



UEFA EURO 2024

# Bid Dossier Template



# Sector 01 — Template Guide



## Table of contents

1 — Bid Dossier outline	1
Deadline	1
Format	1
Bid Dossier content	2
2 — Bid brochure	4
3 — Bid sectors	5
Format	5
Content	5
Illustrations	5
4 — Legal documents	5
5 — Spreadsheets	6
6 — Additional documents	6
7 — Staging Agreement and Undertakings	6

## 1 — Bid Dossier outline

### Deadline

The deadline for submission of the Bid Dossier is 27 April 2018, 18:00CET. All Bid Dossier documents must have been uploaded to your private *FAME Bid Portal* and selected documents sent to UEFA at that moment.

### Format

We strive to reduce the amount of paper that needs to be created and sent back and forth. This is why we provide the Bid Requirements in electronic format and expect that the Bid Dossiers will also be provided that way. A specific portal within FAME has been designed for that aim, the *FAME Bid Portal*.

The *UEFA EURO 2024 Bid Dossier Template* is designed in such a way that it should be used readily by filling out the cream coloured sections in the provided Microsoft Word documents.

If wished so, Bidders are free to adapt their Microsoft Word styles to their own conception, as long as the order of the questions and the overall lay-out is conserved so as to ensure an easy evaluation process. Bidder can express their creativity in a potential bid brochure (see section *Bid brochure* on page 4) that is left to their own imagination.



Some documents, for legal reasons, need also to be sent as hardcopies.

Note that all information contained in the sectors must be in English.

## Bid Dossier content

Each Bid Dossier consists of two sets of information:

1. The documents that are to be provided in electronic format and need to be uploaded on your private *FAME Bid Portal* latest on 27 April 2018, 18:00CET.
2. The documents that need to be sent to UEFA latest on 27 April 2018, 18:00CET.

The documents that must be both uploaded and sent must have exactly the same lay-out and content.

List of Bid Dossier documents in electronic format

In the following list, AAA stands for the three-letter country code of the Bidder.

Filename	Format	See
Bid Brochure (optional)		
<i>EURO2024-AAA-BidBrochure.pdf</i>	PDF file	<i>Bid brochure on page 4</i>
Sectors		
<i>EURO2024-AAA-02VisionConceptAndLegacy.pdf</i>		
<i>EURO2024-AAA-03PoliticalSocialEnvironmental.pdf</i>		
<i>EURO2024-AAA-04LegalMatters.pdf</i>		
<i>EURO2024-AAA-05SafetySecurityAndService.pdf</i>		
<i>EURO2024-AAA-06Stadiums.pdf</i>	One PDF file for each sector	<i>Bid sectors on page 5</i>
<i>EURO2024-AAA-07Mobility.pdf</i>		
<i>EURO2024-AAA-08AccommodationAndTraining.pdf</i>		
<i>EURO2024-AAA-09TelecommunicationBroadcasting.pdf</i>		
<i>EURO2024-AAA-10EventPromotion.pdf</i>		
<i>EURO2024-AAA-11CommercialMatters.pdf</i>		
<i>EURO2024-AAA-12OrganisationalAndFinancial.pdf</i>		
Guarantees		
<i>EURO2024-AAA-AntiDopingGuarantee.pdf</i>		
<i>EURO2024-AAA-CustomsGuarantee.pdf</i>		
<i>EURO2024-AAA-DirectTaxesIndividualsGuarantee.pdf</i>		
<i>EURO2024-AAA-DirectTaxesLegalEntitiesGuarantee.pdf</i>		
<i>EURO2024-AAA-ForeignExchangeGuarantee.pdf</i>		
<i>EURO2024-AAA-IntellectualPropertyRightsGuarantee.pdf</i>	PDF scan of the signed documents	<i>Legal documents on page 5</i>
<i>EURO2024-AAA-IntellectualPropertyRights2Guarantee.pdf</i>		
<i>EURO2024-AAA-MedicalRequirementsGuarantee.pdf</i>		
<i>EURO2024-AAA-RadioFrequenciesGuarantee.pdf</i>		
<i>EURO2024-AAA-RightsProtectionGuarantee.pdf</i>		
<i>EURO2024-AAA-SafetyAndSecurityGuarantees.pdf</i>		
<i>EURO2024-AAA-TicketingAccreditationGuarantee.pdf</i>		
<i>EURO2024-AAA-TicketingTermsConditionsGuarantee.pdf</i>		
<i>EURO2024-AAA-UseFigurativeElementsGuarantee.pdf</i>		
<i>EURO2024-AAA-VATGuarantee.pdf</i>		
<i>EURO2024-AAA-VisaWorkPermitsGuarantee.pdf</i>		

Filename	Format	See
Engagement Letters		
EURO2024-AAA-AirTransportEngagement.zip		
EURO2024-AAA-HostSiteEngagement.zip		
EURO2024-AAA-OtherAuthoritiesOrThirdParties.zip		
EURO2024-AAA-PublicInterestEngagement.pdf		
Confirmation Letters		
EURO2024-AAA-AccountantFirmConfirmation.pdf		
EURO2024-AAA-AccommodationConfirmation.zip		
Spreadsheets		
EURO2024-AAA-HostCityMobilityEnhancements.xlsx	The filled-out Microsoft Excel file	Spreadsheets on page 6
EURO2024-AAA-MarketHotelCapacity.xlsx		
EURO2024-AAA-MobilityHostCountryInfrastructure.xlsx		
EURO2024-AAA-StadiumSpreadsheetA.xlsx		
EURO2024-AAA-StadiumSpreadsheetB.xlsx		
Hotel reservation forms	ZIP file with the PDF scans of the signed reservation forms	See Hotel reservation procedure in Sector 08 – Accommodation and Training Facilities of the UEFA EURO 2024 Bid Dossier Template
EURO2024-AAA-AllHotelReservationForms.zip		
Additional documents		
EURO2024-AAA-AnyOtherContractualObligation.zip	PDF scan of the documents	Additional documents on page 6
EURO2024-AAA-EvidenceSupportNationalLocalPopulation.pdf		
EURO2024-AAA-HostAssociationCosts.pdf		
EURO2024-AAA-StadiumFinancialWarranties.zip		
EURO2024-AAA-StadiumSafetyCertificate.zip		
EURO2024-AAA-SupportiveLetterFootballStakeholders.zip		
Staging Agreement and Undertakings		
EURO2024-AAA-StagingAgreement.pdf	PDF scan of the signed documents	Staging Agreement and Undertakings on page 6
EURO2024-AAA-StadiumUndertaking.zip		
EURO2024-AAA-HostCityUndertaking.zip		
EURO2024-AAA-AirportUndertaking.zip		

Note that there are no questions for Sector 01 – Introduction and Overview.

List of Bid Dossier documents that must be sent to UEFA

Sector	Document name	See
Sector 01 – Introduction and Overview	<ul style="list-style-type: none"> <li>Bid brochure</li> </ul>	Bid brochure on page 4

Sector	Document name	See
Sector 04 – Legal Matters	<ul style="list-style-type: none"> <li>• Anti-doping Guarantee</li> <li>• Customs Guarantee</li> <li>• Guarantee concerning the direct taxes for individuals</li> <li>• Guarantee regarding the direct taxes for legal entities</li> <li>• Foreign exchange Guarantee</li> <li>• Intellectual property rights Guarantee</li> <li>• Intellectual property rights 2 Guarantee</li> <li>• Medical requirements Guarantee</li> <li>• Rights protection committee and enforcement Guarantee</li> <li>• Ticketing and accreditation Guarantee</li> <li>• Ticketing terms and conditions content Guarantee</li> <li>• Use of figurative elements Guarantee</li> <li>• VAT or other indirect taxes Guarantee</li> <li>• Migration/visa/work permit Guarantee</li> <li>• Host Site Engagement Letter</li> <li>• Other Authorities or third parties Engagement Letter</li> <li>• Public interest Engagement Letter</li> <li>• Account firm Confirmation Letter</li> </ul>	Legal documents on page 5
Sector 05 – Safety, Security and Services	<ul style="list-style-type: none"> <li>• Safety, security and services Guarantee</li> </ul>	
Sector 07 – Mobility	<ul style="list-style-type: none"> <li>• Air transport Engagement Letter</li> </ul>	
Sector 08 – Accommodation and Training Facilities	<ul style="list-style-type: none"> <li>• Confirmation Letter for accommodation capacity and fair pricing</li> <li>• All hotel reservation forms</li> </ul>	
Sector 09 – Telecommunication and Broadcasting Matters	<ul style="list-style-type: none"> <li>• Radio frequency requirements Guarantee</li> </ul>	
Staging Agreement and Undertakings	<ul style="list-style-type: none"> <li>• Staging Agreement</li> <li>• Stadium Undertakings</li> <li>• Host City Undertakings</li> <li>• Airport Undertakings</li> </ul>	Staging Agreement and Undertakings on page 6

Do not bind the above documents in any way. Just arrange them in the order provided above into a box and send them to UEFA to the following address:

UEFA  
Mr David Balmer  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

## 2 — Bid brochure

The Bidder is free to provide a bid brochure outlining their Bid Dossier. Its content, lay-out and length is left to their own discretion.

If relevant, name the bid brochure:

- *EURO2024-AAA-BidBrochure.pdf*  
where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-BidBrochure.pdf*).

Upload it to your private *FAME Bid Portal* before 27 April 2018, 18:00CET and provide a hardcopy of it along with the Bid Dossier.

This potential bid brochure will not be part of the Bid Dossier evaluation.

## 3 — Bid sectors

### Format

Each sector must be presented in a separate PDF file in size A4. These PDF files must be uploaded to your private *FAME Bid Portal* before 27 April 2018, 18:00CET.

The PDF files must be named as follows:

- *EURO2024-AAA-00SectorFilename.pdf*  
where *AAA* stands for the three-letter country code of the Bidder and *00* for the two sector digits and *SectorFilename* for the name of the sector as provided in the Microsoft Word filename (example: *EURO2024-SUI-06Stadiums.pdf*).

### Content

All questions must be answered, respecting the provided guidelines. No supplementary information will be considered, except when requested. No material that is not directly linked to a specific question should be included.

All information contained in the sectors must be in English.

### Illustrations

For some questions, it is necessary to include pictures, maps, illustrations or photos. Specific spaces have been proposed for this. To be able to zoom into more details, maps must have a resolution of at least 118 pixels per cm.

To ensure that the Microsoft Word template works, upload your illustration by:

1. including them on a new line; and
2. using the "Insert" tab → "Picture" button; or
3. pasting as "Picture"

Do not add any non-requested pictures.

## 4 — Legal documents

Every legal document requested must be signed, scanned as a PDF file and uploaded to your private *FAME Bid Portal* before 27 April 2018, 18:00CET.

The legal document files must be named as follows:

- *EURO2024-AAA-LegalDocumentFilename*

where AAA stands for the three-letter country code of the Bidder and *LegalDocumentFilename* for the filename and extension of the document as provided in the question (example: *EURO2024-SUI-AntiDopingGuarantee.pdf*).

The signed hardcopy originals must also be sent to UEFA as indicated in the section *List of Bid Dossier documents that must be sent to UEFA* on page 3.

Note that if a legal document is not in English, a certified translation must be included in the PDF file.

## 5 — Spreadsheets

Spreadsheets must be provided, when requested, as a separate Microsoft Excel file, using the specified file as a template.

These spreadsheet files must be uploaded to your private *FAME Bid Portal* before 27 April 2018, 18:00CET.

The spreadsheet files must be named as follows:

- *EURO2024-AAA-SpreadsheetFilename.xlsx*  
where AAA stands for the three-letter country code of the Bidder, *SpreadsheetFilename* for the filename of the spreadsheet as provided in the question (example: *EURO2024-SUI-StadiumSpreadsheetA.xlsx*).

## 6 — Additional documents

Every additional document requested must be scanned as a PDF file and uploaded to your private *FAME Bid Portal* before 27 April 2018, 18:00CET. If relevant, several PDF files can be combined in a single ZIP file.

The additional document files must be named as follows:

- *EURO2024-AAA-AdditionalDocumentFilename*  
where AAA stands for the three-letter country code of the Bidder and *AdditionalDocumentFilename* for the filename and filename extension of the document as stipulated in the question (example: *EURO2024-SUI-StadiumSafetyCertificate.pdf*).

If the additional documents are not available in one of UEFA's official languages, a translation needs to be included in the PDF file.

## 7 — Staging Agreement and Undertakings

Two copies of the Staging Agreement must be signed. One signed copy must be scanned and named as follows:

- *EURO2024-AAA-StagingAgreement.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-StagingAgreement.pdf*).

The scanned file must be uploaded to your private *FAME Bid Portal* and the two signed copies sent to UEFA as defined in *List of Bid Dossier documents that must be sent to UEFA* on page 3 before 27 April 2018, 18:00CET.

Three copies of every Undertaking must be signed. One signed copy (only the provided PDF file and not the attached sectors) must be scanned and named correspondingly as follows:

- *EURO2024-AAA-StadiumUndertaking00.pdf*
- *EURO2024-AAA-BBB-HostCityUndertaking.pdf*



- *EURO2024-AAA-BBB-AirportUndertaking0.pdf*

where *AAA* stands for the three-letter country code of the Bidder, *BBB* the name of the Host City, (example: *EURO2024-SUI-StadiumUndertaking.pdf*). If several airport Undertakings exist, *0* must be incremented accordingly and all files zipped together into one.

The scanned files must be upload to your private *FAME Bid Portal* and the three signed copies sent to UEFA as defined in *List of Bid Dossier documents that must be sent to UEFA* on page 3 before 27 April 2018, 18:00CET.

The Staging Agreement and the Undertakings will be countersigned by UEFA after the Host Association has been appointed and the signed copies will be sent back to the signatories.



# Sector 02 — Vision, Concept and Legacy



Bidder name:

## Table of contents

1 — Motivation to host the Tournament	1
2 — Long-term development and post-tournament legacy	1
3 — Host Country overview map	2

## 1 — Motivation to host the Tournament

### Question 01

What is your primary motivation for hosting UEFA EURO 2024 in your country and in the Host Cities? Describe your motivation, and how you see it befitting the overall vision of the UEFA European Football Championship.

*[Insert between 10 to 30 lines of text]*

### Question 02

What is your concrete plan as to how you will contribute meaningfully to the celebration of the 2024 edition and how this would benefit the future of football in your country?

*[Insert between 10 to 30 lines of text]*

## 2 — Long-term development and post-tournament legacy

### Question 03

What will be the long-term benefits of staging UEFA EURO 2024 in your country and in the Host Cities?

*[Insert between 10 to 30 lines of text]*

### Question 04

Indicate the most important legacy initiatives related to UEFA EURO 2024 and how these are linked to the long-term planning and objectives of your association and the Host Cities.

*[Insert between 10 to 30 lines of text]*

### 3 — Host Country overview map

#### Question 05

Provide a Host Country overview map (at most A4) showing:

1. the locations of the Host Cities/Stadiums; and
2. the main road and train connections and distances between the Host Cities.

*[Insert map]*

# Sector 03 — Political, Social and Environmental Aspects



Bidder name:

## Table of contents

<b>1 — Political and economic aspects</b>	<b>1</b>
Political and football structures	1
Political and football climate	2
Public investment projections	3
<b>2 — Social responsibility and sustainability</b>	<b>3</b>
Social responsibility and sustainability concept	3
Sustainability	4
Smart mobility	4
Energy transition	4
Circular economy and waste management	4
Accessibility	4
Wheelchair users seats and sanitary stations map	5
Healthy lifestyle	5
<b>3 — Human rights</b>	<b>5</b>

## 1 — Political and economic aspects

These questions seek to provide UEFA with:

- a clear understanding of the political and economic climate of your country, regions and Host Cities;
- an evaluation of the jurisdiction, responsibilities and prerogatives of the national, regional and local authorities in the planning, organisation, running and dismantling of UEFA EURO 2024 and related events.

### Political and football structures

Question 01

Describe the political structure in your country at national level.

Indicate which institutions will be involved in the planning, organisation, running and dismantling of UEFA EURO 2024 and their respective responsibilities and jurisdiction.

*[Insert up to 30 lines of text]*



## Question 02

Describe the political structure in your country at regional, local and Host City level. Indicate if the mayors of the Host cities are elected or appointed.

Indicate which institutions will be involved in the planning, organisation, running and dismantling of UEFA EURO 2024 and their respective responsibilities and jurisdiction.

*[Insert up to 50 lines of text]*

## Question 03

Describe the political and organisational structure of your association (organisational charts, organs and bodies, decision-making powers, quantity of staff, etc.).

*[Insert up to 50 lines of text]*

## Question 04

Describe the (legal) relationship of your association with the Stadium owner in terms of respective responsibilities, competences, etc. as well as the current practice (if applicable) when you organise national team matches, cup finals, etc. at the Stadium?

*[Insert up to 50 lines of text]*

## Political and football climate

## Question 05

Using the table below, provide a list of the key football stakeholders in your country, indicating their respective impact and position regarding the bid and the possible staging of UEFA EURO 2024 in your country.

Football stakeholder name*	Support** for UEFA EURO 2024	Principal reasons for the support level indicated	Level** of influence

\* For example: board/executive committee, amateur football, professional clubs, league(s), players' union(s), National Olympic Committee, etc.

\*\* Use: very high, high, neutral, low, very low

## Question 06

Provide supportive letters from the main football stakeholders in your country, confirming their position.

Scan each supportive letter and call the scanned file:

- *EURO2024-AAA-SupportiveLetterFootballStakeholders0.pdf*  
where AAA stands for the three-letter country code of the Bidder and 0 stands for the numbering of the supportive letters (example: *EURO2024-SUI-SupportiveLetterFootballStakeholders1.pdf*)

Concatenate all the scanned PDF files into a ZIP file called:

- *EURO2024-AAA-SupportiveLetterFootballStakeholders.zip*

where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-SupportiveLetterFootballStakeholders.zip*);

And upload this ZIP file to your private *FAME Bid Portal*.

#### Question 07

List all elections planned in your association at all levels (e.g. president, general secretary, board members, regional associations) until July 2024.

*[Insert up to 20 lines of text]*

#### Question 08

Provide any evidence (opinion polls, referendums, awareness campaigns, etc.) of the support of the national and local population, in particular in the Host City for your bid and the possible staging of UEFA EURO 2024 in your country.

Scan all these evidences into one file and call this file:

- *EURO2024-AAA-EvidenceSupportNationalLocalPopulation.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-EvidenceSupportNationalLocalPopulation.pdf*)

And upload this PDF file to your private *FAME Bid Portal*.

## Public investment projections

#### Question 09

Provide a breakdown of the areas where government investment is projected or required at national, regional and city level to host UEFA EURO 2024, with approximate estimates expressed in million EUR.

Refer to other parts of your bid dossier, if relevant.

*[Insert up to 50 lines of text]*

## 2 — Social responsibility and sustainability

### Social responsibility and sustainability concept

#### Question 10

Propose a concept to organise the Tournament in a socially responsible and sustainable way taking into consideration the *Sector 03 – Political, Social and Environmental Aspects* of the *UEFA EURO 2024 Tournament Requirements* and the following questions related to the key considerations.

In your strategy, where applicable for the Tournament, take into account the principles of sustainable sourcing, including establishing sustainability criteria and screening for suppliers, licensees, contractors (products and services) appointed by you for the Tournament.

*[Insert 50 to 60 lines of text]*

## Sustainability

### Question 11

Outline the existing, or planned capacity to deliver sustainability strategy for the Tournament that takes into account industry standards such as *ISO 20121:2012 Event sustainability management systems -- Requirements with guidance for use*.

In your strategy, where applicable for the Tournament, take into account the principles of sustainable sourcing, including establishing sustainability criteria and screening for suppliers, licensees, contractors (products and services) appointed by you for the Tournament.

See the documents *Sustainability Reporting Guidelines & Event Organizers Sector Supplement* and *UEFA EURO 2016 Social Responsibility & Sustainability Post-event report, 2016* for further references.

*[Insert 50 to 100 lines of text]*

## Smart mobility

### Question 12

Develop a concept that maximises the use of sustainable means of transportation for the fans arriving at the Tournament. Cooperate with the Host City Authorities to assess the possibility to provide within the Host City free-of-charge public transport for ticket holders on Matchday and other sustainable means of transportation such as walking to the Stadium. Provide quality concept for accessible transport means for fans with limited mobility.

*[Insert up to 50 lines of text]*

## Energy transition

### Question 13

Provide a concept that maximises the use of energy from renewable resources and optimises water and generators types/usage by switching to grid when possible and choice of eco-friendly types of fuels.

*[Insert up to 50 lines of text]*

## Circular economy and waste management

### Question 14

Provide a comprehensive concept that is based on waste minimisation principles ("Reduce → Reuse → Recycle"), gives adequate consideration to the circular economy model and advanced waste sorting principles.

*[Insert up to 50 lines of text]*

## Accessibility

### Question 15

Provide an accessible Stadium concept allowing disabled a complete Matchday experience guided by *Access for all V.01, UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience* that address the following areas:

1. number of wheelchair users seats with quality sightline and amenities;

2. number of sanitary stations available for disabled;
3. an audio-description commentary position to service the partially sighted and blind;
4. signal to capture live radio commentary via smart phones in the language of the two finalist teams;
5. accessible transport system to and from the Stadium.

*[Insert up to 120 lines of text]*

## Wheelchair users seats and sanitary stations map

### Question 16

Provide for each Stadium an A4 Stadium map that clearly indicates the location of:

1. wheelchair users seats with quality sightline and amenities; and
2. sanitary stations available for disabled.

*[Insert maps]*

## Healthy lifestyle

### Question 17

Provide a concept for a tobacco-free environment on Matchday (based on *Tobacco-Free Stadia Guidance: Main Guide*), healthy food options and walkways to and from the Stadium.

*[Insert up to 50 lines of text]*

## 3 — Human rights

### Question 18

Describe your global strategy of how you are going to integrate the United Nations' *Guiding Principles on Business and Human Rights: Implementing the United Nations 'Protect, Respect and Remedy' Framework* for UEFA EURO 2024 in order to protect, respect and fulfil universal human rights, including child rights and the rights of workers as well as ensure that those acting in the government's/public Authorities' name protect and respect these rights contained in the following treaties and guidelines:

- the *International Covenant on Economic, Social and Cultural Rights* and the *International Covenant on Civil and Political Rights*;
- the eight ILO fundamental conventions as set out in the *Declaration on Fundamental Principles and Rights at Work and its Follow-up*;
- the United Nations' *Convention on the Elimination of All Forms of Discrimination against Women*;
- the United Nations' *Convention on the Rights of the Child*;
- the *Mega Sporting Events Remedy Mechanisms for Human Rights in the Sports Context*; and
- the *OECD Guidelines for Multinational Enterprises, 2008*.

*[Insert up to 100 lines of text]*

### Question 19

Explain how you are going to apply and respect the anti-corruption and compliance standards as it can be found in *A Strategy for Safeguarding against Corruption in Major Public Events*.

*[Insert up to 50 lines of text]*





# Sector 04 - Legal Matters



Bidder name:

## Table of contents

1 — Preamble	1
2 — Public interest	2
3 — Intellectual property	2
4 — Customs	3
5 — Ticketing and accreditations	4
6 — Prevention of Ambush Marketing and right protection committee	6
7 — Immigration/visas/work permits	7
8 — Employment law	7
9 — Foreign exchange	9
10 — Anti-doping and medical	9
11 — Taxation	10
12 — Insurance	12
13 — Undertakings	13
14 — Host Sites and other Authorities	15

## 1 — Preamble

As a preamble to this sector, it is acknowledged by the Bidders that each Guarantee, Letter of Engagement, Confirmation Letter (unless specifically mentioned otherwise) envisaged by this sector or any other sectors shall be provided by any and all competent Authorities in each such bidding country. Furthermore, it is the responsibility of each Bidder to identify all the administrations, agencies and Authorities from whom a Guarantee, a Letter of Engagement, or a Confirmation Letter shall be provided to UEFA in accordance with this Bidding Procedure in order for the Host Association to be able to fully comply with the terms of any document being part of the Bidding Procedure and to fulfil any of the obligations envisaged by this documentation and by the Staging Agreement.

In case any amendment is necessary to the templates, UEFA remains at disposal to discuss it.

## 2 — Public interest

### Question 01

Provide in writing an Engagement Letter on relevant Authorities letterhead, with their own formulation, which ensures that they will provide full support for the staging of UEFA EURO 2024 (including planning, preparation, staging, and dismantling phases) and classifies UEFA EURO 2024 as a matter of general, major interest and of international importance.

Support and declaration of major interest, the format of which is at the discretion of the relevant Authorities, shall be enforceable in case of conflict of interests.

Scan this signed Engagement Letter and call the scanned file:

- *EURO2024-AAA-PublicInterestEngagement.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-PublicInterestEngagement.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 3 — Intellectual property

### Question 02

Describe the existing laws and regulations in your country that are available to protect UEFA's intellectual property in accordance with the *UEFA EURO 2024 Tournament Requirements* as well as the respective registration, opposition and enforcement procedures and their typical durations.

*[Insert up to 50 lines of text]*

### Question 03

Identify the departments or agencies (at any level) that are responsible for administering and/or enforcing the laws and legislation described in your response to the questions above and describe their respective roles in such administration and enforcement.

*[Insert up to 30 lines of text]*

### Question 04

Provide a Guarantee (using the template *Intellectual property rights Guarantee* on page 16) completed and signed by the relevant Authorities, ensuring of the intellectual property rights related to the UEFA European Football Championship including UEFA EURO 2024 can be protected under the existing legislation in your country and if not that a law will be enacted as soon as possible in this respect. This Guarantee shall namely address the protection as trade marks of EURO 2024, "Host City name and 2024" (e.g. "NYON 2024"), "Host Country name and 2024" (e.g. "SWITZERLAND 2024") and any designation or abbreviation used in the Host Country to refer to UEFA EURO 2024 (e.g. "EK 2024" in Holland).

If existing laws and regulations are not sufficient to satisfy UEFA's requirements, laws and regulations will have to be amended or new laws and regulations enacted to allow the registration and enforcement of such intellectual property rights. Describe the steps required by your country to amend or enact such legislation and the scheduled timing of such amendments or enactments, taking into consideration that such laws and regulations would have to be formally amended or enacted in your country before 1 January 2022.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-IntellectualPropertyRightsGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-IntellectualPropertyRightsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

#### Question 05

Provide a Guarantee (using the template *Intellectual property rights 2 Guarantee* on page 18) completed and signed by the relevant Authorities which administer and enforce existing intellectual property laws or regulations ensuring that such administration and enforcement relating to UEFA EURO 2024 will be executed quickly and effectively including through the use of the required expedited registration processes.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-IntellectualPropertyRights2Guarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-IntellectualPropertyRights2Guarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

#### Question 06

Provide a Guarantee (using the template *Use of figurative elements Guarantee* on page 20) completed and signed by the relevant Authorities, confirming that UEFA and its Commercial Partners will benefit from unrestricted rights to register and use within the marks relating to the UEFA EURO 2024 figurative elements relating to the Host City and the Host Country, such as architectural elements, public monuments and well-known buildings.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-UseFigurativeElementsGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-UseFigurativeElementsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 4 — Customs

#### Question 07

Identify the competent Authorities to enact and being responsible for the implementation of your country's custom regulations and for administrating and monitoring the import and export of goods as well as for levying customs duties, taxes and other fees on imports and exports.

*[Insert 10 to 20 lines of text]*

#### Question 08

Provide a list of goods of which imports into your country are forbidden or restricted.

*[Insert 10 to 20 lines of text]*

#### Question 09

Describe all customs duties, levies, taxes and other fees levied on the import of goods into your country (both temporary and permanent import). Design the ports of entry (frontier customs, airports, harbours

etc.) for clearance of imported and exported goods and describe the clearance procedure and the requirements for documents and carriers.

*[Insert 20 to 50 lines of text]*

Provide a writing the Guarantee (using the template *Customs Guarantee* on page 21) completed and signed by the relevant Authorities.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-CustomsGuarantee.pdf*

where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-CustomsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 5 — Ticketing and accreditations

### Question 10

Describe all existing laws and regulations in your country that restrict the unauthorised sale, transfer or offer for sale or transfer of tickets and/or accreditation passes to football matches or sporting or cultural events and the penalties in place for infringement of such laws and regulations. In particular, describe whether such existing laws and regulations prohibit the unauthorised sale, transfer or offer for sale or transfer of tickets and/or accreditation passes both on-line via internet and/or social network and in public places (for example on the street) and provide full details of any restrictions to such laws and regulations that may be applicable to the unauthorised use, sale or transfer of tickets and accreditation passes.

*[Insert 10 to 50 lines of text]*

### Question 11

Describe all existing laws and regulations in your country that prohibit the unauthorised resale of goods which were sold subject to terms and conditions that do not permit any resale of such goods and the penalties for infringement of such laws and regulations. In particular, describe whether such existing laws and regulations prohibit the resale of such goods both on-line via internet and/or social network and in public places (for example on the street) and provide full details of any restrictions to such laws and regulations that may be applicable to the unauthorised resale of such goods.

*[Insert 10 to 50 lines of text]*

### Question 12

Describe all existing laws and regulations in your country that prohibit the sale of goods on the street and/or in public places and the penalties in place for infringement of such laws and regulations, including details of whether such goods can be seized from the seller and, if so, who is authorised to carry out such seizure. In particular, describe whether any such prohibition is limited to particular goods and provide full details of any restrictions on the use of such existing laws and regulations. Describe what streets and public spaces are covered under any such existing laws and regulations and the details of any procedure in place to extend such coverage to other streets and public spaces.

*[Insert up 10 to 50 lines of text]*

### Question 13

Identify the Authorities that are responsible for administering and enforcing the laws and regulations identified in the three responses provided above and their respective responsibilities in these respects.

*[Insert 10 to 50 lines of text]*

#### Question 14

If not already existing, or if such existing laws and regulations are not sufficient to satisfy UEFA's requirements, laws and regulations will have to be amended or new laws and regulations enacted to prevent the unauthorised transfer and use of tickets and accreditation passes for UEFA EURO 2024.

Describe the steps required by your country to amend or enact such legislation and the scheduled timing of such amendments or enactments, taking into consideration that such laws and regulations would have to be formally amended or enacted by your country before 1 January 2022.

*[Insert 10 to 50 lines of text]*

#### Question 15

Provide a Guarantee (using the template *Ticketing terms and conditions content Guarantee* on page 23) completed and signed by the relevant Authorities confirming that certain key terms and conditions of UEFA EURO 2024 tickets are or will be enforceable under existing or future laws.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-TicketingTermsConditionsGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-TicketingTermsConditionsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

#### Question 16

Provide a Guarantee (using the template *Ticketing and accreditation Guarantee* on page 25) completed and signed by the relevant Authorities confirming that all necessary legal measures will be taken:

- a) to ensure that your country's legislation:
  - prohibits any unauthorised sale, transfer or offer for sale or transfer of tickets and/or accreditation passes to any UEFA EURO 2024 match, whether such sale, offer for sale or transfer of tickets or accreditation passes takes place inside or outside the Host Country (including via the internet and/or social networks);
  - prohibits any unauthorised use or offer of tickets or accreditation passes to any UEFA EURO 2024 match or event as prizes in any contest, promotion, advertising or marketing activity, or as part of any travel, accommodation, dinner (including "hospitality") or any other commercial package; and
  - allows the immediate seizure of the relevant tickets or accreditation passes and provides for sanctions against the company and/or individual committing such infringement.
- b) to enforce such legal restrictions and rights.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-TicketingAccreditationGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-TicketingAccreditationGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.



## 6 — Prevention of Ambush Marketing and right protection committee

### Question 17

Describe the current laws and procedures available in your country to combat Ambush Marketing and counterfeits. Responses in relation to the protection of UEFA's intellectual property rights activities shall be dealt with in your answers to *Intellectual property* on page 2.

*[Insert up to 50 lines of text]*

### Question 18

Describe the current laws and procedures in your country to protect UEFA's rights to exclusively license public screening events and to combat unauthorised public viewing activities. If such no laws are in force, please describe your precise plan to enact them.

*[Insert up to 50 lines of text]*

### Question 19

Provide a list of Authorities (including intellectual property/ trade mark office, police, legal prosecutors/courts, city Authorities and customs) responsible for the prohibition of Ambush Marketing activities, Counterfeits and unauthorised public screening events as well as for the undertaking of enforcement measures.

*[Insert up to 50 lines of text]*

### Question 20

Provide the name, title and contact details of a senior representative for each Authorities identified in your response above who will cooperate with UEFA during the Bidding Procedure and, if relevant, after your appointment.

*[Insert up to 50 lines of text]*

### Question 21

Provide a Guarantee (using the template *Rights protection committee and enforcement Guarantee* on page 26) completed and signed by each Authorities identified in your responses above or that are otherwise responsible for:

- administering and/or enforcing the prohibition;
- restricting and preventing Ambush Marketing activities;
- protecting UEFA's intellectual property rights;
- prohibiting Counterfeits;
- combatting unauthorised public screening events; and/or
- undertaking enforcement activities against companies or individuals conducting Ambush Marketing or involved with activities relating to the distribution of counterfeits.

Such Authorities will assist UEFA in its enforcement activities, in particular in its on-site operations during UEFA EURO 2024, and in ensuring that respective representatives will be appointed as members of the relevant rights protection committee(s) at both national and local levels.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-RightsProtectionGuarantee.pdf*

where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-RightsProtectionGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 7 — Immigration/visas/work permits

### Question 22

Describe the current laws and regulations in your country regarding immigration, entry and exit visas, work permits for foreign nationals, restricted professional activities and identify the Authorities that are responsible for their administration.

*[Insert 20 to 50 lines of text]*

### Question 23

Describe the process (including any related costs) and average length of time required for a foreign national to obtain a work permit and/or entry and exit visa for your country, differentiating between categories of people where applicable together with a list of foreign nationals that need a visa to enter your country.

*[Insert 20 to 50 lines of text]*

### Question 24

Provide a Guarantee (using the template *Migration/visa/work permit Guarantee* on page 27) completed and signed by the relevant Authorities.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-VisaWorkPermitsGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-VisaWorkPermitsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 8 — Employment law

### Question 25

Describe the employment requirements under your country current laws for:

- employees;
- any other type of contract workers (define categories and specific rules).

*[Insert 10 to 50 lines of text]*

### Question 26

Explain the different options available in your country to hire an individual under a fixed term contract, the different legal frameworks and the legal requirements.

*[Insert 10 to 50 lines of text]*

### Question 27

Describe the conditions under which a permanent contract may be terminated by the employer and the associated risks.

*[Insert 10 to 50 lines of text]*

#### Question 28

Describe the imperative legal obligations applicable to employment relationships in your country's (and in particular, if and when relevant, minimum wages; maternity; public holidays; paid holidays; health and safety requirements).

*[Insert 10 to 50 lines of text]*

#### Question 29

Describe the regulations and conditions applicable to working time (legal duration; overtimes; night work; weekly rest, mandatory requirements, etc.) as well as the conditions under which derogations may be granted.

*[Insert 10 to 50 lines to text]*

#### Question 30

Describe the regulations and conditions applicable to the secondment of employees in your jurisdiction from both employment law and social security law standpoints.

*[Insert 10 to 50 lines to text]*

#### Question 31

Describe the regulations and conditions applicable to foreign contractors (e.g. obligation to register; payment of taxes; withholding obligations).

*[Insert 10 to 50 lines to text]*

#### Question 32

Specify whether the beneficiary of the services rendered by a contractor may be held liable for the contractor's default of social security, tax or employment law obligations and/or whether such beneficiary must control the fulfilment by the contractor of his social security, tax or employment law obligations and more generally its compliance with applicable laws.

*[Insert 10 to 50 lines to text]*

#### Question 33

Describe in details the conditions and restrictions imposed by the applicable laws in your country for the use of volunteers.

*[Insert 10 to 50 lines to text]*

#### Question 34

Describe any other legal requirements UEFA should be aware.

*[Insert 10 to 50 lines of text]*

#### Question 35

Indicate whether legal measures or administrative arrangements shall/may be required in order to facilitate the organisation of UEFA EURO 2024.

*[Insert 10 to 50 lines of text]*

## 9 — Foreign exchange

### Question 36

Describe any specific regulations and processes with respect to import and export of money in your country.

*[Insert 10 to 20 lines of text]*

### Question 37

Provide a Guarantee (using the template *Foreign Exchange Guarantee* on page 30) completed and signed by the relevant Authorities with respect to:

- foreign exchange transactions in connection with UEFA EURO 2024;
- free import and export of money in connection with UEFA EURO 2024;
- expedited and simplified procedures in respect of import and export of money in connection with UEFA EURO 2024;
- contact of a dedicated person or team provided with the necessary power to act and solve any potential issue that may arise in the Host Country during the whole organisation of UEFA EURO 2024 including the preparation phase, the UEFA EURO 2024 itself and the post-UEFA EURO 2024 phase.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-ForeignExchangeGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-ForeignExchangeGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 10 — Anti-doping and medical

### Question 38

Describe any anti-doping legislation or regulation currently in force or is about to be proposed in your country. Identify if there is a national anti-doping organisation compliant with the World Anti-Doping Code in your country.

*[Insert 10 to 30 lines of text]*

### Question 39

Provide a Guarantee (using the template *Anti-doping Guarantee* on page 32) completed and signed by the relevant Authorities ensuring that UEFA itself may directly apply the UEFA anti-doping regulations and that the relevant Authorities will fully support and cooperate with UEFA including in relation to the planning and conduct of controls and transportation of samples across international borders.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-AntiDopingGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-AntiDopingGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## Question 40

Provide a Guarantee (using the template *Medical Requirements Guarantee* on page 33) completed and signed by the relevant Authorities, confirming the Authorities will apply and enforce UEFA's requirements for medical provision for players, team officials, the referee team and match officers, and will fully support and cooperate with UEFA including in relation to the provision of medical services, the import of medications and the right of team doctors to practice medicine within the Host Country:

- *EURO2024-AAA-MedicalRequirementsGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-MedicalRequirementsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 11 — Taxation

## Question 41

Describe the various types of taxes and other duties and levies (including the relevant rates) currently levied in your country (at national and local levels) which might apply to the organisation and staging of UEFA EURO 2024 including sales taxes, value-added taxes, capital taxes, income taxes, corporate taxes, turnover taxes and withholding taxes or any other taxes related with such UEFA EURO 2024 (e.g. taxes on entertainment, advertising etc.).

*[Insert 30 to 100 lines of text]*

## Question 42

Identify the taxes described in your previous response to which UEFA, UEFA entities/subsidiaries, the Local Organising Structure(s) and individuals (including players and referees) would ordinarily be subject to due to their involvement in UEFA EURO 2024. Describe the possibilities and procedures for exemption from such taxes.

*[Insert 30 to 50 lines of text]*

## Question 43

Identify the Authorities that are responsible for tax legislation, tax exemption, tax reclaim and administering and collecting the taxes referred to in your previous responses.

*[Insert 10 to 20 lines of text]*

## Question 44

Identify the taxes listed in your previous responses that would ordinarily be recoverable by the Local Organising Structure(s) and/or by UEFA and/or a UEFA entity/subsidiary in your country (e.g. value-added taxes, sales taxes or withholdings). Describe any relevant circumstances in which such recovery would not or would only partly be possible. Describe the process involved in such recovery, including the time usually involved.

*[Insert 30 to 50 lines of text]*

## Question 45

Would dividends, service fees, royalties or other distributions paid by the Local Organising Structure(s) or a UEFA entity/subsidiary in your country to UEFA normally be subject to withholding taxes or other deductions and, if so, which and at what rate?



*[Insert 10 to 20 lines of text]*

#### Question 46

Provide a detailed analysis of the taxes, duties and levies on goods and services (including VAT) in your country, indicating the framework and handling of such taxes (a copy from a tax handbook only is not sufficient). Special attention should be given to:

1. applicable rates and items which are subject to such taxes (goods and services, including ticketing and hospitality packages and services);
2. the treatment of VIK (value-in-kind) and any tax liabilities (VAT, withholdings, etc.) on its provision and/or invoicing as well as its recovery (e.g. goods provided by sponsors for free, such as the rental of sponsor cars);
3. taxes (VAT, sales tax and others taxes) and special treatment that apply to:
  - i. tickets in general;
  - ii. complimentary tickets (without face-value);
  - iii. corporate hospitality packages (ticket, catering, gifts, other services);
  - iv. tickets sold to participating national associations (including the Host Association) and the potential resale of such tickets by the national associations to their supporters;
  - v. the sale and purchase of UEFA EURO 2024-related goods and services on which reduced VAT rates apply and the possibility of introducing such reduced VAT rates for other UEFA EURO 2024-related goods and services;
4. the possibilities and conditions for reduction or exemption of the goods and services listed above from VAT and/or any sales or other taxes;
5. the possibilities and conditions for reclaiming taxes on goods and services by UEFA, UEFA entities/subsidiaries, the Local Organising Structure(s) and individuals and the reclaim procedure (including declaration and reclaim deadlines). Describe under what conditions UEFA, UEFA entities/subsidiaries and the local organising structure(s) may qualify as "not-for-profit organisations" in your country and explain the consequences of such a status with regard to VAT and VAT reclaim.

*[Insert necessary text]*

#### Question 47

Provide written Confirmation Letter from a firm of accountants of international standing practising in your country, stating that the information provided in your responses to the two first questions related to taxation is true, accurate and complete.

Scan this signed Confirmation Letter and call the scanned file:

- *EURO2024-AAA-AccountantFirmConfirmation.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-AccountantFirmConfirmation.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

#### Question 48

Provide a Guarantee (using the template *Guarantee regarding the direct taxes for legal entities* on page 34) completed and signed by the relevant Authorities regarding the direct taxes for legal entities.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-DirectTaxesLegalEntitiesGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-DirectTaxesLegalEntitiesGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

#### Question 49

Provide a Guarantee (using the template *Guarantee concerning the direct taxes for individuals* on page 36) completed and signed by the relevant Authorities regarding the direct taxes for individuals.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-DirectTaxesIndividualsGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-DirectTaxesIndividualsGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

#### Question 50

Provide a Guarantee (using one of the two templates below as applicable to your country) completed and signed by the relevant Authorities relating to VAT and other indirect taxes:

- For EU country, the template *VAT or other indirect taxes for EU Host Country Guarantee* on page 39 must be used.
- For non-EU country, the template *VAT or other indirect taxes for non-EU Host Country Guarantee* on page 41 must be used.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-VATGuarantee.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-VATGuarantee.pdf*) and upload it to your private *FAME Bid Portal*.

And send the original to UEFA along with your Bid Dossier.

## 12 — Insurance

#### Question 51

Describe the national insurance system and identify all insurance types for a tournament staged in your country which are:

1. required by national and/or local laws;
2. customary for major sports events and football matches in your country; or
3. advisable and appropriate for a tournament of the size of UEFA EURO 2024.

Provide an initial and comprehensive risk analysis for UEFA EURO 2024.

*[Insert up to 50 lines of text]*

#### Question 52

Specify the advisable insurance cover for UEFA EURO 2024 in your country as identified in the previous question:

1. UEFA (including its entities/subsidiaries, employees and appointees);
2. delegations and participating teams;
3. the Host Association and other Local Organising Structure(s);
4. service and security providers;
5. owners and operators of Sites/Stadiums;

6. other accredited individuals, in particular members of the football family, Commercial Partners and media.

Assess and report the situation of your association and of the Stadium owners and operators to date.

*[Insert up to 100 lines of text]*

#### Question 53

Describe the scale and scope of the national insurance market for (major) sports events in your country and assess the capacities of your national market to provide comprehensive insurance cover for UEFA EURO 2024.

*[Insert up to 25 lines of text]*

#### Question 54

Assess and identify by insurance category (third party liability, etc.) the possibility of insuring the following risks:

1. financial and economic losses;
2. cancellation of UEFA EURO 2024;
3. force majeure;
4. terrorism;
5. liability claims under foreign law (including USA and Canada);
6. cross-liability.

*[Insert text]*

## 13 — Undertakings

The Stadium, Host-City and Airport Undertakings are available on the *FAME Bid Portal* under the section *Agreement & Undertakings*.

For each Undertaking, there is a ZIP file containing:

- the Undertaking, and
- its appendices as listed in section *Bid Agreement & Undertakings* in *Sector 01 – Introduction and Overview* of the *UEFA EURO 2024 Tournament Requirements*.

At the time of submitting their Bid Dossier, the Bidders must:

1. upload to your private *FAME Bid Portal* a PDF scan of the signed Undertakings; and
2. send three signed original hardcopies along with their Bid Dossier (there is no need to join the appendices – i.e. the relevant sectors of the Bid Requirements – UEFA will attach them to the execution copy if relevant; such flexibility – i.e. not requiring from the Bidder to attach the appendices – is aimed at favouring an easier communication of the relevant documentation but shall not affect the legal enforceability of such appendices).

#### Question 55

For each Stadium, provide an Undertaking of the Stadium Owner on relevant Stadium Owner letterhead (using the template *Stadium Undertaking* available on the *FAME Bid Portal* under the section *Bid Agreement & Undertakings*).

Scan this signed Undertaking and call the scanned file:

- *EURO2024-AAA-StadiumUndertaking00.pdf*

where AAA stands for the three-letter country code of the Bidder and 00 as sequential number (example: *EURO2024-SUI-StadiumUndertaking01.pdf*).

After all signed Stadium Undertakings have been scanned, you must:

- a) concatenate the PDF files together into a ZIP file called: *EURO2024-AAA-StadiumUndertaking.zip* where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-StadiumUndertaking.zip*);
- b) upload this ZIP file to your private *FAME Bid Portal*;
- c) send three signed original hardcopies to UEFA along with your Bid Dossier.

#### Question 56

For each Host City, provide an Undertaking of the Host City Authorities on relevant Authorities letterhead (using the template *Host City Undertaking* available on the *FAME Bid Portal* under the section *Bid Agreement & Undertakings*).

Scan this signed Undertaking and call the scanned file:

- *EURO2024-AAA-HostCityUndertaking00.pdf*  
where AAA stands for the three-letter country code of the Bidder and 00 as sequential number (example: *EURO2024-SUI-HostCityUndertaking01.pdf*).

After all signed Host City Undertakings have been scanned, you must:

- a) concatenate the PDF files together into a ZIP file called: *EURO2024-AAA-HostCityUndertaking.zip* where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-HostCityUndertaking.zip*);
- b) upload this ZIP file to your private *FAME Bid Portal*;
- c) send three signed original hardcopies to UEFA along with your Bid Dossier.

#### Question 57

For each proposed airport provide an Undertaking of the airport Authorities on relevant Authorities letterhead (using the template *Airport Undertaking* available on the *FAME Bid Portal* under the section *Bid Agreement & Undertakings*).

Scan this signed Undertaking and call the scanned file:

- *EURO2024-AAA-BBB-AirportUndertaking0.pdf*  
where AAA stands for the three-letter country code of the Bidder, BBB for the name of the Host City and 0 as sequential number (example: *EURO2024-SUI-Nyon-AirportUndertaking1.pdf*)

After all signed airport Undertakings have been scanned, you must:

- a) concatenate the PDF files together into a ZIP file called: *EURO2024-AAA-AirportUndertaking.zip* where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-AirportUndertaking.zip*);
- b) upload this ZIP file to your private *FAME Bid Portal*;
- c) send three signed original hardcopies to UEFA along with your Bid Dossier.

## 14 — Host Sites and other Authorities

### Question 58

If the Bidder identifies any Host Sites and corresponding Host Sites Authorities (as defined in the Staging Agreement), provide the relevant Engagement Letters from these Host Site Authorities on their own letterhead (using the template *Host Site Engagement Letter* on page 43).

Scan this signed Engagement Letters and call each scanned file:

- *EURO2024-AAA-BBB-HostSiteEngagement0.pdf*  
where *AAA* stands for the three-letter country code of the Bidder, *BBB* for the name of the Host City and *0* as sequential number if there are several Host Sites (example: *EURO2024-SUI-Nyon-HostSiteEngagement1.pdf*) and upload it/them to your private *FAME Bid Portal*.

Zip all the scanned PDF files together into a ZIP file called:

- *EURO2024-AAA-HostSiteEngagement.zip*  
where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-HostSiteEngagement.zip*);

Upload this ZIP file to your private *FAME Bid Portal* and send three originals to UEFA along with your Bid Dossier.

### Question 59

If the Bidder identifies any Authorities or any third party having a key role in a domain of the organisation and staging of UEFA EURO 2024 and being not already under any obligation to provide an Undertaking, Guarantee, Confirmation letter or Engagement letter, then provide the relevant Engagement Letters from these Authorities or third parties on their own letterhead (using the template *Other Authorities or third parties Engagement Letter* on page 45).

Scan this signed Engagement Letters and call each scanned file:

- *EURO2024-AAA-BBB-OtherAuthoritiesOrThirdParties0.pdf*  
where *AAA* stands for the three-letter country code of the Bidder, *BBB* for the name of the Host City and *0* as sequential number if there are several Host Sites (example: *EURO2024-SUI-Nyon-OtherAuthoritiesOrThirdParties1.pdf*) and upload it/them to your private *FAME Bid Portal*.

Zip all the scanned PDF files together into a ZIP file called:

- *EURO2024-AAA-OtherAuthoritiesOrThirdParties.zip*  
where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-OtherAuthoritiesOrThirdParties.zip*);

Upload this ZIP file to your private *FAME Bid Portal* and send three originals to UEFA along with your Bid Dossier.



## Intellectual property rights Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for intellectual property rights

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* confirm that the *[name of Host Country/Host City/other relevant territorial governing administration]* hereby confirms and undertakes that each of the designations and rights relating to UEFA EURO 2024 including, without limitation, the official logo of UEFA EURO 2024, the official poster for UEFA EURO 2024 as well as the following elements in addition to the intellectual property rights already protecting the UEFA European Football Championship will be protected (as well as UEFA's right to exclusively license public screening of the UEFA EURO 2024 match) under the trademark, intellectual property or other laws of *[name of Host Country/Host City/other relevant territorial governing administration]* and that such designations and rights will be entitled to the full protection of such laws (including protection against ambush marketing and counterfeiting activities), and that the violation of such protection will be subject to criminal and/or administrative sanctions:

- UEFA;
- EUROPEAN FOOTBALL CHAMPIONSHIP/CUP 2024;
- EURO 2024;
- "Host City name and 2024" (e.g. "NYON 2024");
- "Host Country name and 2024" (e.g. "SWITZERLAND 2024");
- any designation or abbreviation used in the Host Country to refer to UEFA EURO 2024 (e.g. "EK 2024 in Holland");
- the official logo, mascot(s), mascot name(s), brand(s), insignia(s), symbol(s), device(s), design(s) slogan(s), visual identity, intellectual property and any other signs and/or emblems to be created by UEFA relating to UEFA EURO 2024.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

(Name(s), function(s), signature(s))

(Official stamp(s))



## Intellectual property rights Guarantee

*(Place and date)*



## Intellectual property rights 2 Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for intellectual property rights 2

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* confirm that the *[name of Host Country/Host City/other relevant territorial governing administration]* hereby confirms and undertakes that:

- a) the *[Host Country/Host City/other relevant territorial governing administration]* will appoint a dedicated set of examiners to administer all registrations related to UEFA EURO 2024 and all related events and to consider any opposition by UEFA to a registration which it alleges conflicts with any of its registrations or other rights protected under law;
- b) the *[Host Country/Host City/other relevant territorial governing administration]* will expedite all applications for registrations by UEFA related to UEFA EURO 2024 and ensure that any such application is completed within six months of receipt of the relevant application;
- c) the *[Host Country/Host City/other relevant territorial governing administration]* will expedite any opposition or invalidation action initiated by UEFA against an application or registration which it alleges conflicts with any of its applications, registrations or other rights protected by law and ensure that any such opposition or invalidation action is completed within six months of receipt of the relevant opposition or invalidation request;
- d) the *[Host Country/Host City/other relevant territorial governing administration]* will monitor all applications for intellectual property registrations which it receives in order to quickly identify applications which conflict with any UEFA application or registration and will reject any such conflicting application without UEFA having to take any action;
- e) UEFA will bear no responsibility or liability in respect of any exceptional costs related to any of the above.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

(Name(s), function(s), signature(s))

(Official stamp(s))





## Intellectual property rights 2 Guarantee

*(Place and date)*



## Use of figurative elements Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for the use of figurative elements

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* confirm that UEFA and its Commercial Partners will benefit from unrestricted rights to register and use within the marks relating to UEFA EURO 2024 figurative elements relating to the Host City and/or Host Country, such as architectural elements, public monuments and well-known buildings and with produce and/or sign any documents required for this purpose, upon UEFA and/or Host Association request.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

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*(Place and date)*



## Customs Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Customs Guarantee

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, the *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. for a period of time beginning four (4) years before the scheduled commencement of UEFA EURO 2024 and running until 31 December 2025, any legal person who is participating in UEFA EURO 2024 or involved in the organisation, staging and/or dismantling of UEFA EURO 2024 (including employees, independent contractors, carriers, haulage firms, shipping agencies and any other parties to move goods across borders in executing the import/export formalities for them) will be permitted to import into *[Host Country]* any goods which they consider necessary or desirable in order to fulfil their function in relation to UEFA EURO 2024 including, without limitation:
  - personal effects;
  - sports equipment;
  - medical supplies and instruments;
  - pharmaceuticals and food supplements;
  - food and beverages;
  - photographic and audio-visual equipment and supplies;
  - broadcasting (including television) equipment and supplies;
  - computer, electronic devices, data carriers, data processors and other office equipment (whether electronic or not);
  - documents, printed matter, gifts, awards, trophies, medals, flags, signage, decoration materials and promotional materials;
  - uniforms, costumes and other clothing;
  - products that Commercial Partners intend to distribute as promotional items; and
  - products of Commercial Partners which are supplied to UEFA, UEFA subsidiaries or any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, in connection with the organisation and staging of UEFA EURO 2024 (including, without limitation, automobiles);and to export such goods from *[Host Country]*, in each case without any restriction and without any customs duties or other taxes or liabilities being imposed.



## Customs Guarantee

2. it will take all measures required to fulfil the requirements set forth in this Guarantee, including if necessary, adopt and enact any needed legislation or temporary regulatory measures and/or accomplish any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;
3. it will establish simplified and expeditious procedures in respect of its dealings with any legal person referred to in the present guarantee by 1 June 2020;
4. it (or the [Host Country] centrally) will provide UEFA and any entity referred to in the present Guarantee with all necessary support and cooperation and appoint a dedicated team or person vested with the necessary power to decide and to administer all undertakings, confirmations and warranties included in the present Guarantee by 1 June 2020;
5. the [competent Authorities], on behalf of the [Host Country] hereby duly:
  - i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in [Host Country];
  - ii. certify that the present Guarantee is given in full conformity with the current legislation of [Host Country] and the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant);
  - iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the [Host Country] or following the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant), including without limitation the principle of separation of powers;
  - iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
  - v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any entity referred to in the present Guarantee suffer any customs duties or other taxes or liabilities as described herein pursuant to the non-compliance with the present Guarantee, the [competent Authorities], on behalf of the [Host Country], shall indemnify and hold them harmless up to the amount of such taxes (including all other related costs).

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

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(Official stamp(s))

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(Place and date)



## Ticketing terms and conditions content Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for ticketing and accreditation terms and conditions content

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* further confirm that the *[name of Host Country/Host City/other relevant territorial governing administration]*, acknowledge that tickets and accreditation passes to UEFA EURO 2024 matches and official related events will be subject to terms and conditions and *[name of Host Country/Host City/other relevant territorial governing administration]*, hereby confirms each of the following key terms and conditions will be legally enforceable under the laws of our country:

- a) prohibiting people admitted to the stadium or wishing to be admitted to the stadium from conducting promotional or commercial activities, including the transmission of match data for commercial purposes, without UEFA's prior written approval;
- b) requiring people admitted to the stadium or wishing to be admitted to the stadium to present a valid ticket or accreditation pass together with proof of their identity with a valid photograph and signature;
- c) requiring people admitted to the stadium or wishing to be admitted to the stadium to submit to inspections, body checks and removal or temporary confiscation of unauthorised objects, including commercial documents, leaflets, badges, signs, symbols, banners and headgear;
- d) prohibiting people admitted to the stadium or wishing to be admitted to the stadium from propagating any political, religious, racist, xenophobic or offensive ideas;
- e) prohibiting persons from selling or otherwise using tickets for commercial purposes (such as promoting or advertising any goods or services or using tickets as a prize in a competition or sweepstake or as part of a travel or hospitality package);
- f) permitting UEFA to refuse entry to any ticket or accreditation pass holder whose actions are inconsistent with the applicable terms and conditions or expel any such ticket or accreditation pass holder from the stadium;
- g) permitting UEFA to cancel/seize any tickets or accreditation passes acquired or used in violation of the applicable terms and conditions without any refund and to apply a contractual penalty of a lawful amount.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*



## Ticketing terms and conditions content Guarantee

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*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

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*(Place and date)*



## Ticketing and accreditation Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for ticketing and accreditation

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* confirm that the *[name of Host Country/Host City/other relevant territorial governing administration]* will take all necessary legal measures:

- a) to ensure that there are laws and regulations in place (including, where such laws and regulations are not in place at the time this guarantee is provided to Union des Associations Européennes de Football, by enacting such laws and regulations prior to 1 January 2022 that:
  - prohibits any unauthorised sale, transfer or offer for sale or transfer of tickets and/or accreditation passes to any UEFA EURO 2024 match, whether such sale, offer for sale or transfer of tickets or accreditation passes takes place inside or outside the host country (including via the internet and/or social networks);
  - prohibits any unauthorised use or offer of tickets or accreditation passes to any UEFA EURO 2024 match or event as prizes in any contest, promotion, advertising or marketing activity, or as part of any travel, accommodation, dinner (including "hospitality") or any other commercial package; and
  - allows the immediate seizure of the relevant tickets or accreditation passes and provides for sanctions against the company and/or individual committing such infringement.
- b) to enforce all such laws and regulations identified at paragraph (a) above.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

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*(Place and date)*



## Rights protection committee and enforcement Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for rights protection committee and enforcement

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]*, hereby confirm to

- take all necessary measures to enforce intellectual property laws, including all legislation to protect UEFA's intellectual property, to prohibit ambush marketing, counterfeiting activities, unauthorised commercial activities in proximity to Official Sites and unauthorised public viewing in connection with UEFA and/or UEFA EURO 2024;
- secure a strong presence of all relevant Authorities dedicated to such enforcement and protection during match day in the Host City (mainly public prosecutors, police, customs) in order to swiftly take all appropriate enforcement measures against the illicit activities mentioned above;
- secure the attendance and participation of all relevant Authorities to the rights protection committee(s) which will be set up to harmonize the actions of the relevant Authorities in relation to the enforcement of the rights related to UEFA EURO 2024 at national and Host Cities level.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

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*(Place and date)*



## Migration/visa/work permit Guarantee

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Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for immigration/visa/work permits

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, the *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. all foreign national individuals with a valid passport attending UEFA EURO 2024 with a written confirmation of a personal accreditation request or a match ticket will be granted permission to enter, stay in and exit *[Host Country]* and will be provided with any applicable visas without reservation (other than in relation to public safety and security), without any cost (other than a minimal processing fee) and in time;
2. any application for permission to enter and stay in *[Host Country]* made by or on behalf of any foreign national individuals with a valid passport entering and/or staying in *[Host Country]* in relation to UEFA EURO 2024 will be considered without regard to their national or ethnic origin, colour, religion, sex, sexual orientation, political or other opinion, age or mental or physical ability;
3. all foreign national individuals with a valid passport will be permitted to enter *[Host Country]* for a period of time beginning not later than two (2) years before the scheduled commencement of UEFA EURO 2024 and running until at least six (6) months after the conclusion of UEFA EURO 2024 in order to fulfil their function in relation to UEFA EURO 2024 and any required visas, work permits or other permissions will be granted at no cost and in time;
4. if UEFA considers it necessary or desirable for certain employees of UEFA or UEFA subsidiaries and other foreign national individuals with a valid passport to enter and stay in *[Host Country]* for up to four (4) years prior to scheduled commencement of UEFA EURO 2024, to work on the organisation of UEFA EURO 2024, such employees and other foreign national individuals with a valid passport will be granted permission to work in *[Host Country]* without being deemed to have residence or become domiciled in *[Host Country]*, others than those having residence or being domiciled in *[Host Country]*, and such permission will be granted at no cost and in time;
5. individuals members of participating teams with a valid passport will benefit from additional simplified and expeditious procedures that may be performed by a single individual for and on behalf of the whole participating team (outside biometric or similar requirements when not available otherwise);
6. all foreign national individuals with a valid passport and a written confirmation of ticket to one of the matches of UEFA EURO 2024 in *[Host Country]*, shall have the right to enter and exit *[Host Country]*, without

## Migration/visa/work permit Guarantee

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visa for a period of two (2) weeks prior to the scheduled commencement of UEFA EURO 2024 until one (1) week after its conclusion (visa-free regime);

7. it will take all measures required to fulfil the requirements set forth in this Guarantee, including if necessary, adopt and enact any needed legislation or temporary regulatory measures and/or accomplish any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;
8. it will establish simplified and expeditious procedures in respect of its dealings with any legal person referred to in the present Guarantee by 1 June 2020;
9. it (or the [Host Country] centrally) will provide UEFA and any entity referred to in the present Guarantee with all necessary support and cooperation and appoint a dedicated team or person vested with the necessary power to decide and to administer all undertakings, confirmations and warranties included in the present Guarantee by 1 June 2020;
10. the [competent Authorities], on behalf of the [Host Country] hereby duly:
  - i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in [Host Country];
  - ii. certify that the present Guarantee is given in full conformity with the current legislation of [Host Country] and the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant);
  - iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the [Host Country] or following the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant), including without limitation the principle of separation of powers;
  - iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
  - v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any individual referred to in the present Guarantee suffer any fee or taxes or liabilities as described herein pursuant to the non-compliance with the present Guarantee, the [competent Authorities], on behalf of the [Host Country], shall indemnify and hold them harmless up to the amount of such fee or taxes or liabilities (including all other related costs).

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

(Official stamp(s))

## Migration/visa/work permit Guarantee

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*(Place and date)*

## Foreign Exchange Guarantee

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Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject:

Subject: Guarantee for Foreign Exchange in *[Host Country]* - UEFA EURO 2024

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, the *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. all foreign exchange transactions by any legal person including, without limitation, individuals to be accredited by UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) or any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 in *[Host Country]*, in the context of UEFA EURO 2024, will occur, at market rates;
2. no restriction exists or will, in the context of UEFA EURO 2024, exist in *[Host Country]* on the import or export of money of any currency by any legal person including, without limitation, individuals to be accredited by UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) or any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 in *[Host Country]*;
3. transactions involving foreign exchange and/or the import and export of money to or from *[Host Country]* are not and, in the context of UEFA EURO 2024, will not be, subject to any restriction or to any withholding, tax, tariff or other deduction;
4. it will take all measures required to fulfil the requirements set forth in this Guarantee, including if necessary, adopt and enact any needed legislation or temporary regulatory measures and/or accomplish any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;
5. it will establish simplified and expeditious procedures in respect of its dealings with any legal person referred to in the present Guarantee by 1 June 2020;
6. it (or the *[Host Country]* centrally) will provide UEFA and any entity referred to in the present Guarantee with all necessary support and cooperation and appoint a dedicated team or person vested with the necessary power to decide and to administer all undertakings, confirmations and warranties included in the present Guarantee by 1 June 2020;
7. the *[competent Authorities]*, on behalf of the *[Host Country]* hereby duly:

## Foreign Exchange Guarantee

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- i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in [Host Country];
- ii. certify that the present Guarantee is given in full conformity with the current legislation of [Host Country] and the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant);
- iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the [Host Country] or following the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant), including without limitation the principle of separation of powers;
- iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
- v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any individual referred to in the present Guarantee suffer any fee or taxes or liabilities as described herein pursuant to the non-compliance with the present Guarantee, the [competent Authorities], on behalf of the [Host Country], shall indemnify and hold them harmless up to the amount of such fee or taxes or liabilities (including all other related costs).

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

(Official stamp(s))

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(Place and date)



## Anti-doping Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Anti-doping Guarantee

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* confirm that the *[name of Host Country/Host City/other relevant territorial governing administration]*, hereby confirms and undertakes that:

- a) UEFA is authorised to apply the UEFA anti-doping regulations and carry out any doping controls in the country of *[Host Country]* in connection with UEFA EURO 2024 without any restriction,
- b) the *[Host Country/Host City/other relevant territorial governing administration]* will fully support and cooperate with UEFA in relation to anti-doping actions and controls and transportation of samples across international borders.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

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*(Place and date)*



## Medical Requirements Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject:

I *[insert name]*, the *[describe signatory's position in government/Host City/other relevant territorial governing administration]* of *[name of Host Country/Host City/other relevant territory]* confirm that the *[name of Host Country/Host City/other relevant territorial governing administration]*, hereby confirms and undertakes that:

- a) the *[Host Country/Host City/other relevant territorial governing administration]* will comply with UEFA's requirements for medical provision for players, team officials, the referee team and match officers, and will fully support and cooperate with UEFA in relation to the provision of medical services, including the right of team doctors to practise medicine within the Host Country.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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*(Name(s), function(s), signature(s))*

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*(Official stamp(s))*

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*(Place and date)*



## Guarantee regarding the direct taxes for legal entities

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee regarding the direct taxes for legal entities

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, the *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, irrespective of whether residing or not in *[Host Country]* will not be subject to any capital, turnover, corporate income, withholding tax and/or similar direct taxes or deductions (existing and/or to be created in the future) under applicable laws in *[Host Country]* which is levied under any format by federal, state, municipal or local Authorities on any level and on any revenues, as a result of UEFA EURO 2024 (and all associated events), its preparations and its operations. Included are without limitation i) any revenues received in connection with the sale of the commercial rights including marketing, media, television and digital media rights, ticketing and hospitality products and/or services, any other rights relating to UEFA EURO 2024, ii) the revenues to be received for any services rendered or goods delivered between UEFA, UEFA subsidiaries (including without limitation UEFA Events SA), the Host Association, the Host Association subsidiaries and/or the entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, as well as iii) any revenues, dividends, service fees, royalties, distributions on winding-up and any other distributions and contributions in kind (including to volunteers) to be received or made;
2. a temporary presence in *[Host Country]* of not more than six (6) months by any non-*[Host Country]* resident entity (who does not otherwise have a presence in the *[Host Country]*) including without limitation UEFA Member Associations, purely for the purpose of carrying out work and/or providing services in connection with UEFA EURO 2024 i) will not be treated as creating a fixed place of business and more specifically a permanent establishment in *[Host Country]* in the sense of Art. 5 OECD of the Model Tax Convention on Income and on Capital and according to the legislations applicable in *[Host Country]* and thus as such will not be subject to corporation tax and other direct taxes at federal, state, municipal or local level, and ii) is therefore during that limited time, entitled to temporarily send representatives with the power to conclude contracts in *[Host Country]* without being considered as creating a permanent establishment in the *[Host Country]*;
3. it will take any appropriate measures to avoid instances of double taxation for UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or





## Guarantee regarding the direct taxes for legal entities

dismantling of UEFA EURO 2024 that are temporarily present in the [Host Country] for the purpose of carrying out work and/or providing services in connection with UEFA EURO 2024;

4. fulfil this guarantee, including if necessary, adopt and enact any needed legislation or temporary regulatory measures and/or accomplish any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;
5. it will establish simplified and expeditious procedures in respect of its dealings with any entity referred to in the present Guarantee by 1 January 2021;
6. it (or the [Host Country] centrally) will provide UEFA and any entity referred to in the present guarantee with all necessary support and cooperation and appoint, according to paragraph 5 above, a dedicated team or person vested with the necessary power to decide and to administer all undertakings, confirmations and warranties included in the present Guarantee by 1 January 2021;
7. the [competent Authorities], on behalf of the [Host Country] hereby duly:
  - i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in [Host Country];
  - ii. certify that the present Guarantee is given in full conformity with the current legislation of [Host Country] and the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant);
  - iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the [Host Country] or following the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant), including without limitation the principle of separation of powers;
  - iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
  - v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any entity referred to in the present Guarantee suffer any taxes as described herein pursuant to the non-compliance with the present Guarantee, the [competent Authorities], on behalf of the [Host Country], shall indemnify and hold them harmless up to the amount of such taxes (including all other related costs).

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

(Official stamp(s))

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(Place and date)

## Guarantee concerning the direct taxes for individuals

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Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee concerning the direct taxes for individuals

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, the *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. individuals, not being residents in *[Host Country]* otherwise than in connection with UEFA EURO 2024 (and all associated events), employed or otherwise contracted by UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) or by any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, will not be subject to any taxes (both existing and/or to be created in the future) under the applicable laws in *[Host Country]* which are levied under any format by federal, state, municipal or local Authorities on any level, in relation to any income to be received as a result of their involvement in UEFA EURO 2024 (and all associated events), its preparation, its operations and its dismantling, irrespective of whether becoming residents or not in *[Host Country]* in connection with UEFA EURO 2024. Included are without limitation deduction of income or withholding activities, taxes in relation with wealth, capital, property, social security, gainful activity (including bonus and premiums), contributions in kind, fringe benefits, dividends, capital gains, pension funds, retirement schemes, import and export, value-added taxes, sales taxes, turnover taxes, ad valorem taxes as well as any interest, penalties, costs and expenses reasonably related thereto;
2. a temporary presence in *[Host Country]* of not more than six (6) months per year by non-*[Host Country]* resident individuals employed or otherwise contracted by a non-*[Host Country]* resident entity (who does not otherwise have a presence in the *[Host Country]*), including UEFA Member Associations (players, referees and members of the delegations), purely for the purpose of carrying on work and/or providing services in connection with UEFA EURO 2024 will not be treated as creating residence in *[Host Country]* in the sense of Art. 4 OECD of the Model Tax Convention on Income and on Capital and according to the legislations applicable in *[Host Country]* and thus as such shall not lead to any taxes at federal, state, municipal or local level;
3. individuals acting as volunteers in connection with UEFA EURO 2024 (and all associated events) shall not be subject to any taxes (both existing and/or to be created in the future) under applicable laws in *[Host Country]* which are levied under any format by federal, state, municipal or local Authorities on any level, in relation to any contribution in kind, fringe benefits or reimbursement of expenses to be received as a result of their

## Guarantee concerning the direct taxes for individuals

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involvement in UEFA EURO 2024 (and all associated events), its preparation, its operations and its dismantling, irrespective of whether being residents or not in *[Host Country]*;

4. it will take any appropriate measures to avoid instances of double taxation for individuals as referred to in this Guarantee that are temporarily present in the *[Host Country]* for the purpose of carrying out work and/or providing services in connection with UEFA EURO 2024;
5. it will take all measures required to fulfil the tax-related requirements set forth in this Guarantee, including if necessary, adopt and enact any needed legislation or temporary regulatory measures and/or make any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;
6. it will establish simplified and expeditious procedures in respect of its dealings with any individual or entity referred to in the present Guarantee by 1 January 2021;
7. it (or the *[Host Country]* centrally) will provide UEFA and any individuals referred to in the present Guarantee, all necessary support and cooperation and appoint, according to paragraph 6. above, a dedicated team or person vested with the necessary power to decide and to administer all Undertakings, confirmations and warranties included in the present Guarantee by 1 January 2021;
8. the *[competent Authorities]*, on behalf of the *[Host Country]* hereby duly:
  - i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in *[Host Country]*;
  - ii. certify that the present Guarantee is given in full conformity with the current legislation of *[Host Country]* and the *[Host Country]*'s obligations under applicable international laws (e.g. EU laws when relevant);
  - iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the *[Host Country]* or following the *[Host Country]*'s obligations under applicable international laws (e.g. EU laws when relevant), including without limitation the principle of separation of powers;
  - iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
  - v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any individual referred to in the present Guarantee suffer any taxes as envisaged herein pursuant to the non-compliance with the present Guarantee, the *[competent Authorities]*, on behalf of the *[Host Country]*, shall indemnify and hold them harmless up to the amount of such taxes (including all other related costs).

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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(Name(s), function(s), signature(s))

(Official stamp(s))

## Guarantee concerning the direct taxes for individuals

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*(Place and date)*

## VAT or other indirect taxes for EU Host Country Guarantee

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for VAT or other indirect taxes

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, irrespective of whether residing or not in *[Host Country]* may need to register for VAT or other indirect taxes in *[Host Country]*, including without limitation for possible sales of ticketing and hospitality products and/or services.

The *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. registration (temporary) for VAT or other indirect taxes, and potential related de-registration, purely for carrying on work and/or providing services in connection with UEFA EURO 2024 in *[Host Country]* will be accepted, irrespective of whether residing or not in *[Host Country]*;
2. such a registration in *[Host Country]* for non-*[Host Country]* resident legal entity (who does not otherwise have commercial activities in the *[Host Country]*) is not considered as creating a fixed place of business and more specifically a permanent establishment in *[Host Country]* in the sense of Art. 5 OECD of the Model Tax Convention on Income and on Capital and according to the legislations applicable in *[Host Country]*;
3. it will do whatever is necessary to refund any VAT or other indirect taxes balance swiftly to UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, for all payments, exchange of goods and services provided or consumed by them in *[Host Country]* in connection with UEFA EURO 2024 (including on value-in-kind);
4. it will treat auxiliary services to services located outside the scope of *[Host Country]* VAT (or other indirect taxes) as following the principal service and being not subject to VAT (or other indirect taxes) in *[Host Country]*;
5. it will apply the same above principles to any non-*[Host Country]* resident entity (who does not otherwise have a presence in the *[Host Country]*) including UEFA Member Associations for their activities in connection with UEFA EURO 2024.
6. it will take all measures required to fulfil the tax-related requirements set forth in this Guarantee, including if necessary, adopt and enact any needed legislation or temporary regulatory measures and/or make any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;

## VAT or other indirect taxes for EU Host Country Guarantee

7. it will establish simplified and expeditious procedures in respect of its dealings with any entity referred to in the present Guarantee by 1 January 2020;
8. it (or the [Host Country] centrally) will provide UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024 with all necessary support and cooperation and appoint, according to paragraph 7. above, a dedicated team or person vested with the necessary power to decide and to administer all undertakings, confirmations and warranties included in the present Guarantee by 1 September 2020;
9. the [competent Authorities], on behalf of the [Host Country] hereby duly:
  - i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in [Host Country];
  - ii. certify that the present Guarantee is given in full conformity with the current legislation of [Host Country] and the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant);
  - iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the [Host Country] or following the [Host Country]'s obligations under applicable international laws (e.g. EU laws when relevant), including without limitation the principle of separation of powers;
  - iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
  - v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any entity referred to in the present Guarantee suffer any taxes as envisaged herein pursuant to the non-compliance with the present Guarantee, the [competent Authorities], on behalf of the [Host Country], shall indemnify and hold them harmless up to the amount of such taxes (including all other related costs).

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

(Official stamp(s))

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(Place and date)

## VAT or other indirect taxes for non-EU Host Country Guarantee

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Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Guarantee for VAT or other indirect taxes

In relation to UEFA EURO 2024 (and all associated events) taking place in *[Host Country]*, UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, irrespective of whether residing or not in *[Host Country]* may need to register for VAT or other indirect taxes in *[Host Country]*, including without limitation for possible sales of ticketing and hospitality products and/or services.

The *[competent Authorities]* hereby confirms, undertakes and warrants that:

1. UEFA, UEFA subsidiaries (including without limitation UEFA Events SA) and any entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, irrespective of whether residing or not in *[Host Country]* will not be subject to any indirect taxes, including without limitation any Value Added Tax (VAT), sales taxes, withholding taxes or deductions (both existing and/or to be created in the future) under applicable laws in *[Host Country]* which are levied under any format by federal, state, municipal or local Authorities on any levels, as a result of the activities linked to the preparation and operation of UEFA EURO 2024 (and all associated events). Included are without limitation taxes that may be levied, charged or withheld (also when imported or exported) i) on any revenues or profits (including without limitation in connection with the sales of rights); ii) on any payment to be made (including without limitation all purchase of goods and services in connection with UEFA EURO 2024 (and all associated events)); iii) on any payment to be received for delivery of goods or services (including without limitation for value in kind, sales of ticketing and hospitality products and/or services, sales of any services in connection with UEFA EURO 2024; and iv) on any transactions between UEFA, UEFA subsidiaries (including without limitation UEFA Events SA), the Host Member Association, the Host Member Association subsidiaries and/or the entity entrusted with the preparation, staging and/or dismantling of UEFA EURO 2024, including without limitation revenues, dividends, service fees, royalties, distributions on winding-up and any other distributions and contributions in kind (including to volunteers);
2. it will do whatever is necessary to refund in full any VAT or other indirect taxes balance swiftly i) to the entities mentioned into paragraph 1. above when charged irrespective of exemption contained herein and ii) to any non-*[Host Country]* resident legal entity (who does not otherwise have a presence in the *[Host Country]*) including UEFA Member Associations for all payments, exchange of goods and services provided or consumed by them in *[Host Country]* in close connection with UEFA EURO 2024 (including on value-in-kind);

## VAT or other indirect taxes for non-EU Host Country Guarantee

3. it will take all measures required to fulfil the tax-related requirements set forth in this Guarantee, including if necessary, adopt and enact any needed legislation and/or make any other necessary acts to fulfil all obligations included in the present Guarantee by 1 January 2020;
4. it will establish simplified and expeditious procedures in respect of its dealings with any entity referred to in the present Guarantee by 1 January 2020;
5. it (or the [Host Country] centrally) will provide UEFA and any entity referred to in the present Guarantee with all necessary support and cooperation and appoint, according to paragraph 4. above, a dedicated team or person vested with the necessary power to decide and to administer all undertakings, confirmations and warranties included in the present Guarantee by 1 September 2020;
6. the [competent Authorities], on behalf of the [Host Country] hereby duly:
  - i. certify that the present Guarantee is given by the competent authorities and signed by (an) authorised person(s) to represent it according to the current legislation and principles applicable in [Host Country];
  - ii. certify that the present Guarantee is given in full conformity with the current legislation of [Host Country] and the [Host Country]'s obligations under applicable international laws;
  - iii. certify that nothing in the Guarantee may lead to or be interpreted as leading to a breach of constitutional rules and principles or rules and principles of public policy applicable in the [Host Country] or following the [Host Country]'s obligations under applicable international laws, including without limitation the principle of separation of powers;
  - iv. confirm that this Guarantee shall be valid and binding as of the date of its execution and shall remain valid and binding and be directly applicable regardless of the fact that certain necessary legislations will be enacted at a later stage and/or may not be enacted contrary to the undertakings included in the present Guarantee; and
  - v. confirm that, until the end of 2025, no amended or new legislation will negatively affect the full execution of the present Guarantee.

Should any entity referred to in the present Guarantee suffer any taxes as envisaged herein pursuant to the non-compliance with the present Guarantee, the [competent Authorities], on behalf of the [Host Country], shall indemnify and hold them harmless up to the amount of such taxes (including all other related costs).

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

(Official stamp(s))

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(Place and date)



## Host Site Engagement Letter

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Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: Host Site Engagement Letter for *[name of the Host Site]*

I/We the undersigned, being the person duly authorised to undertake obligations on behalf of the *[full legal name of the Host Site Authorities]* (the "Host Site Authorities") understand that *[name of the Bidder]* (the "Bidder") is applying to be appointed as the entity responsible for staging and organising some matches of UEFA EURO 2024 and/or additional events (if and when applicable) in the city of *[Host City]* (the "Host City") at the *[name of the Stadium]* (the "Stadium").

If the Bidder is appointed by UEFA, the Host Site Authorities, being one of the Authorities in charge of the administration and management of the territory where an Official Site is located (the "Host Site"), without any conditions, including no payment of specific costs and/or fees:

- a) acknowledges and agrees to comply, at no cost, with the relevant sections of the Staging Agreement including its appendices as well as to deliver all the obligations applying to the Host Site Authorities; and
- b) hereby represents and undertakes to UEFA and the Host Association that the Host Site Authorities:
  - i. fully and unconditionally supports the offer of the Host Association to host UEFA EURO 2024 and the additional events and that it will continue to fully support and cooperate with the Host Association and UEFA in relation to the preparation, organisation and promotion of UEFA EURO 2024 and the Additional Events and any other official related events in the Host Site including by making its personnel, ground(s), building(s) and infrastructure(s) available for fulfilling its obligations;
  - ii. shall not knowingly by any act or omission place the Host Association in breach of its obligations to UEFA with respect to the staging and organisation of UEFA EURO 2024 and/or the Additional Events in the Host Site;
  - iii. shall indemnify, hold harmless and defend UEFA from and against all liabilities, claims, damages or costs (including reasonable attorneys' fees and expenses) suffered or incurred as a result of a failure by the Host Site Authorities to perform any of its obligations in relation to the staging and organisation of UEFA EURO 2024 and/or the Additional Events in the Host Site;
  - iv. shall grant to UEFA and its Commercial Partners a licence to use its Intellectual Property in accordance with the terms of the Staging Agreement;
  - v. shall issue to the Host Association and UEFA, in a quick and efficient manner, any and all approvals and consents as may be required in connection with UEFA EURO 2024 and the Additional Events in an expedited fashion, provided that all requirements set by any applicable laws are met. With respect to

## Host Site Engagement Letter

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consents and approvals which do not fall into the Host Site Authorities' competencies, it agrees to proactively support the Host Association and UEFA in obtaining any and all such consents and approvals; and

- vi. shall not use any marks, logos or other intellectual property rights belonging to UEFA in connection with the UEFA European Football Championship and/or UEFA EURO 2024 and the Additional Events at any time without the prior written approval of UEFA.

Terms written with capital letters shall have the meaning given in the Staging Agreement; the Host Site Authorities acknowledges having read and understood and agrees to comply with all the terms applying to it.

I/We acknowledge and agree that the terms of this Engagement Letter shall be considered valid and fully enforceable and non-revocable provided that the Host Association is appointed by UEFA to stage and organise UEFA EURO 2024 and/or the additional events in the Host Site.

On behalf of [name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party] of [name of the Host Country]

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(Name(s), function(s), signature(s))

(Official stamp(s))

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(Place and date)

## Other Authorities or third parties Engagement Letter

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary  
Reference: *[insert the three-letter code of the Bidder]*-EURO 2024

Subject: *[full legal name of the Authorities or third party]* Engagement Letter

I/We the undersigned, being the person duly authorised to undertake obligations on behalf of the *[full legal name of the Authorities or third party]* understand that *[name of the Bidder]* (the "Bidder") is applying to be appointed as the entity responsible for staging and organising UEFA EURO 2024 and Additional Events in the country of *[Host Country]*.

If the Bidder is appointed by UEFA, the *[full legal name of the Authorities or third party]*, being *[insert details of the responsibilities of the Authorities or third party in relation to UEFA EURO 2024]*, without any conditions, including no payment of specific costs and/or fees:

- a) acknowledges and agrees to comply, at no cost, with the relevant sections of the Staging Agreement including its appendices as well as to deliver all the obligations applying to the *[full legal name of the Authorities or third party]*; and
- b) hereby represents and undertakes to UEFA and the Host Association that the *[full legal name of the Authorities or third party]*:
  - i. fully and unconditionally supports the offer of the Host Association to host UEFA EURO 2024 and the Additional Events and that it will continue to fully support and cooperate with the Host Association and UEFA in relation to the preparation, organisation and promotion of UEFA EURO 2024 and/or the Additional Events including by making its personnel, ground(s), building(s) and infrastructure(s) *[insert other elements as necessary]* available for fulfilling its obligations;
  - ii. shall not knowingly by any act or omission place the Host Association in breach of its obligations to UEFA with respect to the staging and organisation of UEFA EURO 2024 and/or the Additional Events;
  - iii. shall indemnify, hold harmless and defend UEFA from and against all liabilities, claims, damages or costs (including reasonable attorneys' fees and expenses) suffered or incurred as a result of a failure by the *[full legal name of the Authorities or third party]* to perform any of its obligations in relation to the staging and organisation of UEFA EURO 2024 and/or the Additional Events;
  - iv. shall issue to the Host Association and UEFA, in a quick and efficient manner, any and all approvals and consents as may be required in connection with UEFA EURO 2024 and/or the Additional Events in an expedited fashion, provided that all requirements set by any applicable laws are met. With respect to consents and approvals which do not fall into the *[full legal name of the Authorities or third party]*'s competencies, it agrees to proactively support the Host Association and UEFA in obtaining any and all such consents and approvals; and

## Other Authorities or third parties Engagement Letter

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- v. shall not use any marks, logos or other intellectual property rights belonging to UEFA in connection with the UEFA European Football Championship and/or UEFA EURO 2024 and/or the Additional Events at any time without the prior written approval of UEFA.

Terms written with capital letters shall have the meaning given in the Staging Agreement; the Host Site Authorities acknowledges having read and understood and agrees to comply with all the terms applying to it.

I/We acknowledge and agree that the terms of this Engagement Letter shall be considered valid and fully enforceable and non-revocable provided that the Host Association is appointed by UEFA to stage and organise UEFA EURO 2024 and the Additional Events in the Host Site.

On behalf of *[name of the Host Country/Host City/Host Site/competent Authorities/other relevant territorial governing administration or third party]* of *[name of the Host Country]*

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*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

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*(Place and date)*

# Sector 05 - Safety, Security and Services



Bidder name:

## Table of contents

1 — Stakeholders involved in safety and security	1
2 — Safety and security Guarantee	1

## 1 — Stakeholders involved in safety and security

### Question 01

Specify by name and function the local and national Authorities and stakeholders that will be involved directly and indirectly in the safety and security matters and describe briefly their roles.

*[Insert between 20 and 50 lines of text]*

## 2 — Safety and security Guarantee

### Question 02

Provide a written Guarantee, using the template provided on the following page, from each of the relevant Authorities that they will comply with the requirements stated in *Sector 05 – Safety, Security and Services* of the *UEFA EURO 2024 Tournament Requirements*, including the medical requirements and medical services, that they will develop and implement the described measures and that they will be solely liable regarding these measures.

Scan these signed Guarantees and call the scanned file:

- *EURO2024-AAA-SafetyAndSecurityGuarantees.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-SafetyAndSecurityGuarantees.pdf*) and upload it to your private *FAME Bid Portal*.

And send the originals to UEFA along with your Bid Dossier.

## Safety, security and services Guarantee

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Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter code of the member association]*-EURO 2024

Subject: Safety, security and services Guarantee

I, *[insert name]*, the *[describe signatory's position - to be the highest possible - in government/Host City/other relevant territorial governing administration]* of *[name of the Host Country/Host City/other relevant territory]*, hereby confirm that the *[name of the Host Country/Host City/other relevant territorial governing administration]* fully and without restriction agrees to:

- a) comply with the terms of *Sector 05 – Safety, Security and Services* of the *UEFA EURO 2024 Tournament Requirements* including medical requirements, and Stadium medical services,
- b) develop an Integrated Safety and Security Concept in cooperation with the Host Association for the territory of *[name of the Host Country]* all in accordance with *Sector 05 – Safety, Security and Services* of the *UEFA EURO 2024 Tournament Requirements* which I recognise to be the minimum requirements,
- c) confirm and undertake that the *[Host Country/Host City/other relevant territory]* will take all measures and assume all responsibilities allocated to it in the Integrated Safety and Security Concept to be developed,
- d) confirm and undertake that the *[Host Country/Host City/other relevant territory]* will bear all costs associated with the implementation of such measures, in particular all measures on the public domain; and
- e) confirm and undertake that between UEFA and *[name of the Host Country/region/municipality]*, the *[name of the Host Country/region/municipality]* will be solely liable with regard to any such security measures and will hold UEFA harmless against any action from any third party in this respect.

On behalf of *[name of Host Country/Host City/Host Site/Competent Authority/other relevant territorial governing administration]* of *[Host Country]*

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(Name(s), function(s), signature(s))

(Official stamp(s))

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(Place and date)

# Sector 06 — Stadiums



Bidder name:

## Table of contents

<b>1 — Stadium template instructions</b>	<b>1</b>
<b>2 — General information</b>	<b>2</b>
Basic Stadium information	2
Stadium capacity	3
Additional information	4
Operating expenditures	5
<b>3 — Stadium and Stadium surroundings maps</b>	<b>5</b>
Map overview	5
Map instructions	8
Stadium overview maps	11
Stadium level maps	11
Stadium cross-section maps	12
<b>4 — Stadium information</b>	<b>12</b>
Sizes and spaces	12
Seating quality	15
Corporate hospitality	15
Camera positions	16
ICT requirements	17
Safety and security	19
Technical requirements	21
<b>5 — Type 2 and type 3 Stadiums</b>	<b>24</b>
Project plan	24
Project site	27
Stadium business plan and future management plans	27

## 1 — Stadium template instructions

The objectives of this questionnaire are threefold:

1. to assess whether the Stadiums proposed by the Bidders meet UEFA's requirements for UEFA EURO 2024;
2. to assess the Bidders' ability to deliver the proposed infrastructure in time for UEFA EURO 2024;

3. to identify potential risks in relation to 1) and 2).

The Bid Dossier will provide UEFA with specific information about the proposed Stadiums and consists of Stadium maps, tables, budgets, schedules, organisational charts, etc. It is split into four parts:

- 2 – General information
- 3 – Stadium and Stadium surroundings maps
- 4 – Stadium information
- 5 – Type 2 or type 3 Stadiums

For each of the proposed Stadiums, regardless of whether they are

1. Type 1: existing Stadiums;
2. Type 2: Stadiums to be renovated; or
3. Type 3: Stadiums to be newly built

the first three parts must be completed; the last part needs only to be completed for type 2 and type 3 Stadiums.

Answer all questions relevant to the Stadium type, repeating the whole sector 10 times for the 10 Stadiums.

## 2 — General information

### Basic Stadium information

Question 01

Provide the following basic information about the Stadium:

General information	
Stadium name	
Address	
Website	
Construction information	
Type of stadium (choose one)	Existing stadium / Major renovation / New stadium
Completion year	
Stadium owner	
Company	
Contact person	
Telephone number	
Email	
Stadium operator	
Company	
Contact person	



Stadium operator	
Telephone number	
Email	
Website	
Main users (add lines as necessary)	
Company	
Contact person	
Telephone number	
Email	
Website	

## Stadium capacity

Question 02

Fill in the form below to calculate the net Stadium capacity:

Stadium capacity	Minus:	Number of seats left
Gross capacity*		0
Number of seats covered by the Stadium roof	0	0
Any seats which have or which may cause a view obstruction (caused by cameras, substitutes' benches, photographers, etc.)	0	0
Seats located too low to have an unobstructed view of the pitch over the 900mm high advertising boards	0	0
Seats with an obstructed view due to barriers, railings or entrance walls, especially on upper tiers	0	0
Seats with an obstructed view due to the location of giant screens	0	0
Written press area, with and without desks	0	0
Commentary positions and observer seats (and seats which have their view obstructed by the commentary positions)	0	0
Seats in front of disabled viewing platforms which may obstruct the view of disabled fans	0	0
Stadium net capacity**		0
Including	VIP seats	0
	Skybox seats	0
	Disabled seats (wheelchair users)	0

\* Gross capacity = total number of seats in the Stadium based on a centre-to-centre seating distance of 500mm for general spectators and 600mm for VIP and skybox seats;

\*\* Net capacity = total number of seats which are available for sale or complimentary use and fulfil the following requirements:

- Spectators sitting in all seats can see the whole pitch with 900mm high advertising boards 4m from the touchline and 3m from the goal line;
- No view obstructions of any kind when sitting in the seat.
- Net capacity must be > 90% of gross capacity.

## Additional information

### Question 03

List all refurbishment work carried out in the last 10 years (add lines as necessary):

Completion date	Work description
d-mmm-yy	
d-mmm-yy	
d-mmm-yy	

### Question 04

Give details about any planned renovations (add lines as necessary):

Start date	Planned finish date	Work description
d-mmm-yy	d-mmm-yy	
d-mmm-yy	d-mmm-yy	
d-mmm-yy	d-mmm-yy	
d-mmm-yy	d-mmm-yy	

### Question 05

List all existing and planned contracts or agreements with event organisers or other third parties operating within the Stadium or the immediate surroundings such as caterers, concessionaires, hotels, restaurants, shops (add lines as necessary):

Event name	Date	Number of spectators	Organiser
	d-mmm-yy	0	
	d-mmm-yy	0	
	d-mmm-yy	0	
	d-mmm-yy	0	

### Question 06

Indicate if there are any Stadium name contracts existing or planned and the duration of the existing or planned contracts (add lines as necessary):

Existing/planned Stadium name	Starting date of contract	Ending date of contract	Contractual partner
	d-mmm-yy	d-mmm-yy	
	d-mmm-yy	d-mmm-yy	
	d-mmm-yy	d-mmm-yy	

Existing/planned Stadium name	Starting date of contract	Ending date of contract	Contractual partner
	d-mmm-yy	d-mmm-yy	

## Operating expenditures

### Question 07

Provide a detailed calculation of the Stadium rental fee and operational expenditures (A) that will be applied for UEFA EURO 2024 by filling out the provided spreadsheet named *StadiumSpreadsheetA.xlsx*.

Rename this spreadsheet as follows:

- *EURO2024-AAA-StadiumSpreadsheetA.xlsx*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-StadiumSpreadsheetA.xlsx*);

When all tabs for each Stadium have been filled out, upload this file to your private *FAME Bid Portal*.

### Question 08

Provide a detailed calculation of the Stadium rental fee and operational expenditures (B) that will be applied for the UEFA EURO 2024 by filling out the provided spreadsheet named *StadiumSpreadsheetB.xlsx*.

Rename this spreadsheet as follows:

- *EURO2024-AAA-StadiumSpreadsheetB.xlsx*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-StadiumSpreadsheetB.xlsx*);

When all tabs for each Stadium have been filled out, upload this file to your private *FAME Bid Portal*.

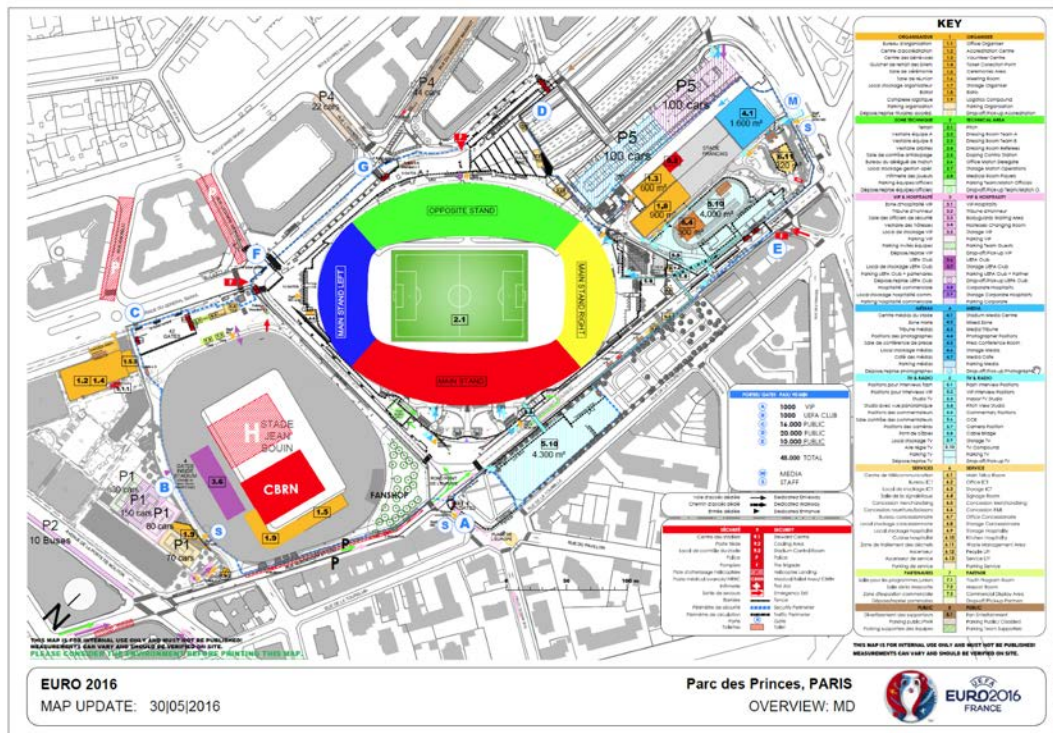
## 3 — Stadium and Stadium surroundings maps

### Map overview

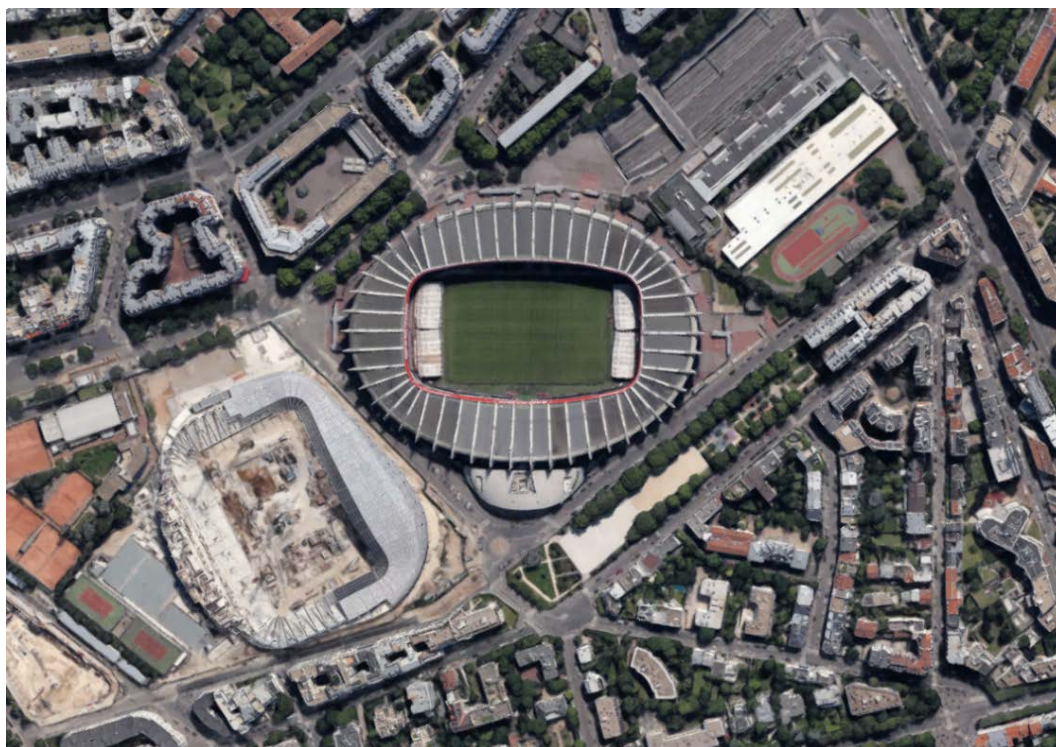
In order to evaluate the feasibility of hosting UEFA EURO 2024 in the proposed Stadium, we will need some specific maps. All maps you will be providing must be based on up-to-date situations of the Stadium. For Stadiums that will be renovated, the maps must show the planned state when the Tournament will take place.

Below are examples of the type of maps UEFA is expecting.

1. General Stadium map example:

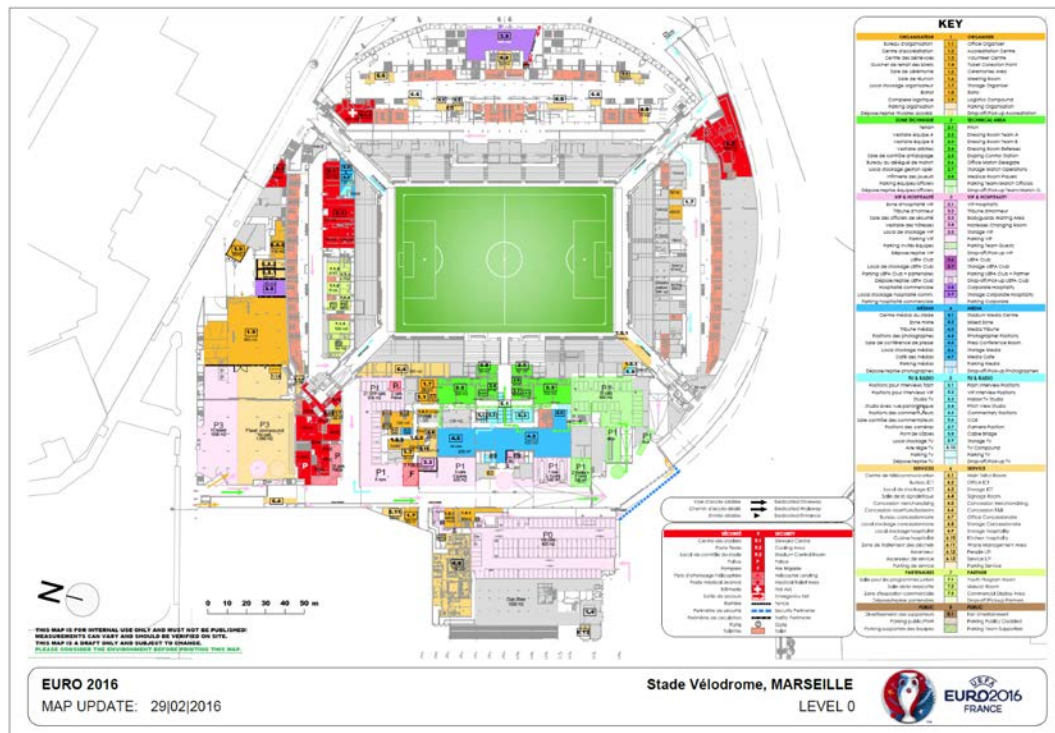


## 2. General Stadium photography example:

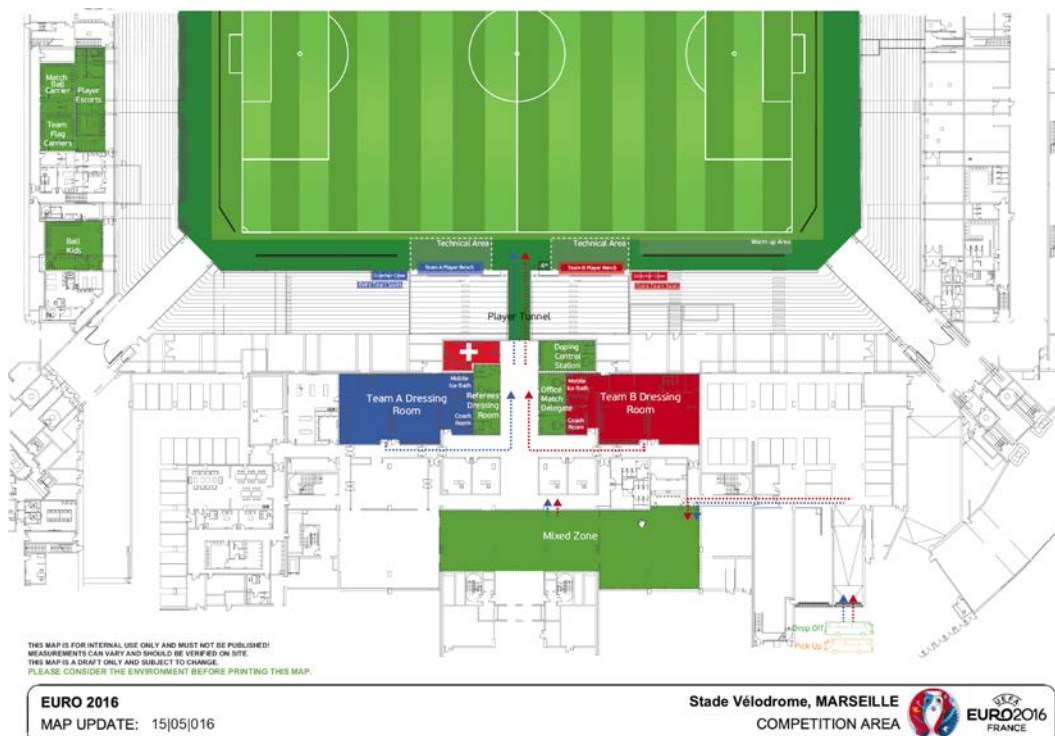




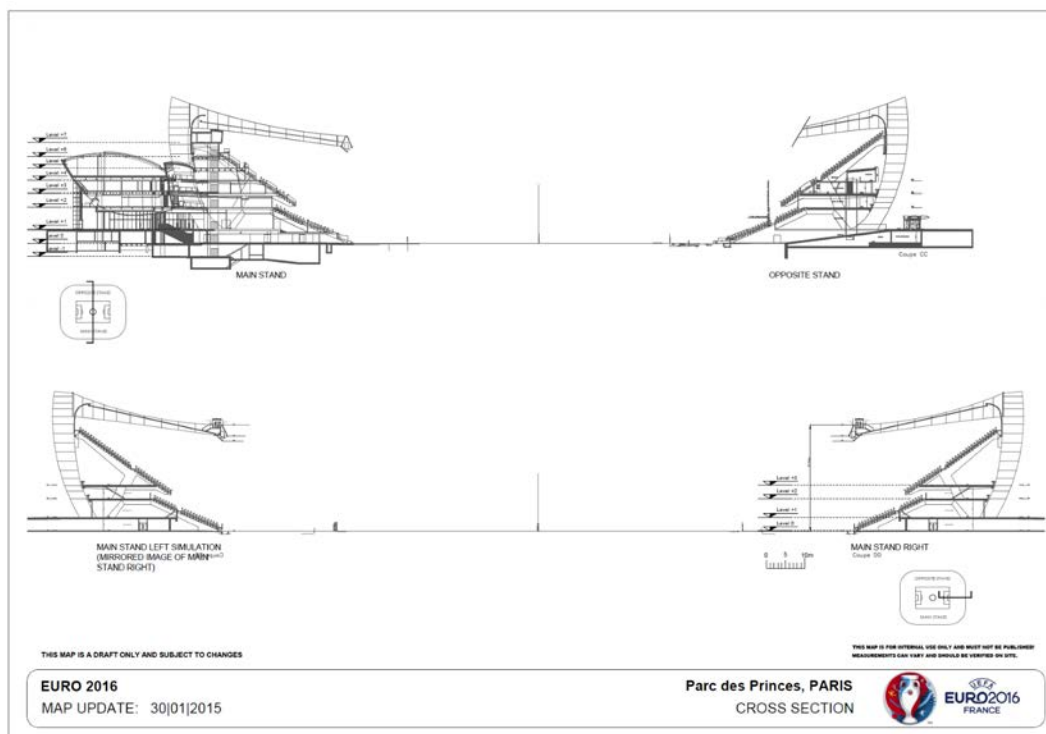
### 3. Stadium level map example:



#### 4. Main stand close-up level map example:



## 5. Stadium cross-section map example:







## Map instructions

## Colour codes



All maps must respect the following colour codes:

Organiser	1	Carrot – RGB: 234, 145, 36
	1.1	Office organiser
	1.2	Accreditation centre
	1.3	Volunteer centre
	1.4	Ticket collection point
	1.5	Ceremonies area
	1.6	Meeting room
	1.7	Storage organiser
	1.8	Bistro
	1.9	Logistics compound
		Parking organisation
		Drop-off / pick-up accreditation
Technical area	2	Harlequin – RGB: 63, 255, 0
	2.1	Pitch
	2.2	Dressing room team A
	2.3	Dressing room team B
	2.4	Dressing room referees
	2.5	Doping control station

Technical area	2	Harlequin – RGB: 63, 255, 0
	2.6	Office match delegate
	2.7	Storage match operations
	2.8	Medical room players
		Parking team and match officials
		Drop-off / pick-up teams and match officials
VIPs	3	Pink – RGB: 255, 192, 203
	3.1	VIP hospitality
	3.2	Tribune d'honneur
	3.3	Bodyguards waiting area
	3.4	Hostesses changing room
	3.5	Storage VIP
		Parking VIPs
		Parking team guests
		Drop-off / pick-up VIPs
UEFA club	3	Dark magenta – RGB: 139, 0, 139
	3.6	UEFA club
	3.7	Storage UEFA club
		Parking UEFA club and partners
		Drop-off / pick-up UEFA club
Corporate hospitality	3	Blue violet – RGB: 138, 43, 226
	3.8	Corporate hospitality
	3.9	Storage corporate hospitality
		Parking corporate hospitality
Media	4	Sky blue – RGB: 0, 185, 250
	4.1	Stadium media centre
	4.2	Mixed zone
	4.3	Media tribune
	4.4	Photographer positions
	4.5	Press conference room
	4.6	Storage media
	4.7	Media catering
		Parking media
		Drop-off / pick-up media
TV and radio	5	Electric blue – RGB: 127, 240, 255
	5.1	Flash interview positions
	5.2	VIP interview positions
	5.3	Indoor TV studio
	5.4	Pitch-view studio
	5.5	Commentary positions
	5.6	Commentary control room
	5.7	Camera position

TV and radio	5	Electric blue – RGB: 127, 240, 255
	5.8	Cable bridge
	5.9	Storage TV
		TV compound
		Parking TV
		Drop-off / pick-up TV
Services	6	Mustard – RGB: 255, 223, 127
	6.1	Main telecom room
	6.2	Office ICT
	6.3	Storage ICT
	6.4	Signage room
	6.5	Concession merchandising
	6.6	Concession F&B
	6.7	Office concessionaire
	6.8	Storage concessionaire
	6.9	Storage hospitality
	6.10	Hospitality kitchen
	6.11	Waste management area
	6.12	People lift
	6.13	Service lift
		Parking services
Commercial Partners	7	Lime – RGB: 223, 255, 127
	7.1	Youth programme room
	7.2	Pre-match hostess room
	7.3	Commercial display area
		Drop-off / pick-up Commercial Partners
Public	8	Russet – RGB: 127, 95, 63
	8.1	Fan entertainment
		Parking general and disabled public
		Parking team supporters
Security	9	Red – RGB: 255, 0, 0
	9.1	Steward centre
	9.2	Cooling area
	9.3	Stadium control room
	P	Police
	F	Fire brigade
	H	Helicopter landing
		Gate
		Dedicated driveway
		Dedicated walkway
		Dedicated entrance
		First aid
		Medical relief area



Security	9	Red – RGB: 255, 0, 0
		Emergency Exit
	.....	Fence
	....	Security perimeter
		Toilets

### Map information

The maps must be based on up-to-date drawings of the Stadium. Each map must clearly indicate:

- the scale applied;
- the north-south orientation;
- the status of the drawing;
- the author of the drawing; and
- date and revision date.

To facilitate orientation, the Stadium stands are shown in four different colours. The main stand area (red) contains the media stand, VIP stand and other VIP areas, while the opposite stand is shown in green. The main stand "left" (looking from the main stand onto the pitch) is shown in blue, the main stand "right" in yellow.

### Map quality

To be able to zoom into more details, maps must have a resolution of at least 118 pixels per cm.

## Stadium overview maps

### Question 09

Provide a general map of the Stadium, about A4.

This general map must show the Stadium with its surroundings and includes, at least, the outer security perimeter (if applicable) and its facilities, such as areas that can be used for the the hospitality areas, the TV compound and the parking areas. Depending on the layout of the Stadium and the outer security perimeter, this map will cover 1km to 2km around the Stadium.

*[Insert general map of the Stadium]*

### Question 10

Provide a general and up-to-date aerial photography of the Stadium, about A4.

The same section and orientation as for the general Stadium map should be provided.

*[Insert general photography of the Stadium]*

## Stadium level maps

### Question 11

For every Stadium level – including underground and parking levels – provide a level map, about A4.

The level maps show one entire floor with all its spaces and functions (this map does not need to be colour coded).

*[Insert all level maps of the Stadium]*

#### Question 12

For every Stadium level, provide a close-up level map of the main stand, about A4.

The main stand is usually the stand containing the dressing room, VIP and media areas.

*[Insert all close-up level maps of the main stand]*

### Stadium cross-section maps

#### Question 13

For every relevant Stadium cross-section, provide a cross-section map, about A4.

The following cross-sections must at least be provided:

1. west-east line;
2. north-south line.

*[Insert all cross-section maps of the Stadium]*

## 4 — Stadium information

### Sizes and spaces

#### Question 14

Fill-in the tables below:

Office and organisation	Existing or planned
Total size of administrative rooms	0m <sup>2</sup>
Total size of storage rooms	0m <sup>2</sup>
Total size of meeting rooms	0m <sup>2</sup>
Total size of additional dressing rooms for ceremonies and youth programmes	0m <sup>2</sup>
Size and dimension of accreditation centre	0m <sup>2</sup> / 0m x 0m
Size and dimension of volunteer centre	0m <sup>2</sup> / 0m x 0m
Size and dimension of the signage team working room	0m <sup>2</sup> / 0m x 0m
Size and dimension of the logistic compound	0m <sup>2</sup> / 0m x 0m
Size and dimension of the staff bistro	0m <sup>2</sup> / 0m x 0m
Size of the Stadium canteen	0m <sup>2</sup> / 0m x 0m
Parking	Existing or planned
Size and dimension of the team parking area	0m <sup>2</sup> / 0m x 0m
Size and dimension of the team guests' parking area	0m <sup>2</sup> / 0m x 0m
Total size and dimension of the team supporters' parking area	0m <sup>2</sup> / 0m x 0m

Parking	Existing or planned
Size and dimension of the VIP parking area	0m <sup>2</sup> / 0m x 0m
Total size and dimension of the Commercial Partners parking area	0m <sup>2</sup> / 0m x 0m
Size and dimension of the organisational staff parking area	0m <sup>2</sup> / 0m x 0m
Size and dimension of the media parking area	0m <sup>2</sup> / 0m x 0m
Size and dimension of the disabled parking area	0m <sup>2</sup> / 0m x 0m
Sporting area	Existing or planned
Field of play size	0m x 0m
Width of flat area around field of play, covered by natural grass or artificial turf	0m
Minimum distance from field of play to stands	0m
Total size of team dressing room A	0m <sup>2</sup> / 0m x 0m
Number of lockers in dressing room A	0
Total size of team dressing room B	0m <sup>2</sup> / 0m x 0m
Number of lockers in dressing room B	0
Size of coach room A	0m <sup>2</sup> / 0m x 0m
Size of coach room B	0m <sup>2</sup> / 0m x 0m
Size of referees' dressing room 1	0m <sup>2</sup> / 0m x 0m
Size of referees' dressing room 2	0m <sup>2</sup> / 0m x 0m
Size of the match delegate's room	0m <sup>2</sup> / 0m x 0m
Size of the medical examination room	0m <sup>2</sup> / 0m x 0m
Size of the doping control station	0m <sup>2</sup> / 0m x 0m
Number of seats of substitutes' benches	0
Number of seats of bench for UEFA officials	0
Size and dimension of warm-up area	0m <sup>2</sup> / 0m x 0m
VIP and hospitality	Existing or planned
Capacity of the VIP stand	0
Size and dimension of the VIP hospitality area(s) inside the Stadium	0m <sup>2</sup> / 0m x 0m
Size(s) of the corporate hospitality areas and lounges	0m <sup>2</sup> / 0m x 0m
Names of the corporate hospitality areas	
Size and dimension of the available space for the champions village outside the Stadium building	0m <sup>2</sup> / 0m x 0m
Number of skyboxes	0
Size of the Stadium canteen (if not usable for the staff bistro)	0m <sup>2</sup> / 0m x 0m
Media and TV broadcasting	Existing or planned
Total size of the media working area	0m <sup>2</sup> / 0m x 0m

Media and TV broadcasting	Existing or planned
Total size of photographers working area, if separated	0m <sup>2</sup> / 0m x 0m
Number of press seats with desk	0
Number of press seats without desk and observer seats	0
Number of television and radio commentary positions (1 position = 3 persons)	0
Size of the commentary control Room	0m <sup>2</sup> / 0m x 0m
Number and dimensions of the Indoor TV studios	0 / 0m x 0m
Number and dimensions of the pitch-view studios	0 / 0m x 0m
Dimensions of the front glass of the pitch-view studios	0m x 0m
Size and dimensions of the press conference room	0m <sup>2</sup> / 0m x 0m
Clear height of the press conference room	0m
Size and dimensions of the mixed zone	0m <sup>2</sup> / 0m x 0m
Size and dimensions of the flash interview area	0m <sup>2</sup> / 0m x 0m
Size and dimensions of the TV compound	0m <sup>2</sup> / 0m x 0m
Surface type of the TV compound	
Water and sewage connection available in or near-by the TV compound	Yes / No
Distance of the TV compound to the Stadium building	0m
Distance of the TV compound to the TV-media tribune	0m
Is there any large building adjacent to the TV compound blocking the south-west to south-east horizon?	Yes / No
Safety and security	Existing or planned
Size and dimensions of Stadium control room	0m <sup>2</sup> / 0m x 0m
Size and dimensions of steward centre	0m <sup>2</sup> / 0m x 0m
Does an outer security perimeter fence exist?	Yes / No
If an outer security perimeter fence exists, how high is it?	0m
Spectator welfare	Existing or planned
Number of male toilets or urinals per 1,000 spectators	0
Number of male washbasins per 1,000 spectators	0
Number of female toilets per 1,000 spectators	0
Number of female washbasins per 1,000 spectators	0
Number of disabled toilets	0
Total length of catering sales counter per 1,000 spectators	0m
Number of first aid rooms for spectators	0

## Seating quality

### Question 15

Provide a seating map, about A4, of the entire Stadium, indicating gross capacities per sector and clearly indicating the location and number of seats of the following target groups:

- VIP seats;
- skyboxes;
- media (press positions, commentary positions, observers).

*[Insert Stadium seating map]*

The following map example illustrates the kind of map expected:



## Corporate hospitality

### Question 16

List of all existing skyboxes (add lines as necessary):

	Capacity	Location north, south, east, west	Furni- ture*	Kitche- nette**	Sanitary facilities**	Size length x width x height	Sponsor name if branded
1	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
2	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
3	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
4	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
5	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
6	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
7	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
8	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
9	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	
10	0 seats	N / S / E / W	Y / N	Y / N	Y / N	0m x 0m x 0m	

\* chairs, dining tables and the like

\*\* within the skyboxes

#### Question 17

Provide a map, at most A4, indicating the exact location of the above listed skyboxes within the Stadium.

*[Insert skyboxes map]*

## Camera positions

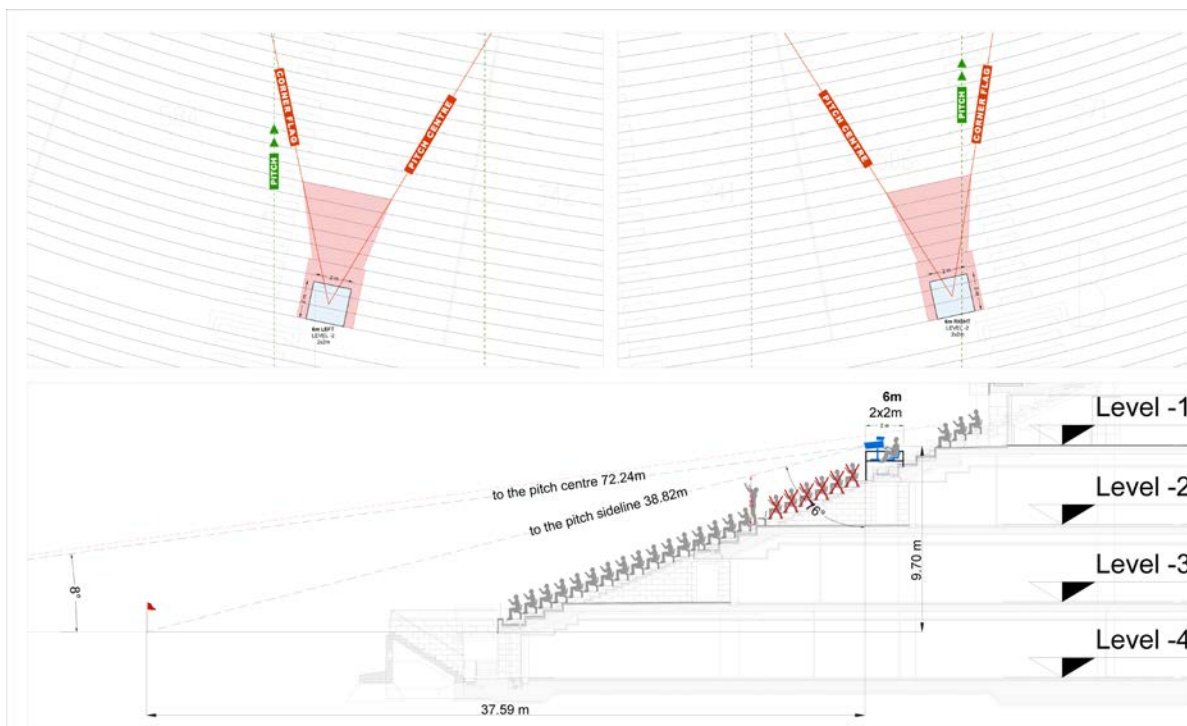
#### Question 18

Provide a cross-section and technical map, showing clearly the location of the camera position in the Stadium including the distances and camera angles towards the pitch centre and pitch sideline, of the following camera positions:

1. main camera platform;
2. 16m high camera platforms;
3. 6m camera platforms;
4. camera platforms behind the goals;
5. camera platform in the opposite/reverse stand; and
6. any other camera positions in the tribunes.

*[Insert Stadium camera position map]*

The following map example illustrates the kind of map expected:



## Question 19

Fill-in the table provided below:

Camera Positions	Existing or planned
Size of main camera platform	0m <sup>2</sup> / 0m x 0m
Size of 16m high camera platforms	0m <sup>2</sup> / 0m x 0m
Size of 6m camera platforms	0m <sup>2</sup> / 0m x 0m
Size of camera platforms behind the goals	0m <sup>2</sup> / 0m x 0m
Size of camera platform in the opposite/reverse stand	0m <sup>2</sup> / 0m x 0m
Have aerial camera systems been used in the Stadium?	Yes / No
Does the Stadium have an accessible gantry/"cat-walk"?	Yes / No
Does the Stadium have pre-cablings?	Yes / No

## ICT requirements

## Question 20

Provide a list of all telecom infrastructure and service providers within the Stadium and describe the infrastructure and services they cover.

*[Insert 10 to 30 lines of text]*

## Question 21

Provide a diagram of the available Stadium telecommunication infrastructure.

*[Insert available Stadium telecommunication infrastructure diagram]*

## Question 22

Describe the shortcomings between the ICT requirements defined in *Sector 06 – Stadiums* of the *UEFA EURO 2024 Tournament Requirements* and the one currently available in your Stadium.

*[Insert 10 to 30 lines of text]*

## Question 23

Give the current number of ports for the following locations:

	Number of ports
Total number of ports within the Stadium	0 ports
At the media tribune	0 ports
At the media centre	0 ports
On the pitch	0 ports

## Question 24

Do you have or do you plan to provide public wireless infrastructure with high density coverage for the supporter area (stands or concessions)? If yes, describe your solution, including the number of simultaneous users per main area of the Stadium.

*[Insert 10 to 30 lines of text]*

## Question 25

Describe the mobile phone coverage around the Stadium provided by your main country telecom suppliers. Give information about such as:

- current technology used (3G, 4G);
- antenna locations;
- capacities and planned increases;
- upgrades to 5G;
- etc.

*[Insert 10 to 30 lines of text]*

## Question 26

Provide full information about the existing tetra radio system in the Stadium in particular the Service Provider, quantity of radios, antennas, repeaters and degree of coverage inside and outside the Stadium and/or city as well as used frequencies.

*[Insert 10 to 30 lines of text]*

## Question 27

Provide information about the existing Wi-Fi networks for different target groups – but not limited to – working staff, media, hospitality guests, VIP guests and locations such as concessionaires, access control points.

*[Insert 10 to 30 lines of text]*

## Question 28

Describe the data communication portfolio of your Stadium IT service providers.



[Insert 10 to 30 lines of text]

#### Question 29

List all potential connected assets (computers, servers, cameras, power supplies, etc.) within the boundary of the Stadium and/or within the responsibility of the Stadium and describe the security control that is in place.

[Insert 10 to 30 lines of text]

## Safety and security

#### Question 30

Provide a copy of the safety certificate as a PDF document and name it

- *EURO2024-AAA-StadiumSafetyCertificate00.pdf*  
where AAA stands for the three-letter country code of the Bidder and 00 stands for the Stadium number (example: *EURO2024-SUI--StadiumSafetyCertificate08.pdf*)

Zip all these PDF files together and name this ZIP file:

*EURO2024-AAA-StadiumSafetyCertificate.zip*

where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-AAA-StadiumSafetyCertificate.zip*)

And upload it to your private *FAME Bid Portal*.

This safety certificate must show at least the following information:

1. safe capacity of the Stadium;
2. access and evacuation routes, including indication of the safe zone(s) during an evacuation;
3. evacuation time calculations;
4. turnstile concept and ratios.

For Stadiums that are planned to be renovated, include the safety concept in the PDF file.

#### Question 31

Fill in the form below regarding maximum evacuation time (in seconds):

Safety information	
Maximum evacuation time of the stands to a safe location	0s
Maximum evacuation time of the entire Stadium (including the outer security perimeter, if applicable)	0s

#### Question 32

Fill in the form below regarding turnstiles:

Sector	Gross capacity	Type*	Location**	Number	Ratio***
Main stand – VIP area	0 seats	F / H / S	O / F	0	0 seats/turnstile
Main stand – other areas	0 seats	F / H / S	O / F	0	0 seats/turnstile
Opposite stand	0 seats	F / H / S	O / F	0	0 seats/turnstile

Sector	Gross capacity	Type*	Location**	Number	Ratio***
Main stand "left"	0 seats	F / H / S	O / F	0	0 seats/turnstile
Main stand "right"	0 seats	F / H / S	O / F	0	0 seats/turnstile

\* F = full height, H = half height, S = hand scanner

\*\* O = outside Stadium, F = façade of Stadium

\*\*\*Ratio = number of seats/number of turnstiles

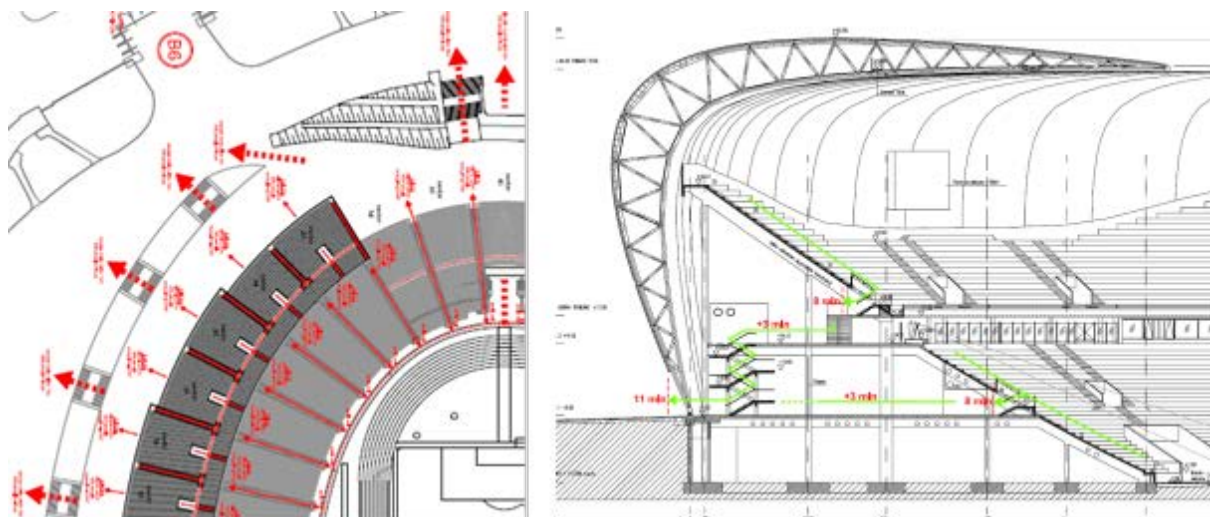
### Question 33

Provide several maps, total not exceeding two A4 pages, that clearly indicate

- the evacuation routes from all sectors of the Stadium;
- the outer security perimeter fence (if existing) with its height; and
- the safe locations during an evacuation.

*[Insert Stadium safety evacuation maps]*

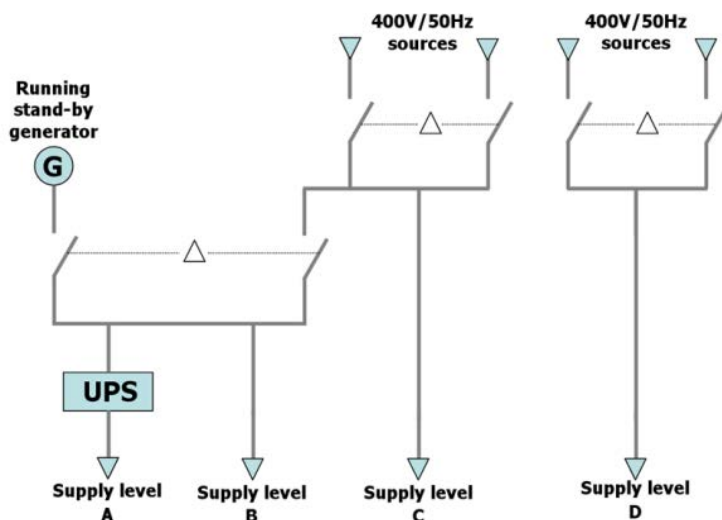
The following map example illustrates the kind of map expected:



## Technical requirements

### Question 34

Based on the following diagram:



Describe the back-up system necessary to achieve service level A:

- battery system;
- parallel running generator; or
- combination of both.

*[Insert 2 to 5 lines of text]*

### Question 35

Fill-in the tables below:

Electrical information	
Stadium grid power	0kVA
Number of independent grid lines that feed the Stadium	0 lines
Is the Stadium electrical system designed as a TN-S system?	Yes / No
If 'No', enter the name of the Stadium electrical system	[name]
Number of overvoltage surge protection devices installed in total	0 pieces
Is the technical installation and operation controlled by a building management system (BMS)?	Yes / No
Low voltage system design	
Strict usage of TN-S IEEE 1394 ("FiveWire") system in any low voltage application from each feeder point starting to any end distribution	Yes / No
Consequent compliance of the concept of single neutral termination to protecting earth in each supply segment	Yes / No
Complete implementation of surge protection devices in a coordinated concept with the lightning protection design of the building	Yes / No

Low voltage system design	
Complete and consequent protective equipotential bonding in the whole building and surroundings with full documentation	Yes / No
Complete and consequent mesh earth system concept with full documentation and sufficient connection points for all outside UEFA temporary operations	Yes / No
Separation of loads with electromagnetic disturbance and extra supply segments as far as possible	Yes / No
Complete implementation of residual-current device protection in any end distribution to avoid earth leakage caused by residual current	Yes / No
Additional power requirements	Capacity*
TV Compound	0kVA
Hospitality areas (outside)	0.0kVA
Hospitality areas (inside)	0.0kVA
Global catering (staff bistro)	0kVA
Accreditation centre	0kVA
Ticket collection points (each)	0kVA
Stadium media centre	0kVA
Volunteer centre	0kVA
LED pitch boards	0kVA
Pitch spider cam (aerial cam system)	0kVA
Press conference room	0kVA
Public address system in the roof	0kVA
Main telecom room	0kVA
Concessions (additional F&B)	0kVA
Commercial display areas	0kVA
* all specifications refer to an operating voltage of 230/400 V, 50Hz	
Waste management information	
Size of waste removal compound (container area) in the Stadium	0m <sup>2</sup>
Lighting outside the Stadium	
Public and delivery gates	0lux
Public area within the Stadium perimeter	0lux
Public area within the outer security perimeter	0lux
VIP and disabled parking	0lux
Cable bridge	0lux
TV compound	0lux

Floodlighting information	
Floodlight on the brightest point towards the main camera (1m above the pitch)	0lux
Floodlight on the darkest point towards the main camera (1m above the pitch)	0lux
Floodlight on the brightest point towards the opposite stand (1m above the pitch)	0lux
Floodlight on the darkest point towards the opposite stand (1m above the pitch)	0lux
Percentage of hot restrike lamps in the floodlight installation	0%
Percentage of floodlight that will shut down in the case of a blackout of one of the grid feeder lines	0%
Percentage of power back-up coverage for the floodlight on service level A	0%
Giant screen information	
Number of giant screens	0 pieces
Size of a giant screen	0.0m <sup>2</sup>
Pixel pitch of a giant screen	0Mm
Aspect ratio of a giant screen	0:0
Resolution type of a giant screen	Real / Virtual
Climate control system	
Dressing room Area	Yes / No
Media and relevant broadcast facilities, including the Stadium media centre	Yes / No
Offices	Yes / No
Hospitality areas inside the Stadium	Yes / No
Skyboxes	Yes / No
Stadium control room	Yes / No
Accreditation centre	Yes / No
Commentary control room	Yes / No
Main telecom room	Yes / No

### Question 36

Provide a Stadium map not larger than A4, indicating the water and waste water connections with the standard flow for each connection based on the requirements defined in section *Water* and section *Waste water* in chapter *Technical requirements* of *Sector 06 – Stadiums* of the *UEFA EURO 2024 Tournament Requirements*.

*[Insert Stadium water and waste water map]*

## Question 37

Fill-out the table below using your local waste management procedures, based on the requirements defined in section *Sorting schemes by target group* in chapter *Technical requirements* of Sector 06 – Stadiums of the *UEFA EURO 2024 Tournament Requirements* (add columns as necessary).

Target group						
Public						
Offices and rooms						
Hospitality areas						
Kitchens						
Stadium media centre						
TV-media tribune						
Accreditation centre						
Volunteer centre						
Catering, concessions and kitchens						
Merchandising						
TV compound						
Ticket collecting points						
Competition area						
Channel systems						

## Question 38

Describe the IPTV system installed in the Stadium to access the internal TV sets.

*[Insert 5 to 10 lines of text]*

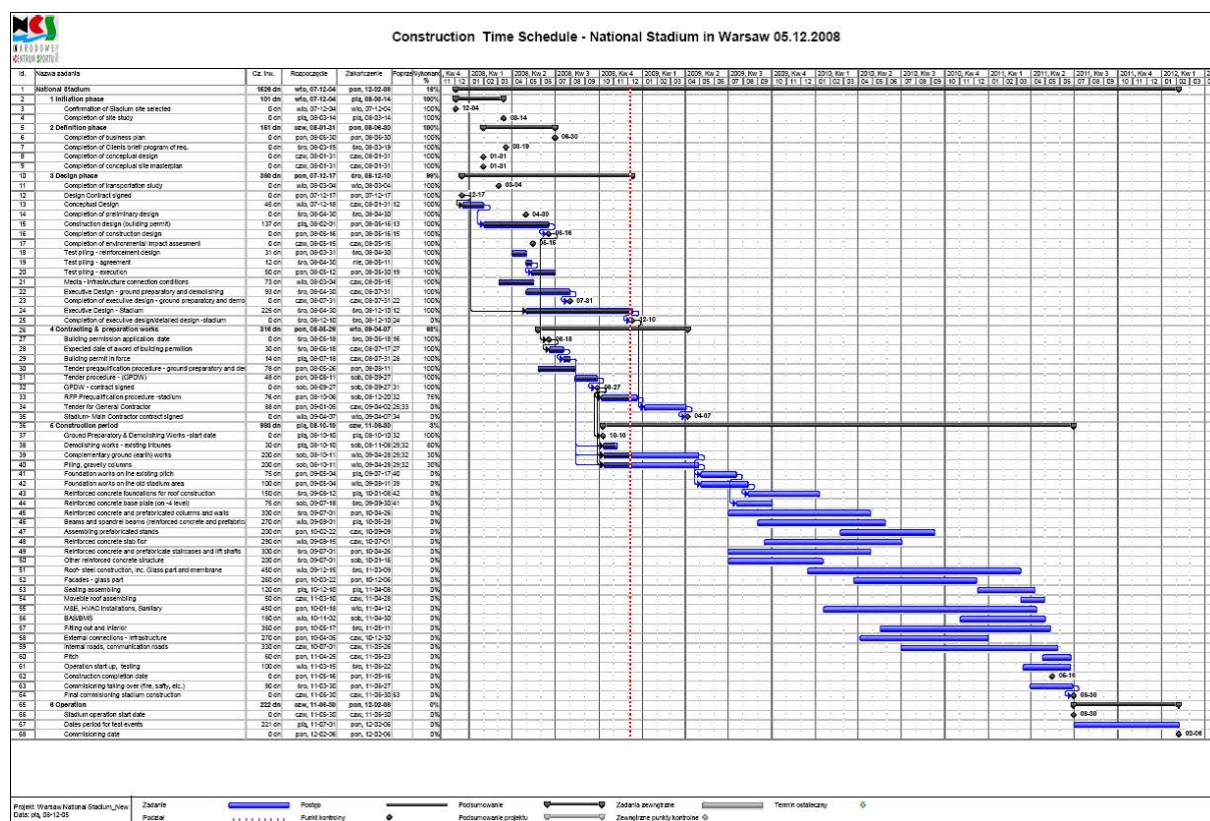
## 5 — Type 2 and type 3 Stadiums

### Project plan

## Question 39

Provide a project time schedule (using Microsoft Project or any similar tool) which clearly indicates key milestones, the relationship and dependence between the various tasks and activities, the critical path of the project as well as a baseline (actual progress versus foreseen schedule).

An example of a time schedule can be found below:



*[Insert project plan]*

### Question 40

Fill in the following project investment budget breakdown:

Procurement	
Select one	[Public procurement / Private procurement]
Project investment budget	
Construction costs	EUR 0 million
Price escalation until completion	EUR 0 million
Total direct costs	EUR 0 million
Professional fees	EUR 0 million
Financing costs	EUR 0 million
Land	EUR 0 million
Supporting infrastructure	EUR 0 million
Permits	EUR 0 million
Other indirect costs	EUR 0 million

Project investment budget	
Total indirect costs	EUR 0 million
Contingencies	EUR 0 million
Total investment budget	EUR 0 million

## Question 41

Provide the official documents that prove the availability of financial support, agreements or warranties. Scan these files into one PDF file and name this file:

- *EURO2024-AAA-StadiumFinancialWarranties00.pdf*  
where AAA stands for the three-letter country code of the Bidder and 00 for the Stadium number (example: *EURO2024-SUI-StadiumFinancialWarranties00.pdf*).

Zip all these files together and name the zipped file:

- *EURO2024-AAA-StadiumFinancialWarranties.zip*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-AAA-StadiumFinancialWarranties.zip*)

Then upload it to your private *FAME Bid Portal*.

## Question 42

Provide an organisational chart of the (proposed) client project team responsible for the delivery of the project.

This organisational chart must clearly indicate the hierarchy between the following functional areas:

- client/project manager;
- client representative;
- specialist consultants in the various disciplines;
- design contractor and subcontractors;
- building contractor and subcontractors.

*[Insert organisational chart]*

## Question 43

As part of the procedure, UEFA requires confirmation that a feasibility study has been carried out for the project.

Fill-in the table below:

Feasibility studies	
A full technical and economic feasibility study for the stadium project has been carried out	Yes / No
The project is technically feasible	Yes / No
The project is economically feasible	Yes / No
An environmental permit is required	Yes / No



## Project site

### Question 44

Provide a topographic or satellite plan indicating clearly the location and the boundaries of the site of the stadium.

This plan must also indicate:

- in the case of multiple owners, the exact boundaries;
- main roads to and from the site, differentiating between existing and proposed;
- public transport connections, differentiating between existing and proposed;
- urban zoning;
- the total gross area (in m<sup>2</sup>) available for the stadium and all its surroundings.

*[Insert plan]*

### Question 45

Provide the names of the owners of the site, using the form below (add lines as necessary):

Site owner 1	
Company	
Address	
Contact person	
Telephone number	
Email	
Website	
Site owner 2	
Company	
Address	
Contact person	
Telephone number	
Email	
Website	

### Question 46

Specify any geotechnical (e.g. landslides, earthquakes, etc.) risks related to the site.

*[Insert up to 20 lines of text]*

## Stadium business plan and future management plans

### Question 47

Regarding the future use of the stadium, provide the following information:

Business plan	
Projected number of football matches per year	0
Projected number of major non-football events per year	0
Type of non-football events (e.g. concerts, athletics, motorised sports, etc.)	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
Projected number of small events per year	0
Other functions to be included in the stadium (e.g. hotel, retail, casino, cinema, etc.)	<ul style="list-style-type: none"> <li></li> <li></li> <li></li> </ul>
Operator	
Has the operator of the stadium already been appointed?	[Yes / No]
When will the stadium operator be fully established?	dd-mmm-yyyy
What is the (anticipated) number of staff of the stadium operator?	0
What is the total budget for staff training until 2016?	EUR 0
Operator (if already appointed)	
Company	
Address	
Contact person	
Telephone number	
Email	
Website	

## Question 48

Provide an organisational chart of the proposed stadium operator.

*[Insert organisational chart]*

## Question 49

Describe the proposed training programmes that various levels of staff will undertake before 2024.

*[Insert up to 20 lines of text]*

# Sector 07 — Mobility



Bidder name:

## Table of contents

1 — Mobility template instructions	1
2 — International and national transport infrastructure	1
3 — Host City information: [Insert the name of the Host City]	3
Host City transport infrastructure	3
Stadium last kilometre	6
Airport information	8

## 1 — Mobility template instructions

The aim of this template is to allow bidders to demonstrate that their current transport infrastructure and system will be able to cope with the traffic challenges of the Tournament.

Information on the infrastructure of airport(s), as well as general transport within the Host Country and respective Host Cities is requested, including any planned developments. Only those transport routes or systems having a significant strategic role in handling the Tournament traffic need to be addressed and outlined.



















## 2 — International and national transport infrastructure

### Question 01

Provide a simplified map, no larger than A3, showing the following:

1. Host Cities and main border crossing points that might be of importance for the Tournament from a transport point of view;
2. airport(s) to be used for the Tournament;
3. motorways and main highways to be used during the Tournament, linking the Host Cities;
4. railway connections (high speed rail, normal railway) between the Host Cities and to/from bordering countries;
5. any transport infrastructure projects with significant importance or impact on UEFA EURO 2024 (improvements of existing infrastructure or new projects);
6. distances, both in kilometres and travel time in minutes, between the main UEFA EURO 2024 locations.

Use the following symbols and colours for your maps:

National transport infrastructure map symbols and colours			
Host City		Other cities	
Main airports		Local airports	
Main train stations		Main sea ports	
Type	Motorway	Expressway or main highway	Railway
Routes			
Colours		Examples	
Existing infrastructure (black)			 
Existing with major enhancements (green)			 
New (red)			 

*[Insert the international and national transport infrastructure map]*

### Question 02

For the map given above and each route coloured green or red, provide information regarding the type of enhancements or constructions to be carried out by filling out the corresponding section in the spreadsheet named *EURO2024-AAA-MobilityHostCountryInfrastructure.xlsx*.

Note that:

- Improvement projects are numbered 1 to n with appropriate project description.
- Planned transport infrastructure projects are numbered consecutively n+1 to m with appropriate project description.

Rename this spreadsheet as follows:

- EURO2024-AAA-MobilityHostCountryInfrastructure.xlsx*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-MobilityHostCountryInfrastructure.xlsx*).

And upload this file to your private *FAME Bid Portal*.

### Question 03

Provide further details regarding all the main routes identified in your map simplified map where significant improvements in capacity and travel time are to be expected (add lines as necessary).

From (city)	To (city)	Train connections /day		Train travel time		Number of road lanes		Road travel time	
		2017	2024	2016	2024	2016	2024	2016	2024
		0	0	0:00	0:00	0	0	0:00	0:00
		0	0	0:00	0:00	0	0	0:00	0:00
		0	0	0:00	0:00	0	0	0:00	0:00

### 3 — Host City information: [Insert the name of the Host City]

There may be up to ten Host Cities hosting UEFA EURO 2024 matches. This implies that each Bid Dossier must provide up to 10 times the information requested in this chapter *Host City information*.

If a Host City comprises several UEFA EURO 2024 Stadiums, it is necessary to ensure that all mobility infrastructure (public transport, airports, roads) can handle the additional influx of visiting supporters due to the hosting of multiple matches in the same Host City within consecutive days.

#### Host City transport infrastructure

##### Question 04

Provide a simplified map, no larger than A4, indicating the following locations:







1. the Stadium;
2. the airport(s);
3. the main railway station(s);
4. the main bus terminal(s);
5. any ports used for passenger traffic;
6. the metro connections;
7. the parking areas (cars, buses, etc.);


















and at least the following four routes by public transport and by road:

- a) between the airport(s) and the Stadium;
- b) between the main railway station(s) and Stadium;
- c) between the main bus terminal(s) and the airport(s);
- d) between the Host City fan zone and the airport(s).

Number each route which is to be either significantly enhanced or newly constructed.

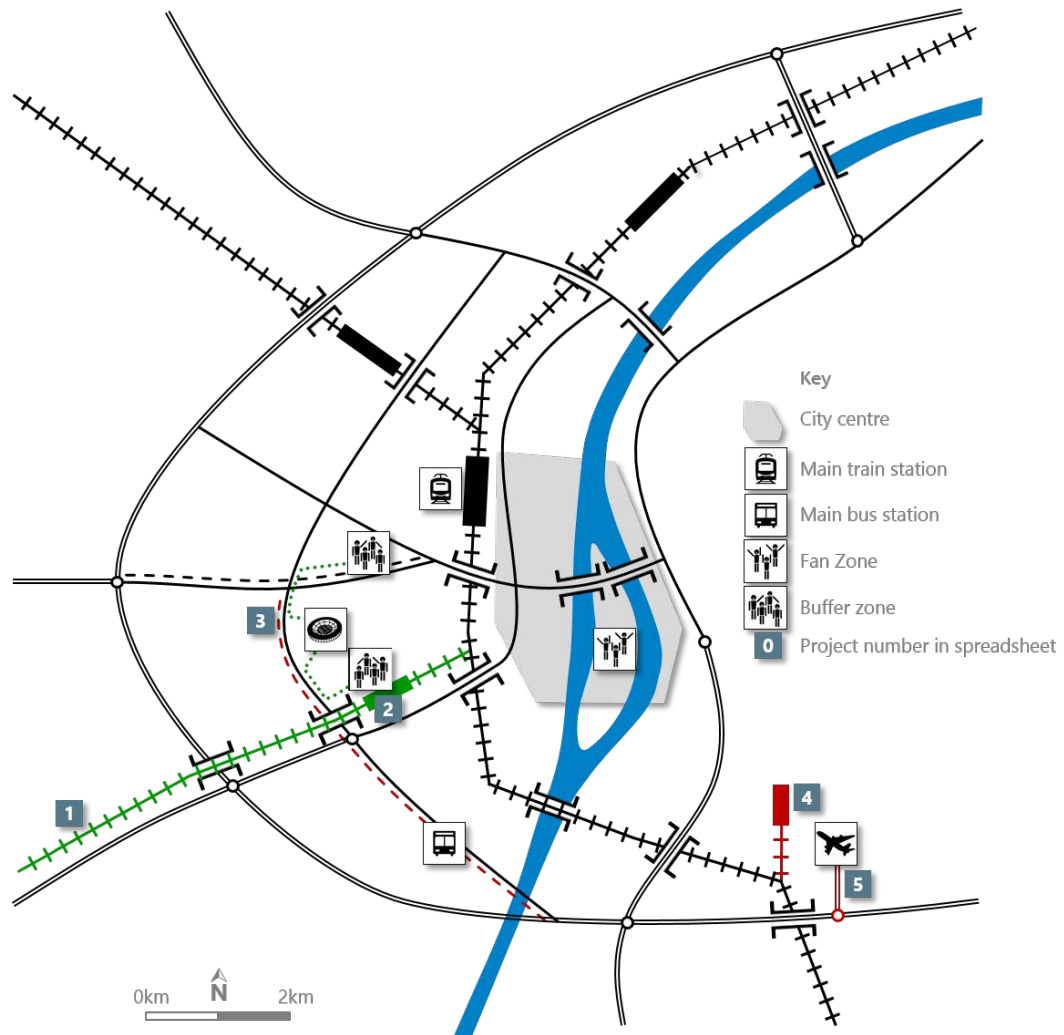
Use the following symbols and colours for your maps:

Host city transport infrastructure map symbols and colours			
Main airports		Local airports	
Main train stations		Main ports	
Main bus stations		Car parking	

Host city transport infrastructure map symbols and colours				
Bus parking		Car and bus parking		
Stadium		Fan Zone		
Type	Motorway	Expressway or main highway	Railway or metro	Bus route
Routes				
Colours		Example		
Existing infrastructure (black)				
Existing with major enhancements (green)				
New (red)				

*[Insert the Host City transport infrastructure map]*

Example of a Host City transport infrastructure map:



#### Question 05

For the map given above and each route coloured green or red, provide information regarding the type of enhancements or constructions to be carried out by filling out the corresponding Host City tab in the spreadsheet named *EURO2024-AAA-HostCityMobilityEnhancements.xlsx*.

Rename this spreadsheet as follows:

- *EURO2024-AAA-HostCityMobilityEnhancements.xlsx*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-HostCityMobilityEnhancements.xlsx*).

When all tabs for each Host City have been filled out, upload this file to your private *FAME Bid Portal*.

#### Question 06

In line with the maps provided above, fill in the form below regarding travel to the Stadium in 2017 and 2024 (if there are several Stadiums in the Host City, insert one table for each Stadium):

Stadium connections		With main airport		With main railway station		With main bus terminal		With Fan Zone	
Year		2017	2024	2017	2024	2017	2024	2017	2024
Public transport	Travel time	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00
	Total capacity/hour*	0	0	0	0	0	0	0	0
Road	Distance	0km	0km	0km	0km	0km	0km	0km	0km
	Time	0:00	0:00	0:00	0:00	0:00	0:00	0:00	0:00
	Lanes	0	0	0	0	0	0	0	0

\* if there are different means of public transport (metro, tram etc.), specify the individual capacity of each transport mean on separate lines.

#### Question 07

If this Host City comprises several UEFA EURO 2024 Stadiums, explain how the road and airport traffic will be handled when all Stadiums have matches at the same time.













*[Insert up to 50 lines of text]*

### Stadium last kilometre














Provide a simplified map, no larger than A4, indicating the following:

1. Stadium with its outer security zone;
2. roads and railways;
3. bus and railway stations;
4. spectator bus parking and spectator car parking;
5. any pedestrian routes;
6. routes from the bus and railway stations or parking areas to the Stadium.

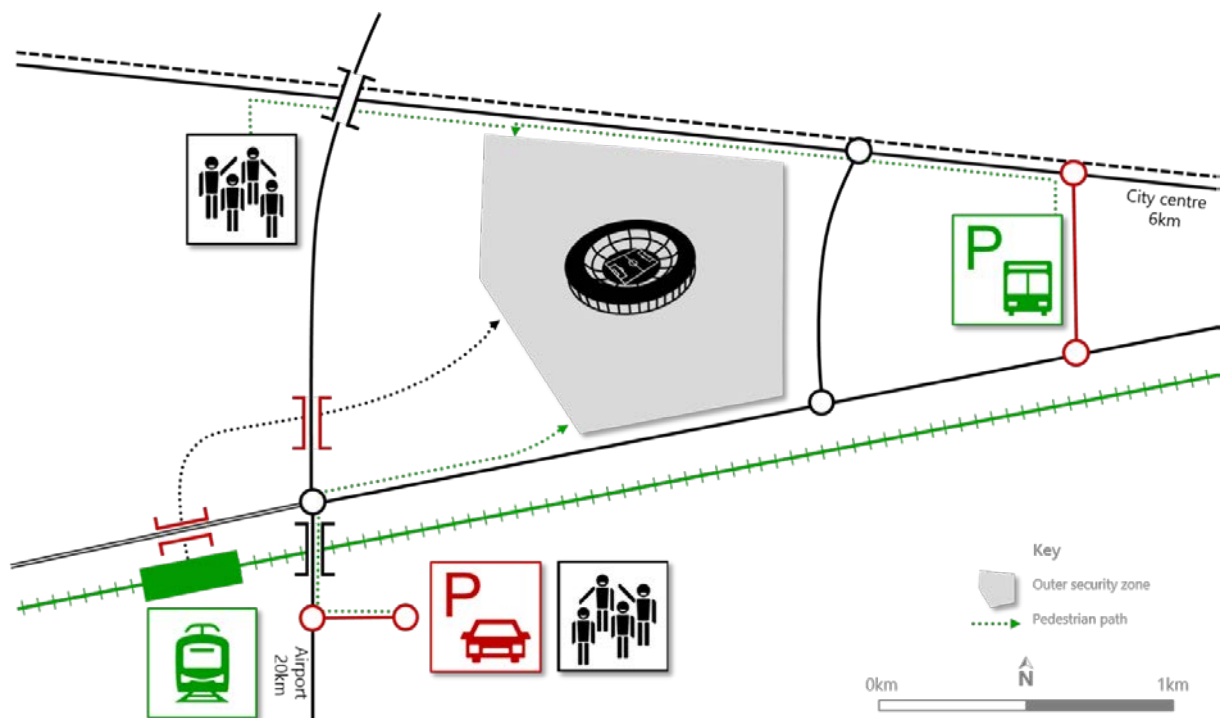
For the map use the following symbols and colours:

Host city transport infrastructure map symbols and colours			
Main airports		Local airports	
Main train stations		Main ports	
Main bus stations		Car parking	
Bus parking		Car and bus parking	
Stadium		Fan Zone	
Stadium entrance		Underpass	



Type	Railway or metro	Bus route	Pedestrian route	Stadium entrance
Routes				
Colours		Example		
Existing infrastructure (black)				
Existing with major enhancements (green)				
New (red)				

Example of a Stadium last kilometre map:



*[Insert the Stadium last kilometre map]*

#### Question 08

For the map provided above, give further information about the current accessibility of the Stadium (capacity of parking areas, spectator flow etc.) and any improvements planned before UEFA EURO 2024.

*[insert up to 15 lines of text]*

## Airport information

For each Host City airport and support airport, provide the requested information as described in this section *Airport information* as necessary. Duplicate this section as necessary.

If this airport is planned to serve several UEFA EURO 2024 Stadiums, it is necessary to ensure that it can handle the additional influx of visiting supporters for multiple matches within consecutive days.

Airport infrastructure

Question 09

Fill in the following tables:

General airport information		
Host City name		
Stadium capacity in 2020		
Airport name		
Airport distance from city		
Passenger traffic 2016		
Technical airport information	Now (2017)	Projected (2024)
Number of terminals	0	0
Total number of airport gates	0	0
Number of aircraft stands (parking positions) including ICAO aircraft code (e.g. code C)	0	0
Number of check-in desks	0	0
Maximum passenger capacity of all terminals	0	0
Annual passenger throughput (excluding UEFA EURO 2024)	0	0
Daily passenger throughput (excluding UEFA EURO 2020)	0	0
Maximum hourly passenger throughput: Inbound	0	0
Maximum hourly passenger throughput: Outbound	0	0
Annual aircraft movements	0	0
Hourly movement rate	0	0
Runway length	0m	0m
Pavement Classification Number (PCN) of runway	0	0
Airport fire category		
Maximum size of passenger aircraft that can be handled	0	0
Number of internal (domestic) destinations	0	0
Number of international destinations		

## Question 10

Describe any operational restrictions for any airport (e.g. night flight bans).

*[Insert 5 to 20 lines of text]*

## Question 11

For each airport, provide a written Engagement Letter (using the template *Air transport Engagement Letter* on page 12) from the relevant Authorities that all efforts will be taken to facilitate air transport and airport operations between 18.00 on the day preceding until 18:00 on the day following Matchday by adjusting or lifting night flight curfew restrictions, in order to ease public order issues with huge numbers of fans and team supporters stranded in the city centre and airport(s).

Scan this signed Engagement Letter and name the scanned file:

- *EURO2024-AAA-BBB-AirTransportEngagement0.pdf*  
where *AAA* stands for the three-letter country code of the Bidder, *BBB* for the name of the Host City and *0* for an incremental number (example: *EURO2024-SUI-Nyon-AirTransportEngagement2.pdf*).

When all signed Engagement Letters have been scanned, zip them all together and name the ZIP file:

- *EURO2024-AAA-AirTransportEngagement.zip*  
where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-AAA-AirTransportEngagement.zip*)

Then upload this ZIP file to your private *FAME Bid Portal* and send the originals to UEFA along with your Bid Dossier.

## Question 12

If this airport is planned to serve several UEFA EURO 2024 Stadiums, explain how the airport traffic will be handled the additional influx of visiting supporters for multiple matches within consecutive days.

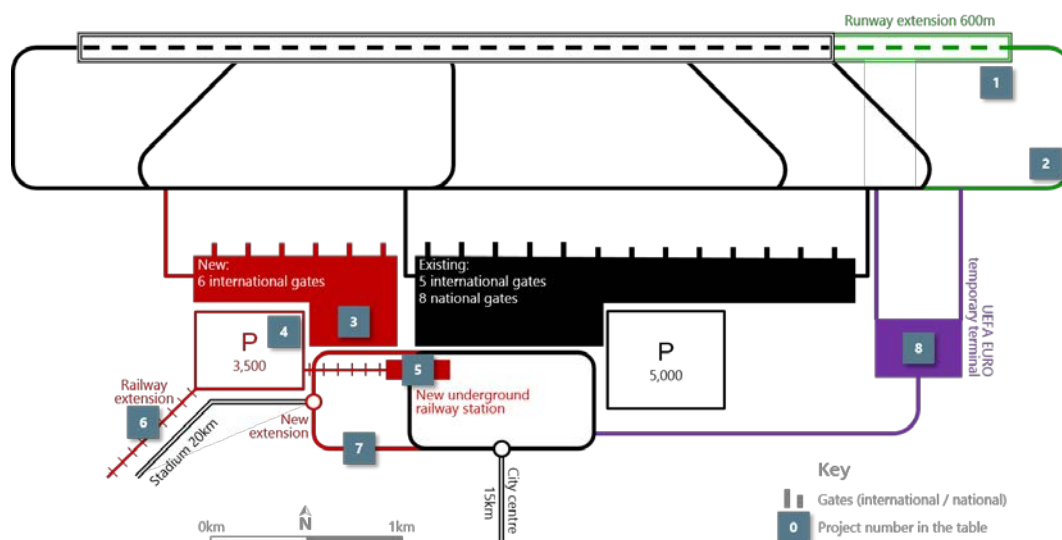
*[Insert up to 30 lines of text]*

Airport developments (to be answered only if applicable)

## Question 13

Provide a simplified map (at most A4) of the airport's current and planned infrastructures and temporary facilities in case of major refurbishments.

Airport current and planned infrastructure map example:



Indicate:

- the runways
- the terminals
- the aircraft parking
- the car parking at the airport
- the public transport stations
- any other relevant infrastructure

Each planned enhancement project, as well as each planned temporary facility for UEFA EURO 2024 needs to be indicated by a number (this number must be the same as the one entered in the table of the next question where these projects need to be further explained).

Use the following colour coding:

1. Black: existing infrastructure
2. Green: extended/improved infrastructure
3. Red: new infrastructure
4. Violet: temporary facility

*[Insert current and planned Airport infrastructure map]*

#### Question 14

List any key projected development and capacity enhancement schemes, as well as planned temporary solutions which will be fully operational beginning 2024.

Extended/improved infrastructure (add lines as necessary)

No	Description of improvements (size/length/capacity)	Start/end date
1	<i>e.g. Runway extension</i>	<i>0.6km</i>
2		
3		
4		
5		

New infrastructure (add lines as necessary)

No	Description of improvements (size/length/capacity)	Start/end date
1	<i>e.g. New international gates</i> <i>5 gates</i>	<i>Jan 2019 – Sep 2019</i>
2		
3		
4		
5		

Temporary facility (add lines as necessary)

No	Description of improvements (size/length/capacity)	Start/end date
1	<i>e.g. temporary terminal</i> <i>3,000 persons/day</i>	<i>May 2024 – Aug 2024</i>
2		
3		
4		
5		

## Air transport Engagement Letter

— Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead —

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter code of the member association]*-EURO 2024

Subject: Air transport engagement letter for *[name of the airport]*

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration, and the airport operator]*, will undertake all efforts that aircraft will be permitted to land and take off at *[name of airport]* without restriction between 18.00 on the day immediately preceding the day on which the UEFA EURO 2024 is to be held in *[host city]* and 18.00 on the day immediately following any such matchday.

On behalf of *[name of Host Country/Host City/Host Site/Competent Authority/other relevant territorial governing administration]* of *[Host Country]*

---

*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

---

*(Place and date)*

# Sector 08 — Accommodation and Training Facilities



Bidder name:

## Table of contents

1 — Tourism institutions	1
2 — Market capacity	2
3 — Hotel and training facilities reservation forms	3
4 — Referee and team hotel and training facilities photos	4
5 — Simultaneous events	26

## 1 — Tourism institutions

### Question 01

Identify the relevant official authorities in each Host City that are responsible for administering tourism in the respective city and the scope of their responsibilities.

*[Insert 10 to 30 lines of text]*

### Question 02

Provide a Confirmation Letter from each of the Host Cities Authorities identified in the previous question, confirming on their own letterhead the following (using the template *Confirmation Letter for accommodation capacity and fair pricing* on page 27):

1. Best endeavours will be used to ensure that the room rates proposed to all target groups are in line with average market rates published in the Host City during the month of June 2021.
2. Sufficient accommodation is available for all UEFA target groups and supporters in accordance with the requirements listed in *Sector 08 – Accommodation and Training Facilities* of the *UEFA EURO 2024 Tournament Requirements*.
3. The information provided in the spreadsheet *EURO2024-AAA-MarketHotelCapacity.xlsx* (refer to the first question in *Market capacity* on page 2) is accurate for the respective Host City.

Scan the signed letter of support and name the scanned file:

- *EURO2024-AAA-BBB-AccommodationConfirmation.pdf*

where *AAA* stands for the three-letter country code of the Bidder and *BBB* for the name of the Host City (example: *EURO2024-SUI-Nyon-AccommodationConfirmation.pdf*).

When all signed Confirmation Letters have been scanned, zip all these files together and name the ZIP file:

- *EURO2024-AAA-AccommodationConfirmation.zip*  
where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-AccommodationConfirmation.zip*)

Then upload this ZIP file to your private *FAME Bid Portal* and send all originals to UEFA along with your Bid Dossier.

## 2 — Market capacity

### Question 03

For each Host City, provide the complete list of existing and planned hotels within 20 km of the corresponding Stadium by filling out the the provided spreadsheet named *EURO2024-AAA-MarketHotelCapacity.xlsx*.

Rename the filled-out spreadsheet as follows:

- *EURO2024-AAA-MarketHotelCapacity.xlsx*  
where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-MarketHotelCapacity.xlsx*).

And upload this file to your private *FAME Bid Portal*.

### Question 04

Based on the list of existing and planned hotels provided in the previous question, fill in the table below, summarising the market capacity for each Host City:

Existing hotels	5-star hotels		4-star hotels		3-star hotels		2-star and 1-star hotels		All hotels	
Hotel capacity per Host City	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms
[Name of Host City 1)	0	0	0	0	0	0	0	0	0	0
Name of Host City 2)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 3)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 4)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 5)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 6)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 7)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 8)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 9)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 10)	0	0	0	0	0	0	0	0	0	0



Planned hotels (opening May 2023 latest)  Hotel capacity per Host City	5-star hotels		4-star hotels		3-star hotels		2-star and 1-star hotels		All hotels	
	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms	Nbr of hotels	Nbr of rooms
[Name of Host City 1]	0	0	0	0	0	0	0	0	0	0
Name of Host City 2)	0	0	0	0	0	0	0	0	0	0
[Name of Host City 3]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 4]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 5]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 6]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 7]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 8]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 9]	0	0	0	0	0	0	0	0	0	0
[Name of Host City 10]	0	0	0	0	0	0	0	0	0	0

Note: UEFA will use the factor 1.8 to calculate the number of beds (for example 1,000 hotel rooms \* 1.8 = 1,800 beds)

#### Question 05

Briefly describe for each Host City any accommodation possibilities (including number of rooms and beds) not addressed in your responses to the previous questions that are within 20 km of the Stadium and could be used as accommodation in connection with UEFA EURO 2024 (for example youth hostels, guest houses, university campuses and campsites).

[Insert 30 to 50 lines of text]

## 3 — Hotel and training facilities reservation forms

#### Question 06

With the help of the hotel requirements for the groups mentioned in chapter *Specific requirements* and the training facilities needs described in chapter *Training facilities for national teams* of Sector 08 – *Accommodation and Training Facilities* of the *UEFA EURO 2024 Tournament Requirements*, identify suitable hotels and training facilities and fill out completely the respective reservation form:

- UEFA main headquarters hotel: *EURO2024-AAA-BBB-MainHeadquartersHotelReservationForm.pdf* (1 or 2 hotels);
- UEFA mini-headquarters hotel: *EURO2024-AAA-BBB-MiniHeadquartersHotelReservationForm.pdf* (1 hotel per Host City not hosting the opening or final match);
- UEFA partner hotel: *EURO2024-AAA-BBB-PartnerHotelReservationForm0.pdf* (as many as necessary);
- UEFA referee base camp hotel: *EURO2024-AAA-RefereeBaseCampHotelReservationForm.pdf* (1 hotel);
- Team base camp hotel: *EURO2024-AAA-TeamBaseCampHotelReservationForm00.pdf* (48 hotels);
- Team transfer hotel: *EURO2024-AAA-BBB-TeamTransferHotelReservationFormX.pdf* (2 hotels per Stadium);

- Referee base camp training facilities: *EURO2024-AAA-RefereeTrainingFacilitiesReservationForm.pdf* (1 training facilities);
- Team base camp training facilities: *EURO2024-AAA-BaseCampTrainingFacilitiesReservationForm00.pdf* (48 training facilities);
- Transfer training facilities: *EURO2024-AAA-BBB-TransferTrainingFacilitiesReservationFormX.pdf* (2 training facilities per Stadium).

Where *AAA* stands for the three-letter country code of the Bidder, *BBB* for the Host City, *0* for a possible incremental number and *X* for either "A" or "B" (example: *EURO2024-SUI-Nyon-MiniHeadquartersHotelReservationForm.pdf*)

It is absolutely crucial that all these forms are filled-out on-line (not by hand!) and that these original forms (not photocopies!) are zipped together into a file named:

- *EURO2024-AAA-AllHotelReservationForms.zip*

Where *AAA* stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-AllHotelReservationForms.zip*);

Then upload this zipped file to your private *FAME Bid Portal*.

Furthermore, all these forms have to be printed out (without any changes!), signed by the respective hotel and these signed hard copies sent to UEFA along with your Bid Dossier.

## 4 — Referee and team hotel and training facilities photos

### Question 07

For the selected UEFA referee base camp hotel, the 48 selected team base camp hotels and the 18 or 20 selected team transfer hotels provide:

1. one photo of a typical hotel room; and
2. one photo of a typical meeting room.

- Referee base camp hotel: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 1: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 2: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 3: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 4: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 5: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 6: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 7: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 8: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 9: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 10: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 11: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 12: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 13: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 14: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 15: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 16: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 17: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 18: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 19: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 20: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 21: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 22: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 23: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 24: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 25: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 26: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 27: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 28: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 29: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 30: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 31: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 32: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 33: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 34: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 35: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 36: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 37: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 38: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 39: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 40: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 41: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 42: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 43: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 44: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 45: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 46: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 47: *[Insert name]*

*[Insert hotel room photo]*

*[Insert meeting room photo]*

- Team base camp hotel 48: *[Insert name]*

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 1: [Insert name]
  - Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 2: [Insert name]
  - Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 3: [Insert name]
  - Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 4: [Insert name]
  - Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]



[Insert hotel room photo]

[Insert meeting room photo]

- Host City 5: [Insert name]

- Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 6: [Insert name]

- Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 7: [Insert name]

- Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 8: [Insert name]

- Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 9: [Insert name]
  - Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Host City 10: [Insert name]
  - Team transfer hotel A: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

- Team transfer hotel B: [Insert name]

[Insert hotel room photo]

[Insert meeting room photo]

#### Question 08

For the selected referee base camp training facilities, the 48 selected team base camp training facilities and the 18 or 20 selected transfer training facilities hotels, provide:

1. one or two photos of the pitch;
2. one photo of a the seating area/tribune;
3. one photo of the press conference area; and
4. one photo of the dressing room.

- Referee training facilities: [Insert name]

[Insert pitch photo(s)]

[Insert seating area/tribune photo]

[Insert press conference area photo]

[Insert dressing room photo]

- Base camp training facilities 1: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 2: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 3: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 4: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 5: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 6: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 7: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 8: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 9: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 10: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 11: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 12: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 13: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 14: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 15: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 16: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 17: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 18: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 19: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 20: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 21: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 22: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 23: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 24: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 25: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 26: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 27: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 28: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 29: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 30: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 31: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 32: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 33: *[Insert name]*

*[Insert pitch photo(s)]*



*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 34: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 35: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 36: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 37: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 38: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 39: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 40: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 41: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 42: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 43: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 44: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 45: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 46: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 47: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Base camp training facilities 48: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 1: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 2: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 3: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 4: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 5: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 6: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 7: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 8: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 9: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Host City 10: *[Insert name]*

- Transfer training facilities A: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

- Transfer training facilities B: *[Insert name]*

*[Insert pitch photo(s)]*

*[Insert seating area/tribune photo]*

*[Insert press conference area photo]*

*[Insert dressing room photo]*

## 5 — Simultaneous events

### Question 09

Provide details in the form below of all planned or proposed events in any Host City during UEFA EURO 2024 that could increase the demand for accommodation (add lines as necessary):

Host City	Name of event	Date (start/end)	Expected nbr of hotel rooms	Organising body
		d-mmm-yy / d-mmm-yy	0	
		d-mmm-yy / d-mmm-yy	0	
		d-mmm-yy / d-mmm-yy	0	
		d-mmm-yy / d-mmm-yy	0	



## Confirmation Letter for accommodation capacity and fair pricing

— Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead —

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter code of the member association]*-EURO 2024

Subject: Host City accommodation capacity and fair pricing Confirmation Letter for *[name of the Host City]*

UEFA EURO 2024 will require a substantial number of accommodation facilities in the Host Cities and its close surroundings to satisfy the needs of the supporters and visitors. These needs and requirements will of course be subject to various criteria, such as the teams playing in each Host City, the accessibility and attractiveness of the Host Cities, as well as the size of the Stadium.

### Price Level

The signatories guarantee that the *[name of the official body]* will do what is possible to use best endeavours to ensure that the hotel rates proposed during the tournament will be no higher than twenty per cent (20%) more than the average published rates in the respective hotels in June 2021 and that the hotel rates will not, in principle, exceed the maximum levels set out in the bid requirements (standard rooms at 5-star hotel: €350, 4-star hotel: €250, 3-star: €150).

### Market Capacity

Following a request of the *[member association]*, the *[name of the official body]* has reviewed the information provided for *[Host City]* in *EURO2024-[AAA]-MarketHotelCapacity.xlsx* and confirms that:

- sufficient accommodation is available for all UEFA target groups and supporters in accordance with the requirements; and
- the provided data for *[Host City]* is accurate.

The signatories further confirm that the *[name of the official body]* is officially entitled to provide the statements contained in this Confirmation Letter for *[Host City]* and its surroundings.

On behalf of *[name of Host Country/Host City/Host Site/Competent Authority/other relevant territorial governing administration]* of *[Host Country]*

---

*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

---

*(Place and date)*



# Sector 09 — Telecommunication and Broadcasting Matters



Bidder name:

## Table of contents

<b>1 — National telecommunications infrastructure</b>	<b>1</b>
Telecommunication company 1	1
Telecommunication company 2	3
Telecommunication company 3	6
<b>2 — Trunk radio services and networks</b>	<b>8</b>
<b>3 — International telecommunications infrastructure</b>	<b>9</b>

## 1 — National telecommunications infrastructure

In order to understand the telecommunications environment as well as the current infrastructure of telecom providers, UEFA would like you to answer the following questions for your top 3 telecommunication companies.

Use the next three section to describe their services for each separately.

### Telecommunication company 1

Telecommunication company name:

Question 01

Fill out the table below:

Services	Market share	Comments
Internet access	0%	
Mobile services	0%	
Fixed telephony	0%	

## Question 02

Provide the following information concerning these three top telecommunication companies:

Type of service	Offered	Comments
LAN (class)	[Yes / No]	
WAN (type, class)	[Yes / No]	
Fibre infrastructure	[Yes / No]	
Wireless hotspot	[Yes / No]	
System integration services	[Yes / No]	
Content delivery network services	[Yes / No]	
Security services (perimeter protection, content filtering)	[Yes / No]	
System integration for PBX services	[Yes / No]	
Managed services for PBX-like functionalities	[Yes / No]	
Mobile services	[Yes / No]	
Value-added number services (08xx, 09xx)	[Yes / No]	
Call centre services	[Yes / No]	
Full service provider*	[Yes / No]	
Other	[Yes / No]	

\* single point of contact for consultation, design, installation, implementation, training and maintenance

## Question 03

List the top three main manufacturer partners and describe the partnership types (kind of certification or partner status):

Manufacturer	Partner status	Comments

## Question 04

List the top 5 events and the services this telecommunication company provided:

Event name	Date	Type of services
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	

Event name	Date	Type of services
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	

## Question 05

Provide any supplementary information concerning the services provided during the events listed above.

*[Insert up to 30 lines of text]*

## Question 06

Describe the capabilities of the telecommunication company in the delivery of video and audio signals and the experience in the installation and operation of end-to-end video services.

*[Insert up to 30 lines of text]*

## Question 07

Describe the kind of technologies the telecommunication company uses for the transmission of video and audio signals, in particular the adaptation equipment connected to the fibre network to handle video and audio sources.

*[Insert up to 30 lines of text]*

## Question 08

Fill-out the table below for the list of events provided previously (add lines as necessary):

Event name	Broadcast networks	Maximum number of feeds
	•	•
	•	•
	•	•
	•	•
	•	•
	•	•
	•	•

## Question 09

Prove any more comments concerning the services possibilities of this telecommunication company that would allow us to evaluate it at the right level for the Tournament.

*[Insert up to 20 lines of text]*

## Telecommunication company 2

Telecommunication company name:

#### Question 10

Fill out the table below:

Services	Market share	Comments
Internet access	0%	
Mobile services	0%	
Fixed telephony	0%	

#### Question 11

Provide the following information concerning these three top telecommunication companies:

Type of service	Offered	Comments
LAN (class)	[Yes / No]	
WAN (type, class)	[Yes / No]	
Fibre infrastructure	[Yes / No]	
Wireless hotspot	[Yes / No]	
System integration services	[Yes / No]	
Content delivery network services	[Yes / No]	
Security services (perimeter protection, content filtering)	[Yes / No]	
System integration for PBX services	[Yes / No]	
Managed services for PBX-like functionalities	[Yes / No]	
Mobile services	[Yes / No]	
Value-added number services (08xx, 09xx)	[Yes / No]	
Call centre services	[Yes / No]	
Full service provider*	[Yes / No]	
Other	[Yes / No]	

\* single point of contact for consultation, design, installation, implementation, training and maintenance

#### Question 12

List the top three main manufacturer partners and describe the partnership types (kind of certification or partner status):

Manufacturer	Partner status	Comments

Manufacturer	Partner status	Comments

## Question 13

List the top 5 events and the services this telecommunication company provided:

Event name	Date	Type of services
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	

## Question 14

Provide any supplementary information concerning the services provided during the events listed above.

*[Insert up to 30 lines of text]*

## Question 15

Describe the capabilities of the telecommunication company in the delivery of video and audio signals and the experience in the installation and operation of end-to-end video services.

*[Insert up to 30 lines of text]*

## Question 16

Describe the kind of technologies the telecommunication company uses for the transmission of video and audio signals, in particular the adaptation equipment connected to the fibre network to handle video and audio sources.

*[Insert up to 30 lines of text]*

## Question 17

Fill-out the table below for the list of events provided previously (add lines as necessary):

Event name	Broadcast networks	Maximum number of feeds
	•	•
	•	•
	•	•
	•	•
	•	•

Event name	Broadcast networks	Maximum number of feeds
	•	•
	•	•
	•	•
	•	•

## Question 18

Prove any more comments concerning the services possibilities of this telecommunication company that would allow us to evaluate it at the right level for the Tournament.

*[Insert up to 20 lines of text]*

## Telecommunication company 3

Telecommunication company name:

## Question 19

Fill out the table below:

Services	Market share	Comments
Internet access	0%	
Mobile services	0%	
Fixed telephony	0%	

## Question 20

Provide the following information concerning these three top telecommunication companies:

Type of service	Offered	Comments
LAN (class)	[Yes / No]	
WAN (type, class)	[Yes / No]	
Fibre infrastructure	[Yes / No]	
Wireless hotspot	[Yes / No]	
System integration services	[Yes / No]	
Content delivery network services	[Yes / No]	
Security services (perimeter protection, content filtering)	[Yes / No]	
System integration for PBX services	[Yes / No]	
Managed services for PBX-like functionalities	[Yes / No]	
Mobile services	[Yes / No]	



Type of service	Offered	Comments
Value-added number services (08xx, 09xx)	[Yes / No]	
Call centre services	[Yes / No]	
Full service provider*	[Yes / No]	
Other	[Yes / No]	

\* single point of contact for consultation, design, installation, implementation, training and maintenance

#### Question 21

List the top three main manufacturer partners and describe the partnership types (kind of certification or partner status):

Manufacturer	Partner status	Comments

#### Question 22

List the top 5 events and the services this telecommunication company provided:

Event name	Date	Type of services
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	
	mm-yyyy / mm-yyyy	

#### Question 23

Provide any supplementary information concerning the services provided during the events listed above.

*[Insert up to 30 lines of text]*

#### Question 24

Describe the capabilities of the telecommunication company in the delivery of video and audio signals and the experience in the installation and operation of end-to-end video services.

*[Insert up to 30 lines of text]*

## Question 25

Describe the kind of technologies the telecommunication company uses for the transmission of video and audio signals, in particular the adaptation equipment connected to the fibre network to handle video and audio sources.

*[Insert up to 30 lines of text]*

## Question 26

Fill-out the table below for the list of events provided previously (add lines as necessary):

Event name	Broadcast networks	Maximum number of feeds
	•	•
	•	•
	•	•
	•	•
	•	•
	•	•
	•	•

## Question 27

Prove any more comments concerning the services possibilities of this telecommunication company that would allow us to evaluate it at the right level for the Tournament.

*[Insert up to 20 lines of text]*

## 2 — Trunk radio services and networks

## Question 28

Which body is responsible for allocating, managing and controlling the necessary radio frequencies for the usage of Radio TETRA systems in your country?

*[Insert from between 2 and 4 5 lines of text]*

## Question 29

Provide a Guarantee (using the template Radio frequency requirements Guarantee on page 10) ensuring that the needed radio frequencies will be made available and monitored as necessary.

Scan this signed Guarantee and call the scanned file:

- *EURO2024-AAA-*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-* )

Then upload this file to your private *FAME Bid Portal* and send the original to UEFA along with your Bid Dossier.

### 3 — International telecommunications infrastructure

The questions in this chapter must only be answered if your bid covers more than one country.

#### Question 30

Describe the agreements the top national telecom providers have with their counterparts in other countries.

For each telecom operator, we need to understand their current or planned business agreements with competitors or other telecom companies outside of their territories. We would like to know what services are impacted by these agreements.

*[Insert up to 20 lines of text]*

#### Question 31

What are the current peering agreements (with whom, where, with which capacity)?

We would like to know how the top telecom operators deliver internet related services within your country and what the capacity of the internet backbone is.

*[Insert up to 20 lines of text]*

## Radio frequency requirements Guarantee

— Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead — Authorities letterhead —

Union des Associations Européennes de Football  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland

Attention: General Secretary

Reference: *[insert the three-letter code of the member association]*-EURO 2024

Subject: Radio frequency requirements Guarantee

I *[insert name]*, the *[describe signatory's position in government/host city/other relevant territorial governing administration]* of *[name of host country/host city/other relevant territory]*, hereby confirm that the *[name of host country/host city/other relevant territorial governing administration]*, hereby fully and without restriction agrees to:

- a) make available the necessary range of radio frequencies (TETRA walkie-talkies) required by UEFA;
- b) ensure the development of any facilities needed for this purpose and the delivery of any required licences, all at standard market rate;

monitor the above frequencies and, upon identification of conflicts or disputes, to take all necessary measures to ensure that the full operational needs are met at all times.

On behalf of *[name of Host Country/Host City/Host Site/Competent Authority/other relevant territorial governing administration]* of *[Host Country]*

---

*(Name(s), function(s), signature(s))*

*(Official stamp(s))*

---

*(Place and date)*

# Sector 10 — Event Promotion



Bidder name:

## Table of contents

1 — Host City information: [Insert the name of the Host City]-----	1
Past events/experiences	1
Host City promotional programme	2
Fan Zones	2

## 1 — Host City information: [Insert the name of the Host City]

There may be up to ten Host Cities hosting UEFA EURO 2024 matches. This implies that each Bid Dossier must provide up to 10 times the information requested in this chapter *Host City information*.

### Past events/experiences

#### Question 01

Provide information on past international events of a similar dimension as UEFA EURO 2024 that were hosted in the respective Host City during the recent past, either sporting events or other public entertainment events. Provide general details of the event and number of visitors attending.

Fill in the form below for each significant event (maximum 10):

Name of event	Short description	Number of visitors	Year/Month

## Host City promotional programme

### Question 02

Provide the name of the authorities that will be responsible for promoting the UEFA EURO 2024 Host City.

*[Insert up to 5 lines of text]*

### Question 03

Explain how the Host City will support the UEFA EURO 2024 promotional activities. Possibilities include involvement of local schools, sports organisations, local communities, etc.

Describe two projects which could be used to promote the event at a local level.

*[Insert between 10 to 15 lines of text]*

## Fan Zones

### Question 04

Identify for this Host City up to 3 large areas that can host the official Fan Zone. This location must be:

- centrally located in the city centre;
- easily accessible by foot and public transport;
- safe and secure;
- legally acceptable;
- aligned to the commercial requirements of UEFA.

Provide a map, not larger than A4, indicating the proposed fan zone location(s), public transport access points and anticipated locations of the screens.

*[Insert the fan zone location map]*

### Question 05

Describe the specific advantages of the proposed areas, indicating also how many fans they could accommodate.

*[Insert up to 15 lines of text]*

### Question 06

If this Host City comprises several UEFA EURO 2024 Stadiums, explain how the Fan Zone concept is adapted to the case when multiple matches are played during consecutive days.

*[Insert up to 10 lines of text]*

# Sector 11 — Commercial Matters



Bidder name:

## Table of contents

### 1 — Commercial Rights -----1

## 1 — Commercial Rights

### Question 01

Describe any restrictions imposed by applicable laws that may prohibit or restrict commercial advertising and promotions at UEFA EURO 2024 or which may otherwise adversely impact on UEFA's commercial programme for UEFA EURO 2024.

*[Insert between 10 to 30 lines of text]*

### Question 02

Describe the legal measures (if any) that are proposed to help support UEFA's commercial programme in relation to UEFA EURO 2024 in the Host City and in the Host Country (including to enable UEFA's appointed Commercial Partners to exercise the rights granted to them by UEFA). Note that Bidders will need to discuss these matters with the relevant Authorities in order to answer this question.

*[Insert between 10 to 30 lines of text]*

### Question 03

Out of the total existing or projected inventory in the Host City in the areas defined in *Sector 11 – Commercial Matters* of the *UEFA EURO 2024 Tournament Requirements*, indicate the percentage that will be offered free of charge by the Host City.

*[Insert between 10 to 30 lines of text]*

### Question 04

For each airport, provide the list of companies, with their contact information, managing the relevant advertising inventory or spaces.

Note Bidders will need to discuss this matter with the relevant airports and these companies in order to ensure that UEFA and the Commercial Partners can benefit from priority access to this inventory and preferred rates.

Airport name	Advertising board management company		Comments
<i>Airport 1</i>	<i>Company name</i>	<i>Company contact details</i>	

Airport name	Advertising board management company	Comments



# Sector 12 - Organisational and Financial Matters



Bidder name:

## Table of contents

1 — Stakeholders	1
2 — Any other contractual obligation	1
3 — Constraints on Host Association obligations	2
4 — Local Organising Structure	2
5 — Host Association activities prior to the establishment of the local organising structure	2
6 — Estimate of Host Association costs	2

## 1 — Stakeholders

### Question 01

Specify by name/function the local, regional and national Authorities and stakeholders that will be involved directly and indirectly in the staging and delivery of UEFA EURO 2024 and describe briefly their role.

*[Insert up to 100 lines of text]*

## 2 — Any other contractual obligation

### Question 02

Mention if, in addition to the Staging Agreement, Undertakings, Guarantees, Confirmation Letters and Engagement Letters specified in the Bid Requirements, there are any other contractual or other binding relationships in place (or will need to be put in place) that set out the obligations and commitment of the local, municipal, regional and national stakeholders in the preparation, staging and dismantling phases of the Tournament.

*[Insert up to 30 lines of text]*

### Question 03

Scan all the relevant sections of such binding documents and combine them into one ZIP file called:

- *EURO2024-AAA-AnyOtherContractualObligation.zip*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-AnyOtherContractualObligation.zip*) and upload it to your private *FAME Bid Portal*.

### 3 — Constraints on Host Association obligations

#### Question 04

Mention if there are any legal or other constraints that would impact the fulfilment of the Host Association's obligations. Provide details of such elements and explain the proposals to address/overcome these constraints.

*[Insert up to 50 lines of text]*

### 4 — Local Organising Structure

#### Question 05

Describe the available options and propose the most efficient Local Organising Structure in your country complying with the Bid Requirements and including potentially UEFA as a shareholder. Describe the advantages and possible disadvantages of the proposed structure as well as any legal, fiscal or administrative obligations and in particular for UEFA in this respect. Present practical solutions to the above issues and/or alternatives that overcome the above inefficiencies.

*[Insert up to 50 lines of text]*

### 5 — Host Association activities prior to the establishment of the local organising structure

#### Question 06

Identify the activities that will take place prior to the establishment of the Local Organising Structure, i.e. before January 2021.

*[Insert up to 50 lines of text]*

### 6 — Estimate of Host Association costs

#### Question 07

Provide an estimate of the Host Association costs for activities prior to the establishment of the Local Organising Structure. The budget should include staffing costs for the project team, travel expenses, rental costs for the office (if applicable), costs related to licences and permits, set-up costs for the local organising structure and any other costs that may incur.

Create a PDF file of your cost estimate and call this file:

- *EURO2024-AAA-HostAssociationCosts.pdf*  
where AAA stands for the three-letter country code of the Bidder (example: *EURO2024-SUI-HostAssociationCosts.pdf*) and upload it to your private *FAME Bid Portal*.





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