



TRANSPORTATION LOGISTICS SERVICES

Invitation to Tender

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Information in this document is strictly confidential and intended only for the entity receiving it directly from UEFA. The content of this document or any method, procedure or technique described therein shall not be disclosed to any third party.

1. GLOSSARY

Standard terms in this document will be as follows:

Agreement	means the long form agreement which shall be entered into between UEFA and the Successful Applicant to confirm and formalise the appointment of the Successful Applicant, as provided by UEFA upon provisional selection.
Applicant	means any legal entity that submits a Proposal in response to this ITT.
Cargo	means the materials transported by the Successful Applicant on the Trucks to the Venues.
Commercial Partners	means any persons appointed from time to time by UEFA whether as sponsors, broadcasters, suppliers, licensees or otherwise officially associated with the Club Competitions and/or the National Team Competitions, through any designation granted by UEFA or any other persons granted commercial rights in respect of the Club Competitions and/or the National Team Competitions, by UEFA.
Club Competitions	means the UCL, UEL, UWCLF, UEFA Super Cup™ and ECF.
Confidential Information	means any information, data or material of a confidential or proprietary nature, relating to the business and affairs of UEFA, the Club Competitions, the National Team Competitions or any other UEFA's events of activities, or to the identity, business and affairs of the Commercial Partners, suppliers, agents or subcontractors which comes into the possession or knowledge of the Company as a consequence of, or in connection with the Services and which UEFA regards, or could reasonably be expected to regard, as confidential, whether or not such information is reduced to a tangible form or marked in writing as "confidential", and any and all information which has been or may be derived or obtained from any such information.
Deal Principle(s)	means the fundamental and non-negotiable provisions listed in Section 9 which shall be included in the Agreement entered into between UEFA and the

	Successful Applicant, and which the Applicant, by submission of its Proposal and the Statement of Undertaking, confirms that it is capable of complying with.
Driver	means any driver of the Trucks used by the Successful Applicant who is used to provide the Services
ECF	means the European Club Football Season Kick Off which shall take place each Season on a date and at a location to be determined by UEFA.
EURO 2016 SAS	means UEFA's subsidiary the simplified joint stock company ("Société par actions simplifiée") with a capital of €50,000, registered under number 531 326 080 R.C.S. Paris, with its registered office at 112, avenue Kléber – CS 81671, 75773 Paris CEDEX 16 (France) which is tasked with certain organisational and administrative functions in relation to UEFA EURO 2016.
ITT	means this Invitation to Tender document and all of its appendices.
Intellectual Property	means any and all intellectual property rights of any nature anywhere in the world related to UEFA or any of its competitions, whether registered, registrable or otherwise (including but not limited to patents, trademarks, registered designs and domain names, applications for any of the foregoing, trade names, goodwill, copyright and rights in the nature of copyright, design rights, rights in databases, moral rights and know how).
Match(es)	means each and any football Match played as part of the Club Competitions or National Team Competitions.
Proposal	means the binding offer made by the Applicant with the documentation submitted by the Applicant in response to this ITT in order to be considered in the Tender.
Season(s)	means football seasons 2015/2016, 2016/2017 and 2017/2018, the exact start and end dates of such seasons being determined by UEFA.
Services	means the transportation logistics services to be provided by the Successful Applicant in accordance with the provisions of this ITT and more fully described in

	Sections 4 to 6.
Statement of Undertaking	means the Statement of Undertaking in the form provided in Appendix 1 of this ITT, which shall be signed by the duly authorised representative(s) of each Applicant and submitted with its Proposal.
Successful Applicant	means the Applicant(s) appointed by UEFA for the provision of all or part of Services pursuant to a long-form agreement to be executed between such Successful Applicant(s) and UEFA.
Tender	means the tendering process for the Services, in accordance with and as set forth in this ITT.
Term	means the duration of time that the Successful Applicant is appointed to provide the Services, as confirmed in the Agreement.
Truck(s)	means the vehicle(s) used by the Successful Applicant to provide the Services which should be in accordance with the requirements and provisions of this ITT.
UCL	means the UEFA Champions League™ (including the UCL Play-Offs, the Group stage, the Knock-Out stage, the UCL Final the UEFA Super Cup™, the European Club Football Season Kick Off and the UEFA Women's Champions League Final but excluding any qualification rounds played earlier than UCL Play-Offs) that takes place during the Seasons, the Match schedule and the competition format for which are set out in Appendices 3 and 8.
UEFA	means the Union des Associations Européennes de Football whose registered office is at Route de Genève 46, 1260 Nyon, Switzerland, including, where relevant, any of its subsidiaries.
UEFA EURO 2016™	means the final tournament of the UEFA European Football Championship 2014-2016 which will take place in France from the 10th June to the 10th July 2016.
UEFA Events S.A.	means the wholly owned subsidiary of UEFA, which undertakes certain commercial functions and operations in relation to various UEFA competitions and events.
UEFA Warehouse	means the central warehouse used to store UEFA equipment and materials and which is located in Aalst,

	Belgium or any other location in Europe as advised by UEFA.
UEL	means the UEFA Europa League™ (the Group stage, the Knock-out stage and UEL Final) that takes place during the Seasons, the Match schedule and the competition format for which are set out in Appendix 4 and 8.
UWCLF	means the final Match of the UEFA Women's Champions League™ which shall take place each Season on a date and at a location to be determined by UEFA.
Venue(s)	means each and any of the official venues, stadiums or sites where the Club Competitions or National Team Competitions or related events will be staged, or the UEFA Warehouse, the location of which shall be communicated by UEFA from time to time.

2. INTRODUCTION

The UEFA Champions League (UCL), UEFA Europa League (UEL) the UEFA Super Cup (USC), the European Club Football Season Kick Off (ECF), the UEFA Women's Champions League Final (UWCLF) and the UEFA EURO 2016 are organised and administered by UEFA, the governing body for European football.

For the UCL, there is a set of material (excluding LED perimeter boards) that is installed at each Venue for every Match by UEFA's signage installation team from the UCL Play-off Round onwards. For the UEL, there is a set of material installed by UEFA's signage installation team at each Venue for every Match from the UEL Group Stage. The provision of a reliable transport service that delivers this material to each Venue for each game is a critical element in the success of the UCL and UEL competitions. The Successful Applicant must be fully committed to providing a year-round service with dedicated staff available at all times to ensure the smooth delivery of the inventory to each and every Venue.

The UCL will comprise eighteen Match weeks and thirty four Match nights (including the UEFA Super Cup). Matches will take place on a Tuesday and Wednesday, with the UEFA Super Cup currently played on a Tuesday. The UCL Final will be played on a Saturday. For more information on the competition format, see Appendix 3 & 5.

The UEL will comprise fifteen Match weeks and Match nights. The Matches will take place on a Thursday, except the UEL Final which will take place on a Wednesday. For more information on the competition format see Appendix 4 & 5

A new 3 year contractual period for the UCL Commercial Partners (including the UEFA Super Cup, the ECF and the UWCLF) and UEL Commercial Partners begins as of the 2015/16 season. As a result, various services for the Club Competitions are being tendered for the seasons 2015/16, 2016/17 and 2017/18.

The transportation requirements for the UEFA EURO 2016™ consist of ad-hoc freight shipments between the UEFA offices in Nyon and Paris, the UEFA Warehouse in Belgium and France and the 11 Venues active during the final tournament (10 stadia and 1 "International Broadcast Centre"). These ad-hoc freight shipments will be required between autumn 2015 and summer 2016

The quantities and volumes of potential UEFA EURO 2016™ freight movements are not yet defined, and UEFA cannot guarantee if and when they will be required. Therefore Applicants are invited to fill in a transportation rate card in Appendix 13 which will fix the prices for potential transportation services for the UEFA EURO 2016™.

This document is an Invitation to Tender (ITT) and forms part of a Tender process which will be administered by UEFA. All references to UEFA throughout this Tender shall be deemed to include UEFA Events S.A. and EURO 2016 SAS as appropriate, and vice versa.

This ITT outlines the information on the Services which need to be delivered for the Club Competition Seasons 2015/16, 2016/17, 2017/18 and during the preparation period for the UEFA EURO 2016™. Each Applicant's Proposal should cover all three seasons in respect of the UCL/UCL services described in Section 5 below. UEFA will consider Proposals for:

- the UCL transport programme only (including the UEFA Super Cup, the ECF and the UWCLF); or
- the UEL transport programme only; or
- both the UCL (including the UEFA Super Cup, the ECF and the UWCLF) and the UEL transport programmes.

If an Applicant submits a Proposal for both Club Competitions (both the UCL and UEL), the Proposal should clearly separate the costs and resources allocated to each Club Competition and indicate potential synergies (if any) of staff and costs through coverage of both Club Competitions.

If an Applicant submits a Proposal for the UEFA EURO 2016™ transportation services (via the rate card), the Proposal should clearly separate the costs and resources allocated here as well.

The estimated costs for the provision of the Services should be expressed in Euros (€).

UEFA thanks you for your interest in the Tender and looks forward to receiving your Proposal.

3. SCHEDULE

The timeline anticipated by UEFA in relation to the ITT, the evaluation process and the selection and appointment of the Successful Applicant(s) is as follows:

🕒 Publication of ITT on UEFA website : 08.07.2014

- ⊕ Applicants submit Proposals : 07.08.2014
- ⊕ Clarification of Proposals and selection of short-listed Applicants : 08.08.2014-31.08.2014
- ⊕ Presentations to UEFA : 10.09.2014-12.09.2014
- ⊕ Provisional appointment of Successful Applicant(s) : 30.09.2014
- ⊕ Signing of Agreement : by 30.10.2014

These dates are indicative only and are subject to change, at any time, at UEFA's sole discretion.

4. KEY REQUIREMENTS

This part of the ITT gives details of the Services that are requested from interested Applicants. The Applicant is asked to address all aspects of the basic Services in a returned Proposal. Any Proposals for extra services are also welcome and can be attached separately to the Proposal.

General

The Successful Applicant will provide comprehensive transportation of material for UCL (including the UEFA Super Cup, the ECF and the UWCLF) and/or UEL Venues and other related services in connection with the UCL and/or the UEL competition transport, including managing all export/import documents for the Cargo.

UEFA expects the Successful Applicant to provide the Services in a manner which minimises the need for supervision and checking by UEFA. All plans and proposals must be submitted to UEFA for approval.

Close co-operation with UEFA and any third parties appointed by UEFA working for the UCL and/or UEL programme is required.

The provision of the Services will be managed for the Successful Applicant by a dedicated full time employee of the Successful Applicant for each competition. In the event that the Successful Applicant wishes to appoint a replacement, it will only do so with the prior written approval of UEFA.

For an overview of clubs participating in the UCL (as of the Play-off Stage) and the UEL (as of the Group Stage) in season 2012/13 and 2013/14 (2014/15 not available yet) see Appendix 6 for UCL and Appendix 7 for UEL.

UEFA EURO 2016™

If an Applicant elects to bid for the transportation services for UEFA EURO 2016™, the Applicant should fill out the transportation rate card displayed in Appendix 13, using the delivery addresses listed in Appendix 14.

The Successful Applicant shall provide UEFA with the rate card prices for three types of Trucks (a van, a 6m truck and a 13,6m truck) and for two types of urgency (standard and express). For each transportation service, the Applicant shall calculate with dedicated vehicles only; group shipments shall not be included.

These rate card transportation prices shall include – but not be limited to – all freight costs, custom clearance duties, documentation costs and all taxes except VAT and shall apply for every shipping request made to the Successful Applicant.

Upon request, the Successful Applicant shall also be able to deliver Cargo to any other location in Europe. Appendix 13 and Appendix 14 will be made available as an excel file.

Sustainability

The Applicant shall give due consideration to the sustainability requirements as described in Appendix 2. When preparing its Proposal, each Applicant shall describe in what ways it could enhance sustainability when providing the Services. UEFA encourages Applicants to propose, where appropriate, alternative options where such options allow for greater sustainability consideration.

5. TECHNICAL REQUIREMENTS

	UEFA CHAMPIONS LEAGUE (including UEFA Super Cup, the ECF and the UWCLF)	UEFA EUROPA LEAGUE (Group stage onwards)
Trucks (unless stated otherwise, references to Trucks will include both the cab and the trailer for the Truck)	<p>All Trucks must be:</p> <ul style="list-style-type: none"> • capable of transporting 75m3 (dimensions of trailer 13,60m x 2,40m x 2,50m); • curtain sided with a fast opening and closing mechanism; • in good condition; • fully and comprehensively insured; • in excellent working order with all appropriate licenses and certificates; • fitted with operational GPS satellite tracking equipment; and • unbranded (i.e. bear no branding of 	<p>The requirements are the same as for the UEFA Champions League.</p>

	any third party, including branding of the Successful Applicant).	
Season Schedule	<p>The Successful Applicant will be required to service the following Matches:</p> <p>UEFA Super Cup: 1 Match Play-offs: 20 Matches Group Stage: 96 Matches Round of 16: 16 Matches ¼ Final: 8 Matches ½ Final: 4 Matches UWCLF: 1 Match Final: 1 Match (Total: 147 Matches)</p> <p>In addition 1 Truck will be needed for the ECF</p> <p>For more detailed information about the Season schedule please refer to Appendix 8.</p>	<p>The Successful Applicant will be required to service the following Matches:</p> <p>Group Stage: 144 Matches Round of 32: 32 Matches Round of 16: 16 Matches ¼ Final: 8 Matches ½ Final: 4 Matches Final: 1 Match (Total: 205 Matches)</p> <p>For more detailed information about the Season schedule please refer to Appendix 8.</p>
Match week schedule	<p>For each Match, the Truck must follow the following schedule:</p> <ul style="list-style-type: none"> arrive in the vicinity of the Venue 3 days before a Match; be at the stadium and ready for unloading at 08:00 AM, 2 days before a Match and remain at the stadium until the materials have all been reloaded on the day after the Match. <p>e.g. for a Match scheduled on Tuesday, the Truck must be ready for unloading at the Venue at 08.00 AM on the preceding Sunday; for a Wednesday Match, the Truck must be ready for unloading at 08.00 AM on the preceding Monday.</p> <p>In some circumstances UEFA may require Trucks to arrive at a Venue earlier than stated above (at no extra cost).</p> <p>Drivers are required to remain with the Truck while it is at the Venue.</p> <p>It is the responsibility of the relevant</p>	<p>The requirements are the same as for the UEFA Champions League.</p> <p>e.g. for a Match scheduled on Thursday, the Truck must be ready for unloading at the Venue at 08.00 AM on the preceding Tuesday.</p>

	<p>football club and operator of the Venue to provide a secured parking area for the Truck while it is at the Venue.</p> <p>If the Truck is in transit or in the city of the Venue for a Match but not during the period stated above, the Truck must be parked in secure parking at the Successful Applicant's cost.</p> <p>For UCL, UEL ECF, Super Cup and UWCLF final the Trucks shall arrive at the Venue 10 days prior to the scheduled date of the Match and will leave 2 days after the Match.</p>	
<p>Quantity of Trucks</p>	<p>The following points should be considered when formulating the Proposal:</p> <ul style="list-style-type: none"> • Trucks will need to service the same Venue for at least 3 Matches during the Group Stage; • Trucks providing services for the Play-off Matches must return to the UEFA Warehouse for reloading for the Group Stage; and • Trucks must be shared as much as possible between two Venues. <p>In any event the following Truck numbers must be observed:</p> <p>Play-offs:</p> <ul style="list-style-type: none"> • Minimum 10 Trucks, maximum 13 Trucks <p>Group Stage:</p> <ul style="list-style-type: none"> • Minimum 16 Trucks, maximum 19 Trucks <p>Round of 16:</p> <ul style="list-style-type: none"> • Minimum 8 Trucks, maximum 10 Trucks <p>¼ Final:</p> <ul style="list-style-type: none"> • Minimum 4 Trucks, maximum 6 Trucks <p>½ Final:</p> <ul style="list-style-type: none"> • Minimum 2 Trucks, maximum 4 Trucks 	<p>The following points should be considered when formulating the Proposal:</p> <ul style="list-style-type: none"> • Trucks will need to service the same Venue for at least 3 Matches during the Group Stage; • Trucks must be shared as much as possible between two Venues. <p>In any event the following Truck numbers must be observed:</p> <p>Group Stage:</p> <ul style="list-style-type: none"> • Minimum 24 Trucks, maximum 29 Trucks <p>Round of 32:</p> <ul style="list-style-type: none"> • Minimum 16 Trucks, maximum 20 Trucks <p>Round of 16:</p> <ul style="list-style-type: none"> • Minimum 8 Trucks, maximum 11 Trucks <p>¼ Final:</p> <ul style="list-style-type: none"> • Minimum 4 Trucks, maximum 6 Trucks <p>½ Final:</p> <ul style="list-style-type: none"> • Minimum 2 Trucks, maximum 4 Trucks <p>UEFA Europa League Final:</p> <p>2 Trucks</p>

	<p>UEFA Champions League Final: 2 Trucks</p> <p>UEFA Super Cup: 1 Truck for the UEFA Super Cup 1 Truck for the European Club Football Season Kick-Off</p> <p>UEFA Women's Champions League Final 1 truck for the UWCLF</p> <p>The UEFA Super Cup will consist of one Match played in a different location in each Season. At the moment it is confirmed that during season 2015/16, the UEFA Super Cup will take place in Tbilisi (Georgia). The location for 2016/2017 and 2017/2018 is yet to be confirmed and will be communicated by UEFA in due course.</p> <p>The ECF will take place in a different location in each season. At the moment the locations are yet to be confirmed and will be communicated by UEFA in due course.</p> <p>Once the maximum number of Trucks for each Season has been agreed by UEFA, it may not be changed without UEFA's prior approval.</p> <p>Emergency trailer: A trailer loaded with a full set of the UEFA Cargo must remain at the UEFA Warehouse or the Successful Applicant's headquarters for the entire Season to be used in emergencies. A cab should be available to pick-up such trailer within 2 hours of a request from UEFA.</p> <p>For details about the Truck pairing in previous seasons 2012/13 and 2013/14, please refer to Appendix 10.</p>	<p>Once the maximum number of Trucks for each Season has been agreed by UEFA, it may not be changed without UEFA's prior approval.</p> <p>Emergency trailer: A trailer loaded with a full set of the UEFA Cargo must remain at the UEFA Warehouse or the Successful Applicant's headquarters for the entire Season to be used in emergencies.</p> <p>A cab should be available to pick-up such trailer within 2 hours of a request from UEFA.</p> <p>For details about the Truck pairing in previous seasons 2012/13 and 2013/14, please refer to Appendix 11.</p> <p>Considering that during previous cycle 2012-2015 Truck service was not provided during the UEL Group stage the Truck pairing mentioned is only an assumption.</p>
<p>Availability of Trucks at the UEFA Warehouse for loading</p>	<p>The Trucks for the Matches will be available at the UEFA Warehouse for loading:</p> <ul style="list-style-type: none"> • at least 14 days before the Play-off 	<p>The Trucks for the Matches will be available at the UEFA Warehouse for loading:</p> <ul style="list-style-type: none"> • at least 14 days before the first

	<p>round Matches of each Season;</p> <ul style="list-style-type: none"> • at least 14 days before the first Match day of the group stage of each Season; and • at least 14 days before the knockout stage of each Season. <p>(Truck loading dates and time slots will be confirmed by UEFA upon appointment.)</p> <p>For details about the Season schedule, please refer to Appendix 8.</p>	<p>Match day of the group stage of each Season; and</p> <ul style="list-style-type: none"> • at least 14 days before the first Match of the knockout stage in each Season. <p>(Truck loading dates and time slots will be confirmed by UEFA upon appointment.)</p> <p>For details about the Season schedule, please refer to Appendix 8.</p>
<p>Loading and unloading of Trucks</p>	<p>The UEFA Warehouse management company will carry out all loading and unloading of the Cargo at the UEFA Warehouse. However, the Successful Applicant's Drivers shall be responsible for ensuring that the Cargo is properly secured on the Truck once it has been loaded by the UEFA Warehouse management company.</p> <p>Drivers are responsible for ensuring that the Cargo is safely unloaded and loaded at each Venue.</p> <p>The Successful Applicant will be responsible for all Cargo whilst it is on the Truck. Any lost, stolen or damaged items will be replaced at the Successful Applicant's sole cost within one month of receipt of an invoice (irrespective of the status of any insurance claim).</p> <p>No trans-shipping of materials is permitted.</p> <p>No material other than UEFA Cargo may be carried on the Trucks when travelling to or from a Venue.</p> <p>For an overview of standard Truck load items, please refer to Appendix 9. The items are provided for illustrative purposes only and does not include all Cargo.</p>	<p>The requirements are the same as for the UEFA Champions League.</p> <p>The standard Truck load items will be similar to the UEFA Champions League Truck load items. Exceptions are shown in Appendix 9.</p>

<p>Return of Trucks to UEFA warehouse between Matches</p>	<p>The Successful Applicant will ensure that all Trucks return to the UEFA Warehouse for re-stocking (unless UEFA gives prior written approval stating otherwise) between:</p> <ul style="list-style-type: none"> • Play off and MD1 ; • MD6 and Round of 16 (1/8); • Round of 16 (1/8) and Quarter Finals (1/4) and • Quarter Finals (1/4) and Semi Finals (1/2) 	<p>The Successful Applicant will ensure that all Trucks return to the UEFA Warehouse for re-stocking (unless UEFA gives prior written approval stating otherwise) between:</p> <ul style="list-style-type: none"> • MD 6 and Round of 32 (1/16) • Round of 32 (1/16) and Round of 16 (1/8); • Round of 16 (1/8) and Quarter Finals (1/4) and • Quarter Finals (1/4) and Semi Finals (1/2)
<p>Exclusivity of Trucks used</p>	<p>The trailer and cab of each Truck will be used exclusively to provide the Services by the Successful Applicant except:</p> <p>Trailer:</p> <p>May be used by the Successful Applicant between Group Stage and Knock Out Stage (winter break) and between the end of a Season and the loading date advised by UEFA at start of the following Season.</p> <p>Cab:</p> <p>May be used by the Successful Applicant between Group stage and Knock-Out Stage (winter break) and between the end of a Season and the start of providing the Services for the following Season.</p>	<p>The requirements are the same as for the UEFA Champions League.</p>
<p>Reporting</p>	<p>The Successful Applicant will provide the following information to UEFA on a daily basis for each Truck while it is in transit to or from a Match or at a Match:</p> <ul style="list-style-type: none"> • Truck routing; • journey status; • timings of border crossing; • issues faced during the week of a Match; and • any other information which UEFA requests. <p>Any such information must be provided in accordance with UEFA's deadlines.</p>	<p>The requirements are the same as for the UEFA Champions League.</p>
<p>Customs</p>	<p>The Successful Applicant will be</p>	<p>The requirements are the same as for</p>

<p>clearances</p>	<p>responsible for obtaining all customs clearances required for transporting the Cargo (including completing the CarnetATA) and for all visa requirements of the Drivers.</p> <p>UEFA will use its reasonable efforts to procure a letter of invitation from the relevant clubs in order to simplify the visa application process.</p>	<p>the UEFA Champions League.</p>
<p>Drivers</p>	<p>All Drivers must:</p> <ul style="list-style-type: none"> • be professional drivers with a comprehensive international driving experience; • have all appropriate Truck driving qualifications; • have clean driving licenses; • be fully and comprehensively insured by the Successful Applicant including for work onsite; • be fluent in English (additional languages are beneficial); • be provided with mobile telephones by the Successful Applicant suitable for use in all relevant countries. All costs relating to such mobile telephones are to be covered by the Successful Applicant; • be full time employees of the Successful Applicant unless prior agreement is obtained from UEFA; and • possess valid work permits; and • possess a valid forklift driving license. <p>All Drivers will be required to attend comprehensive training sessions organised by the Successful Applicant in consultation with UEFA.</p>	<p>The requirements are the same as for the UEFA Champions League.</p>
<p>Drivers assisting UEFA's signage installation team</p>	<p>The Driver will be required to work with and assist the signage installation team at each Venue. UEFA will pay for the Driver's accommodation for a check-in three days before each relevant Match and check-out one day after each relevant Match (total of four nights).</p>	<p>The requirements are the same as for the UEFA Champions League.</p>

	<p>The Driver will be required to work with and assist the signage installation team at UCL Matches, the UEFA Super Cup, the ECF and the UWCLF. UEFA expects the Driver to become an integral member of the signage team, working on-Venue under the supervision of the UEFA Signage Manager.</p> <p>UEFA will pay for the Driver's accommodation for a check-in ten days before each relevant Match and check-out two days after each relevant Match in respect of the final Matches of the UCL and UEL, UWCLF and the UEFA Super Cup™ in each Season during the Term.</p> <p>The schedule needs to be re-confirmed prior to the event on a case by case basis.</p>	
<p>Assignments of Drivers</p>	<p>A list of proposed Drivers (including contact details and a copy of ID/passport and driving licence) must be supplied to UEFA for approval before the 1st August in each year during the Term. The Successful Applicant will, as far as possible, use the same Drivers for the duration of the Term.</p> <p>Once the list of Drivers is approved, no changes may be made without the prior approval of UEFA.</p> <p>The final assignments of Drivers shall be sent to UEFA by the Successful Applicant for approval by the deadlines stated below:</p> <p>Play-offs: by the first Monday following the last Qualification Round 3 Match.</p> <p>Group Stage: by the first Monday following the Group Stage draw.</p> <p>Round of 16:</p>	<p>A list of proposed Drivers (including contact details and a copy of ID/passport and driving licence) must be supplied to UEFA for approval before 31st August in each year during the Term.</p> <p>Once the list of Drivers is approved, no changes may be made without the prior approval of UEFA.</p> <p>The final assignments of Drivers shall be sent to UEFA by the Successful Applicant for approval by the deadlines stated below:</p> <p>Group Stage: by the first Monday following the Group Stage draw.</p> <p>Round of 32: by 15th January.</p> <p>Round of 16: by the first Monday following the Round of 32</p>

	<p>by 15th January .</p> <p>¼ Final: by the first Monday following the Quarter-Final/Semi-Final draw.</p> <p>All Trucks and Drivers must remain with the Venues assigned to them unless they are reassigned by UEFA.</p>	<p>¼ Final: by the first Monday following the Quarter-Final/Semi-Final draw.</p> <p>All Trucks and Drivers must remain with the Venues assigned to them unless they are reassigned by UEFA.</p>
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Accreditation

The Applicants are informed and agree that UEFA will implement an accreditation system, with procedures and terms and conditions. Only accredited persons who abide by the accreditation system shall have access to the Venue(s). Accreditation will be managed via the UEFA platform "FAME" (Football Administration and Management Environment) in accordance with timescales that will be communicated by UEFA at a later stage. Applicants undertake to comply and have all associated entities or persons (including but not limited to the Applicant's representatives, staff and providers) comply with this system, under their responsibility and at their own cost.

6. SUPPLIER INFORMATION REQUIRED

The Applicant is asked to provide the following information:

- a. Company form and ownership;
- b. References of the company of comparable performances last three years (including the name and contact details at reference customer);
- c. References of the contact person (main contact) of comparable performances of last three years;
- d. Number of employees; and
- e. Copies of its current professional indemnity and third party indemnity insurance, and any other insurance policies which the company has in place which may be relevant to the provision of the Services. Please note that the Successful Applicant will be required to obtain and maintain insurance coverage with a reputable insurer against and any all of its potential liabilities in connection with the provision of the Services in accordance with the provisions contained in the Deal Principles.

7. COST INFORMATION REQUIRED

*****ALL COSTS SUBMITTED IN A PROPOSAL MUST BE EXPRESSED IN EUROS (€)*****

UEFA Champions League (including the UEFA Super Cup, European Club Football and UEFA Women's Champions League Final)

The Applicant should provide a fixed cost estimate by Season for providing the Services outlined in Section 5 above.

UEFA Europa League

The Applicant should provide a fixed cost estimate by Season for providing the Services outlined in Section 5 above.

Additional Services

UEFA may make requests for transportation of Cargo in addition to the requirements set out above. In most cases, the additional Cargo will be either:

- a set of sponsor boards
(dimensions of each set of board: 300cm x 90 cm x 60cm, total weight: 500kg); or
- a flight case of Cargo
(dimensions: 256cm x 48 cm x 60 cm, total weight: 250kg).

The Applicant is asked to provide a rate card in Euros (€) for such additional services, setting out pricing based on:

- the city to which the Cargo must be transported; and
- the time of delivery options set out below:
 - Option 1 – standard service (delivery within 7 working days)
 - Option 2 – fast service (delivery within 2 to 3 working days)

The Applicant is asked to fill in the costs for both options into the attached excel spreadsheet (called "UCL & UEL Additional Service Rate Card.xls") which is also displayed in Appendix 12.

All delivery dates and locations will be provided by UEFA to the Successful Applicant within an appropriate notification time. The Successful Applicant must comply with the detailed delivery date and ensure no delivery is made earlier or later than the date provided by UEFA.

The Successful Applicant will be responsible for obtaining all customs clearances required for transporting the Cargo (including completing the Carnet ATA) and where required for all visa requirements of the Drivers.

*****If an Applicant submits a Proposal for both the UEFA Champions League and the UEFA Europa League, the Proposal should clearly separate the costs and resources allocated to each competition*****

8. SUBMISSION OF PROPOSALS

To submit its Proposal, each Applicant should email its full and complete Proposal in PDF format to paolo.strada@uefa.ch. UEFA will not accept Proposals in any other form or by any other method.

All Proposals must be submitted in English only.

For any questions or further information regarding the Tender please contact:

Paolo Strada
UEFA Event Logistics Manager
paolo.strada@uefa.ch

Proposals must be received by no later than Thursday 7th August by 17.00 CET

UEFA may contact Applicants for further information and/or invite selected Applicants to make a presentation at UEFA Headquarters in Nyon, Switzerland.

The Proposals will be evaluated in accordance with the following (non-exhaustive) criteria:

- Quality of the services offered;
- The acceptance of the Deal Principles contained at Section 9 of this ITT.
- Expertise of the Applicant company;
- The competitiveness of the estimated costs (expressed in Euro (€), excluding VAT) for the provision of the Services;
- The financial standing of the Applicant and/or the ability of the Applicant to fulfil the contractual commitments;
- The submission by the Applicant of the Statement of Undertaking attached at Appendix 1 of this ITT;
- Compliance with sustainability requirements and Proposals which enhance sustainability in accordance with the principles contained in Appendix 2; and
- The quality of the documentation received will also be a factor in the selection of the Successful Applicant.

UEFA shall notify the Successful Applicant(s) in writing. However, official appointment of the Successful Applicant(s) shall be subject to signature of the Agreement between the Successful Applicant(s) and UEFA.

9. DEAL PRINCIPLES

The following table highlights the fundamental Deal Principles which UEFA requires the Successful Applicant to adhere to, and which will be included key terms of the Agreement which shall be provided by UEFA entered into with the Successful Applicant:

SUBJECT	DEAL PRINCIPLE
Contractual parties	UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to UEFA Events S.A. and/or EURO 2016 SAS, including but not limited to the payment obligations and to be appointed as the contracting party. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any subsequent Agreement, to include UEFA Events S.A. and/or EURO 2016 SAS as applicable.
Cargo	The Successful Applicant will be responsible for all Cargo whilst it is on the Truck. Any lost, stolen or damaged items will be replaced at the Successful Applicant's sole cost within one month of receipt of an invoice (irrespective of the status of any insurance claim).
Liability & Insurance	<p>The following terms will be included in the Agreement executed with the Successful Applicant, and shall be non-negotiable. Applicants should only submit Proposals if they agree to and can comply with these terms:</p> <ol style="list-style-type: none"> 1. The Successful Applicant shall obtain and maintain for the duration of the term of the agreement appropriate insurance coverage in respect of its potential liabilities in connection with the Agreement, including insurance for the Cargo whilst it is in the possession and under the control of the Successful Applicant. The Successful Applicant shall, if requested by UEFA, supply UEFA with a copy of the relevant insurance certificates. 2. The Successful Applicant shall provide the Services at its own risk and maintain and replace all elements of the Services as necessary. 3. The Successful Applicant shall defend, hold harmless and indemnify UEFA at all times from and against any and all claims, costs, proceedings, demands, damages, losses, expenses and liabilities (including legal expenses) suffered or incurred by UEFA resulting from a breach by the Successful Applicant (or the Successful Applicant's employees, agents and/or representatives) of any of the terms of the agreement for any reason whatsoever, including but not

	<p>limited to:</p> <ul style="list-style-type: none"> a. any claim by any third party (including any Commercial Partners, the clubs or governmental authority) of whatsoever kind or nature by or against UEFA (including UEFA's affiliates, licensees and assignees) arising from the provision of the Services; b. any breach or non-performance by the Successful Applicant of any provision of the agreement; c. any negligent act or omission of the Successful Applicant whether or not such claim arises during or after the term of the agreement; d. any failure by the Successful Applicant to secure, pay for and maintain any applications, permits and/or licenses; e. any claim, loss or damage arising from or in connection with the death or personal injury to any person caused by or in connection with the provision of the Services; and/or f. any failure by the Successful Applicant to provide the Services in the agreed and timely manner or perform the Services for any reason whatsoever.
Applicable laws	The Successful Applicant shall be responsible for compliance with any and all national and local applicable laws which relate to or may affect the provision of the Services.
Consent, permits and licences	<p>visas, and</p> <p>The Successful Applicant shall obtain and pay for any and all consents and licences required in connection with the provision of the Services (including any fire, health, safety, security and technical requirements or regulations in the respective country where the Venues are located) and any inspections and/or tests required by any relevant authorities.</p> <p>The Successful Applicant shall arrange and be responsible for all customs clearance, shipping documentation import duties if applicable, ATA carnets, customs licenses and/or any other clearances necessary for the provision of the Services and the delivery of the Cargo to the Venues.</p> <p>In addition, the Successful Applicant shall be responsible for all visa requirements of the Drivers.</p>
Insufficient Performance	If the Successful Applicant's performance in respect of a specific part of the Services is not (in UEFA's reasonable opinion) of the highest industry standards in

	<p>accordance with the terms of the Agreement then UEFA may:</p> <ul style="list-style-type: none"> ▪ request immediate remedy or rectification; ▪ request replacements; ▪ reduce the fees due to the Successful Applicant if remedy, rectification or replacement does not sufficiently solve the problem, or reduce the scope of the Services to exclude such sufficient part; or ▪ ultimately terminate the Agreement with the Successful Applicant.
Termination	<p>UEFA may terminate the Agreement with immediate effect by written notice to the Successful Applicant if:</p> <ul style="list-style-type: none"> ▪ the Successful Applicant's performance of the Services is, following the exhaustion of the process described in the insufficient performance clause, still considered not to be of the required standard; ▪ the Successful Applicant breaches any provision of the Agreement, which makes it unreasonable for UEFA to continue as agreed with the Successful Applicant; ▪ there is a substantial change in the ownership of the Successful Applicant which adversely affects the ability of the Successful Applicant to perform its obligations under the Agreement or which is detrimental to the legitimate interests of UEFA; or ▪ the Successful Applicant becomes bankrupt or insolvent or enters into liquidation (other than a voluntary liquidation for the purpose of reconstruction, amalgamation or similar reorganisation) or enters into any arrangement or composition with its creditors or any of them, or has a receiver or an administrator appointed over a portion or all of its property or assets.
Governing Law	<p>The Agreement between UEFA and the Successful Applicant will be governed by Swiss law.</p> <p>Any dispute between the parties arising under or relating to the long-form agreement shall be submitted exclusively to the courts of Nyon, Switzerland.</p>
Announcements & Publicity	<p>The Successful Applicant shall not make, and shall ensure that none of its employees, agents or representatives make, any public statements or announcements regarding the existence of or terms of the long-form agreement, its association with UEFA and/or UEFA's competitions without the prior written consent of UEFA both as to the making of that statement and its content.</p> <p>The Successful Applicant acknowledges and agrees that neither it nor any of its affiliates shall have any right:</p> <ul style="list-style-type: none"> ▪ either to associate it or themselves with UEFA and/or UEFA's competitions (including, without limitation, through the use of the materials or any Intellectual Property); or ▪ to use the materials in any manner whatsoever (including, without limitation, for the purposes of marketing its or their products or services) without the

	prior written consent of UEFA.
Damage to Sites	The Successful Applicant shall take all necessary precautions to avoid any damage to any surfaces, infrastructure, facilities or pre-existing material at any of the Venues as a result of the performance of the Services. The Successful Applicant shall be responsible for all liabilities howsoever arising from any damage caused to any of the foregoing by its employees, agents, partners, sub-contractors or suppliers.
Intellectual Property	<p>The Successful Applicant shall expressly acknowledge and agree that:</p> <ul style="list-style-type: none"> ▪ any and all rights (including Intellectual Property and/or rights of commercial exploitation) relating to UEFA and/or UEFA's competitions belong solely and exclusively to UEFA and the Successful Applicant agrees not to challenge UEFA's ownership thereof; and ▪ it shall not use trademarks or other Intellectual Property of or related to UEFA, UEFA's competitions or any other UEFA's events other than as permitted by UEFA strictly for the performance of the Services. <p>The Successful Applicant shall not, by virtue of the Agreement or otherwise, obtain or claim any right, title or interest in or to any rights of Intellectual Property and/or commercial exploitation in connection with UEFA or UEFA's competitions. If and to the extent that the Successful Applicant acquires any such right, title or interest, pursuant to this Agreement or otherwise, the Successful Applicant:</p> <ul style="list-style-type: none"> ▪ shall assign to UEFA any and all such intellectual property throughout the world, free of any third-party rights and for the full duration of such rights (including any and all renewals and extensions thereof throughout the world); and ▪ acknowledges and agrees that the benefit of all such rights will at all times accrue to and inure to the benefit of UEFA.
Sustainability reporting	<p>The Successful Applicant shall perform the Services in accordance with the sustainability requirements as specified in the ten principles of the United Nations Global Compact (published at the time of this ITT at the link http://www.unglobalcompact.org/AbouttheGC/TheTenPrinciples/index.html) and enhance sustainable solutions when providing the Services.</p> <p>The Successful Applicant shall, if requested by UEFA, deliver data on the Services provided for UEFA's competitions, including the date required for a complete report based upon the Global Reporting Initiatives (GRI) guidelines (www.globalreporting.org).</p>

10. LEGAL PROVISIONS

1. Nothing in this ITT, nor any communication made by UEFA or its representatives, agents or employees shall constitute a contract between UEFA and any Applicant, nor shall it be taken as constituting any representation that an Applicant will be appointed in accordance with this ITT or at all.
2. UEFA does not undertake to accept any Proposal submitted in response to this ITT and reserves the right to organise and/or re-package the Services in a different way. UEFA reserves the right to change any aspect of this ITT at any time or to issue an amended ITT for all or part of the Services.
3. The Applicants may be shortlisted and/or rejected by UEFA at any time and/or asked to clarify or re-submit any Proposal which fails to meet the requirements of UEFA as set out in this document. UEFA is under no obligation to give any reasons for any rejection or for any other decision made in connection with this ITT or the Tender. UEFA reserves the right to enter into negotiations with one or more Applicants on such a basis as may be determined by UEFA at its sole discretion.
4. UEFA has taken all reasonable care to ensure that this ITT is accurate in all material respects. This ITT is provided solely by way of explanation of the services which UEFA intends to use and neither UEFA nor any of its representatives, agents or employees make any representation or warranty or accept any responsibilities for the accuracy or completeness of any of the information contained in this ITT; nor shall they be liable for any loss or damage suffered by any Applicants in reliance on this ITT or any subsequent communication.
5. The Applicant agrees that:
 - a) it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITT;
 - b) it shall not disclose Confidential Information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law);
 - c) it shall only be entitled to use Confidential Information for the purpose of this ITT; and
 - d) it shall not discuss the financial terms of this ITT with rival Applicants.
6. By the submission of a Proposal, the Applicant warrants and represents to UEFA that:
 - a) its expression of interest and all related elements of the Proposal do not infringe any third party rights;
 - b) it owns all rights of any nature in the Proposals submitted;

- c) it shall not use any UEFA Intellectual Property except as permitted by UEFA;
 - d) it shall not claim any association with UEFA or any UEFA competition in relation to its Proposals or otherwise;
 - e) it will observe all statutory and competition-related provisions of UEFA, as well as specific instructions and all applicable national and international laws;
 - f) it warrants to UEFA that the information contained in its Proposal shall not be false or misleading and that if, following submission of the Proposal, there is any change in the Applicants' circumstances which may adversely affect such information, the Applicant shall promptly notify UEFA in writing setting out the relevant details in full; and
 - g) it shall comply with these terms and conditions.
7. If UEFA considers that any Applicant is or is likely to be in breach of any of these terms and conditions, then UEFA shall (without prejudice to its rights and/or remedies arising under law) be entitled to withdraw from any co-operation with the Applicant without any requirement to give such Applicant notice and without any further liability to such Applicant.
8. The Applicant is responsible for all costs, expenses and liabilities incurred in the preparation of its Proposal, any responses to requests for further information by UEFA, meetings with UEFA and any negotiation with UEFA following receipt by UEFA of its Proposal (whether or not an Agreement is entered into with such Applicant).
9. The Applicant acknowledges that all Intellectual Property rights and all commercial rights in relation to UEFA's competitions including but not limited to their names, logos and trophies, remain the exclusive property of UEFA.
10. Once received by UEFA, each document submitted as part of a Proposal shall become the physical property of UEFA. Irrespective of whether any Proposal is successful or not, UEFA shall be entitled to use (free from any payment or restriction) all ideas, concepts, Proposals, recommendations or other materials (save for trademarks and copyrighted materials) contained in such Proposal or otherwise communicated to UEFA during the Tender. The Applicant waives and shall not make any claim against UEFA in respect of any use made by UEFA of any intellectual property or other similar rights relating to the ideas, concepts or any other materials (save for any trademarks or copyrighted materials of the Applicants) contained in their Proposals.

11. Applicants who have not been selected will be informed in writing by UEFA. UEFA shall not be obliged to give any reason for making any selection and/or rejection.
12. UEFA shall select the Applicant(s), whose Proposal(s) and subsequent presentations(s), in UEFA's sole opinion, most closely satisfy the scope of the task described. The Applicant(s) shall, however, be bound under all circumstances to the declaration of interest submitted.
13. The completion of the acceptance shall be subject to UEFA and the Successful Applicant signing the long-form Agreement. The Agreement shall contain the detailed terms and conditions of such appointment and, inter alia, include the Deal Principles contained at Section 9 of this ITT. By submitting a Proposal, the Applicant confirms that it is able to comply with all Deal Principles.
14. The Successful Applicant will immediately inform UEFA of any change in the ownership or senior management of the Successful Applicant. UEFA reserves the right to reallocate the award of any and all aspects of the Project if the ownership or senior management of the appointed Applicant changes.
15. Successful Applicants shall obtain and maintain appropriate insurances with regard to their own or sub-contracted staff, public liability as well as indemnities and warranties in regard to UEFA as more fully described in the Deal Principles contained at Section 9 of this ITT as part of the standard terms and conditions of the Agreement.
16. The Applicant is strictly prohibited from making any form of public announcement or statement relating directly or indirectly to this ITT, the Tender, UEFA, any UEFA competition and/or its Proposals (whether appointed or not) without the prior written consent of UEFA, which may be given or withheld in its absolute discretion. Each Applicant acknowledges and agrees that UEFA shall have the sole right to make any announcement in relation to this ITT, the Tender and the selection and/or appointment of any Applicant(s) (if at all).
17. Neither UEFA nor any of its representatives, agents or employees shall be responsible for any loss, damage, liability or expense that may be suffered or incurred in relation to this ITT and/or subsequent negotiations. The Applicant expressly waives any right of action it may have against UEFA with regards to the Tender.
18. The Applicant must provide confirmation that its Proposal for the provision of the Services complies with any and all applicable national and local laws.

19. UEFA may determine that certain rights and obligations in relation to the Services are granted, assigned or transferred to UEFA Events S.A. and/or EURO 2016 SAS. The Successful Applicant shall, in such cases, treat all references to UEFA contained in this ITT or any Agreement, to include UEFA Events S.A. and/or EURO 2016 SAS as applicable.

20. This ITT and all related documentation pertaining to the Proposals and Tender (including any contracts) shall be governed and interpreted in accordance with Swiss law without regard to choice of law principles. The exclusive place of jurisdiction shall be Nyon.

Appendix 1 - STATEMENT OF UNDERTAKING

Name of company: insert Name of Company
 Tax number: insert tax number
 Address: insert Street Postal Code City Country

referred to hereinafter as the "Company", hereby expresses interest in participating in the Tender for providing transportation logistics services for UEFA's competitions during 2015-2018, and undertakes that:

1. no information provided nor representations made to UEFA are false, inaccurate or misleading;
2. none of the Company's representatives or employees shall make any form of public announcement or statement relating directly or indirectly to UEFA and/or the Tender to any media without the prior written approval of UEFA and that any non-compliance will lead to the penalty of being held responsible for any damages caused;
3. it (and its officers, employees, agents and advisers) shall keep confidential the terms of this ITT and any information relating to affairs or business of UEFA which comes into its possession in relation to this ITT and/or the Tender, it shall not disclose confidential information (or any parts of it) to any third party without the prior written consent of UEFA, which may be given or withheld in its absolute discretion (save, where required by law) and it shall only be entitled to use confidential information for the purpose of the Tender.
4. all intellectual property and commercial rights in relation to UEFA, the ITT and/or the Tender belong exclusively to UEFA;
5. it is capable of and shall comply with all legal provisions and the Deal Principles contained in the ITT or otherwise agreed in writing with UEFA;
6. UEFA shall not be held responsible for any costs, expenses and/or liabilities incurred in by the Company in the preparation and submission of the information and/or documentation in response to the ITT and/or any responses to requests for further information by UEFA;
7. any association with UEFA or its competitions and events in any manner whatsoever without UEFA's prior written approval is strictly prohibited;
8. UEFA shall not be required to invite the Company to participate in the Tender and reserves the right to organize any services related to the Tender or to re-open part of or the entire tendering process at a later stage;
9. this Statement of Undertaking and any related documentation shall be governed by and construed in accordance with the substantive laws of Switzerland. The place of jurisdiction shall be Nyon, Switzerland.

By submitting this Statement of Undertaking (where capitalised terms shall have the meaning as defined in the ITT, unless otherwise defined herein), I/we confirm that I/we have read and understood the foregoing terms and conditions issued by UEFA regarding the process for selection of a candidate(s) to provide transportation logistics services for UEFA's competitions during 2015-2018, and agree that the Company which I/we duly represent is bound by such terms and conditions.

Signature: _____

Name and Title: _____ Date: _____

Place: _____ Official Stamp: _____

Appendix 2 - SUSTAINABILITY

UEFA is committed to a sustainable development long-term strategy, ensuring that its business is conducted in a way that is environmentally sound, economically viable, and socially responsible. UEFA aims to encourage high standards of environmental and social performance amongst its suppliers and their supply chains, particularly in the organisation of UEFA events.

As a result, UEFA requires that the Successful Applicant gives due regard to the following principles, extracted from the United Nations Global Compact (www.unglobalcompact.org), in connection with the products and services they supply:

- **Human Rights:** The Successful Applicant should support and respect the protection of internationally proclaimed human rights and make sure that they are not complicit in human rights abuses.
- **Labour:** The Successful Applicant should uphold the freedom of association and the effective recognition of the right to collective bargaining, the elimination of all forms of forced and compulsory labour, the effective abolition of child labour, and the elimination of discrimination in respect of employment and occupation.
- **Environment:** The Successful Applicant should support a precautionary approach to environmental challenges, undertake initiatives to promote greater environmental responsibility and encourage the development and diffusion of environmentally friendly technologies.
- **Anti-Corruption:** The Successful Applicant should work against corruption in all its forms, including extortion and bribery.

The Successful Applicant also agrees to inform UEFA about:

- any demand or act when providing the Services that would not be consistent with these principles; and
- every initiative undertaken by the Successful Applicant aiming to promote and respect these principles.

Moreover, all Applicants are required to present information regarding sustainable development strategy or initiatives regarding environmental protection and social responsibility already implemented within its organisation.

Each UEFA event is organised with the following priorities:

- Optimise transport operations (general public, logistic and officials) to reduce carbon emissions;
- Enhance local employment (specifically in regions with high unemployment rate);
- Ensure optimal waste management through 3R strategy – reduce, reuse, recycle – in stadiums and venues;
- Reduce energy consumption and promote use of greener energies;
- Promote a responsible sourcing of products and services;
- Ensure accessibility of the event for disabled persons;
- Deploy anti-racism measures; and
- Implement a tobacco-free policy within stadia and venues.

UEFA events may be evaluated through the Sustainable Development project by producing a 'one-year-to-go' report before each event, and a complete reporting post-event based on the Global Reporting Initiatives (GRI) Guidelines (www.globalreporting.org). In this regard, the Successful Applicant may be requested to deliver data on the service or products which it provides for an event.

Applicants shall provide appropriate information setting out how they will comply with the above requirements and any sustainable requirements specific to their industry and services.

Any additional item suggested by Applicants, in line with the current ITT and that could facilitate achieving these priorities during the event, will be taken into consideration by UEFA and be considered as important assets in the selection process.



Appendix 3 - UEFA Champions League Competition Format 2015/18



Q1	8 Clubs (Champions-path)					
Q2	30 Clubs <ul style="list-style-type: none"> • 30 automatic qualified for Q2 (Champions-path) • 4 from Q1 (Champions-path) 					
Q3	30 Clubs <ul style="list-style-type: none"> • 17 from Q2 (Champions-path) • 3 qualified for Q3 (Champions-path) • 10 automatic qualified for Q3 (League-path) 	<table border="1"> <tr> <th>Champions-path</th> <th>League-path</th> </tr> <tr> <td></td> <td></td> </tr> </table>	Champions-path	League-path		
Champions-path	League-path					
Play-Offs	20 Clubs <ul style="list-style-type: none"> • 10 from Q3 (Champions-path) • 5 from Q3 (League-path) • 5 automatic qualified for Play-offs (League-path) 	<table border="1"> <tr> <th>Champions-path</th> <th>League-path</th> </tr> <tr> <td></td> <td></td> </tr> </table>	Champions-path	League-path		
Champions-path	League-path					
Group Stage	32 Clubs <ul style="list-style-type: none"> • 10 from Play-Offs • 22 automatic qualified for Group Stage • 8 Groups with 4 teams – top 2 advance 					
Round of 16	16 Clubs					
Quarter-Finals	8 Clubs					
Semi-Finals	4 Clubs					
Final	2 Clubs Single Match					

For further information about the automatic qualified clubs in Q2, Q3 and PO please see the Access List for the 2015/18 UEFA Club Competitions



Appendix 4 - UEFA Europa League Competition Format 2015/18

<p>Q1</p>	<p>104 Clubs</p>	
<p>Q2</p>	<p>66 Clubs</p> <ul style="list-style-type: none"> • 52 from Q1 • 14 automatic qualified for Q2 	
<p>Q3</p>	<p>58 Clubs</p> <ul style="list-style-type: none"> • 33 from Q2 • 25 automatic qualified for Q3 	
<p>Play-Offs</p>	<p>44 Clubs</p> <ul style="list-style-type: none"> • 29 from Q3 • 15 runners up from UCL Q3 	
<p>Group Stage</p>	<p>48 Clubs</p> <ul style="list-style-type: none"> • 16 automatic qualified for GS • 22 from Play-offs • 10 runners up from UCL Play-Offs • 12 Groups with 4 teams – Top 2 advance 	
<p>Round of 32</p>	<p>32 Clubs</p> <ul style="list-style-type: none"> • 24 from UEL Group Stage • 8 from UCL Group Stage 	
<p>Round of 16</p>	<p>16 Clubs</p>	
<p>Quarter-Finals</p>	<p>8 Clubs</p>	

Semi-Finals	4 Clubs	
Final	2 Clubs	

For further information about the automatic qualified clubs in Q2, Q3 and PO please see the Access List for the 2015/18 UEFA Club Competitions

Appendix 6 – Participating clubs UCL Seasons 2012/2013 & 2013/2014

Season 2012/2013

Germany: FC Schalke 04, Borussia Dortmund, FC Bayern Munchen, Borussia Mönchengladbach*
England: Arsenal FC, Manchester City FC, Chelsea FC, Manchester United FC
Spain: Malaga CF , Real Madrid CF, Valencia CF, FC Barcelona
France: Paris Saint Germain, Montpellier Herault SC, LOSC Lille
Italy: AC Milan, Juventus, Udinese*
Portugal: FC Porto, SL Benfica, SC Braga
Russia: FC Zenit, FC Spartak Moskva
Netherlands: AFC Ajax
Ukraine: FC Dynamo Kyiv, FC Shaktar Donetsk
Croatia: GNK Dinamo Zagreb
Greece: Olympiacos FC, Panathinaikos*
Belgium: RSC Anderlecht
Denmark: FC Nordsjaelland, Kobenhavn*
Belarus: FC BATE Borisov
Scotland: Celtic FC
Turkey: Galatasaray AS, Fenerbahce*
Rumania: CFR 1907 Cluj
Israel: Hapoel Kiryat Shmona*
Cyprus: AEL*
Slovenia: Maribor*
Switzerland: FC Basel 1893*
Sweden: Helsingborg*

Club marked with a star participated to Play-Off only

Season 2013/2014

Germany: Bayer 04 Leverkusen, FC Bayern Munchen, FC Schalke 04; Borussia Dortmund
England: Manchester United FC, Manchester City FC, Chelsea FC, Arsenal FC
Spain: Real Sociedad de Futbol, Real Madrid CF, Club Atletico de Madrid, FC Barcelona
France: Paris Saint Germain, Olympique de Marseille, Olympique Lyonnaise*
Italy: Juventus, SSC Napoli, AC Milan
Portugal: SL Benfica, FC Porto, Pacos Ferreira*
Russia: PFC CSKA Moskva, FC Zenit
Netherlands: AFC Ajax, PSV Eindhoven*
Ukraine: FC Shaktar Donetsk
Croatia: GNK Dinamo Zagreb*
Greece: Olympiacos FC, PAOK Thessaloniki*
Belgium: RSC Anderlecht
Denmark: FC Kobenhavn
Scotland: Celtic FC
Turkey: Galatasaray AS, Fenerbahce*
Rumania: FC Steaua Bucuresti
Slovenia: Maribor*
Switzerland: FC Basel 1893
Czech Republic: FC Viktoria Plzen
Austria: FK Austria Wien
Bulgaria: Ludogorets Razgrad*
Poland: Legia Warszawa*
Kazakhstan: Shakhter Karagandy*

Club marked with a star participated to Play-Off only

Appendix 7 – Participating clubs UEL Season 2012/2013 & 2013/2014

Season 2012/2013

England: Liverpool FC, Newcastle United FC, Tottenham Hotspur FC, **Chelsea FC**
Spain: Club Atletico de Madrid, Athletic Club, Levante UD
Italy: Udinese Calcio, SSC Napoli FC Internazionale Milano, SS Lazio
Germany: VfL Borussia, VfB Stuttgart, Bayer 04 Leverkusen, Hannover 96
France: Olympique de Marseille, FC Girondins de Bordeaux, Olympique Lyonnais
Russia: FC Anji Makhachkala, FC Rubin Kazan, **FC Zenit**
Portugal: Academica de Coimbra, CS Maritimo, Sporting Clube de Portugal, **SL Benfica**
Belgium: Club Brugge KV, KRC Genk
Holland: PSV Eindhoven, FC Twente, **AFC Ajax**
Israel: Hapoel Tel Aviv, Hapoel Kyriat Shmona FC
Turkey: Fenerbahce SK
Switzerland: BSC Young Boys, FC Basel 1893
Ukraine: FC Dnipro Dnipropetrovsk, FC Metallist Kharkiv, **FC Dynamo Kyiv**
Romania: FC Steaua Bucuresti, **CFR 1907 Cluj**
Greece: * Panathinaikos FC, **Olympiacos FC**
Austria: * SK Rapid Wien
Belarus: **FC Bate Borisov**
Czech Republic: FC Viktoria Plzen, AC Sparta Praha
Serbia: FK Partizan
Denmark: FC Kobenhavn
Cyprus: AEL Limassol FC
Norway: Molde FK, Rosenborg FK
Sweden: AIK Solna, Helsingborg IF
Hungary: Videoton FC
Azerbaijan: Neftci PFK
Slovenia: NK Maribor

Club in bold dropped from UCL into KO Stage UEL

Season 2013/2014

England: Swansea City AFC, Wigan Athletic FC, Tottenham Hotspur FC
Spain: Valencia CF, Sevilla FC, Real Betis Balompe'
Italy: ACF Fiorentina, SS Lazio, **Juventus, SSC Napoli**
Germany: Eintracht Frankfurt, SC Freiburg
France: FC Girondins de Bordeaux, Olympique Lyonnais
Russia: FC Kuban Krasnodar, FC Rubin Kazan, FC Anji Makhachkala
Portugal: FC Paços de Ferreira, Estoril Praia, Vitoria SC, **SL Benfica, FC Porto**
Belgium: Standard de Liege, SV Zulte Waregem, KRC Genk
Holland: PSV Eindhoven, AZ Alkmaar **AFC Ajax**
Norway: Tromsø IL
Turkey: Trabzonspor AS
Switzerland: FC Saint Gallen, FC Thun, **FC Basel 1893**
Bulgaria: PFC Ludogorets Razgrad
Ukraine: FC Chornomorets Odessa, FC Dnipro Dnipropetrovsk, FC Dynamo Kyiv **FC Shakhtar Donetsk**
Romania: CS Pandurii Targu Jiu
Greece: * PAOK FC
Poland: Legia Warszawa
Austria: FC Salzburg, SK Rapid Wien
Moldova: FC Sheriff
Czech Republic: FC Slovan Liberec, **FC Viktoria Plzen**
Denmark: Esbjerg FB
Croatia: GNK Dinamo Zagreb, HNK Rijeka
Sweden: IF Elfsborg
Slovenia: NK Maribor
Israel: Maccabi Tel-Aviv FC, Maccabi Haifa FC
Cyprus: APOEL FC Apollon Limassol FC
Kazakhstan: FC Shakhter Karagandy

Club in bold dropped from UCL into KO Stage UEL

Appendix 9 – Standard truck load items for UCL

No.	Name	Description	Dimensions (cm)			Remarks	Case labelled as
			Length	x Depth	x Height		
01	Pitch Boards	2 Steel Racks	300	x 120	x 113	stackable	Not labelled
Frames and Legs							
02	Frames	4 Steel Racks	240	x 120	x 113	stackable	Not labelled
03	Weights	2 Wooden Boxes	115	x 71	x 73		Weights
Hospitality							
04	Case for Tunnel Arch + Hump	1 Flightcase	252	x 48	x 141		Tunnel Arch
05	100cm Partner Backdrop Towers (x4)	1 Flightcase	230	x 67	x 67		100cm Partner Backdrops x4
06	100cm Partner Backdrop Towers (x3)	1 Flightcase	230	x 56	x 67		100cm Partner Backdrops x3
07	60cm Generics (x4)	1 Flightcase	230	x 67	x 44		60cm Generics x4
08	60cm VIP/Hotel Towers (x8)	1 Flightcase	230	x 67	x 60		60cm VIP/Hotel x8
09	Case for Hospitality Fabrics	1 Flightcase	90	x 64	x 100		Fabrics
10	Case for TV Fabrics	1 Flightcase	90	x 64	x 100		TV Fabrics
11	Spares Box	1 Flightcase	256	x 48	x 60		Spares
12	Welcome Backdrop	1 Flightcase	230	x 56	x 67		Welcome
13	Welcome Desk	1 Flightcase	110	x 74	x 38		Welcome Desk
14	Stage Set	1 Flightcase	256	x 48	x 60		Stage Set
15	Stage Floor Frames	1 Flightcase	256	x 31	x 30		Stage Floor Frames
16	Case for Mixed Zone	1 Flightcase	220	x 56	x 61		Mixed Zone
17	Case for Airport Barrier	2 Flightcases	120	x 60	x 52		4 x Barrier Posts
18	Case for Centre Circle UCL	1 Flightcase	104	x 54	x 77		Centre Circle
TV Structures							
19	Studio Black Case	1 Flightcase	220	x 56	x 71		Studio
20	Case for Studio Desk	2 Flightcases	180	x 63	x 121		Studio Desk
21	Case for Presentation Desks	1 Flightcase	119	x 80	x 81		Pitch Desks
22	Case for Indoor Studio Backdrop & P.V.-Panels	1 Flightcase	230	x 56	x 111		Main Studio
23	Case for Flash Backdrop 2 (curved bars)	2 Flightcases	197	x 56	x 67		Flash X2
24	Case for Flash Backdrop 1 (straight bars)	1 Flightcase	197	x 56	x 59		Flash X1
25	Case for Stage Platforms	1 Flightcase	132	x 120	x 47		Stage Floor
26	Case for Sony Television Trusses	1 Flightcase	220	x 56	x 92		TV Stands
No. Name Description Dimensions (cm) Remarks							
			Length	x Depth	x Height		
Dressing Material							
27	Dressing Material	2 Steel Racks	210	x 120	x 113	stackable	Not labelled
Graphics and Supply Boxes							
28	Supply Box	2 Flightcases	151	x 75	x 76		Supply Box
29	Graphics Box	2 Flightcases	103	x 84	x 106		Graphics Box
Miscellaneous							
30	Trolley	1 Trolley	201	x 129	x 49		Not labelled
31	Bib Box	2 Flightcases	151	x 75	x 76		Bib Box
32	Walkie-Talkie Case	2 Plastic Boxes	83	x 61	x 27		Walkies
33	Case for Table Signs	2 Flightcases	103	x 52	x 57		Table Signs
34	Case for Light Spots	1 Flightcase	168	x 54	x 45		Light Spots
35	VC Case	4 Flightcases	103	x 52	x 40		VC Case
36	Steel Cage	2 Steelcages	157	x 67	x 197		Not labelled
37	Wood + Spares	1 Stillage	210	x 120	x 113		Not labelled
TV Wall							
38	Case for TV Fabric Wall	1 Flightcase	230	x 56	x 81		TV Fabric Wall
39	Case for TV (Sony KDL)	1 Flightcase	127	x 86	x 40		Screen

This is the standard truck loading for UCL season 2012-2015. Some changes will be implemented for UCL and UEL. (i.e. no more boards and frames from UCL Group stage phase).



UCL Season 2013-2014

Truck Pairing Play Off	Real Sociedad	Celtic Glasgow	Arsenal	Legia Warsaw	Austria Wien	NK Maribor	AC Milan	Basel	Shakter Karagandy	Fenerbahce	PAOK Thessaloniki	Zenit St. Petersburg						
Pacos De Ferreira	⚽																	
PSV Eindhoven		⚽																
Schalke 04			⚽															
Viktoria Plzen				⚽														
Steaua Bucurest					⚽													
GNK Dinamo Zagreb						⚽												
Ludogorets Razgrad							⚽											
Olympique Lyonnais								⚽										
Single Truck									⚽	⚽	⚽	⚽						
Truck Pairing Group Stage	FC Basel	Olympique de Marseille	AFC Ajax Amsterdam	Manchester City FC	Austria Wien	Steaua Bucurest	Benfica	Porto	Bayer Leverkusen	Celtic Glasgow	Kobenhavn	Schalke 04	Real Madrid CF	Anderlecht	FC Barcelona	Galatasaray	Zenit St. Petersburg	CSKA Moscow
FC Bayern Munchen	⚽																	
Juventus Turin		⚽																
AC Milan			⚽															
Manchester United FC				⚽														
Shaktar Donetsk					⚽													
Olympiakos						⚽												
Paris Saint Germain							⚽											
Real Sociedad								⚽										
SSC Napoli									⚽									
Chelsea FC										⚽								
Arsenal FC											⚽							
Borussia Dortmund												⚽						
Atletico de Madrid													⚽					
Viktoria Plzen														⚽				
Single Truck															⚽	⚽	⚽	⚽
Truck Pairing KO Stage	FC Bayern Munchen	Atletico de Madrid	Manchester United	Chelsea FC	Paris Saint Germain	Borussia Dortmund	Real Madrid CF	Barcelona	Zenit St. Petersburg	Galatasaray								
Olympiacos	⚽																	
Bayer Leverkusen		⚽																
Manchester City			⚽															
Arsenal FC				⚽														
AC Milan					⚽													
Schalke 04						⚽												
Single							⚽	⚽	⚽	⚽								
Truck Pairing QF	Manchester United	Chelsea FC	Paris Saint Germain	Barcelona	Real Madrid CF	FC Bayern Munchen	Borussia Dortmund	Atletico de Madrid										
Single Truck	⚽	⚽	⚽	⚽	⚽	⚽	⚽	⚽										
Truck Pairing SF	Chelsea	FC Bayern Munchen	Atletico de Madrid	Real Madrid														
Single Truck	⚽	⚽	⚽	⚽														

Appendix 11 – UEL Truck Pairing Information

UEL Season 2012-2013

Truck Pairing Group Stage (theoretical scenario)	Hapoel Kyriat Shmona	Metallist Kharkiv	Academica de Coimbra	Basel	Molde FK	AIK Stockholm	Rosenborg Trondheim	Sparta Praha	Panathinaikos	Videoton	PSV eindhoven	Heisingborg	Lazio	Steaua Bucurest	Atletico de Madrid	Olympique de Marseille	Club Brugge	Hannover	Liverpool	Borussia Monchengladbach	Newcastle	Athletic Bilbao	Rubin Kazan	Levante	AEL Limassol	Anji	Neftchi Baku	Hapoel Tel Aviv FC
Hapoel Tel Aviv	■																											
Dnipro		■																										
Martimo Funchal			■																									
Young Boys Bern				■																								
Genk					■																							
VfB Stuttgart						■																						
Kobenhavn FC							■																					
Viktoria Plzen								■																				
Fenerbahce									■																			
Partizan Beograd										■																		
Twente											■																	
Bayer Leverkusen												■																
Internazionale FC													■															
Udinese														■														
Sporting Lisbon															■													
Olympique Lyonnais																■												
Rapid Wien																	■											
Maribor NK																		■										
Tottenham Hotspurs																			■									
Grondins de Bordeaux																				■								
SSC napoli																					■							
Single Truck																						■	■	■	■	■	■	■

Truck Pairing Round of 32	Rubin Kazan	Dnipro	Viktoria Plzen	Chelsea FC	Liverpool	Benfica	Olympiakos	Bordeaux	Genk	Hannover	Lazio	Olympique Lyonnais	Steaua Bucurest	Cluj	Metallist Kharkiv	Zenit St. Petersburg	BATE Borisov	Fenerbahce	
Anji	■																		
Dynamo Kyiv		■																	
Sparta Praha			■																
Tottenham Hotspurs				■															
Newcastle					■														
Atletico de Madrid						■													
SSC Napoli							■												
Levante								■											
AFC Ajax Amsterdam									■										
Bayer Leverkusen										■									
Internazionale FC											■								
Basel												■							
VfB Stuttgart													■						
Borussia Monchengladbach														■					
Single Truck															■	■	■	■	■

Truck Pairing Round of 16	Rubin Kazan	Bordeaux	Chelsea	Zenit St. Petersburg	Fenerbahce	Benfica	Viktoria Plzen	Basel	Newcastle	VfB Stuttgart	Steaua Bucurest	Internazionale FC	Lazio
Anji	■												
Levante		■											
Tottenham Hotspurs			■										
Single Truck				■	■	■	■	■	■	■	■	■	■

Truck Pairing Quarter Finals	Chelsea FC	Basel	Rubin Kazan	Fenerbahce	Benfica	Newcastle	Lazio
Tottenham Hotspurs	■						
Single Truck		■	■	■	■	■	■

Truck Pairing SF	Benfica	Fenerbahce	Basel	Chelsea
Single Truck	■	■	■	■

UEL Season 2013-2014

Truck Pairing Group Stage (theoretical scenario)	Apolon Lemassol	Dynamo Kyiv	Pagos de Ferreira	GNK Dinamo Zagreb	Sevilla	Salzburg	AZ Alkmaar	Wigan	Genk	Swansea FC	Liberec	Olympique Lyonnais	Chornomorets Odessa	Ludogorets Razgrad	Tromsøe	Esbjerg	Legia Warsaw	Elfsborg	Bordeaux	Kuban Krasnodar	Rubin Kazan	Anji	Shakter Karagandy	Trabzonspor	Valencia	Maccabi Tel Aviv	Guimaraes	Sheriff Tiraspol	Maccabi Haifa		
Apoel Nicosia	■																														
Dnipro	■	■																													
Estoril		■	■																												
NK Rjeka			■	■																											
Betis Sevilla				■	■																										
Rapid Wien					■	■																									
Zulte Waregem						■	■																								
Tottenham Hotspurs							■	■																							
Standard de Liege								■	■																						
PSV Eindhoven									■	■																					
NK Maribor										■	■																				
Lazio											■	■																			
Pandurii												■	■																		
PAOK Thessaloniki													■	■																	
Eintrach Frankfurt														■	■																
Freiburg															■	■															
Fiorentina																■	■														
St. Gallen																	■	■													
Thun																		■	■												
Single Truck																			■	■	■	■	■	■	■	■	■	■	■	■	
Truck Pairing Round of 12	Valencia	Ludogorets Razgrad	FC Salzburg	Rubin Kazan	Eintrach Frankfurt	Genk	Sevilla FC	Olympique Lyonnais	SSC Napoli	Tottenham Hotspurs	AZ Alkmaar	Shakhtar Donetsk	Benfica	FC Basel	Fiorentina	Maccabi Tel Aviv	Trabzonspor														
Juventus	■																														
Chornomorets Odessa		■																													
Dynamo Kyiv			■																												
Anji				■																											
Viktoria Plzen					■																										
AFC Ajax Amsterdam						■																									
Betis Sevilla							■																								
Maribor NK								■																							
PAOK Thessaloniki									■																						
Swansea FC										■																					
Esbjerg											■																				
Dnipro												■																			
FC Porto													■																		
Liberec														■																	
Lazio															■																
Single Truck																■	■														
Truck Pairing Round of 16	Benfica	Valencia	Betis Sevilla	AZ Alkmaar	Fiorentina	Olympique Lyonnais	Tottenham Hotspurs	FC Salzburg	Basel	SSC Napoli	Ludogorets Razgrad	Viktoria Plzen	Anji																		
FC Porto	■																														
Juventus		■																													
Sevilla			■																												
Single Truck				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Truck Pairing Quarter Finals	Benfica	Valencia	Sevilla	Juventus	Basel	Olympique Lyonnais																									
FC Porto	■																														
AZ Alkmaar		■																													
Single Truck			■	■	■	■																									
Truck Pairing SF	Benfica	Sevilla	Valencia	Juventus																											
Single Truck	■	■	■	■																											

Appendix 12 – Rate Card for additional deliveries

UEFA Champions League / UEFA Europa League					
all deliveries will be dispatched from Aalst, Belgium					
Country	City	Set of sponsor boards		Flight case of materials	
		standard service (delivery within 7 working days)	fast service (delivery within 2 to 3 working days)	standard service (delivery within 7 working days)	fast service (delivery within 2 to 3 working days)
Albania	Tirane				
Andorra					
Armenia	Yerevan				
Austria	Vienna				
Azerbaijan	Baku				
Belarus	Minsk				
Belgium	Brussels				
Bosnia-Herzegovina	Sarajevo				
Bulgaria	Sofia				
Croatia	Zagreb				
Cyprus	Nicosia				
Czech Republic	Praha				
Denmark	Kobenhavn				
England	London				
	Manchester				
Estonia	Tallinn				
Finland	Helsinki				
France	Paris				
	Lyon				
	Bordeaux				
	Marseille				
Georgia	Tbilisi				
Germany	Dortmund				
	Hamburg				
	Berlin				
	Munich				
Greece	Athens				
Hungary	Budapest				
Iceland	Reykjavik				
Ireland	Dublin				
Israel	Tel Aviv				
Italy	Milano				
	Roma				
	Naples				
Kazakhstan	Astana				
Lithuania	Kaunas				
Lichtenstein	Vaduz				
Luxemburg	Luxemburg				
Macedonia	Skopje				
Malta	Valletta				
Moldova	Tiraspol				
Netherlands	Amsterdam				
Norway	Trondheim				
Poland	Warszawa				
Portugal	Lisbon				
	Porto				
Romania	Bucuresti				
	Cluj				
Russia	Moskva				
	St. Petersburg				
	Kazan				
Scotland	Glasgow				
Serbia	Belgrade				
Slovakia	Bratislava				
Slovenia	Ljubjana				
Spain	Madrid				
	Barcelona				
	Sevilla				
	La Coruna				
Sweden	Helsingborg				
Switzerland	Basel				
Turkey	Istanbul				
	Trabzon				
Wales	Cardiff				
Ukraine	Donetsk				
	Kyiv				

Appendix 14 – DELIVERY ADDRESSES OF THE UEFA EURO 2016™

	VENUE ADDRESS	DELIVERY ADDRESS	COURRIER ADDRESS	LOGISTICS CONTACT
UEFA EVENTS S.A.	UEFA Events SA Route de Genève 46 CH-1260 Nyon 2 Switzerland	UEFA Events SA La Clairière - Cellar B1J08C Avenue Bois-Bougy 2 CH-1260 Nyon Switzerland	UEFA Events SA Route de Genève 46 CH-1260 Nyon 2 Switzerland	Cédric GIRARDET Event Logistics Coordinator Mobile: +41 79 829 2025 Mail: cedric.girardet@uefa.ch
UEFA EURO 2016 SAS	EURO 2016 SAS 112, avenue Kléber CS81671 FR-75773 Paris Cedex 16 France	same than Venue Address	same than Venue Address	Catherine Gie Event Logistics Manager Mobile: +33 7 85 67 30 54 Mail: catherine.gie@euro2016.fr
UEFA IBC	Paris Expo 1, place de la Porte de Versailles Hall 6+8 75015 Paris France	same than Venue Address	same than Venue Address	David Godenschwege Event Logistics Manager Mobile: +41 79 829 2465 M: david.godenschwege@uefa.ch
UEFA CENTRAL WAREHOUSE	UEFA Event Logistics Warehouse c/o Ziegler N.V. Door 14, Wijngaardveld 3 Industriezone Noord IV 9300 Aalst (Belgium)	same than Venue Address	same than Venue Address	David Godenschwege Event Logistics Manager Mobile: +41 79 829 2465 M: david.godenschwege@uefa.ch
LILLE	Stade Pierre-Mauroy Boulevard de Tournai 59650 Villeneuve d'Asq France	same than Venue Address	same than Venue Address	
LENS	Stade Félix Bollaert-Delelis Avenue Alfred Maes - BP 53 62301 Lens Cedex France	same than Venue Address	same than Venue Address	
SAINT-DENIS	Stade de France ZAC du Cornillon Nord 93216 Saint-Denis la Plaine France	same than Venue Address	same than Venue Address	
PARIS	Parc des Princes 24, rue du Commandant Guillaud 75016 Paris France	same than Venue Address	same than Venue Address	
LYON	Grand Stade 69150 Decines-Charpieu France	same than Venue Address	same than Venue Address	
SAINT-ETIENNE	Stade Geoffroy-Guichard 12, rue Paul et Pierre Guichard 42000 Saint-Etienne France	same than Venue Address	same than Venue Address	
MARSEILLE	Stade Vélodrome 3, boulevard Michelet 13008 Marseille France	same than Venue Address	same than Venue Address	
NICE	Stade de Nice Boulevard des Jardiniers CS 93307 06206 Nice Cedex 3 France	same than Venue Address	same than Venue Address	
BORDEAUX	Nouveau Stade Cours Jules Ladoumeque 33000 Bordeaux France	same than Venue Address	same than Venue Address	
TOULOUSE	Stadium Municipal Allée Gabriel Bienes 31400 Toulouse France	same than Venue Address	same than Venue Address	



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