



Bureau
International
des Expositions

Commercial Guide







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2018



Preface

Commercial activities will play an important role in the delivery of an exceptional Expo and a unique and memorable visitor experience. Through exclusive food, beverage, and retail offerings within their pavilion and digital platforms, participants will contribute to the success and diversity of the overall commercial activities across the Expo site.

The Organiser has developed this **Commercial Guide** to provide the participants with the necessary information they need in conducting commercial activities relating to their Self-Build Pavilion or Rented Pavilion. This document provides the participants with overall context of the commercial activities on the Expo site. It shares insight and support enabling a thoughtful design execution of the participants' commercial activities as part of the holistic concept. It details best practice recommendations to guide the participants in the planning and delivery of their commercial operations, including guiding principles for marketing and commercial initiatives, development of merchandise, operational considerations, available resources to support the participants, and specific requirements by the Organiser and statutory authorities.

By taking the commercial and regulatory requirements as well as the Organiser's requirements into consideration, participants will be able to determine the effective design for their commercial activities and product offering

while complementing the overall theme of their pavilion. Commercial activities will require approval from the Organiser and need to be directly conducted or managed by the participants.

This document is specifically developed for participants who will build their own pavilion or who will rent a pavilion. The Organiser is currently finalising the retail opportunities that will be available for participants operating in Thematic District Pavilions. Details will be made available on the Participant Portal at a later stage.

This Commercial Guide should be read in conjunction with the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions, Chapter II of the Self-Build Pavilions Guide, and Chapter 6 of the Rented Pavilions Guide to understand the operating systems and financial reporting requirements as well as the design and layout requirements of the commercial activities. This document is aligned with the commercial requirements stipulated in the General Regulations of Expo 2020 Dubai as well as Special Regulation No. 9.

The content of this Commercial Guide is outlined in the accompanying table.

Chapter	Content
Chapter 1 Introduction	Commercial activations across the Expo site, support from the Organiser, and consumer protection
Chapter 2 Commercial Operations	Commercial journey, operational tools and facilities that will be provided by the Organiser, and guidelines on visitor hours, forms of payment, cash management, refund and exchange, royalties, subcontracting a third party, and management and training of personnel
Chapter 3 Merchandise: Products for Sale	Marketing elements and guiding principles that participants need to consider when planning their commercial activities
Chapter 4 Responsibilities of the Participants	Guidelines, policies, and procedures that participants need to adopt and follow when conducting their commercial activities
Chapter 5 Commercial Services Offered by the Official Partners of Expo 2020 Dubai	The Official Partners of Expo 2020 Dubai and the commercial services they offer to the participants and visitors



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Understanding Controls and Guides

Throughout this document, two criteria for compliance—controls and guides—have been established to assist the participants in planning, operating, and managing their commercial activities, ensuring integration in the Expo 2020 operation and compliance with the regulations of the UAE.

Controls are 'must' statements that establish the participants' commercial requirements to ensure that the standards and aspirations of Expo 2020 Dubai are achieved for the benefit of all parties as a whole.

Guides are 'can' or 'should' statements that describe methods or suggested ways of operating commercial activities to meet the specified goals and objectives of Expo 2020 Dubai.

Each control and guide is assigned a unique alphanumeric code. The first character of the code identifies if the statement is a control (**C**) or

a guide (**G**). The numeric character identifies the sequential order of the control or guide. For example, in the accompanying figure, **C-01** is a control while **G-03** is a guide.

The controls and guides will facilitate the Organiser in assessing the participants' compliance with the commercial requirements. These will also assist the participants in:

- › Managing their operations in line with the requirements of the Organiser and the statutory authorities
- › Aligning their plans and operations with those of the Organiser
- › Communicating to their suppliers in a consistent way

Example of a Control Statement

C-01

Participants who wish to utilise their pavilion for commercial activities must use no more than 20% of their total covered exhibition space.

Example of a Guide Statement

G-03

Participants who wish to distribute promotional giveaways to visitors should ensure that these are of their national origin, and that appropriate signs are posted indicating that the giveaways are free.

Acronyms, Abbreviations, Units, and Definitions

Acronyms and Abbreviations

Acronym/Abbreviation	Expansion
ATM	Automated Teller Machine
BIE	Bureau International des Expositions
DDS	Direct Debit Service
FSC	Forest Stewardship Council
ISO	International Organisation for Standardisation
KPI	Key Performance Indicator
NFC	Near-Field Communication
POS	Point of Sale
SME	Small and Medium-Sized Enterprises
TRN	Tax Registration Number
UAE	United Arab Emirates
UPS	United Parcel Service, Inc.
VAT	Value-Added Tax

Units

Unit	Expansion
AED	United Arab Emirates Dirham
L	Litre

Definitions

Term	Definition
Back-of-House Areas	Spaces used as service zones and restricted from public and specific at times to certain Expo operational entities.
Brand Guidelines	A set of documents developed by the Organiser which provides best practice guide for delivery of the Expo 2020 Dubai brand.
Brand Portal	A digital asset management system that houses Expo 2020 Dubai's Brand Guidelines and design assets.
Calendar Days	All days in a month, including weekends and holidays.
Commercial Proposal	A retail and food and beverage plan produced by the participants and approved by the Organiser, outlining the commercial activities that they plan to integrate into their pavilion.
Consumer Code of Rights	The code of conduct that defines consumers' rights and obligations, and outlines certain protection measures to fight monopoly, overpricing, and fraudulent commercial activities against consumers.
Country Manager	The Organiser's representative appointed to provide end-to-end support to participants throughout their journey.
Customs Clearance	The preparation and submission of documentation required to facilitate imports into or exports from the country.
Customs Codes	Two unique codes that are issued by the UAE Customs to the participants whose Expo 2020 licence permits them to import and export goods.
e-Wallet	An electronic device or online service that allows an individual to make electronic transactions; also called digital wallet.
Expo 2020 Composite Logo	A participant's country emblem, pavilion logo, or country flag locked up with the logo of Expo 2020 Dubai; also called 'Expo 2020 Logo Lockup.'
Expo 2020 Dubai®	The international registered exhibition that will be held in Dubai, United Arab Emirates in 20 October 2020; also referred to as 'Expo 2020,' 'Expo,' 'Dubai Expo 2020,' 'Expo Dubai 2020,' or 'Expo event'
Expo 2020 Dubai Stores	The Official Stores of Expo 2020 Dubai selling Expo 2020 licensed products.
Expo 2020 Licence	A trade licence issued by the Organiser to facilitate the operations of the participants in the UAE including but not limited to the import, export, sale, distribution, and storage of goods.
Expo 2020 Licensee	A company appointed to produce and sell products bearing the Expo 2020 intellectual property.
Expo 2020 Logo Lockup	See <i>Expo 2020 Composite Logos</i> .
Expo Site	The gated site on which Expo 2020 Dubai will be hosted; also referred to as 'site.'
Fair Trade Certification	A certification system designed to allow consumers to identify goods which meet agreed standards.
Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions	A document developed by the Organiser and issued to participants to provide them with the necessary information on the standards, requirements, and other fundamental aspects of operating a food and beverage outlet in their Self-Build Pavilion or Rented Pavilion.
Food and Beverage Outlet	A location used to serve consumable products.
Food and Beverage Sample	A small, single bite-sized portion of food, given away free of charge, designed to incent purchase of a food item and to engage or educate a visitor.
Front-of-House Areas	Areas where visitors to Expo have access.
General Regulations	The general regulations of Expo 2020 Dubai that are included in Chapter 9 of the Registration Document as approved by the Bureau International des Expositions (BIE) General Assembly.
Insurance Guide	A document developed by the Organiser and issued to participants to guide them on the specific requirements and key points of consideration when arranging insurances.
ISO 20121	A management system standard designed to help organisations in the events industry to improve the sustainability of their event-related activities, products, and services.
Key Performance Indicator	A unit of measure or set of measures used to determine if operations are conducted in line with the requirements.
Logistics and Customs Guide	A document developed by the Organiser and issued to participants to provide them guidance on the processes that they are required to follow to undertake their logistics and customs activities. It defines all parts of the supply chain covering inbound and outbound transportation, customs clearance, warehousing, and distribution to the Expo site, along with onsite logistics services.
Non-Visitor Hours	The hours at which visitors are unable to access the Expo site during the event.

Definitions

Term	Definition
Official Banking Partner	Emirates NBD; the banking services provider selected and appointed by the Organiser as a premier partner of Expo 2020 Dubai.
Official Integrated Energy Partner	Emirates National Oil Company (ENOC); the energy services provider selected and appointed by the Organiser as a premier partner of Expo 2020 Dubai.
Official Logistics Partner	UPS; the logistics provider selected and appointed by the Organiser as the Official Logistics Partner of Expo 2020 Dubai.
One-Stop Shop	The virtual and physical entity that has been set up as a single body to process and respond to all submissions and requests from participants through a single window (the Participant Portal). The One-Stop Shop is integrated with statutory authorities and will facilitate all participants' interactions from initiation through to decommissioning and removal phase.
Online Marketplace	A platform provided by Expo 2020 Dubai enabling businesses to showcase their expertise and products, advertise tender opportunities, compete for contracts, and gain access to a local and international supplier base.
Operation Fitness Certificate	A certificate issued by the Organiser to participants to commence pavilion operations.
Operational Public and Product Liability Insurance	Insurance that provides coverage for legal liabilities against personal injury and/or property damage to third parties.
Operations Guide	A document developed by the Organiser and issued to participants to provide them guidance on the standards, requirements, and best practice recommendations on planning and managing their operations during the Expo event.
Organiser	Bureau Expo Dubai 2020, established by the virtue of Decree No. 30 of 2014 issued on 25 June 2014 to administer the organisation and delivery of Expo 2020 Dubai.
Participant Portal	A web-based portal that facilitates communication between the participants and the One-Stop Shop.
Participants	Countries and multilateral organisations who have received and accepted the official invitation from the Government of the United Arab Emirates to participate in Expo 2020 Dubai. Participants also include those parties who have been authorised by the Expo Commissioner General to participate in the Expo event.
Participation Contract	The contract agreed upon between a Section Commissioner General and the Organiser to establish the terms and procedures by which the participants will take part in Expo 2020 Dubai.
Payment Terminal	A device that interfaces with payment cards and e-wallets to make electronic fund transfers; also called point-of-sale terminal, credit card terminal, electronic funds transfer at point of sale (EFTPOS) terminal, or process data quickly (PDQ) terminal.
Point-of-Sale System	A system that allows the processing and recording of transactions between a company and their consumers, at the time in which goods and/or services are purchased.
Promotional Giveaway	A product that is distributed free of charge for marketing or promotional purposes.
Refund and Exchange Policy	A policy that outlines the conditions when a consumer may return products purchased to a retailer.
Registration Document	The registration document submitted to the BIE General Assembly as approved in the 158th General Assembly.
Rented Pavilions	Pavilions that are built by the Organiser and rented out to participants.
Rented Pavilions Guide	A document developed by the Organiser and issued to participants to provide them guidance on the standards, requirements, and best practice recommendations on the planning, design, and fit-out of Rented Pavilions.
Revenue Management System	The finance software adopted by the Organiser to streamline standard accounting procedures and to provide financial insight and control.
RISE™ Sustainable Operations Standards and Guidelines	A document developed by the Organiser based on the RISE (Respect, Impact, Safety, Environment) methodology of Expo 2020 Dubai outlining the standards, guidelines, and best practice recommendations to drive sustainability across all operations on the Expo site.
Royalty	The payment made by the participants to the Organiser for the right to commercialise the retail opportunities within their pavilion.
Section Commissioner General	The Section Commissioner General of a participant appointed in accordance with Article 13 of the Convention.
Self-Build Pavilions	Pavilions that are built by the participants.

Definitions

Term	Definition
Self-Build Pavilions Guide	A document developed by the Organiser and issued to participants to provide them guidance on the standards, requirements, and best practice recommendations on the construction of Self-Build Pavilions.
Special Regulations	The Special Regulations listed in Article 34 of the General Regulations.
Subthemes	Expo 2020 subthemes of Opportunity, Mobility, and Sustainability.
Sustainability Policy	A policy that outlines Expo 2020 Dubai's commitment to practices and standards that promote environmentally responsible operations and drive sustainable outcomes in order to meet the overarching sustainability objectives for the Expo event.
Tax Registration Number	A number allotted by the UAE Federal Tax Authority to registered companies and traders for filing tax.
Theme	Expo 2020 Dubai theme of <i>Connecting Minds, Creating the Future</i> .
UAE Consumer Protection Law	UAE Federal Law No. 24 of 2006; the legal framework for the protection of consumer rights in the UAE.
Value-Added Tax	A tax on the consumption or use of goods, levied at the point of sale along each step of the supply chain.
Visitor Experience	The overall approach to the enjoyment of visitors at the Expo event.
Visitor Hours	The hours at which visitors are able to access the Expo site during the event.
Waste Hierarchy Framework	The strategic approach to prioritising waste management, evaluating methods to first reduce, then reuse, and subsequently recycle products.
Working Days	All official business days of the week, excluding public holidays and weekends. In the UAE, the official business days are from Sunday to Thursday. All Fridays and Saturdays are considered weekends.

1 ∴ Introduction





Expo 2020 Dubai's commercial activities are enriched by the participants' contributions, allowing visitors the opportunity to experience international flavours and purchase regionally authentic products.

As with previous World Expos, participants have the opportunity and are encouraged to integrate commercial activities into their national pavilion's exhibition through creative sourcing, regionally inspired influences, showcase of sustainable production and emerging international trends, and integration of local chefs and artisans.

Inspired by Expo 2020 Dubai's theme and supporting the subthemes, the participants' commercial activities will provide a unique touchpoint for visitors to engage, elevating the overall visitor experience. These commercial activities will aim to complement the exhibition as well as showcase the participants' countries and all they have to offer to the world.

Expo 2020 Dubai recognises that participants are excited in capitalising on the commercial opportunities that will exist for the 173 days of the Expo event. Participants are encouraged to leverage these opportunities to create commercial activities that enhance a positive visitor experience in their pavilion and across the Expo site.

This chapter details the commercial activations that will be offered across the Expo site, the operational tools and facilities that the Organiser will provide to support the participants in their journey, and the rights granted by the Government of the United Arab Emirates (UAE) to its consumers, which also apply to the visitors of Expo 2020 Dubai.

1.1 Commercial Activations Across the Expo Site

The Organiser will offer a wide variety of commercial activities across the Expo site, from food and beverage offerings through to convenience stores, souvenir and gift stores, and service concessions including but not limited to accessibility services, audio guides, tour guides, lockers, and premium parking. These commercial activities, along with those of the participants, will enhance Expo 2020 Dubai's visitor experience by providing essential services and unique experiences while contributing to the extensive network that, through strategic positioning across the Expo site, will cater to the visitors' needs.

1.1.1 Food and Beverage Outlets

Through a network of experienced partners and operators, the Organiser will deliver a diverse culinary offering ranging from fine dining through to snack in and out, and impulse purchases. There will be over 200 food and beverage outlets across the Expo site, offering diversity of flavours and ranging in type, experience, size, and scale. These outlets will be made available in addition to the participants' offerings to ensure that there are adequate provisions for the forecast visitors. For detailed information and insight into the Organiser's food and beverage offering across the Expo site, see Chapter 4 of the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions.

1.1.2 Convenience Stores

Convenience stores will be strategically located across the Expo site, offering general and sundry products. These stores will be operated by ENOC, the Official Integrated Energy Partner of Expo 2020 Dubai.

1.1.3 Expo 2020 Dubai Stores

Expo 2020 Dubai Stores are souvenir stores offering visitors a variety of Expo 2020 branded licensed products that will act as keepsakes or mementos of their experience. There are nine Expo 2020 Dubai Stores integrated across the site, in addition to kiosks and mobile carts, based on the anticipated flow of visitors.

1.2 Support from the Organiser

The Organiser aims to provide the participants with the necessary support to help establish, manage, and capitalise on their commercial activities, and ensure consistency of service across the Expo site. Figure 1.1 captures the operational tools and facilities that the Organiser will make available to the participants to support their commercial activities. These tools and facilities will be discussed in Chapter 2.

Figure 1.1 Operational Tools and Facilities Offered by the Organiser



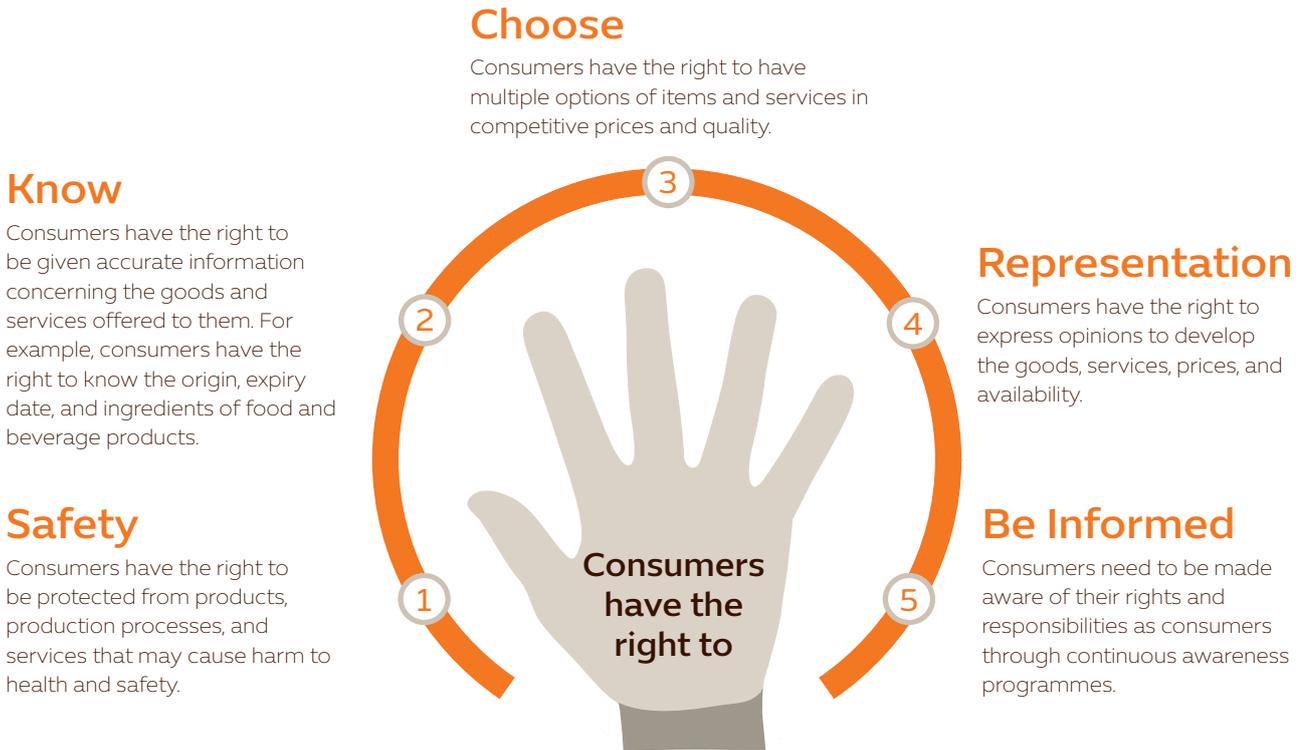
1.3 Consumer Protection

Before commencing the design and development of their products, participants are encouraged to familiarise themselves with the rights granted to UAE consumers under the Federal Law No. 24 of 2006 or the Consumer Protection Law (see Figure 1.2). The UAE Consumer Protection Law aims to ensure the consumers’

confidence in the market and create a fair relationship between consumers and businesses, which are fundamental to the success of Expo 2020 Dubai.

For further information on consumer protection and other relevant federal laws, see the links provided in Supporting Resources.

Figure 1.2 UAE Consumer Protection Law







2 ∴ Commercial Operations



Due to the sheer size and scale of Expo 2020 Dubai, and the number of participants and contractors required to deliver an exceptional Expo, it is crucial to work collaboratively on the planning, implementation, and operational phases of the Expo event.

Commercial operations need to be fully integrated into the participants' pavilions, synergised site-wide, and collectively service the millions of visitors to Expo 2020 Dubai, while capitalising on commercial opportunities and maximising profitability.

Participants are required to work with the Organiser providing visibility of their commercial activities from the design, operational, integration, and reporting perspective.

2.1 Commercial Journey

Figure 2.1 provides a general overview of the commercial journey that participants will need to embark upon in the years leading up to 20 October 2020. This journey captures the core deliverables detailed in Special Regulation No. 9, ensuring compliance with the local regulations while integrating the participants' operations directly with those of the Organiser to deliver efficient solutions for commercial reporting and reconciliation.



Figure 2.1 Commercial Journey

2.1.1 Design



As part of their pavilion design submission, participants are required to provide the Organiser with an overview of the space that they have allocated for their commercial

activities, ensuring that it is compliant with the guidelines provided by the Organiser.

It is important that this submission quantifies the space allocated to commercial activities and provides an indication of the intended use of the footprint including the split between food and beverage and retail services, kitchen facilities, service capacities, and storage space to support the participants' operations.

The Organiser acknowledges the importance of the overall flow of the commercial space, ensuring compliance with the regulatory requirements of the UAE, maximising capacity of the allocated space, and ensuring efficiency. This is specifically relevant to the success of food and beverage operation across the Expo site. For a detailed overview of the Organiser's design and regulatory requirements on food and beverage operation, see the Food and Beverage Guide for Self-Built Pavilions and Rented Pavilions, the Self-Built Pavilions Guide, the Self-Built Pavilions Delivery Guide, and the Rented Pavilions Guide.

- C-01** Participants who wish to utilise their pavilion for commercial activities must use no more than 20% of their total covered exhibition space.
- C-02** Participants must only conduct commercial activities within their approved, dedicated commercial space. Transferring or conducting commercial activities outside the assigned space is not allowed.

Participants need to ensure that the design and construction of their commercial establishments as well as the installation and operation of their machinery, apparatus, and equipment comply with the Self-Built Pavilions Delivery Guide and the Special Regulation Nos. 4, 5, and 9. Participants are responsible for all expenses incurred in conducting these activities.

2.1.2 Commercial Proposal



The Organiser and the participants will work together to cater to the needs of the millions of visitors to Expo 2020 Dubai. Quantifying the capacity of each of the participants' pavilions is

therefore crucial to providing a comprehensive overview of the service level offerings across the Expo site.

To quantify the contribution of each pavilion, participants are required to submit a proposal to the Organiser, outlining their commercial strategy and establishing how their commercial operation can contribute to the total service provision across the Expo site including online sales. This commercial proposal will provide the Organiser with visibility of the participants' plans, ensuring compliance with the established guidelines, guaranteeing efficiency of the process, and providing support to strengthen their commercial proposition.

From design perspective, the commercial proposal needs to focus on the applicability of the participants' activities to their pavilion, ensuring alignment with the theme of Expo 2020 Dubai, *Connecting Minds, Creating the Future*, while presenting an authentic representation of a participant's country. The commercial proposal also needs to outline the influence of the participants' national flavours and specialties on their food and beverage offering, and to showcase culturally significant and unique products representing the relevant country or international organisation.

The commercial proposal needs to cover the requirements for food and beverage operations, or retail operations, or both, depending on the type of commercial activities that the participants intend to conduct. For requirements on the food and beverage aspect of the commercial proposal, see Section 2.3 of the Food and Beverage Guide for Self-Built Pavilions and Rented Pavilions.

C-03 Participants who wish to conduct commercial activities on the Expo site must submit a commercial proposal to the Organiser for approval through the Participant Portal at least 120 calendar days before the Expo event. The commercial proposal must provide the following information as a minimum:

- › Detailed overview of the type of commercial activities to be operated within the allocated space and online
- › List of products and services to be offered including type, price, labelling, and packaging of the products to be sold
- › Proposed management structure including staffing requirements
- › Environmental considerations to be implemented across the commercial activities, taking sustainable sourcing into consideration and showcasing environmentally sustainable products
- › Other operational details supporting the commercial activities

Participants must notify the Organiser, through their Country Manager, if and when they make any changes to their commercial proposal.

2.1.3 Retail-in-a-Box Point-of-Sale System



The Organiser will provide the participants, at no cost, with a centrally linked, plug-and-play, point-of-sale (POS) system, called retail-in-a-box POS system. However, participants are required to bear the applicable transaction fees and acquirer costs.

The retail-in-a-box POS system is a standardised solution, which includes hardware and software, designed to quickly and easily process and track the sales revenue generated by the participants' commercial activities. The advantages of using the retail-in-a-box POS system include:

- › Easy reconciliation of sales revenue
- › Transparency of all commercial activities through a library of standard report templates
- › Reduced manual reporting effort through direct access of core reports required by the Organiser and the statutory authorities
- › Inventory management including real-time stock management and reporting
- › Full compliance with the UAE value-added tax (VAT) regulations through consistent documentation of records
- › Reduced downtimes and technical issues due to onsite local support, reconciliations, and payments

The retail-in-a-box POS system will be pre-configured to integrate with the Organiser's Revenue Management System, sharing live transaction data. Participants will be required to provide the Organiser with a complete product catalogue to enable the integration of both the retail-in-a-box and the online sales.

The hardware for the retail-in-a-box POS system will include the standard components of a cash register such as a connected monitor/tablet, receipt printer, portable credit card with near-field communication (NFC) contactless reader, scanner/barcode reader, and cash drawer. This configuration may shift in the lead up to the Expo event, offering a more compact, mobile, and space-efficient solution for the participants.

It is anticipated that participants may require multiple units of the hardware depending on their commercial activities. The configuration for retail-in-a-box POS system is modular, thus allowing multiple units to be networked while providing a single solution for the participants. One unit will act as the server for the participants to centrally manage their product files and catalogue details, and generate consolidated reports for their commercial activities.

The retail-in-a-box POS system will comply with the VAT requirements of the UAE, producing a VAT receipt or invoice for customers. A comprehensive suite of reports will also be established including weekly royalty reconciliation reports, which will be automatically transmitted to the Organiser. If participants choose to use the inventory management functionality and maintain the data input, real-time updates on the on hand stock will be triggered along with related management reporting and monthly customs declaration reports.

The retail-in-a-box POS system will be quick and easy to install, will require minimal training, and will be supported by a team providing live support to the participants. This system will also provide a consistent visitor experience across the Expo site, with each payment terminal enabled to accept multiple forms of payments including but not limited to cash, credit cards, debit cards, e-wallet, wearables, and any other payment solutions that may become acceptable in the lead up to the event.

Sales processed via a dedicated e-commerce platform, or mobile app that is managed by the participants, will not be integrated into the retail-in-a-box POS solution, however it will require integration into the Organiser's Revenue Management System. Sales data will be provided to the Organiser for integration using middleware that will ensure that the data can be captured and subsequently used in real-time or near-to-real-time.

Technical specifications of the retail-in-a-box POS system (hardware and software), including information on installation, configuration, system support, product catalogue templates, and field mapping and integration, will be communicated to the participants in the Technology Guide and through the Participant Portal once further details become available.

- C-04** In accordance with Special Regulation No. 9, participants must use the retail-in-a-box POS system and comply with the integration requirements for an online store capturing the sales income from their commercial activities.

2.1.4 Logistics and Customs



Participants are required to comply with the guidelines established by the Organiser regarding the logistics and customs operation related to their commercial activities, including import, customs clearance, storage, transport, duty and tax payment, delivery to the Expo site, and export of goods. See the Special Regulation No. 7, the Logistics and Customs Guide, and Chapter 8 of the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions.

2.1.5 Inspection Prior to Opening



The Organiser, along with the relevant authorities, will conduct site inspections of the participants' commercial facilities to ensure that these are operating in compliance with the laws and regulations of Dubai. An Operation Fitness Certificate will be issued to the participants following a successful final site inspection allowing the opening of the pavilion to the public. Before conducting an inspection, and if requested by the participant, the Organiser's representatives or inspectors will present their credentials to verify their identity and purpose.

2.1.6 Reporting



- C-05** Participants must record and report their sales proceeds daily in a standard method determined and within the deadline established by the Organiser.

The retail-in-a-box POS system will share live transaction data to the Organiser, generating both daily sales reports and weekly royalty reconciliation reports that will determine the royalties due. This system will have other reporting functionalities with established core templates and will be configured to capture select customer profile details as well as transaction details such as gross sales, net sales, number of transactions, and number of items or visitors served.

Sales generated online by a participant will be reported daily to the Organiser with the transaction data consolidated with the sales captured by the retail-in-a-box POS system to generate the weekly royalty reconciliation that will determine the total royalties due.

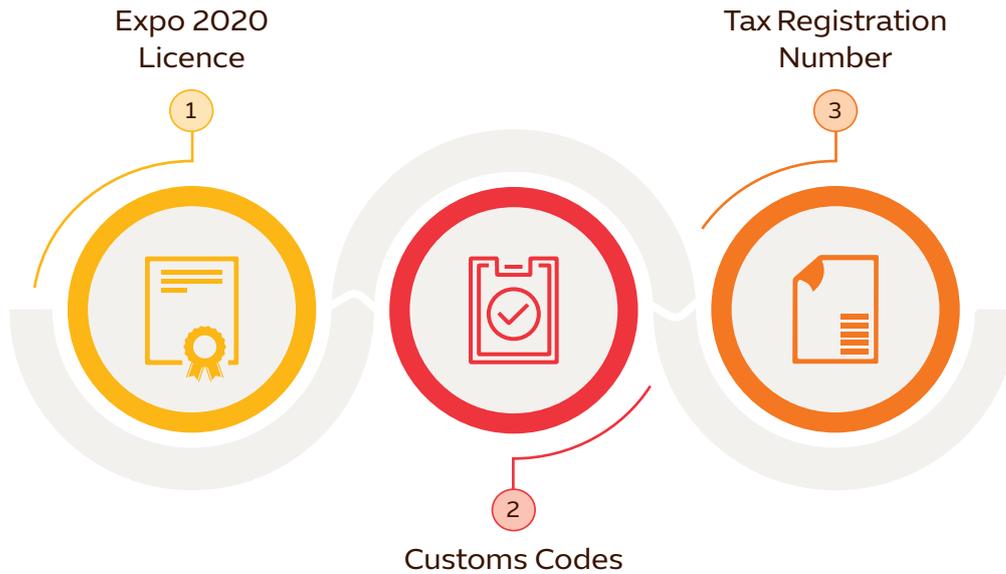
Integration to the Organiser's middleware, in the form of a TLog output (csv/xml/txt), will enable real-time upload of transactional data into the Revenue Management System, automating the supply of the data and facilitating the consolidation of a participant's sales from the retail-in-a-box POS system and their dedicated online store. The sales data collated centrally will also be utilised by the Organiser to monitor intraday demand trends and to deploy agile resources, if and when required, to cater to increases in demand and to satisfy shifts in visitor requirements.

The Organiser may, at regular intervals, request the participants to submit detailed revenue reports pertaining to their commercial activities and to perform any necessary audits during visitor hours to confirm the proceeds of those commercial activities. These reports will be standard templates pre-loaded onto the retail-in-a-box POS system.

- C-06** If requested, participants must provide the Organiser with the required revenue and sales reports pertaining to their commercial activities and cooperate with any required audits.

Participants are responsible for the payment of any taxes and duties resulting from their commercial activities, pursuant to the laws and regulations of the country where the sale of the goods is processed.

Figure 2.2 Licensing and Registration



2.2 Licensing and Registration

The Organiser will facilitate the licensing and registration process for the participants. After successful registration, the Organiser will provide the participants with Expo 2020 licence, customs codes, and tax registration number to commence their operations. See Chapter 1 of the Logistics and Customs Guide.

Participants cannot operate without the Expo 2020 licence as it allows them to purchase/import goods and equipment, employ staff, and conduct commercial activities.

2.3 One-Stop Shop

In line with the nationwide effort of the UAE Government to promote service excellence, the Organiser is committed to providing an exceptional level of service to all participants throughout their journey. To deliver on this commitment, the Organiser has established the One-Stop Shop to provide full support to the participants. The One-Stop Shop is a virtual and physical entity that has been set up as a single body to process and respond to all submissions and requests from participants through the Participant Portal.

The One-Stop Shop provides the participants with useful links and information to guide them in conducting their commercial activities on the Expo site.

2.4 Visitor Hours

The Expo event will run from 20 October 2020 to 10 April 2021. Figure 2.3 shows the visitor hours of the commercial facilities and exhibition areas on the Expo site.

The Organiser has the right to reschedule the visitor hours of the Expo site, including the commercial facilities and exhibition areas, if required for operational reasons. In such cases, the Organiser will notify the participants in advance. The Organiser has the right to limit admission to the Expo site on a temporary basis in exceptional situations to guarantee the safety and smooth operation of Expo 2020 Dubai.

2.5 Forms of Payment

C-07 Participants must offer a variety of payment options such as cash, credit cards (including Mastercard, the Official Payment Technology Partner of Expo 2020 Dubai), debit cards, e-wallets, and wearables.

The Organiser, through its partners, will be able to provide the participants with the relevant infrastructure that they will require for their commercial activities including a local bank account and payment devices.

Figure 2.3 Visitor Hours of Commercial Facilities and Exhibition Areas

Day	Visitor Hours	
	Commercial Facilities	Exhibition Areas
Saturday to Wednesday	10:00 AM – 01:00 AM*	10:00 AM – 22:00 PM
Thursday and Friday	10:00 AM – 02:00 AM*	

*Next day

From Section 2.1.3, the retail-in-a-box POS system will have an integrated payment terminal that will be pre-configured to accept a wide variety of payment options. Sales revenue processed via the terminal, minus costs, will automatically be deposited into a UAE local bank account designated by the participants. Merchant reports and processed data from the terminal will be provided to both the participants and the Organiser.

The Organiser is negotiating with Network International, the leading acquirer in the UAE, the acquirer fees and any other associated costs. By using the retail-in-a-box POS system, the Organiser commits to offer the participants the same negotiated fees and costs. Participants are required to enter into a separate contract with Network International. The Organiser will facilitate the introduction between the participants and Network International. Further updates and timing will be communicated to the participants through the Participant Portal.

C-08 Participants must bear the standard costs charged by the acquirer and the bank on all cashless payments. These costs have been kept to a minimum for the participants through the Organiser's strategic partnership negotiations.

Participants will be responsible for the payment gateway, methods of payments, and any associated costs incurred with the facilitation of the payments via their online stores.

2.6 Cash Management

Participants are responsible for their own cash management, with Expo 2020 partners supporting the participants' needs through the provision of onsite banking facilities and cash collection services.

In partnership with Emirates NBD, the Official Banking Partner of Expo 2020 Dubai, participants will have access to onsite banking services, facilitating the daily banking requirements of their commercial operation. Automated teller machines (ATMs) will be allocated across the Expo site to facilitate the provision of cash to visitors. Emirates NBD will also offer a variety of cash management services, including cash collection, removing the risk and responsibility for cash movements from the participants' staff.

Depending on the volume and frequency of their cash movements, participants are encouraged to directly discuss their cash management requirements with Emirates NBD. For further details on the services offered by Emirates NBD, see Section 5.2 and the Participant Portal.

C-09 Participants must make the necessary security arrangements with regards to banking and the storage and/or transportation of their cash.

C-10 Participants must bear the costs incurred for cash management.

2.7 Refund and Exchange Policy

C-11 Participants must be transparent on their refund and exchange policy by clearly communicating it to their visitors (consumers). This policy must be compliant with the applicable laws and regulations of the UAE, giving visitors the right to a remedy if a purchased product is found to have issues. Participants may offer to repair, exchange, or refund a defective product depending on its nature.

C-12 Participants must comply with the UAE Consumer Code of Rights which is available on the Official Portal of the UAE Government. See the link provided in Supporting Resources.

2.8 Visitor Services

Visitors are provided with numerous opportunities to shop as they explore the Expo site. Whether it be in a participant's pavilion or an Expo 2020 Dubai Store, the Organiser encourages the visitors to purchase without the fear of being weighed down by their shopping and subsequently impacting on the remainder of their visitor experience.

The Organiser will provide a variety of service orientated commercial activities across the Expo site, from tour guides, premium parking, lockers, and accessibility services through to shipping and concierge services to support the commercial activities of the participants. These services will be delivered by third-party contractors through a variety of touch points and digital applications.

2.8.1 Shipping Service

UPS Middle East FZE, the Official Logistics Partner of Expo 2020 Dubai, will provide shipping service to visitors for them to conveniently arrange to have their purchases delivered directly to their homes (domestically or internationally) or their hotels at a competitive rate. This service will be facilitated via UPS counters, housed within Expo 2020 Dubai Stores and strategically located across the Expo site. The service areas will be managed by trained UPS employees and will offer packaging materials for sale to protect purchases in transit.

The cost of the shipping service is borne by the end consumer, with applicable duties and taxes payable for international deliveries.

2.8.2 Concierge Service

A concierge service provider will operate within the Expo site, allowing visitors to drop off their purchases to designated points across the site and collect them later from a pre-arranged pickup location within the Arrivals Plaza as they exit from the Expo site.

Along with the shipping service, concierge service aims to strengthen the sales proposition of the participants and encourage the visitors to shop, thus offering a comprehensive shopping service.

Further details on the integration requirements and end-user costs of concierge service will be provided on the Participant Portal.

2.9 Royalties

C-13 Pursuant to Special Regulation No. 9 and the Participation Contract, participants must pay royalties to the Organiser for the exercise of their commercial activities. Royalties will be calculated at an agreed percentage of gross revenues, excluding taxes, generated from the participants' commercial activities. As defined in Special Regulation No. 9, the royalty rate is as follows:

- › Sale of food and beverages: 8% of gross revenue (excluding taxes)
- › Sale of goods: 10% of gross revenue (excluding taxes)

Participants are not obliged to pay royalties from operating a non-commercial food and beverage facility such as a staff canteen. See Chapter 10 of the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions.

The Organiser's Revenue Management System will generate the weekly royalty reconciliation report based on daily sales data received from the retail-in-a-box POS system and a participant's online store. The standard working week will be Sunday to Saturday, with the integrated system triggering the production and issuing of the invoice from the Organiser to the participants for the royalties due (plus VAT) on a weekly basis.

Participants have two options for royalty payments, either through payments of the invoice from the Organiser on a weekly basis or via a direct debit system (DDS) that will be managed by Emirates NBD on behalf of the Organiser (see Section 4.8). The use of DDS delivers an efficient solution for both the participants and the Organiser. The benefits of using DDS include:

- › Reduces the physical movement and coordination of royalty payments
- › Reduces banking charges
- › Provides a secure and convenient solution to ensure that royalty payments are made on time

Detailed information on the reconciliation process, payment schedule, and DDS will be communicated to the participants through the Participant Portal at a later date.

2.10 Online Marketplace

Expo 2020 Dubai's Online Marketplace is a free platform that enables businesses to showcase their expertise and products, advertise tender opportunities, compete for contracts, and gain access to a local and international supplier base.

Participants may utilise the Online Marketplace's comprehensive directory of companies to post tender opportunities and source products. Through the Online Marketplace, participants will be able to reach some of the world's most innovative entrepreneurs, international businesses, Expo 2020 licensees and partners, and local SMEs. The local SMEs may be a valuable resource when planning replenishment stock to capitalise on additional demand or to produce quick turn promotional products required over the duration of the Expo event.

For further details on the Online Marketplace, see the Participant Portal or access the direct link provided in Supporting Resources.

2.11 Subcontracting a Third Party

C-14 The Participants' Section Commissioners General must take responsibility for all commercial activities in their pavilion. A participant may subcontract a third party to activate its commercial activities, however, the Section Commissioner General still has the direct responsibility for the subcontracted party.

G-01 Participants who wish to subcontract a third party to activate their retail activities should outline this in their commercial proposal, providing details of the appointment including overview of the subcontracted party's responsibilities and scope of work. The responsibilities of the subcontracted party should include, but not be limited to the following:

- › Design, ethical sourcing, manufacture, delivery, and packaging of the products to be sold
- › Sales processing
- › Provision of insurances including Operational Public and Product Liability Insurance (see Section 4.1 and the Insurance Guide)
- › Applications for trade licences
- › Payment of VAT and royalty

G-02 Participants and their Section Commissioner General should ensure that their subcontracted third party complies with:

- › The General Regulations and Special Regulations of Expo 2020 Dubai
- › The guidelines issued by the Organiser, including the Commercial Guide (this document)
- › Other relevant laws and regulations of the UAE including Consumer Protection Law and trading laws

2.12 Management and Training of Personnel

C-15 Participants must appoint persons in charge of their commercial activities and notify the Organiser of the names and contact information of the appointees. Participants must provide the Organiser with other pertinent information about their personnel as and when required. The Organiser must be notified, in a timely manner, of any changes to the submitted personnel information.

Participants are allowed to set up a staff break area or canteen in their back-of-house area to offer food and beverages to their staff. These spaces do not count towards 20% of the exhibition space that is permitted for commercial activities.

C-16 Participants must ensure that their personnel wear identity badges when on duty and attend the training sessions, such as induction and onboarding sessions, that will be conducted by the Organiser.

In case of breach of laws and regulations, disruption of order, or inappropriate behaviour by a participant's personnel, the Organiser reserves the right to instruct the participant concerned to remove such personnel from the Expo site or forbid them from engaging in any commercial activities on the site.

The background of the page is a close-up photograph of a woven basket, likely made of bamboo or a similar natural material. The basket's structure is composed of numerous thin, light-brown strips woven together in a complex, crisscrossing pattern. The lighting is soft, highlighting the texture of the fibers. Overlaid on this image are several large, white, abstract, organic shapes that resemble stylized leaves or petals. A prominent yellow circle is positioned in the upper left quadrant, containing the text. The overall aesthetic is clean, modern, and emphasizes natural materials.

3 ∴ Merchandise:
Products for
Sale



Expo 2020 Dubai aims to create a powerful connection with its visitors through the range of products that will be offered for sale via the participants' commercial activities.

Products with direct connection to the pavilion content and that showcase the innovativeness and design capabilities of the participants will provide visitors with a tangible object to take home as a memento of their experience or a souvenir to share passing on the core messages of the pavilion to a much wider global audience.

Through commercial activities, participants have the opportunity to increase their engagement with visitors by offering them the opportunity to experience international cuisine or to purchase a souvenir or memento that is directly related to their experience within the pavilion.

Participants who wish to sell products as part of their commercial activities are encouraged to adopt some core principles ensuring alignment with Special Regulation No. 9 and with other retail activities within the Expo site.

3.1 Marketing Mix

Applying standard business practices will help ensure that the product range and retail service is integrated successfully into the participants' pavilions, enhancing visitor experience and capitalising on the revenue opportunities. Participants are encouraged to adopt the core elements of marketing, or the marketing mix (4Ps), when planning their commercial activities: Product, Price, Place, and Promotion. See Figure 3.1.

Figure 3.1 Marketing Mix



3.2 Product

The Organiser is committed to creating a diverse retail offering across the Expo site, with the participants collectively providing a global product offering that supports the theme and subthemes of Expo 2020 Dubai.

C-17 Participants who wish to develop a range of products for sale via their commercial activities must submit a list of the products to the Organiser for approval through the Participant Portal. This list must be provided to the Organiser as part of the commercial proposal at least 120 calendar days before the Expo event (see Section 2.1.2) and before submitting their general transportation plan (see Section 1.4.2 of the Logistics and Customs Guide). The submission must include a graphical representation for each product as well as detailed product information such as price, fabric composition (if applicable), packaging, and country of origin.

Food and beverage products are allowed to be sold via the retail outlets, however as outlined in the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions, participants are prohibited from commercially selling tobacco products and shisha, and from commercially selling alcohol outside the licensed areas.

In addition to retail products, participants are also able to produce food and beverage products as well as goods for marketing and promotional purposes. The same guiding principles with regards to applicability and origination will apply to these goods and products, ensuring their relevance to visitor experience and compliance with Special Regulation No. 9.

All food and beverage products are required to comply with the guidelines outlined in the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions.

Figure 3.2 lists some criteria to consider when developing products for sale as part of commercial activities on the Expo site.

Figure 3.2 Criteria for Developing Products



3.2.1 Product Design Inspiration

It is envisaged that the participants will adopt the theme and subthemes of Expo 2020 Dubai as their core inspiration not only for their pavilion and the content of their exhibition but also for the range of products that they will sell via their commercial activities.

Participants are encouraged to design and develop their products for sale ensuring that these are culturally significant, unique, and truly representative of their respective countries. Where possible, participants are also encouraged to utilise SMEs, showcasing the design capabilities, manufacturing techniques, and quality workmanship available in the country of origin.

Participants may incorporate their approved logo, country flag, core messaging, and creative elements not only into their pavilion but also into their range of products and packaging, if applicable.

C-18 Participants must not use the logo of Expo 2020 Dubai or the composite logos for products made available for sale as part of their commercial activities unless they obtain approval from the Organiser (see Section 3.6.3).

3.2.2 Packaging and Labelling

C-19 Participants must ensure that their product packaging and/or labelling is in accordance with the requirements of the laws and regulations of the UAE. For details on packaging and labelling requirements, see the Logistics and Customs Guide and the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions.

In line with Expo 2020 Dubai's commitment to sustainability, participants need to consider the efficiency and requirement of any packaging for their products. If packaging is deemed necessary, participants are encouraged to select materials from sustainable sources and provide details with regards to the recyclability of the packaging.

3.3 Price

As an inclusive event, Expo 2020 Dubai aspires to have a diverse range of products that cater not only to everyone's taste but also to their budgets. Participants are encouraged to offer visitors value for money and to ensure that the prices of their products are aligned with the current market value.

As part of the commercial proposal, participants are required to submit indicative prices for their products to ensure alignment of pricing across the Expo site. Participants are encouraged to offer a product range with a variety of price points suitable for different visitor groups.

C-20 Participants must clearly display the price of the goods and services that they offer including additional or incorporated taxes such as VAT. All prices must be displayed in Emirati dirham (AED), the national currency of the UAE.

3.4 Place

The theme of Expo 2020 Dubai celebrates the values of collaboration and cooperation, which sit at the heart of the Organiser's approach to commercial provisions across the site. These values are envisioned to influence and inspire the participants in designing and developing their commercial activities.

The dedicated commercial area within a participant's pavilion provides a showcasing and distribution point for the approved products. Incorporated into the overall pavilion, this commercial activation is an extension of exhibition, providing visitors with a unique range of products to purchase.

3.5 Promotion

3.5.1 Marketing and Promotion of Commercial Activities

C-21 Participants must ensure that their marketing and promotional materials are compliant with the Brand Guidelines which are available in the Brand Portal (see Section 3.6.2). Particularly, participants must not use the names or visual representations of other countries, regions, or cities as well as other similar assets in their materials without the consent of the Organiser and the relevant Section Commissioner General. Participants must submit all their marketing and promotional materials to the Organiser via the Participant Portal at least 10 working days before its use or launch to public. Once a submission has been received, the Organiser will provide feedback within 10 working days. Lack of feedback will not be deemed approval if the use of Expo 2020 Dubai's intellectual property is inconsistent with the Brand Guidelines.

C-22 Participants who wish to display the logo, trademark, or other intellectual property of their own sponsors must only do so within the physical interior of their pavilion and not outside the pavilion or on the external façade of the pavilion. Any such display must not be visible to the public outside the plot boundary.

- C-23** Participants must ensure that their sponsors do not use the intellectual property of Expo 2020 Dubai, except as outlined in the Brand Guidelines.
- C-24** Participants must not use audio devices that create blare or use loudspeakers outside their pavilions to market or promote their commercial activities.
- C-25** Participants must ensure that their marketing and promotional activities are compliant with the relevant laws and regulations of the UAE.

3.5.2 Distribution of Promotional Giveaways

Participants are allowed to produce giveaways that feature their approved logo format to promote their involvement in Expo 2020 Dubai. Promotional giveaways may include team outfitting and corporate premiums and gifts.

- C-26** Participants who wish to distribute promotional giveaways must obtain prior approval from the Organiser. Requests for approval must be submitted through the Participant Portal at least 10 working days before the planned distribution of the giveaways, and must include the following information:

- › Details of the activity including the list of promotional giveaways to be distributed
- › Volumes intended for distribution
- › Time and location where promotional giveaways are to be distributed

The Organiser may add specific criteria, where necessary, prior to approval.

- C-27** Participants must distribute their promotional giveaways free of charge and only within their pavilion and/or during hosted events. These giveaways must comply with:
 - › The approved logo formats, that is, the Expo 2020 Dubai logo lock-up with either the participant's logo and designation, or the participant's country flag and designation. The logos are available on the Brand Portal via the Participant Portal (see Section 3.6.2).
 - › The Brand Guidelines, particularly the proper use of the Expo 2020 Dubai's logo.
- G-03** Participants who wish to distribute promotional giveaways to visitors should ensure that these are of their national origin, and that appropriate signs are posted indicating that the giveaways are free.

In the event that participants violate the laws of the UAE and the regulations issued by the Organiser regarding the distribution of promotional giveaways, the Organiser reserves the right to instruct the participants to stop such activity.

Specific guidelines on distributing food and beverage samples are provided in Section 7.3 of the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions. Guidelines on reconciliation of giveaways are provided in Section 8.7 of the Logistics and Customs Guide.

3.6 Guiding Principles

Participants are encouraged to integrate the theme of Expo 2020 Dubai in their approach to their commercial offerings for the Expo event to optimise visitor experience.

3.6.1 Supporting Small and Medium-Sized Enterprises

Building on Expo 2020 Dubai's values of cooperation and collaboration, the Organiser encourages the participants to support the small and medium-sized enterprises (SMEs) in their home countries by patronising their own locally made products for use in their commercial activities during the Expo event.

- G-04** Participants should, where possible, source products that are manufactured by SMEs in their home countries. Alternatively, participants can source suppliers or manufacturers globally from the Online Marketplace (see Section 2.10).

3.6.2 The Brand Portal

Expo 2020 Dubai's Brand Portal is accessed through the Participant Portal. The Brand Portal hosts a wide range of brand assets that may be viewed and downloaded by the participants. These assets include:

- › The Brand Guidelines which provide best practice guide for delivery of the Expo 2020 Dubai brand
- › The Expo 2020 Dubai's logo (in different formats)
- › Moving and still images copyrighted or owned by the Organiser

The Brand Portal also includes a workflow system that allows participants to submit their work for review/ approval by the Organiser.

3.6.3 Licensed Products

Participants who wish to sell Expo 2020 licensed products, bearing the Expo 2020 Dubai logo, mascot, or intellectual property, are encouraged to reach out to the Organiser through the Participant Portal to express their interest and learn more about the licensing programme.

4 ∴ Responsibilities of the Participants





The success of Expo 2020 Dubai will be based on the collective contributions of the participants, partners, and contractors to deliver an exceptional Expo.

Participants are required to follow and adopt the guidelines, policies, and procedures of the Organiser to ensure consistency with regards to quality of service, products, and visitor experience across the Expo site.

This chapter highlights the roles and responsibilities of the participants, providing operational guidelines and supportive infrastructure to maximise the success of the commercial activities.

4.1 Insurance

Participants are responsible for any damage or liabilities incurred to visitors by their commercial activities. To reduce the cost and effect of unforeseen losses arising from risks, participants are required to obtain relevant insurances, such as Operational Public and Product Liability Insurance, before commencing their operations on the Expo site. For details on the required insurances, see the Insurance Guide.

4.2 Intellectual Property Rights

C-28 Participants must not infringe on intellectual property rights when conducting their commercial activities. The Organiser will not assume any responsibility in case participants violate intellectual property rights.

4.3 Sustainability

Sustainability is one of the subthemes of Expo 2020 Dubai and is integral to the overarching vision to provide viable, world-class exhibition and legacy facilities. In line with this subtheme, the Organiser has developed the Sustainability Policy document and the RISE™ Sustainable Operations Standards and Guidelines document to encourage the participants to efficiently use resources, minimise carbon emissions, and reduce the impact of their operations on the environment. The Sustainability Policy document and the RISE™ Sustainable Operations Standards and Guidelines document are available on the Participant Portal.

The sustainability programme of Expo 2020 Dubai is aligned with industry best practice and designed to help move Dubai and the UAE towards a more sustainable future.

4.3.1 Key Areas of Sustainability

Expo 2020 Dubai has identified several key focus areas for sustainability (Figure 4.1), which are aligned with Chapter 4 of the BIE Registration Document, and which include site-wide KPIs.

Details of the sustainability strategy and KPIs for each of the key areas in Figure 4.1 are available on the Participant Portal. Participants are encouraged to consider these areas in their approach to sustainability in their food and beverage operations, where applicable.

For details on the key strategic sustainability objectives of Expo 2020 Dubai, including a non-exclusive list of benchmark and aspirational targets for energy utilisation, water utilisation, carbon emission reduction, materials and design, and sustainability awareness, see Chapter 11 of the Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions.

4.3.2 Sustainable Manufacturing

Participants are encouraged to demonstrate their commitment to sustainability by ensuring that their merchandise and that of their supply chain have a low or reduced impact on people's health and the environment.

For more information on the standards that need to be adopted by the participants to help in achieving the sustainability commitments of Expo 2020 Dubai, see the Sustainability Policy document and the RISE™ Sustainable Operations Standards and Guidelines document.

G-05 Participants should ensure that their goods are environmentally sustainable and ethically sourced. Where possible, products should be accompanied by documentation and/or certificates, demonstrating compliance with internationally recognised standards such as:

- › International Organisation for Standardisation (ISO) standards
- › Social welfare standards
- › Fair Trade Certification
- › Forest Stewardship Council (FSC) standards

4.3.3 Sustainable Packaging

Participants are encouraged to adopt the waste hierarchy framework (Figure 4.2) in their approach to sustainable packaging for food and beverages as well as products sold via the retail operation.

Participants are also asked to reflect on their packaging waste before and during the event, and adopt reverse logistics principles, where possible, with packaging waste removed, recycled, and environmentally disposed of by the supplier. In the instance that reverse logistics is not achievable and requires disposal, participants are encouraged to engage with the Organiser's waste management contractor (see Section 4.4).

4.3.4 ISO 20121

As part of the sustainability strategy, Expo 2020 Dubai is committed to achieving ISO 20121 certification. ISO 20121 (Sustainable Event Management) is a management system standard designed to help organisations in the events industry to improve the sustainability of their event-related activities, products, and services. For details on ISO 20121, see the link provided in Supporting Resources.

G-06 Participants should explore working with operators, manufacturers, and suppliers who are ISO 20121 certified.

G-07 Participants should ensure that their commercial operations are aligned with the ISO 20121 standards, policies, and procedures.

G-08 Participants should submit documents/data to the Organiser as per the requirements of the ISO 20121 certification.

Figure 4.1 Key Areas of Sustainability



4.4 Waste Management

Effective waste management will have a significant impact on the ability of Expo 2020 Dubai to maintain its bid commitment to BIE to segregate at least 85% of waste (by weight) generated during the entire life cycle of the Expo event. Participants will play a critical role in waste management as it is projected that their combined food and beverage operations will generate approximately 80% of the total expected waste during the event.

The Organiser will provide the participants, at no cost, with large bins (sized 240 L or 1,100 L) for their waste rooms, with quantity or volume capacity as deemed required by the participants to properly store their waste. The Organiser will also provide the participants with reusable oil drums for the collection of used cooking oil.

C-29 Participants must comply with the waste guidelines for front-of-house and back-of-house areas as provided in the Operations Guide. Compostable waste must be separated from mixed recyclable waste at a minimum.

Participants are encouraged to limit using certain products that cannot be recycled or composted such as polystyrene products.

The Organiser will appoint a site-wide waste management contractor to collect waste across the Expo site during non-visitor hours. The Organiser will also collaborate with the participants to explore efficiencies, where possible, to reduce the number of waste collections needed across the site. Details on the operations of the site-wide waste management contractor will be communicated to the participants through the Participant Portal no later than the fourth quarter of 2018.

C-30 Participants must bear the cost of waste collection and waste disposal during the Expo event. The Organiser will ensure that the provided rates for waste collection and waste disposal are in line with the current market rates. The rates will be published in the Operations Guide.

For further details on waste collection arrangements during the Expo event, see the Operations Guide.

Figure 4.2 Waste Hierarchy Framework



4.5 Cleaning and Pest Control

Cleanliness across the Expo site is fundamental to the overall visitor experience. To achieve this, the Organiser will ensure that the following areas are cleaned, maintained, and pest controlled throughout the construction phase up to the decommissioning phase:

- › Public realm
- › Buildings that are directly or indirectly operated by the Organiser and used for services and miscellaneous activities (such as catering and commercial activities)

C-31 Participants must clean, maintain, and control pests in all covered and uncovered areas within their plot or pavilion, ensuring that the minimum required sanitation conditions for visitors and staff are met.

Participants may, at their own cost and responsibility, request the Organiser to arrange cleaning, maintenance, and pest control services for their plot or pavilion. These services will be delivered through the Organiser's service provider at pre-agreed rates in line with average market rates and in proportion to the participants' occupied space. The Organiser will provide the participants with a non-binding list of providers undertaking these services including the rate card for such services.

C-32 Participants must maintain the facilities in their commercial space. In the event that the Organiser instructs the participants to carry out repairs on their concessions facilities, participants must ensure to complete the repairs on the date and time directed by the Organiser.

C-33 Participants must notify the Organiser before carrying out any improvements or changes on their own concessions facilities, and must follow the directives of the Organiser regarding such work.

4.6 After the Conclusion of the Expo Event

After the conclusion of the Expo event, participants may sell the exhibits and materials that they have used during the event, including their unsold merchandise. Participants are not obliged to pay royalties from such sales. If sold by a participant, these items will be subject to applicable customs duties and taxes as stated in Special Regulation No. 7. Moreover, these items will be subject to the completion of import procedures and payment of applicable taxes in accordance with the laws and regulations of the UAE. For further details, see the Logistics and Customs Guide.

C-34 In order for Customs to calculate the duties owing, participants must provide a monthly stock reconciliation outlining the volume of merchandise that entered the UAE as part of the original shipment, what was sold, and what is being returned to the country of origin. Duties will be payable on merchandise sold. For further details, see the Logistics and Customs Guide.

4.7 Reconciliation of Sales Revenue

Over the 173 days of the Expo event, the participants' sales will typically be reconciled weekly, generating invoices and processing the payment of royalties owed to the Organiser.

The sales reports, which are automatically generated by the retail-in-a-box POS system, will provide product information, unit price of each product, volume of each product sold, sales value generated by the sale of each product, and gross revenue (excluding taxes) that will be used to calculate the royalty due.

At the conclusion of the Expo event, a full account reconciliation will be prepared by the Organiser to confirm any outstanding royalty and to close the account.

4.8 Royalty Payments by Direct Debit

C-35 To register for the direct debit service, participants must completely fill out a DDS Mandate form and submit it to Emirates NBD at least 30 working days before the delivery of their retail-in-a-box POS system. As this will be a one-time registration process, participants must upload the form directly to Emirates NBD's web portal, which provides a single-user functionality to simplify the process. The DDS Mandate form and other relevant documentation needed to register for the direct debit service will be available on the Participant Portal mid-2020. Participants who wish to cancel their direct debit service must obtain prior permission from the Organiser.

The royalty due will be paid by direct debit, 5 working days after the date of the invoice, transferring the invoiced amount from a participant's bank account to that of the Organiser. Any disputes need to be resolved during the period between the date of the invoice and the settlement of the direct debit payment.

The Organiser will issue a receipt of payment and a monthly statement of account for the participants' records.

5 ∴ Commercial
Services Offered
by the Official
Partners of
Expo 2020 Dubai





The Organiser draws on local, regional, and global expertise to deliver a memorable and impactful event and legacy.

The business community has a crucial role in making World Expos a success and in helping host countries create a sustainable legacy; partnerships play an integral part in this process. Expo 2020 Dubai will continue and expand on this tradition. By recognising that corporations have a collective responsibility and opportunity to impact the future of the world, Expo 2020 Dubai will provide the business community with a platform to showcase their breakthroughs, share their products, and enhance their brand. In addition, partnerships between corporations and other participants are anticipated to foster vibrant thought leadership clusters and entrepreneurial ecosystems.

5.1 UPS: Official Logistics Partner

The Organiser has selected UPS Middle East FZE, a subsidiary of United Parcel Service Inc. (UPS), as the Official Logistics Partner of Expo 2020 Dubai. From Section 2.8.1, UPS will offer shipping service to visitors by providing a dedicated shipping counter within the main Expo 2020 Dubai Stores. This service will allow visitors to conveniently arrange the delivery of their purchased merchandise directly to their homes or hotels, at a competitive rate and subject to applicable duties and taxes.

Further details on UPS and the onsite services it offers to participants are available in the Logistics and Customs Guide and the Participant Portal.

5.2 Emirates NBD: Official Banking Partner

The Organiser has selected Emirates NBD as the Official Banking Partner of Expo 2020 Dubai. Emirates NBD will:

- › Provide participants with integrated retail-in-a-box POS terminals, free of charge, to offer a variety of payment options such as cash, standard credit cards, e-wallets, and wearables
- › Establish acquirer partnership, in conjunction with Network International, to process payments at a very competitive rate
- › Facilitate the opening of a UAE bank account for each participant to:
 - Deposit their revenue from credit card transactions
 - Meet their daily cash management requirements, via the onsite bank, including preparation of floats





Supporting Resources



The following resources can be accessed either from the Participant Portal or using the website address provided.

- › **Brand Guidelines**
- › **Emirates NBD**
<https://www.emiratesnbd.com>
- › **Federal Laws Governing Commercial Activities**
<http://www.dubaied.ae/English/DataCenter/Pages/BusinessRegulations.aspx>
- › **Food and Beverage Guide for Self-Build Pavilions and Rented Pavilions**
- › **General Regulations of Expo 2020 Dubai**
- › **Insurance Guide**
- › **ISO 14062**
<https://www.iso.org/standard/33020.html>
- › **Logistics and Customs Guide**
- › **Online Marketplace**
<https://omp.expo2020dubai.com/>
- › **Operations Guide**
- › **Rented Pavilions Guide**
- › **RISE™ Sustainable Operations Standards and Guidelines**
- › **Self-Build Pavilions Guide**
- › **Special Regulations of Expo 2020 Dubai**
- › **Sustainability Policy**
- › **UAE Consumer Code of Rights**
<https://www.government.ae/en/information-and-services/justice-safety-and-the-law/consumer-protection>
- › **UAE Consumer Protection Law**
<http://www.consumerrights.ae/en/FederalLawDirectives/Pages/uae-consumer-law.aspx>
- › **UPS**
<https://www.ups.com>









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