

# 15



# COMPANY REPORT

BRINGING PEOPLE TOGETHER



# 2015 COMPANY REPORT

"CAFÉ DES CHEFS" FOR THE FRENCH  
PAVILION, EXPO MILANO 2015 -  
MILAN, ITALY



# GL EVENTS IN 2015

- 7 / Olivier Ginon, Chairman
- 10 / Corporate profile
- 14 / Key figures
- 20 / Corporate governance
- 25 / Olivier Roux, Vice Chairman
- 26 / 2015, in pictures



# GL EVENTS, BUSINESSES & MARKETS

- 55 / Markets & Strategy
- 58 / GL events Live
- 65 / GL events Exhibitions
- 71 / GL events Venues
- 77 / Outlook

# GL EVENTS, THE GROUP

- 81 / Corporate social responsibility
- 100 / History and milestones
- 106 / Shareholder information



BOCUSE D'OR 2015 -  
EUREXPO, LYON, FRANCE





OLIVIER GINON  
CHAIRMAN OF GL EVENTS

After the strong growth achieved in 2014, repeating such a performance in 2015 was a real challenge: the global economic and political environment remains strained, Brazil is experiencing severe turbulence, and we incurred a negative exchange rate effect of €17 million... but despite these factors, we nevertheless succeeded. With revenue of €942 million and 3.4% growth in operating profit, GL events remains on course to reach the €1 billion milestone.

To achieve this goal, we must use different drivers:

- the financial driver, through continuing efforts to improve our profitability and contain costs;
- the commercial driver, by reinforcing our strengths that now represent solid barriers for entry and bolster our position with jumbo events as well as with major projects for developing venues: our assets, powerful logistics capabilities, our offerings which allow us to handle high volumes without ever deviating from the most demanding quality standards;
- the strategic driver, based since the beginning, on highly integrated business lines that are today deployed worldwide and on solid and lasting franchises.

This consistency and coherence in our vision and our actions make GL events today a key player in the world of events. Our development has been achieved by using our core strengths and values to map out clear priorities and a well-defined path that has guided the directions taken in 2015: the disposal of non-strategic businesses in conjunction with the integration of critical expertise and new

## “GL EVENTS REMAINS ON COURSE TO REACH THE €1 BILLION MILESTONE.”

sites, strengthening our network of venues, and in this way maintaining our ability to meet our growth targets; the consolidation of our positions in Brazil, to take full advantage of the major opportunities in 2016 represented by the Olympic Games. São Paulo will this year see concrete results from its commercial successes with the opening of our renovated and expanded exhibition centre.

From Milan to Toronto, Baku to Lyon, 2015 was a good year, marked by a number of noteworthy events that have added exciting, and in some cases, innovative episodes to our history.

The immediate outlook is promising: 2016 offers a significant line-up of major events to which we will be contributing, with the hallmark commitment, engagement and responsiveness of our teams. Our business has solid foundations based on long-term contracts and growing revenue streams. Further growth opportunities exist to be explored and developed in certain emerging countries.

We know that the world is in movement. Security and vigilance are more than ever among our top priorities for the sites we manage and the events in which we are stakeholders. People will continue to meet and we will ensure that these meetings are held under the best possible conditions of confidence.

**Olivier Ginon**  
Chairman of GL events

**GRAND HOTEL MERCURE AND RIOCENTRO –  
RIO DE JANEIRO, BRAZIL**





# GL EVENTS IN 2015

**11 / CORPORATE PROFILE**

**14 / KEY FIGURES**

**20 / CORPORATE GOVERNANCE**

**25 / OLIVIER ROUX, VICE CHAIRMAN**

**26 / 2015, IN PICTURES**

# A GLOBAL PLAYER IN THE WORLD OF EVENTS

GL events is a world-class provider of integrated solutions and services for events operating across the three main market segments:

- congresses, conferences and conventions;
- cultural, sports and political events;
- trade shows and consumer fairs.

Intervening on behalf of a large range of public and private customers in France and worldwide, the Group's mission is assisting companies, institutions and event organisers at every stage of the process from the definition of their event strategies to final implementation in the field. Working alongside local and regional government, it contributes to policies promoting the attractiveness of territories, by adopting a dynamic and an ambitious approach to managing the venues under its management.

Present on five continents with operations in more than 20 countries, in 2015 GL events had 4,252 employees and revenue of 942.4 million. GL events is listed on Euronext Paris, Segment B (mid caps).

## THREE STRATEGIC BUSINESS UNITS

**GL events Live** offers expertise covering all business line specialisations and services for corporate, institutional and sports events to provide turnkey solutions from consulting services and design to producing the event itself.

**GL events Exhibitions** manages and coordinates the Group's portfolio of more than 300 proprietary trade fairs covering a wide range of sectors: food industry, culture, textiles, manufacturing...

**GL events Venues** manages a network of 40 venues (convention centres, exhibition centres, concert halls and multi-purpose facilities) in France and international destinations.

## AN INTERNATIONAL GROUP

Since the early 2000s, GL events has established a position as a top-tier global provider of solutions and services for events by leveraging several key strengths:

- a strategy of selective and sustainable local bases of operations for capturing international growth today reflected by more than 90 offices spanning five continents
- branches, sales offices or venues managed under concession agreements, and executed through alliances with top-tier local partners or by acquiring companies with strong positions in their market;
- participation in large global events: Olympic Games, World Cups, international meetings... for which GL events has established a track record of success as an industry benchmark based on the quality of its services;
- a capacity to manage multi-national teams and projects.

## CONTINUING GROWTH MOMENTUM

Since its creation, GL events has developed by means of a strategy of coherent and selective expansion based on a number of key strengths:

- an integrated business model leveraging synergies from the Group's three major business units for optimised performances and maximum benefits from their complementarity, throughout the world;
- a solid base in its domestic market that has expanded from France to Europe, building on the strengths of mature markets;
- pursuing opportunities in emerging markets with strong growth potential...

“A GLOBAL PLAYER  
IN THE WORLD OF EVENTS  
OPERATING ACROSS  
THE THREE MAIN MARKET  
SEGMENTS.”

4,252

**EMPLOYEES**  
**(36 % OUTSIDE OF FRANCE)**

€942 MILLION

**IN REVENUE (47% FROM  
INTERNATIONAL MARKETS)**

OVER 90

**OFFICES THROUGHOUT  
THE WORLD**

300

**PROPRIETARY TRADE SHOWS**

40

**VENUES UNDER MANAGEMENT  
(WITH A COMBINED PUBLIC  
ACCESS AREA OF MORE THAN  
1 MILLION SQ. M.)**

OVER 4,000  
**EVENTS STAGED**

+ 11 MILLION  
**VISITORS AND EXHIBITORS**

- highly effective logistics capabilities that today cover the full event production cycle from sourcing, manufacturing to assembly, making it possible to produce and deliver equipment within very tight deadlines;
- a focus on innovation in all its spheres of intervention: creation of equipment integrating sustainable development requirements, implementing the digital transformation in all areas of the company (services, offerings, etc.), monitoring developments to identify trends, collaborating with creators, designers, architects, etc.

### COMPELLING ASSETS

GL events has significant assets that bolster its image as a market leader, provide differentiation in the worldwide event landscape and reinforce the confidence of its stakeholders:

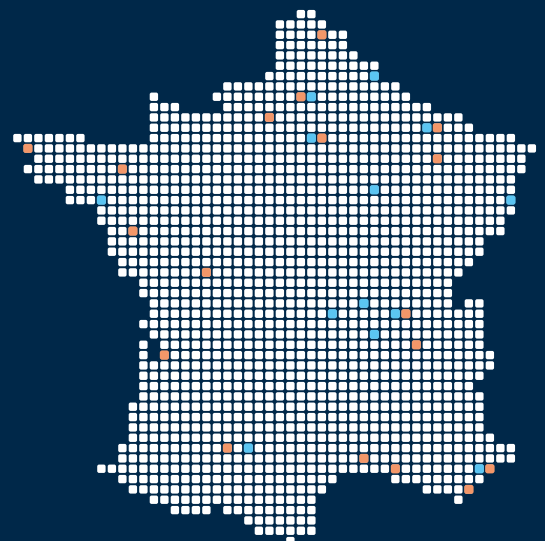
- a brand providing positive name recognition, conveying an image of rigorous standards, consistency in meeting commitments and high quality services;
- cutting-edge know-how covering every facet of event organisation;
- trade show brands with strong name recognition.

#### PRESS START SYMPHONY OF GAMES - MAISON DE LA MUTUALITÉ, PARIS, FRANCE





- |                  |                |
|------------------|----------------|
| BREST            | LILLE          |
| RENNES           | AMIENS         |
| VANNES           | VALENCIENNES   |
| NANTES           | FIXECOURT      |
| POITIERS         | ROUEN          |
| BORDEAUX         | GONESSE        |
| CLERMONT-FERRAND | MITRY-MORY     |
| ROANNE           | CHILLY-MAZARIN |
| SAINT-ÉTIENNE    | SURESNES       |
| LYON             | PARIS          |
| BRIGNAIS         | IVRY-SUR-SEINE |
| VÉNISSIEUX       | TROYES         |
| CHASSIEU         | NANCY          |
| GRENOBLE         | STRASBOURG     |
| TOULOUSE         | METZ           |
| MONTPELLIER      |                |
| MARSEILLE        |                |
| CANNES           |                |
| NICE             |                |



■ VENUES UNDER MANAGEMENT  
■ AGENCIES

# 2015 MET THE CHALLENGE OF GROWTH

After a record performance in 2014, GL events reported revenue for 2015 of €942.4 million. In a turbulent macro-economic and geopolitical environment and despite an unfavourable currency effect, GL events' operating performance showed improving momentum in 2015. Business was strong in France and in international markets, driven by a regular presence at large events.

By strengthening financial and operational controls over all activities, the Group confirmed improvements in all key indicators:

- EBITDA increased by nearly €12 million to €116.7 million in 2015, up from €104.8 million one year earlier;
- Current operating income registered strong growth (+11%), with a 0.7 point improvement in the current operating margin to 7.61%. This result includes a reduction in the cost of supplies and consumables and external charges. The increase in staff costs reflects primarily a consolidation scope effect (Strasbourg Événements and Jaulin Group) and the insourcing of selected expertise for the execution of projects;
- Operating profit includes effects of trade-offs involving disposals of non-strategic assets, with the full impact to be reflected in future financial periods;
- Net income of consolidated companies came to €37.1 million, up 8% from 2014. After deduction of minority interests relating primarily to Eurexpo and Première Vision, net income attributable to equity holders of the parent was €30.8 million, up 4%.

The Group carried out two strategic investments: the extension and renovation of the São Paulo Expo Exhibition Centre in Brazil and the acquisition of the Jaulin Group in France.

When it is inaugurated in April of this year, São Paulo Expo will be equipped with an exhibition and convention area of 100,000 sq. m. in line with international standards and a 4,500 car parking facility for visitors or exhibitors. Multi-year reservations exceeding initial forecasts confirm the relevance of this investment for a destination that was lacking quality exhibition infrastructures.

By acquiring Jaulin, GL events has strengthened its position in the event sector in the greater Paris region of Ile de France. With the Paris Event Center (a centrally located venue hosting corporate events), the Group has thus expanded its offering in the French capital, one of the leading event industry destinations in the world.

As part of its profitability improvement plan, GL events divested certain non-strategic businesses in the 2015 fourth quarter. These included the catering business in Belgium and the portable stand business in France.

## OPERATING HIGHLIGHTS FOR OUR THREE DIVISIONS

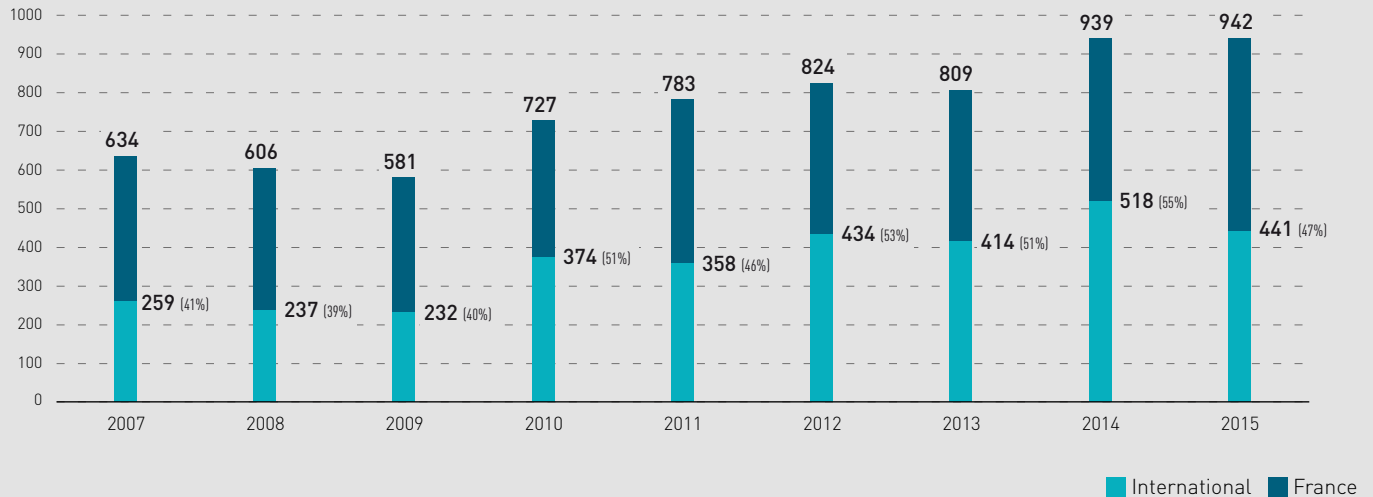
Specialised in services for events, GL events Live, after 2014 that included the Football World Cup and COP20, had consolidated revenue of €486.4 million in 2015. This performance included new successes with contributions to major sports and institutional events (Milan Universal Exhibition, the Pan American and Parapan Games in Toronto, the annual meeting of the IMF and the World Bank in Lima, closing ceremony of the 11<sup>th</sup> African Games in the Congo, COP21 in Paris).

With a portfolio of more than 300 proprietary trade shows, GL events Exhibitions registered strong growth in sales revenue, reaching €166.4 million for 2015, with a renewed success by Sirha, continuing to grow, Première Vision's different editions and Equita Lyon in the fourth quarter. Benefiting both from the biennial nature of its flagship events and strong international brands, revenue was up 16.1% from 2014 (+17.4% of organic growth) and up 3% from 2013.

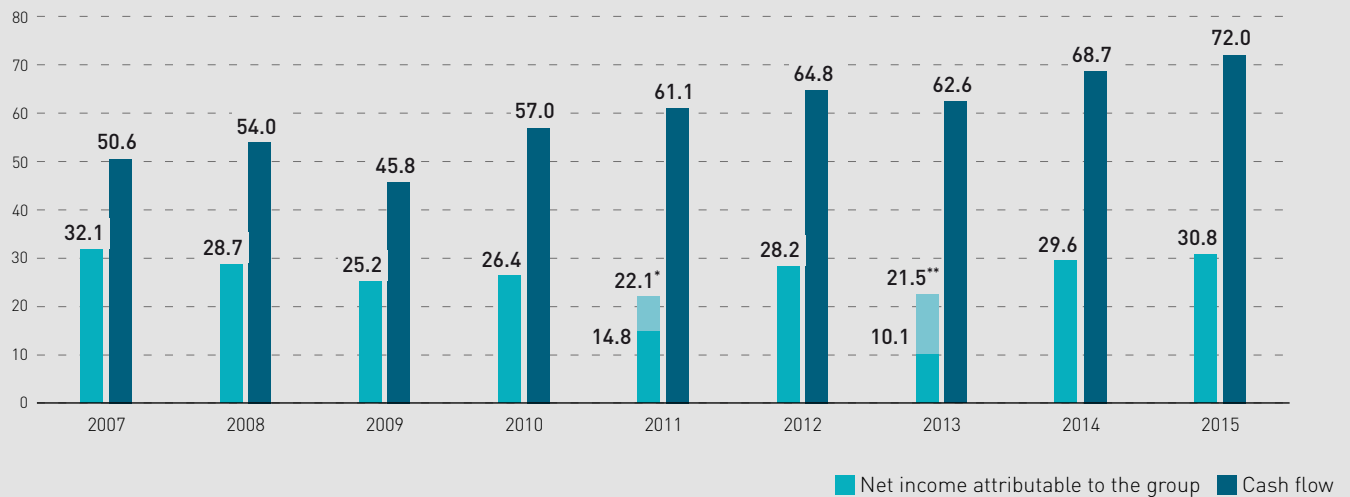
GL events Venues, the division responsible for the international portfolio of venues, contributed €289.6 million in revenue, up 8.6%, including organic growth of 3.3%. The last quarter of the year registered a record level in billings (€92 million). This was achieved by capitalising on previous investments and also by developing synergies within a single venue for marketing all-in-one added value packages and services.

**“GL EVENTS' OPERATING  
PERFORMANCE SHOWED  
IMPROVING MOMENTUM  
IN 2015”**

## REVENUE GROWTH (€m)



## NET INCOME ATTRIBUTABLE TO THE GROUP (€m) AND CASH FLOW (€m)



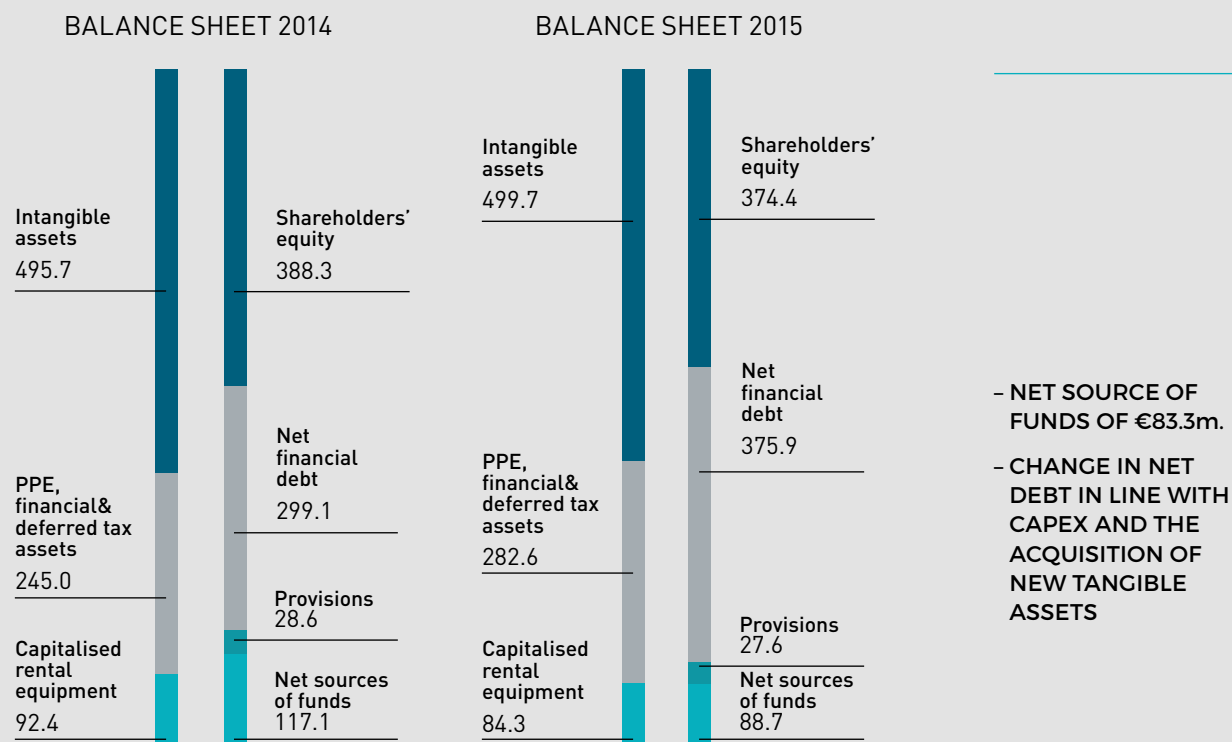
\* RESTATED FOR NET PROCEEDS FROM A BUSINESS DISPOSAL AND THE EXCEPTIONAL PROVISION FOR THE 2010 COMMONWEALTH GAMES CONTRACT.

\*\* RESTATED TO ELIMINATE THE EXCEPTIONAL PROVISION FOR GOODWILL.

## CONSOLIDATED INCOME STATEMENT HIGHLIGHTS (€m)

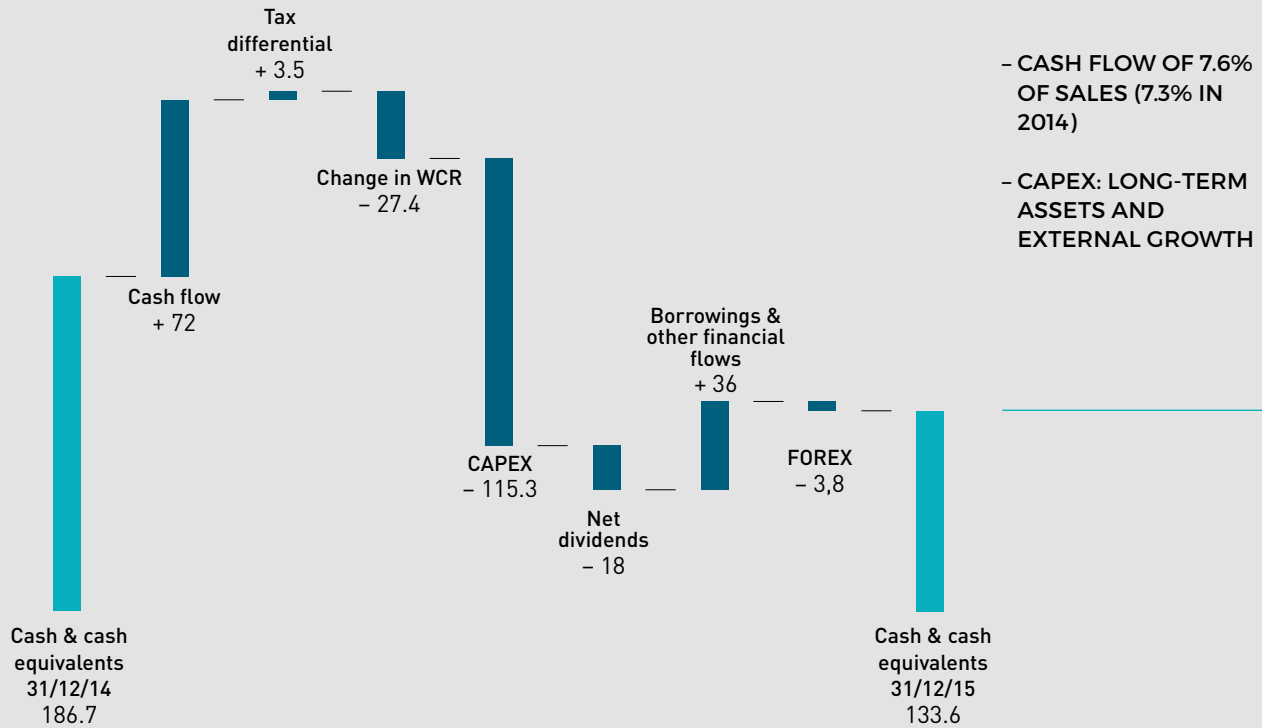
|   | 2015   | 2014   |   |
|---|--------|--------|---|
| REVENUE                                 | 942.4  | 939.4  |   |
| CURRENT OPERATING INCOME                | 71.7   | 64.6   |   |
| OPERATING PROFIT                        | 69.1   | 66.9   | - CURRENT OPERATING MARGIN: 7.6% (6.9% IN 2014) |
| NET FINANCIAL EXPENSE                   | - 12.5 | - 11.2 |   |
| TAX                                     | - 18.6 | - 19.3 |   |
| NET INCOME OF CONSOLIDATED COMPANIES    | 38.1   | 36.4   | - NET INCOME ATTRIBUTABLE TO THE GROUP: +4%     |
| INCOME FROM EQUITY-ACCOUNTED INVESTEEES | - 1.0  | - 2.0  |   |
| NON-CONTROLLING INTERESTS               | - 6.3  | - 4.7  |   |
| NET INCOME ATTRIBUTABLE TO THE GROUP    | 30.8   | 29.6   |   |

## CONSOLIDATED BALANCE SHEET HIGHLIGHTS (€m)





## CASH FLOW HIGHLIGHTS (€m)



SINO-EUROPEAN ENTREPRENEURS SUMMIT - MAISON DE LA MUTUALITÉ, PARIS, FRANCE



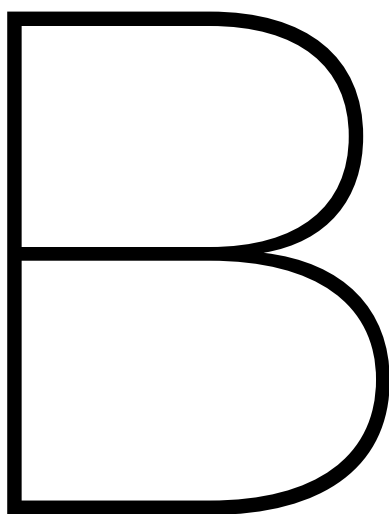
## PROMOTING FRENCH EXPORTS IN THE UNIVERSE OF SPORTS

At the initiative of the French Minister of the Economy, Industry and the Digital Sector, the "Economy of Sports" task force aims to bring together stakeholders to develop a competitive French offering for export markets. Olivier Ginon, appointed Vice Chairman for the sector, will be able to take advantage of the Euro 2016 to showcase French expertise.

APRIL 2015







## BOARD OF DIRECTORS

Olivier Ginon

**CHAIRMAN**

Born on 20 March 1958. Appointed by the Ordinary General Meeting of 24 April 1998, reappointed by the Ordinary General Meeting of 30 April 2010, for a term ending at the close of the Annual General Meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015.

Olivier Roux

**DIRECTOR, VICE CHAIRMAN**

Born on 11 June 1957. Appointed by the Ordinary General Meeting of 24 April 1998, reappointed by the Ordinary General Meeting of 30 April 2010, for a term ending at the close of the Annual General Meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015.

Yves-Claude Abescat

**DIRECTOR**

Born on 28 May 1943. Appointed by the Combined General Meeting of 16 May 2008 until the close of the Annual General Meeting to be held in 2013 to approve the financial statements for the fiscal year ending 31 December 2012. Independent Director. Chairman of the Audit Committee and Compensation and Nominating Committee member.

Aquasourça Luxembourg

**DIRECTOR**

Represented by Sophie Defforey-Crepet. Born on 21 February 1955. Co-opted by the Board of Directors on 11 December 2015, replacing the company Aquasourça, having resigned, for the remainder of the term of office of the latter, or until the end of the Annual General Meeting called in 2016 to approve the financial statements for the period ending 31 December 2017. This co-optation will be submitted for approval to the next general meeting. Compensation and Nomination Committee member. Independent Director.

Ming-Po Cai

**DIRECTOR**

Born on 26 March 1969. Appointed by the combined general meeting of 29 April 2011, reappointed by the Combined General Meeting of 30 April 2015, for a term ending at the close of the Annual General Meeting called in 2019 to approve the financial statements for the fiscal year ending 31 December 2018. Independent Director.

Anne-Sophie Ginon

**DIRECTOR**

Born on 18 August 1983. Appointed by the Ordinary General Meeting of 25 April 2014 until the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017.

Richard Goblet d'Alviella

**DIRECTOR**

Born on 6 July 1948. Appointed by the Ordinary General Meeting of 31 October 2012 until the close of the Annual General Meeting to be held in 2016 to approve the financial statements for the fiscal year ending.

## Gilles Gouedard-Comte

### **DIRECTOR**

Born on 15 July 1955. Appointed by the Combined General Meeting of 14 June 1996, reappointed by the Combined General Meeting of 25 April 2014, for a term ending at the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017. Independent Director.

## Anne-Céline Lescop

### **DIRECTOR**

Born on 17 June 1983. Appointed by the Ordinary General Meeting of 25 April 2014 until the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017.

## Philippe Marcel

### **DIRECTOR**

Born on 23 November 1953. Appointed by the combined general meeting of 11 July 2003, reappointed by the combined general meeting of 30 April 2015, for a term ending at the close of the annual general meeting called in 2019 to approve the financial statements for the fiscal year ending 31 December 2018. Compensation and Nomination Committee Chairman. Independent Director.

## Marc Michoulier

### **DIRECTOR**

Born on 12 September 1956. Appointed by the Ordinary General Meeting of 25 April 2014 until the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017.

## André Perrier

### **DIRECTOR**

Born on 13 August 1937. Appointed by the Combined General Meeting of 09 June 2000, reappointed by the Combined General Meeting of 27 April 2012, for a term ending at the close of the Annual General Meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015. Independent Director.

## Fanny Picard

### **DIRECTOR**

Born on 4 August 1968. Appointed by the combined general meeting of 30 April 2015, i.e. for a term expiring at the end of the annual general meeting called in 2019 to approve the financial statements for the fiscal year ending 31 December 2018. Independent Director.

## Érick Rostagnat

### **DIRECTOR**

Born on 1 July 1952. Appointed by the Combined General Meeting of 20 June 2002, reappointed by the Combined General Meeting of 25 April 2014, for a term ending at the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017.

## Sophie Servaty

### **DIRECTOR**

Born on 4 July 1972. Co-opted by the Board of Directors on 6 March 2015, replacing Maxence Tombeur, having resigned, for the remainder of the term of office of the latter, or until the end of the annual general meeting called in 2016 to approve the financial statements for the period ended 31 December 2015. This co-optation was ratified by the shareholders' meeting of 30 April 2015.

## Nicolas de Tavernost

### **DIRECTOR**

Born on 22 August 1950. Appointed by the Combined General Meeting of 16 May 2008, reappointed by the Combined General Meeting of 25 April 2014, for a term ending at the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017. Independent Director.

## Caroline Weber

### **DIRECTOR**

Born on 14 December 1960. Appointed by the Combined General Meeting of 29 April 2011, reappointed by the Combined General Meeting of 25 April 2014, for a term ending at the close of the Annual General Meeting to be held in 2018 to approve the financial statements for the fiscal year ending 31 December 2017. Independent Director. Audit Committee member.

---

## AUDITORS

### **STATUTORY AUDITORS**

Mazars  
Maza Simoens

### **DEPUTY AUDITORS**

Raphael Vaison de Fontaube  
Olivier Bietrix

---



Olivier Ginon  
**CHAIRMAN**



Olivier Roux  
**VICE CHAIRMAN**

# EXECUTIVE COMMITTEE



Olivier Ferraton  
**DEPUTY MANAGING  
DIRECTOR**



Jean-Eudes Rabut  
**MANAGING DIRECTOR,  
VENUE MANAGEMENT**



Philippe Pasquet  
**MANAGING DIRECTOR,  
TRADE SHOWS**



Érick Rostagnat  
**MANAGING DIRECTOR,  
CORPORATE FINANCE  
AND ADMINISTRATION**



Frédéric Regert  
**EXECUTIVE VICE PRESIDENT,  
CORPORATE FINANCE &  
ADMINISTRATION**



Thierry Bourgeron  
**VICE PRESIDENT,  
HUMAN RESSOURCES**



Gaultier de la  
Rochebrochard  
**CHIEF LEGAL OFFICER**



Stéphane Hue  
**MANAGING DIRECTOR,  
BUSINESS DEVELOPMENT**



Bruno Lartigue  
**VICE PRESIDENT,  
INSTITUTIONAL  
RELATIONS**

**HOLI PARK FESTIVAL - RIOCENTRO,  
RIO DE JANEIRO, BRAZIL**

**EXECUTIVE COMMITTEE**

The Executive Committee sets Group strategies with respect to both overall Group operations and business lines. It examines potential acquisitions so as to make recommendations to the Board of Directors and implements the company's business development strategy and internal control policy.

**BUSINESS UNIT COMMITTEES**

The Business Unit Committees are comprised of the heads of each business unit and oversee the finances and operations of each of the companies under their purview. They also work on increasing commercial synergies between Group businesses.

**INTERNATIONAL COMMITTEE**

The International Committee meets quarterly as a forum for pooling efforts and exchanging ideas, projects and advances made by each subsidiary outside France with the objective of creating synergies and strengthening the Group's presence in global markets.

**INVESTMENT COMMITTEE**

The investment committee reviews and decides whether to approve any investments that are either above certain set amounts or not included in initial budgets.

**AUDIT COMMITTEE**

Comprised of three independent directors, this committee participates in preparing the meetings of the Board of Directors responsible for ruling on the corporate and consolidated semi-annual and annual financial statements. Its principal mission is to assure the pertinence and consistency of accounting principles applied by the company and ensure that the procedures of reporting and control are adequate. It is also responsible for overseeing the selection of independent auditors. Finally, it assesses risks incurred by the Company and monitors internal control procedures. To this purpose, it is provided with reports summarising the controls carried out in the year.

**COMPENSATION AND  
NOMINATING COMMITTEE**

Comprised of three independent directors, the Compensation and Nominating Committee is responsible for reviewing the compensation policy of the Group, and more specifically for managers as well as proposals for the grant of stock options and bonus shares. It is informed of the arrival and departure of key managers. It is also consulted on the appointment of auditors in addition to the appointment and renewal of the terms of directors and officers.



### Gabon Émergent

An informational display for 'Gabon Émergent' featuring several small images and text. A prominent graphic shows '800 KM OF COASTLINE' in blue and white text. Other elements include a photo of a person in a suit and various smaller images related to the theme.

### Gabon Vert

An informational display for 'Gabon Vert' featuring several small images and text. It includes a photo of a person and various smaller images related to the theme.

PAVILION OF GABON,  
EXPO MILANO 2015 -  
MILAN, ITALY





OLIVIER ROUX  
VICE CHAIRMAN OF GL EVENTS

2015 was marked by a number of excellent commercial successes. In both France and international markets, GL events teams once again demonstrated the energy, responsiveness and capacity to address the needs of our markets. Our business was particularly robust in France: our home market showed strong acceleration with growth of 19% compared to 2014 and 27% compared to 2013. While revenue for Europe remained stable overall, Turkey registered strong growth of 8%, and Africa and Asia also benefited from positive momentum.

Cooperation between our different entities was particularly active in 2015. For example, for the 2015 Milan Universal Exhibition, GL events Live was assisted by contributions from teams from Food and Beverage, Live! by GL events and Décorama and Audiovisual for the French, Moroccan and Gabon pavilions. FranceAgriMer selected the Group's solution for the catering services and managing the boutique of the French Pavilion: six months of culinary events with the participation of the chefs from the Bocuse d'Or Winners Association and special events illustrating our concept of premium event catering services. This service was distinguished by an award given by the Italian Minister for the Environment and Protection of Land and Sea, recognising solutions and initiatives promoting sustainable development.

This division also contributed to major sports and institutional events: the Toronto 2015 Pan Am & Parapan AmGames, the closing ceremony of the African Games

in Gabon, that allowed us to return to a substantial level of business for this region of the world. We will again be present in 2017 at the Africa Cup of Nations.

GL events Exhibitions, bolstered by its strategy built around leading industry sector events, registered strong growth. At the beginning of the year, Sirha which is continuing to grow, confirmed its position within the international food service industry landscape and global strength of the prestigious Bocuse d'Or brand.

Finally, GL events Venues, reasserted the Group's territorial engagement as a stakeholder contributing at a local level, alongside the venue owners and local governments. This is highlighted by the development of our network of venues in the east of France from Metz to Strasbourg, and in the north, the project for the new Valenciennes convention centre and exhibition park to promote the development of the Valenciennes Métropole. Another example is the Paris Event Center, a new site in the French capital managed on behalf of the SNCF, included in operations originating from the Jaulin Group acquisition.

For the upcoming year, we are also on track. Major events are programmed and new horizons are opening up. We remain permanently focused on capturing these emerging trends, the major markets of tomorrow. One of our strengths is our 140 business line specialisations covering the entire event chain. Today, these business specialisations are evolving, as we move forward to integrate areas of expertise that are now critical for our business: brand image, digital communications, increasingly sophisticated technologies, backed by value added upstream consulting and analysis. Imagining, supporting, producing: through this triptych, we continue help our customers get the very most from their events.

**Olivier Roux**  
Vice-Chairman of GL events

# ANNUAL HIGHLIGHTS

## LYON: SIRHA CONFIRMS ITS LEADERSHIP

3,045 exhibitors and brands (including 486 from other countries), 190,000 professionals and 19,715 chefs, 725 innovations presented, including more than 367 world premieres. The figures for Sirha 2015 also confirm the trade fair's leadership which this year introduced its first version for the general public, BIG! (French Biennale Internationale du Goût), the international taste biennial. Not to forget the second edition of the World Cuisine Summit bringing together food service professionals from around the world to reflect on food-industry sustainability for the future.

24-28 JANUARY 2015



"THE TUNNEL OF TASTE",  
BIENNALE INTERNATIONALE  
DU GOUT - LYON, FRANCE



## PREMIÈRE VISION PLURIEL BECOMES PREMIÈRE VISION PARIS

To address the expectations a demanding public, Première Vision Pluriel has integrated its offering. This resulted in the creation of Première Vision Paris, six complementary trade fairs, staged at a single location.

And to further emphasise their shared brand identity, the entrance of each hall is identified with the Première Vision name followed by their specific specialty: Yarns, Fabrics, Leather, Design, Accessories, Manufacturing.

10-12 FEBRUARY 2015

PREMIÈREVISION  
FABRICS | 7  
SPRING  
SUMMER



## A PARKING FACILITY FOR SÃO PAULO EXPO FOR 4,500 VEHICLES

Work on the extension and the renovation of the São Paulo Expo site began in 2015 and will last for a period of 16 months, with delivery scheduled in the 2016 first half. One of the major projects of this programme is the construction of a 7-level 4,532 place parking facility and also a 70,000 sq. m. exhibition hall.



## GL EVENTS UK, OFFICIAL PARTNER OF THE FIA FORMULE E CHAMPIONSHIP

Launched by the *Fédération Internationale de l'Automobile* (FIA, International Automobile Federation), the Formula E Championship, is a pioneer for this high-performance racing sport for single-seater electric-energy powered cars. GL events UK is the official partner for temporary overlays for the races organised every season in ten major cities of the world.





## THE LYON INTERNATIONAL FAIR

The Lyon International Fair, a well-established success, is constantly being reinvented: more than 200,000 visitors came to discover the 2015 edition, one year before its upcoming 100<sup>th</sup> anniversary in 2016.

20-30 MARCH 2015

# RIO DE JANEIRO: INAUGURATION OF THE GRAND HÔTEL MERCURE

GL events was the prime contractor for the Grand Hôtel Mercure project carried out in partnership with Accor. Exceptionally situated between a lake, mountains and the sea, this five-star establishment has 306 rooms.

14 APRIL 2015







## TRAVEL AND GAS- TRONOMY FOR THE MILAN 2015 UNIVER- SAL EXHIBITION

Milano 2015, the universal exhibition this year devoted to "Feeding the Planet, Energy for Life" received millions of visitors. GL events contributed to this event through several major interventions: catering and shop management services for the French Pavilion (commissioned by FranceAgriMer), designing and producing the Morocco Pavilion and the Gabon Pavilion.

1 MAY-31 OCTOBER 2015



# WGCPARIS2015



## THE WORLD GAS CONFERENCE RETURNS TO PARIS

The 2015 World Gas Conference, last hosted in the city of lights in 1937 returned to Paris in 2015, and was attended by 1,000 industry professionals. A major event to which a number of GL events entities contributed, selected for their considerable experience in managing large international meetings.

1-5 JUNE 2015

## **BAKU HOSTS THE FIRST EUROPEAN GAMES**

6,000 athletes representing 50 nationalities came together in the capital of Azerbaijan for the first edition of the European games. As general contractor for the media and athletes village, GL events coordinated work of the different parties intervening in the project. A technical feat involving the installation of 4,400 sq. m. of structure on sloping terrain with differences in heights ranging from 0.90m to 2.20m.

12-28 JUNE 2015





## THE 2015 PARIS AIR-SHOW: BETWEEN HEAVEN AND EARTH

For the 51<sup>st</sup> edition of the International Paris Air Show, GL events teams intervened on many fronts for this major global aerospace event organised by SIAE, a subsidiary of GIFAS, the French Aerospace Industries Association: event overlay solutions, the industry pavilion, CORAC pavilion (the French civil aviation research council...).

15 - 21 JUNE 2015



## THE TORONTO PAN-AMERICAN GAMES

From 10 to 27 July, the Pan-American Games were held in Toronto, followed by the Parapan American Games from 7 to 15 August. Events were staged at 34 sites, including the famous Niagara Falls. As many as 75 people contributed during the assembly phase (project team, local temporary personnel, service providers ), with 918 tents installed by GL events.



## B20 CHOOSES CONGRESIUM ANKARA

A spin-off of the G20 forum, the B20 coalition for international business leaders held its 2015 edition at the Congressium Ankara. 1,500 participants came together on this occasion, attended by the IMF Director, the Turkish Prime Minister and Chair and President of the Union of Chambers and Commodity Exchanges (TOBB).

3-5 SEPTEMBER 2015



## A NEW CONVENTION CENTER FOR METZ (FRANCE)

Scheduled for delivery in 2018, the project for the Metz convention centre is spearheaded by the Metz Métropole, the city of Metz and the CCI of Moselle. GL events is also a stakeholder of this major project for promoting the region's cultural and economic ambitions.





VIVEZ L'EXPERIENCE  
AUTOMOBILE

SALON  
AUTOMOBILE  
DE LYON

PATIS  
NORD

SUD

>>> Point Info  
SALON  
AUTOMOBILE  
DE LYON

## THE LYON MOTOR SHOW STAGES A WINNING RETURN

With more than 55,000 visitors, a rich programme concentrated over five days, providing a complete panorama of the market with 45 brands presenting many innovations and world premieres, the Lyon Motor Show staged a winning return, confirming its position as the industry's second-largest trade show in France.

24-28 SEPTEMBER 2015

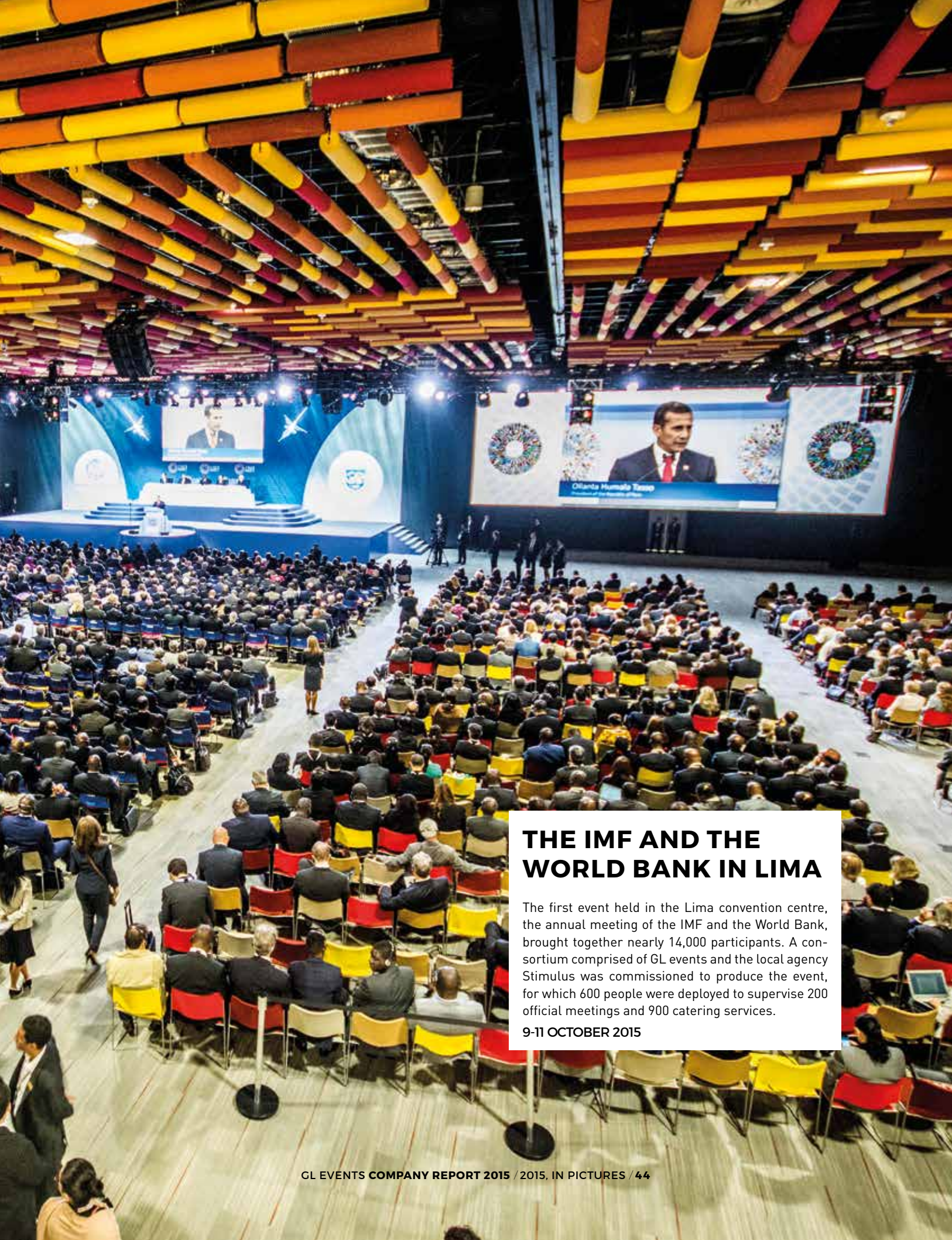
## THE 2015 AFRICAN GAMES

For the 11<sup>th</sup> African Games, this year staged in the Congo, GL events staged a number of spectacular events. The programme included the closing ceremony, special 50<sup>th</sup> anniversary events– forum, exhibition, evening gala.

SEPTEMBER 2015







## THE IMF AND THE WORLD BANK IN LIMA

The first event held in the Lima convention centre, the annual meeting of the IMF and the World Bank, brought together nearly 14,000 participants. A consortium comprised of GL events and the local agency Stimulus was commissioned to produce the event, for which 600 people were deployed to supervise 200 official meetings and 900 catering services.

9-11 OCTOBER 2015

Opening Ceremony  
sponsored by



Magyar Telekom

# SHAPING THE DIGITAL FUTURE

## KERSTIN GÜNTHER

Managing Director, Deutsche Telekom Pan-Net,  
Chairperson of the Board of Directors, Magyar Telekom

ITU Telecom World, Budapest, 12th October, 2015

BUDA  
PEST

## ITU TELECOM WORLD IN HUNGARY

Its annual congress of 2015 provided the ITU (International Telecommunication Union) an opportunity to celebrate its 150<sup>th</sup> anniversary. The United Nations specialised agency for information and communication technologies, selected Hungary and Hungexpo as the venue for staging this four-day event attended by 4,000 participants from around the world.

12-15 OCTOBER 2015





## FIRST EDITION OF SIRHA RIO

Chaired by Claude Troisgros, SIRHA Rio held its first edition in an environment of strong expansion in the Brazilian hotel and catering sector. On the agenda: regional selections for the Bocuse d'Or and the World Pastry-Making Championship, World Cuisine Summit.

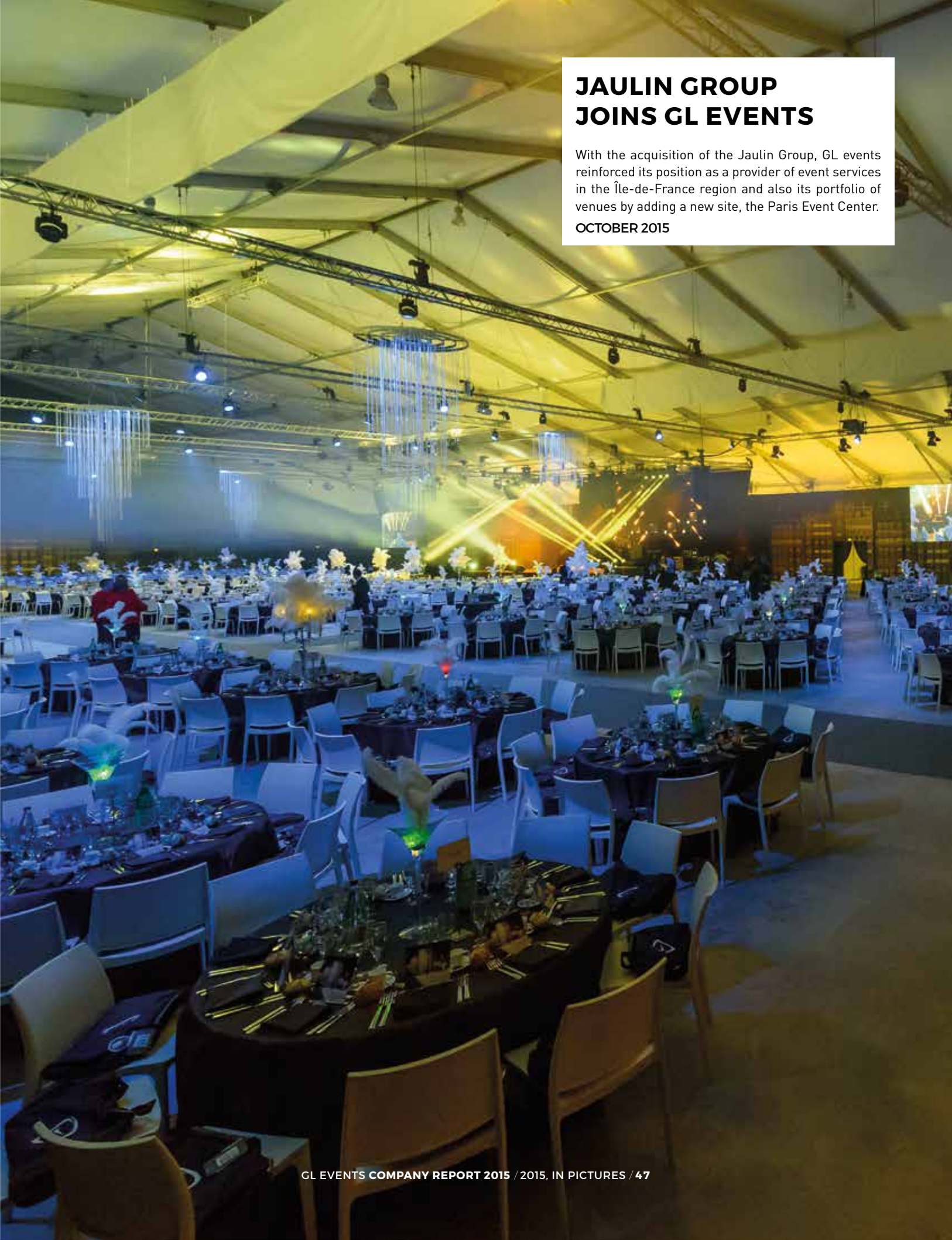
14-16 OCTOBER 2015



## **JAULIN GROUP JOINS GL EVENTS**

With the acquisition of the Jaulin Group, GL events reinforced its position as a provider of event services in the Île-de-France region and also its portfolio of venues by adding a new site, the Paris Event Center.

**OCTOBER 2015**





## **A NEW CONVENTION AND EXHIBITION CENTRE FOR VALENCIENNES**

GL events confirms its position with local governments with a nine-year management concession for the Convention Centre granted by the Valenciennes Métropole region starting in 2016. For this venue, the Group will create three B2B events to promote sectors where the region excels: digital, sustainable mobility, logistics.

**OCTOBER 2015**



# YOUTUBEURS ARRIVE IN PARIS!

Organised by the producers of the Golden Moustache (M6), Studio Bagel (Canal+) and Mixicom, in collaboration with Live! by GL events, the Vidéo City festival brought together around a hundred creators of the most popular videos in the universe of humour, beauty, sports...

7-8 NOVEMBER 2015





## COP21 AT PARIS LE BOURGET

Five pavilions delivered ready to use, venue overlay services, audiovisual services, etc. GL events made a number of important contributions to COP 21, with nearly 42,000 delegates and 90,000 visitors, transforming the Bourget site into a temporary city for two weeks.

30 NOVEMBER - 12 DECEMBER 2015







LOU RUGBY / BAYONNE-  
MATMUT STADIUM, LYON, FRANCE

# GL EVENTS, BUSINESSES & MARKETS

**55** / MARKETS & STRATEGY

**58** / GL EVENTS LIVE

**65** / GL EVENTS EXHIBITIONS

**71** / GL EVENTS VENUES

**77** / OUTLOOK

DUBAITOUR.COM



RTA

DUBAITOUR.COM



4<sup>th</sup> - 7<sup>th</sup> | Feb 2015

DUBAI SPORTS

Emirates

CASTRELLI

GLORIOUS

بنك دبي التجاري  
Commercial Bank of Dubai



بنك دبي التجاري  
Commercial Bank of Dubai



## AN ORIGINAL AND WINNING INTEGRATED BUSINESS MODEL

From its inception, GL events deployed a business model, unique in the event universe. Expanding from its initial core business of services, the Group then added two complementary sectors: event organisation and venue management. This strategy allowed it to become the sole truly global player operating in this market, recognised today as a partner of choice for major principals/decision-makers such as regional and local governments.

This integrated approach promotes synergies across different business lines. This in turn makes it possible to coordinate the delivery of high added value services from a single entry point. It also contributes to providing the Group with a unified image that is clearly understood by its partners.

This model has demonstrated its effectiveness from the start, creating momentum for both internal and external growth and profitability for operations by optimising asset turnover across business lines.

It also structures the international strategy of GL events. This approach is exemplified by the case of Brazil where it has become a global provider in this market by developing simultaneously across its three strategic business units, Live, Venues and Exhibitions.

**“GL EVENTS IS THE ONLY GLOBAL PLAYER IN THE MARKET.”**

### OMNIVORE - MONTREAL, CANADA





INAUGURATION EURONEWS -  
LYON, FRANCE





# GL EVENTS LIVE: A GLOBAL SOLUTION

The Live division assists companies, governments or associations in defining and implementing their event communications strategy.

Combining strategic and operational expertise and event communications, with services for events, it covers the entire value chain and is increasingly positioned upstream in the process.

## A GLOBAL EVENT SERVICES BENCHMARK

The division combines key strengths establishing GL events as a global benchmark for this sector: an exceptional track record in coordinating multi-cultural and multi-disciplinary teams based on an agile project management approach, a high level of cross-expertise covering 100 business line specialisations. Its portfolio of assets and a powerful logistics capabilities allow it to contribute to the largest global events – the Paris Air Show, world summits like COP 20 and COP 21, the Olympics Games, the Cannes Film Festival, etc. – and deliver services across the globe within the tightest deadlines: a well-stocked inventory, strategically located warehouses, highly responsive, rapidly deployed and flexible transportation resources, including its own fleet.

Today, the Group also has its own production sites for temporary structures. This is the case for the manufacture of the Absolute® range of structures which are designed and manufactured in Picardie, France. For the organisation of events, it is also supported by the expertise provided by its own event agency, Live! by GL events.

## CONSTANTLY EVOLVING SERVICES

The offering ranges from more traditional services (equipment leasing, decoration, heating/air conditioning, etc.) to the more innovative: modular custom-designed hospitality pavilions, the deployment of new communications technologies, etc.

Since the Group's creation, this offering has been constantly evolving, both quantitatively to broaden its scope of services in line with customer demands, and qualitatively, by introducing innovations and original offerings (eco-design, designer equipment, digital transformation, etc.).

GL events Live's Quality Department also ensures that services contribute to synergies and continuous improvement, as confirmed by ISO 9001: 2008 certification received by the Furniture division in 2013 or the double ISO 9001 and ISO 20121 certification of Hall Expo (event structures) in 2014.

## MISSIONS

CONSULTING, CREATION  
COORDINATION  
OVERLAY SERVICES  
LOGISTICS

## CUSTOMERS

NATIONAL  
INTERNATIONAL  
KEY ACCOUNTS  
LARGE EVENTS  
ORGANISERS

## MAJOR EVENTS OF 2015

WORLD RUGBY CUP  
EUROPEAN GAMES OF BAKU  
PAN AMERICAN GAMES OF TORONTO  
EXPO MILANO  
CLOSING CEREMONY OF THE AFRICAN  
GAMES

2,821

EMPLOYEES

€486.4M

IN SALES

AN €82.1M

ASSET PORTFOLIO  
OF RENTAL EQUIPMENT

+ 90

OFFICES WORLDWIDE

4

TOP-LEVEL LOGISTICS PLATFORMS  
IN FRANCE (SOUTHERN AND  
NORTHERN PARIS, LYON, NANTES)

# GL EVENTS LIVE IN 2015

Performances for the year confirmed the positions acquired in 2014: new contracts were won for modular stadiums, an exclusive concept of the Group.

GL events was a stakeholder in large global events: the Pan American Games in Toronto, the closing ceremony of the 11<sup>th</sup> African Games, the Cannes Film Festival, Paris Air Show, COP 21, etc.

Created in early 2014, the Live! by GL events agency is now fully up and running with a unique business model: co-producing events with the services business lines. In this way it is able to exercise complete control over the staging of events that it designs.

At the end of 2015, the acquisition of Jaulin, a strong brand, well-established in its market, strengthened the Group's positions in the greater Paris region of Ile de France and added a new venue to the network: the Paris Exhibition Center. This acquisition reflects the complementary fit between venues and expertise and highlights a strategy to refocus on core businesses conducted in parallel with the disposal of non-strategic assets in France.

## 2016 OUTLOOK

The upcoming Rio Summer Olympics to which the Group will be a significant contributor, will of course mark one of the year's highlights.

2016 will also be an important year for events in France with the Euro offering many opportunities for potential contracts to organisers, service providers but also host cities and sponsors.

Also under the banner of sports, the year will also mark renewed engagement by GL events in the Formula E Championship and also preparations for jumbo events to come like the 2017 Africa Cup of Nations and the 2018 FIFA World Cup in Russia.

### CANNES FILM FESTIVAL - FRANCE



"CAFÉ DES CHEFS" FOR THE FRENCH PAVILION,  
EXPO MILANO 2015 -  
MILAN, ITALY



CLOSING CEREMONY  
OF THE AFRICAN GAMES -  
BRAZZAVILE, CONGO



# GL EVENTS LIVE : MARKETS AND TRENDS

In 2015, spending on business tourism and events represented €8.2 billion for French companies (Source : Coach Omnium), up marginally from 2014. Event agencies and service providers must adapt to this market that is still very concentrated.

## CORPORATE AND CONSUMER EVENTS

Despite the continuing prevalence of tight budgets and deadlines, events occupy a position of choice in the communication strategies of advertisers.

Customers expect their event agency/communications consultants to intervene as a partner at both the strategic and operational levels. When questioned about their selection criteria, they emphasise the importance, on the one hand, of teams actively engaged and efficient and, on the other hand, the added value of specific talent. On this point, we continue to note the importance of creativity and innovation, with digital capabilities, accounting for a growing share of investment investments, now a central feature of our offerings. And if consumer events remain the focus of brand strategies, they are now an integral part of a digital ecosystem within which they must find their place. Beyond the concept and execution of the event, the agency must very often be able to measure the impacts in terms of name recognition and engagement.

In the corporate segment, bolstered by renewed enthusiasm of participants in conventions and seminars, the modest

recovery for corporate meetings has been confirmed. As with events for the consumer segment, advertisers are increasingly demanding that the impacts of their events be quantified.

## CONFERENCES, CONVENTIONS, CONGRESSES

In a market that remains buoyant (in particular with the rise in number and internationalisation of participants), congresses confirm the attractiveness of events with high intellectual value. This is where the contribution of events becomes most evident: creating the best possible conditions for meetings and exchange around communities of ideas. In addition to the organisational expertise required, key success factors involve an ability to deploy the best expertise and content, and precisely define the right economic model (fund-raising represents in this area a strategic activity for the organising agencies).

## TRADE SHOWS

The trend has remains unchanged: in a difficult economic environment for exhibitors, trade shows registered another year of decline in average occupied space.

Modular stands are continuing to gain ground, with exhibitors still just as receptive to "packaged" proposals combining price, visitor impact and manageability.

## PAN-AMERICAN GAMES - TORONTO, CANADA



381

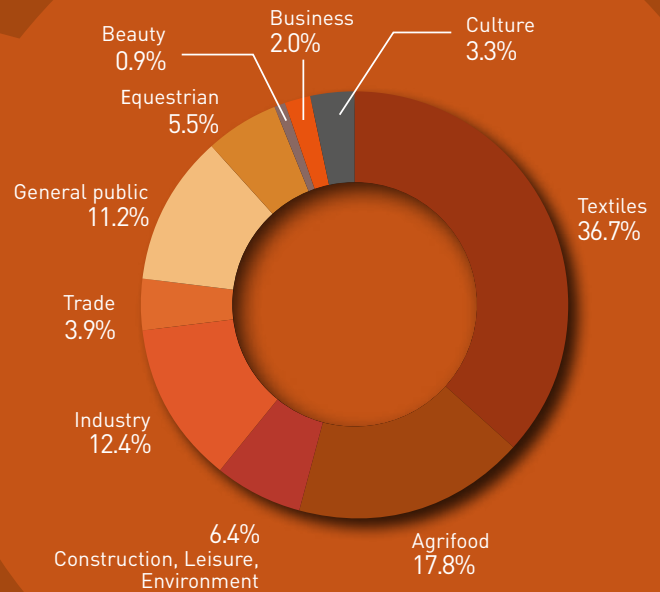
EMPLOYEES

300

PROPRIETARY TRADE SHOWS

€166.4M

IN SALES





# GL EVENTS EXHIBITIONS : A WORLD-CLASS PLAYER WITH A LOCAL FOCUS

GL events Exhibitions is the Group's division for the organisation of trade shows and consumer fairs in France and other countries throughout the world.

It is positioned as a world-class player that is close to the communities it services, and in this capacity, as a specialist who understands their priorities and expectations.

The Group's proprietary trade shows cover a cross-section of major economic sectors: industry, building, culture and leisure, home and interior design, the environment, trade and retail... Within this context, strong sectors have emerged – fashion and fabrics, food industry, swimming pools... – for which the Group organises international meetings, major events for the professionals of these industries.

This broad sectoral coverage is reinforced by a geographic mix across several continents, a mix between B2B and B2C segments as well as annual and biennial, and even biannual meetings as is in the case of the fashion industry. This diversity provides the division with balanced and secure revenue streams. GL events Exhibitions' stable base of recurrent revenue gives the Group in turn a valuable mechanism for remaining on track for profitability and growth.

## STRATEGIC PILLARS

GL events Exhibitions' strategy is based on several lines of action:

- a positioning as an event industry reference at the heart of communities, with flagship brands and events;
- a solid domestic base in each market ;
- strong synergies with the other Group businesses;

- versatile and highly qualified teams, capable of innovating in terms of format and content to address new expectations and practices, particularly in developing digital services and solutions for events;
- providing differentiation through exclusive content, as with the Bocuse d'Or within the framework of Sirha, and community management, as with Piscine Global, a forum for exhibitors to promote exchanges outside of trade shows.

## SOLID BASES, GROWING INTERNATIONALISATION

France remains a solid market. This is illustrated by successes in the B2B segment like Sirha, Industrie, Première Vision Paris, CFIA, and also consumer fairs like Equita and the Lyon International Fair, Amenago Lille or the Salon des Vins et de la Gastronomie (wine and gastronomy) event of Rennes or Brest that every year attract a significant number of visitors based on attractive themes and innovative content.

In international markets, exporting trade shows leverages the strength of their brands to unlock additional potential from regional spinoffs. Reflecting this strategy, editions of Première Vision and Sirha are staged in Istanbul, an important regional hub in this part of the globe, fully equipped with quality infrastructure indispensable for successful events: an international airport, hotel capacity, an attractive destination.

## MISSIONS

DESIGNING, ORGANISING AND PRODUCING TRADE FAIRS DESIGNED TO BRING TOGETHER B2B AND B2C COMMUNITIES.

## CLIENTS

GENERAL PUBLIC  
ENTHUSIASTS  
COMPANIES  
INDUSTRY ASSOCIATIONS  
INSTITUTIONS

## MAJOR EVENTS OF 2015

SIRHA LYON, RIO, ISTANBUL  
PREMIÈRE VISION PARIS, NEW YORK, ISTANBUL  
CFIA  
EQUITA LYON  
THE SAUT HERMÈS INTERNATIONAL SHOW  
JUMPING  
LYON INTERNATIONAL FAIR  
BIENNIAL INTERNATIONAL BOOK FAIR (BRAZIL)  
WORLD BEER FEST (BRAZIL)

# GL EVENTS EXHIBITIONS IN 2015

2015 was very favourable for the Exhibitions division, bolstered in particular by several biennial trade shows. Against the backdrop of market conditions that remain difficult, the choice of visitors and exhibitors alike focused on high value added events, with leadership positions in their sectors; This trend has strengthened the Group's determination to reinforce the position of its trade shows by constantly introducing cutting-edge concepts and content.

This is the case of Sirha, the world hospitality and food service event, held in January, Paysalia, the landscaping tradeshow that is now the leader for this sector, or Equita which brings together all the different facets of the equestrian universe under the banner of a single event staged by a team of enthusiasts.

The Group has also consistently demonstrated its ability to adapt its historic trade shows when markets shift focus and trends evolve: for example while Eurobois was repositioned to cover the entire lumbar sector, Expo Biogaz, that staged its fourth edition Paris in June, adapted to the shift of energy transition.

Insight is also offered by other successes in 2015: for example, for the Rio de Janeiro International Book Fair, YouTubers contributed significantly to strong attendance with 600,000 visitors, illustrating growing impact of social media as an integral component of the trade show while for the world beer fest, also held in Brazil, emphasis was given to the quality of meetings and convivial exchanges through an original concept that was highly appreciated by visitors looking for new sensations.

## 2016 OUTLOOK

The division's growth strategy focuses on two critical drivers: the expertise of its teams and tools for providing increasingly effective and innovative formats and services. Major events on the this year's agenda include Europain or CFIA which will be celebrating twenty years of success. Première Vision launched a preview trade show for the presentation of pre-collections, Blossom Première Vision at the Palais Brongniart and transferred The Sourcing Connexion to Paris Event Center, the latest addition to GL events' portfolio of venues.

In March 2016, Piscine Global entered into a joint venture with DMG Events, a leading event industry player in the Middle East. This agreement will allow it to stage its event at the same time as the Leisure Show of Dubai, in September. This will result in obvious synergies with a regional event devoted to well-being and leisure proposing a large choice of saunas, fitness and outdoor equipment, outside lighting fixtures, etc.

Ahead of the major edition of Paris, and for the first time an edition in Angers, 2016 will also be marked by the development of Enova Lyon.

In the consumer fair segment, a much awaited anniversary will be celebrated: the 100 years of the Lyon International Fair.

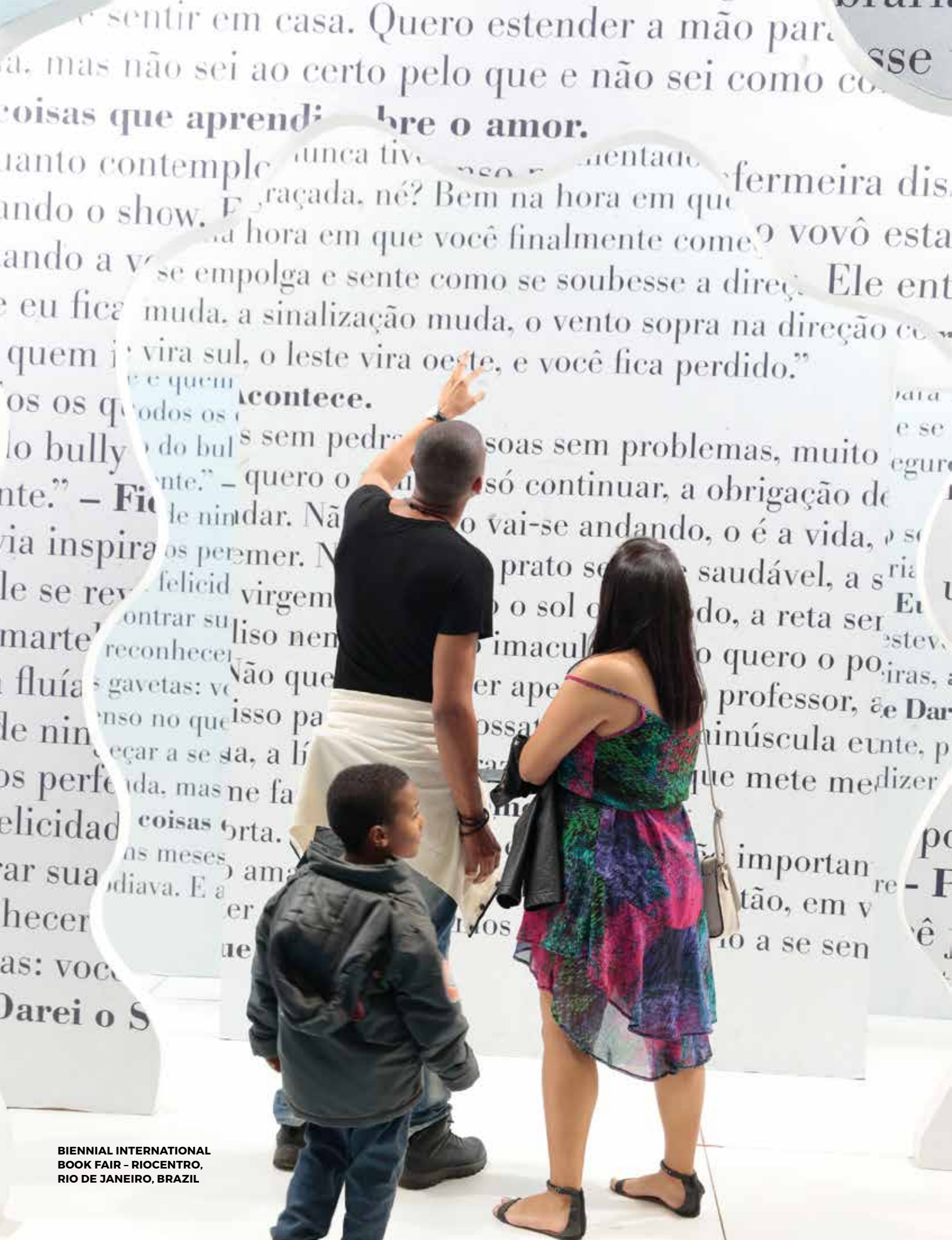
### PAYSALIA - EUREXPO, LYON, FRANCE





LONGINES

GL events



coisas que aprendi: **bre o amor.**

quanto contemple **acontece.** nunca tive **acontece.** mentado **acontece.** firmeira dis **acontece.** ando o show. **acontece.** E **acontece.** raçada, né? Bem na hora em que **acontece.** na hora em que você finalmente come? **acontece.** vovô está **acontece.** ando a v **acontece.** se empolga e sente como se soubesse a direç. **acontece.** Ele ent **acontece.** e eu fica **acontece.** muda, a sinalização muda, o vento sopra na direção ce **acontece.** quem j **acontece.** vira sul, o leste vira oeste, e você fica perdido." **acontece.**

os os q **acontece.** todos os c **acontece.** sem pedre **acontece.** soas sem problemas, muito **acontece.** lo bully **acontece.** do bul **acontece.** s sem pedre **acontece.** soas sem problemas, muito **acontece.** te." - **acontece.** Fie **acontece.** quero o **acontece.** só continuar, a obrigação de **acontece.** le nindar. Nã **acontece.** o vai-se andando, o é a vida, o se **acontece.** ia inspira **acontece.** os peremer. N **acontece.** prato se **acontece.** e saudável, a s **acontece.** le se rev **acontece.** felicid **acontece.** virgem **acontece.** o sol o **acontece.** do, a reta ser **acontece.** marte **acontece.** ontrar su **acontece.** liso nem **acontece.** o imacul **acontece.** o quero o po **acontece.** reconhece **acontece.** Não que **acontece.** er ape **acontece.** professor, **acontece.** e Dar **acontece.** fluía **acontece.** s gavetas: ve **acontece.** isso pa **acontece.** ossat **acontece.** minúscula eunte, p **acontece.** le nin **acontece.** eçar a se **acontece.** sa, a lí **acontece.** que mete me **acontece.** os perfe **acontece.** da, mas ne fa **acontece.** elicidad **acontece.** coisas **acontece.** rta. **acontece.** as meses **acontece.** o ama **acontece.** importan **acontece.** re - **acontece.** ar sua **acontece.** diava. E a **acontece.** er **acontece.** tã, em v **acontece.** hecer **acontece.** er **acontece.** os **acontece.** a se sen **acontece.** as: voc **acontece.** ue **acontece.** os **acontece.** a se sen **acontece.** Darei o S **acontece.**

# GL EVENTS EXHIBITIONS : MARKETS AND TRENDS

The global market for organising exhibitions continued to grow, reaching US\$29 billion, up 4.2% from 2013. With a market share of 74%, Europe and the United States dominate the exhibition organisation market.

According to estimates by AMR International, the United States remains the largest market, with Europe close behind, led by Germany, followed by France and the United Kingdom.

After surpassing France and United Kingdom in 2013, China has continued its expansion and will rapidly move ahead of Germany to second place in the global market.

The mature markets remain attractive with high potential for meeting organisers bolstered by a return to growth.

For Europe, annual growth of 3.1% is expected for the period from 2014 to 2018, compared to 3.6% for the United States. For the 2018-2023 period, growth of 2.9% is expected for these two market leaders.

Driven by the Brazilian market, Latin America expects annual growth of 8.2% for the period from 2014 to 2018 and 8% from 2018 to 2023, making it one of the densest regions in the world for the event industry.

Organisers are increasingly turning their attention to emerging markets like Brazil and Turkey which, despite the recent volatility remains among the most attractive regions.

With an estimated market of US\$1.6 billion, France is the world's fourth-largest market with growth of 2.1% in 2014 (1.4% in 2013), driven in particular by a marginal improvement in GDP and growth in consumer spending.

M&A activity remained robust in 2014, particularly in mature markets where top players reinforced their positions, particularly for the US, British and French markets.

The market for meetings has also become more targeted and more digital. The business of exhibition organisers has evolved in parallel, as they adopt genuine go-to-market strategies to deliver their services. Digital solutions have become powerful drivers for organisers for creating content, improving data management, strengthening the efficacy of marketing, growing services and generating new sources of revenue.

## WORLD BEER FEST - RIO DE JANEIRO, BRAZIL



## CONVENTION CENTRES

- ANKARA (TURKEY): CONGRESIUM ANKARA
- BARCELONA (SPAIN): CENTRE DE CONVENTIONS INTERNATIONAL DE BARCELONA (CCIB)
- BRUSSELS (BELGIUM): — SQUARE BRUSSELS MEETING CENTRE
- CLERMONT-FERRAND: POLYDÔME
- THE HAGUE (NETHERLANDS): WORLD FORUM
- LYON: CENTRE DE CONGRÈS DE LYON
- METZ: METZ CONGRÈS ÉVÈNEMENTS
- NICE: ACROPOLIS
- PARIS: MAISON DE LA MUTUALITÉ
- PARIS: PALAIS BRONGNIART
- SAINT-ÉTIENNE: CONVENTION CENTRE
- STRASBOURG: PALAIS DE LA MUSIQUE ET DES CONGRÈS
- TOULOUSE: PIERRE BAUDIS CONVENTION CENTRE
- VALENCIENNES: EXHIBITION AND CONVENTION CENTRE

## EXHIBITION CENTRES

- AMIENS: MÉGACITÉ
- BUDAPEST (HUNGARY): HUNGEXPO
- CLERMONT-FERRAND: GRANDE HALLE D'AUVERGNE
- LYON: EUREXPO
- METZ: METZ EXPO ÉVÈNEMENTS
- PADUA (ITALY): PADOVAFIERE
- PARIS: PARC FLORAL
- PARIS: PARIS EVENT CENTER
- RIO DE JANEIRO (BRAZIL): RIOCENTRO
- SÃO PAULO (BRAZIL) : SÃO PAULO EXPO
- STRASBOURG: PARC DES EXPOSITIONS DU WACKEN
- TOULOUSE: TOULOUSE EXPO
- TROYES: TROYES EXPO
- TURIN (ITALY): LINGOTTO FIERE
- VANNES: LE CHORUS

## RECEPTION FACILITIES

- ISTANBUL (TURKEY): THE SEED
- LYON: CHÂTEAU DE SAINT-PRIEST
- LYON: LA SUCRIÈRE
- PARIS: LA CHESNAIE DU ROY
- SHANGHAI (CHINA): PERFORMANCE CENTER
- TOULOUSE: ESPACES VANEL

## MULTI-PURPOSE FACILITIES AND CONCERT HALLS

- CLERMONT-FERRAND: ZÉNITH D'AUVERGNE
- LONDRES (UNITED KINGDOM): BATTERSEA EVOLUTION
- RIO DE JANEIRO (BRAZIL): HSBC ARENA
- ROANNE: LE SCARABÉE
- TURIN (ITALY): OVAL

# 885

**EMPLOYEES**

# €289.6M

**IN SALES**

# 40

**VENUES**

# GL EVENTS VENUES: A GLOBAL NETWORK OF VENUES

GL events manages a network of 40 event venues in France and throughout the world Convention centres, exhibition centres, reception facilities, multi-purpose facilities, this unique offering of different types of venues is constantly evolving to address new needs.

These venues which host every type of event (economic, cultural, scientific, sports, etc.) provide forces of attraction extending the economic reach of cities and territories. The construction or extension projects fit within a broader framework of large urban development programs.

It is within this configuration that GL events' business is developed. As a partner of local governments, the Group thus intervenes through long-term concessions. Working closely with them, in fulfilling its missions, it puts its expertise and know-how to the service of major territorial ambitions for economic, social and cultural development.

Professionalism, safety for people, reliability for equipment, providing the best possible service, these constitute GL events' commitments to both the delegating authorities and their customers visiting the sites (organisers, exhibitors, visitors, convention attendees, etc.).

## MISSIONS

MANAGING AND MARKETING  
CONVENTION CENTRES  
EXHIBITION CENTRES  
RECEPTION FACILITIES  
CONCERT HALLS  
MULTI-PURPOSE FACILITIES

## CUSTOMERS

NATIONAL, INTERNATIONAL,  
LOCAL AUTHORITIES, INSTITUTIONS,  
COMPANIES, KEY ACCOUNTS, PCOS/PEOS,  
GENERAL PUBLIC

### ESOT CONGRESS - SQUARE BRUSSELS MEETING CENTRE, BRUSSELS, BELGIUM



# GL EVENTS VENUES IN 2015

Several new sites were added to GL events' network in 2015 and early 2016: La Chesnaie du Roy (Paris, in the heart of the Bois de Vincennes), Paris Event Center, the Valenciennes Exhibition and Convention Centre (opening in early 2017).

Many events were hosted at these sites. Among the most significant : the annual Congress of EAACI (European Academy of Allergy and Clinical Immunology) at the CCIB Barcelona International Convention Centre, the EURETINA Congress of the European Society of Retina Specialist at the Nice Acropolis Exhibition and Convention Centre, the Global Conference on CyberSpace at the World Forum in The Hague , Sirha, the global hospitality and food service event, at Eurexpo Lyon, the Biennial Rio de Janeiro International Book Fair at Riocentro, etc. In Paris, innovation was given an important place with in particular the European Inventor Award, 2015 E-Commerce Trophies...

Renovations and installations, new offerings and facilities..., the event venues managed by GL events are constantly evolving.

In Brazil, for example, the Grand Mercure Hotel of Riocentro was inaugurated in April. In São Paulo, GL events launched an important programme for renovating and expanding São Paulo Expo, one South America's largest and top-performing exhibition centres. This will increase exhibition space from 40,000 sq. m. to 80,000 sq. m., to which will be added 10,000 sq. m. of convention space. Also in 2015, a parking facility for more than 4,500 vehicles was completed.

In France, building on the success in Paris of the "Espaces Affaires for meeting people" that proposes premium facilities for seminars, meetings and business lunches, development of this concept has continued within the venues of GL events' network that host business meetings.

## 2016 OUTLOOK

In 2016, GL events will continue to develop its network of venues in France and in international markets.

The Group will also pursue development in destinations where it is already established, in particular by structuring operations through a destination-based approach to promote synergies between sites (exemplified by the sites in Paris, Lyon and Brazil).

Developing business for sites under management is also a priority. This will be achieved through measures like entering into master agreements with key accounts for the seminar segment.

### PARIS EVENT CENTER - PARIS, FRANCE







JÉRÉMY  
CHERRADE

DAVID  
FRANCAUD

Nicolas  
DAVOUZE

Michel  
ALTMAN

Georgiy Lozhkin  
Hans van Hermsen  
Kees van der Planken  
Jaap Koops  
Mehdi Jami  
Geeta McKay



# GL EVENTS VENUES: MARKETS AND TRENDS

The volume of events organised in 2015 at the international level was up overall even if, in a turbulent global economic context, trends vary according to the economic conditions of each country.

The 2015 member survey of the International Association of Convention Centres (AIPC) shows that the fastest growing event segments have been trade shows followed by corporate meetings.

**Conventions** generate significant economic impacts for the sites and cities that host them. Very often scheduled well in advance, they provide good business visibility over the long-term.

According UNIMEV (Union Française des Métiers de l'Événement), the French Meeting Industry Council, following a very good performance in 2013, France experienced a decline of 3.4% in the number of conventions organised in 2014. If one takes 2012 as the benchmark, the underlying trend remains positive (+6.5 %). For example, the average number of convention attendees per event and also the share of international participants are growing.

**Trade shows and consumer fairs** account for most activity of the exhibition centres. Data for trade shows and consumer fairs in France in the 2015 first half remained largely

stable with, according to UNIMEV, a marginal increase in the number of exhibitors (+0.2%) and a marginal decrease in the number of visitors (-0.8%). Trends are positive for trade shows with an increase in the number of exhibitors (+1.7%) and the total number of visits (+1.1%). In its 2014 report, UNIMEV highlighted the growing internationalisation of trade shows (increase in the percentage of international exhibitors and visitors).

With respect to **business tourism** for groups (seminars, conventions, conferences, incentive events), several studies highlight a positive trend at the international level in 2015. In France, according to the study produced each year by Coach Omnium, this segment showed growth of 1.2% in relation to 2014, with total spending of €8.2 billion in the French market (excluding transportation and expenses for events held outside France).

Overall, the event market is in constant transformation with the increasing personalisation of events and diversification in formats. This trend calls for multi-purpose facilities and relevant technological solutions. Industry observers insist on the importance of capacities for innovation, adaptation and differentiation for the success of the sector's players.

## ST-ART, EUROPEAN CONTEMPORARY ART FAIR - STRASBOURG, FRANCE





## 2016, SOLID PROSPECTS

In pursuing a strategy of sustainable and profitable growth, GL events is supported by solid pillars: its integrated business model as a leading provider of solutions and services covering the entire market for events, international growth momentum and the commitment and expertise of its teams.

Its positioning allows the Group to intervene in multiple development areas: modular stadiums, jumbo events, city events, public-private partnerships. Its sourcing expertise and ability to bring together just the right skill sets within short time frames (engineers, project managers, logistics specialists, equipment and freight handlers, builders, etc.) represent a major competitive strength. The digital transformation of resources and tools is also contributing to the conception of innovative offerings and high value added services for the three business divisions.

Business in 2016 will be supported by several factors:

- major events in which the Group will participate as a stakeholder, such as the Euro 2016;
- the development of event operations recognised as sources of international revenue, both in developed countries and certain high potential emerging countries;
- strong local bases, strengthening the Group's position as a partner working closely with local governments. After Metz in 2015, in 2016 pre-marketing will begin for the Valenciennes metropolitan region exhibition and convention centre, within the framework of a management concession granted for 9 years, with operations to commence in January 2017;
- developing a key account approach.

In Brazil, marked by difficult economic conditions in 2015, the Group's strong base allows it to generate recurrent and secure revenue streams over the medium-term from the Rio de Janeiro and São Paulo sites where multi-year reservations exceeding initial forecasts confirm the relevance of this investment for a destination that was lacking quality exhibition infrastructures.

**STRONG LOCAL BASES  
STRENGTHEN THE GROUP'S  
POSITION AS A PARTNER  
WORKING CLOSELY WITH  
LOCAL GOVERNMENTS**

### CÉSAR CEREMONY - PARIS, FRANCE



PAVILION OF MOROCCO,  
EXPO MILANO 2015 -  
MILAN, ITALY

Mediterranean



# GL EVENTS, THE GROUP

**81 / CORPORATE SOCIAL RESPONSIBILITY**

**100 / HISTORY & MILESTONES**

**106 / SHAREHOLDER INFORMATION**

MADE IN FRANCE,  
PREMIÈRE VISION -  
PARIS, FRANCE

# MADE IN FRANCE

PREMIÈREVISION

7 - 8 AVRIL 2015

[salonmadeinfrance.com](http://salonmadeinfrance.com)

LA MODE EST  
UN TERRITOIRE





NOTE: ALL CSR DISCLOSURES REQUIRED UNDER ARTICLE R225-105-101 OF THE FRENCH COMMERCIAL CODE, EXPLANATIONS ON METHODOLOGY AND THE INDEPENDENT ASSURANCE REPORT ON SUSTAINABLE DEVELOPMENT ARE INCLUDED IN THE REGISTRATION DOCUMENT.

# OUR CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility is now well integrated in the Group's different enterprise processes and business lines (business operations, purchasing, human resources, maintenance, etc.). It is based on a dynamic structured approach organised around three programmes: Think Green (environment), Think People (employment and workplace conditions), and Think Local (social progress).

These programmes are deployed through a continuous improvement approach, on a cross-functional level and taking into account the specific activities of the Group's three business divisions (Live, Exhibitions and Venues). Several long-term initiatives have been implemented destined to structurally consolidate the policy pursued over the last seven years.




## 2015 HIGHLIGHTS

— **Governance:** a dynamic CSR committee meeting five times during the year to adopt or update CSR Guidelines.

— **Think People:** two new flagship projects were launched focusing on "key positions" covering subsidiary managers / succession plans and the deployment of the e-campus in France and Brazil.

— **Think Green:** an investment in reusable carpeting and LED lighting for trade shows; the transition of eleven sites of GL events Venues to green electricity; the renewal of ISO14001 certification for GL events Venues France.

— **Think Local:** a study to test the value generated for the Nice Acropolis region.

|   | GL EVENTS LIVE   | GL EVENTS EXHIBITIONS  | GL EVENTS VENUES   |
|---|--|--|--|
|  | <ul style="list-style-type: none"> <li>— Attracting, retaining and developing talent</li> <li>— Fostering transmission of know-how and skills</li> <li>— Promoting diversity</li> <li>— Promoting quality of life in the workplace</li> <li>— Socially responsible management of subcontracting</li> </ul> |  |  |
|  | <ul style="list-style-type: none"> <li>— Introducing new offerings (eco-design)</li> <li>— Improving waste management (reuse and processes)</li> <li>— Limiting CO<sub>2</sub> emissions relating to transport</li> </ul>  | <ul style="list-style-type: none"> <li>— Integrating the environment into project management</li> </ul>          | <ul style="list-style-type: none"> <li>— Efficiently managing energy consumption</li> <li>— Improving the waste sorting rate</li> </ul>    |
|  | <ul style="list-style-type: none"> <li>— Developing use of local suppliers</li> </ul>  | <ul style="list-style-type: none"> <li>— Energising professional communities (innovation, connexions)</li> </ul> | <ul style="list-style-type: none"> <li>— Evaluating and optimising regional value creation</li> <li>— Energising local networks</li> </ul> |
| <b>CROSS-CORPORATE CHALLENGES</b>   | Responsible purchasing, business support, management systems, communications, sponsoring   |  |  |

## RECOGNITION OF GL EVENTS' CRS POLICY: GAÏA INDEX RANKING

|  |                              |
|--|------------------------------|
| <b>GENERAL RATING</b>                          | <b>81%</b>                   |
| <b>GENERAL RANKING</b>                         | <b>35<sup>TH</sup> / 230</b> |
| <b>RANKING - "TURNOVER ABOVE €500 MILLION"</b> | <b>27<sup>TH</sup> / 83</b>  |
| <b>RANKING - CATEGORY "SERVICE INDUSTRY"</b>   | <b>18<sup>TH</sup> / 92</b>  |

GAÏA-INDEX CERTIFICATES THAT GL EVENTS BELONGS TO ITS CSR INDEX

The Gaïa index ranks 70 mid-sized listed companies recognised for their CRS approach. It is a key source of data for investors incorporating ISR (socially responsible investment) extra-financial criteria into their

decision-making process. As every year, GL events is thus reviewed by an extra financial rating entity, and in 2015, the Group was ranked 35<sup>th</sup>: an excellent performance.

### THINK SMILE BRIEFING AT THE CAFÉ DES CHEFS



# HUMAN RESOURCES, LEVERAGING PERFORMANCE



GL events' corporate social responsibility focuses on two major priorities: providing staff with a fulfilling professional environment so that human resources continue to drive Group performance; supporting customers in fulfilling their own commitments and objectives.

## A GROUP WITH 140 PROFESSIONS...

At 31 December 2015, GL events Group had 4,252 employees working within 140 different specialised areas. The Group's position as a leading player in the events sector is above all built on its broad range of complementary, integrated skills covering every aspect of the event chain. Expertise that must also be capitalised on and passed on. With this in mind, a unit of internal trainers was created.



Two test programmes led by internal instructors were deployed in 2015. Participants coming from different entities to exchange information about business practices were previously provided with instructional training through e-learning models. "CAMPUS", the Group's corporate university, coordinates the educational engineering process. For the first time, training for technical staff was provided including technical, regulatory and managerial content.

## ... AND A WEALTH OF TALENT

GL events has always considered its employees as its most valuable and important intangible asset.

For the Group, "talent" has a very specific meaning: an employee who has developed his or her ability to identify and analyse customer needs and to build team solutions.

## MOBILITY IN THE SERVICE OF MAJOR PROJECTS

The Group offers a wide range of career opportunities, generally involving a specific skill linked to the management of large international projects: mobility assignments for periods of 3 to 9 months. Measures to facilitate employee integration were reinforced by creating a specific welcome booklet for each event.

## "THINK SMILE": A COMPLETE PROGRAMME

In order to integrate and train new recruits for temporary international mobility assignments, the Group set up the "Think SMILE" programme (Sympathic, Motivated, Invest, Listening, Emotion). These five ideas form the basis of a programme developed to rapidly train employees for assignments that require learning quickly ... and efficiently. This was the case, for example, for "Café des Chefs", the French Pavilion restaurant at the 2015 Universal Expo in Milan. GL events was commissioned by FranceAgriMer to manage the restaurant. 43 people were recruited and trained to work in the restaurant and Pavilion's boutique from 1 May to 30 October 2015.

## EQUAL OPPORTUNITY EMPLOYMENT: A COMMITMENT TO DIVERSITY

The very nature of the Group's businesses involve receiving groups of people for different types of events. For that reason, it is all the more sensitive to the issue of disability, notably as regards accessibility to its venues, fairs or events. Internally, GL events aims to be a company with a genuine "culture of opportunity" that is open to all. With this objective, the integration of persons with disabili-

## HANDICAP WORKSHOP FOR GL EVENTS EMPLOYEES



ties today represents a genuine company-wide initiative, spearheaded by a full-time project manager and in which all our staff play a role.

The diversity charter signed at the end of 2010 has provided a framework for achieving this objective. Starting from an environment providing favourable regulatory incentives, the idea is to develop actions in four priority areas: disabilities, gender, age and social integration

### EMPLOYMENT OF DISABLED PERSONS

In 2014, the number of disabled persons employed represented 3.81% for the French workforce. This figure is in line with the national average for private sector companies. In November 2014, an agreement was signed with a French agency, Agefiph, a French organisation for promoting the employment of disabled persons. This agreement ensures that the resources and tools deployed will provide disabled workers with greater support and long-term employment opportunities. The Group's action plan addresses several key priorities: recruitment, integration and supporting career development, etc.

Another important focus is collaboration with the sheltered work sector. The Group actively contributes in this area as a partner of the GESAT network of sheltered work establishments and co-founder of the Rhône-Alpes chapter of this organisation since April 2012. Solidari-

ty-based purchasing from the sheltered work sector in 2015 amounted to €220,390. The services purchased concern a wide a wide variety of missions, from the provision of teams on production sites to finishing processes, computer graphics and communication.

### INTEGRATION AS A PRIORITY

The Group actively supports the Sport dans la Ville not-for-profit association devoted to promoting social and professional integration of youth originating from France's "Educational Priority Zones" (ZEPs). In the Rhône-Alpes region, ten employees participate in a mentoring initiative for youths aged between 15 and 23, assisting them in defining their professional project and creating a network. And in the Paris region (Ile-de-France), an agreement was signed in March 2015 for collaboration with a regional organisation promoting integration, CREPI (*Clubs régionaux d'Entreprises Partenaires de l'Insertion*). More broadly, GL events seeks to actively intervene as a partner with public and private sector customers, by including specific professional integration and social clauses in contracts. More than an obligation, it is one the core convictions of a Group which has tried-and-tested expertise in delivering socially-responsible solutions

**TEN GL EVENTS EMPLOYEES SPONSOR YOUTH  
IN THE SPORT DANS LA VILLE ASSOCIATION**



## GUARANTEEING A CONVIVIAL, SAFE AND STIMULATING WORK ENVIRONMENT

This challenge focuses on two key areas:

- reinforcing safety for business lines exposed to work-site related risks during interventions. This translates into a structured and operational strategy based on a continuous improvement approach and compliance with strict rules. On that basis training programmes are provided on regulatory developments which in 2015 accounted for 44% of total training hours provided.
- improving workplace quality of life. The aim is to create a pleasant and fulfilling working environment. It is based on several priorities: the active involvement and commitment of managers, the prevention of psycho-social risks, building ties between employees through initiatives such as speed-meetings, “philosophy coffee-breaks”, and meetings for sharing best practices.

In July 2015, a seminar was organised in Milan on the contribution of support functions to Group performance and attended by 355 support function employees from France.

## CAMPUS

For the Executive Management, providing training throughout the professional life of each GL events employee is a top strategic priority. This approach is even more important in the context of increasingly challenging and complicated economic market conditions. It is for that reason important that the Group is able to demonstrate at every level of the company its energy and capacity to adapt to new environments, and to integrate a digital dimension into its actions.

### Four training tracks

Four training tracks have been identified according to the needs and target groups, with several objectives:

- addressing both individual and collective needs for the development of employee skills;
- contributing to the integration and discovery of the Group’s business line specialisations;
- assisting employees adapt to the evolution of their businesses and environment

Depending on the context, these training tracks make use of different formats:

- classroom-based courses led by outside partners;
- classroom-based courses led by internal instructors to pass on their knowledge and promote the recognition of employee experience;
- distance training with educational content developed by outside organisations;
- distance training with educational content developed by GL events.

Training addressing a twofold priority:

- retaining and developing talent;
- addressing customer needs: ensuring continuity in the quality of services, continuing business development and anticipating services connection with calls for tender.

Providing training to our company staff is a major priority of the Group.

The event industry sector is subject to ongoing, substantive and rapid change. In this spirit, the Group's training policy is energised, diversified and modernised to benefit all employees, management and non-management.

Online distant learning was initiated on 8 July of last year. Today our eCampus provides open and direct access to 50 training modules providing different content, developed by outside instructors. These modules provide for evaluation both before and after training in order to identify the immediate benefits received. To promote independence and accountability for every employee in pursuing their professional development, these actions will be carried out in 2016 by designing customised internal training modules created by the Group's corporate university. This in turn will enable us to respond more quickly to specific training needs for a team and/or business line.

At 31 December 2015, 308 employees had participated in a distance learning program.



**SELECTION OF MORE THAN 50  
TRAINING MODULES AVAILABLE  
FROM ECAMPUS**

# ENVIRONMENTAL ISSUES AT THE HEART OF EVENTS



GL events' environmental policy is built around its Think Green programme launched at the end of 2009.

This translates into sixteen commitments addressing the entire life cycle of an event, from initial design to waste management.

## ECO-DESIGNING VENUES AND EVENTS

Integrating environmental issues already in the design stage reduces the impact of an event or a temporary event space in terms of waste and energy consumption. That is why GL events has been pursuing an eco-design approach for venues and events since 2007 that addresses the concerns of major contractors: organisers of large events, local authorities, corporate key accounts, etc.

Eco-design tools developed internally (eco-design guide, handbook), initially for designers and account managers, are now shared with business development developers and event project heads.

The sustainable development approach of the "Café des Chefs", the restaurant of the French Pavilion designed and managed by GL events at the Milan Expo 2015, was awarded the "Towards a sustainable expo" prize. Another highlight of the year involved the complete integration of the sustainable development department into the project management process, from the commercial and operational phase, to producing specific reporting for the FranceAgrimer customer, at the end of the operation.

## INTEGRATING THE ENVIRONMENT INTO NEW PRODUCTS

Introducing changes in the offering also involves managing inventories and products purchased specifically for events. Work underway since 2009 with the purchasing department (see further on specific section on responsible purchasing) has made it possible to integrate sustainable development criteria in the main consultations carried out by the Group for selecting suppliers.

In 2015, collaborative work with product marketing heads of the Live division led to the formalisation of the "Think Green Range". On this basis, a selection of products with a lower environmental impact was identified for furniture, signage, lighting, partitioning and floor covering.

An internal tool promoting this range was developed and should be introduced in 2016 through an e-learning model.



**Two product launches in 2015: reusable carpeting and LED-based lighting for trade shows.**

GL events has made advances in developing environmentally friendly solutions for events. This is exemplified by two products deployed by the GL events Live division:

- 19,000 sq. m of carpeting in the form of reusable tiles, including 17,000 sq. m for the Paris Air Show.
- 4,000 LED light bars to replace the spotlight racks used for overlay services reducing energy consumption from 300 W to 40 W, An exclusive concept, a product custom-made by GL events Audiovisual.

### A FIRST AT THE PARIS AIR SHOW IN 2015: "INFINITY" REUSABLE CARPET TILES





ADEME STAND,  
BEPOSITIVE TRADE SHOW



## IMPROVING WASTE MANAGEMENT

Waste management, a central environmental concern of the Group in light of its activities. This priority has resulted in several areas for study and actions focused on processes and materials.

GL events Venues, which manages a network of 40 sites around the world, produces approximately 70% of the volume of waste generated by the Group.

Its waste management policy is focused on two lines of action: waste separation and recovery procedures that are gradually being implemented, including those outside the boundary of ISO 14001 certification.

GL events Live generates 30 % of the volume of waste produced by the Group. Operational action plans have been gradually implemented.

**Best Practice** During Sirha 2015 and the first Biennale Internationale du Goût, a new international biennial event for good food and taste, two collections were organised in partnership with the Rhône international food bank. Through this initiative, volunteers equipped with caddies were able to collect 16.3 tons of food products that were then redistributed to not-for-profits.

## REUSABLE PRODUCTS: PRIVILEGING USE OF RENTAL EQUIPMENT

The inventory optimisation plan introduced in 2014 by GL events Live is continuing to be implemented in order to optimise the rotation and reuse of the Group's rental equipment stock. With this objective, the "Equalisation" project for the grandstand and seating systems division provides a mechanism for upgrading and streamlining stock. For this purpose, the engineering department has designed a range of adaptable accessories able to be combined for use with different products or materials. The benefits: reducing the number of parts manufactured, and in consequence the volume of supplies consumed, modular kits reducing transport volumes, the ability to combine different inventories to provide a larger offering...

## ACHIEVING ENERGY EFFICIENCIES

Heating venues to receive the public in the winter, air-conditioning in the summer, lighting: energy is a major environmental issue in the event industry sector. In response, GL events has taken several measures to improve energy management through the optimisation or

gradual renewal of equipment, and raising staff awareness about good practices.

Several sites have installed LED lighting sources, which consume less energy and have a longer life-span, thus reducing maintenance operations.

## INFLUENCING BEHAVIOUR

Strict operating instructions are applied at Group sites to prevent all energy waste. Awareness-raising efforts targeting staff are carried out on a daily basis with the support of environment coordinators.

In connection with ISO 14001 certification of the sites of GL events Venues France, achieving energy consumption efficiencies is a key objective. Procedures, instructions and tracking indicators promote improvements in practices with the involvement of all staff whose activity impacts energy consumption.

**Best Practice** In Brazil, an awareness-raising campaign on environmentally-friendly practices was adopted at RioCentro premises.

This original campaign uses a cartoon version of one of the site's oldest employees, Idesio, who is in charge of maintenance. On posters, at elevator entrances, screen savers or stickers, Idesio addresses employees and invites them to take the stairs, turn off their computer or meeting room lights... A playful approach to developing personnel accountability.



**IN BRAZIL, THE THINK GREEN CAMPAIGN OF ENVIRONMENTALLY RESPONSIBLE PRACTICES**

## BE+ 2015: THE MEETING PLACE FOR RENEWABLE ENERGY STAKEHOLDERS

Organised by GL events Exhibitions, the BE+ fair was organised in 2015 as an energy transition umbrella event for seven trade fairs covering specialised and complementary areas of expertise and providing synergies and meeting opportunities for all players of the building, lumber and energy sectors.

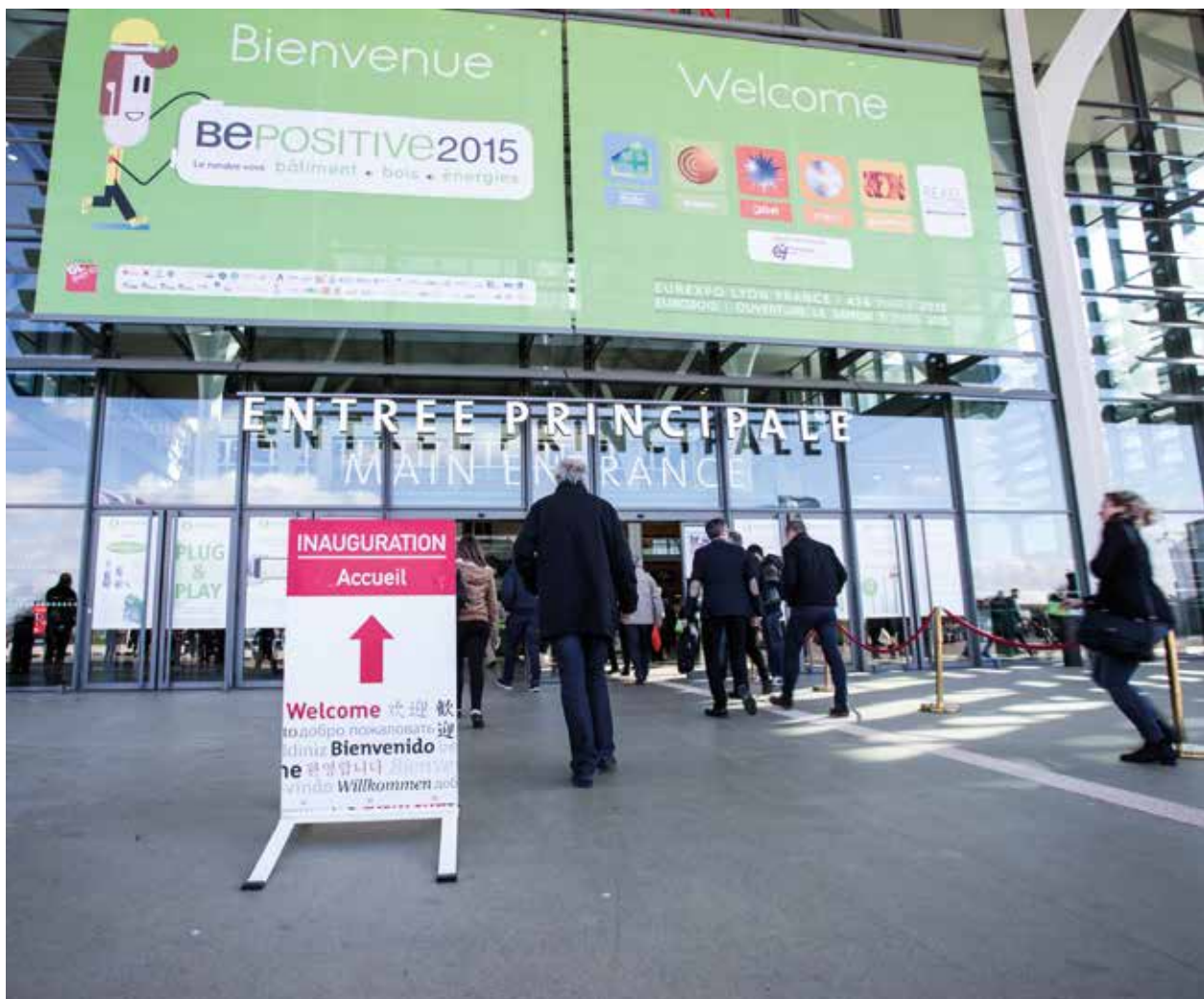
62,759 INDUSTRY PROFESSIONAL ATTENDEES.

56 INSTITUTIONAL PARTNERS.

100 SHORT-FORMAT CONFERENCES ACROSS SEVEN VENUES.

20 SPECIAL EVENTS AND ENERGY TRANSITION VILLAGE.

6 INNOVATION AWARDS.



# CREATING VALUE FOR TERRITORIES



With more than 90 offices worldwide, GL events provides customers with local service reflecting a twofold commitment to creating value and operational performance. Through its three business divisions, the Group intervenes as a stakeholder and contributor to local life by developing partnerships with entities forming its economic, industrial, tourism and cultural fabric.

## GL EVENTS VENUES: WHEN SITES CONTRIBUTE TO THE VITALITY OF TERRITORIES

In addition to its role as a manager of venues, GL events Venues also seeks to intervene as a contributor of regional development. In the service of public policy, exhibition and convention centres represent essential tools for promoting business tourism and economic vitality. Each venue is a stakeholder in its local network, undertaking to develop lasting ties with its institutional and economic partners.

This positioning is achieved by several lines of action:

- strengthening the territorial network by facilitating relations with stakeholders of different communities (companies, industry associations, learned societies etc.);
- contributing to local vitality by supporting regional strategies driving economic and industrial development initiatives, promoting local business sectors, establishing partnerships with higher education and research institutions, civic engagement;
- working with local suppliers to stimulate the local economy;
- promoting the region.

In Nice, GL events launched a pilot project with the CSR firm, Goodwill Management. The objective: measuring the creation of value by Nice Acropolis in its territory through different criteria: the venue's social and cultural role, indirect economic impacts, the venue's contribution to raising the city's "brand image", and its contribution to local economic communities.

|                   | REGIONAL AND LOCAL GOVERNMENT   | TRAINING AND RESEARCH INSTITUTES   | NGOS & NOT -FOR- PROFITS  | ECONOMIC AND INDUSTRIAL FABRIC   |
|-------------------|---|--|---|--|
| STAKE HOLDERS     | <ul style="list-style-type: none"> <li>— Municipalities</li> <li>— Inter-municipal authorities</li> <li>— General Councils</li> <li>— Regional Councils</li> <li>— Tourism Offices, CDT, CRT</li> </ul>   | <ul style="list-style-type: none"> <li>— Leading schools and universities</li> <li>— University hospital centres</li> <li>— ADEME, urban planning agencies, CNRS</li> </ul>      | <ul style="list-style-type: none"> <li>— Industry sectors and professional federations</li> <li>— NGOs and other not-for-profits</li> </ul> | <ul style="list-style-type: none"> <li>— Competitiveness clusters and hubs</li> <li>— Business Clubs</li> <li>— Consular Chambers</li> </ul> |
| FOCUS OF DIALOGUE | <ul style="list-style-type: none"> <li>— Public-private partnership concession agreements</li> <li>— Events staged and organised</li> <li>— Works</li> <li>— Promoting the destination and cultural development</li> <li>— Development of business tourism</li> </ul> | <ul style="list-style-type: none"> <li>— Pedagogical projects</li> <li>— Research and development</li> <li>— Innovation</li> <li>— Hosting and organising conventions</li> </ul> | <ul style="list-style-type: none"> <li>— Making exhibition venues available</li> </ul>  | <ul style="list-style-type: none"> <li>— Economic and territorial development</li> <li>— Exchange of best practices</li> </ul>               |

## GL EVENTS EXHIBITIONS: FACILITATING EXCHANGES FOR PROFESSIONAL COMMUNITIES AND LOCAL INITIATIVES

More than an ephemeral professional meeting, the trade show has become a space for staging special events, exchange and dialogue for communities of professionals and associations. This means that it plays a genuine role in coordinating and driving professional communities before, during and after the event.

As such, it serves as a platform for exchange between for all stakeholders, who today communicate through a multitude of channels around and outside the event itself: websites, blogs, social media, conferences, publications, etc.

### FORWARD-LOOKING INITIATIVES

As part of the Sirha 2015, the teams at GL events Exhibitions organised the World Cuisine Summit on the subject of "Better food services for a better life". Market studies on industry trends, discussions with the world's leading food industry experts, round-tables devoted to cooking as a tool for professional re-integration in the favelas in Brazil or on speculation in food products in the face of scarcer

resources, etc. and led to the publication of Trends and Ideas Book 2015-2019.

### INTERNATIONAL DEPLOYMENT: ADAPTING TO LOCAL ENVIRONMENTS, A KEY CONTRIBUTOR TO SUCCESSFUL EVENTS

Developing events on an international or regional scale entails more than simple duplication. It means adapting the events to the specific needs and objectives of regional, national or international markets, while taking into account the stakeholders concerned through local partnerships.

### 2015 HIGHLIGHTS

Tradexpo, a B2B trade show, concentrating on all mass-market and local retail channels, building on 20 years of expertise, launched Tradexpo Online.

A sourcing site bringing together buyers and suppliers/vendors throughout the year, Tradexpo Online completes the two "Live" sessions of Le Bourget. This new web tool enhances and optimises the Tradexpo experience by the introduction of innovative services.



## INTERNATIONAL DEPLOYMENT: ADAPTING TO LOCAL ENVIRONMENTS, A KEY CONTRIBUTOR TO SUCCESSFUL EVENTS

For the internationalisation or regionalisation of trade shows, the challenge is not their replication. They must be adapted to address the specific characteristics of regional, national or international markets and the profile of the stakeholders of the target territories. The true significance of the "Think Local" programme is reflected in the event's success. Local partnerships, adapting the offering to territorial stakes, these are critical components for the development of trade shows.



Sirha continues in this way to expand into new territories, and in so doing, support activities of the sectors at the local level. Hungary, Turkey, Brazil, Mexico and Switzerland are in this way bolstered by the strength of expertise of this international trade show, adapted accordingly to the challenges and configuration of local networks. Providing true territorial added value!

In the opposite direction, Enova, the technology trade show (electronics, optics/measurement) initially based in Paris, has moved closer to users in the regions by creating two new complementary events. Enova Lyon and Enova Angers. The objective of these regional editions: accelerating development of the industrial sectors, with strong positions in these territories, in partnership with local stakeholders.

Another significant illustration: Expobiogaz, France's biogas value chain exhibition, launched in Paris but in 2016 to be staged in Strasbourg, a territory at the cutting edge in this energy sector and home to a number of industry bodies and specialised consortiums.

## GL EVENTS LIVE: SUPPORTING LOCAL ACTIVITY

For GL events Live's stakeholders, expectations are essentially focused on the Group's ability to create work for local suppliers, a common requirement in public contracts.

The proximity offered by the GL events Live's network of agencies is a genuine asset. For customers, long-term partnerships contribute to a better balance in terms of costs, meeting deadlines and local impacts.

For the organising committees of large international sports competitions or major political events, particular attention is paid to impacts on regional heritage and the creation of local value. For that reason, the aim is both to promote the region but also to stimulate the local economy and employment.

# INTEGRATING SUSTAINABLE DEVELOPMENT IN MANAGEMENT SYSTEMS

Sustainable development is cross-functional by nature and as such must be filtered through all the processes of Group companies. The implementation of management systems remains the best means for integrating CSR issues into day-to-day practices of staff, regardless of their functions.

The Group's divisions, venues and subsidiaries are all actively engaged in certification programmes:

- The GL events Venues France division ISO 14001 certified (environment) in 2012, is pursuing its continuous improvement approach for waste and energy management;
- In June 2014, Hall Expo obtained a dual certification for ISO 9001 (quality) and ISO 20121 (event sustainability management);

- The Spaciotempo teams received MASE certification (safety improvement) in September 2014.

And more broadly, this objective involves the implementing sustainable development management systems for projects for the provision of services. A methodology guide for applying ISO 20121 to projects was accordingly produced to accompany training provided to teams in the field.



### **BRAZIL: CIVIC ENGAGEMENT THROUGH SPORTS**

In June 2015, the “Socrates Brasileiro” gymnasium opened its doors in Rio de Janeiro. This facility is the result of a partnership between GL events Brazil and the Gol de Letra Foundation. This Foundation was created by the football stars Raí and Leonardo for children from the favelas by making sports a vector for training and integration. Based at the Foundation’s headquarters, 600 young people use the gymnasium.

## RESPONSIBLE PURCHASING

Formalised through a Purchasing Charter, GL events’ purchasing policy concretely reflects its CSR commitment in order to secure the supply chain and better manage the environmental and social impacts of its purchases of products and services.

Buyers are natural partners for the sustainable development department by putting into practice the guidelines to be followed: integrating CSR criteria for the main market consultations, systematically submitting questionnaires to suppliers through a dedicated IT platform, etc.

## PATRONAGE: A DIVERSE RANGE OF INITIATIVES

GL events supports major events in the universe of culture and sports in its home region:

- sports: Lou Rugby, Equita, Sport dans la ville (a sports mentoring initiative for city youth);
- events: Nuits Sonores, the Lyon Contemporary Art Biennial, the Lumière Grand Lyon Film Festival;
- support to cultural institutions: participation in acquisitions of new works for the Réunion des Musées nationaux, a French cultural umbrella organisation responsible for 34 national museums.

In parallel, each division supports at a local level not-for-profit initiatives that address the social challenges of their territory, based on a community-centered approach.

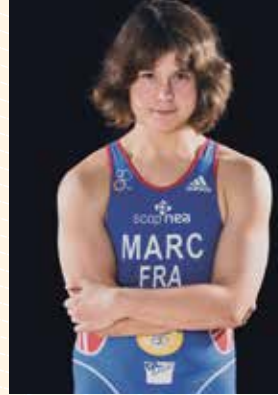
# THE PASSION OF SPORTS

FOR THE GROUP'S SPORTS  
IS A TRUE PASSION THAT  
IS EXPRESSED IN MANY  
DIFFERENT FORMS

Through its activities, in the first place, because for more than 10 years, through its services and equipment, GL events has acquired a world-class stature in the segment for major international sports events, a very demanding market in terms of quality, safety and sustainable development.

GL events is also the organiser of the leading equestrian event in France, Equita: the only fair hosting world-class competitions combined with an offering of a large selection of products and shows to horse lovers.

In keeping with its values, the Group supports men and women who strive for excellence and push their limits within their disciplines. This is the case of the athletes who will defend the French flag at the Olympic and the Paralympics Games of Rio de Janeiro. **Elise Marc**, para-athlete, a member of the ASVEL Triathlon team, and **Mélina Robert-Michon**, professional athlete and discus thrower.



**ÉLISE MARC**



**MÉLINA ROBERT-MICHON**



**LIONEL NALLET**



**ROMAIN LOURSAC**

Sponsor of the LOU Rugby club, GL events also supports the reconversion of former players like **Lionel Nallet**, captain of the team from 2012 to 2015, or **Romain Loursac**, who is now pursuing his medical studies and is specialising in sports medicine.

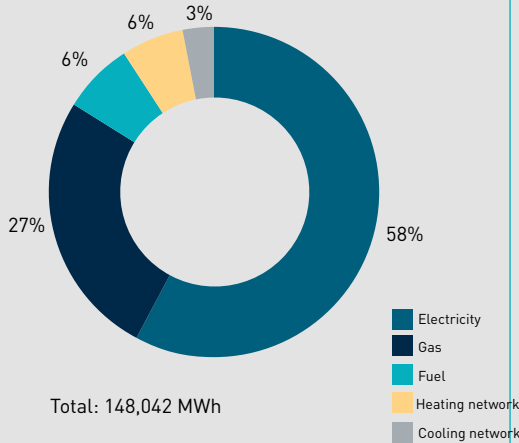
As a testimony to this total engagement, these references and initiatives led the Minister of the Economy to appoint Olivier Gidon in April 2015 to head the strategic task force on the sports sector. The purpose of this initiative is to unite efforts by French companies operating in this sector to seize major opportunities for development offered by large international sports events. As such, it offers industrial and economic stakeholders a showcase for French excellence to promote their own exports.

NOTE: PUBLISHED DATA RELATES TO THE GL EVENTS LIVE AND GL EVENTS VENUES REPORTING BOUNDARY.

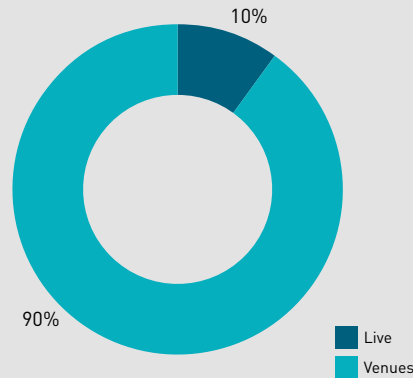
# THINK GREEN INDICATORS

## ENERGY CONSUMPTION BY SOURCE

(LIVE AND VENUES, IN %)

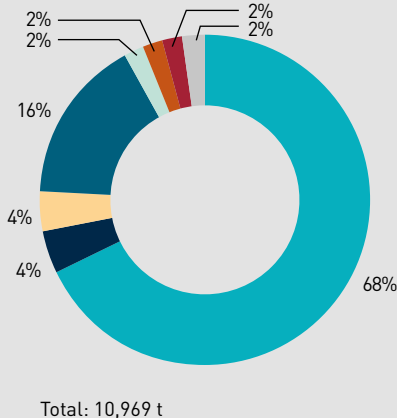


## ENERGY CONSUMPTION BY DIVISION (IN %)

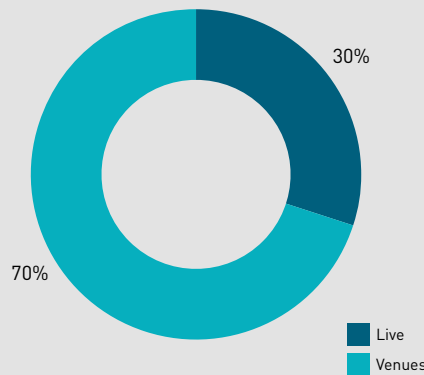


BASED ON DATA PROVIDED, GL EVENTS LIVE ACCOUNTS FOR 10% OF ENERGY CONSUMPTION WITHIN THE RELEVANT REPORTING BOUNDARY. CONSUMPTION OF THE GL EVENTS VENUES SCOPE REFLECTS THE NATURE OF THE BUILDINGS THAT IN CERTAIN CASES CAN REACH A SURFACE AREA OF 120,000 M2 SUCH AS EUREXPO IN LYON. WEATHER CONDITIONS AND FLUCTUATIONS IN THE LEVEL OF ACTIVITY ALSO HAVE A SIGNIFICANT IMPACT ON ENERGY CONSUMPTION.

## PRODUCTION OF WASTE BY CATEGORY (VENUES AND LIVE DIVISIONS COMBINED)



## PRODUCTION OF WASTE BY DIVISION



IT SHOULD BE NOTED THAT OF THE APPROXIMATELY 10,969 TONNES OF REPORTED WASTE, THE VENUES BUSINESS UNIT PRODUCES 64%. WE ALSO NOTE IN THE VOLUMES REPORTED FOR THIS BUSINESS UNIT THAT A SIGNIFICANT PERCENTAGE OF THIS VOLUME ORIGINATE OUTSIDE OF GL EVENTS FROM EXTERNAL EVENT ORGANISERS. IN CONSEQUENCE, IF GL EVENTS VENUES MANAGES THE WASTE GENERATED BY THE EVENTS IT HOSTS, IT IS NEVERTHELESS NOT THE DIRECT SOURCE.

- NHIW/non-separated waste
- Paper / Cardboard
- Metals
- Wood
- Glass
- Carpeting
- Household waste
- Other

Of this amount, GL events Venues accounted for 90% and is linked to the number of visitors attending the events, the type of event as well as the process of cleaning the sites.

**WATER CONSUMPTION\***  
324,780 m<sup>3</sup>

\* Water consumption, building and fire-hydrant installations

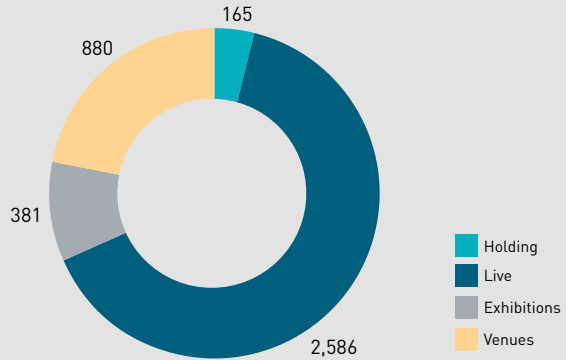


NOTE: INDICATORS CALCULATED BASED ON THE WORKFORCE AT 31 DECEMBER 2015 (EXCLUDING JAULIN HEADCOUNT)

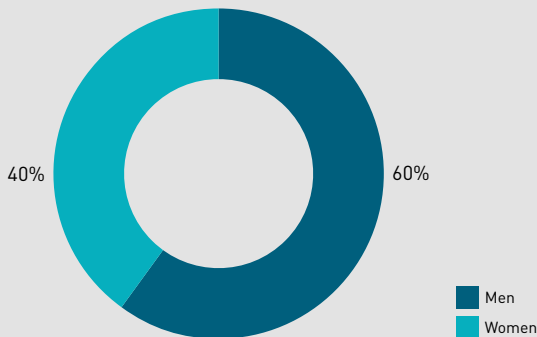
# THINK PEOPLE INDICATORS

## THE MEN & WOMEN OF GL EVENTS

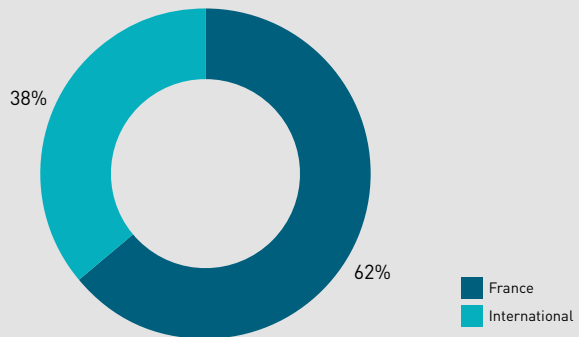
**HEADCOUNT BY DIVISION**  
(AT 31/12/2015)\*



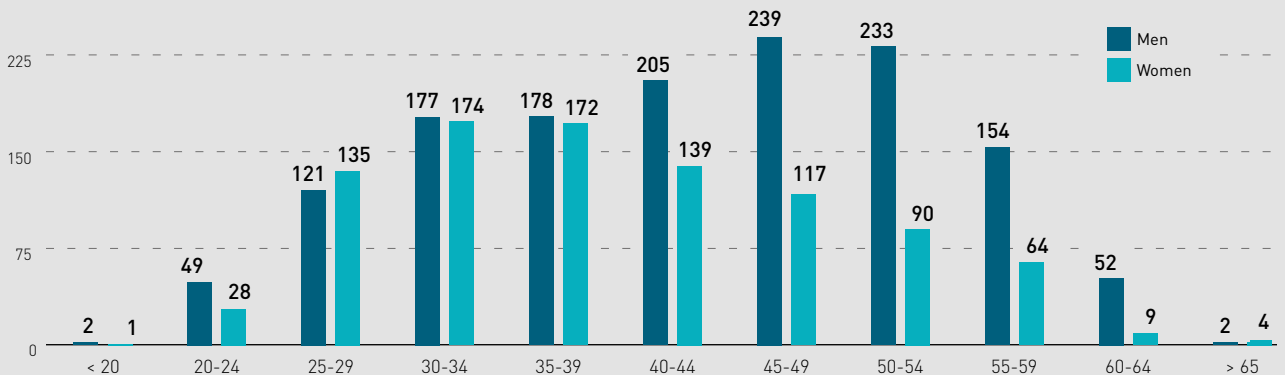
**HEADCOUNT BY GENDER**  
(AT 31/12/15)\*



**HEADCOUNT BY REGION**  
(AT 31/12/15)\*



**BREAKDOWN BY AGE AND GENDER FOR PERMANENT STAFF**  
GL EVENTS FRANCE AT 31/12/2015\*



\* Excluding Jaulin headcount

EUROPEAN INVENTOR AWARD -  
PALAIS BRONGNIART, PARIS, FRANCE



EUROPEAN INVENTOR AWARD 2015

A large projection screen with a blue background and white and red light streaks. It displays the following text:

CHAMPION  
1 - BENTON  
2 - FERRICH  
EUROPEAN INVENTOR AWARD 2015



# HISTORY & MILESTONES

## 1978-1989

**SARL POLYGONE SERVICES IS CREATED** by Olivier Ginon and three partners (Olivier Roux, Gilles Gouédard-Comte and Jacques Danger).

**ALLIANCE** between Polygone Group, No. 1 in France for the installation of exhibitions and events, and Cré-Rossi (rental of trade show furniture, accessories and surfaces).

**ADOPTION** of the name of Générale Location.

## 1990-1997

**EIGHT YEARS** of growth. Générale Location strengthens its strategy of providing global solutions through acquisitions and creations in the sectors of general installations for exhibitions, furniture rental, premium stands, signage, fixtures for mass retailers and museums, hosting services.

**GÉNÉRALE LOCATION LAUNCHES ITS INTERNATIONAL DEVELOPMENT** with an office in Dubai.

## 1998-2003

**SIX FORMATIVE YEARS** of major transformation. After its initial public offering on the Second Marché of the Paris Stock exchange, Générale Location takes its first steps in the sector of large international events (Football World Cup in France, Heads of State Summit, and Cannes Film Festival, etc.).

**MAJOR PROJECTS FOR THE GROUP:** Olympic Games in Sydney; the European Heads of State Summit (coinciding with the French EU Presidency); and several second millennium events.

**A NEW NAME** for Générale Location: GL events. The venue management and event organisation business registers very strong growth and, to pursue its expansion in the event market, the Group launches a rights issue of €15.4 million.





## 2004-2009

**IN ADDITION TO THE ACQUISITION** of Market Place, a specialised event communications agency and Temp-A-Store in the United Kingdom (temporary structures), Promotor International and AGOR (organisation specialist), GL events registers very strong growth in the B2B segment with the acquisition of six new industry trade fairs.

**THE GROUP DEVELOPS ITS INTERNATIONAL NETWORK OF VENUES**, acquiring Hungexpo, the operating company of the Budapest Exhibition Centre and wins management concessions for the Riocentro Convention Centre of Rio de Janeiro, Pudong Expo for the city of Shanghai, the Brussels Square meeting centre, the Turin Lingotto Fiere exhibition centre, Curitiba Estação Embratel Convention Centre and the Rio de Janeiro Aréna in Brazil and the World Forum Congress Centre of The Hague.

**IN 2005 AND 2007**, the Group launches two rights issue that raised €35.7 million and €77.6 million.

**IN FRANCE**, GL events wins concessions for the Metz Exhibition Centre, Exhibition and Convention Centres (Nice, Amiens), the Roanne Scarabée multifunctional hall, the Troyes Convention Centre and the Maison de la Mutualité in Paris

**GL EVENTS** acquires Traiteur Loriers to accelerate the development of its Food & Beverage strategy.

## 2010

**THE CREATION** of GL events Exhibitions on 1 January 2010 enables the Group to strengthen the level of service provided to exhibitors and visitors alike, in coordination with the different event industry players and professionals.

**IN FRANCE**, GL events is selected to manage the Palais Brongniart in Paris.

**GL EVENTS** wins a historic contract for 2010 FIFA World Cup South Africa™. The Group also strengthens its position by contributing to a number of international events such as the Shanghai World Expo

## 2011-2012

**GL EVENTS CONFIRMS ITS LEADERSHIP** with contributions to a number of international events: the Africa Cup of Nations in Qatar, the RBS 6 Nations rugby championship and summit meetings for the French presidency of the G8 and G20, the London Olympic Games, the Rio+20 Summit, etc.

**ACQUISITIONS OF BRELET**, a French provider of temporary installations for trade fairs and events, Slick Seating Systems Ltd, a UK-based specialist in the design and manufacture of grandstands and seating solutions in the UK and Commonwealth countries, and Serenas, Turkey's leading PCO.

**WITH THE RENEWAL OF THE MANAGEMENT CONCESSION FOR TOULOUSE EXPO EXHIBITION CENTRE**, the management concession for the new Ankara Convention and Exhibition Centre in Turkey and La Sucrière in Lyon, GL events continues to build its international network of premium venues.

**GL EVENTS CARRIES OUT A CAPITAL INCREASE** to accelerate its development in the markets of emerging powers for worldwide events and in particular in Brazil with an unprecedented line-up of major events between now and 2016. Sofina becomes a Group shareholder.

**DEVELOPMENT OF FOOD & BEVERAGE.**

**EXPORTING PROPRIETARY EVENTS** to different geographical regions confirms its potential for generating high added value for the Group (Première Vision in New York, Sao Paulo and Moscow, the Bocuse d'Or in New York, Sirha in Shanghai and Geneva, etc.).

## 2013

**IN BRAZIL**, acquisition of LPR, a Brazilian company specialised in the supply of general installations and furniture; the Group was awarded a 30-year management concession for the São Paulo Imigrantes Exhibition Centre following a call for tenders.

**CONSTRUCTION OF A 20,000 SQ.M TEMPORARY EXHIBITION PARK** in Sydney.

**AFTER THE MAISON DE LA MUTUALITÉ, A SECOND TERROIR PARISIEN RESTAURANT IS OPENED** at the Palais Brongniart.

**THE GROUP IS AWARDED A TEN-YEAR CONCESSION FOR THE METZ CONVENTION CENTRE.**

## 2014

**ON 1<sup>ST</sup> JANUARY, THE GROUP'S THREE EVENT AGENCIES** – Alice Événements, Market Place et Package – are combined into a single entity, specialised in strategic and operating communications for events. Live! by GL events.

**THE GROUP OBTAINS A PUBLIC SERVICE CONCESSION THROUGH STRASBOURG ÉVÉNEMENTS**, for the management of two major facilities: the Music and Convention Centre and Exhibition Park of Strasbourg.

**AS A STAKEHOLDER OF THE G20**, in Brisbane, Australia and the COP 20 in Lima, Peru, the Group confirms its positioning for major political and environmental events.

**OPERATIONS IN LATIN AMERICA** are ramped up by acquiring positions in Peru and Chile.

**THE OFFERING OF MODULAR STADIUMS** introduces an innovation with the concept of rapidly installed and cost-efficient infrastructure

## 2015

**COMMENCEMENT OF A MAJOR PROGRAM FOR SAN PAOLO EXPO**: the construction of a 7-level 4,532 place parking facility.

**INAUGURATION IN RIO DE JANEIRO OF THE GRAND HÔTEL MERCURE** for which GL events is the prime contractor. Carried out in partnership with Accor, this five-star establishment has 306 rooms, including six suites.

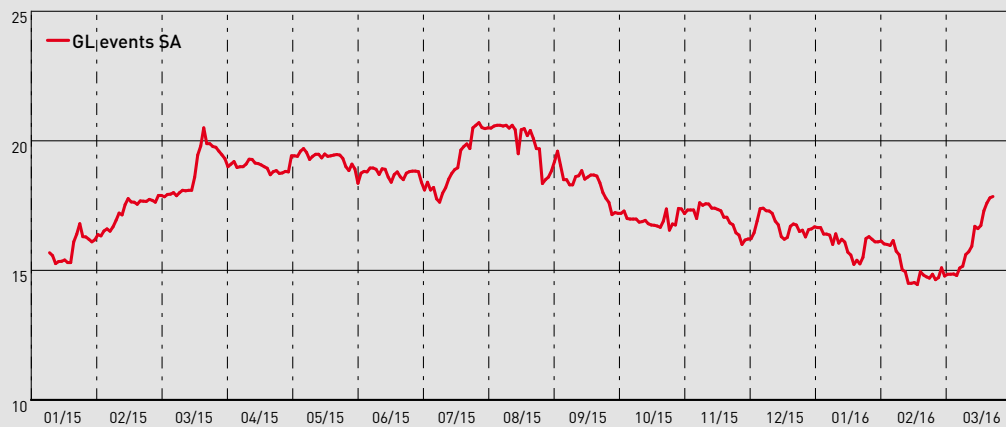
**ACQUISITION OF THE JAULIN GROUP** allowing GL events to strengthen its position in the Paris region and add a new venue to its network: Paris Event Center



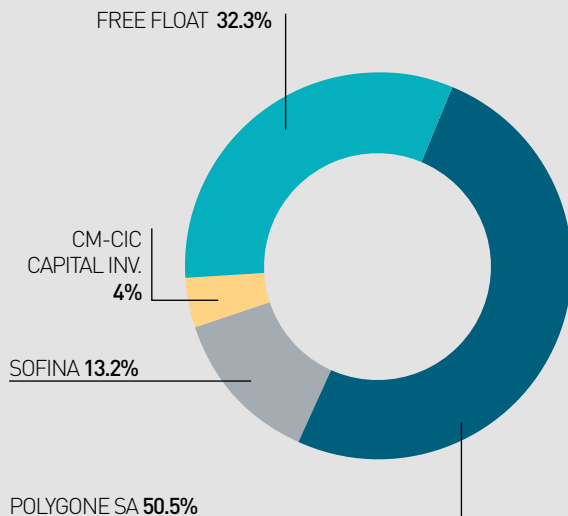


# SHAREHOLDER INFORMATION

## SHARE PRICE DATA

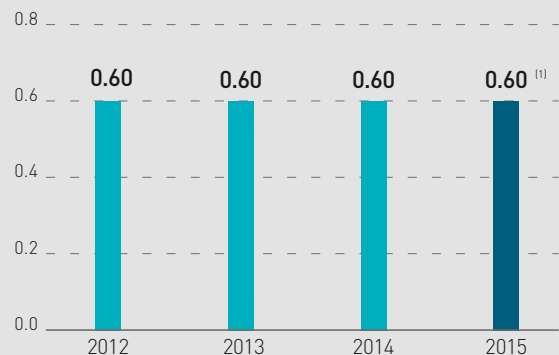


## SHAREHOLDER OWNERSHIP STRUCTURE AT 31 DECEMBER 2015



## DIVIDENDS

At the annual general meeting to be held on 29 April 2016, the Board of Directors will submit a proposal for distributing a dividend of €0.60 for 2015, representing a payout ratio of 43%. The Board will also propose an option for payment of this dividend in the form of shares, with the main shareholders having already indicated their intention to choose this form of payment. This payment method will contribute to strengthening the Group's financial structure.



(1) Proposed

## 2016 INVESTOR CALENDAR

|                         |  |
|-------------------------|--|
| <b>27 APRIL 2016</b>    | FIRST-QUARTER REVENUE (AFTER THE CLOSE OF TRADING) |
| <b>29 APRIL 2016</b>    | AGM / EGM IN LYON                                  |
| <b>21 JULY 2016</b>     | FIRST-HALF REVENUE (AFTER THE CLOSE OF TRADING)    |
| <b>6 SEPTEMBER 2016</b> | FIRST-HALF RESULTS (AFTER THE CLOSE OF TRADING)    |
| <b>18 OCTOBER 2016</b>  | THIRD-QUARTER REVENUE (AFTER THE CLOSE OF TRADING) |

### PRESS RELEASES

GL events' press releases are posted on the company's website, [www.gl-events.com](http://www.gl-events.com) (under "Group Financial Information") after 6 p.m. on the evening preceding their publication date. They are systematically sent by e-mail, fax or the post to all persons having so requested (faxes are sent the same evening, while documents sent through the post are subject to mail delivery schedules).

### ANNUAL REPORTS

Copies of the GL events' annual reports can be obtained on request or downloaded in electronic form from the company's website. Previous press releases and annual reports (since the company was listed) are also available on the company's website. English translations of GL events' financial publications are available in electronic form at its website [www.gl-events.com](http://www.gl-events.com) (Group Financial Information) or may be obtained on request from the investor relations department.

### MARKET

EUROLIST COMPARTIMENT B  
 ISIN CODE - FR 0000066672  
 BLOOMBERG CODE- GLOFP  
 REUTERS CODE - GLTN.PA  
 FTSE CODE- 581

Since its initial public offering, GL events has applied a communications strategy committed to promoting strong investor relations.

The following information can be found on the company's website in a special section for shareholders ([www.gl-events.com](http://www.gl-events.com), under "Group Financial Information"):

- Recent and past press releases;
- A calendar of financial publications;
- A shareholders' guide;
- Downloadable annual reports and financial publications;
- Key figures;
- Recordings of management interviews.

Email: [infos.finance@gl-events.com](mailto:infos.finance@gl-events.com)

**GL EVENTS HEADQUARTERS -  
LYON, FRANCE**





CONTENT: COMMUNIQUEZ AND COMMUNICATION DEPARTMENT  
DESIGN AND PRODUCTION: COMMUNIQUEZ  
PRINTING: IMPRIMERIE COURAND

PHOTO CREDITS : ANTOINE DUHAMEL PHOTOGRAPHY, TADEU BRUNELI, LE FOTOGRAFHE, FLORIAN BEAUPÈRE,  
DIOGO PEREIRA DA COSTA, STEPHANE KOSSMANN, PHILIPPE CLER, PHILIPPE JACOB, ELISABETH RULL, SABY MAVIEL,  
ALEXANDRA FLEURANTIN, ANDRES EMILIO ACERA, OLIVIA HARRIS, OLIVIER TESTE, NICOLAS TAVERNIER/REA,  
STEFANIA COSENTINO, PHILIPPE CLER - ELEPHANT LIVE POUR WGCPARIS2015, BAZRUH - DREAMSTIME.COM, EMRE CAVDAR,  
WILMOTTE & ASSOCIÉS, L'ŒIL DU DIAPH, JOAO SOCOLA, ITUD WOLDU, ITUR FARRELL, ENRIQUE PONTUAL, PEC FFF 2015,  
CHABANNE&PARTENAIRES ARCHITECTES, MARC GALAOR PHOTOGRAPHE, LAURENCE TISSOT, MICHAEL BANDASSAK,  
PHILIPPE BAUDOIN, PSV - JEAN MOREL, LEANDRO MARTINS, PATRICK ROCHA, BLUECLIC.COM/G.MICLOTTE,  
SOFIACOME/GUILLOUX JEAN-CLAUDE, ZADRACH SALAMPESSEY, GRÉGOIRE CRÉTINON, CP DC PRESS - SHUTTERSTOCK.COM, JAULIN,  
NICOLAS RODET, JULIEN PAQUIN, ALEXANDRE MOULARD, GRÉGOIRE CRÉTINON, LAURE ROUSVILLE, THOMAS COURTEMANCHE,  
ALTITUDE 150, FRÉDÉRIC LACRABERE ODILE DECQ ARCHITECTE / FELICE VARINI, PHILIPPE STIRNWEISS, DR.

THIS DOCUMENT CAN BE CONSULTED AND DOWNLOADED AT [WWW.GL-EVENTS.COM](http://WWW.GL-EVENTS.COM)





59 quai Rambaud  
69002 Lyon

Tel: +33 (0)4 78 17 61 76  
Fax: +33 (0)4 26 20 42 00  
infos.finance@gl-events.com

[www.gl-events.com](http://www.gl-events.com)