

# Bidding process for the 2026 FIFA World Cup™

Overview of the scoring system  
for the technical evaluation of  
bids

**FIFA®**

## Contents

1. Introduction.....	3
1.1 Context.....	3
1.2 Pre-determined parameters.....	3
1.3 Purpose of this document.....	6
1.4 Application of the scoring system.....	7
2. Methodology for the technical evaluation and scoring system .....	8
2.1 Overview of methodology.....	8
2.2 Other relevant parameters.....	13
3. Overview of scoring system criterion-by-criterion.....	16
3.1 Infrastructure .....	16
3.1.1 Stadiums (35%).....	16
3.1.2 Team and Referee Facilities (6%).....	20
3.1.3 Accommodation (6%) .....	24
3.1.4 Transport (including Airports) (13%).....	26
3.1.5 Accommodation and Transport combined score .....	29
3.1.6 IT&T & IBC (7%).....	31
3.1.7 FIFA Fan Fests (3%).....	33
3.2 Commercial .....	34
3.2.1 Organising Costs (10%).....	34
3.2.2 Media and Marketing Revenues (10%).....	36
3.2.3 Ticketing and Hospitality Revenues (10%).....	39
4. Overall scoring in practice: hypothetical examples.....	42
4.1 Bidder A – Passes all steps.....	43
4.2 Bidder B – Fails on Step 1(a).....	45
4.3 Bidder C – Fails on Step 1(b).....	46
4.4 Bidder D – Fails on Step 2 .....	48

# 1. Introduction

## 1.1 Context

As part of the bidding process for the 2026 FIFA World Cup™, it is a requirement that FIFA conduct an evaluation of all bids received in compliance with the rules and timelines of the bidding process.

FIFA has established a bid evaluation model comprising three (3) components:

1. A “bid compliance” assessment, which assesses the level of compliance of each bid with:
  - the requirements of the bidding process;
  - FIFA’s template hosting documents; and
  - the hosting requirements for the 2026 FIFA World Cup™.
2. An “overall risk assessment” of each bid, which assesses the risks and benefits of, as well as a cost and revenue projection in connection with, each bid.
3. A “technical evaluation” of each bid, which assesses the quantities and qualities of certain key infrastructural and revenue/cost components of each bid and documents the results in a technical evaluation report by means of a scoring system established by FIFA.

It is component 3, the technical evaluation (and more specifically the scoring system to be established by FIFA), that is the subject of this document and will be described and explained in detail.

## 1.2 Pre-determined parameters

On 6 September 2017, the Bureau of the Council approved the FIFA Regulations for the Selection of the Venue for the Final Competition of the 2026 FIFA World Cup™ (hereinafter the “**Bidding Regulations**”). This decision was later ratified by the FIFA Council at its meeting in Kolkata, India, on 27 October 2017. With its approval/ratification decision, the FIFA Council also ratified the “Bidding Registration regarding the submission of Bids for the hosting and staging of the 2026 FIFA World Cup™” (hereinafter the “**Bidding Registration**”), which is annexed to the Bidding Regulations as Appendix 1. The Bidding Registration itself represents an agreement which was concluded between FIFA and each of the bidding member associations at the beginning of the bidding process.

In its clause 3.5.2, the Bidding Registration defines a number of key parameters that must apply to the technical evaluation and scoring system developed. These include the following:

- The key infrastructural and revenue/cost criteria to be assessed (see clause 3.5.2 (i) (c) of the Bidding Registration).
- The respective weighting of each criterion for the purposes of the overall average score (see clause 3.5.3 (ii) (a) of the Bidding Registration).

- The scoring range and classification to be applied to each criterion (see clause 3.5.3 (ii) (b) of the Bidding Registration).
- The minimum scores required and the consequences of a bid not achieving such scores (see clause 3.5.3 (iii) and 3.5.4 of the Bidding Registration).

These are briefly outlined on the next page for contextual purposes.

### *Key criteria*

As alluded to above, the scoring system for the technical evaluation is divided into two types of criteria: infrastructure criteria and revenue/cost criteria (the latter henceforth referred to as “**commercial criteria**”).

Pursuant to clause 3.5.3 (ii) (a) of the Bidding Registration, infrastructure comprises six key criteria accounting for 70% of the overall score for the technical evaluation, and commercial consists of three key elements accounting for the remaining 30%. In total, there are nine key criteria as part of the technical evaluation of a bid.

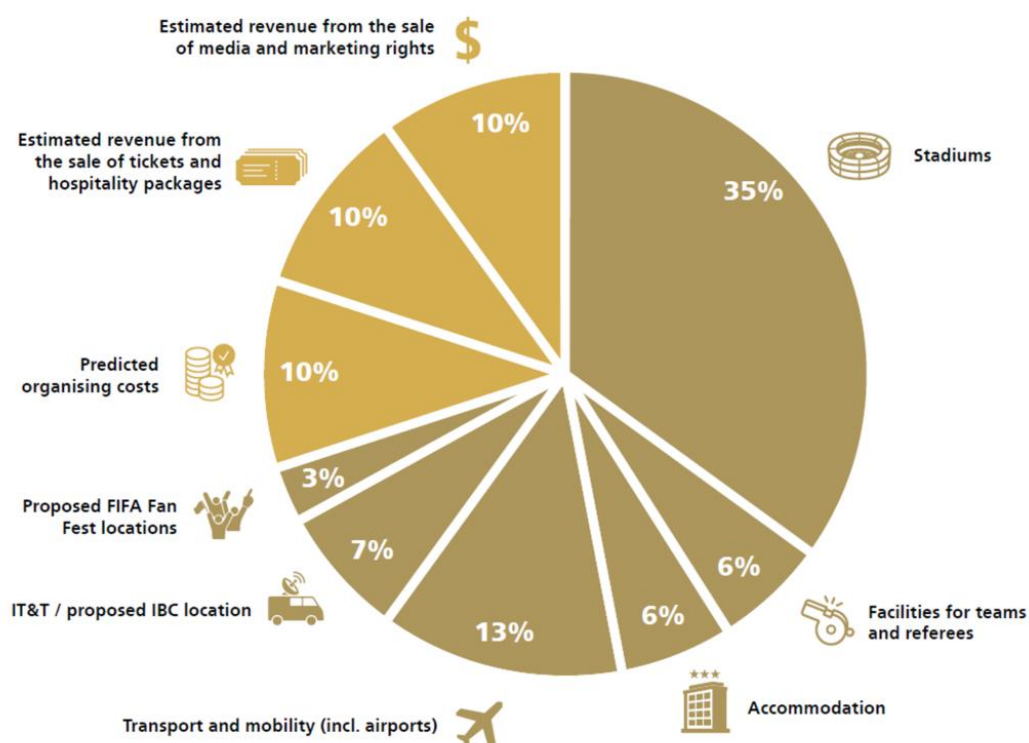
The table below indicates and briefly describes each of the nine criteria.

<b>Technical Evaluation</b>	
<b>Infrastructure criteria (70%)</b>	
<b>1. Stadiums</b>	The proposed stadiums
<b>2. Teams and Referee Facilities</b>	The facilities proposed for participating teams and referees
<b>3. Accommodation</b>	The secured accommodation
<b>4. Transport (incl. Airports)</b>	The transport infrastructure and concept for general mobility, including the proposed airports
<b>5. IT&amp;T and IBC</b>	The IT&T fixed and mobile network and infrastructure in the host country/host countries as well as the proposed locations for the International Broadcast Centre
<b>6. FIFA Fan Fest™ and Event Promotion</b>	The proposed locations to be used for the staging of the FIFA Fan Fest™ and for event promotional purposes
<b>Commercial criteria (30%)</b>	
<b>7. Organising Costs</b>	The predicted costs of the tournament, including the predicted direct costs of FIFA, the predicted costs related to the performance of the obligations of the member association(s) as well as third-party stakeholder costs predicted for the hosting of the tournament in the host country/host countries
<b>8. Ticketing and Hospitality Revenues</b>	The estimated revenues that may be generated by FIFA from the sale of tickets and hospitality packages for the tournament
<b>9. Media and Marketing Revenues</b>	The estimated revenues that may be generated by FIFA from the sale of media and marketing rights for the tournament inside the host country/host countries and on a global basis

### *Respective weightings*

Each of the nine criteria identified in the table above was apportioned a weighting for the purposes of determining the overall average score to be awarded to a bid (see clause 3.5.3 (ii) (a) of the Bidding Registration). The weightings allocated generally reflect the importance of each criterion to the technical evaluation of a bid by FIFA in accordance with the overriding objective of securing the best possible hosting conditions to enable FIFA to optimise delivery on its relevant statutory objectives.

The weightings apportioned to each criterion are set out in the diagram below for contextual purposes.



### Scoring range and classifications

Pursuant to clause 3.5.3 (ii) (b) of the Bidding Registration, each criterion will apply a score in accordance with a pre-determined scoring range and referable to a pre-determined classification.

Both the scoring range and classifications are set out in the table below.

Score	Assessment (based on requirements)	Assessment (not based on requirements)
0	no requirements met	very weak
1	less than minimum requirements met	weak
2	minimum requirements met	sufficient
3	most requirements met	good
4	all requirements met	very good
5	requirements exceeded	excellent

Pursuant to clause 3.5.3 (ii) (b) of the Bidding Registration, each criterion will apply a score between zero (0) points and five (5) points.

Regarding the meaning of each score, as illustrated in the table, there are two types of classifications that have been defined. Where the criterion has applicable requirements defined by FIFA (this is primarily associated with the assessment of infrastructure criteria), the requirements-based classification is utilised (i.e. from “no requirements met” to “requirements exceeded”). Where the criterion does not have

applicable requirements (i.e. this is primarily associated with the assessment of commercial criteria which do not have formal requirements defined), the non-requirements-based classification is utilised (i.e. from “very weak” to “excellent”).

By way of example, if a criterion in connection with a bid were assessed as meeting all requirements, it would receive a score of four (4).

#### *Minimum scores required and consequences*

The Bidding Registration (clause 3.5.3 (iii)) specifies, and the above scoring range/classifications reflect, that a bid must achieve a score of at least 2.0 in the following to meet FIFA’s minimum hosting requirements for the 2026 FIFA World Cup™:

1. Individually, for each of the following key infrastructure criteria:
  - Stadiums;
  - Team and Referee Facilities; and
  - Accommodation and Transport (including Airports). Here, it is important to note that, due to the link between the two criteria, the score is calculated on a combined basis.
2. Overall, as an average score across all nine criteria, taking into account the relative weightings of each criterion (i.e. Stadiums – 35%, Team and Referee Facilities – 6%, etc.).

Pursuant to clause 3.5.4 of the Bidding Registration, the consequences of failing to achieve the minimum required scores in any of the above individual criteria (with Accommodation and Transport assessed jointly) or overall entails that the bid has been deemed “high risk” and represents a material failure to comply with the minimum hosting requirements.

Importantly, it must be emphasised that the consequence of such an outcome is that, pursuant to clause 3.5.4 (ii) (a) of the Bidding Registration, **the bid shall not qualify for designation by the FIFA Council and FIFA shall terminate the Bidding Registration with the respective member association(s)** (see clauses 3.5.4 (ii) (c) and 12.5.1 (i) (a) of the Bidding Registration), with the effect that the respective bid shall be deemed ineligible and excluded from the bidding process.

### **1.3 Purpose of this document**

Pursuant to article 3.5 of the Bidding Regulations and clause 3.5.1 of the Bidding Registration, the 2026 Bid Evaluation Task Force (hereafter the “**Task Force**”) is responsible for the evaluation of all bids. In accordance therewith, the Task Force has defined this scoring system for the technical evaluation of bids. The FIFA administration has supported the Task Force in this task by formulating a proposal for its consideration and approval.

This document outlines the final scoring system, detailing:

- The overview of the methodology for the technical evaluation and the scoring system.
- The scoring system to be applied, criterion-by-criterion.
- A simulation of the scoring system based on hypothetical examples.

Please note that this document is an overview of the scoring system and is the culmination of analysis conducted in respect of each criterion by the relevant operational experts, both internally and externally.

At the meeting of the Task Force on 8 March 2018, it was decided that this scoring system would be provided to the bidding member associations and published.

## **1.4 Application of the scoring system**

The Task Force will implement the final scoring system as part of the evaluation of bids received.

In the event that the members of the Task Force do not unanimously agree on the result of the application of the scoring system (e.g. the score to be applied to a bid in respect of a criterion or sub-criterion), the majority (three members in agreement) shall prevail.

## 2. Methodology for the technical evaluation and scoring system

### 2.1 Overview of methodology

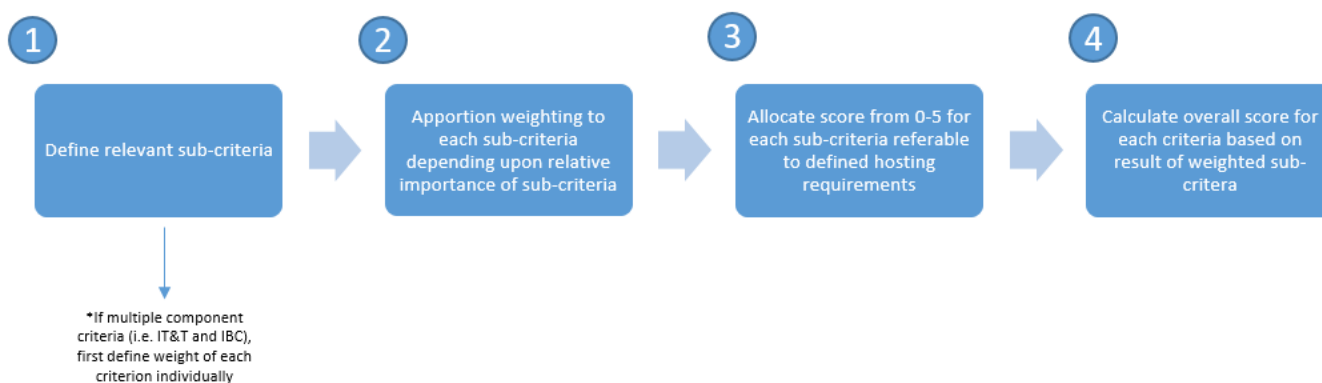
In the development of the proposed scoring system, FIFA sought to define and adopt, to the extent possible, a consistent approach and methodology to each criterion. This was followed to ensure that FIFA's scoring system for the technical evaluation was applied in a generally uniform manner.

However, it should be acknowledged that as each criterion analyses its own unique subject matter, defines its requirements differently (i.e. overall, by venue, etc.) and has differing elements which are capable of a quantitative/qualitative assessment, the specific approaches applied with respect to each criterion must (and do) differ in this respect.

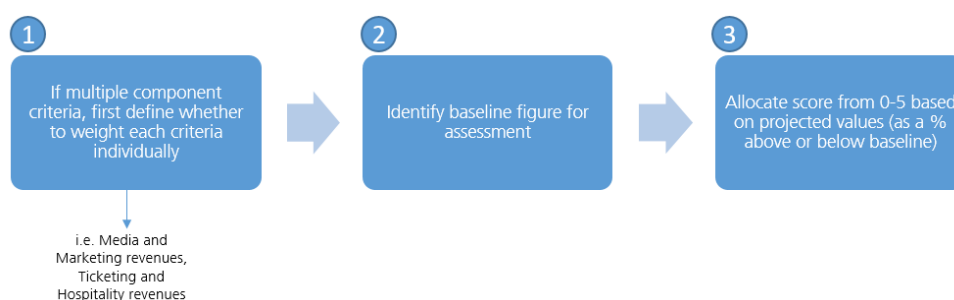
As noted in Section 1 of this document, the classification system with respect to the infrastructure criteria is based on requirements, whilst the classification system for the commercial criteria is not based on requirements and therefore differs. Consequently, the high-level methodology employed for the infrastructure criteria differs from that employed for the commercial criteria (although the approach is largely the same amongst the infrastructure criteria and amongst the commercial criteria).

Both high-level methodologies (for infrastructure criteria and for commercial criteria) are illustrated below:

#### High-level methodology: infrastructure criteria



#### High-level methodology: commercial criteria





### Infrastructure criteria

With regard to the infrastructure criteria (Stadiums, Team and Referee Facilities, Accommodation, Transport (including Airports), IT&T/IBC and FIFA Fan Fests), the general principles applied by FIFA are described below:

- The first step is to define the relevant elements that make up the criterion (otherwise referred to as “sub-criteria”). These will be described in further detail for each individual criterion in Section 3 of this document, however for illustrative purposes a simple example of a sub-criterion for the Stadiums criterion would be the stadium capacity. With regard to the criterion of IT&T and IBC, as the criterion comprises two distinct criteria (IT&T and IBC), the first step prior to defining the sub-criteria is to apportion weightings for each (i.e. since the weighting of the criterion is 7% of the overall score, IT&T is weighted 5% and IBC is weighted 2%) based on their deemed relative importance.
- Following the definition of the relevant sub-criteria, the second step is to apportion weightings to each sub-criterion based on their deemed relative importance to the criterion. This relative importance was assessed based on the potential impacts of the sub-criteria in terms of quality, cost and timing/readiness.
- Once the sub-criteria are apportioned a weighting, FIFA applies a scoring range for each sub-criterion (in order to obtain a score of zero (0) to five (5) for each sub-criterion). Moreover, the scoring range is consistent with the hosting requirements as provided to the bidders during the course of the bidding process.
- Having completed the above three steps, the above sub-criteria, weightings and scoring scales are applied to each proposed site to result in an overall score for the proposed site. A hypothetical example is given below for illustrative purposes:

Proposed Site X

Sub-criteria	Weighting	Score (0-5)	Weighted Score	Overall Score
Sub-criterion A	20%	3	0.6	<b>3.15</b>
Sub-criterion B	25%	2	0.5	
Sub-criterion C	15%	3	0.45	
Sub-criterion D	40%	4	1.6	

Once the above steps have been applied to each proposed site, the scores of each proposed site are added up and divided by the number of proposed sites to produce an overall score for the criterion. This methodology will be explained in further detail and more clearly illustrated in Section 3.1 of this document.

### Core minimum requirements

FIFA has identified that with respect to certain infrastructure (i.e. stadiums, team and referee facilities, accommodation, transport, etc.), there are core requirements which are considered fundamental to a proposed site or venue.

Moreover, an absence or insufficiency of sites/venues meeting FIFA's minimum requirements may call into question the overall viability of the tournament's successful delivery and would therefore amount to a failure by a bid to meet the minimum hosting requirements with respect to that individual criterion, resulting in a score of below 2.0 out of 5.0.

As such, the following infrastructure criteria impose core minimum requirements with respect to a proposed site or venue:

- Stadiums.
- Team and Referee Facilities.
- Accommodation (with respect to accommodation for FIFA core groups on an individual basis and with respect to general accommodation on a combined basis with intercity connectivity).
- Transport (with respect to intercity connectivity on a combined basis with general accommodation).

Moreover, in principle, an insufficient number of proposed sites or venues (e.g. assumed to be 12 in the case of the Stadiums<sup>1</sup> criterion) meeting FIFA's minimum requirements, based on the expected number of sites to be used in line with the bidding and hosting requirements, would result in an overall score of below 2.0 for the respective criterion<sup>2</sup>.

The effect of failure to meet a core minimum requirement for a proposed site/venue and for an individual criterion is set out below:

#### **(a) Proposed sites/venues**

- Where a proposed site/venue would receive a score of equal to or above 2.0, but has failed to meet a core minimum requirement, it automatically receives a "1.9" for its score. For instance, if a proposed stadium receives a score of 2.8 but has failed to meet a core minimum requirement (e.g. gross seating capacity), the score for that proposed stadium automatically drops to 1.9.
- Where a proposed site/venue would receive a score below 2.0 and has failed to meet a core minimum requirement, it receives its normal score. For instance, if a proposed stadium receives a score of 1.6 and has failed to meet a core minimum requirement (e.g. gross seating capacity), the score for that proposed stadium remains at 1.6.

---

<sup>1</sup> In the event that the bidder makes a proposal in accordance with paragraph (ii) (b) of Section 8, Clause 1, Schedule 2 of the Bidding Agreement, which is accepted by FIFA, the minimum number would be adjusted accordingly.

<sup>2</sup> Exceptions apply – see Team and Referee Facilities, Accommodation and Transport.

**(b) Individual criteria**

- Where an individual criterion would receive a score of equal to or above 2.0, but has failed to include a sufficient number of proposed sites/venues that each individually reach a score of 2.0, the criterion automatically receives a “1.9” for its score. For instance, if the overall score for Stadiums is 2.8 but only ten of the proposed stadiums have individually scored equal to or above 2.0, the overall score for Stadiums automatically drops to 1.9.
- Where an individual criterion would receive a score of below 2.0, regardless of whether it has failed to include a sufficient number of proposed sites/venues that each individually reach a score of 2.0, the criterion receives its normal score. For instance, if the overall score for Stadiums is 1.6, the overall score for Stadiums remains at 1.6 regardless of how many stadiums individually reach a score of 2.0 or more.

The diagram below helps to provide examples of how the core minimum requirements can affect a proposed site, in this case a stadium.

Proposed Sites and Venues			
Stadium	Technical Score	Core Minimum Requirements	Final Score
Stadium 1	4.2	✓	4.2
Stadium 2	3	✗	1.9
Stadium 3	1.7	✗	1.7

As can be seen, a failure to meet a core minimum requirement ensures that a proposed site/venue receives a score below 2.0. In the case above, this applies to Stadium 2 and Stadium 3.

Likewise, the diagram below helps to provide examples of how the core minimum requirements can affect an individual criterion, in this case the criterion of Stadiums.

Individual Criterion: Stadiums		
Stadium	Score	Minimum Requirements Met
Stadium 1 (Final Match)	4.2*2 = 8.4	✓
Stadium 2 (Opening Match)	3.3*2 = 6.6	✓
Stadium 3	1.9	✗
Stadium 4	3	✓
Stadium 5	4.1	✓
Stadium 6	4.5	✓
Stadium 7	3.4	✓
Stadium 8	2.5	✓
Stadium 9	1.8	✗
Stadium 10	3.6	✓
Stadium 11	1.8	✗
Stadium 12	3.8	✓
Stadium 13	2.3	✓
Stadium 14	2.7	✓
	Total	50.4
	Average*	3.2
		< 12 stadiums meeting minimum requirements = 1.9

\* Average score is calculated by dividing by 16 as the Opening and Final match are weighted double

As can be seen in the diagram above, a failure to provide at least 12 proposed stadiums which achieve a score of 2.0 results in the overall score for Stadiums being reduced to 1.9. In the example, the bid only provides 11 proposed stadiums meeting FIFA's minimum requirements (as three of the proposed stadiums have received a score below 2.0).

### Commercial criteria

With regard to the commercial criteria (Organising Costs, Media and Marketing Revenues, and Ticketing and Hospitality Revenues), the general principles applied by FIFA are described below:

- Some of the commercial criteria comprise two distinct revenue streams (i.e. Media and Marketing Revenues, Ticketing and Hospitality Revenues). Therefore, the first step is to apportion weightings for each revenue stream (i.e. since the weighting for Media and Marketing Revenues is 10%, Media Revenues are weighted 6% and Marketing Revenues are weighted 4%) based on their relative value.
- Following the apportioning of weightings, the second step is to identify the baseline figures/values that will moderate the scores of a bid. The baseline used will vary between commercial criteria based upon the components of the baseline and the latest available and reliable data.
- Once the baseline figures/values have been identified, the third step is to develop a scoring range from zero (0) to five (5) (applying the "weak" to "excellent" classification) based upon the percentage (%) values above or below the baseline.

- Having completed the above three steps, a projected figure is obtained for each criterion and applied to the scoring range to generate a score for that criterion. For example, if the baseline for Media Revenues is linked to audience (total reach) from the 2014 FIFA World Cup Brazil™, then a projected figure for a bid of more than 10% above the baseline could result in a score of 5.

This methodology will be explained in further detail and more clearly illustrated in Section 3.2 of this document.

## 2.2 Other relevant parameters

### *Rounding of scores*

In the scoring of any criterion and sub-criterion under the scoring system for the technical evaluation, FIFA shall round up or down the scores to one (1) decimal place (e.g. 3.1, 4.2, 2.6, etc.).

For example, a score of 3.14 in any criterion or sub-criterion would be rounded down to 3.1, whilst a score of 3.15 would be rounded up to 3.2.

### *Analysis of joint bids*

It should be noted that, in the case of joint bids received by FIFA, the evaluation will take into consideration the potentially positive and adverse implications resulting from co-hosting the tournament. These matters will be taken into account and incorporated into the assessment of each individual criterion for the technical evaluation, where relevant.

### *Additional considerations for stadiums*

#### Delivery risk

The timely provision of world-class stadiums capable of staging FIFA World Cup™ matches represents the key infrastructural deliverable in connection with the hosting of the FIFA World Cup™. This is, for instance, reflected in the relative weighting of the individual criteria in the technical evaluation for the purposes of the overall score, with Stadiums being weighted as 35%, more than double any other criterion and accounting for half of the total infrastructure score (which is 70% of the overall score). Moreover, stadiums typically represent the most complex major infrastructure projects linked to the tournament that directly involve FIFA.

In light of the importance of stadiums and the significance of the inherent risks and impacts in connection with the unsuccessful delivery of the stadiums, FIFA shall take into account the current status of the proposed stadiums (and the work necessary to achieve the required standard for a FIFA World Cup™ stadium) in assessing this criterion. In particular, FIFA shall apply a threshold of existing stadiums required as part of the bid and apply a discount rate to the technical scores for non-existing stadiums.

In this respect, an “existing stadium” is taken to mean a stadium which (i) is currently in existence or currently under construction; or (ii) requires renovation or reconstruction, whereby the main structural elements are preserved. All other cases are deemed to be “non-existing stadiums”. Such determination

regarding “existing/non-existing stadiums” will be made by FIFA's independent technical experts based on the project documentation provided.

Further details (including the discount rate to be applied) will be set out in Section 3.1.1 of this document.

### Sustainability of infrastructure risk

As part of FIFA's bidding process for the 2026 FIFA World Cup™, sustainability and legacy considerations are regarded as important elements of the bid evaluation. This, of course, extends to sustainability and legacy considerations inherently linked to the proposed infrastructure to be utilised in connection with the hosting of the tournament, in particular stadiums. Indeed, the bidders are required, as part of their bid books, to provide such information, including the current and planned capacities and uses of proposed stadiums, both during the tournament and as a legacy after the tournament.

Moreover, FIFA wishes to avoid the occurrence of “white elephant” stadiums – referring to costly stadium projects (both in terms of construction and maintenance) considered disproportionate to their frequency of use and legacy value.

In light of the above, FIFA commissioned the CIES Football Observatory to conduct a study into stadium sustainability by researching factors that may indicate optimal stadium capacities in a given location. Based on this research, it was concluded that while the optimal capacity of a stadium may depend upon multiple factors, “a very important one is the population of the city where the stadium is located”.

To test the above proposition, an analysis was conducted to determine the correlation between a given city's population and stadium attendances. Separate European and non-European studies were undertaken, each considering five leagues from the 2012/13 season onwards. Data on average attendances was sourced for the following leagues from data published by the respective leagues and/or specialised football websites:

- For the European study – *Bundesliga* (Germany), *La Liga* (Spain), *Ligue 1* (France), the Premier League (England) and *Serie A* (Italy). These were selected as they represent the top five leagues in Europe.
- For the non-European study – MLS (USA/Canada), *Liga Aguilas* (Colombia), *Serie A* (Brazil), K-League (Korea Republic) and ABSA Premiership (South Africa). These were selected based on geographical distribution (they cover four of the remaining five confederations), the existence of established, well-developed football leagues, and the availability of attendance data.

In the definition of city population, the study applied the Eurostat “greater city” definition for European cities and the closest comparable definition for the non-European cities monitored through various official national sources. Adjustments were made for cities with multiple clubs based on a clear methodology.

The outcome of both studies supported the proposition that there is a significant logarithmic positive correlation between city population and attendances. In both cases, almost half of the differences in attendances in the leagues surveyed relate to differences in the number of inhabitants of the cities. Moreover, the probability of error is below the critical value of 5% ( $p < 0.0001$ ). In other words, the studies

each confirmed that the greater city's population is a robust indicator in estimating the optimal capacity for a stadium.

The relationship between greater city size and expected attendances, based on a regression model reflecting the above analysis, is set out below in relation to each study.

European		Non-European	
City Size	Attendance Expected	City Size	Attendance Expected
100,000	15,607	100,000	3,700
200,000	19,921	200,000	4,949
500,000	27,505	500,000	7,269
1,000,000	35,108	1,000,000	9,722
2,000,000	44,813	2,000,000	13,002
3,000,000	51,690	3,000,000	15,413
4,000,000	57,200	4,000,000	17,390
5,000,000	61,875	5,000,000	19,096

For instance, according to the analysis conducted, in the non-European context, the expected average attendances for a stadium linked to a city with a greater city population of approximately 200,000 would be just below 5,000, whilst the expected average attendances for a stadium linked to a city with a greater city population of approximately 3 million would be approximately 15,000.

For the European context, the expected average attendances for a stadium linked to a city with a greater city population of approximately 200,000 would be just below 20,000, whilst the expected average attendances for a stadium linked to a city with a greater city population of approximately 4 million would be approximately 57,000.

Taking into account the above analysis, FIFA will include a stadium sustainability assessment in evaluating this criterion. In particular, the stadium sustainability assessment shall form part of the core minimum requirements for a proposed stadium. However, this shall only be considered in the case of non-existing stadiums.

Further details will be set out in the Section 3.1.1 of this document.

#### *Additional considerations for commercial criteria*

In relation to all commercial criteria, the impact of taxes can be an important consideration as it can significantly affect the financial results. Accordingly, FIFA shall take into consideration such tax-related impacts in its assessment of the commercial criteria for the scoring system.

It is important to note that it is a requirement of FIFA as part of the bidding process that, as part of its bid submission, a bidder provides a tax-free environment. This shall be evaluated by FIFA, including government guarantees provided in this respect, as part of the bid evaluation. This analysis shall be incorporated into its scoring of the commercial criteria.

Further details (including the scoring of the tax exemption assessment) will be set out in Section 3.2 of this document.

## 3. Overview of scoring system criterion-by-criterion

### 3.1 Infrastructure

One of the overriding objectives of the bidding process is to help secure the best possible hosting conditions to enable FIFA to optimise delivery on its relevant statutory objectives, which necessarily includes the readiness of top-quality infrastructure in the host country (or countries) necessary for successful delivery of the tournament.

The scoring system for the infrastructure criteria, which collectively accounts for 70% of the overall score, is outlined below.

#### 3.1.1 Stadiums (35%)

##### *Introduction*

Stadiums are the foundation for the successful hosting of a FIFA World Cup™. They will be centre stage during the 80 matches for teams, fans and TV audiences alike, and it is imperative they are of a world-class standard.

##### *Sub-criteria and weighting*

The criterion of Stadiums will be evaluated based on the nine (9) sub-criteria identified in the left-hand column of the table below. Each sub-criterion has been allocated a weighting based on its relative importance, which has been reflected in the right-hand column of the table. The explanation section in the middle column reflects the various elements that are carefully analysed in each sub-criterion.

Stadiums		
Sub-criteria	Explanation	Weight
<b>Stadium Costs &amp; Planning Milestones</b>	Key construction milestones, total investment costs per seat	10%
<b>Stadium Orientation &amp; Space Requirements</b>	Site maps and floor plans analyses	10%
<b>Stadium Capacity</b>	Gross capacity, VIP tribune capacity and seat kills	22.5%
<b>Pitch</b>	Pitch type and dimensions	10%
<b>Technical Installations</b>	TV, power, infotainment and IT installations	20%
<b>Accessibility &amp; Sustainability</b>	Sanitary facilities and infrastructure for the disabled spectators	7.5%
<b>Roof, Residents &amp; Overlay</b>	Roof and overlay cost estimates	20%



### *Core minimum requirements*

As mentioned in Section 2 of this document, FIFA has identified that there are essential components required with respect to stadiums. These essential elements are listed below:

- Stadium orientation.
- Gross seating capacity.
- Field of play dimensions (i.e. a FIFA World Cup™ field of play shall universally meet 105m x 68m dimensions).
- No stadium sustainability risk (only to be applied to non-existing stadiums) – see further details below.

A failure to meet FIFA's requirements in these areas will result in the proposed stadium receiving a score of less than 2.0.

Moreover, once the evaluation of all stadiums proposed by a bid has been completed, there must be at least 12 stadiums<sup>3</sup> meeting FIFA's minimum requirements (i.e. each not receiving a score of less than 2.0) from a proposal of 14 stadiums, otherwise the Stadiums criterion will automatically receive a score of less than 2.0.

### *Additional factors*

#### Stadium sustainability risk

As mentioned in Section 2 of this document, taking into account the analysis regarding stadium sustainability conducted by CIES (and the correlation between greater city population and average attendances), FIFA will include a stadium sustainability assessment in evaluating this criterion. In particular, the stadium sustainability assessment shall form part of the core minimum requirements for a proposed non-existing stadium.

In determining whether a proposed non-existing stadium presents a stadium sustainability risk, FIFA will use the proposed legacy capacity (gross) of the stadium as its baseline figure. If this figure is more than 50% above the expected average attendances in a particular host city as per the CIES studies (using the European model as a base<sup>4</sup>), FIFA will deem the proposed stadium to present a potential stadium sustainability risk. Subject to the information provided by the bidder regarding the legacy use of the proposed stadium, FIFA may, at its discretion, conclude that the proposed stadium presents a stadium sustainability risk.

The result of such a conclusion would be that the proposed non-existing stadium does not meet the core minimum requirements (and receives a score of below 2.0). An example is set out below:

---

<sup>3</sup> In the event that the bidder makes a proposal in accordance with paragraph (ii) (b) of Section 8, Clause 1, Schedule 2 of the Bidding Agreement, which is accepted by FIFA, the minimum would be adjusted accordingly.

<sup>4</sup> The European model is taken so as to assume the best-case scenario in terms of average attendances.

Stadium	Technical Score	Status	Stadium sustainability risk	Adjusted Score
Stadium 1	3.2	Non-existing	✓	1.9

For instance, if a proposed non-existing stadium receives a provisional score of 3.5 but is assessed as presenting a stadium sustainability risk, the score reduces to 1.9.

### Delivery risk

As mentioned in Section 2 of this document, in light of the importance of stadiums and the significance of the inherent risks and impacts in connection with the unsuccessful delivery of the stadiums, FIFA shall take into account the current status of the proposed stadiums (and the work necessary to achieve the required standard for a FIFA World Cup™ stadium) in assessing this criterion. In particular, FIFA shall apply a threshold of existing stadiums required as part of the bid and apply a discount rate to the technical scores for non-existing stadiums.

In terms of the threshold to be applied, FIFA shall require a minimum of four (4) existing stadiums as part of a bid. Any bid which does not provide at least four (4) existing stadiums will receive a score of less than 2.0 for the criterion of Stadiums.

Moreover, a delivery risk discount rate shall be applied to non-existing stadiums as per the scale set out below:

Stadium Delivery Risk	
Number of Non-Existing Stadiums	Discount Rate
10	0.52
9	0.58
8	0.63
7	0.68
6	0.73
5	0.78
4	0.83
3	0.88
2	0.92
1	0.96
0	1.00

Each additional non-existing stadium has a further discounting effect of 4%<sup>5</sup>. This discount rate is compounded for each additional non-existing stadium (i.e. five (5) non-existing stadiums would result in a discount of 22%, whilst six (6) non-existing stadiums would result in a discount of 27%, etc.).

<sup>5</sup> The discount rate is applied on a collective basis across all non-existing stadiums (rather than per individual stadium) since the accumulation of non-existing stadiums is considered to compound the risk of unsuccessful delivery of the tournament.

The result of applying the delivery risk discount rate<sup>6</sup> can be seen through the below example:

Stadium	Technical Score	Status	Average Score	Adjusted Scores (Delivery risk)	Overall score
Stadium 1	3.2	Non-existing	3.7	1.9	2.2
Stadium 2	3.6	Non-existing			
Stadium 3	3.5	Non-existing			
Stadium 4	4.0	Non-existing			
Stadium 5	3.8	Non-existing			
Stadium 8	3.3	Non-existing			
Stadium 10	3.8	Non-existing			
Stadium 11	4.2	Non-existing			
Stadium 12	4.0	Non-existing			
Stadium 14	3.8	Non-existing			
Stadium 6	2.7	Existing	2.9	2.9	
Stadium 7	3.1	Existing			
Stadium 9	2.9	Existing			
Stadium 13	2.9	Existing			

In the example above, the bidder has provided a bid comprising four existing stadiums (stadiums 6, 7, 9 and 13) and ten non-existing stadiums. First and foremost, the minimum number of existing stadiums (four) is met. The average technical score for the non-existing stadiums (3.7) is then adjusted based on the relevant discount rate (in this case 0.52 due to there being ten non-existing stadiums). The overall score for stadiums is calculated by combining the adjusted average score for the non-existing stadiums with the technical score for the existing stadiums (applying their relative proportions – 4/14 existing stadiums and 10/14 non-existing stadiums). This results in an overall score of 2.2 for the bid, meeting the minimum hosting requirements for the criterion of Stadiums.

#### *Calculation of overall score*

Each proposed stadium will be evaluated on an individual basis. A greater weighting will be applied to the proposed stadiums to host the opening match and/or final match, which are each double-weighted. It is then assessed whether a sufficient number of stadiums meet the minimum requirements (scoring  $\geq 2.0$ ) and whether there are a sufficient number of existing stadiums. Following this, scores are adjusted based on the discount rate to be applied to non-existing stadiums, and the adjusted average scores for both existing and non-existing stadiums are tallied (based on their proportion to the overall number of stadiums) to obtain a final overall score for the Stadiums criterion.

Please see the diagram below for a representation as to how this will be performed.

<sup>6</sup> The formula used to calculate the discount rate is  $1 - [(1+x)^n - 1]$ , where  $x$  = discount rate of 4% and  $n$  = number of non-existing stadiums.

Overall Score					
Stadium	Score	Meeting minimum requirements	Existing	Adjusted scores	Overall Score
Stadium 1 (Final Match)	$4.2 \times 2 = 8.4$	✓	✓	8 existing (with 2 weighted double) = 3.2	$3.2 \times (8/14) + 2.3 \times (6/14) = 2.8$
Stadium 2 (Opening Match)	$3.3 \times 2 = 6.6$	✓	✓		
Stadium 3	1.9	✗	✗		
Stadium 4	3	✓	✗		
Stadium 5	4.1	✓	✓		
Stadium 6	4.5	✓	✗		
Stadium 7	3.4	✓	✓		
Stadium 8	2.5	✓	✓		
Stadium 9	1.8	✗	✗	6 non-existing = $3.1 \times 0.73 = 2.3$	
Stadium 10	3.6	✓	✗		
Stadium 11	2.0	✓	✓		
Stadium 12	3.8	✓	✗		
Stadium 13	2.3	✓	✓		
Stadium 14	2.7	✓	✓		
		12 stadiums must meet minimum requirements or the score drops below 2.0			Final score = 2.8

In the example above, the bid has provided at least 12 stadiums meeting the minimum requirements out of a proposal for 14 stadiums (with Stadium 3 and Stadium 9 deemed not included since they have scored below 2.0). In relation to the stadium delivery risk, as the bid has presented six non-existing proposed stadiums, a discount rate of 0.73 was applied to the average score across those non-existing stadiums. Accordingly, the final score for the Stadiums criterion in the above example would be 2.8, based on an average score of 3.2 for the eight existing stadiums and an adjusted average score of 2.3 for the six non-existing stadiums.

### 3.1.2 Team and Referee Facilities (6%)

#### Introduction

Another important element of hosting and staging the FIFA World Cup™ is the provision of accommodation and training sites for the teams and referees. In order to ensure that the teams and referees have adequate training facilities, have the most comfortable stay and do not suffer from long travel distances during the tournament, these facilities must comply with FIFA’s requirements.

It is important to note that, in evaluating the Team and Referee Facilities, FIFA will assess the team/referee hotels and training sites as pairings because the distance between the hotel and training site must determine the viability of any hotel or training site as a potential team and referee facility.

#### Sub-criteria and weighting

The Team and Referees Facilities criterion will be scored based on a 50:50 split between team/referee hotels and training sites. The team/referee hotel component will be scored based on the eight sub-criteria listed in the left-hand column of the table below, with each receiving a weighting in accordance with its importance listed in the right-hand column. An explanation of the various elements analysed in each sub-criterion can be found in the middle column.

Team/Referee Hotel (50%)		
Sub-criteria	Explanation	Weight
<b>General Status/Suitability</b>	Extraneous features and characteristics of each property will be considered including age and appearance of facilities, plans for upgrade, physical location and surroundings, internal layouts, constituent flows, potential for intrusion on privacy, etc.	17%
<b>Distance to Training Site</b>	All team and referee facilities (hotel and training sites) must be considered and evaluated as <b>pairings</b> . Distance between hotel and training site will determine the viability of any hotel or training site as a potential team facility.	17%
<b>Distance to Airport</b>	The distance from the team/referee hotel to the airport	17%
<b>Room Inventory</b>	"Ideal" Team Base Camp Hotel room inventory: 65-80 rooms, Venue Specific Team Hotel: 80-125, Referee Base Camp Hotel: 200-225	17%
<b>Function Rooms</b>	Basic requirements for function spaces assessed, which include rooms for Team Meeting/Dining, Coaches office, Coaching Staff meetings, Players' lounge, Performance Analysts, Team Kit storage, Team Physiotherapy, etc.	10%
<b>Kitchen Facilities</b>	There must be suitable existing or planned facilities within the team/referee hotel as opposed to external catering.	10%
<b>Fitness Facilities</b>	Assessment and analysis of all existing or planned facilities.	7%
<b>Leisure/Recovery Facilities</b>	Assessment and analysis of all existing or planned facilities.	5%

The training site component will also be evaluated based on eight sub-criteria, all listed in the table below in the left-hand column. The weight of each sub-criterion can be found in the right-hand column and has been allocated to reflect its importance. An explanation of the elements analysed in each sub-criterion can be found in the middle column.

Training Site (50%)		
Sub-criteria	Explanation	Weight
<b>General Status/Suitability</b>	In principle, Team Base Camp Training Sites (TBCTS), Venue Specific Training Sites (VSTS) and Referee Base Camp Training Sites (RBCTS) share many of the same requirements. Extraneous features and characteristics of each facility will be considered including age and appearance of facilities, plans for upgrade, physical location and surroundings, layouts, constituent flows, potential for intrusion on privacy, etc.	17%
<b>Natural Pitches</b>	VSTS requirement = 1 pitch. TBCTS and RBC requirement = minimum 2 pitches	17%
<b>Dressing Rooms</b>	Ideally, there should be two suitable dressing rooms of min. 100m <sup>2</sup> each	17%
<b>Press Area</b>	Minimum 100 seats	17%
<b>Floodlights</b>	Minimum 500 lux	10%
<b>Stands</b>	Minimum number of seats: 500	10%
<b>Fitness Facilities</b>	Assessment and analysis of all existing or planned facilities.	7%
<b>Leisure Facilities</b>	Assessment and analysis of all existing or planned facilities.	5%

#### Core minimum requirements

As mentioned in Section 2 of this document, FIFA has identified that there are essential components required with respect to Team and Referee Facilities.

These essential elements are listed below:

- For training sites:
  - In the case of training sites for team/referee base camps – ability to supply two or more pitches with natural grass.
- For team/referee hotels:
  - Distance to airport (not more than 90 minutes).
  - Distance to paired training sites (not more than 30 minutes).
  - Room inventory:
    - For team base camp hotels – at least 40 rooms.
    - For referee base camp hotels – at least 200 rooms.
    - Venue-specific hotels – at least 80 rooms.
    - Function rooms – sufficient available function room spaces.

A failure to meet FIFA’s requirements in these areas will result in the proposed site/pairing receiving a score of less than 2.0.

Once the evaluation of all training sites/hotels proposed by a bid has been completed, there must be a minimum of:

- For team and referee base camps: 72 proposed pairings;
- For venue-specific team facilities: four proposed pairings for at least 12 stadiums<sup>7</sup>;

otherwise the Team and Referee Facilities criterion will automatically receive a score of less than 2.0.

#### *Calculation of overall score*

As discussed in the introduction to the Team and Referee Facilities component, the team/referee hotels and training sites are evaluated as pairings. Each element is individually scored on a 0-5 scale based on requirements and an average of both scores is taken to obtain a final score for the pairing. The core minimum requirements in respect of each pairing are taken into account as set out below:

---

<sup>7</sup> Please note that, due to the link between venue-specific team facilities and the venue, the 12 stadiums must be stadiums which also meet the minimum requirements (achieves a score  $\geq 2.0$ ). Please also note the potential adjustment required based on an accepted proposal in accordance with paragraph (ii) (b) of Section 8, Clause 1, Schedule 2 of the Bidding Agreement.

Scoring for Team/Referee Base Camps					
Site	Hotel	Training Site	Meeting Minimum Requirements	Pairing score (average)	
TBC 1	4.2	3.2	✓	3.7	
TBC 2	3.3	3.5	✓	3.4	
...	...	...	✓*	...	
TBC 71	2.2	2.1	✗	1.9	
TBC 72	3.7	3.1	✓	3.4	
RBC 1	2.3	2.5	✗	1.9	
RBC 2	3.0	4.4	✓	3.7	
			72 proposed TBC pairings or the score drops below 2.0	Total	18.0
				Average	3.0

\* It is assumed that TBC proposals TBC 3 – TBC 70 are provided. Their scores are not included in the calculation of the total score for this criteria in this example.

Scoring for Venue - Specific Team Facilities					
Host City	Site	Hotel	Training Site	Meeting Minimum Requirements	Pairing score (average)
1	VSTS 1	4.2	3.2	✓	3.7
1	VSTS 2	3.3	3.5	✓	3.4
1	VSTS 3	3.1	3.1	✓	3.1
1	VSTS 4	2.2	2.1	✗	1.9
...	...	...	...	✓*	...
12	VSTS 1	2.1	2.0	✗	1.9
12	VSTS 2	3.7	3.1	✓	3.4
12	VSTS 3	2.3	2.5	✗	1.9
12	VSTS 4	3.0	4.4	✓	3.7
			4 proposed pairings for at least 12 stadiums** or the score drops below 2.0	Total	23.0
				Average	2.9

\* It is assumed that VSTS-VSTH proposals for stadiums are provided. Their scores are not included in the calculation of the total score for this criteria in this example.

\*\* These 12 stadiums must meet FIFA's minimum requirements (i.e. score ≥ 2.0)

For the overall Team and Referee Facilities grade, all pairing scores are added up and divided by the number of pairings to receive an overall score out of five (5) as shown in the table below. As stated earlier, the minimum number of pairings must be satisfied for the base camps and venue-specific facilities, otherwise the overall score automatically drops below 2.0.

Overall Score			
Site	Team/Referee Hotel	Training Site	Pairing score (average)
Site 1	4.2	3.2	3.7
Site 2	3.3	3.5	3.4
Site 3	2.3	2.5	2.4
Site 4	3	4.4	3.7
Site 5	4.1	2.5	3.3
Site 122	4.5	4.1	4.3
		Overall score calculated by adding pairing scores and dividing by number of sites	3.5

\* This assumes a 12 stadium proposal with four venue specific pairings per stadium as per the hosting requirements

### 3.1.3 Accommodation (6%)

#### Introduction

The importance of accommodation in successfully hosting a major international event such as the FIFA World Cup™ cannot be understated. Millions of fans from all around the world will travel to the host country (or countries) for the tournament and it is of utmost importance that the necessary hotel infrastructure is in place to accommodate such large influxes of tourists. Additionally, it is FIFA’s objective to ensure that the principle purchasers of guest room inventory will have appropriate access to good quality accommodation on reasonable terms and are adequately protected from paying inflated prices for their accommodation or from the imposition of unreasonable terms like excessive minimum stay requirements.

#### Sub-criteria and weighting

The accommodation evaluation analyses two key sub-criteria: General Accommodation and FIFA Core Group accommodation. These are listed in the left-hand column of the table below and each is worth half (or 50%) of the score for each host city analysed, as can be seen in the right-hand column of the table.

Accommodation		
Sub-criteria	Explanation	Weight
<b>General Accommodation</b>	This includes all FIFA constituent groups as well as the general public with an additional match-specific accommodation demand assumed to be 20% of remaining stadium capacity in double occupancy rooms	50%
<b>FIFA Core Group</b>	Analyses the accommodation situation in more detail with the "Mission Critical" room requirements (FIFA Core Group without LOC), assuming a venue-based team hotel concept as well as VIPs accommodated at the venue hotel in the smaller host cities	50%

It is important to note that in the assessment of the Accommodation criterion, FIFA assesses the existence of suitable hotel inventory, not the reservation of such inventory.

In relation to FIFA Core Group accommodation, the assessment of this sub-criterion is performed on a host-city basis, with FIFA undertaking a hotel-by-hotel analysis to determine the number of operationally viable rooms in each host city. If FIFA is able to find suitable hotels with the required capacities for 100% of the “mission critical” groups, a score of two (2) is received (meeting minimum requirements). The scoring scale can be seen below.

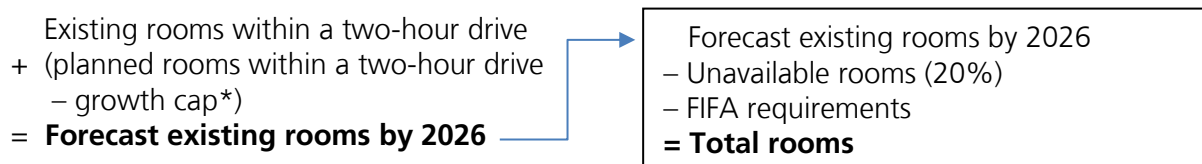
FIFA Core Group	
Score	Requirements covered
<b>0</b>	90% or below
<b>1</b>	90% to 99%
<b>2</b>	100% to 119%
<b>3</b>	120% to 149%
<b>4</b>	150% to 199%
<b>5</b>	200% or more



Regarding general accommodation, the score is derived using a formula that takes into account the following key industry principles:

- The annual tourism growth rate for each bidding country as per the UNWTO report 2014.
- Based on a wealth of experience in organising past FIFA World Cups™, FIFA has assessed that it is typically able to acquire no more than 80% of the hotel room inventory allocated.

The formula is outlined below:



\* “growth cap”: planned hotels only accepted to the extent of the country’s annual tourism growth projection

The total rooms figure is measured against the remaining stadium capacity (i.e. removing seats used for FIFA staff and guests) to obtain a percentage figure. A final score between zero (0) and five (5) for general accommodation is then reached based on the scoring scale below.

General Accommodation	
Score	Rooms with double occupancy as % of stadium capacity
<b>0</b>	9% or below
<b>1</b>	10% to 19%
<b>2</b>	20% to 29%
<b>3</b>	30% to 39%
<b>4</b>	40% to 49%
<b>5</b>	50% or more

This exercise will be done for each of the proposed host city locations.

#### *Core minimum requirements*

FIFA has recognised that it is critical that the FIFA Core Group accommodation requirements can be met in order to successfully deliver the tournament. Therefore, at the conclusion of the evaluation of this component, there must be sufficient levels of operationally viable accommodation for FIFA’s Core Group in order to serve a minimum of 12 stadiums<sup>8</sup>, otherwise the overall Accommodation criterion will automatically receive a score of less than 2.0.

#### *Calculation of overall score*

Each proposed host city will receive a general accommodation score in addition to a FIFA Core Group score. These scores will be added up and divided by two to obtain a final accommodation score per

<sup>8</sup> In the event that a proposed host city contains multiple stadiums, this shall be taken into account in the calculation of peak requirements for the relevant host city.

proposed host city. These scores will then be added up and divided by the number of proposed host cities to get an overall score for accommodation. This can be better understood in the diagram below.

Overall Score			
Host City	General Accommodation	FIFA Core Group	Average Score
Host City 1	4	3	3.5
Host City 2	4	3	3.5
Host City 3	3	2	2.5
Host City 4	3	4	3.5
Host City 5	2	2	2
Host City 6	5	4	4.5
Host City 7	2	3	2.5
Host City 8	2	2	2
Host City 9	3	5	4
Host City 10	4	3	3.5
Host City 11	4	3	3.5
Host City 12	5	4	4.5
		Overall score calculated by adding host city average scores and dividing by number of host cities	3.3

### 3.1.4 Transport (including Airports) (13%)

#### Introduction

In connection with an event of the magnitude of the FIFA World Cup™, transport and logistical operations are amongst the key challenges, in particular for the servicing of teams, fans and other stakeholders. An adequate and efficient public and/or private transport infrastructure and plan in all host cities is of great importance to the success of the tournament.

#### Sub-criteria and weighting

The Transport evaluation identifies three key sub-criteria that will be closely analysed and scored as per the weightings given in the right-hand column in the table below.

Transport		
Sub-criteria	Explanation	Weight
<b>International Accessibility</b>	Ease with which a foreign ticket holder, guest, staff member or any other visitor can get into the host country during the FIFA WC 2026	50%
<b>Intercity Connectivity</b>	Ease of transportation between host cities	30%
<b>Host City Mobility on Match Day</b>	Ability of spectators to move around the host cities on match day	20%

In relation to international accessibility, the score for this sub-criterion is calculated as per the table below.

International Accessibility	
Score	Explanation
0	One single point of entry or total airport traffic of less than 30 million passengers per year
1	Two or more points of entry with total airport traffic between 30 and 60 million passengers per year
2	Two or more points of entry with total airport traffic between 60 and 90 million passengers per year
3	Two or more points of entry with total airport traffic between 90 and 120 million passengers per year
4	Multiple points of entry with total airport traffic between 120 and 150 million passengers per year
5	Multiple airports for more than 150 million passengers per year

As the table indicates, the minimum requirement (which would achieve a score of 2.0) is an annual traffic of 60 million passengers with at least two points of entry. This is based on the following underlying rationale:

- Given that the FIFA World Cup™ is a global event, it is assumed that the tournament should accommodate a minimum of 20% international attendees. This is expected to be managed through its network of international airports.
- Based on a total attendance figure of approximately 3.5 million across the entire tournament spread over an equivalent period of 20 days<sup>9</sup>, a 20% representation of international attendees would equate to an average daily traffic of 70,000 passengers<sup>10</sup>.
- Assuming that the daily traffic in connection with the tournament delivery shall not exceed more than 35% of the total average daily traffic for airports (beyond this proportion may result in compromising of an airport's commercial operations), the total average daily traffic for the airports must be 200,000 passengers.
- With the average annual traffic being measured as the average traffic over an equivalent period of 300 days<sup>11</sup>, the average annual traffic required to meet FIFA's minimum requirements is 200,000 passengers per day x 300 days = 60 million passengers per year.
- Please note that in order to contribute in an appreciable quantity to the host country's (or countries') international accessibility, only international airports with an annual traffic of 3 million passengers or more (using the calculation method described below) will be taken into account. The total traffic will be calculated by adding up the individual traffic of each relevant airport.

In terms of calculating the annual traffic of an airport, the figure is calculated taking into account the following factors:

- Existing annual traffic of airport (expected to be as at end of 2017<sup>12</sup>).

<sup>9</sup> This takes into account fluctuations in movements over the course of the tournament, thereby increasing the peak requirements.

<sup>10</sup> This takes into account traffic in both directions (inbound and outbound).

<sup>11</sup> This takes into account fluctuations in movements over the course of the year, thereby increasing the peak requirements.

<sup>12</sup> If 2017 figures are not available, 2016 figures would be used.

- Forecast annual traffic of airport (as at 2026). This figure is capped at 235% of the existing annual traffic (assuming a maximum annual growth rate of 10% compounded over nine years – 2017-2026).
- Design capacity of the airport.

Each of the three factors above are weighted as follows:

Annual traffic factors	Weight
Existing annual traffic	20%
Forecast annual traffic	50%
Design capacity	30%

Regarding Intercity Connectivity, the score is derived as per the table below.

Intercity Connectivity			
Score	Host City Size	Airport System	Ground Transport
0	Host city of less than 100,000 inhabitants	No airport within 90 minutes of the host city stadium	Host city not connected to any motorway or high-speed rail in difficult access condition and isolated
1	Host city of 100,001 to 250,000 inhabitants	An airport system in the 90 minutes from the host city stadium, overall below required size	Host city connected to regular multi-lane roads and/or electrified railway
2	Host City of 250,001 to 500,000 inhabitants	Host city airport system of 100 to 150% the required size	Host city connected to a motorway and/or a high speed railway as terminal node
3	Host city of 500,001 to 1 million inhabitants	Host city airport system of 151 to 200% of the required size	Host city connected to a motorway and/or a high speed railway with bi-directional accessibility
4	Host city of 1 to 5 million inhabitants	Host city airport system of 201 to 300% of the required size	Host city is a motorway and/or high speed railway hub with multiple directions
5	Host city of 5 million or more inhabitants	Host city airport system of 300% the required size	Host city is part of a dense network of hub cities

With regard to the table above, the size of the host city is allocated a weighting of 30%. The two other components – airport system and ground transport – are given a combined weighting of 70%. This 70% is calculated as follows:

- If both airport system and ground transport each score 2.0 or above, then the higher of the two scores is taken (e.g. if airport system receives a score of 4.0 and ground transport receives a score of 3.0, the score of 4.0 is taken).
- If one or either of airport system and ground transport receive a score below 2.0, then the average of the two scores is taken (e.g. if airport system receives a score of 1.0 and ground transport receives a score of 3.0, the score of 2.0 is taken).

Finally, the component of Host City Mobility provides an indication of the level of complexity, operational cost and the risks related to transport planning and operations in each given host city. This component is assessed based on a combination of the following factors:

- Stadium size.
- Stadium location.
- Connectivity to roads.

- Public transport infrastructure (i.e. the presence of light-rail or subway public transport infrastructure).

### Calculation of overall score

The overall Transport score is calculated by deriving the score for each host city for the Intercity Connectivity and Host City Mobility sub-criteria and dividing those by the number of host cities. That score is then added to the overall country score for international accessibility and an average of the two is calculated to obtain the final overall score for Transport.

Overall Score			
Intercity Connectivity (30%) & Host City Mobility (20%)		International Accessibility (50%)	Overall Score
Host City	Score	Country Score	
Host City 1	4	3.6	3.4
Host City 2	3.5		
Host City 3	3.2		
Host City 4	2.1		
Host City 5	4.4		
Host City 6	2.8		
Host City 7	2.2		
Host City 8	3.2		
Host City 9	3.4		
Host City 10	3.6		
Host City 11	2.5		
Host City 12	3		
	Average Score	3.2	

### 3.1.5 Accommodation and Transport combined score

#### Introduction

Accommodation and Transport will each be graded individually as per the two sub-sections outlined above. However, an important element of any FIFA World Cup’s success is the relationship between these two components. For instance, a host country (or countries) with insufficient accommodation levels in a particular host city may be able to compensate for this should there be transport systems available that allow fans and other stakeholders to travel into the city from its outskirts or other neighbouring cities.

#### Sub-criteria and weighting

The scoring for Accommodation and Transport on a combined basis takes into account the key sub-criteria of both individual criteria. The General Accommodation and Intercity Connectivity sub-criteria are evaluated

on a combined basis with each worth half of the score. These are analysed together as FIFA acknowledges that although it would ideally prefer each host city to have sufficient levels of accommodation within its city limits, there is the potential for this to be addressed through available transport systems and high levels of connectivity to the areas surrounding the city and other cities with more accommodation options. The FIFA Core Group and International Accessibility sub-criteria round out the scoring, with each worth 25% of the overall joint combined Accommodation and Transport score. The diagram below illustrates the breakdown.

<b>Transport &amp; Accommodation</b>
<b>FIFA Core Group (25%)</b>
<b>International Accessibility (25%)</b>
<b>General Accommodation &amp; Intercity Connectivity (50%)</b>

### *Core minimum requirements*

It is critical for the successful delivery of a FIFA World Cup™ that some key accommodation and transportation elements reach sufficient levels. For this reason, FIFA has identified the following core minimum requirements:

- Sufficient levels of operationally viable accommodation for FIFA’s Core Group in the proposed host cities in order to serve a minimum of 12 stadiums<sup>13</sup> (a failure to achieve this would result in an overall score of below 2.0).
- Sufficient levels, on a combined basis, of General Accommodation and Intercity Connectivity in the proposed host cities in order to serve a minimum of 12 stadiums<sup>14</sup> (a failure to achieve this would result in an overall score of below 2.0).

### *Calculation of overall score*

The overall combined Accommodation and Transport score is calculated by adding up the scores for general accommodation/intercity connectivity for each host city and dividing by the total number of host cities. That figure is worth 50% of the overall score. The same process is applied for the FIFA Core Group accommodation score, which is worth 25% of the overall grade. Finally, the international accessibility score is worth the remaining 25%.

Each of those individual scores is weighted as described in the table below to obtain the final overall Accommodation and Transport combined score.

<sup>13</sup> In the event that a proposed host city contains multiple stadiums, this shall be taken into account in the calculation of peak requirements for the relevant host city.

<sup>14</sup> In the event that a proposed host city contains multiple stadiums, this shall be taken into account in the calculation of peak requirements for the relevant host city.

General Accommodation & Intercity Connectivity (50%)			FIFA Core Group (25%)		International Accessibility (25%)	Overall Score
Host City	Score		Score		Country Score	
Host City 1	4		2.2		<b>3.6</b>	<b>3.3</b>
Host City 2	3.5		3			
Host City 3	3.2		4.1			
Host City 4	2.1		3.2			
Host City 5	4.4		3			
Host City 6	2.8		2.6			
Host City 7	2.2		3.5			
Host City 8	3.2		4			
Host City 9	3.4		4.6			
Host City 10	3.6		2.4			
Host City 11	2.5		3.3			
Host City 12	3		2.1			
	Average Score	<b>3.2</b>	Average Score	<b>3.2</b>		

### 3.1.6 IT&T & IBC (7%)

#### *Introduction*

Only a minority of fans have the opportunity to attend a match in person. The vast majority of football fans from around the world depend upon a comprehensive, secure and timely coverage of matches in all forms of media. In order to ensure a worldwide media coverage of the tournament at the highest technical quality level available, the establishment of a first-class IT&T network as well as the presence of an International Broadcast Centre (IBC) is vital.

#### *Sub-criteria and weighting*

As alluded to in Section 2 of this document, as this criterion is made up of two distinct components (IT&T and IBC), it is necessary to split the two components and apportion a weighting to each from the overall 7%.

Based on an assessment of their deemed relative importance towards the organising of a successful FIFA World Cup™ (including the nationwide nature of IT&T, the potential costs in meeting requirements across both criteria, etc.) IT&T has been weighted 5% and IBC has been weighted 2%, representing an approximate 70:30 split.

The IT&T & IBC components are both scored on a 0-5 scale as per the sub-criteria listed in the left-hand column of the respective tables below.

IT&T (70%)		
Sub-criteria	Explanation	Weight
<b>Telecoms Network</b>	Event wide areas telecommunications network to support FIFA TV and IT requirements between all key locations	30%
<b>Mobile Network for Voice &amp; Data Services</b>	Mobile network for voice and data services infrastructure that provides reliable and consistent solution across all key locations	30%
<b>IT Telecoms Rate Card</b>	IT telecommunications rate card meets the FIFA IT&T requirements and is cost comparable to others used for similar events	5%
<b>Inter-venue Communication Solution</b>	Inter-venue (trunk radio/tetra radio) communication solution and related infrastructure that provides a consistent and reliable solution across all key locations	5%
<b>Regulatory Environment</b>	Regulatory environment that enables the effective delivery of IT systems and services for all event and non-event timeframes and key locations	15%
<b>Technology Platform</b>	Major key locations (FIFA Hotels, Team Base Camps, etc.) provide a technology platform that meets the FIFA IT requirements	15%

IBC (30%)		
Sub-criteria	Explanation	Weight
<b>Accessibility</b>	Accessibility to accommodation, airport(s) and city centre	14%
<b>Space</b>	Floor space, ceiling height, floor load capacity, outdoor space with visibility to satellites, loading bay access (number and size) and existing rooms	33%
<b>Infrastructure</b>	Power, connectivity, lighting, HVAC, ducting/cable routing and water	22%
<b>Support Facilities</b>	Catering, parking, cleaning & waste and sanitary facilities	9%
<b>Other</b>	Modernity/cleanliness/structural integrity/overall condition, legal structure (ownership & terms of use) and availability (7 months before to 1 month after event)	22%

*Calculation of overall score*

The overall IT&T and IBC score is calculated by taking the overall scores for each component and weighting them as required to calculate a final overall score as per the table below.

IBC (30%)		IT&T (70%)	Overall Score
Host City	Score	Country Score	
Proposal 1	2	3.2	3
Proposal 2	3		
<b>Average Score</b>	<b>2.5</b>		



### 3.1.7 FIFA Fan Fests (3%)

#### Introduction

The FIFA World Cup™ attracts millions of football fans across the host cities in the host country (or countries) but only a minority of these fans have the opportunity to attend a match inside the stadiums. Since 2006, FIFA has organised FIFA Fan Fest events in host cities, providing a public screening of all matches combined with cultural entertainment in a safe environment, forming an integral part of the fan experience related to the FIFA World Cup™.

#### Sub-criteria and weighting

The FIFA Fan Fest criterion evaluates five (5) key sub-criteria: Site Capacity, Site Proposals, Site Location, Site Security and Site Quality. They are each weighted as per the right-hand column in the table below. An explanation as to what each sub-criterion assesses can be found in the middle column of the table.

FIFA Fan Fest		
Sub-criteria	Explanation	Weight
Site Capacity	Capacity of 15,000 minimum for all cities except the Final city which shall be 40,000	20%
Site Proposals	Host city must propose two locations	25%
Site Location	Iconic, central, easily accessible and well known	25%
Site Security	Proven secure location having hosted similar events safely	20%
Site Quality	All necessary infrastructure, limited impediments, vehicle access, etc.	10%

#### Calculation of overall score

The overall FIFA Fan Fest score is calculated by adding up the scores that have been calculated for each host city and dividing it by the total number of host cities as per the table below.

Overall Score	
Host City	Score
Host City 1	3
Host City 2	4
Host City 3	3
Host City 4	2
Host City 5	2
Host City 6	5
Host City 7	2
Host City 8	2
Host City 9	3
Host City 10	4
Host City 11	4
Host City 12	5
<b>Average Score</b>	<b>3.3</b>

## 3.2 Commercial

As noted earlier, one of the overriding objectives of the bidding process is to help secure the best possible hosting conditions to enable FIFA to optimise delivery on its relevant statutory objectives, which necessarily includes the financing of important programmes delivered to its member associations and the confederations. As such, FIFA's commercial position in connection with the FIFA World Cup™ is of utmost relevance.

The scoring system for the commercial criteria, which collectively accounts for 30% of the overall score, is outlined below.

### 3.2.1 Organising Costs (10%)

#### *Introduction*

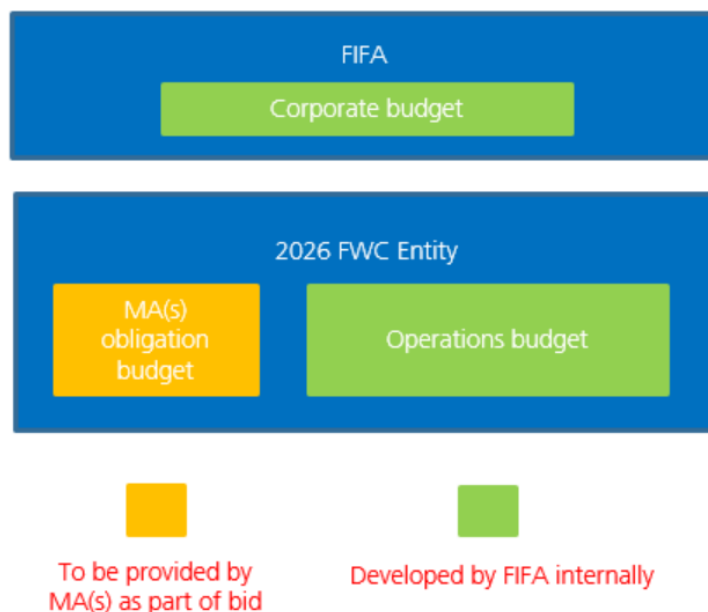
The potential organising costs of the FIFA World Cup™ represents one of FIFA's key cost drivers. As alluded to in the definition of the criterion, the tournament's organising costs are comprised of different elements, most principally:

- FIFA's direct organising costs in connection with the tournament.
- The costs relating to the performance of the obligations allocated to the hosting member association(s) in connection with co-organising the tournament.
- In the event that no full tax exemptions are granted, costs resulting from non-refundable or creditable taxes, including in particular VAT, GST, sales taxes or the like.

This reflects FIFA's new operational model for organising the FIFA World Cup™, where FIFA assumes full control over operations, capitalising on continuity of FIFA expertise and therefore improving cost efficiency, whilst at the same time maintaining the benefits of fully involving the hosting member association(s) in a true partnership with FIFA with clearly determined tasks.

As indicated in the bidding and hosting documents provided during the bidding process, FIFA will establish an entity in the host country (or host countries) as the central entity for operational delivery of all tasks, activities and sub-projects in relation to the tournament (referred to as the "2026 FWC Entity"). It is anticipated that all tournament-related operations will be delivered by, or through, such entity under the leadership and support of FIFA and its staff. The host member association(s) will be mainly responsible for the delivery of all host country-related infrastructure and related services. Of course, based on the circumstances and prevailing business practices, country-specific modifications of such structure and the initially foreseen allocation of projects may be agreed between FIFA and the host member association(s). Moreover, FIFA will continue to incur organising costs linked to projects captured under its corporate budget.

The diagram below depicts the organising cost components (both FIFA and member association) under the new model.



As indicated, the bidding member association(s) will provide proposed expenditure budgets in connection with the performance of their hosting obligations as part of their bid submission. For the avoidance of doubt, the funding of the entire budget for the 2026 FWC Entity will be provided by FIFA. FIFA will also apply its consolidated event budget in connection with the performance of its hosting obligations with respect to both bids.

*Baseline figures/values*

As its baseline figure, FIFA will use a baseline consolidated event budget (which includes both MA obligations and FIFA obligations). This baseline consolidated event budget will be based upon the budget for the 2018 FIFA World Cup Russia™. This has been used as the base of reference since it is the latest available and comparable financial information.

Adjustments will be made to take into account the new format, in particular the increase in the number of teams and matches. Other manual corrections will be made if necessary, potentially taking into account adjustments to requirements or the operational set-up.

*Scoring range*

The scoring range to be applied is set out below. It assesses a bid based on its projected organising costs (combining the proposed MA expenditure budget and FIFA's forecast organising costs) as against the baseline figure.

Organising Costs		
Score	Assessment	Cost Level vs. Adjusted FWC 2018 Budget
0	very weak	≥ 20% higher cost
1	weak	10-19% higher cost
2	sufficient	0-9% higher cost
3	good	0-9% lower cost
4	very good	10-19% lower cost
5	excellent	≥ 20% lower cost

For instance, a bid whose projected organising costs are 20% higher than the baseline figure would receive a score of zero (0), whilst a bid whose projected organising costs are between 10-19% lower than the baseline figure would receive a score of four (4).

### 3.2.2 Media and Marketing Revenues (10%)

#### *Introduction*

Media and Marketing Revenues represent the two key revenue streams and account for the lion’s share of revenue (in the order of 80%) derived from the FIFA World Cup™.

#### *Weighting of individual components*

As alluded to in Section 2 of this document, as this criterion is made up of two distinct components (Media Revenues and Marketing Revenues), it is necessary to split the two components and apportion a weighting to each from the overall 10%.

Based on an assessment of their relative contributions towards total FIFA World Cup™ revenues, Media Revenues has been weighted 6% and Marketing Revenues has been weighted 4%.

#### *Baseline figures/values*

With regard to Media Revenues, the bids shall be assessed based on the time zone impact of where the matches will be played on the potential global audience for the tournament, which serves as a proxy for potential value of the media rights from around the world.

With regard to Marketing Revenues, the bids shall be assessed based on two components:

- the time zone impact of where the matches will be played on the potential global audience, this time serving as a measure or indicator of brand exposure for FIFA’s commercial programme; and
- GDP of the host country (or countries), as an indicator of the purchasing power of the population most naturally engaged by the tournament, influencing the attractiveness and value of both local and global packages.

Both have been appointed an even split of 50:50 each in calculating the score for Marketing Revenues.

As its baseline for potential audiences, FIFA shall use the total reach figures for the 2014 FIFA World Cup Brazil™ as this is the most recent data available on audiences for a FIFA World Cup™.

As its baseline for GDP, FIFA shall use the GDP ranking of the host country (or countries)<sup>15</sup>. To take into account joint bids, the GDP score will be weighted proportionately according to the proportion of matches hosted in the constituent countries, or will otherwise be split evenly across all countries if the match allocation is not known.

### Scoring ranges

The scoring ranges for Media Revenues and Marketing Revenues are both set out below. They each assess a bid based on their projected audiences and/or GDP ranking as against the relevant baselines. In the case of projected audiences, this will be assessed by taking into account the impact of the potential time zone(s) of the host country (or countries) across the various markets.

Media Revenues		
Score	Assessment	Audience vs. FWC 2014 Total Reach
0	very weak	-10%+
1	weak	-5% to -10%
2	sufficient	0% to -5%
3	good	0% to +5%
4	very good	+5% to +10%
5	excellent	+10%+

Marketing Revenues			
Score	Assessment	Audience vs. FWC 2014 Total Reach (50%)	GDP Global Ranking (50%)
0	very weak	-10%+	111+
1	weak	-5% to -10%	81-110
2	sufficient	0% to -5%	51-80
3	good	0% to +5%	21-50
4	very good	+5% to +10%	11-20
5	excellent	+10%+	Top 10

For instance, a bid whose projected audiences are between 5% and 10% higher than the baseline figure (2014 FWC total reach), would receive a score of 4 for Media Revenues, whilst a bid whose projected audiences are between 0% and 5% lower than the baseline figure would receive a score of 2.

<sup>15</sup> FIFA will use the latest World Bank figures available at the time of the evaluation. FIFA will take the USD figures and will not adjust for purchasing power parity.

In the case of Marketing Revenues, by way of example, a bid whose projected audiences are between 0 and 5% higher than the baseline and have a GDP ranking of 17 would receive scores of 3 and 4 respectively for the two components, combining for a score of 3.5 for Marketing Revenues.

*Additional factors*

Tax impacts

As noted above in Section 2 of this document, FIFA shall take into consideration tax-related impacts in its assessment of all commercial criteria, incorporating its analysis regarding tax exemption into its scoring of the criterion. Such tax assessment shall be limited to taxes which are related to the respective revenue streams.

The table below reflects the scoring range to be applied to the analysis regarding tax exemption. For instance, if, based on the analysis performed by FIFA, a bid is adjudged to have provided a full tax exemption, it will receive a score of five (5), whereas a bid which is adjudged to have provided a minor tax exemption will receive a score of one (1).

Tax Exemption Assessment	
Score	Explanation
0	No tax exemption
1	Minor tax exemption
2	Limited tax exemption
3	Relevant tax exemption
4	Close to full tax exemption
5	Full tax exemption

Given the significance of tax-related impacts on the financial results, FIFA will seek to adopt the net revenue position rather than the gross revenue position, with the tax exemption assessment comprising 30% of the overall score for this criterion.

Bidder	Media (70%)	Tax Impact (30%)	Final Score
Bidder X	3.5	4	3.7

Bidder	Marketing (70%)	Tax Impact (30%)	Final Score
Bidder X	3	3	3

The tables above reflect the impact of the tax exemption assessment on the final score for the criterion of Media and Marketing Revenues.

For instance, if a bid receives a score of 3.5 for Media Revenues and the tax exemption assessment indicates a close to full tax exemption (resulting in a score of 4), then the bid will receive a final score of 3.7 for Media Revenues.

Similarly, if a bid receives a score of 3 for Marketing Revenues and the tax exemption assessment indicates a close to relevant tax exemption (resulting in a score of 3), then the bid will receive a final score of 3.

#### *Calculation of overall score*

The overall score for Media and Marketing Revenues is calculated by taking the overall scores for each component and weighting them as required to calculate a final overall score as per the table below.

Bidder	Media (60%)	Marketing (40%)	Final Score
Bidder X	3.2	4	3.5

### **3.2.3 Ticketing and Hospitality Revenues (10%)**

#### *Introduction*

Ticketing and Hospitality Revenues also represent two important revenue streams derived from the FIFA World Cup™, with FIFA using these funds to finance its subsidies and contributions toward the host member association(s) as well as to finance its statutory activities.

#### *Weighting of individual components*

As alluded to in Section 2 of this paper, as this criterion is made up of two distinct components (Ticketing Revenues and Hospitality Revenues), it is necessary to split the two components and apportion a weighting to each from the overall 10%.

Based on an assessment of their relative contributions towards total FIFA World Cup™ revenues, Ticketing Revenues has been weighted 5.5% and Hospitality Revenues has been weighted 4.5%, reflecting a 55:45 split between the two components.

#### *Baseline figures/values*

With each component, the baseline figure shall be the projected revenues for the 2018 FIFA World Cup Russia™ for that revenue stream. In other words, for Ticketing Revenues, the baseline figure will be the projected Ticketing Revenues for the 2018 FIFA World Cup Russia™, whilst for Hospitality Revenues, the baseline figure will be the projected Hospitality Revenues for the 2018 FIFA World Cup Russia™.

#### *Scoring ranges*

The scoring ranges for Ticketing Revenues and Hospitality Revenues are both set out below. They each assess a bid based on the projected revenues for the 2018 FIFA World Cup Russia™ for each respective revenue stream.

Ticketing		
Score	Assessment	Specified revenue vs. FWC 2018 Projected
0	very weak	-30%+
1	weak	-15% to -30%
2	sufficient	0% to -15%
3	good	0% to +10%
4	very good	+10% to +20%
5	excellent	+20%+

Hospitality		
Score	Assessment	Specified revenue vs. FWC 2018 Projected
0	very weak	-30%+
1	weak	-15% to -30%
2	sufficient	0% to -15%
3	good	0% to +10%
4	very good	+10% to +20%
5	excellent	+20%+

It is important to note that the bids will be assessed based on their projected revenues as indicated in the bids submitted (each bidder is required to submit a bid information template estimating ticketing revenues, with the template also taking into account hospitality revenues). However, FIFA will also conduct its own independent analysis to verify the figures stipulated (based on stadium capacities, ticket categorisations and hospitality options). Should either or both figures provided differ by more than 10% from the figures derived by FIFA, then FIFA's figure (or figures) shall prevail and be used as the basis for the calculation of the bid's score.

Taking a hypothetical example, a bid whose projected Ticketing Revenues are between 0% and 10% higher than the baseline figure (projected 2018 FWC for Ticketing Revenues) would receive a score of 3 for Ticketing Revenues, whilst a bid whose projected Ticketing Revenues are between 0% and 15% lower than the baseline figure would receive a score of 2. Likewise, in the case of Hospitality Revenues, a bid whose projected Hospitality Revenues are between 0 and 10% higher than the baseline (projected 2018 FWC for Hospitality) would receive a score of 3 for Hospitality Revenues, whilst a bid whose projected Hospitality Revenues are between 0% and 15% lower than the baseline figure would receive a score of 2.

#### *Additional factors*

#### Tax impacts

As above with Media and Marketing Revenues, FIFA shall take into consideration tax-related impacts in its assessment of this criterion. Such tax assessment shall be limited to taxes which are related to the respective revenue streams.



For the avoidance of doubt, FIFA accepts a sales tax on ticketing revenues of up to 10%. The scoring range reflects this baseline accordingly (see below).

Score	Assessment (not based on requirements)	Explanation
0	very weak	>10% sales tax
1	weak	N/A
2	sufficient	N/A
3	good	10% sales tax
4	very good	0.1% to 9.9% sales tax
5	excellent	0% sales tax

The same scoring range as per Section 3.2.2 of this document is to be applied to the analysis regarding tax-related impacts for hospitality. Likewise, FIFA will seek to adopt the net revenue position rather than the gross revenue position, with the tax exemption assessment comprising 30% of the overall score for this criterion.

Bidder	Ticketing (70%)	Tax Impact (30%)	Final Score
<b>Bidder X</b>	3.5	4	3.7

Bidder	Hospitality (70%)	Tax Impact (30%)	Final Score
<b>Bidder X</b>	3	3	3

The tables above reflect the impact of the tax exemption assessment on the final score for the criterion of Ticketing and Hospitality Revenues.

For instance, if a bid receives a score of 3.5 for Ticketing Revenues and the tax assessment results in a score of 4, the bid will receive a final score of 3.7.

Similarly, if a bid receives a score of 3 for Hospitality Revenues and the tax exemption assessment indicates a close to relevant tax exemption (resulting in a score of 3), then the bid will receive a final score of 3.

#### *Calculation of overall score*

The overall score for Ticketing and Hospitality Revenues is calculated by taking the overall scores for each component and weighting them as required to calculate a final overall score as per the below.

Bidder	Ticketing (55%)	Hospitality (45%)	Final Score
<b>Bidder X</b>	3	4.5	3.7

## 4. Overall scoring in practice: hypothetical examples

For ease of understanding, set out below are examples of how the overall scoring system will operate in practice. The examples taken for the simulation are entirely hypothetical and not based on expected, potential or past bids.

Broadly, FIFA will follow these steps in the application of the scoring system to a bid received:

- Step 1: Evaluation of criteria
  - a) Evaluation of individual criteria and deriving of individual scores.
  - b) Evaluation of combined accommodation/transport criterion and deriving of combined score.
- Step 2: Evaluation and deriving of overall average score.
- Step 3: Assessment of consequences of scores in Steps 1 and 2.

Each of these steps is illustrated in the next pages of this document using four hypothetical examples:

- Bidder A – Passes all steps.
- Bidder B – Fails on Step 1(a).
- Bidder C – Fails on Step 1(b).
- Bidder D – Fails on Step 2.

## 4.1 Bidder A – Passes all steps

In the following example, Bidder A has passed all steps of the technical evaluation and would qualify for designation by the FIFA Council to the FIFA Congress, receiving an overall average score of 3.7 (out of a possible 5).

In Step 1(a), each individual criterion is evaluated based on the scoring system. Set out below is the outcome of that evaluation, with each score for the individual criteria (Stadiums through to Ticketing & Hospitality Revenues) presented. Notably, as both Stadiums and Team and Referee Facilities (two of the three key infrastructure components) have not scored below 2.0, the bid passes this step.

Bidder A: Step 1 (a)			
Infrastructure			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Stadiums	4.2	✓	4.2
Team & Referee Facilities	3.2	✓	3.2
Accommodation	2.4	✓	2.4
Transport	2.6	✓	2.6
IT&T and IBC	3.8	N/A	3.8
FIFA Fan Fest	3.9	N/A	3.9
Commercial			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Organising Costs	3.8	N/A	3.8
Media & Marketing	4.3	N/A	4.3
Ticketing & Hospitality	4.1	N/A	4.1
<b>Consequence: Bid passes</b>			

In Step 1(b), the combined evaluation of Accommodation and Transport is considered. The methodology for evaluating Accommodation and Transport on a combined basis is set out in Section 3.1.5 above. Set out on the next page is the outcome of that evaluation for Bidder A.

Bidder A: Step 1 (b)					
General Accommodation & Intercity Connectivity (50%)		FIFA Core Group (25%)		International Accessibility (25%)	Overall Score
Host City	Score	Score	Country Score		
Host City 1	4.0	2.2	3.6	3.3	
Host City 2	3.5	3.0			
Host City 3	3.2	4.1			
Host City 4	2.1	3.2			
Host City 5	4.4	3.0			
Host City 6	2.8	2.6			
Host City 7	2.2	3.5			
Host City 8	3.2	4.0			
Host City 9	3.4	4.6			
Host City 10	3.6	2.4			
Host City 11	2.5	3.3			
Host City 12	3	2.1			
	Average Score	3.2	Average Score	3.2	

**Consequence: Bid passes**

As the combined score for Accommodation and Transport is not below 2.0 (it is 3.3), the bid also passes this step.

Finally, in Step 2, the overall average score for the bid across all nine criteria is derived by applying the respective weightings (as set out in Section 1.2 above) to each individual criterion to obtain a (weighted) average overall score. Since each criterion is scored between zero (0) and five (5) and the weightings add up to 100%, the total overall score is out of a possible 500 (5x100%). This score is then divided by 100 to obtain the average overall score (out of 5).

Set out below is the outcome of that evaluation with respect to Bidder A, with each score for the individual criteria presented and multiplied by its weighting before the total and average overall scores are obtained. Notably, as the overall average score is not below 2.0 (it is 3.7), the bid also passes this step.

Bidder A: Step 2				
Infrastructure				
Criteria	Overall Score	Core Minimum Requirements Met	Weight (%)	Weighted Average Score
Stadiums	4.2	✓	35	147.0
Team & Referee Facilities	3.2	✓	6	19.2
Accommodation	2.4	✓	6	14.4
Transport	2.6	✓	13	33.8
IT&T and IBC	3.8	N/A	7	26.6
FIFA Fan Fest	3.9	N/A	3	11.7
Commercial				
Criteria	Overall Score	Core Minimum Requirements Met	Weight (%)	Weighted Average Score
Organising Costs	3.8	N/A	10	38.0
Media & Marketing	4.3	N/A	10	43.0
Ticketing & Hospitality	4.1	N/A	10	41.0
<b>TOTAL (out of 500)</b>				<b>374.7</b>
<b>Overall Average Score (X/100)</b>				<b>3.7</b>
<b>Consequence: Bid passes</b>				

Therefore, as Bidder A has passed Steps 1(a), 1(b) and 2, the bid has passed all steps of the technical evaluation and would qualify for designation by the FIFA Council to the FIFA Congress, receiving an overall average score of 3.7 (out of a possible 5).

## 4.2 Bidder B – Fails on Step 1(a)

In the following example, Bidder B has failed to pass Step 1(a) and would **not** qualify for designation by the FIFA Council to the FIFA Congress.

Set out below is the outcome of the evaluation of each individual criterion in Step 1(a), with each score (Stadiums through to Ticketing & Hospitality Revenues) presented. As Team and Referee Facilities has scored below 2.0, the bid does not pass this step.

Bidder B: Step 1 (a)			
Infrastructure			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Stadiums	4.2	✓	4.2
Team & Referee Facilities	1.8	✓	1.8
Accommodation	2.4	✓	2.4
Transport	2.6	✓	2.6
IT&T and IBC	3.8	N/A	3.8
FIFA Fan Fest	3.9	N/A	3.9
Commercial			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Organising Costs	3.8	N/A	3.8
Media & Marketing	4.3	N/A	4.3
Ticketing & Hospitality	4.1	N/A	4.1
<b>Consequence: Bid is excluded as it fails to meet minimum requirements for Team &amp; Referee Facilities</b>			

Therefore, as Bidder B has failed on Step 1(a), regardless of the outcome with respect to the other steps, the bid has received a score below 2.0 on a key infrastructure component of the technical evaluation and would not qualify for designation by the FIFA Council to the FIFA Congress.

### 4.3 Bidder C – Fails on Step 1(b)

In the following example, Bidder C has passed Step 1(a) but failed to pass Step 1(b) and would **not** qualify for designation by the FIFA Council to the FIFA Congress.

Set out below is the outcome of the evaluation of each individual criterion in Step 1(a), with each score (Stadiums through to Ticketing & Hospitality Revenues) presented. As both Stadiums and Team and Referee Facilities have not scored below 2.0, the bid passes this step.

Bidder C: Step 1 (a)			
Infrastructure			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Stadiums	4.2	✓	4.2
Team & Referee Facilities	3.2	✓	3.2
Accommodation	2.4	✓	2.4
Transport	2.6	✓	2.6
IT&T and IBC	3.8	N/A	3.8
FIFA Fan Fest	3.9	N/A	3.9
Commercial			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Organising Costs	3.8	N/A	3.8
Media & Marketing	4.3	N/A	4.3
Ticketing & Hospitality	4.1	N/A	4.1
<b>Consequence: Bid passes</b>			

In Step 1(b), the combined evaluation of Accommodation and Transport is considered. Set out below is the outcome of that evaluation for Bidder C. As the combined score is below 2.0 (it is 1.9), the bid does not pass this step.

Bidder C: Step 1 (b)					
General Accommodation & Intercity Connectivity (50%)		FIFA Core Group (25%)		International Accessibility (25%)	Overall Score
Host City	Score	Score		Country Score	
Host City 1	4	2.2		<b>3.6</b>	<b>1.9 (reduced from 3.3)</b>
Host City 2	3.5	3			
Host City 3	3.2	4.1			
Host City 4	2.1	3.2			
Host City 5	4.4	3			
Host City 6	2.8	2.6			
Host City 7	2.2	3.5			
Host City 8	3.2	4			
Host City 9	3.4	4.6			
Host City 10	3.6	2.4			
Host City 11	2.5	3.3			
Host City 12	3	1.6			
	Average Score	<b>3.2</b>	Average Score	<b>1.9</b>	
<b>Consequence: Bid is excluded as it fails to meet minimum requirements in terms of 12 viable host cities</b>					

For this example, it is assumed above that the 12 proposed host cities each individually serve one stadium<sup>16</sup>. It is important to note that in this case, the provisional score for Accommodation and Transport on a combined basis is 3.3. However, since one of the core minimum requirements was not met by Host City 12 (FIFA Core Group accommodation was insufficient), there are insufficient levels of operationally viable accommodation to serve a minimum of 12 stadiums and therefore the score has been reduced to 1.9 and has therefore fallen below the 2.0 required.

Accordingly, as Bidder C has failed on Step 1(b), regardless of the outcome with respect to the other steps, the bid has received a score below 2.0 on a key infrastructure component of the technical evaluation and would not qualify for designation by the FIFA Council to the FIFA Congress.

## 4.4 Bidder D – Fails on Step 2

In the following example, Bidder D has passed Steps 1(a) and 1(b) but failed to pass Step 2 and would **not** qualify for designation by the FIFA Council to the FIFA Congress.

Set out below is the outcome of the evaluation of each individual criterion in Step 1(a), with each score (Stadiums through to Ticketing & Hospitality Revenues) presented. As both Stadiums and Team and Referee Facilities have not scored below 2.0, the bid passes this step.

Bidder D: Step 1 (a)			
Infrastructure			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Stadiums	2.0	✓	2.0
Team & Referee Facilities	2.0	✓	2.0
Accommodation	2.4	✓	2.4
Transport	2.2	✓	2.2
IT&T and IBC	1.5	N/A	1.5
FIFA Fan Fest	2.2	N/A	2.2
Commercial			
Criteria	Overall Score	Core Minimum Requirements Met	Final Score
Organising Costs	1.6	N/A	1.6
Media & Marketing	1.6	N/A	1.6
Ticketing & Hospitality	1.9	N/A	1.9
<b>Consequence: Bid passes</b>			

In Step 1(b), the combined evaluation of Accommodation and Transport is considered. Set out on the next page is the outcome of that evaluation for Bidder D. As the combined score is above 2.0 (it is 2.2), the bid also passes this step.

<sup>16</sup> In the event that a proposed host city contains multiple stadiums, this would be taken into account in the calculation of peak requirements for the relevant host city.



Bidder D: Step 1 (b)					
General Accommodation & Intercity Connectivity (50%)		FIFA Core Group (25%)		International Accessibility (25%)	Overall Score
Host City	Score	Score	Country Score		
Host City 1	2.0	2.2	2.0	2.2	
Host City 2	2.3	2.0			
Host City 3	2.2	2.2			
Host City 4	2.5	2.1			
Host City 5	2.1	2.3			
Host City 6	2.6	2.0			
Host City 7	2.4	2.0			
Host City 8	2.1	2.1			
Host City 9	2.3	2.1			
Host City 10	2.5	2.0			
Host City 11	2.2	2.1			
Host City 12	2.1	2.0			
	Average Score	2.3	Average Score	2.1	
<b>Consequence: Bid passes</b>					

Finally, in Step 2, the overall average score for the bid across all nine criteria is derived. Set out below is the outcome of that evaluation with respect to Bidder D. As the average overall score is below 2.0 (it is 1.9), the bid does not pass this step.

Bidder D: Step 2				
Infrastructure				
Criteria	Overall Score	Core Minimum Requirements Met	Weight (%)	Weighted Average Score
Stadiums	2.0	✓	35	70.0
Team & Referee Facilities	2.0	✓	6	12.0
Accommodation	2.4	✓	6	14.4
Transport	2.2	✓	13	28.6
IT&T and IBC	1.5	N/A	7	10.5
FIFA Fan Fest™	2.2	N/A	3	6.6
Commercial				
Criteria	Overall Score	Core Minimum Requirements Met	Weight (%)	Weighted Average Score
Organising Costs	1.6	N/A	10	16.0
Media & Marketing	1.6	N/A	10	16.0
Ticketing & Hospitality	1.9	N/A	10	19.0
<b>TOTAL (out of 500)</b>				<b>193.1</b>
<b>Overall Average Score (X/100)</b>				<b>1.9</b>
<b>Consequence: Bid is excluded on the basis that the overall average score is below 2.0</b>				

Notably, whilst the key infrastructure components of the bid have met the minimum hosting requirements, on an overall basis (taking into account all criteria across infrastructure and commercial), the overall score is insufficient.

Therefore, as Bidder D has failed on Step 2, regardless of the outcome with respect to the other steps, the bid has received a score below 2.0 on its overall average score for the technical evaluation and would not qualify for designation by the FIFA Council to the FIFA Congress.