



Understanding CBRE Sports

Holistic Integration of Sports Ecosystems

We're not *just* focused on optimizing the inside of a venue...



GA Ticketing



VIP Sales



Naming Rights & Sponsorship



Food & Beverage



Museum & Tour



Concerts & MICE Events



Merchandising



Fan Zone & Parking



...nor *just* finding the best uses for the surrounding area.



Retail



Residential



Hotel



Arena & Entertainment



Offices



Other Sports



Data Centre



Educational



We optimize & activate key assets in a multi-use ecosystem.

VIP: Market-Adjusted Pyramid

GA: Optimal Seasonal vs MBM Split

Non-Matchday: Feasible Event Programme

Sponsorship Assets: Valuation & Sale

Retail: Best Local Operators In & Out Venue

Hotel & Residential: Identification & Sale

Masterplan Synergies: Costs & Activation



...accompanying clients across these three key phases.

1

Planning Phase



2

Development Phase



3

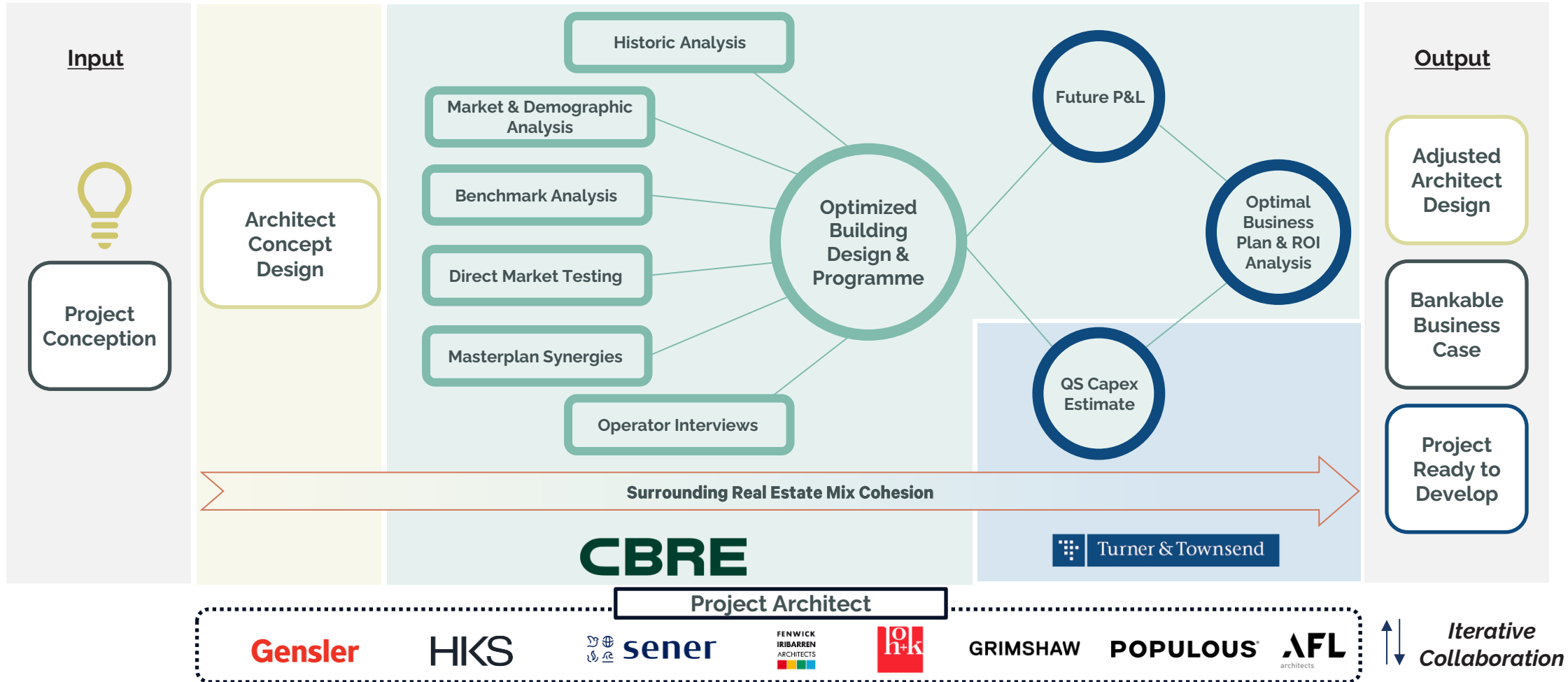
Operations Phase



...with an end-to-end real estate advisory menu.



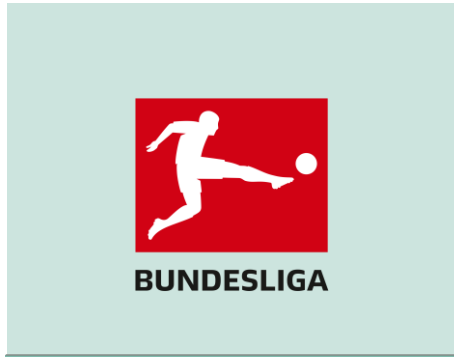
Ok...so how might a Venue Feasibility work?



Our Track Record

Our Track Record | A Global Network

These five case studies demonstrate the depth of our experience across various geographies and scopes.



Stadium Feasibility Study

Client	Confidential Bundesliga Club
Scope	Identify & Recommend Optimal Building Programme for 55,000+ Stadium Renovation
Description	In October 2025, CBRE's Venue Planning team were engaged for a stadium renovation Feasibility Study to develop an optimal business plan for the Club's stadium, including a detailed Intervention Programme and associated projected Revenues & EBITDA, compared to today's Baseline performance.



Etihad Stadium

Client	Etihad Stadium
Scope	Cost & commercial management, PJM support, advisory services
Description	CBRE team Turner & Townsend is involved in the expansion of Manchester City's Etihad Stadium. The project includes increasing the stadium's capacity to over 60,000, adding a new fan zone, and developing commercial office space and a hotel. The expanded north stand is expected to open during the 2025/26 season, with the hotel and other amenities following by late 2026.



Arena Feasibility Study

Client	Confidential English Club
Scope	Identify & Recommend Optimal Event Programme and Business Model for New Arena Project
Description	In October 2025, CBRE's Venue Planning team were engaged by a top English Football Club to undertake a Feasibility Study for a potential arena development adjacent to the existing Stadium. Our scope included identifying the optimal event programme, adjusted to the local market demand and annual seasonality.



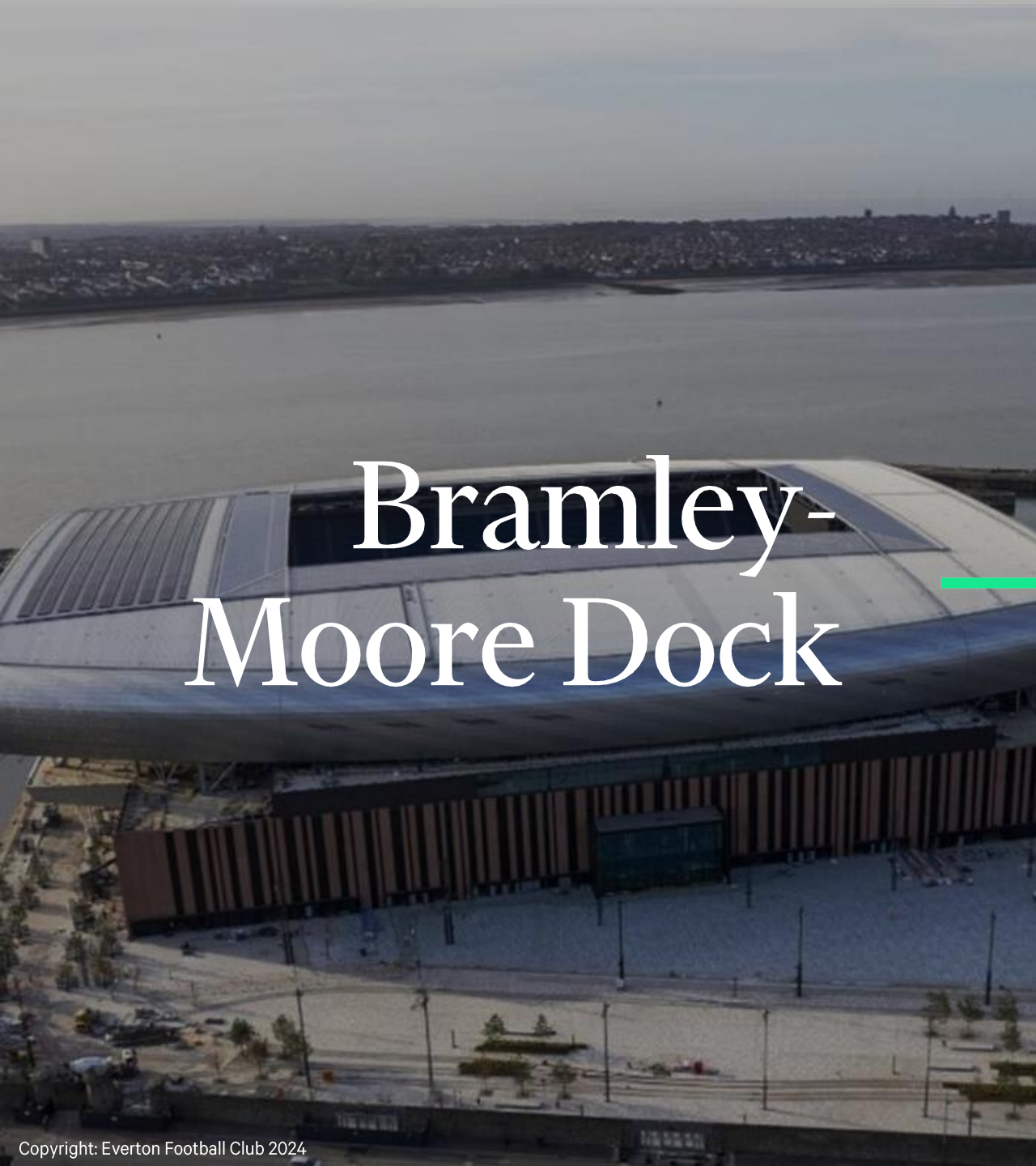
New Mestalla Stadium

Client	Valencia CF
Scope	Valuation, Commercialization & Transaction services
Description	CBRE has carried out the land valuation of both the new and old Valencia CF stadiums, leveraging its local market expertise. Additionally, CBRE has been mandated to commercialize the various spaces within a multi-purpose building located in one of Valencia's prime areas, adjacent to the new stadium. This initiative aims to create synergies between sports and traditional real estate uses such as offices, residential, retail, and healthcare.



Celta Vigo Training Ground

Client	RC Celta de Vigo
Scope	Strat. Consulting, Masterplan, PJM, Commercialization
Description	CBRE developed the master plan and optimal product definition for Celta de Vigo Sports City, integrating stadiums, training pitches, offices, innovation zone, hotel, residences, university, and healthcare facilities. We also supported the commercialization strategy and business plan for the GS360 complex. Our planning expertise ensured a functional, efficient, and sustainable design, while identifying the best operators for each use.



Bramley-Moore Dock

In 2017 Everton FC took on the ambitious decision of relocating, setting out to build a brand-new stadium in Liverpool. To ensure this was a seamless process, CBRE were approached to assess potential site options in terms of land acquisition, likelihood of gaining planning permission and funding of any stadium development

We prepared a full planning application for a new stadium at Bramley-Moore Dock and associated listed building consent submissions. The team was also successful in receiving additional government grants to help fund the transformational regeneration. CBRE managed an exceptionally large client/sub-consultant/contractor team from project commencement through to unanimous approval in June 2021.

We have now shaped an overarching vision for the future development – deeply rooted in the brand and culture of the club – and then translated this through to a masterplan strategy to guide the redevelopment of the surroundings.

Services Provided



Planning

**Environmental
Impact
Assessment**

**Capital
Markets**

**Vision &
Strategy**



The Etihad

City Football Group required a stadium and campus that matched their elite status in European football. To achieve this, they enlisted our expertise in cost management for the City Football Academy and three phase expansion of the Etihad stadium.

The stadium development increased capacity from 48,000 to 62,000 seats while significantly enhancing hospitality offerings across the North, West and South stands – boosting matchday and corporate event revenues. Additionally, the North stand expansion included an adjoining 400-bed hotel and commercial block strategically designed to accommodate the growing demand driven by its proximity to the Co-op Live indoor arena, the construction of which we project managed.


We have subsequently advised on the operator and brand selection for the hotel and are advising on other commercial elements of the campus.

Services Provided



Cost Management

Commercial Advice



Santiago Bernabéu

The Santiago Bernabéu has been an iconic landmark in Madrid for many years, but the legacy stadium and architecture were not keeping pace with modern demands.

Our Project Management team in Spain worked on the refurbishment and renovation, transforming it into a world class sport and entertainment venue.

We oversaw the development of a new façade of stainless-steel slats, a new retractable roof as an extension of the façade, a new grandstand on the east side, new and improved VIP areas, a new underground logistics ring to improve stadium operations, and the reinforcement of the existing stadium structure.

Services Provided



Project Management

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