

UEFA  
EUROPEAN FOOTBALL  
CHAMPIONSHIP



UEFA EURO 2020

# Evaluation Report



# Introduction

In 2020, the 60th anniversary of the UEFA European Football Championship will be the biggest celebration of European football ever, bringing together 24 national teams in 13 cities across the whole of Europe.

The bidding procedure will come to an end on 19 September 2014, when the 13 cities are appointed by the UEFA Executive Committee to host UEFA EURO 2020 final tournament matches.

A total of 19 associations – Azerbaijan, Belarus, Belgium, Bulgaria, Denmark, England, Macedonia, Germany, Hungary, Israel, Italy, Netherlands, Republic of Ireland, Romania, Russia, Scotland, Spain, Sweden, Wales – submitted bid dossiers to UEFA on 25 April 2014.



The content of these dossiers was based on the bid requirements provided to the national associations on 26 April 2013. Along with their dossiers, the bidders also had to submit various signed agreements, namely staging, stadium and host city agreements.

To ensure that the evaluation would be as fair and objective as possible, a set of assessment parameters was defined for each of the bid sectors. In addition, a list of open points was provided to each bidder on 23 May 2014, to give them an opportunity to provide clarifications.

The knowledge, commitment, coordination and research that were necessary for the bidders to produce their documentation are praiseworthy. Numerous contributions from all levels of government, as well as from stadium owners, experts, transport companies, accommodation providers and tourist boards had to be obtained and coordinated to produce quality bid dossiers.

This evaluation report, which we are pleased to present, is the result of an intensive evaluation process conducted over a period of three months. The bidders are presented in alphabetical order.



# Contents

Azerbaijan – Baku – Standard	6
Belarus – Minsk – Standard	10
Belgium – Brussels – Standard	14
Bulgaria – Sofia – Standard	18
Denmark – Copenhagen – Standard	22
England – London – Finals & Standard	26
Former Yugoslav Republic of Macedonia – Skopje – Standard	30
Germany – Munich – Finals & Standard	34
Hungary – Budapest – Standard	38
Israel – Jerusalem – Standard	42
Italy – Rome – Standard	46
Netherlands – Amsterdam – Standard	50
Republic of Ireland – Dublin – Standard	54
Romania – Bucharest – Standard	58
Russia – Saint Petersburg – Standard	62
Scotland – Glasgow – Standard	66
Spain – Bilbao – Standard	70
Sweden – Stockholm – Standard	74
Wales – Cardiff – Standard	78



## Association of Football Federations of Azerbaijan

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City:	<b>Baku</b>
Package:	<b>Standard</b>
Stadium:	<b>Baku Olympic Stadium</b>
Stadium capacity:	<b>69,870</b>
Type of stadium:	<b>New stadium</b>
Completion date:	<b>2015</b>



### Vision, Concept and Legacy

Baku's bid expresses high ambitions and offers to help UEFA develop the game across the whole of Europe, open new markets and broaden horizons, while also aiming to accelerate football development in Azerbaijan.

### Social Responsibility and Sustainability

Baku has provided a strategy paper in which many of the social responsibility and sustainability criteria have been taken into consideration reasonably well.

### Political and Economic Aspects

The political and economic structures are stable, and the national association enjoys a strong relationship with the government. The bid demonstrates a high degree of commitment by all parties and stakeholders.

### Legal Aspects

All agreements have been signed and proper guarantees have been provided to UEFA, mostly executed by the prime minister through a specific UEFA EURO 2020 presidential decree. Safety and security have been guaranteed by four different authorities. The tax guarantee would be completed by means of a specific legal provision in the tax code, to be introduced on 1 January 2016.

Azerbaijan has no law restricting the transfer of tickets but has committed to passing one by January 2016. The rights protection enforcement guarantee has been signed by seven different authorities. In relation to ambush marketing, Baku has the power, by presidential decree, to control certain advertisements, including billboards. Expedited procedures are foreseen for UEFA EURO 2020 in the field of trademark and intellectual property protection, for which standard remedies are available.

Advertising restrictions impacting UEFA sponsors would be lifted by a special law during the tournament. Public viewing activities can also be regulated as broadcasters have the exclusive right to control the use of their broadcasts.

A special law would be adopted for customs and immigration, suppressing the need for registering with the state migration service.

The national association presents three options for the local organising structure and proposes to establish a

commercial legal entity. The disadvantages of this structure, for instance for taxes and the use of volunteers, would be negated by the adoption of a special law.

### Stadium

Baku Olympic Stadium is currently under construction and due for delivery in September 2015. Its gross capacity will be 69,870 spectators and the total investment budget is €710.6 million. The stadium owner is the ministry of youth and sport and the stadium operator has not yet been appointed.

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

In terms of safety and security, the stadium has provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The planned number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach and in places exceed the minimum requested height of 2.4m. The planned CCTV surveillance and public announcement systems cannot be validated until the stadium is completed.

With regard to spectator welfare, the stadium will offer 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 (wheelchair positions) will exceed UEFA's minimum requirements.

The planned size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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 stadium also offers appropriate space for UEFA's youth programme and ceremonies.

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

The planned technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems and



ICT installations, could not yet be validated, being unfinished or incomplete at the time of the report. UEFA's requirements relating to the size and location of the broadcast compound, stadium media centre (inside the stadium), press conference room, mixed zone and flash area are satisfied, and the indoor TV studios and pitch-view studios are well located. The media stand and camera platforms could not yet be validated, but the number of commentary desks and platforms is indicated and sufficient.

The stadium satisfies UEFA's needs for additional space for temporary facilities. Volunteers' and stewards' centres, as well as the staff offices, would be located within the stadium premises. The accreditation centre would have to be built outside the stadium. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated before the stadium is operational.

## Mobility

Baku's international public access relies heavily on airlines, although the city is connected to its neighbouring countries by motorways and railways.

The main link between the international airport and the city centre is provided by buses, whose capacities will be increased by 2020.

The last-kilometre accessibility of the stadium is ensured by sufficient public transport hubs (underground, railway and bus lines) within walking distance. The proposed park and ride system is based on the existing city infrastructure and meets UEFA's needs.

The capacity of Baku's Heydar Aliyev Airport is sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Azerbaijani civil aviation authority has confirmed that there would be no restriction on night flights.

## Accommodation

The hotel capacity in Baku would accommodate only a limited number of fans, but alternative accommodation such as guest houses, apartment villages and university residencies could counterbalance the shortage and offer a sufficient number of beds.

The overall number of rooms secured for key UEFA target groups is sufficient and the current average room rates meet the requirements set by UEFA.

The ministry of culture and tourism has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The team hotels presented are of a high quality. The proposed training facilities are conveniently located and of an excellent standard (all natural turf). They would be provided free of charge.

## Event Promotion

The bidder has presented very attractive sites for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is strong.

The city's experience in hosting major events is limited, though growing.

## Commercial Matters

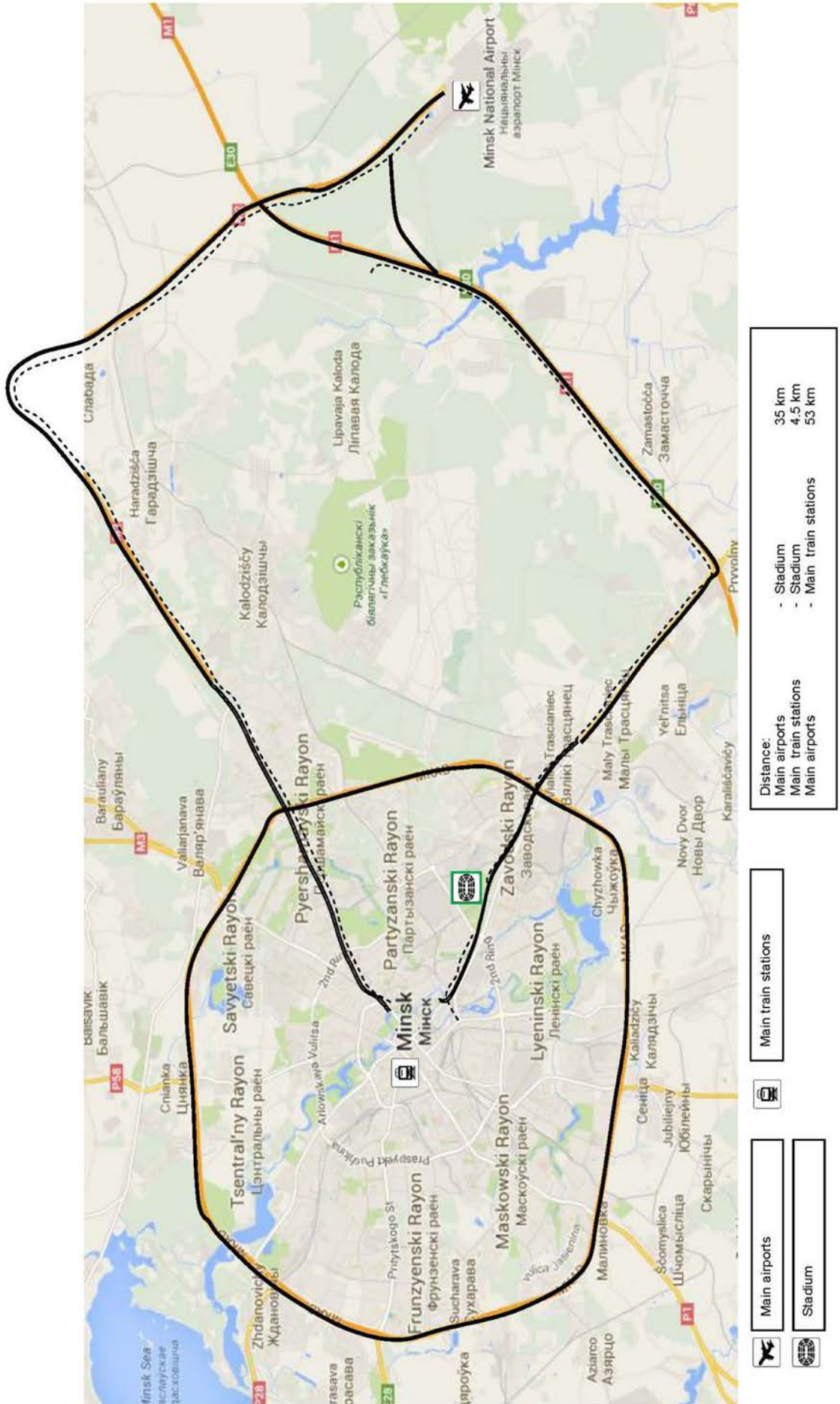
The commercial sector of the bid is robust and provides good information regarding support for UEFA partners exercising their commercial rights, in addition to a strong level of advertising space to be made available free of charge in the requested areas.



## Football Federation of Belarus

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City:	<b>Minsk</b>
Package:	<b>Standard</b>
Stadium:	<b>Dinamo Arena</b>
Stadium capacity:	<b>35,000</b>
Type of stadium:	<b>New stadium</b>
Completion date:	<b>2019</b>



### Vision, Concept and Legacy

The bidder's vision focuses on the fact that UEFA EURO 2020 would constitute a unique opportunity to modernise Belarusian football and motivate everyone involved to improve the country's football infrastructure and organisational standards.

### Social Responsibility and Sustainability

The construction of a new stadium offers opportunities. The proposal developed to meet social responsibility and sustainability criteria such as accessibility, health, energy and waste is, however, only just sufficient.

### Political and Economic Aspects

The political and economic situation in Belarus is rated relatively low by independent institutions such as the World Bank. The information provided by the bidder is minimal.

### Legal Aspects

All agreements have been signed and the guarantees have all been executed without modification by the deputy prime minister, duly authorised by the president of the republic. The tax guarantee must be formally confirmed by a presidential edict, which will be granted if the bid is successful.

The country has no specific legislation against unauthorised ticket sales and therefore no prohibition on the resale of tickets. Only counterfeiting and forgery are subject to sanctions.

Ambush marketing protection seems to be limited to the means and procedures available to combat counterfeiting activities. Advertising of beer is allowed with some restrictions. Public viewing regulations are not described.

Customs procedures would apply to goods as the country does not benefit from the EU's freedom of movement, but it is mentioned that ordinary visa requirements would be suspended for guests coming to UEFA EURO 2020 (exemptions were granted for the 2014 IIHF Ice Hockey World Championships).

The form of the local organising structure would be decided by the national association, which is, by law, fully competent in the matter.

No issues are foreseen regarding the use of volunteers.

### Stadium

Dinamo Arena in Minsk is currently in the pre-project phase and due for delivery in January/February 2019. Its gross capacity will be 35,000 spectators and the total investment budget is €115 million. The stadium will be owned and operated by Dinamo Arena, with FC Dinamo Minsk the resident club.

The stadium only just meets UEFA's requirements in terms of minimum capacity. After installation of the EURO event overlay, the stadium capacity would barely reach 30,000 spectators. Regarding accessibility, the access routes to and from the parking areas are not clearly described.

No relevant stadium certificates have been provided yet due to the stage of development of the project. In addition, only incomplete evacuation plans are provided and the location of the control room is not specified. The planned number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour, but no information is provided about the outer security perimeter fence, CCTV surveillance or public announcement systems.

With regard to spectator welfare, the stadium has planned an average number and adequate ratio of toilets and concessions per sector. The first aid rooms are not specified. While the amount of disabled facilities (wheelchair positions) meets UEFA's minimum requirements, no substantive description is provided.

The planned size of the pitch, 105m x 68m, complies with UEFA's requirements.

The requirements are also met concerning the planned size of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station. However, no information is provided about the location of those rooms, nor about the rooms for UEFA's youth programme and ceremonies.

The planned VIP stands and VIP hospitality are well located and separated from the other target groups and the public. As the stadium premises will not contain enough facilities (skyboxes and space for hospitality areas) for corporate guests and sponsors, additional facilities would have to be built outside the stadium.

The technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems and ICT installations, are planned but cannot be validated until the stadium is completed.

UEFA's media and broadcasting requirements are just about met with regard to the planned size and location of the broadcast compound, stadium media centre (which would have to be built outside the stadium), press conference room, mixed zone, flash area, indoor TV studios and pitch-view studios. None of the facilities are well described. The media stand and the camera platforms cannot be evaluated at this stage, although the number of commentary desks and platforms is indicated. Additional space for temporary facilities is available. Temporary volunteers', stewards' and accreditation centres would have to be built and offices have not been proposed. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated before the stadium is operational.

## Mobility

Minsk's international public access depends heavily on airlines, although the city is connected to its neighbouring countries by motorways and railways.

The main link between the international airport and the city centre is provided by buses and railways, whose capacities could not be assessed as no figures have been provided.

The last-kilometre accessibility of the stadium is ensured by public transport links (railway and bus lines) within walking distance. Park and ride information has not been provided.

The capacity of Minsk's international airport is just sufficient to handle the expected general traffic in 2020 and the additional tournament surges. A small airport near the city centre could accommodate VIP flights. The Belarusian civil aviation authority has confirmed that there would be no restriction on night flights.

Major improvements to the public transport systems would need to be put in place.

## Accommodation

The hotel capacity in Minsk is highly insufficient. The planned new hotels would accommodate only a limited number of fans and the use of alternative accommodation such as guest houses, apartment villages and university residencies would have to be further investigated.

The number of rooms secured for key UEFA target groups only covers a very small part of the UEFA's requirements.

The current average room rates meet the minimum requirements set by UEFA.

The prime minister has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented team hotels that just about meet expectations, although the signed reservation forms do not provide for the required number of rooms. The proposed training centres are of a fairly good standard; however it appears that three proposals are part of the same sports complex. The rates proposed for the use of the training centres are high.

## Event Promotion

The bidder has presented interesting locations for the fan zone, but the concept and maps are unclear.

The guarantee in relation to promotion at national level and fan zones in non-host cities is weak.

The city's experience in hosting major events is limited.

## Commercial Matters

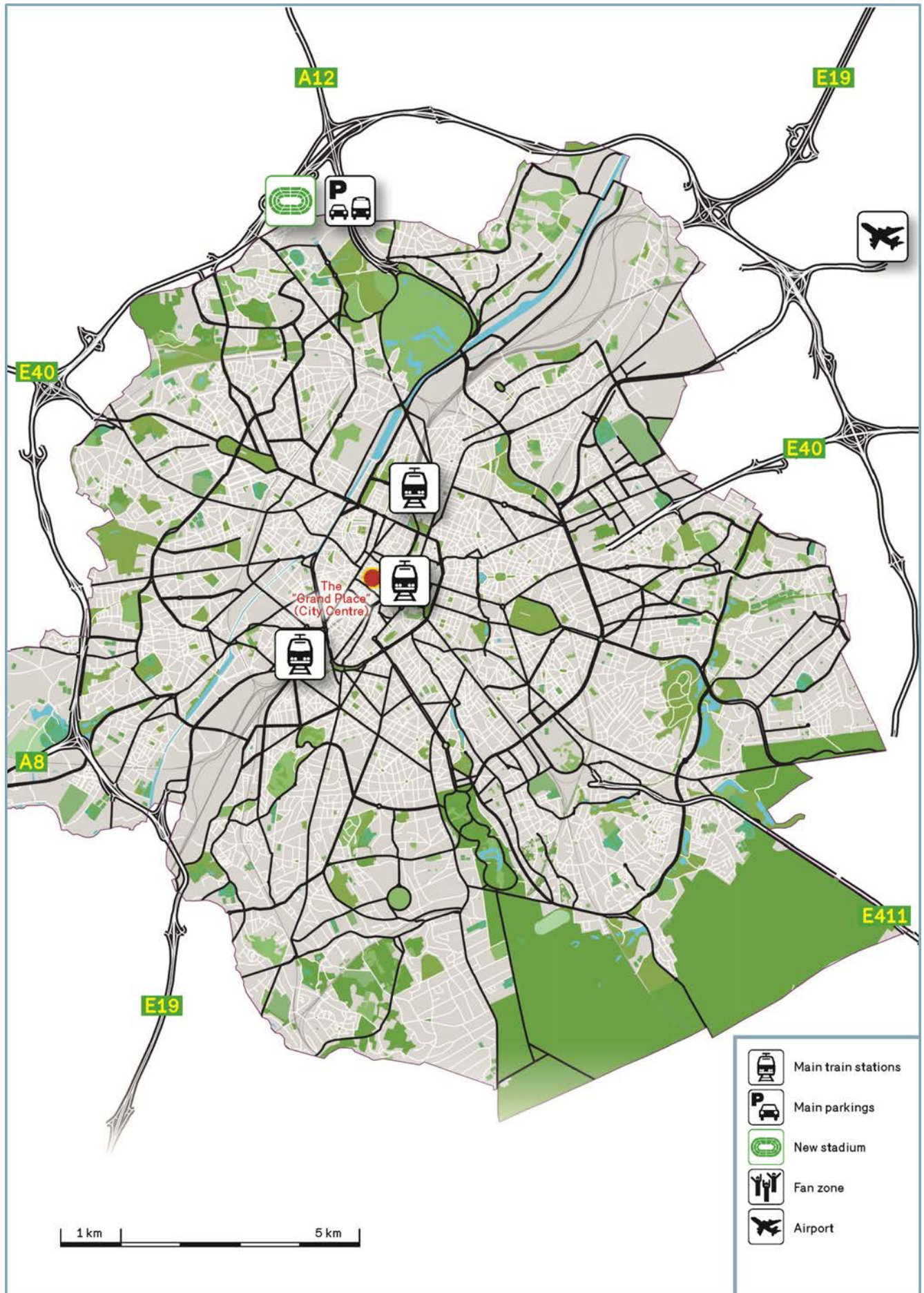
The commercial sector of the bid is adequate and aims to support UEFA's commercial partners in the exercising of their rights. A good amount of advertising space would be provided, free of charge.



## Royal Belgian Football Association

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City:	<b>Brussels</b>
Package:	<b>Standard</b>
Stadium:	<b>Eurostadium</b>
Stadium capacity:	<b>62,613</b>
Type of stadium:	<b>New stadium</b>
Completion date:	<b>2018</b>



### Vision, Concept and Legacy

The bidder focuses strongly on improving the country's football infrastructure, with UEFA EURO 2020 and the new Brussels stadium serving as catalysts for further projects.

### Social Responsibility and Sustainability

Many social responsibility and sustainability aspects such as reporting, accessibility and transport have been reasonably well developed. The multi-purpose role of the new venue is adequately explained.

### Political and Economic Aspects

Belgium has solid but complex political structures. In addition to the clear political will of the government, the national association's involvement and commitment to the task is strong. The project would require considerable investments.

### Legal Aspects

All agreements have been signed. The guarantees have all been issued, but with reservations.

Belgium has strong, new legislation prohibiting the resale of tickets for more than face value or before the official sales have started. The means to combat ambush marketing are limited to those offered by intellectual property rights but, generally speaking, Belgian legislation would allow for a protection programme to be implemented.

Advertising of alcohol is not forbidden but should encourage moderation. Public viewing activities can only be regulated where an entrance fee is payable and additional authorisations are required where events are held on public property.

Customs and immigration are governed by EU law. In terms of customs, it must be noted that to benefit from some of the deviations and simplified procedures provided for by law, royal decrees may be necessary.

The local organising structure already exists in the form of the not-for-profit organisation 'EURO Brussels 2020', comprising the national association, the city of Brussels and the region (to be expanded to include the national government if the bid is successful).

### Stadium

The Eurostadium in Brussels is in the early project phase and due for delivery in June 2018. Its gross capacity will be 62,613 spectators and the total investment budget is €314.3 million. The stadium design concept still needs to be confirmed, restricting the scope of UEFA's evaluation. The stadium operator will be Royal Sporting Club Anderlecht. The stadium will also be the home of the Belgian national team.

The stadium fully meets UEFA's requirements in terms of capacity and accessibility. It offers easy access to and from the parking areas close by, as well as underground parking inside the stadium (two levels).

With regard to safety and security, the stadium has not yet provided all the relevant stadium certificates, but the evacuation plans already exist (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The planned number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach the minimum requested height of 2.4m. CCTV surveillance and public announcement systems are planned but cannot be validated at this stage.

Concerning spectator welfare, the stadium has planned an average number and adequate ratio of toilets and concessions per sector. The first aid rooms are well located and the disabled facilities (wheelchair positions) meet UEFA's minimum requirements.

The planned size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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. No rooms for UEFA's youth programme and ceremonies have been proposed yet.

The VIP stands and VIP hospitality are well located and separated from the other target groups and the public. As the stadium premises contain appropriate facilities (skyboxes and hospitality areas) for corporate guests only, additional facilities would have to be built outside the stadium. The technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems and ICT installations, are planned but cannot be validated.



The stadium fulfils the requirements concerning the size and location of the broadcast compound, stadium media centre (would have to be built outside the stadium), press conference room, mixed zone, flash area, indoor TV studios and pitch-view studios. Neither the media stand nor the camera platforms can be evaluated at this stage, although the number of commentary desks and platforms is indicated. Additional space for temporary facilities is available. Temporary volunteers', stewards' and accreditation centres would have to be built but offices are planned inside the stadium. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated before the stadium is operational.

## Mobility

Brussels is very well connected to all major European and international destinations, by all means of transport.

A very modern and multi-nodal transport system links Brussels Airport to the city centre and the stadium.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport hubs (underground, tramway and bus lines) within walking distance. The proposed park and ride system is based on the existing city infrastructure and meets UEFA's needs.

The current and future capacity of Brussels Airport is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. Severe restrictions to night flights would, however, apply.

## Accommodation

The hotel capacity in Brussels is impressive and exceeds UEFA's needs. This would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium

The number of rooms secured for key UEFA target groups falls far short of the bid targets and only covers a very small part of UEFA's requirements.

The current average room rates are high.

The regional government has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented team hotels of a high quality, although one of the hotels has yet to be constructed. Two of the proposed training centres are of a very high standard. The training centres would be provided free of charge.

## Event Promotion

The bidder has presented appealing locations for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is satisfactory.

The city's experience in hosting major events is strong.

## Commercial Matters

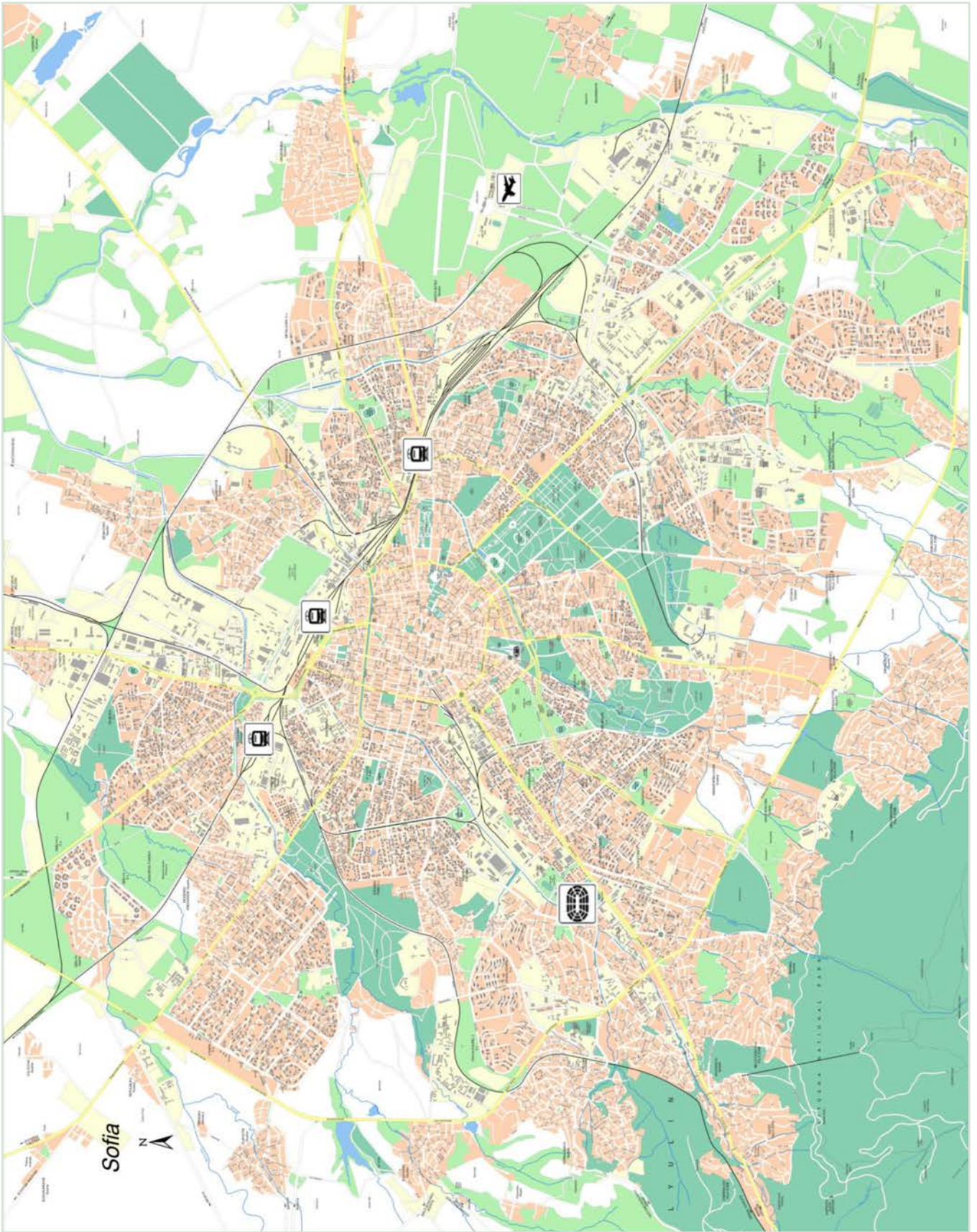
The commercial sector of the bid is adequate and details specific measures to support UEFA's commercial partners in the exercising of their rights. A reasonable amount of advertising space would be provided free of charge.



## Bulgarian Football Union

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City:	<b>Sofia</b>
Package:	<b>Standard</b>
Stadium:	<b>National stadium</b>
Stadium capacity:	<b>33,621</b>
Type of stadium:	<b>New stadium</b>
Completion date:	<b>2017</b>



### Vision, Concept and Legacy

The Bulgarian bid's objective is to contribute to the prosperity and development of the city of Sofia and to offer local staff the opportunity to develop skills and acquire experience in relation to major football events.

### Social Responsibility and Sustainability

The guarantee provided is insufficient and does not meet UEFA's needs. It is, for example, weak on tobacco. The pledge to entirely incorporate all the required dimensions of social responsibility and sustainability is not backed by the guarantee.

### Political and Economic Aspects

Independent institutions such as the World Bank give the country low ratings, but the necessary political and football structures are in place. The financial scheme to back up the considerable investments required by the project is vague.

### Legal Aspects

The host city agreement has not been signed. Instead a letter from the city of Sofia states that, while supportive of the bid, its concrete involvement would be limited mainly to logistical support. Concerning the guarantees, more than half of them have been replaced by letters drafted in general terms that do not offer the required level of protection.

Bulgaria has no law restricting the unauthorised transfer of tickets for sports or other events. A new law would need to be put in place to address this matter.

Public viewing is not regulated.

Advertising of tobacco and alcohol is prohibited with limited exceptions.

For the organisational model, the bidder proposes the creation of a national organising committee and a local organising committee, which would both include public authorities.

The use of volunteers is not regulated by law.

The legal section of the bid dossier is considered weak and incomplete. It does not provide sufficient legal comfort.

### Stadium

The new national stadium in Sofia is a pre-project whose design and construction tender will only be launched if the city is appointed. Delivery would be in February 2017, the gross capacity would be 33,621 spectators and the total investment budget amounts to €49.5 million. The stadium would be owned and operated by International Sports Development (ISD). The main users would be the professional football club PFC Slavia Sofia and the Bulgarian Football Union.

The stadium just meets UEFA's requirements in terms of minimum capacity. After implementation of the EURO event overlay, the stadium capacity would barely reach 30,000 spectators. Regarding accessibility, the bidding documents provide no indications about access to and from the parking areas.

Safety and security could not be evaluated. The stadium has not yet provided any relevant stadium certificates, but also no evacuation plans. No location for the control room has been proposed either. The only information provided is the planned number of turnstiles, which is insufficient. No information about the outer security perimeter fence, CCTV surveillance or public announcement systems is available.

With regard to spectator welfare, the planned ratio of toilets and concessions per sector is suitable, but the overall quantity is low. The first aid rooms and the number of disabled facilities (wheelchair positions) are not specified.

The planned size of the pitch, 105m x 68m, meets UEFA's requirements. The players' and officials' requirements are also met in terms of the proposed size of the rooms, but without being indicated on maps, these rooms cannot be validated.

Concerning the hospitality requirements, neither the VIP stand nor VIP hospitality are indicated. In addition, no information is provided on facilities such as skyboxes and hospitality areas for corporate guests and sponsors.

No information is provided regarding UEFA's technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens and sound and temperature control systems. ICT installations are not specified either.

UEFA's requirements are only partly met concerning the size and location of the broadcast compound, stadium media centre (inside the stadium), press conference room, mixed zone, flash area, indoor TV studios and pitch-view studios.

None of the facilities are described or allocated on the overview and level maps, so a proper evaluation of the stadium project is impossible.

No additional space for temporary facilities is proposed. The bid offers no indication of the volunteers', stewards' or accreditation centres and staff offices have not been proposed. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated before the stadium is operational.

### Mobility

Sofia's international public access relies heavily on airlines. The city is connected to its neighbouring countries mainly by motorways, as the new fast railway system is not yet in place and will not be in 2020.

The main link between the international airport and the city centre is provided by buses. A new metro line is under construction and should be operational by 2020.

The last-kilometre accessibility of the stadium is ensured by sufficient public transport hubs (metro and bus lines) within walking distance. No information regarding park and ride has been provided.

The capacity of Sofia's international airport is insufficient to handle the expected general traffic in 2020 and the additional tournament surges. Major enhancements would be needed, permanently or temporarily.

The Bulgarian civil aviation authority indicated that restrictions to night flights and additional charges (25%) on weekends and public holidays would apply.

### Accommodation

The hotel capacity in Sofia is acceptable (albeit with a deficit of rooms in high categories) and would allow the city to accommodate fans and key UEFA target groups within a convenient distance of the stadium.

The number of rooms secured for key UEFA target groups does not meet the bid targets and only covers a very small part of UEFA's requirements.

The current average room rates are reasonable.

The Bulgarian hotels and restaurants association and the minister of economy and energy have guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and have promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented adequate team hotels that meet UEFA's requirements. The proposed training centres are conveniently located and of a very good standard. The rental fee for one of the facilities is very high.

### Event Promotion

The bidder has presented adequate locations for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is very weak.

The city's experience in hosting major events is limited.

### Commercial Matters

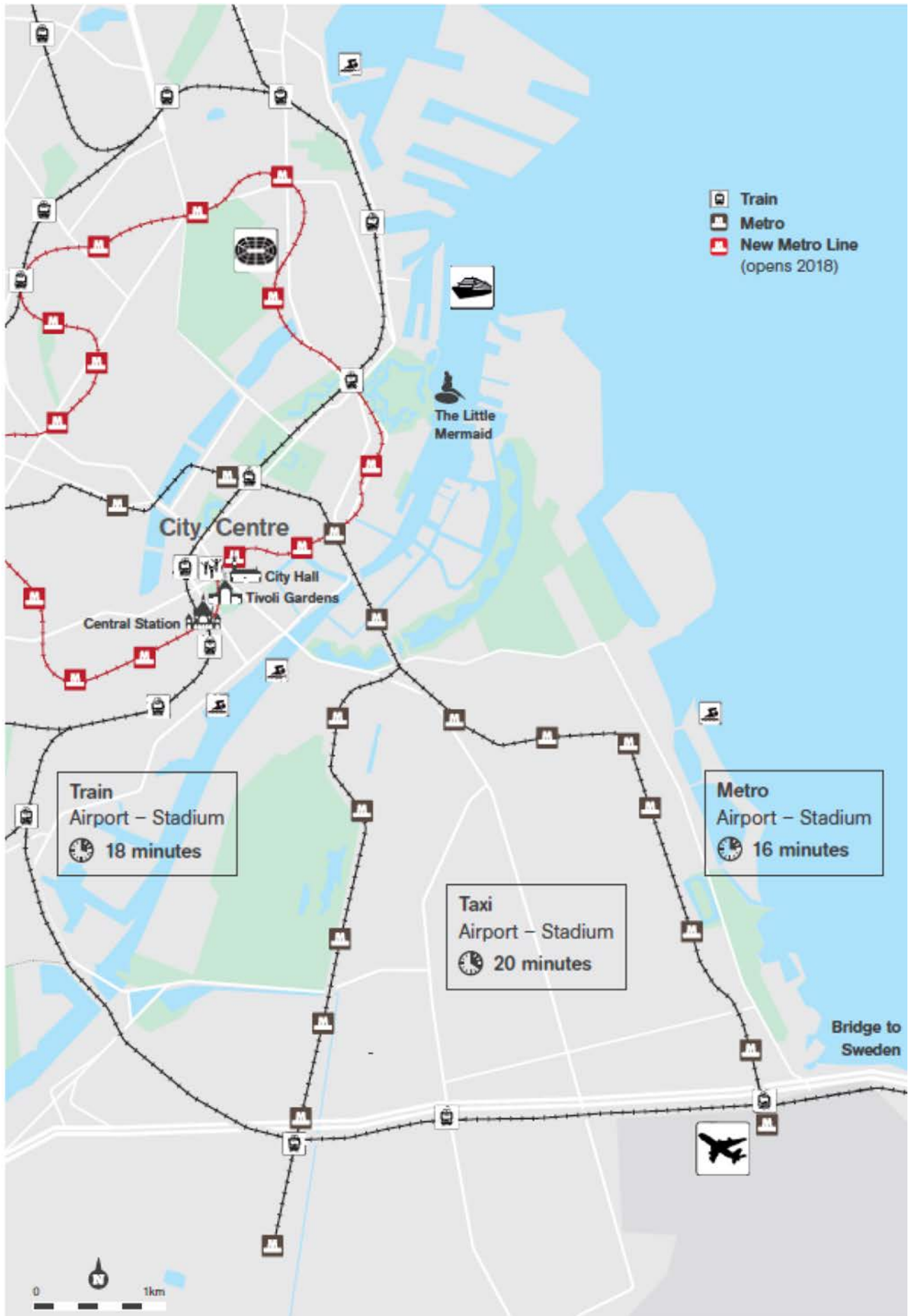
Based on the information submitted, the commercial requirements are not met. Due to the lack of tangible and measurable information provided, there is a strong risk of non-delivery in relation to all commercial partners' rights.



## Danish Football Association

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City:	Copenhagen
Package:	Standard
Stadium:	Parken
Stadium capacity:	38,190
Type of stadium:	Existing stadium
Completion date:	1992



### Vision, Concept and Legacy

Expressed as a contribution to Europe and UEFA, the Danish vision is creative and modern, proposing programmes aimed at encouraging entertainment, more football playing and better lifestyles.

### Social Responsibility and Sustainability

The signed guarantee has been modified, in the sense that free local transport could be downgraded to discounted fares for match ticket holders. The other social responsibility and sustainability criteria meet expectations and are fairly well developed.

### Political and Economic Aspects

The political and football structures are sound and reliable, including in economic terms.

### Legal Aspects

The host city agreement is not signed, it having yet to be presented to the culture and leisure committee of the city of Copenhagen for approval, before signature by the mayor. All the guarantees have been provided, with significant changes to the tax guarantee, as, under Danish tax law, the tax authorities can only grant the proposed guarantee in a binding ruling. Assurances regarding medical services have been given in a specific, additional guarantee.

Besides a ban on the resale of tickets above face value, there is no law specifically regulating the transfer and use of tickets and passes. Since Danish contract law allows much scope for determining the terms applicable to tickets offered for sale, the national association does not see any immediate need to enact further legislation.

Counterfeiting and ambush marketing are combatted by the Danish Marketing Practices Act. In the field of intellectual property, the involvement of the enforcement bodies gives a positive indication of the will of the authorities to cooperate.

No statutory restrictions apply specifically to advertising at sports events, with the limiting principle that alcoholic beverages should not be associated with active participation in sport. Public viewing activities are regulated, as broadcasters can prohibit unauthorised retransmission of their broadcasts.

The proposed local organising structure is composed of a steering group involving the national association, the city, the stadium and other tourism and promotion authorities, a project team, and a 'presidium' for the political aspects of the organisation.

The model allows the use of volunteers.

The legal requirements would be considered as met upon signature of the missing host city agreement.

### Stadium

Parken Stadium in Copenhagen is an existing stadium, offering a gross capacity of 38,190 spectators. The stadium owner and operator is Parken Sports and Entertainment A/S.

The stadium has enough capacity, but only partly meets UEFA's requirements in terms of accessibility. The location and size of the parking areas is sufficient, but their surface would have to be upgraded.

In terms of safety and security, the stadium has provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is of an adequate size. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. No outer security perimeter fence has been proposed.

With regard to spectator welfare, the stadium provides an average number and adequate ratio of toilets and concessions per sector. The first aid rooms are well located but the amount of disabled facilities (wheelchair positions) does not meet UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also 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. No rooms for UEFA's youth programme and ceremonies have been proposed yet.

The VIP stand and VIP hospitality are well located and are separated from the other target groups and the public. The stadium premises do not contain a sufficient amount of facilities for corporate guests (neither skyboxes nor hospitality areas). Facilities would have to be build outside the stadium, including an additional hospitality area for corporate guests.



The technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are adequate. The same applies to the ICT installations.

The stadium only partly meets UEFA's requirements concerning the location of the broadcast compound, whose size is too small, but the stadium media centre could be installed inside the stadium. The press conference room, mixed zone, flash area, indoor TV studios and pitch-view studios meet UEFA's minimum requirements.

Additional space for temporary facilities is available. Temporary volunteers', stewards' and accreditation centres would have to be built, but offices exist inside the stadium. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have operated since 2006 and are consequently expected to have sufficient experience.

## Mobility

Copenhagen is very well connected to all major European and international destinations, by all means of transport.

A very modern and multi-nodal transport system links Copenhagen international airport to the city centre and the stadium. A new metro line is planned to link the city centre to the stadium.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport hubs (metro, train and bus) within walking distance. The proposed park and ride system is based on the existing city infrastructure and exceeds UEFA's requirements.

The capacity of Copenhagen airport is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Danish civil aviation authority confirmed that there would be no restriction on night flights on matchdays.

## Accommodation

The hotel capacity in Copenhagen is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups meets the bid targets.

The current average room rates are slightly above the limits set by UEFA, especially in the luxury hotels segment.

The Wonderful Copenhagen convention bureau has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The proposed training facilities are of a suitable standard and conveniently located in the vicinity of the paired hotels. The fee structure for three of the proposed training centres is unclear.

## Event Promotion

The bidder has presented a very good location for the fan zone, together with interesting ideas for its implementation.

The guarantee in relation to promotion at national level and fan zones in non-host cities is acceptable.

The city has strong experience in hosting major events.

## Commercial Matters

The commercial sector of the bid provides for good support of UEFA's commercial programme, with sufficient advertising space to be granted free of charge in the key areas, for UEFA and its commercial partners.



## English Football Association

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City:	London
Package:	Finals & Standard
Stadium:	Wembley Stadium
Stadium capacity:	90,652
Type of stadium:	Existing stadium
Completion date:	2007



### Vision, Concept and Legacy

The bid is ambitious and aims to set a new benchmark for international tournaments to mark the EURO's 60th anniversary. London wishes to be at the heart of the event.

### Social Responsibility and Sustainability

All social responsibility and sustainability criteria have been remarkably well developed. The free local transport for match ticket holders has been guaranteed only until 4.30am the next day.

### Political and Economic Aspects

The English bid is supported by strong and proven political and football structures, with very high commitment at all levels.

### Legal Aspects

All agreements have been signed and some amendments proposed by means of side letters. All guarantees have been provided, some with modifications to reflect the legislation in force.

England enjoys very strong ticketing laws enabling the organiser to restrict the unauthorised resale of tickets, which is a criminal offence. In addition, event organisers such as UEFA can seek remedies directly against ticket touting and other unauthorised use of accreditation passes.

Ambush marketing is subject to no specific legislation but may be tackled using various existing laws giving standard anti-ambush protection.

Advertising of tobacco is forbidden and advertising of alcohol permitted with some restrictions. Public viewing activities can be regulated where an entrance fee is due.

Customs and immigration are subject to EU regulations.

The national association proposes to act itself as the local organising structure, as was done for previous events. The use of volunteers is possible.

### Stadium

London's Wembley Stadium, the national stadium, offers a gross capacity of 90,652 spectators. The stadium was completed in 2007 and hosted the UEFA Champions League final in 2011 and 2013. The stadium owner is the English Football Association and the stadium operator is Wembley National Stadium Limited.

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

For the safety and security requirements, the stadium has provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach the minimum requested height of 2.4m. The CCTV surveillance and public announcement systems are of a high quality.

With regard to 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 number of disabled facilities (wheelchair positions) exceeds UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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. Furthermore, the stadium offers sufficient space for UEFA's youth programme and ceremonies.

The hospitality requirements are fully met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain the appropriate space for sponsors, with a high number of skyboxes available within the stadium. Certain temporary hospitality facilities would have to be built outside the stadium. In addition, Wembley Arena, adjacent to the stadium, is available for corporate use.

UEFA's technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are fully met. The same applies to the ICT installations, which are of a high standard.

UEFA's media and broadcasting requirements are met concerning the size and location of the broadcast compound, stadium media centre (would have to be built outside the stadium), press conference room, mixed zone and flash area. The indoor TV studios are well located, but temporary pitch-view studios would need to be built to fulfil UEFA's requirements.

The stadium satisfies UEFA's needs for additional space for temporary facilities. Volunteers' and stewards' centres, as well as staff offices, exist within the stadium premises. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) are very well established.

## Mobility

London is very well connected to all major European and international destinations, by all means of transport.

A very modern and multi-nodal transport system links London's airports to the city centre and the stadium.

The last-kilometre accessibility of the stadium is ensured by sufficient public transport links (underground, trains and bus lines) within walking distance. The proposed park and ride system is based on the existing city infrastructure and exceeds UEFA's needs.

The capacity of London's airports is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The UK Civil Aviation Authority has confirmed that exemptions can be granted to ease night flight operations from London's main airports on matchdays. Luton airport currently operates 24 hours a day all year round.

## Accommodation

The hotel capacity in London is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups does not meet the bid targets for the final package but exceeds those for the standard package.

The current average room rates are slightly above the limits set by UEFA, especially in the luxury hotels segment.

London, the Greater London Authority and London & Partners have guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and have promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has proposed team hotels that meet UEFA's requirements. The proposed training facilities are of an exceptionally high standard, but the rental fees are high.

## Event Promotion

The bidder has presented a satisfactory proposal for the fan zone, although not in a central location.

The guarantee in relation to promotion at national level and fan zones in non-host cities is very weak.

The city's experience in hosting major events is outstanding.

## Commercial Matters

The commercial sector of the bid is fairly good and would ensure a minimum level of support and protection for UEFA's commercial programme. A reasonable amount of free advertising in the city is also proposed in key areas.



## Football Association of the Former Yugoslav Republic of Macedonia

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City:	Skopje
Package:	Standard
Stadium:	National Arena Philip II of Macedonia
Stadium capacity:	32,483
Type of stadium:	Existing stadium
Completion date:	1980 / 2011



### Vision, Concept and Legacy

The hosting of UEFA EURO 2020 matches in Skopje is mainly seen as a chance for long-term developments in the city and the country, and as the beginning of a new era for football and youth development throughout the nation.

### Social Responsibility and Sustainability

The guarantee has been signed and supplemented by additional documents signed by authorities. Some social responsibility and sustainability criteria have been adequately developed.

### Political and Economic Aspects

The political and football structures are sound given the young age of the nation and the political will is obvious. The project and planned investments could prove costly.

### Legal Aspects

All the agreements have been signed and the guarantees provided, sometimes with minor changes. The tax guarantee has been replaced by a letter stating that a legislative amendment would grant specific tax exemptions and reliefs if the bid is successful. In terms of customs, immigration, visas, work permits and foreign exchange, the guarantees should be enforceable despite some discrepancies with domestic law.

In terms of ticket sales, it is the responsibility of the organiser to control the process and check identity documents, one person being authorised to purchase a maximum of five tickets. Criminal sanctions are available under certain conditions.

For the protection of intellectual property rights and protection against ambush marketing, existing laws would be supplemented, if needed, and UEFA would be involved in the process.

Advertising of tobacco and alcohol is prohibited, with the exception of wine and beer under certain conditions. Public viewing activities can be regulated where an entrance fee is due.

For the local organising structure, the national association proposes a structure that involves all the stakeholders and differentiates between the planning and implementation phases.

A volunteering programme could be implemented, in accordance with national law and with approval of the ministry of labour and social policy.

### Stadium

The National Arena Philip II of Macedonia in Skopje is an existing stadium offering a gross capacity of 32,483 spectators. The stadium owner and operator is the state.

The stadium does not meet UEFA's requirements in terms of minimum capacity (a third of the seats are uncovered). Regarding accessibility, the parking areas are not clearly defined.

The stadium has not provided any relevant stadium certificates or evacuation plans. The location of the control room is not identified, the only information provided being the number of turnstiles, which is insufficient. No information is given about the provision or height of the outer security perimeter fence. CCTV surveillance and public announcement systems exist but are not described.

Concerning spectator welfare, the stadium only provides a limited number of toilets and concessions. There is no indication of first aid rooms or disabled facilities.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements in terms of players' and officials' rooms are just met in terms of size and allocation.



UEFA's hospitality requirements are not met, as neither the VIP stand nor the VIP hospitality fulfil the minimum requirements in terms of size. The stadium does not have skyboxes and the corporate hospitality areas inside the stadium are too small. Facilities would therefore have to be built outside the stadium.

Insufficient information is provided with regard to the technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, and no information is provided about ICT installations.

UEFA's requirements are not met concerning the size of the broadcast compound, stadium media centre (would have to be build outside the stadium), press conference room, mixed zone and flash area. All areas are too small. The indoor TV studios and pitch-view studios cannot be evaluated, as they are not indicated.

Additional space for temporary facilities is available but there is no clear indication of volunteers', stewards' or accreditation centres. Staff offices have not been proposed.

## Mobility

Skopje's international public access for UEFA EURO 2020 would rely mainly on the new motorways to Serbia and Greece (to be completed before 2019) and Skopje "Alexander the Great" Airport. The railway system provides connections to Kosovo, Serbia and Greece, but with no fast trains.

The main link between the international airport and the city centre (4km) consists in a single bus line with low capacity.

The last-kilometre accessibility of the stadium is ensured by public transport (bus lines), and made easier by the central location of the stadium. A park and ride system needs to be developed.

The capacity of Skopje's international airport is insufficient to handle the expected general traffic in 2020 and the additional tournament surges. Major enhancements would be needed, permanently or temporarily. The Macedonian civil aviation authorities confirmed that they would do everything required to ensure that there were no restrictions on night flights.

## Accommodation

The current hotel capacity in Skopje is very limited and cannot be counterbalanced by alternative accommodation. Fans and key UEFA target groups would have serious difficulty finding accommodation within a convenient distance of the stadium.

The number of rooms secured for key UEFA target groups does not meet the bid targets and only covers a very small part of UEFA's requirements.

The current average room rates are attractive.

The ministry of economic affairs has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters in accordance with the requirements and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented team hotels and training centres that fall short of the requirements. Two of the proposed team hotels do not have the necessary number of rooms and the training facilities do not fully meet UEFA's requirements.

## Event Promotion

The bidder has presented interesting venues for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is weak.

The city's experience in hosting major events is very limited.

## Commercial Matters

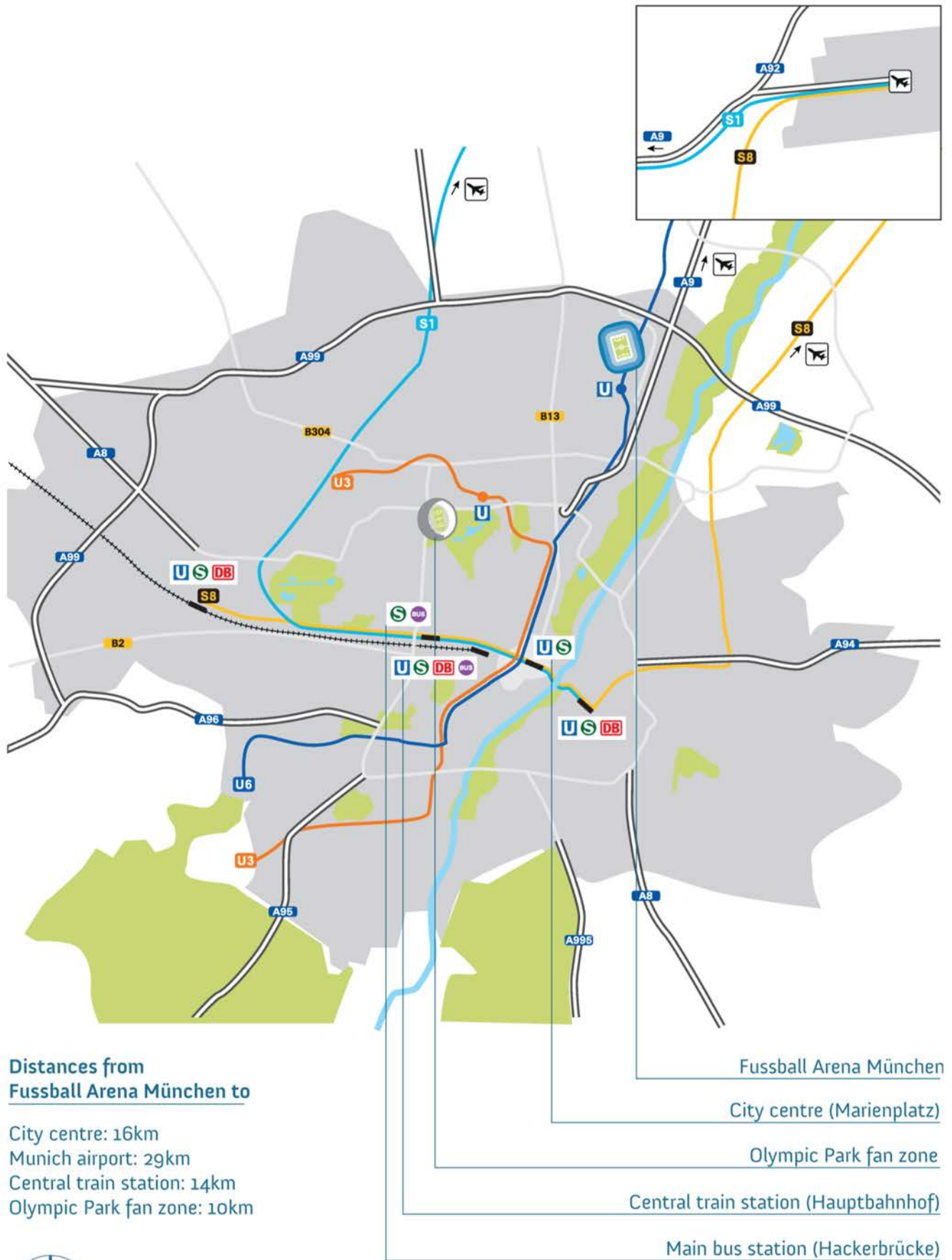
A comprehensive advertising inventory is proposed but UEFA would need more guarantees and certainty in terms of the support for its commercial programme.



## German Football Association

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City:	<b>Munich</b>
Package:	<b>Finals &amp; Standard</b>
Stadium:	<b>Fußball Arena München</b>
Stadium capacity:	<b>70,067</b>
Type of stadium:	<b>Existing stadium</b>
Completion date:	<b>2005</b>



**Distances from Fussball Arena München to**

- City centre: 16km
- Munich airport: 29km
- Central train station: 14km
- Olympic Park fan zone: 10km



### Vision, Concept and Legacy

Based on its experience and the tournaments it has successfully staged in the past, the DFB proposes to once again host a top-class event, which would ensure both a successful festival for UEFA EURO 2020 and continuity in the association's youth programmes.

### Social Responsibility and Sustainability

The social responsibility and sustainability aspects of the bid are minimal, with no tangible proposals put forward.

### Political and Economic Aspects

The political, economic and football situation is outstanding. The success of the 2006 FIFA World Cup has certainly generated very high commitment at all levels.

### Legal Aspects

The agreements have all been signed, with some amendments to the host city agreement. The national association submitted an accompanying letter offering active support in the delivery of the host city's obligations. Guarantees have been provided with some amendments.

The unauthorised selling or use of tickets for commercial purposes can be countered by means of appropriate terms and conditions. Tickets could also be personalised, requiring spectators to present proof of identity.

Ambush marketing can be countered on the basis of, among others, unfair competition, while in the field of intellectual property, the guarantee is limited to the application of the legislation in force.

Advertising of tobacco is prohibited and public viewing activities can be regulated, in particular when an admission fee is due.

The national association proposes to act itself as the local organising structure, which would, as for previous events, incorporate working groups involving all stakeholders.

Volunteers would be organised according to needs and benefit from past experiences.

### Stadium

The Fußball Arena München exists since 2005 and offers a gross capacity of 70,067 spectators. The stadium owner and operator, Allianz Arena München Stadion GmbH, hosted the UEFA Champions League final in 2012 and has applied for both the final and a standard package for UEFA EURO 2020.

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

Concerning safety and security, the stadium has provided all the relevant stadium certificates as well as the evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach the minimum requested height of 2.4m and the CCTV surveillance and public announcement systems are of a high quality.

With regard to 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 (wheelchair positions) exceeds UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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 stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are fully met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain appropriate hospitality space for corporate guests. A high number of skyboxes is available. However, there is no hospitality area for sponsors foreseen inside the stadium and certain facilities would therefore have to be built temporarily outside.

UEFA's technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are met. Meanwhile, UEFA's ICT requirements will be met in 2015, pending further planned improvements.

The stadium fulfils the requirements concerning 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, but temporary pitch-view studios would need to be built. The stadium satisfies UEFA's needs for additional space for temporary facilities. Volunteers' and stewards' centres, as well as staff offices, exist within the stadium premises and the stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) are very well established.

## Mobility

Munich is very well connected to all major European and international destinations, by all means of transport.

A very modern and multi-nodal transport system links Munich Airport to the city centre and the stadium.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport links (S-Bahn and bus) within walking distance. The proposed park and ride system is based on the existing city infrastructure and meets expectations.

The capacity of Munich Airport is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Munich airport authority has confirmed that exemptions can be granted to ease night flight operations on matchdays.

## Accommodation

The hotel capacity in Munich is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups just about meets the bid targets for the final package and exceeds those for the standard package.

The current average room rates are acceptable.

München Tourismus and the Bavarian hotels and restaurants association have guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and have promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels in accordance with UEFA's requirements. The proposed training facilities are conveniently located, of a high standard and offered at reasonable rental fees.

## Event Promotion

The bidder has presented an attractive venue for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is weak.

The city is highly experienced in hosting major events.

## Commercial Matters

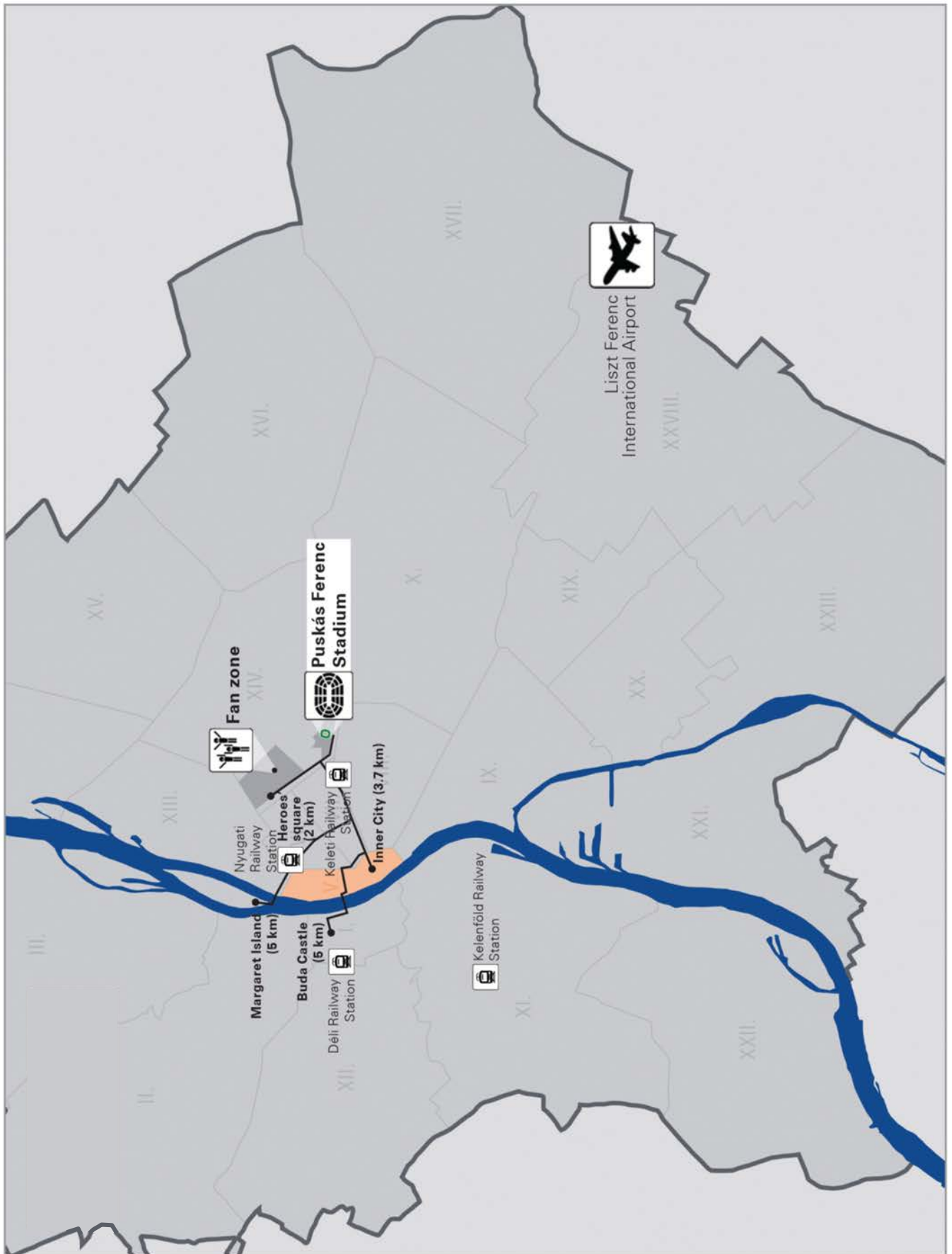
The guarantees are fairly good and would ensure support and protection of UEFA's commercial programme. A limited amount of free advertising space has been proposed in the city.



## Hungarian Football Federation

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City:	<b>Budapest</b>
Package:	<b>Standard</b>
Stadium:	<b>Puskás Ferenc Stadium</b>
Stadium capacity:	<b>68,156</b>
Type of stadium:	<b>New stadium</b>
Completion date:	<b>2018</b>



### Vision, Concept and Legacy

Considered part of the revival of football in the country, UEFA EURO 2020 would crown a ten-year football renewal programme with an event that would bring prestige back to Hungarian football.

### Social Responsibility and Sustainability

Most social responsibility and sustainability criteria have been well developed and consistently taken into consideration.

### Political and Economic Aspects

The political and football structures in Hungary are in place and stable, but the project as a whole would require important financial resources.

### Legal Aspects

All the agreements have been signed and guarantees executed in their original forms. The tax guarantee, to be enforceable, would require a specific legal provision yet to be created.

National legislation does not specifically prohibit the unauthorised transfer of tickets, leaving the matter to be dealt with by means of appropriate terms and conditions. National legislation allows for the personalisation of tickets and thus identity checks at the gate.

In terms of ambush marketing and intellectual property rights, the country is ready to adopt appropriate legislation fitting the tournament's needs and to create a rights protection committee.

Advertising of tobacco products is prohibited, but not alcohol. Advertising of the latter must nevertheless meet some legal requirements. Public viewing activities can also be regulated.

Customs and immigration are aligned with EU law.

For the local organising structure, the national association provides extensive information on the various legal forms that could be adopted by UEFA.

The use of volunteers is possible, and subject to local regulations.

### Stadium

Budapest's Puskás Ferenc Stadium is in an early project stage and due for delivery in April 2018. It will offer a gross capacity of 68,156 spectators and the total investment budget is €341 million. The stadium is owned by the state-owned Hungarian National Asset Management Inc. and will be operated by the National Sport Centres. The Hungarian Football Federation will be its main user.

The stadium meets UEFA's requirements in terms of capacity and accessibility.

The stadium has not provided any relevant stadium certificates or evacuation plans due to the stage of the project. The control room has not yet been proposed. The planned number of turnstiles is just sufficient in some areas to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach and in places exceed the minimum requested height of 2.4m. CCTV surveillance and public announcement systems are planned but cannot yet be validated.

With regard to spectator welfare, the stadium has planned a high number and good ratio of toilets and concessions per sector. The first aid rooms are well located and the amount of disabled facilities (wheelchair positions) exceeds UEFA's minimum requirements.

The planned size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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 stadium offers sufficient rooms for UEFA's youth programme but no space has yet been proposed for ceremonies.

UEFA's hospitality requirements are fully met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain appropriate space for sponsors and corporate guests, so hospitality facilities would, in all likelihood, be located inside the stadium (to be confirmed). The stadium has planned an adequate number of skyboxes. At present, the technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are planned but cannot yet be validated. The same applies to the ICT installations, which can only be assessed upon completion of the stadium.



The stadium partly meets the media and broadcasting requirements. The size and location of the broadcast compound is sufficient. The stadium media centre is proposed inside the stadium but could be too small. The press conference room, mixed zone and flash area are adequate. The indoor TV studios and pitch-view studios are well located. Neither the media stand nor camera platforms can be evaluated at this stage, although the number of commentary desks and platforms is indicated. The stadium satisfies UEFA's needs for additional space for temporary facilities. The volunteers' and stewards' centres, as well as staff offices, exist within the stadium premises. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated at this stage.

### Mobility

Budapest is well connected to all major European and international destinations, both by land and by air.

The airport, city centre and stadium are well linked by bus and train. Budapest's transport authorities are able to temporarily enhance the capacities of these services during big international events.

The last-kilometre accessibility of the new stadium is comfortably ensured by sufficient public transport hubs (metro, railway and bus) within walking distance. The proposed park and ride system is based on the existing city infrastructure and meets UEFA's needs.

The capacity of the Budapest Liszt Ferenc International Airport is just sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Hungarian civil aviation authority has confirmed that there are no restrictions on night flights.

### Accommodation

The hotel capacity in Budapest is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups exceeds the bid targets.

The current average room rates are attractive.

The government of Hungary has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The training facilities proposed are also of a very high standard. The rental fee for one of them is very high.

### Event Promotion

The venue presented for the fan zone is interesting and should meet UEFA's needs.

The guarantee in relation to promotion at national level and fan zones in non-host cities is fairly good.

The city has experience in hosting major events.

### Commercial Matters

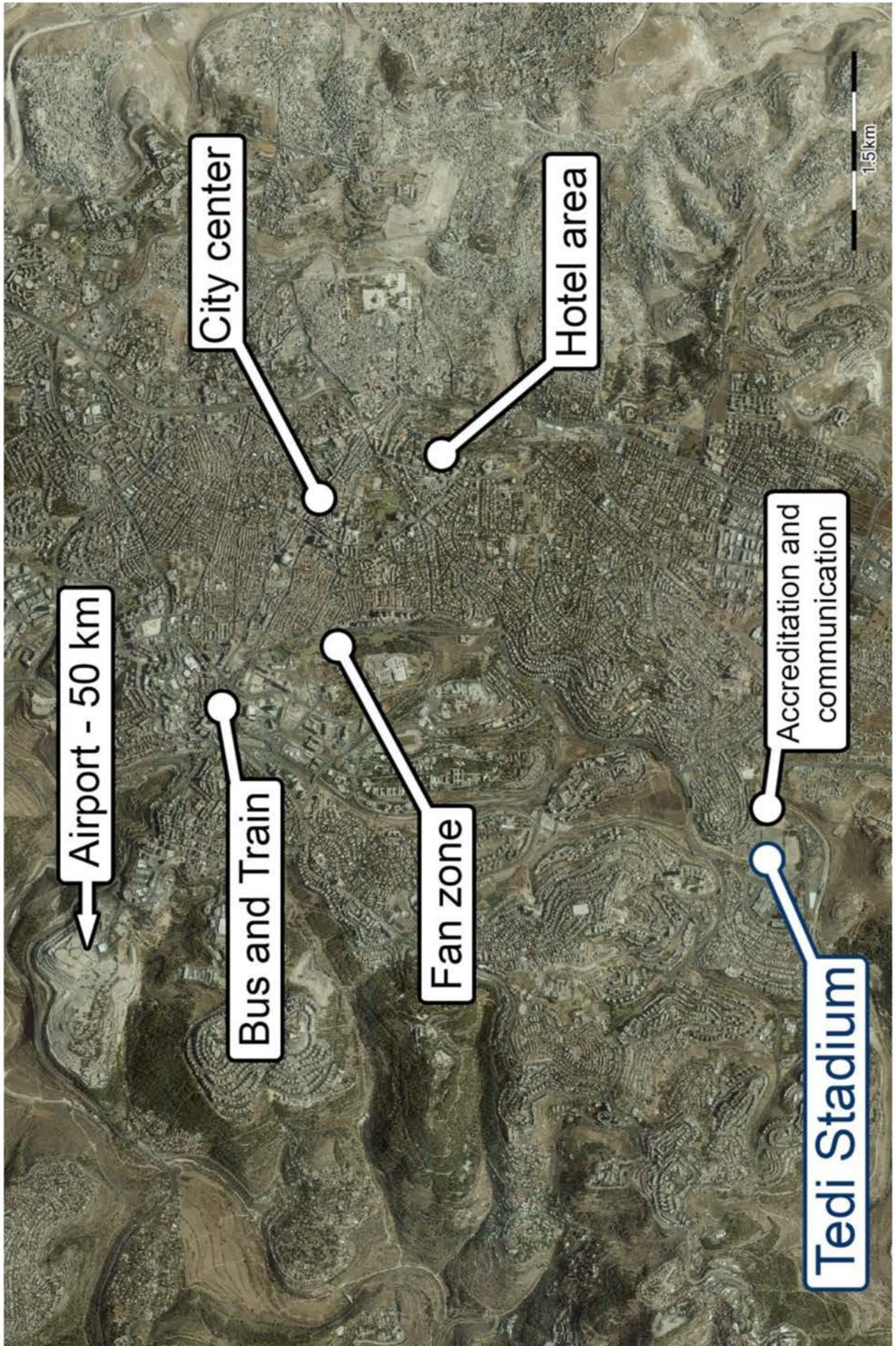
The commercial sector of the bid is adequate and provides specific measures to support UEFA's commercial partners in the exercising of their rights. A reasonable amount of advertising space would be provided free of charge.



## Israel Football Association

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City:	<b>Jerusalem</b>
Package:	<b>Standard</b>
Stadium:	<b>Teddy Stadium</b>
Stadium capacity:	<b>32,000</b>
Type of stadium:	<b>Existing (major renovations)</b>
Completion date:	<b>2019</b>



### Vision, Concept and Legacy

The Israel Football Association's interest in hosting rests essentially on its successful staging of the UEFA European Under-21 Championship final tournament in 2013, which whetted appetites for more.

### Social Responsibility and Sustainability

The guarantee has been duly signed but minimal details have been given on most social responsibility and sustainability criteria, covering only part of the required aspects.

### Political and Economic Aspects

The Israeli political situation is described in the bid as complex, an assessment confirmed by independent institutions. It is acknowledged that considerable investments would be required for such a project to be implemented, without, however, any further details being provided.

### Legal Aspects

All the agreements have been signed. The guarantees have also been provided but all have been signed by the Director of the Sport Authority in the Ministry of Culture and Sport. The ministry of public security has provided a letter guaranteeing police action to ensure orderly conduct at the matches.

The legal section of the bid dossier does not provide the necessary information to allow for a thorough assessment of the legal situation in Israel with regard to the organisation of UEFA EURO 2020.

### Stadium

Teddy Stadium in Jerusalem is an existing stadium offering a gross capacity of 32,000 spectators. Major renovation works are planned, but no information about the investment budget are provided. The stadium owner is the Jerusalem municipality.

As no significant information has been given regarding stadium capacity and accessibility, this aspect could not be properly evaluated.

Regarding safety and security, the stadium has not provided any relevant certificates or evacuation plans. The location of the control room is not identified. The only information provided is the number of turnstiles, which is insufficient. Finally, the proposed height of the outer security perimeter fence, between 1.75m and 2m, does not fulfil the minimum requirements. CCTV surveillance and public announcement systems exist but are not described.

With regard to spectator welfare, the stadium has not provided any useful information which could support this evaluation.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The players' and officials' room requirements are also met in terms of size, but without being indicated on maps, they cannot be validated.

The same applies to UEFA's hospitality requirements, as neither the VIP stand nor VIP hospitality has been specified. Facilities such as skyboxes and hospitality areas for corporate guests and sponsors are not indicated and therefore cannot be properly evaluated.

No information has been provided on UEFA's technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems. Nor is any information included about ICT installations.

UEFA's requirements are not met concerning the size and location of the broadcast compound, stadium media centre (proposed inside the stadium), press conference room, mixed zone, flash area, indoor TV studios or pitch-view studios. None of these facilities are well described or located on the overview and level maps, making a proper evaluation impossible.

Additional space for temporary facilities has not been proposed. Nor have offices, and there is no clear indication of volunteers', stewards' or accreditation centres. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated.

## Mobility

Jerusalem's international public access relies primarily on airlines. Ground connections would not play a major role in the context of UEFA EURO 2020.

The main transport link from Ben Gurion Airport to the city centre and the stadium consists in the existing bus and coach lines (no capacities indicated).

The last-kilometre accessibility of the stadium is eased by the stadium being located near the city centre, with public transport links within walking distance. No information regarding the proposed park and ride system has been provided.

The capacity of Ben Gurion Airport is sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Israeli Airports Authority has confirmed that aircrafts would be permitted to land and take off at night without restriction on matchdays.

## Accommodation

Jerusalem's hotel capacity cannot be evaluated since the bidder has not provided information about this in the bid dossier.

The number of rooms secured for key UEFA target groups does not meet the bid targets and only covers a very small part of UEFA's requirements.

The hotel room rates in Jerusalem cannot be evaluated since the bidder has not provided any such information in the bid dossier.

The proposed team hotels are suitable. However, an insufficient number of rooms have been secured and the reservation forms submitted are incomplete.

The training centres proposed do not fully meet UEFA's requirements. In addition, the bidder has failed to propose the required number of training centres and the reservation forms are inconclusive.

## Event Promotion

The venues presented for the fan zone do not meet the requirements.

The guarantee in relation to promotion at national level and fan zones in non-host cities is unsatisfactory.

The city has very limited experience in hosting major events.

## Commercial Matters

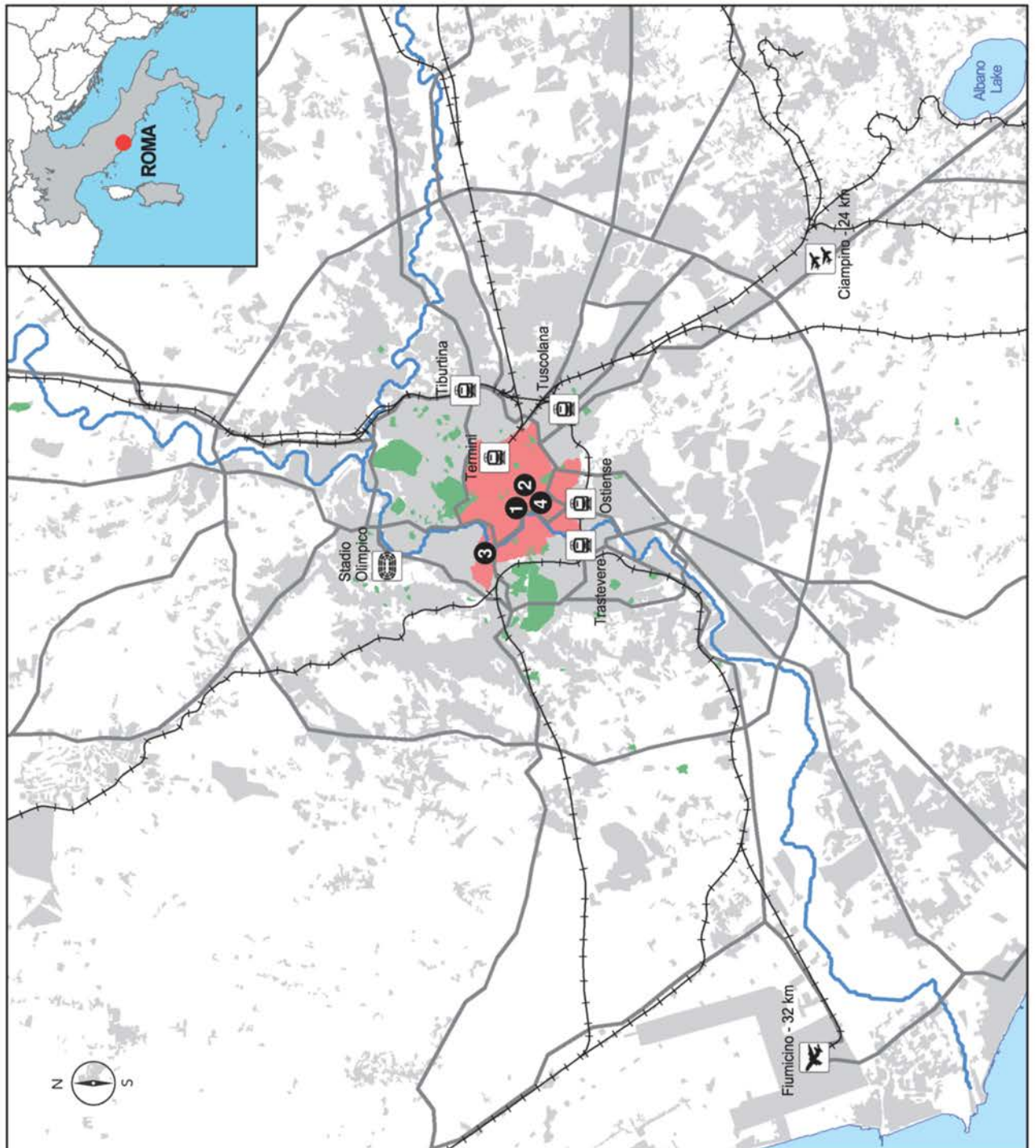
The bidder provides no clear commitment to supporting UEFA's commercial programme. The risk of not delivering all the commercial partners' rights is high.



## Italian Football Federation

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City:	Rome
Package:	Standard
Stadium:	Stadio Olimpico
Stadium capacity:	68,993
Type of stadium:	Existing (major renovations)
Completion date:	2017



- Points of interest and distances from Stadio Olimpico
- 1** Campidoglio - 6 km
  - 2** Colosseo and Fori Imperiali - 6,5 km
  - 3** Città del Vaticano and Castel Sant'Angelo - 5 km
  - 4** Circo Massimo - 9,5 km
  - Stadio Olimpico
  - Main Airport
  - Local Airport
  - Railway Station
  - Main Railway System
  - Main Road System
  - Historic Villas
  - UNESCO Heritage - historic city center
  - Urban Areas

### Vision, Concept and Legacy

The bidder's objective is to help to modernise Italy's stadiums. Its motto is: *The celebration of Europe in the history of sports in the city to which all the roads lead to, Rome.*

### Social Responsibility and Sustainability

Most social responsibility and sustainability criteria have been reasonably well developed, with the exception of the supplier sourcing policy.

### Political and Economic Aspects

The political and football structures are reasonably sound in Italy. The commitment at all levels has been clearly expressed, but the financial backing for the required investments is not very clear.

### Legal Aspects

All agreements have been signed, with an amendment to the host city agreement to take into account the fact that the city does not control public transport for a radius of 100km from the city centre. All guarantees have been signed by the undersecretary to the presidency of the council of ministers. For tax matters, it must be noted that exemptions can only be granted by passing a specific tax ruling. More generally, legal acts would have to be adopted to implement some of the guarantees, i.e. for customs, immigration, visas, work permits and foreign exchange.

There is very strong legislation in place to combat unauthorised ticket sales, including provisions which require tickets to be personalised, thereby giving event organisers control over resale.

Existing legislation also allows event organisers to implement rights protection programmes and anti-ambush measures satisfactorily.

Advertising of tobacco is forbidden, while advertising of alcohol is permitted with restrictions. There are no specific rules applicable to public viewing, which is subject to copyright/intellectual property regimes.

The national association proposes to act itself as the local organising structure.

The use of volunteers is limited to certain tasks related to non-commercial events, so it must be envisaged to use temporary staff instead, with the associated costs.

### Stadium

The Olympic Stadium in Rome is an existing stadium which will undergo major renovation works, due to be completed by August 2017. It offers a gross capacity of 68,993 spectators. The stadium owner and operator is Coni Servizi S.p.A.

The stadium has a large capacity, but it only partly meets UEFA's requirements in terms of accessibility, as it lacks parking areas close by.

In terms of safety and security, the stadium has provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and 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 outer security perimeter fence would reach the minimum requested height of 2.4m. The CCTV surveillance and public announcement systems would have to be replaced prior to the event.

UEFA's spectator welfare requirements are partly met. The stadium provides an adequate number and good ratio of toilets and concessions per sector. The first aid rooms are well located, but the amount of disabled facilities (wheelchair positions) is below UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. After refurbishment, the requirements will also be 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 stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain space for corporate guests and the required number of skyboxes is reached. Some facilities would have to be built outside the stadium.

UEFA's technical and telecom requirements are met. Domestic and backup power, floodlighting, giant screens, sound and temperature control systems, as well as ICT installations, are in place and of a sufficient quality.



The stadium fulfils UEFA's requirements concerning the size and location of the broadcast compound, stadium media centre (which would have to be built outside the stadium), press conference room, mixed zone and flash area. The indoor TV studios and pitch-view studios are well located and also meet UEFA's requirements. However, neither the media stand nor the camera platform can be evaluated at this stage.

The stadium satisfies UEFA's needs for additional space for temporary facilities. Volunteers' and stewards' centres, as well as staff offices, would be within the outer security perimeter fence, in an existing building.

The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) are well established, the stadium having operated for many years.

## Mobility

Rome is very well connected to all major European and international destinations by its high-standard ground and air transport systems.

A very modern and multi-nodal transport system links the two airports (Fiumicino and Ciampino) to the city centre and the stadium.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport hubs (underground, train and bus) within walking distance, in the stadium's park-like location. The proposed park and ride system is based on the existing city infrastructure and meets UEFA's needs.

The capacity of the two host city airports is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Italian civil aviation authority has confirmed that night flight operations would be eased at both airports.

## Accommodation

The hotel capacity in Rome is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups exceeds the bid targets and covers UEFA's requirements.

The current average room rates are slightly above the limits set by UEFA, especially in the luxury hotels segment.

The government has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented very high-quality team hotels. The proposed training facilities are of an excellent standard. The rental fees are, however, very high for some of the proposals.

## Event Promotion

The bidder has presented attractive locations for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is, however, unsatisfactory.

The city is very experienced in hosting major events.

## Commercial Matters

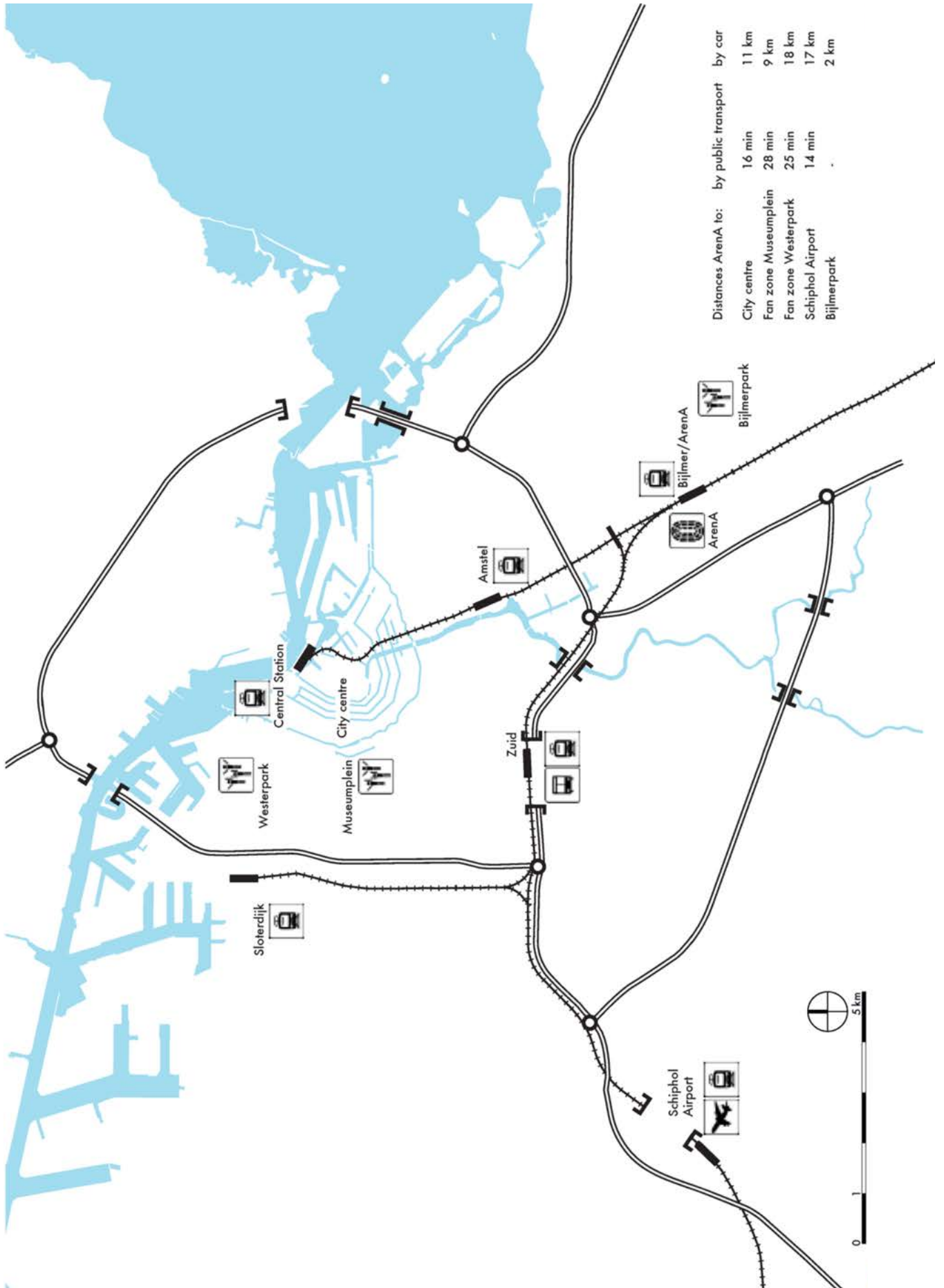
The commercial sector of the bid provides information on anti-ambush and counterfeiting support. The information on advertising space to be provided free of charge in the city lacks clarity.



## Royal Netherlands Football Association

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City:	Amsterdam
Package:	Standard
Stadium:	Amsterdam ArenA
Stadium capacity:	53,052
Type of stadium:	Existing stadium
Completion date:	1996



### Vision, Concept and Legacy

The organisation of four UEFA EURO 2020 matches would be seen as a long-awaited reward for the Netherlands' many contributions to football. The bidder aims to mark the tournament with values of efficiency, sustainability and respect for all.

### Social Responsibility and Sustainability

Most social responsibility and sustainability criteria have been consistently developed. Weaknesses such as the shortage of seats for disabled supporters have been acknowledged and an adequate increase promised.

### Political and Economic Aspects

The Netherlands has very sound political, economic, and football structures. Public investment would concentrate on promotion, transport and fan activities.

### Legal Aspects

All the agreements have been signed and the guarantees in most cases executed by the minister of health, welfare and sport. Most guarantees have been narrowed to reflect the legislation in force.

The unauthorised selling or use of tickets for commercial purposes can be countered by means of appropriate terms and conditions.

Ambush marketing is based on the law of unfair competition, with existing court precedents supporting the protection of sponsors' exclusive rights.

Advertising of alcohol is permitted under certain conditions, while public viewing activities are regulated and require the prior authorisation of the rights holder.

The national association suggests that it act itself as the local organising structure.

Use of volunteers would be possible, provided some conditions are respected.

### Stadium

The Amsterdam ArenA is an existing stadium, built in 1996. It offers a gross capacity of 53,052 spectators and hosted the 2013 UEFA Europa League final. The stadium owner and operator is Stadion Amsterdam C.V.

The stadium has a large capacity, but only partly meets UEFA's requirements in terms of accessibility, as it lacks parking areas close by.

UEFA's safety and security requirements are met, and the stadium has provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence is, however, not described. The CCTV surveillance and public announcement systems are of a good quality.

UEFA's spectator welfare requirements are only partly met. The stadium provides a sufficient number and good ratio of toilets and concessions per sector. The first aid rooms are well located, but the number of disabled facilities (wheelchair positions) is too low.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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. In addition, the stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain space for corporate guests and the minimum number of skyboxes is available, but additional, temporary facilities would have to be built outside the stadium.

The floodlighting, giant screens, sound and temperature control systems are of a sufficient quality, as are the ICT installations.

The stadium fulfils UEFA's requirements concerning the size and location of the broadcast compound, stadium media centre (which would have to be built outside the stadium), press conference room, mixed zone and flash area. The indoor TV studios and pitch-view studios are well located and also meet UEFA's requirements.

The stadium satisfies UEFA's needs for additional space for temporary facilities. Temporary volunteers' and stewards' centres would need to be built outside the stadium but staff offices exist inside.

The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have benefited from the experience of hosting previous events.

## Mobility

Amsterdam is very well connected to all major European and international destinations, by all means of transport.

A very modern and multi-nodal transport system links Schiphol Airport to the city centre and the stadium.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport hubs (train and bus) within walking distance. The proposed park and ride system is based on the existing city infrastructure and meets UEFA's needs.

The capacity of Schiphol Airport is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Dutch civil aviation authority has confirmed that there would be no restriction on night flights.

## Accommodation

The hotel capacity in Amsterdam is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups falls well short of the bid targets and only covers a limited part of UEFA's requirements.

The current average room rates are competitive.

Amsterdam Marketing has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented excellent team hotels and the proposed training facilities are of a good standard, but the rates proposed are very high.

## Event Promotion

The bidder has presented attractive sites for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is acceptable.

The city is highly experienced in hosting major events.

## Commercial Matters

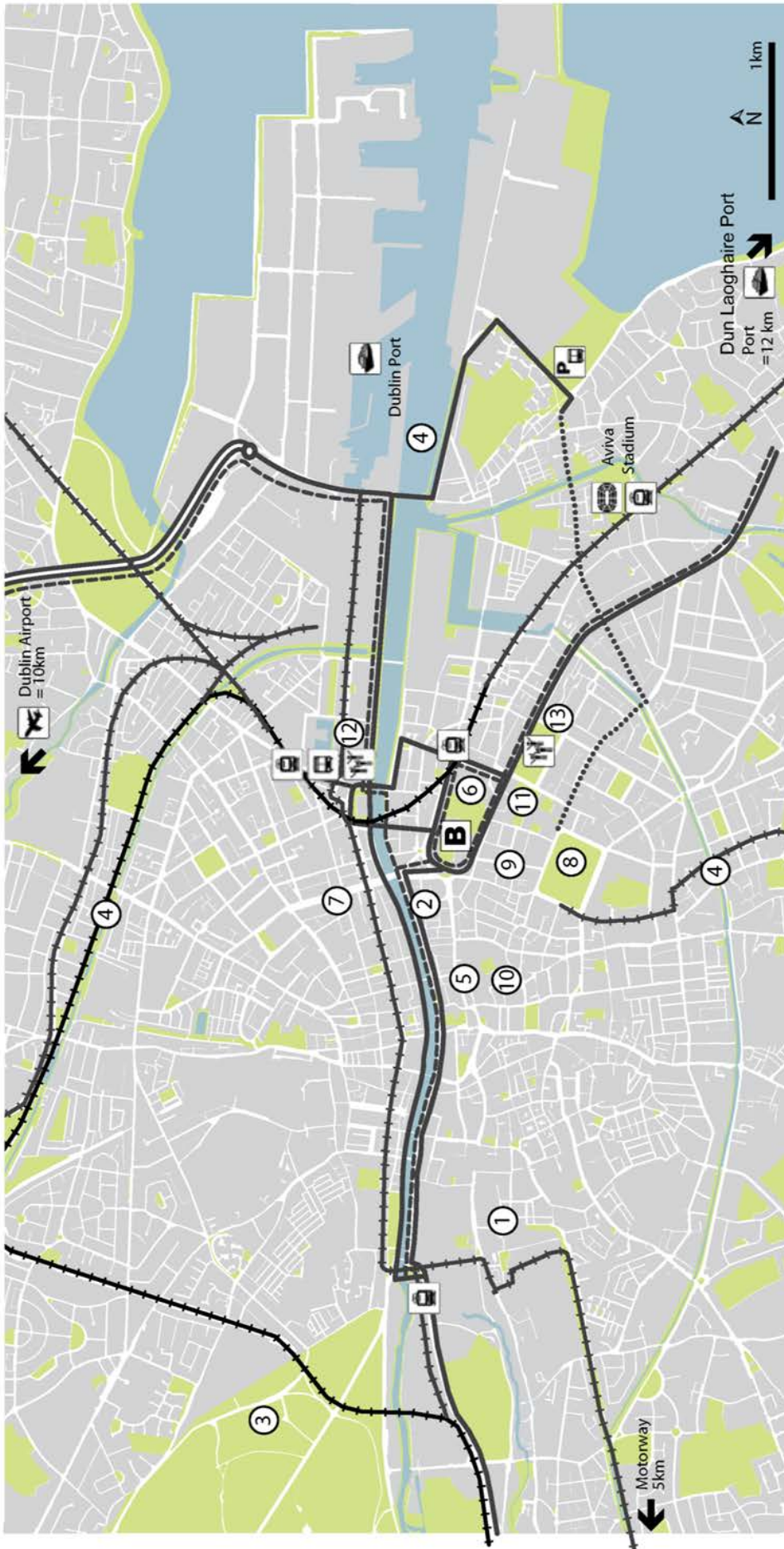
The commercial sector of the bid provides good information with regard to support for UEFA's partners in the exercising of their rights, and a meaningful amount of existing advertising space would be made available free of charge in the requested areas.



## Football Association of Ireland

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City:	<b>Dublin</b>
Package:	<b>Standard</b>
Stadium:	<b>Dublin Arena</b>
Stadium capacity:	<b>51,711</b>
Type of stadium:	<b>Existing stadium</b>
Completion date:	<b>2010</b>



Places of interest to Aviva Stadium in Kilometres

- |              |                             |                            |                          |                                  |
|--------------|-----------------------------|----------------------------|--------------------------|----------------------------------|
| Motorway     | Main Airport                | Main Train Station         | Trinity College - 2.1 Km | Leinster House - 2.3 Km          |
| Main Highway | Main Bus Station - Itercity | Main Bus Station           | G.P.O - 3.2 Km           | Georges Dock Fan Zone - 2.6 Km   |
| Bus Route    | Stadium                     | Main Ports                 | Stephens Green - 2.6 Km  | Merrion Square Fan Zone - 1.8 Km |
| Walking      | Fan Zone                    | Bus Terminal / Interchange | Mansion House - 2.6 Km   | Dublin Castle - 3.1 Km           |
| Railway      |                             |                            |                          |                                  |

### Vision, Concept and Legacy

UEFA EURO 2020 is intended to raise the profile of football in Ireland. As well as being the EURO's 60th jubilee year, 2020 is the Football Association of Ireland's 100th anniversary. UEFA EURO 2020 would therefore place the country at centre stage to celebrate football in a unique fashion with the other nations of Europe.

### Social Responsibility and Sustainability

All social responsibility and sustainability criteria have been consistently developed and explained to a high standard.

### Political and Economic Aspects

The political and football structures are sound and the documentation shows the determination of all the parties and stakeholders involved to see Dublin among the chosen cities.

### Legal Aspects

All the agreements have been signed and the guarantees provided by the relevant authorities, with minor changes reflecting the legislation in force. With regard to taxation, tickets are not subject to VAT.

The unauthorised selling or use of tickets for commercial purposes can be countered by means of appropriate terms and conditions. Ticket touting is subject to casual trading legislation, allowing for tickets and other property to be seized and the offenders arrested. The government has agreed to a request by the FAI to introduce specific ticketing legislation.

Ireland has set up an intellectual property crime unit responsible for protecting intellectual property rights and ensuring a coordinated and structured approach against counterfeit products. Public viewing activities may be regulated but the rights protection measures are not described in the bid.

For the local organising structure, the national association proposes to establish a limited liability company owned by the FAI and/or UEFA. There is a possibility to claim a sporting exemption, thereby exempting UEFA from corporation tax.

The proposed model would enable a volunteer programme to be set up.

### Stadium

Dublin Arena is an existing stadium opened in 2010. It offers a gross capacity of 51,711 spectators. The stadium is jointly owned by the Football Association of Ireland and the Irish Rugby Football Union, and operated on their behalf by New Stadium Limited.

The stadium has a large capacity, but it only partly meets UEFA's requirements in terms of accessibility as it does not offer enough parking areas at the stadium or close by.

UEFA's safety and security requirements are met and all the relevant stadium certificates and evacuation plans have been provided (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach the minimum requested height of 2.4m, and the CCTV surveillance and public announcement systems are of a good quality.

Concerning spectator welfare, the stadium provides a high number and good ratio of toilets and concessions per sector. The first aid rooms are well located and the amount of disabled facilities (wheelchair positions) meets UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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 stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain appropriate space for corporate guests and an adequate number of skyboxes. However, some facilities would have to be built outside the stadium.

The technical and telecom requirements are only partly met in terms of domestic and backup power. The floodlighting, giant screens, sound and temperature control systems are of a good standard, as are the ICT installations.



The stadium fulfils UEFA's requirements concerning the size and location of the broadcast compound. However, the stadium media centre (proposed inside the stadium) would have to be built as a temporary structure outside the stadium. The press conference room, mixed zone and flash area are of a good standard, while the indoor TV studios and pitch-view studios are well located and meet UEFA's requirements.

The space around the stadium is limited but could still accommodate temporary facilities such as volunteers' and stewards' centres. The staff offices are located inside the stadium. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have benefited from the experience of hosting the UEFA Europa League final in 2011.

### Mobility

Dublin is well connected to all major European and international destinations, by air and sea.

A very modern and multi-nodal transport system links Dublin Airport to the city centre and the stadium.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport links within walking distance. The proposed park and ride system is sufficient and based on the existing city infrastructure.

The present and future capacity of Dublin Airport would be just sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The nearby airports of Cork and Shannon could also provide some relief. The Dublin Airport Authority has said that it would authorise night flights on matchdays.

### Accommodation

The hotel capacity in Dublin is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups exceeds the bid targets and more than covers UEFA's requirements.

In addition, the current average room rates meet the requirements.

The National Tourism Development Authority and the Irish Hotels Federation have guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and have promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The training facilities are of a good standard and would meet UEFA's needs, though one has yet to be constructed.

### Event Promotion

The bidder has presented very good potential locations for the fan zone and interesting ideas for its implementation.

The guarantee in relation to promotion at national level and fan zones in non-host cities is strong.

The city has sufficient experience in hosting major events.

### Commercial Matters

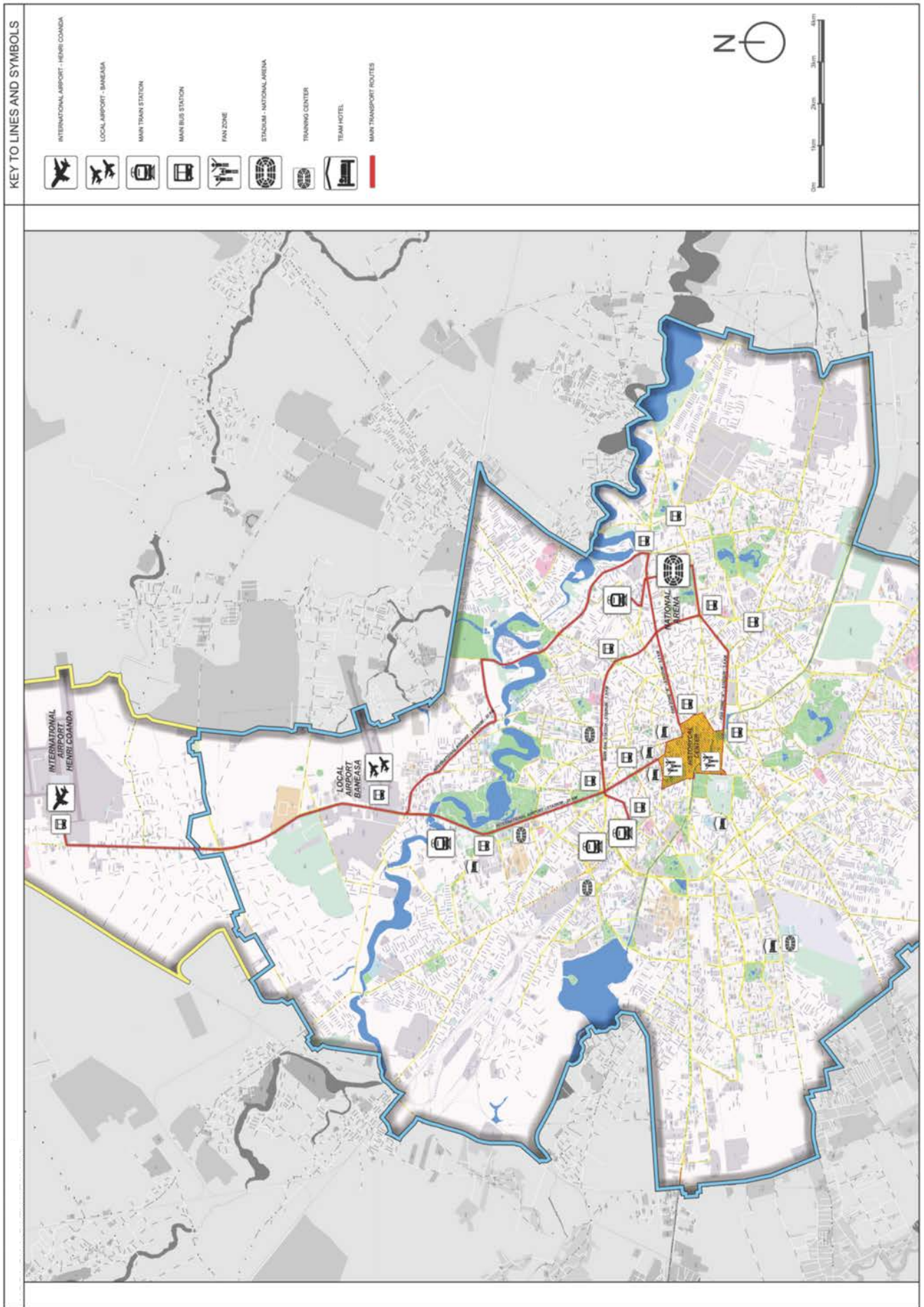
The commercial sector of the bid ensures sufficient recognition of UEFA's commercial programme and offers a good amount of advertising space in the requested areas for UEFA and its commercial partners.



## Romanian Football Federation

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City:	<b>Bucharest</b>
Package:	<b>Standard</b>
Stadium:	<b>National Arena</b>
Stadium capacity:	<b>54,851</b>
Type of stadium:	<b>Existing stadium</b>
Completion date:	<b>2011</b>



### Vision, Concept and Legacy

The bidder strongly intends to give a nation-wide scope to the promotion and legacy of the tournament. The bid openly aims to use the platform of UEFA EURO 2020 to raise standards in national football and beyond.

### Social Responsibility and Sustainability

Some of the social responsibility and sustainability criteria have been adequately developed, even going beyond the guarantee in places. While strong on waste management, the documentation gives no further indication about the 'no tobacco' or free transport initiatives.

### Political and Economic Aspects

The political and football structures in Romania are sound enough and the commitment is obvious. However, the planned investments in public infrastructure around the existing stadium have not been elaborated in depth.

### Legal Aspects

All agreements have been signed and the guarantees have been executed unmodified, except for the declaration of public interest, provided in the form of a resolution from the government. The guarantee on safety and security has been provided by both the minister for health and the minister for internal affairs. The tax guarantee would need to be completed by a legislative bill to become enforceable.

Purchasing tickets and other access documents for resale at a profit is punishable by fine. The personalisation of tickets can also be made mandatory. The bidder considers the existing legislation in this area to be sufficient.

Ambush marketing is not expressly mentioned in legislation, and the proposal to combat it by using the legal notion of deceitful advertising only partially covers it.

Advertising of tobacco is prohibited and the promotion of alcohol authorised under certain conditions. Public viewing activities can be regulated, as broadcasters can prohibit the public communication of their broadcasts.

For the local organising structure, the bidder outlines the various forms of legal entity available under national law (commercial and non-profit), with their financial implications.

The use of volunteers is possible.

### Stadium

The National Arena in Bucharest is an existing stadium finished in 2011. It offers a gross capacity of 54,861 spectators. It is owned by the municipality of Bucharest and operated by the Lakes, Parks and Entertainment Administration of Bucharest.

The stadium has a large capacity, but it only partly meets UEFA's requirements in terms of accessibility as it offers only a limited amount of parking close by.

UEFA's safety and security requirements are met, the stadium having provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach the minimum requested height of 2.4m, and the CCTV surveillance and public announcement systems are of an adequate quality.

With regard to spectator welfare, the stadium provides a good number and adequate ratio of toilets and concessions per sector. The first aid rooms are well located and the amount of disabled facilities (wheelchair positions) is sufficient to meet UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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. Furthermore, the stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are partly met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. Sponsor and corporate hospitality facilities would, however, need to be built outside the stadium. In addition, the minimum number of skyboxes is not reached.

The technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems and ICT installations, are met.

The stadium fulfils UEFA's requirements in terms of the size and location of the broadcast compound. The stadium media centre would have to be built outside. The size and location of the press conference room, mixed zone and flash area meet UEFA's requirements and the indoor TV studios and pitch-view studios are well located.

The stadium satisfies UEFA's needs for additional space for temporary facilities, with the volunteers' and stewards' centres, as well as the staff offices, proposed within the stadium premises.

The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have been operating since 2011 and will have benefited from the experience of hosting the UEFA Europa League final in 2012.

## Mobility

Bucharest is sufficiently well connected to all major European destinations by land and air, although in the context of the UEFA EURO 2020 the airport would play the predominant role.

The airport, city centre and stadium are rather poorly linked by bus and the capacities would have to be enhanced considerably. A new metro line is planned for 2020.

The last-kilometre accessibility of the stadium is ensured by sufficient public transport hubs (planned metro line, tramway and bus) within walking distance. No information has been provided regarding the park and ride system.

The capacity of Bucharest's international airport is sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Romanian civil aviation authority has confirmed that there are no restrictions on night flights.

## Accommodation

The hotel capacity in Bucharest is acceptable and would allow the city to accommodate the fans and key UEFA target groups within a convenient distance of the stadium.

The number of rooms secured for key UEFA target groups falls well short of the bid targets and only covers a limited part of UEFA's requirements, especially in the low-category hotels.

The current average room rates are competitive.

The Romanian national tourism authority has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The training facilities proposed are also of a high standard, even though one of the options is currently used for rugby and would require some adaptations. The training centres would be provided free of charge.

## Event Promotion

The venues presented for the fan zone are appealing.

The guarantee in relation to promotion at national level and fan zones in non-host cities is acceptable.

The city has very limited experience in hosting major events.

## Commercial Matters

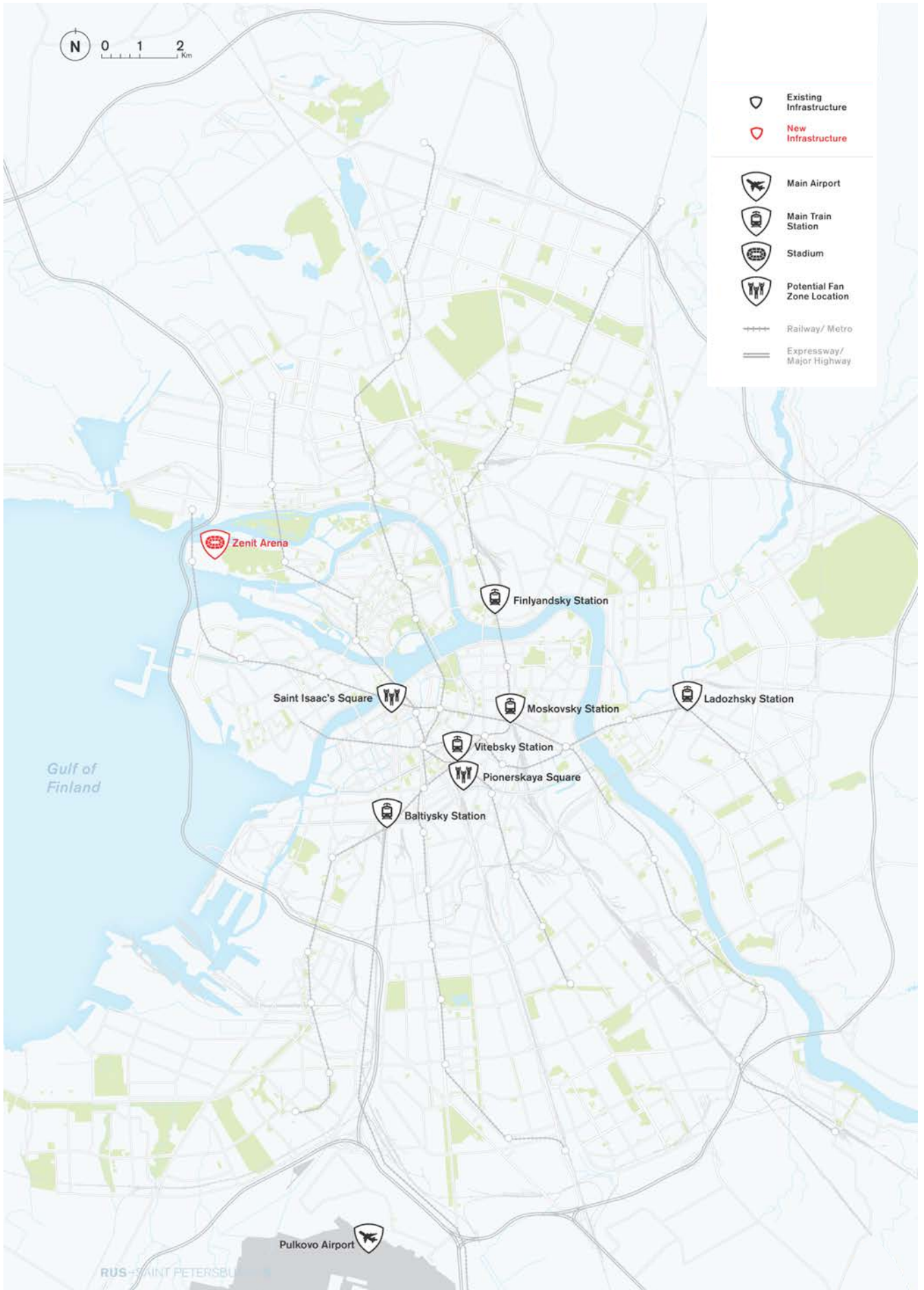
The bid provides unclear information about support for UEFA's commercial programme. A fairly good amount of free advertising space is proposed, although not formally confirmed.



## Russian Football Union

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City:	<b>Saint Petersburg</b>
Package:	<b>Standard</b>
Stadium:	<b>Zenit Arena</b>
Stadium capacity:	<b>61,251</b>
Type of stadium:	<b>New Stadium</b>
Completion date:	<b>2016</b>



### Vision, Concept and Legacy

Underlining the pan-European character of the event, the bidder's intention is to complement the expertise stemming from the 2018 FIFA World Cup and to further integrate Russian football into the European game.

### Social Responsibility and Sustainability

All social responsibility and sustainability criteria have been very well developed and demonstrate an excellent understanding of the issues at hand.

### Political and Economic Aspects

The political, economic and football structures are sound, with very strong financial and governmental commitment. The overall political situation is described by institutions such as the World Bank as increasingly complex.

### Legal Aspects

The agreements have all been signed and the guarantees provided, unmodified, by the prime minister, although legislative adjustments would need to be made to implement some of the guarantees. Additional guarantees have been provided to facilitate advertising by UEFA's commercial partners and to grant visa-free entry for ticket/voucher holders.

The Russian authorities passed specific legislation in relation to the 2014 Winter Olympic Games which meets UEFA's requirements regarding ticketing. This legislation will be maintained for the 2018 FIFA World Cup and, if awarded, UEFA EURO 2020.

Current national law does not address the concept of ambush marketing, which is considered as unfair competition. The relevant legislation has been modified in view of the 2018 FIFA World Cup, reinforcing protection for the organiser and providing satisfactory protection of its rights.

Advertising restrictions impacting the organisation of the tournament would be lifted by special laws and public viewing activities are regulated, as all viewings require the local authorities' authorisation and the event organiser's permission.

The national association proposes to act itself as the local organising structure by means of a special department or by establishing a non-profit organisation.

Volunteers may be used without legal restrictions and would benefit from the experience of previous events.

### Stadium

The Zenit Arena in Saint Petersburg is currently under construction and due for delivery in August 2016. It will offer a gross capacity of 61,251 spectators and will host the 2018 FIFA World Cup. The total investment budget is €934 million. The stadium is owned by the government of Saint Petersburg and the operator has yet to be appointed.

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

No stadium certificates have yet been provided but evacuation plans (stadium evacuation in under eight minutes) have been submitted. The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The planned number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence is planned to reach and in places exceed the requested height of 2.4m. CCTV surveillance and public announcement systems are planned but cannot be validated at this stage.

With regard to spectator welfare, the stadium has planned a high number and good ratio of toilets and concessions per sector. The first aid rooms are well located and the amount of disabled facilities (wheelchair positions) exceeds UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully met in terms of size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station. The stadium offers sufficient rooms for UEFA's youth programme and ceremonies.



The hospitality requirements are fully met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain appropriate space for sponsors and corporate guests, which would enable all hospitality facilities to be allocated inside the stadium. An appropriate number of skyboxes is available.

The technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are planned but cannot yet be validated, being unfinished at the time of the report. The stadium fulfils UEFA's media and broadcasting requirements concerning 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 and pitch-view studios are well located and fully meet UEFA's requirements. Neither the media stand nor camera platforms can be evaluated at this stage, although the number of commentary desks and platforms is indicated.

The stadium satisfies UEFA's needs for additional space for temporary facilities. Volunteers' and stewards' centres, as well as staff offices, are planned inside the stadium. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated, but experience should be gained during the 2018 FIFA World Cup.

## Mobility

Saint Petersburg is well connected to all major European and international destinations, by all means of transport, although in the context of UEFA EURO 2020 the airport would play the predominant role.

The airport, city centre and stadium are well linked by bus and metro. In preparation for the 2018 FIFA World Cup, an extension of the metro line is under construction.

The last-kilometre accessibility of the new stadium is ensured by sufficient public transport hubs (metro and bus) within walking distance. No information has been provided regarding park and ride capacities.

The current and future capacity of Saint Petersburg international airport is just sufficient to handle the expected general traffic in 2020 and the additional tournament surges, but major improvements are expected for the 2018 FIFA World Cup. The Russian civil aviation authority has confirmed that there are no restrictions on night flights.

## Accommodation

The hotel capacity in Saint Petersburg is impressive and exceeds the requirements.

The number of rooms secured for key UEFA target groups just about meets the bid targets.

The current average room rates are above the limits set by UEFA, and far above in the five-star category.

The prime minister has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The proposed training facilities are of an excellent standard and conveniently located in the vicinity of the paired hotels. The training centres would be provided free of charge.

## Event Promotion

The bidder has presented interesting sites for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is outstanding.

The city is reasonably experienced in hosting major events.

## Commercial Matters

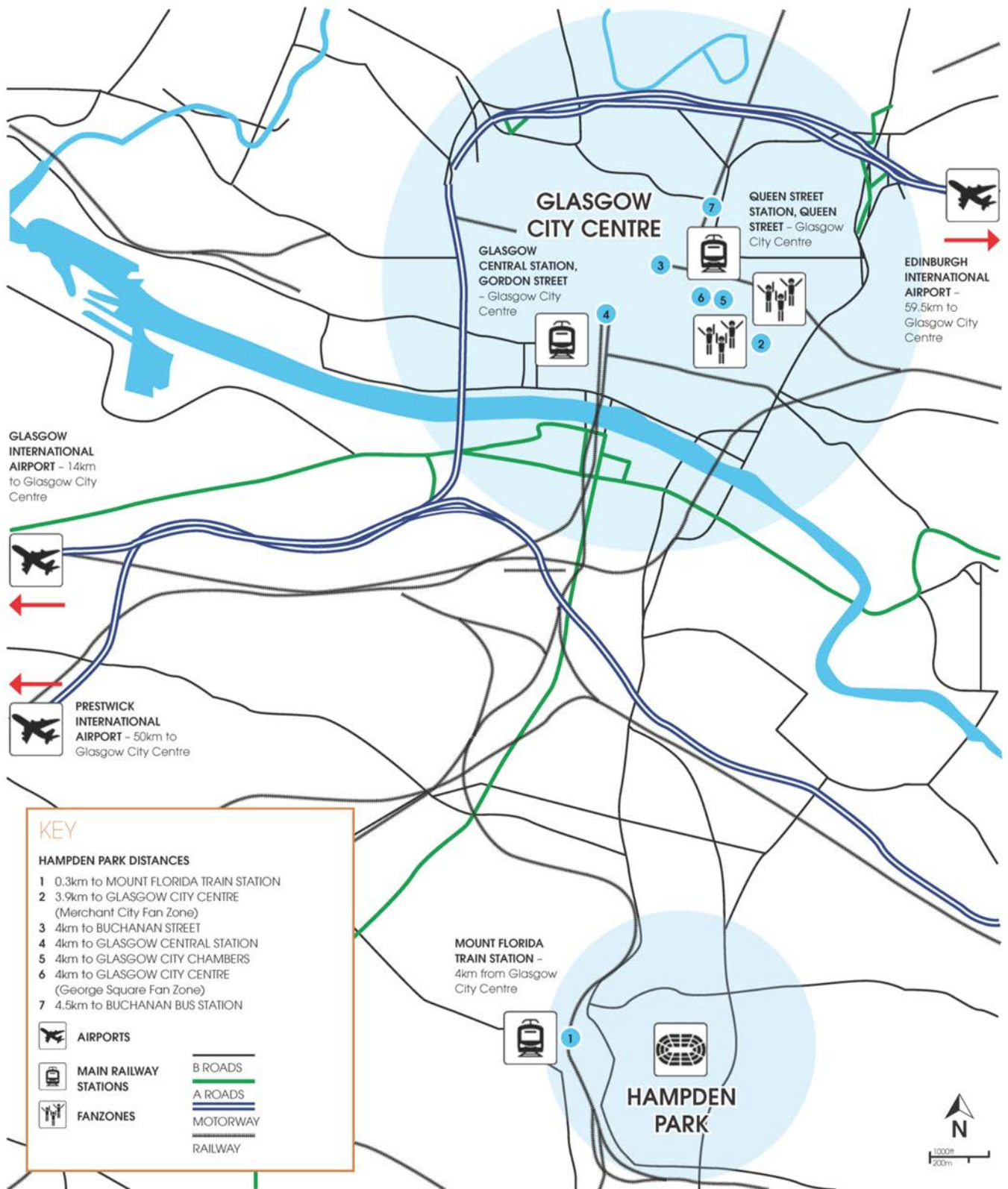
The commercial sector of the bid is reasonably strong, with sound measures proposed to support and protect UEFA's commercial programme. A reasonable amount of free advertising space in the city has also been proposed in the requested areas.



## Scottish Football Association

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City:	Glasgow
Package:	Standard
Stadium:	Hampden Park
Stadium capacity:	51,472
Type of stadium:	Existing stadium
Latest renovation:	2013



### Vision, Concept and Legacy

The Scottish bid aims to bridge a long history of football with the 60th anniversary of the EURO in order to reinvigorate the game in the country, and all this in a location known for celebrating football.

### Social Responsibility and Sustainability

Most social responsibility and sustainability criteria have been consistently developed to a high standard.

### Political and Economic Aspects

Scotland has very sound political and football structures. The commitment to and support for the project are not backed by detailed documentation.

### Legal Aspects

All agreements have been signed, with a modification to the stadium agreement to reserve the rights of the stadium owner under its lease agreement with the national association. The guarantees have all been provided with some modifications to reflect the legislation in force.

Scotland being part of the UK, the legal situation is mostly – but not entirely – identical to that of England and Wales. The situation may have to be reassessed should Scotland become independent of the UK following the referendum in September 2014.

The unauthorised sale of tickets or accreditation passes for any sports event may be a criminal offence under general law. The national association anticipates that the Scottish government would assist in implementing event-specific legislation, as was done for the 2014 Commonwealth Games.

While no specific legislation outlaws ambush marketing, protective measures can be taken on the basis of various laws and enable the implementation of a rights protection programme.

Advertising bans apply to tobacco and restrictions to alcohol. Public viewing activities can be regulated where an entrance fee is due.

The national association proposes to act itself as the local organising structure. Its wholly owned subsidiary, Hampden Park Ltd, would deliver the stadium obligations.

The national association would directly recruit volunteers, with no limitations, requirements or obligations incumbent on UEFA.

### Stadium

Hampden Park in Glasgow is an existing stadium, upgraded between 1994 and 2013. It offers a gross capacity of 51,472 spectators. The stadium is owned by the Queen's Park Football Club and operated by Hampden Park Limited.

The stadium has a large capacity, but it only partly meets UEFA's requirements in terms of accessibility as it offers only a limited amount of parking close by.

Safety and security requirements are met, the stadium having provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is low but sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would exceed the minimum requested height of 2.4m and the CCTV surveillance and public announcement systems are of an adequate quality.

With regard to spectator welfare, the stadium provides an adequate number and ratio of toilets, but a low number of concessions per sector. The first aid rooms are well located and the amount of disabled facilities (wheelchair positions) is sufficient to meet UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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. Furthermore the stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are partly met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The corporate hospitality would be inside the stadium, but the minimum number of skyboxes cannot be reached. Certain temporary facilities would have to be built outside the stadium.

The technical and telecom requirements, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are partly met. The floodlighting would need to be upgraded to fulfil UEFA's requirements.

UEFA's requirements are met concerning the size and location of the broadcast compound (slightly small, but still acceptable), stadium media centre (would have to be built temporarily outside the stadium), press conference room, mixed zone and flash area. The indoor TV studios and pitch-view studios are well located and meet UEFA's requirements.

UEFA's requirements for additional space for temporary facilities are partly met. Temporary volunteers' and stewards' centres would need to be built outside and staff offices have not been proposed.

The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have been operating for many years and good experience was gained during the Commonwealth Games in July/August 2014.

## Mobility

Glasgow is very well connected to all major European and international destinations, by all means of transport.

Glasgow and Edinburgh airports are sufficiently linked to Glasgow city centre and the stadium, and a rapid bus system will further enhance the capacity by 2020.

The last-kilometre accessibility of the stadium is ensured by a suburban public transport system with major hubs within walking distance. The proposed park and ride system is based on the concept used for the 2014 Commonwealth Games and would meet expectations.

The current and future capacity of Glasgow and Edinburgh international airports is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The UK Civil Aviation Authority has confirmed that there are no restrictions on night flight operations at either airport.

## Accommodation

The hotel capacity in Glasgow is sufficient and would allow the city to accommodate fans and key UEFA target groups if alternative accommodation such as guest houses, apartment villages and university residencies was also used. The hotel accommodation radius would also need to be extended to neighbouring cities.

The number of rooms secured for key UEFA target groups falls well short of the bid targets and only covers a limited part of UEFA's requirements.

The current average room rates are acceptable.

Visit Scotland and Glasgow City Marketing Bureau have guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and have promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has only presented three team hotels, although four proposals were requested. The proposed hotels are of a suitable quality. The four training facilities proposed are of a fairly good standard, but temporary installations would be necessary to meet the requirements. The rates proposed are very high.

## Event Promotion

The bidder has presented high-quality proposals for the fan zone location.

The guarantee in relation to promotion at national level and fan zones in non-host cities is adequate.

The city is experienced in hosting major events.

## Commercial Matters

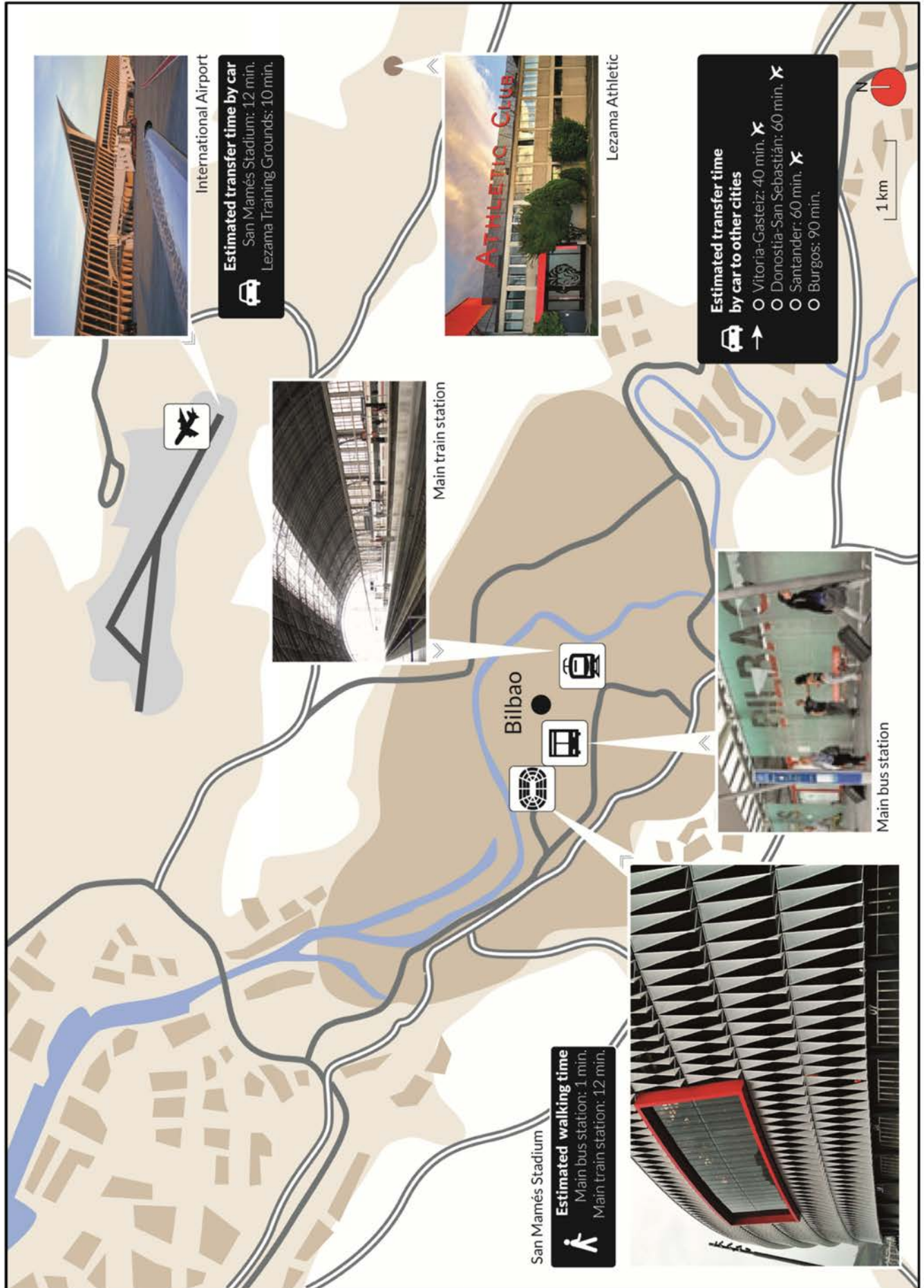
The commercial sector of the bid is inadequate, as the information provided lacks clarity. The amount of advertising space offered is vague.



# Royal Spanish Football Federation

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City:	<b>Bilbao</b>
Package:	<b>Standard</b>
Stadium:	<b>San Mamés Stadium</b>
Stadium capacity:	<b>53,289</b>
Type of stadium:	<b>New stadium</b>
Completion date:	<b>2015</b>



### Vision, Concept and Legacy

The Bilbao bid is centred on regional objectives, including the development of local infrastructure and the sharing of local culture with the rest of Europe.

### Social Responsibility and Sustainability

The social responsibility and sustainability aspects have not been addressed in detail.

### Political and Economic Aspects

Spain has sound political and football structures. The political situation with respect to the regions is complex. The public investments have not been explained in detail.

### Legal Aspects

All the agreements have been signed, and all the guarantees have been executed by the council of ministers. The safety and security guarantee has been signed by the mayor of Bilbao, who is the competent authority for public security. The special tax benefits mentioned in the tax guarantee require amendments to the national legislation to become effective.

The resale of tickets is forbidden, but it is up to the event organiser to ensure proper implementation of the law, without public authorities intervening *ex officio*.

Ambush marketing and counterfeiting are not addressed by means of specific legislation, but fall within the scope of general unfair competition and intellectual property laws.

Tobacco advertising is prohibited, as is advertising of alcoholic beverages (depending on the level of alcohol). Public viewing is regulated and the TV broadcasters or producers are entitled to control the use of their broadcasts.

The bidder's proposal is to place the local organising structure under UEFA's responsibility, with the support of a local project team from the national association and involvement of the local authorities.

Volunteers would have to be managed by a local non-profit association, whose statutory objectives must be communicated to the official registry of associations.

### Stadium

The San Mamés Stadium in Bilbao is a new stadium due for final delivery in March 2015. It will offer a gross capacity of 53,289 spectators and the total investment budget is €198.1 million. The stadium is owned by San Mamés Barria S.L. and is operated by Athletic Club Bilbao.

The stadium meets UEFA's requirements in terms of capacity and accessibility.

Neither the stadium certificates nor the evacuation plans have been provided. The stadium control room is well located. The planned number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour and the outer security perimeter fence would reach the minimum requested height of 2.4m. CCTV surveillance and public announcement systems are planned but cannot be validated.

With regard to spectator welfare, the stadium has an appropriate number and ratio of toilets and concessions per sector. The first aid rooms are well located and the planned number of disabled facilities (wheelchair positions) exceeds UEFA's minimum requirements.

The planned size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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. Furthermore, the stadium offers sufficient rooms for UEFA's youth programme and for ceremonies.

The hospitality requirements are partly met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The stadium premises contain appropriate space for corporate guests only. Additional facilities would have to be built outside the stadium. The number of skyboxes meets the minimum UEFA requirements.

The technical and telecom provisions, such as domestic and backup power, floodlighting, giant screens, sound and temperature control systems, are planned but cannot be validated as they are unfinished. The ICT installations presented meet the requirements.



In terms of media and broadcasting, the stadium only partly meets UEFA's requirements. The size of the broadcast compound needs to be increased, but the stadium media centre could be installed inside the stadium. The press conference room, mixed zone and flash area are adequate, the indoor TV studios and pitch-view studios are well located and the media stand and camera platforms are planned according to UEFA's requirements.

The stadium satisfies UEFA's needs for additional space for temporary facilities. Temporary volunteers' and stewards' centres would have to be built outside the stadium. Currently no offices are proposed. The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) cannot be evaluated before the stadium is operational.

## Mobility

Bilbao's international public access relies on the existing motorway and rail networks. The airports of Bilbao and Vitoria would have to be backed up by those in Bordeaux and Toulouse.

The main link between the airports and the city centre of Bilbao is provided by buses only, and their capacity is rather low. The city centre and the stadium are linked by train and bus networks.

The last-kilometre accessibility of the stadium is ensured by sufficient public transport hubs (train and bus lines) within walking distance. The capacity of the proposed park and ride system is sufficient and the connection to the stadium is good.

The capacity of the two local airports is just sufficient to handle the expected general traffic in 2020 and the additional tournament surges. Significant enhancements would be needed, permanently or temporarily. A back-up solution would have to be established by linking the airports of Bordeaux, Toulouse and perhaps even Madrid with sufficient ground transport to Bilbao. The Spanish airports authority has confirmed that aircrafts would be permitted to land and take off at night without restriction on matchdays.

## Accommodation

The hotel capacity in Bilbao is low and would allow the city to accommodate only a very limited number of fans and key UEFA target groups. Additional accommodation would have to be used in Santander and San Sebastian, about one hour's drive from Bilbao.

The number of rooms secured for key UEFA target groups falls well short of the bid targets and only covers a limited part of UEFA's requirements.

The current average room rates are attractive.

The Bilbao convention bureau and the local economic development agency have guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and have promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented good-quality team hotels. One of the hotels does not, however, provide the required number of rooms. The training facilities proposed are of a good standard and would be available at no cost.

## Event Promotion

The sites presented for the fan zone are unsatisfactory.

The guarantee in relation to promotion at national level and fan zones in non-host cities is weak.

The city's experience in hosting major events is limited.

## Commercial Matters

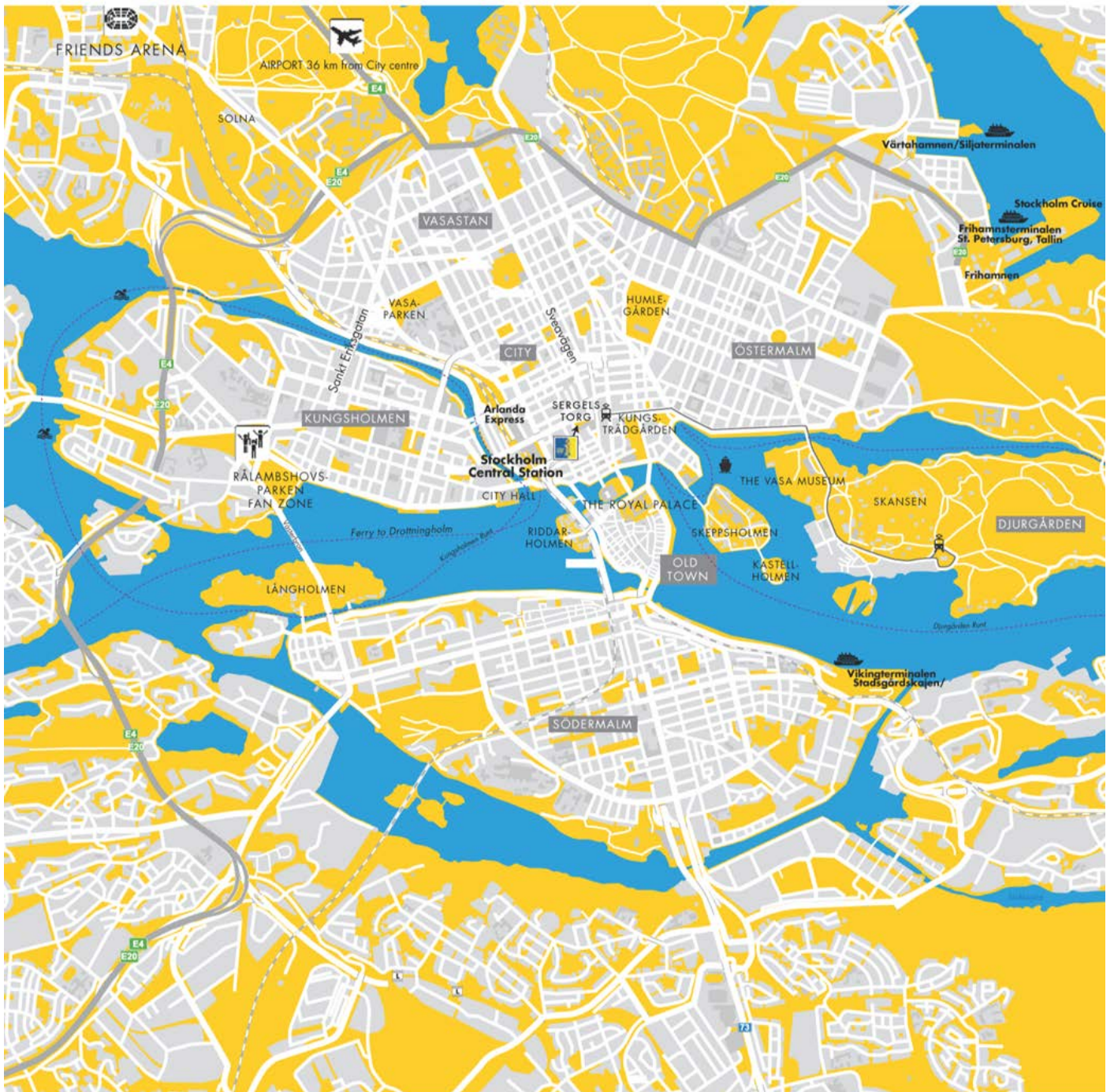
The commercial sector of the bid is of a reasonable standard and provides good recognition of UEFA's commercial programme. It offers a reasonable amount of free advertising space in the requested areas.



## Swedish Football Association

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City:	Stockholm
Package:	Standard
Stadium:	Friends Arena
Stadium capacity:	50,653
Type of stadium:	Existing stadium
Completion date:	2012



### Vision, Concept and Legacy

Symbolised by the term "friends" and placed under the banner of social responsibility, the bid illustrates the mutual benefits of having Scandinavian virtues associated with UEFA EURO 2020.

### Social Responsibility and Sustainability

Most social responsibility and sustainability criteria have been very well developed.

### Political and Economic Aspects

Sweden benefits from very sound political structures, highly rated by the World Bank. The bid states, however, that "no government investments are projected at any level".

### Legal Aspects

All agreements have been signed, but eight guarantees have not been provided on the grounds that Swedish public agencies are, by law, not entitled to issue such acts. In the bidder's opinion, the existing legal framework and the government's support should ensure the level of protection sought by UEFA.

There is no specific legislation with regard to the transfer and use of tickets or accreditation passes for sports events. The national association has, however, asked the government for legislation in this area and proposed a ban on the unauthorised resale of tickets to public events.

Ambush marketing and counterfeiting activities are addressed by the trademarks act, reinforced by the public order act for street vending, where police may directly intervene.

Tobacco advertising is heavily restricted and alcohol advertising regulated for beverages stronger than 2.25%. Brands can advertise if they also offer alcoholic beverages under 2.25%. Public viewing activities can be regulated where an entrance fee is payable and additional authorisations are required when events are held in public places.

For the local organising structure, the bidder proposes the creation of a separate department within the national association.

Setting up a volunteer program would not be an issue.

The absence of several guarantees could increase UEFA's financial exposure.

### Stadium

The Friends Arena in Stockholm is an existing stadium, built in 2012. It offers a gross capacity of 50,653 spectators. The stadium hosted the final of the UEFA Women's EURO 2013. It is owned by Arenabolaget i Solna KB and Visio AB, and operated by Sweden Arena Management KB.

The stadium has a large capacity, but it only partly meets UEFA's requirements in terms of accessibility, as it lacks parking areas close by.

UEFA's safety and security requirements are met, the stadium having provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter fence would reach UEFA's minimum requested height of 2.4m and the CCTV surveillance and public announcement systems are of a good quality.

The spectator welfare requirements are fully met. The stadium provides a sufficient number and good ratio of toilets and concessions per sector. The first aid rooms are well located and the number of disabled facilities (wheelchair positions) exceeds UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully met in terms of size and quality of the teams' and referees' dressing rooms, the match delegate's and medical rooms and the doping control station. The stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are only partly met. The VIP stand and VIP hospitality are well located and separated from the other target groups and the public. The minimum number of skyboxes is available, but the necessary space for corporate guests is not guaranteed. Part of the hospitality facilities would therefore need to be built outside the stadium.

UEFA's technical and telecom requirements are met, as the domestic and backup power, floodlighting, giant screens, sound and temperature control systems are of a good quality. The presented ICT installations also meet the requirements.

The requirements are met concerning the size and location of the broadcast compound, but the stadium media centre is not yet allocated. The press conference room, mixed zone, flash area, indoor TV studios and pitch-view studios are well located and meet UEFA's requirements.

The stadium satisfies UEFA's needs for additional space for temporary facilities. The volunteers' and stewards' centres are located inside the stadium, as are the staff offices.

The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have been operating since 2012 and good experience was gained during the UEFA Women's EURO in 2013.

## Mobility

Stockholm is very well connected to all major European and international destinations, by all means of transport.

Stockholm's Arlanda Airport is sufficiently linked to the city centre and the stadium by train and bus.

The last-kilometre accessibility of the stadium is comfortably ensured by public transport hubs (metro, train and bus) within walking distance. The proposed park and ride system is based on the existing city infrastructure and exceeds UEFA's requirements.

The capacity of Stockholm airport is more than sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The Swedish civil aviation authority has confirmed that there would be no restriction on night flights on matchdays.

## Accommodation

The hotel capacity in Stockholm is very impressive and would allow the city to accommodate fans and key UEFA target groups within a very convenient distance of the stadium.

The number of rooms secured for key UEFA target groups meets the bid targets and covers UEFA's requirements.

The current average room rates are reasonable, with the exception of the luxury hotels segment.

The Stockholm Visitors Board has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The proposed training facilities are of a fairly good standard, but temporary installations would be necessary to meet the requirements. The training centres would be provided free of charge.

## Event Promotion

The proposed venue for the fan zone is interesting, although not in a central location.

The guarantee in relation to promotion at national level and fan zones in non-host cities is adequate.

The city's experience in hosting major events is good.

## Commercial Matters

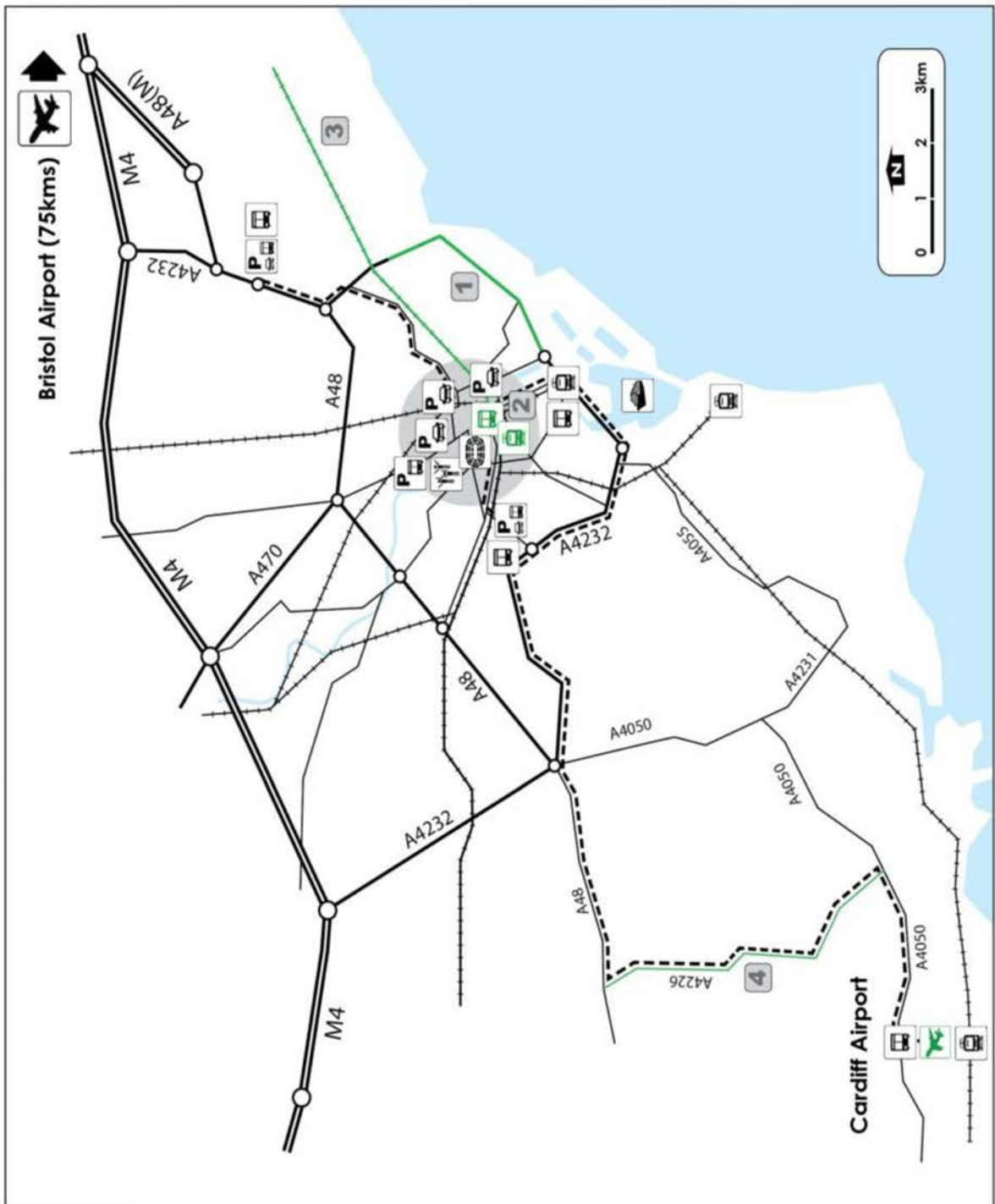
The commercial sector of the bid is adequate, even though it does not give specific measures to support UEFA's commercial partners in the exercising of their rights. It does give assurances about wider support and proposes a reasonable amount of advertising space, to be offered free of charge.



## Football Association of Wales

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City:	<b>Cardiff</b>
Package:	<b>Standard</b>
Stadium:	<b>Millennium Stadium</b>
Stadium capacity:	<b>74,154</b>
Type of stadium:	<b>Existing stadium</b>
Completion date:	<b>1999</b>



### Vision, Concept and Legacy

The bid expresses a desire to see Wales shine on the map of European football. The vision and objectives are oriented towards the development and greater recognition of football in the country.

### Social Responsibility and Sustainability

All social responsibility and sustainability criteria have been developed to a very high standard, demonstrating an excellent understanding of the issues at hand.

### Political and Economic Aspects

The political and football structures in Wales are very sound and the support of all parties and stakeholders has been confirmed. The investments would concentrate on public infrastructure.

### Legal Aspects

All the agreements have been signed and the guarantees provided, some with modifications to reflect the legislation in force.

The legal situation in Wales is, for the most part, identical to that of England.

The unauthorised resale of tickets is considered a criminal offence. Event organisers such as UEFA can act directly against ticket touts and other persons making unauthorised use of accreditation passes.

Ambush marketing is subject to no specific legislation but may be tackled using various existing laws.

Advertising of tobacco is forbidden and advertising of alcohol permitted with some restrictions. Public viewing activities can be regulated where an entrance fee is payable.

Customs and immigration are subject to EU regulations, but the experience of the 2012 Olympic Games shows that this aspect of the organisation does not cause problems.

The national association proposes to act itself as the local organising structure, with all key stakeholders involved in a local committee.

The use of volunteers is possible.

### Stadium

The Millennium Stadium in Cardiff is an existing stadium, built in 1999. It offers a gross capacity of 74,154 spectators and is owned and operated by Millennium Stadium PLC.

The stadium has a large capacity but it only partly meets UEFA's requirements in terms of accessibility, as it lacks parking areas close by.

Concerning safety and security, the stadium has provided all the relevant stadium certificates and evacuation plans (stadium evacuation in under eight minutes). The control room is well located and offers sufficient space for the police, fire brigade and medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour and the CCTV surveillance and public announcement systems are of a good quality. The specific urban location of the stadium with very limited space around it would require a special security perimeter set-up.

The spectator welfare requirements are fully met. The stadium provides a sufficient number and good ratio of toilets and concessions per sector. The first aid rooms are well located and the number of disabled facilities (wheelchair positions) exceeds UEFA's minimum requirements.

The size of the pitch, 105m x 68m, meets UEFA's requirements. The requirements are also fully 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 stadium offers sufficient rooms for UEFA's youth programme and ceremonies.

The hospitality requirements are only partly met. The VIP stand and VIP hospitality are located over two levels, but can be separated from the other target groups and the public and the minimum number of skyboxes is available. The stadium premises do not contain enough space for corporate guests and certain facilities would have to be built outside the stadium up to a ten-minute walk away.

UEFA's technical and telecom requirements are met, as the domestic and backup power, floodlighting, giant screens, sound and temperature control systems are of a good quality. The presented ICT installations also meet the requirements.



The stadium fulfils UEFA's media and broadcasting requirements concerning the size and location of the broadcast compound, press conference room, mixed zone and flash area.

The stadium media centre would be located on the opposite stand. The indoor TV studios and pitch-view studios are well located and meet UEFA's requirements.

Space around the stadium is not sufficient to satisfy UEFA's needs for additional space for temporary facilities, despite the fact that the volunteers' and stewards' centres and the staff offices are located inside the stadium. Alternative solutions would have to be found.

The stadium services (stadium and facility management, cleaning and groundskeeping and safety and security services) have been operating since 1996 and have gained experience in hosting several major events.

## Mobility

Although very well connected to all major European and international destinations by all means of transport, Cardiff would nevertheless need to rely on the airports of Bristol, Birmingham and even London Heathrow for international public access.

Cardiff and Bristol airports are sufficiently linked to Cardiff city centre and the stadium by train and bus.

The last-kilometre accessibility of the stadium is comfortably ensured by sufficient public transport hubs (train and bus) within walking distance. The proposed park and ride system is based on the existing city infrastructure and exceeds UEFA's requirements.

The capacity of Cardiff and the other airports is sufficient to handle the expected general traffic in 2020 and the additional tournament surges. The UK Civil Aviation Authority has confirmed that there are no restrictions on night flight operations at Cardiff airport.

## Accommodation

The hotel capacity in Cardiff is small and would only allow the city to accommodate a limited number of fans and key UEFA target groups. Alternative accommodation such as guest houses, apartment villages and university residencies would have to be used and the hotel accommodation radius would need to be extended to neighbouring cities.

The number of rooms secured for key UEFA target groups just about meets the bid targets and covers part of UEFA's requirements.

The current average room rates are competitive.

The Welsh government has guaranteed the availability of sufficient accommodation for UEFA target groups and supporters and has promised that the room rates would conform to ordinary market rates, without inflation as a result of UEFA EURO 2020.

The bidder has presented high-quality team hotels. The proposed training facilities are of a good standard, even though some temporary installations would be necessary to meet the requirements. The training centres would be provided free of charge.

## Event Promotion

The bidder has made a fairly good proposal for the fan zone.

The guarantee in relation to promotion at national level and fan zones in non-host cities is acceptable.

The city has experience in hosting major events.

## Commercial Matters

The proposal is good and demonstrates support for the delivery of a clean site. Clear information is also provided with regard to the advertising space to be offered free of charge in the key areas. The space offered within the city is very complete.







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