



Invitation to Express Interest

Frequency Management - UEFA EURO 2020™



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1. Introduction

UEFA EURO 2020™ will be held in twelve (12) host cities across Europe in June and July 2020. UEFA, together with any of its subsidiaries, wishes to select a company responsible for the provision of certain frequency coordination services, as is described in more detail in Appendix 1 ("Services"). For such purposes, UEFA intends to organise a tendering process ("Tender").

2. The Selection Process

The process for the selection of a company(ies) responsible for the provision of the Services for UEFA EURO 2020™, as currently planned, is divided into two-phases:

- * Phase 1 – Invitation to Express Interest: the initial, pre-Tender phase during which UEFA collects information regarding the candidate(s) based on which it evaluates eligibility of such candidate(s) to participate in Phase 2; and
- * Phase 2 – The Tender: the tender for the selected candidate(s) and/or any other entities invited by UEFA, during which UEFA will evaluate proposals and subsequently select and appoint a qualified company to provide the required services for UEFA EURO 2020™.

All participants in the Tender will receive the Invitation to Tender document ("ITT"), which will set forth all applicable terms and conditions for the Tender. To give each candidate(s) an overview of the timing and further proceedings, UEFA has put into place the following Tender process plan (which may be subject to change at any time, as deemed necessary by UEFA):

Candidate(s) receive invitation to express interest	08 July 2019
Deadline for candidate(s) to express interest	19 July 2019
Selected entity(ies) receive the ITT	22 July 2019
Deadline for Candidate(s) to submit offers	09 August 2019
Evaluation and selection of successful candidate	16 August 2019
Site visit for appointed supplier at all venues	September - November 2019



3. Submissions of Expression of Interest and the Selection Process

In order to be considered eligible to participate in the Tender, interested candidate(s) shall respond to this ITEI by submitting the relevant information and documentation as set out below.

Candidate(s) shall submit to UEFA an official letter, on headed notepaper and in English (the "Letter") expressing their interest in participating in the Tender and requesting the ITT, no later than **18:00 CEST on 19 July 2019**. The Letter shall include the following supporting information:

- * Full details of the return address and contact person for all matters in connection with this ITEI;
- * All of the information/documents (in English) required in Section 4 below entitled "Required information and documentation"; and
- * The "Statement of Undertaking" in the form provided in Appendix 2 below, duly signed by an authorised representative.

The Letter with all supporting information and documentation must be sent by email to:
Euro2020.TechTenders@uefa.ch

Incomplete submissions which do not include all of the above information and/or documentation will be immediately rejected by UEFA. Upon receipt of the Letter with all required supporting information and documentation, UEFA shall determine, at its sole discretion, if it requires further information/documentation or clarification from any or all of the candidate(s).

In such cases, UEFA reserves the right to contact the relevant candidate accordingly and to request that they provide such additional information/documentation.



4. Required Information and Documentation

Before selection of the candidate(s) that will participate in the Tender and receive the ITT, UEFA shall evaluate the eligibility of any candidate(s) based on the review of the following information and documentation (all documentation must be returned in English):

- * Description of proven experience in provision of services similar to the Services;
- * Annual reports or key accounting figures from the last three years;
- * Proof of strong financial standing with up-to-date declarations from the inland revenue, national treasury department or other relevant governmental body;
- * Evidence of sufficient resources and appropriate infrastructure to provide the Services; and
- * Provision of an organisational chart with key personnel (need to be English-speaking and adequately trained management personnel).

NOTE: During the Tender, UEFA reserves the right to request additional information / documentation as deemed necessary including but not limited to any guarantees.

5. Legal Provisions

1. This ITEI does not constitute an invitation to make offers or an invitation to participate in the Tender, nor does it constitute the basis of any contract which may be concluded upon conclusion of the Tender.
2. Information collected through this Invitation to Express Interest will be used by UEFA solely for its analysis and will not be disclosed to the public.
3. UEFA reserves the right to reject any and all submissions of expression of interest, amend or supplement any rules set up herein as well to cancel part of or the entire selection process (and/or the Tender). If part of or the entire selection process is cancelled, it may be restarted at any time and any given interested candidate may or may not be invited to participate in the new selection process, at UEFA's absolute discretion.
4. UEFA has taken all reasonable care to ensure that any information provided by UEFA in relation to this ITEI, the Tender and/or the ITT is accurate in all material respects. However, any such information 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 responsibility for the accuracy or completeness of any such information. Nor shall they be liable for any loss or damage suffered by any applicants in reliance on such information or any subsequent communication made by UEFA.



5. The candidate agrees that:
 - a. it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITEI and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITEI and/or the Tender;
 - 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 the Tender; and
 - d. it shall not discuss the financial terms of the Tender with rival candidates.
6. Each candidate is responsible for all costs, expenses and liabilities incurred in the preparation of its Letter, any responses to requests for further information by UEFA and any negotiation with UEFA following receipt by UEFA of its Letter (whether or not an invitation to participate in the ITT is issued). UEFA shall bear no liability whatsoever in this respect.
7. Each candidate is strictly prohibited from making any form of public announcement or statement relating directly or indirectly to this ITEI, the Tender, UEFA, and/or any UEFA competition (whether it is invited to participate in the Tender or not) without the prior written consent of UEFA, which may be given or withheld in its absolute discretion.
8. The appointment of the company to provide the Services will be subject to such selected company and UEFA or any of its subsidiaries entering into a long-form agreement(s) provided by UEFA in due course, which shall contain the full terms and conditions of such appointment.
9. UEFA shall not be liable to any interested candidate for any costs or losses arising in connection with the submission of information and documentation related to this Invitation to Express Interest.

Appendix 1: Description of Services

Frequency Management

UEFA Technical Services requires a supplier to manage frequencies in the 12 (twelve) host countries of UEFA EURO 2020™ including the 12 stadiums, the International Broadcast Centre (IBC, located in Amsterdam), the operations in the host cities and other areas located in the host countries. As this EURO will take place across Europe, we are facing 11 different frequency management processes (e.g. different application forms, different frequency allocation processes, different licensing models, PMSE audio not being notifiable in most of the countries) as well as different on-site services (from full monitoring to no monitoring).



Figure 1: Map of EURO 2020 Host Cities

UEFA's goal is to have a consistent frequency management process based on a 5 pillars strategy. The purpose of this tender is to fill the gap between the frequency authorities' processes and UEFA's 5 pillars strategy (Figure 2).

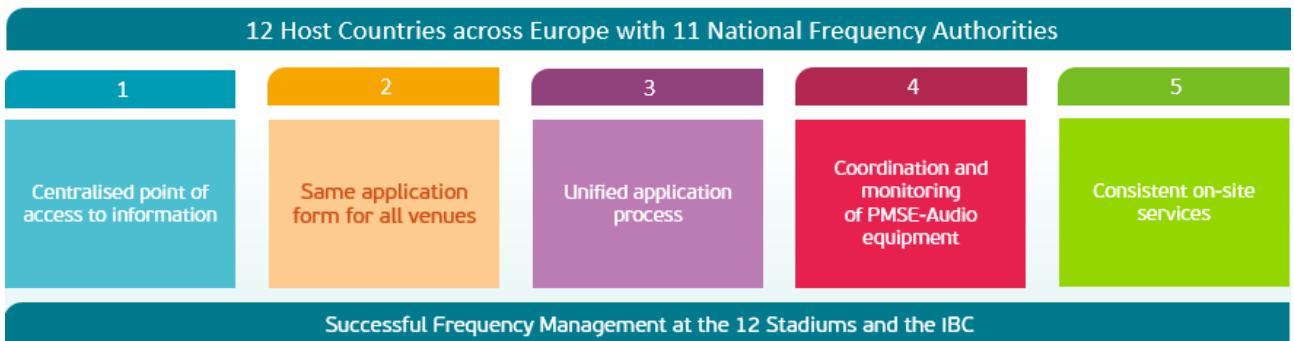


Figure 2: UEFA 5 pillars strategy

After consultative discussions with the frequency authorities, the situation regarding the PMSE Audio coordination can be outlined as follows:

	PMSE Audio notifiable	Coordination of PMSE Audio by frequency authority	Monitoring on-site for PMSE Audio by frequency authority
AMS	tbc	tbc	tbc
BAK	Yes	Yes	Yes
BIL	No	No	No
BUC	Yes	tbc	tbc
BUD	tbc	No	No
COP	No	No	No
DUB	Yes	Yes	Yes
GLA /LON	Yes	Yes	Yes
MUN	Yes	Yes	Yes
ROM	Yes	Yes	tbc
SPB	Yes	Yes	Yes

Figure 3: PMSE Audio status

Three main processes

The frequency management process consists of mainly three processes (Figure 4):

- **Back office process: Data exchange and licensing process** with the 11 national frequency authorities (England and Scotland under UK Ofcom).
- **Front office process:** for all stakeholders across the 12 countries, UEFA has decided to provide an **online portal** as the **central tool** for the frequency management process. This portal must be provided by the successful applicant.
- **Coordination of PMSE audio:** Even if **PMSE audio** frequencies are not notifiable in some of the countries, they must be announced via the web-platform and shall be **allocated, coordinated** and **monitored on-site** by the appointed supplier.

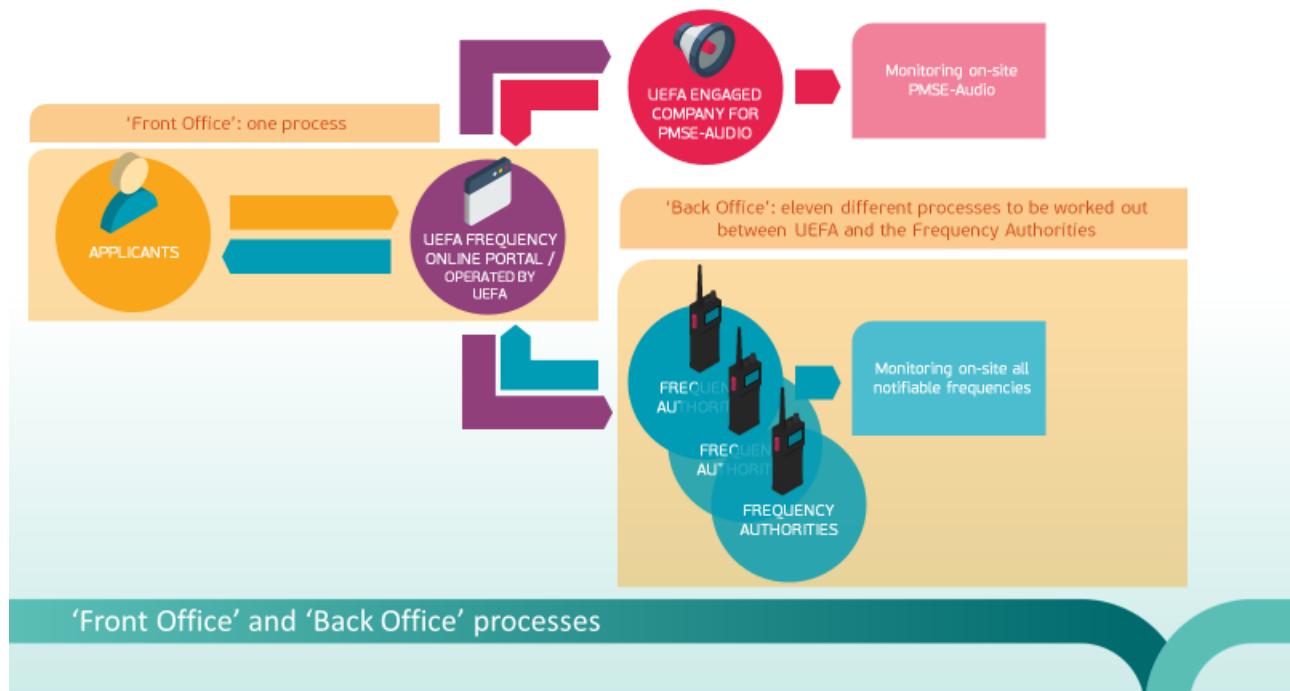


Figure 4: Frequency Management three processes

Three phases

The frequency management process consists of mainly 3 phases which include the working packages for the bidders (Figure 5):

- **Preparation phase:** Gathering information, defining the back-office application process for each country.



- Provision and programming of the online portal (to go live in January 2020).
- **Application phase:** Managing the incoming applications including Q&A / hotline.
Data exchange with the Authorities, licensing and payment process.
Individual PMSE audio coordination (in the countries where these are not notifiable).
- **On-site operations phase:** On-site monitoring for venues where the frequency authorities are not in charge.
Acting on behalf of UEFA in the countries where UEFA is the license holder (to be defined in the preparation phase).
Implementing the sticker system to control wireless equipment.
Last minute requests and problem solving in close cooperation with the frequency authorities.



Figure 5: Frequency Management three phases

UEFA will only accept applicants who can provide services for all the venues and thus ensure a simplified coordination structure. The candidate(s) must be able to demonstrate the ability to provide services for all host countries.

Scope

The scope of the frequency management Services will include all UEFA EURO 2020 activities in the host countries: the venues, the IBC, the team base camps, team hotels and other tournament related broadcast facilities.

Regarding the frequency allocation, approximatively the same amount as for EURO 2016 in France is expected (accumulation per venue).

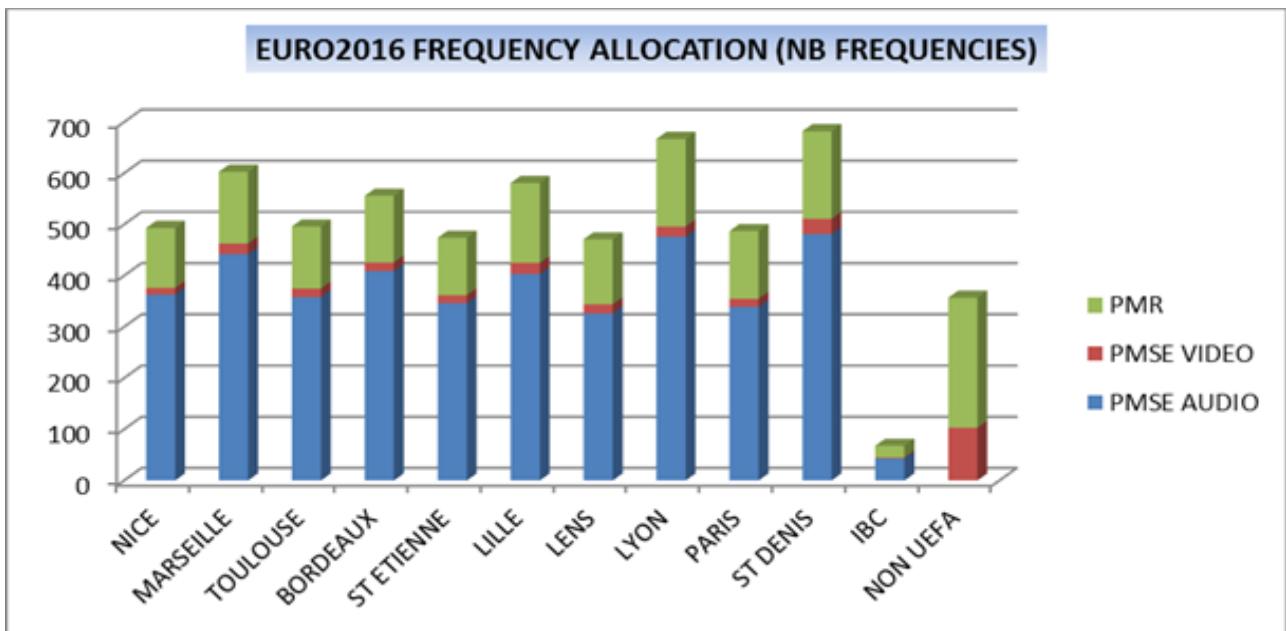


Figure 4: Frequency allocation EURO 2016 (accumulation per venue).

The scope of work to be delivered by the successful applicant

The following table roughly describes the tasks to be provided by the successful applicant.

Process / Phase	Preparation	Application	On-site
Back office	<ul style="list-style-type: none"> Visits and meetings with all the frequency authorities to define the data exchange between the UEFA online portal and the national application processes The provision and programming of the online portal following the meetings with the authorities 	<ul style="list-style-type: none"> Pre-coordination of the incoming frequency applications Data exchange with the Frequency Authorities Coordination of applications and troubleshooting between authorities and applicants (if necessary) 	<ul style="list-style-type: none"> Close cooperation with the frequency authorities for last minute applications Troubleshooting in case of disturbances and non-licensed equipment



Front office	<ul style="list-style-type: none"> Preparation of the guidelines and briefings (e.g. Broadcast Partner workshop in December 2019) 	<ul style="list-style-type: none"> General management of the online portal and the incoming applications Hotline to manage the questions from the applicants Licences issuing via the online portal 	<ul style="list-style-type: none"> Managing last minute applications Implementing sticker system Problem solving
PMSE Audio coordination + PMSE Video coordination (only COP)	<ul style="list-style-type: none"> Pre-screening of the frequency ranges per venue for the venues where the PMSE Audio is not notifiable (during the working Visit - July- November 2019) Final discussions with the frequency authorities on how to proceed if the PMSE Audio is not notifiable 	<ul style="list-style-type: none"> Coordination and allocation of PMSE Audio applications for countries where these frequencies are not notifiable (only for the Stadiums and IBC) For COP: Video frequency allocation, as the Danish Frequency Authority gives only licenses for entire frequency bands 	<ul style="list-style-type: none"> On-site monitoring and control of PMSE Audio frequencies with adequate equipment and sticker system The start of the on-site operations should start on the first Match Day (MD) minus 10 (according to the match schedule as seen on Figure 7) After the first match the services should be provided from MD-2 up until MD For COP: PMSE video monitoring (in addition to PMSE Audio monitoring)



Match Schedule																
MAY 2018																
Stadium		GROUP STAGE														
		FRI 12.06	SAT 13.06	SUN 14.06	MON 15.06	TUE 16.06	WED 17.06	THU 18.06	FRI 19.06	SAT 20.06	SUN 21.06	MON 22.06	TUE 23.06	WED 24.06	25.06	
ROME	Stadio Olimpico 68'000	1 GROUP A 22.00 CET					2 GROUP A				3 GROUP A					
BAKU	Baku Olympic Stadium 69'000		4 GROUP A				5 GROUP A				6 GROUP A					
ST-PETERSBURG	Saint Petersburg Stadium 61'000		7 GROUP B				8 GROUP B				9 GROUP B	10 GROUP B				
COPENHAGEN	Parken Stadium 38'000		11 GROUP B				12 GROUP B				13 GROUP B	14 GROUP B				
AMSTERDAM	Johan Cruijff Arena 54'000		15 GROUP C				16 GROUP C				17 GROUP C	18 GROUP C				
BUCHAREST	National Arena Bucharest 54'000		19 GROUP C				20 GROUP C				21 GROUP C	22 GROUP C				
LONDON	Wembley Stadium 90'000		23 GROUP D				24 GROUP D				25 GROUP D	26 GROUP D				
GLASGOW	Hampden Park 51'000		27 GROUP D				28 GROUP D				29 GROUP D	30 GROUP D				
BILBAO	San Mamés Stadium 53'000		31 GROUP E				32 GROUP E				33 GROUP E	34 GROUP E				
DUBLIN	Dublin Arena 51'000		35 GROUP E				36 GROUP E				37 GROUP E	38 GROUP E				
MUNICH	FootballArena Munich 70'000		39 GROUP F				40 GROUP F				41 GROUP F	42 GROUP F				
BUDAPEST	Puskás Ferenc Stadium 68'000		43 GROUP F				44 GROUP F				45 GROUP F	46 GROUP F				

Figure 7: UEFA EURO 2020 Match Schedule



Appendix 2: Statement of Undertaking

Name of company: _____

Tax number: _____

Address: _____

Referred to hereinafter as the "Company", hereby expresses interest in participating in the Tender for the provision of the Services (as defined in the ITEI) for frequency management for UEFA EURO 2020™ and requests the ITT from UEFA, 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, the Invitation to Express Interest and/or the Tender 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 ITEI and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITEI and/or the Tender, 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 Tender;
4. all intellectual property and commercial rights in relation to UEFA, UEFA EURO 2020™, this Invitation to Express Interest and/or the Tender belong exclusively to UEFA;
5. it is capable of and shall comply with all legal provisions contained in the ITEI 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 Invitation to Express Interest and/or any responses to requests for further information by UEFA;
7. any association with UEFA or UEFA EURO 2020™ 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 Tender and reserves the right to organize any services related to the Tender itself or to re-open part of or the entire tendering process at a later stage; and
9. this statement of undertaking and any related documentation shall be governed by and construed in accordance with the law 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 Invitation to Express Interest, 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 for UEFA EURO 2020™, and agree that the Company that I/we duly represent is/are bound by such terms and conditions.

Signature: _____

Name and Title: _____ Date: _____

Place: _____

Official Stamp: _____



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