



INVITATION TO TENDER

FOR PROVISION OF SPORTS PRESENTATION MANAGEMENT SERVICES

FOR THE ICC WOMEN'S CHAMPIONS TROPHY 2027

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PROVISION OF SPORTS PRESENTATION MANAGEMENT SERVICES

1. INTRODUCTION

- 1.1 IBC, a wholly owned subsidiary of 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 the ICC Event and to exploit all commercial rights pertaining to the ICC Event throughout the world.
- 1.2 IBC wishes to appoint a company to provide sports presentation management services including, without limitation, the services set out in Appendix B (the “**Services**”) in connection with the ICC Event.
- 1.3 Unless otherwise defined elsewhere, capitalised terms used in this Invitation to Tender (“**ITT**”) have the meaning 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 for the right to provide the Services in respect of the ICC Event from Applicants with:
 - (a) extensive proven experience in providing services similar to the Services at major sporting events;
 - (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).
 - (e) Solid and proven understanding of fan engagement in the territories hosting the ICC Event.
- 2.3 In submitting a Tender for the right to provide the Services in respect of the ICC Event, each Applicant must by the date specified in the Timetable at Appendix D:
 - (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 a full, detailed breakdown of costs in relation to creating the full list of deliverables required as part of the Services within the Price Quotation Template;
 - (d) 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 Tender 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. IBC reserves its right to require appropriate bank guarantees and/or parent company performance guarantees.
- 2.6 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 "**Sports Presentation ITT - Query**" to the following addresses:
sportainment@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 Tender as set out in the Timetable.

4. **SELECTION PROCEDURE OVERVIEW**

- 4.1 This Invitation to Tender pack consists of:

Document	Instruction
The primary document	To be read
Appendix A - Definitions	To be read
Appendix B – Descriptions of Services	To be read
Appendix C - Criteria	To be returned, with a response to each section
Appendix D – Timetable	To be read
Appendix E – Details of Applicant	To be completed and returned
Appendix F – Price Quotation	To be read
Price Quotation Template	To be completed on the template provided and returned to IBC, along with copies audited financial statements of the last 3 years. Additionally, confirmation of provision for the required level of insurances should the application be successful.
Appendix G – Brand Logo, Guidelines & Creative Brief	To be provided to the Applicant once the Applicant has noted their interest to respond to the ITT pursuant to paragraph 4.2 of this ITT.
Appendix H – Non-Disclosure Agreement	To be signed and returned, if requested.

- 4.2 Each Applicant must send IBC an email outlining their interest to respond to the ITT no later than the due date prescribed in the Timetable at Appendix D to: sportainment@icc-cricket.com
- 4.3 Upon receipt by IBC of the email detailed in paragraph 4.2 above, IBC shall provide Applicants further ICC Event related information and i) Price Quotation Template; and ii) Delivery Timeline Template.
- 4.4 Each Applicant must submit to IBC its Tender documents, in English, by email by no later than the due date prescribed in the Timetable to: sportainment@icc-cricket.com
- 4.5 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.
- 4.6 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).
- 4.7 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.
- 4.8 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).
- 4.9 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, including evaluation of the examples provided;
 - (b) a financial evaluation of each Tender examining each Applicant's ability to secure or offer the best possible prices in connection with the Services;
 - (c) 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
 - (d) the designation of one or more Applicants as a Preferred Supplier for the Services.
 - (e) Presentations by shortlisted applicants.

- 4.10 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.
- 4.11 IBC reserves the right (in its absolute discretion) to determine how to progress any discussions and/or negotiations with Applicants following submission of the Tender.
- 4.12 After careful consideration and thorough examination of the Tender 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 one or more of the different Elements of the Services set out in Appendix B, and it is open to Applicants to specify that their Tender covers some but not all of the Elements of the Services set out in Appendix B. Applicants should clearly indicate in their Tenders any cost implications should IBC appoint another Applicant or Applicants to provide other Elements of the Services. 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.
- 4.13 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.
- 4.14 Notwithstanding any other provision of this ITT, IBC reserves the right, at any time and in its absolute discretion, to accept or reject Tender (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 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(s) or any part thereof.

- 5.3 Following consideration of the desirable contractual structure for the Services and/or in light of the location and identity of the Successful Applicant, IBC may at any time elect for: i) the contracting party to be another ICC entity, the host of the ICC Event, the LOC or other appropriate third party entity rather than IBC; and/or ii) the Services to be contracted via more than one Agreement at any time prior to the ICC Event.
- 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. In order to access further information IBC may require the Applicant to sign a Non-Disclosure Agreement, attached as Appendix H ("**NDA**"). For the avoidance of doubt, all information provided to the Applicants in connection with this ITT (including the ITT itself) constitutes Confidential Information of IBC and, as such, is subject to the terms of the NDA. The terms and conditions of the NDA and the obligations and liabilities of the parties thereunder shall continue in full force and effect and shall apply in relation to this ITT, the Tender and all documents and information supplied pursuant to the ITT or otherwise for the purpose of the making of any Tender.
- 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 Event (including but not limited to the name, logo and trophy for the ICC Event) 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 or 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>Payment Schedule</i>	All monetary consideration to be payable in United States dollars by IBC which will be inclusive of all taxes, deductions, withholdings etc. IBC shall make payments accordingly (subject only to any deduction for withholding tax that IBC may be obliged at law to make, if applicable).
<i>Committed Costs</i>	In the event of cancellation, relocation, postponement or change of format of the ICC Event(s) for any reason (including Force Majeure (as defined under the Agreement)), IBC shall not be required to make any further payment of the fee for the ICC Event and the Successful Applicant shall promptly refund any fee (or part thereof) paid by IBC prior to the relevant date, except that the Successful Applicant shall be entitled to retain

Subject	Principle
	or be reimbursed by IBC for its Committed Costs in respect of the ICC Event. Committed Costs means the actual costs directly incurred by the Company in providing the Services (in accordance with the Expenditure Template in the Agreement) prior to the date on which it is notified of the cancellation, abandonment, postponement, relocation or change of format of a Match or an Event (as applicable), which: (i) it cannot avoid, cancel or mitigate (having used its best endeavours to do so); and (ii) are evidenced by the submission of audited accounts.
<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>	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. 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.
<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 and all artwork, designs and materials shall be provided to IBC before the end of the term of the Agreement. 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

Subject	Principle
	any intellectual property rights infringement.
<i>No Partnership</i>	Nothing in the Agreement(s) and no action taken by the parties pursuant to it shall constitute, or be deemed to constitute, the parties as a partnership, association, joint venture or other co-operative entity.
<i>Liability</i>	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. The Successful Applicant(s) undertakes and agrees that they will provide uncapped indemnity and hold IBC harmless from and against all costs and expenses (including reasonable legal costs), actions, proceedings, claims, demands and damages arising from a breach of the Successful Applicant's representations, warranties or undertakings contained herein or arising from the acts or omissions of the Successful Applicant.
<i>Health and Safety</i>	The Successful Applicant(s) (and not IBC) will be responsible for, and will take all necessary steps to assure the health, safety and security of its employees, agents, contractors, volunteers or other persons engaged by or on behalf of the Successful Applicant(s) in connection with the performance of the Services (the Personnel) at all times while they are engaged in the performance of the Services, including (without limitation) while they are travelling to and from the host country of the ICC Event and the location(s) at which the Services will be provided; while they are staying in any hotel or other accommodation during their performance of the Services; and at all other times while they are in the host country, for the duration of the ICC Event. Any acts or omissions of IBC (or IBC's representatives) in connection with the Personnel's performance of the Services shall not relieve the Successful Applicant(s) of this responsibility.
<i>Disputes and Governing Law</i>	The interpretation, construction and effect of the Agreement(s) shall be governed exclusively and in all respects by the laws of England. All disputes in relation to the Agreement(s) shall be referred to and finally resolved by arbitration under the London Court of International Arbitration Rules on the terms set out in the agreement(s).

APPENDIX A

DEFINITIONS

"Agreement(s)"	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.
"BCCI"	means the Board of Control for Cricket in India, the governing body of Cricket in India
"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.
"Closing Ceremony"	means the entertainment to be held in conjunction with the final Match of the respective ICC Event.
"Delivery Timeline Template"	means the template that itemises key milestones for delivery of Elements of Services for each ICC Event.
"Element"	means one of the component aspects of the Services as set out in Appendix B.
"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. Owner of the commercial rights to the ICC Event.
"ICC"	means the International Cricket Council Limited, the international governing body for the sport of cricket.
"ICC Event"	means the ICC Event covered by this ITT as more particularly described under Appendix I.
"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 appointed to host the ICC Event.
"Match"	means any official cricket played as part of the ICC Event, including warm-up matches.

"Opening Ceremony"	means the event to be held in conjunction with the first Match(s) of the ICC Event.
"Preferred Supplier"	means the Applicant(s) designated as such by IBC following the initial stage of the Selection Procedure.
"Price Quotation Template"	means the template that itemises the costs for the Services to be completed by the Applicant as part of the Tender which shall be provided by IBC to the Applicant after the Applicant has noted their interest to respond to the ITT pursuant to paragraph 4.2 of this ITT.
"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(s)"	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 to IBC, as required under this ITT, including the Price Quotation, as set out at Appendix F.
"Timetable"	means the timetable for the Selection Procedure as set out in Appendix D.
"Venue"	means the premises of any stadium, ground or place at which any Match is scheduled to be played and/or any other stadium, ground or place that may be selected by IBC for any training, practice or preparatory purposes during the ICC Event.

APPENDIX B

BACKGROUND AND SERVICES

The Successful Applicant 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.

This ITT covers sports presentation services for the ICC Women's Champions Trophy 2027.

Background

The ICC Women's Champions Trophy 2027 will be hosted in India.

Tentative Dates: 14 February – 28 February 2027 (with a reserve day on 1 March 2027, if required)

Venues: The Cricket Club of India (CCI) in Mumbai and the Vadodara International Cricket Stadium

Participating teams: Australia, England, India, New Zealand, South Africa and Sri Lanka.

Format: T20

BCCI have been appointed as the host of the ICC Event. With IBC they will organise, promote and deliver 16 Matches including a reserve day if required over 15/16 days in 2 venues, climaxing in a final on 28 February 2027 (with a reserve day on 1 March 2027, if required).

ICC Event

A new event to the ICC women's cricket calendar, the inaugural edition of the ICC Event, will bring together the best six teams in the world. Fast-paced, thrilling, high-energy, heavy-hitting cricket that entertains. Every single ball counts and brings with it great intensity and vibrancy. Promotes fitness, strength and agility and the development of innovation and new specialist skills.

Teams, qualified as per their positions in the ICC Women's T20I Team Rankings on the 6 July qualification cut-off date, they will compete in a best vs best round-robin league, with the top two sides advancing to the final on 28 February.

The ICC Event represents global rivalry, participation & entertainment. World class, nation v nation, inspirational, best v best, national pride, collective celebration, inclusive, diverse, brings people together.

The ICC and BCCI have set itself an ambitious goal for the ICC Event, the Match day Sportainment should be planned accordingly.

Services

This ITT identifies minimum deliverables for the Sports Presentation services for the ICC Event. The successful proposal will be one which presents innovative enhancements to these requirements and incorporates the values and brand presented in a creative brief.

The Successful Applicant will be responsible for developing and delivering a consistent and integrated sport presentation program to enhance the experience for all audiences.

IBC is seeking a response that includes a creative proposal, delivery strategy, and associated costs to create, manage and deliver the scope of services detailed below.

It is expected that the delivery of sports presentation services will be tailored to suit the expectations of local audiences, and a solid understanding of the audience should be demonstrated in the submission. As well as this, different levels of infrastructure will be available at the respective venues.

Applicants can choose to quote only on the Opening Ceremony, only Match day entertainment or only the Closing Ceremony, or all three.

Opening Ceremony

- Option 1: An opening performance before the first Match befitting and complementing the ICC Event
- Option 2: Host a stand-alone opening ceremony a day before the first Match.
- Suggested timing
- Suggested location(s)
- Suggested format - concert, artists, ticketed, non-ticketed.
- If at the Venue - considerations about access to the field of play, staging, seat kills, dressing rooms, space requirements & artist / performer requirements etc.
- The Opening Ceremony may be incorporated into the IBC Match day broadcast. Highlights may be picked up, depending on broadcast obligations.
- The IBC and the host will decide on the option, scale and duration of the opening ceremony based on the budgets and event requirements.

Music Strategy

- Tailored to appeal to the spectators and honour the playing nations.
- Strategic assembly of music throughout the event to build anticipation and atmosphere to reflect the flow of the game.
- Provide, design and fabricate an in-stadia music stage (this may require partner integration).
- Option of live performances by known local artist(s) incorporated in Match day activities at key identified Matches to drive stadium attendance.
- DJ stage in bowl (Present, design and fabricate the final stage design) should be inspired by the brand identity with subtle variations across hosting venues with partner integration if required.
- In-stadia music
- Identify definitive tracks that elevate key in-Match moments for each team (i.e. Sixes, Team Win, etc.)
- Integration of the official song into Match day playlists

Spectator Activations and Engagement

- Fresh non-commercial innovations to engage with key audiences.
- Should be considered for in-bowl, concourse and embankments.
- Original ideas to support the delivery of spectator competitions.
- Appoint Ground Announcers & Emcees to engage the audiences
- Procurement, direction and operation of RF cameras to engage the spectators.
- Incorporate ICC Mascots into on-field activations supported by RF-camera coverage
- Alignment between the event's marketing positioning and proposed fan activations

Team Entry & National Anthems

- Create a visual spectacle that builds anticipation before each Match. Incorporate the sustainable country and ICC giant flags provided by the IBC's commercial partner into the ceremony.
- Ensuring there is a floor manager for each venue to coordinate players, Match officials, mascots and flagbearers for visually spectacular ceremonies reflective of the gravitas of the occasion.
- Pre-Match coordination and rehearsals for the pre-Match anthem ceremonies,

- National anthems will be pre-recorded and provided by IBC.
- Support with flag movements, maintenance, cleaning and logistics between venues as required.

Replay Screen & LED Sightscreen Content

- Work with existing big screen hardware and on-field LED perimeter boards to produce a world-class LED content show that is a pivotal piece of Match day delivery.
- Development and delivery of engaging fan content and cricket-focused graphics, including player bios, cricket milestones, etc.
- 'In-house' vision and graphics content design work with IBC and their operational and commercial partners.
- Develop graphics for and integrate with the electronic scoreboard at venues and manage key moments in the Match. Improved graphics suite for player and Match announcements, and the scoreboard.
- Provide a score-feed interface optimised for the replay screen that is synchronised with the broadcast score feed.
- Integration of mandatory cricket operations feeds from the DRS service provider and the Broadcast, including but not limited to Match official decision-making communication, key Match timings and commercial partner plugs.
- Liaise with IBC as necessary to ensure that the content design confirms to the brand guidelines to the exact specifications.
- Digital engagement (as required) either through the ICC App, augmented reality, virtual reality, and/or social and digital platforms.
- **ICC Mascot**
 - Integrate the ICC mascots (Blaze and Tonk) into Match day running order, following guidance on recommended touchpoints in the mascot guidelines document
 - Plan mascot activities, including but not limited to fan interactions and concourse activations
 - Staffing plan including 4 x staff per Match day (2 x mascot costumes & 2 x chaperones)
 - Maintenance and transport of costumes. Costumes to be provided by the ICC.
 - Manufacturing of mascot costumes based on local Health & Safety standards.

Trophy Management

- Manage and coordinate trophy movements with relevant ICC departments on match day ensuring the trophy always remains safe and all functional area requirements are met throughout the match day.
- Support with trophy movements and logistics on non match days

Final Presentation

- Plan for a unique, fresh and vibrant celebration for the winning team, including staging and any other relevant equipment.
- Present and fabricate the final stage design

Commercial Partner Rights

- **Support Sponsor Integration into the Match day run order**
Collaborate with the ICC Commercial team to integrate sponsor-brand moments (e.g., coin toss,

anthem ceremonies, on-ground activations, etc) into the Match day run order, ensuring smooth coordination with broadcast, production, and venue operations.

- **Deliver Match day Sponsor Activations**

Facilitate the planning, set-up, execution, and breakdown of sponsor activations in and around the venue (e.g., concourse zones, fan zones, on-field presentations), with a focus on high-impact visibility and engagement. Facilitate anthem kids photo activation at the anthems ceremony– kids to be presented with polaroid photos for each match of the tournament. 30 polaroid frames per game

- **Propose Sponsor Integration Activation Concepts**

Present a minimum of three (3) in-venue sponsor activation concepts and budgets (e.g., experiential zones, interactive games, digital integrations) that align with the event theme and elevate the fan experience, for ICC and the sponsors to review and adopt.

- **Integrate IBC broadcast partners** within the Match day presentation to ensure all technical requirements are understood and delivered as agreed.

- **Reporting and Feedback**

Post-event, provide a summary of execution, challenges, and recommendations for each activation delivered, with supporting photos or videos where applicable.

-

Merchandise & Licensing

- Promote footfall to in-stadia merchandise outlets, including sports presentation presenters to model official kit and explore integrating official merch into fan activations as prizes

Staffing

- Appoint a dedicated and suitably qualified project manager(s) who will:
 - Review, report and recommend a complete in-house managed delivery of the sport presentation programme with the use of specialist contractors and partners to deliver world-class services;
 - be available throughout the planning period of the Agreement and for a reasonable period following the ICC Event whilst all de-installation and wrap-up activities are concluded;
 - attend regular meetings with IBC staff based in the Head Office in Dubai, United Arab Emirates (these could be via video) and/or in the host country during the planning period and lead up to the ICC Event;
 - attend Venue inspections and coordinate attendance of contractors and partners and submit post-inspection reports for the purpose of implementing detailed Match-by-Match plans;
 - oversee day-to-day management of equipment installation & movement, staffing and content so that all sport presentation issues can be dealt with effectively and comprehensively to the satisfaction of IBC; and
 - take full responsibility for overall delivery of the services.
- Provide appropriate staffing prior to and during the ICC Event with consideration to:
 - Must include a Nominated Representative who is the contract manager, a Project Manager (these two could be the same), a Venue Manager for each venue and a Floor Manager for each Venue.
 - a necessity for local resource wherever possible;
 - Recruit (and train where necessary) an appropriate number of local staff as may be required to manage and implement the Services at each Venue;
 - travel and logistics schedules that take into consideration the intense match schedule of the ICC Event over multiple cities;
 - staffing contingency plans;
 - management of all contractors and volunteers including flag bearers and anthem kids,
 - adherence with all accreditation and background checking requirements, particularly in relation to roles working with children.

- Provide IBC with a staffing plan for approval, with schedule and contact details for all Venues of the ICC Event.
- Provide Venue managers with a mobile phone with a local SIM card and provide IBC all contact details.
- Manage all planning and delivery per IBC timelines.
- Manage company visa requirements as per IBC timelines.
- Ensure all uniforms, equipment, infrastructure and products of staff, specialist contractors and suppliers are commercially clean.
- Ensure all key staff have a good command of English.

Programme Management

- Development and implementation of agreed timelines for the successful delivery of services.
- The Successful Applicant will be required to define and agree KPIs and service levels with IBC upon appointment.
- Ensure content and file sharing capabilities between Applicant, IBC and the Venues.
- Provide regular and on-going communication and reporting.
- Provide regular budget updates and establish regular management meetings to provide an update on delivery against agreed services.
- Provide a detailed report following the ICC Event including without limitation expense statements and analysis of operations and performance for discussion with IBC as a part of the post-ICC Event review.
- Implement and manage the fully costed solution within the agreed and specified constraints of the ICC Event, ensuring quality and correct specification.
- Provide such other related services as IBC may reasonably request and are set out in the Agreement.

Volunteer Coordination

- The main cohort of volunteers will be flag bearers and anthem kids. Approximately 180 required for each Match. The successful applicant to liaise with IBC on recruitment, all coordination thereafter to be managed by the successful applicant.

Operations & Logistics

- Develop an appropriate and comprehensive sport presentation operations plan, including related policies and procedures for the ICC Event in consultation with IBC
- Where required procure, supply and manage all equipment and technology required to deliver the agreed Services. An itemized cost should be provided with the Tender.
- PA system and audio equipment must be able to deliver high quality of sound for all aspects of the Match day entertainment deliverables including live elements and should be integrated into existing systems where available at Venues. An Audio/PA system may be required to ensure the highest standard of sound for capacity in each Venue, to supplement the existing Venue system
- Undertake Venue inspections as agreed and submit post-inspection reports which identify:
 - existing equipment and how it will be integrated;
 - additional requirements for furniture, fittings and equipment;
 - electrical power supply and broadband internet access; and
 - storage requirements at each Venue.
- Arrange rehearsals for Match day entertainment activities as necessary, taking into account other field of play access requirements such as practise, broadcast testing, and grass maintenance.

- Ensure all vehicle access movements for deliveries, refuelling and collection are registered on the Master Delivery Schedule (MDS).
- Ensure all testing and readiness checks are scheduled and undertaken at all Venues prior to Match days.

Licenses and Clearances

- Ensure all requisite permissions and clearances required on Match day have been sourced and document the extent of coverage.

Freight & Logistics

- Obtain quotes and if favorable work with ICC logistics partner.
- Liaise with IBC and the Venues with regard to Venue access, logistics, installation schedules and storage requirements.
- Source storage facilities for those Venues where storage is not available.
- Procure all access equipment and licensed operators as may be necessary to facilitate installation of sport presentation equipment (noting that the use of existing forklifts and pallet jacks is unavailable at most Venues).
- Liaise with Venues to ensure the spaces and footprints for all sport presentation equipment and infrastructure are correctly represented on the Venue CAD drawings.
- Be responsible for the documentation, taxes and charges for any equipment and infrastructure brought into the country as may be required under conditions of import; including all documentation as may be required for import/re-export.
- In consultation with Venues, define requirements such as tables, chairs, electrical power supply and broadband internet access, amongst other requirements.

IBC reserves the right to amend the scope of the Services at any time prior to execution of the Agreement by the Successful Applicant.

Closing Ceremony

A Closing Ceremony may or may not be included for the ICC Event; however, proposals are invited from Applicants that should include the following elements:

- A world-class performance from an established artist(s) before the final Match and after the winner's presentation befitting the event.
- The artist should be well-known locally and appeal to the global cricket audience watching on screens.
- The closing act should heighten the enthusiasm amongst the fans and drive stadium attendance more specifically for the women's event.
- It is likely that the Closing Ceremony could be incorporated in the IBC Match day broadcast. Highlights may be picked up, depending on broadcast obligations.
- The IBC and the host will decide on the option, scale and duration of the closing ceremony based on the budgets and event requirements.

- Dressing room fitout, artist fees, equipment, riders, stage requirements etc should all be factored into delivery.

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. Tender 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 the international sport market? Please highlight any specific international cricket / international sports event industry experience that the Applicant has, especially in the host country indicated.
2. How will your experience and expertise in providing services of a similar nature to the Services in relation to previous global sporting events enable the Applicant to deliver the scope of the Services required?
3. What innovations, concepts, products or processes has the Applicant previously introduced in the delivery of sports presentation services? How will the Applicant apply any of the foregoing to the Services?
4. What other events would your organisation be charged with delivering up to the end of the delivery of the ICC Event proposed?

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 Nominated Representative and Project 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 and any other material information.

Operational Criteria

8. Please provide an in depth "reverse brief" in which the Applicant details its understanding of the Services delivery requirements and strategies, highlighting cost effective solutions. Include in the brief how the delivery is suited to local audiences.
9. In addition to the staffing plan, please provide an overall project summary which sets out a proposed detailed project timeline, highlighting the key dates and milestones in the planning and implementation process.

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 any material risks in the provision of the Services and how the Applicant will manage any risks associated with the delivery of the Services.
12. 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 has the right to request the Successful Applicant to take out and maintain at its own expense, 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. In addition, the Successful Applicant would be expected to maintain comprehensive public liability and product liability insurance)
13. Can the Applicant confirm it will provide all software and hardware necessary for the delivery of the Services?
14. How does the applicant manage compliance with particular laws and regulations including privacy laws?

Sustainability and Ethical Business Practices

15. 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.
16. 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.
17. 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.
18. 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.
19. If applicable, the Applicant is required to submit a copy of their B-BBEE certificate which should provide details of the rating assigned to their company/organisation.

Financial Criteria

20. Please detail the total cost of the Tender as referenced in Appendix F. The Tender shall 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 scope of Services set out in Appendix B. The Applicant's detailed Tender should include a line-by-line breakdown of expenses. Full assumptions and specific costs should include details of all costs budgeted in local currency (if

applicable) and translated to United States Dollars) and provided to support how the pricing has been structured and expressing the validity of the pricing structure.

21. Please provide supporting details on all categories of labour costs, rigging, installation, travel, transfers, catering, accommodation, freight and any additional expenses.
22. Please provide the Applicant's audited financial statements from the last three (3) years.

APPENDIX D

TIMETABLE

The current timetable for the Selection Procedure is as follows:

	Date *
ITT published on ICC website and sent to potential Applicants	23 September 2026
Deadline for Applicants to note their interest to respond to the ITT pursuant to paragraph 4.2 of this ITT	7 October 2026
Deadline for receipt of enquiries, request for information or clarification from Applicants	12 October 2026
Deadline for receipt by IBC of Technical Submissions from Applicants	14 October 2026
Confirmation of shortlist based on Technical Submissions	19 October 2026
Deadline for receipt of Financial Bid from Shortlisted Applicants ^^ Presentations scheduled as required	20 October 2026
Confirmation of Successful Applicant	30 October 2026

* 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	Full name of Applicant	
2	Type of business activity:	
3	Address and headquarters:	
4	Phone number:	
5	Fax number:	
6	Email address:	
7	Website:	
8	Contact person, position in company and contact details:	
9	Trade register entry and legal status	
10	Composition of board of directors and management, including total number employees:	
11	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:	
12	Parent company and/or holding structure and substantial shareholdings in other companies (> 25%):	
13	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 the trade licence,	

	general financial performance and any applicable credit ratings.):	
14	References (previous business involvement in sports events and other major events); please indicate name, title/function, phone, email:	
15	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

PRICE QUOTATION

Applicants should provide as part of the Tender a fully itemised unit breakdown of costs for the Services.

A fully itemised unit breakdown of costs of the ICC Event should be provided against the services detailed in Appendix B. Management fees and other costs must be clearly stated and must be **inclusive** of any and all taxes that may be chargeable thereon.

Applicants are expected to provide detailed cost breakdowns of their fixed, variable and optional costs in an excel table format as below. Applicants can submit a quote for any combination of the Opening Ceremony, Match day entertainment, and Closing Ceremony including single events or all three

APPENDIX F – PRICE QUOTATION TEMPLATE

	Cost proposal based on specific ITT scope	Description	UNIT	RATE		
	Items	please provide specifics		Local Currency	USD	TOTAL USD
1	Scope of service - Match Day Entertainment					-
1.1						-
1.2						-
1.3						-
1.4						-
1.5						-
2	Scope of service - Opening Ceremony					-
2.1						-
2.2						-
2.3						-
2.4						-
2.5						-
3	Scope of service - Closing Ceremony					-
3.1						-
3.2						-
3.3						-
3.4						-
3.5						-
4	Additional Service (as proposed)					-
4.1						-
4.2						-
4.3						-
4.4						-
4.5						-
5	Other costs (if applicable)					-
5.1						-
5.2						-
GRAND TOTAL						-

APPENDIX F - TERMS AND CONDITIONS

Applicants are requested to note the following when completing the excel template tab

Quotation

*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

*The fee for services delivered is expected to include but not limited to: a) Project Management, b) Staffing, travel, accommodation, catering, subsistence/per diem costs, c) Sports presentation on field / in bowl, d) Sports presentation off field (concourse/Venue entries and e) Vision, graphics and music packages.

*The cost budget and any management fees shall be deemed to be inclusive of any and all taxes (including GST, 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(s) 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, and

Management Fee/ Margins

* We would appreciate and welcome transparency on Management Fees / Margins.

Payment Terms

IBC's preferred payment schedule for the Event shall be determined following a review of the information provided in Appendix F by the Successful Applicant.

Formatting

- * Please use the Headings that you use to Formulate your budget submission
- * Please feel free to add or delete headings or sub-headings which are or are not applicable
- * The Template and Example Tables include formulas based on the current layout. However, it is expected that the respondent will re-formulate the table to appropriately present the submission.

APPENDIX G

BRAND LOGO & GUIDELINES

AVAILABLE ON REQUEST

Please note: The link to the Brand logo and guidelines that will be provided is confidential and for your agency only. Will be sent subject to the brand guidelines being finalised and on signature of the NDA

APPENDIX H
NON-DISCLOSURE AGREEMENT

NON-DISCLOSURE AGREEMENT

Date: _____

Dear Sir/Madam

Non-Disclosure Agreement

The purpose of this agreement ("**Agreement**") is to set out the arrangements between ourselves, ICC Business Corporation FZ LLC ("**IBC**"), being the wholly owned subsidiary of the International Cricket Council Limited, a company incorporated under the laws of the territory of the British Virgin Islands and having its administrative office at Street 69, Dubai Sports City, Sheikh Mohammed Bin Zayed Road, PO Box 500070, Dubai, United Arab Emirates (the "**ICC**"), and the company indicated below, (the "**Company**"/ "**you**") regarding the disclosure by IBC to you of confidential information in connection with an Invitation to Tender to provide services relating to IBC's 'Sports Presentation Management Services' (or elements thereof) ("**ITT**") issued by IBC to you, for the purpose of your submission of a response to the same (the "**Purpose**").

The terms of this Agreement are as follows:

1. For the purposes of this Agreement, "**Confidential Information**" means the existence and contents of this Agreement and any and all non-public, confidential or proprietary information, in whatever form, whether written or oral, including but not limited to the existence, nature and terms of the ITT and all information disclosed to you in connection with such ITT, whether tangible or intangible, and which is now, or at any time on or after the date of this Agreement, disclosed to you by or on behalf of IBC or which relates to IBC's business in any way.
2. Certain Confidential Information in relation to the ITT will only be issued to you upon your acceptance of the terms of this Agreement, and such disclosure by IBC imposes no obligation on IBC to proceed with any business transaction with the Company or any third party.
3. In consideration for IBC agreeing to disclose Confidential Information to you, you shall keep all Confidential Information strictly confidential and you shall not disclose it to any third party without the prior written permission of IBC. The Confidential Information received hereunder shall not be used for any purpose other than the Purpose without the prior written permission of IBC.
4. Subject to the foregoing, the Company shall restrict access to Confidential Information received from IBC to only those of its personnel to whom such access is necessary for carrying out the Purpose and such personnel shall agree to abide by the obligations assumed herein. The Company shall be liable to IBC for any breach by its personnel of such obligations.
5. The foregoing obligations shall not apply, or shall cease to apply, to any Confidential Information which:
 - a) is in the public domain at the time of disclosure or later becomes part of the public domain through no fault of the Company; or
 - b) was known to you and obtained lawfully by you, prior to disclosure by IBC as proved by your written records; or
 - c) is disclosed to you by a third party without a duty of confidentiality to such party, the ICC and/or its group companies; or
 - d) is required to be disclosed by the rules of any competent listing authority or stock exchange or regulatory authority or by court order or operation of law.Unless you are prohibited from doing so, you will give IBC reasonable prior written notice if you are required to disclose Confidential Information and, where reasonably practicable, you will give IBC the opportunity to object to or to limit such disclosure.
6. The Company shall take all reasonable precautions to protect Confidential Information from being disclosed to any third party. The Company shall not use a lower degree of care in safeguarding the Confidential Information than it uses for its own information of like sensitivity

and importance and shall in no event use less than a reasonable degree of care and upon discovery of any unauthorised disclosure of Confidential Information in its possession the Company shall use its best endeavours to prevent any further disclosure or unauthorised use thereof.

7. IBC makes no representation or warranty with respect to any Confidential Information disclosed by it, and neither IBC nor any of its representatives shall have any liability hereunder with respect to the accuracy or completeness of any Confidential Information disclosed.
8. No licence under any trade mark, patent, copyright or any other intellectual property right is either granted or implied by the conveying of Confidential Information to you. None of the Confidential Information which may be disclosed or exchanged by IBC shall constitute any representation, warranty, assurance, guarantee or other inducement by IBC to the Company of any kind, and, in particular, with respect to the non-infringement of trade marks, patents, copyrights or any other intellectual property rights, or other rights of third parties.
9. The Company agrees to protect, indemnify and save IBC harmless from and against any and all damage, claims, suits, actions, judgments and costs and expenses whatsoever (including reasonable legal fees) arising out of, or in any way connected with, a breach of this Agreement by the Company.
10. The Company acknowledges that damages alone may not be an adequate remedy for a breach of this Agreement and that IBC may be entitled to specific performance and/or injunctive relief and to any other remedy to which a party may be entitled to in law or in equity.
11. The failure of IBC to enforce its rights under this Agreement at any time for any period shall not be construed as a waiver of any such rights. If any provision of this Agreement is held to be illegal or unenforceable neither the validity, nor enforceability of the remainder of this Agreement shall be affected.
12. All material embodying Confidential Information or relevant or related thereto, whether or not supplied by IBC, shall be returned or destroyed promptly upon the written request of IBC and you shall notify IBC as soon as reasonably practicable when this request has been complied with.
13. This Agreement does not create any agency or partnership relationship. This Agreement is not assignable or transferable by either party without the prior written consent of the other party.
14. This Agreement is the parties' entire agreement on this topic, superseding any prior or contemporaneous agreements between them. Amendments to this Agreement may only be made in writing and signed by you or another duly authorised signatory on behalf of the Company and by a duly authorised signatory of IBC.
15. This Agreement and any dispute or claim arising out of or in connection with this Agreement (including, without limitation, any dispute or claim relating to non-contractual obligations) will be governed by and interpreted in accordance with English law. Any dispute (including, without limitation, any non-contractual dispute or claim) arising from or in connection with this Agreement will be submitted to the non-exclusive jurisdiction of the English courts.

Please countersign and date below by way of acceptance of the terms and conditions set out above which you confirm constitute a legally binding agreement between the Company and IBC and return the duplicate copy of this letter to me.

Yours faithfully

[not signed as sent electronically]

ICC Business Corporation
Authorised signatory

Accepted as an authorised signatory for and on behalf of:

Company Name: _____

Registered Address: _____

Signed: _____

Name: _____

Date: _____

APPENDIX I
DETAILS OF THE ICC EVENT

Date	ICC Event	Location
14-28 February (Final Reserve Day- 1 March)	ICC Women's Champions Trophy 2027	India