

**UEFA European Football Championship  
Final Tournament 2012**

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**Phase I  
Bid Requirements**

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## A. INTRODUCTION AND FUNDAMENTAL PROVISIONS

### Introduction

As required by the UEFA EURO 2012 - Bid Regulations that were adopted by UEFA's Executive Committee on 16 December 2004 (the "**Bid Regulations**"), copies of which have been sent to each member association, the Selection Procedure will be conducted in two phases. Phase I will consist of a technical evaluation of the Bidders based on their Phase I Bid Dossiers, after which UEFA's Executive Committee will select three Bidders to progress to Phase II. During Phase II, the remaining Bidders will be required to elaborate upon their bids and to make sure that the Bid Contracts (including the Staging Agreement and the Stadium Agreements) are duly completed and executed. In addition, during Phase II UEFA will conduct site visits and make a more detailed evaluation. UEFA's Executive Committee will appoint the Host Association on or about 8 December 2006.

These Phase I Bid Requirements are designed to give all member associations that wish to bid to host UEFA EURO 2012 an overview of the requirements that the Host Association must satisfy and the basis upon which Bidders will be evaluated by UEFA. In addition, they set out the information and materials that Bidders must provide to UEFA in Phase I of the Selection Procedure and guides them in the preparation of their Phase I Bid Dossiers.

### Tournament Format

The UEFA European Football Championship 2010/2012 will consist of a final tournament (i.e. UEFA EURO 2012) and a qualifying competition (the "**Qualifying Competition**").

All member associations are eligible to enter the Qualifying Competition which is designed to determine the 16 teams that qualify to participate in UEFA EURO 2012. The Qualifying Competition will commence in the autumn of 2010.

UEFA will be responsible, in its sole discretion, for determining the final format of UEFA EURO 2012, including the relevant dates, venues, match schedule and kick-off times. However, it is anticipated that UEFA EURO 2012 will take place in June/July 2012 and that 31 matches will be played within approximately three weeks. Further guidance with respect to the anticipated format of the tournament can be found in "Regulations of the UEFA European Football Championship 2002/2004" (the "**2004 Regulations**") that are enclosed in Annexe 1. These regulations will provide Bidders with significant information with respect to the basic format of the final tournament of the UEFA European Football Championship. UEFA does not currently anticipate any modifications to this basic format. However, UEFA EURO 2012 will be governed by separate regulations that will be approved by UEFA's Executive Committee in the summer of 2009. As a result, the 2004 regulations are included for reference purposes only and should not be viewed as conclusive with respect to the format or any other aspect of UEFA EURO 2012.

### Organisational Format and Co-operation with the Host Association

The organisation of UEFA EURO 2012 will be based on the underlying principle that "The Host Country provides the stage and UEFA brings the party". The roles and responsibilities of UEFA and the Host Association in relation to the organisation and staging of UEFA EURO 2012 will be based on this principle.

Broadly, the chief responsibilities of the Host Association will be to:

- Ensure that all Stadia meet all requirements and are available for use from June 2010;
- Develop and implement a safety and security concept for the Host Country and each of the Stadia and other Official Sites and cover the costs in relation thereto;
- Act as a liaison with all governments in the Host Country and their relevant departments and agencies;
- Procure full support and co-operation of all governments in the Host Country and their relevant departments and agencies and to liaise with them with respect to the organisation and staging of UEFA EURO 2012; and
- Support UEFA in the development and implementation of the operational aspects of UEFA EURO 2012 for which it has primary responsibility including, without limitation, ticketing, accreditation, promotion, transportation and accommodation.

UEFA's main responsibilities will be to:

- Make all strategic decisions regarding all aspects of UEFA EURO 2012 (other than safety and security in the Host Country and the Host Country's infrastructure);
- Administer the competition aspects of UEFA EURO 2012;
- Co-ordinate with the participating member associations;
- Exploit all commercial rights arising from UEFA EURO 2012 including the Marketing Rights and the Media Rights;
- Co-ordinate with and service Commercial Partners; and
- Develop and implement all operational concepts.

These and all other responsibilities and obligations of UEFA and the Host Association with respect to the hosting, staging and organisation of UEFA EURO 2012 will be set out in the Staging Agreement to be entered into by UEFA and the Host Association. The Staging Agreement will also provide for a payment to the Host Association as consideration for the fulfilment of its responsibilities thereunder. The Staging Agreement will be sent to remaining Bidders at the commencement of Phase II of the Selection Procedure and each Bidder will be required to submit an executed Staging Agreement as part of its Phase II Bid Dossier. UEFA will countersign the Staging Agreement submitted by the successful Bidder upon its appointment as Host Association. A summary of certain provisions of the Staging Agreement is included in Chapter 9 of the Schedule of Conditions included herein.

UEFA currently plans to organise many aspects of UEFA EURO 2012 for which it has responsibility, including, without limitation, organisational implementation, through a wholly-owned subsidiary incorporated under the laws of Switzerland. The Event Company will be headquartered in Switzerland but will carry out a significant portion of its UEFA EURO 2012-related responsibilities through an office to be established in the Host Country. Although the Event Company will be controlled by UEFA, the Host Association will be represented on the board of the Event Company and will be entitled to appoint certain senior managers of the Event Company including a tournament co-ordinator. This planned organisation model may, in UEFA's sole discretion, be changed for any reason including as a result of the information provided by Bidders in their Bid Dossiers.

Planning for UEFA EURO 2012 will commence immediately following the appointment of the Host Association. It will involve members of the UEFA Administration and members of the Host Association. A specific project plan will be drawn up for all activities and events up to the end of UEFA EURO 2012 and the various stages of the project will be co-ordinated through regular meetings.

### **Joint Bids**

As pointed out in the Bid Regulations joint bids by two national associations will be accepted. For the sake of simplicity, these Phase I Bid Requirements assume that there is only one member association in any Bid. In the case of a Joint Bid, all references to a single member association or that suggest a single member association (e.g. the Host Country) should be construed as referring to both member associations or related concepts in respect of both relevant member associations.

### **Contact persons at UEFA**

If you have any questions regarding the preparation of your Phase I Bid Dossier or the Selection Procedure in general please contact:

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## Defined Terms

Terms that are defined in the Bid Regulations shall have the same meanings when used in these Phase I Bid Requirements (including, without limitation, the Schedule of Conditions and the Phase I Questionnaire) except where they are otherwise defined. In addition, the following terms shall have the following meanings:

**“Assumed Organisational Model”** means UEFA’s assumed organisational structure for the organisation and staging of UEFA EURO 2012 as outlined in the fourth paragraph under “Organisational Format and Co-operation with the Host Association” of this “Introduction and Fundamental Provisions” section.

**“Availability Period”** means, in respect of any Stadium, the period from four weeks prior to the commencement of UEFA EURO 2012 to four days following the UEFA EURO 2012 Event to occur in such Stadium.

**“Bid”** means, in respect of any Bidder, such Bidder’s bid to host UEFA EURO 2012.

**“Commercial Partners”** means any entity to which UEFA grants any commercial rights in relation to UEFA EURO 2012 including, without limitation, any Marketing Rights or Media Rights.

**“Clean Site Principle”** means, collectively, the principles outlined in paragraph 6.4 of the Schedule of Conditions.

**“Designated Person”** means any of the following:

- (a) UEFA, the Event Company and their respective employees, officials, agents and representatives;
- (b) Officials from UEFA’s member associations;
- (c) members of the delegation of each of the national football associations which are participating in UEFA EURO 2012 (including, without limitation, players, coaches, medical doctors and officials);
- (d) UEFA’s Commercial Partners and their respective employees, officials, agents and representatives;
- (e) media representatives who are accredited by UEFA in respect of UEFA EURO 2012; and
- (f) any other person who is accredited by UEFA in respect of UEFA EURO 2012.

**“Event Company”** means, under the Assumed Organisational Model, the wholly-owned subsidiary of UEFA incorporated under the laws of Switzerland that will be charged with the organisation and staging of UEFA EURO 2012 or such other entity or organisational structure that, in UEFA’s sole discretion, may be so charged.

**“Exclusivity Period”** means, in respect of any Stadium, the period from two weeks prior to the commencement of UEFA EURO 2012 to one day following the UEFA EURO 2012 Event to occur in such Stadium.

**“Fan Zone”** has the meaning given to it in paragraph 6.7 “Fan Zone(s)” of the Schedule of Conditions.

**“Final Tournament Draw”** means the draw to determine the groups that will be used in the group phase of UEFA EURO 2012 that is tentatively scheduled for December 2011.

**“Final Tournament Draw Facility”** means the facility at which the Final Tournament Draw is to be held.

**“Host Country”** means the country or countries of the member association or member associations that is or are appointed by UEFA as the Host Association in accordance with the Selection Procedure.

**“Host City”** means any city in the Host Country which is to host any match of UEFA EURO 2012.

**“IBC”** means the international broadcast centre to be made available to broadcasters in the Host City in which the final match of UEFA EURO 2012 will be played.

**“Joint Bid”** means a Bid in which two member associations bid to be jointly appointed as the Host Association.

**“Marketing Rights”** has the meaning given to it under paragraph 6.1 “Rights Property – Marketing Rights” of the Schedule of Conditions.

**“Media Rights”** has the meaning given to it under paragraph 6.1 “Rights Property – Media Rights” of the Schedule of Conditions.

**“MMC”** means main media centre to be made available to accredited members of the media in the Host City in which the final match of UEFA EURO 2012 will be played.

**“Net Spectator Capacity”** means, in respect of any Stadium, the total seated capacity of such Stadium less seats for media representatives, seats lost for camera and commentary positions, seats whose view is obstructed (including as a result of installations around the pitch such as perimeter boards) and seats that cannot be used for security reasons (e.g. crowd segregation buffers or provisional seating installations).

**“Official Site”** means each Stadium, the Qualifying Competition Draw Facility, the Final Tournament Draw Facility, any Fan Zone and the location of any UEFA EURO 2012 Event together with the immediately surrounding and adjacent areas under the control of the facility owners, which must include the press centre, the VIP and hospitality areas and any other areas that are required in order to comply with the Clean Site Principle.

**“Qualifying Competition”** has the meaning given to it in the paragraph headed “Tournament Format” in this Introduction and Fundamental Provisions section.

**“Qualifying Competition Draw”** means the draw to determine the teams that will compete to determine which teams qualify for UEFA EURO 2012 that is tentatively scheduled for January 2010.

**“Qualifying Competition Draw Facility”** means the facility at which the Qualifying Competition Draw is to be held.

**“Rights Protection Committee”** has the meaning given to it under paragraph “2.2 Legal Conditions – Rights Protection Committee and Enforcement” of the Schedule of Conditions.

**“Safety and Security Instructions”** has meaning given to in paragraph 3.1 “Basic Stadia Requirements – Seating and Fencing” of the Schedules of Conditions.

**“Stadium”** means any stadium at which a UEFA EURO 2012 match will be played together with all other facilities that are within the Stadium Perimeter or are otherwise required in order to comply with the Clean Site Principle.

**“Stadium Agreement”** means, in respect of each Stadium, the agreement entered into between the owners and operators of such Stadium and the Host Association for its rental in connection with UEFA EURO 2012.

**“Stadium Perimeter”** means the area surrounding each stadium at which any UEFA EURO 2012 match will be played which is within UEFA’s exclusive control throughout the relevant Exclusivity Period (as agreed with UEFA) which shall include:

- (a) all areas to be used by accredited members of the media in connection with UEFA EURO 2012 including without limitation accreditation centres, media working rooms and the OB van area;
- (b) commercial display areas for Commercial Partners;
- (c) hospitality facilities for VIP’s, Commercial Partners and UEFA’s official hospitality programme;
- (d) airspace above the stadium;
- (e) open public spaces near the stadium;
- (f) any other facilities at or close to the stadium which are owned or controlled by the relevant stadium owner and/or operator;
- (g) the exterior of the stadium extending to, and including, perimeter fences; and
- (h) any other facilities that are required in order to comply with the Clean Site Principle.

**“Staging Agreement”** means an agreement between the Host Association and UEFA setting out the Host Association’s rights and obligations in respect of UEFA EURO 2012.

**“UEFA”** means Union des associations européennes de football and/or the Event Company or any of its other subsidiaries.

**“UEFA EURO 2012 Event”** means each UEFA EURO 2012 match, any Fan Zone, the Qualifying Competition Draw, the Final Tournament Draw and all other official events and activities related UEFA EURO 2012.

## B. TIMELINE

<b>Phase I</b>	8 February 2005	Distribution of Phase I Bid Requirements
	7/8 March 2005	Workshop for Bidders
	21 July 2005	Submission of Phase I Bid Dossiers
	7/8 November 2005*	Selection of three Bidders by UEFA's Executive Committee to proceed to Phase II, notification of results  Unsuccessful Bidders excluded from Selection Procedure

<b>Phase II</b>	17 November 2005	Distribution of Phase II Bid Requirements to progressing Bidders
	2-3 weeks later	Workshop for Bidders
	December 2005 - April 2006	Attend UEFA Champions League match together with Bidders
	As from February 2006	Preliminary site visits
	23 March 2006	Opportunity for promotional stands at UEFA Congress
	31 May 2006	Handover Ceremony; submission of Phase II Bid Dossiers
	September 2006	Official UEFA site visits
	7 December 2006	Final presentation by Bidders to UEFA's Executive Committee
	8 December 2006	Selection of Host Association for UEFA EURO 2012 by UEFA's Executive Committee

<b>Phase III</b>	June/July 2012 (exact date to be confirmed)	UEFA EURO 2012
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\* the meeting of UEFA's Executive Committee initially scheduled for 9/10 November 2005 has been rescheduled to 7/8 November 2005.

## **C. SCHEDULE OF CONDITIONS**

This Schedule of Conditions sets out the conditions and requirements to hosting a successful UEFA EURO 2012. In submitting their Bid Dossiers, Bidders will have to establish that they have or will satisfy these conditions and requirements. UEFA will evaluate the Bids based on the extent to which the Bid Dossiers reveal that they have been or will be satisfied.

The overview of the conditions and requirements included in this Schedule of Conditions should not be considered as exhaustive. Bidders are reminded of Article 6.9 of the Bid Regulations which provides that "UEFA may ask for such further information, guarantees and/or documents it deems necessary to complete a Bid Dossier at any time and any such further information, guarantee or document may be used at any point in the Selection Procedure in evaluating the relevant Bidder's bid to host UEFA EURO 2012." Similarly, further requirements and conditions may arise or conditions and requirements may be revised following the appointment of the Host Association.

Bidders will be evaluated on the overall merits of their Bid Dossier and UEFA may, in its sole discretion, waive any of the conditions and requirements set out in the Schedule of Conditions in respect of any or all of the Bidders.

# **1 GENERAL CONDITIONS**

## **1.1 Motivation and Vision**

A Bidder's motivation for hosting UEFA EURO 2012 and vision of what it aims to achieve thereby will be key to securing necessary support from governments, the general public and other groups. Each Bidder must, therefore, have a clear and convincing motivation and clear and comprehensive vision of its aims.

## **1.2 Event Experience**

The organisation of UEFA EURO 2012 will involve significant organisational demands across almost all sectors including all levels of government and their departments and agencies and large segments of the private sector (e.g. the tourist industry). In addition, although UEFA will provide its experience and know-how gained from former European Football Championships and its other competitions into the country, the majority of the personnel involved in the organisation and staging of UEFA EURO 2012 will be recruited in the Host Country. Therefore, it will be beneficial to a Bid if the Host Association and the Host Country are experienced in the organisation of major international sporting and non-sporting events.

## **1.3 Public Support**

UEFA EURO 2012 will only be staged successfully if it has the support of the general public in the Host Country. Each Bidder is therefore requested to engage a research company of international standing to conduct a public opinion poll during Phase I of the Selection Procedure in order to assess the support for and opposition to the Bid amongst the public in the relevant country.

## **1.4 Other Events in the Host Country**

No other major event (sporting or non-sporting) should be staged in the Host Country at any time that would result in there being insufficient facilities or resources available for, or to assist in the organisation of, UEFA EURO 2012.

## **1.5 Joint Bid**

The appointment of a Joint Bid Bidder as the Host Association could complicate the organisation and staging of UEFA EURO 2012 because it will involve two Host Associations, two Host Countries and two legal and political systems, all of which will have to work together in a harmonious way. Any Joint Bid Bidder appointed as the Host Association will have to minimise these complications to ensure that UEFA EURO 2012 can be organised without an undue administrative burden. Joint Bids must therefore have a comprehensive plan for overcoming these complications which should demonstrate high levels of cooperation between the Host Associations and should, to the fullest extent possible, involve one cohesive organisation.

In Phase I of the Selection Procedure, a Joint Bid Bidder must submit a proposal outlining in detail:

- The responsibilities which will be assumed by each of the member associations comprised in such Bid; and
- The manner in which differences in the legal and political systems in the two relevant countries will be addressed and harmonised to ensure that the administration of the organisation and staging of UEFA EURO 2012 will not be unduly complicated.

## **2 POLITICAL SUPPORT AND LEGAL CONDITIONS**

### **2.1 Political System and Support**

The staging of UEFA EURO 2012 requires significant cooperation from and between all levels of government within the Host Country. As a result, the political system of the Host Country must be stable and the Bidder must enjoy the support of all relevant governments (e.g. national, provincial, regional, Host Cities, municipal and local) in respect of its Bid. The Bidder must be able to rely on this support regardless of any changes to existing governments that may occur between the commencement of its Bid and the actual staging of UEFA EURO 2012. As a result, there should be broad support for the Bid across the Host Country and its political landscape. In order to demonstrate this support, in Phase I of the Selection Procedure, Bidders are expected to obtain written guarantees of support from all relevant governments in their country – *see Phase I Questionnaire Question 2.2 and Guarantee 1*. In addition, any other evidence of political and government support for a Bid, such as parliamentary or legislative votes, will be positive factors in the evaluation of the relevant Bid.

The relevant governments and their agencies and departments in the Host Country must co-operate effectively in connection with their involvement with UEFA EURO 2012 and there must be a formal plan for how this co-operation will be coordinated.

### **2.2 Legal Conditions**

#### Intellectual Property

UEFA will develop significant intellectual property in connection with UEFA EURO 2012 including, without limitation, word-marks, designations, logos, emblems, symbols, devices and mascots. This intellectual property together with existing UEFA intellectual property will be used by UEFA and the Event Company in promoting and advertising UEFA EURO 2012 and UEFA EURO 2012 Events and in staging the final tournament and such events themselves. Such intellectual property will be owned at all times by UEFA. However, UEFA may grant licences to use such intellectual property to its Commercial Partners and certain other licensees in order to permit them to associate their goods and/or services with UEFA EURO 2012.

In order to ensure that it can control the look, feel and public perception of UEFA EURO 2012 and to preserve the commercial value of rights of association with UEFA EURO 2012 which are granted to Commercial Partners, UEFA must be sure that it will be able to assert its ownership of its intellectual property and to prohibit unauthorised persons from using it in all relevant markets including, most importantly, in the Host Country. UEFA will undertake an extensive programme of intellectual property registrations around the world. However, because UEFA has experienced certain difficulties with the registration of its intellectual property in some jurisdictions and because of the high rate of infringement that is anticipated in the Host Country, UEFA will expect specific legislation to be passed in accordance with the Host Country's constitution on or before 30 September 2006 that:

- reserves the use of UEFA's intellectual property for UEFA without risk of revocation;
- prohibits the registration of any (a) business name or designation of any body corporate or other entity or (b) brand, name, insignia, logo, design or any other intellectual property rights, where it reproduces or imitates in whole or in part any name, designation, brand, insignia, logo, design or other intellectual property which is reserved for UEFA; and
- prohibits the direct or indirect use, by any means, without UEFA's authorisation, of any name, designation, brand, insignia, logo, design and/or intellectual property which is reserved for UEFA or which is similar to any such name, designation, brand, insignia, logo, design and/or intellectual property.

Notwithstanding the existence of such legislation, UEFA will apply for registrations in the Host Country under its intellectual property registration programme. As a result, such intellectual property must be capable of registration in the Host Country. In Phase I of the Selection Procedure, each Bidder is requested to procure the relevant government departments and agencies in its country to confirm that certain designations and other intellectual property (which will be notified to Bidders by a separate communication during Phase I) can be protected under the existing trademark and other intellectual property laws in such country – see *Phase I Questionnaire Question 2.9 and Guarantee 2*.

All intellectual property registrations in the Host Country must be administered promptly and efficiently. The relevant government departments and agencies in the Host Country will be expected to appoint a dedicated set of examiners that will administer all intellectual property applications related to UEFA EURO 2012. Any such registration should benefit from an expedited process and, in any event, be completed within 6 months of receipt of the relevant application. The relevant government departments and agencies should monitor all applications for intellectual property registrations in order to quickly identify and reject applications which conflict with any UEFA application or registration. Any opposition or invalidation action initiated by UEFA against conflicting applications or registrations should also benefit from an expedited process administered by the dedicated set of examiners. In Phase II of the Selection Procedure, the relevant departments and agencies will be required to provide a written guarantee with respect to these measures.

The remedies available for breaches of UEFA's intellectual property rights under the specific legislation enacted to protect UEFA's intellectual property should be fast and forceful. In addition the existing laws and regulations in the Host Country must grant robust protection to intellectual property rights with equally useful remedies.

#### Ambush Marketing

Many companies and private individuals will, without UEFA's authorisation, attempt to establish a direct or indirect association with UEFA EURO 2012 through their marketing, promotional, advertising and/or public relations activities in order to benefit from the goodwill associated with the event. Such activities are commonly referred to as "ambush marketing". Ambush marketing activities undermine the value of the rights that are acquired by UEFA's Commercial Partners. UEFA will aim to eliminate such activities by organising and implementing a comprehensive rights protection programme.

The success of UEFA's rights protection programme will depend on sufficient protection from such activities being available under the laws of the Host Country. As a result, UEFA will expect specific legislation to be passed in accordance with the Host Country's constitution at all relevant governmental levels including, without limitation, by the municipal government of each Host City, on or before 30 September 2006 that:

- prohibits the direct or indirect use, by any means, without UEFA's authorisation, of any name, designation, brand, insignia, logo, design and/or intellectual property, which suggests or creates the impression that it is authorised by, or that it is in any way associated with, UEFA or UEFA EURO 2012; and
- prohibits any marketing, advertising, public relations or other promotional activity (including, without limitation, in conjunction with any public screening of television footage of any UEFA EURO 2012 Event) that occurs without UEFA's authorisation and that is liable to create a risk of association with UEFA or UEFA EURO 2012, irrespective of when or where such activity occurs.

## Customs

Persons that are participating in UEFA EURO 2012 or in the organisation and staging thereof must be able to import into the Host Country all goods which they consider necessary or desirable in order to fulfil their function in relation to UEFA EURO 2012 without any restriction and without any customs duties or other taxes or liabilities being imposed thereon. Such persons must also be able to export such goods without any restriction and without any customs duties or other taxes being imposed thereon. This free and unrestricted import and export of goods must be ensured throughout the preparation for UEFA EURO 2012, during the tournament itself and following its conclusion and should, without limitation, extend to the following goods of Designated Persons:

- Personal effects;
- Sporting equipment;
- Medical supplies and instruments;
- Pharmaceuticals and food supplements;
- Food and beverages;
- Photographic and audio-visual equipment and supplies;
- Broadcast equipment and supplies;
- Computer and other office equipment (whether electronic or not);
- Documents, printed matter, gifts, awards, trophies, medals, flags, signage, decorative materials and promotional materials;
- Uniforms, costumes and other clothing;
- Products that UEFA's Commercial Partners intend to distribute as promotional items; and
- Products of UEFA's Commercial Partners which are supplied to UEFA in connection with the organisation and staging of UEFA EURO 2012 (including, without limitation, automobiles).

In Phase I of the Selection Procedure, the relevant governments within the Host Country and their relevant departments and agencies are requested to provide a written guarantee with respect to the free import and export of goods – see *Phase I Questionnaire Question 2.14 and Guarantee 3*.

Government departments and/or agencies that are responsible for the administration of customs in the Host Country should have sufficient power to enable them to detect and prevent the import of unauthorised goods which use or incorporate UEFA's word-marks, designations, logos, emblems, symbols or other intellectual property rights or otherwise violate the specific legislation enacted to protect UEFA's intellectual property rights or prevent ambush marketing.

## Ticketing

In order to ensure the safety and security of those attending UEFA EURO 2012 Events and to protect the value of the commercial rights which are granted to its Commercial Partners, UEFA must be sure that it will be able to prohibit the unauthorised transfer of tickets to such events to persons other than those to whom they are issued and the unauthorised use of such tickets and to enforce the key terms and conditions applicable thereto.

UEFA will expect specific legislation to be enacted in accordance with the Host Country's constitution on or before 30 September 2006 that prohibits:

- any unauthorised transfer of tickets to any event organised by UEFA including, without limitation, any UEFA EURO 2012 Events; and
- any unauthorised use of tickets to any event organised by UEFA including, without limitation, any UEFA EURO 2012 Events in any contest, promotion, advertising or marketing activity.

In addition, the terms and conditions applicable to tickets should be enforceable in the Host Country. The laws of the Host Country should provide for rapid and effective enforcement of such prohibitions and of the terms and conditions.

In Phase II of the Selection Procedure Bidders will be requested to provide a written guarantee from the appropriate government departments and agencies in their countries with respect to the enforceability in the Host Country of certain key terms and conditions of the tickets to UEFA EURO 2012 Events including terms and conditions:

- prohibiting persons admitted to the stadium or wishing to be admitted to a Stadium from possessing or using promotional and/or commercial objects or materials of whatever nature including documents, leaflets, badges, signs, symbols, banners and headgear;
- prohibiting persons admitted to a Stadium or wishing to be admitted to a Stadium from conducting promotional or commercial activities including the sale or offer for sale of goods or services without UEFA's prior written approval;
- providing that tickets remain at all times property of UEFA or, if different, the issuer;
- requiring persons admitted to a Stadium or wishing to be admitted to a Stadium, upon request, to produce a valid ticket together with proof of their identity with a valid photograph and signature;
- requiring persons admitted to a Stadium or wishing to be admitted to a Stadium, upon request, to submit to inspections, body checks and removal or temporary confiscation of unauthorised objects;
- prohibiting persons admitted to a Stadium or wishing to be admitted to a Stadium from propagating any political, religious, racist, xenophobic or offensive ideas;
- prohibiting persons who have purchased any ticket from UEFA or, if different, the issuer, from selling or otherwise transferring or offering to sell or transfer such ticket;
- prohibiting the use of 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 package); and
- permitting UEFA to refuse entry to any ticket holder whose actions are inconsistent with the above terms and conditions or expel any such ticket holder from a Stadium.

## Rights Protection Committee and Enforcement

The relevant governments in the Host Country that are responsible for administering and enforcing customs, intellectual property rights and the specific legislation enacted to protect UEFA's intellectual property and to prohibit ambush marketing and illicit ticket activities (including, if applicable, the municipal government of each Host City) and their relevant departments and agencies should take all necessary measures to enforce UEFA's intellectual property rights and to enforce such legislation. In Phase II of the Selection Procedure each Bidder will be requested to procure that each such government, department and agency provides a written guarantee that they will do so. In particular, they should counteract the following practices:

- the production, sale and/or distribution of counterfeit merchandise in and in relation to UEFA EURO 2012;
- street vending in proximity to Official Sites;
- ambush marketing; and
- unauthorised use and/or promotion involving, in any media, of (i) UEFA's intellectual property and (ii) tickets or hospitality for UEFA EURO 2012.

UEFA will require the establishment of a high-level committee (the "**Rights Protection Committee**") which shall be composed of senior representatives from such governments, departments and agencies (including, as applicable, representatives of each Host City, the trademark office, customs officials, police forces and public prosecutors) as well as UEFA, the Event Company and the Host Association to meet regularly to co-ordinate their efforts in enforcing UEFA's intellectual property rights and to enforce the specific legislation enacted to protect UEFA's intellectual property and to prohibit ambush marketing and illicit ticket activities and to ensure that appropriate measures will be taken in the face of violations. In Phase II of the Selection Procedure the relevant governments, departments and agencies will be required to provide a written guarantee will respect to these matters.

In addition, during Phase I of the Selection Procedure the Bidder must cause the national government of its country to appoint (and maintain) a senior representative to co-ordinate with UEFA in respect of all intellectual property matters relating to its Bid. If the Bidder is appointed as the Host Association, then this person or a similarly qualified representative (who should also be a member of the Rights Protection Committee) should be appointed to co-ordinate with UEFA in respect of intellectual property matters relating to UEFA EURO 2012. In Phase II of the Selection Procedure each remaining Bidder will be required to cause the national government of its country to provide a written guarantee that they will do so.

A brochure outlining the rights protection programme organised by UEFA in connection with UEFA EURO 2004 in Portugal is attached for information purposes as Annexe 4.

## Immigration/Visa/Work Permits

During the preparation for UEFA EURO 2012 and during the final tournament itself, there will be a large demand for entry into the Host country by foreign nationals. The entry of these foreign nationals will be key to the success of UEFA EURO 2012. The process by which all foreign nationals are permitted to enter and exit the Host Country in connection with UEFA EURO 2012 should be clear, simple and expeditious.

All foreign nationals with a valid passport attending UEFA EURO 2012 as spectators should be permitted to enter and exit the Host Country and should be granted any relevant visas without reservation (other than in relation to public safety and security) and without any cost (other than a minimal processing fee).

UEFA EURO 2012 will not be able to function without the presence of the participating teams, UEFA's employees and officials, UEFA's Commercial Partners, members of the media and other Designated Persons. As a result, Designated Persons with a valid passport must be permitted to enter the Host Country during the period from 1 month prior to the commencement of UEFA EURO 2012 until 1 month after its conclusion in order to fulfil their function in relation thereto. Such entry should be guaranteed and any required visas, work permits or other permissions should be granted at no cost and in accordance with an expedited and simplified procedure.

In addition to those Designated Persons which will need to enter the Host Country immediately prior to and during the final tournament, UEFA may consider it necessary or desirable for certain of its employees and other persons to enter into and/or become domiciled in the Host Country for up to 4 years prior to the commencement of UEFA EURO 2012 and up 1 year after its conclusion to work on the organisation of UEFA EURO 2012. UEFA must be sure that such persons will be granted any required work permits and such permits will be granted at no cost and in accordance with an expedited and simplified procedure.

All applications for permission to enter into, exit from, or work in, the Host Country in relation to UEFA EURO 2012 should be considered without regard to their national or ethnic origin, colour, religion, sex, age or mental or physical disability.

The relevant governments within the Host Country and their relevant departments and agencies are requested to provide a written guarantee with respect to the entry of foreign nationals into the Host Country and the granting of required work permits – see *Phase I Questionnaire Question 2.22 and Guarantee 4*.

#### Implications of Assumed Organisational Model

Although UEFA currently intends to implement the organisation and staging of UEFA EURO 2012 through the Assumed Organisational Model, it is acknowledged that the laws applicable in any Bidder's country may mean that there is a more efficient organisational model that could be adopted if such Bidder is appointed as the Host Association. As a result, UEFA must understand the administrative and legal implications of implementing the Assumed Organisational Model in each Bidder's country and each Bidder must identify any legal or administrative issues or any inefficiencies (including, without limitation, with respect to taxation) that may arise from the implementation of the Assumed Organisational Model in its country. Bidders must also present solutions to such issues and/or alternatives that overcome such inefficiencies, in each case, as early as possible in the Selection Procedure.

#### Employment Law

The Event Company will employ significant numbers of employees and contract-workers to assist in the organisation of UEFA EURO 2012. UEFA must understand the Event Company's financial obligations in respect of such employees and contract-workers in addition to agreed salaries (e.g. pension, health insurance and social security contributions). In addition, as most of the Event Company's employees and contract workers will no longer be needed following the completion of UEFA EURO 2012, UEFA must understand the procedure by which the employment of such employees and contract-workers may be terminated and the Event Company's financial and other obligations in respect thereof. Such process and obligations must be expeditious, efficient and fair.

### Volunteers

The success of UEFA EURO 2012 will depend upon a large number of volunteers from the Host Country being willing to donate their time and efforts to assist in its organisation. There should, therefore, be a strong culture of volunteer service in the Host Country and there should be no laws in the Host Country that would prohibit or restrict volunteers from providing their time and efforts without receiving any compensation.

### Foreign Exchange:

No restriction should exist in the Host Country on the import or export of money of any currency by any person including, without limitation, Designated Persons and such transactions must not be subject to any withholding, tax, tariff or other deduction. Similarly, foreign exchange transactions in the Host Country involving any currency must occur at market rates and must not be subject to any restriction or to any withholding, tax, tariff or other deduction.

In Phase I of the Selection Procedure, the relevant government departments and agencies in Bidders' countries are requested to provide a written guarantee with respect to foreign exchange transactions and the free import and export of money – see *Phase I Questionnaire Question 2.29 and Guarantee 5*.

### Anti-Doping Laws

In order to ensure that UEFA may pursue its anti-doping agenda, it must be able to apply the UEFA Doping Regulations (as amended, supplemented or replaced from time to time) in the Host Country and any anti-doping laws which are applicable in the Host Country must be consistent with such application.

### 3 STADIA AND OTHER MAIN EVENT FACILITIES

This chapter outlines the requirements in respect of the Stadia and certain other Official Sites. It is not an exhaustive list of such requirements but only addresses those that are key to the overall evaluation of a Bid. The requirements for the Stadia will be comprehensively addressed in the Stadium Agreements, the form of which will be provided to progressing Bidders at the commencement of Phase II of the Selection Procedure. Bidders will be required to provide executed Stadium Agreements in respect of each of their proposed Stadia as a part of their Phase II Bid Dossiers. In addition, some requirements may be modified as a result of significant technical developments or changes to consumer demands.

#### 3.1 Basic Stadia Requirements

##### Number of Stadia

Each Bidder must propose eight state-of-the-art stadia in its country in which the matches of UEFA EURO 2012 will be played.

##### Stadium Capacity

The Stadia must have the following minimum Net Spectator Capacities:

- Group matches (other than opening match): 30,000
- Quarter-finals, semi-finals: 40,000
- Opening match, final: 50,000

At least three of the Stadia must have a minimum Net Spectator Capacity of 40,000 and at least one of these must have a Net Spectator Capacity of 50,000.

As a general rule, Net Spectator Capacity is approximately 90 per cent. of a stadium's normal capacity.

##### Parking

Sufficient parking has to be available at each Stadium for both cars and buses both inside/ directly adjacent to the Stadium (for certain groups of people designated by UEFA) and in close vicinity to the Stadium (for spectators).

Each Stadium must have the following minimum number of parking places for cars and buses:

	Required parking space per 1,000 seats	Size of Stadium		
		30,000	40,000	50,000
Inside or directly adjacent to Stadium				
• Buses	4.5	135	180	225
• Cars	35	1,050	1,400	1,750
In close vicinity to the Stadium				
• Buses	9	270	360	450
• Cars	130	3,900	5,200	6,500

### Lighting

The majority of UEFA EURO 2012 matches will be played in the evening and all of the matches will be televised. As a result, each Stadium must have a lighting system that complies with UEFA's "Guidelines and Recommendations for Floodlighting for all UEFA Competitions" which are attached hereto as Annexe 3 (as amended, supplemented or replaced from time to time). In conformity with these guidelines, each Stadium must have a primary floodlighting system that provides a minimum of 1400 lux across the entire playing surface and a backup power source that, in the event of a power failure, will ensure floodlighting with a minimum of 1200 lux across the entire playing surface.

### Clean Stadium

Throughout the Exclusivity Period each Stadium must be free of any commercial branding, free of any contractual obligations and otherwise in accordance with the Clean Site Principle. For the avoidance of doubt, during such period, no commercial signage of whatever nature should be visible within, or in the immediate vicinity of, the Stadium Perimeter unless it is expressly authorised by UEFA.

If the naming rights to a Stadium have been sold or a Stadium otherwise bears a name of a commercial entity the Stadium must be provided to UEFA free of the relevant obligations and the official name of the Stadium from the commencement of the Exclusivity Period until the conclusion of UEFA EURO 2012 shall be "UEFA EURO Stadium" or such other name as UEFA shall dictate. Neither UEFA nor the Event Company will have any liability to the person who has purchased the naming rights in respect of any Stadium as a result of such disapplication of its rights.

### Commercial Display

Each Stadium must have a minimum of 1,000 m<sup>2</sup> inside the Stadium Perimeter that can be made available to Commercial Partners for the creation of "fan zones" where they can display their products and entertain spectators with interactive activities. In order to ensure the maximum exposure for Commercial Partners and maximum spectator enjoyment, such fan zones must be located in close proximity to the Stadium on or adjacent to significant spectator access routes. Where areas for fan zones are on roads that are closed to the public on match days, sufficient time and access must be available for Commercial Partners to install, test and dismantle their activities.

### Seating and Fencing

Seating arrangements at each Stadium must comply with UEFA's Binding Safety and Security Instructions that are attached hereto as Annexe 2 (as amended, supplemented or replaced from time to time) (the "**Safety and Security Instructions**"). As a result,

- all spectators at each UEFA EURO 2012 match must have an assigned seat;
- no non-seated spectators will be permitted;
- no provisional seating installations will be permitted;
- all seats must be individual, affixed to the floor, comfortably shaped with backrests with a minimum height of 30 cm, unbreakable and fireproof;
- all seats should be numbered in a way that makes them clearly, easily and immediately identifiable; and
- no fence may separate spectators from the pitch.

In addition, in order to avoid any visibility problems for spectators due to the erection of perimeter advertising boards, which are 90 cm high, the first row for spectators should be 1 m above pitch level.

### **3.2 Technical Requirements**

#### Technical Rooms

Each Stadium must have the following technical rooms, each in the main dressing room area and having direct, covered access to the pitch:

- 2 dressing rooms of at least 100m<sup>2</sup> each for the teams, both of equal size, style and comfort, with benches and clothes hanging facilities for 25 people, toilets, showers and a modern infrastructure;
- 2 dressing rooms for coaching staff of 24m<sup>2</sup> with benches, clothes hanging facilities for 6 people, toilets, showers and a modern infrastructure;
- 1 dressing room of at least 100m<sup>2</sup> for youth programmes (i.e. player escorts) which is adjacent to the teams' dressing rooms;
- 1 doping control room of at least 16m<sup>2</sup> with toilet and sanitary facilities located in the room itself or immediately next to the room with direct and private access from the room and an adjacent waiting room of at least 16m<sup>2</sup>;
- 1 dressing room of at least 24m<sup>2</sup> with toilets and showers for the referees;
- 1 medical examination room of at least 24m<sup>2</sup> for players and referees as close as possible to the teams' dressing rooms and with easy access to outside entrance; and
- 1 match delegates' room of at least 16m<sup>2</sup>.

#### Pitch Access and Substitutes' Benches

In the interest of the safety of the players, match officials, and other officials, each Stadium must provide unhindered and protected access to the pitch from the dressing room area (e.g. by means of a telescopic tunnel).

Covered benches have to be provided above ground level along the touchlines for:

- The substitutes, technicians and officials of each team (each bench accommodating at least 21 persons); and
- UEFA officials supervising the match (bench accommodating at least three persons) which should be between the two team benches.

#### Pitch

Each Stadium shall have a playing field that is absolutely smooth and level. Each playing field must be of the same standard dimensions of 105m x 68m and have space between the field of play and the edge of the spectator seating area measuring at least 7.5m behind each goal and at least 6m along the touchlines. This space is needed among other things for the substitute benches, camera positions, microphones, photographers and advertising boards.

To ensure that the playing surfaces at the Stadia are of the highest quality and are suitable for a first class international football event such as UEFA EURO 2012, the owner of each Stadium shall ensure that no events other than football matches take place on the relevant Stadium's

playing surface during the two months prior to the commencement of UEFA EURO 2012 and that no events including football matches take place on the relevant Stadium's playing surface during the month immediately preceding the commencement of UEFA EURO 2012.

### 3.3 Space Requirements

#### VIP tribune

Each Stadium must have a covered VIP tribune that is in the centre of the grandstand in which the dressing room area is located. It should have a private entrance from outside which is segregated from all public entrance points and there must be direct and secured access from the VIP tribune to the dressing room area. The VIP tribune in each Stadium must have at least 300 seats for group matches (other than the opening match), 350 seats for the quarter-finals, 500 seats for the opening match and the semi-finals and 800 seats for the final. The VIP area should be separated from the other seating areas and the seats should be cushioned and generally of higher quality than regular seats in the relevant Stadium.

#### Hospitality

Appropriate space must be available at each Stadium to accommodate hospitality facilities for VIPs, Commercial Partners and UEFA's official hospitality programme. All such hospitality areas must be within the Stadium Perimeter and should be calculated on the basis of 1.6 m<sup>2</sup> per guest.

Hospitality for VIPs must be located adjacent to the VIP tribune in the main grandstand and should accommodate the following number of guest:

	Opening Match	Group Matches	Quarter-Finals	Semi-Finals	Final
VIP hospitality	500	300	350	500	800

For UEFA's official hospitality programme and the hospitality programme for Commercial Partners each Stadium has to provide a hospitality area to accommodate at least 5 per cent (and preferably 7 per cent) of its Net Spectator Capacity for group matches (other than the opening match) and the quarter-finals and at least 10 per cent of its Net Spectator Capacity for the opening match, the semi-finals and the final. Accordingly, sufficient space for the following numbers of hospitality guests is required at the relevant Stadiums:

	Opening Match	Group Matches	Quarter-Finals	Semi-Finals	Final
Minimum stadium capacity	50,000	30,000	40,000	40,000	50,000
Hospitality ratio	10%	5-7 %	5-7 %	10%	10%
UEFA's official hospitality programme and Commercial Partners	5,000	1,500-2,100	2,000-2,800	4,000	5,000

Ideally, the hospitality areas for UEFA's official hospitality programme and the hospitality programme for the Commercial Partners will consist of existing business lounges at the Stadia. If any Stadium does not have sufficient such facilities, space must be made available for the erection of temporary hospitality areas (e.g. tents). Such space should be as close as possible to the relevant Stadium and, in any event, within the Stadium Perimeter, in order to enable hospitality guests to have dedicated access to their seats. In addition, hospitality areas should be easily accessible from the corresponding parking areas.

The space that is available for hospitality purposes at each Stadium will be allocated by UEFA to its various hospitality requirements in the planning stages of UEFA EURO 2012.

All hospitality facilities must conform to the Clean Site Principle.

### Skyboxes

During UEFA EURO 2012, all skyboxes in the Stadia must be made exclusively available to UEFA and must comply with the Clean Site Principle. As a result, all skyboxes must be free of any existing rights in respect of their allocation or the allocation of related seating.

### Administrative rooms

Each Stadium must have sufficient administrative rooms for use as working offices, meeting rooms, working areas and storage rooms. These rooms must be available to UEFA from the commencement of the Availability Period. The basic room requirements at each Stadium are:

- Official tournament offices with sufficient space for at least 20 work places for group matches (other than the opening match) and 30 work places for the opening match, the quarter-finals, the semi-finals and the final as well as related office equipment (e.g. desks, telephones, fax machines and photocopiers);
- Two meeting rooms of at least 100 m<sup>2</sup> and 30 m<sup>2</sup> within or within close proximity of the official tournament offices;
- A minimum of two large storage rooms, one of at least 200 m<sup>2</sup> for use in connection with food and beverage concessions and the other of at least 300 m<sup>2</sup> for use in connection with merchandise stocks, each of which must have convenient access to the respective sales stands;
- A minimum of two smaller storage rooms, each of at least 30 m<sup>2</sup>, one of which is near the official tournament offices and the other which is near the media working area in the relevant Stadium;
- One working room of 300 m<sup>2</sup> for the signage teams working on perimeter advertising boards and Stadium decorations which should have easy access to the pitch and to a truck delivery point;
- One room for volunteers of at approximately 200-300 m<sup>2</sup> which has easy external access;
- One room of 60 m<sup>2</sup> for the youth programme (i.e. flag bearers) with easy access to the pitch; and
- Two additional areas of 800 m<sup>2</sup> and 200 m<sup>2</sup> with easy access to the pitch at the Stadia which host the opening match and the final for use by the ceremonies teams.

All administrative rooms must have convenient access to a sufficient number of toilet facilities.

If the existing facilities at any Stadium are not sufficient to satisfy these administrative room requirements, then sufficient space should be available to permit the installation of suitable temporary facilities.

### Spectators with disabilities

Provision should be made to accommodate disabled spectators, including good viewing positions and ramps for wheelchairs, toilet facilities and support devices. Disabled persons, including those in wheelchairs, should be able to gain entry to the Stadiums and their viewing positions without undue inconvenience either to themselves or other spectators. Disabled persons' viewing

positions should be situated in a location where they do not present a hazard to themselves or other spectators in the event of an emergency. The number of disabled persons' viewing positions should be 50 or such greater number as is required in accordance with applicable law.

### **3.4 Media Requirements**

In order to permit excellent media coverage of UEFA EURO 2012, each Stadium must have sophisticated media facilities that offer the best and most advanced technology and related services to TV and radio broadcasters, members of the written press and photographers. The following requirements are based on the current state of technology and may be subject to modification during the Selection Procedure and/or after its completion as a result of technological developments and other factors.

#### Media Tribune

Each Stadium must have a media tribune that is in a central position in the main grandstand in which the players' dressing rooms and the main TV camera positions are located. The media tribune must be covered, be well-lit and must provide easy access to the media working area and the press conference room.

The media tribune at each Stadium must include separate areas for TV and radio broadcasters' commentators, the written press and TV observers that meet the following requirements:

- *Television & Radio Commentary Positions:* There should be 70 positions for the opening match and the other group matches, 85 positions for the quarter-finals and the semi-finals and 110 positions for the final. Each position must include a flat surface for writing, power points, lighting and ISDN sockets. A TV monitor should be built into the desk at each position in a slanting position in order not to obscure the view of the commentary team. Commentary positions should be separated from spectators by Plexiglas or similar means.
- *Press Box:* The area for written press should feature two different seating arrangements: seats with desks and seats without desks (approximately 50 per cent of the seating for the written press should be with desks). The requirements vary between 300 seats with desk and 200 seats without desk for the opening match and the other group matches, 300 seats with desk and 300 seats without desk for the quarter-finals, 400 seats with desk and 300 seats without desk for the semi-finals and 400 seats with desk and 400 seats without desk for the final. Seats without desks could be normal spectator seats. However, each seat with a desk will take up three normal spectator seats - one for the desk, one for the seat and one for access. The desks should be large enough to accommodate laptop computer and a telephone, should be well lit and equipped with power points and ISDN sockets.
- *Media Rights Observers:* 150 seats in each Stadium's media tribune must be reserved for observers from the holders of Media Rights. These should be in or, if not in, as close as possible to, the area reserved for the written press. Seats for such observers do not need to be equipped with desks.

#### TV requirements

Each Stadium must fulfil the following requirements in respect of TV camera positions, TV studios and a TV compound:

- *Camera Positions:* TV broadcasters will require a large number of camera positions within each Stadium, some of which will entail the construction of platforms in the stands and a corresponding loss of seats. It is essential to provide at least the following fixed TV camera platforms in each Stadium:
  - The platform for the main cameras (minimum of 20 m x 2 m) must be situated in the main grandstand exactly in line with the halfway line and, in order to ensure the

optimum quality of pictures, at a height above the pitch that ensures that such cameras, when focussing on the centre spot of the pitch, have an angle with the horizontal plane of 15-20°.

- Two platforms to accommodate up to two “16-metre high” cameras each (4 m x 2 m each) must be situated in the main grandstand in line with the outer edge of the penalty area.
  - Two platforms to accommodate up to two “6-metre” cameras each (4 m x 2 m each) must be situated in the main grandstand in line with the outer edge of the goal area.
  - One elevated platform in the grandstand behind each goal to accommodate up to two cameras each (4 m x 2 m each) at a height that permits an unobstructed view of the penalty spot from above the crossbar.
  - One elevated platform in the stand opposite the main grandstand to accommodate up to 2 cameras (4 m x 2 m) for the reverse-angle camera. This platform must be situated exactly in line with the halfway line and, in order to ensure the optimum quality of pictures, at a height above the pitch that ensures that such cameras, when focussing on the centre spot of the pitch, have an angle with the horizontal plane of 15-20°.
- *Normal TV studios:* Provision should be made in each Stadium for soundproof TV studios each having an area of approximately 25 m<sup>2</sup> and, in order to allow for TV sets and lighting, a minimum height of 3 m. The required numbers of such TV studios are: 2 for group matches (other than the opening match), 3 for the opening match, the quarter-finals and the semi-finals and 4 for the final. These studios should be located so as to ensure that they are easily accessible from the dressing room area following matches.
  - *Panoramic TV studios:* Provision should also be made for soundproof TV studios having panoramic views over the pitch, each having an area of approximately 20 m<sup>2</sup> and, in order to allow for TV sets and lighting, a minimum height of 3 m. These TV studios should be located in the same grandstand as all other media facilities. The required numbers of such TV studios are: 4 for group matches (other than the opening match), the quarter-finals and the semi-finals and 6 for the opening match and the final.
  - *Other TV facilities:* Space, preferably indoors, should be designated close to the route from the pitch to the dressing rooms where flash Interviews with players and coaches can be conducted. There must be enough space to erect backdrops and conduct interviews without obstructing the access route. In addition, one room or area of approximately 80 m<sup>2</sup> should be available for post-match one-on-one interviews. This room or area should be as close as possible to the dressing-rooms and should provide for 8 positions of approximately 3m x 2.5m each.
  - *OB (Outside Broadcast) Van Area:* The OB van area is an area at each Stadium which offers sufficient parking space for the trucks used by TV companies for their outside broadcasts of matches. The OB van area should be located in the basement of the relevant Stadium or, in the absence of sufficient space, no more than 300 m from the relevant Stadium building. The OB van area should be within the Stadium Perimeter. In order to avoid cabling problems, the OB van area should be on the same side of the stadium building as the main grandstand and should be covered. The OB van areas should be at least 6,000m<sup>2</sup> for group matches (other than the opening match) and the quarter-finals, 7,000m<sup>2</sup> for the opening match and the semi-finals and 9,000m<sup>2</sup> for the final.

### Media Working Area

A media working area should be provided at each Stadium. This area should include a working area with desks, chairs, power points, ISDN sockets and telephone/modem facilities and should also include an area where catering may be provided. The media working area should provide easy access to and from other media-related facilities such as the media tribune and the press conference room and adequate toilet facilities. The media working area should be at least 800 m<sup>2</sup> for group matches (other than the opening match), 1,000 m<sup>2</sup> for the quarter-finals, 1,300 m<sup>2</sup> for the opening match and the semi-finals and 1,500 m<sup>2</sup> for the final. The required number of desks is 150 desks for group matches (other than the opening match), 230 desks for the quarter-finals, 325 desks for the opening match and the semi-finals and 425 desks for the final.

### Photographers

Each Stadium must provide a working area for accredited photographers with adequate desks, chairs, power points, ISDN sockets, telephone/modem facilities and toilet facilities. The photographers' working area may be combined with the media working area or may be separate but, in either case, should provide easy access to the playing area and photographers' pitch positions. The photographers' working area at each Stadium should be at least 300 m<sup>2</sup> for group matches (other than the opening match), 400 m<sup>2</sup> for the opening match, the quarter-finals and the semi-finals and 500m<sup>2</sup> for the final. The required number of desks is 100 desks for group matches (other than the opening match), 120 desks for the quarter-finals and 150 desks for the opening match, the semi-finals and the final. If the photographers' working area is combined with the media working area, then the size of the media working area and number of desks should be increased accordingly.

Each Stadium must also provide a designated point for photographers to drop off their equipment. This drop-off point should be as close as possible to the Stadium access point for photographers.

In addition, a platform of 20 m x 1,5 m should be erected behind the last row of seats in the area reserved for the written press in the media tribune for use by photographers.

### Press Conference Room

After each match there will be an official press conference with coaches and players from the participating teams. As a result, each Stadium should have a press conference room of 200 m<sup>2</sup> for group matches (other than the opening match) and the quarter-finals, 400 m<sup>2</sup> for the opening match and the semi-finals and 600 m<sup>2</sup> for the final. A stage which is large enough to accommodate coaches, players, press officers and interpreters should be erected at the end of each such room that is closest to the access door from the dressing rooms. A platform should also be erected facing the stage from the opposite end of each such room on which television ENG crews may set up their cameras and tripods. Each press conference room should have at least two entrances: one which provides the players and coaches with convenient access to the dressing-room area and the other which provides the media representatives with convenient access to the media working area. Each press conference room must be equipped with an adequate sound system.

### Mixed Zone

Each Stadium must have a mixed zone between the dressing rooms and the team buses where accredited members of the press can interview players following a match. Each mixed zone should be easily accessible from the dressing rooms, the media working area and the area reserved for the written press in the media tribune. The mixed zone should have three access doors: a players' entrance from the dressing room area, a players' exit to the bus and a media representatives' entrance/exit. Each mixed zone should be covered, inaccessible to the general public and 250 m<sup>2</sup> for group matches (other than the opening match), 350 m<sup>2</sup> for the quarter-finals, 400 m<sup>2</sup> for the opening match and the semi-finals and 500 m<sup>2</sup> for the final.

### **3.5 Safety and Security Requirements**

All Stadia must comply with the Safety and Security Instructions as well as with all safety standards established by the relevant authorities in the Host Country.

#### Security Installations

In accordance with the Safety and Security Instructions, each Stadium must comply with the following security requirements (amongst others):

- Each Stadium must be equipped with internal and external public surveillance television cameras that are mounted in fixed positions. These cameras shall monitor all the Stadium approaches and all public areas inside and outside the stadium.
- Each Stadium must be equipped with a state of the art public address system or a sound system capable of communicating with spectators inside and outside the Stadium.
- Each Stadium must have a modern control room which has an overall view of the inside of the Stadium and which must be equipped with public address system facilities as well as television surveillance monitor screens.
- Each Stadium must be equipped with a modern scoreboard and/or video-screen system.
- The fire-fighting facilities available within each Stadium, the general fire precautions in each Stadium and the fire safety standards in all parts of each Stadium must be approved by the local fire authorities.
- Each Stadium must be equipped with first-aid rooms to care for players and/or spectators in need of medical assistance. The number, size, location and other requirements of these rooms should be agreed in consultation with the local health authority.
- Each Stadium must be equipped with an independent emergency electrical power supply that could be used, in the event of a power failure, to ensure a degree of lighting that is sufficient to prevent any danger to the public.
- Each Stadium must be equipped with an electronic ticketing access system (turnstiles) in order to assist with crowd management.

#### Safety Certificates

In order to ensure each Stadium's compliance with the Safety and Security Instructions, the Stadium Agreements and the Staging Agreement will require the Host Association and each of the owners of the Stadia to ensure that a UEFA Safety Certificate (as amended, supplemented or replaced from time to time) is duly signed by all relevant authorities in the Host Country in each of the two years immediately preceding UEFA EURO 2012 (i.e. for the 2010/2011 and the 2011/2012 seasons).

In order to indicate the likelihood that this requirement will be capable of being satisfied in respect of each Stadium, in Phase II of the Selection Procedure each remaining Bidder will be obliged to submit a duly executed UEFA Safety Certificate in respect of each of its proposed Stadiums which are fully constructed (whether or not refurbishments are planned).

In respect of any proposed Stadium that is in the planning stages, is under construction or is fully constructed but in respect of which refurbishments are planned, in Phase II of the Selection Procedure each Bidder will also be required to submit a certificate from each of the authorities in the Host Country that would be required to execute a UEFA Safety Certificate to the effect that it has examined the plans for the construction or refurbishment of the relevant Stadium and

confirms that it would sign a UEFA Safety Certificate in respect of the relevant Stadium if it is constructed or refurbished in accordance with such plans. The Staging Agreement and relevant Stadium Agreements will require the Host Association and relevant Stadium owners to ensure that fully executed UEFA Safety Certificates are submitted as soon as the relevant construction or refurbishments are completed in addition to those required in each of the two years immediately preceding UEFA EURO 2012.

### **3.6 Stadia to be Constructed or Refurbished**

If any of a Bidder's proposed Stadia include any stadium that is still in the planning stages, is under construction or is fully constructed but in respect of which refurbishments are planned, then there is an inherent risk that the planned construction and/or refurbishments are not completed in time for UEFA EURO 2012. This risk must be minimised. As a result, in respect of any such project, there must be a realistic budget, committed and reliable financing that covers this budget, a realistic and well-planned timeline for its completion and all required approvals and consents should (to the extent possible) have been received.

Any Stadium that is to be constructed or refurbished for use in connection with UEFA EURO 2012 should have an identified use following UEFA EURO 2012 that justifies the costs that will be incurred in its construction or refurbishment.

#### Costs

A Bidder must provide UEFA with an overview of the total anticipated costs any Stadium construction or refurbishment project that forms part of its Bid and a comprehensive list of the relevant cost factors. This overview and list must be reasonable and realistic.

#### Financing and Guarantees

Any Stadium construction or refurbishment project that is involved in any Bid must have committed financing that is sufficient to cover the total anticipated costs of the project. Bidders are required to submit written guarantees from each person who has committed to finance or guarantee the finance of any Stadium project in respect of their commitment - *see Phase I Questionnaire Question 3.10 and Guarantee 6.*

#### Planning and Other Permissions

Any planning permission or other administrative or legal permission, approval or other requirement for any Stadium construction or refurbishment project (e.g. referendums) should, to the extent possible, be obtained or satisfied prior to 31 May 2006. Any permission, approval or requirement that has not been obtained by that date will increase the risk that the relevant project will not be completed and will therefore be a negative factor in the evaluation of the relevant Bid. In Phase II of the Selection Procedure Bidders will be required to submit written guarantees from each relevant government department and/or agency confirming the permissions and approvals that have been obtained and the other requirements that have been satisfied and outlining the outstanding permissions, approvals and requirements, the reasons for which they are outstanding and the anticipated timing thereof.

#### Milestone Plan and Date of Availability

Test events are important to ensure that the completed or refurbished Stadium and its facilities are sufficient for UEFA EURO 2012 and to permit any required improvements or modifications to be made prior to the tournament. In order to permit test events to be held prior to UEFA EURO 2012, each Stadium must be operational at least 2 years prior to the tournament's commencement. As a result, any Stadium construction or refurbishment project must be completed by June 2010.

In order to ensure that all Stadiums meet this deadline, the Bidder must have a well-planned, detailed description of each stage in the construction together with the timeline for their completion in the form of a milestone plan. This timeline must be realistically achievable.

Bidders progressing to Phase II of the Selection Procedure who have proposed any Stadium construction or refurbishment project will have to confirm the timeline and update UEFA with respect to any progress during Phase II. Bidders will be permitted to consult with UEFA with respect to its requirements for UEFA EURO 2012 in order to ensure that any Stadium projects will satisfy such requirements.

### **3.7 Stadium Agreements**

Each Bidder progressing to Phase II of the Selection Procedure will be required to submit fully executed Stadium Agreements in respect of each Stadium which it proposes to use in connection with UEFA EURO 2012. Although the form of Stadium Agreement will not be sent to Bidders for review until Phase I of the Selection Procedure has been completed, Bidders should expect it to incorporate all of requirements and obligations with respect to the Stadiums as are described elsewhere in this Schedule of Conditions. An overview of selected additional provisions that will be included in the Stadium Agreement is set out below. The following overview is not comprehensive or conclusive.

- The relevant Stadium must be ready and fully functional no later than 2 years prior to the commencement of UEFA EURO 2012.
- The Host Association and UEFA must be kept fully informed of the progress of the relevant Stadium's availability.
- Any obligation imposed on the owner and the operator of the Stadium is guaranteed irrespective of any change in ownership structure.
- At least 2 official international test matches or an entire season of matches at the highest national level must be played at the relevant Stadium at least 6 months prior to the commencement of UEFA EURO 2012 in order to permit an assessment of the general infrastructure and organisation thereof.
- The owner and the operator of the relevant Stadium must fully implement any modifications required by UEFA.
- The owner and the operator of the relevant Stadium must give full support to the organisation of UEFA EURO 2012 and commit dedicated representatives to join a co-ordination group to provide information and/or implement decisions of UEFA, the Event Company or the Host Association.
- The relevant Stadium must be available for preparation and technical installations throughout the Availability Period.
- The relevant Stadium must be available in its entirety for the exclusive use of UEFA, the Event Company and the Host Association, free from any and all restrictions and commercial obligations (including without limitation commercial branding or advertising), throughout the Exclusivity Period.
- UEFA is granted an assignable, worldwide, irrevocable and unlimited non-exclusive licence to use the names, images and designs (including any material derived therefrom) of the relevant Stadium for commercial and non-commercial use in connection with UEFA EURO 2012 free of charge and free from any third party claims or liability.

- The owner and the operator of the relevant Stadium shall be prohibited from granting to third parties, at any time before or after the execution of the Stadium Agreements, any rights with respect to the names, images or branding of the relevant Stadium (whether commercial or non-commercial) for use or visibility during the Exclusivity Period or if such rights have already been granted, they must be waived at no cost to UEFA, the Host Association or the Event Company.
- No food or beverage products or other goods shall be sold, distributed or promoted within or around the relevant Stadium during the Exclusivity Period without the prior approval of UEFA.
- The owner and the operator of the relevant Stadium shall each procure that sufficient and adequate insurance coverage at its own cost with reputable insurers to cover such Stadium and risks arising in connection with its use in connection with UEFA EURO 2012 Events. Such insurance shall include, but not be limited to, property insurance and third party liability insurance. UEFA and the Event Company shall be named as additional beneficiaries of such insurance.
- The owner and the operator of the relevant Stadium shall ensure in collaboration with the Host Association that all appropriate safety and security measures are taken and, in particular, ensure that an appropriate stewarding system is in place and implemented for all UEFA EURO 2012 Events to be held at the Stadium.
- If any facility that is required at any Stadium cannot be provided within the premises owned or operated by the owner of such Stadium (e.g. for OB Van area or hospitality area), then the relevant owner must enter into a separate agreement in order to secure the required facility which agreements must be consistent with the obligations of the owner under the relevant Stadium Agreement.
- The owner and the operator of the relevant Stadium shall ensure that the playing surface and lighting is of the highest quality and is suitable for a first class international football event. In the case of a serious problem with the football pitch, then the owner and the operator of the Stadium shall be required to implement such remedial measures as are necessary, at its own cost, which may include installation of a replacement pitch, subject to time constraints.
- Although not a party to the Stadium Agreement, UEFA and its subsidiaries (including, without limitation, the Event Company) will have the right to enforce any of the rights granted to the Host Association thereunder and the owner and the operator of the Stadium will be required to comply with their instructions and guidelines as well as to co-operate with them.
- The owner and the operator of the relevant Stadium each acknowledge that the requirements set out in the Stadium Agreement may be subject to change as result of applicable law, significant technical developments and/or changing consumer demands and that additional obligations may be imposed if any existing facilities are deemed unsuitable following the execution of the Stadium Agreement.

### **3.8 Main Event Facilities**

The following section outlines the requirements in respect of certain other Official Sites that, in addition to the Stadiums, will be required in respect of UEFA EURO 2012 and certain other UEFA EURO 2012 Events including the Qualifying Competition Draw and the Final Tournament Draw.

#### Qualifying Competition Draw

The Qualifying Competition Draw constitutes the groups that will be used in the qualifying competition to determine the teams that will qualify for UEFA EURO 2012. This draw will be held in the Host Country and will be organised by UEFA and the Event Company. The Qualifying Competition Draw is tentatively scheduled for January 2010.

The Qualifying Competition Draw should be held in a facility that fulfils the following basic requirements:

- Auditorium with a minimum of 2,000 seats for the draw-ceremony itself. If possible it should be a convention centre (seats must be there already)
- Main stage for ceremony, min. 15m x 10m
- 300 car parks adjacent to the building
- Office space for 50 persons
- Media Working area with 200 working places (tables, chairs, power sockets)
- 10 rooms to be used as press conference rooms, min. 75m<sup>2</sup> each
- Area for pre-draw and post-draw hospitality for 800 guests
- 5,000m<sup>2</sup> parking space for broadcasters' Outside Broadcast Van area
- 450 5-star hotel rooms and 350 4- to 5-star hotel rooms within close proximity
- International airport with direct travel connections to and from main European airports within close proximity
- Complies with the Clean Site Principle

#### Final Tournament Draw

Following the completion of the qualifying competition for UEFA EURO 2012 the Final Tournament Draw will be held in the Host Country. This draw will determine the groups that will be used in the group phase of UEFA EURO 2012. The Final Tournament Draw will be organised by UEFA and the Event Company and is tentatively scheduled for December 2011. This draw should be held in a facility that satisfies the same requirements as the Qualifying Competition Draw Facility.

### International Broadcast Centre / Main Media Centre

In order to ensure the best conditions for worldwide TV coverage of the final tournament, a combined international broadcast centre and main media centre will be made available in the Host City in which the final match of UEFA EURO 2012 will be played to broadcasters and accredited media representatives. The IBC/MMC should be put at the disposal of UEFA and the international broadcasters for the period starting seven weeks before the opening match and ending one week after the final.

The IBC/MMC should satisfy the following basic requirements:

- Minimum space of 12,000m<sup>2</sup>;
- Appropriate parking space for at least 50 cars;
- Enough appropriate hotel rooms in the immediate vicinity of the IBC/MMC for media representatives (at least 200 hotel rooms, between 3-star and 5-star);
- Catering possibilities for the users of the IBC/MMC; and
- IBC/MMC should be provided in accordance with the Clean Site Principle.

## **4 ACCOMMODATION**

### **4.1 General Principles**

On a general level, a Bid's accommodation proposal will be evaluated on the following criteria:

- *Accommodation capacity:* A sufficient number of hotel rooms and other accommodation must be available in each Host City and its surrounding area in order to satisfy the anticipated demand. Demand in any Host City will be dependant upon many factors including the size of the relevant Stadium and the importance of the Host City in the overall UEFA EURO 2012 concept.
- *Proximity of Accommodation to Stadium:* The accommodation available in each Host City should permit convenient access to the relevant Stadium. Therefore, in the assessment of any Bid, accommodation that is within 10 km of the Stadiums will be preferred and accommodation that is not within 75 km will not be considered.
- *Variety of Accommodation:* There will be demand for a wide variety of accommodation across the different target groups that will attend UEFA EURO 2012. As a result, each Host City must offer varied accommodation possibilities, ranging from 5-star hotels to simple campgrounds.
- *Price Level:* The price of accommodation plays a key role in the overall accommodation proposal since it can have a crucial influence on guest numbers. It is important for the Host Association to ensure that hotels accept the principle that they will maximise their UEFA EURO 2012 returns by having moderate price levels that will not put potential guests off.
- *Hotel Specific Terms and Conditions:* It is also important that hotels and other providers of accommodation will not impose onerous terms and conditions during UEFA EURO 2012 such as the enforcement of minimum overnight stays.

### **4.2 UEFA's Specific Accommodation Requirements**

In addition, the accommodation aspects of a Bid will be evaluated on its proposals to fulfil UEFA's specific accommodation needs. UEFA and the Event Company will be responsible for making and managing the hotel bookings for:

- UEFA and the Event Company and their respective employees, officials and representatives;
- The delegation of each of the national associations which are participating in UEFA EURO 2012 (including, without limitation, players, coaches, medical doctors and officials);
- Referees; and
- Doping Control Doctors.

The following basic requirements apply in respect of each of these target groups:

#### UEFA/ Event Company (officials and staff)

##### *UEFA Headquarter Hotel*

A 5-star hotel in the Host City in which the final of UEFA EURO 2012 will be played must be reserved for UEFA and the Event Company for the entire duration of UEFA EURO 2012. This hotel should be reserved for the exclusive use of UEFA and the Event Company and, in

particular, should not be available to accommodate participating teams or representatives of the media. The number of rooms to be occupied during UEFA EURO 2012 will vary depending on a variety of factors including the final match schedule and various official events taking place in the relevant Host City. Nevertheless, a minimum of 150 bedrooms will be needed on a permanent basis during UEFA EURO 2012 and a minimum of 400 bedrooms will be needed on the days surrounding the final match. The hotel should also offer a minimum of 12 meeting rooms that could be converted into the main tournament offices of UEFA and the Event Company. In addition, it may be necessary to convert up to 30 standard rooms into offices for the duration of UEFA EURO 2012.

#### *UEFA Hotels in the Other Host Cities*

UEFA will also require one 5-star hotel in each Host City from the commencement of UEFA EURO 2012 until each match scheduled to be played in the relevant Host City has been played. These hotels will be used as UEFA and the Event Company's organisational centres for the Official Sites in the relevant Host City. The number of rooms to be occupied during UEFA EURO 2012 will vary depending on a variety of factors including the final match schedule. In particular, the number of rooms required will increase around matches in the relevant Host City. Nevertheless, a minimum of 40 bedrooms should be available for UEFA and the Event Company throughout the required period. In addition, each of these hotels should provide four offices as well as one permanent meeting room. If two Host Cities are close to one another, then it may be possible to have the same hotel serve as UEFA's local hotel in respect of both provided that in no circumstance should the hotel be more than 45 minutes drive from any relevant Stadium.

#### Accommodation and Training Centres for the 16 Teams

##### *Hotels*

As the 16 participating national teams are the focal point of UEFA EURO 2012, their delegations should be offered appropriate accommodation which satisfies the following requirements:

- Most of the hotels offered should be 5-star but a few 4-star hotels should be offered for cost-conscious teams;
- The hotels should have recreational facilities (e.g. fitness rooms, swimming pool, billiards, etc.)
- A minimum of 60 rooms should be reserved at each hotel. Some teams may wish to book the entire hotel on an exclusive basis and others will permit members of the public (other than media representatives) under certain conditions. In each case, the team and the immediate staff require absolute privacy with segregated entrances and walkways.
- Hotels should offer the possibility of installing team offices, team meeting rooms and specific rooms for medical treatment and massage.
- Hotels should offer flexible food arrangements and for team's cooks to use their kitchens
- Hotels should offer preferable rates with regard to bedrooms and meeting rooms/offices
- It should be possible to implement strict security measures in and outside the hotels
- Bidders should present a good mix of city centre and country-side hotels

## *Training Centres*

In order to permit the 16 participating national teams to properly prepare for their UEFA EURO 2012 matches, each team will require the exclusive use of a training centre that satisfies the following requirements:

- At least one top quality regulation sized pitch (105m x 68m)
- Not more than a 20 minute drive from the relevant team hotel
- At least one grandstand or tribune for spectators and media at open sessions which should be separated from the pitch
- One dressing room of 100m<sup>2</sup> with benches and clothes hanging facilities for 25 people, toilets, showers and a modern infrastructure
- One changing room for coaching staff of 24m<sup>2</sup> with benches, clothes hanging facilities for 6 people, toilets, showers and a modern infrastructure
- One medical treatment room of 24m<sup>2</sup> with related equipment
- Best possible training facilities in a clean, safe and protective environment.
- Closed training sessions must be possible.
- Press conference room with space for approximately 100 people seated
- It should be possible to implement strict security measures inside and outside the training centres
- In compliance with the Clean Site Principle

Although Bidders are required to propose 20 potential team hotels and training centres and 15 per Host Country in the case of a Joint Bid, national teams participating in UEFA EURO 2012 may be free to arrange their own accommodation and training facilities. As a result, even if a Bidder is appointed as the Host Association, the team hotels and training centres that it proposes in its Bid will not necessarily be used for UEFA EURO 2012.

## UEFA Referees' Hotel

Each referee and assistant referee will stay at the referee's hotel selected by UEFA for the entire duration of the tournament. In order to offer them the best possible conditions for the preparation and fulfilment of their tasks throughout the duration of the tournament, the hotel should be a 5-star hotel and should have the same facilities as the team hotels, including a nearby training ground.

The following number of rooms will be required at the referee's hotel: from the 5 days prior to the opening match until the end of the group matches, a maximum of 90; from the completion of the group matches until the completion of the quarter-finals, approximately 55; from the completion of the quarter-finals until the completion of the semi-finals, approximately 30, and from the completion of the semi-finals until the end of the tournament, approximately 15. As UEFA will not occupy all of the rooms in the referee's hotel throughout UEFA EURO 2012, it is crucial that the referee's hotel can ensure the referee's privacy.

As all referees and assistant referees will travel to matches from the referee's hotel, it must be in a location from which each Stadium and/or necessary transportation facilities can be easily accessed.

### Doping Control Doctors' Hotel

The Doping Control Doctors will stay all together in one hotel. The proposed hotel should meet the following criteria:

- 5-star hotel with recreational facilities
- Total of approximately 20 rooms
- Quiet location on the countryside

In addition, as Doping Control Doctors will travel to all matches from this hotel, it must be in a location from which each Stadium and/or necessary transportation facilities can be easily accessed.

### **4.3 Other Accommodation**

Bidders do not have to make specific proposals with respect to accommodation for other target groups such as Commercial Partners, media and broadcaster representatives and supporters. However, each Host City should have accommodation that conforms to the general principles set out in paragraph 4.1 of these Schedule of Conditions as well as to the special needs of these target groups as set out below. UEFA may appoint an accommodation agency to co-ordinate bookings for these other target groups. Please note that the numbers given below are merely indicative and may vary greatly depending on the characteristics of the Host Country (e.g. geography and transportation infrastructure) and the organisation of UEFA EURO 2012.

#### Commercial Partners

The Commercial Partners need rooms in high-quality (4- and 5-star) hotels for their staff and guests in all Host Cities. These hotels should be in downtown locations with good connections to airports and Stadia. Commercial Partners require rooms in the Host City of the final throughout UEFA EURO 2012 for their working staff as well as in each Host City around match-days for their guests as well as their working staff. Commercial Partners' demand for rooms increases significantly around match-days. The number of rooms required by Commercial Partners will vary depending on many factors including the match schedule however the greatest demand can be expected around the opening match and the semi-final matches for which at least 1,500 rooms will be required, and the final match, for which at least 4,000 rooms will be required.

#### Media and Broadcasters

More than 8,000 representatives from the media and broadcasters will need accommodation in the Host Country throughout UEFA EURO 2012. Although a considerable portion of such representatives will organise private accommodation, a large number of hotel rooms will be required for the remainder. These rooms should be in good to high-quality (i.e. 3- to 5-star) hotels. It is anticipated that the highest demand for accommodation will be in the Host City of the final match and the IBC/MMC where media representatives could require more than 2,000 hotel rooms. However, accommodation will be required throughout the Host Country as many representatives of the media or broadcasters will be covering specific national teams and will therefore travel to matches.

#### Supporters

Significant numbers of foreign supporters will travel to the Host Country during UEFA EURO 2012. By way of example, more than 500,000 supporters travelled to Portugal for UEFA EURO 2004 and approximately 75 per cent. of them stayed in Portugal for at least 4 days. Supporters require all levels of accommodation from campgrounds to 5-star hotels. Demand for accommodation in any Host City will increase on days on which matches are played in the relevant Stadium.

#### **4.4 Hotel Guarantees**

In Phase II of the Selection Procedure, each remaining Bidder will be required to submit guarantees from each of the hotels which it proposed as hotels for UEFA and the Event Company, the participating national teams' delegations, the referees and the doping control doctors that:

- All rooms are blocked for UEFA until 31 December 2009;
- The price levels of these hotel rooms will not exceed average 2005 levels increased only by an amount corresponding to the increase in the consumer price index in the Host Country before UEFA EURO 2012; and
- The booking conditions applicable to such hotel rooms will not include minimum overnight stays.

Bidders remaining in Phase II will also be requested to submit written guarantees from other 4-star and 5-star hotels in each Host City that:

- The price levels of these hotel rooms will not exceed average 2005 levels increased only by an amount corresponding to the increase in the consumer price index in the Host Country before UEFA EURO 2012; and
- The booking conditions applicable to such hotel rooms will not include minimum overnight stays.

Although UEFA will not require a minimum number of hotels or hotel rooms to be addressed by such additional guarantees, the number of hotels granting guarantees and the number of rooms guaranteed will be a key factor in the evaluation of a Bidder's Bid Dossier.

All such guarantees should address the period from one week before the commencement of UEFA EURO 2012 until 3 days after its completion.

Although Bidders are not required to submit such guarantees until Phase II of the Selection Procedure, it is strongly recommended that discussions with relevant hotels commence as early as possible.

## **5 GENERAL INFRASTRUCTURE**

### **5.1 Transport**

The efficiency of the Host Country's transportation system will be a key factor in the success of UEFA EURO 2012. All transportation facilities in the Host Country (including, without limitation, airports, railway stations and road networks) will have to be integrated with UEFA EURO 2012 facilities (including, without limitation, Stadia and other Official Sites, hotels, training centres, UEFA headquarters, media/broadcasting centres and parking facilities) to form an efficient transport and traffic management concept. This concept must enable teams, officials, guests, media representatives, sponsors, suppliers and spectators to enjoy a maximum degree of mobility within the Host Country as well as efficient access to UEFA EURO 2012 Events.

#### Transport within Host Country

The Host Country must have a modern, well-developed, high quality transportation infrastructure that links each Host City. Travel between Host Cities should be convenient and travel times should be reasonable.

#### Transport within Host Cities

Each Host City must have a modern, well-developed, high-quality public transport network that links each Official Site to the city centre, the airport, railway stations and other transportation links. Travel times should be short and the capacity of the public transport system should be high enough to move spectators, officials and media representatives safely and efficiently to and from each Official Site in the city.

A Bidder's transportation planning for any Host City should focus on the Stadium or Stadia in that Host City. Each Stadium must have a transport and a supply services infrastructure which is capable of handling large numbers of people and amounts of goods in short periods of time. Stadium facilities such as spectator entrances, parking lots, VIP areas, service areas and security concepts, all means of local public transportation such as metropolitan and underground trains, trams and buses and regional transportation links must interact in a seamless manner in order to ensure that UEFA EURO 2012 matches can proceed flawlessly from an organisational perspective. In order to ensure this interaction, transport managers, police, regional logistics control rooms and Stadium traffic supervisors must be in regular communication and support from the relevant governments and their relevant departments and agencies (including, without limitation, police) should be assured.

If a match is considered as security sensitive, then it should be possible to segregate the different supporter groups before they arrive at the relevant Stadium.

If a Bidder's transportation planning for any Host City involves any improvements to the public transportation system in that City that are currently planned or under way, then the Bidder will be required to deliver guarantees with respect to the financing and timely completion of such improvements in Phase II of the Selection Procedure.

#### Airports

Each Host City should have an international airport within easy reach of the town centre. During UEFA EURO 2012 airports in the Host Cities will be required to process large numbers of passengers arriving and departing within short time spans. Each airport must have sufficient facilities (e.g. arrival/departure gates, runway capacity and parking lots for chartered planes) to handle the extra passenger load. Teams and spectators must be able to enter and/or leave Host Cities throughout the night. As a result, no night flight restrictions must apply at any Host City airport or any airport which is used by a relevant participating team to access its team hotel and sufficient landing and take-off slots must be available on the night of a UEFA EURO 2012 match

or the immediately preceding night. In Phase II of the Selection Procedure, the relevant governments within the Host Country and their relevant departments and agencies will be requested to provide guarantees with respect to the non-application of night flight restrictions at the airport in each Host City.

Preferential treatment should be arranged at each Host City airport for officials, employees and guests of UEFA and the Event Company, participating team's delegations and referees in order to permit them to board flights or to leave airports in an expedited manner.

## **5.2 Telecommunications**

The success of a large, decentralised event like UEFA EURO 2012 depends, to a large extent, on the availability of an efficient, reliable telecommunication infrastructure that meets the latest technical standards and allows an optimal data flow. As a result, the Host Country must have a state-of-the-art infrastructure that is interconnected by dedicated fibre optic networks and mobile data communication networks that ensure that data can be easily transmitted. Due to the rapidly evolving nature of telecommunications technology, precise requirements cannot be specified in this Schedule of Conditions. However, UEFA will assess the current telecommunications infrastructure in each Bidder's country by examining the information provided by such Bidder with respect to certain key indicators that are outlined in the Phase I Questionnaire.

## **5.3 Medical Facilities**

Each Host City must have one designated UEFA EURO 2012 hospital per Stadium. Each such hospital must be located in close proximity to the relevant Stadium and must offer comprehensive medical service (including 24-hour emergency treatment) on a priority basis for all Designated Persons. Such service should comprise general medical as well as specialist expertise (including, without limitation, in surgery and sports-related disciplines such as orthopaedics).

In addition, each Host City must have sufficient capacity for the emergency medical treatment of a large number of spectators in the case of any unforeseen incidents.

## **5.4 Anti-Doping-Control Infrastructure**

UEFA will implement an extensive Anti-Doping-Control Programme before and during UEFA EURO 2012. This programme will, in the ordinary course, be implemented in collaboration with the Host Country's national doping-control entity. In order to ensure the efficient implementation of this programme, the Host Country should have a WADA accredited laboratory.

## **6 MARKETING AND MEDIA RIGHTS**

The exploitation of the Marketing Rights, Media Rights and other commercial rights to the UEFA European Football Championship represents one of UEFA's most significant sources of revenue. This chapter provides an overview of UEFA's Marketing Rights and Media Rights relating to UEFA EURO 2012, their anticipated exploitation and the implications of this exploitation to the Host Association.

### **6.1 Rights Property**

UEFA is the exclusive owner of all existing and future Marketing Rights, Media Rights and other commercial rights in respect of UEFA EURO 2012.

#### Marketing Rights

The Marketing Rights to UEFA EURO 2012 include, without limitation, the worldwide right to:

- appoint companies as "Official Partner", "Sponsor", "Supplier", "National Supporter" (in particular in the host country), "Official Product" or "Licensee" of UEFA EURO 2012 and grant the right to use all designations in all languages implying an association with UEFA EURO 2012 such as (Official) "Sponsor", "Partner", "Supplier", "National Supporter", "Product/Service" or "Licensee";
- exploit word-marks, designations, logos, emblems, symbols, devices, mascots and other intellectual property developed by or on behalf of UEFA or otherwise owned by UEFA in connection with UEFA EURO 2012 including, for the avoidance of doubt, the associated brand identity and graphics, the trophy and any other symbol approved by UEFA to identify UEFA EURO 2012;
- sell all sponsorship, advertising, promotional, hospitality and any other commercial opportunities in connection with UEFA EURO 2012;
- sell any product at the Official Sites and to license all concessions, franchising, display, sampling, demonstration and selling rights at Official Sites;
- grant all merchandising and licensing rights (including, without limitation, in electronic games and CD-ROMs of any format, interactive or not) in relation to UEFA EURO 2012 and the right to use word-marks, designations, logos, emblems, symbols, devices, mascots and other intellectual property developed by or on behalf of UEFA or otherwise owned by UEFA in connection with UEFA EURO 2012 for such purposes;
- exploit any conventional or electronic printed matter produced in relation to UEFA EURO 2012 such as posters, guides, programmes, magazines, maps, booklets, books, electronic publishing, CD-Is and CD-ROMs;
- produce and exploit any musical composition for UEFA EURO 2012 and any official film of UEFA EURO 2012; and
- sell advertising in and on all official printed matter relating to UEFA EURO 2012, including, without limitation, accreditations, tickets, invitations, posters, guides, programmes, maps, booklets and books.

#### Media Rights

UEFA is also the sole and exclusive owner of all worldwide rights to create, transmit or display in any media now known or hereafter discovered or devised (including, without limitation, terrestrial, cable or satellite television and radio broadcast, internet, IP protocol and other wireless or fixed-

line means of transmission), or to otherwise exploit, visual, audio or audio-visual recordings or reproductions (whether in whole or in part), and visual, audio or audio-visual feeds, of any UEFA EURO 2012 Event (the “**Media Rights**”).

## **6.2 Marketing by Host Association and Host Cities**

UEFA will be responsible for the negotiation and conclusion of all agreements relating to the exploitation of the Marketing Rights, Media Rights and other commercial rights relating to UEFA EURO 2012. All agreements in respect of such exploitation will be entered into by UEFA or one of its subsidiaries and, as a result, all related consideration will be payable to UEFA or the relevant subsidiary. The Host Association will receive none of this consideration.

As UEFA is the sole and exclusive owner of the Marketing Rights, Media Rights and other commercial rights to UEFA EURO 2012, none of the Host Association, the Host Country, the Host Cities or other third parties will be entitled to undertake any marketing programme or to use the word-marks, designations, logos, emblems, symbols, devices, mascots and other intellectual property developed in connection with UEFA EURO 2012 in a way which would permit a third party to associate itself or its goods or services with UEFA EURO 2012. In particular, the Host Association will have no right to permit any of its sponsors or other commercial partners to use any such intellectual property or to create a direct or indirect association with UEFA EURO 2012 through their marketing, promotional, advertising and/or public relations activities (unless, of course, it is a Commercial Partner and is acting within the rights granted to it by UEFA).

The Host Association and governments in the Host Country (including, without limitation, the municipal governments of each Host City) and their relevant departments and agencies should be committed to the promotion of UEFA EURO 2012 within the Host Country and internationally and should allocate sufficient funds and resources to do so. In particular, the Host Association should, at UEFA’s request, make national team players, employees and officials available to participate in promotional activities relating to UEFA EURO 2012 and should take all steps necessary to ensure that it is empowered to do so. The Staging Agreement will include corresponding covenants on the part of the Host Association and in Phase I of the Selection Procedure the relevant governments within the Host Country and their relevant departments and agencies are requested to provide guarantees with respect to their support of promotional activities - *see Phase I Questionnaire Question 6.2 and Guarantee 8*.

## **6.3 Possible Marketing Structure for UEFA EURO 2012**

UEFA will not finalise its marketing programme in relation to UEFA EURO 2012 until it has completed an analysis of the programme that it has implemented in relation to UEFA EURO 2008 upon the completion of that tournament. However, UEFA currently anticipates that the marketing programme for UEFA EURO 2012 may be structured to include the following levels of participation for Commercial Partners:

- “Official Partners” and “Official Sponsors”: This will be the highest level of participation and will grant the relevant Commercial Partners comprehensive rights to associate their product and brand with UEFA EURO 2012 on a worldwide basis.
- “National Supporters”: This level of participation will be aimed primarily at companies based in the Host Country and will involve rights of association that concentrate on the Host Country. National Supporters will play a key role in raising the profile of UEFA EURO 2012 in the Host Country.
- “Licensees”: The UEFA EURO 2012 licensing programme will seek licensees who wish to produce merchandise that incorporates word-marks, designations, logos, emblems, symbols, devices, mascots and other intellectual property developed by or on behalf of

UEFA, or is otherwise owned by UEFA, in connection with UEFA EURO 2012. UEFA will aim to select licensees that produce appealing, high quality products that will enhance UEFA EURO 2012' image.

One of UEFA's main objectives in exploiting the Marketing Rights to UEFA EURO 2012 will be to ensure that its marketing programme compliments the tournament and the Host Country. As a result, National Supporters and other Commercial Partners based in the Host Country will be of particular significance.

#### **6.4 Clean Site Principle**

Each Official Site must be made available to UEFA free of any contractual obligations whatsoever (including, without limitation, obligations arising pursuant to advertising and sponsorship agreements, naming rights agreements, leases, utilisation agreements, supplier agreements, food, beverage and catering agreements, hospitality agreements and obligations which would limit in any way UEFA's ability to grant persons the right to sell or give away any goods at an Official Site). In addition, each Official Site must be made available to UEFA free of reserved seats or areas and free of any contractual provisions providing for such arrangements.

Each Official Site must be free and clean of any pre-contracted advertising. The only advertising that will be permitted at an Official Site during UEFA EURO 2012 or any other UEFA EURO 2012 Event is advertising that is expressly authorised by UEFA. For the avoidance of doubt, there shall be no advertising, signage or other commercial indicators on or in concession stands, scoreboards, seats, seatbacks, time clocks, video-walls, on staff uniforms or accreditations, on fences or elsewhere inside, surrounding, or in the airspace above, any Official Site other than that installed by UEFA or in accordance with UEFA's instructions. UEFA must be guaranteed exclusive use of all aspects an Official Site's facilities including, without limitation, scoreboards, video-walls and public address systems.

If any commercial facilities (e.g. shops, bars, health clubs and restaurants) form part of an Official Site, then UEFA will require that that such facilities are made available for UEFA's exclusive use on each day that an Official Event occurs at such Official Site and the immediately preceding day at no cost to UEFA. Should UEFA determine that it cannot make use of any such facility, then UEFA will require it to remain closed on such days and UEFA will bear no liability in respect of such closure. These requirements will apply whether or not such facilities are owned and/or controlled by the owner of the relevant Official Site and the Host Association will be responsible for ensuring that they are satisfied.

All Official Sites must be provided in accordance with the Clean Site Principle.

#### **6.5 Outdoor Advertising Space**

In order to reduce the likelihood of ambush marketing and to increase UEFA's control over the look and feel of UEFA EURO 2012, in Phase II of the Selection Procedure UEFA will require each Bidder to obtain options in favour of UEFA from all relevant space owners with respect to the following advertising space:

- Existing and hereafter developed outdoor advertising space (e.g. billboards and street furniture) in each Host City;
- Existing and hereafter developed indoor and outdoor advertising space at the airports which will be used to service each Host City; and
- Existing and hereafter developed advertising space on public transportation (e.g. buses, underground railways and trams) and in public transportation facilities (e.g. train, tram, bus and underground railway stations) in each Host City.

Such options should address the period from six months prior to the first UEFA EURO 2012 Event to be held in the relevant Host City to one month after the last such event and should be exercisable at average 2006 prices increased only by an amount corresponding to the increase in the consumer price index in the Host Country before UEFA EURO 2012. UEFA should be permitted to assign its rights under such options to the Commercial Partners.

#### **6.6 Official Website for UEFA EURO 2012**

It is currently foreseen that the Host Association will be entitled to and may (at UEFA's request) be required to dedicate a sub-section of its official website to UEFA EURO 2012 provided that any content on this sub-section (whether commercial or editorial) and any other website activity of the Host Association in relation to UEFA EURO 2012 is subject to UEFA's prior approval. Under no circumstances should the Host Association promote or display commercial identification or branding of any third party (including its sponsors and other Commercial Partners) on its UEFA EURO 2012 sub-section unless it has been expressly approved by UEFA in advance.

#### **6.7 Fan Zone(s)**

UEFA currently intends to establish a fan zone in certain Host Cities and/or, potentially, in other cities in the Host Country (each a "**Fan Zone**"). The concept of a Fan Zone is to create an area that is accessible to the general public in which UEFA's Commercial Partners can stage a variety of UEFA EURO 2012-related activities, entertainment and displays. The Fan Zone(s) will provide certain Commercial Partners with an additional opportunity to leverage off their commercial involvement in UEFA EURO 2012. It is also intended the Fan Zone(s) will become attractions in their own right and, as such, will increase the number of people (both from the Host Country and elsewhere) who will have direct involvement in, and exposure to, UEFA EURO 2012.

The decision as to whether to build a Fan Zone in any Host City or other city will depend on a number of factors including, without limitation, the number of matches to be played in such Host City, the number of UEFA EURO 2012-related visitors which are anticipated in such city, city government co-operation, the interest of the Commercial Partners and other practical considerations.

The cities in which any Fan Zone is established will be expected to cover the costs and expenses of any relevant utilities, site rental and (subject to the Host Association's responsibility and discretion) safety and security.

#### **6.8 Selection Procedure Marketing**

Bidders are reminded of the provisions with respect to promotions, sponsorship and related activities during the Selection Procedure that are included in the Bid Regulations.

## **7 SAFETY AND SECURITY**

### **7.1 Role of Host Association**

As between UEFA and the Host Association, the Host Association shall have full and exclusive responsibility for all aspects of safety and security relating to UEFA EURO 2012 and shall bear all costs in relation to the measures taken with respect thereto.

In fulfilling this responsibility, the Host Association will be obliged to develop a security concept in relation to UEFA EURO 2012 that addresses the situation throughout the Host Country (including, without limitation, at airports, railway stations, in Host Cities and outside Official Sites) as well as inside each Official Site (including, within limitation, the Stadia and any Fan Zones). Although the Host Association has full responsibility for safety and security as between it and UEFA, it is acknowledged that it will not be able to fulfil such responsibilities without the co-operation of the relevant governments in the Host Country and their relevant departments and agencies. As a result, the Host Association's security concept must outline the roles of such governments, departments and agencies and the Host Association will be obliged to procure that they are committed to fulfilling their roles as so outlined.

The Host Association's security concept must be based on the security traditions and practices of previous UEFA European Football Championships, the Host Country's previous experience and the security laws, regulations and guidelines applicable in the Host Country. In addition, the security concept must incorporate the minimum requirements set out in the Safety and Security Instructions.

In Phase I of the Selection Procedure, each Bidder will be required to provide a written guarantee acknowledging and agreeing to its responsibilities in respect of the safety and security should it be appointed as the Host Association – see *Phase I Questionnaire Question 7.4 and Guarantee 9*. The Host Association's obligations in respect of safety and security will also be included in the Staging Agreement.

### **7.2 Role of Government and Public Authorities**

The full support of the governments that are responsible for domestic security in the Host Country and their relevant departments and agencies will be indispensable to the smooth operation of UEFA EURO 2012 and to the fulfilment by Host Association's obligations in respect of safety and security. Such governments must take all necessary measures to guarantee the safety of all Designated Persons and other persons attending UEFA EURO 2012 Events in the Host Country throughout UEFA EURO 2012. These measures must comply with the Safety and Security Instructions. In no circumstance will UEFA or any of its subsidiaries bear any responsibility or costs in respect of these measures.

In Phase I of the Selection Procedure, each Bidder must procure that each of the relevant governments, department and agencies in its country provides a written guarantee confirming that they will take all such measures, that they will perform the responsibilities allocated to them in the relevant Bidder's security concept and that they will bear all of the associated costs and acknowledging that UEFA and its subsidiaries shall have no obligations in relation to such measures or the related costs – see *Phase I Questionnaire Question 7.5 and Guarantee 10*. In Phase II of the Selection Procedure each Bidder will be required to procure that such governments, departments and agencies provide an additional guarantee with respect to the more detailed security concept which it provides in Phase II.

### **7.3 Role of UEFA**

UEFA will review the security concept developed by the Host Association and make any comments that it considers appropriate. The Host Association will be obliged to consider UEFA's comments in good faith.

UEFA and its subsidiaries will not have any responsibility or bear any liability in respect of safety and security in respect of UEFA EURO 2012 or the associated costs.

### **7.4 Security Concept for the 2012 Final Tournament**

Each Bidder, in co-operation with the relevant governments in its country and their relevant departments and agencies, must present a proposed security concept for UEFA EURO 2012. This concept must present the roles the relevant governments, departments and agencies as well as the role of private security personnel and stewards and describe how they will be co-ordinated and integrated. The concept should take into account the relevant country's security-related experience from former major events (sport related or non-sport related) in the country, the traditions and practices of previous UEFA European Football Championships, as well as the security laws, regulations and guidelines applicable in the Bidder's country.

A Bidder's security concept must address the following areas:

- Risk analysis;
- Policies, Strategies and Legal Framework;
- Organisation: split tasks and responsibilities;
- Action plan; and
- Budget.

In Phase I of the Selection Procedure, Bidders are required to provide an outline of its security concept. In Phase II a more detailed versions of these concepts will be required.

## **8 FINANCE**

The UEFA European Football Championships generate substantial revenues for UEFA and represent one of UEFA's largest single sources of funding. These revenues enable UEFA to cover its operating expenses as well as to make significant financial distributions to each of its 52 member associations. These distributions are used by UEFA's member associations in the development and administration of football across Europe. As a result, notwithstanding that UEFA is a Swiss resident not-for-profit organisation, it will aim to optimise its revenues from UEFA EURO 2012 and to minimise its related expenses and tax liabilities in order to ensure that European football derives as much benefit as possible from UEFA EURO 2012. In addition, revenues will be used to make a payment to the Host Association as consideration for the fulfilment of its obligations in connection with the hosting and staging of UEFA EURO 2012.

### **8.1 Price Levels within Host Country**

The costs associated with the organisation of UEFA EURO 2012 in the Host Country must not be prohibitive when compared to those in other countries. From the perspective of UEFA and the Event Company, the main cost drivers in the organisation of UEFA EURO 2012 will be personnel costs, stadium rent, office space and accommodation. As a result, although Bidder's are not required to submit a detailed proposed budget, they are asked to provide UEFA with information that will enable it to assess the price levels in potential Host Countries which are associated with these and other key cost drivers. This information includes a proposal for basic stadium rent in respect of each of its proposed Stadia as well as certain key economic data in respect of the Host Country. The economic data provided by Bidders should have been collated or published by reputed independent academic, international or governmental institutes.

### **8.2 Estimated Ticket Income**

Revenues from the sale of tickets to UEFA EURO 2012 matches will be a significant source of income for UEFA. As a result, Bidders are also requested to provide information with respect to current price levels in their countries with respect to football and other tickets. This information will assist UEFA in evaluating the possible income generated by ticket sales.

### **8.3 Tax Situation in the Host Country**

#### Tax System

UEFA must have a full understanding of the tax system in the Host Country and the impact that that system and the various taxes levied in the Host Country will affect the organisation and staging of UEFA EURO 2012 and the revenues therefrom. UEFA will require the information provided by any Bidder with respect to the taxation system in its Host Country to be confirmed in writing by a firm of accountants of international standing that practices in the Host Country.

#### Tax Exemptions

The organisation and operation of UEFA EURO 2012 will require a large number of foreign nationals to work in the Host Country including UEFA employees and officials, the participating teams, accredited members of the media and other Designated Persons. Such persons may receive payments in connection with the work they perform or services they perform in the Host Country in connection with UEFA EURO 2012 including, without limitation, salaries, reimbursement of expenses and daily allowances. Designated Persons (other than those who would be resident in the Host Country for tax purposes regardless of their involvement in UEFA EURO 2012) must not be subject to taxation in the Host Country on such payments.

UEFA will operate alongside the Event Company in the Host Country in order to assist in the organisation and operation of UEFA EURO 2012. UEFA must not become liable to taxation on

its income, turnover, or capital or to any corporation or other similar tax in the Host Country as a result of the staging of UEFA EURO 2012 or its operations in connection therewith. In particular, revenues generated by UEFA in any jurisdiction including, without limitation, any consideration, whether cash or value-in-kind, to be paid to UEFA in connection with the sale of television, marketing and other commercial rights to UEFA EURO 2012 must not be subject to any tax, withholding or other deduction in the Host Country.

Notwithstanding that, under the Assumed Organisational Model, the Event Company will have a significant office in the Host Country, it should be exempt from all income, capital, turnover, corporate or similar taxes in the Host Country and its revenues should not be subject to any withholding or other deduction in the Host Country. In addition, any value-in-kind received or to be received by UEFA which is transferred to, or received by, the Event Company should not be subject to any VAT, sales tax, automotive tax or any other tax, withholding or deduction in the Host Country.

The Event Company may wish, or become liable, to pay certain amounts to UEFA by way of royalties, service fees, management fees, dividends, distributions on winding-up or other distributions. Such payments should not be subject to any tax, withholding or other deduction in the Host Country.

The relevant governments in the Host Country and their relevant departments and agencies shall assist UEFA, the Event Company and other Designated Persons to maximise their VAT or similar tax refunds. In addition, they should establish expedited processes in respect of their dealings with Designated Persons and appoint dedicated teams of employees to administer filings, inquiries, payments and refunds by or to Designated Persons.

In Phase I of the Selection Procedure, each Bidder is requested to provide a guarantee from each of the relevant governments in the Host Country and each of their relevant departments and agencies confirming the tax treatment described above. In Phase II of the Selection Procedure, the Host Association will be required to obtain formal binding tax exemptions (in the format provided by UEFA) from the relevant governments, departments and agencies confirming this tax treatment.

#### Expedited Processes

The government departments and agencies in the Host Country that are responsible for administering relevant taxes should establish expedited processes in respect of their dealings with Designated Persons such as the handling of VAT refunds. As an element of these expedited processes, such government departments and agencies should appoint a dedicated team of employees to administer filings, inquiries, payments and refunds by or to Designated Persons.

In Phase I of the Selection Procedure, the relevant departments and agencies are requested to provide guarantees with respect to the establishment of these procedures – *see Phase I Questionnaire Question 8.11 and Guarantee 11.*

#### Further Information

After reviewing a Bidders' Phase I Bid Dossier UEFA may ask a Bidder for further information with respect to specific elements of its Host Country's tax system or may ask the Bidder to co-ordinate contact between UEFA and the relevant government and the relevant government department and/or agency.

#### **8.4 Final-Tournament Infrastructure Costs**

Costs to be incurred in providing the infrastructure which is necessary or desirable for the staging of UEFA EURO 2012 in the Host Country including, without limitation, the construction or refurbishment of proposed Stadia, parking areas or access roads to Stadia or the modernisation of public transport systems, will not be borne by UEFA or the Event Company under any circumstances. As a result, the Bidder and the Host Country should make independent arrangements for the financing of any such costs. Neither UEFA nor the Event Company will provide any financial assistance in respect of such costs.

#### **8.5 Insurance**

UEFA will use its best endeavours to obtain insurance against its risks arising in connection with UEFA EURO 2012 as it deems appropriate. It is currently anticipated that UEFA will endeavour to obtain insurance with respect to the following risks:

- Third party liability claims;
- Accident claims;
- Legal claims;
- Spectator claims; and
- Cancellation of UEFA EURO 2012.

UEFA will bear the cost of such insurances.

The Host Association will be responsible, at its own expense, for obtaining all insurance which is necessary under the laws of the Host Country or which it is otherwise advisable given the risks associated with its responsibilities in connection with UEFA EURO 2012. UEFA and the Event Company shall be named as additional beneficiaries of all such insurances.

The owner and the operator of any Stadium will be responsible for maintaining sufficient and adequate insurance coverage at its own cost with reputable insurers to cover such Stadium and risks arising in connection with its use in connection with UEFA EURO 2012 Events. Such insurance shall include, but not be limited to, property insurance and third party liability insurance. UEFA and the Event Company shall be named as additional beneficiaries of such insurance.

## 9 STAGING AGREEMENT

Each Bidder progressing to Phase II of the Selection Procedure will be required to sign a Staging Agreement setting out the Bidder's rights and obligations in respect of UEFA EURO 2012 should it be selected as the Host Association. Although the form of Staging Agreement will not be sent to Bidders for review until Phase I of the Selection Procedure has been completed, an overview of selected provisions which will be included in the Staging Agreement is set out below. The Staging Agreement will in addition contain the restrictions, obligations and requirements of the Host Association that are described elsewhere in this Schedule of Conditions. This overview is intended to give Bidders advance notice of the type of provisions that will be included in the Staging Agreement but is not comprehensive or conclusive.

- If a Bidder signs a Staging Agreement and returns it to UEFA prior to the deadline for the submission of Phase II Bid Dossiers (31 May 2006), then it shall be considered as an unconditional and irrevocable offer to host UEFA EURO 2012 by such Bidder. No rights shall be conferred on a Bidder under the Staging Agreement unless and until such Bidder is selected as the Host Association by UEFA and UEFA returns a countersigned agreement to such Bidder.
- The Host Association shall cooperate with the Event Company throughout the duration of the agreement. In addition, the Host Association shall ensure that it complies with UEFA's decisions regarding the creation, structure, format and purpose of the Event Company including, without limitation, any decisions relating to the headquarters, legal form and persons appointed to manage and/or work for the Event Company.
- The Host Association shall ensure the highest level of safety and security for all Designated Persons and attendees of UEFA EURO 2012 and any Official Event throughout UEFA EURO 2012 and for reasonable periods before its commencement and after its completion. The Host Association shall be held fully and exclusively responsible at all times for all matters of whatever nature related to safety and security in connection with UEFA EURO 2012 (both inside and outside all Official Sites) and shall bear all costs in relation thereto.
- The Host Association shall be required to procure the full support and cooperation from all of the relevant governments and their relevant departments and agencies in the Host Country to ensure a successful UEFA EURO 2012 and to ensure that such governments, departments and agencies fulfil the requirements set out in this Schedule of Conditions.
- The Host Association shall be required to do all acts and things as may be necessary to protect UEFA's rights as well as any rights granted by UEFA to third parties in connection with UEFA EURO 2012 including, without limitation, procuring full support for such exclusivity of whatever nature all governments in the Host Country as well as their relevant departments and agencies (e.g. the various police authorities and the owners and operators of any Official Site and their employees and contractors).
- The Host Association shall be responsible for ensuring that each of the Stadiums in respect of which it submits a Stadium Agreement as a part of its Phase II Bid Dossier are available for use throughout UEFA EURO 2012.
- The Host Association will be required to submit fully executed agreements (in the format provided by UEFA) with respect to each of the proposed training centres by 31 December 2008.

- Although UEFA will retain absolute control over the ticketing strategy and concept, the Host Association shall be required to assist UEFA and any representative acting on UEFA's behalf to implement the strategy and concept developed by UEFA. One of the specific obligations of the Host Association will be to ensure that customary ticket entitlements and/or requirements at Official Sites are waived for the duration of UEFA EURO 2012 unless otherwise approved by UEFA in advance. In addition, the Host Association shall be required to assist UEFA and all relevant bodies to ensure that the unauthorised transfer of tickets and unauthorised use of tickets in any contest, promotion, advertising or other marketing activity are prevented and prohibited.
- The Host Association will be required to collaborate with UEFA to finalise an agreement (in the format approved by UEFA) with a venue for the IBC and MMC by 31 December 2008.
- UEFA will rely on the Host Association to establish a consistent approach for promoting a positive image of UEFA EURO 2012 in all respects, particularly with a common view to driving public interest in the event as a whole.
- The Host Association shall be required to release UEFA from and against any liability towards third parties in compensation for any loss or damage that may arise as a result of the organisation, staging or non-staging of any UEFA EURO 2012 Event.
- UEFA reserves the right at any time prior to or during UEFA EURO 2012 to postpone or reschedule the tournament for whatever reason. If this occurs, then the Host Association's obligations will continue until UEFA determines otherwise.
- The Host Association shall be required to warrant that all information and representations provided to UEFA during the course of the Selection Procedure are true and accurate and that no material information related to UEFA EURO 2012 or to its Bid Dossier has been knowingly withheld from UEFA.
- If UEFA decides, in its sole discretion and for whatever reason, to change the host association selected in respect of the final tournament of the UEFA European Football Championship 2014/2016, then, upon written request of UEFA at least 2 years prior to the scheduled commencement of such tournament, the Host Association shall host such tournament in the Host Country subject to an in accordance with the terms and conditions set out in the Staging Agreement (which shall apply mutatis mutandis save to the extent that they are varied by UEFA and the Host Association in writing).

## D. PHASE I QUESTIONNAIRE

### Objectives and Structure of the Phase I Questionnaire

The main objectives of the following Phase I Questionnaire can be summarised as follows:

- Evaluate the general technical ability of the Bidder to host UEFA EURO 2012;
- Familiarise UEFA with the general conditions within the Bidder's country (economic, political, legal and social);
- Receive fundamental guarantees; and
- Determine whether the general conditions within the Bidder's country correspond to those that are required to organise a successful Final Tournament of the UEFA European Football Championship.

The Phase I Questionnaire is divided into eight chapters corresponding to the main requirements described in the Schedule of Conditions. There are five types of questions in this Phase I Questionnaire:

- Open Questions;
- Forms that have to be filled in;
- Guarantees that have to be completed and signed by third parties;
- Delivery Obligations which require the delivery of certain documents; and
- Maps which need to be provided.

The Forms and Guarantees are attached to this Phase I Questionnaire as Appendices

### How to Respond to the Questions

- How to respond to Open Questions: The answer to each Open Question should be limited to one A4 page unless otherwise specified. In the case of Joint Bids, responses should not be longer than double the relevant limit. In answering Open Questions please provide only information that is relevant to your Bid.
- How to complete Forms: A CD version of these Phase I Bid Requirements is attached to this binder. Microsoft Word templates of all the Forms referred to in this Phase I Questionnaire are included on this CD. In order to facilitate the evaluation of your Phase I Bid Dossier please adhere to the basic structure of these forms.
- How to complete/submit Guarantees: The attached CD also includes Microsoft Word templates of all of the Guarantees referred to in these Phase I Questionnaire. Please complete the Guarantees, get the signatures of the respective entities and include them in your Phase I Bid Dossier. The original Guarantees should be labelled to clearly indicate the Question to which they relate and should be provided to UEFA in a separate folder or binder.

- How to respond to Delivery Obligations: Where the Phase I Questionnaire requests the delivery of a document or other material, the Bidder should incorporate such document or material into its Phase I Bid Dossier in the form in which it is obtained by the Bidder reduced as necessary to fit on A4 paper.
- How to prepare Maps: For each Map that is requested in this Phase I Questionnaire, a detailed description of the required scale and the colours to be used is given. All Maps must include a scale, an arrow indicating north, the year in which it was created and a legend.

### **Formal Guidelines for the Submission of Phase I Bid Dossiers**

Bidders are requested to respect the following formal guidelines with respect to their Phase I Bid Dossiers:

- Phase I Bid Dossiers must be in English.
- All elements of Phase I Bid Dossiers should be on A4 format (except, in the case of Maps, where specified otherwise).
- Phase I Bid Dossiers Bid should be put together in a simple and clear manner and the documentation submitted in a folder or in bound form. Loose sheets will not be accepted.
- Each Bidder should submit 60 copies of its Phase I Bid Dossier on paper and 20 copies in CD-ROM format. The only content required on the CD-ROM versions is a PDF version of the printed bid documentation. No other content may be added.
- Each Bidder's submitted Phase I Bid Dossier must contain the information requested in each question in the Phase I Questionnaire. The information must be provided in the order of the corresponding questions.
- All materials that are submitted as a part of a Phase I Bid Dossier should be in black and white except that colours may be used for any Maps or photographs that are requested and for the cover design of the Phase I Bid Dossier.
- Other than as specifically requested in the Phase I Bid Requirements, no photographs or illustrations should be included in a Phase I Bid Dossier.
- No other material (like video cassettes, CD ROMs or other publications) may accompany a Phase I Bid Dossier.

### **Bidder's Declaration**

Each Phase I Bid Dossier must contain the following statement which must be duly signed on behalf of the relevant Bidder:

"We acknowledge that we have received a copy of the UEFA EURO 2012 - Bid Regulations that were adopted by UEFA's Executive Committee on 16 December 2004 (the "Bid Regulations") and agree to comply in all respects with such regulations. This document and the deliveries referred to herein together constitute our Phase I Bid Dossier for the purposes of the Bid Regulations and we hereby represent and warrant that all representations, statements and information included in this Phase I Bid Dossier are true, accurate and not misleading and that our Phase I Bid Dossier does not omit any information of which we are aware in relation to any of the subjects addressed in the Phase I Questionnaire that would be materially adverse to our Bid. We further acknowledge and agree that each undertaking, assurance and statement (including any statement of intention) included in our Phase I Bid Dossier is binding upon us".

# **PHASE I QUESTIONNAIRE**

## **1. GENERAL CONDITIONS**

### **Motivation and Vision**

- 1.1 What is your principal motivation for hosting UEFA EURO 2012. [Open Question]
- 1.2 Describe how hosting UEFA EURO 2012 will affect your country and the legacy that it will create. [Open Question]
- 1.3 How does hosting UEFA EURO 2012 fit into your associations' long-term strategy for the development of football in your country. [Open Question]

### **Event Experience**

- 1.4 List a maximum of 10 major international sporting events that have been organised and staged in your country within the last 10 years. [Form 1]
- 1.5 List a maximum of 10 major international non-sporting events that have been organised and staged in your country within the last 10 years. [Form 2]

### **Public support**

- 1.6 Provide the results of a public opinion poll conducted in April 2005 by a research company of international standing engaged by you that asks a statistically significant number (which shall be at least 1,000) of randomly selected individuals resident in your country the following questions:
  - (a) Are you aware that your country is bidding to host UEFA EURO 2012?
  - (b) Do you support your country's bid to host UEFA EURO 2012?
  - (c) Do you think that hosting UEFA EURO 2012 would be beneficial for your country?
  - (d) Would you go to a match if UEFA EURO 2012 were staged in your country?  
[Form 3]

### **Other Events in the Host Country**

- 1.7 List any other major international event (sporting or non-sporting) which is currently planned or proposed to be staged in the Host Country, or which any entity in the Host Country is bidding to host, in the 6 months before or after UEFA EURO 2012. [Open Question]

### **Joint Bid**

- 1.8 Outline in detail how the responsibilities involved in the organisation and staging of UEFA EURO 2012 will be allocated between the two member associations comprised in your Bid. [Open Question – 3 pages]
- 1.9 Outline in detail how the differences in the legal and political systems in your two countries will be addressed and harmonised to ensure that the administration of the organisation and staging of UEFA EURO 2012 is not unduly complicated. [Open Question – 3 pages]

## **2. POLITICAL SUPPORT AND LEGAL CONDITIONS**

### **Political System and Support:**

- 2.1 Provide an overview of your country's political system which outlines the different levels of government which exist (e.g. national, provincial, regional, municipal and local) and their respective powers and responsibilities as they relate to UEFA EURO 2012 including, without limitation, any matter referred to in the Schedule of Conditions and the other elements of these Phase I Bid Requirements. [Open Question – 3 pages]
- 2.2 Provide a written guarantee of support from each government at each level that is relevant to your proposal for hosting UEFA EURO 2012 including, for the avoidance of doubt, the government of each proposed Host City. [Guarantee 1]
- 2.3 Describe any other evidence of political or government support for your Bid such as parliamentary or legislative votes of support. [Open Question]
- 2.4 Explain how you propose to ensure effective co-ordination between the different governments which are relevant to your Bid and their departments and agencies. [Open Question]
- 2.5 List all political parties which are active at any of the levels identified in response to Question 2.1 above (including those comprised in the current government) and outline their positions regarding the proposed staging of UEFA EURO 2012 in your country. [Open Question]
- 2.6 List all elections which can be anticipated at each level identified in response to Question 2.1 prior to the staging of UEFA EURO 2012 and outline any impact that they could have on the organisation and staging of UEFA EURO 2012 in your country. [Open Question]

### **Intellectual Property**

- 2.7 Describe the existing laws and regulations in your country that are available to protect UEFA's intellectual property including, without limitation, word-marks, designations, logos, emblems, symbols, devices and mascots including the registration, opposition and enforcement procedures and their typical durations. [Open Question]
- 2.8 Identify the government departments or agencies (at any level of government) that are responsible for administering and/or enforcing the laws and legislation described in your response to Question 2.7 and describe their respective roles in such administration and enforcement. [Open Question]
- 2.9 Provide a written guarantee from each relevant government department and agency that each of the designations and other intellectual property specified to you by UEFA during Phase I of the Selection Procedure can be protected under existing trademark and other intellectual property legislation in your country. [Guarantee 2]
- 2.10 Provide a draft of each separate law and/or regulation which will be enacted to protect UEFA's intellectual property rights and describe the steps required for its enactment and the scheduled timing thereof. [Delivery Obligation and Open Question]

### **Ambush Marketing**

- 2.11 Does your country currently have any laws and/or regulations which prohibit ambush marketing of sports event or other unauthorised uses of the goodwill associated with a

sporting organisation or event for commercial or other purposes? If yes, describe such laws and/or regulations. [Open Question]

- 2.12 Provide a draft of each separate law and regulation which will be enacted to prohibit ambush marketing in connection with UEFA EURO 2012 and describe the steps required for its enactment and the scheduled timing thereof. [Delivery Obligation and Open Question]

### **Customs**

- 2.13 Identify the government departments or agencies that are responsible for administering your country's customs laws and regulations and for monitoring the import and export of goods into your country or any region thereof. [Open Question]
- 2.14 Provide a written guarantee from each department or agency identified in your response to Question 2.13 and each relevant government regarding the import and export of goods by Designated Persons in connection with UEFA EURO 2012. [Guarantee 3]
- 2.15 Describe any legislation and/or regulations in your country and/or practices of the departments and agencies identified in your response to Question 2.13 which will assist in detecting and preventing the import of unauthorised goods which use or incorporate UEFA's word-marks, designations, logos, emblems, symbols or other intellectual property or otherwise violate the specific legislation enacted to protect UEFA's intellectual property rights or prevent ambush marketing. [Open Question]

### **Ticketing**

- 2.16 Describe the existing laws and regulations in your country that restrict transfers and uses of tickets to a sporting event. [Open Question]
- 2.17 Identify the government departments or agencies that are responsible for administering and enforcing the laws and regulations identified in your response to Question 2.16 and their respective responsibilities in respect thereof. [Open Question]
- 2.18 Provide a draft of each separate law and regulation that will be enacted to prevent unauthorised transfers and uses of tickets to UEFA EURO 2012 Events and describe the steps required for its enactment and the scheduled timing thereof. [Delivery Obligation and Open Question]

### **Rights Protection Committee and Enforcement**

- 2.19 Provide the name, title and contact details of a senior representative from one of the governments, departments or agencies identified in your responses to Questions 2.8, 2.13 or 2.17 or that are otherwise responsible for administering or enforcing the specific legislation enacted to protect UEFA's intellectual property rights or to prohibit ambush marketing or illicit ticket activities who will co-ordinate with UEFA in respect of all intellectual property and enforcement matters relating to the Selection Procedure. [Open Question]

### **Immigration/Visas/Work Permits**

- 2.20 Describe the laws and regulations in force in your country regarding immigration, entry and exit visas and work permits for foreign nationals and identify the government departments and/or agencies that are responsible for their administration. [Open Question]

- 2.21 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 by class of person where applicable. [Open Question]
- 2.22 Provide a written guarantee from the relevant departments and/or agencies identified in your response to Question 2.20 and the relevant government that:
- (a) all foreign nationals attending UEFA EURO 2012 as spectators will be granted permissions to enter and exit your country and any applicable visas without reservation (other than in relation to public safety and security) and without any cost (other than a minimal processing fee);
  - (b) any application for permission to enter into, exit from or in your country made by or on behalf of any person entering your country in relation to UEFA EURO 2012 will be considered without regard to their national or ethnic origin, colour, religion, sex, age or mental or physical disability;
  - (c) all Designated Persons with a valid passport will be permitted to enter your country during the period from 1 month prior to the commencement of UEFA EURO 2012 until 1 month after its conclusion in order to fulfil their function in relation thereto and any required visas, work permits or other permissions will be granted at no cost and in accordance with an expedited and simplified procedure; and
  - (d) if UEFA considers it necessary or desirable for certain UEFA employees and other persons to enter into and/or become domiciled in your country for up to 4 years prior to the commencement of UEFA EURO 2012 until 1 year after its conclusion to work on the organisation of UEFA EURO 2012, such employees and other persons will be granted permission to work in your country and such permission will be granted at no cost and in accordance with an expedited and simplified procedure. [Guarantee 4]

### **Implications of Assumed Organisational Model**

- 2.23 Describe any legal or administrative obligations that will arise in your country in respect of UEFA or the Event Company as a result of the implementation of the Assumed Organisational Model (e.g. a requirement to establish a registered branch of the Event Company). [Open Question]
- 2.24 Identify any legal or administrative issues or any inefficiency (including, without limitation, with respect to taxation) that may arise from the implementation of the Assumed Organisational Model in your country and present practical solutions to these issues and/or alternatives that overcome these inefficiencies. [Open Question - 3 pages]

### **Employment Law**

- 2.25 Describe Event Company's financial obligations under the laws of your country in respect of its employees and contract-workers that are in addition to their salaries (e.g. pension, health insurance and social security contributions). [Open Question]
- 2.26 Describe the procedure by which the Event Company may terminate the employment of its employees and contract-workers upon the completion of UEFA EURO 2012 and its financial and other obligations in respect thereof. [Open Question]

### **Volunteers**

- 2.27 Describe any laws or regulations in force in your country that would prohibit or restrict volunteers from providing their time and efforts to assist in the organisation of UEFA EURO 2012 without remuneration and describe any payment obligations that UEFA or the Event Company would be liable for in respect of volunteers (e.g. health insurance or social security contributions). [Open Question]
- 2.28 List any recent events that have been staged in your country that have benefited from the involvement of significant numbers of volunteers. [Form 4]

### **Foreign Exchange**

- 2.29 Provide a written guarantee from the relevant government department and/or agency with respect to foreign exchange transactions in your country and the import and export of money into and from your country. [Guarantee 5]

### **Anti-Doping Laws**

- 2.30 Describe any anti-doping legislation that is currently in force or is proposed in your country and any anti-doping code which is applied in your country. [Open Question]

### **3. STADIA AND OTHER MAIN EVENT FACILITIES**

#### **Stadia**

- 3.1 Provide an overview of the Stadia in which you propose to stage UEFA EURO 2012 matches. [Form 5]
- 3.2 Provide a proposal for the allocation of each of the 31 matches to be played in UEFA EURO 2012 amongst your proposed Stadia. [Form 6]
- 3.3 Based on the allocation outlined in your response to Question 3.2, indicate the aggregate Net Seating Capacity for all matches for each of your proposed Stadia and aggregate Net Seating Capacity for all matches in UEFA EURO 2012. [Form 7]

#### **Individual Stadium Questions**

- 3.4 Provide a completed Stadium Questionnaire for each of your proposed Stadia. [Form 8]
- 3.5 Provide an aerial photograph of each of your proposed Stadia (or, in the case of a Stadium which is in the planning stages, the proposed location of the Stadium) and its immediate surroundings. [Delivery Obligation]
- 3.6 Provide a map of each of your proposed Stadia and its immediate surroundings that indicates access roads, gateways, delivery points, parking facilities (for busses and cars), public transportation stops and stations as well as the proposed Stadium Perimeter. [Map A3 – 1:10,000]
- 3.7 Provide a map of each of your proposed Stadia showing the required facilities inside the Stadium Perimeter including, without limitation, parking facilities (for busses and cars), proposed commercial display areas, proposed hospitality areas (other than those that are in the Stadium building), the OB van area and sports halls. [Map A3 – 1:5,000]
- 3.8 Provide a map of each of your proposed Stadia showing the proposed locations of the technical rooms, the administrative rooms, the press conference room, the media working area, the photographers' working area, the hospitality areas that are in the relevant Stadium building, the VIP tribune, the media tribune, the mixed zone, the required camera platforms, the flash interview area and the normal and panoramic TV studios. [Map A3 – 1:2,000]
- 3.9 In respect of each of your proposed Stadia that is in the planning stages, is under construction or which is fully constructed but in respect of which refurbishments are planned, describe any planning permission or other administrative or legal permission, approval or other requirement (e.g. referendum) which must be obtained or satisfied in order for the construction or refurbishment project to proceed and indicate if it has been, or when it is expected to be, obtained or satisfied. [Open Question]
- 3.10 In respect of each of your proposed Stadia that is in the planning stages, is under construction or which is fully constructed but in respect of which refurbishments are planned, provide a written guarantee from each person who has committed financing or financial support in respect of the relevant construction or refurbishment project. [Guarantee 6]
- 3.11 In respect of each of your proposed Stadia that is in the planning stages, is under construction or which is fully constructed but in respect of which refurbishments are planned, provide a milestone plan detailing each stage in the construction or

refurbishment together with the timeline for its completion and the associated costs.  
[Form 9]

- 3.12 Describe any commercial facilities that are located within the proposed Stadium Perimeter for each of your proposed Stadia (including, without limitation, shops, bars, health clubs and restaurants) that are owned, leased or otherwise controlled by any entity other than the owner and the operator of the relevant Stadium. [Open Question]
- 3.13 Describe all facilities which are directly adjacent to the proposed Stadium Perimeter for each of your proposed Stadia and indicate their use and whether they are owned, leased or controlled by the owner or the operator of the relevant Stadium or a third party. [Open Question]
- 3.14 Provide a map of each of your proposed Stadia that shows the location of each of the commercial facilities referred to in your responses to Questions 3.12 and 3.13 [Map A3 – [1:5,000]
- 3.15 Describe the steps which you propose to take with respect to the facilities identified in your responses to Questions 3.12 and 3.13 to ensure that the relevant Stadium complies with the Clear Site Principle [Open Question]

#### **Other Main Event Facilities**

- 3.16 Present two proposals for the Qualifying Draw Facility, the Final Tournament Draw Facility and the IBC/MMC and describe their relevant facilities and anticipate rental fees for such facilities. [Form 10 or Form 11]

## **4. ACCOMMODATION**

- 4.1 Identify the governmental departments or agencies that are responsible for administering tourism in your country and the scope of their responsibilities. [Open Question]
- 4.2 Explain your country's hotel rating system. In this explanation please identify the official body (if any) which is responsible for administering this rating system and the bases upon which the ratings are awarded. [Open Question]
- 4.3 Explain any restrictions that exist or are proposed in order to limit the room rates which may be charged by hoteliers or other terms and conditions applicable to room bookings during UEFA EURO 2012. [Open Question]
- 4.4 Provide the number of existing hotels and hotel rooms in each rating category within (i) 10 km and (ii) 11 km to 75 km of the Match Venue in each Host City. [Form 12]
- 4.5 Provide the number of planned hotels and hotel rooms in each rating category within (i) 10 km and (ii) 11 km to 75 km of the Match Venue in each Host City. [Form 13]
- 4.6 Provide a written guarantee of the official body identified in your response to Question 4.2 and each department and agency identified in your response to Question 4.1 confirming the information contained in your responses to Question 4.4, Question 4.5 and Question 4.7. [Guarantee 7]
- 4.7 Provide a list of each of the existing and planned 4-star and 5-star-hotels within 10 km of each Match Venue in each Host City. [Form 14]
- 4.8 Identify, and provide the relevant details in respect of, 2 different hotels in the Host City of the final match that could be used as UEFA's headquarter hotel during UEFA EURO 2012. [Form 15]
- 4.9 Identify, and provide the relevant details in respect of, 2 different hotels in each Host City (other than the Host City of the final) that could be used as UEFA's hotel in that Host City during UEFA EURO 2012. [Form 15]
- 4.10 Provide a map of each Host City clearly indicating the location of each existing and planned 4-star and 5-star hotel listed in your responses to Question 4.7, 4.8 and 4.9 using an icon showing the number assigned to it that response. The icon for a hotel identified in your responses to Questions 4.8 and 4.9 should be blue if it is an existing hotel and yellow if it is a planned hotel. The icon for any other hotel identified in your response to Question 4.7 should be in green if it is an existing hotel and red if it is a planned hotel. [Map A3 – scale in Bidder's discretion]
- 4.11 Identify, and provide the relevant details in respect of, 20 different hotels (or, in the case of a Joint Bid, 15 different hotels in each relevant country) that could be used to accommodate the national teams participating in UEFA EURO 2012 and identify, and provide the relevant details in respect of, the training facility which would be used in connection with each such hotel.[Form 16]
- 4.12 Identify, and provide the relevant details in respect of, 2 different hotels that could be used as the referees' hotel during UEFA EURO 2012. [Form 15]
- 4.13 Identify, and provide the relevant details in respect of, 2 different hotels that could be used as the doping control doctors' hotel during UEFA EURO 2012. [Form 15]

- 4.14 Describe any accommodation possibilities not addressed in your responses to Questions 4.4 or 4.5 that are within 75 km of each Stadium and could be used as accommodation in connection with UEFA EURO 2012 (e.g. youth hostels, guest houses, university campuses and campsites). What would the capacity of such accommodation be in respect of each Stadium? [Open Question]
- 4.15 Provide details of planned or proposed events (including, without limitation, dates) in any of the Host Cities during UEFA EURO 2012 that could increase the demand for accommodation. [Form 17]

## **5. GENERAL INFRASTRUCTURE AND TRANSPORT**

### **Host Country**

- 5.1 Provide a map of your country that clearly shows the proposed locations of each Host City, each Stadium, the airport for each Host City, the IBC/MMC, the Qualifying Competition Draw Facility, the Final Tournament Draw Facility, each team hotel identified in your response to Question 4.11, the referees' hotel identified in your response to Question 4.12, and the doping control doctors' hotel identified in your response to Question 4.13. Where you are asked to make several proposals in respect of any of these facilities, please show the locations of all of your proposals. [Map A3 – scale in Bidder's discretion]
- 5.2 Provide details of flight connections and corresponding travel times between your proposed Host Cities. [Form 18]
- 5.3 Provide the distances in km in between your proposed Host Cities and the corresponding travel times by car and by train. [Form 19]
- 5.4 Specify the population of each Host City in 2004 and anticipated population of each Host City in 2012. [Form 20]
- 5.5 Describe any improvements to your country's transportation infrastructure (e.g. roads, passenger railways and airports) that are currently planned and will proceed irrespective of whether your Bid is successful. [Open Question]
- 5.6 Provide us with key data regarding the current telecommunication infrastructure in your country. [Form 21]
- 5.7 Identify each WADA-accredited laboratory (if any) in your country. [Open Question]
- 5.8 Identify each organisation that is responsible for doping control in football in your country. [Open Question]

### **Host Cities**

#### City overview

- 5.9 Submit a map of each Host City clearly showing the location of your proposed Stadiums, the airport, the main train station(s), the main access routes to the relevant Stadium, the city centre, the IBC/MMC, the Qualifying Competition Draw Facility, the Final Tournament Draw Facility and the designated UEFA EURO 2012 hospitals. [Map A3 – scale in Bidder's discretion]
- 5.10 Provide the distances and travelling times by public transportation between each relevant venues in each Host City. [Form 22]

#### Airport

- 5.11 Provide details with respect to the international airport which is nearest to each proposed Host City. [Form 23]

#### Transportation

- 5.12 List all public transportation lines that service the Stadium in each proposed Host City and their respective capacities. [Form 24]

- 5.13 Provide a map of each Host City clearly showing all public transportation lines listed in your response to Question 5.12. [Map A3 – scale in Bidder’s discretion]
- 5.14 In respect of each Host City, describe any proposed refurbishment of its transportation infrastructure or the construction of new transportation infrastructure which is scheduled to be completed prior to UEFA EURO 2012 including, without limitation, its impact (if any) on your responses to Question 5.12 in respect of the relevant Host City, the anticipated costs and the source of financing. [Open Question]
- 5.15 Describe any additional transportation capacity from the centre of each Host City to the relevant Stadium using provisional public transportation facilities that is planned during UEFA EURO 2012. [Open Question]
- 5.16 Describe any significant traffic problems that currently arise in each Host City and how you propose to overcome them during UEFA EURO 2012? [Open Question]

#### Medical Facilities

- 5.17 Provide a list of significant hospitals in each Host City and specify, in respect of each, its number of emergency beds, its offered specialisations and whether it is the designated UEFA EURO 2012 hospital in respect of such Host City. [Form 25]

## **6. MARKETING AND MEDIA RIGHTS**

- 6.1 Identify the government departments or agencies (at any level of government) that are responsible for promoting and supporting tourism and sporting and cultural events in your country, your proposed Host Cities and any other relevant regions. [Open Question]
- 6.2 Provide a written guarantee from each relevant government and each department and/or agency identified in your response to Question 6.1 with respect to their support of promotional activities relating to UEFA EURO 2012. [Guarantee 8]
- 6.3 Identify each entity which currently controls the rights to the following advertising space:
- (a) all outdoor advertising space in each Host City;
  - (b) all indoor and outdoor advertising space at the airports which will be used to service each Host City; and
  - (c) all advertising space on public transportation and in public transportation facilities in each Host City. [Open Question]
- 6.4 Identify (if different) each entity which will control the rights described in Question 6.3 in the period from one year prior to the commencement of UEFA EURO 2012 to one month after its conclusion. [Open Question]

## **7. SAFETY AND SECURITY**

- 7.1 Identify the government departments or agencies that are responsible for domestic security in your country and their respective responsibilities in respect thereof. [Open Question]
- 7.2 Provide a security concept that addresses the situation throughout your country (including, without limitation, at airports, railway stations, in Host Cities and outside Official Sites) as well as inside each Official Site and outlines the roles of the relevant governments in your country and their relevant departments and agencies. Such security concept should address the following subjects:
- (a) Risk analysis;
  - (b) Policies, Strategies and Legal Framework;
  - (c) Organisation: split tasks and responsibilities;
  - (d) Action plan; and
  - (e) Budget. [Open Question – 3 pages]
- 7.3 List a maximum of 10 large events within your country within the last 10 years where stringent security measures were taken and, in respect of each such event, specify its dates, its duration, the number of participants and the number of security personnel). [Form 26]
- 7.4 Provide a written guarantee with respect to your responsibility for safety and security during UEFA EURO 2012 and the related costs. [Guarantee 9]
- 7.5 Provide a written guarantee from each of the governments, departments and agencies identified in your response to Question 7.1 with respect to the responsibility for public safety and security during the UEFA EURO 2012 and the related costs. [Guarantee 10]
- 7.6 Describe any laws and regulations in your country which govern safety and security in and around a stadium before, during and after a football match. [Open Question]

## **8. FINANCES**

### **Price Level**

- 8.1 Provide UEFA with indicative information concerning price levels in your country. [Form 27]
- 8.2 Describe your proposed ticket price structure and justify this proposal. [Open Question]
- 8.3 Provide an overview of your proposed ticket price structure, your expected ticket revenue per Stadium and your expected aggregate ticket revenue based on your proposed allocation of matches to the Stadium and a sell-out rate of 100 percent. [Form 28, Form 29 and Form 30]
- 8.4 Provide an estimate of the stadium rent for each proposed Stadium and the anticipated stewarding costs at each Stadium on the assumption of a sold-out Stadium. [Form 31]

### **Taxes**

- 8.5 Describe the various types of taxes (including the relevant rates) which are currently levied in your country which would affect the organisation and staging of UEFA EURO 2012 including, without limitation, sales taxes, value added taxes, capital taxes, income taxes, corporate taxes, turnover taxes and withholding taxes? [Open Question – 3 pages]
- 8.6 Identify the taxes identified in your response to Question 8.5 to which, based on the Assumed Organisation Model, the Event Company and UEFA would, in the ordinary course, be subject as a result of their involvement in UEFA EURO 2012 including (without limitation) in connection with the sale of tickets to UEFA EURO 2012 Events. [Open Question]
- 8.7 Identify the governments and their relevant departments or agencies that are responsible for administering and collecting the taxes referred to in your response to Question 8.5. [Open Question]
- 8.8 Identify the taxes identified in your response to Question 8.5 that would, in the ordinary course, be recoverable by the Event Company and/or UEFA (e.g. value added or sales taxes). Describe any relevant circumstances in which such recovery would not be available. Describe the process involved in such recoveries including the time usually involved. [Open Question]
- 8.9 Based on the Assumed Organisational Model, would dividends, service fees, royalties or other distributions paid by the Event Company to UEFA, in the ordinary course, be subject to withholding taxes or other deductions and, if yes, at what rate? [Open Question]
- 8.10 Provide a written confirmation from a firm of accountants of international standing that practices in your country that the information provided in your responses to Questions 8.5 to 8.11 (inclusive) above is true and accurate and does not omit any material information. [Delivery Obligation]
- 8.11 Provide a written guarantee from each of the governments, departments and/or agencies identified in your response to Question 8.7 that:
  - (a) Designated Persons (other than those who would be resident in your country regardless of their involvement in UEFA EURO 2012) will not be subject to

taxation on payments made to them in connection with the work or services they perform in your country or elsewhere in connection with UEFA EURO 2012 (including, without limitation, salaries, reimbursement of expenses and daily allowances);

- (b) UEFA will not be subject to taxation in your country on any of its income, revenues, turnover or capital or to any corporation or other similar tax in your country as a result of UEFA EURO 2012 and its operations in connection therewith including, in particular, on consideration (whether cash or value-in-kind) to be paid to UEFA in connection with the sale of the Marketing Rights, the Media Rights and other commercial rights relating to UEFA EURO 2012;
- (c) Notwithstanding that it shall have a significant office in your country, the Event Company will be exempt from capital taxes, income taxes, turnover taxes, corporate taxes and any similar taxes in your country and its revenues shall not be liable to any withholding or other deduction in the your country and any value-in-kind received, or to be received, by UEFA which is transferred to, or otherwise received by, the Event Company will not be subject to any VAT, sales tax, automotive tax or other tax, withholding or deduction in your country;
- (d) Dividends, service fees, royalties, distributions on winding-up and other distributions made by the Event Company to UEFA will not be subject to any tax, withholding or other deductions;
- (e) It will take steps to maximise VAT or similar tax refunds for UEFA, the Event Company and other Designated Persons; and
- (f) It will establish expedited processes in respect of its dealings with Designated Persons and will appoint a dedicated team of employees to administer filings, inquiries, payments and refunds by or to Designated Persons. [Guarantee 10]

### **Insurance**

8.12 Describe the insurances which the Host Association and the owner and operator of any Stadium would be required to maintain in your country in connection with UEFA EURO 2012 and what other insurances you would propose to maintain if you were appointed as Host Association. [Open Question]

## Overview Forms

	<b>Title</b>	<b>Related Question(s)</b>
<b>Form 1</b>	Major International Sporting Events	1.4
<b>Form 2</b>	Major International Non-Sporting Events	1.5
<b>Form 3</b>	Results of Public Opinion Poll	1.6
<b>Form 4</b>	Volunteers	2.28
<b>Form 5</b>	Stadia Overview	3.1
<b>Form 6</b>	Provisional Match Schedule	3.2
<b>Form 7</b>	Net Seating Capacity	3.3
<b>Form 8</b>	Stadium Questionnaire	3.4
<b>Form 9</b>	Milestone Plan	3.11
<b>Form 10</b>	Overview Draw Facilities	3.16
<b>Form 11</b>	IBC/MMC	3.16
<b>Form 12</b>	Hotel Capacity - Existing Hotels	4.4
<b>Form 13</b>	Hotel Capacity - Planned Hotels	4.5
<b>Form 14</b>	Detailed 5-star and 4-star Hotel List	4.7
<b>Form 15</b>	Proposed Official UEFA Hotel	4.8; 4.9; 4.12; 4.13
<b>Form 16</b>	Proposed Team Hotel + Training Centre	4.11
<b>Form 17</b>	Other Events in June/July 2012	4.15
<b>Form 18</b>	Flight Connections and Journey Times	5.2
<b>Form 19</b>	Ground Transport and Journey Times	5.3
<b>Form 20</b>	Population of Host Cities	5.4
<b>Form 21</b>	Telecommunication Infrastructure	5.6
<b>Form 22</b>	Distances between relevant facilities within Host City	5.10

<b>Form 23</b>	Airport Information	5.11
<b>Form 24</b>	Public Transport System	5.12
<b>Form 25</b>	Hospitals	5.17
<b>Form 26</b>	Major Events with Security Measures	7.3
<b>Form 27</b>	Price Level	8.1
<b>Form 28</b>	Proposed Ticket Price Structure	8.3
<b>Form 29</b>	Ticket Revenue per Stadium	8.3
<b>Form 30</b>	Aggregate Ticket Revenue	8.3
<b>Form 31</b>	Proposed Stadium Rent and Stewarding Costs	8.4

## Overview Guarantees

	<b>Title</b>	<b>Related Question</b>
<b>Guarantee 1</b>	Governmental Support	2.2
<b>Guarantee 2</b>	Protection of Intellectual Property	2.9
<b>Guarantee 3</b>	Customs	2.14
<b>Guarantee 4</b>	Visa and Working Permits	2.22
<b>Guarantee 5</b>	Foreign Exchange and Import/Export of Money	2.29
<b>Guarantee 6</b>	Financing of Stadium	3.10
<b>Guarantee 7</b>	Hotel Infrastructure	4.6
<b>Guarantee 8</b>	Supporting of Promotional Activities	6.2
<b>Guarantee 9</b>	Host Association Safety and Security	7.4
<b>Guarantee 10</b>	Safety and Security	7.5
<b>Guarantee 11</b>	Tax Exemptions and Support by Fiscal Authorities	8.11

## E. ANNEXES

<b>Annexe 1</b>	Regulations of the UEFA European Football Championship 2002/2004
<b>Annexe 2</b>	Binding Safety and Security Instructions
<b>Annexe 3</b>	Guidelines and Recommendations for Floodlighting for all UEFA Competitions
<b>Annexe 4</b>	Brochure: Rights Protection Programme