of CONMEBOL teams that work with continental football on a daily basis. 100% of the content offered is designed by them, ensuring complete alignment with

### **CONMEBOL'S PROGRAMA EVOLUCIÓN, FOLLOWING ITS COMMITMENT TO DEVELOP AND PROFESSIONALIZE FOOTBALL IN SOUTH AMERICA, LAUNCHED “EVOLUCIÓN EDUCACIÓN”, A DIGITAL TRAINING PLATFORM FOR SOUTH AMERICAN FOOTBALL.**

the management of professional football within a highly competitive and high-performance framework. And as of December, four programs were enabled entirely in Portuguese. The available courses are: Planning and Organization of Sports Events, Grass Preparation and Upkeeping, Strategies for Base Categories and Sports Management.

As was stated by the Development Director, Gonzalo Belloso, digital platforms make it possible to offer knowledge to our teams anywhere on the planet, and the wide range of content offered by Evolución Educación will make it a top-rate training tool the field of sports. With this launch, CONMEBOL takes a further step forward towards the professionalization of South American football.

# PROGRAMA EVOLUCIÓN

*2020 has been a year of great challenges, challenges that encourage us to create opportunities and thus keep developing our football.*

At Programa Evolución / Evolution Program, we have started 2020 with a big party! “Fiesta Evolución”, where we hosted more than 650 players from the U-16, U-14 and U-13 categories for 10 days of competition, learning and integration. In this encounter, Fluminense was proclaimed the undefeated champion, but its rival at the final, Rosario Central, showed that it could also keep up, and won the silver medal without losing any matches (3 matches won and 3 matches tied).

Without a doubt, the young players who participated in and enjoyed themselves in this event displayed their passion for our football.

For the very first time, we organized the Women’s U-19 Evolution League in Venezuela, during the month of February. The girls from the Brazilian team were proclaimed champions after beating Venezuela 2 to 0. This is a new competition created by the Development Office through its Programa Evolución and was

launched last year in September. With it, CONMEBOL seeks to continue supporting female U-20 teams, fostering them in their great passion, our football.

Seeking opportunities in each challenge imposed on us by 2020, we also launched the Evolución Educación platform. This is a digital space with content meant for training, available to the entire football community and lead by the CONMEBOL’s Development Office. With this digital training platform, which seeks to professionalize South American football even further, we have reached more than 874 users in 6 months. We also managed to be virtually present in 6 countries with live training sessions, reaching more than 1,200 coaches, and supporting and furthering their training as football professionals.

The first Female Football Congress was also organized virtually during the month of December. The Congress consisted of

**SEEKING OPPORTUNITIES IN EACH CHALLENGE IMPOSED ON US BY 2020, WE ALSO LAUNCHED THE EVOLUCIÓN EDUCACIÓN PLATFORM. THIS IS A DIGITAL SPACE WITH CONTENT MEANT FOR TRAINING, AVAILABLE TO THE ENTIRE FOOTBALL COMMUNITY AND LEAD BY THE CONMEBOL’S DEVELOPMENT OFFICE.**



3 days of learning, with the participation of South American football personalities, more than 70 panelists, 6,000 registered participants, 100,000 views through our social media accounts, and 800 participants in training workshops who exchanged dreams, experiences and opinions. The congress also included a contest among 126 projects, of which 3 resulted winners in the 1st Entrepreneurship Contest. The champions were: Clínicas del Fútbol Femenino (Peru), Danubio Femenino (Uruguay) and Fútbol Queens (Argentina), and each winner received USD 10,000 as well as support and advice from experts for 6 months in order to strengthen and foster their projects.

Thanks to our entire team's commitment, we also achieved the following:

- ✓ The launching of the Strategy Book on Youth Teams, at AFA.
- ✓ Talks with UN Women at CONMEBOL's Women's U-20.
- ✓ Digital encounters with personalities of youth football, futsal, beach soccer, professional football and physical trainers.
- ✓ 4 encounters with the Copa América's Technical Study Group.
- ✓ Inauguration and implementation of CETA, the biggest refereeing technology center in the region, and the place that will centralize all of our coaches' trainings through advanced technology.
- ✓ Signing agreements with UEFA in order to foster cooperation and development in our countries.



**THROUGH PROGRAMA EVOLUCIÓN, THE DEVELOPMENT OF FOOTBALL WAS FOCUSED ENTIRELY ON KEEPING PROFESSIONAL FOOTBALL ON ITS FEET.**

- ✓ Continuously promoting sustainability in the office.
- ✓ Launching of an Orientation Manual and the first Female Football Manual, developed 100% by South American experts.

We developed a space for players to meet, giving them the best gift; a space for them, where they can highlight their achievements and dreams. It is a unique and extraordinary action, where we provide immediate support to our Member Associations. All of this, using Programa Evolución and prioritising football as the centre of everything. We delivered 14 million dollars that were allocated to more than 30 regional associations, more than 415 clubs, and more than 18,000 members of the football family.

We contributed 6 million dollars for COVID-19 testing expenses as well as the most pressing needs identified in each country.

We granted 8 million dollars as financial aid for charter flights, facilitating logistics for clubs participating in the CONMEBOL Libertadores and CONMEBOL Sudamericana.

Thus, and through Programa Evolución, the development of football was focused entirely on keeping professional football on its feet. An unprecedented effort that guaranteed a safe return to the King of Sports in every corner of the continent.

We see the great family of football as the center of everything. This is why, with solidarity and hard work, we set a solid base that helped support football.

For 2021, we set the following objectives, in order to walk on a certain path towards the development and evolution of South American football:

- ▶ Foster the professionalization of football management both inside and outside the field.
- ▶ Documenting South American management and development.
- ▶ Offer possibilities that foster the growth of youth teams through sports encounters.
- ▶ Accompany and foster female football development.
- ▶ Apply a training plan that meets the needs of Member Associations in every one of the development fields.

# TRIBUTE TO **DIEGO ARMANDO MARADONA** 1960-2020

2020 was a year that paralyzed and moved the entire world. Beyond the pandemic, we lived moments that marked a before and after in the history of football, such as the painful farewell to Diego Armando Maradona, an idol, a talent, and definitely a legend that always inspired us to DREAM BIG.

'Pelusa', 'Genio', 'Barrilete Cósmico', 'D10s', no matter the nickname, Diego Maradona will eternally be pure art and football. That is why today, in a tribute to this genius who made us cheer with each of his goals, and who gave us unique moments with his mischievous and cunning way of dominating the ball, we remember him for what he was: A GREAT FOOTBALL PLAYER.

At CONMEBOL, we have a passion for doing things well, and we work for football, "the healthiest and most beautiful sport in the world" as he very well said. And with the same conviction and clarity with which Diego expressed his feelings, today we reiterate his words to say loud and clear that:

***"THE BALL IS STILL PURE"***





# 05

## 2021 CHALLENGES

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# 2021 CHALLENGES

*2020 has been a year of great challenges, challenges that encourage us to create opportunities and thus keep developing our football.*

Ever since we took over the administration of this new CONMEBOL, our team has proven to be up to the greatest challenges, surpassing itself every year. Always working under the 3 strategic pillars of change: **1. Reinvestment in Football; 2. Clear Rules and being a 3. Leading Institution;** we have been able to advance in the transformation of South American football. 2020 has definitely not been the exception, and despite the COVID-19 pandemic, something that paralyzed the entire world, we managed to advance on the playing field, with all the passion, commitment and transparency that define us.

Confident that we will continue to move forward and together as the team we are, and aware that we must continue to set new goals to further strengthen our institution and our football, we have set ourselves the following challenges for 2021:

CONMEBOL COPA AMÉRICA  
ARGENTINA – COLOMBIA 2021:  
BRINGING THE CONTINENT  
TOGETHER

With the mission of uniting and making the entire continent cheer, the Copa América 2021 will be held in its 47th edition and in double venues: Argentina and Colombia. The city of Buenos Aires will host the kick-off on June 11, while the warm Barranquilla will host the grand final on July 10.

This important competition between the teams of our Member Associations was supposed to have been played during 2020, but due to the COVID-19 pandemic, it was postponed until next year.

The tournament, which for the first time in its history has a double venue, will display the great talent that our South American football has in 28 matches. The tournament's format will not change, and will be played by the 10 national teams of South America, in cities located in

*THE CONMEBOL  
COPA AMÉRICA  
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CONTINENTAL  
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IT IS ALSO AN  
UNBEATABLE  
CHANCE FOR  
TEAMS TO  
PREPARE FOR  
THE 2022 QATAR  
WORLD CUP  
QUALIFIERS.*



the extreme North and South of our continent.

In 2020, CONMEBOL decided to suspend the Copa América scheduled for that year due to the difficulties caused by the COVID-19 pandemic. Meanwhile, health protocols were developed in close cooperation with the authorities of the 10 countries, which allowed the resumption of club and national team competitions on the continent. This experience was essential to resume the organizational work with

the Argentine Football Association (AFA) and the Colombian Football Federation (FCF), as well as with the governments of each country.

The CONMEBOL Copa América is not only the opportunity for those selected to achieve continental glory, but it is also an unbeatable chance for teams to prepare for the 2022 Qatar World Cup Qualifiers. With a its high level of competition, South American countries increase their chances of arriving with solid tuned teams to such international commitments.

WE KEEP BEATING RECORDS IN AWARDS

Since 2016, when this New CONMEBOL decided to reinvest in football by increasing prizes in continental competitions, we have managed to boost our sport's competitiveness. After having worked for all these years in favour of the sports, organizational and economic development of South American football, CONMEBOL has begun 2021 with figures that have become a true record in the history of South American football. This



implies 322% more in prizes since we started, and they allow us to start 2021 with the high level that our football deserves.

During 2021, USD 229,260,000 will be allocated to club competitions. Thus, the Confederation establishes an increase in prizes by distributing:

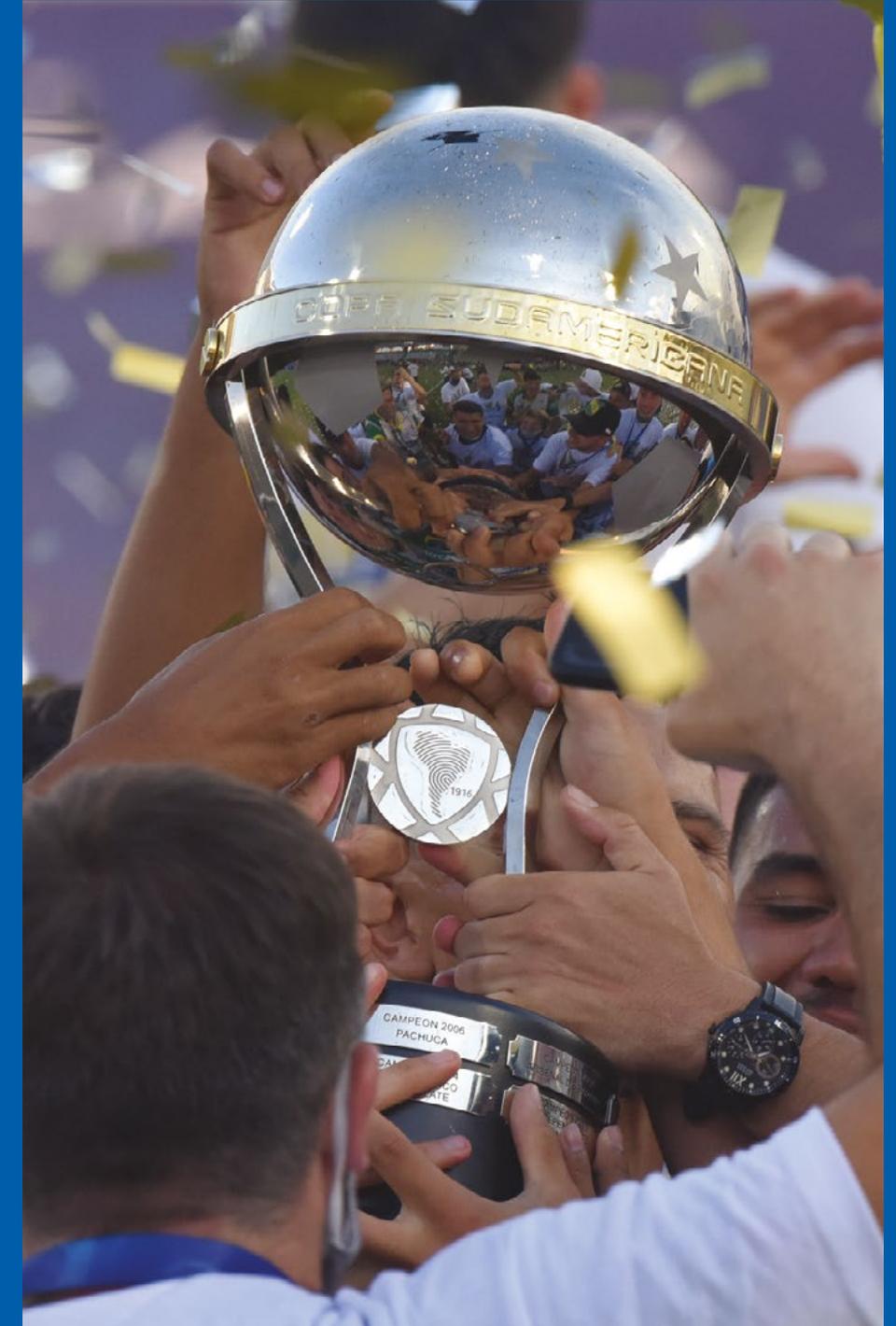
- ▶ USD 168,300,000 among the clubs participating in CONMEBOL Libertadores 2021,
- ▶ USD 58,960,000 for the teams participating in CONMEBOL Sudamericana 2021, and
- ▶ USD 2,000,000 for the CONMEBOL Recopa.

With the constant increase in prizes, CONMEBOL will continue to consolidate its continental championships, positioning them as a reference in international football.

ADDING VALUE TO CONMEBOL SUDAMERICANA

With a new format, more prizes and games, and new sponsors, the CONMEBOL Sudamericana kicks off on March 17, 2021 with its First Phase.

During 2020, a new format was developed for the South American CONMEBOL that, starting the 2021 season, would include a Group Phase, increasing the number of matches from 105 to 157, and respectively





increasing the sums in prizes, reaching USD 58,960,000, about 25% more than in the previous year.

In addition, we incorporated the prestigious automotive company MG - SAIC Motor and the renowned international payment service provider, PayRetailers, as Official Sponsors of the CONMEBOL Sudamericana. The challenge is to continue adding value to this championship, which year after year increases its competitiveness as well as its sports and commercial quality.

**SOUTH AMERICAN QUALIFIERS**  
Led by its president Alejandro Domínguez, CONMEBOL proposed the safe return of football. The strict health safety protocol against COVID-19, prepared by the Medical Commission, was complied with, and this allowed for the normal development of matches corresponding to the South American Qualifiers between October and November 2020.

The protocol's effectiveness allowed to safely complete 20 matches of the first dates of the most exciting Qualifiers in the world. All the teams were able to play the matches in their respective countries, respecting the locality and maintaining sporting equality.

Dates 5 and 6 planned initially for March 2021 were postponed due to the refusal of European clubs to release their players regarding the pandemic, a situation completely out of hands for CONMEBOL, which continues to bet on the planned and safe development of its competitions, prioritising everyone's health.

Matches will be rescheduled and played so that the continent cheers with its national teams and advances towards the road to Qatar 2022.

**WOMEN'S SOCCER: A DISCIPLINE WITH MUCH POTENTIAL**  
In recent years, women's football has had great achievements in the region and the world, and CONMEBOL continues to work to strengthen its position by providing more spaces and more prominence to women within this beautiful game.

Since 2016, CONMEBOL has been committed to the development and professionalization of more women on and off the field, promoting gender equality and providing more decision-making spaces. This 2021 will not be the exception, since the work to design and implement strategies that contribute and generate greater support from sponsors, the public, clubs and

institutions in the development of women's football, will continue.

CONMEBOL's commitment to women's football is reflected in many ways. Among them, it is the only confederation in the world that requires the male clubs participating in its tournaments to have two women's football teams, both youth and senior. Without this requirement, they cannot participate in international competitions. This is also observed internally within the organization's administrative management, since 41% of the officials, 55% of the managers of the different areas and 18% of the CONMEBOL's directors are women's.

In 2021, women's football, for the first time in history, adds two great achievements through the Women's CONMEBOL Libertadores, which will be broadcasted on Argentine Public TV and will be having Banco Santander as the official sponsor of the competition.

In addition, always betting on the development of women's sports with increased competitiveness in its main tournaments, starting 2022, the Women's CONMEBOL Copa América will be held every two years. Likewise, the proposal to play the Intercontinental Cup of Women's

Clubs is one of the great projects on the horizon.

PROGRAMA EVOLUCIÓN: MORE EDUCATION AND MORE EVOLUTION FOR ALL

Once again, CONMEBOL reaffirms its commitment to the professionalization of South American football by launching the "Evolución Educación" (Education Evolution). This digital training platform seeks to triple the number of beneficiaries in the training of more soccer professionals, on and off the field.

As of 2021, the plan is to continue adding valuable, updated and cutting-edge content, which reflects the professionalization of this beautiful game. After its successful implementation in 2020, the site already counts with 9 programs available in Spanish, 4 in Portuguese and 1 in English.

Work in 2021 is focused on expanding the list of programs and enabling the total number of courses available in Spanish, Portuguese and English.

RECOVERING WHAT BELONGS TO SOUTH AMERICAN FOOTBALL

The passion for football and for restoring that which belongs to football, has moved and motivated

us since we started with this new administration in 2016. Every year, from CONMEBOL we ratify our commitment to Transparency, Clear Rules and Reinvestment in the Football, working to recover the money appropriated by individuals and which belongs to the entire South American football family. The money returned to CONMEBOL -in Switzerland, Paraguay and the US- sums up to USD 55 million so far, and this is a faithful, real and clear reflection of how alive this commitment continues to be. This is a much greater amount than was feasible to trace and eventually recover, according to the forensic audit carried out at the time, and a sum that we hope will continue to increase for the good of football. DREAMING BIG allowed us to achieve it.

The great CONMEBOL team will continue to put all of its efforts to advance with this great challenge; to recover what is ours, what belongs to South American football.

CONMEBOL IS INCLUDED IN 2021'S GREAT PLACES TO WORK RANKING Once again, CONMEBOL has been ranked in the list of Great Places to Work in Paraguay; this time, it came 7th. And the most significant part of it all is that this honor is



achieved by surveying its own staff. That is, it was CONMEBOL's staff who expressed that the institution is an ideal place where one can develop professionally. The survey prioritizes 5 key areas: credibility, or how the staff perceives their leaders and organization; respect, or how the staff thinks they're seen by their superiors; neutrality, or how they perceive that there is no discrimination, that there are clear rules, and that decision-making is timely and efficient; and lastly, pride and teamwork. For CONMEBOL, it is an honor to have been included in this list, by its own team, and it has set itself as an objective to keep striving to maintain a positive, encouraging environment for its entire family of staff.

THE FIGHT AGAINST COVID-19 CONTINUES

2020 was an extremely challenging year for our organization, Paraguay, the country of our headquarters, and the world. While the fight against COVID-19 continues, we do not plan to stop the ball. We will continue to advance taking into account the most rigorous protocols, both on and off the field.

The 2020 pandemic and experiences have left innumerable lessons learned since day one, and we

plan to build on these to continue advancing in pursuit of our football and our people. Something that has been clear and installed in our organization and in our great family since the very beginning, is that from the start of the pandemic, it the number one priority was people's health and lives. This will remain stronger than ever in 2021.

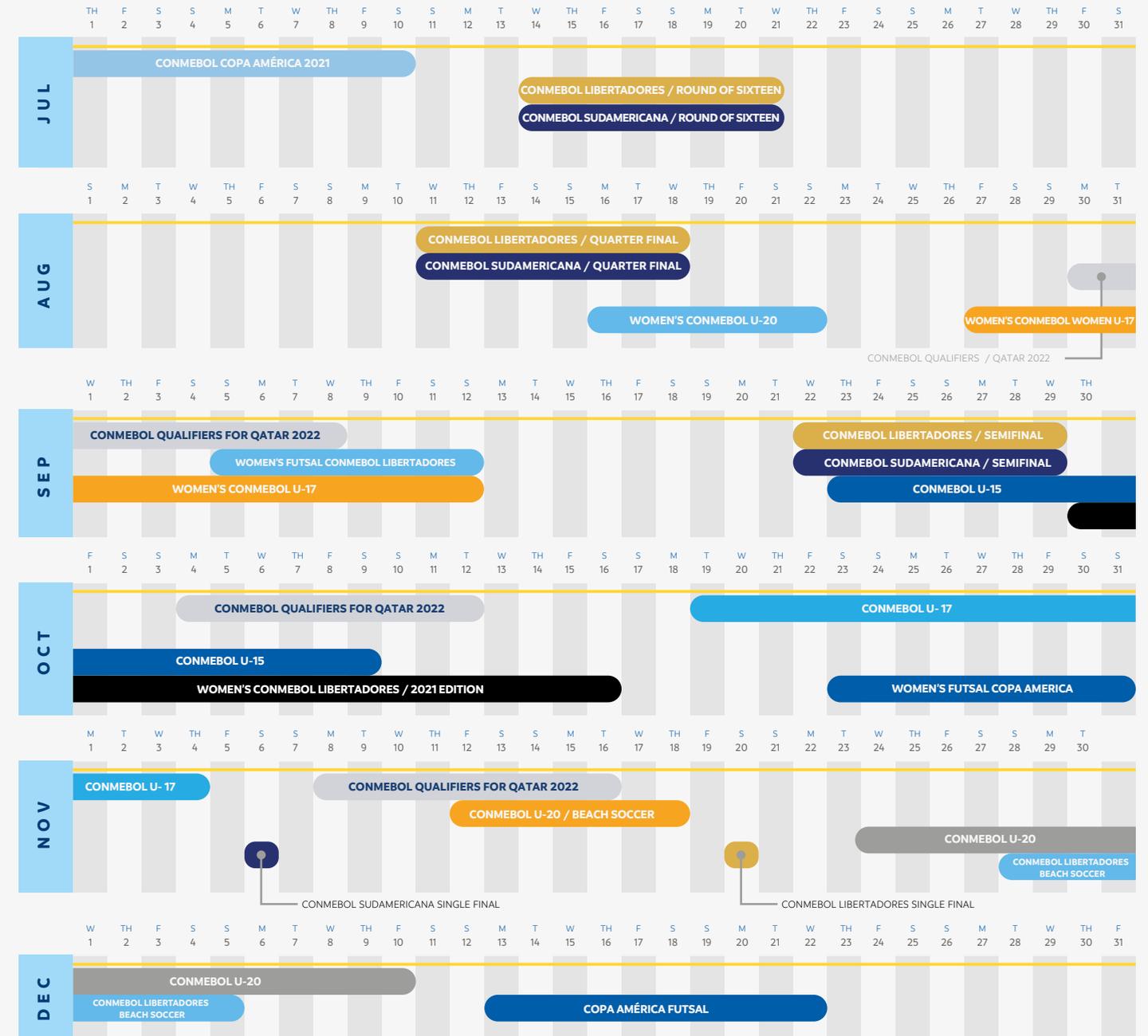
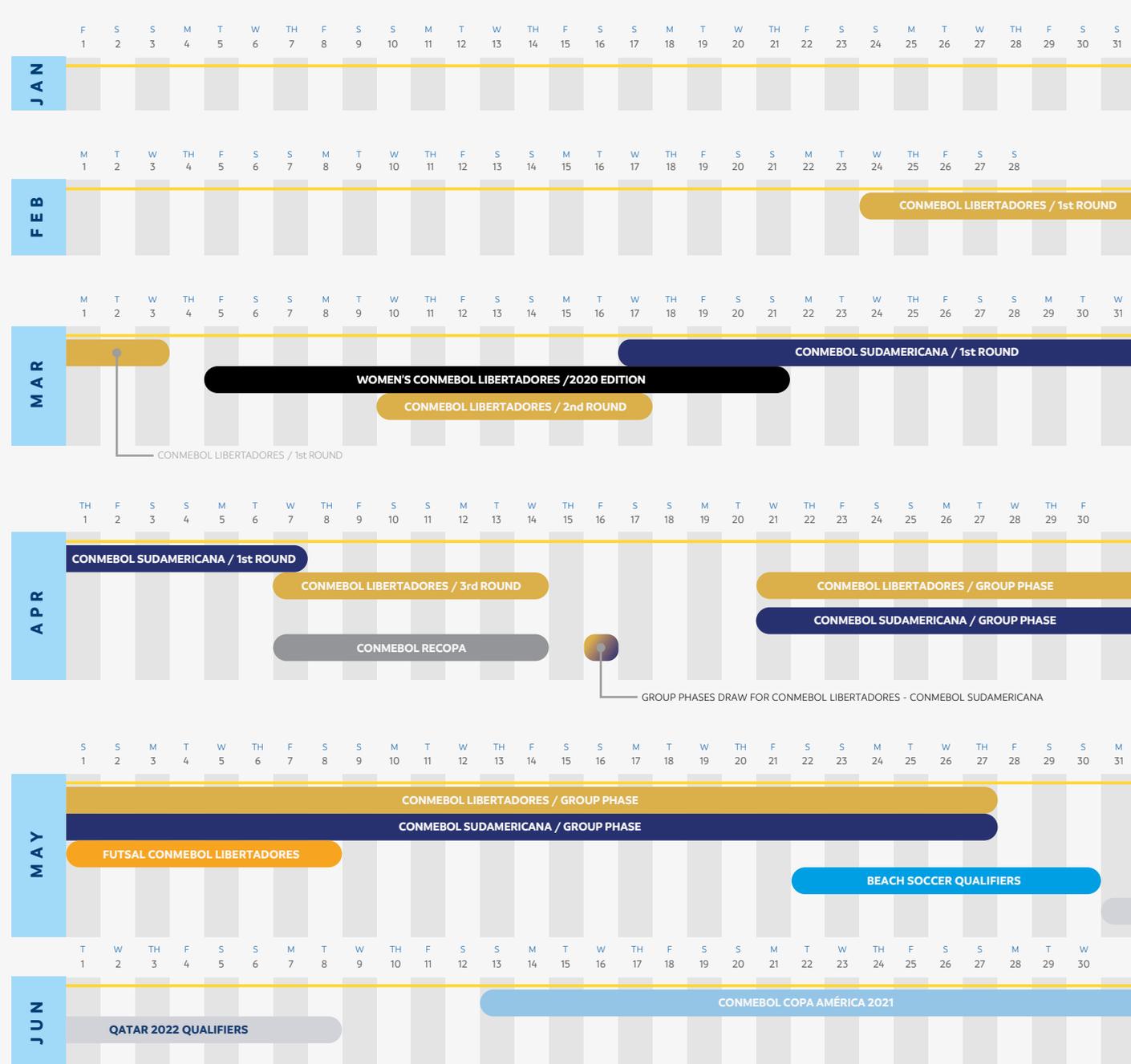
In 2020, we brought our purpose to DREAM BIG to life! And this motto that identifies us and represents us so much was present in every moment in which we had to rethink our tournaments, write new manuals, regulations, and mobilise thousands of people throughout the continent, so that the ball can continue to travel along the South American continent.

Situations in which we will have to be creative will continue to appear. We will have to continue developing our ability to think differently, and we will have to constantly adapt and reinvent ourselves when looking for solutions to the different obstacles that arise along the way. And yet our goal is still there, firm and clear; and it is that the ball continues to roll, and that in this victorious return, we are all here and more united than ever, keeping the passion to do things well intact.





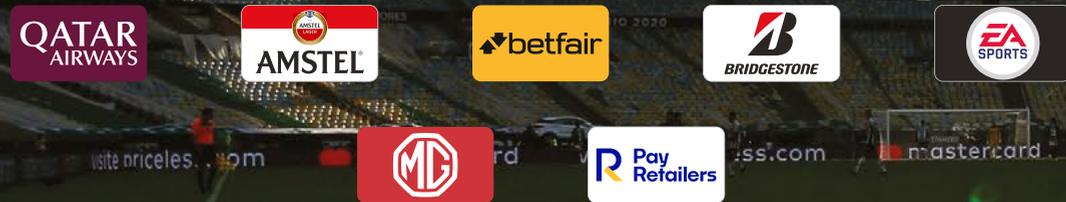
# 2021 TOURNAMENTS CALENDAR



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