



2022 FIFA World Cup™
Bid Evaluation Report:
Japan



**BIDDING NATION
JAPAN**

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Please note that all data in this report is based on the Bid Book submitted on 14 May 2010 and the further clarifications received from the Bidder by 30 September 2010.

If there are any discrepancies in the interpretation of the English, French, Spanish or German text of this report, the English text is authoritative.

1. Letter from the chairman

Dear President,

Dear Executive Committee members,

The FIFA Evaluation Group for the 2018 and 2022 FIFA World Cup™ bids is pleased to present its evaluation of Japan's bid to host the 2022 FIFA World Cup™. In all, nine bids, including two joint bids, have been submitted. Please find in the following pages the evaluation of Japan's bid, together with an explanation of the fact-finding process.

FIFA's bidding process is based on the principles of transparency and equality, and the Bidders received rules as well as guidance from FIFA in order to ensure comprehensive and specific documentation of their candidature.

We greatly appreciated the warm welcome and the cooperation we received from the Bid Committees and the people in each of the 11 countries during the bidding process, and

especially their determination to fulfil all of our requirements. I would also like to express my gratitude to all the members of the Evaluation Group for their dedication, energy, expertise and friendship during the time that we have spent together over the past six months. These words of thanks also extend to the FIFA staff members who have played a major part in bringing this project to a successful conclusion.

We feel we have accomplished our work in the spirit of integrity, objectiveness and transparency.



Harold Mayne-Nicholls
Chairman of the FIFA Evaluation Group for the 2018 and 2022 FIFA World Cup™ bids

2. Scope and key dates

As part of the bidding process, FIFA requested each Bidder to provide Bidding Documents containing information on infrastructure, legal conditions and operational and legacy concepts for the organisation of a FIFA World Cup™. This Bid Evaluation Report evaluates the information provided in the Bidding Documents, indicates the extent to which the requirements have been fulfilled, and identifies potential gaps and risks in respect of FIFA's requirements for hosting a FIFA World Cup™.

The report is based on an unbiased assessment, taking into account FIFA's experience of hosting and staging previous editions of the FIFA World Cup™, the information, proposals and statements provided by the Bidder and the information gathered during the on-site inspection tour by means of sample assessment of the venues and facilities.

Nine Bidders have been evaluated based on the Bidding Documents submitted and the inspection visits, which were undertaken with the aim of clarifying and verifying specific areas of infrastructure.

Key dates of the bidding process:

16 March 2009	Registration of the JFA's bid for the 2018 or 2022 FIFA World Cup™
18 September 2009	Establishment of Bid Committee
11 December 2009	Signature of the Bidding Agreement
14 April 2010	Withdrawal of the JFA's bid for the 2018 FIFA World Cup™
14 May 2010	Submission of the Bidding Documents to FIFA
19-22 July 2010	FIFA inspection visit to Japan
2 December 2010	Appointment by the FIFA Executive Committee of the host countries of the 2018 FIFA World Cup™ and the 2022 FIFA World Cup™

3.

Executive summary

The Japan bid's hosting concept consists of five main aspects: new football content utilising audio, video and information technologies; a new high-technology stadium experience; global fan fests; innovative internet business; and educational activities. The bid is supported by the national and local football authorities, the local city governments (by virtue of duly executed Host City Agreements) and the stadium authorities (by virtue of duly executed Stadium Agreements).

The bid proposes 11 Host Cities and 13 stadiums, thus exceeding FIFA's minimum requirement of 12 stadiums. Of the 13 stadiums proposed, 12 already exist and would be renovated, and one would be newly built. A stadium construction and renovation budget of USD 700-1,300 million has been projected. Eight stadiums fulfilled FIFA's previous requirements, as confirmed by their use for the 2002 FIFA World Cup™. However, if Japan is awarded the hosting rights for the 2022 FIFA World Cup™, specific attention would have to be given to the fulfilment of future FIFA World Cup™ space and quality requirements.

In terms of football development, the bid seeks to build on existing activities in Japan and Asia, and plans to leverage and commercialise several elements of its hosting concept, e.g. global fan fests and internet business, to generate revenue for further development activities. The Japan Football Association (JFA) and the J-League are highly respected worldwide, and its teams have recorded various successes at club and international

level. Japan has experience in hosting international football events in the last 20 years, having co-hosted the 2002 FIFA World Cup™ and the FIFA Confederations Cup 2001 and hosted several FIFA Club World Cups successfully.

The Bidder has contracted the required number of venue-specific team hotels (VSTH) but has not contracted the required number of venue-specific training sites (VSTS). It has contracted the required number of team base camp (TBC) hotels and training sites. The Bidder appears to understand the requirements well, but there is a limited supply of contracted and suitable facilities in some locations.

In terms of accommodation, 96,000 rooms have already been contracted, thus exceeding FIFA's minimum requirement of 60,000. Overall, the bid offers a wide-ranging and plentiful supply of rooms under fair, contractually agreed conditions. As for the FIFA headquarters, the total number of contracted rooms in the proposed hotels does not meet the requirement of 700 rooms. Additional information is required about the office space concept.

Japan has an excellent transport infrastructure, comprising numerous international and national airports and extensive road and rail networks. However, traffic-reduction measures are essential to increase capacity and facilitate event transport operations during peak times.

Likewise, the country has a strong information and communications technology (ICT)

infrastructure, and it appears as though FIFA's requirements would be met.

International standards for major event safety and security and for health and medical services are likely to be met. However, the implementation of the safety and security concept is not fully ensured as not all of the conditions of Government Guarantee No. 4 (Safety and Security) have been met.

The Bidder has submitted its concepts for sustainable social and human development and environmental protection initiatives.

The Bidder has also submitted suitable proposals for the competition-related events.

Marketing, media and communication matters have been addressed. The information provided in the Bid Book suggests that the major event and football sponsorship market in Japan is well established and developed. However, as the required guarantees, undertakings and confirmations were not given as part of Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights), FIFA's overall commercial programme cannot be ensured. Should the FIFA World Cup™ be hosted in Japan, there is a risk of a reduction in TV income and, as a result, commercial revenue from Europe. The income from Asia/Oceania would need to be increased substantially to offset the likelihood of loss of revenue in Europe.

The Bidder has submitted an expenditure budget of USD 843.4 million (current) for

a FIFA Confederations Cup and FIFA World Cup™ in 2021 and 2022. The budget has been submitted in the format required without supporting information. A projection of approximately 3,280,000 sellable tickets has been made.

If Japan is awarded the hosting rights, FIFA's legal risk appears to be medium. Whilst the necessary government support has not been secured as neither the Government Guarantees nor the Government Declaration have been provided in compliance with FIFA's requirements for government documents, the Japanese Government has experience in supporting the hosting and staging of a major sports event and has proven its willingness to make material concessions, accommodate the concerns of event organisers, and has expressed its intention to enact the necessary Government Guarantees and legislation (without accepting a deadline). Furthermore, the requirements for contractual documents have been met.

4. Bid Evaluation Report

Responding to the requirements set out by FIFA in the bid registration, the Japan Football Association (JFA) established a Bid Committee to handle the bidding process. The Bidding Documents were submitted to the FIFA President on 14 May 2010. The inspection visit took place from 20 to 22 July 2010, and the FIFA inspection team were present in the country for approximately 71 hours in total.

The visit was well structured and comprehensive information was provided. The itinerary included Osaka and Tokyo. In Osaka, the team received information on the stadium that would be built there as the venue for the opening match and final. It also visited the proposed venue for the Congress, a proposed FIFA Fan Fest™ venue, a proposed team base camp, the proposed venue for the International Broadcast Centre (IBC) and the proposed FIFA headquarters hotel. In Tokyo, it inspected Saitama Stadium 2002, one of the group stage stadiums; a team base camp hotel; and the proposed venue for the Preliminary and Final Draws. The observations made during this inspection visit are included in the Bid Evaluation Report that follows.

4.1 Bidding Country and Host Cities

General information on the Bidding Country

Japan has a population of around 127 million. It has a single time zone, UTC+9, and does not observe daylight saving. The country's official language is Japanese.

Japan is a parliamentary democracy with a constitutional monarchy, in which the power of the Emperor is limited to diplomatic occasions. Power is held chiefly by the Prime Minister of Japan, the head of government, and other elected members of the National Diet (a bicameral parliament), consisting of a House of Representatives and a House of Councillors, both elected by popular vote.

Local government in Japan is structured along two-tier lines – prefectures and municipalities. The nation is divided into 47 prefectures, with each prefecture consisting of numerous municipalities. There are four types of municipality: cities, towns, villages and special wards. All prefectural and municipal governments have a legislative assembly, an executive body and an elected head.

The local governments are responsible for their own fire and disaster prevention and response,

Name of Host City	No. of inhabitants	Language	Altitude	Time zone
Ibaraki	2,967,404	Japanese	9m	UTC+9
Kobe	1,532,534		23m	UTC+9
Niigata	2,383,497		7m	UTC+9
Oita	1,197,277		10m	UTC+9
Osaka	2,663,096		24m	UTC+9
Saitama	7,172,779		17m	UTC+9
Sapporo	1,904,824		30m	UTC+9
Shizuoka	3,786,935		37m	UTC+9
Tokyo	12,993,920		39m	UTC+9
Toyota	423,576		48m	UTC+9
Yokohama	3,672,238		35m	UTC+9

Source: Template 2

environmental matters, health and welfare, infrastructure, industry and labour. They provide direct services to their citizens and are responsible for managing the cities, towns and villages within their area.

In recognition of the fact that the FIFA World Cup™ is a major sporting event with an impact at both national and local level, a cabinet meeting of the Japanese Government has approved the entire bidding plan. Moreover, a “Japan 2022 Administrative Council” has been established comprising representatives of both the Japan 2022 Bid Committee and the local governments of the candidate Host Cities. A major international economic power, Japan has the world’s second largest economy by nominal gross domestic product (GDP) and the third largest in terms of purchasing power parity. It is also the world’s fourth largest exporter and fifth largest importer. Banking, insurance, real

estate, retailing, transport, telecommunications and construction are all major industries. In 2009, its GDP per capita was approximately USD 32,500 and its estimated unemployment rate was 5.1%.

General information on the Host Cities

The 11 candidate Host Cities for the FIFA World Cup™, listed from north to south, are Sapporo, Ibaraki, Saitama, Tokyo, Yokohama, Niigata, Shizuoka, Toyota, Osaka, Kobe and Oita.

Japan’s climate varies greatly from north to south, however it is predominantly temperate, with average temperatures of between 22°C and 25°C and humidity of between 60% and 80%. The country is divided into six principal climatic zones based on its geographical features: Hokkaidō, Central Highland and Seto Inland Sea have a mild climate and moderate weekly precipitation, while the warmer,

Average temperature in June (°C)				Average temperature in July (°C)				Average peak humidity in June (%)	Average peak humidity in July (%)
12 p.m.	4 p.m.	6 p.m.	10 p.m.	12 p.m.	4 p.m.	6 p.m.	10 p.m.		
23.2	23.1	21.8	19.4	27.2	27.3	25.5	23.4	90.1	86.9
25.6	25.6	24.4	23.1	28.0	27.8	27.3	26.2	76.7	81.3
24.2	23.5	22.2	20.7	25.7	24.9	24.1	23.0	70.6	83.6
25.7	26.0	24.9	22.9	27.5	27.8	27.1	25.6	72.3	78.6
26.9	26.9	25.2	23.1	29.4	29.3	28.2	26.6	68.3	73.2
24.6	25.6	24.2	21.2	27.9	28.9	27.5	24.8	81.0	80.0
20.2	19.1	18.1	16.3	21.5	21.0	20.6	19.0	76.4	82.1
24.1	24.0	23.1	21.4	27.8	27.5	26.7	25.5	84.3	83.8
24.2	24.5	23.7	22.0	27.9	28.1	27.4	25.7	73.9	74.0
26.5	26.8	25.0	22.1	28.6	28.7	27.5	25.6	67.8	75.7
23.3	23.7	22.5	21.1	26.7	26.7	25.9	24.6	80.5	80.3

subtropical zones on the Sea of Japan and the Pacific Ocean, as well as the Ryukyu Islands, can experience heavy precipitation, especially during the rainy season from May to mid-July when typhoons are commonplace. Japan's location on the Pacific Ring of Fire, at the junction of three tectonic plates, means that it experiences frequent low-intensity tremors and occasional volcanic activity.

Main events

No national holidays, celebrations or major sporting events which could have an impact on tournament operations take place during the tournament period in June and July.

4.2 Hosting concept

Japan provides a comprehensive and well-structured hosting concept focusing on five main proposals to bring the FIFA World Cup™ to as many people as possible across the 208 member associations.

The bid includes proposals to extend services in and around football by offering new football content (using video, audio and information communication technologies); a new stadium experience (using Japan's ultra-realistic communication technologies); and innovative internet business (in the form of a FIFA hyper-application), enabled by the very latest technologies. Educational activities, centred around a universal fan fest set up in around 400 venues in the 208 member associations worldwide, would be conducted to give more people a chance to experience the FIFA World Cup™. It is estimated that this innovation would reach 360 million people and thus have a positive effect on the promotion and development of football around the globe. Japan has considerable experience in hosting international football events, having successfully co-hosted the 2002 FIFA World Cup™ and FIFA

Confederations Cup 2001 and hosted several FIFA Club World Cups, as well as the 1993 FIFA U-17 World Championship and the 1979 FIFA World Youth Championship.

In the event that Japan is awarded the hosting rights, further analysis of the main proposals would be required to ensure consistency and alignment with FIFA's Commercial Rights Programme. For further information, refer to chapter 19 of the Hosting Agreement.

4.3 Football development

Japan has submitted good proposals on how to contribute to football development around the world, thereby enhancing and continuing the activities which it already implements in Asia. The bid seeks to build on existing activities in Japan and Asia and plans to leverage and commercialise several elements of its hosting concept, e.g. global fan fests and internet business, to generate revenue for further development activities. However, insufficient details are provided about the processes and the resources involved in the extended development programmes. The bid mentions the "208 Smiles Project", whose aims include:

- developing women's football by welcoming coaches and teams to first-class facilities;
- hosting FIFA Women's World Cups™;
- expanding the JFA's Dream Asia project;
- supporting sports and health initiatives;

Football honours (men's national teams)

Competition	Honour	Year(s)
FIFA World Cup™	4 appearances	1998, 2002, 2006, 2010
Asian Cup	3 x winners	1992, 2000, 2004
FIFA Confederations Cup	1 x runners-up	2001
FIFA U-20 World Cup	1 x runners-up	1999
FIFA Beach Soccer World Cup	1 x 4 th place	2005
Olympic Football Tournament	1 x Bronze	1968

- e) organising senior football tournaments with FIFA;
- f) promoting grassroots football worldwide through the universal fan fest;
- g) hosting disabled football competitions together with FIFA.

The JFA and the J-League are highly respected in Asia and around the world for their football development activities. The JFA has promoted Asian football development for many years and has shared its expertise with many member associations, positively influencing development work such as the AFC Professional League project, the JFA's Dream Asia project and licensed coaching and referee instructor programmes. A joint FIFA/MA development committee would have to be established to maximise the impact of the bid's international development proposals.

4.4 Sustainable social and human development

The information provided is complete and broadly describes the initiatives for sustainable social and human development to be linked to the FIFA World Cup™.

The bid envisages that the FIFA World Cup™ would enable all stakeholders to be part of the corporate social responsibility (CSR) activities. The key social aspects of the activities would be educating children in order to prevent poverty and discrimination and create social harmony; health promotion, focusing on preventing obesity, diabetes, heart disease and hypertension among adults; and communications, raising awareness of social causes through universal fan fests and workshops. The scope of the programme would be mainly national for the health-related elements and global for the communications elements.

The Bid Book mentions that the JFA participates in the United Nations Global Compact, but does not specifically mention other potential

partners for implementing the awareness-raising elements of the proposal. There is no indication of any involvement of government institutions (such as the Japan International Cooperation Agency). The ongoing JFA Kokoro Project (education), J.LeagueCare Prevention Services (health), and 208 Kids' Dreams (youth workshops) are cited as concrete examples of projects. The proposed programme for sustainable social and human development is only marginally linked to the current FIFA CSR strategy and initiatives.

The bid provides positive and well-intended proposals, centred around only a few focus areas and initiatives closely linked to the JFA's current CSR activities. However, the processes and resources required to integrate those initiatives are not presented in detail.

Possible risks are that the international elements of the programme might only result in a communications campaign with a short-term impact, and that, considering the power of the FIFA World Cup™ and the attention it generates, the entire programme may not be ambitious enough to drive other social issues globally.

4.5 Environmental protection


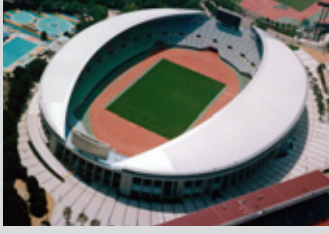

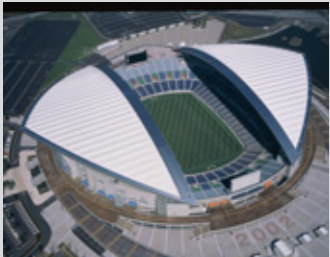



Japan provides clear and concise information on all of the requested aspects, including the JFA's current and past environmental activities. The LOC would assess the environmental impact based on the advice of environmental experts and the Manual for Assessing and Reducing Carbon Dioxide Emission of Sporting Events compiled by the ministry of environment and the JFA, and create an overall plan and guidelines for environmental protection in relation to the FIFA World Cup™. The projects would include stadium clean-ups, free public transportation and reusable containers for food and beverages. The Bidder also aims to reduce all carbon-emitting transport.

The JFA already participates in the United Nations Global Compact, which addresses environmental principles, and the Challenge 25 Campaign (a government campaign to prevent global warming). Moreover, it runs a stadium clean-up campaign and a green project to plant grass in schools and public grounds. Guided by an environmental advisory board consisting of the relevant ministries, national and international agencies, local governments and research and local environmental groups, the environmental management section within the LOC would implement the proposed environmental protection plan. The resources necessary to implement the proposed activities and the timeline are not detailed. Additionally, while the objectives of the six core topics are clearly described, they are not quantified.

According to the Bid Book, the JFA has already been active in environmental matters and has extensive experience in rolling out environmental projects and campaigns in Japan, which would facilitate the implementation of the campaign. The JFA would work not only with its government and various domestic stakeholders but also with the United Nations Environment Programme (UNEP), which has substantial experience worldwide. However, the basic concept provided might not be sufficient to implement an environmental programme within all organisational areas that is in keeping with the global magnitude of the FIFA World Cup™.

4.6 Stadiums

	<p>Host City: Ibaraki ①</p> <p>Stadium name: Kashima Soccer Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 38,732/42,744 (364/1,178/0)</p> <p>Expected net/gross capacity: 38,732/42,744</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Ibaraki Prefecture/Ibaraki Prefecture/USD 20-50m</p> <p>Current use: Kashima Antlers F.C.</p>
	<p>Host City: Kobe ②</p> <p>Stadium name: Universiade Memorial Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 44,788/45,000 (100/112/0)</p> <p>Expected net/gross capacity: 44,788/45,000</p> <p>Construction status: Minor renovation</p> <p>Lighting: 2,183 lux</p> <p>Owner/Investors/Investment budget: Kobe City/Kobe City/USD 20-50m</p> <p>Current use: Vissel Kobe</p>
	<p>Host City: Niigata ③</p> <p>Stadium name: Niigata Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 41,570/42,300 (630/100/0)</p> <p>Expected net/gross capacity: 41,570/42,300</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Niigata Prefecture/Niigata Prefecture/USD 20-50m</p> <p>Current use: Albirex Niigata</p>

	<p>Host City: Oita ④</p> <p>Stadium name: Oita Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 38,118/39,293 (508/667/0)</p> <p>Expected net/gross capacity: 40,118/41,293</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Oita Prefecture/Oita Prefecture/USD 20-50m</p> <p>Current use: Oita Trinita</p>
	<p>Host City: Osaka ⑤</p> <p>Stadium name: Nagai Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 47,000/47,816 (148/668/0)</p> <p>Expected net/gross capacity: 47,000/47,816</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Osaka City/Osaka City/USD 20-50m</p> <p>Current use: Cerezo Osaka</p>
	<p>Host City: Osaka ⑥</p> <p>Stadium name: Osaka Ecology Stadium</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 80,000/83,300 (1,300/2,000/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Osaka City/Osaka City/USD 400m</p> <p>Current use: Not applicable</p> <p>Matches planned: Opening match and final</p>
	<p>Host City: Saitama ⑦</p> <p>Stadium name: Saitama Stadium 2002</p> <p>Current net/gross capacity (VIP/media/loss of seats): 63,020/63,700 (160/477/680)</p> <p>Expected net/gross capacity: 63,020/63,700</p> <p>Construction status: Minor renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Saitama Prefecture/Saitama Prefecture/USD 20-50m</p> <p>Current use: Mitsubishi Motors Football Club and NTT sports community</p> <p>Matches planned: Group phase</p>
	<p>Host City: Sapporo ⑧</p> <p>Stadium name: Sapporo Dome</p> <p>Current net/gross capacity (VIP/media/loss of seats): 41,685/42,041 (24/204/0)</p> <p>Expected net/gross capacity: 41,685/42,041</p> <p>Construction status: Minor renovation</p> <p>Lighting: 2,004 lux</p> <p>Owner/Investors/Investment budget: Sapporo City/Sapporo City/USD 20-50m</p> <p>Current use: Consadole Sapporo</p>
	<p>Host City: Shizuoka ⑨</p> <p>Stadium name: Shizuoka Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 50,889/50,889 (512/264/0)</p> <p>Expected net/gross capacity: 50,889/50,889</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Shizuoka Prefecture/Shizuoka Prefecture/USD 20-50m</p> <p>Current use: Jubilo Iwata, Shimizu S-Pulse</p>
	<p>Host City: Tokyo ⑩</p> <p>Stadium name: National Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 49,233/49,415 (487/296/182)</p> <p>Expected net/gross capacity: 49,233/49,415</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: National Agency for the Advancement of Sports and Health/National Agency for the Advancement of Sports and Health/USD 50-200m</p> <p>Current use: FC Tokyo, Kashiwa Raysol, Tokyo Verdy</p>

	<p>Host City: Tokyo ⑪</p> <p>Stadium name: Tokyo Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 49,270/49,970 (218/162/700)</p> <p>Expected net/gross capacity: 49,270/49,970</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Tokyo Metropolitan/Tokyo Metropolitan/USD 20-50m</p> <p>Current use: FC Tokyo, Tokyo Verdy</p>
	<p>Host City: Toyota ⑫</p> <p>Stadium name: Toyota Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 44,176/45,000 (264/560/0)</p> <p>Expected net/gross capacity: 44,176/45,000</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: Toyota City/Toyota City/USD 20-50m</p> <p>Current use: Nagoya Grampus</p>
	<p>Host City: Yokohama ⑬</p> <p>Stadium name: International Stadium Yokohama</p> <p>Current net/gross capacity (VIP/media/loss of seats): 71,044/72,327 (418/288/1,283)</p> <p>Expected net/gross capacity: 71,044/72,327</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,500/2,000 lux</p> <p>Owner/Investors/Investment budget: Yokohama City/Yokohama City/USD 20-50m</p> <p>Current use: Yokohama F-Marinots, Yokohama F.C.</p>

Analysis and comments

- All stadiums would meet the pitch size requirements of 105 x 68 metres.
- All stadiums would have grass pitches.
- The 12 existing stadiums would be renovated between 2016 and 2019, with the design phase starting in 2014.
- The Osaka Ecology Stadium would be built from 2014 to 2019, with the design phase starting in 2010. Assurances have been given that FIFA's requirements would be fulfilled.
- At present, nine of the 13 stadiums do not meet FIFA's minimum lighting requirements (2,000 lux).
- State-of-the-art facilities and technologies (e.g. video, camera, sound) would be installed in all stadiums.
- The Osaka Ecology Stadium would host the opening match and the final.
- The Oita and Niigata Stadiums mainly rely on bus connections to the city centre, which may pose a challenge on temporary event transport operations.

- Eleven stadiums (all except Osaka Ecology and Oita) do not currently appear to meet FIFA's seating requirements for the different constituent groups (VIP, media).
- Five stadiums (Saitama 2002, National, Shizuoka, Universiade Memorial and Oita) do not currently appear to meet FIFA's minimum parking requirements.
- In general, the stadiums would have to be upgraded to meet FIFA's space and technical requirements.

Local transport

The stadiums are spread evenly across the country and there are numerous transport links between the relevant cities. It should be noted that in general the infrastructure and the flow of public transport linking the stadiums to the city centres seems sufficient to ensure good conditions for welcoming visitors. However, additional temporary event transport operations, as well as traffic reduction measures, may be required.

Contractual basis with the stadiums

Unilaterally executed Stadium Agreements have been provided by all 13 proposed stadiums. All of the Stadium Agreements comply fully with the template Stadium Agreement without any deviation.

Conclusion

The bid proposes 11 candidate Host Cities and 13 stadiums, thus exceeding FIFA's minimum requirement. Of the 13 stadiums proposed, 12 already exist and would be renovated, and one would be newly built. A stadium construction and renovation budget of USD 700-1,300 million has been projected. Analysis of the internal organisation of the stadiums and their infrastructures raises some questions about the limited space available to welcome the various constituent groups, for example in Saitama. Likewise, there seems to be a lack of space in the areas in and/or around most of the stadiums to accommodate the temporary event structures. The area surrounding the planned Osaka Ecology Stadium appears to be confined, for example. Eight stadiums fulfilled previous FIFA requirements, as confirmed by their use for the 2002 FIFA World Cup™. However, if Japan is awarded the hosting rights for the 2022 FIFA World Cup™, specific attention would have to be given to the fulfilment of future FIFA World Cup™ space and quality requirements.

4.7 Venue-specific team hotels and venue-specific training sites

The Bid Book and supporting documents provide basic information on all the venue-specific team hotels (VSTHs) and venue-specific training sites (VSTs) proposed, noting their selection was based on the quality of facilities, their location and operational experience. The bid proposes 28 VSTHs, which exceeds the required number based on the Bidder's plan

for 13 match venues. Two of the proposed VSTHs, however, have also been proposed as team base camp (TBC) hotels, thus potentially reducing the number to 26, which just meets the required amount. The properties include an evenly balanced mix of four and five-star hotels. According to the details provided in Bid Book information template 6, two VSTHs are proposed per venue, with the exception of Tokyo, Oita and Osaka, for which four are proposed. Two VSTHs, one in Toyota and one in Oita, do not currently offer a sufficient number of rooms. Additionally, the standards of one of the proposed pairings in Oita vary and may have to be aligned.

The bid proposes 46 VSTs, six short of the 52 required based on the Bidder's plan for 13 match venues. Moreover, four of the proposed VSTs have also been proposed as TBC training sites, thus potentially reducing the number further. In four venues, two of the proposed VSTs appear to be pitches located on the grounds of the same athletics facility, a situation which raises proximity concerns. All of the VSTs proposed appear to be within the required 20 minutes of the VSTHs with the exception of the site in Ibaraki (60km) and possibly the one in Tokyo (26km). The floodlight capacity of some of the VSTs currently does not comply with FIFA's minimum requirement of 500 lux and some of the VSTs do not have large enough spectator stands, however the Bid Book indicates that all of the specifications outlined in the Hosting Agreement would be fulfilled if the bid were successful. As most of the VSTs are at least ten years old, many sites would presumably require renovation/upgrading by 2022. The potential renovation costs for VSTs appear to be underestimated in the budget.

In conclusion, the bid appears to satisfy the minimum bid requirements in terms of VSTHs, pending reallocation of TBC hotels (because two VSTHs have been double-counted as TBC facilities). The VSTs, however, fall short of the quantity requirement, but could still meet

the final selection criteria of three VSTs per venue (two plus one alternative). Four VSTs have been double-counted as TBC facilities and would require status clarification, and a further four VSTs may pose proximity challenges with other VST proposals. Lastly, the VST proposals would meet the quality requirements provided that all upgrades to the remaining VSTs are carried out.

Contractual basis

Of the required 26 VSTs, the Bidder has contracted 26. Of the 52 required VSTs, the Bidder has contracted 46. According to the Bidder, all Hotel Agreements comply fully with the corresponding template Hotel Agreements without any deviation. All Training Site Agreements comply fully with the template Training Site Agreement without any deviation.

4.8 Team base camp hotels and team base camp training sites

The Bid Book and supporting documents provide basic information on the team base camps proposed. The bid proposes 87 team base camp (TBC) hotels and 71 TBC training sites, effectively resulting in a maximum of 71 unique TBC pairings, which exceeds FIFA's requirement of 64. However, this number includes two hotels and four training sites which are also listed as VSTs and VSTs, thus potentially reducing the total.

The TBCs are spread across 64 cities and many of them were also used during the 2002 FIFA World Cup™. They include a fairly balanced mix of three, four and five-star hotels. The average hotel size is 178 rooms, which may be larger than many teams require. Twenty-nine of the 87 hotels proposed have fewer than 100 rooms. Two properties have only 24 rooms, however, which would probably be too small to accommodate the team delegations.

The distances between the TBC training

sites and the TBC hotels is good, with the majority being less than 10km apart. The size of the training sites, floodlight strength and training-site facilities generally comply with the Hosting Agreement and in addition, the Bidder guarantees that all requirements will be fully met if the bid is successful. The range of training sites is broad in terms of size and age and includes some which have still to be constructed.

In conclusion, the information provided in the Bid Book appears to comply with FIFA's requirements in ensuring good-quality hotels and training sites which are located within a 20-minute drive of each other.

Contractual basis

The number of TBC hotels contracted by the Bidder exceeds the required number of 64. The number of TBC training sites contracted by the Bidder exceeds the required number of 64. According to the Bidder, all Hotel Agreements comply fully with the corresponding template Hotel Agreements without any deviation. All Training Site Agreements comply fully with the template Training Site Agreement without any deviation.

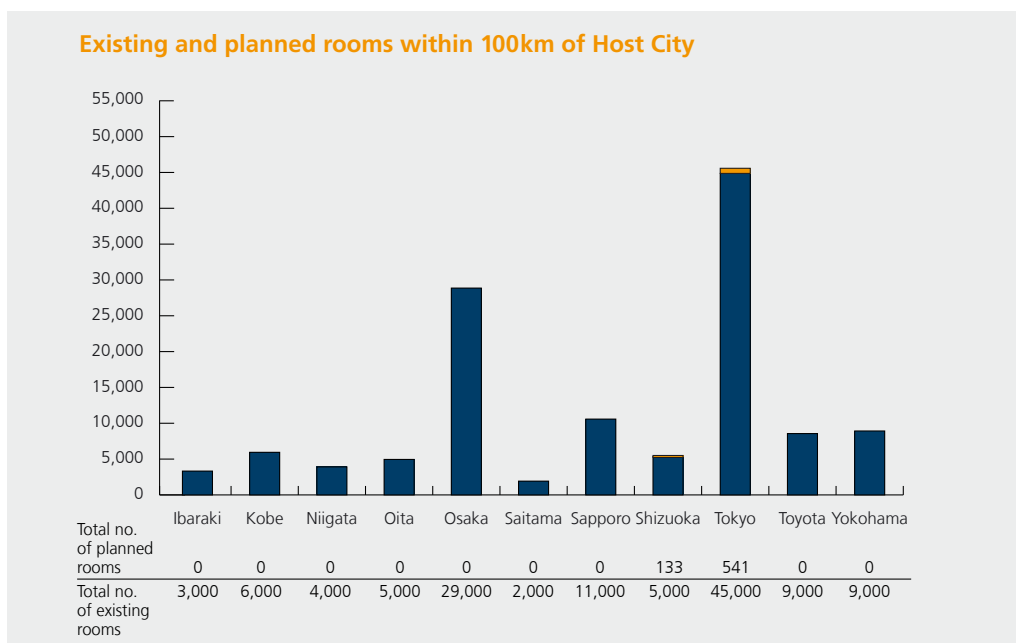
4.9 Accommodation

Japan proposes a clear and well-structured accommodation plan, with precise and transparent information on the availability of rooms in and around the candidate Host Cities. The Japanese hotel sector comprises many long-established companies providing accommodation for over eight million foreign visitors per year.

The Bidder offers a balanced mix of accommodation which meets FIFA's event requirements both in terms of quantity and quality. Indeed, the country could accommodate all of the constituent groups with its existing hotel inventory. Only a few new

construction projects are planned, in Tokyo and Shizuoka. In total, more than 127,000 rooms are listed. The greatest concentration of hotels is found in and around the candidate Host Cities of Tokyo, Osaka and Sapporo. The Bidder has signed contracts in all of the relevant prefectures and the accommodation available largely exceeds FIFA's benchmarks. In total, more than 96,000 rooms are already contractually guaranteed across the country, and the compliance of these contracts with FIFA's requirements has been verified by sample assessment. This number exceeds the required 60,000 rooms. An average of 77% of the room inventory across all hotels is contractually assured, compared to the obligation of 80% in each hotel as set out in the template FIFA Hotel Agreement.

The accommodation plan would not have to rely on the construction of new hotels. The wide availability of rooms in Tokyo and Osaka also supports smaller venues such as Saitama and meets additional event requirements such as those for the IBC in Osaka. The number of contractually guaranteed rooms in Tokyo and Osaka would be sufficient to host the FIFA World Cup™ final while also leaving ample capacity for supporters and visitors. Likewise, the number of contractually guaranteed rooms in Sapporo, Toyota and Yokohama exceeds the number of event room enquiries that would currently be expected for the opening match of a FIFA World Cup™, however capacities for supporters would be limited. All of the candidate Host Cities have a sufficient number of contractually guaranteed rooms for the group matches.



Source: Template 11

(Figures rounded up or down to the nearest 1,000)

A wide range of accommodation is available throughout the country, comprising mainly three to five-star properties and also some two-star properties. The average currently agreed rack rate, based on a standard room, is:

- 5-star USD 425 (Tokyo) to USD 129 (Ibaraki)
- 4-star USD 196 (Yokohama) to USD 142 (Kobe)
- 3-star USD 97 (Tokyo) to USD 61 (Oita)

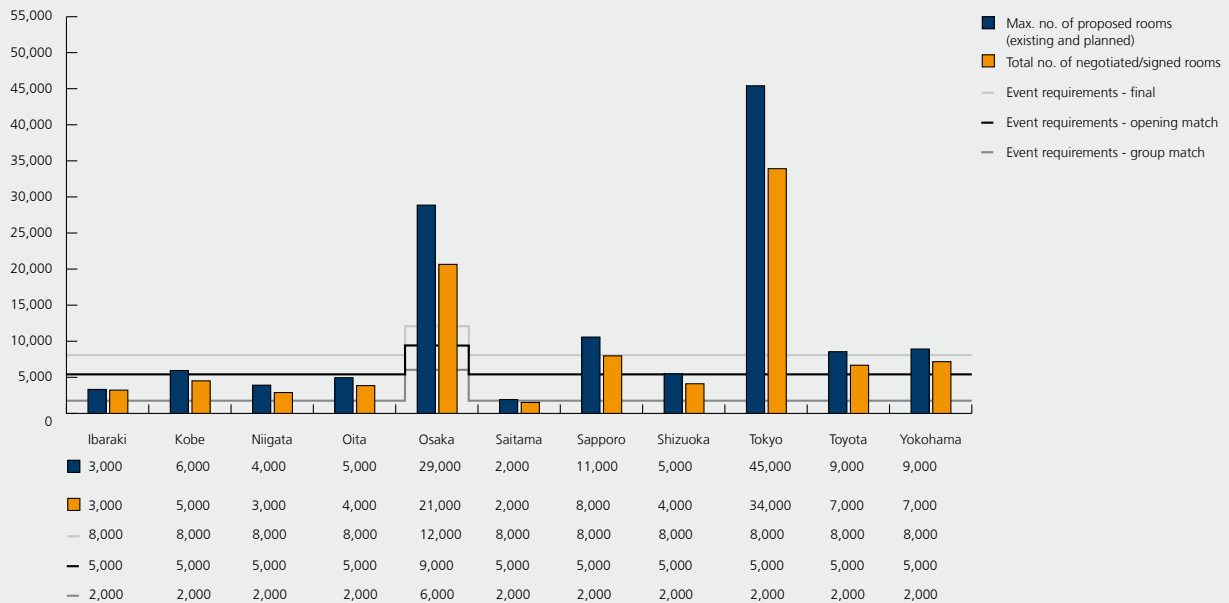
According to the Bid Book, room rates are stable and scarcely influenced by the increase in demand that occurs ahead of major events. The reliability of this pricing policy is underpinned by the high level of acceptance among Japanese hotels of FIFA’s hotel contract, which protects FIFA and its partners against excessive rates and unfair conditions.

In summary, the bid meets FIFA’s accommodation requirements and is based on a wide-ranging and plentiful supply of rooms under fair, contractually agreed conditions.

4.10 FIFA headquarters

The Bidder proposes one FIFA headquarters hotel and one FIFA VIP hotel and provides adequate information on both. The FIFA headquarters would be the Hotel New Otani Osaka, which is located in the same Host City as the final. This hotel has 525 guest rooms (360 of which are contracted). The VIP hotel would be the Ritz Carlton Osaka, which has 292 guest

Proposed v. negotiated rooms per Host City and match type



Source: Template 11

(Figures rounded up or down to the nearest 1,000)

FIFA Hotel Agreements have been signed for the negotiated rooms

Event requirements do not include requirements for supporters and base camp hotels for teams

IBC room requirements included in figures for Osaka

rooms (235 of which are contracted). The FIFA headquarters hotel is located in close proximity to the venue for the FIFA Congress. It is situated only 5km from the Osaka Ecology Stadium but 52km from Kansai International Airport.

The FIFA requirement is for 8,000m² of office space. According to the information provided, 4,283m² of conference space in the Hotel New Otani Osaka would be set aside for open-plan offices in 18 conference rooms, and the remaining 3,720m² would be made available by converting guest rooms into office space. However, the conversion of guest rooms into office space should not compromise FIFA's requirement.

In conclusion, the total number of contracted rooms in the proposed hotels does not meet the requirement of 700 rooms. Additional information is required about the office space concept.

4.11 Transport

Transport at national level

Japan has provided a clear and well-structured transport dossier based on three main sub-sections: an outline of the transport infrastructure within the country, a proposed transport strategy and a collection of data and maps.

Japan's ground transport infrastructure covers the entire 2,000km from one end of the country to the other. As of 2010, the *Shinkansen* high-speed rail network directly connects several candidate Host Cities, and trains reach speeds of up to 300km/h. Construction is continuing on a number of other *Shinkansen* lines between candidate Host Cities and is due to be completed by 2020. This will result in a fast and reliable service between almost all candidate Host Cities.

A well-developed high-speed road network is already operational in Japan, comprising approximately 9,000km of motorways that span

the entire country. Nine of the 11 candidate Host Cities are located within a radius of 250–300km, resulting in an average travel time of three to three and a half hours by road. Due to the elongated shape of the country, Sapporo and Oita are further from the other main candidate Host Cities (750–800km and 600–650km respectively) and require extensive travel time.

Transport at Host City level

The Bidder proposes an overall transport strategy and concept based on a free public transport service within the candidate Host Cities on matchdays. The provision of flexible public transport services, including shuttle bus services, for four hours after matches or where required on a 24-hour basis, would minimise the transport-related environmental impact and reduce carbon dioxide emissions. Zero-emission electric fuel-cell vehicles and low-emission hybrid buses would be provided as the official vehicles for several constituent groups during the competition.

In general, the infrastructure of the candidate Host Cities reflects the good conditions nationwide. Eleven of the 13 stadiums are found in two main clusters and can therefore be reached within two hours' travel time of one another.

- Tokyo, Yokohama, Saitama and Ibaraki can be considered collectively because of the relatively short travel times and distances between them. These cities offer two airport options, with each having its own airport as well as good connections to New Tokyo International Airport. The stadiums in these cities are also all located within 10-15km of the city centre. All of the stadiums in question have at least regional railway connections and in some cases *Shinkansen* connections in the vicinity, as well as motorway access.
- Osaka, Kobe and Toyota (one hour away by train) can also be considered collectively. As above, the stadiums are relatively near the city centre, thus offering easy connections to the main airports and stations.

- Niigata and Sapporo (which will be connected to the *Shinkansen* network by 2020) have centrally located stadiums (within 5km radius) and well-developed city transport networks, with railways and/or metro lines connecting the stadium to the city centre and the key venues (FIFA Fan Fests™, main hotel areas and other venues).
- The transport infrastructure in and around Oita and Shizuoka is less well developed. Oita is located far away from its airport (approximately 60km) and does not have *Shinkansen* connections, therefore can only be accessed by local/regional trains and the motorway. Shizuoka, despite its location between the large metropolitan areas of Tokyo and Osaka-Kobe, is not within easy reach of the main train stations and airports. What is more, the city centre and key

competition-related venues are located some distance from the main accommodation area and the stadium.

Air transport

Japan has submitted clear information on its airport situation, giving a comprehensive overview of the availability of its international air transport hubs and of the domestic flight market.

Japan has four international airports, spread all around the country, which are fully equipped to welcome guests from overseas during the competition. The Tokyo area is served by Haneda Tokyo International Airport (HND) and the Narita International Airport (NRT), which was extended in 2009 and is linked to Tokyo in 30–40 minutes by a rapid rail system (Narita Sky Access), while Toyota and Shizuoka are served by Chubu

Travel distance between Host Cities

	Oita		Kobe		Osaka		Toyota		Shizuoka	
Sapporo	2110 km	15 h 40 min.	1650 km	12 h 10 min.	1630 km	11 h 50 min.	1460 km	11 h	1311 km	10 h 30 min.
	33 h		25 h		24 h		22 h		20 h 15 min.	
Ibaraki	1120 km	7 h 30 min.	650 km	4 h 5 min.	630 km	3 h 55 min.	450 km	3 h	300 km	2 h 20 min.
	17 h		8 h 40 min.		8 h 25 min.		6 h		4 h 10 min.	
Saitama	1028 km	6 h 40 min.	557 km	3 h 10 min.	539 km	3 h	355 km	2 h 10 min.	210 km	1 h 30 min.
	15 h 50 min.		7 h 30 min.		7 h 10 min.		4 h 50 min.		3 h	
Tokyo	999 km	6 h 10 min.	530 km	2 h 45 min.	511 km	2 h 30 min.	328 km	1 h 40 min.	180 km	1 h
	15 h 20 min.		7 h		6 h 45 min.		4 h 20 min.		2 h 30 min.	
Yokohama	987 km	5 h 50 min.	518 km	2 h 30 min.	500 km	2 h 15 min.	316 km	1 h 20 min.	170 km	45 min.
	15 h 10 min.		6 h 50 min.		6 h 30 min.		4 h 15 min.		2 h 20 min.	
Niigata	1100 km	7 h 50 min.	630 km	4 h 30 min.	610 km	4 h 20 min.	490 km	3 h 30 min.	475 km	2 h 50 min.
	16 h 30 min.		8 h 10 min.		7 h 50 min.		6 h 20 min.		6 h 45 min.	
Shizuoka	830 km	5 h 30 min.	360 km	2 h 10 min.	340 km	1 h 50 min.	160 km			
	13 h 10 min.		4 h 50 min.		4 h 30 min.		2 h 15 min.			
Toyota	687 km	4 h 20	217 km	1 h	199 km	50 min.				
	11 h 20	1 h 15 min.	3 h 10 min.		2 h 50 min.					
Osaka	473 km	3 h 30 min.	34 km	15 min.						
	9 h 10 min.		45 min.							
Kobe	440 km	3 h 15 min.								
	8 h 30 min.									

Centrair International Airport (NGO), and Osaka and Kobe by Kansai International Airport (KIX). In addition to those four main international airports (all of which have sufficient passenger throughput in the ten hours before and after matches), around 90 airports in the country provide domestic connections. The longest journey between candidate Host Cities is between Sapporo and Oita, which takes almost three and a half hours as opposed to the average time of just under two hours.

At present, only Haneda Tokyo International Airport is due to undergo renovation between now and 2022. This renovation will increase the current handling capacity by a further 14,000 incoming and outgoing passengers in the ten hours before and after matches.

In terms of the candidate Host Cities, only Oita, Kobe, Shizuoka and Niigata have small airports,

with current traffic of around three million passengers per year. However the bid proposes that during the competition, all of its airports would be equipped to handle the departure and arrival of charter flights and private jets, thus enabling sufficient handling capacity in the ten hours before and after matches and ensuring a comprehensive air transport network.

The extensive *Shinkansen* network offers a good alternative to air transport in all candidate Host Cities except Oita, which is nonetheless situated less than 120km from Fukuoka Airport, one of the busiest in Japan.

Conclusion

In general, Japan has an excellent transport infrastructure. The four main international airports are located throughout the country, which would facilitate the arrival of guests

Niigata		Yokohama		Tokyo		Saitama		Ibaraki	
1030 km	10 h 40 min.	1166 km	9 h 40 min.	1128 km	9 h 15 min.	1112 km	8 h 50 min.	1040 km	10 h 30 min.
16 h 30 min.		18 h 30 min.		17 h 50 min.		17 h 30 min.		16 h 45 min.	
305 km	3 h 15 min.	150 km	1 h 35 min.	125 km	1 h 20 min.	115 km	1 h 35 min.		
4 h 15 min.		2 h 20 min.		1 h 55 min.		1 h 40 min.			
311 km	1 h 40 min.	61 km	40 min.	23 km	25 min.				
4 h 15 min.		1 h 15 min.		36 min.					
330 km	1 h 40 min.	44 km	20 min.						
4 h 30 min.		50 min.							
350 km	2 h								
5 h									

1	3	1. Distance by car in km
2		2. Average car travel time
		3. Rail travel time

during the event. Moreover, the extensive road and high-speed rail networks provide reliable means of transport within the country. There are two main clusters of cities within which the stadiums are no more than two hours' travel time from one another by ground transport. However, traffic-reduction measures are essential to increase capacity and facilitate event transport operations during peak times. The only connections which require extensive travel time are those to Sapporo and Oita.

Annexe 1 – National transport network

Annexe 2 – Host City transport networks

4.12 Information technology and communication network

The documentation provided is not very detailed but broadly covers all of the main information and communications technology (ICT) requirements. It describes the current and planned IT infrastructure in Japan, covering commercial and legal aspects as well as the market situation in terms of competitors. It describes the “u-Japan” strategy to create a ubiquitous networking structure which allows easy access anywhere, anytime, for anything

Flight connections / journey times

	Oita	Kobe	Osaka	Toyota	Shizuoka	Niigata	Yokohama	Tokyo	Saitama	Ibaraki
Sapporo	3 h 30 min. ✘	2 h ✓	2 h ✓	1 h 55 min. ✓	2 h ✓	1 h 15 min. ✓	1 h 35 min. ✓	1 h 35 min. ✓	1 h 35 min. ✓	1 h 45 min. ✓
Osaka										
Ibaraki			1 h 20 min. ✓	1 h 10 min. ✓						
Saitama	1 h 45 min. ✓	1 h 15 min. ✓	1 h 10 min. ✓							
Tokyo	1 h 45 min. ✓	1 h 15 min. ✓	1 h 10 min. ✓							
Yokohama	1 h 45 min. ✓	1 h 15 min. ✓	1 h 10 min. ✓							
Niigata	1 h 45 min. ✘		1 h 10 min. ✓	1 h 05 min. ✓						
Osaka										
Shizuoka										
Toyota	1 h 45 min. ✓									
Osaka	1 h ✓									
Kobe										

- | | |
|---|---|
| 1 | 2 |
| 3 | |
- 1. Journey time
 - 2. Direct flights (yes ✓/no ✘)?
 - 3. If no direct flights, specify transfer airport(s)

Source: Template 16

by anyone and which would thus meet many of the needs of the FIFA constituent groups. Internet penetration in Japan is high in terms of broadband availability, the number of internet users, households on the internet and the services used over the internet. Fibre-optic installations are available throughout almost the entire country and are already available in all candidate Host Cities. Fixed and mobile telephony is available at all competition venues (e.g. team base camps, stadiums, hotels) and there is a flat rate for fixed telephony throughout the country. The fibre-optic capacity between Japan and the rest of the world will amount to 13.18 Tbps after the opening of "Unity", the submarine cable between Japan and the United States.

Japan has ten telecommunications and broadcast satellites that can be leveraged as back-up or to support international broadcast requirements. The frequencies are regulated by the ministry of internal affairs and communications, which has experience in this area from the 2002 FIFA World Cup™ and the 1998 Winter Olympic Games. The mobile telephony market is competitive, comprising five major companies. Commercial laws are also in place to prevent monopoly situations in specific regions.

Some of the information provided will have to be confirmed at a later stage, e.g. the 100% coverage for fixed telephony and country-wide flat rate. Further details are required on whether visitors would be able to use their foreign mobile devices in Japan. The bid's proposal to integrate mobile devices into an electronic money solution (e.g. for ticketing or public transport) may not be feasible. However, Japan is among the world's leaders in ICT, a position attained through continuous upgrading of its infrastructure, and this lends credibility to its future plans.

Japan is commonly known to have a strong (ICT) infrastructure. However, the proposals are not sufficiently detailed to address all of the ICT requirements of the FIFA World Cup™. The documentation highlights Japan's experience

of such events but does not fully explain how its infrastructure would be enhanced. Nevertheless, much of the capacity described in the bid, as well as the scope of Japan's international connectivity, appears to be in line with the event requirements. However, full support of the ICT implementation is not ensured as the required guarantees, undertakings and confirmations have not been given as part of Government Guarantee No. 7.

4.13 Safety and security

The Bid Book offers a brief but concise overview of all aspects of the anticipated security concept for the FIFA World Cup™. This concept addresses the requirements of all stakeholders both on a national and venue-specific level.

The bid openly addresses the issue of international terrorism and foresees an integrated approach which takes in all the relevant authorities, who would be on active alert, and includes extensive cooperation with international institutions and other key players in the field. This overview addresses both general and specific requirements and briefly considers all areas that are relevant to the smooth organisation of the FIFA World Cup™ from a security perspective.

The Bid Book – which is augmented with useful information on the government's security pyramid – meets all of FIFA's expectations in terms of the assurances provided. Although Japan has accumulated a wealth of experience of hosting sporting events over the years, including the 2002 FIFA World Cup™, the security concept leaves no room for complacency. However, the implementation of the safety and security concept is not fully ensured as not all of the conditions of Government Guarantee No. 4 have been met.

Overall, international safety and security standards for major events are likely to be met.

4.14 Health and medical services

The Bidder provides sufficient, good-quality information which includes general health recommendations, a description of the health-care system, medical expenses cover, the proposed health-care facilities to be used during the event and the emergency medicine provisions for the FIFA World Cup™, as well as a list of hospitals at all venues.

The medical facilities and preventive provisions and procedures with regard to mass emergency medicine comply with international standards. There are no major health risks with regard to endemic or epidemic diseases and no specific vaccination requirements.

The health-care system, the proposed medical facilities and the precautions and plans with regard to the provision of medical services to teams, delegations and visitors at a mass event meet international standards. From a medical point of view, barring unforeseen epidemics or developments, there is no major risk involved in staging the event in this country.

Overall, FIFA's requirements and international standards for health and medical services are likely to be met.

4.15 Competition-related events

The Bidder provides good-quality information on the competition-related events and covers the requirements outlined in the Hosting Agreement.

The venues proposed for the Preliminary Draw, FIFA Confederations Cup draw, Final Draw and team workshop, the Tokyo International Forum and Pacifico Yokohama, appear to have sufficient capacity to host these events and have ample space for the draw hall, broadcast compound, media centre, commercial display areas, team workshop meeting rooms and FIFA offices. The Tokyo International Forum has seven halls and 34 conference rooms.

The Pacifico Yokohama has one convention hall, 37 conference rooms and 20,000m² of exhibition space. These venues also offer modern infrastructure and top-quality technology.

According to the Bid Book, there is sufficient first-class accommodation in the vicinity of both venues to serve the various constituent groups. Transport links are good, although the Pacifico Yokohama is located two hours from the main international airport.

The proposed venue for the referees workshop, the Rihga Royal Hotel Sakai, appears to cover

Event	Venue
FWC Preliminary Draw and team seminar	Tokyo International Forum (capacity: 5,012) or Pacifico Yokohama (capacity: 5,000)
FWC Final Draw	Tokyo International Forum or Pacifico Yokohama
FWC team workshop	Tokyo International Forum or Pacifico Yokohama
FCC Draw and team workshop	Tokyo International Forum or Pacifico Yokohama
Referees workshop	Rihga Royal Hotel Sakai
FIFA Congress and FIFA Banquet	Osaka International Convention Centre or Osaka Castle Hall

FIFA's current referee workshop requirements. It is also the proposed referee headquarters hotel. The proposed venues for the FIFA Congress, the Osaka International Convention Centre and the Osaka Castle Hall, both appear to fulfil FIFA's requirements and have the advantage of being located adjacent to a luxury hotel. In conclusion, the Bidder's plans for the competition-related events appear to fulfil FIFA's requirements and the venues proposed would be suitable for the events.

4.16 Media facilities, communications and public relations

IBC

The Bidder proposes various venues for the International Broadcast Centre (IBC). However, no details on the availability of these proposed venues have been submitted. In view of their experience of co-hosting the 2002 FIFA World Cup™, it is assumed they are familiar with the key requirements for an IBC.

Media facilities and services at venues and stadiums

The quality of the information and clarifications received from the Bidder is sufficient. The bid demonstrates its strong commitment to football and the FIFA World Cup™. The country still benefits from the experiences of 2002, which remain fresh in the memory, and the high quality of the facilities proposed for the media is well reflected in the Bid Book.

The Bidder intends to promote all new technologies used by the media, and proposes to adopt state-of-the-art technological developments.

Drawing on its past experience of organising a FIFA World Cup™, the Bidder has submitted a strong bid and wishes to promote any progress which can bring greater comfort and

efficiency to the media. The media space and infrastructure at the competition-related event sites easily meet the requirements. Temporary media structures (for the media tribune, mixed zone and stadium media centre) would be required at the existing stadiums and would need to be addressed in the overall space allocation.

To summarise, there is no major risk in terms of media facilities and services.

Communications and public relations

The communications concept is not sufficiently detailed.

The bid proposes extensive PR activities, especially the charity and the FIFA Fan Fest™ elements. The focus is laid strongly on worldwide media attention, using football as a communications tool and featuring above all new media. Social activities would be emphasised as much as possible, with the Bidder inviting some 6,000 children, at least one team per FIFA member association, to experience the FIFA World Cup™ and take part in educational activities. The existing Kokoro project, which sees current and former national players teach school children how to focus on their goals and dreams and how to cope with losses, would be continued.

Numerous Japanese media organisations are involved in football: six free-TV broadcasters dedicate substantial air time to major football events. Moreover, Japan's two national news agencies, national newspapers (with readerships of up to eight million in the case of *Asahi Shimbun*) and dozens of football magazines and websites provide coverage of football all year round.

The communications strategy would be aimed at promoting peace, mutual understanding and environmental awareness. FIFA Fan Fest™ projects would be planned all over the world, involving all 208 FIFA member associations (as reflected in the official bid slogan "208 smiles"), which would require a huge logistical effort.

4.17 Media and marketing rights

TV and media rights

FIFA generates a substantial part of its revenues through TV income (via sales of its media rights), which is mainly driven by TV ratings and related values in each part of the world. The TV ratings are affected by what time of the day the match is shown live in each territory of the world. In the past (and the same will still apply to the 2014 FIFA World Cup™), TV income from the world's markets has not been evenly spread: Europe still generates the largest share. As TV income is closely linked to TV ratings for the FIFA World Cup™ (in turn, advertising spend is dependent on TV ratings and advertising rates differ from one country to another), there is a risk of a reduction in such income from Europe should the FIFA World Cup™ be hosted in Japan (assuming a similar pattern of kick-off times as for previous FIFA World Cups™). Japan's time zone is UTC+9, which means that matches would be shown very early in the day from a European TV perspective. In Europe, audiences are generally lower earlier in the day compared to prime time or closer to prime time, and consequently, media companies would have more difficulty exploiting the media rights. In the Americas, the matches would be live in the middle of the night or very early in the morning in the eastern time zones and late at night or in the middle of the night in the western time zones.

It is important to note that FIFA is striving to balance revenues across the world, a goal which is achievable in the long term but unlikely by 2022. In order to work towards this goal and to offset the aforementioned risk in Europe in particular (dividing the world into the three large blocks based on the main time zones of Asia/Oceania, Europe/Africa and the Americas), the share would need to be substantially increased in Asia/Oceania and the Americas. It should be noted that a correlation exists

between TV ratings and other values related to the FIFA World Cup™, such as the exposure value for FIFA World Cup™ marketing rights holders.

Sports marketing and sponsorship market

The quality of the information submitted by Japan in respect of local sports marketing practices and the domestic sponsorship market was good. It included a list of international and domestic sports events hosted in the country as well as a list of approximately 30 corporations engaged in sponsorship of football and other major sports events in Japan.

With a population of over 125 million people, a good level of interest in football and an estimated 19,000 people on average attending matches in the top league, the fan base in Japan is significant. Japan is currently the second largest economy in the world and has a developed sponsorship market. It is considered to be an important market for FIFA's Commercial Affiliates. The Bid Book states that in Japan the use of competition designations or logos without permission and ambush marketing is strictly controlled and subject to criminal punishment. Further, the LOC expresses its commitment to supporting FIFA's position on ambush marketing and to erecting a suitable rights protection programme. However, as the required guarantees, undertakings and confirmations were not given as part of Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights), FIFA's rights protection programme cannot be ensured.

Outdoor advertising media inventory

The use of outdoor advertising media inventory by FIFA and/or the LOC in specified areas throughout the Host Cities helps to create a festive atmosphere and forms an important part of FIFA's anti-ambush marketing strategy. The information provided by the Bidder in respect of outdoor advertising media inventory secured in each candidate Host City was limited and therefore could not be assessed objectively.

A large proportion of the requested information is missing and marked “TBC” and the quantity of outdoor advertising media inventory secured in each candidate Host City is not specified. If Japan is appointed host country of the 2022 FIFA World Cup™, the outdoor advertising media inventory situation in each candidate Host City should be reviewed to ensure the necessary inventory is secured in line with FIFA’s requirements.

The bid inspection team visited Osaka Castle Hall, the principal FIFA Fan Fest™ site proposed in Osaka (candidate Host City for the opening match and final). This is an iconic city-centre location and well-served by public transport (bus and rail). The space in the area designated for the FIFA Fan Fest™ (Nishinomaru Gardens and the neighbouring overflow area at Osaka Castle) should accommodate FIFA’s requirements. Should Japan be appointed to host the FIFA World Cup™, it is recommended that the available space at the site be reviewed further in anticipation of additional capacity requirements for the final. As part of its comprehensive universal FIFA Fan Fest™ proposal, the Bidder proposed two FIFA Fan Fest™ venues in each candidate Host City.

Cost figures in thousands	2010 costs excluding inflation		Inflation-adjusted expenditure budgets	
	USD	JPY	USD	JPY
Competition				
FCC 2021	47,333	4,733,342	47,333	4,733,342
FWC 2022	796,073	79,607,319	796,073	79,607,319
Total	843,406	84,340,661	843,406	84,340,661

The Bid Committee has confirmed that there are no contingencies in the budgets. Inflation has been considered at an annual inflation rate of 0% in the expenditure budget. As a result, the total expenditure budgets excluding and adjusted for inflation are the same. The Bidder notes that it is practically impossible to forecast the inflation rate for the period up to 2022 as the Japanese Government does not publish any inflation forecasts. According to the Bid Book, inflation rates in Japan have ranged from -0.9% to 1.4% in the period 1999 to 2008. In view of the historical rates, the Bid Committee has set the inflation rate for the expenditure budget at 0%. A fixed foreign exchange rate of JPY 100=USD 1 has been applied for all years. The Bidder notes that it is not practicable to forecast with any degree of certainty foreign exchange rate movements up to 2022. According to the Bid Book, the JPY to USD foreign exchange rate ranged from JPY 95 to 130 in the period 2000–2009 and more recently from JPY 95 to 117 in the period 2008–2009. The Bidder notes that the application of a fixed foreign exchange rate of JPY 100 to USD 1 takes historical rates into account.

Significant budget areas

The Bidder indicates total staff compensation costs of USD 83.8 million or approximately 10% of the total combined expenditure budget, adding that a detailed staffing plan would be formulated at a later stage. The FIFA World

4.18 Finance and insurance

The FIFA Confederations Cup 2021 and 2022 FIFA World Cup™ expenditure budgets submitted by the Bidder provide high-level information rather than detailed cost drivers. They show expenditure by year, containing 28 and 45 rows of detail respectively, and meet the requirements of bid template 19.

Expenditure budget

The FIFA Confederations Cup and FIFA World Cup™ expenditure budgets (in US dollars and Japanese yen) are as follows:

Cup™ stadium operation costs would be USD 206.2 million, and it is mentioned that the method used to compile the budget “varies according to stadiums and municipalities who own the stadiums”. USD 30 million has been allocated for the provision of an independent power supply. FIFA World Cup™ transportation costs would amount to USD 122.4 million. The number of flights and vehicles have not been indicated and would be calculated based on specific tournament plans at a later stage.

Insurance

Total FIFA World Cup™ insurance costs of USD 23.6 million are reported, of which USD 17.6 million would be allocated for cancellation/postponement/relocation. The level of cover is not indicated.

Conclusion

The Bidder has submitted the budgets in the format required, without providing detailed information on the underlying cost drivers. The fact that cost drivers have not been provided prevents detailed analysis of the individual budget items. Additional information, including a detailed breakdown of the assumptions and cost drivers used to compile the budget, would be required to understand the correlation between the financial parameters of the budget and the intended operational delivery of the competitions.

indicated, there are no details about hospitality capacity, which may be below the required 5% to 8%. No illustrations of any facilities were provided.

It is reasonable to expect full stadiums (corresponding to an estimated 100% of the net capacity or 80% of the gross seating capacity) in Japan, which would result in approximately 3,280,000 sellable tickets. The challenge with this bid would be the scarcity of existing indoor hospitality sky boxes and business seats. The cost of tent construction is so high in Japan that outdoor spaces do not offer a solution, except when budgeted for by the host country. Stadium hospitality is not part of traditional Japanese culture and the inventory would not meet the marketing and international requirements. The fact that almost all of the stadiums already exist assures seating capacity and facilitates early ticketing operations. The construction of the new stadium in Osaka is necessary to meet the ticketing requirement for the opening match and final.

Although a projection of sellable tickets has been provided, ticketing figures may need to be adjusted to include hospitality and revised categories.

4.19 Ticketing

Based on the figures provided by the Bidder, the proposed stadiums appear to meet FIFA's net seating capacity requirement. The number of seats with an obstructed view appears to be low. The media and VIP seating allocations are small and additional complimentary tickets would have to be deducted to determine the net capacity. Apart from the limited VIP seats

4.20 Legal and Government Guarantees

The Bidder has submitted fully executed versions of all required contractual and government Hosting Documents. An overview of the Bidder's compliance with the content of the FIFA template documents and the risks resulting for FIFA is set out in annexe 3. The Hosting Agreement was submitted in duly executed form without any deviation from the FIFA template. Unilaterally executed Host City Agreements have been provided by all 11 candidate Host Cities. All such Host City Agreements comply fully with the template

Host City Agreement without any deviation. The evaluation of contractual documents for stadiums and training sites is contained in the relevant sections above.

The Bidder has not provided legally enforceable Government Guarantees. All government documents contain major deviations from FIFA's template documents and important aspects required by FIFA are missing, in particular:

- No exemption from taxation in Japan is granted to FIFA and other beneficiaries. Only the application of current laws and regulations is confirmed.
- No undertaking with respect to the required security and emergency measures was given. Only a few of the required guarantees, undertakings and confirmations with respect to safety and security were given.
- No guarantees, undertakings or confirmations with respect to the protection and exploitation of commercial rights were given. Only the application of international conventions and copyrights was confirmed. No reference is made to other intellectual property rights.
- No confirmation was given that discrimination would not occur, no indemnification was granted and further legal undertakings were not given. Only a few of the required guarantees, undertakings and confirmations with respect to legal issues and indemnification were given.

However, the Prime Minister and the acting President of the Japanese parliament have declared their strong intention to accept all obligations, undertakings and guarantees

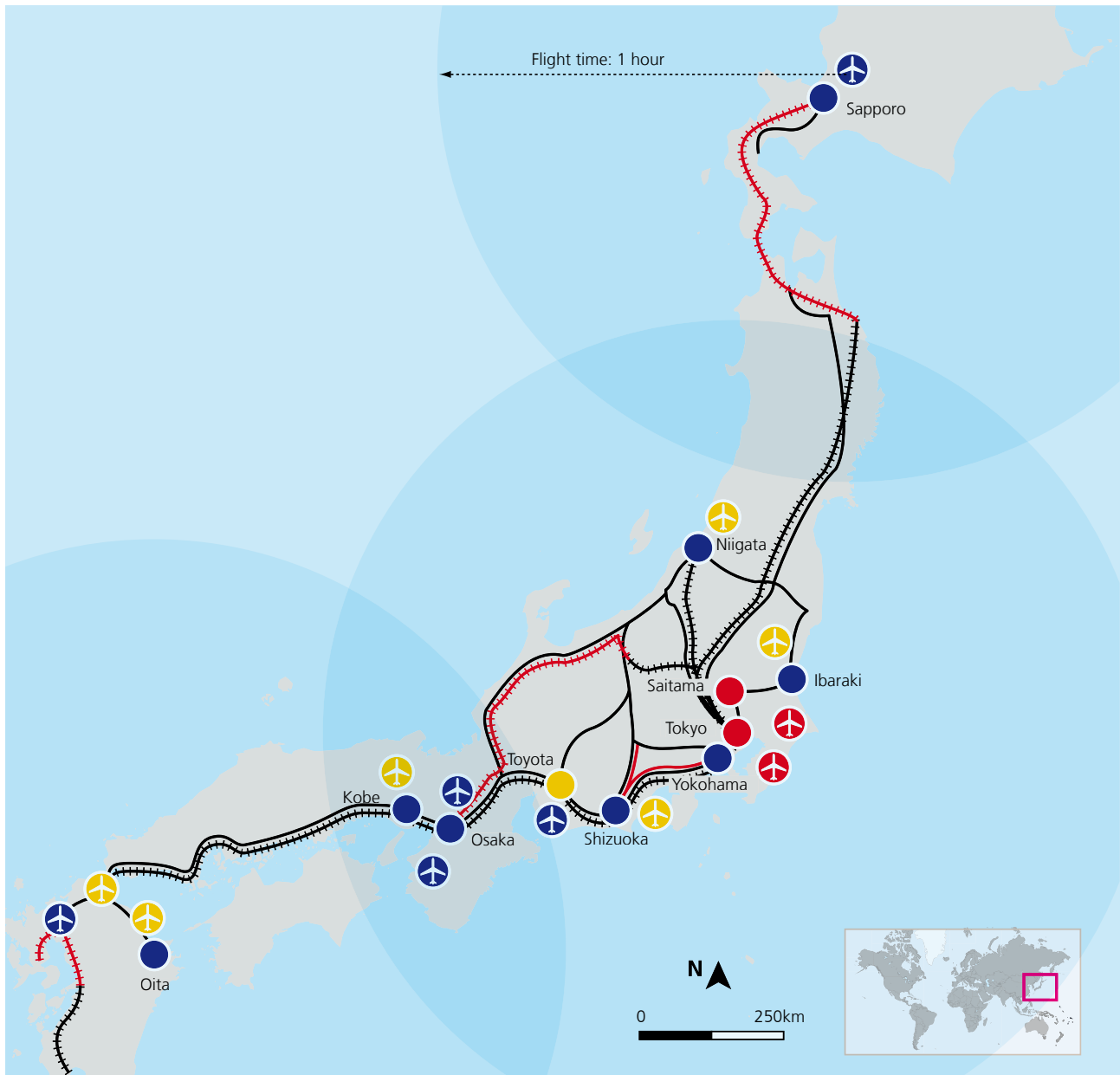
contained in the Government Documents and enact the necessary legislation in the case of appointment. No deadline has been accepted for this.

The Government Legal Statement does not contain a statement regarding enforceability and necessary legislative changes and does not address any of the matters required by FIFA. The Legal Opinion does not provide a solid basis of reference as it materially deviates from the FIFA templates and remains subject to many assumptions and qualifications. Nevertheless, by having been awarded the right to host the 2002 FIFA World Cup™, the Japanese Government has experience in supporting the hosting and staging of a major sports event and has proven its willingness to make material concessions and accommodate the concerns of event organisers.

Conclusion

If Japan is awarded the hosting rights, FIFA's legal risk appears to be medium. Whilst the requirements for contractual documents have been met, the necessary government support has not been secured as neither the Government Guarantees nor the Government Declaration have been provided in compliance with FIFA's requirements for government documents, the Japanese Government has experience in supporting the hosting and staging of a major sports event and has proven its willingness to make material concessions, accommodate the concerns of event organisers, and has expressed its intention to enact the necessary Government Guarantees and legislation (without accepting a deadline).

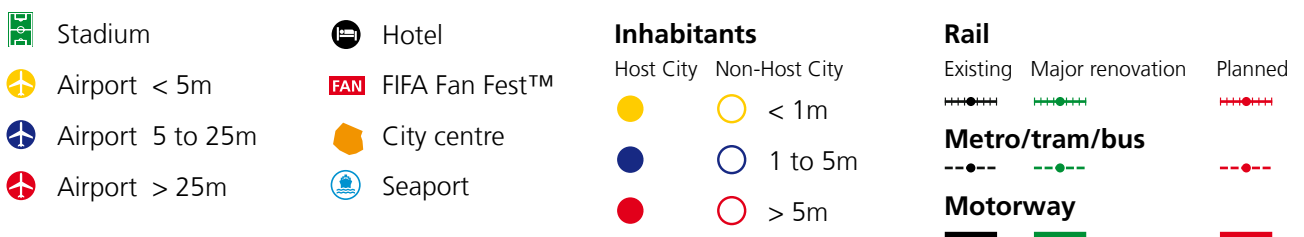
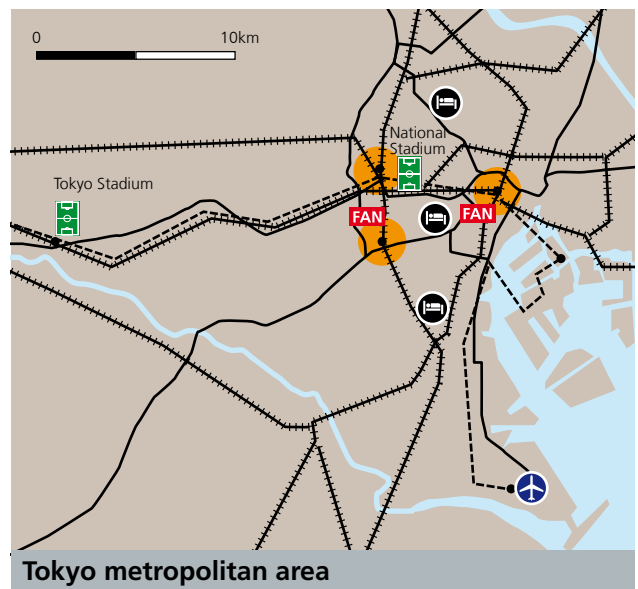
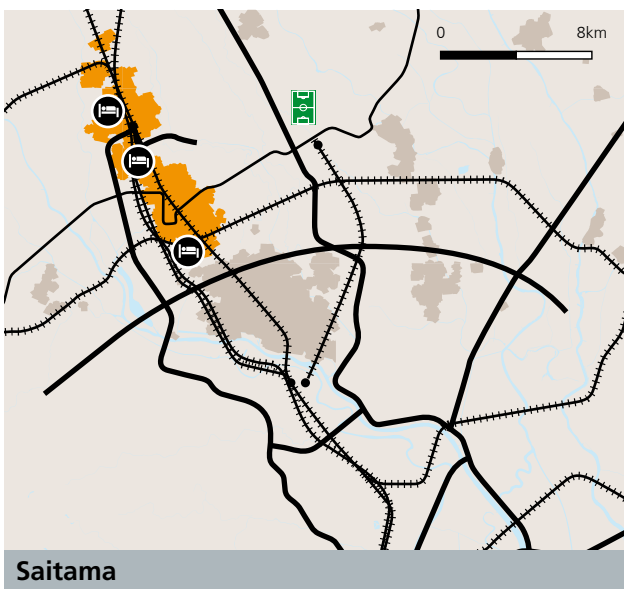
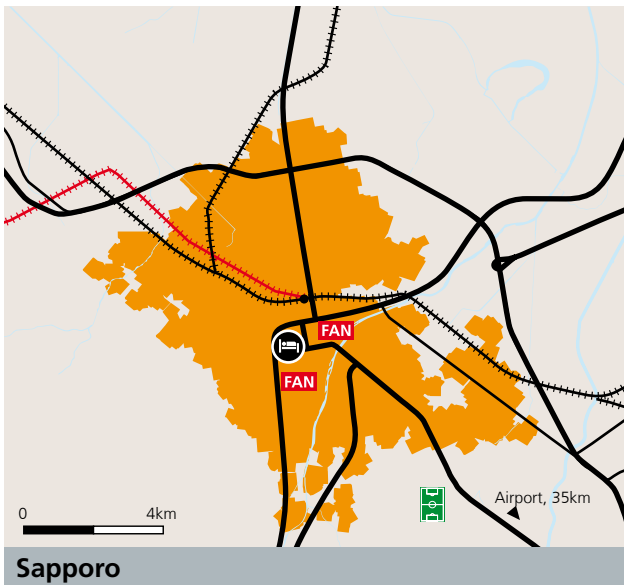
Annexe 1 National transport network

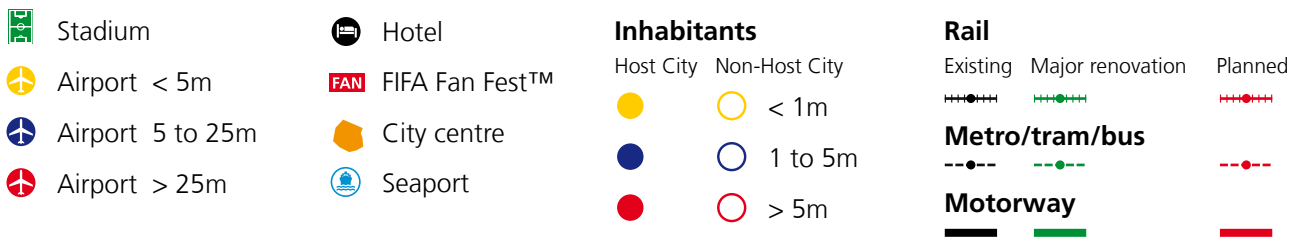
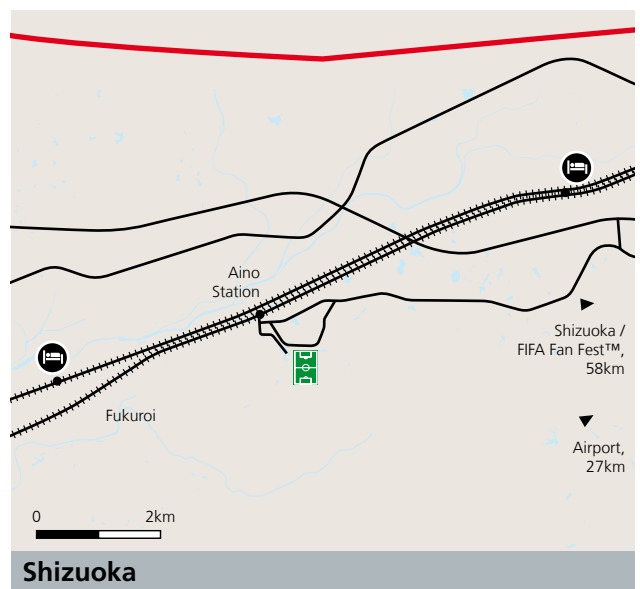
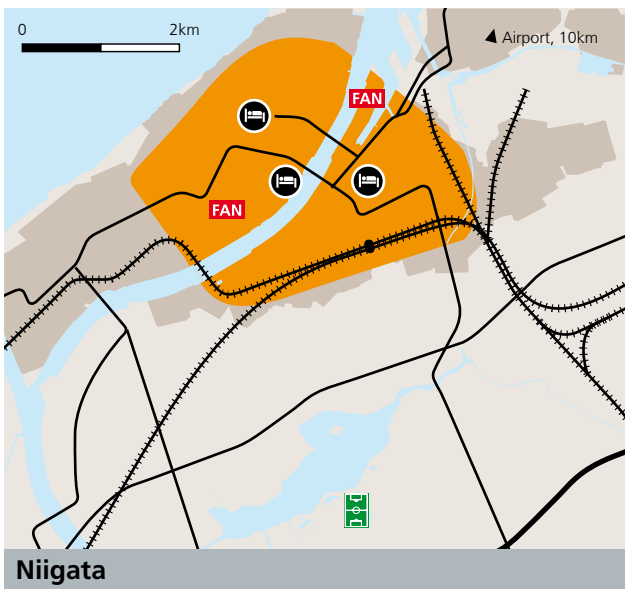
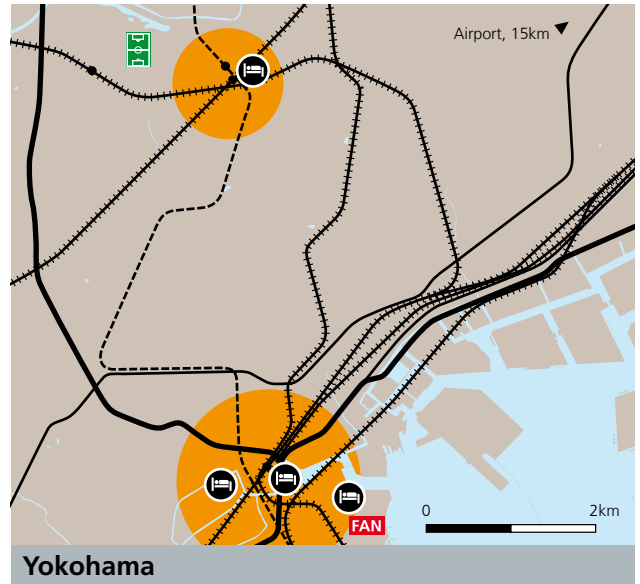
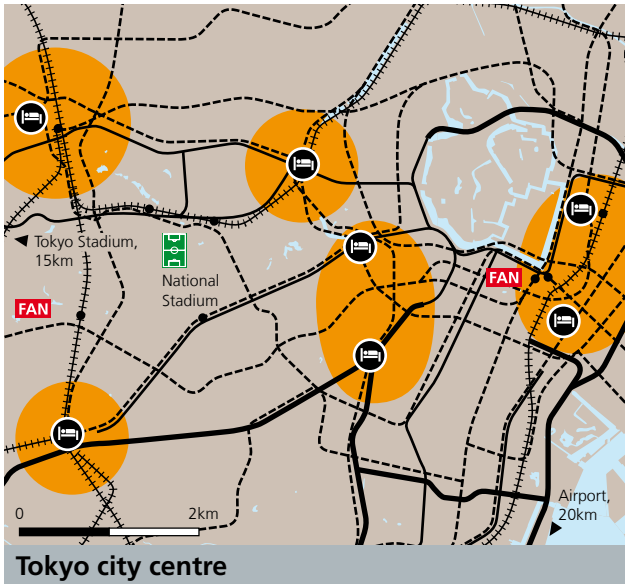


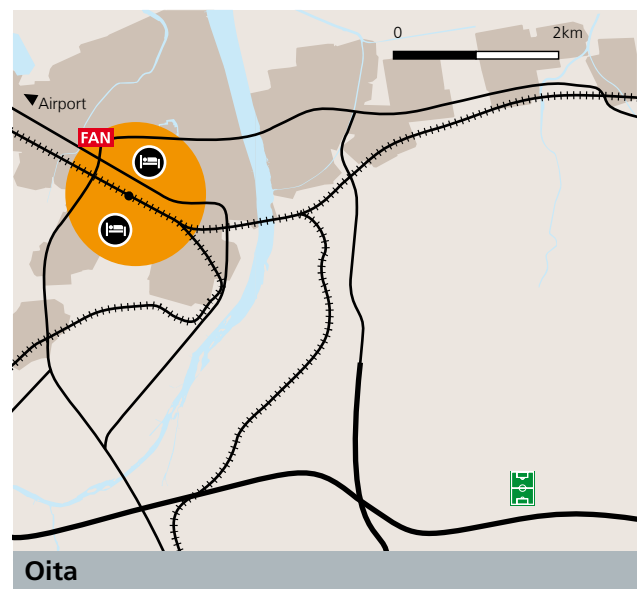
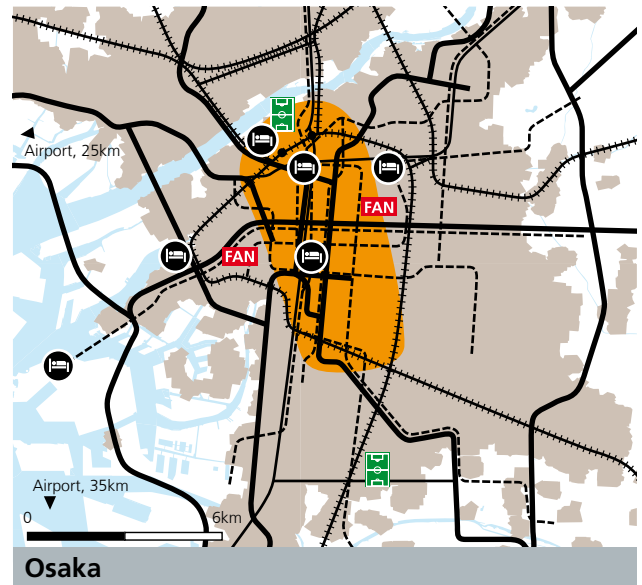
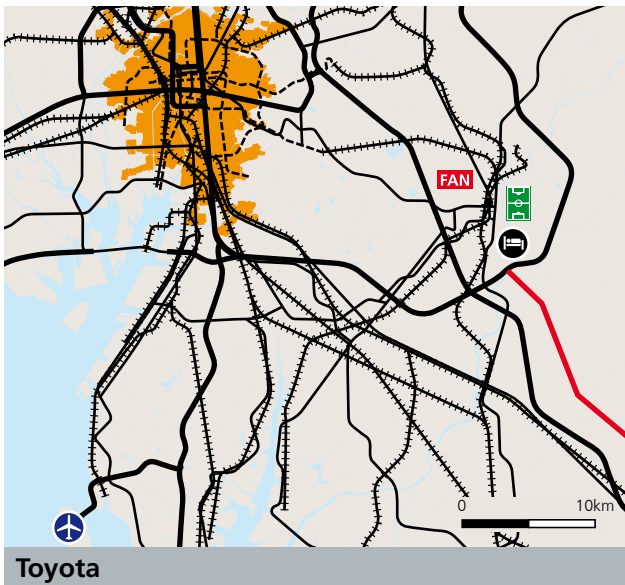
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|------------------|----------------|--------------------|-----------------------|
| Stadium | Hotel | Inhabitants | Rail |
| Airport < 5m | FIFA Fan Fest™ | Host City | Existing |
| Airport 5 to 25m | City centre | Non-Host City | Major renovation |
| Airport > 25m | Seaport | ● < 1m | Planned |
| | | ● 1 to 5m | Metro/tram/bus |
| | | ● > 5m | Existing |
| | | | Major renovation |
| | | | Planned |
| | | | Motorway |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |

Annexe 2

Host City transport networks







- | | | | |
|------------------|----------------|--------------------|-----------------------|
| Stadium | Hotel | Inhabitants | Rail |
| Airport < 5m | FIFA Fan Fest™ | | |
| Airport 5 to 25m | City centre | < 1m | Existing |
| Airport > 25m | Seaport | 1 to 5m | Metro/tram/bus |
| | | > 5m | Existing |
| | | | Motorway |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |

Annexe 3

Overview of legal evaluation

Legal documents	Risk for FIFA	Remarks
Government documents		
Government Guarantees	Medium risk	Further guarantees, undertakings and legislative steps necessary, but the Japanese Government has previous experience, has proven its willingness to make material concessions, and has expressed its intention to enact the necessary Government Guarantees and legislation (without accepting a deadline).
Contractual documents		
Hosting Agreement	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Host City Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Stadium Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Training Site Agreements	Medium risk	Submitted documents fully executed in compliance with FIFA requirements, but six Training Site Agreements are missing; the location of 29 training sites needs to be clarified.
Confirmation Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Overall		
Overall legal risk	Medium risk	

Annexe 4

Operational risk

		Remarks
Competition		
Stadium construction	Low risk	One stadium to be constructed (Osaka); initial budget may need to be reviewed.
Stadium operations	Medium risk	Specific attention would have to be given to the fulfilment of future FIFA World Cup™ space and quality requirements.
Team facilities	Low risk	The legal risk is medium. The Bidder seems to understand the requirements but the number of facilities appears to be in limited supply in some of the locations needed. There is potential to meet the final selection criteria and to compensate any shortfalls.
Competition-related events	Low risk	
Transport		
Airports and international connections	Low risk	Existing and planned (guaranteed) infrastructure seems likely to meet requirements.
Ground transport	Low risk	Reliable, fast and efficient existing ground transport (high-speed rail and roads).
Host City transport	Low risk	Existing, reliable and efficient local transport with sufficient capacity in ten out of the 11 candidate Host Cities (with the exception of Oita).
Accommodation		
General accommodation	Low risk	96.000 rooms contracted; sufficient existent inventory in every candidate Host City; good transportation links.
TV		
International Broadcast Centre (IBC)	Low risk	

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