



2018 and 2022
FIFA World Cups™
Bid Evaluation Report:
Holland & Belgium



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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 Holland & Belgium'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 Holland & Belgium'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 KNVB and URBSFA'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
9-12 August 2010	FIFA inspection visit to the Netherlands and Belgium
2 December 2010	Appointment by the FIFA Executive Committee of the host countries of the 2018 FIFA World Cup™ and the 2022 FIFA World Cup™

3.

Executive summary

The Holland & Belgium bid's co-hosting concept highlights the opportunity to bring countries and people together through sport and addresses environmental matters. The bid is supported by the national and local football authorities, the local city governments (by virtue of duly executed Host City Agreements) and the stadium authorities (by virtue of duly executed Stadium Agreements).

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 12 Host Cities and 14 stadiums, thus exceeding FIFA's minimum requirement. Six of the 14 stadiums already exist and would be renovated, seven would be built, and one is ready for use. A stadium construction and renovation budget of approximately USD 2.43 billion has been projected.

In terms of football development, the Bidder has submitted a plan to establish a "WorldCoaches" programme which ties in with the Football for Hope movement. Through the initiative, over 2,000 coaches would be trained and ten specialised academies would be established

worldwide by 2018. In addition, other development activities are covered, such as the building of "Open Football Clubs". Both Belgium and the Netherlands have recorded various successes at club and international level. They also have experience in hosting a major international football event in the last 20 years, having co-hosted UEFA EURO 2000.

The Bidder has not contracted the required number of venue-specific training sites (VSTS) or venue-specific team hotels (VSTH). It has also not contracted the required number of team base camp (TBC) training sites. FIFA's team facility requirements could potentially be met, but the information provided was not sufficiently complete to enable a full evaluation.

In terms of accommodation, 28,000 rooms have already been contracted, thus falling short of FIFA's minimum requirement of 60,000. Accordingly, there is a risk of excessive prices and non-negotiable conditions. However, some gaps in accommodation could potentially be compensated through the central geographic location of Belgium and the Netherlands and their efficient transportation systems. As for the FIFA headquarters, it should be noted that the proposed hotels are not situated in the candidate Host Cities for the opening match and final. Furthermore, the rate for a standard room in both proposed hotels is high and should be reviewed.

The Netherlands and Belgium have well-developed transport infrastructures, with extensive road and rail networks and access to international airports at home and in

neighbouring countries. The traffic-reduction measures proposed are essential to increase capacity and facilitate event transport operations during peak times.

The countries also have strong information and communications technology (ICT) infrastructures, and it appears as though FIFA's requirements would be met.

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

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

The Bidder has also submitted its proposals for the competition-related event venues.

Marketing, media, and communication matters have also been addressed. The information provided in the Bid Book suggests that the major event and football sponsorship market in Belgium and the Netherlands is developed. However, the Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights) submitted by both countries contains no guarantees, undertakings or confirmations with legal effect beyond existing laws, and important aspects are superseded by Government Guarantee No. 8 (Legal Issues and Indemnification). On this basis, FIFA's rights protection programme cannot be ensured in either country. Belgium's listed-event legislation adversely affects the free exploitation of media rights in Belgium and would have to

be reviewed. 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 expenditure budgets of USD 541.6 million (current) for a FIFA Confederations Cup and FIFA World Cup™ in 2017 and 2018 and USD 552.8 million (current) for the same events in 2021 and 2022. The budgets have been submitted in the format required with supporting information. A projection of approximately 3,304,000 sellable tickets has been made.

If Holland & Belgium are awarded the hosting rights, FIFA's legal risk appears to be medium. Whilst the requirements for contractual documents have been largely met, the necessary government support has not been secured as neither the Government Guarantees nor the Government Declaration have been provided in compliance with FIFA's requirements for government documents. Nevertheless, the governments of both countries have experience in supporting the hosting and staging of a major sports event and have proven their 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 Koninklijke Nederlandse Voetbalbond (KNVB) and the Union Royale Belge des Sociétés de Football-Association (URBSFA) established a joint Bid Committee in the Netherlands to handle the bidding process. The Bidding Documents were submitted to the FIFA President on 14 May 2010. The inspection visit took place from 9 to 12 August 2010, and the FIFA inspection team were present in the country for approximately 77 hours in total.

The visit was well structured and comprehensive information was provided. The itinerary included the candidate Host Cities of Brussels, Antwerp, Eindhoven, Rotterdam, The Hague and Amsterdam. In Belgium, the team visited Brussels Stadium, Port of Antwerp Stadium; Brussels Expo, the proposed Final Draw and FIFA Congress venue; the Tempo Overijse training site; the Chateau du Lac team base camp; and the proposed FIFA hotel. In the Netherlands, it included a visit to the Philips Stadium in Eindhoven; the De Kuip Stadium and a proposed FIFA Fan Fest™ site at Binnenrotte in Rotterdam; the proposed FIFA headquarter hotels and offices in Amsterdam; the proposed International Broadcast Centre (IBC) and the Amsterdam ArenA in Amsterdam; and the site of the Ziggo Dome Amsterdam, the proposed Preliminary Draw venue. The observations made during this inspection visit are included in the Bid Evaluation Report that follows.

4.1 Bidding Country and Host Cities

General information on the Bidding Countries

The Netherlands and Belgium have a combined population of 26 million. The countries have a single time zone, UTC+1, and observe summer daylight saving time of UTC+2. The principal language in the Netherlands is Dutch. In Belgium, the principal language is Flemish, although French is spoken by 15% of the population (mainly in southern Belgium) and approximately 75,000 German speakers live in eastern Belgium.

Name of Host City	No. of inhabitants	Language	Altitude
Amsterdam	750,000	Dutch	-3m
Antwerp	482,456	Dutch	7.5m
Bruges	117,000	Dutch	7.7m
Brussels	1,048,491	French/Flemish	62m
Charleroi	203,000	French	100 to 216m
Eindhoven	212,679	Dutch	23m
Enschede	157,194	Dutch	53.9m
Genk	64,294	Dutch	70m
Ghent	236,629	Dutch	10m
Heerenveen	29,120	Dutch	0m
Liege	190,817	French	68m
Rotterdam	590,000	Dutch	-4.8m

Source: Template 2

Belgium

Belgium is a constitutional monarchy and a parliamentary democracy. The federal bicameral parliament is composed of a senate and a chamber of representatives. Executive power is held by the prime minister and the ministers, who together form the council of ministers, and by the secretaries of state.

The new regional and community councils and governments have jurisdiction over several matters including transportation, public works, public health, environment, housing, zoning, and economic and industrial policy. In addition to three regions and three cultural communities, Belgium is also divided into ten provinces (plus Brussels) and municipalities.

Provincial and local matters lie within the exclusive competence of the regions.

The Belgian economy is heavily service-oriented. In 2009, its GDP per capita was approximately USD 36,500 and its estimated unemployment rate was 7.9%.

The Netherlands

The Netherlands is a constitutional monarchy with a parliamentary system. The Queen, together with the ministers, forms the government, however the Queen does not actively participate in daily decision-making. The executive power is formed by the *ministerraad*, the deliberative council of the Dutch cabinet. The head of government is the prime minister

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	16.5	16.5	14.5	11.5	17.5	17.5	16.5	13.5	93.0	93.0
UTC+1	19.0	19.4	18.6	15.3	20.6	21.1	20.4	17.1	77.2	80.4
UTC+1	18.0	17.8	17.0	14.2	18.7	19.9	19.3	16.2	75.0	84.0
UTC+1	18.5	18.8	19.2	15.7	22.8	23.0	21.8	18.8	84.0	74.0
UTC+1	17.0	20.5	18.5	16.0	18.0	22.5	21.0	18.0	75.0	75.0
UTC+1	19.1	21.0	20.7	17.0	20.9	22.7	22.5	18.6	72.0	75.0
UTC+1	18.4	20.3	20.0	16.4	20.2	23.0	23.2	18.4	61.0	78.3
UTC+1	19.1	20.0	19.9	17.7	22.3	24.8	25.1	20.4	66.8	59.4
UTC+1	17.0	17.0	16.0	15.0	19.0	19.0	18.0	17.0	75.3	79.0
UTC+1	18.3	17.8	16.6	13.3	20.4	19.8	18.7	15.5	87.0	88.0
UTC+1	18.5	20.5	20.3	17.1	19.7	21.5	21.3	18.3	74.0	76.0
UTC+1	17.4	18.5	18.1	15.0	19.6	20.9	20.5	17.2	80.0	80.0

of the Netherlands. Regional government in the Netherlands is formed by 12 provinces. These provinces are responsible for planning, health policy and recreation within the bounds prescribed by the national government. Local government in the Netherlands is formed by municipalities, which are responsible for several areas, including territorial planning, traffic and transportation and social security. The major cities of Amsterdam and Rotterdam are also subdivided into administrative areas with their own limited responsibilities. The Netherlands has one of the highest GDPs per capita in Europe. Industrial activity is predominantly in food processing, financial services, chemicals, petroleum refining and electrical machinery. In 2009, its GDP per capita was approximately USD 39,500 and its estimated unemployment rate was 4.9%.

General information on the Host Cities

The 12 candidate Host Cities for the FIFA World Cup™ are Antwerp, Bruges, Brussels, Charleroi, Genk, Ghent and Liege in Belgium and Amsterdam, Eindhoven, Enschede, Heerenveen and Rotterdam in the Netherlands. All of the cities are located within a short distance of each other, in two neighbouring countries that offer many road, rail and air connections with Europe and the rest of the world.

The Netherlands and Belgium have a temperate maritime climate caused by the predominant south-west wind, with cool summers, mild winters and in general significant precipitation during all seasons. During June and July, the average temperature ranges from 20°C to 23°C and there is frequent, moderate weekly precipitation.

4.2 Hosting concept

Holland & Belgium's hosting concept proposes 14 stadiums in 12 Host Cities. The bid claims that co-hosting underlines the importance of

bringing nations and people together through sport. Meanwhile, the renovation of the existing stadiums would provide a boost to Holland and Belgium's football competitions. The legacy concept also considers environmental factors, laying down suitable stadium construction criteria and proposing a model for monitoring the event's ecological impact, as well as football development factors. The bid also sets out proposals for "Open Football Clubs" and a "WorldCoaches" programme. The 12 Host Cities are located in relatively close proximity to one another, making it easy for supporters and teams to travel between the locations and match venues and thus limiting the tournament's environmental footprint.

The Bidder gained experience of co-hosting a large-scale international tournament during UEFA EURO 2000.

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

Holland & Belgium have submitted a sufficient plan to establish a unique WorldCoaches programme, which includes proposals, backed up by defined processes and figures, on how to implement the programme. The programme would aim to ensure that the FIFA World Cup™ brings development benefits to all categories of football, i.e. not just 11-a-side football. The bid mentions the following development activities:

- a) establishing a WorldCoaches Programme;
- b) building "Open Football Clubs";
- c) promoting women's, grassroots, club and over-45s football and developing talent.

The WorldCoaches programme is unique because the trained coaches (2,018 coaches by 2018) would be able to offer not only football skills but also life skills. Ten specialised academies would be established worldwide by 2018. This programme ties in well with the Football for Hope movement. However, with the exception of this programme, the proposals largely appear to be a description of the member associations' existing national development programmes. 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

The information provided is complete and includes numerous examples of programmes and activities that could be implemented nationally and internationally in the lead-up to and during the FIFA World Cup™. However, the proposals for international social development are limited.

The main objective of the Bidder's corporate social responsibility (CSR) programme is to use the FIFA World Cup™ to strengthen football's positive social impact across the

Football honours (men's national teams)

Belgium

Competition	Honour	Year(s)
FIFA World Cup™	1 x 4 th place	1986
	11 appearances	1930, 1934, 1938, 1954, 1970, 1982, 1986, 1990, 1994, 1998, 2002
UEFA EURO	1 x runners-up	1980
FIFA Futsal World Cup	1 x 4 th place	1989
Olympic Football Tournament	1 x Gold	1920
	1 x Bronze	1900

Netherlands

Competition	Honour	Year(s)
FIFA World Cup™	3 x runners-up	1974, 1978, 2010
	1 x 4 th place	1998
	9 appearances	1934, 1938, 1974, 1978, 1990, 1994, 1998, 2006, 2010
UEFA EURO	1 x winners	1988
FIFA U-17 World Cup	1 x 3 rd place	2005
FIFA Futsal World Cup	1 x runners-up	1989
Olympic Football Tournament	3 x Bronze	1908, 1912, 1920

Belgian and Dutch societies through “Open Football Clubs”. The programme seeks to expand both associations’ existing north-south cooperation initiatives to further develop football (through the WorldCoaches programme) and support selected social development projects. A celebration of the social dimension of the game is also proposed during the event. The main focus areas are the integration of the ethnic population; values and mutual respect; positive lifestyle changes among underprivileged children; and the education and development of every child.

The national element of the programme, the Open Football Clubs, is an ambitious and visionary concept for the “clubs of the future” in the Netherlands and Belgium and their role in society. The international elements of the programme are partly based on football development, but they are neither as ambitious nor as detailed as the national elements. A few examples of projects previously supported by the two associations and some clubs are provided. However, the proposed involvement of cooperation agencies and both countries’ track record of investment in development through sport suggest that these international elements could be elaborated effectively. The proposed programmes and activities demonstrate potential for alignment with FIFA’s CSR strategy, although close collaboration with FIFA would be required to organise the international initiatives and the joint activities during the competition.

The proposals are wide-ranging and visionary and underline both countries’ experience and commitment in this area. However, the programme strongly targets social issues in the Netherlands and Belgium, and in view of the magnitude of the FIFA World Cup™, as well as the track record of both associations and their national cooperation agencies in development through sport, it could be geared more towards addressing social issues globally.

4.5 Environmental protection

Holland & Belgium provide comprehensive information on all of the requested aspects, outlining a toolkit for stadiums and a dedicated model to determine the baseline ecological footprint in the different core areas. Based on this model, an overall reduction in the ecological footprint of 50% is targeted. Both associations are committed to the environment and present their sustainability strategy up to 2018. The objectives and activities for each core topic are described in detail and divided into three categories based on the different levels of influence the LOC has for each topic.

The Bidder has already collaborated with many partners and candidate Host Cities. This collaboration would be expanded to include government entities, universities, research institutions and businesses and evolve into a “Green Goal Movement”. Public awareness would be raised by means of an ecological footprint game and a special label that would be awarded to operators who act according to the green goals of the FIFA World Cup™. The objectives and initiatives presented are comprehensive, although a more detailed timeline is required. Moreover, no consolidated information is provided about the environmental legacies. By dividing the activities in the environmental plan into three categories of LOC influence, the Bidder has enhanced understanding of the complexity of such a plan for an event of the size of the FIFA World Cup™ and has facilitated the formulation of an action plan. The creation of a model specific to the environmental programme and the declared objective of a 50% reduction in the ecological footprint would help drive the action plan forward from the outset.

4.6 Stadiums

	<p>Host City: Amsterdam ①</p> <p>Stadium name: The Amsterdam Arena</p> <p>Current net/gross capacity (VIP/media/loss of seats): 48,850/52,000 (2,900/250/0)</p> <p>Expected net/gross capacity: 55,000/65,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Amsterdam Arena/Amsterdam Arena with private and government funds/USD 125m</p> <p>Current use: Ajax F.C.</p>
	<p>Host City: Amsterdam ②</p> <p>Stadium name: Olympic Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 21,000/22,000 (900/100/0)</p> <p>Expected net/gross capacity: 44,000/45,000 {23,000 temporary seats}</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,000 lux</p> <p>Owner/Investors/Investment budget: Olympic Stadium NV/Olympic Stadium NV with private and government funds/USD 74m</p> <p>Current use: Phanos Athletics Club</p>
	<p>Host City: Antwerp ③</p> <p>Stadium name: Port of Antwerp Stadium</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 40,579/41,647 (708/360/0)</p> <p>Construction status: To be built</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Public-private/City of Antwerp with private and government funds/USD 175m</p> <p>Current use: to be used by Germinal Beerschot/Royal Antwerp F.C.</p>
	<p>Host City: Bruges ④</p> <p>Stadium name: Chartreuse Stadium</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 40,000/45,000 (TBD/TBD/0)</p> <p>Construction status: To be built</p> <p>Lighting: Approx. 2,000 lux</p> <p>Owner/Investors/Investment budget: City of Bruges/City of Bruges with private and government funds/USD 185m</p> <p>Current use: to be used by Club Brugge/Cercle Brugge</p>
	<p>Host City: Brussels ⑤</p> <p>Stadium name: Brussels Stadium</p> <p>Expected net/gross capacity (VIP/media/loss of seats): 80,000/88,000 (7,040/TBD/TBD)</p> <p>Construction status: To be built</p> <p>Lighting: No information</p> <p>Owner/Investors/Investment budget: TBD/Private and government funds/USD 400m</p> <p>Current use: To be defined</p> <p>Matches planned: Opening match</p>
	<p>Host City: Charleroi ⑥</p> <p>Stadium name: Stade du pays de Charleroi</p> <p>Expected net/gross capacity (VIP/media/loss of seats): TBD</p> <p>Construction status: To be built</p> <p>Lighting: TBD</p> <p>Owner/Investors/Investment budget: City of Charleroi/City of Charleroi with private and government funds/USD 160m</p> <p>Current use: To be defined</p>

	<p>Host City: Eindhoven (7)</p> <p>Stadium name: Philips Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 34,765/35,064 (2,632/95/300)</p> <p>Expected net/gross capacity: TBD/45,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 2,200 lux</p> <p>Owner/Investors/Investment budget: PSV NV/PSV NV, with private and government funds/USD 125m</p> <p>Current use: PSV Eindhoven</p>
	<p>Host City: Enschede (8)</p> <p>Stadium name: De Grolsch Veste</p> <p>Current net/gross capacity (VIP/media/loss of seats): 23,400/24000 (4500/74/600)</p> <p>Expected net/gross capacity: no information/44,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,800 lux</p> <p>Owner/Investors/Investment budget: F.C. Twente/F.C. Twente '65 with private and government funds/USD 80m</p> <p>Current use: F.C. Twente '65</p>
	<p>Host City: Genk (9)</p> <p>Stadium name: Cristal Arena</p> <p>Current net/gross capacity (VIP/media/loss of seats): 21,457/24,353 (2,850/46/0)</p> <p>Expected net/gross capacity: 40,000/44,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,200 lux</p> <p>Owner/Investors/Investment budget: KRC Genk/VZW KRC Genk with private and government funds/USD 118m</p> <p>Current use: KRC Genk</p>
	<p>Host City: Ghent (10)</p> <p>Stadium name: Artevelde Stadium</p> <p>net/gross capacity (VIP/media/loss of seats): 40,300/44,000 (1,850/4,000/3,000)</p> <p>Construction status: To be built</p> <p>Lighting: 1,500 lux</p> <p>Owner/Investors/Investment budget: NV Buffalo/CVBA Artevelde with private and government funds/USD 165m</p> <p>Current use: To be used by KAA Gent</p>
	<p>Host City: Heerenveen (11)</p> <p>Stadium name: Abe Lenstra Stadium</p> <p>Current net/gross capacity (VIP/media/loss of seats): 25,322/26,047 (550/125/50)</p> <p>Expected net/gross capacity: No information/44,000</p> <p>Construction status: Major renovation</p> <p>Lighting: 1,238 lux</p> <p>Owner/Investors/Investment budget: Sportsstad Heerenveen/Sportstad Heerenveen BV with private and government funds/USD 96m</p> <p>Current use: Heerenveen BV</p>
	<p>Host City: Liege (12)</p> <p>Stadium name: Stade Maurice Dufrane</p> <p>Expected net/gross capacity (VIP/media/loss of seats): No information/44,000 (622/200/0)</p> <p>Construction status: Major renovation</p> <p>Lighting: To be determined</p> <p>Owner/Investors/Investment budget: Standard de Liege/Standard de Liège with private and government funds/USD 110m</p> <p>Current use: Standard Liege</p>
	<p>Host City: Rotterdam (13)</p> <p>Stadium name: Stadium Feyenoord (De Kuip)</p> <p>Current net/gross capacity (VIP/media/loss of seats): 44,779/51,615 (2,369/1,100/1,743)</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,000 lux</p> <p>Owner/Investors/Investment budget: Stadium Feijenoord N.V./No investors/USD 0m</p> <p>Current use: Feyenoord Rotterdam</p>

**Host City: Rotterdam****Stadium name: The New Rotterdam Stadium**

Expected net/gross capacity (VIP/media/loss of seats): 80,000/85,900 (TBD/TBD/TBD)

Construction status: To be built

Lighting: 2,000 lux

Owner/Investors/Investment budget: Stadium Feyenoord NV/Stadium Feyenoord NV with private and government funds/USD 615m

Current use: To be used by Feyenoord Rotterdam

Matches planned: Final

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Analysis and comment

- All stadiums meet the pitch size requirements of 105x68 metres.
- All stadiums have grass pitches.
- Seven of the 14 stadiums would be renovated between 2011 and 2017; the design phase has already started and will continue until 2015.
- Six stadiums (Olympic Stadium, De Grolsch Veste, Cristal Arena, Artevalde Stadium, Abe Lenstra Stadium and Stade Maurice Dufrane) do not currently seem to comply with FIFA's minimum lighting requirements (2,000 lux).
- The new stadiums (Port of Antwerp Stadium, Chartreuse Stadium, Brussels Stadium, Stade du pays de Charleroi, Artevalde Stadium, Stade Maurice Dufrane and the New Rotterdam Stadium) would be built from 2011 to 2016, with the design phase starting in 2010. Assurances have been given that FIFA's requirements would be fulfilled.
- Brussels Stadium would host the opening match and the New Rotterdam Stadium would host the final (both have still to be built).
- All stadiums appear to have sufficient public transport links to their respective city centres.
- Five stadiums (The Amsterdam Arena, the Olympic Stadium, Cristal Arena, Abe Lenstra Stadium and Stade Maurice Dufrane) do not currently seem to meet FIFA's seat requirement for the media.
- One stadium (Stadium Feyenoord) does not currently appear to meet FIFA's minimum parking requirements.

- In general, the stadiums would have to be upgraded to meet FIFA's space and technical requirements.

Local transport

The stadiums are spread evenly across each country and across the two countries as a whole. There are many different public transport connections between the stadiums and the city centres. However, additional temporary event transport operations, as well as traffic reduction measures, may be required.

Contractual basis with the stadiums

Unilaterally executed Stadium Agreements have been provided by all 14 proposed stadiums. All such Stadium Agreements comply fully with the template Stadium Agreement without any deviation. However, 11 Stadium Agreements will have to be properly re-executed by the entity identified as the stadium owner in the Stadium Agreement.

Conclusion

The Holland & Belgium joint bid proposes 12 Host Cities and 14 stadiums, thus exceeding FIFA's minimum requirement. Six of the 14 stadiums already exist and would be renovated, seven would be newly built, and one is ready for use. A stadium construction and renovation budget of approximately USD 2.43 billion has been projected.

Analysis of the internal organisation of the stadiums and their infrastructures raises some questions about the limited space available

to welcome the various constituent groups. Likewise, there seems to be a lack of space in the areas surrounding most of the stadiums to accommodate the temporary event structures. If Holland & Belgium 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.

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

The Bid Book and the supporting documents provide a comprehensive overview of the venue-specific team hotel (VSTH) proposals, but incomplete information on the venue-specific training site (VSTS) situation. The book indicates that the VSTHs are experienced in accommodating professional football teams, whereas the VSTSs would be selected from among the local football clubs.

The Bid Book proposes 24 VSTHs, four short of the 28 required based on the Bidder's plan for 14 stadiums. The properties include three three-star, 20 four-star and one five-star selection. In the case of two VSTH pairings, one in Brussels and one in Ghent, the hotel standards vary between VSTH A and VSTH B and may have to be aligned. In terms of size, five properties merit reconsideration as they have fewer than 70 rooms each. The travel times between the VSTHs and stadiums meet the requirements in all but one instance. Travel times to stadiums for each VSTH pairing should however be equivalent, and in this regard the pairings in Ghent and Liege merit further consideration as the distances to the stadiums between VSTH A and VSTH B vary by 25km and 29km respectively.

The Bid Book proposes 14 VSTSs, 42 short of the 56 required based on the Bidder's plan for 14 stadiums. As template 7 is only partially complete, little information can be ascertained on the VSTSs from the documents presented.

The documents propose one VSTS in ten of the 12 Host Cities. In these venues, the VSTSs are shown as being shared by the VSTHs, a proposal which goes against FIFA's principle of exclusivity for team hotels and training sites. In terms of proximity between VSTSs and VSTHs, the information is incomplete, however it appears that at least two pairings may exceed the 20-minute proximity requirement. In conclusion, the Bidder has not submitted the required number of VSTHs and VSTSs, namely two hotels and four training sites per stadium. The information was not sufficiently complete to evaluate the proposals. In the case of an appointment of Holland & Belgium, further details would have to be provided.

Contractual basis

Of the required 28 VSTHs, the Bidder has contracted 23. The number of VSTSs contracted by the Bidder is significantly less than the required number of 56. 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 the supporting documents provide basic information on the team base camp (TBC) hotels. The documents indicate that TBC training sites chosen from among the thousands of clubs in the two countries would be paired in due course. Accordingly, information is only provided on a few of the possible TBC training sites.

The bid proposes a total of 64 TBC hotels, which meets FIFA's requirements. However, the bid only mentions 32 TBC training sites (half the number required), and as six of these sites are

listed twice, the number of effective proposals could potentially be further reduced to 26. All TBC hotels are four to five-star quality, including 62 four-star and two five-star properties. An ideal balance would include a higher percentage of five-star choices as well as a small selection of alternative accommodation arrangements, such as training academy-type housing. The average hotel size is 143 rooms. Only 21 hotels have fewer than 100 rooms, the smallest with 68. Sixteen TBC training sites are only identified by name and contain no additional background information, including two which may also be listed as VSTSs. In the case of those TBC training sites for which background information is given, at least seven would require upgrades to seating, lighting, fencing and/or pitch to meet requirements. Eighteen sites are paired with hotels – the Bid Book states that final pairings would be made if the bid is successful. Nonetheless, the Bidding Documents do not indicate which other sites would be considered to complete the list of 64. In conclusion, the bid appears to comply with FIFA’s TBC hotel requirements in terms of quantity and quality. However, based on

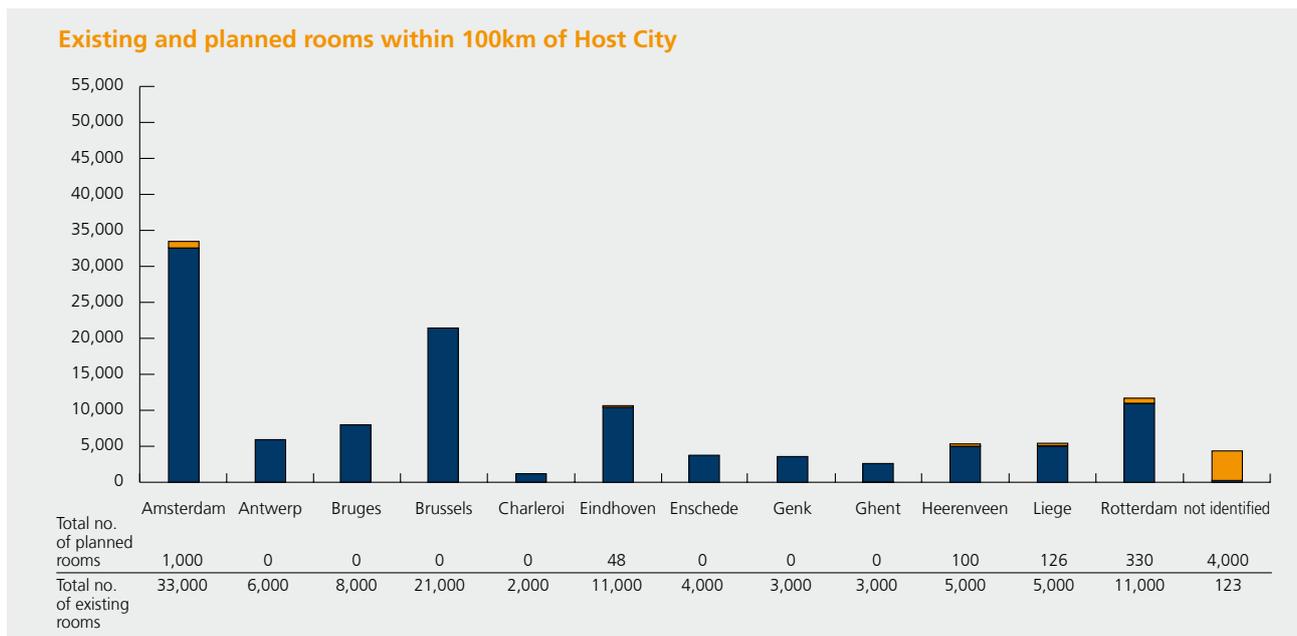
the information provided in the Bid Book, the quantity of TBC training sites does not appear to comply with FIFA’s bid requirements. If Holland & Belgium are appointed, further information would have to be provided.

Contractual basis

Of the required 64 TBC hotels, the Bidder has contracted 59. The number of TBC training sites contracted by the Bidder is significantly less than 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

Holland & Belgium propose a detailed accommodation plan. Tourism and business travel are important sectors in both countries and this has led to a well-developed hotel industry. The Netherlands welcomes some ten



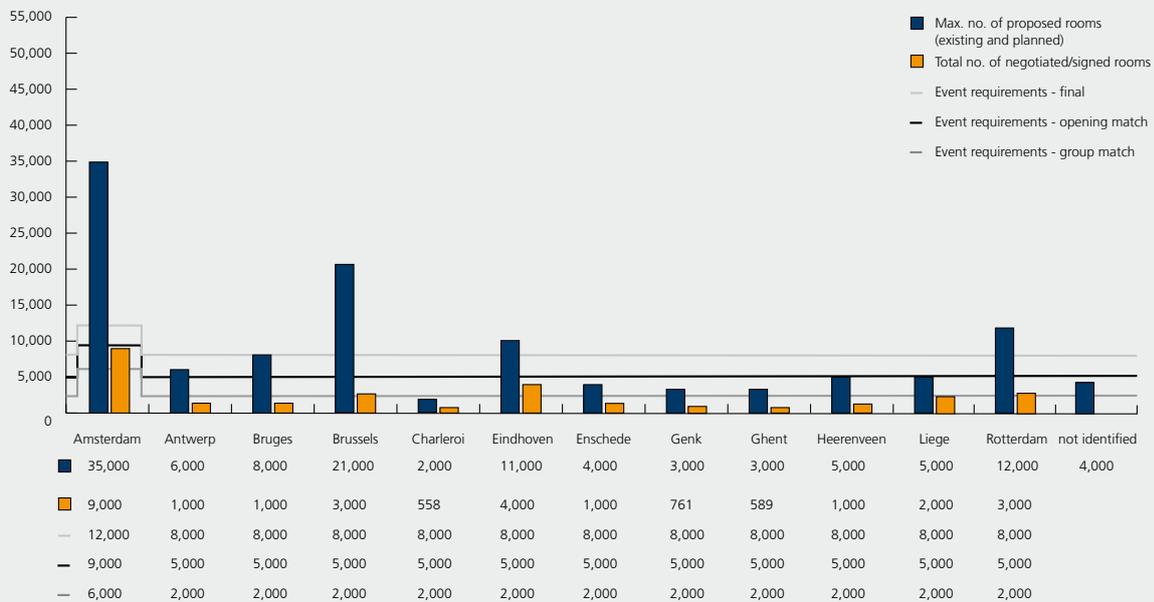
Source: Template 11

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

million visitors per year, while Belgium is visited by almost seven million per year. The Bidder proposes some 117,000 rooms spread over a relatively high number of 1,200 hotels in and around the candidate Host Cities, as well as some hotels situated across the border. The greatest supply of rooms is proposed in the business centres of Amsterdam, Brussels, Rotterdam and Eindhoven. Of the 12 candidate Host Cities, Amsterdam and Brussels are the only cities in which several five-star hotels are listed. The majority of the proposed inventory consists of three and four-star hotels but properties in every quality standard down to alternative accommodation have been proposed. In the case of about 10,000 rooms, no quality reference has been provided. The Bid Book indicates a higher room inventory than that set forth in template 11 and

additionally makes special mention of camping sites and holiday villages to cover the demand of individual supporters in particular. Almost 4,000 (still to be built) rooms have not been allocated to a candidate Host City. In the event that these are used for the FIFA World Cup™, they would have to be allocated to a candidate Host City to avoid over-bookings. 28,000 rooms across both countries and in Germany (with respect to the latter a tax exemption would not apply) have been secured through the FIFA Hotel Agreement, which equates to 46% of FIFA's minimum requirement of 60,000. This figure does not include "negotiated" rooms or those confirmed by a "letter of intent", as the prices, terms and conditions for such rooms are currently unclear. On average, the contracted properties have made 74% of their entire inventory available, compared to the required 80%.

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 Amsterdam.

Instead of submitting a full electronic copy of each executed Hotel Agreement, the Bidder has submitted an electronic copy of a selection of key pages from each signed Hotel Agreement. The Bidder confirms that no further amendments have been made to the template FIFA Hotel Agreement.

Based on the contractual guarantees, all candidate Host Cities except Bruges, Charleroi, Genk and Ghent can cover the event requirements for a group match. In Brussels (candidate Host City for the opening match) and Rotterdam (candidate Host City for the final), the current number of contractually guaranteed rooms is not sufficient. Only Amsterdam could meet the event requirements of an opening match, also taking into account the additional room demand generated by the envisaged location of the IBC. There is a general lack of supporter accommodation at guaranteed prices, terms and conditions and the majority of FIFA's constituent target groups would have to consider travelling to matches from a base in one of the larger cities.

The Bidder proposes a "follow your team" campsite concept to ensure affordable prices for supporters, although further details are not provided.

The terms and prices of the accommodation in many of the venues are unclear because of the lack of binding Hotel Agreements provided. The average currently agreed rack rate, based on a standard room, is:

5-star	USD 640 (Amsterdam) to USD 330 (Liege)
4-star	USD 480 (Brussels) to USD 190 (Charleroi)
3-star	USD 240 (Brussels) to USD 120 (Genk)

In conclusion, the Holland & Belgium bid proposes an accommodation concept with sufficient capacity. However, due to the rather limited supply of executed Hotel Agreements, there is a risk of excessive prices and non-negotiable conditions. Nevertheless, the efficient national and international transport

system and the possibility for constituent groups to be based in a single candidate Host City, or not in the host country at all, could potentially minimise shortfalls or onerous conditions.

4.10 FIFA headquarters

The Bid Book proposes two FIFA headquarters hotels and one FIFA VIP hotel and provides adequate information on each. However, insufficient details have been provided with regard to offices.

The proposal is to locate the FIFA headquarters in two five-star hotels, the NH Grand Hotel Krasnapolsky and the NH Barbizon Palace, in Amsterdam, which is 218km (approximately two hours and 30 minutes' travel time by train) from Brussels, the candidate Host City for the opening match, and 74km (approximately one hour by train) from Rotterdam, the candidate Host City for the final. These hotels, which are situated 900m apart, have 468 rooms (450 of which are contracted) and 269 rooms (260 of which are contracted) respectively. Transportation links are good, with the proposed FIFA headquarters situated 10km from the Amsterdam Arena and 19km from the international airport.

The proposed VIP hotel is the Sofitel Amsterdam The Grand Hotel, which has 177 rooms (all of which are contracted). Taking into account the allocations mentioned above, FIFA's requirement for 700 guest rooms appears to be met.

Moreover, the hotels are centrally located.

However, it should be noted that the rack rate for a standard room in both the NH Grand Hotel Krasnapolsky and the NH Barbizon Palace is high (USD 766) and may need to be re-negotiated if they are accepted as FIFA headquarters hotels. The FIFA requirement is for 8,000m² of office space. There is a total of 37 conference rooms covering approximately 5,000m² across the two hotels, and the remaining 3,000m² of

office space would be situated in the Beurs van Berlage conference venue which is situated between the two hotels.

It should be noted that the proposed FIFA headquarters are not situated in the candidate Host Cities proposed to host the opening match and final. Reference is made to article 18.5.2 of the Hosting Agreement, which stipulates that the FIFA headquarters shall be located in the candidate Host City of the final match.

public transport links between the candidate Host Cities and stadiums. All of the proposals are aimed at promoting transport sustainability.

The two countries have good connections to the rest of Europe due to their central location. The proximity of the candidate Host Cities (located no more than 368km and on average 179km from one another) enables easy domestic ground connections.

Both countries also have an extensive rail network. Belgium has recently completed its own high-speed rail network and Brussels is an interchange on the London-Amsterdam, Paris-Cologne and Amsterdam-Paris routes. The Netherlands is improving its national rail network and the high-speed Amsterdam-Cologne corridor as part of a Trans European Transport Network programme (TEN-T). Moreover, the Netherlands has conducted a successful

4.11 Transport

Transport at national level

Holland & Belgium provide a clear and well-structured transport concept based on frequent

Travel distance between Host Cities

	Amsterdam		Bruges		Brussels		Charleroi		Eindhoven	
Antwerp	150 km	1 h 32 min.	102 km	1 h 20 min.	57 km	30 min.	117 km	1 h	92 km	1 h 40 min.
	1 h 55 min.		1 h 15 min.		45 min.		1 h 20 min.		1 h 05 min.	
Rotterdam	74 km	38 min.	213 km	2 h 5 min.	159 km	1 h 10 min.	220 km	2 h 05 min.	119 km	50 min.
	1 h		2 h 20 min.		1 h 45 min.		2 h 20 min.		1 h 25 min.	
Liege	249 km	2 h 30 min.	196 km	2 h	97 km	1 h 20 min.	99 km	1 h 15 min.	114 km	50 min.
	2 h 45 min.		2 h 05 min.		1 h 10 min.		1 h 10 min.		1 h 20 min.	
Heerenveen	130 km	1 h	361 km	4 h 30 min.	307 km	3 h 35 min.	368 km	4 h 30 min.	212 km	2 h
	1 h 30 min.		3 h 45 min.		3 h 15 min.		3 h 50 min.		2 h 20 min.	
Ghent	225 km	2 h 10 min.	55 km	25 min.	56 km	35 min.	111 km	1 h 30 min.	144 km	2 h 35 min.
	2 h 35 min.		45 min.		45 min.		1 h 20 min.		1 h 40 min.	
Genk	227 km	4 h 35 min.	195 km	2 h 50 min.	95 km	1 h 35 min.	139 km	2 h 40 min.	92 km	3 h
	2 h 30 min.		2 h		1 h 15 min.		1 h 35 min.		1 h 05 min.	
Enschede	162 km	2 h 15 min.	365 km	5 h	311 km	4 h 25 min.	367 km	5 h 25 min.	180 km	2 h 50 min.
	1 h 55 min.		3 h 55 min.		3 h 20 min.		4 h		2 h 10 min.	
Eindhoven	133 km	1 h	191 km	1 h	138 km	2 h 10 min.	198 km	2 h 40 min.		
	1 h 40		2 h 05 min.		1 h 35 min.		2 h 10 min.			
Charleroi	280 km	2 h 35 min.	153 km	1 h 55 min.	61 km	55 min.				
	3 h 05 min.		1 h 40 min.		55 min.					
Brussels	281 km	1 h 40 min.	61 km	1 h						
	2 h 30		45 min.							
Bruges	269 km	2 h 45 min.								
	2 h									

experiment to increase the capacity of the rail service by abandoning timetables but running highly frequent rail services between cities. The countries already operate a well-developed motorway network connecting several main cities in one of Europe's most densely populated areas. The only planned upgrade is to the Amsterdam-Eindhoven route. Although the network has high safety standards and twin-lane motorways which accommodate large traffic flows, the bid recognises that the network's capacity to accommodate the peak passenger transport demand is limited, especially around the main candidate Host Cities. It plans to overcome this by optimising the use of the available network capacity, by offering free public transport services, and by providing fast, reliable and dedicated FIFA World Cup™ transport between the various destinations.

Transport at Host City level

The Bidder aims to strengthen the transport network by spreading the peak passenger flows across different times and areas and by creating incentives for visitors to use different modes of transport, including bicycles. The Bidder's goal is to ensure that at least 50% of visitors to the stadiums and at least 70% of visitors to the FIFA Fan Fests™ use public rather than private transport. Both countries would offer free rail, bus, metro and tram services to all fans in possession of a match ticket. In general, the infrastructure of the candidate Host Cities reflects the good conditions nationwide. In addition to the three-level park and ride system which is in place, the proximity to the stadiums of stations on the high-speed rail and shuttle bus networks offers an attractive alternative to cars in terms

Enschede		Genk		Ghent		Heerenveen		Liege		Rotterdam	
255 km	4 h 15 min.	95 km	2 h 10 min.	58 km	50 min.	253 km	3 h	124 km	1 h 50 min.	105 km	40 min.
2 h 50 min.		1 h		50 min.		2 h 40 min.		1 h 20 min.		1 h 10 min.	
199 km	2 h 30 min.	191 km	3 h 15 min.	165 km	1 h 35 min.	193 km	1 h 40 min.	219 km	2 h 20 min.		
2 h 10 min.		2 h 05 min.		1 h 50 min.		2 h 05 min.		2 h 20 min.			
273 km	4 h 55 min.	43 km	1 h 30 min.	155 km	1 h 30 min.	322 km	3 h 40 min.				
3 h		40 min.		1 h 45 min.		3 h 30 min.					
174 km	2 h 10 min.	298 km	5 h 55 min.	313 km	3 h 55 min.						
1 h 50 min.		3 h 15 min.		3 h 20 min.							
325 km	4 h 35 min.	148 km	2 h 40 min.								
3 h 30 min.		1 h 40 min.									
245 km	6 h 50 min.										
2 h 50 min.											

1	3
2	

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

of travel time, while additional proposals include dedicated shuttle bus lanes to and from the stadium during peak hours, the implementation of a traffic management system, and the introduction of a car-free corridor between the city centre and the stadium to encourage pedestrians and cyclists and increase capacity in the candidate Host Cities.

- Amsterdam and Brussels are the most accessible candidate Host Cities. Both have well-connected stadiums (two stadiums are proposed in Amsterdam) and airports served by rail and metro services.
- Despite having only a basic infrastructure, the transport connections to Liege and Antwerp are also satisfactory, and in Antwerp in particular, the stadium and FIFA Fan Fest™ are easily accessible to pedestrians.
- The stadiums in Rotterdam, Charleroi, Bruges and Eindhoven are easily accessible by road, rail and metro, although their respective airports can only be reached by bus, while the stadium in Genk will be easily accessible upon completion of its planned light-rail connection.
- Ghent, Heerenveen and Enschede have a limited infrastructure, with no operational airports and only a local/regional rail service. However, the smaller size of these cities means short distances between venues and better conditions for pedestrians and cyclists. The generally high standard of motorway in both countries facilitates coach travel.

Air transportation

Holland & Belgium have submitted clear information about their airport situation, providing an overview of the air travel market in their own and neighbouring countries. There are four international gateways in the two countries: the two main airports of Amsterdam Schiphol (AMS) and Brussels (BRU), and the seaports of Antwerp and Rotterdam. Amsterdam Schiphol is one of the five largest airports in Europe, operating 230

direct connections to worldwide destinations, while Brussels Airport is located 10km from Brussels city centre and serves over 140 airlines offering flights to almost 230 destinations. Both airports are directly connected to the national rail network (the station in Brussels Airport is under renovation). The passenger-handling capacity of both airports seems to be sufficient to cope with the sharp increase in traffic foreseen during the FIFA tournaments.

Flight connections / journey times

	Amsterdam	Bruges	Brussels	Charleroi	Eindhoven
Antwerp					
Rotterdam		3 h x		3 h x	x
		Brussels		Brussels	
Liege					
Heerenveen		5 h 30 min. x	4 h 35 min. x	5 h 50 min. x	
		Rotterdam	Rotterdam	Rotterdam	
Ghent	3 h x				2 h 35 min. x
	Antwerp				Antwerp
Genk	4 h 55 min. x		x		
	Brussels				
Enschede		6 h x	5 h 25 min. x	6 h 35 min. x	
		Rotterdam	Rotterdam	Rotterdam	
Eindhoven		3 h 25 min. x			
		Antwerp			
Charleroi	4 h x				
Brussels	1 h ✓				
Bruges	3 h 45 min. x				
	Antwerp				

Source: Template 16

At present, these airports have a passenger throughput of approximately 40,000 in the ten hours before and after matches and this is projected to increase to approximately 60,000 by 2018.

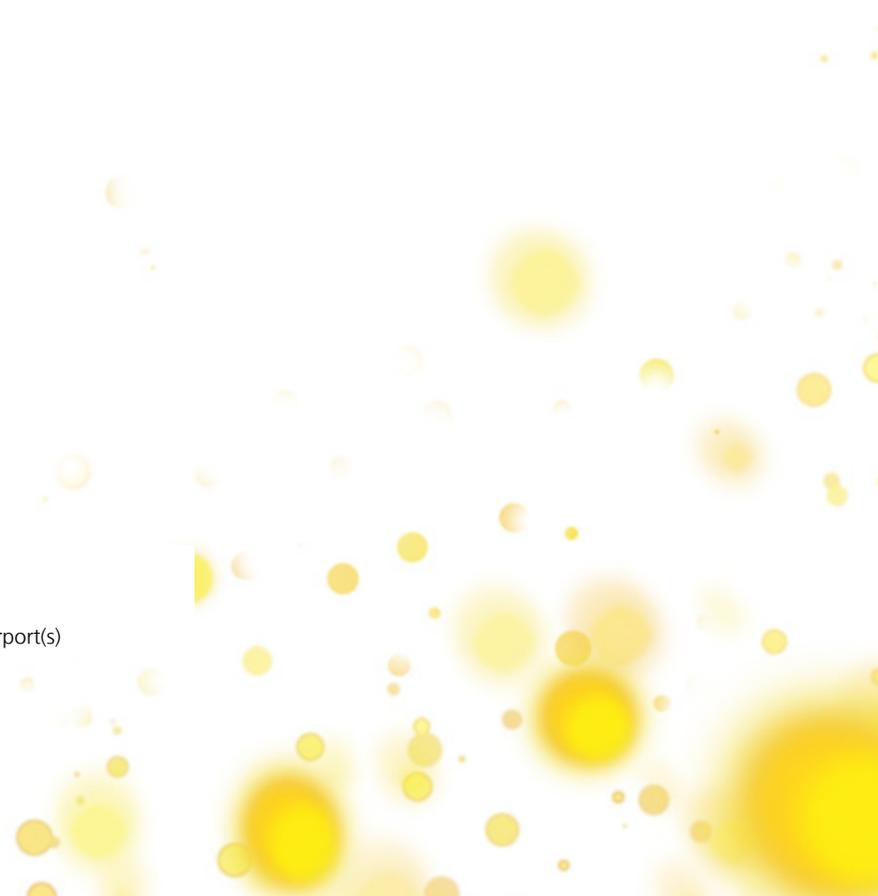
Brussels South Charleroi (CRL) is an important hub for low-cost airlines and offers good passenger-handling capacity (up to 20,000 passengers in the ten hours before and after matches), as do Eindhoven Airport (EIN), which

was used for the 2006 UEFA Cup final, and Rotterdam (RTM).

The other airports mentioned in the Bid Book are regional, with few European connections and limited passenger-handling capacity. Liege Airport (LGG), an important air freight hub and the headquarters of TNT Airways, offers mainly charter connections and only a few scheduled services, but could offer acceptable passenger handling capacity.

Enschede	Genk	Ghent	Heerenveen	Liege	Rotterdam
4 h 45 min. ✘			4 h ✘		
Rotterdam			Rotterdam		
✘	3 h 55 min. ✘	2 h 15 min. ✘	✘	2 h 50 min. ✘	
	Antwerp	Antwerp		Brussels	
5 h 25 min. ✘			4 h 40 min. ✘		
via Utrecht			via Utrecht		
	6 h 45 min. ✘	4 h 55 min. ✘			
	Rotterdam	Rotterdam			
5 h 40 min. ✘	1 h ✓				
Rotterdam					
7 h 35 min. ✘					
Rotterdam					

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



In addition to these airports, international airports in the vicinity of the candidate Host Cities, such as Hamburg, Dusseldorf, Cologne/Bonn, Paris and London, could lend support. By 2018/2022, all these airports should be reachable by high-speed rail within an acceptable travel time of 1-2 hours.

Conclusion

The Netherlands and Belgium comprise a small area and have an extensive transport infrastructure. Due to the population density in these countries, the additional traffic-reduction measures proposed are essential to increase capacity and facilitate event transport operations during peak times. The two main international airports would meet tournament requirements and the extensive high-speed rail network that is planned would provide a reliable means of transportation within the countries. Moreover, the countries' central location in Europe and vicinity to main transport hubs like Paris, London, Hamburg, Dusseldorf and Cologne/Bonn also provides a number of reliable alternatives.

Annexe 1 – National transport network

Annexe 2 – Host City transport networks

4.12 Information technology and communication network

The documentation provided includes a comprehensive description of Holland & Belgium's ability to meet the requirements of the FIFA World Cup™.

The countries' public telephony network is based on a "universal service" accessible by end users in any location for an affordable price. There is almost full mobile network coverage in both countries. Many local areas in the Netherlands offer partly or completely free wireless internet, and

Belgium already has 90% 3G coverage. In 2010, licences have been issued for new frequencies to increase mobile internet access capability in both countries. VDSL.2 has been launched and deployed on a large scale by Belgacom, providing speeds up to 30 Mbits/sec. Penetration will be at 80% by the end of 2011. The Netherlands ranks third and Belgium 13th worldwide in the overall penetration of broadband services. Both countries have a reliable, high-capacity network. According to the Bid Book, 80 per cent of Dutch households have access to the internet, while in Belgium, at the end of June 2009, the penetration of fixed broadband internet access had reached 28% with more than three million fixed broadband lines. Public broadcasting companies in both the Netherlands and Belgium broadcast in HD format. A company operating more than 20 satellites is established in the Netherlands, while in Belgium, several companies are capable of delivering fixed and portable satellite solutions at a high bit rate. In terms of the telecommunication and internet infrastructure, fixed-line operations are declining in both countries while mobile services are flourishing. There is a rapid migration of users to 3G services. Both countries have three mobile telecommunications providers and several mobile virtual network providers. In Belgium, GSM is being phased out (by 2013) in favour of UMTS/HSDPA protocol.

In terms of the backbones between the candidate Host Cities, each city has points of presence (POPs) connecting the local, national and international telecommunications and internet providers. In both countries, there are ample internet exchanges providing a port to the outside world and the POPs in the candidate Host Cities are redundant. Many fibre-optic connections to surrounding European countries are available. A backbone connects Brussels to Rotterdam through Antwerp as part of a double ring with other

European hubs. Most of the candidate Host Cities have a 98% penetration of traditional telecommunication services.

Holland & Belgium are served well by their experience of UEFA EURO 2000, understanding the importance of a seamless joint solution. Both countries have the benefit of two fixed-line infrastructures for internet services, resulting in strong competition and lower prices in the market. There is an integrated broadband infrastructure in both countries thanks to the redundant interconnections between their leading exchanges.

The Bid Book provides a broad description of the infrastructure in each stadium, indicating that there are plans that meet the basic IT requirements for the stadiums. Further information is needed on the redundancy at each stadium and the distance from the stadium to the local POP to provide the required dual path redundancy.

The Bidders' experience of co-hosting UEFA EURO 2000 would be beneficial when it comes to the joint aspects of telecommunications delivery in certain areas, such as radio frequencies, satellite transmission and consistent media services across both countries.

The Bid Book also addresses the power infrastructure and indicates that there is adequate capacity and that reliability should not be an issue for the initial event power requirements. There are also proposals to address the additional capacity (technical power), although further details would be required.

Holland & Belgium appear to have a strong information and communications technology (ICT) infrastructure which would meet the requirements of a major sporting event such as the FIFA World Cup™. Moreover, the planned expansion of its infrastructure indicates that it would be able to meet future demands that may arise due to technological advancement. However, full support of the ICT

implementation is not ensured as the required guarantees, undertakings and confirmations have not been given as part of Government Guarantee No. 7.

4.13 Safety and security

The Bid Book includes an effective presentation focusing on the sensitive areas of security planning for the FIFA World Cup™.

The bid acknowledges that organising an event of the magnitude of the FIFA World Cup™ requires an integrated approach to safety, security, comfort, service and customer care. As part of the global strategy, a central website would be developed containing all possible safety and security information to be communicated to the visitors.

The Bidders demonstrate knowledge of FIFA's security requirements and a commitment to tackling all areas with a clearly defined, event-directed and project-based organisation. A dedicated bi-national security taskforce would be established for the FIFA World Cup™ and work together with the LOC to ensure correct delivery of the tournament.

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

4.14 Health and medical services

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.

Adequate information is given on the capacities of all venues and the office solutions and all appear to meet FIFA's requirements. All of the hotels offer enough guest rooms for the different FIFA constituent groups. However, the current assignment of constituent groups to hotels may have to be revised to ensure that each group has a sufficient number of rooms in each hotel. Precise information on transportation links is not provided for all competition-related events.

In conclusion, the information provided indicates that the venues for the competition-related events would meet FIFA's requirements.

4.15 Competition-related events

The Bidder outlines suitable venues for the competition-related events and backs up its proposals with adequate details. The proposed venues are well spread across the two host countries in six different candidate Host Cities, as follows:

4.16 Media facilities, communications and public relations

IBC

The Bidder demonstrates an awareness of the critical requirements, having taken into account the documentation provided during the bid preparation period. The proposed venue for the International Broadcast Centre (IBC) has a long history of hosting large-scale events.

Event	Venue
FWC Preliminary Draw	Ziggo Dome, Amsterdam (capacity: 6,300)
FWC team seminar	Amsterdam Arena (area: 3,180m ²) or Amsterdam RAI (capacity: 2,072)
FWC Final Draw	Brussels Expo (area: 115,000m ²)
FWC team workshop	Concert Building, Bruges (capacity: 1,200)
FCC Draw	Evoluon Eindhoven (capacity: 1,200)
FCC team workshop	Evoluon Eindhoven
FWC referees workshop	Crowne Plaza Hotel, Antwerp (capacity not indicated)
FCC referees workshop	Palais des Congrès, Liege (capacity: 1,200)
FIFA Congress	Brussels Expo (area: 115,000m ²)
FIFA Banquet	Brussels Expo

Media facilities and services at venues and stadiums

The quality of the information and clarifications provided by the Bidder is sufficient. Most of the cities and stadiums have past experience of hosting major events. The stadiums boast state-of-the-art media facilities, although these would have to be upgraded to fulfil future space and quality requirements. As the stadiums proposed for the opening match and the final have still to be built, there could be some space issues for media areas. Moreover, co-hosting of the event might result in certain logistical challenges for the organisation of media events, and a live stream of the daily media briefing to all stadiums is recommended (or at least to the main media centres in both countries). Wireless LAN is already standard in the main stadiums in the Netherlands and Belgium. Regarding the other media facilities needed, assurances/guarantees have been provided that all of FIFA's requirements would be met. There should be no main issues with regard to media accommodation, as both countries are used to staging events of 500,000 visitors or more.

In addition to the countries' advanced public transport system, media transport would be offered on a 24/7 basis and public transport across both countries would be free for accredited media and staff. Specific Belgian and Dutch media attention would be focused on environmentally friendly measures.

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

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

Communications and public relations

The Bidder's communications concept is sufficiently detailed.

Football receives huge coverage by the state-owned and private media in both countries.

There is an extensive media landscape in both countries, including ten national broadcasting channels in the Netherlands and six in Belgium. Each of the countries has its own national news agency, as well as extensive print media sectors, with nine national newspapers in the Netherlands and 14 in Belgium. Brussels is home to more than 1,000 international correspondents reporting on the European Parliament.

The proposed communications strategy comprises six distinct phases before, during and after the tournament, based on the theme of "Together for Great Goals", referring to goals on and off the pitch. The "WorldCoaches" and "Open Football Clubs" concepts would also have a positive impact.

4.17 Media and marketing rights

TV and media rights

Belgium's listed-event legislation adversely affects the free exploitation of media rights in Belgium. Such legislation would have to be suspended or reviewed. Furthermore, 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 Holland & Belgium in respect of local sports marketing practices and the domestic sponsorship market was sufficient. They provide a list of 19 companies investing in domestic football and sport sponsorship as well as a review of the key sports and events which attract sponsorship investment in both markets.

Both the Netherlands and Belgium have a developed top football league with an average estimated match attendance across both countries combined of over 30,000 people. The geographical location provides very easy access to countries from which the majority of fans travelling to past FIFA World Cups™ have come. The Netherlands and Belgium combined are not one of the top ten economies in the world, however it is considered to be an important market for FIFA's Commercial Affiliates and a developed domestic sponsorship market.

The Bid Book makes reference to existing general intellectual property laws in both

countries. The Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights) submitted by both countries contains no guarantees, undertakings or confirmations with legal effect beyond existing laws, and important aspects are superseded by Government Guarantee No. 8 (Legal Issues and Indemnification). On this basis hereon, FIFA's rights protection programme cannot be ensured in either country.

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. Overall, the level of information provided by Holland & Belgium in respect of the outdoor advertising media secured in both countries was generally adequate.

The quality and relevance of the outdoor advertising media inventory information provided for each of the 12 candidate Host Cities varied. Some candidate Host Cities provided a good level of relevant information on the type, location and quantity of the secured outdoor advertising media inventory while others provided limited information. If Holland & Belgium are appointed to host the FIFA World Cup™, further information would be required in respect of the outdoor advertising media inventory secured around the candidate Host Cities which did not provide a sufficient level of information. The bid inspection team visited Binnenrotte, the principal FIFA Fan Fest™ site proposed for Rotterdam (candidate Host City for the final). The site is central, well served by public transport (tram, bus, metro and rail) and is well-known as a gathering place in the city, being used regularly for open-air events including public viewing of live football. Space at the site is limited and is unlikely to meet FIFA's requirements.

Should Holland & Belgium be appointed as host country, the space at this site and at alternative and complementary sites within the city should be reviewed in respect of FIFA’s space requirements. At least one FIFA Fan Fest™ venue is proposed for all of the candidate Host Cities included in the Holland & Belgium bid.

4.18 Finance and insurance

The FIFA Confederations Cup 2017 and 2021 and the 2018 and 2022 FIFA World Cup™ expenditure budgets submitted by the Bidder meet the requirements of the budget template, provide cost drivers for most of the cost captions, and are each supported by an expenditure model comprised of 51 data sheets.

Expenditure budget

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

The Bid Committee has confirmed that the budget totals include contingencies of USD 51.7/56.5 million or approximately 8.4% of the 2017/2018 and 2021/2022 total combined expenditure budgets respectively.

Inflation has been considered at an annual inflation rate in the range of 1.6% to 2.0% in the expenditure budgets, which is consistent with the inflation forecast reported in the Bid Book up to 2017. A flat rate of 2% has been applied for years thereafter. The Bid Book reports that the average inflation rates in the Netherlands and Belgium for the last ten years have been 2.2% and 2.3% respectively.

A fixed foreign exchange rate of EUR 1 = USD 1.48 has been applied for all years. According to the Bid Book, the average EUR to USD exchange rate over the past ten years has been EUR 1 = USD 1.19.

Significant budget areas

The FIFA World Cup™ expenditure models indicate total staff compensation costs of USD 131.0/145.3 million or approximately 23% of the total FIFA World Cup™ expenditure budgets. The FIFA World Cup™ stadium operation costs would be USD 83.6/90.4 million

Cost figures in thousands	2010 costs excluding inflation		Inflation-adjusted expenditure budgets	
	USD	EUR	USD	EUR
Competition				
FCC 2017	44,755	30,240	50,484	34,111
FWC 2018	496,886	335,734	563,332	380,630
Total	541,641	365,974	613,816	414,741
FCC 2021	44,755	30,240	54,646	36,923
FWC 2022	508,060	343,284	620,475	419,240
Total	552,815	373,524	675,121	456,163

comprising stadium rental costs, temporary facilities budgeted at a fixed amount per stadium and operational costs. The FIFA World Cup™ security budget of USD 35.2/38.1 million relates primarily to stadium security. The Bidder reports that security for other venues/events is included in the respective budget items for these areas. FIFA World Cup™ communication and public relations costs would amount to USD 45.6/49.3 million and are driven by the communication strategy and the development of a competition website and publications.

Insurance

Total FIFA World Cup™ insurance costs are reported at USD 18.1/24.5 million for the 2018/2022 FIFA World Cups™ respectively. The cost allocation and level of cover for cancellation/postponement/relocation is not indicated. The insurance costs are calculated at 3.2%/3.9% of the total FIFA World Cup™ expenditure budgets.

Conclusion

The Bidder has submitted the budgets in the format required and provided supporting information. The supporting information mainly provides analysis of staffing cost drivers. Cost allocations for all sections of the Hosting Agreement have been provided without further details on the related cost drivers. Further supporting information on these areas of the budgets would be required to obtain a full 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 media allocation indicated in the Bid Book complies with the requirements. The Bid Book provides clear

stadium drawings and detailed information about hospitality.

It is reasonable to expect full stadiums (corresponding to 100% of the net seating capacity) in Holland & Belgium, which would result in approximately 3,304,000 sellable tickets.

In terms of spectator numbers, the Bidding Countries' central European location might compensate the small size of certain candidate Host Cities. The spectator services and facilities are well detailed in the stadium illustrations.

This bid meets the requirement for indoor hospitality sky boxes and business seats [5% to 8%], thus facilitating generation of hospitality operations. Construction of new stadiums in Brussels and Rotterdam is required to meet the ticketing requirement for the opening and final matches.

FIFA's hospitality and 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. 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 12 candidate Host Cities. All such Host City Agreements fully comply with the template Host City Agreement without any deviation. However, seven Host City Agreements will have to be properly re-executed by the correct municipal entity. The evaluation of the contractual documents for stadiums and training sites is contained in the relevant sections above.

The Bidder has not provided Government Guarantees in accordance with FIFA's template documents. All government documents of both countries are drafted in the same manner and contain material deviations from FIFA's template documents. In addition, both countries contradict and expressly replace and supersede in their respective Government Guarantees No. 8 important provisions in their other relevant Government Guarantees, which significantly reduces the validity and enforceability of important aspects required by FIFA, such as the following in particular:

- The tax exemptions in both countries are, by virtue of Government Guarantee No. 8, subject to general reservations relating to the applicable tax laws in both countries and international laws.
- Only a limited undertaking with respect to the required safety, security and emergency measures is given. FIFA's liability is not excluded.
- No guarantees, undertakings or confirmations with respect to the protection and exploitation of commercial rights are given beyond the existing laws. There is no overruling of the current Belgian listed-event regulation, adversely affecting the free and unrestricted exploitation of media rights in Belgium.
- The effect of the required indemnification is significantly limited, the majority of the required special legal undertakings are missing and material guarantees, undertakings and confirmations of other Government Guarantees are expressly replaced and abrogated.

The governments of both countries have expressed their unwavering support of the joint bid and have declared to the Bidder that they possess all means necessary to arrange for the hosting of the FIFA World Cup™. No fixed deadline for the necessary legislative changes has been accepted.

The Government Legal Statement has been submitted but the necessary legislative steps for the implementation of the Government Guarantees in the respective country are not conclusive and no undertaking for the enactment of such necessary legislative steps within the required deadline is given.

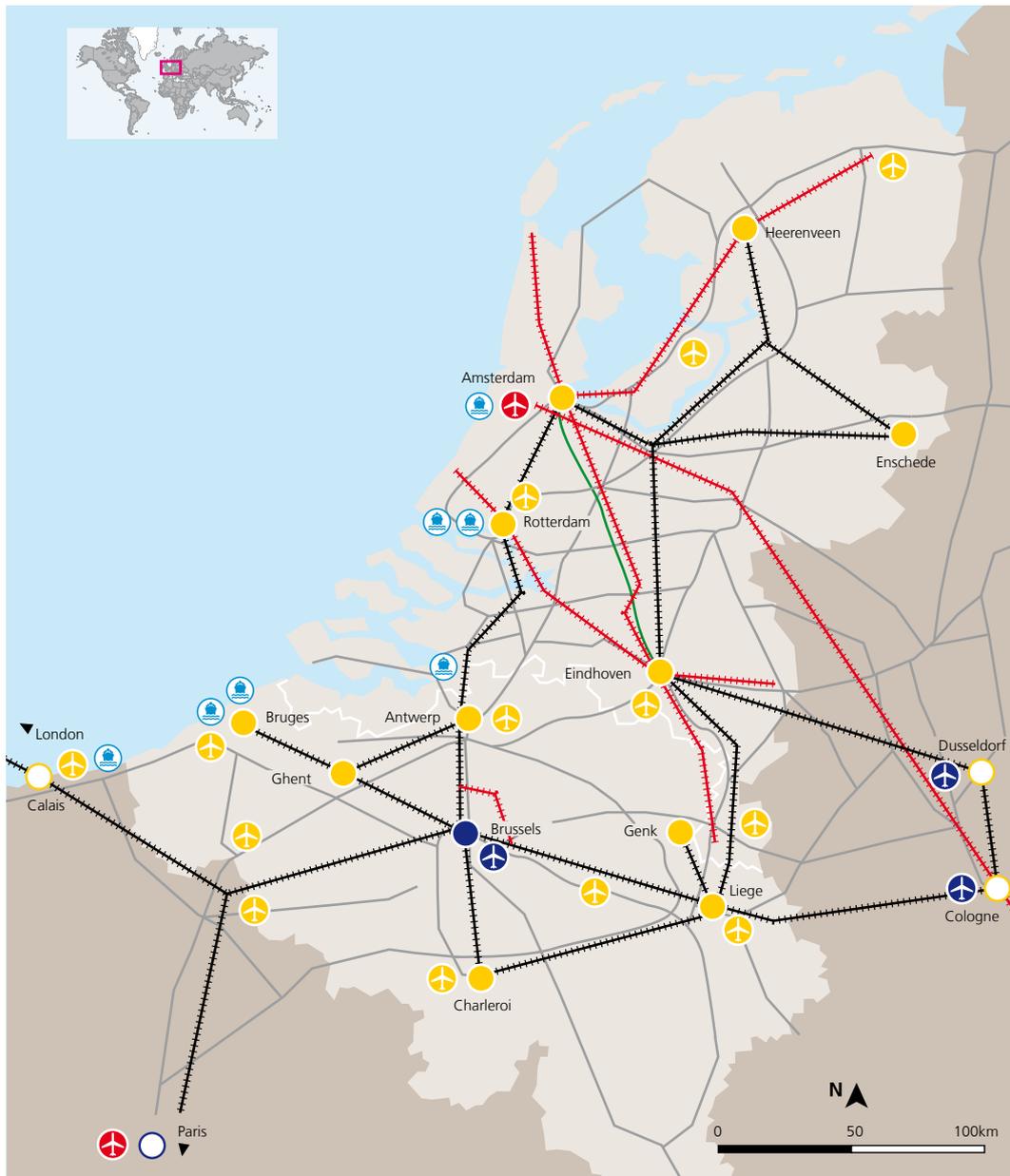
The Legal Opinion does not provide a solid basis of reference as it materially deviates from the FIFA templates and remains subject to many assumptions and qualifications.

Nevertheless, by having been awarded the right to host the UEFA EURO 2000, both governments have experience in supporting the hosting and staging of a major sports event and have proven their willingness to make material concessions and accommodate the concerns of event organisers.

Conclusion

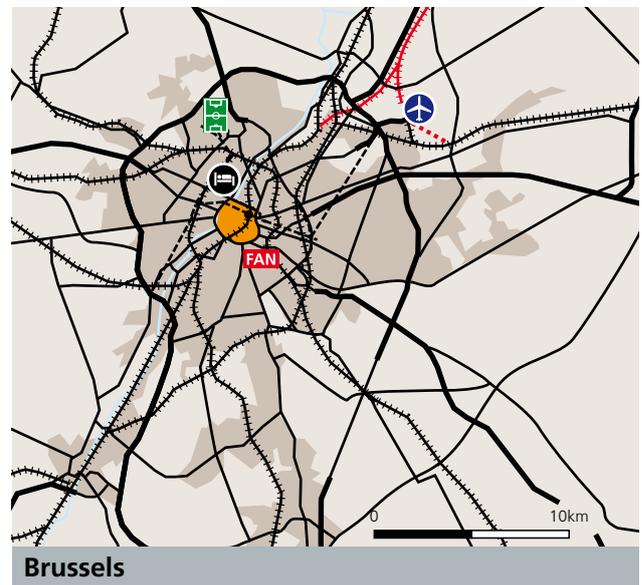
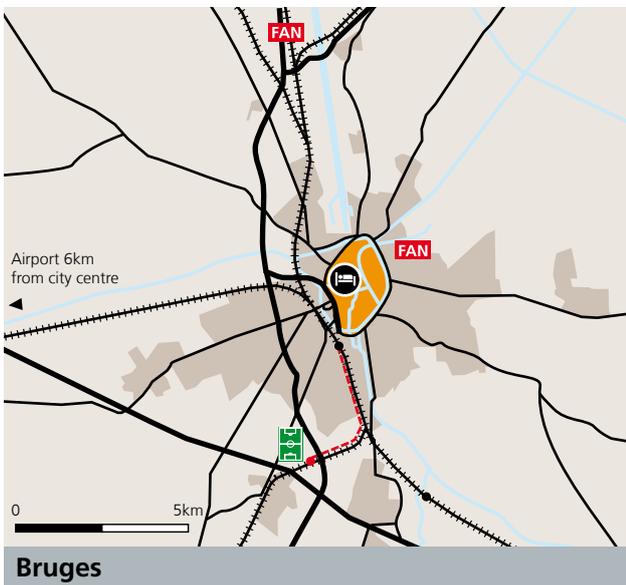
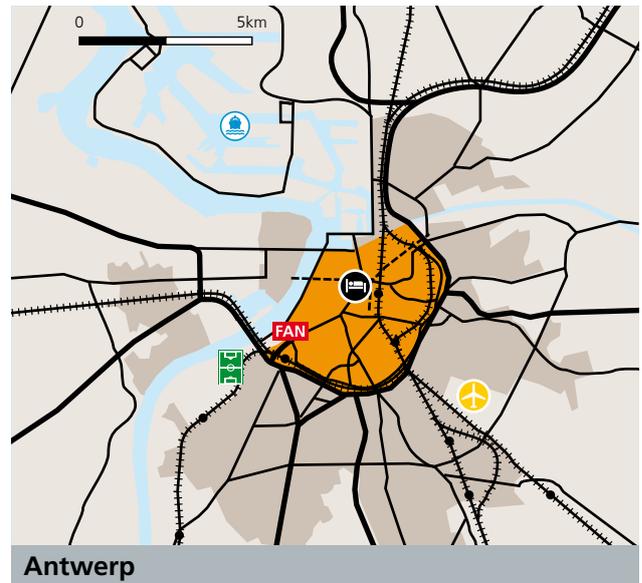
If Holland & Belgium are awarded the hosting rights, FIFA's legal risk appears to be medium. Whilst the requirements for contractual documents have been largely met, the necessary government support has not been secured as neither the Government Guarantees nor the Government Declaration have been provided in compliance with FIFA's requirements for government documents. Nevertheless, the governments of both countries have experience in supporting the hosting and staging of a major sports event and have proven their willingness to make material concessions and accommodate the concerns of event organisers.

Annexe 1 National transport network



- | | | | |
|------------------|----------------|---------------------------|-----------------------|
| Stadium | Hotel | Inhabitants | Rail |
| Airport < 5m | FIFA Fan Fest™ | Host City | Existing |
| Airport 5 to 25m | City centre | Non-Host City | Major renovation |
| Airport > 25m | Seaport | Yellow circle | Planned |
| | | Yellow circle with border | |
| | | Blue circle | Metro/tram/bus |
| | | Blue circle with border | Existing |
| | | Red circle | Major renovation |
| | | Red circle with border | Planned |
| | | | Motorway |
| | | | Black line |
| | | | Green line |
| | | | Red line |

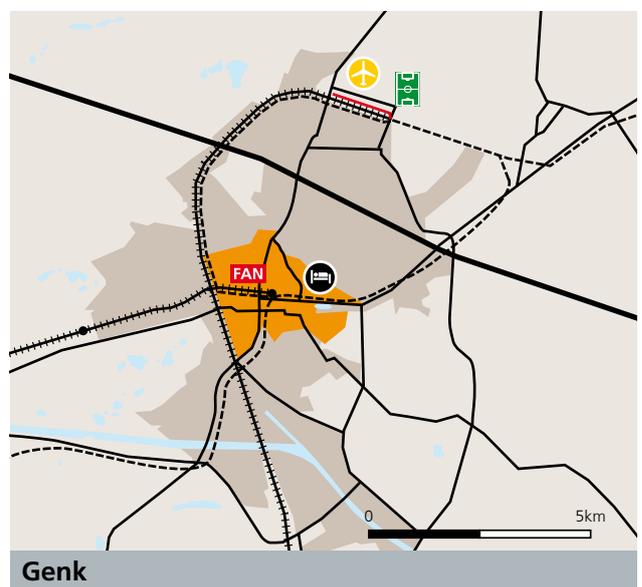
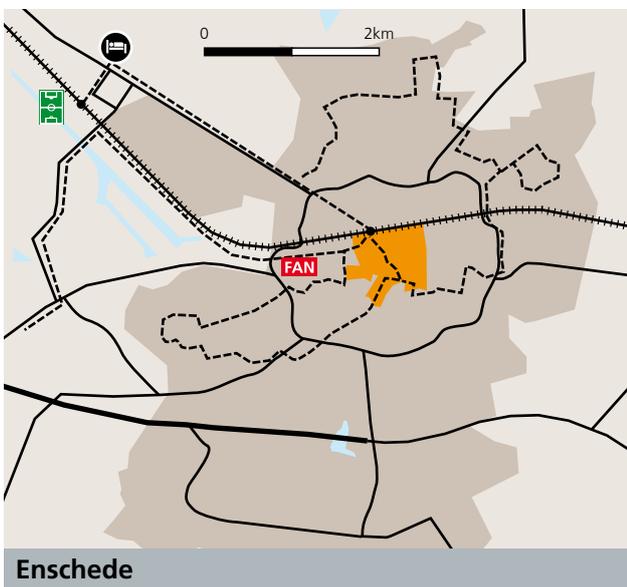
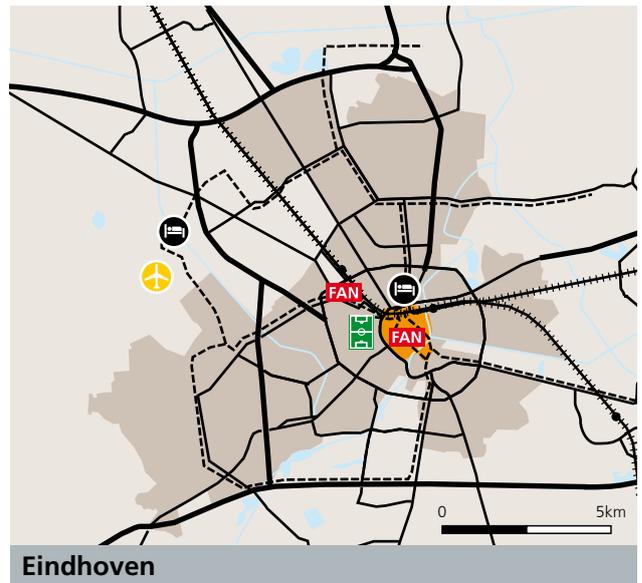
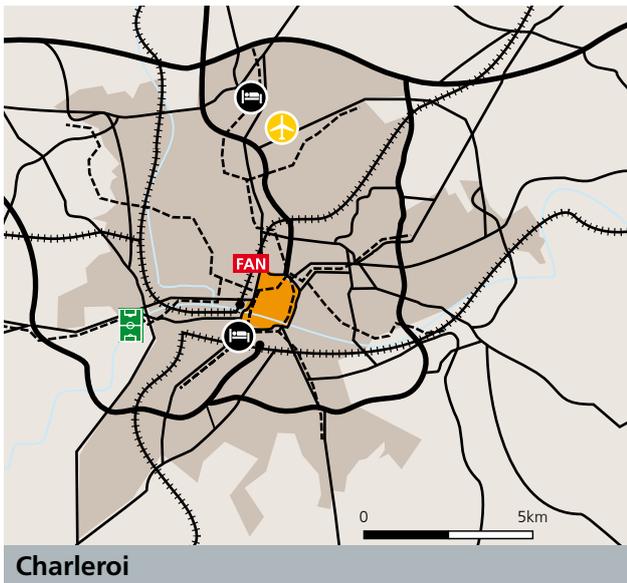
Annexe 2 Host City transport networks



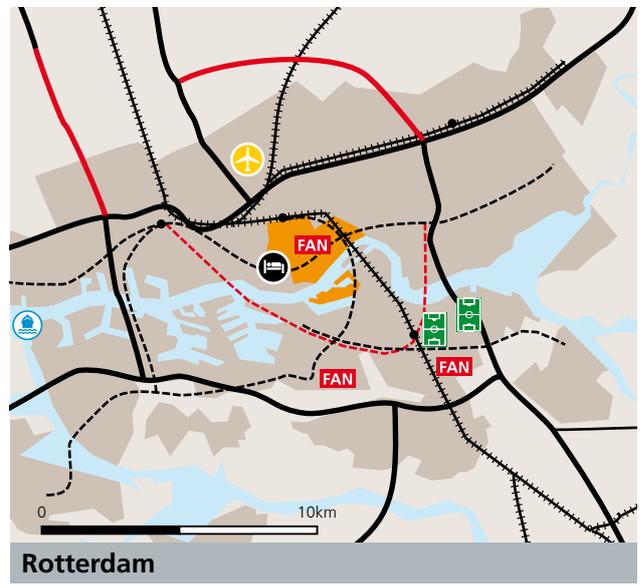
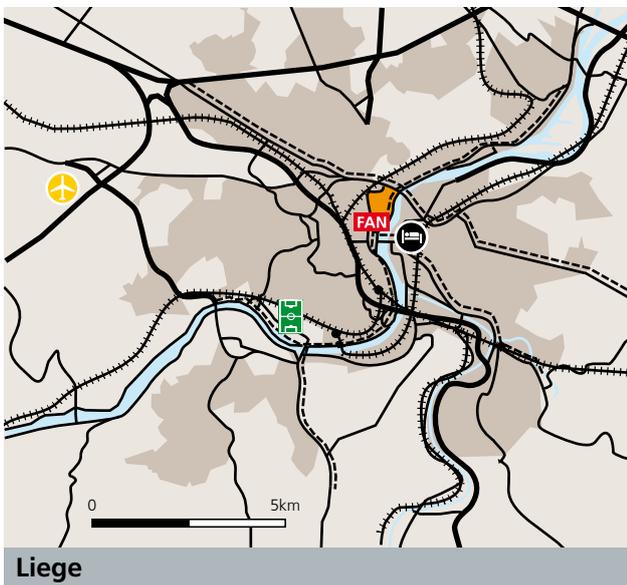
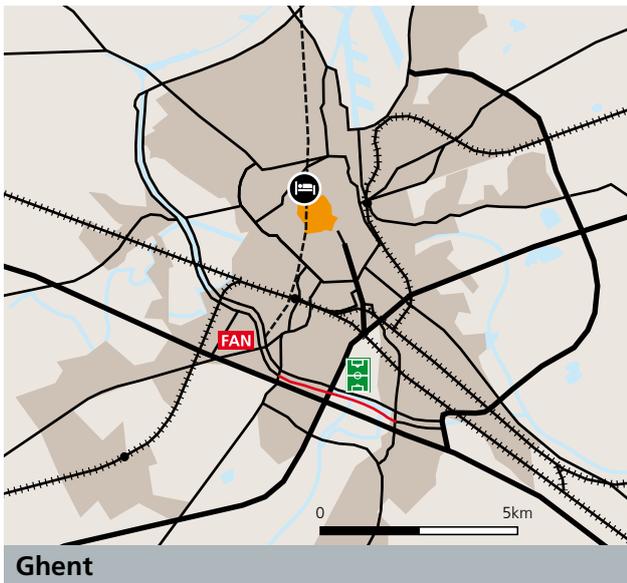
-  Stadium
-  Hotel
-  Airport < 5m
-  FIFA Fan Fest™
-  Airport 5 to 25m
-  City centre
-  Airport > 25m
-  Seaport

- Inhabitants**
- | | |
|---|---|
| Host City | Non-Host City |
|  < 1m |  < 1m |
|  1 to 5m |  1 to 5m |
|  > 5m |  > 5m |

- Rail**
- | | | |
|--|--|---|
|  Existing |  Major renovation |  Planned |
|--|--|---|
- Metro/tram/bus**
- | | | |
|--|--|---|
|  Existing |  Major renovation |  Planned |
|--|--|---|
- Motorway**
- | | | |
|--|--|---|
|  Existing |  Major renovation |  Planned |
|--|--|---|



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



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

Annexe 3

Overview of legal evaluation

Legal documents	Risk for FIFA	Remarks
Government documents		
Government Guarantees	Medium risk	The government support has not been secured but the governments of both countries have experience and have proven their willingness to make material concessions. The governments of both countries have also declared that they possess all means necessary to arrange for the hosting of the FIFA World Cup™. No fixed deadline for the necessary legislative changes has been accepted.
Contractual documents		
Hosting Agreement	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Host City Agreements	Medium risk	Submitted documents fully executed in compliance with FIFA requirements, but partially proper re-execution required.
Stadium Agreements	Medium risk	Submitted documents fully executed in compliance with FIFA requirements, but partially proper re-execution required.
Training Site Agreements	Medium risk	Submitted documents fully executed in compliance with FIFA requirements. However, Training Site Agreements missing in respect of 42 VSTS and 32 TBC training sites.
Confirmation Agreements	Low risk	Wrong template documents (for single bids) have been executed.
Overall		
Overall legal risk	Medium risk	

Annexe 4

Operational risk

		Remarks
Competition		
Stadium construction	Medium risk	Seven stadiums to be constructed. Initial budget may need to be reviewed; funding is indicated and construction is guaranteed.
Stadium operations	Medium risk	Specific attention would have to be given to the fulfilment of future FIFA World Cup™ space and quality requirements.
Team facilities	Medium risk	The legal risk is medium. Potential, but insufficient information and number of proposals provided to enable evaluation.
Competition-related events	Low risk	
Transport		
Airports and international connections	Low risk	Existing infrastructure sufficient for international accessibility. Air travel almost not necessary for domestic transfers.
Ground transport	Low risk	Reliable, fast, and efficient ground transport; existing solutions to be supplemented by planned (guaranteed) upgrades (high-speed rail and roads).
Host City transport	Low risk	Almost all candidate Host Cities would be able to cope with the tournament requirements.
Accommodation		
General accommodation	Medium risk	28,000 rooms contracted, plus 8,835 contracted as TBC hotels; the Bidder also indicates a number of rooms secured through letters of intent and pending negotiations; relatively high potential to compensate small number by efficient use of transport, proximity of neighbouring countries, and campsite concept for fans.
TV		
International Broadcast Centre (IBC)	Low risk	

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