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# BUSINESS REPORT

BRINGING PEOPLE TOGETHER



# 2021 BUSINESS REPORT



# Voyage,



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THE RUCK HOTEL - MATMUT STADIUM - LYON, DELIVERABLE IN NOVEMBER 2022



"MORE THAN EVER, OUR ENERGIES ARE FULLY FOCUSED ON SUCCESSFULLY ACHIEVING A SUSTAINABLE AND INCLUSIVE REBOUND."

## OLIVIER GINON

CHAIRMAN

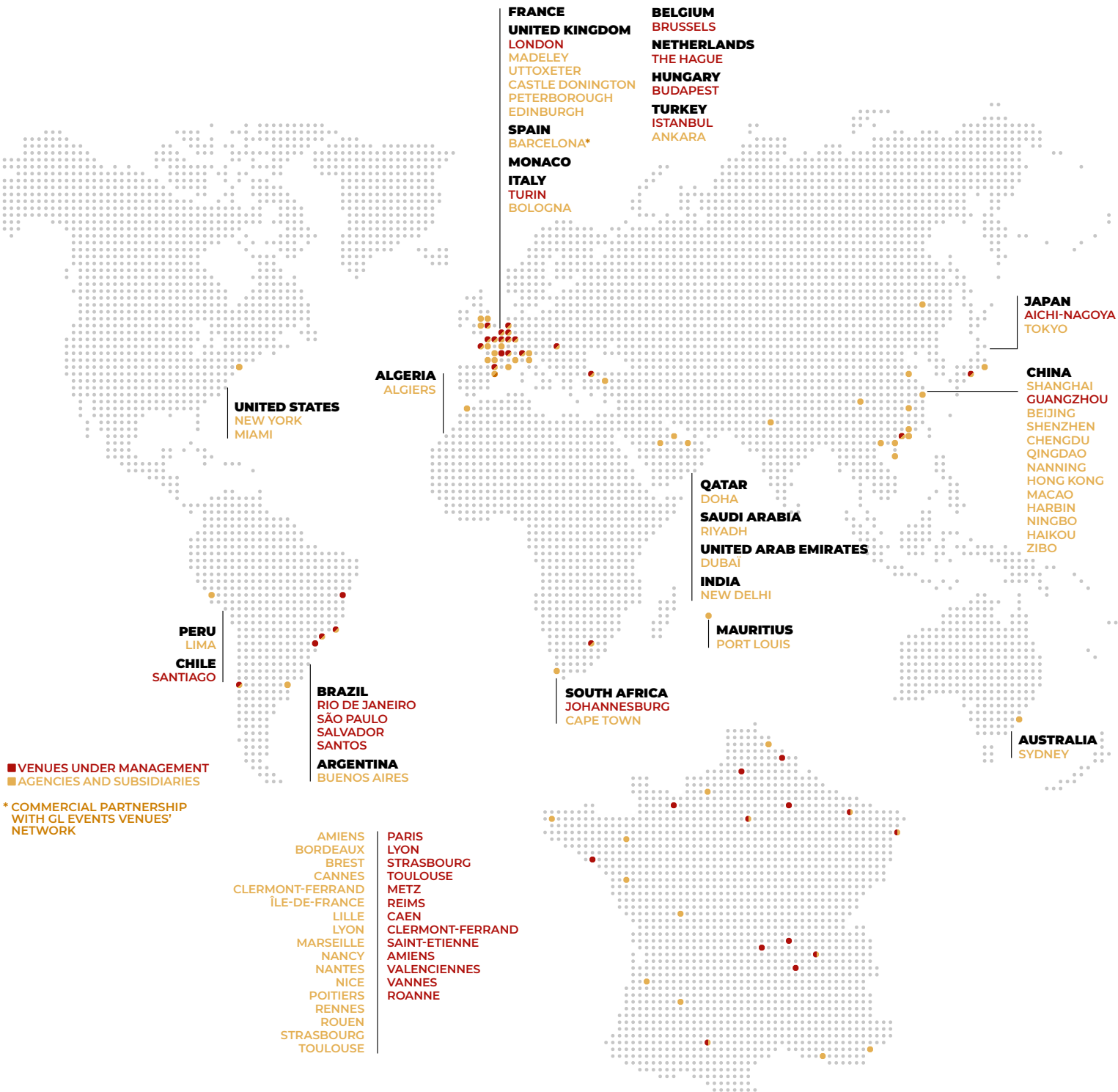
After sixteen months of government-imposed closures and nearly €1 billion in lost revenue, we continued to remain fully focused. In particular, everything possible was done to maintain our events and reassure our customers and partners. This period was also used to scale up our digital expertise to address the evolving needs of our customers. Thanks to these measures, we were fully prepared to immediately resume our activities beginning in September.

I would like to express my special gratitude to our staff for the incredible energy they demonstrated and for rising to this challenge at the year-end. I also wish to thank all our banking partners and our shareholders for their loyalty which helped us get through this difficult period.

Growth momentum in the second half of 2021 fuelled a strong rebound in business, resulting in a level of revenue close to that of 2019, while complying with strict health measures. The Group in this way has returned to profitability, reinforced its cash position and reduced its debt. We also never lost sight of our investment strategy, exemplified by our commitment to the Metaverse project in China over the next five years and the acquisition of Créatifs which strengthens our position in the Paris region.

This difficult period also gave us an opportunity to pause and take stock of our approach, bringing us even closer to our markets and offering additional insights about our customers' evolving needs. As part of the natural evolution of all responsible corporate citizens, we further strengthened our CSR commitments. This development is reflected in initiatives in favour of civil society, the management of our environmentally friendly assets and our approach to managing teams to promote greater solidarity. Today we are present in 90 of the world's most dynamic cities. Subject to developments in the geopolitical and health situation, the rebound at the end of the year is expected provide very positive momentum in 2022. The Group is not directly exposed in the current conflict zones, even if it will be impacted by its economic repercussions, particularly with respect to raw material costs for which we will exercise particular vigilance. Already, business trends for the first five months are encouraging, with levels approaching that of 2019. More than ever, our energies are fully focused on achieving our objectives. Our resolve has been strengthened and our teams are united to meet the challenges ahead.

# WELCOME TO THE WORLD OF EVENTS





# 2021 IN FIGURES

4,710

EMPLOYEES (43 % OUTSIDE FRANCE)

52

VENUES UNDER MANAGEMENT\*,  
(COMBINED AVAILABLE PUBLIC SPACE OF  
MORE THAN 1.5 MILLION SQM)

€741.2 M

REVENUE 48 % FROM  
INTERNATIONAL MARKETS)

+2,000

EVENTS HOSTED

€120 M

EBITDA

3,800

EVENTS DESIGNED AND EQUIPPED

+90

OFFICES WORLDWIDE

+860,000

ATTENDEES AND EXHIBITORS

483

PROPRIETARY EXHIBITIONS AND EVENTS  
85 EXHIBITIONS  
398 EVENTS ORGANISED

€106.5

RENTAL EQUIPMENT ASSETS

\* March 2022 figure

# GL EVENTS, A GLOBAL PLAYER IN THE WORLD OF EVENTS

## GL events is an integrated event industry group providing comprehensive solutions for the sector's three main markets:

- conventions, conferences, congresses,
- cultural, sports, institutional, corporate and political events,
- B2B and B2C trade shows, fairs and exhibitions.

For public and private customers in France and international markets (companies, institutions, event organisers), the Group provides a complete range of solutions to ensure the success of their project from the definition of the event concept until implementation. For local and regional governments, GL events contributes to the attractiveness and economic development of territories through its dynamic and ambitious approach to promoting event venues under their management.

Present on five continents with operations in more than 20 countries, in 2021 GL events had revenue of 742 million. GL events is listed on Euronext Paris, Segment B (mid caps).

## THREE STRATEGIC BUSINESSES DIVISIONS

**GL events Live** constitutes the Group's core business offering, proposing a complete range of services to ensure the success of corporate, institutional and sports events. On this basis, its teams are able to propose a comprehensive range of turnkey solutions from consulting and design to staging the event itself.

**GL events Exhibitions** manages a very large portfolio of trade and consumer shows including the food, culture, textile/fashion, industry, construction, energy transition and medical sectors, etc.

**GL events Venues** manages a network of 52 venues located in France and international destinations (convention and exhibition centers, concert halls and multi-purpose facilities).

## AN INTERNATIONAL GROUP

Since its creation in 1978, GL events' position as an event industry pioneer has been based on:

- a network of local and sustainable operations helping stakeholders create added value. Today, it has nearly one hundred branches on five continents developed by collaborating with leading local partners or acquiring companies with solid positions in their local markets,
- Major contributions to large global events: Olympic Games, World Cups, Commonwealth Games, climate change conferences, international meetings supported by GL events' track record as a provider of quality services,
- expertise in managing international teams and complex projects.

## A UNIQUE BUSINESS MODEL: COMBINING THE STRENGTHS OF THE INDUSTRY'S THREE MAIN MARKETS





**GL events has continued to grow in a coherent and selective manner by effectively leveraging significant strengths:**

- its integrated model offers synergies based on its extensive range of expertise optimising and creating added value for national and international events,
- a solid national position providing a base for its gradual expansion into international markets,
- pursuing opportunities in emerging markets with strong growth potential,
- powerful logistics capabilities covering the full event production cycle from sourcing, manufacturing to assembly making it possible to produce and deliver equipment within tight deadlines,
- a strategy of innovation is applied across all spheres of intervention: creation of equipment integrating sustainable development requirements, implementing the digital transformation in all areas of the company, monitoring developments to identify the emerging developments of tomorrow, collaborating with creators, designers, architects, etc.

**HIGH QUALITY ASSETS**

Its status as an industry reference is bolstered by the quality of its assets, a source of value-added differentiation in the international event market and strengthening its commitments:

- strong brand equity and an image associated with rigorous standards, a culture of respecting promises and quality services;
- expertise across all business lines,
- trade shows and fairs with strong name recognition,
- an international network of events,
- a portfolio of premium operating assets on the cutting edge of customer expectations.

# GL EVENTS AND CORPORATE GOVERNANCE: THE BOARD OF DIRECTORS



From left to right: Philippe MARCEL / Marc MICHOUILLIER / Joseph AGUERA / Érick ROSTAGNAT / Maud BAILLY / Olivier GINON / Fanny PICARD / Daniel HAVIS / Anne-Sophie GINON / Caroline WEBER / Edward KOOPMAN / Giulia VAN WAEYENBERGE / Nicolas DE TAVERNOST / Sophie DEFFOREY

## **OLIVIER GINON**, CHAIRMAN-CHIEF EXECUTIVE OFFICER

In 1978, Mr. Olivier GINON created Polygone Services which became GL events in 2003. GL events Group is a leading integrated provider of event solutions and services covering the industry's three major markets: conventions, conferences, congresses; cultural, sports, institutional, corporate or political events and B2B and B2C trade shows, fairs and exhibitions. Mr. Olivier GINON is the Chairman of the Board of Directors of GL events SA for which he exercises the role of Chief Executive Officer. Since its creation in 1997, Mr. Olivier GINON has been the Chairman-CEO of Polygone SA, that holds a majority stake in GL events SA.

## **SOCIÉTÉ AQUASOURÇA / SOPHIE DEFFOREY**, DIRECTOR

Ms. Sophie DEFFOREY is the permanent representative of the Luxembourg company, AQUASOURÇA SA (Luxembourg), Director of GL events SA. Ms. Sophie DEFFOREY is the Chair of the Supervisory Board of AQUASOURÇA SA (Luxembourg), and Chief Executive Officer of AQUASOURÇA France, investment companies founded with private funds.

## **ANNE-SOPHIE GINON**, DIRECTOR

Ms. Anne-Sophie GINON has occupied several operational positions within GL events Group, in France and other countries (Belgium). After joining Foncière Polygone in 2012, she served as the Chief Executive Officer since December 2013 until its merger in June 2020. Ms. Anne-Sophie GINON has an MBA from IAE Lyon and a master's degree in financial engineering from EM Lyon.

## **PHILIPPE MARCEL**, DIRECTOR

Mr. Philippe MARCEL has spent the larger part of his career with the Adecco Group, in France and in other countries. He has notably served as Chairman-CEO of Adecco France (until 2002), and then director of Adecco Monde and Non-Executive Chairman of Adecco France, until 2008. He is currently Chairman of PBM, MGFil Conseil and iDal. In addition, Mr. Philippe MARCEL served as Chairman of the Board of Directors of EM Lyon from 2006 to 2012. Mr. Philippe MARCEL is a graduate of EM Lyon (1976).

**MARC MICHOUPLIER, DIRECTOR**

Mr. Marc MICHOUPLIER has spent the larger part of his career working in the insurance sector in France and other countries. After exercising various functions at AGF over 15 years, he then joined the Marsh Group in 1996 and starting in 2009, he was Deputy Managing Director of Marsh France, a member of the Executive Board and the Executive Committee of Marsh France. In March 2018 he left Marsh to create, a strategy consulting and executive management services firm of which he is the Chairman. Mr. Marc MICHOUPLIER is a graduate of IAE Lyon (1979).

**FANNY PICARD, DIRECTOR**

Ms. Fanny Picard is the Chair of Alter Equity, a leading fund management company investing in unlisted companies contributing to the triple bottom line of the planet, people and profit. Ms. Fanny PICARD has previously served notably as Chief Investment Officer and a Member of the Executive committee of Wendel as well as Danone Director of Mergers and Acquisitions for Western Europe and North America. She started her career at Rothschild & Co M&A department. Fanny Picard is a graduate of the ESSEC business school and SFAF (French Society of Financial Analysts). She holds a master's degree in law, and attended courses at the College of Higher Studies on the Environment and Sustainable Development (*Collège des Hautes Études de l'Environnement et du Développement Durable*).

**ÉRICK ROSTAGNAT, DIRECTOR**

Mr. Érick ROSTAGNAT assured the functions of Managing Director in charge of Corporate Finance Administration of GL events Group until 2019. Mr. Érick ROSTAGNAT began his career as an auditor at Price Waterhouse Coopers and then joined the Brossette Group as CFO. In 1992, he joined the OREFI group, occupying the functions of CFO. In 2001, Mr. Érick ROSTAGNAT joined GL events Group, first serving as the Secretary General until 2007, and then as the Managing Director for Corporate Finance and Administration until 2019. Mr. Érick ROSTAGNAT holds a degree from ESLSCA business school and a degree in Chartered Accountancy.

**SOFINA (SA) / EDWARD KOOPMAN****DIRECTOR**

Mr. Edward KOOPMAN is a member of the Executive Committee of Sofina SA. After working in the fields of strategy consulting and investment banking, he has pursued an international career in the private equity field. He began his career in London with BNP Capital Markets then Baring Brothers. From 1993 to 1999, he worked as a manager and management consultant for Bain & Company. In 1999, he joined Electra Partners Europe/ Cognetas as a Founding Partner and in 2015, he moved to Sofina SA. Edward KOOPMAN is a graduate of the EM Lyon Business School (1986).

**NICOLAS DE TAVERNOST, DIRECTOR**

A graduate of the Bordeaux Institute of Political Studies and with a post graduate degree in Public Law, Mr. Nicolas DE TAVERNOST began his career in 1975 as part of Norbert Ségard's team, the junior minister for foreign trade, then in the Postal and Telecommunications sectors. In 1986 he took over the management of audio-visual activities at Lyonnaise des Eaux and in this capacity, spearheaded the project to create M6. In 1987, he was appointed Deputy CEO of Métropole Télévision M6 where since 2000 he has served as Chairman of the Executive Board.

**CAROLINE WEBER, DIRECTOR**

Ms. Caroline WEBER has exercised financial and/or management functions successively at IBM France, Groupe GMF Assistance International, Chaîne et Trame, Cars Philibert. Since January 2007, she has served as General Manager of Middenext (the French association for listed mid caps). She is also a founding member of APIA. Ms. Caroline WEBER is a graduate of the HEC business school and has an advanced degree (DEA) in Political Studies from Paris IX Dauphine, as well as a bachelor's degree in English (Paris VII).

**GIULIA VAN WAEYENBERGE, DIRECTOR**

Ms. VAN WAEYENBERGE is a member of the Executive Committee at Sofina. She has also worked as an investment manager at the family investment holding company De Eik and Sofina. Prior to that she has worked at Bank of America Merrill Lynch in London and in Singapore as Vice President.

Ms. Giulia VAN WAEYENBERGE obtained a Master in Electrical Engineering at the Catholic University of Leuven in 2005 and a Master in Applied Economics at the Singapore Management University in 2006.

**DANIEL HAVIS, DIRECTOR**

In 1980, Daniel HAVIS joined Matmut, as an underwriter. In 1994 he became the Chairman and Chief Executive Officer, a position occupied until 1 April 2015, when he was appointed Chairman of Matmut.

Daniel HAVIS is a Knight of the National Order of the Legion of Honour and an Officer of the National Order of Merit. Daniel HAVIS has a degree from the Tours Insurance Institute (*Institut des Assurances de Tours*) (1980).

**MAUD BAILLY, DIRECTOR**

Maud BAILLY began her career in 2007 at the Inspection Générale des Finances, where she carried out several strategic and financial audit assignments in France and abroad, notably for the IMF and the World Bank. She joined the SNCF in 2011 as manager of the Paris Montparnasse station and TGV product coordination for the Paris Rive Gauche area. In 2015, she joined the French Prime Minister's office as Head of the Economic Department Responsible for Budget, Fiscal, Industrial And Digital Affairs. In 2017, she joined Accor as Chief Digital Officer in charge of Digital, Data, Distribution, Sales and Fidelity and Information Systems Program and as a member of the group's Executive Committee. In 2018, she became one of the 30 members of the French Digital Council, (CNNum) tasked with addressing the major challenges and opportunities of the digital transition of French society. In October 2020, she was appointed Chief Executive Officer of Accor's Southern Europe Hub to operate and develop the Group's business in France, Spain, Italy, Greece, Portugal, Malta and Israel.

As a member of the Executive Committee, she is responsible for the operational performance and the quality of customer and partner relations in this strategic region counting nearly 1900 hotels, while defending the interests of the sector that had been severely impacted by the health crisis, with the public authorities. Ms. BAILLY is also very involved in volunteer sector initiatives (Prométhée Education, Les Déterminés), coaching and teaching on performance management, digital transformation of organisations and crisis leadership. She is a graduate of École Nationale d'Administration and the Institut d'Etudes Politiques de Paris.

**JOSEPH AGUERA, DIRECTOR**

Mr. Joseph AGUERA served as a lawyer on the Lyon Bar from 1978 until December 2020. He founded his firm in 1984 which he sold to his partners when he ceased to practice law. Mr. AGUERA was an assistant professor in private law of the Lyon Law Faculty (Faculté de Droit de Lyon) with an advanced degrees (DEA) in Business Law and Civil Law respectively.

**AUDITORS****Maza – Simoens**

Benjamin SCHLICKLIN

**Mazars**

Emmanuel Charnavel



Olivier Ginon  
**CHAIRMAN**



Olivier Ferraton  
**DEPUTY MANAGING DIRECTOR  
MANAGING DIRECTOR, LIVE DIVISION**

# EXECUTIVE COMMITTEE



Sylvain Bechet  
**MANAGING DIRECTOR, CHIEF  
FINANCIAL AND INVESTMENT  
OFFICER**



Philippe Pasquet  
**MANAGING DIRECTOR,  
EXHIBITIONS DIVISION**



Christophe Cizeron  
**MANAGING DIRECTOR,  
VENUES DIVISION**



Sylvie Fouillouse  
**VICE PRESIDENT, HUMAN  
RESOURCES**



Jor Zhou  
**MANAGING DIRECTOR,  
GL EVENTS CHINA**



Damien Timperio  
**MANAGING DIRECTOR,  
CHIEF TRANSFORMATION OFFICER AND  
LATIN AMERICA REGIONAL MANAGER**



Patricia Sadoine  
**GROUP GENERAL COUNSEL AND  
CHIEF COMPLIANCE OFFICER**



Bruno Lartigue  
**EXECUTIVE COMMITTEE  
SECRETARY CHIEF PUBLIC  
AFFAIRS OFFICER**



Denis Tomasicchio  
**GROUP CHIEF INFORMATION  
OFFICER**



Éric Le Boulch  
**MANAGING DIRECTOR IN CHARGE  
OF BUSINESS DEVELOPMENT  
FOR ÎLE-DE-FRANCE AND SENIOR  
CORPORATE ADVISOR**



### EXECUTIVE COMMITTEE

The Executive Committee sets Group strategic directions for overall Group operations and business lines. It also examines investment projects (including potential acquisitions) in order to make recommendations to the Board of Directors and implements for the entire Group, the business development and management control decisions.

### INVESTMENT COMMITTEE

This committee is composed of the Chief Financial and Investment Officer and the Business Division Managers. It meets on a monthly basis to review and approve the compliance of investments in relation to the budget policy, the expected returns and the possibilities for harmonisation and optimisation. In addition, it also intervenes when investment requests are made that are not planned for in the initial budget.

### BUSINESS DIVISION COMMITTEES

The Business Division 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 seek to optimise commercial synergies among business lines and ensure that company policies are implemented.

### AUDIT COMMITTEE

The Audit Committee is comprised of three directors tasked with the following missions.

- monitoring the process of preparing of financial information and, if need be, formulating recommendations to ensure its integrity,
- overseeing the effectiveness of internal control and risk management systems as well as, as applicable, internal audit, regarding procedures for the preparation and processing of accounting and financial information, without however compromising its independence,
- a critical examination of the annual financial statements and periodic information;
- the issuance of a recommendation for the appointment or renewal of statutory auditors,
- monitoring the appropriateness of internal control procedures in light of the perception of risks and effectiveness of the audit, both internal and external, and in general, ensuring in these areas compliance with regulations and the laws which are vital to Group's brand equity and value,
- monitoring the performance by the auditors of their mission and taking into account the observations and conclusions of the French supervisory body for auditors (*Haut Conseil du Commissariat aux Comptes*),
- respect the conditions of independence of statutory auditors,
- approve these services provided by the Statutory Auditors other than those relating to the certification of accounts.
- reviewing the procedure for the deployment of the "Sapin II" Law and the French General Data Protection Regulation (GDPR),
- reviewing the Group risk mapping and the mapping specific to the risk of fraud,
- reviewing the Non-Financial Statement (NFS).

### COMPENSATION AND NOMINATING COMMITTEE

The compensation and nominating committee is made up of four directors. It is responsible for reviewing the Group's wage policy, and more specifically with respect to managers, as well as proposals for the grant of stock options and restricted stock units. It is informed of the arrival and departure of key managers and consulted on the appointment and renewal of the terms of directors and officers.

### CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Comprised of two directors, the Corporate Social Responsibility Committee meets to examine the Group's CRS priorities and more specifically CSR reporting processes.

# TRENDS & MARKETS

## THE EVENT INDUSTRY MARKET IS UNDERGOING A PROFOUND TRANSFORMATION IN RESPONSE TO THE GLOBAL CONTEXT

In 2019, France hosted 1,200 fairs and exhibitions (750 consumer fairs and mixed exhibitions, 370 trade shows and 80 fairs/exhibitions) for 23 million attendees and 230,000 exhibitors and nearly 3,000 conventions (for nearly 2 million convention-goers).

By the very nature of its activities, the event industry has been among the hardest hit by the health crisis. However, the gradual lifting of restrictions on the size of public gatherings and travel should help the sector achieve a rapid recovery. Even though the period contributed significantly to the use of digital formats for organising events, all industry professionals continued to confirm their preference for physical meetings and events.

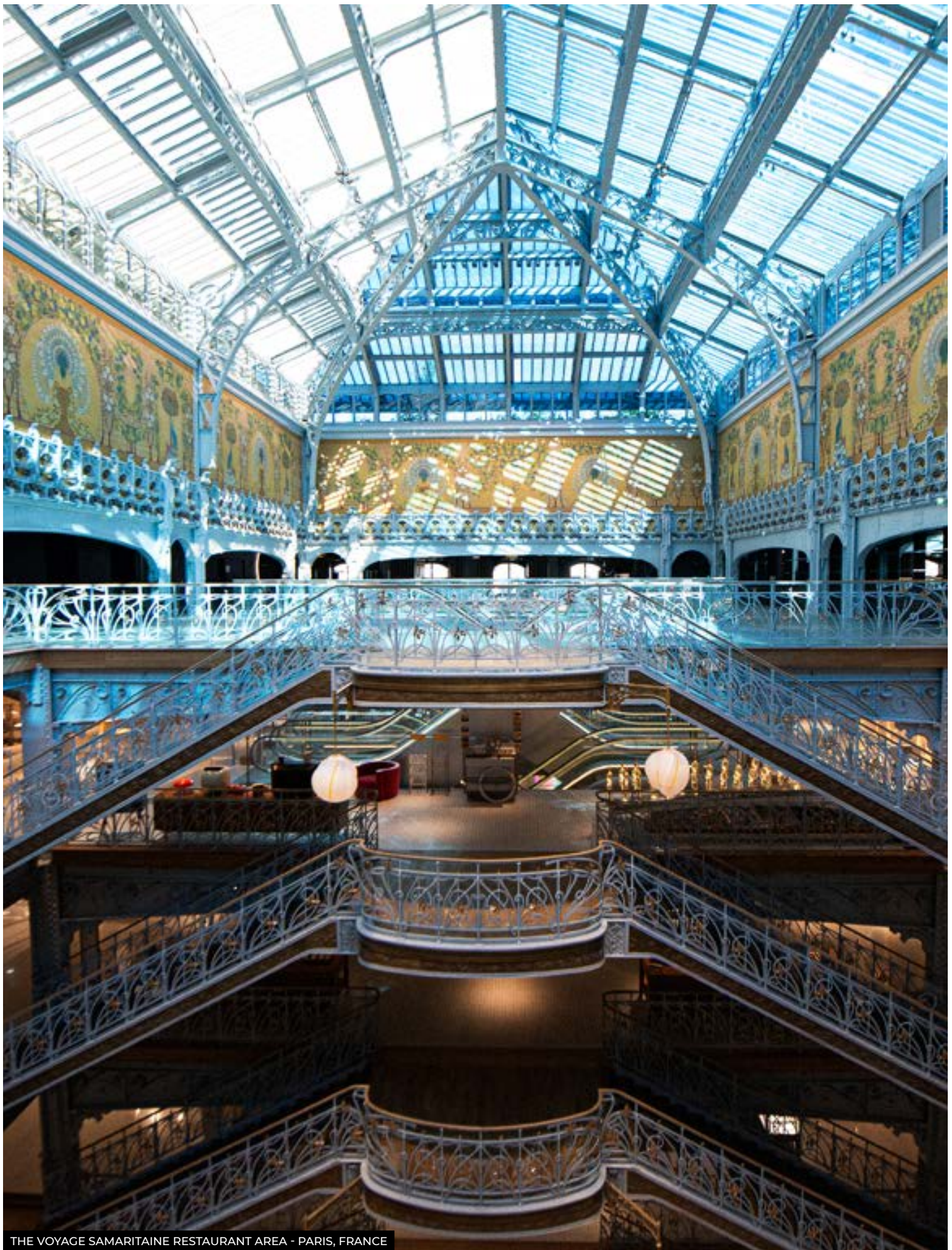
According to the Xerfi study, after a 55% drop in business volume for the event industry companies in 2020, business rebounded 25% in 2021, despite the health restrictions with the resumption of seminars and company meetings from spring onwards. For example, Île-de-France, accounting for 35% of the total number of exhibitions in France, held 70 digital fairs and exhibitions, and including 53 trade fairs in Q4 2021. All indicators show growth rates exceeding those of the proceedings seven quarters.

The health crisis has also accelerated the digital transformation of events and in that respect reinforced digital platforms dedicated to the sector. Event industry stakeholders have integrated this development into their offerings and today are able to propose e-event solutions providing added value to physical events. All participants in the event industry have

been able to adapt and offer greater flexibility with respect to commercial terms, cancellations and postponements. In response to this global context, we must be capable of proposing solutions better adapted to the expectations of our customers and prospects. GL events and its teams are for this reason committed to developing flexible and responsive service offerings designed to simplify the customer experience.

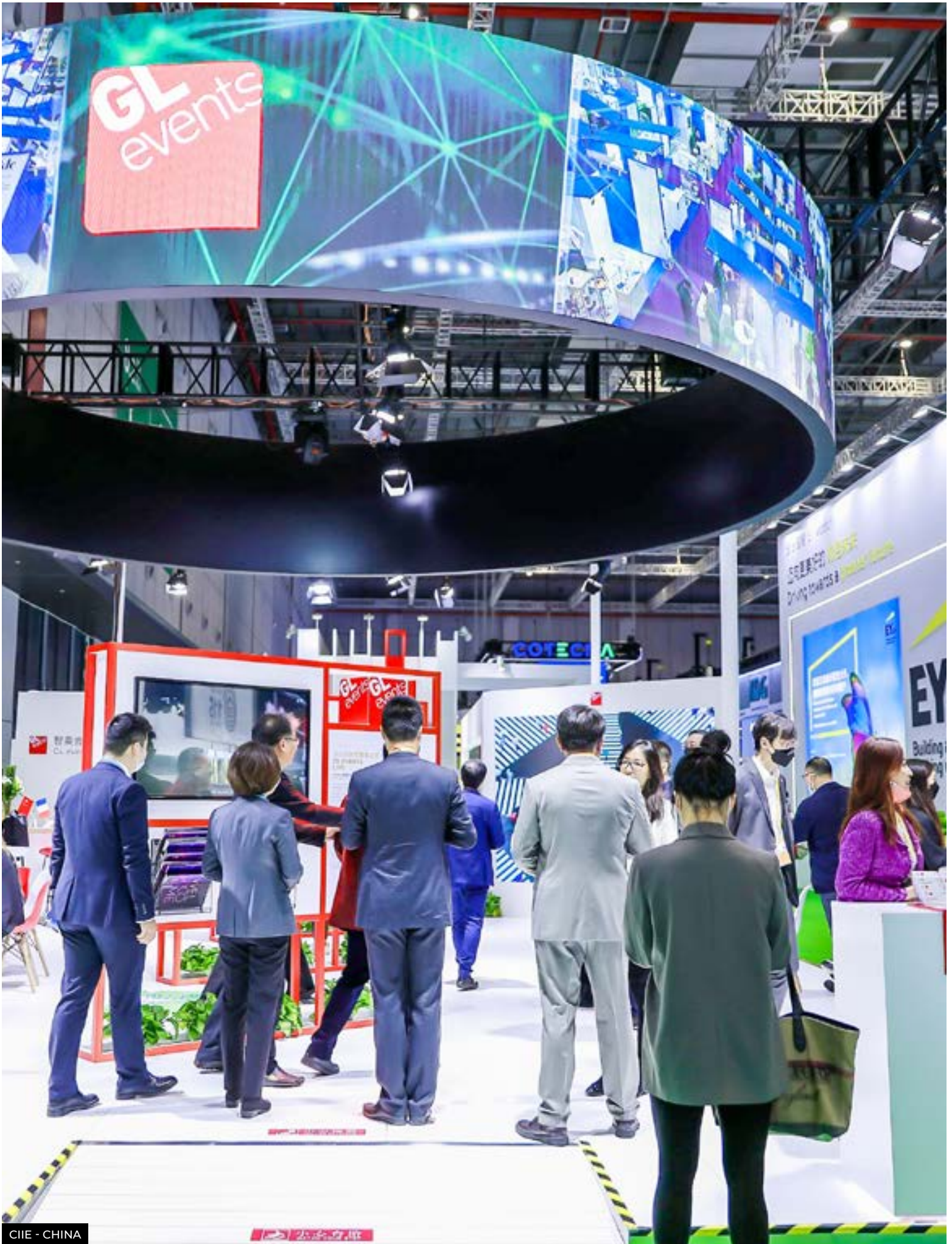
GL events  
consolidates  
its leadership  
position in the  
event industry.





THE VOYAGE SAMARITAINE RESTAURANT AREA - PARIS, FRANCE

GL  
events



## AN INNOVATION-BASED STRATEGY

The health crisis has thus accelerated the deployment and development of our digital tools and services. Digital exhibitions have helped offset restrictions resulting in the cancellation of exhibitions like Expomin, Global Industrie, Première Vision Paris and Denim PV, Piscine Global. Marketplaces and digital platforms have been strengthened (Marketplace PV, MyCFIA) while new matchmaking tools are enhancing the attractiveness of the physical exhibitions and providing new services to all our partners.

In early 2022, the Group launched its online event reservation platform. Customers can in this way organise their event or reserve a TV studio for recording and broadcasting their event online. Later this year, GL events will introduce a programme for customers organising rotating and international events characterised by a commitment to service quality, commercial flexibility and simplified procedures for organising their services.

Another innovation has been the development of immersive events; Already used in retail, cultural and artistic exhibitions, this new trend exploits the potential of augmented reality by combining sensory experiences (lights, smells, decoration) to offer a multi-sensory event, create emotion, strengthen the bond with an event or brand.

A new form of immersive experience, the "metaverse" (a portmanteau combining "meta" or "beyond" as in metaphysics, i.e. beyond the physical world) and "verse" (universe), is a virtual space accessible online where attendees can explore a unique place without moving. This innovation offers unlimited freedom in terms of design and for events opens up new frontiers and horizons.

The rich and diverse offering of events available on the market has led to a demand for even more added value, more emotion, and the ability to offer even more extraordinary experiences. This has led to the emergence of "ephemeral" events that are particularly popular with organisers. They contribute to the experience of an exclusive, exceptional and rare event for increasingly demanded customers.

## A CULTURE OF INCREASED RESPONSIBILITY

In terms of CSR, the event industry has signed a commitment to support green growth with the Minister for Ecological Transition and the Minister of State for Tourism and Leisure. On this basis, it has undertaken over a period of three years to reduce event waste (carpeting, signage, wood, furniture, etc.), reuse materials from stands and reduce food waste through donations to charities. The 2024 strategic roadmap, focused on improving the customer experience and new business opportunities, applies a CSR approach based on the ISO 20121 standard for sustainable events.

## AN INCREASING INTERNATIONAL PRESENCE

After the integration of its latest series of acquisitions (Tranoi, Aquasur, Seed), the Group has embarked on an ambitious policy of adding market share in destinations where acquisitions of local exhibition organisers will contribute in 2022: Aquasur in the aquaculture sector (Chile), Seed, a leading exhibition for seeds, growing and seeding equipment (China) and FISA, a leading exhibition organiser in Chile, particularly in the mining sector with Expomin.

GL events' strategy is based on a portfolio of leading brands and events, a domestic presence in each market and exploiting synergies from our extensive range of expertise. These strengths are supplemented by agility of our creative and expert teams and developing innovations to address new marketing and sales needs and practices. On this basis, the Group is developing a proactive strategy to adapt exhibitions organised in France to international markets. This involves building a network to expand into major markets or adapting leading exhibitions to the destination's geographical profile (Première Vision New York, Première Vision Shenzhen, Sirha Istanbul, etc.). At the same time, new initiatives are being launched, including new exhibitions (Open Energies), new services and new strategic acquisitions.

# GL EVENTS LIVE

## A FULL SERVICE PROVIDER

€430.4M

REVENUE

2,864

EMPLOYEES

14

SPECIALISED BUSINESS EXPERTISE

€112.0M

RENTAL EQUIPMENT ASSETS

+90

OFFICES WORLDWIDE

10

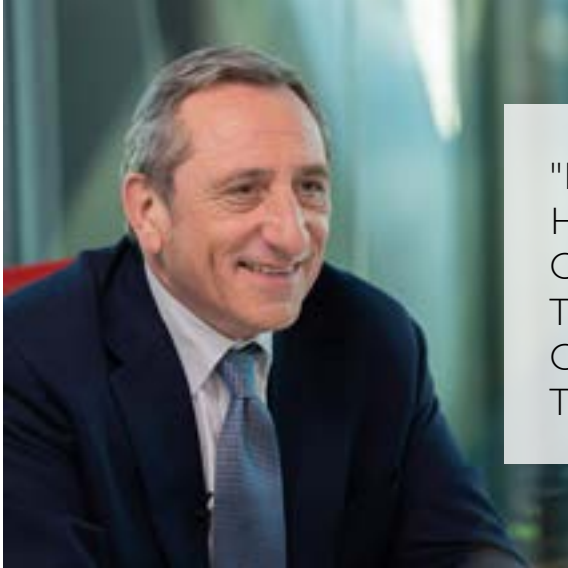
TOP-TIER

LOGISTICS PLATFORMS:

- EN FRANCE: PARIS NORD, PARIS SUD, LYON, NANTES
- IN INTERNATIONAL MARKETS: CHINA, GREAT BRITAIN, BRAZIL, SOUTH AFRICA, UNITED ARAB EMIRATES, HONG KONG

352

EVENTS ORGANISED



"DIGITAL TECHNOLOGIES HAVE OPENED UP ENORMOUS OPPORTUNITIES AND ALLOW US TO PROVIDE AN OFFERING OF COMPLEMENTARY SERVICES WHICH TODAY HAVE BECOME ESSENTIAL."

## OLIVIER FERRATON

DEPUTY MANAGING DIRECTOR / MANAGING DIRECTOR, LIVE DIVISION

### What were the main lessons for the Group in 2021?

The unusual nature of this year gave us a unique opportunity to refocus on our ecosystem with our customers at the epicentre. Building on our historical commitment to CSR, we developed new solutions like providing hydrogen generators to our clients, improved waste management processes for exhibitions and the creation of an agency in Seine-Saint-Denis for event hosts and hostesses with the mission of helping people re-enter the job market after extended periods of inactivity. While the increasing importance of digital relations during the health crisis was for some a constraint, for us it turned out to be an enormous opportunity and has helped us develop a complementary range of services that today are vital features of the conferences organised by the Group. Internally, we pursued our strategy to contain and optimise fixed costs, both in terms of rental and transportation costs. In the area of human resources, we maintained a proactive policy by making available and sharing skills across all Group companies to ensure the success of our projects, meet our commitments and guarantee deadlines with respect to our deliverables just as we have always done. This strategy paid off by increasing the versatility of our employees while helping us prepare for the challenges of tomorrow by improving the level of employability for all.

### What were the main highlights for the Live division in 2021?

We continued to develop the Group's position in the high-stakes industry segments of sports, public sector and institutional events, both in France, which represents 40% of our business, and internationally. The responsiveness and professionalism of our teams was again demonstrated by the signature of the contracts for the Commonwealth Games in Birmingham, for COP 26 in Glasgow and for the 2022 World Cup in Qatar while enabling us to adapt our operations to the new organisational model of the Paris 2024 Olympic games organisation committee (COJO). 2021 also gave us an opportunity to confirm our cutting edge position and demonstrate our industry expertise in the assembly of structures, in particular for temporary facilities. After completing in Paris the delivery of the Temporary Grand Palais and opening the new venue occupying the entire top floor of iconic La Samaritaine building, we provided services for the Brazilian Grand Prix Formula One race and contributed to the success of the Tokyo Olympic Games.

### What is your outlook for 2022?

While 2021 was a period rich in terms of creative developments, innovation and organisational transformations, 2022 will undoubtedly offer opportunities that will be met on our part by the drive and enthusiasm that characterise our teams. Our ability to increase our capacity for innovation to meet our customers' evolving needs and adapt to market changes in an uncertain environment, these are the division's defining strengths and, above all, the core values of all our employees.



REBOOST CONVENTION - LYON, FRANCE

## MAXIME ROSENWALD

CHIEF OPERATING OFFICER, LIVE DIVISION

### What was 2021 like for the Live division?

The year got off to a fast start with the provision of overlay services for FIFA World Cup in Doha, Qatar in a very short space of time. While after this, activity slowed down, the contract with UniHA, the central purchasing group for hospitals, the construction of vaccination centers and the equipment kept us busy for almost nine months. During this period we coordinated with the Venues division to rent out our spaces to local authorities while our agency Profil was tasked with managing the HR aspects in recruiting reception staff. Another mission successfully completed was monitoring our subcontractors. Fortunately, while a few discontinued their activities, others experienced the redeployment of their skills other sectors, forcing them to import new skills from Europe. In addition, with the rebound in September and the success of EurExploit, an internal cross-organisational project, exhibition managers agreed to maintain the design of the events while simply changing the signage to save time.

### How did you succeed in maintaining links with employees during this turbulent period?

During the period when project teams were underemployed, we were concerned by the challenge of maintaining good practices. We reorganised and strengthened the organisation to improve risk prevention measures. All our BU managers organised digital meetings with all the teams to maintain contacts and motivation and regularly provide information. This was followed by a similar initiative on the more global scale with the organisation of Reboost digital seminars in Lyon and Paris in early July for the sales and marketing teams.

### What were some of the major events in your 2021 pipeline?

We participated in a number of international calls for tender. These included the Commonwealth Games and the World Athletics Championship in Oregon this summer, the construction of bleachers in Indonesia and the Saudi Cup golf tournament. At the same time, we adapted offerings for the Rugby World Cup in France and the Paris Olympics for which we will build the cross-country track in Versailles. We also returned to Qatar for the Arab Cup to provide energy solutions in preparation for this year's World Cup. Based on these measures, we are now fully prepared to contribute to the 2022 Football World Cup!

### EQUITA - LYON

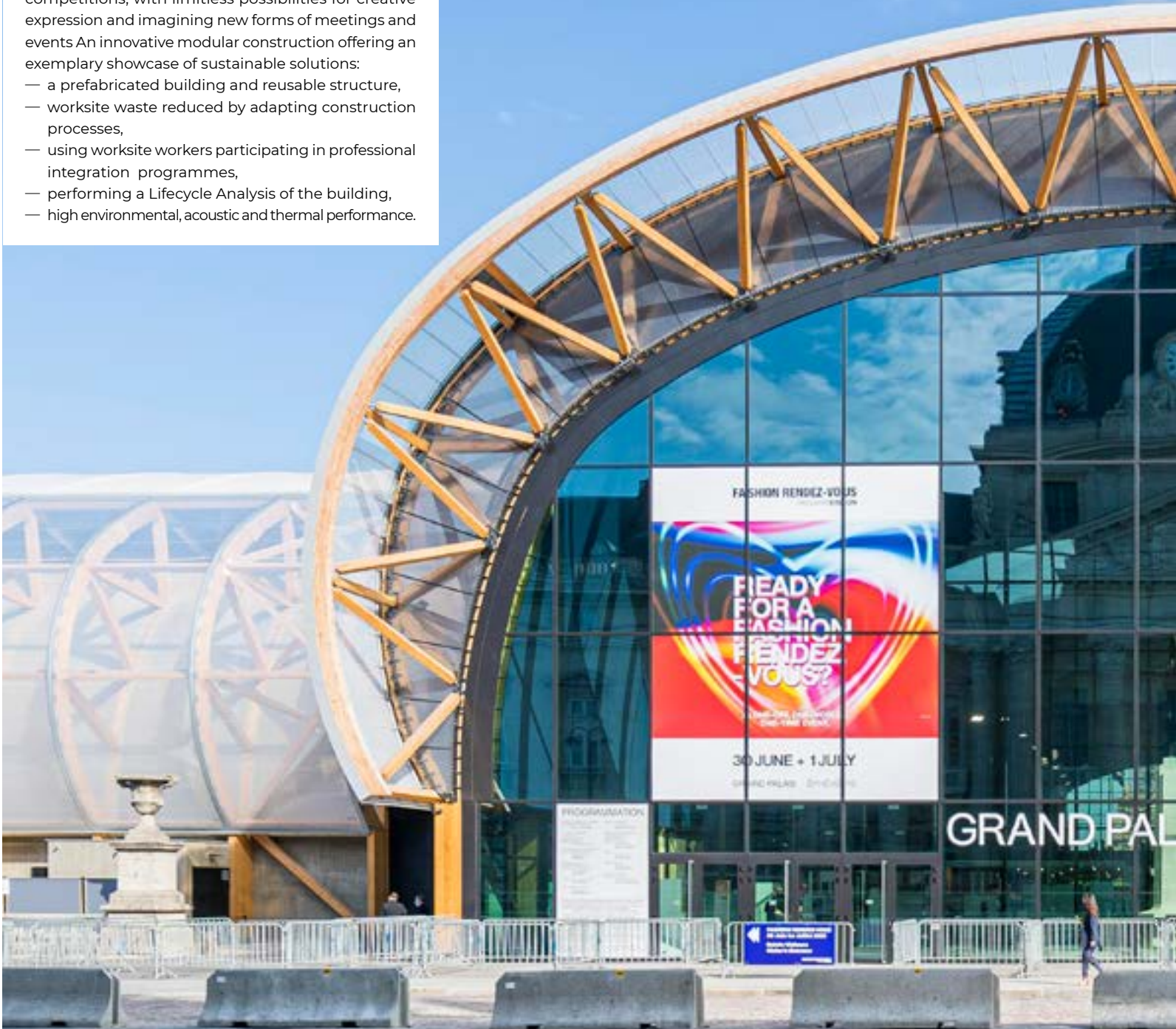
Equita, organised by GL events Equestrian Sport, welcomed more than 166,000 visitors for its 27<sup>th</sup> edition, an average of 33,000 per day, to meet exhibitors and breeders and attend competitions of all levels. Equita confirmed its position as one of Europe's leading events devoted to horses and equestrian sports. Isabell Werth, the German dressage rider one her sixth FEI Dressage World Cup title at Lyon. Switzerland's Martin Fuchs won the Longines FEI Jumping World Cup™ stage in Lyon for the third time in a row.



## TEMPORARY GRAND PALAIS - PARIS

The Temporary Grand Palais, designed by architect Jean-Michel Wilmotte and built by GL events, was delivered to Rmn-GP (*Réunion des Musées Nationaux – Grand Palais*) and opened its doors in Paris on the Champ-de-Mars in May 2021. This venue was designed to host events during the Grand Palais' renovation until the Paris 2024 Olympic and Paralympic Games. It provides more than 10,000 sqm for cultural events and sports competitions, with limitless possibilities for creative expression and imagining new forms of meetings and events. An innovative modular construction offering an exemplary showcase of sustainable solutions:

- a prefabricated building and reusable structure,
- worksite waste reduced by adapting construction processes,
- using worksite workers participating in professional integration programmes,
- performing a Lifecycle Analysis of the building,
- high environmental, acoustic and thermal performance.









### FIFA ARAB CUP QATAR 2021™ - QATAR

16 teams from the Arab world came to Qatar to compete in the football competition held at the six stadiums that will host the World Cup in 2022. Algeria was the winner of this event providing a real-life test for the upcoming World Cup competition. GL events was selected by five different customers, including the Supreme Committee and MATCH Hospitality, to provide a range of overlay services (design, supply, delivery, installation and dismantling of temporary infrastructure and technical services).

### FIFA World Cup Qatar 2020™ - Doha

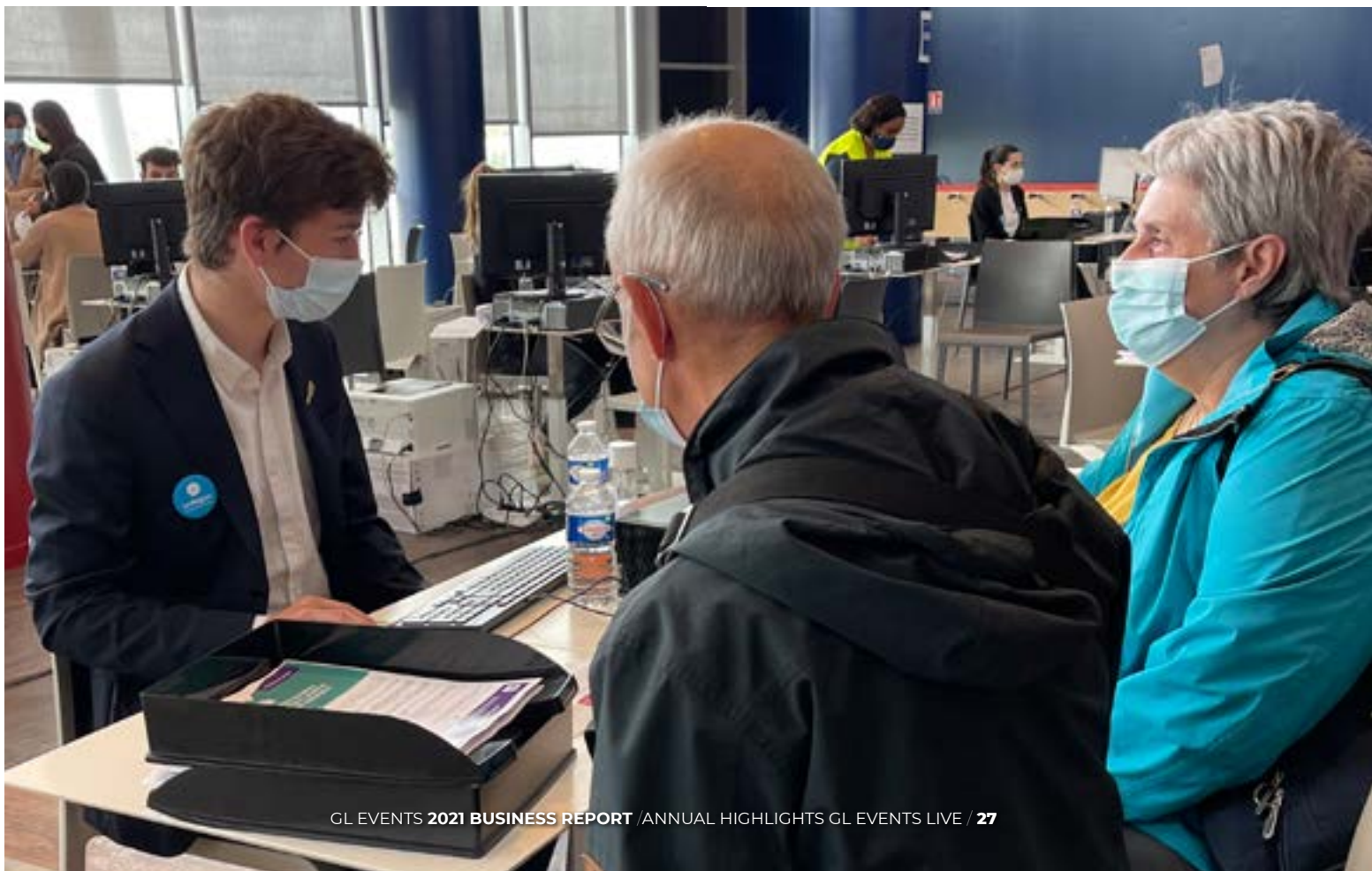
The 17<sup>th</sup> Football Club World Cup was held in Qatar, in Doha, for the second time in its history. A prelude to the 2022 World Cup, this prestigious competition hosted the world's top seven ranked clubs with the victory going to Bayern Munich. GL events was selected to build more than 7,000 sqm of structures in addition to providing technical engineering services (supply, delivery, installation, operation and dismantling of overlay services).





### UNIHA - FRANCE

As the leading cooperative network of group buyers for French public hospitals responsible for more than €5 billion in purchases with €9 million in revenue, UniHA proposed a turnkey, modular Covid-19 maxi-vaccination center solution able to be deployed in just 10 days. Selected following a call for tenders, GL events, Capgemini and Atos combined their expertise and know-how to rapidly scale up vaccination capacities in France. For example, a dozen centers were set up at the request of the Auvergne-Rhône-Alpes region capable of vaccinating 60,000 people in one month. At the Grande Halle d'Auvergne, the center was set up in just two weeks, with a vaccination capacity for more than 2,000 patients per week. Profil also contributed by providing three types of services to 26 centers: coordination services, provision of head hosts and hostesses and administrative staff (reception services situated at the entrance and exit of the patient pathway).



2022

HOW OUR  
EMPLOYEES  
SEE 2022**CHLOÉ BLIN,**LIVE DIVISION MANAGEMENT  
CONTROLLER

2022 will represent a unique and historic opportunity with the upcoming Paris 2024 Olympic Games. We must propose high-quality solutions to meet the Committee's requirements involving a more collaborative approach, a broader scope and a reinforced and well-recognised CSR policy.

**FLORENCE GUYON  
CHABRE,**

LIVE BY! AGENCY DIRECTOR

2022 will see a return to the organisation of in-person meetings though accompanied by the digital transformation of our event agency business. The year has gotten off to a strong start, with contributions to the French Ministry of Finance for events linked to the French Presidency of the EU, followed by the international organisation of ten IATA conferences. Our teams are delighted to get back to operations in the field and our customers to re-establishing direct contacts with their audiences.

**JOHANA PAYA  
Y PATOR,**EXECUTIVE DIRECTOR,  
SPACIOTEMPO

In 2022, we will build on the lessons of the last two years in the areas of communications, solidarity, organisational adjustments and efficiency. Building on the creativity and high degree of responsiveness that the crisis only reinforced, we will continue to develop innovative and responsible services for our customers.

**ARNAUD SAVIGNY,**HUMAN RESOURCES  
MANAGER, LIVE DIVISION

Our structures and organisations will be better aligned in 2022 to achieve greater operational efficiencies. Our decision-making processes are becoming simpler and better aligned with our customer's needs. The focus will be on increasing the skills of our employees in areas involving high technological added value and CSR solutions.





SAGA XXL- NANTES, FRANCE

# IN THE WORDS OF OUR CUSTOMERS

## **JEAN-PHILIPPE TEILHOL,**

ADVISOR TO THE CHAIRMAN,  
UNION NATIONALE DES ENTREPRISES  
DU PAYSAGE (THE FRENCH NATIONAL  
LANDSCAPING BUSINESSES TRADE  
ASSOCIATION), LA MAISON DU PAYSAGE

### **How were you impacted by the crisis?**

Our trade association has 50 employees throughout France. Paradoxically, as the situation deteriorated, we were overwhelmed with work. Our members look to us for solutions, direction, information and support. These demands were not easy to manage as we also dealt with the challenges of remote working, absences and the need to remain responsive during a period when we were prevented from seeing or meeting with each other. Our area of intervention is at the crossroads of construction and agricultural sectors. As a people-centric organisation, we are not accustomed to videoconferencing or ideally suited for remote working. Fortunately, we were rapidly able to resume our activities in compliance with health regulations. However, this period offered a number of lessons. We contribute to a collective undertaking by helping and guiding business leaders overwhelmed by the crisis with frequently changing rules. We witnessed the enthusiasm in France for plants and the strong demand in the retail gardening sector. While the sector was impacted by disruptions, the enthusiasm for biodiversity generated an unprecedented amount of work. Finally, we have had many messages of support and a significant increase in membership during this period.

### **Looking to the future, what are your expectations?**

In the short-term, that our structure would hold. We and our partners were forced to adopt a degraded mode of operation to continue to provide services while employees kept up their pace in a marathon that seemed to never end. However, we had no choice but to stay the course, with the hope of coming out even stronger. This required us to reinvent ourselves, develop new services for our members and create an esprit de corps and a sense of community. After the crisis, in the long-term, we were looking forward to the emergence of an economy in which the values of sharing and solidarity which bring us together occupy a greater place.

### **How did GL events respond?**

Paysalia exhibition was coproduced. We as the owner of the brand and GL events as organiser. This exhibition has three objectives. The first concerns the sector, and involves bringing innovations and new developments to small structures, helping them grow and combating the trend of uberisation, and providing added value in order to maintain prices and skills. The second concerns reputation as an exhibition is a vehicle for promoting the trade association. The last is to bring together the different stakeholders of the landscaping ecosystem. For a family like ours, this exhibition is of vital importance. The last edition was held just before the crisis and its resumption in 2021 was anticipated as an enormous relief. I can only congratulate the actions of the Group, which despite bearing its full brunt, successfully navigated the crisis, ensuring that the exhibition achieved an exceptional performance and record figures. GL events did its maximum after the lockdown. Our goal was to ensure that Paysalia was organised and the Group successfully met this challenge by mobilising its employees and partners.

**JÉRÔME PAILLARD**

EXECUTIVE MANAGER, MARCHÉ DU FILM  
DU FESTIVAL DE CANNES

**How were you impacted by the crisis?**

The main obstacle in recent months has been the lack of visibility. After being required to suspend the event we were then able to resume... But the considerable enthusiasm remains intact. Visitors returned but above all there remained that irreplaceable experience, the opportunity of coming together and sharing moments of emotion.

**Looking to the future, what are your expectations?**

Our goal was to produce a reassuring event where visitors would feel at home and offer everyone an opportunity to meet. Having the support of a large company was important given the size of our event.

**How did GL events respond?**

GL events worked with us over a period of two years to organise this event: they were extraordinary and extremely responsive. Their structures were built in record time when compared with what we accustomed to doing ourselves. In my view, their force is their unique ability to draw from such a broad range of skills, giving them a unique capability to meet the specific needs of an event of this scale which is genuinely exceptional. We are accordingly proud to have an opportunity to work with such a Group.

# GL EVENTS HELPS COMBAT THE HEALTH CRISIS

As in 2020, the Group actively contributed to combating the pandemic, notably as a provider of temporary structures and energy power supply services. Selected examples of GL events' contributions:

## CHILE

Tarpulin, a GL events subsidiary, developed a health center for PCR testing and a 108 sqm laboratory for the American pharmaceutical company Abbott.

## UNITED KINGDOM

In the UK, the Group provided temporary structures to NHS hospitals and logistics to ensure the safety of their staff which included canteens, changing rooms, testing areas and queue management systems.

**The Royal Papworth Hospital:** specialising in heart and lung disease, is the UK's largest cardiothoracic transplant center and one of the five hospitals designated by NHS England to provide extracorporeal membrane oxygenation (ECMO) to adults with severe respiratory failure. The Group installed a 430 sqm structure specifically designed to combat the pandemic.

**Merton College:** GL events provided a 12m x 35m structure, assembled in 2 days designed as a relaxation area for the students. The structure was equipped with a full-fledged interior design for year-round use, including siding, interior lighting, flooring, furniture, air conditioning and exterior lighting.

## FRANCE

**City of Paris screening centers:** supply of furniture to various Paris district municipal authority buildings (*mairies*) between August 2020 and the end of June 2021.



**Vaccination center in front of the town hall in Paris:** including the structure, floor, doors, signage, partitions, furniture, heating, lighting and electrical power distribution.

**Château-Thierry vaccination center:** 450 sqm center including: the structure, floor, doors, partitions, lighting, heating and electrical supply distribution.

**French Red Cross vaccination center in Saint-Denis:** 283,000 sqm, including the structure, floor, doors, furniture, modular partitions, lighting, heating, generator, electrical power distribution and barriers.

**French Red Cross vaccination center in Aulnay-Sous-Bois:** 283,000 sqm, including the structure, floor, doors, furniture, modular partitions, lighting, heating, generator, electrical power distribution and barriers.

Storage of vaccines in Paris and the Paris region: a group of structures and tents.

**EUREXPO health concierge service:** a 900 sqm structure facilitating the process of obtaining sanitary passes for exhibitors and attendees by providing antigenic and PCR tests on site.

**Cannes Film Festival:** delivery of 450 sqm facility for PCR testing rooms at the festival entrance and a COVID test center off the Pantiero promenade (carpeting, signage, partitioning and furniture).

**UniHA:** the leading cooperative network of group buyers for French public hospitals selected GL events to provide services for 26 centers to coordinate, recruit and manage the head hosts and hostesses (reception services situated at the entrance and exit of the patient pathway).





# GL EVENTS VENUES

## AN INTERNATIONAL NETWORK OF 52 EVENT VENUES

GL events Venues manages a global network of 52 convention centers, exhibition centers and multi-purpose facilities proposing a unique range of services from the event's design to delivery, while facilitating commercial and operational synergies across the network. Our priority is enabling our customers to organise events under optimal health and safety conditions. To this purpose, the most rigorous health measures and procedures have been adopted at all our sites. Our expertise and know-how make it possible to attract and develop a diverse portfolio of large consumer fairs and B2B exhibitions. These actions contribute to promoting territories in terms of economic attractiveness and cultural reach while reinforcing social cohesion. GL events Venues develops a proactive environmental approach. All French sites have obtained ISO 14001 certification and six major sites throughout the world are certified ISO 20121. This process will continue in 2022 through local initiatives.

52

VENUES UNDER MANAGEMENT

+2,000

EVENTS HOSTED

€166.3M

IN REVENUE

46

EVENTS ORGANISED

1,058

EMPLOYEES

+1.5M

SQM OF PUBLIC SPACE



"OUR GOAL IS TO STRENGTHEN CUSTOMER AND EMPLOYEE LOYALTY TO REINFORCE OUR ATTRACTIVENESS IN THE MARKET."

## CHRISTOPHE CIZERON

MANAGING DIRECTOR, VENUES DIVISION

### What were your biggest challenges in 2021?

2021 included three phases, a period of waiting, a period of hesitation and a period of acceleration. We succeeded in compressing the agendas through significant efforts by our teams and in light of government and health-related restrictions. We continue to ramp up our efforts of 2020 to revive our business and bolster the Group's agility, making it possible to adopt strong management measures to contain fixed costs; The Venues Division was successful in managing its exposure to contracts and risks while offering its customers a forward-looking perspective. This meant ensuring the sites were maintained in a state of readiness to host future events. Activity in the last four months was highly concentrated, reflecting the catch-up effect from a backlog of events. In response, we adopted the EurExploit cross-organisational strategy at Eurexpo in Lyon that was able to host several exhibitions. This initiative was accomplished in record time as a result of the close collaboration between the three divisions and the BUs. Overall, our strategy was to avoid simply submitting to the effects of events, by adopting a proactive approach based on anticipation, responsiveness and above all our ability to rebound.

### So the health crisis did contribute to the Division's transformation?

There is no doubt that it significantly contributed to our digital transformation. By accelerating the implementation

of version 30 of the EBMS ERP assistant, our application for managing on-site sales. We also launched the GL Store project, a platform for providing applications, online booking, our CRM and our digital offers with our site-based studios. In addition, we created a coworking space in the Lyon Convention Center, La Passerelle, dedicated to the sector's SMEs and independent service providers. We also finalised our strategic Destination 2024 roadmap which will contribute to the development of our offers, tools and CSR and promote a more interconnected organisation with less internal barriers.

### What is your outlook for 2022?

In terms of activity, we are expecting a fairly strong rebound, even though in some regions, markets will continue to be subject to constraints. Our challenge will be to effectively motivate employees by reemphasising the value and meaning of their work. This human dimension will be essential. Everyone has suffered and for some the effects of the crisis will be enduring. It is now a question of developing loyalty and market attractiveness. Another key issue is energy. Three quarters of the group's energy consumption is green since 2019. This explains our continuing focus on energy transition by adopting photovoltaic and hydrogen solutions in particular as well as on cost controls, given the inflationary pressures. We must find the right way to correctly pass on these increases without affecting the business, and above all, taking into account our customers' needs

**CONVENTION CENTRES**

- Brussels (Belgium): Square - Brussels Convention Center
- Caen (France): Convention Center
- Clermont-Ferrand (France): Polydome
- Guangzhou (China): Guangzhou Yuexiu International Congress Center
- The Hague (Netherlands): World Forum The Hague
- Lyon (France): Convention Center
- Metz (France): Metz Robert Schuman Convention Center
- Metz (France): Technopole Convention Center
- Paris (France): Maison de la Mutualité
- Paris (France): Palais Brongniart
- Reims (France): Convention Centers
- Rio de Janeiro (Brazil): Cinco Integrated Convention Center (Riocentro)
- Saint-Étienne (France): Convention Center
- Salvador (Brazil): Convention Center
- Santiago (Chile): Metropolitan Santiago Convention and Event Center
- Santos (Brazil): Blue Med Convention Center
- Strasbourg (France): Palais de la Musique et des Congrès
- Toulouse (France): Pierre Baudis Convention Center
- Valenciennes (France): Cité des Congrès

**EXHIBITION CENTRES**

- Aichi-Nagoya (Japan): Aichi Sky Expo Inauguration
- Amiens (France): Mégacité
- Budapest (Hungary): Hungexpo
- Caen (France): Exhibition Center
- Clermont-Ferrand (France): Grande Halle d'Auvergne
- Johannesburg (South Africa): Johannesburg Expo Center
- Lyon (France): Eurexpo Lyon
- Metz (France): Exhibition Center

- Paris (France): The Parc Floral de Paris event venue
- Paris (France): Paris Event Center
- Reims (France): Exhibition Center
- Rio de Janeiro (Brazil): Riocentro
- Saint-Étienne (France): Exhibition Center
- São Paulo (Brazil): São Paulo Expo
- Strasbourg (France): Exhibition Center
- Toulouse (France): MEETT – the Toulouse Exhibition and Convention Center
- Turin (Italy): Lingotto Fiere
- Vannes (France): Le Chorus

**MEETING SPACES**

- Istanbul (Turkey): The Seed
- Lyon (France): La Sucrière
- Lyon (France): Matmut Stadium Lyon Gerland
- Paris (France): Le Pavillon Chesnaie du Roy
- Paris (France): Voyage Samaritaine
- Saint-Étienne (France): Cité du Design meeting facilities
- Saint-Étienne (France): The Verrière-Fauriel
- Saint-Étienne (France): Conference Space of Métrotech
- Toulouse (France): Espaces Vanel

**CONCERT HALLS, INDOOR AND MULTI-PURPOSE FACILITIES.**

- Clermont-Ferrand (France): Zénith d'Auvergne
- London (United Kingdom): Battersea Evolution
- Reims (France): Arena – opening in 2022
- Rio de Janeiro (Brazil): Jeunesse Arena
- Roanne (France): Le Scarabée
- Turin (Italy): Oval



GUANGZHOU YUEXIU INTERNATIONAL CONGRESS CENTER - CHINA

**MISSIONS**

MANAGING AND MARKETING  
CONVENTION CENTRES  
EXHIBITION  
CENTRES  
MEETING SPACES  
CONCERT HALLS  
MULTI-FUNCTIONAL  
FACILITIES  
SPORTS ARENAS

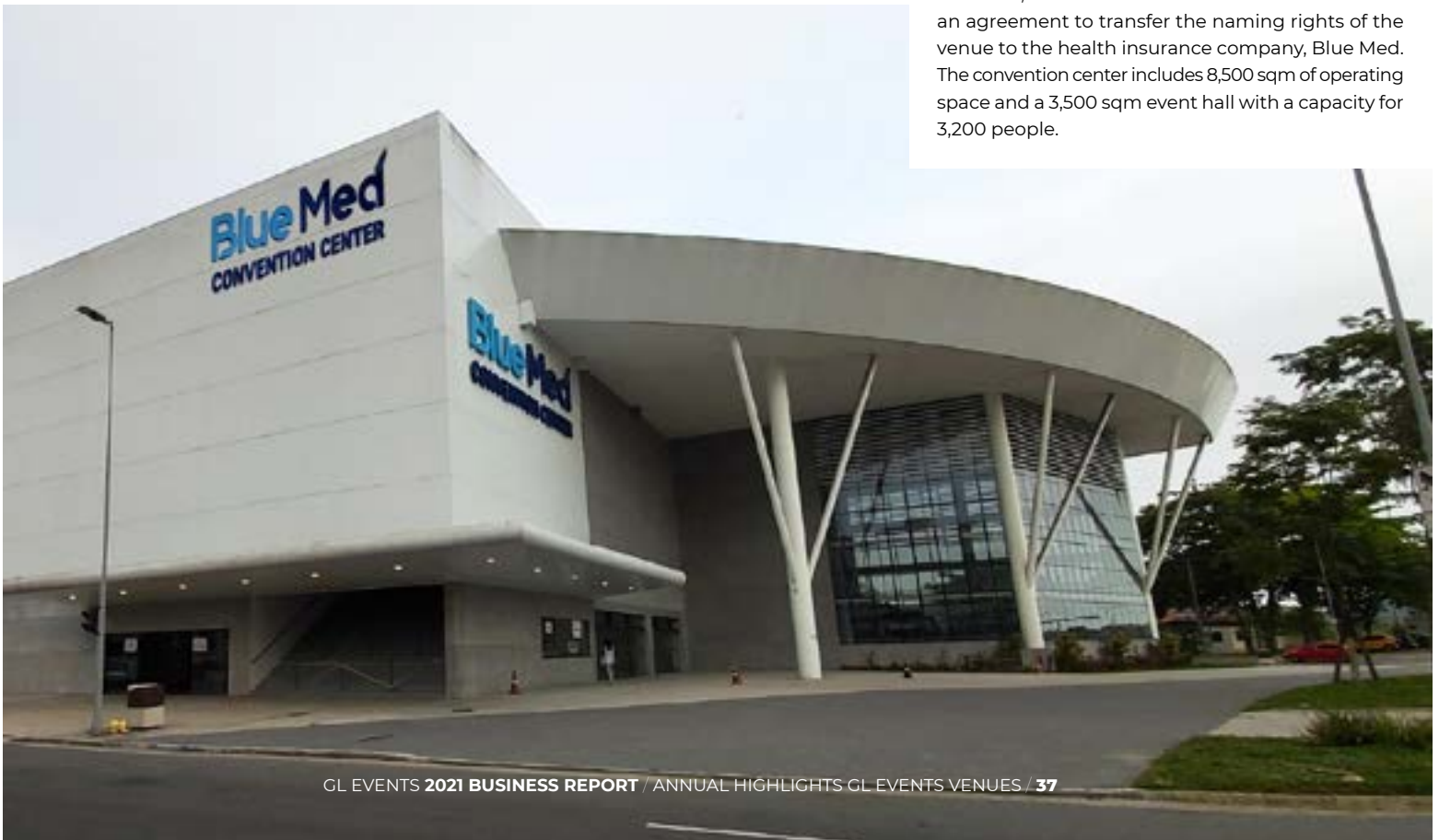
**CUSTOMERS**

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



### **SANTOS - BRAZIL**

At the beginning of 2021, GL events began managing the Santos Convention Center under a 24-year concession agreement. One of Brazil's most modern convention centers in Brazil, it is located in the port city of Santos, near São Paulo. GL events also concluded an agreement to transfer the naming rights of the venue to the health insurance company, Blue Med. The convention center includes 8,500 sqm of operating space and a 3,500 sqm event hall with a capacity for 3,200 people.



## RENOVATION OF THE REIMS EXHIBITION PARK

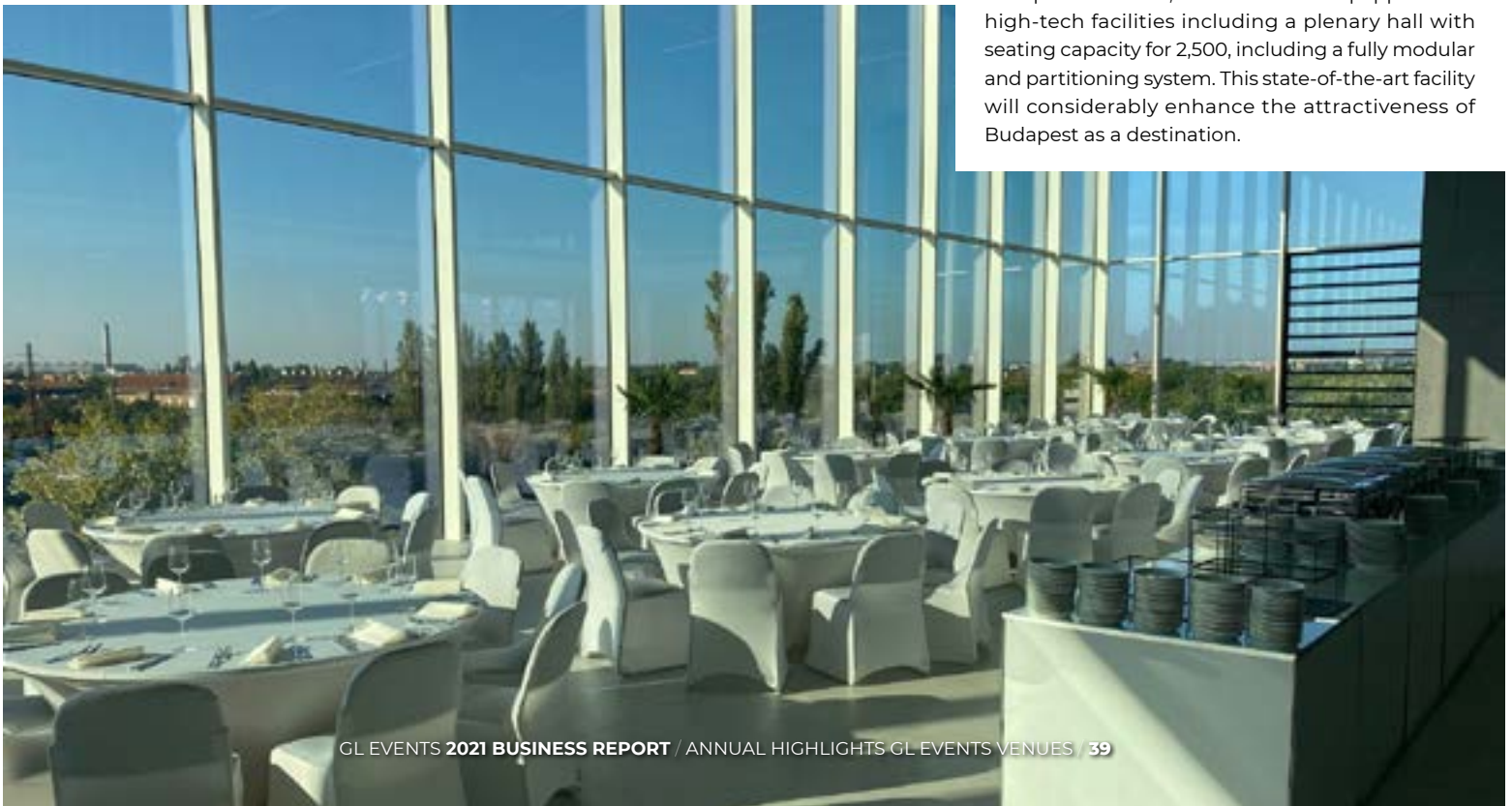
The city of Reims is now equipped with a brand new exhibition center designed to meet the new expectations of visitors and exhibitors alike. After extensive renovation work, the new 6,800 sqm state-of-the-art hall was opened in October 2020, followed a year later by the 4,200 sqm Hall 1. This new modular exhibition center equipped with a 25,000 sqm indoor plaza is now ready to host all types of large-scale events: trade and consumer shows, shareholders' meetings, conventions, congresses, etc.





### **HUNGEXPO - HUNGARY**

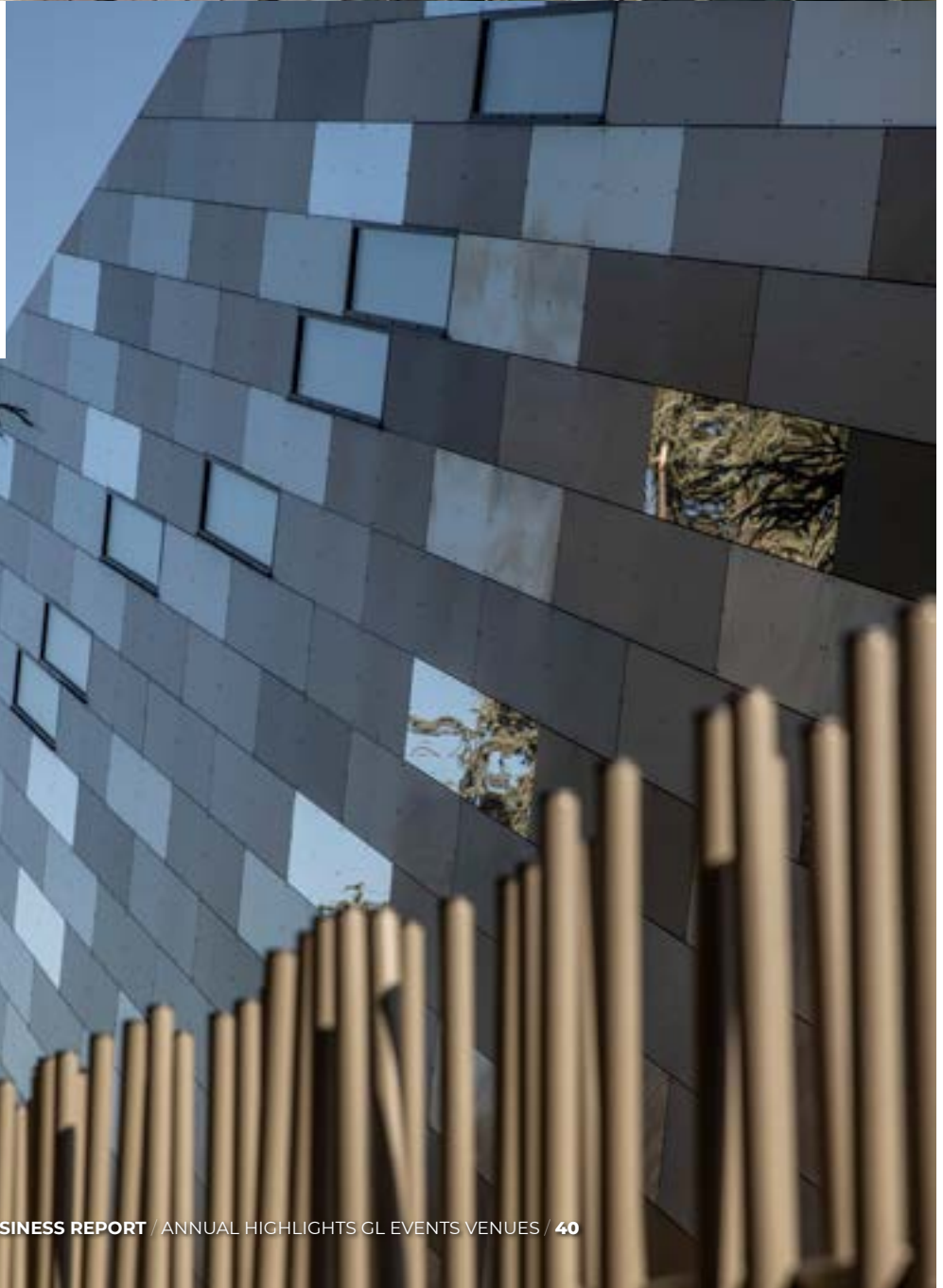
Hungexpo (Budapest), with 100,000 sqm of exhibition space, is the largest event facility in Hungary after completion of a €170 million refurbishment project financed by the Hungarian government. Reopened in September 2021, the site is now equipped with high-tech facilities including a plenary hall with seating capacity for 2,500, including a fully modular and partitioning system. This state-of-the-art facility will considerably enhance the attractiveness of Budapest as a destination.





## NEW EXHIBITION CENTER IN SAINT-ÉTIENNE

After 11 months of modernisation and refurbishment work, the Saint-Étienne exhibition center is ready to reopen its doors to host all types of professional events and attendees. Its modular capabilities are adapted for every type of event configuration according to customer expectations. Bright and with a façade overlooking the city, this new facility offers 20,000 sqm of cutting edge architecture in keeping with the image of Saint-Étienne as the capital of Design.

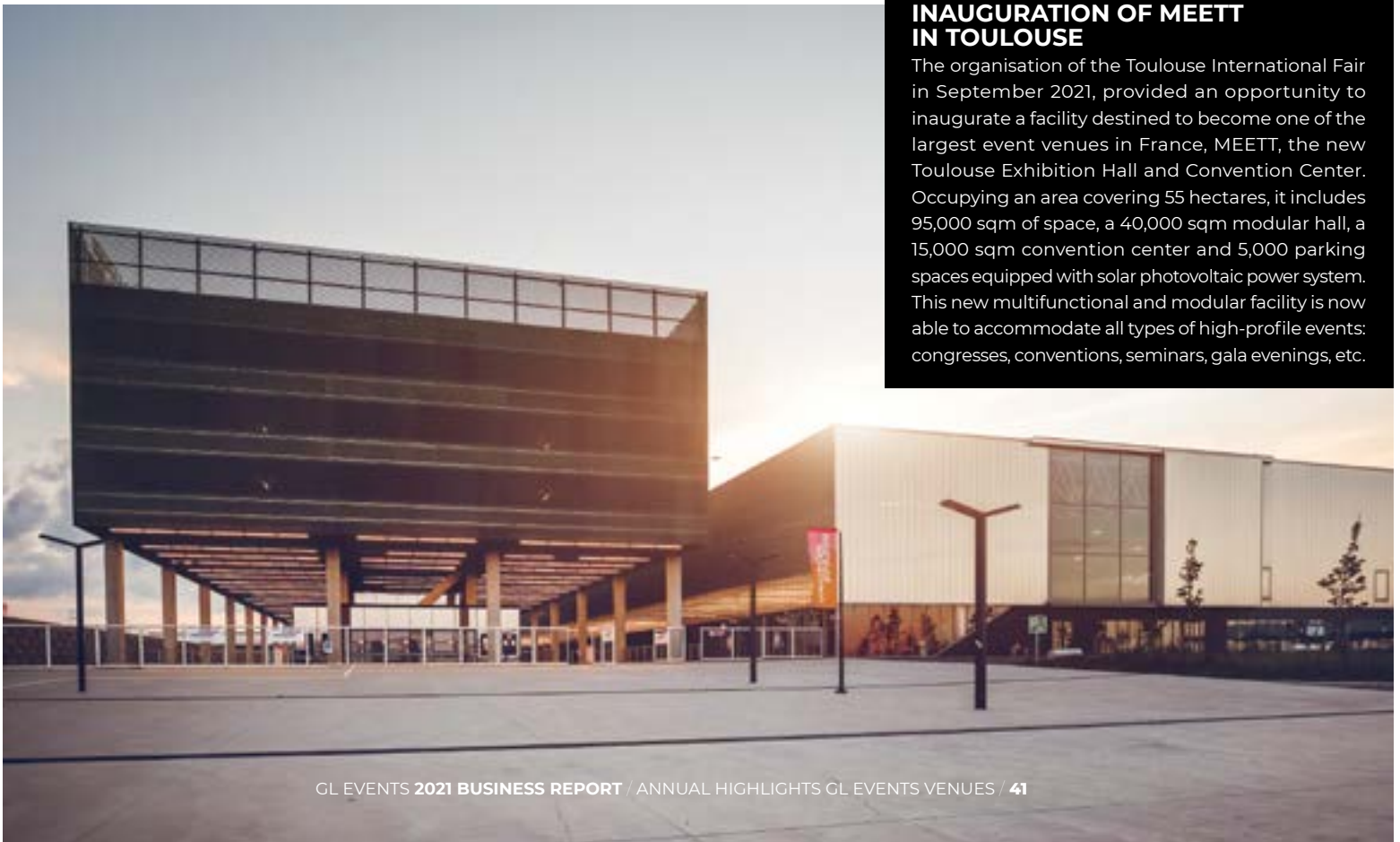






## INAUGURATION OF MEETT IN TOULOUSE

The organisation of the Toulouse International Fair in September 2021, provided an opportunity to inaugurate a facility destined to become one of the largest event venues in France, MEETT, the new Toulouse Exhibition Hall and Convention Center. Occupying an area covering 55 hectares, it includes 95,000 sqm of space, a 40,000 sqm modular hall, a 15,000 sqm convention center and 5,000 parking spaces equipped with solar photovoltaic power system. This new multifunctional and modular facility is now able to accommodate all types of high-profile events: congresses, conventions, seminars, gala evenings, etc.





## INAUGURATION OF THE NEW HALL OF THE GRANDE HALLE D'AUVERGNE

The Grande Halle d'Auvergne exhibition center, owned by the Auvergne-Rhône-Alpes Region, inaugurated its new hall by holding the 30<sup>th</sup> Sommet de l'Élevage livestock show. With a covered exhibition area increased twofold, the park is ready take advantage of new opportunities and support the growth of major events like the Sommet de l'Élevage livestock show, the Clermont Cournon International Fair or the Carrefour National de la Pêche et des Loisirs fishing, watersports and leisure fair. Because of this new expanded capacity it is now capable of hosting simultaneously new large-scale events.



## THE PASSERELLE

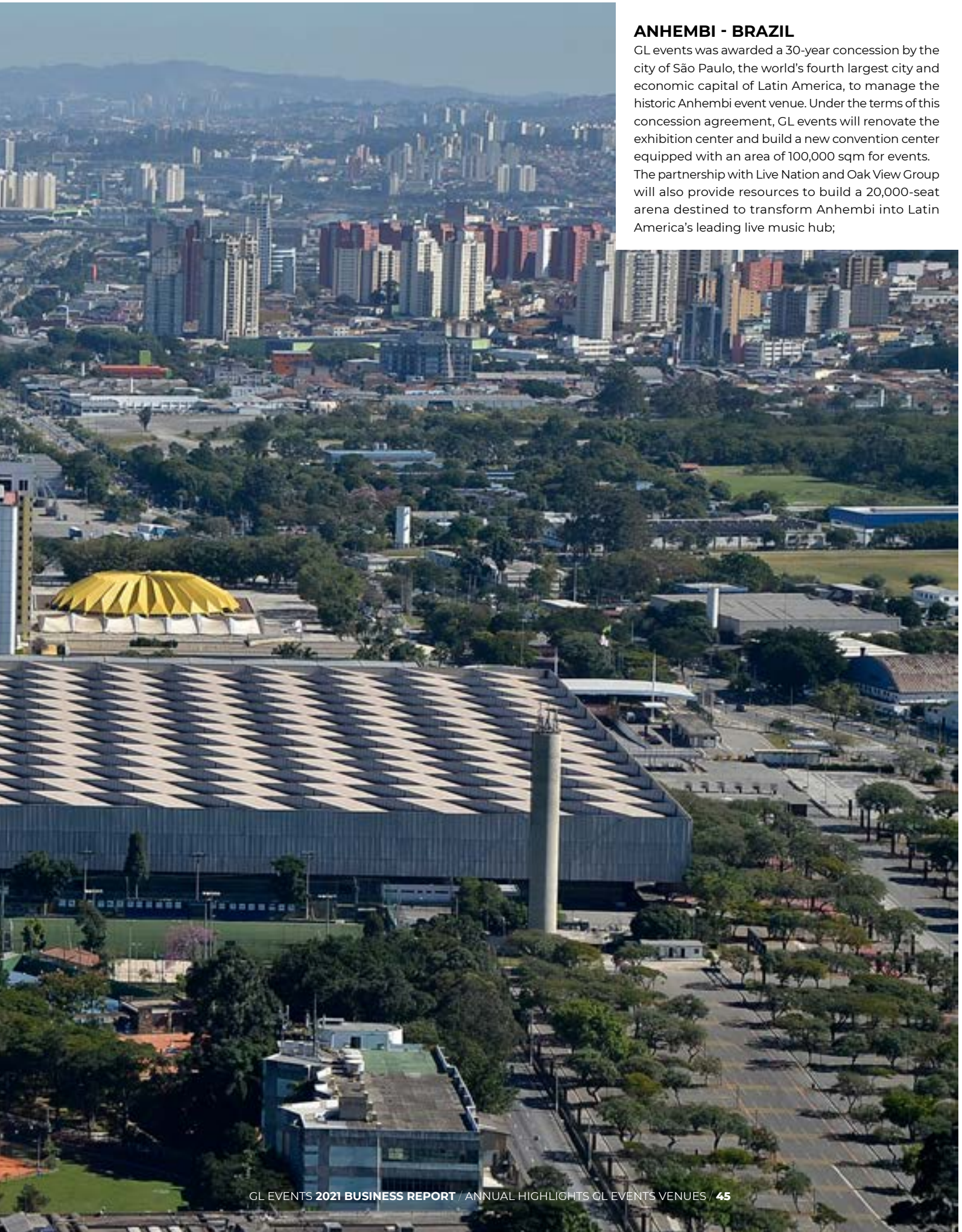
Managed in collaboration with the Lyon Convention Bureau and a network of partners, La Passerelle (the "footbridge") is a new work space for socially-engaged players in the events sector. This shared meeting and work space is open to all event industry professionals from the Lyon metropolitan area (caterers, technicians, producers, subcontractors, etc.) driven by a shared spirit of solidarity and a commitment to socially-responsible approaches to events. This facility makes temporary workstations available to its members and provides them with a space for meeting with experts, partners or customers and fostering relations within a professional ecosystem to facilitate project development. La Passerelle intends to offer a model for the transformations currently underway in the event industry.





## ANHEMBI - BRAZIL

GL events was awarded a 30-year concession by the city of São Paulo, the world's fourth largest city and economic capital of Latin America, to manage the historic Anhembi event venue. Under the terms of this concession agreement, GL events will renovate the exhibition center and build a new convention center equipped with an area of 100,000 sqm for events. The partnership with Live Nation and Oak View Group will also provide resources to build a 20,000-seat arena destined to transform Anhembi into Latin America's leading live music hub;



2022

HOW OUR  
EMPLOYEES  
SEE 2022

**YANNICK GUÉRIN,**  
VENUES DIVISION, HR  
MANAGER

The HR function in 2022 will have to take into account a context of strong recovery, employee retention and a tighter job market. Our employees and candidates today attach greater importance on workplace well-being, social responsibility at a search for meaning in their professional activities. Our management approaches in 2022 must accordingly take into account these new aspirations.



**MILENA PALUMBO,**  
MANAGING DIRECTOR OF  
GL EVENTS BRAZIL

2022 will be a challenging year for the Group in Brazil as we reaffirm our leadership role and develop Anhembi, our flagship project and unique position in our sector's unique ecosystem. We will continue our policy of innovation and develop the sector of Entertainment.



**ERIC ABRAMSON,**  
DIRECTOR OF MAJOR  
ACCOUNTS AND GLOBAL  
SALES OFFICES

This year will be marked by the revival of face-to-face meetings, the alignment of leading destinations within strategic alliances and a responsible MICE ecosystem combining sustainable development, local clusters and innovative digital solutions.



**ARNAUD COMBES,**  
GENERAL MANAGER,  
AUVERGNE EVENTS

'Relaunch' and 'Territories' will be the watchwords for 2020. The acceleration of exchanges and projects with our clients demonstrates the desire for renewed people-to-people contact. Our differences and territorial specificities represent the strengths from which the future of our events and BUs will be built.



**VALÉRY GISSAT,**  
GENERAL MANAGER,  
REIMS EVENTS

2022 will be a year of extraordinary opportunities. This will include an acceleration in our structural transformation, the renewed pleasure of in-person meetings, reinforced intra and extra-company links, and the sharing of values, meaning and a common vision.



EXHIBITION CENTER - REIMS, FRANCE



# IN THE WORDS OF OUR CUSTOMERS

**TONY VERBICARO,**  
DIRECTOR OF FRANCE BLEU,  
CHAMPAGNE-ARDENNE

**How were you impacted by the crisis?**

For us, the health crisis has had a dual effect: an increasing focus on protecting employees, obviously of vital importance as it concerned their health, while continuing to ensure our core mission of informing the public. Between lockdowns and curfews, we were forced to juggle, adapt and telework. The moral of the story was that we demonstrated our remarkable ability to adapt!

**Looking to the future, what are your expectations?**

It's difficult for me to answer as I started as the head of France Bleu at the end of March 2021!

**How did GL events respond?**

The Group has been an important partner at two levels. On the one hand, by providing information in real time on the organisation, postponement or cancellation of shows, fairs, etc. it enabled us to keep our audiences as well informed as possible. On the other hand, and more concretely for our team, when we needed a sufficiently large room for training sessions (dramatized conference) for a difficult date, as facilities receiving the public were just starting to open in May 2021, we were able to count on the effective support of the Group in Reims to organise the event.

**CHRISTOPHE SALA,**  
WORLD EVENT MANAGER, ENGIE

**How were you impacted by the crisis?**

Our exhibition programme in France and especially in international markets was enormously impacted by the health crisis, and of course we are not alone.

**Looking to the future, what are your expectations?**

This required us to adjust our organisation by adopting hybrid and digital alternatives to become resilient, highly agile, cautious and ready to resume our activities at the right time by respecting all our stakeholders.

**How did GL events respond?**

Thanks to GL events, more specifically for the HyVolution exhibition, the impact was limited. It is a rare event initially organised before the crisis in February 2020 and then repositioned for the end of 2021. Throughout this period, GL events' teams, including our contact Pierre Buchou, remained very understanding and open to dialogue. We really appreciated their approach.





**HUBERT DE MALHERBE,**  
DESIGNER AND FOUNDER OF THE  
MALHERBE DESIGN AGENCY

**How were you impacted by the crisis?**

The crisis ultimately set the stage for a positive revolution for the agency resulting in a profound and positive transformation. The efficiencies we found in using videoconferencing for our activities has improved our agility, brought offices closer together and increased our ability to connect with many prospects throughout the world. **Looking to the future, what are your expectations?**

Our aim was to achieve the optimal balance between on-site and remote working practices. All teams responded extremely well and we discovered that one face-to-face meeting was enough for five videoconferences. Our very busy customers and prospects also adapted to this more efficient, economical and environmentally friendly solution. The first effects of the recovery were experienced much earlier in the creative and communications fields than in the other professions. We are also glad to note that projects put on hold during the health crisis have been relaunched in recent months instead of being abandoned. We observed a level of energy never seen in the agency's 29 years of existence, as well as a radical shift in the market towards digital solutions in which we are positioned and operational.

**How did GL events respond?**

The seven years of the agency's work through its offices in Paris and Hong Kong have finally found its concrete expression with La Samaritaine as the agency's first living Parisian showcase. We particularly appreciated the fact that the Group had provided so much infrastructure accompanied by the availability of its teams and its qualified staff taking such good care of the customers at the Voyage Restaurant. We also appreciated the new energy and decided to organise the agency's inaugural event around the values of modernity, the youthful spirit of this festive and elegant exceptional restaurant venue.

# GL EVENTS EXHIBITIONS

A WORLD-CLASS  
PLAYER WITH A  
LOCAL FOCUS

567

EMPLOYEES

85

EXHIBITIONS ORGANISED

6

100% DIGITAL EXHIBITIONS ORGANISED,  
236,028 ONLINE ATTENDEES

862,843

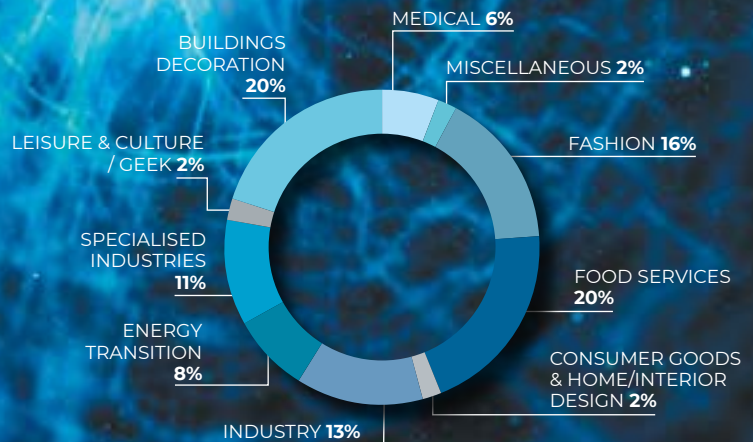
ATTENDEES

€144.5M

REVENUE

24,154

EXHIBITORS





"DURING EXHIBITIONS, SUCCESSFULLY BRINGING PEOPLE TOGETHER REQUIRES GENUINE BUSINESS EXPERTISE AND COMMUNITY MANAGEMENT SKILLS."

## PHILIPPE PASQUET

MANAGING DIRECTOR, EXHIBITIONS DIVISION

### How did the Exhibitions Division experience 2021?

We registered revenue of nearly €145 million, nearly doubling the amount of 2020, though we were still impacted by the new wave of the epidemic. We had indeed been expecting a partial recovery beginning in the first half of the year followed by a return to normal in the second half. However, the health crisis lasted longer than expected. Our year was divided into two main parts, one in China with four major exhibitions in Beijing and one in Chongqing, which provided good momentum, though partially decelerating in the second part of the year in response to the government's "zero-tolerance" COVID policy. The second, in Europe, began in June and then accelerated in September. Latin America's rebound only started at the end of the year driven by some important events: Expomin in Chile and the Biennial Rio de Janeiro International Book Fair. Worldwide, 70% of the exhibitions were able to be held.

### What were your responsibilities in this particular period?

Our actions went above and beyond what was required by the authorities. Our proactive efforts to maintain our operations proved to be of value for our customers but also the entire industry. It is our responsibility to maintain our commitments even if the new dates are less favourable and the successive postponements generate problems

linked to the availability of venues, shorter sales cycles and increased competition with other events taking place at the same time. However, we were well aware that the success of tomorrow's exhibition is linked to the success of today's exhibition.

### What were some of your advances in 2021?

The crisis contributed to boosting our digital offering and developing new features. For example, Première Vision was able to go 100% digital by taking advantage of the marketplace platform, the tools and the internal skills available since 2018. This in turn helped our exhibitors digitize their offerings. Thanks to streaming, digital product presentation and targeted content management, we were able to optimise the combination of physical and digital formats to expand our international reach and further bolster our expertise. Some sectors have remained dynamic, such as the HyVolution exhibition, which promotes hydrogen solutions for energy, industry and mobility, and has become Europe's leading event in this sector.

Our in-depth work in our specialised business lines gives us a clear vision of new needs and trends: fashion, energy, gastronomy, industry, food service, sustainable development, etc. This represents a valuable asset for our clients.

## PAYSALIA - LYON

Organised at Eurexpo Lyon in co-production with UNEP (*Union Nationale des Entreprises du Paysage*), Paysalia, the French landscaping fair, brought together 1,500 exhibitors from 70 countries and nearly 30,000 professional attendees over three days. Its mission is to support all stakeholders intervening in the landscape sector adapt to new challenges and changes. The themes of this edition focused on biodiversity, new market investment opportunities and expertise represented by the sector's different professions.







**CFIA - RENNES**

Cancelled in 2020 because of the health crisis, the 24<sup>th</sup> CFIA (French Agri-Food Industry Supplier ) Fair, the leading event in its sector, marked its return at the beginning of June 2021 at the Rennes Exhibition Center in Brittany, Europe's leading food-processing region. Symbolising the resumption of exchanges and meetings, this event was equipped by a device capable of testing 1,200 people per hour for COVID. Some 1,600 exhibitors offered their products and equipment to more than 20,000 attendees, including top industry names: Ingredients & IAPs, Equipment & Processes and Packaging & Packing.



### EXPOMIN - CHILE

Based in Santiago, Chile, the 16th Expomin, the largest mining exhibition in Latin America, safely welcomed more than 40,000 attendees over five days. This was in part made possible by free PCR and antigenic tests offered by the venue, as well as a vaccination center with a capacity of 1,200 people per day, inaugurated by the Minister of Health, Enrique Paris. Equipped with a space showcasing around 40 of the country's SMEs, Expomin sponsored mining training programmes for four vocational technical colleges in order to obtain the CCM (Chilean Mining Council) quality label. Awarded by the Mining Skills Council, this label certifies that the training programmes meet the requirements of the mining sector. Exhibitors and attendees expressed their satisfaction in having an opportunity to once again meet and exchange ideas in person.



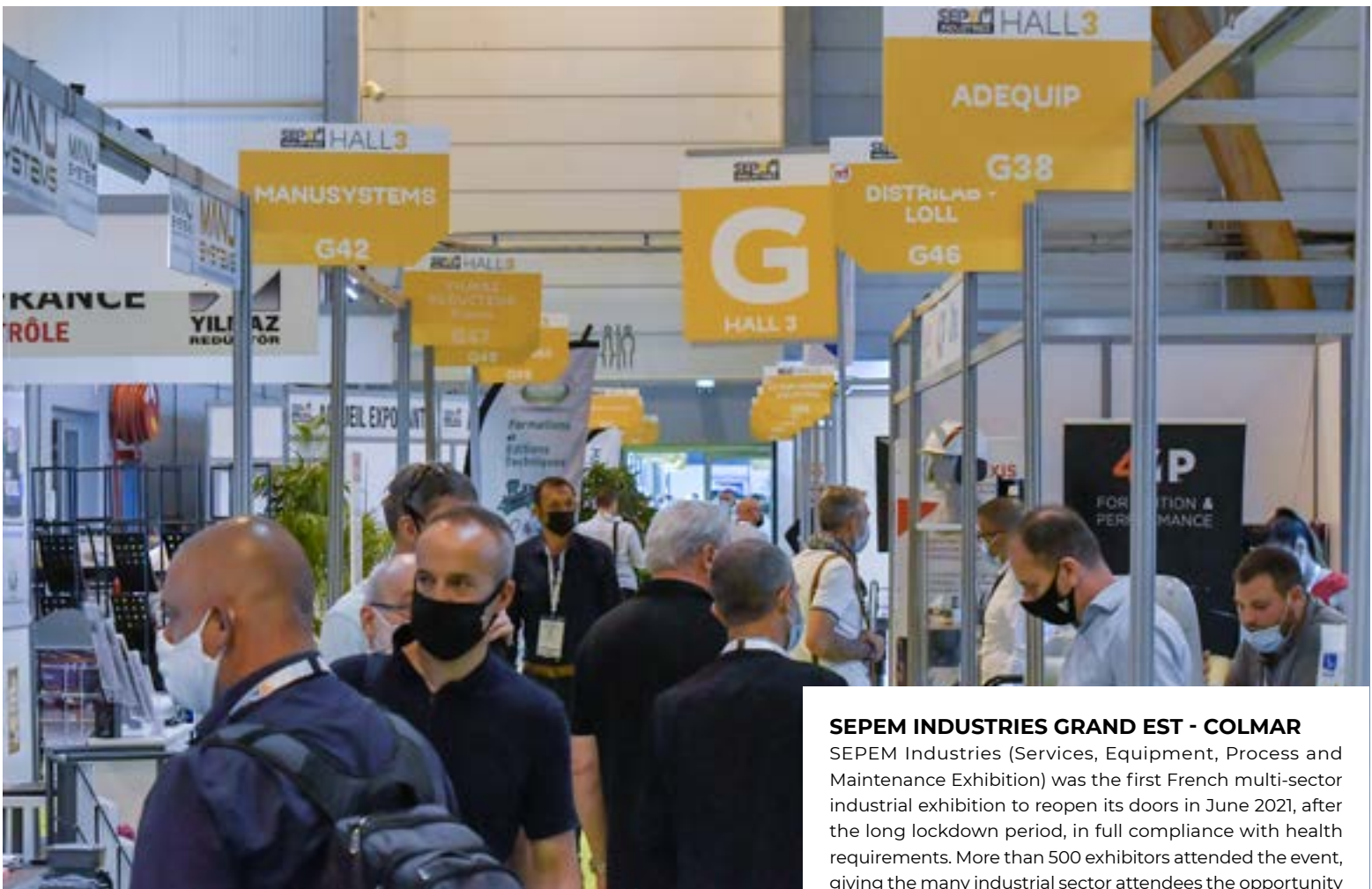


## HYVOLUTION - PARIS

The 4<sup>th</sup> HyVolution, the benchmark event for hydrogen in energy, industry, and transportation, was held at the end of October 2021 at the Paris Event Center. This year's edition welcomed 230 exhibitors and brands, i.e. twice as many as the previous year, and nearly 3,500 attendees (+60% compared to 2020). With an exhibition area of 7,000 sqm, HyVolution is the leading hydrogen industry event in France and Europe. Over a two-day period, the exhibition presented a range of innovative solutions, a unique programme of conferences on a TV studio set and numerous workshops held in two freely accessible forum areas.

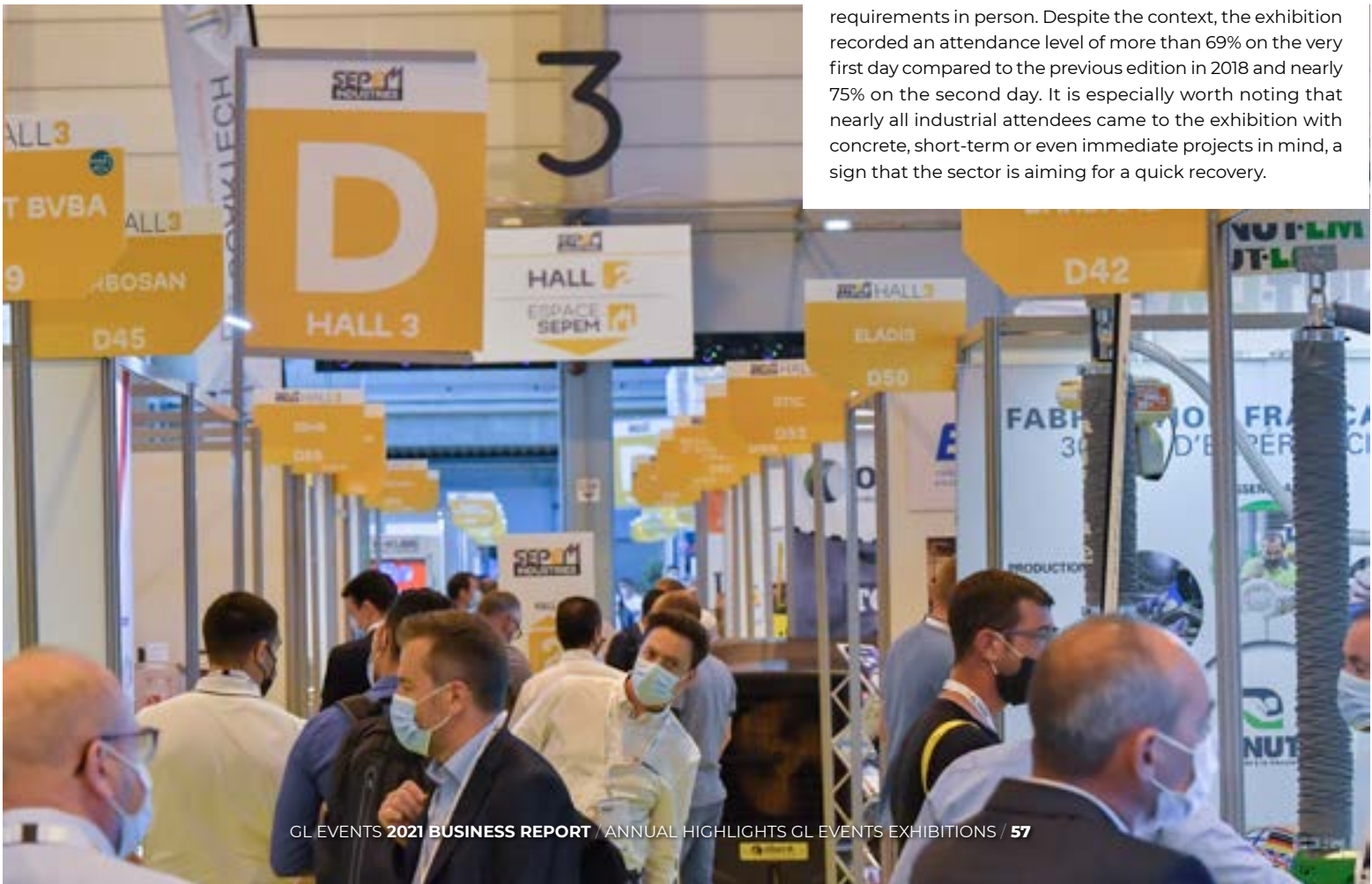






### SEPEM INDUSTRIES GRAND EST - COLMAR

SEPEM Industries (Services, Equipment, Process and Maintenance Exhibition) was the first French multi-sector industrial exhibition to reopen its doors in June 2021, after the long lockdown period, in full compliance with health requirements. More than 500 exhibitors attended the event, giving the many industrial sector attendees the opportunity to see equipment in operation and discuss their projects and requirements in person. Despite the context, the exhibition recorded an attendance level of more than 69% on the very first day compared to the previous edition in 2018 and nearly 75% on the second day. It is especially worth noting that nearly all industrial attendees came to the exhibition with concrete, short-term or even immediate projects in mind, a sign that the sector is aiming for a quick recovery.





**CHINA ASSOCIATION OF CLINICAL LABORATORY PRACTICE EXPO (CACLP) - CHINA**

The 18<sup>th</sup> edition of China's largest and most influential in vitro diagnostics (IVD) industry trade show was held at the Chongqing International Expo Center in late March 2021. It brought together over 1,100 companies from around the world with over 35,000 attendees, ranging from manufacturers, distributors to industry academics. Nearly 100 innovations were presented at the event and around 100 academic conferences and satellite meetings were held.





### BIENNIAL INTERNATIONAL BOOK FAIR - BRAZIL

Co-organised in December by GL events Exhibitions and the "*Sindicato Nacional dos Editores de Livros*" (National Union of Brazilian Book Publishers), the Biennial International Book Fair is Brazil's leading cultural event. The largest book fair in Latin America is attended by as many as 600,000 visitors and hundreds of international publishers. For ten days, RioCentro hosted this festival celebrating culture, literature and education. In areas set aside for special attractions, the public was able to participate in debates, chats with personalities and writers and numerous cultural activities.







**GLOBAL INDUSTRIE – LYON**

For its third edition, Global Industrie brought together 1,500 exhibitors covering 15 application areas. This combined physical and digital event provided solutions to address the needs, expectations and new practices of the exhibition's attendees. The digital version of the event generated nearly 40,000 views, including 21,000 connections during the exhibition! Ecological transition was a top theme of the event, promoted through a specialised offer and a GL Green Solutions area with specific solutions for industrial production and services, a dedicated exhibition itinerary, conferences and a trophy.





### FASHION SOURCE - CHINA

The autumn fall fashion event in South China was held in October 2021, grouping together the 24<sup>th</sup> Shenzhen International Clothing Supply Chain Expo (Fashion Source 2021 Autumn Show), the 9<sup>th</sup> Shenzhen Original Design Fashion Week and the 3<sup>rd</sup> Première Vision Shenzhen at the Shenzhen Convention and Exhibition Center.

Over the course of three days, more than 1,500 international exhibitors were given an opportunity to present their goods and services in a 100,000 sqm exhibition space. This space was divided into 7 complementary areas for yarns, fabrics, accessories, knitting, manufacturing, fashion accessories and designer brands to provide a complete showcase of fashion industry resources and reinforce the event's key position in the international fashion supply chain.



## CHINA (BEIJING) INTERNATIONAL WALLCOVERINGS AND HOME FURNISHINGS EXHIBITION 2021

The 31<sup>st</sup> China International Wallcoverings and Home Furnishings Exhibition (BWFE2021) was held in Beijing from 30 March to 2 April 2021 at Tianzhu New Hall. This exhibition is organised by CIEC GL events (a 55% GL events-owned joint venture), in cooperation with the China National Interior Decoration Association and the China International Exhibition Center Group. BWFE is one of the most important events in its sector and the market leader in northern China. This year, BWFE2021 offered an exhibition area of 120,000 sqm and hosted a large number of brands and companies from a broad range of sectors: wallcoverings and furnishings, with several exhibitions of wallpaper, wall coverings, home fabrics, ornamental lace, sun blinds, technical fabrics, sofas, and more.



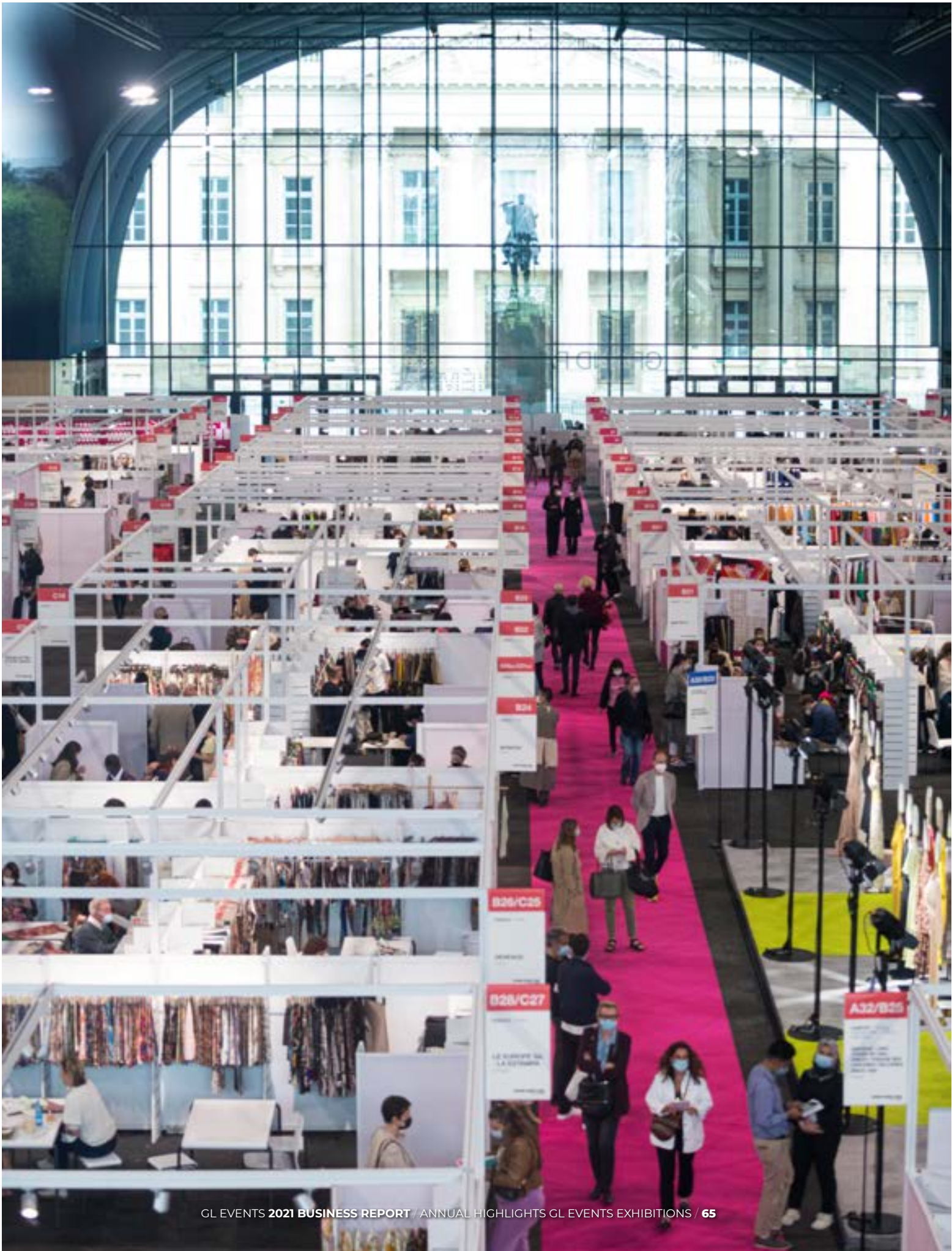
## PREMIÈRE VISION

Première Vision, GL events' flagship event dedicated to the fashion industry was marked by several highlights:

- **The Digital Show** was held in February 2021 introducing new online services for the fashion industry in addition to a new platform designed to offer a showcase for all Première Vision's shows and its marketplace.
- On 8 and 9 September, at the Carreau du Temple in Paris, the **19<sup>th</sup> Made in France Première Vision event** marked the French fashion industry's return with a physical event providing opportunities for in-person meetings and support. More than 3,000 attendees, buyers, collection managers, stylists and designers were able to meet with more than 110 exhibitors.
- The second **Digital Denim Week** in early July 2021 brought together the international denim community to discover the latest industry developments. At this event the Première Vision Marketplace and its interactive digital catalogue were able to successfully fulfil their role by facilitating the sourcing process for buyers.
- **The Fashion Rendez-Vous**, a physical event bringing together the French and European fashion industry, was held in early June 2021 at the Temporary Grand Palais in Paris. It proposed a wide range of international exhibitors (fabrics, accessories, leather and design).
- At the end of July, the first physical meeting in New York at Center 415 was organised since the emergence of the COVID-19 crisis: **Première Vision New York**. On this occasion, 67 representatives of the international fashion industry presented their collections and know-how in the areas of fabrics, accessories, leather and design.







## SIRHA - LYON

Sirha Lyon has established itself as one of the world's leading food-service trade fairs but also a family event where participants and visitors simply enjoy getting together every two years to exchange ideas and discover all the major trends, latest techniques and new services in the sector. The 2021 edition brought together 2,000 exhibitors and presented 350 innovations to more than 150,000 attendees. It awarded the traditional Bocuse d'Or and the World Pastry Cup. The 2021 edition also introduced a new service: Sirha Connect, an application helping exhibitors and professional attendees remain connected both before and after the exhibition. Its features include appointment setting, instant messaging and digital business meetings.





2022

HOW OUR  
EMPLOYEES  
SEE 2022**LUC DUBANCHET,**

DIRECTOR OF SIRHA FOOD

2022 will be the year of liberated energy and a drive to create new concepts and the foundations for new events while strengthening existing ones.

And as we look ahead to Sirha Lyon 2023, it will also be the year in which we reap the rewards of our perseverance. Having respected our deadlines and commitments during a historic crisis should give us a decisive advantage in terms of our legitimacy and the confidence of our clients to considerably grow our business. 2022 will be a forward-thinking, agile and creative year!

**JULIE VOYER,**SEPEM EXHIBITION  
MANAGER

2022 will allow us to consolidate our portfolio of strong event brands and our leadership position within, in some cases, a designed market landscape. It will also offer a period of reassurance to strengthen our ties with our communities and optimise the customer experience and pathway using digital tools. A year of conquest offering an opportunity to combine our models with new meeting formats and venues.

**NICOLAS THERENE,**

DIRECTOR OF B2C ACTIVITIES

2022 will foster meetings between exhibitors and attendees coming together at an event for exchanges and discussions. This year will allow us to get back to the basics of our business: creating connections between professionals and the general public.

**DESOLINA SUTER,**FASHION DIRECTOR,  
PREMIÈRE VISION

2022 should confirm the desire to combine energies and people, intensify and facilitate exchanges, collaborations and co-creation. And during this period, sustainable approach, from design to production, the circular economy and eco-creation will be strong economic and aesthetic drivers.

**PIERRE BUCHOU,**RESPONSABLE  
DÉVELOPPEMENT,  
GREENTECH+ DIVISION

For GreenTech+, 2022 will usher in new exhibitions and new tools. Leading exhibitions will be consolidated to help revive the relevant sectors. The HyVolution exhibition, devoted to the hydrogen industry, will consolidate its leadership position, and contribute to promoting and accelerating projects and opportunities in France and internationally.



CHINA (BEIJING) INTERNATIONAL WALLCOVERINGS AND HOME FURNISHINGS EXHIBITION - CHINA



# IN THE WORDS OF OUR CUSTOMERS...

## **HERVÉ LAFOUASSE,**

EXTENSION HABITAT, FRANCHISEE,  
FILLONNEAU VÉRANDAS EXTENSIONS

### **How were you impacted by the crisis?**

For us, the crisis did not have an impact, and experienced a 30% increase in sales.

### **Looking to the future, what are your expectations?**

We registered to participate in the Living exhibition at the end of January. We started to register fewer incoming calls than in the past few months. Our goal is to maintain the same level of new project starts as during the health crisis.

### **How did GL events respond?**

I was very pleasantly surprised by the number of attendees and the quality of the exhibition. The contacts obtained in three days will ensure that I have a full agenda of highly qualified appointments for the coming months.

**MR. YIQIN LIN,**

FOUNDER OF SHANGHAI BIRKLEY HOME FURNISHING CO, LTD, ONE OF CHINA'S LEADING WALL COVERING AND CURTAIN COMPANIES

**How were you impacted by the crisis?**

Birkley is a regular exhibitor at the China (Beijing) International Wallcoverings and Home Furnishings Exhibition (BWFE), a major highly attended exhibition held the beginning of the year. It matches our needs in terms of its timing to present our new products, keep in touch with our resellers and recruit new distributors. And we were able to count on generating nearly all our annual sales at this event. The health crisis has changed the date and we were not prepared for this possibility. Since then, the exhibition evolved into an annual marketing campaign that doesn't rely entirely on the physical BWFE, thanks to a combination of autonomous vendor events, roadshows and digital solutions (streaming, ecommerce). Birkley was thus able to unveil its new products at the beginning of the year by staging its own exhibition, followed by a roadshow in more than ten cities where we invite local dealers and potential prospects. In addition, we organise a monthly streaming feed that helps recruit new resellers based on an attractive incentive policy. Finally, we have also opened our own e-commerce sites like Taobao and JD for our end customers. As a result, Birkley's revenues in 2021 exceeded those of 2020, thanks in part to savings in logistics, transportation and construction made possible by digital technology. Despite this, the BWFE remain a must-attend event in our industry.

**Looking to the future, what are your expectations?**

Our hope is that the BWFE organisers will act as a bridge between potential buyers and resellers by exploiting all possible avenues and taking advantage of their partnership with CIEC GL events, which has unrivalled resources in this area. It would be unfortunate if the exhibition was not able to be held without there being any other opportunities for exchange between exhibitors, dealers and customers. We would also like to continue the roadshows in several cities, on a smaller scale but with greater frequency.

**How did GL events respond?**

It is crucial to maintain regular and constant contacts with our ecosystem, be it through roadshows or any other means. GL events helps us to better meet our objectives and those of our customers by developing new services in this area.



TEXIVAL - LYON, FRANCE





# GL EVENTS, THE GROUP

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"OUR RESPONSIBILITY IS FIRST AND FOREMOST FULFILLING OUR COMMITMENTS TO OUR PARTNERS AND CUSTOMERS."

## SYLVAIN BECHET

MANAGING DIRECTOR, CHIEF FINANCIAL AND INVESTMENT OFFICER

### How have our markets been recovering?

The pace and scope of the rebound of our businesses in 2021 have varied according to region. In China, we experienced a rapid recovery in the first half of the year while in Europe the recovery started in September. In South America, business started to pick up in November.

In China, business quickly returned to pre-crisis levels, whereas in Europe the pace of recovery was slower. In this context, business was largely concentrated within a short period of four months and reaching 92% of the revenue generated in the same period in 2019.

### How was this return to profitability achieved?

The rebound in the Group's business activities led to a return to profitability. This reflected the positive impact of a rigorous management of fixed costs (a €115 million decrease vs. 2019), Government aid measures (a COVID-19 relief fund, subsidies to cover fixed costs, etc.) and the effects of a more positive business mix.

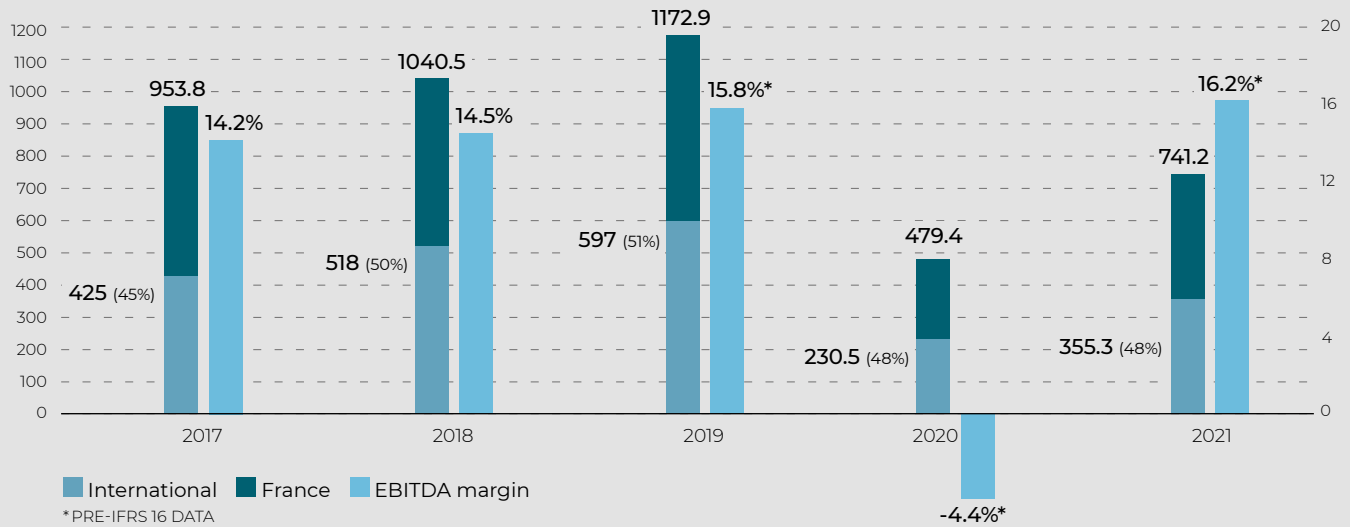
Good performances in Asia (China, Japan), the Middle East, Turkey, Hungary, the United Kingdom, Chile and France also contributed to this significant improvement in profitability.

### How would you describe GL events' role as a committed and responsible stakeholder?

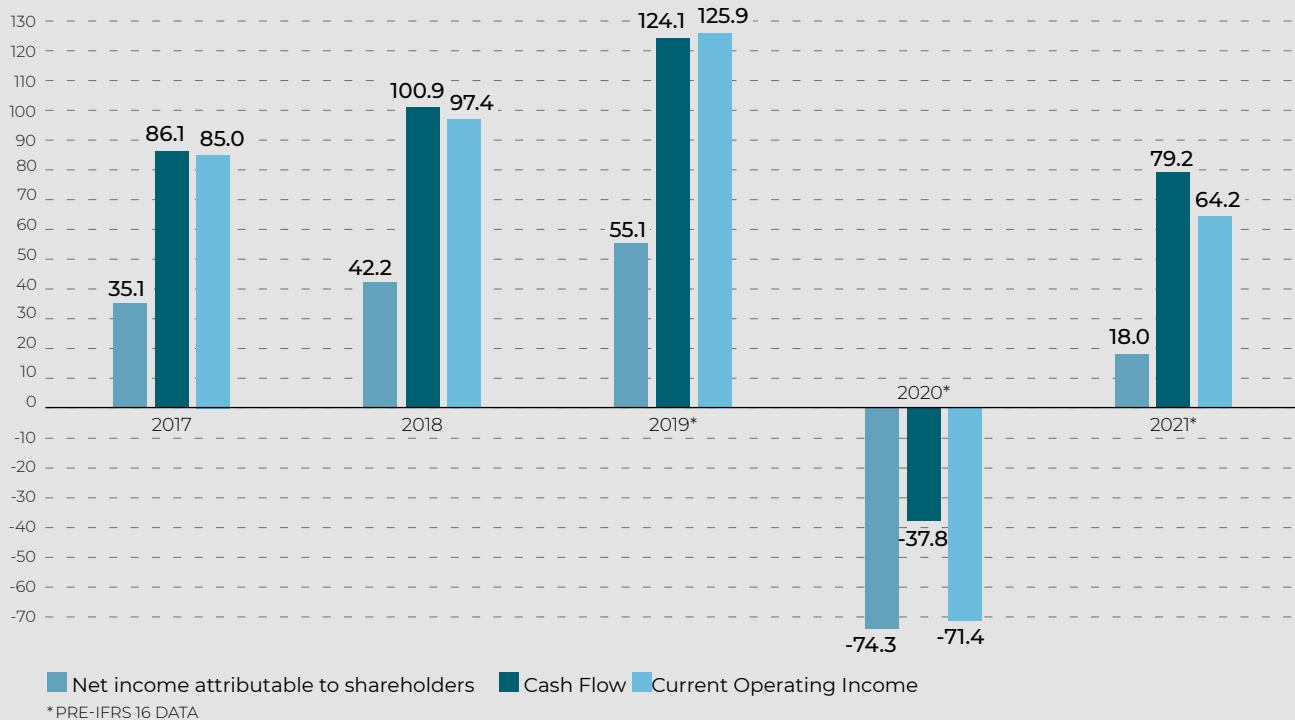
As a market leader in the event industry with a unique responsibility of leading the way as the first to resume the organisation of our exhibitions, notably in early June with CFIA, the Agri-Food Industry Supplier Fair in France. Societal and economic responsibility in our dealings with our partners and subcontractors who consistently responded present whenever they were needed and who we naturally wanted to benefit from the economic recovery. Responsibility to our partners, by consistently meeting all our debt repayment obligations in a spirit of transparency with our banking partners and, in this way, achieving our annual objectives set at the beginning of the year.

All measures were taken to benefit from and maintain a strong cash position throughout the period. We decided to have recourse to equity partnerships in order to leverage the value of our assets and pursue our growth strategy. These measures helped reassure our partners and prepare the Group at an operational level to implement an ambitious recovery plan starting in September 2021.

## REVENUE GROWTH (€M) AND THE EBITDA MARGIN (%)



## NET INCOME ATTRIBUTABLE TO THE PARENT, CASH FLOW AND CURRENT OPERATING INCOME

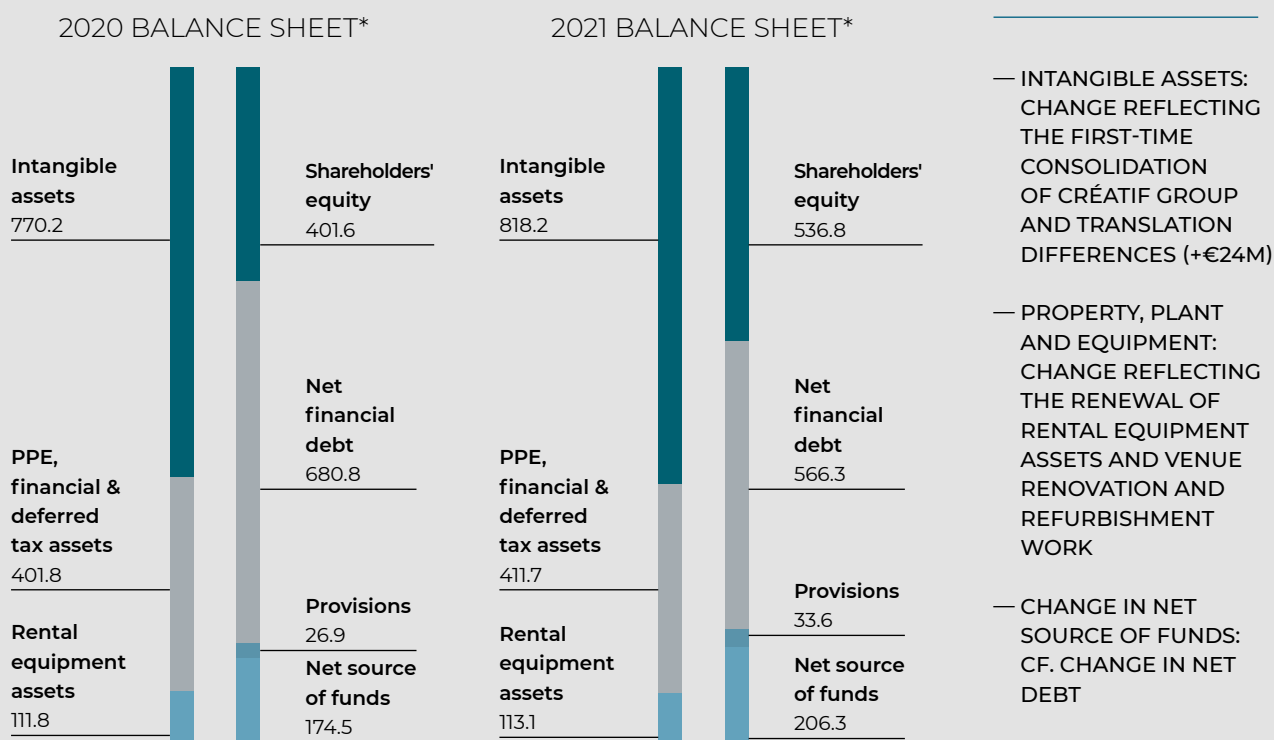


## CONSOLIDATED INCOME STATEMENT HIGHLIGHTS (€M)

	2021*	2020*	
<b>REVENUE</b>	<b>741.2</b>	<b>479.4</b>	
EBITDA	120.3	-21.0	— EBITDA: +16.2% OF REVENUE (-4.4% IN 2020)
CURRENT OPERATING INCOME	64.2	-71.4	
OPERATING PROFIT	59.6	-79.8	— CURRENT OPERATING MARGIN: +8.7% (-14.9% IN 2020)
NET FINANCIAL INCOME (EXPENSE)	-13.8	-13.5	
TAX	-17.7	18.9	
<b>NET PROFIT / (LOSS) OF CONSOLIDATED COMPANIES</b>	<b>+28.1</b>	<b>-74.4</b>	— NET INCOME ATTRIBUTABLE TO GROUP SHAREHOLDERS: +124.3%
EQUITY-ACCOUNTED INVESTEEES AND NON-CONTROLLING INTERESTS	-10.1	0.1	
<b>NET INCOME ATTRIBUTABLE TO SHAREHOLDERS</b>	<b>+18.0</b>	<b>-74.3</b>	

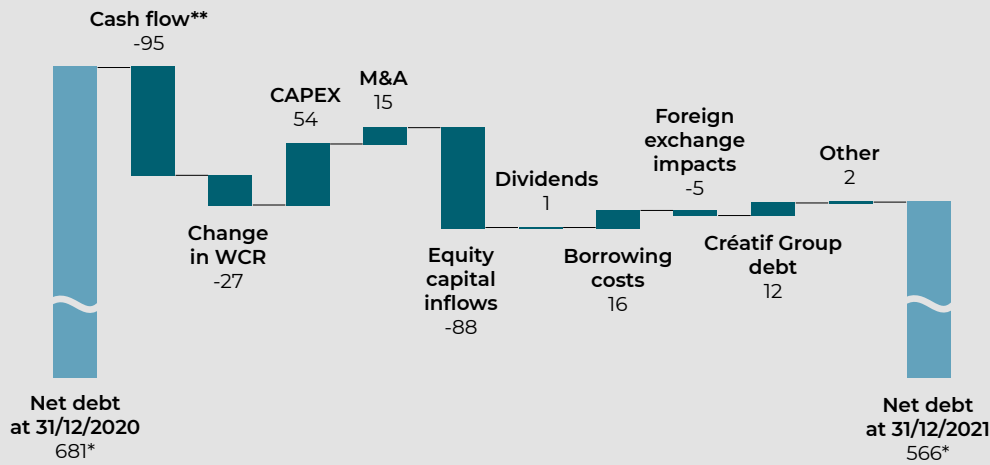
\*PRE-IFRS 16 DATA

## CONSOLIDATED BALANCE SHEET HIGHLIGHTS (€M)



\*PRE-IFRS 16 DATA

## CHANGE IN NET DEBT (€M)\*



\* PRE-IFRS 16 DATA

\*\* CASH FLOW NET OF TAX AND BEFORE NET INTEREST EXPENSE

— OPERATING CASH FLOW: €68M VS. (-€151M) IN 2021, OR 9.2% OF REVENUE

— IMPROVEMENT OF NET SOURCE OF FUNDS (NEGATIVE WCR) LINKED TO THE RESUMPTION OF ACTIVITY (EXCLUDING THE RECEIPT OF GOVERNMENT AID FOR FIXED COSTS IN JANUARY AND FEBRUARY 2022: €25M)

— M&A: EQUITY STAKE IN CAPITAL EXHIBITIONS GROUP + EARNOUT PAYMENTS

— EQUITY CAPITAL INFLOWS: NEXUS POINT (GL EVENTS GREATER CHINA: €77M) & MONTEFIORE (GL EVENTS SPORTS €10.5M)



BWFE - CHINA



"WE TAKE INTO ACCOUNT THE EVOLVING EXPECTATIONS OF OUR EMPLOYEES TO IMPROVE OUR ATTRACTIVENESS."

## SYLVIE FOUILLOUSE

VICE PRESIDENT, HUMAN RESOURCES

### What measures did you introduce for employees in 2021?

2021 proved to be particularly complex. We were hit by health restrictions that imposed a series of stop and go measures on our business activities and employees and demanded a high level of commitment, agility and creative thinking on their part. We adopted a decentralised approach that encourages solidarity and collaborative effort among the teams in a context of uncertainty for our business and our sector. In addition to maintaining the distribution of restricted share awards, our proactive human resources policy was illustrated by support measures such as compensation for furloughed employees with salaries of less than €3,000 and payment of 70% of employees' variable compensation. In addition, we asked the French employment training agency (*Fonds National de l'Emploi*) to develop training programmes in CSR, safety and digital technology.

### How did you succeed in keeping employees connected and motivated in 2021?

Our guiding principle is the promotion of workplace quality of life. As part of our telecommuting obligations, both in France and abroad, we implemented remote working charters in accordance with our core values of respecting our commitments to employees. To stay connected, numerous videoconferences were organised, both within the divisions and at Group level with all employees, such as the digital conference in Brazil. The development of

cross-functional skills, in line with our EurExploit strategy, and the creation of a group strategic transformation department, has created a real impetus to strengthen our capacity for innovation. The combination of these different measures has accelerated the transformation initiated in Aubrac a few years ago.

### What did you learn from this totally unanticipated and exceptional crisis?

It will leave us a lasting lesson of commitment and solidarity in light of the hardships we have endured together that will be vital for the future development of the company. This crisis has also forced us to become more inward-looking. At some level, the notions of contact, sharing and exchange have suffered from this experience. We need to open ourselves up again to everyday life, to recreate exchanges. We intensified our efforts to promote inclusion, gender equality and integration for people with disabilities or cut off from employment opportunities. And we are taking into account the evolving expectations of our employees, which means earning their loyalty, improving our attractiveness in 2022, as we did in 2021, in order to attract new talent in a tight job market. We must promote our outstanding corporate and community initiatives, such as the : the signature of the City of Paris Employment Pact, and the Eureka project initiated in 2021 which promotes the training and integration of workers in the Paris region.

2022

HOW OUR  
EMPLOYEES  
SEE 2022



**MATHIEU MODOLO,**  
HUMAN RESOURCES  
MANAGER - VOYAGE  
SAMARITAINE

The focus of la Samaritaine from an HR point of view will be on retaining our employees with measures to optimise the organisation of work and on more efficient and more responsible recruitment. We will form partnerships with training centers and labour organisations, and encourage the development of our employees' skills by promoting a management environment that optimises learning.



**TAMARA VELCEK,**  
GROUP INCLUSION &  
DIVERSITY MANAGER

In 2022, we will put diversity and inclusion at the center of our strategy, guided by the desire to construct a work environment that capitalises on our diversity. Real opportunities for economic and social performance will be a key focus of our HR processes. They will be integrated into all our operations and will act as a real force for cohesion and workplace well-being.



**ANAIS BECAERT,**  
HR AND PAYROLL MANAGER,  
LOU RUGBY

2022 will mark a turning point after these last two years. The Group is genuinely committed to maintaining good practices and building for the future. The atypical period we lived through has allowed us, particularly at the HR level, to focus our attention on renewal, reflecting our pioneer spirit. We can now look ahead to some wonderful human adventures, extraordinary projects and, who knows, perhaps a title for our LOU Rugby team.



SIGNATURE OF THE CITY OF PARIS EMPLOYMENT PACT - PARIS, FRANCE



"WE ARE CONTINUING TO DIGITIZE OUR SALES AND MARKETING TOOLS TO CREATE A COMMON EXHIBITOR SERVICE FOR ALL THREE DIVISIONS."

## DAMIEN TIMPERIO

MANAGING DIRECTOR, CHIEF TRANSFORMATION OFFICER AND LATIN AMERICA REGIONAL MANAGER

### What were the particular issues facing Latin America during 2021?

Latin America managed to avoid the cycle of stop and go operations. This allowed it to resume activities under acceptable conditions in September for Chile and in November for Brazil. We maintained our close contacts with our customers and were able to hold our Mining Fair in Chile and the Biennial Rio de Janeiro International Book Fair, the only cultural event of 2021 in Brazil! Not to mention the São Paulo exhibitions and the FI Grand Prix. Since then, the continent has not experienced any new restrictions and the market outlook has improved.

### How did your operations develop on the continent?

We have gone digital with virtual fairs in order to maintain the links with the communities we serve. To prepare for the two major exhibitions, we used our digital platforms in advance to create hybrid events simultaneously combining physical and digital formats. We have also adopted a local management approach by multiplying the number of meetings with the teams and managers to make sure everyone remains up-to-date. The 30-year management contract awarded for the Anhembi event space has kept the teams active and engaged. In Chile, we were awarded two venue management projects to be executed in 2022: one

for Casa Piedra in Santiago and the other for a temporary exhibition center: Parque Fisa. These successes contributed to a better organisation, maintaining links and, above all, ensuring the teams were fully deployed to prepare for the rebound. The Group also took measures to support employees in Brazil and Chile to maintain their salaries and avert layoffs.

### What were the highlights of the year in terms of Group's transformation?

The upcoming Paris Olympics in 2024 offer a high benchmark to adapt the organisation of our departments to meet the most rigorous market requirements. Whether in terms of integration, the environment or the purchasing process, we can be a trendsetter for societal changes through exhibitions like Expobiogaz and HyVolution. Internally, we are accelerating digital projects. We launched a CRM project for the Live and Venues divisions, in association with EY, for deployment in 2022. We are also continuing to digitize our sales and marketing tools to create a single interface. The objective is to provide a unified service for exhibitors for the three divisions. We created a team with responsibility for managing this service through this common interface and the Store project focused on the digitalization of all the group's services.



### What was the motivation behind the creation of the Group Strategic Transformation Department?

This new cross-corporate department will leverage these strengths of the Digital, Innovation and CSR departments to create a momentum to prepare us for the changes that are transforming our markets. The rebound we have experienced was accompanied by a general realisation that our customers' and employees' views on environmental and societal issues and the circular economy have changed. CSR today occupies a critical place in our activities. Our customers and institutional bodies like public authorities and volunteer-sector organisations evaluate our offers in this light. The crisis has underscored the fact that GL events' position in its markets requires to exercise a leadership role for the industry, including for health. These efforts were rewarded by the Safe & Clean label from Apave confirming the high standards of our events in terms of health in dealing with COVID. We must be pioneers in these vital areas and positive contributors to social change.

### What are some of the major challenges in terms of CSR?

CSR has become a global performance issue for our activities, for the employer brand and our attractiveness, for the businesses and calls for tender, for operational performance to improve social inclusion and regulations for compliance with the law, avoiding food waste, promoting the treatment and reuse of waste, complying with the new building energy conservation requirements (*décret tertiaire*) to reduce energy consumption by 40%.

### How are these priorities managed within the Group?

We have built and adopted a global management approach to integrate CSR priorities into our day-to-day operations. This objective is supported by CSR project leaders working in partnership with the heads of the three divisions and the BU managers. They meet on a regular basis to review progress in this area. We must also ensure that our values as a responsible employer are shared by our partners, by adopting the same level of vigilance and by integrating CSR criteria into our purchasing cycles. 2021 was an important year in terms of organisational transformations.

### What was the major highlight in 2021 in terms of innovation?

In preparation for the rebound, we set up an open innovation programme with the Matrice Institute and École 42. Over a period of six months, we organised several hackathons with 200 students resulting in the selection of four projects. In addition, two other entrepreneurial projects were developed internally by multidisciplinary teams. Our aim is to continue and accelerate these initiatives by establishing a fund dedicated to innovation. The objective is to support and help start-ups during their incubation phase, strengthen content creation and accelerate partnerships.



# A CULTURE OF RESPONSIBILITY GUIDING THE RECOVERY

In 2020 and 2021, despite the significant restrictions on its activities, the Group continued to focus on developing its business expertise. The rebound provided an opportunity to reinforce the Group's resiliency and focus its transformation on three major CSR responsibilities in favour of employment, social progress and the environment. These priorities are implemented through specific programmes which have been in place for several years: Think Green, Think Local, Think People, Think Safe and Think Ethics.



## GL EVENTS' BUSINESS LINES HELP BRING PEOPLE TOGETHER

The Group has always been committed to ensuring a high level of quality and safety for the events it delivers, hosts or organises. In this way, all its subsidiaries actively contribute to creating added value within their ecosystems for the communities they serve.

### Principal achievements of 2021

- renewal of the Safe & Clean label,
- an Open Innovation approach in partnership with Matrice,
- opening of the La Passerelle, a shared meeting and work space for socially-engaged event industry stakeholders at the Lyon Convention Center
- first edition of the Halles Inclusives, a solidarity-based Christmas market,
- increasing collaboration with the social and solidarity economy sector.

## REFLECTING ITS NATURE-BASED FOCUS, GROUP INVESTS TO OFFER THE BEST TECHNICAL RESOURCES.

Every Group company is investing to preserve natural resources and contributing on a daily basis to promote a circular economy.

### Principal achievements of 2021

- investments in alternative energy solutions such as hydrogen power units,
- signing the event industry initiative to address climate change, Net Zero Carbon Events,

- marketing of 100 % reusable modular stands,
- A global partnership with a waste management and recycling service provider.

## AS A SOCIALLY RESPONSIBLE COMPANY, THE GROUP ENCOURAGES A CULTURE OF TEAM SPIRIT AND SOLIDARITY

Group companies apply social policies to foster the development of people and their skills and encourage social integration and innovative solidarity-based partnerships with suppliers or subcontractors.

### Principal achievements of 2021

- promoting job creation in the territories during the health crisis, often involving temporary positions,
- a 50 % increase in training efforts (vs. 2020),
- increased collaboration with companies from the Social and Solidarity Economy sector
- signature of the City of Paris Employment Pact
- continuation of remote working practices.

Because environmental and social performance is everyone's business every day, 2021 was a year of collaborative efforts and organisational transformations.

### Note:

All environmental and social performance indicators are available in the Group's Non-Financial Statement.



HEAVENT - PARIS, FRANCE



SIRHA - LYON, FRANCE



# OUR EMPLOYMENT AND SOLIDARITY POLICY

GL events' commitments as a responsible employer in 2021 built on the efforts of the prior year by continuing to focus on employee safety and the preservation of jobs and key skills in response to the health crisis. Achieving a successful rebound in the second half of the year was the top priority and a first step to regaining positive growth momentum. In this challenging period, the Group has strengthened its commitment to promoting social inclusion.

## PROVIDING A SAFE AND REWARDING WORK ENVIRONMENT AND SUSTAINABLE REMOTE WORKING PRACTICES

Health safety was naturally a major focus during the year. The Group has widely promoted remote working, in accordance with the different health protocols in force in the various countries. GL events introduced remote working charters in its subsidiaries to prepare for the post-health crisis situation, notably in France and Brazil, in consultation with the employee representation bodies of the different companies. It was also a period focused on building loyalty among key employees in the context of an increasingly tight job market and an economic recovery that has varied from one sector to another.

## PROMOTING WORKPLACE WELL-BEING

Remote working is limited to those jobs where it is possible, and the eligible functions have been determined for each Group company. This option is proposed to employees in accordance with a process of management validation and subject to preconditions: access to a working environment that allows concentration, secure access to the Group's networks and the possibility of returning to the workplace within a reasonable timeframe if necessary.

## RECREATING SOCIAL BONDS

Digital seminars "Reboost", were organised during the year for all employees coming from all countries of the Group. These virtual meetings helped re-establish social connections and re-engage the teams after these periods of reduced activity. Once it became possible according to the health situation in the different countries, physical meeting places in small groups were proposed to maintain cohesion. Collaborative tools and convivial events also helped to maintain connections.

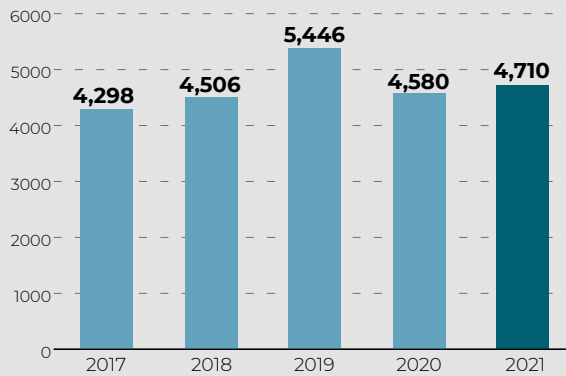
## EMPLOYEE ENGAGEMENT

Local initiatives contributed to the development of physical activity programmes (e.g. the SPART wellness application) and offering a fitness programme to its employees. The "Objectif Reprise!" project The *Objectif Reprise!* (Target Recovery) project developed in the Île-de-France region was awarded the "Coup de Cœur" prize at the *Sentez-Vous Sport 2021 Trophies* by the CNOSF (French Olympic and Sporting Committee).

## DEVELOPMENT OF SKILLS

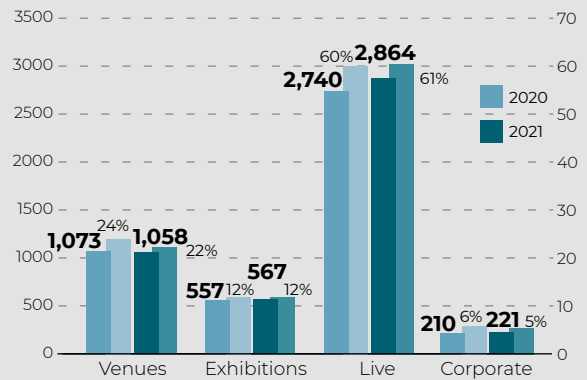
Because the women and men of the Group are its greatest asset, it attaches particular importance to promoting a culture of respect the personal fulfilment of its employees. This crisis was particularly trying for everyone, requiring a high degree of reactivity, resilience and adaptation. Vocational training programmes helped employees adapt their skills to the company's business environment. The training plans were drawn up in each subsidiary in consultation with the managers, the operational human resources managers and the executive management. Priority was given to the Group's the responsibility to employees and society: safety, management and CSR training accounted for more than 60% of training, with 20% devoted to digital.

### CHANGE IN THE GROUP WORKFORCE (AT 31/12/2021)



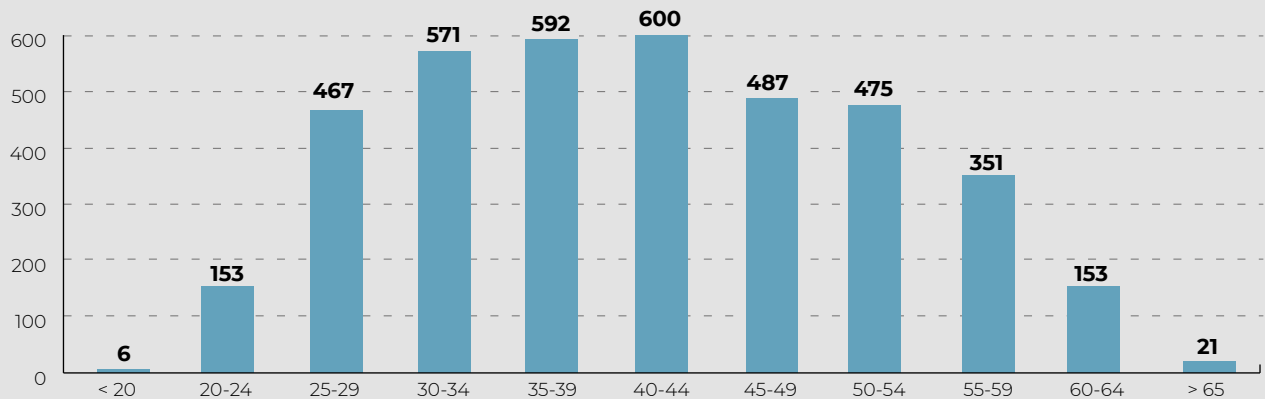
At 31/12/2021, the total workforce of GL events Group amounted to 4,710 employees, an increase of 2.83 % compared to 31/12/2020, and after a 16 % decrease in 2020.

### WORKFORCE BY DIVISION (AT 31/12/2021)



The breakdown of the workforce between the different activities remained stable between 2020 and 2021. On a more long-term basis, the workforce of the Live division's activities represents more than 60 % of the total workforce.

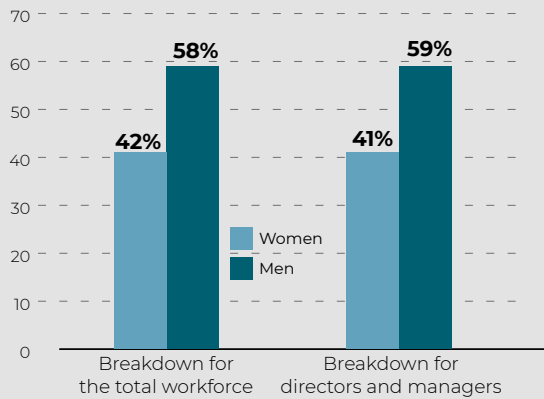
### AGE PYRAMID- PERMANENT EMPLOYEES WORLDWIDE (AT 31/12/2021)



The age pyramid remains balanced, with an increase in the percentage of employees under 30 while the percentage of those over 50 remains stable.

To address the new challenges of the digital environment and social transformation, and also preserve experience and expertise critical to effectively transmitting knowledge, new skills were added in 2021.

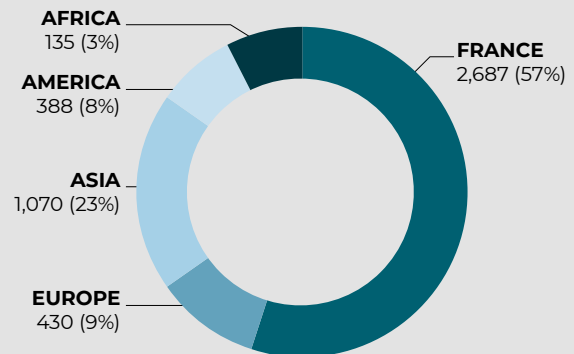
### WORKFORCE BY GENDER AND CLASSIFICATION (AT 31/12/2021)



The percentage of women has declined very marginally over the last two years for the Group as a whole to reach 42% in 2021.

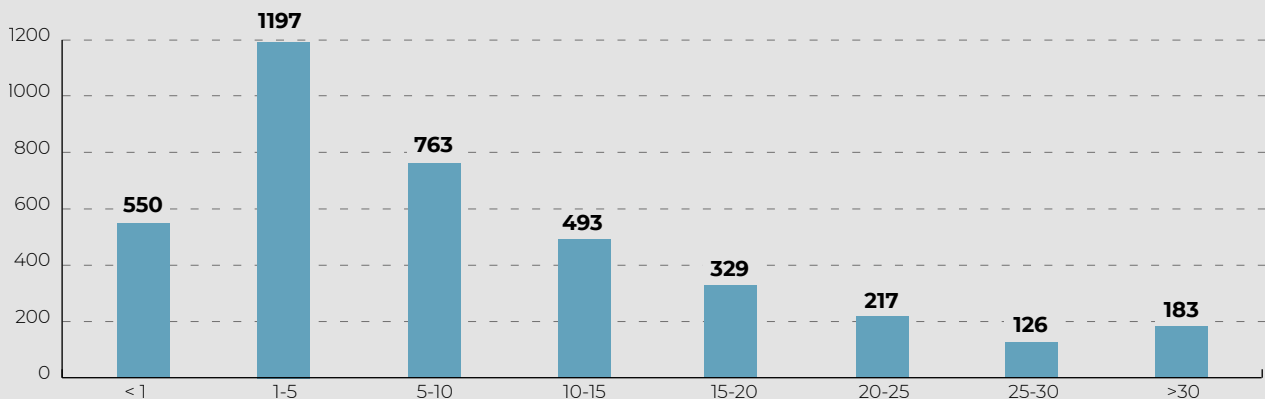
There exist significant differences between the different activities. A noteworthy development is the increase in the percentage of women in our Live division activities, a traditionally male-dominated sector.

### HEADCOUNT BY REGION (AT 31/12/2021)



Employees in France represent the largest share of the workforce at 57%. The number of employees in Asia continues to grow, both in absolute and in relative terms, in line with the Group's development strategy, particularly in China.

### BREAKDOWN IN LENGTH OF SERVICE FOR THE TOTAL WORKFORCE (AT 31/12/2021)



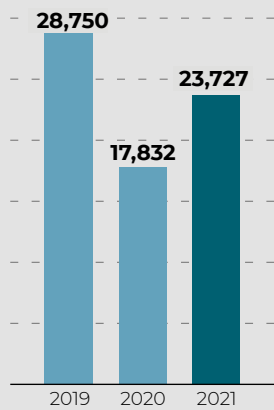
The average length of service at 31/12/2021 is 9.3 years, a decrease of 6 months compared to 2020. Reflecting the Group's history and development, this figure remains highest in France.

Length of service for women, as with their average age, is lower. This tendency reflects the growing percentage of women working in the Group's different business lines.

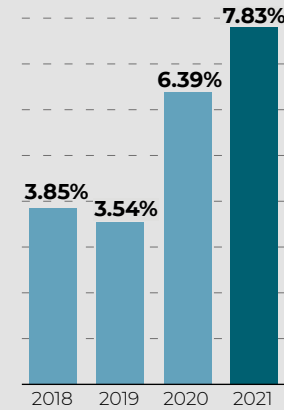


REBOOST - LYON, FRANCE

**NUMBER OF TRAINING HOURS**  
(FRANCE REPORTING BOUNDARY)



**ABSENTEEISM RATE**  
(FRANCE REPORTING BOUNDARY)

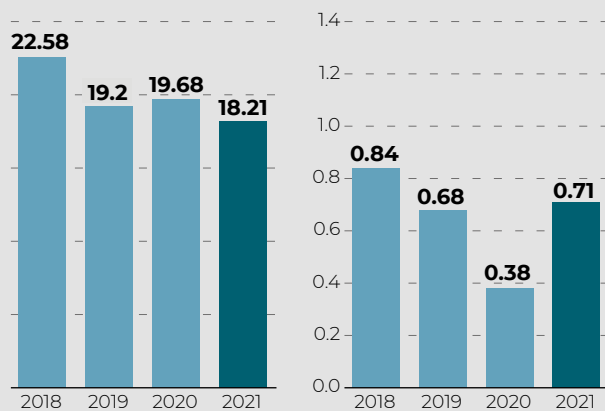


Training efforts were reinforced despite the crisis and focused on acquiring new competencies linked to social, technological and management developments in response to changes in the organisation of work.

The change in the absenteeism rate, after steadily declining since 2017, registered a significant increase in 2020 and 2021. This rate reflects the accountability and precautionary measures taken in the midst of a pandemic by the Group's different companies and by employees to protect their health and that of their families and colleagues.

**WORK-RELATED-LOST TIME INJURIES**  
FREQUENCY RATES\* SEVERITY RATES\*\*

(FRANCE REPORTING BOUNDARY)



It should be noted that the frequency rate in France decreased slightly between 2020 and 2021, despite the strong business recovery in the second half of the year. The severity rate in contrast increased in 2021 by 0.33 points compared to 2020, returning to a level close to that of the pre-crisis period.

\* Number of lost time injuries involving more than one day of absence, occurring over a period of 12 months per one million hours of work

\*\* Number of lost days resulting from temporary disability per 1,000 hours worked

# OUR EXPERTISE HELPING TO BRING PEOPLE TOGETHER



## PROTECTING PUBLIC GATHERINGS WITH REINFORCED MEASURES

In 2021, still heavily impacted by health restrictions, the Group maintained its activities by ensuring the quality and safety of event traffic itineraries to protect its attendees and partners.

The following objectives were set by our teams:

- ✓ **REASSURE** all public and private partners,
- ✓ **COMPLY** with the directives of the competent government and health authorities,
- ✓ **GUARANTEE** a consistent level of quality and excellence for all the Group's business lines.

This protection was ensured by an iterative process in accordance with new developments and directives issued by the competent authorities. This represented a collaborative and multi-disciplinary initiative overseen by the Group's risk, audit and internal control team.

Our approach was focused on three main areas:

### **Protection based on reinforced safety and social distancing measures (HY- PRO - DIS)**

- improved hygiene and cleaning,
- protecting people,
- physical distancing and managing flows.

### **Spearheading the health safety system**

- management of incidents,
- training and prevention,
- the Safe & Clean Label, guaranteeing the quality of our protocols, renewed in 2021.

### **Adapting to risk**

- appoint a health correspondent,
- adopt the right communication approach,
- develop and implement health protocols by business line, in compliance with the requirements of the competent authorities.



### **DEMONSTRATING RESILIENCE AND ADAPTING GROUP BUSINESS LINES**

In response to this unprecedented situation, the Group had to anticipate and offer its customers appropriate solutions; The subsidiaries proposed innovations to address the restrictions imposed by the crisis and reinforce health measures.

### **PROPOSING SOLUTIONS FOR TEMPORARY AND MODULAR INSTALLATIONS TO ENSURE PHYSICAL DISTANCING**

To respect capacity limits and prevent people from congregating during periods of peak circulation, temporary installations provided outdoor buffer zones to ensure compliance with indoor physical distancing requirements. For example, in Brazil, the Group adopted solutions to ensure compliance with requirements for physical distancing and separating pedestrian traffic flows at events (individual spaces, partitions), decontamination areas.

### **STRENGTHENING SURVEILLANCE AND THE RECEPTION PROCESS: PROTECT YOURSELF AND OTHERS**

The Group has installed equipment designed to better monitor symptoms, testing centers or temperature testing devices. "COVID-19 health monitoring" teams were deployed for events. They ensured that physical distancing measures were respected in compliance with all measures in place.

### **REENERGISING OUR TEAMS FOR A RETURN IN COMPLETE CONFIDENCE**

In July 2021, as activity began to recover, the Group organised a business seminar to help motivate the teams to resume our activities and welcome back our visitors and stakeholders. During this in-house seminar, health procedures were presented as a business argument to support the sustainability of the event industry sector's recovery.

### **INNOVATING TO DEVELOP NEW EVENT FORMATS**

For in-person events, digital services were proposed to reduce the risk of contact and transmission of the virus (flyers, digital brochures, digital badges, contactless payment solutions, virtual reality).

Digital offerings were developed both for 100% online or hybrid events. These new solutions made it possible to design any type of event on a remote basis by remaining connected: virtual conventions, live broadcasts, video recordings, interviews, audio-visual productions, product launches and presentations.

### **QUALITY IN THE SERVICE OF THE VISITOR EXPERIENCE**

Continuous improvement measures have been adopted at the Group's event venues to enhance the customer experience (including accessibility). The complete renovation of the Hungexpo site represents a remarkable example of the Group's commitment to offering attendees and participants a premium experience.

In early 2021, GL events wanted to rethink the design and production of events through a new open innovation programme in conjunction with the Matrice Institute, (the "Pushing back the boundaries of event organisation" lab). 40 project leaders were selected from over 200 applicants and assisted for 6 months in designing and modelling innovations to improve the quality of experience before, during and after the event.

### **CREATING VALUE FOR COMMUNITIES AND TERRITORIES**

Beyond the immediate contributions of professional events reflecting their ephemeral nature, trade shows and exhibitions are powerful tools for generating lasting value for professional and civil society communities and territorial economic development. They are also expressions of a political strategy to generate added value. In its capacity as a manager of sites, GL events Venues is also a key contributor to business tourism, the economic development of businesses, and more generally, territorial development in the service of the public interest. In this role, GL events works in partnership with all economic, political and volunteer-sector stakeholders of the region.

By way of example, the Group's Lyon sites established within the Lyon Convention Center, a dedicated space for collaboration and exchange for all event industry stakeholders of the region. Its purpose is to bring together and focus the energies of all stakeholders on the transition to and development of responsible business tourism, and in this way actively contribute to supporting the regions' policies.

### SOLIDARITY-BASED STAKEHOLDERS

Teams in the GL events Group companies have actively participated in solidarity projects in favour of various communities to create added social value in the territories and ecosystems in which they operate. For example, the LOU Rugby and the Confluence site in Lyon participated in the "Solidarity Week" campaign to provide donations to the community-based organisations, Aida and Les Restaurants du cœur. This initiative collected 1,400 items of clothing and over 300 toys for hospitalised children.

Last December, the Lyon Convention Center hosted the first edition of a Socially Responsible and Solidarity-Based Christmas market: "Les Halles Inclusives" was organised by the community-based organisation, "Prête-moi tes ailes" and supported by the Group with the assistance of around 40 of its employees.

All the exhibitors (40 for this first edition) at this Christmas Market were people with disabilities who were participating in the event to present their craft products and services to attendees.





SOLIDARITY WEEK - LYON, FRANCE



### LOCAL AND ECO-RESPONSIBLE BUYERS

The Group has been actively contributing for a number of years in collaborative initiatives with the Social and Solidarity Economy sector:

- These initiatives were focused on promoting employment for persons with disabilities: GL events has been a member of GESAT (the French national network of sheltered work establishments) since 2012 to promote the practice of purchasing from this type of structure. The Group has also been a member since 2015 of the Club Handicap et Compétences, a community-based organisation promoting workplace integration of persons with disabilities,
- Signatory since 2017 of the 1,000 company member charter (*La Charte des 1000*) to promote job integration and employment.

To strengthen our Responsible Purchasing policy, particularly with companies in the SSE sector, we entered into a global partnership with the French NGO, Agence des Economies Solidaire, to rationalise and structure our commitment.

- All Group buyers in France have been provided training in solidarity purchasing,
- A global sourcing initiative carried out to identify potential partners: following the recovery of our activities, initial collaborations were organised with SSE stakeholders that are expected to be continued and further developed in 2022.

# INVESTING AND INNOVATING TO MANAGE THE ENVIRONMENTAL IMPACT OF OUR ACTIVITIES



## INNOVATION & EXPERTISE

Although the health crisis continued to impose constraints, 2021 provided an opportunity for the Group to demonstrate its capacity for innovation within different businesses. This capacity was illustrated by two emblematic initiatives through which the Group is establishing a position as a key driver of ecological transition through its different areas of expertise:

- In the Live division, by developing digital solutions to meet new challenges and offering lower impact products such as electro-hydrogen units,
- In the Exhibition division, by continuing to develop the exhibitions of the Greentech+ business unit to support the different industry players operating in the Ecological Transition sector.

Innovation has focused on the tracking and analysis of our performance. As part of the open innovation programme with Matrice mentioned above, one of the teams initiated a dedicated performance management system project: Green Advisor. This tool makes available a scorecard for managing and assessing the CSR performance of GL events' activities and divisions.

## EFFICIENTLY MANAGING OUR CONSUMPTION OF RESOURCES

Managing resource consumption requires changes in behaviour and processes to reduce our energy consumption through training and awareness-raising among our teams. The replacement of existing equipment with more efficient solutions also contributes to this goal. The Venues division has set a target for equipping its meeting facilities with LED lighting within three years.

For the renewal of its fleet of trucks, the Group has invested in 4 natural gas engine tractors.

## CIRCULAR ECONOMY

The circular economy is one of the major challenges for our industry subject to the risk of generating waste. Our business lines contribute to creating virtuous circles through the reuse of materials and space rental. Our approach for managing waste flows is organised around 3 continuing improvements objectives: reuse > reduce > recycle.

## MAXIMISING REUSE

The business lines involving the provision of services or the rental of equipment and spaces contribute to combating the one-time usage and participate in a circular economy logic. By optimising the turnover of assets (equipment, temporary structures, audio-visual equipment, event venues, energy, partitions, etc.) we extend their lifespan and facilitate repairs to create more virtuous circles of re-use. The expertise of our repair workshops located in our warehouses further extends the lifespan of our assets. And as a last resort, degraded assets are recycled through partners like the eco-agency Valdelia for used partitions or furniture.

In addition, GL events has developed particular expertise in temporary and modular buildings. These solutions make it possible to design structures which can be disassembled and reassembled and are less costly and with a much lower environmental impact than conventional buildings. The Group is committed to reducing waste production at the source. Among the waste coming from event activities, food products originating from Food & Beverage services represent an important resource for potential reduction. Anti-waste devices systems have been installed at the different sites. The development of fully modular and reusable stands has also contributed to reducing waste. The distribution of plastic bottles at our sites is in the process of being discontinued. We are continuing efforts to recycle, by expanding the process of testing, validation and deployment for certain waste streams.

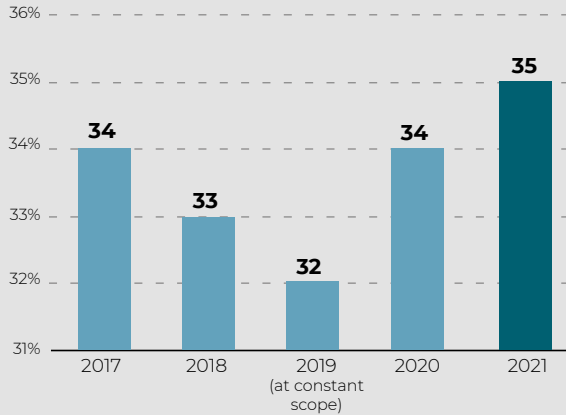
A global partnership was signed in July with a single service provider for all our sites in France to increase the rate of sorting and recycling of various product flows:

- The 5 traditional waste flows (paper/cardboard, metal, plastic, glass and wood),
- The provision of carpeting is a key component of our business.

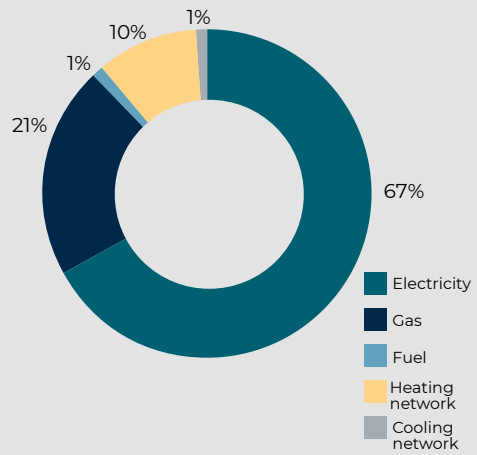
Monitoring and managing this item will be made possible by the introduction of a tool that is now in the process of being deployed.

With a view to improving selective sorting and recycling, all French event venues will be equipped with specific waste bins for attendees by 2021, representing more than 5,000 containers.

### THE GROUP WASTE SEPARATION RATE

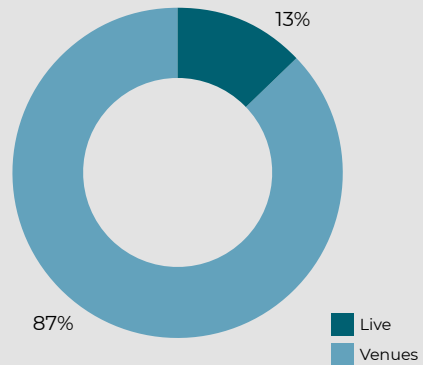


### ENERGY CONSUMPTION BY TYPE (%)



HEAVENT - PARIS, FRANCE

### ENERGY CONSUMPTION BY DIVISION (%)



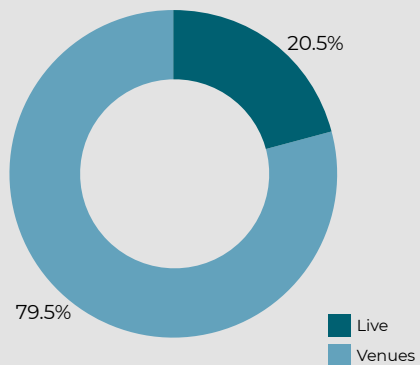
### WATER CONSUMPTION\*

327,701 m<sup>3</sup>

\* Total water consumption for buildings and fire hose cabinets

GL events Venues accounts for the major percentage of this consumption 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 BY DIVISION (%)



# 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).

**NAME CHANGE** to 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 contracting 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 support its expansion in the event market, the Group carries out a capital increase of €15.4 million.



INTERNATIONAL WOOD CONSTRUCTION FORUM (FBC) - PARIS, FRANCE

## 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), and an equity interest acquired in Première Vision, 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 Center and wins management concessions for the Riocentro Convention Center of Rio de Janeiro, Pudong Expo for the city of Shanghai, the Brussels Square

meeting center, the Turin Lingotto Fiere exhibition center, the Curitiba Estação Embratel Convention Center and the Rio de Janeiro Aréna in Brazil and the World Forum Congress Center of The Hague. GL events acquires Traiteur Loriers to accelerate the development of its Food & Beverage strategy.

**IN 2005 AND 2007**, the Group carries out two capital increases raising €35.7 million and €77.6 million.

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

# 2010-2015

**THE CREATION** of GL events Exhibitions on the 1<sup>st</sup> of 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 was selected to manage the Palais Brongniart.

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

**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 THE TOULOUSE EXHIBITION CENTER**, the management concession for the new Ankara Convention and Exhibition Center 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 emerging markets and, in particular, Brazil with a very promising line-up of major events in 2016. Sofina becomes a Group shareholder

**EXPORTING THE PROPRIETARY EVENT CONCEPTS** 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.).

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

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

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

**ON 1 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 Center and Exhibition Park of Strasbourg.

**AS A STAKEHOLDER OF THE G20 SUMMIT** 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 Chile.

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

**COMMENCEMENT OF A MAJOR PROGRAMME FOR SÃO PAULO 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

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





INTERNATIONAL FILM FESTIVAL - CANNES, FRANCE

## 2016

### **IN APRIL, INAUGURATION OF SÃO PAULO**

**EXPO**, Latin America's largest exhibition center with a total area of 120,000 sqm.

**A STRONG PRESENCE AT THE RIO SUMMER OLYMPIC GAMES**, with competitions hosted at Group sites (Rio Arena and Riocentro), the provision of numerous catering and hospitality services.

**SIGNATURE OF A JOINT VENTURE** between GL events and Yuexiu Group to jointly develop a network of event sites in China. The first step in 2019: managing the future Guangzhou Yuexiu Exhibition and Convention Center (50,000 sqm).

**AFTER COP 20 IN LIMA AND THE COP 21 IN PARIS**, GL events is a stakeholder of the COP 22 hosted in Marrakesh. The Group confirms accordingly its standing as a major player for these global sustainable development meetings.

## 2017

### **CREATION OF GLOBAL INDUSTRIE**

With the acquisition of the Tolexpo and Midest trade shows, combined with Smart Industries, GL events has created a major broad-based event for the industrial sector. The first edition is held in March 2018 at Paris-Nord Villepinte.

**MATMUT STADIUM OF GERLAND** is completely refurbished. After six months of work, the playing grounds of LOU Rugby is ready to host sports events and large events.

**STRATEGIC ACQUISITIONS:** Tarpulin (Chile), Wicked & Flow (Dubai), Aganto (UK) and the CCC agency.

### **CONTINUING DEVELOPMENT IN ASIA:**

after China, GL events is awarded preferred bidder status for the management of the future Aichi International Exhibition Center (Japan).

# 2018

## **A VERY SUCCESSFUL FIRST EDITION OF GLOBAL**

**INDUSTRIE:** Reflecting a strategic priority of the French government, GL events created the standard-setting exhibition of the French industrial sector.

## **WITH AÏCHI SKY EXPO AND E2 DUBAI SOUTH**

**EVENT & EXHIBITION CENTER,** the network of venues has been strengthened in regions of the world where significant developments are expected.

## **THE GROUP'S NETWORK OF EVENT VENUES IS REINFORCED BY THE ADDITION OF REIMS AND CAEN.**

**WITH THE ACQUISITION OF FISA,** Chile's leading professional exhibition organiser, the Group has strengthened its market positions in Chile, and more generally, in Latin America.

Reflecting a dual dynamic of both organic and external growth driven by employee engagement the €1 billion revenue milestone was crossed in a year marked by a double anniversary: 40 years of existence and 20 years as a publicly traded company.



THE EVIAN CHAMPIONSHIP - ÉVIAN, FRANCE



FESTIVAL CARAVEL - LYON, FRANCE

## 2019

### **ACCELERATION IN INTERNATIONAL EXPANSION**

Acquisition of a 51 %-stake in ZZK (China), a company specialised in event services, a 60 %-stake in Johannesburg Expo Center, the managing company of the Johannesburg exhibition center, a 55 %-stake in CIEC Union (China, an organiser of 6 major exhibitions in tier one cities, and a 60 %-stake in Fashion Source (China), a fashion exhibitions organiser.

### **STRENGTHENING THE VENUE NETWORK**

The Venues Division continued to strengthen its network: a new convention center in Salvador de Bahia (Brazil), renewal of the management concession for the Exhibition Center and Polydome of Clermont Ferrand, extension of the concessions for the Saint-Étienne venues (Exhibition Center, the Cité du Design of Saint-Étienne, supplementing the Verrière-Fauriel meeting facilities).

### **NOTEWORTHY SUCCESSES BY GL EVENTS LIVE WITH MAJOR EVENTS**

Highlights for the Live Division in 2019 included services provided for the Pan American Games (Peru) and also COP 25 (Chile & Spain), an event which demonstrated the Group's ability as a highly responsive and mobile organisation capable of delivering services to customers in record time.

### **PREMIÈRE VISION VOTED THE BEST MARKETPLACE**

The B2B e-commerce platform, a genuine complementary service to its material and services shows for the upstream of the fashion sector, developed with MIRAKL and Data Solutions, was awarded the Gold Trophy in the marketplace category for 2019 at the 13<sup>th</sup> edition of the E-commerce Trophies organised by E-Commerce Magazine.

### **GL EVENTS MAKES A MAJOR DEBUT IN CHINA**

For the first time, GL events participated in China's No. 1 import-themed exhibition, an event that attracted more than 3,800 exhibitors and over 500,000 domestic and overseas trade visitors. GL events obtained a number of leads ranging from opportunities to develop and operate new sites, services for large international events to the launching of new events in China.

# 2020

Beginning in January, GL events was confronted by a new virus unknown to date, forcing it to place its employees in China in quarantine and suspend its operations. While the epidemic began to spread, the Group anticipated and adopted measures to protect its employees and remote working tools. While exhibitions and events were postponed one after the other, the Group's fundamentals and the agility of its teams were focused on preparing a partial recovery between the two lockdowns of March and October, and successfully implementing new strategic projects.

## **THE TEMPORARY GRAND PALAIS IN PARIS AND A NEW SITE IN CHILE**

Construction of the Temporary Grand Palais on the Champ-de-Mars landscaped public garden in Paris is underway for a delivery scheduled in spring 2021.

## **GL EVENTS WAS AWARDED A 40-YEAR CONCESSION FOR A MEETING FACILITY IN SANTIAGO DE CHILE AS FROM 2022.**

This new 4,700 sqm venue currently hosts approximately 300 events per year.

## **ACQUISITION OF THE CACLP EXHIBITION IN CHINA FOLLOWED BY A FIRST SUCCESSFUL EDITION**

The country's market leader in the fields of IVD (in vitro diagnostics) and clinical tests, the acquisition of this event confirms the Group's commitment to developing a lasting position in this promising market. Tranoi, the leading B2B event organiser for creative fashion brands in conjunction with Fashion Week, joined forces with the Group, strengthening its fashion Business Unit.

## **DIGITAL INNOVATIONS**

The Global Industrie Exhibition accelerates its digital offering and becomes Global Connect. Over 4 days, 300 participants and 46 webinars brought together a community of more than 6,100 professionals from the industrial sectors.

The Palais Brongniart organised its first phygital event and a live streaming fashion show for Fendi, the Italian luxury fashion house.

The Group launches a television studio offering across multiple sites.

## **GL EVENTS CONTRIBUTES TO COMBATING THE PANDEMIC**

Two halls of the exhibition center of Rio de Janeiro were transformed by the Group into a temporary hospital. The Metz Exhibition Center is being used by health authorities as a site for transferring patients from the Grand Est region to Germany. GL events is also assisting all health authorities in delivering vital services required to combat this pandemic.

In England, temporary medical structures are being installed by GL events to receive patients. In South Africa and Patagonia, the Group is participating in the construction of temporary hospitals.

## **PUTTING SAFETY FIRST**

Reflecting the 5<sup>th</sup> pillar of its CSR policy, "Think Safe", the Group recently received the Apave Safe & Clean label attesting that appropriate health measures and systems have been implemented addressing the COVID-19 risk. This represents a first step of an approach designed to extend this label to all its activities throughout the globe.

## **RECOVERY IN ASIA**

In China, Zibo, the first New Materials Industry International Expo, China ASEAN Expo, the Zhuhai International Design Week and the Greater Bay Area Industrial Expo.

A remarkable event in Japan: more than 3,000 attendees per day at the 58<sup>th</sup> National Skills Olympics Competition, organised in strict compliance with public health restrictions.



TOULOUSE INTERNATIONAL FAIR- TOULOUSE, FRANCE



# 2021

## **2021, A YEAR OF RECOVERY!**

Finally, we were able to resume activities as the different markets began to emerge from the crisis. Asia led the way with this rebound, followed by Europe starting in June and South America in October. On this basis, we were able to generate €741 million in revenue over a short period.

### **RENEWAL OF THE SAFE & CLEAN LABEL**

GL events' Safe & Clean label issued by APAVE was renewed for all its establishments and activities in France and abroad (excluding China). This label certifies that all preventive measures deployed by the Group to deal with the epidemic are fully operational and constitute a guarantee of the safety for its employees and the public.

### **ACQUISITION OF CRÉATIFS**

The acquisition of Créatifs at the end of 2021 in Paris will further strengthen GL events' expertise in the design, production and installation of individual stands and common areas for trade shows, fairs and exhibitions.

### **NEW MAJOR CONTRACTS**

GL events has signed several key contracts including the Commonwealth Games, Cop 26, the 2022 Football World Cup, the construction of a cross-country track in Versailles in preparation for the Paris 2024 Summer Olympics and the renovation project for the Anhembi Exhibition Center in São Paulo, Brazil.

### **INAUGURATION OF LA PASSERELLE**

Managed with the Lyon Convention Bureau and a network of partners, La Passerelle (the "footbridge") is a new shared meeting and work space for socially-engaged event industry stakeholders.

### **A CRS-DRIVEN STRATEGY**

The Group's commitment to CSR was strengthened by the signing of the Paris agreement to promote local employment and business, its partnership with Les Canaux for eco-responsible purchasing and its training programme with Eureka for the assembly of structures.

### **CAPITAL INCREASE IN CHINA**

GL events Greater China carried out a capital increase in favour of Nexus Point. This transaction, based on a pre-money valuation of the shareholdings of €259 million, will provide the Group with additional financial resources to pursue its development through targeted acquisitions, validating the strategy implemented over the last 18 months and strengthening the value and quality of the assets held in China.

### **CAPITAL INCREASE OF GL EVENTS SPORTS**

GL events Sports' capital was opened up to Montefiore Investment, manager of the "Nov Tourisme Actions – Relance Durable France" fund. The resulting capital inflow will contribute to the continuing development of activities at the Matmut Stadium site.

### **A REINFORCED MARKET POSITION IN SÃO PAULO**

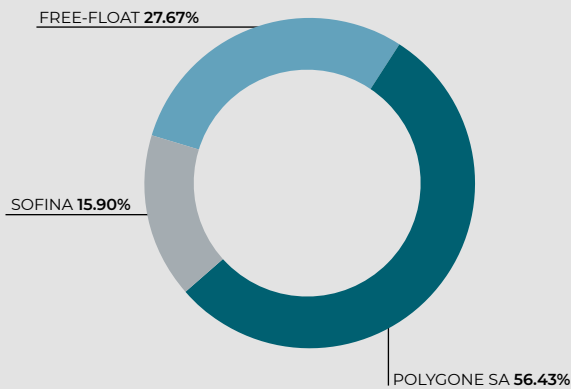
The Group was awarded the call for tender for the management of the Anhembi event complex, located in the heart of São Paulo (Brazil): a 30-year management concession for the exhibition and convention center (93,000 sqm) and indoor space (400,000 sqm). After completing the renovations, revenue is expected of between €25 million and €30 million with an operating margin of 28%-31%. In addition, the Group will be able to optimise the value of the 270,000 sqm land reserve which will contribute to financing of the capital expenditures for the site's renewal. In this context, a first exclusive negotiation agreement was signed with Live Nation & Oak View Group for the establishment of an Arena.

# SHAREHOLDER INFORMATION

## SHARE PRICE DATA

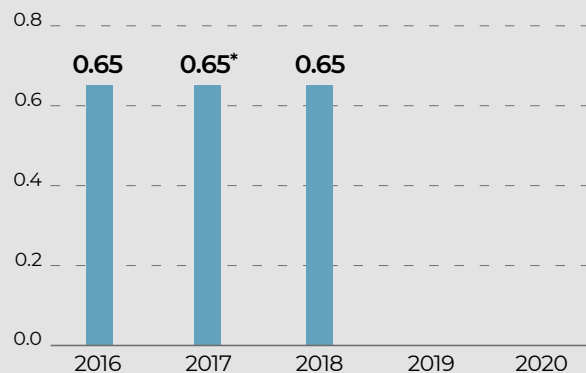


## SHAREHOLDER OWNERSHIP STRUCTURE AT 31 DECEMBER 2021



## DIVIDENDS

On 9 March 2022, in light of the current global economic situation and in order to preserve the Group's liquidity, GL events' Board of Directors, decided to not distribute dividends for fiscal 2021.



\* Dividends paid in the form of shares: 83.95 %.



## 2022 INVESTOR CALENDAR

<b>21 APRIL 2022</b>	Q1 2022 REVENUE
<b>22 JUNE 2022</b>	COMBINED ANNUAL GENERAL MEETING, LYON
<b>21 JULY 2022</b>	H1 REVENUE AND RESULTS (AFTER THE CLOSE OF TRADING)

### PRESS RELEASES

GL events' press releases may be consulted at the company's website, [www.gl-events.com](http://www.gl-events.com) (in the Group section under "Investor Relations"). They are systematically sent by e-mail, fax or the post to all persons having so requested.

### ANNUAL REPORTS

Copies of GL events' annual report can be downloaded 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.

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### MARKET

**EURONEXT PARIS- COMPARTMENT B (MID CAPS).**

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**FTSE CODE: 581**

**LEI CODE: 9695002PXZMQNBPY2P44**

Since its initial public offering, GL events has adopted a communication strategy based on strong investor relations. The following information can be found at the company's website ( [www.gl-events.com](http://www.gl-events.com)) in the Investor Relations Section

- recent and past press releases,
- a calendar of financial publications,
- a shareholders' guide,
- downloadable annual reports and financial publications,
- key Group figures,

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



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