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UEFA
EURO2016
FRANCE

Le Rendez-Vous

PRESS KIT

Saturday 12 December 2015

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#LeRendezVous



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UEFA European Football Championship

History of the competition

Henri Delaunay, general secretary of the French Football Federation and former FIFA board member, became the very first UEFA general secretary when the organisation was founded in 1954. At the time, he was one of the first people who had the idea of creating a competition for national teams, leading to the creation of the European Nations' Cup in 1958. He died in 1955, five years before the inaugural UEFA European Football Championship, held in France. The UEFA EURO trophy was named after him.

The first European Nations' Cup took place between 1958 and 1960. The qualifying competition was organised in a direct knockout format with home and away matches, and 17 national football associations took part. The final round took place in France, in Paris and Marseille, with four teams competing for the title.

For the second edition, from 1962 to 1964, the field of participating teams rose from 17 to 29, but the format remained the same.

Under this system, half of the competing teams played only two matches before being eliminated. The direct knockout format was therefore abandoned in favour of a championship system for the 1966–68 competition. In addition, the European Nations' Cup was renamed the UEFA European Football Championship in 1968. The change of format resulted in a record 31 entries. Eight groups were formed for the qualifying stage, with a direct knockout system applying from the second round. This system continued for the next two editions.

Fresh changes were introduced for the sixth competition, which ran from 1978 to 1980. The number of finalists doubled (two groups of four teams) and Italy was chosen to host the final round, for which it qualified automatically as host nation.

For the 1994–96 edition, the number of final-round participants was extended to 16, and the "golden goal" rule was introduced. The first team to benefit from this new rule was Germany, when Oliver Bierhoff scored in the 116th minute of the final against the Czech Republic. The "golden goal" rule was, however, abandoned after two editions of the competition.

UEFA EURO 2012 was the 14th UEFA European Football Championship, and the last to feature a final field of 16 participants before the final round is extended to 24 teams for UEFA EURO 2016.

Number of participants															
Year	1960	1964	1968	1972	1976	1980	1984	1988	1992	1996	2000	2004	2008	2012	2016
Qualifying phase	17	29	31	32	32	31	31	32	34	47	49	50	50	51	54
Final round	4	4	4	4	4	8	8	8	8	16	16	16	16	16	24

Champions of Europe

To date:

- 235 final round matches have been played.
- 579 final round goals have been scored, making an average of 2.46 goals per match.
- Leading final round goalscorer: Michel Platini with 9 goals (1984).
- Germany and Spain have won the title the most times, with three victories each, followed by France, with two titles to their name.

Year	Host country	Final		Score
1960	France	USSR	Yugoslavia	2-1 (aet)
1964	Spain	Spain	USSR	2-1
1968	Italy	Italy	Yugoslavia	1-1 (aet) 2-0 (replay)
1972	Belgium	West Germany	USSR	3-0
1976	Yugoslavia	Czechoslovakia	West Germany	2-2 (aet) 5-3 (p)
1980	Italy	West Germany	Belgium	2-1
1984	France	France	Spain	2-0
1988	West Germany	Netherlands	USSR	2-0
1992	Sweden	Denmark	Germany	2-0
1996	England	Germany	Czech Republic	2-1 (gg)
2000	Belgium/Netherlands	France	Italy	2-1 (gg)
2004	Portugal	Greece	Portugal	1-0
2008	Austria/Switzerland	Spain	Germany	1-0
2012	Poland/Ukraine	Spain	Italy	4-0

aet = after extra time / p = penalties / gg = golden goal

UEFA EURO 2016

I. Event identity

The inspiration



The inspiration behind the creation of the UEFA EURO 2016 logo is 'Celebrating the Art of Football', a theme that fuses the quintessential creativity of French culture with the beauty of the game.

It also highlights the qualities that make football so unique and cherished throughout the world: the unpredictability of the sport, its beauty, the passion of the players and the intensity of the contest.

'Celebrating the Art of Football' will be the thread for all promotional and marketing activities, but it is not the slogan for the event.

The logo

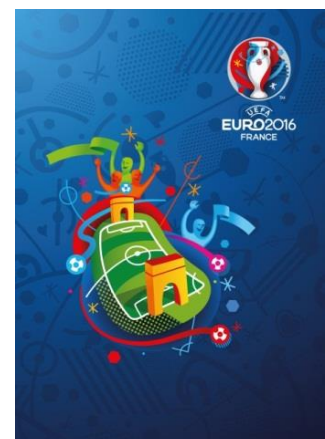
The UEFA EURO 2016 logo has been developed by Brandia Central, a brand consulting company based in Lisbon, and the market leader in Portugal with more than 20 years' experience. Brandia also developed the logo for UEFA EURO 2012.

The UEFA EURO 2016 logo is a representation of different artistic movements and football elements. Different inspirations can be identified on the symbol, around the central design device, which pays homage to the iconic Henri Delaunay Cup.



The visual identity

Along with the UEFA EURO 2016 logo, the brand's visual identity introduces a unique concept – an artistic representation of football. The focal point is a football pitch with distinctive goals designed to resemble triumphal arches. Around the sides of the pitch there is a celebratory atmosphere, with fans cheering and waving flags.



The slogan: Le Rendez-Vous

UEFA EURO 2016 will be an unmissable Rendez-Vous for all football lovers, who will flock to France to watch the best that European football has to offer and to take part in the public celebration.

Football fans from all over Europe and the world will 'Rendez-Vous' in France to celebrate and share in the excitement of the occasion, accepting an invitation to come and discover the country's cultural riches.



The host city logo



Brand of the tournament _____

Symbol _____

Name of the host city _____

Designation of the host city _____



The Henri Delaunay Cup

The Henri Delaunay Cup is named after UEFA's first general secretary following the organisation's founding in 1954. Delaunay, who was also a member of the FIFA board and general secretary of the FFF, passed away in 1955 and therefore never saw his plan for a national-team competition realised. It came to fruition in 1958 with the creation of the European Nations' Cup.

A giant replica (12m high) of the Henri Delaunay Cup was displayed at the foot of the Eiffel Tower on 23 and 24 June 2013.



The mascot

The official mascot of UEFA EURO 2016, Super Victor, was introduced to the public at France's international friendly at Stade Vélodrome on 18 November 2014.

He is a little boy with super powers – a boy whose cape and magic boots allow him to fly, be a little football genius and spread magic wherever he goes. His name is international and connotes both victory and super powers.

Super Victor will bring an element of fun to the tournament, as well as communicating the values of the event: pride, sharing and respect.

He will be travelling the length and breadth of France to meet the public – particularly children – at #MascotteDay events in the run-up to the tournament. He will also be appearing at other sporting and non-sporting events across France.

Super Victor has both a Twitter account (@SuperVictor; <https://twitter.com/supervictor>) and a Facebook page (<https://www.facebook.com/supervictor16>).



II. Match schedule

A schedule that offers a level playing field to all the teams and which guarantees fans in every host city a varied and attractive programme of matches.



A level playing field for all of the teams

- Every team, including the six seeded teams, will play their three group matches in different stadiums.
- The third round of matches in each group will be played on the same day and at the same time.
- The winners and runners-up in each group will only play each other again if they both reach the final.
- There will be three different kick-off times: 15:00, 18:00 and 21:00.
- Pitches will be given recovery time of at least two days between games.

A varied and appealing sporting spectacle in every host city

- Matches have been allocated evenly across the country according to criteria based on geographical location and stadium capacity:
 - Every city will host at least four matches.

- Four matches in Lens, Nice, Saint-Etienne and Toulouse.
 - Five matches in Bordeaux and Paris (Parc des Princes).
 - Six matches in Lille, Lyon and Marseille.
 - Seven matches in Saint-Denis (Stade de France).
- Thanks to a systematic rotation policy, every host city will see:
 - Six different teams play during the group phase.
 - At least two seeded teams play during the group phase and in the round of 16.
 - There will be no matches on the same day at the Stade de France and the Parc des Princes, in Lille and Lens, in Lyon and Saint-Etienne, in Marseille and Nice, and in Bordeaux and Toulouse.

Opening match and closing rounds

- The opening match and the final will be played at the Stade de France.
- The semi-finals will be played in Marseille and Lyon.
- The quarter-finals will be played in Lille, Bordeaux, Marseille and at the Stade de France.

The French team

France will play:

- Their three group matches at the Stade de France (opening match), in Marseille and Lille.
- They will play their round-of-16 match in Lyon if they win their group and in Saint-Etienne if they finish second.

III. Facts and figures

The final tournament of the 15th UEFA European Football Championship, UEFA EURO 2016, will be held in France from 10 June to 10 July 2016.

This will be the **third time** that the final tournament is played in France (1960, 1984 and 2016).

53 teams will participate in the qualifying competition.

A new competition format will see **24 teams** taking part in the final tournament, instead of 16, which has been the case since 1996.

There will be **51 matches** - 20 more games than in 2012.

2.5 million fans are expected in the stadiums, including 1.5 million foreign visitors, and they are expected to spend €1bn in the course of the tournament.

By comparison, there were 1.4 million fans in 2012.

The matches will be broadcast live in more than **230 territories around the world**.

150 million spectators are expected to follow each game live.

More **than 8.1 billion viewers** watched UEFA EURO 2012 matches on TV.

Breakdown of estimated UEFA EURO 2016 revenues

- TV rights: **€1bn**
- Sponsorship: **€400m**
- Ticketing and hospitality: **€500m**

Vision

- The biggest European event in 2016
- The best of European football
- A friendly and peaceful festival of football
- A demand for excellence in the organisation of the event
- An exceptional opportunity to promote the host country
- A tangible legacy for the host country and European football

IV. EURO 2016 steering group

The UEFA EURO 2016 steering group involves the four major organisational stakeholders: UEFA, the French Football Federation (FFF), the French government and the host cities. It is a forum for discussion and to ensure a regular sharing of information on the progress of key organisational projects.

The steering group was set up on 21 April 2011 and meets two or three times a year.

Composition of the UEFA EURO 2016 steering group

	Michel Platini	UEFA President (provisionally suspended)
President	Jacques Lambert	President of EURO 2016 SAS
Members	Gianni Infantino	UEFA General Secretary
	Borislav Mihaylov	Member of the UEFA Executive Committee and President of the Bulgarian Football Union (BFS)
	Peter Gilliéron	Member of the UEFA Executive Committee and President of the Swiss Football Association (SFV-ASF)
	Fernando Gomes	Special advisor to the UEFA Executive Committee and President of the Portuguese Football Federation (FPF)
	Noël Le Graët	President of the French Football Association (FFF)
	Patrick Kanner	French Minister for Urban Affairs, Youth and Sport
	Alain Juppé	Mayor of Bordeaux, President of the Urban Community of Bordeaux, President of the 'Club des Sites' host city association
Observer	Martin Kallen	Director of Operations of UEFA Events SA and CEO of EURO 2016 SAS

V. EURO 2016 SAS: structure and organisation

UEFA, which holds all the competition rights, and the French Football Federation have set up a company, EURO 2016 SAS, to which they have delegated responsibility for the operational organisation of the tournament under a single directorate.

EURO 2016 SAS is a company under French law, with the legal form of a simplified joint stock company, owned 95% by UEFA and 5% by the French Football Federation.

Its registered head office is in Paris.

Its expenditure will be financed entirely by UEFA.

Jacques Lambert is the company's president.





Allocation of assignments

UEFA has two direct organisational tasks:

- the sports-related organisation of the tournament (schedule, disciplinary matters, refereeing, doping controls, etc.); and
- the marketing and management of the event-related commercial rights (audiovisual, marketing, licensing, hospitality, tickets).

The FFF is responsible for private security at the stadiums and the volunteer programme.

EURO 2016 SAS is responsible for all other operational assignments, including the promotion of the event on behalf of UEFA and the FFF.

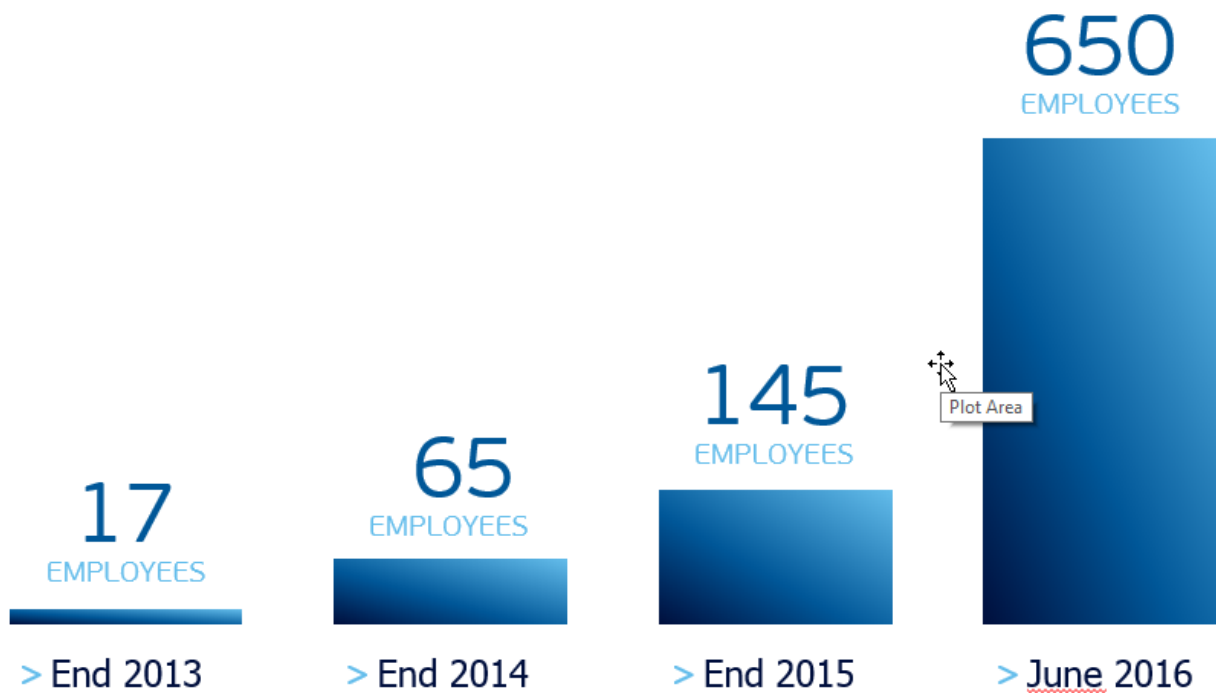
Sporting partners	Public sector partners
 <p data-bbox="371 1245 603 1272">UEFA EURO 2016 SAS</p>	 <p data-bbox="1082 1151 1287 1207">French government Host cities</p>
Assignments	Assignments
<ul style="list-style-type: none"> • Overall management of UEFA EURO 2016 • Organisation of the tournament and related events (e.g. draws) • Management of private security • Marketing/management of rights (marketing, TV, tickets, hospitality) • Promotion of the event • Management of target populations • Technical and logistical organisation • Volunteer programme 	<ul style="list-style-type: none"> • Provision of stadiums and other infrastructure • Management of public security • Promotion of the host country and host cities • Welcoming of visitors and supporters • Transport and public services • Possible adaptation of the legal framework • General organisational support

Simplified EURO 2016 SAS organisation chart



Human resources

Headcount: 145 at the end of November 2015



VI. Host cities

The ten French cities selected to host matches in the next UEFA European Football Championship final tournament are:

Bordeaux – Lens Agglo – Lille Métropole – Lyon – Marseille
Nice – Paris – Saint-Denis – Saint-Etienne – Toulouse

The host cities have formed a 'Club des Sites' (host city association), chaired by Alain Juppé, the mayor of Bordeaux.



Host city ambassadors

The host city ambassadors are people who are emblematic of the city. Most cities will have two ambassadors: one from the football world, and the other from the worlds of culture, art or sport (other than football).

Before the tournament, these ambassadors, who are well known and popular with the general public, will play an important role in giving the tournament a local connection. Through the positive values that they embody, they will be the preferred method for communication regarding the preparations in their regions and for the tournament in general.

Ambassadors appointed so far:

Bordeaux: Emmanuelle Grizot, prima ballerina and choreographer at the Opéra National de Bordeaux, and Alain Giresse, UEFA EURO 1984 champion

Lens Agglo: Eric Sikora, former RC Lens player

Lille Métropole: Mat Bastard, singer in the band Skip the Use, and Vahid Halilhodžić, former LOSC Lille Métropole coach

Lyon: Wendie Renard, French international and captain of Olympique Lyonnais, and Thierry Frémaux, director of the Institut des Lumières in Lyon and general delegate for the Cannes film festival

Marseille: Basile Boli, former Olympique de Marseille player, and Florent Manaudou, 2012 Olympic swimming gold medallist

Nice: Daniel Bravo, UEFA EURO 1984 champion

Saint-Etienne: Jérémie Janot, former AS Saint-Étienne goalkeeper, and Louis Laforge, journalist with France Télévisions

Saint-Denis: Grand Corps Malade, singer-songwriter, and Steve Marlet, former Red Star FC coach

Toulouse: Fabien Barthez, 1998 world champion and UEFA EURO 2000 champion

Fan zones

Each host city manages and implements its own **fan zone** project.

Each fan zone will have a giant screen for showing UEFA EURO 2016 matches throughout the tournament. There will be official fan zones in each of the ten host cities.



Responsibilities are shared as follows:

HOST CITIES	UEFA EURO 2016
Planning, implementation and operations	Licences for broadcasting matches
Provision and preparation of the site	Provision of the main giant screen
Infrastructure	Creation of the design for the fan zone dressing
Security management	Supporting the host cities
Entertainment programme	Commercial framework

VII. Stadiums

The prospect of hosting UEFA EURO 2016 has enabled France to launch an ambitious construction and renovation programme for the stadiums that will host the final tournament of the competition.


In total, ten stadiums will host matches at UEFA EURO 2016. With the exception of the Stade de France, which will undergo some minor changes, new stadiums were built in Lille, Nice, Bordeaux (all already completed) and Lyon, while the stadiums in Marseille, Paris, Saint-Etienne, Lens and Toulouse have undergone major renovation.

The entire construction and renovation project for the UEFA EURO 2016 stadiums is the only investment needed to host the tournament in terms of infrastructure. This represents a sum total of nearly €1.6bn, made possible by the strong and proactive involvement of the owners of these sporting facilities, as well as innovative financing.

Since 1945, only three stadiums with a capacity greater than 30,000 have been built in France: the Parc des Princes in Paris (1972), La Beaujoire in Nantes (1984), and the Stade de France in Saint-Denis (1998).

UEFA EURO 2016 is the catalyst for a massive modernisation programme that will allow France to develop a new generation of sports facilities.

	Host city	Saint-Denis
	Stadium	Stade de France
	Current project status	Existing stadium Opened in January 1998
	Project leader	Stade de France Consortium
	Type of project	Minor renovation
	Gross seating capacity	80,000
	Financing	-
	Constructor	-
	Architects	SCAU
	Operator	Consortium Stade de France


Host city	Lyon	
Stadium	Stade de Lyon	
Current project status	Work ongoing Scheduled to open in January 2016	
	Project leader	Olympique Lyonnais
	Type of project	New stadium
	Gross seating capacity	59,000
	Financing	Private
	Constructor	Vinci
	Architects	Populous
	Operator	Olympique Lyonnais
	Cost of project	€405m


Host city	Lille Métropole	
Stadium	Stade Pierre Mauroy	
Current project status	Opened in August 2012	
	Project leader	Lille Métropole Urban Community
	Type of project	New stadium
	Gross seating capacity	50,000
	Financing	Public-private partnership
	Constructor	Eiffage
	Architects	Valode & Pistre - Atelier Ferret Architectures
	Operator	Elisa
	Cost of project	€324m

Host city	Bordeaux	
Stadium	Stade de Bordeaux	
Current project status	Opened on 18 May 2015	
	Project leader	Bordeaux City Council
	Type of project	New stadium
	Gross seating capacity	42,000
	Financing	Public-private partnership
	Constructor	Vinci – Fayat
	Architects	Herzog & De Meuron - Groupe 6
	Operator	
	Cost of project	€184m

Host city	Nice	
Stadium	Stade de Nice	
Current project status	Opened on 22 September 2013	
	Project leader	Nice City Council
	Type of project	New stadium
	Gross seating capacity	36,000
	Financing	Public-private partnership
	Constructor	Vinci
	Architects	Wilmotte & Associés SA
	Operator	Nice Eco Stadium
	Cost of project	€204m

Host city	Marseille	
Stadium	Stade Vélodrome	
Current project status	Opened on 16 October 2014	
	Project leader	Marseille City Council
	Type of project	Major renovation
	Gross seating capacity	67,000
	Financing	Public-private partnership
	Constructor	Bouygues
	Architects	SCAU
	Operator	Aréma
	Cost of project	€267m

Host city	Paris	
Stadium	Parc des Princes	
Current project status	Work completed in August 2015	
	Project leader	Paris City Council and PSG
	Type of project	Major renovation
	Gross seating capacity	48,000
	Financing	Private
	Constructor	Vinci
	Architects	ATSP
	Operator	SESE
	Cost of project	€75m

Host city Saint-Etienne		
Stadium Stade Geoffroy Guichard		
Current project status Opened in January 2015		
	Project leader	Saint-Etienne Métropole
	Type of project	Major renovation
	Gross seating capacity	42,000
	Financing	Public
	Constructor	Léon Grosse
	Architects	Chaix & Morel et Associés
	Operator	Saint-Etienne Métropole
	Cost of project	€75m

Host city Lens Agglo		
Stadium Stade Bollaert-Delelis		
Current project status Work completed in November 2015		
	Project leader	Nord Pas-de-Calais Regional Council
	Type of project	Major renovation
	Gross seating capacity	38,000
	Financing	Public
	Architects	Cardete & Huet – Atelier Ferret Architectures
	Operator	FC Lens
	Cost of project	€70m

Host city Toulouse		
Stadium Stadium de Toulouse		
Current project status Scheduled for completion in December 2015		
	Project leader	Toulouse City Council
	Type of project	Major renovation
	Gross seating capacity	33,000
	Financing	Public
	Constructor	SOCOTRAP
	Architects	Cardete & Huet – Atelier Ferret Architectures
	Operator	Toulouse City Council
	Cost of project	€35m

VIII. Team base camps

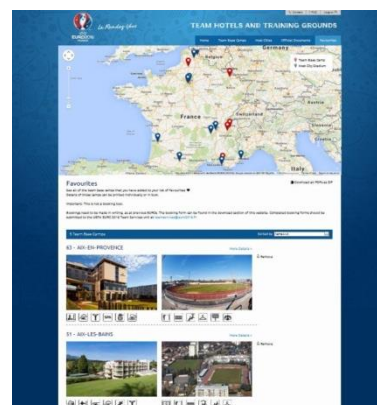
A catalogue providing the 54 UEFA member associations with details of the 68 UEFA EURO 2016 team base camps was published on 1 September 2014.

For the first time for an international sporting event, the team base camp catalogue is in the form of a website, giving the associations an interactive and powerful tool to help them find the most appropriate facilities for their needs: <http://teambasecampseuro2016.uefa.ch>

This extensive catalogue aims to offer the national associations the widest possible choice of facilities throughout the whole of France. Regions and towns that are not hosting matches during the competition will therefore also be involved.

Process

- Identification of team base camps for the UEFA national associations across France.
 - o Each team base camp comprises a high-standard hotel and a training ground situated no more than 20 minutes from the hotel.
 - o Signing of agreements between the most suitable hotels for the national teams and Kuoni, the tournament's official accommodation agency, and between training grounds and EURO 2016 SAS.
 - o There must be a suitable airport within easy reach of the hotels so that teams are able to travel the day before games.
- Identification of transfer hotels and training grounds in each host city.
- Identification of a referees' base camp with a hotel and training ground.



Objectives

- To give the teams taking part in UEFA EURO 2016 the best possible choice of accommodation and training facilities in France from a catalogue of 68 base camps.
- To advise UEFA's member associations on the most suitable options for them, taking into consideration their geographical preferences, as well as the overall standard, level of security and degree of exclusive use they are requesting.
- To be the first point of contact for the national associations in France, arranging visits, providing support to national association representatives during their visits to France to view potential facilities, and providing them with all of the information they require.
- To ensure that UEFA's 54 member associations are provided with a correct and fair accommodation selection process and booking terms and conditions.

The national associations that have qualified for the final tournament have until 31 January 2016 to confirm their choices to UEFA.

IX. Kuoni: official accommodation agency

In September 2012 Kuoni was appointed as the official accommodation agency for UEFA EURO 2016.

The travel company will provide accommodation services to the participating teams, match officials, commercial and broadcast partners, media representatives, suppliers and staff involved in the organisation of the final round.

Kuoni is expected to provide rooms for more than 250,000 nights of accommodation during the tournament.

This is the second time that Kuoni has been the official accommodation agency for a EURO final round, following UEFA EURO 2008, for which it handled 60,000 nights of accommodation.

Kuoni (founded in 1906) is a world leader in the travel industry.

It is present in more than 60 countries (in Europe, Asia, Africa, Australia and North America) and has more than 12,000 employees worldwide.

The company's headquarters are in Zurich. It also has three offices in France: in Paris (main office), Lyon and Nice.

X. Volunteer programme

This programme is run by the French Football Federation.

In March 2014, the 'Volunteers 2016' association was set up by the French Football Federation and the French Professional Football League.

The programme was officially launched by the French Football Federation on 30 May 2015.

Planning

- > **March 2014** : creation of FFF / LFP organisation
- > **June 2014** : recruitment of project lead
- > **October 2014** : raising awareness of football stakeholders



For more information, visit the association's website: www.volontaires.euro2016.fr/en

XI. Hospitality programme

Simple, accessible products to meet all objectives

The EURO 2016 hospitality programme is accessible to all firms and designed to satisfy all of their needs. It comprises two simple, flexible products: the Platinum Experience (box) and the Gold Experience (lounge).

- The Platinum Experience gives you a private space in which to entertain your business partners in complete privacy.
- The Gold Experience gives you access to a convivial communal area where you can share moments of great emotion with your guests.



EURO 2016: the biggest business club in Europe

UEFA is overseeing delivery of the hospitality programme according to its own standards of excellence in all the stadiums that will be under its control during the tournament. Sales began in 2014.

The EURO 2012 hospitality programme was enjoyed by more than 1,200 businesses from 60 countries and territories.

The organisers of UEFA EURO 2016 have selected three prestigious partners to deliver the biggest hospitality programme ever to be implemented in France: Joël Robuchon, the chef with the most Michelin stars in the world, who will be the tournament's culinary director; Hédiard, a byword for French gourmet cuisine, which will be the official caterer for the tournament; and DO&CO, an internationally renowned high-end event management firm, which will be in charge of operations.

The EURO 2016 hospitality programme will offer exceptional, unrivalled high-end services, helping businesses to make contacts, entertain clients and develop relationships.

For more information, call +33 (0)9 65 67 31 00 or send an email to hospitality@euro2016.fr.

XII. Commercial programme

Ten global partners with sponsorship rights to most UEFA national-team competitions such as the European Qualifiers, the UEFA European Under-21 Championship, the UEFA European Women's Championship (2013 and 2017) and the UEFA European Futsal Championship (2014 and 2016).

To date, nine sponsors are on board:

adidas – Carlsberg – Coca-Cola – Continental – Hyundai/Kia – McDonalds – Orange – SOCAR – Turkish Airlines

Six national partners with sponsorship rights for UEFA EURO 2016, with such rights limited to the territory of the host country.

To date, five contracts have been concluded, with FDJ – La Française des Jeux, PROMAN, La Poste, Crédit Agricole and the SNCF.

Global partners

adidas



In September 2009 UEFA and adidas announced that they would be extending their long-running partnership, with an extensive range of rights having been awarded to the brand for UEFA EURO 2012 and UEFA EURO 2016 and for all other national-team competitions held between 2010 and 2017.

The agreement made adidas one of UEFA's top-level sponsors, while its licensing rights will include branded and unbranded opportunities, notably the rights to create and market the official match balls used in all national-team events.

adidas has also been granted retail rights in relation to the UEFA European Football Championship, and, alongside its own retail capabilities, it will work to create a global sports retail programme.

adidas will also roll out a broad product supply programme, equipping the staff, officials, referees, volunteers, and ball boys and girls of all the national-team competitions during the agreement period.

adidas will also give additional equipment support to UEFA's numerous football development and referees courses.

Aside from this first-rate support for events and teams, the company will also exercise its rights in relation to ball boys and girls by running a competition giving children the chance to carry out this important pitch side role at the UEFA European Football Championship.

Carlsberg



UEFA and Carlsberg have long been partners for UEFA's national-team competitions, having first come together at the 1988 UEFA European Football Championship, held in the former West Germany.

Carlsberg is the first partner to endorse UEFA's new marketing platform, which includes the UEFA European Football Championship and the European qualifiers.

With the renewal of this partnership for what will be Carlsberg's eighth consecutive sponsorship of the competition, the company will acquire rights in connection with the European qualifiers from 2014 to 2017. The longstanding partnership reflects Carlsberg's commitment to supporting football and confirms its presence in every phase of the competition.

The Coca-Cola Company



The Coca-Cola Company has been a key sponsor of UEFA's national-team competitions since 1988. Though the company's product portfolio varies from market to market, its core products (Coca-Cola, Diet Coca-Cola, Sprite and Fanta – four of the five best-selling non-alcoholic beverages in the world) represent one of its main revenue streams. In addition to these flagship brands, Coca-Cola distributes a range of other products through bottling franchises, chief among them juices (Minute Maid in France), sports drinks (Powerade), energy drinks (Burn) and mineral waters (Chaudfontaine).

Corporate social responsibility is one of the company's key strategic concerns. The issue of sustainability, which encompasses water management and recycling, has an important part to play in that policy, and sports events provide an essential communication platform in this regard. Coca-Cola also pays very close attention to grassroots football programmes and is committed to promoting "active and healthy lifestyles".

Coca-Cola's rights pertaining to UEFA EURO 2016 include exclusivity in its product category, namely all non-alcoholic beverages, including tea and coffee, and also cover promotional programmes, such as flag bearers and the ultimate VIP access tournament.

Coca-Cola will also supply drinks to teams, VIPs, the media, UEFA EURO 2016 personnel, the participants in the junior programme, match officials, volunteers and spectators at all tournament areas and venues.

Continental



Continental extended its commitment to the UEFA European Football Championship in 2011 by becoming its official tyre partner through to 2017.

Continental's prime objective in investing in various areas of international football is to develop brand recognition and drive home its message with regard to road safety and braking capacity. Since 2003 the tyre giant has registered constant growth in terms of brand visibility across Europe's leading markets.

In continuing its long-standing partnership with UEFA, the company will be rolling out its Warm-Up programme, with the winners of a special competition being invited to enjoy a unique matchday experience during the finals. Continental will also be presenting the Pre-Match Centre at UEFA.com.

Hyundai/Kia



A UEFA partner since UEFA EURO 2000, Hyundai/Kia is now an integral part of the commercial programme and has strengthened its ties with international football in a number of areas.

As the official automotive partner of UEFA EURO 2016, Hyundai/Kia will be the exclusive supplier of vehicles carrying team officials, teams, referees, organisers and guests to and from the stadiums, training bases and host cities.

In addition to this essential logistical support, the South Korean automaker will also exercise its international rights across a broad range of platforms, with Kia inviting children to take part in the Official Match Ball Carrier Programme and also offering five-a-side teams the world over the chance to participate in the Champ into the Arena competition.

For its part, Hyundai will be inviting fans to take part in online promotions such as 'Be There With Hyundai' and the 'Predictor', just two of many activities that Hyundai/Kia is organising to bring the tournament closer to fans.



McDonald's

McDonald's has been a core partner of UEFA's national team competitions since 1992. Along with the FIFA World Cup and the Olympic Games, the UEFA EURO tournament is the company's main global sponsorship platform. McDonald's is the world's leading food service operator, with more than 33,000 restaurants serving nearly 68 million customers in 119 countries every day. More than 80 per cent of the company's restaurants around the world are run by local, independent owners.

The company helps promote the UEFA EURO tournament through retail and service channels that are mainly oriented towards media representatives and supporters. In France, it runs the McDO Kids Sports events, which are held in more than 100 cities and towns up and down the country over a period of four months and encourage children to lead healthy lives. The company's activities at UEFA EURO 2016 will centre on initiatives such as the official player escort programme, which gives more than 1,000 youngsters a unique opportunity to walk onto the pitch hand in hand with their heroes, and the McDonald's EURO Cup, which offers its employees the chance to play at one of the official EURO 2016 stadiums.



Orange

This is the second time that Orange and UEFA have worked together to deliver this key European football event. Orange's global activation campaign will involve the development of exclusive offers allowing fans around the world to get involved in this major tournament.

As the official telecommunications provider for UEFA EURO 2016 and a global partner of the tournament, Orange will provide all cabled and wireless telecommunications services. This will include the transmission of match signals from the ten tournament venues to broadcasters and fans around the world. Orange will also provide connectivity to all members of the organising team, officials, journalists, referees and volunteers throughout the tournament via 25,000 access points and mobile services.

More than 800 engineers and other experts from Orange will be involved in the organisation of UEFA EURO 2016.



The State Oil Company of the Azerbaijan Republic (SOCAR)

In May 2013 UEFA announced the signing of a sponsorship agreement with SOCAR as Official Sponsor for UEFA's national team competitions, including the UEFA European Football Championship. This is the second international sponsorship agreement SOCAR has signed in the football world, following the FIFA U-17 Women's World Cup, which was held in Azerbaijan.

SOCAR is an active and committed supporter of football in Azerbaijan in its capacity as the official main sponsor of the country's football association. The sponsorship of national team competitions gives the company a unique platform to

raise its global visibility, and reflects its desire to establish and build a leading brand in the energy sector. SOCAR plays a role in a number of sporting, cultural and social programmes in Azerbaijan and in the other countries where the group is present, including Switzerland.

The company has offices in Georgia, Turkey, Romania, Austria, Switzerland, Kazakhstan, the UK, Iran, Germany and Ukraine, and also has import-export operations in Switzerland, Singapore, Vietnam and Nigeria.

Turkish Airlines



On 10 December 2015, Turkish Airlines officially joined the UEFA EURO 2016 commercial programme as a global sponsor with exclusive worldwide rights and the official airline for the tournament.

As part of its campaign, Turkish Airlines will be developing exclusive offers, such as special airfares for fans flying to France and charter rates for competing teams travelling to and from the tournament. Turkish Airlines flies to 22 of the 24 competing countries and covers six destinations within France, so it is the ideal partner to ensure that fans and players arrive relaxed and ready to enjoy the tournament.

National partners

FDJ – Française des Jeux



On 2 October 2014, UEFA and FDJ announced their partnership. FDJ was the first partner to join the family of UEFA EURO 2016 national sponsors. This partnership concerns the FDJ brand and its lottery activities.

FDJ is heavily involved in sport in France, at both amateur and professional levels and through its sponsorship of top athletes and major sports events. It is therefore only natural that FDJ has joined forces with UEFA EURO 2016, the biggest event to be staged in France since 1998.

FDJ is a major French institution with a unique network of 33,000 points of sale in 12,000 towns and villages across the country. This powerful network will enable FDJ to bring the event closer to its 27 million clients through a promotional programme that will get under way next year already.

Commenting on the deal, Guy-Laurent Epstein, marketing director of UEFA Events SA, said: "We are very pleased to welcome FDJ on board as the first UEFA EURO 2016 national sponsor. With its 33,000 sales points in France, FDJ is ideally placed to promote the event throughout the country, thanks to its proximity to the fans. FDJ has also been active in French sport for many years now so it is only natural that it should want to get involved in the biggest event in the country and share the excitement and emotions football has to offer."



PROMAN

PROMAN and UEFA officially announced their partnership on 11 March 2015.

As the official recruitment agency for the event, PROMAN was the second national sponsor of UEFA EURO 2016 to have joined the official partners programme.

Established by Roland Gomez in Manosque in 1990, PROMAN is France's first independent, family business in the sector of temporary work and human resources. With 240 branches across the country, it is one of the five leading companies in its field in France. It is also active in Switzerland and the UK.

PROMAN has enjoyed double digit growth for many years now and having doubled its revenue every three years, it was approaching the billion-dollar mark in 2014.

UEFA EURO 2016 will give PROMAN a fantastic platform from which to mobilise its network of branches, make many more direct contacts and raise its profile in France and right across Europe. It will also allow the company to participate in the recruitment of tournament staff for all ten venues hosting EURO 2016.

Jacques Lambert, president of EURO 2016 SAS, said: "We are proud to welcome PROMAN as the official recruitment agency of UEFA EURO 2016. PROMAN is a model of success, representative of the economic fabric of France. The partnership put in place will allow UEFA EURO 2016 and PROMAN to work together in recruiting the necessary resources for a successful event. The network of the group's 240 branches also means activities can be organised across the whole country."



La Poste

On 20 November 2015, UEFA announced an official partnership with the La Poste Group, which has thus become the official provider of postal, parcel and express delivery services for UEFA EURO 2016.

As the official provider of postal, parcel and express delivery services for the event, La Poste will have exclusive responsibility worldwide for the transport and distribution of the 2.5m tickets in May 2016 via its postmen and women in France, its DPDgroup express delivery network in Europe and its Chronopost express delivery network elsewhere in the world. What is more, La Poste promises UEFA and the 2.5m ticket buyers completely carbon-neutral transport and delivery of tickets, in accordance with the commitments it made in March 2012 to offset all carbon emissions stemming from its postal, parcel, express delivery and online services.

To mark the final round of this UEFA European Football Championship, La Poste will also issue a series of special stamps. The first book of stamps, featuring the ten host cities, will be released on 12 December, and others will follow in the run-up to the tournament.

It will also create special areas dedicated to EURO 2016 products, particularly in major post offices.



Crédit Agricole

On 19 March 2015, UEFA EURO 2016 and Crédit Agricole officially announced their partnership. Crédit Agricole, the third national sponsor, is the official bank of the event.

As the number one French banking group, with 7,000 branches and 21 million customers, Crédit Agricole is a cooperative establishment directly engaged with people throughout France. This allows it to get involved in football, with which it shares the values of accessibility, a wide-ranging appeal and ease of participation, all over France.

The 39 cooperatives that make up Crédit Agricole will take part in UEFA EURO 2016.

Jacques Lambert, president of EURO 2016 SAS, said: "Crédit Agricole has a long relationship with French sport and football. Working together in an event as big as EURO was obvious. Across the nation, Crédit Agricole is huge and its positioning as a major bank in the French market marks it out as a partner that matches the prestige of the event. We are delighted to have the support of Crédit Agricole as the official bank of UEFA EURO 2016."



SNCF

The partnership between UEFA EURO 2016 and the SNCF was made official on 2 April 2015. The SNCF is the fourth national sponsor to join the family of official partners for the event.

The agreement relates to the transport of both passengers and freight. The SNCF will be there for fans before, during and after their journeys, in stations and across the rail network, as the event's official national transport partner.

The SNCF is one of the world's leading transport groups. As a key contributor to mobility and sustainable development in Europe and a major player in the transport of passengers and freight, the group will use its extensive rail network and logistical know-how to make supporters' journeys smoother and easier as they travel around France.

Jacques Lambert, president of UEFA EURO 2016 SAS, said: "It is a great pleasure to announce this partnership with SNCF. SNCF's experience in transporting passengers and its various initiatives and commitments in the field of sport make it a natural complement to EURO 2016's values of excellence and unity."

XIII. TV rights sales programme

The sale of global media rights for UEFA EURO 2016 has been centralised by UEFA. The new process is conducted on a market-by-market basis, and is administrated by CAA Eleven SARL, UEFA's exclusive marketing agency for the exploitation of media and commercial rights for its national team competitions.

Information on the agreements signed and the dates of the various invitations to tender are updated on a regular basis and can be found here:

http://www.uefa.org/MultimediaFiles/Download/Publications/uefaorg/Marketing/01/91/36/66/1913666_DOWNLOAD.pdf

French broadcasters

 51 matches

 22 matches

 11 matches

XIV. Institutional programmes

Atout France

The organisers of UEFA EURO 2016 have formed a partnership with Atout France, the country's national tourism agency, in order to use the tournament's exceptional profile to help promote France around the world.



On Friday 17 July 2015, Jacques Lambert, president of EURO 2016 SAS, and Christian Mantei, general director of Atout France, signed an institutional partnership agreement, overseen by Laurent Fabius, the French minister of foreign affairs and international development.

This agreement between Atout France, which seeks to promote France worldwide, and UEFA EURO 2016, a major international sporting event, represents a highly strategic partnership. This partnership seeks to maximise the economic benefits of the event by encouraging visitors to stay for an extended period, not only enjoying top quality football matches but also exploring the country.

The agreement foresees various initiatives, such as:

- joint public relations activities carried out in cooperation with the network of French embassies abroad;
- efforts to raise awareness of UEFA EURO 2016 and its international profile among tourism professionals;
- joint communication with the general public, particularly via social media and other digital tools, supported by the creation of a combined UEFA EURO 2016/France logo.

CCI de France (French chambers of commerce and industry)

It is estimated that around 1.5 million foreign visitors – including economic decision-makers – will come to France during the tournament. At UEFA EURO 2012 in Poland and Ukraine, representatives of 1,200 firms from more than 60 different countries watched tournament matches from boxes and lounges in the various stadiums.



According to the Centre de Droit et d'Économie du Sport (CDES), UEFA EURO 2016 will contribute a total of €2.8bn to the economy. That contribution, which is already a significant amount, will be far larger if French firms make full use of the business opportunities generated by the event (invitations to tender, sponsorship and licensing programmes, hospitality programme, etc.) and take advantage of the tournament's exceptional profile.

With that in mind, EURO 2016 SAS and CCI de France have decided to form a partnership. That cooperation has three main objectives:

1. to promote UEFA EURO 2016 in France and at international level and make French firms aware of the business opportunities linked to the event;
2. to encourage hoteliers, restaurateurs and other tourism professionals to focus on the quality of the welcome given to visitors;
3. to increase foreign firms and investors' appreciation of France's economic fabric, both before and during the tournament.

The agreement that EURO 2016 SAS and CCI de France concluded on 27 October 2015 establishes a general framework governing cooperation. That agreement will now be implemented at local level in the various cities hosting tournament matches. It will also serve as a basis for interaction with any local or regional chambers of commerce and industry that are interested in getting involved.

XV. The 11 Tricolore

At a press conference at the Stade de France on 30 May 2015 the French president, François Hollande, announced the creation of a special committee of experts, the 11 Tricolore.

The 11 Tricolore is made up of 11 experts in various fields, including culture, youth, digital technology, disability, sustainable development, employment, economics and tourism.

The committee members are:

- Gérard Mestrallet, president of Fondation Agir Contre l'Exclusion – employment and reintegration
- Pierre Blayau, former president of Stade Rennais FC and Paris Saint-Germain FC and president of the bank CCR – tourism and business
- Isabelle Giordano, director general of Unifrance Film – culture
- Michel Cymes, doctor and broadcaster – health
- Frédéric Mazzela, founder of BlaBlaCar – new technology
- Christine Kelly, journalist and founder of a special day of women's sports coverage – women's sport and equality
- Pauline Gamerre, director general of Red Star FC – citizenship and diversity
- Nadia Bellaoui, president of Mouvement Associatif – youth
- Tony Estanguet, three-time Olympic and world canoeing champion and member of the International Olympic Committee – environment
- Didier Fusiller, owner of the Manège Mons Mauberge and director of the Maison des arts et de la culture André Malraux in Créteil – UEFA EURO 2016 celebrations across France
- Emmanuelle Assmann, president of the French Paralympic and Sports Committee – disability and accessibility

Details of the first few actions of the 11 Tricolore can be found on the UEFA EURO 2016 website and the website of the French president.

XVI. Sustainable development strategy

On 9 July 2015, at a press conference in Paris, Jacques Lambert set out the sustainable development strategy for UEFA EURO 2016 in the presence of Emmanuelle Assmann, a bronze medallist at the 2004 Paralympics, president of the French Paralympic and Sports Committee, and a member of the association Ambition Olympique et Paralympique 2024, and Tony Estanguet, a three-time Olympic champion, a member of the International Olympic Committee, and a member of the association Ambition Olympique et Paralympique 2024.

1. Social responsibility

The social responsibility programme for UEFA EURO 2016 is divided into four key areas: health (smoke-free environment), accessibility (welcoming disabled supporters), anti-discrimination and fan services. These social responsibility activities are carried in partnership with organisations active in these four areas (see below).

Health: EURO 2016 – smoke-free

In cooperation with the [World Heart Federation](#) and the [European Healthy Stadia Network](#), UEFA aims to create a smoke-free environment for all ticket holders, staff and suppliers inside all EURO 2016 stadiums. UEFA hopes this policy will also be adopted at pre-tournament events and in the official tournament fan zones.

Accessibility: Respect access for all

In partnership with the Centre for Access to Football in Europe (CAFE), UEFA aims to make the EURO 2016 stadiums fully accessible and therefore inclusive. In line with the ACCESS FOR ALL, UEFA and CAFE Good Practice Guide to Creating Accessible Stadiums (available on the UEFA website), the objective is to welcome and allow people with different access needs a full and inclusive match experience.

Anti-discrimination: Respect diversity

In connection with the FARE network (Football Against Racism in Europe), UEFA aims to implement a zero tolerance policy against all forms of racism and discrimination. All EURO 2016 matches, including a selected number of qualifiers, will be monitored by FARE match observers. FARE incident reports will be transmitted to the UEFA Control, Ethics and Disciplinary Body, and may result in sanctions. The extensive UEFA Respect Diversity measures also include educational programmes and campaigns such as 'No to Racism'.

Fan services: Respect for fan culture

In cooperation with Football Supporters Europe (FSE), UEFA aims to welcome, advise and support football fans at EURO 2016 in the best possible way. The FSE-led fan embassy programme for supporters is an integral part of the tournament.

2. Environmental responsibility

When organising an event on the scale of UEFA EURO 2016, the environmental stakes are high. The term 'sustainable development' is key, and UEFA will make a real effort to contribute to sustainable development by progressively aiming to reduce its environmental footprint, operating in a socially responsible way and gauging the tournament's economic impact in order to assess the positive legacy for France as the host country.

All tournament stakeholders (UEFA, EURO 2016 SAS, the French state, host cities, commercial partners, supporters and visitors) will play their part in helping to reduce the EURO 2016 environmental impact 2016.

A major challenge in the EURO 2016 sustainability programme will be to reach out to younger football fans. New technologies will enable collaborative platforms to be developed and dematerialisation to be sped up, while new means of mobility will be encouraged. Communication tools will include social media. Super Victor, the official tournament mascot, will also send sustainable development messages to younger supporters.

Evaluation

Reporting is a key part of any sustainability strategy and UEFA will use the Global Reporting Initiative (GRI) standards for its UEFA EURO 2016 sustainability reporting. This will also include reporting on environmental footprints. The strategy's key performance indicators (KPIs) will be shared with the decision-making entities.

Public transport and mobility

Transport is a major contributor to any event's carbon footprint and an important focus in the EURO 2016 sustainability strategy. By promoting the use of public transport, UEFA aims to leave a positive legacy from EURO 2016 for the host country and host cities.

Fans will be offered various transport services for getting to and from the stadiums and fan zones during the tournament. UEFA will work closely with different stakeholders and its transport partners at national, regional and local level to encourage efficient public transport systems that incorporate aspects of eco mobility and take into consideration air quality, energy and environmental impact.

Waste management

Waste management services will be provided at the different venues, split into two parts: cleaning and waste disposal.

Waste disposal will cover the removal of all collected waste and, depending on the service provider, venue and public facilities, waste will be separated into glass, paper/cardboard, green waste, PET/foil, etc.

Energy and water

Many French stadiums already use renewable energy such as solar, wind and geothermal energy. Rainwater is also collected in most stadiums and reused for pitch watering, for example.

In addition, UEFA's strategy is to reduce energy consumption by gathering and identifying the realistic needs of the stakeholders and designing a system that best fits the realities on the ground, in order to optimise energy and water use in particular.

Overall, the aim will be to work closely with all stakeholders to optimise energy and water usage.

Sourcing of products and services

A sustainability addendum forms an integral part of all operational tender procedures, procurement processes and contracts related to UEFA EURO 2016. This aims to encourage sustainability among suppliers and project leaders, facilitating a bottom-up strategy.

This addendum includes a requirement to respect the United Nations Global Compact (to which EURO 2016 SAS has signed up) – universal principles in the areas of human rights, labour, the environment and the fight against corruption; a request for information on sustainability initiatives already implemented by the supplier; a request to deliver data post-event on the service or products provided for UEFA EURO 2016, so as to enable the sustainability project to produce a sustainability (GRI) report and an environmental report; details of the sustainability project's priorities; and an invitation to propose innovative solutions relating to those priorities.

Specific tenders, procurement processes and contracts will also require more advanced sustainability criteria.

With that in mind, **various initiatives** will be implemented by the organisers of UEFA EURO 2016:

- offsetting of carbon emissions resulting from the air travel of officials and staff, in order to finance a wind farm in New Caledonia;
- creation of an eco-calculator to encourage fans attending matches at UEFA EURO 2016 to choose the most responsible means of transport and, at the same time, contribute to the carbon offsetting project;
- awarding of an Environmental Respect Trophy to stadiums, host cities and EURO 2016 SAS teams to promote good practices in the field of sustainable development;
- production of a guide to responsible behaviour aimed at staff of UEFA and EURO 2016 SAS and the general public;
- establishment of three teams of sustainable development volunteers (comprising a total of 250 volunteers), focusing on 'respect for accessibility', 'respect for health' and 'respect for the environment', as part of the EURO 2016 volunteer programme run by the French Football Federation.

The organisers of UEFA EURO 2016 intend to seek endorsement of their approach to sustainable development by requesting ISO 20121 certification for their sustainable event management system.

A report on social responsibility and sustainable development one year before UEFA EURO 2016 and the aforementioned guide to responsible behaviour can both be found on the tournament's website: www.uefa.com/uefaeuro/organisation/sustainability/index.html

XVII. Digital strategy: 'More than just football'

The goal is to create a strong link between the event and the communities following it.

The UEFA EURO 2016 editorial policy is to publish news items on the event (match schedule, focus on the stadiums and mascot etc.) and presentations of each region (promotion of local areas and activities).

The aim is to bring together not only football lovers but also the people of France, who are proud to be hosting an event of this importance. To achieve this objective, UEFA EURO 2016 will create an extensive digital system connected to the networks operated by the tournament's stakeholders (host cities, organisations and sponsors). Activities will initially focus on Facebook, Twitter and the EURO 2016 website.

Facebook

The Facebook page (<https://www.facebook.com/EURO2016>) has more than 7 million fans to date.

As well as increasing the number of French fans, UEFA EURO 2016 will also set great store by the level of interaction with the online community.



Twitter

The Twitter account (<https://twitter.com/EURO2016>) now has more than 130,000 followers, who can ask questions and access information about UEFA EURO 2016 in real time.

Website

The website (http://bit.ly/EURO_2016), hosted at UEFA.com, offers important information on the event, providing instant access to the latest news, video interviews, photos and content from previous tournaments.



Other social media

Since September 2014, UEFA EURO 2016 has also been focusing on new social networks such as [Instagram](#) and [Vine](#), all with the idea of fostering the creativity of the online community.

XVIII. Key figures

SPORTING PERSPECTIVE

15th European Football Championship

3rd final round to be hosted in France, after 1960 and 1984

1st final round to involve 24 teams – France qualify automatically as host nation

31 days – from 10 June to 10 July 2016

51 matches in 10 host cities

TOURISM AND ECONOMIC IMPACT

The 7 biggest French conurbations are hosting the tournament

1/3 of the French population is directly concerned by the event

Each team will play their **3** group matches in **3** different city

2.5 million spectators

1.5 million foreign visitors expected

7 million visitors expected in the fan zones

INTERNATIONAL EXPOSURE FOR FRANCE

In 2012 there were:

- **8.1** billion TV viewers altogether
- **150** million TV viewers per match
- **120** broadcasters in **200** territories

XIX. The countdown

<i>September 2013</i>	<i>Host cities logo launch</i>
<i>14 September 2013</i>	<i>1,000 days to go</i>
<i>22 September 2013</i>	<i>Inauguration of the stadium in Nice</i>
<i>23 February 2014</i>	<i>Qualifying draw in Nice</i>
<i>September 2014</i>	<i>Qualifying competition kicks off</i>
<i>16 October 2014</i>	<i>Inauguration of the Stade Vélodrome in Marseille</i>
<i>23 October 2014</i>	<i>6th UEFA EURO 2016 steering group meeting</i>
<i>18 November 2014</i>	<i>Mascot launch at France v Sweden</i>
<i>27 January 2015</i>	<i>500 days to go</i>
<i>12 March 2015</i>	<i>Seventh steering group meeting, in Lyon</i>
<i>7 May 2015</i>	<i>400 days to go</i>
<i>12 May 2015</i>	<i>Ticketing press conference</i>
<i>18 May 2015</i>	<i>Inauguration of the Stade de Bordeaux</i>
<i>30 May 2015</i>	<i>Launch of the volunteers programme by the French Football Federation</i>
<i>10 June 2015</i>	<i>Public ticket bookings open</i>
	<i>365 days to go</i> press conference with Michel Platini and Jacques Lambert in Paris
<i>June 2015</i>	<i>365 days to go</i> in the host cities
<i>9 July 2015</i>	<i>UEFA EURO 2016 sustainability strategy presentation</i>
<i>10 July 2015</i>	<i>Public ticket bookings close</i>
<i>15 August 2015</i>	<i>300 days to go</i>
<i>October 2015</i>	<i>Public inauguration of the Stade Geoffroy Guichard in Saint-Etienne</i>
<i>November 2015</i>	<i>Stade Bollaert-Delelis</i> in Lens, work completed
<i>12 November 2015</i>	<i>Unveiling of the official tournament ball</i>
<i>23 November 2015</i>	<i>200 days to go</i>
<i>12 December 2015</i>	<i>Final round</i> draw in Paris
<i>January 2016</i>	<i>Official inauguration of the Stadium de Toulouse</i>
<i>Early 2016</i>	<i>Official inauguration of the Stade de Lyon</i>
<i>March 2016</i>	<i>Finalists workshop</i>
<i>2 March 2016</i>	<i>100 days to go</i>
<i>April–June 2016</i>	<i>Trophy tour</i>
<i>10 June 2016</i>	<i>UEFA EURO 2016 opening match</i>
<i>10 July 2016</i>	<i>UEFA EURO 2016 final</i>

This document is also available on UEFA.com or on <http://ftp.uefa.com> (username: MediaAndComs; password: UEfa2015)

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