



2018 FIFA World Cup™
Bid Evaluation Report:
Russia



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Table of contents

1. Letter from the chairman	2
2. Scope and key dates	3
3. Executive summary	4
4. Bid Evaluation Report	6
4.1 Bidding Country and Host Cities	6
4.2 Hosting concept	8
4.3 Football development	8
4.4 Sustainable social and human development	9
4.5 Environmental protection	10
4.6 Stadiums	11
4.7 Venue-specific team hotels and venue-specific training sites	14
4.8 Team base camp hotels and team base camp training sites	15
4.9 Accommodation	15
4.10 FIFA headquarters	17
4.11 Transport	18
4.12 Information technology and communication network	22
4.13 Safety and security	23
4.14 Health and medical services	24
4.15 Competition-related events	24
4.16 Media facilities, communications and public relations	25
4.17 Media and marketing rights	26
4.18 Finance and insurance	27
4.19 Ticketing	28
4.20 Legal and Government Guarantees	29
Annexe 1 National transport network	30
Annexe 2 Host City transport networks	31
Annexe 3 Overview of legal evaluation	35
Annexe 4 Operational risk	36

Please note that all of the information 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 Russia's bid to host the 2018 FIFA World Cup™. In all, nine bids, including two joint bids, have been submitted. Please find in the following pages the evaluation of Russia'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 RFU'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 May 2010	Submission of the Bidding Documents to FIFA
16-19 August 2010	FIFA inspection visit to Russia
22 October 2010	Withdrawal of the RFU's bid for the 2022 FIFA World Cup™
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 Russia bid's hosting concept proposes to maximise exposure to Russia for visitors and facilitate participation in the FIFA World Cup™ for as many Russian regions as possible through a geographic clustering of the candidate Host Cities. The bid is supported by the national and local football authorities, the local city governments (by virtue of duly executed Host City Agreements), the stadium authorities (by virtue of duly executed Stadium Agreements), and the national government (by virtue of duly executed Government Guarantees).

The bid proposes 13 Host Cities and 16 stadiums, thus exceeding FIFA's minimum requirement. Three of the 16 stadiums would be renovated, and 13 would be constructed. A stadium construction and renovation budget of USD 3.82 billion has been projected.

In terms of football development, the Bidder outlines various programmes to increase participation in the game across Russia and its adjoining countries. Russian football is respected worldwide and its teams have recorded various successes at club and international level. Russia has experience in hosting a major international sports event in the last 20 years, having hosted the FIFA U-20 Women's World Cup 2006. It will also host the 2014 Winter Olympic Games in Sochi (one of the candidate FIFA World Cup™ Host Cities).

The Bidder has contracted the required number of venue-specific team hotels (VSTHs) and venue-specific training sites (VSTs). It has contracted more than the required number of team base camp (TBC) hotels and training sites.

Realisation of the team facility plan depends on significant construction in general as well as upgrades to training sites. Privacy may also be an issue for some sites with regard to closed training sessions.

In terms of accommodation, more than 100,000 rooms have already been contracted, thus exceeding FIFA's minimum requirement of 60,000. Based on the information in the Bid Book, Russia has an adequate supply of contracted rooms, largely in the three-star category, in every candidate Host City. However, the significant investment forecast indicates a dependence on construction and modernisation within the hotel sector. As for the FIFA headquarters, the proposal appears to meet FIFA's requirements although the rack rate for a standard room in the proposed hotel is high and should be reviewed.

The bid's transport plan is based mainly on the geographic clustering of its candidate Host Cities. The country's vastness and its remoteness from other countries, coupled with the fact that the high-speed railway network is limited and would only link six candidate Host Cities by 2018, would put pressure on the air traffic infrastructure, potentially causing transfer challenges in view of the lack of alternative means of long-distance transport. The current air traffic situation is to be improved through major upgrades and capacity increases to the majority of the airports. However, any delay in the completion of the transport projects could impact on FIFA's tournament operations and the proposed installation of temporary facilities could impose

a high cost burden. In particular, a greater number of direct flight connections to major international airports would have to be made available from the majority of candidate Host City airports.

The information and communications technology (ICT) infrastructure in some areas of the country would have to be upgraded to bring it up to the standard needed to support the FIFA World Cup™.

International standards for major event safety and security and for health and medical services are likely to be met.

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

The Bidder has also submitted generally suitable proposals for the competition-related event venues located in three candidate Host Cities.

Marketing, media and communication matters have also been addressed. The information provided in the Bid Book suggests that the major event and football sponsorship market in Russia is growing and not yet fully developed. In terms of TV, even in the case of matches in Russia's European time zones (Moscow and Saint Petersburg are UTC+4), there might be an impact on European ratings, although this would most likely be limited. Russia might offer some time zone advantages for the Asian markets, but the effect of these advantages would also be limited and might impact the Americas.

The Bidder has submitted an expenditure budget of USD 641.3 million (current) for a FIFA Confederations Cup and FIFA World Cup™ in 2017 and 2018. The budget has been submitted in the format required with supporting information. A projection of approximately 3,141,000 sellable tickets has been made.

If Russia is awarded the hosting rights, FIFA's legal risk appears to be low. The requirements for contractual documents have been met, and the necessary government support has been secured and is confirmed by the Government Legal Statement. Furthermore, the Russian Government has been given the chance to gain experience in supporting the hosting and staging of a major sports events and to show its willingness to make material concessions and accommodate the concerns of event organisers.

4. Bid Evaluation Report

Responding to the requirements set out by FIFA in the bid registration, the Russian Football Union (RFU) 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 16 to 19 August 2010, and the FIFA inspection team were present in the country for approximately 72 hours in total.

The inspection visit was well structured and comprehensive information was provided. The itinerary included Saint Petersburg, Moscow, Kazan and Sochi. In Saint Petersburg, the team visited the construction site of the FIFA World Cup™ stadium as well as proposed venues for the FIFA Fan Fest™ and the Preliminary Draw, the proposed FIFA headquarters hotel and a proposed VSTH. In Moscow, it inspected Luzhniki Stadium, the proposed venue for the opening match, semi-final and final, as well as proposed venues for a VSTS, the International Broadcast Centre (IBC), the FIFA headquarters hotel, the Final Draw, the FIFA Congress and the FIFA Fan Fest™. In Kazan, the team visited the FIFA World Cup™ stadium and a proposed FIFA Fan Fest™ venue, and in Sochi, it inspected the construction site of the FIFA World Cup™ stadium and proposed venues for a team base camp and the FIFA VIP hotel. 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

Russia, officially known as the Russian Federation, has a population of 143 million. The candidate Host Cities are almost all situated in the European part of the federation. This area extends across two standard time zones and observes daylight saving time of UTC+3 or UTC+4 across these zones during the summer. Yekaterinburg, situated to the east of the Ural Federal District, has a time zone of UTC+6 during the summer. Russian is the main language in the European part of

Name of Host City	No. of inhabitants	Language	Altitude
Kaliningrad	420,480	Russian	5m
Kazan	1,130,717	Russian, Tatar	50m
Krasnodar	710,686	Russian	15m
Moscow	10,508,971	Russian	120m
Nizhny Novgorod	1,272,527	Russian	60m
Rostov-on-Don	1,048,991	Russian	10m
Saint Petersburg	4,581,854	Russian	5m
Samara	1,134,716	Russian	25m
Saransk	296,054	Russian, Moksha and Erzya	125m
Sochi	337,947	Russian	5m
Volgograd	981,909	Russian	5m
Yaroslavl	606,336	Russian	80m
Yekaterinburg	1,332,264	Russian	245m

Source: Template 2

the federation, which is home to 80% of the population.

The Russian Federation is a federal semi-presidential republic. The federation is structured as a representative democracy, with executive power exercised by the government and legislative power vested in the bicameral federal assembly. Eighty-three federal subjects are grouped into eight federal districts, each administered by an envoy appointed by the president of Russia to liaise between the federal subjects and the federal government. The government issued a Federal Decree in October 2009 to support the bid, establishing a supervisory committee to oversee the coordination between all levels of government, including the candidate Host Cities and regions,

and across all key ministries and agencies.

The Russian economy is based on oil, natural gas, metals and timber accounting for more than 80% of Russian exports abroad. Since 2003, however, exports of natural resources have been decreasing in economic importance as the internal market has grown considerably. Russia has experienced average growth of 7% per annum since 1998. In 2009, its GDP per capita was approximately USD 15,000 and its estimated unemployment rate was 8.4%.

General information on the Host Cities

The 13 candidate Host Cities for the FIFA World Cup™ are Saint Petersburg, Kaliningrad, Moscow, Kazan, Nizhny Novgorod, Yaroslavl, Samara, Volgograd, Saransk, Krasnodar,

Time zone	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.		
UTC+2	18.6	18.5	17.4	13.3	19.8	19.9	19.0	15.3	72.0	75.0
UTC+3	27.0	23.0	20.0	18.0	30.0	26.0	22.0	18.0	71.3	75.0
UTC+3	24.2	24.9	24.3	21.2	27.4	28.4	27.9	23.4	69.4	64.1
UTC+3	18.7	19.4	18.6	16.6	22.6	23.6	22.8	19.9	72.0	76.0
UTC+3	20.3	21.7	21.1	18.2	21.2	22.5	22.5	18.8	65.0	69.0
UTC+3	24.3	26.6	25.8	21.1	24.9	27.7	27.1	22.6	59.4	59.1
UTC+3	17.0	18.6	18.5	16.9	20.0	21.8	21.7	20.0	66.0	67.0
UTC+3	21.4	24.0	23.7	21.3	22.4	24.7	24.3	20.8	0.0	63.0
UTC+3	21.1	22.9	22.3	17.6	23.7	24.3	24.4	19.6	73.0	70.0
UTC+3	22.6	22.9	22.4	19.4	26.2	26.3	25.8	22.6	85.0	85.0
UTC+3	22.9	24.8	24.3	20.6	26.6	28.9	28.3	24.1	55.0	52.0
UTC+3	19.4	19.9	19.6	16.5	21.3	22.0	21.7	17.3	77.0	79.7
UTC+5	18.5	19.2	18.6	14.7	20.2	20.8	20.2	16.4	64.0	73.0

Rostov-on-Don, Sochi and Yekaterinburg. These cities are grouped into five clusters: the Central Cluster, the Northern Cluster, the Volga Cluster, the Southern Cluster and the Ural Cluster.

The clustering of the candidate Host Cities is aimed at reducing the differences in time zone and climate. The time zone in summer is the same (UTC+4) for all the candidate Host Cities except Kaliningrad (UTC+3) and Yekaterinburg (UTC+6). Although Russia's vast geography is extremely varied, almost all the five clusters have a mildly humid continental climate, with average maximum temperatures in June and July of around 22°C to 23°C and moderate weekly precipitation.

Main events

Russia's national public holiday, Russia Day, takes place on June 12. This celebration is often marked by mass public events and could have an impact on the start of the tournament.

4.2 Hosting concept

Russia has submitted a comprehensive and well-structured hosting concept. Thirteen candidate Host Cities and 16 FIFA World Cup™ stadiums have been proposed across the European area of the country as part of a multi-cluster concept. In most of the candidate Host Cities, the Bid Book proposes two venues with a minimum capacity of 30,000 for the FIFA Fan Fest™. Twenty additional public viewing events are also proposed in major cities across Russia to allow all Russians to participate in the tournament. The match schedule concept takes the cluster concept into account and is based on rotation. All teams would play their group matches in three different Host Cities belonging to one, or a maximum of two, clusters. This would reduce travel distances without sacrificing the rotation principle, and fans would have the choice of following their team or choosing a Host City as their base.

With the multi-cluster concept, the Bid Committee claims to have found a balance between regional diversity, proximity and travel times within the clusters. The concept would showcase the nation's rich cultural, ecological and geographic variety and enable visitors to discover different parts of the country.

Russia gained experience of hosting a large-scale international tournament during the FIFA U-20 Women's World Cup™ in 2006. It is set to gain further experience in this respect by hosting the 2014 Winter Olympic Games in Sochi (one of the candidate Host Cities).

4.3 Football development

Russia provides sufficient proposals on how to contribute to football development. It outlines how the FIFA World Cup™ would contribute to achieving the Russian Government and RFU's development plans for the period 2006-2015 to increase participation in football across Russia and its 18 adjoining countries. The Bidder would work closely with FIFA to manage these development programmes.

The bid mentions the following development activities:

- a) seven main development projects: Stadiums for Children; Futsal to Schools; RFU Goal; Centres of Football; Football of the Future; Football as a Social Phenomenon; RFU and the World Football Community;
- b) "Inspiration for Success": e.g. investment project to improve international relations and provide assistance to the former Soviet republics;
- c) "Share the Inspiration": tailor-made football development programmes;
- d) pre-FIFA World Cup™ tournaments, including a street soccer tournament, Youth Cup, Girls' Cup and Disabled Cup. The finals would be scheduled to take place in the

Football honours (men's national teams)

Competition	Honour	Year(s)
FIFA World Cup™	1 x 4 th place	1966
	9 appearances	1958, 1962, 1966, 1970, 1982, 1986, 1990, 1994, 2002
UEFA EURO	1 x winners	1960
	3 x runners-up	1964, 1972, 1988
FIFA U-20 World Cup	1 x winners	1977
	1 x runners-up	1979
	1 x 3 rd place	1991
	1 x 4 th place	1985
FIFA U-17 World Cup	1 x winners	1987
FIFA Futsal World Cup	1 x 3 rd place	1996
	2 x 4 th place	2000, 2008
Olympic Football Tournament (as Soviet Union)	2 x Gold	1956, 1988
	3 x Bronze	1972, 1976, 1980

Host Cities during the FIFA World Cup™. The competing teams would “represent” countries and therefore learn about the people and the cultures of the different countries.

The proposals focus on Russia's vast domestic market, and in some cases also on the former Soviet republics. The Bidder demonstrates a general commitment to collaboration with FIFA but does not provide any specific details. A joint FIFA/MA development committee would have to be established to ensure the impact of the bid's international development proposals.

The main objective of the CSR programme is to use the FIFA World Cup™ to capitalise on Russians' interest in football to improve the nation's health and to foster interaction and tolerance. Legacy programmes would address infrastructure and equipment needs to support the further development of grassroots football. The FIFA World Cup™ and Football for Hope Festival would be used as incentives to encourage participation in health-promotion programmes at a national level, while social network platforms would be used to raise awareness of various social issues among football fans worldwide.

The Bid Book briefly describes a number of existing social development projects in Russia. Some of the suggested projects deal almost exclusively with football development and the links to social development are marginal. A positive impact is promised in neighbouring countries, but no details have been provided about the types of project and how they would be implemented.

Positive elements of the bid include the intended certification process for the social sustainability of the management system,

4.4 Sustainable social and human development

The information provided is complete and includes numerous programmes and activities that could be implemented in the lead-up to and during the tournament, mainly at a national level. International activities in neighbouring countries are mentioned, but details on their implementation are missing.

as well as the alignment with the relevant government ministries' existing and future national health and social development plans. The proposed programmes and activities demonstrate potential for alignment with FIFA's CSR strategy, although close collaboration with FIFA would be required to organise the international initiatives and the joint activities during the competition.

The proposals underline the Bidder's experience, interest and commitment in this area. However, considering the power of the FIFA World Cup™ and the attention it generates worldwide, as well as Russia's capacity as a country, the proposals could focus more on addressing social issues internationally.

4.5 Environmental protection

Russia provides information on all of the requested aspects, including the environmental policies at federal level and the development of standards by the RFU, as well as current and planned environmental activities in each of the candidate Host Cities.

The Bidder presents an assessment of the impacts and mitigation initiatives for five core topics as well as a list of objectives for various areas, including biodiversity and building efficiency. More specific targets would only be fully determined once all stakeholders had committed to them.

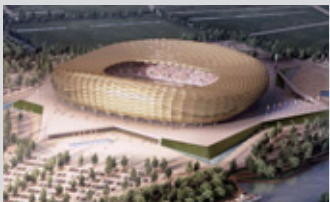




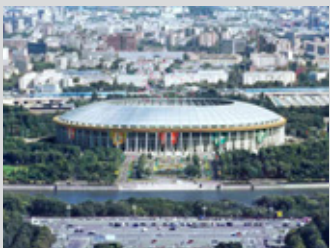

The environmental sustainability management system would be structured according to the governmental framework for environmental protection. Its various mitigation programmes would address the impact of both primary (i.e. stadiums) and secondary venues (i.e. public viewing areas, workshops).








Stakeholders would be included in the programmes and divided up into four categories addressing individual objectives within the management system. The communication and education campaign would be combined with elements of the environmental, outreach and youth programmes and educational institutions, NGOs and the media would be engaged to raise environmental awareness among Russia's youth. The main legacies of the competition would be the long-term impact of the environmental programmes, the reinforcement of existing regulations and processes, and the provision of new sustainable facilities.

The sheer variety of environmental initiatives presented make it difficult to understand what the specific environmental programme of the FIFA World Cup™ would be. The Environmental Advisory Board would provide strategic direction and coordination but it is not clear who would implement the proposals within the LOC or on the ground, nor what the timelines are for delivery and reporting. The Bidder's commitment to implementing a programme driven by international standards and government policies would help to ensure its relevance and credibility at a local, national and international level.

4.6

Stadiums

	Host City: Kaliningrad Stadium name: FIFA World Cup™ Stadium Kaliningrad Expected net/gross capacity (VIP/media/loss of seats): 42,095/45,015 (640/2,280/0) Construction status: To be built Lighting: 2,000 lux Owner/Investors/Investment budget: Government of the region/Government/USD 210m Current use: To be used by F.C. Baltika
	Host City: Kazan Stadium name: FIFA World Cup™ Stadium Kazan Expected net/gross capacity (VIP/media/loss of seats): 41,396/ 45,105 (837/2,872/0) Construction status: To be built Lighting: 2,000 lux Owner/Investors/Investment budget: City of Kazan/Government/USD 250m Current use: To be used by F.C. Rubin
	Host City: Krasnodar Stadium name: FIFA World Cup™ Stadium Krasnodar Expected net/gross capacity (VIP/media/loss of seats): 47,095/50,015 (640/2,280/0) Construction status: To be built Lighting: 2,000 lux Owner/Investors/Investment budget: Krasnodar region/Government/USD 260m Current use: To be used by F.C. Kuban
	Host City: Moscow Stadium name: Dynamo Stadium Current net/gross capacity (VIP/media/loss of seats): 36,502/36,800 (630/370/0) Expected net/gross capacity: 41,920/44,920 Construction status: Major renovation Lighting: 2,000 lux Owner/Investors/Investment budget: F.C. Dynamo/VTB Bank/USD 280m Current use: F.C. Dynamo
	Host City: Moscow Stadium name: FIFA World Cup™ Stadium Moscow Region Expected net/gross capacity (VIP/media/loss of seats): 41,112/44,257 (665/2,490/0) Construction status: To be built Lighting: 2,000 lux Owner/Investors/Investment budget: City/Government/USD 260m Current use: To be used by F.C. Saturn
	Host City: Moscow Stadium name: Luzhniki Stadium Current net/gross capacity (VIP/media/loss of seats): 71,531/78,394 (1,440/5,472/0) Expected net/gross capacity: 82,318/89,318 Construction status: Major renovation Lighting: 2,000 lux Owner/Investors/Investment budget: Olympic Complex Luzhniki/Government/USD 240m Current use: Olympic Complex Luzhniki Matches planned: Opening match, semi-final and final
	Host City: Moscow Stadium name: Spartak Stadium Expected net/gross capacity (VIP/media/loss of seats): 44,386/46,990 (654/1,950/0) Construction status: To be built Lighting: 2,000 lux Owner/Investors/Investment budget: F.C. Spartak/Stadium Spartak, LLC/USD 290m Current use: To be used by F.C. Spartak

	<p>Host City: Nizhny Novgorod (8)</p> <p>Stadium name: FIFA World Cup™ Stadium Nizhny Novgorod</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 41,999/44,899 (600/2,300/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: City of Nizhny Novgorod/Government/USD 240m</p> <p>Current use: To be used by F.C. Volga</p>
	<p>Host City: Rostov-on-Don (9)</p> <p>Stadium name: FIFA World Cup™ Stadium Rostov-on-Don</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 40,520/43,702 (754/2,428/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Rostov region/Government/USD 220m</p> <p>Current use: To be used by F.C. Rostov</p>
	<p>Host City: Saint Petersburg (10)</p> <p>Stadium name: FIFA World Cup™ Stadium Saint Petersburg</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 63,261/69,501 (1,360/4,060/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: City of St Petersburg/City of St Petersburg/USD 415m</p> <p>Current use: To be used by F.C. Zenit</p>
	<p>Host City: Samara (11)</p> <p>Stadium name: FIFA World Cup™ Stadium Samara</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 41,275/44,198 (683/2,240/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: City of Samara/Government/USD 180m</p> <p>Current use: To be used by F.C. Kryliya Sovetov</p>
	<p>Host City: Saransk (12)</p> <p>Stadium name: FIFA World Cup™ Stadium Saransk</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 42,095/45,015 (640/2,280/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Mordovian Government/Russian Government/USD 180m</p> <p>Current use: To be used by F.C. Mordovia</p>
	<p>Host City: Sochi (13)</p> <p>Stadium name: FIFA World Cup™ Stadium Sochi</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 40,520/43,702 (650/3,392/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Olimpstroy/Government/USD 225m</p> <p>Current use: To be used by F.C. Zhemchuzhina</p>
	<p>Host City: Volgograd (14)</p> <p>Stadium name: FIFA World Cup™ Stadium Volgograd</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 42,095/45,015 (640/2,280/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Volgograd region/Government/USD 210m</p> <p>Current use: To be used by F.C. Rotor</p>

	Host City: Yaroslavl (15) Stadium name: FIFA World Cup™ Stadium Yaroslavl Expected net/gross capacity (VIP/media/loss of seats): 41,194/44,042 (600/2,248/0) Construction status: To be built Lighting: 2,000 lux Owner/Investors/Investment budget: City of Yaroslavl/Government/USD 200m Current use: To be used by F.C. Shinnik
	Host City: Yekaterinburg (16) Stadium name: FIFA World Cup™ Stadium Yekaterinburg Current net/gross capacity (VIP/media/loss of seats): 26,816/30,000 (600/2,368/0) Expected net/gross capacity: 41,162/44,130 Construction status: Major renovation Lighting: 2,000 lux Owner/Investors/Investment budget: Groupe Sinara/Government/USD 160m Current use: F.C. Ural

Analysis and comments

- All stadiums would meet the pitch size requirements of 105x68 metres.
- All stadiums would have grass pitches.
- Three stadiums (Luzhniki, Dynamo and Yekaterinburg) would be renovated between 2011 and 2017; the design phase will take place from 2010 to 2013.
- The new stadiums would be built from 2011 to 2017, with the design phase starting in 2010. Assurances have been given that FIFA's requirements would be fulfilled.
- State-of-the-art facilities and technologies would be installed to enhance the "field and match experience".
- Luzhniki Stadium in Moscow would host the opening match and the final.
- According to the information provided by the Bidder, all stadiums would have adequate public transport links to their respective city centres with the exception of the stadium in Krasnodar, which appears to rely on bus connections.
- All of the stadiums seem to meet FIFA's seating and capacity requirements.
- Only four stadiums (Dynamo, Kazan, Nizhny Novgorod and Samara) 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 across the European part of the country and there are numerous transport links between the relevant cities. In the majority of cities, there are dedicated-lane public transport connections between the stadiums and city centres. However, additional temporary event transport operations utilising the dedicated lanes, as well as traffic reduction measures, may be required.

Contractual basis with the stadiums

Unilaterally executed Stadium Agreements have been provided by all 16 proposed stadiums. Any such Stadium Agreement fully complies with the template Stadium Agreement without any deviation. However, two Stadium Agreements will have to be properly re-executed by the entity identified as the stadium owner in the Stadium Agreement.

Conclusion

The Russian bid proposes 13 Host Cities and 16 stadiums, thus exceeding FIFA's minimum

requirement. Three of the 16 stadiums would be renovated, and 13 would be newly constructed. A stadium construction and renovation budget of USD 3.82 billion has been projected. Three stadiums are located within Moscow, which in the case of the appointment of Russia would require careful analysis with regard to the match schedule.

Analysis of the internal organisation of the stadiums and their infrastructures raises some questions about the limited space available to welcome the various target groups. With the exception of the Saint Petersburg, Kazan, Sochi and Luzhniki stadiums, there seems to be a lack of space in the areas surrounding most of the stadiums to accommodate the temporary event structures. If Russia is awarded the hosting rights for the 2018 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 provides comprehensive information on all the venue-specific team hotels (VSTHs) and venue-specific training sites (VSTSs) proposed.

The Bid Book proposes 32 VSTHs (including six which have still to be built), the required number based on the bidder's plan for 16 stadiums. The VSTHs proposed include 30 four-star and two five-star properties, and generally, FIFA's requirements in terms of quality appear to be fulfilled. The Bid Book acknowledges FIFA's requirements as determining factors in the selection of VSTHs, including the provision of team spaces, privacy and security concerns, and proximity considerations. Travel times from the VSTHs to the stadiums and airports appear to meet the proximity requirements. Moreover, the indicated number of guest rooms in each VSTH meets FIFA's requirements. All VSTH pairings are

of the same quality standard. The VSTH pairing in Sochi, however, should be reconsidered as the travel times to the stadium vary significantly between the two VSTHs (by nearly 30 minutes). Additionally, the accommodation pairing in Samara must be reconsidered given the VSTH unacceptably close proximity to each other on the small island of Korovy.

The Bid Book proposes 64 VSTSs, the required number based on the Bidder's plan for 16 stadiums. The effective number of VSTSs would likely be less, however, as seven sites must be reconsidered based on their locations. The two VSTSs in both Nizhny Novgorod and Samara are situated side by side, which would not be acceptable for reasons of privacy. Three VSTSs in Moscow – two linked to Luzhniki Stadium and one to Spartak Stadium – are located on the stadium grounds. As they do not appear to have their own dedicated team facilities, such as dressing rooms, showers, treatment rooms, media facilities, etc., they are dependent on the stadiums' facilities.

Given the multitude of activities that may be occurring in and around the stadium on non-matchdays, the risks to privacy, exclusivity and scheduling are considerable. The bid appears to meet the proximity requirements between the VSTSs and VSTHs, in part because each match venue offers a sufficient number of acceptable pairing combinations. The documents also indicate clearly which VSTSs are planned for construction, which are currently under renovation, and which would be renovated to meet FIFA's training site specifications. The most common renovations would include upgrading the lux levels to meet FIFA's lighting requirements, enlarging training rooms, and converting artificial pitches to grass in 13 venues. Based on the upgrades required to meet FIFA's requirements for VSTSs, the budget figure may have to be revised.

In conclusion, Russia proposes the required number of VSTHs, namely two per stadium, which would satisfy FIFA's quantitative

requirements pending construction of the six outstanding properties. However, the VSTHs located side by side in Samara must be reconsidered on account of their location. The required number of VSTs, four sites per stadiums, has also been submitted, but seven sites cannot be accepted as currently proposed due to their proximity to one another and/or to a stadium. The VSTs proposals would meet the quality requirements provided that all upgrades to the remaining sites are carried out. Moreover, due to the proximity of high-rise properties in the vicinity of some of the sites, attention would have to be given to the privacy requirements of the teams.

Contractual basis

Of the required 32 VSTHs, the Bidder has contracted 32. Of the required 64 VSTs, the Bidder has contracted 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.

4.8 Team base camp hotels and team base camp training sites

The Bid Book and supporting documents provide comprehensive information on the team base camps (TBCs) proposed. The Russia bid proposes 72 unique TBC hotel and training site pairings, thus exceeding FIFA's requirement of 64 offerings. The TBC are all located in the European part of Russia, and many are located in or near the candidate Host Cities.

All hotels (including seven which have still to be built) are indicated to be of four to five-star quality, including 68 four-star and four five-star properties. An ideal balance would include more five-star choices as well as a small selection of alternative accommodation arrangements, such as training academy

type-housing. The average hotel size is 106 rooms. Fifty of the 72 hotels proposed have fewer than 100 rooms.

The TBC hotels and training sites are situated close to one other – on average only 5.5km apart. The Bid Book indicates that all the TBC training sites would undergo the necessary renovations to meet FIFA's requirements on lighting, seating capacity, perimeter fencing, size of dressing rooms, pitch dimensions and the nature and quality of the surface since 15 of the sites do not have grass playing surfaces. In conclusion and acknowledging that renovations would be necessary in the intervening period, the bid appears to comply with FIFA's requirements for team base camps (hotels and related training sites). However, due to the proximity of high-rise properties in the vicinity of some of the sites, attention would have to be given to the privacy requirements of the teams.

Contractual basis

Of the required 64 team base camp hotels, the Bidder has contracted 64. Of the required 64 team base camp training sites, the Bidder has contracted 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

Russia proposes a detailed and complete accommodation plan. The information provided included a detailed list of hotels, almost all of which have signed the FIFA Hotel Agreement. The majority of rooms (63%) are in the three-star category, as well as 22% in four-star properties and 12% in luxury hotels. Investment of almost USD 11 billion has been

earmarked to develop and modernise Russia's tourism infrastructure with funding coming from the government as well as public-private partnerships. Two-thirds of the construction/renovation projects are aimed at increasing inventory in the three-star segment. The largest inventories are in Moscow (almost 27,000 rooms), Saint Petersburg (9,800 existing rooms) and Sochi (9,100 rooms). The other candidate Host Cities have significantly fewer rooms.

Construction projects are planned in all of them except Saint Petersburg.

More than 100,000 rooms have been contracted, as compared to FIFA's minimum requirement of 60,000. Of the 100,000 rooms specified, almost 19,000 are due to be constructed/renovated as part of projects scheduled to take place from late 2010 to the end of 2015. Based on a sample assessment, no modifications have been made to the template FIFA Hotel Agreement or New Build Hotel Agreement.

Almost all of their hotels are making their entire room inventory available: an average of 93% of rooms in more than 840 different properties have been contracted via the FIFA Hotel Agreement, as compared to FIFA's minimum requirement of 80%.

Moscow has sufficient rooms to cover the requirements up to the final and the IBC.

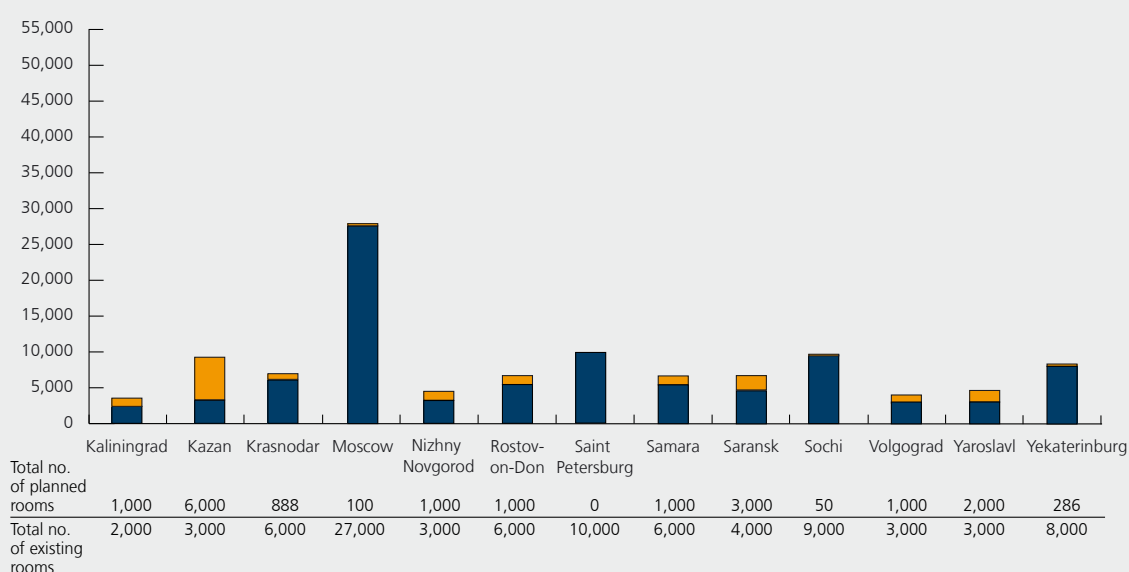
Saint Petersburg, Sochi and Yekaterinburg would cover the event requirements for an opening match and also leave ample capacity for supporters. The same also applies to Kazan provided all of the construction projects are completed by the deadline. All of the candidate Host Cities offer sufficient capacity to meet the event requirements for a group match as well as offering a large number of additional rooms for fans.

The average currently agreed rack rate, based on a standard room, is:

5-star	USD 660 (Moscow) to USD 220 (Kazan)
4-star	USD 400 (Moscow) to USD 130 (Kaliningrad, Saransk, Yaroslavl)
3-star	USD 140 (Moscow) to USD 50 (Volgograd)

Based on the information in the Bid Book, Russia has an adequate supply of contracted rooms, largely in the three-star category, in every candidate Host City to cover the requirements of one match per day. However, the significant investment forecast

Existing and planned rooms within 100km of Host City



indicates a dependence on construction and modernisation within the hotel sector.

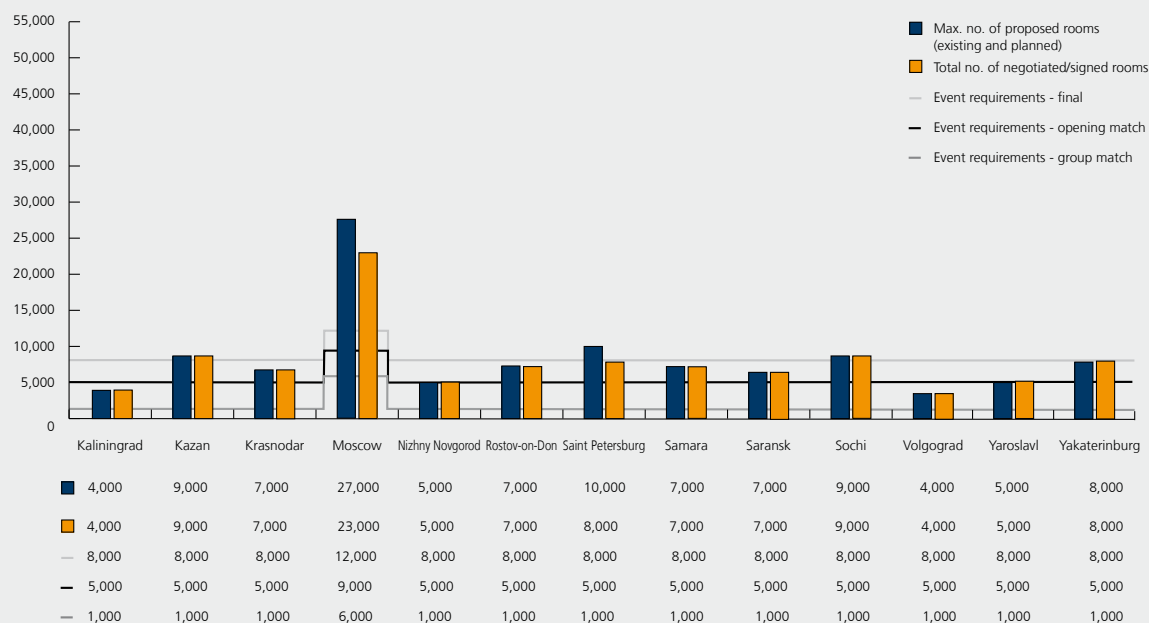
4.10 FIFA headquarters

The Bid Book provides adequate information on the FIFA headquarters. It proposes that the FIFA headquarters be located in the Congress Centre of the World Trade Centre in Moscow, which is the proposed Host City for the opening match and final. The proposed FIFA headquarters hotel is the Crowne Plaza Hotel, which is in the same complex as the proposed FIFA offices. An additional property is being constructed adjacent to the Crowne Plaza Hotel, which will add 149 rooms to the hotel's existing 575 guest rooms (460 of which are contracted). However, it should be noted that the rack rate for a standard room in the Crowne Plaza Hotel is high (USD 1,000) and may need to be re-negotiated if accepted as

a FIFA headquarters hotel. A range of top-quality hotels is available to accommodate the FIFA VIPs, such as the Four Seasons, which has 220 guest rooms (180 of which are contracted), and the Baltschug Kempinski, which has 240 guest rooms (200 of which are contracted). Transport links are good, with the FIFA headquarters located 9km away from the Luzhniki Stadium in central Moscow.

The FIFA requirement is for 8,000m² of office space. According to the information provided, 33,000m² would be available and set up to meet FIFA's requirements in a combination of function rooms and tailor-made offices in the World Trade Centre. According to the Bid Book, the Congress Centre located within the World Trade Centre is reputed to be the most advanced and professionally equipped conference centre in Russia. In conclusion, the information provided in the Bid Book implies that the proposal for the FIFA headquarters meets FIFA's requirements, pending renegotiation of the hotel rate.

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 team base camp hotels.

IBC room requirements included in figures for Moscow.

4.11 Transport

Transport at national level

Russia has submitted a comprehensive transport concept which draws on its preparations to host the 2014 Winter Olympic Games in Sochi, as part of which it is adopting several International Olympic Committee (IOC) guidelines.

Russia is a vast country with long distances between cities. To shorten travel times, the bid has grouped the candidate Host Cities into geographic clusters. However, ground inter-city transport connections only seem to be feasible in the case of a few Host Cities.

Only one high-speed railway connection is currently operational, between Saint Petersburg and Moscow. By late 2010, a connection between Moscow and Nizhny Novgorod is also due to commence service. There are further plans to increase the speed of the connection between Moscow and Sochi (by 2013), as well as to construct a high-speed railway line connecting Moscow, Smolensk and Krasnoye by 2016, designed for international travel to the European Union (EU) countries.

Travel times are generally shorter by motorway than by rail. However, motorway travel is only viable within a few of the "clusters" due to the very long distances between the candidate Host Cities. Several motorway connections, in

Travel distance between Host Cities

	Moscow		Kaliningrad		Saint Petersburg		Kazan		Nizhny Novgorod		Samara	
Yekaterinburg	1,804 km	25 h 25 min.	3,140 km	46 h 50 min.	2,483 km	35 h 55 min.	1,024 km	14 h 45 min.	1,394 km	19 h 20 min.	1,026 km	16 h 35 min.
	25 h		45 h		34 h		12 h 50 min.		19 h		13 h	
Sochi	1,634 km	24 h 50 min.	2,715 km	50 h 25 min.	2,327	38 h 15 min.	2,046 km	34h 05 min.	2,018 km	33 h 30 min.	1,888 km	31 h 30 min.
	22 h		41h 30 min.		31 h 20 min.		31 h 30 min.		31 h 05 min.		28 h 40 min.	
Rostov-on-Don	1,037 km	16 h 35 min.	2,220 km	41 h 15 min.	1,730 km	28 h 55 min.	1,449 km	24 h 25 min.	1,421 km	24 h 05 min.	1,291 km	21 h 55 min.
	13 h 10 min.		33 h 20 min.		22 h 40 min.		22 h 50 min.		22 h 20 min.		20 h 30 min.	
Krasnodar	1,316 km	20 h 45min	2,435 km	45 h 25 min.	2,009 km	33 h	1,728 km	29 h 20 min.	1,700 km	28 h 05 min.	1,570 km	26 h 50 min.
	16 h 50 min.		36 h 20 min.		26 h 20 min.		26 h 30 min.		26 h		24 h 10 min.	
Yaroslavl	248 km	3 h 55 min.	1,568 km	25 h 20 min.	811 km	11 h 55 min.	850 km	14 h 15 min.	480 km	8 h 20 min.	1,240 km	20 h 55 min.
	3 h 50 min.		23 h 30 min.		12 h 50 min.		13 h 30 min.		7 h 20 min.		19 h 10 min.	
Volgograd	940 km	16 h 50 min.	2,250 km	40 h 15 min.	1,633 km	28 h	975 km	16 h 20 min.	947 km	16 h 45 min.	817 km	13 h 15 min.
	13 h 20 min.		33 h 20 min.		22 h 20 min.		14 h 50 min.		13 h 50 min.		12 h 50 min.	
Saransk	627 km	10 h 35 min.	1,951 km	32 h	1,317 km	22 h 20 min.	406 km	6 h 45 min.	255 km	4 h 20 min.	550 km	9 h 05 min.
	8 h 10 min.		27 h 50 min.		17 h 20 min.		6 h 10 min.		3 h 40 min.		7 h 10 min.	
Samara	1,030 km	14 h 45 min.	2,355 km	43 h 45 min.	1,720 km	29 h 50 min.	481 km	8 h 05 min.	760 km	12 h 45 min.		
	15 h 20 min.		35 h 10 min.		24 h 20 min.		7 h		11 h 40 min.			
Nizhny Novgorod	390 km	5 h 15 min.	1,725 km	26 h 40 min.	1,070 km	14 h 55 min.	370 km	7 h				
	5 h 10 min.		25 h		14 h		5 h 30 min.					
Kazan	780 km	3 h 45 min.	2,115 km	33 h 45 min.	1,460 km	21 h 25 min.						
	11 h 20 min.		31 h 10 min.		20 h 20 min.							
Saint Petersburg	645 km	3 h 45 min.	970 km	20 h 20 min.								
	7 h 50 min.		15 h 30 min.									
Kaliningrad	1,280 km	21 h 25 min.										
	19 h 20 min.											

Source: Template 12

particular between Moscow and other main cities, will be upgraded during the next few years. A completely new motorway connection will be built between Moscow and Saint Petersburg.

Transport at Host City level

As part of the Russian Bid Committee's nationwide transport strategy, the candidate Host Cities would be grouped into several clusters (four multi-city/stadium clusters and a single stadium in Yekaterinburg in the Ural Cluster). The cluster transport plans would facilitate the movement of all constituent groups, including spectators, inside each cluster. As part of the cluster concept, each candidate Host City would be responsible for the development and

implementation of its own individual transport plans in and between the official venues. Free transport for all ticket holders and hospitality guests has been proposed within the Host Cities on FIFA World Cup™ matchdays.

The comprehensive Host City transport concept proposes dedicated charter coach and regular shuttle bus services for FIFA constituent groups; on-demand car fleet operations managed on a guest identification system; venue-internal roadways and car parks. Extensive use of river transport would also be promoted in the Volga Cluster.

The layout of the candidate Host Cities, typically based around wide avenues known as *prospekts*, offers several organisational options for dealing with city traffic flows on matchdays.

Saransk		Volgograd		Yaroslavl		Krasnodar		Rostov-on-Don		Sochi	
1,430 km	23 h 25 min.	1,819 km	29 h	1,563 km	24 h 30 min.	2,572 km	43 h 30 min.	2,293 km	39 h 10 min.	2,890 km	46 h 55 min.
19 h 30 min.		26 h 20 min.		24 h 30 min.		38 h 20 min.		34 h		42 h 10 min.	
1,791 km	30 h 20 min.	1,001 km	16 h 30 min.	1,923 km	32 h 35 min.	318 km	5 h 10 min.	570 km	8 h		
25 h 50 min.		15 h 50 min.		26 h 30 min.		4 h 20 min.		8 h 10 min.			
1,129 km	18 h 40 min.	474 km	8 h 20 min.	1,326 km	22 h 10 min.	252 km	3 h 45 min.				
17 h 20 min.		7 h		18 h 20 min.		3 h 10 min.					
1,473 km	24 h 40 min.	703 km	11 h 40 min.	1,605 km	27 h						
21 h		11 h 10 min.		22 h							
735 km	12 h 35 min.	1,228 km	20 h 20 min.								
11 h 30 min.		20 h									
720 km	11 h 50 min.										
9 h 20 min.											

1	3
2	

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

The main cities have a well-equipped infrastructure comprising railway and metro lines, airports and a well-developed motorway system.

- Moscow and Saint Petersburg have the best-equipped city transport infrastructures in Russia, with airports linked to the city centres by railway and metro lines and good connections between the stadiums and the competition-related venues. However, due to the high volume of traffic during peak times, traffic-reduction measures are essential to increase capacity and facilitate event transport operations.
- Sochi and Kazan, which are due to upgrade their railway connections to the airport; and Nizhny Novgorod, which has a high-speed railway system, have a generally satisfactory internal transport infrastructure.
- Yekaterinburg, despite only being accessible by air due to its remote location, has a well-equipped internal city transport infrastructure.
- Samara also has satisfactory inner-city transport infrastructure. Its stadium is located close to the city centre and is linked to its airport by an existing rail connection and a motorway under renovation.
- Kaliningrad, which is situated close to Warsaw International Airport, Poland, and Volgograd, motorways are to be upgraded and whose railway connection to the airport will commence service in 2018, have generally acceptable transport set-ups, albeit less extensive than those of the larger cities listed above. The stadiums in Yaroslavl, Saransk and Rostov-on-Don are conveniently located within walking distance of the city centre, which compensates for their weaker transport infrastructures.
- Only Krasnodar has a generally less extensive transport infrastructure. However, the network of *prospekts* in this city might allow contingency traffic management measures and dedicated lanes for shuttle buses.

Air transport

The Bidder has submitted clear information on its airports, including a comprehensive overview of the planned upgrades. Major development and modernisation programmes are due to be implemented at several candidate Host City airports by 2015 to increase passenger and freight-handling capacity. The aviation market situation in Russia generally reflects the country's "Moscow-centric" organisation. Moscow is the hub, with three large airports operating national and international air connections. However, based on the material provided, the candidate Host Cities generally operate direct connections with one another, with the exception of Kaliningrad and Saransk, which require connections via Moscow. A greater number of direct flight connections to major international airports would have to be made available from all candidate Host City airports.

The capacity of the three Moscow airports and Saint Petersburg airport will be doubled by 2015 (the current passenger handling capacity in the ten hours before and after matches is acceptable), while the capacity of Kazan and Sochi's airports will be quadrupled from their current levels to approximately five million passengers per year by 2018 (passenger throughput of 12,000 and 25,000 respectively in the ten hours before and after the matches). The upgrading of Yekaterinburg airport will be completed by 2012, after which its capacity will increase to seven million passengers (passenger throughput of almost 19,000 in the ten hours before and after matches). Similar upgrades are projected for Kaliningrad and Samara's airports, leaving them with capacities of seven and four million by 2018 and 2020 respectively (passenger throughput of up to approx. 12,000 in the ten hours before and after the matches). A new airport is to be built in Rostov-on-Don by 2017, with an estimated capacity of six to eight million passengers per year (passenger throughput of approx. 10,000 in the ten hours before and after matches).

Krasnodar, Nizhny Novgorod, Saransk, Yaroslavl and Volgograd do not seem to have sufficient airport capacity (insufficient passenger throughput in the ten hours before and after matches). The Bid Book proposes the installation of temporary airport facilities in some candidate Host Cities to increase passenger-handling capacity during the

FIFA World Cup™, a solution which could be effective during an event of this length. However, the risks in terms of the costs and operational set-up of temporary airport facilities would have to be assessed and the implementation and cost coverage would have to be contractually guaranteed by the competent authority.

Flight connections / journey times

	Moscow	Kalinin-grad	Saint Petersburg	Kazan	Nizhny Novgorod	Samara	Saransk	Volgo-grad	Yaroslavl	Krasn-odar	Rostov-on-Don	Sochi
Yekaterin-burg	2 h 10 min. ✓	3 h 30 min. ✓	2 h 30 min. ✓	3 h 05 min. x	1 h 55 min. ✓	1 h 30 min. ✓	4 h x	2 h 15 min. ✓	1 h 45 min. ✓	2 h 50 min. ✓	2 h 35 min. ✓	3 h ✓
				Ufa			Moscow					
Sochi	2 h 10 min. ✓	4 h 25 min. x	2 h 55 min. ✓	2 h 30 min. ✓	2 h 25 min. x	2 h 20 min. ✓	2 h 10 min. ✓	1 h 40 min. ✓	2 h 25 min. ✓	45 min. ✓	1 h 5 min. ✓	
Rostov-on-Don	1 h 35 min. ✓	2 h 50 min. ✓	2 h 25 min. ✓	2 h 5 min. ✓	2 h 55 min. x	1 h 45 min. ✓	3 h 25 min. x	1 h ✓	1 h 50 min. ✓	55 min. ✓		
					Moscow		Moscow					
Krasnodar	2 h ✓	3 h 15 min. ✓	2 h 40 min. ✓	2 h 20 min. ✓	3 h 20 min. x	2 h 05 min. ✓	3 h 50 min. x	1 h 25 min. ✓	2 h ✓			
					Moscow		Moscow					
Yaroslavl	25 min. ✓	2 h 40 min. x	2 h 15 min. x	50 min. ✓	30 min. ✓	1 h 10 min. ✓	40 min. ✓	1 h 30 min. ✓				
		Moscow	Moscow									
Volgo-grad	1 h 35 min. ✓	3 h 50 min. x	2 h 20 min. ✓	1 h 40 min. ✓	1 h 30 min. ✓	1 h 20 min. ✓	1 h 20 min. ✓					
		Moscow										
Saransk	1 h 20 min. ✓	3 h 35 min. x	3 h 40 min. x	1 h 10 min. ✓	40 min. ✓	1 h 15 min. ✓						
		Moscow	Penza									
Samara	1 h 30 min. ✓	2 h 45 min. ✓	2 h 15 min. ✓	55 min. ✓	1 h 5 min. ✓							
Nizhny Novgorod	50 min. ✓	3 h 05 min. x	1 h 45 min. ✓	50 min. ✓								
		Moscow										
Kazan	1 h 35 min. ✓	3 h 50 min. x	2 h 5 min. ✓									
		Moscow										
Saint Petersburg	1 h 20 min. ✓	1 h 40 min. ✓										
Kalinin-grad	1 h 45 min. ✓											

1

2

1. Journey time

2. Direct flights (yes ✓/no x)?

3

3. If no direct flights, specify transfer airport(s)

Conclusion

The bid proposes a generally detailed transport plan based mainly on the clustering of its candidate Host Cities and with reference to the preparations for the 2014 Winter Olympics in Sochi. The country's vastness and geographic location, coupled with the fact that the high-speed railway network is limited and would only link six candidate Host Cities by 2018, imply a dependence on air travel, potentially causing domestic and international transfer challenges in view of the lack of alternative means of long-distance transport. The current air traffic situation is to be improved through major upgrades and capacity increases to the majority of the airports. However, any delay in the completion of the transport projects could impact on FIFA's tournament operations and the proposed installation of temporary facilities could impose a high cost burden. In particular, a greater number of direct flight connections to major international airports would have to be made available from all candidate Host City airports.

Annexe 1 – National transport network

Annexe 2 – Host City transport networks

4.12 Information technology and communication network

The information provided on Russia's current level of information and communications technology (ICT) capability is basic. Deregulation of the telecommunications market in the late 1990s has led to a competitive marketplace and a high level of reliability. A federal telecommunications programme, "Electronic Russia 2002-2010 (TFP)", enables the public regulation of information and communication technologies and the development of information and telecommunications infrastructure. Among other things, this programme includes the development

of digital electronics and uniform voice and data networks; the provision of high broadband capacity on a national scale; the development of an enhanced telecommunications infrastructure; and a two- to threefold increase in trunk line capacity by 2012 and 2015.

The Russian Bid Book also provides the following information:

- The main fibre-optic network operators provide a solid wide-area network for all the candidate Host Cities.
- As for the regional and metropolitan area networks, the closest Points of Presence (POP)/phone exchanges are currently located between 200 and 1,500 metres from the stadiums. By 2018, the access points to POP/phone exchanges in all of the candidate Host cities would be located either in the stadiums themselves or in their immediate vicinity.
- Russia's fixed-line telephony network is dominated by seven Svyazinvest regional telecom operators. The broadband network is also dominated by Svyazinvest, alongside operators such as Comstar-UTS, MGTS and VimpleCom. All the candidate Host Cities are investing heavily in expanding broadband services. Penetration is forecast to reach 80% of Moscow by 2011.
- The main mobile telephony operators in Russia use GSM, with GPRS for 2.5G technology. They currently offer all the basic services. Russia's mobile sector is characterised by large discrepancies between rural and urban penetration rates.
- Wireless usage in traditional voice and data connectivity is growing exponentially in Russia.
- The Russian Government has prioritised the use of the Tetra standard for trunk radio networks.
- As part of the country's Federal Target Programme, the TV/radio broadcasting infrastructure is being modernised and a nationwide switch to digital TV broadcasting is planned by 2015.

- A project is planned to provide high-speed access to information networks through satellite communication systems. The orbital constellation currently deployed has 280 transponders with a total capacity of 10,000 MHz, and the aim is to double this capacity by 2018.
- Basic IT services would be available free of charge to the media.

The Bidder describes a comprehensive programme of upgrades to its IT infrastructure, which suggests that it is committed to modernising its current infrastructure. It is difficult to assess how the limited competition in the telecommunications market would affect FIFA's negotiating position in terms of minimising the overall cost of the solution. The proximity of local primary phone exchanges does not seem to be an issue but the second location needed to meet the Dual Path requirement for the event may lead to significant costs.

The wide range of providers in the fixed-line telephony market may lead to challenges in implementing a seamless fixed-line telephony solution. Broadband penetration in Moscow seems to be at an acceptable level but no information is provided about the rest of the country. In conclusion, although there are good foundations for information technology and communication in some areas of the country, such as Moscow, considerable work would have to be carried out to bring the remainder of the country, and thus the other candidate Host Cities, up to the standard required for the FIFA World Cup™. The bid depends heavily on the planned expansion of Russia's infrastructure to meet future demands that may arise due to technological advancement. However, the 2014 Winter Olympic Games in Sochi will enable the country to gain experience in meeting the ICT needs of a major international sports event.

4.13 Safety and security

Russia has submitted comprehensive and well-structured information which demonstrates an understanding of event security requirements and practices.

The Bid Book presents a security concept which aims to ensure football remains the centre of attention. The Bid Committee guarantees that the Russian Federation would make every effort to provide a safe and secure environment for the tournament.

The Bidder's approach would take into account both local and global aspects. It outlines the federation's existing "Safe City" initiative, which integrates the "human factor" (recruitment and training of high-calibre officers) with best practices and smart technologies. A joint security task force would be established, comprising assigned resources and personnel from key ministries and organisations.

This would form part of a larger security organisational structure, headed by a national security steering committee, covering all key operational areas.

The key players and stakeholders in the bid are defined in order to attain the highest standards of security and safety. A range of integrated plans and structures are proposed to address key questions of safety and security.

The Bid Book establishes four principles as a benchmark for success: friendliness, faith, force and moving forward. The bid also notes the importance of continuously incorporating "lessons learnt" from international sports tournaments into the final security plan. Overall, international safety and security standards for major events are likely to be met.

4.14 Health and medical services

The Bidder provides sufficient and good-quality information, including general health recommendations, a description of the health-care system, medical expenses cover, the proposed health-care facilities to be used during the event, the emergency medicine provisions, the specific medical services planning for the FIFA World Cup™ and anti-doping services. The Bidder has already made considerable progress in implementing its plan, providing details on hospitals at all venues and training camps, the delivery of emergency services at different levels, specific staffing and infrastructure, all the way down to individual equipment items for the medical services at the competition. Its legacy concept ties in with FIFA's Football for Health initiative. 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 anti-doping facilities are of a high standard, including a WADA-accredited laboratory in Moscow. 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 generally covers the requirements outlined in the template Hosting Agreement. In line with its objective of highlighting the diversity of Russian culture, the bid proposes three different candidate Host Cities to stage the events: Moscow, Saint Petersburg and Kazan. The proposed venue for the FIFA World Cup™ team workshop, the Ballroom in the Grand Hotel Europe, is only 250m² and would not be big enough to meet the FIFA minimum seating requirement of 700 people. In addition, the number of rooms in the Radisson SAS Royal, which is proposed for the participating member associations (190 rooms available, compared to FIFA's minimum requirement of 260 rooms), is insufficient. With regard to the proposed venues for the FIFA Confederations Cup draw and team workshop, insufficient detail is given on the space for media and TV areas in the Korston Conference Centre and the Pyramid Complex. Therefore it remains to be seen whether either of the venues would be of adequate size for the event. In addition, there is only 510m² of office space in the Pyramid Complex, compared to FIFA's minimum requirement of 600m². There are adequately sized, good-quality hotels in the vicinity of all of the events to cover the needs of FIFA and the other constituent groups. It also appears that all hotels have signed the FIFA Accommodation Agreement for the competition-related events. Exact distances and travel times for the competition-related events venues are not provided in the Bid Book. In addition, the Russian Bid Committee has taken the initiative of suggesting additional competition-related events such as countdown events, tournament eve events in the Host Cities, Host City entertainment programmes and public

Event	Venue
FWC Preliminary Draw	LenExpo (capacity: 2,800) or New Mariinsky Theatre, Saint Petersburg (capacity: 2,000)
FWC team seminar	LenExpo or Mariinsky Theatre, Saint Petersburg
FWC Final Draw	Manezh Exhibition Hall (capacity: 5,000) or the Kremlin Congress Palace, Moscow (capacity: 6,000)
FWC team workshop	Grand Hotel Europe, Saint Petersburg (250m ²)
FCC Draw	Korston Conference Centre (capacity: 1,300) or Pyramid Complex, Kazan (capacity: 1,100)
FCC team workshop	Korston Conference Centre or Pyramid Complex, Kazan
FWC referees workshop	Pine Forest Resort (capacity: 450) or Le Meridien Country Club, near Moscow (capacity: 247)
FCC referees workshop	Pine Forest Resort or Le Meridien Country Club, near Moscow
FIFA Congress	Gostiny Dvor Congress Centre (10,000m ²) or Luzhniki Sports Palace, Moscow (capacity: 6,500)
FIFA Banquet	Gostiny Dvor Congress Centre (capacity: 1,000) or Luzhniki Sports Palace, Moscow (capacity: 1,800)

viewing throughout Russia in an effort to involve the whole of Russia in the FIFA World Cup™. In conclusion, the venues proposed to host the competition-related events are generally good, although the venue for the team workshop would have to be changed on account of capacity and space limitations. In addition, due to the lack of necessary detail, it remains to be seen whether of the venues proposed for the FIFA Confederations Cup draw and team workshop would have sufficient space to host these events or whether an alternative venue would have to be selected.

requirements, having taken into account the documentation provided during the bid preparation period.

Media facilities and services at venues and stadiums

The quality of the information and clarifications provided by the Bidder is sufficient. Several of the stadium operators, especially in Moscow, Saint Petersburg and Kazan, have experience of hosting European and international matches and finals, such as the 2008 UEFA Champions League final, and media space should not be an issue. The stadium operators are used to dealing with a large number of accredited media and the level of service provided to the media has traditionally been high.

Accredited media representatives and FIFA staff would be given free use of the public transport, while inter-city transport would be available for a reasonable price. Wireless LAN is already standard in the stadiums and would be offered free of charge during the tournament. Regarding the other media facilities needed, assurances/

4.16 Media facilities, communications and public relations

IBC

The Bidder proposes two possible venues for the IBC (International Broadcast Centre) and demonstrates an awareness of the critical

guarantees have been provided that all of FIFA's requirements would be met.

The media space and infrastructure at the competition-related event sites appear to be sufficient. Temporary media structures (for the media tribune, mixed zone and stadium media centre (SMC)) would be required at the existing stadiums and would need to be addressed in the overall space allocation. The Bid Committee has provided assurances that all of the requirements in this respect would be met.

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

Communications and public relations

The Bidder's communications concept is sufficiently detailed.

The country's media landscape is huge and offers vast PR potential. There are about 180 domestic (including six international) and 30 community TV channels, plus a further 170 satellite cable programmes, 27,400 newspapers and magazines (dominated by seven key publishing houses), as well as some 2,000 radio stations. The internet market is developing strongly, and the two main news websites have about 12 million users per day.

The communications strategy includes an "East meets West" -themed campaign to further develop Russian football and promote Russia as an international tourist destination; a "Feel at home" national awareness programme to raise awareness of the event; and a "6-by-6" cultural festival showcasing the cultures of nations comprising the six football confederations.

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. Should the FIFA World Cup™ be hosted in Europe, the TV ratings in Europe and the European media rights income are likely to be higher. 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 2018.

In the case of matches in Russia's European time zones (Moscow and Saint Petersburg are UTC+4), there might be an impact on European TV ratings, although this would most likely be limited. Russia might offer some time zone advantages for the Asian markets, but the effect of these advantages would also be limited and might negatively impact the TV ratings in 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 markets

The quality of the information submitted by Russia in respect of local sports marketing practices and the domestic sponsorship market was sufficient. It included information on the 2014 Winter Olympic Games in Sochi (including a list of eight domestic sponsorship partners), examples of three other domestic sponsorship activities and a list of 25 major Russian corporations sponsoring Russian football and other sports in Russia.

Russia's football fan base is developing and the average attendance at matches in the top league is estimated to be approximately 13,000. Travel distances are large within the country and travel in some areas can be challenging due to infrastructure which is not yet fully developed. Russia is an emerging

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

economy and considered to be important for many of FIFA's Commercial Affiliates. The domestic sponsorship market is underdeveloped and, although developing, is limited in size. The Bid Book makes reference to new legislation enacted with regard to the 2014 Winter Olympic Games in Sochi, which strengthens the protection of intellectual property rights. Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights) has been submitted in compliance with FIFA's requirements. Based on the undertaking given in the Government Legal Statement to enact all necessary legislation at least five years prior to the FIFA World Cup™, the FIFA requirements to avoid ambush marketing and to erect a suitable rights protection programme are fulfilled.

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 level of information provided by the Bidder in respect of outdoor advertising media inventory secured in the candidate Host Cities was detailed.

All of the candidate Host Cities provided information outlining the type, location and extent of secured outdoor advertising media inventory in the requested areas. The precise location of secured inventory was also marked on a map of each candidate Host City. Information relating to "inventory specifically created for the Competitions" was not provided for any candidate Host Cities and in every case was marked "TBD". If Russia is appointed to host the FIFA World Cup™, it is recommended that further information be requested regarding this topic.

The inspection team visited two proposed principal FIFA Fan Fest sites: Red Square in Moscow (proposed Host City for the opening match and final) and Palace Square in Saint

Petersburg (proposed Host City for a semi-final). Both are iconic city-centre locations well served by public transport (metro, bus and rail). The space available at both sites seems to be sufficient to meet FIFA's requirements. The Bidder proposes two FIFA Fan Fest™ venues in each candidate Host City and also proposed staging public viewings in 20 additional non-candidate Host Cities throughout Russia.

4.18 Finance and insurance

The 2017 FIFA Confederations Cup and 2018 FIFA World Cup™ expenditure budgets submitted by the Bidder meet the requirements of the budget template and are supported by detailed analysis of the sub-categories of each budget caption. The sub-categories of the expenditure budgets are in turn supported by more than 70 pages of detailed cost drivers with explanatory narrative.

Expenditure budget

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

Cost figures in thousands	2010 costs excluding inflation		Inflation-adjusted expenditure budgets	
	USD	RUB	USD	RUB
Competition				
FCC 2017	75,724	2,309,574	79,235	3,876,675
FWC 2018	565,542	17,249,049	584,017	29,870,294
Total	641,266	19,558,623	663,252	33,746,969

The Bid Committee has confirmed that the budget totals include contingencies of USD 28.2 million or approximately 4.3% of the 2017/2018 total combined expenditure budget.

Inflation has been considered in the expenditure budgets at annual rates that decline over the period from 2011 to 2022 from 8.7% to 4.2%. The Bidder notes that the inflation rates are taken from the independent medium-term forecast of Russia's national economy, which is in line with the forecasts by the World Bank, European Commission and OECD. According to the Bid Book, inflation rates in Russia have ranged from 8.7% to 20.2% in the period 2000 to 2009.

A foreign exchange rate that increases from RUB 32.1 to RUB 65.0 = USD 1 over the period from 2010 to 2022 has been applied. According to the Bid Book, the historical RUB to USD exchange rate ranged from RUB 28.1 to 31.8 = USD 1 in the period from 2000 to 2009.

Significant budget areas

The Bidder indicates total staff compensation costs of approximately USD 54.3 million (8% of the total combined expenditure budget). Furthermore, the Bidder indicates costs of USD 93.1 million for the LOC appointment, compliance and structure, which includes staff compensation costs. The FIFA World Cup™ stadium operation costs would be USD 167.9 million and are mainly driven by the costs of the stadium requirements, based on estimations made by a specialist overlay consultant. Media requirements and facilities would amount to USD 74.3 million and include costs for the IBC.

Insurance

Total FIFA World Cup™ insurance costs of USD 18.9 million are reported, of which USD 12 million would be allocated to provide cover of USD 300 million for cancellation/postponement/relocation.

Conclusion

The Bidder has submitted the budgets in the format required in the bid and provided additional supporting information. The supporting information provides cost analysis and cost drivers in detail. Based on the

total budget information submitted, the Bidder has demonstrated a clear correlation between the financial parameters of the budget and the intended operational delivery of most areas of the competitions.

4.19 Ticketing

The proposed stadiums meet FIFA's net seating capacity requirement. The indicated seat kills and number of seats with an obstructed view appear to be acceptable, and the VIP and media allocations meet the requirements. The Bid Book provides clear stadium drawings and detailed information about hospitality.

It is reasonable to expect full stadiums (corresponding to 100% of the net seating capacity) in Russia, which would result in approximately 3,141,000 sellable tickets. This bid meets the requirement for indoor hospitality sky boxes and business seats [5% to 8%], thus facilitating generation of hospitality operations. Moreover, high-tech systems are available to manage ticketing operations.

FIFA's ticketing and hospitality requirements are likely to be met.

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 has been submitted in duly executed form without any deviation from the FIFA template. Unilaterally executed Host City Agreements have

been provided by all 13 candidate Host Cities. All such Host City Agreements fully comply with the template Host City Agreement without any deviations. The evaluation of contractual documents for stadiums and training sites is contained in the relevant sections above.

The Bidder has provided all Government Guarantees in full compliance with FIFA's template documents. In its Government Legal Statement, the Russian government undertakes, at least five years in advance of the FIFA World Cup™, to take all measures required to pass and bring into effect all the necessary laws, orders and resolutions that might be required to ensure full compliance with the Government Guarantees. The Legal Opinion is in full compliance with FIFA's template documents. By being awarded the right to host the 2014 Winter Olympic Games in Sochi, the Russian

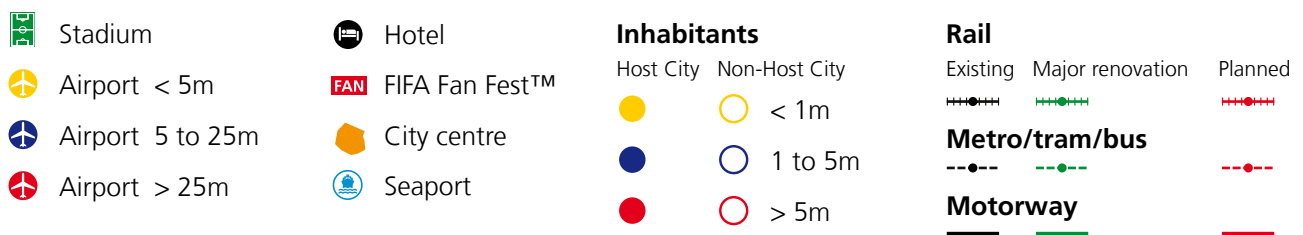
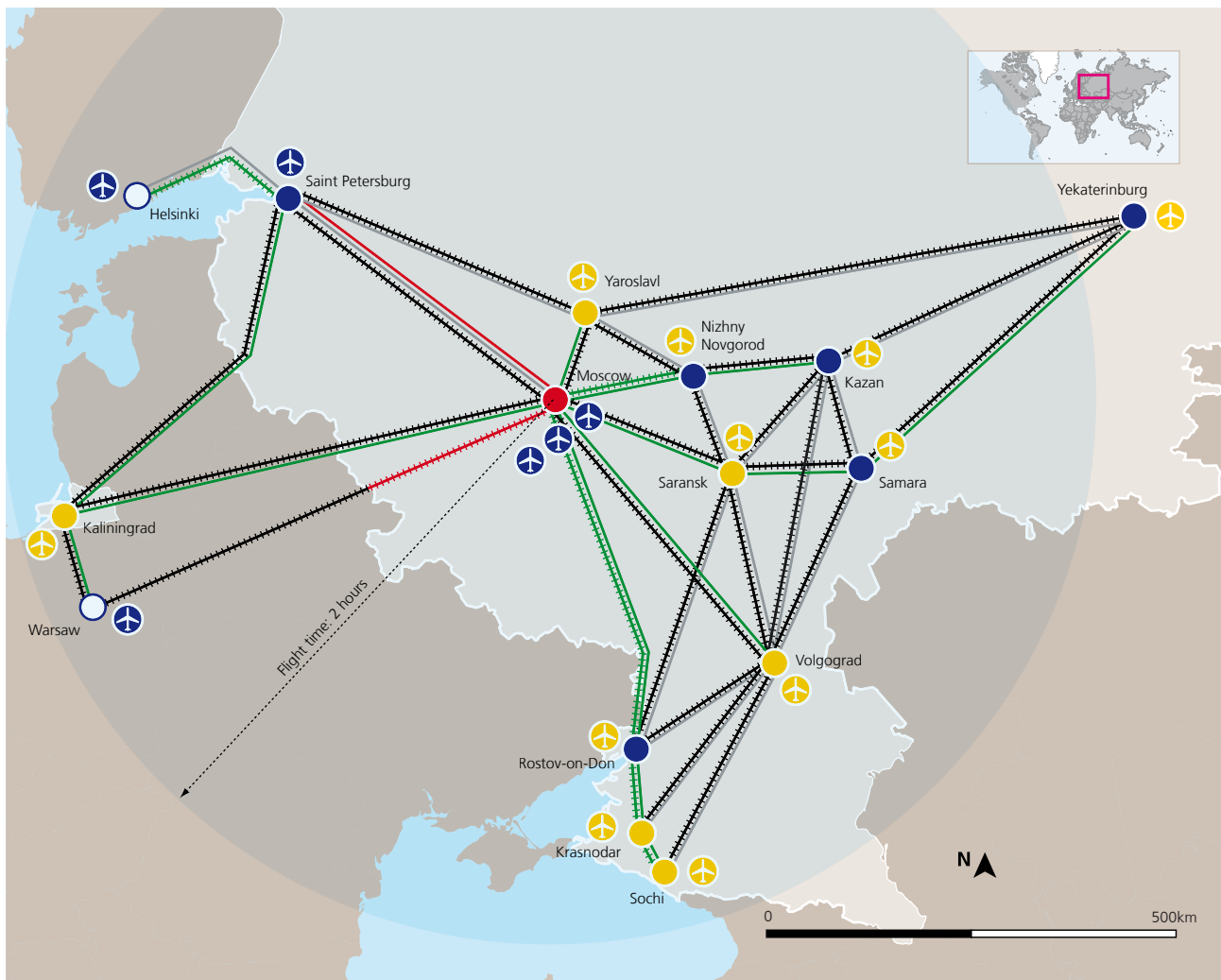
Government has the opportunity to gain experience in supporting the hosting and staging of a major sports events and to show its willingness to make material concessions and accommodate the concerns of event organisers.

Conclusion

If Russia is awarded the hosting rights, FIFA's legal risk appears to be low. The requirements for contractual documents have been met and the necessary government support has been secured and is confirmed by the Government Legal Statement. Furthermore, the Russian Government has been given the chance to gain experience in supporting the hosting and staging of a major sports events and to show its willingness to make material concessions and accommodate the concerns of event organisers.

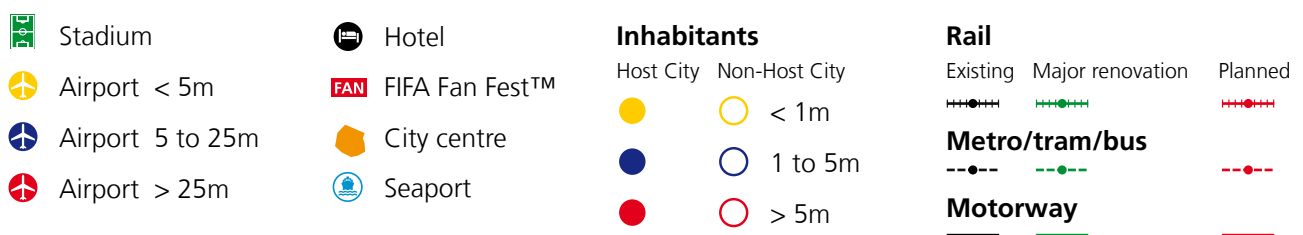
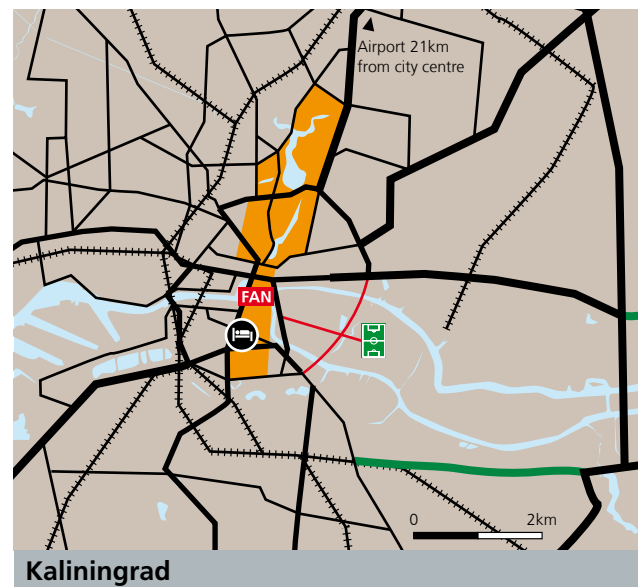
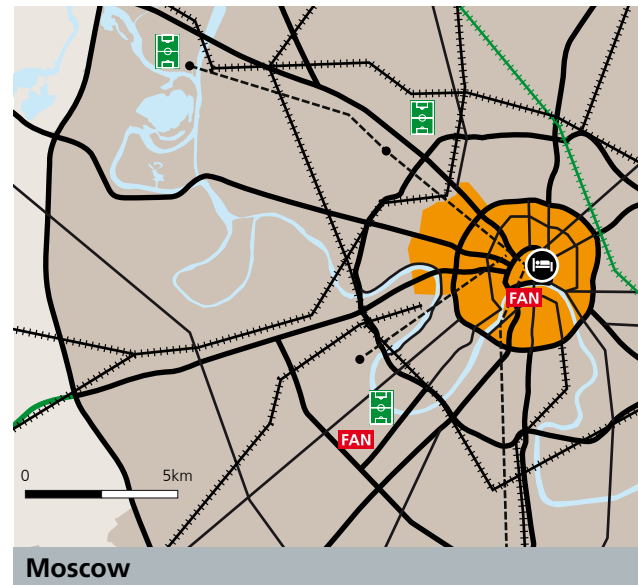
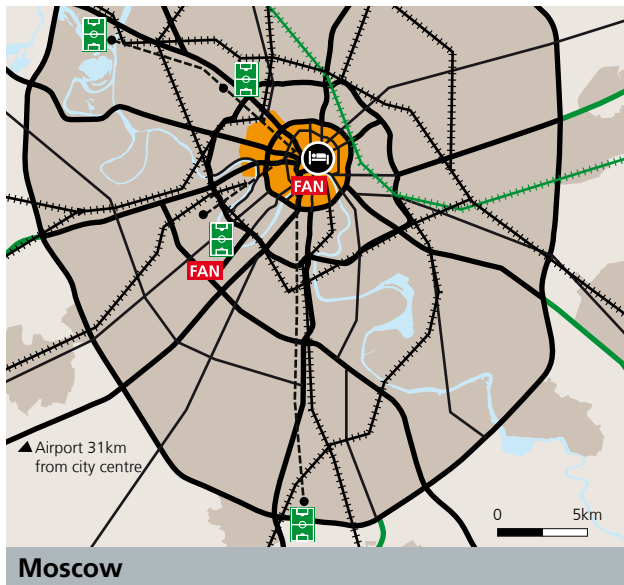
Annexe 1

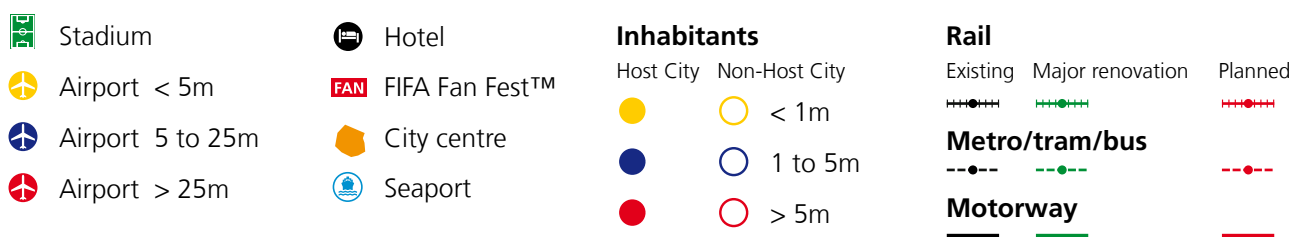
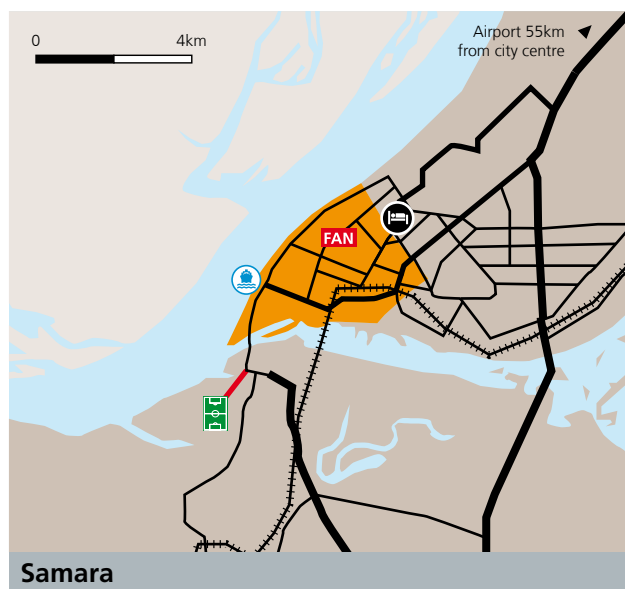
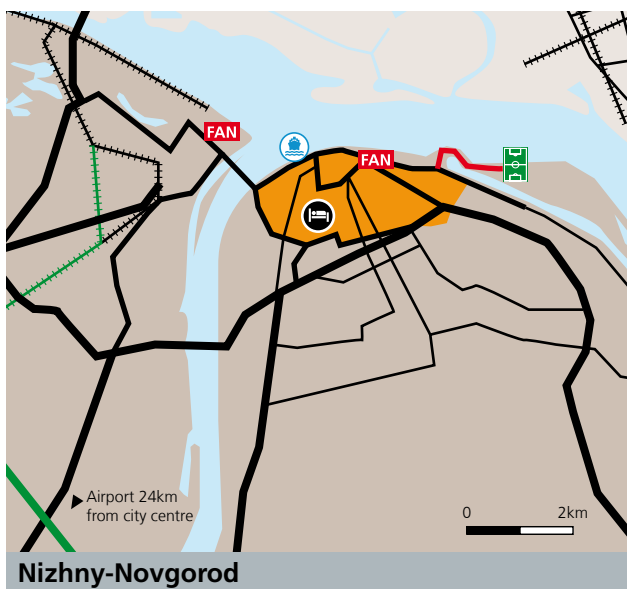
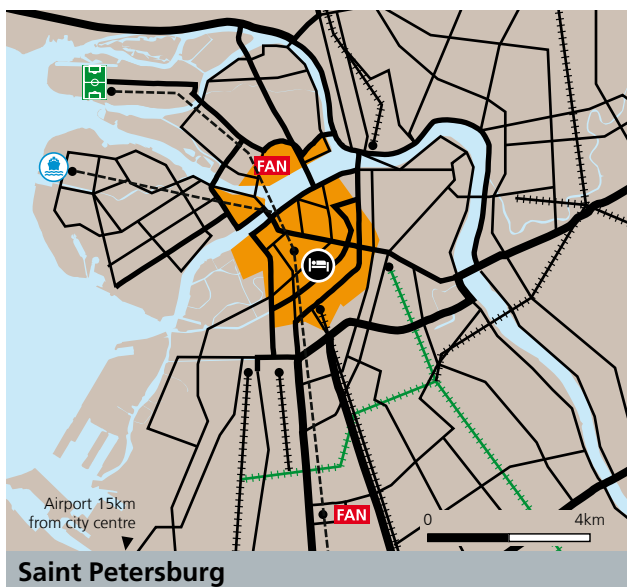
National transport network

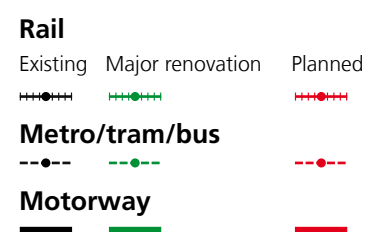
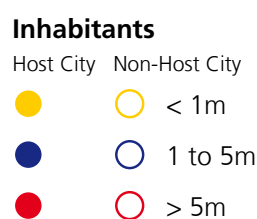
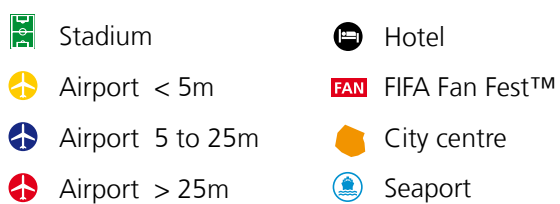
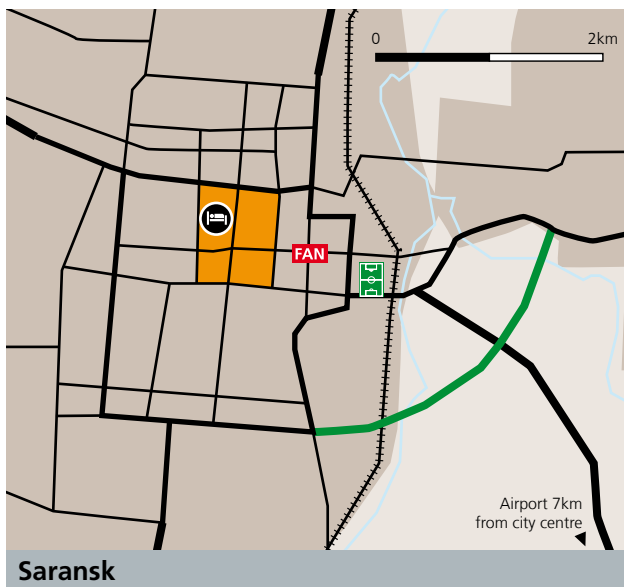


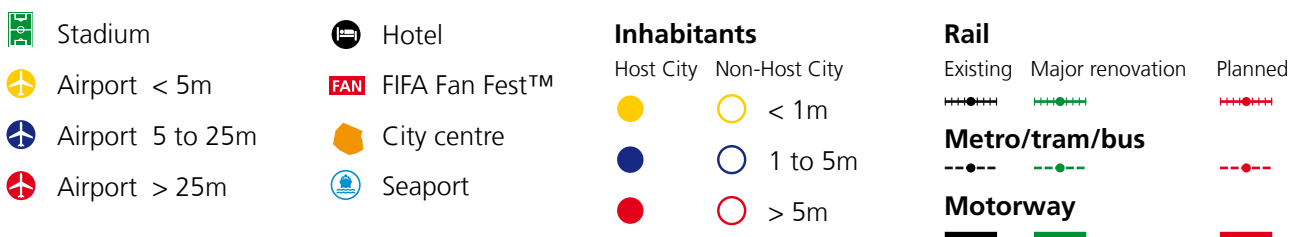
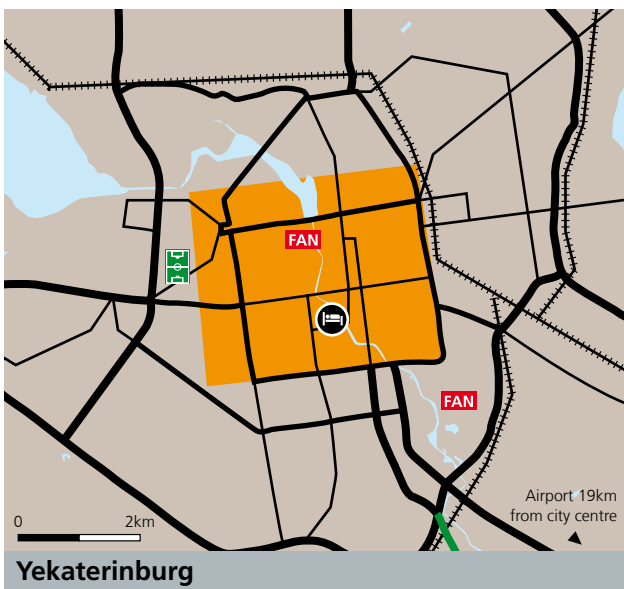
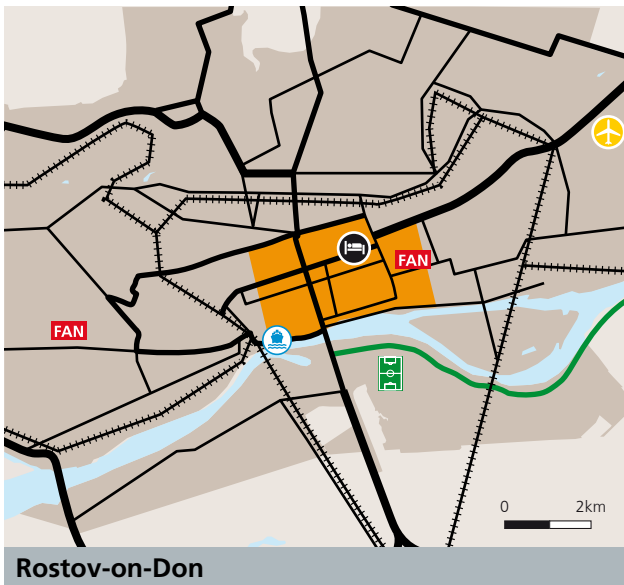
Annexe 2

Host City transport networks









Annexe 3

Overview of legal evaluation

Legal documents	Risk for FIFA	Remarks
Government documents		
Government Guarantees	Low risk	The government support has been secured and the Russian Government has been given the opportunity to gain experience and prove its willingness to make material concessions.
Contractual documents		
Hosting Agreement	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Host City Agreements	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Stadium Agreements	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Training Site Agreements	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Confirmation Agreements	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Overall		
Overall legal risk	Low risk	

Annexe 4

Operational risk

		Remarks
Competition		
Stadium construction	Medium risk	Thirteen of the 16 proposed stadiums are still to be constructed. 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; due to construction scope and timeline, pressure on ticketing plan for stadiums to be constructed.
Team facilities	Low risk	The legal risk is low. Over a dozen hotels have to be built; upgrades required for many training sites.
Competition-related events	Low risk	Proposed location of team workshop is too small (250m²) and therefore not suitable. Solutions are likely to be found.
Transport		
Airports and international connections	High risk	Even with planned renovations, some airport capacities would still not meet requirements. The required temporary facilities were proposed but without guarantees.
Ground transport	Medium risk	Lengthy and infrequent ground transport connections and a lack of alternative means of transport between some of the proposed clusters may lead to a strong dependence on air travel.
Host City transport	Low risk	In general, existing and planned local transport is sufficient; in some cases, old rolling stock might affect reliability. Krasnodar does not meet requirements.
Accommodation		
General accommodation	Medium risk	100,000 rooms contracted, but 63% in the three-star category. Full room inventories of candidate Host Cities appears to be contracted, and therefore high-interest matches may reach limitations in every city other than Moscow, St Petersburg and Sochi. Almost every city has to build rooms, and Kazan is critically dependant on new constructions. There is also a dependence on the modernisation of the hotel sector, mainly in the three-star category. Due to lengthy travel times, the pairing of cities is not a standard option.
TV		
International Broadcast Centre (IBC)	Low risk	

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