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Latvian National Football Stadium
Commercial Feasibility Report

June 2025

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01

Introduction

Background

The Latvian Football Federation (LFF) are seeking to develop a new national stadium to support the growth of football in the country.

Two sites are being considered – the Skonto Stadium site and the site and therefore the study is non-site specific. Each site has its benefits – the Skonto site being close to the historic city centre of Riga, whilst the Lucavsala site has more development potential.

This feasibility study outlines the potential for this new stadium and considers the current football and wider economic conditions in Latvia and Riga to assess potential demand for the new stadium, considers the appropriate capacity for the stadium, the level of hospitality provision and the event calendar.

It will be important that the stadium operates 365-days a year rather than only during the football season and therefore the potential for hosting non-football events and non-event day activity is also assessed.

This 365-day operation increases the potential financial return but also supports the growth objectives of the LFF by drawing more footfall to the site and increasing the visibility of the new stadium within Riga and across Latvia.

The approach taken is that the stadium should look to set new standards of fan experience in Latvia, which is achieved not only through new infrastructure but also by developing an operational team that is focused on fans and customers, not only on facility management. Improved experiences increase revenue through repeat ticket purchase, attracting new fans as enabling higher spend at the stadium.



Venue development trends

How stadiums, arenas and convention centres operate is evolving.

They are no longer places that are only active on event day, they now act as hubs for 365-day activity, serving the local community, the business community and tourists in a number of different ways.

They can also act as anchors to create wider venue ecosystems, act as leisure destinations or become the focus for wider masterplan developments. They also strive to diversify and grow their revenues by a number of different uses to support their financial objectives.

In response to these new activities how venues operate is changing with agility becoming critical to allow the venue to switch between modes whilst at the same time being able to deliver the fan and customer experience that is critical to growing audiences.

1	2	3	4	5
Venue Ecosystems	Leisure Powerhouses	Urban Anchors	Mixed Use Resilience	Operational Agility
Stadiums and entertainment venues are evolving into multi revenue ecosystems: stadiums now anchor districts with dining, retail, museums, hotels, and attractions. The DraftKings Sportsbook at Wrigley Field (opened 2023) exemplifies how secondary attractions extend visitor dwell time and diversify revenue streams.	Middle East & Asia are reshaping the global entertainment map. Saudi Arabia's Qiddiya aims to draw 17M+ visitors annually across 90+ attractions, while Japan's \$13.5B integrated resort in Osaka positions it as a global MICE and leisure destination—raising the bar for design and scale globally.	Stadiums and entertainment venues are increasingly embedded in masterplans as tools for urban regeneration. The Navy Yard in D.C. and Milwaukee's Deer District are case studies in placemaking that boosts both neighbourhood identity and economic activity.	Districts that combine sport, culture, hospitality, and leisure have proven financially resilient, often doubling or tripling visitor volume beyond traditional core event audiences. The Battery Atlanta attracts over 6m annual visitors vs. 3m for Braves games, showing how blended-use models amplify reach and reduce seasonal visitor volatility.	Venues are designing for modularity and multi-use – from retractable pitch stadiums to resorts with convertible entertainment zones. Flexibility in hosting formats (concerts, esports, wellness, festivals) is driving year-round programming and adaptive use of space, ensuring higher asset utilisation and futureproofing.

Potential new stadium impact

New stadium can have significant financial, social and economic benefits.

Financial benefits include increased revenue through increased ticket sales, naming rights, F&B and merchandise, which can bring in significant income. Hosting non-football events like concerts, conventions, or festivals creates diversified revenue streams and supports the financial return on stadiums.

There is also evidence to support an uplift in property value from new stadium developments due to improved infrastructure and amenities as well as stimulating private investment in nearby commercial and residential developments.

Economic benefits result from the job creation in the short-term during the construction phase through job creation in building, engineering, and contracting. In the longer term, the stadium operation will need staff for management, security, hospitality and F&B. Stadiums have also introduced courses in stadium management or hospitality training to attract and develop their workforce, drawing local people into the sector and creating new skills and knowledge.

There are also tourism and local business boost as fans and visitors spend money at hotels, restaurants, and shops, generating additional revenue for the city. Larger events attract regional, national, or international tourists, either through away fans or for events such as concerts, people coming to see their favourite artists.

Infrastructure improvements also often leads to improved transportation, parking, and public services which support urban regeneration, especially in underutilised areas. Although on a different scale to the proposed LFF stadium, Wembley Stadium in London was the catalyst for investment in the surrounding area, transforming the neighbourhood and bringing significant economic benefits in a disadvantaged part of London.

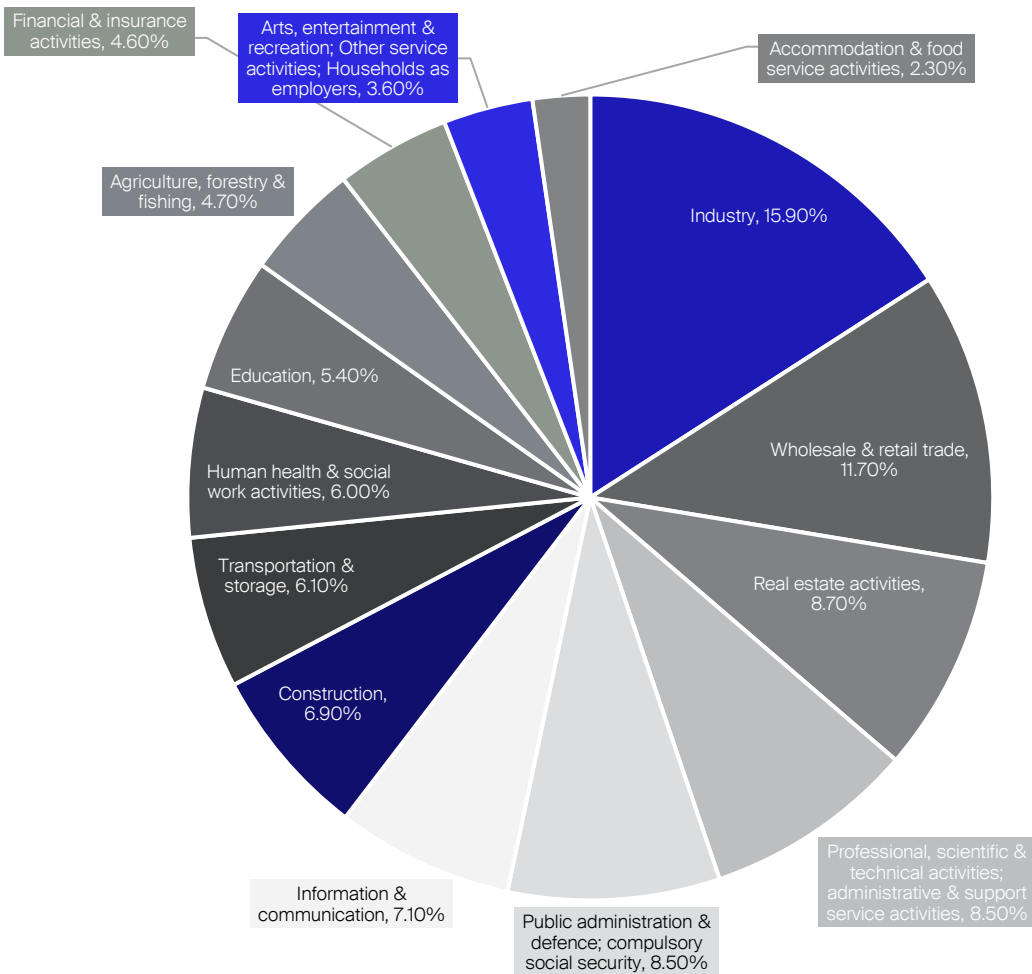
Social benefits are less tangible, but the new stadium can become a symbol of national identity and pride, enhancing the profile of the city and country regionally and globally especially if the team is successful. They can also act as a social hub, by providing spaces for the local community to meet and often include cafes, schools, health clinics, or retail areas. They can also encourage active lifestyles through associated sports, leisure and fitness facilities or become entertainment hubs providing greater social cohesion.



02

Market analysis

GDP & industries



Source: investinlatvia.org

Quick Economic Overview	
GDP at Current Price (2024)	EUR 40.2 billion
GDP per capita (2024)	EUR 21,606
GDP growth (2024)	-0.4%
GDP growth forecast (2025)	1.2%
Inflation rate (2024)	1.3%
Accumulated FDI (2024)	EUR 26.3 billion
Credit ratings (S&P / Moody's / Fitch)	A+ / A3 / A- (investment grades)

Source: <https://investinlatvia.org/en/why-latvia/latvia-in-facts>

- Latvia's strong construction sector provides the capability to deliver a major infrastructure project like a new stadium efficiently and effectively.
- A stadium could stimulate growth in underdeveloped sectors such as leisure, tourism, and entertainment, unlocking new economic opportunities.
- It would serve as a transformational asset for Riga, enhancing the city's cultural offering and increasing its regional competitiveness.

Non-contracted events market

- Regional stadium development will create a network of venues that are capable of hosting major/ mega sports and entertainment events, which will increase supply of concerts and entertainment events whilst deepening regional competition for sports content.
- A sample of 40 stadia in 18 major cities¹ shows that over 60% of the non-anchor tenant content is concerts, with 25% sporting events and the remainder entertainment events. This suggests that concerts will be an important target for the stadium to build its event schedule.
- Further support for the importance of concerts to the stadium is shown by the comparison of revenue generated by live sports and music events industries. Since 2017, except for the COVID pandemic, music events have generated more revenue than sports. Globally in 2024 this is projected to reach USD 42.6 B in music vs 37.9 B in sports.
- Music events revenue is also growing faster than sports events revenue, although this may be due to the rate of the respective sectors recovery post-COVID.

Table: Non-Football Content 2023, 18-City Sample

2023 Summary	# Events	% Total
Concerts	67	60%
Sporting events	27	25%
Entertainment	16	15%
Total	110	100%

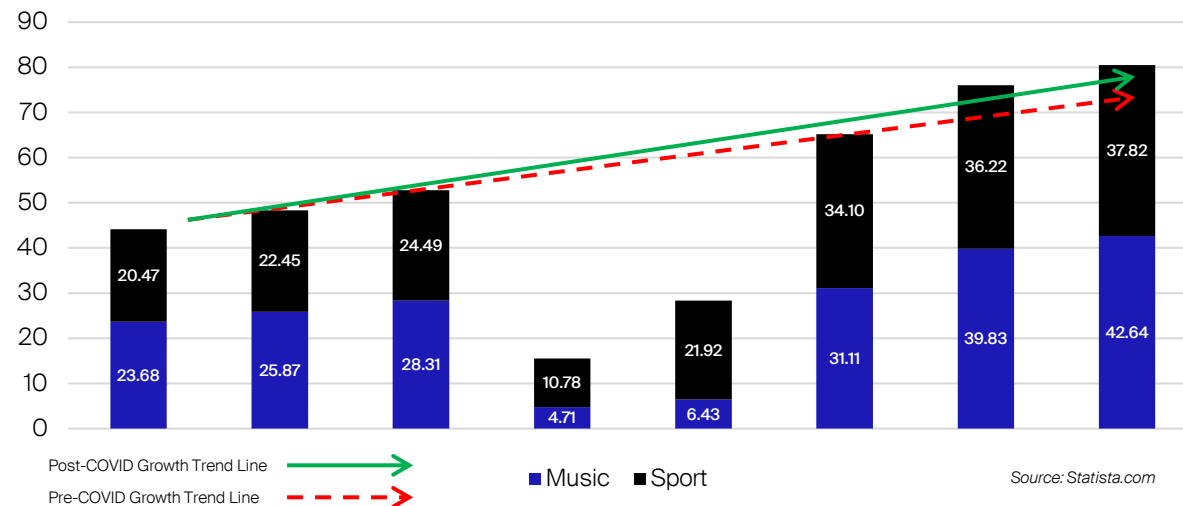
¹Abu Dhabi, Amsterdam, Netherlands, Berlin, Doha, Dublin, London, Madrid, Manchester, Melbourne, Milan, Munich, Paris, Rome, Salzburg, Singapore, Stockholm, Sydney, Tokyo

Source: Statista.com

Global live sport & entertainment event trends

- There has been increased demand for live experiences post-COVID, as audiences return to in-person events with enthusiasm. This is combined with greater investor interest in sports assets and infrastructure as stable, long-term revenue generators.
- There is rising global competition to host marquee events, including UEFA tournaments, World Cups, Olympics, and major music or cultural festivals in order to increase national brand equity and generate economic impact from event-hosting activities and tourism visits.
- This means that creating appropriate fans offers linked to great experience at good value prices becomes ever more important to build attendance and retain loyalty.
- Digital transformation of venues, with technology integrations (5G, digital ticketing, data analytics) are becoming standard for new stadium builds. Significant investment in cashless and automated concessions not only enhance the fan experience but have positive impact on revenues by increasing spend per head and reducing transaction times.
- Global stadium development may outpace content and demand, risking underuse, lower revenues and pressure to book lower-tier or non-core events, favouring promoters of events who are able to leverage this in their negotiations.
- Risks include the unstable geopolitical environment impacting business confidence, disrupting international events and tourism related activities as well as increasing costs that impact discretionary spends of consumers.

Revenue of the live sport and music market, worldwide, from 2017 to 2024
(in billion U.S. dollars)



8.5%

Live music revenue CAGR from to pre-COVID (2019) to 2024

9.1%

Live sport revenue CAGR from to pre-COVID (2019) to 2024

20k – 30k stadium & arena analysis

This table compares major venues across the Baltic States in terms of number of non-sporting event days hosted in 2023 and 2024.

- Total concerts increased from 10 in 2023 to 13 in 2024, showing a 30% rise in planned non-event day entertainment.
- Estonia saw a slight decline, with concerts dropping from 3 in 2023 to 2 in 2024.
- Latvia remained stable, with high activity at Xiaomi Arena and Palladium despite a minor drop from 7 to 6 concerts.
- Lithuania showed the largest growth, rising from 0 concerts in 2023 to 5 scheduled in 2024.
- Xiaomi Arena and Palladium are the most consistently used venues for entertainment shows.
- Tallinn Song Festival Grounds and Darius and Girenas Stadium are large-capacity venues that remain underutilized for concerts.
- Latvia leads in regular programming, using smaller indoor venues for steady concert bookings.
- Lithuania is increasing entertainment use, suggesting a shift in venue strategy toward more non-sport activation.

The above analysis supports the case for having a flexible calendar to capture as much of the addressable market as possible.

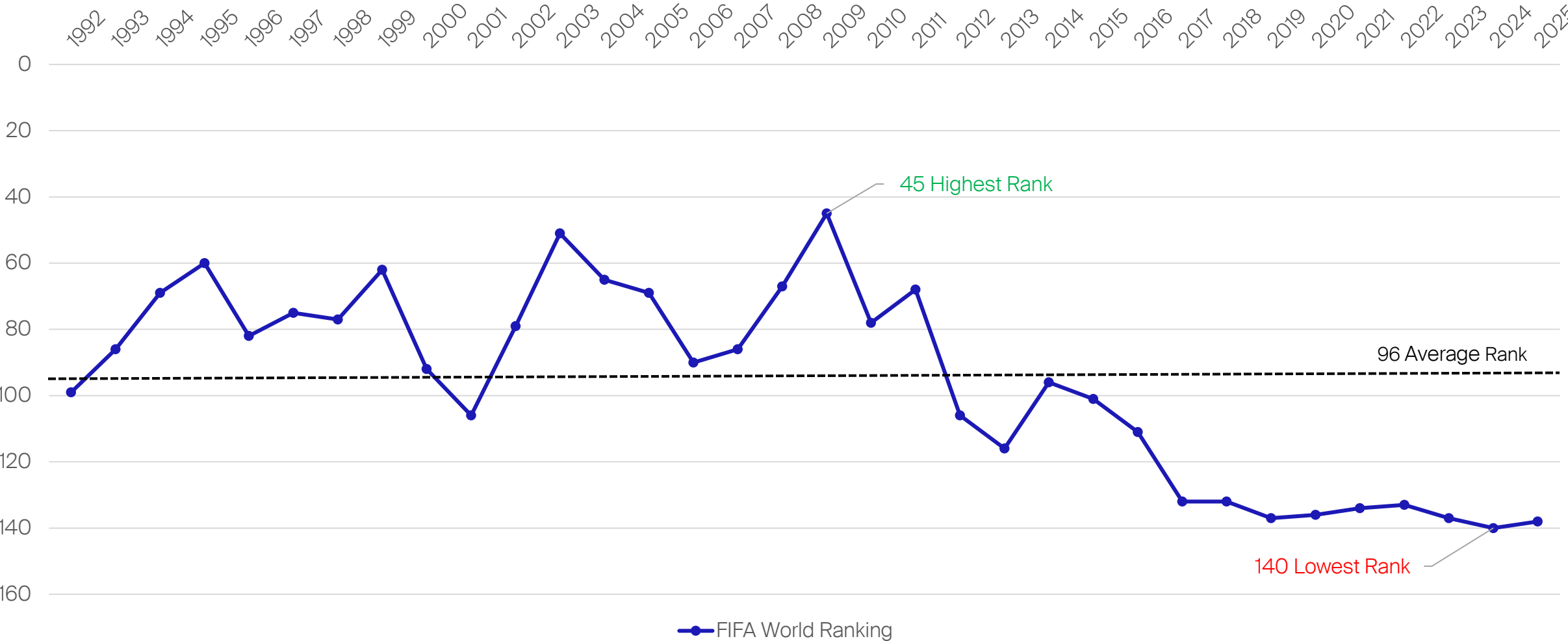
→ Please note that this data is based on venues reporting to Pollstar, therefore there will be some omissions. Nonetheless we believe this portrays a reasonably accurate representation of the concert and touring market.

Figure: Analysis of non-sporting event days in the Baltics – Jan 2023 – Dec 2024

Venue	Location	Year Built / Last Renovation	Capacity (Sports)	Capacity (Concerts)	# Concerts (2024)	# Concerts (2023)
Alexela Concert Hall	Estonia	2009	N/A	1,829	1	0
Tallinn Song Festival Grounds	Estonia	1959	N/A	75,000	0	1
Unibet Arena	Estonia	2000	7,200	10,000	1	2
Xiaomi Arena	Latvia	2006	11,200	14,500	3	3
Palladium	Latvia	2011	N/A	2,000	3	4
Darius and Girenas Stadium	Lithuania	2005	15,026	55,000	2	0
Twinsbet Arena	Lithuania	2004	10,000	13,500	1	0
Compensa Concert Hall	Lithuania	2011	N/A	2,300	1	0

Source: Pollstar

Latvia men's national team FIFA world ranking



Latvia site visits

Skonto Stadium



Observations:

- Long-standing football venue in central Riga with historic significance
- Currently leased to Riga FC and used for domestic league matches
- Compact urban footprint with good city access

Context:

- Privately owned; owner reportedly seeking €30 million sale
- Site acquired for €10 million; currently leased for €300,000/year
- Hosts club-level fixtures; previously used for international qualifiers

Strategic Takeaways:

- Illustrates the commercial value of centrally located urban sports land
- Highlights challenges of legacy infrastructure and private ownership
- Useful benchmark for understanding current club operations in Riga

Latvia site visits

Lucavsala (Island Site)



Observations:

- Large open riverfront site offering scale and long-term development potential
- No active sporting infrastructure on site; clear plot for new-build
- Close to central Riga with potential for strong public transport integration

Context:

- 10-hectare plot allocated by Riga municipality for stadium use
- Five-year designation window to progress planning and feasibility
- Location offers high visibility and potential for broader regeneration

Strategic Takeaways:

- Key public-sector commitment toward stadium delivery
- Opportunity to develop a modern, purpose-built facility in a clean location
- Site selection reflects momentum and political support for the project



Latvia site visits

Daugava Stadium



Observations:

- Existing multi-purpose national sports venue with strong identity
- Hosts football, athletics, ice hockey and public events
- Well-maintained complex with ongoing investment
- Mainly uncovered seating

Context:

- State-owned and managed by the Latvian Football Federation
- Central role in Latvian sports infrastructure; main venue for national matches
- Serves both elite and community-level use

Strategic Takeaways:

- Illustrates current national hosting standards and operational model
- Reinforces the need for a dedicated football-focused stadium for top-tier events
- Valuable reference for understanding national team and multi-use scheduling

Latvia & Riga's long-term vision

National Level | National Development Plan 2021–2027 & Latvia 2030

- Latvia's National Development Plan (NDP2027) prioritises:
 - Sustainable tourism, cultural exports, and international visibility
 - Stronger regional cohesion through infrastructure and event-based growth
 - Support for creative industries and large-scale public venues
- Latvia aims to increase international tourism revenue by 30% by 2030.
- New stadium, aligns with UN Sustainable Development Goals (SDGs), economic growth (SDG 8) and Industry, Innovation & Infrastructure (SDG 9).
- Reinforces EU cultural objectives by promoting international visibility, cultural participation, and creative sector growth via major event hosting.

Riga's Development Strategy (to 2030)

- Sustainable mobility: +100% cycling, new tram line to Skanste.
- Smart tourism: digital visitor services, improved infrastructure.
- Urban regeneration: mixed-use districts, waterfront upgrades.
- Skanste district is set to receive €900 million in investment for a regeneration hub (residential, sports, business).
- Airport expansion will result in increasing capacity to 12M passengers by 2027.
- Rail Baltica is a high-speed EU rail link by 2030, connecting Riga to Baltic and European capitals.

Impact on the New National Stadium

- Latvia's and Riga's long-term development strategies directly support the success of a new national stadium. Growth in tourism, major infrastructure upgrades (Rail Baltica, airport), and urban investment in the €900M Skanste district will enhance accessibility, visibility, and year-round visitor appeal, positioning the stadium at the heart of the country's cultural and economic future.



Tourism in Riga

Overview

- Riga attracts a diversified mix of regional and international visitors and is actively diversifying beyond traditional Baltic / Nordic tourists by targeting Germany, UK, Poland, and long-haul leisure / business markets.
- High-spending groups include non-European travellers and sports / event tourists.
- Further expansion in upscale, eco/smart hotels, and aparthotel formats; grounded in sustained event and business tourism growth (EuroBasket, cultural festivals).
- By 2025, occupancy is projected to reach ~80% of pre-pandemic hotel levels, with rentals surpassing 2019 figures.
- Riga has attracted increased investment from global development companies into new projects across the city.

Riga Tourism Growth Snapshot

- 2023: 1.2 m visitors (+22% y/y); 2024: 1.1 m in hotels (+15.8%)
- Overnight stays grew from 1.5 m (2022) → 2 m (2024)
- Forecast 2025: 1.3 – 1.4 m visitors; +15-20% y/y
- 70 – 80% of Latvia's foreign tourism happens in Riga

Spending Trends

- Nordic average spend: €3521; EU: €298; Long-haul: €514
- Average stay: ~1.8 nights per tourist
- Growing long-haul market: Canada (+106%), UAE (+50%), Spain (+74%)

Economic Footprint

- Riga Marathon injects €3.7 m / year
- National tourism = 4.5% of GVA (~€1.3 bn exports, 77k jobs)
- Riga captures ~75% of tourism impact nationally

Highlighted Projects

- Skantse District: €900 m investment featuring new tram line
- Riga Waterfront: Emaar Development
- Rail Baltica: Connection to European rail networking by 2030
- Airport expansion: Boost capacity to 12 m passengers per year

Hospitality & Hotel Industry

- Hotel occupancy peaking at ~60%; average ~30%
- Profitability constrained by inflation despite 2019-level turnover
- Employment in hospitality +5% (avg. salary €25 – 60k / year)

2026+ Outlook & Priorities

- Visitor forecast: 1.6 m+ by 2026; 3.2 m overnight stays
- Strategic focus: events, off-season demand, long-haul diversification
- Tourism to generate €600 - €900 m / year in direct spending


03


Capacity Assessment


LFF attendance 2022-24


- Recent attendances over the last three years show an average of 4.7k across all men’s international matches. This is 59% of the available capacity.
- Highest attendance was the EURO 2024 qualifier vs Croatia at Skonto - 6.7k or 83% of the stadium’s capacity.
- Attendances at Skonto Stadium are higher on average than in Daugava in Riga (5.8k vs 4.2k), however the average at Daugava is dragged down by the matches vs Estonia and Iceland. Excluding these matches, the average rises to 6.2k, higher than Skonto.
- Average utilisation at Skonto is 72%, whilst at Daugava Riga It is 41%. Again, excluding the matches vs. Estonia and Iceland, pushes the attendance at Daugava up to 59%.
- Attendances previously exceeded 8k in 2017 against Portugal at Skonto during a FIFA World Cup Qualifier.


LFF Social Media Numbers

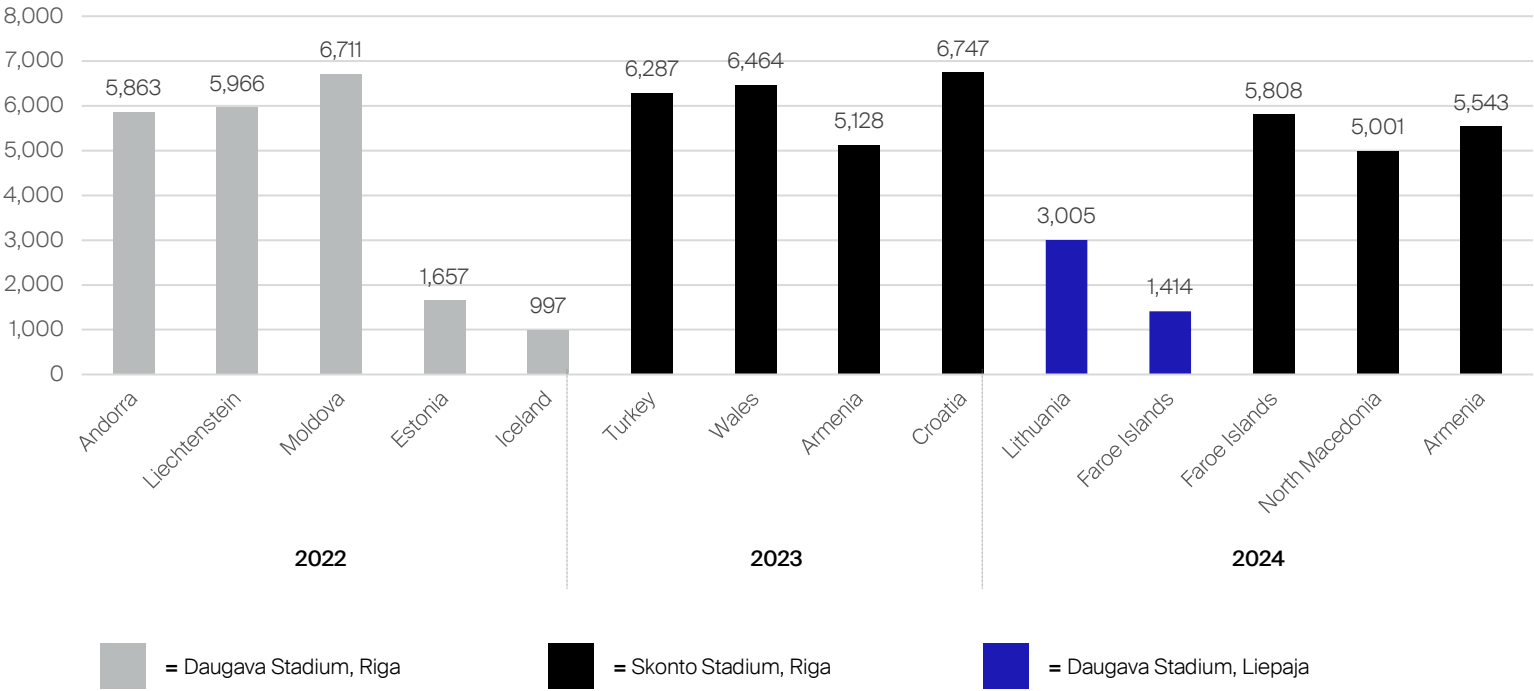
 26k followers

 11.2k followers

 22.5k followers

 21.7k followers

 7.2k subscribers

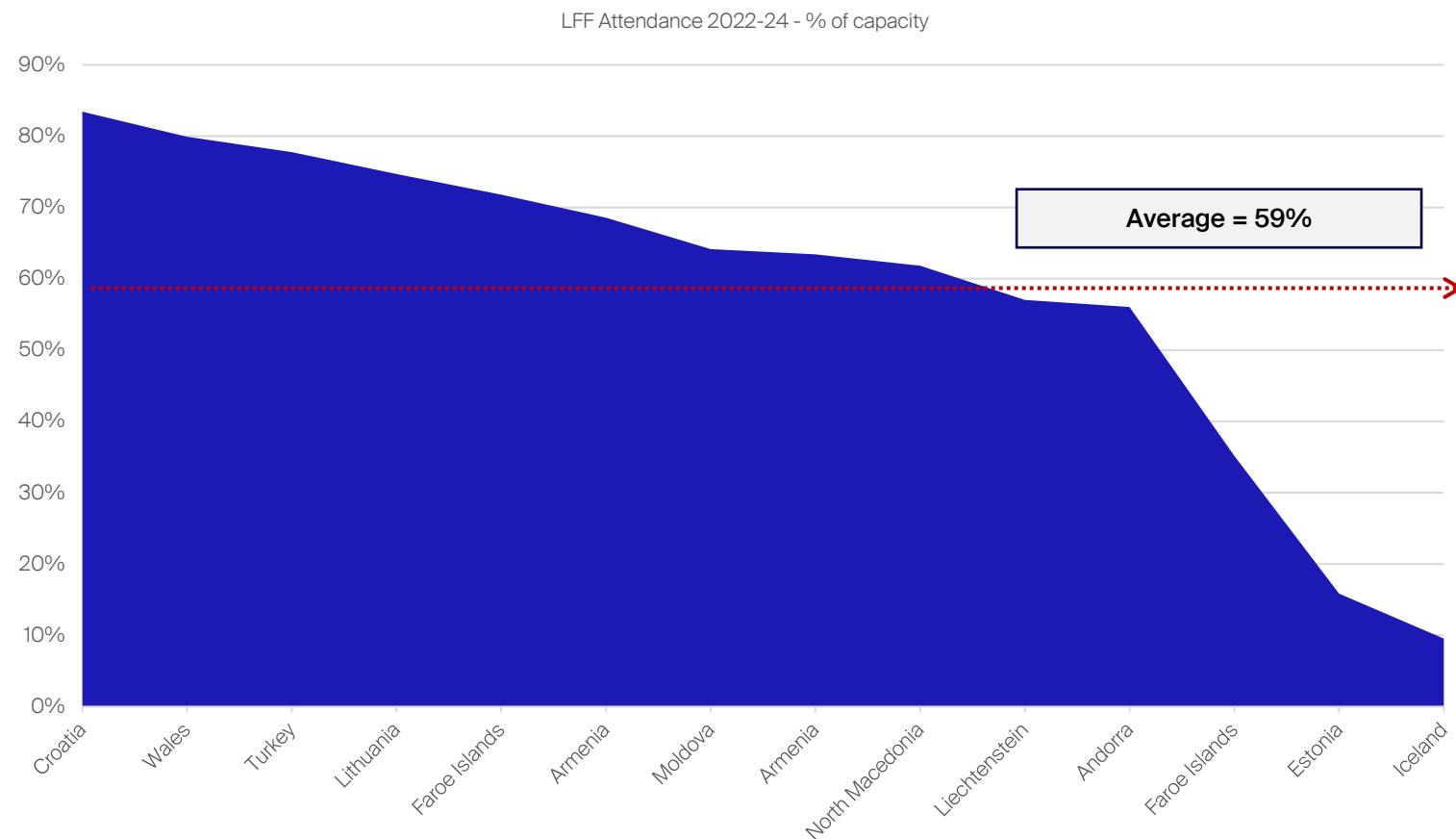


Source: LFF data

Capacity assessment

- Data* in attendances at new European stadiums show increases up to 180% and average of 86%. Similar results were found in England, with an average increase of 88%.
- The Hungarian National Team saw an increase of over 200% when they moved to the Puskás Aréna, although this coincided with their rise up the FIFA rankings. Budapest also has a significantly higher population than Riga (1.7m in the city and 3.3m in the wider metro area, compared to 600k and 850k in Riga city and metro area).
- Recent attendances over the last three years show an average of 4.7k across all men's international matches. This is 59% of the available capacity. Highest attendance was the EURO 2024 qualifier vs Croatia at Skonto - 6.7k or 83% of the stadium's capacity.

* See appendix for detail



New stadium uplift | Analysis

- Using the data on increases in attendance new stadium developments and the recent LFF attendances, we have assessed what the capacity for the new stadium should be.
- The LFF attendance data from Riga shows attendances between c. 5k – 6.7k, with an average of just below 6k.
- Assuming an increase of 100%, which is slightly higher than the average seen in the new stadium attendance studies above, the average attendance would be just under 12k, with a maximum attendance of 13.5k.
- To achieve an average attendance of 15k, there would need to be a 150% increase in attendance.
- A 200% increase would result in an average attendance of just under 17.9k.
- Based on the current attendance data available from the LFF, we would suggest a stadium of an initial capacity of **15,000 seats**, but with an option to expand up **to 18-20,000** should demand strengthen over time.

Opponent	2022-24 Attendance	50% increase	75% increase	100% increase	125% increase	150% increase	175% increase	200% increase
Moldova	6,711	10,067	11,744	13,422	15,100	16,778	18,455	20,133
Liechtenstein	5,966	8,949	10,441	11,932	13,424	14,915	16,407	17,898
Andorra	5,863	8,795	10,260	11,726	13,192	14,658	16,123	17,589
Croatia	6,747	10,121	11,807	13,494	15,181	16,868	18,554	20,241
Wales	6,464	9,696	11,312	12,928	14,544	16,160	17,776	19,392
Turkey	6,287	9,431	11,002	12,574	14,146	15,718	17,289	18,861
Faroe Islands	5,808	8,712	10,164	11,616	13,068	14,520	15,972	17,424
Armenia	5,543	8,315	9,700	11,086	12,472	13,858	15,243	16,629
Armenia	5,128	7,692	8,974	10,256	11,538	12,820	14,102	15,384
North Macedonia	5,001	7,502	8,752	10,002	11,252	12,503	13,753	15,003
Average	5,952	8,928	10,416	11,904	13,392	14,880	16,367	17,855
Median	5,915	8,872	10,350	11,829	13,308	14,786	16,265	17,744
Max	6,747	10,121	11,807	13,494	15,181	16,868	18,554	20,241
Min	5,001	7,502	8,752	10,002	11,252	12,503	13,753	15,003

Source: Populous analysis of LFF data

Capacity assessment

Hospitality seating

- New stadiums in mature European hospitality markets are now considering up to 20% of capacity as hospitality and 'GA +' (which is a bridge product between GA and hospitality). New stadiums allow for greater segmentation of the potential audience and product innovation includes tunnel clubs, party decks, loge boxes and pitch-side suites to align with target markets.
- Hospitality sales will become an important revenue stream for the LFF. Some hospitality will be provided to LFF sponsors, but at present there is very little hospitality sold at LFF matches and this market will need to be developed over time. If possible, hospitality should be sold on a seasonal or long-term basis, but in the short term, it is assumed that this will not be possible and it will be sold on an event-by-event basis.
- Assessment of stadiums with capacities between 15-30k seats show a wide range of hospitality capacities – from 5% to 19%.
- Each market is different and needs to consider the level of maturity and growth potential, potential event calendar, catchment area and target markets.

Venue	Capacity	Hospitality Capacity	% Hospitality
Mersin Stadium	25,534	4,867	19.1%
Gtech Community Stadium	17,250	2,866	16.6%
Eleda Stadion	22,500	2,648	11.8%
Groupama Arena	23,698	2,642	11.1%
Audi Sportpark	15,800	1,216	7.7%
Volkswagen Arena	30,000	2,218	7.4%
Sportpark Ronhof	16,600	1,200	7.2%
Ullevaal Stadion	27,200	1,470	5.4%
Bosuil Stadium	16,144	800	5.0%
Lohrheidestadion	16,387	800	4.9%

- As the market in Riga is not developed, hospitality capacity is recommended at 10% of the initial capacity, or 1,500 seats. The focus should not only be on attracting large corporates but also on individuals. Therefore, we would suggest a small number of boxes, but the majority of capacity in 2-3 lounge products which can be targeted at individuals with high levels of disposable income and also a younger audience as more of a lifestyle and experiential product.
- The hospitality should be located in the west stand around the halfway line, although the GA + product could be located on the halfway line in the east stand, which may allow for better non-event day usage – for example as a sports bar.

Stadium hospitality analysis

- Hospitality volumes range between 15-18% for premium venues, 10-14% for balanced models, and 8-10% for more GA-focused venues.
- Hospitality is a key revenue driver for stadiums, and the general trend is for the volume of hospitality seats to increase in new builds and redeveloped stadiums, particularly in strong commercial markets where there is significant demand for these products.
- For example, venues like SoFi Stadium and Milan's proposed stadium prioritise premium experiences with high hospitality capacity.
- As well as increase in volume there is also an increase in the number of tiers offered, with the desire to target specific segments and create an offer for all levels of budget, from VVIP to GA+.
- Redevelopment of iconic venues like the Spotify Camp Nou and the Bernabéu have increased hospitality volumes albeit at a relatively lower percentage of capacity to some new builds. This is reflective of some of the challenges around redeveloping a venue vs. a new build, but also the football hospitality market in Spain which is not as developed as the UK and the US.

Hospitality and GA Capacity Breakdown in US & European Stadiums

Venue	Capacity	GA Capacity	Hospitality Capacity	% Hospitality
SoFi Stadium	70,000	57,000	13,000	18.6%
Milan (proposed new stadium)	71,500	58,500	13,000	18.2%
AS Roma (proposed new stadium)	60,036	49,827	10,209	17.0%
Emirates Stadium	60,704	51,376	9,328	15.4%
Tottenham Hotspur Stadium	62,131	54,040	8,091	13.0%
Old Trafford	74,152	65,088	9,064	12.2%
Allianz Stadium Twickenham	82,000	73,418	8,582	10.5%
Stamford Bridge	40,341	36,157	4,184	10.4%
Spotify Camp Nou (after renovations)	105,000	95,600	9,400	9.0%
Santiago Bernabéu	81,000	73,900	7,100	8.8%

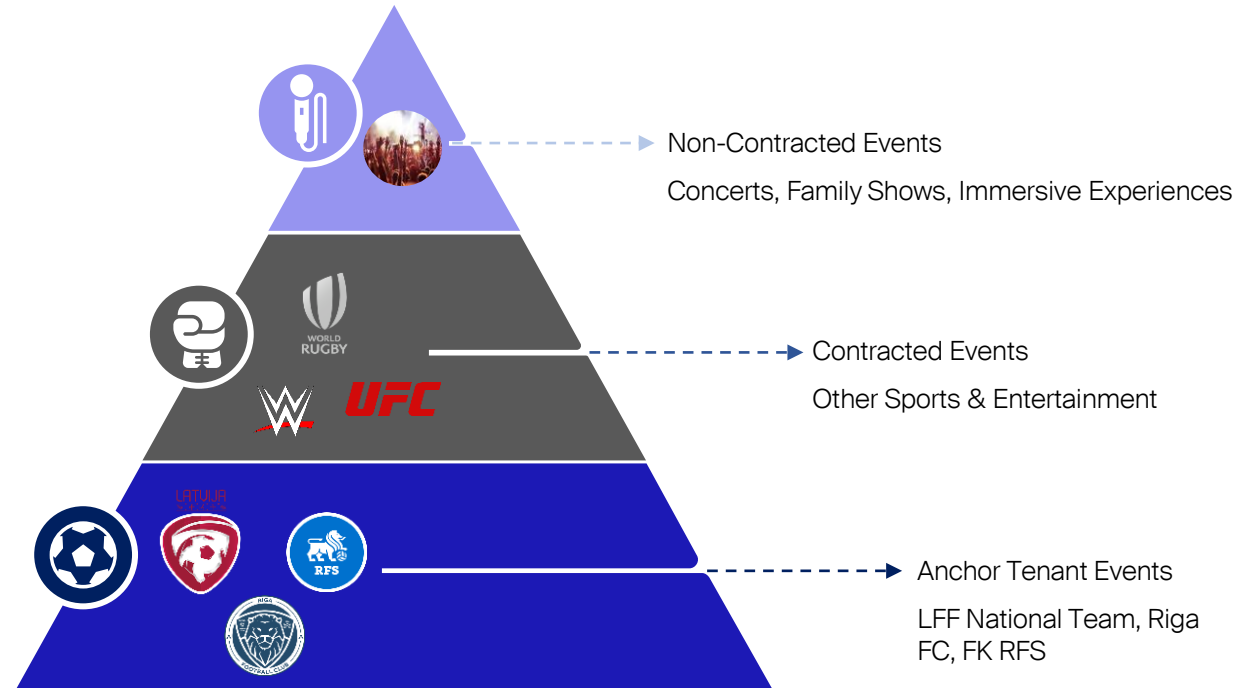
Source: Populous

04

Event & 365-day Opportunities

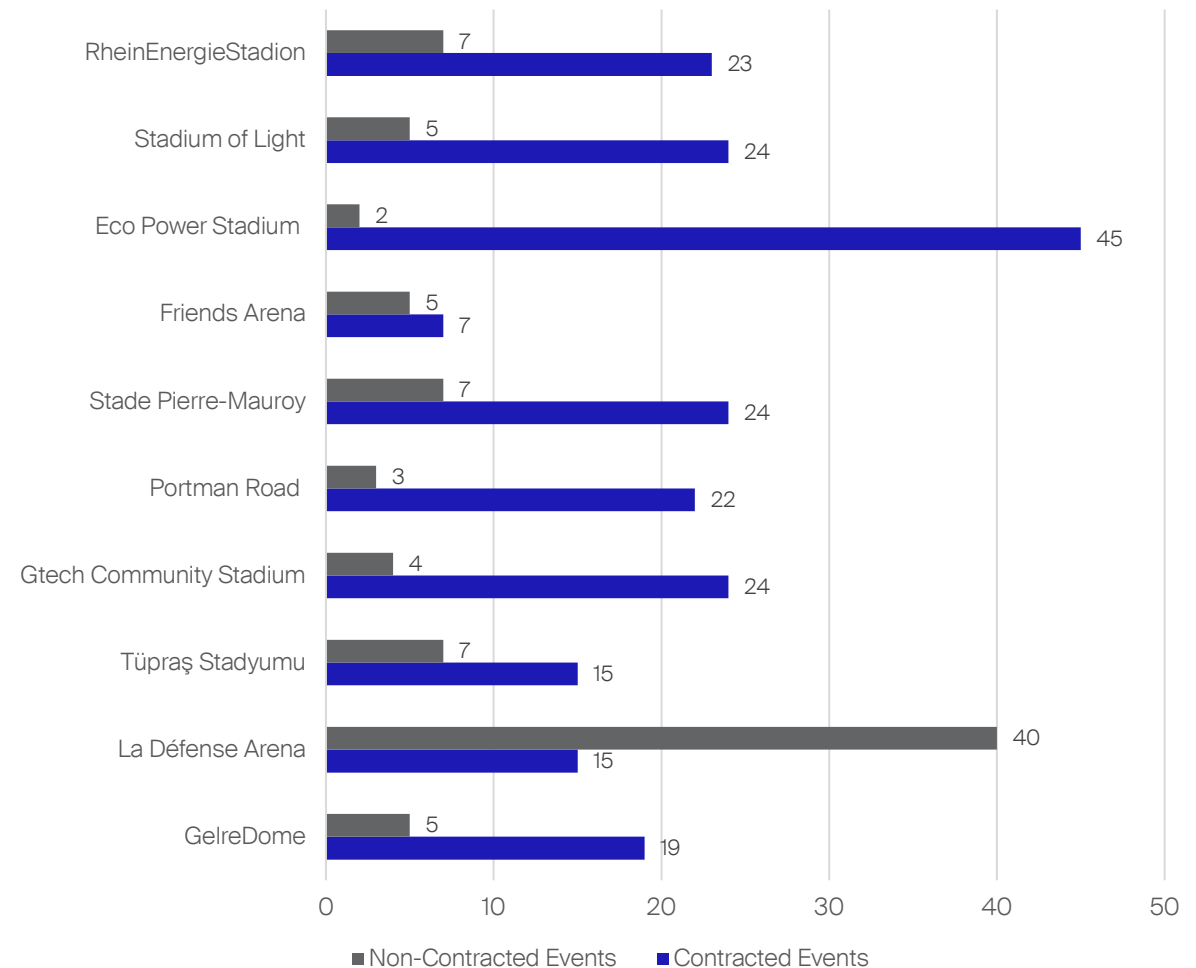
Stadium content development

- Stadiums will typically have three layers of event-related content: 1) anchor tenant events, 2) contracted events, 3) non-contracted events
- Each of the content types generate revenues in different ways. For example:
 - Anchor tenant events are contracted on a long-term basis which means that both general admission and hospitality tickets can be sold seasonally or on a multi-year basis. Hospitality buyers may also be offered first option for other events which suits most promoters as they are a ready-made market. Boxes are normally considered 'off-manifest' and can therefore have all events included in their package.
 - Non-contracted events rely on the cycle of touring artists or sports events which are booked 12-18 months ahead of the shows. Often stadiums which host anchor tenants can find it challenging to secure these types of event due to the anchor tenant home matches, which may clash with the preferred dates of the artists and / or may damage the pitch, depending on the type and timing of the event. This may impact the LFF stadium as the football season runs throughout the summer.
 - It is also possible to secure the hosting of sports or entertainment events on a multi-year basis which means these events would fill the middle tier of contracted events.
 - The revenue that the stadium receives from the events will ultimately depend on the business model of the stadium operating company and ultimately the agreement that the stadium can reach with the event owner or promoter. Typically, the venue will be paid a hosting fee for the use of their venue and a share of secondary revenues such as catering and merchandising.



Stadium content benchmarks

- La Défense Arena has the highest total events (55), with the majority (73%) being non-anchor tenant events.
- Portman Road and Gtech Community Stadium are the most heavily used by their anchor tenants (88% and 86%, respectively).
- Friends Arena and La Défense Arena have relatively high proportions of non-anchor events (42% and 73% respectively), indicating versatile usage.
- Stade Pierre-Mauroy and Tüpraş Stadyumu have balanced event distributions with strong anchor tenant presence but also notable non-anchor use.
- Venues with a higher ration of contracted events ensure stable revenue, while those with more non-contracted events, like Tüpraş Stadyumu, capitalise on diverse event types for additional income.
- Underutilised venues like GelreDome have significant growth potential by attracting more diverse events and leveraging their available capacity.
- Venues with a well-balanced event mix, secure steady revenue while maintaining flexibility for future event diversification.
- Stadiums can maximise hospitality revenue by enhancing contracted event packages, diversifying non-contracted event offerings and introducing innovative guest experiences.
- By understanding the contracted / non-contracted event split, stakeholders can optimise hospitality offerings, refine pricing strategies, and tailor marketing efforts to meet market demands.
- Contracted events provide a dependable revenue base, while non-contracted events offer opportunities to diversify income streams and elevate the overall fan experience.



Source: Populous Analysis

Non-event day trends & opportunities

- Non-match day has an increasingly important role to play in stadium revenues. Every venue is now seeking 365-day business to diversify their revenue and improve the ROI of the development.
- Often spaces can be rented to third parties to create a regular income stream to reduce the financial risk to the stadium owner. This may include gyms, health and fitness or office spaces, but how these spaces work on an event day needs to be carefully considered and places more pressure on stadium operations to ensure there is minimal disruption to their activities.
- The chosen approach should be unique to the venue's location, history, culture, brand and environment. The approach needs to consider local factors and trends, identifying the target audiences it wants to attract and/ or which part of the community it wants to serve.
- It should also factor in location, for example how to capture footfall in city-centre locations vs. identifying what will draw people to the site if the stadium is less accessible.
- In this project, the 365-day opportunities may change depending on which of the Skonto or Lucavsala sites are chosen. As the Skonto site is closer to the historic city centre, it is more accessible in the short term, whilst the Lucavsala site is currently less developed and accessible than Skonto so will require additional activities to create a destination or find alternative offers to connect to the local community.

Potential 365-day activity

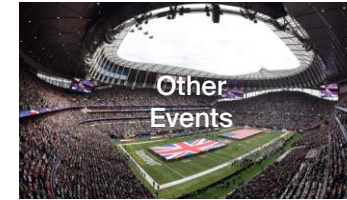
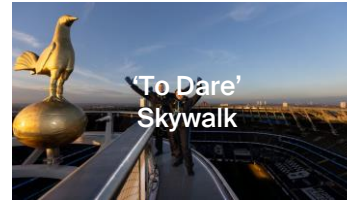
Business	Community	Leisure
<ul style="list-style-type: none"> → Offices → Co-working spaces → Meeting & event facilities 	<ul style="list-style-type: none"> → Social club → Community spaces & programmes → Healthcare provision 	<ul style="list-style-type: none"> → Members Club → Health & fitness → Gym, swimming and rehabilitation
Education	Experiences	Commercial
<ul style="list-style-type: none"> → University/ college partnerships → Training centre for sports/ events operators 	<ul style="list-style-type: none"> → Roof/ sky walks → Abseiling → Karting → Museum 	<ul style="list-style-type: none"> → Hotel → F&B – restaurant/ bars/ cafes/ competitive socialising → Retail

365-day case studies

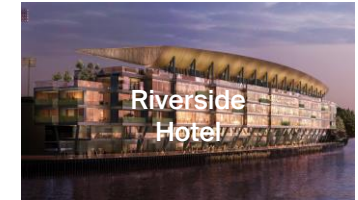
The three case studies below, whilst at much larger stadiums than the LFF are considering, demonstrate how a stadium can respond to its location, history, heritage and clearly target potential audiences to capture 365-day business in different ways. These principles should be considered in the new stadium development.



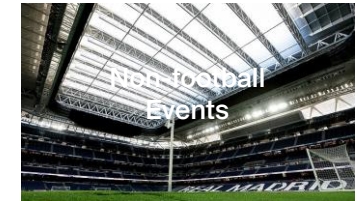
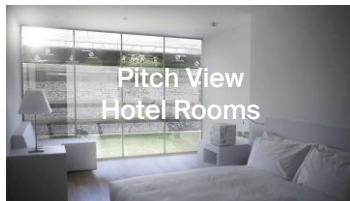
Tottenham Hotspur is considered one of the most commercially successful stadiums in Europe but is not ideally located for 365-day business. Their solution combines hosting events such as the NFL and rugby year-round using a retractable pitch, with activity-based offers like the F1 experience and a Skywalk to create a destination that attracts footfall throughout the year.



Fulham have recently opened the Riverside Stand which has been designed to respond to its location on the River Thames in London. The stand includes match-day hospitality with a hotel, members club, rooftop pool to attract HNW clients 365-days a year, along with retail F&B that captures footfall from the riverside walkway as well as serving the fans on match day.



The Bernabeu redevelopment combines elements of the Tottenham and Fulham stadiums with a retractable pitch and roof to enable additional events, with lifestyle and retail offers including pitch view hotel rooms, roof top bars, and a shopping centre. It also benefits from the Real Madrid brand and city centre location to host over a million stadium tours each year.



05

Commercial strategy

Objectives for LFF new stadium development

The LFF are ambitious and keen to grow the game in Latvia. They have the support of UEFA and are investing in the game whilst matches with high-profile teams such as England will raise the profile of the national team.

This ambition is not matched by suitable stadium infrastructure – both Skonto and Daugava stadiums have their limitations. To grow the attendance at matches and grow the fanbase to new audiences, Latvian football needs a new stadium which can provide a modern fan experience.

Data has shown that a new stadium can generate uplifts in attendance of over 100%, but the investment in infrastructure must be supported by additional marketing and management resources in order to create sustained success.

Based on discussions with the LFF, four key objectives have been identified for the stadium development:

1. Create a home stadium that the country, team and fans can be proud of
2. Increase financial performance of the LFF
3. Support the stadium's event-day business by creating a 365-day destination
4. Develop a venue that will attract non-football events

Furthermore, the stadium should:

- Create a fan experience that compares to anywhere else in Europe to underpin attendance growth by bringing new audiences to the stadium
- Develop compelling hospitality offers that can attract businesses and high-net worth individuals to the venue
- Use technology and innovation to support operations and showcase the ambition of the venue and Latvia's digital credentials
- Consider dual use for all facilities and with 365-day opportunities in mind and design this multifunctionality into the stadium from the outset



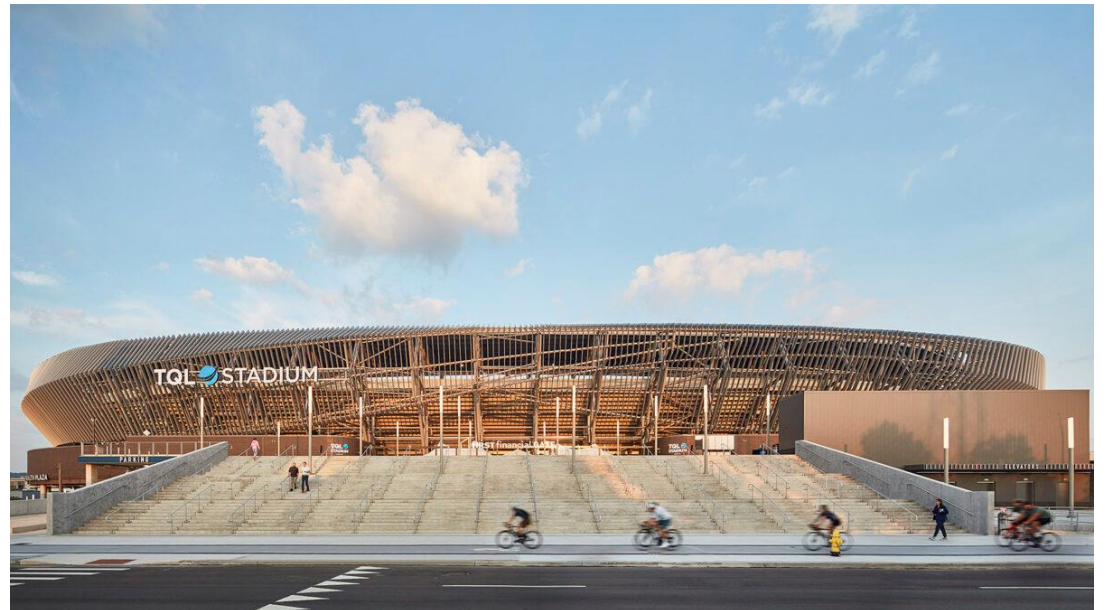
Key targets & positioning

Target segments

- As events are the key revenue driver of the commercial model, the key target segments for the management team is the local and international event market, focused on concert, sports and entertainment promoters and event organisers. This includes international promoters/ event owners, such as OVG, AEG, Live Nation, TKO, etc.
- Secondary target market is the Riga corporate market, for:
 - Hospitality sales, product launches, conferences etc., acting as an alternative MICE venue
- The tertiary target segment is HNWI's for hospitality offers, private events and parties.

Commercial positioning

- A stadium with a deep focus on event delivery and management to meet the promoters and event owners need. A stadium management company that is easy to do business with and delivers commercially successful events.
- A commercially successful venue that can deliver an event experience that reflects the quality of the events and acts that the stadium hosts, a place where fans and guests are delighted to come back to.
- Creating and marketing hospitality offers that are attractive to the local HNW and business market.



Capabilities & resourcing

- To back up the aspiration and positioning, the operating company (opco) needs to:
 - Build a deep understanding of the promoter and event market, their needs and what they value to create and market an offer that maximises events to the venue
 - Package and sell creative naming rights and partnership solutions, providing great spaces for partners to activate their brands
 - Develop and sell hospitality products that provide the experience fans/customers want to have at the stadium and reinforce the stadium's brand positioning
 - Build a successful non-event day business, bringing people to the venue on a daily basis, adding value to the stadiums commercial partnerships and enhancing the stadium brand
- The opco must also be able to:
 - Manage the different demands of event and non-event day operations and seamlessly switch between the two modes
 - Manage different event promoters and their production teams including the national team, tenant football clubs and deliver what they need and value
 - Support the commercial aspiration and help to create great experiences for fans, hospitality guests, non-event day customers
 - Manage costs of event delivery to ensure they are at least comparable with the competition



Key management support

- To support the key organisational capabilities, the priority of the management team will be to invest in the stadium brand and all aspects of marketing including product development, pricing, communications etc.
- It will need to build and maintain excellent relationships with a broad range of public and private stakeholders, and invest in curating the offer to promoters and event owners:
 - Ensure that the venue operations team understands what each stakeholder values and communicate how the stadium can deliver that for them
 - Consider how the operations team can make their experience at the venue as seamless and cost effective as possible and if necessary, invest in additional resource to support this
- Other essential management support includes:
 - Curating a consistent brand experience on event days and non-event days by developing appropriate products, pricing strategies, and carefully selecting partners that can support the delivery of this approach
 - Continually invest in the venue brand and resources over time to build and maintain competitive advantage



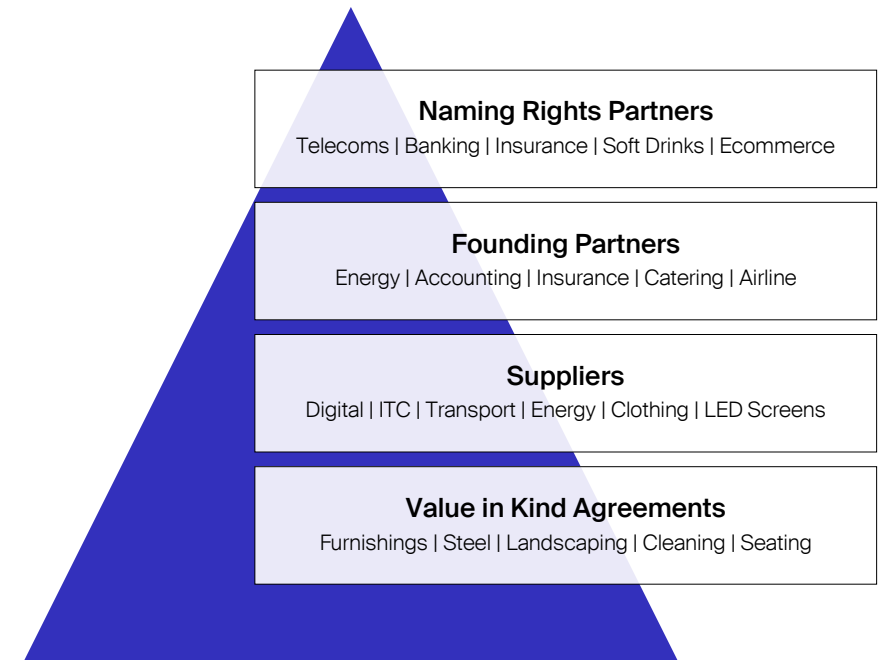
Commercial revenues

- Venues aim to secure several diverse revenue streams and activate their business 365-days a year.
- Primary income streams for stadiums include sponsorship, rental from events and hospitality sales. Ticketing revenue typically will be retained by the event promoter, although the venue may receive a commission. Secondary income will come from sales of F&B and merchandise and non-event day activity.
- The event calendar is the key driver in generating revenues. The greater the number of events, the higher the number of attendees which makes the sponsorship programme more attractive. A strong calendar will also generate opportunities for hospitality sales and the greater footfall will also create higher F&B and merchandising revenues.
- The catering contract for the venue will be attractive, and there could also be potential to lease the production kitchen facilities to generate some additional income.
- It is important to develop a broad and attractive event calendar prior to the opening of the stadium. International concert and entertainment events look to secure their dates 12-18 months before touring, and therefore the commercial team of the stadium should be developing relationships with promoters within the same timeline before opening of the stadium.

Sponsorship	Football	Other sports & Entertainment	Non-event day activities
Naming rights	Event rental	Event rental	Meetings & events
Founding partners	Hospitality	Hospitality	Competitive socialising
Suppliers	Ticketing	Ticketing	F&B
	F&B	F&B	Retail
	Merchandising	Merchandising	Adrenaline activity

Sponsorship programme

- A sponsorship programme should have a clear hierarchy, determined by the rights and benefits within a given package and the value of those rights. To maximise revenues, rights are sold on a top-down basis, i.e. Naming Rights first, then Founding Partners, followed by Official Suppliers and value in kind (VIK).
- The sponsorship program should begin as early as possible to benefit to enable the sponsors to become integrated into the design of spaces and ensure that all VIK opportunities are properly explored.
- New stadiums will look to secure naming rights as this has the potential to generate significant rights fees. Ideally an agreement will be signed before the stadium is opened, which enables the sponsor to be better integrated into the stadium design and also has the potential to generate pre-opening cashflow. An early deal also has enhanced benefits to the naming rights partner as their brand being associated with the stadium from the outset.
- Most venue partnership and supplier deals have cash and value-in-kind (VIK) contributions. VIK can reduce both capital investment and the operating costs of the venue. Categories such as telecoms, giant screens, TV screens, seats etc., should be explored as sponsorship or supplier deals.
- Additionally:
 - Sponsorships will need to be structured so there is no conflict with event sponsors coming to the venue
 - Careful consideration should be given to contracts to ensure pouring rights do not prevent content sponsored by drinks companies



Sponsorship categories

- Sponsor and supplier categories are broadening all the time as brands become more attuned to the marketing possibilities of sports and entertainment.
- Venues, teams and clubs are becoming more creative with how they approach each category and offer a very tailored approach to packaging rights and benefits. This in turn broadens the potential categories that can be approached.
- For example, an airline partner may be offered the opportunity to sponsor a 'Sky Lounge' whilst a car company could have rights to sponsor a valet service for hospitality guests or the car parks at the venue.
- It will be important to consider all opportunities at the new stadium to ensure the maximum value is achieved.

Potential Sponsorship Target Categories

Banking	Real estate	Car (electric)	Offline retail
Insurance	Energy	Car (non-electric)	Supermarket
Still water	Credit / payment card	Airline	Health & wellness
Carbonated water	Payment partner	Airport	Eyewear
Other soft drink	Telecoms	Bus / coach	Footwear
Furnishings	ICT	Logistics	Uniforms / clothing
Coffee	Consumer electronics	Hotel	Timing
Confectionary	Media	Tourism	Recruitment
Energy	Ticketing	Online retail	Security

Stadium sponsorship examples



Sponsorship rights & benefits

- The greatest value from sponsorship is achieved by the stadium aligning with a brand's marketing objectives.
- This will act as encouragement to activate their rights and increase their return on investment (ROI), aiding retention. The activation also adds value to the fan experience, which will support repeat visits to the stadium and increase attendance.
- Activation also has the benefit of broadening and amplifying the marketing reach for events at the venue, creating additional channels and alternative platforms to market tickets as well as generally extending awareness and reach.
- To maximise revenue and ensure that each partner has the rights that they need and will use, a core set of rights should be developed and then tailored to the category for example, a car partner could have the right to develop a chauffeur service for VIPs or have branding rights to the car park at the venue.
- Offering generic packages to potential partners dilutes the potential rights available as some will go unused and could be packaged for another partner. It also means that if a partner does not use the rights, they may not see the value in the partnership, reducing renewal rates.

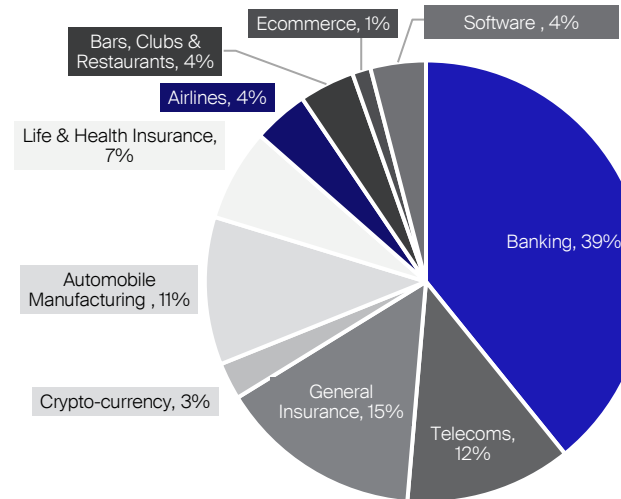
Example Rights & Benefits

Association	Media & Branding	Hospitality & Ticketing	Promotional	Engagement
Official Partner designation	Fixed signage (internal and external)	Corporate suite	PR activity pre-, during, post-naming launch	Use of venue for product launch events
Product / service category exclusivity	Access to branded content	Hospitality lounge seats	Performer / player / ambassador appearances	Client / employee events
Use of composite logo, name and likeness	Creation of exclusive digital content	Additional ticketing	Corporate Social Responsibility activities	Sponsor zone / product showcasing
Tailored rights according to category	Digital branding – social media / website / apps etc.	Right to use tickets in competitions or as giveaways	Access to database and use of venue	Community engagement events

Naming rights target categories

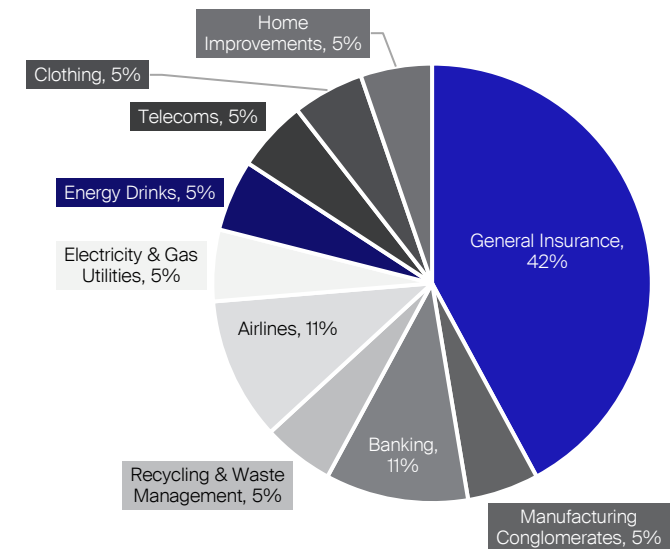
- The majority of naming rights deals are found in the USA and Europe.
- The size of the US market, the reach of the major US sports in the media and the number of new stadium builds, combined with the lack of shirt sponsorship opportunities makes the US naming rights market unique globally.
- Naming rights contracts in North America are typically longer term, with the majority at 20 years or more and only one less than ten years.
- Annual contract values are also significantly higher with North America providing 13 of the 14 highest value naming rights sponsorships globally.
- In contrast, European naming rights are considerably shorter than North American contracts with 16 of the top 22 deals running for ten years or less and only two lasting for over 20 years.
- In terms of industry categories, Europe is more broadly represented, with more industries sharing visibility, possibly due to regional differences in consumer behaviour and club ownership models.

North American top 10 stadium naming rights categories, %



Source: Sports Business

European top 10 stadium naming rights categories by value, %



Non-event day opportunities

- The 365-day opportunities may change depending on which of the Skonto or Lucavsala sites are chosen. As the Skonto site is closer to the historic city centre it will be more accessible in the short term and could service local businesses as a co-working and office space or the rapidly growing tourism industry. It could also provide a destination for the new Riga Waterfront development which is planning 8,000 new homes nearby for example by using the GA+ space as a sports bar or competitive socialising space.
- A hotel could be considered at Skonto to capture the growing tourism market which grew 10% in 2024, but with occupancy currently running at c. 55%*, there is plenty of existing supply in the market, and with an estimated 13,000 rooms being added by 2028 the market is likely to become even more competitive.
- The Lucavsala site is less developed and accessible than Skonto so will either require additional activities to create a destination or connect to the local community. This could be social, or leisure focused to support the residential development adjacent to the site. This could include a health and fitness club, competitive socialising, cafes and restaurants.
- An opportunity which could work at either site is to develop educational and training programmes to help build the operational resource to manage the stadium, as well as other venues and events in Latvia. The national stadium should be seen to invest in the future of the country and the development of its people. This also aligns with the government's objectives to develop local capabilities, human capital, lifelong learning and adult training. This could link with existing programmes such as the Global Institute of Sport (GIS) or University Campus of Football Business (UCFB) which delivers university degrees in football and the wider sports industry.
- The stadium can also focus on meetings, incentives, conferences and exhibitions (MICE) business, using the hospitality spaces within the stadium. Again, this would work for both sites but potentially be more attractive at Skonto as it is closer to the city centre and its accommodation. Stadiums are often used to host events themselves or act as part of a wider conference/ exhibition schedule, for example by hosting gala dinners. They are also attractive to event organisers of corporate events as they offer interesting alternatives to traditional hotel spaces.

* Source: Central Statistical Bureau (CSB)

Potential 365-day activity

Business	Community	Leisure
<ul style="list-style-type: none"> → Offices → Co-working spaces → Meeting & event facilities 	<ul style="list-style-type: none"> → Social club → Community spaces & programmes → Healthcare provision 	<ul style="list-style-type: none"> → Members Club → Health & fitness → Gym, swimming and rehabilitation
Education	Experiences	Commercial
<ul style="list-style-type: none"> → University/ college partnerships → Training centre for sports/ events operators 	<ul style="list-style-type: none"> → Roof/ sky walks → Abseiling → Karting → Museum 	<ul style="list-style-type: none"> → Hotel → F&B – restaurant/ bars/ cafes/ food court → Retail

06

Financial Assessment

Event calendar scenarios

To support our financial and operational modelling, we have developed two event calendar scenarios. These two scenarios have been tested through our financial model to evaluate their respective impact on stadium revenues, utilisation, and operational strategy.

Football Scenario

This scenario assumes full use of the stadium for domestic and international football throughout the year, including:

- National team fixtures
- Riga derbies in the TonyBet Virslīga
- UEFA Champions League, Europa League, and Conference League qualifiers
- Latvian Cup and Super Cup

This results in a total of 24 event days. Due to the TonyBet Virslīga and UEFA Qualifiers being played through the summer months (June – August), this means no concerts could be held during the summer months.

Concert Scenario

To assess the potential for a mixed-use model, we developed a second scenario where club football fixtures are removed from July to August. This allows for a concentrated concert programme during the summer.

The resulting calendar maintains all national team and cup matches but introduces 6 concert dates across July and August, bringing the total event count to 18 events.

Football Scenario

Football	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
LFF Men's National Team			1			1			1	1	1	
TonyBet Virslīga - Riga Derbies			1	1	1	1	1	1	1	1		
UEFA CL Fixtures							2					
UEFA EL Fixtures								2				
UEFA ECL Fixtures							4	1				
Latvian Cup Final										1		
Super Cup Final	1											
Sub total	1	0	2	1	1	2	7	4	2	3	1	0
Other Entertainment												
Concerts												
Sub total	0	0	0	0	0	0	0	0	0	0	0	0
Grand Total	1	0	2	1	1	2	7	4	2	3	1	0

Total 24

Concert Scenario

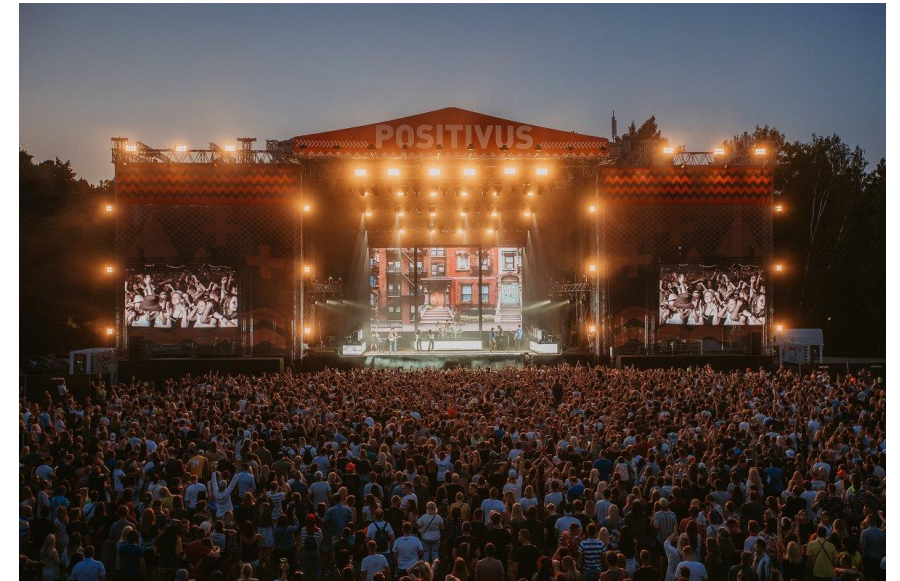
Football	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
LFF Men's National Team			1			1			1	1	1	
TonyBet Virslīga - Riga Derbies			1	1	1	1				1		
UEFA CL Fixtures												
UEFA EL Fixtures												
UEFA ECL Fixtures												
Latvian Cup Final										1		
Super Cup Final	1											
Sub total	1	0	2	1	1	2	0	0	1	3	1	0
Other Entertainment												
Concerts							3	3				
Sub total	0	0	0	0	0	0	3	3	0	0	0	0
Grand Total	1	0	2	1	1	2	3	3	1	3	1	0

Total 18

	LFF Men's National Team	UEFA Conference League (Qualifiers)
	Riga Derby Match	Latvian Cup Final
	UEFA Champions League (Qualifiers)	Super Cup Final
	UEFA Europa League (Qualifiers)	Concert Night

Assumptions

- All assumptions based on the development of a 15,000-seat stadium for football with a 25,000 capacity for concerts using an end stage configuration.
- Assumptions are based on a commercial relationship between the stadium and the event owner/ promoter, i.e. they have selected the venue on the basis that they can fully utilise its capacity and can generate a profit from the event via ticket and merchandise sales, sponsorship and/ or government support.
- Rental fees are based on c. 10% of the total expected ticket income from the event, based on selling out the stadium at the average GA ticket price:
 - National team fixtures €30
 - Riga derbies in the TonyBet Virslīga €10
 - UEFA matches €15
 - Latvian Cup and Super Cup €20
 - Concerts €30
- In practice, the rental fee will vary and be subject to a specific negotiation. Further studies as the process develops will be required to validate the rental fee.
- Other sports events that use the pitch or event floor including motorsports, rugby etc. are assumed to have the same available capacity as football mode.
- Further configurations including for smaller capacity events could be also considered as the design process develops.
- It is assumed that there would be 1,000 sqm of space available to use on non-event day. To calculate revenue an estimated yield of €180/ sqm per year has been used, adjusted downwards by 20% to reflect the number of event days.
- Assumed that the Gold and Silver hospitality spaces would be available to rent for MICE events, estimated usage of 25 days per year at a day delegate rate of €20 per person.



Assumptions

- GA and hospitality football attendances in Year 1 are estimated at:
 - LFF Men's football 70% of capacity
 - TonyBet Virslīga 50%
 - UEFA matches 70%
 - Latvia Cup Final 70%
 - Latvian Super Cup Final 70%
- For concerts, the attendances used is: 80%
- Both football and concert attendances are assumed to grow 5% year-on-year.
- Football attendance is capped at 90% and concerts at 95% to account for complimentary and sponsor tickets.
- The stadium will retain the right to sell hospitality for all events. The venue may have to pay the promoter the face value price for GA seats for this inventory, but this has not been modelled at this stage.
- Hospitality offers are shown in the adjacent table. At this stage it is assumed that packages would be sold event by event rather than seasonally and that all packages would have a food inclusive component, equivalent to 20% of the price of the ticket. Hospitality F&B income assumes the venue receives 20% of this gross revenue.

- GA F&B income is based on a concession model and assumes the venue receives 20% of gross revenue based on 50% of GA attendance purchase ratio. Spend per Head (SPH) ranges from €5 for football matches to €10 for concerts.
- Merchandise income is based on venue taking 15% commission in return for operating the shop and kiosks. SPH is €5 for football to €10 for concerts.

Hospitality Offers & Pricing

Name	Example Offer	Capacity	LFF / Person/ Event (€)	Concerts / Person/ Event (€)
Suites 20 x 16 people	Private suites with curated dining, with range of dining offers to suit the box owner.	320	90	100
Gold Lounge	A VIP lounge offering multiple elevated food offers, with bar areas and sit-down dining available. Reserved seating for each customer.	100	100	120
Silver Lounge	Inclusive buffet, wine and beer packages, with additional dining upgrades available.	220	85	102
Bronze Lounge	Entry-level hospitality, finger food, app ordering, non-allocated tables available for dining.	400	72	87
GA +	High energy Sport Bar/ Artists Club for entry-level hospitality guests.	250	54	100

Commercial revenue split

In practise, the commercial agreement with the LFF and other event owners will be based on a negotiation on a case-by-case basis. However, for the purposes of this report, the following high-level assumptions have been made:

- The principal assumption is that the LFF will be the anchor tenant, contracted on a long-term basis (20 years +).
- Other football content should also be secured on a long-term basis if possible and the stadium then rented to other event owners when available.
- For all events, the event owner or promoter will pay a rental fee to the stadium and keep ticketing and 85% of merchandising revenue. The remaining 15% of the merchandising revenue would revert to the stadium operator in return for operating the main shop and kiosks.
- The hospitality revenue would be retained by the stadium, and it would also retain the F&B income for all events, including hospitality catering.
- The stadium will also retain all revenue from naming rights*, other sponsors and suppliers associated with the venue.
- All non-event day revenue would be retained by the venue.

* Note: as the value of the naming rights is determined by the content, the stadium owner may need to share some revenue with the LFF and Clubs in return for a long-term commitment to play at the stadium. For example, at the London Stadium where the Premier League club West Ham United have signed a 99-year lease, their agreement gives them 50% of naming rights income over £4m.

Stadium revenue	Event owner/ promoter revenue	Revenue share	
Sponsorship	Football	Other sports & Entertainment	Non-event day activities
Naming rights	Event rental	Event rental	Meetings & events
Founding partners	Hospitality	Hospitality	Competitive socialising
Suppliers	Ticketing	Ticketing	F&B
	F&B	F&B	Retail
	Merchandising	Merchandising	Adrenaline activity

Operational functions required

- The key to a successful stadium project will be to proactively market the venue to acquire events and the creation of user experiences that is attractive to fans, businesses and families.
- This will require more than facility management, i.e. provision of the back-of-house services and a well-maintained stadium – it will need the development of a commercially focused organisation with a culture of service based around the needs of people coming to the stadium, for events and on non-event days. The staffing plan therefore needs to reflect this, with resource allocated to marketing and commercial, event and hospitality management etc.
- The management of the stadium will require a number of services to be delivered in-house or outsourced to third-party providers, shown here. They can be broken down into four main components:
 - Operations services & facility management
 - Operations = front line interface with customers and all user groups
 - Facility management and maintenance = back-of-house services
 - Marketing & commercial
 - Finance, admin
 - Legal services
- The approach to stadium management should therefore be carefully considered and align with the objectives of the stadium development. Potential operational models are considered on the following page.

Operations & Facility management	Marketing & commercial	Finance & admin	Legal
→ Security & access control → Health & safety → Soft FM → Hard FM → ICT → Ticketing → Pitch management → Logistics → Event management → Hospitality operations → Catering → Customer service	→ Stadium related marketing → Event acquisition and client management → Hospitality sales and account management → Media and PR management → Sponsorship & advertising sales → Non-event day activities	→ Finance → Human resources → Procurement	→ Contracts → Compliance

Operating models

- The operating model must reflect the optimum way to delivering the commercial strategy identified:
 - The success of the stadium is dependent on attracting and delivering events to the venue
 - The venue needs to secure significant commercial rights including sponsorship and hospitality
 - The stadium should operate as a 365-day venue, generating additional revenue and profit to the stadium
- Therefore, the stadium needs a stadium management team who:
 - Have or can build relationships with key content providers
 - Have a track record of delivering commercial revenues of the type and scale anticipated
 - Can deliver the customer experience needed to create end-customer value
 - Can manage multiple public and private stakeholders

VENUE OWNER RESOURCES & RISK			
External Management		Joint Venture/ Partnership	Internal Management
Lease Agreement	Management Agreement	Hybrid Model	Owner-operated
Owner leases the facility to a third-party collecting a rent, transferring operational responsibility and business risk to the operator. Performance of the facility will not typically influence rent payable. Contracts are often for a minimum term of 10-years with renewal options, giving the operator time to build the business and achieve its financial projections.	Owner procures a management company to operate the venue in return for a minimum management fee with performance-related bonus payments which are linked to meeting certain KPI's including profitability. The term will typically be shorter term than a lease agreement, e.g. c. 3-5 years, with options to renew if certain KPI's are met.	Venue owner and third-party create a joint-venture or partnership to operate the stadium. Financials are negotiated between the two parties according to resource, expertise and investment in the partnership. Governance and decision making is overseen by a board that is made up from members of both partners.	Owner will operate the venue themselves, building in-house capability. Owner has complete control of the asset and can dictate strategy as it wishes.
Pros: Low risk to the venue owner as facility performance will not impact rental income.	Pros: Access to venue management expertise and industry knowledge with some control over strategy.	Pros: Allows strategic input and governance whilst securing key management expertise and resources.	Pros: If successful, owner captures the full financial benefit of venue profit and other socio-economic objectives.
Cons: No upside from exceeding operating results.	Cons: Potentially high management fees.	Cons: Needs alignment between the financial goals of the partners.	Cons: Resource intensive, facility management risk is placed on management team.

Operating model evaluation

- The different operating models have been evaluated based on their ability to deliver the key performance criteria identified above, i.e.:
 - Ability to attract events
 - Commercial rights track record
 - Customer experience focus
 - Stakeholder management
 - Local capability development
- Each of these criteria have been weighed based on their importance to delivering the commercial strategy.
- Based on this assessment, the hybrid model is best placed to deliver, followed by management agreement and owner operated models.
- The hybrid model scores highly against the key commercial criteria as it can deliver access to content providers, comes with a commercial track record and a customer experience focus.

		Ability of model to deliver (1-5)			
KPI	Importance (1-5)	Lease/Concession Agreement	Management Agreement	Hybrid Model	Owner Operated
Ability to attract events	5	4	5	5	3
Commercial rights track record	5	5	5	5	3
Customer experience focus	5	3	4	5	5
Stakeholder management	4	3	3	5	5
Local capability development	2	1	2	3	5
Weighted Average		3.5	4.1	4.8	4.0



Note: as the stadium may be procured using a PPP structure, additional considerations may have to be assessed to fully evaluate the best approach to delivering the operational phase of the project.

Operating cost assumptions

Permanent Staff Costs	Fixed Operating Costs	Event Day Costs
<ul style="list-style-type: none"> → Based on expected organizational structure developed in line with international best practice, assuming key services (maintenance, cleaning, security, etc.) are outsourced → Labour costs are based on local and international benchmarks 	<ul style="list-style-type: none"> → These are general operational costs, and are irrespective of number of events at the venue → Based on bottom-up estimates for the following line items: <ul style="list-style-type: none"> → Facility management hard services costs → Facility management soft services costs → ICT costs → Utilities costs → Admin costs 	<ul style="list-style-type: none"> → Include costs associated with the actual event operations → Assessed for different profiles of events depending on attendances and required services → Event costs for third-party events (other sports & entertainment), have been calculated but costs will be recharged to the event owners/ promoters.

- The operating costs have been calculated to include permanent staff costs and event day costs. it is assumed that event day costs will be passed onto the event owner/ promoter.
- The operating costs are indicative and will need to be adjusted according to:
 - Final design & fit out
 - Number and type of events
 - Non-event day activities
 - Technology & other suppliers
 - The operating model selected
- Please note the following exclusions for the venue costs:
 - Management fees
 - Lifecycle maintenance or equipment replacement costs
 - Depreciation & amortization, interest payments, other financial expenses and taxes

P&L – Football scenario

€ m	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Income										
Naming Rights	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sponsorship	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Hospitality Packages	-	-	-	-	-	-	-	-	-	-
Hospitality Event Day	1,004,291	1,054,505	1,107,231	1,162,592	1,220,722	1,281,758	1,291,231	1,291,231	1,291,231	1,291,231
GA Ticketing	-	-	-	-	-	-	-	-	-	-
F&B	201,067	209,653	218,668	228,133	238,072	248,508	253,211	257,012	261,002	265,192
Merchandise	186,750	195,689	205,075	214,930	225,278	236,144	240,152	243,012	246,016	249,169
Venue Rental	629,228	629,228	629,228	629,228	629,228	629,228	629,228	629,228	629,228	629,228
MICE Rental	192,000	201,600	211,680	222,264	233,377	245,046	257,298	270,163	283,671	297,855
Commercial Space Rental	215,545	226,890	238,831	251,401	264,633	278,561	293,222	308,655	324,900	342,000
Total Revenue	2,428,882	2,517,565	2,610,713	2,708,549	2,811,310	2,919,245	2,964,343	2,999,302	3,036,048	3,074,675
Operating Costs										
Permanent Staff Costs	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344
Fixed General Operating Costs	837,100	837,100	837,100	837,100	837,100	837,100	837,100	837,100	837,100	837,100
Event Day Operating Costs	-	-	-	-	-	-	-	-	-	-
Total Operating Costs	2,018,444	2,018,444	2,018,444	2,018,444	2,018,444	2,018,444	2,018,444	2,018,444	2,018,444	2,018,444
EBITDA	720,438	809,121	902,269	1,000,105	1,102,866	1,210,801	1,255,899	1,290,857	1,327,604	1,366,231
EBITDA Margin	26%	29%	31%	33%	35%	37%	38%	39%	40%	40%

P&L – Concert scenario

€ m	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Operating Income										
Naming Rights	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Sponsorship	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Hospitality Packages	-	-	-	-	-	-	-	-	-	-
Hospitality Event Day	1,018,427	1,069,348	1,122,816	1,178,956	1,223,883	1,255,350	1,260,234	1,260,234	1,260,234	1,260,234
GA Ticketing	-	-	-	-	-	-	-	-	-	-
F&B	251,695	263,641	276,185	289,356	299,324	305,466	308,764	311,654	314,688	317,874
Merchandise	279,000	292,777	307,242	322,431	333,338	339,145	341,497	343,284	345,162	347,133
Venue Rental	859,533	859,533	859,533	859,533	859,533	859,533	859,533	859,533	859,533	859,533
MICE Rental	192,000	201,600	211,680	222,264	233,377	245,046	257,298	270,163	283,671	297,855
Commercial Space Rental	215,545	226,890	238,831	251,401	264,633	278,561	293,222	308,655	324,900	342,000
Total Revenue	3,126,200	3,223,789	3,326,288	3,433,942	3,524,088	3,593,100	3,630,548	3,663,523	3,698,188	3,734,628
Operating Costs										
Permanent Staff Costs	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344	1,181,344
Fixed General Operating Costs	1,137,100	1,137,100	1,137,100	1,137,100	1,137,100	1,137,100	1,137,100	1,137,100	1,137,100	1,137,100
Event Day Operating Costs	-	-	-	-	-	-	-	-	-	-
Total Operating Costs	2,318,444	2,318,444	2,318,444	2,318,444	2,318,444	2,318,444	2,318,444	2,318,444	2,318,444	2,318,444
EBITDA	807,756	905,345	1,007,843	1,115,498	1,205,644	1,274,656	1,312,104	1,345,079	1,379,744	1,416,184
EBITDA Margin	26%	28%	30%	32%	34%	35%	36%	37%	37%	38%

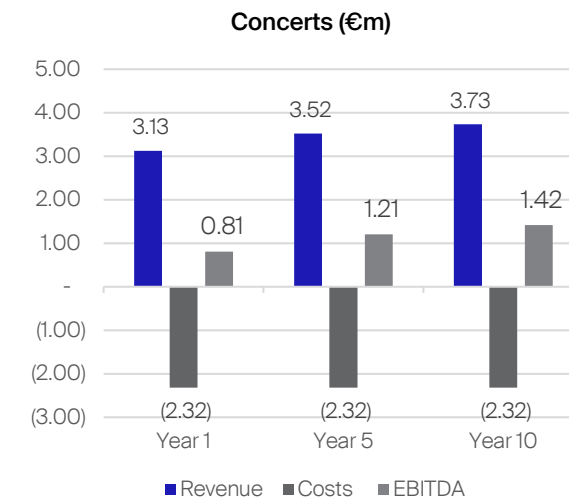
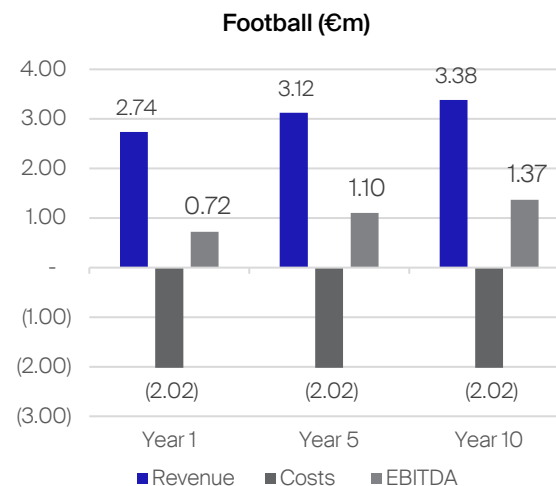
Construction Budget

- The stadium construction budget is estimated at €67,114,000
- This includes a construction budget of €62,714,000 with 5% retention and design fees of €4,400,000.
- The programme assumes three years construction, with a breakdown by phase and category shown here.

Year	Phase	Design (BIP)	Earthworks	Main Construction	External Utilities	Landscaping	Total Annual Cost	5% Retention	Actual Payments (Cash Out)	Cumulative Payments
0	Design	4,400,000	-	-	-	-	4,400,000	-	4,400,000	4,400,000
1	Mobilization/Bowl	-	1,400,000	8,610,000	532,800	-	10,542,800	(527,140)	10,542,800	14,415,660
2	Active Construction	-	-	25,830,000	1,332,000	375,000	27,537,000	(1,376,850)	26,160,150	40,575,810
3	Completion	-	-	22,960,000	799,200	875,000	24,634,200	(1,231,710)	23,402,490	63,978,300
4	Warranty (Year 1)	-	-	-	-	-	-	-	-	63,978,300
5	Warranty (Year 2)	-	-	-	-	-	-	-	3,135,700	67,114,000
Total		4,400,000	1,400,000	57,400,000	2,664,000	1,250,000	67,114,000	-	67,114,000	67,114,000

Financial summary

- The adjacent table compares EBITDA performance between the Football and Concert scenarios.
- In Year 1, the Concert scenario marginally outperforms the Football scenario. It has stronger revenues but due to the cost of pitch replacement after the concert season each year, its costs are also higher.
- These findings suggest that both options are financially viable, with the Concert scenario delivering a slightly stronger EBITDA profile, assuming full delivery of the concert programme.
- The primary risk in the Concert scenario is the feasibility of consistently securing a minimum of 6 large-scale concerts per year.
- In contrast, the Football scenario may offer greater scheduling certainty, particularly if Riga based clubs can be contracted to play domestic derbies and UEFA fixtures at the stadium, although this depends on their qualification and negotiating long-term agreements.
- There is potential upside in both scenarios – in football for example, if the national team performance improves and the interest in international matches' increase. Similarly, there is potential for one or more Riga clubs to play all their matches at the stadium on a long-term basis.
- In the concert scenario, if the concert and entertainment market continues to develop and more than six concerts can be secured then the financial performance will improve.



ROI	1.6%
IRR	-9.1%
NPV	-41.0
Payback, years	51.1

ROI	1.8%
IRR	-8.6%
NPV	-40.5
Payback, years	49.1

Financial analysis based on:

- Terminal EBITDA Valuation Multiple = 12 (source: acquisition of NEC by Blackstone)
- Discount rate = 10%

07

Appendix

Population overview

Year	Population	% Change	Median Age
2010	2,097,831	-6.34	40.1
2015	1,977,867	-5.72	41.8
2020	1,901,123	-3.88	42.8
2025	1,853,559	-2.5	43.6
2030	1,777,620	-4.1	45
2035	1,706,428	-4.0	46.6
2040	1,640,644	-3.86	48.1
2045	1,577,406	-3.85	48.6
2050	1,513,810	-4.03	47.9

Source: Worldometer.info

	Male	Female
0 to 19	11%	10%
20 to 64	28%	29%
65+	7%	14%

New stadium uplift | Analysis

European benchmarks

- Across a 14-club European sample, moving into a new stadium resulted in an average rise of about 4.8k spectators per match, which translates to an average attendance jump of 86% compared to the old grounds.
- Only one club in the sample experienced a decrease in attendance. Excluding this club from the sample means that the average increase rises to 94%.
- Attendance increases ranged from 10.5k at SC Freiburg to 2.3k at Wisla Plock in Poland.
- % increases range from 181% (PEC Zwolle, Holland) to 19% (Besiktas, Turkey).

Club	Country	Old stadium average	New stadium average	Increase in attendance	% increase in attendance
SC Freiburg	Germany	19,776	30,258	10,482	53%
AZ Alkmaar	Holland	7,612	15,195	7,583	100%
FC Groningen	Holland	11,944	19,140	7,196	60%
PEC Zwolle	Holland	3,924	11,036	7,112	181%
LASK	Austria	5,009	11,409	6,400	128%
KAA Gent	Belgium	10,952	16,630	5,678	52%
SC Cambuur	Holland	7,615	12,725	5,110	67%
Beşiktaş	Turkey	20,378	24,273	3,895	19%
NK Osijek	Croatia	2,959	6,579	3,620	122%
ADO Den Haag	Holland	6,378	9,928	3,550	56%
ŠK Slovan Bratislava	Slovakia	1,846	4,792	2,946	160%
Zagłębie Sosnowiec	Poland	1,922	4,716	2,794	145%
Wisła Płock	Poland	3,054	5,411	2,357	77%
Vålerenga Fotball	Norway	9,658	8,144	-1,514	-16%
Average		8,073	12,874	4,801	86%
Median		6,995	11,223	4,503	72%
Max		20,378	30,258	10,482	181%
Min		1,846	4,716	-1,514	-16%

Source: Populous Consulting Research / Transfer Market

New stadium uplift | Analysis

EPL & EFL benchmarks

- Similar results are found across 29 clubs in England, where moving to a new stadium increased attendance by 8.7k on average or 88%.
- Three clubs experienced a decrease, and excluding these from the sample means that the average rises to 99%.
- Attendance increases ranged from 23.8k at West Ham Utd when the moved to the Olympic Stadium in London, to 582 in Scunthorpe.
- In percentage terms, Wigan Athletic showed the highest increase at 316% and Millwall the lowest at 8%.
- Four current EPL clubs all increased their attendance by over 20k each (West Ham, Arsenal, Tottenham and Brighton) , but even after excluding these from the sample, the remaining clubs saw an average increase of 7.6k or 94%.

Club	Old stadium average	New stadium average	Increase in attendance	% increase in attendance
West Ham United	33,982	57,772	23,790	70%
Arsenal	38,025	60,014	21,989	58%
Tottenham Hotspur	35,318	56,428	21,110	60%
Brighton & Hove Albion	6,462	26,700	20,238	313%
Sunderland	17,914	36,841	18,927	106%
Middlesbrough	14,546	30,955	16,409	113%
Manchester City	29,430	44,531	15,101	51%
Hull City	5,078	19,351	14,273	281%
Bolton Wanderers	9,837	22,470	12,633	128%
Swansea City	5,051	16,773	11,722	232%
Derby County	15,980	26,902	10,922	68%
Southampton	14,935	25,306	10,371	69%
Reading	6,590	16,291	9,701	147%
Wigan Athletic	2,980	12,410	9,430	316%
Cardiff City	12,790	22,216	9,426	74%
Huddersfield Town	6,415	11,987	5,572	87%
Leicester City	18,882	24,420	5,538	29%
Rotherham United	4,977	9,273	4,296	86%
Doncaster Rovers	5,021	8,651	3,630	72%
Shrewsbury Town	3,519	5,603	2,084	59%
Stoke City	12,684	14,496	1,812	14%
Northampton Town	3,625	5,408	1,783	49%
Chesterfield	4,213	5,845	1,632	39%
Millwall	8,479	9,127	648	8%
Scunthorpe United	2,585	3,167	582	23%
Colchester United	3,723	4,131	408	11%
Walsall	4,706	4,362	-344	-7%
Oxford United	6,402	5,839	-563	-9%
Coventry City	18,187	17,232	-955	-5%
Average	12,150	20,845	8,695	88%
Median	6,590	16,773	9,426	68%
Max	38,025	60,014	23,790	316%
Min	2,585	3,167	-955	-9%

Concert & entertainment analysis

Local analysis

- Skonto Stadium: This venue has previously accommodated large concerts, such as Aerosmith in 2007 and Metallica in 2008, with audiences exceeding 30,000. However, it primarily serves as a football stadium and may not meet the specific needs of modern concert productions.
- Mežaparks Great Bandstand: Recently renovated, this open-air venue can seat up to 30,000 spectators and is set to host Robbie Williams in August 2025. Despite its capacity, its design is tailored more towards choral performances than large-scale pop or rock concerts.
- Daugava Stadium: Primarily used for football and athletics, Daugava Stadium has undergone renovations but still lacks the specialized facilities required for major concert events.
- Arena Riga: With a capacity of 14,500, this indoor arena is suitable for mid-sized events but may be insufficient for the largest international tours.

Regional context

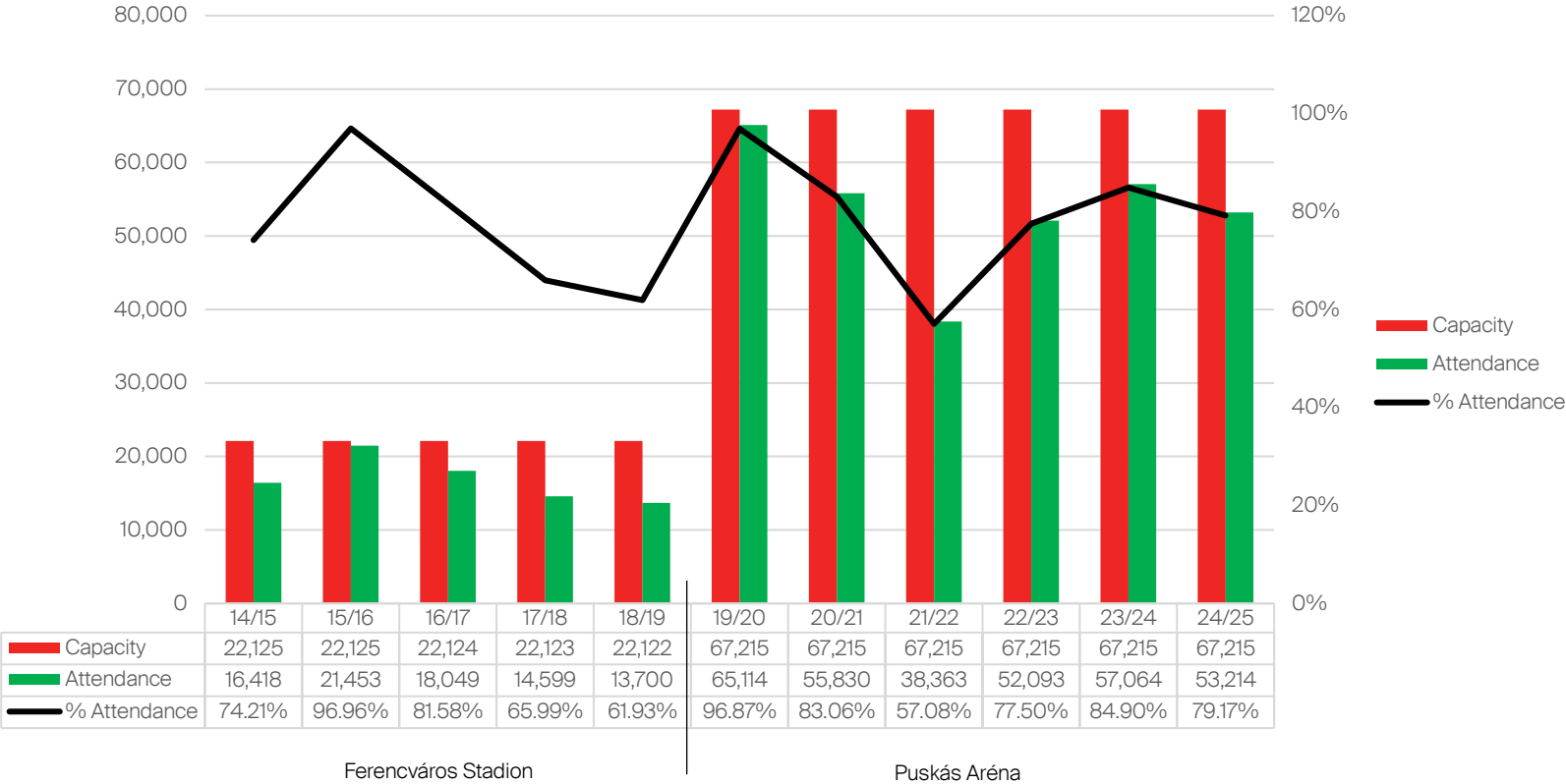
- Estonia's largest venue, Tallinn's 10,000-capacity Unibet Arena, has struggled to attract major international artists due to its limited capacity and technical constraints.
- Promoters have noted that larger venues in neighbouring countries, such as Latvia's Arena Riga and various Finnish arenas, are more appealing for large-scale productions

Source: Populous Consulting Research / <https://eng.lsm.lv/article/culture/culture/02.06.2025-latvia-lacks-infrastructure-for-big-concerts.a601441/>

New stadium uplift | National team case study

Hungarian National Team

- The Hungarian mens national team’s switch to Puskás Aréna saw immediate success with a near sell-out (97%) at the opening match at the stadium in 2019/20.
- This was the highest attendance of 65k vs Uruguay
- The switch has resulted in an Increase of 54k on average, or over 200%.
- Hungary’s national team has a strong and loyal core fanbase and since 2019 they have risen in FIFA rankings to 37th from 52nd in 2019.

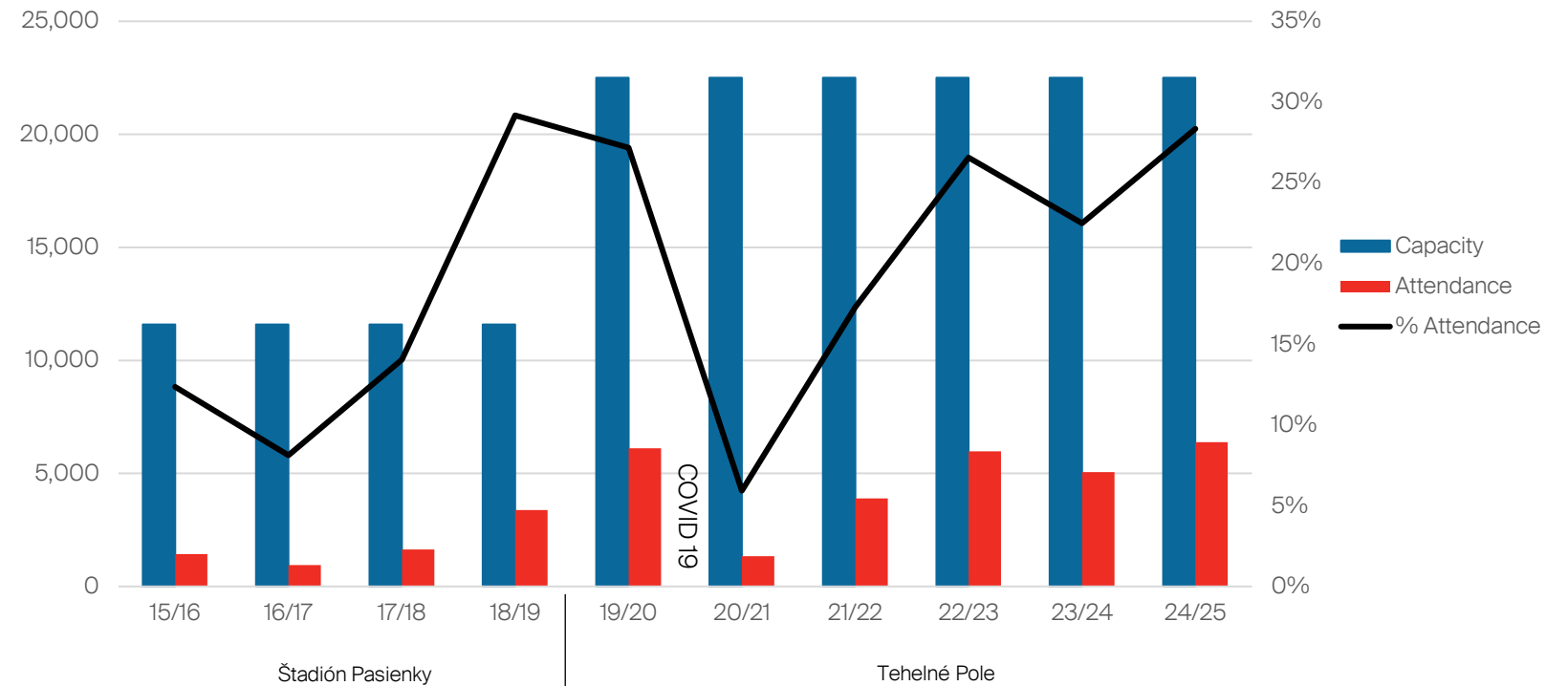


Source: Populous Consulting Research / Transfer Market

New stadium uplift | ŠK Slovan Bratislava



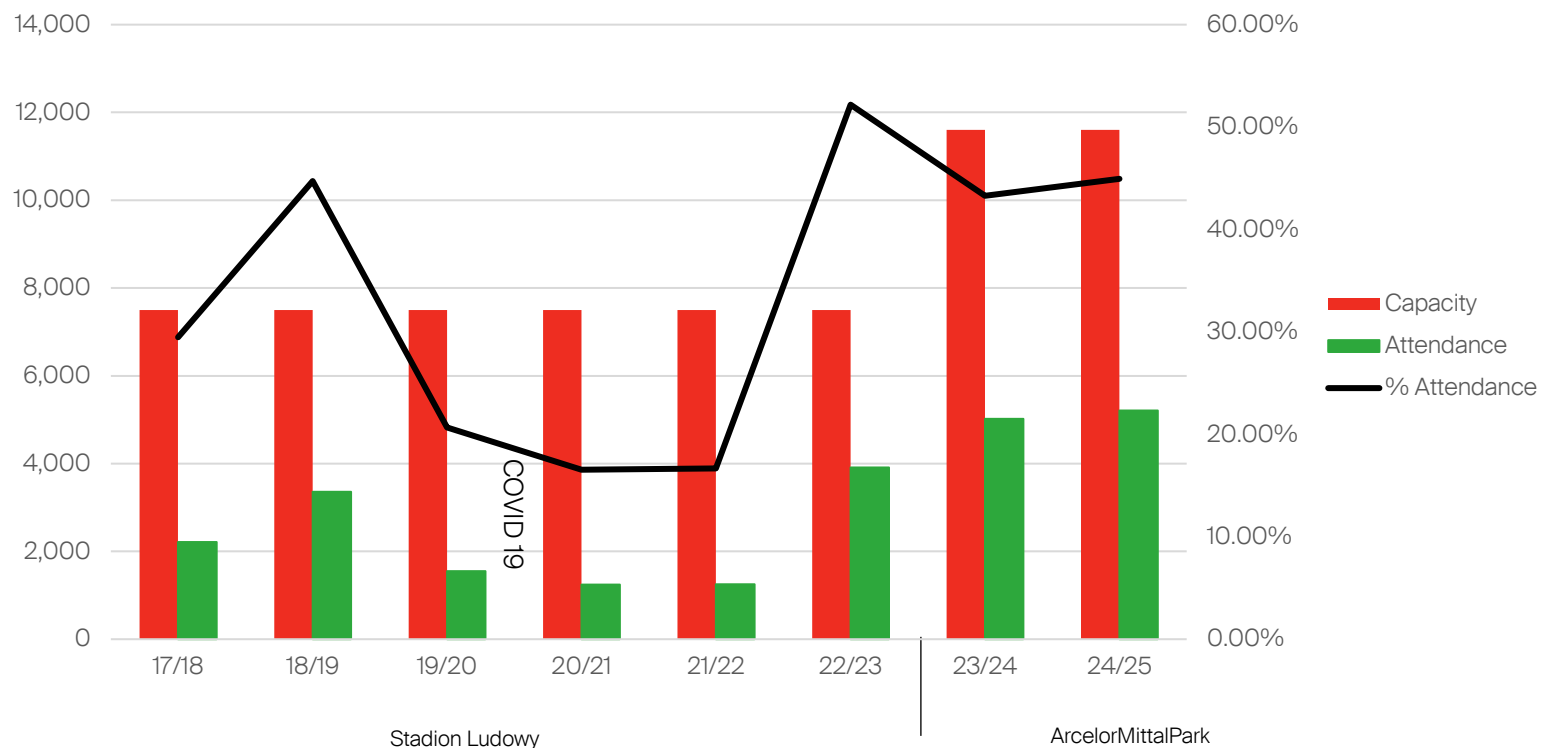
- No substantial uplift in attendance despite new venue.
- Gradual rise from 6% in 20/21 to 28% in 24/25.
- Underutilisation of stadium infrastructure, despite upgrade to Tehelné Pole, suggesting a need for strategic marketing, community outreach, and fanbase development initiatives.



Source: Populous Consulting Research / Transfer Market

New stadium uplift | Zagłębie Sosnowiec

- Attendance more than tripled after moving from Stadion Ludowy - from 1,250 to 3,900+.
- Occupancy peaked at 52% in the new venue's first season.

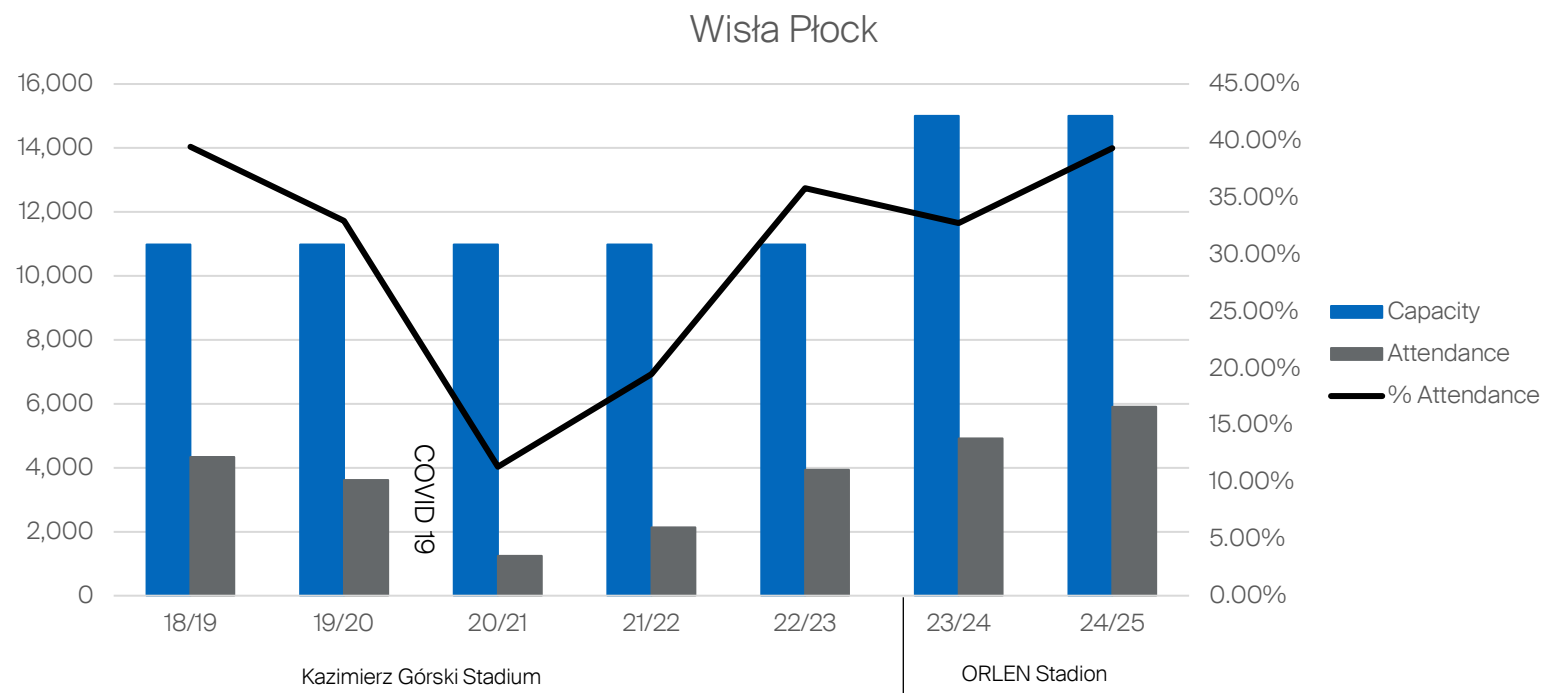


Source: Populous Consulting Research / Transfer Market

New stadium uplift | Wisła Płock



- No dramatic surge in turnout following the move to ORLEN Stadion.
- Attendance improved by around 1,000 fans per game, but % occupancy hasn't improved, stabilising around 33-39%, similar to the pre-COVID peak.
- Despite better infrastructure and increased capacity, club has not yet capitalised on its potential fanbase

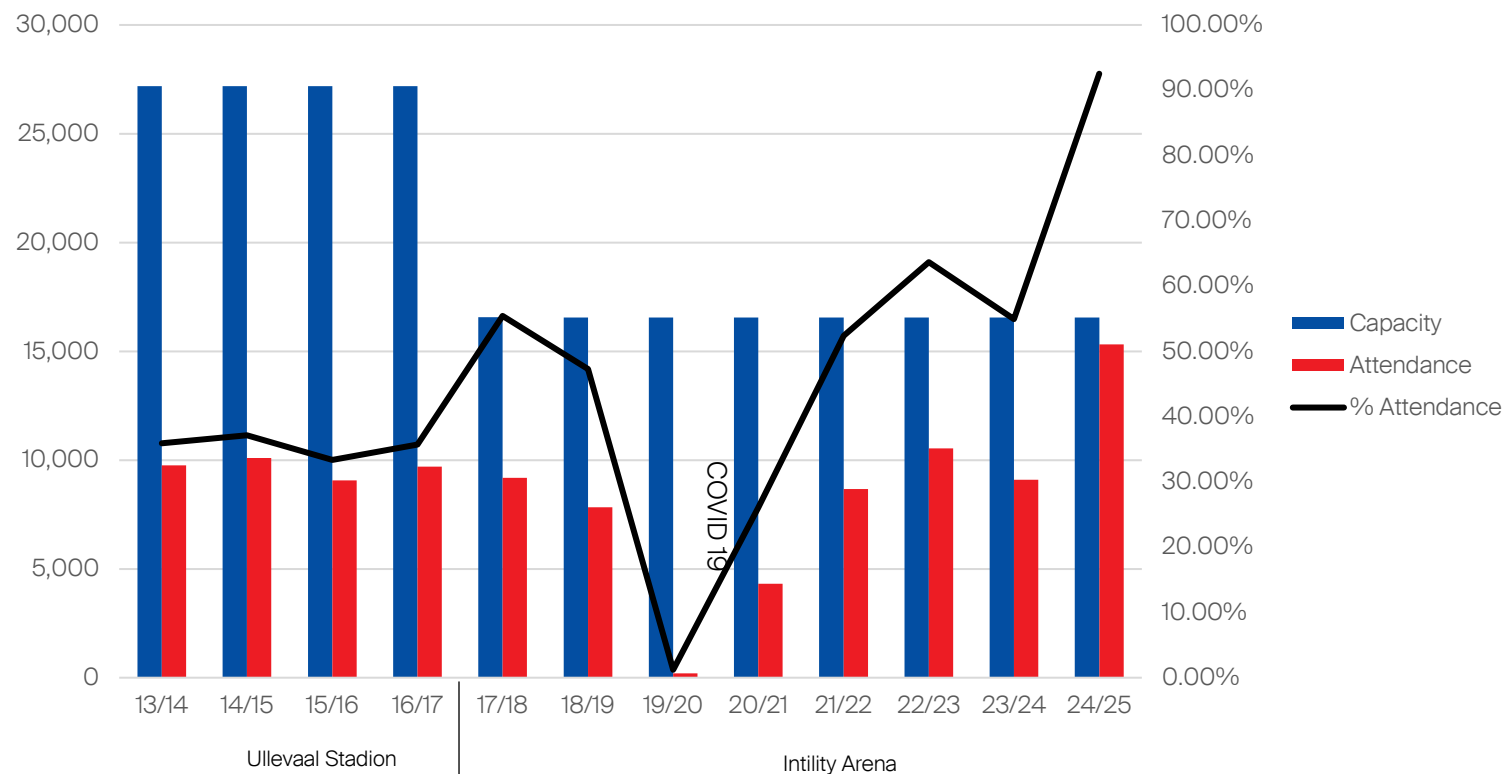


Source: Populous Consulting Research / Transfer Market

New stadium uplift | Vålerenga Fotball



- Intility Arena has a smaller capacity (~16.5k) but significantly higher % attendance rates.
- Moving to a smaller stadium has helped increase the average % attendance, creating a better atmosphere with fuller stands.
- The significant increase in % attendance in 24/25 (93%) indicates strong fan engagement or possibly better team performance.
- Capacity utilisation is notably better at Intility Arena, reflecting a more suitable stadium size for the fanbase compared to the larger Ullevaal Stadion.

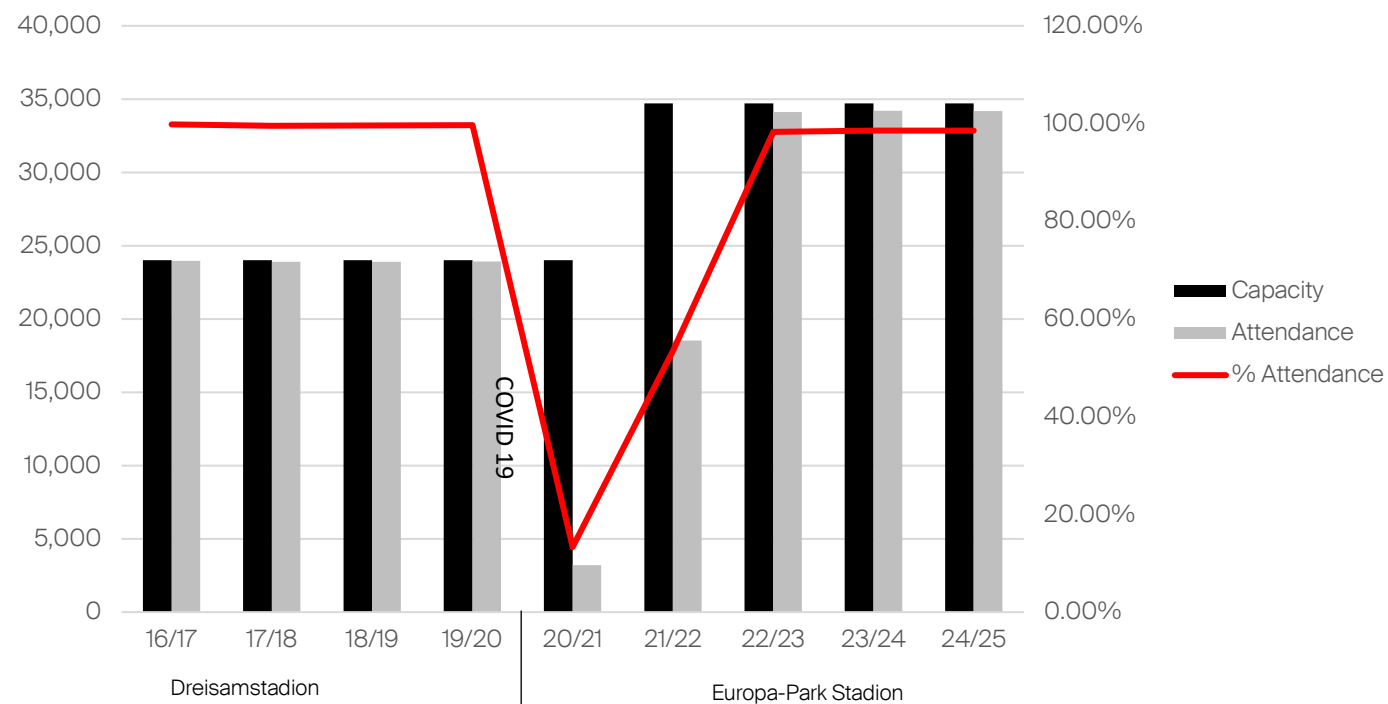


Source: Populous Consulting Research / Transfer Market

New stadium uplift | SC Freiburg



- Dreisamstadion was used at full or near-full capacity (100%) consistently from 2016/17 to 2019/20.
- The first full season at Europa-Park Stadion (21/22) saw attendance at 53% capacity, showing a period of adjustment or ongoing restrictions.
- From 22/23 onwards, attendance rose sharply, reaching near full capacity (98-99%) in the last three seasons.

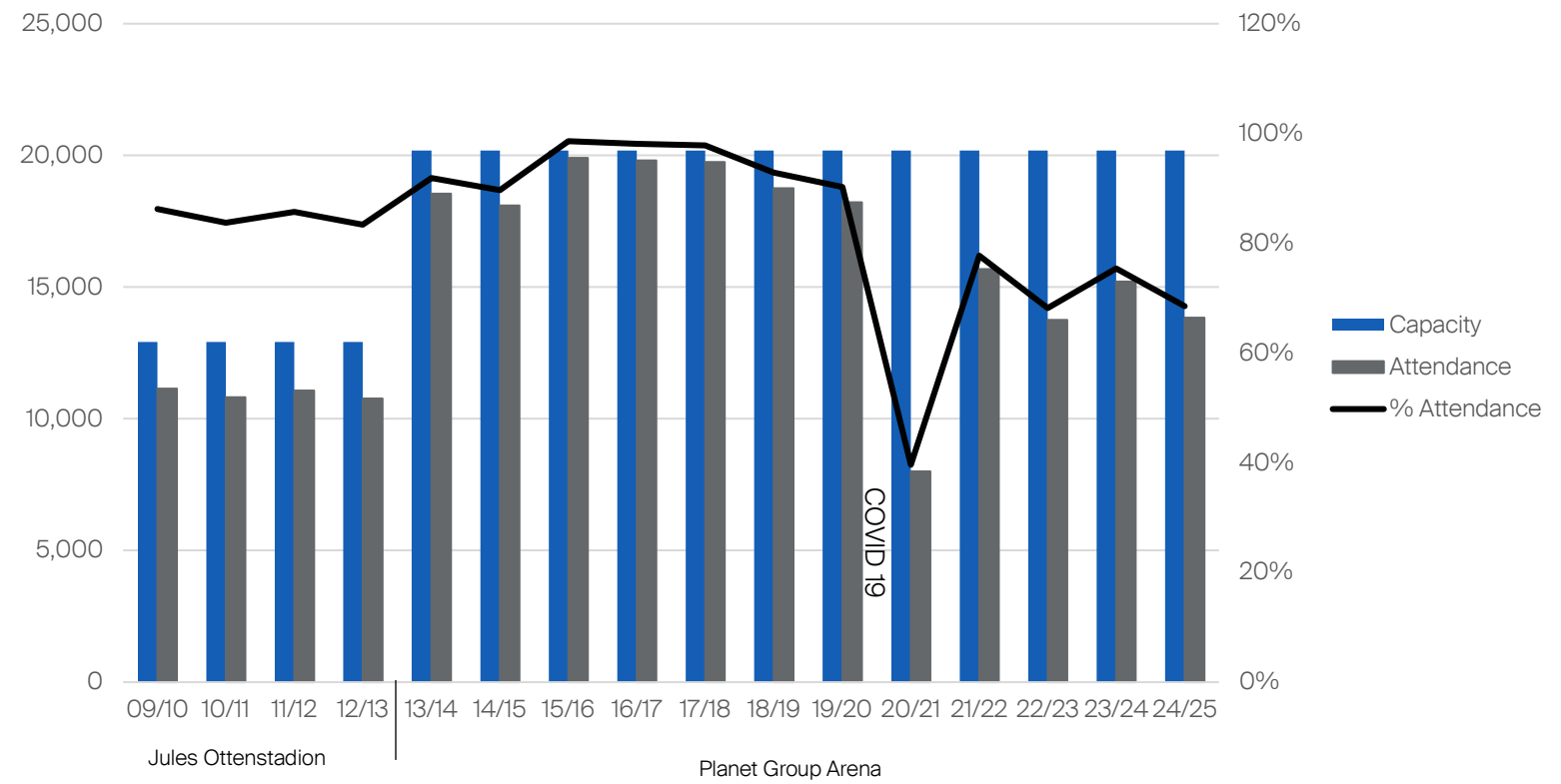


Source: Populous Consulting Research / Transfer Market

New stadium uplift | KAA Gent



- Upon moving to the Planet Group Arena, utilisation improved further, regularly hitting 90%+ and even nearing 99% capacity in the 2015/16 to 2017/18 seasons.
- Fluctuations in the 22/23 to 24/25 seasons suggest some variability in fan turnout or external factors influencing attendance.

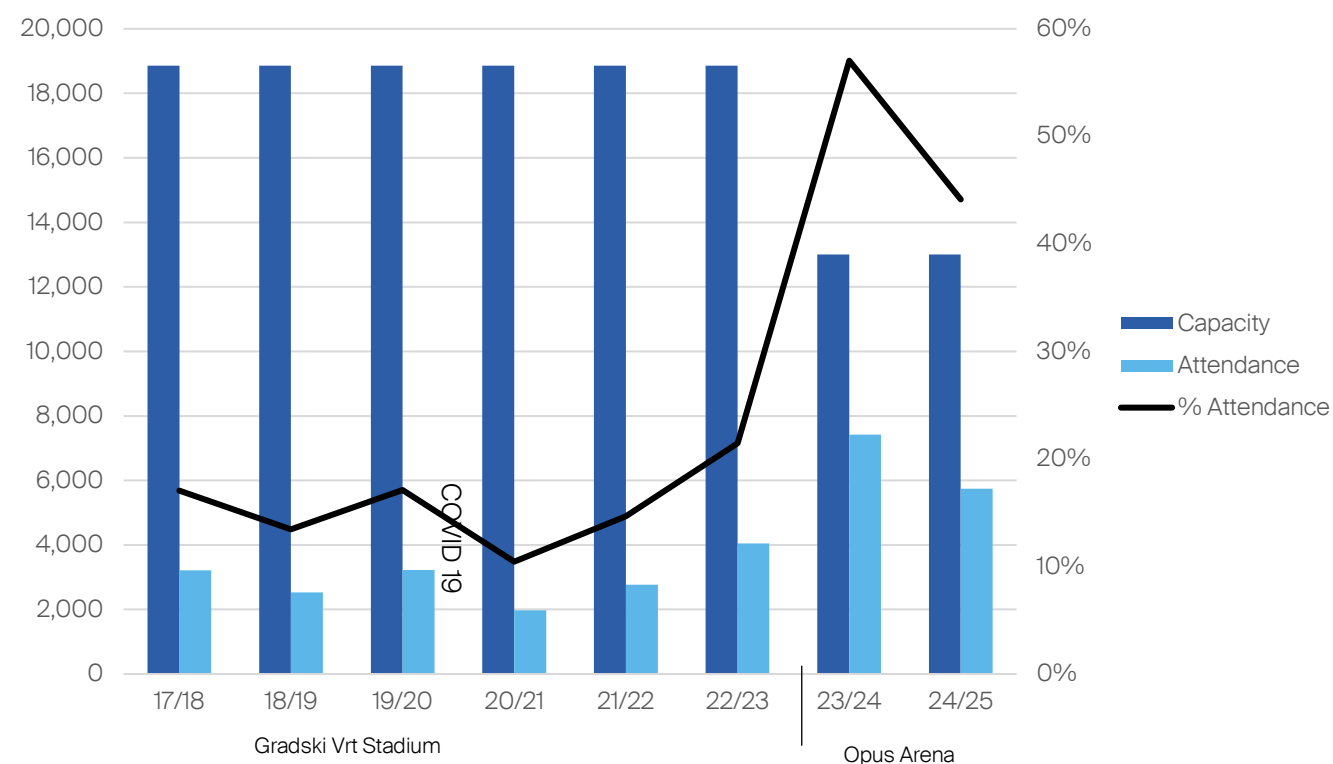


Source: Populous Consulting Research / Transfer Market

New stadium uplift | NK Osijek



- Across six seasons (2017/18 to 2022/23), NK Osijek's average attendance at Gradski Vrt Stadium was very low, ranging between 10% and 21% capacity utilisation.
- In 2023/24, NK Osijek moved to Opus Arena, a smaller stadium with a capacity of 13,000.
- The first season in Opus Arena (23/24) saw attendance jump to 7,418 (57% utilization), a substantial increase both in absolute terms and percentage of capacity compared to prior seasons.
- Although attendance percentages increased significantly, utilization still ranges between 44-57%, indicating potential for further fan base growth.

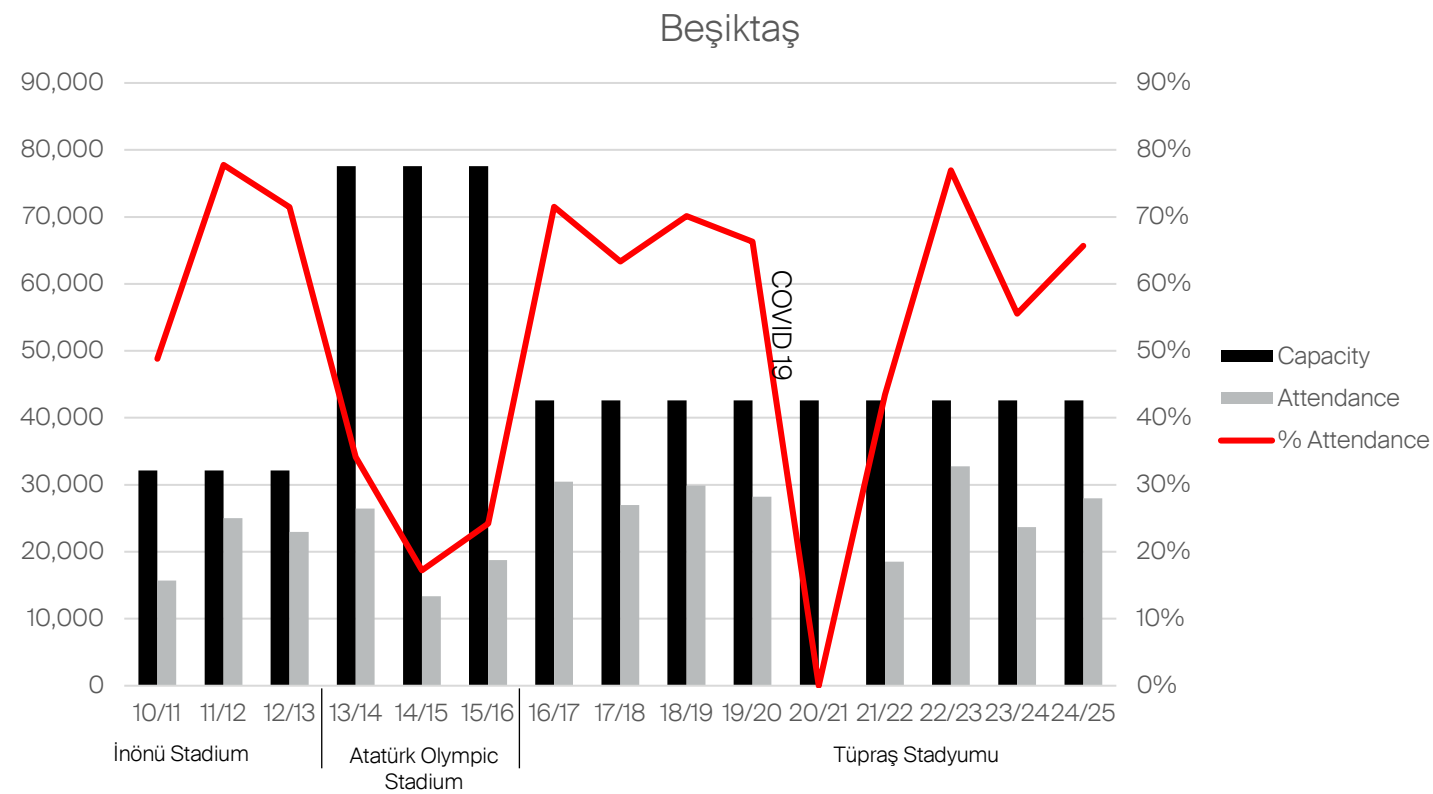


Source: Populous Consulting Research / Transfer Market

New stadium uplift | Beşiktaş



→ Moving to the 42,590 capacity Beşiktaş Stadium allowed higher capacity utilization (around 70%) and better matchday experience.

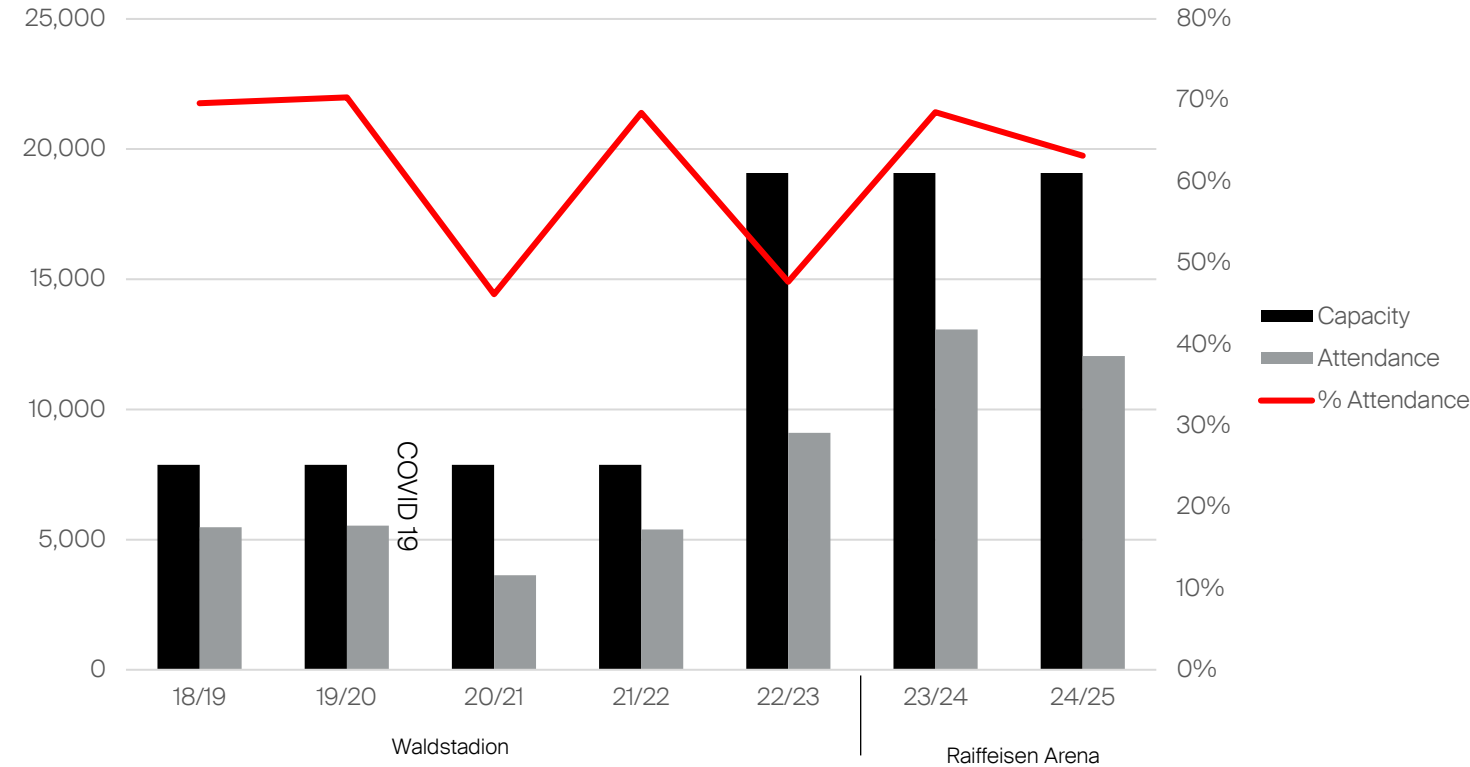


Source: Populous Consulting Research / Transfer Market

New stadium uplift | LASK



- LASK maintained a strong and consistent fanbase at the smaller Waldstadion.
- Moving to the larger Raiffeisen Arena initially reduced percentage capacity utilization but increased absolute attendance significantly.

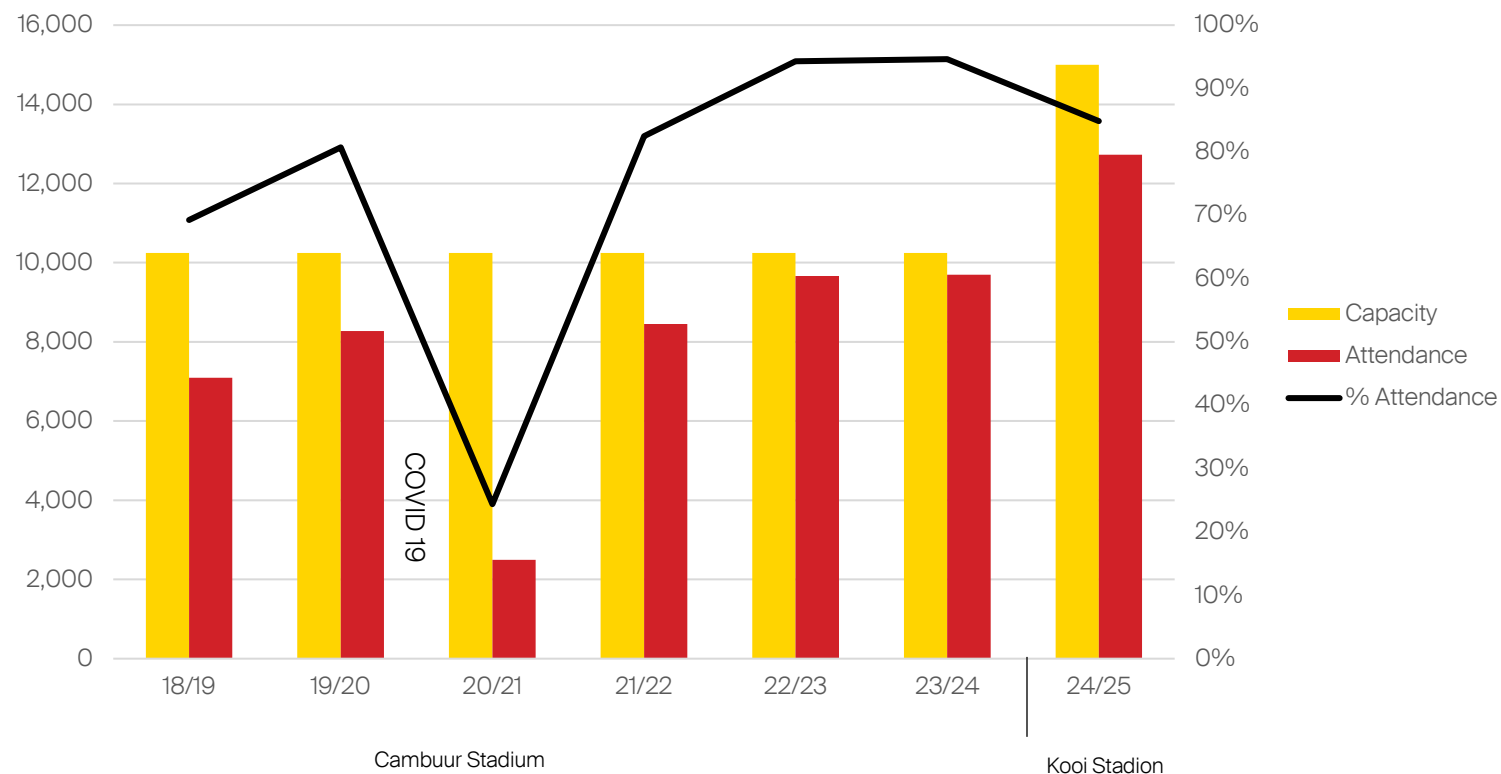


Source: Populous Consulting Research / Transfer Market

New stadium uplift | SC Cambuur



- In 2024/25, SC Cambuur transitioned to the Kooi Stadion, increasing capacity by 50% (from 10,250 to 15,000).
- Despite the larger venue, the club achieved 85% capacity in its first season – a strong start that outperformed many clubs' first years in new stadiums

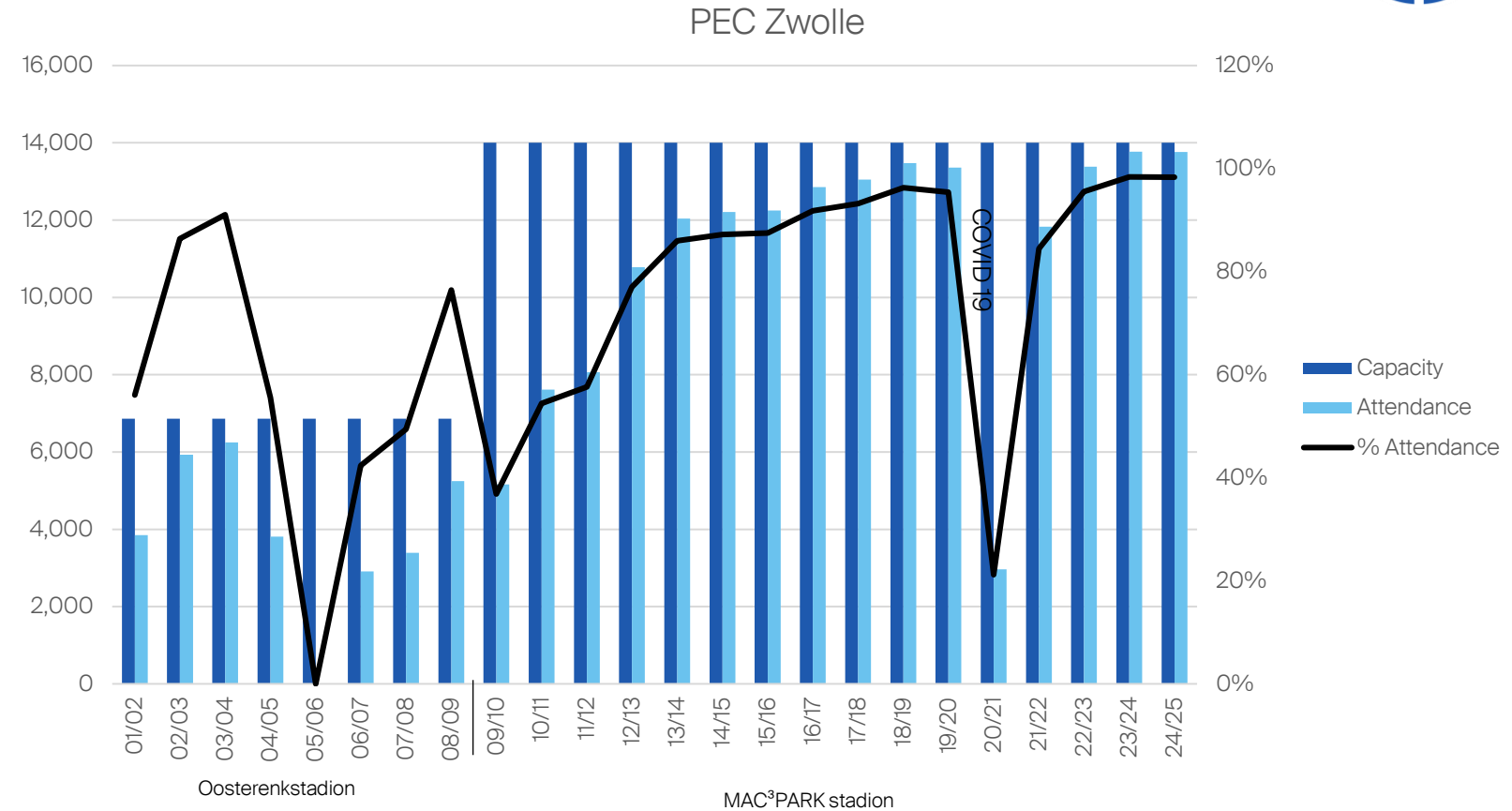


Source: Populous Consulting Research / Transfer Market

New stadium uplift | PEC Zwolle



- Last three seasons show near sell-outs, highlighting effective fanbase retention and club recovery.
- The shift to a larger stadium paid off long-term, with the club now operating at close to full capacity.

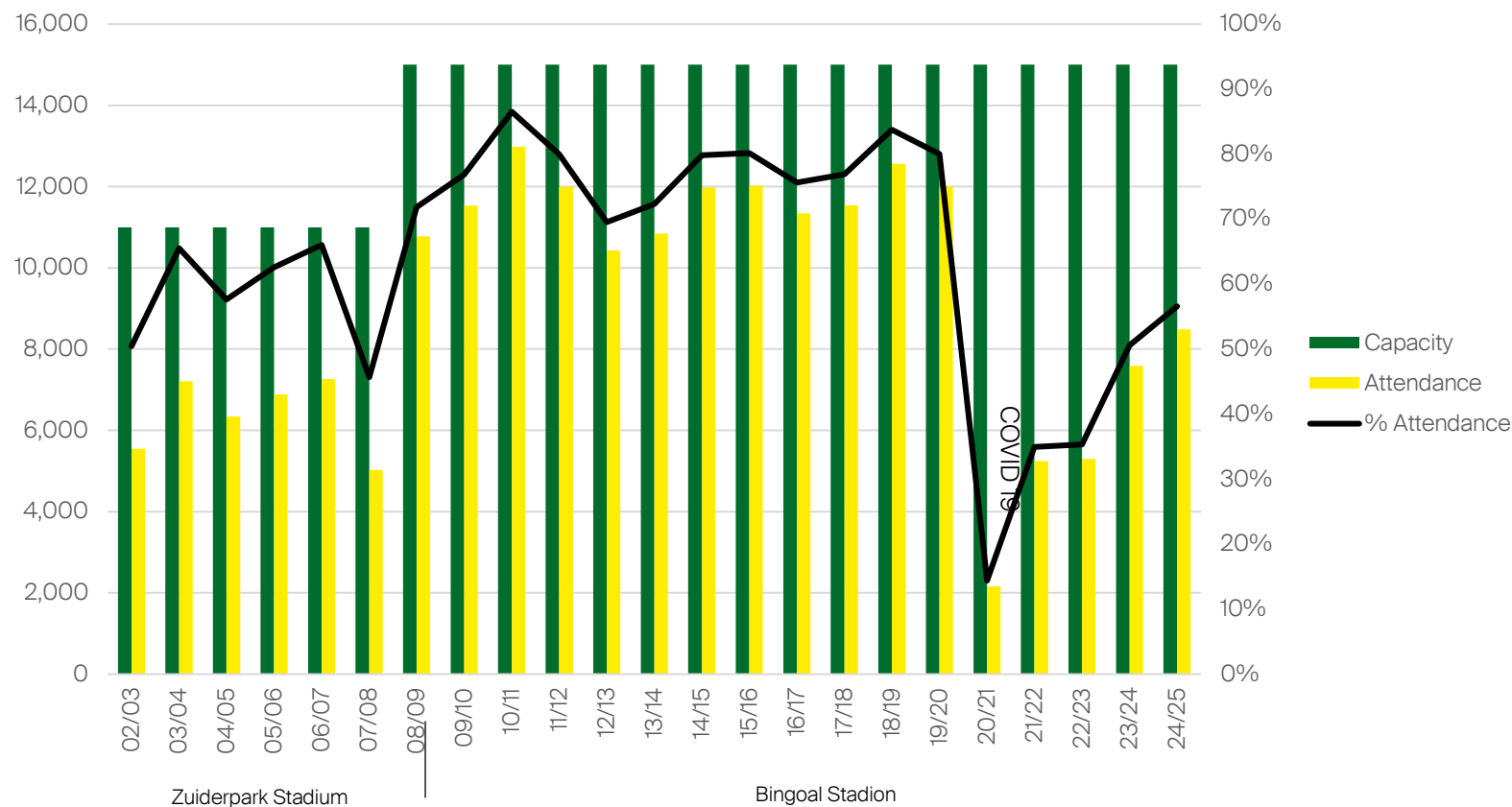


Source: Populous Consulting Research / Transfer Market

New stadium uplift | ADO Den Haag



- The move to Bingoal Stadion initially boosted attendance and engagement, peaking at nearly 13,000 fans.
- Other Dutch clubs like PEC Zwolle show that recovery to pre-pandemic levels is feasible with the right approach.
- Signs of revival in fan interest, possibly tied to improved performance or community re-engagement initiatives.

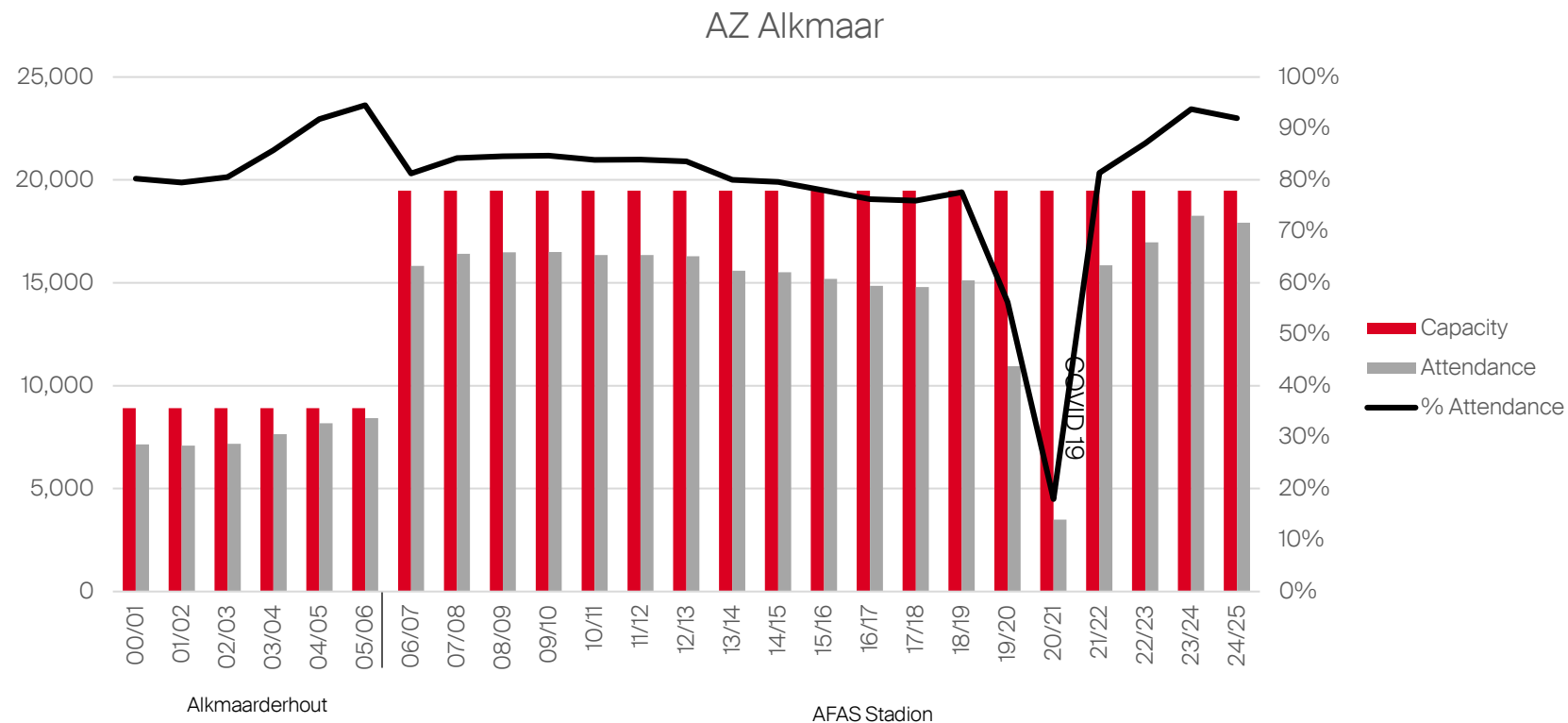


Source: Populous Consulting Research / Transfer Market

New stadium uplift | AZ Alkmaar



- Post-COVID demand surge suggests a strong and loyal fanbase, boosted perhaps by European competition involvement and youth talent development.
- High utilisation in recent seasons signals optimal stadium use.
- Reaching 94% capacity in 23/24 signals limited headroom for attendance growth – revenue increases may now rely more on ticket pricing strategy, VIP areas, and European matchdays.

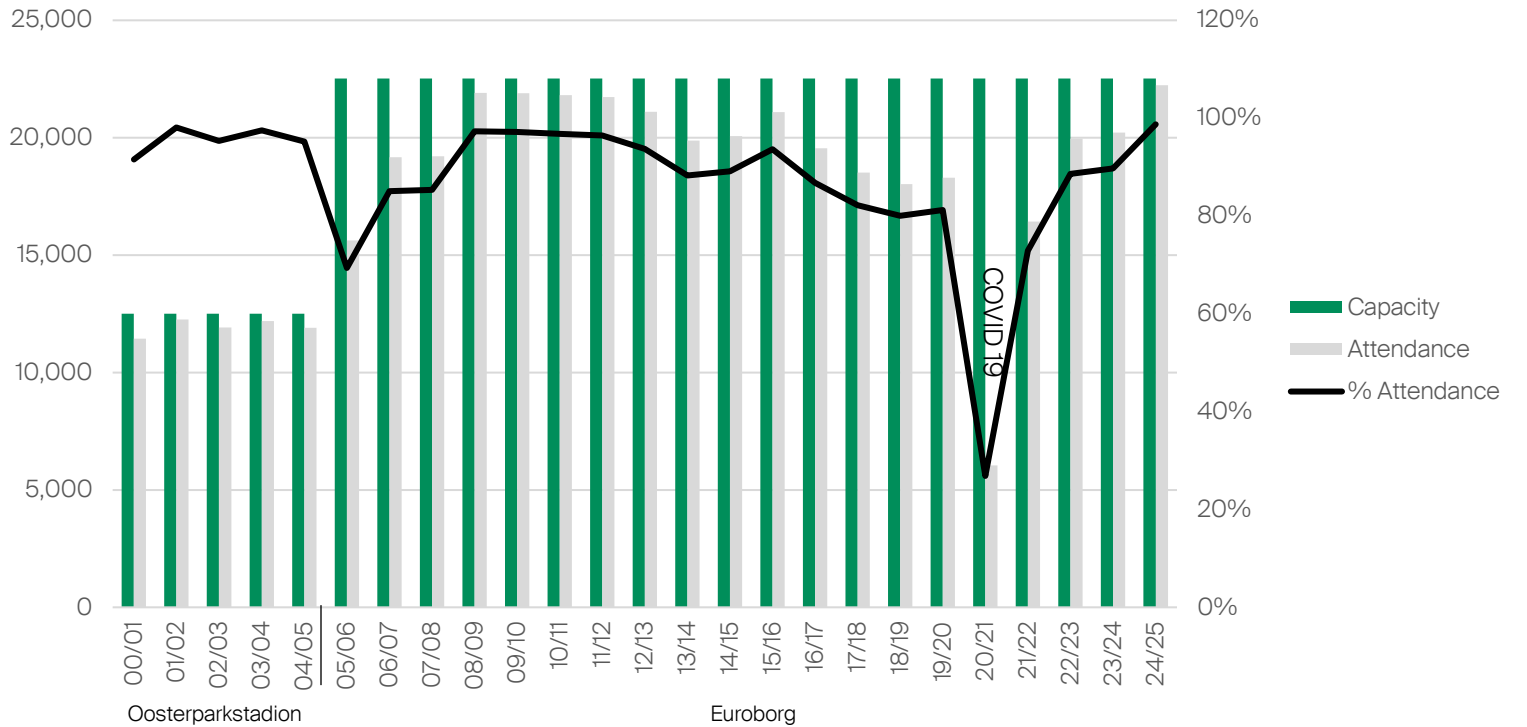


Source: Populous Consulting Research / Transfer Market

New stadium uplift | FC Groningen



- FC Groningen consistently sold out or nearly sold out the Oosterparkstadion, justifying a move to a larger venue.
- The club has fully recovered post-COVID, with record-high attendance in 24/25, nearly maxing out Euroborg's capacity.
- Strong correlation between team form and attendance, but solid baseline of 18k loyal fans.



Source: Populous Consulting Research / Transfer Market

Drawing People
Together