



2020

## COMPANY REPORT

BRINGING PEOPLE TOGETHER





# 2020

## COMPANY REPORT

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The registration document  
filed with the AMF can  
be consulted at the  
website of the Group  
[www.gl-events.com](http://www.gl-events.com)  
and the AMF  
[www.amf-france.org](http://www.amf-france.org)

# GL EVENTS, 2012 IN REVIEW

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# THE STRATEGIC IMPORTANCE OF INTERNATIONAL MARKETS

2012 illustrated the Group's continuing forward momentum at all levels with 5.3% growth in revenue to €824 million, following average gains of 17% between 2009 and 2011. These performances were driven by the commitment of the Group's employees as well as strategic choices producing results in particular in terms of international locations and development.

Progress in this latter area resulted in 21% growth over 2011 in international markets, now accounting for more than one half of the Group's geographic sales mix and bolstered by exceptional events in 2012, starting with the London Olympic Games, the first in Olympic history adopting a commitment to sustainability.



The gains in Brazil also highlight this momentum...



The gains in Brazil also highlight this momentum... This country will host a number of major events starting with the World Youth Day in July 2013 that will take unprecedented dimensions with the appointment of the new Pope. This will be followed by the 2014 World Football Cup and the Rio de Janeiro 2016 Olympic Games. Based on these prospects, the Group has made important investments and signed major contracts for new event hosting infrastructures.

The confidence of our customers has always been an essential building block in our progress. For that reason, its preservation constitutes a guiding core

commitment. This commitment is illustrated by several major priorities: the capacity to deploy our expertise across five continents, mentioned above; a strategy of capital investments adapted to renewing our equipment; substantive efforts to strengthen our network of venues, pursuing the development of spin-off events, innovating the content of our trade shows, as was the case by combining Sirha with the first World Cuisine Summit, a major forum for exploring new culinary trends for many chefs and researchers from throughout the world.

For 2013 and beyond, our strategy will focus on pursuing opportunities in emerging powers. In the years ahead, business tourism will increasingly become a major growth segment. To exploit that potential, we intend to strengthen our presence in Brazil, of course, but also in Turkey, Africa, the Gulf countries, Russia, China... The capital increase completed in September 2012 will contribute to financing our development in these countries with strong economies open to foreign investors. We have many significant strengths including notably a position as a top-tier provider with expertise covering every aspect of an event.

With these promising prospects for development over the longer-term, many major events await us in the years ahead.

Sustained by the strong commitment of its employees, GL events will maintain its readiness to respond to these opportunities, determined to stay the course for lasting and profitable growth.

**Olivier Ginon**  
Chairman of GL events





LONDON OLYMPIC GAMES -  
UNITED KINGDOM



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3,896

employees

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56

nationalities

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Revenue

824M€

(50% from international markets)

---

+ 90

locations worldwide

---

300

proprietary trade shows

---

36

venues under management  
(with a combined public access area  
of more than 1 million m<sup>2</sup>)

---

+ 4,000

events staged

---

+ 11 MILLION

visitors and exhibitors

# AN INTERNATIONAL GROUP

GL events is a worldwide provider of integrated solutions and services for events covering the market's three main segments:

- congresses and conventions;
- cultural, sports and political events;
- trade fairs and exhibitions for professionals and the general public.

Intervening on behalf of a large range of institutional and private companies in France and worldwide, GL events' mission is assisting companies, institutions, and event organisers at every stage of the process from the definition of their event strategies to final implementation in the field.

Providing a base for this global coverage, the Group has operations on all five continents in more than 19 countries. Listed in Segment B of NYSE-Euronext Paris, with revenue of €824 million in 2012, it has 3,896 employees.

GL events' operations are organised into three major business units:

**GL events Live** groups together the full range of business lines and services for corporate, institutional and sports events. From consulting services and design to producing the event itself, GL events Live's teams provide turnkey solutions to major worldwide event customers.

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

**GL events Venues** manages operations for a network of 36 venues that include convention centres, exhibition centres, concert halls and multi-purpose facilities located in major French cities and international destinations: Lyon – Paris – Toulouse – Clermont-Ferrand – Saint-Étienne – Vannes – Metz – Troyes – Nice – Amiens – Roanne – Barcelona – Brussels – Budapest – London – Padua – Rio de Janeiro – Shanghai – Turin – Ankara – Istanbul – The Hague.

## An international group

Development in international markets has become an important pillar in the Group's strategy. It is based on several strengths:

- a presence in 19 countries through more than 90 sites – branches, sales offices or venues managed under concession agreements – managed by means of alliances with top-tier local partners or through acquisitions of structures with strong positions in their market;
- participation in large global events: Olympic Games, World Cups, international meetings... for which GL events has successfully established a position as a major service provider;
- the capacity to manage multi-national teams and projects.



Since its creation, GL events has developed by pursuing a strategy of coherent and selective expansion







WELCOME CONVENTION -  
LYON, FRANCE

## Compelling intangible assets

GL events also has decisive intangible assets that bolster its image as a market leader, provide differentiation in the worldwide event landscape and contribute to the confidence of its stakeholders:

- a brand offering name recognition that conveys an image combining the strengths of rigorous standards, consistency in meeting commitments and high quality services;
- cutting-edge know-how covering every facet of event organisation;
- trade shows brands with strong name recognition.

## Continuing growth momentum

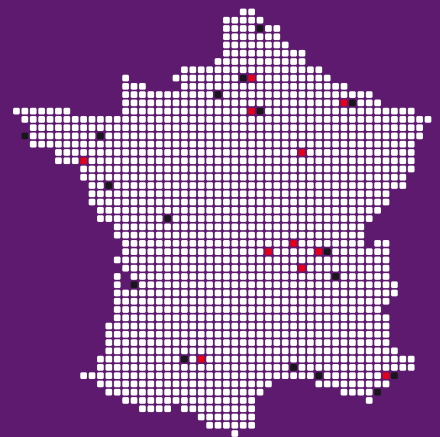
Since its creation, GL events has developed by pursuing a strategy of coherent and selective expansion, based on a number of key strengths:

- its integrated business model leveraging synergies from the Group's three major business units for optimised performances and maximum benefits from their complementarity, throughout the world;
- a solid base in its domestic market that has expanded from France to Europe, building on the strengths of mature markets;
- highly effective logistics capabilities that today cover the full event production cycle from sourcing, manufacturing to assembly, making it possible to produce and deliver equipment within very tight deadlines;
- capacity for innovation in all its areas of intervention: creation of new products adapted to sustainable development requirements, incorporating the latest communication technologies into our offerings, closely monitoring future trends, ongoing collaboration with creators, designers, architects, etc.



BREST  
RENNES  
VANNES  
NANTES  
POITIERS  
BORDEAUX  
CLERMONT-FERRAND  
ROANNE  
SAINT-ETIENNE  
LYON  
GRENOBLE  
TOULOUSE  
MONTPELLIER  
MARSEILLE  
CANNES  
NICE

LILLE  
AMIENS  
ROUEN  
PARIS  
ÎLE-DE-FRANCE  
TROYES  
NANCY  
STRASBOURG  
METZ



VENUES UNDER MANAGEMENT

AGENCIES







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PREMIÈRE VISION -  
PARIS, FRANCE



LONDON OLYMPIC GAMES -  
UNITED KINGDOM





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### **Revenue was up 5% in 2012 from the prior year. How does this performance breakdown by activity?**

Through GL events Live, with growth of 11%, the Group serviced a full line-up of major global events from the London Olympic Games, the World Parachuting Championships in Dubai to the Formula 1 Grand Prix but also the Lyon Festival of Lights, the Saut Hermes international show jumping competition at the Grand Palais, the Africa Cup of Nations... We have in this way contributed to events of large-scale and even exceptional size. Another annual highlight was the Rio+20 summit, the global sustainable development event for which we were strategic partners, both as a supplier of equipment and, through our Riocentro and HSBC Arena, as a provider of venues.

The Exhibitions business unit delivered a good performance by combining its strategy of launching spin-off events in emerging powers with top-tier events such as Sirha, Première Vision, CFIA, the Enova industrial exhibition or the stages of the Omnivore World Tour.

Finally, GL events Venues continued its positive trajectory with growth of 15%, confirming our international expansion, through in particular the strong appeal of the sites of Rio de Janeiro and Barcelona, a management concession for the Congresium Ankara convention centre and solid foundations in our domestic market. This momentum is also exemplified by the new concession agreements for the Metz Métropole Convention Centre and the future Toulouse Exhibition Centre, and renewals for those of Vannes and Clermont-Ferrand.

To develop our network, we must leverage our strengths that combine the strategy for optimising the value of venue assets with an enduring commitment to authorities and local government stakeholders. These long-term public-private partnership concessions demonstrate the confidence these stakeholders have in our development model as a solution for strengthening the attractiveness and visibility of their regions.

### **What is the outlook for growth and sustainable development?**

The ISO 14001 certification of our French venues represents a decisive advance. This achievement demonstrates a twofold commitment in terms of respecting the environment and pursuing continuing progress henceforth on a systematic basis. 18 venues are already certified and three more will be added in 2013. This represents a first of such scale that sends a strong signal to the entire event industry.

And on a broader level, the Group has adopted a global strategy for sustainable development spearheaded by three programmes, Think Green (environmental issues), Think Local (societal issues) and Think People (labour and employee-related issues), all contributing to daily advances highlighted by the quantitative data published for the first time this year in our "Corporate Social Responsibility" report.

**Olivier Roux**  
Vice Chairman of GL events









# ANNUAL HIGHLIGHTS

## African Cup of Nations 2012, excellence at work

Jointly organised by Gabon and Equatorial Guinea, CAN brings together Africa's top men's football teams. For this event, GL events was tasked with providing a large range of overlay services for the two stadiums in Gabon in Libreville and Franceville. GL events also won a contract with each of the two Organising Committees for the opening ceremony in the Bata Stadium in Equatorial Guinea and for the closing ceremony in Stade d'Angondjé in the Gabonese capital of Libreville.

*January – February 2012*



## London Olympic Games, services of unprecedented scale

For the London Olympics, GL events implemented an industrial and logistics project of unprecedented scale. It represents one of the largest projects ever undertaken by GL events in terms of size, innovation, investment and human resources: GL events' intervention involves work at 89 event sites, requiring more than 500 people, including sub-contractors, and a project-specific management and organisational approach. In terms of upstream preparation, the provision of tents and grandstands for the event involved one of the most significant design operations the Group ever conducted, with around 2,000 drawings produced in barely six months. At the same time, a huge programme was launched to manufacture 165,000 m<sup>2</sup> of tents and 95,000 grandstand seats. For five months, Group companies operated 24/7 to produce the temporary structures, ranging from single-floor to triple-decker Absolute structures.

*July – August 2012*



## GL events Brazil invests in sustainable solutions for Rio+20

GL events Brazil deployed a team of 1,380 to manage sustainable development solutions for Rio+20 Summit. The objective? Meet the needs of the event as an official supplier of the United Nations Conference on Sustainable Development. To this purpose, several major projects were carried out at the Riocentro site, the largest exhibition centre in Latin America: dredging the pond and the Camorim river bottoms, waste water treatment, waste separation collection, biodegradable equipment, usage of nearly 90,000 meters of recycled carpet (or 9,928 PET plastic bottles) and eco-friendly paints and canvases for all visual communications media... A challenge carried off with flying colours by the teams on-site!

*May – June 2012*











## Bocuse d'Or USA, a stage in world tour

Organised by GL events Exhibitions, the Bocuse d'Or is an international cooking competition open to every country. It showcases the very latest trends in world cuisine. The Bocuse d'Or is now synonymous with culinary excellence and demands highly rigorous preparation by each national team to best represent the culinary level of the competing country. With this objective, the Bocuse d'Or USA competitions took place at the Culinary Institute of America in New York where the winner won the right to compete in the final of Bocuse d'Or France.  
*January 2012*

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## Saut Hermès, a renewed mark of confidence

After the success of the first two events, the Saut Hermès international show jumping competition was held at the Grand Palais in Paris. Over these three days, the world's greatest riders came together to take part in an international CSI5\* show-jumping competition under the glass nave of this legendary Parisian monument. Once again this year, the competition's organiser, Hermès, renewed its partnership with GL events Group for the production of this event. All of GL events' teams were deployed to ensure the very best reception for the international riders and design specially adapted installations and fittings for this unique equestrian event.

*March 2012*

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## Première Vision, the world's leading fashion-textiles show

50,000 professionals representing 106 nationalities come together twice year in Paris, the world fashion capital. No less than 700 fabric-makers from 28 countries present their collections responding to the latest demands of the fashion market and the calendar requirements of the clothing industry. For this new season, Première Vision launched the PV Global Meetings. Supported by an important international base of offices, Première Vision actively fulfils its role as a platform for exchange and high-level discussions.

Its concept has furthermore been successfully exported throughout the world: Sao Paulo, New York, Moscow and Shanghai.

*February 2012*







## The World Figure Skating Championships, a challenge of major dimensions

GL events hosted the world figure-skating championships at its Nice Acropolis convention centre. Step by step, teams of GL events, the City of Nice and the French figure skating federation worked in tandem for the layout and installation of this exceptional competition. This undertaking involved not less than 600 tonnes of material for the grandstands, blocking the penetration of daylight for 6,000 m<sup>2</sup> of ceiling, and groundwork to re-level the floor... A performance of high precision!

*March – April 2012*

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## City Events, Where cities and sport come together

The goal of the City Events annual conference, held this year in Lausanne was to provide an opportunity for representatives of cities seeking to attract sports events to meet with sports federations and event organisers. For the last three years, this has been the event where officials in charge of promoting their regions as destinations come to meet representatives of international sports events. This year, the event's programme of conferences, workshops and B2B meetings enabled participants to enter the competition to host an event with an even higher chance of success. This meeting, organised by GL events, has established a position as the leading sports event of its kind; today, this is where tomorrow's world of sport begins!

*November 2012*



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## Equita' Lyon: a show full of surprises!

The latest edition of Equita' Lyon brought together the world's top riders and horses for an event that is evolving to become one of the world's top equestrian shows. While Equita' represents the very best in the world, it is also the showcase for national and regional riding competitions! Dressage, show jumping, shows for children, photo exhibits, meetings with renowned authors,... among the event's many highlights that completed its successful programme with the Donskaya Slavic-themed show. Original special effects and a breath-taking light show transported the public to the Steppes of Central Asia!

*November 2012*







## GL events, the official supplier to the International Jewellery Week in Dubai

More than 250 jewellers from 25 countries attended the four-day event at the Dubai World Trade Centre to develop contacts and conclude sparkling deals. Having been organised for 17 years and the largest event in the jewellery sector in the Middle East, it welcomes over 20,000 wealthy visitors from around the world.  
*November 2012*

## Gourmet becomes Sirha Geneva

After its widely recognised success in 2010, the Gourmet Fair has expanded and turned into Sirha Geneva to offer an even broader and more diverse range of products and services. The Swiss selection for the Bocuse d'Or will take place at Sirha Geneva and be presided by the Swiss chef, Franck Giovannini, elected Best Swiss Chef in 2010. This prestigious competition will pave the way to the Bocuse d'Or Europe and the grand finals to be held in Lyon in 2013. A new highlight at this year's fair was the "Chef & Designer Dessert à l'assiette 2012" a competition with eight teams comprised of a pastry chef and a designer calling upon all their creativity and know-how to come up with the best "pâtisserie" design project.

*February 2012*



## Piscine Middle East, a successful spin-off event in a new region

Organised by GL events, the first edition of Piscine Middle East, was an enormous success, exceeding all expectations. Cityscape of Abu Dhabi counted more than 3,100 visitors: a promising beginning for this trade show as one of the flagship events for the pool and spa industry in the Middle East. Already highly developed, this sector is very interested in the critical role of innovation on economic development. This event provided opportunities to discover worldwide launches of innovations, product tests in real conditions, a selection of sustainable development solutions and presentations of pools incorporating unique technologies.

*April 2012*

## Omnivore World Tour, a promising global adventure

Seven years after the inaugural event in Le Havre, the Omnivore World Tour 2012 was launched in association with GL events. In a caravan with an inflatable dome, housing a circular kitchen fitted with a 360° camera, upcoming chefs took turns to promote French cooking in twelve major cities around the world. They were accompanied by top French and international chefs on their journey that included stops in Paris, Moscow, New York, Sao Paulo, as well as many other cities on the way.  
*February 2012*



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## The “M Pavilion”: destination Marseille- Provence

Since January 2013, Marseille has been the European Capital of Culture. Numerous shows and exhibitions are planned throughout the year. The “M Pavilion” (Pavillon M) was set up to serve as the central information point to guide visitors during this enormous year-long festival. GL events teams were tasked first with designing and producing in 2012, and then supervising, operating and managing this major project, right through to the dismantling stage. This 3,000 m<sup>2</sup> temporary structure is made exclusively from re-usable materials and was designed to allow light to flow into the building. In the form of a succession of bridges clad in wood and covered in polycarbonate panels letting in daylight, this pavilion is emblematic of the event, while the fun and contemporary use of video walls, olfactory cabins, 3D holograms and films unveil the programme for Marseille-Provence 2013.  
*December 2012*

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## The Maison de la Mutualité, undergoes a major transformation

Two years of work have culminated in a true rebirth for the Maison de la Mutualité, signed by architect Jean-Michel Wilmotte. The new conference centre includes an auditorium with seating capacity for 1,800, a modular space of 800 m<sup>2</sup> that can be divided into three areas and nine meeting rooms. It also now features the “Terroir Parisien”, quickly becoming one of the capital’s gourmet destinations where Chef Yannick Alléno proposes his interpretations of Paris cuisine. Since it was reopened in March 2012, this Art Deco monument has once again become one of the landmark sites of Paris life.  
*March 2012*











## Gourmet World Shanghai becomes Sirha Shanghai!

With this new brand, our goal is to establish Sirha Shanghai as the only premium trade show dedicated to top-of-the-range catering, gourmet food trades and the luxury hotel industry. This third edition featured a wider offering and world-renowned gastronomic events, the Bocuse d'Or Asia, of course, as well as Omnivore Shanghai, which brought together great international chefs and up-and-coming local talents for a new-wave cuisine show. A creative initiative that resulted in the birth of a leading gastronomic event in Shanghai.

*June 2012*

## Rio Hair Beauty, a meeting in high style

Brazil is the world's third-largest market for beauty care where it is a fast-growing sector. This positive backdrop ensured the success of the 6<sup>th</sup> edition of Hair Beauty, the major trade show devoted to hairstyling, beauty and aesthetics. Organised by GL events, it brought together hairdressers, hair-colourists, make-up professionals, manicure and pedicure specialists, masseurs as well as distributors and investors from around the world and was attended by as many as 30,000 visitors. And while this event contributed to further boosting this dynamic sector, it was also a key event for promoting investment in infrastructures and services in Brazil.

*February 2012*



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## Qatar Motor Show in Doha, an increasingly popular event

Another success for a GL events spin-off event, the second edition of Qatar Motor Show held at the Doha Exhibition Centre was organised by the Qatar Tourism Authority, in partnership with Q.media events and GL events. It offered motor sports enthusiasts a thrill with the first demonstration in this country by the Scuderia Ferrari racing team along the coastal road of Doha! Fans were also offered previews of the latest models from top Italian designers who presented their latest creations in a specially-dedicated area at the Show.

*January 2012.*

## 15,000 participants attended World Water Forum

Marseille was the site of the 6th World Water Forum attended by more than 15,000 participants. The programme focused on goals and targets for water access, management and use in the world's major regions and setting set concrete commitments for all stakeholders. GL events actively contributed to the organisation of this event by providing reception services management (15,000 registered participants, hotel reservations, management services for more than 100 official delegations and sponsors) hospitality service management at different locations (Parc Chanot, airport, train station, hotel), assistance and general coordination, coordinating transportation services for officials, security and hostesses.

*March 2012*



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## The UEFA Super Cup , strength from unifying Group efforts!

For this 37<sup>th</sup> Super Cup, GL events teams worked simultaneously on two sites. In less than ten days, GL events completed the overlays and fittings for the different spaces at the Louis II Stadium, including 400 m<sup>2</sup> of offices for the organising teams and the Chapiteau de Fontvieille, the venue for the UEFA evening events before and after the match. Our services included lighting, sound, waste-management, layout and decoration. The event required more than 5,000 m<sup>2</sup> of carpet, 1,500 m<sup>2</sup> of fabric, and 5,000 metres of electrical cables.

*August 2012*

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## Perfectly synchronised management for the World Parachuting Championship

More than 800 parachutists took part in the World Championships in Dubai. The event was a genuine success: the number of participating countries, parachutists and competitions exceeded all expectations! For this occasion, GL events was tasked with building the temporary reception structures for the event in addition to providing the interior overlay equipment and furniture. More than 100 people worked on the project each day in order to deliver impeccable finished structures within the deadlines.

*December 2012.*





# IN 2012, GL EVENTS REAPED THE BENEFITS OF ITS INTEGRATED BUSINESS MODEL

Positive  
growth  
momentum  
in 2012:  
**+5.3%**

Following 36% growth over the two-year period between 2009 and 2011, GL events achieved further gains in 2012, with revenue of more than €824 million, up 5.3%, (up 4% like-for-like<sup>1</sup>).

The Group continued its forward momentum by leveraging:

- Its presence at the London Olympic Games, RIO+20 summit and the African Cup of Nations;
- Its European leadership to develop recurrent business in a more competitive market environment;
- Key positions in the most attractive business tourism destinations. On that basis, Group revenue rose 33% in Brazil and South America and 47% in the Middle East with a 66% gain in Turkey;
- The full-year contribution of Serenas, Turkey's leading PCO, and to a lesser degree, Brelet and Slick.

International Markets (excluding Europe) accounted for 21% of total consolidated sales (increasing 2 points in the revenue mix), Europe excluding France 32% (up 5 points) and France 47%. On this momentum, Group revenue from all international markets combined rose 21% in 2012.

## Revenue and operating highlights by strategic business unit

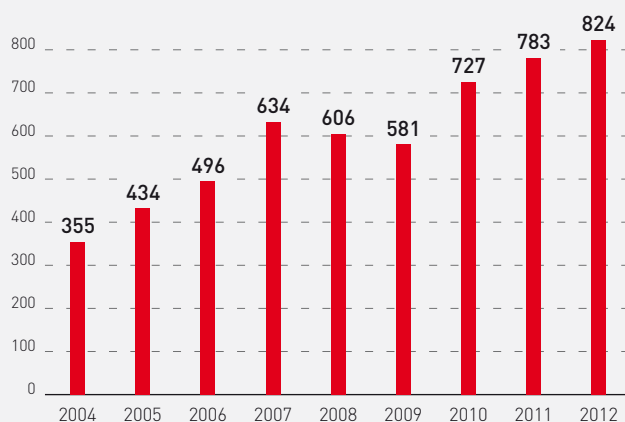
**GL events Live** had annual revenue of €440 million, up 11% on 2011. In the fourth quarter, Group achievements included overlay services for the Rendez-Vous Oseo Excellence (the Oseo Excellence Meeting), the World Parachuting Championships and the International Jewellery Week in Dubai and the Lyon Festival of Lights.

**GL events Exhibitions**, with revenue in 2012 of €136 million, performed well in the period when factoring in the unfavourable biennial schedule of events, representing a decline of 20% (18% like-for-like). In 2012 events organised by this business unit included Equita' Lyon, the Wine and Gastronomy Trade Fairs, Première Vision China in Shanghai, Piscine, Habitat interior design shows, the Enova industrial exhibition combining at a single major event CIEN (components) and RF & Hyper (fibre optics) in Paris, the Bologna Motor Show, City Events in Lausanne and editions of the Omnivore World Tour in San Francisco, Istanbul and Sydney. Other noteworthy achievements included the successful launches of certain shows such as Success Food and ExpoBiogaz in Paris as well as other Brazilian trade shows.

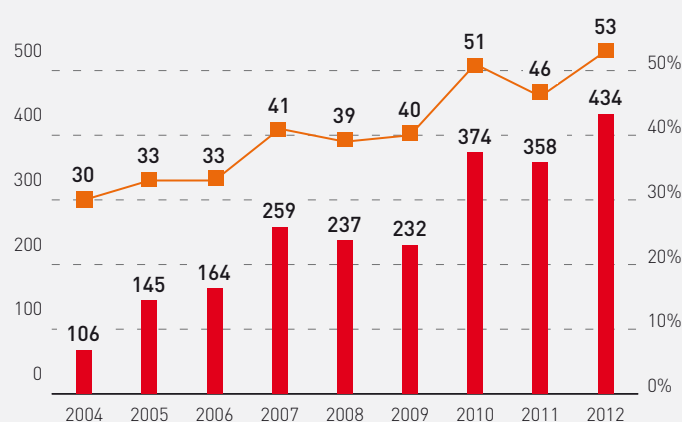
**GL events Venues** had revenue of €248 million for the full year with strong growth of 15% (17% like-for-like). At the end of the year the Footecon, Construire and Hair Beauty trade fairs as well as the Brazil Trade Summit of Rio, Piscine and Pollutec in Lyon, several scientific conventions such as the European Congress on Treatment & Research on Multiple Sclerosis in Lyon, the Osteopathy Convention in Toulouse, the Móvil Forum conference for corporate innovation and mobility technologies in Barcelona, the Convention for the Mutualité Française in Nice, as well as a number of concerts at the end of the year, in particular in Rio de Janeiro, along the lines of the performance of the top DJ, David Guetta, were hosted at venues managed by the Group. The offering of event venues was further strengthened by the ten-year concession awarded to the Group for the Metz Convention Centre.

1. Organic growth defined as at constant structure and exchange rates

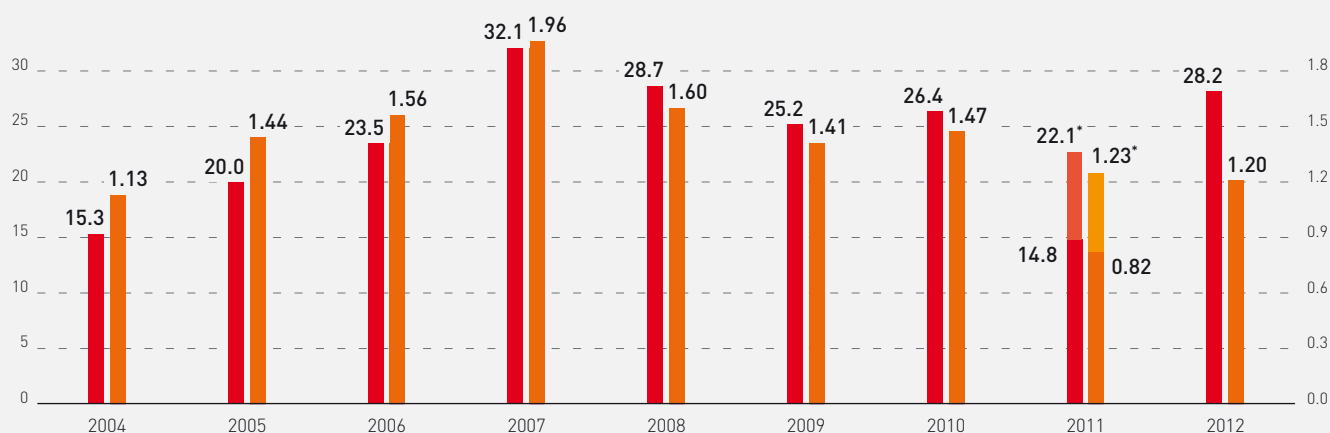
## REVENUE GROWTH (€M)



## INTERNATIONAL REVENUE (€M)

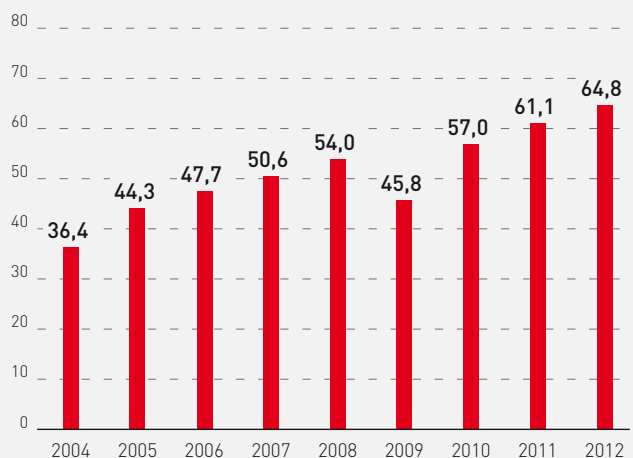


## NET INCOME ATTRIBUTABLE TO THE GROUP (€M) AND NET EARNINGS PER SHARE (€)

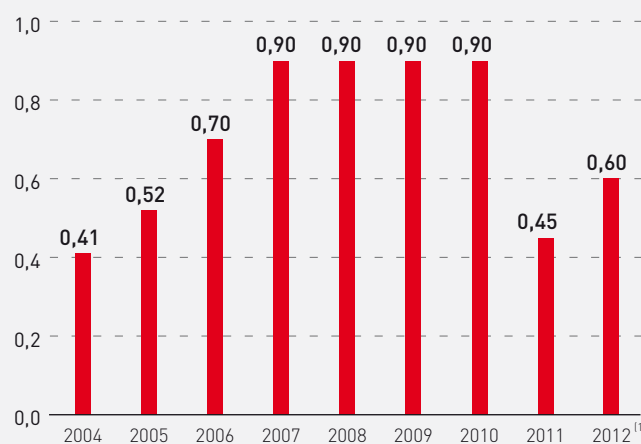


\* Restated for net proceeds from a business disposal and the exceptional provision for the 2010 Commonwealth Games contract.

## CASH FLOW (€M)



## GROSS DIVIDEND PER SHARE (€)



(1) Proposed



- Improved gross margin and team productivity performances
- Amortisation/ depreciation expenses in 2012 up 12% like-for-like

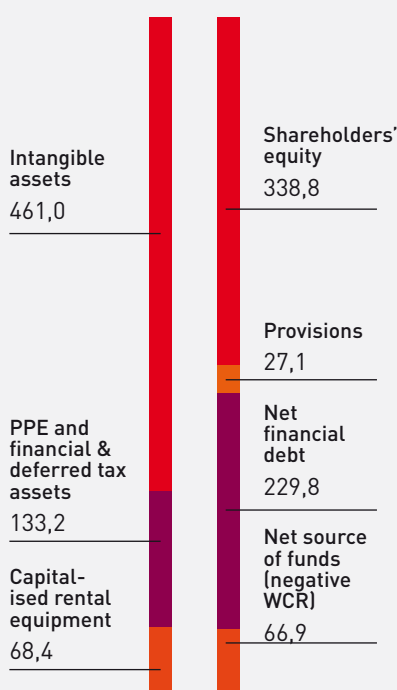
## CONSOLIDATED INCOME STATEMENT HIGHLIGHTS (€m)

	2012	2011(*)	CHANGE	2011
REVENUE	824,2	782,7	5 %	782,7
OPERATING PROFIT	50,6	48,1	5 %	35,4
NET FINANCIAL EXPENSE	-5,4	-6,7		-6,7
TAX	-14,3	-13,4		-7,9
NET INCOME OF CONSOLIDATED OPERATIONS	30,9	28,1	10 %	20,7
INCOME FROM EQUITY-ACCOUNT INVESTMENTS	0,4	0,8		0,8
NON CONTROLLING INTEREST	-3,1	-6,8		-6,8
NET INCOME ATTRIBUTABLE TO THE GROUP	28,2	22,1	28 %	14,8
NET MARGIN	3,4 %	2,8 %		1,9 %

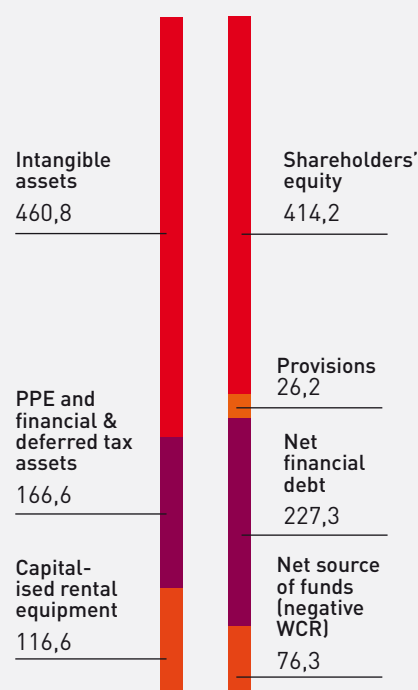
\* Restated for net proceeds from a business disposal and the exceptional provision for the 2010 Commonwealth Games contract.

## CONSOLIDATED BALANCE SHEET HIGHLIGHTS

2011 BALANCE SHEET



2012 BALANCE SHEET



The balance sheet shows gains in net sources of funds (negative WCR) of €9.4 million to €76.3 million with gearing of 0.52 combined with a portfolio of high-quality assets giving the Group an unrivalled position in the event industry

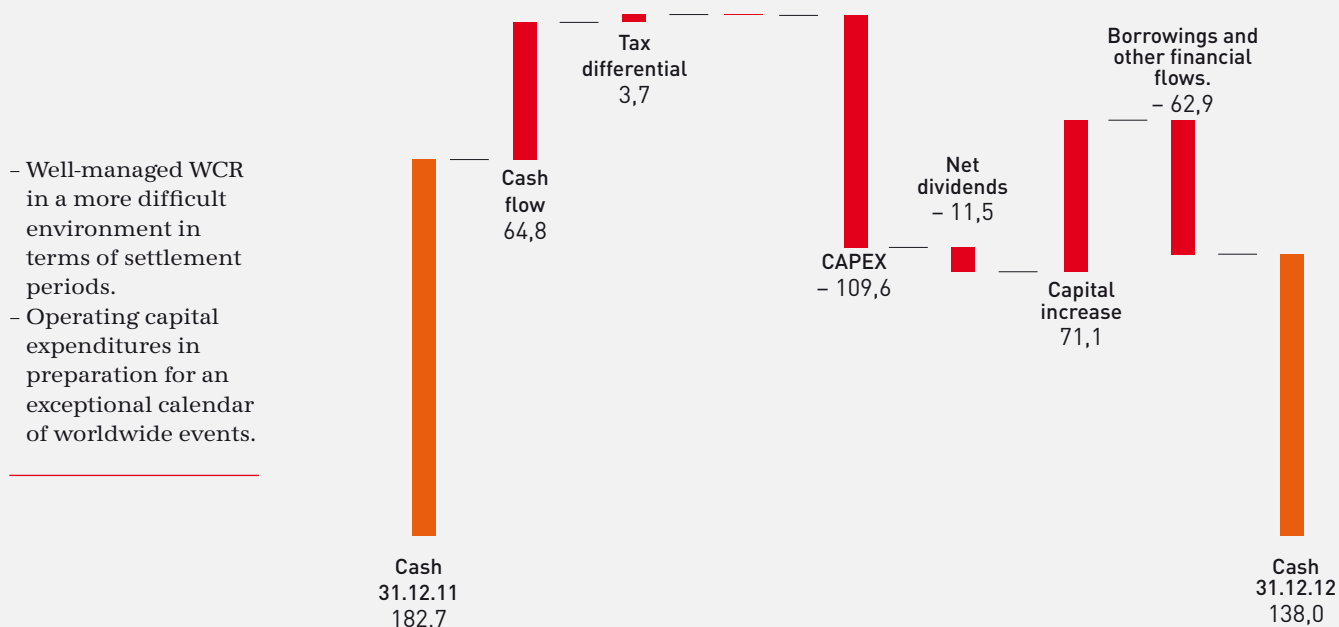
# GL EVENTS' CAPITAL INCREASE A SUCCESS

GL proposed a capital increase to accelerate development in the markets of emerging powers for worldwide events.

The Group decided to submit a proposal to its shareholders to strengthen its equity by approximately €71 million through two successive capital increases. The first for €28.5 million was reserved for Sofina and the second was for a maximum amount of €43.4 million maintaining the pre-emptive subscription rights of shareholders. Sofina and Polygone SA took up this second issue for the amounts of their respective pre-emptive subscription rights.

In line with its strategy, GL events Group intends to leverage its status as a European leader to effectively manage its costs and margins, while taking advantage of development opportunities, particularly in venue management. On this basis, it today intends to accelerate its expansion in major international regions outside of Europe, by developing solid bases in "emerging powers" like Brazil, Russia, China, and selected African and Middle Eastern countries, with Turkey as a priority.

## CASH FLOW HIGHLIGHTS










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HEAVENT -  
PARIS, FRANCE

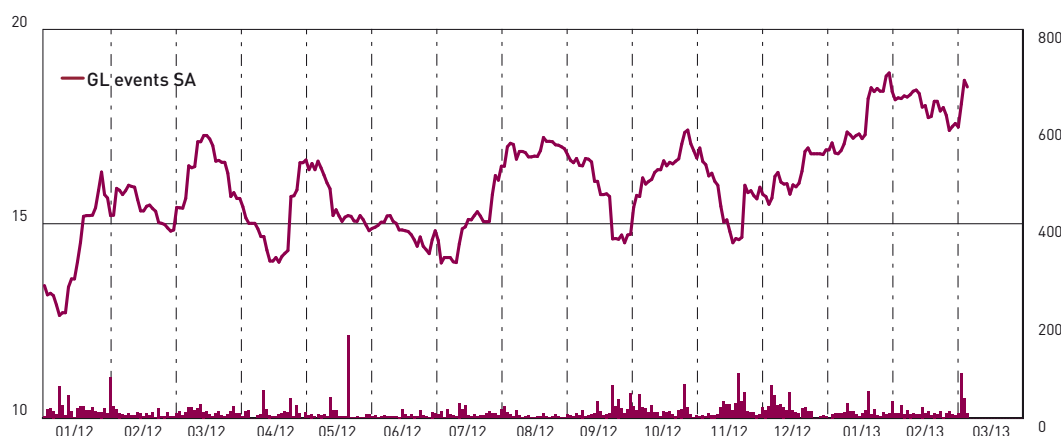



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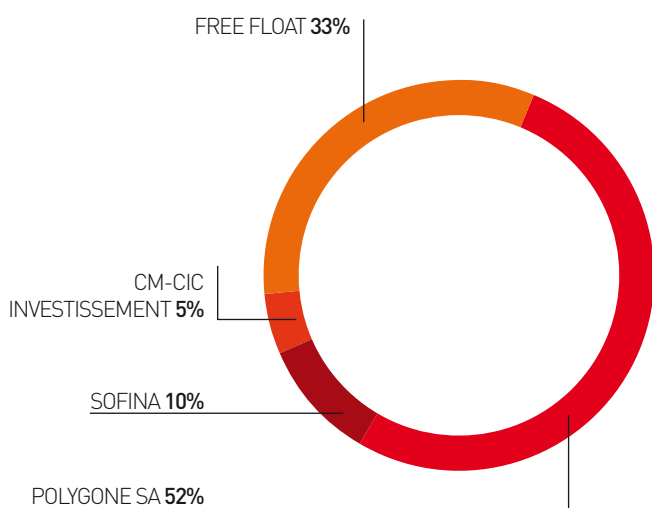
EIBTM - BARCELONA,  
SPAIN

# SHAREHOLDER INFORMATION

## Share price data

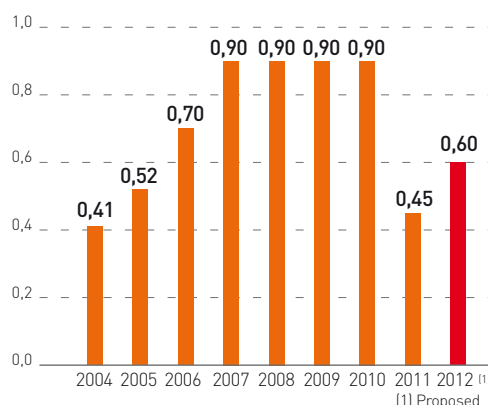


## Shareholder ownership structure at 28 January 2013



## Dividends

Dividend of €0.60 proposed to the AGM of 26 April 2013. Commitment to maintaining resources to support an exceptional period of development over the coming years. A yield of 3.3% based on the closing price of 8 March 2013.



## 2013 Investor calendar

23 APRIL 2013	after the close of trading – 2013 1 <sup>st</sup> quarter sales
26 APRIL 2013	General Meeting
25 JULY 2013	after the close of trading – 2013 1 <sup>st</sup> half results
15 OCTOBER 2013	after the close of trading – 2013 3 <sup>rd</sup> sales

## Press releases

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

## Annual reports

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

## Market

NYSE Euronext Paris - Compartment B (Mid Caps)  
ISIN code: FR 0000066672  
Bloomberg code: GLOFP  
REUTERS code: GLTN.PA  
FTSE code: 581

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

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

- Recent and past press releases;
  - A calendar of financial publications;
  - A shareholders' guide;
  - Downloadable annual reports and financial publications;
  - Key figures;
  - Recordings of management interviews.
- Email: [infos.finance@gl-events.com](mailto:infos.finance@gl-events.com)







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CONVENTION AND  
EXHIBITION CENTRE -  
ANKARA, TURKEY

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“TERROIR PARISIEN”  
RESTAURANT,  
MAISON DE LA MUTUALITÉ -  
PARIS, FRANCE





# HISTORY AND MILESTONES



9<sup>e</sup> JOURNÉE  
DES PHARMACIENS  
MY OPENPLACE - PARIS,  
FRANCE

## 1978-1989

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

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

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

## 1990-1997

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

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

## 1998-2003

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

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

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





RIO HAIR BEAUTY -  
RIO DE JANEIRO, BRAZIL

PAVILLON M - MARSEILLE,  
FRANCE

RIO OIL & GAZ -  
RIO DE JANEIRO, BRAZIL



QATAR MOTOR SHOW -  
DOHA, QATAR

KRATON - SHANGHAI,  
CHINA





## 2004-2009

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

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

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

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

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

## 2010

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

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

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

BIENAL DO LIVRO  
AMAZONIA - MANAUS,  
BRAZIL







HEAVENT' - PARIS, FRANCE

## 2011

**GL EVENTS** expansion continues 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, etc.

**IN ADDITION TO THE ACQUISITIONS** of Brelet, a top-tier French provider of services for events, and Slick Seating Systems Ltd, a UK-based specialist in the design and manufacture of grandstands and seating solutions in the UK and Commonwealth countries, GL events also acquires Serenas, Turkey's leading PCO.

**WITH THE MANAGEMENT CONCESSION** for the Ankara Convention and Exhibition Centre in Turkey and La Sucrière in Lyon, GL events continues to build its international network of premium venues.

## 2012

**GL EVENTS' MANAGEMENT** of the Toulouse Exhibition Centre is renewed with a 20-year concession.

**GL EVENTS** proposes a capital increase to accelerate its development in the markets of emerging powers for worldwide events and in particular in Brazil with an unprecedented line-up of major events between now and 2016. Sofina becomes a shareholder of GL events and its holding company Polygone.

**THE GROUP** confirms its leadership for large events and continues its expansion with noteworthy contributions to the London Olympic Games, the RIO+20 summit, the African Cup of Nations.

**WITH ITS PARIS VENUES**, and especially Maison de la Mutualité, the Group develops its Food & Beverage activity.

**THE STRATEGY** of exporting proprietary events to different geographical regions confirms its effectiveness in generating high added value for the Group, in particular with the editions of Première Vision in New York, Sao Paulo and Moscow, the Bocuse d'Or in New York, Sirha in Shanghai and Geneva or the Qatar Motor Show in Doha and Piscine in Abu Dhabi.



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CAN 2012 - BATA,  
EQUATORIAL GUINEA







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# GL EVENTS, BUSINESSES & MARKETS

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- **56** / GL events Live
- **65** / GL events Exhibitions
- **74** / GL events Venues
- **83** / Outlook



# AN INTEGRATED BUSINESS MODEL DRIVING DEVELOPMENT

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## **An integrated and international business model**

GL events Group was formed and has developed through an original business model. Starting from its first core business, services, the Group pursued a strategy of coherent growth based on integrating two complementary businesses: event organisation and venue management. This strategy enabled it acquire the stature of a global player with an established reputation among major principals-customers such as regional and local governments.

Representing a unique model in the market, this rationale of integration promotes synergies across different business lines. In this manner, the delivery

of high added value services can be coordinated from a single entry point. The Group's identity is also strengthened by a unified image offering greater visibility and legibility for stakeholders.

Finally, it contributes to a steadier performance in terms of margins by promoting the turnover of assets across business lines while safeguarding the overall level of Group business from cyclical and seasonal factors.

The success of this business model was established from the outset by creating forward momentum for both internal and external growth.

It structures the international strategy of GL events deployed in all markets it enters. This approach is exemplified by its development in Brazil where the acquisition of Fagga eventos, the country's leading event organiser was successfully combined with the management of the HSBC, Arena and Riocentro venues. The growth trajectory in this market over the last seven years reflects the benefits of this complementarity.

In South Africa, it was event structures and engineering that led the way in 2010 with the World Football Cup, providing a point of entry in turn for corporate events; opportunities for venue concessions are currently being explored to complete the deployment of this model and in this way establish a lasting base in this country.

“

This strategy enabled it  
acquire the stature of  
a global player.

”





INAUGURATION OF THE  
MAISON DE LA MUTUALITÉ -  
PARIS, FRANCE

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# GL EVENTS LIVE: EVERY TYPE OF EVENT

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## MISSIONS

Consulting  
Creation  
Coordination  
Installation  
Logistics

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## CUSTOMERS

National  
International  
Key Accounts  
Large Events  
PCOs/PEOs

---

## MAJOR EVENTS OF 2011/2012

G20 Summit Meetings  
in France and China;  
100<sup>th</sup> year commemora-  
tions for Gallimard,  
Mérieux, Nivéa;  
AFC Asian Cup;  
Six Nations rugby  
championship;  
2012 London Summer  
Olympics

GL events Live provides a comprehensive range of services for events from organisation to overlay services, assembly, equipment supply, catering services and hostesses, etc. This represents GL events' original core business. Its mission: assist companies, governments or associations in defining and implementing their event communications strategy.

To achieve this objective, this business unit combines experience, know-how, highly effective logistics capabilities (with a well-stocked inventory, strategically located warehouses and highly responsive and ready to deploy transport delivery) a solid track record in successfully managing multi-cultural teams and value chain efficiencies. Furthermore, today the Group has its own production sites for temporary installations. This is the case for the manufacture of Absolute structures or Slick Systems in the United Kingdom that is specialised in the design and manufacture of grandstands and seating solutions.

In the area of logistics, the Group has a high-performance system for managing its equipment offering with the Gonesse platform launched in 2012. With nearly 20,000 m<sup>2</sup> of space, it is equipped with a warehouse management software tool unique in France and a new organisation for optimised time savings.

### Constantly evolving Services

Services proposed range from the more traditional services (equipment leasing, decoration, heating/air conditioning, etc.) to the more complex: modular custom-designed hospitality pavilions, the deployment of new communications technologies, etc.. Since its creation, the Group has been constantly evolving both in quantitative terms, to broaden its scope of services in line with customer demands, and qualitative, by introducing innovations and original offerings (eco-design, designer equipment, etc.).

By combining design, consulting and equipment for large events into an integrated offering, the Group has acquired a position as a global leader in this sector. On this basis, it contributes to major cultural, political and economic events...: the Cannes Film Festival, Summit Meetings of Heads of State such as the G20, etc.

### A pre-eminent position in the universe of sports

For more than ten years, GL events has also acquired a pre-eminent position in the segment of major international sports events: Olympic Games, World Football, Rugby or Cricket Cups, Formula 1 Grand Prix, equestrian competitions...

This high potential market, as highlighted by the London Olympic Games, is distinguished by a growing need for premium event structures. Sustainable development criteria are increasing the level of requirements of project specifications. In response, dedicated teams for large international projects have been reinforced by the addition of new expertise.

### A major line-up of future opportunities

**In the United Kingdom:** positions acquired by the Group open up interesting possibilities for upcoming events: the Commonwealth Games to be held in Glasgow in 2014, the 2015 Rugby World Cup, the 2017 World Athletics Championship in London.

**In France:** Euro 2016...

**In Spain:** The Men's Handball World Championship in 2013...

**In Brazil:** World Youth Day Rio in 2013, FIFA World Cup in 2014, the Summer Olympic Games of 2016...



2.648

employees

Revenue

440 M€

66 M€

asset portfolio of rental equipment

+ 90

offices worldwide

4

top-level logistics sites in France (Lyon, southern and northern Paris and Nantes)



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HEAVENT - PARIS, FRANCE

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FESTIVAL OF LIGHTS -  
LYON, FRANCE





## GL EVENTS LIVE: MARKETS AND TRENDS



BNP PARIBAS MASTERS -  
PARIS, FRANCE

With increasing pressure on budgets, the recovery for corporate events is still sluggish. Against this backdrop, new formats are nevertheless emerging. Events for single-brand and “proprietary trade shows” (organised by mass retailers for their networks to present new products) are experiencing strong development. Another sign of recovery is the return of conventions for more than 5,000 participants.

### Congresses

Figures derived from the analysis of data for activities of sites staging events point to **extremely positive signs for the strength of in the segment of congresses** organised and hosted in France. On the

basis of a constant scope for venues, their number has risen sharply and the **average number of participants** has increased from 892 to nearly 950 or 6.4%. For the B2B segment, this medium remains attractive because of the quality of content offered: Note: options are currently being explored to adapt the current method of organisation to develop fine-tuned responses to participants in order to further optimise returns on investments and better leverage expertise acquired from the event.

### Corporate events

According to a study conducted by Anaé (an association of event communications agencies) and Bedouk, events organised for staff experienced strong growth in 2011 (+8%), in this way moving ahead of corporate events for external audiences and reflecting the need by companies in the current market environment to “mobilise their troops”.

In this context, the share of corporate events for external audiences that in 2010 represented 31% declined by 5 points.

The size of events is also evolving with those destined for 50 to 200 attendees declining 10% in 2011 in favour of:

- **events for less than 50 participants**, (up 8%),
- and **events for more than 500 participants** (up 6%).

*(Source : OJS –  
Bilan chiffré 2011)*



## GL EVENTS LIVE: 2012, A MILESTONE YEAR FOR SUSTAINABLE DEVELOPMENT

“ London Olympic Games  
were also historic as the first  
“Sustainable Games”. ”

LONDON OLYMPIC GAMES -  
UNITED KINGDOM



Organised in London, the 2012 Olympic Games will go down in history for their exceptional achievements. With high attendance, high quality equipment, top-level world-class sports events... they were also historic as the first “Sustainable Games” in Olympic history. For GL events this involved implementing a new approach pioneered for its most important project today in the world of sports. The figures give an idea of the dimensions of the event: 89 sites, more than 500 employees deployed, 165,000 m<sup>2</sup> of tents and 95,000 grandstand seats, produced by manufacturing sites that operated 24/7...

And while the “Sustainable Games” strengthened GL events’ position as a major contributor to global sports events, the Group was also present at all other important events: Africa Cup of Nations, the World Parachuting Championships in Dubai, Formula 1 Grand Prix, Saut Hermes international show jumping competition at the Grand Palais, the ATP Tour Tennis Championships, the World Figure Skating Championships in Nice...

Other noteworthy segments: cultural, corporate, institutional and political events. The many prestigious events equipped by the Group included the Lyon Festival of Lights that tracks every year more than 2 million visitors, the Oseo Excellence Meetings, the International Jewellery Week of Dubai, City Events in Lausanne, the 6th World Water Forum held in March with more than 35,000 participants in Marseille, the “2013 European Capital of Culture” for which GL events was also selected as a contributor to the city’s celebrations.





LONDON OLYMPIC GAMES -  
UNITED KINGDOM

381

employees

---

revenue

136 M€

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300

proprietary trade shows

# GL EVENTS EXHIBITIONS THE TRADE SHOWS

## MISSIONS

Designing and producing B2B and B2C trade fairs

## CUSTOMERS

For the Group's proprietary portfolio of events  
For third parties: professional and industry associations, institutions and companies

## MAJOR EVENTS OF 2011/2012

SIRHA

Première Vision  
(Paris, New York, Sao Paulo, Shanghai, Moscow)

Qatar Motor Show  
Equita' Lyon  
Industrie Paris / Lyon,  
International Fair of Lyon and Toulouse  
Bienal do Livro Rio

GL events Exhibitions organises more than 300 trade shows with a balanced mix covering major business sectors:

- Food industry
- Industry
- Construction
- Sports and leisure
- Home and interior design
- Fashion
- Agriculture
- Environment
- Automotive
- Retail and distribution
- Watchmaking
- Healthcare

Its portfolio in addition includes major international fairs such as those of Padua or Budapest.

This geographical mix of events is consistent with and reflects GL events international deployment in Asia, Latin America and across Europe.

This dual segmentation by business sector and geographical market contributes to stable long-term revenue streams while offsetting the biennial effect of certain major trade shows. It also benefits from the greater solidity of certain sectors less exposed to cyclical market swings during recessionary periods. Another competitive advantage: the export of our concepts of proprietary events highlighted by the example of Bologna Motor Show, a leading international automotive event, with a spin-off in Qatar, or Première Vision that is today present in six major cities throughout the world.

GL events Exhibitions' strategy is based on two key areas:

- focusing on world-class trade shows and accelerating their growth potential;
- developing sector-based franchises and new events adapted to market trends.

## Quality and innovation

It is also based on a permanent focus on excellence to strengthen the level of services provided to exhibitors and visitors alike, in coordination with the different event industry players and professionals.

Among the Group's most recent innovations, City Events inaugurates a new meeting format offering professionals a venue for creating the sports events of tomorrow, by bringing together international sporting events participants and major customers that include international sports federations, associations and local authorities.

In the universe of culinary arts and drawing on synergies with Sirha and the Bocuse d'Or, the Group has partnered with the founder of the Omnivore World Tour to promote creative cuisine. Combining creativity and gastronomic pleasure, this travelling gourmet food festival was staged over 2012 in twelve cities including Geneva, Brussels, Rio de Janeiro, Moscow, San Francisco, Sydney...





GUESS

Gc







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FIERA INTERNAZIONALE  
DEL LIBRO - TURIN, ITALY

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PRINTOR - LYON, FRANCE

# GL EVENTS EXHIBITIONS

## MARKETS AND TRENDS

The global exhibition organising market was worth \$US25bn in 2010. Worldwide, the French market ranked third, behind the US and Germany. In large part as a consequence of the financial crisis, the market has been in a downtrend since 2007. Trends stabilised in 2009 on expectations for renewed growth, driven notably by the strength of emerging countries like Brazil and Russia. However, this recovery remains fragile and the gap is widening between mature markets where caution and budgetary restrictions continue to prevail, and emerging markets, that even though still impacted by the effects of the crisis, offer good opportunities for organisers.

In value, the most remarkable performance in terms of growth has been delivered by China. The world's fifth-largest market globally in 2010, it is expected to overtake Germany to become the second-largest market in 2015 driven by domestic demand.

For growth in percentage terms, Turkey and Brazil – both strategic markets for GL events – experienced strong growth in 2010 (nearly 20% for Turkey and 12% for Brazil). Robust gains for the latter have been largely driven by the professionalization of the industry and market entries of organisers from Western countries whose financial resources have increased prices per square meter. While negative in 2010, market trends in France were expected to improve in 2011. Overall, Europe registered a downturn, with the exception of Germany, though figures may vary between 2010 and 2011, reflecting the weight of biennial events.

By 2015, strong growth is expected in BRIC countries, Turkey and Gulf Countries.

### The ranking of organisers

With revenue of €136 million in 2012 for trade show related activities GL events ranked among the leading organisers along with Reed Exhibitions. In France, the Group's market share in the trade show segment is 13%. In a market that is still highly fragmented where many players but also governments and associations hold a non-negligible share of trade shows

that by nature are non-transferable, the trend is to pursue development opportunities in non-BRIC "tier two" emerging markets: Turkey, Indonesia, Vietnam, Thailand, South Africa, Mexico.

### The sectors

At the worldwide level, and measured in surface area, interiors, furniture and lighting, building and construction and machinery and manufacturing are among the largest sectors in mature and emerging markets. In emerging markets and as consumer spending increases, the leisure and sports segments, already occupying key positions in mature markets, are expected to grow in importance.

Energy, driven partly by the underlying renewable energy sector, continues to perform well in all markets. Other sectors with strong potential include medical and pharma, safety and security and the environment.

In France, a new trend has arisen for trade shows (non-consumer): organisers note in a number of cases a decoupling between economic trends for the sector represented by the trade show and the results of the event itself, notably in B2B sectors (construction, manufacturing, subcontracting, etc.) where, if the drop in the number of visitors is real, companies retain their purchasing power hence the motivation of exhibitors to participate at these promising events. Highlighting this trend, despite increasing fragility of the corresponding economic sectors, the success of certain trade shows leaders in exporting their events to emerging countries (Interfilière Hong Kong; Shanghai Mode Lingerie...). Examples of this development include Première Vision or Maison et Objet, true laboratories of innovation with cutting-edge positions in their markets. *[Source : OJS statistics agency – 2011 report].*

*(Sources : AMR - Globex market report/UFI - The 2011 world map of exhibition venues)*



### **The rise of social networks and expertise sharing through Web-based communities**

Regardless of the countries or economic contexts, one underlying trend should be noted: face-to-face encounters between visitors continue to be considered essential. The development of social networks within commercial relations does not constitute a fundamental threat to trade shows. On the contrary virtual events can help strengthen relations and attract new categories of visitors.

These technologies occupy an increasingly important place at trade shows, combined with demonstrations of expertise and the sharing of knowledge also of growing importance. This trend is highlighted by the increasing number of events incorporating workshops, conferences and seminars. Our digital society also now offers the possibility for trade shows to continue to operate 365 days a year, outside of the constraints of space and time, while proposing true Web community content, magazines, theme-based publications In the competitive landscape, the service offering for organisers and exhibitors is becoming a decisive advantage.

PREMIÈRE VISION -  
PARIS, FRANCE





## GL EVENTS EXHIBITIONS, EXPANDING INTERNATIONAL REACH

“ Leveraging its portfolio of proprietary trade shows represents is a key focus of Group development. ”

COUPE DU MONDE DE  
LA PÂTISSERIE - PARIS,  
FRANCE



Leveraging its portfolio of proprietary trade shows by spin-off events to support its international expansion represents is a key focus of Group development. Noteworthy examples of this strategy include the Qatar Motor Show, Piscine Middle East, whose first edition in Abu Dhabi, in April 2012, had 60 exhibitors and more than 2,000 visitors, or Première Vision, with spin-off events staged in Shanghai, New York, Moscow and Sao Paulo.

For the Brazilian venues, 2012 was a particularly dynamic year. Riocentro and HSBC Arena hosted the Rio+20 Summit, an event that commemorated the 20th anniversary of the original summit that inaugurated the formal definition of sustainable development and for which GL events was a strategic partner. Another large-scale event was the Rio de Janeiro International Book fair, a major literary gathering in Brazil whose 22nd edition held in Sao Paulo brought together more than 300 publishers.

December marked the end of the globe-trotting Omnivore World Tour, a culinary festival launched by the magazine Omnivore that pioneered a new form of reinvented and creative gastronomy, with GL events as both a partner and co-organiser. This three-day event of cooking demonstrations and tasting sessions with the participation of top chefs, was held over the entire year in twelve cities across the world: Geneva, Paris (at the Maison de la Mutualité), Brussels, Moscow, Copenhagen, Shanghai, New York, Montreal, San Francisco, Sydney, São Paulo and Istanbul.

GL events' domestic base of France remains a solid market, as highlighted by the successes of the Europain/Success Food in Paris or the ENOVA industrial exhibition combining within a single event several trade shows devoted to cutting-edge technologies such as instrumentation and laser optics. And, as every year, Equita' Lyon attracts a very large public to the equestrian universe, with world-class competitions and shows of the highest quality organised at a single site over a five-day period.









# GL EVENTS VENUES: THE NETWORK

## MISSIONS

### Managing and marketing

Convention centres  
Exhibition centres  
Reception facilities  
Concert halls  
Multi-purpose facilities

## CUSTOMERS

Local authorities  
Institutions

GL events Venues manages operations for a network of 36 venues, convention centres, exhibition centres, reception facilities, concert halls and multi-purpose facilities, each with different but complementary purposes. This allows the Group to develop its hub concept of "destinations" based on a network of several sites covering a single city or region. Examples of this model include Rio de Janeiro (Riocentro/HSBC Arena), Lyon (Centres des Congrès/Eurexpo/La Sucrière/Le château de Saint-Priest) or Paris (Palais Brongniart, Maison de la Mutualité, Hôtel Salomon de Rothschild).

While the contractual framework for management concession services may vary according to country, the goal is always the same: support local authorities granting the concession to develop attractive solutions for business tourism within an economic and financial climate that is sometimes challenging.

### Constantly evolving venues

In Paris, the reopening of Maison de la Mutualité, after two years of work and a reconversion signed by architect Jean-Michel Wilmotte, has returned this building its former stature as a capital landmark.

Despite the severe impact of the current economic crisis in Spain, **CCIB Barcelona international convention centre** maintained excellent performances, benefiting in particular from its considerable attraction among key accounts from the Anglo-American corporate segment.

In Turkey, GL events was awarded the concession in 2012 for the Congressium Ankara convention and exhibition centre.

In Brazil, **Riocentro** has benefited from large-scale installations including 10,000 m<sup>2</sup> of rental space equipped by the Group with the latest communication

technologies. This site will house the headquarters for the FIFA World Cup Organising Committee until 2014. In partnership with Accor Group, GL events is participating in a project to build a 308 room Grand Hôtel Mercure® in order to respond to the hotel capacity shortage of Rio de Janeiro scheduled for completion in 2014.



BAYER - SHANGHAI,  
CHINA



## THE 36 VENUES

### Convention centres:

- Ankara (Turkey): Congresium Ankara
- Barcelona (Spain): Centre de Conventions International de Barcelone (CCIB)
- Brussels (Belgium): SQUARE Brussels Meeting Centre
- Clermont-Ferrand: Polydôme
- Lyon: Centre de Congrès de Lyon
- Metz: Metz Congrès Événements
- Nice: Acropolis
- Paris: Maison de la Mutualité
- Paris: Palais Brongniart
- Saint-Étienne: Convention centres
- The Hague (Netherlands): World Forum
- Toulouse: Centre de Congrès Pierre Baudis

### Exhibition centres:

- Amiens: MégaCité
- Budapest (Hungary): Hungexpo
- Clermont-Ferrand: Grande Halle d'Auvergne
- Lyon: Eurexpo
- Metz: Metz Expo Événements
- Padua (Italy): PadovaFiere
- Paris: Parc Floral
- Rio de Janeiro (Brazil): Riocentro
- Shanghai (China): Pudong Expo
- Toulouse: Toulouse Expo
- Troyes: Troyes Expo
- Turin (Italy): Lingotto Fiere
- Vannes: Le Chorus

### Reception facilities:

- Istanbul (Turkey): The Seed
- Lyon: Château de Saint-Priest
- Lyon: La Sucrière
- Paris: Hôtel Salomon de Rothschild
- Saint-Étienne: Le Grand Cercle
- Saint-Étienne: La Verrière Fauriel

### Multi-purpose facilities and concert halls:

- Clermont-Ferrand: Zénith d'Auvergne
- London (United Kingdom): Battersea Evolution
- Rio de Janeiro (Brazil): HSBC Arena
- Roanne: Le Scarabée
- Turin (Italy): Oval

36

venues

Revenue

228 M€

728

employees



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WHISKY LIVE - PARIS,  
FRANCE

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HSBC ARENA -  
RIO DE JANEIRO, BRAZIL







## GL EVENTS VENUES: MARKETS AND TRENDS

In recent years, the worldwide market has gone through major transformations driven by a number of factors:

- market consolidation with the concentration of players (PCO's, venue managers...) through mergers and acquisitions;
- the emergence of global players like GL events;
- massive public investments (from governments, local authorities, etc.) to strengthen the attractiveness of destinations and their local economic impacts (construction of new sites, adoption of specific strategies to attract large events, etc.)
- the diversification of needs, resulting in the development of multifunctional sites.

These developments have all contributed to a trend of consolidation in mature markets that is becoming increasingly international and professional in nature: it is more difficult for an isolated site to assure its promotion and marketing at a global level.

In terms of the number of events held, in 2011, the United States ranked first with 759 meetings. This was followed by Germany (577), Spain (463), the United Kingdom (434), France (428), Italy (363) and Brazil (304).

Also in 2011, there were 1,197 sites on record of more than 5,000 m<sup>2</sup> in size. Europe accounted for the largest percentage of this capacity with 48% of the venues. It was followed by the United States with 24% and Asia with 20%.

55 sites had space of more than 100,000 m<sup>2</sup>. Of these, 36 were in Europe and 12 in Asia. Eurexpo ranked 35<sup>th</sup> in this category.

Despite results slightly lower than expectations, over the period from 2006 to 2011 total space worldwide for events continued to maintain steady growth. The strongest gains were in the Asia-Pacific region (+38%, picking up 4% in market share from Europe and the US respectively) and the Middle East (+16%).

Finally, the capacity of 15 countries for hosting events rose to at least 50,000 m<sup>2</sup> between 2008 and 2011. China accounted for 46% of this trend including 69% from the creation of new venues.

These results are the product of diverse situations: under-equipped countries are readjusting their offering while players are currently engaged in a "development race", creating fierce competition both at local and international levels. Their goal is to respond to a number of trends:

- the need to strengthen infrastructure to prevent trade shows that are growing to leave the country;
- increasing awareness by local and regional authorities of the direct and indirect economic benefits of the event industry.

PRESSE CONFERENCE  
VENDÉE GLOBE - PARIS,  
FRANCE



(Sources : AMR - Globex  
market report / ICCA)









## PARIS CLEARLY DESERVES TWO “PALAIS”

One of the high points of 2012 was without a doubt the inauguration of the Maison de la Mutualité in Paris in March. One of capital's most beautiful reception facilities was in this way given back to the city. Signed by architect Jean-Michel Wilmotte, the rebirth of this landmark building while preserving its original Art Deco spirit required 20 months of work. The addition of a restaurant, with top chef Yannick Alléno on duty in the kitchen, also contributes to the Food and Beverage activity. Operations

of another Paris venue are also being ramped up: the Palais Brongniart, the former location of the Paris stock exchange, has been transformed into a site dedicated to economic and social solidarity and innovation.

The international offering also includes highly attractive sites of Rio de Janeiro with events including Footecon, Construire, Hair Beauty and the Brazil Trade Summit, without forgetting the David Guetta concert, and of Barcelona, a highly attractive destination for the Anglo-American customer segment.

“The renewal of concessions for Toulouse, Vannes and Clermont-Ferrand highlight the confidence of local authorities.”

In France, the new concession for the Metz convention centre and renewal of concessions for Toulouse, Vannes and Clermont-Ferrand highlight the confidence of local authorities in the development model proposed by GL events to strengthen their attractiveness and stature as destinations. The calendar of GL events' French venues included many professional and consumer events such as Piscine and Pollutec at Eurexpo Lyon or scientific meetings like the Osteopathy Convention in Toulouse and the Convention for the Mutualité Française in Nice.

“TERROIR PARISIEN”  
RESTAURANT, MAISON  
DE LA MUTUALITÉ - PARIS,  
FRANCE





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DAVID GUETTA,  
RIOCENTRO - RIO DE  
JANEIRO, BRAZIL

# 2013, POSITIVE ANNUAL OUTLOOK

“

The Group again demonstrated its ability to service major worldwide events.

”

Sirha, the International Hotel, Catering and Food Trade Exhibition, held from 26 to 30 January at Eurexpo achieved strong growth in terms of exhibition space and attendance. The Group launched the first “World Cuisine Summit”, a true international forum for new culinary trends. Held at the convention centre of the Cité Internationale in Lyon on 28 January, it provided a forum of exchange for opinion leaders, top food service industry professionals, as well as some of the world’s leading chefs (Paul Bocuse, Régis Marcon, Michel Guérard, Alain Ducasse, Jean-François Piège, Christian Têtedoie, Éric Fréchon, Gennaro Esposito, Maroun Chedid, Christophe Megel, Daniel Boulud, Magnus Nilsson, Yannick Alléno, Joel Robuchon). The objective of this summit: share perspectives on how to achieve “better food services for a better life”.

These different activities generated revenue of approximately €30 million for GL events and more than €150 million in economic benefits for the City of Lyon and its region.

And for the first time an edition of this event was organised in Istanbul from 7 to 9 March.

Other noteworthy events in the first quarter included Première Vision Paris and Moscow, the Qatar Motor Show in Doha, CFIA in Rennes, the WRC Rallye Monte-Carlo and the 6 Nations Rugby Championship.

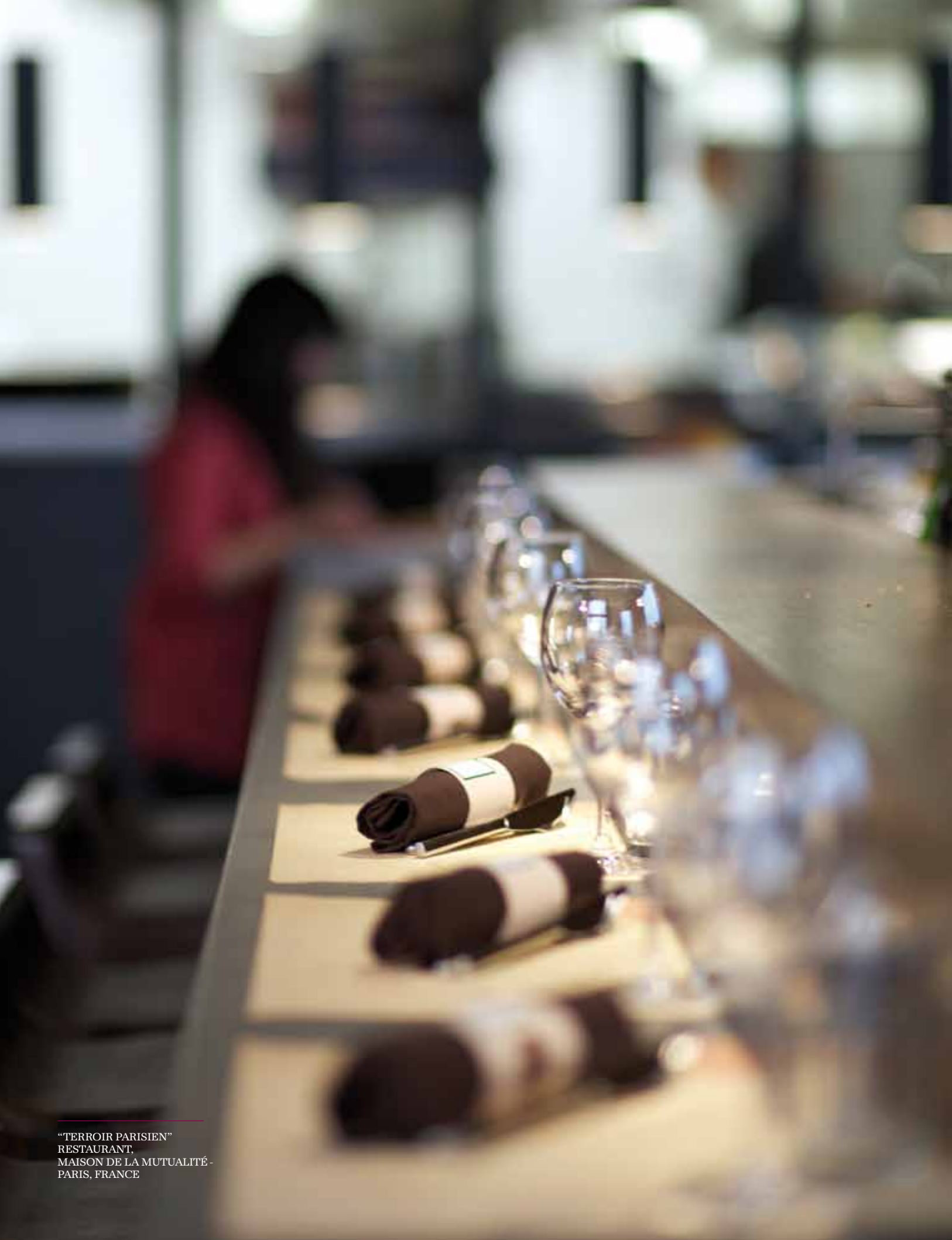
The Group is also a contributor to the 2013 European Capital of Culture event in Marseilles with the design, execution and management of Pavillon M, the point of entry to the event and once again produced the “prestige” installations for the SIHH-International Fine Watchmaking Exhibition in Geneva.

Furthermore, the Group again demonstrated its ability to service major worldwide events and will equip the 2013 Test Events of the Winter Olympic Games of Sochi, the 2013 Confederations Cup in Brazil, a preparatory event for the 2014 FIFA World Cup.

FOOD STUDIO BY SIRHA -  
LYON, FRANCE







“TERROIR PARISIEN”  
RESTAURANT,  
MAISON DE LA MUTUALITÉ -  
PARIS, FRANCE

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# GL EVENTS, THE GROUP

— **86** / Corporate governance

— **93** / Corporate social responsibility

# BOARD OF DIRECTORS

## Olivier Ginon

### CHAIRMAN

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

## Olivier Roux

### DIRECTOR, VICE CHAIRMAN

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

## Yves-Claude Abescat

### DIRECTOR

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

## Aquasourça

### DIRECTOR

Represented by Sophie Defforey-Crepet, born on 21 February 1955. Appointed by the Combined General Meeting of 20 June 2002, reappointed by the Combined General Meeting of 16 May 2008 until the close of the Annual General Meeting to be held in 2014, to approve the financial statements for the fiscal year ending 31 December 2013. Independent Director - Compensation and Nominating Committee.

## Ming-Po Cai

### DIRECTOR

Born on 26 March 1969. Appointed by the Combined General Meeting of 29 April 2011 until the close of the Annual General Meeting to be held in 2015 to approve the financial statements for the fiscal year ending 31 December 2014. Independent Director.

## Richard Goblet d'Alviella

### DIRECTOR

Born on 6 July 1948. Appointed by the Ordinary General Meeting of 31 October 2012 until the close of the Annual General Meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015. Audit Committee member.



## Gilles Gouedard-Comte

### **DIRECTOR**

Born on 15 July 1955. Appointed by the Combined General Meeting of 14 June 1996, reappointed respectively by the Combined General Meetings of 20 June 2002 and 16 May 2008 until the close of the Annual General Meeting to be held in 2014, to approve the financial statements for the fiscal year ending 31 December 2013. Independent Director.

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## Philippe Marcel

### **DIRECTOR**

Born on 23 November 1953. Appointed by the Combined General Meeting of 11 July 2003, reappointed by the AGM of 24 April 2009 for a term ending at the close of the Annual General Meeting to be held in 2015 to approve the financial statements for the fiscal year ending 31 December 2014. Compensation and Nomination Committee Chairman. Independent Director

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## André Perrier

### **DIRECTOR**

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

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## Érick Rostagnat

### **DIRECTOR**

Born on 1 July 1952. Appointed by the Combined General Meeting of 20 June 2002, reappointed by the Combined General Meeting of 16 May 2008, for a term ending at the close of the Annual General Meeting to be held in 2014 to approve the financial statements for the fiscal year ending 31 December 2013.

## Nicolas De Tavernost

### **DIRECTOR**

Born on 22 August 1950. Appointed by the Combined General Meeting of 16 May 2008 until the close of the Annual General Meeting to be held in 2014 to approve the financial statements for the fiscal year ending 31 December 2013. Independent Director. Audit Committee member.

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## Maxence Tombeur

### **ADMINISTRATEUR**

Born on 10 October 1982. Appointed by the Ordinary General Meeting of 31 October 2012 until the close of the Annual General Meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015.

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## Caroline Weber

### **ADMINISTRATEUR**

Born on 14 December 1960. Appointed by the Combined General Meeting of 29 April 2011 until the close of the Annual General Meeting to be held in 2015 to approve the financial statements for the fiscal year ending 31 December 2014. Independent Director.

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## Auditors

### **STATUTORY AUDITORS**

Mazars  
Maza-Simoens

### **DEPUTY AUDITORS**

Raphael Vaison  
de Fontaube  
Olivier Bietrix









Olivier Ginon  
**CHAIRMAN**

## Executive Committee

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Olivier Roux  
**VICE CHAIRMAN**



Olivier Ferraton  
**DEPUTY MANAGING  
DIRECTOR**



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



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



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



Thierry Bourgeron  
**VICE PRESIDENT,  
HUMAN RESOURCES**



Olivier Hohn  
**MANAGING DIRECTOR,  
STRUCTURES AND  
GRANDSTANDS**



Daniel Chapiro  
**MANAGING DIRECTOR,  
VENUE MANAGEMENT  
OPERATIONS AND  
INFORMATION SYSTEMS  
OPERATIONS**



René Pérès  
**MANAGING DIRECTOR,  
TRADE SHOWS**



Stéphane Hue  
**VICE PRESIDENT,  
GL EVENTS EXHIBITIONS**



WPC - DUBAÏ,  
ÉMIRATS ARABES UNIS

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### **Executive Committee**

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

### **Business Unit Committees**

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

### **International Committee**

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

### **Investment Committee**

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

### **Audit Committee**

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

### **Compensation and Nominating Committee**

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





Note: all CSR disclosures required under Article R225-105-101 of the French Commercial Code, explanations on methodology and the independent assurance report on sustainable development are included in the registration document.

# GL EVENTS' COMMITMENTS & RESPONSIBILITIES

Four years have now passed since GL events first implemented its sustainable development strategy Group-wide. The Sustainable Development Mission, today a full-fledged Department, spearheads three

programmes in line with its priorities: Think Green focusing on environmental priorities, Think People focusing on employee and labour-related issues in close collaboration with the Human Resources Department, and Think Local creating value in regional communities.

## BE SUSTAINABLE !



### ENVIRONMENTAL ISSUES

- Waste
- Energy



### SOCIETAL ISSUES

- Regional reach and stature
- Local communities
- Innovation



### LABOUR ISSUES

- Diversity
- Improved quality of life
- Talent

2012 was decisive in our corporate social responsibility roadmap, with a significant increase in terms of commitments.

Concerning our environmental priorities, we have initiated actions since 2009 throughout the entire lifecycle of our activities with the Think Green programme. However, 2012 was a milestone in terms of management and performance with ISO 14001 certification of the French network of GL events Venues, completion of the CO<sub>2</sub> emissions audit and the commitment of our transport department to reach "Objectif CO<sub>2</sub>" an objective created by the French Environment and Energy Management Agency (ADEME) by reducing the CO<sub>2</sub> emissions of road freight transport.

Regarding our social priorities, our Human Resources and Sustainable Development Departments are strongly committed to implementing the comprehensive Think People programme promoting diversity, managing talent and improving quality of life at the workplace. Finally, Think Local has resulted in many exchanges focusing on our value creation in the regions where we operate, and open up a large field of research.

“

2012 WAS A MILESTONE  
IN TERMS OF MANAGEMENT  
AND PERFORMANCE WITH  
ISO 14001 CERTIFICATION  
OF THE FRENCH NETWORK

”



## THINK GREEN, ADOPTING AN ECO-CENTRIC APPROACH TO MANAGEMENT

In late 2009, GL events launched its Think Green environmental programme to improve the management of three major environmental impacts resulting from our activities:

- As an event is ephemeral by nature, our business is often associated with producing a significant amount of waste.
- An event also consumes energy: this varies depending on the type of event, location, number of visitors and equipment used, such as lighting and heating or air conditioning systems.
- Finally, event logistics and the transport of visitors constitute the main source of CO<sub>2</sub> linked to events, or approximately 80% of total emissions.

GL events used these observations as a basis to define and organise its environmental commitments. As the Group is active across the three major events sectors, its impact can span the lifecycle of an event,

from design to disassembly. Our programme comprises 16 commitments that cover the entire event lifecycle to effectively address our environmental priorities.

### Promoting transformative changes in our business practices

Training is a fundamental phase in applying our environmental approach. All staff contribute to environmental performance on a day-to-day basis, placing them on the front line in our efforts to develop environmentally friendly solutions.

For that reason, the GL events Campus training platform features modules specially designed with the assistance of outside experts to address the issues specific to our businesses.

With this objective, support was provided for key groups:

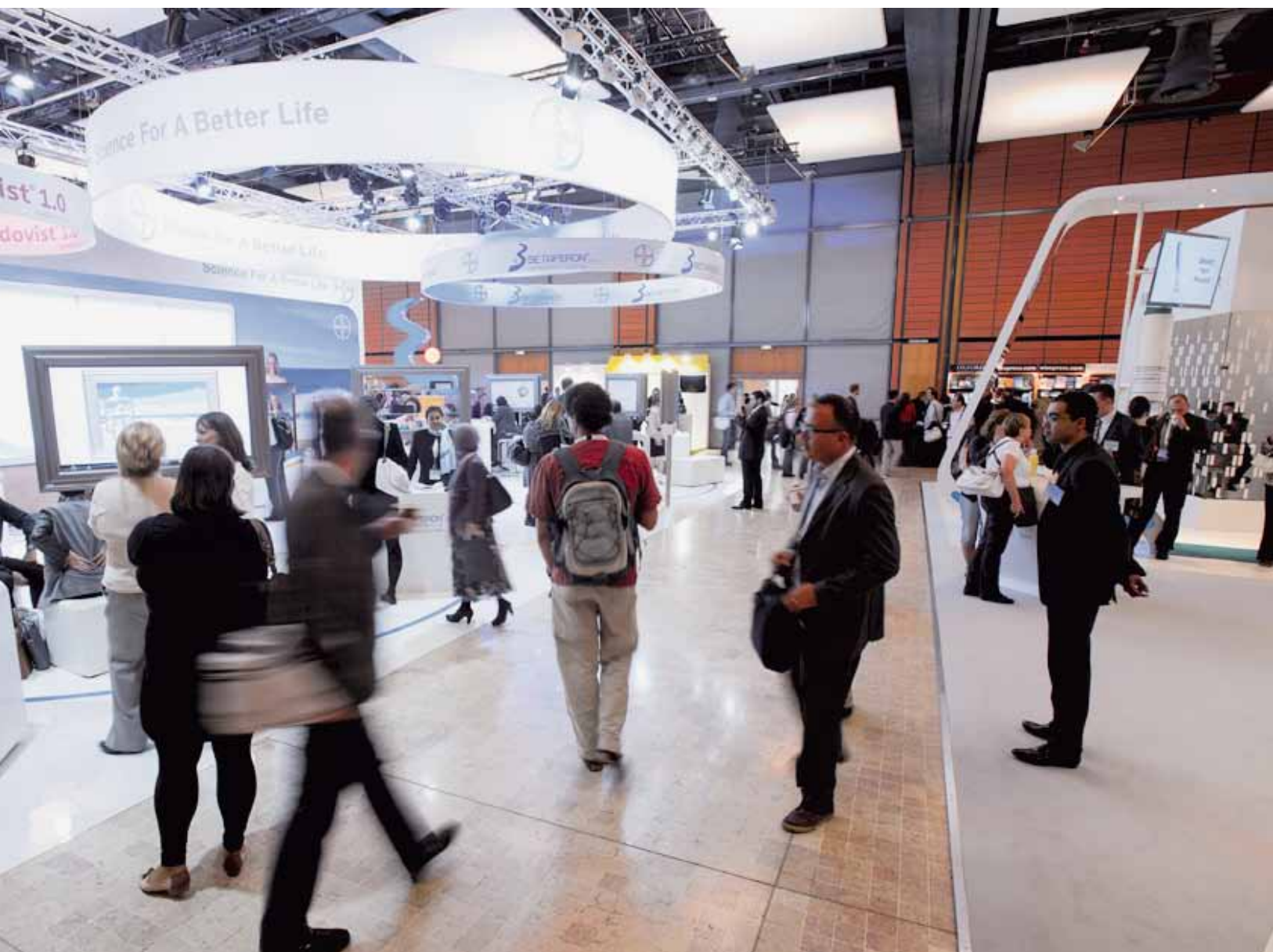
- stand designers were specifically trained in eco-design;
- all event project managers are gradually being trained in eco-responsible event organisation methodology;
- buyers were trained in responsible purchasing practices;
- site technical managers from GL events Venues France were trained in ISO 14001-compliant environmental management. Some continued to develop their expertise in 2012 with a specific module on eco-building management. A team of environmental auditors was also formed.

These modules have helped gradually incorporate environmental criteria into our event industry solutions and promote new innovative approaches in our business practices. In the second half of 2012, the R&D department of GL events Live made considerable strides in formally defining our eco-design methodology to provide designers, account managers and sales staff with a comprehensive and practical guide perfectly adapted to our businesses, products and organisation. This guide will be available in 2013.

### THE LIFECYCLE OF AN EVENT







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ECTRIMS , CONVENTION  
CENTRE - LYON, FRANCE

## **Integrating the environment in our management practices**

In 2011, several ambitious projects were launched on environmental certification and more generally, sustainable development. These projects also allow us to meet the expectations of our stakeholders, including our customers and grantors, prepare for regulatory developments and unite teams on joint projects. Furthermore, they have provided the opportunity to define our formal commitment and framework in line with leading sustainable development standards. Several certifications were obtained.

The French network of GL events Venues obtained ISO 14001 certification after more than 18 months of dedication. This is a long-term project, as new French sites are to be systematically brought into compliance with this certification within a year of their inclusion in the Group. Following the 18 sites certified in 2012, three will be prepared for ISO 14001 certification in 2013. The main issues addressed in our environmental management system are waste management and energy. This flexible system provides a common framework and a vehicle for sharing good practices as well as a means for adapting to local architectural and operational requirements.

Owen Brown, the Group's UK subsidiary specialised in temporary structures, has undertaken a process to obtain BS 8901 certification, the UK specification for a sustainability management system for events. This certification represents our first concrete experience in global sustainability management, as BS 8901 was the industry precursor used as a basis for ISO 20121, the international standard for sustainable events management introduced in June 2012.

The large international projects department, working on major events such as the London Olympic Games, launched a programme in 2011 to obtain dual ISO 9001/20121 certification to implement a quality and sustainability management system for events organisation. As ISO 20121 guidelines were not yet published, and certification procedures still being defined, the projected date for ISO 20121 certification was postponed until 2013, as soon as the standard is fully operational for certification. Our work on the London Olympic Games helped prepare us for the application of this standard, as ISO 20121 was originally driven by the London organisers. These efforts were acknowledged by this particu-

larly demanding customer. The GL events team received a Sustainability Award from the London Organising Committee of the Olympic and Paralympic Games (LOCOG).

## **The Group's first GHG emissions audit report**

As part of the Think Green environmental programme and in accordance with Article 75 of the Grenelle II Law, GL events Group completed its greenhouse gas (GHG) emissions audit of French entities (Bilan des Emissions de Gaz à Effet de Serre - BEGES) at the end of 2012. This GHG audit covered 2011 and took into account emissions originating from energy consumption, the use of refrigerants and gas consumption for vehicles and trucks owned by the Group (Scope 1 and 2 of the Law).

The audit found that the activities of GL events emitted 10,279 tonnes of CO<sub>2</sub> equivalent corresponding to annual emissions of 1,248 people in France, and basically breaks down as follows:

- our energy consumption: 46%,
- fuel: 34%.

These findings and our associated impact reduction plan were filed with the authorities in late December 2012. Our efforts will essentially focus on ISO 14001 certification for GL events Venues France sites, the Group's new car policy and the signature of the "Objectif CO<sub>2</sub>" Charter of the French Environment and Energy Management Agency (ADEME) for the transport department of our Lyon region central server hub. Following the hearing of 6 December before the members of the CO<sub>2</sub> Charter Regional Committee, the jury ruled in favour of the Brignais transport department and approved its three-year action plan to reduce GHG emissions. This commitment will contribute to reducing our environmental footprint and optimising our fuel consumption. It is scheduled for launch in 2013 for the Paris region central server hubs.

Finally, CSR reporting procedures under French environmental laws require us to be further involved in coordinating this objective of environmental performance with the production, publication and monitoring of environmental indicators consolidated at the Group level.



FIERA CAMPIONARIA -  
TURIN, ITALY

### Securing the supply chain

GL events has developed a responsible purchasing policy to improve the security of its supply chain and better manage the environmental and social impacts of its purchases of products and services. This policy aims to integrate sustainability throughout the purchasing process, from the needs analysis to supplier monitoring.

For example, we monitor sustainability performance through framework agreements with our key suppliers. They are also asked to sign a purchasing and sustainable development charter to mark their commitment.

Finally, sustainability criteria are incorporated into specifications for major consultations and sustainability issues are analysed and ranked according to the type of purchase.

### A driver of innovation and creator of value

Today, environmental issues must be integrated into our product research and development, but this is not an easy task. To address the needs of our customers and anticipate future needs, we began to focus on eco-design in 2006.

The importance of the environmental factor in product design depends on the nature and degree of the product's impacts. To assess these impacts, life-cycle assessments (LCA) are performed on all our products. LCAs determine the environmental impacts of a product, from the extraction of raw materials to the end of the product's life. They are an essential basis for any coherent and efficient eco-design approach.

Technical factors are no longer an obstacle to green innovation today, as alternative technical solutions exist for all of our services. The problem we now face is finding economically competitive and operationally feasible solutions that are acceptable to our customers. This involves re-thinking a product's entire operational and economic lifecycle to identify savings and performance drivers that can offset higher purchasing costs. As a result, these product research projects take time. Solutions are found in use and by exchanging with the different users.

At the end of 2012, we completed prototypes for stands, LED lighting, carpeting (including reusable products) and furniture. We expect the commercial launch of the first offerings resulting from these efforts in 2013.





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LONDON OLYMPIC GAMES -  
UNITED KINGDOM





## FOCUSING ON PEOPLE

The social component of sustainable development is as critical as respecting the environment. Building on its good practices but aware of the progress to be made, GL events decided to launch Think People at the end of 2011. This programme is jointly led by the Human Resources and Sustainable Development Departments and aims to provide a structural framework for the employees at the company.

Think People focuses on the men and women of the Group, covering diversity issues (disability, gender, age, social integration) and quality of life at the workplace. This important goal is reflected in the concrete action plans gradually but proactively being implemented in each of the Group's activities.

Rewarding these efforts, the Think People programme received two awards in 2012: the Diversity Award in November on the occasion of the French Diversity Charter "Tour de France" and the "Trophée du Mieux Vivre en Entreprise" recognising actions to improve quality of life at the workplace.

These awards recognise the work of the HR and Sustainable Development teams in defining and rolling out a full battery of initiatives: training, manager awareness-raising, in-house radio shows (HR Thursdays), conviviality events (Live my life), external inter-company campaigns, managerial guide, etc. These initiatives place the manager at the heart of the organisation while encouraging the participation of Group employees, up to the Group's Executive Committee.

The Sustainable Development Department, which reports to the Vice Chairman of the Group at the functional level, is attached to the Human Resources Department.

### Managing diversity

A source of inventiveness and innovation, the diversity of talent is a key factor in the success of our business. In signing the Corporate Diversity Charter at the end of 2010, GL events has made a solid commitment to prevent discrimination. A programme was implemented to promote the Group's diversity, with a clear aim to advance managerial practices in four areas: disability, gender, age and social integration.

In these areas, the goal is to define measures building on a framework of regulatory incentives, focusing on improving recruitment practices, safeguarding jobs and developing skills. Like for the environment, improvement in these areas is an ongoing process. Success hinges on proof that concrete initiatives have been introduced.

With the launch of the Think People programme in 2012, the International HR Management Committee members were given training on managing diversity. A video was made to raise awareness about diversity and talent, asserting our commitment and promoting the existing good practices among all Group employees (France and international). Examples of measures taken include:

#### Integrating disability:

- An in-house radio show hosted by HR departments on "Disability and performance".
- The *Un jour, un métier en action* ("a day, a job in action") campaign initiated by the organisation AGEFIPH (organisation responsible for managing funds earmarked for the professional integration of disabled people).
- Participation in the ADAPT Rhône recruitment forum organised for the Disabled Employment Week.
- An in-house newsletter on good practices in managing disability circulated in France and abroad.
- A new call centre that exclusively employs visually-impaired workers at our site in Hungary.
- Development of purchasing with the sheltered work sector, with a three-year agreement signed with the Gesat (a network of establishments that promote the employment of disabled workers). An audit was performed, which included an on-site visit and meetings with operational managers, followed by the roll-out of an action plan with the purchasing staff and managers to enlarge the categories of products and services outsourced. GL events has also taken an active role in the Gesat's committee of regional partners.
- An assessment launched at the end of 2012 by a specialised consulting firm to develop the recruitment and employment of disabled workers at our French entities.





“

THE SOCIAL COMPONENT  
OF SUSTAINABLE DEVELOPMENT  
IS AS CRITICAL AS RESPECTING  
THE ENVIRONMENT.

”

### **Integrating the occupational age structure:**

- A Group senior agreement signed at French companies.
- Various training programmes adapted to the different stages of professional life: career assessment for those over age 45, orientation assessment for those with less than five years of working professionally, training in mentoring and starting a new job.
- An in-house radio show focused on managing young people.
- An urban youth sports mentoring initiative launched by voluntary Group employees.

### **Developing cultural and social integration:**

- French classes for foreign employees (at the Gonesse site near Paris);
- Urban youth sports mentoring initiative by employees;
- Recruitment of 28 nationalities in the London Olympic Games project.

### **Gender equality:**

- Gender equality agreements signed at the Group's French companies.
- Agreements with recruitment firms, resulting in the inclusion of a neutrality clause in all service agreements and requiring recruitment firms submitting proposals to the company to provide graduation statistics. These agreements aim to improve the company's gender ratio. GL events is devoted to promoting gender diversity in recruitment.
- Partnership since 2011 in the "Déployons Nos Elles" initiative against gender stereotypes organised by IMS. GL events Group employees spoke with secondary school students on these issues.

### **Developing talent**

The Think People programme also encompasses skills management, notably through the corporate training platform, GL events Campus.

From recruitment to career guidance, becoming a leading employer, building knowledge and expertise, fostering employee loyalty, encouraging a proactive career approach... These are the actions that show that we care.

GL events Campus, the Group's in-house training organisation, is devoted to coordinating and

optimising the training programmes of GL events Group companies. Through its training programmes, GL events Campus promotes Group culture and values. Its inter-company courses provide a platform for exchange and experience sharing.

The training courses offered are adapted every year to the Group's growth outlook and the needs and requirements expressed by Management and by its own customers, managers and employees. Programmes are grouped into main topics (e.g., management, personal development or industry and events fields) to form an extensive catalogue of over 90 courses, which may be basic or expert level, on theory with practical application. One-third of the programmes were reviewed in 2012 for the 2013 plans. This continuous improvement approach, supported by a steering committee and the involvement of operational staff in contributing to course content, has made GL events Campus the success it is today.

GL events strives to provide each employee with the opportunity to grow within the company and develop skills and expertise. Upstream, this means integrating and developing their potential and supporting them throughout their professional itinerary through targeted training initiatives that meet the needs of both the company and our staff.

In 2012, as every year since 2009, GL events organised its Welcome Convention for new staff. This training is designed for all employees working with the company for between 3 and 12 months who may deal with either "internal customers" or external customers and prospects. This training offers tools and knowledge about how an events company operates, improves the communication aptitude of trainees and brings them to an operational level.

## Promoting quality of life at the workplace

The events business is epitomised by urgency and responsiveness. At events, when it's show time, it's show time. We live in a naturally stressful environment where inventiveness and cohesiveness are vital in order to face operational challenges. Developing a managerial culture with a voluntarily positive attitude about differences, whatever they may be, that integrates individual backgrounds and personalities is essential to creating managerial practices that promote quality of life. We are at the crossroads between human needs and performance. Launching a vast internal programme to promote diversity brings teams together and gives meaning.

As such, a Group-wide programme was introduced for 2012-2013, designed to benefit all employees. Its initiatives include:

- Monthly radio shows for managers entitled "HR Thursdays". Six shows were broadcast in 2012.
- A managerial guide (in preparation) featuring specific sections on quality of life at the workplace.
- Conferences on diversity and quality of life issues.
- Coordination of internal networks with the organisation of best practices meetings. Because sharing information is essential to remaining competitive and innovative, we form networks by type of business to exchange on best practices, challenges met and improvement solutions. Two meetings took place in 2012 for accountants and site supervisors. Five other meetings are planned for 2013.
- Internal volunteering campaigns involving employees.
- The "Live my life" operation introduced at the end of 2012 to provide any voluntary employee with the opportunity to trade places, regardless of level, with one of the 130 Group functions for one day.

## Employee safety and accident prevention

Health and safety represent a major component of Social Responsibility both in respect to staff and the public that visits the sites and events under GL events' responsibility. This goal is implemented through a formal operational policy based on a continuous improvement approach.

To achieve this, GL events Campus offers programmes to ensure that certain target groups hold valid permits and have been trained in the latest

personal safety and risk prevention procedures (site machine operators, lorry drivers, employees performing manual operations, employees working at heights and electricians).

Tools used to define Health and Safety Plans are implemented for each event organised. Special signs listing security rules are posted at all Group sites.

## Managing subcontracting:

The goal of social progress extends beyond Group employees. Group subcontractors are also required to systematically apply principles of ethical conduct and strict rules.

An ad hoc team works to ensure their compliance while naturally adjusting procedures in line with specific local environments, including:

- Checks that subcontracting agreements have been systematically signed;
- Checks on subcontractors at nearly 270 trade fairs in France in 2012 (notably on administrative and regulatory compliance, wearing of personal safety equipment, etc.). An on-site team performs these checks.







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BAYER SHANGHAI,  
CHINA





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FIERA INTERNAZIONALE  
DEL LIBRO - TURIN, ITALY





## BEING A RESPONSIBLE REGIONAL STAKEHOLDER

### Evaluating, optimising and promoting regional value creation

GL events by definition contributes to and promotes regional development, both through the sites it manages under public-private partnerships and as a stakeholder in large international events. Conscious of its territorial, economic and social impacts, GL events today focuses on bringing value to its involvement. Through the less operational Think Local programme, this involves conducting research on value in the broad meaning of the term, created by the Group in all territories where it operates. Value thus defined is threefold:

- Economic (indirect benefits from business tourism or subcontracting);
- Intellectual (trade shows, events, congresses provide forums for the transmission and dissemination of knowledge, expertise and innovation);
- Social (face-to-face meetings are increasingly valuable in an ever more virtual world).

This value creation is unique for each of the Group's business lines. Provided below are a few examples to help understand this added value in concrete terms at each of our major business units.

### GL events Live :

The Package Linking Talents agency has made coordinating and bringing professional communities together its core business. Its Innovative Meeting Solutions division offers events solutions for clusters and regions to promote innovation, collaboration and regional appeal. Package has worked with 25 competitiveness clusters since its creation.

In 2012, its work with the Oseo Excellence network was a textbook case. To further innovation and the growth of French companies, the state-owned company Oseo expanded its programme of support and financial assistance by creating a digital network of 2,000 "customers", Oseo Excellence. To develop this community, Package offered Oseo a meeting format to complement the digital networking. At this event, 1,300 individual business meetings were organised, and the community had grown to 5,600 members by the time it closed. Workshops were offered on 40 different topics based on a survey and suggestions sent by Package to community members. The event had major economic and political repercussions and was attended by government representatives, including the President of France.

### GL events Exhibitions :

GL events Exhibitions organises trade fairs in France and abroad. As these events offer unique opportunities to unite businesses and boost their visibility, GL events Exhibitions sees its purpose as acting to coordinate professional communities. The strategy of holding the same trade fair in different regions helps develop local business, working with local economic and governmental representatives. For example, the Enova trade fair, focusing on innovation technologies for research and industry, organised in Paris, was subsequently held in Brittany. Enova Grand Ouest took place after several months of development with technopoles, competitiveness clusters and prestigious regional schools. At the request of exhibitors, Enova was also exported. After preparatory work with the Tunisian-French Chamber of Commerce and Industry, the Tunisian Chamber of Electronics and the Tunisian Foreign Investment Promotion Agency, Enova Tunisia was held for the first time in June 2012.

OSÉO EXCELLENCE -  
PARIS, FRANCE





### GL events Venues :

In our business of venue management, with exhibition parks and conference centres as key drivers to strong economic development, we work closely with delegating public authorities and other regional stakeholders (hotel unions, consular chambers) to contribute to regional growth. The events produced by the site (exhibition park) also serve as tools for contributing to the region's economy as they most often relate to the policy for development.

These examples clearly show the positive externalities of our businesses: ranging from the most tangible – such as the economic value creation in the regions where we operate, generated by the spending by convention-goers and visitors (e.g. at hotels and restaurants) – to the most abstract, which foster business development by putting people in contact and encouraging them to emulate each other. GL events is now focusing on how to measure this value creation through the deployment of its Think Local programme.

### Working with local stakeholders:

At both national and corporate levels, GL events works with several organisations:

- Framework agreement with the French Environment and Energy Management Agency (ADEME) signed in September 2011, under which we report to this government institution on a regular basis;
- Active participation in the sustainable development commission of the French Federation of Fairs, Trade Shows and Conventions;
- Membership since 2011 in the network "IMS entreprendre pour la Cité", an organisation promoting dialogue on CSR best practices made up of more than 200 French companies including CAC 40 firms;
- Signing of the Diversity Charter, under which an annual report on our action plans and practices must be submitted to Charter management;
- Member of Gesat, a network of sheltered work establishments that promote the employment of disabled workers.

### LONDON OLYMPIC GAMES - UNITED KINGDOM



In its business activities, GL events also has a natural relation with the region's stakeholders. In its public-private partnerships, GL events Venues maintains close ties with the region's delegating public authorities (public-private partnership monitoring committees, reports, correspondence, meetings to launch new regional events). GL events Venues also enjoys tight relations with hotel unions while consular chambers (CCI, CRCI) are important partners.

As part of GL events Live's business as a PCO (Professional Conference or Congress Organiser), the Group works with public authorities in assisting, or even initiating, candidates to host international conferences at a local level, with convention bureaus and tourism offices.

### **Sponsorship and corporate responsibility:**

As mentioned above, GL events supports the association *Sport dans la ville* devoted to promoting the social and professional integration of youth originating from under-resourced urban districts through the value of sports.

In 2012, GL events Group also supported major cultural events such as the Lumière Grand Lyon Film Festival and the world-class dance festival, the Biennale de la Danse.

GL events has continued to support "*Le Petit Monde*", a French non-profit organisation that allows families remain near their children during long-term medical stays by constructing accommodations near hospitals.

PAVILLON M -  
MARSEILLE, FRANCE

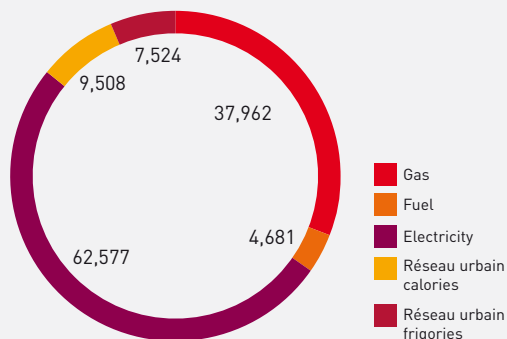


# THINK GREEN INDICATORS

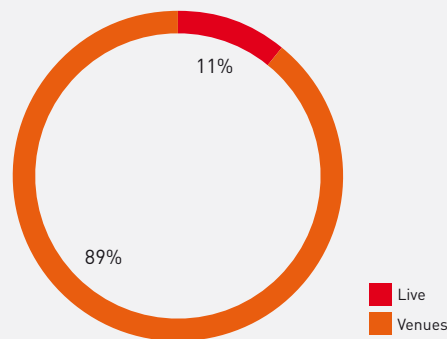
Note: This published data relates to the GL events Live and GL events Venues reporting boundaries.

Based on data provided, GL events Live accounts for 11% of energy consumption within the global reporting boundary. Consumption within the GL events Venues reporting boundary reflects the nature of the buildings that in certain cases can reach a surface area of 120,000 m<sup>2</sup> such as Eurexpo in Lyon. Another factor to be noted is that such structures vary considerably from each other with respect to the type of construction and their construction date.

TOTAL ENERGY CONSUMPTION  
BY SOURCE (IN MWH)

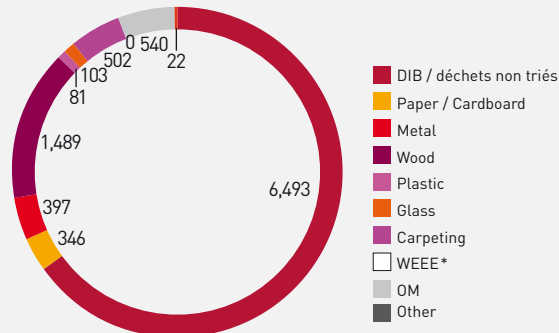


ENERGY CONSUMPTION  
BY BU

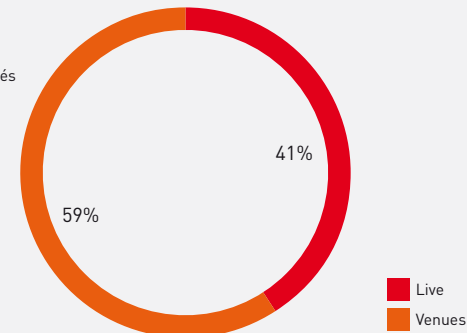


Also noteworthy is the fact that out of the 9,540 tonnes of waste reported, approximately 60% originate from the GL events Venues BU which is not its direct producer. In effect GL events Venues' sites host events of organisers from outside GL events Group as well as exhibitors participating in these events. GL events Venues thus manages the waste generated by the events it hosts without being the direct source.

TOTAL WASTE PRODUCING  
BY CATEGORY (IN MWH)



TOTAL WASTE PRODUCING  
BY BU (IN MWH)



Of this amount, venues under management accounted for 90% and is linked to the number of visitors attending the events. One of the main uses of water is cleaning the sites and certain components such as tarpaulin materials but also for sanitation/washroom facilities.

Water consumption  
**410,704 m<sup>3</sup>**

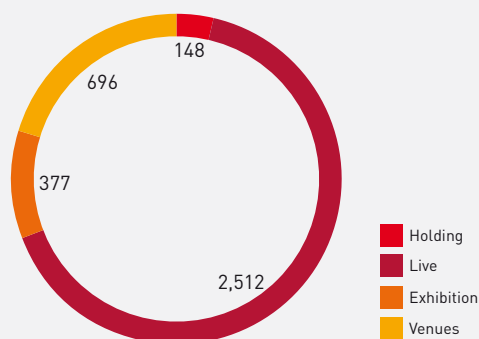


# THINK PEOPLE INDICATORS

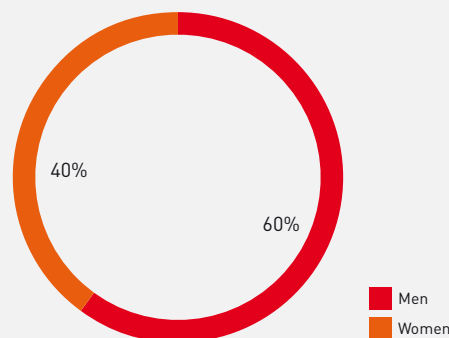
Note: indicators are based  
on actual headcount at  
31/12/12.

## The men and women of GL events

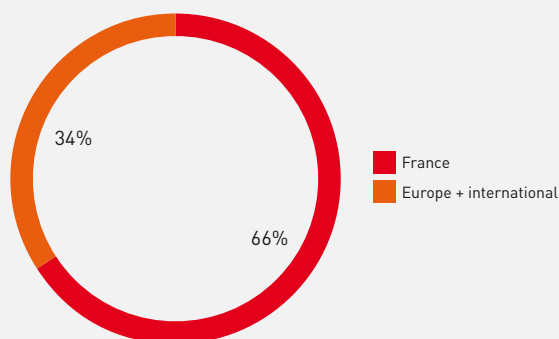
HEADCOUNT BY BU  
(AT 31/12/2012)



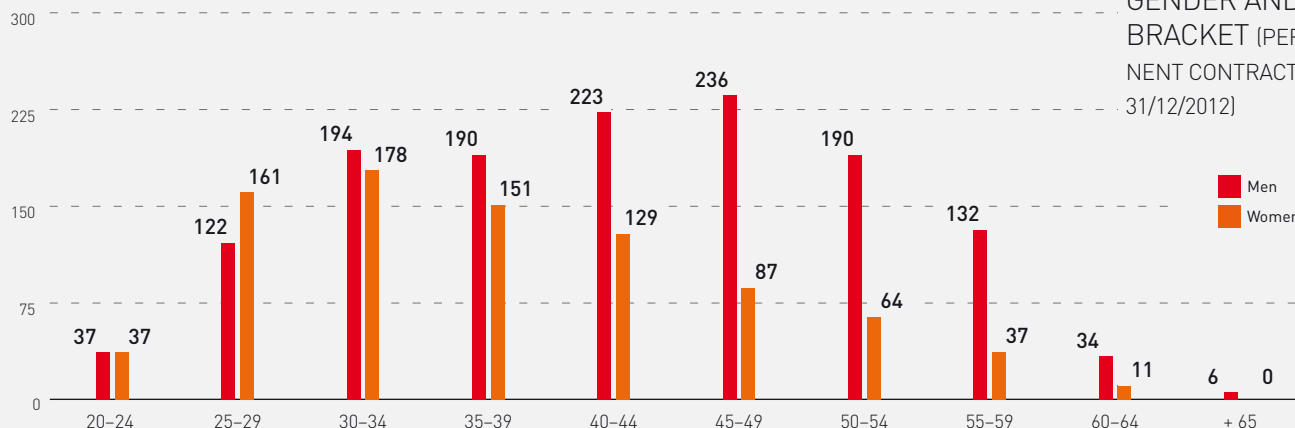
HEADCOUNT BY GENDER  
(AT 31/12/12)



HEADCOUNT BY  
GEOGRAPHICAL  
BREAKDOWN  
(AT 31/12/12)



HEADCOUNT BY  
GENDER AND AGE  
BRACKET (PERMA-  
NENT CONTRACTS AT  
31/12/2012)









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