SOUTH ASIAN FOOTBALL FEDERATION

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COMMERCIAL PARTNER – INVITATION FOR EXPRESSIONS OF INTEREST

Invitation for Expressions of Interest: Appointment of an Exclusive Commercial Partner for the SAFF Competition Portfolio, 2027–2030

House-56, Floor-8, Road-11
Block-F, Banani, Dhaka-1213
Email: info@saffederation.org
Call: +88 09 64 26 01 524

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KEY INFORMATION

SAFF is seeking a single commercial partner to market the media, sponsorship, matchday, merchandising and licensing rights to its ten competitions from 2027 to 2030. This invitation is the first step. Parties that meet the requirements in Section 6 will be invited to the Request for Proposal (RFP) stage.

ITEM	DETAIL
Issuing body	South Asian Football Federation (SAFF)
Opportunity	Exclusive commercial partner for the SAFF Competition Portfolio
Competitions	Ten: SAFF Championship, SAFF Women's Championship, U-20, U-20 Women's, U-17 and U-17 Women's Championships, SAFF Women's Club Championship, SAFF Club Championship (planned), SAFF Futsal Championship and SAFF Women's Futsal Championship
Rights and services in scope	Media rights; sponsorship and venue advertising; ticketing, hospitality and matchday revenue; merchandising; licensing; and, potentially, tournament hosting support and government relations
Partnership model	Minimum guarantee, revenue share and shared investment, in combination (Section 5)
Term	Four years: 7 January 2027 to 31 December 2030
Territory	Worldwide, with priority on SAFF's seven Member Association territories
Who may apply	Sports marketing agencies, media and rights companies, and consortia led by such a company (Section 6)
Point of contact	Tanjim Ahmed Khan, Tender Manager, info@saffederation.org, tanjim@saffederation.org
Clarification deadline	Friday, 27 November 2026, 17:00 UTC+6
Submission deadline	Friday, 4 December 2026, 17:00 UTC+6
Submission method	By email to info@saffederation.org, tanjim@saffederation.org, as set out in Section 8
RFP issue (indicative)	Wednesday, 9 December 2026, to Qualified Applicants who have signed SAFF's non-disclosure agreement

House-56, Floor-8, Road-11
Block-F, Banani, Dhaka-1213
Email: info@saffederation.org
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1. INTRODUCTION AND PURPOSE

1.1 SAFF owns and organises ten competitions across men's, women's, youth, club and futsal football in South Asia. SAFF intends to appoint one exclusive commercial partner to develop and sell the commercial rights to these competitions for the 2027–2030 cycle, and to invest with SAFF in growing them.

1.2 This Invitation for Expressions of Interest (the EOI) has three purposes:

1. To inform the market of the opportunity and of the process SAFF will follow;
2. To identify parties that meet SAFF's preliminary eligibility requirements and wish to receive the RFP; and
3. To gather non-binding market views that SAFF may use to finalise the scope and structure of the RFP.

1.3 The EOI is not an offer, a tender or an invitation to contract. It creates no obligation on SAFF to proceed with the process, to issue an RFP, or to appoint any party. No contract will exist between SAFF and any party until a written agreement has been approved by the SAFF Executive Committee and signed by both parties.

1.4 Responses to this EOI are not bids. SAFF will not ask for, and Applicants should not submit, a binding financial offer at this stage.

1.5 Definitions.

In this EOI the following terms have the meanings below.

TERM	MEANING
Applicant	Any company or consortium that submits a response to this EOI.
Commercial Partner	The party SAFF appoints at the end of the process.
Commercial Rights	The rights and services described in Section 4.
Competitions or Portfolio	The ten SAFF competitions described in Section 3.
Data Room	The secure online repository SAFF will open to Qualified Applicants at the RFP stage.
Evaluation Committee	The committee that will evaluate RFP bids, described in Section 7.5.
Executive Committee or ExCo	The SAFF Executive Committee, which approves the appointment.
Host Association	The Member Association that hosts a given edition of a Competition.

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Member Associations or MAs	SAFF's seven member national associations, listed in Section 2.2.
Marketing and Communications Committee	The SAFF committee that will review RFP bids, described in Section 7.5 to the Executive Committee.
NDA	The non-disclosure agreement that Qualified Applicants must sign before receiving the RFP.
Qualified Applicant	An Applicant that meets every requirement in Section 6.
RFP	The Request for Proposal SAFF intends to issue to Qualified Applicants.
Term	The contract period described in Section 5.3.
Tender Manager	SAFF's single point of contact for this process, named in Section 10.

2. ABOUT SAFF

2.1 SAFF is the regional football association for South Asia and one of the regional associations of the Asian Football Confederation (AFC). It was established in 1997 and has its headquarters in Dhaka, Bangladesh. SAFF organises regional competitions for its members' national teams and clubs and works with the AFC on football development in the region.

2.2 SAFF has seven Member Associations:

Territory	Member Association
Bangladesh	Bangladesh Football Federation
Bhutan	Bhutan Football Federation
India	All India Football Federation
Maldives	Football Association of Maldives
Nepal	All Nepal Football Association
Pakistan	Pakistan Football Federation
Sri Lanka	Football Federation of Sri Lanka

2.3 SAFF is governed by its Executive Committee, which will approve the appointment of the Commercial Partner on the recommendation of the Evaluation Committee and review of the Marketing and Communications Committee.

2.4 SAFF's previous marketing rights agreement has ended. SAFF is now going to market for a new partner across the full Portfolio. A previous or existing relationship with SAFF gives no Applicant any advantage in this process (see Section 11.6).

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3. THE SAFF COMPETITION PORTFOLIO

3.1 The Competitions. The Portfolio covers every level of regional football: senior, under-20 and under-17 national teams for men and women, senior club football, and futsal. Excluding the planned SAFF Club Championship, it will stage about 350 to 390 matches between 2027 and 2030, with at least one SAFF competition in progress in most months of each year.

NO.	COMPETITION	SINCE	TEAMS	FORMAT	MATCHES PER EDITION	WINDOW	EDITIONS 2027–2029
1	SAFF Championship (men, senior)	1993	7 national teams	Group + knockout	12	June–July	2 (2027, 2029)
2	SAFF Women's Championship	2010	7 national teams	Group + knockout	12	March–April	4
3	SAFF U-20 Championship	2015	7 national teams	Group + knockout	12	April–May	4
4	SAFF U-20 Women's Championship	2018	4–5 national teams	Group + knockout	7 (4 teams) or 11 (5 teams)	September	4
5	SAFF U-17 Championship	2011	7 national teams	Group + knockout	10 or 12	September	4
6	SAFF U-17 Women's Championship	2017	7 national teams	Group + knockout	10 or 12	October	4
7	SAFF Women's Club Championship	2025	5–6 clubs	Group + knockout	9 to 11	November–December	4
8	SAFF Club Championship (men, senior)*	Planned	7 clubs (planned)	Group + knockout (planned)	10 or 12 (planned)	To be confirmed	To be confirmed
9	SAFF Futsal Championship	2026	7 national teams	League	21	To be confirmed	2 (2028, 2030)
10	SAFF Women's Futsal Championship	2026	7 national teams	League	21	To be confirmed	2 (2027, 2028)

Dates, formats and the number of participating teams are indicative and may change under SAFF's competition regulations.

**The SAFF Club Championship is a new men's club competition that SAFF intends to launch during the Term. It is included because SAFF wants a commercial partner to help develop and launch it, from shaping its commercial model to bringing in its first broadcasters and sponsors. Its rights will form part of the Commercial Partner's scope from launch, on terms to be set out in the RFP.*

3.2 Distribution to date. The Competitions have been broadcast and streamed in the region and beyond. Recent examples include:

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COMPETITION	RECENT DISTRIBUTION (EXAMPLES)
SAFF Championship	T Sports (Bangladesh), DD Sports and DD Bharati (India), ICE TV and Yes TV (Maldives), Kantipur Television (Nepal), Geo Sports and A Sports (Pakistan) in 2023; Kuwait Television and LBCI (Lebanon) internationally; FanCode OTT in India. Earlier editions on Eurosport India, Discovery+ and JioTV, and Supreme TV (Sri Lanka). Produced on an twelve-camera set-up in 2026.
SAFF Women's Championship	T Sports (Bangladesh); Kantipur Max HD, DishHome and AP1 TV (Nepal); worldwide OTT on FanCode (2026) and Eleven Sports (2022). Five- to ten-camera production.
Youth and futsal competitions	Worldwide OTT through SPORTZWORKZ (2022–2026); regional television on Yes TV (Maldives) and Action Sports (Nepal) for the U-20 Championship. Three- to five-camera production.
SAFF Women's Club Championship	Himalaya TV (Nepal) with an eight- to nine-camera production, RONB on YouTube, and the MSM video app internationally (2025).

3.3 Commercial information. SAFF holds limited historical data on audiences and commercial income. It will place the information it has in the Data Room at the RFP stage. Applicants should base their views on their own knowledge of the market and should not assume that SAFF will supply audience or valuation data.

3.4 SAFF's objectives. Through this process SAFF wants to:

1. secure dependable, guaranteed income that SAFF can plan and reinvest against, from the first year of the Term;
2. share in the growth of the Competitions through a fair split of revenue above the guarantee;
3. raise production and distribution standards so that more fans in the region can watch every Competition;
4. build a sponsor and licensee base for the women's, youth, club and futsal competitions, not only the SAFF Championship;
5. support Member Associations in hosting the Competitions to a consistent standard; and
6. build the data, audience measurement and commercial record that SAFF has lacked, so that future cycles can be priced on evidence.

3.5 The opportunity for a partner. The Commercial Partner will hold the commercial rights to a complete regional football calendar in a region of approximately two billion people, across seven markets. The Portfolio pairs the SAFF Championship, a tournament between national rivals held since 1993, with women's, youth, club and futsal competitions that are at an early stage and have room to grow. Futsal and the women's club competition come to market with a clean rights position and no long-term distribution commitments. The planned men's Club Championship gives the

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partner a route into a new club property from launch.

4. INDICATIVE SCOPE OF RIGHTS AND SERVICES

4.1 SAFF intends to grant the Commercial Partner the exclusive right to market and sell the following rights to all Competitions, worldwide, for the Term, subject to Section 4.3.

CATEGORY	DESCRIPTION	INDICATIVE INCLUSIONS
A. Media rights	Live, delayed and on-demand coverage of every match on all platforms	Live television (free-to-air and pay); OTT and streaming; highlights and delayed coverage; social and short-form clips; radio and audio; archive footage; public screening; in-flight and hospitality; foreign-language commentary; the production feed
B. Host broadcast production	Producing the live feed of each match to standards SAFF will set in the RFP	Multi-camera production, graphics, commentary, feed delivery to licensees. SAFF will specify minimum standards by Competition in the RFP.
C. Data	Official match data	Live and post-match data, including data supplied to licensed betting operators where lawful, subject to SAFF's integrity requirements
D. Sponsorship	Partner programmes for each Competition and across the Portfolio	Title sponsor; presenting sponsor; official partners; official suppliers
E. Venue advertising	In-stadium inventory at Competition matches	Pitch-side boards; virtual advertising; interview and media backdrops; big screens and other in-stadium inventory; banners on stands
F. Tournament and matchday revenue	Revenue generated at and around matches	Ticketing; corporate hospitality; travel and experience packages; fan zones and festivals; food and beverage; opening and closing events
G. Merchandising	Official Competition merchandise	Design, production and sale of official products, online and at venues
H. Licensing	Use of Competition brands by third parties	Licensed products; video games and esports; stickers and collectibles

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4.2 Competition brands. SAFF owns the names, marks and logos of the Competitions and will license them to the Commercial Partner for the purposes of the appointment. The Commercial Partner will not acquire any ownership of SAFF's intellectual property.

4.3 Reserved and shared rights. The following rights are reserved, shared or conditional. The RFP will set them out in full.

1. **Host Association arrangements.** A Host Association may, on request and on terms agreed with SAFF, share in live television, OTT, title and presenting sponsorship rights for the edition it hosts. For most Competitions, ticketing have in practice been allocated to the Host Association, and for youth Competitions venue advertising has sometimes been shared with the Host Association. SAFF intends to set a consistent policy for the Term before the RFP is issued.
2. **Stadiums.** Stadiums belong to Member Associations or other owners. Stadium and stand naming rights are not available; banners may be placed on stands.
3. **Member Association use.** Member Associations may use highlights and social clips with SAFF's permission, unless those rights have been sold, and may use warm-up and training footage. Archive footage is shared with teams for analysis.
4. **Institutional and news use.** SAFF reserves the right to use footage, data and marks for its own non-commercial, institutional, development and news purposes, and to grant news access in line with applicable law.
5. **AFC and FIFA.** The Commercial Rights are subject to the statutes and regulations of the AFC and FIFA, including any rights or requirements they hold in relation to regional competitions.
6. **Existing agreements.** SAFF's previous agreements for OTT distribution of the youth and futsal Competitions expire in 2026. SAFF's previous marketing rights agreement has been terminated. Currently SAFF has only long-term competitions related contract with Vector X football suppliers who will continue supplying until 2028, and SAFF's SR projects partners though they are only promised visibility if it is feasible.
7. **SAFF Club Championship.** Rights to this Competition depend on its launch and format, which are not yet confirmed.

4.4 Market conditions. Applicants must take their own advice on the law in each territory. SAFF's current understanding is set out below for information only.

TERRITORY	BETTING AND ALCOHOL ADVERTISING	FREE-TO-AIR OR MANDATORY SHARING RULES
Bangladesh	Not permitted	May apply to matches of national importance but can provide dirty feed
Bhutan	Not permitted	None known
India	Surrogate advertising partly permitted	May apply to sporting events of national importance but can provide dirty feed
Maldives	Not permitted	None known
Nepal	Not permitted	None known

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Pakistan	Not permitted	None known
Sri Lanka	Surrogate betting advertising partly permitted	None known

The international production feed has been produced in English. Coverage in local languages will be discussed at the RFP stage.

4.5 The scope above is indicative. SAFF may refine, add to or reduce it in the RFP, including in the light of responses to this EOI.

5. PROPOSED PARTNERSHIP MODEL

5.1 Nature of the appointment. SAFF intends to appoint one Commercial Partner with the exclusive right to market the Commercial Rights on SAFF's behalf, or to acquire and resell them, across the full Portfolio. The RFP will set out the legal structure. SAFF will keep approval rights over key matters, including sponsor categories, broadcast agreements above a value or duration to be set in the RFP, and use of its marks.

5.2 Financial structure. RFP bids will be assessed on three financial elements, combined in proportions the bidder proposes:

1. **Minimum guarantee.** A fixed amount payable to SAFF for each year of the Term, regardless of the revenue the Commercial Partner generates.
2. **Revenue share.** A percentage of revenue above an agreed threshold, payable to SAFF.
3. **Shared investment.** A committed amount the Commercial Partner will invest in production, marketing and developing the Competitions, over and above the minimum guarantee.

SAFF strongly prefers bids that include a minimum guarantee, a committed shared investment, or both (requirement 10 in Section 7.2). A commission-only agency model is not excluded, but it will score poorly on the financial offer. Guaranteed income is SAFF's priority for this cycle, and bids with a higher guaranteed element will score more strongly.

5.3 Term. The Term is expected to run from 1 January 2027 to 31 December 2030. SAFF may include an option to extend by up to two years by mutual agreement, subject to performance targets. To be confirmed before the RFP, subject to agreement on terms acceptable to both parties.

5.4 Territory and exclusivity. The appointment will be worldwide and exclusive for the Commercial Rights in scope. The seven Member Association territories are SAFF's priority markets. The Commercial Partner may appoint sub-agents and sub-licensees

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with SAFF's prior written approval.

5.5 Consortia. Applicants may apply as a consortium. A consortium must name a lead member, which must be a sports marketing, media or rights company and will be SAFF's single point of contact. All members will be jointly and severally liable under the final agreement. The composition of a consortium may not change after the EOI deadline without SAFF's written consent.

5.6 Structure of the award. SAFF's preferred structure is one Commercial Partner for the whole Portfolio. SAFF reserves the right to structure the RFP differently, for example by rights category, if the responses to this EOI show that this would better serve the Competitions. Applicants are asked in Form 5 whether they would also consider bidding for part of the scope.

6. WHO MAY APPLY: EOI ELIGIBILITY REQUIREMENTS

6.1 The EOI is open to sports marketing agencies, media and rights companies, broadcasters and streaming platforms with a rights-marketing business, and consortia led by any of these. SAFF will publish this EOI on its website and also send it directly to parties it knows to be active in the market. Both routes give equal access.

6.2 To be invited to the RFP, an Applicant must meet every requirement below. Each is assessed pass or fail. For a consortium, requirements E1, E4, E5 and E6 apply to every member; E2 and E3 may be met by the consortium as a whole.

No.	Requirement	Evidence	Form
E1	The Applicant is a legally constituted and registered entity, and the signatory is authorised to commit it.	Certificate of incorporation or equivalent; evidence of signatory authority	Forms 1 and 2
E2	The Applicant has worked in the professional sports business in Asia and can operate across South Asia.	Corporate profile; offices or partners in the region	Form 2
E3	The Applicant has held at least [two] contracts in the last [five] years (2021–2026) to market or exploit football or comparable sports rights, at least one of them in Asia.	Completed Form 4 with client references	Form 4
E4	The Applicant can provide audited financial statements for the last three financial years. A subsidiary may rely on its parent's accounts if the parent will provide a guarantee at the RFP stage.	Audited financial statements for [2023, 2024 and 2025]	Attachment to Form 2
E5	The Applicant is not subject to sanctions, debarment, insolvency	Signed declarations	Form 6

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	proceedings, relevant criminal convictions, or proven involvement in match-fixing or corruption, and has disclosed any conflicts of interest.		
E6	The Applicant accepts the conditions in Section 11 and will sign SAFF's NDA before receiving the RFP.	Signed declaration	Form 6
E7	The response is complete, submitted by the deadline and in the required format.	Section 8 checklist	Form 3

6.3 An Applicant that fails any requirement will not be invited to the RFP. Before confirming a fail, SAFF may ask for written clarification of a minor or formal deficiency, such as a missing signature or an unclear document. Clarification may not be used to add new experience or change the substance of a response.

6.4 SAFF does not set a minimum turnover at the EOI stage. Financial capacity will be assessed at the RFP stage under requirements 2 and 10 in Section 7.2.

6.5 The EOI requirements are lighter than those that will apply at the RFP stage. Meeting them does not mean that an Applicant meets the RFP requirements in Section 7.2. Applicants should read those requirements now, including the preferred qualities, and consider how well they meet them before investing in a bid.

7. HOW BIDS WILL BE EVALUATED AT THE RFP STAGE

SAFF is publishing its evaluation approach now so that Applicants can decide early whether to take part. The RFP will set out the full method, including the scoring descriptors for each sub-criterion. SAFF may refine the details in the RFP but does not intend to change the categories or weights below.

7.1 Three stages. RFP bids will pass through three stages:

1. **Compliance and requirements.** Each bid is checked for completeness and against the 15 requirements in Section 7.2. Requirements 1 and 12 to 15 are strict: a bid that fails any of them will not be scored. Requirements 2 to 11 are qualities SAFF prefers bidders to have, and they are assessed as part of the evaluation.
2. **Scored evaluation.** Bids that pass the strict requirements are scored against the five categories in Section 7.3.
3. **Shortlist, presentation and due diligence.** The highest-scoring bidders are invited to present online, and SAFF carries out due diligence and verifies their track record. SAFF then negotiates with the preferred bidder. If terms cannot be agreed, SAFF may turn to the next-ranked shortlisted bidder.

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7.2 Requirements for bidders. SAFF has set the 15 requirements below to describe the partner it is looking for. They fall into two groups:

- **Strict requirements (1 and 12 to 15).** Legal standing, conflicts of interest, sanctions and insolvency, acceptance of SAFF's tender rules, and a complete and timely submission. A bid that fails any of these will not be scored. SAFF may seek written clarification before confirming a fail.
- **Preferred qualities (2 to 11).** Financial standing, regional presence, track record, financial model and delivery capacity. These are not strict pass-or-fail conditions, but SAFF prefers them to be met. Bidders should show how they meet each one, or explain any gap and how they would address it. The Evaluation Committee will take any shortfall into account when scoring the related categories in Section 7.3.

NO.	REQUIREMENT	EVIDENCED BY
	A. Corporate standing	
1	Legally constituted, properly registered entity, authorised to enter into and perform the contract.	Certificate of incorporation; authority to sign
2	Stable ownership and sound finances.	Audited financial statements for the last three years
3	Experience in the professional sports business (football preferred) in Asia, with the ability to operate across South Asia.	Corporate profile; regional footprint; offices
4	A dedicated business function or unit for professional sport (football preferred).	Organisation structure; named team
	B. Football and sector track record	
5	A record of identifying, valuing and exploiting football (or comparable sports) rights and assets, including events.	Case studies; references
6	A record of working with several football associations or federations in Asia (and preferably globally).	Client list; references
7	A record in sponsorship sales and in media content production and distribution.	Case studies; deals closed
8	A record of developing and delivering commercial strategy in professional sport (football preferred).	Case studies
9	Expertise across several commercial revenue areas: media and broadcasting, sponsorship, betting and gaming, merchandise and licensing, marketing, and hospitality.	Case studies
	C. Financial and delivery capacity	

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10	Willing and financially able to offer a minimum guarantee, a shared-investment model, or both, and to honour it.	Evidence of financial capacity; outline of proposed offer
11	Capacity (people, resources, partners) to service the full ten-competition Portfolio across the seven Member Associations.	Resourcing and delivery plan
	D. Integrity and compliance	
12	No undisclosed conflicts of interest with SAFF, its Member Associations or existing partners; any conflicts declared and acceptable to SAFF.	Conflict-of-interest declaration
13	Not subject to sanctions, debarment, insolvency proceedings or material adverse litigation.	Declarations; due diligence checks
14	Acceptance of SAFF's tender rules, governance framework and heads of terms, or only qualifications acceptable to SAFF.	Signed acknowledgement
	E. Submission compliance	
15	Complete bid submitted by the deadline, in the required format, with all mandatory documents (signed NDA, declarations, financial statements, references).	Submission checklist

7.3 Scored evaluation. Bids that pass the strict requirements will be scored against five weighted categories.

CATEGORY	WEIGHT	WHAT SAFF WILL ASSESS
A. Financial offer	30%	The minimum guarantee (15%), the revenue share terms (8%) and the shared investment in production, marketing and developing the Competitions (7%).
B. Track record and experience	25%	Identifying, valuing and exploiting rights and events (7%); work with several football properties in Asia and globally (6%); sponsorship sales and media production and distribution (7%); creating new football properties, especially in Asia (5%).
C. Commercial strategy and vision	20%	Long-term commercial vision for SAFF and its Member Associations (8%); understanding of football in South Asia, Asia and globally (6%); go-to-market and packaging approach by tier and territory (6%).
D. Delivery capability and resources	15%	Team, resources and regional presence to serve the seven Member Associations (5%); relationships with broadcasters, platforms and sponsors (5%); ability to work with SAFF, the Member Associations and other stakeholders (5%).
E. Partnership and governance	10%	Record of securing long-term partnerships (4%); record of retaining clients over time (3%); governance, transparency and reporting to SAFF (3%).

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Total	**100%**	

Each Evaluation Committee member will score every sub-criterion independently on a five-level scale, each level with a written descriptor. Scores will be averaged across the voting members and weighted to give a total out of 100%. SAFF may score parts of the financial offer on a relative basis, with the highest guarantee placed at the top level and others pro rata. The RFP will confirm the method.

7.4 Thresholds and ties. A bid must achieve an overall weighted score of at least 60% to be considered for appointment. If no bid reaches the threshold, SAFF may re-tender. Where two bids are tied or very close, SAFF will prefer the bid with the higher guaranteed income.

7.5 Evaluation Committee. RFP bids will be evaluated by a committee with an independent chair and a majority of members from outside SAFF's commercial function. Subject to final confirmation, it will have five voting members: **the Chairperson of the Marketing and Communications Committee**, who holds a casting vote; SAFF's **Legal and Finance Head**; an **independent media rights expert**; and **an independent commercial expert**. **The Head of Legal who is the Tender Manager** will **facilitate and administer** the process. All members will sign confidentiality and conflict-of-interest declarations. The Committee will recommend a preferred bidder, the Marketing and Communications Committee will review, and the SAFF Executive Committee will decide the appointment.

8. SUBMISSION REQUIREMENTS

8.1 Contents. A response must contain the following, in this order:

PART	CONTENT	LIMIT
1	Form 1: Expression of Interest letter, signed	1 page
2	Form 2: Applicant information, with the certificate of incorporation, evidence of signatory authority and audited financial statements attached	No limit on attachments
3	Form 3: Eligibility checklist	1 page
4	Form 4: Experience and credentials	Up to ten contracts
5	Form 5: Capability statement and non-binding market views	6 pages
6	Form 6: Declarations, signed	As per form

Applicants may attach a corporate brochure of no more than 10 pages. SAFF will not read other unsolicited material.

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8.2 Format. Responses must be in English, on A4 pages, in a font no smaller than 10 point. Forms must be submitted as searchable PDF files. Financial statements may be in their original language if accompanied by an English summary. Signed forms must be signed by an authorised signatory; electronic signatures are accepted.

8.3 Submission. Responses must be emailed to **info@saffederation.org, tanjim@saffederation.org** by **Friday, 4 December 2026, 17:00 Bangladesh Standard Time (UTC+6)**. The subject line must read "SAFF EOI – [Applicant name]". Files must be named "[Applicant]_Form[number]" and the total size of each email must not exceed 20 MB; large responses may be split across numbered emails. SAFF will acknowledge receipt by email within one working day. An Applicant that does not receive an acknowledgement should contact the Tender Manager.

8.4 Late, incomplete or non-compliant responses. SAFF will not consider a response received after the deadline, unless the delay was caused by a failure of SAFF's own systems. SAFF may reject a response that is incomplete or does not follow this Section, subject to Section 6.3.

8.5 Validity. Information in a response must remain accurate until the end of the process. An Applicant must tell SAFF promptly of any material change, including a change of ownership, control or consortium membership.

9. PROCESS AND TIMETABLE

9.1 SAFF intends to sign the agreement with the Commercial Partner by 6 January 2027, so that the Term can begin on 7 January 2027. The timetable is short and runs through the December holiday period, and Applicants should plan their resources accordingly. All dates are indicative and SAFF may change them by notice to Applicants. Times are Bangladesh Standard Time (UTC+6).

STEP	MILESTONE	INDICATIVE DATE
1	EOI issued and published	Fri 20 Nov 2026
2	Deadline for clarification questions on the EOI	Fri 27 Nov 2026, 17:00
3	SAFF publishes answers to clarification questions	Mon 30 Nov 2026
4	EOI submission deadline	Fri 4 Dec 2026, 17:00
5	Qualified Applicants notified; NDA issued and signed	Mon 7 – Tue 8 Dec 2026
6	RFP issued to Qualified Applicants who have signed the NDA; Data Room opens	Wed 9 Dec 2026
7	Online briefing on the Portfolio for bidders	Fri 11 Dec 2026
8	RFP clarification window closes	Wed 16 Dec 2026
9	RFP bid deadline	Tue 22 Dec 2026, 17:00
10	Compliance check and scored evaluation	Wed 23 – Thu 24 Dec 2026

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11	Shortlisted bidders present online	Mon 28 Dec 2026
12	Due diligence and negotiation with the preferred bidder	Tue 29 Dec 2026 – Mon 4 Jan 2027
13	Executive Committee approval and contract signature	By Wed 6 Jan 2027
14	Term begins	Thu 7 Jan 2027

9.2 Interim review. After the EOI deadline SAFF will review the number and quality of responses. If SAFF considers that the field is not strong enough to give a competitive RFP, it may extend the EOI deadline, invite further parties to respond, or both. Applicants that have already responded will be told and need not resubmit.

9.3 Progress to the RFP. Every Qualified Applicant that signs the NDA will receive the RFP. SAFF does not intend to score or rank EOI responses. If the number of Qualified Applicants is so large that a fair and efficient RFP is impractical, SAFF reserves the right to limit the invitation to those with the most relevant experience, assessed from Forms 4 and 5. SAFF will state the method used if it does so.

10. CLARIFICATIONS AND COMMUNICATIONS

10.1 Single point of contact. All communication about this process must go through the Tender Manager:

Tanjim Ahmed Khan, Tender Manager, South Asian Football Federation
info@saffederation.org, tanjim@saffederation.org
Floor 8, House 56, Road 11, Block F, Banani, Dhaka, Bangladesh

10.2 Registering interest. Parties intending to respond are asked to tell the Tender Manager by email as soon as possible, giving a contact name. Registered parties will receive clarification answers and any changes to this EOI directly. Registering is not a condition of responding.

10.3 Clarification questions. Questions must be sent by email to the Tender Manager by the clarification deadline in Section 9.1. SAFF will answer questions it considers relevant and will share the questions and answers, without identifying who asked, with all registered parties and on **www.saffederation.org**. If an Applicant believes a question is commercially sensitive, it should say so; SAFF will decide whether to answer it privately or treat it as a general question and will tell the Applicant before publishing it.

10.4 No canvassing. From the date of this EOI until the process ends, Applicants must not contact SAFF Executive Committee members, SAFF staff, Member Association officials, Evaluation Committee members or SAFF's advisers about this process, other than through the Tender Manager. Applicants with an existing business relationship with SAFF or a Member Association may continue that business but must not discuss this

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process in that context. A breach may lead to exclusion.

10.5 Changes to the EOI. SAFF may issue addenda to this EOI at any time before the submission deadline. Addenda will be sent to all registered parties and published on **www.saffederation.org**.

11. CONDITIONS OF PARTICIPATION

11.1 No obligation. This EOI does not commit SAFF to any course of action. SAFF may, at its discretion and without liability, amend, suspend or cancel the process at any stage; change the timetable, scope or structure; issue the RFP to some or all Applicants; negotiate with one or more parties; or decide not to appoint a Commercial Partner.

11.2 Costs. Applicants bear all costs of taking part in this process. SAFF will not reimburse any cost, whatever the outcome or reason.

11.3 Accuracy of information. SAFF has prepared this EOI in good faith but gives no warranty as to the accuracy or completeness of the information in it, including figures on Competitions, distribution and market conditions. Applicants must make their own enquiries and take their own advice.

11.4 Confidentiality of this EOI. Applicants must keep this EOI and any information SAFF provides confidential and use it only to prepare their response. Applicants may share it with their advisers, financiers and consortium members on the same terms.

11.5 Confidentiality of responses. SAFF will treat responses as confidential. SAFF may share them with members of the Evaluation Committee, its advisers, the Executive Committee and, where required, the AFC, all of whom will be bound by confidentiality. SAFF may disclose information where required by law or by a competent authority.

11.6 Equal treatment. SAFF will treat all Applicants equally. A previous or existing contractual relationship with SAFF or a Member Association gives no Applicant any advantage. All information relevant to the RFP will be made available to all Qualified Applicants at the same time through the Data Room.

11.7 Conflicts of interest. Applicants must disclose in Form 6 any actual or potential conflict of interest, including interests in competing properties, clubs or betting operators, and any relationship with SAFF, a Member Association, a member of the SAFF Executive Committee, or SAFF's advisers. SAFF will decide whether a conflict can be managed. An undisclosed conflict may lead to exclusion at any stage.

11.8 Collusion. Applicants must not discuss or agree the content of their responses or bids with any other Applicant, except within a declared consortium. Any collusion will

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lead to exclusion of all Applicants involved.

11.9 Anti-bribery and corruption. Applicants must comply with all applicable anti-bribery and anti-corruption laws including the laws of the place of incorporation of the Applicant and of each SAFF territory. No Applicant may offer or give any payment, gift, hospitality or other benefit to any SAFF official, Member Association official, Evaluation Committee member or public official in connection with this process or the Competitions. Because the scope may include tournament hosting support and government relations, Applicants should describe in the RFP how they manage contact with public officials.

11.10 Integrity of football. Applicants must not be involved in, and must have controls to prevent, any match-fixing, manipulation of competitions or misuse of inside information. Any betting-related activity under the final agreement will be subject to SAFF's integrity requirements and applicable law.

11.11 Sanctions. Applicants must confirm that neither they nor their owners, directors or consortium members are subject to sanctions imposed by [the United Nations or any other authority (including government authority).

11.12 Data protection. SAFF will process personal data in responses only to run this process and in line with applicable EU data protection law.

11.13 Intellectual property. Responses become SAFF's property, but SAFF will not use an Applicant's proprietary ideas or methods other than to evaluate its response, without that Applicant's consent.

11.14 Exclusion. SAFF may exclude an Applicant at any stage if it has provided false or misleading information, breached these conditions, or no longer meets the requirements in Section 6.

11.15 Governing law. This EOI and the process are governed by the laws of Bangladesh – to be confirmed by SAFF's legal advisers.

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RESPONSE FORMS

FORM 1: EXPRESSION OF INTEREST LETTER

On the Applicant's (or consortium lead's) letterhead.

To: The Tender Manager, South Asian Football Federation Reference:

Date:

[Applicant name] (the Applicant) expresses its interest in being appointed as SAFF's exclusive Commercial Partner for the SAFF Competition Portfolio, 2027–2029.

The Applicant confirms that:

1. it has read and accepts the Invitation for Expressions of Interest, including the conditions of participation in Section 11;
2. it is applying [alone] / [as lead member of a consortium comprising ...];
3. the information in its response is true, complete and accurate;
4. it understands that this response is not a bid and creates no obligation on SAFF; and
5. it will sign SAFF's NDA if invited to the RFP stage.

Signed: [...]

Name: [...]
Position: [...]
For and on behalf of: [...]

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FORM 2: APPLICANT INFORMATION

Complete one form for the Applicant and, for a consortium, one for each member.

ITEM	RESPONSE
Registered name	
Trading name, if different	
Country and date of incorporation	
Registration number	
Registered address	
Ultimate owner(s) and shareholdings above 10%	
Parent company, if any	
Offices in South Asia and Asia (city, number of staff)	
Dedicated sports or football business unit (name, number of staff)	
Annual turnover for the last three financial years [2023, 2024, 2025] (USD)	
Role in consortium (lead / member), if applicable	
Contact name, position, email and telephone	

Attach: certificate of incorporation or equivalent; evidence of signatory authority; audited financial statements for the last three financial years (or the parent's, with confirmation that the parent will provide a guarantee at the RFP stage).

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FORM 3: ELIGIBILITY CHECKLIST

NO.	REQUIREMENT (SECTION 6.2)	MET? (YES / NO)	WHERE EVIDENCED
E1	Legal standing and signatory authority		
E2	Sports business experience in Asia; ability to operate across South Asia		
E3	At least two relevant rights contracts in 2021–2026, at least one in Asia		
E4	Audited financial statements for the last three years		
E5	Integrity declarations and conflicts disclosed		
E6	Acceptance of conditions and of the NDA		
E7	All forms complete and in the required format		

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FORM 4: EXPERIENCE AND CREDENTIALS

List up to ten of the Applicant's most relevant contracts from the last five years, most recent first. SAFF may contact the references given.

No.	Client (rights holder)	Sport and property	Rights or services handled	Territories	Contract period	Contract model (minimum guarantee, revenue share, commission, other)	Annual value band (USD: under 1m / 1–5m / 5–20m / over 20m)	Reference name, position and email
1								
2								
3								

Add rows as needed.

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FORM 5: CAPABILITY STATEMENT AND NON-BINDING MARKET VIEWS

Maximum six pages in total. SAFF will not score this Form. It will use it to confirm requirement E2, to review the strength of the field (Section 9.2) and to finalise the RFP.

Please answer under these headings:

1. **Understanding of the Portfolio.** Your view of the commercial potential of the Competitions and the main obstacles to realising it.
2. **Regional presence and relationships.** Your team and presence in the seven SAFF territories, and your relationships with broadcasters, streaming platforms, telecommunications companies and sponsors in the region.
3. **Production.** Your ability to produce, or arrange production of, the live feed across all Competitions, and the standards you would propose for flagship and developing Competitions.
4. **Preferred financial structure.** The balance of minimum guarantee, revenue share and shared investment you would expect to propose, and why. Do not give figures here unless you choose to answer heading 6.
5. **Indicative value (optional).** If you wish, an indicative, non-binding range for the total value to SAFF over the Term. This is optional, will not be scored or used to assess eligibility, and will not bind you or limit your RFP bid.
6. **Scope.** Whether you would bid for the full Portfolio only, or would also bid for part of it (for example, media rights only or sponsorship only).
7. **Comments on scope, term and process.** Anything in this EOI that would discourage you from bidding, or changes that would make the opportunity more attractive.

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FORM 6: DECLARATIONS

The Applicant (and, for a consortium, each member) declares that:

1. neither it nor any of its directors, owners or senior managers is subject to sanctions, debarment, or insolvency, liquidation or administration proceedings;
2. neither it nor any of its directors, owners or senior managers has been convicted of fraud, bribery, corruption, money laundering or any offence relating to the manipulation of sports competitions, or found by a sports body to have breached integrity or betting rules;
3. it is not party to material litigation that could affect its ability to perform the contract, other than as disclosed below;
4. it has disclosed below every actual or potential conflict of interest under Section 11.7;
5. it has not colluded with any other Applicant and has not canvassed any person in breach of Section 10.4;
6. it accepts the conditions of participation in Section 11 and will sign SAFF's NDA before receiving the RFP; and
7. the information in its response is true, complete and accurate, and it will tell SAFF promptly of any material change.

Disclosures (litigation, conflicts of interest, other): [...]

Signed: [...]

Name: [...]
Position: [...]
For and on behalf of:
Date: [...]