



PLANNING AN EXCEPTIONAL EXPO

EXPO 2020 DUBAI 2016 ANNUAL REVIEW



Bureau
International
des Expositions

Between October 2020 and April 2021, Dubai will host the next World Expo. Bringing together more than 180 nations and an international audience of millions, it will be one of the greatest shows on Earth.

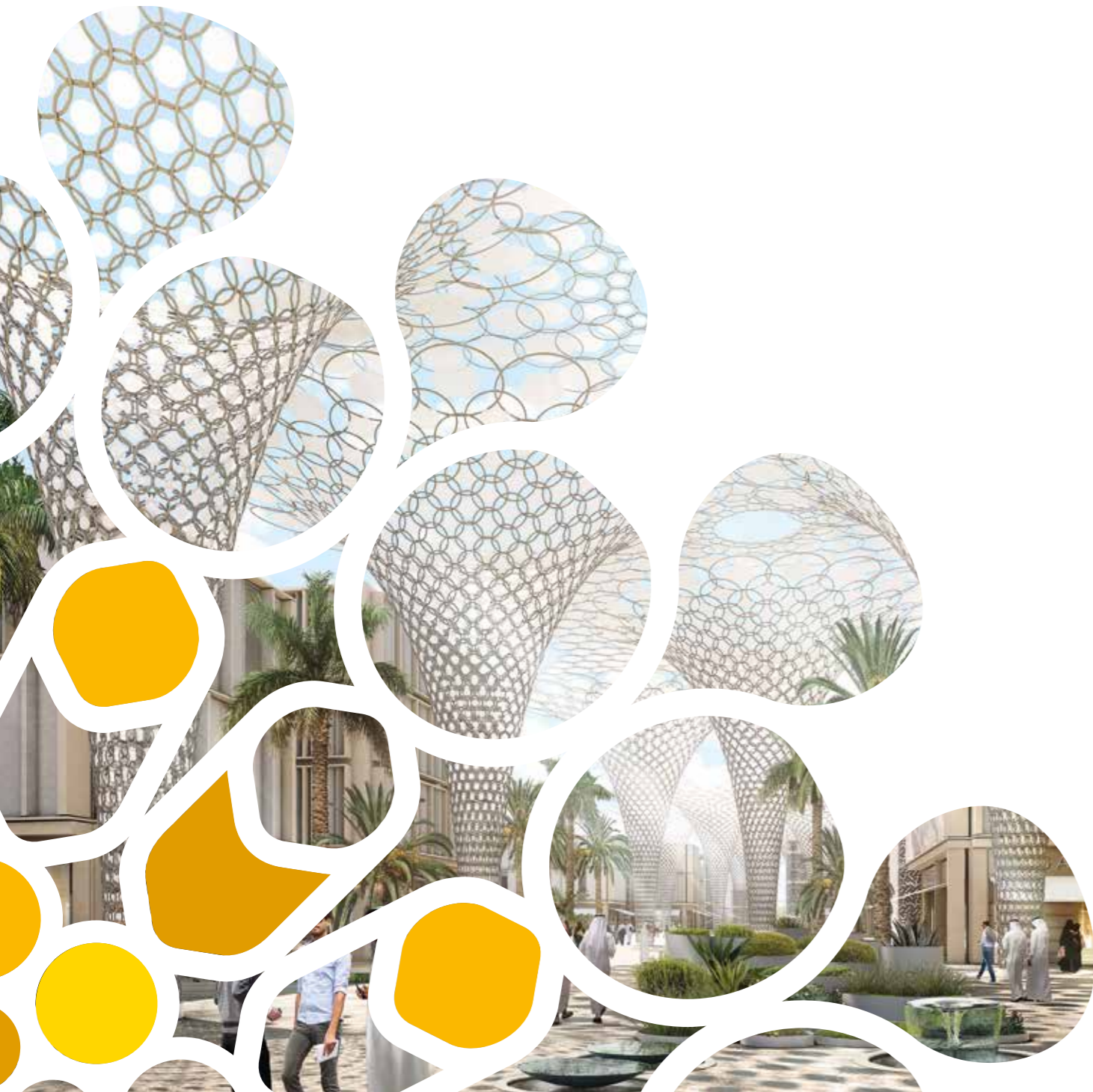
CONTENTS

<p>02 Chairman's Introduction <i>A Year of Progress</i></p>	<p>20 Events and Experiences <i>Creating Memorable Experiences</i></p> <ul style="list-style-type: none"> - Developing the Content - Planning the Operations 	<p>36 The Team <i>Building a World-Class Team</i></p> <ul style="list-style-type: none"> - Human Resources Initiatives - Apprenticeship Programme - Volunteers 	<p>47 Financial Highlights <i>Delivering Against Firm Budget and Financing Plans</i></p> <ul style="list-style-type: none"> - Economic Impact of Hosting Expo 2020 Dubai - Site Delivery and Operational Cost - Financial Performance - Auditors
<p>04 Q&A with the Director General <i>Realising our Vision</i></p>	<p>24 Participants and Visitors <i>Welcoming the World</i></p> <ul style="list-style-type: none"> - Country Participants - Corporate Participation - Youth Participation - Expo Live 	<p>38 Director General's Report <i>Implementing Robust Governance Systems</i></p> <ul style="list-style-type: none"> - Statutory and Legal Background - Presentation of the Accounts - Governance Framework - Internal Controls and Risk Management 	
<p>08 Year in Focus <i>Foundations Laid for a Global Celebration</i></p>	<p>34 Case Study: Our Theme in Action <i>Energy from the Stars</i></p>		
<p>12 Venue <i>Designing Expo 2020's Iconic Site</i></p> <ul style="list-style-type: none"> - Location and Design of the Site - Expo 2020 Dubai Masterplan - 2016 Progress - Health and Safety - Sustainability - Legacy 			



CHAIRMAN'S INTRODUCTION

A YEAR OF PROGRESS



His Highness Sheikh Ahmed Bin Saeed Al Maktoum, President of the Department of Civil Aviation, Chairman and Chief Executive of Emirates Airline and Group, and Chairman of the World Expo 2020 Preparatory Committee (the Higher Committee)

2016 saw considerable progress in the realisation of our vision for Expo 2020 Dubai, the first World Expo to be held in the UAE and the wider Middle East, Africa and South Asia (MEASA) region.

The theme for this year's Annual Review is 'Planning an Exceptional Expo', and in this document you will find further information on the progress made during the year and the significant milestones achieved.

The progress we made during 2016 was possible due to the considerable Government commitment and backing Expo 2020 Dubai has received. The UAE and Dubai Governments have shown their dedication to delivering an exceptional Expo and we are grateful for the financial and non-financial support they have provided and continue to give to the project.

Following the successful bid to host the Expo, the Government of Dubai formed the Higher Committee to facilitate a coordinated Government approach to the planning and delivery of Expo 2020 Dubai. Its members come from various Government organisations across the UAE, bringing a wealth of experience and expertise. I would like to thank the members of the Higher Committee for their ongoing leadership and dedication to the success of Expo 2020 Dubai.

We are also fortunate to have an experienced and knowledgeable international Board of Directors at the operational company level. This Board, led by our Director General, provided invaluable guidance and support to management during the year as we introduced further exciting projects and initiatives.

In 2016, we continued to work closely with the Bureau International des Expositions (BIE), the international body that oversees all World Expos. Their expertise will help guide our planning, implementation and delivery and we are pleased that they have found our programme exciting to date.

This past year has also seen the number of our valued partners increase, with the addition of Premier Partners including Emirates Airline, DP World Limited and Etisalat, which bring a commitment to the quality of delivery that we will showcase to the world. Our initiatives launched in 2016 to attract small and medium-sized enterprises (SMEs) were also successful and we will continue this focus in the lead up to the event. We believe SMEs are the lifeblood of any economy with their passion to grow, innovate and serve their customers. We are dedicating 20 percent of our procurement portfolio towards the sector.

It is also pleasing to report that by the end of 2016, over 80 countries had confirmed their participation in Expo 2020 Dubai; an unprecedented level of commitment this far in advance of the event. We look forward to this number increasing during 2017 and welcoming our International Participants to the second International Planning Meeting in October 2017.

Together, with all our stakeholders, we aim to deliver an exceptional Expo that will have a meaningful legacy. It is our vision that Expo 2020 Dubai will be a festival of imagination that will inspire innovation and provide a forum that cultivates sustainable solutions to global challenges.

During 2016, we took significant steps towards achieving these goals as we moved from the conceptual to the planning, design and delivery phases. To support this progress, our team grew considerably, developing into a formidable force during the year. I would like to take this opportunity to thank the team for their contributions during 2016 and their continued commitment to the success of the project in 2017 and beyond.

We have set challenging targets for 2017, during which we will transition from the design phase to a year of construction and the refinement of content and operation planning. We expect to see further high-profile companies join our gathering momentum and we will continue to work closely with all our stakeholders.

The strong foundations built in 2016, together with the management structures that we have put in place, give me every confidence that we are on track to deliver an exceptional Expo that will connect people around the world, delivering on our theme of 'Connecting Minds, Creating the Future'.

Q&A WITH THE DIRECTOR GENERAL OF THE BUREAU EXPO 2020 DUBAI

REALISING OUR VISION

This has been a year in which the Expo team has grown considerably, many projects have been completed, new ones initiated and the first stages of construction at the Expo 2020 Dubai site were started. What do you see as some of the most important achievements in 2016?

2016 was an important year for Expo 2020 Dubai. It was the year in which our vision began to be realised. We announced key partnerships with three Premier Partners, launched initiatives that support our vision for the event, and started developing the Expo site at Dubai South. Last but not least, we continued to build on our talented Expo team to help drive us forward on our journey towards our target of *'Connecting Minds, Creating the Future'*.

In terms of key highlights, we had the honour of welcoming His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, as he unveiled our new logo in front of a crowd of thousands of supporters at the Dubai Fountain, Downtown Dubai.

We announced our delivery plans at the Arab Media Forum in May, which gave us the opportunity to speak in detail about our sub-themes of Opportunity, Mobility and Sustainability, and explain how they underpin all our efforts. We also launched two major engagement initiatives for two key audiences, YouthConnect and BusinessConnect.

I believe engaging with our youth is a vital component of our planning as they will become our future leaders and innovators. It is important that the content of this Expo resonates with them and that they feel part of the journey to 2020. We will continue to visit as many schools and universities as possible to hear and, where practical, act on our students' ideas and aspirations for Expo 2020 Dubai.

Our BusinessConnect Programme was supported in 2016 by the pilot launch of Expo Live, an initiative offering financial and non-financial support to projects providing solutions to all kinds of challenges faced by communities around the world. We were greatly encouraged by the 575 applications received as part of the pilot and are excited to see how Expo Live will fund, accelerate and promote innovation over the coming years.

We have a long journey ahead of us to the opening of our Expo in October 2020, but I am pleased with our progress to date and look forward to what we will achieve in 2017.



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

Her Excellency Reem Al Hashimy reflects on a year of progress for Expo 2020 Dubai, addressing its ambitious targets and the roll-out of several projects that are particularly important to her.

How will Expo 2020 Dubai stand out from previous World Expos?

The inaugural World Expo took place in 1851 and Expos have had a significant positive impact on the world since then. We can all name buildings and inventions that they have introduced to us: The Eiffel Tower, the Seattle Space Needle, the telephone, the television – even commodities such as tomato ketchup. But Expos are not just about iconic buildings and innovations. They are gatherings, where visitors and participants can learn, innovate and have fun sharing ideas, celebrating cultures and working together on common goals. All of this, while experiencing the cultural richness of the host nation.

We believe the theme of Expo 2020 Dubai, *'Connecting Minds, Creating the Future'*, encapsulates what we aim to achieve as the first World Expo to be held not just in the UAE, but in the MEASA region. Our ambition is to create a transformative World Expo; to showcase global innovations to the region and beyond; to engage the global community and to drive advancements and innovative solutions in the fields of Opportunity, Mobility and Sustainability, leaving behind a strong social and economic legacy.

This is a chance for us to add to the rich history of World Expos and to contribute to the future in one of the most exciting eras that humanity has experienced. It is an excellent opportunity to show on a global scale what our region and nation is capable of achieving. The UAE can show itself at the very forefront of dialogue in matters that are at the centre of global attention, from preserving our planet for our sons, daughters and grandchildren, to connecting our brightest minds in the pursuit of universally beneficial innovations and creating jobs for youth.

We want Expo 2020 Dubai to be one of the most inclusive in the history of World Expos. We are inviting all nations to display their talents to the world and we expect around 70 percent of our visitors to come from outside the UAE; the highest proportion of overseas visitors an Expo has seen.



Four Years to Go Celebrations, Kite Beach, Dubai

Q&A WITH THE DIRECTOR GENERAL OF THE BUREAU EXPO 2020 DUBAI

REALISING OUR VISION continued

What can I expect as a visitor to Expo 2020 Dubai?

Our vision is for Expo 2020 Dubai to be authentic and unequivocally the product of this country and this region. We are not London, we are not New York, and we are not Hong Kong. They are all great cities, but so is Dubai and we are going to ensure that our Expo has its own unique, special flavour that reflects who we are, how we eat, dress, decorate our homes and treat our visitors.

But, of course, this is a festival to which the entire world is invited. We will have more than 200 participants, including over 180 countries, as well as global companies, educational institutions and NGOs who will each bring with them their contribution to the themes of the event interpreted through their unique cultural backgrounds.

This will be an Expo for everyone and there will be something for each one of our visitors, including concerts, seminars, summits, new product launches and once-in-a-lifetime meetings with people who have similar interests from opposite sides of the world.

Visitors will see amazing architecture, structures and content, including our Sustainability Pavilion that will display intelligent strategies for sustainable living and exemplify sustainability in its own design.

Overall, we want a visit to Expo 2020 Dubai, from our opening on 20 October 2020 to our closure on 10 April 2021, to be full of diverse, rich experiences that will educate, inspire and entertain.

What do you see as the challenges and opportunities for the project in 2017?

There are many challenges and opportunities ahead of us as we enter 2017.

We view Expo 2020 Dubai as a journey. It started four years ago when we were given the honour of staging the World Expo for 2020, it is continuing as we speak, and will carry on in legacy when the doors to Expo 2020 Dubai close. We intend to create value at each stage of that journey.

We have set ourselves ambitious deadlines to ensure we are ready ahead of our opening. We are working towards having shell and core construction of the site ready a year before we open in October 2020, so that we can spend much of the early part of that year focusing on operational preparedness. This will be a challenging target, but one that we are striving towards achieving.

This all means that 2017 will be a very important year on-site as we move ahead with our infrastructure and construction works.

We also have an exciting list of commercial partners that we will be announcing during 2017 and we want to continue our momentum with the appointment of SMEs to help us with a wide variety of projects. We have set ourselves a target of allocating 20 percent of our total direct and indirect spend for SMEs and we are on course to achieve that.

Possibly our biggest challenges for the year will be to maintain the pace of progress necessary to achieve our milestones and to continue to communicate locally and globally that this will be an Expo not to be missed.

“ Our core theme is ‘Connecting Minds, Creating the Future’ and that is already happening in many areas as we work with governments, companies and experts across a myriad of areas. ”



YEAR IN FOCUS

FOUNDATIONS LAID FOR A GLOBAL CELEBRATION

We believe that innovation and progress are the result of people and ideas combining in transformative ways. Over the course of six months from October 2020, the United Arab Emirates (UAE) will welcome hundreds of participants and millions of visitors from around the world to realise this vision and bring to life the theme for our Expo: *'Connecting Minds, Creating the Future'*.

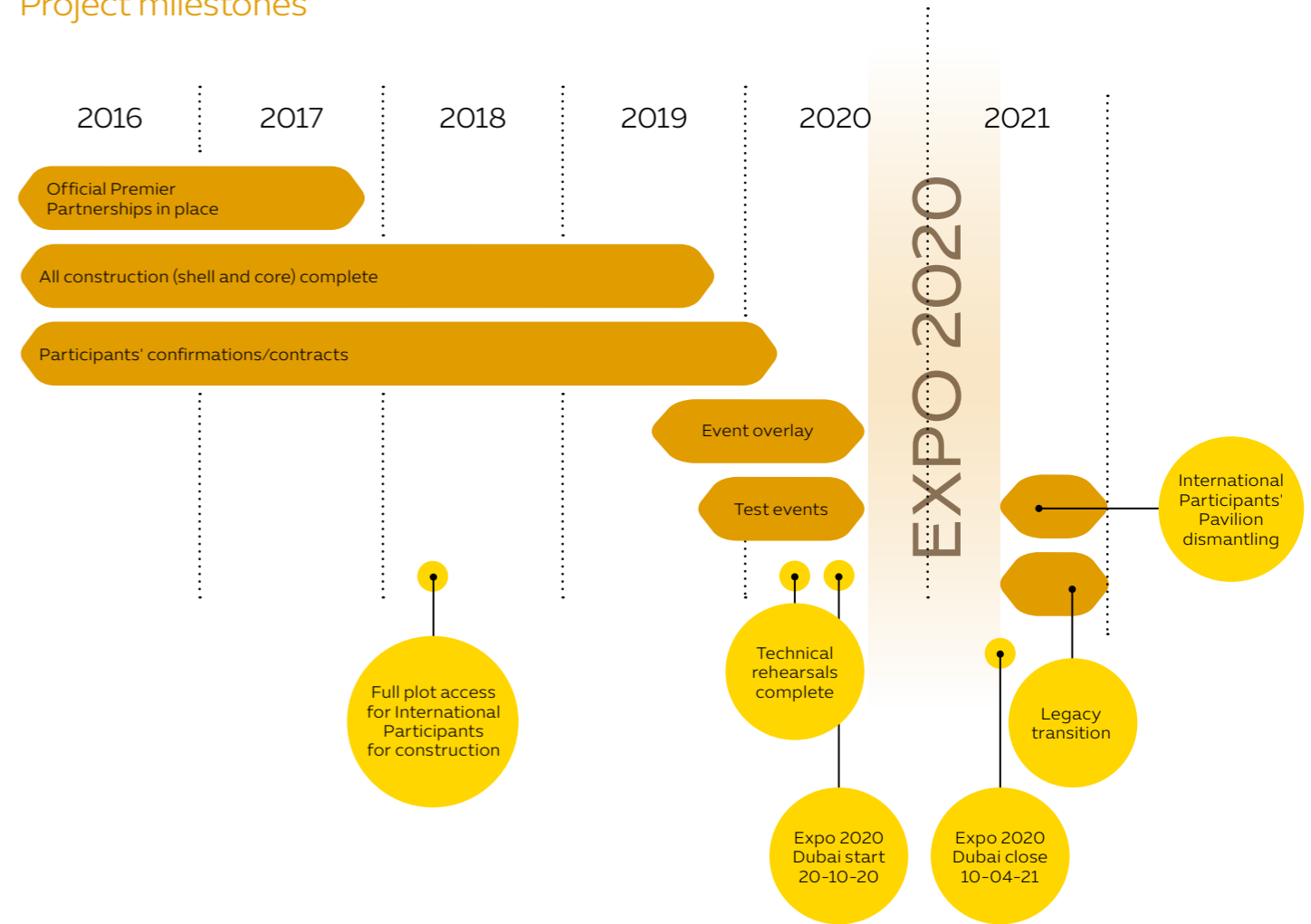
Our journey to October 2020 and the opening of the 34th World Expo is mapped out in our Expo 2020 Dubai Masterplan (the Masterplan) and delivery schedules. Through the design, structures and experiences offered, the Masterplan will play an essential role in the legacy that Expo 2020 Dubai leaves for future generations.

Our real estate and delivery schedule outlines a clear timeline divided into four phases: design, construction, event and legacy. During 2016, the design and construction phases were in progress, with infrastructure construction work beginning in the second half of the year. This involved early works to support the development of third party construction around the site, as well as the start of the excavation for the Thematic District basements. Further milestones and achievements from 2016 are set out on pages 10 and 11 of this Annual Review.

The construction phase will continue until the initial handover to the overlay and operations teams in 2019. The operations team will take full control of the site at the end of 2019 for event preparation and public participation and the event itself will run for six months between 20 October 2020 and 10 April 2021. Our progress in developing the events and experiences for an exceptional Expo is discussed in the Events & Experiences section of this Annual Review, starting on page 20.

At the heart of all Expo 2020 Dubai activities is the commitment to leaving an enduring and meaningful legacy after the event finishes in April 2021. More than 80 percent of the development on the site will be retained in the legacy phase, which will involve converting it into a vibrant multi-purpose destination with commercial, retail, residential and social attractions and exhibitions that capitalise on its prime location and existing infrastructure.

Project milestones



Expo 2020 Dubai site, Dubai South District

YEAR IN FOCUS

2016 MILESTONES

2016 was a year of accelerating progress as key delivery and support departments within the organisation passed important planning milestones, and engagement efforts gained momentum within the UAE and internationally.

80+

countries confirmed participation

4.7 million m³

of earth moved in preparation for main construction phase

90+

events and 25+ delegations and visits held

5,500+

businesses and 13,000+ UAE students met

230

tenders launched, 806 orders raised with a value of AED 1.045bn

12,000+

businesses from 121 countries registered on e-sourcing portal



Logo Launch at The Dubai Fountain, Downtown Dubai



Switzerland signing ceremony, Dubai



Cityscape Global Conference, Dubai



Four Years to Go Celebration, Kite Beach, Dubai

Q1

January

- Expo 2020 Dubai partnered with Wamda, the leading platform for entrepreneurs in the Middle East and North Africa, to launch a new Collaborative Entrepreneurship initiative, including the development of a toolkit and dedicated entrepreneurship website

February

- First meeting of the Expo 2020 Dubai Board of Directors, bringing together local and international knowledge and experience

March

- Expo 2020 Dubai logo launched
- Winners of the theme pavilion design competition announced

Q2

April

- BIE Technical visit to Expo 2020 Dubai site
- Switzerland confirmed as the first International Participant

May

- Emirates Airline signed as Premier Partner of Expo 2020 Dubai
- Expo 2020 Dubai International Planning Meeting held in Dubai with delegates representing 132 nations attending
- Entrepreneurship Summit held, bringing together 400 representatives from multinationals, corporations and start-ups

June

- Etisalat and DP World Limited signed as Premier Partners of Expo 2020 Dubai
- Pilot phase of Expo Live launched, receiving 575 applications from 76 countries
- Her Excellency Reem Al Hashimy, Director General, Bureau Expo 2020 Dubai, presented to the BIE General Assembly in Paris

Q3

July

- BusinessConnect session for SMEs held

August

- SME target announced with 20 percent of total direct and indirect spend (representing more than AED 5bn in contracts) to be allocated to SMEs

September

- Visits to Expo 2020 Dubai site by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Ruler of Dubai, and His Highness Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Culture, Youth and Social Development
- Apprenticeship Programme commenced with 27 apprentices welcomed
- Pavilion kick-off workshops with architect design firms, followed by onboarding of local stakeholders
- Keynote speech on Expo 2020 Dubai legacy planning delivered at the Cityscape Global Conference, Dubai

Q4

October

- Four Years to Go Celebration held in Dubai
- Expo 2020 Dubai Youth Programme launched with the vision of inspiring, empowering and giving youth a voice

November

- YouthConnect 2016 held with 1000+ students representing 45 nationalities attending
- His Royal Highness The Prince of Wales visited Expo 2020 Dubai
- BIE Secretary General, Vincent G. Loscertales, carried out a technical visit to Dubai to review progress
- Keynote speech delivered at the Arabian Business Start-up Awards at which our Collaborative Entrepreneurship initiative was awarded best start-up of the year

December

- Global Sustainability Network meeting held
- Thematic District Basement excavation works commenced
- Launched our Guide to Emirati Culture and Heritage, 'Uncovering the UAE's Cultural Fabric'

VENUE

DESIGNING EXPO 2020'S ICONIC SITE



Designed as a forum to welcome participants, innovators, educators, policymakers and entertainers from around the world, the Expo 2020 Dubai site will embody our theme, *'Connecting Minds, Creating the Future'*.

Location

Expo 2020 Dubai will be the first World Expo held in the MEASA region, and the first hosted by an Arab nation. With one-third of the world's population living within a four-hour flight time, the UAE is a hub that facilitates the exchange of ideas and cultures. As a global crossroads, Dubai is ideally placed to host a World Expo, providing a unique platform for the global community to address critical issues and explore creative solutions together.

The Expo 2020 Dubai location was chosen for optimal operational and logistical efficiency, as well as ease of access for visitors and participants. The Expo site covers 4.38km² and is located in the Dubai South District, halfway between Abu Dhabi and Dubai. It will be served by three international airports (with the new Al Maktoum International Airport only 6km away), a world-class road network and a new extension to the Dubai metro system.

Design of the Site

Expo 2020 Dubai will offer an exceptional experience to every visitor and participant.

We have designed a site that highlights innovation, provides an authentic representation of the UAE's culture and architecture and captures the imagination of the millions who visit.

The Expo 2020 Dubai Masterplan is based on a number of guiding principles. According to these principles, it should:

1. Manifest the theme and sub-themes
2. Build a lasting and viable legacy
3. Maximise visibility for all participants
4. Facilitate collaboration and flexibility among participants
5. Reflect local culture and heritage, authentically representing the UAE
6. Raise standards in visitor experience
7. Achieve excellence in logistics for participants' experience
8. Become a reference in sustainability for future World Expos
9. Design activity and accessibility for all audiences
10. Prioritise safety in delivery and operation of the Expo site
11. Catalyse and showcase innovation.

A key objective of the Masterplan is to facilitate a global dialogue during Expo 2020 Dubai, bringing to life the main theme, *'Connecting Minds, Creating the Future'*, and seamlessly integrating the three sub-themes of Opportunity, Mobility and Sustainability. The site was designed to embody these concepts and draws inspiration from local urban design, architecture and the natural environment.

At the core of the Masterplan are three distinct Thematic Districts, each focused on one of the sub-themes, which will converge at the central Al Wasl Plaza (Arabic for 'The Connection'), the figurative and literal heart of the Expo 2020 Dubai site.



VENUE

DESIGNING EXPO 2020'S ICONIC SITE continued

Expo 2020 Dubai Masterplan

A) Conference and Exhibition Campus

The Conference and Exhibition Campus will have over 35,000m² of floor area for the Expo 2020 Dubai event. The facility is being developed by Dubai World Trade Centre (DWTC) on behalf of Expo 2020 Dubai. In legacy, it will provide a major event and exhibition venue for Dubai that will be owned and operated by DWTC.

B) Sustainability Pavilion

The Sustainability Pavilion will be built on a 29,000m² plot with a floor area of 17,000m². The building is being designed by Grimshaw Architects and is being developed and delivered by Emaar on behalf of Expo 2020 Dubai. True to its sub-theme, the pavilion will target net zero energy by harvesting its energy from solar panels. Humidity harvesting systems will also be used to achieve ambitious water usage targets.

In legacy, the Sustainability Pavilion is intended to become a Science Exploratorium with an emphasis on inspiring and empowering youth to become standard-bearers for the better stewardship of our planet.

C) Mobility Pavilion

The Mobility Pavilion will be built on a 12,000m² plot. The building is being designed by Fosters + Partners and during the Expo event it will have approximately 15,000m² floor area, including 4,000m² of exhibition space. To complement the participants' own exhibits, the Mobility Pavilion will provide visitors with the opportunity to explore the Mobility sub-theme in depth.

This building is also being developed and delivered by Emaar on behalf of Expo 2020 Dubai and in legacy is intended to be transformed into high-end office space.

D) Thematic Districts

Branching out from the central connection space of Al Wasl Plaza are three petal-shaped Thematic Districts dedicated to our sub-themes of Opportunity, Mobility and Sustainability. Their shape reflects the overlapping segments of three interconnecting circles, symbolising the overlapping nature of our sub-themes.

The Thematic Districts, being designed by Hopkins & Partners, will have a total plot size of 145,000m² and extensive basement areas. The area will house over 120 pavilions including assisted, rented and service pavilions. The AED 2.2bn construction contract has been awarded to Al Futtaim Carillion.

E) Culture Plaza

The site will include a Culture Plaza, which will be a space dedicated to the local and Arab identity and culture. The plaza will showcase UAE and Arab values, traditions, religion, heritage and ecosystems and will be made up of three main elements:

- A Vision Pavilion showcasing the evolution of Dubai
- The Desert Heroes; an area dedicated to celebrating the wildlife of the UAE
- A House of Knowledge to highlight the impact that Islam has had on humanity.

F) UAE Pavilion

The UAE Pavilion will be built on a 15,000m² site facing Al Wasl Plaza at the centre of the Expo 2020 Dubai site. The Pavilion has a floor area of 8,500m² and is being developed by Masdar on behalf of the National Media Council.

Spanish architect Santiago Calatrava created the design for the UAE Pavilion, which will include special visitor lounges and exhibition areas to showcase the UAE to visitors of Expo Dubai 2020. The opportunities for its use in legacy are being assessed by the National Media Council.



Expo 2020 Dubai Masterplan



Mobility Pavilion



Shade Structure H



Sustainability Pavilion

G) Al Wasl Plaza

Al Wasl Plaza is at the heart of the Expo site in geographical location, orientation and the visitor experience. It will serve as a gateway to each Thematic District and will be the central open public space, functioning as the main point of orientation for visitors, as well as an events and entertainment hub, hosting large-scale events, performances and concerts. Al Wasl Plaza will also be the key public space for the National Day celebrations of the participating countries, as well as forming an integral part of the Opening and Closing Ceremonies.

Al Wasl Plaza is being designed by Adrian Smith + Gordon Gill Architects from Chicago, USA.

H) Shade Structure

The Expo 2020 Dubai site will also include a shade structure of approximately 6,000 metres in length, covering the primary walkways, an area of approximately 200,000m².

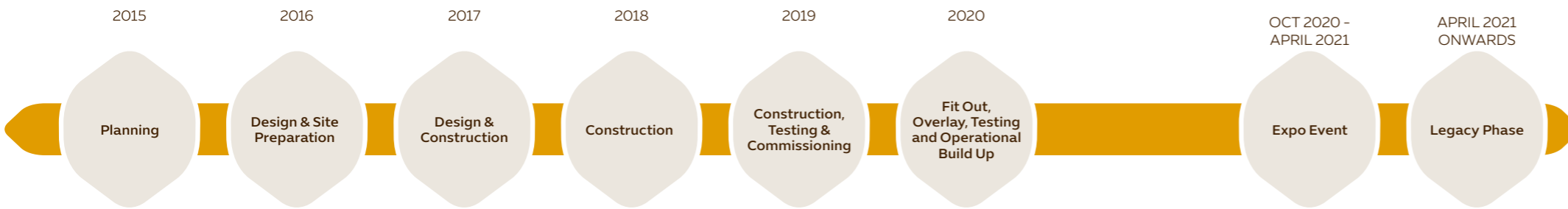
The shade structure is being designed by the German engineering, design, and sustainability firm, Werner Sobek.

I) Public Realm

Across the whole Expo 2020 Dubai site will be a Public Realm that is being designed by AECOM. The Public Realm will be comprised of several components, including hospitality facilities, seating and rest areas, parks, exhibitions, water features, performance areas and landscaping. The Public Realm will also include four welcome plazas, one of which will lead from the metro station that will be constructed adjacent to the main entrance to the site. The car park areas, which will provide approximately 30,000 car parking spaces, lead to the other three welcome plazas that are situated at the entrance to each of the Thematic Districts.

VENUE

DESIGNING EXPO 2020'S ICONIC SITE continued



2016 Progress

The focus of 2016 was on progressing the site design and enabling works in preparation for major construction works between 2017 and 2019.

During the year, adjustments and ongoing refinements were made to the Masterplan. Following an international design competition, the designs for the Thematic Pavilions and the UAE Pavilion were incorporated into the Masterplan. As a result of significant global interest, the layout of plots for the participating nations' self-built pavilions and corporate pavilions was revised to increase the number of plots available. The centrepiece of the Expo site, the Al Wasl Plaza, went through a detailed analysis and its size was refined to improve the scale of this important public space.

The design for the Thematic Districts evolved during 2016, and the Masterplan was adjusted to incorporate various participating countries alongside food and beverage spaces and public plazas. The design of two large parks progressed, incorporating entertainment areas, UAE landscaping, and a variety of fun and educational content. To enhance the arrival experience for visitors, the design of the parking areas and entry plazas was also revised.

Work on the Expo 2020 Dubai site is progressing well and enabling works to prepare the 4.38km² site for construction were completed by Al Naboodah Construction. This has involved moving more than 4.7 million m³ of earth ahead of the main construction phase – enough

to fill 1,800 Olympic sized swimming pools.

The first package of infrastructure work began in the second half of 2016 with early works to support the development of third party construction around the site, including systems for drainage, utilities and telecom cabling. The excavation of the basements for the Thematic Districts also started during the year and construction is due to start in the first half of 2017. Other logistics works during 2016 included the installation of temporary site access roads and time-lapse cameras across the site, and the construction of three DEWA substations for the primary electrical network.

Deep infrastructure works are expected to continue into 2017, by which time further construction work is scheduled to start on the site, including

most of the buildings in the Thematic Districts and the principal pavilions.

Approximately AED 2bn has been spent on site design, enabling and early infrastructure works with 47 construction contracts representing AED 11bn forecasted to be awarded in 2017.

Our key objectives for 2017 include:

1. To finalise changes to the Masterplan in H1 2017 to facilitate the completion of the Public Realm design and enable the event operations team to progress their planning
2. To finalise the construction logistics strategy in H1 2017
3. To procure on schedule AED 11bn worth of construction contracts during the year in order to complete shell and core construction by October 2019.

2017 will be an exciting and challenging year of construction as we move into the 'big build' phase for this project. Supported by the whole Expo 2020 Dubai team, the Real Estate & Development Team will continue to work to ensure that key deliverables are met, while maintaining our safety and sustainability commitments.

Health and Safety

It is the policy of Expo 2020 Dubai to prevent injury and illness and to eliminate and reduce risks to everyone involved in the project by implementing a culture where health and safety comes first. Our objective of 'Health and Safety First, Target Zero' focuses on putting health and safety at the forefront of all activities. It requires a workplace where everyone understands their obligations and actively participates in implementing health and safety standards by observing, engaging and improving. To achieve our Health and Safety Policy, the Expo 2020 Dubai leadership is committed to:

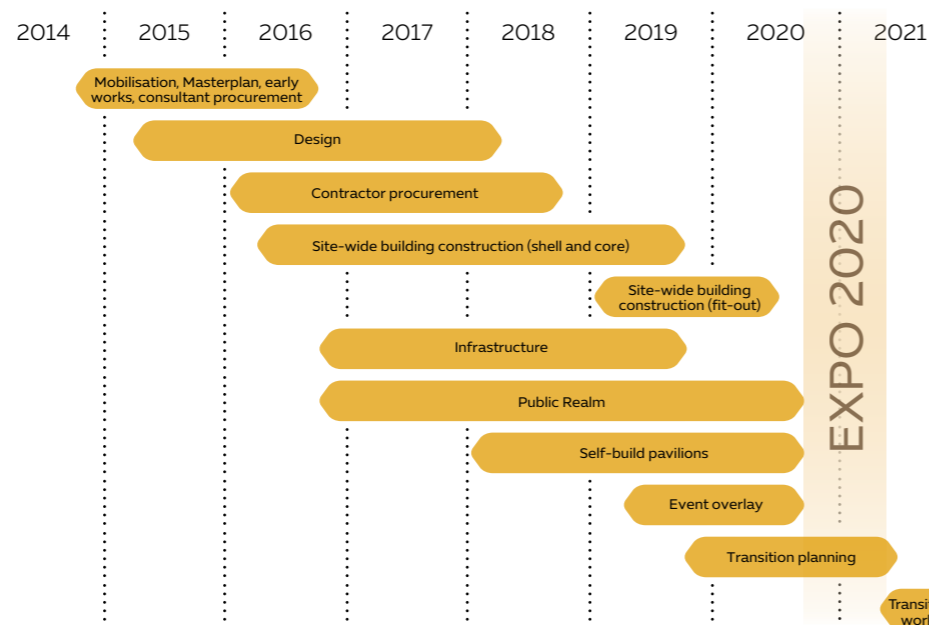
- Providing visible leadership and holding all personnel accountable and responsible for maintaining health and safety standards
- Complying with applicable local and national legislation and best practice, and the requirements of OHSAS 18001
- Ensuring adequate information, instructions and training are provided to all personnel involved in Expo 2020 Dubai
- Enabling and empowering personnel to make safe choices about their own and their co-workers' safety, and alerting management to any unsafe working conditions

- Ensuring that all activities are adequately assessed to identify potential hazards, and implementing adequate control measures to eliminate or reduce such hazards
- Providing comprehensive standards and guidelines to be adopted by consultants, contractors, participants and stakeholders
- Establishing training programmes, setting objectives and performance targets and encouraging continual performance improvement
- Recognising and rewarding safe behaviour with the goal of positive peer pressure replacing policing.

We are striving to achieve world-class performance on-site. This requires that we apply our processes and procedures diligently and that we engender a culture that brings safety-first behaviour to the forefront through our health and safety leadership team. We will continue to maintain close relationships with our consultants, contractors, participants and stakeholders to ensure that they share the same safety-first objectives and work with us to achieve our 'Target Zero' goal.

Sustainability

As one of the core sub-themes, sustainability is a design imperative for Expo 2020 Dubai. We are committed to setting new standards in sustainability for international mega-events in this region and hosting one of the most sustainable World Expos in history. Our initiatives will build on existing efforts in Dubai and the UAE to educate society about sustainable living, and the environmental challenges we all face.



2016 HEALTH AND SAFETY PERFORMANCE AND INITIATIVES

1 million+ Man-hours worked in 2016



Lost-time injuries



1 non-working supervisor per 24 people, 1 working supervisor per 8 people



Health and safety training provided that is tailored to specific requirements



Initiation of behavioural safety engagement schemes



Use of pictorial multi-lingual media to communicate H&S messages

VENUE

DESIGNING EXPO 2020'S ICONIC SITE continued

The Expo 2020 Dubai leadership is committed to:

- Providing visible leadership and holding all involved parties accountable for maintaining sustainability standards, in line with the commitments we have made to the BIE
- Complying with applicable local and national legislation and international best practices
- Complying with the requirements of ISO 20121:2012
- Ensuring all stakeholders engaged in Expo 2020 Dubai make adequate resources available to achieve the requirements of our Sustainability Policy
- Establishing sustainability objectives and performance targets and tracking performance against these targets over time
- Developing sustainability solutions that are scalable, extending benefits to the wider economy.

In 2017, we will continue to refine our sustainability strategy and initiatives to ensure we achieve our goal for Expo 2020 Dubai to be a world-class safe and sustainable event.

Legacy

Our legacy plans are wide-ranging and ambitious. Our vision is that Expo 2020 Dubai will continue to foster innovation and create meaningful partnerships that will live beyond 2020, not only for the UAE but also for the region as a whole.

The success of Expo 2020 Dubai will not only be measured by the number of International Participants or visitors, but also by the legacy the event leaves behind. The leadership of Expo 2020 Dubai is strongly committed to building a legacy that is sustainable, benefitting the UAE, the wider region and all involved with the event. To achieve this goal, legacy planning has been

underway since the earliest stages of preparations for Expo 2020 Dubai.

Our legacy vision aims to create a lasting impact in four ways – physical, economic, social and reputation.

The physical legacy will include the post-Expo site and its iconic structures, as well as the enhanced infrastructure and transport networks surrounding the site. Planning for the transition of the physical site into its legacy phase has been a key driver in the development of the Masterplan and its refinement during 2016. This has included maximising the buildings that will remain in legacy; planning utility and infrastructure development to minimise temporary works; and ensuring flexibility in the Legacy Masterplan to be able to respond to market demands and ensure commercially viable legacy development opportunities. A real estate demand analysis was performed in 2016, contributing to the finalisation of the strategy for the post-Expo site ecosystem. This envisions the site being transitioned into a combination of commercial, retail, residential and social attractions and exhibitions that will create a mixed-use destination, capitalising on the site's location and existing infrastructure.

The economic legacy of Expo 2020 Dubai will be in the form of new business generation, gross domestic product growth and job creation across the region and we will seek to maximise these benefits throughout the different phases of the event. The development of the site, infrastructure and services for the event is already supporting the UAE's ongoing economic diversification. There is a comprehensive strategy to ensure that the post-Expo site continues to drive economic development by supporting the growth of strategic industries and innovation.

Beyond the physical and economic benefits of hosting Expo 2020 Dubai, we are excited about the social legacy that will result from the sharing of knowledge and innovation, enhancing awareness in the sub-themes and promoting national pride. We have launched a number of initiatives that will contribute to the social legacy of the event, including our Youth and Apprenticeship Programmes, the Collaborative Entrepreneurship initiative with Wamda and Expo Live, the USD 100m innovation and partnership programme that aims to fund, accelerate and scale creative solutions that have a social impact. Further details about these initiatives are included in the Participants & Visitors chapter of this Annual Review, starting on page 24.

Finally, Expo 2020 Dubai will be a celebration of inclusivity, diversity and cultural understanding between nations – elements that form the core of Expo 2020 Dubai's reputational legacy. It is our ambition that Expo 2020 Dubai will be the most globally representative and diverse World Expo ever staged, with every country being afforded the opportunity to tell its story to millions of visitors. Bringing the world together in collaboration to tackle universal challenges and celebrate human ingenuity will enhance the UAE's reputation for inclusivity, collaboration, diversity and innovation.



EVENTS AND EXPERIENCES

CREATING MEMORABLE EXPERIENCES

“ Our Expo themes are both significant and broad. They cover many fields of human endeavour and point the way to areas of concern and celebration: concern for the planet, for jobs, for education and for the future; celebration of humanity’s brightest achievements and of our ability to connect and work together to make things better for all. ”

Her Excellency Reem Al Hashimy,
Director General, Bureau Expo 2020 Dubai

Connecting Minds, Creating the Future

OPPORTUNITY

Unlocking the potential within individuals and communities to shape the future.

MOBILITY

Creating smarter and more productive movement of goods, people and ideas.

SUSTAINABILITY

Respecting and living in balance with the world we inhabit.



New industries
Employment
Education
Financial capital
Governance



Logistics
Personal mobility
Transportation
Travel and exploration
Digital connectivity



Resources
Climate change
Green growth
Natural ecosystems and biodiversity
Sustainable cities and built habitat

Developing the Content

Throughout history, World Expos have had the power to reshape the future. They are not only about showcasing industrial progress, but have also become discussion platforms to find solutions to global challenges, such as urbanism (Expo Shanghai 2010) or nutrition (Expo Milan 2015). With our central theme ‘Connecting Minds, Creating the Future’, Expo 2020 Dubai will celebrate the power of collaboration and partnership in an interdependent world, where the challenges we face have become too complex to solve in isolation. Our theme is about forging essential, smart partnerships across three key priorities – Opportunity, Mobility and Sustainability – to inspire and shape the future for a better world.

During 2016, we have continued our efforts to ensure that our theme and sub-themes will be brought to life through all aspects of the event. By working closely with the Real Estate & Development Team during their planning and design phase, our theme has inspired the design of the site and its structures. The site is intended to be a physical manifestation of the theme; a symbol of collaboration and connections with a central Al Wasl meeting space that branches out into three petal-shaped Thematic Districts dedicated to Opportunity, Mobility and Sustainability. Further information on the thematic areas and pavilions is included in the Venue section of this Review on pages 14 and 15.

The theme will be embedded in the visitor journey through the exhibitions, events and experiences and has been a key driver in the development of our content blueprint during 2016. This blueprint has been developed to set out what visitors will experience, see and feel during the event and how it will impact them. In 2016, it was refined in preparation for detailed design work to commence in 2017.

Our theme ‘Connecting Minds, Creating the Future’ is inspired by the history, culture and aspirations of the United Arab Emirates (UAE). As a country founded in 1971 by a partnership of sovereign territories, the UAE has subsequently established itself as a successful, innovative and peaceful nation through global partnerships. As the first Expo to be held in the MEASA region and coinciding with the 50th anniversary of the founding of the UAE, Expo 2020 Dubai will provide a unique opportunity for us to showcase the UAE’s values and culture to the world. This will be achieved through our theme and manifested across the site, from the content in the pavilions to the design of the public spaces and our events programme. It is therefore key to the success of the event and its legacy that we create an authentic cultural experience and we have been engaging with over 40 cultural entities across the UAE during 2016 to identify potential collaborations and encourage the

collective delivery of Expo 2020 Dubai. During the year, we engaged with the community at a number of cultural events including Art Dubai, Dubai Design Week and the SIKKA event that provides a platform for local and regional artists. We also produced a culture booklet, titled ‘Uncovering the UAE’s Cultural Fabric’, which includes a series of interviews with key cultural influencers in the UAE. By linking Expo 2020 Dubai’s ambitions and local culture, the booklet encourages readers to consider the event through a cultural lens and will be an important source of information for participants.

Our objective between now and the event is to foster collaborations and to be a cultural enabler to ensure that the Expo 2020 Dubai site and visitor experience are infused with Emirati and Arab authenticity. Central to the theme is also the role of International Participants, with whom we will work over the coming years and encourage to bring the sights, sounds, dreams and achievements of their respective countries to the event. Our vision is that at Expo 2020 Dubai, cultures, achievements, ideas and innovations from all over the world will converge to connect and inspire people to create a better future together.



Global Sustainability Network, Dubai



Sustainability Pavilion

EVENTS AND EXPERIENCES

CREATING MEMORABLE EXPERIENCES continued

2016 was an important year of content development for our Site Events, which will be held on-site during the six months of the event from 20 October 2020 to 10 April 2021. Our content planning is guided by our strategy that our events should bring to life the Expo 2020 Dubai site and theme to deliver an unforgettable visitor experience. By planning an exceptional events and entertainment programme for the six months of the event, we aim to engage, entertain and have visitors return for repeat visits. These aspirations will be realised through:

- One global activation event – Expo 2020 Dubai
- Two spectacular ceremonies – Opening and Closing Ceremonies
- 25 multi-purpose event venues across Expo’s 4.38km² site
- Over 7,500 in-venue programming slots.

Work on developing the Site Events strategy will continue through 2017 to build on the various Expo Events categories and sub-categories including:

- Theme
- Entertainment
- Ceremony
- Celebration
- Parade
- Business
- Youth, Sport/E-Sport.

The visitor experience in the lead up to and during Expo 2020 Dubai will also be influenced by the quality and breadth of experiences that our Events Team have been working to deliver. Between now and 2020 we will organise and host a wide range of Journey Events that will contribute to our engagement with stakeholders, including the business community, the public, media and youth.

In 2016, more than 70 Journey Events took place, from conferences to press engagements, VIP events, workshops and exhibitions. They ranged from large-scale public events such as the launch of Expo 2020 Dubai’s new logo at the Dubai Fountain, to our flagship youth event, YouthConnect, which took place at Meydan, and the first International Planning Meeting held in Dubai. Other milestones included more than a dozen BusinessConnect events, which have led to engagement with thousands of businesses, the Collaborative Entrepreneurship Summit, and participation at major local exhibitions such as Abu Dhabi Sustainability Week, Think Science Fair, Cityscape Global and the Arab Media Forum. Further details regarding events during the year are contained in the Year in Focus and Participants & Visitors sections of this Review on pages 10 and 24 respectively.

Our ambitious objective is to set a new standard for creativity and seamless delivery of events. This will contribute to the delivery of an exceptional World Expo and a meaningful legacy for both participants and visitors.

Planning the Operations

From an operational perspective, the Expo 2020 Dubai site will be functioning 24 hours a day, seven days a week during the six months of the event. We plan to welcome millions of visitors during this time to a site covering 4.38km² with a daily capacity of 300,000 visitors. In order to deliver the event, our team will need to operate across multiple functional areas, delivering a wide range of services from catering to cleaning, waste management, transport, traffic and parking. With a logistical scope of such proportions, it is key to the success of the event and the optimisation of the visitor experience that seamless operations are planned, tested and implemented across all aspects of the event. We have been working closely with internal and external stakeholders during 2016 to develop the strategies and plans required to achieve this goal. This has included the development of our Concept of Operations, the baseline document which maps out our timeline from now until 2021.

By developing the Concept of Operations and mapping out our service offerings at this early stage in the project, in 2016 we were able to:

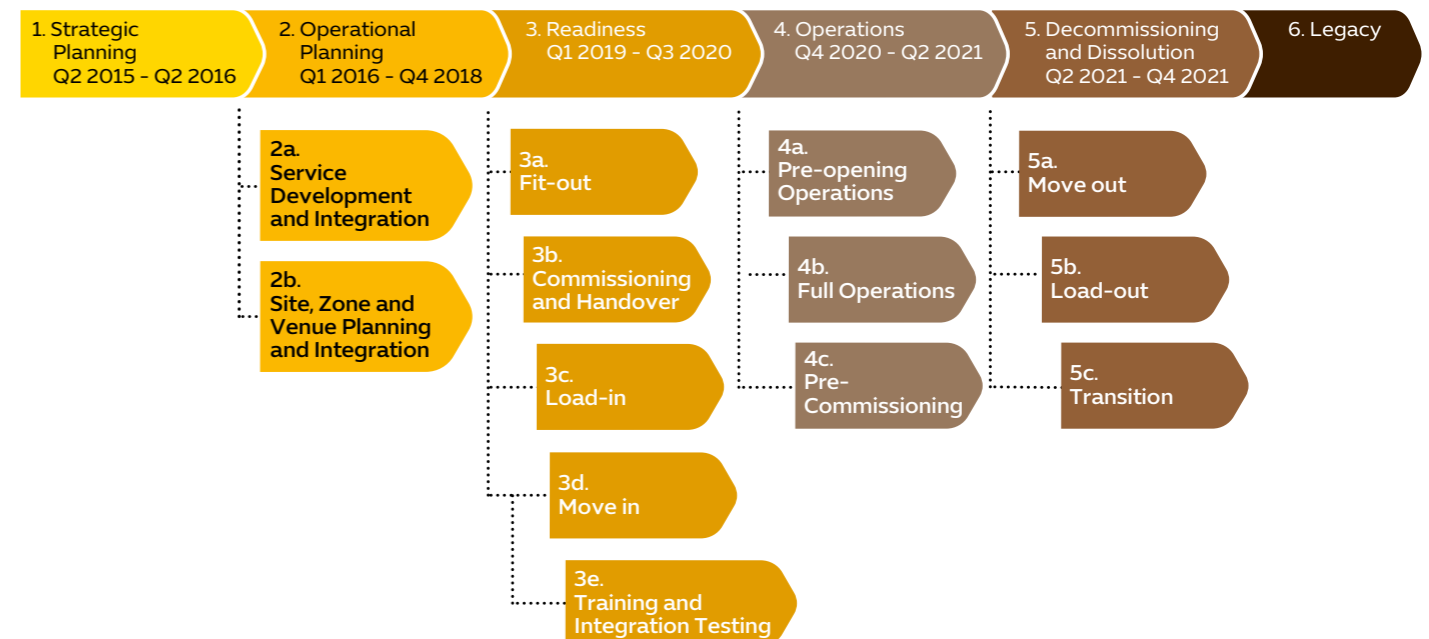
- Outline key operational inter-dependencies that sit between internal and external stakeholders and begin to develop those relationships
- Understand the different procurement packages that need to be sourced from the market, and engage with the business community to discuss potential opportunities, including a three-day BusinessConnect session held in Dubai
- Drive operational requirements through the Masterplan
- Support integration between the phases of the project, e.g. from construction through to operations and legacy
- Engage with Government partners to refine plans and map the coordination of efforts for the event.

During 2016, we also began developing our site operating, logistics and transport models. Developing an effective logistics model is key to ensuring goods arrive on time and to the right place on-site, critical to both the visitor and the participant experience. In conjunction with the Roads and Transport Authority, our transport model has been developed to include the expected transport solutions that will be required and their integration with the site exit and entry points.

We will continue to refine and develop these models between now and 2020 in partnership with the relevant stakeholders. During 2017, we will be focusing on stakeholder integration that will see us engage extensively with our Government partners and the private sector, as well as developing models to understand better the demand and supply volumes for the event. We will engage widely, particularly with our

International Participants, to develop the necessary security, resilience and response strategies to meet the needs of our participants and visitors. During 2016, we worked closely with Government security authorities and other external stakeholders, including the Dubai Police Force, State Security, Civil Defence, Airport Security, Fire Brigade and Transport Security to integrate the site security strategy with external agencies and we will continue to develop these working relationships during 2017.

Concept of Operations Timeline



2016 International Planning Meeting, Dubai



YouthConnect 2016, Meydan, Dubai



PARTICIPANTS AND VISITORS

WELCOMING THE WORLD

From now until 2021, we are inviting people from diverse backgrounds and perspectives – national governments and businesses, academic and non-government organisations, young people and the general public – to be part of a shared vision for Expo 2020 Dubai.



“
Connecting Minds, Creating the Future is far more than a theme; it is a mandate, a promise that the UAE has made to the world. In this world of shared destinies, our theme is a promise for partnerships that will foster cross-national and cross-disciplinary cooperation and innovation.
”

Her Excellency Reem Al Hashimy,
Director General, Bureau Expo 2020 Dubai

Our Local and International Participants will be key partners in creating an authentic and engaging visitor experience. Participating countries will have the opportunity to showcase their contributions to global innovation relevant to our theme in their national pavilions. For companies, the event will provide a unique forum to demonstrate progress, share knowledge, forge relationships and engage with an international audience. International organisations, non-government organisations and foundations will have a platform to connect with countries and communities around the world, share their thinking and advocate for change. Universities, innovators and young people brought together through programmes held before and during the event will be encouraged to drive progress and develop innovative solutions that will contribute to the legacy of the event. It is our ambition that Expo 2020 Dubai will be a globally representative and diverse event; attracting and engaging with participants and future visitors between now and 2020 will therefore be one of our core focus areas.

Country Participants

As a national project, Expo 2020 Dubai is an exercise in the UAE's international cooperation and the UAE is looking forward to strengthening its bilateral relations with countries through hosting the event. The sub-themes of Opportunity, Mobility and Sustainability provide a unique

platform to do so, in a way that merges innovation and national priorities for governments and the private sector. Over 180 countries are expected to participate in Expo 2020 Dubai, in addition to multilateral organisations, corporate entities, non-governmental organisations and universities.

Following the formal invitation extended by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, UAE Vice President, Prime Minister and Ruler of Dubai, to the International Participants of Expo 2020 Dubai, we held the first International Planning Meeting (IPM) in May 2016. The event attracted representatives from 132 countries, who were briefed on plans and developments for the event and given the opportunity to interact with members of the Expo 2020 Dubai team. The second IPM will be held in October 2017 and is expected to provide the opportunity for deeper discussion with countries that have already confirmed their participation, as well as with those in the process of doing so.

Since April 2016, we have met with all diplomatic representations in the UAE and made a significant number of overseas visits, some at ministerial level. We believe this level of engagement is important to ensure that the key messages of Expo 2020 Dubai are communicated and to maximise the opportunities for countries to participate in the preparation and delivery of the event. As a result of our 2016 engagement efforts, over 80 countries had confirmed their participation by the end of the year, including both self-built and assisted pavilions.

In 2016, we also released the self-built, participant and theme guidelines, which will assist all countries in preparing to participate in the event. Dedicated country managers have now been appointed to facilitate effective and efficient communication between our team and International Participants. This initiative was also supported by the launch of our electronic participants' portal to share information, documentation and provide updates on progress.



2016 International Planning Meeting, Dubai

PARTICIPANTS AND VISITORS

WELCOMING THE WORLD continued

Corporate Participation

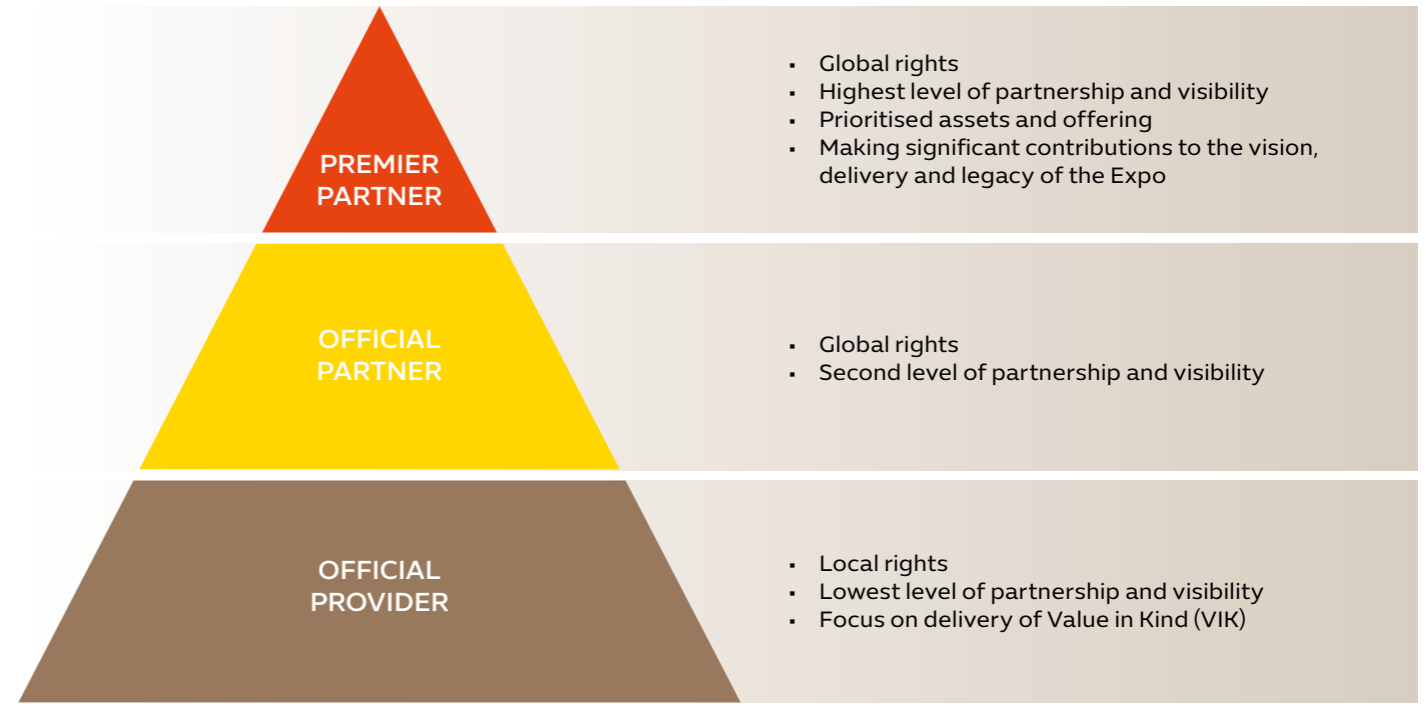
Over the course of six months from October 2020, Expo 2020 Dubai expects to bring together millions of visitors from hundreds of countries. The event will therefore offer corporate participants a powerful platform for global exposure and engagement. We will also need to work with organisations of all shapes and sizes, across a range of industries and from all over the world, to deliver an event of such proportions. During 2016, we made significant progress towards securing the commercial elements required to host an event of such scale. This includes signing corporate partners, developing Expo 2020 Dubai's brand strategy and engaging with potential participants.

In 2016, we announced three Premier Partnerships: Emirates Airline, Etisalat and DP World Limited. Overall, the total partnerships signed in 2016

amounted to 39 percent of our total revenue goals for partnership. Our target is to have a maximum of 12 Premier Partners that will have access to exclusive rights and benefits with Expo 2020 Dubai, including the ability to use our logo, licensing and merchandising rights and opportunities to be involved in our communication and promotional activities. In 2017, we will continue our engagement efforts and we intend to sign up to 15 additional Premier and Official Partners over the course of the year.

Significant progress was made during 2016 with the planning and strategy development in other commercial areas including ticketing, food and beverage, hospitality, licensing and retail. The ticketing model continued to be refined during the year to reflect updated visitation projections, benchmarking of new attractions

opening in the UAE and integration with marketing and communications strategies. We will begin developing ticketing initiatives in 2017. The food and beverage strategy for the site was prepared and work on the hospitality strategy was started during the year. We also launched the official merchandising and product-licensing programme in 2016, that includes general gifts and souvenirs, corporate gifts and holograms. We intend to commission approximately 5,000 official and licensed products and merchandise for Expo 2020 Dubai.



Our 2016 Premier Partners



EMIRATES AIRLINE

In May 2016, Expo 2020 Dubai announced Emirates Airline as its Official Airline Partner. As Expo 2020's first Premier Partner, Emirates Airline will play a key role in bringing visitors to the event. Emirates' strong global brand and marketing efforts, and its extensive route network to over 150 destinations, means that it is uniquely positioned to support Expo 2020 Dubai in attracting millions of visitors, 70 percent of whom are expected to travel internationally to visit the Expo.



ETISALAT

In June 2016, Expo 2020 Dubai announced its Premier Partnership with Etisalat – the UAE's leading international telecoms and technology service provider. Thanks to this world-class partnership, it is our ambition that the Expo 2020 Dubai site will be one of the fastest, smartest and best-connected places in the world during the global mega-event. Etisalat will be involved in creating the infrastructure for the Expo site, enabling Expo 2020 Dubai to provide visitors and participants with a cutting-edge, immersive digital experience. Etisalat will also provide on-site Wi-Fi capabilities during the event.



DP WORLD LIMITED

In June 2016, Expo 2020 Dubai named DP World, one of the world's biggest port operators, as its Premier Global Trade Partner. This partnership means that countries participating in Expo 2020 Dubai will be able to use ports in their home countries and Jebel Ali Port for their transport requirements as they prepare to take part in the event. The agreement will also offer opportunities for DP World to enhance its international profile and build partnerships with the event's participants.

“ Throughout the history of World Expos, the leaders and pioneers of the corporate world have been integral to both the delivery of the event and many of the landmark moments and innovations. ”

Her Excellency Reem Al Hashimy,
Director General, Bureau Expo 2020 Dubai

PARTICIPANTS AND VISITORS

WELCOMING THE WORLD continued

Our commitment to creating an Expo for everyone extends to our commercial participants and, in 2016, we continued to actively engage with SMEs to ensure that all types of suppliers are contributing to Expo 2020 Dubai and benefitting from the opportunities it offers at every phase of the project. During the year, we rolled out our SME Engagement Policy aimed at enhancing SME integration into the supply chain by offering improved commercial terms and conditions. Modifications included 60 days' validity of proposal, up to 50 percent advanced payment for goods, 30 calendar day's payment from receipt of an invoice and removal of tender bond requirements. Our commitment to SMEs was also demonstrated by our announcement that 20 percent of the total direct and indirect spend for Expo 2020 Dubai, representing more than AED 5bn in contracts, will be allocated to local and international SMEs. We have planned significant engagement activities with local and international business communities for 2017 in order to meet this challenging target.

In 2016, we took part in more than 27 summits and conferences, 21 business delegations, and we engaged with more than 5,500 businesses, including SMEs. Our BusinessConnect initiative, launched in September 2015, continues to be an important engagement

tool. The BusinessConnect series has adopted a new model for connecting with businesses by creating a platform to facilitate dialogue, exchange ideas and share relevant expertise. In 2016, each BusinessConnect session focused on a specific aspect of Expo 2020 Dubai and the format involved an open dialogue with local, regional and international businesses. By December 2016, we had held 18 sessions of BusinessConnect, covering a range of themes including collaborative entrepreneurship, information and communications technology, edutainment, SMEs, architecture and design, operations and construction delivery. These sessions were attended by businesses from a wide spectrum of industries, with more than 1,300 local and international businesses represented.

Our procurement efforts are also well underway. By the end of 2016, more than 12,000 companies from 121 countries had registered on our e-sourcing portal – an online procurement system that links all Expo 2020 Dubai-related procurement opportunities and enables the quick and transparent communication of tenders to the global business community. During 2016, the number of SMEs registered on the portal grew from 928 to nearly 8,000 by the end of the year, with registrations from 98 different countries.

By the end of 2016, we awarded more than AED 2.4bn of work across 1,235 orders. Of these, 529 (the equivalent of 43 percent) were awarded to SMEs. Major awards in 2016 included the key design consultancies for the major built assets, enabling works packages, two infrastructure awards and the tender launch of the first major construction package – the Thematic Districts. 2017 will see increased procurement opportunities with over 145 major tenders to be published via the portal equating to AED 11.4bn. To achieve this procurement target, Expo 2020 will be increasing its engagement activities, both regionally and globally, with opportunity webinars and procurement-related engagement programmes throughout the year.



2016 SME BusinessConnect Session, Dubai



2016 Edutainment BusinessConnect Session, Dubai



2016 SME BusinessConnect Session, Dubai

PARTICIPANTS AND VISITORS

WELCOMING THE WORLD continued



Youth Participation

We recognise the importance of engaging with and empowering young people to take a leading role in shaping Expo 2020 Dubai. Young people represent the future of our region; they are ambitious and have the potential to forge a better and brighter future. It is crucial that they are offered opportunities that enable them to become a driving force in addressing global challenges. We have therefore developed a number of initiatives to fulfil our commitment to youth engagement.

We launched our Apprenticeship Programme in April 2016, attracting over 2,700 applications, from which 27 young people with 14 different nationalities were selected. Further details on the success of this initiative are contained in The Team section of this Annual Review, commencing on page 36.

Our second annual YouthConnect session took place in Dubai in November 2016, attended by approximately 1,000 GCC youth, representing 45 different nationalities. YouthConnect is the cornerstone of Expo 2020 Dubai's youth engagement efforts. It reflects the belief that young people are the innovators and thought leaders of tomorrow, and will play a central role in creating a better future.

YouthConnect is not a typical youth forum or conference. It is a highly interactive event designed by young people to encourage their peers to come together to explore Expo 2020 Dubai themes, gain new skills, make connections and discover new areas of interest. The line-up for our 2016 session featured two keynote speakers, three inspirational discussions, six engaging discussion corners, as well as 14 interactive



YouthConnect 2016, Meydan, Dubai

Farah Al Sayegh (@Fara7AISayegh):
#YouthConnect was incredible! One of the most amazing days of this year! A big thank you to the #EXPOTeam!

skill-building workshops with leading local and international organisations. The event also included the launch of the Expo 2020 Dubai Youth Labs, a unique opportunity for young people to share their ideas and contribute to Expo 2020 Dubai. The Youth Lab sessions tackled different Expo topics, including the event's official mascot and the design of the Thematic Pavilions. The insights and ideas generated during the sessions were summarised and shared with participants afterwards, and will be considered in our planning going forward.

Dr. Majid Al Qassimi (@Expo2020Dubai#):
YouthConnect... been busy chatting and listening to some switched-on kids.

During 2016, we also continued our school and university roadshow and engaged with 21 universities and 24 schools within the UAE. We have also connected with 11 overseas universities, an important step in promoting Expo 2020 Dubai's themes and messages internationally and encouraging the involvement of youth from around the world. We have reached more than 13,000 students to date and will continue our efforts to mobilise students and faculty members to be active participants in the run-up to and during the event.



YouthConnect 2016, Meydan, Dubai

PARTICIPANTS AND VISITORS

WELCOMING THE WORLD continued



Expo Live
From October 2020 to April 2021, Expo 2020 Dubai will bring together hundreds of countries, innovators, international organisations, companies, entrepreneurs, NGOs, universities and millions of people to celebrate human ingenuity. The first event of its kind in the region, Expo 2020 Dubai will provide a unique global platform for presenting novel and innovative solutions. However, our commitment to fostering progress is not limited to the six months of the event, and in 2016, we launched our innovation and partnership programme, Expo Live.

We launched Expo Live to fund, accelerate and promote creative solutions that improve lives while preserving our planet. With a EUR 100m investment, Expo Live will harness the convening power of a World Expo to demonstrate how innovations emanating from all types of people and places can make a meaningful contribution to driving progress. Leading up to October 2020, the programme will involve a combination of grants, challenges and knowledge-sharing events focused on our sub-themes of Opportunity, Mobility and Sustainability.

Expo Live's flagship Impact Grant Programme was piloted in 2016, with 575 applications received from 71 countries. This programme will award injection funds of up to USD 100,000 to support the growth of social enterprises, start-ups and grassroots projects from around the world with solutions that generate social value in line with our sub-themes. The funding levels will depend on the stage of maturity and scalability of the innovation as well as its intended duration and extent of social impact. Beyond funding grants, successful applicants will also have access to networking and partnership opportunities, marketing and communication exposure and the potential to have their solutions showcased during Expo 2020 Dubai. In 2017, submissions will be open twice a year, in January and June, and further information is included on our website expo2020dubai.ae/expolive.

Following the success of the pilot project, we intend to roll out additional programmes in 2017 and beyond under our Expo Live umbrella, including:

- Innovation Challenge Programme, designed to inspire, enable and incentivise the co-creation of meaningful solutions to challenges we propose to the general public
- Innovation Youth Programme, intended to intrigue, engage and empower youth to participate and contribute to challenges we identify for UAE and regional primary and secondary students
- Innovation Exposure Programme that will provide financial support to promote and showcase social innovations from around the world that have already achieved meaningful impact on a large scale.



Expo Live launches in 2016

CASE STUDY: OUR THEME IN ACTION

ENERGY FROM THE STARS

Our theme 'Connecting Minds, Creating the Future' is focused on three key priorities – Opportunity, Mobility and Sustainability. During 2016, our Special Projects Team brought our theme to life by researching and collaborating on projects aimed at finding sustainable and affordable energy solutions.

Energy has been fundamental to the growth and prosperity of society and it sits at the heart of these priority areas. The current balance between supply and demand is no longer sustainable and there is an urgent need to balance growing demand with changing supply options.

The results of the work undertaken by our Special Projects Team are now recorded in a major new study and report – *The Energy Compendium* – and its companion, a Technical and Commercial feasibility study.

The core solution we focused on during the year was Space Solar Power (SSP), which involves collecting and converting energy from sunlight in space and transmitting it to receivers on the earth's surface. This exciting area of research has the potential to provide clean, constant and affordable energy to growing urban populations as well as transforming the living standards of rural populations that lack direct access to reliable electricity. We were inspired by the potential of SSP as well as improved feasibility due to advancements in enabling technologies and falling costs of materials.

Putting our theme into action, space and energy experts from across the world attended a workshop in Dubai to contribute to our search for a viable solution. Our research, combined with the outcomes of the workshop, has led us to understand that while SSP may be a feasible source of new energy, technological innovations are still required to transform this idea into a reality.

Many of the outputs from this research formed the foundation of our outreach initiatives during the year, including YouthConnect Lab workshops and school presentations. During these sessions, participants actively collaborated and contributed to energy experiments, even creating an entirely new system capable of transmitting power wirelessly over five metres. The active engagement showed that there is a real hunger to understand more about energy, and to use Expo 2020 Dubai as a catalyst for the exchange of ideas and the development of new solutions.

In 2017, we intend to progress many of the Expo 2020 Dubai initiatives that address challenges in energy. We are looking at further research initiatives that can demystify this area and find creative ways to share these insights.

A number of our original workshop participants, both commercial and academic institutions, are interested in investing and collaborating in research and technical developments to find new solutions for this common goal.

Ultimately we are led by the vision of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and the Ruler of Dubai:

“
Expo 2020 Dubai is about more than just Dubai and the UAE; we want to give something back to the world.
”

We hope that through connecting minds, our special projects will contribute to the future and leave a tangible, global legacy from Expo 2020 Dubai.



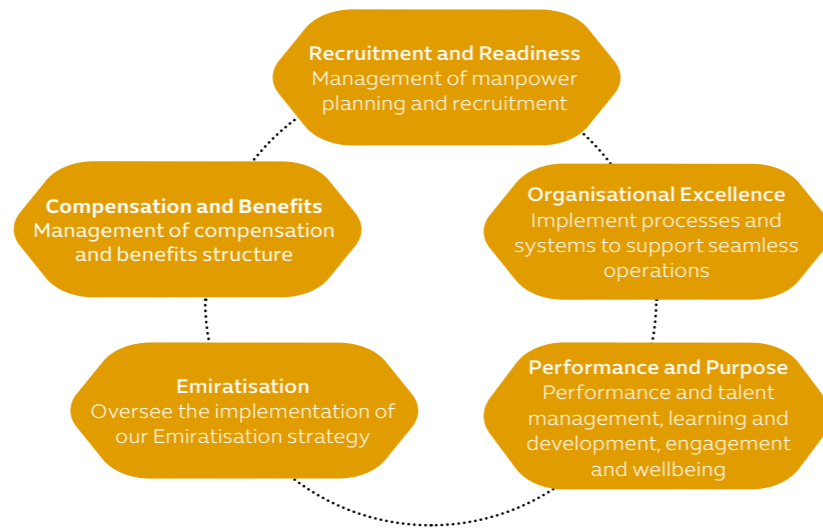
THE TEAM

BUILDING A WORLD-CLASS TEAM

Human Resources Initiatives

The team we are building is key to the success of Expo 2020 Dubai. We have sought the best and brightest individuals to join a professional, innovative, creative and motivated team to deliver on our objective of building and hosting a truly exceptional World Expo. We anticipate that our team will continue to grow over the coming years as progress intensifies and we welcome further employees, apprentices and volunteers to join us in the lead up to 2020.

Our Human Resources Team has the following priorities:



Expo 2020 Dubai Team, National Day Celebration, UAE

Our focus during 2016 was on implementing the operational structure and recruitment processes necessary to ensure that we have the appropriate resources as the pace of the project steadily increases. Our team grew to 192 employees by the end of 2016, more than twice our headcount in 2015.

We launched the Expo 2020 Dubai Career Portal in February 2016 (<http://careers.expo2020.ae>). This portal now serves as the primary platform for applicants interested in Expo 2020 Dubai opportunities, as well as future engagement with Expo volunteer programmes, apprenticeships and other job placement prospects.

Other initiatives during the year included the initiation of our employee readiness and engagement programmes and the development of our employee value proposition, which will contribute to the attraction, retention and communication with employee candidates. As part of our employee wellness programme, 'Yalla Expo', we conducted the first on-site health assessment for all employees during the year. Yalla Expo extends beyond the typical workplace wellness programmes by empowering and supporting our team to make lasting changes in six key areas of wellbeing: physical, nutritional, emotional, social, environmental and

intellectual wellbeing. Some of the more traditional initiatives during 2016 included fitness and nutrition programmes, team sports and participation in public sporting and fitness events. We also held unique events including our Expo Games that involved cross-departmental teams competing against one another in physical and mental challenges; and a three-month mindfulness programme, Thriving Minds, that covered topics ranging from self-awareness and emotional intelligence to productivity and time-management. We want to raise the standards of traditional corporate wellness programmes in this region by rolling out unique and innovative initiatives and we will continue this effort in 2017.

Yalla Expo's focus over the next four years will be about laying solid foundations of knowledge and positive habits for our team to ensure they are physically, mentally and emotionally ready to deliver an exceptional Expo.

Apprenticeship Programme

Young people have enormous potential to make positive contributions to society and to an event of the size and significance of Expo 2020 Dubai. However, they do not always have access to the right opportunities. Our Apprenticeship Programme, launched in April 2016, seeks to address this challenge and is an example of our Opportunity sub-theme being brought to life.

Our Apprenticeship Programme is a nine-month career development and training programme that incorporates work placements within various departments at Expo 2020 Dubai for UAE graduates aged 28 years and below. In addition to work placements, apprentices also engage in skill-building activities, applied business challenges, panel discussions, ongoing mentorship, networking opportunities and an individual capstone project.

The launch of the programme attracted over 2,700 applications, from which more than 150 were invited to participate in a series of innovative assessments. Following the assessment process, we welcomed 27 apprentices from 14 different

nationalities to join us in August 2016. Our goal is to provide them with the practical skills and experiences that will enable them to step confidently into long-term employment at Expo 2020 Dubai or elsewhere following their apprenticeship.

The feedback received from supervisors, the apprentices and the wider team has been overwhelmingly positive. We continue to benefit from their positive contributions while providing them with the opportunities to develop their skills and enjoy new experiences.

In 2017, the structure and content of the Apprenticeship Programme will be integrated into Jebel Ali Free Zone Authority's existing 'Tumoohi' Trainee Programme, highlighting our ongoing commitment to working closely with the public and private sectors to empower our nation's youth.

Volunteers

Volunteers will play an important role in the lead up and delivery of Expo 2020 Dubai. We anticipate recruiting more than 30,000 volunteers from a wide range of age groups, nationalities, cultures and backgrounds to provide assistance with operations, communications and visitors during the event. The volunteers will also be invaluable in providing guidance and support to participants, staff, media, VIPs and foreign delegations.

Our vision for the Volunteer Programme is that it will:

1. Provide an improved visitor experience
2. Provide an enhanced participant journey
3. Empower the community to give back to the UAE
4. Inspire youth participation and build skills
5. Promote UAE culture, values and beliefs to the world.

Before commencing our recruitment initiatives, we will focus on our volunteer strategy and engagement in 2017, to ensure that as our volunteers start to join us their skills will be best utilised and they will find the programme rewarding and enjoyable.



Expo 2020 Dubai Games 2016

DIRECTOR GENERAL'S REPORT

IMPLEMENTING ROBUST GOVERNANCE SYSTEMS

Statutory and Legal Background

Pursuant to the Convention Relating to International Exhibitions signed in Paris on 22 November 1928 (the Convention) and the regulations made for its implementation, the United Arab Emirates (the UAE), being the host of Expo 2020 Dubai (the Event), is required to implement a series of legislative and financial measures to facilitate the organisation of the Event. To comply with its obligations under the Convention, the Government of the UAE is developing the legal, financial and organisational measures necessary for the successful organisation and hosting of the Event.

To this end, the Government of Dubai established the World Expo 2020 Preparatory Committee (the Higher Committee) for the hosting of Expo 2020 Dubai by Decree 49 of 2013. The Higher Committee was formed to oversee the overall planning and delivery of the Expo 2020 Dubai requirements and activities.

Decree 30 of 2014, issued on 25 June 2014, set up the Bureau Expo 2020 Dubai (the Bureau) and Decree 31 of 2014 appointed Her Excellency Reem Al Hashimy, Minister of State for International Cooperation, as the Director General of the Bureau.

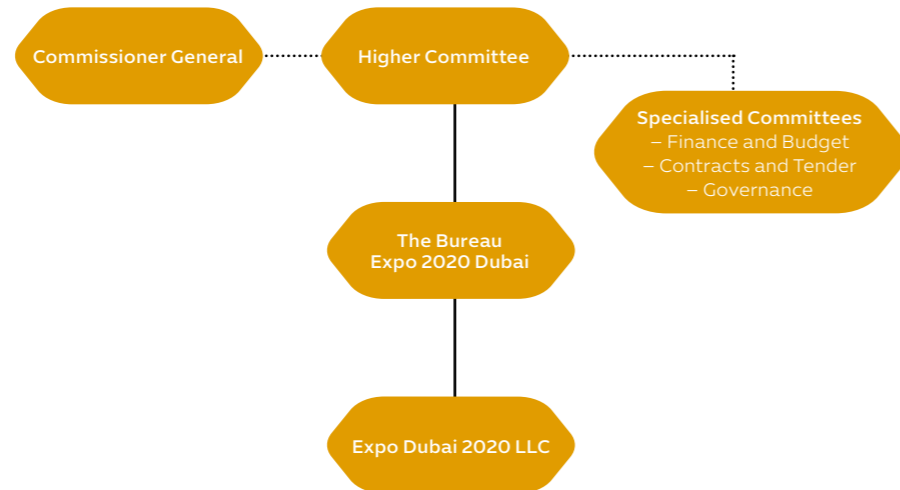
On 12 December 2015, the Bureau incorporated Expo Dubai 2020 LLC (the Company) in the Department of Economic Development. The Company has now set up a Board of Directors to support the Director General with the operational development and oversight of the Expo, reporting through the Bureau to the Higher Committee.

Presentation of the Accounts

The consolidated financial statements of the Bureau Expo 2020 Dubai and its subsidiaries for the year ending 31 December 2016 were prepared in accordance with International Financial Reporting Standards and approved by the Higher Committee on 20 March 2017.

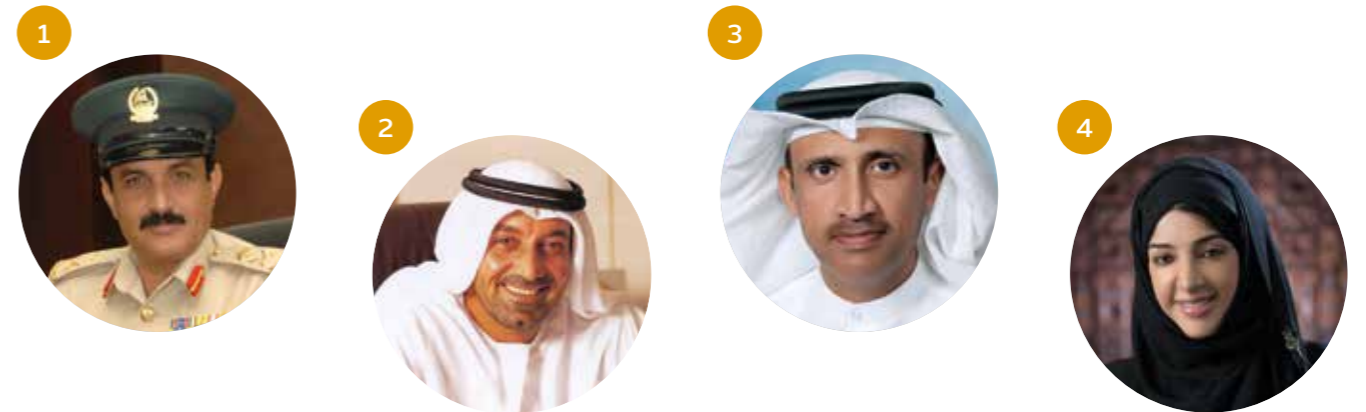
Governance Framework

An organisational structure and governance framework has been put in place to meet the international obligations accepted by the UAE in hosting Expo 2020 Dubai and to facilitate the efficient, transparent and successful delivery of the event.



April 2016 Higher Committee Meeting, Dubai

The Higher Committee's members come from various Government organisations across the UAE, bringing a wealth of experience and expertise. In 2016, the members of the Committee were:



1. His Excellency Khamis Mutar Khamis Al Muzainah
Member of the Higher Committee

We were honoured to have His Excellency Khamis Mutar Khamis Al Muzainah, Expert Major General Commander-in-Chief of Dubai Police, serve on the Higher Committee during 2016. His Excellency's sudden and unexpected death in November 2016 was a significant loss to Expo 2020 Dubai and the entire nation. His Excellency was a highly valued member of the Higher Committee and brought with him a wealth of experience, knowledge, strong principles and a sense of humour. Our condolences are extended to His Excellency's family and all of those who knew him and learnt from him valuable life lessons. We always say Inna-lilahi wa inna elayhi raje'ooun – "We belong to God and to Him we return."

2. His Highness Sheikh Ahmed Bin Saeed Al Maktoum
Chairman of the Higher Committee

Recognised as Dubai's foremost authority on aviation, His Highness Sheikh Ahmed Bin Saeed Al Maktoum has been at the forefront of the Emirate's remarkable economic development. His Highness serves as the President of Dubai Civil Aviation

Authority, the Chairman of Dubai Airports, the Chairman and Chief Executive of Emirates Airline and Group, and the Second Vice Chairman of Dubai's Executive Council.

His Highness was a key figure in the bid for hosting Expo 2020 Dubai as the Chairman of the Higher Committee, and continues to hold this position in the planning and preparation for the event.

His Highness has a Bachelor's Degree from the University of Denver, USA and was presented with an honorary Doctorate of Science from City University London Cass Business School.

3. His Excellency Mohammed Ibrahim Al Shaibani
Vice Chairman of the Higher Committee

His Excellency Mohammed Ibrahim Al Shaibani is the Director General of H.H. The Dubai Ruler's Court, a prime government body of the Emirate. His Excellency is also the CEO and Executive Director of the Investment Corporation of Dubai, the principal investment arm of the Government of Dubai, and Chairman of Dubai Islamic Bank. His Excellency played a pivotal role in Dubai's debt restructuring in 2009.

His Excellency graduated in 1988 with a Bachelor's Degree in Computer Science from the United States.

4. Her Excellency Reem Ebrahim Al Hashimy
Board Representative on the Higher Committee

In February 2008, Her Excellency Reem Al Hashimy was sworn in as Minister of State in the cabinet of the United Arab Emirates. In February 2016 she was appointed as UAE Minister of State for International Cooperation. Since her ministerial appointment, Her Excellency has managed the International Affairs Office of the UAE Prime Minister, His Highness Sheikh Mohammed Bin Rashid Al Maktoum. Additionally, she holds responsibility within the Ministry of Foreign Affairs for the UAE's bilateral relations with India, Pakistan, Sub-Saharan African countries and the Small Island Developing States (SIDS).

Her Excellency is also Director General and board representative on the higher committee of Expo 2020 Dubai, overseeing preparations for the mega-event.

Her Excellency is chairperson of the Federal Competitiveness and Statistics Authority. Its mission is to strengthen

DIRECTOR GENERAL'S REPORT

IMPLEMENTING ROBUST GOVERNANCE SYSTEMS continued



and enhance UAE's national data and competitiveness capacities. She served as chairperson of Dubai Cares, a philanthropic organization that aims to improve access to primary education in developing countries.

Prior to her position as Minister of State, Her Excellency served as commercial attaché, and subsequently as deputy chief of the UAE Embassy to the United States of America, in Washington, D.C. Her Excellency holds a bachelor's degree in international relations and French from Tufts University, and a master's degree from Harvard University.

5. His Excellency Sheikh Sultan Bin Tahnoon Al Nahyan
Member of the Higher Committee

His Excellency Sheikh Sultan Bin Tahnoon Al Nahyan was appointed in 2014, as the Chairman of the Department of Transport, alongside other ongoing responsibilities such as being the Chairman of Abu Dhabi National Exhibition Company (ADNEC), Chairman of the Al Ain Wildlife Park and Resort, and the Managing Director of the Emirates Foundation for Youth Development.

His Excellency holds a Bachelor's Degree in Architectural Engineering from the UAE University and an MA in International Affairs from The Fletcher School at Tufts University.

6. His Excellency Dr Sultan Ahmed Al Jaber
Member of the Higher Committee

His Excellency Dr Sultan Ahmed Al Jaber is Minister of State in the UAE, the CEO of Abu Dhabi National Oil Company (ADNOC) and Chairman of Masdar, the National Media Council, Sky News Arabia and Abu Dhabi Ports.

His Excellency holds an MBA and a BSc in Chemical Engineering with petroleum emphasis from the US and earned his PhD in Business and Economics in the UK.

7. His Excellency Mohamed Alabbar
Member of the Higher Committee

A global entrepreneur with active interests in real estate, retail, luxury hospitality, banking, mining and commodities, His Excellency Mohamed Alabbar is the Chairman of Emaar Properties and Dubai Festivals & Retail Establishment. His Excellency is also the Board Member of Eagle Hills, a private investment and real estate development company, and Founding Partner of Capital City Partners Limited, a private real estate investment fund.

His Excellency graduated in Finance and Business Administration from Seattle University, where he also holds an Honorary Doctorate and serves on the Board of Trustees.

8. His Excellency Mattar Mohammed Al Tayer
Member of the Higher Committee

His Excellency Mattar Mohammed Al Tayer is the Chairman of the Board and Executive Director of the Roads and Transport Authority (RTA). His Excellency has been the driving force behind the remarkable achievements of the RTA, which have transformed it into a world-class transportation organisation. His Excellency is also a member of Dubai's Executive Council.

His Excellency is a professional civil engineer, specialising in the field of infrastructure. His Excellency has led the RTA since its establishment in 2005 and, as its Chairman, has been responsible for fulfilling Dubai's transportation needs including roads, buses, metro, marine, Intelligent Transportation Systems and transportation policies and legislation.

9. His Excellency Hussain Nasser Lootah
Member of the Higher Committee

His Excellency Hussain Nasser Lootah is a member of the Executive Council of the Dubai Government and the Director General of Dubai Municipality, a position he has held since 2009. His Excellency has been instrumental in winning some 30 local, regional and international awards for Dubai Municipality.

His Excellency holds a Civil Engineering degree from the United States and played a distinctive role in setting up the UAE Engineers Society and was its Chairman from 1992 to 1996.

10. His Excellency Helal Saeed Almarri
Member of the Higher Committee

His Excellency Helal Saeed Almarri is the Director General of Dubai's Department of Tourism and Commerce Marketing, the principal authority responsible for strengthening Dubai's position as a world-leading tourism destination and commercial hub. His Excellency also heads the region's largest business and consumer event, exhibition and conference hosting and organising group: the Dubai World Trade Centre.

His Excellency holds an MBA from the London Business School, and is a Chartered Accountant from the Institute of Chartered Accountants in England and Wales.

11. His Excellency Khalifa Al Zaffin
Member of the Higher Committee

His Excellency Khalifa Al Zaffin is the Executive Chairman of the Dubai Aviation City Corporation (DACC) and the Executive Chairman of Dubai Aviation Engineering Projects.

Specifically responsible for setting the strategic vision for Dubai World Central along with other major stakeholders, His Excellency is a leading figure and expert in the aviation industry. His Excellency is at the forefront of Dubai World Central, a 145km² multi-phased urban development key to the strategic growth of many sectors in Dubai. The aerotropolis is home to both the Expo 2020 Dubai site and the Al Maktoum International Airport, which, once completed, will have the capacity to handle up to 12 million tonnes of cargo and 200 million passengers annually.

His Excellency is a graduate of Arizona State University and holds a Bachelor of Science degree in Chemical Engineering.

DIRECTOR GENERAL'S REPORT

IMPLEMENTING ROBUST GOVERNANCE SYSTEMS continued

Higher Committee

For the purpose of centralising the strategic decisions, the Higher Committee was established under the supervision of H.H. Sheikh Ahmed Bin Saeed Al Maktoum, Second Vice Chairman of the Dubai Executive Council. The Higher Committee was formed to facilitate a coordinated Government approach to the planning and delivery of the event and met three times during 2016.

The Higher Committee's functions and powers include:

- To set up the strategic plan for the organisation of the Committee's work to reach its objectives
- To prepare for the execution of Expo 2020 Dubai
- To evaluate the infrastructure ability to host Expo 2020 Dubai, such as tourism and health departments and the road transportation network
- To determine Dubai's requirements for facilities, financial, equipment, artistic, media, economic and touristic resources to host Expo 2020 Dubai
- To coordinate with all the public and private authorities inside and outside the Emirate of Dubai and in all aspects related to Expo 2020 Dubai
- To choose the place for the execution of Expo 2020 Dubai
- To determine programmes, events and exhibitions related to Expo 2020 Dubai
- To supervise the marketing and advertising for the Emirate of Dubai locally, regionally and internationally to ensure Expo 2020 Dubai's success
- To continue to attract local, regional and international companies and entities to sponsor Dubai to host Expo 2020 Dubai
- To supervise the advertisement of Expo 2020 Dubai and support it with the aid of companies and entities specialised in this field
- Any other functions and powers as the Committee sees fit to reach its mission.

The Higher Committee established the following Specialised Committees to ensure efficiency and transparency through the Committees' direct supervision on all the funding, procurement and contracting processes:

- Finance and Budget Committee, responsible for ensuring the financial support of Expo 2020 Dubai and supervising the budgeting and use of allocated funds
- Contracts and Tender Committee, responsible for the supervision of the procurement and tendering processes in relation to the work conducted for Expo 2020 Dubai
- Governance Committee, responsible for ensuring that Expo 2020 governance is being protected and respected by departments.

Commissioner General

Pursuant to Article 12 of the Convention, the UAE Government will appoint a Commissioner General who will be authorised to represent the Government for all purposes in connection with the Convention. The Commissioner General shall be authorised to represent the United Arab Emirates in connection with the Event and to strengthen cooperation with the Bureau International des Expositions, other countries and international organisations aiming to participate in the Event.

The Bureau

The Bureau Expo 2020 Dubai is a Governmental entity acquiring its legal and financial jurisdiction and powers directly from the Government of Dubai. The Bureau acts as the executive arm of the Higher Committee, holding the following functions and powers:

- Supervising the preparation for the delivery of Expo 2020 Dubai
- Liaising with relevant government entities to ensure the availability of the right infrastructure for holding Expo 2020 Dubai, such as tourist facilities, sanitary facilities and the road transportation networks

- Coordinating with the relevant entities to ensure that Dubai will fulfil and meet all requirements from facilities, equipment, financial, artistic, media, security, economic and tourism resources to host the Event
- Coordinating with public and private entities, locally and internationally, on all matters related to Expo 2020 Dubai
- Advertising and marketing the Event locally, regionally and internationally to ensure the Event's success
- Attracting local, regional and international companies and entities to sponsor Dubai for the hosting of Expo 2020 Dubai
- Performing any other functions and powers assigned by the Higher Committee to the Bureau.

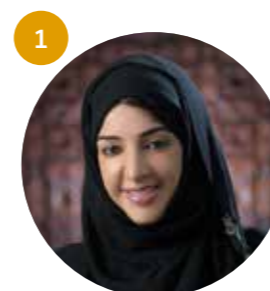
Her Excellency Reem Al Hashimy is the Director General of the Bureau and a member of the Higher Committee and therefore acts as the primary conduit for reporting on the progress of the Bureau and its subsidiaries at the Higher Committee meetings.

The Company

In order to assist with the operational delivery and hosting of Expo 2020 Dubai, the Bureau incorporated Expo Dubai 2020 LLC (the Company) in the Department of Economic Development in 2015. The Company has now set up a Board of Directors, Board Committees and a management governance structure to oversee, with the Director General, the operational development of the Expo and support the timely reporting of information through the Bureau to the Higher Committee.

Board membership is anticipated to be for up to three years, subject to annual review. The Company maintains a Register of Interests to identify any potential conflicts of interest.

As at 31 December 2016, the Board of the Company comprised of the following members:



1. Her Excellency Reem Al Hashimy
Chairman and Chief Executive Officer

The biography for H.E. Reem Al Hashimy is included on page 39 of this Annual Review as a member of the Higher Committee.

2. Mr Mukhtar Safi
Chief Financial Officer

Mr Mukhtar Safi has 22 years of experience in major corporate entities in the Arab Gulf region across various roles that require the planning and running of complex financial operations, budgets and accounting processes.

He joined Expo 2020 Dubai from Drake & Scull International, where he was Group Chief Financial Officer and oversaw several crucial projects including the restructuring of the balance sheet and initiating plans resulting in the introduction of positive cash flows. Prior to working at Drake & Scull International, he was Group Financial Officer for six years at General Holding Corporation (Senaat), an industrial holding company leading and catalysing the industrial sector in Abu Dhabi. During his time with Senaat, he led the structuring of more than USD 4bn in long/short-term financing, the transformation of the finance function and the acquisition of USD 250m industrial assets. Mukhtar started his career with KPMG and then moved to Dubai Holding prior to joining Senaat.

He holds a Bachelor's Degree in Finance and Accounting and is a Certified Public Accountant (CPA).



3. Sir John Armit
Appointed to the Board as an Independent Non-Executive Director on 1 January 2017 (Advisor to the Board throughout 2016).

Sir John Armit is Chairman of the National Express Group, the City & Guilds Group, Deputy Chairman of the Berkeley Group and Deputy Chairman of the National Infrastructure Commission.

His previous roles have included Chairman of the Olympic Delivery Authority (2007–2014), Chairman of the Engineering and Physical Sciences Research Council (2007–2012), Chief Executive of Network Rail (2002–2007), Railtrack plc (2001–2002) and Costain (1997–2001). He was also Chief Executive of Union Railways, the company responsible for development of the high-speed Channel Tunnel Rail Link (1993–1997) and Chairman of the Laing International and Civil Engineering Divisions (1986–1993).

Sir John was President of the Institution of Civil Engineers (2015–2016), he is a Fellow of the Royal Academy of Engineering, the Institution of Civil Engineers and City & Guilds of London Institute and has received honorary doctorates from the universities of Birmingham, Imperial College London, Portsmouth, Reading and Warwick. He was awarded the CBE in 1996 for his contribution to the rail industry and a Knighthood in 2012 for services to engineering and construction.



4. Mr George Rose
Independent Non-Executive Director

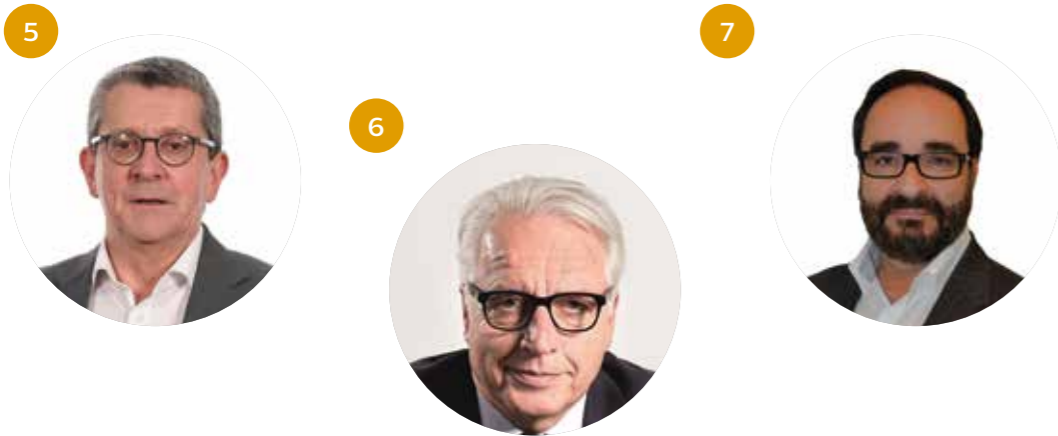
Mr George Rose currently serves as a Non-Executive Director and Chairman of the Audit Committee and member of the Remuneration and Nomination Committees for Genel Energy PLC, an independent oil and gas explorer and producer. He is also the Senior Independent Non-Executive Director of Experian plc.

Until December 2015, he served as Non-Executive Chairman of Laing O'Rourke plc. Other past Non-Executive Directorships include National Grid PLC, Orange PLC and Saab AB. He was the former Group Finance Director of BAE Systems PLC and a member of the UK's Financial Reporting Review Panel. George's earlier career consisted of several financial management positions in the automotive sector, at Ford Motor Company, Leyland Vehicles Ltd and the Rover Group.

He is a Fellow of the Chartered Institute of Management Accountants.

DIRECTOR GENERAL'S REPORT

IMPLEMENTING ROBUST GOVERNANCE SYSTEMS continued



5. Mr Rolando Borges Martins
Independent Non-Executive Director

Mr Rolando Borges Martins played a significant role in the 1998 Lisbon World Expo, first as the Marketing Director and then as the President of the Board of Directors Parque Expo 98. He subsequently consulted for other events, including Porto (2001), Athens (2004), Bangkok's bid for the World Expo and held the national representations at the Zaragoza 2008 International Exposition and the Shanghai 2020 World Exposition as the Commissioner-General appointed by the Portuguese Government.

He was President of the Portugal-Western Balkans Chamber of Commerce and, until 2014, he was President of the Board of Directors of Fundação do Gil. He has a strong commercial and marketing management background, having served as a marketing and product manager for a number of international companies such as Jerónimo Martins, Martini & Rossi and as a Board member of Sogrape Holding.

He holds a degree in Business Administration (Universidade Católica de Lisboa) and, in Architecture, an MBA from Universidade Nova de Lisboa.

6. Dr Martin Roth
Independent Non-Executive Director

Dr Martin Roth has extensive museum directorship experience, having served as Director of the Victoria and Albert Museum from 2011 to 2016, and prior as Director General of the Dresden State Art Collections (Staatliche Kunstsammlungen Dresden), overseeing 12 museums and galleries. From 1996 to 2001 Martin Roth was a member of the senior management of the Expo 2000 in Hanover and Director of Thematic Exhibitions. He was President of the German Museums Association from 1995 to 2003, and a member of the German Ministry of Foreign Affairs' Advisory Board in Berlin until his relocation to London in 2011. From 1991 to 2000 he was Director of the German Hygiene Museum in Dresden, the first German science museum, and prior to that he was Curator at the Deutsche Historische Museum (1989–2001).

He is a Trustee of the British Council and Goethe Institute, President-elect of Institut für Auslandsbeziehungen (Germany), Member of the International Olympic Committee (IOC) Agenda 2020 Culture Panel, Member of the Advisory Board of the Kunstsammlung Würth, and Member of the Board of the Stiftung Kunst und Musik für Dresden.

He has lectured at the University of Dresden, the School of Design in Karlsruhe, and the University of Karlsruhe. He is an Honorary Fellow of Arts at Bournemouth University and Distinguished Visiting Professor at the Peter Wall Institute for Advanced Studies University Centre, University of British Columbia.

7. Dr Tarek Shayya
Non-Executive Director

As Director of International Affairs and Strategy at the Minister of State Office, Dr Tarek Shayya manages a team of strategists and specialists that provide international affairs support to the Vice President and Prime Minister of the United Arab Emirates. He supervises political risk analyses, political trend assessments, scenario planning, and the development of strategies with key stakeholder national entities. He has 23 years of experience in various international affairs fields at the United Nations and the Government of the UAE.

He holds a PhD in International Relations and Foreign Policy from Northwestern University in the USA.

Internal Controls and Risk Management

We are committed to establishing and maintaining a sound system of internal control and risk management that supports the achievement of Expo 2020 Dubai's goals and objectives.

Risk Management

The progression of the Expo 2020 Dubai programme during 2016 has seen the emergence of a number of key risks. The efficient and effective management of these risks has become a core priority and the Portfolio Risk Management function was formally established to embed a risk management process across the project.

Priorities for 2016 have included identifying, assessing and mitigating the key strategic risks to the programme and forming a greater understanding of the risks inherent in our strategic objectives through quantitative risk analysis. The maintenance of key risk registers with supporting mitigations at strategic, department and project levels will be a key area of focus for 2017. In addition, quantitative risk analysis will continue to be performed at regular intervals to inform decision-making, particularly focusing on schedule and financial objectives associated with the delivery of Expo 2020 Dubai.

A portfolio of insurance policies has been put in place to ensure the transfer of insurable risks. With the emergence of large-scale construction activities on-site in 2017, a comprehensive approach to managing construction and property risk and third party liability will be ensured for contractors on the Expo 2020 Dubai site.

Internal Controls

We believe that the 'three lines of defence' model is best suited to manage our risks to a reasonable level, rather than absolutely eliminate all risk of failure in achieving the vision, mission and objectives of Expo 2020 Dubai. The internal controls system is therefore designed to provide reasonable and not absolute assurance of effectiveness.

The various components of the three lines of defence are:

First Line:

The operating management function is responsible for identifying, prioritising and managing risks arising from day-to-day activities.

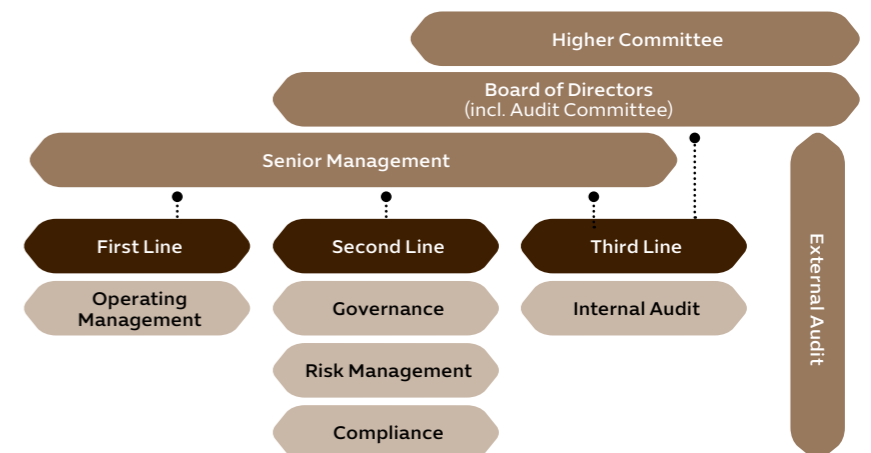
Second Line:

The risk, governance and compliance functions work with executive management to establish processes, policies, procedures and delegation of authorities. They are responsible for developing and implementing the risk management framework to ensure effective oversight over risk management processes and report on its effectiveness to the Audit Committee.

The compliance function undertakes periodic reviews of compliance with established internal controls, policies and procedures, and conducts reviews of selected payments on an ongoing basis prior to release and contracts prior to award.

Third Line:

An internal audit function conducts independent and objective assurance reviews to ensure the effectiveness of internal controls. Where applicable, it will also consult and advise on improving the effectiveness of the internal controls. This includes reviewing the reliability and integrity of financial, operating and other management information and the means used to identify, measure, classify and report such information. The internal audit function reports to the Audit Committee and the Chief Executive Officer.



DIRECTOR GENERAL'S REPORT

IMPLEMENTING ROBUST GOVERNANCE SYSTEMS continued

Refining our system of internal controls to ensure a robust and appropriate system is in place was a key focus of 2016. As we have evolved from a 'planning' focused organisation to an operational entity, our internal controls have similarly had to evolve.

Over the past year, our revenue generation activities have gathered momentum. We will soon be receiving revenue from several sources including our Premier Partners and licensees. Policies and procedures for the revenue-generating functions are under development and our Partnerships Manual was approved in 2016. We are in the process of developing licensing and retail manuals, with ticketing policies and procedures to be developed in 2017.

Existing policies were also updated in 2016 and a more robust Conflict of Interest Policy was put in place for employees and suppliers during the year. The Whistleblowing Policy was developed and released both internally and externally to the general public. The whistleblowing hotline and dedicated email will give all employees, volunteers, consultants and contractors the ability to submit concerns confidentially and anonymously.

Delegations of authority for functions including Real Estate and Delivery, Procurement and Contracts were also developed and refined.

Our Portfolio Management Office continues to align and integrate programme schedule information across the portfolio, ensuring the achievement or delay of key milestones are reported on and any key challenges escalated to our Executive Committee, Board, Director General and Higher Committee where appropriate.

FINANCIAL HIGHLIGHTS

DELIVERING AGAINST
FIRM BUDGET AND
FINANCING PLANS**Economic Impact of Hosting Expo 2020 Dubai**

Our legacy vision for Expo 2020 Dubai aims to create a lasting impact for the UAE and wider region in a number of different ways, including the important economic legacy that an event of such proportions can generate.

2015 data from multinational professional services firm Deloitte anticipated that more than 165,000 net new jobs would be created between 2014 and 2021 across a range of industries from construction to retail as a result of hosting Expo 2020 Dubai. The report also noted the positive impacts that the event could have on financial services, residential property prices and socially for UAE residents.

Site Delivery and Operational Cost

The total budget for the project is AED 33bn.

AED 23bn is being invested in urban developments and infrastructure projects to host Expo 2020 Dubai, which represents approximately 70 percent of the total estimated cost for the event.

Urban developments and infrastructure projects include:

- Infrastructure development across the Expo site; reticulation, utilities, pedestrian and logistics networks, public realm facilities and amenities. The utilities developed will be permanent in nature, and will be sized and situated to ensure the long-term commercial viability of the site developments in legacy. Additionally, where possible, infrastructure will be located and sized to support the permanent legacy plans for the Expo site, minimising the amount of investment required for temporary event assets.

- Expo gated area development of assets within the secured perimeter of the Expo site. This will include organiser-built pavilions, event areas and Expo-specific public realm facilities and amenities necessary for delivering Expo 2020 Dubai's operational requirements. The buildings will be built as permanent structures.

This project budget does not include the broader city-wide infrastructure development of the city's access and logistics infrastructure to service the Expo site, e.g. new rail networks, highway and junction expansions, metro station; and low-emission ExpoRider buses.

The operational cost is close to AED 10bn, which is forecast to be substantially covered by operating revenues, mainly generated from ticket sales and partnerships.

The expected operating revenues for Expo 2020 Dubai include:

- Ticket sales
- Participant revenues
- Strategic partnerships and advertising
- Licensing and merchandising
- Ancillary revenues (including, for example, food and beverage sales).

Investments will peak during the years 2018 and 2019 for the site delivery, and from 2019 to 2021 for operational cost.

Financial Performance

The total spend to date is AED 1.085bn, of which AED 0.53bn relates to design and construction work.

Auditors

The financial statements for Bureau Expo 2020 Dubai include both the site development and operational activities and are prepared in accordance with International Financial Reporting Standards.

KPMG audited the financial statements for the year ended 31 December 2016 and the period from inception in 2014 to 31 December 2015 and expressed an unqualified audit opinion.

NOTES

expo2020dubai.ae

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 [Expo2020Dubai](https://www.facebook.com/Expo2020Dubai)

 [expo2020dubai](https://www.instagram.com/expo2020dubai)