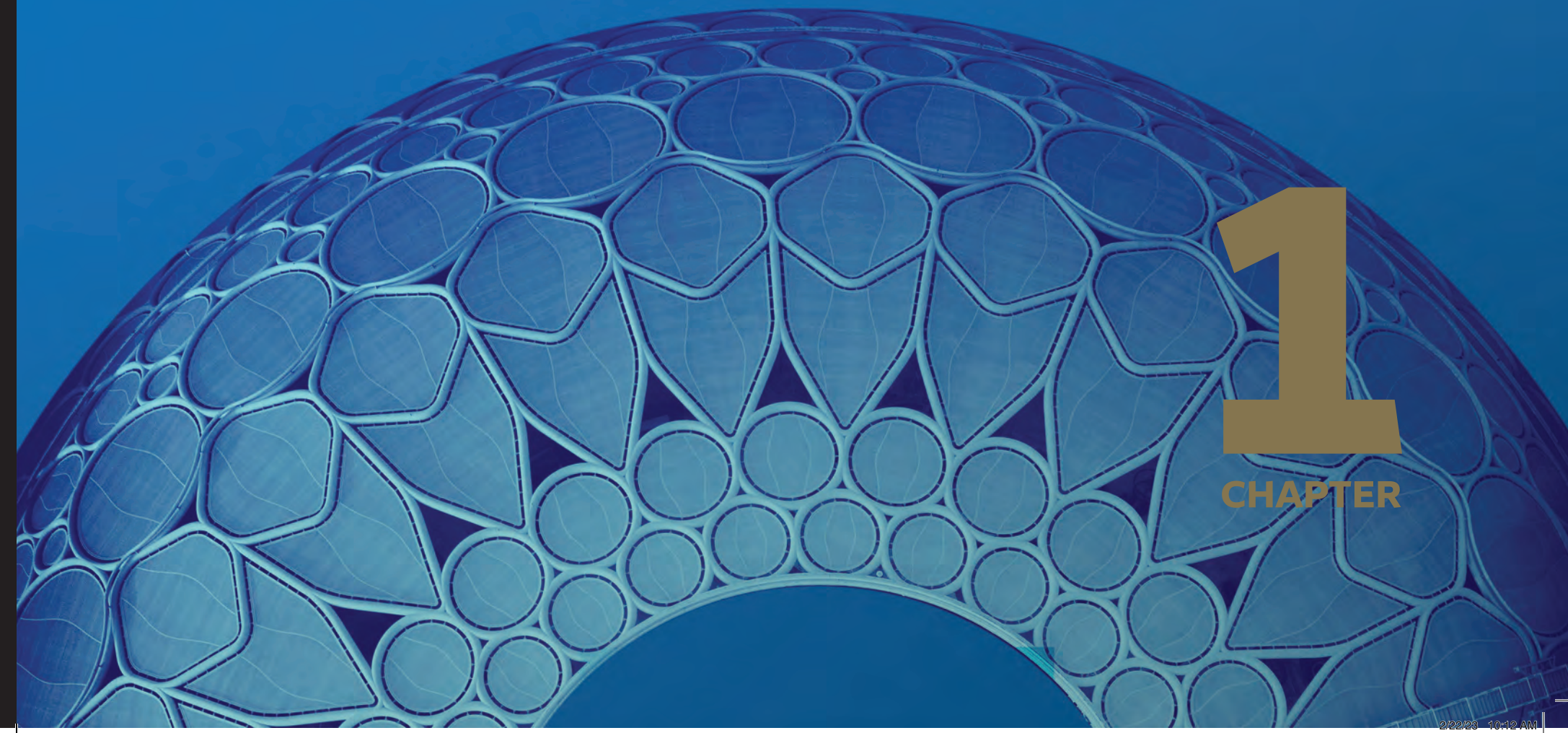


**WE DREAMT IT,  
BID FOR IT AND WON**

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**1**  
**CHAPTER**





## WE DREAMT IT, BID FOR IT AND WON

- His Highness Sheikh Mohammed Bin Rashid Al Maktoum's decision to bid to host a World Expo back in 2011 marked the hopes and ambitions of the United Arab Emirates as it celebrated its first 50 years, and reflected the Founding Fathers' emphasis on the power of partnership and cooperation in the pursuit of meaningful progress.

- Submitted in 2012, the Expo 2020 Dubai Bid Dossier detailed the depth of the UAE's plans. It was clear from the outset that this was a flagship national endeavour that would draw on the expertise and garner the immediate support of government and industry leaders from across the country.

- The theme '*Connecting Minds, Creating the Future*' captured the ethos and values of the nation – connectivity, progress, tolerance, hospitality – while also encapsulating the belief that connection and collaboration were essential in the service of peace, prosperity and preservation of the planet.

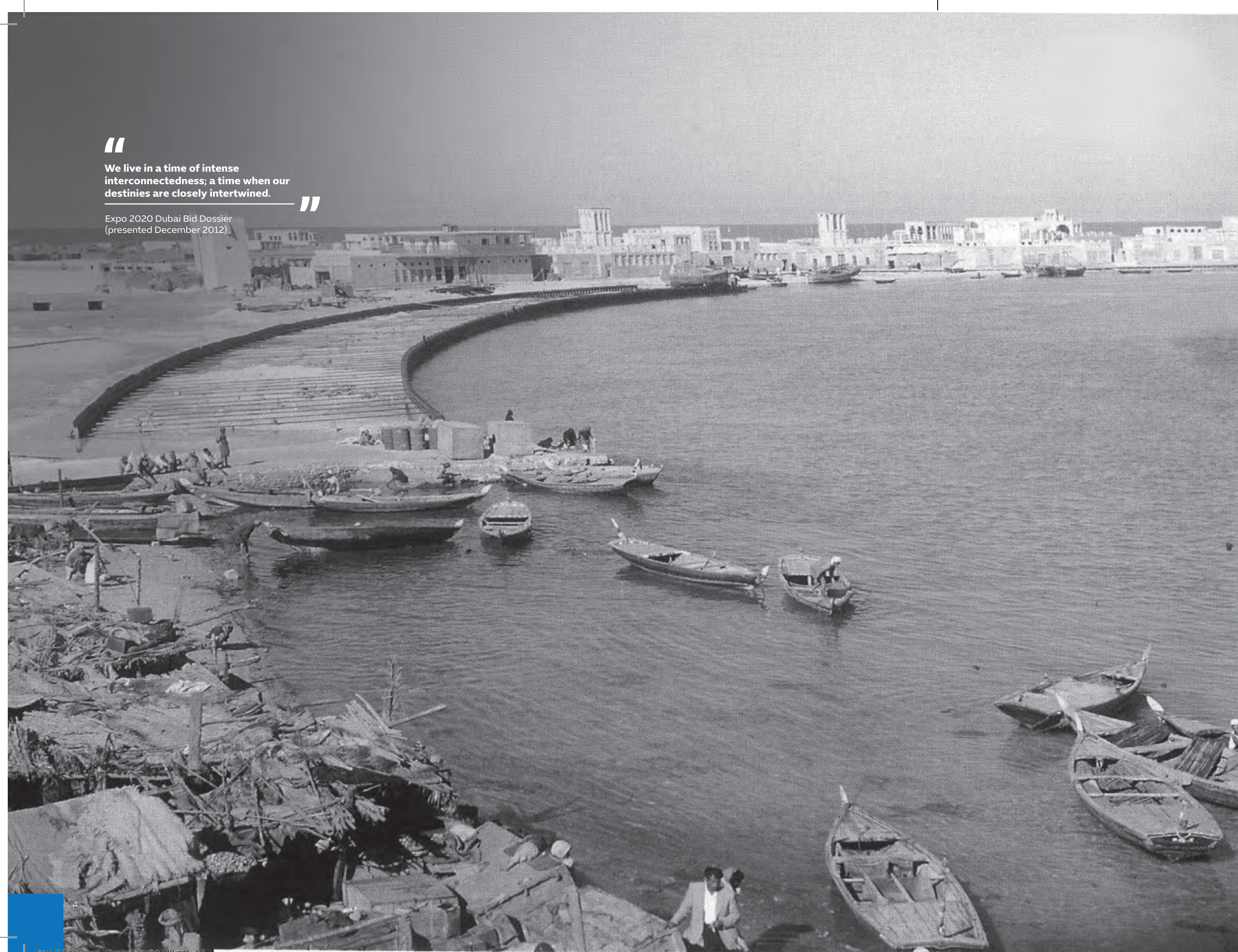
- The three Expo 2020 subthemes – Opportunity, Mobility and Sustainability – reflected the fundamental pillars of human development and the critical issues leading the global agenda, as well as the expertise and aspirations of the UAE in these fields.

- A powerful nation-building and nation-branding exercise, the UAE's candidacy was characterised by an unprecedented groundswell of support across the emirates and beyond, spanning the public and private sector, with countless opportunities for everyone, from schoolchildren to government and business leaders, to actively engage.

- Senior government and business officials from the UAE travelled to the BIE headquarters in Paris on 27 November 2013 for the deciding vote. In a race that included São Paulo, Izmir and Ekaterinburg, Dubai emerged victorious, being named as the official host of the 2020 World Expo and highlighting the world's ardent belief in what had been promised.

“  
We live in a time of intense  
interconnectedness; a time when our  
destinies are closely intertwined.”

Expo 2020 Dubai Bid Dossier  
(presented December 2012)



## THE DECISION TO BID FOR THE WORLD EXPO

### The journey of a nation

Since its formation in 1971, the UAE has gone through enormous change. The decision, at the start of the 2010s, to bid to host a World Expo would not only be a defining moment in the country's transformation, it would also mark the hopes and ambitions of the nation as it celebrated its first 50 years and looked to its first century.

Key to the founding fathers' vision to transform the UAE into a global hub for trade, business and innovation was the country's capacity to bring people together to collaborate in the pursuit of positive change – a principle that remains intrinsic to the Emirati people.

The bid to host the World Expo was framed around encouraging connection and cooperation at a time when there was deep thinking about what issues would top the global agenda at the beginning of the third decade of the 21st century. Questions of economic development, the nexus of food, energy and water, climate change, and connectivity, both physical and digital, all remain crucial issues today.

It was in this context that Expo 2020 Dubai sought to encourage a sense of confidence and innovation – to inspire people, organisations, multinational companies and nations to find practical solutions for a better, more sustainable future for everyone.

Expos are defined by the Bureau International des Expositions (BIE) as: "A global gathering of nations, dedicated to finding solutions to pressing challenges of our time by offering a journey inside a universal theme through engaging and immersive activities."

The chosen Expo 2020 Dubai theme and purpose of *'Connecting Minds, Creating the Future'* embodied this definition and reflected the belief that tomorrow's challenges are far too complex to be met in isolation.

This was the driving force behind the desire to host the event in the UAE – a nation with a long history of bringing the world together, home to a community of more than 200 nationalities, and one that had integrated into the global economy by growing into a multi-sector driver of stability and opportunity.

This clear belief in the power of the collective endured throughout the entire process, which was in many ways a reflection of the UAE's 50-year journey. Expanding on the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, it emphasised building bridges, inclusion and cooperation and was driven by a commitment to defining the future, while respecting and honouring the foundations of the UAE's culture and heritage. Indeed, what many countries saw in Expo 2020 Dubai was a powerful, inclusive platform where each country would have the opportunity to contribute to a truly global conversation; to collectively discuss and find answers and catalyse change.



Hosted by a young, bold and forward-looking nation, it exemplified the journey of a country where the impossible becomes possible, by connecting the right minds with a strong vision and ambition.

Expo 2020 Dubai was also an opportunity for the UAE to demonstrate its warm hospitality and highlight its values as a nation that promotes and models tolerant, harmonious, cultural pluralism, with religious freedom, gender equality, human rights and dignity for all. And, of course, the timing of this Expo had special significance to the UAE, coinciding with the nation's Golden Jubilee and marking its extraordinary transformation into a dynamic, global metropolis.

It was of particular resonance to Dubai, a historical hub of connectivity originally known as Al Wasl, meaning "the connection" in Arabic. Just as Dubai connected the region and the world, hosting the World Expo would shine the spotlight on a region that was welcoming and prosperous.

The Bid Dossier set out the aim of Expo 2020 Dubai to be "the world's most comprehensive hub of discussion, examination and exploration of the vital issues of sustainable, inclusive development, as well as the world's most powerful convening force of impactful partnerships."

With the benefit of hindsight, including the lessons learned from a global pandemic, the decisions made during the bid phase seem more pertinent than ever. Almost a decade from the dossier's publication, its aims came to fruition at a crucial time for the UAE, and the world.



## The first steps to Expo 2020 Dubai

Following the decision to bid for the right to host a World Expo, His Highness Sheikh Mohammed bin Rashid Al Maktoum created a working group in 2009, chaired by His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai.

This working group assessed the feasibility of hosting a variety of mega-events in the UAE, quickly establishing that a World Expo – a first for the region and a further example of the country's ambitious spirit – was the right opportunity. His Highness Sheikh Hamdan stressed the importance of collaboration in creating something spectacular and meaningful, describing it as an opportunity to highlight shared common values and shape our environment and society for future generations.

Mid-2011, Izmir in Turkey and Ayutthaya in Thailand submitted their bids to host the 2020 World Expo, closely followed by

Ekaterinburg in Russia and São Paulo in Brazil, opening a six-month window for any other cities to respond.

The race was on, and in October 2011, His Highness Sheikh Ahmed bin Saeed Al Maktoum, President of Dubai Civil Aviation Authority and Chairman and Chief Executive of Emirates Airline and Group (who would later become Chairman of the Expo 2020 Dubai Higher Committee), confirmed the UAE's intent to submit a bid to the BIE. On 2 November 2011, His Excellency Mohammed Ibrahim Al Shaibani, Director General of HH The Ruler's Court, made his way to the BIE Headquarters in Paris to hand-deliver a letter, making the UAE's candidacy official.

The following year was dedicated to developing the Bid Dossier, detailing every aspect of Dubai's initial plans, from the masterplan and visitor models, to the themes and intended legacy.

**It was clear from the outset that this was a collaborative national endeavour, a flagship nation-wide project that would draw on the expertise and garner the immediate support of government and industry leaders from across the country.**

The final document was submitted to the BIE in December 2012. It would then be reviewed in detail by a committee, on behalf of the BIE Member States, which would go on to visit each candidate city assessing the strength of their proposal before the deciding vote would be cast just under a year later.



“ We have prepared a distinctive dossier to convey an authentic portrait of our nation and its vision to deliver an unforgettable World Expo in the UAE. I am confident that the Bid Dossier is a thorough piece of work and a deep portrayal of our capability to host such a mega-event on the eve of our 50th anniversary.

” Her Excellency Reem Al Hashimy, UAE Minister of State and Managing Director of the Higher Committee for Hosting the 2020 World Expo in Dubai (December 2012)

## A TIMELY AND RELEVANT THEME FOR THE WORLD

The theme of 'Connecting Minds, Creating the Future' was carefully designed to meet the essential demands of a World Expo in simultaneously capturing the ethos and values of the host nation – connectivity, progress, tolerance, hospitality – while also encapsulating the unshakable belief that connection and collaboration were sacrosanct in the service of peace, prosperity and preservation of the planet.

The three Expo 2020 Dubai subthemes – Opportunity, Mobility and Sustainability – reflected the critical needs of our time and were considered fundamental pillars of human development on a global scale.

Opportunity is the lifeblood of development, enabling individuals and communities to shape their future and imagine new means of

fulfilling their social and economic potential. Mobility is the bridge to opportunity, facilitating connections between people, goods and ideas, physically and digitally. Sustainability is the ethos that now defines how we pursue our dreams of progress, doing more with less and with the best interests of future generations in mind.

This emphasis on connection even extended to the master planning for Expo 2020 Dubai. In the past, World Expos have tended to be set out geographically, but to emphasise the way in which the three subthemes intertwined, Opportunity, Mobility and Sustainability became three districts in which the pavilions of Expo's diverse participants could exist and share space, with the spectacular Thematic Pavilions becoming anchor points.

**'By the world, for the world' – Expo 2020 Dubai always strived to be a human-centric, collective effort that would set a new bar for what we can achieve together.**

The world needed to come together in partnership to do something about the shared challenges facing humanity, rather than merely talk about it. To address these ambitious goals, Expo 2020 Dubai would go on to include programmes and events to encourage real-world, solutions-based outcomes. These programmes – such as Expo Live, the Programme for People and Planet, the World Majlis, and the Expo School Programme – would invite individuals to drive the conversation, allowing visitors to become agents for change in their own homes.



## AN UNPRECEDENTED GROUNDSWELL OF SUPPORT

### Lifting pride and creating champions

Following the December 2012 submission of the Bid Dossier, momentum quickly began to build, with a number of campaigns, programmes and initiatives to raise awareness about the candidacy and its significance to the region.

Thanks to this extensive outreach programme, support began to build in earnest, prompting a subsequent phase that would drive engagement, diving deeper into the importance of World Expos and offering opportunities for both domestic and international audiences to become part of the UAE's journey.

A powerful nation-building and nation-branding exercise, the focus was on enhancing pride in each and every UAE resident – from schoolchildren to business leaders – encouraging them to become Expo champions and advocates. It included

country-wide campaigns across a variety of channels, including print, radio, TV, cinema, outdoor and mall activations, as well as bi-monthly newsletters in multiple languages. It also featured competition elements among the general public to further drive excitement and engagement, and encouraged active participation by the business community.

More than 5,000 companies registered to become official Expo 2020 Bid Supporters, gaining access to campaign resources, including fact sheets, posters and logos. As a result, the distinctive Expo 2020 bid logo quickly became visible around the country, from billboards and shop windows, to email signatures and websites. Social media played a key role, with Dubai quickly becoming an internationally trending topic and a wide range of celebrities and thought leaders publicly declaring their support.

Expo 2020 Dubai's initial Partner Programme also amplified the bid campaign, reiterating private sector support for Dubai's candidacy. The six bid-phase Premier Partners brought dynamism, enthusiasm and momentum to the UAE's bid, both nationally and internationally: the ambition and global reach of Emirates; the experience and strength of Dubai Airports; the welcome of Jumeirah; the logistical knowhow of DP World; the connectivity of Etisalat; and the financial strength of Emirates NBD.

Furthermore, all Dubai Government entities were named Official Partners of the UAE's bid, highlighting the strength of their shared commitment to supporting what was a national campaign, actively participating in Expo programmes and promoting Expo's messages to all their stakeholders.



Expo's outreach initiatives embraced all levels of UAE society, but where Dubai's bid truly excelled was in its unparalleled ability to attract support from beyond its shores, with renowned voices such as Bill Gates, football legend Diego Maradona and former Nigerian president Olusegun Obasanjo publicly declaring their support.

The bid took to the sea, with True North, the 70-foot Expo 2020 sailing yacht, and its multinational crew sailing more than 40,000 kilometres to connect with communities all over the world. True North exemplified Expo 2020's ethos of listening and learning, with its crew taking Expo's messages of unity and innovation to ports-of-call across the globe, while learning first-hand about the priorities of communities and how they believed their dreams could be realised.

Further high-level participation events, such as the Forbes Global CEO Conference, the World Economic Forum in Davos and Arabian Travel Market, also provided additional opportunities for engagement with international audiences, media and decision-makers.







## Demonstrating Dubai's hosting abilities

In February 2013, nine members of the BIE – including Vicente Loscertales, Secretary General; Ferdinand Nagy, President; and Steen Christensen, Chairman of the Executive Committee – arrived in the UAE to assess the feasibility of the Bid Dossier and the level of national support, including backing from all relevant UAE stakeholders.

This four-day Enquiry Mission was an opportunity for Dubai to demonstrate it was capable of hosting a spectacular World Expo. Delegates saw first-hand the incredible levels of support for the bid across the nation and heard more about the UAE's robust infrastructure, with tours of the DP World HQ, Dubai International Airport and Dubai Police. The visit also included an official lunch with His Highness Sheikh Mohammed bin Rashid Al Maktoum, and opportunities to experience Emirati culture and heritage.

**We have been particularly impressed by the country's robust infrastructure and the level of national support for the bid. The UAE has put forward a strong case to hold Expo 2020 in Dubai – the vision of the project is clear and lined to the traditions and values of World Expos.**

Steen Christensen, Chairman of the BIE Executive Committee (February 2013)

Later that year, a month before the deciding vote, the UAE once again welcomed members of the BIE, this time with more than 200 representatives from the BIE Member States arriving in Dubai for the Theme Symposium.

Held by each of the candidate cities in turn, the Theme Symposium was another opportunity to demonstrate the global relevance and timeliness of the Expo 2020 theme, 'Connecting Minds, Creating the Future', while also offering all delegates a taste of what the UAE had to offer as host of a World Expo.

From airports, transport and infrastructure to hotels, F&B and security, the four-day symposium not only demonstrated the nation's capabilities, it also enabled delegates to see the widespread excitement and high-level support for the event. It included meetings with members of the local business community to better understand the ambitions of the region and the significance of what would be its first World Expo, as well as tours to explore the UAE's rich cultural heritage and diverse attractions.

## ELECTION AS EXPO HOST

### All eyes on Paris

The day of the vote in Paris was 27 November 2013. Members of the UAE's leadership and the Higher Committee were there and the world's media was watching, reporting in real time on this pivotal moment in the country's history.

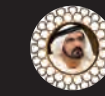
Her Excellency Reem Al Hashimy delivered a moving and impassioned speech, receiving resounding applause for her presentation, which highlighted Dubai's strengths of diversity, infrastructure and stability.

In the first round of voting, Dubai received 77 votes of the total votes, eliminating São Paulo (13 votes) and going through to the second round alongside Izmir (33 votes) and Ekaterinburg (39 votes).

In the second round, Dubai's share increased to 87 votes, eliminating Izmir (36 votes) and putting Dubai through to the third and final round alongside Ekaterinburg (41 votes).

As the people of the UAE held their collective breath, the final numbers flashed up on a large screen: Dubai received 116 votes versus Ekaterinburg's 47, and the UAE had become the official host of the 2020 World Expo, highlighting the world's ardent belief in what had been promised.

The UAE would become the first nation in the Middle East, South Asia and Africa region to host a World Expo. History had already been made.



HH Sheikh Mohammed

@HHShkMohd

الإمارات العربية المتحدة حساب حكومي رسمي



I am proud of our teams who earned this victory for Dubai with two years of hard work, dedication and commitment. We renew our promise to astonish the world in 2020. #Expo2020

9:27 p. m. • 27 nov • 2013





## LAYING SOLID FOUNDATIONS

With the work to build and host an exceptional World Expo beginning in earnest, it was necessary to establish robust yet agile structures to facilitate and support the process.

Resolutely guided by the UAE leadership throughout, these structures included all levels of the UAE and international community – from the highest levels of federal and local government to vital quasi-government organisations to community groups. Each embodied the principles of cooperation that would run throughout the entire event, while also maintaining the flexibility required to adapt to a changing world.

### Expo 2020 Dubai Higher Committee

Spearheading the organisation, the Expo 2020 Dubai Higher Committee was formed by His Highness Sheikh Mohammed bin Rashid Al Maktoum, under the supervision of Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of The Executive Council of Dubai, and chaired by His Highness Sheikh Ahmed bin Saeed Al Maktoum, President of the Dubai Civil Aviation Authority and Chairman and Chief Executive of Emirates Airline and Group.

It comprised key government and industry leaders, leveraging capacities in economic development, international relations, city planning, infrastructure, safety and security,

tourism, exhibitions and communications, and ensuring the representation and full support of all required stakeholders from the beginning.

It is significant to note that the founding members of the Higher Committee served throughout the entire journey to Expo 2020 Dubai, including the bid, planning and delivery phases, demonstrating the UAE's consistent approach and the unwavering support from the highest levels.

The team that made the promises during the bid was the team that delivered Expo 2020 Dubai.

### Official registration by the BIE

The next step, in July 2015, was to submit the UAE's registration document to the BIE for review. A natural evolution of the original Bid Dossier, this comprehensive document provided more detail on topics such as the proposed site, the theme and subthemes, the required infrastructure, visitation targets and legacy plans.

As the BIE reviewed, the 2015 World Expo in Milan held its Closing Ceremony, handing over the BIE flag to Expo 2020 Dubai and with it, the honour of continuing the Expo journey.

In November 2015, two years after the winning vote, the UAE was formally registered as the host of the 2020 World Expo, following the ratification of the UAE's Registration Document by the BIE.

Marking a key milestone in Dubai's journey to Expo 2020, this official confirmation meant construction work could begin on the 438-hectare (4.38 sqkm) site in Dubai South, and the UAE Government could officially invite countries to participate.

**Ladies and Gentlemen, on behalf of the Expo 2020 Organising Committee and the people of the United Arab Emirates, I want to formally thank you for the vote of trust you have bestowed upon our nation ... Our aim is both very simple and truly ambitious: to ensure that Expo 2020 Dubai more than repays your faith with an event that we intend will enthrall and amaze our visitors.**

Her Excellency Reem Al Hashimy,  
UAE Minister of State and Director  
General, Expo 2020 Dubai  
(November 2015)



## Expo 2020 Dubai Higher Committee



**His Highness Sheikh Ahmed bin Saeed Al Maktoum**  
President of Dubai Civil Aviation Authority, Chairman and Chief Executive of Emirates Airline and Group, and Chairman of the Expo 2020 Dubai Higher Committee



**His Excellency Mohammed Ibrahim Al Shaibani**  
Director General of HH The Ruler's Court of Dubai and Vice Chairman of the Expo 2020 Dubai Higher Committee



**Her Excellency Reem Ebrahim Al Hashimy**  
UAE Minister of State for International Cooperation and Director General, Expo 2020 Dubai



**His Excellency Sheikh Sultan bin Tahnoon Al Nahyan**  
Member of Abu Dhabi Executive Council



**His Excellency Dr Sultan Ahmad Al Jaber**  
UAE Special Envoy for Climate Change, Minister of Industry and Advanced Technology, Group Managing Director & CEO of ADNOC, and Chairman of Masdar



**His Excellency Lieutenant General Abdullah Khalifa Al Marri**  
Commander-in-Chief of Dubai Police



**His Excellency Mattar Mohammed Al Tayer**  
Director General and Chairman of the Board of Executive Directors of the Roads and Transport Authority and Chairman of the Dubai 2040 Urban Master Plan Higher Committee



**His Excellency Helal Saeed Almarri**  
Director General of the Dubai Department of Economy and Tourism, member of the Executive Council of Dubai, member of the Board of Directors of the Investment Corporation of Dubai, and Director General of the Dubai World Trade Centre Authority



**His Excellency Eng Dawoud Al Hajri**  
Director General of Dubai Municipality



**His Excellency Khalifa Al Zaffin**  
Executive Chairman of Dubai Aviation City Corporation & Dubai South



**His Excellency Mohamed Alabbar**  
Founder & Managing Director of Emaar Properties PJSC

See Appendix for biographies of Higher Committee members.

## Expo 2020 Dubai Commissioner General



His Excellency Sheikh Nahayan Mabarak Al Nahayan, Minister of Tolerance and Coexistence, was appointed by the UAE Cabinet in November 2019 to the role of Expo 2020 Dubai Commissioner General, as the UAE's appointed official representative for all official matters related to the World Expo.

Supported by the Commissioner General's Office, the Commissioner General represented Expo 2020 Dubai at major milestone occasions, including many pavilion and portal openings, and oversaw the organisation and execution of all National and Honour Day ceremonies during the event.

The Commissioner General also led on building and enhancing bilateral ties with the heads of delegations from all participating nations, maintaining close contact with the country Commissioner Generals and connecting official delegations with local and international stakeholders.

In addition, the Commissioner General represented Expo 2020 Dubai in government, academia, private sector and non-profit organisation events, and participated in all meetings of the Expo 2020 Dubai Steering Committee as representative of the state.

See Appendix for HE Sheikh Nahayan's biography.

## City Readiness Committee

The City Readiness Committee was formed in March 2019 by His Highness Sheikh Ahmed bin Saeed Al Maktoum, Chairman of the Higher Committee for Expo 2020 Dubai, to oversee the coordination of dozens of local and federal entities and ensure that Dubai – as well as the wider UAE – was ready to welcome millions of visitors to the six-month event.

Chaired by His Excellency Mohammed Ibrahim Al Shaibani, Vice Chairman of the Expo 2020 Dubai Higher Committee and Director General of His Highness The Ruler's Court of Dubai, it included Expo 2020 Dubai's Director General, Her Excellency Reem Al Hashimy, and comprised leaders from Dubai Police, the Roads and Transport Authority (RTA), Dubai Tourism and Dubai Municipality.

The City Readiness Committee met regularly and incorporated representatives from key government agencies as it worked on a city-wide plan of action that included aviation, immigration, transport, logistics, emergency services, landscaping, marketing and tourism. This collaborative approach ensured preparations for the next World Expo proceeded smoothly and adapted quickly, that the city's plans integrated with the wider UAE, and that millions of visitors would enjoy a seamless, safe and exceptional experience.

See Appendix for full list of City Readiness Committee members.

## Other Subcommittees

- **Contracts and Tender Committee** to oversee significant awards and budget commitments
- **Finance and Budgeting Committee** to oversee the budget and financial aspects of delivery
- **Funding Committee** to oversee funding and cash flow requirements.
- **Engineering Committee** to oversee designs and execution of site delivery

## Steering Committee

Formed according to BIE conventions, the Expo 2020 Dubai Steering Committee was elected at the November 2019 International Participants Meeting in Dubai and comprised Commissioner Generals from 34 countries, reflecting the diversity of Expo 2020's participants from around the world, as well as senior members of Expo 2020 Dubai and the BIE. The committee was charged with representing the interests of all international participants, and held its first meeting in February 2020, just one month before the World Health Organization (WHO) declared COVID-19 a global pandemic. Indeed, one of its first tasks as a collective was, in April 2020, to agree to explore the possibility of a one-year delay to Expo 2020 Dubai to allow countries to navigate the health crisis. The committee held 13 meetings in the run-up to and during Expo 2020 Dubai, covering any matter related to the International Participants' participation and operation. It was chaired by Manuel Salchli, Commissioner General of Switzerland at Expo 2020 Dubai, with elected Commissioner Generals also coming from: Afghanistan; Algeria; Angola; Argentina; Bahamas; China; Colombia; Comoros; Czech Republic; East Timor; Egypt; Finland; France; Gabon; Grenada; Italy; Japan; Kazakhstan; Kuwait; Lebanon; Lesotho; Lithuania; Marshall Islands; Mauritania; Mozambique; Netherlands; New Zealand; Paraguay; Samoa; Senegal; Serbia; UAE; and UK.

## Funding

The total capital expenditure for Expo 2020 Dubai was AED 14.6 billion (USD 4 billion) and operating expenditure was AED 13.9 billion (USD 3.8 billion).

Adhering to the World Expo principle of running a not-for-profit but sustainable operation, organisers funded Expo 2020 Dubai through effective public-private partnerships.

Financial resources available for Expo 2020 Dubai were earmarked for the construction of the site and other facilities, related city infrastructure and operational expenditure during the event.

The UAE Government pledged its financial support and served as the final guarantor of Expo 2020 Dubai.

Capital expenditure encompassed all development of on-site infrastructure within the gated Expo Area, including utilities, pedestrian and logistics networks, pavilions, Public Realm facilities and amenities necessary for delivering the Expo 2020 Dubai's operational requirements. The majority of the capital expenditure related to Expo 2020 Dubai's signature pavilions, rented pavilions and infrastructure, which will be retained in legacy as part of Expo City Dubai.

Operating expenditure encompassed all costs of operating the site during the six months of the event including site maintenance, major events (Opening and Closing Ceremonies, National Days, etc), promotion and marketing, security, administration and insurance, as well as decommissioning costs.

Operational spending was partially covered by operating revenues, mainly from sponsorships as well as income from the rental of pavilions and ticket sales, as well as restaurants and retail.

<b>CAPITAL EXPENDITURE (MILLIONS)</b>	<b>AED</b>	<b>USD</b>
Temporary event-related structures	<b>1,171</b>	<b>319</b>
Thematic Districts	<b>4,642</b>	<b>1,264</b>
Parks	<b>717</b>	<b>195</b>
Infrastructure	<b>2,188</b>	<b>596</b>
Thematic Pavilions	<b>2,458</b>	<b>669</b>
Dubai Exhibition Centre	<b>1,650</b>	<b>449</b>
Project Management, Design and Supervision Costs	<b>1,783</b>	<b>485</b>
<b>TOTAL</b>	<b>14,609</b>	<b>3,977</b>

<b>OPERATING EXPENDITURE (MILLIONS)</b>	<b>AED</b>	<b>USD</b>
Exhibitions and Pavilions operations	<b>220</b>	<b>60</b>
Personnel Operations	<b>2,826</b>	<b>769</b>
Village and Accommodation Services	<b>234</b>	<b>64</b>
Innovation and Future Technology	<b>2,260</b>	<b>615</b>
Support Functions	<b>377</b>	<b>103</b>
Marketing and Communications	<b>2,004</b>	<b>546</b>
Commercial	<b>359</b>	<b>98</b>
Events and Entertainment	<b>1,866</b>	<b>508</b>
Site Operation	<b>2,646</b>	<b>720</b>
Others	<b>1,076</b>	<b>293</b>
<b>TOTAL</b>	<b>13,868</b>	<b>3,776</b>

<b>OPERATING REVENUES (MILLIONS)</b>	<b>AED</b>	<b>USD</b>
Sponsorships	<b>3,234</b>	<b>880</b>
Rent	<b>343</b>	<b>93</b>
Ticketing	<b>386</b>	<b>105</b>
Food and Beverage	<b>102</b>	<b>28</b>
Others	<b>35</b>	<b>10</b>
<b>TOTAL</b>	<b>4,100</b>	<b>1,116</b>

## Legal framework and governance

Expo 2020 Dubai had the unwavering support of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, who ensured all appropriate financial, operational and human resources would be made available to deliver an outstanding World Expo.

This guaranteed that Expo 2020 Dubai complied with BIE regulations and with the requirements of participants regarding infrastructure, services, governance, customs and immigration requirements.

## EXPO'S COMMITMENTS

pre-postponement



**173**  
Days



**22.9-25.4**  
million visits



A comprehensive legacy plan creating lasting benefits for the nation, region and globe



**30,000**  
Volunteers



**182**  
participating countries



One of the most sustainable events in World Expo history, including 85 per cent of waste diverted from landfill