



UEFA HOSPITALITY BRAND & DECORATION SERVICES FOR THE  
2019 UEFA CHAMPIONS LEAGUE FINAL IN MADRID

# Request for Proposals

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## 1. GLOSSARY

Standard terms in this document will be as follows:

<b>Applicable Law</b>	means all applicable laws, regulations, rules, codes of practice, guidelines, directions, licenses, certificates and degrees imposed or issued by law or any competent authority.
<b>Agreement</b>	means the long form agreement which shall be entered into between UEFA and the Successful Applicant to confirm and formalise the appointment of the Successful Applicant, as provided by UEFA upon provisional selection.
<b>Applicant</b>	means any legal entity that submits a Proposal in response to this RFP.
<b>Brand Manual</b>	means the design concept provided by UEFA for the Event which will displays the look and feel of the Event, and which can be accessed by the Applicant in accordance with the instructions contained in APPENDIX 6 – BRAND MANUAL.
<b>Champions Village (CV)</b>	means the Commercial Partners' Hospitality areas, which are an exclusive and innovative environment for up to 7'661 guests, where the Commercial Partners' and UEFA's business relations' guests are hosted. It will be a village built especially for the occasion of the Final. It will be located in direct vicinity on the east side of the Stadium.
<b>Commercial Partners (CP)</b>	means any persons appointed from time to time by UEFA whether as sponsors, broadcasters, suppliers, licensees or otherwise officially associated with the Event, through any designation granted by UEFA or any other persons granted commercial rights in respect of the Event, by UEFA.
<b>Corporate Program</b>	means together the Skyboxes and Corporate Area inside the Stadium where all corporate hospitality guests will be hosted.
<b>Confidential Information</b>	means any information, data or material of a confidential or proprietary nature, relating to the business and affairs of UEFA, the Final or any other UEFA's events of activities, or to the identity, business and affairs of the Commercial Partners, suppliers, agents or subcontractors which

	comes into the possession or knowledge of the Applicant as a consequence of, or in connection with the Services and which UEFA regards, or could reasonably be expected to regard, as confidential, whether or not such information is reduced to a tangible form or marked in writing as "confidential", and any and all information which has been or may be derived or obtained from any such information.
<b>Corporate Areas</b>	means the corporate hospitality guests' areas, which is an exclusive and innovative environment composed of several lounges located inside the Stadium.
<b>Cost Chart</b>	means the template to be used for the Applicant's cost proposal as contained at APPENDIX 2 – COST CHART.
<b>Deal Principle(s)</b>	means the fundamental and non-negotiable provisions listed in Section 11 which shall be included in the Agreement entered into between UEFA and the Successful Applicant, and which the Applicant, by submission of its Proposal and the Statement of Undertaking, confirms that it is capable of complying with.
<b>Final or Event</b>	means the final match of the UEFA Champions League season 2018/2019 to be held on 1 June 2019 at the Stadium in Madrid.
<b>Finalists</b>	means any of the two teams participating in the Final.
<b>Finalists' Areas</b>	means the Finalists' guests' hospitality area(s), which are exclusive and innovative environments.
<b>Hospitality Areas</b>	means together the Champions Village, the Skyboxes, the VIP Area, the Finalists' Areas and the Corporate Area where the Successful Applicant shall be required to provide the Services.
<b>Host City</b>	means the city of Madrid in which the Final is due to take place.
<b>Intellectual Property</b>	means any and all intellectual property rights of any nature anywhere in the world related to UEFA or any of its competitions, whether registered, registrable or otherwise (including but not limited to patents, trademarks, registered designs and domain names, applications for any of the foregoing, trade names, goodwill, copyright and rights in the nature of copyright,

	design rights, rights in databases, moral rights and know how).
<b>MD/Match Day</b>	means the day of the Final, namely 1 June 2019.
<b>Proposal</b>	means the binding offer made by the Applicant with the documentation submitted by the Applicant in response to this RFP in order to be considered in the Tender.
<b>Request for Proposals or RFP</b>	means this Request for Proposals document and all of its appendices.
<b>Services</b>	means the branding and decoration services for the Hospitality Areas to be provided by the Successful Applicant(s) in accordance with and as set out in this RFP.
<b>Skyboxes</b>	means all the private lounges on level 1 and 2 of the Stadium with the corresponding seats in the tribune.
<b>Stadium</b>	means the Estadio Metropolitano in Madrid, Spain.
<b>Statement of Undertaking</b>	means the Statement of Undertaking in the form provided in Appendix 1 of this RFP, which shall be signed by the duly authorised representative(s) of each Applicant and submitted with its Proposal.
<b>Successful Applicant</b>	means the Applicant(s) appointed by UEFA for the provision of all or part of the Services pursuant to an Agreement to be executed between such Successful Applicant(s) and UEFA.
<b>UCL</b>	means the UEFA Champions League™.
<b>UEFA</b>	means the Union des Associations Européennes de Football whose registered office is at Route de Genève 46, 1260 Nyon, Switzerland, including, where relevant, any of its subsidiaries.
<b>UEFA Club</b>	means the hospitality lounge where the broadcasters and UEFA's business relations' guests are hosted on MD. It is located in the Champions Village.
<b>UEFA Subsidiaries</b>	means any entity which UEFA may create or appoint in order to assist with the staging or organisation of the Final, including UEFA Events S.A.
<b>Venue or Site</b>	means any location used for the performance of the Services by the Successful Applicant(s), which may include the Stadium in Madrid as well as other venues in

	the vicinity of the Stadium in Madrid if so required by UEFA for the Final and/or the performance of the Services.
<b>VIP Area</b>	means the VIP hospitality guests' area, which is an exclusive and innovative environment.
<b>Hospitality Lounges</b>	means the hospitality lounge where the Corporate hospitality guests' are hosted on MD. It is located inside the stadium.

## 2. INTRODUCTION

On 1 June 2019, the UEFA Champions League Final, the pinnacle of the European Football Club Competition, will take place in Madrid, Spain. The recently built Estadio Metropolitano will host for the first time the UEFA Champions League Final, one of the world's most prestigious annual sporting events.

Building on the success of the previous UEFA Champions League Final editions and with the objective of being the best in class and a benchmark within the sphere of world class sports events hospitality, UEFA is constantly aiming to bring its hospitality services to a different level and to set the trend for the future of sports hospitality.

In order to achieve such goals, UEFA is seeking to collaborate with the best partners, because outstanding and extraordinary services can only be delivered by outstanding and extraordinary people with a strong ambition to strive for excellence.

### OBJECTIVE OF THE REQUEST FOR PROPOSALS

Hospitality has become much more than just enjoying a glass of champagne and exquisite canapés in an exclusive dedicated hospitality lounge.

Nowadays, hospitality is about the ultimate experience, the moment that money cannot buy. It is about immersing into a different world, about entertainment, fun and interaction. It is about experiencing hospitality with all senses. It is about the use of technology, about social media, about bringing people together. Hospitality is about capturing guests at every touching point of their experience and throughout their entire journey – from arrival to the moment a hospitality guest is leaving – and in an ideal world even beyond.

As such, UEFA's objective is to provide inventive and one-of-a-kind experiences to its various hospitality target groups.

UEFA is therefore seeking to appoint a highly creative event architect to draw the lines of **an inspiring and innovative look and feel concept for the different hospitality areas and target groups of the UEFA Champions League Final 2019**.

This document is a Request for Proposals (RFP) and is part of a selection and evaluation process, which will be administered by UEFA.

The purpose of this RFP is to invite interested Applicants to submit their **creative and financial Proposal for brand and decoration services** and to enable UEFA to appoint the most adequate Applicant to design and implement first-class brand and decoration solutions for **all Hospitality Areas** (Champions Village, Hospitality Lounges and Skyboxes) at the UEFA Champions League Final in Madrid.

The submitted Proposals will be assessed based on the following two main criteria:

### 1. Creativity and innovation:

- The Applicants' creative capacity will be one of the key aspects for selection. Illustrations of previous finals are made available for reference. However, Applicants are expected to come up with innovative ideas and new elements including, but not limited to, new technologies.
- In addition to showcasing the UEFA Champions League brand imagery and assets (as set out in the Brand Manual in Appendix 6), Applicants are expected to include imagery / footage / other features they deem relevant to the context and the proposed concept.
- Applicants are invited to propose innovative materials and shapes as well as print and production methods. Quality of the look & feel as well as compliance with the brand colour scheme of the Event should thereby always be a prevailing factors.
- Applicants are expected to integrate elements / structures as visual eye-catchers to break the monotony of volumes and heights (e.g. platforms, ceiling-high structures) and to enhance the guest flow and spatial perception within the Hospitality Areas.

### 2. Financial proposal:

- Applicants are requested to provide a clear and transparent costing structure, with unit prices, running meter / square meter prices and per head prices.
- Applicants must demonstrate their ability to produce applications locally to a certain extent in order to minimize transportation costs and to allow for potential on-site requests.

The pages hereafter contain a foreseen timeline as well as an overview of the estimated scope of the project and the requirements of UEFA for the Services, which need to be delivered for and around the Final.

UEFA thanks you for your interest in the Tender process and looks forward to receiving your Proposal.

### 3. SCHEDULE

The timeline anticipated by UEFA in relation to the RFP, the evaluation process and the selection and appointment of the Successful Applicant(s) is as follows:

⊕ Publication of the RFP	: Wednesday, 18 July 2018
⊕ Applicants to submit their offer to UEFA	: Friday, 17 August 2018
⊕ Potential presentation to UEFA in Nyon	: Week of 27 August 2018
⊕ Potential visit of the stadium by shortlisted Applicants	: 5 - 7 September 2018
⊕ Provisional appointment of Successful Applicant(s)	: End of October 2018
⊕ Signing of Agreement	: End of October 2018
⊕ Showcase in Vienna or Madrid (Location TBC)	: 20 - 22 February 2018
⊕ UEFA Champions League Final 2019	: 1 June 2019

These dates are indicative only and are subject to change, at any time, at UEFA's sole discretion.

### 4. SCOPE OF SERVICES

For the UEFA Champions League Final, UEFA provides hospitality services to the following target groups (further specified under Section 6 of this RFP: TARGET GROUPS):

- VIP hospitality guests hosted in the VIP Areas
- Finalists' hospitality guests hosted in the Finalists' Areas
- Corporate Program guests hosted in Skyboxes and the Corporate Areas
- Commercial Partners hospitality guests hosted in the Champions Village

The hospitality services provided to these target groups include catering services, entertainment and other benefits contributing to an extraordinary Match Day guest experience. The defined level of services provided to each target group as well as other relevant additional information are further specified under Section 6 of this RFP: TARGET GROUPS.

For the 2019 UEFA Champions League Final a total of approximately 13'000 hospitality guests are expected, and will be hosted in the different Hospitality Areas. While the VIP Areas, the Skyboxes, the Corporate Areas as well as the Finalists' Areas are accommodated in the existing hospitality facilities inside the Stadium, the Commercial Partners hospitality program will be hosted in a tent village (the Champions Village) temporarily set up in direct vicinity to the Stadium and with views on the Stadium (see photos and visuals in the respective parts of Section 6 of this RFP: TARGET GROUPS).

Along with the afore-mentioned hospitality services, brand and decoration services form an integral part of the overall UEFA Champions League Final hospitality guest experience. The overall look and feel as well as the individual brand and decoration elements to a large extent enhance the guest experience by facilitating and enriching the guest journey and adding an emotional and highly creative component to it.

Within the scope of this RFP, Applicants are invited to come up with a detailed Proposal for the UEFA Club Lounge and the communal garden area of the Champions Village.

Such Proposal shall include

- A comprehensive and creative look and feel concept as per the below specifications under CREATIVE CONCEPT
- A rate card of individually listed and priced branded elements as per the below specifications under BRANDED ITEMS.
- A detailed financial proposal specifying and detailing all Services offered

For the purpose of this Tender the hospitality areas inside the Stadium shall not be taken into account. The Successful Applicant will be requested to provide a creative look and feel concept as well as a financial proposal for the hospitality areas inside the Stadium after visiting the Venue during the site inspection taking place in September 2018, referred to in Section 3: Schedule.

The elements proposed by the Applicant within the Cost Chart may be applied by UEFA to the in-stadia Hospitality Lounges and Skyboxes. Applicants are therefore invited to suggest any additional elements and features that they might consider relevant or adequate to enhance the look and feel of the hospitality areas inside the Stadium.

### CREATIVE CONCEPT

A strong focus is attributed to the provision of an overall creative and innovative look and feel concept. Such concept should tell a story, following a coherent and comprehensive central theme and shall take into account any potential touching point with guests along their hospitality guest journey from the welcome to the guests' departure (and beyond).

The concept shall put a strong focus on the guest experience to be:

- entertaining;
- fun and joyful;
- immersive;
- top-class; and
- memorable

In its Proposal the Applicant is expected to illustrate its proposed concept for the UEFA Club lounge and the communal garden area, specifying all related elements foreseen. The brand and decoration elements should set a "visual framework" to the other hospitality services delivered (such as entertainment, catering services, etc.).

Applicants are free in their creative approach towards the concept. Therefore, no specifications regarding a potential theme or regarding the implementation of the Services will be provided by UEFA.

The Services related to the provided concept and to be provided by the Successful Applicant must include the following:

- Provision of an overall creative design and look and feel concept s;
- Development and provision of all artwork;
- Development and provision of all required Hospitality Area layouts and technical drawings, as requested by UEFA;
- Production of the brand and decoration elements;
- Coordination with any third party, as required;
- Set-up and dismantling; and
- On-site support

### BRANDED ITEMS

In addition to and in line with the proposed concept, a series of pre-defined elements need to be provided by the Successful Applicant.

The following overview lists such elements that shall be included in the Applicant's Proposal:

- Applicants are invited to integrate elements / structures as visual eye-catchers to break the monotony of volumes and heights (e.g. platforms, room dividers, ceiling-high structures) and to enhance the guest flow and spatial perception within the Hospitality Areas;
- Applicants shall propose creative solutions for the branding and dressing of bar and buffet elements.

Moreover, Applicants are invited to include features such as:

- Welcome desks;
- Backdrops with double sided branding (for welcome desks, room dividers, bar & buffet back walls);
- Room dividing elements;
- Divider walls to close off the view into the kitchen, hospitality back-offices and toilets;
- Branded window frosting ( where applicable); and
- Directional signage inside the Hospitality Areas to WC and to seats.

*\*\*This list is not exhaustive\*\**

The Services shall cover all target groups, both in the Champions Village as well as inside the Stadium, as outlined in Section 6 of this RFP: TARGET GROUPS.

For the sake of clarity, the following services are excluded from the scope of this RFP:

- Provision of furniture, bars and buffets;
- Provision of light, sound and screens (unless they are directly linked to the proposed look and feel concept);
- Provision of plants and flowers;
- Production of print materials such as menu cards and buffet cards;
- Entrance of the stadium lounges; and
- Directional signage outside the lounges with the exception of the access corridor to the Skyboxes on level 5 (see Section 6 of this RFP: TARGET GROUPS).

UEFA reserves the right to extend or limit the scope of the Services under this RFP due to any change of circumstances around the Final or otherwise, provided however that the Applicants will be informed by UEFA promptly about any such change, including receiving updated scope of the Services required. In addition, UEFA may decide to appoint more than one company to perform the Services or any parts thereof if, following the evaluation of the Proposals received from the Applicants, UEFA decides that it is in its best interest to do so.

The Successful Applicant will be requested to create artworks that will be produced by third party suppliers. As such, collaboration with such relevant third party suppliers is an important aspect of the project (See Section 6 of this RFP: TARGET GROUPS).

### **PROJECT MANAGEMENT**

A thorough management of the project will be essential in order to ensure a successful delivery of the requested Services.

Therefore, Applicants shall present how they intend on managing the following topics:

- Set-up of a strong and consistent management team and organization;
- Management of the project from concept and design through to the delivery and dismantling;
- Dedicated client-service team in direct contact with UEFA's hospitality production team;
- Presentation of a detailed project plan;
- Presentation of a detailed operations plan, including set-up and dismantling timeline;
- Delivery of a detailed logistic plan including all deliveries;
- Presentation on how the Applicant intends to source products and utilize local suppliers, if applicable;
- Dedicated client-service person in direct contact with UEFA's hospitality production team and potentially the Commercial Partners in addition;
- Set-up of a strong and consistent organisation across all Hospitality Areas at the Venue;
- Appropriate staffing and quality control;
- Appropriate quality control and compliance with any prevailing local H&S and sustainability requirements;
- VAT handling;
- Waste handling during the set-up phase and post event;
- Preparation of 3D renderings and technical drawings as seen in APPENDIX 3 – SUPPORT DOCUMENTS: Example of 2D Lounge Layout and APPENDIX 4 – SUPPORT DOCUMENTS: Example of 3D Look & Feel Renderings;
- Preparation of presentation materials for meetings as necessary;
- Attendance of meetings, workshops and Working Visits as deemed necessary by UEFA.

### **SHOWCASE**

A showcase session will be planned and shall be attended by the Successful Applicant to present real size samples of all the various components of the Services to be produced for the Final to check print quality and the correct implementation of the official brand elements. It is scheduled to take place between 20-22 February 2019 in Vienna or Madrid (date and location subject to confirmation). Additional details about the deliverables for the showcase will be shared with the Successful Applicant in due course.

## 5. INFORMATION TO BE INCLUDED IN THE PROPOSAL

Applicants are requested to come up with a comprehensive offer that comprises the following documents and to comply with the specifications contained in this RFP:

- **Detailed and comprehensive overall creative look and feel concept for the UEFA CLUB and the Champions Village communal garden area)**
- **2D lounge layout proposal for the Champions Village garden area and the UEFA CLUB (as per the example contained in APPENDIX 3 – 2D LOUNGE LAYOUT);**
- **3D rendering giving an impression of the overall look of the Champions Village communal garden area and the UEFA CLUB (see example in APPENDIX 4 – 3D LOOK & FEEL RENDERING);**
- **Cost Chart (as per the template contained in APPENDIX 2 – COST CHART);**
- **Specifications of all elements proposed shall be included (material, dimension, etc.**
  - **The Applicant should be coherent in its use of material.**
  - **The Applicant should account for the fact that these elements will have direct light applied to them, any reflecting material shall therefore be avoided), The Applicant shall include pictures or renderings of all individual items quoted.**
- **Any supporting designs and specifications.**

The Proposal and related documents should take into account the aforementioned criteria for assessment.

UEFA may ask for additional documents during the bidding phase as well as at any given moment throughout the duration of the cooperation.

## 6. TARGET GROUPS

Close to 13'000 guests are anticipated to be hosted in the various Hospitality Areas at the Final on 1 June 2019.

The following section provides Applicants with an overview of the different target groups and the respective hospitality concepts.

For the sake of completeness and for Applicants to be aware of the full scope of the project, specifications of all target groups and Hospitality Areas are outlined hereafter (Champions Village and Stadium).

### HOSPITALITY PROGRAMS

#### **Outside Hospitality – Champions Village (Commercial Partners Hospitality)**

The Champions Village is a very exclusive Hospitality Area for UEFA's Commercial Partners (Heineken, Nissan, PlayStation, Gazprom, Mastercard, Santander, PepsiCo, adidas and the broadcast partners in the UEFA Club) to host their guests. As part of their sponsorship agreement, each Commercial Partner is entitled to a dedicated lounge, which provides the Commercial Partners with a unique platform to engage with their guests in a high-class environment featuring their brand and products.

The Champions Village is a temporary hospitality village exclusively built for the Event and composed of a set of tents constructed next to one another with all of them having access to a joint garden area. To offer the most convenient access to the guests, the Champions Village is located in direct vicinity of the Stadium on the east side.

Hospitality Areas:

- Differently sized tent structures hosting the corresponding Commercial Partners' guests in a dedicated or joint (UEFA Club) hospitality space

Number of guests (maximum 7'661 guests in total):

- The UEFA Club is the most spacious Hospitality Area of the Champions Village with around 1'660 guests.

Hospitality concept:

- Look & feel: the overall concept of the Champions Village is based on an informal set-up and catering operation (buffet style).
- The communal garden area serves as a mingling platform. The guests will have the possibility to access from the garden area a number of services, such as covered bars/buffets, communal toilet facilities and a merchandise booth.

- Each Commercial Partner is in charge of the brand & decoration of their own area. If Commercial Partners wish, they can get UEFA to provide branding on their lounge bars and buffets as well as a welcome desk at the entrance of the lounge.
- The decoration and branding of the UEFA Club is fully included within the scope of this RFP. The Applicants are expected to provide an **overall concept** for the UEFA Club that is matching the Match Day atmosphere.

### Specificities:

- All Champions Village guests will access the Hospitality Area via an entrance tent where their hospitality passes will be checked by hostesses. In this entrance tent a cloakroom will allow guests to safely leave their belongings and / or jackets. The communal garden, a central area for guests to mingle and through which they access to their corresponding Commercial Partner tent, will feature two bars, a merchandise shop and communal toilets.

### UEFA will be responsible for:

- Account management and contact with Commercial Partners. Nevertheless, some direct contact with the Commercial Partners will be required from the Successful Applicant; and
- Provision of relevant information to the Successful Applicant relating to the rights of the Commercial Partners.

In addition to the requested elements mentioned in Section 4 of this RFP: SCOPE, a design concept is to be created for the following areas:

### Entrance tent:

- Develop concept artwork for the interior design (the production of all items fixed to the tent structure, such as printed lining and PVC walls, will remain with the tent supplier);
- Design for the Cloakroom (including counters).

### Garden area:

- Design of the artwork of the counters for the merchandise shop (see Champions Village layout - structure is the responsibility of the tent supplier);
- Design and production of the bar(s) branding (the bar structure is the responsibility of the caterer); and

### Commercial Partner tents:

- Welcome desk and backdrop (design and production):
  - o Areas with less than 500 guests, 1 small lockable welcome desk with a 2m backdrop; and
  - o Areas with more than 500 guests, 1 large lockable welcome desk with a 4m backdrop.

### UEFA Club:

On Match Day, the UEFA Club is the lounge dedicated to the broadcasters' guests (as mentioned above). The particularity of this population (around 1'100 broadcasters' guests in total) is, that a wide range of broadcast partners (approximately 120) each host a small number of hospitality guests. Guests therefore come from different countries.

In addition to the broadcasters' guests, UEFA is hosting in this same lounge its own business relations contacts (around 560 guests). As a consequence, the UEFA Club is the largest lounge of the Champions Village.

It is crucial that the brand and decoration concept for the UEFA Club proposed by the Applicant is unique and creates a new innovative guest experience inside this lounge.

The Applicant is expected to come up with a full design and decoration concept development for the UEFA Club hosting approx. 1'660 guests.

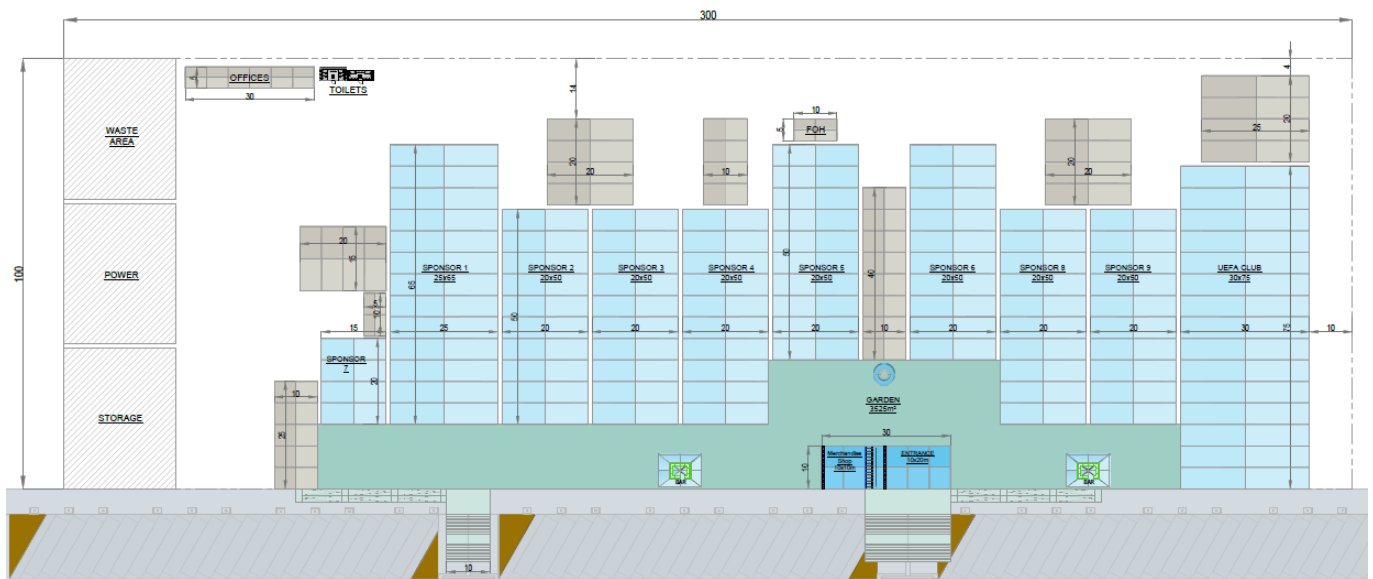
Due to health and safety reasons, all elements that will be directly attached to the tent structure will be produced by UEFA's tent supplier. Such elements shall include branded lining, branded gables and any other element fixed to the tents (such as light or sound).

### Champions Village layouts (**DRAFT**):

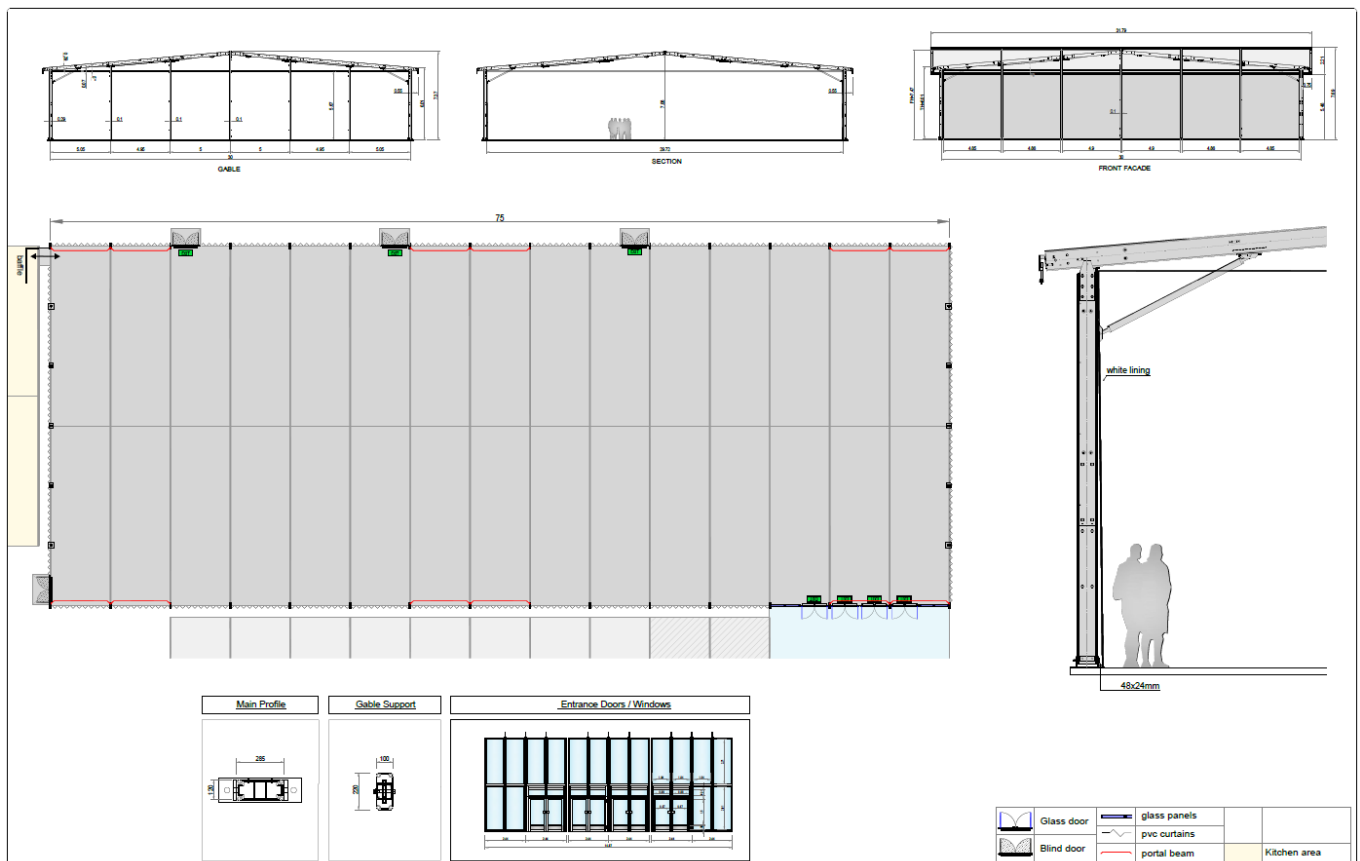
The Applicant is requested to provide proposals for both Champions Village and UEFA CLUB options (Solution tent and Curved tent)

### Solution tent option:

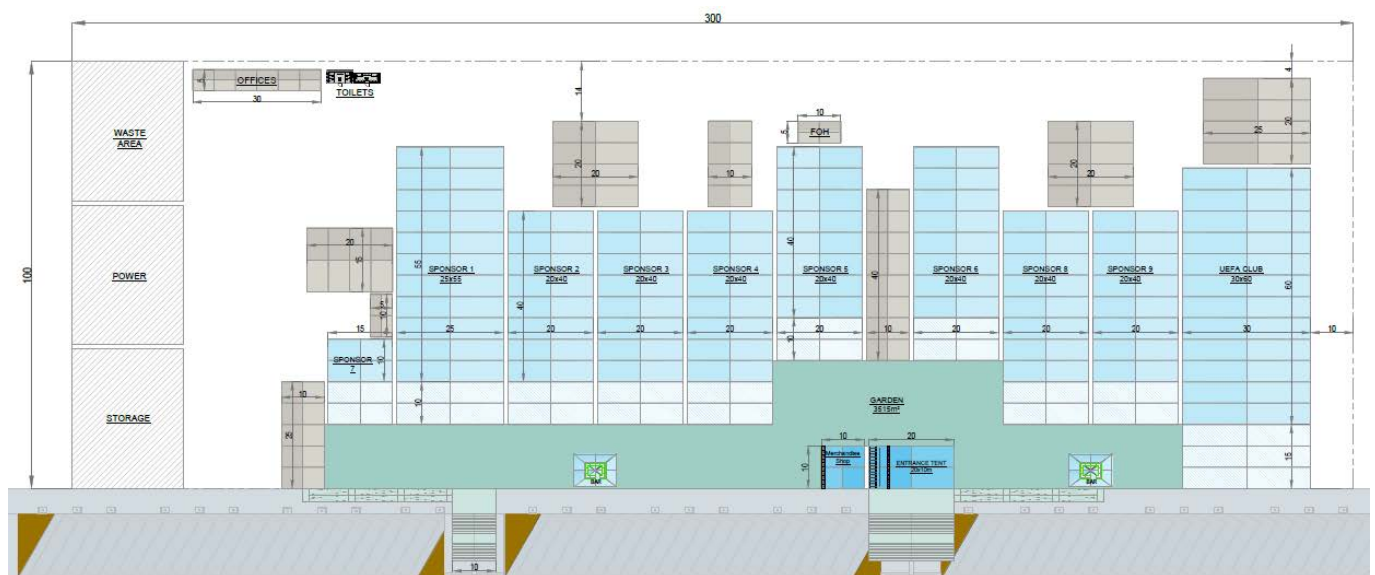




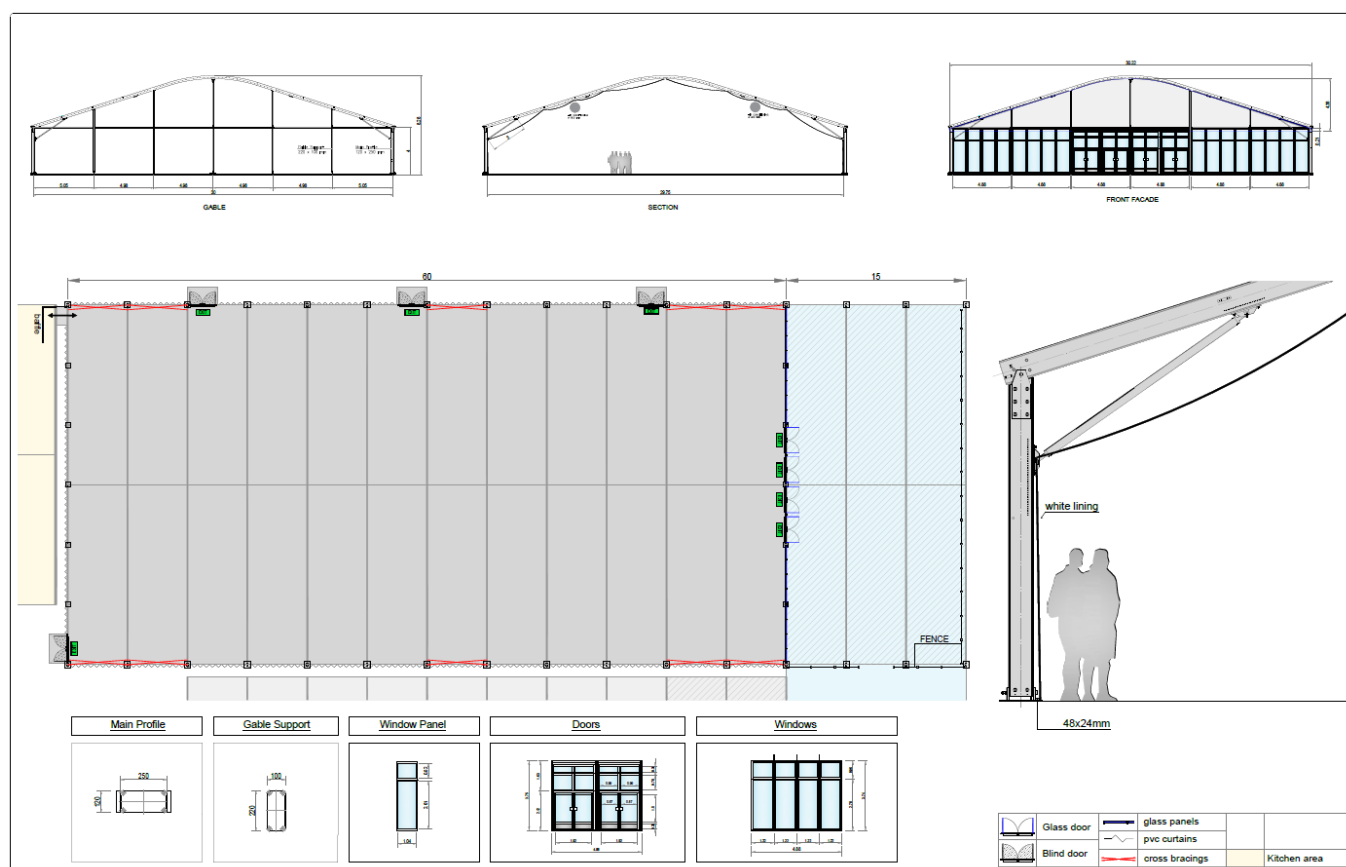
Solution tent UEFA CLUB (DRAFT):



Curved tent option with private garden:



## Curved tent UEFA CLUB (DRAFT):



## Inside Hospitality

The following information is provided to give an overall idea of the full scope of Services required from the Successful Applicant, but it is not applicable for the Applicants' first Proposal (as previously mentioned in Section 4 – Scope of Services).

If the Applicant would like to have more information on the Hospitality Lounges located at the Site, this can be found at the following link: <http://www.neptunopremium.com/>

### VIP Areas

The target group of VIP guests is composed of UEFA, the local organizing committee and the highest representatives of the Finalists' teams' guests.

Hospitality Areas (around 900 guests within the lounges below):

- VIP North
- VIP Palace of Honour

Hospitality concept:

- Informal standing furniture concept;
- Buffet style catering;
- No entertainment, only light lounge music, no live band, no performers;
- Look & feel: Balanced visibility of each Finalist is a must.

### Finalists' Areas

The target group of the Finalists' guests is composed of members of the clubs, their sponsors and close relatives of the players.

Hospitality Areas (around 600 guests within the lounges below):

- Finalist North & South Lounge

Hospitality concept:

- Informal standing furniture concept;
- Buffet style catering;
- No entertainment, only light lounge music, no live band, no performers.
- Look & feel: strong focus on respective team logos, players and team photos (from the current season's UCL matches up to the semi-finals) in their dedicated area.

Specificities:

A very important principle to respect is equal treatment between the two teams in every aspect of the delivery (e.g. same number of branding elements, photos, desks, dividers, wall screens, etc.).

### Corporate Areas – Skyboxes

The Madrid Estadio Metropolitano offers premium Skyboxes, which will be used to host the highest level corporate hospitality guests. It is important to highlight that the experience provided needs to fully match with the prestige and uniqueness of the Final.

The guests that will be hosted in the Skyboxes will be:

- Existing skybox owners and their guests;
- UEFA's international corporate clients;
- International high net worth individuals.

Hospitality Areas (around 1'300 guests within all the skyboxes available):

- 79 Skyboxes on Level 1
- Capacity: varying in sizes with 21, 18, 16, 15, 12, 9 and 5 seaters.

Hospitality concept:

- Some Skyboxes have a fully seated set-up while a few will have a standing set-up.
- In terms of catering, service at the table will be provided.
- No entertainment
- Look & feel: Corporate and classy environment; rather limited space for decoration

### Corporate Areas – Corporate Areas

The corporate hospitality program is commercialized by UEFA with the aim of creating a long-lasting relationship with the customers for them to attend not just the Madrid Final, but the upcoming finals too. The guests in attendance will be corporations and net worth individuals that are either existing customers of the Venue, or existing UEFA customers.

Hospitality Areas (around 2'500 guests within the lounges below):

Lounges on Level -1, 0, and 1.

- Corporate East
- Corporate South West
- Corporate Club North
- Corporate Club North East
- Corporate Club Mahou
- Corporate Club South

Hospitality concept:

- Informal standing furniture concept
- Buffet style catering
- No entertainment, only light lounge music, no live band, no performers.
- Look & feel: Corporate environment; rather limited space for decoration.

### **Additional request – Volunteer Staff Party**

A party will be organized for the volunteers the day after the final in a Hospitality Area inside the Stadium. The exact location is still to be confirmed.

The branding and decoration in that lounge is to remain in place until the end of the volunteers staff party. It is within the scope of the Successful Applicant to adapt accordingly the overall dismantling schedule in order to not interfere with this target group. No special additional Services are requested for this occasion.

Guests:	Approx. 350 guests (TBC)
Date:	Sunday 2 June 2019
Opening times:	From 16:00 until 20:00 (TBC)
Location:	TBC

## 7. ADDITIONAL CONSIDERATIONS

It is expected that a strong focus will be placed in presenting and detailing how the expected high level of quality on both branding & decoration and related services (as listed above) will be reached (in terms of print quality, structures and fabric quality as well as in terms of installation) in all of the areas covered by this RFP.

### Obligations

For the avoidance of doubt, the following responsibilities will fall within the obligations of the Successful Applicant:

- Provision of all necessary permits, licenses, authorizations, all customs clearances for relevant equipment and goods to comply with all Applicable Laws;
- Protection of existing structures in any existing Hospitality Areas inside the Venues and in existing exterior locations that are used for hospitality set-up purposes (including, without limitation, floor covering, any elevators used for hospitality set-up and dismantling, wall protection in passage areas, etc.);
- Any damages to these structures and facilities caused by its staff or that of its subcontractors (procedure for identifying and signing-off damages as and when they occur so as to facilitate the post-event Venue hand back procedure to be provided);
- Branding related waste management in compliance with any Applicable Laws and Venue procedures;
- All appropriate insurance cover, including third party liability, for damages to any Venue infrastructure;
- Compliance with all Applicable Laws relating to the delivery of the hospitality and/or branding Services; and
- Provision of adequate staffing and handling of all their respective accreditation needs, including, without limitation, employees of any sub-contractor(s).

No artwork should be produced without prior approval of UEFA. Compliance with the UEFA processes when it comes to handling the validation of the artworks, the logistics of the deliveries for the set-up and dismantling and accreditations are an important aspect of the project that the Successful Applicant is expected to fulfil with the required level of professionalism and commitment.

UEFA will be responsible for the following elements which are essential for the delivery of the Services:

- Provision of adequate and sufficient space for Hospitality Areas, free of charge;
- Organization of site visits; and
- Provision of adequate and sufficient storage space for the Successful Applicant.

## 8. SUPPLIER INFORMATION REQUIRED

The Applicant is asked to provide the following information:

- Company form and ownership;
- References of the company of comparable performances in the last three years (including the name and contact details of the reference customer);
- References of the company contact person (main contact) of comparable performances of last three years;
- Number of employees; and
- Copies of its current professional indemnity and third party indemnity insurance, and any other insurance policies which the company has in place which may be relevant to the provision of the Services. Please note that the Successful Applicant will be required to obtain and maintain insurance coverage with a reputable insurer against and any all of its potential liabilities in connection with the provision of the Services in accordance with the provisions contained in the Deal Principles.

## 9. COST/BUDGET INFORMATION REQUIRED

- The completion of the Cost Chart and the submission of a detailed cost breakdown is an integral part of the Proposal to be provided.
- The Applicant is required to provide a detailed overview of any and all costs for the Services in their Proposal using the Cost Chart contained in Appendix 2. For the avoidance of doubt all prices shall include all additional costs anticipated in connection with their performance of the Services as described in the Proposal, and shall be properly and clearly identified.
- All costs submitted in the Proposal must be expressed in EURO.
- All costs must be shown on a per head basis based on the estimated guest numbers applicable to each Hospitality Area as communicated in Section 6 of this RFP (TARGET GROUPS) as well as on a square meter, running meter or unit basis.
- The fees are to be presented for each Hospitality Area separately and should include any and all taxes excluding Value Added Tax (VAT).
- Should any assumptions be made in the cost calculations, the Applicant is asked to clearly indicate them on the quote otherwise, any quote received will be treated as having been made with full knowledge of all requirements.
- The Proposal should contain as much detail as possible with regard to the requirements, not only in financial aspects but also in terms of the proposed materials to be used and sub-contractors, project management information, background of the staff working on the project and any other relevant information the Applicant considers appropriate to share with UEFA.

## 10. SUBMISSION OF PROPOSALS

The Applicants are invited to submit their Proposals based on the information provided in this RFP, in both electronic and hard copy format.

Applicants should send their full and complete Proposals to the following address:

Hospitality UCL Final 2019  
UEFA Events SA  
Revenue Operations, Hospitality Production  
Route de Genève 46  
1260 Nyon 2  
Switzerland  
E-mail address: [hprofinals@uefa.ch](mailto:hprofinals@uefa.ch)

UEFA will not accept Proposals in any other form or by any other method.

In order to be considered by UEFA, each Proposal must contain a signed copy of the Statement of Undertaking contained in Appendix 1.

For any questions regarding the RFP, and to obtain a copy of the relevant appendices which are not attached to this PDF, please contact UEFA via e-mail: [hprofinals@uefa.ch](mailto:hprofinals@uefa.ch)

Proposals must be received before passing of the deadline stipulated in the Timeline section of this document. For the avoidance of doubt, the **deadline is: Friday, 17 August 2018 at 23:59 (CET)**.

UEFA may contact Applicants for further information and/or invite selected Applicants to make a presentation at UEFA Headquarters in Nyon, Switzerland.

The Proposals will be evaluated in accordance with the following (non-exhaustive) criteria:

- The creative and innovative capacity of the Applicant (as stated in Section 4 of this RFP),
- The competitiveness and transparency of the estimated costs (expressed in EURO, excluding VAT) for the provision of the Services (as stated in Section 4 of this RFP);
- Quality of the services offered;
- The acceptance of the Deal Principles contained at Section 11 of this RFP;
- Expertise of the Applicant company;
- The financial standing of the Applicant and/or the ability of the Applicant to fulfil the contractual commitments;
- The submission by the Applicant of the Statement of Undertaking attached at Appendix 1 of this RFP;
- Compliance with sustainability requirements and Proposals which enhance sustainability in accordance with the principles contained in Appendix 7; and
- The quality of the documentation received will also be a factor in the selection of the Successful Applicant.

UEFA shall notify the Successful Applicant(s) in writing. However, official appointment of the Successful Applicant(s) shall be subject to signature of the Agreement between the Successful Applicant(s) and UEFA.

UEFA is not obliged to accept or evaluate any Proposal and for the sake of clarity, it is acknowledged and agreed by each Applicant that UEFA is not under any obligation to accept either the best (in terms of quality and/or financial terms) or the lowest Proposal. At any time UEFA may, in its discretion:

- Withdraw the RFP document;
- Amend the terms of the RFP document (and inform the Applicant accordingly);
- Issue a supplementary or replacement RFP document;
- Request written or verbal clarification of certain points or issues;
- Seek additional information from interested Applicants; and/or
- Negotiate with some or all of the interested Applicants.

## 11. DEAL PRINCIPLES

The following table highlights the fundamental Deal Principles which UEFA requires the Successful Applicant to adhere to, and which will be included key terms of the Agreement which shall be provided by UEFA entered into with the Successful Applicant:

SUBJECT	DEAL PRINCIPLE
Contractual parties	UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to any of the UEFA Subsidiaries, including but not limited to the payment obligations and to be appointed as the contracting party. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any subsequent Agreement, to include any of the UEFA Subsidiaries as applicable.
Liability & Insurance	<p>The following terms will be included in the Agreement executed with the Successful Applicant, and shall be non-negotiable. Applicants should only submit Proposals if they agree to and can comply with these terms:</p> <ol style="list-style-type: none"> <li>1. The Successful Applicant shall obtain and maintain for the duration of the term of the Agreement appropriate insurance coverage in respect of its potential liabilities in connection with the agreement. Such insurance coverage shall contain an endorsement of the interest of UEFA and the Successful Applicant shall, if requested by UEFA, supply UEFA with a copy of the relevant insurance certificates.</li> <li>2. The Successful Applicant shall provide the Services at its own risk and maintain and replace all elements of the Services as necessary.</li> </ol>

	<p>3. The Successful Applicant shall defend, hold harmless and indemnify UEFA at all times from and against any and all claims, costs, proceedings, demands, damages, losses, expenses and liabilities (including legal expenses) suffered or incurred by UEFA resulting from a breach by the Successful Applicant (or the Successful Applicant's employees, agents and/or representatives) of any of the terms of the agreement for any reason whatsoever, including but not limited to:</p> <ul style="list-style-type: none"> <li>a. any claim by any third party (including any Commercial Partners, the clubs or governmental authority) of whatsoever kind or nature by or against UEFA (including UEFA's affiliates, licensees and assignees) arising from the provision of the Services;</li> <li>b. any breach or non-performance by the Successful Applicant of any provision of the agreement;</li> <li>c. any negligent act or omission of the Successful Applicant whether or not such claim arises during or after the term of the agreement;</li> <li>d. any failure by the Successful Applicant to secure, pay for and maintain any applications, permits and/or licenses;</li> <li>e. any claim, loss or damage arising from or in connection with the death or personal injury to any person caused by or in connection with the provision of the Services; and/or</li> <li>f. any failure by the Successful Applicant to provide the Services in the agreed and timely manner or perform the Services for any reason whatsoever.</li> </ul>
Applicable laws	The Successful Applicant shall be responsible for compliance with any and all national and local applicable laws which relate to or may affect the provision of the Services.
Consent, permits and licences	<p>The Successful Applicant shall obtain and pay for any and all consents and licences required in connection with the provision of the Services (including any fire, health, safety, security and technical requirements or regulations in the respective country where the Sites are located) and any inspections and/or tests required by any relevant authorities. Any such additional costs, if not known at the time of submission of the Proposal by the Applicant, will be reimbursed by UEFA, once agreed to in advance in writing, and on reception of relevant valid invoices.</p> <p>The Successful Applicant shall arrange and be responsible for all customs clearance, shipping documentation import duties if applicable, ATA carnets,</p>

	customs licenses and/or any other clearances necessary for the provision of the Services.
Costs and Pricing	<p>For the purposes of this RFP, and as further detailed in Section 9 above, the Applicant shall complete the Cost Chart and provide a "per head" costs proposal based upon the anticipated guest numbers in respect of each Hospitality Area. The Applicant shall also provide the relevant figures in respect of running metres/m2/unit prices of any materials, as relevant.</p> <p>Following the provisional appointment of the Successful Applicant, and upon confirmation of the final layouts of the Hospitality Areas and confirmed guest numbers by UEFA, the Successful Applicant shall be expected to provide UEFA with an "Initial Order" which shall be a detailed breakdown of all materials and services due to be provided, together with technical specifications/dimensions/quantities and corresponding unit prices.</p> <p>Upon the approval of UEFA, the Initial Order shall be included into the Agreement and the amounts contained therein shall become the fees due and payable to the Successful Applicant.</p> <p>In the event that UEFA wishes to cancel any items contained in the Initial Order prior to their production, UEFA shall be entitled to do so and the fees contained in the Initial Order shall be reduced accordingly. In the event that any items have already been produced, UEFA shall be liable only for any actually incurred and unavoidable costs in respect thereof.</p> <p>In the event that UEFA wishes to make any orders for extra or additional items, the costs in respect of such additional orders shall, where possible, be calculated in accordance with the unit prices contained in the Initial Order.</p>
Open-book policy	The Successful Applicant agrees that the provision of the Services will be based on an open books basis in order to assess the actual costs paid or incurred by the Successful Applicant in respect of the Services provided.
Insufficient Performance	<p>If the Successful Applicant's performance in respect of a specific part of the Services is not (in UEFA's reasonable opinion) of the highest industry standards in accordance with the terms of the agreement then UEFA may:</p> <ul style="list-style-type: none"> <li>▪ request immediate remedy or rectification;</li> <li>▪ request replacements;</li> <li>▪ reduce the fees due to the Successful Applicant if remedy, rectification or replacement does not sufficiently solve the problem, or reduce the scope of the Services to exclude such sufficient part; or</li> <li>▪ ultimately terminate the Agreement with the Successful Applicant.</li> </ul>
Termination	UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:

	<ul style="list-style-type: none"> <li>the Successful Applicant's performance of the Services is, following the exhaustion of the process described in the insufficient performance clause, still considered not to be of the required standard;</li> <li>the Successful Applicant breaches any provision of the Agreement, which makes it unreasonable for UEFA to continue as agreed with the Successful Applicant;</li> <li>there is a substantial change in the ownership of the Successful Applicant which adversely affects the ability of the Successful Applicant to perform its obligations under the Agreement or which is detrimental to the legitimate interests of UEFA; or</li> <li>the Successful Applicant becomes bankrupt or insolvent or enters into liquidation (other than a voluntary liquidation for the purpose of reconstruction, amalgamation or similar reorganisation) or enters into any arrangement or composition with its creditors or any of them, or has a receiver or an administrator appointed over a portion or all of its property or assets.</li> </ul>
Governing Law	<p>The Agreement between UEFA and the Successful Applicant will be governed by Swiss law.</p> <p>Any dispute between the parties arising under or relating to the Agreement shall be submitted exclusively to the courts of Nyon, Switzerland.</p>
Announcements & Publicity	<p>The Successful Applicant shall not make, and shall ensure that none of its employees, agents or representatives make, any public statements or announcements regarding the existence of or terms of the Agreement, its association with UEFA and/or the UCL without the prior written consent of UEFA both as to the making of that statement and its content.</p> <p>The Successful Applicant acknowledges and agrees that neither it nor any of its affiliates shall have any right:</p> <ul style="list-style-type: none"> <li>either to associate it or themselves with UEFA and/or the UCL (including, without limitation, through the use of the materials or any Intellectual Property); or</li> <li>to use the materials in any manner whatsoever (including, without limitation, for the purposes of marketing its or their products or services) without the prior written consent of UEFA.</li> </ul>
Damage to Sites	<p>The Successful Applicant shall take all necessary precautions to avoid any damage to any surfaces, infrastructure, facilities or pre-existing material at any of the Sites as a result of the performance of the Services. The Successful Applicant shall be responsible for all liabilities howsoever arising from any damage caused to any of the foregoing by its employees, agents, partners, sub-contractors or suppliers.</p>
Intellectual Property	<p>The Successful Applicant shall expressly acknowledge and agree that:</p>

	<ul style="list-style-type: none"> <li>any and all rights (including Intellectual Property and/or rights of commercial exploitation) relating to UEFA and/or the UCL belong solely and exclusively to UEFA and the Successful Applicant agrees not to challenge UEFA's ownership thereof; and</li> <li>it shall not use trademarks or other Intellectual Property of or related to UEFA, the UCL or any other UEFA's events other than as permitted by UEFA strictly for the performance of the Services.</li> </ul> <p>The Successful Applicant shall not, by virtue of the Agreement or otherwise, obtain or claim any right, title or interest in or to any rights of Intellectual Property and/or commercial exploitation in connection with UEFA or the UCL. If and to the extent that the Successful Applicant acquires any such right, title or interest, pursuant to the Agreement or otherwise, the Successful Applicant:</p> <ul style="list-style-type: none"> <li>shall assign to UEFA any and all such intellectual property throughout the world, free of any third-party rights and for the full duration of such rights (including any and all renewals and extensions thereof throughout the world); and</li> <li>acknowledges and agrees that the benefit of all such rights will at all times accrue to and inure to the benefit of UEFA.</li> </ul>
Sustainability reporting	<p>The Successful Applicant shall perform the Services in accordance with the sustainability requirements as specified in the ten principles of the United Nations Global Compact (published at the time of this RFP at the link <a href="http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html">http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html</a>) and enhance sustainable solutions when providing the Services.</p> <p>The Successful Applicant shall, if requested by UEFA, deliver data on the Services provided for the Competitions, including the date required for a complete report based upon the Global Reporting Initiatives (GRI) guidelines (<a href="http://www.globalreporting.org">www.globalreporting.org</a>).</p>

## 12. LEGAL PROVISIONS

- Nothing in this RFP, nor any communication made by UEFA or its representatives, agents or employees shall constitute a contract between UEFA and any Applicant, nor shall it be taken as constituting any representation that an Applicant will be appointed in accordance with this RFP or at all.
- UEFA does not undertake to accept any Proposal submitted in response to this RFP and reserves the right to organise and/or re-package the Services in a different way. UEFA reserves the right to change any aspect of this RFP at any time or to issue an amended RFP for all or part of the Services.
- The Applicants may be shortlisted and/or rejected by UEFA at any time and/or asked to clarify or re-submit any Proposal which fails to meet the requirements of UEFA as set out in this document. UEFA is under no obligation to give any reasons for any rejection or for any other decision made in

connection with this RFP or the Service provider selection process. UEFA reserves the right to enter into negotiations with one or more Applicants on such a basis as may be determined by UEFA at its sole discretion.

4. UEFA has taken all reasonable care to ensure that this RFP is accurate in all material respects. This RFP is provided solely by way of explanation of the services which UEFA intends to use and neither UEFA nor any of its representatives, agents or employees make any representation or warranty or accept any responsibilities for the accuracy or completeness of any of the information contained in this RFP; nor shall they be liable for any loss or damage suffered by any Applicants in reliance on this RFP or any subsequent communication.
5. The Applicant agrees that:
  - a) it (and its officers, employees, agents and advisers) shall keep confidential the terms of this RFP and any information relating to affairs or business of UEFA which comes into its possession in relation to this RFP;
  - b) it shall not disclose Confidential Information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law);
  - c) it shall only be entitled to use Confidential Information for the purpose of this RFP; and
  - d) it shall not discuss the financial terms of this RFP with rival Applicants.
6. By the submission of a Proposal, the Applicant warrants and represents to UEFA that:
  - a) its expression of interest and all related elements of the Proposal do not infringe any third party rights;
  - b) it owns all rights of any nature in the Proposals submitted;
  - c) it shall not use any UEFA Intellectual Property except as permitted by UEFA;
  - d) it shall not claim any association with UEFA or any UEFA competition in relation to its Proposals or otherwise;
  - e) it will observe all statutory and competition-related provisions of UEFA, as well as specific instructions and all applicable national and international laws;
  - f) it warrants to UEFA that the information contained in its Proposal shall not be false or misleading and that if, following submission of the Proposal, there is any change in the Applicants' circumstances which may adversely affect such information, the Applicant shall promptly notify UEFA in writing setting out the relevant details in full; and
  - g) it shall comply with these terms and conditions.

7. If UEFA considers that any Applicant is or is likely to be in breach of any of these terms and conditions, then UEFA shall (without prejudice to its rights and/or remedies arising under law) be entitled to withdraw from any co-operation with the Applicant without any requirement to give such Applicant notice and without any further liability to such Applicant.
8. The Applicant is responsible for all costs, expenses and liabilities incurred in the preparation of its Proposal, any responses to requests for further information by UEFA, meetings with UEFA and any negotiation with UEFA following receipt by UEFA of its Proposal (whether or not an Agreement is entered into with such Applicant).
9. The Applicant acknowledges that all Intellectual Property rights and all commercial rights in relation to UEFA's competitions including but not limited to their names, logos and trophies, remain the exclusive property of UEFA.
10. Once received by UEFA, each document submitted as part of a Proposal shall become the physical property of UEFA. Irrespective of whether any Proposal is successful or not, UEFA shall be entitled to use (free from any payment or restriction) all ideas, concepts, Proposals, recommendations or other materials (save for trademarks and copyrighted materials) contained in such Proposal or otherwise communicated to UEFA during the Service provider selection process. The Applicant waives and shall not make any claim against UEFA in respect of any use made by UEFA of any intellectual property or other similar rights relating to the ideas, concepts or any other materials (save for any trademarks or copyrighted materials of the Applicants) contained in their Proposals.
11. Applicants who have not been selected will be informed in writing by UEFA. UEFA shall not be obliged to give any reason for making any selection and/or rejection.
12. UEFA shall select the Applicant(s), whose Proposal(s) and subsequent presentations(s), in UEFA's sole opinion, most closely satisfy the scope of the task described. The Applicant(s) shall, however, be bound under all circumstances to the declaration of interest submitted.
13. The completion of the acceptance shall be subject to UEFA and the Successful Applicant signing an Agreement. Such Agreement shall contain the detailed terms and conditions of such appointment and, inter alia, include the Deal Principles contained at Section 11 of this RFP. By submitting a Proposal, the Applicant confirms that it is able to comply with all Deal Principles.
14. The Successful Applicant will immediately inform UEFA of any change in the ownership or senior management of the Successful Applicant. UEFA reserves the right to reallocate the award of any and all aspects of the Project if the ownership or senior management of the appointed Applicant changes.
15. Successful Applicants shall obtain and maintain appropriate insurances with regard to their own or sub-contracted staff, public liability as well as indemnities and warranties in regard to UEFA as more fully described in the Deal Principles contained at Section 11 of this RFP as part of the standard terms and conditions of the Agreement.

16. The Applicant is strictly prohibited from making any form of public announcement or statement relating directly or indirectly to this RFP, the Service provider selection process, UEFA, any UEFA competition and/or its Proposals (whether appointed or not) without the prior written consent of UEFA, which may be given or withheld in its absolute discretion. Each Applicant acknowledges and agrees that UEFA shall have the sole right to make any announcement in relation to this RFP, the Service provider selection process and the selection and/or appointment of any Applicant(s) (if at all).
17. Neither UEFA nor any of its representatives, agents or employees shall be responsible for any loss, damage, liability or expense that may be suffered or incurred in relation to this RFP and/or subsequent negotiations. The Applicant expressly waives any right of action it may have against UEFA with regards to the Service provider selection process.
18. The Applicant must provide confirmation that its Proposal for the provision of the Services complies with any and all applicable national and local laws.
19. UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to the UEFA Subsidiaries. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this RFP or any Agreement, to include the UEFA Subsidiaries.
20. This RFP and all related documentation pertaining to the Proposals and Service provider selection process (including any contracts) shall be governed and interpreted in accordance with Swiss law without regard to choice of law principles. The exclusive place of jurisdiction shall be Nyon.

## APPENDIX 1 - STATEMENT OF UNDERTAKING

Name of company: insert Name of Company  
 Tax number: insert tax number  
 Address: insert Street Postal Code City Country

referred to hereinafter as the "Company", hereby expresses interest in participating in the service provider selection process for providing the branding & decoration services for the UEFA Champions League™ Final 2019 ("Services"), and undertakes that:

1. no information provided nor representations made to UEFA are false, inaccurate or misleading;
2. none of the Company's representatives or employees shall make any form of public announcement or statement relating directly or indirectly to UEFA and/or the Service provider selection process to any media without the prior written approval of UEFA and that any non-compliance will lead to the penalty of being held responsible for any damages caused;
3. it (and its officers, employees, agents and advisers) shall keep confidential the terms of this RFP and any information relating to affairs or business of UEFA which comes into its possession in relation to this RFP and/or the service provider selection process, it shall not disclose confidential information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law) and it shall only be entitled to use confidential information for the purpose of the service provider selection process.
4. all intellectual property and commercial rights in relation to UEFA, the RFP and/or the service provider selection process belong exclusively to UEFA;
5. it is capable of and shall comply with all legal provisions and the Deal Principles contained in the RFP or otherwise agreed in writing with UEFA;
6. UEFA shall not be held responsible for any costs, expenses and/or liabilities incurred in by the Company in the preparation and submission of the information and/or documentation in response to the RFP and/or any responses to requests for further information by UEFA;
7. any association with UEFA or its competitions and events in any manner whatsoever without UEFA's prior written approval is strictly prohibited;
8. UEFA shall not be required to invite the Company to participate in the service provider selection process and reserves the right to extend or limit the scope of the Services under the RFP due to any change of circumstances around the Final or otherwise. UEFA may decide to appoint more than one company to perform the Services or any parts thereof if following the evaluation of the Proposals received from the Applicants UEFA decides that it is in its best interest to do so; and
9. this Statement of Undertaking and any related documentation shall be governed by and construed in accordance with the substantive laws of Switzerland. The place of jurisdiction shall be Nyon, Switzerland.

By submitting this Statement of Undertaking (where capitalised terms shall have the meaning as defined in the RFP, unless otherwise defined herein), I/we confirm that I/we have read and understood the foregoing terms and conditions issued by UEFA regarding the process for selection of a candidate(s) to provide the Services, and agree that the Company which I/we duly represent is bound by such terms and conditions.

Signature: \_\_\_\_\_

Name and Title: \_\_\_\_\_ Date: \_\_\_\_\_

Place: \_\_\_\_\_ Official Stamp: \_\_\_\_\_

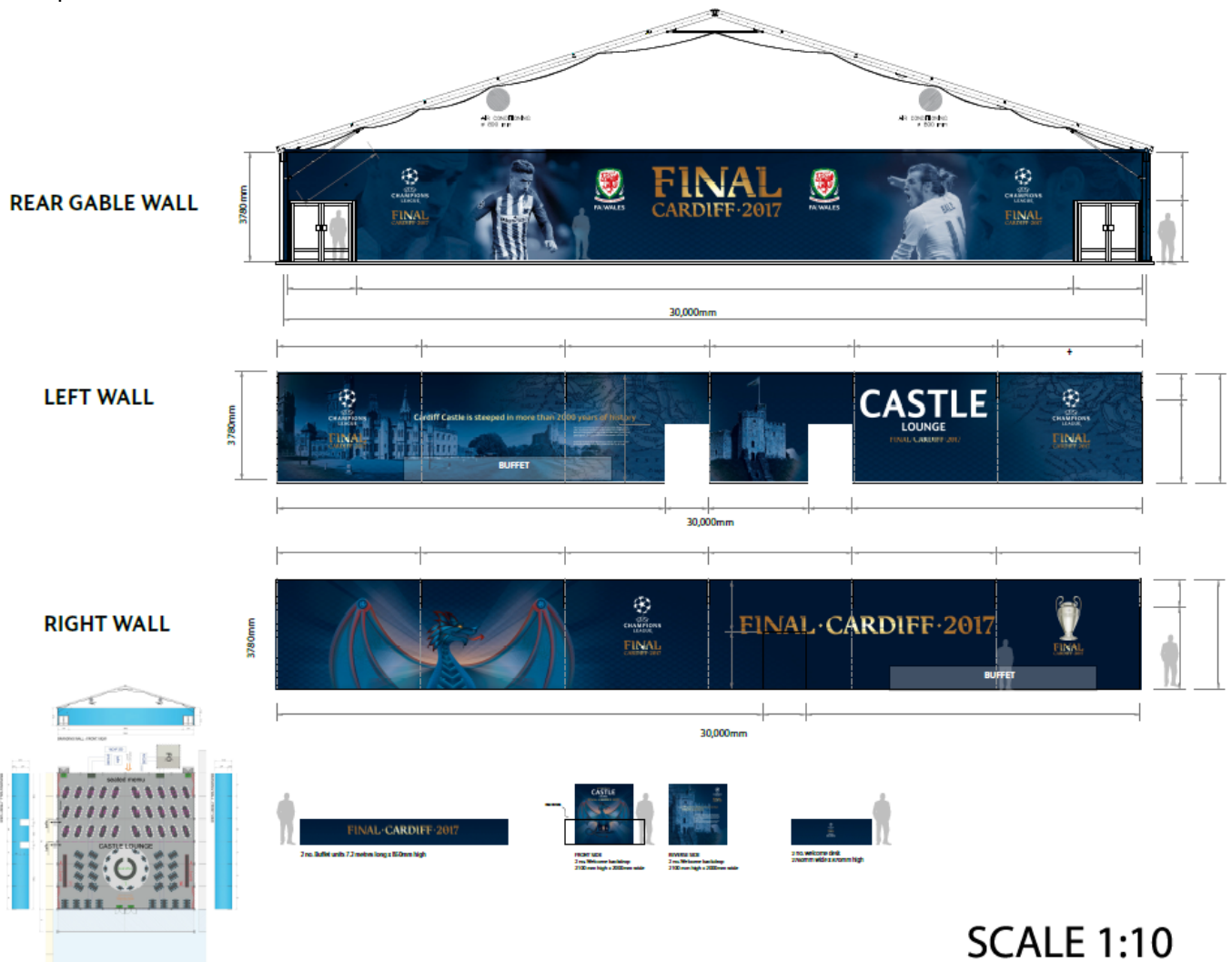
## **APPENDIX 2 – COST CHART**

Please request a copy of this Excel sheet template by emailing [hprofinals@uefa.ch](mailto:hprofinals@uefa.ch)

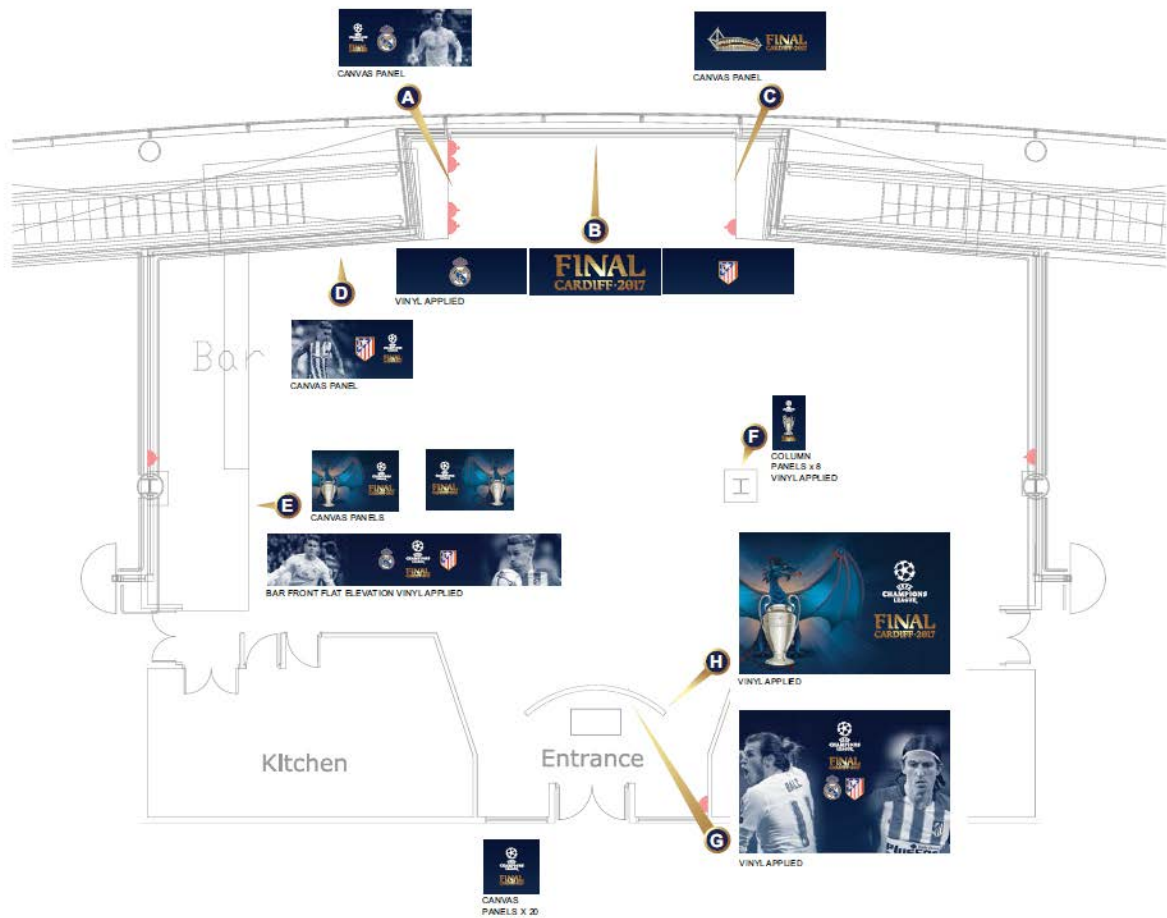
## APPENDIX 3 – 2D LOUNGE LAYOUT

Please take into account all of the elements (bars, buffets, columns, doors...) to develop your artwork accordingly.

Example from the UCLF 2017 in Cardiff:



# ST. DAVID'S LOUNGE



## APPENDIX 4 – 3D LOOK & FEEL RENDERING

Examples from previous finals:

UCLF 2017 in Cardiff, UEFA Club entrance hall:

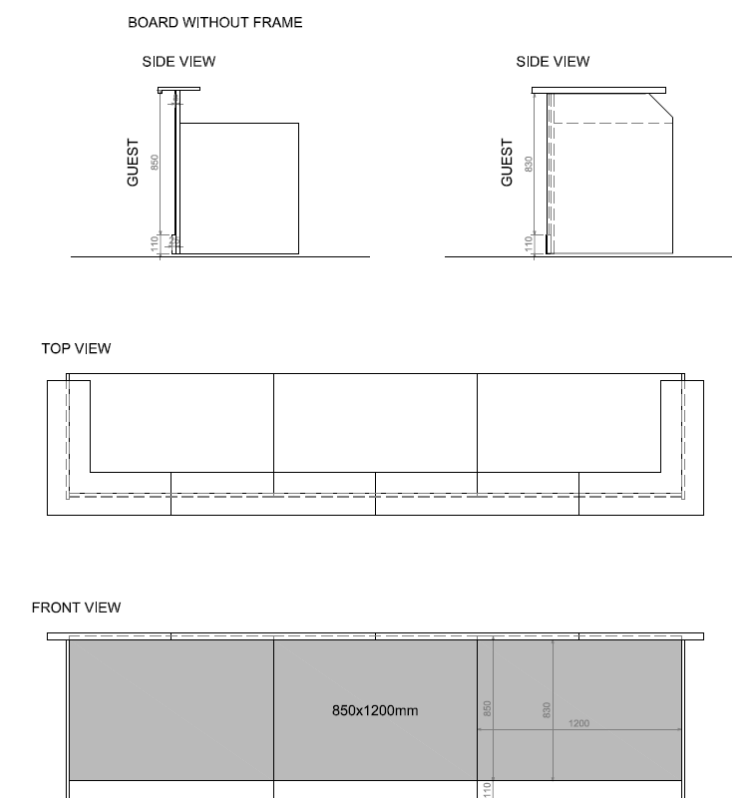


UCLF 2016, VIP lounge:

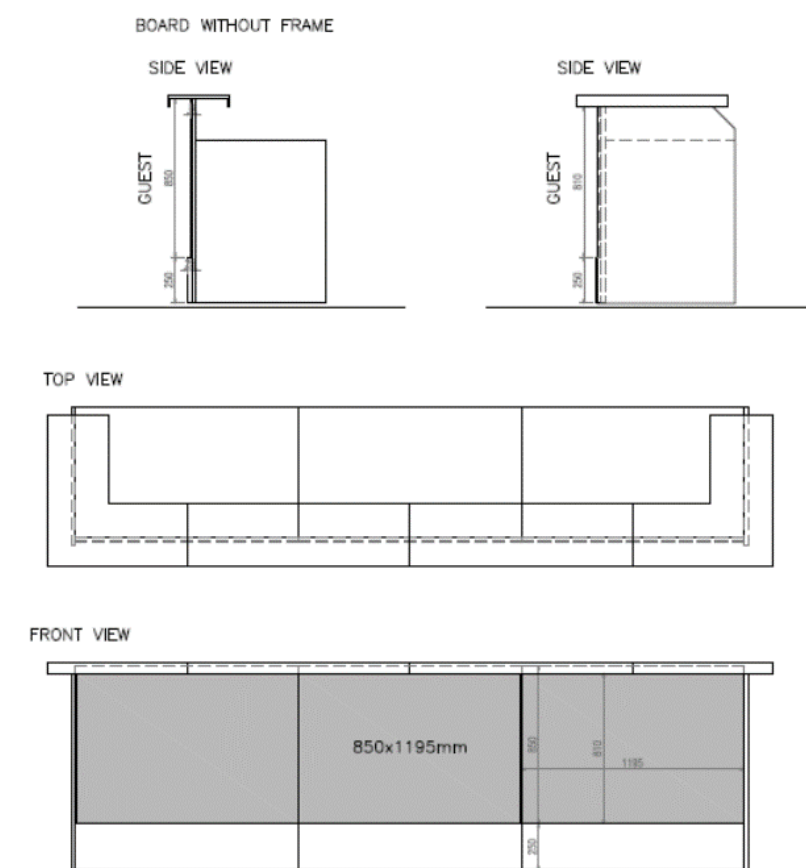


## APPENDIX 5 – SPECIFICATIONS (BUFFETS AND BARS)

Buffets specifications:



Bar specifications:



## **APPENDIX 6 – BRAND MANUAL**

Please request a copy of the UEFA brand guidelines files (these files are confidential) by emailing [hprofinals@uefa.ch](mailto:hprofinals@uefa.ch)

## APPENDIX 7 – SUSTAINABILITY

UEFA is committed to a sustainable development long-term strategy, ensuring that its business is conducted in a way that is environmentally sound, economically viable, and socially responsible. UEFA aims to encourage high standards of environmental and social performance amongst its suppliers and their supply chains, particularly in the organisation of UEFA events.

As a result, UEFA requires that the Successful Applicant gives due regard to the following principles, extracted from the United Nations Global Compact ([www.unglobalcompact.org](http://www.unglobalcompact.org)), in connection with the products and services they supply:

- **Human Rights:** The Successful Applicant should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses.
- **Labour:** The Successful Applicant should uphold the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation.
- **Environment:** The Successful Applicant should support a precautionary approach to environmental challenges, undertake initiatives to promote greater environmental responsibility and encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption:** The Successful Applicant should work against corruption in all its forms, including extortion and bribery.

The Successful Applicant also agrees to inform UEFA about:

- any demand or act when providing the Services that would not be consistent with these principles; and
- every initiative undertaken by the Successful Applicant aiming to promote and respect these principles.

Moreover, all Applicants are required to present information regarding sustainable development strategy or initiatives regarding environmental protection and social responsibility already implemented within its organisation.

### Each UEFA event is organised with the following priorities:

- Optimise transport operations (general public, logistic and officials) to reduce carbon emissions;
- Enhance local employment (specifically in regions with high unemployment rate);
- Ensure optimal waste management through 3R strategy – reduce, reuse, recycle – in stadiums and venues;
- Reduce energy consumption and promote use of greener energies;
- Promote a responsible sourcing of products and services;
- Ensure accessibility of the event for disabled persons;
- Deploy anti-racism measures; and
- Implement a tobacco-free policy within stadia and venues.

UEFA events may be evaluated through the Sustainable Development project by producing a 'one-year-to-go' report before each event, and a complete reporting post-event based on the Global Reporting

Initiatives (GRI) Guidelines ([www.globalreporting.org](http://www.globalreporting.org)). In this regard, the Successful Applicant may be requested to deliver data on the service or products which it provides for an event.

Applicants shall provide appropriate information setting out how they will comply with the above requirements and any sustainable requirements specific to their industry and services.

Any additional item suggested by Applicants, in line with the current RFP and that could facilitate achieving these priorities during the event, will be taken into consideration by UEFA and be considered as important assets in the selection process.



UEFA  
ROUTE DE GENÈVE 46  
CH-1260 NYON 2  
SWITZERLAND  
TELEPHONE: +41 848 00 27 27  
TELEFAX: +41 848 01 27 27  
[UEFA.com](http://UEFA.com) [UEFA.org](http://UEFA.org)

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