



INVITATION TO TENDER

**PROVISION OF HOSPITALITY DELIVERY SERVICES FOR ICC MEN'S T20
WORLD CUP 2026**

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1. INTRODUCTION

- 1.1 ICC Business Corporation FZ LLC ("**IBC**"), a wholly owned subsidiary of the International Cricket Council Limited (the "**ICC**"), is incorporated under the regulations of the Dubai Development Authority in the United Arab Emirates, and is sanctioned by the ICC to organise ICC Events and to exploit all commercial rights pertaining to ICC Events throughout the world.
- 1.2 IBC wishes to engage with a world-class and well-established company or companies to provide turnkey hospitality services for an international sport event in connection with the ICC Event including, without limitation, through the provision of the services set out in Appendix B (the "**Services**").
- 1.3 Unless otherwise defined elsewhere, capitalised terms used in this ITT have the meanings set out in Appendix A.

2. OBJECTIVES

- 2.1 The purpose of this ITT is to invite interested and qualified Applicants to submit Tenders for the right to provide the Services to IBC, as described in the overview of Services set out in Appendix B and on the terms and subject to the conditions set out in this ITT.
- 2.2 This ITT invites Tenders from Applicants with:
 - (a) extensive proven experience in providing cost-effective services similar to the Services;
 - (b) a strong financial position;
 - (c) sufficient resources (in particular staffing) to provide the Services; and
 - (d) trained personnel (including in particular, but without limitation, experienced and skilled management personnel); and
 - (e) previous experience in providing Services of a similar nature and complexity.
- 2.3 In submitting a Tender each Applicant must:
 - (a) provide adequate and detailed answers and information to meet the requirements of the Criteria as set out in Appendix C;
 - (b) complete, sign and return the Details of Applicant form as set out in Appendix E;
 - (c) provide any other relevant and supplementary materials or information as requested in this ITT or as requested by IBC pursuant to terms of this ITT.
- 2.4 In submitting its Tender, each Applicant will have to establish that it satisfies (or will satisfy in a timely fashion) the Criteria and the Requirements. IBC will evaluate the Tenders based on the extent to which they satisfy such conditions and requirements.
- 2.5 Each Applicant should provide satisfactory evidence to IBC in its Tender of its financial standing and of its ability to meet the commitments it makes in its Tender.
- 2.6 No pricing information should be submitted with the Tender, although some general information relating to fee structure is set out in Appendix F. If the Applicant is shortlisted, they will then be asked to submit provide a full, detailed breakdown of costs in relation to the full list of Services for each Package included within the Applicant's Tender within the Price Quotation Template which will be provided to the shortlisted Applicants.
- 2.7 IBC may, in its absolute discretion, waive any of the conditions and/or requirements set out in this ITT in respect of any or all of the Applicants. Each Applicant will be evaluated on the overall merits of its Tender and the Successful Applicant(s) may not have satisfied all conditions and requirements and may not necessarily be the one which offers the most competitive financial terms.

3. ENQUIRIES

- 3.1 IBC shall, where possible, answer questions or provide additional information reasonably requested by Applicants at any time during the Selection Procedure with respect to the contents of this ITT or the means by which the Successful Applicant(s) shall be appointed.
- 3.2 Queries should be addressed in an e-mail with the subject line "ICC Hospitality ITT - Query" to the following addresses: Alannah.white@icc-cricket.com
- 3.3 IBC shall attempt to respond to all queries in as expeditious a manner as possible and in such a form as IBC considers appropriate. IBC reserves the right to make its response to any query from any Applicant available to all relevant Applicants without revealing the identity of the initial enquiring party.
- 3.4 IBC may not be able to provide responses and/or additional information to all queries and it shall definitely not be able to do so if such requests are sent less than 5 (five) business days before the due date for receipt of Tenders as set out in the Timetable.

4. SELECTION PROCEDURE OVERVIEW

- 4.1 Each Applicant must send IBC an email outlining their interest to respond to the ITT by no later than the due date prescribed in the timetable to: Alannah.white@icc-cricket.com
- 4.2 Upon receipt of the email outlining interest to respond to the ITT, IBC shall provide applicants further Event related information.
- 4.3 Applicants must submit to IBC its Tender documents, in English, by email by no later than the due date prescribed in the Timetable to the following addresses: Alannah.white@icc-cricket.com
- 4.4 Each Applicant must attach all applicable documents in support of its Tender in accordance with the requirements set out in paragraph 2.3 of this ITT as well as any other relevant materials, weblinks, photographs and/or attachments. IBC may issue supplementary requests for information which, once issued, will form part of this ITT. IBC may also ask any Applicant for such further information, guarantees and/or documents as IBC deems necessary in connection with any Tender at any time and any such further information, guarantee and/or document may be used at any point in the Selection Procedure by IBC to evaluate a Tender.
- 4.5 Each Tender, once submitted, constitutes a binding and irrevocable offer to provide the Services on the terms set out in the Tender, which offer cannot be amended or withdrawn after its date of submission (in either case unless requested by IBC).
- 4.6 IBC is not obliged to accept or consider any Tender in full or in part or any responses or submissions in relation thereto and IBC may reject any Tender, responses or submissions (or any part thereof) and, in its sole discretion, may refuse to award any business in connection with this ITT. Without prejudice to the foregoing, IBC reserves the right to appoint the Applicant(s) whose Tender (in the absolute discretion of IBC) most successfully conforms to the Criteria and the Requirements in accordance with the terms and conditions described in this ITT or to make alternative arrangements for the provision of the Services, including (without limitation) issuing a revised or different ITT or providing the Services itself.
- 4.7 IBC shall conduct the Selection Procedure in accordance with the Timetable set out in Appendix D. Each Applicant is and shall be required to comply fully with the applicable deadlines in the Timetable as well as such other deadlines as are imposed by IBC throughout the Selection Procedure (unless otherwise approved by IBC on a case-by-case basis).
- 4.8 The Selection Procedure shall consist of:
 - (a) a technical evaluation of each Tender examining each Applicant's ability to provide the Services in accordance with the Requirements;
 - (b) an evaluation of each Applicant's suitability, experience and qualifications, including (without limitation) its compliance with the Criteria as well as the organisational structure and infrastructure proposed by the Applicant to provide the Services; and
 - (c) a financial evaluation of each shortlisted Applicant's Price Quotation Template;

- (d) the designation of one Applicant as the Preferred Supplier for Package 1 and one for Package 2, or one Applicant for Package 3.
- 4.9 IBC may, for any reason and at any time during the Selection Procedure, request any Applicant to supply further information and/or documentation. Each Applicant shall supply such further information and/or documentation requested within 7 (seven) calendar days (or such other period of time as may be required by IBC) following receipt of the written request for that information and/or documentation. Any and all costs and/or expenses associated with the provision of the additional information and/or documentation shall be borne by the Applicant.
- 4.10 IBC reserves the right (in its absolute discretion) to determine how to progress any discussions and/or negotiations with Applicants following submission of the Tenders.
- 4.11 After careful consideration and thorough examination of the Tenders and, if applicable, the presentations, IBC shall, in its absolute discretion, confirm which Applicant(s) (if any) it proposes to appoint as the Successful Applicant(s). Separate Applicants may be appointed for the different Packages set out in Appendix B provided that it is IBC's intention that only one Applicant will be appointed if Package 3 is awarded, and it is open to Applicants to specify that their Tender covers one or more of the Packages set out in Appendix B. The relative competitiveness of the financial terms offered may not necessarily be a decisive factor in choosing between Tenders. IBC reserves the right to make the appointment of the Successful Applicant(s) subject to such further terms and conditions as it considers appropriate in relation to this ITT process and/or the provision of the Services. Applicants who have not been selected shall be informed accordingly in writing. IBC shall not be obliged to give any reason(s) for the selection and/or rejection of any Tender or any part thereof.
- 4.12 The appointment of the Successful Applicant(s) is subject to the conclusion of Agreement(s) between IBC and the Successful Applicant(s) governing all rights and obligations related to the Services. The Agreement(s) shall be prepared by IBC to include such terms and conditions commonly included in agreements of such nature, together with any other terms and conditions which are required by IBC (whether arising from the specifications of the Tender of the Successful Applicant(s) or otherwise). Each Applicant agrees and acknowledges that IBC shall have the absolute right to determine at its absolute discretion whether or not negotiations shall be conducted on an exclusive basis.
- 4.13 Notwithstanding any other provision of this ITT, IBC reserves the right, at any time and in its absolute discretion, to accept or reject Tenders (or to permit any Applicant to resubmit its Tender in the event that such Tender fails to meet any or all of the Criteria and/or the Requirements), to pursue negotiations with any number of Applicants, to withdraw from negotiations with any Applicant at any time, to pursue negotiations in respect of some or all of the ICC Events and/or Services, to modify the scope and scale of the Services, and to suspend, discontinue, modify and/or terminate this ITT process (or any part thereof) at any time.

5. LEGAL PROVISIONS

In participating in this ITT process, responding to this ITT and/or submitting a Tender, each Applicant accepts and agrees to be bound by and to comply with the terms of this ITT generally, including (without limitation) the following terms and conditions (which apply in each case equally to all Applicants):

- 5.1 Nothing in this ITT, or in any communication made by IBC or its officers, employees, representatives, agents and/or advisers shall constitute an offer of a contract or a binding contract between IBC and any Applicant, nor shall it be taken as constituting any representation that rights or licences will be granted in accordance with this ITT and/or the Selection Procedure.
- 5.2 IBC reserves the right, at any time during the Selection Procedure, to change any aspect of this ITT, to issue any separate amendment or addendum to this ITT (which will become part of this ITT upon issue) or to issue an amended ITT in place of this ITT, to refuse to consider any Applicants or to withdraw this ITT. Applicants acknowledge that IBC may decide to organise the Services on its own or without appointing any third party and that IBC may increase, decrease, suspend, discontinue and/or modify its requirement for the Services in respect of the ICC Event or any part thereof.

- 5.3 Following consideration of the desirable contractual structure for the Services in light of the location and identity of the Successful Applicant, IBC may (at any time prior to execution of the Agreement) elect for the contracting party to be the host of an ICC Event, the LOC or other appropriate entity rather than IBC.
- 5.4 Whilst IBC has taken all reasonable care to ensure that this ITT is accurate in all material respects at the date of its issue, neither IBC, nor any of its officers, employees, representatives, agents and/or advisers make any representation or warranty or accept any responsibility for the accuracy or completeness of the information contained in this ITT or in any subsequent correspondence by IBC in relation to this ITT, nor shall they be liable for any loss or damage suffered by any Applicant or any other third party in reliance on this ITT or any subsequent communication with IBC.
- 5.5 Without prejudice to paragraph 5.4 above, this ITT does not contain any representation upon which any Applicant or other recipient may be entitled to rely at any point in time in order to bring any claim, action or proceedings against IBC and/or its associated entities and/or any of their respective officers, employees, representatives, agents and/or advisers (whether for misrepresentation or otherwise). This ITT is incapable of creating any liability for IBC and/or its associated entities and each Applicant hereby irrevocably and unconditionally waives any and all rights it may have, now or at any time in the future, to bring any claim in any court of competent jurisdiction in relation to the appointment or manner of appointment of any Applicant, the Selection Procedure or otherwise in relation to the ITT process.
- 5.6 Each Applicant represents, warrants and undertakes to IBC that any and all information contained in its Tender and/or submitted in connection with its Tender, and any and all representations made by or on its behalf to IBC, during the course of the Selection Procedure shall not be false, inaccurate or misleading in any respect (including, without limitation, by the omission of any material, information or facts) and that if, after submitting its Tender there is any change in the Applicant's circumstances or any other event occurs which may adversely affect and/or impact such information and/or representations and/or the manner in which they may be interpreted by IBC, the Applicant shall promptly notify IBC in writing setting out the relevant details in full. IBC is and shall be fully able to rely on the accuracy and authenticity of any and all information contained in any Tender and/or submitted in connection with any Tender in assessing any Applicant's ability to perform and deliver the Services.
- 5.7 Each Applicant agrees to keep confidential at all times, whether during or after the Selection Procedure, all Confidential Information and to take all necessary steps to preserve the strict confidentiality of such Confidential Information, including (without limitation) by disclosing relevant material to its officers, employees, representative, agents and/or advisers only on a strictly "need to know" basis and only for the purpose of this Selection Procedure.
- 5.8 Each Applicant agrees that it will not discuss any part of this ITT, any Tender it is considering or which it has submitted and/or any other aspect of the Selection Procedure with any other Applicant at any time for any reason. Any breach of this obligation by an Applicant may result in its immediate elimination from the Selection Procedure.
- 5.9 No Applicant is entitled to make any announcement relating directly or indirectly to this ITT, the Selection Procedure and/or its Tender. Each Applicant acknowledges and agrees that IBC shall have the absolute right to make any announcement in connection with this ITT and/or the whole or any aspect of the Selection Procedure.
- 5.10 Each Applicant is responsible for any and all costs, expenses and liabilities incurred (directly or indirectly) by the Applicant or on its behalf in the preparation and submission of its Tender and/or otherwise in relation to the Selection Procedure and/or any negotiations following receipt by IBC of its Tender (whether or not an Agreement(s) is entered into with such Applicant). Under no circumstances will IBC and/or its associated entities and/or any of its respective officers, employees, representatives, agents or advisers be responsible for any costs of any Applicant associated in any way (whether directly or indirectly) with the Selection Procedure.
- 5.11 Each Applicant acknowledges that any and all intellectual property rights of IBC and the ICC in relation to the ICC Events (including but not limited to the name, logo and trophy for the ICC Events) remain the exclusive property of IBC or the ICC (as appropriate). Furthermore, any materials provided by IBC to any Applicant shall belong and/or accrue exclusively to IBC. No Applicant shall claim ownership over any rights including (without limitation) intellectual property

rights, in relation to the ideas, concepts, material or any other rights contained in this ITT, including the examples provided as part of this ITT which shall be owned by IBC.

- 5.12 In consideration of IBC receiving and reviewing its Tender, each Applicant confirms and warrants that it has read, understood and accepted the terms and conditions set out in this ITT, which take precedence over any provisions contained in any other communications between the Applicant and IBC. Each Applicant further acknowledges that, except as set out in the Tender and in the Agreement(s), there is no existing agreement, arrangement or understanding in place (whether in writing or oral) between IBC and the Applicant in relation to this ITT, its subject matter and/or the provision of the Services.
- 5.13 Each Applicant acknowledges that, save as set out in the Agreement(s), all rights and opportunities in and in relation to ICC Event and the Services shall be exclusively reserved by IBC, the LOC and/or the ICC (as appropriate).
- 5.14 IBC shall be able to rely on any and all representations made by each Applicant in its Tender and/or in connection therewith.
- 5.15 No terms seeking to restrict in any way the discretion of IBC in the Selection Procedure will be accepted.
- 5.16 This ITT, the Selection Procedure and any and all related documentation, correspondence (including, without limitation any Tender), any non-contractual obligations and any Agreement(s) (or other agreements) entered into between IBC or any of its affiliates and any Applicant or prospective Applicant shall be governed by and interpreted in accordance with English law and any dispute arising from or in relation to the same shall be subject to the exclusive jurisdiction of the English courts.

6. CONFLICTS AND COLLUSIVE BEHAVIOUR

- 6.1 A conflict of interest arises when an Applicant's integrity, objectivity or fairness in performing the Services is at risk due to a personal interest or conflicting business arrangement of the Applicant, or a person or organisation associated with the Applicant.
- 6.2 An Applicant must accordingly disclose in their Tender any potential or actual conflicts of interest that they may have or may be perceived to have in respect of their responsibilities to IBC and other parties in the course of delivering the Services, should they be selected as the Successful Applicant. Applicants with such conflict or perception of conflicts must specify within their Tender how they will manage the conflict or perception of conflict to provide assurance that it will not adversely impact the performance of any Services.
- 6.3 The Applicant and any person or organisation associated with the Applicant must not directly or indirectly provide any form of inducement or reward to any employee, member or shareholder of IBC, the ICC or any affiliates or associated concerns or any of their respective representatives in relation to the Selection Procedure under this ITT.
- 6.4 Without prejudice to any criminal liability an Applicant may attract and any other remedies available to IBC or the ICC, each Applicant hereby undertakes that it shall not:
 - (a) fix or adjust the costs of its Tender by or in accordance with any agreement or arrangement with any other party;
 - (b) communicate to any party the costs or approximate costs of its proposed Tender or information which would enable the amount or approximate amount to be calculated (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Tender or insurance or any necessary security);
 - (c) enter into any agreement or arrangement with any other party that such other party shall refrain from submitting a Tender;
 - (d) enter into any agreement or arrangement with any other party as to the costs of any Tender submitted; and/or
 - (e) collaborate or collude with any third party with a view to unfairly influencing the outcome of the Selection Procedure under this ITT or otherwise misleading or concealing information from IBC.

7. **OTHER OBLIGATIONS**

- 7.1 The engagement of the Successful Applicant(s) pursuant to this ITT is subject to the conclusion of the Agreement(s) between IBC (which shall for the purposes of this paragraph 7 be deemed to include such other ICC entities as IBC nominates) and the Successful Applicant(s), governing all rights and obligations related to the Services to be provided by the Successful Applicant(s). The Agreement(s) shall be prepared by IBC to include such terms and conditions commonly included in agreements of such nature, together with any other terms and conditions which are required by IBC (whether arising from the specifications of the accepted Tender or otherwise). Some key principles in relation to the Agreement(s) are set out below:

Subject	Principle
<i>Assignment and sub-contracting</i>	The Successful Applicant(s) will only be able to assign/ sub-contract any or all of its rights and obligations under the Agreement(s) with the express written permission of IBC. However, the Successful Applicant(s) shall at all times remain primarily liable for the performance of all of its obligations under the Agreement(s) notwithstanding any such sub-contract.
<i>Insurance</i>	<p>The Successful Applicant shall obtain and maintain, at its own expense, comprehensive public liability and product liability insurance (with a reputable insurer acceptable to IBC with a minimum "A" grade S&P, Moody's or similar rating) to protect the Successful Applicant and IBC against any and all claims, actions, losses and damages arising out of the provision of the Services (including, without limitation, coverage for financial loss, efficacy and failure to fulfil function) up to a minimum amount of US\$10,000,000 (ten million United States dollars) for any one claim (or in aggregate in respect of product liability). The Successful Applicant shall promptly provide evidence of such insurance to IBC upon request, and shall immediately notify IBC should any occurrence serve to void such insurance.</p> <p>Additionally, Successful Applicant to take out and maintain throughout the Term appropriate professional indemnity insurance with a reputable insurer, in an amount not less than US\$5,000,000 (five million United States dollars) for any one claim, to cover any claim that may arise under or in connection with the Services, including but not limited to cover against defamation, negligence, malpractice, breach of duty or any other act or omissions in the performance of the Services. IBC shall be named as an additional insured under this policy and provided with a copy of the policy if requested. The terms of the policy shall not operate to relieve the Successful Applicant of any of its liabilities under the Agreement.</p>
<i>Intellectual Property Rights</i>	IBC shall own and retain ownership of all of intellectual property rights which it provides to the Successful Applicant or which arise as a result of the Services from creation. The Agreement(s) will require assignment by the Successful Applicant(s) for any intellectual property rights that may be created or become vested in the Successful Applicant(s) (or any sub-contractor) in the course of the performance of Service(s) from creation and a full,

	uncapped indemnity for any intellectual property rights infringement.
<i>Liability</i>	<p>IBC shall not be liable to the Successful Applicant(s) under the Agreement(s) for any indirect or consequential loss arising out of or in connection with the performance of its obligations under the same or any breach thereof even if it was advised in advance of the possibility of such loss or damage.</p> <p>In the event of any failure by the Successful Applicant to deliver the required Services, IBC shall not be required to pay the fee for the relevant Services and shall be entitled to obtain the required Services from a third party and recover any additional costs from the Successful Applicant.</p>

APPENDIX A

DEFINITIONS

"Agreement"	means each long-form written agreement to be entered into between IBC and the Successful Applicant(s) governing the provision by the Successful Applicant(s) of the Services (or any part of them).
"Applicant"	means any party which is considering whether or not to submit or which submits from time to time a Tender in response to this ITT.
"Confidential Information"	means any and all aspects of this ITT, the Selection Procedure, and/or the business and/or affairs of the ICC and/or IBC which is or which comes into an Applicant's possession (except where such information is generally available to the public).
"Criteria"	means the list of criteria to be addressed by each Applicant in its Tender as set out in Appendix C.
"IBC"	means ICC Business Corporation FZ LLC, which has its registered address at DMC-BLD05-VD-G00-075, Ground Floor, Dubai Media City, United Arab Emirates, and its administrative office at Street 69, Dubai Sports City, Sheikh Mohammad Bin Zayed Road, P.O. Box 500070, Dubai, United Arab Emirates.
"ICC"	means the International Cricket Council Limited, the international governing body for the sport of cricket.
"ICC Event"	means the ICC Men's T20 World Cup 2026.
"ITT"	means this Invitation to Tender, including all of its appendices and as amended, supplemented or replaced from time to time.
"LOC"	means the local organising committee established by the Member Board or Boards appointed to host the relevant ICC Event.
"Requirements"	means the guidelines, directions, requirements, instructions and requests of IBC issued to any Applicant with respect to the Selection Procedure and/or the Services from time to time.
"Selection Procedure"	means the entire procedure conducted by IBC to select and appoint the Successful Applicant(s) for the provision of the Services pursuant to the ITT process and the subsequent negotiation, finalisation and execution of the Agreement(s).
"Services"	means the services set out in Appendix B.
"Successful Applicant"	means the Applicant(s) selected by IBC to provide the Services pursuant to the Selection Procedure.
"Tender"	means all documents and information submitted by an Applicant supporting its bid to provide the Services, as required under this ITT.
"Timetable"	means the timetable for the Selection Procedure as set out in Appendix D.

APPENDIX B

SERVICES

The Successful Applicant for each Package shall be required to provide the services listed below in connection with the ICC Event, such services to be delivered by the Successful Applicant always in accordance with any instructions issued by or on behalf of IBC from time to time.

ICC Event details:

Year	Event Title	Dates	Host Countries	Number of Cities/Venues
2026	ICC Men's T20 World Cup		India and Sri Lanka	Narendra Modi Stadium, Ahmedabad MA Chidambaram Stadium, Chennai Arun Jaitley Stadium, Delhi Eden Gardens, Kolkata Wankhede Stadium, Mumbai SSC Cricket Ground, Colombo R. Premadasa Stadium, Colombo Pallekele International Cricket Stadium, Kandy

ICC Hospitality Programme

- (a) Develop and implement a detailed plan with timelines for the design, production, manufacturing, installation, removal and reinstatement of the ICC Hospitality look and feel, utilising the supplied brand guidelines, for the below ICC Hospitality activations.

The detailed plan is to include but not be limited to renders, manufacturers and delivery schedule.

- i. ICC Hospitality Lounge
 1. Applicable for ALL matches
 2. Fully enclosed lounge for up to 350 pax
 3. Dedicated concierge team for guest handling from arrival to departure
 4. Hospitality support at hotel and stadium
 5. Well-designed catering areas
 6. Innovative hospitality touchpoints and engagement activities integrated into the experience
 7. High quality themed décor and ambience throughout
 8. Partner to propose concepts that deliver a premium 360-degree guest experience
- ii. ICC Enhanced Super Hospitality in Stadium and external venues

1. Applicable only for India matches hosted in India, plus the semifinal and the final
2. Fully enclosed premium space for 30 to 40 VIP guests
3. Separate catering area to ensure uninterrupted match viewing
4. Dedicated concierge team for guest handling from arrival to departure
5. Hospitality support at both the stadium and the hotel
6. Enhanced high touch service including welcome, escorting, check in and gifting
7. Curated premium F&B menu with seamless service flow
8. Hospitality activities and engagement elements integrated into the experience
9. Premium themed decor and elevated ambience throughout
10. Partner to propose concepts that deliver a luxury 360-degree guest experience

iii. ICC Suites – TBC

1. Applicable for identified matches
2. Dedicated concierge team for guest handling from arrival to departure
3. Hospitality support at hotel and stadium
4. Well-designed catering area
5. Innovative hospitality touchpoints and engagement activities integrated into the experience
6. High quality themed décor and ambience throughout
7. Partner to propose concepts that deliver a premium 360-degree guest experience

- (b) Manage, coordinate and monitor the suppliers or partners with whom the Successful Applicant has a contractual relationship, in relation to delivery of the Services.
- (c) Appoint ONE lead project manager to act as the primary contact for IBC's Head of Hospitality's enquiries and contract management and liaising regularly with IBC's designated representative, who will be closely involved with the design and approvals process, with the design of designated spaces production, installation and event day management of event locations.
- (d) Appoint a venue project manager, per venue, to act as the primary contact to IBC Hospitality Venue Managers, who will be closely involved with installation and delivery of the ICC Hospitality match day execution.
- (e) Liaise with IBC with regard to relevant event logo and brand artwork and implementation into ICC Hospitality designated spaces as well as any further collateral used within ICC Hospitality.
- (f) Plan, source and deliver a full hosting programme, including but not limited to staffing, rostering and uniforms for in venue match days, any pre and/ or post-match activations and external ticket collection points including match day concierge management. All hosting staff must speak English and can be a mix of male and female hosts.
- (g) Develop and implement a gifting programme including approval process, sampling, manufacture and delivery.
- (h) Where required develop, procure and coordinate a full end to end concierge service for ICC Hospitality guests, including but not limited to car services and bus services, acting as the primary point of contact, managing all guest enquiries, communications and transport schedules.
- (i) Develop and deliver curated guest experiences across all ICC Hospitality spaces, including match day moments such as welcome ceremonies, premium F&B interactions, thematic entertainment, meet and greet opportunities and other experiential touchpoints designed to elevate the overall hospitality journey. All experiences must align with ICC brand guidelines and be planned end to end from concept to execution.
- (j) Where required procurement, coordination, and management of performers required for match-day entertainment. This includes, but is not limited to, identifying suitable talent, securing availability, managing pre-event communication and ensuring all performers are present, prepared and fully briefed on match-day.
- (k) Where required develop and implement a detailed plan for the design, production, manufacturing and installation of ICC Hospitality ticket collection booths at the identified venues outside of the dedicated ICC Match Venues, including approval process, renders, manufacturer and delivery.
- (l) Where required develop and implement a detailed plan for the design, production, manufacturing and installation of ICC Super Hospitality pre and/ or post-match activations at

- the identified venues outside of the dedicated ICC Match Venues, including approval process, renders, manufacturer and delivery.
- (m) If there is any requirement for freight as part of the Services, the Successful Applicant shall be required to allow the ICC's official logistics partner, DP World, an opportunity to provide such freight services.

The Services will be required to be delivered in India and Sri Lanka and are divided into 3 packages (each a "**Package**");

- Package 1: Provision of the Services at all venues in India
- Package 2: Provision of the Services at all venues in Sri Lanka
- Package 3: Provision of the Services at all venues in India and Sri Lanka

Applicants are invited to submit Tenders in accordance with the terms of this ITT to provide the Services in respect of one or more Packages. No more than one Applicant will be appointed in respect of each Package, and if Package 3 is awarded then IBC will not award Package 1 or Package 2.

Applicants must indicate in their Tender which Packages they wish to be appointed for and must demonstrate their experience for each such Package in their Tender, including in response to the Criteria set out in Appendix C.

APPENDIX C

CRITERIA

Each Tender must include information to allow IBC to evaluate the Relevant Experience, Organisational Criteria, Operational Criteria and Financial Criteria about the Applicant (together the "Criteria") set out below. Tenders may, where appropriate, include the provision of documentary evidence in support of the relevant Criteria and Applicants are requested to address as fully as possible the questions set out below in respect of each of the Criteria. IBC reserves the right to evaluate Tenders by reference to the below evaluation criteria and any other criteria in its absolute discretion.

Relevant Experience

1. What relevant experience does the Applicant have in relation to providing hospitality support to international sporting federations or team(s)? Please highlight any specific cricket / international sport experience that the Applicant has in each of the host countries for each Package included within the Applicant's Tender.
2. How will your experience and expertise in providing services of a similar nature to the Services in relation to previous global sporting events or teams enable the Applicant to deliver the scope of the Services required?
3. What innovations, concepts, products or processes, including sustainability innovations has the Applicant previously introduced in the delivery of turnkey hospitality services for international sporting events. How will the Applicant apply any of the foregoing to the Services?
4. How would your organisation be equipped to respond if the dates and/or venues for the ICC Event were to be amended.

Organisational Criteria

5. Please include a detailed staffing plan of how the Applicant intends to deliver of the Services in line with the required timescales (including an organisation chart, the size and composition of the proposed team, respective responsibilities and escalation paths) and how the Applicant believes each team member's experience makes them suitable for these roles.

Within the staffing plan indicate whom the Applicant proposes to act as its Account Director/Manager for the Services and how the Applicant believes their experience makes them suitable for this or these role(s).
6. How will the structure, composition and experience of the Applicant's project team ensure delivery of the Services in line with the required timescales?
7. Will the Applicant have the capability to change staffing rapidly as required? Does the Applicant propose to sub-contract any aspect of the Services? If so, please provide full details about proposed sub-contractors, manufacturers or any other information that may be suitable.

Operational Criteria

8. Please provide a description of any challenges and obstacles that may be faced in the fulfilment of the Services, in order to demonstrate an understanding of the Services delivery requirements and strategies, highlighting cost effective solutions.
9. When available include details of the materials for all items proposed and, if shortlisted, include itemised costs for each such item.

Detailed draft renders must be submitted with the Tender as a minimum for each venue using the brand guidelines supplied within the proposed ICC Hospitality locations required as part of the Services. The Successful Applicant will be asked to provide further renders of the spaces are to be provided for confirmation before any orders are placed and installation starts, this should be factored into the timeline.

10. Please provide a full list of all exclusions or dependencies expected to be provided by or on behalf of IBC for the delivery of the Services.
11. Please identify distribution strategies that may assist IBC in minimising any taxes or duties associated with the import or export of goods pursuant to the provision of the Services.
12. Please identify any material risks in the provision of the Services and how the Applicant will manage any risks associated with the delivery of the Services.
13. What are the Applicant's current levels of insurance in relation to Professional Indemnity, Public Liability and Directors' and Officers' E&O insurance? (Note to Applicants: IBC requires the Successful Applicant to take out and maintain throughout the Term the insurance set out in Section 7 of this ITT. IBC shall be named as an additional insured under these policies and provided with a copy of the policies if requested. The terms of the policies shall not operate to relieve the Successful Applicant of any of its liabilities under the Agreement).

Sustainability and Ethical Business Practices

14. Please provide details of how the Applicant will ensure that: (i) the Services will be delivered safely and in compliance with established government and industry environmental protection policies; and (ii) that the delivery of the Services does not present unnecessary risks to the environment or public. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.
15. Please provide details of how the Applicant shall ensure that it maintains a safe, sanitary and healthy work environment for all their employees and contractors engaged in the delivery of the Services. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.
16. Please provide any information that the Applicant considers relevant in relation to the provision of the Services from a sustainability perspective, with reference where relevant to appropriate provisions in the Applicant's ESG (Environmental, Social and Governance) policies and practices.
17. Please provide details of how the Applicant ensures that it conducts its business generally and in relation to the provision of the Services in an ethical manner including without limitation in relation to the Applicant's fair trade practices and ethical sourcing. If applicable, this will include the provision of details of the systems and controls in place in order to ensure compliance with the Modern Slavery Act 2015. The Applicant may make reference to policies and procedures that it has in place, and which can be made available to IBC upon request.

APPENDIX D
TIMETABLE

The current timetable for the Selection Procedure is as follows:

	Date *
ITT published on ICC website and sent to potential Applicants	Friday 5 th December 2025
Deadline for receipt of email outlining intention to respond to ITT and signed non-disclosure agreement	Wednesday 10 th December 2025
IBC to issue further Event related information (on or before)	Wednesday 10 th December 2025
Deadline for receipt of enquiries, requests for information or clarification from Applicants	Friday 12 th December 2025
Deadline for receipt by IBC of Tenders from Applicants	Friday 26 th December 2025
Deadline for receipt of Price Quotation Template (if shortlisted)	Friday 26 th December 2025
Selection and appointment by IBC of the Successful Applicant(s)	Monday 29 th December 2025

* Applicants are reminded that these dates may be amended by IBC, in its absolute discretion, for whatever reason and at any time.

APPENDIX E
DETAILS OF APPLICANT

IBC shall treat the following information as confidential:

1	Type of business activity:	
2	Address and headquarters:	
3	Phone number:	
4	Fax number:	
5	Email address:	
6	Website:	
7	Contact person, position in company and contact details:	
8	Trade register entry and legal status	
9	Composition of board of directors and management, including total number employees:	
10	Summary (in table form) of key personnel, including name, position, summary of skillset, estimated time commitment to implementing the Services as a percentage of their overall time:	
11	Parent company and/or holding structure and substantial shareholdings in other companies (> 25%):	
12	Details (including supporting documents) of the Applicant's financial status including, but not limited to, details of the	

	most recent audited reports and accounts (last 3 years), copy of trade licence, general financial performance and any applicable credit ratings):	
13	References (previous business involvement in sports events and other major events); please indicate name, title/function, phone, email:	
14	Years of experience in the current business:	

By submitting a Tender, I confirm for and on behalf of my organisation that I have read and understood the terms and conditions of the ITT issued by IBC for the appointment of an organisation to provide the Services, and I agree for and on behalf of my organisation that the organisation which I represent is and shall remain bound by such terms and conditions.

Signature: _____

Name: _____

Title: _____

Organisation: _____

Place: _____

Date: _____

APPENDIX F

FEE STRUCTURE

If the Applicant is shortlisted, they will be requested to complete the Price Quotation Template which should identify all relevant information in the format set out in Price Quotation Template.

Indicative costs should be provided in United States dollars (inclusive of all applicable taxes (e.g. service tax or VAT)), clearly identifying inclusions and exclusions and pricing separately each part of the Services.

The Applicant's detailed indicative costs should include a line-by-line breakdown of expenses as per Services and the relevant Package as requested in Appendix B. Full assumptions and specific costs should be provided to support how the pricing has been structured.

Applicants are requested to note the following:

- (a) IBC will advise the Successful Applicant of the payment schedule following a review of the information provided in the Tender by the Successful Applicant.
- (b) All costs detailed in the price quotation must be in United States dollars and all invoices shall be issued and paid in United States dollars. For the sake of clarity breakdown of costs should include details of all costs budgeted in local currency (if applicable) and translated to United States Dollars); and
- (c) The Tender shall be deemed to be inclusive of any and all taxes (including sales tax and VAT) and, further, shall be subject to any deduction or liability for withholding tax as may be applicable, provided that in such circumstances IBC shall deliver to the Successful Applicant evidence that withholding taxes have been deducted and deposited with or paid to the relevant taxing authority and shall provide a certificate to the Successful Applicant(s) in accordance with the provisions of the relevant law.