

International Horticultural Expo 2027,

Yokohama, Japan

SUSTAINABILITY IMPLEMENTATION PLAN



March 2024

Japan Association for the International Horticultural

Expo 2027, Yokohama

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1 Introduction

1.1 Objectives

The Japan Association for the International Horticultural Expo 2027, Yokohama (hereinafter, the “Association”) formulated the International Horticultural Expo 2027, Yokohama, Japan Master Plan (hereinafter, the “EXPO 2027 Master Plan”) in January 2023, which outlined projects that are necessary for the delivery of International Horticultural Expo 2027, Yokohama, Japan (hereinafter, “EXPO 2027 YOKOHAMA JAPAN”) and policies related to those projects. The EXPO 2027 Master Plan sets the theme of EXPO 2027 YOKOHAMA JAPAN as “Scenery of the Future for Happiness.” As Japan and Yokohama aim to create an environmentally oriented society that will increase affluence for the future, this theme embodies a vision for society where each individual sows seeds of happiness in his/her own mind, foster them through interactions with other people and the environment, so that both individuals and the entire community bloom like a flower bed, full of vitality, and thereby increase their affluence.

In order to achieve the theme of EXPO 2027 YOKOHAMA JAPAN from the aspect of sustainability, the Association has formulated the Sustainability Strategy, which shows the courses of actions to be taken. Sustainability is considered an important factor in the delivery and operation of international horticultural exhibitions approved by the International Association of Horticultural Producers (Association Internationale des Producteurs de l’Horticulture (hereinafter, “AIPH”). In the Sustainability Implementation Plan, we will discuss specific actions that will be taken to implement the Sustainability Strategy based on the EXPO 2027 Master Plan as well as other matters such as stakeholders who will be involved in those actions. In addition, we will outline key performance indicators (hereinafter, the “KPIs”) that are used to assess the achievement levels of sustainability objectives. The KPIs will be monitored for progress every year at each stage of preparation, delivery and operation, and legacy of the EXPO.

The Sustainability Implementation Plan covers the period from the formulation of the plan in March 2024 to FY2028^a, including the duration of the EXPO. The person responsible for implementing the actions stated in the Sustainability Implementation Plan shall be the Secretary General/ Representative Director of the Association.

The Association established a panel of experts specialized in environmental, human rights and labour issues, which deliberated the Sustainability Strategy, the Sustainability Implementation Plan, and the Code of Sustainable Procurement. Information on the expert panel is available on the Association’s website.

[\(https://expo2027yokohama.or.jp/\)](https://expo2027yokohama.or.jp/)

^a Note: Japan’s financial year (FY) runs 1 April to 31 March.

1.2 Milestones and Deliverables

Milestones are interim goals for EXPO 2027 YOKOHAMA JAPAN, such as those related to planning, construction and projects, and they are established with the purpose of managing the progress of the schedule.

The following table shows Milestones and deliverables of the EXPO.

ID	Deadline / date	Rationale behind the deadline / date	Milestones and deliverables
m-1	January 2023	At the time of formulation	Formulation of the EXPO 2027 Master Plan
m-2	January 2024	At the time of formulation	Formulation of the Code of Sustainable Procurement (Announcement of the Japanese Version)
m-3	March 2024	AIPH requirement	Formulation of the Sustainability Strategy and the Sustainability Implementation Plan
m-4	FY2024	At the start of construction	Completion of environmental impact assessment procedures
m-5	FY2024	At the start of construction	Commencement of site development construction
m-6	March 2025	AIPH requirement	Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan
m-7	FY2025	At the time of ticket sales	Ticket sales
m-8	FY2025	Two years before the EXPO	Securing of participants (foreign governments and international organisations, etc.) and exhibitors
m-9	March 2026	One year before the EXPO	Hosting of a one-year-to-go event
m-10	September 2026	AIPH requirement	Pre-event sustainability report
m-11	September 2026	AIPH requirement	Development of an Event Sustainability Management System
m-12	March 2027	Opening day	Opening of the EXPO
m-13	September 2027	Closing day	Closing of the EXPO; Commencement of removal of temporary structures
m-14	December 2027	AIPH requirement	Post-event sustainability report
m-15	September 2030	AIPH requirement	Sustainability and legacy report

Next, we will list the quality criteria and the responsible party in the following table. The quality criteria are criteria for ensuring the quality of each milestone and deliverable, and the responsible party is the party responsible for each item.

ID	Milestones and deliverables	Quality criteria	Responsible
m-1	Formulation of the EXPO 2027 Master Plan	<ul style="list-style-type: none"> - AIPH / BIE Rules - Examples, etc. of past international horticultural exhibitions 	The Association
m-2	Formulation of the Code of Sustainable Procurement (Japanese Version)	<ul style="list-style-type: none"> - International law, and laws and regulations of Japan and other countries - Code of Sustainable Procurement that have been formulated in Japan for large events (Tokyo 2020 Olympic and Paralympic Games, Expo 2025 Osaka, Kansai) 	
m-3	Formulation of the Sustainability Strategy and the Sustainability Implementation Plan	<ul style="list-style-type: none"> - AIPH Annex X - AIPH Guidance - AIPH Checklist 	
m-4	Completion of environmental impact assessment procedures	<ul style="list-style-type: none"> - Yokohama City Environmental Impact Assessment Ordinance 	
m-5	Commencement of site development construction	<ul style="list-style-type: none"> - AIPH Rules - Laws and regulations of Japan - Code of sustainable procurement 	
m-6	Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan	<ul style="list-style-type: none"> - AIPH Annex X - AIPH Guidance - AIPH Checklist 	
m-7	Ticket sales	<ul style="list-style-type: none"> - AIPH Rules - Examples, etc. of past international horticultural exhibitions 	
m-8	Securing of participants (foreign governments and international organisations, etc.) and exhibitors	<ul style="list-style-type: none"> - AIPH Rules 	
m-9	Hosting of a one-year-to-go event	<ul style="list-style-type: none"> - AIPH Rules - Code of sustainable procurement 	
m-10	Pre-event sustainability report	<ul style="list-style-type: none"> - AIPH Annex X 	
m-11	Development of an Event Sustainability Management System	<ul style="list-style-type: none"> - AIPH Annex X - ISO20121 	
m-12	Opening of the EXPO	<ul style="list-style-type: none"> - AIPH Rules - Code of sustainable procurement 	
m-13	Closing of the EXPO; Commencement of removal of temporary structures	<ul style="list-style-type: none"> - AIPH Rules - Laws and regulations of Japan - Code of sustainable procurement 	
m-14	Post-event sustainability report	<ul style="list-style-type: none"> - AIPH Annex V / X 	
m-15	Sustainability and legacy report	<ul style="list-style-type: none"> - AIPH Annex V / X 	

1.3 Assumptions and Constraints

1.3.1 Assumptions

Assumptions are preconditions for achieving milestones and deliverables of EXPO 2027 YOKOHAMA JAPAN. In general, assumptions are related to resources (whether necessary resources are secured), finances (whether costs are in alignment with the initial expectation), scheduling (whether the schedule progresses as planned), and delivery and methodology such as quality/specification (whether the required quality/specifications are met), technologies (whether the necessary technologies are used), and places/environments (whether appropriate places/environments are secured and provided). Assumptions for the EXPO are listed in the following table.

ID	Milestones and deliverables	Assumptions
m-1	Formulation of the EXPO 2027 Master Plan	<ul style="list-style-type: none"> - Able to obtain approval of the Board of Directors of the Association - Coordinated with and agreed by relevant parties - Adequate human resources are secured
m-2	Formulation of the Code of Sustainable Procurement (Japanese Version)	<ul style="list-style-type: none"> - Coordinated with and agreed by relevant parties - Formulated before the start of procurement
m-3	Formulation of the Sustainability Strategy and the Sustainability Implementation Plan	<ul style="list-style-type: none"> - Coordinated with and agreed by relevant parties - Formulated within the period specified by AIPH
m-4	Completion of environmental impact assessment procedures	<ul style="list-style-type: none"> - Communicated to and understood by community residents and relevant parties - Procedures based on Yokohama City Environmental Impact Assessment Ordinance are properly completed before the commencement of construction
m-5	Commencement of site development construction	<ul style="list-style-type: none"> - Communicated to and understood by community residents and relevant parties - Construction contracts are properly concluded - Construction is properly executed according to the design - Necessary budget is secured
m-6	Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan	<ul style="list-style-type: none"> - Coordinated with and agreed by relevant parties - Formulated within the period specified by AIPH - The Sustainability Strategy and the Sustainability Implementation Plan are formulated
m-7	Ticket sales	<ul style="list-style-type: none"> - Coordinated with and agreed by relevant parties - Ticket sales have started
m-8	Securing of participants (foreign governments and international organisations, etc.) and exhibitors	<ul style="list-style-type: none"> - Communicated to and understood by relevant parties - Participants and exhibitors, etc. are secured
m-9	Hosting of a one-year-to-go event	<ul style="list-style-type: none"> - Communicated to and understood by relevant parties - Preparation for the event is completed - Necessary budget is secured
m-10	Pre-event sustainability report	<ul style="list-style-type: none"> - Coordinated with and agreed by relevant parties - Reported within the period specified by AIPH
m-11	Development of an Event Sustainability Management System	<ul style="list-style-type: none"> - Coordinated with and agreed by relevant parties - Developed and in operation before the deadline

ID	Milestones and deliverables	Assumptions
m-12	Opening of the EXPO	<ul style="list-style-type: none"> - Communicated to and understood by relevant parties - Momentum for the EXPO has been built up - Preparation for the EXPO is completed - Adequate operation system for the EXPO has been developed - Necessary budget is secured - Adequate human resources are secured
m-13	Closing of the EXPO; Commencement of removal of temporary structures	<ul style="list-style-type: none"> - The EXPO has closed without any major issues - Contracts for removal of temporary structures are concluded and preparation is completed - Necessary budget is secured
m-14	Post-event sustainability report	- Reported within the period specified by AIPH
m-15	Sustainability and legacy report	- Reported within the period specified by AIPH

1.3.2 Constraints

Constraints are conditions that limit the achievement of milestones and deliverables of EXPO 2027 YOKOHAMA JAPAN. Constraints are provided from perspectives including business scope, resource, scheduling, finances, delivery, and methodology, with respect to conditions that would affect the execution of the EXPO, conditions that should be complied with, and conditions which the Association alone cannot change.

Constraints for the EXPO are listed in the following table.

ID	Milestones and deliverables	Constraints
m-1	Formulation of the EXPO 2027 Master Plan	- Submission deadline specified by AIPH or BIE
m-2	Formulation of the Code of Sustainable Procurement (Japanese Version)	- Start date of procurement
m-3	Formulation of the Sustainability Strategy and the Sustainability Implementation Plan	- Submission deadline specified by AIPH
m-4	Completion of environmental impact assessment procedures	- Timing of commencement of construction - Action items prescribed in Yokohama City Environmental Impact Assessment Ordinance
m-5	Commencement of site development construction	- Opening date of the EXPO - Budget for site development
m-6	Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan	- Submission deadline specified by AIPH
m-7	Ticket sales	- Securing of a ticket sales system
m-8	Securing of participants (foreign governments and international organisations, etc.) and exhibitors	- Deadline for exhibitions, etc.
m-9	Hosting of a one-year-to-go event	- Event date - Event budget
m-10	Pre-event sustainability report	- Submission deadline specified by AIPH
m-11	Development of an Event Sustainability Management System	- Requirements of ISO20121 - Certification deadline for ISO20121
m-12	Opening of the EXPO	- Opening day - Budget for the EXPO - Number of the Association's staff and volunteers
m-13	Closing of the EXPO; Commencement of removal of temporary structures	- Closing day - Deadline for completing the removal of temporary structures
m-14	Post-event sustainability report	- Submission deadline specified by AIPH
m-15	Sustainability and legacy report	- Submission deadline specified by AIPH

1.4 Risk Assessment

In general, risks are unexpected events and/or uncertain events that may have a negative impact on the execution of something.

The following table shows risks that may have a negative impact on milestones and deliverables. In addition, the description of impact on EXPO 2027 YOKOHAMA JAPAN, impact level, and probability level are also included in the table.

ID	Milestones and deliverables	Risk description	Impact description	Impact level	Probability level
m-1	Formulation of the EXPO 2027 Master Plan	Not applicable as it has already been formulated	Not applicable as it has already been formulated	Not applicable as it has already been formulated	Not applicable as it has already been formulated
m-2	Formulation of the Code of Sustainable Procurement (Japanese Version)	Suppliers and supply chains, etc., violate the code or report violations	There will be a social, economic, or environmental impact of human rights violations, etc. There will be an impact on the credibility of the Association and exhibitions, etc.	Medium	High
		Criticism from citizens and NPOs/ NGOs	The Association will lose its credibility, and exhibitors and visitors will decrease	Medium	High
m-3	Formulation of the Sustainability Strategy and the Sustainability Implementation Plan	Unable to submit before the deadline specified by AIPH	Execution of various sustainability measures will be delayed, causing them to be less effective	Low	Low
		Unable to obtain approval of AIPH	Execution of various sustainability measures will be delayed, causing them to be less effective	Low	Low
m-4	Completion of environmental impact assessment procedures	Review of the environmental impact assessment procedures is prolonged	The commencement of the construction will be delayed, which may have an impact on the delivery of the EXPO	Medium	Low
		Criticism from citizens and NPOs/ NGOs	The Association will lose its credibility, and exhibitors and visitors will decrease	Medium	Low
m-5	Commencement of site development construction	There are no bids from construction companies	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	Medium
		The construction causes pollution	The Association will lose its credibility, and exhibitors and visitors will decrease	High	Low
		The construction causes accidents, etc.	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	Medium
		The construction is not completed before the deadline	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	Medium

ID	Milestones and deliverables	Risk description	Impact description	Impact level	Probability level
m-6	Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan	Unable to submit before the deadline specified by AIPH	Execution of various sustainability measures will be delayed, causing them to be less effective	Low	Low
		Unable to obtain approval of AIPH	Execution of various sustainability measures will be delayed, causing them to be less effective	Low	Low
m-7	Ticket sales	Unable to sell an adequate number of tickets in advance	The delivery of the EXPO may be affected	Medium	Medium
m-8	Securing of participants (foreign governments and international organisations, etc.) and exhibitors	Unable to secure an adequate number of exhibitors, etc.	The delivery of the EXPO may be affected	Medium	Medium
m-9	Hosting of a one-year-to-go event	A large-scale natural disaster occurs	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	High
		An infectious disease occurs	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	Medium
m-10	Pre-event sustainability report	Unable to submit before the deadline specified by AIPH	Execution of various sustainability measures will be delayed, causing them to be less effective	Low	Low
		Unable to obtain approval of AIPH	Execution of various sustainability measures will be delayed, causing them to be less effective	Low	Low
m-11	Development of an Event Sustainability Management System	Proper operation of the management system is not achieved before the delivery of the EXPO	The Association will lose its credibility	Low	Low
		Unable to obtain ISO20121 certification	The Association will lose its credibility	Low	Low
m-12	Opening of EXPO 2027 YOKOHAMA JAPAN	A large-scale natural disaster occurs	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	Medium
		An infectious disease occurs	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	High	Medium
		The EXPO site becomes overcrowded	The overcrowding of the EXPO site may affect the operation of the EXPO, causing the satisfaction level of visitors to decrease	Medium	High
		Traffic congestion occurs, affecting the surrounding environment	Congestion will occur in surrounding areas, resulting in complaints from community residents, or causing the satisfaction level of visitors to decrease	High	High
		A cyber-attack occurs	The EXPO will be delayed, or the EXPO cannot be held in the worst-case scenario	Medium	Medium

ID	Milestones and deliverables	Risk description	Impact description	Impact level	Probability level
m-13	Closing of the EXPO; Commencement of removal of temporary structures	There are no bids from construction companies	Removal of temporary structures and subsequent related construction will be delayed	High	Medium
		The construction causes accidents, etc.	The Association will lose its credibility and may need to pay compensation	High	Medium
		The construction is not completed before the deadline	Removal of temporary structures and subsequent related construction will be delayed	High	Medium
m-14	Post-event sustainability report	Unable to submit before the deadline specified by AIPH	The Association will lose its credibility	Low	Low
		Unable to obtain approval of AIPH	The Association will lose its credibility	Low	Low
m-15	Sustainability and legacy report	Unable to submit before the deadline specified by AIPH	The Association will lose its credibility	Low	Low
		Unable to obtain approval of AIPH	The Association will lose its credibility	Low	Low

Definition of the Impact Level

Impact levels are assessed and classified into “High,” “Medium,” or “Low” from the perspectives of “people,” “things,” “money,” and “information,” and the highest value among those perspectives will be set as the risk’s impact level.

Category		High	Medium	Low
Definition		It becomes impossible to hold the EXPO, or there will be a significant delay	It is possible to hold the EXPO, however, there will be some issues, or it becomes necessary to review systems, measures and schedule	It is possible to hold the EXPO, and there is no need to review systems, measures and schedule, however, it will affect the preparation and delivery of the EXPO to a certain extent
Criteria for determination	People	Loss of human life may occur	Injury or illness may occur	Inefficiency or inconvenience may occur in the operation
	Things	It becomes impossible to construct the venue and/or procure plants, etc., that are needed to deliver the EXPO	It will hinder the construction of the venue and/or the procurement of plants, etc., that are needed to deliver the EXPO	It will hinder the procurement of some goods for the EXPO, or require adjustments in procuring such goods
	Money	Risk control involves a huge cost, and cannot be covered with the overall budget	Risk control involves a cost which is outside the plan	Risk control involves a cost which is within the plan
	Information	The reliability of the event as a whole significantly decreases, and exhibitors and visitors cancel their participation	The reliability of the event as a whole decreases, however, there is room for improvement through dialogue with exhibitors and visitors	The reliability of certain matters and events of the event decreases, however, there is room for improvement through dialogue with exhibitors and visitors

Definition of the Probability Level

Probability levels are assessed and classified into “High,” “Medium,” or “Low” based on cases of occurrence in large international events held in the past, and also based on internal factors arising from circumstances of the Association and external factors arising from the impact of external sectors.

Category		High	Medium	Low
Definition		It has occurred in a large international event in the past, and it is highly likely that it will also occur in the EXPO	It has never occurred in a large international event in the past, but there is some possibility of occurrence in the EXPO	It has never occurred in a large international event in the past, and there is low possibility of occurrence in the EXPO
Criteria for determination	Internal (Within the Association)	It has occurred in a large international event in the past, and there are internal and/or external factors that may cause it to occur in the EXPO	It has never occurred in a large international event in the past, but there are internal or external factors that may cause it to occur in the EXPO	It has never occurred in a large international event in the past, and there is low or no possibility of occurrence in the EXPO
	External (External sectors)			

Actions to prevent risks

In order to avoid the occurrence of risk, it is important to take preventive actions in advance. Accordingly, the following table lists preventive actions to avoid and control the impact of aforementioned risks, the follow-up status of preventive actions, and risk owners who are responsible for implementing preventive actions.

Risk Description	Preventive Actions	Follow-up Status of Preventive Actions	Risk owner
Suppliers and supply chains, etc., violate the code or report violations	Promote the Code of sustainable procurement; Mandate the submission of a commitment form; Establish and operate a reporting system; Implement appropriate improvements; Take other relevant measures	Being implemented	The Association
Criticism from citizens and NPOs/ NGOs	Hold a briefing session and/or exchange opinions with citizens and NPOs/NGOs	Being implemented	
Unable to submit before the deadline specified by AIPH	Implement proper management within the Association	Being implemented	
Unable to obtain approval of AIPH	Implement proper management within the Association	Being implemented	
Review of the environmental impact assessment procedures is prolonged	Implement proper management within the Association	Being implemented	
There are no bids from construction companies	Provide information at an early stage, and conduct proper estimation	To be implemented	
The construction causes pollution	Implement proper construction management	To be implemented	
The construction causes accidents, etc.	Implement proper construction management	To be implemented	
The construction is not completed before the deadline	Implement proper construction management	To be implemented	
Unable to sell an adequate number of tickets in advance	Implement effective marketing ahead of the EXPO	Being implemented	
Unable to secure an adequate number of exhibitors	Implement effective promotion activities to secure exhibitors for the EXPO	Being implemented	
A large-scale natural disaster occurs	Formulate a disaster response manual	To be implemented	
An infectious disease occurs	Implement infection control measures	To be implemented	
Proper operation of the management system is not achieved before the delivery of the EXPO	Implement proper management within the Association	To be implemented	
Unable to obtain ISO20121 certification	Implement proper management within the Association	To be implemented	
The EXPO site becomes overcrowded	Design and implement routes and operations to enable smooth movement of people	Being implemented	
Traffic congestion occurs, affecting the surrounding environment	Implement proper traffic management	Being implemented	
A cyber-attack occurs	Implement cyber security measures	Being implemented	

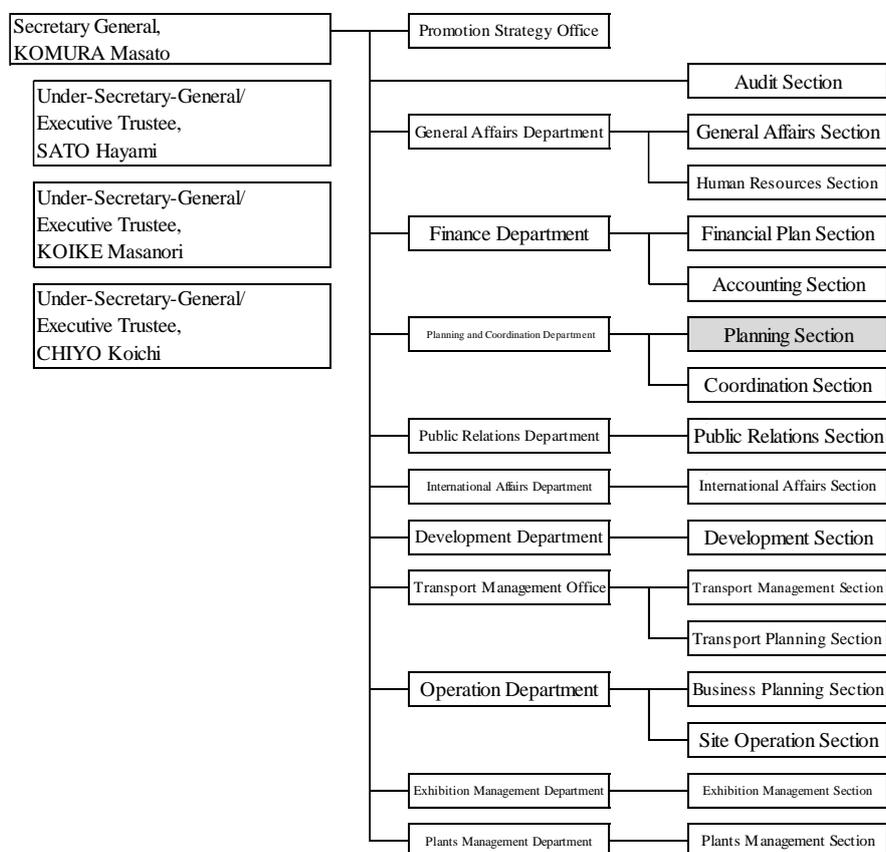
2 Governance & Stakeholders Management

2.1 Management Overview

In March 2020, EXPO 2027 YOKOHAMA JAPAN was officially approved by AIPH to be held in 2027. In June 2021, the Cabinet agreed that procedures may be taken under the Convention Relating to International Exhibitions for the EXPO so that the EXPO would be recognized by the Bureau International des Expositions (BIE). Consequently, the Association was established in November 2021 through the cooperation of the state, relevant local governments, and the private sector. The purpose stated in the Association’s Articles of Organization is to “contribute to the achievement of the United Nations Sustainable Development Goals by preparing, delivering and operating International Horticultural Expo 2027, Yokohama, Japan to be held in Yokohama City, Kanagawa Prefecture under the Convention Relating to International Exhibitions and by turning it into a successful expo, and at the same time contribute to creating a society that fosters happiness by spreading horticultural culture across the globe, realising enriched lifestyles filled with flowers and greenery where farming is a familiar part of everyday life, and encouraging the participation of diverse entities.”

The sustainability-related affairs of the EXPO are handled by all departments in their respective areas under the coordination of the sustainability unit in the Planning Section of the Planning and Coordination Department.

Organigram and Management overview grid of the Secretariat of the Japan Association for the International Horticultural Expo 2027, Yokohama (As of July 2023)



2.2 Stakeholder Analysis

Stakeholders are those who will be directly or indirectly affected by the management of an organization. To make EXPO 2027 YOKOHAMA JAPAN a successful event, we need to deepen the cooperation of stakeholders through appropriate communication.

In the Sustainability Implementation Plan, we have identified nine types of stakeholders who will play an important role in the success of the EXPO. Namely, they are the “Visitors,” “Exhibitors, etc.,” “Volunteers,” “Citizens and communities,” “NPOs/ NGOs,” “Businesses,” “Experts, etc.,” “Governments and municipalities,” and “Association personnel and operation staff, etc.” Based on the definitions of stakeholders provided by APIH, we have identified stakeholders’ standpoints based on their “Current (C)” and “Desired (D)” status.

The following table shows AIPH categorises stakeholders’ standpoints.

Standpoint	Definition of standpoint
Unaware	In this first level, stakeholders are unaware of the EXPO sustainability objectives and any potential impacts they have on them.
Resistant	Stakeholders in this category are aware of the EXPO sustainability objectives and are resistant to the change.
Neutral	Neutral stakeholders are aware of the EXPO sustainability objectives but are neither resistant to nor supportive of them.
Supportive	These stakeholders are aware of the EXPO sustainability objectives and their potential impact and are supportive of the change.
Leading	Stakeholders in this category are aware of the EXPO sustainability objectives and are actively working to ensure their success. These stakeholders may be termed “change champions.”

Based on the results of the stakeholder analysis, the below table shows the “Current (C)” and “Desired (D)” standpoints of stakeholders with respect to the EXPO. Taking into account the results of the analysis, we will have communication with each stakeholder in an appropriate manner so that they will be able to continue providing their cooperation for the EXPO from their “desired” standpoints.

ID	Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
s-1	Visitors	C				D
s-2	Exhibitors, etc.				C	D
s-3	Volunteers				C	D
s-4	Citizens and communities			C		D
s-5	NPOs/NGOs			C		D
s-6	Businesses			C		D
s-7	Experts, etc.				C	D
s-8	Governments and municipalities					C & D
s-9	Association personnel and operation staff, etc.				C	D

3 Implementation Schedule

3.1 Actions

In the Sustainability Strategy, we have set objectives for 12 areas required by AIPH to make EXPO 2027 YOKOHAMA JAPAN a sustainable event, and listed KPIs and actions to objectively measure their achievement levels.

The following table shows actions to be taken to achieve each objective set forth in the Sustainability Strategy.

Objective	KPI	Action ID	Action
1 Biodiversity			
Biodiversity conservation	Biodiversity conservation	1-1-1	Create a venue plan with consideration for biodiversity
		1-1-2	Implement the plan
		1-1-3	Maintenance and management
2 Water			
Reduce water consumption and demand	Reduction of irrigation water consumption	2-1-1	Calculate estimated water usage
		2-1-2	Implement water saving measures
		2-1-3	Measure water usage and reduced water usage
3 Carbon			
Reduce GHG emissions to achieve decarbonisation	GHG emissions for each scope	3-1-1	Calculate GHG emissions for each scope
		3-1-2	Implement measures to reduce GHG emissions
		3-1-3	Achieve carbon neutrality through purchase of credits
4 Energy			
Adopt passive architecture design	Adopt passive architecture design	4-1-1	Formulate an architecture plan
		4-1-2	Implement the construction
		4-1-3	Maintenance and management
Adopt energy-saving equipment for improvement in energy efficiency	Adopt energy-saving equipment	4-2-1	Calculate estimated energy consumption and formulate an energy consumption reduction plan
		4-2-2	Implement the energy consumption reduction plan
		4-2-3	Measure and announce energy consumption and reduction
Maximise the use of renewable energy	Utilisation rate of renewable energy electricity	4-3-1	Formulate a plan to adopt renewable energy electricity
		4-3-2	Adopt renewable energy electricity
5 Pollution			
Reduce the impact on the surrounding environment	Construction does not cause a significant impact on the surrounding community's living environment	5-1-1	Formulate and announce guidelines
		5-1-2	Communicate to relevant parties
		5-1-3	Operate the guidelines and summarize the results

Objective	KPI	Action ID	Action
6 Waste & Dismantlement			
Utilise future park facilities as exhibition facilities	Utilise future park facilities as exhibition facilities	6-1-1	Design exhibition facilities by utilising future park facilities
		6-1-2	Develop exhibition facilities by utilising future park facilities
Construct temporary structures with an emphasis on resource recycling	Construction of temporary structures with rentals and leased items	6-2-1	Design temporary structures with rentals and leased items
		6-2-2	Procure temporary structures with rentals and leased items
		6-2-3	Construction of temporary structures with rentals and leased items
Promote waste recycling	Recycling rate of concrete mass	6-3-1	Recycle concrete mass when removing temporary facilities
7 Contractors & Construction			
Develop facilities in coordination with land readjustment projects and future park facilities	Utilisation rate of infrastructure of land readjustment projects and future park facilities	7-1-1	Formulate an infrastructure plan in coordination with land readjustment projects and park facilities
		7-1-2	Develop infrastructure in coordination with land readjustment projects and park facilities
Promote eco-friendly maintenance and management of plants	Consideration of eco-friendly methods to maintain and manage plants	7-2-1	Consideration of eco-friendly methods to maintain and manage plants
Sustainably procure construction materials	Formulation and operation of the Code of Sustainable Procurement	7-3-1	Consider the code of sustainable procurement
		7-3-2	Formulate and announce the code of sustainable procurement
		7-3-3	Appropriately operate the code of sustainable procurement
8 Design			
Formulate design consideration guidelines	Formulate design consideration guidelines	8-1-1	Formulate and announce guidelines
		8-1-2	Implement the construction
		8-1-3	Implement monitoring
9 Transport			
Enhance access to the EXPO site with public transportation, etc.	Enhance access to the EXPO site with public transportation, etc.	9-1-1	Formulate a transport implementation plan
		9-1-2	Secure shuttle buses; Develop facilities
		9-1-3	Manage the operation of shuttle bus service; Operate parking lots
Plan a site that ensures safe and comfortable movement and walkability of visitors	Formulation of a circulation plan that ensures safe and comfortable movement of visitors	9-2-1	Formulate a circulation plan
		9-2-2	Develop circulation routes
		9-2-3	Operate the circulation plan
Adopt universal design to the EXPO site plan	Formulation of universal design guidelines	9-3-1	Formulate and announce guidelines
		9-3-2	Implement the construction
		9-3-3	Implement monitoring
10 International Participants (Foreign governments and international organisations, etc.)			
Provide information for international participants (official participants)	Provide information for international participants (official participants)	10-1-1	Create a webpage for official participants and post information (in English)
		10-1-2	Create contents such as various rules and guidelines and periodically update them
		10-1-3	Communicate to relevant parties

Objective	KPI	Action ID	Action
11 Sustainable Events Operations and Management			
Promote reduction of food loss and waste	Promote reduction of food loss and waste *Concessionaires, Village exhibitors, themed concessionaires	11-1-1	Formulate and announce guidelines
		11-1-2	Communicate to relevant parties
		11-1-3	Operate the plan and summarize results
Control sound and light in line with themes	Control sound and light in line with themes *Concessionaires, Village exhibitors, themed concessionaires, event participants	11-2-1	Formulate and announce guidelines
		11-2-2	Communicate to relevant parties
		11-2-3	Operate the plan and summarize results
Develop an Event Sustainability Management System (ESMS)	Develop an Event Sustainability Management System (ESMS)	11-3-1	Give consideration to the adoption of ESMS
		11-3-2	Obtain certification from an ISO20121 examination organization
		11-3-3	Operate ISO20121
12 Legacy			
Reuse the EXPO's facilities as a park	Reuse the EXPO's facilities as a park	12-1-1	Select legacy facilities
		12-1-2	Preserve the legacy facilities as a park
Formulate a sustainability report and report to AIPH	Formulate a sustainability report and report to AIPH	12-2-1	Formulate a pre-event sustainability report and report to AIPH
		12-2-2	Formulate a post-event sustainability report and report to AIPH
		12-2-3	Formulate a sustainability and legacy report and report to AIPH

3.2 RACI Matrix

In the following table, we will identify parties that are Responsible, Accountable, and parties that need to be Consulted or Informed for each area of actions provided in “3.1 Action,” and list them in a RACI matrix.

- Responsible: Takes the responsibility for the action assigned to them and performs the action.
- Accountable: Takes the responsibility for supervising the completion of action, and reports the progress status and completion status of the action to the Informed party as needed.
- Consulted: Consulted by the Accountable party on the progress status and deliverables of the action, and takes the role of supporting the completion of the action.
- Informed: Receives reports on the progress status of the action.

ID	Action	Responsible	Accountable	Consulted	Informed
1 Biodiversity					
KPI: 1-1 Biodiversity conservation					
1-1-1	Create a venue plan with consideration for biodiversity	The Association	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
1-1-2	Implement the plan	The Association, Business partners	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
1-1-3	Maintenance and management	The Association, Business partners	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
2 Water					
KPI: 2-1 Reduction of irrigation water consumption					
2-1-1	Calculate estimated water usage	The Association	The Association	Experts, etc.	Governments and municipalities
2-1-2	Implement water saving measures	The Association, Exhibitors, etc.	The Association	Experts, etc.	Governments and municipalities
2-1-3	Measure water usage and reduced water usage	The Association	The Association	Experts, etc.	Governments and municipalities
3 Carbon					
KPI: 3-1 GHG emissions for each scope					
3-1-1	Calculate GHG emissions for each scope	The Association	The Association	Experts, etc.	Governments and municipalities
3-1-2	Implement measures to reduce GHG emissions	The Association, Business partners, Exhibitors, etc.	The Association	Experts, etc.	Governments and municipalities
3-1-3	Achieve carbon neutrality through purchase of credits	The Association	The Association	Experts, etc.	Governments and municipalities
4 Energy					
KPI: 4-1 Adoption of passive design in buildings					
4-1-1	Formulate an architecture plan	The Association	The Association	Experts, etc.	Governments and municipalities
4-1-2	Implement the construction	The Association, Business partners, Exhibitors, etc.	The Association, Exhibitors, etc.	Experts, etc.	Governments and municipalities
4-1-3	Maintenance and management	The Association, Business partners, Exhibitors, etc.	The Association, Exhibitors, etc.	Experts, etc.	Governments and municipalities

ID	Action	Responsible	Accountable	Consulted	Informed
KPI: 4-2 Adoption of energy-saving equipment					
4-2-1	Calculate estimated energy consumption and formulate an energy consumption reduction plan	The Association	The Association	Experts, etc.	Governments and municipalities
4-2-2	Implement the energy consumption reduction plan	The Association, Business partners, Exhibitors, etc.	The Association, Exhibitors, etc.	Experts, etc.	Governments and municipalities
4-2-3	Measure and announce energy consumption and reduction	The Association, Exhibitors, etc.	The Association	Experts, etc.	Governments and municipalities
KPI: 4-3 Utilisation rate of renewable energy electricity					
4-3-1	Formulate a plan to adopt renewable energy electricity	The Association	The Association	Experts, etc.	Governments and municipalities
4-3-2	Adopt renewable energy electricity	The Association	The Association	Experts, etc.	Governments and municipalities
5 Pollution					
KPI: 5-1 Construction does not have a significant impact on the surrounding community's living environment.					
5-1-1	Formulate and announce guidelines	The Association	The Association	Experts, etc., Municipalities, etc.	Business partners, Governments and municipalities, Communities
5-1-2	Communicate to relevant parties	The Association	The Association	Experts, etc.	Business partners, Governments and municipalities, Communities
5-1-3	Operate the guidelines and summarize the results	The Association, Business partners	The Association	Experts, etc.	Business partners, Governments and municipalities, Communities
6 Waste & Dismantlement					
KPI: 6-1 Utilisation of future park facilities as exhibition facilities					
6-1-1	Design exhibition facilities by utilising future park facilities	The Association	The Association	Experts, etc., Governments and municipalities	Business partners, Governments and municipalities
6-1-2	Develop exhibition facilities by utilising future park facilities	The Association, Business partners	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
KPI: 6-2 Construction of temporary structures with rentals and leased items					
6-2-1	Design temporary structures with rentals and leased items	The Association, Exhibitors, etc.	The Association, Exhibitors, etc.	Experts, etc.	Business partners, Governments and municipalities
6-2-2	Procure temporary structures with rentals and leased items	The Association, Business partners, Exhibitors, etc.	The Association, Exhibitors, etc.	Experts, etc.	Governments and municipalities
6-2-3	Construct temporary structures with rentals and leased items	The Association, Business partners, Exhibitors, etc.	The Association, Exhibitors, etc.	Experts, etc.	Governments and municipalities
KPI: 6-3 Recycling rate of concrete mass					
6-3-1	Recycle concrete mass when removing temporary facilities	The Association, Business partners	The Association	Experts, etc.	Governments and municipalities

ID	Action	Responsible	Accountable	Consulted	Informed
7 Contractors & Construction					
KPI: 7-1 Utilisation rate of infrastructure of land readjustment projects and future park facilities					
7-1-1	Formulate an infrastructure plan in coordination with land readjustment projects and park facilities	The Association	The Association	Experts, etc., Governments and municipalities	Business partners, Governments and municipalities
7-1-2	Develop infrastructure in coordination with land readjustment projects and park facilities	The Association, Business partners	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
KPI: 7-2 Consideration of eco-friendly methods to maintain and manage plants					
7-2-1	Consider eco-friendly methods to maintain and manage plants	The Association	The Association	Experts, etc.	Governments and municipalities
KPI: 7-3 Formulation and operation of the Code of Sustainable Procurement					
7-3-1	Consider the code of sustainable procurement	The Association	The Association	Experts, etc., Exhibitors, etc., Business partners, Governments and municipalities, NPOs/NGOs	Exhibitors, etc., Business partners, Governments and municipalities, NPOs/NGOs
7-3-2	Formulate and announce the code of sustainable procurement	The Association	The Association	Experts, etc.	Exhibitors, etc., Business partners, Governments and municipalities
7-3-3	Appropriately operate the code of sustainable procurement	The Association, Exhibitors, etc., Business partners	The Association Exhibitors, etc., Business partners	Experts, etc.	Governments and municipalities
8 Design					
KPI: 8-1 Formulation of design consideration guidelines					
8-1-1	Formulate and announce guidelines	The Association	The Association	Experts, etc.	Business partners, Governments and municipalities
8-1-2	Implement the construction	The Association, Business partners	The Association	Experts, etc.	Governments and municipalities
8-1-3	Implement monitoring	The Association	The Association	Experts, etc.	Governments and municipalities
9 Transport					
KPI: 9-1 Enhancement of access to the EXPO site with public transportation, etc.					
9-1-1	Formulate a transport implementation plan	The Association	The Association	Experts, etc., Governments and municipalities	Business partners, Governments and municipalities,
9-1-2	Secure shuttle buses; Develop facilities	The Association, Business partners	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
9-1-3	Manage the operation of shuttle bus service; Operate parking lots	The Association, Business partners	The Association	Experts, etc., Governments and municipalities	Governments and municipalities
KPI: 9-2 Formulation of a circulation plan that ensures safe and comfortable movement of visitors					
9-2-1	Formulate a circulation plan	The Association	The Association	Experts, etc.	Business partners, Governments and municipalities

ID	Action	Responsible	Accountable	Consulted	Informed
9-2-2	Develop circulation routes	The Association, Business partners	The Association	Experts, etc.	Governments and municipalities
9-2-3	Operate the circulation plan	The Association, Business partners	The Association	Experts, etc.	Governments and municipalities
KPI: 9-3 Formulation of universal design guidelines					
9-3-1	Formulate and announce guidelines	The Association	The Association	Experts, etc.	Business partners, Governments and municipalities
9-3-2	Implement the construction	The Association, Business partners	The Association	Experts, etc.	Governments and municipalities
9-3-3	Implement monitoring	The Association	The Association	Experts, etc.	Governments and municipalities
10 International Participants (Foreign governments and international organisations, etc.)					
KPI: 10-1 Provision of information for international participants (official participants)					
10-1-1	Create a webpage for official participants and post information (in English)	The Association	The Association	Experts, etc., Governments and municipalities	Exhibitors, etc., Governments and municipalities
10-1-2	Create contents such as various rules and guidelines and periodically update them	The Association	The Association	Experts, etc., Governments and municipalities	Exhibitors, etc., Governments and municipalities
10-1-3	Communicate to relevant parties	The Association	The Association	Experts, etc., Governments and municipalities	Exhibitors, etc., Governments and municipalities
11 Sustainable Events Operations and Management					
KPI: 11-1 Promotion of reduction of food loss and waste					
11-1-1	Formulate and announce guidelines	The Association	The Association	Experts, etc.	Exhibitors, etc., Governments and municipalities
11-1-2	Communicate to relevant parties	The Association	The Association	Experts, etc.	Exhibitors, etc., Governments and municipalities
11-1-3	Operate the plan and summarize results	The Association, Exhibitors, etc.	The Association	Experts, etc.	Governments and municipalities
KPI: 11-2 Control of sound and light in line with themes					
11-2-1	Formulate and announce guidelines	The Association	The Association	Experts, etc.	Exhibitors, etc., Governments and municipalities
11-2-2	Communicate to relevant parties	The Association	The Association	Experts, etc.	Exhibitors, etc., Governments and municipalities
11-2-3	Operate the plan and summarize results	The Association, Exhibitors, etc.	The Association	Experts, etc.	Governments and municipalities

ID	Action	Responsible	Accountable	Consulted	Informed
KPI: 11-3 Development of an Event Sustainability Management System (ESMS)					
11-3-1	Give consideration to the adoption of ESMS	The Association	The Association	Experts, etc.	Exhibitors, etc., Business partners, Governments and municipalities
11-3-2	Obtain certification from an ISO20121 examination organization	The Association	The Association	Experts, etc.	Governments and municipalities
11-3-3	Operate ISO20121	The Association	The Association	Experts, etc.	Exhibitors, etc., Business partners, Governments and municipalities
12 Legacy					
KPI: 12-1 Preservation of the EXPO's facilities as a park					
12-1-2	Preserve the legacy facilities as a park	The Association	The Association	Experts, etc., Governments and municipalities	Governments and municipalities, Communities
KPI: 12-2 Formulation of a sustainability report and reporting to AIPH					
12-2-1	Formulate a pre-event sustainability report and report to AIPH	The Association	The Association	Experts, etc.	AIPH, Governments and municipalities
12-2-2	Formulate a post-event sustainability report and report to AIPH	The Association	The Association	Experts, etc.	AIPH, Governments and municipalities
12-2-3	Formulate a sustainability and legacy report and report to AIPH	The Association	The Association	Experts, etc.	AIPH, Governments and municipalities

3.3 Gantt

The following Gantt chart shows the timeline for the implementation of actions in each area provided in “3.1 Action.” For the purpose of the Sustainability Implementation Plan, we created a Gantt chart in units of actions. The progress of individual actions and specific tasks are managed by the staff in charge.

Action ID	Action	FY	FY	FY	FY	FY	FY
		2023	2024	2025	2026	2027	2028
		■ Formulation of the Sustainability Strategy and the Sustainability Implementation Plan					
		■ Commencement of construction to develop the EXPO site					
		■ Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan					
		■ The EXPO is held					
1 Biodiversity							
KPI: 1-1 Biodiversity conservation							
1-1-1	Create a venue plan with consideration for biodiversity						
1-1-2	Implement the plan						
1-1-3	Maintenance and management						
2 Water							
KPI: 2-1 Reduction of irrigation water consumption							
2-1-1	Calculate estimated water usage						
2-1-2	Implement water saving measures						
2-1-3	Measure water usage and reduced water usage						
3 Carbon							
KPI: 3-1 GHG emissions for each scope							
3-1-1	Calculate GHG emissions for each scope						
3-1-2	Implement measures to reduce GHG emissions						
3-1-3	Achieve carbon neutrality through purchase of credits						
4 Energy							
KPI: 4-1 Adoption of passive design in buildings							
4-1-1	Formulate an architecture plan						
4-1-2	Implement the construction						
4-1-3	Maintenance and management						
KPI: 4-2 Adoption of energy-saving equipment							
4-2-1	Calculate estimated energy consumption and formulate an energy consumption reduction plan						
4-2-2	Implement the energy consumption reduction plan						
4-2-3	Measure and announce energy consumption and reduction						
KPI: 4-3 Utilisation rate of renewable energy electricity							
4-3-1	Formulate a plan to adopt renewable energy electricity						
4-3-2	Adopt renewable energy electricity						
5 Pollution							
KPI: 5-1 Construction does not have a significant impact on the surrounding community's living environment							
5-1-1	Formulate and announce guidelines						
5-1-2	Communicate to relevant parties						
5-1-3	Operate the guidelines and summarize the results						

Action ID	Action	FY	FY	FY	FY	FY	FY
		2023	2024	2025	2026	2027	2028
		■ Formulation of the Sustainability Strategy and the Sustainability Implementation Plan					
		■ Commencement of construction to develop the EXPO site					
		■ Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan					
		■ The EXPO is held					
6 Waste & Dismantlement							
KPI: 6-1 Utilisation of future park facilities as exhibition facilities							
6-1-1	Design exhibition facilities by utilising future park facilities						
6-1-2	Develop exhibition facilities by utilising future park facilities						
KPI: 6-2 Construction of temporary structures with rentals and leased items							
6-2-1	Design temporary structures with rentals and leased items						
6-2-2	Procure temporary structures with rentals and leased items						
6-2-3	Construction of temporary structures with rentals and leased items						
KPI: 6-3 Recycling rate of concrete mass							
6-3-1	Recycle concrete mass when removing temporary facilities						
7 Contractors & Construction							
KPI: 7-1 Utilisation rate of infrastructure of land readjustment projects and future park facilities							
7-1-1	Formulate an infrastructure plan in coordination with land readjustment projects and park facilities						
7-1-2	Develop infrastructure in coordination with land readjustment projects and park facilities						
KPI: 7-2 Consideration of eco-friendly methods to maintain and manage plants							
7-2-1	Consideration of eco-friendly methods to maintain and manage plants						
KPI: 7-3 Formulation and operation of the Code of Sustainable Procurement							
7-3-1	Consider the code of sustainable procurement						
7-3-2	Formulate and announce the code of sustainable procurement						
7-3-3	Appropriately operate the code of sustainable procurement						
8 Design							
KPI: 8-1 Formulation of design consideration guidelines							
8-1-1	Formulate and announce guidelines						
8-1-2	Implement the construction						
8-1-3	Implement monitoring						
9 Transport							
KPI: 9-1 Enhancement of access to the EXPO site with public transportation, etc.							
9-1-1	Formulate a transport implementation plan						
9-1-2	Secure shuttle buses; Develop facilities						
9-1-3	Manage the operation of shuttle bus service; Operate parking lots						
KPI: 9-2 Formulation of a circulation plan that ensures safe and comfortable movement of visitors							
9-2-1	Formulate a circulation plan						
9-2-2	Develop circulation routes						
9-2-3	Operate the circulation plan						

Action ID	Action	FY	FY	FY	FY	FY	FY
		2023	2024	2025	2026	2027	2028
		■ Formulation of the Sustainability Strategy and the Sustainability Implementation Plan					
		■ Commencement of construction to develop the EXPO site					
		■ Formulation of the Sustainability Education Plan and the Sustainability Communications and Engagement Plan					
		■ The EXPO is held					
KPI: 9-3 Formulation of universal design guidelines							
9-3-1	Formulate and announce guidelines						
9-3-2	Implement the construction						
9-3-3	Implement monitoring						
10 International Participants (Foreign governments and international organisations, etc.)							
KPI: 10-1 Provision of information for international participants (official participants)							
10-1-1	Create a webpage for official participants and post information (in English)						
10-1-2	Create contents such as various rules and guidelines and periodically update them						
10-1-3	Communicate to relevant parties						
11 Sustainable Events Operations and Management							
KPI: 11-1 Promotion of reduction of food loss and waste							
11-1-1	Formulate and announce guidelines						
11-1-2	Communicate to relevant parties						
11-1-3	Operate the plan and summarize results						
KPI: 11-2 Control of sound and light in line with themes							
11-2-1	Formulate and announce guidelines						
11-2-2	Communicate to relevant parties						
11-2-3	Operate the plan and summarize results						
KPI: 11-3 Development of an Event Sustainability Management System (ESMS)							
11-3-1	Give consideration to the adoption of ESMS						
11-3-2	Obtain certification from an ISO20121 examination organization						
11-3-3	Operate ISO20121						
12 Legacy							
KPI: 12-1 Preservation of the EXPO's facilities as a park							
12-1-1	Select legacy facilities						
12-1-2	Preserve the legacy facilities as a park						
KPI: 12-2 Formulation of a sustainability report and reporting to AIPH							
12-2-1	Formulate a pre-event sustainability report and report to AIPH						
12-2-2	Formulate a post-event sustainability report and report to AIPH						
12-2-3	Formulate a sustainability and legacy report and report to AIPH						

4 Budget

Expenses for EXPO 2027 YOKOHAMA JAPAN are largely divided into site construction expenses and operational expenses.

Site construction expenses are expected to total JPY32 billion, and will be equally borne by the national government, local governments, and the private sector (one third each).

Operational expenses are expected to total JPY36 billion. Funding will be acquired via EXPO ticket sales and royalties from commercial establishments (food and merchandise vendors), among other sources.

The budget for achieving the goals and objectives stated in the Sustainability Strategy will be managed within the financial plan.

Table: Outline of financial plan

(Unit: JPY billion)

Income	Expenses
National government contributions	Site construction expenses
Local government contributions	
Private sector contributions	
Total: 32	Total: 32
EXPO ticket sales	Operational expenses
Commercial royalties and other sources	
Total: 36	Total: 36

5 Monitoring and Evaluation

In this Chapter, we will discuss methods to manage the progress of KPIs set in the Sustainability Strategy, as well as interim targets, etc., for each KPI in anticipation of EXPO 2027 YOKOHAMA JAPAN. As a general rule, the progress management of KPIs will be implemented every fiscal year, and the results will be included in the Sustainability Report.

The following table shows the data source(s), timing, and data managers of each KPI.

ID	KPI	Data Source(s)	Timing	Data Manager
0 Goals				
0-1	Development of a green network that seamlessly connects with the natural environment surrounding the EXPO site	The number of plants planted	Every fiscal year	The Association
0-2	Visitors (including diverse attendance modes such as local cooperation and via information and communications technology)	- Actual tickets sold - Number of visitors of diverse attendance modes, such as via information and communications technology and through local cooperation	Every fiscal year (FY2025 and onwards)	The Association
0-3	Formulation and operation of the Code of Sustainable Procurement	Operational status of the code of sustainable procurement	Every fiscal year	The Association
1 Biodiversity				
1-1	Biodiversity conservation	Report on the progress of construction	Every fiscal year	The Association
2 Water				
2-1	Reduction of irrigation water consumption	Report on the progress of construction	Every fiscal year (During the EXPO period in 2027)	The Association
3 Carbon				
3-1	GHG emissions for each scope	Calculation of GHG emissions	Every fiscal year	The Association
4 Energy				
4-1	Adopt passive architecture design	Report on the progress of construction	Every fiscal year	The Association
4-2	Adopt energy-saving equipment	Report on the progress of construction	Every fiscal year	The Association
4-3	Utilisation rate of renewable energy electricity	Progress report based on the renewable energy electricity plan and the Sustainability Implementation Plan	Every fiscal year	The Association
5 Pollution				
5-1	Construction does not cause a significant impact on the surrounding community's living environment.	Report on the progress of construction	Every fiscal year	The Association

ID	KPI	Data Source(s)	Timing	Data Manager
6 Waste & Dismantlement				
6-1	Utilise future park facilities as exhibition facilities	Report on the progress of construction	Every fiscal year	The Association
6-2	Construction of temporary structures with rentals and leased items	Report on the progress of construction	Every fiscal year	The Association
6-3	Recycling rate of concrete mass	Report on the progress of construction	Every fiscal year	The Association
7 Contractors & Construction				
7-1	Utilisation rate of infrastructure of land readjustment projects and future park facilities	Report on the progress of designs and construction	Every fiscal year	The Association
7-2	Consideration of eco-friendly methods to maintain and manage plants	Consideration of eco-friendly methods to maintain and manage plants	Every fiscal year	The Association
7-3	Formulation and operation of the Code of Sustainable Procurement	Status of the handling of the code of sustainable procurement	Every fiscal year	The Association
8 Design				
8-1	Formulate design consideration guidelines	Report on the progress of the EXPO site plan	Every fiscal year	The Association
9 Transport				
9-1	Enhance access to the EXPO site with public transportation, etc.	Records of shuttle bus service operation	Every fiscal year	The Association
9-2	Formulation of a circulation plan that ensures safe and comfortable movement of visitors	Report on the progress of the EXPO site plan	Every fiscal year	The Association
9-3	Formulation and announcement of universal design guidelines	Report on the progress of the EXPO site plan	Every fiscal year	The Association
10 International Participants (Foreign governments and international organisations, etc.)				
10-1	Provide information for international participants (official participants)	Webpage for official participants and other sources	Every fiscal year	The Association
11 Sustainable Events Operations and Management				
11-1	Promote reduction of food loss and waste *Concessionaires, Village exhibitors, themed concessionaires	Status of consideration of food loss and waste reduction	Every fiscal year	The Association
11-2	Control of sound and light in line with themes *Concessionaires, Village exhibitors, themed concessionaires, event participants	Consideration of control of sound and light in line with themes	Every fiscal year	The Association
11-3	Develop an Event Sustainability Management System (ESMS)	Records of acquisition and operation of ISO20121 certification	Every fiscal year	The Association
12 Legacy				
12-1	Reuse the EXPO's facilities as a park	Report on the progress of the EXPO site plan and construction	Every fiscal year	The Association
12-2	Formulate a sustainability report and report to AIPH	Records of formulation of a sustainability report and reporting to AIPH	Every fiscal year	The Association

5.1 Performance Monitoring

The following table shows the baseline, the interim targets for FY2024 (Year 1), FY2025 (Year 2), and FY2026 (Year 3), and the lifetime target for each KPI set in the Sustainability Strategy.

ID	KPI	Baseline [Year the baseline has been taken]	Interim target for FY2024	Interim target for FY2025	Interim target for FY2026	Lifetime target [Year the target will be reached]
0 Goals						
0-1	Development of a green network that seamlessly connects with the natural environment surrounding the EXPO site	None [FY2024]	Design planting	Planting	Planting	Planned planting [FY2026]
0-2	Visitors (including diverse attendance modes such as local cooperation and via information and communications technology)	Formulation of the EXPO 2027 Master Plan [FY2022]	Increase awareness and build momentum for the EXPO through PR activities	Increase awareness of the initiatives of the EXPO by promoting contents such as exhibition gardens and themed pavilions of the EXPO as well as exhibits by various entities, thereby attracting visitors and increasing ticket sales	Increase awareness of the initiatives of the EXPO through ticket promotion to attract visitors and increase ticket sales	15 million people [FY2027]
0-3	Formulation and operation of the Code of Sustainable Procurement	Formulation of the Code of Sustainable Procurement [FY2023]	Appropriately operate the code of sustainable procurement	Appropriately operate the code of sustainable procurement	Appropriately operate the code of sustainable procurement	Appropriately operate the code of sustainable procurement [FY2027]
1 Biodiversity						
1-1	Biodiversity conservation	None [FY2024]	Design a site to achieve the biodiversity objective	Develop a site to achieve the biodiversity objective	Develop a site to achieve the biodiversity objective	Keep the impact on flora and fauna that are species of interest, their habitats, and biodiversity of the area to the minimum [FY2027]
2 Water						
2-1	Reduction of irrigation water consumption	None [FY2024]	Design an automatic irrigation system	Develop an automatic irrigation system	Develop an automatic irrigation system	Reduce the irrigation water consumption in automatic irrigation areas, by switching from manual irrigation (20 Litres/m ² /day) to drip irrigation (10 Litres/m ² /day) [FY2027]

ID	KPI	Baseline [Year the baseline has been taken]	Interim target for FY2024	Interim target for FY2025	Interim target for FY2026	Lifetime target [Year the target will be reached]
3 Carbon						
3-1	GHG emissions for each scope	<ul style="list-style-type: none"> - Scope 1 BAU* value: 1 thousand t-CO2 - Scope 2 BAU value: 4 thousand t-CO2 - Scope 3 BAU value: 366 thousand t-CO2 <p>*BAU value = Estimated emissions if reduction measures are not taken [FY2023]</p>	Implement measures to reduce GHG emissions	Implement measures to reduce GHG emissions	Implement measures to reduce GHG emissions	Emissions after emission reduction measures are taken <ul style="list-style-type: none"> - Scope1: 0 t-CO2* - Scope2: 0 t-CO2* - Scope3: 353 thousand t-CO2 <p>* For CO2 emissions that cannot be reduced with emission reduction measures, we will offset them with an aim to achieve net zero emissions. [FY2027]</p>
4 Energy						
4-1	Adopt passive architecture design	None [FY2023]	Design architecture in line with the conditions of the natural environment	Design architecture in line with the conditions of the natural environment	Develop architecture in line with the conditions of the natural environment	Develop architecture in line with the conditions of the natural environment [FY2026]
4-2	Adopt energy-saving equipment	Consideration of adopting energy-saving equipment [FY2024]	Consideration of adopting energy-saving equipment	Design energy-saving equipment	Develop energy-saving equipment	Develop energy-saving equipment [FY2027]
4-3	Utilisation rate of renewable energy electricity	Consideration of adopting renewable energy electricity [FY2024]	Consideration of adopting renewable energy electricity	Consideration of adopting renewable energy electricity	Consideration of adopting renewable energy electricity	100% [FY2027]
5 Pollution						
5-1	Construction does not cause a significant impact on the surrounding community's living environment	There is no significant impact on the surrounding community's living environment [FY2023]	Construction does not cause a significant impact on the surrounding community's living environment	Construction does not cause a significant impact on the surrounding community's living environment	Construction does not cause a significant impact on the surrounding community's living environment	There is no significant impact on the surrounding community's living environment [FY2028]
6 Waste & Dismantlement						
6-1	Utilise future park facilities as exhibition facilities	None [FY2023]	Design exhibition facilities by utilising future park facilities	Design exhibition facilities by utilising future park facilities	Develop exhibition facilities by utilising future park facilities	Develop exhibition facilities by utilising future park facilities [FY2026]

ID	KPI	Baseline [Year the baseline has been taken]	Interim target for FY2024	Interim target for FY2025	Interim target for FY2026	Lifetime target [Year the target will be reached]
6-2	Construction of temporary structures with rentals and leased items	None [FY2023]	Design temporary structures with rentals and leased items	Procure temporary structures with rentals and leased items	Construction of temporary structures with rentals and leased items	Construction of temporary structures with rentals and leased items [FY2027]
6-3	Recycling rate of concrete mass	None [FY2023]	100%	100%	100%	100% [FY2028]
7 Contractors & Construction						
7-1	Utilisation rate of infrastructure of land readjustment projects and future park facilities	None [FY2023]	None	None	None	100% (Electricity, gas, communication, and water supply) [FY2027]
7-2	Consideration of eco-friendly methods to maintain and manage plants	Consideration of eco-friendly methods to maintain and manage plants [FY2023]	Consideration of eco-friendly methods to maintain and manage plants	Develop eco-friendly methods to maintain and manage plants	Prepare for eco-friendly maintenance and management of plants	Implement for eco-friendly maintenance and management of plants [FY2027]
7-3	Formulation and operation of the Code of Sustainable Procurement	Formulation of the code of sustainable procurement [FY2023]	Appropriately operate the code of sustainable procurement	Appropriately operate the code of sustainable procurement	Appropriately operate the code of sustainable procurement	Appropriately operate the code of sustainable procurement [FY2027]
8 Design						
8-1	Formulate design consideration guidelines	None [FY2023]	Consider design consideration guidelines	Formulate design consideration guidelines	None	Formulate design consideration guidelines [FY2025]
9 Transport						
9-1	Enhance access to the EXPO site with public transportation, etc.	None [FY2023]	Formulate a transport implementation plan	Update the transport implementation plan as needed; Develop facilities, etc.	Prepare for operation; Develop facilities, etc.	Operate shuttle bus service from four train stations in the vicinity; Develop and operate parking lots at the EXPO site and offsite parking lots [FY2027]
9-2	Formulation of a circulation plan that ensures safe and comfortable movement of visitors	None [FY2023]	Design the implementation of paths in the EXPO site	Develop paths of the EXPO site	Develop paths of the EXPO site	- Main visitor circulation routes with a layout enabling visitors to roam throughout the entire the EXPO site - A west loop and an east loop that provide efficient access to the EXPO content [FY2026]
9-3	Formulation of universal design guidelines	None [FY2023]	Formulation of universal design guidelines	None	None	Formulate guidelines for provision of universal services [FY2024]

ID	KPI	Baseline [Year the baseline has been taken]	Interim target for FY2024	Interim target for FY2025	Interim target for FY2026	Lifetime target [Year the target will be reached]
10 International Participants (Foreign governments and international organisations, etc.)						
10-1	Provide information for international participants (official participants)	Creation of a webpage for official participants (in English) [FY2022]	Present various types of special rules that have been approved and accompanying guidelines	Present various types of special rules that have been approved and accompanying guidelines	Present various types of special rules that have been approved and accompanying guidelines	Provide information on a webpage for official participants and through other means, and convey the Sustainability Strategy and Sustainability Implementation Plan for the EXPO, as well as various indicators related to exhibitions and environmental rules based on such strategy and plan to official participants so that they can reflect them into their exhibitions [FY2027]
11 Sustainable Events Operations and Management						
11-1	Promote reduction of food loss and waste *Official participants, concessionaires, Village exhibitors, themed concessionaires	Consideration of food loss and waste reduction [FY2023]	Consideration of food loss and waste reduction	Consideration of food loss and waste reduction	Consideration of food loss and waste reduction	- Provide menu items in amounts and sizes visitors can finish eating without effort - Ask for visitors' cooperation [FY2027]
11-2	Control sound and light in line with themes *Official participants, concessionaires, Village exhibitors, themed concessionaires, event participants	Consideration of control of sound and light in line with themes [FY2023]	Consideration of control of sound and light in line with themes	Consideration of control of sound and light in line with themes	Consideration of control of sound and light in line with themes	Control sound and light in line with themes [FY2027]
11-3	Develop an Event Sustainability Management System (ESMS)	Give consideration to the adoption of ESMS [FY2023]	Give consideration to the adoption of ESMS	Give consideration to applying for ISO20121 certification	Obtain and operate certification from an ISO20121 examination organization	Obtain and operate ISO20121 certification [FY2027]

ID	KPI	Baseline [Year the baseline has been taken]	Interim target for FY2024	Interim target for FY2025	Interim target for FY2026	Lifetime target [Year the target will be reached]
12 Legacy						
12-1	Reuse the EXPO's facilities as a park	None	Design facilities in coordination with the future park plan	Develop facilities in coordination with the future park plan	Develop facilities in coordination with the future park plan	Reuse the EXPO's facilities as a park [FY2027]
12-2	Formulate a sustainability report and report to AIPH	Consideration of a sustainability report [FY2023]	Consideration of a sustainability report	Consideration of a sustainability report	Formulate a pre-event sustainability report and report to AIPH	- Pre-event sustainability report to AIPH - Post-event sustainability report to AIPH - Sustainability and legacy report to AIPH [FY2030]