



UEFA Club Competition Finals 2019

Evaluation Report

Introduction

UEFA organises four prestigious matches at the end of each club competition season: the UEFA Champions League final, the UEFA Europa League final, the UEFA Women's Champions League final as well as the UEFA Super Cup, where the title-holders of the UEFA Champions League and the UEFA Europa League face each other. These events are highly sought-after celebrations of European football at its best and a great source of pride for the associations and cities that host them.

The process of appointing the hosts of the 2019 editions of these flagship events began on 9 December 2016, when the official invitation to bid was sent out to all UEFA member associations. The bidders were announced and the bid requirements published on 3 February 2017.

The bid requirements for each event comprise ten sectors, which together encompass everything that needs to be taken into account to ensure the event is hosted successfully. Each bidder received a bid dossier template, which contained an extensive list of questions for the bidders to answer on each sector. They had until 5 June 2017 to do so, providing detailed information and a series of guarantees, together with a signed staging agreement and other undertakings.

UEFA provided the bidders with ongoing support in their task, starting with an opening workshop on 1 March 2017 at which the bid requirements were presented and discussed.

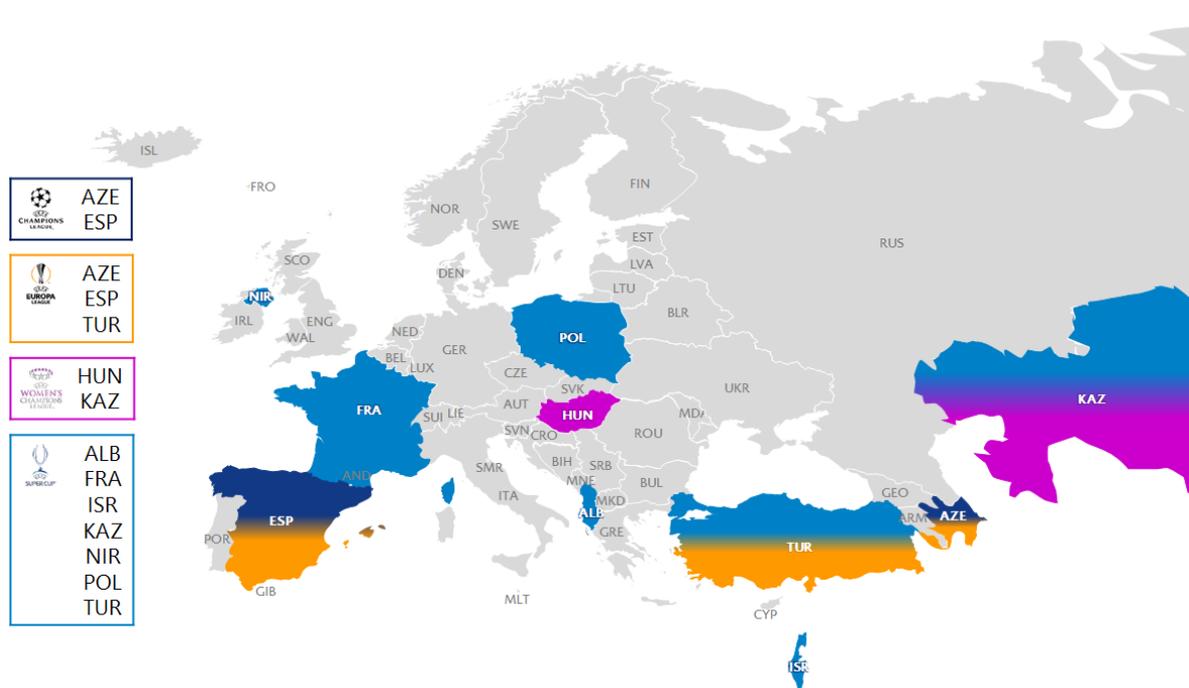
A total of 14 bid dossiers were received from the following associations: Albania, Azerbaijan, France, Hungary, Israel, Kazakhstan, Northern Ireland, Spain, Poland and Turkey.

Once submitted, the bids were evaluated over a period of three months with a methodology that endeavours to make the analysis factual and transparent. Each of the sectors was weighted, individually for each event, based on its importance to the success of that specific event. Within each sector, sub-sections were defined and weighted, and each bid was evaluated against the requirements of these 34 to 40 sub-sections (depending on the competition). These detailed evaluations were then collated and an overall assessment made.

Where answers from the bidders were incomplete or unclear, each bidder was given the opportunity to provide further information and clarifications in order to improve their bid dossiers and better fulfil the bid requirements.

The expertise shown and investment made in terms of research and coordination by the bidders are praiseworthy. Contributions were required from numerous levels of government, as well as from stadium owners, transport companies, accommodation providers, tourist boards and experts in various other domains, in order to produce the required documentation and submit quality bid dossiers.

The UEFA Executive Committee will appoint the hosts of these four events on 20 September 2017.



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Association of Football Federations of Azerbaijan



City:	Baku
Stadium:	Olympic Stadium
Gross stadium capacity:	70,055
Renovations planned:	Yes, to be completed in 2018
Also bidding for:	UEFA Europa League final (Baku)



Vision, Concept and Legacy

The Association of Football Federations of Azerbaijan (AFFA) wants to celebrate its passion for football and help UEFA and its commercial partners to access new markets and broaden their commercial appeal. The AFFA sees hosting the 2019 UEFA Champions League final as an opportunity to generate excitement across Azerbaijan and eastern Europe generally ahead of UEFA EURO 2020 and has produced a very creative and professional presentation of its vision, concept and anticipated legacy.

Social Responsibility and Sustainability

The AFFA's social responsibility and sustainability proposal comfortably meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium and the Champions Festival. The number of wheelchair user seats exceeds the requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided all of the requested confirmations.

The AFFA have provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected. These documents were all signed by the country's authorities at a very high level. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a very high level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the prime minister. A valid stadium safety certificate has also been provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

The Olympic Stadium (gross capacity of 70,055) was completed in September 2015. The stadium has hosted European Qualifiers matches and is owned and operated by Baku Olympic Stadium Ltd.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers easy access to and from parking areas close by.

In terms of spectator welfare, the stadium provides a high number and very good ratio of toilets and concessions per sector. The first-aid rooms are well located and the amount of disabled facilities meets UEFA's requirements. However, the view from part of the lower tier is partially obstructed because of the shape of the stadium, which will lead to a reassessment of the net stadium capacity.

The stadium offers sufficient space for organisational matters. Volunteer and steward centres and staff offices would be located inside the stadium. The accreditation centre would have to be built outside.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium premises contain sufficient and appropriate space for sponsors and corporate guests, and the number of skyboxes is sufficient for UEFA's purposes.

The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, stadium media centre (inside the stadium), press conference room, mixed zone and flash area. The indoor TV studios are well located and the position and size of the camera platforms meet UEFA's needs.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The height of the existing outer security perimeter fence is 2.7m.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the existing

earthing system, sufficient grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental, basic services, set-up and security would be at no cost to UEFA.

Mobility

Due to its geographical location, most foreign spectators would arrive in Baku by air, resulting in high demand for flights. Heydar Aliyev International Airport is the only international airport within easy reach of Baku. The in- and outbound airport capacity theoretically meets the requirements. Temporary measures such as additional security lines and a full event overlay would be needed to manage peak arrival and departure times as well as the ordinary background traffic. In addition, there is a shortage of aircraft parking positions. To overcome this, the AFFA proposes a temporary increase in the number of positions within existing parking areas and the creation of additional temporary positions, including using taxiing routes.

The state civil aviation administration has confirmed that there would be no night-flight restrictions.

The airport and the stadium/city centre would be linked by charter and public buses, to be sourced and operated temporarily for the final.

There are sufficient public transport hubs (underground, railway and bus) within walking distance of the stadium to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the bidder for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight meet the figures communicated by UEFA. Since the rates offered are very high, AFFA provided a letter guaranteeing that they are ready to compensate the difference between the prices expected by UEFA and the offered ones.

The number of hotel rooms within a 60km radius of the stadium falls short of UEFA's minimum requirements for a UEFA Champions League final and would allow the city to accommodate only a very limited number of fans and visitors, including UEFA's key target groups in standard hotels. Mitigation measures such as camp sites, university dormitories or guests houses would need to be investigated.

The level of involvement of the local authorities is satisfactory. The ministry of culture and tourism

of the Republic of Azerbaijan has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the AFFA's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The AFFA proposes high-profile training ground facilities that would ensure acceptable travel times to and from the team hotels.

City Activities and Event Promotion

The foundations of the city activities and event promotion proposal are solid, well-developed and fit for purpose. The details relating to the clean-site principle are thorough, and the commitment to city dressing and activation is impressive. Overall, the city activities and event promotion proposal meet expectations.

The commercial outlook is strong.

Commercial Matters

An adequate approach to commercial rights management is proposed, primarily based on local laws already in place. The commercial inventory offered is also considered adequate to support UEFA and its commercial partners.

Organisational and Financial Matters

The AFFA confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

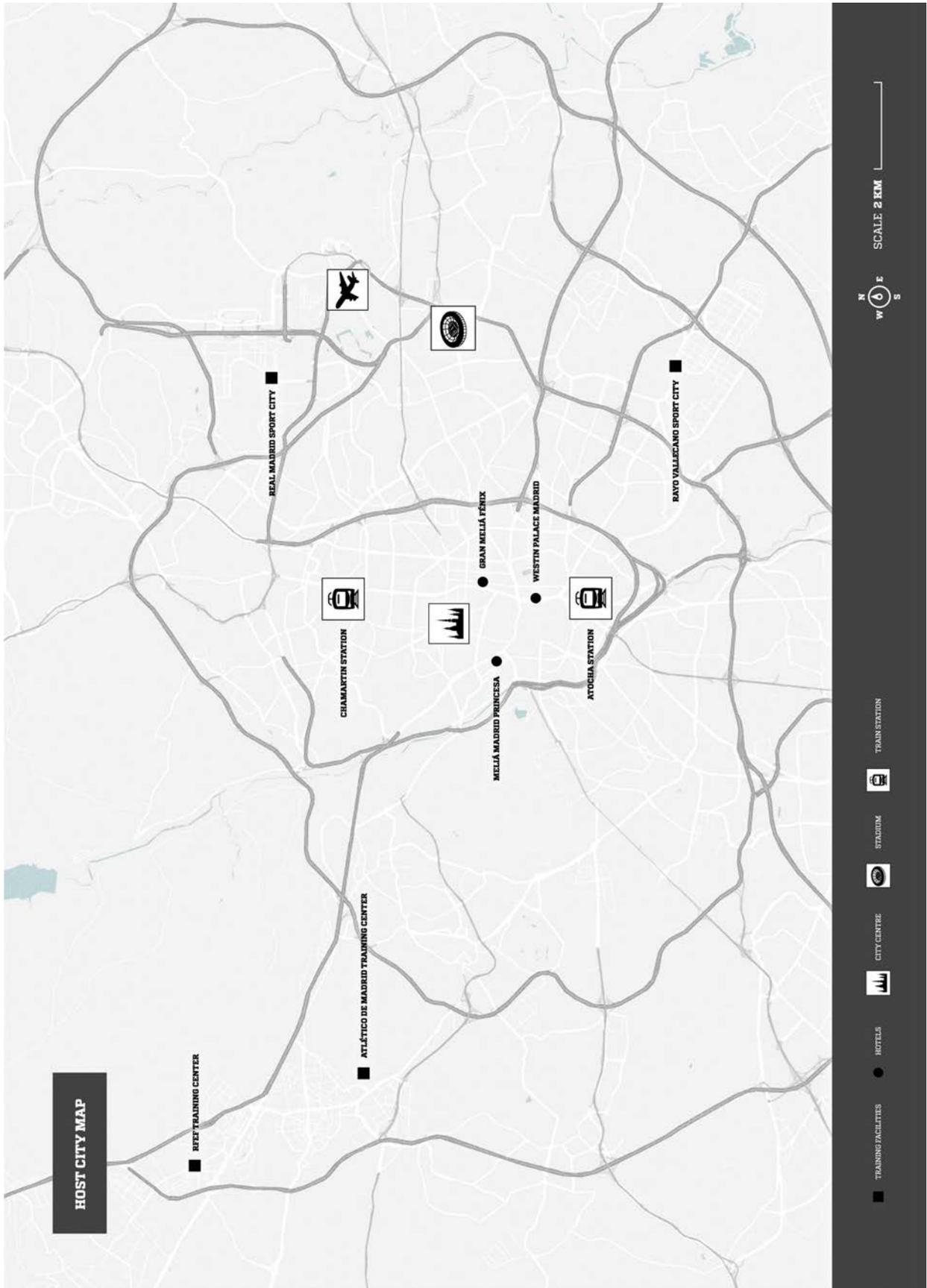
The bid dossier proposes the creation of an organising committee within the AFFA (no separate legal entity). The project team would be a separate entity within the association, complemented by experts and freelancers. The number of staff proposed is very high, albeit with no project leader.

The proposed host association costs are in line with UEFA's target and the AFFA offers its services and related costs free of charge.

Royal Spanish Football Federation



City:	Madrid
Stadium:	Estadio Metropolitano
Gross stadium capacity:	67,829
Renovations planned:	New stadium to be opened in September 2017
Also bidding for:	UEFA Europa League final (Seville)



Vision, Concept and Legacy

The Royal Spanish Football Federation (RFEF) proposes to host a top-class final in a brand new, state-of-the-art stadium. Its vision is to offer a unique experience to the whole football family, the fans of both finalist teams and the inhabitants of Madrid. By hosting this event, the RFEF also wants to have a positive impact on Spain and the city of Madrid. The RFEF's presentation of its vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The RFEF's social responsibility and sustainability proposal comfortably meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium. The number of wheelchair user seats exceeds the requirements.

Legal Matters

The staging agreement, as well as the stadium and host city undertakings have been properly signed. The airport undertaking has been provided with some amendments.

With regards to direct taxes for non-resident players and clubs, the authorities involved have indicated that they would use their best efforts to consider UEFA's requirements if the RFEF is appointed for the final without explicit guarantee.

The RFEF have provided the requested confirmation that the final would be classified as being in the public interest. A number of other guarantees have been provided with amended wording which refers to such documents being provided in accordance with current Spanish legislation, but which would offer weaker protection to UEFA's rights. There is no explicit commitment from the authorities to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas, therefore only ordinary conditions may apply.

The overall Spanish legislation does not provide adequate protection of UEFA's rights, for example regarding ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and

proper guarantees have been signed off by the mayor of Madrid and the head representative of the regional government office. A valid stadium safety certificate has also been provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

Estadio Metropolitano (gross capacity of 67,829) has just been completed in September 2017. The stadium will host the matches of Club Atlético de Madrid. The club is the stadium owner and operator.

The stadium capacity and accessibility are adequate, and there will be sufficient parking areas close by.

In terms of spectator welfare, the stadium provides an average number and ratio of toilets and a good number of concessions and first-aid rooms per sector. The disabled facilities will meet UEFA's requirements.

Staff office space is satisfactory and the volunteer and steward centres are inside the stadium. The accreditation centre would have to be built outside.

The pitch is planned to be 105m x 68m and will be natural grass. Its quality cannot be assessed at this stage. The size of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station all meet the requirements.

The VIP stand and VIP hospitality (split across two areas) are well located and separated from the public and other target groups. However, the stadium premises do not contain sufficient hospitality space for sponsors. An outside hospitality area would have to be built close by. The stadium offers a hospitality area for corporate guests inside the stadium and a sufficient number of skyboxes to meet UEFA's requirements.

The media and broadcasting requirements are partly met. The size and location of the broadcast compound are adequate. There is insufficient space for a stadium media centre inside the stadium. The proposed size and location of the press conference room, mixed zone, flash area, indoor studios and camera platforms meet the requirements.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room is well located and offers sufficient space for the public authorities and private security personnel. The planned number of turnstiles is sufficient to allow all spectators to

enter the stadium within one hour. Information about the installation of an outer security perimeter fence (and its height) is missing.

The planned ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are only partly met. Grid and back-up power would be provided, however no adequate earthing system would be used and the additional power and floodlighting requirements are only partly met.

The stadium rental fee and set-up costs exceed UEFA's target. However, the costs of basic stadium services and security are reasonable.

Mobility

The capacity of Madrid's international airport (Adolfo Suárez Madrid-Barajas) is sufficient to handle the expected traffic. Madrid is also well connected to its neighbouring cities and airports by motorways and railways.

Currently, there are specific restrictions in place in terms of night-flight operations at the airport (towing, taxiing). The RFEF has confirmed that charter flights would be allowed to depart on matchnight.

Overall, the public transport system in Madrid is well developed. The main link between the airport and the city centre is by metro and bus.

There are sufficient public transport hubs (underground and bus) within walking distance of the stadium to ensure last-kilometre accessibility. In addition, a temporary shuttle bus system between the airport and the stadium would be set up by the city council to support the mobility plan.

Accommodation and Training Facilities

The hotel selection proposed by the RFEF for UEFA's key target groups is adequate. The overall number of rooms secured for matchnight meets the requirements. The rates offered are high.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate an extremely high number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. Madrid city council has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the RFEF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The RFEF proposes high-profile training ground facilities that would ensure acceptable travel times to and from the team hotels.

City Activities and Event Promotion

Overall, the city of Madrid is very built-up and lacks the large iconic UEFA Champions Festival space required in the heart of the city. The main parks could be used instead.

The city activities proposal is reasonable. Certain concepts would need to be reviewed to adapt them to the layout and compactness of the city.

The commercial outlook is very strong.

Commercial Matters

A good, detailed ambush marketing protection plan is proposed to support UEFA and its commercial partners, and the commercial inventory offered is good.

Organisational and Financial Matters

The RFEF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

No separate legal entity has been proposed. The local organising structure would comprise representatives of the RFEF, city council and stadium, in the form of an informal working group.

The proposed project team is rather small and the number of staff would need to be increased.

The proposed host association costs are in line with UEFA's target and the RFEF proposes to split the cost of promotional activities with UEFA.



Association of Football Federations of Azerbaijan



City:	Baku
Stadium:	Olympic Stadium
Gross stadium capacity:	70,055
Renovations planned:	Yes, to be completed in 2018
Also bidding for:	UEFA Champions League final (Baku)



Vision, Concept and Legacy

The Association of Football Federations of Azerbaijan (AFFA) wants to showcase and raise the profile of Baku and celebrate its passion for football by hosting a truly memorable football celebration. The AFFA sees hosting the 2019 UEFA Europa League final as an opportunity to generate excitement across Azerbaijan and eastern Europe generally ahead of UEFA EURO 2020 and has produced a very creative and professional presentation of its vision, concept and anticipated legacy.

Social Responsibility and Sustainability

The AFFA's social responsibility and sustainability proposal comfortably meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium and the Champions Festival. The number of wheelchair user seats exceeds the requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided all of the requested confirmations.

The AFFA have provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected. These documents were all signed by the country's authorities at a very high level. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a very high level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by five government ministers, including the deputy prime minister. A valid stadium safety certificate has also been provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

The Olympic Stadium (gross capacity of 70,055) was completed in September 2015. The stadium has hosted European Qualifiers matches and is owned and operated by Baku Olympic Stadium Ltd.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers easy access to and from the parking areas close by.

In terms of spectator welfare, the stadium provides a high number and very good ratio of toilets and concessions per sector. The first-aid rooms are well located and the amount of disabled facilities meets UEFA's requirements. However, the view from part of the lower tier is partially obstructed as a result of the round shape of the stadium.

The stadium offers sufficient space for organisational matters. Volunteer and steward centres and staff offices would be located inside the stadium. The accreditation centre would have to be built outside.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium premises contain sufficient and appropriate space for sponsors and corporate guests, and the number of skyboxes is sufficient for UEFA's purposes.

The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, stadium media centre (inside the stadium), press conference room, mixed zone and flash area. The indoor TV studios are well located and the position and size of the camera platforms meet UEFA's needs.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The height of the existing outer security perimeter fence is 2.7m.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the existing earthing system, sufficient grid and back-up

power, additional power, floodlighting and giant screens.

The stadium rental, basic services, set-up and security would be at no cost to UEFA.

Mobility

Due to its geographical location, most foreign spectators would arrive in Baku by air, resulting in high demand for flights. Heydar Aliyev International Airport is the only international airport within easy reach of Baku. The in- and outbound airport capacity meets the requirements. Temporary measures such as additional security lines and a full event overlay may be needed to increase that capacity depending on the teams that qualify and the interest among their fans. The state civil aviation administration has confirmed that there would be no night flight restrictions. Temporary markings, the use of taxi ways and other temporary parking areas are proposed to overcome the shortage of aircraft parking positions.

The airport and the stadium/city centre would be linked by charter and public buses, to be sourced and operated temporarily for the final.

There are sufficient public transport hubs (underground, railway and bus) within walking distance of the stadium to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the bidder for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight meet the figures communicated by UEFA. Since the rates offered are very high, AFFA provided a letter guaranteeing that they are ready to compensate the difference between the prices expected by UEFA and the offered ones.

Although the number of hotel rooms within a 60km radius of the stadium falls short of UEFA's minimum requirements for fans, visitors and UEFA's key target groups, the lower share of tickets allocated to the two finalist teams reduces potential risks.

The level of involvement of the local authorities is satisfactory. The ministry of culture and tourism of the Republic of Azerbaijan has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the AFFA's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The AFFA proposes high-profile training ground facilities that would ensure acceptable travel times to and from the team hotels.

City Activities and Event Promotion

The city activities and event promotion proposal has not really been tailored to the UEFA Europa League final. The proposed project is consequent and would need to be adapted to the requirements and target audience. The proposal is otherwise reasonable overall and raises no major concerns at this stage.

Commercial Matters

An adequate approach to commercial rights management is proposed, primarily based on local laws already in place. The commercial inventory offered is also considered adequate to support UEFA and its commercial partners.

Organisational and Financial Matters

The AFFA confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of an organising committee within the AFFA (no separate legal entity). The project team would be a separate entity within the association, complemented by experts and freelancers. The number of staff proposed is very high, albeit with no project leader.

The proposed host association costs are in line with UEFA's target and the AFFA offers its services and related costs free of charge.

Royal Spanish Football Federation



City:	Seville
Stadium:	Estadio Ramón Sánchez-Pizjuán
Gross stadium capacity:	42,809
Renovations planned:	Yes, to be completed in December 2018
Also bidding for:	UEFA Champions League final (Madrid)



Vision, Concept and Legacy

The Royal Spanish Football Federation (RFEF) presents Seville's desire to welcome the two finalist clubs and their fans. It considers hosting the 2019 UEFA Europa League final as an opportunity to connect fans in a spirit of respect and friendship. The RFEF, in collaboration with Sevilla FC, has produced a professional and appealing presentation of its vision, concept and anticipated legacy.

Social Responsibility and Sustainability

The RFEF's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders, but not a tobacco-free environment at the stadium. The number of wheelchair user seats exceeds the requirements.

Legal Matters

The staging agreement, as well as the stadium and host city undertakings have been properly signed. The airport undertaking has been provided with some amendments.

With regards to direct taxes for non-resident players and clubs, the authorities involved have indicated that they would use their best efforts to consider UEFA's requirements if the RFEF is appointed for the final without explicit guarantee.

The RFEF have provided the requested confirmation that the final would be classified as being in the public interest. A number of other guarantees have been provided with amended wording which refers to such documents being provided in accordance with current Spanish legislation, but which would offer weaker protection to UEFA's rights. There is no explicit commitment from the authorities to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas, therefore only ordinary conditions may apply.

The overall Spanish legislation does not provide adequate protection of UEFA's rights, for example regarding ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided. The RFEF was unable to provide proper signed guarantees.

A valid stadium safety certificate with confirmation of safe capacity evacuation times below eight minutes.

Stadium

Estadio Ramón Sánchez-Pizjuán (gross capacity of 42,809) will undergo renovation works, to be completed in December 2018. The stadium owner and operator is Sevilla FC.

The stadium only partly meets UEFA's requirements in terms of capacity and accessibility. There are insufficient parking areas available and the existing ones are quite far from the stadium.

In terms of spectator welfare, the stadium does not meet the minimum requirements as only 13,071 seats are covered by a roof. Furthermore, the stadium offers a limited number of toilets and concessions per sector, the number of first-aid rooms is insufficient and the amount of disabled facilities is very low.

The stadium offers sufficient space for staff offices. However, the space for volunteers, stewards and storage is very limited. It is proposed that the accreditation centre be located in a hotel approximately 15 minutes' walk from the stadium.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. Overall, however, the hospitality requirements are not met, as the hospitality for sponsors would have to be built outside the stadium (very limited space inside). Moreover, the number of skyboxes is very low.

The media and broadcasting requirements are partly met. The size and location of the broadcast compound are sufficient. However, the stadium media centre (inside the stadium), press conference room, mixed zone and flash area are all small and the position and size of the camera platforms do not meet UEFA's needs.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room, however, is too small for the police, fire brigade, medical services and private security personnel. In addition, the number of turnstiles is rather low and no outer security perimeter is proposed.

The ICT installations could not be assessed as the necessary information was not provided. The stadium does not have an existing earthing system and the technical requirements are only partly met in terms of grid and back-up power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are very high and exceed by far UEFA's target.

Mobility

The current capacity of Seville's airport (Aeropuerto de Sevilla San Pablo) is insufficient to handle the expected traffic. Jerez Airport is proposed as a support airport that could accommodate some of the expected traffic. In addition, Seville is well connected to its neighbouring cities and airports by motorways and railways.

Currently, there is a night flight ban at the airports in Seville and Jerez. However, the RFEF has indicated that the ban would be lifted for the UEFA Europa League final.

The link between the Aeropuerto de Sevilla San Pablo and the stadium/city centre is by bus and taxi. The current capacity falls short of expectations. Additional buses would be required to cope with the increase in demand. The transport links between the airport in Jerez and Seville is also insufficient and would need to be increased.

There is no information in the bid dossier about last-kilometre stadium accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the RFEF for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight fails to meet the requirements. The rates offered are fair.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate a high number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. Seville city council has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the RFEF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The RFEF proposes team training ground facilities that would ensure acceptable travel times to and from the team hotels. No satisfactory options for the MD-1 alternative training ground were offered.

City Activities and Event Promotion

Seville is a stunning city and the proposed fan entertainment areas and celebration party venue are suitably iconic and central. The project delivery would require greater UEFA involvement to ensure adequate staffing resources and to create a targeted, creative plan for both city activities and event promotion. Facilities are available from the city and the tourist board.

Commercial Matters

The commercial rights management commitments are based on local laws in cooperation with local authorities and are considered adequate. The commercial inventory offered is also adequate.

Organisational and Financial Matters

The RFEF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

No separate legal entity has been proposed. The local organising structure would comprise representatives of the RFEF, a local office of the Spanish government, the city council, airport and stadium, in the form of an informal working group.

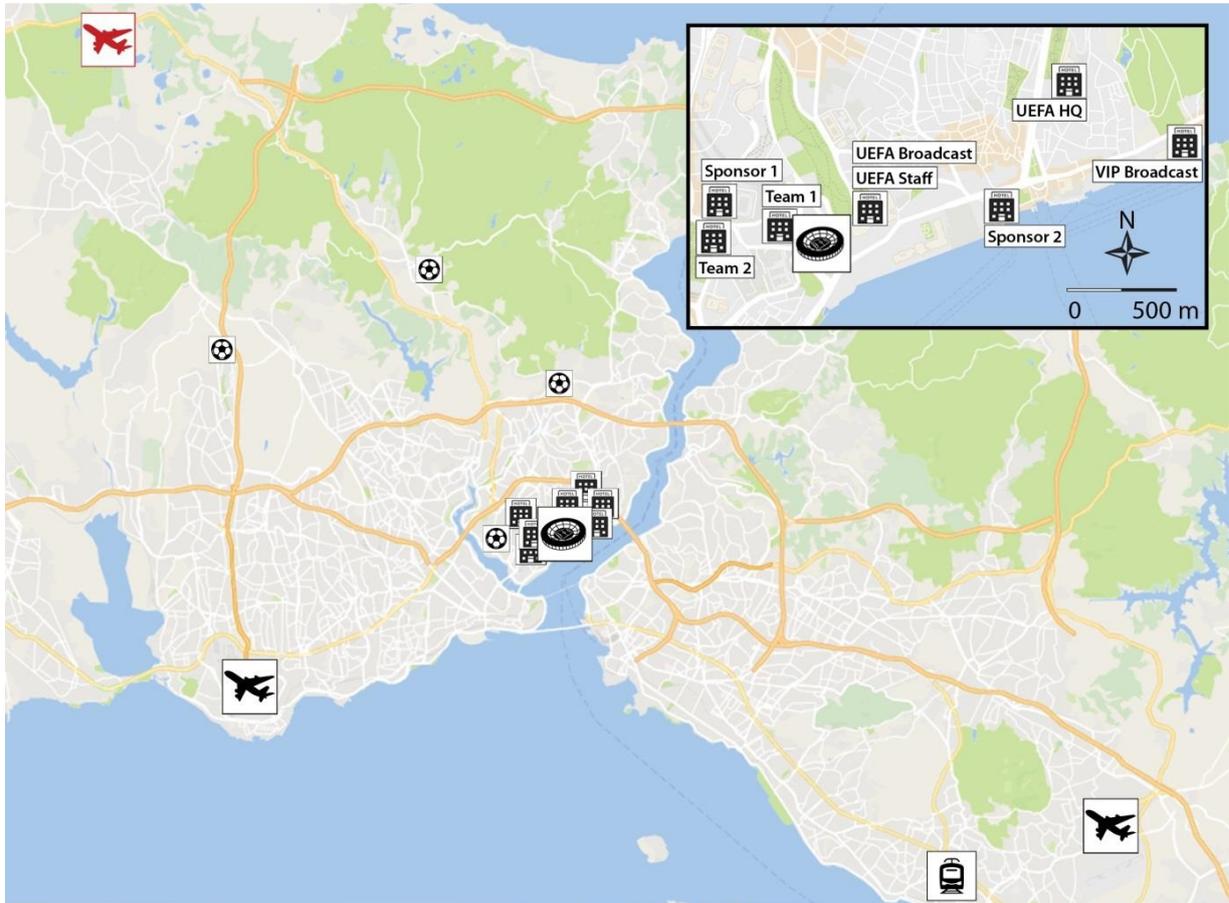
No concrete project team is proposed. The number of staff proposed is low and would need to be increased. There is also no indication of whether they would be fully dedicated to the event and no proper staffing costs provided.

The proposed host association costs are slightly above UEFA's target.

Turkish Football Federation



City:	Istanbul
Stadium:	Beşiktaş Park
Gross stadium capacity:	41,188
Renovations planned:	Yes, to be completed in March 2019
Also bidding for:	UEFA Super Cup (Istanbul)

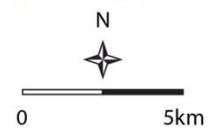


Legend:

Stadium	
Training Center	
Airport	
Train Station	
Hotel	

Colours:

Existing infrastructure (black)
Existing with major enhancements (green)
New (red)



Vision, Concept and Legacy

Based on the previous club competition finals and youth tournaments it has successfully staged in the past, the Turkish Football Federation (TFF) proposes to host a unique event in a brand new stadium, which would maintain the UEFA Europa League's tradition of football excellence. The TFF's presentation of its vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The TFF's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium. The number of wheelchair user seats exceeds the requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided all of the requested confirmations.

The TFF have provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected. These documents were all signed by the country's authorities at the highest level. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a very high level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the minister of the interior, the head of the general directorate of security and the governor of Istanbul. A valid stadium safety certificate has also been provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

Beşiktaş Park (gross capacity of 41,188) was completed in April 2016 and is the home of Beşiktaş JK. The stadium is owned by the Turkish general directorate of sports and operated by Beşiktaş JK.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers access to and from the parking areas, which are quite far away.

In terms of spectator welfare, the stadium provides an average number but a good ratio of toilets and concessions per sector. The first-aid rooms are well located and the amount of disabled facilities fully meets UEFA's requirements.

The stadium offers sufficient space for organisational matters. Volunteer and steward centres and staff offices would be located on the stadium premises. The accreditation centre would have to be built outside.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium premises contain sufficient and appropriate space for corporate guests and a sufficient number of skyboxes. However, the hospitality for sponsors cannot be located within the stadium and would have to be built outside, in front of the Dolmabahçe Palace.

The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, stadium media centre (inside the stadium), press conference room, mixed zone and flash area. The stadium only offers one indoor TV studio. The position and size of the camera platforms meet UEFA's needs.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The height of the proposed outer security perimeter fence is 2.5m.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the existing

earthing system, grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are significantly below UEFA's target.

Mobility

Due to its location, most foreign spectators would arrive in Istanbul by air, resulting in high demand for flights. There are two international airports in Istanbul (Atatürk and Sabiha Gökçen), with a third airport under construction. UEFA's requirements in terms of airport capacities and infrastructure are therefore comfortably met.

The state airport authority would make best efforts to ensure that aircrafts are permitted to take off at all three airports without restriction on matchnight.

The link between the airports and the stadium/city centre is by public bus, and by metro in the case of Istanbul Atatürk Airport.

There are sufficient public transport hubs (underground, bus and ferry) within walking distance of the stadium to ensure last-kilometre accessibility. However, there are busy roads in the immediate proximity of stadium and it will be a challenge to set up an outer traffic perimeter on matchday.

Accommodation and Training Facilities

The hotel selection proposed by the TFF for UEFA's key target groups is adequate. The overall number of rooms secured for matchnight meets the requirements and the rates offered are fair.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate a very high number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. The ministry of culture and tourism has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the TFF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The TFF proposes Kasımpaşa Recep Tayyip Erdoğan Stadium for the team training grounds and the MD-1 alternative training ground, which would ensure optimal travel times to and from the team hotels.

City Activities and Event Promotion

The main concerns in terms of city activities are the possibility of closing roads if necessary around the central fan entertainment area in Taksim Square and the safety and security of such a high-profile open event. The city is vibrant, it has experience of hosting previous UEFA finals and the proposal is well thought out. The bid dossier lacks details on city dressing, which would be difficult to achieve effectively and inexpensively in such a vast city.

Commercial Matters

An adequate level of commercial rights protection is proposed for UEFA and its commercial partners. The restrictions on alcohol advertising are noted. The commercial inventory offered is also suitable.

Organisational and Financial Matters

The TFF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising structure within the TFF (no separate legal entity), comprising members of the TFF with counterparts from the city council, stadium and club.

The number of staff proposed is relatively low, with reasonable costs per person but no project leader.

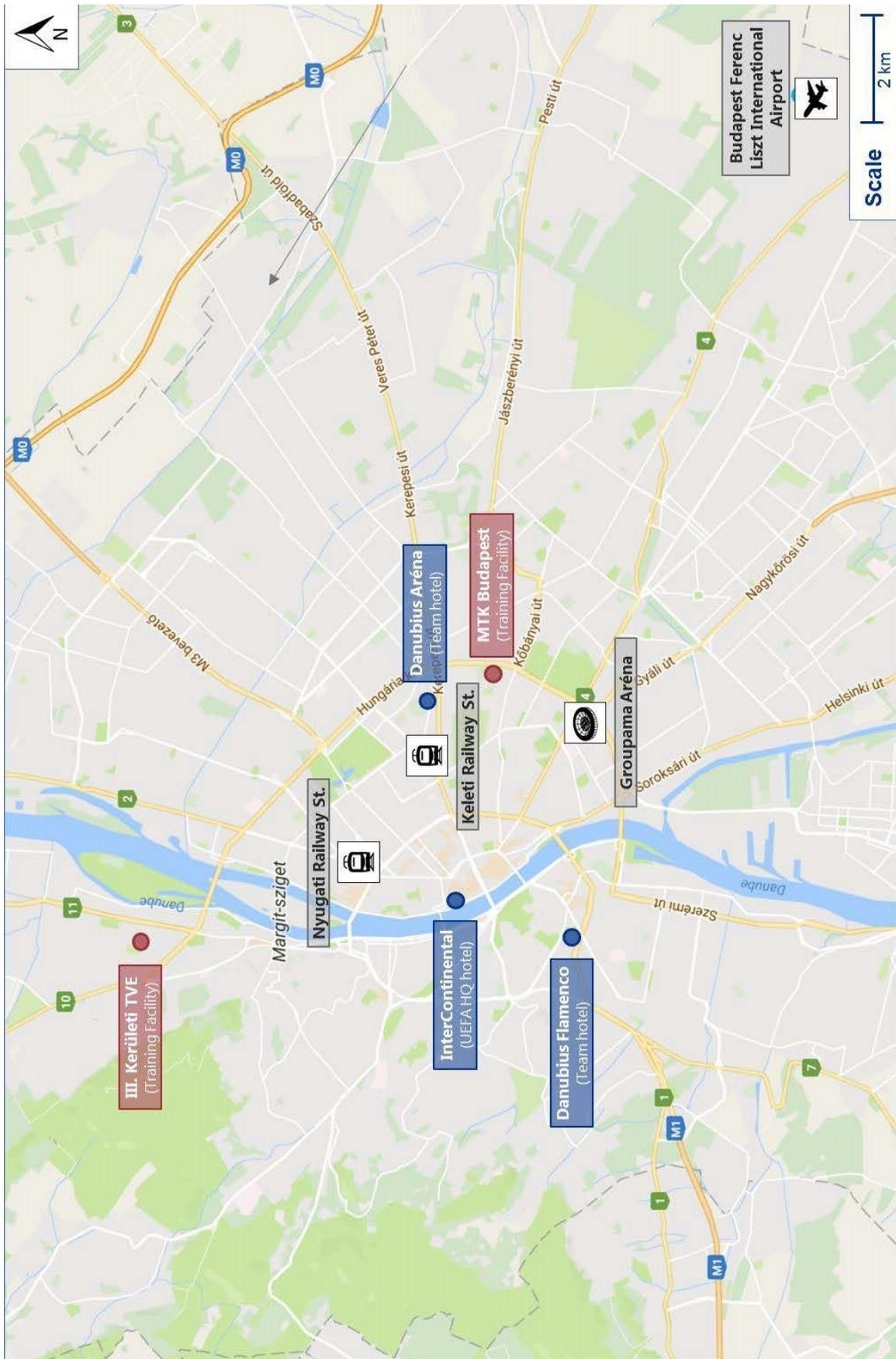
The proposed host association costs are below UEFA's target.



Hungarian Football Federation



City:	Budapest
Stadium:	Ferencváros Stadium
Gross stadium capacity:	22,122
Renovations planned:	None
Also bidding for:	—



Vision, Concept and Legacy

The Hungarian Football Federation (MLSZ) presents a very strong vision, concept and legacy, which it links to its women's football development strategy. It aims to broaden the base and increase the prestige of women's football in Hungary, as well as seeing hosting a flagship final as fitting Hungary's overall vision for sport and offering the host stadium and the MLSZ itself a valuable legacy in terms of UEFA event experience. The MLSZ has produced a very professional presentation of its vision, concept and anticipated legacy.

Social Responsibility and Sustainability

The MLSZ's social responsibility and sustainability proposal comfortably meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium. The number of wheelchair user seats is below UEFA's requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

The anti-doping guarantee, which was the sole guarantee requested, was provided.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a sufficient level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the prime minister. A valid stadium safety certificate has also been provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

Ferencváros Stadium (gross capacity of 22,122) was completed in 2014. It is home to Ferencvárosi TC. The stadium is owned by the Hungarian state and operated by Lagardère Sports Hungary Kft.

The stadium meets UEFA's requirements in terms of capacity and accessibility, with easy access and sufficient parking areas available close by.

The stadium offers a sufficient number of toilets, concessions and first-aid rooms. The amount of disabled facilities is rather low.

The space for staff offices and storage is sufficient. The volunteer and steward centres, accreditation centre and staff bistro would all be located inside the stadium.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are separated from the public and other target groups and there is a large number of skyboxes for corporate guests.

The media and broadcasting requirements are met in terms of the size and location of all facilities, including the broadcast compound, stadium media centre, press conference room, mixed zone and flash area.

In terms of safety and security, the stadium has provided an adequate evacuation plan. The control room is rather small for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the requirements, as do the earthing system, grid and back-up power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are in line with UEFA's target.

Mobility

Budapest is well connected to its neighbouring countries and the rest of Europe.

Budapest Ferenc Liszt International Airport is within easy reach of the city and its capacity is more than sufficient.

Currently, there are restrictions in place in terms of aircraft movements during the night. However, the MLSZ has indicated that night-flight restrictions could be lifted if necessary and if such a request were made in good time.

Accommodation and Training Facilities

The city boasts a very diverse hotel market, which would enable it to host a very high number of fans and visitors, including UEFA's key target groups. The properties identified are suitable:

they have proven experience of hosting football teams and are within easy reach of the stadium.

City Activities and Event Promotion

The city activities and event promotion proposal is recommendable and sound. The MLSZ has a clear concept for supporting the promotion of the UEFA Women's Champions League final and women's football generally in the media and public domain. Budapest would be fit for purpose in this regard.

Commercial Matters

A reasonably strong plan is proposed to protect the rights of UEFA and its commercial partners and the commercial inventory offered is adequate.

Organisational and Financial Matters

The MLSZ confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

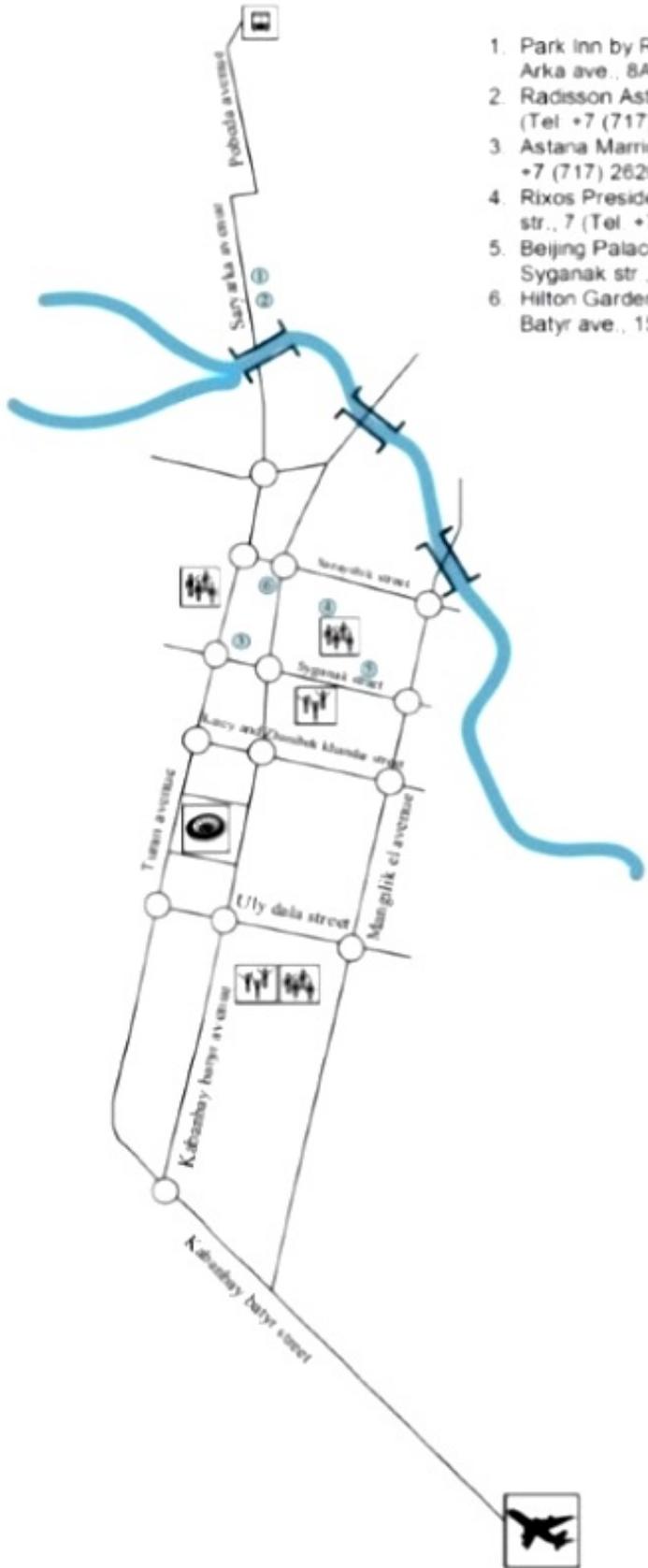
The bid dossier proposes the creation of a local organising structure within the MLSZ (no separate legal entity), comprising members of the MLSZ with counterparts from the city council, the stadium and the public safety and airport authorities.

The proposed host association costs are in line with UEFA's target.

Football Federation of Kazakhstan



City:	Astana
Stadium:	Astana Arena
Gross stadium capacity:	30,202
Renovations planned:	Yes, to be completed in 2019
Also bidding for:	UEFA Super Cup (Astana)



- 1. Park Inn by Radisson Astana Hotel – Sary Arka ave., 8A (Tel: +7 (717) 2670000)
- 2. Radisson Astana Hotel – Sary Arka ave. 4 (Tel: +7 (717) 2670777)
- 3. Astana Marriott Hotel – Dostyq str. 2 (Tel: +7 (717) 2620770)
- 4. Rixos President Hotel Astana – Kunayev str., 7 (Tel: +7 (717) 2245050)
- 5. Beijing Palace Soluxe Hotel Astana – Syganak str., 27 (Tel: +7 (717) 2701515)
- 6. Hilton Garden Inn Astana – Kabanbay Batyr ave., 15 (Tel: +7 (717) 2756700)

Vision, Concept and Legacy

The Football Federation of Kazakhstan (KFF) wants to use the UEFA Women's Champions League final to showcase top women's club football in order to improve perceptions of women's football in Kazakhstan, grow the game and contribute to the development of professional women's football. It also believes this event would contribute to the image of the host city, Astana, and set new standards in the hosting of sports events. The KFF's presentation of its vision, concept and anticipated legacy is of a reasonable standard.

Social Responsibility and Sustainability

The KFF's social responsibility and sustainability proposal fails to meet the overall requirements. It does not propose a city-wide combi-ticket system of free public transport for match ticket holders nor a tobacco-free environment at the stadium. The number of wheelchair user seats is not provided.

Legal Matters

The staging agreement, as well as the stadium undertaking, have been properly signed. The host city and airport undertakings appear to have been signed by authorities that are not competent to do so.

The anti-doping guarantee, which was the sole guarantee requested, was provided.

The overall Kazakh legislation does not provide adequate protection of UEFA's rights, for example regarding ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided. The guarantees signed off by the deputy minister of internal affairs do not fully comply with the bid requirements and do not confirm that all safety and security provisions will be borne by the authorities at no cost to UEFA. A valid stadium safety certificate has been provided, with confirmation of safe capacity evacuation times that comply with local regulations, but does not comply with the eight minutes requested by UEFA.

Stadium

Astana Arena (gross capacity of 30,202) was completed in 2009. It is the national stadium of Kazakhstan and is owned and operated by SMMO Sportcobine "Dostyk".

The stadium meets UEFA's requirements in terms of capacity and accessibility, with sufficient parking areas available close by.

In terms of spectator welfare, the stadium only partly meets the minimum requirements, with a limited number of toilets, concessions, first-aid rooms and disabled facilities.

The stadium offers sufficient space for staff offices and storage. However, the space for the volunteer and steward centres, signage room and accreditation centre is very small.

Currently, the stadium has an artificial pitch (105m x 68m). The authorities are looking into replacing the artificial turf with natural grass, but no firm commitment or details about the possibility of a temporary installation have been provided. At this stage, this has to be seen as a key requirement that is not met. Other sporting requirements in terms of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station are only partly met.

The VIP stand and VIP hospitality are separated from the public and other target groups and there is a sufficient number of skyboxes for corporate guests.

The media and broadcasting requirements are partly met. The size of the stadium media centre (inside the stadium), press conference room, mixed zone and flash area meet the requirements and the position and size of the camera platforms meet UEFA's needs. The broadcast compound is not indicated in the bid dossier.

In terms of safety and security, the stadium has provided a relevant evacuation plan. The control room is too small for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the minimum requirements. However, in terms of the technical requirements, the stadium does not have an earthing system and requirements in terms of grid and back-up power, floodlighting and giant screens are only partly met.

The stadium rental fee, basic services, set-up and security costs are in line with UEFA's target.

Mobility

Due to its geographical location, long flights would be required to reach Astana.

Astana Nursultan Nazarbayev International Airport is within easy reach of the city and its capacity is more than sufficient.

There are no restrictions in place in terms of aircraft movements during the night.

Accommodation and Training Facilities

The city's hotel market is varied and growing and would enable it to host a satisfactory number of fans and visitors, including UEFA's key target groups. The properties identified are suitable and all within easy reach of the stadium. Only one hotel has proven experience of hosting football teams.

City Activities and Event Promotion

The city activities and event promotion proposal is not wholly suitable for a UEFA Women's Champions League. No clear vision for event promotion and live events has been developed, and based on the proposed structural set-up, it would be challenging to implement a meaningful event promotion programme in the city.

Commercial Matters

The proposed commercial rights programme is fit for purpose. The media offering is also fairly good. It is noted, however, that alcohol advertising is prohibited.

Organisational and Financial Matters

The KFF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising structure comprising members of the KFF and state officials from the government, city council and stadium, authorised to assume responsibilities for organising the event.

The number of staff proposed is high; the duration of their involvement is not indicated and no project leader is proposed.

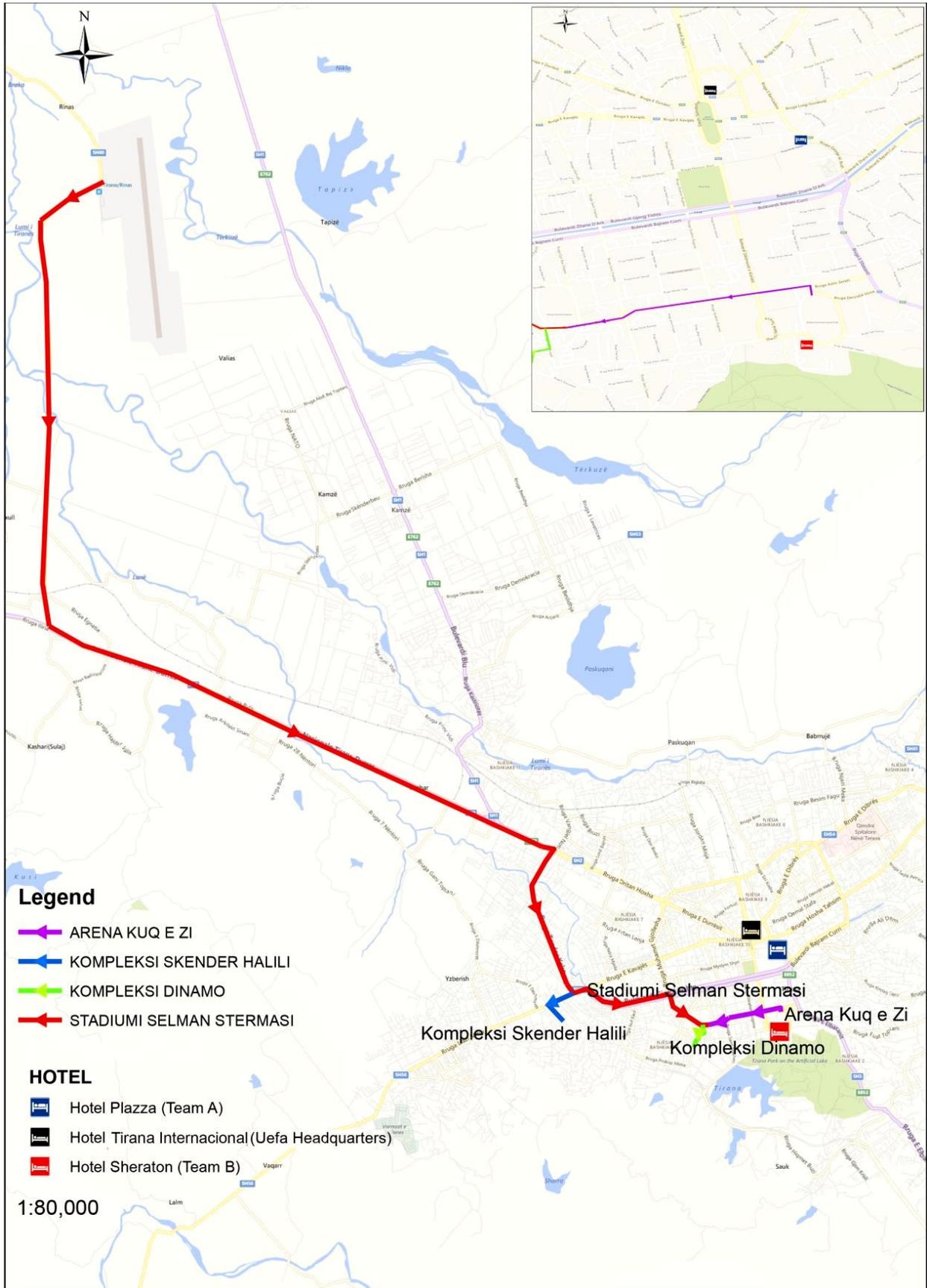
The proposed host association costs far exceed UEFA's target.



Football Association of Albania



City:	Tirana
Stadium:	National Stadium
Gross stadium capacity:	22,015
Renovations planned:	Stadium under construction, to be completed in 2018
Also bidding for:	—



Vision, Concept and Legacy

The vision of the Albanian Football Association (FSHF) is that hosting the UEFA Super Cup would represent a unique opportunity to boost the city of Tirana and its prosperity, as well as ushering in a new era for football, youth development, investments and other important programmes throughout the country. The FSHF's presentation of its vision, concept and anticipated legacy shows professionalism and meets expectations.

Social Responsibility and Sustainability

The FSHF's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium. The number of wheelchair user seats does not meet UEFA's requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided all of the requested confirmations.

The FSHF have provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected. These documents were all signed by the country's authorities at a very high level. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a high level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the general director for public safety and the ministry of the interior. Additional guarantees have been provided by the fire brigade, the American hospital and the stewarding company.

A first stadium safety certificate has been provided, with confirmation of safe capacity

evacuation times onto the pitch of below eight minutes, however the stadium will have to be properly approved by the local authorities once the construction is complete.

Stadium

The National Stadium (gross capacity of 22,015) will be completed in 2018. The stadium is owned and operated by Qendra Sportive "Kuq e zi".

The stadium meets UEFA's requirements in terms of capacity and accessibility, with access to and from parking areas, most of which are inside the stadium.

In terms of spectator welfare, the stadium provides a sufficient number of toilets, concessions, first-aid rooms and disabled facilities.

The stadium offers sufficient space for staff offices and volunteer and steward centres. There is a lack of storage space.

The pitch is planned to be 105m x 68m and will be natural grass. Its quality cannot be assessed at this stage. The size of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station all meet the requirements.

The VIP stand and VIP hospitality are separated from the public and other target groups. However, the stadium premises do not contain sufficient space for sponsors or corporate guests. The number of skyboxes will be limited and the Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met. The broadcast compound is too small, space for the press conference room, mixed zone and flash area is very limited and the position and size of the camera platforms only partly meet UEFA's needs. The number of indoor TV studios exceeds UEFA's requirements.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room is too small for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations cannot be assessed at this stage. The technical requirements are met in terms of the earthing system. Only one grid line is provided. The requirements in terms of additional power, floodlighting and giant screens are only partly met.

The stadium rental fee, basic services, set-up and security costs are significantly below UEFA's target.

Mobility

Due to its location, most foreign spectators would arrive in Tirana by air, resulting in high demand for flights.

Tirana has one international airport (Nënë Tereza). The passenger capacity is limited but just about sufficient based on current estimates. Depending on the teams that qualify and the interest among their fans, however, a temporary increase in airport capacity and parking positions may be required.

There are no night-flight restrictions at Tirana International airport.

There are public buses between the airport and the stadium/city centre. Their number would have to be increased to cope with the increase in demand.

The stadium is within walking distance of the city centre and can be accessed from three sides. The parking capacity is low and would require temporary solutions.

Accommodation and Training Facilities

The hotel selection proposed by the FSHF for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight exceeds the requirements and the rates offered are very attractive.

The number of hotel rooms within a 60km radius of the stadium in Tirana meets UEFA's minimum requirements and would allow the city to accommodate a reasonable number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. The national tourism agency has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the FSHF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The FSHF proposes training ground facilities that would ensure acceptable travel times to and from the team hotels.

City Activities and Event Promotion

The bid dossier includes some good ideas for city activities and event promotion. However, there would need to be a quick understanding of the

scale and standard required and dedicated resources committed to the delivery of city activities. Overall a reasonable proposal.

Commercial Matters

The FSHF presents an acceptable approach to commercial rights. The commercial inventory offered is also adequate.

Organisational and Financial Matters

The FSHF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising committee within the FSHF (no separate legal entity), comprising representatives of the FSHF, city council, stadium and government.

The number of staff proposed is reasonable. It is noted that they would work on the UEFA Super Cup alongside their daily business. This may be inadequate since such an event requires a certain number of fully dedicated staff. The monthly costs per person are low and a project leader is proposed.

The proposed host association costs are below UEFA's target.

French Football Federation



City:	Toulouse
Stadium:	Stadium de Toulouse
Gross stadium capacity:	33,150
Renovations planned:	None
Also bidding for:	—



SUPER CUP
2019

Finale
Mercredi 14 Août

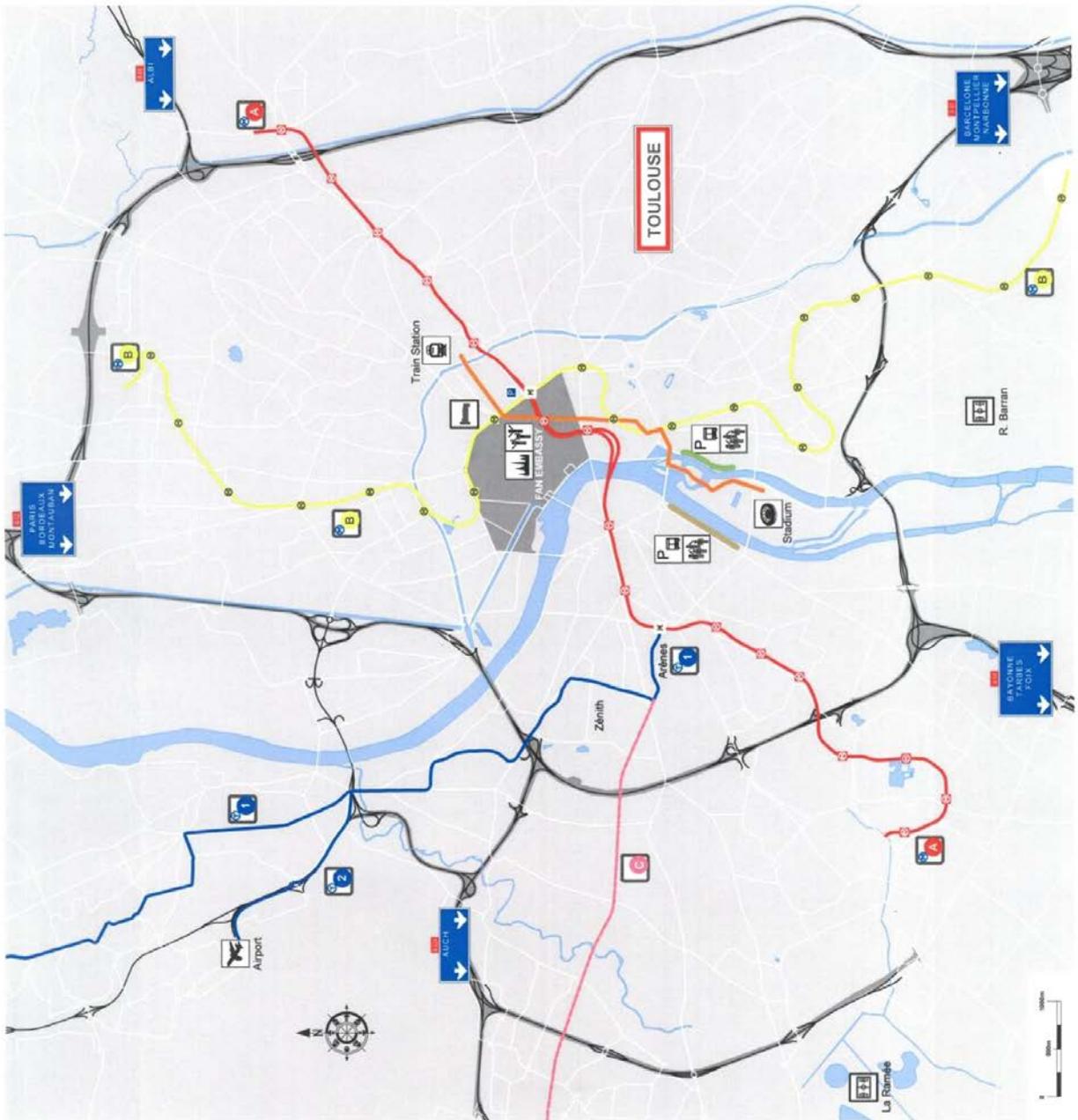
Secteur 02 - Concept

Mai 2017

LAYOUT:

- City center
- Stadium
- Team Training
- UEFA headquarters hotel
- Main airports
- Main train stations
- Metro line A
- Metro line B
- Suburban Rail line C
- Tramway line 1 and 2
- Fanwalk
- Fan Embassy
- Buffer zone
- Supporters Bus Parking: Team 1
- Supporters Bus Parking: Team 2





Vision, Concept and Legacy

The French Football Federation (FFF) bases its interest in hosting the UEFA Super Cup essentially on its successful staging of UEFA EURO 2016, which whetted appetites for more. The presented vision, concept and anticipated legacy is rather standard and just about meets expectations.

Social Responsibility and Sustainability

The FFF's social responsibility and sustainability proposal just meets the overall requirements. It proposes, among other aspects, a tobacco-free environment at the stadium, but not a city-wide combi-ticket system of free public transport for match ticket holders. The number of wheelchair user seats are below UEFA's requirements.

Legal Matters

The staging agreement has not been signed by the FFF. The stadium, host city and airport undertakings were signed by the respective authorities, but not acknowledged and signed by the FFF.

No guarantees have been provided, including regarding taxes, public interest, intellectual property, ticketing and anti-doping. There is no commitment from the authorities to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas, therefore only ordinary conditions would apply.

Whilst the overall French legislation is of a good quality, we would have concerns regarding the implementation conditions regarding ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided but no guarantees have been signed off.

Stadium

Stadium de Toulouse (gross capacity of 33,150) was renovated in 2014/15 for UEFA EURO 2016, for which it hosted three group matches and one round of 16 match. The stadium is owned and operated by Toulouse Métropole. A valid stadium safety certificate has been provided, with confirmation of safe capacity evacuation times below eight minutes.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the requirements are partly met: the stadium offers a limited number of toilets and concessions per sector. The first-aid rooms are well located and the disabled facilities meet UEFA's minimum requirements.

The stadium offers insufficient space for organisational matters. The city/exhibition halls close by would be needed to meet the minimum requirements in terms of staff offices, accreditation and volunteer centres, staff bistro and stadium media centre.

The natural grass pitch (105m x 68m) meets UEFA's requirements. The requirements are partly met in terms of the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station, the space for all of which is very limited.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium also offers sufficient and appropriate space for sponsors. The hospitality areas for corporate guests would need to be outsourced. The number of skyboxes is low.

The media and broadcasting requirements are partly met. The size and location of the broadcast compound, flash area and indoor TV studios meet the requirements. The mixed zone and press conference room would have to be built outside the stadium. The position and size of the camera platforms meet UEFA's needs.

In terms of safety and security, the stadium has provided adequate evacuation plans. The control room is well located and offers the minimum space needed for the police, fire brigade, medical services and private security personnel. The number of turnstiles is rather low. The compatibility of the access control system with UEFA's software is confirmed. The height of the existing outer security perimeter fence is 2.4m.

The ICT installations meet the requirements, as do the earthing system, grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are significantly above UEFA's target.

Mobility

The capacity of the international airport (Toulouse-Blagnac Airport) would be sufficient to

handle the expected traffic. Toulouse is also well connected to its neighbouring cities and airports by motorways and high-speed railways.

Currently, there are specific restrictions in place in terms of night-flight operations at the airport only for aircraft classified as too noisy.

The public transport system in Toulouse is well developed. The main link between the airport and the stadium/city centre is by tramway and bus.

There are sufficient public transport hubs (metro, tramway and bus) within walking distance of the stadium to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the FFF for UEFA's key target groups is sufficient. The overall number of rooms secured for matchnight falls short of the requirements. The rates offered are good.

The number of hotel rooms within a 60km radius of the stadium meets UEFA's minimum requirements and would allow the city to accommodate a reasonable number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. Toulouse Métropole has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the FFF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The FFF proposes adequate options for team training ground facilities. The travel times between the team hotels and training grounds would be considerable. The suitability of the proposed MD-1 alternative training ground is unconfirmed.

City Activities and Event Promotion

Toulouse has hosted many major events in the recent past, from the FIFA World Cup to the Rugby World Cup. The support from the city to deliver the event is reasonable. There are ambiguities in French law affecting the management of ambush activities.

Commercial Matters

The most notable of the advertising restrictions is a ban on alcohol advertising. The commercial inventory offered is adequate, however it would not authorise UEFA commercial partner logos.

Organisational and Financial Matters

The FFF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The proposed local organising committee would be integrated into the city administration (no separate legal entity). This set-up would be inadequate and dedicated staff from the FFF and other stakeholders would be necessary.

The staff numbers and costs are not clearly indicated, and no project leader is proposed.

The proposed host association costs are above UEFA's target.

Israel Football Association



City:	Haifa
Stadium:	Sammy Ofer Stadium
Gross stadium capacity:	30,874
Renovations planned:	None
Also bidding for:	—



Vision, Concept and Legacy

The Israel Football Association (Israel FA) proposes to host a match that would cross borders, languages and religions, with the appointment of Haifa as host city turning the UEFA Super Cup into a celebration of different cultures and religions and of peace and tolerance, as well as contributing to the development and prosperity of the city itself. The Israel FA's presentation of its vision, concept and anticipated legacy is of a reasonable standard.

Social Responsibility and Sustainability

The Israel FA's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a tobacco-free environment at the stadium, but not a city-wide combi-ticket system of free public transport for match ticket holders. The number of wheelchair user seats do not quite meet UEFA's requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, we understand that the authorities cannot sign the requested confirmations due to their internal regulations. However the Haifa Municipality have indicated that these taxes would not be due and will, if necessary, liaise with the tax authorities on this point.

The Israel FA have provided the requested confirmation that the final would be classified as being in the public interest. The guarantee regarding the rights protection and enforcement was also provided. The remaining guarantees were signed by authorities that do not appear to be competent to do so.

The overall Israeli legislation does not provide adequate protection of UEFA's rights, for example regarding ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the treasurer and CEO of the municipality of Haifa. A valid stadium safety certificate has also been

provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

Sammy Ofer Stadium (gross capacity of 30,874) was completed in August 2014 and hosts the home matches of Maccabi Haifa and Hapoel Haifa FC. The stadium is owned by Haifa Municipality and operated by Haifa sport and R.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium provides an average number and ratio of toilets and a limited number of concessions and first-aid rooms per sector. The amount of disabled facilities meet UEFA's minimum requirements.

The stadium offers sufficient space for organisational matters. The volunteer and steward centres, staff offices, accreditation centre and staff bistro would all be located inside the stadium.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The number of skyboxes is sufficient. The Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met. The size of the broadcast compound, press conference room, mixed zone and flash area meet UEFA's needs. The number of indoor TV studios meet UEFA's requirements. The stadium media centre would have to be built outside the stadium.

In terms of safety and security, the stadium has provided evacuation plans. The control room is rather small to host the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the earthing system, grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are just about in line with UEFA's target.

Mobility

Due to its geographical location, most foreign spectators would arrive in Haifa by air, resulting in high demand for flights.

Ben Gurion International Airport in Tel Aviv has been proposed as the main airport. Its capacity is sufficient to handle the expected demand.

Currently, there are some night-flight restrictions in place. The Israel FA has indicated that these restrictions could be lifted on request to allow charter flights to depart on matchnight.

The link between the airport and the stadium/city centre is by public bus and train. The travel time is long (75 minutes) and the number of buses would have to be increased to cope with the increase in demand.

Enhanced public transport lines and temporary shuttle buses would be provided to and from the stadium to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the Israel FA for UEFA's key target groups is adequate. The overall number of rooms secured for matchnight meets the requirements and the rates offered are good.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate a very high number of fans and visitors, including UEFA's key target groups. However, a high proportion of the rooms are located more than 30km from the stadium.

The level of involvement of the local authorities is satisfactory. The ministry of tourism has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the Israel FA's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The Israel FA proposes training ground facilities that would ensure acceptable travel times to and from the team hotels. The suitability of the proposed MD-1 alternative training ground is unconfirmed.

City Activities and Event Promotion

Haifa is a vibrant city that would welcome such a high-profile event. It appears fully capable and willing to support the delivery of city activities and would draw on support at national level too. The bid dossier includes a clear promotion

strategy and we could expect full support from the city to raise awareness in the region of the UEFA Super Cup and football generally, and to provide appropriate levels of security.

Commercial Matters

Overall, a fairly good commercial rights programme is proposed, primarily based on laws and legislation already in place. The commercial inventory offered is reasonably strong.

Organisational and Financial Matters

The Israel FA confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising committee within the Israel FA (no separate legal entity), comprising members of the Israel FA with counterparts from the city.

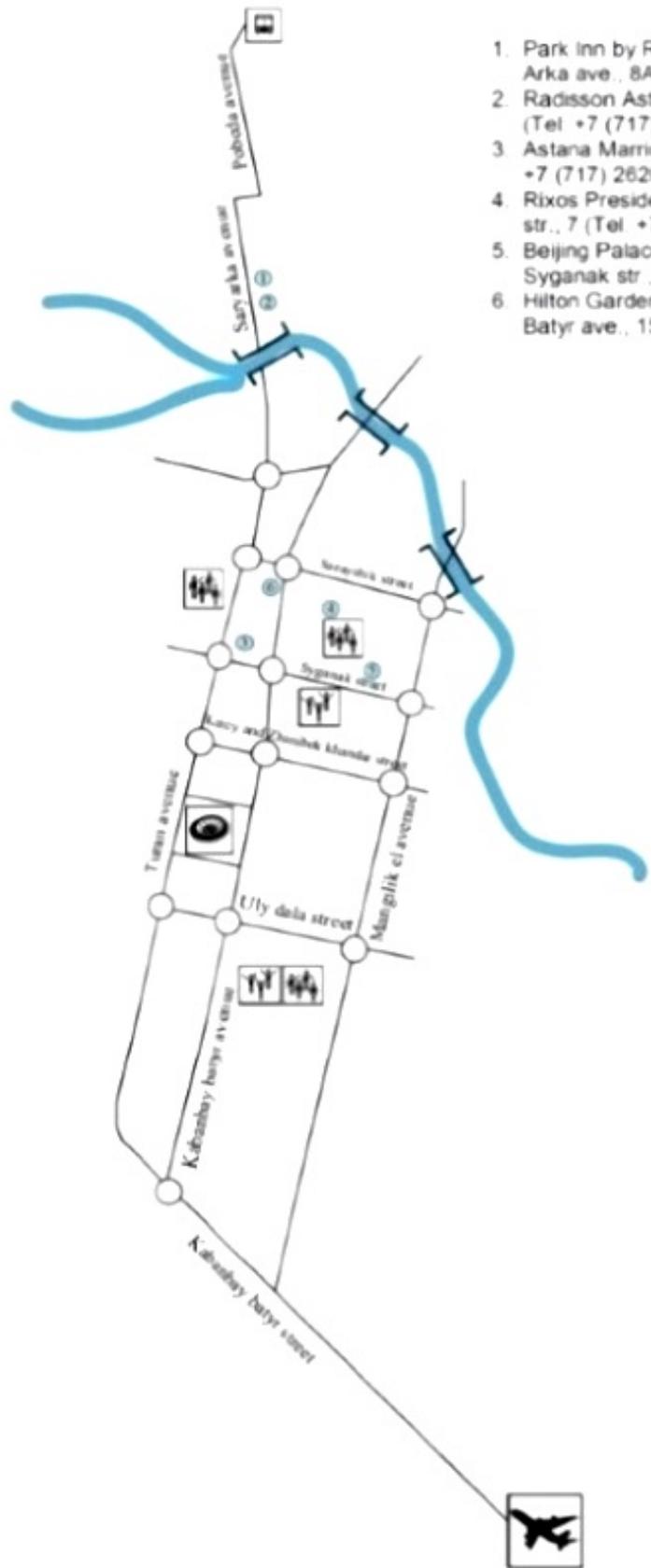
The project team would start one year before the event. The number of staff proposed is fair and a project leader is proposed. No detailed costs per function are indicated.

The proposed host association costs are in line with UEFA's target.

Football Federation of Kazakhstan



City:	Astana
Stadium:	Astana Arena
Gross stadium capacity:	30,202
Renovations planned:	Yes, to be completed in 2019
Also bidding for:	UEFA Women's Champions League final (Astana)



1. Park Inn by Radisson Astana Hotel – Sary Arka ave., 8A (Tel: +7 (717) 2670000)
2. Radisson Astana Hotel – Sary Arka ave., 4 (Tel: +7 (717) 2670777)
3. Astana Marriott Hotel – Dostyq str., 2 (Tel: +7 (717) 2620770)
4. Rixos President Hotel Astana – Kunayev str., 7 (Tel: +7 (717) 2245050)
5. Beijing Palace Soluxe Hotel Astana – Syganak str., 27 (Tel: +7 (717) 2701515)
6. Hilton Garden Inn Astana – Kabanbay Batyr ave., 15 (Tel: +7 (717) 2756700)

Vision, Concept and Legacy

The vision of the Football Federation of Kazakhstan (KFF) is to contribute to the prosperity and development of the city of Astana. Hosting the 2019 UEFA Super Cup is seen as an opportunity for long-term developments, also in grassroots football throughout the country, and a means of helping the local community to develop skills and acquire experience. The KFF's presentation of its vision, concept and anticipated legacy demonstrates professionalism and meets expectations.

Social Responsibility and Sustainability

The KFF's social responsibility and sustainability proposal fails to meet the overall requirements. It does not propose a city-wide combi-ticket system of free public transport for match ticket holders nor a tobacco-free environment at the stadium. The number of wheelchair user seats is not provided.

Legal Matters

The staging agreement, as well as the stadium undertaking, have been properly signed. The host city and airport undertakings appear to have been signed by authorities that are not competent to do so.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided the requested confirmations with a number of amendments which would weaken UEFA's position.

The guarantees have been provided by the KFF in an amended format and have been signed by authorities that either appear not competent to do so or by authorities that declare they are not competent to do so. There is no commitment from the authorities to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas, therefore only ordinary conditions would apply.

The overall Kazakh legislation does not provide adequate protection of UEFA's rights, for example regarding ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided. The guarantees that have been signed off by the

deputy minister of internal affairs do not fully comply with the bid requirements and do not confirm that all safety and security provisions will be borne by the authorities at no cost to UEFA. A valid stadium safety certificate has been provided, with confirmation of safe capacity evacuation times that comply with local regulations, but does not comply with the eight minutes requested by UEFA.

Stadium

Astana Arena (gross capacity of 30,202) was completed in 2009. It is the national stadium of Kazakhstan and is owned and operated by SMMO Sportcobine "Dostyk".

The stadium meets UEFA's requirements in terms of capacity and accessibility, with sufficient parking areas available close by.

In terms of spectator welfare, the stadium only partly meets the minimum requirements, with a limited number of toilets, concessions, first-aid rooms and disabled facilities.

The stadium offers sufficient space for staff offices and storage. However, the space for volunteer and steward centres, signage room and accreditation centre is very small.

Currently, the stadium has an artificial turf pitch (105m x 68m). The authorities are looking into replacing the artificial turf with natural grass, but no firm commitment or details about the possibility of a temporary installation have been provided. At this stage, this has to be seen as a key requirement that is not met. Other sporting requirements in terms of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station are only partly met.

The VIP stand and VIP hospitality are separated from the public and other target groups. The number of skyboxes is sufficient. The Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met. The size of the stadium media centre (inside the stadium), press conference room, mixed zone and flash area meet the requirements and the position and size of the camera platforms meet UEFA's needs. The number of indoor TV studios is below UEFA's requirements. The broadcast compound is not indicated in the bid dossier.

In terms of safety and security, the stadium has provided a relevant evacuation plan. The control room is too small for the police, fire brigade, medical services and private security personnel.

The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the minimum requirements. However, in terms of the technical requirements, the stadium does not have an earthing system and requirements in terms of grid and back-up power, floodlighting and giant screens are only partly met.

The stadium rental fee, basic services, set-up and security costs are slightly below UEFA's target.

Mobility

Due to its geographical location, most foreign spectators would arrive in Astana by air, resulting in high demand for flights.

The passenger capacity of Astana Nursultan Nazarbayev International Airport is limited but sufficient based on current estimates. Depending on the teams that qualify and the interest among their fans, however, a temporary increase in airport capacity and parking positions may be required.

There are no restrictions in place in terms of aircraft movements during the night.

The link between the airport and the stadium/city centre is by public bus. Their number would have to be increased to cope with the increase in demand.

Public transport to and from the stadium would be increased to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the bidder for the UEFA key target groups is appropriate. The overall number of bedrooms secured on match night exceeds the figures communicated by UEFA and the offered rates are very attractive.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate a high number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. The department for investments and development has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the KFF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The KFF proposes no training ground options other than the match stadium.

City Activities and Event Promotion

The city activities and event promotion proposal is not wholly suitable for a UEFA Super Cup. No clear vision for event promotion and live events has been developed, and based on the proposed structural set-up, it would be challenging to implement a meaningful event promotion programme in the city.

Commercial Matters

The proposed commercial rights programme is fit for purpose. The media offering is also fairly good. It is noted, however, that alcohol advertising is prohibited.

Organisational and Financial Matters

The KFF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising structure consisting of representatives of the KFF and state officials from the government, city council and stadium, authorised to assume responsibilities for organising the event.

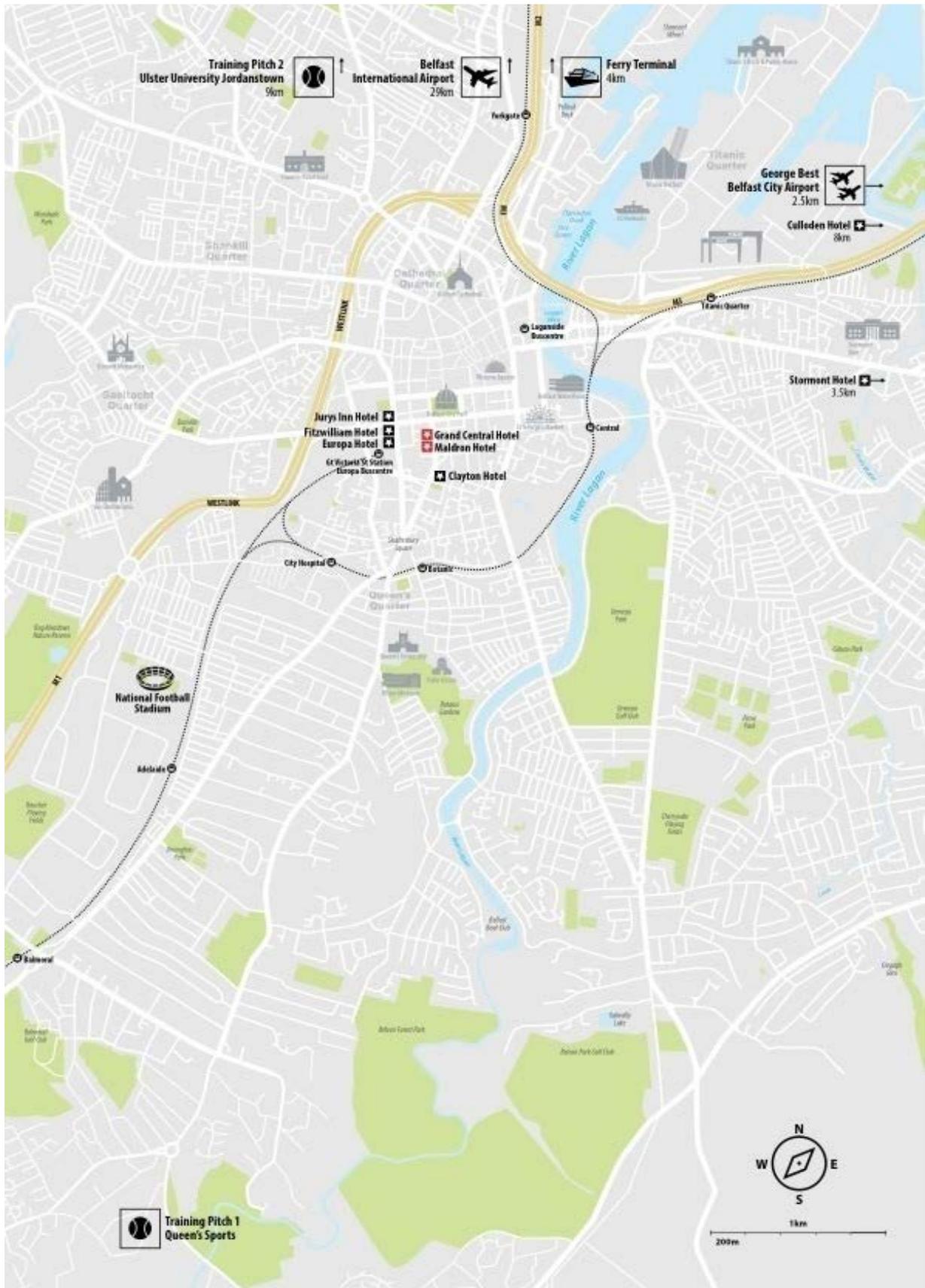
The number of staff proposed is high and includes a project leader; the duration of their involvement is not indicated.

The proposed host association costs are in line with UEFA's target.

Irish Football Association



City:	Belfast
Stadium:	Windsor Park
Gross stadium capacity:	18,579
Renovations planned:	None
Also bidding for:	—



Vision, Concept and Legacy

The Irish Football Association (Irish FA) wants to host the 2019 UEFA Super Cup to raise the profile of football in Northern Ireland. Its vision and objectives are oriented towards the development and greater recognition of football in the country. It presents the event as a unique opportunity to motivate everyone involved and inspire the younger generation in particular. The Irish FA's presentation of its vision, concept and anticipated legacy is of a good quality and meets expectations.

Social Responsibility and Sustainability

The Irish FA's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a tobacco-free environment at the stadium, but not a city-wide combi-ticket system of free public transport for match ticket holders. The number of wheelchair user seats exceeds UEFA's requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided of the requested confirmations with slight amendments.

The Irish FA have provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected, although some of these guarantees and confirmation have been slightly amended. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a sufficient level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the Department of Justice, Belfast city council and the police service of Northern Ireland. A valid stadium safety certificate has been provided, with

confirmation of safe capacity evacuation times below eight minutes.

Stadium

Windsor Park (gross capacity of 18,579) has undergone several renovations (most recently in 2015). It hosts the home matches of the Northern Ireland national team and the Irish cup finals and is owned and operated by IFA Stadium Development Company Ltd.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium meets the requirements regarding the number and ratio of toilets, concessions (slightly low) and first-aid rooms. There is a large amount of disabled facilities.

The stadium offers sufficient space for staff offices, volunteer centre, accreditation centre and storage. The proposed staff bistro is rather small.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The number of skyboxes is low, there is no corporate hospitality facility inside the stadium and the Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met as the size of the broadcast compound, stadium media centre, press conference room, mixed zone and flash area are rather limited. The number of indoor TV studios is below UEFA's requirements.

In terms of safety and security, the stadium has provided adequate evacuation plans. The control room is rather small to host the police, fire brigade, medical services and private security personnel. The number of turnstiles is low but still sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the earthing system, grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are slightly above UEFA's target.

Mobility

Due to its island location, most foreign spectators would arrive in Belfast by air, resulting in high demand for flights.

The capacity of Belfast International Airport is sufficient based on current estimates. In addition, George Best Belfast City Airport would be available for specific target groups.

Currently, there are night-flight restrictions in place at both airports which would have to be lifted on matchnight.

The link between the airports and the city centre is provided by public buses. The stadium is located in the city and is accessible by foot, road and public transport.

Accommodation and Training Facilities

The hotel selection proposed by the Irish FA for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight meets the requirements and the rates offered are fair.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate a very high number of fans and visitors, including UEFA's key target groups. However a relatively high proportion of the hotels are still under construction.

The level of involvement of the local authorities is satisfactory. Visit Belfast has guaranteed its best endeavours to ensure that hotel rates during the event would be fair, although with a slightly modified wording of the text proposed by UEFA.

Based on the Irish FA's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The Irish FA proposes Ulster University for the team training grounds and the MD-1 alternative training ground, which would ensure optimal travel times to and from the team hotels. Their suitability is unconfirmed.

City Activities and Event Promotion

Overall, Belfast is a straightforward city with the potential to host very successful city activities for the UEFA Super Cup. The bid dossier includes an excellent event promotion concept and city dressing options. Additional support would be needed in relation to the clean-site principle.

Commercial Matters

A reasonably strong and detailed commercial rights support plan is proposed, involving key local stakeholders. The commercial inventory offered also meets expectations.

Organisational and Financial Matters

The Irish FA confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising committee within the Irish FA (no separate legal entity), comprising members of the Irish FA with counterparts from the city council, stadium, police, fire brigade and medical authorities.

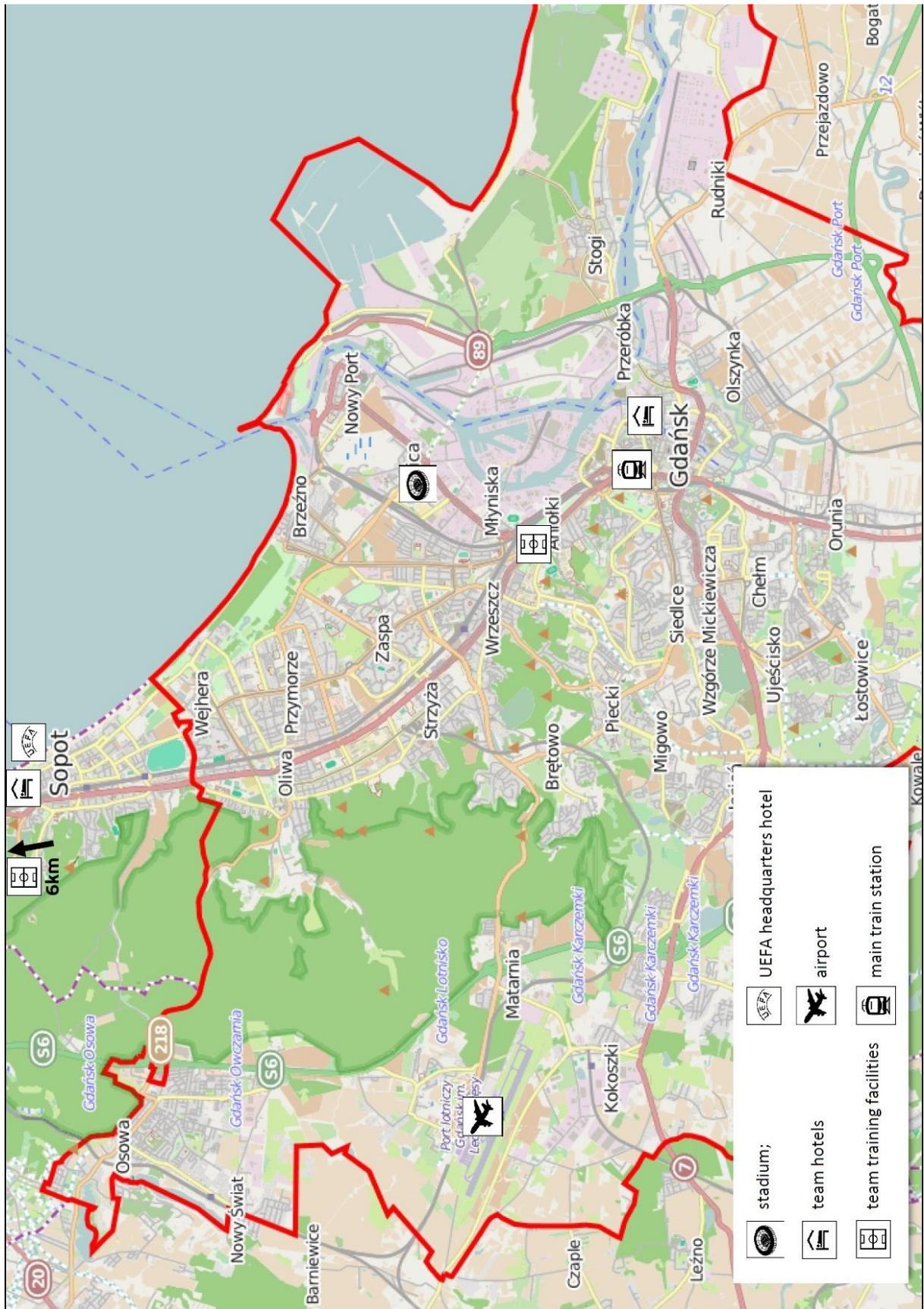
The project team would start about one year before the event. The number of staff proposed is low but they would be fully dedicated to the event and a project leader is proposed.

The proposed host association costs are in line with UEFA's target.

Polish Football Federation



City:	Gdansk
Stadium:	Arena Gdansk
Gross stadium capacity:	41,486
Renovations planned:	None
Also bidding for:	—



Vision, Concept and Legacy

The Polish Football Association (PZPN) presents the city of Gdansk and the surrounding region as the perfect choice to host the 2019 UEFA Super Cup, which it considers a unique opportunity to educate and inspire the younger generation, as well as giving a boost to the host city and region and contributing to their prosperity. The PZPN takes a fairly interesting approach to the presentation of its vision, concept and anticipated legacy, which meets expectations.

Social Responsibility and Sustainability

The PZPN's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a tobacco-free environment at the stadium, but not a city-wide combi-ticket system of free public transport for match ticket holders. The number of wheelchair user seats are below UEFA's requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided the requested confirmations with a number of amendments which would weaken UEFA's position.

The PZPN have provided all guarantees and confirmations requested, occasionally with some amendments, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

Whilst the overall Polish legislation is satisfactory, there are concerns regarding the implementation conditions for ticketing, intellectual property or commercial rights.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the prime minister of Poland. A valid stadium safety certificate has been provided, with

confirmation of safe capacity evacuation times below eight minutes.

Stadium

Arena Gdansk (gross capacity of 41,486) was completed in 2011 and hosted three group matches and one quarter-final during UEFA EURO 2012. The stadium is owned and operated by Arena Gdańsk Sp. z o.o.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and concessions per sector. The first-aid rooms are well located and the amount of disabled facilities meets UEFA's minimum requirements.

The stadium offers sufficient space for organisational matters. The steward centre and staff offices would be located on the stadium premises, and the accreditation and volunteer centres and staff bistro would be at the exhibition centre close to the stadium, as for UEFA EURO 2012.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium offers sufficient and appropriate space for sponsors and corporate guests, also in terms of the number of skyboxes.

The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, press conference room, mixed zone, flash area and indoor TV studios. The stadium media centre would be built outside the stadium. The position and size of the camera platforms meet UEFA's needs.

In terms of safety and security, the stadium has provided adequate evacuation plans. The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The height of the outer security perimeter fence is 2.5m.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the

earthing system, grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are significantly above UEFA's target.

Mobility

The capacity of the international airport (Gdańsk Lech Wałęsa Airport) is sufficient based on current estimates. Bydgoszcz Airport has also been proposed to absorb some of the traffic, but it is located far from the stadium. Depending on the teams that qualify and the interest among their fans, a temporary increase in airport capacity and parking positions may be required.

Currently, there are restrictions in place regarding the number of night flights allowed. The PZPN has indicated that these restrictions could be temporarily lifted for the event.

The main link between the airport and the stadium/city centre is by bus. The capacity of this shuttle system may need to be increased for the event.

The public transport network in Gdansk is well developed, and there are sufficient public transport hubs (tramway, train and bus) within walking distance of the stadium to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The hotel selection proposed by the PZPN for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight exceeds the requirements and the rates offered are good.

The number of hotel rooms within a 60km radius of the stadium is slightly below UEFA's minimum requirements and would allow the city to accommodate only a limited number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. Gdansk Convention Bureau has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the PZPN's research, the risk of simultaneous events affecting demand for accommodation is limited. However, it notes that August is the peak touristic season and this could affect availability and/or rates.

The PZPN proposes training ground facilities that would ensure acceptable travel times to and from the team hotels. The suitability of the proposed MD-1 alternative training ground is unconfirmed.

City Activities and Event Promotion

Gdansk is committed and would be able to support the delivery of successful city activities and event promotion, especially in light of the success of UEFA EURO 2012. However, a more tailored approach to event promotion and closer collaboration with UEFA would be required than presented in the bid dossier.

Commercial Matters

The commercial rights proposal is sound enough and the commercial inventory offered is good.

Organisational and Financial Matters

The PZPN confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising committee within the PZPN (no separate legal entity), comprising representatives of the PZPN, the city and the stadium.

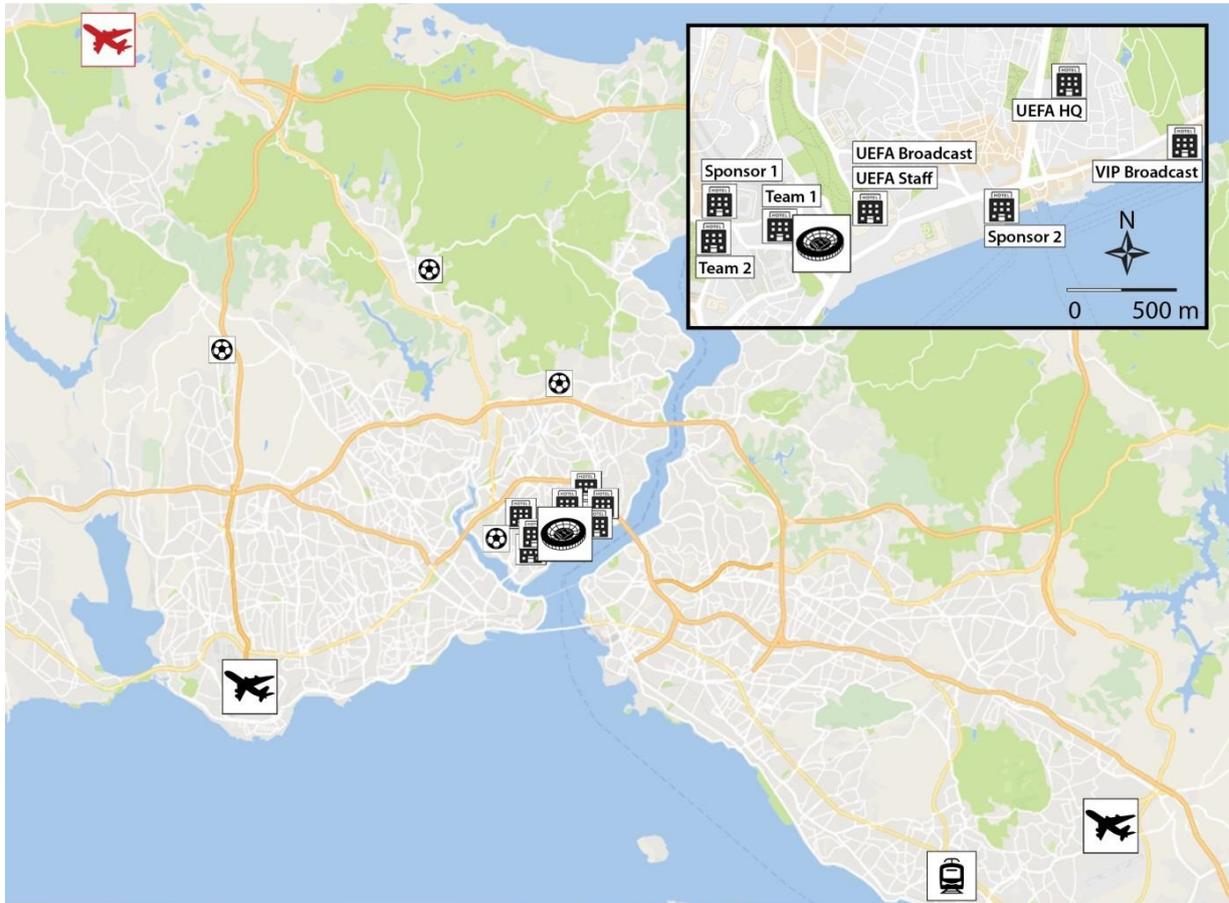
The number of staff proposed is low and the cost per person is very high. The duration of their involvement would be one year. No project leader is proposed.

The proposed host association costs far exceed UEFA's target.

Turkish Football Federation



City:	Istanbul
Stadium:	Beşiktaş Park
Gross stadium capacity:	41,188
Renovations planned:	Yes, to be completed in March 2019
Also bidding for:	UEFA Europa League final (Istanbul)

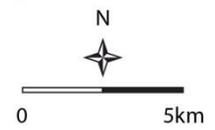


Legend:

Stadium	
Training Center	
Airport	
Train Station	
Hotel	

Colours:

Existing infrastructure (black)
Existing with major enhancements (green)
New (red)



Vision, Concept and Legacy

The vision of the Turkish Football Federation (TFF) is to create a new experience for all European football stakeholders. Its main objectives are oriented towards the development of football in the country and leaving a long-term human legacy by motivating everyone involved, especially the younger generation. The TFF's presentation of its vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The TFF's social responsibility and sustainability proposal meets the overall requirements. It proposes, among other aspects, a city-wide combi-ticket system of free public transport for match ticket holders and a tobacco-free environment at the stadium. The number of wheelchair user seats exceeds the requirements.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided all of the requested confirmations.

The TFF have provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA's intellectual property rights would be protected. These documents were all signed by the country's authorities at the highest level. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA's rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a very high level.

Safety, Security and Service

A full list of the public and private stakeholders that would be involved in the delivery of safety and security services has been provided and proper guarantees have been signed off by the minister of the interior, the head of the general directorate of security and the governor of Istanbul. A valid stadium safety certificate has also been provided, with confirmation of safe capacity evacuation times below eight minutes.

Stadium

Beşiktaş Park (gross capacity of 41,188) was completed in April 2016 and is the home of Beşiktaş JK. The stadium is owned by the general directorate of sports and operated by Beşiktaş JK.

The stadium meets UEFA's requirements in terms of capacity and accessibility, and offers access to and from the parking areas, which are quite far away.

In terms of spectator welfare, the stadium provides an average number but a good ratio of toilets and concessions per sector. The first-aid rooms are well located and the amount of disabled facilities fully meets UEFA's requirements.

The stadium offers sufficient space for organisational matters. Volunteer and steward centres and staff offices would be located on the stadium premises. The accreditation centre would have to be built outside.

The natural grass pitch (105m x 68m) meets UEFA's requirements, as do the size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium premises contain sufficient and appropriate space for sponsors, also in terms of the number of skyboxes.

The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, stadium media centre (inside the stadium), press conference room, mixed zone and flash area. The number of indoor TV studios is below UEFA's requirements. The position and size of the camera platforms meet UEFA's needs.

In terms of safety and security, the stadium has provided the relevant evacuation plans. The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The height of the proposed outer security perimeter fence is 2.5m.

The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met in terms of the existing earthing system, grid and back-up power, additional power, floodlighting and giant screens.

The stadium rental fee, basic services, set-up and security costs are slightly above UEFA's target.

Mobility

Due to its location, most foreign spectators would arrive in Istanbul by air, resulting in high demand for flights. There are two international airports in Istanbul (Atatürk and Sabiha Gökçen), with a third airport under construction. UEFA's requirements in terms of airport capacities and infrastructure are therefore comfortably met.

The state airport authority would make best efforts to ensure that aircrafts are permitted to take off at all three airports without restriction on matchnight.

There are public buses between the airports and the stadium/city centre, as well as a metro from Istanbul Atatürk Airport.

There are sufficient public transport hubs (underground, bus and ferry) within walking distance of the stadium to ensure last-kilometre accessibility. However, there are busy roads in the immediate proximity of stadium and it will be a challenge to set up an outer traffic perimeter on matchday.

Accommodation and Training Facilities

The hotel selection proposed by the TFF for UEFA's key target groups is appropriate. The overall number of rooms secured for matchnight exceeds the requirements and the rates offered are fair.

The number of hotel rooms within a 60km radius of the stadium exceeds UEFA's minimum requirements and would allow the city to accommodate an very high number of fans and visitors, including UEFA's key target groups.

The level of involvement of the local authorities is satisfactory. The ministry of culture and tourism has guaranteed its best endeavours to ensure that hotel rates during the event would be fair.

Based on the TFF's research, the risk of simultaneous events affecting demand for accommodation is non-existent.

The TFF proposes Kasımpaşa Recep Tayyip Erdoğan Stadium for the team training grounds and the MD-1 alternative training grounds, which would ensure optimal travel times to and from the team hotels.

City Activities and Event Promotion

Istanbul is a city with a rich history of hosting UEFA events and would relish the opportunity to host the UEFA Super Cup. No proposal was made for how to brand the city (city dressing concept) or how live events could be planned (fan entertainment area and public viewing).

Commercial Matters

An adequate level of commercial rights protection is proposed for UEFA and its commercial partners. The restrictions on alcohol advertising are noted. The commercial inventory offered is also suitable.

Organisational and Financial Matters

The TFF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations' obligations.

The bid dossier proposes the creation of a local organising committee within the TFF (no separate legal entity), comprising representatives of the TFF, the stadium, the club and the city council.

The number of staff proposed is reasonable and they would be fully dedicated to the event for one year. The TFF proposes additional external staff at its own cost but no project leader.

The proposed host association costs are in line with UEFA's target.



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WE CARE ABOUT FOOTBALL
