

BIDDING NATION QATAR



The stadium renderings, photographs and maps included herein are used solely for the purposes of this bid book, and shall not be used in whole or in part for, without limitation, any promotional, commercial, advertising, publicity or sponsorship purposes without the prior written consent of the Qatar Football Association.

نحتفل بآسيا
Celebrating Asia

Contents

0

Introduction

- 6 Foreword by the President
- 7 Foreword by the General Secretary
- 8 Acknowledgement of Bid Content and Regulations
- 9 Bid Committee Structure

1

Hosting Vision and Strategy

- 12 Qatar's Experience - Asia's Legacy
- 16 Total Support
- 18 Passionate Engagement
- 20 Why Partner with Qatar?

2

Host Country Information

- 24 Sustainable Development
- 26 Exciting Host Cities
- 30 No Clash with Holidays
- 32 Football-loving Qatar
- 37 Qatar: a Leading Event Destination
- 39 Secure and Stable Political Base

3

Football Development

- 44 A Clear Football Development Strategy
- 46 AFC Asian Cup 2027™: an Ideal Legacy Platform
- 48 Football is Qatar's Most Popular Sport

4

Stadiums

- 56 World-class Stadium Concept
- 60 Al Bayt Stadium
- 76 Al Janoub Stadium
- 92 Al Rayyan Stadium
- 108 Al Thumama Stadium
- 124 Education City Stadium
- 140 Khalifa International Stadium
- 156 Lusail Stadium
- 172 Ras Abu Aboud Stadium
- 188 Thani bin Jassim Stadium
- 202 Qatar University Stadium
- 214 Low Investment Needed

5

Official Training Sites

- 218 Hotels and Training Sites Paired for Fast Travel
- 250 Professional Training Amenities for Referees

6

Team and Referee Facilities

- 254 One-stop Team Facilities
- 258 Stress-free Referee Bases

7

Accommodation and AFC Headquarter Hotels

- 242 Wide Range of World-class, Modern Hotels
- 244 Accommodation for Every Budget
- 250 Select AFC Hotels

8

Transportation Infrastructure and General Mobility

- 256 Easy Access to All Venues
- 260 Short Distances and Fast Travel Times
- 271 Efficient Public Transport
- 278 Superb Airports
- 281 Swift and Easy Customs Policy

9

Information Technology and Telecoms

- 284 Guaranteed IT and Telecoms Success
- 288 A Sophisticated ICT Market
- 292 All Venues Equipped with Latest Technology
- 294 International Standard IT Regulation
- 295 No Extensions or Upgrades Needed

10

Safety and Security

- 298** A Stable and Secure Environment
- 300** High-level Security Services and Support
- 304** Making Matches and Events Safe and Secure by Design
- 306** An Integrated Best Practice Security Planning Approach

11

Health and Medical System

- 310** Comprehensive and Advanced Health System
- 313** Health and Vaccination Safeguards for Foreign Visitors
- 314** Perfect Conditions
- 315** Free Treatment for Foreign Visitors
- 316** Dedicated Medical Services at Sporting Events
- 317** Excellent Hospitals Close to Stadiums
- 318** Fast Access to Critical Care
- 319** Timely and Effective Pandemic Response Plan

12

Official Functions

- 322** Iconic Venues
- 351** Multiple Cultural Events

13

Media and Communications

- 354** Best-in-class Media Environment
- 355** World-class, Combined, Easy-access IBC and MMC
- 338** Proven Market Research Measures
- 339** Innovative Media Facilities Strategy and Concept
- 341** Worldwide English/Arabic Coverage

14

Event Promotion

- 346** Welcoming and Unforgettable Hospitality
- 351** Vibrant and Free Fan Zones
- 353** Fantastic Experience for Spectators

15

Marketing

- 356** Unique Opportunities for Global Brands
- 358** Huge Potential Live Audience
- 362** Sophisticated Protection against Ambush Marketing

16

Legacy of the Competition

- 366** Sustainable Benefits
- 368** Football is the Winner
- 374** Opportunity for Asia

17

Finance and Insurance

- 382** Driving Economic Growth and Diversification
- 386** A Modest Expenditure Budget
- 388** High Ticket Demand Expected
- 389** Insurance Policies Already in Place

18

Event Related Other Matters

- 392** Enthusiastic Volunteers



Foreword by the President

The countdown to 2027 is underway. Six years sounds a long time, but in today's fast-moving world the reality is the time will pass all too quickly. And yet Qatar is already fully prepared to host the 18th edition of the AFC Asian Cup™.

We have the stadiums, all within a short distance of one another and possibly with the best collection of new facilities in the entire world, as a fitting stage for the AFC's best teams and players to perform on.

We have the infrastructure, newly built and cutting-edge, and the latest technology, all tried and tested.

We have the people, experienced in running world-class events in all sports, but most particularly in football.

We have the hospitality and the desire to showcase the very best of AFC football alongside the very best of Qatar, to welcome with open arms fans of every nationality to celebrate this great event.

We have the passion. We are football fans, willing our team on, but appreciating the skills of all teams and players on show. We would welcome the opportunity to see Asia's best, step out once again on Qatari soil, to hear the roar of the crowd, to enjoy all people coming together in celebration of our sport, to witness history being made.

And we have the ambition. The ambition to continue our commitment to football for development programmes to ensure everyone from our incredible Asian continent has the chance to play this beautiful

game. The ambition to work closely with the AFC to ensure its goals for the tournament are met and indeed exceeded. The ambition to build on all the hard work and preparation over the past few years to deliver the most outstanding AFC Asian Cup™ the world has ever seen.

On behalf of the Qatar Football Association, we would truly welcome the opportunity to host the AFC Asian Cup 2027™. We are ready, but at the same time we have also proved in these recent unprecedented times our preparedness to be reactive, step forward, find solutions and work collaboratively to ensure AFC football continues, and indeed thrives.

In Qatar, the AFC will have a true partner for the AFC Asian Cup™, one that shares the One Asia, One Goal vision and mission, and is totally committed and extremely honoured to be a real driving force behind the powerful ongoing growth of Asian football.

Hamad bin Khalifa bin Ahmad Al Thani
President of Qatar Football Association



Foreword by the General Secretary

A little over three decades ago, in 1988, we hosted the first AFC championship on Qatari soil. A little under a decade ago, in 2011, we hosted our second. And nearly a decade later, in 2019, we took home our first AFC Asian Cup™. As though timestamps that bookended our nation's sports history over the past 20 years, these championships spelled out stories of legacy far beyond the gameplay. Any football aficionado would agree.

The football pitch is where the world's biggest sportsmen meet their match, lead the world by example with uncompromising values of loyalty and integrity, and challenge themselves to beat their own records first – and those of their competitors, second. It is where different cultures meet for the first time, clash in the best of ways, prove patriotism with passion, and still celebrate each other's rightfully earned accolades with equal gusto. It is, also, where nations show just how far and wide their infrastructure and investments can take economies and societies.

In more ways than one, the football pitch is where sport imitates life for nations and people the world over: life in all its record wins and painful losses, moments of solidarity and bursts of competitive prowess, and all the exhilarating travels in between, always towards a single goal. It is where the impossible happens when we least expected it, but very much worked towards it.

In the last 30-plus years, we have watched eagerly and closely the rise of the AFC, as Asian economies and societies emerged as power players on the global stage. We cheered for, competed against and learned from our Asian counterparts both on and off the football field, always with admiration.

In so doing, we challenged our own nation to elevate its competitive spirit and clout. We ramped up our investments into world-class infrastructure, stadiums and transport networks. We powered the manpower behind them with welfare programmes that put people's wellbeing at the centre of project successes. We geared and built our landmarks and cities to welcome citizens of the world – and tournaments to boot. We scaled 'football for development' programmes that equipped and enabled underserved youth and communities to take the reins of social change. We bid and pitched for undertakings that matched our ambition, talent and infrastructure in both scale and impact. We worked hard to make the seemingly impossible happen. And we succeeded.

A decade has passed since Qatar's bid win of the FIFA World Cup 2022™. During the course of the past 10 years, we have directed our efforts under our National Vision 2030 onwards and upwards, and focused towards our post-2022 sustainable legacy. Borderless and timeless, this legacy is that of nations and generations of the future, moulded by their journeys and told through their stories. It is theirs for the taking.

And in seven years from today, it may very well be the AFC Asian Cup™'s to own. In 2027, our football pitches can and will, once again, take centre stage for cultures to connect, players to compete, and nations to meet, this time for One Asia, One Goal. Our nations can, once again, make the seemingly impossible happen.

Mansoor Al-Ansari
General Secretary of Qatar Football Association

Acknowledgement

of Bid Book Content and Regulations

8

This bid book is proudly submitted in compliance with the Bidding Regulations for the AFC Asian Cup 2027™, the contents and requirements of which are expressly acknowledged.

By submitting this bid book, we hereby acknowledge also that:

- All representations made within the bid book are legally binding upon Qatar Football Association (and its wholly-owned subsidiary LOC)
- Its contents will be strictly adhered to unless expressly requested in writing by the AFC
- Its contents are all true and correct at the time of submission

We look forward to welcoming Asia in Qatar in 2027.

Yours faithfully,

Salah bin Ghanem Al Ali
Minister of Culture & Sports
of the State of Qatar

Hamad bin Khalifa bin Ahmad Al Thani
President of Qatar Football Association

Bid Committee Structure



Saoud Al-Mohannadi
Chairman

Other roles:
Vice President of Qatar Football Association,
Vice President of AFC,
FIFA Council member



Hani Balan
Vice Chairman
Competition-related advisory

Other roles:
Executive Committee Member of Qatar Football Association,
Chief Executive Officer of Qatar Stars League,
Chairman of Qatar Football Association Referees Committee,
Vice Chairman of FIFA Referees Committee,
Deputy Chairperson of AFC Referees Committee



Mansoor Al-Ansari
Member & CEO
Operational management of Qatar's bid submission

Other roles:
General Secretary of
Qatar Football Association,
AFC Finance Committee Member



Khalid Al-Kubaisi
Member
Finance-related advisory and stakeholder management

Other roles:
Chief of the Advisory Unit and
Special Projects
at Supreme Committee
for Delivery & Legacy



Hamoud Al-Subaei
Member
Government relationship management

Other roles:
Senior Advisor to
the Secretary General
of Supreme Committee
for Delivery & Legacy



Ettore Mazzilli
Member
Legal advisory

Other roles:
Legal Director at
Qatar Football Association,
Legal Director of AFC Champions
League Local Organising Committee



Dr Sakis Batsilas
Member & DCEO
Lead bid book development

Other roles:
Deputy Chief Executive Officer
at FIFA World Cup Qatar 2022 LLC,
Tournament Readiness Executive
Director at Supreme Committee
for Delivery & Legacy



01



HOSTING VISION AND STRATEGY

Qatar shares the diversity and openness of Asia. The QFA shares the dream of the AFC to excel on the international football stage. Celebrating Asia together will not only further uplift the AFC Asian Cup™ standards but unfold a legacy far beyond the tournament.

1.1

➤ Overall hosting vision and strategy as well as the related objectives

12

Qatar's key motivation is to comprehensively deliver the AFC's vision for the AFC Asian Cup 2027™ to 'showcase the pinnacle of Asian football to the world'.

When Qatar successfully hosted the AFC Asian Cup 2011™, it was a completely different tournament. Since then, the scale, complexity and international awareness of the competition have soared.

Qatar has, in the meantime, developed an incredible track record of securing and organising major sporting events, including the 2015 Men's Handball World Championship, the 2016 UCI Road World Championships, the 2018 FIG Artistic Gymnastics World Championships, the 2019 IAAF World Athletics Championships, the FIFA Club World Cup Qatar 2019™ and, most recently, the AFC Champions League 2020, under unique circumstances. In addition, competitions such as the Qatar MotoGP, the ATP Qatar Open in tennis and the Qatar Masters golf tournament are annual fixtures.

With the experience gained from staging the FIFA World Cup™ in 2022, Qatar will meet and exceed the highest international standards required for hosting sporting mega-events in every respect.

Qatar's Experience - Asia's Legacy

Qatar is the perfect example of a plug-and-play host for the AFC Asian Cup 2027™. Qatar can, therefore, focus on the most important reason for its bid from the outset – leaving a meaningful legacy for the AFC, its Member Associations and generations to come.

Sport, and especially football, plays a pivotal role in working towards the ambitious goals of the Qatar National Vision 2030 (QNV 2030). It has been a catalyst in transforming the nation into a globally recognised hub of social progress, education, innovation and sport. AFC events have been a cornerstone of this development.



"Our nation's football history is rooted in a legacy that goes far beyond the sport. Our track record, counting 450 international sporting events from 1993 to date, includes the hosting of some of the world's largest and most prominent tournaments. It is a testament to our and Asia's economic, social and cultural vision of borderless growth. The AFC Asian Cup 2027™ in Qatar will mark yet another exciting chapter in this journey."

Saoud Al-Mohannadi
Qatar
Vice President of QFA, Vice President of AFC, FIFA Council Member

This is about more than just 2027

**We play for our continent's future.
We don't have to build or renovate
to host the AFC Asian Cup 2027™.
Our legacy is already underway
and will continue in the decades
that follow the final kick of the ball
in 2027.**



For Qatar, the tournament will also be an invaluable opportunity to extend its FIFA World Cup 2022™ legacy programmes. Plans are being made to stimulate social, economic, ecological and sporting development across Asia, benefitting more than one billion young people and aligning with QNV 2030 goals.

The people of Qatar share a huge desire – in common with the QFA – to see their club and national teams achieve real success. Now is the right time for Celebrating Asia, by providing a platform to display the diversity and excellence of the confederation on the international stage.

Celebrating world-class football

This will be the first ever AFC Asian Cup™ that has the biggest single sporting competition on earth as its supporting act. Immediately after 2022, Qatar can seamlessly build on the economic momentum of an amazing FIFA World Cup™ – Asia's second edition and the first in the Arab world. Benefitting from and building upon FIFA World Cup™ infrastructure, experience and enthusiasm, Qatar will elevate the continent's flagship football championship to the next level of sporting mega-event service quality.

With 90% of all proposed venues within a 20-kilometre radius, and all stadiums less than an hour's drive from the AFC headquarters, the tournament will be distinct from any other AFC Asian Cup™ before it.

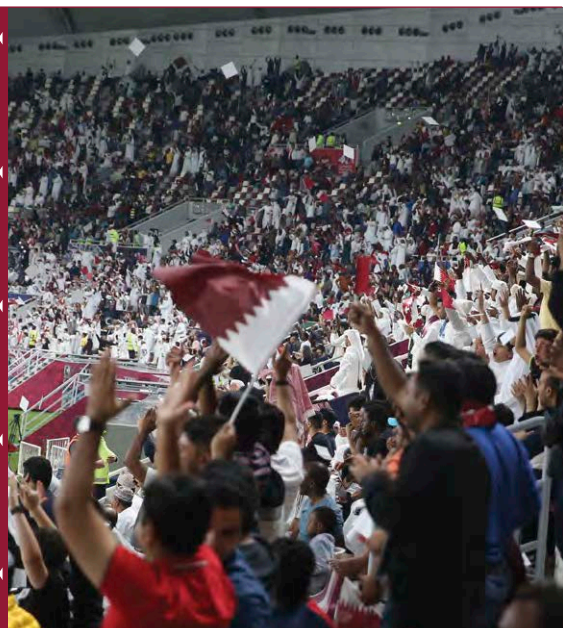
Qatar's compact set-up also means the tournament will be more enjoyable, less stressful, more environmentally sustainable, more business-friendly and more football-centric for all stakeholders than any other previous AFC Asian Cup™.



Passionate fans

Hosting the AFC Asian Cup 2027™ in Qatar will offer fans a compact, culturally vibrant and accessible experience. The close proximity of stadiums to accommodation, fan zones and cultural heritage sites will create a festive atmosphere befitting a competition as prestigious and popular as the AFC Asian Cup™.

The AFC Asian Cup 2027™ in Qatar will take full advantage of its geographical position to bring Asia to Asia. The fans from all participating Member Associations will be warmly welcomed by all people in Qatar and will benefit from a seamless integrated experience. They will travel, sleep and watch football in total comfort. They will be treated with respect and encouraged to enjoy the delights of Qatar and the Middle East.





Collaborative partnerships and legacy at its core

The Asian football family will have the benefit of a perfect environment and cutting-edge facilities, allowing for top performances and the best overall experience before, during and after the tournament. Qatar fully supports the AFC's mission to maximise the potential of its Member Associations.

15

With no infrastructure left to build, Qatar is ready in 2021 to share its knowledge, experience and facilities with all Member Associations in the years leading up to the AFC Asian Cup 2027™, and help boost and further professionalise football in Asia.



Leading infrastructure

As part of its commitment and vision to delivering an unforgettable FIFA World Cup™, the State of Qatar has immersed itself in preparing to welcome the world in 2022. Qatar is refurbishing one and building seven unique stadiums, and over 50 training sites. The country's modern transport network, which connects most competition venues, includes a sustainable metro network that spans 37 stations, which are conveniently located across the country, and a world-class, award-winning airport.

The AFC Asian Cup 2027™ in Qatar will not only benefit from cutting-edge and tried and tested infrastructure after 2022, but it will also ensure that all facilities will be used, maintained and kept up to date for years to come.



Everlasting legacy

The QFA understands that legacy is the most important driver and outcome of bidding for the AFC Asian Cup 2027™. Regardless of which team secures the cup in 2027, it would be Qatar's responsibility to ensure Asia is the real winner. Qatar is totally committed to – and passionate about – helping Asia to enjoy a brighter future.

Qatar's legacy would start five years before the competition, on the day of the Host Country decision, by extending the most successful legacy programmes of the FIFA World Cup 2022™ and aiming to impact more than one billion people. Fully in line with the AFC's objectives to drive positive change through football, and in harmony with the four pillars of the QNV 2030, Qatar will deliver human, social, economic and environmental legacies across Asia.

1.2

► Level of political support across the main political parties, further stakeholders and organs in the Candidate Host Country

16

Qatar's ambition to host the AFC Asian Cup 2027™ is recognised and endorsed by public and private organisations throughout Qatar, and many across the broader region. The staging of the tournament is thereby fully aligned with Qatar's long-term vision to become a global leader in sport, as well as the QNV 2030 national development goals.

The bid to host the AFC Asian Cup 2027™ has already been advocated by a number of high-profile individuals from both the public and private sectors in Qatar – and is already generating excitement among sports fans in Qatar.

**Joan bin Hamad bin Khalifa Al Thani
President of the Qatar Olympic
Committee:**

"The Qatari bid is based on extensive experience in organising major events, with a large and sophisticated sports and civil infrastructure ready to organise the upcoming global event, the FIFA World Cup Qatar 2022™."

**Hassan Al Thawadi
Secretary General of the Supreme
Committee for Delivery & Legacy:**

"Qatar 2022's legacy programmes are anchored in our 'football for development' philosophy. We believe in football's power to connect cultures, level the playing field, and advance communities and businesses worldwide. It is a legacy of sustainable development far beyond sport and, in 2027, it will be the AFC Asian Cup™'s to own and take to new heights."

**Nasser Al Khater
Chief Executive Officer of the FIFA World
Cup Qatar 2022 LLC:**

"Since 2010, our football and national legacy have grown ever more intertwined. World-class infrastructure, expertise and talent are coming together to deliver the world's largest sports tournament – and, at that, an enduring legacy far beyond football. We have the stadiums, the technology, the people, the experience and, most importantly, the passion to host an AFC Asian Cup 2027™ of global scale and impact."

Total Support



The staging of the tournament is fully aligned with Qatar's long-term vision to become a global leader in sport.

17



Statements from Qatar Football family

Hamad bin Khalifa bin Ahmed Al Thani President of the QFA:

"Qatar will be ready to host the 19th edition of the AFC Asian Cup™, taking advantage of the country's modern sports facilities that will host the FIFA World Cup 2022™, which will be a legacy for future generations of Asia, in line with Qatar's National Vision 2030. This will be in addition to the full completion of the other infrastructure projects and services related to the FIFA World Cup 2022™, such as road networks, transport options and hotels at all levels, all of which are included in the bid file."

Saoud bin Abdulaziz Al-Mohannadi Vice President of the QFA:

"What we are looking forward to achieving by organising the AFC Asian Cup 2027™ is to strengthen the great partnerships and fruitful and constructive cooperation we share with the Asian Football Confederation at all levels. The QFA has been one of the main supporters of the AFC, through several projects and events that were organised both in the past, and those that are to be held in the near future."

Mansoor Al-Ansari General Secretary of the QFA:

"Our bid confirms Qatar's great desire to follow major sporting events, which we have been conducting with great successes for over two decades now. Qatar's next big assignment is the FIFA World Cup™ and we are well prepared for the event."

1.3

- How the hosting vision and strategy and associated objectives are reflected during the bidding process and communicated in the Candidate Host Country
- Stakeholder engagement and communication strategy and plans in relation to the hosting vision and strategy and associated objectives to foster the support from the general population

This is more than just a competition

We play for impact. It's about accelerating social, economic, environmental and sporting development through football.

Vision and strategy road map

To harness and showcase the passionate domestic support and to reflect that local passion in the international campaign, a through-the-line advertising campaign has been developed to promote Qatar's bid vision and strategy for the AFC Asian Cup 2027™.

The launch of the bid's website countdown page on 2 December 2020 will gain considerable public attention; the website will show the countdown starting for the release of the bidding mark, the official website and the submission of the bid book on 18 December. Social media channels on Instagram and Facebook will be used for live broadcasts to make the public fully aware of this landmark and the website itself.

The release of the bidding mark, the official website and the submission of the bid book on 18 December

Passionate Engagement

will represent special milestones in Qatar's journey towards hosting the AFC Asian Cup 2027™. They offer the perfect opportunity to communicate the hosting vision and strategy to the public as a whole. As Qatar National Day is also celebrated on 18 December, this will provide ample opportunity to promote Qatar's bid further, especially during the official parts of the day's programme of events. The emblem launch will take place during the Amir Cup, and a film and marketing campaign will start at 20:27 Doha time. All events surrounding the promotion of the AFC Asian Cup 2027™ will be broadcast live on the website and on social media channels.

During the bid period, the campaign aims to build momentum and capitalise on the schedule of events, including:





Stakeholder engagement

As with the FIFA World Cup Qatar 2022™, the integration of stakeholders will be one of the main priorities of the delivery model of the AFC Asian Cup 2027™ in Qatar. This will ensure that the tournament exceeds all expectations and that the different stakeholder groups, including commercial partners, Member Associations and their teams, the media and the fans have the best possible experience. This approach will also consolidate and strengthen the perception globally of the AFC Asian Cup™ as a world-class tournament.

To guarantee excellent and inclusive stakeholder engagement, an Engagement & Vision Working Group will be established as part of the LOC. The Working Group's members will include important national stakeholders, such as Qatar Foundation, a non-profit organisation comprising more than 50 entities working in education, research and community

development. This relationship will allow access to valuable information and support, directly from the stakeholders and the general population. The Working Group will be a key player in this matter and a success factor in the staging of the tournament.

The Working Group's mandate will be to:

- Develop and implement key engagement strategies
- Validate key plans for the delivery of the tournament vision
- Ensure alignment on messaging
- Deploy strategies that will ensure the participation of Qatar's population in the tournament

1.4

- How the hosting vision and strategy as well as the related objectives are aligned with the respective Government Vision Statement
- Key reasons why the Candidate Host Country believes it should be selected to host and stage the competition

20

Why Partner with Qatar?

This is about more than just Qatar

It's about positively affecting the lives of two-thirds of the world's population and over one billion young people through harnessing the power of football.

Qatar and AFC vision – a perfect match

Qatar National Vision 2030 Four strategic pillars	Qatar National Development Strategy Priority projects 2018-22	Asian Football Confederation Seven AFC mission statements
Human development	<ul style="list-style-type: none"> • Efficient and committed workforce • Healthcare 	<ul style="list-style-type: none"> • Member Associations' development: focused and dedicated services to maximise the potential of MAs • Integrity: ensure that the AFC's competitions, matches and the conduct of its people conform to the highest ethical and sporting standards
Social development	<ul style="list-style-type: none"> • Social protection • Security and public safety • Culture and sport • International cooperation 	<ul style="list-style-type: none"> • Football for social development: undertake effective social responsibility campaigns • Successful Asian teams: continuous support to succeed at the pinnacle of world football
Economic development	<ul style="list-style-type: none"> • Economic diversification and private sector development • Economic infrastructure • Natural resources management 	<ul style="list-style-type: none"> • Optimised commercial value: produce and commercialise attractive products that engage with and excite the stakeholders • Top level competitions: necessary platforms that raise the standard of competitions in Asia
Environmental development	<ul style="list-style-type: none"> • Environmental sustainability 	<ul style="list-style-type: none"> • Good governance: implementation of initiatives that ensure professionalism





Because we deliver

1

Qatar would make the AFC Asian Cup 2027™ a tournament to remember.

For many years, we have set ambitious goals and have always delivered on our promises. We have been a reliable partner for the AFC long before the AFC Asian Cup 2011™ and we will continue to do so long after the 2020 AFC Champions League and the FIFA World Cup 2022™.

2

Because we offer a safe pair of hands

In uncertain times, our sporting infrastructure and track record make us a no-risk host – commercially, operationally and reputationally.

3

Because our legacy has already begun

We don't have to wait to host the AFC Asian Cup 2027™. We already have legacy programmes in place to drive social, economic, environmental and sporting transformation for more than one billion young people in AFC countries.

4

Because we will be ready in 2021

From the very first day, we will focus on sharing our knowledge, experience and infrastructure with officials and players from all AFC Member Associations, irrespective of their nationality, gender or religion – to make football in Asia further grow and glow.



02

HOST COUNTRY INFORMATION

Qatar is a peaceful, tolerant and welcoming country, where family values and cultural heritage go hand in hand with the commitment to innovation and sustainable growth. The country's small size, considerable wealth and passion for sport make Qatar the perfect host to warmly welcome and celebrate Asian football in 2027.

2.1

- Overview of the Candidate Host Country
- Country overview map indicating major cities, geomorphologic structure, and time zones

24

As Qatar is hosting the FIFA World Cup 2022™, the country will gain excellent hosting experience and already has in place eight state-of-the-art stadiums. This great legacy will enable Qatar to be a perfect Host Country and to deliver an outstanding AFC Asian Cup 2027™.

Under the visionary leadership of His Highness the Amir Sheikh Tamim bin Hamad bin Khalifa Al Thani, Qatar has continued a period of significant and sustainable growth and development in all areas of society. Major investments have been made in healthcare, education and infrastructure as part of a carefully considered, environmentally conscious strategy for future growth. This high standard of living in Qatar is well known.

In economic terms, Qatar is the best Arab performer in the Global Competitive Index and has one of the highest per capita incomes in the world (2019: USD 64,781.70).

Perhaps less well known is that Qatar feels a strong moral duty to use its economic powers not only for the development of its own nation, but to also share

Sustainable Development

its good fortune with other communities. For example, Qatar makes international investments via Qatar Investment Authority or provides timely, sustainable and flexible financial support through the Qatar Fund for Development (QFFD) to multiple international development projects and humanitarian partners. These include multilateral United Nations agencies, bilateral partners, INGOs and civil society organisations, in order to help Qatar foster 'peace, hope and justice for all'.

QFFD has contributed to investing in education, health and economic empowerment, and has achieved rapid successes by supporting various projects and providing financial grants to more than 50 regions across the world. This desire to partner with other nations is a key part of Qatar's culture. In fact, Qatar is a country rooted in its heritage, while maintaining an eye on future developments in business, politics, education and, importantly, in sport. Sport plays a major role within Qatari society and is a fundamental aspect of the Qatar National Vision 2030 (QNV2030): the country's blueprint to become an advanced society capable of sustaining its development and providing a high standard of living for its people.



Qatar is becoming a global leader in sport and brings the world together through sustainable sporting development.

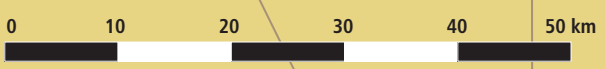
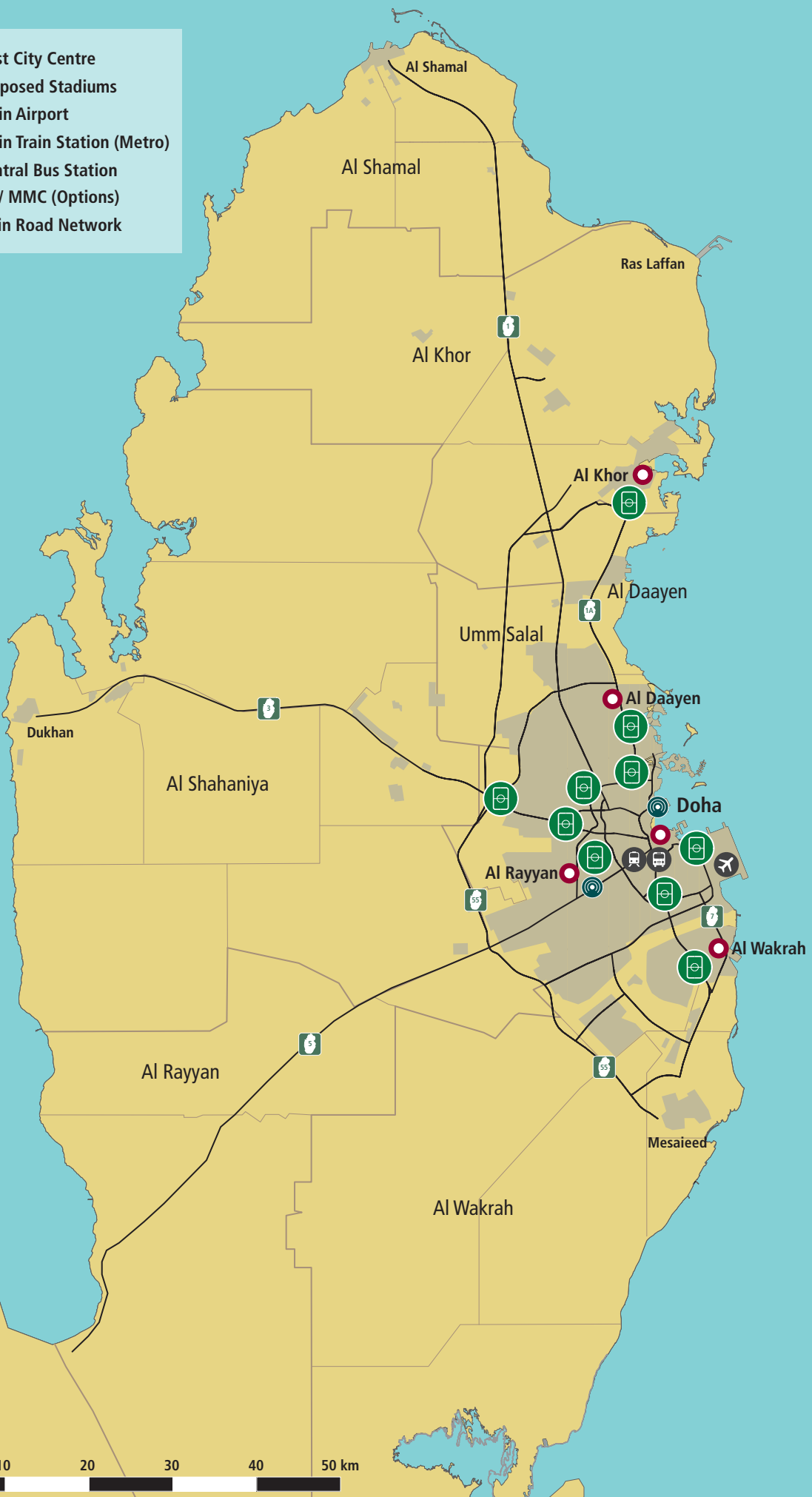
Qatar also views sport as an important vehicle to promote peace, respect and tolerance. These values are more important today than ever, and Qatar sees sport as a meaningful way to create stronger ties between people and nations, especially in West Asia. Qatar has identified sport as an ideal catalyst for development, international understanding and exchange. This is why the State of Qatar is an active sponsor of the UN Resolution on Sport for Development and Peace.

And if sport is central to Qatar's national and international development, then football is the beating heart of that strategy. Qatar firmly believes that the AFC Asian Cup 2027™ in Qatar will showcase this national spirit and be an archetype of the country's values and principles: sport bringing nations together.

Overview of the Candidate Host Country

Name of country	Qatar
Capital of country	Doha
Population	2,735,707
Total surface area	11,437km ²
Main cities (and populations)	Doha 956,457 Al Rayyan 605,712 Al Wakrah 299,037 Al Khor 202,031
System of political administration (central / federal)	Constitutional monarchy (central)
Neighbouring countries	Saudi Arabia, Bahrain, United Arab Emirates, Iran
Official language	Arabic
Geographical zones	North temperate zone (subtropics)
Climate zones and average temperature	Arid climate zone Average temp. January: 17.6C Average temp. June: 34.6C

-  Host City Centre
-  Proposed Stadiums
-  Main Airport
-  Main Train Station (Metro)
-  Central Bus Station
-  IBC/ MMC (Options)
-  Main Road Network



2.2

- Overview of the potential Host Cities
- Map indicating main transport hubs, proposed Stadiums, Official Training Sites, Fan Zones, airports, main hotels and hospitals

Exciting Host Cities

Overview of the potential Host Cities

Name of Host City	Doha	Al Rayyan	Al Wakrah	Al Khor	Al Daayen
Inhabitants	956,457	605,712	299,037	202,031	54,339
Languages	Arabic (official) English (widely spoken)	Arabic (official) English (widely spoken)	Arabic (official) English (widely spoken)	Arabic (official) English (widely spoken)	Arabic (official) English (widely spoken)
Geographical location	25° 16' 51" N 51° 31' 5" E	25° 14' 46" N 51° 24' 35" E	25° 10' 26" N 51° 36' 38" E	25° 40' 56" N 51° 29' 59" E	25° 34' 44" N 51° 28' 54" E
Altitude	4m	41m	7m	5m	2m
Time zone	UTC / GMT +3	UTC / GMT +3	UTC / GMT +3	UTC / GMT +3	UTC / GMT +3

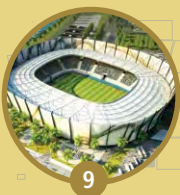
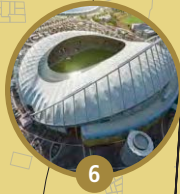
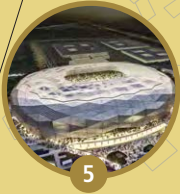
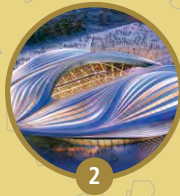
		12 noon	3:00pm	6:00pm	8:00pm
Average temperature (C)	January	21.1	21.0	18.4	17.4
	June	40.2	39.1	35.6	33.5
	July	40.6	39.4	36.3	34.5
Average humidity (%)	January	67	67	78	81
	June	37	41	50	56
	July	42	46	57	63
Average precipitation (mm)	January	0	0	0	0
	June	0	0	0	0
	July	0	0	0	0











* Due to their vicinity to each other, weather data of all five Host Cities are summarised / Source: Qatar Meteorology Department, Civil Aviation Authority.

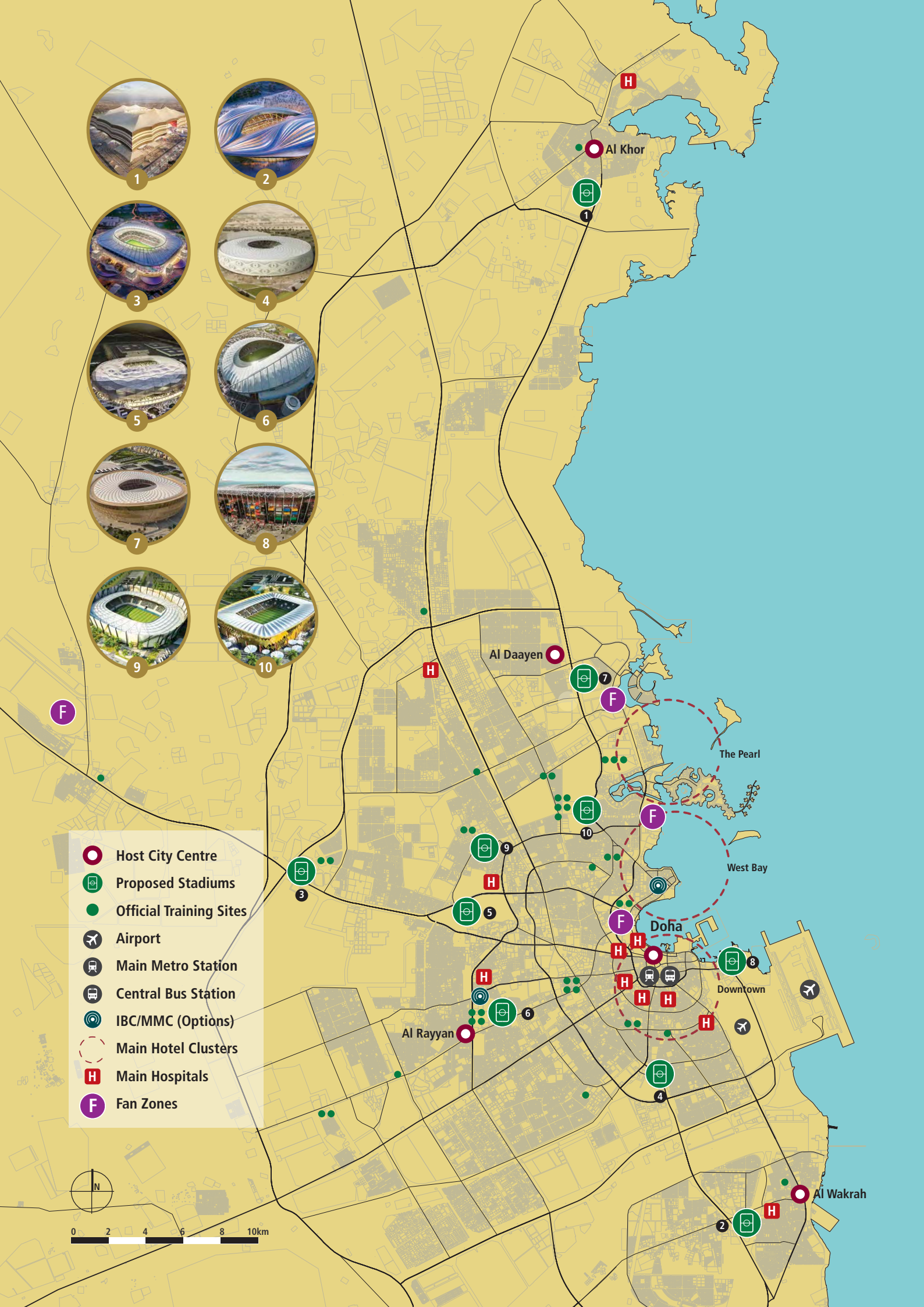


"We are a developed, secure, sport-loving nation, ready to provide an unforgettable experience and celebration of football for the AFC Asian Cup 2027™ in Qatar."

Aisha Al-Jehani
Qatar
Host Country Team



-  Host City Centre
-  Proposed Stadiums
-  Official Training Sites
-  Airport
-  Main Metro Station
-  Central Bus Station
-  IBC/MMC (Options)
-  Main Hotel Clusters
-  Main Hospitals
-  Fan Zones







Qatar feels a strong moral duty to use its economic powers not only for the development of its own nation, but to also share its good fortune with other communities.

30

There are two main religious holidays in the State of Qatar – Eid Al Fitr and Eid Al Adha – the dates of which are set each year based on the Islamic calendar. Additional public holidays are Qatar National Day and National Sports Day.

Eid Al Fitr, which means ‘festival of breaking the fast’, marks the end of Ramadan – the holy month of fasting – and in 2027 is expected to start on 10 March. Eid Al Adha, the ‘festival of sacrifice’, is expected to start on the evening of 16 May in 2027 and marks the end of the annual pilgrimage to Makkah. Both festivals are three-day public holidays.

Qatar National Day is on 18 December and marks the day in 1878 when Sheikh Jassim bin Mohammed Al Thani succeeded his father as the ruler of Qatar and led the country to unification.

Qatar National Sports Day is the second Tuesday of February of each year and everyone is encouraged to participate in sporting activities with colleagues and family. Its main purpose is to promote sport and to educate the local population on ways to reduce health risks associated with an inactive lifestyle, such as coronary heart disease and diabetes. The day is also viewed as an opportunity to bring communities closer

No Clash with Holidays

together through sport, based on the sporting principles of team building, inclusion and unity, participation, fitness and health.

During an academic year, there are three holiday periods: two mid-term holidays (March and end of December) and one end-of-year holiday (covering June / July / August). Since the AFC Asian Cup 2027™ in Qatar is proposed for January, June or July, the main holidays in Qatar will neither be an obstacle to the staging of the event nor an influence on the preparation of this tournament.

In Qatar, Friday and Saturday correspond to the western weekend of Saturday and Sunday. These are non-work days, but leisure facilities such as shopping malls, restaurants, cultural centres, gyms and other sports facilities, as well as everyday amenities such as supermarkets, are open. This allows both residents and visitors to enjoy their free time.





Qatar National Museum

2.4

◆ Description of football in the Candidate Host Country

32

Qatar, home to the reigning AFC Asian Cup™ holders, is a football-loving nation. Football is by far the most popular sport to play and watch in Qatar and the Middle East and North Africa (MENA) region.

There is a long tradition of watching national, regional and international football tournaments. International matches hosted in Qatar, such as the FIFA Club World Cup Qatar 2019™, the Arabian Gulf Cup 2019 and the friendly match of Al Ahli vs FC Barcelona match in 2016, which saw an

Football-loving Qatar

average match attendance of 95% of stadium capacity, while key national matches such as the Amir Cup had an average attendance of almost 45,000 over the past three years. The major broadcaster in Qatar, beIN SPORTS, reached a total viewership of 94.7 million



across the MENA region in 2019. Together with the Al Kass network, beIN SPORTS will broadcast the AFC Asian Cup 2027™ in Qatar.

Viewing figures from the 2018 FIFA World Cup Russia™, UEFA Champions League 2018 / 2019 and the AFC Asian Cup UAE 2019™ also demonstrate the passionate interest in football in Qatar. The 2018 FIFA World Cup Russia™ was the most popular tournament among viewers in Qatar, with a cumulative audience of 13 million, followed by the UEFA Champions League with 3 million and the AFC Asian Cup UAE 2019™ with 2.5 million viewers. The FIFA Club World Cup Qatar 2019™ underlined the nation's enthusiasm for football: with 92 million viewers in the MENA region and 1.2 million in Qatar, a new viewing record for the tournament was set.

Asian tournaments achieve high viewing figures, especially among young people. The AFC Asian Cup

UAE 2019™, for example, attracted more than 2.5 million viewers in Qatar and 350 million throughout the MENA region. The final between Japan and Qatar was watched by 309,000 viewers in Qatar and 42 million in the entire MENA region. Comparing these figures with other sports, the popularity of football in Qatar becomes even clearer. While the Qatar ExxonMobil Open 2020 and the Qatar Total Open 2020 tennis tournaments accounted for 9.2% and 5% respectively of the total audience of beIN SPORTS, and were placed 49th and 86th in the global rankings, the 2018 FIFA World Cup Russia™ and the UEFA Champions League 2018 / 2019 reached 63% and 43.3% of the audience respectively. Qatar also stands out in comparison to global and regional figures. The global viewing average for the 2018 FIFA World Cup Russia™ was 51.3% of the population; for Asia, this figure was 38.4%, but in Qatar the viewing audience figures were almost a quarter higher again than the Asian total.



Aspire Academy

34

In terms of participation in football, Qatar's engagement is on a par with traditional footballing countries in Europe. The same is true for the elite football development. With Aspire Academy, which was established in 2004 in Doha and is being constantly upgraded and expanded, Qatar is home to a sports academy of the highest international standard, hosting training camps for numerous football teams,

like FC Bayern Munich, AFC Ajax, PSV Eindhoven and many others from all around the world. On a national level, the combination of sport, education and medical science makes Aspire Academy the elite training ground for Qatar's national team, as well as for young talent. During the 2018 AFC U-23 Championship, for example, 95% of the Qatar national team were current or former students of Aspire Academy.





Grassroots football

Qatar has also set itself the goal of keeping its population healthy and fit in order to further develop the wellbeing of its society and economy. These objectives will be pursued by investing in sports infrastructure, and established initiatives and programmes to promote grassroots sport – in particular, football.

Examples of such initiatives include the Qatar Clubs Youth Programme, the School Football League and the Qatar Community Football League, which was launched in October 2016 with 24 clubs playing across two divisions. This number has risen to 86 teams

playing across four adult divisions, two boys' divisions and two girls' divisions.

Programmes like the Schools Olympic Programme and the legacy programme from the 2006 Asian Games in Doha, together with current projects such as Generation Amazing – a legacy project of the FIFA World Cup 2022™ – have already had a positive impact on the younger generation's appetite for, and involvement in, sport generally and football in particular. Hosting the AFC Asian Cup 2027™ will further encourage this upward trend.

Qatar Stars League

Qatar's highest professional football league, the Qatar Stars League, is also developing positively. Since the 2016 / 2017 season, the average number of spectators and the cumulative season attendance have increased. Regardless of new fan initiatives aiming to improve the digital fan experience, national games still have the same high level of match attendance.

Tickets for the Qatar Stars League are divided into three categories: general admission, premium seating and VIP. Premium tickets provide access to the seating areas on both sides of the VIP area, and VIP tickets additionally include free parking and access to exclusive hospitality areas and services. Since the 2016 / 2017 season, prices in the different categories have remained the same. General admission tickets cost USD 3, premium seating USD 6 and VIP tickets USD 14.

36



2.5

Overview of the tourism and major events in the Candidate Host Country

Qatar is a leading event destination of the MENA region for the international MICE (Meetings, Incentives, Conferences and Exhibitions) industry and for international sports events at every level. The ongoing growth in the tourism sector illustrates the country's upswing in all sectors of its economy; Qatar welcomed 2.4 million tourists in 2019 and this positive trend is forecast to continue with a predicted growth of 20% over the next five years.

This growth is based on Qatar's unique geographical conditions, its incredible variety of cultural and sporting activities, and the Governments' commitment to investing in the tourism sector. The result is a well-planned and vibrant hospitality and hotel industry that offers and delivers the right services for everyone.

From shopping tours in one of the country's modern malls to visiting historical and cultural sites, from relaxing on one of the beautiful beaches to exploring the stunning coastal landscape, visitors to Qatar have an endless choice of experiences. In 2010, Qatar was named UNESCO Arab Capital of Culture for its commitment to UNESCO's Arab Cultural Cities programme; this active support is ongoing.

In line with Qatar's compact hosting concept for the AFC Asian Cup 2027™, all events listed in the following table refer to Doha.

Qatar: a Leading Event Destination

37



Overview of Qatar's past tourism and major events

Main tourist events	Name	Qatar National Day	Shop Qatar	Ajyal Film Festival	Local Dates Festival	Qatar Intl. Food Festival
	Date	18 Dec (annually)	7-31 Jan 2020	18-23 Nov 2019	23 July-3 Aug 2019	20-30 March 2019
	Visitors	–	–	–	54,000	200,000
Business events	Name	Doha Jewellery & Watches	World Energy Oil & Gas	Project Qatar 2019	AgriteQ	Qatar Intl. Boat Show
	Date	24-29 Feb 2020	7-9 Oct 2019	29 Apr-1 May 2019	19-22 March 2019	12-16 March 2019
	Visitors	32,000	5,000	14,500	42,000	9,800
Sports events	Name	FIFA Club World Cup™	24 th Arabian Gulf Cup	IAAF World Athletics Championships	UCI Road World Championships	IHF Men's World Championship
	Date	11-21 Dec 2019	24 Nov-6 Dec 2019	11-21 Dec 2019	9-16 Oct 2016	15 Jan-1 Feb 2015
	Visitors	50,000	220,000	50,000	30,000	300,000



Al Reem Biosphere Reserve

Natural and cultural heritage

Khor Al Adaid, Al Reem and Al Zubarah Fort are just three examples of Qatar's outstanding natural and cultural landscapes. Khor Al Adaid, an inland sea surrounded by sweeping, crescent-shaped sand dunes, is considered one of Qatar's most beautiful natural treasures. The Al Reem Biosphere Reserve is located in the north of the country and contributes to the development of ecologically sustainable interaction between nature and people through its ecotourism activities; it is recognised under UNESCO's Man and the Biosphere Programme. Al Zubarah Fort is the most iconic desert fort of Qatar. Built in 1938, it is now a museum displaying exhibits, artwork and findings from the country's largest archaeological site.



Al Zubarah Fort

Overall territorial structure

Qatar is a constitutional monarchy with its people as the source of authority, in accordance with the provisions of the Constitution. The Constitution is based on the separation of powers between the executive, legislative and judicial authorities.

Qatar has a coherent government structure that centralises authority at the national level. There is an independent body, the Central City Council, which advises the authorities and monitors the implementation of laws, decrees and ordinances relating to public systems. Qatar's eight municipal administrations are responsible for supervising municipal functions for the area.

The current structure of the Government

Qatar's government structure provides an efficient system of governance for the country. H.H. the Amir Sheikh Tamim bin Hamad bin Khalifa Al Thani, as Head of State, Chief Executive and Commander-in-Chief of the Armed Forces, works closely with the Advisory Council and the Central City Council. H.H. the Amir is responsible for defining and developing the general policy of the State and for establishing, organising, monitoring and specifying the functions of all governmental and advisory bodies that assist him. He also promulgates and approves all laws. The Council of Ministers, which is the highest executive authority in the country, assists the State in its executive capacity. It oversees all internal and external affairs in accordance with the provisions of the Constitution and the law.

Secure and Stable Political Base

Legislative power is controlled by the Advisory Council, which has 45 members, of which 30 members are elected by universal suffrage and 15 are appointed by the Amir. The main role of the Advisory Council is to exercise the legislative power of the State, approve the general policy of the Government and its budget, and control the executive. Each member may also propose laws. The Central Local Council focuses on the needs of Qatari society and is directly elected every four years.

The judicial power exercised by the courts is independent, and this independence is inviolable. The Constitution states that the primacy of the law is the basis for the rule of the State of Qatar. The honour and integrity of the judiciary and the impartiality of judges protect rights and freedoms. The Supreme Court is responsible for supervising the proper functioning of the courts and all their subsidiary bodies.

Political parties

The Constitution of Qatar states that the system of government is a non-political party system.

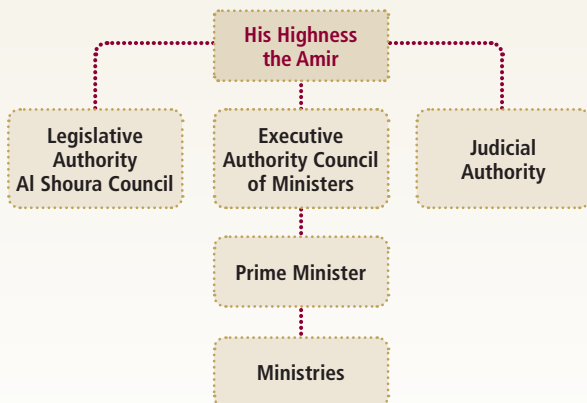
Future elections

Qatar's government structure requires elections for the Central Municipal Council and the Advisory Council. The first election of the Central Municipal Council took place in 1999. Members are elected to their office by direct suffrage, and counted from the date of their first meeting, elections are held every four years. The last central local elections took place in April 2019, for which there were 85 candidates, including five women. Elections to the Advisory Council take place every four years.

Identity and proposed role of the relevant security authorities

The Ministry of Defence, the Ministry of Interior, the Internal Security Force and the Qatar Armed Forces will work together to ensure security during the AFC Asian Cup 2027™ in Qatar. The Strategic Governance Model for state security in support of global events

The current structure of the Government





provides unique but inclusive leadership by security agencies. The Joint Security Group Model is used for risk reduction. This ensures that all intelligence, threats and details are taken into account in the planning and conduct of operations. Qatar will also partner with all nations involved.

The State Security Authorities are the authorities responsible for national security, border control, law enforcement, crime prevention, traffic management and enforcement, and the maintenance of law and order. During the AFC Asian Cup 2027™ in Qatar, they will assist the tournament organisers at the key venues. They will also work closely with the organisers to develop security measures and services, based on the threat and risk levels identified, and to define clear roles and responsibilities.

The Local Organising Committee (LOC) will employ highly trained private security personnel and stewards to ensure the highest level of security at official venues and for public safety, and to provide guidance and protection of assets, in accordance with international best practice and standards. Stewards will provide security that focuses on a customer-oriented approach in order to create an enjoyable, safe and secure experience for all. As one of the key elements of the FIFA World Cup Qatar 2022™ legacy, the stewarding project will be able to attract highly qualified and talented personnel and, at the same time, enable Qatar to gain the best international experience in security in the sporting events industry.

Building on the close relations already established with international security authorities, an internationally coordinated counter-terrorism strategy will be developed, drawing on the experience and capabilities of international resources in this field.

To ensure the safety of its citizens, residents and visitors, the Government of Qatar has secure border controls and a comprehensive and fully integrated anti-terrorism plan that is constantly monitored and updated.

Public transport, traffic and airspace will be kept safe at all times through permanent security measures and security personnel at Qatar's two international airports, and system-wide video surveillance of the public transport network. The National Traffic Management System of the National Command Centre will be of great importance in the security planning for the AFC Asian Cup 2027™ in Qatar. The system will enable the efficient coordination and management of certain actions, such as prioritising traffic flow, rerouting traffic and / or operating a dedicated lane.

Relationship between the national Government and municipalities

The LOC will also be able to use the existing channels established by the Government of Qatar with each of the municipalities where stadiums are located. These channels have already been tested at several major sporting events, and demonstrate the alignment and experience of Qatar's national and local government agencies.



Amiri Diwan

Procedures to ensure coordination with the Government

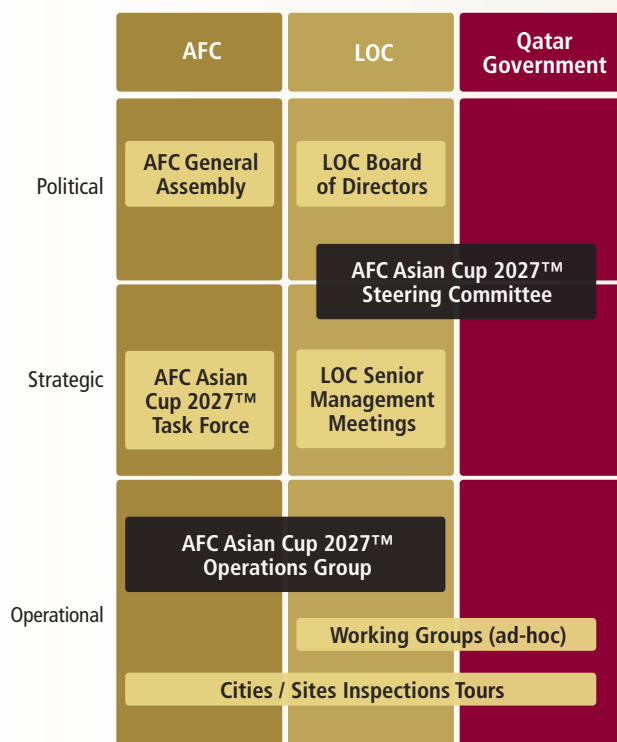
A Local Organising Committee (LOC) will be appointed by the Qatar Football Association, which will be responsible for the organisation, implementation and hosting of the event. The LOC will receive unprecedented support from the Government, as have the LOCs of previous tournaments.

The Government has also provided many services and resources for previous tournaments, which is further evidence of the unified support of the Government. In addition, the LOC will work closely with all ministries and government agencies necessary to successfully host the AFC Asian Cup 2027™.

To ensure the highest level of cooperation between ministries, government agencies and the AFC, the LOC will develop and establish an integrated and straightforward governance structure, based on the successful model of the FIFA World Cup Qatar 2022™.

The governance structure is founded on seven key principles:

- In order to ensure an effective decision-making process, the LOC will take on the role of model integrator and assist in the establishment of cross-entity forums, including the AFC and the Qatari Government
- At the three main levels of decision-making – operational, strategic and political – there will be guidance and / or arbitration



- Forums should be established within each entity to facilitate a streamlined decision-making process
- The LOC Board will include representatives from key ministries and / or government agencies, such as the Ministry of Transport & Communications
- The established AFC Asian Cup 2027™ Steering Committee will be mandated to take all decisions with the relevant ministries and authorities responsible for the implementation and preparation of the tournament
- Prior to the participation of various governmental authorities, the AFC Asian Cup 2027™ Task Force will ensure an integrated approach between the AFC and the LOC
- Working groups with critical ministries and governmental authorities will be established to develop integrated operational plans for the tournament; an intergovernmental agreement will therefore be concluded



03

FOOTBALL DEVELOPMENT

Rooted in the deep passion for the game, Qatar has, for many years, not only supported football but leveraged the sport for human and social development.

The QFA's football development programmes consequently aim at engaging and uniting society beyond the men's elite game.

A Clear Football Development Strategy

Qatar has a clear football development strategy, with numerous projects already initialised for the FIFA World Cup 2022™. With this in mind, in 2027, football development in Qatar is clearly not starting from scratch, but can build on ongoing, profound projects and initiatives. The present momentum, excitement and expertise from the FIFA World Cup 2022™ will be a true asset and a catalyst for football development in Qatar and across its borders.

The country has leveraged the power of football as a driver for social development, which is at the heart of the QFA's thinking and work. Whether investing in major football infrastructure or running local and global football programmes, Qatar has shown its commitment to the growth of football, ensuring that future generations grow up with a love of the beautiful game. This social responsibility has always been one of the key priorities of the QFA, and its aim of engaging with society through its football-related programmes has been well received by the public in the past. The QFA considers itself an institution that helps young children and adults build on character, leadership, resilience and teamwork, and believes in fair play and healthy living. The process of engaging and uniting society through football has been a huge success for all: the community, schools, the Government, private organisations and fans.

The solid foundation of Qatar's wide range of diverse football development activities allows the creation of a meaningful and sustainable human legacy from the AFC Asian Cup 2027™, directed at the full spectrum of Qatari society, with a strong focus on children, women, the underprivileged and social groups who are marginalised.

The QFA's goals are to approach all members of the community and encourage participation in the most popular game in the world through the following actions:

- Integrate football within the local community through purposeful social programmes
- Involve all segments of the local community in the tournaments and competitions organised by the QFA, such as the Workers' Cup and the Community Football League

- Convene sports programmes and initiatives related to football with local community organisations as well as football fans
- Establish the concept of football for all within the local community, and renounce violence and intolerance in sport
- Encourage social communication with individuals / sectors to achieve the QFA's social responsibility vision

All QFA social responsibility programmes and projects depend on a commitment to the following objectives:

- To use football as a fundamental pillar within the local community
- To reinforce football culture, sports education and a sporting spirit, and emphasise football's positive values to all members of the community
- To establish a sports community that supports Qatari football and national teams

To foster football development in Qatar and the broader region, the FIFA World Cup Qatar 2022™ has launched a series of innovative and far-reaching projects and initiatives. They will enhance the position of football in Qatar and beyond, giving Qatar the chance to show the world its excellence in organising a mega-event in a compact, state-of-the-art and pioneering way.

With almost all the preparation work done, Qatar is game ready. By 2022, projects will have been kicked off, initiatives started and programmes rolled out. The AFC Asian Cup 2027™ will ensure that Qatar, the region and Asia truly benefit from what has been started in 2022.



"People love football in Qatar. Hosting the AFC Asian Cup 2027™ will accelerate our football development strategy, and create a truly inclusive and lasting football legacy for the people of Qatar and the MENA region."

Mansoor Al-Ansari
Qatar
General Secretary QFA

45



"We are working hard to improve and create a new generation of talented players who can compete at the top level to win tournaments and championships."

Hamad bin Khalifa bin Ahmad Al Thani
QFA President

3.2

➤ Intended activities in association with the hosting and staging of the competition that will contribute to the development of those parts of the football family outside of elite men's football in the Candidate Host Country

AFC Asian Cup 2027™: an Ideal Legacy Platform

The AFC Asian Cup 2027™ provides the ideal platform to embed, sustain and develop legacy initiatives in football development. The tournament has been identified as an important aspect not only in the growth

of football in Qatar but also in the country's social and human development. Customised programmes have been designed by the AFC to create a truly inclusive football experience:

QFA programmes

Main programmes

Grassroots Clubs Programme	Age Groups Clubs Programme	School Football Programme
Women's Football Programme	Generation Amazing Programme	Chelsea Academy Programme
	Inclusive Football Programme	

Additional programmes

Alfergan Football Programme	Workers' Cup	Embassies Football Competition
School Football League	Universities Competition	Futsal / Beach Programme
Alkass Annual Tournament	Street Football Programme	National Sport Day

Grassroots Clubs Programme

- Enable a link between schools and clubs
- Build grassroots level clubs / club programmes
- Offer four training sessions per week for five different age groups
- Improve staff training (workshop coaches and officials)
- Involve the public (e.g. AFC Football Day and organisation of nine different festivals)
- Increase the number of young players by 1,000 each year from 2017-2022

Age Groups Clubs Programme

- Develop age group teams of U-13, U-14, U-15, U-17 and U-19

School Football Programme

- Promote football culture among students in Qatar
- Promote youth participation in football and develop their passion for sport
- Promote social integration of all nationalities, races, religions and cultures
- Implementation of the School Football League with the participation of schools from different areas of Qatar (joint initiative from the QFA and Qatar School Sports Association)

Women's Football Programme

- Develop a youth programme for girls
- Set up a structured training programme and official national teams for all age groups
- Bring in expert skills from regional and international fields to teach and assist local girls and executives

- Train Qatari women to become international standard coaches and match officials
- Add football to the national curriculum at girls' schools
- Partnership with Hamad Bin Khalifa University to create the Women's University Football Cup



Generation Amazing Programme

Generation Amazing has been founded to act as a catalyst for human and social development through football to inspire and empower the next generation of youth – on and off the pitch. It teaches principles such as gender equality and inclusivity, and life skills such as communication, organisation, teamwork and leadership.

- Participation in the construction of 28 community football pitches across the Middle East and Asia
- 21 additional activities in school and neighbourhood centres in Qatar
- Programme ambassador is Xavi Hernandez, the former FC Barcelona and Spanish national team player, and current coach of Al Sadd SC
- Achievements: 250,000 boys and girls have benefited from this programme in seven countries, including almost 3,500 within Qatar

Chelsea Academy Programme

- Cooperation QFA / Chelsea Foundation: 5-day training programme for 300 young players and 300 students, and workshops for coaches

Inclusive Football Programme

- Community involvement through football of people with disabilities
- QFA partnership with Qatar Foundation, the Noor Institute for the Blind, the Shafallah Centre (for children with special needs) and Dhreima (orphan care centre)
- Organisation of various festivals



To ensure a broad outreach of football programmes and initiatives, the QFA works closely with all football-related organisations to align strategic goals and targets.

In addition to joint actions with governmental and sports entities, as well as clubs, the QFA also reaches out to private organisations and companies, and local communities, thereby complementing football development in all parts of society.

Programmes of companies / private organisations

- Banks and Financial Institutions League: 24 teams; 360 players
- Salah Saqr Tournament for Companies League: 32 teams; 700 players
- Al Kass TV Open Tournament: open for all; 32 teams; 500 players

- Private football academies: for boys and girls aged 6 to 17; 22 academies (including the renowned Paris Saint-Germain Academy)

Local community programmes

- Al Furjan League: 8 teams; 160 players; 12 pitches
- Asian Communities Football Tournament: for football-loving communities living in Qatar
- League of Asian communities living in Qatar: 36 teams
- Workers' Cup: 28 teams; 19 companies; 560 players; 10,000 fans
- Koora Time: joint QFA and Qatar Shell initiative to promote a healthy, active lifestyle to children through football; benefited over 100,000 since 2013 launch

3.3

Information on status of football as sports event against other major sports played in the Candidate Host Country

Qatar's strategy for elite sport covers a wide range of different sports.

Mass sport

Even though worldwide trends show a strong bias towards individual sports such as running, walking, trekking, swimming and fitness, football is still globally the most popular sport in terms of fan engagement and active participation; the story is the same in Qatar, for nationals and expatriates alike.

Elite sport

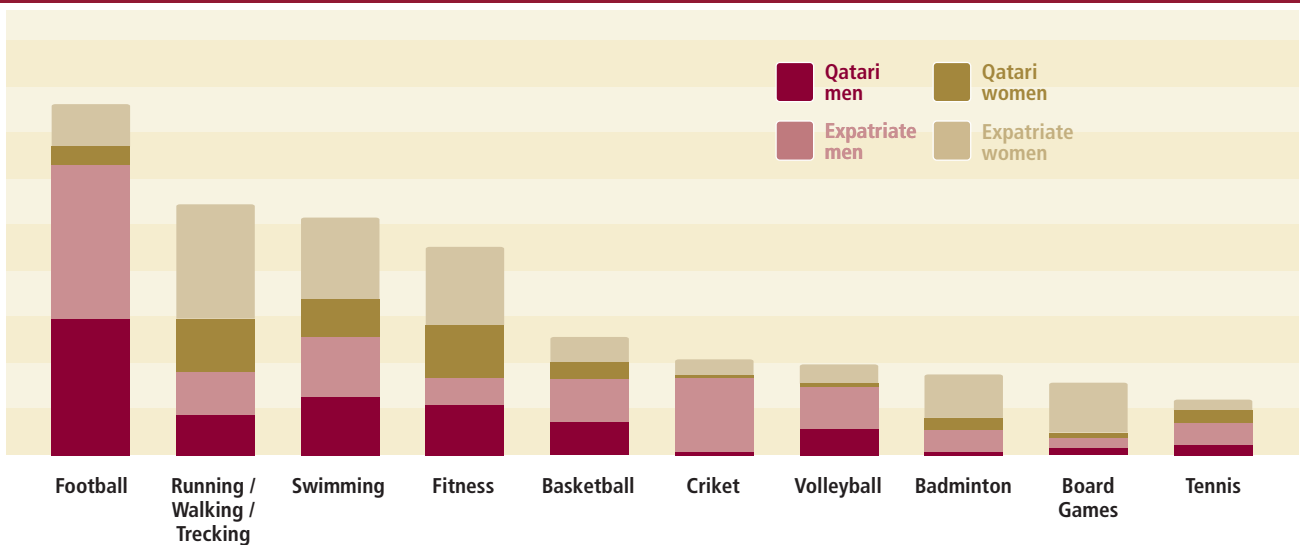
Qatar's strategy for elite sport covers a wide range of different sports, with a strong focus on football development with regard to programmes and infrastructure.

This commitment to elite football development has clearly borne fruit. In 1992, Qatar's first major victory came as the Maroons won the 1992 Gulf Cup. A young squad, built around the team that impressed

Football is Qatar's Most Popular Sport

months earlier in the Barcelona 1992 Olympic Games, dominated the tournament and gave Qatar the chance to finally win the regional title. The year of 2014 was without doubt one of the most successful ones for football in Qatar: in addition to becoming Asian U-19 champions, the senior squad won both the West Asia Football Federation Championship and the Gulf Cup. Qatar's more recent successes peaked with the winning of the AFC Asian Cup 2019™.

Sports played in Qatar





Aspire Academy

Since 2004, Aspire Academy has provided education and coaching for potential elite athletes. Working closely with the QFA, the Qatar Olympic Committee and the Ministry of Education & Higher Education, it seeks out school students who show potential to become elite athletes and offers them academic sporting scholarships. To date, it has scouted around 22,000 boys and 13,000 girls from 192 schools in Qatar, putting them through a rigorous testing and training programme across a wide range of different sports, including athletics, swimming, basketball, fencing, table tennis, squash and, of course, football.

With a strong focus on football development, the success of this model is reflected in the achievements of the men's national football team. In 2018, the percentage of Aspire Academy athletes in the senior team was 58%, compared to 16% in 2013-2014, 23% in 2015-2016 and 35% in 2017-2018. Some 70% of the Qatar squad that won the AFC Asian Cup 2019™ were schooled at Aspire Academy. Almoez Ali, an Aspire Academy graduate, broke the 23-year-old record held by Ali Daei of Iran when he scored nine goals at the AFC Asian Cup 2019™, making him the tournament's top scorer and most valuable player. Aspire Academy has consistently turned out new talents, many of whom have received

global acclaim. During the 2018 AFC U-23 Championship, 95% of the Qatar national team were current or former students of Aspire Academy. They finished 3rd out of the 16 Asian countries that qualified for the tournament from 47 member nations, making them not only Qatar's football stars of tomorrow but also catalysts for football development in Qatar in 2027 and beyond.

In addition to the work of Aspire Academy, Aspire Zone Foundation hosts football training camps for a number of world-class teams, such as Bayern Munich, PSV Eindhoven, FC Zenit and Red Bull Salzburg.



Qatar's football leagues

Qatar's football structure comprises two divisions: the Qatar Stars League (QSL), which is the highest professional football league in Qatar, with 12 teams, and a second division with 8 teams, which includes the reserve teams of the top division clubs. The league's first, but unofficial, season was played in 1963, three years after the formation of the Qatar Football Association (QFA); the first official season did not kick off until 1972.

There are four domestic cups: the Amir Cup, open to all teams in both the first and second divisions; the flagship Qatar Cup, an end-of-season tournament

played by the top four first division teams; the Sheikh Jassim Cup, a prelude to the first division season; and the Qatar Stars Cup, a round-robin tournament played midseason.

Beyond the professional leagues, there are currently four official amateur football leagues in Qatar. Three amateur leagues are under the jurisdiction of the Qatar Community Football League (QCFL), established by the Supreme Committee for Delivery & Legacy, and the fourth, known as the Qatar Amateur League (QAL), with 14 teams.



Qatar's football fanbase

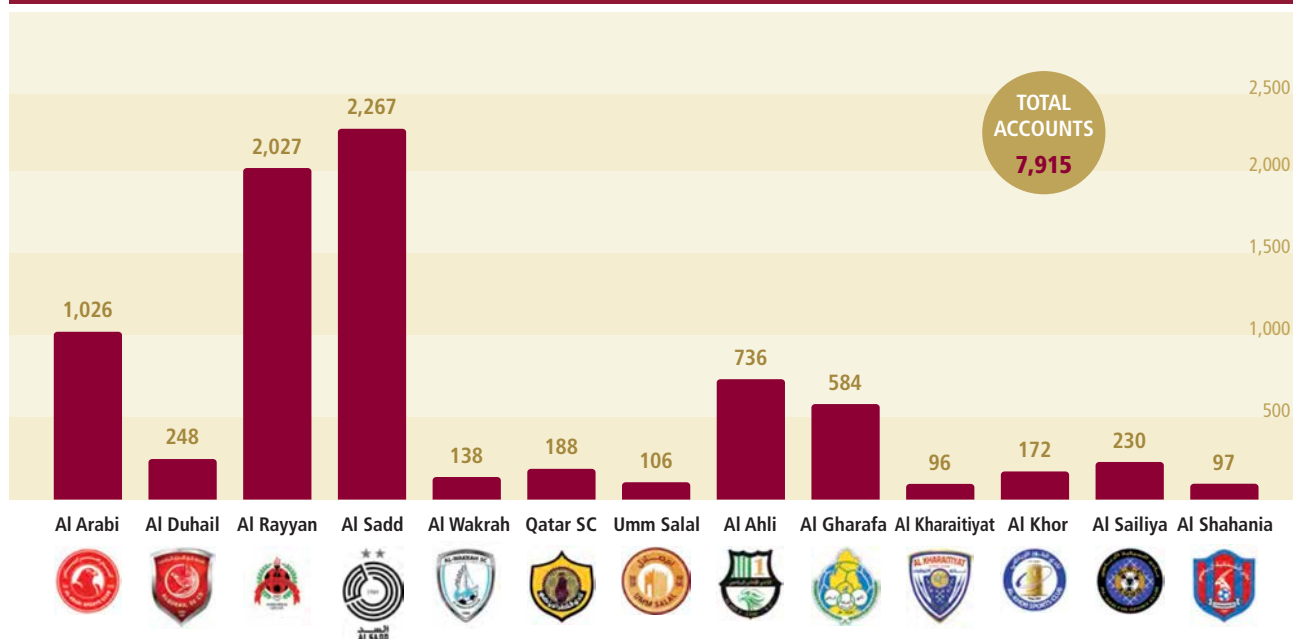
When the Qatar national football team won the AFC Asian Cup 2019™, their success on the field marked a milestone in Qatar's club football, with sparkling scenes of jubilation throughout the country and fans celebrating well into the night. This success has also been reflected in the increased number of children playing football at grassroots level and in the 13,000 or so non-registered players who do not play in a formal league.

Currently standing at 28,273, the number of official fans of Qatar's national football team is steadily rising as the team achieves further international success. A recent survey, conducted by the Supreme Committee for Delivery & Legacy covering the upcoming FIFA World Cup 2022™ in Qatar, showed a high level of interest, with 71% of the Qatar population wanting to attend the group matches of the Qatari team and

more than every second respondent wanting to buy tickets for the entire group round.

Interest in Qatar's major club teams is also growing, thanks partly to Qatari clubs reaching the latter stages of high-profile tournaments like the AFC Champions League. Based on these international successes, there has been a positive upward trend in fan numbers over recent years. While increasing the number of active football players in Qatar is a clear strategic objective, a larger fan activation and club involvement is planned as well. Football has great potential to spur social development, but further activation programmes will be required to secure the involvement of all parts of society – be it through playing, coaching or supporting the game. The AFC Asian Cup 2027™ in Qatar will be the ideal opportunity to spark further involvement.

Registered fans per club



The FIFA Club World Cup Qatar 2019™ was an excellent example of the new trend of fan involvement in Qatar, not just as a football-enthusiastic television viewing audience, but as a passionate and cheering crowd in the heart of the stadiums. Of the average match attendance spectators of around 21,000, 94% of those interviewed stated that they had had an amazing or very good experience. The atmosphere in the new stadiums and the fan zones have had a very positive effect on fans, with the majority indicating a high interest in

attending future football matches. And so, the ground is set for the AFC Asian Cup 2027™ in Qatar: stunning venues, growing football involvement, increasing success of the local clubs and the national squad, and the FIFA World Cup 2022™ on the way.

Qatar stages a significant number of international sporting events on an annual basis, making the country a long-term cornerstone of the global sporting calendar.

Major sporting events from 2007 to 2027

Over the last two decades, Qatar has hosted some of the biggest sporting events that have ever come to the Middle East, and developed world-class sporting infrastructure that can accommodate most elite sports. The FIFA World Cup Qatar 2022™ is the country's next big event in the sporting calendar and marks another step along the road to the realisation of Qatar's National Vision 2030. Hosting the AFC Asian Cup 2027™ would be the next part of an exciting journey.

Sport delivers much more than just economic value. It strengthens community spirit, social skills and empowerment, and supports healthy living. Qatar has bid for and played host to around 450 international sporting events since 1993, across a wide range of sports and age groups.

From 2015 to 2022, Qatar won the right to host six of the most prestigious global sporting events in athletics, boxing, cycling, football, gymnastics and handball. Many of these events will be staged for the first time in the Middle East when they come to Qatar.

Qatar stages a significant number of international sporting events on an annual basis, making the country a long-term cornerstone of the global sporting calendar. Five of these are considered blue ribbon events due to their high global interest and media exposure; these are included in the global athletics, equestrian, motorsport and tennis calendars.

Past major events

2002 – AFC U-19 Championship
 2006 – Asian Games
 2008 – Asian Indoor Athletics Championships
 2009 – ISF Gymnasiade
 2010 – IAAF World Indoor Championships
 2011 – AFC Asian Cup™
 2011 – Arab Games
 2012 – Asian Shooting Championships
 2012 – Asian Handball Club League Championship
 2014 – FINA World Short Course Championships
 2015 – IHF Men's Handball World Championship
 2015 – AIBA World Boxing Championships
 2016 – UCI Road World Championships

2018 – FIG Artistic Gymnastics World Championships
 2018 – IHF Super Globe
 2019 – ANOC World Beach Games
 2019 – IAAF World Athletics Championships
 2019 – FIFA Club World Cup™

Annual major events

Since 1993 – ATP Tour events
 Since 2004 – FIM Moto Racing World Championships
 Since 2004 – MotoGP
 Since 2008 – FEI Global Champions Tour
 Since 2008 – WTA Tour event (currently Qatar Total Open)
 Since 2010 – Diamond League
 Since 2010 – IHF Super Globe
 Since 2010 – FIVB Club World Championships

Future major events

2020 – FIFA Club World Cup™ (postponed to 2021)
 2021 – FIFA Arab Cup
 2022 – FIFA World Cup™
 2023 – FINA World Masters Championships

Qatar aspires to host the Olympic and Paralympic Games, and will be bidding for the 2032 Summer Games as well as a number of other upcoming events, including:

2023 ISSF Grand Prix Shotgun
 2023 ISSF World Cup Shotgun
 2025 ITTF World Cup
 2027 Diamond League
 2030 Asian Games





04

STADIUMS

With 9 out of 10 proposed stadiums within a 20-kilometre radius, and 8 of them being match-ready by 2022, Qatar proudly offers an exceptionally compact, exceptionally advanced and exceptionally sustainable stadium concept for the AFC Asian Cup 2027™.

Qatar's compact hosting concept offers an optimum framework for the AFC Asian Cup 2027™. Within this, the core stadium concept envisages eight ultramodern venues that will have been used in the hosting of the FIFA World Cup Qatar 2022™.

Five of the stadiums are already in use for various sporting events, while the other three will be completed during 2021, ahead of schedule, demonstrating Qatar's reliability and readiness to host global sporting mega-events such as the AFC Asian Cup 2027™.

All the stadiums meet all international requirements and the highest standards in terms of functionality, design, comfort and visitor experience. Following the delivery of the FIFA World Cup Qatar 2022™, Qatar commits to maintaining the stadiums, as well as their supporting infrastructures and inherent facilities, to the same high standards, in order to meet the requirements of the AFC Asian Cup 2027™.

World-class Stadium Concept

Qatar is proud to deliver a stadium plan for the AFC Asian Cup 2027™ that represents some of the most modern, advanced and conveniently located sporting facilities in the world, without the need for new construction or major investment.

Two existing and centrally located venues – Thani bin Jassim Stadium and Qatar University Stadium – have been identified as additional stadiums in response to the AFC's wish for an added margin of flexibility and choice. If the latter are chosen as venues for the competition, they will be either rebuilt or expanded and modernised to meet tournament specifications for the AFC Asian Cup 2027™.







All 10 proposed stadiums are located within the neighbouring cities of Doha, Al Wakrah, Al Khor, Al Daayen and Al Rayyan. Nine of the 10 stadiums are a 30-minute drive or less from Doha city centre. The stadium furthest from Downtown Doha – Al Bayt Stadium in Al Khor – is still only a 40-minute drive. All the stadiums can be reached easily from the Team Base Camp hotels, allowing the teams to stay in one hotel for the duration of the tournament, meaning they will be better rested and able to perform at their best. Officials, media representatives and spectators will also benefit significantly from the tournament's compact footprint, spending less time travelling and more time watching football and discovering Qatar.

Staging

The net seating capacity of each core stadium for the AFC Asian Cup 2027™ in Qatar will exceed 40,000 and therefore all are capable of hosting matches up to the semi-finals; this provides optimum scheduling flexibility. Both Lusail Stadium and Al Bayt Stadium, with a net seating capacity of more than 86,000 and 66,000 respectively, fulfill the requirements for the opening match and the final. The additional venues, Thani bin Jassim Stadium and Qatar University Stadium, will be able to accommodate 20,000 spectators for matches in the tournament's group stage.

Summary table stadium concept

Stadium name	Net seating capacity	Max. staging capability
Al Bayt Stadium	66,036	Opening match / Final
Al Janoub Stadium	40,336	Semi-finals
Al Rayyan Stadium	41,143	Semi-finals
Al Thumama Stadium	40,125	Semi-finals
Education City Stadium	41,455	Semi-finals
Khalifa International Stadium	40,696	Semi-finals
Lusail Stadium	86,239	Opening match / Final
Ras Abu Aboud Stadium	41,860	Semi-finals
Thani bin Jassim Stadium	20,000	Group stage matches
Qatar University Stadium	20,600	Group stage matches

-  Host City Centre
-  Proposed Stadiums
-  Airport
-  Main Metro Station
-  Stadium Metro Station
-  Central Bus Station





Al Bayt Stadium



Host City: Al Khor

FIFA World Cup 2022™ matches: Opening match to semi-final

Construction status: Newly built, completed 2019

Gross capacity: 70,736

AFC Asian Cup 2027™ staging capacity: Opening match / Final

4.2

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

60

The city of Al Khor, located only a 40-minute drive north of Doha's city centre, is home to the breathtaking Al Bayt Stadium, purpose-built for the FIFA World Cup Qatar 2022™.

The stadium will host the Opening Ceremony and the opening match in 2022, as well as eight matches up to the semi-finals stage.

The stadium design is inspired by the bayt al sha'ar, the portable tents historically used by nomadic people in Qatar and the Gulf region. The black stripes, like those on the arena's distinctive exterior, as well as the Sadu patterns on the interior, pay tribute to

Al Bayt Stadium

the proud heritage of Qatar. This magnificent tent structure envelops an ultramodern football stadium and welcomes visitors in the spirit of the traditional hospitality of Qatar.

The green building concept of this distinctive stadium, which was delivered in collaboration with the Supreme Committee for Delivery & Legacy and Aspire Zone Foundation, is centred on sustainability and low energy



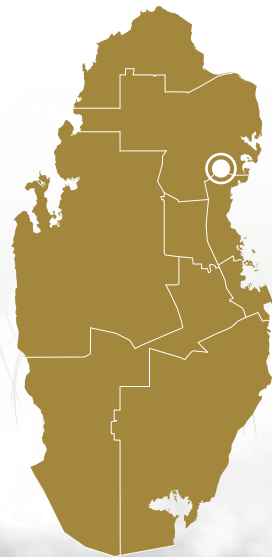
usage. It has already received a class A* certification from the Global Sustainability Assessment System (GSAS). The sustainability aspirations have extended to the design of the area around Al Bayt Stadium, which includes the city of Al Khor. Parks and greenery form an integral part of the stadium precinct. This rapidly growing local community will enjoy numerous parks, lakes, water features and green spaces, for now and the future, there is a protected green belt stretching out from the stadium to the nearby sea.

After the tournament, the upper tier of the modular design seating will be removed and given to developing nations in need of

sporting infrastructure. This will reduce the stadium capacity to 32,000 seats.

The remaining stadium core will become the focal point of a new urban development, south of Al Khor. A shopping centre, food court, gym and multipurpose hall will be incorporated into the venue, providing residents and visitors with a variety of amenities. The upper concourse of the stadium will be converted into a 5-star hotel. A branch of Aspetar, the world's leading specialised orthopaedic and sports medicine hospital, will also have a home here – attracting athletes from around the world.

Location of Al Bayt Stadium





Al Bayt Stadium
Current status





Stadium access

Public transport

Around Al Bayt Stadium, there will be extensive taxi and bus facilities to minimise the number of vehicles on local roads. The stadium will be connected by frequent shuttle buses to the venue's own bus terminals in the north and south of the stadium, from where tree-lined pedestrian walkways will guide spectators to the arena.

Private transport

The principal access to Al Bayt Stadium is from Al Khor Road, immediately to the south of the stadium precinct. Al Khor Road connects the main expressways, Al Khor Coastal Road and the Orbital Highway, providing direct and convenient access to the service road surrounding the stadium precinct. Alongside this service road are drop-off points and spacious, ground-level allocated car parking for the various constituent groups. The general spectator parking area, which has 2,900 parking spaces, is positioned next to the northern entrance gates. The area to the east of the stadium is taken up by the hospitality parking, comprising 2,850 parking spaces. The western parking area, closest to the main stand, has 250 spaces for visitors with disabilities, 300 for VIPs, 400 for media and 300 for commercial partners. In total, the visitor parking around the stadium that is within walking distance consists of 8,350 spaces. Additional parking will be provided at dedicated Park & Ride facilities. Access points for VIPs, media representatives, commercial partners and hospitality guests are located along the western and north-western perimeters. This enables easy entry into the stadium, as fans will be approaching the stadium from the north and south.

VVIPs and team delegations

Once past the main VVIP access point in the west of the stadium perimeter, VVIPs are taken in their cars to the VVIP lounge welcome area on level 6, which is accessible through a driveway ramp. VVIP cars will be parked at the secure VVIP parking area within the stadium perimeter. The same vehicle access point is

used by the team delegations, taking them to their parking and drop-off destinations at stadium level 0.

Capacity

The three-tier stadium will provide 66,036 seats for the public, in addition to media and VIP seats. The gross capacity for the stadium will be 70,736 seats, which includes 350 prime seating positions for spectators with disabilities and an equal number for people accompanying them.

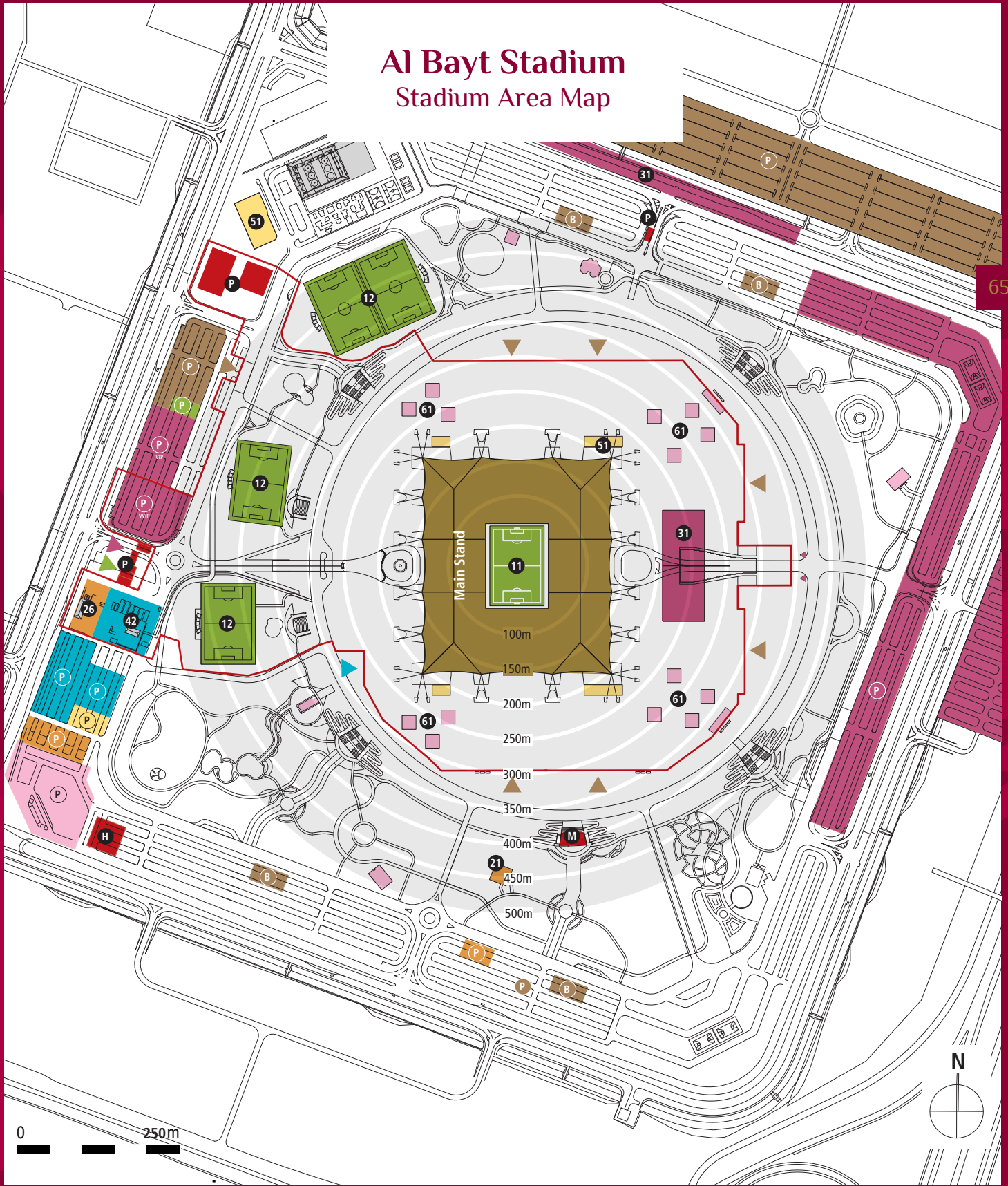
Media and broadcasting

The 800-seat media area is centred on the upper tier of the main stand, while the hub of the media facilities is located on level 0, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, additional support facilities and four TV studios of 40m² each. The 370m² press conference room is located on level 1. The main media area covers a gross floor area of approximately 600m² on stadium level 7. Six TV presentation studios, with an average size of 75m², overlook the pitch from the south-west corner of the stadium bowl. The broadcast compound and associated truck parking areas are in the open area, south-west of the main stand.

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP area, with comfortable seating for 900 people, is located centrally in the main stand's middle tier, and connected to exclusive and spacious lounge areas, with an unparalleled view of the pitch. Stadium level 6 comprises hospitality lounges and a premium guest seating capacity of 3,460, plus 97 sky boxes with a capacity of 2,050 seats in the upper middle tier.

Al Bayt Stadium Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking
- Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- P VIP Parking
- P VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

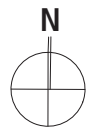
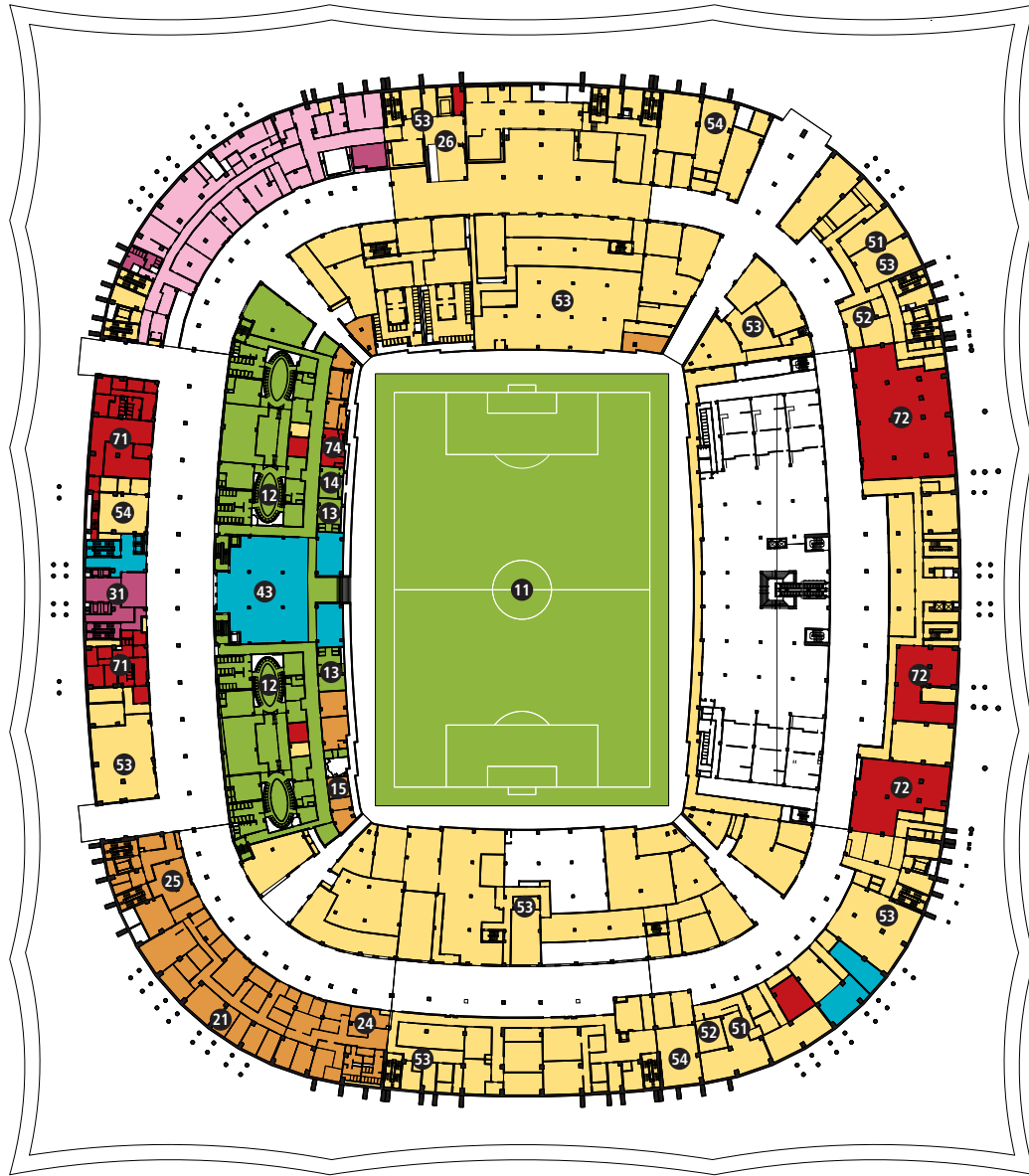
70 Safety / Security

- P Police / Security
- F Fire Brigade
- H Helicopter Pad
- M Medical Assistance
- Outer Perimeter
- P Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- B Bus Station
- T Tram Station
- P Spectator Parking

Al Bayt Stadium Stadium Pitch Map



10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial

- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

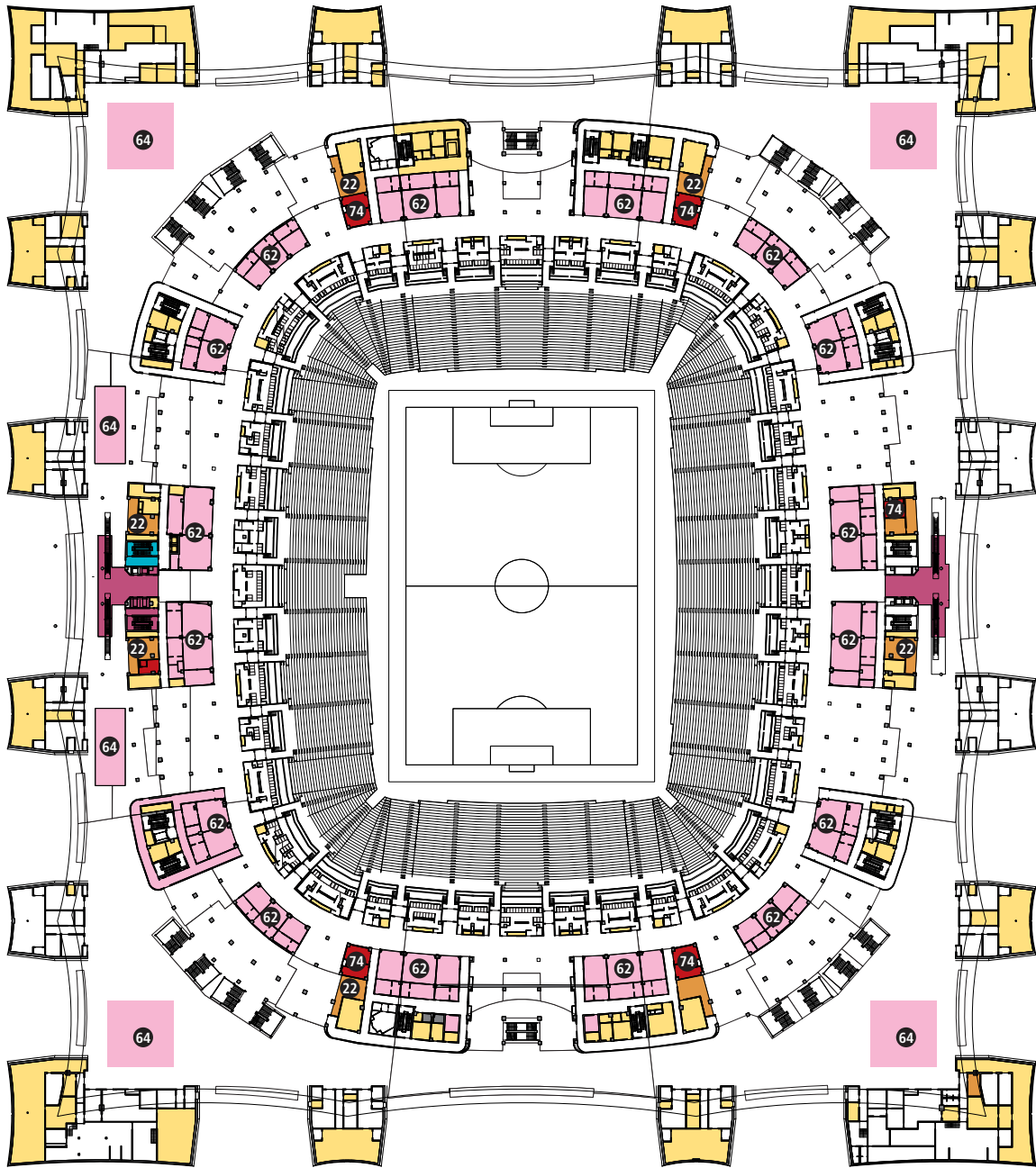


The stadium is centred on sustainability and low energy usage.

67

1	Host City	Al Khor
2	Stadium name	Al Bayt Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	Start and end date of new build 2015-2019 Start and end date of renovation N/A
5	Capacity	Current gross capacity 70,736 Number of VIP seats 900 Number of media seats 800 Number of obstructed view seats * 4,700 Current net capacity (deduct above from gross capacity) 66,036 Forecast total capacity (include new / renovated stadia) N/A
6	Stadium owner	Name of owner Aspire Zone Foundation Stadium operator / main user Aspire Zone Foundation Name of club(s) using N/A Average attendance league match N/A Used for national team matches N/A Website www.qatar2022.qa/en/stadiums/al-bayt-stadium
7	Field of play	Dimensions of pitch 105x68m Type of pitch (artificial, turf, etc.) Natural turf Lighting lux power 2,000
8	Competition area	No. of dressing rooms and average size 4 / 260m ² No. of offices and average size 38 / 44m ²
9	Transport	No. of parking spaces inside stadium (for VIPs, teams) 8 buses 32 cars teams / 200 VVIPs Distance from town centre (km, min via bus/car/train) 3km 5min (road / bus) Distance from airport (km, min) 62km 50min (road) Public transport links Metro station Lusail / shuttle bus (29km)

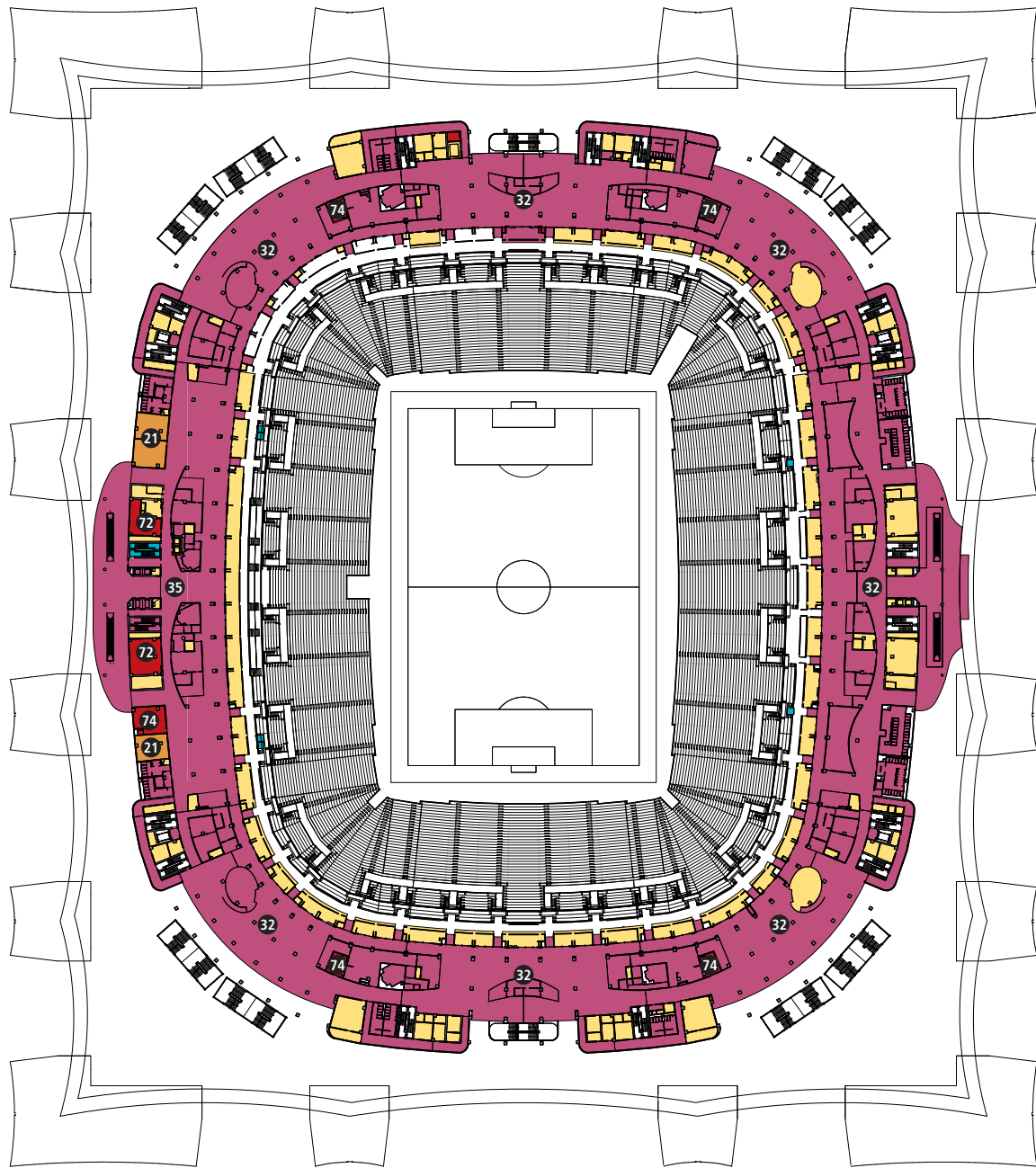
* includes seat kills due to media / VIP / VVIP tribune



Al Bayt Stadium

Levels 3 and 5





10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial

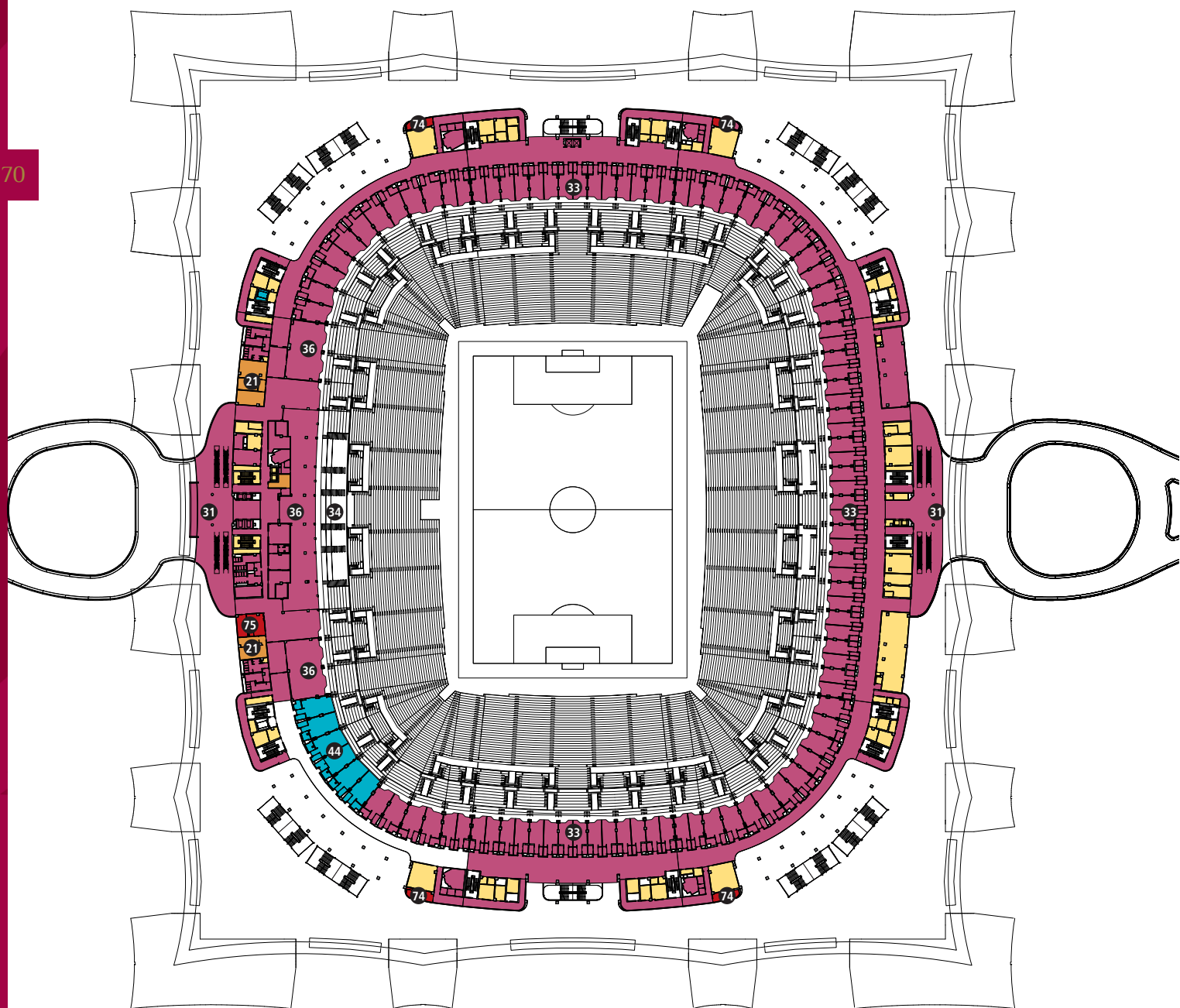
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

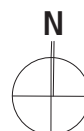
80 Public

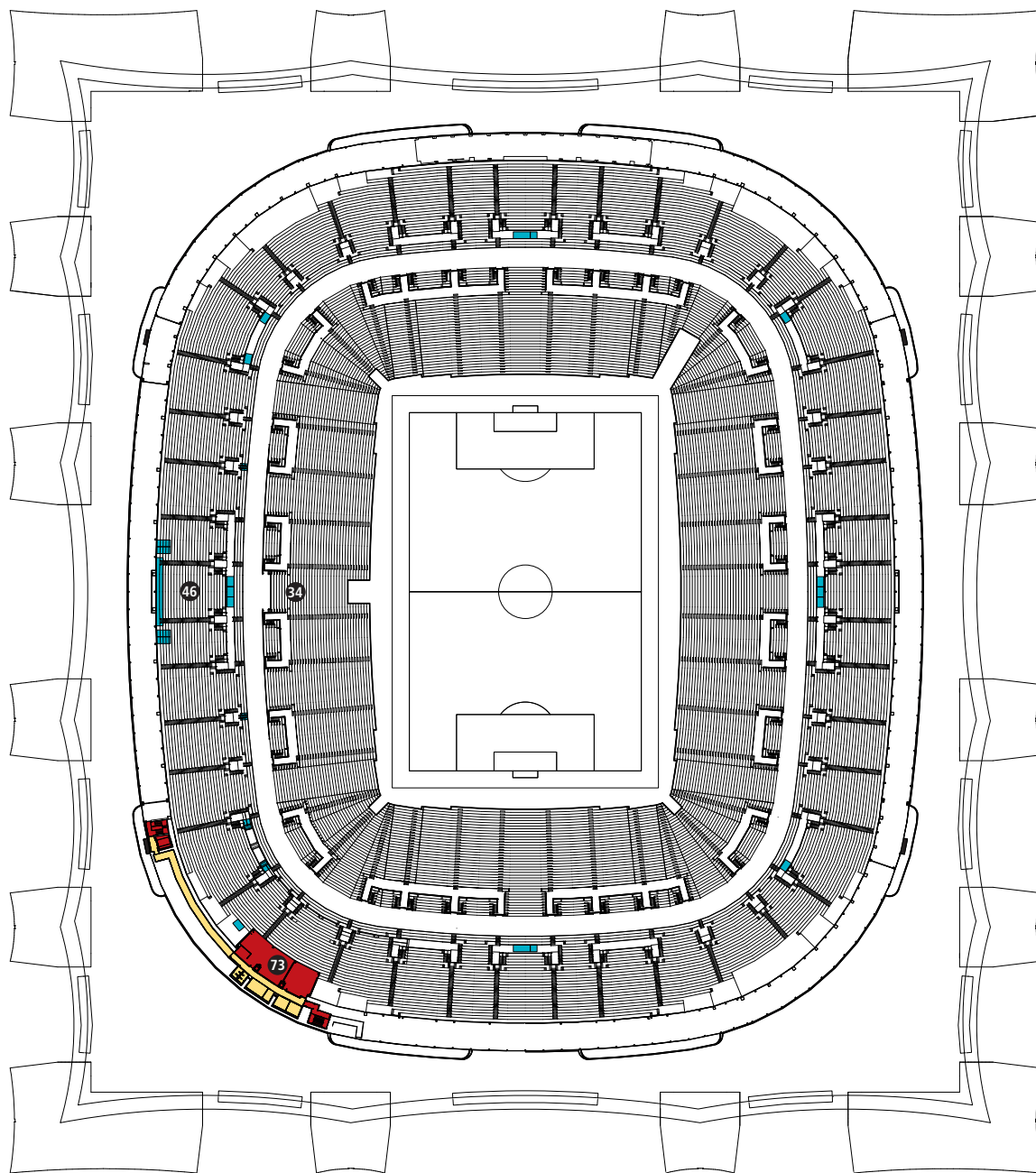




Al Bayt Stadium

Levels 6 and 9





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



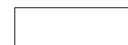
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Al Bayt Stadium
Current status





Al Janoub Stadium



Host City: Al Wakrah

FIFA World Cup 2022™ matches: Group stage to round of 16

Construction status: Newly built, completed 2019

Gross capacity: 45,036

AFC Asian Cup 2027™ staging capacity: Semi-finals

4.3

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

76

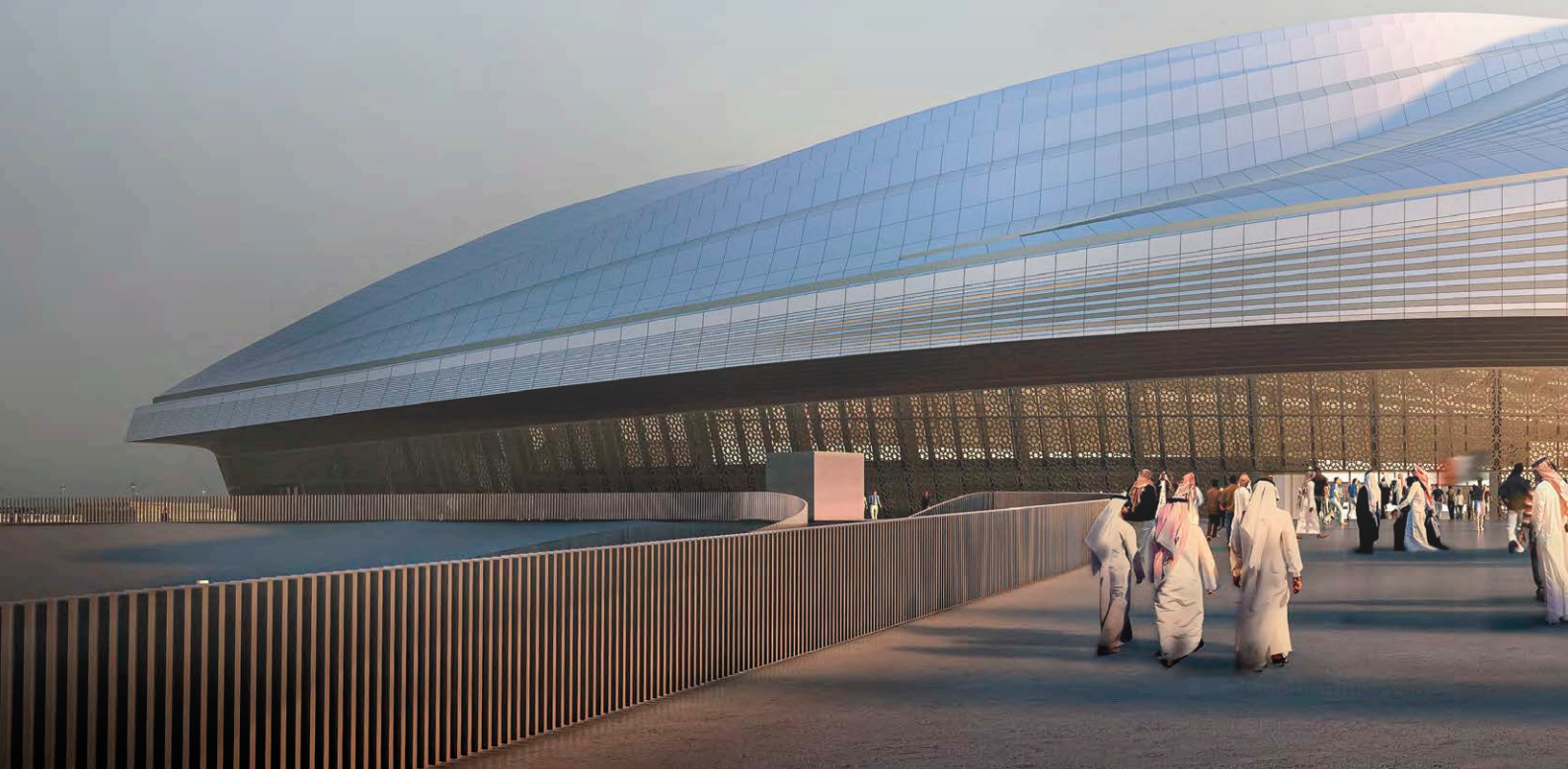
Al Wakrah, which is located in the south of Doha, is one of the oldest and largest cities in Qatar. Based on a long-standing tradition of pearl diving and fishing, today Al Wakrah is the centre of a booming commercial fishing industry, which still utilises the town's scenic old fishing port.

Whilst it is the southernmost stadium location, Al Janoub Stadium is still only a 25-minute drive away from central Doha. The stadium is located to the west of Al Wakrah at the junction of the Doha Expressway and Al Wukair Street, and is therefore accessed easily

Al Janoub Stadium

by road and by a shuttle service linking it to the Al Wakrah metro station, only 4 kilometres from the stadium.

Al Janoub Stadium was the first stadium commissioned by the Supreme Committee for Delivery & Legacy for



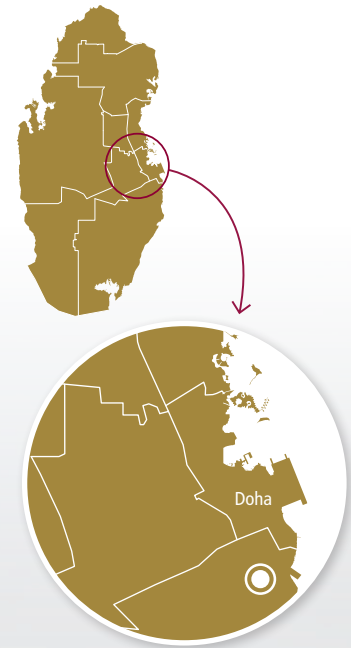
the FIFA World Cup Qatar 2022™. Its inauguration took place in May 2019, with the hosting of the prestigious Amir Cup final. Since then, it has hosted other events, like the semi-finals of the Asian Gulf Cup in 2019 and 2020, and will be hosting the AFC Champions League final on 19 December 2020. During the FIFA World Cup Qatar 2022™, it will host seven matches from the group stage to the round of 16.

The elegant and futuristic architecture of the stadium, designed by the world-famous Zaha Hadid Architects, is rooted in the city's long maritime tradition. The shape of this outstanding stadium is inspired by the sails of traditional dhow boats. The stadium's design

is also environmentally friendly: it received a class A* sustainability rating from the Global Sustainability Assessment System (GSAS).

The stadium sits on a spacious landscaped podium that takes visitors from the ground to the entry level concourse in the middle of the seating bowl. Designed with a view to the urban expansion of Al Wakrah after the tournament, Al Janoub Stadium will become a new home for sport, recreation and entertainment, with newly built public amenities and facilities that promote sport for the local community. Its capacity will be reduced to 20,000, with the surplus seats being donated to football development projects worldwide.

Location of Al Janoub Stadium





Al Janoub Stadium
Current status





Stadium access

Public transport

The stadium is linked to the Red Line's terminus station, Al Wakrah, located 4 kilometres to the north of the stadium. On match days, trains will operate every five minutes. The stadium will be linked by regular shuttle buses to and from the metro station. There is a large Park & Ride facility alongside the Doha Expressway approaching the stadium and close to Al Wakrah station, which will be connected by frequent shuttle buses to the venue's own bus terminal in the west of the stadium.

Private transport

The principal access to Al Janoub Stadium is from its surrounding service ring road, branching off from Al Wukair Street. Alongside this service road are drop-off points and spacious ground level allocated car parking for the various constituent groups. The general spectator parking area for cars and buses, with 2,450 parking spaces, is positioned next to the eastern entrance gates. The area to the east of the stadium is taken up by hospitality parking, comprising 4,800 parking spaces for cars and 500 for buses. The north-western parking area, closest to the main stand, has up to 310 spaces for visitors with disabilities, 580 for VIPs, 270 for media / broadcast and 320 for hospitality guests. In total, there are 7,300 parking spaces within walking distance of the stadium. An additional 1,850 parking spaces are provided at dedicated Park & Ride facilities.

Access points for VIPs, media representatives, commercial partners and hospitality guests are located along the north-western perimeter. Additional parking options for hospitality guests (145 buses and 9 cars) are available to the south-east of the stadium, next to the planned hospitality village and a designated stadium entrance. Approaching from the east, fans will enjoy easy entry into the stadium.

VVIPs and team delegations

Once past the main VVIP access point in the west corner of the stadium perimeter, VVIPs are taken in

their cars to the VVIP lounge welcome area. VVIP cars will be parked at the secure VVIP parking area within the stadium perimeter. The same vehicle access point is used by the team delegations, taking them to their parking and drop-off destinations at stadium level 1.

Capacity

The three-tier stadium will provide 40,336 seats for the public, in addition to media and VIP seats. The gross capacity for the stadium will be 45,036 seats, which includes 300 seating positions for spectators with disabilities and an equal number for people accompanying them.

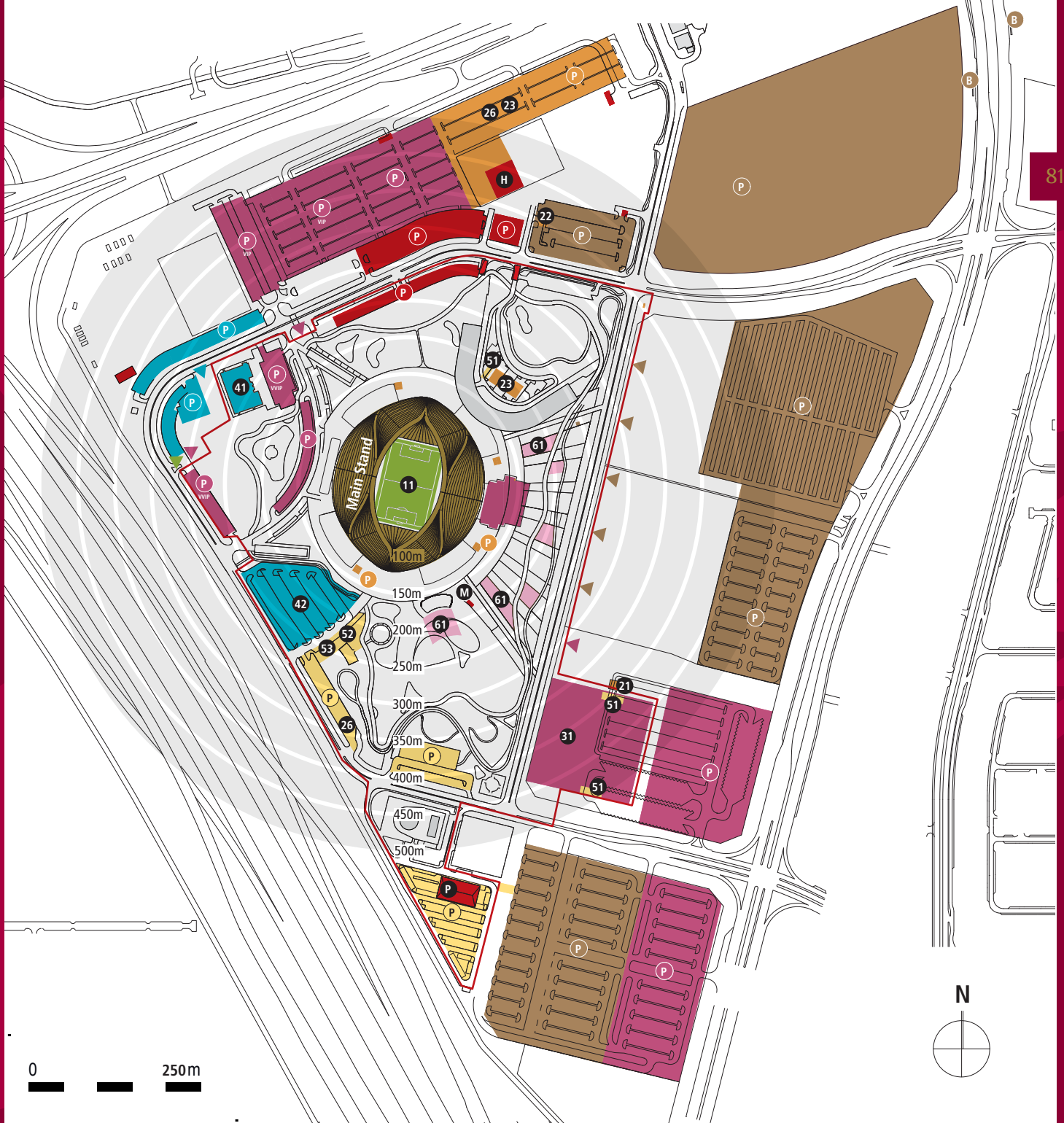
Media and broadcasting

The 800-seat media tribune is centred on the upper tier of the main stand, while the hub of the media facilities is located on level 1, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, a 280m² press conference room and four TV studios of 42m² each, as well as additional support facilities. Four presentation studios (25m² each) overlook the pitch from the corners of the main stand on level 3. Two additional pitch view studios, with a total area of 70m², are located on level 4. The Stadium Media Centre will be located in an existing building outside the stadium, next to the media access gate and the broadcast compound. It will cover a gross floor area of approximately 600m².

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP tribune, with comfortable seating for 900 people, is located centrally in the main stand's middle tier. It is connected to exclusive and spacious lounge areas for VIPs and VVIPs on levels 3 and 4 of the main stand, both providing an unparalleled view of the pitch. Stadium level 3 comprises a 950m² hospitality lounge on the east side, as well as 32 hospitality boxes located on the east and the west sides, with a capacity of 696 seats and a premium guest seating capacity of 1,628, totalling 2,324 hospitality seats.

Al Janoub Stadium Stadium Area Map



10 Competition

- Field of Play
- Training Fields
- P Parking
- Teams / Officials

20 Organiser

- Ticketing Centre
- Accreditation Centre
- Volunteer Centre
- Logistics Compound
- P Parking
- Organiser

30 VIP / Hospitality

- Hospitality Village
- P Hospitality Parking
- P VIP Parking
- P VVIP Parking

40 Media / TV

- SMC
- Broadcast Compound
- P Parking Media / TV

50 Services

- Technical Area
- Waste Compound
- Catering Compound
- P Parking Services

60 Commercial

- Commercial Display
- Onsite Retail
- P Parking
- Commercial Partners

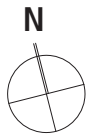
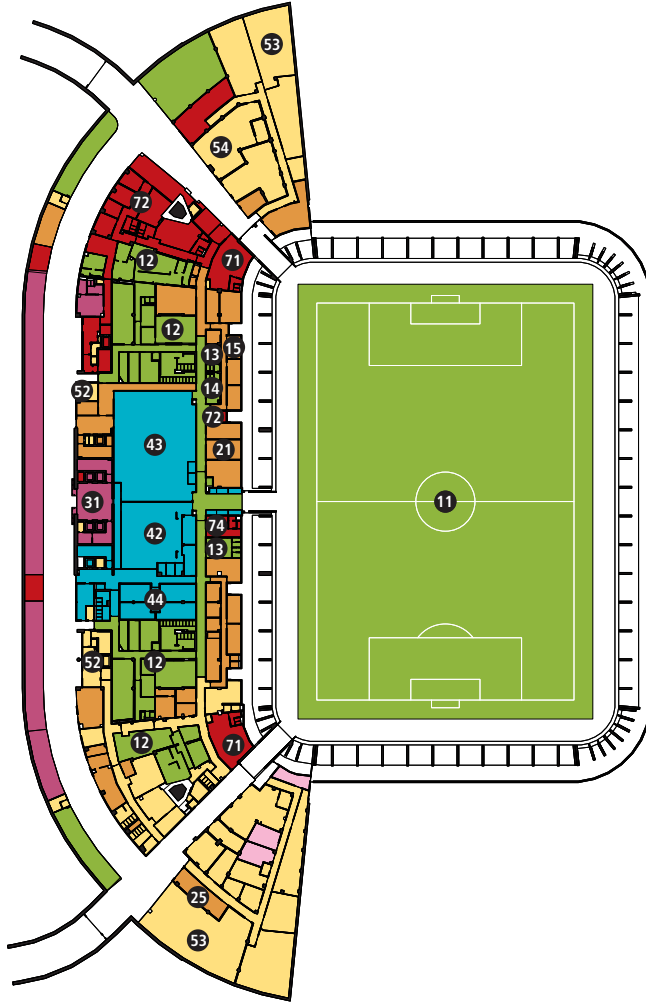
70 Safety / Security

- Police / Security
- Fire Brigade
- Helicopter Pad
- Medical Assistance
- Outer Perimeter
- P Security Parking

80 Public

- Fan Entertainment
- Spectator Services
- Bus Station
- Tram Station
- P Spectator Parking

Al Janoub Stadium Stadium Pitch Map



**10
Competition**

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

**20
Organiser**

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

**30
VIP / Hospitality**

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

**40
Media / TV**

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

**50
Services**

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

**60
Commercial**

- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

**70
Safety / Security**

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

**80
Public**

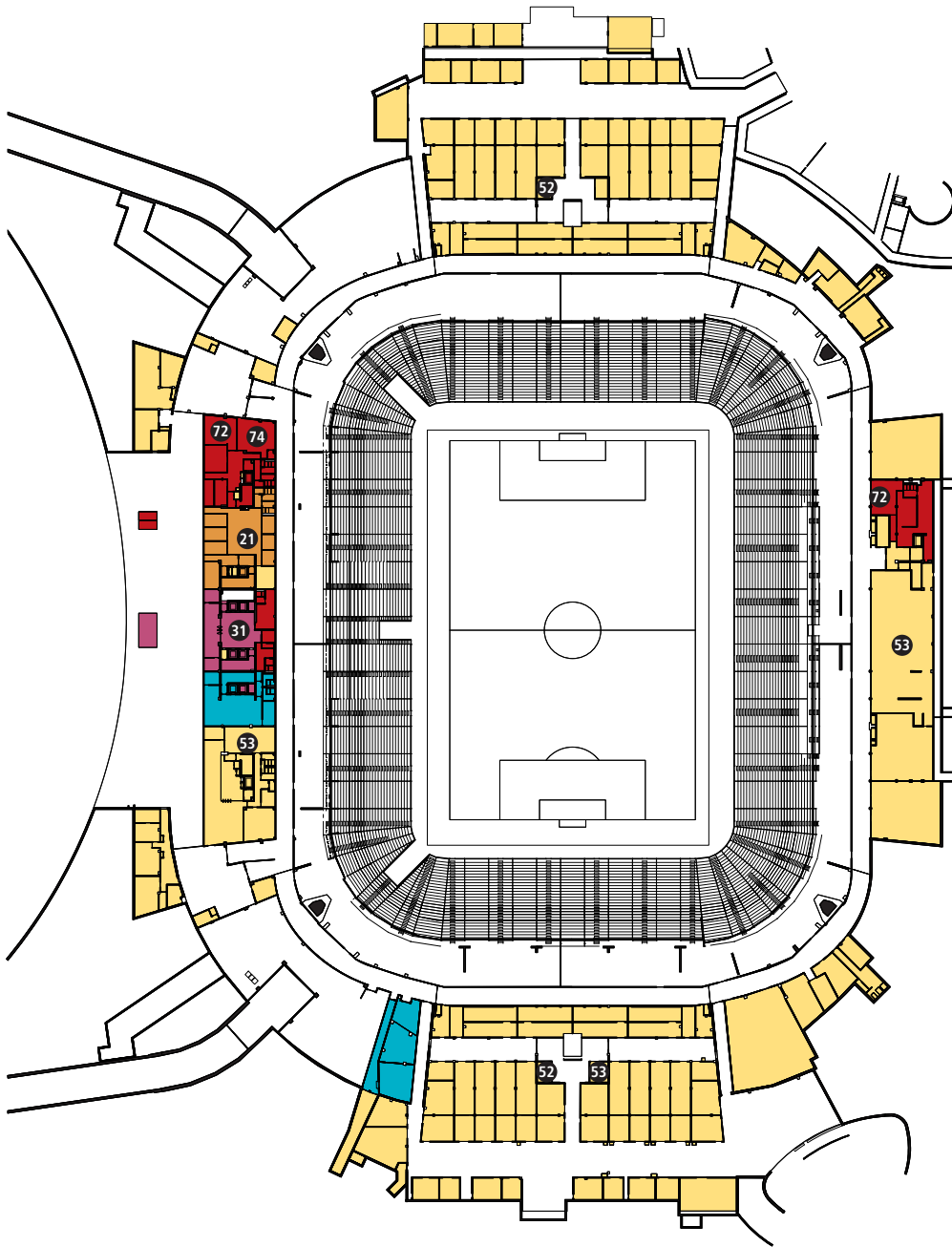


The shape of this stadium is inspired by the sails of dhow boats.

83

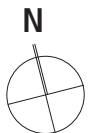
1	Host City	Al Wakrah
2	Stadium name	Al Janoub Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	
	Start and end date of new build	2016-2019
	Start and end date of renovation	N/A
5	Capacity	
	Current gross capacity	45,036
	Number of VIP seats	900
	Number of media seats	800
	Number of obstructed view seats *	4,700
	Current net capacity (deduct above from gross capacity)	40,336
	Forecast total capacity (include new / renovated stadia)	N/A
6	Stadium owner	
	Name of owner	Supreme Committee for Delivery & Legacy
	Stadium operator / main user	Aspire Zone Foundation
	Name of club(s) using	N/A
	Average attendance league match	38,678
	Used for national team matches	Yes
	Website	www.qatar2022.qa/en/stadiums/al-janoub-stadium
7	Field of play	
	Dimensions of pitch	105x68m
	Type of pitch (artificial, turf, etc.)	Natural turf
	Lighting lux power	2,500-3,500
8	Competition area	
	No. of dressing rooms and average size	4 / 230m ²
	No. of offices and average size	33 / 33m ²
9	Transport	
	No. of parking spaces inside stadium (for VIPs, teams)	8 buses and 73 cars teams / 130 VVIPs
	Distance from town centre (km, min via bus/car/train)	5km 10min (road / bus)
	Distance from airport (km, min)	15km 20min (road)
	Public transport links	Metro station Al Wakrah / shuttle bus (5km)

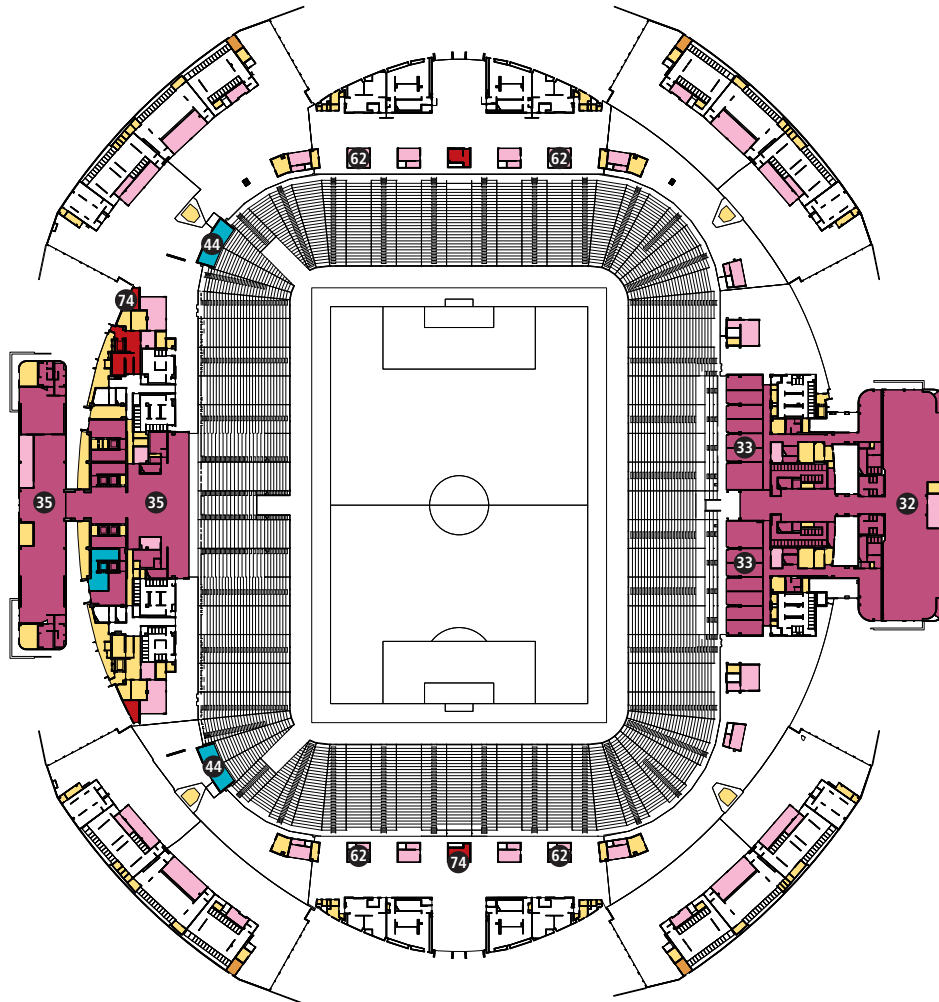
* includes seat kills due to media / VIP / VVIP tribune



Al Janoub Stadium

Levels 2 and 3





10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial

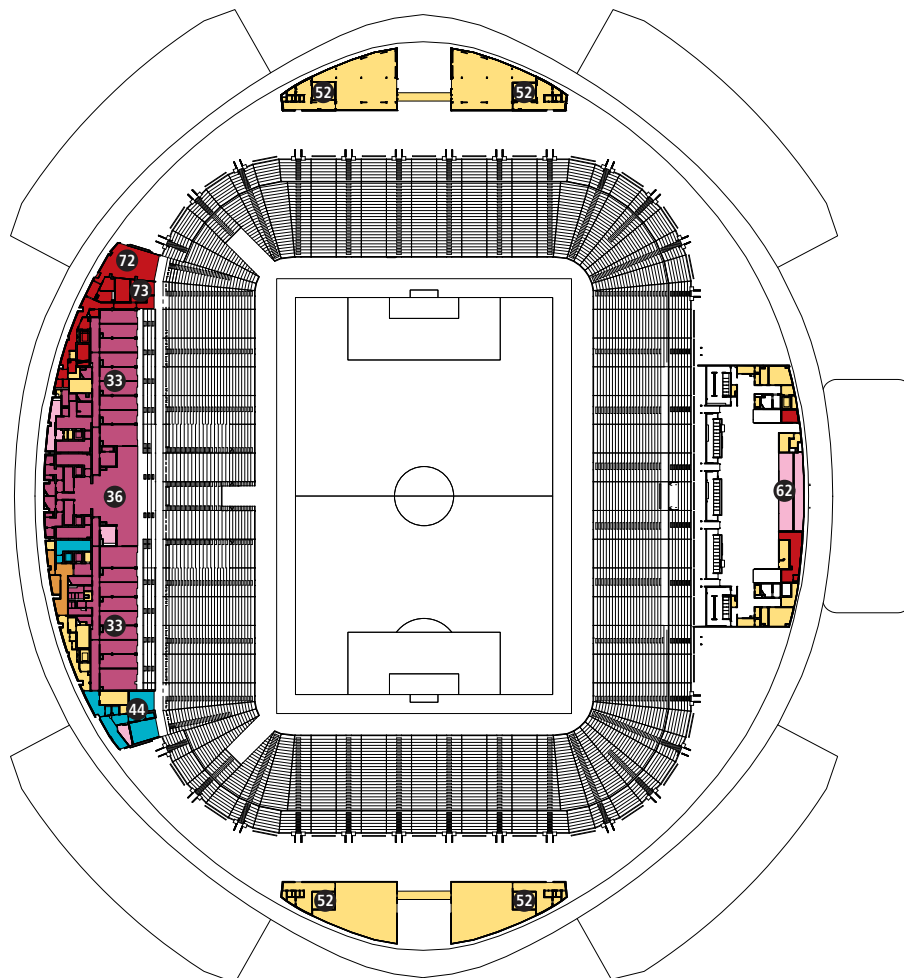
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

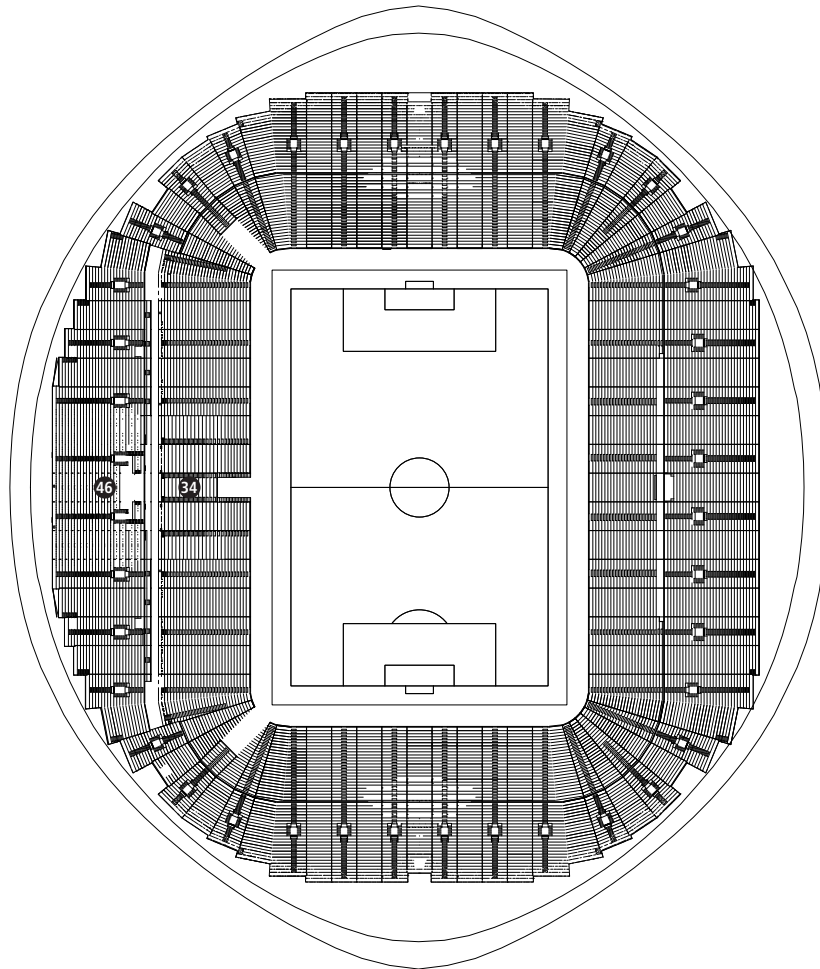




Al Janoub Stadium

Levels 4 and 8





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Al Janoub Stadium
Current status





Al Rayyan Stadium





Host City: Al Rayyan
FIFA World Cup 2022™ matches: Group stage to round of 16
Construction status: Newly built, completed 2020
Gross capacity: 47,343
AFC Asian Cup 2027™ staging capacity: Semi-finals

4.4

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

92

Al Rayyan Stadium is located 21 kilometres north-west of Doha, close to the junction of Dukhan Highway and Orbital Highway, two of Qatar's most important expressways. This brand-new architectural gem is named after its home city of Al Rayyan, also known as the gateway to the desert. Due to its location on the edge of the desert, preserving nature has long been a priority in Al Rayyan, and this stadium fits perfectly with the ethos of one of Qatar's most traditional cities. Every part of the stadium district has been designed with sustainability in mind.

Al Rayyan Stadium

Purpose-built for the FIFA World Cup Qatar 2022™, Al Rayyan Stadium was erected on the site of the former Ahmed bin Ali Stadium. With a strong commitment to resource-saving principles and also to pay tribute to the sporting history of the site,



over 80% of the materials from the demolished stadium were recycled and reused to build the new structure. Old trees that once surrounded the original venue have also been retained for replanting, minimising damage to the natural environment. In addition, facilities surrounding the venue take the form of sand dunes, recalling the beautiful desert lands to the west.

Al Rayyan Stadium will be inaugurated on 18 December 2020, when it will host the Amir Cup 2020 final. During the AFC Asian Cup 2027™ in Qatar, Al Rayyan Stadium will host a total of seven matches, from the group stage to the round of 16.

The hugely popular local Al Rayyan SC, one of the most successful football teams in the history of the Qatar Stars League, will take up residence upon completion of the stadium. After the AFC Asian Cup 2027™, seating capacity will be reduced to 20,000, with the surplus seats being donated to developing countries. Together with the many other sporting facilities being created as part of the stadium's development, the area will become a sporting hub for the Al Rayyan community.

Location of Al Rayyan Stadium





Al Rayyan Stadium
Current status





Stadium access

Public transport

The stadium is linked to the Doha Metro's Green Line terminus station Al Riffa, which also serves the Mall of Qatar. Located around 700 metres west of the stadium, it is just a short walk away. On match days, trains will operate every five minutes. In addition, a frequent shuttle bus system connects Park & Ride areas to the venue's own bus terminal to the north-east of the stadium. The space was designed to allow public transport buses, shuttle buses and taxis to drop off passengers quickly and safely. A second bus drop-off area is foreseen, adjacent to the metro station.

Private transport

The principal access to Al Rayyan Stadium is from its surrounding service ring road, which branches off Al Dukhan Highway. Alongside this service road, there are spacious allocated ground level car parks and drop-off points for the various constituent groups. General spectator parking areas for cars and buses are positioned next to the eastern and northern entrance gates. In total, 9,500 parking spaces are provided within walking distance and an additional 1,500 parking spaces are dedicated to Park & Ride facilities in the vicinity. The area to the north-west of the stadium is taken up by hospitality parking (790 parking spaces for cars and 189 for buses) and parking for commercial partners (224 cars and 17 buses). The western parking area, closest to the main stand, takes up to 410 cars and 10 buses for media / broadcast, 180 cars and 21 buses for VIPs and 167 staff / organisers' cars. Access points for VIPs, media representatives, commercial partners and hospitality guests are located in close proximity to the respective parking areas to enable easy entry into the stadium, as fans will be approaching the stadium from the north (parking and bus terminal) and the east (Doha Metro).

VVIPs and team delegations

Once past the main VVIP access point in the west corner of the stadium perimeter, VVIPs are taken in their cars to the VVIP lounge welcome area. VVIP cars

will be parked at the secure VVIP parking area within the stadium perimeter. The same vehicle access point is used by the team delegations, taking them to their parking and drop-off destinations at stadium level B2.

Capacity

The three-tier stadium will provide 41,143 seats for the public, in addition to media and VIP seats. The gross capacity of the stadium will be 47,343 seats, which includes 244 seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

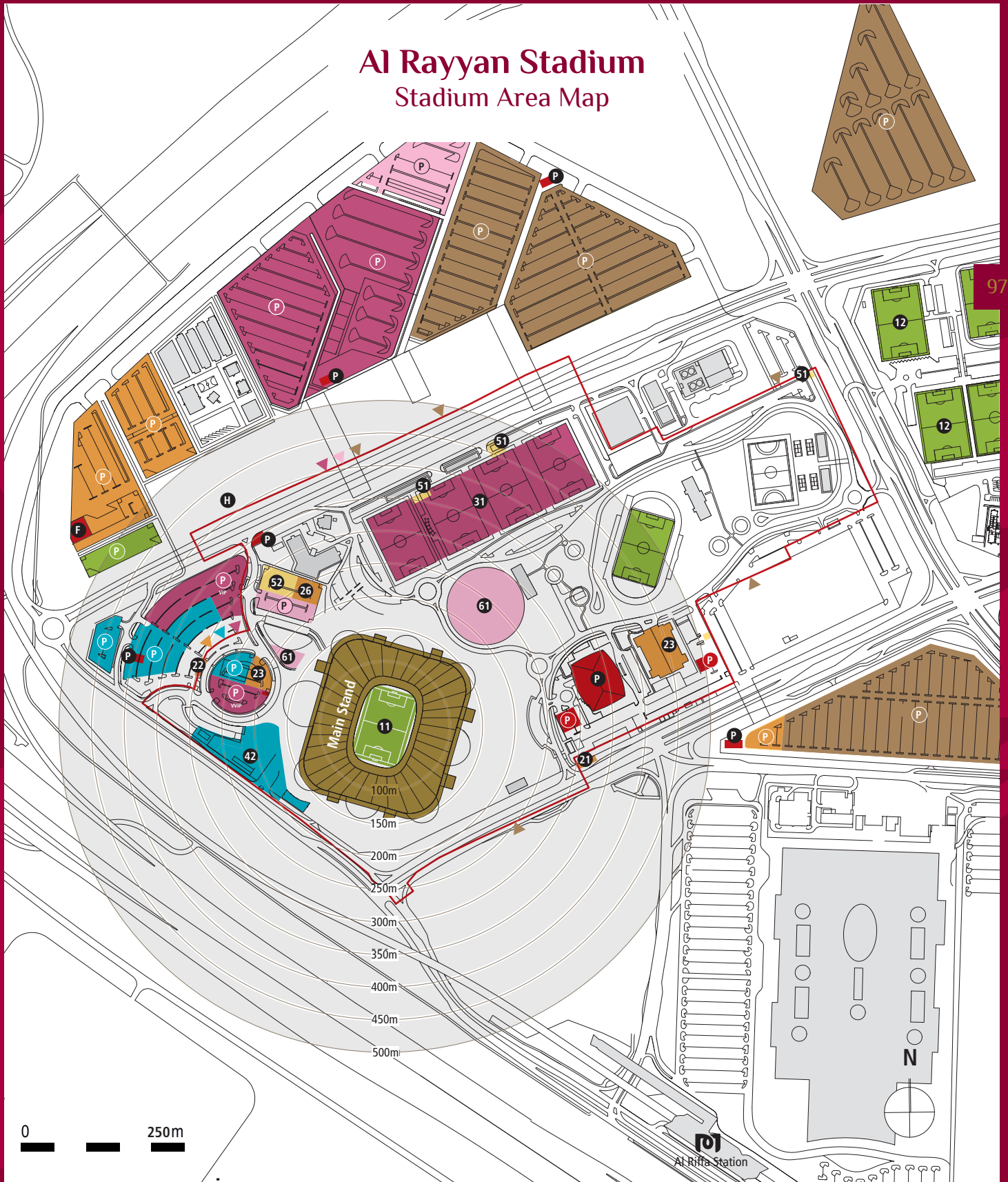
The 800-seat media tribune is located in the upper tier of the main stand, while the media facilities hub is located on level B2, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, a 312m² press conference room and four TV studios of 40m² each, as well as additional support facilities. Six presentation studios (35 / 40m² each) overlook the pitch from the south-west corner of the main stand on level 3. The Stadium Media Centre will be installed in an existing building outside the stadium, next to the media access gate and the broadcast compound. It will cover a gross floor area of approximately 4,330m².

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP area, with comfortable seating for 900 people, is located centrally in the main stand's middle tier and is connected to exclusive and spacious lounge areas for VIPs and VVIPs on levels 1 and 2 of the main stand, both providing an unparalleled view of the pitch. Stadium level 0 (above pitch level) comprises 2,200m² of hospitality lounges on the main and opposite stands. The stadium boasts 38 hospitality boxes with a capacity of 741 seats and a premium guest seating capacity of 1,780, totalling 2,504 hospitality seats.

Al Rayyan Stadium

Stadium Area Map



10 Competition

- Field of Play
- Training Fields
- Parking
- Teams / Officials

20 Organiser

- Ticketing Centre
- Accreditation Centre
- Volunteer Centre
- Logistics Compound
- Parking
- Organiser

30 VIP / Hospitality

- Hospitality Village
- Hospitality Parking
- VIP Parking
- VVIP Parking

40 Media / TV

- SMC
- Broadcast Compound
- Parking Media / TV

50 Services

- Technical Area
- Waste Compound
- Catering Compound
- Parking Services

60 Commercial

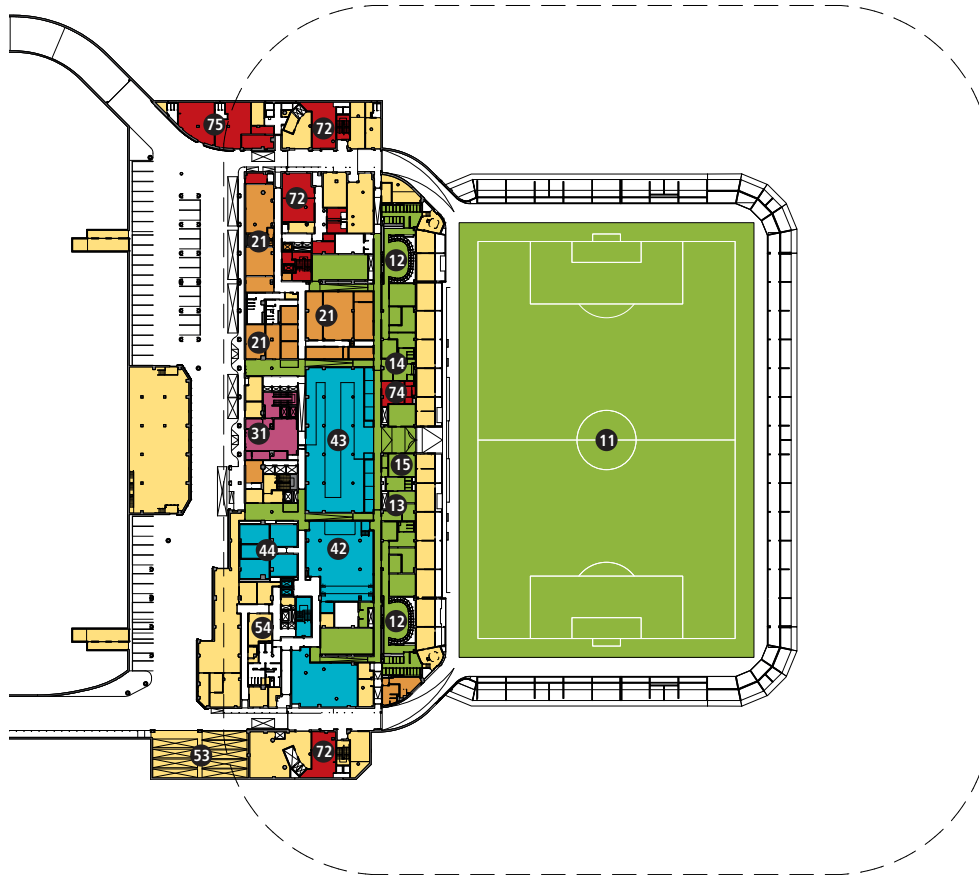
- Commercial Display
- Onsite Retail
- Parking
- Commercial Partners

70 Safety / Security

- Police / Security
- Fire Brigade
- Helicopter Pad
- Medical Assistance
- Outer Perimeter
- Security Parking

80 Public

- Fan Entertainment
- Spectator Services
- Metro Station
- Bus Station
- Tram Station
- Spectator Parking



10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

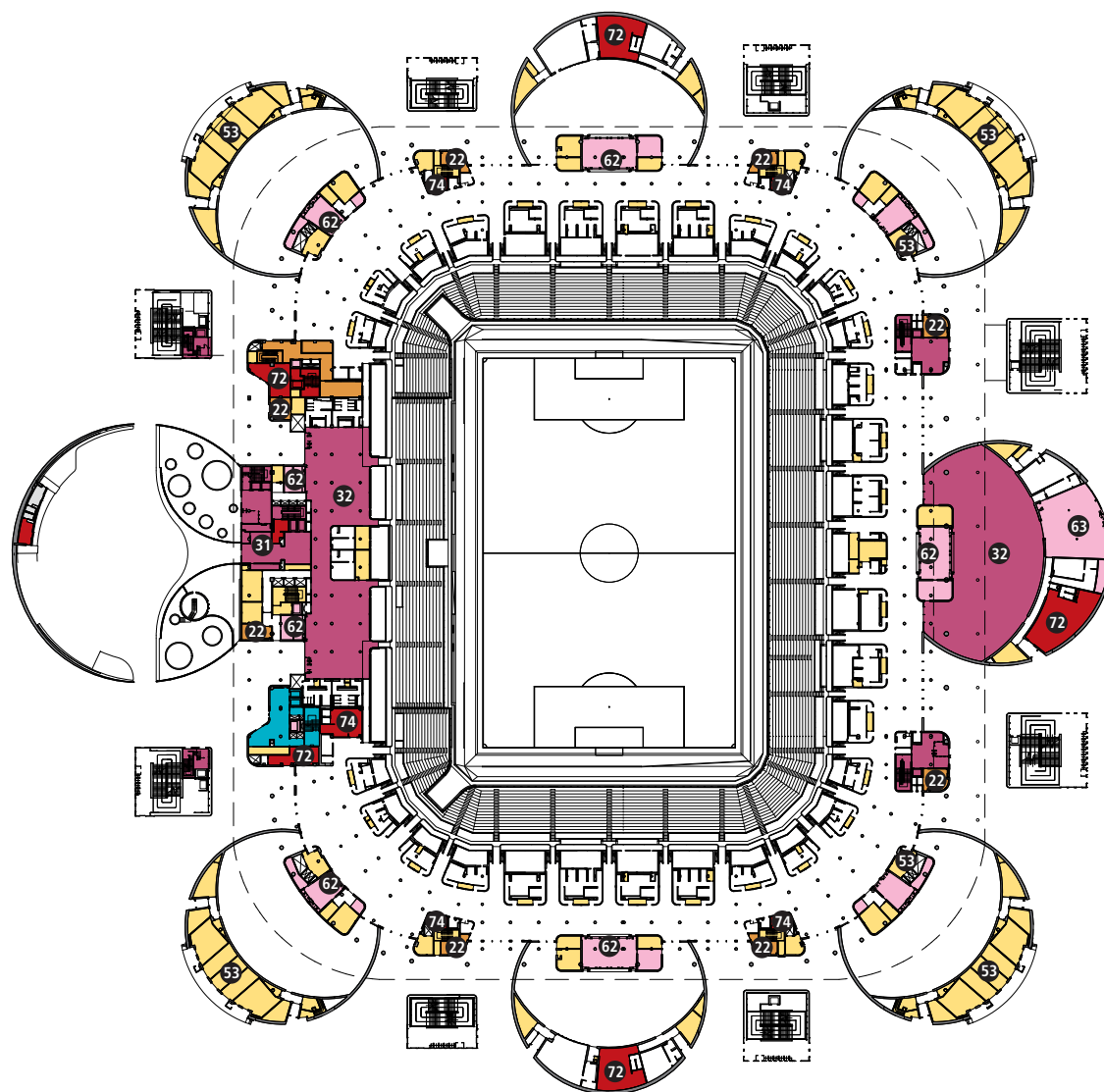


Preserving nature has long been a priority in Al Rayyan.

99

1	Host City	Al Rayyan
2	Stadium name	Al Rayyan Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	
	Start and end date of new build	2016-2020
	Start and end date of renovation	N/A
5	Capacity	
	Current gross capacity	47,343
	Number of VIP seats	900
	Number of media seats	800
	Number of obstructed view seats *	6,200
	Current net capacity (deduct above from gross capacity)	41,143
	Forecast total capacity (include new / renovated stadia)	N/A
6	Stadium owner	
	Name of owner	Supreme Committee for Delivery & Legacy
	Stadium operator / main user	Aspire Zone Foundation
	Name of club(s) using	N/A
	Average attendance league match	N/A
	Used for national team matches	N/A
	Website	www.qatar2022.qa/en/stadiums/al-rayyan-stadium
7	Field of play	
	Dimensions of pitch	105x68m
	Type of pitch (artificial, turf, etc.)	Natural turf
	Lighting lux power	1,800-3,500
8	Competition area	
	No. of dressing rooms and average size	2 / 260m ²
	No. of offices and average size	37 / 29m ²
9	Transport	
	No. of parking spaces inside stadium (for VIPs, teams)	4 buses 40 cars teams 200 VVIPs
	Distance from town centre (km, min via bus/car/train)	16km 20min (road / bus)
	Distance from airport (km, min)	36km 35min (road)
	Public transport links	Metro station Al Riffa / walk (0.7km)

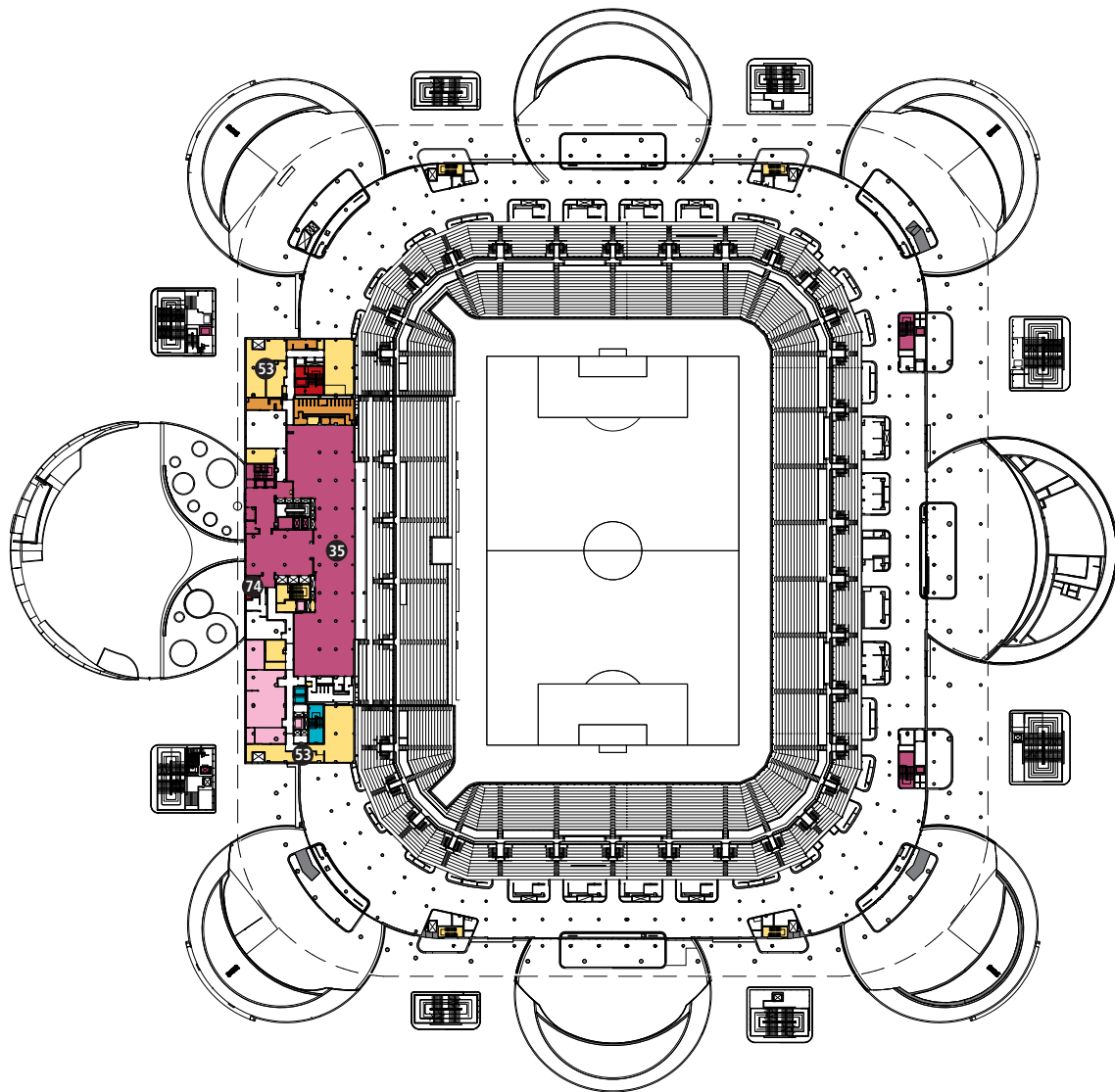
* includes seat kills due to media / VIP / VVIP tribune



Al Rayyan Stadium

Levels 0 and 1





10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial

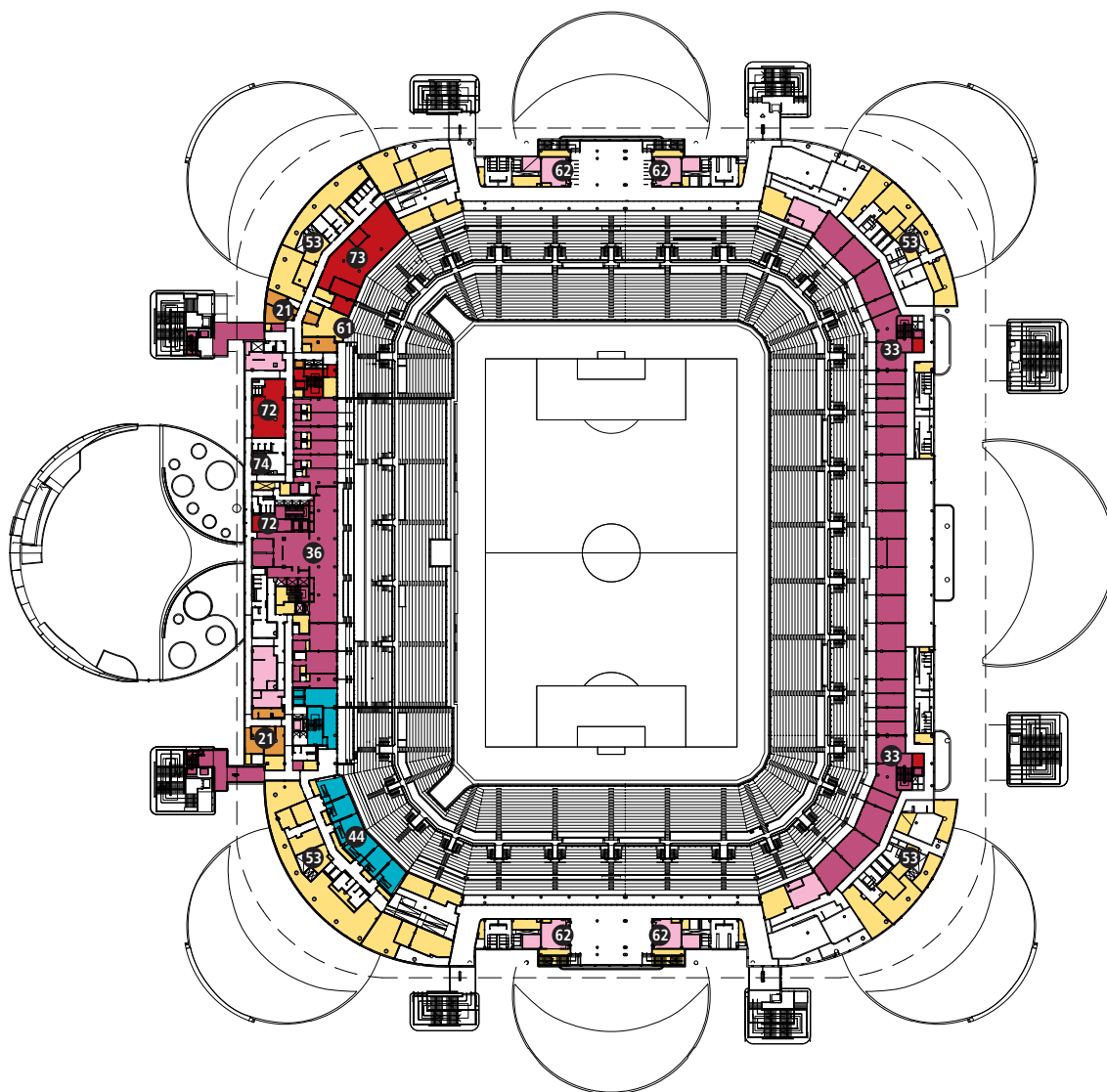
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Al Rayyan Stadium

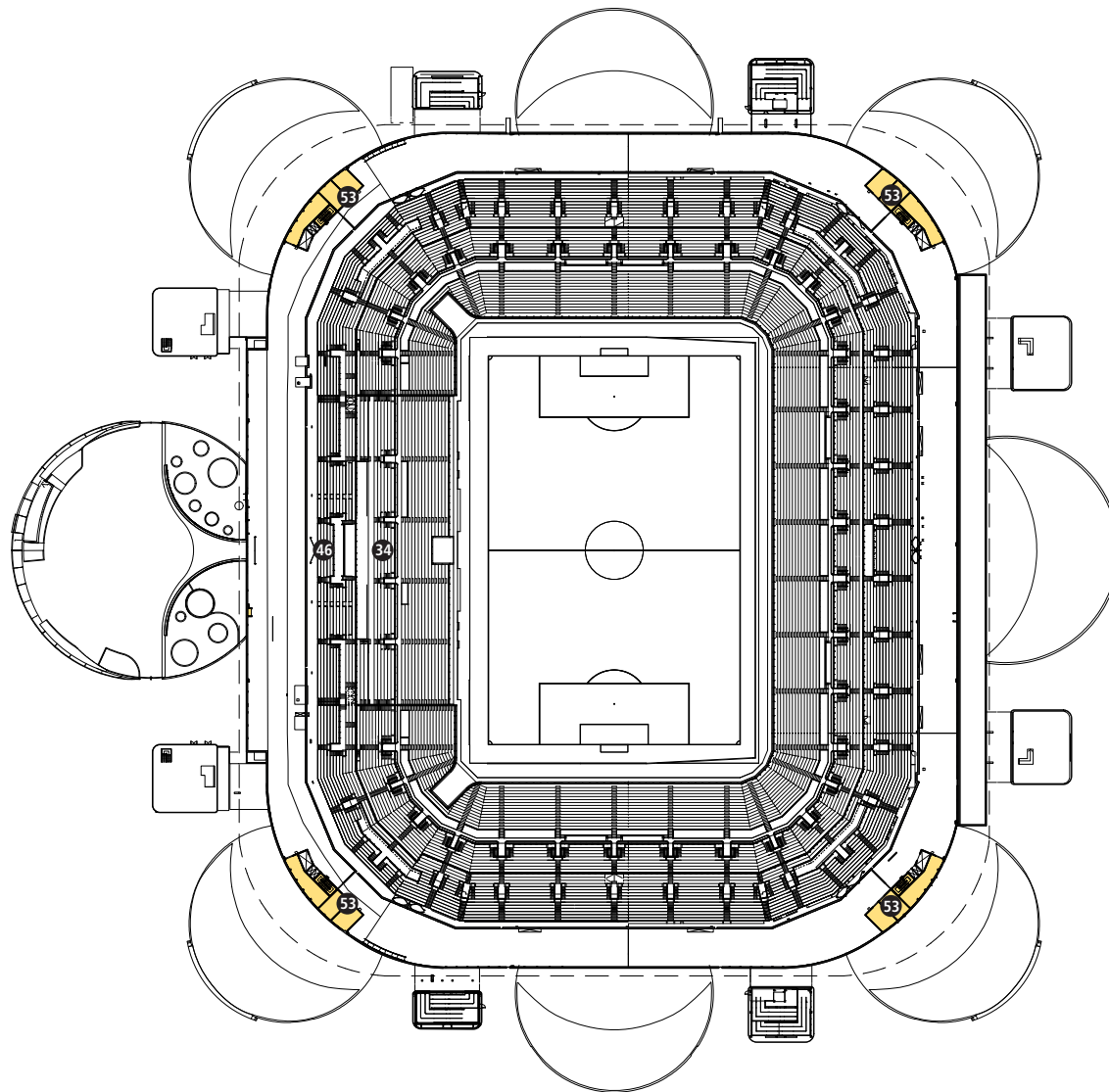
Levels 2 and 4

0



125m





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Al Rayyan Stadium
Current status





Al Thumama Stadium



Host City: Doha

FIFA World Cup 2022™ matches: Group stage to quarter-finals

Construction status: Newly built, to be completed 2021

Gross capacity: 46,781

AFC Asian Cup 2027™ staging capacity: Semi-finals

4.5

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

108

Al Thumama Stadium is located only 10 kilometres south of Doha's seafront promenade and only a 15-minute drive from Hamad International Airport. The stadium's design is inspired by the gahfiya – a traditional woven cap worn by men and boys across the Middle East. In Arab culture, the gahfiya forms an important part of every young boy's path to adulthood. The venue's distinctive design by the renowned Arab Engineering Bureau (AEB), one of the oldest architectural and engineering firms in Qatar, won a prestigious award in The Architectural Review's 2018 Future Project Awards (Sports & Stadiums) for a

Al Thumama Stadium

style that perfectly incorporates and reflects Qatari, Arabic and Islamic culture.

During the FIFA World Cup Qatar 2022™, Al Thumama Stadium will host a total of eight matches, from the group stage to the quarter-finals.

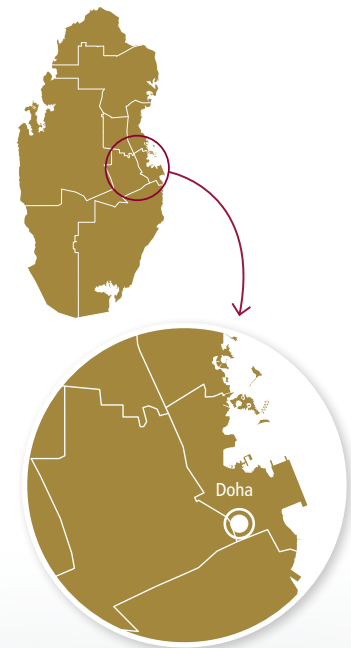


Al Thumama Stadium is targeting the Global Sustainability Assessment System (GSAS) 5-star certification for both design and construction. As part of this, the existing energy centre on the site will be refurbished and upgraded to meet the latest energy efficiency standards. The stadium's green design ensures 40% more fresh water is saved compared to a conventional stadium. Recycled water is used to irrigate the 50,000m² landscaped area surrounding the stadium, more than 80% of which will feature native vegetation.

After the AFC Asian Cup 2027™, the stadium's capacity will be reduced to 20,000, with the

removed seats being donated to developing nations in need of quality sporting infrastructure. The remaining seats will be used for football and other sporting events. In addition, a branch of the world-renowned Aspetar Sports Clinic will open on site and a boutique hotel will replace the stadium's upper stands. The precinct surrounding the stadium will become a community hub with facilities for multiple sports, and a number of retail and commercial amenities.

Location of Al Thumama Stadium





Al Thumama Stadium
Current status





Stadium access

Public transport

The stadium is linked to Doha Metro's Red Line Free Zone station, which is located only 5 kilometres to the west. On match days, trains will operate every five minutes and a frequent shuttle bus system will connect the station to the stadium. Three spacious bus drop-off areas are lined up along Al Quds Street, running along the eastern side of the stadium precinct, in order to spread out crowds approaching the stadium gates in the west and the south.

Private transport

The principal access to Al Thumama Stadium is from a service road running parallel to the western stadium perimeter. This service road connects to the E-Ring Road, one of Doha's major thoroughfares. Alongside this service road, and in close proximity to the main stand, there are large ground level allocated car parks and drop-off points for the different constituent groups. There is parking for up to 350 cars and 7 buses for media / broadcast personnel, 300 cars and 15 buses for VIPs and 80 staff / organisers' cars. The hospitality parking area, providing 800 parking spaces for cars and 160 for buses, is located off the Doha Expressway and is accessible via 1201 Street. A pedestrian bridge connects the parking area to the designated premium guest entry in the south-west of the stadium. A dedicated parking area for visitors with disabilities, with a total capacity of 250 spaces, is located to the south of the stadium grounds, from where there is a special bus shuttle service to the stadium. The largest car park for the general public (2,850 cars) and commercial partners (500 cars and 210 buses) is located close to the junction of the F Ring Road and Doha Expressway. In total, around 4,000 parking spaces for visitors are within walking distance and 3,250 parking spaces will be provided in dedicated Park & Ride facilities.

VVIPs and team delegations

Once past the main VVIP access point in the north of the stadium perimeter, VVIPs are taken in their

cars to the VVIP Lounge welcome area. VVIP cars will be parked at the secure VVIP parking area within the stadium perimeter. A separate, dedicated vehicle access point is used by the team delegations at the south-east corner of the stadium, taking them to their parking and drop-off destinations at stadium level B1.

Capacity

The three-tier stadium will provide 40,125 seats for the public, in addition to media and VIP seats. The gross capacity for the stadium will be 46,781 seats, which includes 230 seating positions for spectators with disabilities and an equal number for people accompanying them.

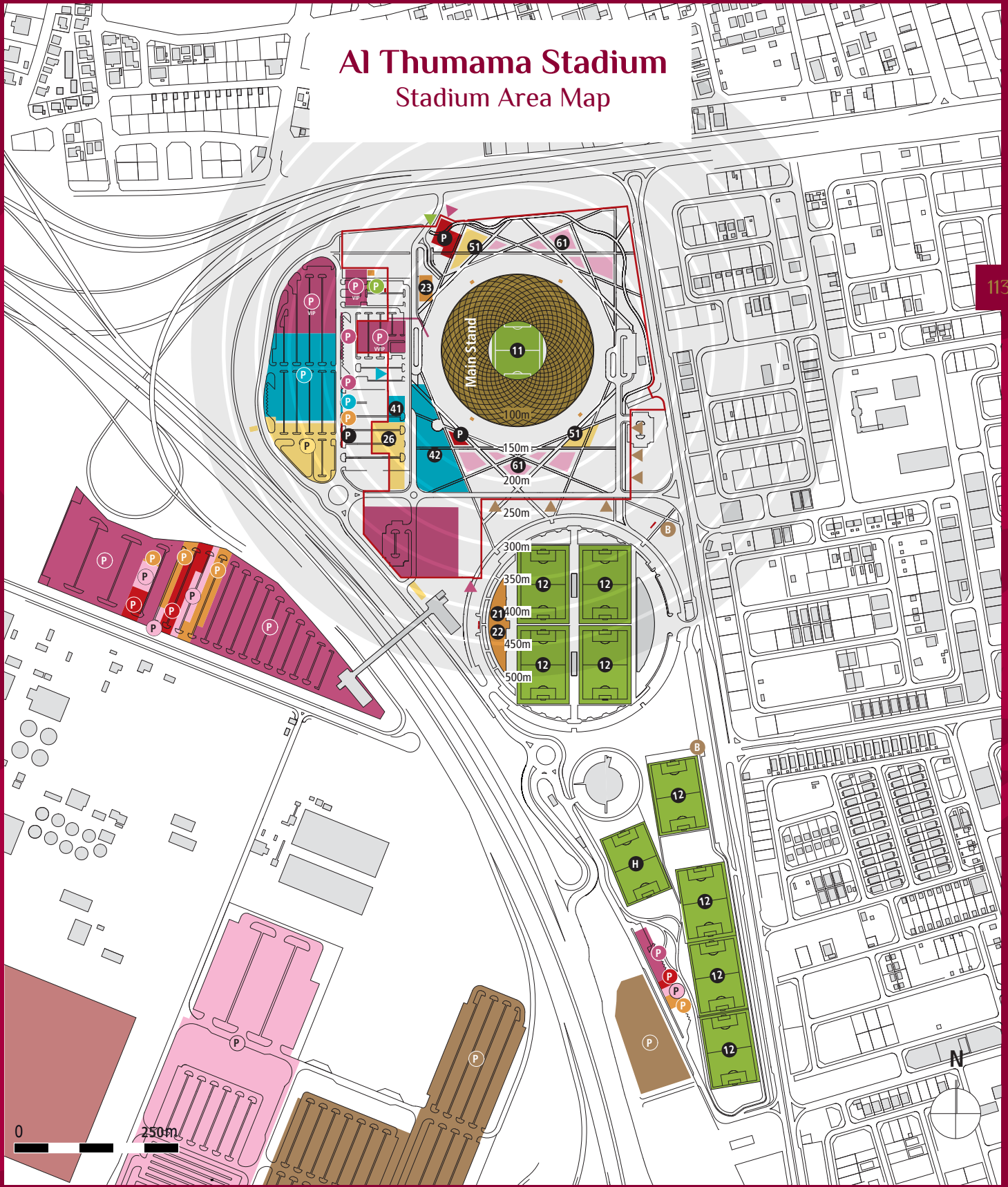
Media and broadcasting

The 800-seat media tribune is located in the upper tier of the main stand, while the media facilities hub is located on level B1, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, a 280m² press conference room and four TV studios of 41m² each, as well as additional support facilities. Six presentation studios (38m² each) overlook the pitch from the south-west corner of the main stand on level 2. The Stadium Media Centre will be a temporary building outside the stadium, next to the media access gate and the broadcast compound. It will cover a gross floor area of approximately 600m².

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP area, with comfortable seating for 900 people, is located centrally in the main stand's middle tier and is connected to exclusive and spacious lounge areas on levels 1 and 2 of the main stand, both providing an unparalleled view of the pitch. Stadium level 2 comprises 1,500m² of hospitality lounges on the opposite stand. The stadium boasts 38 hospitality boxes with a capacity of 876 seats and a premium guest seating capacity of 1,798, totalling 2,674 hospitality seats.

Al Thumama Stadium Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking
- Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- VIP Parking
- VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

70 Safety / Security

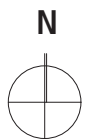
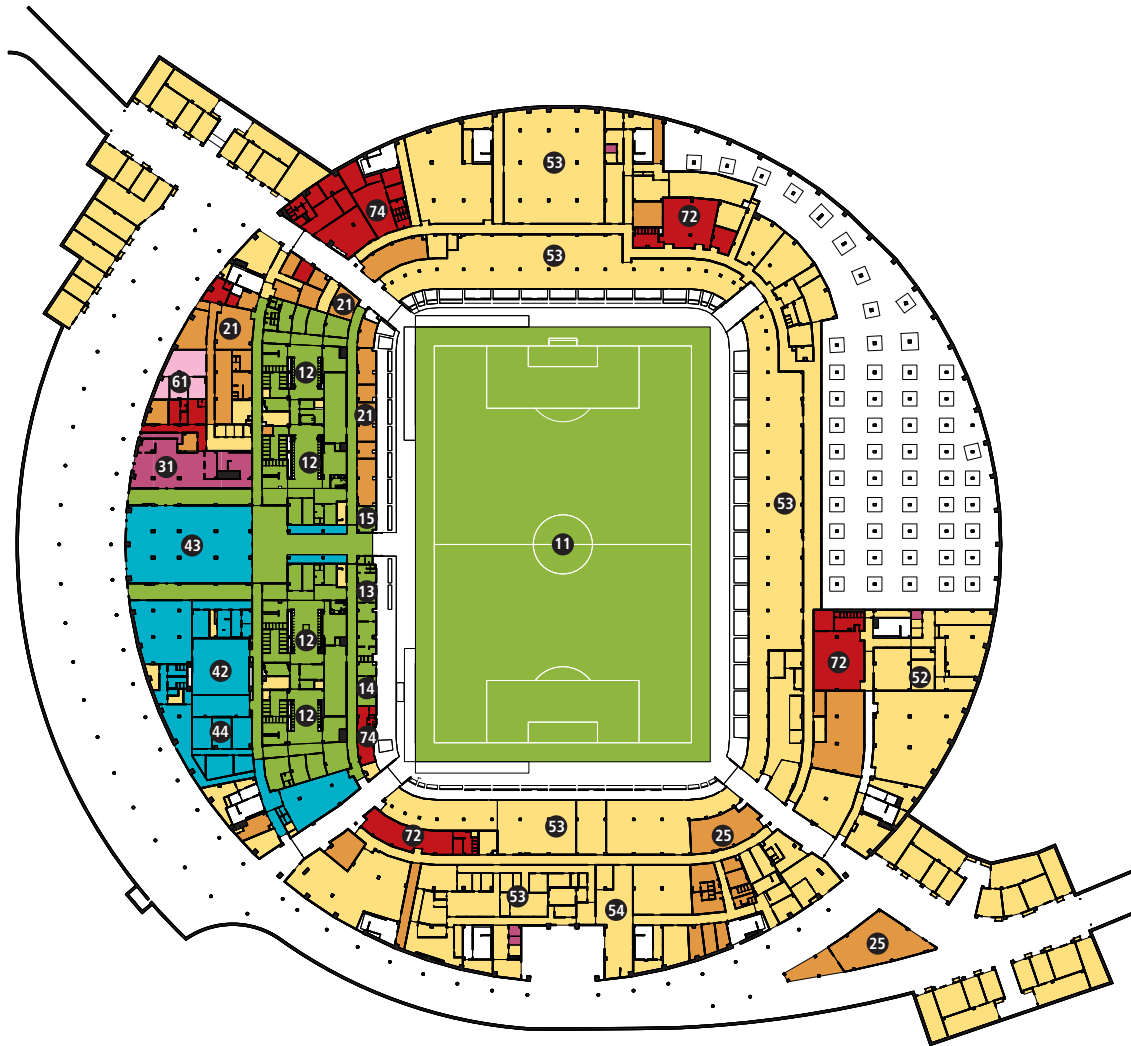
- P Police / Security
- F Fire Brigade
- M Helicopter Pad
- Medical Assistance
- Outer Perimeter
- Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- B Bus Station
- T Tram Station
- P Spectator Parking

Al Thumama Stadium

Stadium Pitch Map



0 125m

10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

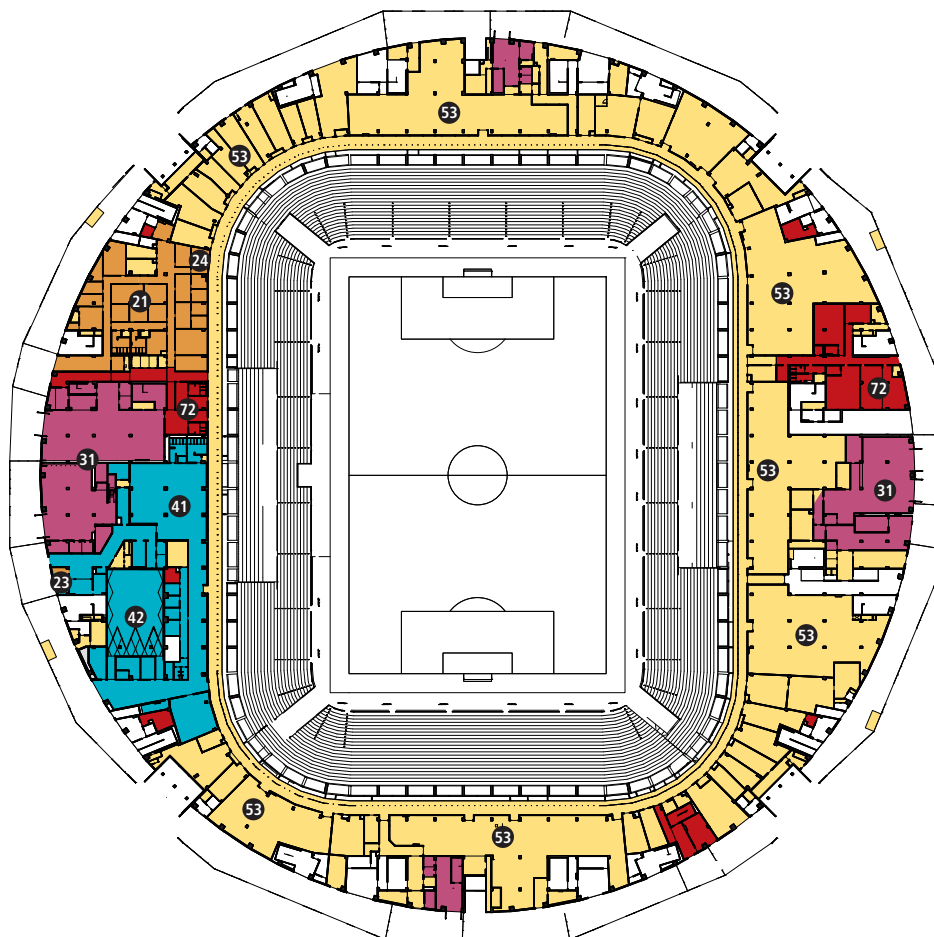


The design is inspired by the gahfiya, the traditional woven cap.

115

1	Host City	Doha
2	Stadium name	Al Thumama Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	Start and end date of new build 2017-2021 Start and end date of renovation N/A
5	Capacity	Current gross capacity 46,781 Number of VIP seats 900 Number of media seats 800 Number of obstructed view seats * 6,656 Current net capacity (deduct above from gross capacity) 40,125 Forecast total capacity (include new / renovated stadia) –
6	Stadium owner	Name of owner Supreme Committee for Delivery & Legacy Stadium operator / main user Aspire Zone Foundation Name of club(s) using N/A Average attendance league match N/A Used for national team matches N/A Website www.qatar2022.qa/en/stadiums/al-thumama-stadium
7	Field of play	Dimensions of pitch 105x68m Type of pitch (artificial, turf, etc.) Natural turf Lighting lux power 1800-2000
8	Competition area	No. of dressing rooms and average size 4 / 130m ² No. of offices and average size 44 / 35m ²
9	Transport	No. of parking spaces inside stadium (for VIPs, teams) 8 buses 55 cars teams 100 VVIPs Distance from town centre (km, min via bus/car/train) 10km 15min (road / bus) Distance from airport (km, min) 12km 15min (road) Public transport links Metro station Free Zone / shuttle bus (5km)

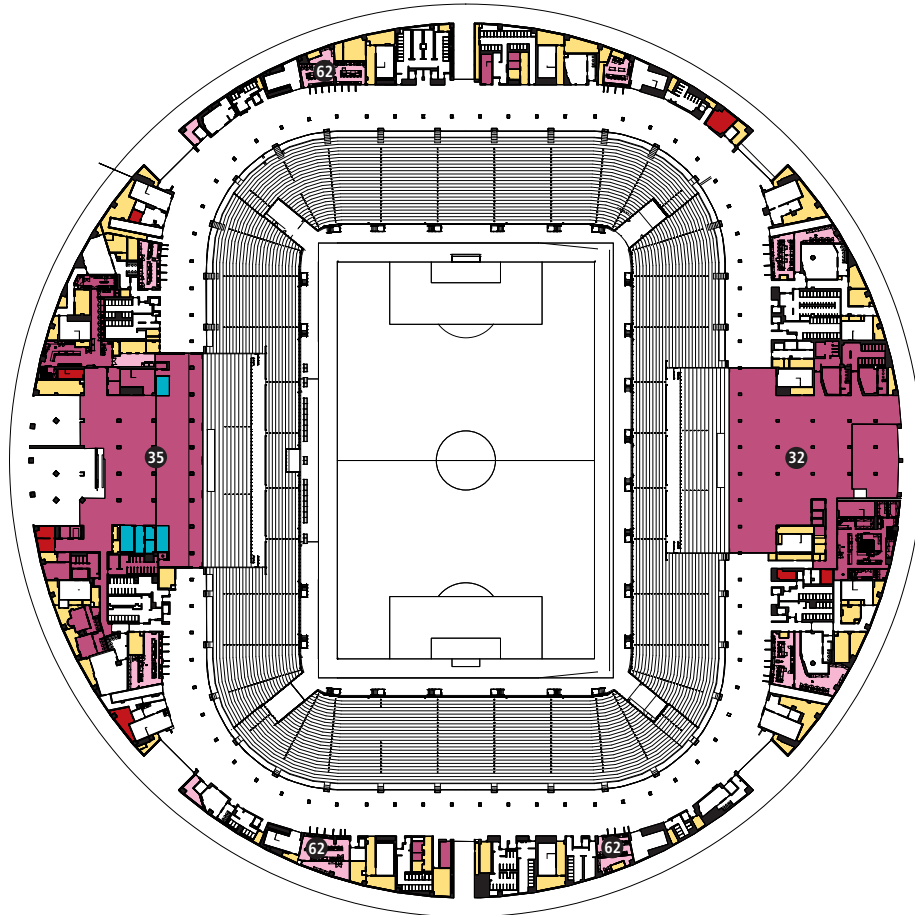
* includes seat kills due to media / VIP / VVIP tribune



Al Thumama Stadium

Levels 0 and 1





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

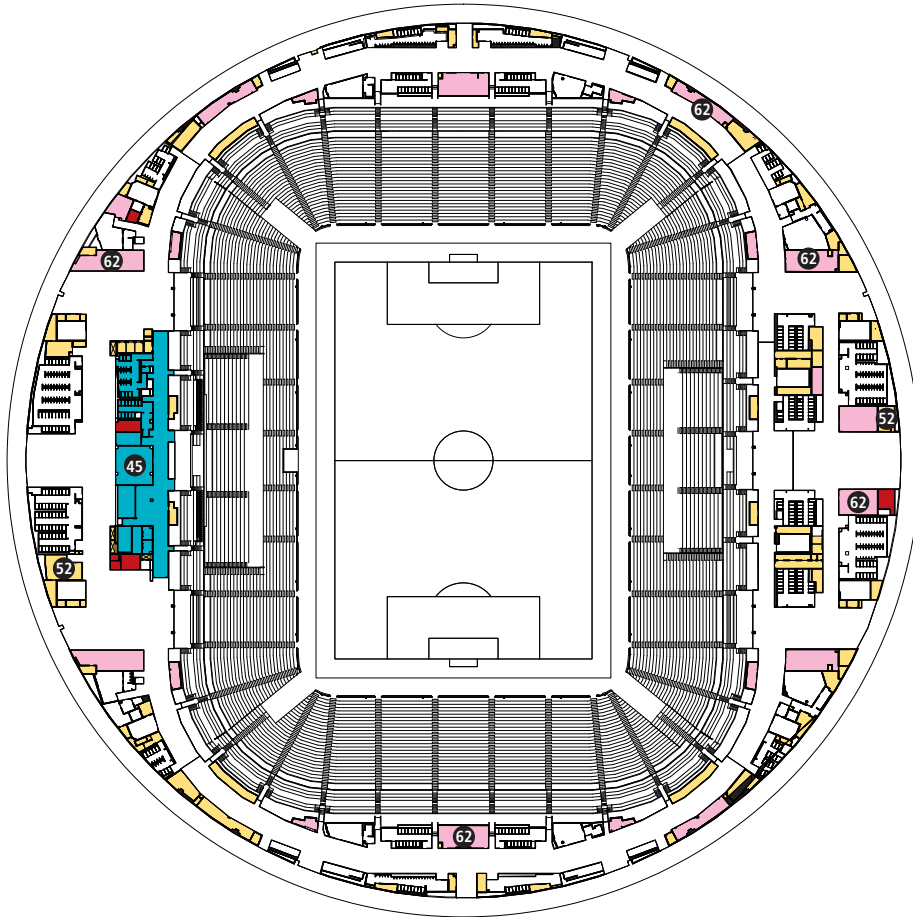
70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

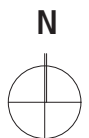
80 Public

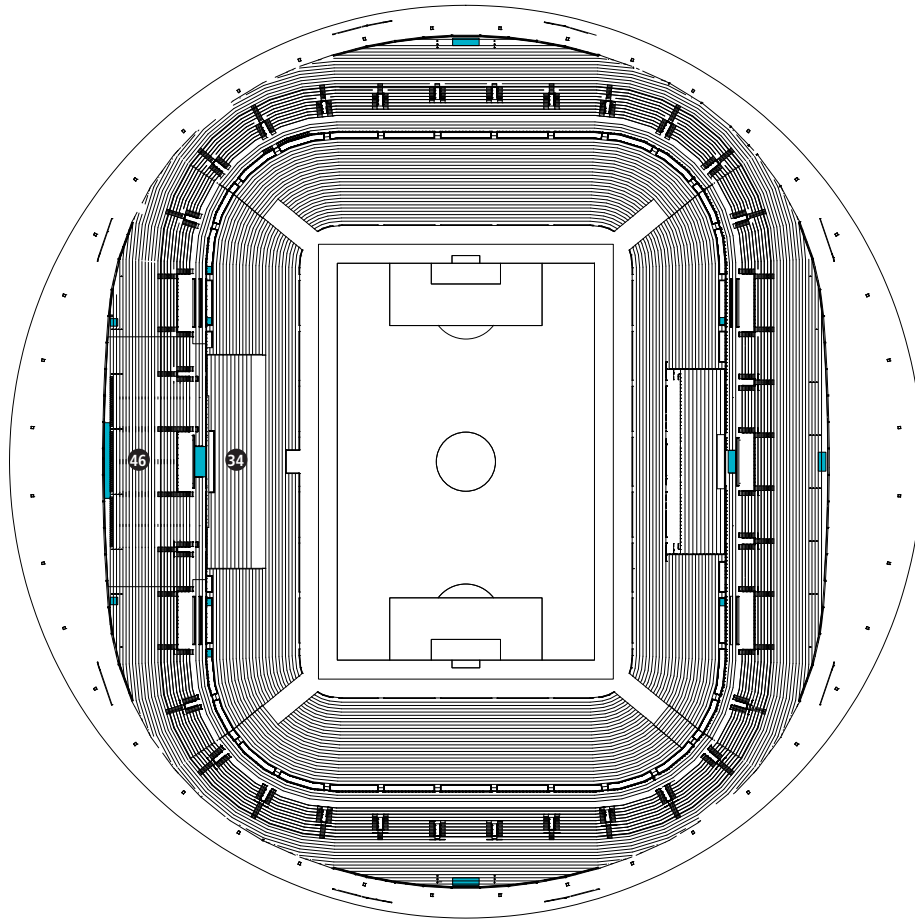




Al Thumama Stadium

Levels 3 and 6





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Al Thumama Stadium
Current status





Education City Stadium



Host City: Al Rayyan
FIFA World Cup 2022™ matches: Quarter-finals
Construction status: Newly built, completed 2020
Gross capacity: 46,155
AFC Asian Cup 2027™ staging capacity: Semi-finals

4.6

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

124

Located only 15 kilometres from Doha's city centre, Education City Stadium is set in the heart of Qatar's educational and academic hub, surrounded by leading universities, research institutes and centres of innovation and entrepreneurship. Education City is a 1,300-hectare multi-university campus that was launched by the non-profit Qatar Foundation in 1997. The entire community is dedicated to building a sustainable, forward-thinking, responsible society through education, scientific research and community development.

Education City Stadium was purpose-built for the FIFA World Cup Qatar 2022™ and will host matches up to the quarter-finals stage. The official completion of

Education City Stadium

Education City Stadium was marked on 15 June 2020, making it the third match-ready FIFA World Cup Qatar 2022™ venue.

The stadium's environmentally aware design is an outstanding symbol of innovation and sustainability leadership in itself: in January 2019, Education City Stadium was awarded a 5-star design and build rating from the Global Sustainability Assessment System



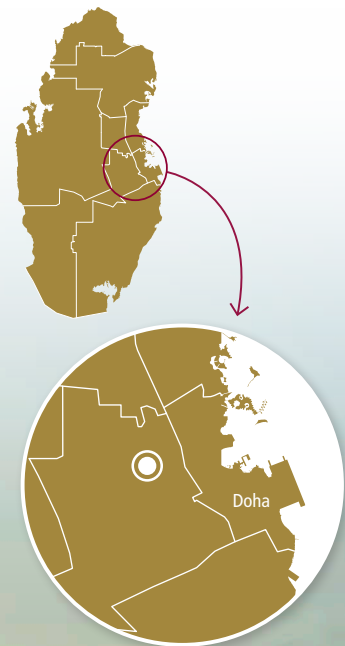
(GSAS). The sustainability features include a water-saving irrigation system, an LED lighting system, and the predominant use of low-emission, recycled and locally produced construction material.

The stadium's design draws on the rich history of Islamic and Qatari architecture, blending it perfectly with modern aesthetics and functional features. The diamond-shaped stadium represents the values of quality, durability and reliability. The façade features triangles that form complex geometrical patterns, which glitter in the sunlight and are colourfully illuminated at night.

Education City Stadium is ideally connected to the public transport system by the Doha Metro Green Line and the Education City Tram.

After the AFC Asian Cup 2027™ in Qatar, the arena's capacity will be reduced by half. The 20,000 seats removed will be donated and reconfigured in new stadiums around the world in order to support football and sporting infrastructure in developing countries. Other parts of the building will be converted into conference auditoriums, seminar halls and other functional spaces for the institutes and universities of Education City. The core venue will be further used to promote physical activity and sport among students, staff and the community of Education City, in line with the Qatar National Vision 2030 and the goals of Qatar Foundation.

Location of Education City Stadium





Education City Stadium
Current status





Stadium access

Public transport

The stadium is closely linked to the Green Line, with Education City metro station located only 500 metres to the north of the stadium, meaning that fans have only a short walk to the entrance gates. On match days, trains will operate every five minutes.

Public transport by rail is complemented by the brand-new Education City Tram, which services four stations along the outer stadium perimeter on the northern side. Alongside the main transport routes approaching the stadium, there are four large Park & Ride areas, which will be connected by highly frequent shuttle buses to the venue's own bus terminal, north-west of the stadium.

Private transport

Principle access to Education City Stadium is from Al Luqta Street, immediately to the north of the stadium. It gives direct and convenient access to a multi-level car park, adjacent to the stadium, which has 2,900 car parking spaces, with 100 for visitors with disabilities, 300 for VIPs, 400 for media, 400 for organisers and 1,700 for hospitality guests. Commercial partner parking, as well as a central bus drop-off point, is located north-west of the stadium perimeter.

Access points for VIPs, media representatives, commercial partners and hospitality guests are located along the western and north-western perimeter. This enables easy entry into the stadium, as fans will be approaching the stadium from the north and north-east.

Additional car parks, with a capacity of more than 5,000 spaces, are available for public parking in broader proximity to the stadium.

VVIPs and team delegations

Once past the main VVIP access point in the west of the stadium perimeter, VVIPs are directed to the secure and dedicated VVIP parking areas at the main stand and on stadium level 2, which is directly linked to

the VVIP welcome area. The same access point is used by the team delegations, taking them to their parking and drop-off destinations at level 0.

Capacity

The three-tier stadium will provide 41,455 seats for the public, in addition to media and VIP seats. The gross capacity of the stadium will be 46,155 seats, which includes 400 accessible seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

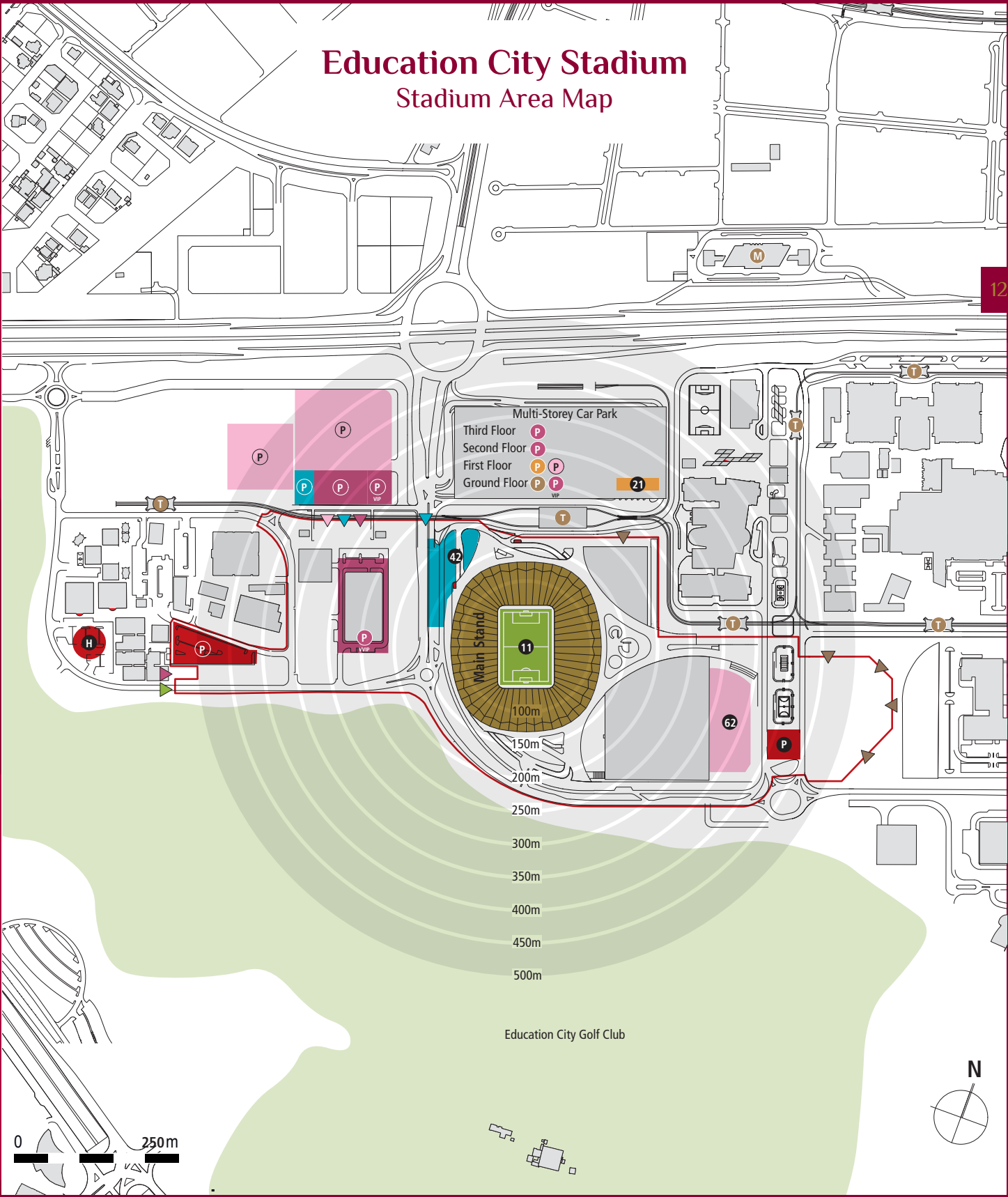
The 800-seat media tribune is located in the lower tier of the main stand, while the media facilities hub is located on level 0, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, additional support facilities and four TV studios of 40m² each. The main media area, which covers a gross floor area of approx. 1,900m² on stadium level 2, includes a press conference room that can seat 150 people. Six TV presentation studios, with an average size of 50m², overlook the pitch from the north-west corner of the stadium bowl. The broadcast compound and associated truck parking areas are located in the open area, immediately next to the main stand.

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP area, with comfortable seating for 900 people, is located centrally in the main stand and is connected to exclusive and spacious lounge areas, with unparalleled views of the pitch. Stadium level 4 comprises hospitality lounges in the main stand and the stand opposite, with capacity for hosting 1,700 guests. Additionally, the stadium has 39 spacious and luxurious sky boxes, with 1,000 dedicated seats, in the upper middle tier.

Education City Stadium

Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking
- Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- VIP VIP Parking
- VVIP VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

70 Safety / Security

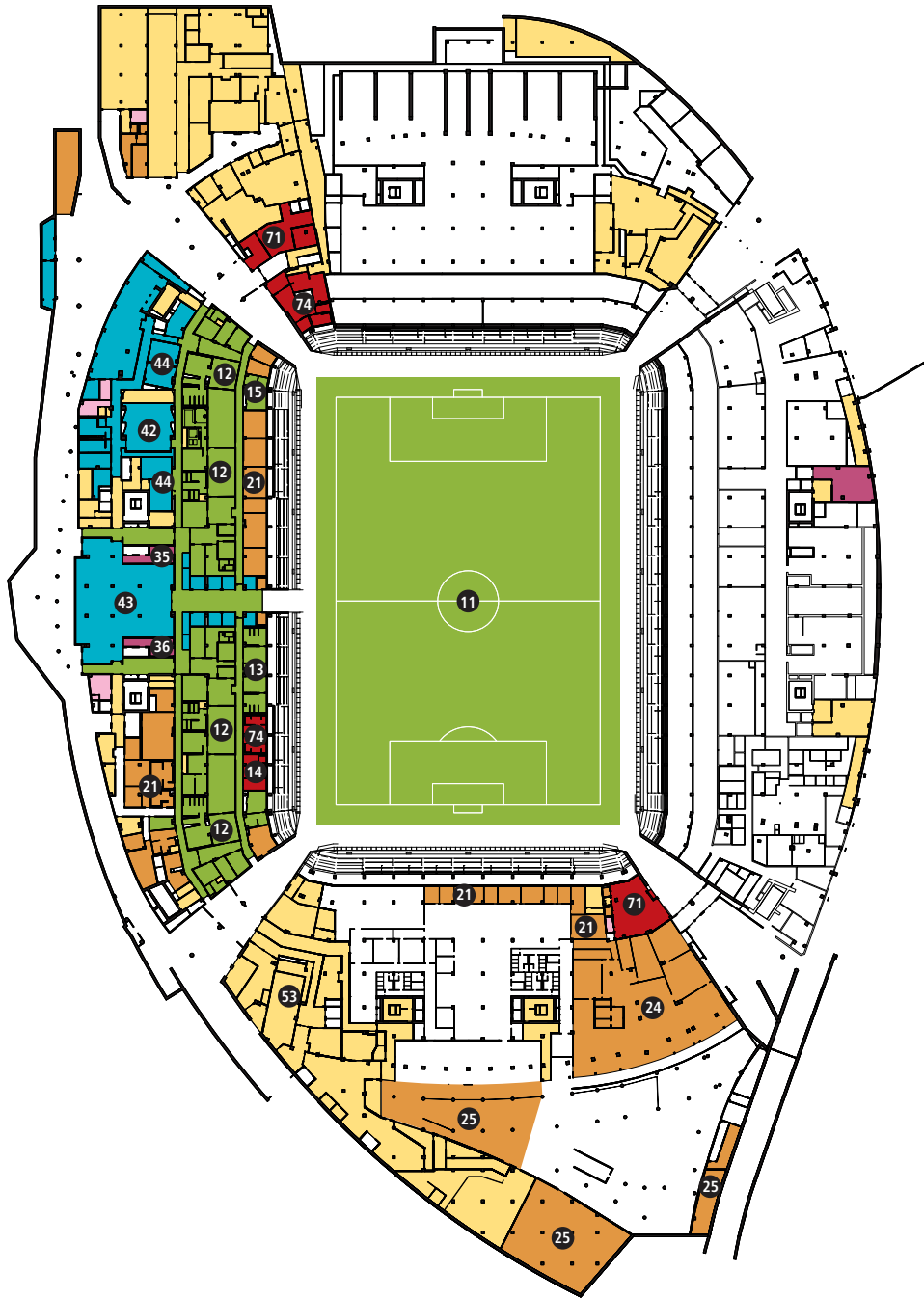
- P Police / Security
- F Fire Brigade
- H Helicopter Pad
- M Medical Assistance
- Outer Perimeter
- P Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- M Metro Station
- B Bus Station
- T Tram Station
- P Spectator Parking

Education City Stadium

Stadium Pitch Map



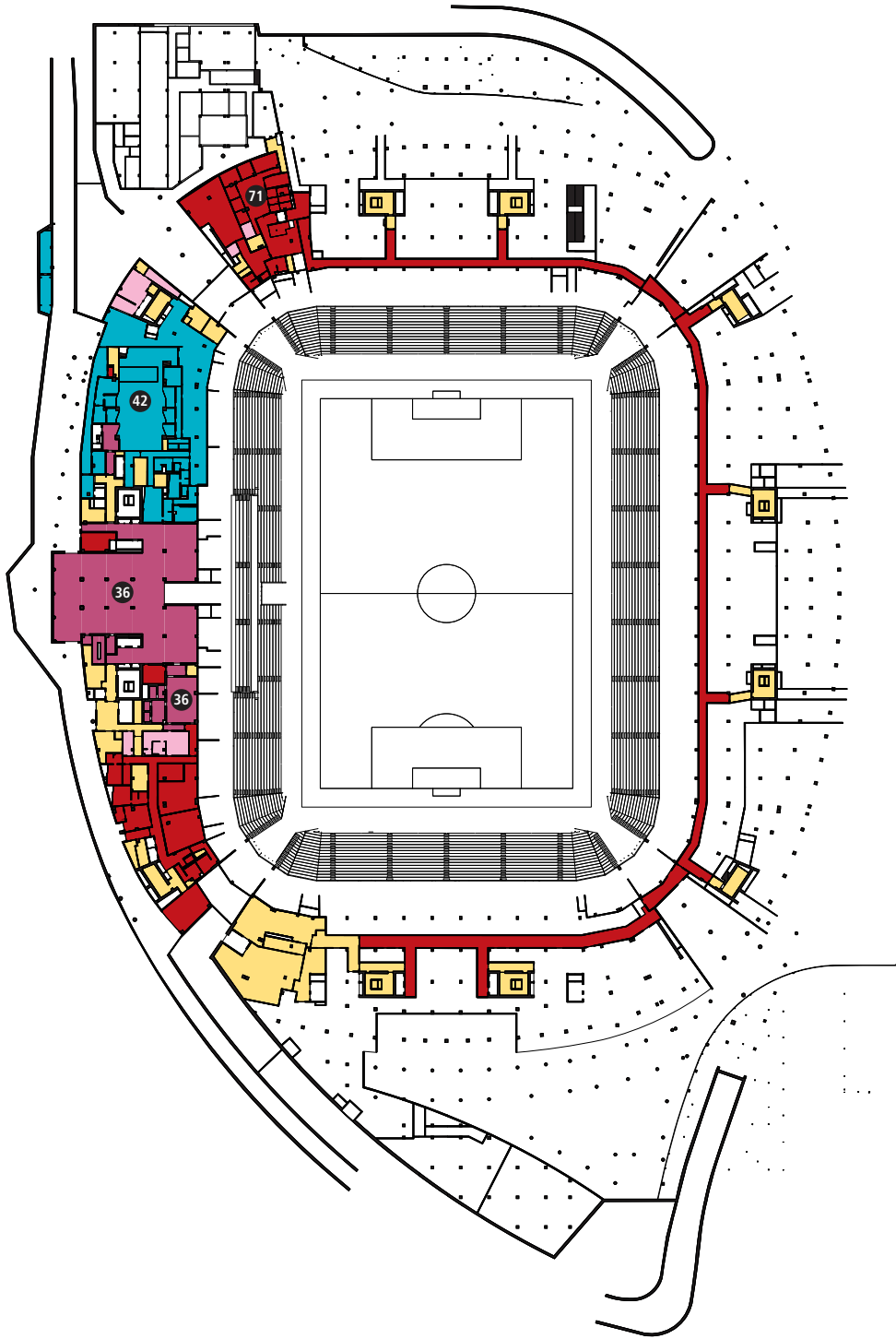
10 Competition	20 Organiser	30 VIP / Hospitality	40 Media / TV	50 Services	60 Commercial	70 Safety / Security	80 Public
<ul style="list-style-type: none"> 11 Field of Play 12 Dressing Rooms 13 Referees Area 14 Doping Control 15 Match Delegates 	<ul style="list-style-type: none"> 21 Offices 22 Ticketing 23 Accreditation Centre 24 Volunteers 25 Storage 26 Logistics Compound 	<ul style="list-style-type: none"> 31 Welcome Zone 32 Hospitality Area 33 Sky Boxes 34 Tribune d'honneur 35 VIP Area 36 VVIP Area 	<ul style="list-style-type: none"> 41 SMC 42 Press Conference 43 Mixed Zone 44 Studios 45 CCR 46 Media Tribune 	<ul style="list-style-type: none"> 51 Telecom Room 52 ICT Area 53 Technical Area 54 Waste Compound 	<ul style="list-style-type: none"> 61 Commercial Display 62 Food & Beverage 63 Onsite Retail 64 Commercial Partners 	<ul style="list-style-type: none"> 71 Police Station 72 Security Facilities 73 Venue Operations 74 Medical Assistance 75 Stewards Area 	

Education City Stadium is set in the heart of Qatar's academic hub.

131

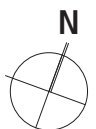
1	Host City	Al Rayyan
2	Stadium name	Education City Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	Start and end date of new build 2016-2020 Start and end date of renovation N/A
5	Capacity	Current gross capacity 46,155 Number of VIP seats 900 Number of media seats 800 Number of obstructed view seats * 4,700 Current net capacity (deduct above from gross capacity) 41,455 Forecast total capacity (include new / renovated stadia) N/A
6	Stadium owner	Name of owner Qatar Foundation Stadium operator / main user Aspire Zone Foundation Name of club(s) using N/A Average attendance league match N/A Used for national team matches N/A Website www.qatar2022.qa/en/stadiums/education-city-stadium
7	Field of play	Dimensions of pitch 105x68m Type of pitch (artificial, turf, etc.) Natural turf Lighting lux power 1,800-2,000
8	Competition area	No. of dressing rooms and average size 4 / 130m ² No. of offices and average size 38 / 25m ²
9	Transport	No. of parking spaces inside stadium (for VIPs, teams) 4 buses 15 cars / 85 VVIPs Distance from town centre (km, min via bus/car/train) 12km 15min (road) / 29km 30min (metro) Distance from airport (km, min) 20km 30min (road) Public transport links Metro station Education City / walk (0.5km)

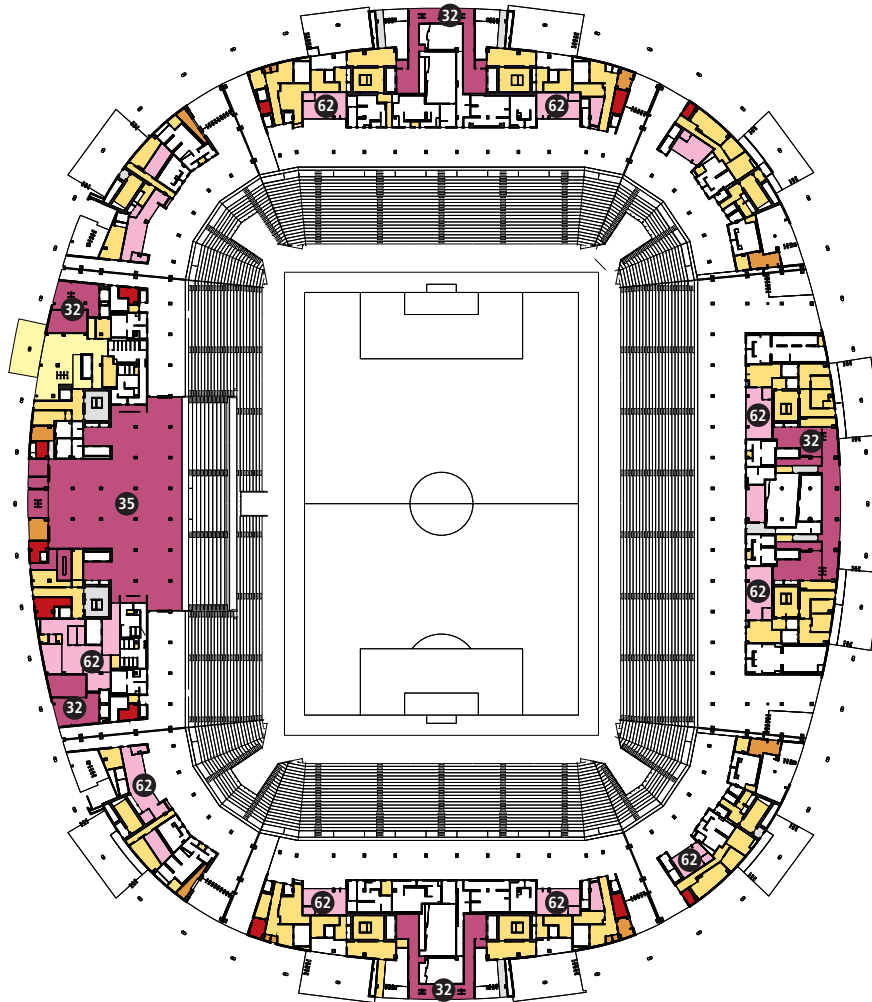
* includes seat kills due to media / VIP / VVIP tribune



Education City Stadium

Levels 2 and 3





10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial

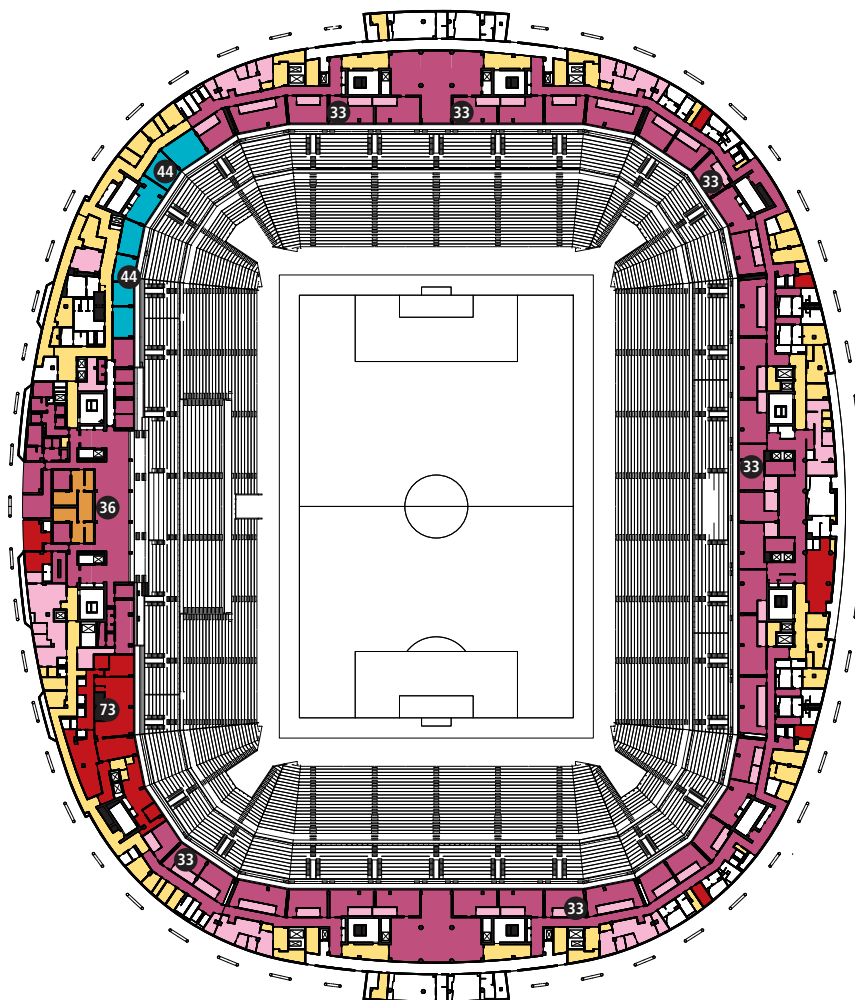
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

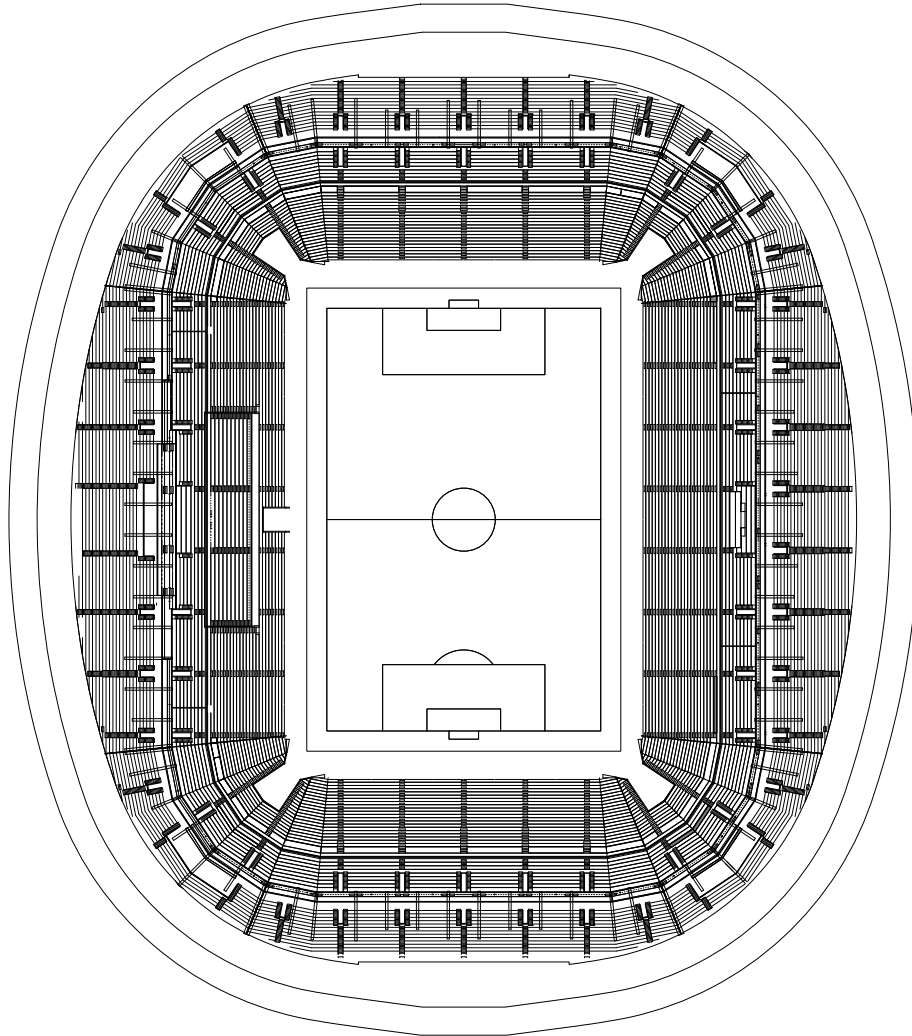




Education City Stadium

Levels 5 and 8





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Education City Stadium
Current status





Khalifa International Stadium



Host City: Al Rayyan
FIFA World Cup 2022™ matches: Group stage to 3rd place playoff
Construction status: Existing
Gross capacity: 48,496
AFC Asian Cup 2027™ staging capacity: Semi-finals

4.7

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

140

Khalifa International Stadium

Khalifa International Stadium is located 13 kilometres to the west of Doha city centre in the Host City of Al Rayyan. Inaugurated in 1976, this stadium has long been the cornerstone of the country's sporting tradition, having previously welcomed, among other prestigious events, the Asian Games 2006, the Arabian Gulf Cup, the AFC Asian Cup 2011™ and the FIFA Club World Cup 2019™.

In May 2017, Qatar celebrated the reopening of its most popular stadium. Khalifa International Stadium, the only multipurpose stadium proposed for the AFC Asian Cup 2027™, now boasts an ultramodern shape and dual arches that represent continuity and embracing fans from all over the globe. Inside the stadium, all seating areas are protected from the elements by a canopy, with further climate control delivered by



advanced cooling technologies. The renovation focused not only on increasing comfort and capacity, but also applied the highest sustainability standards, making it the first stadium in Qatar to achieve the Global Sustainability Assessment System (GSAS) certification.

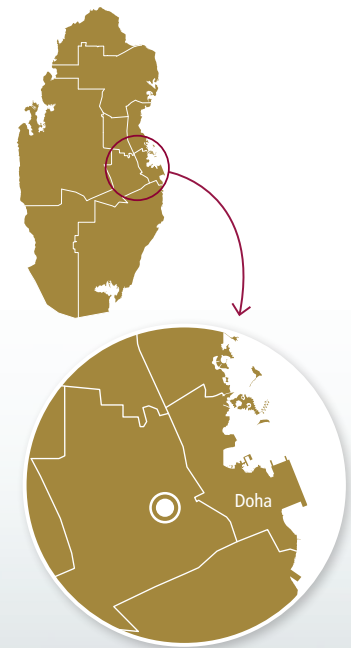
During the FIFA World Cup Qatar 2022™, Khalifa International Stadium will host a total of eight matches from the group stage to the 3rd place playoff.

The stadium is part of Aspire Zone, a global centre of sporting excellence, comprising numerous world-class venues such as the Aspire Dome, the world's largest indoor multi-sport facility, and the Hamad Aquatic Centre, as well as

the Aspetar Sports Medical Hospital and Aspire Academy, where Qatar's next generation of talent is being educated. Over the years, Aspire Zone has become a worthy ambassador for the Middle East, symbolising Qatar's commitment to sporting excellence.

Located at the centre of all the proposed AFC Asian Cup 2027™ venues, the stadium will play a pivotal role in the tournament and will remain unaltered afterwards, ready to host future international sports and cultural events.

Location of Khalifa International Stadium





Khalifa International Stadium
Current status





Stadium access

Public transport

The stadium is linked to Sport City Gold Line metro station, located only 500m south-west of the stadium, so that visitors can access the stadium grounds by a short and convenient walk. On match days, trains will operate every five minutes. In addition, shuttle buses will connect important locations such as hotels and downtown areas of Doha via main roads to the north and west of the stadium.

Private transport

The principal access to Khalifa International Stadium is from Al Waab Street to the south of the stadium and from Sport City Street / Al Buwairda Street running parallel to the eastern perimeter of the site. Ground level car parks and drop-off points for the various constituent groups are allocated alongside Al Waab Street, with 250 parking spaces for media / broadcast cars, 200 spaces for VIP cars and 50 spaces for visitors with disabilities. Hospitality parking is located immediately north of the outer stadium perimeter. Access points for VIPs, media representatives and hospitality guests are located in closest proximity to the respective parking areas to enable easy entry into the stadium, as fans will be approaching the stadium from the north (parking and bus terminal) and the south-east (metro).

The main spectator parking areas are located at the site of the new headquarters of Aspire Zone Foundation, around 1 kilometre north of the stadium gates, and on a large plot south of Al Waab Street, around 700 metres from the stadium. In total, around 9,000 parking spaces are provided within walking distance of the stadium. The area in the north is also used for hospitality bus parking, since it provides easy and separate access to the dedicated premium guest entrance to the north of the stadium.

VVIPs and team delegations

Once past the main VVIP access point in the west of the stadium perimeter (next to The Torch Doha), VVIPs are

taken in their cars to the VVIP welcome area. VVIP cars will be parked either at the secure VVIP parking area within the stadium perimeter or in the basement level under the main stand. The same vehicle access point is used by the team delegations, taking them to their parking and drop-off destinations at stadium level 1.

Capacity

Khalifa International Stadium provides 40,696 seats for the public, in addition to media and VIP seats. The gross capacity for the stadium will be 48,496 seats, which includes 250 seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

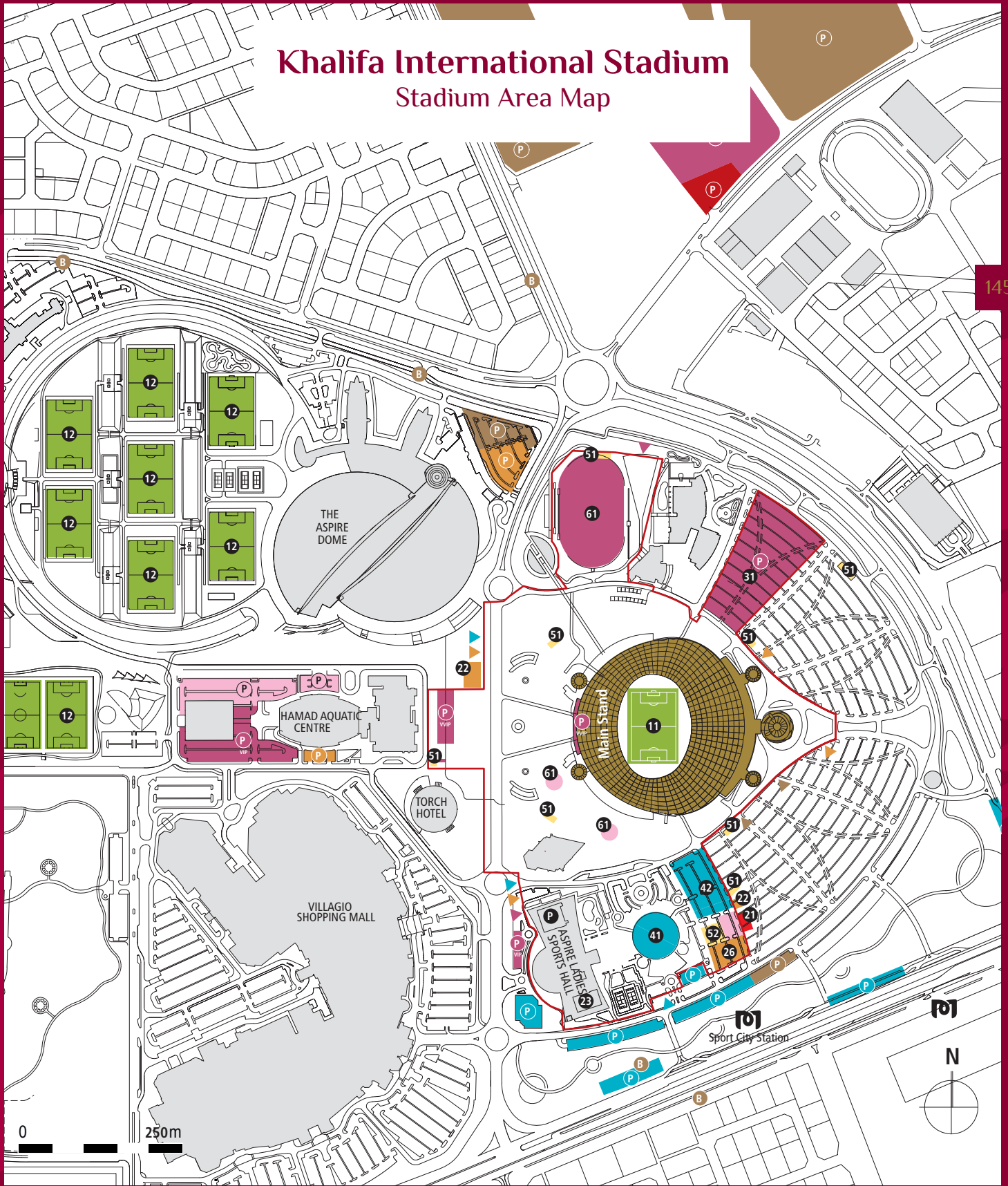
The 800-seat media tribune is located in the upper tier of the main stand, while the media facilities hub is located on level 2, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, TV studios with a total area of 155m² and additional support facilities. Five TV presentation studios, with an average size of 28m², overlook the pitch from level 5. The press conference room is located in a temporary 400m² building, just in front of the main stand. The Stadium Media Centre is being installed in an existing building to the south of the stadium, next to the media access gate and the broadcast compound. It will cover a gross floor area of approx. 600m².

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP areas, with comfortable seating for 900 people, are located centrally in the west main stand and are connected to exclusive and spacious lounge areas overlooking the field of play. Stadium level 8 comprises hospitality lounges in the east stands, with capacity for 1,500 guests. Additionally, the stadium has 32 spacious and luxurious sky boxes, with a capacity of 1,050 seats.

Khalifa International Stadium

Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking
- Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- P VIP Parking
- P VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

70 Safety / Security

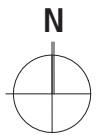
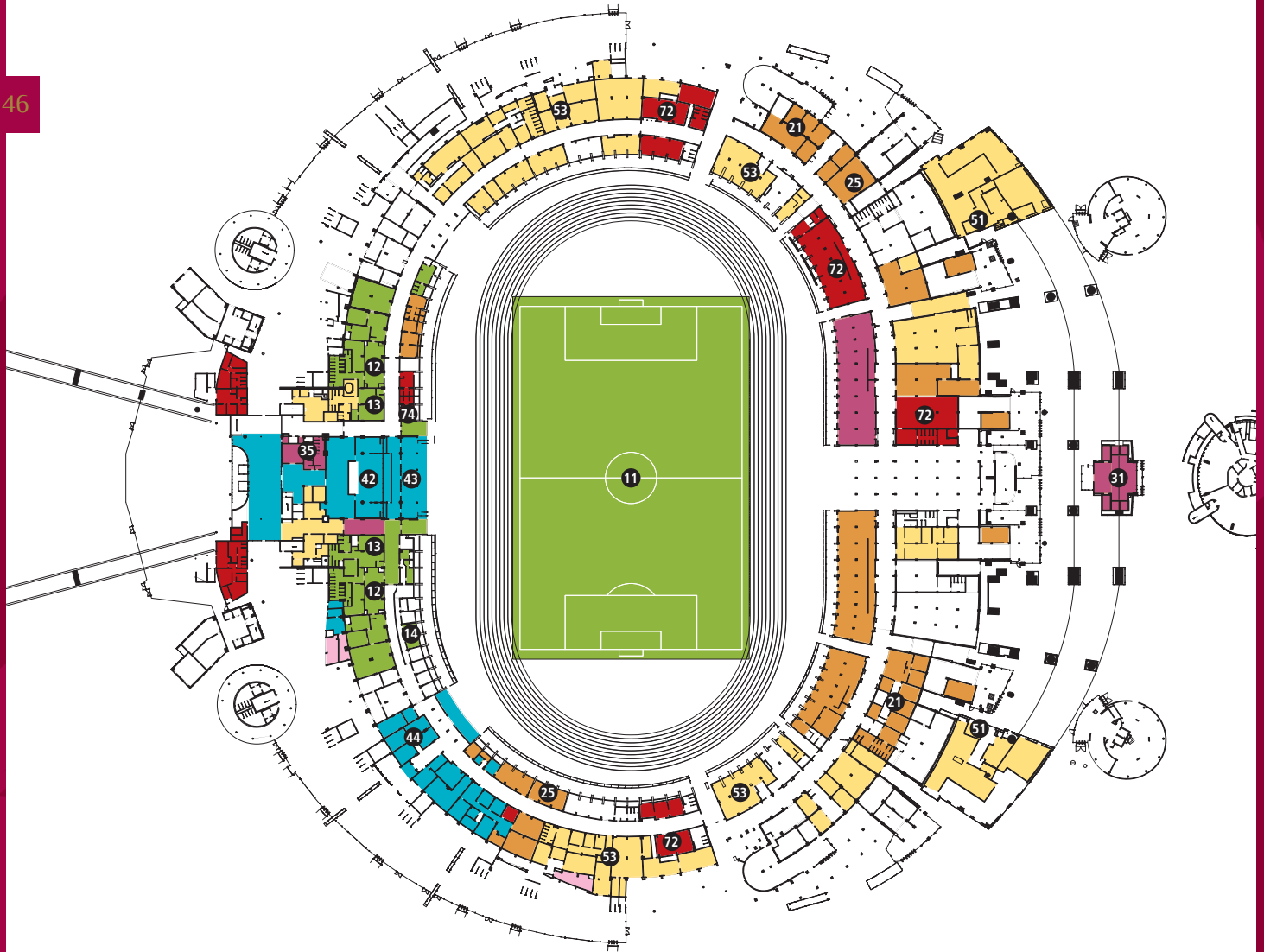
- P Police / Security
- F Fire Brigade
- H Helicopter Pad
- M Medical Assistance
- Outer Perimeter
- P Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- M Metro Station
- B Bus Station
- T Tram Station
- P Spectator Parking

Khalifa International Stadium

Stadium Pitch Map



10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial

- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

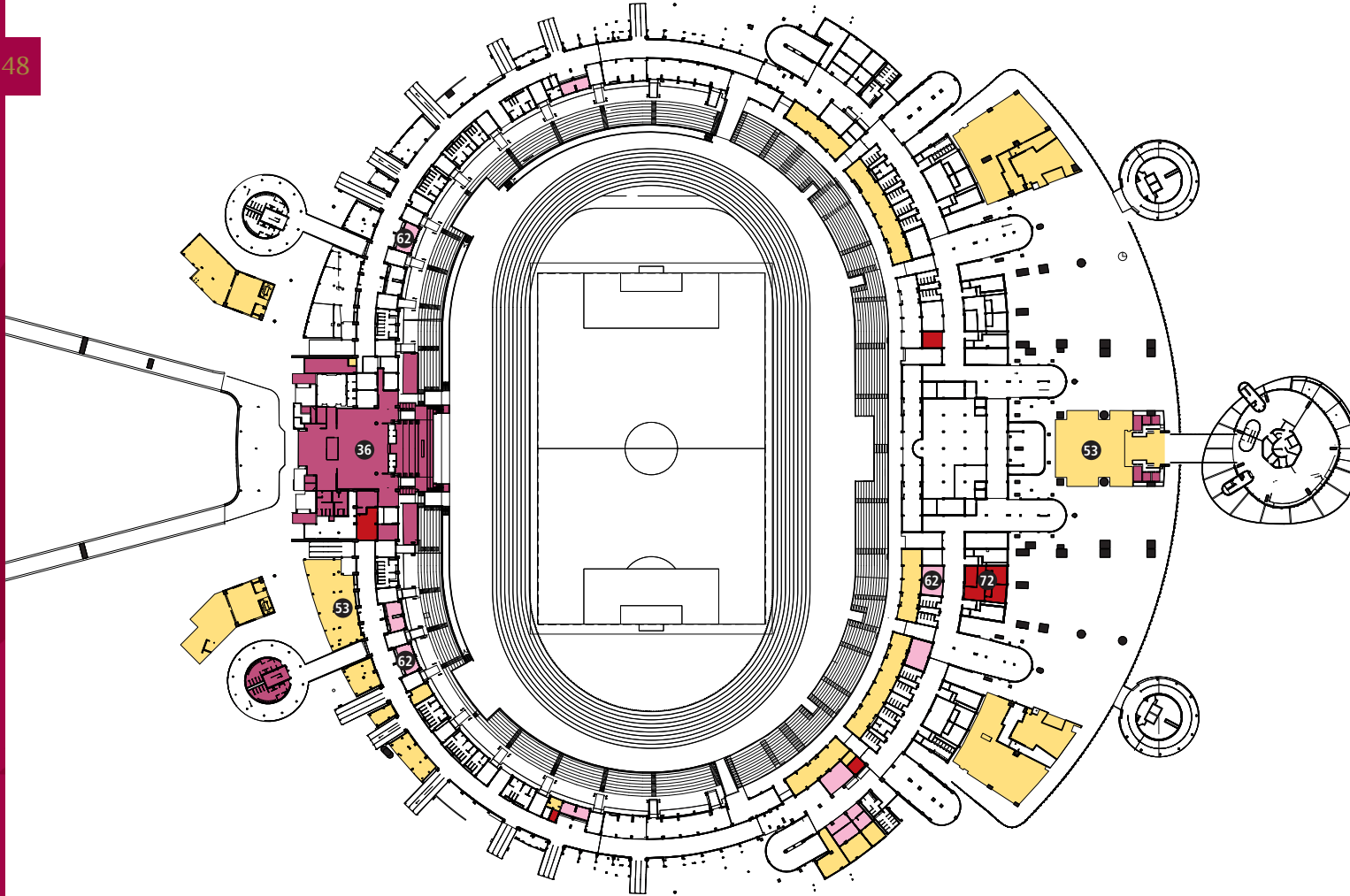


The stadium applies the highest sustainability standards.

147

1	Host City	Al Rayyan
2	Stadium name	Khalifa International Stadium
3	Type of stadium (multipurpose or football only)	Multipurpose
4	Year built	<p>Start and end date of new build 1976</p> <p>Start and end date of renovation 2014-2017</p>
5	Capacity	<p>Current gross capacity 48,496</p> <p>Number of VIP seats 900</p> <p>Number of media seats 800</p> <p>Number of obstructed view seats * 7,800</p> <p>Current net capacity (deduct above from gross capacity) 40,696</p> <p>Forecast total capacity (include new / renovated stadia) N/A</p>
6	Stadium owner	<p>Name of owner Aspire Zone Foundation</p> <p>Stadium operator / main user Aspire Zone Foundation</p> <p>Name of club(s) using N/A</p> <p>Average attendance league match N/A</p> <p>Used for national team matches Yes</p> <p>Website www.qatar2022.qa/en/khalifa-international-stadium</p>
7	Field of play	<p>Dimensions of pitch 105x68m</p> <p>Type of pitch (artificial, turf, etc.) Natural turf</p> <p>Lighting lux power 1,800-2,000</p>
8	Competition area	<p>No. of dressing rooms and average size 4 / 250m²</p> <p>No. of offices and average size 24 / 29m²</p>
9	Transport	<p>No. of parking spaces inside stadium (for VIPs, teams) 4 buses and 50 cars teams / 100 VVIPs</p> <p>Distance from town centre (km, min via bus/car/train) 2km 5min (road / bus)</p> <p>Distance from airport (km, min) 23km 25min (road) / 25km 25min (metro)</p> <p>Public transport links Metro station Sports City / walk (0.5km)</p>

* includes seat kills due to media / VIP / VVIP tribune



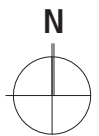
Khalifa International Stadium

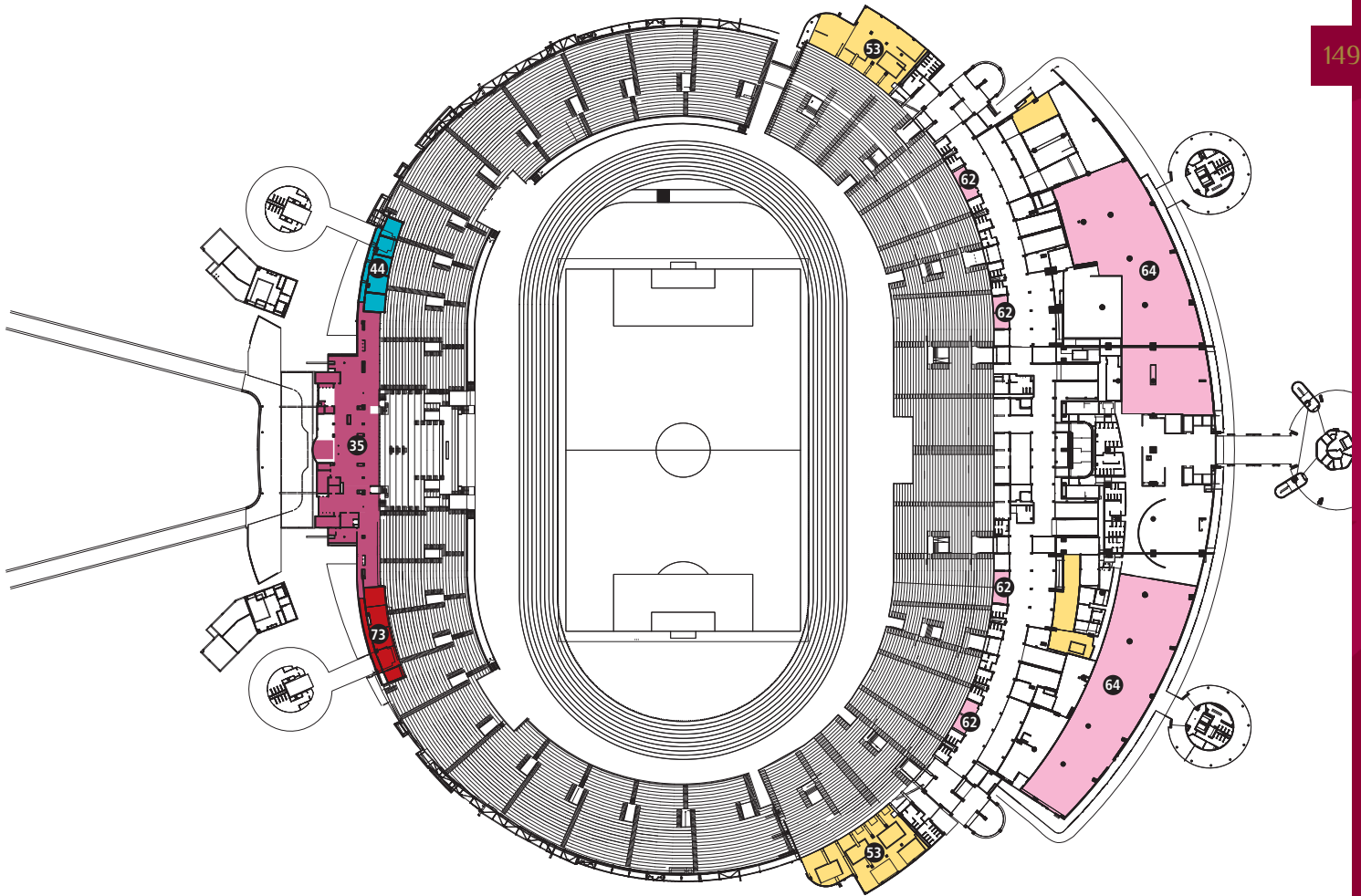
Levels 3 and 5

0



125m





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

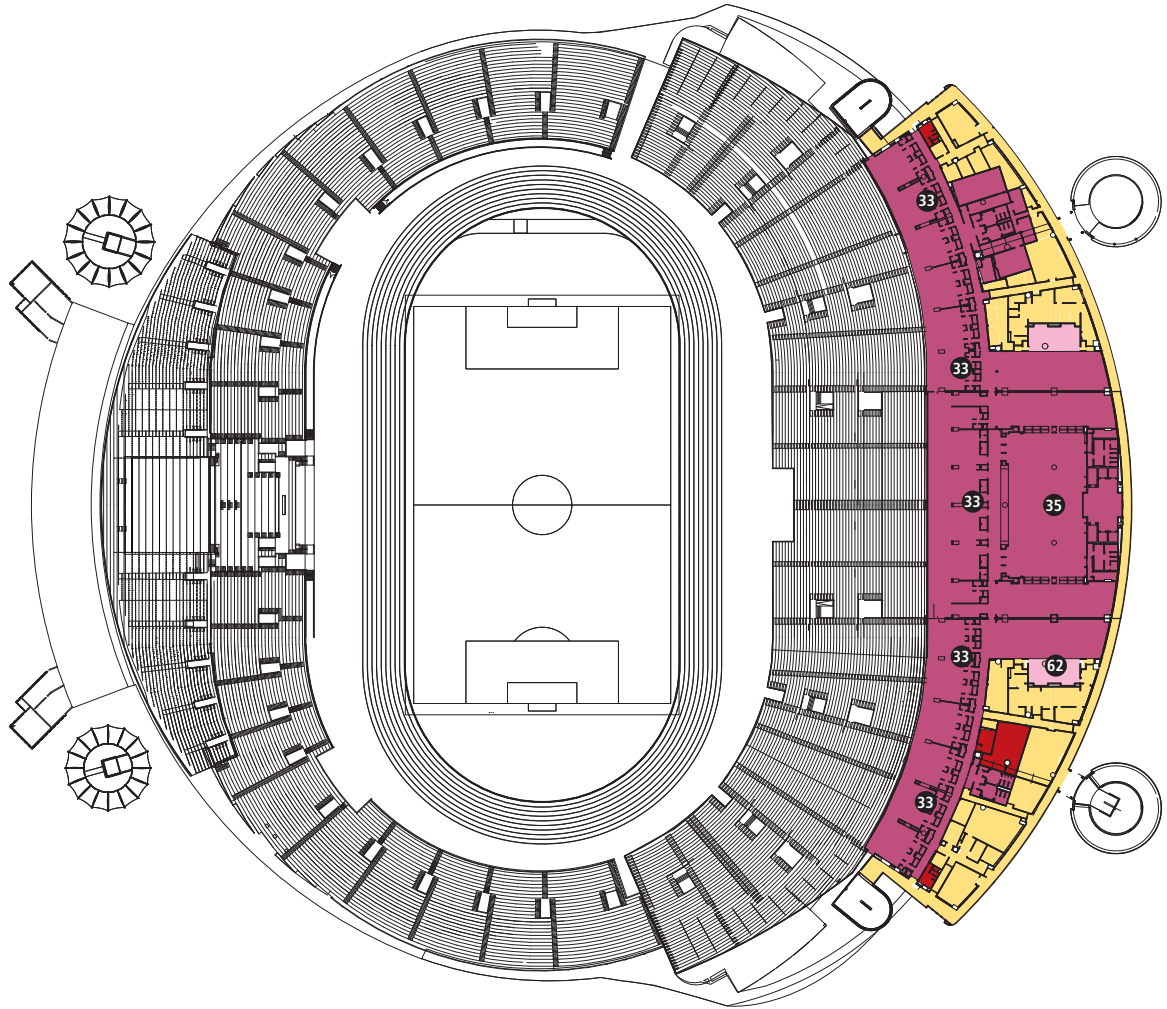
70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





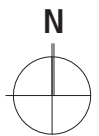
Khalifa International Stadium

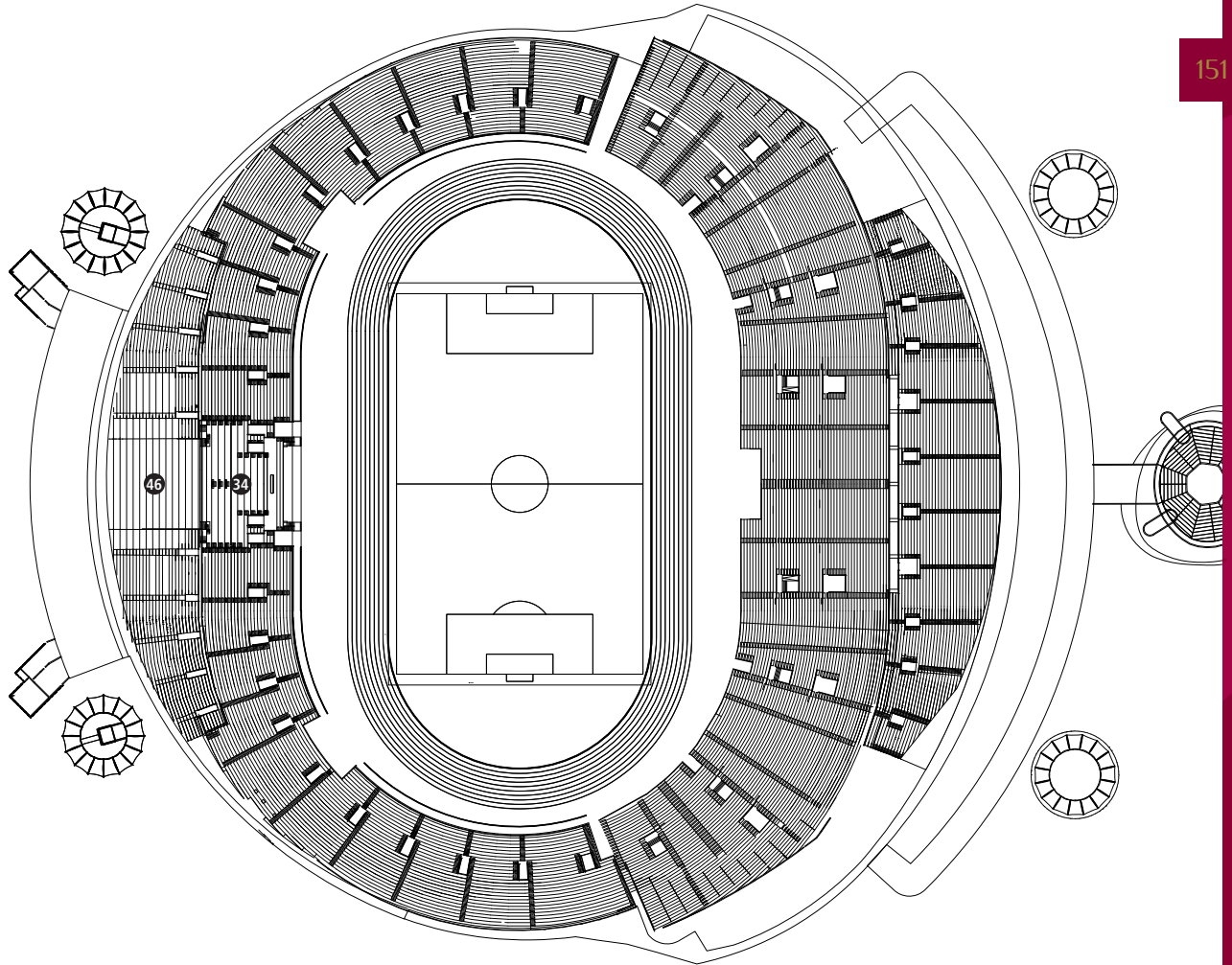
Levels 8 and 10

0



125m





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Khalifa International Stadium
Current status





Lusail Stadium





Host City: Al Daayen
FIFA World Cup 2022™ matches: Group stage to Final
Construction status: Newly built, to be completed 2021
Gross capacity: 92,439
AFC Asian Cup 2027™ staging capacity: Opening match / Final

4.8

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

156

Lusail Stadium

The breathtaking architectural icon of Lusail Stadium is located only 24 kilometres from Doha's skyline in the heart of the emerging city of Lusail, a pioneering and sustainability-focused new urban development for 200,000 residents, north of Qatar's capital. The stadium location aligns well with Qatar's long-term urban and transport strategy, triggering urban development and economic growth as the centrepiece of this state-of-the-art metropolis.

The 92,439-seat Lusail Stadium embodies Qatar's ambition and its passion for sharing Arab culture with the world. The design of this magnificent stadium, brainchild of the world-famous architectural firm Foster + Partners, is inspired by the decorative motifs and the interplay of light and shadow that characterises the traditional fanar lantern.

Its shape and façade echo the intricate decorative motifs on bowls, vessels and other art pieces found across the Arab and Islamic world during the rise of civilisation in the region.

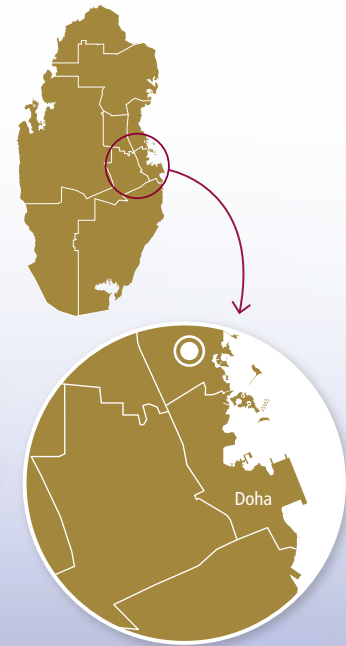


A multitude of environmentally responsible measures will help Lusail Stadium to achieve the targeted 4-star Global Sustainability Assessment System (GSAS) certification: during the ongoing building process, sustainable building practices and recycling of construction waste is applied whenever possible. Construction materials are carefully sourced to align with Qatar's environmental commitments, and take into consideration manufacturing methods as well as future performance. Construction processes are also stringently monitored to minimise pollution and contamination. Recycled water will be used to irrigate plants around the stadium, which will all be local species requiring little water.

Lusail Stadium will host a total of 10 matches of the FIFA World Cup Qatar 2022™, starting from the group stage, through to the final on 18 December 2022.

After the AFC Asian Cup 2027™, Lusail Stadium will be transformed into a multipurpose community hub, including schools, shops, cafés, sporting facilities and health clinics. Many of the stadium's modular elements, including seating, which will have to be removed, will be donated to sporting projects, taking the legacy of this arena to locations around the world.

Location of Lusail Stadium





Lusail Stadium
Current status





Stadium access

Public transport

The stadium is closely linked to the Red Line of the metro, with the Lusail terminus station located 1 kilometre to the south-east of the stadium, meaning that fans have only a short walk to the entrance gates.

The metro station is linked to the stadium grounds through a pedestrian bridge, crossing Al Khor Coastal Road. Public transport by rail is complemented by the brand-new Lusail Tram, which services four stations close to the southern and eastern stadium perimeter. Two Park & Ride sites are planned in a walkable distance to the Lusail Tram depot, for an easy connection to the venue by tram.

Private transport

Principle access to Lusail Stadium is from Al Khor Coastal Road, immediately to the west of the stadium. It gives direct and convenient access to the main roads surrounding the stadium. Dedicated parking areas for media and broadcast (650 cars) are located at the southern gates, while parking areas for VIPs (360 cars) hospitality guests (1,430 cars and 32 buses) and commercial partners (220 cars) are towards the north. Access points for VIPs, media representatives, commercial partners and hospitality guests are in close proximity to their respective parking areas and drop-off points. This enables easy entry into the stadium, as fans will be approaching the stadium from the east and south-east. For spectators, approx. 1,000 parking spaces are in walkable distance around the stadium and 9,000 spaces will be provided at dedicated Park & Ride facilities in the vicinity.

VVIPs and team delegations

Once past the main VVIP access point to the west of the stadium perimeter, VVIPs are directed to the secure VVIP parking areas in front of the main stand, which is directly linked to the VVIP welcome area. The same access point is used by the team delegations, taking them to their parking and drop-off destinations at level 0.

Capacity

Lusail Stadium will provide 86,239 seats for the public, in addition to media and VIP seats. The gross capacity of the stadium will be 92,439 seats, which includes 400 accessible seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

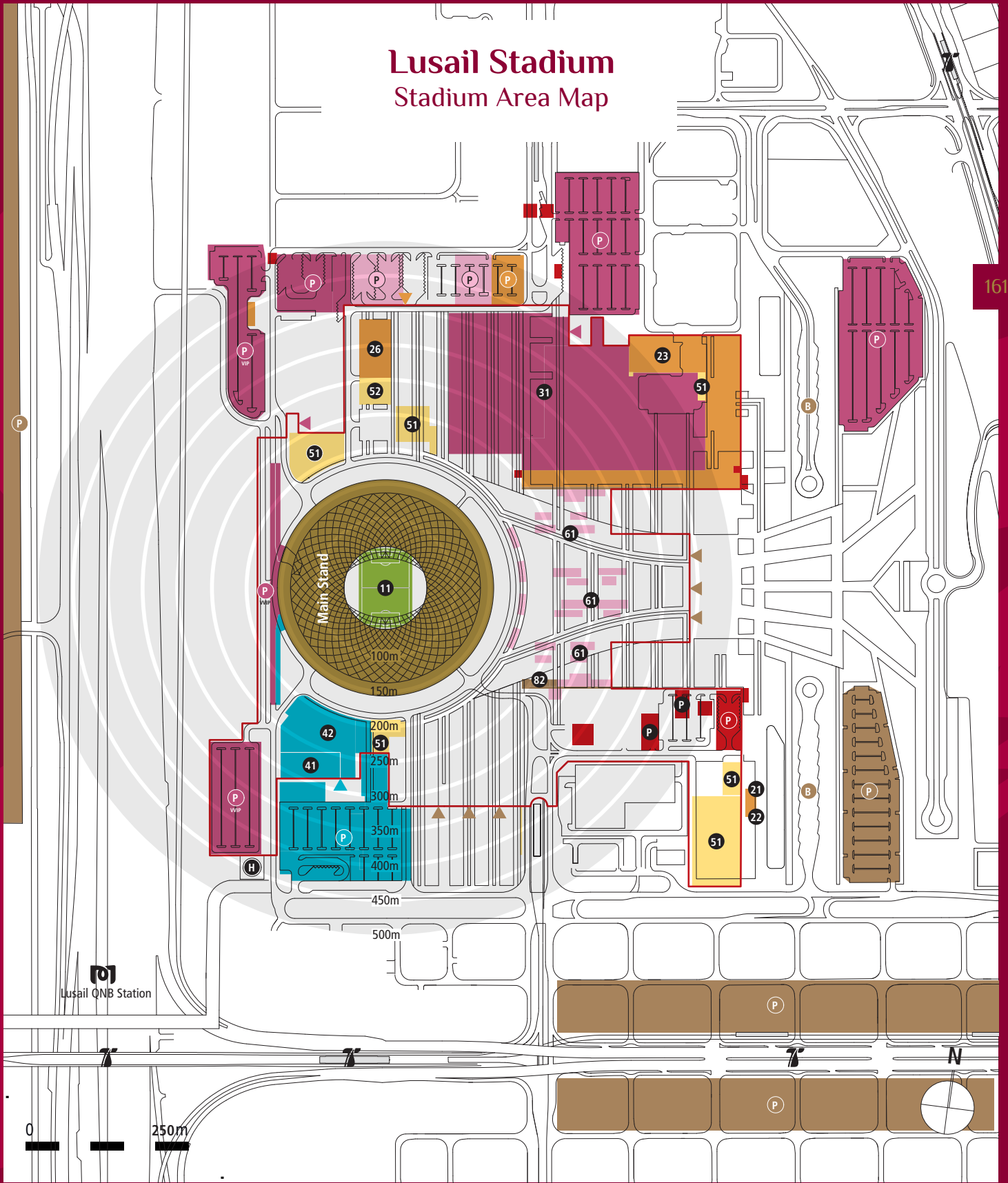
The 800-seat media tribune is located in the lower tier of the main stand, while the media facilities hub is located on level 0, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, four TV studios with a total area of 185m² and additional support facilities. Eight TV presentation studios, with an average size of 28m², overlook the pitch from level 5. The spacious press conference room is located on stadium level 0 and has a capacity of 150 to 200 seats. The main media complex with the Stadium Media Centre (600 m²), the broadcast compound and associated truck parking areas are located to the south of the stadium site.

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP tribunes, with comfortable seating for 900 people, are located centrally in the main stand and are connected to exclusive and spacious lounge areas overlooking the field of play on stadium levels 2 and 3. Stadium level 2 comprises a 6,000m² hospitality lounge in the opposite stand. Additionally, the stadium has 102 spacious and luxurious sky boxes, with a capacity of 2,215 seats.

Lusail Stadium

Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- P VIP Parking
- P VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

70 Safety / Security

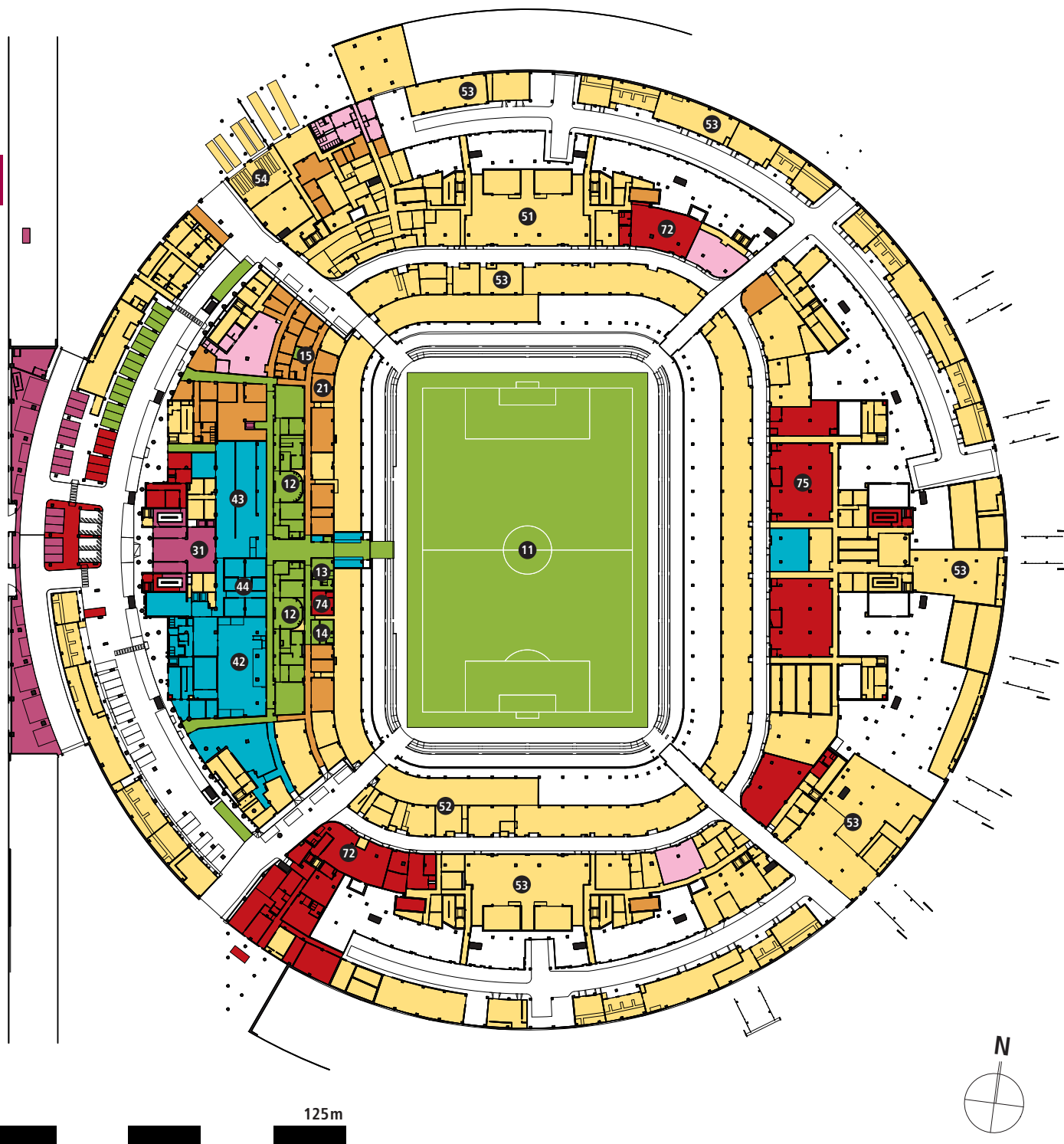
- P Police / Security
- F Fire Brigade
- H Helicopter Pad
- M Medical Assistance
- Outer Perimeter
- P Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- M Metro Station
- B Bus Station
- T Tram Station
- P Spectator Parking

Lusail Stadium

Stadium Pitch Map



10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

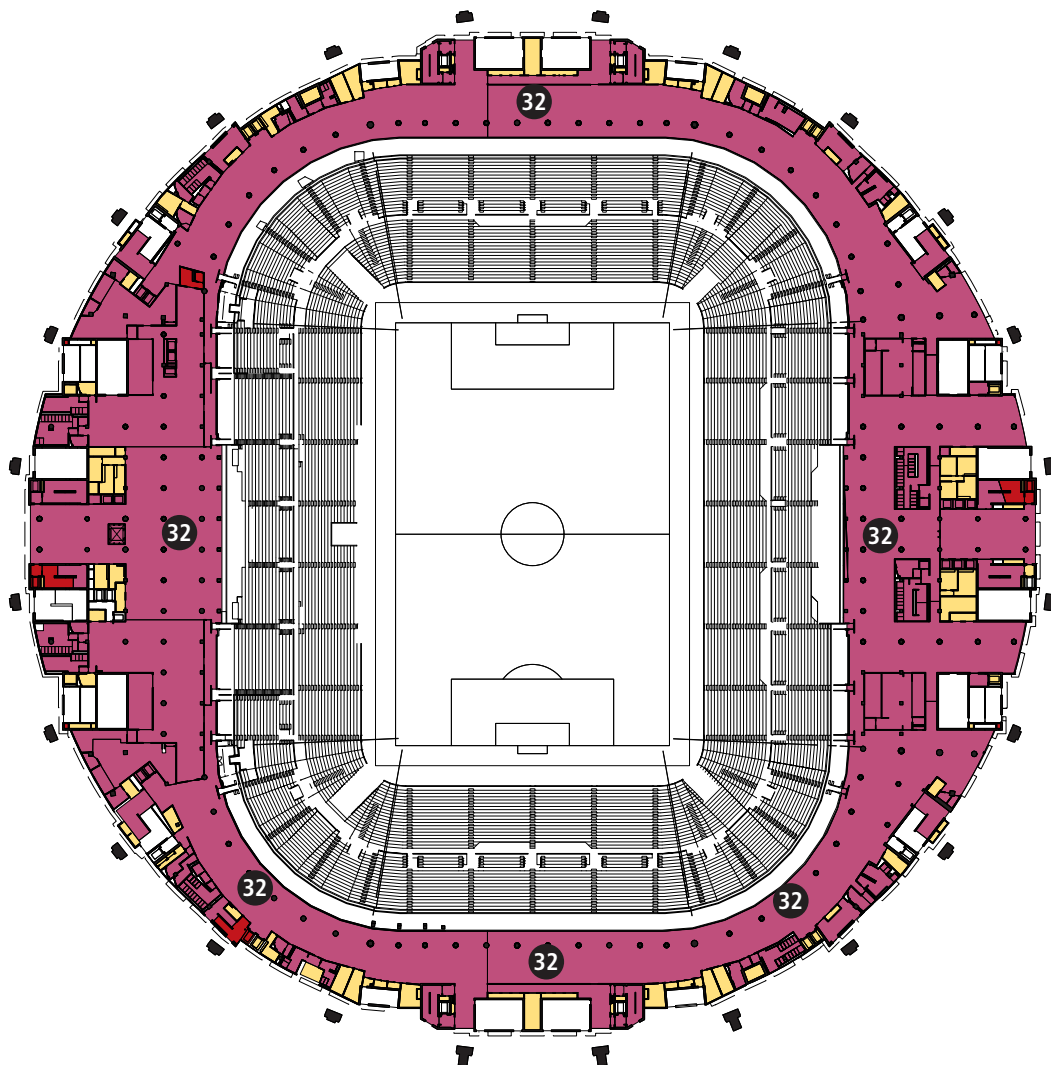


The design is inspired by the interplay of light and shadow.

163

1	Host City	Al Daayen
2	Stadium name	Lusail Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	Start and end date of new build 2016-2021 Start and end date of renovation N/A
5	Capacity	Current gross capacity 92,439 Number of VIP seats 900 Number of media seats 800 Number of obstructed view seats * 6,200 Current net capacity (deduct above from gross capacity) 86,239 Forecast total capacity (include new / renovated stadia) N/A
6	Stadium owner	Name of owner Supreme Committee for Delivery & Legacy Stadium operator / main user Aspire Zone Foundation Name of club(s) using N/A Average attendance league match N/A Used for national team matches N/A Website www.qatar2022.qa/en/stadiums/lusail-stadium
7	Field of play	Dimensions of pitch 105x68m Type of pitch (artificial, turf, etc.) Natural turf Lighting lux power 2,000-3,000
8	Competition area	No. of dressing rooms and average size 2 / 260m ² No. of offices and average size 32 / 29m ²
9	Transport	No. of parking spaces inside stadium (for VIPs, teams) 8 buses and 73 cars teams / 200 VVIPs Distance from town centre (km, min via bus/car/train) 1km 2min (road / bus) Distance from airport (km, min) 37km 40min (road) / 37km 40min (metro) Public transport links Metro station Lusail / walk (1.0km)

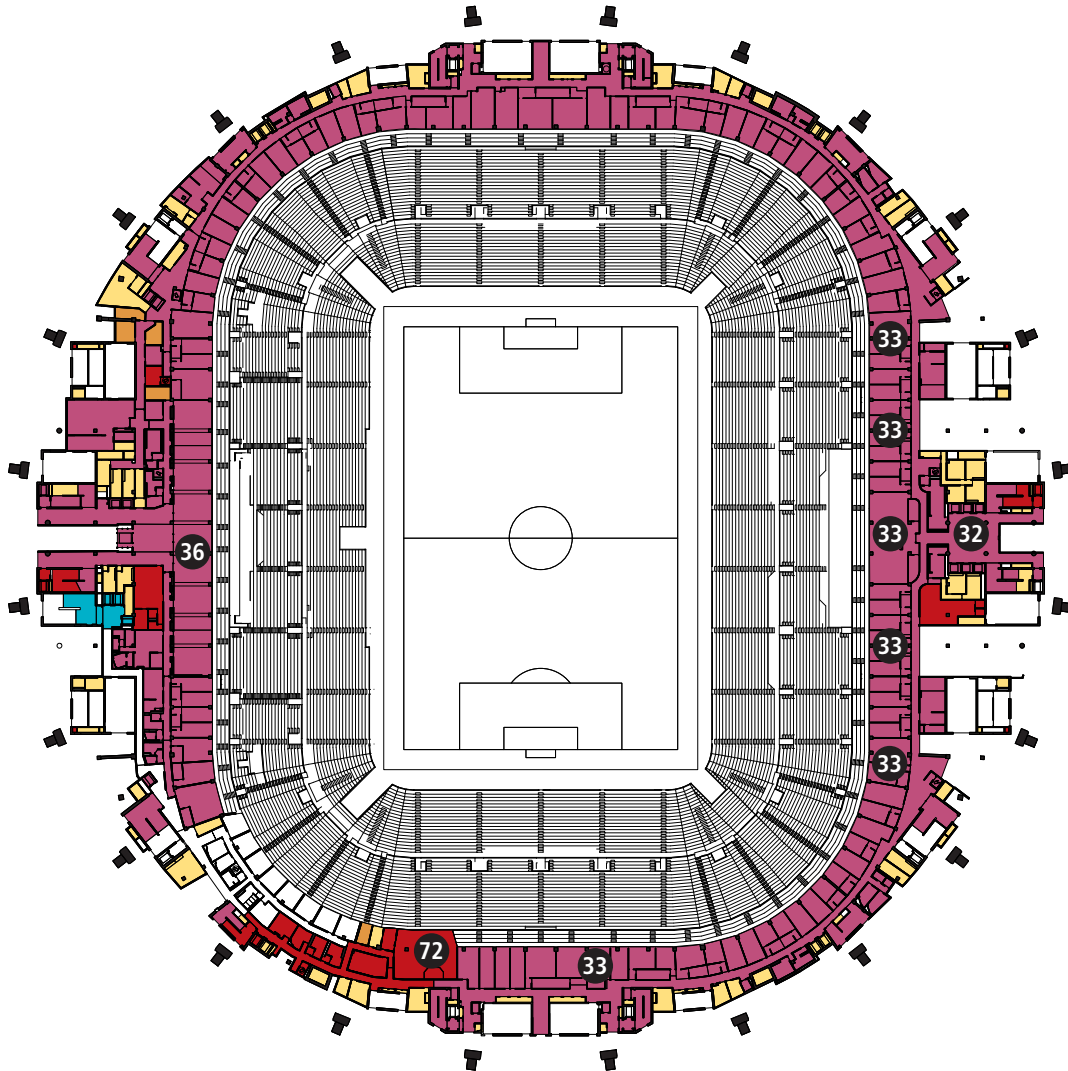
* includes seat kills due to media / VIP / VVIP tribune



Lusail Stadium

Levels 2 and 3





10 Competition

- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser

- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality

- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV

- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services

- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

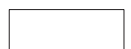
60 Commercial

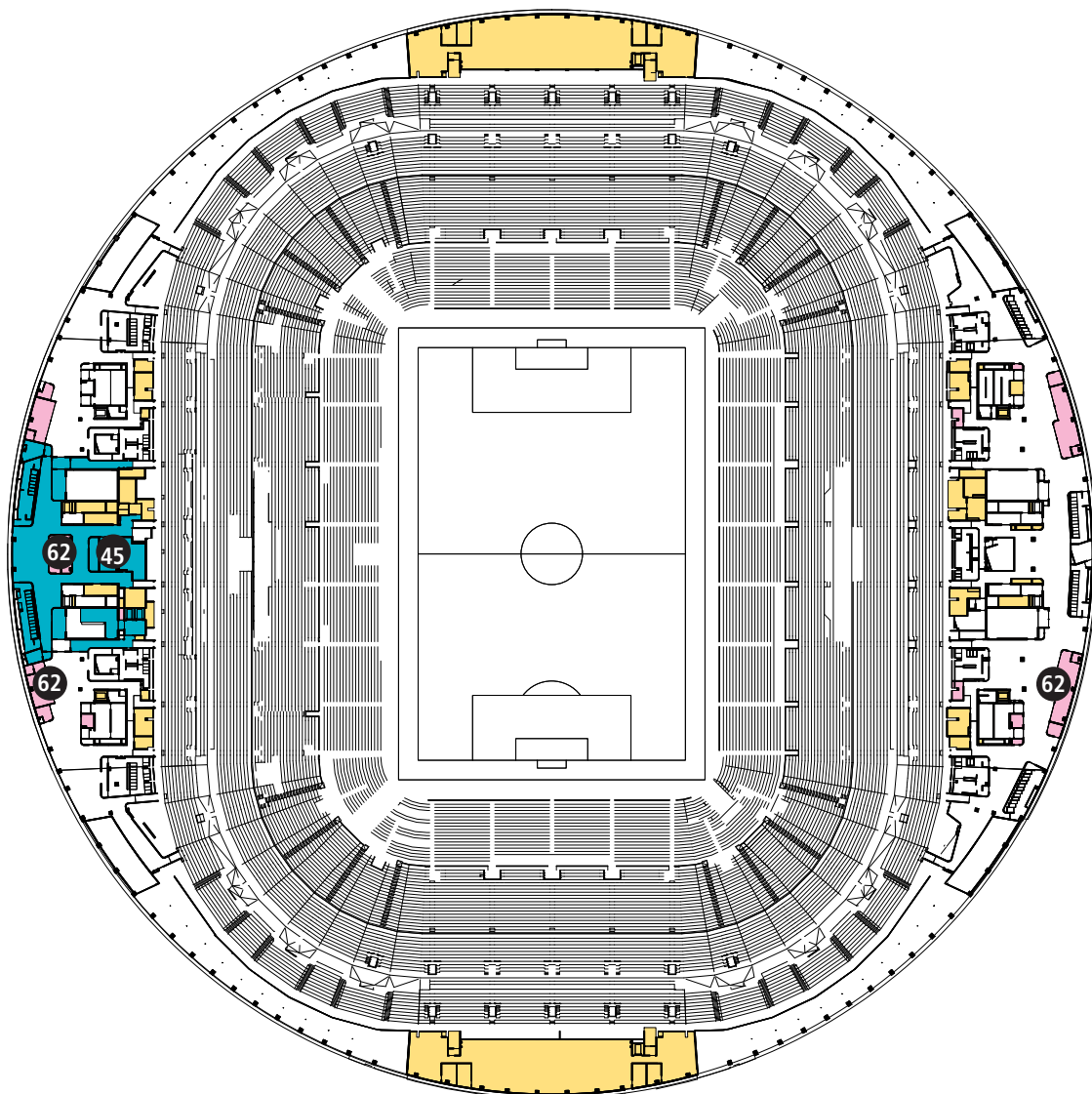
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security

- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

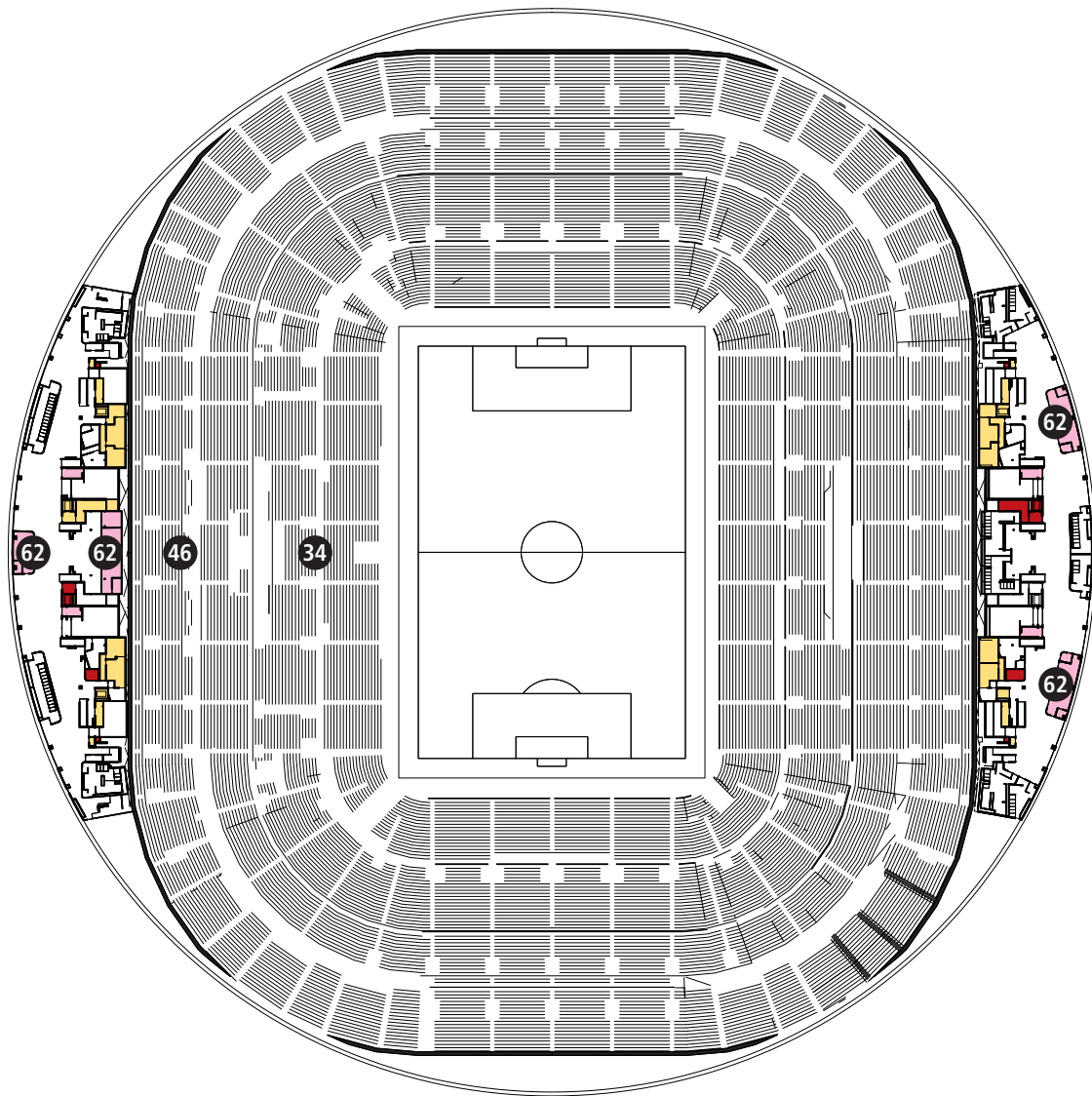




Lusail Stadium

Levels 6 and 7





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Lusail Stadium
Current status





Ras Abu Aboud Stadium





Host City: Doha

FIFA World Cup 2022™ matches: Group stage to round of 16

Construction status: Newly built, to be completed 2021

Gross capacity: 47,560

AFC Asian Cup 2027™ staging capacity: Semi-finals



4.9

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

172

Ras Abu Aboud Stadium is located on the former port area of Doha, looking across to Doha's dazzling West Bay skyline at a distance of only 4 kilometres to the city centre. This venue will be constructed using 949 certified shipping containers and modular steel elements, echoing the nearby port and Doha's long maritime history. The innovative, 47,000-seat venue has a remarkable design and is already known across the architectural and sports scene as the world's first mobile stadium as it can be dismantled, moved and reassembled.

Ras Abu Aboud Stadium will be the first of its kind – a pioneering solution in stadium design and a blueprint

Ras Abu Aboud Stadium

for future sports events – but work on its sustainable legacy began long before the construction period.

The stadium site's groundwater and soil had to be decontaminated and cleaned due to decades of industrial operations. A water treatment system, including an artificial lagoon, was constructed on site to allow storage and reuse of the groundwater, which was



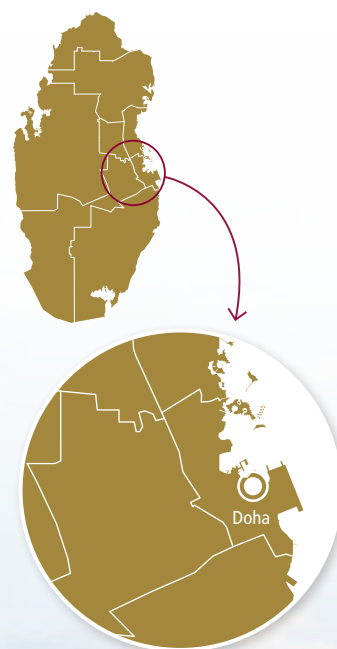
tested daily for quality purposes before it was used for dust suppression on the construction site. The existing buildings, many of them polluted with asbestos, and fuel tanks had to be safely removed. More than 80% of the materials from the demolished buildings were decontaminated, reused or recycled. However, some of the old buildings were retained, partly for their cultural and architectural value, but also to house new stadium facilities. Despite the industrial past of the site, it was home to vast vegetation and numbers of trees, some of which were more than 30 years old. Around 875 trees were inspected and tagged and, where possible, dug up and taken to a nursery to await replanting at other project sites. The construction model of

this stadium will stand it in good stead for its aim to be awarded 4-star Global Sustainability Assessment System (GSAS) certification.

Ras Abu About Stadium is being purpose-built for the FIFA World Cup Qatar 2022™ and will host seven matches from the group stage to the round of 16.

The stadium will be entirely dismantled and repurposed after the AFC Asian Cup 2027™ in Qatar to make way for a waterfront urban development. Its parts will be used in other sporting and non-sporting projects in countries with a need for sports infrastructure, setting a new standard in sustainability and introducing a bold new standard in tournament legacy planning.

Location of Ras Abu About Stadium





Ras Abu Aboud Stadium
Current status





Stadium access

Public transport

The Gold Line metro provides convenient and short travel to Ras Abu Aboud stadium. The metro station of the same name is located only 900 metres south-west of the stadium, meaning that fans have only a short walk to the entrance gates. On match days, trains will operate every five minutes. A high capacity bus station, with three terminals right next to the metro station, complements the public transport system.

Private transport

Principle access to the stadium is from Ras Abu Aboud Road, immediately to the south of the stadium. It gives direct and convenient access to a service road encircling the stadium grounds. Lined up alongside this service road, car parks and drop-off points for the various constituent groups are allocated, offering 400 parking spaces for media / broadcast, 220 spaces for VIPs and 120 parking spaces for visitors with disabilities. Hospitality parking is located immediately north of the outer stadium perimeter. Access points for VIPs, media representatives and hospitality guests are in the closest proximity to the respective parking areas to enable easy entry into the stadium, as fans will be approaching the stadium mainly from the south-east, from the metro station and the bus terminal.

In total, around 3,500 parking spaces are in walkable distance of the stadium; additionally, there are 1,850 parking spaces on dedicated Park & Ride facilities in the vicinity.

VVIPs and team delegations

Once past the main VVIP access point to the west of the stadium perimeter, VVIPs are directed to the secure VVIP parking areas in front of the main stand, which is directly linked to the VVIP welcome area. The same access point is used by the team delegations, taking them to their parking and drop-off destinations at level 0.

Capacity

The two-tier stadium will provide 41,860 seats for the public, in addition to media and VIP seats. The gross capacity of the stadium will be 47,560 seats, which includes 240 accessible seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

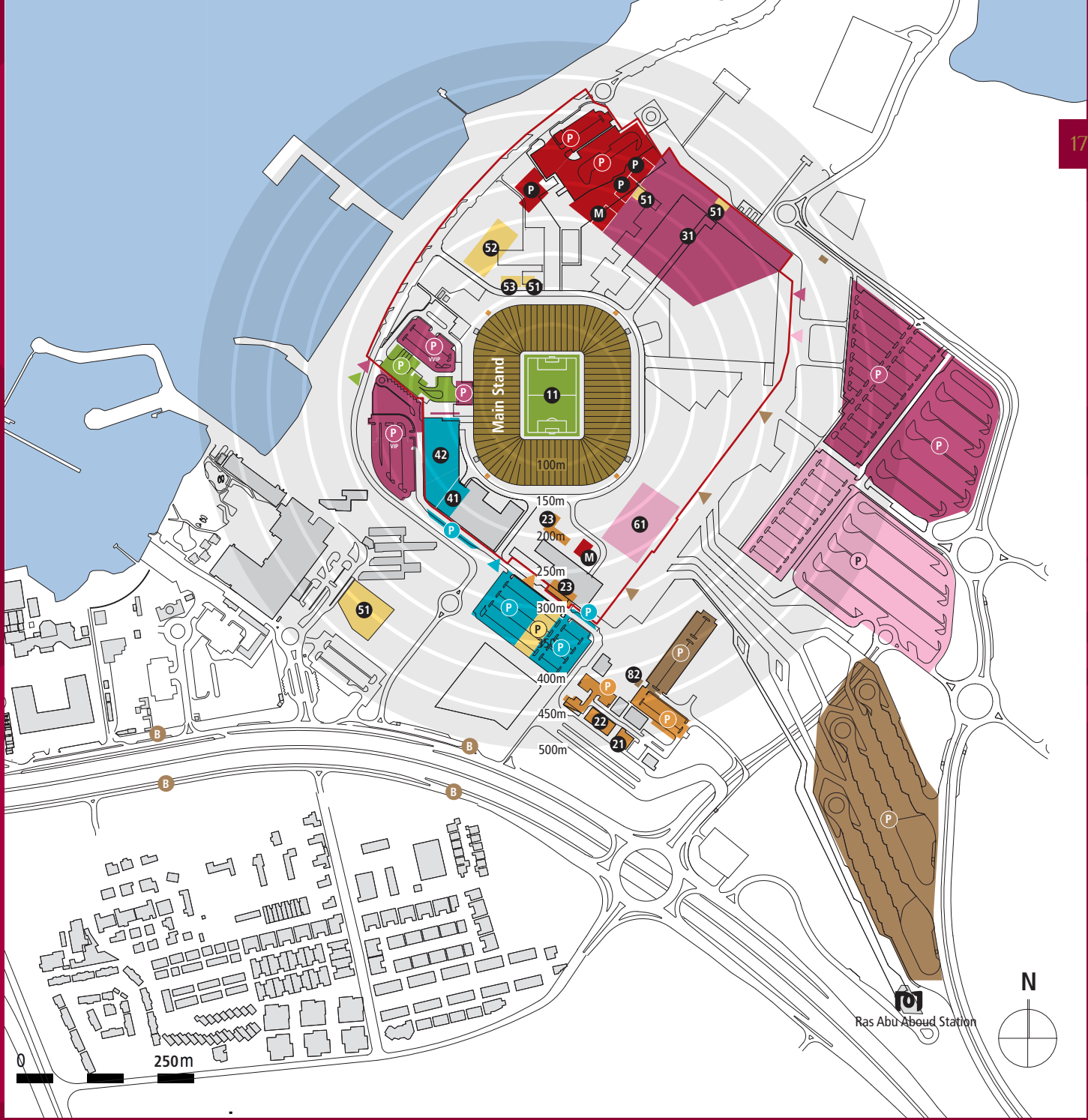
The 800-seat media tribune is located in the middle upper tier of the main stand, while the media facilities hub is located on level 0, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, four TV studios of 52m² each, a press conference room of 300m² and additional support facilities. Six TV presentation studios, with an average size of 44m², overlook the pitch from the south-west of the main stand on level 3. The broadcast compound and the Stadium Media Centre (600m²) are located in the open area, immediately next to the main stand.

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP area, with comfortable seating for 900 people, is located centrally in the main stand and is connected to exclusive lounge areas on stadium levels 1 and 3, with unparalleled views of the pitch. The hospitality area is located on stadium level 3 of the opposite stand, offering 1,600 premium seats as well as 39 spacious sky boxes, with a spectator capacity of 885.

Ras Abu Aboud Stadium

Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking
- P Parking Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- P VIP Parking
- P VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

70 Safety / Security

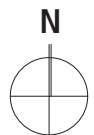
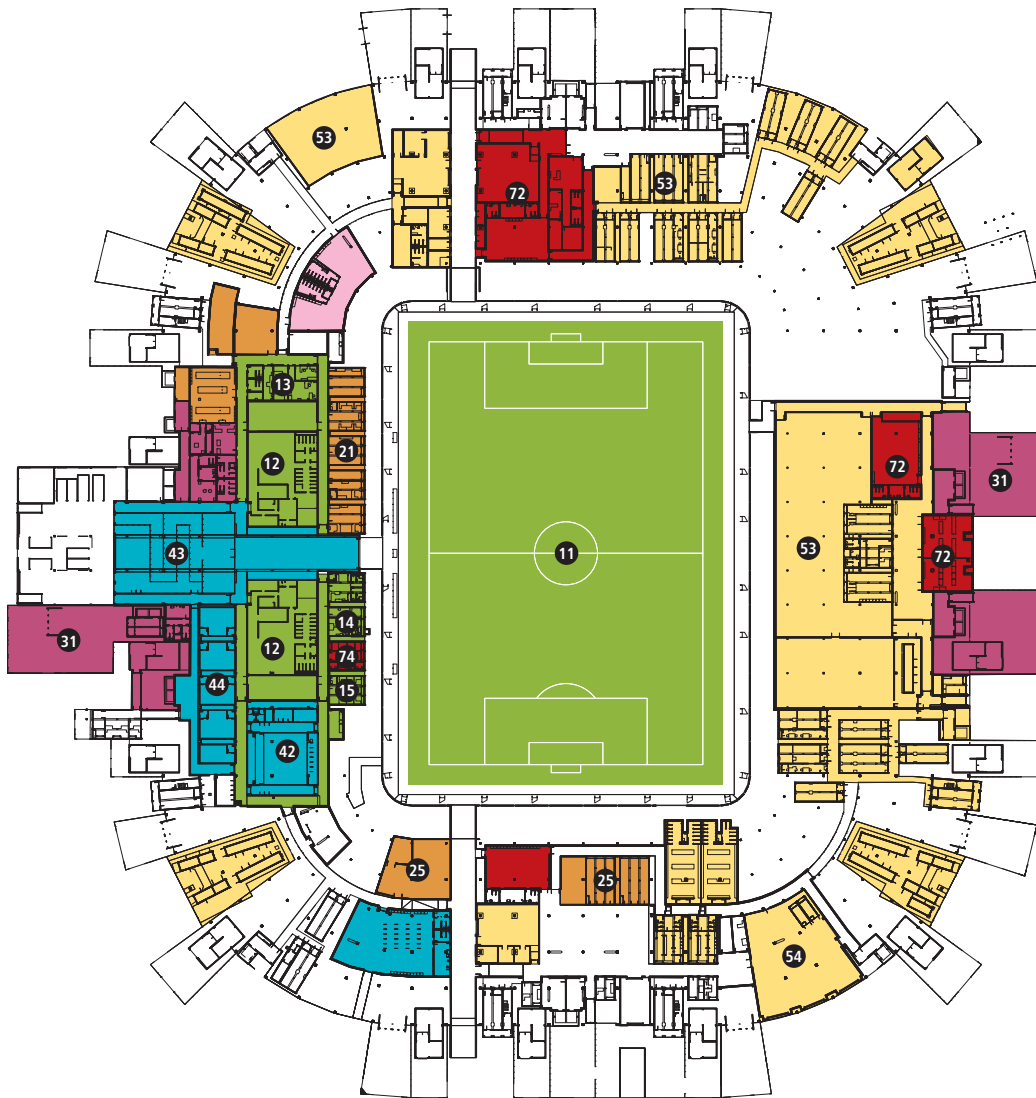
- P Police / Security
- F Fire Brigade
- H Helicopter Pad
- M Medical Assistance
- P Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- M Metro Station
- B Bus Station
- T Tram Station
- P Spectator Parking

Ras Abu Aboud Stadium

Stadium Pitch Map



0 125m

10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

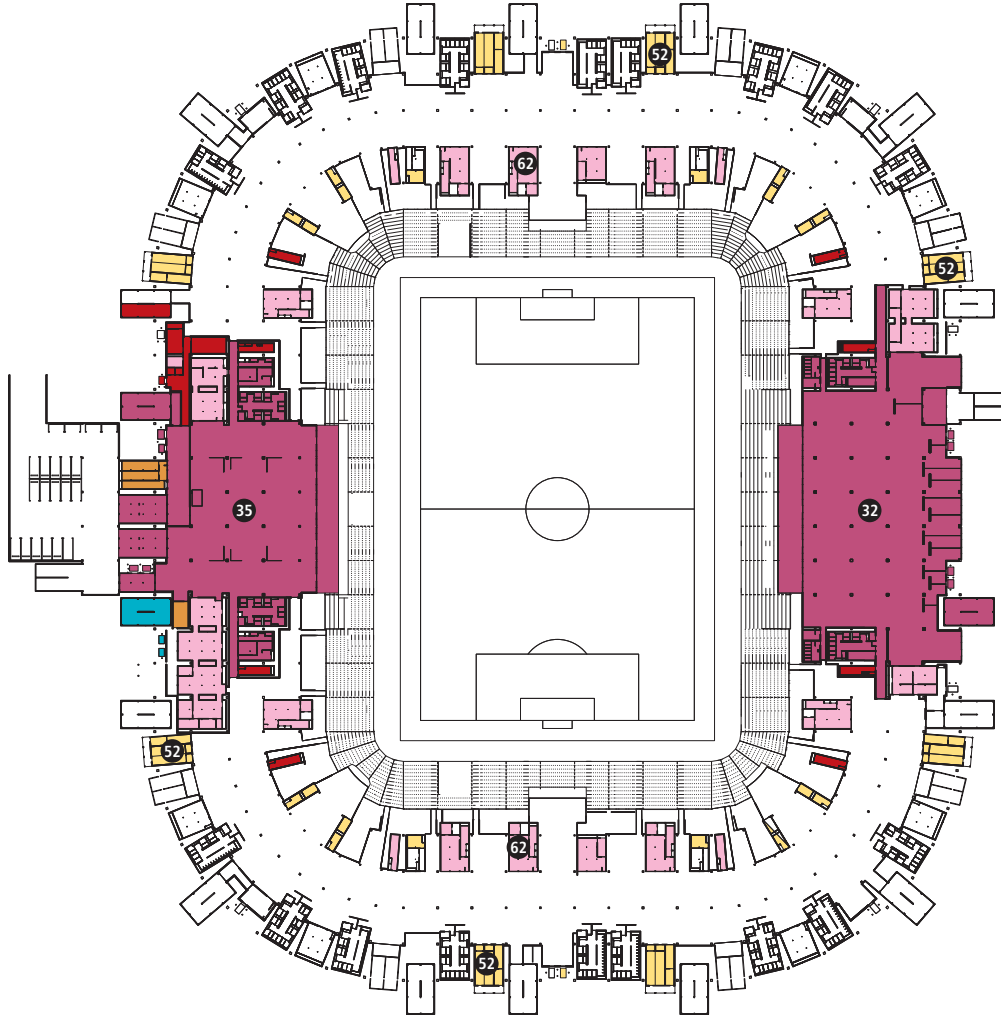


The stadium can be dismantled, moved and reassembled.

179

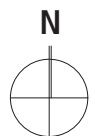
1	Host City	Doha
2	Stadium name	Ras Abu Aboud Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	
	Start and end date of new build	2017-2021
	Start and end date of renovation	N/A
5	Capacity	
	Current gross capacity	47,560
	Number of VIP seats	900
	Number of media seats	800
	Number of obstructed view seats *	5,700
	Current net capacity (deduct above from gross capacity)	41,860
	Forecast total capacity (include new / renovated stadia)	N/A
6	Stadium owner	
	Name of owner	Supreme Committee for Delivery & Legacy
	Stadium operator / main user	Aspire Zone Foundation
	Name of club(s) using	N/A
	Average attendance league match	N/A
	Used for national team matches	N/A
	Website	www.qatar2022.qa/en/stadiums/ras-abu-aboud-stadium
7	Field of play	
	Dimensions of pitch	105x68m
	Type of pitch (artificial, turf, etc.)	Natural turf
	Lighting lux power	2,000
8	Competition area	
	No. of dressing rooms and average size	2 / 260m ²
	No. of offices and average size	11 / 41m ²
9	Transport	
	No. of parking spaces inside stadium (for VIPs, teams)	12 buses and 34 cars teams / 134 VVIPs
	Distance from town centre (km, min via bus/car/train)	4km 10min (road) / 5km 5min (metro)
	Distance from airport (km, min)	12km 15min (road) / 9km 10min (metro)
	Public transport links	Metro station Ras Abu Aboud / walk (1.7km)

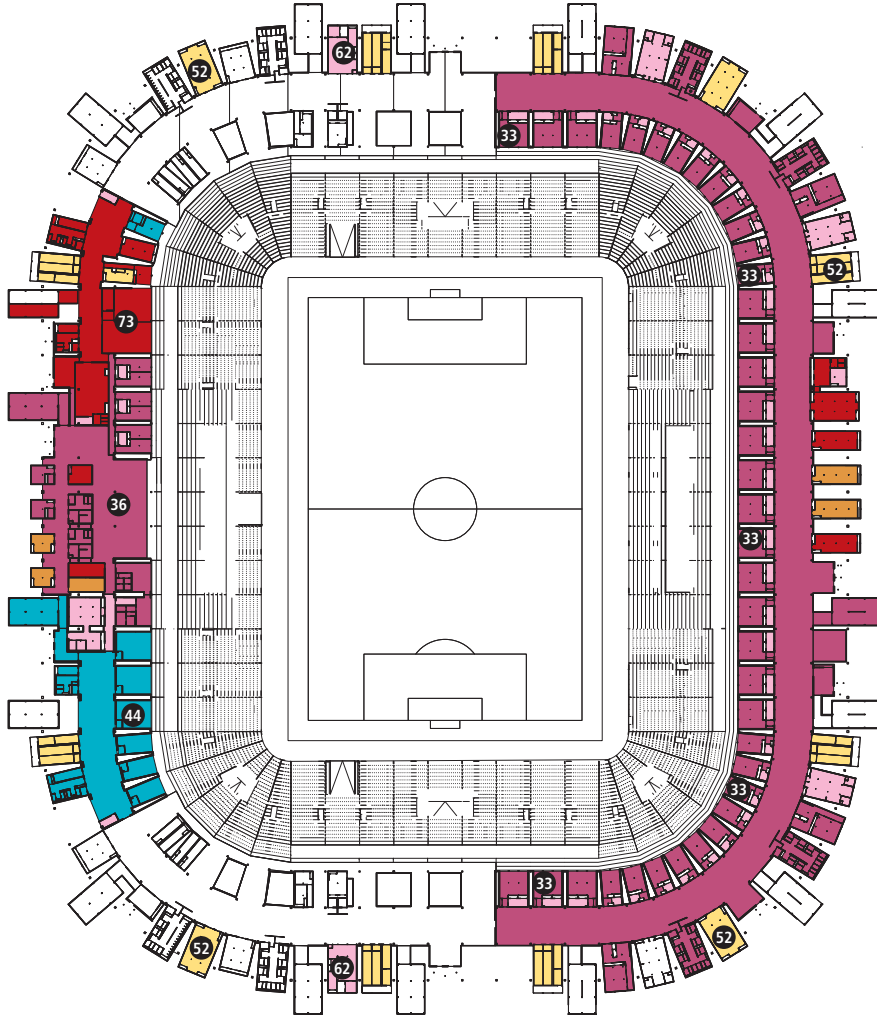
* includes seat kills due to media / VIP / VVIP tribune



Ras Abu Aboud Stadium

Levels 1 and 3





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

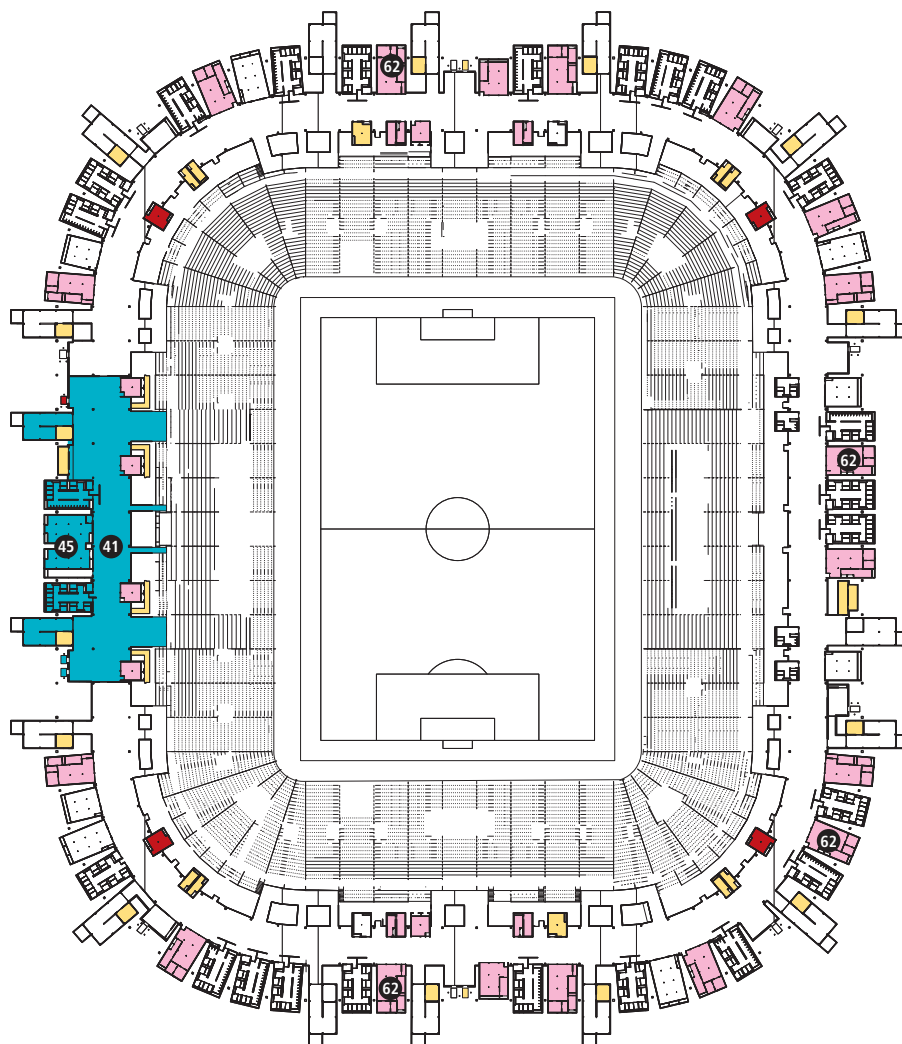
70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Ras Abu Aboud Stadium

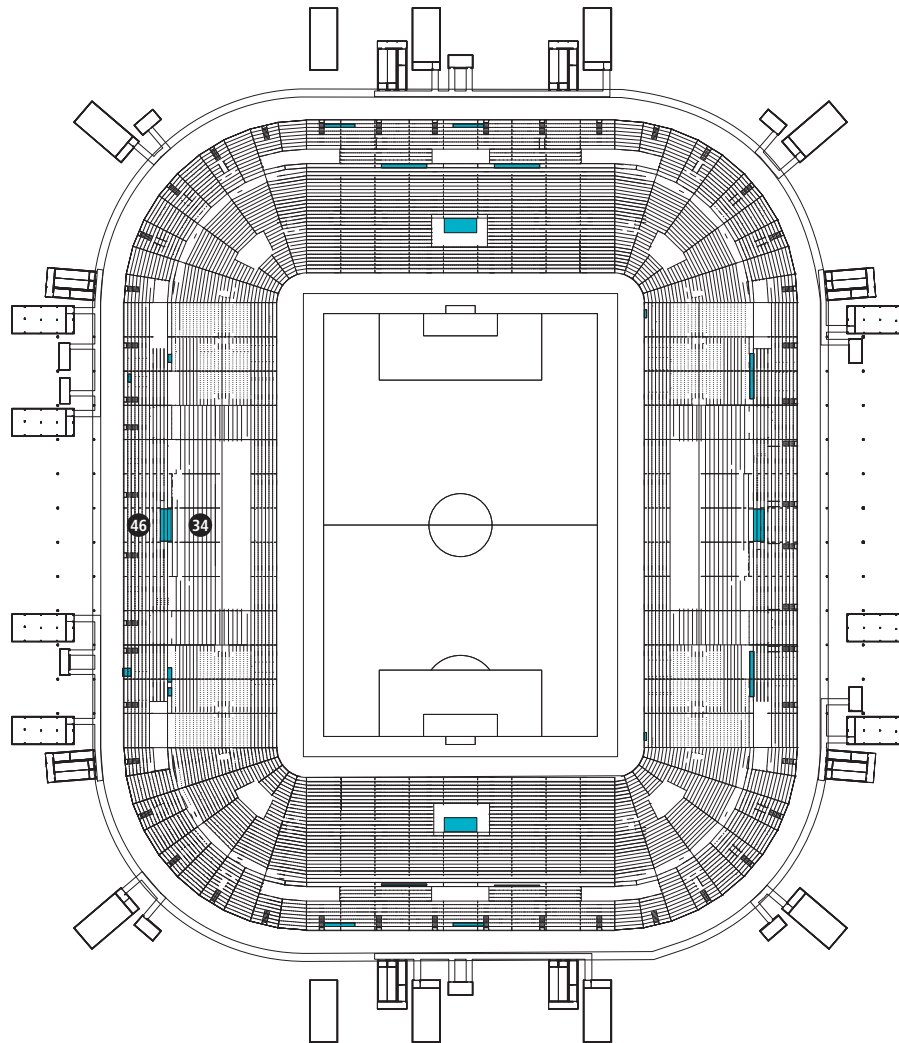
Levels 4 and 6

0



125m





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Ras Abu Aboud Stadium
Current status





Thani bin Jassim Stadium





Host City: Al Rayyan
FIFA World Cup 2022™ matches: –
Construction status: Existing, to be upgraded
Gross capacity: 21,872
AFC Asian Cup 2027™ staging capacity: Group stage

4.10

- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

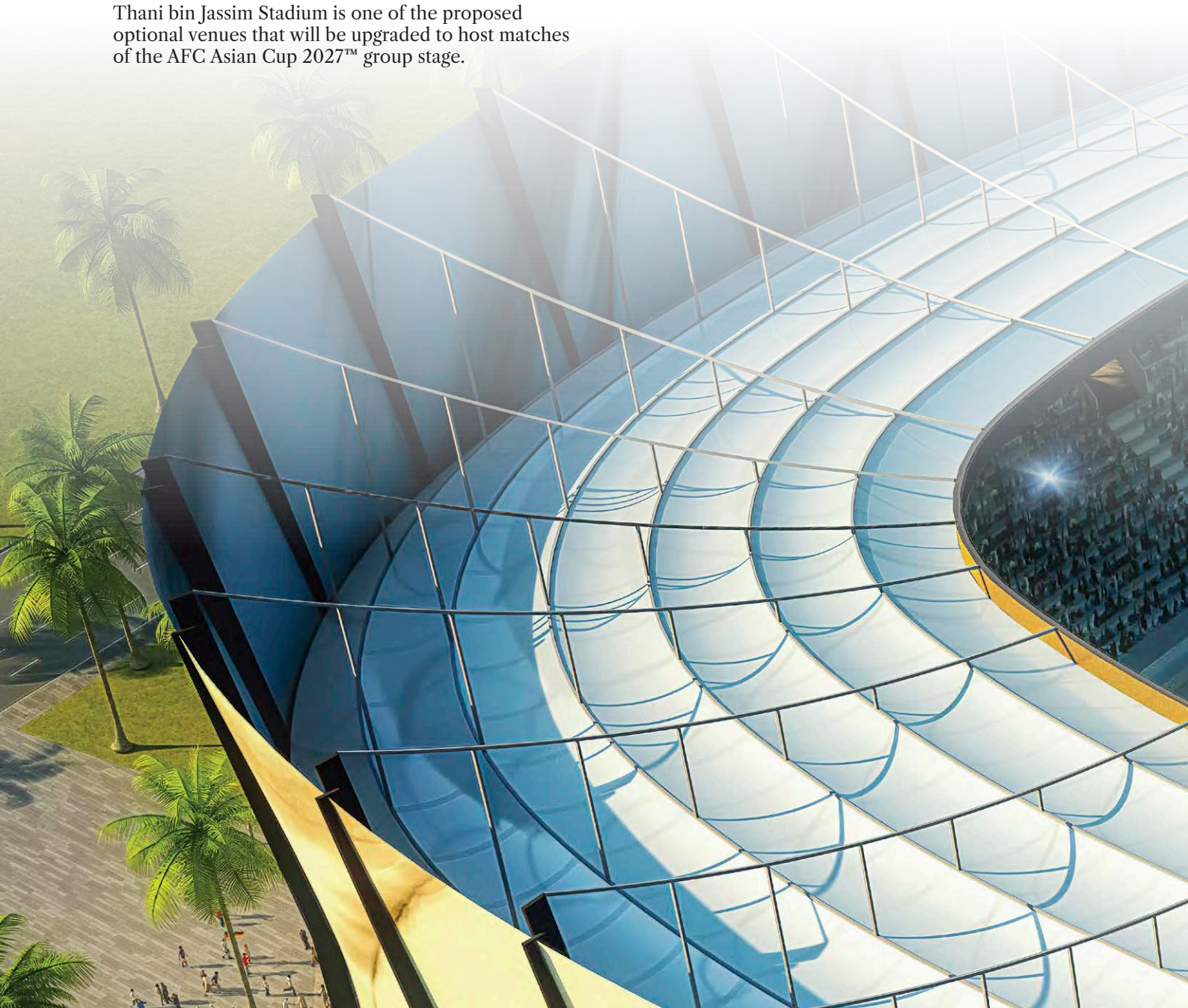
188

Located only 15 kilometres from Doha's city centre, Thani bin Jassim Stadium is an existing traditional football venue and the home of Qatar Stars League teams Al Gharafa SC and Umm Salal SC. Initially built in 2003, the stadium underwent major renovations in the run-up to the AFC Asian Cup 2011™, where the stadium was selected as one of the five venues. The stadium site includes several training pitches, a multipurpose hall with spectator stands, an additional training hall and a spacious car park, all of which are available for the AFC Asian Cup 2027™ in Qatar.

Thani bin Jassim Stadium is one of the proposed optional venues that will be upgraded to host matches of the AFC Asian Cup 2027™ group stage.

Thani bin Jassim Stadium

The upgrade measures to be implemented, in order to match the tournament requirements and provide the highest standards for players, officials and spectators, include additional state-of-the-art hospitality and accompanying service areas in the main stand. A roof, covering the entire seating bowl, will be also added to the stadium.



The most prominent element of the stadium's planned upgrade will be its new, eye-catching façade. The façade design concept is inspired by the beauty of the Arabian oryx, one of the most remarkable and elegant native species of the Arabian Peninsula's desert fauna. The oryx antelope is regarded as the national animal of Qatar and other Arabic countries. The characteristic oryx head decorates the tailfins of Qatar Airways aircrafts and the animal was also the official mascot of the 2006 Asian Games in Doha. After becoming virtually extinct in its natural habitat by the early 1970s, various programmes to reintroduce the oryx to the wild were successful, but the population of the Arabian oryx is still listed as vulnerable on the IUCN Red List of endangered species.

The slightly curved black and slim pillars of the stadium's façade represent the long horns of the oryx, which prominently stand out of the building's shell and support the white, lightweight roof. The white, heat-reflecting textile cladding represents the colour of the oryx's fur.

The stadium design will draw international attention to the need for wildlife preservation and will create awareness for the desert being a valuable ecosystem.

After the AFC Asian Cup 2027™, the arena will remain the home ground of Al Gharafa SC and Umm Salal SC.

Location of Thani bin Jassim Stadium





Current status

Stadium access

Public transport

The stadium is linked to the Green Line, with Education City metro station located 6 kilometres to the south of the stadium. The metro station will be connected by highly frequent shuttle buses to the venue's own bus terminal, located immediately north of the stadium.

Private transport

Principle access to Thani bin Jassim Stadium is from Umm Al Zubar Street, approaching the stadium precinct from the north. It gives direct and convenient access to spacious car parks west and north of the stadium. To the west, there are parking areas for VIPs (200 cars), hospitality guests (550 cars), media (150 cars) and commercial partners (100 cars).

To the north, there is one additional car park area for the general public, with a capacity of 5,000 spaces, which is only a 200-metre walk to the northern stadium gate. Access points for VIPs, media representatives, commercial partners and hospitality guests are located along the western perimeter. This enables smooth entry into the venue, as fans will be approaching the stadium from the northern side.

VVIPs and team delegations

Once past the main VVIP access point to the west of the stadium perimeter, VVIPs are directed to the secure VVIP parking areas in front of the main stand, which is directly linked to the VVIP welcome area. A second dedicated access point is used by the team delegations, taking them to their parking and drop-off destinations at level 0.

Capacity

The one-tier stadium will provide 20,000 seats for the public, in addition to media and VIP seats. The gross capacity of the stadium will be 22,250 seats, which includes 100 accessible seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

The 450-seat media tribune is located in the lower tier of the main stand, while the media facilities hub is located on level 0, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, additional support facilities and two TV studios of 52m² each. The press conference room takes up 150m². Six TV presentation studios, with an average size of 50m², overlook the pitch from stadium level 3. The broadcast compound and Stadium Media Centre are located in the open area, immediately next to the main stand.

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP area, with comfortable seating for 600 people, is located in the centre of the main stand, and connected to exclusive lounge areas. The planned extension of the main stand will accommodate the new hospitality lounge and 20 luxurious sky boxes with 400 dedicated seats.

Thani bin Jassim Stadium

Stadium Area Map



10 Competition

- 11 Field of Play
- 12 Training Fields
- P Parking
- Teams / Officials

20 Organiser

- 21 Ticketing Centre
- 22 Accreditation Centre
- 23 Volunteer Centre
- 26 Logistics Compound
- P Parking
- Organiser

30 VIP / Hospitality

- 31 Hospitality Village
- P Hospitality Parking
- P VIP Parking
- P VVIP Parking

40 Media / TV

- 41 SMC
- 42 Broadcast Compound
- P Parking Media / TV

50 Services

- 51 Technical Area
- 52 Waste Compound
- 53 Catering Compound
- P Parking Services

60 Commercial

- 61 Commercial Display
- 62 Onsite Retail
- P Parking
- Commercial Partners

70 Safety / Security

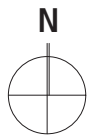
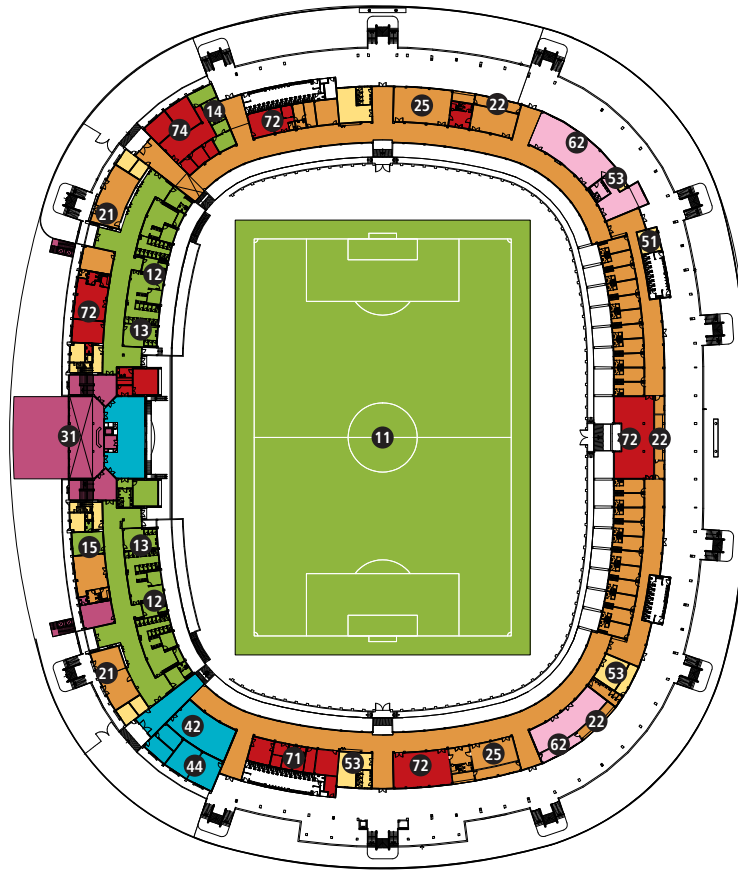
- P Police / Security
- F Fire Brigade
- H Helicopter Pad
- M Medical Assistance
- Outer Perimeter
- P Security Parking

80 Public

- 81 Fan Entertainment
- 82 Spectator Services
- B Bus Station
- T Tram Station
- P Spectator Parking

Thani bin Jassim Stadium

Stadium Pitch Map



10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

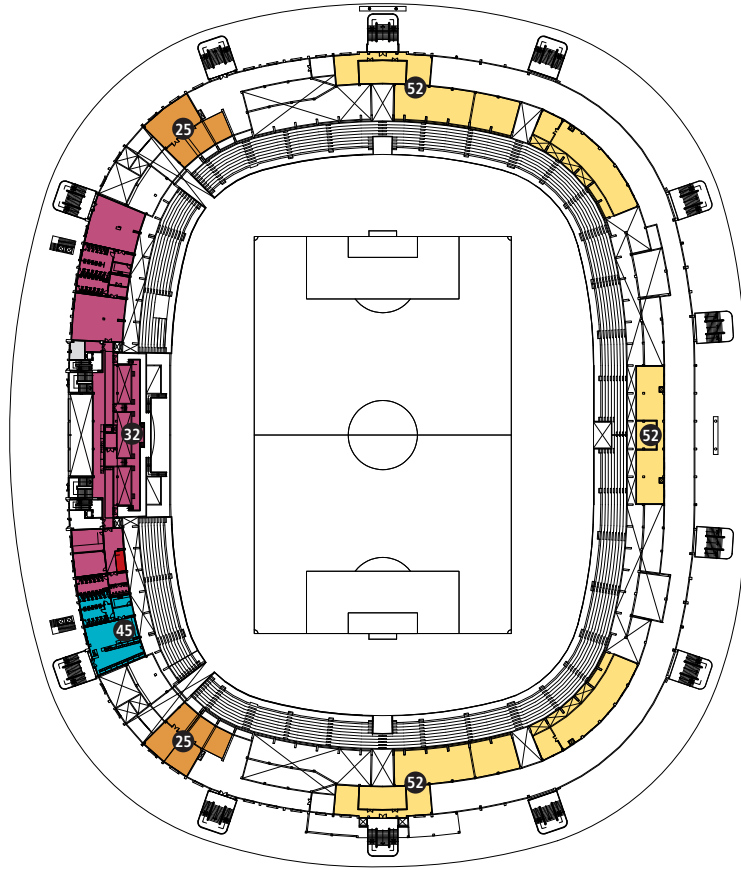


The design concept is inspired by the beauty of the Arabian oryx.

193

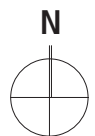
1	Host City	Al Rayyan
2	Stadium name	Thani bin Jassim Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	<p>Start and end date of new build 2002-2003</p> <p>Start and end date of renovation 2010 / 2025-2026</p>
5	Capacity	<p>Current gross capacity 21,872</p> <p>Number of VIP seats 340</p> <p>Number of media seats 238</p> <p>Number of obstructed view seats * 2,328</p> <p>Current net capacity (deduct above from gross capacity) 19,544</p> <p>Forecast total capacity (include new / renovated stadia) 22,250</p>
6	Stadium owner	<p>Name of owner Ministry of Culture & Sports</p> <p>Stadium operator / main user Aspire Zone Foundation</p> <p>Name of club(s) using Al Gharafa SC</p> <p>Average attendance league match 18,762</p> <p>Used for national team matches Yes</p> <p>Website –</p>
7	Field of play	<p>Dimensions of pitch 105x68m</p> <p>Type of pitch (artificial, turf, etc.) Natural turf</p> <p>Lighting lux power 2,000</p>
8	Competition area	<p>No. of dressing rooms and average size 4 / 115m²</p> <p>No. of offices and average size 24 / 22m²</p>
9	Transport	<p>No. of parking spaces inside stadium (for VIPs, teams) 4 buses and 20 cars teams / 100 cars VVIPs</p> <p>Distance from town centre (km, min via bus/car/train) 13km 15min (road / bus)</p> <p>Distance from airport (km, min) 30km 30min (road)</p> <p>Public transport links Metro station Education City / shuttle bus (6km)</p>

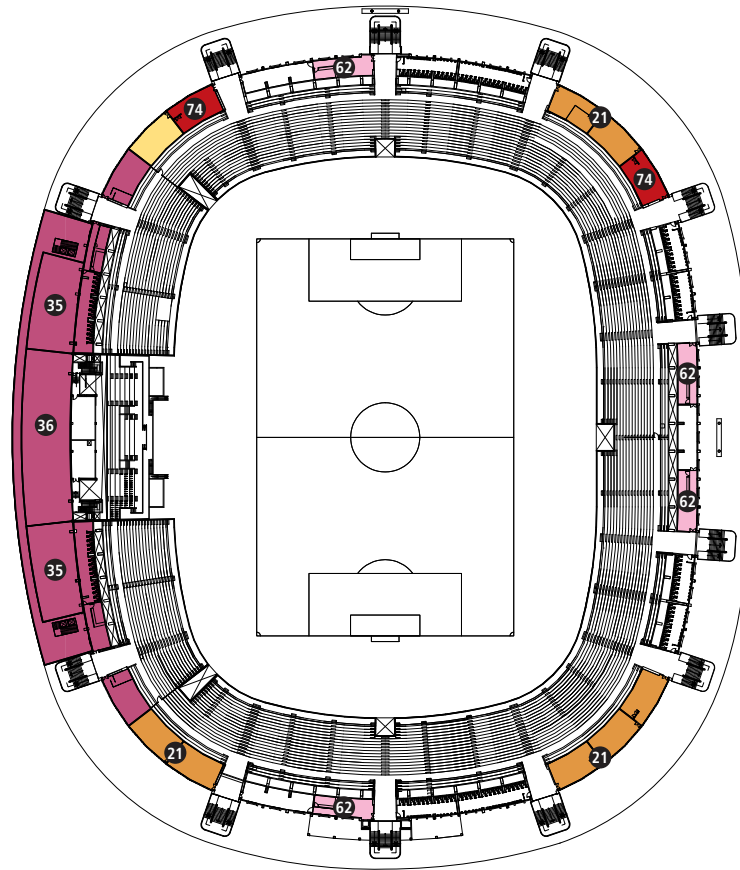
* includes seat kills due to media / VIP / VVIP tribune



Thani bin Jassim Stadium

Levels 1 and 2





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

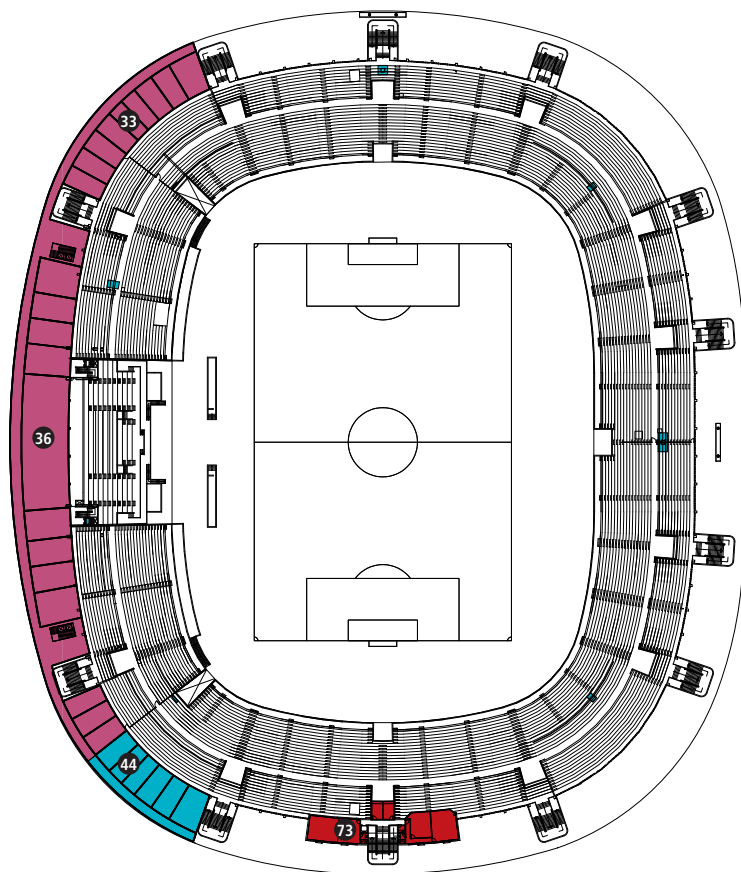
70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

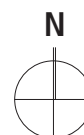
80 Public

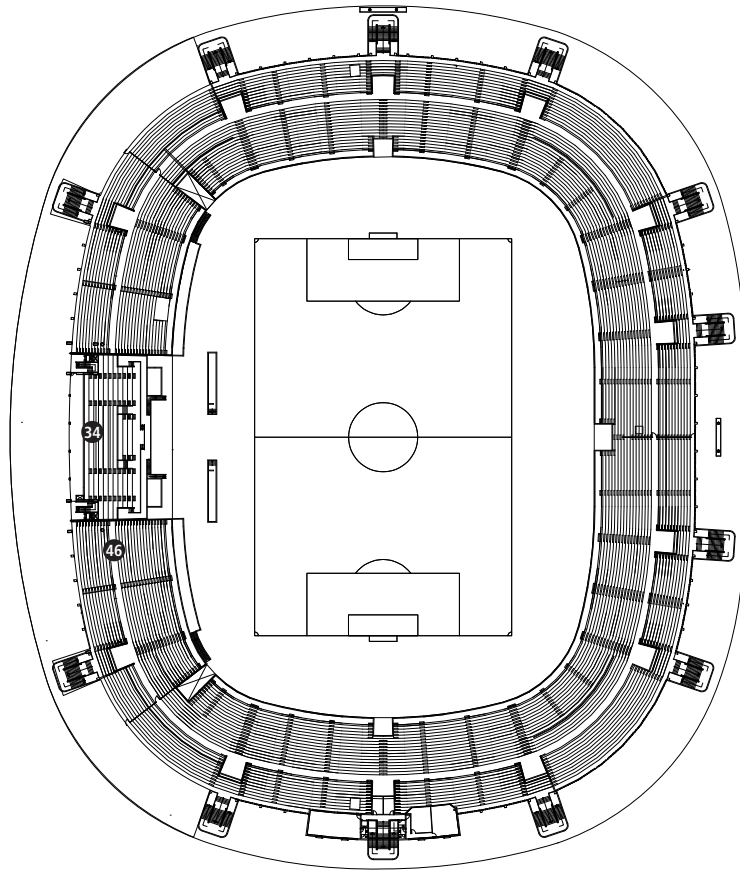




Thani bin Jassim Stadium

Levels 3 and 4





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Thani bin Jassim Stadium
Architectural visualisation





Qatar University Stadium



Host City: Doha
FIFA World Cup 2022™ matches: -
Construction status: Existing, to be reconstructed
Gross capacity: 10,000 (existing)
AFC Asian Cup 2027™ staging capacity: Group stage

4.11

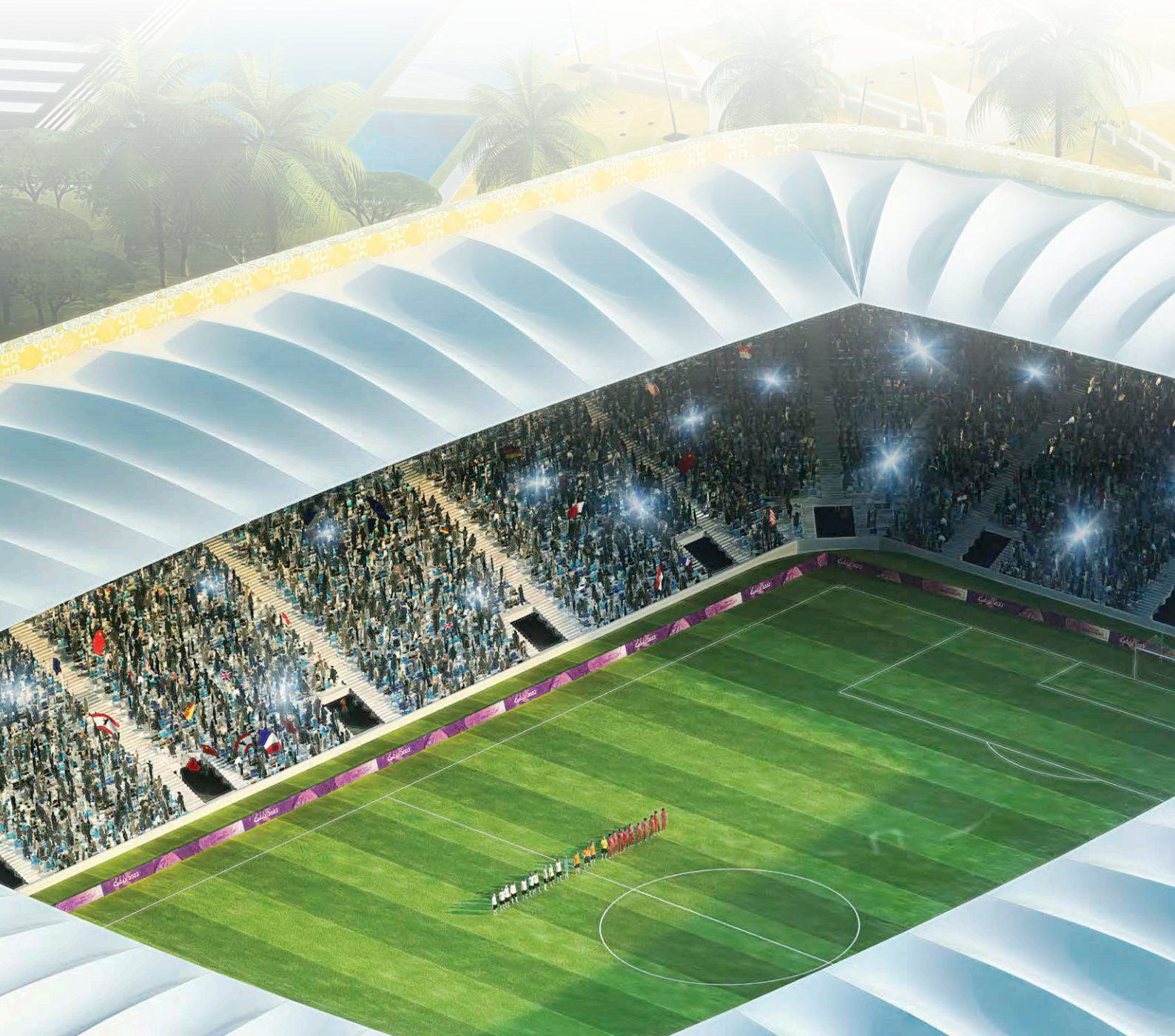
- ◆ Full and complete details on the stadium
- ◆ Information on the envisaged legacy use of the stadium
- ◆ Stadium area map identifying any adjacent stadium-owned and other relevant buildings
- ◆ Stadium pitch maps indicating the different functional levels

202

Qatar University Stadium is set within the university campus in the north of Doha, only 13 kilometres from the city centre. The university's campus stretches across 8km² and is the academic base for a community of 8,800 students of 52 different nationalities. The gender ratio is an interesting feature of Qatar University, as approximately 75% of the students are female. The array of sports offered on campus is as diverse as the academic programmes, with the stadium, to the east of the campus, as the centrepiece of sport.

Qatar University Stadium

Qatar University Stadium is one of the proposed optional sites to host the AFC Asian Cup 2027™. In the run-up to the tournament, it is planned to replace the existing track-and-field arena with a new and modern football stadium, meeting the requirements for group



stage matches. Converting the venue into a football-only stadium also factors in the changing sports preferences among Qatar's urban student generation, and with the new fashionable places, such as Lusail, West Bay and The Pearl-Qatar, close at hand.

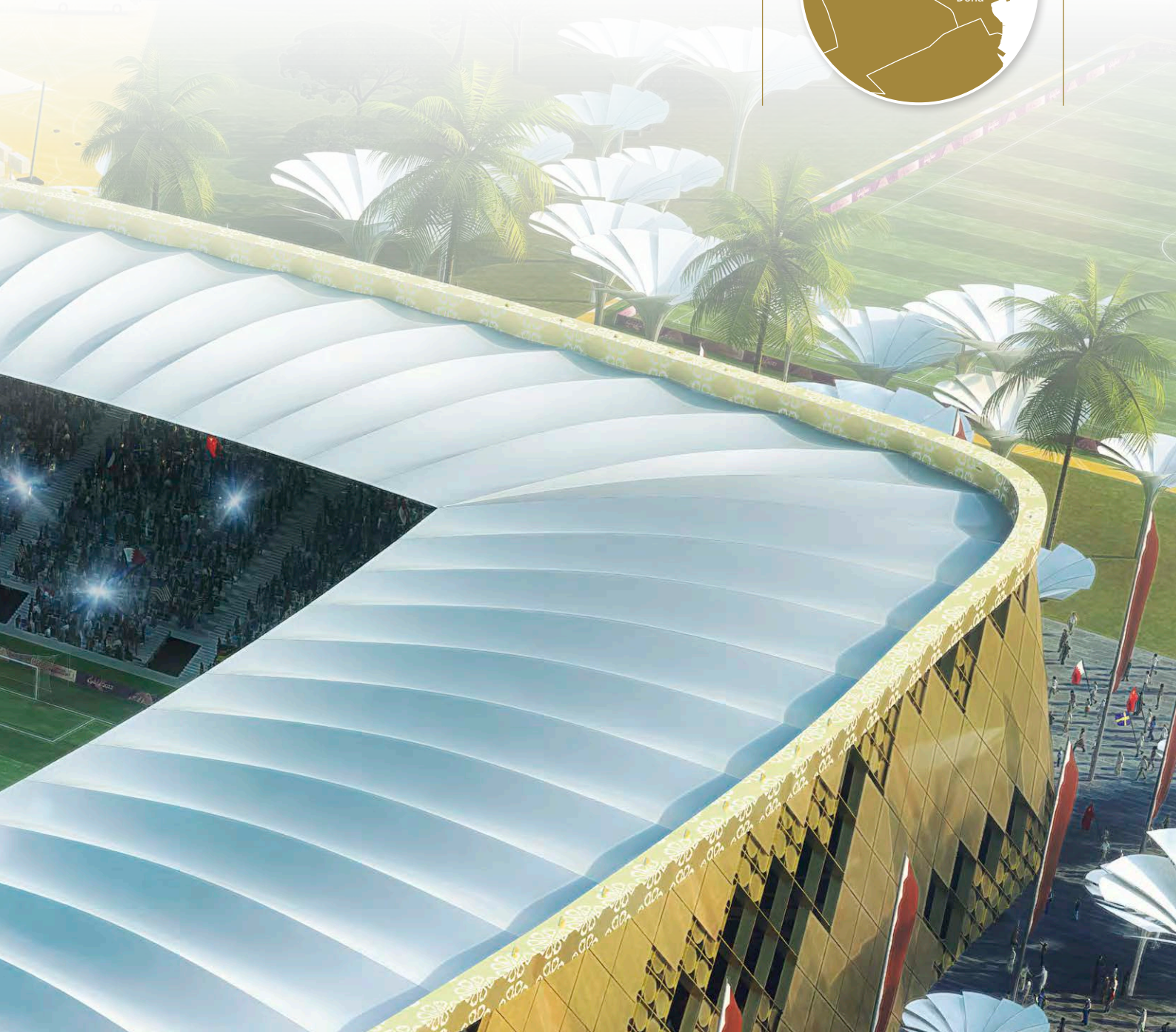
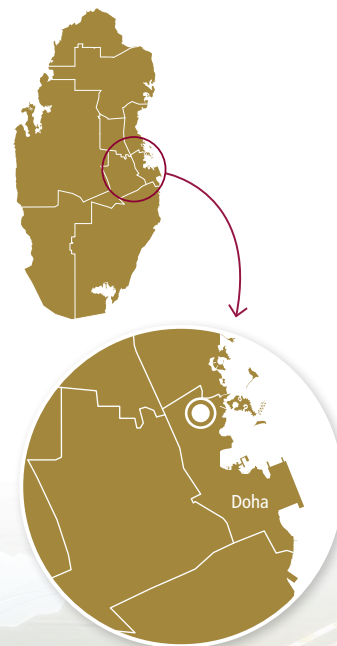
The stadium's design will showcase Qatar's artistic and cultural traditions within a modern context, which is appropriate for its location on the grounds of Qatar's largest centre of learning. The façade will blend Arabic design patterns and geometries with free-form open surfaces. The golden metallic exterior will emphasise the importance

attached in Qatar to sport in general and football in particular.

After the tournament, the new-look Qatar University Stadium will provide ultramodern and high-grade facilities for future university sports initiatives.

Considering the predominantly female school enrolment at Qatar University and the emerging popularity of women's football in Qatar, the stadium will be perfectly suited as a designated national centre for the development of women's football, thus ensuring a strong and valued legacy for the stadium.

Location of Qatar University Stadium



Stadium access

Public transport

The stadium is linked to Downtown Doha by the metro's Red Line, with Qatar University station located only 1 kilometre to the north of the stadium, meaning that fans have only a short walk to the entrance gates. On match days, trains will operate every five minutes. Public transport by rail is complemented by taxis, shuttle and regular bus services.

Private transport

Being perfectly integrated into Doha's main road network, the principle access to Qatar University Stadium is via Al Khor Expressway, with an alternative route via the Doha Expressway. This way, the flow of spectator cars can be flexibly routed, depending on traffic requirements. Designated parking areas are predominantly located to the west of the main stand, with adequate capacities for media and broadcast representatives and staff (300 cars), VIPs (270 cars), disabled visitors (120 cars) and hospitality guests (650 cars). Commercial partner parking (180 cars), as well as a central bus drop-off point, are located alongside University Road to the east of the stadium perimeter. Access points for these constituent groups adjoin the respective parking areas along the western perimeter. This enables easy entry into the stadium, as fans will be approaching the stadium from the north (metro) and south (public parking). The stadium has parking for around 4,000 cars and is in a walkable distance to the southern and northern entrance gates.

VVIPs and team delegations

Once past the main VVIP access point to the west of the stadium perimeter, VVIPs are directed to the secure VVIP parking areas near the main stand. The same access point is used by the team delegations, taking them to their parking and drop-off destinations at level 0.

Capacity

The one-tier stadium will provide 20,600 seats for the public, in addition to media and VIP seats. The gross capacity of the stadium will be 22,400 seats, which includes 150 accessible seating positions for spectators with disabilities and an equal number for people accompanying them.

Media and broadcasting

The 450-seat media tribune is located centrally in the main stand, while the media facilities hub is located on level 0, adjacent to the players' facilities. This includes a mixed zone of 600m² next to the players' tunnel, two TV studios of 32m² each and a 200m² press conference room. Five TV presentation studios, with an average size of 26m², overlook the pitch from the south-west corner on stadium level 2. The Stadium Media Centre (400 working spaces) will be set up outside in a temporary facility next to the broadcast compound and associated truck parking areas.

VIP, VVIP and hospitality

Special attention has been given to providing maximum comfort and convenience for VIP and VVIP guests. The VIP and VVIP areas, with comfortable seating for 600 people, will be located centrally in the main stand, and connected to the lounge areas overlooking the pitch on stadium levels 2 and 3. Additionally, the stadium will offer 25 sky boxes for premium guests with 420 dedicated seats.

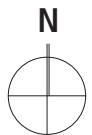
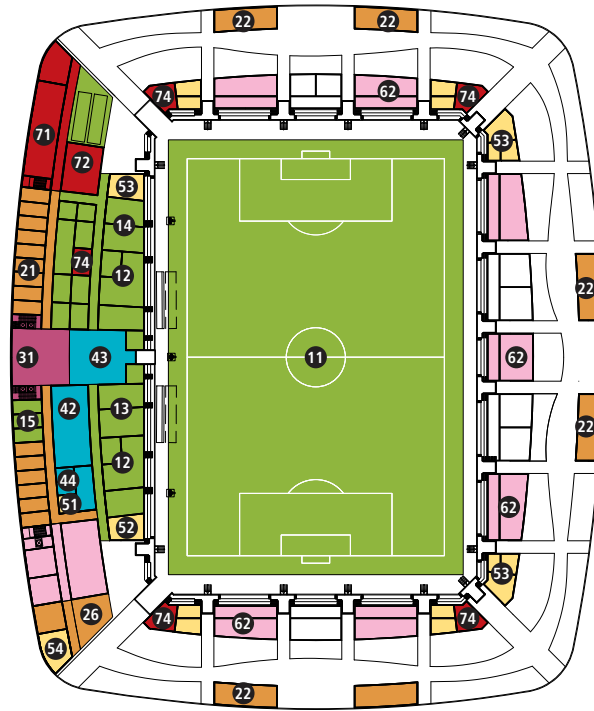
Qatar University Stadium

Stadium Area Map



- | | | | | | | | |
|---|---|---|---|--|---|---|--|
| 10
Competition
<ul style="list-style-type: none"> 11 Field of Play 12 Training Fields P Parking Teams / Officials | 20
Organiser
<ul style="list-style-type: none"> 21 Ticketing Centre 22 Accreditation Centre 23 Volunteer Centre 26 Logistics Compound P Parking Organiser | 30
VIP / Hospitality
<ul style="list-style-type: none"> 31 Hospitality Village P Hospitality Parking VIP Parking VVIP Parking | 40
Media / TV
<ul style="list-style-type: none"> 41 SMC 42 Broadcast Compound P Parking Media / TV | 50
Services
<ul style="list-style-type: none"> 51 Technical Area 52 Waste Compound 53 Catering Compound P Parking Services | 60
Commercial
<ul style="list-style-type: none"> 61 Commercial Display 62 Onsite Retail P Parking Commercial Partners | 70
Safety / Security
<ul style="list-style-type: none"> P Police / Security F Fire Brigade H Helicopter Pad M Medical Assistance Outer Perimeter P Security Parking | 80
Public
<ul style="list-style-type: none"> 81 Fan Entertainment 82 Spectator Services Metro Station B Bus Station T Tram Station P Spectator Parking |
|---|---|---|---|--|---|---|--|

Qatar University Stadium Stadium Pitch Map



10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public

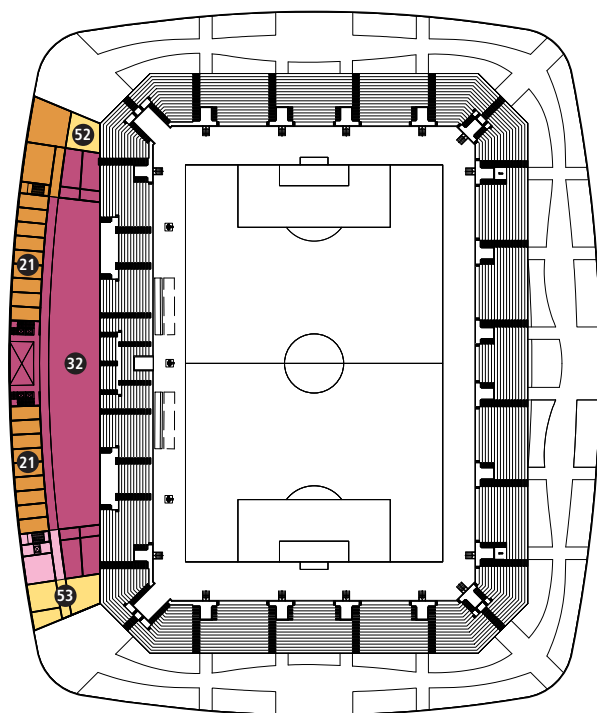


The stadium is set within the university campus in Doha.

207

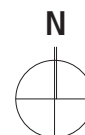
1	Host City	Doha
2	Stadium name	Qatar University Stadium
3	Type of stadium (multipurpose or football only)	Football only
4	Year built	Start and end date of new build 2025-2026 Start and end date of renovation N/A
5	Capacity	Current gross capacity 10,000 Number of VIP seats 200 Number of media seats 250 Number of obstructed view seats * 400 Current net capacity (deduct above from gross capacity) 8,950 Forecast total capacity (include new / renovated stadia) 22,400
6	Stadium owner	Name of owner Qatar University Stadium operator / main user Qatar University Name of club(s) using N/A Average attendance league match N/A Used for national team matches N/A Website –
7	Field of play	Dimensions of pitch 105x68m Type of pitch (artificial, turf, etc.) Natural turf Lighting lux power 2,000
8	Competition area	No. of dressing rooms and average size 2 / 147m ² No. of offices and average size 35 / 26m ²
9	Transport	No. of parking spaces inside stadium (for VIPs, teams) 4 buses and 20 cars teams / 100 cars VVIPs Distance from town centre (km, min via bus/car/train) 13km 20min (road) 14km 25min (metro) Distance from airport (km, min) 26km 35min (road) 27km 35min (metro) Public transport links Metro station Qatar University / walk (1km)

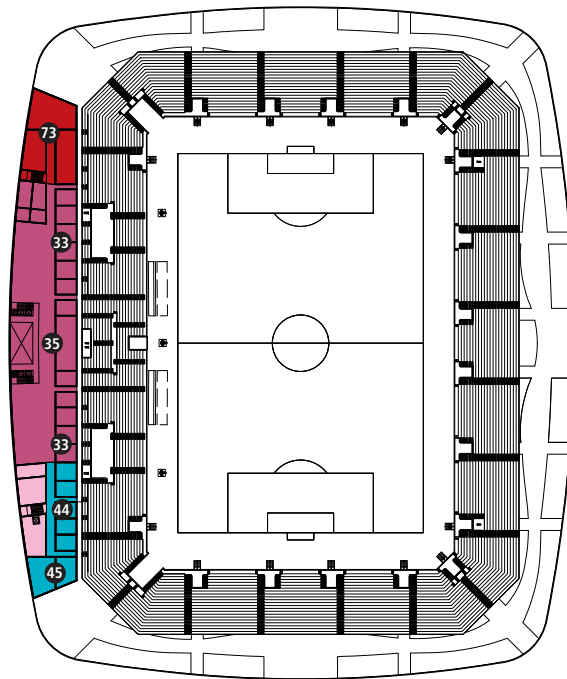
* includes seat kills due to media / VIP / VVIP tribune



Qatar University Stadium

Levels 1 and 2





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



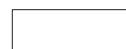
- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

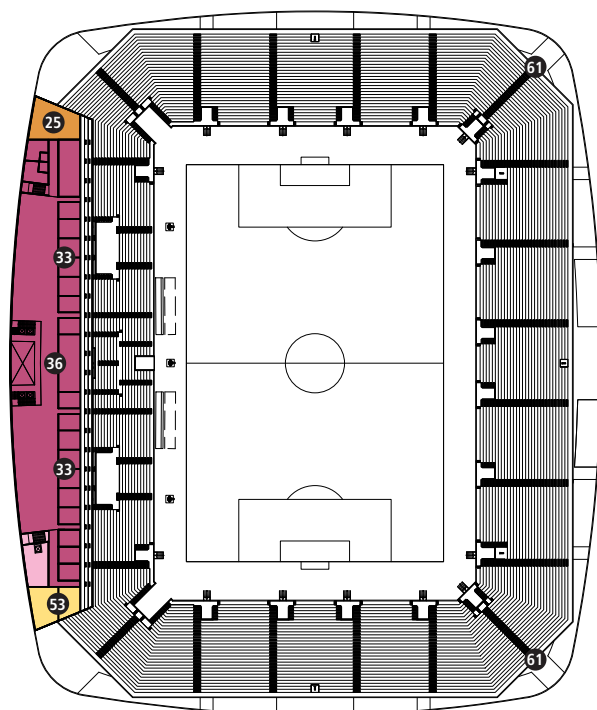
70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

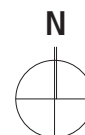
80 Public

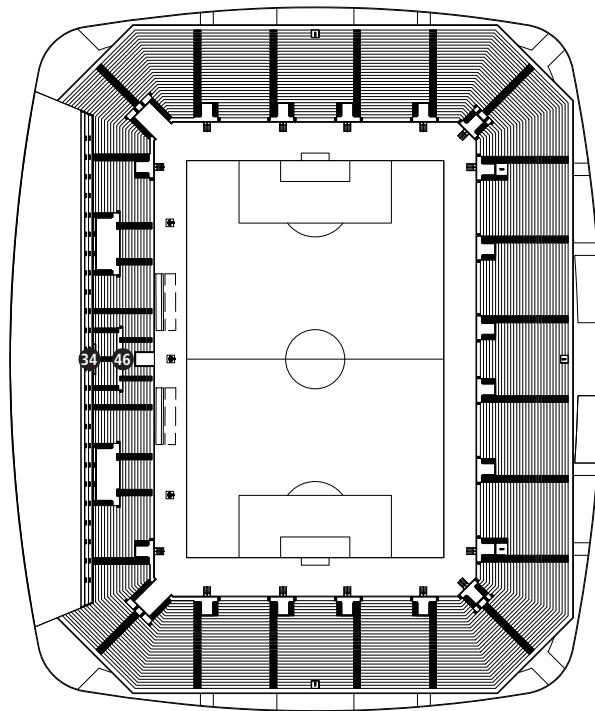




Qatar University Stadium

Levels 3 and 4





10 Competition



- 11 Field of Play
- 12 Dressing Rooms
- 13 Referees Area
- 14 Doping Control
- 15 Match Delegates

20 Organiser



- 21 Offices
- 22 Ticketing
- 23 Accreditation Centre
- 24 Volunteers
- 25 Storage
- 26 Logistics Compound

30 VIP / Hospitality



- 31 Welcome Zone
- 32 Hospitality Area
- 33 Sky Boxes
- 34 Tribune d'honneur
- 35 VIP Area
- 36 VVIP Area

40 Media / TV



- 41 SMC
- 42 Press Conference
- 43 Mixed Zone
- 44 Studios
- 45 CCR
- 46 Media Tribune

50 Services



- 51 Telecom Room
- 52 ICT Area
- 53 Technical Area
- 54 Waste Compound

60 Commercial



- 61 Commercial Display
- 62 Food & Beverage
- 63 Onsite Retail
- 64 Commercial Partners

70 Safety / Security



- 71 Police Station
- 72 Security Facilities
- 73 Venue Operations
- 74 Medical Assistance
- 75 Stewards Area

80 Public





Qatar University Stadium
Architectural visualisation



4.12

- Estimate of the financial resources planned to be used for the construction and renovation of the proposed stadiums, and the fulfilment and delivery of all competition-related requirements

214

Qatar is in the unique position of having state-of-the-art stadiums, as used for the FIFA World Cup 2022™, already in place for the AFC Asian Cup 2027™, and fulfilling the highest criteria and requirements for international competitions.

Only two of the proposed stadiums for the AFC Asian Cup 2027™ in Qatar will require upgrading in order to be in the same pristine condition as the other proposed stadiums. These are Qatar University Stadium, which will require dismantling and new construction, and Thani bin Jassim Stadium, which requires a smaller upgrade.

Qatar University Stadium, currently including an athletics track and with a spectator capacity of only 10,000, will be dismantled and reconstructed to a capacity of 22,400, thereby matching the excellent quality standards of the other stadiums. The expected cost of this work is USD 48 million (QAR 175 million).

Low Investment Needed

Thani bin Jassim Stadium requires an upgrade to the main and opposite side grandstands to accommodate the state-of-the-art hospitality areas and accompanying service areas. A roof, covering all spectator areas and grandstands, will also be added to this stadium. These measures are expected to cost USD 14.2 million (QAR 51.6 million).

In addition to these capital investments for the stadium upgrades, there will be outgoings on the required overlay; these details are included in the expenditure budget in 17. Finance and Insurance.



Only two of the proposed stadiums for the AFC Asian Cup 2027™ in Qatar will require upgrading in order to be in the same pristine condition as the other proposed stadiums.

Overview of costs for stadium construction and renovation

Stadium name	Costs		Necessary construction or renovation
	USD (m)	QAR (m)	
Al Bayt Stadium	0	0	None
Al Janoub Stadium	0	0	None
Al Rayyan Stadium	0	0	None
Al Thumama Stadium	0	0	None
Education City Stadium	0	0	None
Khalifa International Stadium	0	0	None
Lusail Stadium	0	0	None
Ras Abu Aboud Stadium	0	0	None
Thani bin Jassim Stadium	14.2	51.6	Upgrade of grandstands and construction of a new roof
Qatar University Stadium	48.0	175.0	Dismantling of existing stadium and new construction
TOTAL	62.2	226.6	



"Our FIFA World Cup 2022™ stadiums will be dedicated to the AFC Asian Cup 2027™ in Qatar and are able to fulfil all operational needs. They feature unique air-cooling technology that allows for hosting the AFC's tournament at any time of the year. The proximity of all the stadiums makes it easy for fans to watch more than one match in the same day."

Jassim Al-Jassim
Qatar
Venue Management Team



An aerial view of a city, likely Doha, Qatar, featuring a prominent tall tower (the Doha Tower) on the left and a large stadium (the Education City Stadium) in the center. The image is overlaid with a semi-transparent red filter.

05

OFFICIAL TRAINING SITES

Through its hosting of the FIFA World Cup 2022™, Qatar is uniquely positioned to offer more than 50 state-of-the-art training sites, each in close proximity to any of the ample accommodation options that teams and match officials may choose from.

Hotels and Training Sites Paired for Fast Travel

For the AFC Asian Cup 2027™, Qatar is proposing a selection of 40 Official Training Sites, which are paired with the same number of proposed Team Base Camp hotels in order to combine the core team facilities in ultimate proximity to each other. Due to Qatar's extremely compact hosting concept, the travel distance between Team Base Camps and Official Training Sites is only around 20 minutes for the majority of the facilities (see 6. Team and Referee Facilities for detailed Team Base Camp / Official Training Site pairings). This environment of short distances will enable the participating teams of the AFC Asian Cup 2027™ in Qatar to spend more time on the pitch than on the road.

Besides training sites that were purpose-built for the FIFA World Cup Qatar 2022™, the range of Official Training Sites also includes seven Qatar Stars League stadiums and their adjoining training facilities. All of the 40 proposed Official Training Sites are either already in place or will be completed and fully operational by 2022. As an important cornerstone of football development in Qatar, all training sites will be maintained at tournament level for the AFC Asian Cup 2027™.

Each Official Training Site fully meets the AFC requirements and provides optimum conditions for match preparation. They will all be equipped with a natural grass pitch of high international standards, similar to the competition venues, and fences around the sites will allow for privacy during training sessions, which can be held any time of day, due to the 500-lux floodlight system installed at every pitch. Other

team amenities offered include dressing rooms, indoor gyms and coach offices, as well as medical and recovery facilities.

The operation and management of the Official Training Sites is shared among three authorities, namely the Supreme Committee for Delivery & Legacy, the Ministry of Culture & Sports and Aspire Zone Foundation. During the preparation and execution of the tournament, the three experienced entities will establish a single point of contact delivery model. This will guarantee clarity of responsibilities and management efficiency, continuing the cohesive delivery Qatar has shown in previous tournaments.

In all, Qatar has secured a range of immaculate training facilities closely connected to the Team Base Camp hotels, providing the AFC and team delegations with choice and flexibility within, for the most part, a radius of 25 kilometres around central Doha. For team delegations preferring to reside and prepare in calm surroundings outside the metropolitan area, there are five training sites (Al Shamal, Al Khor, Al Shahaniya, Salwa, Sealine) paired with nearby Team Base Camp hotels.

As an alternative to the concept outlined above, Qatar's vast portfolio of high-level sports and football infrastructure also allows for a venue-related allocation with a total of 56 Official Training Sites.

Each Official Training Site fully meets the AFC requirements and provides optimum conditions for match preparation.



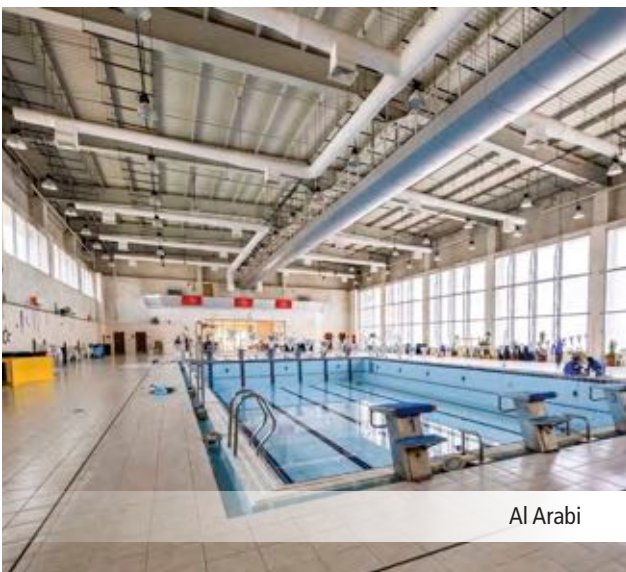
"Thanks to our work on the FIFA World Cup 2022™, all Qatar's required, and conveniently located, Official Training Sites are either already in place or will be completed by 2022. Teams, coaches and referees at the AFC Asian Cup 2027™ in Qatar can therefore be assured of world-class facilities in a compact footprint."

Ali Al-Khater
Qatar
Training Sites Team

219



Al Sadd



Al Arabi



Qatar University



Al Sadd Stadium #3

Official Training Sites 1-4

			#1	#2	#3	#4
1		Linked to which Team Base Camp hotel	Ezdan Palace Hotel	Al Rayyan Hotel Doha, Curio Collection by Hilton	Al Messila, a Luxury Collection Resort & Spa, Doha	Retaj Salwa Resort & Spa
2		Official Training Site name	Al Kharatiyat SC	Al Rayyan 1	Al Sadd Stadium	Al Sailia SC Stadium
3	Year built	Start and end date of new build	2000	2018	2010	2003
		Start and end date of renovation	N/A	N/A	N/A	N/A
4		Capacity	500	500	13,000	500
5	Stadium owner	Name of owner / operator	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation
		Name of club(s) using	Al Kharatiyat SC	Al Rayyan SC	Al Sadd SC	Al Sailia SC
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
		Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
		Lighting lux power	500	500	2,100	1,000
7		Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes
8		Travel between Team Base Camp / Official Training Site	10.4km / 12min	1.9km / 6min	7.6km / 11min	12.9km / 13min
9		Travel between AFC headquarter hotel / Official Training Site	15km / 20min	21km / 24min	9km / 15min	28km / 32min



Aspire 3 #6

Official Training Sites 5-8

		#5	#6	#7	#8	
1	Linked to which Team Base Camp hotel	Al Samriya Autograph Collection Hotel	Al Aziziyah Boutique Hotel Doha	New Aspire Academy Athlete Accommodation / Sharq Village & Spa	Al Najada Doha Hotel by Tivoli	
2	Official Training Site name	Al Shahaniya SC Training Facility	Aspire 3	Aspire 5	Al Ahli SC	
3	Year built	2001	2006	2006	2015	
	Start and end date of renovation	N/A	N/A	N/A	N/A	
4	Capacity	500	500	500	12,000	
5	Stadium owner	Ministry of Culture & Sports / Aspire Zone Foundation	Aspire Zone Foundation	Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	
	Name of club(s) using	Al Shahaniya SC	N/A	N/A	Al Ahli SC	
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
	Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural	
	Lighting lux power	500	500	500	2,221	
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes	
8	Travel between Team Base Camp / Official Training Site	2.4km / 4min	1km / 1min	1km / 1min	5.5km / 9min	
9	Travel between AFC headquarter hotel / Official Training Site	37km / 33min	14km / 22min	14km / 22min	14km / 22min	



Al Sadd New Training Facility 1 #12

Official Training Sites 9-12

			#9	#10	#11	#12
1		Linked to which Team Base Camp hotel	The Westin Doha Hotel & Spa	Steigenberger Hotel	Banyan Tree Doha at La Cigale Mushaireb	Radisson Blu Hotel Doha
2		Official Training Site name	Al Arabi SC Stadium	Al Arabi Sports Club Training Facility	Al Rayyan 2	Al Sadd New Training Facility 1
3	Year built	Start and end date of new build	2006	2006	2018	2017
		Start and end date of renovation	N/A	N/A	N/A	N/A
4		Capacity	12,000	500	500	500
5	Stadium owner	Name of owner / operator	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation
		Name of club(s) using	Al Arabi SC	Al Arabi SC	Al Rayyan SC	Al Sadd SC
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
		Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
		Lighting lux power	2,640	500	500	500
7		Fence / walls to ensure private training sessions	Yes	Yes	Yes	Yes
8		Travel between Team Base Camp / Official Training Site	3.6km / 9min	4.4km / 8min	12km / 14min	5.9km / 9min
9		Travel between AFC headquarter hotel / Official Training Site	10km / 20min	10km / 20min	21km / 24min	9km / 17min



Al Sailia SC 2 #15

Official Training Sites 13-16



		#13	#14	#15	#16
1	Linked to which Team Base Camp hotel	Shaza Hotel Doha	Oryx Rotana Doha	Majlis Grand Mercure Hotel	Double Tree by Hilton (Old Town)
2	Official Training Site name	Al Sadd New Training Facility 2	Al Sadd SC Training Facility 3	Al Sailia SC 2	Aspire 1
3	Year built				
	Start and end date of new build	2017	2010	2018	2006
	Start and end date of renovation	N/A	N/A	N/A	N/A
4	Capacity	500	500	500	500
5	Stadium owner				
	Name of owner / operator	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Aspire Zone Foundation
	Name of club(s) using	Al Sadd SC	Al Sadd SC	Al Sailia SC	N/A
6	Field of play				
	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
	Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
	Lighting lux power	500	500	500	500
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes
8	Travel between Team Base Camp / Official Training Site	8km / 21min	10km / 16min	20.9km / 19min	13km / 19min
9	Travel between AFC headquarter hotel / Official Training Site	9km / 17min	9km / 17min	28km / 32min	14km / 22min



Muaither SC #19

Official Training Sites 17-20

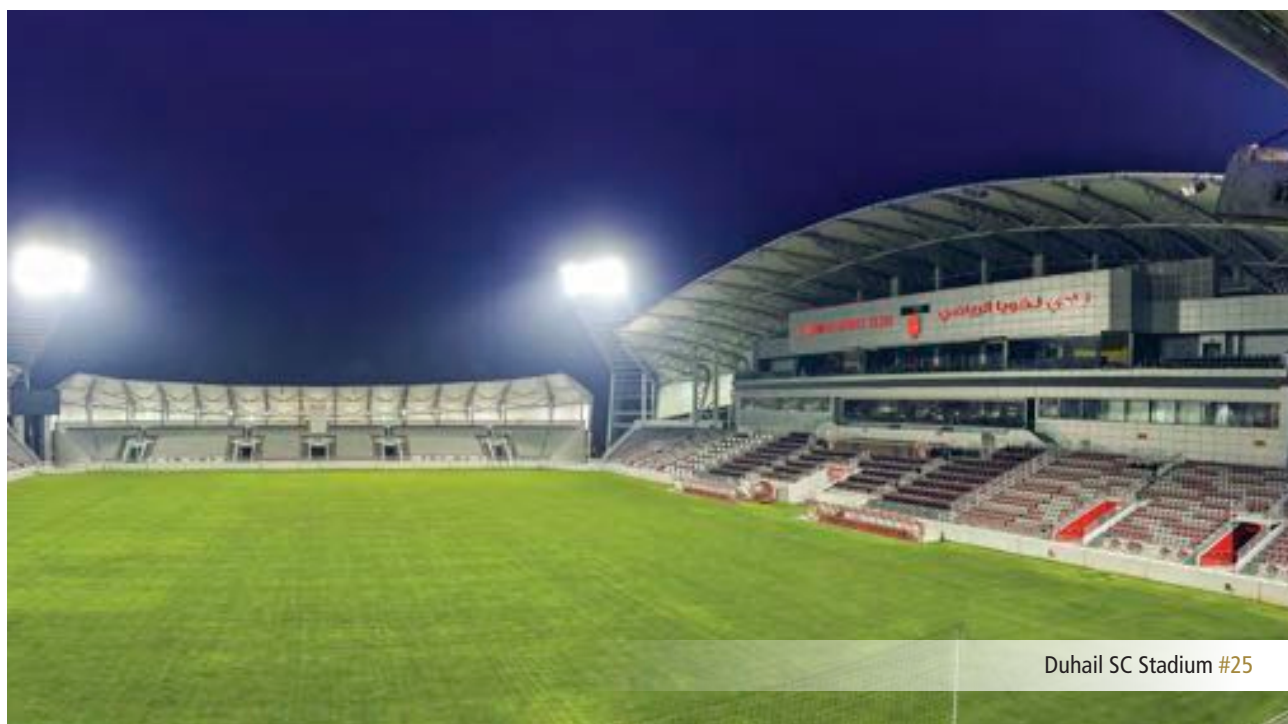
		#17	#18	#19	#20
1	Linked to which Team Base Camp hotel	ME Doha	Doha Marriott Hotel	dusitD2 Salwa Doha	Grand Hyatt Hotel Doha
2	Official Training Site name	Aspire 2	Mesameer SC	Muaither SC	Al Esla Training Site 1
3	Year built				
	Start and end date of new build	2006	2000	2000	2018
	Start and end date of renovation	N/A	N/A	N/A	N/A
4	Capacity	500	500	500	500
5	Stadium owner				
	Name of owner / operator	Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation
	Name of club(s) using	N/A	Mesameer SC	Muaither SC	N/A
6	Field of play				
	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
	Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
	Lighting lux power	500	500	500	500
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes
8	Travel between Team Base Camp / Official Training Site	13.5km / 19min	20.8km / 18min	17.8km / 16min	7.4km / 10min
9	Travel between AFC headquarter hotel / Official Training Site	14km / 22min	22km / 25min	22km / 27min	13km / 14min



Al Gharafa Training Facility 1 #23

Official Training Sites 21-24

		#21	#22	#23	#24	
1	Linked to which Team Base Camp hotel	Le Place Vendome, a Luxury Collection Hotel, Doha	Hilton Doha The Pearl Residences	Marsa Malaz Kempinski, The Pearl - Doha	Katara Towers, Lusail Marina District	
2	Official Training Site name	Al Egla Training Site 3	Al Erssal Training Site 3	Al Gharafa Training Facility 1	Duhail SC 2	
3	Year built	Start and end date of new build	2018	2018	2003	2013
		Start and end date of renovation	N/A	N/A	N/A	N/A
4	Capacity	500	500	500	500	
5	Stadium owner	Name of owner / operator	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation
		Name of club(s) using	N/A	N/A	Al Gharafa SC	Al Duhail SC
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
		Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
		Lighting lux power	500	500	500	500
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes	
8	Travel between Team Base Camp / Official Training Site	2.5km / 6min	8.9km / 10min	16.3km / 21min	9.8km / 13min	
9	Travel between AFC headquarter hotel / Official Training Site	13km / 14min	3km / 4min	14km / 18min	9km / 13min	



Duhail SC Stadium #25

Official Training Sites 25-28

		#25	#26	#27	#28	
1	Linked to which Team Base Camp hotel	The Ritz-Carlton, Doha	Century Hotel, Doha	The Avenue, A Murwab Hotel	Pullman Doha West Bay	
2	Official Training Site name	Duhail SC Stadium	Umm Salal SC	Al Egla Training Site 5	Al Erssal Training Site 1	
3	Year built	2013	2000	2018	2018	
	Start and end date of renovation	N/A	N/A	N/A	N/A	
4	Capacity	9,000	500	500	500	
5	Stadium owner	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	
	Name of club(s) using	Al Duhail SC	Umm Salal SC	N/A	N/A	
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
	Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural	
	Lighting lux power	2,570	500	500	500	
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes	
8	Travel between Team Base Camp / Official Training Site	9.7km / 13min	20.3km / 25min	13.6km / 20min	3km / 4min	
9	Travel between AFC headquarter hotel / Official Training Site	9km / 13min	15km / 19min	13km / 14min	3km / 4min	



Qatar University 1 #31

Official Training Sites 29-32



		#29	#30	#31	#32	
1	Linked to which Team Base Camp hotel	Dusit Doha Hotel	InterContinental Doha - The City	Sofitel Doha West Bay	JW Marriott Marquis City Center Doha Hotel	
2	Official Training Site name	Al Gharafa Training Facility 2	Al Markhiya SC	Qatar University 1	Qatar University 2	
3	Year built	Start and end date of new build	2003	2004	2018	2018
		Start and end date of renovation	N/A	N/A	N/A	N/A
4	Capacity	500	500	500	500	
5	Stadium owner	Name of owner / operator	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation
		Name of club(s) using	Al Gharafa SC	Al Markhiya SC	N/A	N/A
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
		Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
		Lighting lux power	500	500	500	500
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes	
8	Travel between Team Base Camp / Official Training Site	13km / 19min	6km / 10min	10km / 14min	9km / 13min	
9	Travel between AFC headquarter hotel / Official Training Site	14km / 18min	6km / 10min	10km / 14min	10km / 14min	



Qatar University 3 #33

Official Training Sites 33-36

		#33	#34	#35	#36
1	Linked to which Team Base Camp hotel	Hyatt Centric West Bay Doha	Wyndham Doha West Bay	St. Regis Doha	Salwa Beach Resort & Villas (by Hilton)
2	Official Training Site name	Qatar University 3	Qatar University 5	Qatar University 6	Salwa Training Site
3	Year built				
	Start and end date of new build	2018	2018	2018	2020
	Start and end date of renovation	N/A	N/A	N/A	N/A
4	Capacity	500	500	500	500
5	Stadium owner				
	Name of owner / operator	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation
	Name of club(s) using	N/A	N/A	N/A	N/A
6	Field of play				
	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
	Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
	Lighting lux power	500	500	500	500
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes
8	Travel between Team Base Camp / Official Training Site	10km / 16min	9km / 14min	7km / 11min	13km / 13min
9	Travel between AFC headquarter hotel / Official Training Site	10km / 14min	10km / 14min	10km / 14min	100km / 85min



Al Shamal SC #37

Official Training Sites 37-40

		#37	#38	#39	#40	
1	Linked to which Team Base Camp hotel	Zulal Wellness Resort	Sealine Beach, A Murwab Resort	Souq Al Wakra Hotel Qatar by Tivoli	Simaisma, A Murwab Resort	
2	Official Training Site name	Al Shamal SC	Sealine Training Site	Al Wakrah SC	Al Khor SC	
3	Year built	Start and end date of new build	2011	2020	2003	2012
		Start and end date of renovation	N/A	N/A	N/A	N/A
4	Capacity	5,000	500	12,000	12,000	
5	Stadium owner	Name of owner / operator	Ministry of Culture & Sports / Aspire Zone Foundation	Supreme Committee for Delivery & Legacy / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation
		Name of club(s) using	Al Shamal SC	N/A	Al Wakrah SC	Al Khor SC
6	Field of play	Dimensions of pitch	105x68m	105x68m	105x68m	105x68m
		Type of pitch (artificial, turf, etc.)	Natural	Natural	Natural	Natural
		Lighting lux power	1,400	500	750	986
7	Fences / walls to ensure private training sessions	Yes	Yes	Yes	Yes	
8	Travel between Team Base Camp / Official Training Site	9.6km / 11min	21km / 21min	3km / 8min	19km / 19min	
9	Travel between AFC headquarter hotel / Official Training Site	130km / 95min	60km / 60min	25km / 26min	45km / 35min	

5.2

Full and complete details on the proposed Referee Training Sites

230

Professional Training Amenities for Referees

Qatar suggests locating the Referee Training Sites in the premises of the renowned Qatar Sports Club, in the heart of Downtown Doha. This option features the Qatar SC Stadium and the neighbouring training field, both equipped with a 400m athletics track as well as natural turf football pitches. All required amenities (gym, recovery and medical rooms) are already in place. Qatar Sports Club is located only a nine-minute drive from the proposed referee headquarter hotel option, the InterContinental Doha. This combination had also

been chosen for the referee delegation of the FIFA World Cup Qatar 2022™ and recent referee seminars. From February to April 2019, the Qatar Football Association proudly hosted five FIFA referee seminars in Doha. Three of those events enjoyed the hospitality of the InterContinental hotel and the professional training amenities of the Qatar Sports Club.

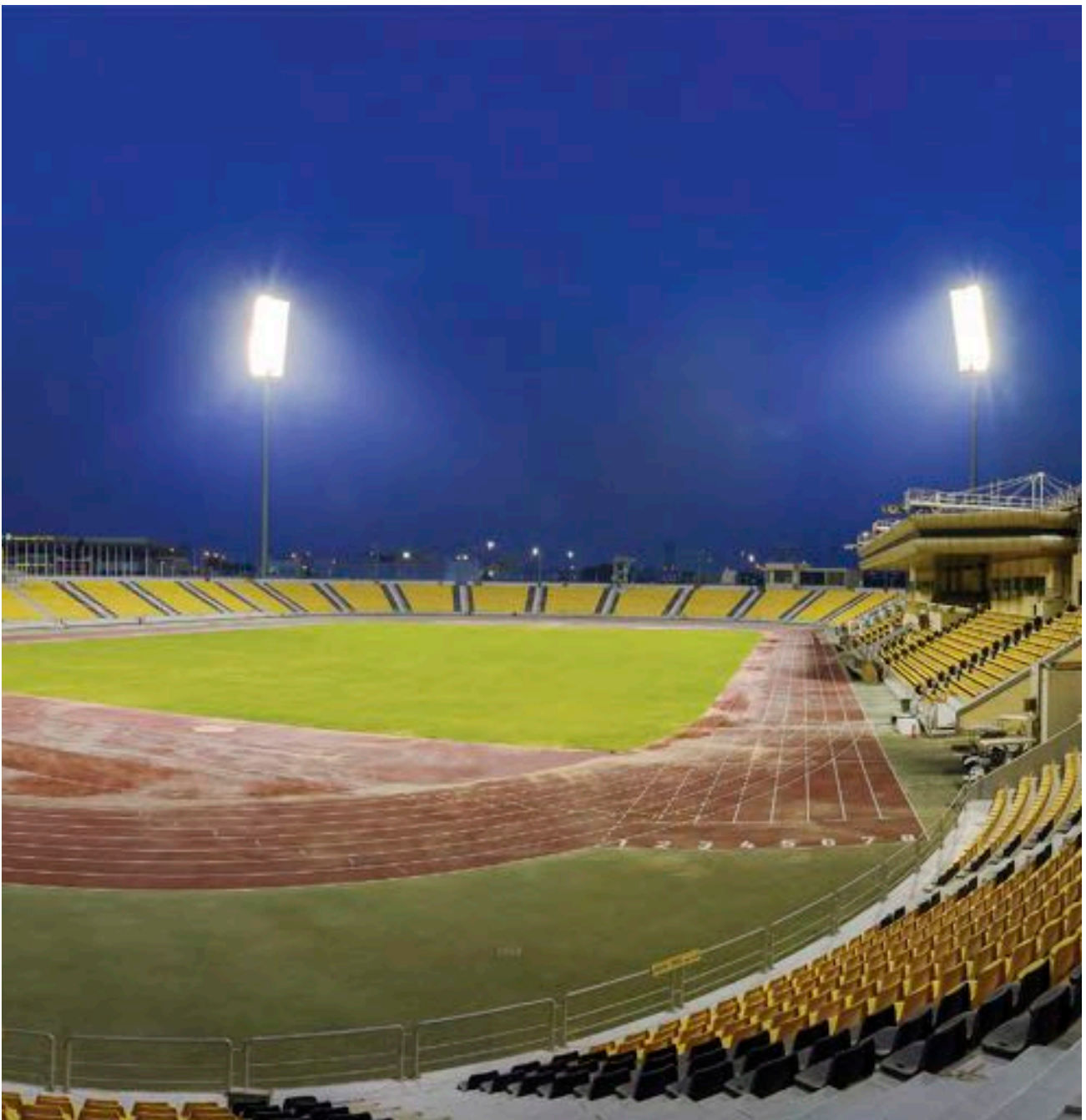
Crowne Plaza West Bay is proposed as a second option for the referee headquarter hotel.

Referee Training Sites

		#1	#2
1	Linked to which referee headquarter hotel option	InterContinental Doha	Crowne Plaza West Bay
2	Referee Training Site name	Qatar SC 1	Qatar SC 2
3	Year built	2003	2003
	Start and end date of renovation	N/A	N/A
4	Capacity	12,000	500
5	Stadium owner	Ministry of Culture & Sports / Aspire Zone Foundation	Ministry of Culture & Sports / Aspire Zone Foundation
	Name of club(s) using	Qatar SC	Qatar SC
6	Field of play	105x68m (with athletics track)	105x68m (with athletics track)
	Dimensions of pitch	Natural	Natural
	Type of pitch (artificial, turf, etc.)	3,380	500
	Lighting lux power	Yes	Yes
7	Fences / walls to ensure private training sessions	6km / 9min	4km / 10min
8	Travel between referee headquarter hotel option / Referee Training Site	3km / 6min	3km / 6min
9	Travel between AFC headquarter hotel / Referee Training Site		

Qatar Sports Club is located only a nine-minute drive from the proposed referee headquarter hotel option, the InterContinental Doha.

231







06

TEAM AND REFEREE FACILITIES

Qatar offers already an exceptional and broad variety of accommodation facilities, which will be available well before the AFC Asian Cup 2027™ kicks off. The innovative compact Team Base Camp concept guarantees that teams spend more time on the pitch than on the road.

The compact nature of Qatar's hosting concept for the AFC Asian Cup 2027™ includes the ability to provide a one-stop accommodation plan for the teams and officials, which will mirror the approach for the FIFA World Cup Qatar 2022™. All parties will have the chance to choose from a large selection of outstanding 4- and 5-star hotels, which are adjacent to the paired training sites and stadiums. The standard of accommodation, catering and facilities, and the convenience of location, will mean that every hotel will function as a one-stop Team Base Camp hotel – one hotel, together with its allocated training facility for the whole team during the preparation phase and the tournament itself.

Team Base Camps

The Team Base Camp accommodation concept for the AFC Asian Cup 2027™ in Qatar aims to ensure that every participating team has the chance to select a one-stop venue that meets all their needs. Team Base Camp hotels will effectively be the teams' headquarters and their 'Home away from Home'.

A total of 40 Team Base Camp hotels and training sites have been paired to guarantee minimal travel time between the two locations; the time required to travel to competition venues has also been factored in, albeit this will be dependent on the individual team's match schedule. The team delegations will be provided with the comprehensive list of paired hotels and allocated training sites in good time to make their choices.

The obvious benefit of this innovative, one-stop Team Base Camp approach is that the players can fully concentrate on what they will be coming to do: preparing for and playing in the AFC Asian Cup 2027™ in Qatar, without any unnecessary stress from excessive road or air travel to the venues.

One-stop Team Facilities

All of the 40 selected hotels are located within a 25-minute drive of their dedicated training site and 37 are less than a 40-minute drive from Hamad International Airport. Three of the pairings offer a remote site for extra privacy, with hotels and training facilities on site or close by, all away from the busy urban environment.

All designated Team Base Camp hotels will provide the team delegations with luxury accommodation and international and local cuisine, capable of catering for all dietary requirements of the teams at all times. The wide range of facilities available at each hotel includes fitness centres, spas and swimming pools, sports facilities, hospitality venues, meeting rooms, video conferencing, business centres and an excellent service delivery for the team delegation's exclusive use at prearranged times. In addition to kit storage areas, space will be set aside and equipped for use by the team delegation for physiotherapy and treatment.

Each team delegation will be allocated a minimum of 50 rooms on exclusive floors with a dedicated, fully equipped meeting room for at least 50 people, and a dedicated and exclusive dining and breakfast room for the same number.

The designated hotels include a variety of the different hotel styles that are offered in Qatar. Among them are appropriate business hotels, downtown and traditional city hotels, as well as remote resorts that offer spacious villa-type accommodation.



Grand Hyatt Hotel Doha



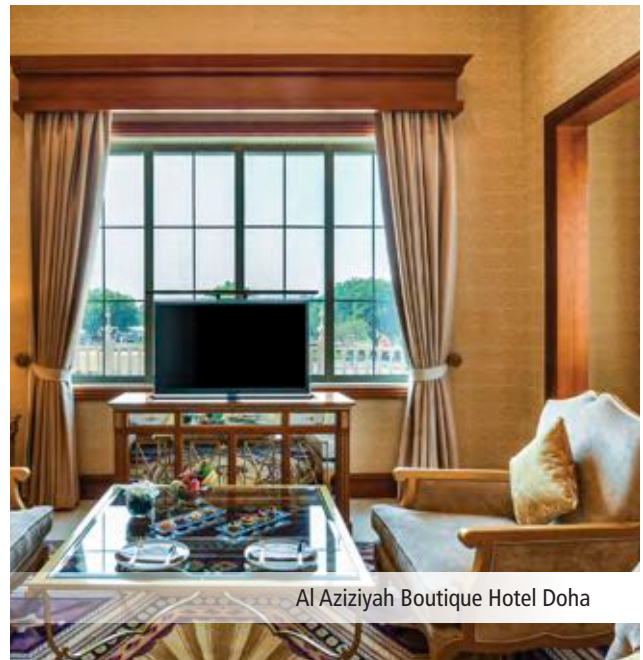
Marsa Malaz Kempinski

Venue-specific team facilities

Given the compact nature of the tournament, this bid is based on a concept that mirrors the FIFA World Cup Qatar 2022™ organisation, relying on Team Base Camp hotels and their allocated training sites. For the convenience of the teams and officials, the concept suggests the Team Base Camp hotels become a 'Home away from Home', with minimum journey times to the training sites and the stadiums.

Additionally, Qatar is offering a broad choice of supplementary accommodation and training facilities, beyond the capacities actually needed for the tournament. If teams prefer to have venue-specific team hotels, the wide selection of high-quality hotels in Qatar, together with the supplementary training facilities, offers them many options that can be provided at the planning stage.

All proposed accommodation facilities are existing properties or properties already under construction, which are anticipated to be available during the FIFA World Cup 2022™.



Al Aziziyah Boutique Hotel Doha



"Our one-stop hotel and training base plan, as for the FIFA World Cup 2022™, will take the hassle out of competing at the AFC Asian Cup 2027™ in Qatar. Teams can spend more time on the pitch and less time on the road."

Hani Balan
Qatar
 CEO of Qatar Stars League, QFA Executive Committee member











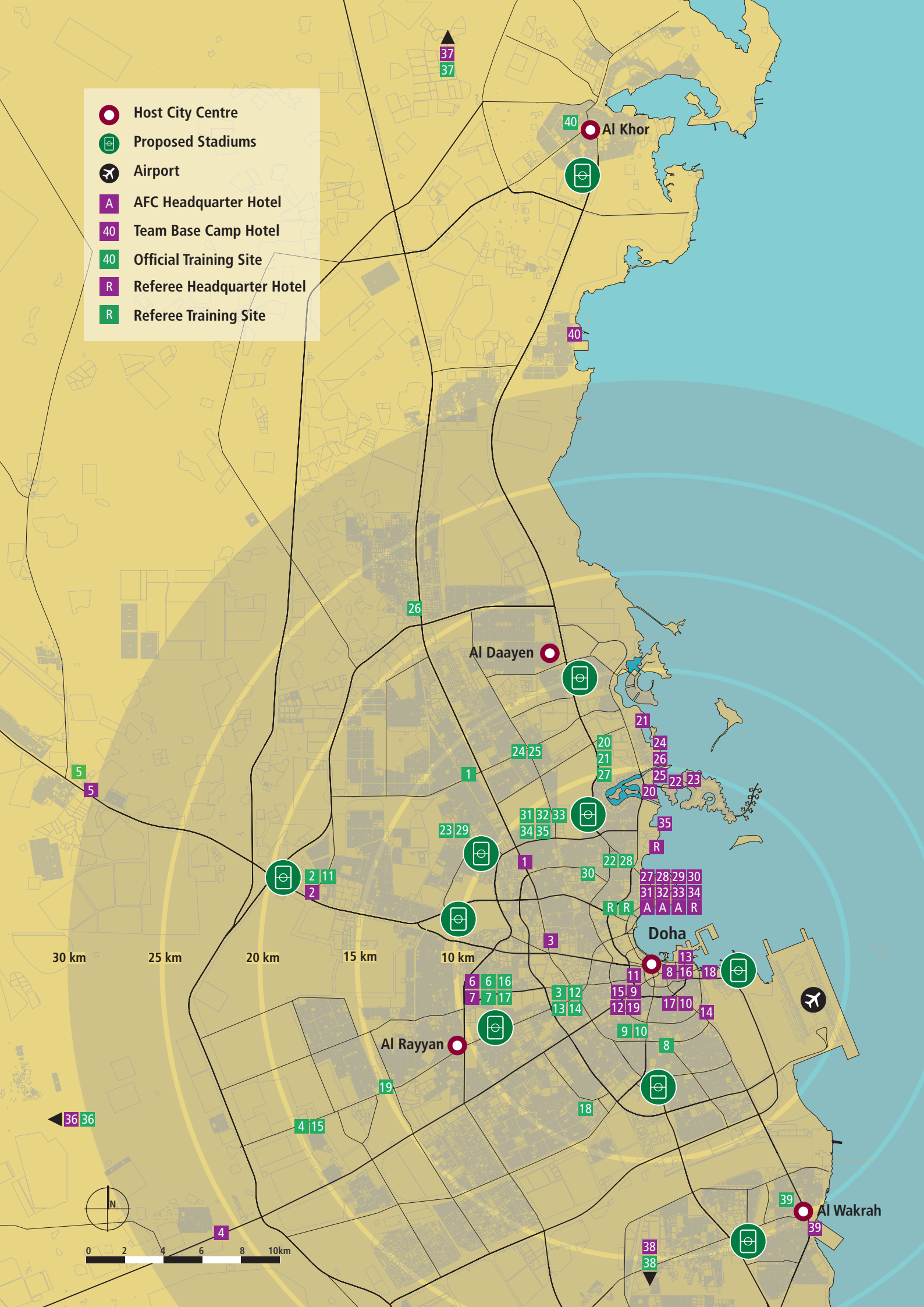
40 Team Base Camp options: training sites paired with allocated hotels

236

	Training site name	Related Team Base Camp hotel	Hotel cluster	Star rating	No. of rooms	Distance [min]	Distance [km]
1	Al Kharatiyat SC	Ezdan Palace Hotel	Al Rayyan	5	195	12	10.4
2	Al Rayyan 1	Al Rayyan Hotel Doha, Curio Collection by Hilton	Al Rayyan	5	201	6	1.9
3	Al Sadd Stadium	Al Messila, a Luxury Collection Resort & Spa, Doha	Al Rayyan	5	152	11	7.6
4	Al Sailia SC Stadium	Retaj Salwa Resort & Spa	Al Rayyan	5	168	13	12.9
5	Al Shahania SC Training Facility	Al Samriya Autograph Collection Hotel	Al Rayyan	5	88	4	2.4
6	Aspire 3	Al Aziziyah Boutique Hotel Doha	Al Rayyan	5	139	1	1
7	Aspire 5	New Aspire Academy Athlete Accommodation / Sharq Village & Spa	Al Rayyan	5	110	1	1
8	Al Ahli SC	Al Najada Doha Hotel by Tivoli	Downtown	5	151	9	5.5
9	Al Arabi SC	The Westin Doha Hotel & Spa	Downtown	5	364	9	3.6
10	Al Arabi SC Training Facility	Steigenberger Hotel	Downtown	5	204	8	4.4
11	Al Rayyan 2	Banyan Tree Doha at La Cigale Mushaireb	Downtown	5	126	14	12
12	Al Sadd New Training Facility 1	Radisson Blu Hotel Doha	Downtown	4	583	9	5.9
13	Al Sadd New Training Facility 2	Shaza Hotel Doha	Downtown	5	171	21	8
14	Al Sadd SC Training Facility 3	Oryx Rotana Doha	Downtown	5	400	16	10
15	Al Sailia SC 2	Majlis Grand Mercure Hotel	Downtown	5	283	19	20.9
16	Aspire 1	Double Tree by Hilton (Old Town)	Downtown	5	187	19	13
17	Aspire 2	ME Doha	Downtown	5	237	19	13.5
18	Mesameer SC	Doha Marriott Hotel	Downtown	5	362	18	20.8
19	Muaither SC	dusitD2 Salwa Doha	Downtown	5	228	16	17.6
20	Al Egla Training Site 1	Grand Hyatt Hotel Doha	The Pearl	5	339	10	7.4
21	Al Egla Training Site 3	Le Place Vendome, a Luxury Collection Hotel, Doha	The Pearl	5	237	6	2.5
22	Al Erssal Training Site 3	Hilton Doha The Pearl Residences	The Pearl	5	359	10	8.9
23	Al Gharafa Training Facility	Marsa Malaz Kempinski, The Pearl -Doha	The Pearl	5	281	21	16.3
24	Duhail SC 2	Katara Towers, Lusail Marina District	The Pearl	5	505	13	9.8
25	Duhail SC Stadium	The Ritz-Carlton, Doha	The Pearl	5	374	13	9.7
26	Umm Salal SC	Century Hotel, Doha	The Pearl	4	198	25	20.3
27	Al Egla Training Site 5	The Avenue, A Murwab Hotel	West Bay	5	170	20	13.6
28	Al Erssal Training Site 1	Pullman Doha West Bay	West Bay	5	468	4	3
29	Al Gharafa Training Facility	Dusit Doha Hotel	West Bay	5	357	19	13
30	Al Markhiya SC	InterContinental Doha - The City	West Bay	5	525	10	6
31	Qatar University 1	Sofitel Doha West Bay	West Bay	5	430	14	10
32	Qatar University 2	JW Marriott Marquis City Center Doha Hotel	West Bay	5	314	13	9
33	Qatar University 3	Hyatt Centric West Bay Doha	West Bay	5	320	16	10
34	Qatar University 5	Wyndham Doha West Bay	West Bay	5	516	14	9
35	Qatar University 6	St. Regis Doha	West Bay	5	336	11	7
36	Salwa Training Site	Salwa Beach Resort & Villas (by Hilton)	-	5	361	13	13
37	Al Shamal SC	Zulal Wellness Resort	-	5	180	11	9.6
38	Sealine Training Site	Sealine Beach, A Murwab Resort	-	5	77	21	21
39	Al Wakrah SC	Souq Al Wakra Hotel Qatar by Tivoli	-	5	101	8	3
40	Al Khor SC	Simaisma, A Murwab Resort	-	5	52	19	19
R*	Qatar SC 1	InterContinental Doha	West Bay	5	375	9	6
R*	Qatar SC 2	Crowne Plaza West Bay Doha	West Bay	5	317	10	4

*Referee Training Site and allocated referee headquarter options

-  Host City Centre
-  Proposed Stadiums
-  Airport
-  AFC Headquarter Hotel
-  Team Base Camp Hotel
-  Official Training Site
-  Referee Headquarter Hotel
-  Referee Training Site



6.2

- Information on the proposed referee facilities, consisting of sufficient numbers of 5-star hotels

238

There are two hotels that would be ideal as the headquarters for referees (and match officials) throughout the AFC Asian Cup 2027™ in Qatar: the 375-room InterContinental Doha, which has been selected as referee headquarters for the FIFA World Cup 2022™, and the 317-room Crowne Plaza West Bay. Both these 5-star hotels provide a wide range of amenities, as outlined below.

The allocated training site is Qatar Sports Club, just a 10-minute drive from the hotel, which is located very centrally in Doha, and all stadiums are accessible

Stress-free Referee Bases

within a 30-minute drive. As with the Team Base Camp concept, this means that there is no need for the referees to change hotels during the tournament and that all journeys between accommodation, training sites and competition venues will be short and stress-free.



InterContinental Doha

The InterContinental Doha is located on Doha's longest private beach and is surrounded by landscaped gardens. It has 14 restaurants and bars, catering for all dietary requirements, a well-equipped fitness centre and a range of recreational facilities, including an outdoor swimming pool and spa, as well as a business centre and meeting rooms. The hotel's prime location is just minutes from Downtown Doha, the Doha Exhibition and Convention Center, City Center Doha (shopping mall and leisure facilities) and Doha Golf Club, and is a 34-minute drive from the airport.

Crowne Plaza West Bay

Located in the middle of West Bay and in the vicinity of the AFC headquarter hotels, this 5-star hotel provides a variety of recreational amenities, such as a fitness centre, outdoor pool and wellness centre. The business and meeting facilities can accommodate small- to full-scale meetings and conferences. Two restaurants and three bars offer cuisines from all around the world, infused with fresh and healthy menu options.



InterContinental Doha



Crowne Plaza West Bay



An aerial photograph of a city, likely Doha, Qatar, is shown with a semi-transparent red overlay. The image captures various urban structures, including buildings, roads, and green spaces. The overall aesthetic is modern and architectural.

07

ACCOMMODATION AND AFC HEADQUARTER HOTELS

Qatar's accommodation concept provides for a broad range of accommodation types and a more than sufficient inventory to ensure that teams, officials and fans alike find a place that perfectly meets their needs and expectations.

- Full and complete details on all proposed accommodation
- Information on the total number of guest rooms available

242

Qatar is ready to welcome Asia's best footballers, coaching teams, the media, marketing partners and affiliates, fans from across Asia and all other stakeholders to the world of the arts, culture and hospitality, with a wide range of world-class and modern hotels of international reputation. Everyone, without exception, will move around Qatar, sleep and watch football in total comfort, enjoying Qatar's amenities and the delights of the Middle East.

The World Travel and Tourism Index 2019 ranks Qatar 2nd among countries in the Middle East and Africa for providing high-quality touristic infrastructure.

The country's hospitality sector ranked best in the Middle East for the second consecutive year, according to the Guest Experience in the Middle East report, released by hospitality and travel data provider O'leyr.

Wide Range of World-class, Modern Hotels

The report analysed more than 12 million guest reviews over 12 months, from April 2018 to March 2019. On this basis, by 2027, both hotel managements and staff will have long-term experience in accommodating national and international guests during major sporting competitions and mega-events.

As well as the ample hotel allocation for teams and referees, the QFA has selected an excellent range of luxurious and

conveniently located 5-star hotels for the comfort of all official stakeholder groups. Qatar's accommodation strategy for the AFC Asian Cup 2027™ capitalises on the experience of the FIFA World Cup Qatar 2022™. It aims to provide high-quality accommodation facilities for the AFC delegation, the team delegations and media representatives, with a wide range of hotel and accommodation options, satisfying all budgets and matching individual requirements, so that football fans of all means can enjoy the experience of the AFC Asian Cup 2027™ in Qatar. Every single guest will have the chance to experience the comfort of the compact city tournament, free of travel needs from city to city.

In 2027, more than 25,000 rooms in the 5-star category will be available, supplemented by more than 24,000 rooms in 2- to 4-star hotels. This wide range of choices will provide the AFC with options and flexibility when developing its final plans for the tournament. Qatar's one country-one city concept also applies to the accommodation strategy, with all stadiums and corresponding non-competition venues located within short distances of each other and the selected accommodation.

Hotel accommodation

In operation in 2020

Star rating	No. of rooms	No. of properties
2	381	5
3	1,235	12
4	9,842	37
5	14,651	53
Grand total	26,109	107

Under construction in 2020

Star rating	No. of rooms	No. of properties
2	262	1
3	1,799	19
4	5,540	37
5	10,956	39
TBC	5,386	29
Grand total	23,943	125



Marsa Malaz Kempinski



"We have an unrivalled range of world-class hotels and affordable accommodation, meaning that everyone attending the AFC Asian Cup 2027™ in Qatar will experience an enjoyable and comfortable stay."

Bader Al Lanjawi
Qatar
Corporate Support Services Team

In preparing for a compact AFC Asian Cup 2027™, as described in 06. Team and Referee Facilities, Qatar's accommodation strategy is in full alignment with the goal of delivering the most enjoyable, stress-free and comfortable edition of the tournament ever. As most accommodation venues are in very close proximity to the stadiums, fan zones and cultural heritage sites, everyone will be able to enjoy the festive atmosphere of the tournament. The accommodation strategy for the AFC Asian Cup 2027™ in Qatar reflects the country's long-term national vision to diversify the economy and to develop its sporting, tourism and MICE-related industries (Meetings, Incentives, Conferences and Exhibitions). The tourism plan is in keeping with the growth in natural demand for visitor accommodation. The State of Qatar is currently driving the development of the nation's business travel, leisure tourism and MICE sectors, and appropriate infrastructure is key to the overall tourism master plan for the country's future.

The Government's investment, supported by substantial private sector backing, including major international hotel groups, will drive the growth of the tourism industry and meet the progressive demand for hotels, serviced apartments and other hospitality infrastructure.

During the first half of 2019, for example, Qatar welcomed almost 1.2 million visitors, and its hotel industry is growing alongside, with close to 40 5-star hotels and a further 86 hotels in differing categories under construction. The role that Qatar's reputable investment system plays in attracting and supporting private investment in the tourism sector has been confirmed in the World Economic Forum's most recent annual report, The Travel & Tourism Competitiveness Report 2019, which ranked Qatar's business environment 8th globally and 1st in the Middle East and Africa. This is due to Qatar's low tax rates that have a low impact on work and investment, and also due to its efficient legal system and administration.

Accommodation for Every Budget

Looking ahead to the FIFA World Cup Qatar 2022™, the construction and opening of 125 new properties are following pre-determined benchmarks within a fixed schedule. The diversity of accommodation types, from 5-star hotels to budget-friendly serviced apartments, contributes to post-tournament commercial viability. The full operation of all requisite accommodation for the AFC Asian Cup 2027™ in Qatar can therefore be confirmed, due to the current building landscape and to the support mechanisms in place, as outlined below.

Qatar and the Local Organising Committee (LOC), together with the Qatar National Tourism Council, will work closely with the AFC in providing and contracting the required rooms and accommodation facilities for the AFC delegation, participating teams, invited guests and representatives of the AFC, commercial rights partners, commercial affiliates, the media and rights holders – well ahead of time. The QFA is confident that all accommodation

requirements will be fully met both during the preparation phase and for the staging of the tournament itself. The AFC and its Member Associations will have the opportunity to experience this during the FIFA World Cup Qatar 2022™. The Qatar National Tourism Council is strongly supporting Qatar's bid to host the AFC Asian Cup 2027™, contributing reliable relationships with local and international hotel operators and representatives. With this support and guidance, priority treatment for AFC affiliates can be assured.

The Qatar National Tourism Council has set up and implemented a robust and reliable grading and classification system for Qatar's hotel infrastructure, guaranteeing international star rating standards. The

Qatar will offer more than 90 5-star hotels in 2027.

The range of accommodation will extend from low-cost serviced apartments to luxurious hotels and thus will meet every budget.

Council is mandated to ensure that hotels holding or requesting a licence meet clear criteria for facilities, services and responsible management practices, and the employment of suitably qualified and experienced staff. Hotels are classified according to a published and regularly updated grading and classification manual.

Qatar is aiming to welcome and cater for fans from all income levels. The range of accommodation will extend from low-cost serviced apartments to luxurious hotels and thus will meet every budget of the different client groups. Room rates will be competitively priced and comparable with prices worldwide. For fans, media staff or other visitors seeking lower-cost options, 2- and 3-star hotels will be available.

Qatar is already benefitting from the knowledge and experience gained during the preparation phase of the FIFA World Cup 2022™. The country has taken a creative approach to delivering accommodation for attending fans: price control strategies are being developed and tournament rate controls are in place. In collaboration with the National Tourism









Council, tournament-specific benchmark rates and segmentation were established following extensive research and consultation with global experts. Event surveys from previous international and single-city tournaments were analysed and the findings adjusted to the local tourism market conditions. With this information to hand, along with actual rates charged during the FIFA World Cup Qatar 2022™, Qatar will have access to a comprehensive database of reasonable terms and rates for accommodation, and will be aware of potential inflated rates and unreasonable minimum stay demands.

Apart from the officially contracted hotel room inventory, Qatar will offer a broad choice of additional accommodation alternatives across all price ranges. Also, as security measures as well as policies for dedicated team areas will be in place, some of the chosen team hotels will not be fully occupied by them; remaining rooms could therefore be released to other stakeholders such as commercial affiliates or spectators.



Al Aziziyah Boutique Hotel Doha

Team hotels









Hotel name	Star rating	Total rooms	Distance to Official Training Site [min] [km]	Distance to airport [min] [km]	Rack rate (USD) SGL TWIN	Hotel address and website
1. Ezdan Palace Hotel	★★★★★	195	12 / 10.4	25 / 25.3	495 / 495	Al Shamal Road, P.O. Box 30503, Doha, Qatar 
2. Al Rayyan Hotel Doha, Curio Collection by Hilton	★★★★★	201	6 / 1.9	29 / 33.4	566 / 566	Mall of Al Rayyan, P.O. Box 23325, Doha, Qatar 
3. Al Messila, a Luxury Collection Resort & Spa, Doha	★★★★★	152	11 / 7.6	25 / 22.9	549 / 549	Um Al Saneem Steet, Zone 36, Street 827, Building 21, Doha, Qatar 
4. Retaj Salwa Resort & Spa	★★★★★	168	13 / 12.9	34 / 45.0	481 / 481	Salwa Road, Abu Nakhlah, P.O. Box 13480, Doha, Qatar 
5. Al Samriya Autograph Collection Hotel	★★★★★	88	4 / 2.4	36 / 48.0	N/A / N/A	Shehaniya, Al Rayyan, Qatar 
6. Al Aziziyah Boutique Hotel Doha	★★★★★	139	1 / 1	27 / 24.1	549 / 549	Al Baaya Street, Aspire Zone, P.O. Box 23833, Doha, Qatar 
7. New Aspire Academy Athlete Accommodation / Sharq Village & Spa	★★★★★	110	1 / 1	24 / 23.1	N/A / N/A	Aspire Academy, Al Henaizbiah Street, Doha, Qatar N/A
8. Al Najada Doha Hotel by Tivoli	★★★★★	151	9 / 5.5	17 / 13.9	N/A / N/A	Barahat Al Jufairi Street, Doha, Qatar 
9. The Westin Doha Hotel & Spa	★★★★★	364	9 / 3.6	20 / 15.3	549 / 549	Salwa Road, Fereej Bin Mahmoud, Zone 23, P.O. Box 39474, Doha, Qatar 
10. Steigenberger Hotel	★★★★★	204	8 / 4.4	13 / 11.5	N/A / N/A	Al Matar Street, Al Mansoura Street, Doha, Qatar N/A

*For hotels that are under construction, rack rates and websites will be provided as soon as possible.













Marsa Malaz Kempinski

Hotel name	Star rating	Total rooms	Distance to Official Training Site [min] [km]	Distance to airport [min] [km]	Rack rate (USD) SGL TWIN	Hotel address and website
11. Banyan Tree Doha at La Cigale Mushaireb	★★★★★	126	14 / 12	19 / 15.4	N/A / N/A	Al Khaleej Street, Doha, Qatar 
12. Radisson Blu Hotel Doha	★★★★★	583	9 / 5.9	22 / 16.4	330 / 330	Salwa Road, P.O. Box 1768, Doha, Qatar 
13. Shaza Hotel Doha	★★★★★	171	21 / 8	13 / 12.5	N/A / N/A	Al Muthaf Street, Doha, Qatar 
14. Oryx Rotana Doha	★★★★★	400	16 / 10	15 / 11	659 / 659	Al Matar Street, P.O. Box 22550, Doha, Qatar 
15. Majlis Grand Mercure Hotel	★★★★★	283	19 / 20.9	19 / 15.9	N/A / N/A	Ibn Hayyan Street, Muaither Street, Doha, Qatar N/A
16. Double Tree by Hilton (Old Town)	★★★★★	187	19 / 13	13 / 12.3	212 / 212	Al Meena St, Doha, Qatar 
17. ME Doha	★★★★★	237	19 / 13.5	14 / 11.9	N/A / N/A	Sikkat al Zumurrud Street, Al Kharees Street, Doha, Qatar N/A
18. Doha Marriott Hotel	★★★★★	362	18 / 20.8	11 / 10.1	330 / 330	Ras Abu Aboud Street, Building 2, Street 920, Zone 28, P.O. Box 1911, Doha, Qatar 
19. dusitD2 Salwa Doha	★★★★★	228	16 / 17.6	19 / 15.7	N/A / N/A	Salwa Road, Doha, Qatar 
20. Grand Hyatt Hotel Doha	★★★★★	339	10 / 7.4	32 / 25.7	310 / 310	P.O. Box 24010, Doha, Qatar 









Team hotels

Hotel name	Star rating	Total rooms	Distance to Official Training Site [min] [km]	Distance to airport [min] [km]	Rack rate (USD) SGL TWIN	Hotel address and website
21. Le Place Vendome, a Luxury Collection Hotel, Doha	★★★★	237	6 / 2.5	28 / 27.5	N/A / N/A	plot SV3, Lusail, Qatar N/A
22. Hilton Doha The Pearl Residences	★★★★	359	10 / 8.9	34 / 27	549 / 549	Abraj Quartier, Pearl Boulevard, Tower AQ-07, P.O. Box 9154, Doha, Qatar 
23. Marsa Malaz Kempinski, The Pearl - Doha	★★★★	281	21 / 16.3	38 / 28.1	687 / 687	The Pearl, Costa Malaz Bay, P.O. Box 9948, Doha, Qatar 
24. Katara Towers, Lusail Marina District	★★★★	505	13 / 9.8	27 / 27.5	N/A / N/A	Lusail Marina, Qatar 
25. The Ritz-Carlton, Doha	★★★★	374	13 / 9.7	34 / 26.5	549 / 549	West Bay Lagoon, P.O. Box 23400, Doha, Qatar 
26. Century Hotel, Doha	★★★★	198	25 / 20.3	25 / 26.8	275 / 275	Lusail Marina, Qatar N/A
27. The Avenue, A Murwab Hotel	★★★★	170	20 / 13.6	22 / 18.7	275 / 275	Jawaan Street, Al Sadd District, Doha, Qatar 
28. Pullman Doha West Bay	★★★★	468	4 / 3	19 / 19.7	N/A / N/A	Al Shatt St, Doha, Qatar 
29. Dusit Doha Hotel	★★★★	357	19 / 13	29 / 22.2	412 / 412	Diplomatic Area, West Bay, P.O. Box 23373, Doha, Qatar 
30. Inter-Continental Doha - The City	★★★★	525	10 / 6	30 / 20.6	275 / 275	West Bay, P.O. Box 22178, Doha, Qatar 

*For hotels that are under construction, rack rates and websites will be provided as soon as possible.





Hotel name	Star rating	Total rooms	Distance to Official Training Site [min] [km]	Distance to airport [min] [km]	Rack rate (USD) SGL TWIN	Hotel address and website
31. Sofitel Doha West Bay	★★★★	430	14 / 10	20 / 20.1	N/A / N/A	Conference Street, West Bay, Doha, Qatar N/A
32. JW Marriott Marquis City Center Doha	★★★★	314	13 / 9	29 / 20.3	687 / 687	Conference Street, West Bay, P.O. Box 9282, Doha, Qatar 
33. Hyatt Centric West Bay Doha	★★★★	320	16 / 10	23 / 21.2	N/A / N/A	Um Arsaan Street, Doha, Qatar N/A
34. Wyndham Doha West Bay	★★★★	516	14 / 9	29 / 20.7	412 / 412	Maysaloun Street, West Bay, Zone 63, P.O. Box 5649, Doha, Qatar 
35. St. Regis Doha	★★★★	336	11 / 7	32 / 23.5	632 / 632	Doha West Bay, P.O. Box 14435, Doha, Qatar 
36. Salwa Beach Resort & Villas (by Hilton)	★★★★	361	13 / 13	75 / 101	N/A / N/A	Salwa Road exit 84, Learaig Interchange, Abu Samra, Qatar 
37. Zula Wellness Resort	★★★★	180	11 / 9,6	84 / 125	N/A / N/A	Madinat ash Shamai, Al Ruwais, Qatar 
38. Sealine Beach, A Murwab Resort	★★★★	77	21 / 21	46 / 56.1	549 / 549	Sealine Beach Road, P.O. Box 50255, Mesaieed, Qatar 
39. Souq Al Wakra Hotel Qatar by Tivoli	★★★★	101	8 / 3	16 / 14.1	N/A / N/A	P.O. Box 81038, Al Wakrah, Qatar 
40. Simaisma, A Murwab Resort	★★★★	52	19 / 19	51 / 61.1	1,236 / 1,236	Seafront, P.O. Box 2640, Simaisma, Qatar 

Select AFC Hotels

The AFC headquarters for the AFC Asian Cup 2027™ in Qatar will be chosen from one of three carefully selected top-quality hotels, all with convenient locations, flexible function space and office support capacity. The hosting concept for the AFC Asian Cup 2027™ in Qatar means that the AFC headquarters can be located in a single, integrated AFC cluster, with offices, hotels, hospitality and competition-related event venues all situated within close proximity of one another in Doha's vibrant West Bay district.

The selection and nomination of the AFC headquarters can still be coordinated with the AFC after the tournament has been awarded. A variety of high-quality options is available for the AFC to select from.

All AFC officials, match officials and team delegation members will be provided with 5-star accommodation within the AFC cluster in the same way, as FIFA counterparts will be during the FIFA World Cup Qatar 2022™. The selected hotels are the 232-room Four

Seasons, the 381-room City Centre Rotana Doha, the 314-room JW Marriott Marquis City Center Doha Hotel and the 579-room Marriott Marquis City Center Doha Hotel. The four hotels provide more than 1,500 luxury hotel rooms, suites and serviced apartments. Situated in Doha's core business district, the hotels are grouped around the Doha Exhibition and Convention Center (DECC) and next to a large shopping mall.

This location is close to points of interest, entertainment venues and restaurants, and, from a travel perspective, is close to the DECC metro station, which connects directly and efficiently to stadium venues, ticketing centres and the IBC, as well as Doha old town, Hamad International Airport, The Pearl - Doha and Lusail. The referees' headquarters are close by, as are the fan zones and competition venues. By car, Hamad International Airport is only a 30-minute drive away. The championship course Doha Golf Club and sites of cultural interest such as Katara Cultural Village are also close by.



Four Seasons Hotel



Headquarters hotels

AFC								
Hotel name and city	Star rating	Total rooms	Distance to airport		Office requirements	Rack rate (USD)		Hotel address and website
			[min]	[km]		SGL	Suite	
Four Seasons Hotel	★★★★★	232	25	18.9	1 Ballroom (758m ²) 4 Meeting rooms (>250m ²) 4 Meeting rooms (>50m ²)	824	1,174	The Corniche, P.O. Box 24665, Doha, Qatar 
City Centre Rotana Doha	★★★★★	381	30	20.4	1 Ballroom (842m ²) 3 Meeting rooms (>250m ²) 4 Meeting rooms (>85m ²) 8 Offices (14-50m ²)	962	1,236	P.O. Box 25522, Doha, Qatar 
JW Marriott Marquis City Center Doha Hotel	★★★★★	314	29	20.3	1 Ballroom (840m ²) 3 Meeting rooms (>250m ²) 4 Meeting rooms (>100m ²) 7 Offices (33-99m ²)	687	962	Conference Street, West Bay, P.O. Box 9282, Doha, Qatar 
Marriott Marquis City Center Doha Hotel	★★★★★	579	28	19.7	1 Ballroom (740m ²) 2 Meeting rooms (>150m ²) 5 Meeting rooms (100m ²) 7 Offices (27-62m ²)	549	962	Omar Al Mukhtar Street, Area 61, Al Dafna, Street #850, P.O. Box 25500, Doha, Qatar 
Referees								
Hotel name and city	Star rating	Total rooms	Distance to airport		Office requirements	Rack rate (USD)		Hotel address and website
			[min]	[km]		SGL	Suite	
Inter-Continental Doha	★★★★★	375	34	23.8	1 Ballroom (718m ²) 2 Meeting Rooms (>120m ²) 2 Offices (62m ²)	467	1,236	Street 900, Building 25, Zone 61, Al Dafna, P.O. Box 6822, Doha, Qatar 
Crowne Plaza West Bay Doha	★★★★★	317	28	19.8	1 Ballroom (798m ²) 3 Meeting Rooms (>60m ²) 2 Offices (>40m ²)	247	343	District Zone 61, Diplomatic Area, Doha 21336 Qatar 

Tailormade office space will be organised and prepared for the AFC. All of the selected luxury hotels provide flexible meeting rooms and business facilities that can be arranged in full compliance with the AFC's specific requirements. Details of the four selected AFC headquarter hotels are as follows:

Four Seasons Hotel Doha

With its direct access to the Corniche, the marina and the beachfront, together with its own private beach, yet conveniently located in Doha's central business district, the Four Seasons Hotel Doha is a special place for both business and pleasure.

Most of the 232 guest rooms and suites include a step-out balcony with stunning sea views. The 5-star hotel has a three-story spa and wellness centre, and a fitness centre with tennis and squash courts.

Dining options range from modern global and Arabic cuisine to the world's largest Nobu restaurant, serving new-style Japanese cuisine. The Pool Grill, set on the water's edge, offers a panoramic view of the Gulf. More than 2,000m² of event space completes the range of facilities of this exceptional urban resort.

City Centre Rotana Doha

Located in the heart of Doha, directly connected to one of the area's most popular shopping malls and just a few steps from the new Doha Exhibition and Conference Center, the City Centre Rotana Doha forms part of the key business and commercial district of West Bay.

The 47-floor hotel has 381 guest rooms, suites and apartments, with views of the Arabian Gulf and city skyline. Facilities include five restaurants and a lobby café offering an international range of cuisine, a fully-equipped fitness centre, a wellness spa and a swimming pool. Meeting and event facilities include 10 various-sized meeting rooms and a ballroom with a private entrance and a pre-function area. The exclusive Club Rotana provides a business centre with secretarial support and a boardroom, as well as the tranquil Club Rotana lounge.

JW Marriott Marquis City Center Doha Hotel

Right in the heart of Doha, within West Bay, the city's main business and leisure district, the JW Marriott Marquis City Center Doha Hotel is just a five-minute walk from the Doha Exhibition and Convention Center and is connected to City Center Doha. The rooms and suites enjoy views of the Arabian Gulf and the city. As well as an outdoor leisure swimming pool and garden, the hotel has a fitness centre and spa, and seven restaurants and lounges offering wide-ranging international cuisine.

Meetings and events facilities include 12 event rooms and an 840m² ballroom, with 500m² of pre-function area and a separate entrance. Business services are available on request.

Marriott Marquis City Center Doha Hotel

The Marriott Marquis City Center Doha Hotel is also located in Downtown Doha, close to the City Center Doha shopping mall and leisure destination, and the Doha Exhibition and Convention Center. Popular attractions such as the Doha Corniche waterfront promenade are just minutes away.

The rooms, suites and apartments offer modern amenities and views of the sea or Doha's skyline. The hotel has a 24-hour gym, a spa and outdoor pool, as well as five restaurants offering international cuisine and two coffee houses. There is also a cocktail bar and a sports bar with 47 TV screens.

For meetings and event hosting, there is flexible space for up to 15 private rooms / 11 break rooms, etc. and a ballroom for up to 700 guests.

AFC venue-related hotel

All competition venues will be within a 30-minute drive of the AFC headquarters. The compact concept of the AFC Asian Games 2027™ in Qatar, and in line with the strategy for venue-related team hotels, implies that there is no need for extra venue-related hotels for the AFC delegation.

AFC VIP hotel

Recently, the world's top luxury hotel groups have developed or are developing properties that would be well-suited for AFC-invited guests and VIPs. Two such properties are depicted below.

The Ritz-Carlton, Doha

This 5-star hotel is located in one of the most beautiful and iconic parts of the country: the artificial island The Pearl-Qatar. Rising above the marina with its club house and slipways for boats and jet-skis, The Ritz-Carlton boasts well-appointed guestrooms, luxury suites and club rooms with views of the Doha skyline or the marina.

Fine dining restaurants and bars feature local and international cuisine, and guests can take advantage of the spa, modern fitness centre, and outdoor and indoor pools. Two ballrooms and six meeting and video-conferencing rooms complete the amenities.

Katara Towers at Lusail Marina

Timed to be ready for the FIFA World Cup Qatar 2022™, Katara Hospitality, the largest government-owned hotel company in the country, is developing a landmark hotel for Qatar. Symbolically intertwined with Qatar's heritage, the iconic design of Katara Towers is an architectural translation of the country's national seal, representing the traditional scimitar swords, and a reminder of the crescent moon being an interpretation of Qatar's traditions and hospitality.

When complete, the 38-story Katara Towers, located at the southernmost point of Qatar's Lusail urbanisation project, will house a 5-star hotel, Qatar's first 6-star hotel, and branded apartments providing more than 600 rooms and accommodation. There will also be offices, boutiques, leisure and entertainment facilities and a mix of celebrity chef, global brands and homegrown brand restaurants.

Proposal for AFC Congress hotels

The AFC Congress is one of the most important official functions of the AFC Asian Cup 2027™. To meet all the requirements of this highly prestigious event, the proposed location is the Sheraton Grand Doha Resort & Convention Hotel, one of the first luxury hotels in Doha, which prides itself on living up to this description at all times. It has an enviable reputation in hosting international and national congresses and events.

Large and small meetings can be accommodated in the hotel's 25 flexible convention spaces, comprising 10,300m² of total meeting space. The largest venue, Al Dafna, can easily accommodate up to 3,000 guests in a theatre setting, and the modern business centre includes fast and free WiFi, allowing for video streaming.

The 5-star Sheraton Grand Doha Resort & Convention Hotel has 371 rooms and oceanfront suites, a private

beach, water sports (including sailing and water-skiing), an extensive garden with an outdoor pool and jacuzzi, and a 24-hour fitness centre and spa. There are seven restaurants, offering a wide variety of cuisines, bars and lounges.

The hotel, which was one of the first in Doha to be awarded the Green Key certification for championing sustainability in the hospitality industry, is ideally located in West Bay, at the northern end of the Corniche.

In respect of accommodation during the AFC Congress, three 5-star hotels are planned to house selected guests (AFC and Member Association officials, as well as commercial affiliates). These are the proposed AFC headquarter hotels already described in 7.3 Select AFC Hotels: the City Centre Rotana Doha, the JW Marriott Marquis City Center Doha Hotel and the Marriott Marquis City Center Doha Hotel. All three are located in the immediate vicinity of the Sheraton Grand Doha Resort & Convention Hotel.



Katara Towers at Lusail Marina



08

TRANSPORTATION INFRASTRUCTURE AND GENERAL MOBILITY

Qatar is perfectly connected and easily accessible from all over Asia. Its ultramodern transport system, combined with the unique compact hosting concept, minimises travel time for teams and officials, and guarantees the most convenient fan experience.

8.1

- ◆ Full and comprehensive transportation strategy for the hosting and staging of the competition
- ◆ Map of the Candidate Host Country indicating the main transport means, structures, airports, motorways and train stations
- ◆ Information on the Government's role and responsibility for enabling the collaboration of the key stakeholders

256

The hosting concept for the AFC Asian Cup 2027™ in Qatar is based on the compact nature of the country and the proximity of all venues. In Qatar, all tournament matches will be hosted in an extremely compact area, with only around Change to 56 kilometres between the two most distant stadiums: Al Bayt Stadium in the north and Al Janoub Stadium in the south.

The proximity of all AFC Asian Cup 2027™ competition and non-competition venues, hotels and tourist sites in Qatar significantly reduces the amount of nationwide movements. The AFC, team delegations, media representatives and fans can reside in one location throughout the whole tournament and have easy access to all venues. No domestic flights are required, and that alone makes Qatar's hosting concept environmentally friendly and economical.

All movements between the various venues will be comfortable, quick and easy, with the benefit of Qatar's brand new and modern public transport system and the efficient countrywide road network. All transport infrastructure as well as the tournament operation strategy will be tested at the FIFA World Cup Qatar 2022™.

All stadiums used for the AFC Asian Cup 2027™ in Qatar are connected to the Doha Metro, directly or via frequently operating metro shuttle buses. This is supported by special, demand-oriented tournament, bus services, an extensive modern public bus network, and a large number of taxis and other transport service providers.

Easy Access to All Venues

Since Qatar's compact hosting concept also applies to its transport infrastructure, the transport network has to be set up for optimised usage. Several matches on one day means that certain rules have to be followed to avoid traffic congestion. In particular, overlapping tournament traffic should be reduced as far as possible. Therefore, the match schedule will be an essential component of the transport strategy in order to take into consideration the location of the stadium and manage the overall traffic. This will ensure effective use of the transport network and will avoid potential clashes between spectators' movements on the roads and public transport.











Transport modes

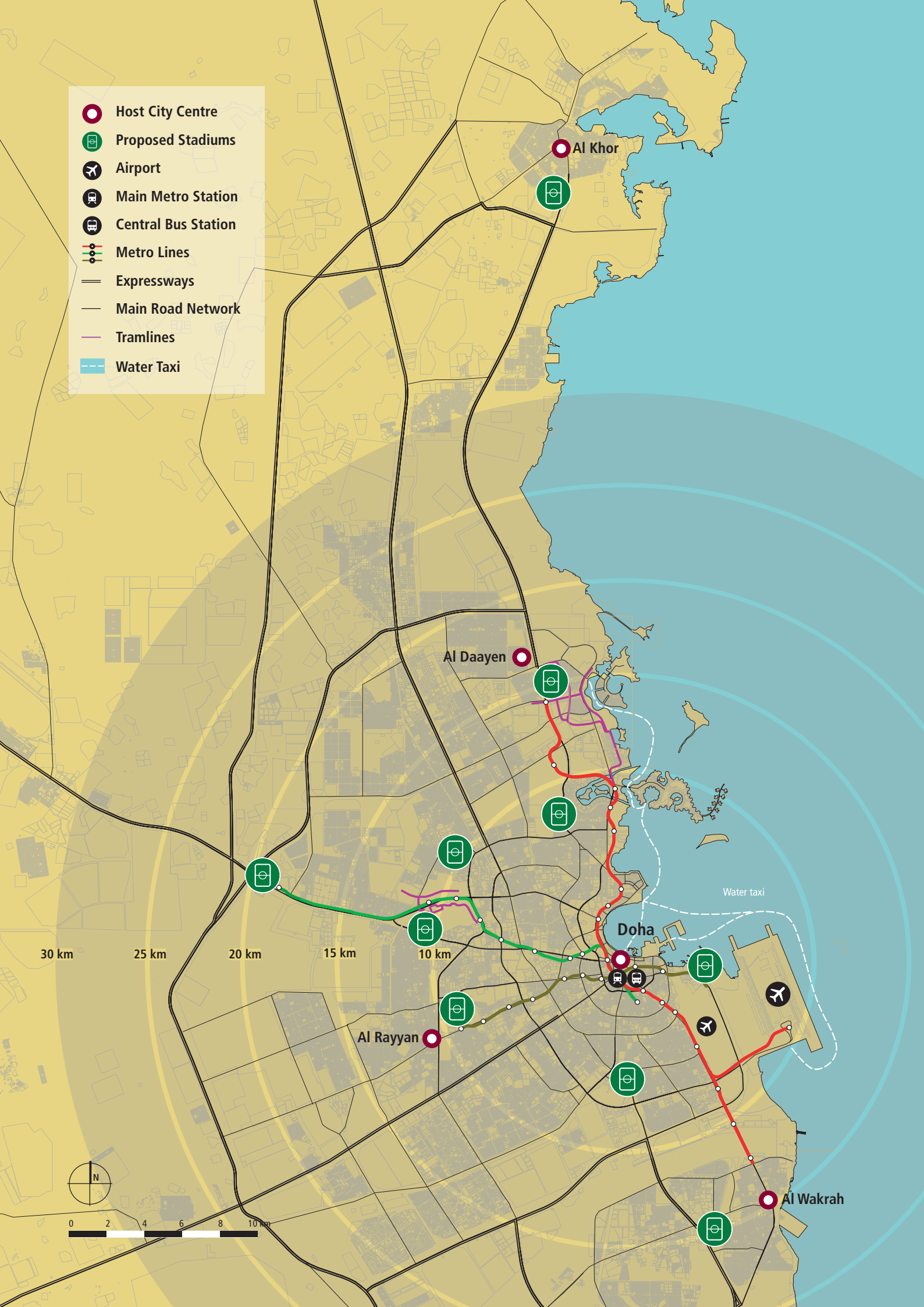
The transport strategy focuses on public transport as the main mode of fan transport to the stadiums. Most stadiums will be linked by the metro, which is interconnected with other types of public transport. In addition, private cars, buses and taxis supplement spectator access. Building on the success of the 2019 Arabian Gulf Cup and the FIFA Club World Cup 2019™, and plans for the FIFA World Cup Qatar 2022™, dedicated metro shuttle buses will operate from the closest metro stations to stadiums that are not served directly by the metro. While non-residents are likely



"Our compact hosting concept makes for short distances and fast travel times for those attending the AFC Asian Cup 2027™ in Qatar. With two superb airports, a swift and easy customs and immigration policy, state-of-the-art infrastructure and efficient public transport, getting around has never been so easy."

Arshad Hussain
Pakistan
Transport Team

-  Host City Centre
-  Proposed Stadiums
-  Airport
-  Main Metro Station
-  Central Bus Station
-  Metro Lines
-  Expressways
-  Main Road Network
-  Tramlines
-  Water Taxi



to depend on Qatar’s public transport system, local spectators will probably travel to the stadiums in their own cars and use the extensive parking options around each stadium.

All stadiums can easily be reached by Qatar’s extensive, high-capacity expressway network, which consists of 470 kilometres of multi-lane carriageways and many multi-level interchanges for an efficient transport flow across Qatar. A further 150 kilometres of expressways will be built by 2022. This comprehensive network makes it possible to coordinate and separate tournament and non-tournament traffic. A modern and effective traffic control centre will manage roadside traffic by relaying real-time information to road users through dynamic messaging and lane control signage, improving the traffic flow by optimising signal control and monitoring traffic conditions. It will also be key to managing unexpected traffic situations and emergency response during the tournament.

Gateway to Qatar

The main gateway to Qatar will be Hamad International Airport (HIA), with a planned capacity

of 53 million passengers per year in 2022. Doha International Airport (DIA), the former main airport of Qatar, is used for private charter flights and serves as the second airport for the tournament.

Dedicated tournament route network

For team delegations, match officials, AFC members and media representatives etc., a network of road-based routes (tournament route network (TRN)) will be implemented to link key accommodation areas to the stadiums, training sites and airports. Using the TRN will be encouraged for a safe and reliable journey. Background traffic will be encouraged to avoid these routes during match day operations. To safeguard people travelling to the stadiums, the TRN will include a series of intervention measures on the identified routes, including traffic signal optimisation, parking and waiting restrictions, and minor junction modifications. At specific locations along the TRN, where TRN traffic volumes are most concentrated (central Doha and close to stadiums), and to overcome congestion hotspots, priority lanes can be implemented and junction priorities will be provided for the exclusive use of accredited vehicles.



Government’s role and responsibility

The Ministry of Transport & Communications (MoTC) is responsible for all transport in Qatar. The Bidding

Member Association has the full support of the ministry and the individual transport stakeholders and operators.

Ministry of Transport & Communications (MoTC)
Responsible for all transport in Qatar

Public Works Authority (Ashghal)
Responsible for the road network in Qatar

Ministry of Interior (MoI)
Responsible for public security and immigration

Qatar Rail
Responsible for the operation of Doha Metro and Lusail Tram

Qatar Foundation
Responsible for the Education City Tram



MATAR
Responsible for the operation of Hamad International Airport (HIA) and Doha International Airport (DIA)

Mowasalat
The national ground transport company responsible for the operation of public buses

Karwa
The leading taxi operator in Qatar (belonging to Mowasalat)

The seamless integrated transport operations for the AFC Asian Cup 2027™ in Qatar will be coordinated by the Transport Coordination Centre. Operational control for roads will be run from the Ashghal Road

Maintenance Centre. The Qatar Rail Integrated Control Centre will take care of the Doha Metro. Airport operations will be managed from the Airport Command Centre.

-  Host City Centre
-  Proposed Stadiums
-  Airport
-  Tournament Route Network



0 2 4 6 8 10 km

8.2

- ▶ Travel distances and times between Host Cities
- ▶ Travel distances and times within Host Cities

260

Qatar’s compact hosting concept enables all teams, officials and spectators to stay in one place for the whole tournament. The farthest distance between two Host Cities, Al Wakrah in the south and Al Khor in the north, is 56 kilometres. All Host Cities are linked via Qatar’s efficient multi-lane expressways, and with the modern metro and bus systems.

Short Distances and Fast Travel Times

There is no need to change accommodation during the tournament. The majority of the Team Base Camp hotels – 28 of the 40 selected hotels – as well as the recommended AFC hotels, are located within three main clusters: Downtown Doha, West Bay and The Pearl-Qatar. All stadiums can be reached within 30

minutes by car from these clusters. Due to this compact hosting concept, no venue-dedicated training sites and hotels are required. The pairing between the Team Base Camp hotels and the related training sites is shown in 06. Team and Referee Facilities.

All teams, officials and spectators can stay in one place for the whole tournament.

Travel distances between Host Cities

Host City 1	Example							
	1	3						
	2	4						
	Al Khor		Al Daayen		Al Wakrah		Al Rayyan	
Doha	50km	N/A	20km	00:22h	15km	00:15h	13km	00:11h
	00:45h	N/A	00:25h	N/A	00:20h	N/A	00:20h	N/A
Al Rayyan	56km	N/A	27km	00:30h	25km	00:26h		
	00:45h	N/A	00:30h	N/A	00:25h	N/A		
Al Wakrah	66km	N/A	36km	00:37h				
	00:55h	N/A	00:35h	N/A				
Al Daayen	30km	N/A						
	00:20h	N/A						

1. Distance by vehicle (in km)
2. Average vehicle travel time (in hours and minutes)
3. Rail travel time (in hours and minutes) - if applicable
4. Flight time (in hours and minutes) - if applicable

Al Bayt Stadium in Al Khor / Al Thakhira

Al Bayt Stadium is located along the Al Khor Expressway, south of Al Khor city centre. It can easily be reached via this expressway or Al Shamal Road (Doha Expressway). The connection to these two expressways enables a situation-dependent distribution of spectator traffic and a minimisation of possible overlaps with the existing non-event traffic. For spectators arriving in private cars, there are

8,350 parking spaces around the stadium in walkable distance and 1,600 parking spaces on Park & Ride facilities. Dedicated and frequently operating shuttle buses will connect the stadium with the Doha Metro at Lusail station. Together with additional shuttle and regular buses, taxis and other transport service providers, Al Bayt Stadium is well served by Qatar's public transport system.

Travel distances within Host Cities Al Bayt Stadium in Al Khor / Al Thakhira

		Al Bayt Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Lusail)	Airport (HIA)	City centre Al Khor	City centre Doha
AFC hotel cluster	km	43	< 1	16	8	13	19	44	7
	min	30	2	25	15	15	20	35	15
Team Base Camp cluster Downtown Doha	km	49	8	12	1	18	15	50	2
	min	45	15	20	3	25	20	45	5
Team Base Camp cluster West Bay	km	43	< 1	16	8	13	19	44	7
	min	30	2	25	15	15	20	35	15
Team Base Camp cluster The Pearl-Qatar	km	36	10	20	15	7	27	38	14
	min	25	10	25	15	5	30	25	15
IBC (DECC)	km	43			8	13	19	44	7
	min	30			15	15	20	35	15
IBC (Aspire Academy)	km	53			13	23	23	55	13
	min	40			15	25	25	45	20
Central metro station (Msheireb)	km	47	8	11		18	14	49	1
	min	40	15	20		25	20	40	2
Nearest metro station (Lusail)	km	29	13	23	18		31	30	18
	min	20	15	25	25		30	20	20
Airport (HIA)	km	62	22	24	15	31		64	15
	min	50	25	25	20	30		50	15
City centre Al Khor	km	3	44	55	49	30	64		50
	min	5	35	45	40	20	50		45
City centre Doha	km	49	7	13	1	18	15	50	
	min	40	15	20	2	20	15	45	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Al Janoub Stadium in Al Wakrah

Al Janoub Stadium is situated near the intersection of Al Wakrah Bypass Road (Doha Expressway) and Al Wukair Road, and can be easily reached from Doha and all central areas. Additional road corridors offer alternative routes in order to separate traffic and react to the traffic situation. For private cars, 7,300 parking spaces are within walking distance and 1,850 are on dedicated Park & Ride facilities.

The stadium is linked to Downtown Doha by the metro's Red Line. The metro stop is about 4 kilometres from the stadium and will be linked to the stadium by shuttle buses. Public transport connections to Al Janoub Stadium will include additional shuttle buses from hotel locations and other central points, as well as regular bus services and taxis.

Travel distances within Host Cities Al Janoub Stadium in Al Wakrah

		Al Janoub Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Al Wakrah)	Airport (HIA)	City centre Al Wakrah	City centre Doha
AFC hotel cluster	km	26	< 1	16	8	23	19	25	7
	min	30	2	25	15	25	20	30	15
Team Base Camp cluster Downtown Doha	km	18	8	12	1	13	15	15	2
	min	20	15	20	3	20	20	20	5
Team Base Camp cluster West Bay	km	26	< 1	16	8	23	19	25	7
	min	30	2	25	15	25	20	30	15
Team Base Camp cluster The Pearl-Qatar	km	30	10	20	15	28	27	30	14
	min	30	10	25	15	25	30	30	15
IBC (DECC)	km	26			8	23	19	25	7
	min	30			15	25	20	30	15
IBC (Aspire Academy)	km	25			13	23	23	25	13
	min	30			15	25	25	25	20
Central metro station (Msheireb)	km	21	8	11		13	14	15	1
	min	30	15	20		20	20	50	2
Nearest metro station (Al Wakrah)	km	5	23	23	13		11	2	15
	min	10	25	25	20		10	2	20
Airport (HIA)	km	15	22	24	14	11		13	15
	min	20	25	25	20	10		15	15
City centre Al Wakrah	km	5	25	25	15	2	13		15
	min	10	30	25	20	2	15		20
City centre Doha	km	20	7	13	1	15	15	15	
	min	25	15	20	2	20	15	20	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Al Rayyan Stadium in Al Rayyan

Al Rayyan Stadium is located near the interchange of the Dukhan Highway with the Salwa-Lusail Road and can be easily reached from anywhere in the country. The main access will be via the Dukhan Highway, which leads directly to Downtown Doha. Around 9,500 parking spaces are in walkable distance in the immediate vicinity of the stadium and 1,500 parking spaces are on dedicated Park & Ride facilities.

The stadium is directly linked to Qatar's public transport system via the metro's Green Line. Al Riffa station is within walking distance of the stadium and, with additional bus and taxi services, the stadium is well served by the public transport network.

263

Travel distances within Host Cities Al Rayyan Stadium in Al Rayyan

		Al Rayyan Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Al Riffa)	Airport (HIA)	City centre Al Rayyan	City centre Doha
AFC hotel cluster	km	23	< 1	16	8	23	19	17	7
	min	30	2	25	15	25	20	25	15
Team Base Camp cluster Downtown Doha	km	20	8	12	1	20	15	13	2
	min	25	15	20	3	25	20	20	5
Team Base Camp cluster West Bay	km	23	< 1	16	8	23	19	17	7
	min	30	2	25	15	25	20	25	15
Team Base Camp cluster The Pearl-Qatar	km	27	10	20	15	27	27	20	14
	min	25	10	25	15	25	30	20	15
IBC (DECC)	km	23			8	23	19	17	7
	min	30			15	25	20	25	15
IBC (Aspire Academy)	km	16			13	14	23	3	13
	min	20			15	15	25	4	20
Central metro station (Msheireb)	km	21	8	11		19	14	12	1
	min	25	15	20		20	20	20	2
Nearest metro station (Al Riffa)	km	1	23	14	19		37	14	22
	min	2	25	15	20		31	15	25
Airport (HIA)	km	36	22	24	14	37		25	15
	min	35	25	25	20	30		25	15
City centre Al Rayyan	km	16	17	3	12	14	25		13
	min	20	25	4	20	15	25		20
City centre Doha	km	21	7	13	1	22	15	13	
	min	25	15	20	2	25	15	20	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in O6. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Al Thumama Stadium in Doha

Al Thumama Stadium can be found within the capital city, south of the downtown area at the intersection of the Doha Expressway and the E Ring Road. By virtue of this location, the stadium is well connected to Doha's higher ranked road network. The 4,000 parking spaces in walkable distance and 3,250 dedicated Park & Ride spaces provide ample facilities for spectators arriving by private car.

The nearest metro stop is Free Zone on the Red Line, about 6 kilometres from the stadium, and will be linked to the stadium by shuttle buses. Additional shuttle buses from hotel locations and other central points, as well as the regular bus services and taxis, supplement the public transport connections with the stadium.

Travel distances within Host Cities Al Thumama Stadium in Doha

		Al Thumama Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Free Zone)	Airport (HIA)	City centre Doha
AFC hotel cluster	km	17	< 1	16	8	20	19	7
	min	25	2	25	15	20	20	15
Team Base Camp cluster Downtown Doha	km	8	8	12	1	9	15	2
	min	15	15	20	3	15	20	5
Team Base Camp cluster West Bay	km	17	< 1	16	8	20	19	7
	min	25	2	25	15	20	20	15
Team Base Camp cluster The Pearl-Qatar	km	21	10	20	15	25	27	14
	min	25	10	25	15	25	30	15
IBC (DECC)	km	17			8	20	19	7
	min	25			15	20	20	15
IBC (Aspire Academy)	km	13			13	20	23	13
	min	15			15	20	25	20
Central metro station (Msheireb)	km	9	8	11		9	14	1
	min	15	15	20		15	20	2
Nearest metro station (Free Zone)	km	5	20	20	9		7	12
	min	5	20	20	15		10	15
Airport (HIA)	km	12	22	24	14	7		15
	min	15	25	25	20	10		15
City centre Doha	km	10	7	13	1	12	15	
	min	15	15	20	2	15	15	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Education City Stadium in Al Rayyan

The stadium is situated inside the Education City area between Al Rayyan Road (Dukhan Highway) and Al Luqta Street. Education City offers 10,000 parking spaces within walking distance and 1,500 further Park & Ride options. Inside Education City, the Education City Tram serves all relevant locations. The stadium is linked

to Downtown Doha via Green Line, with the closest metro stop being Education City, around 500 metres away. In addition to the metro, public buses, taxis and dedicated shuttle services (from hotel locations and other central points) fully connect Education City Stadium with Qatar's public transport system.

Travel distances within Host Cities Education City Stadium in Al Rayyan

		Education City Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Education City)	Airport (HIA)	City centre Al Rayyan	City centre Doha
AFC hotel cluster	km	14	< 1	16	8	14	19	17	7
	min	20	2	25	15	15	20	25	15
Team Base Camp cluster Downtown Doha	km	15	8	12	1	14	15	13	2
	min	20	15	20	3	20	20	20	5
Team Base Camp cluster West Bay	km	14	< 1	16	8	14	19	17	7
	min	20	2	25	15	15	20	25	15
Team Base Camp cluster The Pearl-Qatar	km	15	10	20	15	15	27	20	14
	min	20	10	25	15	20	30	20	15
IBC (DECC)	km	14			8	14	19	17	7
	min	20			15	15	20	25	15
IBC (Aspire Academy)	km	11			13	10	23	3	13
	min	15			15	15	25	4	20
Central metro station (Msheireb)	km	15	8	11		15	14	12	1
	min	20	15	20		20	20	20	2
Nearest metro station (Education City)	km	1	14	10	15		29	11	14
	min	2	15	15	20		30	12	20
Airport (HIA)	km	30	22	24	14	29		25	15
	min	30	25	25	20	30		25	15
City centre Al Rayyan	km	12	17	3	12	11	25		13
	min	15	25	4	20	15	25		20
City centre Doha	km	15	7	13	1	14	15	13	
	min	20	15	20	2	20	15	20	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in O6. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Khalifa International Stadium in Al Rayyan

Khalifa International Stadium is located in Aspire Zone in the centre of Al Rayyan, near the crossing of Al Waab Street and Furosiya Street. Due to its inner-city location, the stadium can easily be reached via the road network. For spectators arriving by private car, 9,000 parking spaces in walkable distance are provided.

The Gold Line links Khalifa International Stadium to Downtown Doha. Sport City station is just 500 metres from the stadium, so spectators arriving via the Doha Metro will have an easy walk. Public buses, dedicated shuttle services and taxis provide additional access.

Travel distances within Host Cities Khalifa International Stadium in Al Rayyan

		Khalifa Intl Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Sport City)	Airport (HIA)	City centre Al Rayyan	City centre Doha
AFC hotel cluster	km	13	< 1	16	8	15	19	17	7
	min	25	2	25	15	25	20	25	15
Team Base Camp cluster Downtown Doha	km	12	8	12	1	12	15	13	2
	min	20	15	20	3	20	20	20	5
Team Base Camp cluster West Bay	km	13	< 1	16	8	15	19	17	7
	min	25	2	25	15	25	20	25	15
Team Base Camp cluster The Pearl-Qatar	km	21	10	20	15	20	27	20	14
	min	20	10	25	15	20	30	20	15
IBC (DECC)	km	13			8	15	19	17	7
	min	25			15	25	20	25	15
IBC (Aspire Academy)	km	1			13	1	23	3	13
	min	2			15	2	25	4	20
Central metro station (Msheireb)	km	11	8	11		11	14	12	1
	min	20	15	20		15	20	20	2
Nearest metro station (Sport City)	km	1	15	1	11		25	1	12
	min	2	25	2	15		25	2	20
Airport (HIA)	km	23	22	24	14	25		25	15
	min	25	25	25	20	25		25	15
City centre Al Rayyan	km	2	17	3	12	1	25		13
	min	5	25	4	20	2	25		20
City centre Doha	km	13	7	13	1	12	15	13	
	min	25	15	20	2	20	15	20	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Lusail Stadium in Al Daayen

Lusail Stadium is in close proximity to the northern terminus of the metro's Red Line. The Red Line provides a fast and high-capacity connection to Downtown Doha. The Lusail Tram, which is linked to the Red Line at Lusail and Legtaifiya stations, serves Lusail City and perfectly connects Lusail Stadium. Additional public buses, dedicated shuttle buses and taxis complement the public transport service for the venue.

The stadium is located east of the Al Khor Expressway, which is the main access corridor to the stadium. Around 1,000 parking spaces within walking distance and a further 9,000 on Park & Ride facilities in the vicinity are provided for spectators arriving by private car.

Travel distances within Host Cities Lusail Stadium in Al Daayen

		Lusail Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Lusail)	Airport (HIA)	City centre Al Daayen	City centre Doha
AFC hotel cluster	km	19	< 1	16	8	13	19	14	7
	min	20	2	25	15	15	20	15	15
Team Base Camp cluster Downtown Doha	km	19	8	12	1	19	15	20	2
	min	25	15	20	3	25	20	25	5
Team Base Camp cluster West Bay	km	19	< 1	16	8	13	19	14	7
	min	20	2	25	15	15	20	15	15
Team Base Camp cluster The Pearl-Qatar	km	5	10	20	15	7	27	8	14
	min	5	10	25	15	5	30	5	15
IBC (DECC)	km	19			8	13	19	14	7
	min	20			15	15	20	15	15
IBC (Aspire Academy)	km	26			13	23	23	25	13
	min	30			15	25	25	25	20
Central metro station (Msheireb)	km	23	8	11		17	14	19	1
	min	30	15	20		20	20	25	2
Nearest metro station (Lusail)	km	1	13	23	17		31	2	20
	min	2	15	25	20		35	2	25
Airport (HIA)	km	37	22	24	14	31		35	15
	min	40	25	25	25	35		35	15
City centre Al Daayen	km	1	14	25	19	2	35		20
	min	2	15	25	25	2	35		25
City centre Doha	km	24	7	13	1	20	15	20	
	min	30	15	20	2	25	15	25	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in O6. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Ras Abu Aboud Stadium in Doha

Ras Abu Aboud Stadium is situated in Doha, east of the city centre and north of the old Doha International Airport (DIA). Ras Abu Aboud Road is the main corridor for access by road. For spectators arriving by private car, there are 3,500 parking spaces within walking distance and 1,850 parking spaces on Park & Ride facilities in the surrounding area.

The Gold Line links Ras Abu Aboud Stadium to Downtown Doha. Its metro stop is around 0.9 kilometres from the stadium, so spectators will be able to walk or use a shuttle bus. Regular bus services, shuttle buses from hotel locations and other central points, and taxis will supplement the public transport to and from the stadium.

Travel distances within Host Cities Ras Abu Aboud Stadium in Doha

		Ras Abu Aboud Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Ras Abu Aboud)	Airport (HIA)	City centre Doha
AFC hotel cluster	km	10	< 1	16	8	11	19	7
	min	10	2	25	15	15	20	15
Team Base Camp cluster Downtown Doha	km	5	8	12	1	5	15	2
	min	10	15	20	3	10	20	5
Team Base Camp cluster West Bay	km	10	< 1	16	8	11	19	7
	min	10	2	25	15	15	20	15
Team Base Camp cluster The Pearl-Qatar	km	16	10	20	15	16	27	14
	min	20	10	25	15	20	30	15
IBC (DECC)	km	10			8	11	19	7
	min	10			15	15	20	15
IBC (Aspire Academy)	km	17			13	16	23	13
	min	25			15	25	25	20
Central metro station (Msheireb)	km	5	8	11		5	14	1
	min	10	15	20		10	20	2
Nearest metro station (Ras Abu Aboud)	km	1	11	16	5		9	5
	min	2	15	25	10		10	5
Airport (HIA)	km	12	22	24	14	9		15
	min	15	25	25	20	10		15
City centre Doha	km	4	7	13	1	5	15	
	min	10	15	20	2	5	15	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Thani bin Jassim Stadium in Al Rayyan

Thani bin Jassim stadium is located in the northern part of Al Rayyan. Several multi-lane roads connect the stadium site to the Doha Expressway, which is the main road corridor from and to Downtown Doha. Sections of these connecting roads surrounding the stadium site can be made exclusively available to stadium-related traffic. This will ensure easy, uncongested visitor access to the car parking zones.

In total, 5,000 parking spaces are provided, all within walking distance of the stadium.

The connection to the Doha Metro will be via shuttle bus to Education City station on the Green Line, around 6 kilometres away. Additional shuttle and regular bus services, together with taxis, provide an efficient public transport service to and from the stadium.

269

Travel distances within Host Cities Thani bin Jassim Stadium in Al Rayyan

		Thani bin Jassim Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Education City)	Airport (HIA)	City centre Al Rayyan	City centre Doha
AFC hotel cluster	km	15	< 1	16	8	14	19	17	7
	min	20	2	25	15	15	20	25	15
Team Base Camp cluster Downtown Doha	km	19	8	12	1	14	15	13	2
	min	25	15	20	3	20	20	20	5
Team Base Camp cluster West Bay	km	15	< 1	16	8	14	19	17	7
	min	20	2	25	15	15	20	25	15
Team Base Camp cluster The Pearl-Qatar	km	15	10	20	15	15	27	22	14
	min	20	10	25	15	20	30	25	15
IBC (DECC)	km	15			8	14	19	17	7
	min	20			15	15	20	25	15
IBC (Aspire Academy)	km	11			13	10	23	3	13
	min	15			15	15	25	4	20
Central metro station (Msheireb)	km	15	8	11		15	14	12	1
	min	20	15	20		20	20	20	2
Nearest metro station (Education City)	km	6	14	10	15		29	11	14
	min	5	15	15	20		30	12	20
Airport (HIA)	km	30	22	24	14	29		25	15
	min	30	25	25	20	30		25	15
City centre Al Rayyan	km	13	17	3	12	11	25		13
	min	15	25	4	20	15	25		20
City centre Doha	km	15	7	13	1	14	15	13	
	min	20	15	20	2	20	15	20	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

Qatar University Stadium in Doha

Qatar University Stadium is situated on the university's campus in the north of Doha. The university and the stadium are well connected to the main road system from Doha and Al Daayen. The road access is mainly via Al Khor Expressway, with an alternative route via the Doha Expressway. This opens up the opportunity of managing the flow of spectator traffic, if necessary. The stadium has parking capacity for around 4,000 cars in a walkable distance.

The stadium is linked to Downtown Doha by the metro's Red Line, whose Qatar University station is within walking distance of the stadium. Access by public transport to Qatar University Stadium will be complemented by taxis, shuttle and regular bus services.

Travel distances within Host Cities Qatar University Stadium in Doha

		Qatar University Stadium	IBC (DECC)	IBC (Aspire Academy)	Central metro station (Msheireb)	Nearest metro station (Qatar University)	Airport (HIA)	City centre Doha
AFC hotel cluster	km	11	< 1	16	8	9	19	7
	min	15	2	25	15	15	20	15
Team Base Camp cluster Downtown Doha	km	13	8	12	1	15	15	2
	min	20	15	20	3	25	20	5
Team Base Camp cluster West Bay	km	11	< 1	16	8	9	19	7
	min	15	2	25	15	15	20	15
Team Base Camp cluster The Pearl-Qatar	km	6	10	20	15	7	27	14
	min	10	10	25	15	10	30	15
IBC (DECC)	km	11			8	9	19	7
	min	15			15	15	20	15
IBC (Aspire Academy)	km	19			13	18	23	13
	min	25			15	25	25	20
Central metro station (Msheireb)	km	14	8	11		14	14	1
	min	20	15	20		25	20	2
Nearest metro station (Qatar University)	km	1	9	18	14		27	14
	min	3	15	25	25		35	25
Airport (HIA)	km	26	22	24	14	27		15
	min	35	25	25	20	35		15
City centre Doha	km	13	7	13	1	14	15	
	min	20	15	20	2	25	15	

Due to Qatar's compact hosting concept, no venue-related training sites and hotels are required. Pairings between Team Base Camp hotels and training sites are shown in 06. Team and Referee Facilities. All distances are in kilometres and travel times are vehicular in minutes.

8.3

- Overall public transport infrastructure in the Candidate Host Country
- Information on the existence of a countrywide unified public transport service or platform

Qatar's public transport system consists of the Doha Metro, the Lusail Tram and Education City Tram, public buses, taxis and other transport service providers, such as Uber and Careem.

The Doha Metro

The Doha Metro, Qatar's highly efficient and reliable rapid transit public transport system, is one of the most advanced of its kind in the world. The driverless metro is also one of the fastest driverless trains in the world and will be the fastest in the region. It is capable of reaching 100kmph. The Doha Metro runs mostly underground, with the remaining section elevated, and connects areas with a high transport demand in Doha, Al Rayyan, Al Daayen and Al Wakrah. Cities that are not directly connected to the metro are linked with a frequent feeder bus system.

The metro system, which enables transfer between all prominent locations, has three lines (Red, Green and Gold) over 79 kilometres and 37 stations. The central metro station is Msheireb, in the heart of Doha. It provides transfers between all three lines.

Efficient Public Transport

271

The Red Line, which also serves the airports, is able to operate six-car trains with a capacity of 1,000 persons; on the Green Line and Gold Line, the trains consist of a maximum three carriages. The minimum headway is around three minutes, depending on the section. The total rolling stock consists of 110 three-car trains, which will allow for an optimised operation of special services throughout the AFC Asian Cup 2027™ in Qatar.

As of 2020, the current Doha Metro prices are QAR 2 (USD 0.5) for a single-journey ticket to any station. A reusable travel card is QAR 10 (USD 2.7). The maximum charge per day is QAR 6 (USD 1.6).

Doha Metro

Line Capacity (2022):

- Red Line (core section Oqba Ibn Nafie to Lusail) = 24,000 per hour
- Green Line = 10,000 per hour
- Gold Line = 10,000 per hour

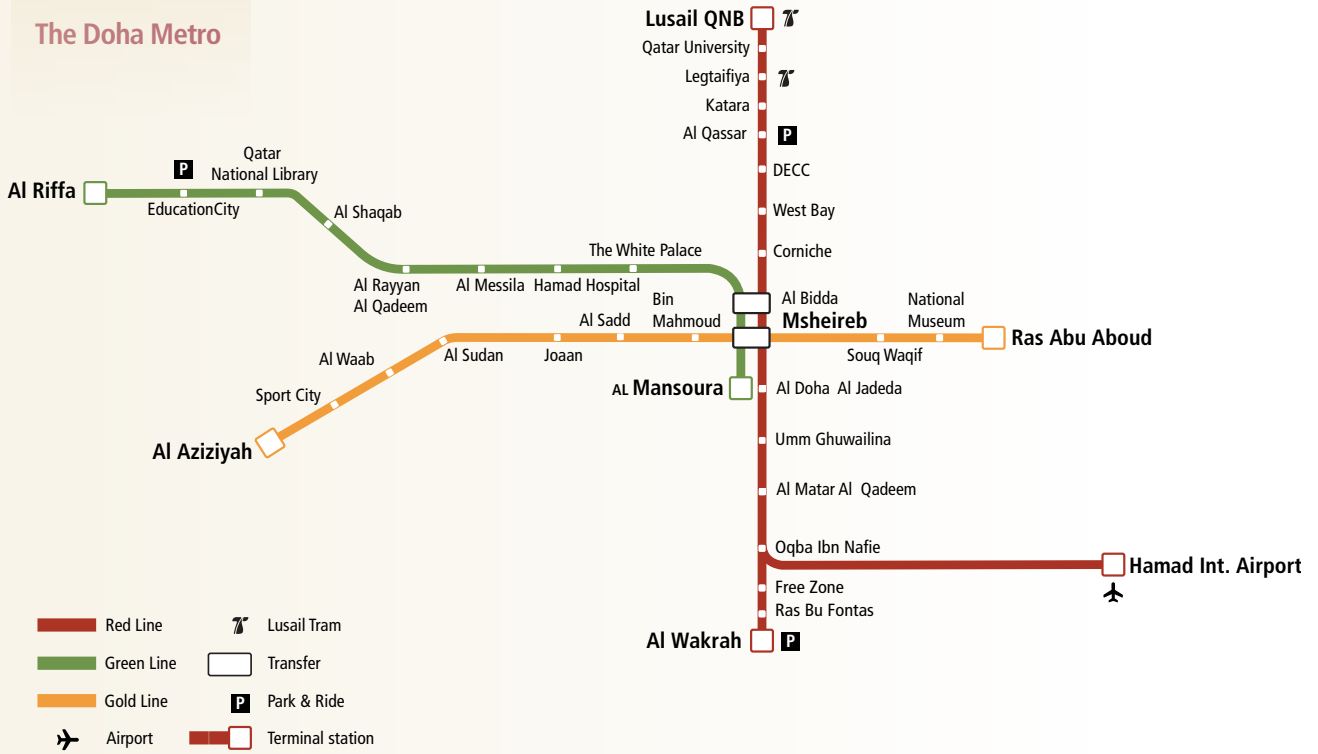
(Note: individual stations have lower capacity than the line capacity)

Station Metro Riders per 90 minutes (2022):

- Al Wakrah (Al Thumama/ Al Janoub Stadium) = 12,000
- Ras Abu Aboud (Ras Abu Aboud Stadium) = 15,000
- Sport City (Khalifa International Stadium) = 15,000
- Education City (Education City Stadium) = 15,000
- Lusail (Al Bayt Stadium/ Lusail Stadium) = 24,000
- Al Riffa (Al Rayyan Stadium) = 15,000
- Duhail (Thani bin Jassim Stadium) = 10-12,000
- Qatar University (Qatar University Stadium) = 15,000

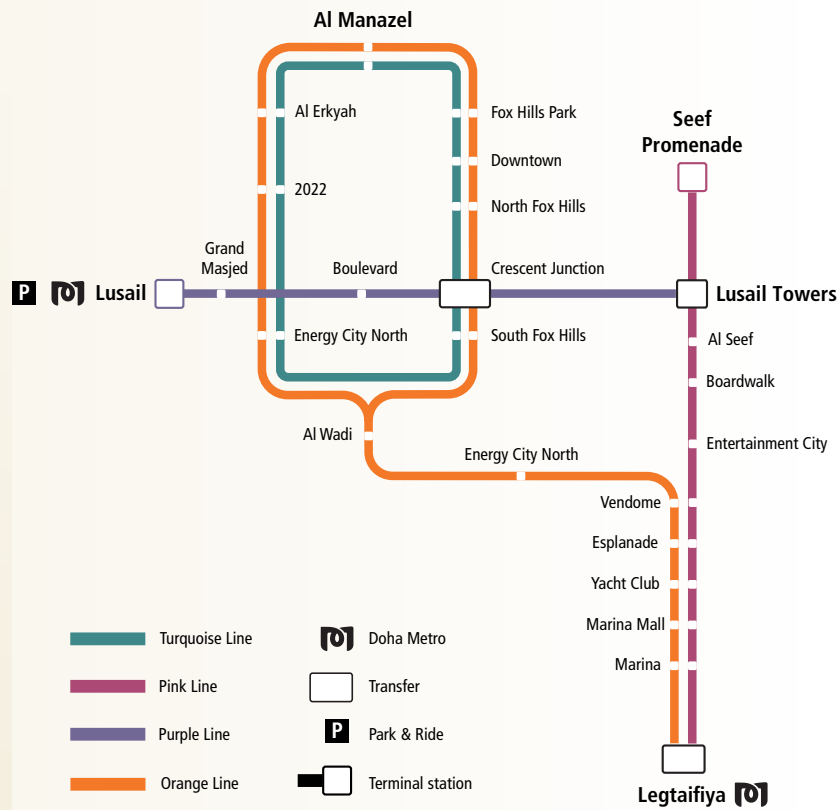


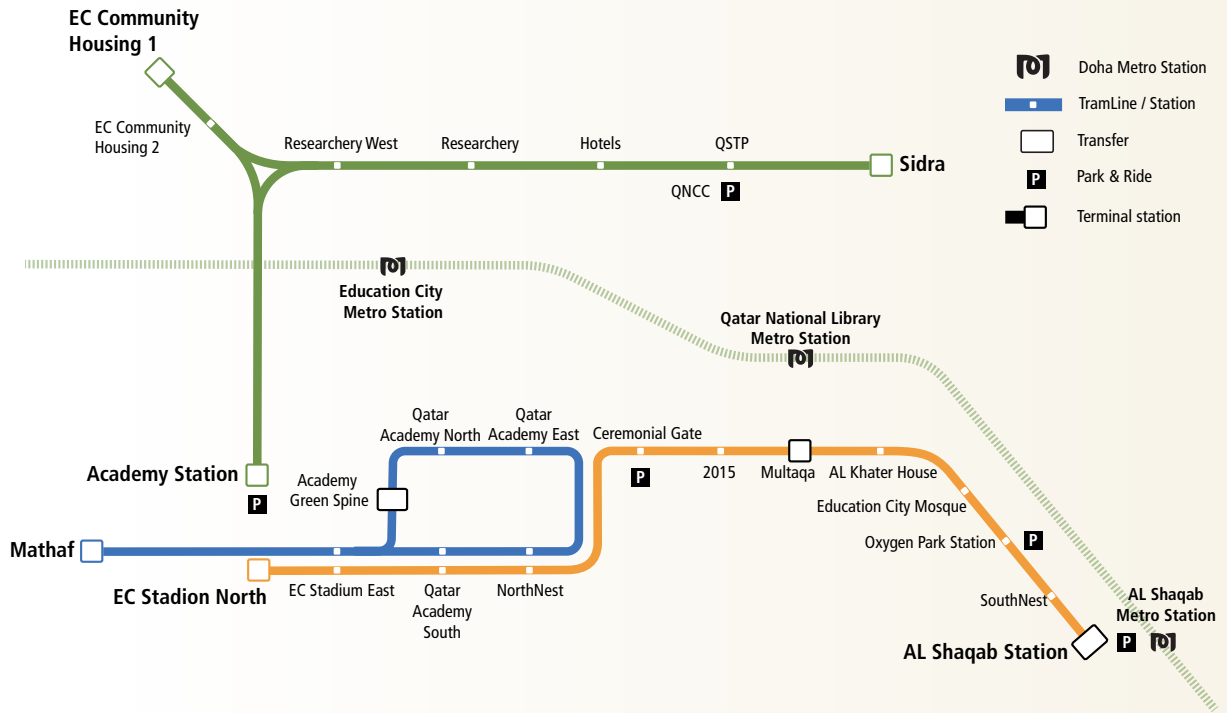
The Doha Metro



The Lusail Tram

The Lusail Tram is a driver-operated light rail transit system serving Lusail City, with four lines covering a distance of 19 kilometres. Two of its stations are connected to the metro's Red Line. Each tram can hold up to 250 passengers and the minimum headway is 165-330 seconds, depending on the line. The Lusail Tram is integrated into the Doha Metro fare system.





The Education City Tram

The Education City Tram is a light rail transit system that serves the Education City community and the Qatar National Convention Centre, 7 kilometres west of central Doha. It consists of three lines, over 11.5 kilometres, with 24 stops,

holds up to 200 passengers per tram and is free of charge. Education City and Al Shaqab metro stations have close connections to the, and it's only a short walk from the Qatar National Library station.

The Msheireb Tram

The Msheireb Tram operates in the heart of Doha on a closed-loop circuit. It connects many locations in Msheireb Downtown Doha with the central Msheireb metro station on a 2.12-kilometre track with nine stops and a headway of six minutes. The trams, which have 33 seats, are self-powered and free of charge.



- ① Sahat Al Nakheel station
- ② Wadi Msheireb station
- ③ Galleria station
- ④ Msheireb Prayer Ground station
- ⑤ Heritage Quarter station
- ⑥ Al Baraha station
- ⑦ Sahat Al-Masjid station
- ⑧ Al Kahraba Street station
- ⑨ Al Mariah Street station

In 2022, around 25% of the bus fleet will be electric vehicles, and it is planned to extend this to 100% by 2030.

Buses

A backbone of Qatar's public transport service is the bus system operated by Mowasalat, the national ground transport company. Currently, 50 bus routes operate throughout the country and provide a fully integrated transport system with the Doha Metro, using a dedicated fleet of feeder buses operating from the metro stations. This significantly increases the metro's passenger catchment area. By 2021, the public bus fleet will have around 990 public buses and 350 metro feeder buses. In 2022, around 25% of the bus fleet will be electric vehicles, and it is planned to extend this to 100% by 2030.

In 2022, an initial bus rapid transit (BRT) project will be established with 20 electric vehicles and a capacity of up to 200 passengers per bus.

Bus fares are attractively priced, starting from as little as QAR 2.50 (USD 0.7) for short trips, with a maximum single fare of QAR 9 (USD 2.5) to Al Shamal and Abu Samra on the Saudi border. Passengers are advised to procure a Karwa smart card - a cashless, multi-use ticket - to enable a smooth transport experience.





- Doha City Centre
- Proposed Stadiums
- Airport
- Metro Red Line
- Metro Green Line
- Metro Gold Line
- Bus Trunk Route
- Metro Feeder Bus Route
- Local Service Bus Route
- Water Taxi



0 2 4 6 8 10 km



Transport infrastructure

276

	Doha	Al Rayyan	Al Wakrah	Al Daayen	Al Khor
Means of transport from stadium to local transport hubs	Al Thumama Stadium to Hamad Intl Airport Bus line to Msheireb Bus line	Al Rayyan Stadium to Hamad Intl Airport Metro Green Line / Red Line to Msheireb Metro Green Line	Al Janoub Stadium to Hamad Intl Airport Metro feeder bus / Metro Red Line to Msheireb Metro feeder bus / Metro Red Line	Lusail Stadium to Hamad Intl Airport Metro Red Line to Msheireb Metro Red Line	Al Bayt Stadium to Hamad Intl Airport Metro feeder bus / Metro Red Line to Msheireb Metro feeder bus / Metro Red Line
	Ras Abu Aboud Stadium to Hamad Intl Airport Bus line Metro Gold Line / Red Line to Msheireb Metro Gold Line Bus line	Education City Stadium to Hamad Intl Airport Metro Green Line / Red Line to Msheireb Metro Green Line			
	Qatar University Stadium to Hamad Intl Airport Metro Red Line to Msheireb Metro Red Line	Khalifa International Stadium to Hamad Intl Airport Metro Gold Line / Red Line to Msheireb Metro Gold Line			
		Thani bin Jassim Stadium to Hamad Intl Airport Metro Gold Line / Red Line to Msheireb Metro Gold Line			
Means of transport from stadium to local transport hubs	Metro Red Line Metro Green Line Metro Gold Line Msheireb Tram Bus system	Metro Green Line Metro Gold Line Education City Tram Bus system	Metro Red Line Bus system	Lusail Tram Metro Red Line	Bus system

Connections with main cities in country			
Distance in km	Travel time for car	Travel time for train	Travel time for aeroplane

	From Doha to	From Al Rayyan to	From Al Wakrah to	From Al Daayen to	From Al Khor to
	Al Rayyan	Doha	Doha	Doha	Doha
	3km 10min 20min	13km 10min 20min	15km 15min 20min	20km 22min 25min	50km – 45min
	Al Daayen	Al Daayen	Al Rayyan	Al Rayyan	Al Rayyan
	20km 25min	27km 32min 30min	25km 25min	27km 32min 30min	56km – 45min
	Umm Salal	Umm Salal	Al Daayen	Umm Salal	Al Daayen
	29km 30min	30km – 25min	36km 35min 35min	15km – 10min	30km – 20min
	Al Wakrah	Al Wakrah	Umm Salal	Al Wakrah	Umm Salal
	15km 20min	25km 25min	45km 35min	36km 35min	37km 25min
	Mesaieed	Mesaieed	Mesaieed	Mesaieed	Al Wakrah
	39km 40min	37km 30min	23km 20min	57km 45min	66km 55min
	Dukhan	Dukhan	Dukhan	Dukhan	Mesaieed
	82km 60min	76km 50min	98km 65min	87km 60min	88km 60min
	Al Khor	Al Khor	Al Khor	Al Khor	Dukhan
	50km 45min	56km 45min	66km 55min	30km 20min	110km 70min
	Ras Laffan	Ras Laffan	Ras Laffan	Ras Laffan	Ras Laffan
	79km 65min	79km 60min	96km 75min	58km 45min	29km 25min
	Al Shamal	Al Shamal	Al Shamal	Al Shamal	Al Shamal
	107km 75min	110km 70min	125km 80min	93km 60min	67km 45min

Taxis

The leading taxi operator in Qatar, Karwa, is currently responsible for more than 4,000 taxis, and plans to increase the available taxi fleet to 7,000 by 2022. Other transport service providers, such as Uber and Careem, operate throughout the greater Doha area and provide on-demand transport services using smart phone apps.

For Karwa taxis, the rate within Doha is QAR 4 (USD 1.1) and QAR 1.6 (USD 0.4) per kilometre. Outside Doha it is QAR 1.9 (USD 0.5) per kilometre, which is also

applicable to night-time fares. The airport surcharge is QAR 25 (USD 7).

Water taxi

The Qatar water taxi project is in its final stage of approval. Once implemented, this will provide an alternative form of transport along Doha's coast. Proposed stops are at Lusail City, The Pearl-Qatar, West Bay, the Museum of Islamic Art, Doha Port and Hamad International Airport. The main ferry terminal, incorporating bus, taxi and parking facilities, will be situated in West Bay.



Countrywide or Host City-wide unified public transport service or platform

The various public transport systems in Qatar form a fully integrated system for the whole country. The systems are interconnected and coordinated, offering easy access for passengers. For visitors to Qatar for the AFC Asian Cup 2027™, the efficient public transport system means that they can comfortably and easily travel to all their desired destinations to attend matches or fan fests, visit leisure attractions, go sightseeing or shopping.

The Doha Metro and Lusail Tram have the same fare structure, but the Education City Tram is free of charge. For the public bus system, the Karwa smart card enables an easy transport experience. On match days during the AFC Asian Cup 2027™ in Qatar, ticketholders will have free access to public transport and daily / seasonal tickets will further simplify the use of all public transport modes at all other times.

Digital services and an online platform will provide up-to-date and intelligent travel information across the Host Country. The Ministry of Transport & Communications (MoTC) is developing an Integrated Passenger Information System, a website and a mobile app that will provide:

- A journey planner
- Real-time tracking for all public transport services
- Event information and an event journey planner
- Parking availability

The system will provide the platform on which the travel advice and options for the tournament will be hosted. This platform will help visitors and fans find the easiest routes to and from matches and other destinations, and receive real-time information on tournament-related activities, e.g. official ceremonies and fan fests.

8.4

- Information on airports located in the Candidate Host Country
- Information on infrastructure of proposed airports
- Flight connections and journey times

278

Qatar is served by two airports, located in close proximity to each other within the city of Doha. Since opening in May 2014, Hamad International Airport (HIA) has replaced the former Doha International Airport (DIA) as the primary commercial airport and base of national carrier Qatar Airways. A refurbishment programme for DIA is under way for it to upgrade its facilities for service in mid-2022.

HIA and DIA were used for Member Associations' arrivals and departures during the last Arab Gulf Cup and the FIFA Club World Cup™ in November / December 2019, with a proven record of less than 30 minutes for the complete airport process.

Both airports are managed by MATAR, which works in close collaboration with Qatar Airways and airport authorities. This operating model has proved to

Superb Airports

be highly successful, allowing both parties to work together under one management group and to easily connect with key stakeholders at the airports, thereby providing operational excellence and high service levels.

Hamad International Airport is currently served by 25 international airlines, including Qatar Airways, which operates daily flights to multiple destinations in AFC member countries and is constantly expanding its route network. More than 171 destinations in 78 countries are connected with non-stop flights from HIA.

International flight connections



In the SKYTRAX World Airport Awards 2020, Hamad International Airport was named the third best airport out of 550 airports worldwide. It has been steadily rising up the World's Best Airports rankings since the start of its operations in 2014. HIA has also been voted the Best Airport in the Middle East for the sixth year in a row and achieved Best Staff Service in the Middle

East for the fifth year in a row in the SKYTRAX World Airport Awards.

Hamad International Airport has two parallel independent runways, designed for simultaneous take offs and landings, while Doha International Airport has a single runway. The current capacity of the three



runways is 66 movements per hour, with an ongoing project to enhance runway capacity to 85 movements per hour by 2022. HIA can handle all types of aircraft, including wide-body aeroplanes such as the Boeing 777 and Airbus A380. Its passenger terminal is the main passenger processor of the complex, with 137 check-in desks and 65 departure gates, plus a number of MAGS (movement area guidance signs) gates. The terminal facility is designed to handle up to 12,100 transfer passengers per hour, 3,700 arriving passengers per hour and 4,200 departing passengers per hour. In 2019, the airport served 38,786,422 passengers, the most since the airport started operations.

There are a number of construction projects currently under way for the expansion of HIA, to cater for FIFA World Cup 2022™ fans and to serve Qatar Airways' growing business demands. The expansion work will be completed in June 2022, when HIA will be able to accommodate 53 million passengers per year. In addition, the airport and its stakeholders are continuously looking to optimise the airport processes and level of service.

To meet special tournament requirements, MATAR can arrange separate / dedicated lines for AFC-related / accredited persons and groups. HIA also has several VIP lounges and areas in terminals that can be used for

arrival and departure operations during the AFC Asian Cup 2027™ in Qatar.

DIA is currently used by Amiri Flight (a private VVIP airline) and the military, general aviation and helicopter operations. After its refurbishment, DIA will be able to handle a peak of 2,000 arriving and 2,000 departing passengers per hour. DIA will be used for charter flights and scheduled flights of the participating Member Associations.

HIA and DIA will operate 24 hours a day throughout the AFC Asian Cup 2027™ in Qatar.

Transport connections

HIA and DIA are well connected to Doha's main road system, which links them to the city centre. All long stay and short-term car parks, employee car parks, and bus and taxi stations are under airport security control and have automatic access / exit control points. The VIP terminal has a separate access point.

Both airports are served by the Red Line, which links HIA directly to Downtown Doha and DIA's departures by a 500-metre walk. DIA's arrivals are a 750-metre walk to the Gold Line, which also links directly to Downtown Doha. Other destinations are connected via several bus routes and services.



Media inventory

In order to ensure a comprehensive promotion of the AFC Asian Cup 2027™, the QFA can draw on a wide range of communications tools at the airports. These include advertising panels on baggage trolleys and

airport shuttle buses, as well as various-sized screens located in terminals, airline lounges and at the baggage reclaim. Further information on the outdoor media inventory can be found in 14.1 Event Promotion and Communications Strategy.

Airport infrastructure

Airport	Doha	Doha
Name of airport (and code)	Hamad International Airport ICAO-Code: OTHH IATA-Code: DOH	Doha International Airport ICAO-Code: OTBD IATA-Code: DIA
International or national	International	International
Proposed Host City and stadiums	All stadiums in all Host Cities	All stadiums in all Host Cities
Distance from city centre	Doha city centre: 15km	Doha city centre: 5km
Car driving time	Doha city centre: 15min	Doha city centre: 10min
Bus driving time	Doha city centre: 30min	Doha city centre: 25min
Rail travelling time	From Msheireb station (central metro station) to Hamad International Airport T1 station: 14min	From Msheireb station (central metro station) to Al Matar Al Qadeem station (departure terminal): 6min From Msheireb station (central metro station) to National Museum station (arrival terminal): 4min
Annual passengers	2019: 38,786,422 passengers	2013: 23,266,187 passengers ¹⁾
Handling capacity for 10-hour period (incoming / outgoing)	37,000 passengers incoming 42,000 outgoing	20,000 passengers incoming 20,000 outgoing
Operating restrictions	No restrictions 24/7 operational	No restrictions 24/7 operational during the tournament
Previous experience handling major sporting events (name of event and pax per day)	FIFA Club World Cup 2019™ (42,237 pax per day) IAAF World Athletics Championships 2019 (27,084 pax per day)	FIFA Club World Cup 2019™ and Arabian Gulf Cup 2019 (team arrival and departure)
Additional terminals or holding areas for large groups	All the lounges in Hamad International Airport	VIP and premium lounges
VIP holding areas	Exclusive Al-Maha lounges and Al-Maha services	

¹⁾ Replaced by HIA in 2014; currently under refurbishment programme to upgrade its facilities for 2022

Flight connection times

Due to the country's geographical size and the compact hosting concept, no flights are required between the Host Cities.

In full accordance with the provided Government Guarantee on Immigration, Qatar will ensure a swift and easy visa and immigration process for all relevant parties for the AFC Asian Cup 2027™.

Qatar has a flawless track record of providing swift and easy customs, immigration and visa policies for sporting events hosted in the country. This was proven during recent major international championships such as the IHF World Championships 2015, the IAAF World Athletics Championships 2019 and the FIFA Club World Cup 2019™.

Qatar is the most open country in the Middle East and the 8th most open in the world in terms of visa facilitation, according to the World Tourism Organization's (UNWTO) visa openness rankings.

The country's increasing openness is shown in the growing number of visitors from markets that can now access the country visa-free. Notable increases in arrival volumes in the first half of 2018 compared to the first half of 2017 were from India (18%), China (43%) and Russia, which grew significantly with a 366% increase.

The following are the central laws and regulations in regard to visa, immigration and customs policies in Qatar:

Law No. 21 of 2015 on the Entry, Exit and Residency of Foreign Nationals (the Residency Law), as amended by Law No. 1 of 2017, Law No. 13 of 2018, and Law No. 19 of 2020. The law governs the entry, exit and residency of foreign nationals in the State of Qatar. Besides the policies for obtaining a tourist visa upon entry, stating that the law allows entry for all expatriates who hold a valid passport or travel document, it further provides the guiding rules and process on how foreign nationals residing in the country should obtain a residency permit from the competent authorities.

Decree Law No. 23 of 2019 amending some provisions of Law No. 21 of 2015 regulating the Entry and Exit of Expatriates and Their Residence.

It states in Article 1 that the relevant authority can issue entry permits without the need for an employer to foreign investors that fall under Law No. 1 of 2019 on Foreign Investments Law and foreign property owners. It further lists a third category that fall under this exemption which is any category that the Council of Ministers determines by a special decision.

Swift and Easy Customs Policy

281

Law No. 40 of 2002 on Customs Law (the Customs Law).

The Customs Law is the primary legislation that governs the import or export of goods into or out of the State of Qatar that are subject to customs duties and charges. Generally, the Customs Law provides that goods imported into the State of Qatar are subject to the customs taxes and other applicable fees, unless otherwise exempted under the provisions of the law, the Unified Economic Agreement of the GCC Arab States, or any other international agreement.

Law No. 41 of 2002 Amending the Customs Tariff and Cancelling Some Customs Exemptions.

The law provides that without prejudice to the goods exempted from customs duties, and those subject to a special tariff, the customs duty tariff for goods imported into the State shall be set at 5% of the value of the goods. The law abolishes customs exemptions, which were, prior to the effective date of the law, applicable to ministries, other government agencies, public organisations and institutions, companies, and entities that practice social or cultural activities.

The Customs Law further provides that the customs duties shall be levied, amended, or renounced by an Amiri Decree.



A person in a white shirt is working on a server rack in a data center. The person is leaning over the rack, and their hands are visible as they work. The background is a blurred server room with multiple racks of equipment.

09

INFORMATION TECHNOLOGY AND TELECOMS

Qatar has invested heavily in its ICT infrastructure for the FIFA World Cup 2022™ and will continue to do so until 2027 and beyond. The AFC will be able to rely on first-class IT and telecommunications networks both inside the stadiums and between the key venues.

9.1

- ◆ Coverage by fixed and mobile telephony
- ◆ Radio frequencies, including necessary authorisations and allocations
- ◆ Satellite availability
- ◆ Optic fibre capacity between the Candidate Host Country and the rest of the world

284

Guaranteed IT and Telecoms Success

Staging the AFC Asian Cup 2027™ in Qatar would ensure that the tournament will be shared globally across a wide range of different media channels – and create an enthralling experience, with new levels of fan interaction and live information delivery. The remarkable legacy of the FIFA World Cup Qatar 2022™ will guarantee that the tournament will be a success from an information technology and telecommunications perspective.

The heritage of the FIFA World Cup Qatar 2022™, in terms of technical infrastructure, mirrors the most modern technologies and enables Qatar to deliver a first-class information and communications technology (ICT) network, broadcast facilities, bandwidth and connected infrastructure across all facets of the tournament.

These high standards are also reflected in a large number of indices that measure the innovativeness of ICT services. For instance, in the Network Readiness Index of 2019, Qatar ranked 33rd globally and 2nd

among Arab countries. In the Speedtest Global Index 2020, Qatar leads within the MENA region and ranks 3rd worldwide with a network data performance of 61.72Mbps.

The internet has been an unprecedented engine for development, social progress and innovation in Qatar, as it has been for the whole world. However, it is also used by cyber criminals and hackers who try to compromise or damage the digital infrastructure. For this reason, Qatar established the National Cyber Security Committee to provide a governance structure for collaboratively addressing cyber security at the highest levels of its Government. The Committee developed Qatar's National Cyber Security Strategy (NCSS), which combines cyber security initiatives and measures, and awareness programmes, resulting in an efficient protective strategy in the long term. These cyber security measures allow Qatar to stage competitions like the AFC Asian Cup 2027™ in a secure environment from an ICT perspective.

Qatar's ranking on global ICT-related indicies

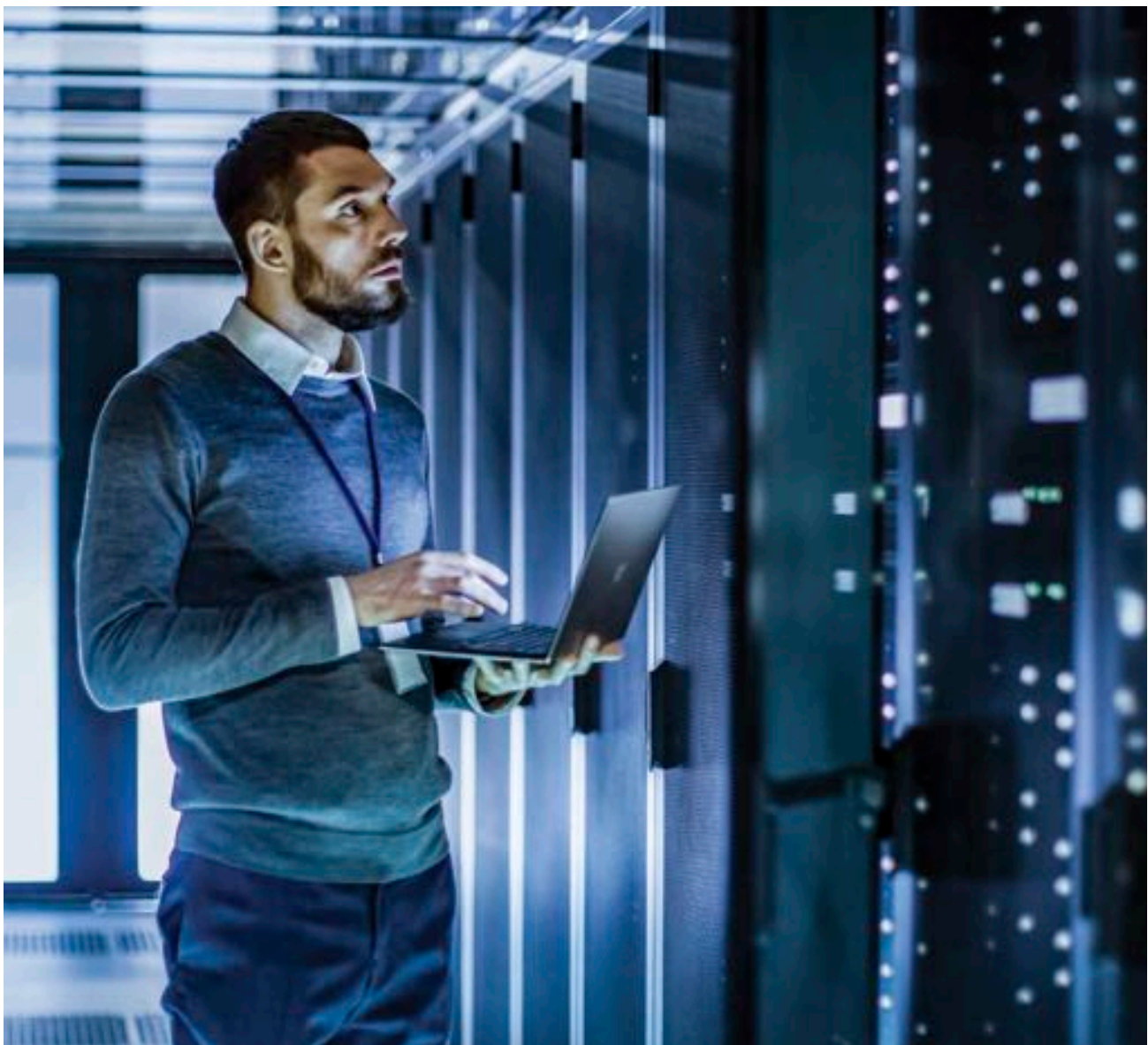
Index	Reference	World Rank	Arab Rank
Network Readiness Index 2019	Portulans Institute	33/134	2
Global Competitiveness Report 2019	World Economic Forum	29/141	2
E-Government Readiness Index 2020	UN E-Government Survey	66/192	4
Ease of Doing Business Index 2020	World Bank	77/190	6
Knowledge Economy Index 2016	World Bank	54/145	6
Global Innovation Index 2020	World Intellectual Property Organization	70/131	6
Speedtest Global Index 2020	Ookla	3/138	1



"The creative use of technology can be a key differentiating factor that distinguishes one event from another and, in Qatar, we pride ourselves on having one of the world's leading sports and mega-events technology services that will guarantee the success of the AFC Asian Cup 2027™ in Qatar."

Hani Chahal
Lebanon
ICT Team

285



Fixed and mobile telephony

Qatar has a comprehensive national fixed and mobile network, capable of delivering 100% coverage. It was the

first country to begin rolling out 5G mobile broadband on a commercial network, and ranks 2nd globally for the fastest mobile broadband speeds.

Development of mobile coverage in Qatar

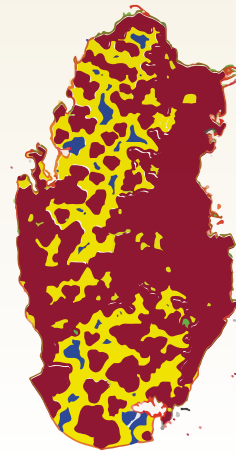
286

Population (-85dBm)	2020 %	2022 %	2024 %	2027 %
5G	94.74	99.32	99.63	99.87
4G	99.24	99.42	99.63	99.87
3G	99.67	99.70	99.70	99.70
2G	99.17	99.32	99.32	99.32

Geography (-105dBm)	2020 %	2022 %	2024 %	2027 %
5G	82.36	96.27	98.66	99.56
4G	99.96	99.98	99.98	99.98
3G	99.62	99.69	99.69	99.69
2G	99.98	99.98	99.98	99.98

Source: Ooredoo

Mobile coverage in Qatar 2020



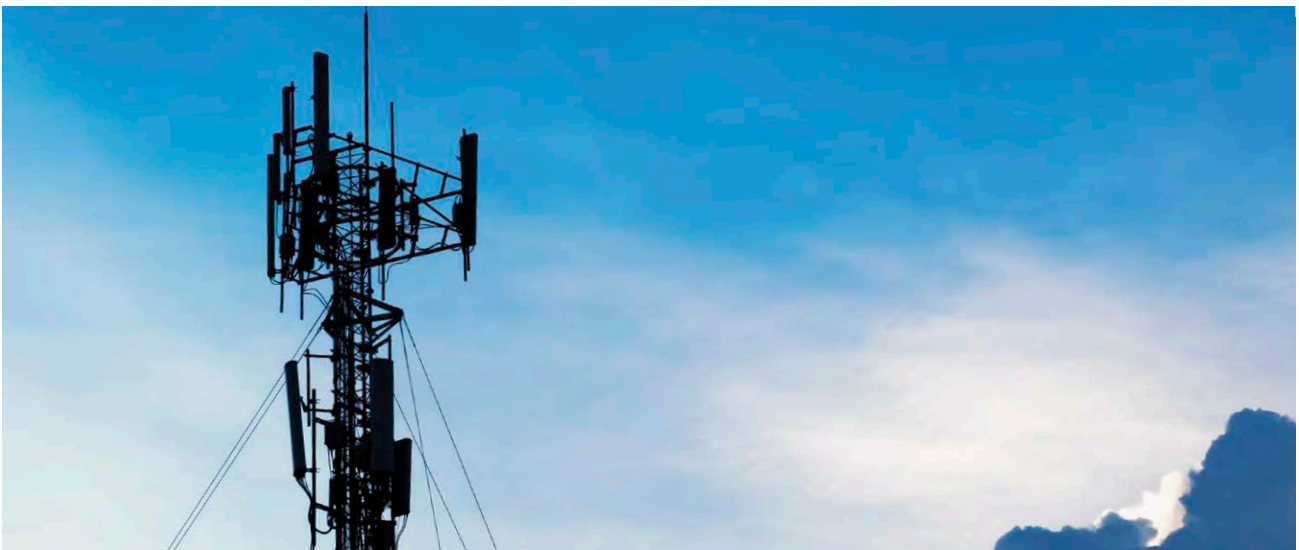
- -105 ≤ x < -95 dBm
- -95 ≤ x < -85 dBm
- -85 ≤ x < -0 dBm

Radio frequencies in Qatar

Qatar's Communications Regulatory Authority (CRA) is responsible for allocating, assigning and managing radio frequencies. Frequency allocation is currently aligned to internationally harmonised allocations for Region 1 of the International Telecommunication Union's Radio Regulations (ITU-RR). The CRA will support the Local Organising Committee (LOC) and guarantee the allocation of spectrum required for the organisation of the AFC Asian Cup 2027™ in Qatar.

Satellite availability in Qatar

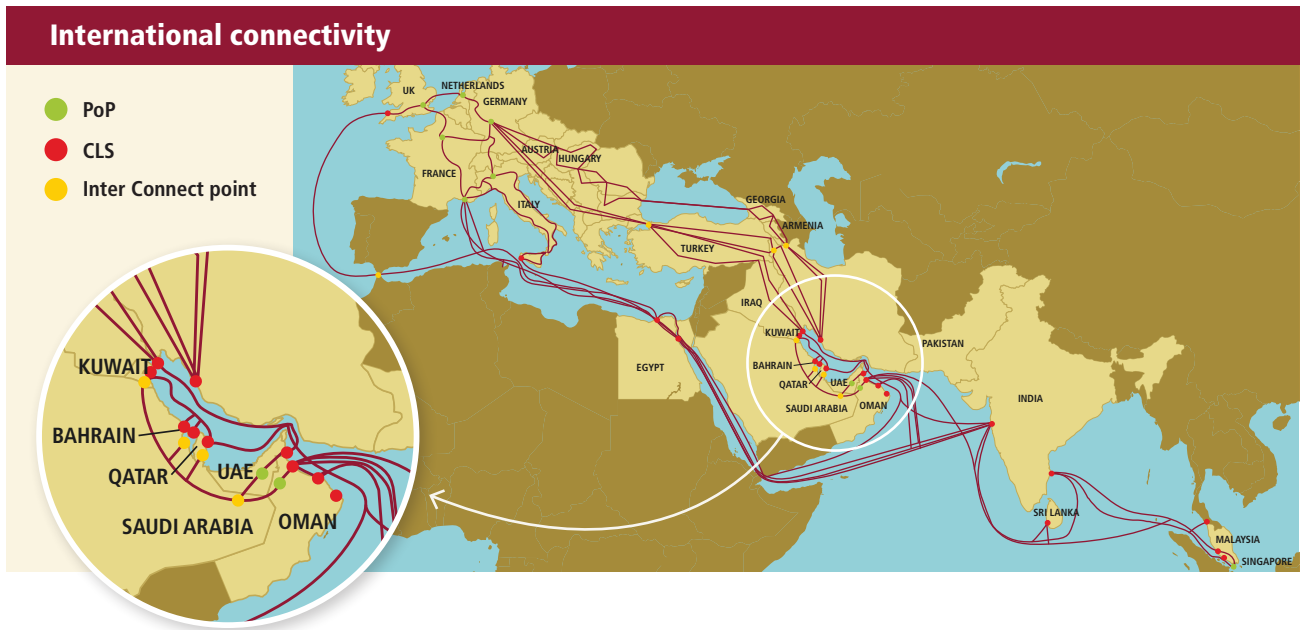
There are two terrestrial satellite stations in Qatar, one of them belonging to Ooredoo and the other to Es'hailSat. The communications satellite operator, Es'hailSat, is based in Doha and was established in 2010 with the goal of managing and developing Qatar's presence in space. Their space segment consists of four major satellites, which communicate with Qatar's earth stations.



International connectivity

On an international level, there is an extensive connection to other nations in Asia and Europe, which is made possible by various marine cables and membership of consortia.

The following map indicates the cable network provided by Gulf Bridge International (GBI). GBI partners with Vodafone Qatar and is responsible for supplying the majority of their international connectivity. Ooredoo is part of consortia on their own. Qatar's international connectivity can reach capacity rates of hundreds of Gbps to Tbps.



Fibre optic capacity

Qatar has a very well-developed fibre optic network, which enables a perfect connection within the country. One of the official providers of this broadband

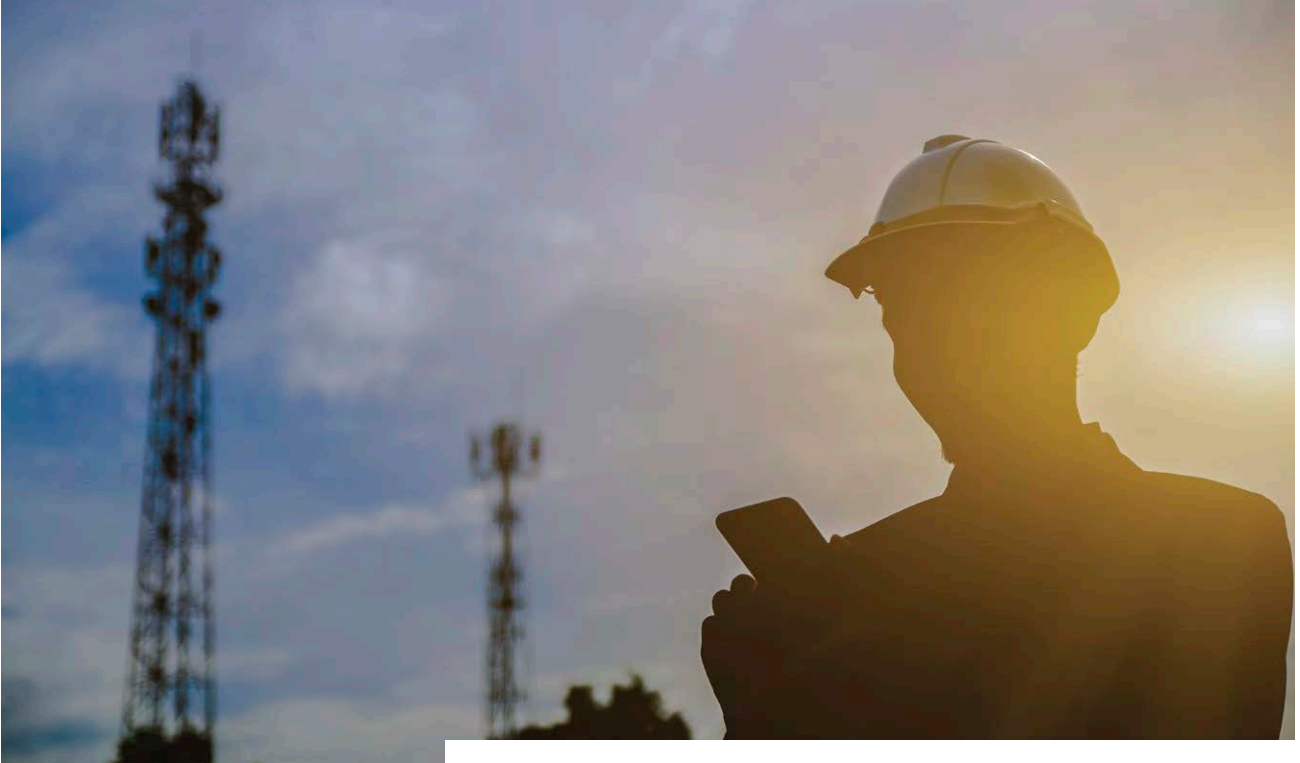
infrastructure is Qatar National Broadband Network (QNBN), a shareholding company wholly owned by the Government of Qatar. Furthermore, Qatar's biggest ICT-related companies, Ooredoo and Vodafone Qatar, have their own extensive fibre optic networks.



9.2

- ▶ The telecommunication and internet market, including a full description of major telecommunication companies and internet service providers in the Candidate Host Country
- ▶ Details of common offerings for services in the business market, including bandwidth and pricing information for telecommunication and internet services

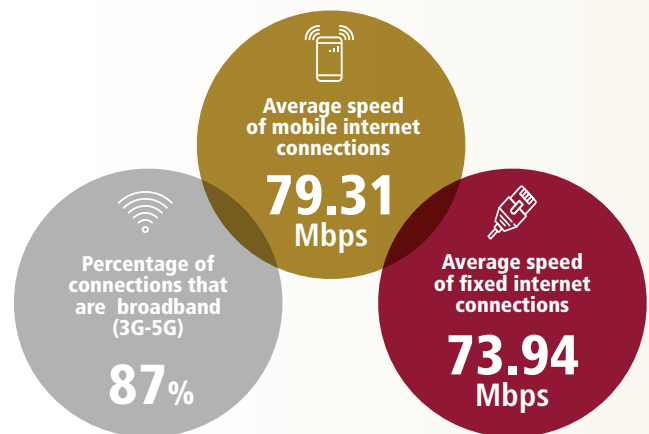
288



In 2004, ictQatar was appointed the independent telecommunications regulator and facilitator in the country. In 2013, it became its own government ministry, in recognition of the fact that sophisticated ICT is integral to realising a prosperous future for Qatar's residents. Two years later, in 2015, ictQatar was transformed into the CRA, which is now affiliated to the Ministry of Transport & Communications (MoTC). Financially supported by the Government, the CRA is the leading entity when it comes to strategic thinking and implementation of ICT initiatives throughout the whole country. It also acts as an independent and fair telecommunications regulator and consumer advocate, which protects consumers and businesses from unfair practices or threats, and supervises and coordinates the involvement of third-party providers.

The ICT landscape in Qatar comprises over 550 different firms that offer services in the sector, with an overall workforce of 22,600. Roughly 10% of these companies can be acknowledged as bigger enterprises, hiring more than 100 permanent employees. The two largest companies are described below.

A Sophisticated ICT Market



The ICT landscape in Qatar comprises over 550 different firms that offer services in the sector.

Ooredoo

With its headquarters in Doha, Ooredoo QSC is a leading international telecommunications company that provides several ICT services, including national and international wireline and mobile telephony, as well as a complete array of internet and data services (including ADSL, WiFi and cable TV services). Ooredoo operates in 12 countries across the Middle East, North Africa and Southeast Asia, and employs over 17,000 people. In total, Ooredoo provides coverage to 117.2 million customers across the different regions, resulting in an annual revenue of USD 14 billion.

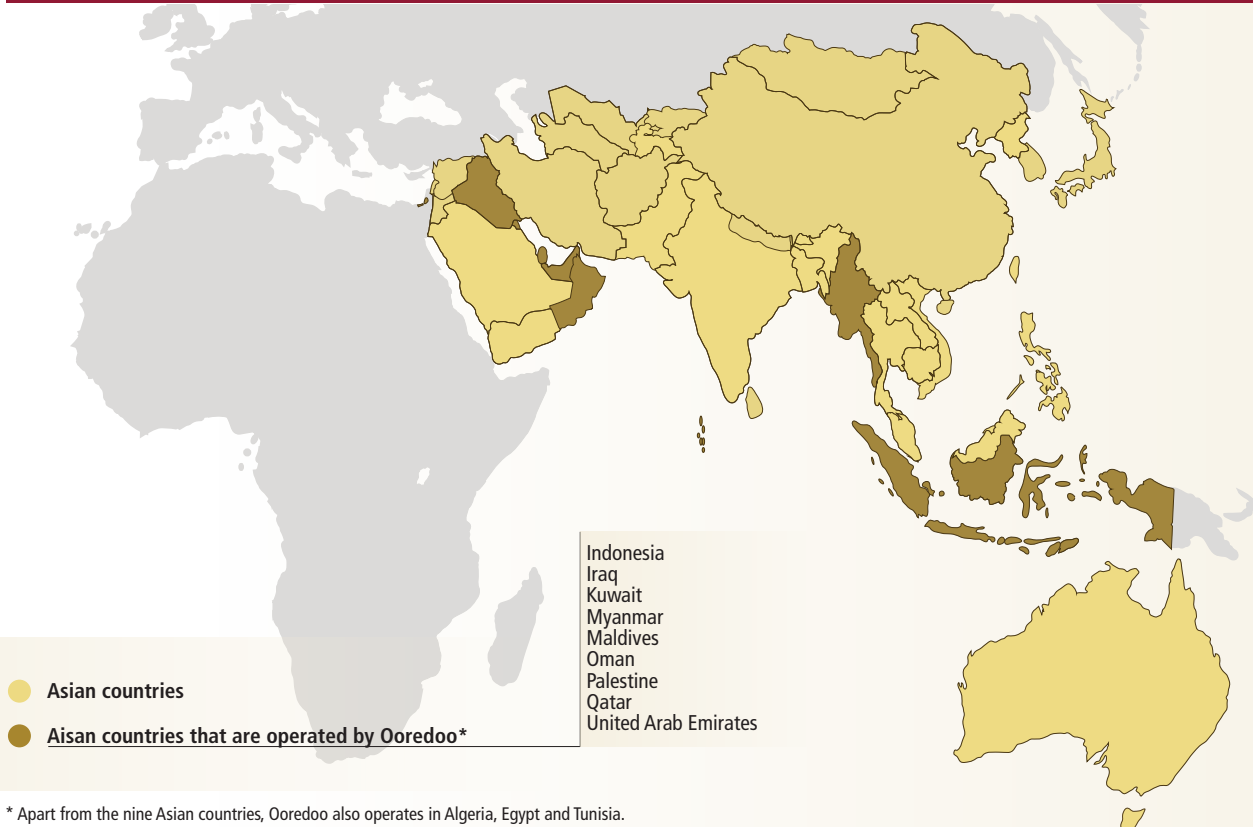
Ooredoo is listed on the Doha Securities Market, the London Stock Exchange, the Bahrain Stock Exchange

and the Abu Dhabi Securities Market. Its brand value is worth over USD 3.5 billion (2020), which makes it one of the top 50 global telecommunications brands for the fourth year in a row.

Following its vision of enriching people’s digital lives, Ooredoo has already gained wide experience in broadcasting major events. For example, it successfully handled the massive HDTV feeds from the 423 events and games venues of the 2006 Asian Games in Doha.

For many years, Ooredoo was the exclusive telecommunications provider in Qatar, but a liberalisation of telecommunications policies in 2006 enabled Vodafone to enter the market in 2009 as a strong competitor.

Presence of Ooredoo in Asian Countries



* Apart from the nine Asian countries, Ooredoo also operates in Algeria, Egypt and Tunisia.

Vodafone Qatar

Vodafone Qatar offers an ever-growing menu of ICT services, with a special focus on inspiring 5G technology. In 2018, it switched on its 5G commercial network, which already provided an impressive geographical network coverage of 70% for mobile and fixed communications in Doha. Vodafone Qatar is now serving 1.74 million mobile customers and reported a 2019 net profit of nearly USD 40 million.

The biggest shareholder of Vodafone Qatar is the Vodafone and Qatar Foundation LLC, which owns 45% of the company's capital and is itself 100% owned by Qatar Foundation.

Vodafone Qatar has entered into a partner market agreement with Vodafone Group Plc, ensuring Vodafone Qatar will continue to use the Vodafone brand and benefit from the expertise and assets of Vodafone Group, which is the world's leading international mobile communications company. As of June 2020, Vodafone Group has more than 300 million mobile customers, 27 million fixed broadband customers and 22 million TV customers, including all of the customers in Vodafone's joint ventures and associate companies. All in all, it offers services in 64 countries and provides fixed broadband in 17 markets around the world. With over 104,000 employees, the group generated an annual revenue of more than USD 43 billion in 2019.



Common offerings in the business market

Domestic customers:

- Unlimited 5G plan: USD 80 monthly rental, offering unlimited local data and 20GB of roaming in 20 countries, including 100 international minutes
- Standard rate card: charges as per service (e.g. national calls USD 0.1 per minute, national SMS USD 0.08 per message, mobile internet USD 0.3 per MB)

Business customers:

- Business landline: free calls to local landlines and 200 minutes for calls to local mobiles for USD 40 per month

- Internet: an unlimited business ADSL 150Mbps connection is about USD 300 per month
- Business internet service: business internet is a dedicated and symmetric internet connection where the last mile is provided over a secure IP connection; bandwidths from 2Mbps (USD 3,000 per month) up to 1Gbps (USD 42,000 per month) are available
- National IP VPN service: the IP VPN service provides a subscriber with an MPLS-based IP virtual private network; offerings are available for different bandwidths starting at 128KB (USD 260 per month) up to 1GB (USD 9,000 per month)

291



All Venues Equipped with Latest Technology

All competition and non-competition venues will be equipped with the latest technology. The following infrastructure is available in the venues:

Mobile

All stadiums currently have 2G, 3G and 4G coverage, provided by both operators in the arena, the interior of the stadium and the precincts. These systems have huge capacities and are in the process of being upgraded to include 5G.

TETRA

All stadiums have extensive TETRA coverage. This allows all AFC officials and the LOC to benefit from the network features in order to operate effectively before, during and after events.

FIXED

All stadiums have the necessary infrastructure to deploy state-of-the-art fixed connectivity and to meet

all technical requirements. They are connected via diverse paths to two separate telecom rooms. This connectivity is repeated per operator, which adds another layer of redundancy and resilience. The telecom rooms are also interconnected, and all levels of resilience are considered (e.g. backup power).

LAN / WiFi

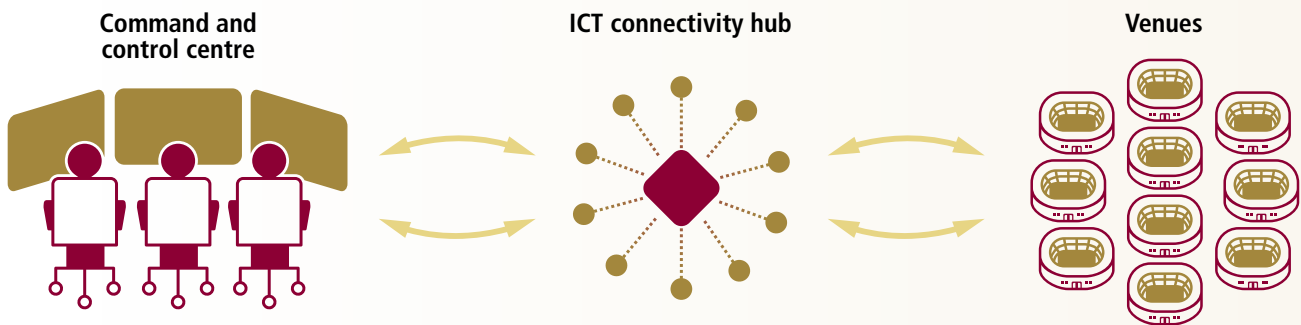
All areas inside the stadium are within reach of an intermediate distribution facility, connecting data outlets via CAT6A cables. In addition to LAN, the stadiums are well covered with WiFi, providing extensive coverage for spectators, commentators and organisers, etc. in the arena and enclosed areas.

Telecommunications and IT network

Each venue will have a dedicated telecommunications and IT network infrastructure, designed to support all critical venue services such as security, results, accreditation and ticketing.



As a legacy of the FIFA World Cup 2022™, Qatar will be able to host the AFC Asian Cup 2027™ in ready-to-play stadiums, equipped with the latest technology.



High-density wireless

All stadiums are designed and built to be smart stadiums. They have been designed and equipped with cutting-edge high-density wireless technology (WiFi 5/6) and operate a network of 1,000+ wireless access points per stadium. The mission of the high-density wireless network programme is to create a truly immersive experience for the fans, while at the same time providing the best in seamless wireless connectivity for all the organising groups.

The high-density wireless system in the stadiums is designed to provide comprehensive WLAN coverage of wireless fan access within the stadium bowl, as well as access for the team, sports technology providers, cellular service providers and affiliated partners like food and beverage providers, sponsors and advertisers.

Fans now have reliable access to an increased array of data applications that work well over a high-capacity wireless network. As a recent example, during the local Amir Cup in Al Janoub Stadium, the deployed wireless system provided concurrent wireless connectivity to 12,000+ spectators, with an overall traffic transmission of 2.2Tbps.

Converged network infrastructure

Technology is key to delivering a superior experience and is pervasive across all venues planned for the AFC Asian Cup 2027™ in Qatar in WiFi, dynamic digital signage, broadcast systems and other event supporting technology.

The converged network infrastructure in all venues provides a solid bedrock for running all the high-processing, bandwidth-hungry applications of today, in order to cover venue operations, event operations, broadcast requirements and spectator experience. All this is being done while ensuring that every traffic segment has its own service level agreement and own bandwidth allocations, and that no segment has the potential to impact another. The backbones of all networks are built on 40Gbps uplink capacities, with

a dark fibre backbone converging all the venues to a central connectivity hub for shared services access and monitoring.

The entire infrastructure will be managed and operated from a single command and control centre, leveraging the country's vast talent and capabilities in operating and managing dedicated technology services for mega-events.

Sports in a Box

Each stadium is equipped with the innovative Sports in a Box (SIB), a technology concept being piloted by Qatar's Aspire Zone Foundation, in partnership with Dell Technologies. This solution hosts applications in a hyper-converged network to provide smart capabilities for stadiums during operations. This includes network security and backups.

Media and broadcast venues

Maximum bandwidth will be delivered throughout all media and broadcast venues, using fibre optic cables. Furthermore, enhanced dedicated VLAN services will be available for photographers, allowing them to send and receive data simultaneously. A range of bandwidth options will be made available to media clients so they can send high resolution photos and access the internet.

Audio-descriptive commentary

Audio-descriptive commentary is a special format of commentary for sight impaired people who are attending a match. Qatar is already testing the availability of devices at various test events and will roll out the programme for the FIFA World Cup 2022™. Building on this experience, the AFC Asian Cup 2027™ in Qatar will feature this technology too. In addition, Qatar is currently exploring the opportunity of creating a special app, which can be downloaded by any user, allowing them to use their own device.

9.4

➤ Relevant legal regulations in relation to the communication network and internet infrastructure

294

Hosting the FIFA World Cup 2022™ in Qatar enables legislation that would also benefit the AFC Asian Cup 2027™.

As the legal entity established through Decree Law No. 34 of 2004 (Telecommunications Law), amended by Law No. 17 of 2017, the CRA has been given the responsibility of creating and implementing the legal and regulatory framework, as well as developing policy, for the communications sector, with the goal of creating an information-based economy.

To provide a procedural framework, the Executive By-Law for the Telecommunications Law (Decision No. 1 of 2009) was adopted.

International Standard IT Regulation

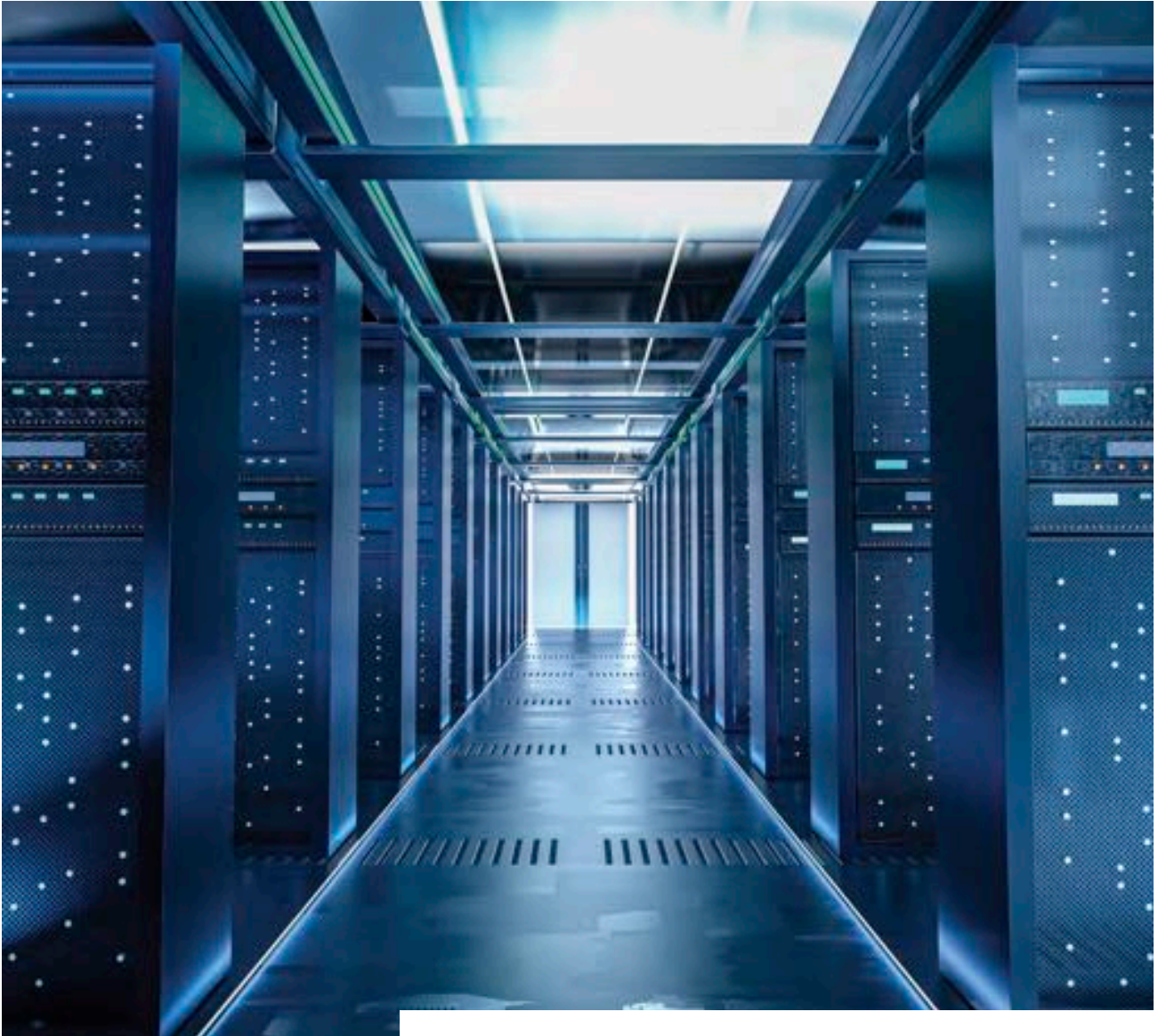
Key areas of this regulation include licensing, radio spectrum management, interconnection and access, tariff and pricing regulations, numbers and numbering, competition policy, consumer protection and fair trading. All relevant legal regulations are in accordance with international standards.



9.5

- ▶ Summary of the estimated expansion and expected modification, adaptation and development in such areas within the Candidate Host Country

295



In the two years leading up to the FIFA World Cup Qatar 2022™, the remaining extensions and upgrades to the technological infrastructure will be completed.

The AFC will benefit hugely from this excellent IT infrastructure and solutions, which will allow for both the AFC and the media to deliver, communicate and broadcast an outstanding AFC Asian Cup 2027™ in Qatar.

No Extensions or Upgrades Needed



A large stadium filled with spectators, with a red banner reading "FOLLOW US" in the foreground.

10

SAFETY AND SECURITY

Qatar is a peaceful and stable nation, where security is given paramount importance, both for its people and for the staged events. The country's outstanding security system, experienced security authorities and a comprehensive security concept will ensure that Qatar can host the safest and most secure AFC Asian Cup™ ever.

298

In Qatar, people of many different nationalities and cultures live and work together peacefully. This is due in part to a Government that continually addresses the basic needs of its people to live in a safe and secure society. The Government similarly demonstrates a sense of caring, respect and high moral purpose that infuses the whole society.

The country has worked hard to ensure a stable and secure environment for its people, and this has served as the foundation for Qatar's rapid overall development over the last two decades. The national security authorities and their partners across a variety of sectors in the country have worked effectively to create a secure environment where all citizens, residents and visitors feel safe. This has been widely recognised internationally: the Global Peace Index, compiled by the Institute for Economics and Peace, has ranked Qatar as the most peaceful nation in the Middle East and North Africa year after year. Qatar retains its position as the safest country globally as per the 2020 mid-year Crime Index by Numbeo, the world's largest user-contributed database on cities and countries. The United Nations University's Institute for Environment and Human Security, in cooperation with Germany's University of Stuttgart, ranked Qatar 181st out of 181 countries in terms of natural disaster risk and 27th in the 2020 Global Peace Index. Qatar's secure environment and unique blend of tradition and modernity provide an ideal backdrop for a collective celebration of football.

A Stable and Secure Environment

There have been no large-scale security incidents at any of the sporting events hosted in the State of Qatar during the last 10 years. The country's security agencies are fully committed to ensuring safety and security at all events and to protecting the reputation of Qatar as an outstanding host.

Qatar is fully aware that securing the AFC Asian Cup 2027™ will require the country's security forces, its security stakeholders and international partners to work together diligently. Sitting at the heart of Qatar's strategic approach to handling security for the AFC Asian Cup 2027™ in a pre-emptive manner are partnerships with internationally recognised organisations that promote the development of policing and security for national and international events, such as Interpol and the Council of Europe. To gain the highest level of security expertise, Qatar has signed memorandums of understanding at a government-to-government level and maintains close relationships with numerous nations, including 27 Asian countries, the UK, Italy, Russia, France and the US, many of whom Qatar is working with to establish a national police unit for the security of stadiums.

Building on the experience from the FIFA World Cup 2022™, Qatar will host an AFC Asian Cup 2027™ that is safe and secure, based on robust best practices between national and international partners through organisation and administration, data sharing, knowledge exchange, training at all levels and effective law enforcement.

Global crime index 2020 mid-year

	Crime Index
1 Doha, Qatar	11.55
2 Abu Dhabi, United Arab Emirates	11.56
3 Taipei, Taiwan	13.75
4 Quebec City, Canada	14.81
5 Zurich, Switzerland	16.56
6 Dubai, United Arab Emirates	16.70
7 Sharjah, United Arab Emirates	16.99
8 Munich, Germany	17.29
9 Eskisehir, Turkey	17.81
10 Trieste, Italy	18.22

Source: Numbeo

The country has worked hard to ensure a stable and secure environment for its people.

299



"Security is our number one priority. All of the experience gained from hosting the FIFA World Cup 2022™ and other major sporting tournaments will be put to optimum use to ensure a safe and enjoyable AFC Asian Cup 2027™ for all."

Omer Abbod
Iraq
Security Team

High-level Security Services and Support

The security of the AFC Asian Cup 2027™ in Qatar will be delivered by a multi-agency, multi-disciplinary, national and international effort, integrating AFC Asian Cup 2027™-specific structures and responsibilities with standing national security agencies and business-as-usual responsibilities.

The central role of security to the AFC Asian Cup 2027™ must always be remembered if all security outcomes are to be achieved. All involved security stakeholders are to provide a high level of security services and support by reducing security risks, incorporating new and innovative methods and technologies where possible, and enabling and maintaining a once-in-a-lifetime experience for all AFC Asian Cup 2027™ client groups and Host Country visitors. State security agencies are responsible for national security, border control, law enforcement, crime prevention, traffic management and enforcement, and maintenance of public order. A close cooperation with event organisers to identify clear roles and responsibilities is applied practice for past major events in Qatar, providing client-oriented security measures and services, led by identified threat and risk levels.

The Strategic Governance Model for state security to support global events in Qatar provides unique but inclusive leadership. The Ministries of Interior and Defence, and the Internal Security Force, together with other security agencies and organisations, are a triumvirate that work together in order to maximise effect and response. This shared security group model will ensure that all intelligence, threats and details are built into planning and operations to reduce risk.

Ministry of Interior

The Ministry of Interior (MoI) is responsible for ensuring peace, safety, security and stability within the country through the organisation and coordination of the police, security forces and emergency services. The ministry supports this through the multi-agency interoperability plan or programme. Its priorities are maintaining the safety and security of Qatar's residents, ensuring crime prevention and law enforcement.

The MoI administers and coordinates the activities of, among others:

- The General Directorate of Civil Defence
- The General Directorate of Public Security, including the Airport Security Department and the Rescue Police Department (Al-Fazaa)
- The General Directorate of Criminal Investigation
- The General Directorate of Traffic
- The General Directorate of Coasts & Borders Security
- The General Directorate of Passports
- The Criminal Evidence & Information Department
- The Public Guards Department
- The Police Training Institute
- The Liaison & Interpol Section

Together with other bodies focused on the establishment of security and safety in the country, they work with a high degree of efficiency and professionalism, in the framework of a true partnership with the community.

Internal Security Force

The Internal Security Force (Lekhwiya) was established in 2004 and is entrusted with many tasks, including but not limited to:

- Assisting and supporting state agencies in maintaining security and stability
- Responding to acts of terrorism and other hostile acts that may impact national security
- Ensuring the safety of dignitaries and guests of the State of Qatar
- Working with and coordinating stakeholders in order to combat smuggling crimes
- Responding and dealing with public disorder

Ministry of Defence

The Ministry of Defence (MoD, Qatar Armed Forces) is responsible for securing the land, sea and airspace of the State of Qatar as well as controlling the country's borders. It leads fighting and support units, including:

- Qatar Amiri Land Force
- Qatar Amiri Air Force
- Qatar Amiri Naval Forces

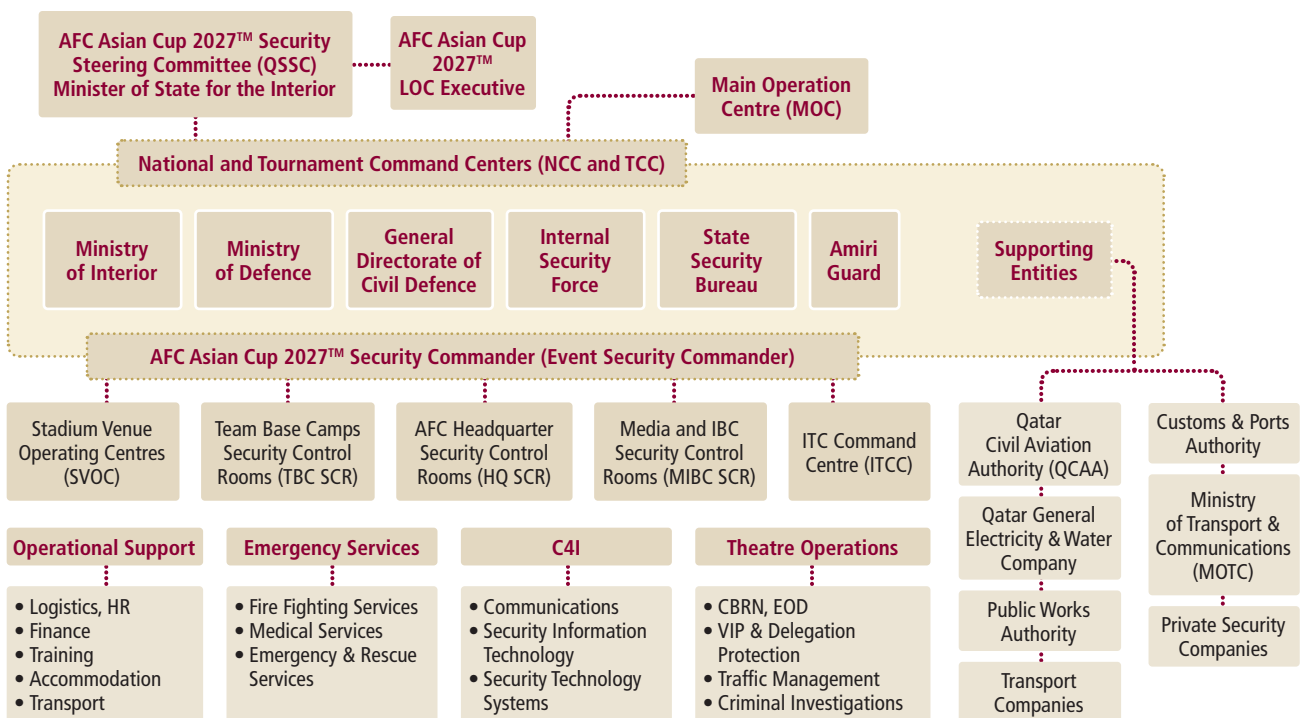


Other security agencies and organisations

Other public and private involved security agencies / organisations include:

- AC2027 Security Commander: assigned by the Prime Minister, this individual effectively manages all relevant security authorities, and assigns resources and assets according to the demand of each match or sporting event
- State Security Bureau: provides intelligence services before and during events
- Amiri Guard: provides close protection to specific VIPs to ensure their safety
- Team security: provides close protection to all participating teams to ensure their safety
- Security services providers / contractors of all parties
- Private security: private security guards are contracted by the event organiser to ensure the safety and security of visitors and assets inside the venue, in accordance with local legislation and supported by the above-mentioned law enforcement

Organisation chart



Cyber security

To address the challenges of potential cyber attacks, Qatar will be enhancing and strengthening its cyber security efforts and will continue further its cooperation with counterparts across the globe to ensure a secure cyberspace before, during and after the AFC Asian Cup 2027™. In close cooperation with the Supreme Committee for Delivery & Legacy, a range of state-of-the-art best practice cyber security capabilities have already been developed to host and manage a safe and secure FIFA World Cup Qatar 2022™.

Cyber security is therefore focusing on five objectives that determine where action will be taken to deliver benefit and improve Qatar's cyber security:

- **Objective 1:** Safeguard the national critical information infrastructure
- **Objective 2:** Respond to, resolve and recover from cyber incidents and attacks through timely information sharing, collaboration and action
- **Objective 3:** Establish a legal and regulatory framework to enable a safe and accessible cyberspace
- **Objective 4:** Foster a culture of cyber security that promotes safe and appropriate use of cyberspace
- **Objective 5:** Develop and cultivate national cyber security capabilities



Security command, control, coordination, communication (C4)

The multi-agency security coordination capability will be delivered through the National Command Centre (NCC), which was first established to coordinate and unify all safety and security planning, and operations for the 2006 Asian Games in Doha.

The NCC is the central agency from which various security, military, civil defence, emergency services and traffic management authorities, information technology, communication systems and networks operate. It is from here that 24-hour monitoring, coordination and allocation of services for an event or an emergency take place. The facility includes large monitoring centres, crisis management rooms and built-in redundancy for all critical C4 and building management systems.

The NCC is already operational under a reliable and single-level management structure. Streamlined procedures allow for incisive decision-making and efficient coordination of immediate response actions.

The Tournament Command Centre (TCC), housed within the existing NCC, is the primary coordination centre for the FIFA World Cup Qatar 2022™ safety and security operation. The TCC will have direct connectivity to Venue Security Commanders via their respective control rooms and secured communication tools, and will have multi-agency representation from all key stakeholders at the appropriate level of seniority.

The NCC and the TCC will work together closely during tournament time to ensure an integrated safety and security operation between the event and wider Qatar security agencies and other organisations.



Basic safety and security infrastructure

Security infrastructure is a key component of an effective security risk reduction strategy, especially when combined with market-leading security technology and a highly capable, focused and motivated security workforce.

Security infrastructure is particularly focused on maintaining safe and secure venues, sites and transportation; mitigating and reducing safety and security risks; preventing and deterring threats and hazards from causing harm and danger; providing a sense of reassurance and safety to all client groups; and enabling appropriate and timely response to incidents.

Providing life safety and asset protection, through a risk-based approach to security, enables vulnerabilities to be designed out and security measures to be designed in, and provides security solutions that:

- Deter and detect potential security incidents to prevent their occurrence
- Delay the escalation and consequence of security incidents to allow time for effective and proportionate security responses
- Respond robustly and effectively in the event of multiple or complex incidents
- Reduce resource demand by leveraging integrated state-of-the-art security systems, operated by a highly competent security personnel
- Provide effective but unobtrusive security

Security infrastructure for sporting events in Qatar goes through the inspection and certification processes led by the state security agencies and also:

- Is planned in accordance with a risk-based approach
- Captures and incorporates the requirements of all security stakeholders
- Is fit for purpose and easily operated
- Integrates base build and temporary security systems and infrastructure
- Follows an island site methodology, where robust physical barriers and procedural barriers prevent unauthorised entry at internal and external boundaries
- Supports crowd management and crowd control operations

Making Matches and Events Safe and Secure by Design

This security infrastructure, with both permanent and temporary elements, includes, but is not limited to, the following security solutions, complemented by experienced and event-specific trained personnel:

- Physical security perimeter fences and barriers supported by integrated CCTV and lighting
- Passive and active hostile vehicle mitigation (HVM) barriers
- Crowd control and management barriers and systems
- Public address and warning systems
- Fire warning, detection and other fire safety systems
- Vehicle inspection systems and devices
- Automatic walkthrough and handheld metal detectors
- X-ray screening machines
- Video surveillance systems integrated at venue and national command levels
- Two-way radio communication
- Casualty management areas
- Emergency vehicles: Civil Defence / ambulance services

Security measures at event venues

Qatar is an exceptionally secure country, ideally suited to host major sporting events such as the AFC Asian Cup™. Through careful planning and execution of diligent safety and security measures, no security incident of note has occurred during any sports event in Qatar.

Security measures implemented for all national and international football matches, as well as for major sporting events, are both intelligence-based and threat-based, in accordance with the national threat and risk assessment. Planning for security measures and planning for security infrastructure go hand in hand, while profound and very specific expertise has

been developed within the framework of FIFA World Cup 2022™ readiness and test events.

To provide security at the event venues in the State of Qatar, a special security island site regime is applied. The main aim of the regime is to make the venue clean, i.e. free of any dangerous items and unauthorised persons, and to maintain this regime throughout the event. Depending on its nature, operations and risk assessment, each type of event is likely to have its own specific security regime and security measures. Aside of state-of-the-art security infrastructure, a security regime consists of the following measures:

- A specially trained, integrated venue security team, which consists of a venue commander, venue security managers, state security officers and private security guards, with a clearly defined and agreed division of responsibilities
- No-fly zones above the venue, with special requests from the organisers to be provided to state security authorities in advance, in case of requirements for filming or entertainment programmes
- Provision of police escorts for the participating teams and protected persons

- Search and screening procedures for persons, vehicles and deliveries before entry to the venue
- Access control procedures (checking of relevant access rights / passes) on entry to the venue and to the restricted areas inside the venue
- Security background check for accredited personnel having access to restricted areas

The security regime is launched after completion of the defensive search at the venue. The main aim of this search is to make sure that the territory inside the venue security perimeter is free from any hazardous and dangerous items, and that all permanent or temporary security systems, infrastructure and equipment are in place and ready for security operations.

The security regime remains in effect until the end of operations at the venue.

For each major sporting event, state security representatives, together with the organisers, develop security policies and procedures, contingency, and response plans, to inform about operational capability development and event-time operations.



- Proposal for an overall safety and security strategy and concept to be developed in close cooperation with the Government and further competent local, regional or national governmental enforcement authorities in the Candidate Host Country

306

An integrated security planning approach will be implemented for the AFC Asian Cup 2027™ in Qatar. This approach reflects the best practice from previous major events experience and refers to the process whereby all involved stakeholders take part in the planning of the AFC Asian Cup 2027™ safety and security operations, each within their own remit.

The outcome from this all-encompassing and comprehensive planning process is a significant number of developed procedures and processes, which reflect the joint vision of the involved parties in delivering security operations, approved by the relevant high-level stakeholders and decision-makers of the AFC Asian Cup 2027™. This approach enables a set of common assumptions to be agreed, along with clarity and definition of roles and responsibilities - thereby avoiding gaps, conflicts and overlaps. It also facilitates the provision of security details of operations that are needed by other LOC functional areas to plan their activities.

This integrated planning approach provides a clear path from the AFC Asian Cup 2027™ security strategy to the detailed venue security plans.

Security strategy

The successes of the FIFA World Cup Qatar 2022™ will drive the security strategy for an AFC Asian Cup 2027™ in Qatar, to ensure the delivery of the safest and most secure tournament possible. Valuable lessons identified and experiences gained during the FIFA World Cup Qatar 2022™ will be enhanced or embedded to make people feel safe and secure, and the reputation of Qatar as a host of successful major sporting events will continue to grow.

The security strategy for the AFC Asian Cup 2027™ will be developed in order to set out the vision, mission, success factors and strategic goals and objectives that enable the Government of Qatar to deliver highly effective security operations, jointly with the AFC and international partners. The security strategy will be delivered by a multi-agency, multi-disciplinary, national and international effort, integrating the AFC and LOC specific structures and responsibilities with standing national security agencies and business-as-usual responsibilities.

An Integrated Best Practice Security Planning Approach

Security vision

Successful delivery of the safest and most secure AFC Asian Cup™ ever staged.

Security mission

To provide an efficient and effective customer-focused safety and security operation that will protect people, operations, assets, information and reputation through the optimal use of human resources and proven advanced technology.

Success in this mission will mean:

- Crime is prevented, disrupted and minimised
- An amazing experience for players and officials, visitors and fans, residents and stakeholders
- Effective management and response to any tournament-related incident
- Qatar's international reputation is enhanced

Strategic security goals

1. Provide proactive and reactive intelligence to disrupt terrorism and crime, and deliver a safe and secure tournament for all.
2. Provide a governance structure that ensures all necessary planning is cohesive and conducted in depth, on time and within budget.
3. Develop comprehensive security plans that are flexible, understood, tested and balanced.
4. Contribute to an exceptional national and international experience.
5. Utilise the private security legacy of the FIFA World Cup Qatar 2022™ in ensuring a customer-focused approach.

Successful delivery of the safest and most secure AFC Asian Cup™ ever staged.

Security concept

Utilising the experiences and structures of the FIFA World Cup Qatar 2022™, but with some necessary modifications to suit the AFC Asian Cup 2027™ in Qatar, the security concept for this tournament will be based on some of the following proven principles:

- An intelligence-led approach to ensure mitigation against any form of threats or risks
- Optimal use of infrastructure and technology
- Embracing the human resources developed for previous major sporting events held in Qatar

All planning and operations will be unified to deliver a consistently excellent level of service in safety, security and client experience.

Venue-specific security plans

Detailed and integrated security plans will be developed for each stadium, taking into consideration the specific requirements of the locations and different stadium categories and aligning them with the relevant international safety and security standards. An AFC

Asian Cup™ security task force will coordinate security personnel and post them to the individual venues.

Each match venue security operating centre will be directly linked to the NCC, which will control the stadium-wide CCTV, and thus be able to carefully and judiciously monitor the overall situation; in other words not just on a venue-by-venue basis, but across all venues at once. Here, the security concept benefits from the compact footprint of the AFC Asian Cup 2027™. A suitable number of highly qualified and experienced stewards will be distributed in a reasonable manner in and outside the stadium. A precise plan to prevent pitch invasion, according to AFC standards, will be implemented as firmly as possible at every match venue.

Since 8 of the 10 proposed stadiums have been designed for the FIFA World Cup™, they will comply with the latest building regulations and security criteria. Likewise, they will reflect state-of-the-art safety and security standards and crowd navigation strategies.

The security concept will include:

- Integration at national, tournament and venue levels
- Intelligence, threat and risk assessment
- Command, control, coordination and communication
- Security infrastructure and technologies
- Special safety and security measures at the identified official venues, including stadiums, trainings sites, the International Broadcast Centre (IBC) and accommodation venues
- Safety and security of spectators
- Security of internationally and nationally protected persons
- Special security measures for AFC constituent groups
- Traffic and transport security
- Crowd management and crowd control
- Contingency and emergency response planning
- Crime prevention
- Maintenance of public order
- Protection of routes
- Provision of tournament security personnel
- Security of points of entry (including airports, sea ports and land borders)
- Additional security measures at non-official venues that are likely to be impacted by the tournament
- Division of responsibilities between state security agencies, private security and stewards, event organisers and venue owners
- Specialised support from Explosive Ordnance Disposal, SWAT and the Ministry of Defence, if and when required
- Security training, testing and exercises
- Security readiness and assurance





HEALTH AND MEDICAL SYSTEM

A first-class healthcare system, available to locals and visitors alike, together with the country's low health risk and excellent climatic conditions, guarantee the best possible environment for the AFC Asian Cup 2027™ in Qatar. The high standards of medical treatment, and the great expertise and experience in the organisation of sporting events also ensure a safe and successful tournament.

The AFC family, team delegations, media representatives and the large number of expected spectators are guaranteed to receive expert medical treatment whenever it is needed.

Qatar has an excellent healthcare system with a broad range of advanced medical equipment, highly qualified medical staff, and a wide network of hospitals and healthcare centres to meet all requirements of major sporting events. Furthermore, Qatar can rely on the experience gained from hosting the FIFA World Cup 2022™, allowing it to make perfect use of the above-mentioned resources and provide comprehensive medical services during the competition. The AFC family, team delegations, media representatives and the large number of expected spectators are guaranteed to receive expert medical treatment whenever it is needed. Qatar offers free universal non-cosmetic health coverage (UHC) to citizens and residents at all public health facilities, which only charge nominal fees for medication. In the WHO's most recent UHC Service Coverage Index, released in 2017, Qatar scored above the global average.

While the private healthcare sector has flourished in the past decade, the Government plans to continue providing the majority of Qatar's healthcare infrastructure. Both the public and private healthcare sectors are expanding, with new facilities planned and under construction to meet the fast-growing population.

As part of the Qatar National Vision 2030, the already comprehensive healthcare services are constantly being improved and extended in order to establish a healthcare system that is one of the best in the world. With approximately 77.4 physicians per 10,000 people, Qatar has one of the highest health workforce densities in the world.

Comprehensive and Advanced Health System

Primary healthcare in Qatar is overseen by the public Primary Health Care Corporation (PHCC), which was established in 2012. The PHCC operates 27 primary healthcare centres across the country, including 11 new healthcare centres opened in the Doha region since 2015. The PHCC is also the backbone of immunisation and paediatric services in the country. Carefully considered plans to maintain its Diamond Level status, awarded by Accreditation Canada for a third consecutive cycle, are being executed throughout 2020.

Public secondary and tertiary healthcare is provided mainly through the Hamad Medical Corporation (HMC), one of the leading hospital providers in the Middle East. HMC manages 12 hospitals – 9 specialist hospitals and 3 community hospitals – as well as the National Ambulance Service, home care and residential care services. In January 2016,

HMC achieved the significant distinction of becoming the first healthcare system in the world to have all its hospitals accredited by Joint Commission International under its Academic Medical Centre accreditation programme. Inpatient bed capacity at HMC hospitals currently stands at 3,127, with an immediate increase possible, if required.

The private healthcare sector is growing rapidly. The first private hospital in Qatar only opened in 1999 and there are now over 567 inpatient beds in private hospitals, polyclinics and specialised clinics. All private healthcare providers work closely with HMC in the referral of patients who need specialised treatment.

The Ministry of Public Health (MoPH) is responsible for regulating and supervising all healthcare systems

in the country. It has also developed a comprehensive plan for dealing with major incidents or disasters, in conjunction with all key healthcare sectors, including HMC, PHCC, ambulance services and the private sector. Its robust planning and swift response capability have been positively demonstrated as part of the countrywide reaction to the COVID-19 pandemic.

Health service indicators in Qatar

Indicators	Year									
	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
No. of primary healthcare centers operated by PHCC	27	27	23	23	22	21	21	21	21	21
No. beds at HMC hospitals	3127	2856	2654	2389	2431	2321	2402	2502	2203	2052
No. of beds at HMC hospitals per 10,000 population	11.2	10.3	9.7	9.1	10.0	10.5	12	13.7	12.7	12
Bed occupancy rate at HMC hospitals	85.45	84.37	83.85	81.31	82.52	81.12	78.1	68.0	82.8	80.2
No. of private hospitals, polyclinics and specialised clinics	245*	490	417	853	642	435	538	490	431	239

Sources: QHFMP Database, Hamad Medical Corporation, Primary Health Care Corporation

*New methodology of counting



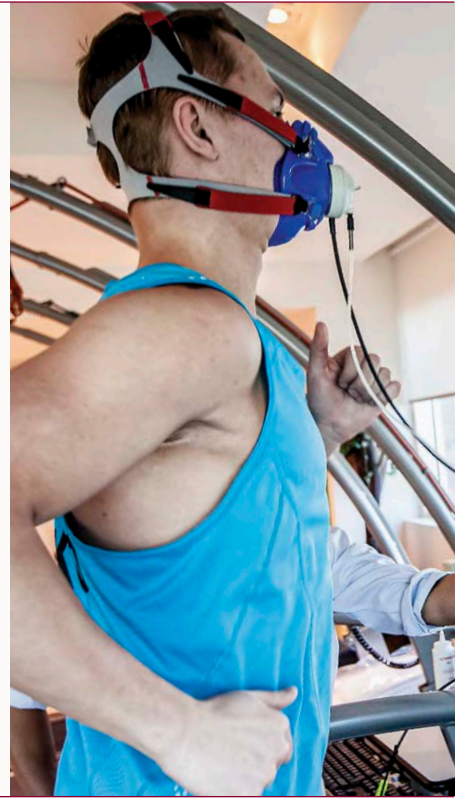
"Qatar's health system is among the most advanced in the world. At the FIFA World Cup 2022™, our tried and tested services will be further refined to provide the safest possible conditions for the AFC Asian Cup 2027™ in Qatar."

Bassam Qambar
Bahrain
Medical Team

Aspetar

Aspetar is the first specialised orthopaedic and sports medicine hospital in the Gulf region, and one of the world's leading facilities of its kind. This FIFA-accredited medical centre of excellence offers up to 50 inpatient beds, is close to most of the proposed stadiums, and is within 50 kilometres of all proposed stadiums and Team Base Camps. It offers a full service from injury prevention to injury management and performance improvement, and provides medical treatment for more than 100 national and international sporting events in Qatar each year. More than 18,000 athletes from all around the world have already been medically screened at Aspetar.

In order to ensure the highest international standards in the treatment of musculoskeletal injuries and to be able to accompany athletes from diagnosis to recovery, Aspetar follows a combined approach of proven procedures and the latest technology. By applying the combined approach, teams of dedicated international researchers and physicians can provide athletes with a comprehensive health, personal care and performance plan. Facilities such as the three competence centres - the Sports Groin Pain Centre, Sports Cartilage Centre and Sports Spine Centre - guarantee these high standards. They also carry out research and consultations, with international recognition.



Anti-Doping Laboratory Qatar

The Doha-based Anti-Doping Laboratory Qatar (ADLQ) is the only WADA accredited laboratory in the region, and guarantees efficient procedures and timely analytical services. It provides anti-doping tests for athletes across the Gulf region and West Asia, and antidoping analysis for 40 countries in Asia, Africa, Oceania and Europe.

The development of the Qatar National Vision 2030, the hosting of major sports events in Qatar and the 2007 GCC Supreme Council Declaration on Fighting Doping were the first steps towards an internationally accredited anti-doping laboratory in Qatar. It was established in 2011 under the Emiri Decree (14) and is now an independent institution, accredited by various international organisations and complying with ISO / IEC 17025. With integrity, ethics and excellence as its core values, ADLQ aims to be a leading anti-doping and research facility by 2022.

ADLQ is equipped with state-of-the-art technology and has three different labs: the Doping Analysis Lab, the Toxicology and Multi-Purpose Lab, and the Life Sciences Research Lab. In addition to tests for substances banned by the World Anti-Doping Agency (WADA), the three labs will also carry out tests and analyses in the fields of clinical toxicology, forensic toxicology, food safety, and environmental health and safety at work. Research in doping control, sport and healthy lifestyles is also undertaken.



Qatar has a high standard of infection prevention.

Health and Vaccination Safeguards for Foreign Visitors

Until the COVID-19 pandemic, Qatar had no history of major epidemics. There are no endemic communicable diseases in Qatar that constitute a public health threat. A certificate of polio vaccination is required for all travellers arriving from polio-exporting countries (WHO 2016).

Qatar has a high rate of childhood vaccination, with many options for adult vaccination. The country also has sturdy environmental and food safety measures in place. These services are supported by a comprehensive communicable

diseases surveillance system – operating alongside an electronic surveillance platform – covering more than 76 diseases, and all public and private healthcare facilities. The country is also adopting an event-based surveillance strategy.

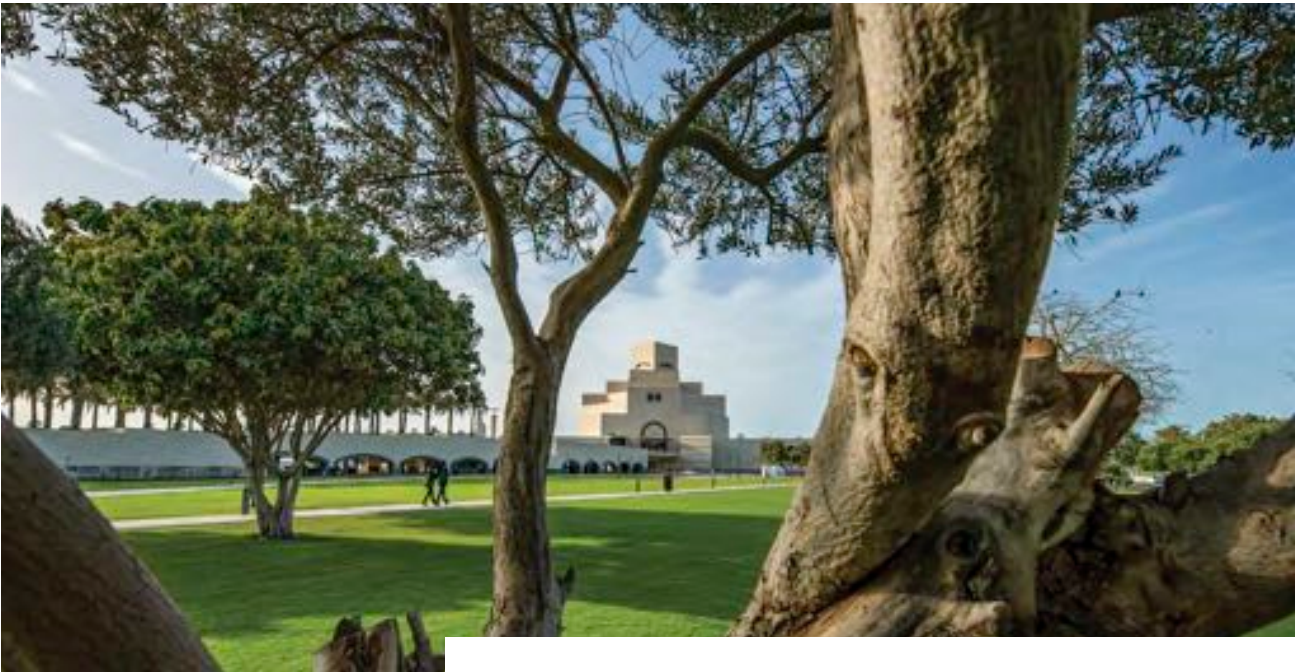
Qatar has a high standard of infection prevention and control in healthcare facilities. There are adequate supplies of personal protective equipment and sufficient specialist isolation facilities.

There are advanced, well-equipped laboratories in the country and several public health measures at points of entry into Qatar. These include thermal scanning, passenger questionnaires and risk communication.

The first cases of COVID-19 in Qatar were discovered in February 2020. Although the country has one of the highest infection rates per capita, its mortality rate from the virus is one of the lowest in the world. The country managed to implement public health measures at an early stage to successfully control the local infection rate.



Moderate temperatures, little rainfall and low humidity levels form ideal conditions for hosting the AFC Asian Cup 2027™ in January.



Climatic conditions in Qatar during the proposed period for the AFC Asian Cup 2027™ are perfectly suited for the highest level of performance, and for the comfort of AFC family members, delegations and spectators alike. Moderate temperatures, little rainfall and low humidity levels form ideal conditions for hosting the AFC Asian Cup 2027™.

Qatar has a dry, sub-tropical desert climate with low annual rainfall and intensely hot and humid summers. The weather can be roughly divided into two seasons: hot from May to October and cool from December to February. March, April and November are transitional months where the weather is usually hot but bearable. The best time for most sporting events is from December to February. During this period, the temperatures are mild, with average highs ranging from

Perfect Conditions

22-25C. January is the coolest month, with temperatures ranging from 14-22C. Rainfall in January and February averages around 15mm per month, usually occurring in local cloudbursts and thunderstorms, while typical daily sunshine lasts eight hours. Dust and sandstorms can occur, but the Qatar Meteorology Department issues warnings when these are expected.

In 2010, the Environmental Health Section of the MoPH established an Air Quality Unit (AQU) to constantly monitor air quality and raise concerns about possible pollutants.

Free Treatment for Foreign Visitors



Qatar's extensive, nationwide public healthcare system provides a world-class emergency medical response, with all emergency treatments free of charge to all visitors. Free emergency care includes emergency surgery and emergency in-house medication; only discharge medication carries a nominal fee.

The healthcare system also ensures visitors have easy access to other medical assistance, such as a physician or specialist consultation, should the need arise. For

non-urgent medical needs, visitors have to pay for all consultations, investigations, treatments and medications. Payment for such services are required at the point of access.

For major sporting events, it is usual practice for specific medical pathways to be set up to provide emergency and urgent care services for all participants, either free of charge or at a reduced cost. Actual processes vary from event to event.

"The safety and wellbeing of all participating clubs as well as the protection of all stakeholders has been crucial to the AFC, so we must thank the Qatar Football Association and the Qatar Local Authorities and Ministries for putting in place the necessary health measures and effective medical protocols."

Qatar is a very experienced host of world-class international sporting events and has a proven track record in providing the highest standards of medical treatment during these events.

First aid and emergency medical services during national and international football matches, as well as other major sporting events, are provided across all venues. From team hotels to training facilities and the field of play, athletes are covered by expert medical service teams. At competition venues, dedicated medical centres for players are set up at the back-of-house area, adjacent to the field of play, for any serious injury or medical condition requiring further treatment during a match.

Dedicated medical centres for VIPs / VVIPs are integrated into the relevant areas of the stadiums for first aid services.

Medical services for spectators in and around the stadiums are mainly provided by clinics, first aid stations and mobile medical teams. Dedicated medical clinics for first aid treatment are located at all competition venues.

Dedicated Medical Services at Sporting Events

Broadcast and media staff, as well as other personnel, can access the spectator medical clinics for first aid or a consultation.

A fully operational and reliable ambulance service is key to safe medical coverage at major sporting events and will always be on standby. The number of ambulance vehicles and ancillary ambulance services required at each venue is calculated according to international standards. Certain groups, such as players and VIPs / VVIPs, have dedicated ambulances assigned on standby at venues to ensure rapid transfer and treatment if needed.

- Overview of hospitals suitable for the expert treatment of sports-related injuries to world-class professional athletes within a 20 kilometre radius of each proposed stadium

All proposed stadiums for the AFC Asian Cup 2027™ in Qatar are within a 20-kilometre radius of at least one of the HMC hospitals accredited by Joint Commission International, as well as private hospitals. Most of the stadiums lie within 20 kilometres of Doha's city centre and, therefore, within a 20-kilometre radius of all Doha-based hospitals, including Aspetar, the Middle East's first hospital specialising in orthopaedics and sports medicine. Aspetar is located inside the Aspire Zone and, in 2009, was officially accredited as a FIFA Medical Centre of Excellence.

The expert international medical and physiotherapy consultants and staff at Aspetar provide the finest medical treatment and services possible to all athletes

Excellent Hospitals Close to Stadiums

317

at a state-of-the-art hospital. Aspetar is considered a centre of excellence for sports medicine, sports science, orthopaedic surgery and rehabilitation, and has an outstanding record in sports medicine research.

In addition, other hospitals are also able to treat sport-related injuries to world-class professional athletes.

Suitable hospitals close to stadiums

	Al Bayt Stadium	Al Janoub Stadium	Al Rayyan Stadium	Al Thumama Stadium	Education City Stadium	Khalifa International Stadium	Lusail Stadium	Ras Abu Aboud Stadium	Thani bin Jassim Stadium	Qatar University Stadium
Al Khor Hospital (HMC)	8km 11min	-	-	-	-	-	-	-	-	-
Al Wakrah (HMC)	-	2.4km 6min	-	-	-	-	-	-	-	-
Hamad Medical City*(HMC)	42km 33min	18.5km 17min	18.6km 19min	16.3km 22min	10.9km 14min	8.8km 12min	15.7km 17min	6.9km 12min	10km 15min	10km 16min
Aspetar (sports medicine)	49km 35min	21km 19min	14.9km 20min	18.2km 24min	11km 15min	0.4km 2min	22.4km 25min	15.8km 25min	11.8km 15min	16.4km 21min
Sidra Medicine (P)	-	-	13km 15min	18.9km 22min	3.2km 7min	11.9km 18min	15km 19min	15.2km 22min	4km 8min	9.4km 15min
Al Emadi Hospital (P)	-	-	23km 25min	4km 8min	17.3km 21min	12.3km 20min	25km 30min	8.2km 15min	17.3km 22min	16km 28min
Al Ahli Hospital (P)	-	-	19.8km 23min	16.6km 23min	9.9km 16min	11km 19min	14.7km 17min	9.7km 21min	10.8km 18min	9.1km 14min
Aster Hospital (P)	-	-	25km 28min	9.7km 14min	18.8km 23min	11km 19min	25km 32min	5km 11min	20km 24min	17km 29min
Doha Clinic Hospital (P)	-	-	19.8km 23min	13.2km 20min	14.4km 19min	7.6km 14min	21.3km 28min	10km 20min	13.2km 20min	13km 26min
Turkish Hospital (P)	-	-	20.8km 24min	12.1km 17min	14.6km 18min	9.6km 13min	21.5km 27min	9.8km 21min	15.6km 20min	13.7km 27min
Lusail Hospital (P / planned)	-	-	-	-	-	-	9km 11min	-	-	-

HMC = Public Health Sector; P = Private Health Sector

*Hamad Medical City includes: Hamad General Hospital and Women's Wellness & Research Centre, Heart Hospital, Qatar Rehabilitation Institute, Rumailah Hospital, Surgical Specialty Centre, Bone & Joint Centre, National Centre for Cancer Care & Research and Ambulatory Care Centre.

- Details of emergency services, including how the emergency services will coordinate their activities with the LOC and be prepared for a large-scale medical emergency

318

The Hamad Medical Corporation's Ambulance Service (HMCAS) is responsible for pre-hospital emergency services in Qatar. HMCAS provides world-class medical care for people in the unfortunate event of a serious, potentially life-threatening incident, with its fleet of state-of-the-art ambulances and medical helicopters, as well as its team of experienced paramedics and emergency care doctors. With the establishment of a hub and spoke model, HMCAS guarantees fast access to critical care provision in all AFC Asian Cup 2027™ hubs and for the whole country as well.

Qatar has a national healthcare command centre, managed by the MoPH, which is aided by collaboration with relevant stakeholders when the need arises.

The country's extensive experience with sporting mega-events has helped to develop the planning capabilities and expertise of the national emergency services. Experience gained during the FIFA World Cup 2022™ emergency service coordination will further influence the approach for the AFC Asian Cup 2027™. Qatar has achieved consistency in HMCAS

Fast Access to Critical Care

coverage and planning for big events with different international sports federations in recent years.

In the event of a large-scale medical emergency, HMCAS' major incident response unit (MIR) would be deployed by the specialised emergency management team within HMCAS to provide emergency medical support. The unit contains all the resources required to create a temporary field treatment area, with a variety of air-conditioned tents in which patients can be triaged according to their clinical acuity. The vehicles are staffed by specially trained crews who will rapidly deploy all necessary shelters and equipment in preparation for the treatment and stabilisation of patients by ambulance paramedics and critical care paramedics, prior to transferring them to a hospital.





Due to its high share of expatriates, Qatar has experienced a relatively large number of imported COVID-19 cases, leading to one of the highest per capita infection rates in the region. Nevertheless, by managing to implement public health measures as an efficient pandemic response, Qatar has succeeded in having one of the lowest mortality rates in the world.

The COVID-19 Qatar National Response Plan was drafted under the administration of the MoPH to set out the actions required to ensure that the health, wellbeing and prosperity of Qatar's people are protected, by taking action to prepare for, monitor, respond to and recover from any outbreak of COVID-19. Action taken under the National Response Action Plan has been timely, proportionate and effective.

To guarantee a controlled and appropriate lifting of restrictions that affect the whole of society, the MoPH has installed the Controlled Lifting of COVID-19 Restrictions Plan. This plan, which comprises four distinct phases, requires an integrated government approach with national coordination, collaboration and decision-making. The plan balances the continuing protection of the public with the

Timely and Effective Pandemic Response Plan

restoration of social and economic life, and considers outcomes of wide cross-government consultation and the evaluated experience of other countries.

By drafting and implementing the Healthcare Protocol, an extensive manual and instruction, for the AFC Champions League in light of the COVID-19 pandemic, Qatar has proven its capability in crisis management and quick pandemic response.

After successfully staging the West Zone matches of the 2020 AFC Champions League in September, the awarding of the East Zone tournament and the final to Qatar was testament to the capability of the QFA and the Qatar Government to safely plan and run major international sporting events even under uncertain circumstances and the severest healthcare demands.





12

OFFICIAL FUNCTIONS

Qatar's existing state-of-the-art facilities, together with its compact hosting concept, ensure that all official functions can be accommodated in strategically important and easily accessible locations. The experience gained from previous events will guarantee a perfect presentation of the AFC Asian Cup 2027™ throughout, from the preliminary draw to the closing banquet.

322

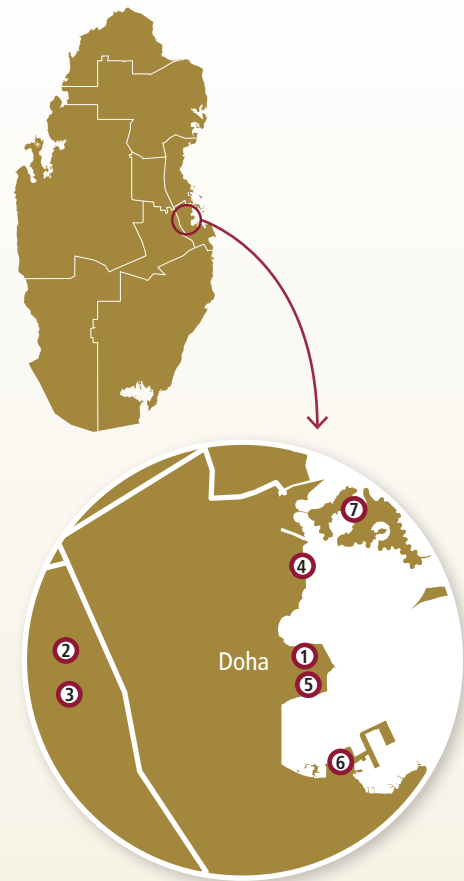
The excitement surrounding the AFC Asian Cup 2027™ begins well before the first ball is kicked. It begins when the AFC conducts the preliminary draw and holds a variety of workshops and seminars for team delegations and match officials. This excitement builds further with the AFC final draw for the qualifying rounds and the group stages of the tournament, and culminates with the traditional AFC Congress and closing AFC banquet.

The draws are followed by a large audience, with many different TV and radio stations broadcasting all over the world. Accordingly, the selected facilities must be suitable for all pre-tournament events and spacious enough to accommodate the teams' delegates, guests and the on-site accredited media professionals (journalists, photographers and broadcasters) during the draws. All of the sites included here meet, or even exceed, requirements and are also part of the FIFA World Cup 2022™ concept. Furthermore, governmental authorities will ensure complete support to enable the timely staging of the respective official functions.

The compact concept of the AFC Asian Cup 2027™ in Qatar, with its ultramodern facilities, demonstrates how Qatar is the ideal location for every AFC competition-related event. Qatar's business events sector has a total exhibition capacity of 70,000m².

Depending on key decisions related to the dates and other operational considerations, events can be allocated to the proposed sites, but different scenarios and combinations can also work. Irrespective of the facility chosen, all official functions will be hosted at an iconic and state-of-the-art venue, closely situated to other event locations and supporting accommodation sites.

Iconic Venues



Proposed options for official functions

	Date	Preliminary draw 2024 (Jan TBC)	Final draw 2027 (Jan TBC)	AFC Congress TBC	AFC banquet 2024 & 2027	Workshops TBC
1	DECC	●	●	●	—	—
2	QNCC	●	●	●	●	●
3	Al Shaqab	—	●	●	●	—
4	Katara Cultural Village	●	●	●	●	●
5	Sheraton Grand Doha	—	—	●	●	●
6	Museum of Islamic Art	●	—	—	●	—
7	Kempinski Marsa Malaz	●	—	—	●	●

● Suitable to host the official function, considering requirements and experience in hosting similar events.



1. Doha Exhibition & Convention Center (DECC)

Located at the heart of Qatar's commercial district, West Bay, this contemporary and iconic exhibition centre, constructed using natural materials, offers an impressive exterior clad in glass panels, welcoming visitors into exhibition halls filled with natural sunlight. All meeting rooms are decorated with Middle Eastern charm and fitted with innovative technology. DECC has won three prizes at the Eventex Awards, the biggest global events competition, which spotlights the best events, experiences and suppliers in the industry: a gold Exhibition Venue award, a gold People's Choice Venue award and a silver City Venue award.

The 18-metre high ceiling of DECC is supported by a revolutionary cantilever roof, meaning the whole 29,000m² space is pillar-free, making it more versatile than many other standard exhibition halls. The open space can be divided into five different halls to accommodate up to 34,000 visitors. This enables flexibility in the application of the space to meet key AFC requirements, with customised overlays, internal fitout and use of existing offices and suites (including a broadcast compound, logistics dock, parking spaces, pick-up / drop-off, valet service space, etc.).



DECC offers efficient transport links to the airport, stadiums and all media facilities. It has immediate access to major road networks and is directly served by metro, water taxi, bus, taxi and limousine services. Furthermore, most of the proposed 5-star hotels are within easy walking distance.

More info:

Event space: 29,000m²

FIFA World Cup™ use: main ticketing centre, main accreditation centre and main volunteer hub

Hosting experience: Doha International Book Fair, Concerts, Qatar Travel Mart 2020

On-site parking spaces: 2,800

Distance to airport: 22km / 25min



"Qatar always takes pride in creating exceptional experiences when hosting special events such as the preliminary and final draws, and the AFC Congress and banquet. These events are not just the fulfilment of a practical purpose, they are a unique platform to celebrate football and the local culture, and to showcase the unforgettable Qatari hospitality to our valued guests."

Renee Moehead
Australia
Events Team

2. Qatar National Convention Centre (QNCC)

QNCC opened in 2011 and was Qatar's first major exhibition facility. It was designed by the renowned Japanese architect Arata Isozaki, who was inspired by Qatar's beloved icon, the sidra tree. This tree was traditionally used for shelter in the desert and as a haven for poets and scholars, who once gathered beneath its branches to exchange knowledge.

The world-class facility has won several awards. It has been named Best Convention and Conference Venue by World Tourism Awards and received gold LEED certification (Leadership in Energy and Environmental Design) from the US Green Building Council. Furthermore, the centre was awarded Best Events Venue at the Middle East Event Awards 2013 and has won numerous World Travel Awards, including Middle East's Leading Exhibition & Convention Centre.

QNCC is one of the largest, most technologically advanced venues in the Middle East, employing environmental and sustainability best practices. The centre offers 35,000m² column-free exhibition space with existing modular rigging grids, in combination with a broadcast compound area, two multipurpose halls, three tiered auditoriums, and meeting rooms and halls of varying sizes. In addition, the impressive foyer and public concourse area offer an ideal introduction to high-profile events.

Situated adjacent to Education City, QNCC has on-site access to the Green Line of the metro system through its own station, and is well connected via road to all other relevant facilities and infrastructure.

More info:

Event space: 200,000m²

FIFA World Cup™ use: IBC and MMC

Hosting experience: QITCOM Conference, Qatar Foundation PUE Forum 2019

On-site parking spaces: 3,200

Distance to airport: 27km / 27min



3. Al Shaqab

Al Shaqab is a lasting tribute to the Arabian horse, which is part of Qatar's legacy and heritage. It is located in an impressive 980,000m² horseshoe-shaped building, with many distinctive architectural elements. A central water feature, large green areas and the listed main arena create a welcoming environment for all visitors. With the proper overlay additions, Al Shaqab is well suited to meeting the requirements for official functions, such as official draws or the AFC Congress. The indoor arena, for example, offers 6,000 seats and can be transformed into the draw hall area, while the semi-roofed outdoor arena could be utilised for setting up the commercial display area and VIP lounges.

The Al Shaqab and Education City Stadium Green Line metro stations, as well as the Education City People Mover system, provide convenient and easily accessible transport services.



More info:

Event space: 10,000m²

Hosting experience: XXI ANOC General Assembly Doha 2016

On-site parking spaces: few spaces available (in addition, 3,200 parking spaces of QNCC are in vicinity)

Distance to airport: 25km / 23min

325





4. Katara Cultural Village

Katara Cultural Village was born out of a long-held vision to position Qatar as a cultural beacon of art, radiating around the Middle East through theatre, literature, music, the visual arts, conventions and exhibitions.

The complex consists of different facilities, making it well-suited to host different official functions. For example, the indoor amphitheatre of the Opera House, which has a capacity of 550 seats and is home to the Qatar Philharmonic Orchestra, would perfectly meet the requirements for hosting the official draws. In addition, Katara Cultural Village includes an outdoor amphitheatre with a capacity of 5,000 seats, which could be used to stage side events during the official function, as well as facilities for a media centre, offices and meeting rooms.

It is located between West Bay and The Pearl-Qatar, providing an impressive backdrop of Doha's skyline. It has a direct connection to the Red Line of the metro system and lies close to a number of premium hotels and accommodation facilities, offering ideal conditions for all guests at competition-related events.

More info:

Event space: 800m²

Hosting experience: Doha Tribeca Film Festival

On-site parking spaces: approx. 1,000

Distance to airport: 23km / 25min





5. Sheraton Grand Doha Resort & Convention Hotel

The Sheraton Grand Doha is one of the most luxurious hotels in Doha and has hosted successfully countless congresses and events. For a detailed description of the facilities, please refer to 7.3 AFC Hotels.

More info:

Event space: 8,800m²

FIFA World Cup™ use: accommodation facility

Hosting experience: 4th International Primary Health Care Conference Qatar 2020, Doha Islamic Finance Conference 2019

On-site parking spaces: 2,400

Distance to airport: 18km / 19min



6. Museum of Islamic Art

328

The magnificent Museum of Islamic Art is a true landmark of Islamic culture, not only in Qatar, but far beyond its borders. Standing apart on the waters of the Corniche and adjacent to a 290,000m² park, it is home to the world's premier collection of Islamic artefacts, exhibiting masterpieces spanning three continents from the 7th to the 19th century. Designed by world-renowned Pritzker Prize-winning architect I.M. Pei, this iconic building is a work of art in itself.

The main building rises five storeys and is topped by a high domed atrium with a central tower. An oculus at the top of the atrium captures and reflects patterned

light within the faceted dome, and the five-storey 45-metre tall window gives spectacular panoramic views across the bay. The geometric patterns of the Islamic world adorn the inside space, making for a grand interior of 45,000m² of floor space.

Opened on 22 November 2008, the Museum is frequently used for prestigious events such as corporate receptions, governmental dinners, and gala dinners and banquets. The Museum of Islamic Art is therefore the perfect place for a perfect occasion for any AFC Asian Cup 2027™-related official function.



More info:

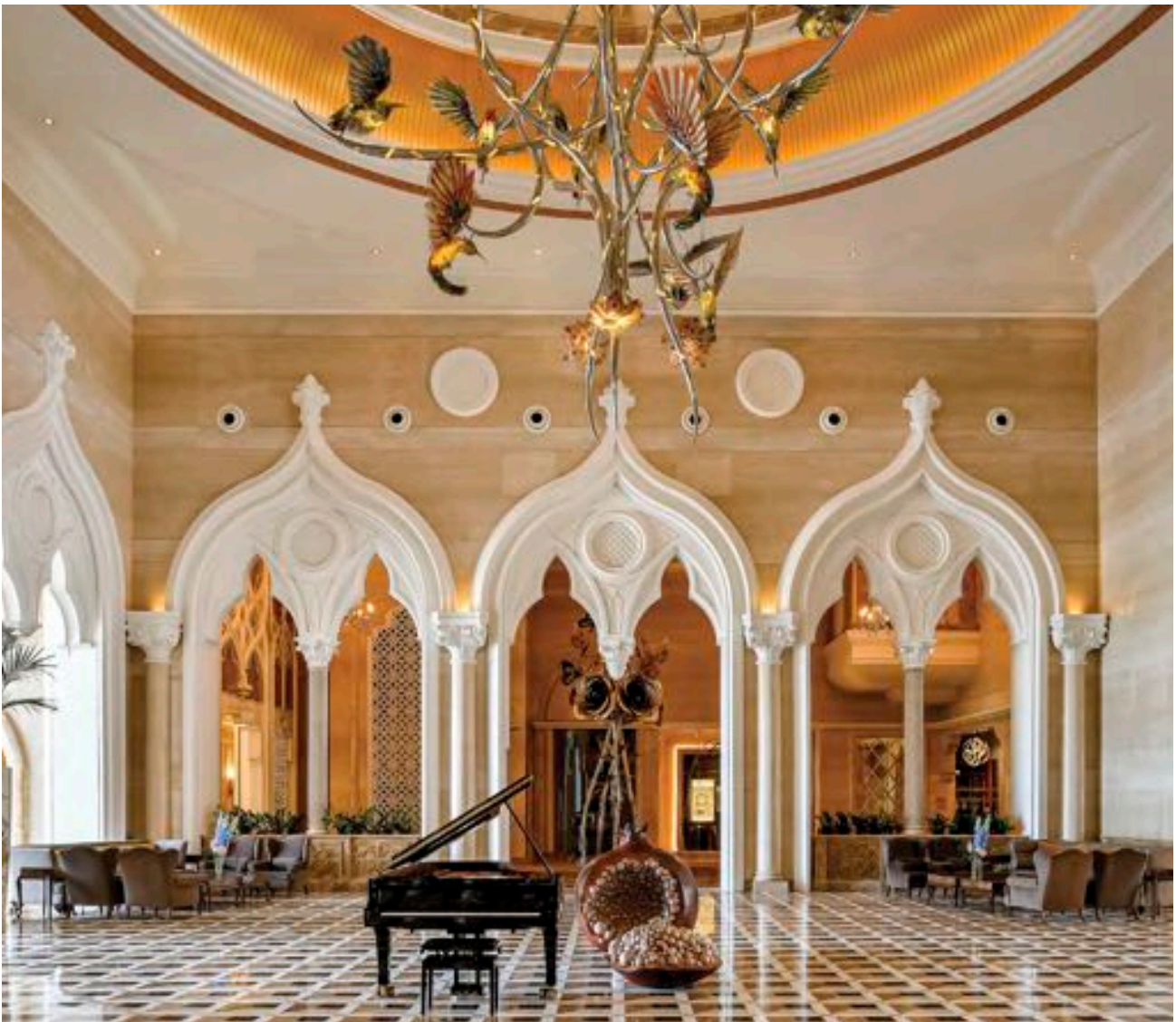
Event space: 800 m²

Hosting experience: cultural events, exhibitions, concerts and receptions

On-site parking spaces: 250 (additional spaces can be allocated for bus parking)

Distance to airport: 13km / 15min





7. Kempinski Marsa Malaz

The Kempinski Marsa Malaz was the first luxury hotel to open on The Pearl-Qatar in Doha. The 5-star facility combines the highest standards of accommodation with excellent meeting and event spaces, making it an appropriate location to host official functions related to the AFC Asian Cup 2027™ in Qatar.

The largest event location of the hotel is the Palazzo Ballroom, which impresses with its modern design and arabesque flair. Its 1,100m² of space can host up to 1,500 people in a variety of seating configurations. The equally impressive but smaller location, Venezia Ballroom, offers an intimate venue to host a maximum of 160 guests.

The Kempinski Marsa Malaz is located 28 kilometres from the Hamad International Airport, directly on The Pearl-Qatar. It is just a step away from numerous entertainment and dining options at Porto Arabia and Medina Centrale districts of The Pearl-Qatar, and a 10-minute drive from the central business district of West Bay.

More info:

Event space: 2,200m²

Hosting experience: iLED 2019 Conference, product presentations and receptions

On-site parking spaces: 550

Distance to airport: 28km / 38min





Proposed combination for official functions

The following table outlines a potential allocation of the official functions to the aforementioned facilities. In addition, it contains suggestions for suitable hotels

to accommodate and meet all the requirements of important guests. The QFA will submit a detailed concept for the official functions not later than 12 months prior to the start of the competition.

Proposed combination of site and hotel allocation for official functions

	City	Location	Proposed hotels	
Preliminary draw	Doha	DOHA EXHIBITION & CONVENTION CENTER	AFC hotel (incl. AFC offices)	Marriott Marquis City Center Doha Hotel, 5-star, 579 rooms
			MA hotel(s)	City Centre Rotana Doha, 5-star, 381 rooms
			Commercial affiliate hotel	Four Seasons Hotel Doha, 5-star, 232 rooms
Final draw (incl. team seminar)	Al Rayyan	QATAR NATIONAL CONVENTION CENTRE	AFC hotel (incl. AFC offices)	Al Messila, a Luxury Collection Resort & Spa, Doha, 5-star, 152 rooms
			MA hotel(s)	Al Rayyan Hotel Doha, Curio Collection by Hilton, 5-star, 201 rooms
			Commercial affiliate hotel	The Torch Doha, 5-star, 163 rooms
Team workshop	Doha	KATARA CULTURAL VILLAGE	AFC hotel (incl. AFC offices)	The St. Regis Doha, 5-star, 336 rooms
			MA hotel(s)	Grand Hyatt Doha Hotel & Villas, 5-star, 339 rooms
			Commercial affiliate hotel	Mondrian Doha, 5-star, 270 rooms
Referee workshop	Doha	KATARA CULTURAL VILLAGE	AFC hotel (incl. AFC offices)	The St. Regis Doha, 5-star, 336 rooms
			MA hotel(s)	Grand Hyatt Doha Hotel & Villas, 5-star, 339 rooms
			Commercial affiliate hotel	Mondrian Doha, 5-star, 270 rooms
Official banquet	Al Rayyan	AL SHAQAB	AFC hotel (incl. AFC offices)	Al Messila, a Luxury Collection Resort & Spa, Doha, 5-star, 152 rooms
			MA hotel(s)	Al Rayyan Hotel Doha, Curio Collection by Hilton, 5-star, 201 rooms
			Commercial affiliate hotel	The Torch Doha, 5-star, 163 rooms
AFC Congress	Doha	SHERATON GRAND DOHA RESORT & CONVENTION HOTEL	AFC hotel (incl. AFC offices)	City Centre Rotana, 5-star, 381 rooms
			MA hotel(s)	JW Marriott Marquis City Center Doha Hotel, 5-star, 314 rooms
			Commercial affiliate hotel	Marriott Marquis City Center Doha Hotel, 5-star, 579 rooms

In the context of hosting the AFC Asian Cup 2027™, the QFA plans to organise multiple cultural and entertainment events. These include not only official press conferences but also the launch of ticket sales and the official mascot. Fulfilment of these events will build on Qatar's experience of and knowledge from many other events. Qatar can therefore guarantee its ability to present the AFC Asian Cup 2027™ in its best possible light to Asia and the rest of the world.

Multiple Cultural Events

331

More detailed information and plans for additional events will be submitted to the AFC at least six months before the start of the competition.







13

MEDIA AND COMMUNICATIONS

Qatar is a media-friendly country, known for its market knowledge, innovative infrastructure and extensive outreach. Media and broadcasters will find the best possible working conditions to make the AFC Asian Cup 2027™ in Qatar an outstanding media experience.

MOBILE PHONE CONNECTIONS



4.34
MILLION
POPULATION:
152%

INTERNET USERS



2.83
MILLION
PENETRATION:
99%

ACTIVE SOCIAL MEDIA USERS



2.83
MILLION
PENETRATION:
99%

Best-in-class Media Environment

In today's TV and internet dominated world, crucial importance must be attached to ensuring the right coverage of mega sports events. It is therefore critical to the success of an event, as perceived and judged by the outside world, that the organisers provide the media with the right facilities and do everything they can, technically and logistically, to make the job of the media as straightforward as possible.

However, whilst the hosting of the FIFA World Cup 2022™ will be a major opportunity for Qatar to bring its media infrastructure to the highest international standard and further improve its media landscape for the benefit of the AFC Asian Cup 2027™, it will need to constantly keep up to date with the ever-increasing pace of technological change in the media world. Qatar is well placed to achieve this, and more.

As a nation, the people of Qatar have a strong media affinity, with an internet and social media usage rate of close to 100%. Media usage and media consumption are an integral and integrated part of Qatari daily life and have been identified as key to its successful national development. Qatar has therefore identified the provision of a high-end media experience of the AFC Asian Cup 2027™ as a top priority.



"With a state-of-the-art, unified International Broadcast Centre and Main Media Centre, as well as a proven media facilities concept, the AFC Asian Cup 2027™ in Qatar can be certain that worldwide media coverage and exposure will be achieved."

Mehrdad Masoudi
Iran
Media and Broadcast Team

- ▶ Two proposed locations for the IBC as the hub for the telecommunications solution
- ▶ Two proposed locations for the Main Media Centre as a central place for all the accredited media persons to follow the matches across the Candidate Host Country

Accredited media (written press, web journalists and photographers) and broadcasters (host broadcast production crew, media rights licensees and limited non-rights holders) are important clients. One of the Local Organising Committee's prime responsibilities is to ensure the provision of high-class facilities and services so that media personnel can seamlessly carry out their work.

Based on Qatar's extensive experience of hosting major sporting events, the International Broadcast Centre (IBC) and the Main Media Centre (MMC) for the AFC Asian Cup 2027™ in Qatar will be unified at one single, strategically placed and convenient location, ensuring easy access to stadiums, training sites and the official media hotel. This combined approach, with all its advantages, is summarised below.

Combined approach

Qatar has already proved that an integrated approach for the IBC and MMC offers many positive features for both complexes. By combining their required facilities, major services and systems – such as the media transport shuttle, the catering, and the welcome and information desks, as well as content distribution – can be shared. Broadcasters will also have access to fully equipped workstations (media work areas) and the central press conference room. An excellent example of this approach was at the AFC Asian Cup Qatar 2011™, where the nation was able to showcase an outstanding tournament to Asia and the rest of the world by using the main indoor area at the Ladies Sports Hall in Aspire Zone as a combined facility for the IBC and the MMC. This approach will, therefore, be implemented for the AFC Asian Cup 2027™ in Qatar.

World-class, Combined, Easy-access IBC and MMC

In order to make this integrated approach possible, the planned facility needs to fulfil all AFC requirements with respect to both the IBC and the MMC. The IBC, as the hub of TV production and satellite distribution, will comprise a combination of some indoor areas for offices and technical production rooms, and an outdoor area for Outside Broadcasting (OB) vans, portable building production facilities and a large space for the satellite farm. To meet these needs and guarantee an outstanding and uninterrupted production of the TV signal, the facility needs to be connected with the backbone of the fibre-optic network, and must be equipped with state-of-the-art technology and IT infrastructure. As the hub for journalists and photographers during the AFC Asian Cup 2027™ in Qatar, the MMC facilities will include the media's and photographers' work area (600–800 work positions equipped with cabled internet and power), the press conference room, service desks, catering facilities, camera repair services and an IT resolutions centre.

There are a number of sites in Qatar that would be highly suitable for an integrated IBC and MMC facility that is fully aligned with all the AFC's operating requirements. Two of these sites are described on the following page.



Ladies Sports Hall in Aspire Zone

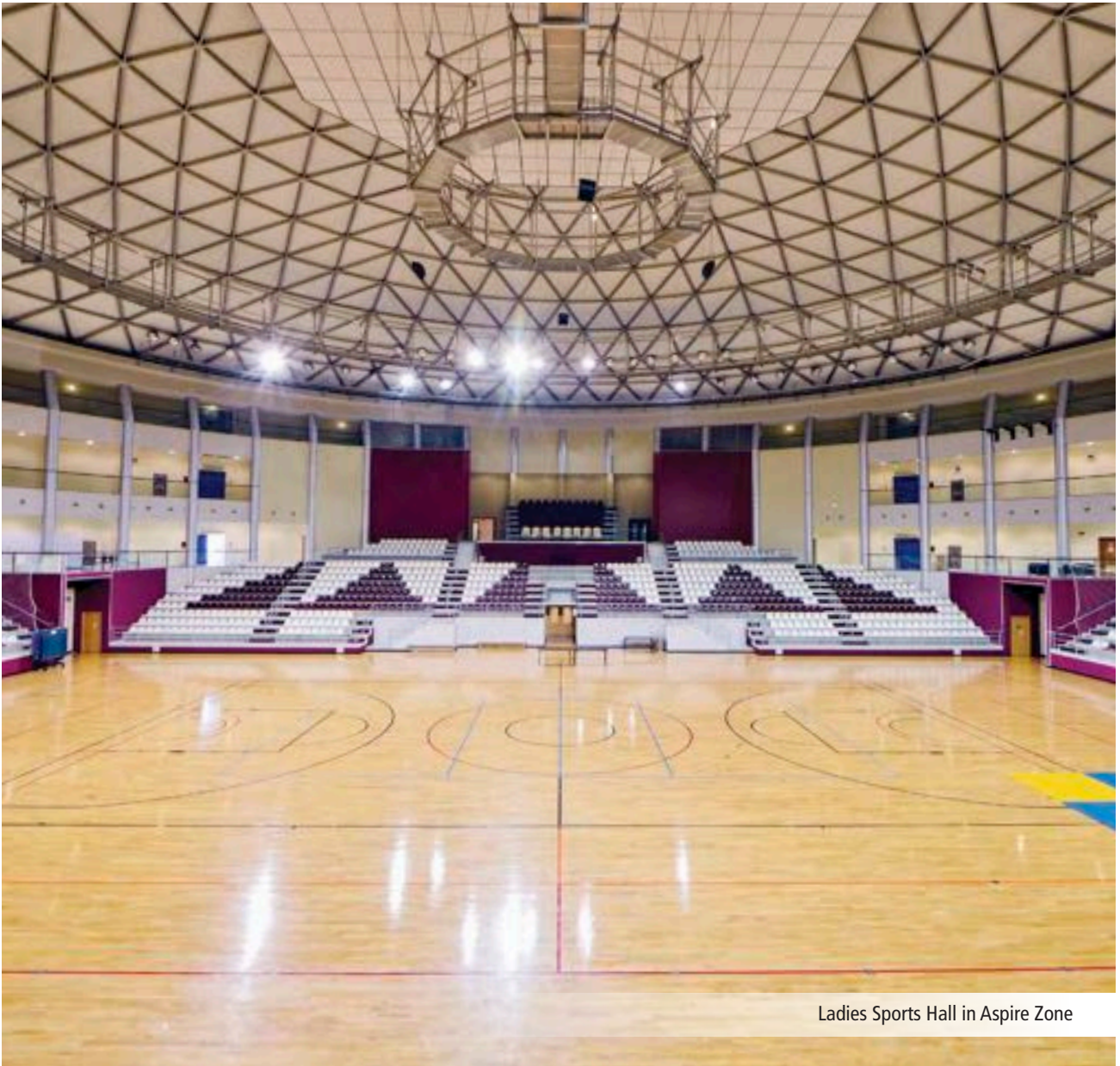
Potential locations for the combined IBC and MMC

The first possible location for an integrated IBC and MMC facility is the above-mentioned Ladies Sports Hall, adjacent to Khalifa International Stadium. It successfully hosted the IBC and MMC during the AFC Asian Cup 2011™ in Qatar. The venue consists of 3,000+m² of indoor space and a large outdoor area with adequate space to accommodate the TV area and the satellite farm. The interior of the hall consists of two large arenas, together with rooms and studios of different sizes.

The second feasible option is the Doha Exhibition and Convention Center (DECC), which is described in more detail in 12. Official Functions. DECC offers excellent conditions for the tournament's media following. The 29,000m² of column-free exhibition

space meets all requirements and would enable perfect broadcasting of the tournament. The requisite broadcast compound areas and meeting rooms of different sizes are also available. The venue is ideally situated for transport and accommodation needs, with Doha metro station (Red Line) directly outside the venue, and various hotels, restaurants, and shopping centres within walking distance. It is also well connected to Qatar's major road networks.

The detailed integrated IBC and MMC concept, with final proposed locations, will be submitted to the AFC at least two years before the competition. Exact capacities that follow the specific AFC requirements will be provided.

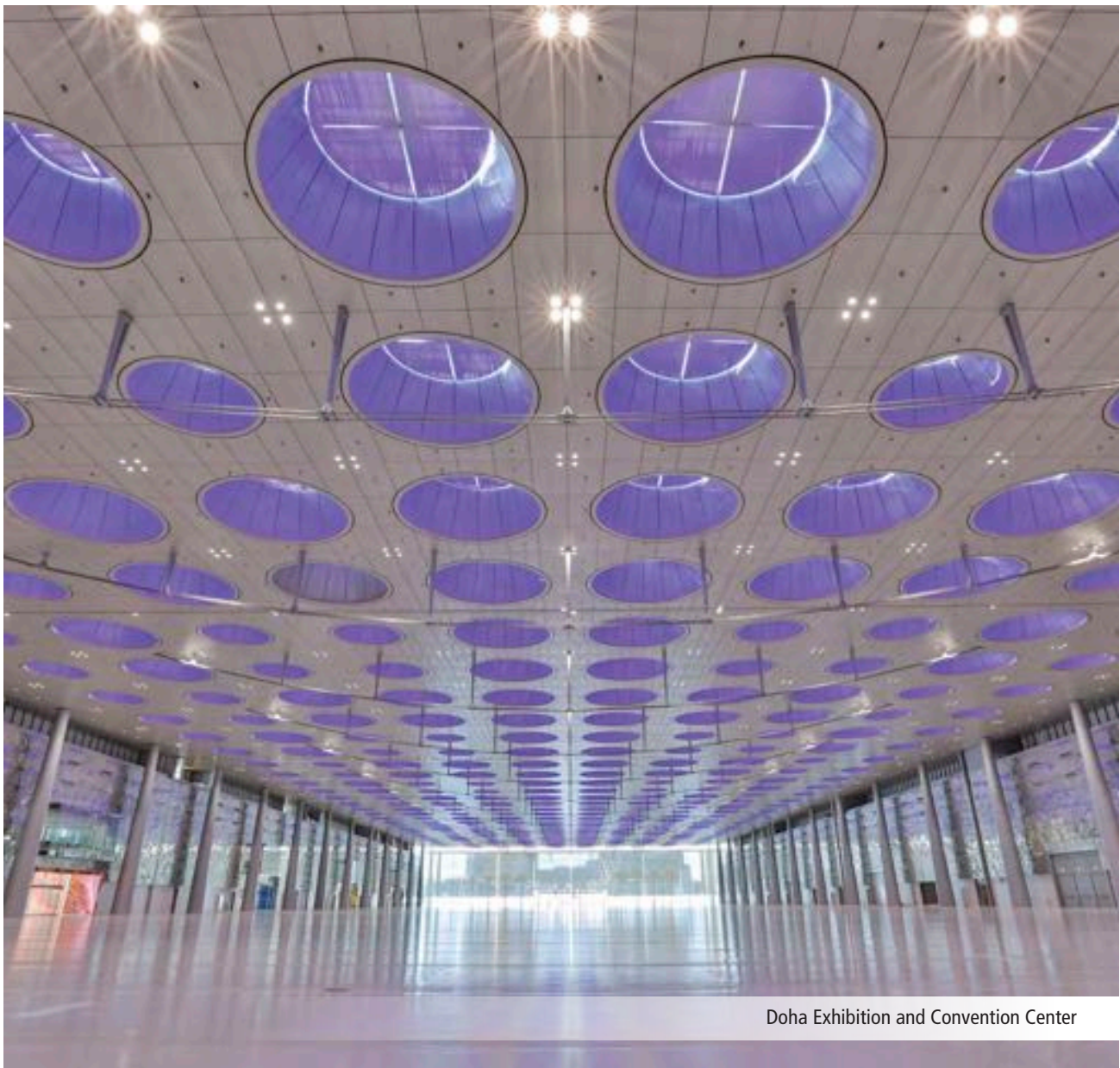


Ladies Sports Hall in Aspire Zone



The International Broadcast Centre (IBC) and the Main Media Centre (MMC) for the AFC Asian Cup 2027™ in Qatar will be unified at one single, strategically placed and convenient location.

337



Doha Exhibition and Convention Center



Qatar has a variety of proven market research capabilities, including regional measurements and development strategies. Furthermore, regular studies are conducted on media use and consumption, based on different characteristics, e.g. age, gender, ethnicity, and media and television coverage across the region.

Qatar has a dedicated office – the Planning & Statistics Authority (PSA) – that regularly undertakes market research for various sectors. The PSA produces data that provides objective diagnostic requirements for preparing, developing and following up on national development strategies.

Regular surveys and public opinion polls are carried out to measure perceptions, moods and / or attitudes towards certain topics or events, as well as visitor surveys at public events, or participation and coverage statistics. This includes regular surveys and evaluation of major sporting events. Most of the market research is carried out internationally, thereby providing a global perspective for the ongoing analysis.

Proven Market Research Measures

Event experience research includes fan zones, transport, hotels and the stadium itself. An equally important part of market research for major sporting events is the opinion polls relating to attitudes and perception of the event and its preparation. In readiness for the FIFA World Cup Qatar 2022™, these types of opinion polls are analysed and monitored annually. At the same time, they provide important and relevant information and data for the preparation of the AFC Asian Cup 2027™ in Qatar.

Qatar will provide an exceptional and innovative media facilities strategy and concept for the AFC Asian Cup 2027™. All stadiums will meet the media and broadcast facilities requirements, and provide excellent infrastructure and levels of service. The strategically chosen location of the combined IBC and MMC will also ensure quick and easy connection to the media facilities in and around the stadiums.

All stadiums for the AFC Asian Cup 2027™ in Qatar will be smart stadiums. They are already equipped with high-density wireless technology and are in the process of being upgraded to 5G coverage for the FIFA World Cup Qatar 2022™ in seating areas, the interior of the stadium and the surrounding stadium complexes.

Innovative Media Facilities Strategy and Concept

339

As a legacy of the FIFA World Cup Qatar 2022™, all stadiums are equipped with a media tribune, press conference room, Stadium Media Centre (SMC), mixed zone, pitch photographers' positions and media

Potential media facilities at the stadiums

	Press conference room [seats]	Mixed zone [m ²]	TV / Interview studio [m ²] / [no.]	Media seats [with desk] / [without desk]	Presentation studios [m ²] / [no.]	Stadium Media Centre [working spaces]	Max. staging capability
Al Bayt Stadium	150-200	600	160 / 4	500 / 300	450 / 6	600	Opening match / Final
Al Janoub Stadium	150	600	168 / 4	500 / 300	170 / 6	600	Semi-finals
Al Rayyan Stadium	150	600	160 / 4	500 / 300	230 / 6	600	Semi-finals
Al Thumama Stadium	150	650	164 / 4	500 / 300	230 / 6	600	Semi-finals
Education City Stadium	150	600	160 / 4	500 / 300	300 / 6	600	Semi-finals
Khalifa International Stadium	150	600	155 / 4	500 / 300	140 / 5	600	Semi-finals
Lusail Stadium	150-200	600	185 / 4	500 / 300	230 / 8	600	Opening match / Final
Ras Abu Aboud Stadium	150	600	210 / 4	500 / 300	264 / 6	600	Semi-finals
Thani bin Jassim Stadium	150	600	105 / 4	300 / 150	200 / 6	400	Group stage matches
Qatar University Stadium	150	600	32 / 2	300 / 150	132 / 5	400	Group stage matches



lounges, as well as media parking spaces. The stadiums also contain a TV compound, presentation studios, technical rooms and flash interview areas.

The well-equipped media tribunes and some of the SMCs will be integrated into the main tribune of the stadiums. To ensure easy and quick access, the SMCs will be located directly adjacent to the media tribune, with entry by means of an advanced accreditation system. During the group stage of the tournament, the SMCs will have space for 400 people, and space for 600 for the opening game, final and semi-finals. The SMCs will include a media café for up to 100 people. The media tribune will have up to 420 workplaces with a desk and 200 without a desk for the final, semi-finals and opening match. For all other games, the number is only slightly lower.

The photographers' areas are located on all four sides of the pitch. Each stadium is equipped with fixed and wireless broadband internet connections and offers sufficient space for photographers, TV cameras, the host broadcaster, media rights licensees and their additional staff. There will be 100-160 pitch photographers' positions. The construction and

layout meet the requirements of the AFC, and the organisers will guarantee that the equipment used by photographers and radio camera operators will remain unaffected by any climatic conditions.

The mixed zone is situated between the main exit and the dressing rooms. The maximum size of the S-shaped area is 600m² and is available for the final, semi-finals and opening match. For all other matches, the usable area of the mixed zone is 400m². There is only limited access to this area; flash interviews can be carried out in every stadium in the areas made available for this purpose at the side of the pitch.

The press conference room in each stadium can hold 150-200 people. Fully equipped technical rooms are already in situ in each stadium. The prerequisite space for a secure broadcast compound – around 3,500m² – also exists.

Full details of the media facilities, services and modus operandi, all following AFC requirements and standards, will be presented in the Media Operations and TV Operations Concepts, submitted to the AFC no later than one year before the tournament.

Each Stadium Media Centre will be fully serviced and equipped with the following:

- High-speed wired and wireless broadband internet connection
- Printing and photocopying service
- Media lounge areas with refreshments
- Info desks
- Television monitors with live broadcast feed
- Working desks
- Office space for the AFC and other media officials
- Air conditioning
- Secure storage area
- Supporting facilities and services

The Qatar Football Association (QFA), the Bidding Member Association (BMA) of the AFC Asian Cup 2027™, relies on a variety of different platforms, both digital and analogue, for its communications. The QFA brand has an extensive reach, totalling 1.4 billion people worldwide.

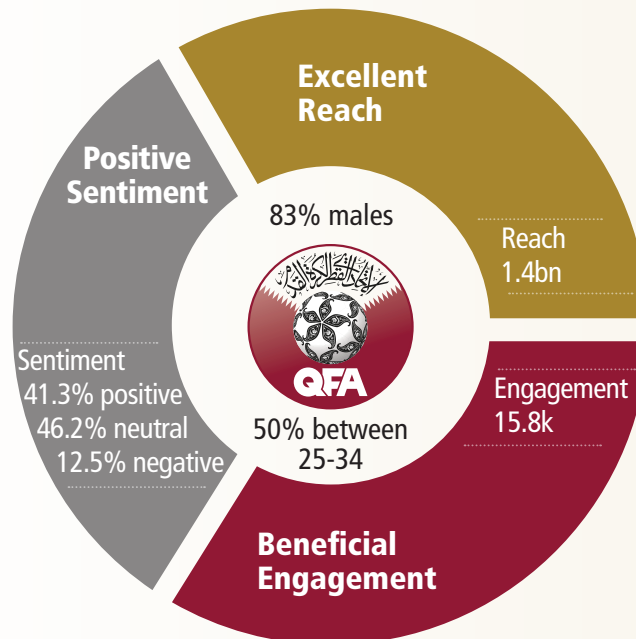
The QFA uses popular social media channels such as Instagram, Twitter, Facebook and YouTube to reach fans and followers, both locally and internationally. The QFA's videos have been viewed on YouTube more than 9 million times; the Facebook page reaches over 400,000 people; and more than 7,000 posts have been made on the Instagram channel (which has 84,000 followers) since its relatively recent launch, which can be considered a media communications success.

All social media articles are published in both English and Arabic, thereby reaching a broad and diverse audience in Qatar, the MENA region and beyond.

Worldwide English/Arabic Coverage

The QFA's own website reaches nearly 30,000 users per month. It contains not only news but also detailed information about internal decisions and developments within the QFA, as well as information about individual teams, worldwide developments in football and the all-encompassing commitment of the QFA.

QFA website outreach and engagement 2019





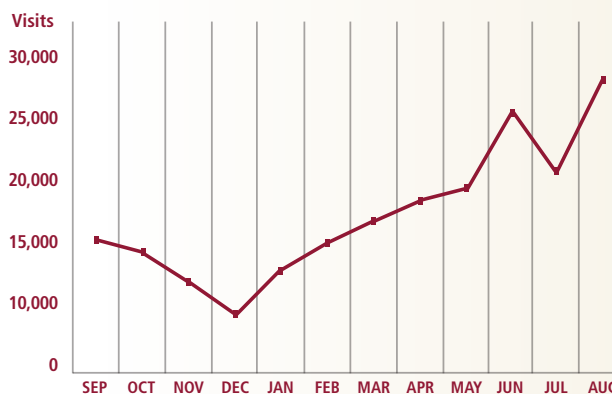
QFA media statistics

342

Facebook	Without tournament	With tournament
Engagement	50k	150k
Video views	100k	370k
Video shares	5	2.1k
Average CTR	0.73%	0.84%
Instagram	Without tournament	With tournament
Launched	28 August 2013	
Impressions	200k	1m
Views	1.4k	30k
Shares	150	3k
Average CTR	0.36%	0.5%
Twitter	Without tournament	With tournament
Link clicks	15k	27k
Retweets	2.3k	5k
Video views	200k	1m
Likes	10k	20k
Replies	600	3k
Engagement rate	1.6%	3.4%
Impressions	2.3m	11m

Even though numbers have been increasing strongly over the past years, the QFA has identified a large potential for future media and communications developments and much higher outreach numbers. The vision for the FIFA World Cup Qatar 2022™ is to showcase Qatar's unique identity to the world and connect people like never before in a shared celebration of football, intercultural understanding and new opportunities for growth and development; the QFA will build its future communications on these outcomes. In addition, the strong media and communications landscape of Qatar, which is described in 15. Marketing, provides the ideal foundation to develop the perfect media and communications framework for the AFC Asian Cup 2027™ in Qatar.

QFA website traffic in 2019







A vibrant, celebratory scene with a crowd of people. In the foreground, several men are shown in profile or three-quarter view, wearing traditional Middle Eastern headwear (ghutra and agal). They have expressions of intense joy and excitement, with their mouths wide open as if shouting or cheering. The background is filled with more people, some holding up their phones to capture the moment. The air is thick with falling confetti, creating a sense of a major event or victory. The overall color palette is dominated by warm, golden-yellow and orange tones, with a semi-transparent red overlay that gives the image a cohesive, energetic feel.

14

EVENT PROMOTION

Capitalising on the experience and knowledge gathered from hosting the FIFA World Cup 2022™, Qatar will maximise awareness of the AFC Asian Cup 2027™ to maintain and strengthen enthusiasm for football in Qatar and throughout Asia.

14.1

- ◆ Proposal for the overall event promotion and communications strategy and concept for the competition
- ◆ List of platforms and competitive opportunities for raising awareness of the event and its promotion
- ◆ Details of outdoor media inventory for competition promotion and information
- ◆ Timeline of key dates and activities

346

Welcoming and Unforgettable Hospitality

For many years, international sports events have been a key promotion and communications asset of Qatar, enhancing social and economic development, while presenting a high-end sporting destination to the world. With a long track record in sports events, expectations of the international sports community are clear when coming to Qatar: supreme professionalism, highest-quality standards and memorable hospitality. And these characteristics are not just empty promises. Qatar has not only proven that it can and will deliver what is promised but, even more, that it continues to raise the bar; it goes without saying that this is Qatar's attitude towards and ambition for the AFC Asian Cup 2027™. This will and can be done because of the profound experience of Qatar.

Being awarded the 2022 FIFA World Cup™ has meant that Qatar has established international networks in politics, the economy, sport and media, but these contacts do not end in 2022 - the ties will get even stronger after Qatar has hosted a successful competition. Thus, the full range of promotion

and communications tools, platforms, channels and networks can and will be used to reach out to everyone in Asia: all nationalities, social backgrounds, ages and genders.

So, what does this mean for Qatar's event promotion and communications strategy?

- Qatar is internationally renowned for hosting high-level sports events and tournaments, and offers a solid brand basis for event promotion and communications
- Qatar has access to existing and well-established communications platforms and channels
- Qatar has a large sports political network that can be activated
- Qatar has strong media relations
- Qatari companies are very active in global sports sponsorship
- Qatar is present at multiple sports events and will also be hosting a series of high-class events and tournaments up to 2027 and beyond



"We have proven time and again that we know how to put on, and how to promote, a world-class show. At the AFC Asian Cup 2027™ in Qatar, all of this knowledge will ensure that the whole world is invited to join in a truly magical experience."

Weiwei Wu
China
Digital Promotion Team



And beyond the benefits of state-of-the-art stadiums and operational excellence, which cannot be emphasised enough, Qatar has the FIFA World Cup 2022™ as a key milestone for the promotion of the AFC Asian Cup 2027™.

The media rights revenues from closed broadcasting deals for the FIFA World Cups™ 2018-2022 are among the highest in the history of sport and worth more per year than the broadcasting deals for the English Premier League, the German Bundesliga and the Spanish La Liga combined. These numbers show not only the importance of the FIFA World Cup™, but also of the commercial potential of the region with a host like Qatar, which is able to lift the tournament to another level. These figures are also an indication of how Qatar is perceived, by association, as a host nation from a marketing point of view, and specifically from the perspective of sponsors: TV broadcasting times and media outreach are excellent, new markets can be identified and a large audience can follow the event. In essence, the scene for a safe, well organised and enthralling tournament is set, with football at its heart.

The QFA, Qatar and the AFC will be in the unrivalled position of reaping the benefits of the knock-on effects of the FIFA World Cup Qatar 2022™ on the AFC Asian Cup 2027™ in Qatar. Not only will Qatar be on the international radar of potential commercial partners on the one side and football fans worldwide on the other, but it will also have managed to build substantial and influential networks within the global football family, large companies and global institutions, as well as the media.

With that said, Qatar can start promoting the AFC Asian Cup 2027™ from day one. Existing platforms, systems and processes will boost communications and ensure the highest level of attention from 2021 until well after the event. From the moment of the awarding of the Host Country, the communications around and promotion of the competition will grow and grow. Various channels and different milestones along the way will be used to reach all target groups and celebrate the AFC Asian Cup 2027™ in Qatar – before, during and after the tournament. Since Qatar has set such a strong focus on legacy, communications will be ongoing for at least a year after the tournament in order to ensure that the legacy initiatives created have a clear path to fulfilment and that the world is aware of them.

Since the AFC is already highly regarded by the media and has a great fan following, Qatar proposes joining forces with the AFC to jointly develop a roadmap for a promotion and communications strategy.

Driving awareness

Capitalising on the experience and knowledge gathered from hosting the FIFA World Cup 2022™, Qatar will maximise awareness of the AFC Asian Cup 2027™ to maintain and strengthen enthusiasm for football in Qatar and throughout Asia.

The Local Organising Committee (LOC), which is responsible for the communications function of the AFC Asian Cup 2027™, will ensure all tournament promotion activities not only adhere to AFC guidelines, but also resonate with the objectives, vision, mission and values of both the AFC and the QFA. This robust



communications framework will be used to create awareness, engagement and conversion, increasing participation in football across Asia, augment the experience for all fans and share the beautiful game.

The real potential for outreach exists in the digital media sector. The development of Qatar Media City will place Qatar at the forefront of the global media sector. In the 2019 Global Connectivity Index, Qatar is ranked 30th out of 79 countries. In the WEF Global Competitiveness Index 2019, Qatar is ranked 1st among 141 nations for the highest number of internet users and 8th for ICT adoption. Internet and social media penetration sits at 99% in Qatar.

Enhancing recognition through active fan participation

- **Fan engagement:** involve fans through the constant creation and co-creation of stimulating content, through strategies and platforms that enhance user-generated content opportunities, through optimising opportunities for commercial affiliates fan engagement, and through fan projects, fan clubs relations and exchange platforms
- **Fan advocacy:** encourage fans to proactively share content on different media channels
- **Fan participation:** invite fans to produce content themselves

Timeline and key dates for promotion

The organisation of the FIFA World Cup 2022™ in Qatar is already generating a lot of attention for football and the AFC Asian Cup 2027™ in Qatar will benefit greatly from this. On top of this, other upcoming and relevant major international events will be targeted to promote the AFC Asian Cup 2027™ throughout Asia, and Qatar will also be hosting a number of high-profile events leading up to 2027. Collectively, this ensures that interest in the competition, in the period leading up to it, is constantly growing.



Promotion and communications platforms

Global awareness across all age groups will increase with the intensive use of the full range of communications channels. Messaging will convey information and excitement, encouraging the involvement of local, regional and international campaign elements. The following potential communications platforms will be used, most of which already exist and have been tested as part of the FIFA World Cup Qatar 2022™ preparations:

- **TV:** Qatar has extensive TV outreach, with two TV networks operating internationally, including the Al Jazeera Media Network, which currently has 70 news bureaus around the world
- **Web:** creation of an event website with a wide range of information for fans and media representatives
- **Press:** communication and active involvement with media groups and press agencies
- **Digital media:** Facebook, Twitter, Instagram, TikTok, Snapchat, etc.
- **YouTube:** production of films and usage of specific channels, such as the QFA channel
- **Radio broadcasts:** with interviews, reportages and news updates
- **Influencers:** active involvement programmes for national and international influencers, including the organisation of site visits
- **Media briefing:** online and on-site briefing sessions for media representatives
- **Outdoor advertising:** cinemas, public spaces, malls, transport hubs and public transport
- **Competition opportunities:** FIFA World Cup Qatar 2022™; AFC Asian Cup 2023™; all other major sporting events in Qatar, the MENA region and Asia, e.g., the Amir Cup

- **Commercial affiliates:** maximising brand activation and engagement opportunities, creating synergies that maximise the event promotion and their return on investment (ROI) and reach

Driving ticket sales

Harnessing experience from the FIFA World Cup 2022™ will enable Qatar to provide the necessary expertise in ticketing and fan activation, ensuring the AFC Asian Cup 2027™ in Qatar will be the greatest Asian football competition ever hosted, with enthusiastic crowds from all walks of life.

The ticketing promotion campaign will begin with a symbolic media event. One year before the tournament, in 2026, the official ticketing process will be launched, with various channels applied to promote ticket sales at regional, national and international levels, ensuring:

- A ticketing strategy designed to fill the stands
- A range of ticket prices and categories, making tickets affordable for fans
- A commitment to work with appropriate partners to guarantee a well-organised distribution

Outdoor media inventory

In order to promote the AFC Asian Cup 2027™ in the best possible way, Qatar can offer the unique opportunity of a centralised and fully integrated management of outdoor advertising media.

The country has an inventory registration and management platform in place that allows the LOC and its stakeholders to centrally coordinate the booking, allocation and operation, and streamline the production, of all outdoor advertisements in the country. The media mapping application was developed to better monitor the outdoor media landscape in Qatar as there are multiple media suppliers and government stakeholders involved

in this ecosystem. This allows the LOC and stakeholders to easily identify, locate and retrieve relevant information for the purpose of planning and booking.

As part of the FIFA World Cup Qatar 2022™ a strategy has been developed to prevent ambush marketing, facilitate official dressing installation, lock media rates two years ahead at market average to eliminate risks of media being overpriced and develop a media mapping application to map inventory in Qatar. The LOC is committed to ensuring that no advertiser will be allowed to purchase media if it is deemed to be an ambush marketing tactic or against the best interests of the AFC.

More than 6,500 different media assets can be dedicated to the promotion of the AFC Asian Cup 2027™ in Qatar, covering public areas, shopping malls, parks and transport facilities. This includes the following digital and analogue media types: LED and LCD screens; light boxes; video walls; banners; MUPIs; stickers; wall wraps; indoor flags; flagpoles; lamp posts; portable flagpoles; advertising on buses, metros and taxis; and indoor branding and advertising within airports, e.g. on baggage carts, digital media benches and digital screens. Outdoor media assets will be used in all Host Cities.

Following the AFC requirements, all event promotion details will be presented in the Promotion and Communications Strategy no later than 24 months after the Host Country has been selected.

No. of media assets	
Cinemas	16
Malls	2,137
Out of home	3,916
Parks	439
Transit	90
Total:	6,598



Fan zones are the key meeting points for fans from different cultures to experience and enjoy the tournament together. They create opportunities for interaction, unique experiences and lasting memories. For the AFC Asian Cup 2027™ in Qatar, these fan zones will be targeted to the specific needs of every fan to ensure the best possible experience for everyone. Each fan zone includes live public broadcasts of the tournament matches, entertainment and activities, cultural experiences, and food and beverage outlets.

As at the FIFA World Cup 2022™, the fan zones at the AFC Asian Cup 2027™ in Qatar will be free, non-ticketed sites, which the attendees can access whenever they want. Fans can also choose indoor or outdoor locations. The accompanying entertainment programme, which will have something for everyone, will give the visitors a taste of Qatari culture as well. There will also be a wide variety of concerts and cultural shows to choose from and fun sporting activities to take part in – table football and beach football tournaments, for example, are feasible options.

Qatar's compact hosting concept makes it possible to set up different fan zones in one conurbation. Most of them will be outdoors and many of these will be located in stunning settings by the sea. The following

Vibrant and Free Fan Zones

fan zones are proposed for the Doha metropolitan area and stadium locations:

1. Al Bidda Park – Doha

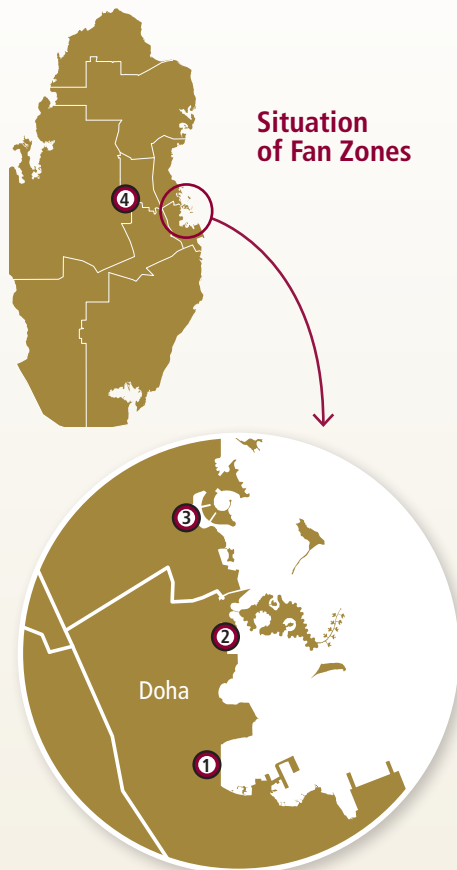
The capital city, Doha, as the urban, commercial and cultural centre, perfectly demonstrates Qatar's wonderful mix of tradition and modernity. Al Bidda Park will be the largest fan zone site of the tournament and will support high-definition football broadcasts. With Doha Bay and the city skyline as spectacular backdrops, Al Bidda Park on the Corniche provides the ideal setting for a fan zone. At night, fans will be able to enjoy the beautiful atmosphere of the illuminated surroundings. The Museum of Islamic Art and Ras Abu Aboud Stadium are in the immediate vicinity, both of which are lit up at night. The Corniche, a stone's throw away from Downtown Doha's souqs, which are magnificent indoor and outdoor markets with shops, cafes and restaurants, may serve as a venue for other events.



2. Katara Cultural Village – Doha

Katara Cultural Village is one of the top tourist destinations in Qatar and a perfect setting for a fan zone. In addition to a vibrant fan zone setting for people of all ages and nationalities, residents of and visitors to Qatar alike, fans will be able to experience a wide variety of entertainment and cultural activities. Katara is a one-stop shop for everything one needs to know about Qatar, its culture and the country's love of the arts.

Katara is home to some of the country's most inspiring arts venues as well as a flourishing creative community. It is designed in the style of traditional Arabian architecture, with twisting waterways and stone-floored passages, and is full of young artists practising traditional calligraphy or Batik silk dyeing displaying their artwork in open studios and art galleries.



3. Lusail Marina and boulevard - Al Daayen

Lusail is one of Qatar's key urban development projects with the ambition to not only create a new urban hub but to create a modern society. The smart, peaceful and inspirational environment combines artistic elements of architecture with various practical and versatile services in order to satisfy all the needs of its residents and visitors.

The superbly located fan zone at the Lusail Marina and boulevard sits on one of the promenades along the Marina District and South Qetaifan Islands which form the urban waterfront edges of Lusail City with high quality public realm. With its numerous hotels, sports arenas and leisure centres, Lusail City will be one of the most important and significant cities hosting the main stadium, teams, fans and audiences during the AFC Asian Cup 2027™.

4. Al Shahaniya Camel Racetrack – Al Rayyan

Al Rayyan is the largest municipality of Qatar and has a range of excellent sports facilities, including Aspire Academy and Al Shaqab equestrian centre. It will also be home to Al Shahaniya Fan Zone at Qatar's famous camel racetrack. Characterised by a desert environment, this location will form an attractive contrast to Qatar's other AFC Asian Cup 2027™ fan zones. Camel racing is a passion among Qataris, and the 10-kilometres long racing track is a popular place for locals and visitors alike. A visit to the fan zone at Al Shahaniya Camel Racetrack will be a special opportunity to dive into Qatar's culture and experience a location with local sporting history. The extensive site lends itself perfectly to a variety of activities to accompany the tournament's match broadcasts.

Other options

The proposed indoor and outdoor fan zones provide an exceptional mix of iconic locations that are woven into Qatar's fabric of the modern combined with the traditional. The variety of locations offers an outstanding choice for experiencing the AFC Asian Cup 2027™ in Qatar, as well as the culture. In addition to the above proposals, the following additional sites could be offered to the AFC to fully align with the bidding requirements:

- Al Khor Corniche
- Al Wakrah shore
- Aspire Zone
- Ali Bin Hamad Alatiyah Arena
- Ras Laffan
- Mesaieed



The compact nature of the AFC Asian Cup 2027™ in Qatar will, without a doubt, be of exceptional benefit to the fans. Like the teams and officials, fans will profit greatly from only having to travel short distances when following their team, without the need to change hotels, or even attending several matches a day in one of the stadiums close by.

Qatar is renowned for its hospitality and will provide a fantastic experience for all spectators. In recent decades, Qatar has transformed itself into a centre for not just international sport but also for business, shopping, entertainment and culture, with a focus on a healthy lifestyle. This means that by the time the first fans arrive in 2027, an exceptional infrastructure will await them. Fans will, moreover, be able to enjoy the wide array of new entertainment facilities and vibrant fan zones, and take advantage of the good weather, beaches and outdoor activities.

Qatar's AFC Asian Cup 2027™ hosting vision includes a strong commitment to all fans across Asia, providing them with the opportunity to feel part of the tournament, be it in the stands, in the fan zones or via a variety of media channels. To achieve this, a mix of high-end stadium facilities, advanced communications technologies, and a highly motivated and enthusiastic diverse team of volunteers will be put into action, thus ensuring a memorable and once-in-a-lifetime experience.

Fantastic Experience for Spectators

The Host City fan services approach will encourage and support everyone who wants to enjoy the beauty of football – from ardent fans to casual supporters. During the AFC Asian Cup 2027™ in Qatar, visitors will be able to fully immerse themselves in the world of Asian football. But fan services will not be limited to Qatar - they will be digitally spread throughout Asia, so that everyone can take part in the tournament.

By using state-of-the-art communications tools, it will be possible to support every fan from the beginning to the end of their tournament experience. Qatar will provide assistance with visa applications, transport and flight bookings, as well as accommodation, ticket purchases and activity planning.

Within the period leading up to the AFC Asian Cup 2027™ in Qatar, and the ongoing legacy of the FIFA World Cup Qatar 2022™, the optimum services for fans can be established. The integrated passenger information system is just one of the already existing or planned examples, with many more to come. Personalising these services will make every fan feel special and welcome, and an important part of the tournament.





15

MARKETING

Qatar's passion for sport, and its outstanding track record in hosting major sports events and tournaments, are grounds for an ideal sports marketing and media rights landscape to ensure the commercial success of the AFC Asian Cup 2027™.

- Major sports sponsorship activities within the Candidate Host Country
- List of the major corporations which are investing in sponsorship of football and other major sports within the Candidate Host Country

Unique Opportunities for Global Brands

Qatar has a rich sporting heritage and a strong track record of state-of-the-art sporting events to back it up. Consequently, it is the perfect arena for local companies and well-established global enterprises to expand their presence and increase visibility globally by supporting a vibrant and dynamic sporting landscape. The rapidly growing economy, and Qatar’s worldwide recognition as a sporting hub, have naturally led to a rise in sponsorship of sporting events and sports organisations by corporations looking to benefit by association with the established and active sports environment in Qatar.

The unique activation and market penetration opportunities for global brands, through the sponsorship of international events in Qatar, have proved to have been highly successful strategic decisions in the last decades, with the FIFA World Cup Qatar 2022™ being the epitome of that. Qatar, as a hub for the region, has provided the perfect arena for establishing and activating a regional network of commercial equity.

With the FIFA World Cup Qatar 2022™ coming up, Qatar is a one-of-a-kind platform for sponsorships and commercial engagement. Building on the legacy of the FIFA World Cup Qatar 2022™, corporations can use this unrivalled opportunity to continue their successful engagement. They can leverage the AFC Asian Cup 2027™ in Qatar as a platform, benefiting from Qatar, its high international visibility and strong economy, with excellent business networks. For the AFC and its sponsors, this is a great opportunity to engage in and benefit from.

Qatari companies have sponsored major sporting events and clubs for a long time now; since 2017, Qatar Airways has been FIFA’s Official Partner and Official Airline; the carrier also has international sponsorship deals with FC Bayern München, AS Roma, Paris Saint-Germain (PSG) and Boca Juniors, while continuing their local support by sponsoring local club Al Sadd SC. Beyond football, Qatar Airways sponsors ATP and WTA tennis tournaments such as the Qatar ExxonMobil Open and the Qatar Total Open, the FEI-recognised Chi Al Shaqab equestrian competitions, the Sydney Swans of the Australian Football League and the

Qatar Squash Federation Championships, as well as a multitude of cultural and entertainment events.

Qatar National Bank sponsors the Qatar Stars League, World Athletics (formerly IAAF) and PSG, which is also supported by the main Qatari tourism organisation Visit Qatar, as well as local mobile telecommunications provider Ooredoo. Since 1998, the Commercial Bank of Qatar has sponsored the annually held and globally popular Qatar Masters golf tournament.

In addition to local Qatari companies supporting local and international sports organisations, international and global corporations are increasing their support and affiliation with sports organisations in Qatar. For example, the QFA is successfully working together with, and being supported by, leading international companies such as Royal Dutch Shell, Toyota and Nike. The long list of current and potential sponsors and partners include those from sectors such as energy, automobiles, airlines, finance, hospitality and property development.





"Our track record of hosting prestigious sporting competitions demonstrates Qatar's capability and wide recognition in providing an arena of endless opportunities for sponsors. Both local and global brands can confidently expect to support the AFC Asian Cup 2027™ in Qatar."

Noor Al-Athirah
Jordan
Experience and Tournament Readiness Team

357



15.2

- ◆ Major sports media rights exploitation activities within the Candidate Host Country
- ◆ List of the major media companies which are involved in football
- ◆ Manner in which the applicable news access legislation is customarily implemented
- ◆ Description of the media and communications landscape

358

Qatar is in an ideal time zone to broadcast matches live in prime time.

Huge Potential Live Audience

The people of Qatar have an enormous passion for sport, especially for football. Qatar's geographical location places it in an ideal time zone to broadcast matches live in prime time, due to the small time difference, with a potential direct viewing audience of more than 3.2 billion people, including the European and Asian markets.

Major media companies

Qatar is home to two major sporting networks – beIN SPORTS and Al Kass. These broadcasters have emerged as two of the most popular sports channels in the MENA region. Together, they broadcast over 100 hours of football and football-related programmes each week, including live matches from the premier Qatari, regional and European leagues. Today, with digital and on-demand services available, their total reach and viewership go well beyond this region of the globe.

beIN SPORTS operates in 43 countries globally, including the US, Canada, France, Australia and several Asian markets, in addition to 24 countries across the MENA region. beIN SPORTS holds extensive sports media rights in the markets where it has a presence, including the rights to broadcast Ligue 1, La Liga, Serie A, the Bundesliga, Major League Soccer, the Süper Lig and the UEFA European Championship. A record of over 800 million people tuned in to beIN SPORTS to watch the Total 2019 Africa Cup of Nations in Egypt and cheer for their favourite national team as the world witnessed Algeria lift its second-ever Africa Cup of Nations trophy.

Al Kass (Al Dawri wal Kass – The League and the Cup) is Qatar's second-biggest sports media network after beIN SPORTS and is the official broadcast rights partner of the country's top domestic football league, the Qatar Stars League. The network also covers matches involving the GCC countries, notably FIFA World Cup™

qualifying matches, the AFC Asian Cup™ and the Arabian Gulf Cup. In addition, they have exclusive rights to broadcast the Al Kass International Cup, an under-16 tournament featuring promising youngsters from some of the world's leading clubs, including PSG, Real Madrid, FC Barcelona and Glasgow Rangers, which takes place in Qatar each year.

News access legislation

News access management in Qatar is regulated by central governmental organisations, including the Qatar Media Corporation (QMC), the Ministry of Transport & Communications (MoTC), and the Communications Regulatory Authority (CRA), which are described below. It goes without saying that news access will be proactively managed to benefit the AFC and the AFC Asian Cup 2027™.

- **Amiri Decision No. 9 of 2009 Establishing the Qatar Media Corporation**

The QMC was established in 2009 to oversee TV and radio services, and is the official broadcasting authority in Qatar. It supervises media operations such as broadcasting, re-broadcasting, receiving and transferring news and other information. The QMC also owns and manages the broadcasting rights to tournaments and sporting competitions within and outside Qatar.

- **Decree Law No. 36 of 2004 Establishing the Ministry of Transport and Communications (MoTC)**

The MoTC was set up to regulate the information and communication technology sector in Qatar, foster a technology-friendly environment and empower the local community to use



communication and information technologies and infrastructure. The MoTC's Digital Government Strategy 2020 promotes the use of technology to deliver real benefits for people who access government services.

- **Amiri Decision No. 42 of 2014 Establishing the Communications Regulatory Authority (CRA)**
The CRA regulates the telecommunications and information technology sector, the postal sector and access to digital media, with the aim of contributing to the provision of advanced and reliable telecommunications services throughout the State. The CRA's powers include developing regulatory frameworks for the sectors of telecommunications and information technology; setting conditions and criteria for granting licences and approvals for telecommunications and information technology services; specifying standard criteria for the quality of performance of various services and monitoring compliance with these criteria; and monitoring compliance with regulatory frameworks and taking necessary actions toward licensees to ensure all this.

In addition, the following laws and decrees regulate the field of telecommunications and media in Qatar:

- **Decree Law No. 34 of 2006 on the Promulgation of the Telecommunications Law, as amended (the Telecommunications Law)**
The Telecommunications Law is the primary legislation for telecommunications in the State of Qatar. Service providers and suppliers must comply with the standards set out under the law and executive by-laws.
- **Decision of the Board of the Supreme Council for Information and Communication Technology No. 1 of 2009 on the Promulgation of the Executive By-Law for the Telecommunications Law (the Telecommunications By-Laws)**
The Telecommunications By-Laws provide for the specific rules on telecommunication licences, radio spectrum management, interconnection and access, tariff regulation, competition policy, customer protection, and telecommunications equipment standards and approval.



Media and communications landscape

Qatar offers an extensive media and communications landscape with multifarious services and world-class infrastructure, ranging from newspapers, radio and television networks to 5G mobile broadband service and state-of-the-art smart stadium technology.

With regard to print media, seven newspapers are published in Qatar (in Arabic, English and Malayalam). The two main publishing companies are Gulf Publishing and Printing Company, and Dar Al-Sharq Printing, Publishing and Distribution. The Arabic language Al-Watan is the most widely circulated newspaper in Qatar, whereas the Peninsula Qatar is the most popular English language daily, and it was rated the third Best News Website in the Middle East by WAN-IFRA. The newspapers also provide worldwide access online and are distributed in other countries outside of Qatar.

All major international magazines are also available in Qatar. National football magazines such as Stad Al Doha and Doha Stadium, both bi-weekly and published in Arabic and English, are also very popular across Qatar.

In Qatar and the Middle East, television has the highest penetration rate of all non-internet-based communication media and is the main source of information for 75% of the population. The major TV broadcasters beIN SPORTS, Al Jazeera and Al Kass provide the most-watched channels.

Al Jazeera Media Network

Launched in 1996, Al Jazeera Arabic was the first independent news channel in the Arab world, dedicated to providing comprehensive news and live debate. Al Jazeera soon grew to become one of the most popular TV channels in the Middle East. Today, Al Jazeera Media Network is headquartered in Doha and consists of a media network with more than 4,000 employees in over 70 bureaus across the globe. About 400 million people worldwide regularly watch the Al Jazeera network, and it has over 24 million followers on Facebook, more than 15 million on Twitter and more than 13 million on YouTube.

beIN SPORTS

beIN SPORTS is a global network of sports channels, owned and operated by Qatar-based beIN Media

Group. beIN holds the rights to broadcast a broad variety of different major sports events and leagues, and currently operates channels in the MENA region, France, Spain, the United States, Canada, Australia, New Zealand, Turkey, Hong Kong, Singapore, Malaysia, Indonesia, the Philippines and Thailand. The network has more than 22 million subscribers across 80 million households.

Al Kass

Al Kass was created in June 2006 as the second sports channel from Qatar after Al Jazeera Sports. Initially Al Kass was created to broadcast domestic football in Qatar. Today, the channel covers matches involving the GCC countries, notably FIFA World Cup™ qualifying matches, the AFC Asian Cup™ and the Arabian Gulf Cup. It has emerged as one of the most popular sports channels in Arabia.

As mentioned in 13. Media and Communications, Qatar is a highly digital country, where almost 100% of the population has access to and uses internet-based services. The World Economic Forum Global Competitiveness Report 2019 placed Qatar 1st among 141 countries for the highest proportion of internet users. According to a January 2020 report published by We Are Social and Hootsuite, Qatar, with 2,830,000 users, has 99% social media penetration, more than any other country. Together with television, it is the main source of information for the local population.

Qatar was the first country to introduce 5G mobile broadband on a commercial network and ranks second in the world for the fastest mobile broadband speeds. Ooredoo, the leading local mobile telecommunications provider, opened mobile access to its 5G network for users in July 2019, with 100 live 5G base stations in Doha. Some 1,200 5G sites are now being deployed across Doha and other areas.

Popular TV stations in Qatar

Name	Language	Followers / Audience
beIN SPORTS	Multilingual	22m subscribers across 80m households
Al Jazeera Media Network	Multilingual	45m followers; 3.4m app downloads
Al Araby TV	Arabic	24m followers
Al Kass	Arabic	1.67m followers
Qatar TV	Arabic	266,000 followers
Al Rayyan TV	Arabic	297,600 followers

361

Popular radio stations in Qatar

Name	Language	Followers / Audience
One FM Qatar	Hindi	50,600 followers
Qatar Radio	Arabic	15,000 followers
Radio Suno	Malayalam	119,600 followers
Oryx Radio	French	5,600 followers
QBS Radio	English	N/A
Malayalam 98.6	Malayalam	150,000 followers
Sout Al Khaleej	Arabic	32,400 followers
Radio Olive	Hindi	70,500 followers
Urdu Radio	Urdu	45,800 followers

Popular local newspapers and online news services

Name	Language	Followers / Audience
Qatar News Agency	Arabic	354,000 followers
Al Sharq	Arabic	614,000 followers
Al Raya	Arabic	145,000 followers
Al Arab	Arabic	326,000 followers
Lusail News	Arabic	87,000 followers
Gulf Times	English	284,000 followers
The Peninsula	English	357,500 followers
Qatar Tribune	English	228,400 followers
Al Araby Al Jadeed	Arabic	4m followers
Al Quds Al Arabi	Arabic	3.9m followers
Al Jazeera Net	Arabic	45m unique visitors
Doha News	English	514,000 followers

Sophisticated Protection Against Ambush Marketing

Qatar has a sophisticated rights protection legal framework, with laws and regulations successfully tested and optimised over the years on the many major sporting events and tournaments hosted in the country. As preparations for the FIFA World Cup Qatar 2022™ are well under way, it is important to note that Qatar is also working towards enhancing its existing legislative regime, including dealing with issues concerning ambush marketing. Regarding this, current practice requires prior permission for marketing / advertisements from local authorities, which means that, historically, ambush marketing does not occur in the State of Qatar.

In the past, Qatar has developed specific legislation dealing with its hosting obligations for major events. This can be seen in, for example, Law No. 27 of 2004 (the Commercial Law) relating to the 2006 Asian Games in Doha, which deals with the protection of signs, logos and neighbouring rights of the Games, together with a chapter on commercial agencies and the various sub-forms of agency arrangements.

Qatar is currently developing legislation specific to the hosting of major events, which is expected to deal in further detail, over the next 12 months, with intellectual property rights and the continuing prevention of ambush marketing, particularly given the State's hosting of the FIFA World Cup 2022™.

As already stated in 14. Event Promotion, q.media has exclusive rights to control and sell all outdoor media in the State of Qatar. This enables excellent management and control over advertising spaces and therefore ensures the highest degree of rights and ambush marketing protection in line with AFC interests.

With regard to Qatar's intellectual property laws, Qatar has been a member of a number of international treaties for many years. Qatar is a member of the World Trade Organisation (WTO) and accepted, in January 1996, the protocol of the TRIPS Agreement (Trade-Related Aspects of Intellectual Property Rights), a multilateral agreement on intellectual property. Moreover, Qatar is a signatory to the WIPO Convention (World Intellectual Property Organisation) and a member of the following WIPO treaties:

- The Paris Convention (Industrial Property), since July 2000
- The Berne Convention (Literary and Artistic Works), since July 2000
- The Nairobi Treaty (Olympic Symbol), since July 1983
- The WCT (WIPO Copyright Treaty), since October 2005
- The WPPT (WIPO Performances and Phonograms Treaty), since October 2005

Qatar has a sophisticated rights protection legal framework, with laws and regulations successfully tested and optimised over the years on the many major sporting events and tournaments hosted in the country.



In addition to the stated evolution of Qatari laws and the existing practices mentioned above, the following laws, which are adopted by the Ministry of Commerce & Economy, are also relevant to the protection of these rights:

- **Law No. 9 of 2002 Trademarks, Geographical Indications and Industrial Designs.**
In brief, the law defines a trademark as any visible sign that distinguishes a product relating to any trade or industry. Absolute ownership of a trademark exists for the person who registers the mark, and that person is entitled to prevent third parties from using the mark or any similar mark that may mislead the public. Non-Qataris are entitled to the protections set out in the law, provided that they are citizens or residents of states that grant reciprocal treatment to Qatari citizens or residents.
- **Law No. 7 of 2002 Protection of Copyright and Related Rights.**
These rights are conferred under the law upon authors of original artistic or literary works.
- **Decree Law No. 12 of 2003 Ratifying the GCC Patent Regulations.**
In accordance with this Decree, patent rights are regulated by the Patent Regulations of the GCC of 1992.
- **Law No. 30 of 2006 Patent Law.**
This law specifically protects patent rights and states that an invention (which can be a scientific or industrial method or a product) may be patented if it is a new invention and holds an innovative idea. Non-Qatari nationals and companies located in another WTO member country may apply for a patent. Patent protection is granted for 20 years from the date of issuance of the patent.
- **Decree Law No. 24 of 1995 Ratifying the World Trade Organisation and Multilateral Trade Agreements.**
By this Decree, Qatar became a signatory to the World Trade Organisation and its associated trade agreements.
- **Law No. 19 of 2006 Relating to the Protection of Competition and Prohibition of Monopolistic Practices.**
Agreements and practices that hinder free competition are prohibited, except when relating to the State or corporations, authorities, companies and entities falling under the guidance or directives of the State.
- **Law No. 8 of 2008 Relating to Consumer Protection.**
Under this law, providers and suppliers of goods and services must not conceal or stop selling goods or services for the purpose of limiting supply or manipulate prices.



16

LEGACY OF THE COMPETITION

Helping Asia to enjoy a brighter future is the most important driver and outcome of bidding for the AFC Asian Cup 2027™. Thanks to Qatar's continued commitment to sustainable development through sport, this legacy is already underway and will continue in the decades that follow.

- ▶ A meaningful legacy in the Candidate Host Country to be left behind through the hosting and staging of the competition, taking into consideration, in particular, the social and economic effects, the existing and planned sports and other infrastructure in connection with the competition and its viability thereafter

The FIFA World Cup Qatar 2022™ will leave an outstanding hard legacy.

In full alignment with its Qatar National Vision 2030, sustainability underpins every decision the country makes to transform itself into a globally recognised hub of social development through education, innovation and sport. Hosting the AFC Asian Cup 2027™ will provide an invaluable opportunity to mobilise the unifying power of football to further strengthen social cohesion and expand access to sporting, educational and employment opportunities within Qatar, and extending across the wider region.

The FIFA World Cup Qatar 2022™ will leave an outstanding hard legacy, with brand new sporting, transport, accommodation and community infrastructure in all Host Cities.

The lead-up to the AFC Asian Cup 2027™ provides the perfect opportunity to inspire and develop additional and immediate soft legacies, including:

- **Social legacies** - reinforcing the ongoing integration and engagement of all generations through the new local community centres populating stadium precincts

Sustainable Benefits

- **Economic legacies** - further developing tourism sector capabilities and creating more than 100,000 new jobs by 2030
- **Environmental legacies** - extending the highly successful Tarsheed 22 schools project, which raises awareness among young people of the importance of energy and water conservation, using football as a teaching tool
- **Sporting legacies** - increasing access to and participation in sport through broad football-for-all initiatives and involving all segments of the local community in the tournament organisation

All these local initiatives will utilise the power of football in numerous innovative ways to improve the lives of girls and women, people with special needs, young people and Qatar's large expatriate population.



"Holding the AFC Asian Cup 2027™ in Qatar offers a win-win opportunity for all. The tournament will leave a legacy that will benefit our nation, football and, most importantly, Asia - now and for years to come."

Mary Sebastian
India
Brand Qatar Team



Hosting the AFC Asian Cup 2027™ will provide an invaluable opportunity to mobilise the unifying power of football.

► The manner in which the competition is intended to contribute to the development of professional football and in parts of the football family outside the elite men's game

368

Qatar's football legacy plan is fully aligned with, and well suited to, supporting the AFC vision – One Asia, One Goal – to be the world's leading confederation, ensuring that Asian teams succeed on the world stage, and to make football the number one sport throughout the continent.

Football has significantly contributed to transforming Qatar into a major global sporting hub in recent years. With the infrastructure that has been built, the knowledge gathered and the experience gained, it is now time to give back, for the benefit of the AFC and all AFC Member Associations – Celebrating Asia and making its football further grow and glow.

Qatar's renowned hospitality and tradition of knowledge sharing has always made the country a strong partner of the AFC.

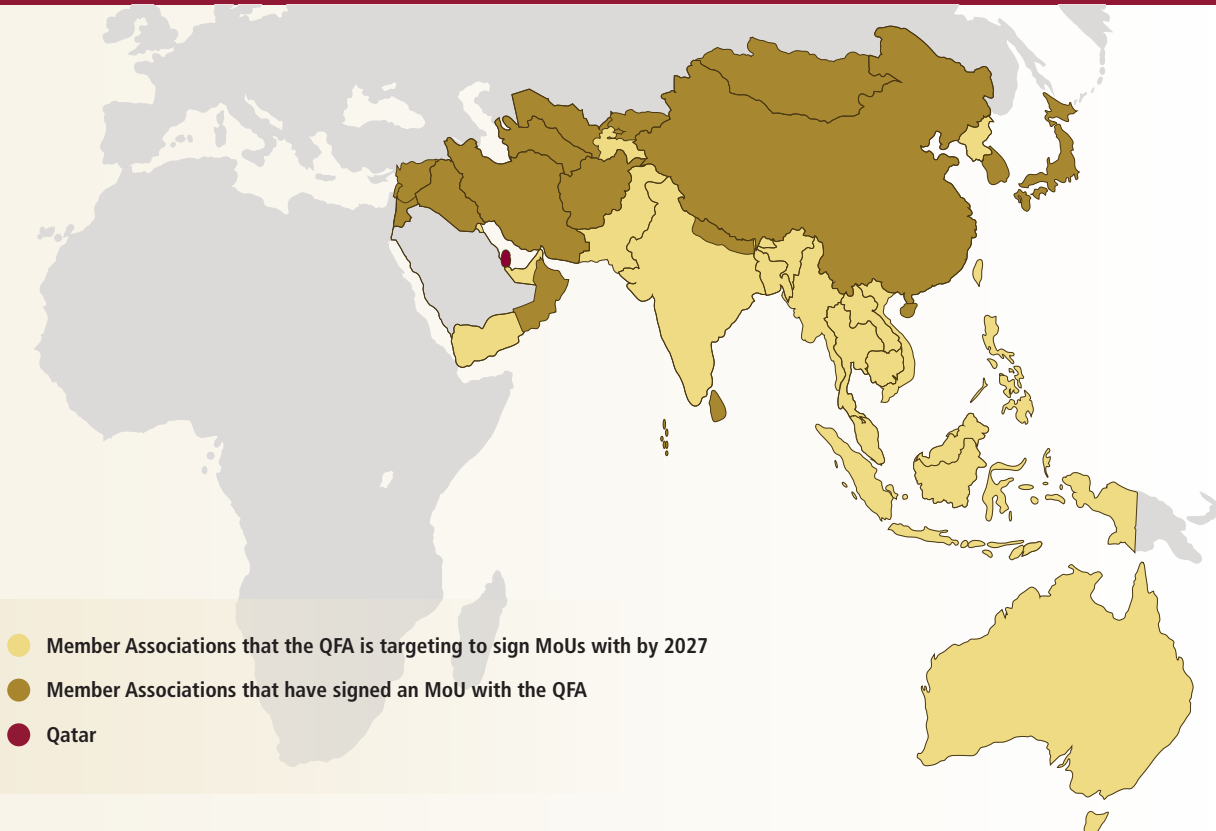
The QFA has already signed a memorandum of understanding (MoU) with 18 AFC Member

Football is the Winner

Associations, with the aim of enhancing cooperation for the promotion, growth and continued success of football in Asia. In addition, Qatar has supported many Asian countries including India, Jordan, Nepal, Oman, Pakistan, the Philippines, Rwanda and Syria with new pitches and refurbished infrastructure as part of the Generation Amazing programme.

By 2027, the QFA aims to sign MoUs with all AFC Member Associations to ensure that soft and hard legacies will be provided to each and every Member Association without exception.

Cooperation with AFC Member Associations



The All Asia Organising Committee

Already today, people from 55 countries are contributing to the successful delivery of the FIFA World Cup Qatar 2022™. From the outset in 2010, Qatar has promised to engage the region and has delivered.

To ensure that not only the AFC Asian Cup 2027™ itself but all AFC Member Associations too will greatly benefit from the vast experience gained from hosting the FIFA World Cup 2022™, Qatar will offer an unprecedented cooperation programme.

Qatar aims at sharing this experience with all 46 Member Associations and will invite at least one member of their management team to be part of one of the functional areas of the Local Organising Committee (LOC).

This will not only ensure a first-hand knowledge transfer but also make the AFC Asian Cup 2027™ a real Asian event.

369

Core functions for the secondment programme will include:

- Project management
- Stadiums and venue operations
- Marketing
- Ticketing
- Media and broadcasting
- Transport
- Accommodation
- Food and beverage
- Hospitality



The All Asia Football Lab

Hosting the AFC Asian Cup 2027™ would mean that the country would offer its facilities, knowledge and experience to all Member Associations before, during and after the competition. Further, as a tangible

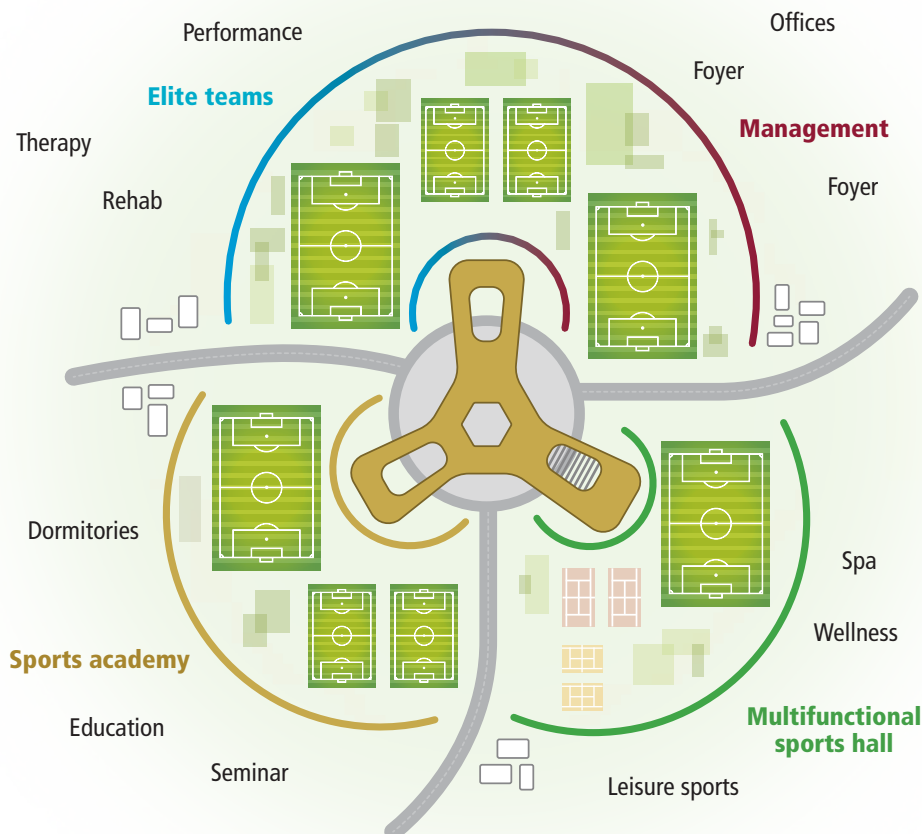
legacy, Qatar aims to leave behind the first All Asia Football Lab, serving as a new platform to facilitate the exchange of knowledge, innovation, research and training.

370

Initial programming

Cluster	Area [m ²]	Features
Indoor sports facilities	2,000	Including multipurpose sports hall, weight room/gym, changing rooms, etc.
Boarding house for 75 students	1,850	Double and single rooms, common rooms, kitchen, breakfast room, etc.
Accommodation for elite teams	1,750	40 single rooms, lobby, lounge, bistro, breakfast lounge, dining room, etc.
Therapy / performance centre	750	Including treatment rooms, laboratory, biomechanics and performance analysis, etc.
Spa and wellness	550	Including sauna, steam bath, ice pool, relaxation area, etc.
Education and seminar	300	Including seminar and conference rooms, etc.
Academy / facility management	300	Including office space, social space, workshop rooms, storage rooms, etc.
Grand total	7,500	Net floor area
Grand total	11,250	Gross floor area

Initial layout



This new best-in-class hub could open its doors as early as 2026. It would be designed and planned in close collaboration with the AFC to ensure it contributes towards elevating Asian football to its vision as the world's leading confederation.

2022
Site selection

2023
Planning

2024-2025
Construction

2026
Opening

The All Asia Football Lab would facilitate the exchange of knowledge, innovation, research and training.

371

Offered services can include:

- Technical and educational courses, seminars and conferences
- Experience and expertise in the areas of construction, management of sporting installations, materials, sport and scientific equipment
- The training of technical personnel and organisational procedures
- Experience, expertise and training in the areas of sports science and sports medicine in relation to football
- The availability of sports centres or other suitable venues for competitions, training and camps

Potential topics of exchange programmes include:

- Good governance
- Marketing and promotional activities
- Sports venues management
- Study and research
- Technical and conditioning coaching
- Refereeing
- Football technology
- Sports medicine

The impact on the Asian football family would go far beyond the elite game and would be open to men's and women's teams alike. The following team categories are intended to have access to the Lab:

- Senior national teams
 - Olympic teams
 - Youth teams
 - Futsal teams
 - Beach soccer teams
-





The All Asia Football Lab
Architectural visualisation



16.3

- ▶ The positive social, environmental and economic effects targeted to be achieved
- ▶ Further legacy effects targeted to be achieved

374

The AFC has unrivalled potential to reach out to more people globally than any other confederation. With 4.4 billion people – almost 60% of the world's population – living in countries represented by AFC Member Associations, the AFC's huge audience is an enormous opportunity and an important responsibility.

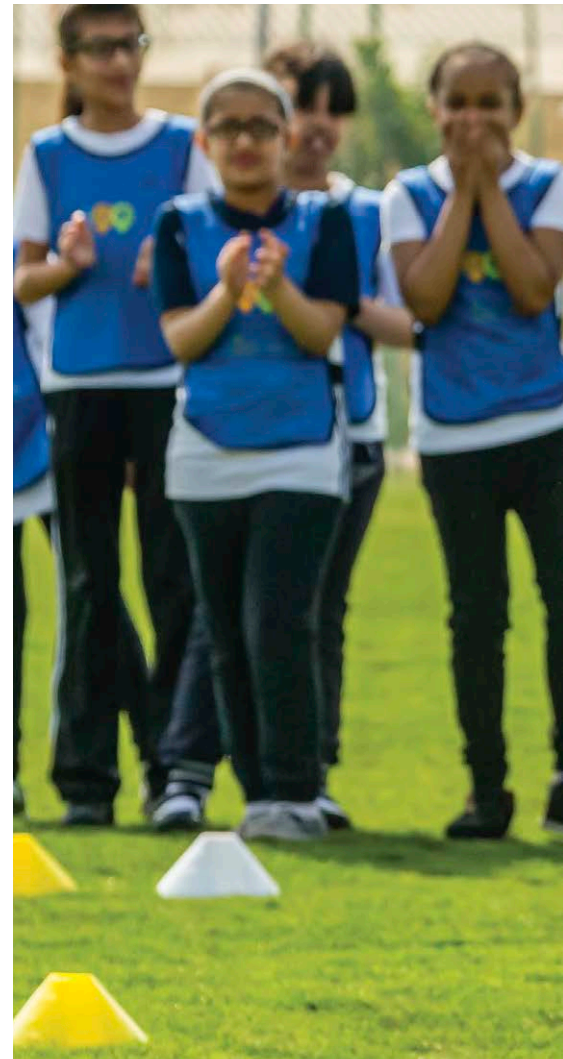
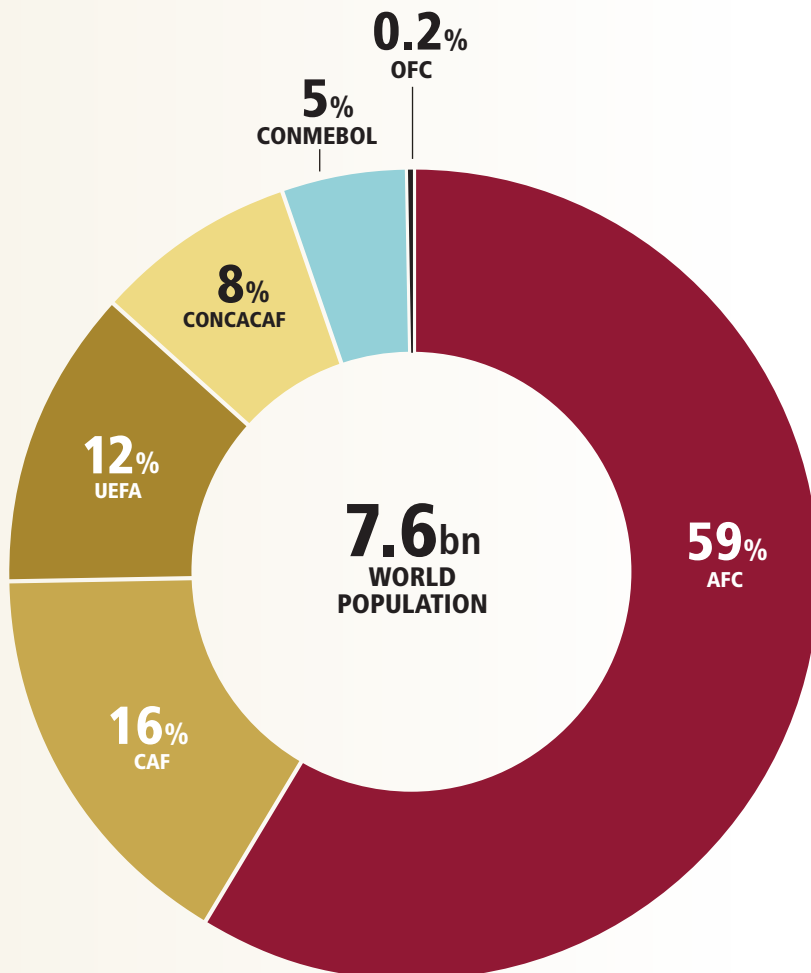
Qatar's privileged position as the FIFA World Cup 2022™ host means that it can organise world-class tournaments such as the AFC

Opportunity for Asia

Asian Cup 2027™ without the need for any new infrastructure or other major undertaking.

Qatar will be ready for 2027 in 2021, freeing up valuable time and resources to deliver one of the AFC's most vital mission pillars: using football for social development.

The AFC audience by population



Project One Billion

Qatar has supported and funded a wide range of international development projects and social responsibility initiatives through the extensive legacy programme planned and implemented for the FIFA World Cup 2022™ – and through other important initiatives via entities such as the Qatar Fund for Development (QFFD).

The AFC Asian Cup 2027™ in Qatar will serve as the springboard for the country’s ambition to bring the world together through sustainable sporting development and positively impact the lives of more than one billion people.

Project One Billion builds on the structures of, and experience from, existing legacy initiatives. The period between 2022 and 2027 – to be known as legacy overtime – will be used to extend and roll out these legacy programmes to physically impact 10 million people in Asia, in close collaboration with

the AFC. The new Qatar National Library Knowledge Pavilion will be the digital gateway to sharing Qatar’s knowledge, and will digitally impact another 990 million people in Asia and throughout the world. It will open its doors to the public as early as 2022, and serve as a living and constantly evolving collection of physical and digital knowledge around planning, hosting and leveraging major sporting competitions.

375



Legacy overtime for 2022 projects

Qatar's legacy will start five years before the competition on the day of the Host Country decision,

by extending the following most successful legacy programmes of the FIFA World Cup Qatar 2022™:

376

Human legacies

Challenge 22

- Target group: startups and young businesses from across Asia
- Launched in 2015
- Objectives: support startups in developing their products and taking them to the market; focus on innovations and solutions that enhance the fan experience at mega-events; enhance the private sector business environment through local incorporation, offering networking and knowledge sharing opportunities
- Impact for 2022: more than 1,400 applicants; pilots of startups and innovations in test events, Host Country infrastructure
- Overtime impact throughout 2027: more than 10,000 applicants; 80 pilots of innovative solutions in events and Host Country operations



Volunteer Programme

- Target group: prospective volunteers from across Asia
- Launched in 2018
- Objectives: recruit and train volunteers for mega-events; build long-term relations with volunteers in Qatar and the region
- Impact for 2022: more than 250,000 expressions of interest (May 2019)
- Overtime impact throughout 2027: more than 1 million expressions of interest



Qatar's legacy will start five years before the competition.

377

Observation project

- Target group: employees of AFC Member Associations and Asian LOCs
- Launched in 2015
- Objectives: learn from the hosts of other sporting competitions; enabling knowledge transfer; encouraging integration between stakeholders and creating synergies at all levels
- Impact for 2022: 11 observation programmes; 260 participants
- Overtime impact throughout 2027: 7 observation programmes; 1,500 participants



Internships

- Target group: third-year and fourth-year university students
- Launched in 2014
- Objectives: prepare interns for professional and / or managerial roles at LOCs or other sporting organisations; allow students to work alongside professionals, creating a meaningful internship experience
- Impact for 2022: more than 90 applicants
- Overtime impact throughout 2027: more than 1,000 applicants



Workers' welfare

- Target group: workforce from across Asia
- Launched in 2013
- Objectives: protect the rights of workers through the entire chain of contracting; give workers a voice, improve their lives and enhance societal cohesion
- Impact for 2022: 30,000 workers from a range of countries including Nepal, India, China and the Philippines have been protected by Workers' Welfare Standards, adopted in 2014
- Overtime impact throughout 2027: a lasting legacy of improved standards for workers in Asia and beyond



Social legacies

378

Women in Football

- Target group: women in Asia
- Original programme launched in 2012
- Objectives: gather information and knowledge from the Women in Football in Qatar Case Study Challenge; empower women; contribute to health and wellness in a supportive and competitive environment, enabling cultural exchange
- Impact for 2022: 150 teams from 32 US universities
- Overtime impact throughout 2027: 250 teams from 45 AFC Member Associations



Generation Amazing

- Target group: disadvantaged and marginalised communities; focus on youth empowerment through sport for development programmes across Asia and globally
- Original programme launched in 2010
- Objectives: empower people through sport to create positive change in their community; use sport as a tool to accelerate achieving the United Nations Sustainable Development Goals
- Impact for 2022: 1,000,000 beneficiaries; 500 youth community leaders
- Overtime impact throughout 2027: 8 million beneficiaries
- Asian countries already part of Generation Amazing: India, Jordan, Nepal, Oman, Pakistan, the Philippines, Rwanda and Syria
- Potential Asian countries that will soon be part of Generation Amazing: Iraq, Kuwait and Palestine



Economic and environmental legacies

Josoor Institute

- Target group: young professionals who are actively pursuing a career in sports and events industries, or who want to embark on a new career trajectory in sports and events industries
- Launched in 2015
- Objectives: world-class professional education, training, research and knowledge management for the growth and development of the sports and events industries; develop local and regional talent in critical sectors of the sports and events industries; advance both human and economic development in the sports and events industries
- Impact for 2022: 4,300 beneficiaries; 20 courses for more than 1,150 students from around the world; 2 certificate and diploma courses
- Overtime impact throughout 2027: 5,000 beneficiaries from AFC countries through various services offered, including online programmes



379

Sustainable tournament infrastructure

- Target group: sporting infrastructure
- Launched in 2012
- Objectives: provide the basis for the most environmentally friendly football tournament ever
- Impact for 2022: more than 30% reduction in energy demand; more than 40% reduction in potable water use; more than 80% diversion of construction waste from landfills; use of 20% recycled content in the materials used in construction
- Overtime impact throughout 2027: state-of-the-art facilities and procedures to serve as a role model for future major events throughout Asia







17

FINANCE AND INSURANCE

Qatar offers the AFC a solid and sound budget plan, backed by strong economic performance and predictability. The country's readiness to provide the world's best sports infrastructure, together with an experienced and efficient organisation, make it a commercial no-brainer. It is Qatar's goal to host the biggest live audience ever.

- ◆ Two independent medium-term forecasts of the performance of the national economy
- ◆ National population and average annual per capita income
- ◆ Average annual rate of inflation
- ◆ Average interest base rate and a forecast for the rate of interest
- ◆ Fluctuations in the currency exchange rates and a forecast for the exchange rates

Driving Economic Growth and Diversification

Economic performance forecast

Qatar is forging ahead with its growth plans, with a focus on economic diversification in line with the Qatar National Vision 2030, while also kick-starting the process of increasing the output of liquefied natural gas (LNG) by roughly two-thirds. In parallel with the construction of six new LNG trains, the country is in the process of building the Middle East's largest single-site ethane cracker, which will boost the output of petrochemical products.

In other sectors, Qatar has a pipeline of mega-projects, many of which will be completed in time for the FIFA World Cup Qatar 2022™. The tournament will be watched by billions of people around the world, with an estimated 1.8 million spectators expected to visit Qatar itself. As such, it represents a unique showcase for the country's economic achievements, as well as an opportunity to highlight its plans for the future.

Qatar is one of the fastest growing economies in the world. According to 2020 Best Countries, Qatar ranked 8th out of 73 countries for its distinctive and super-competitive economy.

The foundation of prosperity enjoyed by the country can largely be attributed to the oil and gas sector,

which constitutes the backbone of Qatar's economy. Qatar possesses the world's 13th-largest proven oil reserves (of 27.3 billion bbl) and the third-largest natural gas reserves (estimated at 16% of the global total reserves, equivalent to over 300 years of 2008 output), and produces one third of the world's LNG.

The commissioning of the Barzan natural gas facility in 2020 will support domestic gas production and contribute positively to further growth. In the medium term, the expansion of North Field gas projects is expected to be completed by 2024, further boosting gas output and the local economy.

Despite the renewed emphasis on LNG, Qatar is continuing to pivot its economy away from hydrocarbons in a sustainable manner. Key to these efforts has been a focus on tourism and, in particular, large-scale sporting events.

Qatar has seen rapid GDP growth over the past two decades, on the back of significant State-led investments in the energy sector and non-hydrocarbons-related economic activities carried out by the Government and private industry alike, as part of Qatar's National Vision 2030, which was adopted in 2008.



"With one of the world's fastest-growing economies, and an international reputation for successfully hosting sport's greatest events, the AFC Asian Cup 2027™ is assured of finding a well-supported, optimised cost and high-quality home in Qatar."

Suranga Siroschan
Sri Lanka
Finance Team



Qatar’s economy has proven to be relatively immune to external factors. It successfully weathered the economic impacts of falling oil prices in 2014-16 and the ongoing blockade that started in 2017 by finding new import and export routes, with its GDP growth rate reaching 1.2% in 2018 and 0.8% in 2019.

Like the rest of the world, Qatar’s economy is experiencing moderate contractions due to the COVID-19 pandemic. COVID-19, and the sharp fall in hydrocarbon revenues, will lead to a contraction of GDP growth in 2020. The decline has been mitigated by infrastructure-related spending ahead of the FIFA World Cup in 2022™, continued expansion of LNG capacity, and fiscal and monetary response. Steps taken to improve the business environment, as well as the final push, ahead of the FIFA World Cup™, are expected to underpin growth.

According to forecasts by the International Monetary Fund (IMF), positive growth of 2.5% is expected in 2021 and 3.9% in 2022, subject to a post-pandemic global economic recovery and an expected boom in the services sector, ahead of the FIFA World Cup Qatar 2022™. Regardless of these short-term developments, Qatar’s economy is strong and the outlook is stable, which is further confirmed by Qatar’s AA- credit rating by Fitch Ratings and Standard & Poor.



Source: International Monetary Fund data and forecasts

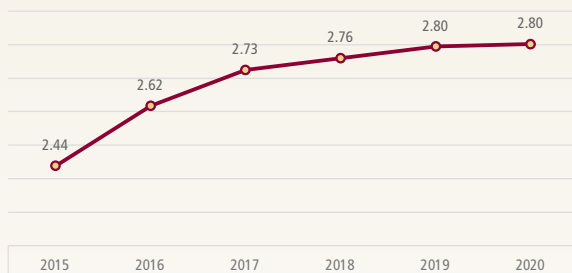
Qatar is a politically stable and wealthy country.

Population, income and employment

Qatar is a politically stable and wealthy country, where an estimated 85% of its almost 3 million inhabitants are expatriates as of 2020 and the economically active population is 2.06 million.

According to the World Bank, unemployment is almost nil, representing 0.14% of the total labour force in 2019. Qatar's own Planning & Statistics Authority (PSA) estimated a 0.1% unemployment rate in the third quarter of 2019, the lowest in the world.

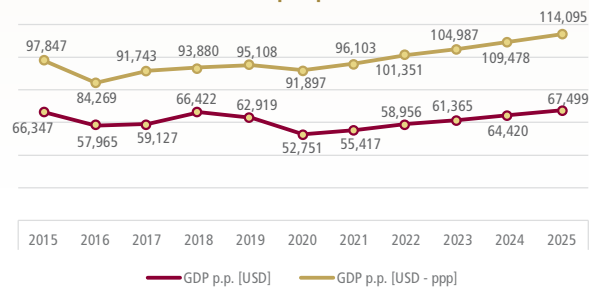
Population [millions]



Source: International Monetary Fund

With one of the highest per capita levels of GDP in the world (USD 62,919 in 2019), the State of Qatar is one of the wealthiest and most prosperous nations globally. Taking the local price level into consideration, i.e. purchasing power parity (PPP), the GDP per capita is even higher at USD 95,108 per person, placing Qatar among the highest PPP-based GDP per capita in the world.

GDP per person



Source: International Monetary Fund data and forecasts



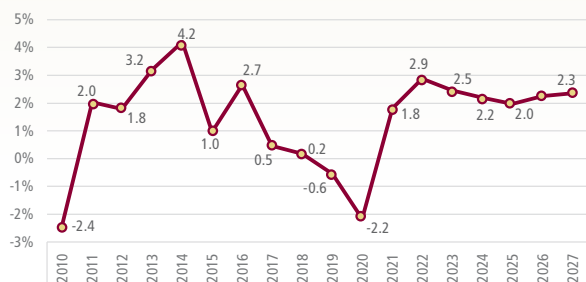
Inflation

The stability of Qatar's economy is further reflected in the steadiness of local inflation rates. For this purpose, the changes in consumer prices from 2010 to the present and the forecast until 2027 have been taken into consideration, i.e. the consumer price index (CPI).

After spiking at 4.2% in 2014, inflation fell to -0.6% in 2019. As a consequence of the COVID-19 pandemic, inflation is expected to fall by another 2.2% in 2020, before recovering to the target rates of between 2% and 3% in the years leading up to 2027.

The Qatari riyal is pegged to the US dollar, giving a reliable assurance for currency stability. The potential sources of inflation in Qatar are either demand-pull inflation or imported inflation.

Inflation (average consumer price change)



Source: International Monetary Fund data and forecasts

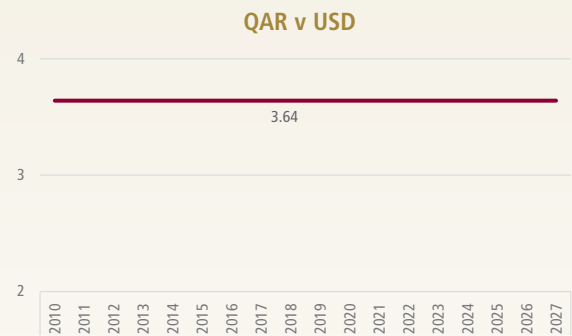


The stability of Qatar's economy is further reflected in the steadiness of local inflation rates.

385

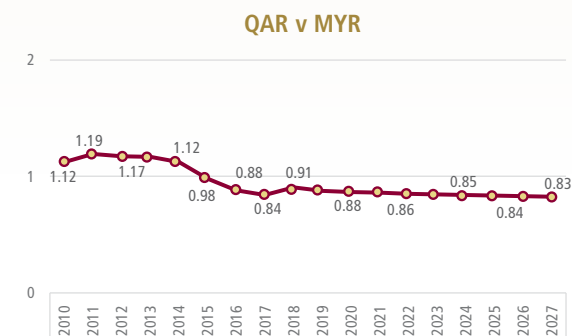
Currency exchange rates

The Qatari riyal (QAR) is pegged to the US dollar (USD) at a rate of QAR 3.64 per USD. Qatar is committed to maintaining the current exchange rate regime, arguing not only that Qatar's gas and oil exports are denominated in the US currency, but also that the peg offers monetary stability.



Source: Qatar Central Bank

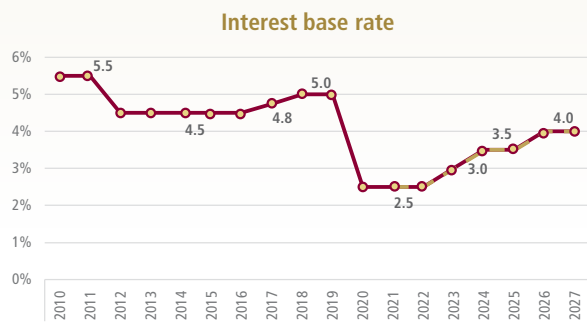
The exchange rate between the Qatari riyal (QAR) and the Malaysian ringgit (MYR) is shown in the chart below. The chart includes the historic exchange rate from 2010 to 2020, as well as a forecast up to the year of the AFC Asian Cup™ in 2027. After peaking at QAR 1.19 per MYR in 2011, the exchange rate has been stabilised in the corridor between QAR 0.80 and 0.90 per MYR.



Source: www.currency-converter.org.uk

Interest base rate

The interest base rate in Qatar is defined by the Qatar Central Bank, which has kept it at around 5% in the years 2010 to 2019. As a reaction to the global economic contractions of 2020, the interest rate was lowered to 2.5%, in order to stimulate economic activity. In the following years, it is planned to be increased again slowly to return to the initial target corridor, if the economic situation permits. Since the Qatari riyal is pegged to the US dollar, future interest base rate movements in Qatar will be based on the actions taken by the US Federal Reserve Bank, which has published its assumptions and projections for the longer run to return to pre-2020 levels.



Source: Qatar Central Bank; United States Federal Reserve

386

Qatar's unique characteristics and its track record of hosting a wide range of major sports events lay the foundation for a modest and easily manageable expenditure budget. By focusing on existing government-owned state-of-the-art stadiums and training sites, all located within a short distance of each other, the infrastructure-related costs and transport expenditure can be reduced significantly. The close proximity of the stadiums, training sites and hotels will further reduce almost all other organisational costs associated with the competition to a reasonably modest figure.

There will be no capital or rental costs associated with the stadiums and training sites as the infrastructure is already developed to the highest FIFA standards, and the stadiums and training sites are government-owned.

Qatar is expected to spend USD 100 billion on infrastructure linked to the FIFA World Cup 2022™, including the ultramodern stadium infrastructure. In 2017, Finance Minister Ali Shareef Al Emadi stated that Qatar was investing USD 500 million per week on infrastructure and was expected to continue this level of spending until 2021. These investments equate with Qatar's National Vision 2030, providing the foundation on which to deliver global benchmarks in hosting the

A Modest Expenditure Budget

world's most fascinating football events, with the AFC Asian Cup 2027™ in Qatar and the FIFA World Cup Qatar 2022™ being prime examples of highly effective catalysts towards achieving the National Vision 2030.

Qatar's vast experience of organising and hosting major sporting events and tournaments in recent years, and all the way up to 2027, ensures an experienced and highly professional workforce within the LOC, which in turn further reduces costs.

The initial competition-related expenditure budget for the AFC Asian Cup 2027™ in Qatar is estimated at QAR 500 million (USD 137 million), including a 20% contingency. The following budget shows an overview of expenditures from 2021 to the year of the competition. In addition, Qatar, as the Host Country, will provide for a multitude of additional services and benefits (legacy projects, general infrastructure, security, etc.) that go well beyond the competition budget.

Projected expenditure budget

	2021		2022		2023		2024	
	QAR	USD	QAR	USD	QAR	USD	QAR	USD
1 Infrastructure								
2 Marketing and promotion								
3 Ticketing								
4 ICT	22,000	6,000	21,870	6,000	21,870	6,000	87,500	24,000
5 Public transport								
6 Insurance							162,000	44,500
7 LOC travel and accommodation	20,000	5,500	40,000	11,000	50,000	14,000	120,000	33,000
8 Accreditation								
9 Safety and security								
10 Official events								
11 Office administration expenses	2,537,100	697,000	2,537,100	697,000	3,805,600	1,045,500	10,225,000	2,809,000
12 Knowledge sharing								
13 Others (Logistics, catering, medical and doping control, airport operations and transport, contingency)	870,700	239,200	874,300	240,200	1,306,900	359,100	1,950,200	535,800
TOTAL	3,449,800	947,700	3,473,270	954,200	5,184,370	1,424,600	12,544,700	3,446,300



2025		2026		2027		TOTAL			
QAR	USD	QAR	USD	QAR	USD	QAR	USD		
		8,748,000	2,400,000	16,038,000	4,406,000	24,786,000	6,806,000	Infrastructure	1
3,523,500	968,000	55,971,000	15,377,000	34,917,000	9,592,500	94,411,500	25,937,500	Marketing and promotion	2
		5,508,000	1,513,000	1,377,000	378,000	6,885,000	1,891,000	Ticketing	3
437,400	120,000	22,048,000	6,057,000	2,228,000	612,000	24,866,640	6,831,000	ICT	4
		5,832,000	1,602,000	2,916,000	801,000	8,748,000	2,403,000	Public transport	5
243,000	67,000	3,240,000	890,000	2,430,000	668,000	6,075,000	1,669,500	Insurance	6
500,000	137,000	1,000,000	275,000	230,000	63,000	1,960,000	538,500	LOC travel and accommodation	7
		1,800,000	494,500	1,800,000	494,500	3,600,000	989,000	Accreditation	8
		10,206,000	2,804,000	5,103,000	1,421,000	15,309,000	4,225,000	Safety and security	9
		32,732,100	8,992,000	29,030,400	7,975,000	61,762,500	16,967,000	Official events	10
15,376,500	4,224,000	72,973,800	20,048,000	25,932,000	7,124,000	133,387,100	36,644,500	Office administration expenses	11
		324,000	89,000	81,000	22,000	405,000	111,000	Knowledge sharing	12
3,696,100	1,015,500	66,946,400	18,392,500	40,397,900	11,098,700	116,042,500	31,881,000	Others (Logistics, catering, medical and doping control, airport operations and transport, contingency)	13
23,776,500	6,531,500	287,329,300	78,934,000	162,480,300	44,655,700	498,238,240	136,894,000		

High Ticket Demand Expected

Qatar has a rich history of hosting international sporting events of all dimensions and levels of competition. The people of Qatar are passionate supporters of sports events.

Polls and surveys have shown huge interest among the local population in attending matches of the AFC Asian Cup 2027™ in Qatar, with more than 90% of the Qatari population saying that they are going to purchase tickets and attend the matches live. This is a strong indicator of high demand for match tickets. Therefore, it is Qatar's goal to host the AFC Asian Cup 2027™ with the biggest live attendance ever. The legacy of the FIFA World Cup 2022™, for which 3 million tickets are expected

to be sold, will significantly support this goal. The table below shows some of the most recent and future Qatar-hosted sports events and competitions, including the Qatar Stars League, and the price levels for tickets for the respective matches and events.

The ticketing and pricing strategy for the AFC Asian Cup 2027™ has been developed based on these specifics of the local ticketing market. A key element of the ticketing strategy is to enable easy and affordable access and participation for all population groups, regardless of their socio-economic background. For this reason, and in order to ensure an electrifying atmosphere

at the matches, a significant share of tickets will be offered for the very affordable price of USD 10, especially for the group stage and the round of 16. The maximum ticket price (for Category 1 at the final match) is USD 440.

Realistic sell-out rates for the different stages of the competition have been applied in order to calculate realistic ticketing revenues.

Stage of the competition	Average sell-out rate
Opening match	100%
Group stage	60%
Round of 16	70%
Quarter-finals	80%
Semi-finals	90%
Final	100%

Ticket prices for other major sports events in Qatar

Sport event / championship	Minimum	Maximum
Qatar Stars League	USD 3	USD 14
AFC Asian Cup 2011™	USD 6	USD 25
IAAF World Athletics Championships 2019	USD 16	USD 82
FIFA Club World Cup 2019™	USD 7	USD 110
FIFA World Cup 2022™	USD 30	USD 1,100

Since the final stadium selection will take place after the selection of the Host Country, the overall expected ticketing revenues could change slightly. Nonetheless, the total ticketing revenues will likely amount to around USD 76 million.

Projected ticketing revenues

Type and number	Opening (1)	Group (35)	R16 (8)	QFs (4)	SFs (2)	Final (1)	Total (51)
Category 1							
Quantity available	8,500	120,000	32,000	19,000	15,000	8,500	203,000
Price (USD)	270	84	98	146	300	440	
Estimated sales (USD)	2,295,000	6,048,000	2,195,000	2,219,000	4,050,000	3,740,000	20,547,000
Category 2							
Quantity available	13,000	180,500	48,500	28,100	22,600	12,800	305,500
Price (USD)	156	66	74	102	192	284	
Estimated sales (USD)	2,028,000	7,148,000	2,512,000	2,293,000	3,905,000	3,635,000	21,521,000
Category 3							
Quantity available	21,400	300,800	80,800	46,800	37,700	21,400	508,900
Price (USD)	88	42	46	70	114	182	
Estimated sales (USD)	1,883,000	7,580,000	2,602,000	2,621,000	3,868,000	3,895,000	22,449,000
Category 4							
Quantity available	42,700	601,500	161,500	93,700	75,300	42,700	1,017,400
Price (USD)	27	10	10	22	32	44	
Estimated sales (USD)	1,153,000	3,609,000	1,131,000	1,649,000	2,169,000	1,879,000	11,590,000
Grand totals							
Quantity available	85,600	1,202,800	322,800	187,600	150,600	85,400	2,034,800
Estimated sales (USD)	7,359,000	24,385,000	8,440,000	8,782,000	13,992,000	13,149,000	76,107,000

- Detailed summaries of existing contracts between the Candidate Host Country and / or the LOC with any third parties with regard to, or which may affect, any element of the competition



Insurance Policies Already in Place

389

Insurance policies

The QFA and the appropriate State authorities will secure and maintain all required forms of insurance policies, in accordance with the technical requirements stated by the Organising Association Agreement (OAA), from a leading insurance company of high international standards, in order to guarantee the highest level of risk protection for the AFC Asian Cup 2027™, the AFC and the LOC. As part of the preparations for the FIFA World Cup Qatar 2022™, most of the required insurance policies are already in place and can be easily extended to cover the AFC Asian Cup 2027™ in Qatar. In close coordination with the AFC, these insurance policies will - among others - cover the following areas:

- Cancellation, force majeure, change of date and boycott
- Liability insurance
- Stadium insurance
- Financial and consequential losses liability Insurance
- Group accident insurance
- Legal protection insurance
- Luggage insurance
- Commercial fidelity insurance
- Spectator insurance
- Property / content insurance
- Medical insurance

Existing QFA contracts

The Qatar Football Association (QFA), as the bidding Member Association, assures and guarantees that there are no existing contracts with any third parties that would affect or impact the AFC Asian Cup 2027™ in any negative way.



18

EVENT RELATED OTHER MATTERS

Qatar's Volunteer Programme will identify, engage and train only the most capable volunteers for the AFC Asian Cup 2027™. This approach enables Qatar to create an excellent competition environment, and a warm and welcoming atmosphere for everyone visiting Qatar to enjoy Asian football at its best.

392

Qatar's Volunteer National Strategy which was created for the FIFA World Cup 2022™, is designed to inspire the region, reach the world, and be the greatest sustainable activation and involvement of volunteers in Qatar's history. Furthermore, the strategy allows the building of strong connections and cooperations with various stakeholders, resulting in important long-term relationships, which will support the delivery of future events.

Qatar's development of a purposeful and motivating Volunteer National Strategy aims to build capacity, both in terms of infrastructure and human resources, to successfully host all types of events. Recent major sporting competitions in Qatar demonstrate the country's particular suitability for hosting the AFC Asian Cup 2027™.

The significant contribution of the volunteers added to the success of these recent competitions: FIFA Club World Cup™ - 1,600 volunteers; Arabian Gulf Cup 2019 - 1,000; CAF Super Cup 2020 - 280; and 700 volunteers at the Amir Cup 2020. Furthermore, Qatar's people speak a wide range of languages and come from various cultures, adding great vibrancy to the Volunteer Programme.

Up to 8,000 volunteers will be working at the AFC Asian Cup 2027™ in Qatar, ensuring the smooth running of the tournament and contributing to its success. The atmosphere at the tournament will also be influenced by the volunteers; the 'feel-good' factor they will pass on to everyone through their commitment and passion for the sport will showcase the diversity of Asia and the hospitality

Enthusiastic Volunteers

of Qatar. Furthermore, Qatar will aim to attract volunteers from all 47 AFC Member Associations across Asia.



The AFC Asian Cup 2027™ in Qatar will strongly benefit from the legacy of the FIFA World Cup 2022™, which leaves an excellent Volunteer Programme and well-trained volunteers.



"Our experience of hosting the FIFA World Cup 2022™ means that we will be able to draw on the commitment, expertise and passion of our dedicated volunteer force for the AFC Asian Cup 2027™ in Qatar."

Niva Shrestha
Born in Nepal
Volunteer Team

Volunteer recruitment and training

Qatar will have generated a strong community of volunteers from its FIFA World Cup™ experience, which the AFC Asian Cup 2027™ in Qatar will benefit from. Highly motivated volunteers, inspired by their previous experience, will become multipliers and motivators for the next generation. In addition, an overall database of 290,000 volunteer candidates, consisting mainly of people from within the MENA region, and a number from around the world, will be used as a recruitment tool. Several of the volunteers have already been active in a number of major events in Qatar and regularly take part in training courses.

The Volunteer Programme recruitment process will be supported by a strong collaboration of several stakeholders. This process consists of five stages, starting with an online registration, followed by a face-to-face or online interview. The interview process, undertaken by highly experienced volunteer recruiters, will be engaging, informative and inspiring. The selection criteria include the motivation to participate, a cheerful and optimistic attitude, strong commitment to the programme, excellent communication skills, teamwork skills and an openness to diversity.

The next stages of the recruitment process involve role assignment and training. Each volunteer will receive specific training relevant to their given role, enabling them to perform at a high level throughout the whole AFC Asian Cup 2027™ in Qatar. As the standard of the volunteers' performance will depend to a large extent on the quality of the training, a comprehensive training programme, based on three pillars (general, role-specific and venue-specific), will be developed and is likely to be a mix of online content and face-to-face sessions.

Once the match schedule is finalised, the individual volunteer schedules can be drawn up. These are based on each volunteer's role and the operations of the relevant functional areas. The volunteers will be able to select their shifts and create a schedule that works for them via a digital scheduling system.

During the last stage of recruitment, the volunteers will collect their accreditation card and uniform; the design of the uniform will take into account the weather in Doha and specific cultural sensitivities.

Volunteer recruitment and training



Required infrastructure, products and services

Volunteer centres will be set up for the duration of the tournament in strategic locations inside the stadiums, training sites, official hotels and media facilities. All volunteers will check in at these volunteer centres, which will be fitted out with lockers, break areas and a canteen.

As an essential part of the tournament's successful delivery, volunteers are needed in a variety of functions, including accreditation, ticketing, media and marketing operations, tourist information and team services. On top of that, volunteers can be part of competition-related official functions, such as the official draws.

The meticulous recruitment process means that only the most capable volunteers, who can perform various tasks, are taken on. Thanks to well-established, formal grievance mechanisms, volunteers can feel secure in an open environment and perform their duties at the highest possible level.

Volunteer management and operation

Volunteer management starts well before the kick-off of the tournament. Every volunteer will have the support of the volunteer team via email, telephone or designated app. Throughout the tournament, all volunteers will benefit from health insurance cover and access to free public transport. International volunteers will be supported by the volunteer management team and provided with affordable accommodation.

A volunteer management system will be used to seamlessly manage the full journey of each and every

volunteer, and to operate the entire Volunteer Programme. This digitally based system will benefit both the volunteers and management – and it is already being tested at various football competitions being held in Qatar. There is a plan to enhance and upgrade the system to meet the needs of the AFC Asian Cup 2027™ in Qatar, assisting in the deployment of volunteers to various functional areas, as well as tracking attendance and performance.

Recognition programme

Volunteer recognition plays an important role in the individual's experience and is a key part of the successful delivery of the overall Volunteer Programme. The AFC Asian Cup 2027™ in Qatar will therefore have a dedicated reward and recognition initiative for volunteers, which will include a range of exclusive giveaways, to help guarantee the motivation and retention of volunteers.

This will include draws and gifts based on the number of shifts completed, in addition to a grand prize at the end of the tournament. There will also be messages on the stadium screens, social media posts and a series of other communications initiatives that demonstrate the gratitude of the organisers and fans to the volunteers. A thank-you celebration at the end of the tournament will be hosted as an opportunity to personally thank the volunteers for their contribution and efforts. The celebration will include entertainment and special catering for all 8,000 volunteers.





