



2014

ANNUAL RESULTS

11 March 2015

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2014: KEY FIGURES

REVENUE GROWTH : +16,1%

- For France +7%
- For international: +25%

OPERATING PROFIT : 66,9M€ +34,7%

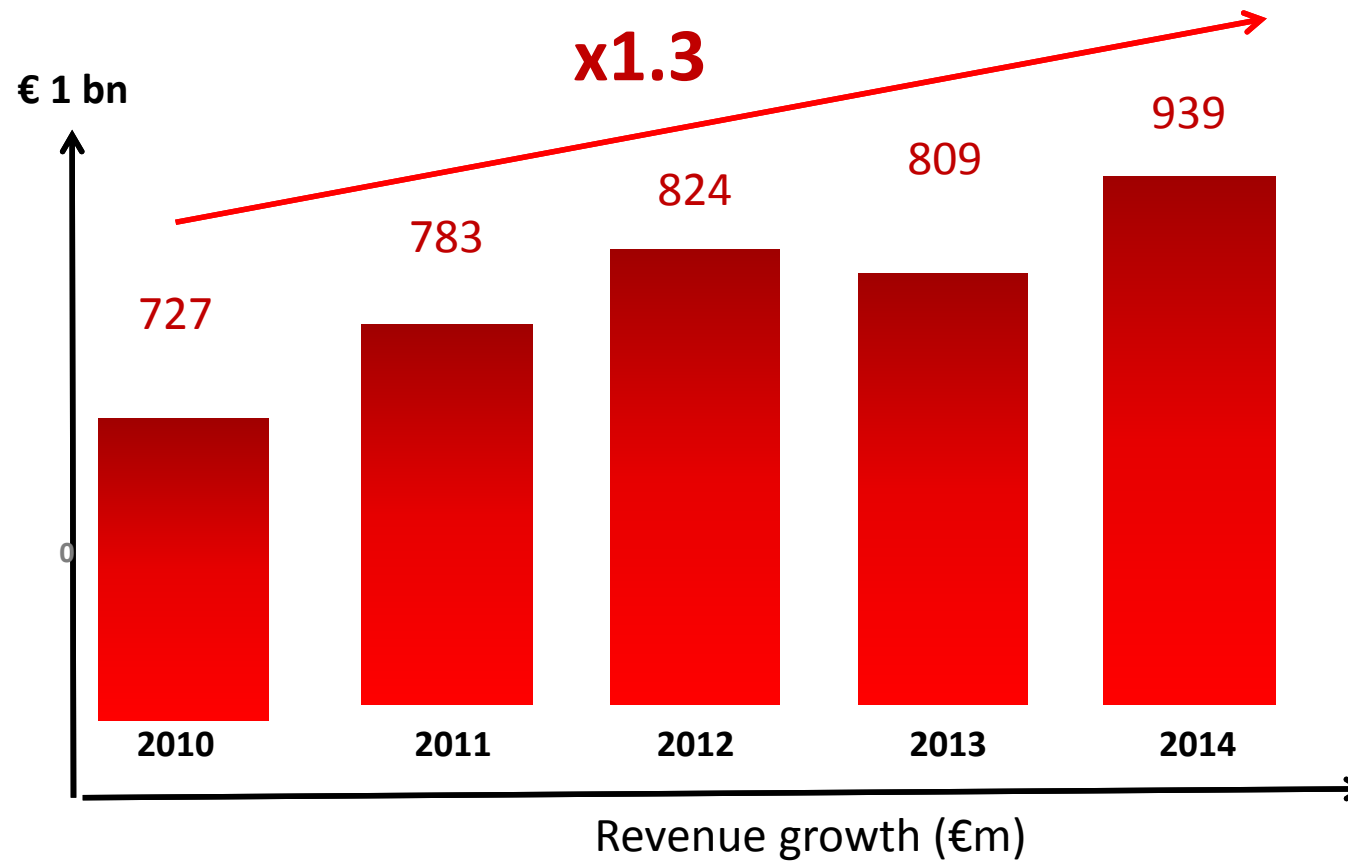
**NET INCOME ATTRIBUTABLE TO THE EQUITY
HOLDERS OF THE PARENT : 30,8M€ +43,3%**



2014 RESULTS



2014: OUR DEVELOPMENT STRATEGY VALIDATED

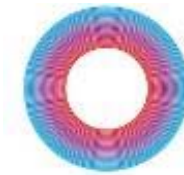


2014: EXCELLENT COMMERCIAL PERFORMANCES REFLECTING SOLID GAINS FROM OUR BUSINESS PORTFOLIOS

- Another record performance for sales: € 939 million
 - up 16.1% on 2013 sales
 - Growth momentum over the last five years (+ 30%)
- Organic growth driven by our "event powerhouses, recurring events, and strong name recognition of our proprietary brands
- Competitiveness reinforced by strong "inter-business" synergies for a global offering unique in the market



PREMIÈRE**ViSiON**



LIMA COP20 CMP10



REVENUE GROWTH: +16.1% VS.2013

- A translation/foreign exchange effect of €19.5 million for the full year

Revenue (€m)	2014 at cc*	2014 Reported basis	2013 reported basis
First quarter	226.2	219.3	214.7
Second quarter	262.1	245.4	217.6
Third quarter	193.2	197.9	160.1
Fourth quarter	277.4	276.8	216.7
FY TOTAL	958.9	939.4	809.1

Change N/N-1	Change Change N/N-1 (cc*)
+2.1%	+5.4%
+12.8%	+20.4%
+23.6%	+20.7%
+27.7%	+28%
+16.1%	+18.5%

cc = constant currency (based on 2013 exchange rates)

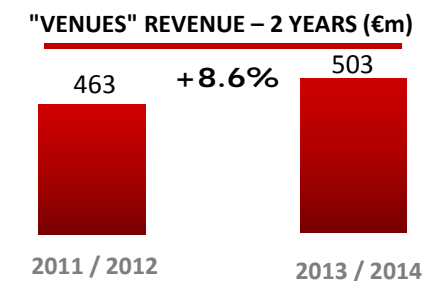
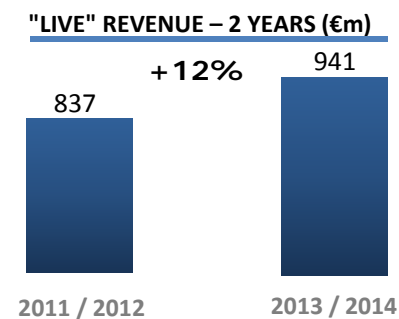
STRONG GROWTH MOMENTUM FOR "LIVE" AND "VENUES"

- 2014 growth driven by "Live" and "Venues" (Barcelona, Paris, The Hague, Brussels)
- "Exhibitions": "Biennial effect of SIRHA"

Revenue (€m)	2014 at cc*	2014 Reported basis	2013 reported basis
GL events Live	543.5	529.6	411.4
GL events Exhibitions	144.3	143.2	161.5
GL events Venues	271.1	266.6	236.2
Total Group	958.9	939.4	809.1

cc = constant currency (based on 2013 exchange rates)

Change N/N-1	Change N/N-1 (cc*)
+28.7%	+32.1%
-11.3%	-10.6%
+12.8%	+14.8%
+16.1%	+18.5%



CROISSANCE SUR TOUTES LES ZONES

	2014	2013	Var.
France	421	395	+7%
Europe hors France	232	215	+8%
Amériques	196	111	+77%
Turquie	40	34	+16%
Moyen orient	9	7	+27%
Asie - Océanie	21	21	+1%
Afrique	19	25	-21%
Total	939	809	+16%

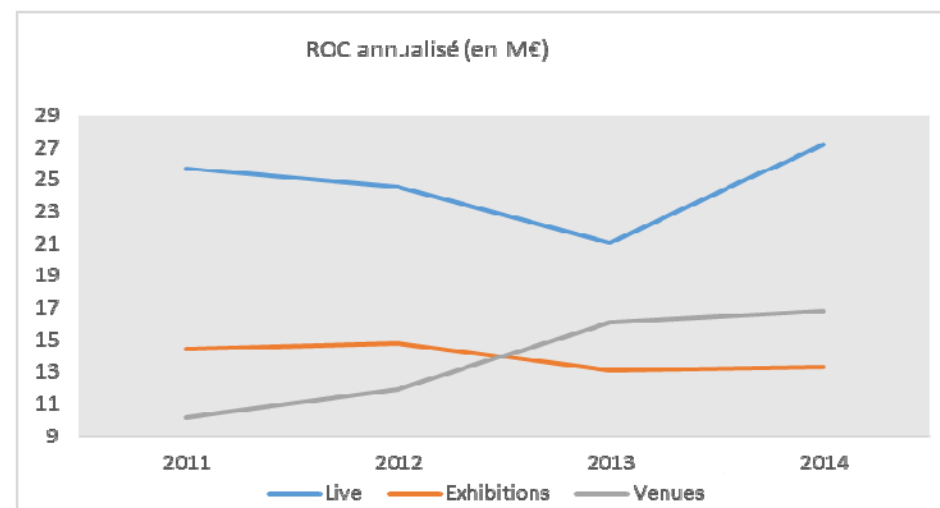
CONSOLIDATED CURRENT OPERATING INCOME +30%

€m	2014	2013 Restated	Change	2013 Reported basis	
Revenue	939.4	809.1	+16.1%	809.1	
Purchases and external charges	(593.0)	(506.1)	+17.1%	506.1	} Effective controls over the use of outsourcing and personnel expenses
Staff costs and profit sharing expenses	(206.8)	(196.4)	+5.3%	(196.4)	
Other operating income and expenses	(4.1)	3.2	-	3.2	
Accumulated depreciation and provisions	(42.4)	(39.7)	-	(39.7)	← Normative rates for taxes and equivalent
Taxes and similar payments	(28.5)	(20.5)		(20.5)	
Current operating income	64.6	49.7	+30%	49.7	← +0.8 pts of margin
<i>Group operating margin (% sales)</i>	<i>6.9%</i>	<i>6.1%</i>	-	<i>6.1%</i>	
Other non-current income and expenses	2.3	-	-	(11.4)	← Cancellation of the 2013 Motor Show
Operating profit	66.9	49.7	+34.7%	38.3	

OPERATING MARGINS BY BUSINESS UNIT

- ▶ **Live:** A margin boosted by GL events' presence at the FIFA World Football Cup (>12%)
- ▶ Excluding SIRHA's biannual effect, **Exhibitions'** margin remained unchanged from 2012 while **Venues** had a margin of 6.2%

€m	2014	2013	2012
REVENUE – LIVE	529.6	411.4	440.2
CURRENT OPERATING INCOME	39.7	14.6	27.4
CURRENT OPERATING MARGIN	7.5%	3.6%	6.2%
REVENUE – EXHIBITIONS	143.2	161.5	136
CURRENT OPERATING INCOME	8.4	18	8.1
OPERATING MARGIN	5.9%	11.1%	6%
REVENUE – VENUES	266.6	236.2	248
CURRENT OPERATING INCOME	16.5	17.1	15.1
CURRENT OPERATING MARGIN	6.2%	7.2%	6.1%



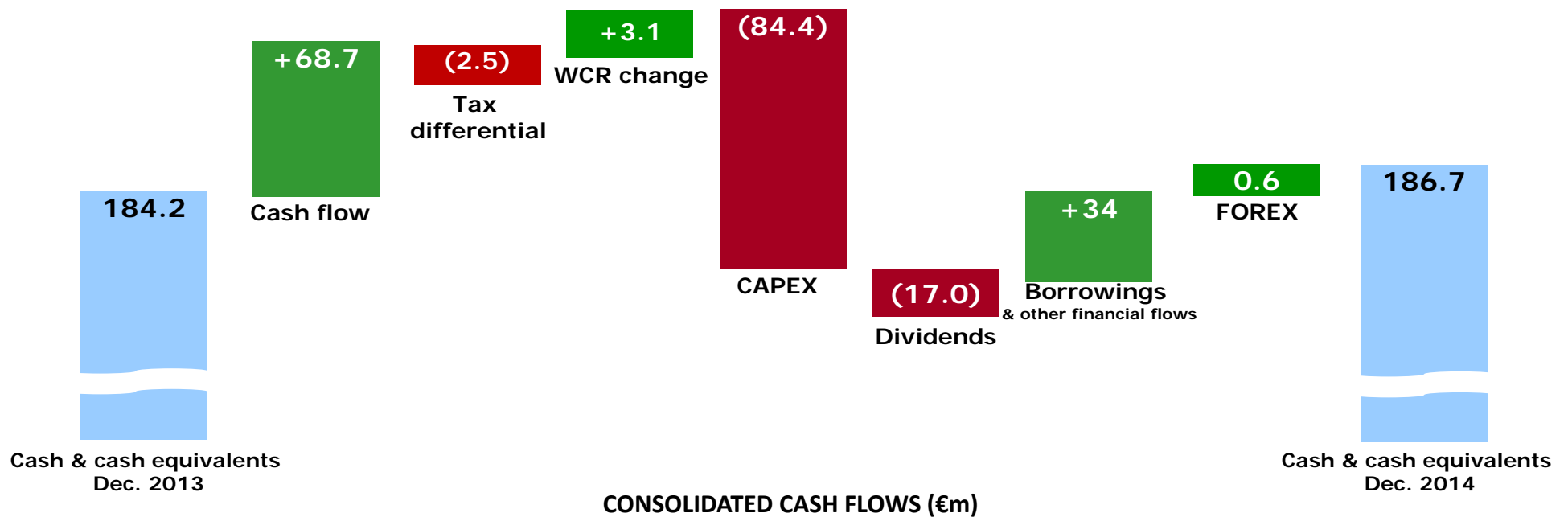
NET INCOME ATTRIBUTABLE TO THE GROUP

€M	2014	2013 Restated*	Change Restated	2013 Reported basis	
GROUP OPERATING PROFIT	66.9	49.7	+34.3%	38.3	← Higher borrowing costs
NET FINANCIAL EXPENSE	(11.2)	(6.7)	-	(6.7)	
PROFIT BEFORE INCOME TAX	55.7	42.9	+29%	31.5	← Income tax rate of 34%
INCOME TAX	(19.3)	(16.1)	-	(16.1)	
NET INCOME OF CONSOLIDATED COMPANIES	36.4	26.8	+36.5%	15.4	
ASSOCIATES	(0.9)	(0.8)	-	(0.8)	
NON-CONTROLLING INTERESTS	(4.7)	(4.5)	-	(4.5)	
NET INCOME ATTRIBUTABLE TO THE EQUITY HOLDERS OF THE PARENT	30.8	21.5	+43,3%	10.1	

Cash flow / sales: 7.3%

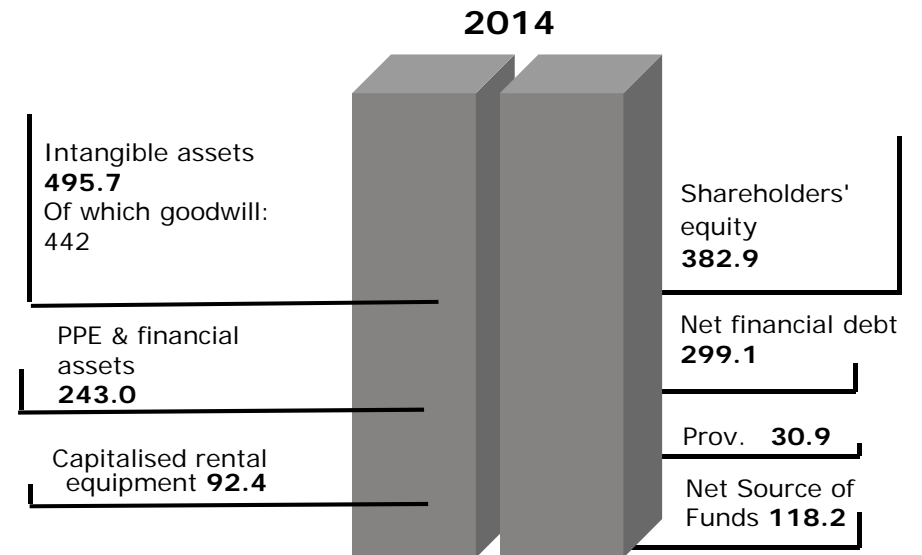
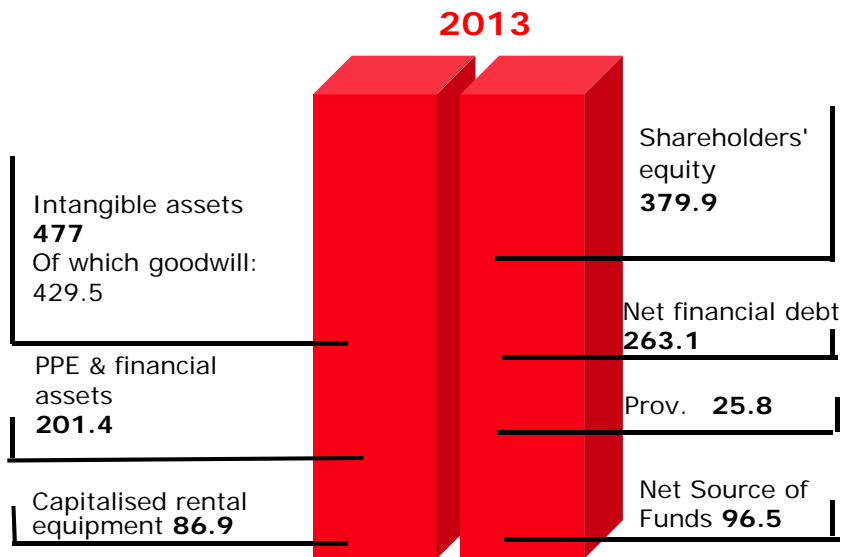
IN LINE WITH RECENT GROUP STANDARDS

- The ratio of cash flow to sales remains in line with the Group's recent standard (7.3%)
- Operating cash flow's high-level on track with trends for business growth
- Investment levels consistent with proposed acquisitions for intangible assets



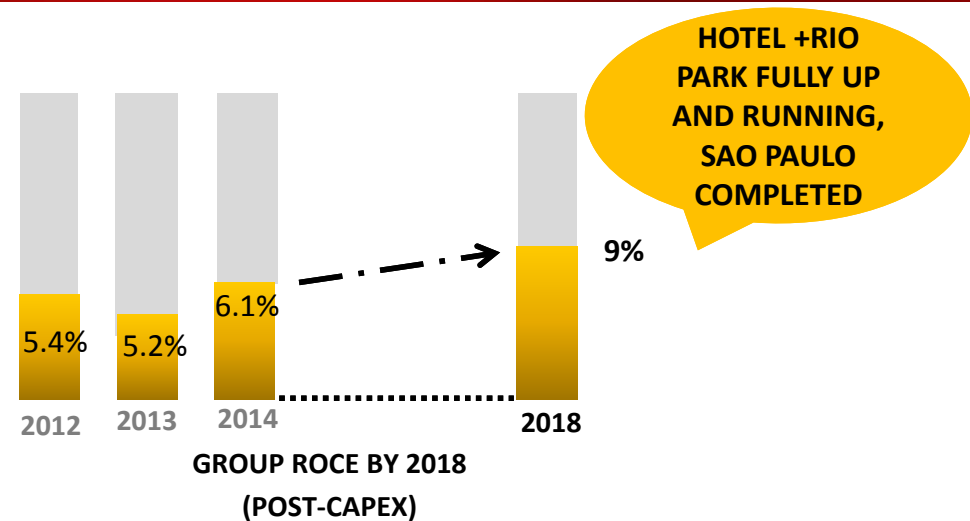
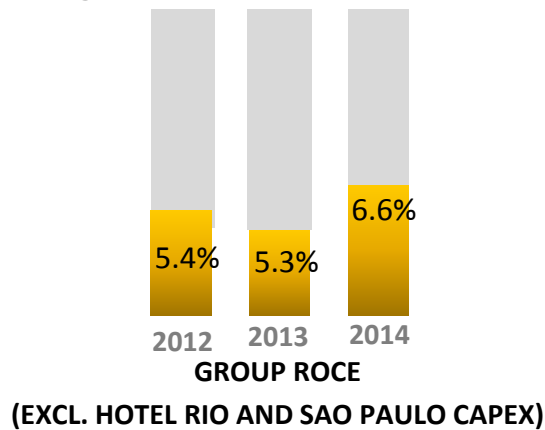
BALANCE SHEET

- Growth in Net Source of Funds (negative WCR): €21.7 million
- Change in net debt in line with capital expenditures
 - (leverage of 2.85 at 31/12/2014)



OPTIMISE THE TURNOVER OF ASSETS

- ROCE target between 8% and 10%



- Promoting a ROCE culture within the Group ("packaged offerings" Food&Beverages offerings systematically sold at the "Venues" ...)
- Pursuing production/commercial cost adjustments (closing unprofitable subsidiaries or branches, reorganization in Italy under way, combining of logistics bases in the UK in progress)
- Continuing to divest non-strategic assets (minority interests, industrial assets, etc.)

STRATEGY FOR DEVELOPMENT





Commonwealth Games –
Glasgow





RAMPING UP MOMENTUM AT LOCAL STRATEGIC BASES...

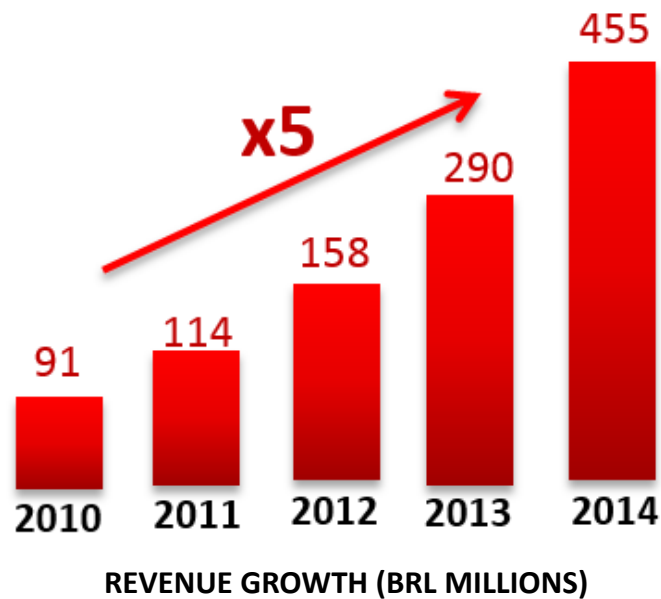
- "Country" operating bases offering opportunities to capture worldwide growth
- Locally, exposures to GDP of high-growth metropolitan areas
 - Sao Paulo Expo: A state accounting for 31% of Brazil's GDP
- Selective and "sustainable" operating sites.
Ex. Sidney – Established in 2000 and generating business in 2014 (Darling Harbour)

GDP	2015	2016
World	+3.5%	+3.7%
Advanced economies	+2.4%	+2.4%
US	+3.6%	+3.3%
Euro Zone	+1.2	+1.4
France	+0.9%	+1.3%
Italy	+0.4%	+0.8%
Spain	+2%	+1.8%
Emerging markets & developing economies	+4.5%	+4.7%
Emerging & developing Europe	+2.9%	+3.1%
Latin America	+1.3%	+2.3%
Sub-Saharan Africa	+4.9%	+5.2%

World economic outlook projections /
FMI website (01/2015)

2014: OUR BRAZILIAN STRATEGY VALIDATED

GL events has become a global force in the Brazilian event scene by developing Live, Venues and Exhibitions



In 2014,
EBITDA: +50%
and EBIT: +38%

2014: VALIDATION OF OUR BRAZILIAN STRATEGY

- Revenue growth of 57% (in Brazilian reals)
- A significant number of contracts won for the World Cup by leveraging a favourable track record (WYD Rio 2013, Confederation Cups), a well-established network of suppliers and sales teams.
- Three strong operating bases at sites offering excellent exposure
 - RioCentro : finalization of work, 85,000 m² of market-ready space
 - HSBC Arena
 - Sao Paulo Expo: A state accounting for 31% of Brazil's GDP, Latin America's largest economy
- Deployment of all the Group's business lines
- A base for monitoring opportunities across all of South America

BRAZIL, CONTINUING DEVELOPMENT

- Major events in 2015-2016
- Opening of the Rio Centro hotel
- Ramping up of Sao Paulo Expo
 - Major principals/decision-makers waiting for this renovated and modern Park to open (UBM, Reed, Informat etc)
 - A high level of pre-reservations
 - A workload plan on track with our business plan
 - Operating profitability and project IRR at a good level
- Prospects in new cities for GL events Venues

RIOCENTRO



HÔTEL RIO CENTRO



HÔTEL RIO CENTRO



HÔTEL RIO CENTRO



SAO PAULO EXPO



SAO PAULO EXPO



SAO PAULO EXPO



2014: INNOVATION AND CREATIVITY “NEW BIZ”

- "Innovations business", the result of the meeting of "technological intelligence" with "logistical intelligence", generating opportunities for savings for end customers ((Ex. COP20, 3 months of work)
- **Opening of new growth markets with high potential:**

- **"Public-Private" partnerships** with local governments: 1 functional response addressing the need for optimizing equipment management
 - *Strasbourg Evènements*
 - *An example to follow*

- Producing **temporary installations** for sports clubs 1 technical response to address budgetary constraints
 - *Modular stadiums*
 - *4 completed in 2014*
 - *Projects in progress*

STRASBOURG



The future convention centre currently being renovated by the city

STRASBOURG



MODULAR STADIUMS



INNOVATIVE AND DIFFERENTIATING OFFERINGS

MILAN 2015: managing the restaurant and boutique of the French Pavilion

2016 OG: calls for tender in progress to manage the F&B Olympic Village and hospitality services for the OG



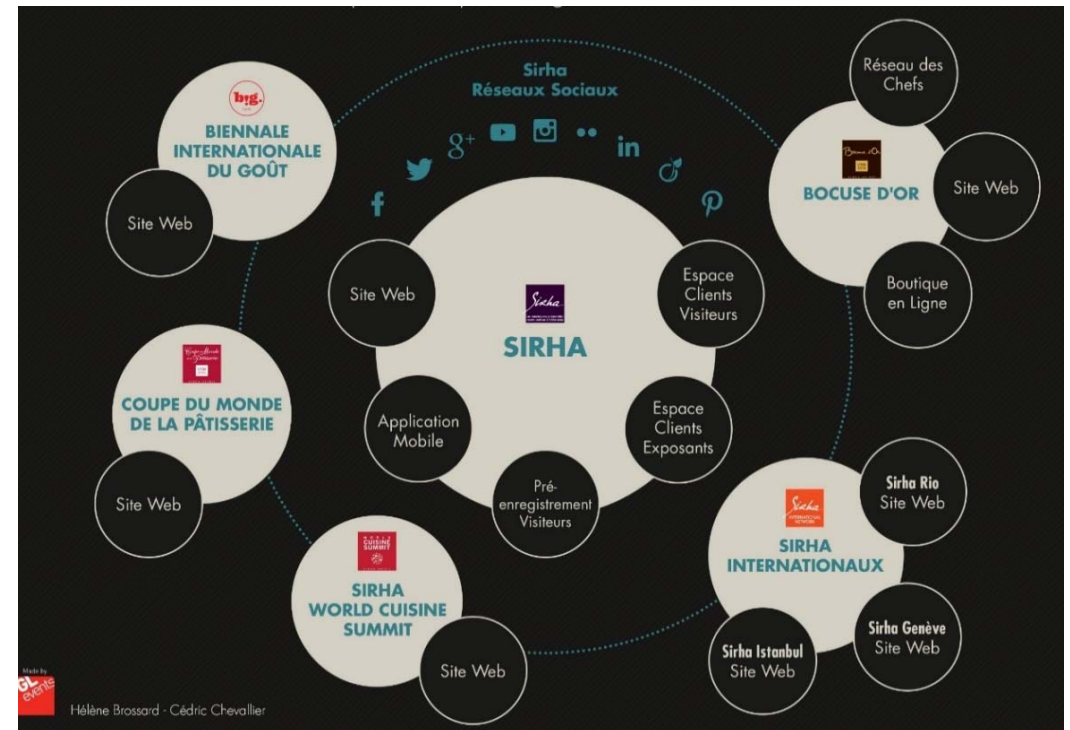
INNOVATIVE AND DIFFERENTIATING OFFERINGS Formula E

Assisting the "motorcade" of the Grand Prix top 10 for 1st season of the world championship for electrically powered racing cars

- Temporary installations
 - e.village
 - Paddock
 - Race control
- 2014: Beijing, Punta del Este
- 2015: Buenos Aires, Miami, Los Angeles, Beijing, Monaco, London,
- 2016: 8 manufacturers, with Moscow and Paris added
- Opportunities for new international markets and new major account sponsors for the race

DIGITAL TRANSFORMATION AND PRODUCT INNOVATIONS

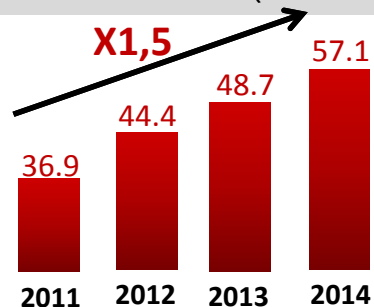
- Ramping up of our digital solutions
 - Creation of virtual interfaces before, during and after events
 - Generating value for our customers and profitability for GL events
- Marketing “Performance By GL events”, the digital offering for major accounts
- Creating an online venue for exhibitors and visitors, “Trade Expo On Line”...



DEVELOPING THE BRAND VALUE APPROACH

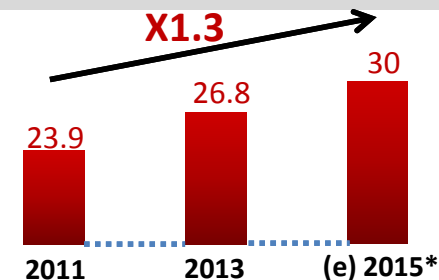
- **GL events as a rich offering of "event brands" supported by a unique range of expertise**
- Specific attention paid to commercial promotion, the quality of exhibitors, coordination and the comfort** of on-site installations
- Brands deployed "locally", capitalising on an intimate knowledge of sector-specific ecosystems with more than 250 proprietary trade shows

PREMIÈRE VISION: SUCCESSFUL CONSOLIDATION OF AN INDUSTRY EVENT BRAND (REVENUE - €m)



SIRHA, FAST-GROWING NAME RECOGNITION

CONSOLIDATED REVENUE (€m)



"BRAND CAPITAL": REVENUE, PROFITABILITY AND RECURRENCE

PROMOTING THE "THINK LOCAL" CSR APPROACH

- Accelerating the CSR approach in all subsidiaries of the Group, a source for the creation of environmental and social value for customers
- **Address the growing needs of customers in terms of sustainable development and expand the scope of calls for tender**
- Integrating new "sustainable development" certifications into the commercial offering
 - **ISO 9001 quality management and ISO 20121 sustainable event management certifications** obtained by the Hall Expo teams; an event industry first, a major competitive advantage
 - **MASE certification** (environment and safety) obtained by the Spacio Tempo teams, contributing to a significant reduction in occupational accidents.



"Think local - "optimum economics"

- Soliciting local suppliers
- Optimization of transportation/travel
- Reducing the environmental footprint-
- Maximum rotation of assets, reuse of structures

OUTLOOK & GUIDANCE

DEVELOPMENT OUTLOOK COMMERCIAL MOMENTUM

A rich line-up of flagship events in 2015, including

- SIRHA - Eurexpo, held in January
- The Universal Exposition in Milan, with the F&B and the French Pavilion boutique (€10m) + Morocco and Gabon Pavilion (€5m)
- A line-up of biennials organized (International Book Fair of Rio, Industrie Lyon trade fair)
- European Games of Bakou
- World Rugby Cup ...

DEVELOPMENT IN SOUTH AMERICA AND BRAZIL

- Strong growth in the event and trade fair segment
- Responses pending for significant calls for tender for the “Test Events and the 2016 OG”
- Ramping up the RioCentro exhibition centre (2015 revenue(e): €20m)
- In Sao Paulo, the new renovated and expanded park will allow organizers to both transfer many of their trade fairs and also create new events.
- New presence in Peru with the "start-up" trade fair

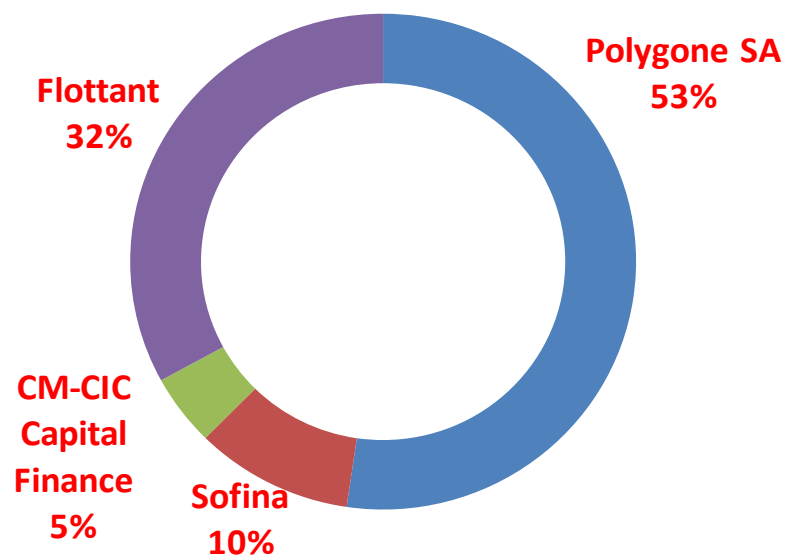


GUIDANCE

**IN SUMMARY, WE EXPECT
ANOTHER YEAR OF GROWTH IN 2015
AND STRONG DEVELOPMENT IN 2016**

KEY STOCK MARKET DATA

KEY STOCK MARKET DATA



SHAREHOLDER BASE
(At 31/12/2014)

NUMBER OF SHARES: 22.653;920

(At 31/12/2014)

ISIN code: FR0000066672

Symbol: GLO

Main index: CAC All shares

Market: Segment B (Mid Caps)

(Euronext Paris)

Eligibility for French Personal Equity Savings Plans

PEA/PEA-PME): Yes

DIVIDEND PROPOSAL FOR €0.60 PER SHARE

NEXT FINANCIAL EVENT:

28 April 2015: 2014 1st quarter sales (after the close of trading)



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