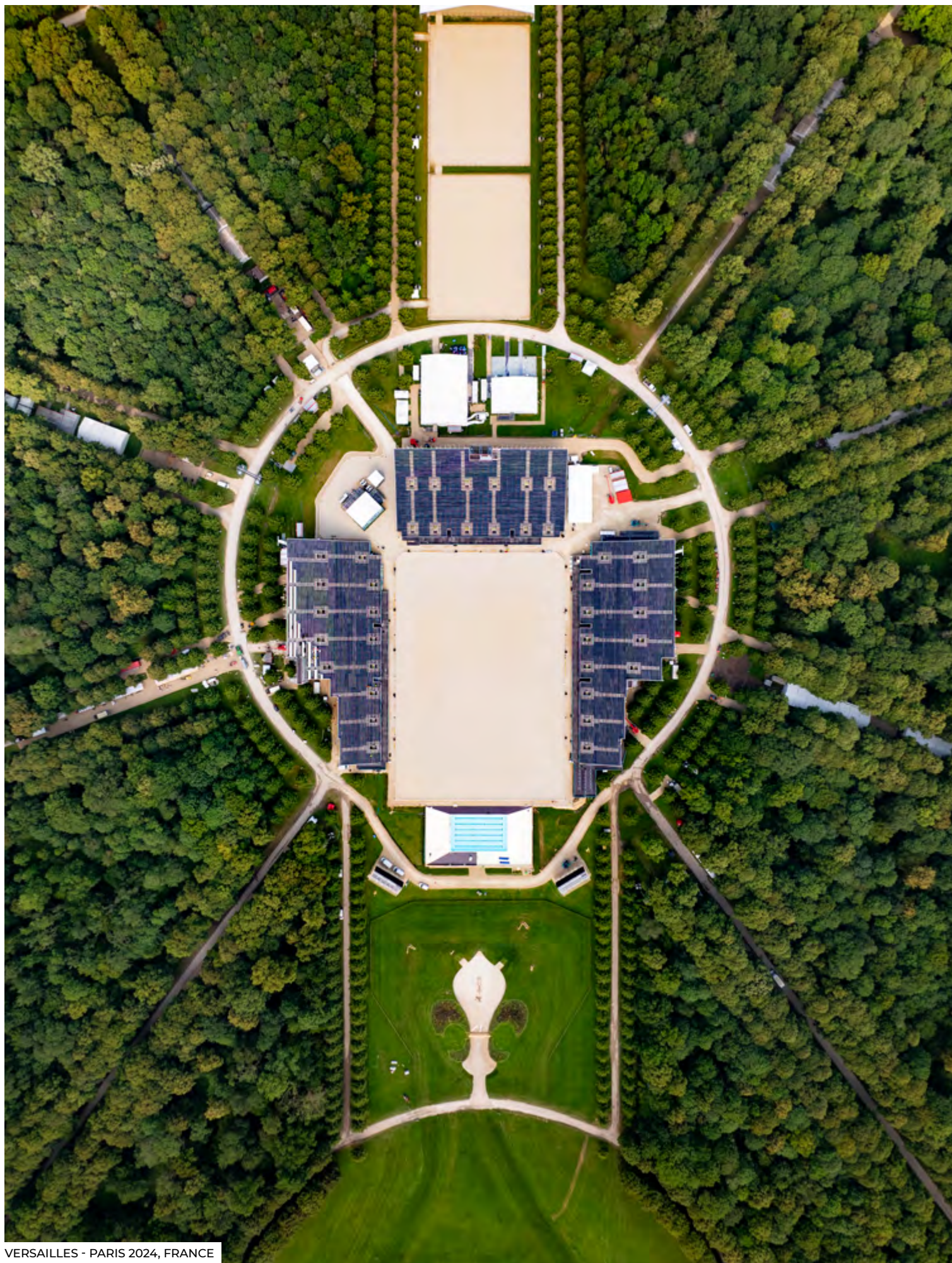




# Business Report

BRINGING PEOPLE TOGETHER





VERSAILLES - PARIS 2024, FRANCE



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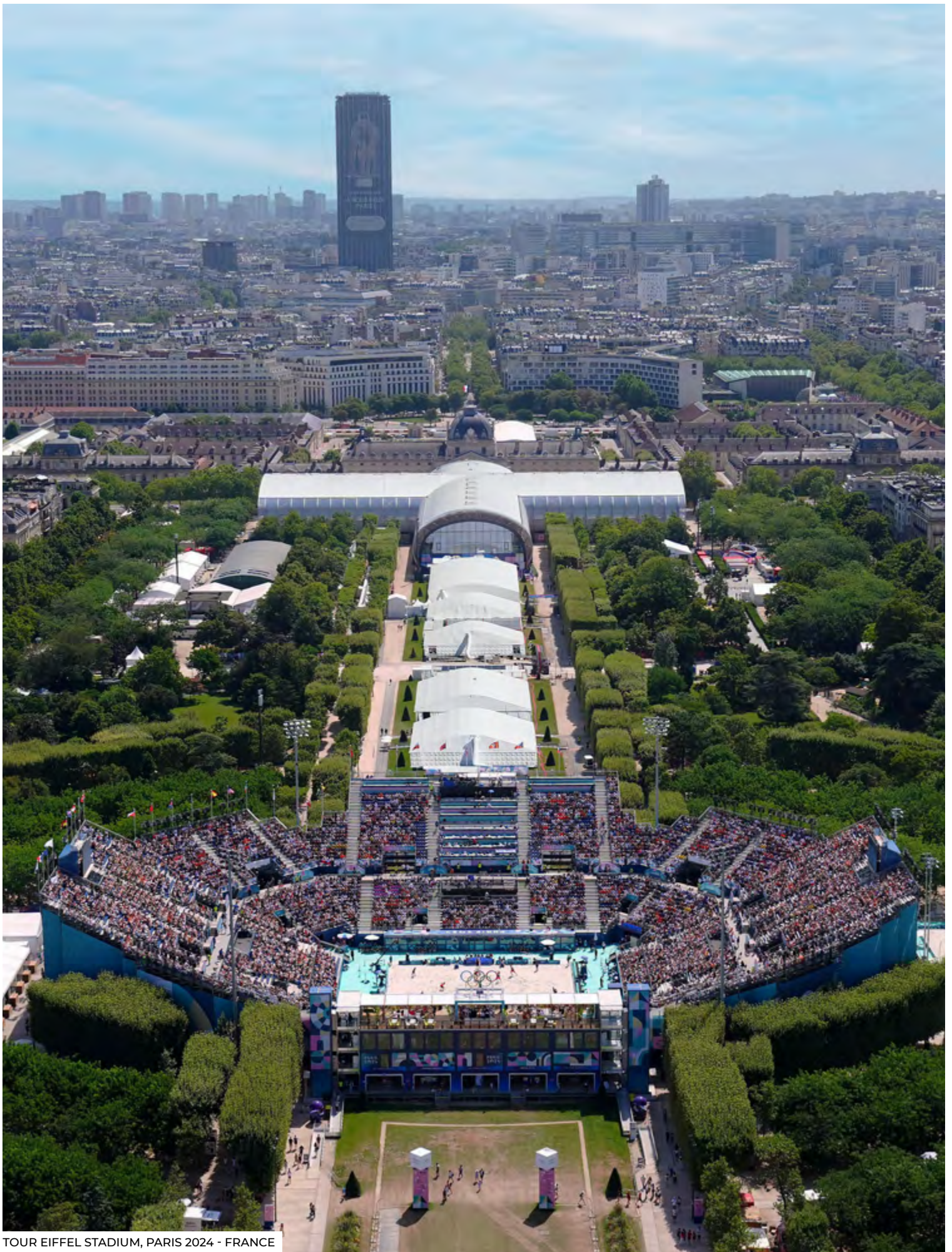
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BWFE - BEIJING, CHINA





TOUR EIFFEL STADIUM, PARIS 2024 - FRANCE





**OLIVIER GINON**  
CHAIRMAN

Some years stand out more than others. And without a doubt, 2024 was a historic year for GL events. With growth of 15% and a new record in terms of revenue, the year marked a new milestone.

The history of the Olympic and Paralympic Games will be forever associated with the magic of Paris. And of course, the men and women of the Group contributed to this magic. Through the world's most important sporting event, GL events' expertise and exceptional capabilities were on show for the entire world to see.

And once again, the know-how and enthusiasm of our entire workforce proved decisive. With the support of our suppliers and partners, we met the technical challenges and demonstrated how our vision of a temporary and sustainable events industry is fully in line with the expectations of society as a whole and the environmental challenges we must address. Beyond the Games, 2024 allowed us to make progress on CSR issues, with a good trajectory in terms of decarbonisation and responses to the increasingly stringent criteria of major international calls for tender.

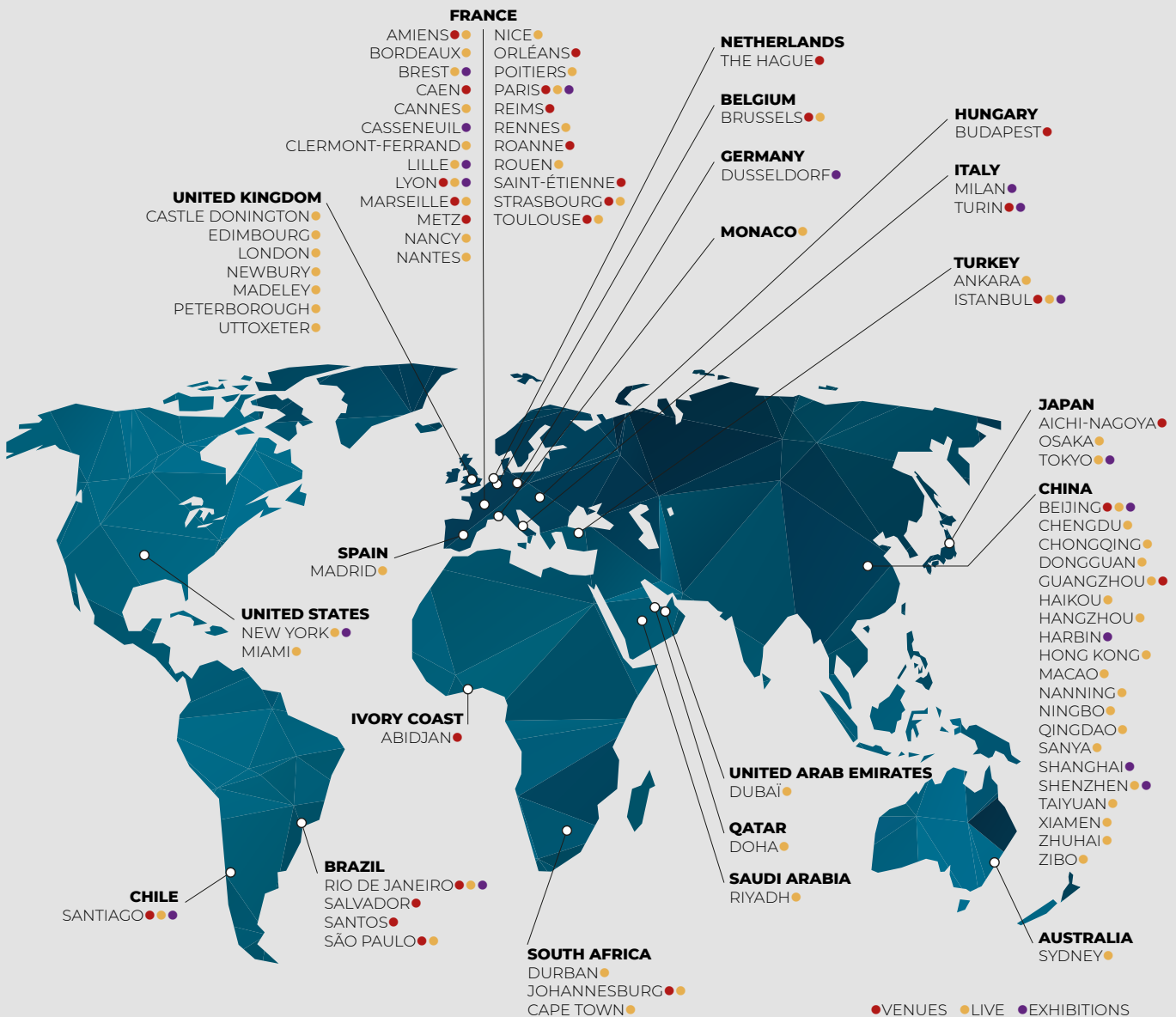
But if we have crossed a new milestone, it is also because we were successful in strengthening our positions, especially internationally, and particularly in Brazil, the Middle East and Asia. All our divisions are growing. Our exhibitions are expanding, our expertise is being enriched with ever more solutions, and our network of event venues continues to develop. Investments in long-term projects guarantee future business development opportunities. The relevance of our business model is confirmed year after year.

2024 also laid foundations for the future. building on these successes, we are continuing to develop our ambitions in terms of sectors, territories and sporting, cultural, economic, institutional or corporate events. This ambition is driven by shared values, a desire to push one's limits, and a spirit of creativity in the service of what is possible. Always attentive to our markets and our customers, we are adapting (cybersecurity, new formats, environmental ambitions, SSE, etc.) and looking to the future to develop solutions providing value differentiation.

And for that reason 2024 will be followed by new successes in 2025.



# Welcome to the world of events





# 2024

## in figures

€1.635 BN\*

revenue  
(38% from international markets)

+1,800

exhibitions and events  
including  
214 proprietary exhibitions  
1,600 events

€232M

EBITDA\*

+4,180

events hosted

5,936

employees  
(of which 44% outside France)

+5,900

events designed and equipped

+90

Offices worldwide

60 venues under  
management\*\*,  
(totalling more than 2,180,000 sqm  
of public space)

-5%

in carbon emissions vs. 2023

+1,111,500

attendees and exhibitors

\* Pre-IAS 29

\*\* March 2025 figures



# GL events, a global player in the world of events

The strength of the Group's business model:  
a complementary mix of products and services to  
meet customers' expectations and requirements  
for every type of event

GL events' core mission is contributing to successful meetings: congresses and conventions, cultural, sports, institutional and corporate events, trade shows and exhibitions for professionals and the general public.

The specificity and unique strength of the Group's business model are its ability to propose a comprehensive range of solutions covering the main sectors of the events industry. GL events assists its customers in France and other countries ensuring the success of their events over their entire life cycle, from definition to execution, for public and private

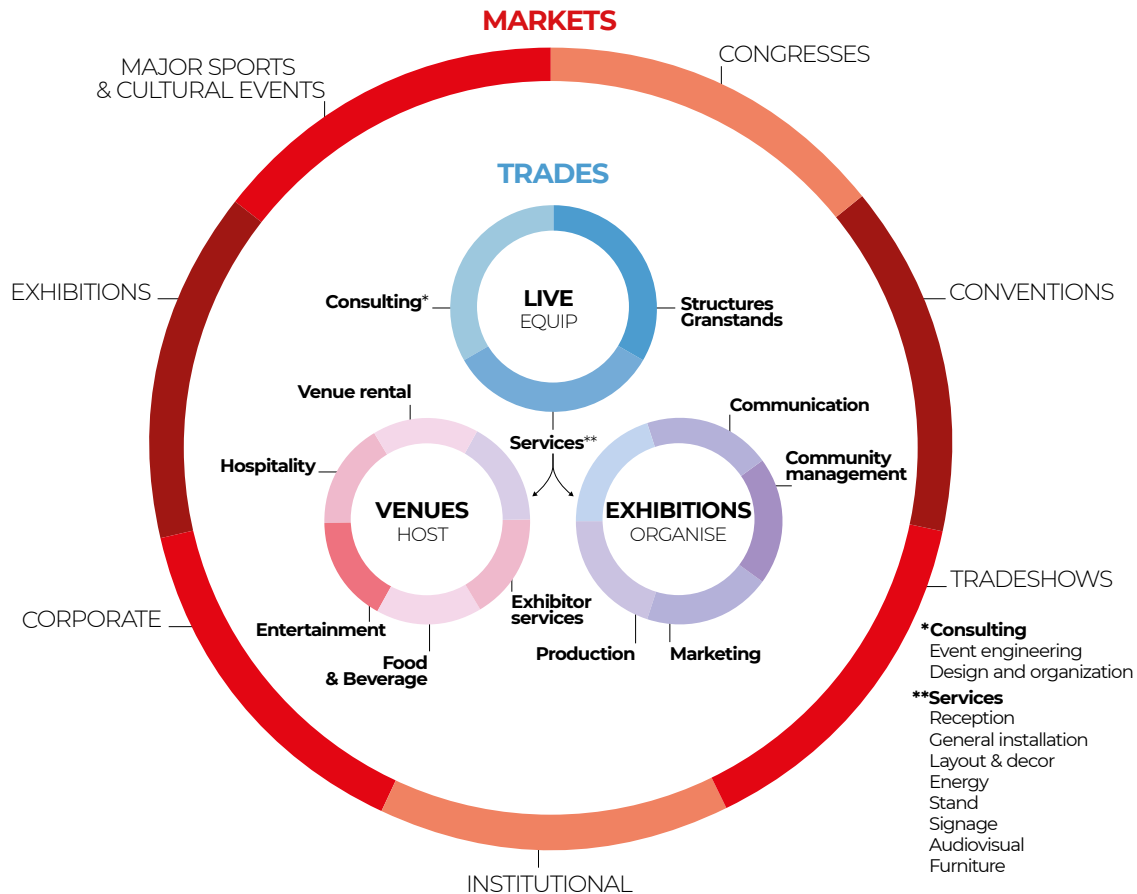
companies, institutions and event organisers. In partnership with local authorities, the Group contributes to developing the attractiveness of regions and reinforcing their economic reach. GL events has in this way gradually become the partner of choice for international organisers for major international events like the Olympic Games, world cups and international meetings.

*Present in more than 20 countries, in 2024 GL events had revenue of 1.635 billion. GL events is listed on Euronext Paris, Segment B (mid caps).*



BIO BRAZIL & NATURALTECH - SÃO PAULO, BRAZIL





### Three complementary businesses & areas of expertise

The unique strength of GL events' business model is the complementary nature of its three strategic businesses:

**GL events Live** provides a comprehensive range of turnkey solutions, from consulting and design to the production of all corporate, institutional and sports events.

**GL events Exhibitions** promotes industries and helps build communities by creating content and managing a portfolio of trade and consumer shows in the following sectors: agri-food, ecological transition, textiles/fashion, industry, construction, building, health...

**GL events Venues** manages a network of 60 venues located in France and international destinations (convention and exhibition centres, concert halls and multi-purpose facilities).

### CSR development and innovation capacity

Since its creation in 1978, GL events has developed a strategy of deploying a network of local and sustainable venues contributing to the growth of event industry stakeholders. Today, the Group has a network of around one hundred

branches around the world developed by collaborating with leading local partners or acquiring companies with leadership positions in their respective markets. It has been successful in evolving, adapting and becoming an active stakeholder in environmental and societal transition. Its strategy for innovation and transformation is being implemented across all its businesses, particularly with regard to CSR issues, notably by reducing the carbon footprint of events and activities, limiting the use of disposables, optimising the circular economy and promoting diversity and regional development.

### High quality assets

Because GL events' assets and logistics capabilities now cover the entire supply chain, from manufacturing to assembly, it is able to equip all events within tight deadlines. Its portfolio of operating assets also strengthens its position as a market leader. Its strong brand and an image associated with rigorous standards, a culture of respecting promises and quality services contribute to value-added differentiation in an international competitive environment. Its expertise covers all business lines, world-class exhibitions and an international network of complementary event venues.



# GL events and corporate governance: the Board of Directors



## **OLIVIER GINON**

CHAIRMAN AND CHIEF  
EXECUTIVE OFFICER

In 1978, Mr. Olivier GINON created Polygone Services which became GL events in 2003.

GL events Group is a leading integrated provider of event solutions and services covering the industry's three major markets:

conventions, conferences, congresses; cultural, sports, institutional, corporate or political events and B2B and B2C trade shows, fairs and exhibitions. Mr. Olivier GINON is the Chairman of the Board of Directors of GL events SA for which he exercises the role of Chief Executive Officer. His office was renewed by the Combined General Meeting of 25 April 2024 until the close of the Annual General Meeting called in 2028 to approve the financial statements for the fiscal year ending 31 December 2027. Since its creation in 1997, Mr. Olivier GINON has been the Chairman-CEO of Polygone SA, that holds a majority stake in GL events SA.



## **NICOLAS DE TAVERNOST**

DIRECTOR

A graduate of the Bordeaux Institute of Political Studies and with a post graduate degree in public law, Nicolas DE TAVERNOST began his career in 1975 as part of Norbert Ségard's team, Secretary of State for foreign trade, then in the Postal and Telecommunications sectors.

In 1986 he took over the management of audio-visual activities at Lyonnaise des Eaux and in this capacity, spearheaded the project to create M6. In 1987, he was appointed Deputy CEO of Métropole Télévision M6 where since 2000 he has served as Chairman of the Executive Board. Appointed by the Combined General Meeting of 16 May 2008 and last reappointment by the Combined General Meeting of 22 June 2022, for a term expiring at the end of the Annual General Meeting called in 2026 to approve the financial statements for the year ending 31 December 2025. Independent Director.



## **ANNE-SOPHIE GINON**

DIRECTOR

Ms. Anne-Sophie GINON has occupied several operational positions within the GL events Group, in France and other countries (Belgium). After joining Foncière Polygone in 2012, she served as the Chief Executive Officer since December 2013 until its merger

with Polygone SA in June 2020. At that time she will become Deputy Managing Director. Ms. Anne-Sophie GINON has an MBA from IAE Lyon and a master's degree in financial engineering from EM Lyon. Appointed by the Ordinary General Meeting of April 25, 2014 and reappointed by the Combined General Meeting of June 22, 2022 until the end of the General Meeting of 2026 called to approve the financial statements for the year ending 31 December 2025. CSR Committee Member. In 2020, she founded the Polygone Corporate Foundation, which she chairs and directs.



## **MARC MICHOUILLIER**

DIRECTOR

Mr. Marc MICHOUILLIER has spent the larger part of his career working in the insurance sector in France and other countries. After exercising various functions at AGF over 15 years, he then joined the Marsh Group in 1996 as Chair of its Lyons subsidiary, Office des Assurés, and

starting in 2009, he was Deputy Managing Director of Marsh France, a member of the Executive Board and the Executive Committee of Marsh France. In March 2018 he left Marsh to



create, a strategy consulting and executive management services firm of which he is the Chairman. Mr. Marc MICHOUlier is a graduate of IAE Lyon (1979). Appointed by the Ordinary General Meeting of 25 April 2014 and reappointed by the Combined General Meeting of 22 June 2022 for a term ending at the close of the General Meeting to be held in 2026 to approve the financial statements for the year ending 31 December 2025. Independent Director, Compensation and Nominating Committee member.



#### **FANNY PICARD**

##### **DIRECTOR**

Ms. Fanny PICARD is the Chair of Alter Equity, a leading fund management company investing in unlisted companies contributing to the triple bottom line of the planet, people and profit. Ms. Fanny PICARD has previously served as Chief Investment Officer and a

Member of the Executive committee of Wendel as well as Danone Director of Mergers and Acquisitions for Western Europe and North America. She started her career at Rothschild & Co M&A department. Fanny Picard is a graduate of the ESSEC business school and SFAF (French Society of Financial Analysts). She holds a master's degree in law, and attended courses at the College of Higher Studies on the Environment and Sustainable Development (*Collège des Hautes Études de l'Environnement et du Développement Durable*). Appointed by the Combined General Meeting of 30 April 2015, and last reappointed by the Combined General Meeting of 27 April 2023, or until the end of the General Meeting called in 2027 to approve the financial statements for the year ending 31 December 2026. Independent Director - Chair of the CSR Committee.



#### **DANIEL HAVIS**

##### **DIRECTOR**

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

ended in June 2020. Daniel HAVIS is a Knight of the National Order of the Legion of Honour and an Officer of the National Order of Merit. Daniel HAVIS has a degree from the Tours Insurance Institute (*Institut des Assurances de Tours*) (1980). Co-opted by the Board of Directors on 5 July 2017 in replacement of Mr. Ming-Po CAI and then reappointed by the Combined General Meeting of 27 April 2023, for a term expiring at the end of the General Meeting called in 2027 to approve the financial statements for the fiscal year ending 31 December 2026. Independent Director. Chairman of the Audit Committee. Member of the Strategy Committee.



#### **MAUD BAILLY**

##### **DIRECTOR**

Maud BAILLY began her career in 2007 at the Inspection Générale des Finances, where she carried out several strategic and financial audit assignments in France and abroad, notably for the IMF and the World Bank. She joined the SNCF in 2011 as manager of the

Paris Montparnasse station and TGV product coordination for the Paris Rive Gauche area. In 2015, she joined the French Prime Minister's office as Head of the Economic Department Responsible for Budget, Fiscal, Industrial And Digital Affairs. In 2017, she joined Accor as Chief Digital Officer in charge of Digital, Data, Distribution, Sales and Fidelity and Information Systems Programme and as a member of the group's Executive Committee. In 2018, she became one of the 30 members of the French Digital Council, (CNNum) tasked with addressing the major challenges and opportunities of the digital transition of French society.

In October 2020, she was appointed Chief Executive Officer of Accor's Southern Europe Hub to operate and develop the Group's business in France, Spain, Italy, Greece, Portugal, Malta and Israel. As a member of the Executive Committee, she is responsible for the operational performance and the quality of customer and partner relations in this strategic region counting nearly 1900 hotels, while defending the interests of the sector that had been severely impacted by the health crisis, with the public authorities.

Since 1 January 2023, Maud BAILLY has been head of the Luxury business unit responsible for the 215 hotels worldwide that operate under the Sofitel, Sofitel Legend, MGallery and Emblems brands, carrying out her roles of business leader and brand developer in France and abroad. Ms. BAILLY is also very involved in volunteer sector initiatives (Prométhée Education, Les Déterminés), coaching and teaching on performance management, digital transformation of organisations, crisis leadership and CSR issues. She is a graduate of École Nationale d'Administration and the Institut d'Etudes Politiques de Paris. Co-opted by the Board of Directors on 4 March 2020 to replace Ms. Anne-Céline LESCOP until the end of the General Meeting to be held in 2022 to approve the financial statements for the year ending 31 December 2021, and reappointed by the Combined General Meeting of 22 June 2022 until the end of the General Meeting called in 2026 to approve the financial statements for the year ending 31 December 2025. Independent Director. Compensation and Nominating Committee member.





**JOSEPH AGUERA**  
DIRECTOR

Mr. Joseph AGUERA served as a lawyer on the Lyon Bar from 1978 until December 2020.

He founded his firm in 1984 which he sold to his partners when he ceased to practice law.

Mr. AGUERA was an assistant professor in private law of the Lyon

Law School (Faculté de Droit de Lyon) with an advanced degrees (DEA) in Business Law and Civil Law respectively. Appointed by the Combined General Meeting of 24 June 2021 until the close of the Annual General Meeting to be held in 2025 to approve the financial statements for the fiscal year ending 31 December 2024. Independent Director. Compensation and Nominating Committee Chairman.



**SOPHIE SIDOS**  
DIRECTOR

Ms. Sophie SIDOS is a seventh-generation descendent of Louis Vicat, inventor of artificial cement in 1817. She started her career in the Vicat Group in 1992 as a member of the management control department. A few years later, she became the first woman to

occupy the position of "Cement" Sales Manager for the PACA region. She has held various positions within the company and in 2006 joined the Group's Board of Directors. She is currently Vice Chair of its holding company, Parfininco. As Chair of the CSR Committee, she ensures that environmental, social and responsible employer values remain at the heart of the Vicat Group's strategy. In 2017, on the occasion of the bicentennial of the invention of artificial cement, Ms. SIDOS created the Louis Vicat corporate foundation for which she serves as Chair. Reflecting the particular importance she attaches to social integration through employment, Ms. SIDOS is co-leader of the Isère chapter of the national "*La France, une chance. Les entreprises s'engagent*" programme initiated by French President Emmanuel Macron. As an active contributor to her region, she was appointed President of MEDEF Isère in 2021. She has placed the subjects of inclusion and economic and ecological transition at the heart of her mandate. Ms. SIDOS was made a Knight of the Legion of Honour in 2020. Appointed by the Combined General Meeting of 22 June 2022 until the close of the Annual General Meeting to be held in 2026 to approve the financial statements for the fiscal year ending 31 December 2025. In June 2023, Sophie Sidos assumed the presidency of the French Foreign Trade Advisors, establishing the promotion of French companies on the international stage as one of her top priorities. Independent Director. CSR Committee Member.



**LIONEL YVANT**  
DIRECTOR

Lionel YVANT holds a postgraduate degree (DESS) in international taxation from the University of Aix-Marseille. He practises as a lawyer as a member of the Marseilles and Luxembourg bars. Mr. Yvant is also co-founder and Chairman of the Fondation Jean-Louis Noisiez. Co-

opted by the Board of Directors on 6 March 2024 to replace Sofina until the close of the General Meeting to be held in 2024 to approve the financial statements for the year ended 31 December 2023, then reappointed by the Combined General Meeting of 25 April 2024 until the close of the General Meeting to be held in 2028 to approve the financial statements for the year ended 31 December 2027. Member of the Strategy Committee.



**CAROLINE GINON**  
DIRECTOR

SINCE 25 APRIL 2024

Caroline GINON is a graduate of the Ecole Spéciale d'Architecture (ESA) in Paris and is registered with the Ordre des Architectes AURA under n°S18622. She is founder and chairwoman of FAZENDA ARCHITECTURE.

First appointed by the Combined General Meeting of 25 April 2024 for a term ending at the close of the General Meeting to be held in 2028 to approve the financial statements for the year ending 31 December 2027.



**GRÉGORY GUISSARD**  
DIRECTOR (REPRESENTATIVE  
OF TRÉVISE PARTICIPATIONS)  
SINCE 25 APRIL 2024

Mr. Grégory GUISSARD holds law degrees from the University of Luxembourg (Grand Duchy of Luxembourg) and the Université Catholique de Louvain-La-Neuve (Belgium), in addition to an LL.M. in

international taxation from the University of Geneva (Switzerland). He practises as a lawyer as a member of the Brussels, Luxembourg and Marseille bars. First appointed by the Combined General Meeting of 25 April 2024 for a term ending at the close of the General Meeting to be held in 2028 to approve the financial statements for the year ending 31 December 2027. Member of the Audit Committee and the Strategy Committee.





BWFE - BEIJING, CHINA

**ÉRICK ROSTAGNAT**

DIRECTOR UNTIL 6 MARCH  
2024 THEN NON-VOTING  
DIRECTOR (*CENSEUR*) FROM  
THAT DATE

Mr. Erick ROSTAGNAT assured the  
functions of Managing Director  
in charge of Corporate Finance  
Administration of GL events Group  
until 2019. Mr. Érick ROSTAGNAT

began his career as an auditor at Price Waterhouse Coopers and then joined the Brossette Group as CFO. In 1992, he joined the OREFI group, occupying the functions of CFO. In 2001, Mr. Érick ROSTAGNAT joined GL events Group, first serving as the Secretary General until 2007, and then as the Managing Director for Corporate Finance and Administration until 2019. Mr. Érick ROSTAGNAT holds a degree from ESLSCA business school and a degree in Chartered Accountancy. Appointed for the first time by the Combined General Meeting of 20 June 2002 and last reappointed by the Combined General Meeting of 22 June 2022, for a term expiring at the end of the General Meeting called in 2026 to approve the financial statements for the year ending 31 December 2025. He resigned from his directorship on 6 March 2024 and was appointed as a Non-Voting Observer (*Censeur*) with effect from that date.

**AUDITORS****MAZA-SIMOËNS – FIFTY BEES**

Benjamin SCHLICKLIN

**FORVIS-MAZARS**

Emmanuel CHARNAVEL

Arnaud FLECHE



ART EXPLORA - MARSEILLE, FRANCE





**“2024 was a year of consolidation and high visibility driven by the expertise of our teams and a shared corporate culture.”**

### **OLIVIER FERRATON**

DEPUTY MANAGING DIRECTOR

#### **A business model adapted to evolving industry trends and a stronger market position**

In 2024, GL events emerged as a key player in the event industry, solidifying its expertise while developing new skills in strategic sectors. This particularly noteworthy year for the French market saw an acceleration in the Group's transformation, as it continues to evolve in line with market and societal developments. The Paris 2024 Olympic and Paralympic Games naturally played a major role in this ramp-up. This extraordinary project expanded GL events' scope of intervention, as it took on new responsibilities in areas such as organisation, security and hospitality. After testing this model on a large scale, it now offers the Group a platform for international expansion and opens the way to new opportunities.

GL events' development is also based on the continuous acquisition of skills and assets. The Group's ability to manage space, structure large-scale projects and offer solutions specifically adapted to different environments has strengthened its position in strategic geographic markets, particularly in Africa, Asia, the Middle East and South America.

#### **People, the driving force behind performance and transformation**

GL events' success is based above all on the quality of its teams and its corporate culture which promotes autonomy and boldness. The latitude given to employees empowers them to conquer new markets, develop customised solutions

to meet customer expectations and anticipate industry trends. This ability to take the initiative and explore new approaches goes hand in hand with a culture of continuous learning, which encourages the acquisition of skills and the transmission of know-how.

In 2024, the Group stepped up its efforts to raise awareness and provide training on environmental and social issues. The definition of responsibilities, the organisation of specially adapted sessions and the introduction of new practices have all contributed to establishing sustainability as a key growth driver. Our ambition is clear: support the transformation of the market and anticipate regulatory and environmental requirements, while continuing to innovate in the temporary events sector by adopting responsible practices.

#### **International cooperation and global footprint**

One of GL events' main strengths is its ability to develop synergies between its divisions by leveraging collective intelligence and complementary competencies. In 2024, this approach was reflected in greater internal cooperation making it possible to propose more integrated solutions and maximise the impact of the Group's projects. International development remained a strategic priority, with targeted investments in Latin America, as well as the expansion of emblematic event formats such as Sirha Arabia and Hyvolution into new markets. This expansion is based on a business model which has demonstrated its effectiveness in France where the strength of the Group's market position and the quality of its services establish its credibility and attractiveness.

At the same time GL events is constantly evolving, adapting to changes in the market and new customer demands. In 2024, the Group demonstrated its resilience, its ability to innovate and to focus talent on achieving a common goal: continue to shape the future of the event industry, in France and internationally, by offering temporary and sustainable solutions.



**OLIVIER GINON**  
CHAIRMAN AND CHIEF  
EXECUTIVE OFFICER

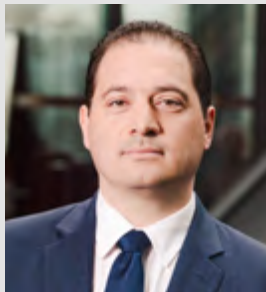


**OLIVIER FERRATON**  
DEPUTY MANAGING DIRECTOR,  
CHAIRMAN-CEO OF GL EVENTS LIVE

## Executive Committee



**CHRISTOPHE CIZERON**  
MANAGING DIRECTOR,  
GL EVENTS VENUES



**SYLVAIN BECHET**  
MANAGING DIRECTOR, CHIEF  
FINANCIAL AND INVESTMENT  
OFFICER



**PATRICIA SADOINE**  
GROUP GENERAL COUNSEL AND  
CHIEF COMPLIANCE OFFICER



**PHILIPPE PASQUET**  
PRESIDENT, GL EVENTS EXHIBITIONS





**DAMIEN TIMPERIO**  
**MANAGING DIRECTOR OF**  
**GL EVENTS EXHIBITIONS**



**MAXIME ROSENWALD**  
**DEPUTY MANAGING DIRECTOR**  
**OF GL EVENTS LIVE**



**FANNY CHAUAUX**  
**CHIEF PEOPLE OFFICER**



**DANIEL CHAPIRO**  
**DEPUTY MANAGING DIRECTOR**  
**OF GL EVENTS VENUES**



**BENJAMIN THÉVENET**  
**GENERAL SECRETARY**  
**GL EVENTS LIVE**



**AUDREY CHAVANCY**  
**CHIEF CSR AND RISK OFFICER**



**DENIS TOMASICCHIO**  
**GROUP CHIEF INFORMATION**  
**OFFICER**



**BRUNO LARTIGUE**  
**EXECUTIVE COMMITTEE**  
**SECRETARY CHIEF PUBLIC AFFAIRS**  
**OFFICER**

## Executive Committee

The Executive Committee sets Group strategies with respect to both overall Group operations and business lines. It also examines investment projects (including potential acquisitions) in order to make recommendations to the Board of Directors and implements the company's business development strategy and internal control policy.

## Investment Committee

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

## Business Division Committees

The Business Division Committees are comprised of the heads of each business unit and oversee the finances and operations of each of the companies under their purview. They also seek to optimise commercial synergies among business lines and ensure that company policies are implemented.

## Audit Committee

The Audit Committee's mission is to consider in an independent manner Group risks, their management and reflection in financial information.

The Audit Committee exercises the functions provided for by Article L. 821-67 of the French Commercial Code and its charter, approved by the Board of Directors. On this basis, it notably assists the Board of Directors in the following areas:

- monitoring the process for preparing financial and sustainability information and, where necessary, making recommendations to ensure its completeness,
- overseeing the effectiveness of internal control and risk management systems as well as, as applicable, internal audit, regarding procedures for the preparation and processing of accounting and financial information, without however compromising its independence,
- a critical examination of the annual financial statements and periodic information,
- issuing a recommendation on the statutory auditors and sustainability auditors proposed for appointment or reappointment,
- monitoring the appropriateness of internal control procedures in light of the perception of risks and effectiveness of the audit, both internal and external, and in general, ensuring in these areas compliance with regulations and the laws which are vital to the Group's brand equity and value,
- monitoring the performance by the auditors of their mission and taking into account the observations and conclusions of France's supervisory body for auditors (*Haut Conseil du Commissariat aux Comptes*);
- respecting the conditions of independence of statutory auditors,
- approving these services provided by the Statutory Auditors other than those relating to the certification of accounts,
- reviewing the procedure for the deployment of the "Sapin II" Law and the French General Data Protection Regulation (GDPR),
- reviewing the Group's risk mapping and the specific risk of fraud, and reviewing, in collaboration with the CSR Committee, the map of the Group's CSR risks (Double Materiality),
- reviewing of the draft version of the sustainability statement, in conjunction with the CSR Committee.

## Compensation and Nominating Committee

At the beginning of the year, the Nominating and Compensation Committee determines the compensation of Group managers for the year in progress and ensures the exhaustive nature, coherence and balance among the different components of this compensation. It also defines the criteria for the assigning of qualitative objectives (development, CSR, digital transformation, etc.). In addition, the Nominating and Compensation Committee is tasked with examining proposals for stock option and restricted stock unit awards. The Nominating and Compensation Committee is informed of the arrival and departure of key managers and the appointment and renewal of the terms of directors and executive officers. It also addresses the issue of the succession plan for executive officers in coordination with the Human Resources Department.

## Strategy Committee

The Committee's mission is to submit to the Board of Directors:

- a three-year strategic plan covering the development of new activities or the discontinuation of existing ones,
- the concentration of investments or business development efforts in a given country, or conversely, the withdrawal from a given geographical area,
- identification of target customer priorities,
- the development of synergies between different business lines,
- group organisation,
- employee profit-sharing,
- energy or technological transition,
- and any other strategic issues.





SALON DU DEUX ROUES - LYON, FRANCE

### CSR Committee

The CSR Committee advises the members of the Board of Directors on new CSR issues applicable to the Group (regulatory context, market, etc.) and presents them with a report on the actions taken during the year.

Without prejudice to the responsibilities incumbent to the Board, the CSR Committee is in particular responsible for the following tasks:

- review and make recommendations on the Group's CSR strategy, ambitions, policies and commitments (ethics and compliance, human rights, health and safety, environment, human resources, social responsibility);
- ensure that the CSR strategy and actions implemented and promoted by the Group are sufficiently ambitious.

To this end, the CSR Committee:

- ensures that the internal CSR organisation is aligned with the strategic objectives;
- intervenes in matters relating to discrimination and the representation of diversity and, taking account the business context, ensures the implementation of a policy aimed at achieving gender balance and equity at every level of management;
- receives each year the presentation of the Group's CSR risk map / double materiality matrix and reviews, jointly with the Audit Committee, the risks and opportunities thus identified and remains informed of their evolution and the characteristics of the related management systems;
- examines the Group's policies, guidelines and charters on CSR issues and ensures their effectiveness;
- gives an opinion on the annual non-financial statement and, in general, on any information required by current CSR legislation and makes recommendations for subsequent versions.

# Businesses & Markets

## Transformation, new challenges and growth prospects

### **The events market in 2024: a period combining a continuing recovery, transformation and new challenges**

In 2024, the events sector in France experienced a strong recovery, driven by growth in the number of attendees at trade fairs and exhibitions. For the majority of events, the level of activity exceeded pre-pandemic levels, and boosted in particular by the impact of the Paris 2024 Olympic and Paralympic Games. Indeed, these latter events generated significant opportunities in terms of contracts for the design and production of events linked to the partner brands.

### **Growth in results accompanied by increasing demand for CSR solutions**

Overall, results are up with attendance and capacity numbers back to pre-crisis levels while demand for higher quality services is growing. However, the ecological transition represents a major challenge for the sector. The requirement to adopt more sustainable practices is generating additional costs, particularly in terms of energy and catering services. Sourcing from catering service providers committed to responsible practices - use of local produce, reduction of food waste - is becoming a key requirement for customers and the general public alike.

Following the entry into force of the CSRD directive, companies are now required to include a carbon assessment

of their activities, including their events. This development is driving agencies and organisers to propose more energy-efficient and environmentally friendly solutions.

### **Technology and venue attractiveness as growth drivers**

At the same time, technological innovation is playing an increasingly important role. Digital platforms, event management tools and generative artificial intelligence are enhancing the organisation and experience of participants. At the same time, improving the quality of event venues has acquired a strategic importance. For example, modular and connected infrastructures enhance the attractiveness of events and boost the sector's revenues.

The public authorities also support the development and expansion of exhibition sites as it contributes to the region's attractiveness and local economic impacts.

### **A sector sensitive to economic conditions**

The events sector is directly dependent on the level of business confidence and the state of the economy. Positive GDP growth encourages companies to organise more events and exhibitors to participate in exhibitions. Conversely, geopolitical uncertainties and economic tensions can undermine this momentum, especially as the cost of participation for attendees is more than the price of the ticket alone (accommodation, transport, meals, etc.).





BFSHOW - SÃO PAULO, BRAZIL

### Competitiveness and internationalisation: new challenges

In an increasingly competitive market, organisers are faced with mounting expectations in terms of quality and environmental responsibility. This growing demand for higher-quality services is accompanied by development in international markets and fuelling a need to export French expertise in the organisation of events.

Finally, the sector faces other major challenges, such as recruitment and cybersecurity, which are becoming key concerns in an increasingly digital environment.

Despite these challenges, the events industry remains a powerful economic driver, generating almost €20 billion in economic benefits before the health crisis. By seeking a balance between innovation, responsibility and competitiveness, it continues to evolve to meet the expectations of companies and the public and to ensure a sustainable future.

The exhibition industry has been the focus of much debate in recent years in large part triggered by the health crisis and its impact on events. Some observers assumed that the upheavals linked to the pandemic and the growing use of digital tools signalled the end of physical events and in-person meetings. During this crisis, event organisers responded by rationalising their portfolios, anticipating the recovery and implementing growth strategies, despite the unfavourable macroeconomic context. Paradoxically,

one of the consequences of this portfolio rationalisation was a greater focus placed on top-tier events that was accompanied by an improvement in profitability.

New events were also launched, particularly in the technology and renewable energy sectors. Mergers and acquisitions have represented another component of the growth strategy, as highlighted by GL events' acquisition of the remaining 51% stake in Première Vision.

Finally, the sector's competitive landscape has evolved, with the top 10 event organisers now controlling 22% of the global market.

As the industry continues to adapt to new challenges, it is also exploring new opportunities for growth, focusing on the customer experience, the development of digital tools and sustainability. The sector is thus continuing to go through a process of transformation characterised by positive market trends and also increased competition.

Sources: XERFI 2025, UFI Global Barometer 2025.





AM TECH DAY - PARIS, FRANCE





design  
create  
build  
provide



# GL events Live

## A full service provider

€1.024 BN  
in revenue

3,718  
employees

14 specialised  
business lines

+5,900  
events designed  
and equipped

+12%  
SSE (Social and Solidarity  
Economy) suppliers  
used between 2023  
and 2024 - France

10 top-tier logistics  
platforms:

- In France\*
- In international markets: United Kingdom, Saudi Arabia, Chile, Brazil, China, USA

Grandstand seating for **212,000**

**720,000** spm of event structures

**100,000** linear metres of partitioning

**335,000** sqm  
of annual signage production in France  
(equivalent to 48 rugby pitches)

**3,000** furniture catalogue items

\* Southern and Northern Paris, Lyon, Nantes



JUMPING DE MEGÈVE - FRANCE





**OLIVIER FERRATON**  
DEPUTY MANAGING DIRECTOR,  
CHAIRMAN-CEO OF GL EVENTS LIVE



**MAXIME ROSENWALD**  
DEPUTY MANAGING DIRECTOR  
OF GL EVENTS LIVE



**BENJAMIN THÉVENET**  
GENERAL SECRETARY  
GL EVENTS LIVE

**“It was an exceptional year, marked by major projects, an increase in the size of our teams and a reinforced structure for the Live division to prepare for the future.”**

2024 will remain a landmark year for GL events Live, both in terms of the number of projects undertaken and its strategic development. In addition to global events like the Paris 2024 Olympic and Paralympic Games, which accounted for a third of the division's revenue, GL events Live also managed a number of major projects, including COP16 in Riyadh, the Worldskills finals in Lyon, the Cannes Film Festival and the 30<sup>th</sup> edition of Equita. This ability to simultaneously manage multiple large-scale events highlights the Group's operational maturity, the exceptional drive of its teams and the cross-functional approach now firmly established throughout the Group.

The organisation of the Paris 2024 Olympic and Paralympic Games provided a powerful catalyst for the Live division's development, confirming its ability to deliver infrastructure and services on a large scale. This has demonstrated the division's ability to deliver ambitious projects one after another within tight time constraints that increase the challenges. Just a few months after contributing to the splendour of Paris, GL events Live assumed a strategic role in Riyadh by assisting the Saudi authorities in selecting the future site of COP16 through to the implementation of complex technical and logistical solutions. This event further reinforced the Group's expertise in the organisation of major international summits, and solidified its position as a key player in the sector of institutional events. This success was based on

rigorous preparation which started in 2023 with the Rugby World Cup. The entire Live division is specifically organised to anticipate needs, readjust inventories and prepare for staffing requirements in advance in order to ensure the smooth execution of operations. This organisation helped to ensure a successful delivery for the 14<sup>th</sup> of July Bastille Day parade at the height of preparations for the Paris 2024 Olympic and Paralympic Games, while at the same time ensuring the continuity of the Group's regular projects.

The teams were able to adapt with a remarkable degree of responsiveness and resilience, demonstrating a unique ability to manage complex events and international projects, and to work in synergy with the Group's other divisions, namely Venues and Exhibitions.

The division continued its transformation by expanding the scope of its business lines and structuring its offerings. The pace of the development of temporary structures for industrial use has also accelerated, with projects in Chile by Tarpulin, in the UK by Spaciotempo and Aganto, and in France by Spaciotempo and Locabri. On every continent, GL events live is responding to the growing importance in the segment for long-term equipment rental. On the technical side, asset serialisation now enables optimised tracking of equipment, boosting logistical efficiency and responsiveness at worksites.



PARIS 2024 - FRANCE

Synergies were also strengthened during the year, for example on the Eurotunnel project, with teams from two of the division's companies working closely together to deliver all the customs control areas. In this way, the practice of pooling expertise and collective innovation is being reinforced. Internationally, the deployment of the two-story structure in Dubai and the planning of future projects in Australia, New Zealand and the United States reflect a development strategy geared towards future large events.

Live by GL events, the Group's event communications agency, has also continued to expand. Drawing on its expertise, the company now helps institutions and brands set up immersive, high-visibility events in France and internationally.

At the same time, the division's commitment to CSR has taken on a new dimension by systematically incorporating environmental criteria into the design of its events. At COP16, solar panels were installed on structures, while in Chile used plastic was recycled for infrastructures. In France, the logistics process was redesigned to reduce the number of

truck rotations, while modular partitions were introduced to limit the environmental impact. Relocating storage for certain power generation equipment to the Middle East also illustrates efforts to reduce the carbon footprint while at the same time improving performance.

Strategic partnerships have also been redefined to maximise the impact of events, whether cultural collaborations, such as with the Biennale d'Art Contemporain and the Art Explora Foundation, or technical alliances with specialised service providers. These synergies amplify the attractiveness of the Live division's projects.

The 2024 effect is more than just in terms of an exceptional year: it marks a genuine strategic turning point for GL events Live. By consolidating its expertise, diversifying the range of its business lines and extending its international reach, the division is preparing for a new era.

With a business model based on agility, cross-functional synergies and operational excellence, GL events Live is looking to the future with confidence and ambition.





## Art Explora Festival

6 TO 18 JUNE

For the first edition of the Art Explora Festival, GL events Live designed an itinerant dockside village, imagined by the architectural firm Wilmotte & Associés and produced with the ARCORA design office. GL events Live's teams took charge of audiovisual engineering, lighting design, technical and scenographic design, as well as the operation of museum boat and stage equipment. This project offers another demonstration of the Group's ability to create immersive and adaptable cultural spaces.



## 2024 Paris Olympic and Paralympic Games

26 JULY TO 11 AUGUST AND  
28 AUGUST TO 8 SEPTEMBER

GL events Live rose to the challenge by installing over 70% of the temporary structures and supplying energy to all the competition venues. 4,500 men and women applied their expertise to stage the world's biggest sporting event by meeting the technical and logistical challenges set by the Paris 2024 Olympic and Paralympic Committee, creating infrastructures specially designed for iconic venues and ensuring a lasting Olympic legacy.





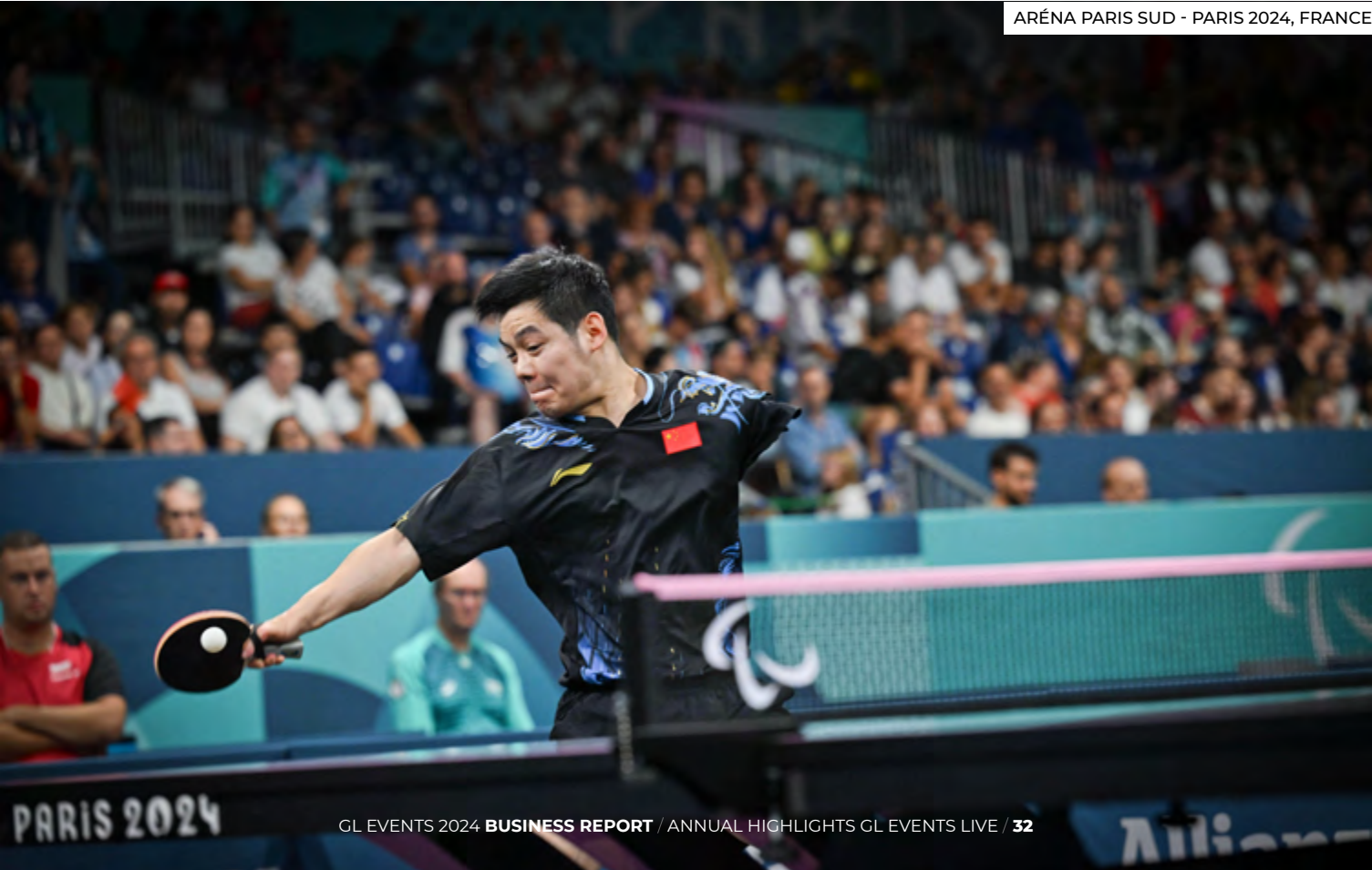




ARÉNA CHAMP-DE-MARS - PARIS 2024, FRANCE



ARÉNA PARIS SUD - PARIS 2024, FRANCE







**SANDRINE JOLLY**  
EXECUTIVE DIRECTOR, JAULIN

**"Jaulin has proved that performance and commitment can go hand in hand."**

2024 was a pivotal year for Jaulin which successfully combined its regular activities with meeting the major challenges presented by the 2024 Olympic and Paralympic Games. With 15% of its sales directly linked to the Olympic and Paralympic Games, the company demonstrated its ability to adapt and optimise its resources by ensuring the perfect alignment of its schedule for deliverables. This coordination has enabled it to complete both its regular services as well as large-scale one-off projects.

The experience of the Paris 2024 Olympic and Paralympic Games will have a lasting organisational impact by strengthening assembly methodologies and administrative processes. The introduction of compulsory training programmes for teams and subcontractors has professionalised the process of providing overlay, decoration and structure assembly services. In addition, ISO 20121 certification, obtained in 2019, has facilitated the application of CSR principles by all operations, confirming the use of best practices in the areas of responsible purchasing and waste management.

With these increased skills and an optimised organisation, Jaulin has firmly established its position as a vital part of the Live division, fully prepared to meet the challenges of the next few years.



**GUILLAUME ROUSSEL**  
GENERAL MANAGER,  
DÉCORAMA

Since merging with Adecor and Ranno, Décorama has established itself as a key provider of overlay services for events with multi-trade expertise ranging from banners and flags to major international projects. This versatility contributed decisively to achieving a record year in terms of sales, boosted in large part by three major projects for the Olympic and Paralympic Games:

the athletes' restaurant, Team USA House and NBC, which together accounted for €15 million in sales. At the same time, Décorama successfully honoured its commitments to key projects such as COP16 in Riyadh and preparations for the Osaka World Expo. The pace of our international expansion is accelerating, with studies initiated in 2024 for projects in Benin and future diplomatic installations.

**"2024 has been synonymous with international expansion, organisational improvements and major projects."**

To support this dynamic, a new organisation has been introduced with two divisions, General Installation and Major Projects/Fittings, to guarantee optimised management and a more targeted sales approach.

Finally, our ISO 14001 certification was renewed, and we are now in the process of obtaining ISO 20121 certification, confirming Décorama's commitment to sustainable and responsible performance.

## COP16

2 TO 13 DECEMBER

Organised in record time, COP16 to Combat Global Desertification called on GL events Live's expertise as a designer of environmentally-friendly infrastructures, integrating high-performance energy solutions and sustainable air conditioning systems. On a site spanning 400,000 sqm, GL events designed and delivered a 100,000 sqm temporary infrastructure in just 90 days, pushing the boundaries of what is possible in event management.





# المنطقة C | AREA C

## وادي لجب | WADI LAJAB



BUSINESS CENTER | مركز الأعمال  
COMPUTER CENTER | مركز الحاسوب  
DOCUMENTS DISTRIBUTION COUNTER | منطقة توزيع الوثائق  
MEETING ROOMS MET-17 to MET-21 | قاعات الاجتماعات MET-17 إلى MET-21  
UNCCD AND UN OFFICES | مكاتب الأمم المتحدة

MEDIA CENTER | مركز الإعلام

TOILETS | دورات المياه



MEETING ROOM MET-17 | قاعة الاجتماعات MET-17



**OMAR SAKR**  
GENERAL MANAGER, GL EVENTS  
SAUDI ARABIA

Saudi Arabia is a fast-growing market for events. In the face of growing expectations and challenges, GL events strengthened its local organisation and bolstered its position by reinforcing its teams and adapting its operating structure. By building on strategic partnerships with local agencies and government bodies, the Group is establishing itself as a provider of choice for infrastructure and overlay services for major event projects.

Major sporting events, such as golf and boxing tournaments, showcased the Group's expertise, while collaboration with the Ministry of Culture resulted in the deployment of event villages in 14 towns across the country.

### "A year of strategic development for the team and the three divisions."

The launch of Sirha Arabia, in partnership with the Culinary Commission, marked a new milestone, with the aim of establishing it as a major annual event. Finally, advanced discussions on the opening of new sites confirm GL events' commitment to sustainable growth in Saudi Arabia by leveraging the combined expertise of its three divisions.







COP16 - SAUDI ARABIA







## The French 14<sup>th</sup> of July Bastille Day parade

14 JULY

For more than 30 years, GL events has been accompanying the French Ministry of the Armed Forces for the organisation of the 14<sup>th</sup> of July Bastille Day parade. Because the Paris 2024 Olympic Games were held at the same time, this year's parade was exceptionally organised on the Avenue Foch which required a comprehensive adaptation of the infrastructure. No fewer than 12,630 seats in the grandstands, podiums for the media and guests, and an imposing presidential podium were installed while at the same time respecting the specific characteristics of the venue and protocol requirements.







## Equita Lyon

30 OCTOBER TO 3 NOVEMBER

With over 200,000 visitors, Equita Lyon has established its position as a must-attend event for equestrian sports. The specialised subsidiary, GL events Equestrian Sport produced groundbreaking infrastructure, integrating eco-responsible solutions and modern technologies to enhance the experience of exhibitors and spectators, while guaranteeing the well-being of the horses.





## Rolex Monte-Carlo Masters

6 TO 14 APRIL

For the last 25 years, GL events Live has been supporting this prestigious tournament as a provider of high-quality event engineering expertise. This year, once again we rose to the challenge by installing more than 5,000 sqm of structures, some multi-tiered, in the very heart of Monaco. Its teams contributed to ensuring an experience of the highest quality for both players and spectators by providing premium interiors, decorations and signage.



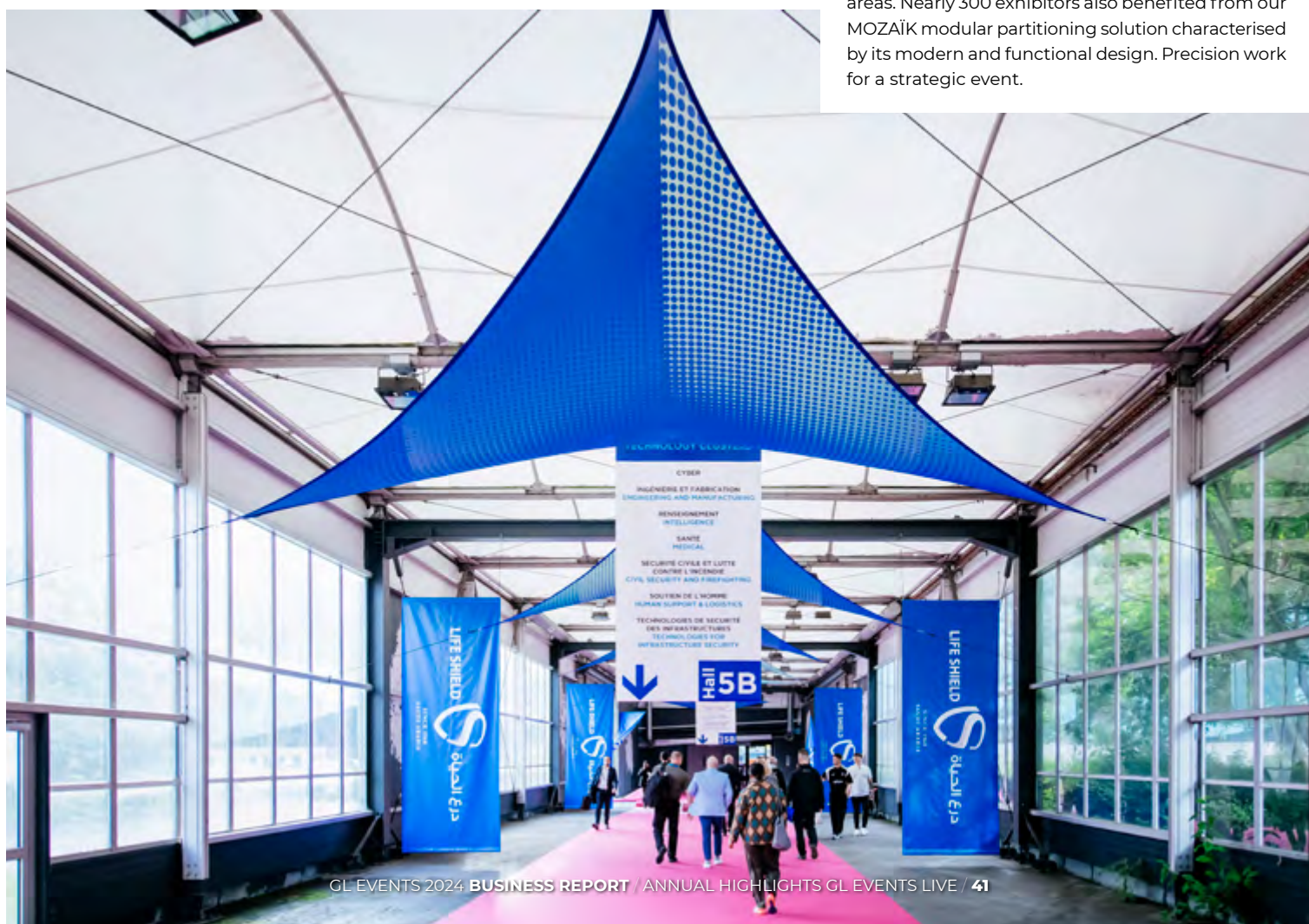




## Eurosatory

17 TO 21 JUNE

Créatifs, a subsidiary of GL events Live, provided overlay services for the common areas of the world's largest defence and security exhibition, including press areas, rest areas, conference rooms and reception areas. Nearly 300 exhibitors also benefited from our MOZAÏK modular partitioning solution characterised by its modern and functional design. Precision work for a strategic event.







**SCOTT JAMESON**  
CHIEF EXECUTIVE OFFICER,  
GL EVENTS UK

GL events UK had a particularly busy year across all seven of our business units, marked by the delivery of major projects and the expansion of its portfolio of activities. Alongside iconic events such as the Cheltenham Festival, Royal Ascot and the Silverstone Grand Prix, our teams designed a temporary theatre in Dartford, on which five business units worked together to deliver structures, seating, power and furniture. In early 2025, these efforts were rewarded by receiving the "Best Temporary Structure" award at the Festival Supplier Awards.

The year was also marked by major industrial projects for Jaguar Land Rover and Eurotunnel, carried out in synergy with Spaciotempo's French teams.

**"Innovation, synergy and operational excellence have been the driving forces of our growth."**

Our stadia business has gone from strength to strength highlighted by a significant stadium remodelling project for Aston Villa FC while our power business, Flow, also made significant inroads into the supply market. GL events UK's CSR commitment has been strengthened with the adoption of HVO fuel in 2025 to reduce our business emissions and take the commercialisation of sustainability to our customers.



THE EUROTUNNEL TERMINAL - FOLKSTONE, UNITED KINGDOM



## Cannes Film Festival

14 TO 25 MAY

As a long-standing partner of the Cannes Film Festival since 1988, GL events Live has once again transformed the Palais des Festivals et des Congrès to host the world's most prestigious event in the 7<sup>th</sup> art. From the festival's famous steps to the Marché du Film, not forgetting the interior and exterior spaces and the Agnès Varda cinema, its teams brought to bear their considerable expertise in scenography, overlay services and event logistics to produce a truly exceptional setting for film professionals from all over the world.







## Monte Carlo International Circus Festival – Monaco

19 TO 28 JANUARY

GL events Audiovisual & Power provided the technical and audiovisual solutions for the prestigious Monte-Carlo International Circus festival, guaranteeing an immersive and spectacular experience for spectators.





## Inauguration of Notre-Dame de Paris 7 DECEMBER

For this historic event, Jaulin and Fonction Meuble installed an elegant Cristal structure and fitted out the space with refined furniture, combining tradition and modernity to celebrate the rebirth of this landmark architectural monument.















OVALGREEN - MONTHIEUX, FRANCE



**MARC-ANTOINE GINON**  
PRESIDENT OF GL EVENTS SPORTS AND LOU RUGBY\*

2024 was without doubt a year of consolidation and expansion for GL events Sports, highlighted by the continued development of the Matmut Stadium Village, which has become a major pole of attraction for the Lyon area. Matmut Stadium broke ticketing records, climbing to third place in

**“The Matmut Stadium has never shone with such splendour, breaking records for attendance and confirming its role in the universe of sports, the economy and society.”**

terms of Top 14 attendance after Bordeaux and Toulouse, on the back of a 73% increase over 2023. This success is based on a concerted effort across the ticketing, communications and catering teams to maximise the site's visibility and reinforce its role as a must-visit venue.

The Ruck Hotel's offering has also been strengthened, attracting not only the Top 14 teams, but also a business tourism customer base during the week, plus an increase in the number of tourists on weekends compared with 2023. And to further enhance this appeal, new offerings have been developed. The inauguration of the Gerland swimming pool in June 2024 added a fully renovated facility to the site, which is now managed by UCPA, a French not-for-profit devoted to outdoor sports activities. This renovation made possible by a public-private partnership and 80%-financed by the Lou, highlights the architectural design of Tony Garnier. Open to all, the aquastadium consists of the original outdoor pool, an indoor pool and a fitness room.

Finally, the year was marked by the move of GL events Sports teams to their new premises at Matmut Stadium. A genuine hive of activity, these new spaces will facilitate team cohesion and business development.

\*Appointed in March 2025.





CHLOÉ JACQUET, LOU RUGBY - LYON MATMUT STADIUM DE GERLAND, FRANCE

host  
manage  
develop  
attract



# GL events Venues

## An international network of 60 event venues

GL events Venues manages a global network of 60 convention centres, exhibition centres and multi-purpose facilities proposing a unique range of services from the event's design to delivery, while facilitating commercial and operational synergies across the network. Our expertise and know-how make it possible to attract and develop a diverse portfolio of large consumer fairs and B2B exhibitions. These actions contribute to promoting territories in terms of economic attractiveness and cultural reach while reinforcing social cohesion. GL events Venues develops a proactive environmental approach. All French sites, as well as World Forum in The Hague and Hungexpo in Budapest, are ISO 20121 certified. This process will continue in 2025 with a renewal audit including other international destinations and involvement in local initiatives.

+4,181  
events hosted

1,323  
employees

€442.6M  
in revenue

116  
exhibitions and events  
organised

60  
venues under  
management\*

2.18M  
sqm of public space

28  
destinations

-12.5%  
reduction in energy  
consumption vs. 2023

\* March 2025 figures





MARSEILLE CHANOT EXHIBITION AND CONVENTION CENTRE, FRANCE





**CHRISTOPHE CIZERON**  
PRESIDENT AND MANAGING DIRECTOR  
GL EVENTS EXHIBITIONS



**DANIEL CHAPIRO**  
DEPUTY MANAGING DIRECTOR  
OF GL EVENTS VENUES



**CLÉMENT GUERCI**  
ASSISTANT MANAGING DIRECTOR IN  
CHARGE OF BUSINESS DEVELOPMENT  
FOR GL EVENTS VENUES

## “A landmark year of strong growth and strategic expansion.”

Confirming the solidity of its business model and the relevance of the Group's strategic choices, 2024 will be remembered as a year of unprecedented expansion for GL events Venues. On that basis, the division registered strong growth in revenues, up from €325 million in 2022 to €443 million in 2024, and a forecast for 2025 in the €500-520 million range.

This expansion is based on three major pillars: external growth through the acquisition and management of new sites, organic growth through the creation of new events and, finally, the diversification of activities at our existing sites, particularly in the culture and entertainment sectors.

2024 was also marked by the integration of new strategic sites which has further strengthened GL events Venues' footprint in France and internationally. In France, the Group has consolidated its market position with significant advances. In Marseille, the integration of an emblematic site in a key Mediterranean city marked a new stage in the division's development with a high potential destination. In Toulouse, the extension of the MEET exhibition and convention centre, and now equipped to host congresses, will considerably boost the potential of an already highly efficient venue for large events, consolidating the city's position as a major events hub in France.

In international markets, a number of major projects were also launched, highlighting the global dimension of the Venues network. In São Paulo, the investment of over €100 million in the transformation of the Anhembi exhibition centre significantly strengthens the Group's solutions in Latin America. In China, the signature of new contracts in Guangzhou and Beijing highlights the confidence of local authorities and the Group's strategic position in this fast-changing market.

The management of the Abidjan exhibition centre has also been officially entrusted to a new subsidiary, Abidjan events PEA. Designed by architect Pierre Fakhouri, this beautiful 16-hectare site features three distinct areas: an exhibition hall, a dome (convention centre) as well as forecourts and outdoor spaces.

Finally, the project for the Stade de France represents a significant milestone in GL events' development. Initiated in April 2023, this strategically important project represents a unique opportunity to scale up operations. The entry into exclusive negotiations with the French government 2024 marks a new phase in the Group's positioning in the very large capacity infrastructure segment. GL events Venues is also continuing to bolster its position as a contributor to regional development. By adopting an innovative



ANHEMBI DISTRICT - SÃO PAULO, BRAZIL

approach and working closely with local authorities, the Group actively participates in the economic and cultural development of these areas.

Fairs and exhibitions, particularly in Toulouse and Strasbourg, have benefited from efforts to relaunch and energise these activities, confirming the Group's ability to address the changing expectations of the public and local stakeholders.

Diversification was another strategic focus in 2024 with the development of new cultural and event formats. Exhibitions, particularly those organised at La Sucrière in Lyon, are destined to be replicated at other Group sites, thereby strengthening the cultural offering. In the entertainment sector, hosting the Rose Festival, programming the Reims and Orléans arenas and hosting film events at several sites illustrate the expansion of GL events Venues' range of activities and establish its position as a key player in the performing arts and creative industries.

Another priority in 2024 has been investing in skills and training resulting in enhanced training programmes for our teams. With this goal, particular attention was given to personal development and the acquisition of new skills needed to support the transformation of our businesses and sites.

GL events Venues' strengthened its commitment to environmental performance in 2024 by renewing certifications at several sites and reflecting efforts to reduce energy consumption and its carbon footprint. The installation of a 13-hectare solar park at Eurexpo Lyon illustrates this commitment to accelerating the transition to more sustainable infrastructures. Finally, sites were mapped to assess their exposure to risks related to biodiversity and water management, accompanied by the development of a roadmap defining greenhouse gas emission reduction targets at European level.

After 2024 that was marked by an acceleration in growth and strategic developments, 2025 will focus on the integration and optimisation of new assets.

The Venues division's international expansion was confirmed with stronger market positions in major destinations and strategic cities, consolidating GL events' status as a world leader in hosting and organising events.





**MILENA PALUMBO**  
GENERAL MANAGER, GL EVENTS  
LATIN AMERICA, BRAZIL, CHILE

With the completion of the largest exhibition centre in Latin America at Anhembi, 2024 was a decisive year for GL events in Brazil.

Following the completion of this major construction and renovation project in record time, São Paulo now boasts a world-class venue able to compete with Rio in the business tourism sector. With a total area of 500,000 sqm, it stands out as a unique destination in Latin America, both for event activities and entertainment offerings. The site is now able to offer a "3-in-1" experience, combining the exhibition centre, convention centre, and Sambadrome. And by significantly increasing our capacity to host international exhibitions, congresses, concerts, and large-scale events, we will now be able to expand the activities of our three business divisions.

The successful transfer of COP25 from Santiago to Madrid significantly boosted GL events Group's reputation for expertise here in Brazil.

This covers the full range of our know-how that we deploy: managing a key venue with the expertise of GL events Venues, hosting events organised by GL events Exhibitions, and delivering high-quality services through GL events Live.

Our teams are fully aware of the uniqueness of this site within the Group's network. I am fortunate to work with dedicated teams who, together, have earned the "Great Place to Work" award for our commitment to CSR principles.

**"Backed by these many strengths, we are determined to develop our destination, which has all the assets and tools for success."**



## São Paulo Biennial Book Fair

6 TO 15 SEPTEMBER

São Paulo's Distrito Anhembi events complex hosted one of Brazil's largest book fairs, reinforcing its role as a cultural and economic epicentre. This 27<sup>th</sup> edition broke records for sales and illustrated the positive impact of the event on the book industry and the city's economic vitality. With a rich programme bringing together authors, readers and artists, the Biennial Book Fair celebrates the power of literature while at the same time boosting São Paulo's appeal as a leading destination for cultural events.



# 27ª BIENAL INTERNACIONAL DO LIVRO DE SÃO PAULO









**ANNE-MARIE BAEZNER**  
GENERAL MANAGER, AUVERGNE -  
RHÔNE-ALPES DESTINATION

The Auvergne Rhône-Alpes region occupies a prominent position in Europe as a dynamic economic, scientific and tourism hub. It is also France's leading industrial region and home to 44% of the country's intermediate-sized companies. And for GL events, it is one of the most important regions for organising and hosting quality events. Present at four destinations - Clermont-Ferrand, Lyon, Roanne and Saint-Étienne - GL events deploys the expertise of its teams and invests to prepare for the future with all local stakeholders.

**"Getting people to know our sites, making them want to visit them and getting them to come back again... working together with local stakeholders is the key to our continuing development."**

The Group's performance of uninterrupted growth in the Auvergne-Rhône-Alpes region is the result of the expertise of its teams in welcoming and supporting customers, as well as working together with local stakeholders. Other factors contributing to this success include the quality of the infrastructure and the efforts made to extend and modernise the event venues, while accelerating the pace of the ecological transition.

Following the renovation of the Saint-Étienne Exhibition Centre and the construction of a new hall in Clermont-Ferrand, the largest solar park in the Lyon metropolitan area was built at Eurexpo in 2024. By investing in the future in this way, GL events enables its flagship events to develop in the interests of the region: the Sommet de l'Élevage in Clermont-Ferrand, the Foire de Saint-Étienne, Sirha Lyon and, in 2024, the international finals of the WorldSkills and the largest annual international cycle touring event at the Scarabée in Roanne.

By optimising synergies, the teams of the four destinations share common goals for development and know-how to achieve even greater progress for their respective destinations. Based on this approach, they look forward to 2025 and beyond with confidence.





## Eurexpo Lyon, building a sustainable venue

DECEMBER 2024

With the installation of 80 shading panels covering an area of 13 hectares, Eurexpo Lyon is fully committed to the energy transition and to enhancing the attendee experience. And by investing €16 million to produce green energy reinjected into the regional power, GL events Group is demonstrating its proactive approach to meeting environmental challenges while enhancing the attractiveness of the site.





## Smart Manufacturing Summit by Global Industrie

13 TO 15 MARCH

The organisation of the Smart Manufacturing Summit at the Aichi Sky Expo in Japan illustrates the Group's ability to transform the infrastructures it operates into leading platforms for economic and technological exchange. This new event which is a meeting point between Europe and Japan, helping to strengthen international industrial ties and establish Aichi as a key global hub for the industry of the future.





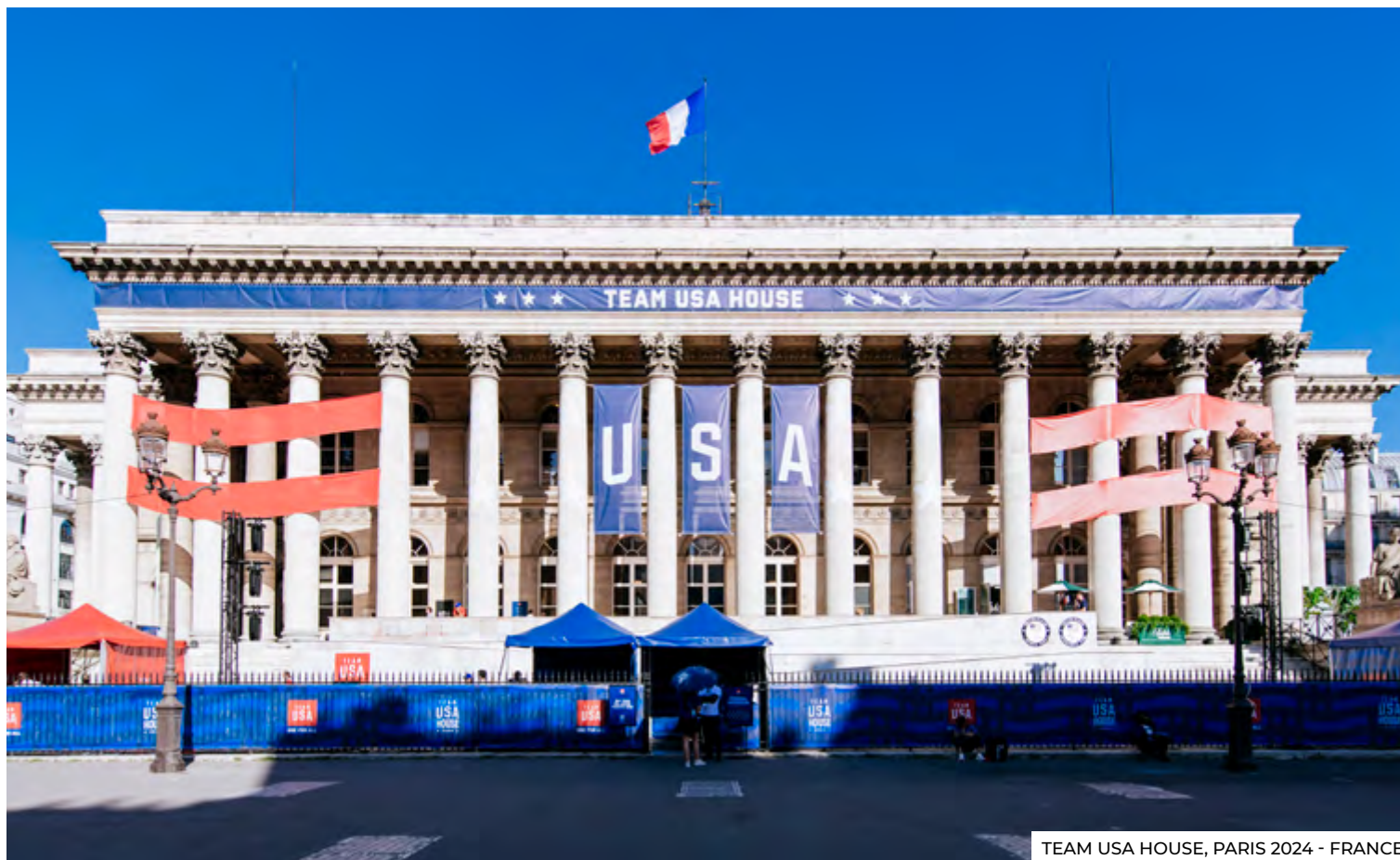


## Rose Festival

29 AUGUST TO 1 SEPTEMBER

By hosting the Rose Festival, the Toulouse MEET exhibition and convention centre has established itself as a key venue for major cultural and popular events. This year's event, spearheaded by Bigflo & Oli, attracted 110,000 festival-goers and provided a major boost to the local economy, mobilising 700 professionals and 850 volunteers. And by supporting emerging artists and with 19% of its audience coming from outside Toulouse, the festival is reinforcing the city's appeal as a dynamic cultural destination.





TEAM USA HOUSE, PARIS 2024 - FRANCE



**BRIGITTE LALLEMAND**  
GENERAL MANAGER  
PALAIS BRONGNIART

2024 was an extraordinary year for the Palais Brongniart which was transformed into a genuine international events hub for the Paris 2024 Olympic and Paralympic Games and Team USA House. More than just an event project, this operation owes its success to the collective strength of GL events with contributions from all the Group's divisions and business lines.

Energised by the magnitude of the challenge, all our teams displayed exemplary coordination to meet the demands of an extraordinary event, where every detail could have major repercussions extending far beyond the Group. Increased vigilance in the area of safety resulted in the development of enhanced emergency plans, a first on this scale, and a model for future events.

**"There was a before and there will be an after for the Palais Brongniart on the international stage: 2024 was our year to shine!"**

This experience also gave the Palais Brongniart an opportunity to show itself in a new light, with a completely redesigned modularity and technical capacity, optimised use of space and increased global visibility. This project will remain a powerful driver for international business development, confirming once again GL events' ability to successfully overcome the most ambitious challenges.



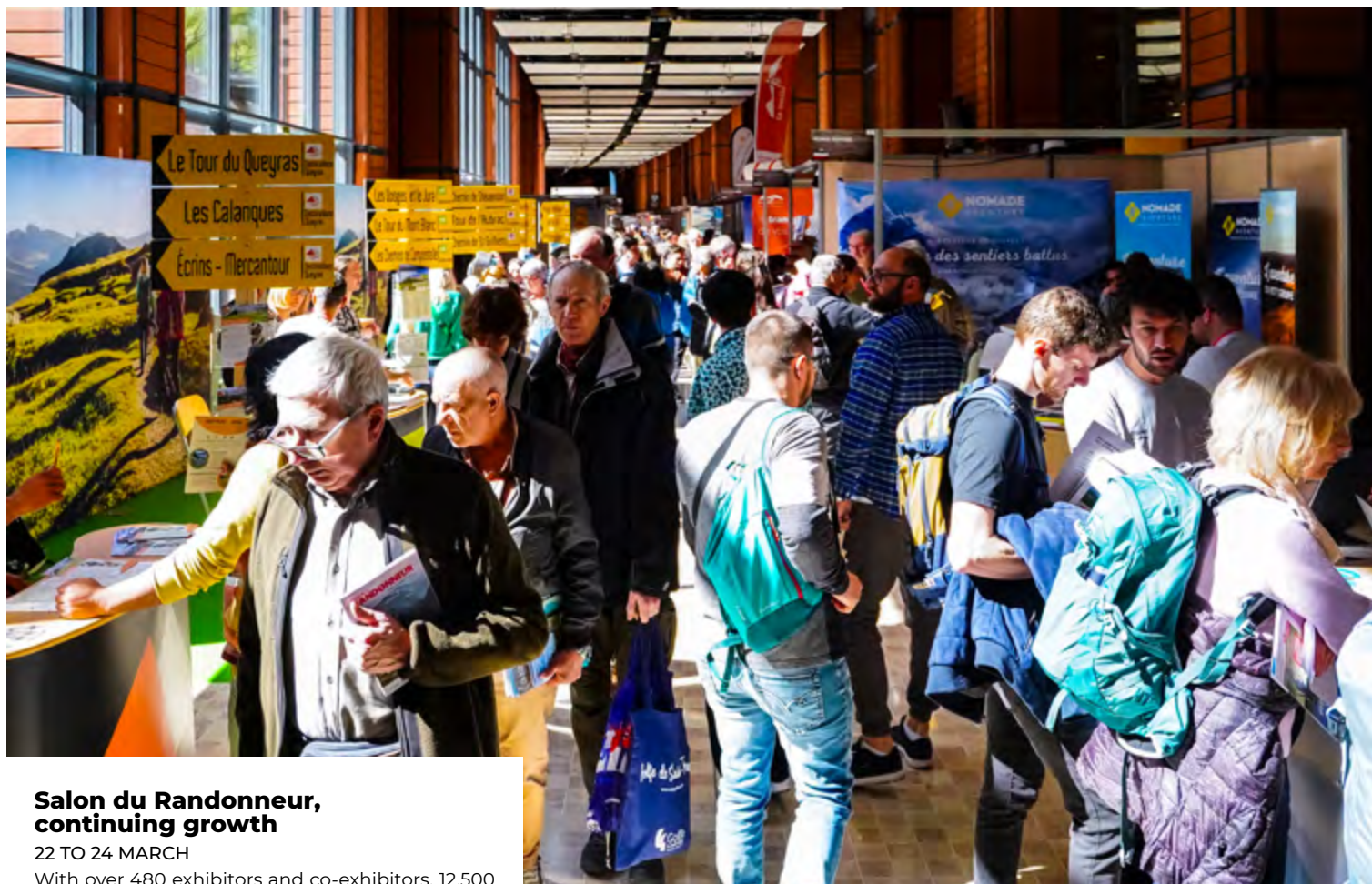
A man with grey hair and glasses, wearing an orange flight suit with NASA and other mission patches, is demonstrating a model to a group of people. The model consists of a red sphere on a stand. In the background, a large, realistic model of Mars is suspended from the ceiling. The setting is an indoor exhibition space with other visitors and displays visible.

## Toulouse Space Festival, showcasing aerospace expertise

23 TO 26 MAY

Co-organised by Toulouse events and Advanced Business Events, the Toulouse Space Festival showcases the region's expertise in space exploration. This BtoC event brings together enthusiasts, experts and future industry talent for a unique immersion in the world of space. Reflecting its growing success, and confirming Toulouse's position as one of Europe's leading space hubs, the next edition of this event is already planned for 2025.





## Salon du Randonneur, continuing growth

22 TO 24 MARCH

With over 480 exhibitors and co-exhibitors, 12,500 visitors and more than 30 conferences, workshops and initiations, the 16<sup>th</sup> edition of the Lyon Salon du Randonneur hiking exhibition was the first to be entirely organised by the new owner, the Venues division. A resounding success for the leading exhibition for nature hiking enthusiasts.







**ARIANE DEGUELLE**  
GENERAL MANAGER, GL EVENTS  
BELGIUM

GL events Belgium had an extraordinary year in 2024, notably because it coincided with the Belgian Presidency of the Council of the European Union. Indeed, the large number of institutional meetings provided a major boost to the events industry in Brussels. GL events Belgium fully supported this trend by hosting numerous European and international events at the Square Brussels Meeting Centre. At the same time, a number of major events were held during the period, including the EthCC7, the largest European event for the Ethereum blockchain ecosystem, the 6<sup>th</sup> edition of World Cocoa Conference (WCC), the 16<sup>th</sup> European Space Conference and the World Circular Economy Forum 2024.

These major events held one after the other, illustrated the international scope and capacity for adaptation of our teams.

**"Since 2000,  
GL events Belgium  
has been supporting  
Brussels' central role  
in the European events  
landscape."**

While continuing to meet the needs of recurring events and adapting to the capital's dense calendar of institutional events, GL events Belgium was able to capitalise on its position at the very heart of European networks to host new, high value-added events. This momentum has been extended beyond our borders through the expertise of our agency, PCO Live.eu!, which was selected for a number of international institutional projects.

The SQUARE Brussels Convention Centre and the teams that run it are working to ensure that Europe's business tourism capital remains dynamic over the long term. This momentum is expected to remain on track in 2025 with a number of exciting new projects, while ISO 20121 certification should provide further proof of the teams' commitment to responsible, sustainable event management.



ISICEM INTERNATIONAL SYMPOSIUM ON INTENSIVE CARE &  
EMERGENCY MEDICINE - BRUSSELS

## 47<sup>th</sup> WorldSkills Competition - WorldSkills Lyon

10 TO 15 SEPTEMBER

Lyon became a world capital of excellence in craftsmanship and trades as they hosted the WorldSkills 2024 event attended by 1,400 competitors from over 70 nations. This event was designed to showcase innovation and sustainable practices, featuring modern facilities, energy-efficient solutions and an immersive restaurant. Looking beyond the competition, WorldSkills Lyon 2024 has strengthened the city's position as a world-class centre for training and excellence in technical and craft trades.

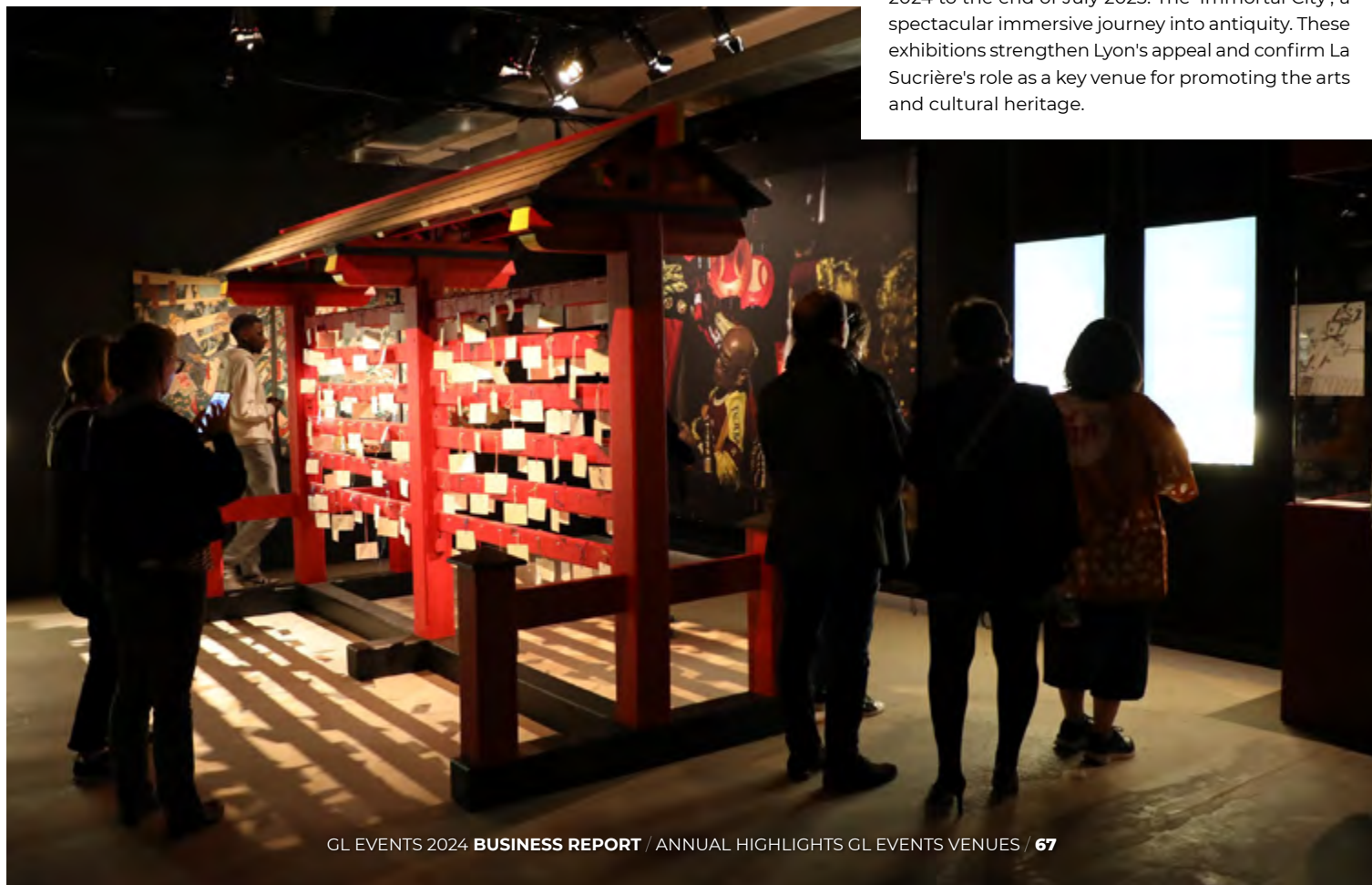






### **La Sucrière as a major cultural force**

As a genuine architectural hub of artistic creation, La Sucrière continues to enrich the cultural offering in the Lyon region. After the immersive *"Passion Japon"* exhibition, the site will host *"Pompeii"* from December 2024 to the end of July 2025. The 'Immortal City', a spectacular immersive journey into antiquity. These exhibitions strengthen Lyon's appeal and confirm La Sucrière's role as a key venue for promoting the arts and cultural heritage.





**GABOR GANCZER**  
GENERAL MANAGER, HUNGEXPO  
AND LINGOTTO FIERE

Italy experienced sustained growth in 2024 accompanied by a further diversification of activities at the Turin site. The number of events hosted has increased while two new exhibitions were launched in the automobile and hotel-catering sectors. This expansion was accompanied by increased investments in content, human resources (with a 30% increase in the number of employees) and buildings, with an investment plan focused on safety and compliance. By closely collaborating with GL events Exhibitions' teams in Italy, with whom we share the premises, the synergies and vitality of the venue will be reinforced.

In Hungary, Hungexpo was able to capitalise on its line-up of events and to maintain a good level of activity, particularly for congresses. The film production studios also experienced continued success. At the same time, the geopolitical context has not been helpful and as

the country's proximity to Ukraine has not facilitated the development of its international image.

In concrete terms, our commitment to CSR is reflected in our determination to operate in accordance with responsible and inclusive practices. This includes notably a 100% waste sorting rate, 100% renewable energy supplies and a partnership with the food bank.

**"Between strategic expansion and operational dynamism, Italy and Hungary have confirmed the importance of their contributions within the Venues network."**



SIGMA - BUDAPEST, HUNGARY





### **Partnership with Tempora, an expanded cultural offering**

With the signature of a strategic partnership with Tempora, GL events Venues strengthened its commitment to promoting cultural heritage. This collaboration, which began in Lyon in 2019, has been extended to Strasbourg by organising prestigious exhibitions such as "Tutankhamun". By integrating these events into its network of venues, GL events Venues is affirming its key role in promoting culture and entertainment through its network of event spaces.







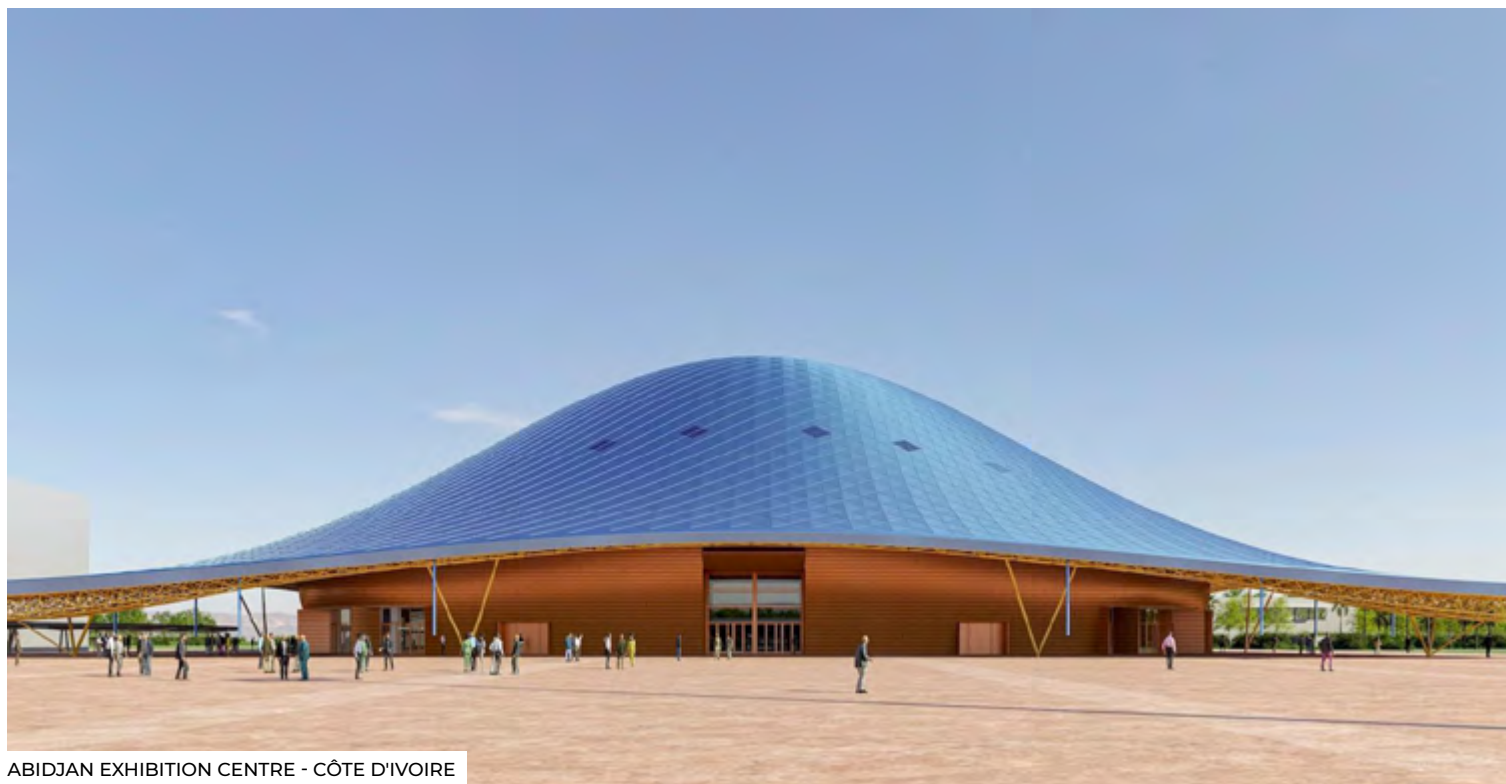
## EAIE Congress

17 TO 20 SEPTEMBER

The MEETT exhibition and convention centre continued to strengthen Toulouse's attractiveness by hosting the European Association for International Education (EAIE), one of the largest international events in the field of education. And with 6000 attendees expected, the convention demonstrates MEETT's ability to attract world-class events and raise the city's profile as an international destination.







ABIDJAN EXHIBITION CENTRE - CÔTE D'IVOIRE



**AURÉLIE CHELIM**  
MARKETING AND SALES  
COMMUNICATIONS MANAGER

In 2024, the Venues Division's communication and marketing activities supported the expansion of the network in preparation for the integration of major destinations such as the Marseille Chanot Exhibition and Convention Centre and the Abidjan Exhibition Centre. Strategic work carried out upstream made it possible to analyse each area, define the appropriate market positioning and structure the commercial offering.

At the same time, an important milestone was crossed in our digital transformation that involved optimising our business development and event management tools. With the IT Department's support, the deployment of the CRM system, Salesforce, synced with EBMS, has improved our knowledge of customers and the management of the business development process. This system, which is part of the Group's digital transformation policy is gradually being extended to the entire Venues network, with more than 200 users to date.

**"The Division's digital transformation will improve the management of its performances and its knowledge of its customers."**

Emphasis has also been placed on developing cross-company commercial offers addressing different customer profiles. Sales support tools were developed for the congress market segment, targeting international organisations holding rotating events, and also for producers and promoters of cultural and entertainment events. This approach fosters synergies between the different sites and is designed to build customer loyalty across the Venues network.

organise  
gather  
shape  
share



# GL events Exhibitions

## A world-class player with a local focus

98

proprietary trade fairs

639

employees

€168.2M

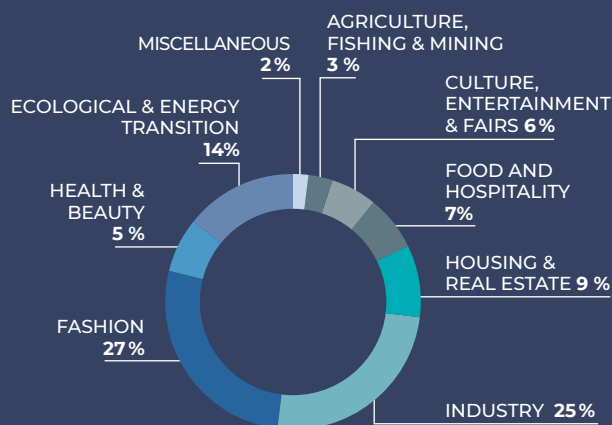
in revenue

515,334

sqm of stands

-5%

reduction in waste vs. 2023



% of 2024 revenue by sector

1,088,354

attendees

23,170

exhibitors



SIRHA WORLD PASTRY CUP - PARIS, FRANCE





**PHILIPPE PASQUET**  
PRESIDENT, GL EVENTS EXHIBITIONS



**DAMIEN TIMPERIO**  
MANAGING DIRECTOR OF GL EVENTS EXHIBITIONS

**“2024 marked a crucial transition for GL events Exhibitions which ramped up its operations, strengthened its organisation and increased its strategic market position within the different industry segments.”**

#### **2024: A year of consolidation and strategic development**

2024 marked an important milestone in the development of GL events Exhibitions. After a phase of gradual recovery following the pandemic, business growth has regained momentum, boosted by improved operating performances and a stronger divisional structure. This positive trend was confirmed in a number of sectors, as major events returned to pre-COVID levels, including Global Industrie and Piscine Global.

At the same time, other sectors remain impacted by an uncertain economic climate. For example, the fashion sector, which is contracting sharply worldwide, and the construction sector, which has been impacted by the property crisis in China, have required a more targeted strategic approach. At the same time, the biennial character of a number of key events had a positive effect on the division's performance over the year. In this context, the trajectory initiated before the health crisis has proven its relevance. The structuring of expertise and specialisation in key sectors have strengthened GL events Exhibitions' value proposition by offering events specifically adapted to the needs of economic and industrial players.

#### **Industry-specific expertise to support the transformation of different sectors**

More than just an exhibition organiser, GL events Exhibitions intervenes as a strategic partner to industry sectors. The evolution of the division's positioning is based on an integrated approach that places content at the heart of the offering; exhibitions have become genuine platforms for solutions contributing to economic and social change.

The development of our expertise in the field of health illustrates our determination to establish a foothold in high-growth, high-stakes sectors. The expertise already acquired in organising specialised events, with formats meeting the challenges of the sector's transformation, will enable the division to develop a stronger offering in the medical sector in 2025.

The development of hybrid formats has also become a priority. Event organisation today is no longer based solely on managing physical venues, but instead on a proposition enhanced by digital technology, content and targeted interactions. The agency, which is now integrated into the division, is fully aligned with this trend, where the complementary nature of physical and digital formats makes it possible for events to have a wider impact.



PREMIÈRE VISION MADE IN FRANCE - PARIS, FRANCE

Strengthening our content offering is another key aspect of this transformation. GL events Exhibitions helps its partners to address all the issues affecting their sectors by providing them with practical, bespoke solutions. This approach is reflected in increasingly cutting-edge programming, enhanced conferences and innovative systems to encourage exchanges and the development of professional communities.

#### **Accelerated internationalisation and the development of hybrid formats**

GL events Exhibitions is also pursuing its international expansion, with ambitious projects aimed at strengthening the Group's presence in key markets. Sirha Arabia, the development of Hyvolution internationally (Canada, Chile), and the signature of Première Vision in Montreal all bear witness to this growth momentum. These developments reflect a long-term approach where strategic destinations will contribute to structuring the different industry sectors on a global scale.

The introduction of new events in Italy with Sepem Turin, in conjunction with local industries, also illustrates this aim to support changes in industry sectors and anticipate market developments.

The hydrogen sector for example is proving to be a major area of development characterised by accelerated

internationalisation, particularly in Brazil, Europe and Saudi Arabia. Despite an environment marked by political uncertainty, GL events Exhibitions continues to invest in this sector which offers significant growth potential.

Integrating brands and events around a unified vision is also a way of strengthening the coherence and legibility of the model. The rationalisation of the content division with the development of the Sirha Food brand, joined by the SMAHRT exhibition in Toulouse, are an example of this strategy designed to optimise and consolidate the Group's assets.

In 2024, the transformation also concerned the flagship Première Vision event that has evolved from a meeting place for suppliers and brands into a global platform of solutions for the fashion industry. This transformation reflects GL events Exhibitions' ability to anticipate market trends and adapt its offering in response.

As a year of transition and consolidation, the operations of the Exhibitions division were progressively ramped up and its position within the Group has been strengthened. These measures have laid the groundwork for 2025 when these transformations take full effect to further strengthen the Group's leadership of the exhibition market.





## CACLP Chongqing

16 TO 18 MARCH

CACLP 2024 in Chongqing was a major event for the Chinese in vitro diagnostics and laboratory equipment industry. The event introduced to industry professionals the latest technological advances, promoted collaboration and provided opportunities to discuss market trends, further reinforcing its position as a key platform for the sector.



## Tranoi Tokyo

AUGUST 2024

Tranoi Tokyo 2024 offered a unique platform for emerging and established fashion designers seeking to penetrate the Asian market. By offering a showcase for international designers, this exhibition facilitated cultural and commercial exchanges between the West and the East and strengthened ties in the fashion industry.







© Alexandre Moulard

**FLORENCE ROUSSON**  
FASHION DIVISION MANAGER

In 2024, the Fashion Division consolidated its position as a key player in the fashion industry while at the same time stepping up its international expansion. With 18 exhibitions organised in Europe, Asia and North America, the division covers the entire luxury sector across the entire value chain. Its activities are organised around three brands: Première Vision, Tranoï and Fashion Source.

In response to market changes, the calendar of events was redesigned to better meet the demands of professionals. Première Vision Paris has thus been split into two exhibitions: one dedicated to expertise in February, and another on innovation and new technologies in September. At the same time, international expansion has accelerated, with Tranoï Tokyo in 2024 and the launch of Première Vision Montréal planned for 2025.

**"Première Vision confirms its ability to anticipate market developments and build an integrated ecosystem."**

The year was also marked by the launch of the International Observatory of Creation, a new analytical tool, which starting from 2025, will provide a strategic overview of the major industry trends.

Building on the three pillars of fashion, international markets and selective positioning, the Fashion division is continuing its transformation to enhance the appeal and impact of its events on a global scale.







## Première Vision Paris

2 TO 4 JULY

Première Vision Paris is a must-attend event for fashion industry professionals. With more than 1,000 exhibitors covering the fabrics, leather, accessories and yarns sectors, this year's show offered an expanded and diversified range of products for the Spring-Summer 2025 season. Sustainability was a central theme of this year's edition, highlighted notably by Imane Ayissi's Ecobamboo collection. And further reinforcing Première Vision's position as a fashion industry trendsetter and creative force, the PV Awards provided an opportunity to celebrate excellence and innovation in materials.







## Hyvolution Chile

3 TO 5 SEPTEMBER

The second edition of Hyvolution Chile was held in Santiago, positioning the country as a major hub for green hydrogen in Latin America. This year's event attracted 4,391 attendees and 142 exhibitors, 35% of which were from other countries. And with 13 panels and more than 90 speakers, the event highlighted the significant growth of the sector, and showcased practical solutions such as hydrogen-powered trucks, bicycles and generators.







**CAPUCINE MARRAUD  
DES GROTTES**  
MANAGER, GREENTECH+  
DIVISION

**"GreenTech+ has consolidated its role as a catalyst for the industries of tomorrow."**

In 2024, GreenTech+ strengthened its strategic position by supporting the structural development and evolution of markets based on ecological innovation and sustainable development. Through its portfolio of exhibitions focused on key sectors, GreenTech+ has consolidated its leadership, notably with Hyvolution, now the premier event for the hydrogen industry. Already established in Europe and Latin America, Hyvolution will continue to expand in Canada in 2025, thus confirming its influence on a global scale.

Piscine Global, a major event for its sector for 35 years, once again confirmed its leadership position by attracting attendees representing 114 different nationalities. In addition to organising events, GreenTech+ also exercises an important role in building communities for eco-responsible professionals. With Hyvolution Hub, hydrogen industry stakeholders are able to continue their exchanges and monitor developments during the interval between the events.

As a catalyst for change, GreenTech+ is playing its part in addressing environmental challenges by offering professionals a place to meet, think and innovate, and in so doing, shape the solutions of tomorrow.



**FRANCISCO SOTOMAYOR**  
GENERAL MANAGER - GL EVENTS  
CHILE

2024 marked a turning point for GL events Chile which registered significant growth in all three divisions - Live, Exhibitions and Venues. Reflecting the growing importance of trade shows, Chile has become a key market for GL events Exhibitions, with flagship events such as Hyvolution Chile, now the largest green hydrogen platform in Latin America, and Expomin, which has evolved into a major meeting place for the mining sector, with a reinforced profile across the entire continent.

The Metropolitan Santiago convention and event centre has confirmed its status as a leading venue with a growing number of events (270 events in one year), a record occupancy rate and a high-end customer base. The signing of this 40-year concession is a testimony to the considerable potential of the Chilean market and the Group's long-term ambitions. The Aquasur exhibition was a big success in 2024, growing significantly compared to 2022, with a twofold increase in floor space, more than 450 exhibitors and 22,738 attendees (+97% compared to 2022). Today it is one of the two major aquaculture events in the world.

**"A year of growth and a stronger commitment to sustainable development."**

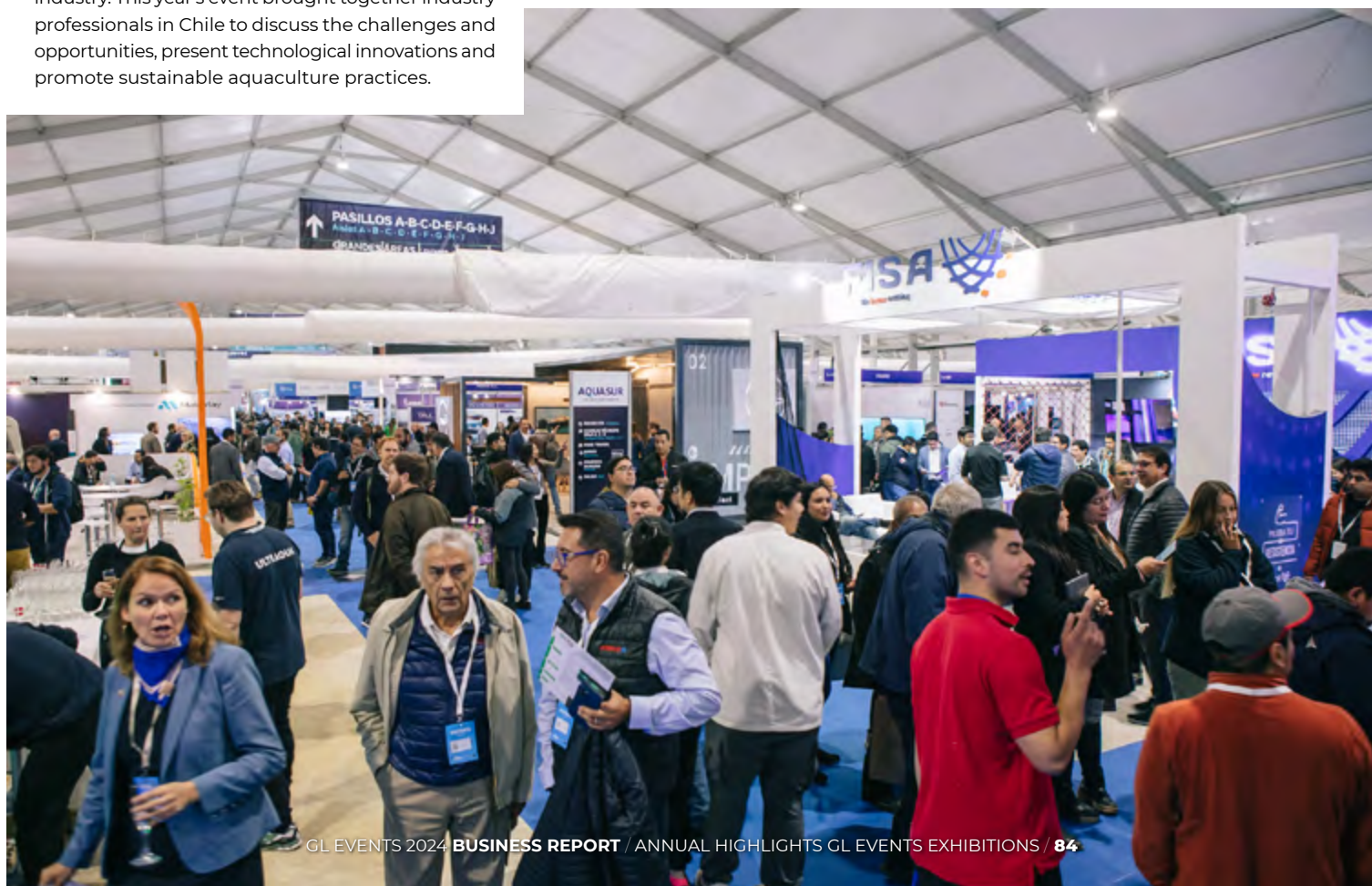
GL events Chile is also firmly committed to CSR. Hyvolution Chili and Expomin became the first carbon-neutral exhibitions in their respective sectors, reinforcing the Group's expertise as an organiser of sustainable events. Circular economy performance is also a key focus of the strategy with a programme for reusing signage that are transformed into everyday objects. Already ISO 20727 certified, GL events Chile continues to innovate by combining economic performance and environmental responsibility in line with the global strategy of GL events Exhibitions.



## Aquasur Chile

19 TO 21 MARCH

Aquasur 2024 has established itself as Latin America's leading international exhibition for the aquaculture industry. This year's event brought together industry professionals in Chile to discuss the challenges and opportunities, present technological innovations and promote sustainable aquaculture practices.





## Eurobois

6 TO 9 FEBRUARY

Eurobois 2024, held at Eurexpo Lyon, was the must-attend event for wood industry professionals. The show highlighted innovations in wood processing, materials and construction techniques, offering participants a comprehensive overview of trends and developments in the sector.



## Sirha Arabia

1 TO 3 OCTOBER

Sirha Arabia, the latest incarnation of the Sirha Food universe, held its first edition in Riyadh. Its main purpose was to bring together catering professionals from the Middle East and around the world provide an opportunity for cultural exchange, share ideas and know-how while at the same time developing business opportunities. With the support of partner Nard Events & Exhibitions, the 225 exhibitors at this first edition offered a showcase for local industry and products, contributing to the development of the tourism and catering sector in Saudi Arabia.











## Global Industrie

25 TO 28 MARCH

The Global Industrie 2024 show this year provided a platform for showcasing innovations that are shaping our industrial future. Throughout this week devoted to the industries of tomorrow, GL events Exhibitions played a key role in orchestrating the programming content, optimising community management for industry professionals and exchanges between exhibitors and attendees. Through a series of conferences, demonstrations and networking events, Global Industrie provided opportunities for inspiration and strategic meetings for the entire industrial ecosystem.







**GIACOMO BOTTARO**  
INTERNATIONAL MARKETING AND  
COMMUNICATIONS MANAGER,  
GL EVENTS EXHIBITIONS ITALY

2024 confirmed Italy's contribution to the international renown of the French exhibitions organised by GL events Exhibitions. Thanks to the hard work of our marketing and communications teams, Italy was the leading foreign contributor of attendees at a number of major events: + 50% more Italian attendees at Sirha Lyon, 20% more at Piscine Global and 47% more at Global Industrie. These results are the product of extensive work to develop institutional partnerships, host trade delegations and develop press relations.

These advances on behalf of the different sectors were made possible by the continuing development of the Italian team, backed by a long-term vision.

**"Our exhibitions have opened their doors to Italy as the largest contributor of professional attendees to our major BtoB events."**

Concrete action plans have already produced tangible results in the short term and are expected to pay off in the medium and long term. In 2024, we focused on local development in the food, GreenTech, industry and fashion sectors for the coming years. During this period of geopolitical uncertainty, particularly with regard to international exports, Italy is gradually establishing itself more than ever as a key contributor to promoting the reputation of French and international exhibitions.





## Viving Brest

4 TO 7 OCTOBER

The Living Habitat et Immobilier show in Brest enabled a wide range of professionals to meet at a single venue and address the concerns of home and real estate buyers. The event offered attendees an opportunity to meet industry experts and learn about the latest trends and innovations of the sector.



CONSEILS POUR LES PARTICULIERS, INVESTISSEURS ET PROFESSIONNELS

**VISITE CONSEIL A DOMICILE**

- Diagnostic et conseils
- Préconisations d'aménagement et de déco
- Aide au choix des teintes et matériaux
- Compte rendu écrit et illustré

**ETUDE DE CONCEPTION**

- Planchers d'ambiance, matériaux, mobilier
- Projections 3D
- Liste d'achats
- Mobilier sur-mesure
- Book complet personnalisé

**VALORISATION IMMOBILIERE**

- Colocation, location saisonnière, meublée, ...
- Conception d'un agencement soigné et durable
- Qui vise une large cible de locataires
- Installation du mobilier et accessoires

06 24 20 95 02 @maisonnavige





## Piscine Global

19 TO 22 NOVEMBER

Piscine Global 2024 has established its position as the leading industry event for pool and wellness professionals. This year's edition highlighted innovations in the sector in a context marked by developments in the areas of eco-responsibility and energy transition. Highlights included the Pool Innovation Awards, the Pool Arena conferences and the Startup Village dedicated to newly formed companies. Workshops, awards and a focus on employment through the Pool Campus highlighted the importance of this event for the sector.







FASHION SOURCE - BEIJING, CHINA



**INÈS GINON**

PRESIDENT OF GL EVENTS GREATER CHINA

## **“GL events has established its position as a partner of choice for the development of the Chinese event industry.”**

2024, we signed two new venue management contracts which strengthened our positions in Beijing and Guangzhou. These successes are a testimony to the Group's ability to leverage its position as a trusted partner and to build a solid ecosystem that promotes synergies between its businesses. These new sites will further solidify GL events' development strategy in China while opening up opportunities for exports and for supporting new markets.

Another important development in the year was a change of governance designed to strengthen the organisation and consolidate the achievements of previous years. After an phase of intensive investment and development, our priority today is to consolidate our activities, optimise our processes and now build on our achievements. This new energy will strengthen our corporate culture and team spirit which are the keys to long-term success.

Finally, we have continued to develop our Corporate Social Responsibility (CSR) policy, with a particular focus on well-being in the workplace and the introduction of more responsible offerings. By encouraging managers to integrate CSR criteria into their strategic thinking, GL events Greater China is applying a sustainable approach to its own development as it prepares to address the market demands of the future.

In light of the above, 2024 marked a turning point for GL events in China, reinforcing existing positions while opening up new possibilities for growth in the years to come.

In 2024, GL events Greater China had to demonstrate an unprecedented degree of agility to successfully navigate a complex economic environment. The market slowdown required us to adapt quickly, both in terms of our offerings and our organisation. Against this backdrop, an effective organisation and communications have been key to ensuring the Group's resilience and growth in China.

In this context, GL event's reputation in the Chinese market once again proved to be a strategic asset, laying the groundwork for major development opportunities. In





CIDE - BEIJING, CHINA





G2

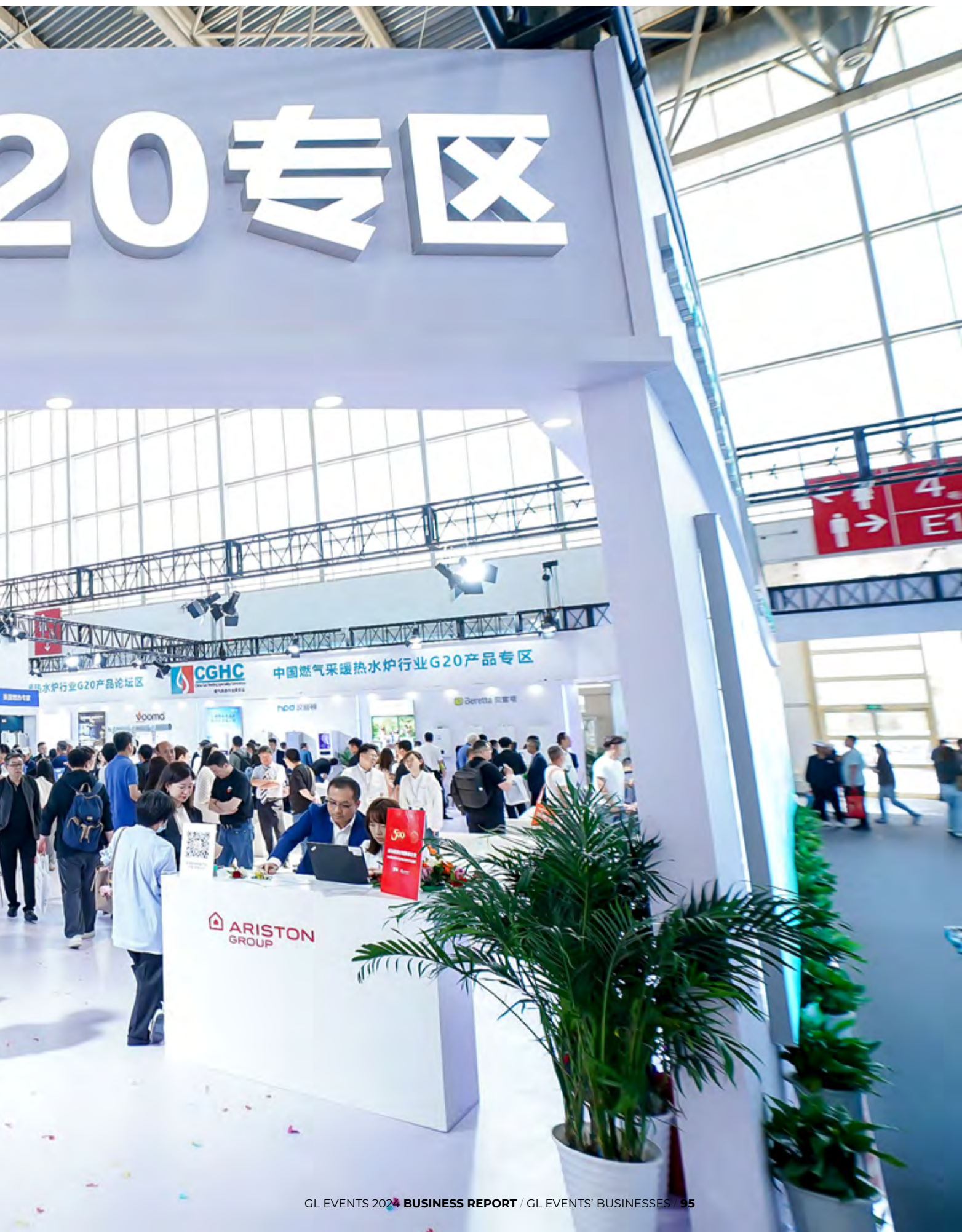
A.O. SMITH

A.O. SMITH | 高端智慧互联  
全屋舒适热水 乐享健康生活



NAVIER











The background of the entire page is a dense, abstract pattern of thin, colorful lines. These lines radiate outwards from a central point, creating a sense of dynamic movement and energy. The colors are primarily dark (black, dark blue, dark green) with vibrant accents of red, orange, yellow, and light blue. The lines vary in length and thickness, creating a complex, textured effect.

# GL events, the Group

**98** / KEY FIGURES – ANALYSIS

**107** / ENVIRONMENTAL, HR AND GOVERNANCE  
CRITERIA

**121** / HUMAN RESOURCES

**125** / INSTITUTIONAL RELATIONS

**126** / LEGAL & COMPLIANCE

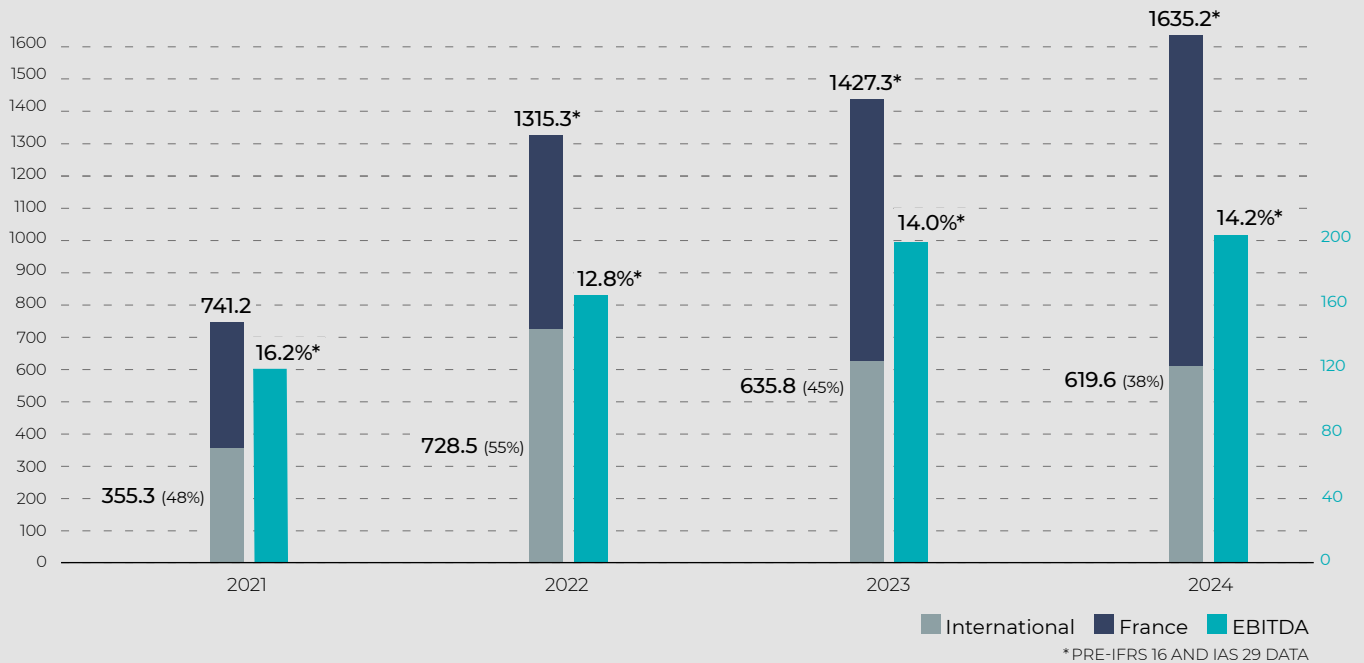
**128** / INFORMATION SYSTEMS, DATA AND  
DIGITAL

**130** / HISTORY AND MILESTONES

**140** / SHAREHOLDER INFORMATION

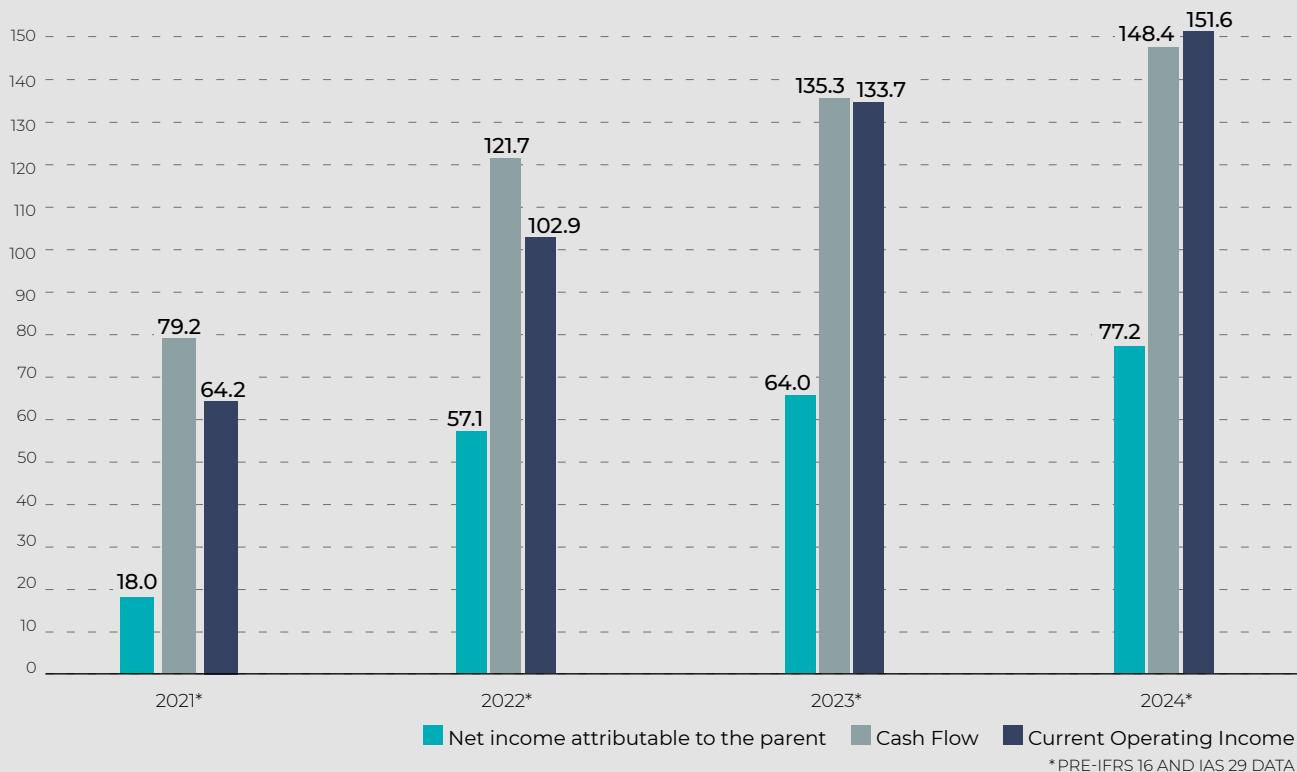


### REVENUE GROWTH (€M) AND THE EBITDA MARGIN (%)



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

en M€







**“2024, a record year that confirms the robustness of our business model.”**

**SYLVAIN BECHET**

MANAGING DIRECTOR, CHIEF FINANCIAL AND INVESTMENT OFFICER

**2024, confirmed the robustness of our business model**

The Group delivered growth in 2024 of 15%, accompanied by a significant improvement in EBITDA (+€33m) and a 21% increase in earnings per share (€2.58).

The resulting performance with revenue of €1.635 billion confirms the strength of the Group's business model.

These results were driven by both growth in France and an excellent performance in international markets.

The Group's winning strategic approach is illustrated by the consolidation of its leadership position in Latin America with significant investments in Brazil and the strengthening of its activities in the Middle East and Chile.

In Europe, the United Kingdom and Benelux performed in line with expectations, whereas the situation in Asia, and China in particular, remains more complex in view of the economic context and the state of the property market.

The growth in the Live division's business was accompanied by an increase in profitability, notably for activities other than mega events, which performed well in Brazil, Chile and Great Britain. For its part, the Exhibitions division's results were in line with expectations for exhibitions in the agri-food, energy, industry and health sectors. The network of event venues grouped within the Venues division has experienced growth in its business accompanied by steady gains in its operating margin, while it continues to expand both in France and internationally.

Bolstered by major international events, the Group demonstrated its capacity to meet the most demanding requirements in terms of volume, expertise and quality.

**Financial discipline and value creation**

GL events performed well in 2024 by improving its financing ratio in relation to the end of 2023, as announced, guaranteeing the financial flexibility necessary to support its growth strategy.



PATRIMONIA - LYON, FRANCE

At the same time, the contribution of a new shareholder, Trévisé Participations, with its long-term vision, will help accelerate the Group's growth and development, and in so doing, open the way to new development prospects while reinforcing its financial solidity.

By effectively managing financial risks and investments, we were able to achieve a balance between profitability and continuing growth.

#### **Solid foundations for 2025 and beyond**

We had two key goals in 2024: delivering an exceptional performance driven by major projects and laying the foundations for lasting growth. The Group's ability to manage multiple major events simultaneously while at the same time laying the strategic foundations for its future is no longer in doubt.

And by applying a selective approach to pursuing new business development opportunities, GL events has continued to grow while maintaining rigorous financial discipline.

Against an uncertain geopolitical backdrop, following the strong growth in 2024, GL events is anticipating continuing expansion in its business, an improvement in its operating margin and stable net debt on a like-for-like basis.





**MATHIEU MOUSSATOFF**  
DEPUTY GENERAL MANAGER,  
MANAGEMENT AND  
PERFORMANCE, PROCESSES AND  
FINANCE, GL EVENTS VENUES

The Venues division consolidated its financial performance this year by optimising its management of its assets and cash. By adopting a proactive approach to the order-to-cash cycle, from contracting to receivables collection, we were able to optimise financial flows and improve the profitability of our sites. This approach has been essential for the financing of new investments and supporting the division's expansion, while continuing to invest in our major sites.

The addition to our network of strategic sites in Côte d'Ivoire, Saudi Arabia, Chile and China, as well as in Marseille, is part of a strategy of controlled development involving the harmonisation of financial processes and rigorous management of integration costs. And by optimising fixed costs and maximising infrastructure occupancy rates, we have also improved the profitability of our asset portfolio.

### "A year of financial performance and optimisation."

In a context of tight budgetary controls, we were successful in achieving significant energy savings, thus aligning our CSR goals with the need to rationalise our energy expenditure. At the same time, the modernisation of equipment, notably by installing a photovoltaic park at Eurexpo, illustrates Venues' investment strategy of giving priority to infrastructures with high added value while guaranteeing sustainable profitability.

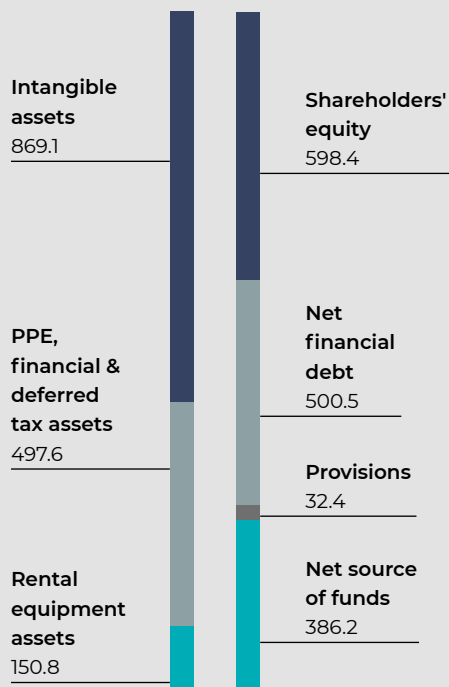
## CONSOLIDATED INCOME STATEMENT HIGHLIGHTS (€M)

	2023*	2024*	
<b>REVENUE</b>	<b>1,427.3</b>	<b>1,635.2</b>	
EBITDA	199.2	231.8	
CURRENT OPERATING INCOME	133.7	151.6	— EBITDA: 14.2% OF REVENUE
OPERATING PROFIT	128.8	147.6	
NET FINANCIAL INCOME (EXPENSE)	-26.2	-30.4	— CURRENT OPERATING MARGIN: 9.3% OF REVENUE
TAX	-26.5	-30.2	
<b>NET PROFIT / (LOSS) OF CONSOLIDATED COMPANIES</b>	<b>+76.2</b>	<b>+87</b>	— NET INCOME ATTRIBUT- ABLE TO GROUP SHAREHOLD- ERS: + 20.7%
EQUITY-ACCOUNTED INVESTEEES AND NON-CONTROLLING INTERESTS	-12.2	-10.4	
<b>NET INCOME ATTRIBUTABLE TO SHAREHOLDERS</b>	<b>+64</b>	<b>+77.2</b>	

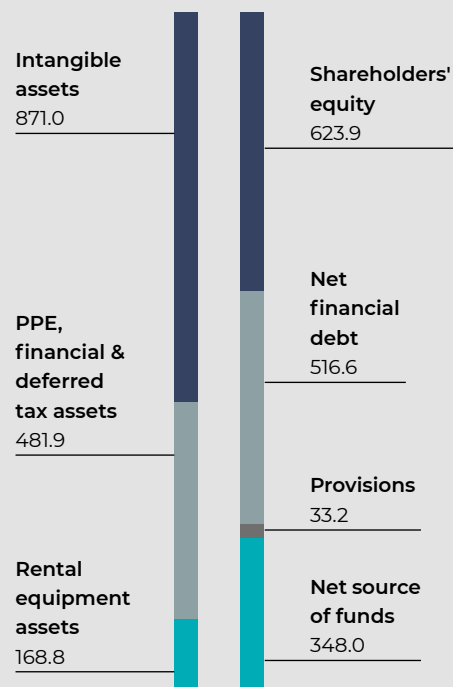
\* PRE-IFRS 16 AND IAS 29 DATA

## CONSOLIDATED BALANCE SHEET HIGHLIGHTS (€M)

2023 BALANCE SHEET\*



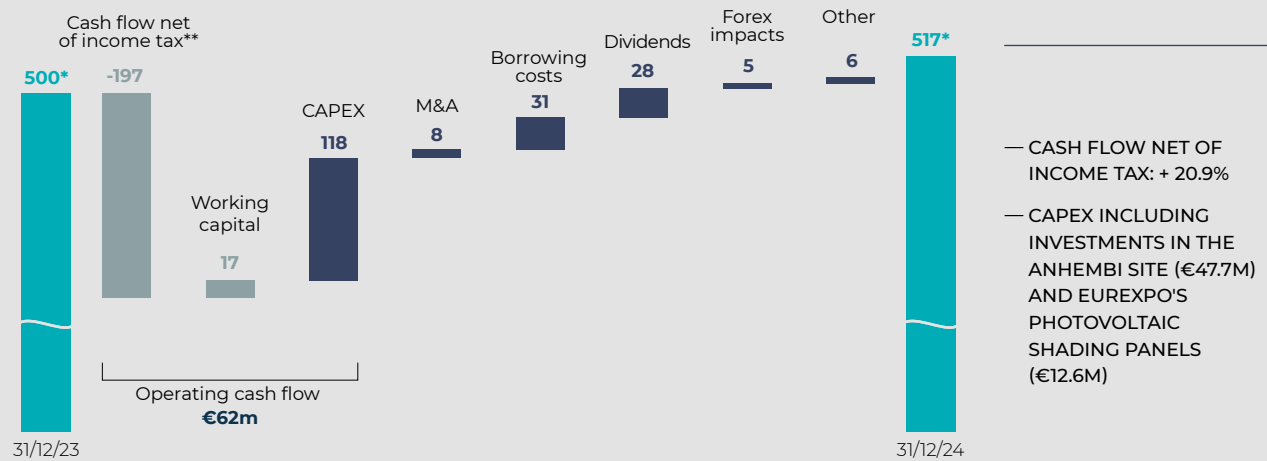
2024 BALANCE SHEET\*



\* PRE-IFRS 16 AND IAS 29 DATA



### CHANGE IN NET DEBT (€M)\*



\* PRE-IFRS 16 DATA

\*\* PRE-IFRS 16 AND IAS 29 CASH FLOW NET OF TAX AND BEFORE NET INTEREST EXPENSE



LOU RUGBY - MATMUT STADIUM IN GERLAND, LYON, FRANCE



SILMO - PARIS, FRANCE





**MARION LAGREVOL**  
PURCHASING MANAGER,  
GL EVENTS VENUES

The redefinition and increasing importance of the purchasing function is expanding its role. This was clearly the case in 2024, particularly for the Group's major projects. The Paris 2024 Olympic and Paralympic Games illustrated this trend, with increased upstream involvement in costing, supplier selection and operational execution. The creation of dedicated functions ensures better cost controls and a smoother process for the management of complex projects.

**"The purchasing function combines cost optimisation with responsible commitments."**



**VANESSA LEMAUX**  
PURCHASING MANAGER,  
GL EVENTS LIVE

Supplier relations have been redefined in terms of long-term partnerships by adopting master agreements spanning several years to promote stability and confidence. Specific CSR criteria are now systematically integrated into each purchasing category, in close collaboration with the CSR teams. The Energy Contest, an internal energy efficiency competition, and the installation of solar panels illustrate the transformation of the purchasing management function to improve energy efficiency and reduce environmental impacts.

We have also strengthened our circular economy approach. For example, materials recovered from the Olympic and Paralympic Games were reintroduced into the second-hand channel, and IT equipment was reused internally. This approach also includes measures to optimise waste management and reduce associated costs.

**"The supplier relationship is being redesigned in favour of a partnership approach."**

The purchasing strategy is aligned with the Group's goal of giving preference to local suppliers while ensuring secure sourcing for its international operations. The "glocal" approach ensures the Group optimal agility and the availability of resources, while supporting the local economies. Driven by a strategy of transformation and innovation, the Purchasing teams are strengthening their cross-functional approach, while at the same time developing a more strategically focused and sustainable purchasing organisation.







**“A decisive year in the deployment and acceleration of our CSR commitments.”**

**AUDREY CHAVANCY**  
CHIEF CSR AND RISK OFFICER

Social and environmental responsibility as a strategic driver was fully integrated into GL events' operations and decision-making processes in 2024. This significant acceleration in 2024 was driven by two major priorities: the event legacy of the Paris Olympic and Paralympic Games from a CSR perspective, and compliance with the European CSRD (Corporate Sustainability Reporting Directive).

Projects linked to the Olympic and Paralympic Games contributed to a profound transformation in working methods and requirements in the area of sustainable development. Involving the CSR teams starting in the tendering phase made it possible to integrate environmental and social criteria into every stage of the project. These requirements were converted into concrete commitments, particularly in the areas of waste management, carbon footprinting and professional integration.

The results obtained demonstrate the effectiveness of this approach: 100% of the structures were reused, all materials were recycled and specific measures were implemented to preserve biodiversity on the sites, such as at Versailles where the direction of the lighting and the management of the infrastructures were specifically adapted to limit the impact on biodiversity.

The experience we gained from these events will contribute to the transformation of the entire event industry. Suppliers and subcontractors have also been integrated into this process, contributing to a collective improvement in skills and the creation of new standards for the Group's future projects.

Another major development in 2024 was GL events' first-time implementation of the Corporate Sustainability Reporting Directive (CSRD). This demanding regulatory framework requires more precise and elaborate non-financial reporting, strengthening the reliability of data and the integration of CSR considerations into operations at all levels. By mapping risks through the double materiality analysis, we were able to identify key priorities with respect to environmental and social impacts. Several initiatives were introduced to address these challenges. These include a carbon emissions reduction trajectory, the identification of biodiversity risks and water management at all sites, as well as defining diversity and inclusion indicators.

And as part of these efforts, new guidelines were developed, including notably a diversity and inclusion guide, a recruitment guide and an event accessibility guide. Training and awareness-raising sessions were also organised to ensure that these issues become an integral part of the Group's practices.



SIRHA - LYON, FRANCE

Aside from the regulatory aspects and contractual requirements, CSR has become a key factor in differentiation and performance. A new milestone was reached with the integration of CSR objectives into the bonuses of the Group's managers and key functions contributing to the alignment of CSR goals with the company's overall performance. GL events has also played an active role in the development of industry standards and participated in the revision of ISO 20121. This standard, updated for the first time since 2012, sets higher standards for sustainable events and establishes the Group as a market leader in these areas.

This momentum is illustrated by concrete results. For example, the proportion of suppliers from the social economy sector has risen by 12% in France between 2023 and 2024, recycling solutions have been integrated into exhibitions, and catering initiatives have helped guarantee 'fair' ordering practices and optimise product selection, in particular by increasing the plant-based offer in catering catalogues.

After 2024 which focused on implementing and structuring our commitments, in 2025 new tools will be consolidated and their impact assessed. Priorities going forward will include the systematic integration of CSR criteria into responsible purchasing policies and the implementation of a concrete action plan for decarbonising Venues Europe..

Our objective is clear: establish CSR as an integral part of every business line by ensuring that the Group's commitments and their operational implementation are fully aligned. In 2024, GL events demonstrated its ability to combine economic performance with positive impacts. This momentum is set to continue in 2025 as actions are reinforced and our goals become increasingly ambitious, as we lead the way for the entire industry in adopting more responsible and sustainable practices.





**AGATHE BACONNET**  
DIVERSITY AND INCLUSION  
MANAGER

**"Diversity and inclusion have gone from being a commitment to a concrete reality."**

Equal opportunity, inclusion of persons with disabilities and diversity in all its forms have taken on a strategic and structural dimension at GL events. A global framework was introduced to incorporate these issues into the Group's HR and CSR policies and operations. A major turning point was the definition of a disability policy reinforced by an in-depth assessment with the AGEFIPH a French government agency promoting the employment of persons with disabilities. This analysis helped us gain a better understanding of the social context, adapt our actions and define personalised support for the employees concerned.

Equal opportunities were also reinforced by key initiatives: the development of internal awareness-raising networks, the integration of diversity and inclusion training and revamped HR processes to include these issues from recruitment through to job retention.

Specific indicators were introduced to monitor progress and ensure that these issues are fully integrated into the strategic decision-making process, guaranteeing a measurable and impactful transformation over the coming years.



**SIMON TISNE**  
CSR MANAGER, VENUES  
DIVISION

The Venues management division has strengthened its commitment to CSR by developing high-impact initiatives. Emphasis has been placed on the circular economy and resource management accompanied by the optimisation of energy consumption and improved waste recovery at all sites. The Energy Contest, which encourages competition on energy consumption issues, was deployed on a large scale and spearheaded by operational teams on site, to improve the management of consumption and team awareness of environmental issues.

**"CSR has become a strategic growth driver for the event venues managed by the Group, with numerous initiatives to promote the circular economy and territorial impacts."**

We have continued to develop responsible purchasing practices, integrating new CSR criteria into our tendering procedures and strengthening our partnerships with Social and Solidarity Economy (SSE) organisations. Local collaborations have been developed, in particular during the "SSE Month" to further establish the Venues division as part of a regional impact approach. Our venues have also taken measures to prepare for the post-Olympic and Paralympic Games period by capitalising on the lessons learned to ensure the continued application of responsible practices. By adopting CSR as a catalyst for change, the network venues is developing on the basis of a sustainable and shared vision.

# A well-established CSR policy underpinning the business model and strategy of GL events Group

Since its creation, GL events Group's has pursued an entrepreneurial adventure based on a culture of responsibility and respect for its ecosystem at all levels of the company. It was in this spirit that Executive Management initiated a specific Sustainable Development approach in 2009, and in so doing was an industry pioneer in recognising the importance of social and environmental issues. Ethical management, whether in respect to the deployment of anti-corruption issues, compliance with safety and security commitments or training, is the foundation of the Group's CSR approach, and represented by all the men and women that make up the Group.

GL events Group has strengthened its strategy by appointing a Corporate Risk and CSR Officer to its Executive Committee, responsible for accelerating the environmental and social transition of the Group's activities in conjunction with the Human Resources Department with respect to human capital. This strategy is divided into 3 main areas:

## 1. Reduce the carbon footprint:

- Reduce energy consumption
- Promote renewable energies
- Promote low carbon transport and mobility
- Organise a responsible purchasing policy

## 2. Limit the use of disposables and maximise our circular energy performance

- Limit waste through eco-design, asset rotation and reduced use of consumables
- Improve sorting and recovery

## 3. Promote diversity and socio-economic regional development

- Contribute through actions of solidarity and philanthropy
- Accelerate the use of responsible purchasing and Social and Solidarity Economy (SSE) practices
- Expand the scope of our ethical, entrepreneurial management through diversity

This strategy is central to the Group's businesses and its circular business model. The corresponding actions are implemented by all Group entities and employees in continual contact with their various stakeholders, both in France and internationally.

The operational results of this policy are presented below and described in detail in the sustainability statement included in the Universal Registration Document.







MOBILITY CHALLENGE - LYON, FRANCE





MUTO - PREMIÈRE VISION - PARIS, FRANCE



# 2024

## An ambitious CSR policy

CSR actions at the operational level were reinforced in 2024 notably for the Olympic and Paralympic Games projects, while implementation of the Group's CSR policy was accelerated to comply with the CSRD (Corporate Sustainability Reporting Directive). Highlights in this area included:

Environment	Employment / Social	Governance
<ul style="list-style-type: none"> <li>— An effective, sustainable plan to reduce energy consumption throughout the Group, enabling a gross reduction of 22% in Scope 1 emissions between 2023 and 2024.</li> <li>— Strengthened CSR reporting in connection with CSRD compliance and the carbon assessment, with data by entity and the gradual roll-out of Cléo Carbon tool.</li> <li>— An accelerated policy of re-use and recycling, with a 13% reduction in the quantity of carpeting used and frequent use of recycling partners.</li> <li>— A mobility survey carried out on all entities in France and abroad.</li> </ul>	<ul style="list-style-type: none"> <li>— Expanded inclusion of CSR criteria for every employee receiving a target-based bonus in 2024, in addition to top and middle management (in place since 2022).</li> <li>— Accelerating links with SSE entities and eco-agencies, in particular with Olympic Games projects: + 12% more SSE service providers used and more than 100,000 hours of social integration recorded.</li> <li>— Doubling of the average number of hours of training per employee.</li> </ul>	<ul style="list-style-type: none"> <li>— CSRD training for management bodies (Executive Committee and Board of Directors) in December 2024.</li> <li>— First-time publication of sustainability statements in compliance with CSRD requirements.</li> <li>— Doubling of the number of employees receiving anti-corruption ethics and fraud prevention training.</li> <li>— Non-financial assessments of the Group's CSR performance.</li> </ul>

More specifically, in terms of non-financial results:

FOR THE PILLAR "Reducing the environmental footprint"	FOR THE PILLAR "Limit the use of disposables and maximise our circular energy performance"	FOR THE PILLAR "Promote diversity and socio-economic regional development"
<p>75%</p> <p>renewable energy (RE) – Group</p> <p>-22%</p> <p>greenhouse gas emissions from scope 1 of the Group's carbon assessments between 2023 and 2024</p> <p>-5%</p> <p>of gas emissions in the 2023 and 2024 carbon assessments relative to level of activity - Group</p> <p>-10%</p> <p>of water consumption relative to level of activity - Venues division</p>	<p>46%</p> <p>Group waste separation rate</p> <p>-5%</p> <p>of waste relative to level of activity - Group</p> <p>39%</p> <p>of European Taxonomy- eligible CapEx in relation to circular economy and climate change issues</p>	<p>+12%</p> <p>suppliers from the SSE (Social and Solidarity Economy) sector used between 2023 and 2024 - France</p> <p>x2</p> <p>training hours average per employee in France between 2023 and 2024</p> <p>44</p> <p>group entities covered by ISO certification</p> <p>x2</p> <p>employees trained ethics/anti-corruption or fraud prevention between 2023 and 2024 - Group</p>



# Implementing a proven and well-recognised CSR policy into its ecosystem

## GL events' contributions to UN sustainable development goals

The sustainable development goals were created by the United Nations to chart a course towards a better and more sustainable future for all people, by addressing global challenges such as poverty, inequality, climate change, environmental degradation, prosperity, peace and justice. GL events Group

has selected 13 sustainable development objectives that are specifically relevant to its activities, organisational structure, geographical presence and stakeholders. For this reason, they were fully integrated into the double materiality assessment of the CSRD and deployment of CSR actions to ensure that these global sustainable development goals are consistent with those of the Group and its stakeholders.



## Assessment and recognition of CSR performance



As every year and since 2015, GL events Group is rated by EthiFinance / Gaia Research, an CSR performance rating agency based on 170 environmental, social, governance and external stakeholders criteria. Details on the annual results of this evaluation campaign are systematically presented to the Group Executive Committee and to the Board of Directors, and in particular the CSR Committee and the Audit Committee. The 2024 score for 2023 data has improved, up from 67/100 in the previous year to 74/100.



In 2024, the Group achieved the highest score of A in the carbon scale developed by Axylia.



In addition, in 2024, GL events completed its second Climate Carbon Disclosure Project questionnaire (including water and forest issues for the first time).

The Group obtained a score of B- which indicates that the foundations and action plans in place are robust, making it possible to structure an emissions reduction trajectory in line with the Paris agreements.

The Group was also awarded the Kréa trophy ("Entreprise Engagée de l'Année") for its sustainability initiatives by Meet-In.

## CSR contributions within professional organisations and federations



GL events Group is a member of various professional trade organisations (UFI and UNIMEV), and plays an active role in the sector's environmental sections/commissions. This participation makes it possible to share best practices and

thoughts and ideas on matters relating to the social and environmental transition.

For example, the Group signed a green growth commitment to support the circular economy on 7 February 2022 in partnership with its industry federation, UNIMEV. This measure proposed by the public authorities entails a reciprocal commitment by the event sector and the State in favour of responsible waste management. The objectives set as well as the corresponding requirements are very flexible and concern the transition towards a circular economy and in particular:

- Reducing waste at the source and improving its recovery
- Developing reuse
- Reducing food waste



The Group has also contributed to updating the ISO 20121 standard: 2024. ISO 20121 is the industry standard for sustainable event management.

In 2024, 44% of the Group's entities were ISO certified (mostly ISO 20121), representing over 40% of revenue covered.

## Partnerships to support regional socio-economic development

By having entities as close as possible to the regions it serves and combining the strengths of its different business activities, the Group is a catalyst actively promoting the economic and social attractiveness of the regions in which it operates. Regular meetings are organised to better assess the expectations and needs of the various stakeholders, improve dialogue and coconstruct common solutions or actions: delegates, industry or territory professionals, representatives of community, cultural or sports organisations.

In this context, a number of initiatives were carried out in 2024 with key voluntary organisations such as:

- **The Solidarity Economy Agency** to identify SSE service providers
- **Sport dans la Ville**, offering young people from under-resourced urban areas an opportunity to learn about the Group's various business lines through sports, and supporting a mentoring programme between a young person and a Group professional
- The GESAT network, **now known as HOSMOZ**, to identify service providers from the assisted employment sector
- Participation by several Group entities in the various sessions of the **Businesses for Climate Convention**

In addition, in 2024, the Group asked the Agefiph to make an assessment on the employment of persons with disabilities to help accelerate its Diversity & Inclusion policy.











Olivier TRAN

Fondateur de  
AFUTÉ – BISCORNU - CHAMÉLÉONS



En faveur  
des profils







de l'emploi  
s neuro-atypiques



En faveur de l'emploi  
des profils neuro-atypiques

A comme ACTION  
G comme GÉNÉROSITÉ  
I comme IMPLICATION  
R comme RENOUVEAU



Il ne tient qu'à nous d'Agir,  
à notre niveau, en faveur de l'emploi  
des profils neuro-atypiques.



afuté









**“2024 has laid the foundations for a new dynamic in HR. Organising, supporting and preparing for the future are the priorities for strengthening the Group's commitment and performance.”**

**FANNY CHAUAUX**  
CHIEF PEOPLE OFFICER

**Structuring and optimising HR processes:  
a growth driver for GL events**

GL events Group updated its HR processes in 2024 to support its growth and ensure that its practices were adequately defined. By revising the HR cycle, we were able to harmonise key processes such as performance reviews, salary reviews, talent identification and the development of training plans.

**Talent development and engagement:  
a strategic priority**

GL events strengthened its talent development and employee support policy in 2024. We conducted an in-depth review of internal mobility in order to increase awareness about all the opportunities on offer and open up more career prospects for the Group's employees. Among the challenges to address are anticipating future needs and identifying key profiles, a strategic issue for the Group's future.

Internationally, HR structures were reinforced with the creation of an international HR committee to encourage exchanges between the different entities and promote the sharing of best practices. At the same time, a centralised training department was set up in France, organised by division, to support the Group's transformation by guaranteeing a shared vision focused on supporting growth. In a context of rapid changes in business lines and regulatory requirements, GL events is constantly adapting its organisation to meet the challenges of its different

markets. Based on an increasingly strategic and innovative approach to HR, the Group is equipping itself with the resources it requires to attract, retain and develop the talent of tomorrow.

Through these initiatives, the HR function demonstrates its commitment to supporting the Group's growth while remaining fully focused on addressing the needs of employees.

**The organisation of the Paris 2024 Olympic and Paralympic Games** represented a major challenge for the HR function, requiring a specifically adapted approach. A dedicated team was deployed to optimise recruitment, implement specific onboarding procedures and adapt to regulatory requirements in the field. This completely unique undertaking resulted in the automation and perpetuation of a number of practices able to be transferred to other major international projects.

**A global, innovative HR vision for 2025**

Activities in 2025 will build on those of 2024. To identify and promote emerging potential at a worldwide level, the talent review will be a key priority. Improving the procedures for publishing internal opportunities will contribute to promoting mobility and offer clear and accessible career prospects to all employees.

These projects are laying the foundations for a more cross-functional and agile approach to better meet the challenges of the future.

**DÉBORAH COMANDE**

HUMAN RESOURCES MANAGER,  
GL EVENTS SUPPORT AND  
GL EVENTS SI

The individual interview or the annual performance appraisal is a key tool for employee career development. More than just a simple exchange, it also represents a means for professional development, while fostering dialogue and commitment. For managers, it is a valuable tool by providing them with concrete information on how to support and develop their teams. At the HR level, it makes it possible to monitor training needs, mobility and career development issues more accurately,

while providing better visibility in terms of talent and support needs. As such, it contributes to a global approach to talent management. We have strengthened the organisation of employee performance appraisals by focusing on key areas of expertise. The ultimate goal is to identify and retain our strategic talent more effectively, develop their skills and prepare the next generation.

#### **A more agile and efficient framework**

The efficiency of our teams also depends on smoother processes specifically adapted to our different business lines. By optimising our processes, we are able to be more agile, whether in the area of project monitoring, travel management or training administration.

These developments require genuine change management support: roll-out of a training programme, webinars, dedicated support materials and a strong commitment from our HR and IT teams to facilitate the transition. This approach has paid off and has met with very positive feedback from our teams.

**"We've launched a new tool to organise individual employee interviews and better track commitments."**

#### **Developing the employer brand and promoting internal mobility**

We have also strengthened our visibility and career development strategy. Work is currently underway on our career information website to better promote internal opportunities and the different areas of expertise within the Group. Finally, we are rethinking our mobility policy to provide comprehensive support to employees moving to a new location, including logistical and financial support, as well as taking into account family needs. Through these initiatives, we are reaffirming our commitment to developing every employee under optimal conditions, by offering a dynamic and stimulating working environment full of opportunities.



TIME TOGETHER - LYON, FRANCE





TIME TOGETHER - LYON, FRANCE



**SCARLETT GU**  
HUMAN RESOURCES MANAGER,  
GL EVENTS GREATER CHINA

We implemented a single HR strategy across GL events Greater China to harmonise our practices and promote the Group culture within our joint ventures.

This involved aligning our recruitment, performance management and training processes and also optimising our HR tools and reporting systems. Supporting organisational transformations has also been a top priority, notably in terms of team structure optimisation. To accommodate our growth, we also moved our GLSH and CACLP offices to a larger space in the same building offering a better working environment and facilitating synergies between teams.

**"We have laid the foundations for a unified HR strategy to strengthen GL events' integration in China."**

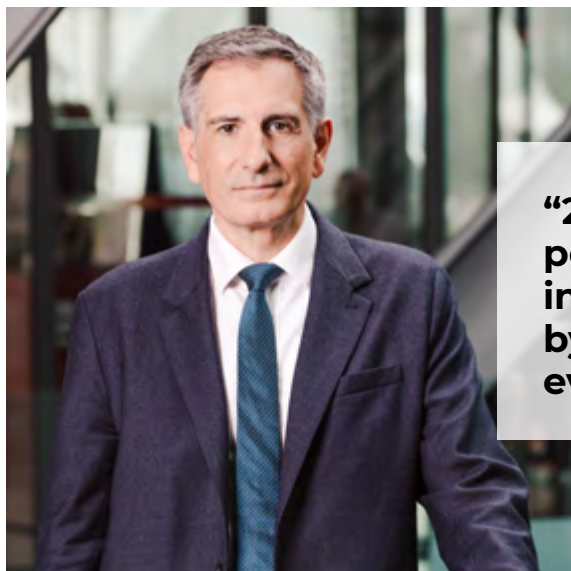
Finally, we have started to build a HR community among the Chinese subsidiaries and open up a 2-way communication flow with the headquarters while at the same time reinforcing HR alignment at the Group level. These measures are fully in line with GL events' goal to deploy its practices on an international scale and to promote talent management.





CANNES FILM FESTIVAL - FRANCE





**“2024 confirmed GL events' position as a market leader in promoting destinations by hosting major international events.”**

**BRUNO LARTIGUE**

EXECUTIVE COMMITTEE SECRETARY  
CHIEF PUBLIC AFFAIRS OFFICER

The Group's successes in 2024 are by no means coincidental. They are in fact the result of a journey that began in 2015, when Paris' bid to host the Olympic Games was just starting to take shape. Since then, GL events has been steadily consolidating its position and ramping up its capabilities to provide the best possible solutions for major international events.

From the Olympic and Paralympic Games in Rio to the Rugby World Cup in 2023, and not forgetting the Games in Tokyo and elsewhere, each project has strengthened the Group's event industry expertise, perfected its business model and allowed it to build a solid institutional network based on relationships of trust. Today, GL events has established a solid reputation as a leading provider of solutions for the organisation of major events in France and other countries while contributing to the economic and social development of the regions in which it operates.

in this way, the Groups role is not simply as a provider of services for events. Instead, its ambition is to contribute to a much broader scale to enhance the host country's attractiveness and international profile, in line with public policies. Its role thus goes well beyond simple technical execution to that of a genuine partner promoting on behalf of local and national authorities their cultural, sports and industrial activities.

2024 was in that way a year of strategic transition. Having demonstrated its ability to simultaneously manage a number of large-scale projects across its three divisions, GL events is now looking ahead to 2030 with renewed determination. By capitalising on its expertise and strong institutional track record, the Group plans to pursue its development and actively contribute to establishing the events value chain as a strategic sector for the country along with tourism and sports.



**“A legal team actively supporting our businesses by anticipating, safeguarding and guaranteeing the execution of our commitments.”**

**PATRICIA SADOINE**

GROUP GENERAL COUNSEL AND CHIEF COMPLIANCE OFFICER

**A legal department with strong operational focus**

Long considered as a support service, today the legal teams are fully mobilised in the field, in advance of, during and after each event, to guarantee optimal project security and smoother execution.

In line with the example of the major project for the Paris 2024 Olympic and Paralympic Games, every major event is supported by a specially dedicated legal expert, who works directly with the project teams. This proximity makes it possible to identify early warning signs, anticipate administrative and contractual risks and ensure compliance with regulatory processes throughout the project. This pragmatic approach, aligned with GL events' culture of operational excellence and deliverables, proved decisive for the management of the Paris 2024 Olympic and Paralympic Games, COP16 in Riyadh and the Osaka World Expo.

Reflecting this approach, today the legal department is an integral part of the corporate governance bodies, with in-house lawyers participating in all management committee meetings of the Live, Exhibitions and Venues divisions. This proximity to teams in the field ensures a greater degree of responsiveness and optimal management of contractual and insurance negotiations.

**Anticipating and safeguarding major international events**

With the growing importance of major international events, upstream legal preparation and compliance have become strategic priorities for GL events. Negotiations, insurance policy management and monitoring contractual obligations are now systematically prepared in advance, to ensure that every project is secure from the very start. This methodology has enabled us to provide effective support for the biggest events of the year, with the legal, insurance and compliance departments fully mobilised to guarantee the solidity of the Group's commitments. One of our major advances was the introduction of enhanced procedures to monitor and execute complex contracts, ensuring greater transparency and discipline, so essential for high-stake, strategic projects.

The legal department's contributions do not stop after the events have been delivered. A post-project monitoring phase also ensures that the Group's interests are protected and that the contractual commitments are fulfilled. This proactive approach reinforces GL events' reputation as a reliable and highly efficient partner on the international stage.



### Strengthening the organisation and international role of the compliance and insurance department

Compliance and ethics are today central aspects of GL events' strategy, particularly in view of the growing demands of major international organisations. The compliance department is organised on the basis of a global system designed to ensure the rigorous selection of partners and subcontractors through a process involving background checks and enhanced due diligence for each major project. The growing importance of these requirements has led to the introduction of ad hoc processes, to ensure complete transparency of the Group's commitments. The autonomy of the teams and the standardisation of practices in advance of projects have also increased the reliability of the system, facilitating its application in a variety of markets.

Meanwhile, the insurance teams were also heavily mobilised in 2024 to ensure that all requirements for major events were met. Considerable work was devoted to strengthening insurance arrangements and ensuring that coverage was tailored to the specific characteristics of each project.

With more than 50% of cases now handled internationally, the structure of the legal and compliance departments has enabled GL events to position itself as a leading player in global markets, by guaranteeing optimal security for its commitments and management in line with industry best practices.



**ANNE-SOPHIE FLANDIN**  
LEGAL MANAGER,  
OPERATIONS DIVISION

In 2024, as events become increasingly complex, it has become absolutely necessary for legal teams to be integrated directly into strategic projects. Specialised in-house lawyers are now seconded to work on major projects. Working closely in this way with the operational teams helps them to anticipate risks, react quickly and ensure that contractual commitments are met.

On the COP16 desertification project, I was involved already in the tendering phase, ensuring the security of contracts and monitoring regulatory obligations in a demanding context with a Saudi Arabian public sector customer. The experience acquired on these international projects has helped us to develop new legal tools, adapt purchasing conditions and strengthen compliance by subcontractors.

**"Ensuring the active participation of legal advisers in operational projects has proven essential for securing major international events."**

The integration of in-house lawyers on strategic bodies and the implementation of specific solutions has reinforced our expertise in major events and contributed to a different view of our role in the company.



**“Using information systems to securely boost performance across all business activities.”**

**DENIS TOMASICCHIO**

GROUP CHIEF INFORMATION OFFICER

GL events accelerated its digital transformation in 2024. The different projects have focused on ensuring the security, availability and efficiency of every component of the information system. Cybersecurity, data processing and the gradual integration of artificial intelligence (AI) are all contributing to improving the performance of the Group's management tools.

Building on the efforts of recent years, the Group has stepped up the automation of its internal processes and the optimisation of the quality and use of its data in order to streamline operations and improve the customer experience. This digital transformation has led to a more structured and integrated range of tools combined with increased data sharing between Group companies. This has accelerated the decision-making process and improved event management on a global scale.

Artificial intelligence has become a strategic tool for improving the performance and competitiveness of the Group's businesses. In 2024, a consultation was conducted internally to identify the most relevant uses and support the teams in this technological transition. The aim is not to replace humans with machines, but to harness the potential of AI to improve our understanding of markets, personalise customer relations and enhance operational agility. In the exhibition and events sector, AI offers practical

solutions for managing attendee traffic, optimising their itineraries on-site and predictive trend analysis.

Alongside these advances, cyber security has become a key issue in a context where data management and the protection of digital infrastructures are vital for ensuring operational reliability. In 2024, GL events developed its Information Systems Security Policy (ISSP) which provides a clear framework and robust guidelines for protecting its digital assets. This initiative helped strengthen internal controls, structure audit processes and establish a culture of safety at every level of the Group.

The major international events organised in 2024, such as the Paris 2024 Olympic and Paralympic Games and COP16, highlighted the need for a high level of protection. These events have mobilised considerable cyber security resources ranging from the implementation of incident management protocols to enhanced infrastructure surveillance. Building on this expertise, GL events now aims to obtain ISO 27001 certification, a major international information security standard.

Beyond these technical challenges, the Group's digital transformation relies on a human and collaborative approach. For that reason, the success of our digital transition will depend to a large extent on the skills of our teams and their ability to master digital tools.





BRAZIL PROMOTION - SÃO PAULO, BRAZIL



**BRUNO LEAL DE SOUSA**  
INFORMATION SYSTEMS  
SECURITY MANAGER

2024 was an important year in terms of cybersecurity for GL events Group. To meet the challenges of the Paris Olympic and Paralympic Games and international events such as COP16, the Group has strengthened its protection measures and stepped up its employee awareness-raising campaigns. Simulated phishing exercises, training programmes and regular alerts have helped to increase vigilance and ensure a high level of security at these major events. The year was also marked by the Group's successful bid for a cybersecurity contract as part of the WorldSkills competition which was a first. By winning this project, which included defining the security policies for this global event, team awareness-raising and real-time event monitoring, the Group demonstrated its unique expertise in this area. Cybersecurity

has become an important issue for the organisation of events and as such occupies an important place in the solutions offered by the Group in its responses to calls for tender, as well as in the day-to-day activities of its three divisions.

**"Cybersecurity has become a real strategic driver at GL events."**

The implementation of a new Information Systems Security Policy (ISSP) now imposes high standards on all the Group's subsidiaries. This new structure reinforces GL events' proactive approach, enabling it to meet customer requirements and gain a competitive edge.

# History and milestones

## 1978-1989

**Sarl Polygone Services was created** by Olivier GINON and three partners (Olivier ROUX, Gilles GOUÉDARD-COMTE and Jacques DANGER).

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

**Name change** to Générale Location.

## 1990-1997

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

**Générale Location** launches its international development with an office in Dubai.

## 1998-2003

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

**Major projects** for the Group: Olympic Games in Sydney, the European Heads of State Summit (coinciding with the French EU Presidency), and several second millennium events.

**A new name** for Générale Location: GL events. The venue management and event organisation business registers very strong growth and, to support its expansion in the event market, the Group carries out a capital increase of €15.4 million.

## 2004-2009

**In addition to the acquisition** of Market Place, a specialised event communications agency and Temp-A-Store in the United Kingdom (temporary structures), Promotor International and AGOR (organisation specialist), and an equity interest acquired in Première Vision, GL events registers very strong growth in the B2B segment with the acquisition of six new industry trade fairs.

**The Group develops its international network of venues**, acquiring Hungexpo, the operating company of the Budapest Exhibition Centre and wins management concessions for the Riocentro Convention Center of Rio de Janeiro, Pudong Expo for the city of Shanghai, the Brussels Square Meeting Centre, the Turin Lingotto Fiere Exhibition Centre the Curitiba Estação Embratel Convention Centre and the Rio de Janeiro Aréna in Brazil and the World Forum Congress Center of The Hague. GL events acquires Traiteur Loriers to accelerate the development of its Food & Beverage strategy.

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

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





MATMUT STADIUM IN GERLAND, LYON, FRANCE

## 2010-2015

**The creation** of GL events Exhibitions on the 1<sup>st</sup> of January 2010 enables the Group to strengthen the level of service provided to exhibitors and visitors alike, in coordination with the different event industry players and professionals.

**In France**, GL events was selected to manage the Palais Brongniart.

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

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

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

**With the renewal of the management concession for the Toulouse Exhibition Centre**, the management concession for the new Ankara Convention and Exhibition Centre in Turkey and La Sucrière in Lyon, GL events continues to build its international network of premium venues.

**GL events carries out a capital increase** to accelerate its development in emerging markets and, in particular, Brazil with a very promising line-up of major events in 2016. Sofina becomes a Group shareholder

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

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

**Construction of a 20,000 sqm temporary exhibition park** in Sydney.

**The Group is awarded a ten-year concession for the Metz Convention Centre**

**On 1 January, the Group's three event agencies** - Alice Événements, Market Place et Package - are combined into a single entity, specialised in strategic and operating communications for events: Live! by GL events.

**The Group obtains a public service concession** through Strasbourg Événements for the management of two major facilities: the Music and Convention Centre and Exhibition Park of Strasbourg.

**As a stakeholder of the G20 summit** in Brisbane, Australia and the COP20 in Lima, Peru, the Group confirms its positioning for major political and environmental events.

**Operations in Latin America** are ramped up by acquiring positions in Chile.

**The offering of modular and durable stadiums** introduces an innovation with the concept of rapidly installed and cost-efficient infrastructure.

**Commencement of a major development programme for San Paolo Expo:** the construction of a 7-level 4,532 place parking facility.

**Inauguration in Rio de Janeiro of the Grand Hôtel Mercure**

for which GL events is the prime contractor. Carried out in partnership with Accor, this five-star establishment has 306 rooms.

**Acquisition of the Jaulin Group** which allows GL events to strengthen its position in the Paris region and adds a new venue to its network: Paris Event Center.

## 2016-2021

In April, inauguration of São Paulo Expo, Latin America's largest exhibition centre with a total area of 120,000 sqm.

**A strong presence at the Rio Summer Olympic Games**, with competitions hosted at Group sites (Rio Arena and Riocentro), the provision of numerous catering and hospitality services.

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

**After COP20 in Lima and the COP21 in Paris**, GL events is a stakeholder of the COP22 hosted in Marrakesh. The Group confirms accordingly its standing as a major player for these global sustainable development meetings.

**Creation of Global Industrie**

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

**Matmut Stadium of Gerland** is completely refurbished. After six months of work, the playing grounds of LOU Rugby is ready to host sports events and large events.

**Strategic acquisitions** Tarpulin (Chile), Wicked & Flow (Dubai), Aganto (UK) and the CCC agency.

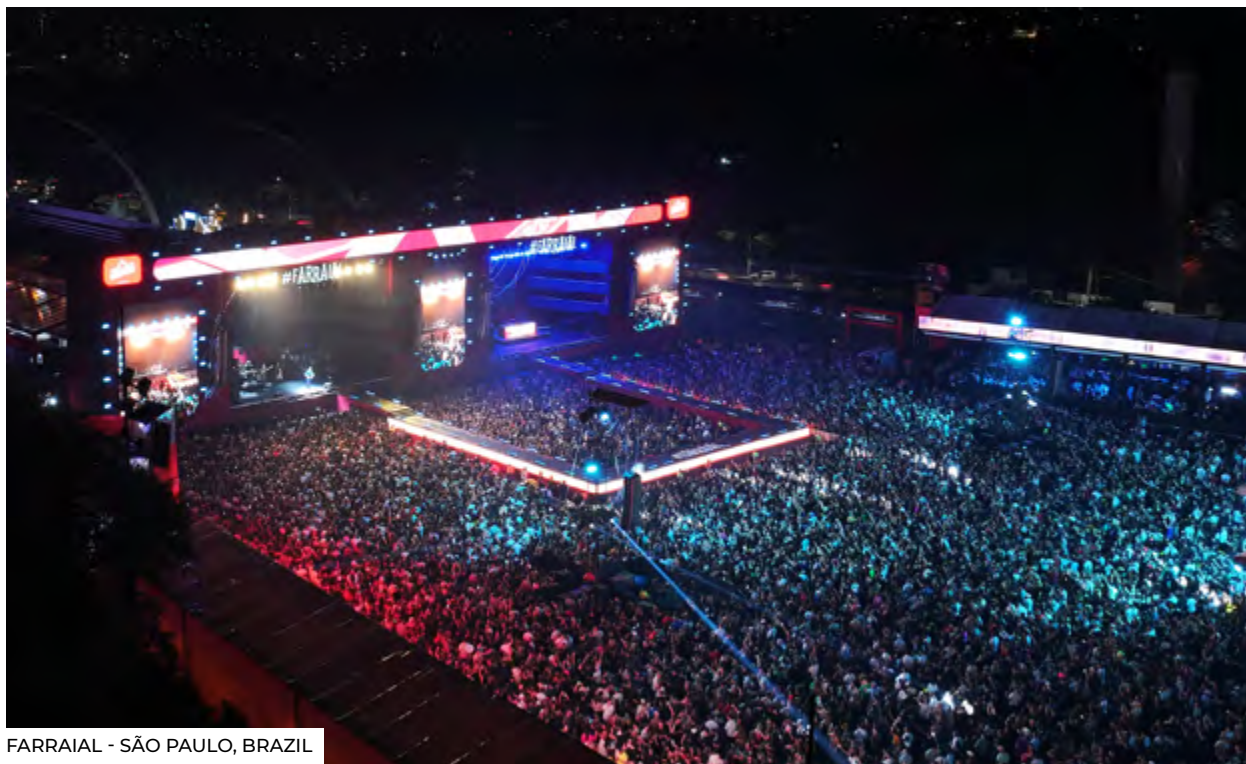
**Continuing development in Asia**

after China, GL events is awarded preferred bidder status to manage the future Aichi International Exhibition Centre (Japan).

**The Group's network of event venues is reinforced by the addition of Reims and Caen.**

**With the acquisition of Fisa**, Chile's leading professional exhibition organiser, the Group has strengthened its market positions in Chile, and more generally, in Latin America, reflecting a dual dynamic of both organic and external growth, driven by employee engagement.





FARRAIAL - SÃO PAULO, BRAZIL

**The €1 billion revenue milestone was crossed** in a year marked by a double anniversary: 40 years of existence and 20 years as a publicly traded company.

#### **The company accelerates its international expansion**

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

#### **Strengthening the venue network**

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

#### **Noteworthy successes by GL events live with major events**

Highlights for the Live Division in 2019 included services provided for the Pan American Games (Peru) and also COP25 (Chile and Spain), an event which demonstrated the Group's ability as a highly responsive and mobile organisation capable of delivering services to customers in record time.

#### **The Temporary Grand Palais in Paris**

Construction work on the Temporary Grand Palais on the Champ-de-Mars landscaped public garden in Paris was launched with delivery scheduled for spring 2021.

#### **Acquisition of the CACLP exhibition in china followed by a first successful edition**

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

### Digital innovations

The Global Industrie Exhibition accelerates its digital offering and becomes Global Connect. Over 4 days, 300 participants and 46 webinars brought together a community of more than 6,100 professionals from the industrial sectors. The Palais Brongniart organised its first phygital event and a live streaming fashion show for Fendi, the Italian luxury fashion house. The Group launches a television studio offering across multiple sites.

### Putting safety first

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

### 2021, a year of recovery!

Our business marked an upturn, first in Asia then Europe starting in June and then South America in October. On this basis, we were able to generate €741 million in revenue over a short period.

### Renewal of the Safe & Clean label

GL events' Safe & Clean label issued by APAVE was renewed for all its establishments and activities in France and abroad (excluding China).

### New major contracts

GL events signed several key contracts including the Commonwealth Games, COP26, the 2022 Football World Cup and the construction of a cross-country track in Versailles in preparation for the Paris 2024 Summer Olympics.

### A CRS-driven strategy

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

### Capital increase in China

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

### Capital increase of GL events Sports

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

### Position reinforced in São Paulo

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

### Acquisition of Créatifs

The acquisition of Créatifs in Paris at the end of 2021 will further strengthen GL events' expertise in creative services.

# 2022

### GL events sets a new record for annual revenue (€1.315 billion)

made possible by twofold and threefold increases in Europe and South America respectively which more than offset the decline in business in Asia adversely impacted by lockdown measures remaining in force in China.

**The Group has supported and equipped major events** such as the Equestrian Saudi Cup in Saudi Arabia, the Indonesian Motorcycle Grand Prix on Lombok Island, in addition to numerous contracts for the FIFA World Cup in Qatar, COP27 in Egypt and the 2022 Commonwealth Games in Birmingham.

### Additions to the network of venues under management in 2022:

- **Strasbourg's New Exhibition Centre**, perfectly complementing the nearby Palais de la Musique et des Congrès (Concert and Convention Centre), reinforces the Strasbourg region's event offering.



- **Paris Invalides:** in the heart of Paris' 7th arrondissement with a view of some of its most beautiful monuments. An atypical space in terms of its history and layout, it offers a ground floor area of 1,000 sqm plus backstage areas for the organisation of events.
- **Paris Montreuil Expo:** the Group has further reinforced its presence in the Paris region by securing a 10-year lease for the Montreuil event venue (15,000 sqm) starting September 1, 2022.
- **Six new sites in Orléans :** the Group becomes the first manager and operator of the CO'Met for a period of 9 years (a 15,800 sqm exhibition centre, a convention centre with a capacity for 1,000 people and a large 10,000-person capacity event hall). GL events will also operate three additional venues located in the city center: the Zenith concert hall (capacity: 6,900 persons), the Chapit'O event venue (37,000 sqm) and the Conference Centre (capacity: 500).
- **The Ruck Hotel :** which opened in December is located in the heart of the Gerland district in Lyon next to the Matmut Stadium and is equipped with 134 rooms, 5 seminar rooms, a restaurant and a cocktail bar.

#### **GL events acquired Field & Lawn,**

a company with four business divisions: event marquees, temporary industrial buildings, placemaking and festive lighting.

**The Chief CSR Officer** becomes a member of the Group's Executive Committee.

## 2023

**The Group announced the acquisition of 100% of the share capital of Locabri,** a supplier of temporary structures in France and Spain. Based in the Lyon region (Brignais), Locabri has more than 70 employees. This completes the GL events' offering of temporary structures provided by Spaciotempo while further diversifying the Group's scope of intervention beyond the events sector. The Group in its way benefits from an expanded range of products and increased production resources that will help it better meet growing demand for temporary structures.

**Paris 2024 Olympic and Paralympic Games,** GL events and LOXAM have combined their expertise to win a key contract for the Paris 2024 Olympic and Paralympic Games. The consortium will provide project management and supply services for the production and distribution of temporary energy, guaranteeing uninterrupted electrical power and temperature control systems at all sites including for the International Broadcast Center (IBC). In addition, GL events, which became an Official Partner, was responsible for providing overlay services at several Olympic and Paralympic sites, from central Paris to stadiums in several major French cities. This success reflects the company's development strategy, as confirmed in particular by its contribution to the equestrian events at Versailles in 2023.

#### **The United States Olympic and Paralympic Committee (USOPC), in partnership with On Location,**

selected the Palais Brongniart as the home of Team USA for Paris 2024. The Palais Brongniart will be the meeting place for families, future athletes, sponsors, donors and fans.

#### **A continuing commitment to CSR**

We are meeting our commitments: the targets announced for 2022 have been met, particularly with respect to reducing energy consumption associated with site activity by more than 30% by the end of December 2023 and exceeding the 25% reduction target set in 2022. The Group is also continuing to invest, deploying 581 fully operational electric charging stations in France and accelerating the electrification of its fleet with a target of 60% within 3 years.



PRIX LUMIÈRE AWARD CEREMONY - LYON, FRANCE



## 2024

**GL events as an official partner and overlay provider for Paris 2024**

Supplier of 70% overlay facilities, in charge of energy distribution and organiser of the equestrian events on behalf of the Paris 2024 Olympic and Paralympic Committee, the Group was involved in 60 venues in Paris and in the French regions. To meet this technical challenge and the Organising Committee's ambitious CSR objectives, all the divisions have joined forces. Beyond the the organisation of the Olympic Games themselves, the Group is committed to building on the Games' legacy as an official partner of an event that has raised the profile of Paris, France, sport and the performances of athletes and paraathletes.

**Entry of Tréville Participations as a shareholder of GL events and exit of SOFINA**

In February 2024, Tréville Participations acquired an 8% stake in GL events from Sofina and became a 20% shareholder in Polygone, GL events' controlling holding company. A 15-year shareholders' agreement was signed by Le Grand Rey SAS and Olivier Ginon to govern this shareholding. The agreement provides for the appointment of two directors and two seats on the Strategy Committee for Tréville Participations, as well as a commitment to hold the shares for three years. In March 2024, Crédit Agricole's regional private equity funds (SCIRs) reinforced their shareholding in Polygone by replacing Ovalto (7.02%). In July 2024, Olivier Ginon, via Le Grand Rey, purchased 10% of Polygone's capital held by Aquarsourça.

**New record sales performance (up 15% to €1.635 billion)**

2024 was a historic year for the Group, marking a new milestone in its development by achieving 15% growth in revenue and consolidating its leadership position on the international stage.

**GL events maintains its commitment to CSR**

GL events confirms its goals with its RSE performance results for FY 2024, marked by a 5% reduction in the Group's carbon footprint as a percentage of sales and the acceleration of its circular economy policy with a rental model based on services provided in connection with the Paris 2024 Olympic and Paralympic Games. At the same time, employment-related and social initiatives were reinforced with more than 100,000 social integration hours recorded involving nearly 1,000 very small and medium-sized enterprises.

The Group launched a number of large-scale projects, including the installation of photovoltaic shading systems at Eurexpo-Lyon, the roll-out of the Cléo Carbon tool across all its French operations and its bid to meet the unique specification requirements of the Paris 2024 Organising Committee.

**GL events Venues is awarded the management concession for Marseille Chanot**

Following a call for tenders, GL events was awarded the management concession for the Marseille Chanot Exhibition and Convention Centre for a period of 3 years. Already present in the city of Marseille through its Live division, the Group is strengthening its positions in this market and can now leverage its expertise to promote the ambitions of a resolutely Mediterranean destination.

**Inauguration of the Anhembi site**

After 18 months of construction work, the inauguration of the Anhembi site in São Paulo (CapEx > €100m) is a powerful signal of our strong ambitions for the future.

**GL events Exhibitions, a content integrator**

The evolution of the division's positioning is based on an integrated approach that places content at the heart of the offering; exhibitions have become genuine platforms for solutions contributing to economic and social change. The Health Division: the development of our expertise in the field of health illustrates our determination to establish a foothold in promising strategic sectors. The expertise already acquired in organising specialised events, with formats meeting the challenges of the sector's transformation, will enable the division to develop a stronger offering in the health sector in 2025.

**Entry into exclusive negotiations in 2024**

The start of exclusive negotiations for the Stade de France concession marks a new phase that demonstrates the quality of the work accomplished by the Group designed to enhance the attractiveness of the Paris region.

**Signature of a Memorandum of Understanding for the acquisition of ADD Group in Saudi Arabia**

ADD Group is a local provider of services for the events market.

The company is involved in all aspects of event design and production: event and communications agency, stand design, signage, audiovisual, logistics...

ADD Group also owns and organises the Innovation Zero World Congress in the UK.

This acquisition would represent a new stage in GL events' development in the Middle East.



NUITS SONORES - LYON, FRANCE



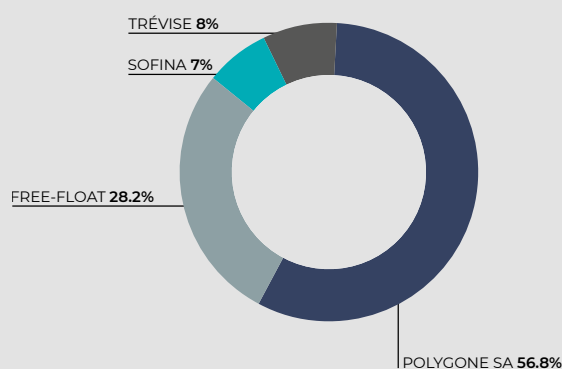


# Shareholder information

## SHARE PRICE DATA

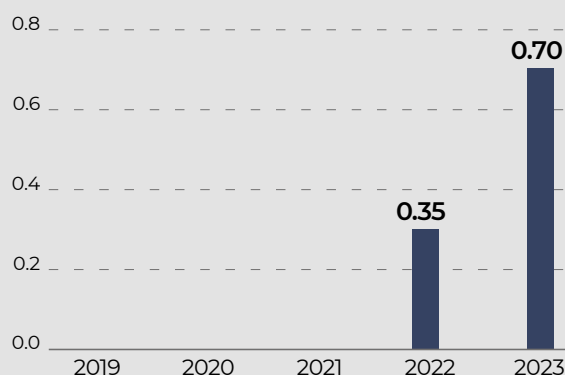


## SHAREHOLDER OWNERSHIP STRUCTURE AT 31 DECEMBER 2024



## DIVIDENDS

At the upcoming Annual General Meeting to be held on 25 April 2025, the Board of Directors will submit a proposal to distribute a dividend of €0.90 for 2024.





## 2025 investor calendar

<b>16 APRIL 2025</b>	Q1 2025 REVENUE
<b>25 APRIL 2025</b>	COMBINED ANNUAL GENERAL MEETING, LYON
<b>23 JULY 2025</b>	H1 REVENUE AND RESULTS (AFTER THE CLOSE OF TRADING)

### Press releases

GL events' press releases are posted on the company's website, [www.gl-events.com](http://www.gl-events.com) (under "Investor Relations") after 6 p.m. on the day of their publication. They are systematically sent by e-mail or the post to all persons having so requested.

### Annual reports

Copies of GL events' annual report can be downloaded from the company's website. Previous press releases and annual reports (since the Company was listed) are also available on the company's website.

English translations of GL events' financial publications are available in electronic form at its website [www.gl-events.com](http://www.gl-events.com), (Investor Relations) or may be obtained on request from the investor relations department.

### Analysts covering GL events

- Emmanuel CHEVALIER, CM CIC Market Solutions
- Geoffroy MICHALET, ODDO BHF
- Nicolas DELMAS, Portzamparc
- Stéphanie LEFEBVRE, Gilbert Dupont
- Florian CARIOU, Midcap
- Robin LECLERC, IDMidCaps

### Market

EURONEXT PARIS- COMPARTMENT B (MID CAPS).

ISIN CODE - FR 0000066672

BLOOMBERG CODE: GLOFP

REUTERS CODE: GLTN.PA

FTSE CODE: 581

LEI CODE: 9695002PXZMQNBPY2P44

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

- recent and past press releases,
- a calendar of financial publications,
- downloadable annual reports and financial publications,
- key Group figures,
- webcast of the Group's Annual General Meeting.

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



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