



2018 and 2022  
FIFA World Cups™  
Bid Evaluation Report:  
Spain & Portugal



**BIDDING NATIONS**  
SPAIN & PORTUGAL

**FIFA®**

*For the Game. For the World.*



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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 Spain & Portugal's joint bid to host the 2018 or 2022 FIFA World Cup™. In all, nine bids, including two joint bids, have been submitted. Please find in the following pages the evaluation of Spain & Portugal's joint 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 Bidding 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 RFEF and FPF's joint bid for the 2018 or 2022 FIFA World Cup™   |
| 18 September 2009              | Establishment of the joint Bid Committee  |
| 11 December 2009               | Signature of the Bidding Agreement  |
| 14 May 2010                    | Submission of the Bidding Documents to FIFA   |
| 30 August–<br>2 September 2010 | FIFA inspection visit to Spain and Portugal   |
| 2 December 2010                | Appointment by the FIFA Executive Committee of the host countries for the 2018 FIFA World Cup™ and the 2022 FIFA World Cup™ |

## 3. Executive summary

The Spain & Portugal bid's co-hosting concept presents the advantages of co-hosting by referring to the shared history and football culture of the two countries. The joint 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 governments (by virtue of duly executed Government Guarantees).

It should be noted that a co-hosting concept could pose challenges regarding the joint operational delivery of the FIFA World Cup™ in terms of ensuring consistent standards and implementation in various areas such as legal, IT, frequencies, safety and security. Therefore, in order to provide a more complete basis for evaluation of the co-hosting concept, further key operational details would be required, especially in view of the administrative, logistical and financial challenges of co-hosting a FIFA World Cup™.

The joint bid proposes 18 Host Cities and 21 stadiums, thus exceeding FIFA's minimum requirement. Nine of the 21 stadiums would be renovated, five would be constructed, and seven are built with no further renovation indicated. A stadium construction and renovation budget of almost USD 2 billion has been projected.

In terms of football development, the joint bid presents many ideas which could form the basis for further development programmes. Spanish and Portuguese football is respected worldwide and its teams have recorded various successes

at club and international level. In terms of their experience of hosting major international sports events in the last 20 years, Spain hosted the 1992 Summer Olympic Games in Barcelona, while Portugal hosted UEFA EURO 2004. Spain was also the host country of the 1982 FIFA World Cup™.

The Bidder has contracted the required number of venue-specific team hotels (VSTHs) but has not contracted the required number of venue-specific training sites (VSTSs). It has contracted the required number of team base camp (TBC) hotels and training sites. FIFA's team facility requirements could potentially be met, although a complete inventory of contracted training sites is required.

In terms of accommodation, 85,000 rooms have already been contracted, thus exceeding FIFA's minimum requirement of 60,000. However, it should be noted that this figure includes up to 15,000 rooms contracted well outside the candidate Host Cities and that 40% of the 85,000 contracted rooms are concentrated in two cities, Barcelona and Madrid. The Bidder has submitted a suitable proposal for the FIFA headquarters.

In terms of transport, Spain and Portugal can count on three main international airports (Madrid, Barcelona and Lisbon) spread across the peninsula, as well as the AVE train network, which is planned to be one of the most highly developed high-speed train networks in the world upon its completion in 2012. In some cases, however, city transport infrastructure requires attention.

Regarding information and communications technology (ICT), insufficient details are provided in the Bid Book to allow proper evaluation of the overall solution.

Based on the Bid Book, a clear operational concept has not been specified for safety and security, however international standards for major events are likely to be met. International standards for health and medical services are also likely to be met.

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

Regarding the competition-related event venues submitted by the Bidder, some operational areas such as accommodation and transport require further clarification.

Marketing, media and communication matters have also been addressed. The information provided in the Bid Book suggests that the sport and football sponsorship markets in Spain and Portugal are developed. In terms of TV rights, should the FIFA World Cup™ be hosted in Europe, the TV ratings in Europe and the European media rights income are likely to be secured.

The Bidder has submitted an expenditure budget of USD 675.6 million (current) for a FIFA Confederations Cup and FIFA World Cup™ in either 2017 and 2018 or 2021 and 2022. The budget format deviates slightly from the format required and limited supporting information has

been provided. A projection of approximately 3,674,000 sellable tickets has been made.

If Spain & Portugal are 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 with minor steps to be taken to ensure full compliance with the FIFA requirements. The Portuguese Government has recent 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.

## 4. Bid Evaluation Report

Responding to the requirements set out by FIFA in the bid registration, the Real Federación Española de Fútbol (RFEF) and the Federação Portuguesa de Futebol (FPF) 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 30 August to 2 September 2010, and the FIFA inspection team were present in the countries for approximately 76 hours in total.

The visit was well structured and comprehensive information was provided. The itinerary included Madrid, Barcelona, Oporto and Lisbon. In Madrid, the team visited the Santiago Bernabéu Stadium, the proposed venue for the final; the proposed FIFA headquarters hotel; and proposed venues for the Congress, a VIP hotel, the International Broadcast Centre (IBC), a proposed team base camp and a proposed Fan Fest™ site. In Barcelona, it inspected the Camp Nou Stadium, the proposed venue for the opening match; a proposed FIFA VIP hotel; and another proposed venue for the Congress. In Oporto, the team inspected the Dragão Stadium; the proposed venue for the Preliminary Draw; and a proposed VSTH, while in Lisbon it visited the Sport Lisboa e Benfica Stadium and a proposed VSTH. The observations made during this inspection visit are included in the Bid Evaluation Report that follows.

### 4.1 Bidding Country and Host Cities

Spain and Portugal have a combined population of approximately 56.8 million. Spain has a time zone of UTC+1, and observes daylight saving time of UTC+2. Portugal has a time zone of UTC +/- 0 and observes daylight saving time of UTC+1. The official language in Spain is Spanish. Several other official languages, such as Basque, Galician and Catalan/Valencian, are

| Name of Host City | No. of inhabitants | Language              | Altitude |
|-------------------|--------------------|-----------------------|----------|
| Alicante          | 331,750            | Spanish and Valencian | 82m      |
| Badajoz           | 146,832            | Spanish               | 184m     |
| Barcelona         | 1,615,908          | Spanish and Catalan   | 12m      |
| Bilbao            | 353,340            | Spanish and Basque    | 35m      |
| Coruna            | 245,164            | Spanish and Galician  | 57m      |
| Gijon             | 277,554            | Spanish               | 3m       |
| Lisbon            | 564,657            | Portuguese            | 115m     |
| Madrid            | 3,213,271          | Spanish               | 633m     |
| Malaga            | 566,447            | Spanish               | 12m      |
| Murcia            | 430,571            | Spanish               | 75m      |
| Oporto            | 216,080            | Portuguese            | 81m      |
| San Sebastian     | 184,248            | Spanish and Basque    | 6m       |
| Santander         | 182,302            | Spanish               | 64m      |
| Seville           | 699,759            | Spanish               | 27m      |
| Valencia          | 807,200            | Spanish and Valencian | 13m      |
| Valladolid        | 318,461            | Spanish               | 734m     |
| Vigo              | 300,000            | Spanish and Galician  | 28m      |
| Zaragoza          | 666,129            | Spanish               | 247m     |

Source: Template 2



spoken in the autonomous regions of Spain.  
The official language in Portugal is Portuguese.

### Spain

Spain is a constitutional monarchy and a parliamentary democracy, whereby the monarch is the head of state and the president of the government is the head of government. The country is divided into 17 autonomous regions or communities and two autonomous cities with exclusive jurisdiction in certain areas. The legislative branch is made up of the

Congress of Deputies, elected by popular vote, and a Senate, the majority of whose members are elected by popular vote and a fifth of whom are appointed by the regional legislatures. The autonomous communities consist of provinces, which in turn consist of municipalities. The existence of these two subdivisions is granted and protected by the constitution. Spain's economy is one of the largest in Europe and has until recently been regarded as one of the most dynamic in the European Union (EU), attracting significant amounts of foreign

| 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+1     | 27.2                             | 27.2   | 24.6   | 21.1    | 28.5                             | 30.6   | 27.3   | 23.1    | 72.0                              | 75.0                              |
| UTC+1     | 29.2                             | 32.1   | 26.2   | 22.2    | 31.7                             | 34     | 27.5   | 24.1    | 47.0                              | 45.0                              |
| UTC+1     | 24.1                             | 26.2   | 24.1   | 21.2    | 27.1                             | 28.2   | 25.5   | 21.9    | 72.0                              | 70.0                              |
| UTC+1     | 18.2                             | 23.1   | 20.7   | 18.3    | 18.6                             | 22.6   | 20.8   | 18.3    | 78.0                              | 62.0                              |
| UTC+1     | 20.8                             | 20.2   | 18.9   | 16.3    | 21.7                             | 21.3   | 20.0   | 17.5    | 81.0                              | 83.0                              |
| UTC+1     | 20.9                             | 20.4   | 19.2   | 17.5    | 22.9                             | 23.7   | 22.0   | 18.5    | 76.0                              | 78.0                              |
| UTC-0     | 23.5                             | 26.5   | 25.6   | 21.1    | 24.1                             | 25.7   | 25.5   | 20.2    | 66.6                              | 67.5                              |
| UTC+1     | 27.1                             | 28.1   | 26.9   | 21.3    | 29.5                             | 30.8   | 29.4   | 24.7    | 43.0                              | 41.0                              |
| UTC+1     | 26.5                             | 27.1   | 26.4   | 22.7    | 28.6                             | 29.6   | 29.0   | 25.9    | 66.0                              | 65.0                              |
| UTC+1     | 26.5                             | 28.2   | 25.1   | 21.9    | 28.1                             | 30.4   | 28.4   | 26.1    | 66.0                              | 67.0                              |
| UTC-0     | 21.2                             | 22.9   | 22     | 18.3    | 21.6                             | 23.3   | 22.5   | 18.3    | 80.4                              | 78.1                              |
| UTC+1     | 21.8                             | 22.5   | 21.6   | 18.0    | 22.6                             | 24.0   | 22.6   | 19.5    | 81.0                              | 81.0                              |
| UTC+1     | 20.1                             | 19.5   | 18.2   | 15.9    | 22.1                             | 21.9   | 20.1   | 16.5    | 81.0                              | 81.0                              |
| UTC+1     | 27.1                             | 31.7   | 31.1   | 25.9    | 28.8                             | 34.1   | 34.6   | 28      | 53.0                              | 49.0                              |
| UTC+1     | 26.9                             | 28.2   | 24.5   | 20.3    | 28.6                             | 30.8   | 27.5   | 23.2    | 68.0                              | 72.0                              |
| UTC+1     | 25.4                             | 26.7   | 22.1   | 16.1    | 27.3                             | 29.1   | 23.5   | 17.2    | 46.0                              | 40.0                              |
| UTC+1     | 20.6                             | 20.8   | 20.2   | 18.7    | 20.4                             | 20.9   | 20.4   | 18.5    | 76.0                              | 78.0                              |
| UTC+1     | 24.5                             | 26.9   | 25.6   | 19.8    | 28.0                             | 31.7   | 30.5   | 23.4    | 59.0                              | 56.0                              |

investment. The Spanish tourism industry is the second-biggest in the world, worth approximately EUR 40 billion. In 2009, the country's GDP per capita was approximately USD 33,000 and its estimated unemployment rate was 18%.

### Portugal

Portugal is a democratic republic based on a constitutional system. The four main governing components are the president, the parliament (known as the Assembly of the Republic), the government and the courts. The government is headed by the prime minister. The Portuguese administrative structure comprises 18 districts for continental Portugal, while the islands have a regional government. The districts and autonomous regions are further subdivided into 308 municipalities.

Portugal's economy has been changing from one based on public consumption and public investment to one focused on exports, private investment and the development of the high-tech sector. Portugal also has a strong tradition in the fisheries sector, while travel and tourism continue to be extremely important for its economy, with visitor numbers forecast to increase significantly over the next five years. In 2009, its GDP per capita was approximately USD 22,000 and its estimated unemployment rate was 9.5%.

### General information on the Host Cities

The 18 candidate Host Cities for a FIFA World Cup™ are Alicante, Badajoz, Barcelona, Bilbao, Coruna, Gijon, Madrid, Malaga, Murcia, San Sebastian, Santander, Seville, Valencia, Valladolid, Vigo and Zaragoza in Spain, and Lisbon and Oporto in Portugal. These cities are spread all around the Iberian peninsula, covering almost the entire territory of Spain and Portugal. The candidate Host Cities are almost all located on the coast. The southern Spanish cities have a Mediterranean climate, with warm summers and sporadic, light monthly precipitation, while the north-coast Spanish cities and Lisbon and

Oporto have an Atlantic climate, with mild summers and light weekly precipitation. Madrid and the inland cities of the Iberian peninsula have a continental Mediterranean climate, in other words, they can be very dry and warm, especially during the early afternoon.

### Main events

Some Catholic celebrations at city and national level during June could coincide with the tournament period. In addition, 10 June is Portugal's national day, which could have an impact on tournament operations.

## 4.2 Hosting concept

From the initial proposed list of 18 Host Cities and 21 stadiums, the proposed match schedule would include 12 stadiums selected from the candidate Host Cities in Spain and the two Host Cities in Portugal.

The Bidder presents the advantages of co-hosting by referring to the shared history and football culture of the two countries. Spain hosted the 1982 FIFA World Cup™, and the 1992 Summer Olympic Games in Barcelona. Portugal hosted UEFA EURO 2004.

In order to provide a more complete basis for evaluation of the hosting concept, further key operational details would be required, especially in view of the administrative, logistical and financial challenges of co-hosting a FIFA World Cup™.

## 4.3 Football development

Spain & Portugal have submitted basic proposals on how to contribute to football development. The proposals focus on promoting the values of football and having a positive impact on society.

To achieve this, the Bidder intends to multiply the use of new technologies to reach out to more people. According to the Bid Book, 0.5% of the total budget for the event organisation would be used for development and social programmes, whose aims include:

- a) improving knowledge of sport regulations worldwide;
- b) developing use of computer applications in football development;
- c) organising training and experience exchange programmes between coaches;
- d) training other member associations in event organisation;
- e) developing specific programmes to promote women's football;

### Football honours (men's national teams)

#### Spain:

| Competition                 | Honour                    | Year(s)  |
|-----------------------------|---------------------------|--|
| FIFA World Cup™             | 1 x winners               | 2010   |
|                             | 1 x 4 <sup>th</sup> place | 1950   |
|                             | 13 appearances            | 1934, 1950, 1962, 1966, 1978, 1982, 1986, 1990, 1994, 1998, 2002, 2006, 2010 |
| UEFA EURO                   | 2 x winners               | 1964, 2008   |
|                             | 1 x runners-up            | 1984   |
| FIFA Confederations Cup     | 1 x 3 <sup>rd</sup> place | 2009   |
| FIFA U-20 World Cup         | 1 x winners               | 1999   |
|                             | 2 x runners-up            | 1985, 2003   |
|                             | 1 x 4 <sup>th</sup> place | 1995   |
| FIFA U-17 World Cup         | 3 x runners-up            | 1991, 2003, 2007   |
|                             | 2 x 3 <sup>rd</sup> place | 1997, 2009   |
| FIFA Futsal World Cup       | 2 x winners               | 2000, 2004   |
|                             | 2 x runners-up            | 1996, 2008   |
|                             | 1 x 3 <sup>rd</sup> place | 1992   |
| FIFA Beach Soccer World Cup | 1 x 4 <sup>th</sup> place | 2008   |
| Olympic Football Tournament | 1 x Gold                  | 1992   |
|                             | 2 x Silver                | 1920, 2000   |

#### Portugal:

| Competition                 | Honour                    | Year                         |
|-----------------------------|---------------------------|------------------------------|
| FIFA World Cup™             | 1 x 3 <sup>rd</sup> place | 1966                         |
|                             | 1 x 4 <sup>th</sup> place | 2006                         |
|                             | 5 appearances             | 1966, 1986, 2002, 2006, 2010 |
| UEFA EURO                   | 1 x runners-up            | 2004                         |
| FIFA U-20 World Cup         | 2 x winners               | 1989, 1991                   |
|                             | 1 x 3 <sup>rd</sup> place | 1995                         |
| FIFA U-17 World Cup         | 1 x 3 <sup>rd</sup> place | 1989                         |
| FIFA Futsal World Cup       | 1 x 3 <sup>rd</sup> place | 2000                         |
| FIFA Beach Soccer World Cup | 1 x runners-up            | 2005                         |
|                             | 2 x 3 <sup>rd</sup> place | 2008, 2009                   |
|                             | 1 x 4 <sup>th</sup> place | 2006                         |

- f) improving management practices for club and schools football;
- g) promoting disability football;
- h) developing a basic football school model for disadvantaged regions and countries;
- i) developing professional reinsertion programmes for professional footballers.

The Bidder presents a variety of activities without providing much detail. The most sustainable impact might be derived from the ever increasing popularity of football rather than through the proposed development activities. The information presented does not suggest that development is a key topic for the Bidder, although this can partially be explained by the already huge popularity of football in the Bidding Countries. A joint FIFA/MA development committee would have to be established to ensure the impact of the bid's international development proposals.

## 4.4 Sustainable social and human development

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The information provided is comprehensive and includes numerous examples of programmes that could be implemented in the lead-up to a FIFA World Cup™. However, there could have been more information on how FIFA's CSR activities would be integrated into the LOC's plans.

The objective of the Bidder's programme is to use its potential hosting of the FIFA World Cup™ to implement new programmes that use football to promote social integration and healthy lifestyles, and to facilitate access to football.

The focus areas include integrating immigrants, fighting racism and violence in stadiums, fighting sedentary lifestyles and obesity, reducing alcohol abuse among young people, researching cases of sudden death among athletes and football-related injuries, promoting football in public spaces and among marginalised people, and constructing sports schools. Additional proposals include providing financial assistance

to participating member associations from less developed countries (LDCs), donating material used during the event to NGOs and schools, and providing former players with vocational training and employment opportunities in the LOC.

The programmes and campaigns would mainly target Spain and Portugal but there would also be international projects to support LDCs. The Bid Book mentions work being done at government level in both countries and potential partnerships between the two member associations, the Spanish Cooperation Agency and the Portuguese Ministry of Foreign Affairs. However, no project implementation partners are named.

The proposals offer potential for alignment with FIFA's CSR strategy, however this would require close collaboration with FIFA during the competitions.

The large number of programmes proposed underlines the Bidder's commitment and interest in this area. However, the quantity and diversity of these programmes could prove to be a challenge in the event of limited human and financial resources. The limited examples of existing programmes supported by the two member associations as well as the brevity of the proposed programmes make it difficult to assess the feasibility, potential social impact or sustainability of this bid. The programmes listed generally target social issues in Spain and Portugal. Considering the power of the FIFA World Cup™ and the attention it generates worldwide, the programme could be more ambitious in driving or addressing social issues globally.

## 4.5 Environmental protection



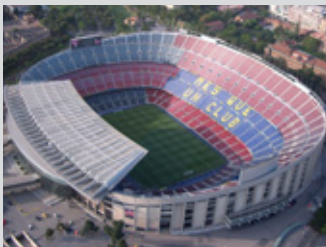
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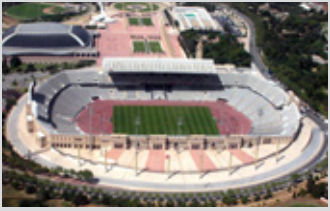



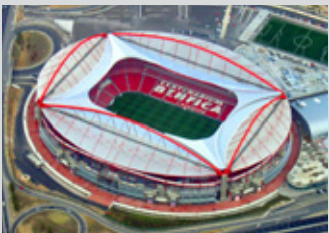


Spain & Portugal provide clear information on all of the requested aspects, establishing a set of intervention areas relevant to hosting the FIFA World Cup™.

The Bidder outlines its objectives and activities in each intervention area and mention ongoing and planned environmental projects on the Iberian peninsula and in Europe. Addressing climate change, the Bidder presents measures for mitigating and offsetting carbon emissions. The Advisory Committee and the internal Transversal Committee would ensure integration of environmental issues across the board, while the Environmental and Sustainability Director would oversee the implementation of the environmental plan. Relations with environmental stakeholders would be facilitated through collaboration between the Iberian Environment Committee, the Social Forum and the Committee for Coordination with Local Authorities. A coherent public awareness programme would be developed, geared towards young people and children and involving professional footballers, environmental volunteers and the media. A new concept named “360° Sustainable Stadiums” would play a central role throughout

the environmental programme. The legacy would include tangible (i.e. new and improved infrastructure, reforested areas) and intangible results (i.e. increased awareness in society, knowledge sharing). It may prove challenging to coordinate and integrate the many committees and working groups involved in the environmental campaign effectively. The level of structural support given to the Environmental and Sustainability Director in meeting the requirements of the LOC and the numerous committees and working groups involved in the environmental programme is unclear. The relevance of the intervention areas to the FIFA World Cup™ and the use of stadiums as a central element of the environmental campaign suggest that the programme has the potential to be effective.

## 4.6 Stadiums

|   |  |
|---|--|
|  | <p><b>Host City: Alicante</b> <span style="float: right;">①</span></p> <p><b>Stadium name: José Rico Pérez</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 29,370/29,681 (1,300/2,720/0)</p> <p>Expected net/gross capacity: 36,850/40,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,500 lux</p> <p>Owner/investors/investment budget: Aligestion Integral/Aligestion Integral/USD 54m</p> <p>Current use: Hércules SAD and Alicante C.F.</p>                           |
|  | <p><b>Host City: Badajoz</b> <span style="float: right;">②</span></p> <p><b>Stadium name: New Vivero</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 14,120/15,198 (1,300/2,070/0)</p> <p>Expected net/gross capacity: 45,500/48,000</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,400 lux</p> <p>Owner/investors/investment budget: Badajoz city council/Badajoz city council and Extremadura’s regional government/USD 11m</p> <p>Current use: C.D. Badajoz</p>           |
|  | <p><b>Host City: Barcelona</b> <span style="float: right;">③</span></p> <p><b>Stadium name: Camp Nou</b></p> <p>Current net/Gross capacity (VIP/media/loss of seats): 96,080/98,700 (2,000/3,800/0)</p> <p>Expected net/gross capacity: 94,100/98,700</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,500 lux</p> <p>Owner/investors/investment budget: FC Barcelona/No investors/USD 0m</p> <p>Current use: FC Barcelona</p> <p>Matches planned: Opening match</p> |

|   |   |
|---|---|
|    | <p><b>Host City: Barcelona</b> <span style="float: right;">④</span></p> <p><b>Stadium name: Lluís Companys Olympic Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 54,020/55,926 (1,450/2,990/926)</p> <p>Expected net/gross capacity: 51,450/55,000</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,470 lux</p> <p>Owner/investors/investment budget: Barcelona city council/No investors/USD 0m</p> <p>Current use: Not applicable</p>                        |
|    | <p><b>Host City: Bilbao</b> <span style="float: right;">⑤</span></p> <p><b>Stadium name: New San Mamés</b></p> <p>Expected net/gross capacity (VIP/media/loss of seats): 49,750/53,100 (1,500/2,720/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,400 lux</p> <p>Owner/investors/investment budget: New San Mamés/Basque Public Administrations (50%) + Athletic Club (25%) + BBK (private investment 25%)/USD 234m</p> <p>Current use: Not applicable (to be used by Athletic Bilbao)</p>                          |
|    | <p><b>Host City: Coruna</b> <span style="float: right;">⑥</span></p> <p><b>Stadium name: Riazor</b></p> <p>Net/Gross capacity (VIP/media/loss of seats): 32,600/35,600 (1,400/2,670/0)</p> <p>Expected net/gross capacity: 41,800/45,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,400 lux</p> <p>Owner/investors/investment budget: Coruna city council/Coruna city council, region and government/USD 309m</p> <p>Current use: R.C. Deportivo Coruna</p>  |
|  | <p><b>Host City: Gijon</b> <span style="float: right;">⑦</span></p> <p><b>Stadium name: El Molinón</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 24,785/25,885 (1,300/2,620/0)</p> <p>Expected net/gross capacity: 36,950/40,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Gijon city council/Gijon city council/USD 99m</p> <p>Current use: Sporting Gijon</p>  |
|  | <p><b>Host City: Lisbon</b> <span style="float: right;">⑧</span></p> <p><b>Stadium name: Sport Lisboa e Benfica</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 61,477/65,647 (2,000/3,390/0)</p> <p>Expected net/gross capacity: 61,310/65,650</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,800 lux</p> <p>Owner/investors/investment budget: Sport Lisboa e Benfica, SAD/No investors/USD 0m</p> <p>Current use: Benfica</p> <p>Matches planned: Group matches</p> |
|  | <p><b>Host City: Lisbon</b> <span style="float: right;">⑨</span></p> <p><b>Stadium name: José Alvalade</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 44,596/50,076 (1,500/2,720/0)</p> <p>Expected net/gross capacity: 46,750/50,100</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,800 lux</p> <p>Owner/investors/investment budget: Sporting Clube de Portugal/No investors/USD 0m</p> <p>Current use: Sporting Lisbon</p>   |
|  | <p><b>Host City: Madrid</b> <span style="float: right;">⑩</span></p> <p><b>Stadium name: Santiago Bernabéu</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 80,315/80,530 (2,500/4,310/0)</p> <p>Expected net/gross capacity: 74,920/80,530</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,200 lux</p> <p>Owner/investors/investment budget: Real Madrid C.F./No investors/USD 0m</p> <p>Current use: Real Madrid</p> <p>Matches planned: Final</p>                     |

|   |  |
|---|--|
|    | <p><b>Host City: Madrid</b> <span style="float: right;">⑪</span></p> <p><b>Stadium name: New Madrid Stadium</b></p> <p>Expected net/gross capacity (VIP/media/loss of seats): 65,850/69,00 (1,600/3,130/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,200 lux</p> <p>Owner/investors/investment budget: Club Atlético de Madrid SAD/Club Atlético de Madrid SAD and city council/USD 264m</p> <p>Current use: Not applicable (to be used by Atlético Madrid)</p>   |
|    | <p><b>Host City: Malaga</b> <span style="float: right;">⑫</span></p> <p><b>Stadium name: New Rosaleda</b></p> <p>Expected net/gross capacity (VIP/media/loss of seats): 41,750/45,000 (1,200/2,620/0)</p> <p>Construction status: To be built</p> <p>Lighting: 1,400 lux</p> <p>Owner/investors/investment budget: Malaga city council/Malaga city council/USD 81m</p> <p>Current use: Not applicable (to be used by Malaga C.F.)</p>  |
|    | <p><b>Host City: Murcia</b> <span style="float: right;">⑬</span></p> <p><b>Stadium name: New Condominia</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 30,688/32,042 (1,300/2,730/0)</p> <p>Expected net/gross capacity: 37,840/41,000</p> <p>Construction status: Minor renovation</p> <p>Lighting: 1,400 lux</p> <p>Owner/investors/investment budget: Murcia city council/public institutions of the Murcia region/USD 14m</p> <p>Current use: Real Murcia C.F.</p>   |
|   | <p><b>Host City: Oporto</b> <span style="float: right;">⑭</span></p> <p><b>Stadium name: Dragão</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 46,099/50,399 (1,350/2,730/0)</p> <p>Expected net/gross capacity: 47,190/50,400</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,600 lux</p> <p>Owner/investors/investment budget: Futebol Clube do Porto/No investors/USD 0m</p> <p>Current use: F.C. Porto</p> <p>Matches planned: Group matches</p>                  |
|  | <p><b>Host City: San Sebastian</b> <span style="float: right;">⑮</span></p> <p><b>Stadium name: Anoeta</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 29,186/32,076 (1,400/2,570/0)</p> <p>Expected net/gross capacity: 40,550/43,650</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,500 lux</p> <p>Owner/investors/investment budget: Anoeta Kiroldegio - Ciudad Deportiva Anoeta, SA/San Sebastian city council and Basque public institutions/USD 127m</p> <p>Current use: Real Sociedad</p> |
|  | <p><b>Host City: Santander</b> <span style="float: right;">⑯</span></p> <p><b>Stadium name: New Sardinero</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 21,800/22,100 (1,350/2,620/0)</p> <p>Expected net/gross capacity: 42,300/45,400</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,500 lux</p> <p>Owner/investors/investment budget: Santander city council/Santander city council and Cantabria regional government/USD 97m</p> <p>Current use: Real Santander</p>                        |
|  | <p><b>Host City: Seville</b> <span style="float: right;">⑰</span></p> <p><b>Stadium name: Seville Olympic Stadium</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 51,400/57,586 (1,600/3,700/2,100)</p> <p>Expected net/gross capacity: 53,830/57,580</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,600 lux</p> <p>Owner/investors/investment budget: Estadio Olimpico de Sevilla S.A./No investors/USD 0m</p> <p>Current use: Not applicable</p>                    |

|  |   |
|--|---|
|   | <p><b>Host City: Valencia</b> <span style="float: right;">(18)</span></p> <p><b>Stadium name: New Valencia Stadium</b></p> <p>Expected net/gross capacity (VIP/media/loss of seats): 69,750/74,000 (1,300/2,550/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Valencia C.F. SAD/Valencia C.F. SAD/USD 406m</p> <p>Current use: Not applicable (to be used by Valencia C.F.)</p>   |
|   | <p><b>Host City: Valladolid</b> <span style="float: right;">(19)</span></p> <p><b>Stadium name: New José Zorrilla</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 23,977/26,512 (1,300/2,410/0)</p> <p>Expected net/gross capacity: 40,670/43,650</p> <p>Construction status: Minor renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/investors/investment budget: Valladolid city council/Valladolid city council/USD 16m</p> <p>Current use: Real Valladolid</p>              |
|   | <p><b>Host City: Vigo</b> <span style="float: right;">(20)</span></p> <p><b>Stadium name: New Balaidos</b></p> <p>Current net/gross capacity (VIP/media/loss of seats): 30,270/31,800 (1,300/2,410/0)</p> <p>Expected net/gross capacity: 39,460/42,300</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,400 lux</p> <p>Owner/investors/investment budget: Vigo city council/Vigo city council, Galicia regional government and others/USD 167m</p> <p>Current use: Celta Vigo</p> |
|  | <p><b>Host City: Zaragoza</b> <span style="float: right;">(21)</span></p> <p><b>Stadium name: New Zaragoza</b></p> <p>Expected net/gross capacity (VIP/media/loss of seats): 46,820/50,000 (1,400/2,650/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,400 lux</p> <p>Owner/investors/investment budget: Zaragoza city council and Aragon regional government/Zaragoza city council and Aragon regional government/USD 108m</p> <p>Current use: Real Zaragoza</p>                  |

### Analysis and comment

- All stadiums would meet the pitch size requirements of 105 x 68 metres.
- All stadiums would have grass pitches.
- Nine stadiums would be renovated between 2011 and 2017, with the design phase already completed.
- The new stadiums would be built from 2007 to 2016, with the design phase already completed. Assurances have been given that FIFA's requirements would be fulfilled.
- The Nou Camp in Barcelona would host the opening match, and the Santiago Bernabéu in Madrid would host the final.
- Three stadiums (New Vivero, El Molinón, New Rosaleda) seem to have insufficient public transport links to their respective city centres.
- All stadiums seem to meet FIFA's seating requirements.

- Four stadiums (New José Zorrilla, El Molinón, Lluís Companys Olympic, José Rico Pérez) do not seem 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 Iberian peninsula and there are numerous transport links between the relevant cities. Three stadiums seem to have insufficient public transport links to their city centres, relying solely on buses and taxis. For specific details, please refer to section 4.11. 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 21 proposed stadiums. All such Stadium Agreements fully comply with the template Stadium Agreement without any deviation.

### Conclusion

The Spain & Portugal joint bid proposes 18 Host Cities and 21 stadiums, thus exceeding FIFA's requirement. Nine of the 21 stadiums would be renovated, five would be newly constructed, and seven are built with no further renovation indicated. In the case of the stadiums in Badajoz, Murcia and Valladolid, the level of investment for renovation appears to be quite low in terms of the capacity increases indicated, while in the case of the Nou Camp in Barcelona no further renovation has been indicated. A stadium construction and renovation budget of just under USD 2 billion has been projected. 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. If Spain & Portugal are awarded the hosting rights for the 2018 or 2022 FIFA World Cup™, specific attention would have to be given to the fulfilment of future FIFA World Cup™ space and quality requirements, especially in terms of the hospitality and commercial programmes.

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

The Bid Book and supporting documents provide basic information on the venue-specific team hotels (VSTHs) and venue-specific training sites (VSTSs) proposed.

The Bid Book proposes 42 VSTHs, the required number based on the 21 stadiums currently proposed by the Bidder. The hotels proposed include 34 four-star and eight five-star properties. The Bid Book states that the VSTHs

were selected in part for their quality and amenities, although no specific hotel details are given. Travel times from the VSTHs to the stadiums are short, which is good, and travel times to the airports also fall well within the requirement. In the case of four VSTH pairings, the hotel standards vary between VSTH A and VSTH B and may have to be aligned.

Furthermore, two VSTHs (one in Lisbon, one in Santander) require further consideration given that their guest room capacities might be less than teams require.

The Bid Book proposes 42 VSTSs, 42 fewer than the required number based on the 21 stadiums currently proposed by the Bidder. The Bidder has effectively paired two VSTHs with two VSTSs in each match venue, hence currently meeting the VSTH requirement but under-delivering on VSTSs. The quality of the VSTSs proposed, however, appears to be of a high standard based on the profiles of the clubs using them, and as evidenced by the few upgrades that appear to be necessary to meet FIFA's requirements (above all enlargement of the training rooms). The proximity requirement between the VSTSs and VSTH is not met in six of the 21 pairings. Two cases in particular stand out on account of the significant difference in travel time the teams occupying the respective venues would experience.

In conclusion, Spain & Portugal have submitted the required number of VSTHs, but significantly fewer VSTSs than required. Although the quality standard of the proposed VSTSs is high, the number of submissions would still fall short of the amount required in the final selection, namely three VSTSs per venue (two primary VSTSs plus one alternative). Proximity considerations between the VSTHs and VSTSs also need to be addressed in six pairings as travel times exceed the acceptable limit.

### Contractual basis

Of the required 42 VSTHs, the Bidder has contracted 42. The number of VSTSs contracted by the Bidder is significantly less

than the required number of 84. 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 sufficient information on the team base camps (TBCs) proposed. The Spain & Portugal bid proposes 82 TBC hotel and training site pairings, thus exceeding FIFA's requirement of 64 offerings. Seventy-seven per cent of the sites are located in Spain, and 23% in Portugal. Most of the sites are located in the outskirts of the candidate Host Cities.

According to the Bid Book, the hotels have been selected on the basis of their comfort and convenience, including access to open-air conditions and distance from cities. Whereas many teams prefer secluded settings, it should be noted that others prefer accommodation in city environments, hence the addition of urban options should be considered. Details for the hotels are not given, but the properties all appear to be of a high standard given their quality ratings. The selection includes 59 four-star and 19 five-star properties as well as three sports academy-type facilities and one bed and breakfast, thus representing an ideal mix and balance of accommodation types to suit a variety of team preferences. Thirty-nine of the hotels proposed have fewer than 100 rooms. The proposed TBC training sites appear to be of an equally high standard to the VSTs. Most of the sites are owned and operated by city councils or local governments, and used by professional clubs. The need for upgrades appears to be minimal as most of the sites already seem to comply with FIFA's requirements. Although the Bid Book suggests

that all hotels and training sites are within 20 minutes' travel time of one other, the documents indicate that 17 pairings exceed this threshold. However, eight training sites are located on the grounds of the hotel, a positive feature for the many teams that prefer such a convenience.

In conclusion, the bid appears to comply with FIFA's requirements for TBCs (hotels and related training sites) in terms of both quantity and quality.

### 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

Spain & Portugal propose a comprehensive and detailed accommodation concept. In some cases, however, there is a discrepancy between the total figures specified in the Bid Book and those in the supporting documents.

Spain is one of the most popular tourist destinations in the world, attracting some 60 million visitors per year, particularly European beach holiday and city tourists. Spain and Portugal's combined hotel sector is one of the largest in Europe, comprising a million guest rooms.

The Bidder provides details on more than 700 different hotel operators in or around the candidate Host Cities. Every one of the hotels listed already exists, with the exception of a

new construction in Vigo (proposed as a FIFA venue-specific team hotel) and two in Madrid. The largest inventories are in Madrid and Barcelona, although the total number of rooms mentioned in the Bid Book for these two cities, as well as for Malaga, Lisbon, Alicante and Seville, deviates significantly from the numbers specified in the table below.

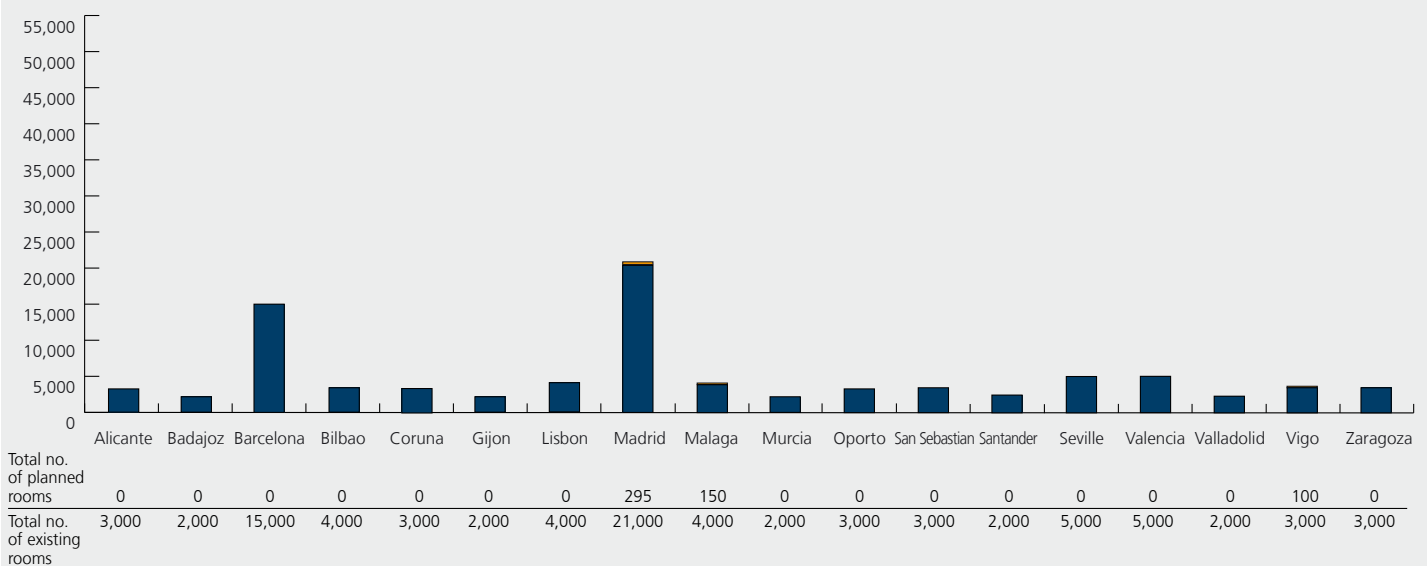
In template 11, the Bidder states that almost 70,000 rooms in and around the candidate Host Cities are already secured by the FIFA Hotel Agreement, mainly in hotels with quality standards ranging from three- to five-star, and the compliance of these contracts with FIFA's requirements has been verified by sample assessment. An additional 15,000 rooms have been secured in the vicinity of the candidate Host Cities, extending as far as the Spanish island of Menorca (not shown in below statistics because situated more than 100km from a candidate Host City). The number

of rooms provided therefore exceeds FIFA's benchmark of 60,000. On average, each hotel is offering 90% of its total inventory, compared to the mandatory 80% in each hotel set out in the template FIFA Hotel Agreement.

The total capacity of each candidate Host City is sufficient to cover the event requirements of at least one group match per Host City per day. Likewise, Barcelona has sufficient capacity to cover the opening match and Madrid sufficient capacity to host the final and the IBC.

However, based on the number of contractually guaranteed rooms, the event requirements are not fully covered in or around eight candidate Host Cities, namely Badajoz, Gijon, Murcia, Oporto, San Sebastian, Santander, Valladolid and Vigo. Based on the total existing inventory, supporter accommodation with guaranteed terms and conditions is mainly limited to the larger candidate Host Cities of Madrid, Barcelona, Seville, Valencia, Malaga and Lisbon.

**Existing and planned rooms within 100km of Host City**



Source: Template 11

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

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

- 5-star USD 690 (Barcelona) to USD 230 (Zaragoza)
- 4-star USD 380 (Barcelona) to USD 210 (Gijon)
- 3-star USD 275 (Barcelona, Bilbao) to USD 150 (Lisbon)

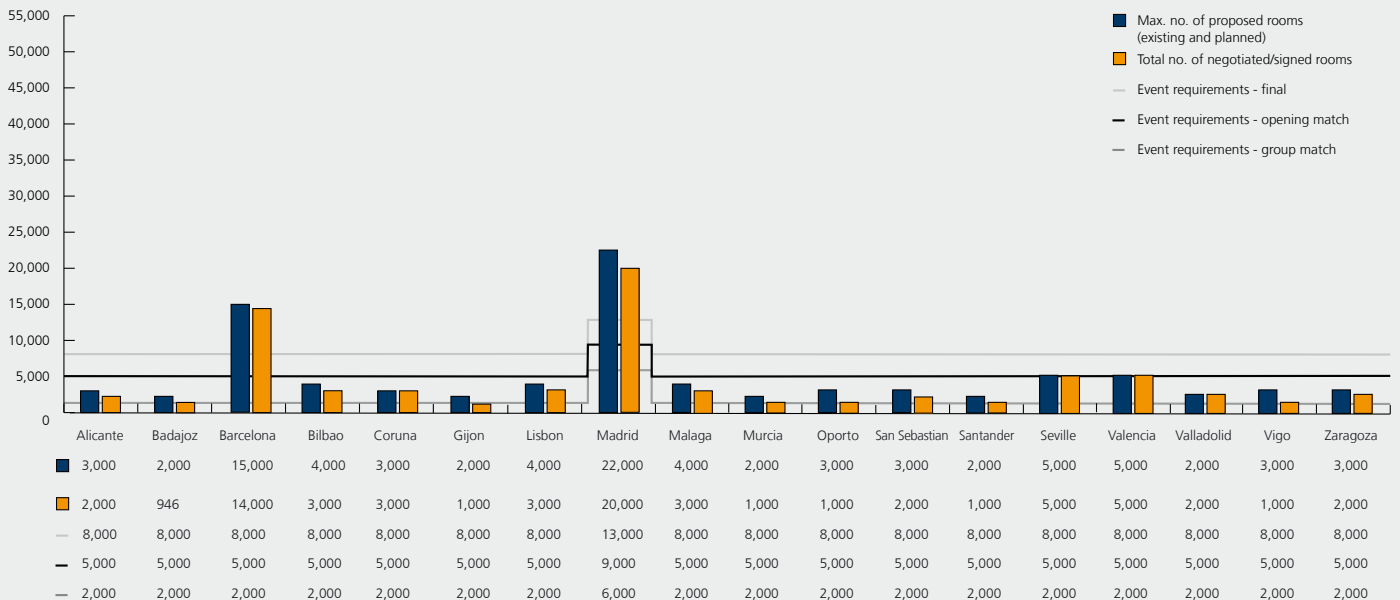
In conclusion, the Spain & Portugal joint bid proposes adequate accommodation capacity, albeit with limited capacity in the vicinity of six candidate Host Cities. In these six cities, the risk is relatively high either of excessive prices, non-negotiable conditions or of long travel distances to the stadiums for a few of the constituent groups and supporters.

## 4.10 FIFA headquarters

The Bid Book provides detailed and comprehensive information on the FIFA headquarters. Three proposals are given for the FIFA headquarters in Madrid: Hotel Meliá Castilla, Hotel Auditorium Madrid and Eurostars Madrid Tower.

The first option is to have open-plan offices in the Convention and Congress Centre of the Hotel Meliá Castilla. The FIFA requirement is for 8,000m<sup>2</sup> of office space. There are 25 function rooms in the centre, providing approximately 6,200m<sup>2</sup>. The remaining offices could be located in the hotel's guest rooms, of which

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 Madrid.

Contracted rooms situated more than 100km from a candidate Host City are not included.

there are 915 (700 are contracted). However, the conversion of guest rooms into office space should not compromise FIFA's requirement for 700 guest rooms. Transport links are good, as the hotel is located in close proximity to the Santiago Bernabéu Stadium and approximately 30 minutes from Barajas Airport.

The second option is to set up open-plan offices in the Hotel Auditorium Madrid Prince Felipe Congress Centre, which measures 15,000m<sup>2</sup>.

The Hotel Auditorium Madrid has 870 rooms (869 of which are contracted). It is located close to Barajas Airport and 15 minutes from Madrid city centre.

The third option is the Eurostars Madrid Tower, which currently has 474 rooms (380 of which are contracted). However, it is intended to extend the hotel and the Four Towers Business Area will be completed in 2012. Since this project is under construction, full details cannot yet be given about the amount of office space available to FIFA.

The FIFA delegation and guests would be accommodated in the same hotel in all three options. Hotel Meliá Castilla and Hotel Auditorium Madrid currently have sufficient rooms contracted for the FIFA delegation and guests.

In conclusion, it would appear from the information in the Bid Book that the second option proposed by the Spain & Portugal Bid Committee for the FIFA headquarters currently complies with FIFA's requirements.

## 4.11 Transport

### Transport at national level

Spain & Portugal provide a clear transport plan based on the concept of "Integral Mobility Management". The plan has been developed on three levels: international, national and local, to meet the needs of the forecast increase in demand during the FIFA tournaments.

Because of the long distances between cities in the Iberian peninsula, Spain and Portugal have been constructing a well-developed high-speed network, due to be completed in 2012, which will provide an additional 27 high-speed AVE train lines and over 2,200km of track.

At present, there are acceptable connections between six candidate Host Cities as part of Spain's AVE high-speed rail system. This system will result in high-speed connections between 17 of the 18 candidate Host Cities by 2018 and it will also be connected via France to the European network by 2012.

Spain and Portugal have an extensive motorway system. The countries' high-capacity 16,000km road network comprises motorways and a toll-free dual carriageway system which already links all the candidate Host Cities. Some major upgrades and few new connections are necessary, however the motorway network is reliable for inter-city connections.

### Transport at Host City level

The Bid Book presents a mobility strategy based on existing transport infrastructure to help improve and adapt the territory to sustainable transport means – with maximum preference and priority to public transport usage – and also to apply certain access restrictions to private vehicles in various locations. All mobility bodies would be integrated into a single management platform, the FIFA World Cup™ Transportation Authority.

- Madrid and Barcelona have a well-developed, efficient rail and metro system. All of their stadiums and the main airports are linked to the main venues by at least a metro or rail connection. Lisbon also offers a similar level of transport service, pending completion of the AVE high-speed railway connection and metro lines to its international airport.
- Valencia, Bilbao and Oporto also have good transport infrastructure, including rail and/or metro connections to the main venues and new planned AVE high-speed railway lines, giving those cities sufficient accessibility

Travel distance between Host Cities

|               | Coruna          |                | Alicante        |                | Badajoz         |                | Barcelona       |                | Bilbao         |                | Gijon          |                | Lisbon         |                | Madrid         |                |
|---------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Zaragoza      | 833 km          | 5 h<br>20 min. | 498 km          | 3 h            | 726 km          | 4h             | 296 km          | 1 h<br>40 min. | 324 km         | 1 h<br>40 min. | 529 km         | 2 h<br>40 min. | 923 km         | 5 h<br>10 min. | 325 km         | 1 h<br>20 min. |
|               | 1 h<br>55 min.  |                | 5 h             |                | 7 h<br>15 min.  |                | 3 h             |                | 3 h<br>10 min. |                | 5 h<br>20 min. |                | 9 h<br>30 min. |                | 3 h<br>10 min. |                |
| Vigo          | 159 km          | 45 min.        | 1,023 km        | 6 h<br>30 min. | 605 km          | 4 h            | 1,171 km        | 6 h<br>30 min. | 670 km         | 3 h<br>35 min. | 405 km         | 1 h<br>50 min. | 455 km         | 1 h<br>50 min. | 596 km         | 3 h<br>25 min. |
|               | 1 h<br>40 min.  |                | 10 h<br>10 min. |                | 6 h             |                | 11 h<br>40 min. |                | 6 h<br>40 min. |                | 4 h            |                | 4 h 30 min.    |                | 6 h            |                |
| Valladolid    | 455 km          | 3 h            | 615 km          | 3 h<br>10 min. | 414 km          | 3 h<br>40 min. | 663 km          | 3 h<br>55 min. | 280 km         | 1 h<br>30 min. | 314 km         | 2 h<br>25 min. | 569 km         | 2 h<br>25 min. | 193 km         | 1 h            |
|               | 4 h<br>30 min.  |                | 6 h<br>10 min.  |                | 4 h<br>05 min.  |                | 6 h<br>40 min.  |                | 2 h<br>50 min. |                | 3 h<br>05 min. |                | 5 h 45 min.    |                | 2 h            |                |
| Valencia      | 961 km          | 5 h<br>30 min. | 166 km          | 45 min.        | 716 km          | 2 h<br>40 min. | 633 km          | 2 h<br>30 min. | 633 km         | 4 h            | 834 km         | 4 h<br>55 min. | 881 km         | 5 h<br>10 min. | 352 km         | 1 h<br>30 min. |
|               | 9 h<br>35 min.  |                | 1 h<br>40 min.  |                | 7 h<br>05 min.  |                | 6 h<br>20 min.  |                | 6 h<br>20 min. |                | 8 h<br>20 min. |                | 9 h            |                | 3 h<br>30 min. |                |
| Seville       | 947 km          | 6 h<br>20 min. | 609 km          | 4 h<br>30 min. | 217 km          | 3 h<br>10 min. | 1,046 km        | 5 h<br>15 min. | 993 km         | 4 h<br>50 min. | 794 km         | 5 h<br>45 min. | 383 km         | 2 h            | 538 km         | 2 h<br>20 min. |
|               | 9 h<br>30 min.  |                | 6 h             |                | 2 h<br>05 min.  |                | 10 h<br>30 min. |                | 10 h           |                | 8 h            |                | 4 h            |                | 5 h<br>25 min. |                |
| Santander     | 547 km          | 3 h            | 815 km          | 5 h<br>25 min. | 662 km          | 5 h<br>55 min. | 693 km          | 3 h<br>55 min. | 108 km         | 45 min.        | 179 km         | 55 min.        | 823 km         | 6 h<br>55 min. | 393 km         | 3 h<br>15 min. |
|               | 5 h 30 min.     |                | 8 h<br>05 min.  |                | 6 h<br>40 min.  |                | 7 h             |                | 1 h<br>05 min. |                | 1 h<br>45 min. |                | 8 h<br>30 min. |                | 4 h            |                |
| San Sebastian | 763 km          | 4 h<br>15 min. | 766 km          | 5 h<br>40 min. | 768 km          | 6 h<br>10 min. | 529 km          | 3 h<br>35 min. | 119 km         | 35 min.        | 365 km         | 2 h<br>10 min. | 906 km         | 7 h<br>10 min. | 469 km         | 3 h<br>30 min. |
|               | 7 h<br>40 min.  |                | 7 h<br>40 min.  |                | 7 h<br>40 min.  |                | 5 h<br>20 min.  |                | 1 h 10 min.    |                | 3 h<br>40 min. |                | 9 h            |                | 4 h<br>40 min. |                |
| Oporto        | 287 km          | 2 h            | 930 km          | 7 h<br>25 min. | 345 km          | 2 h<br>45 min. | 1,068 km        | 8 h<br>05 min. | 648 km         | 7 h<br>45 min. | 469 km         | 3 h<br>05 min. | 311 km         | 1 h<br>35 min. | 524 km         | 5 h<br>15 min. |
|               | 3 h             |                | 9 h<br>20 min.  |                | 3 h<br>45 min.  |                | 10 h<br>20 min. |                | 6 h<br>30 min. |                | 4 h<br>40 min. |                | 3 h            |                | 5 h<br>20 min. |                |
| Murcia        | 1,010 km        | 6 h<br>40 min. | 75 km           | 45 min.        | 675 km          | 5 h<br>20 min. | 590 km          | 4 h            | 795 km         | 5 h<br>10 min. | 873 km         | 6 h<br>05 min. | 842 km         | 6 h<br>20 min. | 401 km         | 2 h<br>40 min. |
|               | 10 h            |                | 45 min.         |                | 6 h<br>50 min.  |                | 6 h             |                | 8 h            |                | 8 h<br>50 min. |                | 8 h<br>45 min. |                | 4 h            |                |
| Malaga        | 1,153 km        | 6 h<br>40 min. | 482 km          | 2 h<br>30 min. | 436 km          | 4 h<br>10 min. | 997 km          | 5 h<br>45 min. | 939 km         | 5 h<br>10 min. | 1,002 km       | 6 h<br>05 min. | 576 km         | 3 h            | 544 km         | 2 h<br>40 min. |
|               | 11 h<br>30 min. |                | 4 h<br>45 min.  |                | 4 h<br>25 min.  |                | 10 h            |                | 9 h<br>25 min. |                | 10 h           |                | 5 h<br>45 min. |                | 5 h<br>25 min. |                |
| Madrid        | 609 km          | 4 h            | 422 km          | 2 h<br>10 min. | 401 km          | 2 h<br>40 min. | 621 km          | 2 h<br>55 min. | 395 km         | 2 h<br>30 min. | 467 km         | 3 h<br>25 min. | 605 km         | 3 h<br>40 min. |                |                |
|               | 6 h             |                | 4 h<br>15 min.  |                | 4 h             |                | 6 h<br>10 min.  |                | 4 h            |                | 4 h<br>40 min. |                | 6 h            |                |                |                |
| Lisbon        | 599 km          | 3 h<br>35 min. | 889 km          | 5 h<br>50 min. | 218 km          | 1 h<br>10 min. | 1220 km         | 6 h<br>35 min. | 847 km         | 6 h<br>10 min. | 759 km         | 4 h<br>40 min. |                |                |                |                |
|               | 6 h             |                | 9 h             |                | 2 h<br>10 min.  |                | 12 h<br>20 min. |                | 8 h<br>45 min. |                | 7 h<br>35 min. |                |                |                |                |                |
| Gijon         | 282 km          | 1 h<br>05 min. | 893 km          | 5 h<br>35 min. | 664 km          | 6 h<br>05 min. | 877 km          | 4 h<br>50 min. | 271 km         | 1 h<br>40 min. |                |                |                |                |                |                |
|               | 2h<br>50 min.   |                | 9 h             |                | 6 h<br>40 min.  |                | 8 h<br>50 min.  |                | 2 h<br>45 min. |                |                |                |                |                |                |                |
| Bilbao        | 644 km          | 3 h<br>45 min. | 817 km          | 4 h<br>40 min. | 694 km          | 5 h<br>10 min. | 620 km          | 3 h<br>10 min. |                |                |                |                |                |                |                |                |
|               | 6h<br>30 min.   |                | 8h<br>15 min.   |                | 7 h             |                | 6 h<br>10 min.  |                |                |                |                |                |                |                |                |                |
| Barcelona     | 1,118 km        | 6 h<br>55 min. | 515 km          | 3 h<br>15 min. | 1,022 km        | 5 h<br>35 min. |                 |                |                |                |                |                |                |                |                |                |
|               | 11 h            |                | 5h<br>05 min.   |                | 10 h<br>05 min. |                |                 |                |                |                |                |                |                |                |                |                |
| Badajoz       | 772 km          | 4 h<br>45 min. | 696 km          | 4 h<br>50 min. |                 |                |                 |                |                |                |                |                |                |                |                |                |
|               | 7h 5 min.       |                | 7 h             |                |                 |                |                 |                |                |                |                |                |                |                |                |                |
| Alicante      | 1,031 km        | 6 h<br>10 min. |                 |                |                 |                |                 |                |                |                |                |                |                |                |                |                |
|               | 10h<br>15 min.  |                |                 |                |                 |                |                 |                |                |                |                |                |                |                |                |                |

Source: Template 12

| Malaga       |             | Murcia      |             | Oporto      |             | San Sebastian |             | Santander  |            | Seville     |             | Valencia    |             | Valladolid  |             | Vigo        |             |
|--------------|-------------|-------------|-------------|-------------|-------------|---------------|-------------|------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 869 km       | 4 h         | 539 km      | 3 h 30 min. | 772 km      | 7 h 15 min. | 268 km        | 1 h 25 min. | 397 km     | 2h         | 863 km      | 3 h 40 min. | 326 km      | 1 h 30 min. | 367 km      | 2 h 20 min. | 849 km      | 4 h 50 min. |
| 8 h 45 min.  |             | 5 h 25 min. |             | 7 h 45 min. |             | 2 h 45 min.   |             | 4 h.       |            | 8 h 35 min. |             | 3 h 15 min. |             | 3 h 40 min. |             | 8 h 30 min. |             |
| 1,060 km     | 6 h 05 min. | 1,002 km    | 7 h 05 min. | 144 km      | 1 h 15 min. | 761 km        | 3 h 45 min. | 578 km     | 3h 30 min. | 880 km      | 5 h 45 min. | 955 km      | 4 h 55 min. | 444 km      | 2 h 30 min. |             |             |
| 10 h 35 min. |             | 10 h        |             | 1 h 45 min. |             | 7 h 35 min.   |             | 5h 45 min. |            | 8 h 50 min. |             | 9 h 30 min. |             | 4 h 30 min. |             |             |             |
| 737 km       | 3 h 40 min. | 594 km      | 3 h 40 min. | 401 km      | 2 h 25 min. | 354 km        | 2 h 30 min. | 248 km     | 2h 15 min. | 589 km      | 3 h 20 min. | 545 km      | 2 h 30 min. |             |             |             |             |
| 7 h 25 min.  |             | 6 h         |             | 4 h         |             | 3 h 30 min.   |             | 2h 30 min. |            | 6 h         |             | 5 h 30 min. |             |             |             |             |             |
| 648 km       | 3 h 15 min. | 241 km      | 1 h 15 min. | 847 km      | 6 h 45 min. | 594 km        | 5 h         | 673 km     | 4h 45 min. | 697 km      | 3 h 50 min. |             |             |             |             |             |             |
| 6 h 30 min.  |             | 2 h 25 min. |             | 8 h 45 min. |             | 6 h           |             | 6h 45 min. |            | 7 h         |             |             |             |             |             |             |             |
| 219 km       | 1 h         | 534 km      | 2 h 30 min. | 557 km      | 3 h 35 min. | 1007 km       | 5 h 50 min. | 837 km     | 5h 35 min. |             |             |             |             |             |             |             |             |
| 2 h 05 min.  |             | 5 h 20 min. |             | 5 h 30 min. |             | 5 h 50 min.   |             | 8h 25 min. |            |             |             |             |             |             |             |             |             |
| 937 km       | 5 h 55 min. | 794 km      | 5 h 55 min. | 600 km      | 4 h 45 min. | 227 km        | 1 h 15 min. |            |            |             |             |             |             |             |             |             |             |
| 10 h         |             | 8 h         |             | 6 h         |             | 2 h 15 min.   |             |            |            |             |             |             |             |             |             |             |             |
| 1,013 km     | 6 h 10 min. | 807 km      | 6 h 10 min. | 721 km      | 5 h         |               |             |            |            |             |             |             |             |             |             |             |             |
| 10 h         |             | 8 h         |             | 7 h 20 min. |             |               |             |            |            |             |             |             |             |             |             |             |             |
| 724 km       | 7 h 55 min. | 899 km      | 7 h 55 min. |             |             |               |             |            |            |             |             |             |             |             |             |             |             |
| 7 h 30 min.  |             | 9 h         |             |             |             |               |             |            |            |             |             |             |             |             |             |             |             |
| 407 km       | 1 h 45 min. |             |             |             |             |               |             |            |            |             |             |             |             |             |             |             |             |
| 4 h          |             |             |             |             |             |               |             |            |            |             |             |             |             |             |             |             |             |

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

Flight connections/journey times

|               | Coruna                                 |   | Alicante                               |   | Badajoz                                |   | Barcelona   |   | Bilbao                                 |   | Gijon                                  |   | Lisbon                                 |   | Madrid      |   |
|---------------|--|---|--|---|--|---|-------------|---|--|---|--|---|--|---|-------------|---|
| Zaragoza      | 1 h 25 min.                            | ✓ | 4 h                                    | ✗ | 3 h                                    | ✗ |             |   | 2 h 55 min.                            | ✗ | 2 h 55 min.                            | ✗ | 3 h 20 min.                            | ✗ | 55 min.     | ✓ |
|               |  |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |
| Vigo          | 3 h 10 min.                            | ✗ | 3 h                                    | ✗ | 3 h 15 min.                            | ✗ | 1 h 40 min. | ✓ | 1 h                                    | ✓ | 3 h 15 min.                            | ✗ | 3 h 05 min.                            | ✗ | 1 h 05 min. | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |  |   | Madrid                                 |   | Madrid                                 |   |             |   |
| Valladolid    | 3 h 30 min.                            | ✗ | 3 h 35 min.                            | ✗ | 3 h 35 min.                            | ✗ | 1 h 10 min. | ✓ | 3 h 25 min.                            | ✗ | 3 h 20 min.                            | ✗ | 3 h 25 min.                            | ✗ |             |   |
|               | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   |             |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   |             |   |
| Valencia      | 3 h 05 min.                            | ✗ | 3 h 10 min.                            | ✗ | 3 h 15 min.                            | ✗ | 55 min.     | ✓ | 1 h 10 min.                            | ✓ | 1 h 15 min.                            | ✓ | 55 min.                                | ✓ | 55 min.     | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |  |   |  |   |  |   |             |   |
| Seville       | 1 h 20 min.                            | ✓ | 1 h 05 min.                            | ✓ | 3 h 10 min.                            | ✗ | 1 h 35 min. | ✓ | 1 h 20 min.                            | ✓ | 1 h 30 min.                            | ✓ | 55 min.                                | ✓ | 1 h         | ✓ |
|               |  |   |  |   | Madrid                                 |   |             |   |  |   |  |   |  |   |             |   |
| Santander     | 3 h                                    | ✗ | 2 h 50 min.                            | ✗ | 3 h 15 min.                            | ✗ | 1 h 20 min. | ✓ | 3 h 05 min.                            | ✗ | 3 h 10 min.                            | ✗ | 3 h                                    | ✗ | 1 h         | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |
| San Sebastian | 3 h 05 min.                            | ✗ | 3 h 10 min.                            | ✗ | 3 h 10 min.                            | ✗ | 1 h 15 min. | ✓ | 2 h 55 min.                            | ✗ | 3 h 05 min.                            | ✗ | 3 h 10 min.                            | ✗ | 55 min.     | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |
| Oporto        | 3 h 15 min.                            | ✗ | 3 h                                    | ✗ | 3 h 25 min.                            | ✗ | 55 min.     | ✓ | 3 h                                    | ✗ | 3 h 10 min.                            | ✗ | 55 min.                                | ✓ | 1 h 05 min. | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid                                 |   | Madrid                                 |   |  |   |             |   |
| Murcia        | 3 h 15 min.                            | ✗ | 2 h 55 min.                            | ✗ | 3 h 10 min.                            | ✗ | 1 h 05 min. | ✓ | 3 h 10 min.                            | ✗ | 3 h 30 min.                            | ✗ | 3 h 30 min.                            | ✗ | 1 h 05 min. | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |
| Malaga        | 3 h 15 min.                            | ✗ | 3 h 10 min.                            | ✗ | 3 h 15 min.                            | ✗ | 1 h 25 min. | ✓ | 1 h 25 min.                            | ✓ | 3 h 10 min.                            | ✗ | 1 h 25 min.                            | ✓ | 1 h 10 min. | ✓ |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |  |   | Madrid                                 |   |  |   |             |   |
| Madrid        | 1 h 10 min.                            | ✓ | 1 h                                    | ✓ | 1 h 10 min.                            | ✓ | 1 h 10 min. | ✓ | 1 h                                    | ✓ | 1 h 05 min.                            | ✓ | 1 h                                    | ✓ |             |   |
|               |  |   |  |   |  |   |             |   |  |   |  |   |  |   |             |   |
| Lisbon        | 3 h 10 min.                            | ✗ | 3 h 10 min.                            | ✗ | 3 h 30 min.                            | ✗ | 1 h         | ✓ | 50 min.                                | ✓ | 3 h 30 min.                            | ✗ |  |   |             |   |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   |  |   | Madrid                                 |   |  |   |             |   |
| Gijon         | 3 h 05 min.                            | ✗ | 3 h 05 min.                            | ✗ | 3 h 15 min.                            | ✗ | 1 h 30 min. | ✓ | 3 h 10 min.                            | ✗ |  |   |  |   |             |   |
|               | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid                                 |   |  |   |  |   |             |   |
| Bilbao        | 1h                                     | ✓ | 1 h 15 min.                            | ✓ | 3 h 05 min.                            | ✗ | 1 h 10 min. | ✓ |  |   |  |   |  |   |             |   |
|               |  |   |  |   | Madrid                                 |   |             |   |  |   |  |   |  |   |             |   |
| Barcelona     | 1 h 40 min.                            | ✓ | 1 h 10 min.                            | ✓ | 1 h 40 min.                            | ✓ |             |   |  |   |  |   |  |   |             |   |
|               |  |   |  |   |  |   |             |   |  |   |  |   |  |   |             |   |
| Badajoz       | 3 h 25 min.                            | ✗ | 3 h 05 min.                            | ✗ |  |   |             |   |  |   |  |   |  |   |             |   |
|               | Madrid                                 |   | Madrid                                 |   |  |   |             |   |  |   |  |   |  |   |             |   |
| Alicante      | 3 h 05 min.                            | ✗ |  |   |  |   |             |   |  |   |  |   |  |   |             |   |
|               | Madrid                                 |   |  |   |  |   |             |   |  |   |  |   |  |   |             |   |



| Malaga                                 |   | Murcia                                 |   | Oporto                                 |   | San Sebastian                          |   | Santander                              |   | Seville                                |   | Valencia    |   | Valladolid  |   | Vigo   |   |
|--|---|--|---|--|---|--|---|--|---|--|---|-------------|---|-------------|---|--------|---|
| 3 h 35 min.                            | ✗ | 4 h 10 min.                            | ✗ | 3 h 20 min.                            | ✗ | 3 h 10 min.                            | ✗ | 2 h 55 min.                            | ✗ | 2 h 45 min.                            | ✗ | 2 h 40 min. | ✗ |             |   | 3 h    | ✗ |
| Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid      |   |             |   | Madrid |   |
| 3 h 05 min.                            | ✗ | 4 h                                    | ✗ | 3 h 05 min.                            | ✗ | 3 h 10 min.                            | ✗ | 3 h 05 min.                            | ✗ | 3 h                                    | ✗ | 1 h 25 min. | ✓ | 3 h 10 min. | ✗ |        |   |
| Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |             |   | Madrid      |   |        |   |
| 3 h 35 min.                            | ✗ | 3 h 35 min.                            | ✗ | 3 h 35 min.                            | ✗ | 4h                                     | ✗ | 3 h 25 min.                            | ✗ | 3 h 30 min.                            | ✗ | 1 h 20 min. | ✓ |             |   |        |   |
| Combination train and plane via Madrid |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   | Combination train and plane via Madrid |   |             |   |             |   |        |   |
| 1 h 30 min.                            | ✓ | 2 h 55 min.                            | ✗ | 3 h                                    | ✗ | 3 h 30 min.                            | ✗ | 1 h 05 min.                            | ✓ | 1 h 05 min.                            | ✓ |             |   |             |   |        |   |
|  |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |  |   |  |   |             |   |             |   |        |   |
|  |   | 4 h 30 min.                            | ✗ | 3 h                                    | ✗ | 3 h 10 min.                            | ✗ | 1 h 20 min.                            | ✓ |  |   |             |   |             |   |        |   |
|  |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |  |   |  |   |             |   |             |   |        |   |
| 1 h 30 min.                            | ✓ | 3 h 10 min.                            | ✗ | 3 h                                    | ✗ | 3 h 10 min.                            | ✗ |  |   |  |   |             |   |             |   |        |   |
|  |   | Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |  |   |  |   |             |   |             |   |        |   |
| 3 h 10 min.                            | ✗ | 3 h 25 min.                            | ✗ | 3 h                                    | ✗ |  |   |  |   |  |   |             |   |             |   |        |   |
| Madrid                                 |   | Madrid                                 |   | Madrid                                 |   |  |   |  |   |  |   |             |   |             |   |        |   |
| 3 h 25 min.                            | ✗ | 3 h 30 min.                            | ✗ |  |   |  |   |  |   |  |   |             |   |             |   |        |   |
| Madrid                                 |   | Madrid                                 |   |  |   |  |   |  |   |  |   |             |   |             |   |        |   |
| 3 h 10 min.                            | ✗ |  |   |  |   |  |   |  |   |  |   |             |   |             |   |        |   |
| Madrid                                 |   |  |   |  |   |  |   |  |   |  |   |             |   |             |   |        |   |

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

- to cope with the extra demands of the FIFA World Cup™.
- Zaragoza, Valladolid, Malaga and Seville have acceptable accessibility at a national level thanks to the AVE high-speed railway lines, although they do not have particularly efficient airport connections via public transport. The same would apply to candidate Host Cities such as Alicante, Coruna, San Sebastian and Santander when their respective AVE high-speed rail connections and stations are completed. Alicante and Coruna, whose stadiums are within walking distance of the city centre, and Valladolid, which is due to have a new direct connection to Madrid International Airport, have a high standard of accessibility.
  - Badajoz, Gijon, Murcia and Vigo, despite their planned AVE high-speed rail connections, do not offer reliable, high-capacity public transport connections to their respective stadiums.

### Air transport

The airport network in Spain and Portugal comprises more than 50 airports, thus ensuring sufficient air connections between the cities. The completion of the extensive AVE high-speed railway network is also expected to reduce demand for air transport in the Iberian peninsula in the next decade.

Spain and Portugal can rely on three main international airports: Madrid (MAD), Barcelona (BCN) and Lisbon (LIS), all offering many worldwide connections. Madrid and Barcelona serve approximately 50 and 30 million passenger per year respectively, while Lisbon (the hub airport of Portuguese airline TAP) served around 13 million in 2009. Those three main airports would be able to handle the additional passenger throughput resulting from the staging of a FIFA tournament.

Alicante (ALC) and Malaga (AGP) also have well-developed airports, each carrying about ten million passengers in 2009, and provide acceptable passenger-handling capacity in the

ten hours before and after matches. The same would also apply to Bilbao (BIO), Valencia (VLC), Seville (SVQ) and Oporto (OPO) if they were adapted to meet the specific operational needs, due to the amount of parking (stands) they offer for medium-sized aircraft. A new airport is also due to be completed in Murcia in the next few years with an acceptable passenger-handling capacity.

Despite all having relatively small airports, Valladolid (one hour from Madrid), Santander and San Sebastian (one hour from Bilbao) and Zaragoza (1 hour 40 from Barcelona), could rely on short train connections to the main airports.

The candidate Host Cities in the north-west, Coruna, Gijon and Vigo, have smaller airports whose limited passenger-handling capacity (estimated at being around 10,000 in the ten hours before and after matches by 2018) might not be able to cope with the potential increase in passenger numbers during tournament operations. However, the airports in Coruna and Vigo could rely on each other, on Oporto Airport, which is under two hours by train, and on Gijon and Bilbao Airports, both of which are 1 hour 40 minutes by train.

The smaller airport in Badajoz (which has a passenger-handling capacity of less than 4,000 in the ten hours before and after matches) could rely on the short connection by AVE high-speed train (about one hour) to Lisbon.

### Conclusion

The completion of the planned new high-speed AVE train lines by the end of 2012 will mean the Iberian peninsula has a well-developed high-speed network (over 2,200km of track) in the world, thus giving Spain and Portugal reliable and fast connections between its candidate Host Cities. The three main international airports of Madrid, Barcelona and Lisbon are spread across the peninsula, which facilitates the arrival of guests. Fourteen out of the 18 candidate Host Cities have acceptable city infrastructure

and brand-new railway stations which are well connected to the competition-related venues. In the other Host Cities, however, city transport infrastructure requires attention.

#### Annexe 1 – National transport network

#### Annexe 2 – Host City transport networks

## 4.12 Information technology and communication network

The information provided by the Bidder is basic. It lacks specific detail and could be applied to any major IT project.

The Bid Book claims that the availability of services, regardless of the location, and social networks for communication are key elements of its IT solution. The various components of the IT solution are described, but not how they are to be achieved. For example, control panel services are mentioned, but there is no clear description of the type of services or how they would be applied. Overall, the services are not aligned with the roles and responsibilities provided to the Bid Committee. The IT section provides some information on the potential overall solution that could be put in place. Currently, there is 97% ASL coverage and 87% EDGE/UMTS/HSDPA coverage.

In terms of fixed and mobile telephony, statistics are provided but it is unclear which statistics cover Spain, Portugal or both.

Detailed information is provided about the telecommunication and internet services, but only for Portugal. As for the communication network and internet infrastructure, data is provided for Spain and Portugal but is inconsistent for both countries, making it difficult to evaluate the overall solution.

In Spain, new-generation fibre-optic networks are currently being fully expanded, enabling download speeds of 100 Mbps and upload speeds of 3Mbps, as well as the possibility of 50Mbps synchronous links. In Portugal,

the networks are being developed to allow a minimum speed of 40Mbps for 50 per cent of the population within 24 months.

Concerning satellite availability, comprehensive solutions are available for both the domestic and international signal distribution within both countries.

Regulatory bodies are in place in both countries to facilitate the management of radio frequencies for the FIFA World Cup™. The unique requirements of the event are being taken into account, as was the case for the UEFA EURO 2004.

In terms of common offerings for services in the business market, limited information is provided on the price of services, but the price of the “best package service” for voice and broadband is 20.8% cheaper than the EU average.

With respect to estimated expansion and expected development, detailed information is provided on Spain’s AVANZA plan to improve the technological abilities of citizens, as well as vague details on its PEBA plan to increase the availability of broadband in rural and other isolated zones. Limited information is provided on Portugal in this regard.

The information provided in the Bid Book does not provide a full picture of the telecommunications solutions that would be put place for the event, and therefore does not allow proper evaluation of the overall solution. In many areas, there seem to be separate responses from Spain and Portugal. This might cause issues if the situation is representative of the potential operational IT solutions for the FIFA World Cup™, thus raising the question of whether the joint bid can ensure the operational integration necessary for co-hosting. Moreover, many sections provide a broad statement of the steps that would be taken to deliver IT services, but few concrete examples. On the other hand, the experience gained by Portugal during UEFA EURO 2004 should aid overall understanding of the event requirements.

## 4.13 Safety and security

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The Bid Book focuses on recently held events in Spain and Portugal to underline its experience in international event organisation. Despite including illustrative examples and references, the proposals do not suggest that the Bidder has devised a clear operational concept.

In addition to listing the events held on their respective territories in recent years, the Bidder lists numerous national ministries and their agencies involved in guaranteeing security in order to demonstrate the detail devoted to security organisation in both countries. However, this information is not accompanied by any in-depth project planning.

The Bidder has opted to give priority to the figures in its Bid Book rather than provide further details on its global security plan.

While the statistics provided are important, the Bidder seems to have invested less effort in formulating a clear security concept, which makes it difficult to determine the planned structure and the roles and responsibilities of the key participants and stakeholders.

The Bidder does not explain how the various safety and security forces would be integrated in a coherent organisational structure and how the synergies would be used to steer the project. It only provides a generic list of its intentions in terms of security planning towards the end of the presentation.

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

## 4.14 Health and medical services

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The Bidder provides sufficient 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 these countries.

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

## 4.15 Competition-related events

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The information given in the Bid Book is brief with regard to the competition-related events. In some cases, there is a discrepancy between the total number of rooms specified in the Bid Book and that specified in the supporting documents. The evaluation in this section of the report is based on the figures specified in template 17.

The Spain & Portugal Bid Committee has proposed that the competition-related events be hosted in four different cities, thus ensuring a fair sharing of the events throughout the two countries.

| Event                                 | Venue  |
|---------------------------------------|--|
| FWC Preliminary Draw and team seminar | Santa Maria da Feira, Oporto (main auditorium capacity: 1,414)                               |
| FWC Final Draw                        | Madrid New Conference Centre (to be constructed by 2012; capacity: 3,500)                    |
| FWC team workshop                     | Madrid New Conference Centre   |
| FCC Draw and team workshop            | Corinthia Lisbon (capacity: 1,400)   |
| Referees workshop                     | Alcala de Henares, Madrid (capacity details not provided)                                    |
| FIFA Congress and the FIFA Banquet    | Catalonia Conference Centre, Barcelona (capacity: 2,000 for Congress; 3,000 for the Banquet) |

The capacities of the proposed venues are all in accordance with FIFA's requirements, with the exception of the venue for the Preliminary Draw, the Santa Maria da Feira Conference Centre, whose main auditorium is too small as it only has a capacity of 1,414 (the FIFA requirement is 2,400). No capacity details are provided for Alcala de Henares in Madrid, the proposed venue for the referees workshop. Information about the overall size (m<sup>2</sup>) of the different venues is not provided in the Bid Book or the Bid Book templates. High-quality hotels have been proposed in the vicinity of the competition-related events. However, there is currently an insufficient number of rooms for the Preliminary Draw (only 128 rooms for the member associations), team workshop (only 487 rooms for both FIFA and the teams) and FIFA Congress (only 303 rooms for the member associations). Additional rooms would have to be sourced and contracted for these events. Exact distances and travel times for the competition-related events are not provided in the Bid Book. The Spain & Portugal Bid Committee also makes some suggestions for additional events. In conclusion, it appears that not all of the venues proposed in the Spain & Portugal Bid Book currently fulfil FIFA's requirements for hosting the competition-related events.

## 4.16 Media facilities, communications and public relations

### IBC

The Bidder demonstrates an awareness of the critical requirements and the proposed venue appears to offer sufficient capacity to handle the International Broadcast Centre (IBC) requirements. However, the Bidder has indicated that no alternative to the proposed IBC venue has been considered.

### Media facilities and services at venues and stadiums

The quality of the information and clarifications received from the Bidder is sufficient. Most of the stadium owners have experience of staging international football events involving large numbers of international media.

Transport within the Host Cities would be complimentary, while special low-budget prices would be offered to the media for inter-city transport.

The media space and infrastructure at the venues proposed for the competition-related events meet the requirements. However, temporary media structures (for media tribune, mixed zone and the stadium media centre)

would be required at most of the existing stadiums and would need to be addressed in the overall space allocation.

To summarise, with the possible exception of space issues, there is no major risk in terms of media facilities and services.

### Communications and public relations

The Bidder's communications concept is sufficiently detailed, although more information would be required about timelines. The main focus of the Bidder's communications and PR strategy is on mobilising both countries to participate in the FIFA World Cup™.

The Spanish and Portuguese media devote a great deal of attention to sport in general and football in particular. In Spain alone, there are about 3,000 sports journalists. The main news agency in Spain is EFE, the fourth-largest agency in the world. There are six national daily newspapers and six daily sports newspapers.

The state-owned Radiotelevision Espanola (RTVE) has six radio stations and six TV channels, and there are six private TV channels. Spain is also equipped with digital terrestrial TV. According to the Bid Book, there are currently nine major media groups in Portugal, of which the largest is Impresa. Controlinveste owns the media rights to the Portugal national team and has the only TV channel dedicated exclusively to sports. Media Capital is the leading group in terms of TV audience share, while Cofina, with its five newspapers and 11 magazines, is number one in the written press sector.

The key objectives of the communications strategy are: to focus on the fans' main interests and integrate the public as much as possible in the organisation of the event; to involve key international media to create a platform for maximum global impact; and to emphasise the unity of both countries.

It is vital that there are consistent flows of communication in both countries and to ensure that all official statements comply with the "one voice" policy.

## 4.17 Media and marketing rights

### TV and media rights

If co-hosts were to be appointed, specific issues, such as procedures related to radio frequency applications/handling, would have to be harmonised so that the media would not be exposed to two different approaches. Further detailed clarifications might be needed. Otherwise, the two countries have a good understanding of major sporting events and the handling of media rights and production by organisations such as FIFA.

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. 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 or 2022.

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 Spain & Portugal in respect of local sports marketing practices and the domestic sponsorship market was good. They provide an overview of their major domestic sports sponsorship activities including references

to the respective major sponsors. They also provide a list of over 30 major companies investing in football and other major sports properties in both countries.

The combined football fan base for Spain and Portugal is large with an average estimated attendance at top league matches across both countries of approximately 39,000 people. They are easily accessible from countries from which fans visiting past editions of the FIFA World Cup™ have most commonly come. Spain and Portugal is considered to be an important market for FIFA's Commercial Affiliates and the domestic sports sponsorship market is well developed. The Bid Book makes reference to special legislation enacted with regard to UEFA EURO 2004 in Portugal as well as to existing laws in both countries. Further protection may be achieved through municipal control of outdoor media facilities. Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights) has been submitted by both governments in full compliance with the FIFA requirements, although no detailed information on the necessary legislative process and timelines are contained in the Government Legal Statements.

#### 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 at specified areas in each candidate Host City was adequate.

They included the extent and type of outdoor advertising media inventory in each candidate Host City. No information was provided for inventory within a 100-metre radius of FIFA Fan Fest™ sites. According to the template submitted by the Bidder, the figures provided "are to be used only as a guide and are valid

for the years 2010-2011". If Spain & Portugal are appointed to host the FIFA World Cup™, they would have to confirm what outdoor advertising media inventory has been secured in the Host Cities in line with FIFA's requirements for the period of the FIFA World Cup™ (including inventory secured in the vicinity of FIFA Fan Fest™ sites).

The bid inspection team visited El Retiro, the proposed FIFA Fan Fest™ site in Madrid (candidate Host City for the final). El Retiro is a well-known park located in the centre of Madrid and is close to bus, train and metro stations. The space proposed within the park (the Paseo Del Duque Fernan Nunez and Paseo Del Uruguay pathways surrounding the Rose Garden and the section of Paseo Del Duque Fernan Nunez running parallel to the Campo Grande area of the park) seems to meet FIFA's space requirements.

## 4.18 Finance and insurance

The 2018 and 2022 FIFA World Cup™ expenditure budgets submitted by the Bidder provide high-level information and include the budgets for the 2017 and 2021 FIFA Confederations Cups. They show expenditure by year, containing 188 and 12 rows of detail for the FIFA World Cup™ and FIFA Confederations Cup respectively. The Bidder has adapted the expenditure budget template to align the budget to the Bidder's strategic plans. Supplementary documentation submitted by the Bidder provides further cost details for approximately 29% of the combined expenditure budgets.

#### Expenditure budget

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

| Cost figures<br>in thousands | 2010 costs<br>excluding inflation |         | Inflation-adjusted<br>expenditure budgets |         |
|------------------------------|-----------------------------------|---------|---|---------|
|                              | USD                               | EUR     | USD                                       | EUR     |
| Competition                  |                                   |         |   |         |
| <b>FCC 2017</b>              | 55,397                            | 41,307  | 60,043                                    | 44,771  |
| <b>FWC 2018</b>              | 620,175                           | 462,438 | 672,718                                   | 501,616 |
| <b>Total</b>                 | 675,572                           | 503,745 | 732,760                                   | 546,387 |
| <b>FCC 2021</b>              | 55,397                            | 41,307  | 63,602                                    | 47,425  |
| <b>FWC 2022</b>              | 620,175                           | 462,438 | 712,574                                   | 531,335 |
| <b>Total</b>                 | 675,572                           | 503,745 | 776,175                                   | 578,760 |

The 2018/2022 FIFA World Cup™ expenditure budget includes two contingency captions totaling USD 29/31 million respectively. The Bid Committee has confirmed that these captions include general contingencies of USD 22/23 million respectively or approximately 3% of the combined expenditure budgets.

Inflation has been applied at an annual inflation rate in the range of 1.1% to 1.4% (2018)/1.6% (2022) in the expenditure budgets. The Bid Book reports that the inflation rates in Spain and Portugal have fluctuated in the range of -0.9% to 4.4% in the last ten years.

A fixed foreign exchange rate for the translation of EUR 1 = USD 1.34 has been applied for all years. According to the Bid Book, the EUR to USD exchange rate has ranged from 0.9 to 1.47 over the past 10 years.

#### Significant budget areas

The Bid Committee indicates total workforce costs of USD 111.5/118.8 million or 15.2% of the combined expenditure budgets.

Total FIFA World Cup™ costs for IT and communication would be USD 109.4/116.0 million, comprising costs for the IT systems, telecommunications and equipment and for the media technical support equipment, including the IBC equipment. Marketing costs, including advertising and Host City dressing,

are budgeted at USD 100.7/106.6 million. The "venue fitting", budgeted at USD 63.0/66.9 million, includes stadium overlay, training sites and IBC costs.

#### Insurance

Total FIFA World Cup™ insurance costs are reported at USD 15.8/16.7 million for the 2018/2022 FIFA World Cup™, of which 14.6/15.5 million respectively are allocated to insurance costs for cancellation/postponement/relocation. The level of cover for cancellation/postponement/relocation is not indicated.

#### Conclusion

The budgets submitted by the Bidder are presented in a format that is slightly different from the bidding templates provided to the Bidders. They include all elements required in the bid template for the FIFA World Cup™ but only limited information on the FIFA Confederations Cup cost build-up. The presented format provides cost allocations and some details of the related cost drivers. Additional information, including examination of the assumptions and cost drivers used to compile the budget, would be required to obtain an understanding of the correlation between the financial parameters of the budget and the intended operational delivery of the competitions.



## 4.19 Ticketing

The proposed stadiums meet FIFA's net seating capacity requirement. The indicated seat kill and number of seats with an obstructed view appear to be acceptable, and the VIP and media allocations exceed the requirements. The stadium drawings and details provided in the Bid Book do not provide sufficient information about hospitality or VIP capacity.

It is reasonable to expect full stadiums (corresponding to 100% of the net seating capacity) in Spain and Portugal, which would result in approximately 3,674,000 sellable tickets. The Bidder does not provide sufficient details about how the requirement for indoor hospitality sky boxes and business seats (5% to 8%) would be met, nor about outdoor capacity. Nevertheless, the larger stadiums in both countries already have sufficiently large hospitality capacities.

FIFA's ticketing 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 to FIFA. 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 18 proposed Host Cities. Any such Host City Agreement fully complies with the template Host City Agreement without any deviation.

The evaluation of the contractual documents for stadiums and training sites is contained

in the relevant sections above. The Bidder has provided all Government Guarantees largely in full compliance with FIFA's template documents.

### Spain

In accordance with local laws, the Spanish Government has provided all Government Guarantees, the Government Declaration and the Government Legal Statement largely in compliance with FIFA's template documents. Government Guarantees Nos. 3 (Tax Exemption) and 4 (Safety and Security) have not been executed by all competent authorities as their content is partially the competence of the autonomous regions of Catalonia, the Basque Country and Navarre. According to a confirmation of the respective sports ministers of Catalonia and the Basque Country, the Governments of Catalonia and the Basque Country have acknowledged the content of, and all responsibilities resulting from, all Government Guarantees. The Government Legal Statement does not specifically list the legislative steps necessary to implement the Government Guarantees.

### Portugal

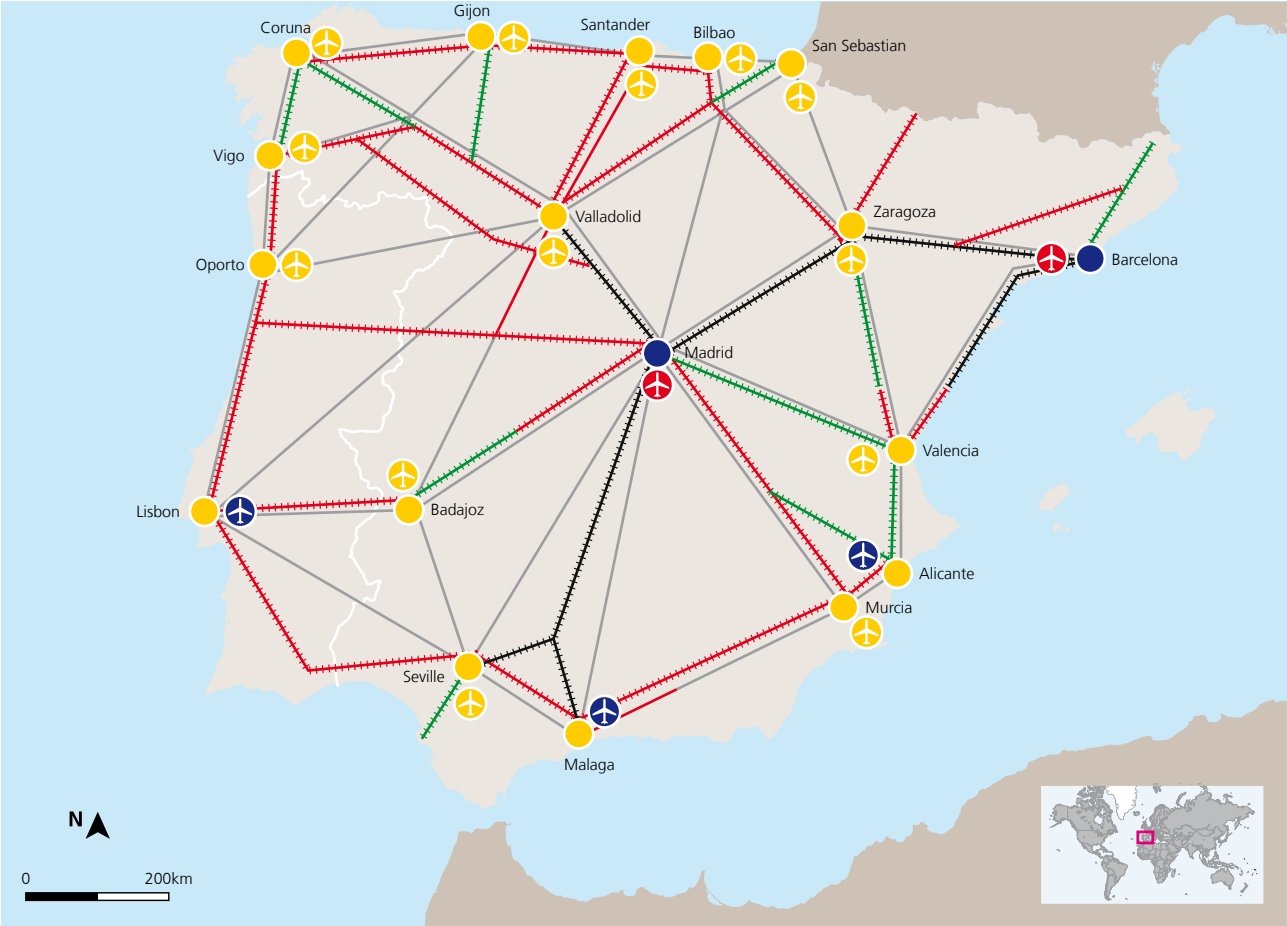
The Portuguese Government has provided all Government Guarantees and the Government Declaration in full compliance with FIFA's template documents. The Government Legal Statement does not specifically list the legislative steps necessary to implement the Government Guarantees. The Legal Opinions have been submitted for both countries without any deviations from the FIFA template.












Portugal was awarded the right to host the UEFA EURO 2004, therefore the Portuguese Government has experience in supporting the hosting and staging of a major sports event and it has proven its willingness to make material concessions and accommodate the concerns of event organisers.

### Conclusion

If Spain & Portugal are 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 with minor steps to be taken to ensure full compliance with the FIFA requirements. The Portuguese 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.

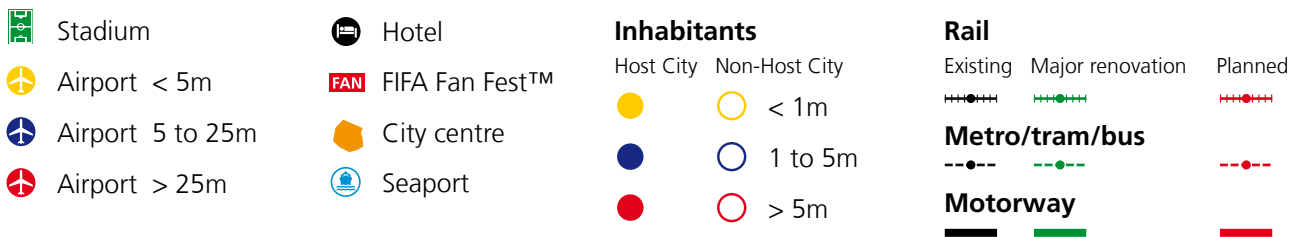
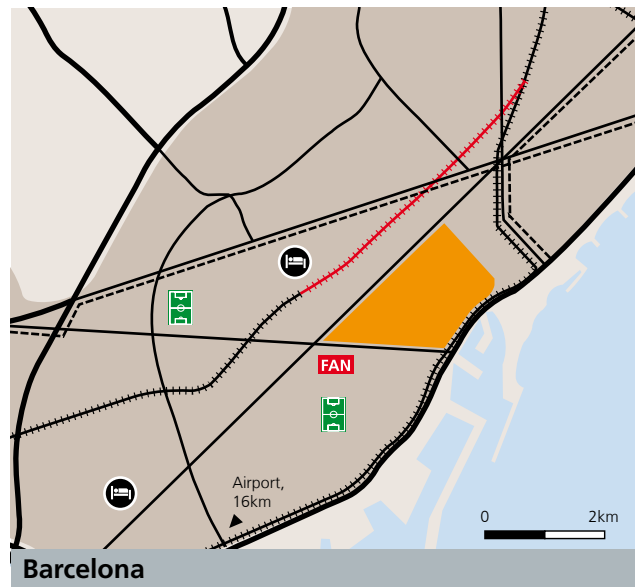
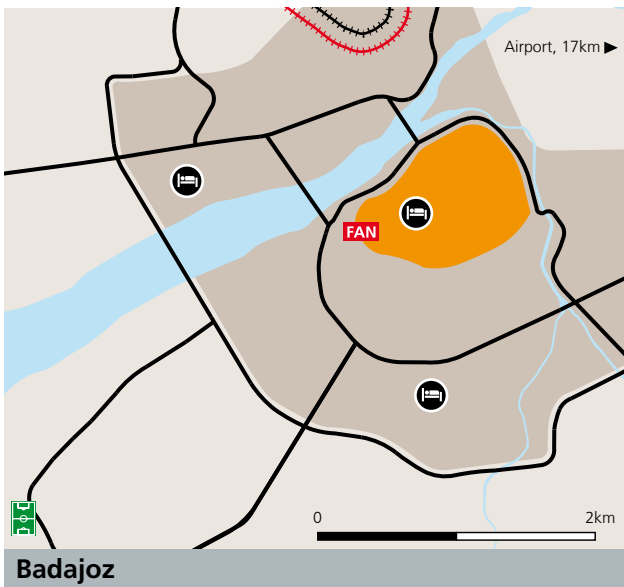
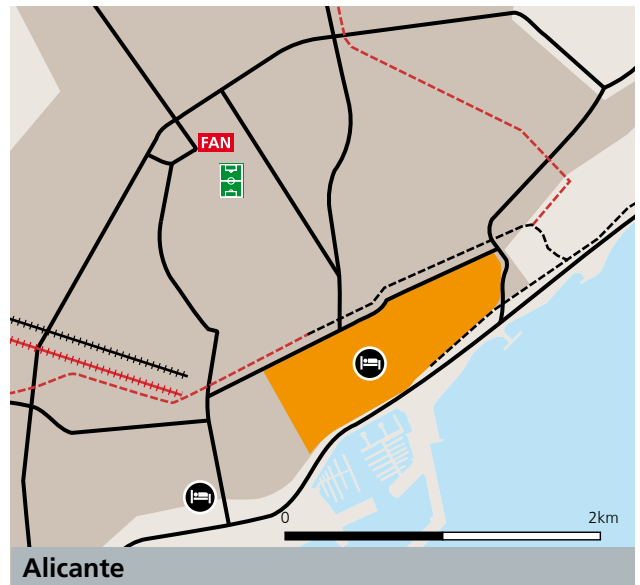
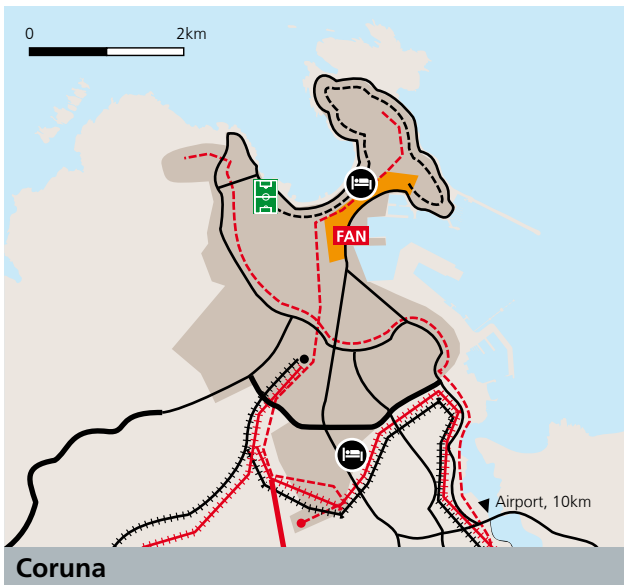
# Annexe 1 National transport network

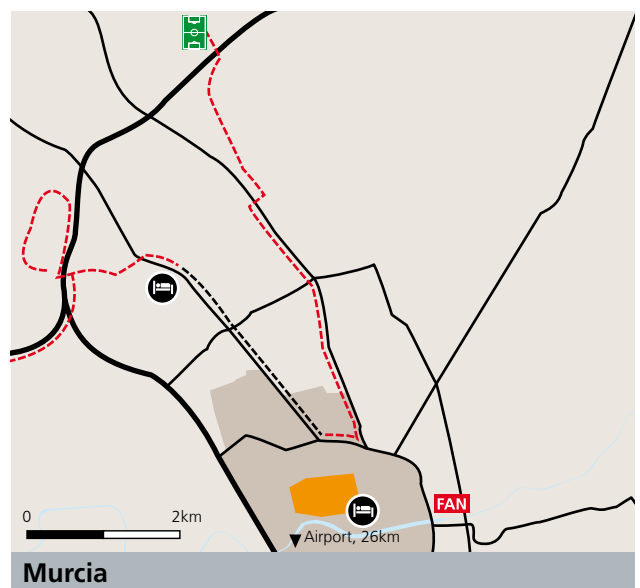
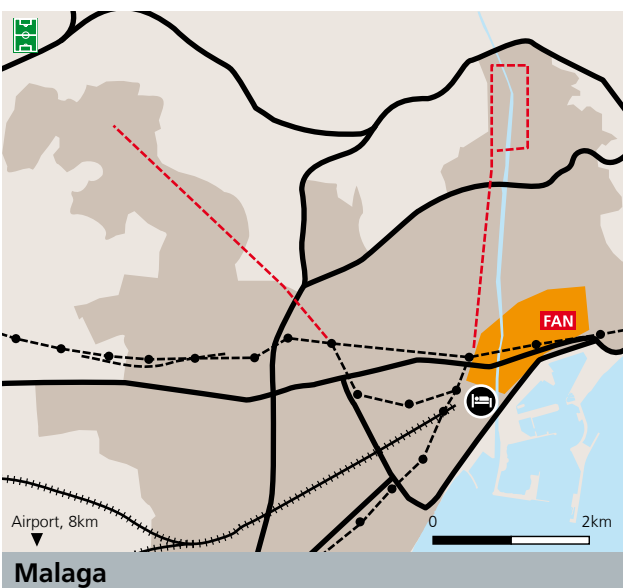
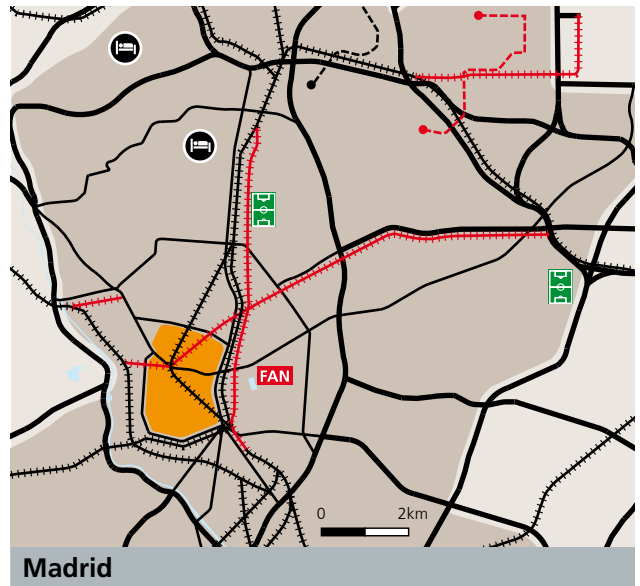
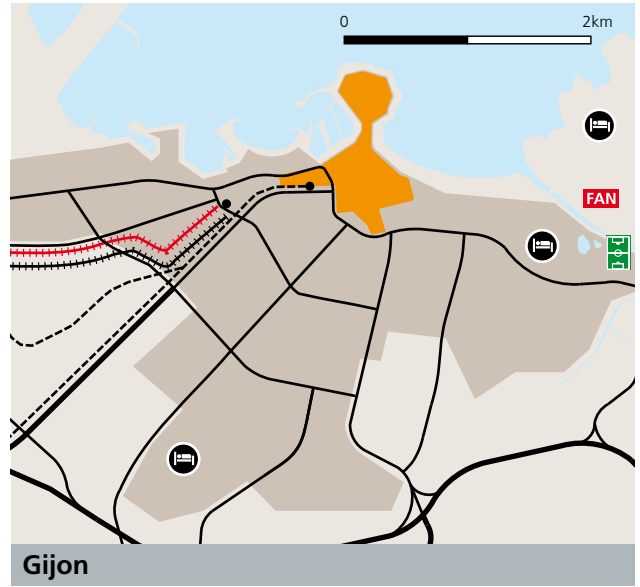
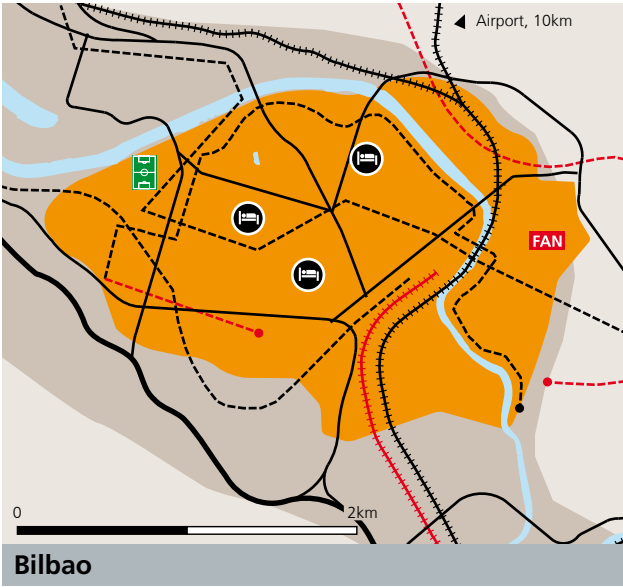


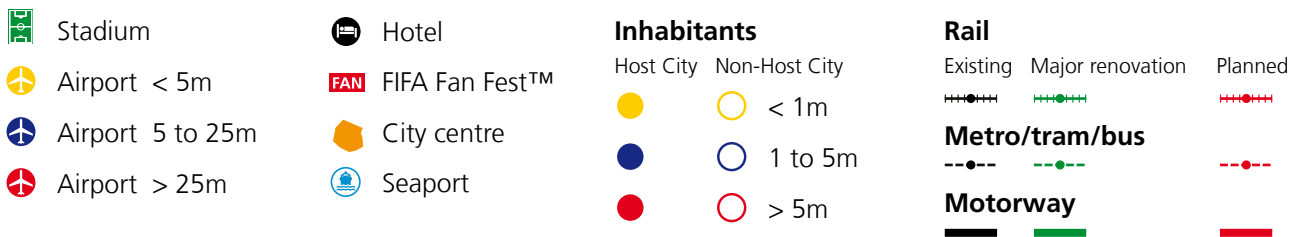
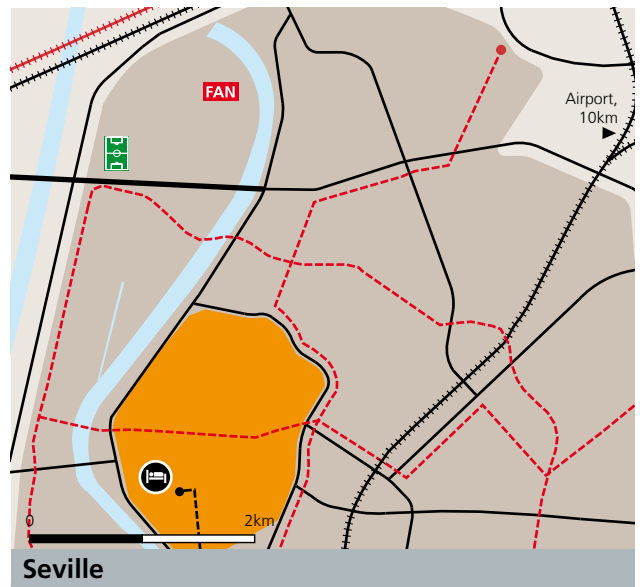
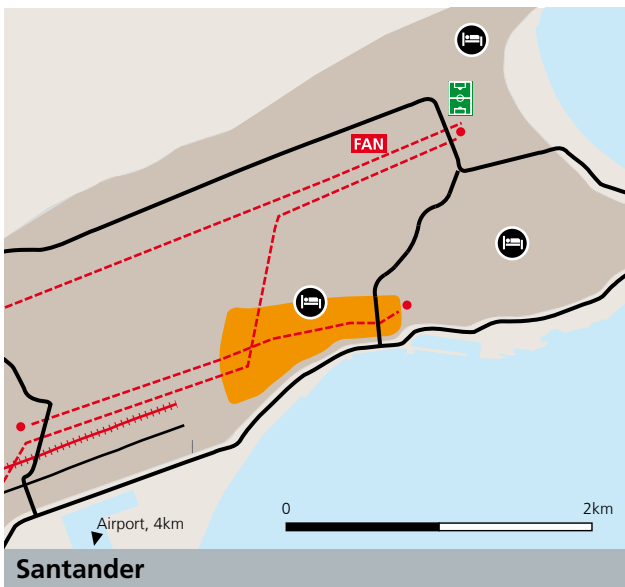
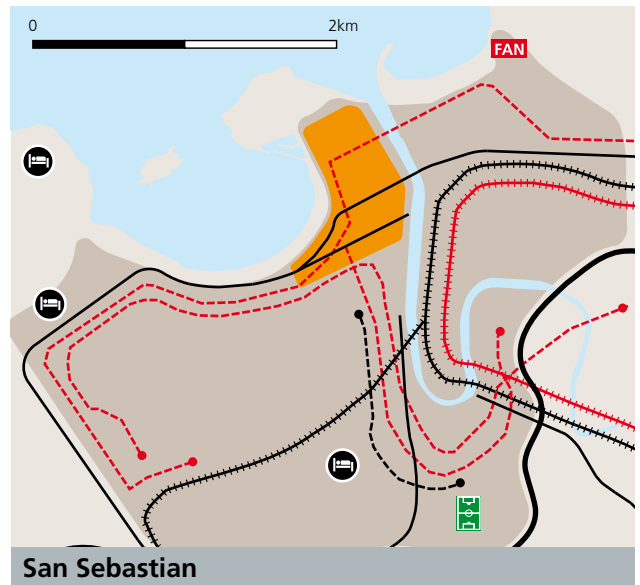
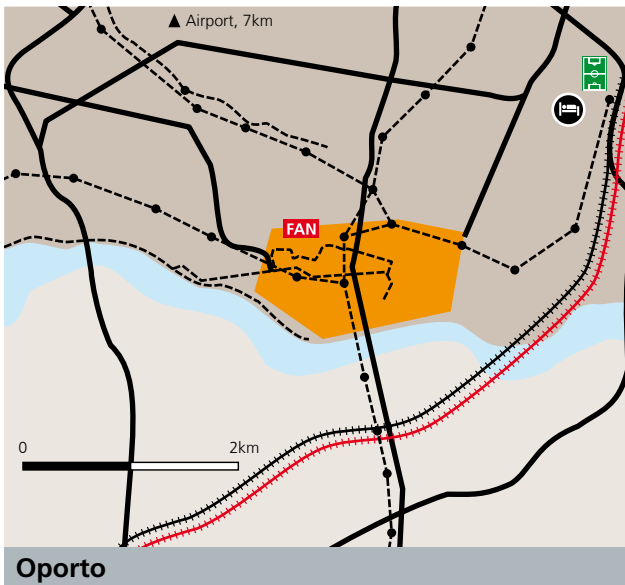
|  |  |   |                       |
|--|--|---|-----------------------|
|  Stadium          |  Hotel          | <b>Inhabitants</b>  | <b>Rail</b>           |
|  Airport < 5m     |  FIFA Fan Fest™ | Host City   | Existing              |
|  Airport 5 to 25m |  City centre    |  < 1m    | Major renovation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

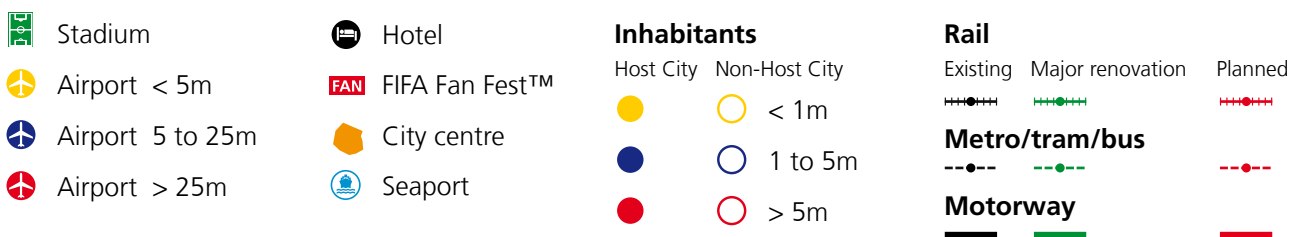
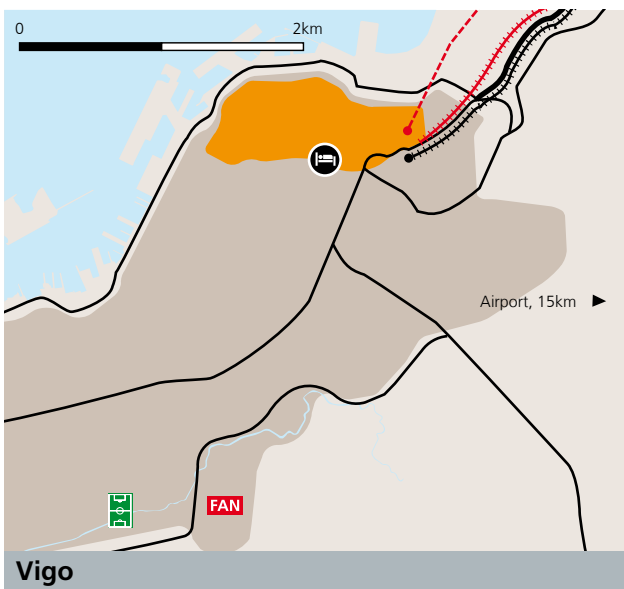
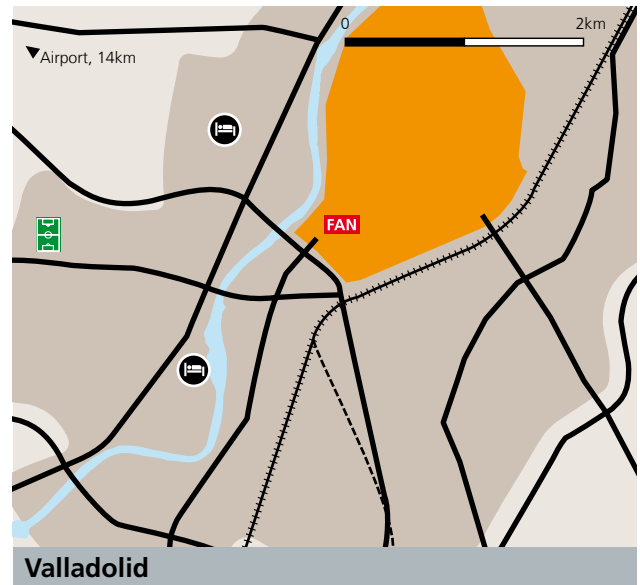
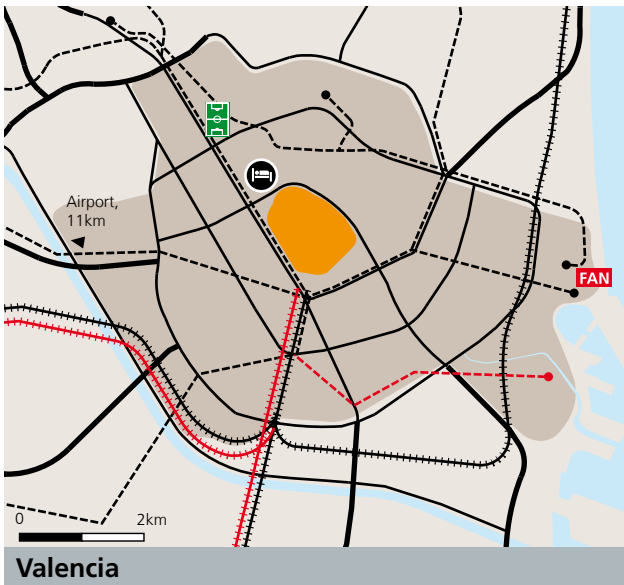
# Annexe 2

## Host City transport networks









## Annexe 3

# Overview of legal evaluation

| Legal documents                 | Risk for FIFA   | Remarks   |
|---------------------------------|-----------------|---|
| Government documents            |                 |   |
| <b>Government Guarantees</b>    | <b>Low risk</b> | The government support has been secured in both countries and the Portuguese Government has experience and has proven its willingness to make material concessions. |
| Contractual documents           |                 |   |
| <b>Hosting Agreement</b>        | <b>Low risk</b> | Submitted document fully executed in compliance with FIFA requirements.   |
| <b>Host City Agreements</b>     | <b>Low risk</b> | Submitted documents fully executed in compliance with FIFA requirements.  |
| <b>Stadium Agreements</b>       | <b>Low risk</b> | Submitted documents fully executed in compliance with FIFA requirements.  |
| <b>Training Site Agreements</b> | <b>Low risk</b> | Submitted documents fully executed in compliance with FIFA requirements.  |
| <b>Confirmation Agreements</b>  | <b>Low risk</b> | Submitted document fully executed in compliance with FIFA requirements.   |
| Overall                         |                 |   |
| <b>Overall legal risk</b>       | <b>Low risk</b> |   |



## Annexe 4

# Operational risk

|   |                    | Remarks  |
|---|--------------------|--|
| <b>Competition</b>                            |                    |  |
| <b>Stadium construction</b>                   | <b>Low risk</b>    | Initial budget may need to be reviewed; no budget for renovations indicated; upgrades of existing stadiums could cause challenges due to space restrictions in and around some stadiums.   |
| <b>Stadium operations</b>                     | <b>Medium risk</b> | Specific attention would have to be given to the fulfilment of future FIFA World Cup™ space and quality requirements.  |
| <b>Team facilities</b>                        | <b>Medium risk</b> | The legal risk is low. Potential to meet final selection criteria. Insufficient information and number of proposals provided.  |
| <b>Competition-related events</b>             | <b>Low risk</b>    | Change of location required for Preliminary Draw as capacity is too small. Additional rooms to be sourced for Preliminary Draw and FIFA Congress, otherwise alternative locations would need to be found.  |
| <b>Transport</b>                              |                    |  |
| <b>Airports and international connections</b> | <b>Low risk</b>    | The main international airports have sufficient capacities. Risk of insufficient capacities at some smaller airports, but this may be mitigated by the proposed AVE high-speed train network.  |
| <b>Ground transport</b>                       | <b>Low risk</b>    | Existing and planned (guaranteed) ground transport infrastructure (high-speed rail and roads) appears to be reliable, fast and efficient. New AVE high-speed train network could assure high standards in ground transfer.   |
| <b>Host City transport</b>                    | <b>Low risk</b>    | Fourteen out of the 18 candidate Host Cities have adequate local transport infrastructure.   |
| <b>Accommodation</b>                          |                    |  |
| <b>General accommodation</b>                  | <b>Low risk</b>    | 84,000 rooms contracted; shortfalls in some candidate Host Cities but majority of FIFA constituent groups can be accommodated in contracted hotels. Shortfall in supporter accommodation cannot always be compensated in other (nearby) candidate Host Cities due to insufficient transport connections. |
| <b>TV</b>                                     |                    |  |
| <b>International Broadcast Centre (IBC)</b>   | <b>Low risk</b>    | A commercially viable solution needs to be found, but it is very likely that it can be.  |





**Fédération Internationale de Football Association**

FIFA-Strasse 20 P.O. Box 8044 Zurich Switzerland

Tel.: +41-(0)43-222 7777 Fax: +41-(0)43-222 7878 [www.FIFA.com](http://www.FIFA.com)