

25



Business Report

BRINGING PEOPLE TOGETHER

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BRINGING PEOPLE TOGETHER



THE AMUNDI EVIAN CHAMPIONSHIP – FRANCE



BRAZIL MOBILE CONGRESS – SÃO PAULO, BRAZIL

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For information, selections of this document were originally published in the official version of the Universal Registration Document (in French) (*document d'enregistrement universel*) in xHTML format, which includes the Annual Financial Report and can be consulted, at the websites of the Group www.gl-events.com or the AMF www.amf-france.org





OLIVIER GINON
CHAIRMAN

In 2025, our strategic choices were vindicated, our model once again demonstrated its strength and our teams proved their capabilities across all the Group's businesses. Built year after year on the foundations of an integrated model, the resilience of the Group was once again on full display. 2024 was without doubt an exceptional year, marked by a series of major wins. With determination and passion, we converted that momentum into a new phase of sustainable growth.

While growth remains central to our strategy, commercial momentum in 2025 was matched by exacting operational standards and strong event engineering capabilities, enabling us to further elevate our performance. Our ambition has been validated by the trust placed in us, whether renewed or newly secured, by the world's leading clients. Our selection for the Milano Cortina 2026 Olympic and Paralympic Winter Games, as well as the Aichi-Nagoya 2026 Asian and Para Games, was no coincidence. Likewise, the award by the French State of the Stade de France concession for the next thirty years reflects not good fortune but decades of expertise, a proven ability to deliver highly complex projects and robust proposals demonstrating our capabilities across the entire value chain.

The Group's continued growth is matched by rising profitability. This reflects the strength of a virtuous model in which operational excellence underpins both financial performance and our capacity to invest for the future, while continuing to expand internationally.

By leveraging the combined strengths of our three core business divisions, we are successfully supporting the momentum of each. GL events Live designs and delivers solutions tailored to every type of event, consistently rising to new challenges in all environments. Supported by major projects, the division has strengthened its upstream capabilities, particularly in scoping and design. Serving industries and the communities they represent, GL events Exhibitions continues its transition toward a content-driven model. The division strengthens the performance and growth of its exhibitions while expanding into new market verticals, particularly in healthcare and culture, further broadening its expertise. GL events Venues continues to expand its global network by integrating new sites and strategic destinations, while further strengthening its presence across France. The division is reaching a new scale, supported by an enriched network and a long-term vision. At the same time, our international expansion continues, with strong performance in Japan, South Africa, South America and the United States, driven in particular by major sporting and institutional events and by the relevance of our strategic positioning.

In light of the exceptional progress achieved in 2025, it is essential to recognise our greatest strength: our people. Their expertise, commitment and engagement underpin both our success and our values. Day after day, on the ground, they bring our ambition to life. Through their ideas, their commitment and their actions, our vision of a positive and sustainable events industry is translated into tangible outcomes for our clients, for local communities and for all our partners. With a pioneering mindset, practical ingenuity and a deep passion for the profession, the multicultural teams that shape the Group and its subsidiaries continue to adapt to evolving challenges, whether in sustainability, cybersecurity or the integration of artificial intelligence.

Attuned to our markets and our clients, we continue to look ahead, developing innovative solutions, new formats, new tools and new ideas that position us as a leading group at the forefront of the events industry.

As we enter 2026, building on these achievements and mindful of an uncertain geopolitical environment, we look to the future with undiminished determination, ready to write the next chapter of our story and break new records.

Welcome to the world of events

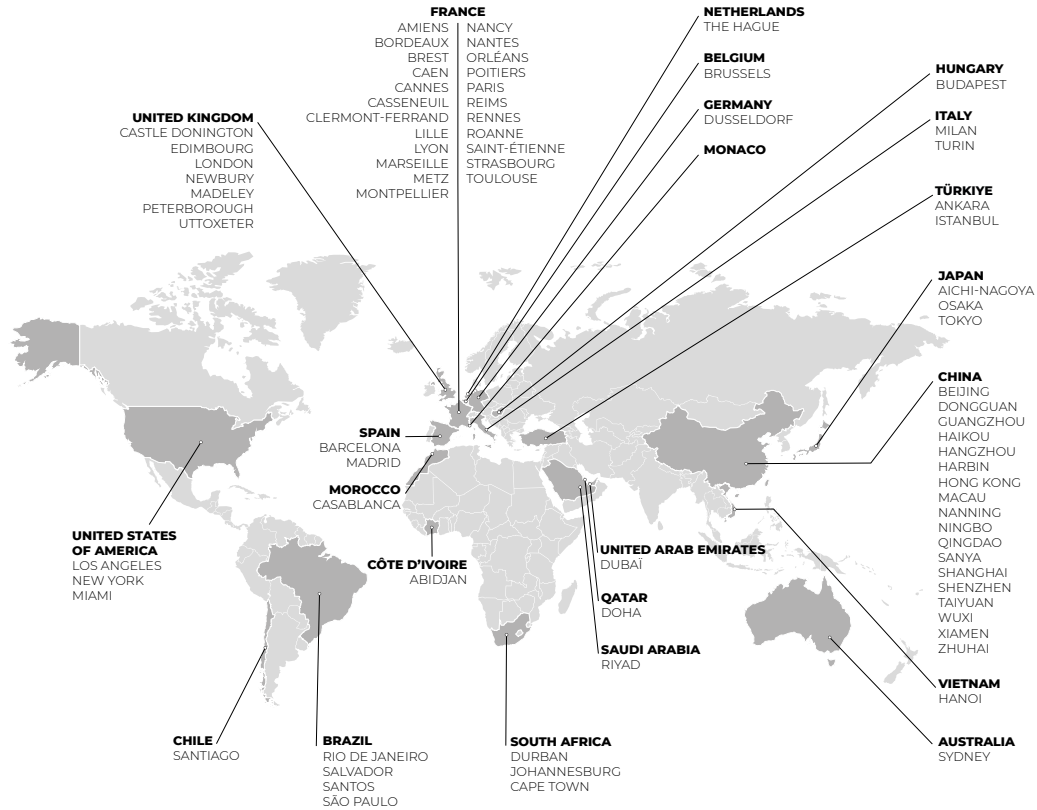
2025
in figures

€1.721 BN
revenue
55% from international markets)

+6,800
events designed
and equipped

60
venues under management**
with a combined public
access area of more than
2.4 million sqm)

+4,380
events hosted



€250.4 M
EBITDA*

6,310
employees
(44.5% outside France)

+90
offices worldwide

+2,300
events organized including
226 proprietary exhibitions and
37 proprietary conventions

+1,842,800
attendees and exhibitors

* Pre-IAS 29

** March 2026 figures

GL events, an international event specialist

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.

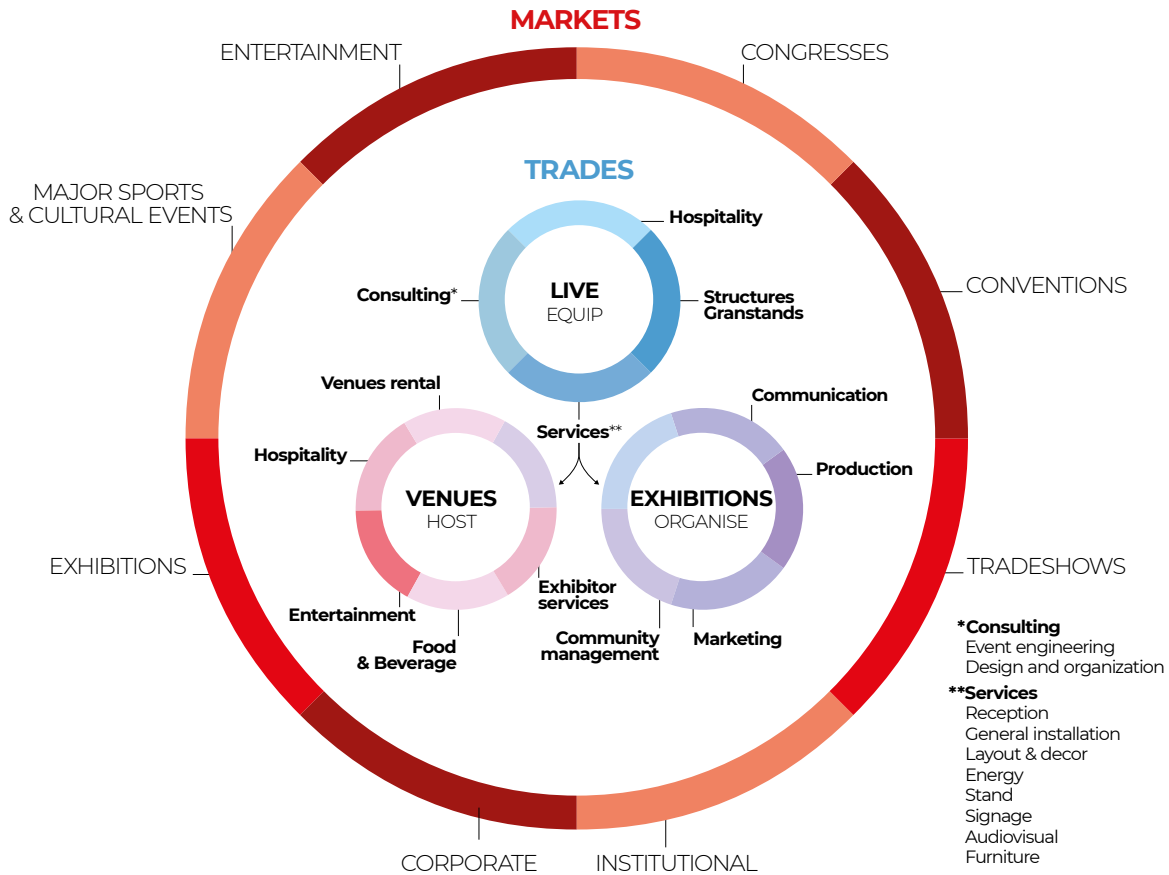
The specificity and unique strength of the Group's business model are its ability to propose a comprehensive range of solutions covering the main sectors of the events industry. GL events assists its customers in France and other countries ensuring the success of their events over their entire life cycle, 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 2025 GL events had revenue of €1.721 billion. GL events is listed on Euronext Paris, Segment B (mid caps).



ABRAFARMA FUTURE TRENDS – SÃO PAULO, BRAZIL



Three complementary divisions

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 centers, concert halls and multi-purpose facilities).

Development and delivery of sustainable solutions

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*



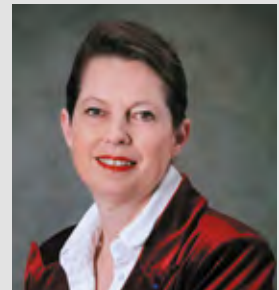
OLIVIER GINON
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER



NICOLAS DE TAVERNOST
VICE-CHAIRMAN OF THE
BOARD OF DIRECTORS



ANNE-SOPHIE GINON
DIRECTOR



SOPHIE SIDOS
DIRECTOR



LIONEL YVANT
DIRECTOR
(REPRESENTING TRÉVISE
PARTICIPATIONS)



CAROLINE GINON
DIRECTOR

* At 1 January 2026



DANIEL HAVIS
CHAIR OF THE AUDIT
COMMITTEE



FANNY PICARD
CHAIR OF THE CSR
COMMITTEE



JOSEPH AGUERA
CHAIR OF THE
COMPENSATION AND
NOMINATING COMMITTEE



GRÉGORY GUISSARD
DIRECTOR (REPRESENTING
TRÉVISE PARTICIPATIONS)



MAUD BAILLY
DIRECTOR



MARC MICHOU LIER
DIRECTOR



DAVID AMAR
OBSERVER



GRÉGORY SOPPELSA
OBSERVER



ÉRICK ROSTAGNAT
OBSERVER

AUDITORS

MAZA-SIMOËNS – FIFTY BEES

Benjamin SCHLICKLIN

FORVIS-MAZARS

Emmanuel CHARNAVEL

Arnaud FLECHE



FORMULA 1 SÃO PAULO GRAND PRIX – BRAZIL



“Our model enables us to anticipate, adapt and become stronger in an increasingly demanding environment.”

OLIVIER FERRATON

DEPUTY MANAGING DIRECTOR OF GL EVENTS

2025 marked a transitional year for the events industry, shaped by an unstable economic and geopolitical environment, heightened competitive pressure and continuously evolving client expectations. For GL events, this post-Olympic year proved more demanding, although largely anticipated. As early as 2024, the Group had prepared for this rebound by aligning its three divisions around a clear medium-term vision based on a three- to five-year horizon.

Anticipation and mobilisation, defining features of 2025

This ability to anticipate is one of the defining features of 2025. Teams were fully engaged in preparing upcoming projects and securing activity pipelines, while strengthening internal collaboration. Several major projects in France and internationally, including the award of the Stade de France concession, COP16, the Milano Cortina Winter Games and the acquisition of several new exhibitions, confirmed the strength of the Group's integrated model, particularly in major sporting, institutional and cultural events. 2025 therefore marks the culmination of initiatives launched over several years.

In a changing market, the Group's performance is based on a balance between continuity and adaptation. This is not a radical transformation, but a gradual evolution of the organisation, marked by the strengthening of geographic

regions and certain business lines. The Americas, Middle East, Asia and Africa have steadily increased their contribution, reflecting the maturation of GL events' international presence and a deliberate approach to avoid reliance on a single market. This geographic diversification helps smooth cycles, manage risk more effectively and identify new sources of growth.

The strength of the integrated model and cross-functional collaboration

The robustness of the model also stems from the increasing complementarity between the three core areas of activity: design and services, event organisation and venue management. In 2025, cross-functional collaboration intensified, supported by improved circulation of information, skills and expertise. This collective approach is a key driver of competitiveness, enabling the Group to deliver comprehensive solutions suited to increasingly complex projects, while reinforcing its credibility with both public and private clients.

The Group's growth in 2025 is not measured solely by financial performance. It is also reflected in its ability to secure strategic contracts, maintain a high level of operational quality and enhance the perceived value of the projects delivered. In a context of rising costs and

tighter client budgets, GL events continued to differentiate through creativity, expertise, environmental responsibility and strong execution capabilities.

Strong foundations to support the next stages of development

The Group's strong presence in its home market remains a key strength and a strategic foundation. The strength of the Group and its subsidiaries in the French market, particularly in Paris, continues to underpin its international credibility. As a recurring source of activity, this base provides a platform to test new formats and build on established expertise before deploying them more broadly. This balance between a strong domestic base and international expansion is a cornerstone of the GL events model.

Talent and expertise as a driver of performance

The projects delivered in 2025 also highlighted the importance of skills and human resources. The Group benefits from established credibility and from experienced, committed teams capable of deploying innovative tools to improve productivity and respond to evolving market requirements. At the same time, a new generation of talent is emerging, with younger, agile profiles attuned to environmental and societal challenges. The focus now lies on strengthening the links between technical excellence, interpersonal skills and cross-functional collaboration within a multicultural framework.

This focus on people is reflected in a strong commitment to ensuring the safety and security of every employee worldwide. The Group's CSR approach, initiated in 2009, includes risk prevention and incident monitoring among its core priorities. The risks and threats inherent in the international environment require strengthened oversight of the Group's security policy on a global scale. As a key priority, this policy is designed to protect employees, assets and operations, supporting stakeholder confidence and the Group's resilience.

Greater visibility, bringing opportunity, responsibility and higher standards

In an environment where projects are increasingly exposed, both in the media and politically, the visibility gained by GL events represents both an opportunity and a responsibility. The Group no longer operates behind the scenes; its profile requires a higher level of standards, both operationally and in terms of its commitments. This increased exposure reinforces the need to develop skills over the long term, promote training, share information and foster a collective mindset, ensuring sustainable growth.

At the close of 2025, several key lessons emerge: the importance of anticipation, the value of collective effort and the need to combine operational discipline with adaptability. These priorities set a clear direction for the future: further strengthen internal collaboration, support the continued development of key regions, fully leverage the complementarity of the Group's offerings and continue to expand into areas where the Group is not yet present.

Building on these fundamentals, GL events will pursue the next phase of its development in a sector where the combination of vision, execution and responsibility remains a key driver of sustainable performance.



EXPO 2025 OSAKA, KANSAI, JAPAN – EUROPEAN UNION PAVILION



OLIVIER GINON
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER



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

Executive Committee*



CHRISTOPHE CIZERON
MANAGING DIRECTOR,
GL EVENTS VENUES



DAMIEN TIMPERIO
MANAGING DIRECTOR
OF GL EVENTS EXHIBITIONS



MAXIME ROSENWALD
DEPUTY MANAGING DIRECTOR
OF GL EVENTS LIVE



SYLVAIN BECHET
MANAGING DIRECTOR, CHIEF
FINANCIAL AND INVESTMENT
OFFICER



PATRICIA SADOINE
GROUP GENERAL COUNSEL AND
CHIEF COMPLIANCE OFFICER



FANNY CHAUX
CHIEF PEOPLE OFFICER

* At 1 December 2025



AUDREY CHAVANCY
CHIEF CSR AND RISK OFFICER



DENIS TOMASICCHIO
CHIEF INFORMATION OFFICER



BRUNO LARTIGUE
EXECUTIVE COMMITTEE
SECRETARY, CHIEF PUBLIC
AFFAIRS OFFICER



DANIEL CHAPIRO
DEPUTY MANAGING DIRECTOR
OF GL EVENTS VENUES



BENJAMIN THÉVENET
GENERAL SECRETARY
GL EVENTS LIVE

International Executive Committee



INÈS GINON
PRESIDENT, GL EVENTS GREATER
CHINA



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



JEAN-GUILLAUME LACOSTE
CEO GL EVENTS MIDDLE EAST
AND AFRICA



SCOTT JAMESON
CHIEF EXECUTIVE OFFICER,
GL EVENTS UK

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 as 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 and sustainability 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,
- It also monitors the performance of the statutory auditors' assignments relating to the certification of the financial statements and the certification of sustainability information, taking into account the findings and conclusions of the French High Council for Audit (*Haute Autorité de l'Audit* – H2A),
 - meeting the conditions of independence required of those responsible for auditing financial statements and certifying sustainability information,
 - approving these services provided by the Statutory Auditors other than those relating to the certification of accounts,
 - approving the services provided by the statutory auditors other than those relating to the certification of sustainability information,
 - reviewing the results of the financial statement certification engagement, the sustainability information certification engagement and the manner in which these engagements have contributed to ensuring the integrity of the financial and sustainability information and the role that the Audit Committee has played in this process,
 - reviewing the rollout of the Sapin II law and GDPR compliance.
 - 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 Strategy Committee, as a committee of the Board of Directors, issues advisory opinions and acts under the authority and responsibility of the Board of Directors, to which it reports.

Its role is to examine in greater depth matters presented to the Board of Directors by the Executive Committee or by the Chairman and Chief Executive Officer relating to the strategic plan, including the development of new activities or the discontinuation of existing activities, the concentration of investments or commercial efforts in specific countries or, conversely, withdrawal from a geographical area, priority customer segments, the development of synergies between the Group's different businesses, the organisation of the Group, employee incentive schemes, the energy or technological transition and, more generally, any other strategic matter.

In 2025, the Strategic Committee focused in particular on the following matters:

- External growth transactions,
- Innovation strategy,
- The medium-term plan and the reorganisation and adaptation of the Group to support these development priorities.

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, shifting dynamics and growth prospects

An uncertain geopolitical and economic environment

In 2025, the global environment remained shaped by elevated geopolitical and economic uncertainty. Ongoing conflicts, rising tensions between major powers and weakening international cooperation contributed to a fragile global backdrop. In this context, global trade became increasingly fragmented and subject to protectionist measures, weighing on overall economic activity.

After a period of relative resilience, global growth showed signs of moderation. While inflation eased in many regions, risks remained elevated, with the potential for economic, financial or social shocks to spread rapidly.

Sources: IMF - World Economic outlook 2025 / World Economic Forum - Global Risks Report 2025 & 2026

The events industry in 2025: consolidation and continued transformation

Against a backdrop of geopolitical uncertainty and increasingly fragmented trade, the events industry in 2025 has entered a phase of consolidation. At global level, 47% of companies in the sector report activity growth exceeding 5%, while around 40% indicate stable activity, pointing to a return to more predictable growth patterns, albeit still sensitive to economic and geopolitical conditions. This trend is largely driven by Asia-Pacific, the Middle East and Africa, and Central and South America regions, which account for the main sources of growth. In Asia-Pacific, four out of five markets analysed by the Global Association of the Exhibition Industry (UFI) report significant activity growth, despite a more stable environment in China. The Middle East and Africa stand out with some of the highest

confidence levels globally, particularly in the United Arab Emirates, where nearly 80% of industry participants expect increases in activity and revenue. In Central and South America, the recovery is more uneven but remains overall positive, supported by Mexico and Brazil, which are making a strong contribution to global industry growth.

Sources: UFI- Global Exhibition Barometer (36th edition)

Venues: a strengthened global infrastructure base

According to the World Map of Exhibition Venues 2025, the global market for event venues and exhibition facilities is supported by a well-developed and continuously expanding infrastructure base. The global network includes 1,530 exhibition venues exceeding 5,000 sqm, representing a total of 44.3 million sqm of indoor exhibition space, a record level worldwide. This capacity underpins the attractiveness of destinations and determines countries' ability to host trade fairs, exhibitions, congresses and large-scale business events. The geographic distribution highlights the strategic weight of certain regions. Asia-Pacific accounts for 16.9 million sqm, ahead of Europe with 16.1 million sqm and North America with 7.6 million sqm. China stands out as the central market player, with 13.66 million sqm across 323 venues, reflecting sustained investment in exhibition infrastructure and its position as a major hub for international events.

Sources: UFI & IWC – World Map of Exhibition Venues 2025

Improved revenue and profitability across event venues

According to the UFI Global Exhibition Barometer, the sector recorded simultaneous improvement in both revenue and profitability in 2025. More than one-third of companies

report increases of over 5% in revenues from space rental, while 39% record similar growth in service-related revenues. Around one-third of industry participants also report year-on-year growth in operating profit exceeding 10%. This trend is reflected in employment outlooks, with close to 40% of companies planning to increase headcount in the coming months.

Sources: UFI - Global Exhibition Barometer (36th edition)

Event services: a core component of the value chain

Building on the improvement in economic performance observed in recent months, the event services market confirms its central role in structuring the sector and supporting its move upmarket. Driven by the recovery in trade fairs, exhibitions and business events, exhibition-related services, including stand design, operational delivery and logistics, represent an estimated global market of nearly US\$38 billion. At the same time, the event equipment rental segment (audiovisual, lighting, furniture and staging) reaches approximately US\$15.3 billion (+5.5% vs. 2024), reflecting the growing importance of technical and staging solutions in overall event quality. These services have become a key differentiating factor, enhancing the experience of both exhibitors and attendees while supporting the sector's professionalisation and ongoing innovation.

Sources: WiseGuy reports – Event exhibition services market & Event Equipment Rental market

Evolving event formats

In a more competitive environment, expectations among exhibitors, attendees and organisers continue to change. More than one-third of industry participants now consider it necessary to adapt the formats of trade fairs, exhibitions and congresses in order to offer more engaging experiences. Immersive formats and high-value content are becoming increasingly prominent, as experience quality becomes a key differentiating factor.

Digital transformation is supporting these developments. According to UFI, in 2025, 87% of companies in the sector report using artificial intelligence, primarily to optimise event operations, enhance the participant experience and develop new commercial opportunities. This shift to digital improves operational efficiency while meeting the expectations of audiences increasingly accustomed to seamless, personalised experiences.

Sources: UFI - Global Exhibition Barometer (36th edition)

A shift towards a more mature, responsible and selective events market in France

In 2025, the French events market confirmed its strength and aligned with the consolidation trend observed at the worldwide level. Trade fairs and business exhibitions

returned to activity levels close to pre-crisis benchmarks, reaching 99% of 2019 levels in the Paris region, with an increase in the number of exhibitors and overall stable attendance. The recovery remains uneven across segments, however, with consumer shows returning more gradually in a still-constrained spending environment. At the same time, the MICE and corporate events market remains particularly dynamic, with nearly nine out of ten companies having organised at least one event over the 2024-2025 period, confirming the strategic role of events in business development and employee engagement. Usage patterns are shifting, with multi-day seminars now accounting for nearly 60% of budgets, at the expense of more social and entertainment-focused formats. This trend is accompanied by more structured budget allocation decisions: while most companies expect to increase or maintain their spending in 2026, competitive tendering and return on investment requirements are becoming more stringent. Finally, ESG considerations are becoming a structuring factor, with growing use of certified venues and a significant reduction in the associated cost premium, supporting the adoption of more sustainable practices.

Sources: CCI Paris Île-de-France – Exhibition Activity Barometer in the Paris Region Kactus / IFTM – 2025 Meetings & Events Barometer OpinionWay for UNIMEV – Corporate Perceptions of the Events Industry Study

The events industry is continuing to demonstrate its capacity to adapt. As activity levels stabilise, formats evolve, digital transformation advances and environmental considerations gain prominence, the sector continues to evolve. While sensitive to the economic environment, it remains supported by solid fundamentals and continues to play a central economic and relational role, with further development expected within a framework of controlled and sustainable growth.





Latin America

In a mixed economic environment, the Group continued to consolidate its position, supported by an integrated model combining venue management, exhibition organisation and the delivery of event solutions. Building on a strong local footprint and a more structured organisation, GL events is strengthening its ability to support major economic events and strategic industry sectors across Latin America. The region also represents a pool of talent and expertise for the Group's international projects.



DISTRITO ANHEMBI – SÃO PAULO, BRAZIL

Brazil



“In Latin America, GL events has evolved from a well-established operator into a leading regional platform, able to lead projects, leverage its expertise and scale its capabilities across the entire region.”

MILENA PALUMBO
CEO, GL EVENTS LATIN AMERICA – BRAZIL – CHILE

2025 marked a clear turning point for GL events in Latin America. In a generally mixed economic environment, the region reached a turning point, establishing clear leadership positions in its core markets while strengthening its regional organization. In addition to generating growth, the year also laid the foundations for a sustainable operating model across the continent.

From a macroeconomic standpoint, conditions are uneven. Growth remains strong, driven primarily by Brazil, despite a still fragile economic environment. Against this backdrop, GL events' performance is all the more noteworthy as achieving leadership in low-growth markets is a clear indication of resilience and strategic strength.

Over the medium term, developments such as the Mercosur–European Union agreement could support export-oriented sectors and B2B trade shows, although any impact is unlikely to be immediate.

Leadership positions consolidated in Brazil and Chile.

In 2025, a new division was established in Brazil to manage the grandstands originally used for the Paris 2024 Olympic and Paralympic Games. This activity led to the award of an unprecedented six-year contract with Formula 1, as well as five-year agreements with MotoGP and SailGP. Within the space of one year, GL events became the leading grandstand provider in Brazil, providing seating solutions to some of the country's most prominent international sporting events. Assets were strategically deployed across São Paulo, Goiânia and Rio de Janeiro to ensure effective coverage of the country's main event hubs.

Chile followed a similar trajectory with the integration of the country's leading exhibition venue, Espacio Riesco. The acquisition and integration of Espacio Riesco significantly strengthened GL events' market position by making it the largest venue management operator in Chile.



The transaction also included the transfer of four major B2B trade shows to FISA's portfolio, also establishing GL events as the clear leader in the country's exhibition market.

A regional organisation to strengthen coordination and support growth

More broadly, GL events is consolidating its regional leadership in the exhibitions business. In São Paulo, the Group manages exhibition space on a scale that significantly exceeds that of its competitors. The integration of Espacio Riesco has extended this footprint into Chile, giving the Group a strong presence across the region's two largest economies.

During the year, we also carried out a thorough review of the maturity of the events industry in Latin America. The market remains highly concentrated geographically, particularly in Brazil, where close to 80% of activity is centred in São Paulo. Outside this metropolitan area, trade shows struggle to reach critical scale. This situation calls for a selective development approach, prioritising high-potential projects and disciplined execution rather than geographic expansion.

In this context, a dedicated congress unit was established in 2025 to cover the entire Latin American region, bringing together teams and aligning commercial policies for congress activities, whether in Chile or Brazil. Led by the commercial teams, opportunities are now managed in a unified manner, with the ability to put forward multiple destinations simultaneously. This organisation will help expand the convention business, particularly in Chile, where significant growth potential remains.

Rolling out leading brands and proven expertise

In the exhibitions segment, the Brazil Motor Show was successfully relaunched at Anhembi after a hiatus of several years. Larger than its previous edition, it highlights the Brazilian market's ability to reinvent flagship events at a scale unmatched in Europe.

At the same time, the Group continued to expand its portfolio of leading brands, including Hyvolution. Following an initial edition in Chile, preparations are underway for its first Brazilian edition, scheduled for São Paulo in 2026, reflecting the Group's ability to extend its expertise into emerging hydrogen markets.

Latin America is also emerging as a strong talent base for the Group's international projects. Local teams, accustomed to delivering large-scale events in multicultural environments, have developed capabilities that can be readily deployed worldwide. Talent mobility and the diversity of profiles, particularly in Brazil, are key strengths in supporting global project delivery.

Following this pivotal year, Latin America enters the next phase with greater visibility. Leadership positions are firmly established in Brazil and Chile, the regional organisation is in place, international brands are being rolled out and teams are fully integrated into the Group's overall development. These are solid bases for the next stage of GL events' development across the continent.

IBLIOTECA FANTÁS



Chile



FRANCISCO SOTOMAYOR
CEO, GL EVENTS CHILE

In Chile, 2025 was a particularly busy year, shaped by a national context that placed major economic and institutional gatherings high on the agenda. For our businesses, this meant more exchanges and speaking opportunities at exhibitions particularly through expanded conference and congress programmes. At the macroeconomic level, the country returned to a more favourable trajectory, with inflation moving back towards historically typical levels. This stabilisation supported the recovery of the events industry.

At the same time, the sector saw an acceleration in strategic activity, driven by growing interest from major international players. These developments, particularly visible in large infrastructure and

entertainment projects, point to a more competitive market but also stronger prospects for Santiago as a regional destination for events and live entertainment.

In this context, GL events reached a new milestone in Chile, with 2025 marking the best year in its history. This performance reflects the combined momentum of our four business units, Espacio Riesco, Metropolitan, FISA and Tarpulin, which are increasingly benefiting from their complementarities. It also reflects the maturity of our market position in the country ten years after the Group first established operations in Chile. The organisation has grown steadily, from three employees in 2015 to more than 420 today.

The integration of Espacio Riesco marked a decisive step in this development. With this venue, GL events has strengthened its presence in Chile through one of the country's most prominent sites, its leading exhibition park and one of its largest event venues. Beyond the infrastructure itself, the main challenge was organisational. A restructuring programme was launched to align working methods, reinforce management, simplify certain areas of responsibility and adapt the operating model, notably through the outsourcing of food and beverage operations. This transformation required sustained support for the teams within a deliberately rapid timetable. Even so, the outcome was immediate. In its first year under the new structure, Espacio Riesco recorded its best performance to date, demonstrating both the site's potential and the teams' ability to manage a demanding transition.

“An integrated model delivering a record performance: ten years after entering the market, 2025 marked a record year for GL events in Chile and confirmed its position as a leading player.”

At FISA, the performance was equally strong. Expomin, the country's flagship mining exhibition, delivered its most successful edition yet, benefiting from the strong momentum of Chile's mining sector. This event brought together more than 1,370 exhibitors from 35 countries and over 83,000 attendees, reinforcing its role as a key platform for the industry. The edition was also marked by a significant step forward in sustainability. For the first time, all carbon emissions associated with the exhibition were offset, with validation from the Chilean authorities. This initiative reflects a clear commitment to raising CSR standards across our venues and events, in line with the growing expectations of industries and stakeholders.

The integration of the Food Service exhibition, the Chilean equivalent of Sirha Lyon, was another highlight. The event reached record levels, with around 800 exhibitors and more than 50,000 attendees, alongside stronger international participation. This event opens up significant opportunities, building on a natural complementarity with the Group teams' expertise in food and hospitality.



At the Metropolitan, the year also set a new record. Although the convention centre is deliberately more compact, activity has grown steadily, with more than 250 events hosted and 160,000 attendees welcomed over the year. Its premium positioning, combined with a strong focus on the client experience, confirms the role of the venue within Santiago's events landscape.

Tarpulin also continues to strengthen its position through a clearly defined strategy. Industry remains at the core of its activity, particularly long-term mining and industrial projects, while diversification is pursued in a controlled manner. This focus, reinforced since the pandemic, has improved asset utilisation, supported stronger profitability and brought greater clarity to the operating model.

Beyond the year's performance, 2025 also laid the groundwork for the next phase of development. Two major agreements were concluded: a ten-year joint venture with the Chilean Forestry Association around Expocorma, and a six-year joint venture with the Chilean Chamber of Construction for Edifica, one of the leading construction exhibitions in South America outside Brazil. These partnerships confirm GL events Chile's position in several key sectors, including mining, construction, timber, food and industry. They also bring greater operational responsibility. The addition of several new exhibitions represents a significant step forward, particularly for FISA, which will need to manage this expansion while maintaining a high standard of quality.

The challenge now is twofold: to build on a record year and turn it into sustained performance, while completing the integration of venues and teams through stronger synergies, progressive standardisation and the continued strengthening of CSR standards. In a Chilean market that continues to evolve, GL events now operates on a solid platform combining venue management, exhibition organisation and the delivery of industrial solutions. An integrated model supporting a clear ambition: to continue growing while maintaining consistency and high standards.







consult create

GL events Live

A full service provider

Grandstand seating for
169,000

728,000 sqm of event
structures

7 design offices (structures
and grandstands)

100,000 linear metres
of partitioning

+315,000 sqm
of annual signage production
in France (equivalent to
45 rugby pitches)

3,700 furniture catalogue
items

deploy operate



968.8

in revenue

3,751

employees

16

specialised business lines

12

logistics hubs:

- In France*

- In international markets:

United Kingdom, Saudi Arabia,
South Africa, Dubai, Chile, Brazil,
China, United States

-20%

in waste volume compared with
2024 and a **60%** sorting rate

* Southern and Northern
Paris, Lyon, Nantes



TEMPORARY CONVENTION CENTRE – NICE, FRANCE



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



MAXIME ROSENWALD
DEPUTY MANAGING DIRECTOR
OF GL EVENTS LIVE



BENJAMIN THÉVENET
GENERAL SECRETARY
GL EVENTS LIVE

“Building on the momentum from the Paris 2024 Olympic Games, efforts in 2025 focused consolidating our position in preparing for future growth.”

A year of consolidation, laying the groundwork for the next phase

After an exceptional 2024, which placed considerable demands on our teams, 2025 provided an opportunity to consolidate our position and prepare for the next phase. The objective was clear. To consolidate operations, ensure continuity across projects and prepare for upcoming milestones, both in France and internationally.

In France, GL events Live maintained a solid level of activity. Teams remained fully engaged, meeting client needs on schedule and to consistently high standards. This allowed us to preserve our core business while continuing to develop new opportunities.

Internationally, our positive momentum remained on track. We expanded further in several key regions, including Morocco, South Africa, the United States and Asia. Our organization, structured by major geographic regions, enables us to respond more quickly and to deploy the right teams efficiently across projects.

Structuring projects and expanding activity in France and internationally

The year was also marked by several major projects. We supported high-profile events such as the Osaka World Expo, the FIFA Club World Cup in the United States and the Ocean Summit in Nice. These projects demonstrate our ability to operate in highly diverse and often complex environments, drawing on multiple areas of expertise.

Building on the experience of the Games, we also continued to enhance our solutions. New products, including the QWAD and Céleste structures, were rolled out. These solutions address growing sustainability requirements and open up new opportunities across our businesses.

At the same time, several large-scale projects were secured in 2025, notably the Aichi-Nagoya Asian Games and the Milan-Cortina Winter Olympic Games, which entered the operational phase in early 2026.



WORLD EXPO 2025 OSAKA – JAPAN

These projects require extensive preparatory work to structure teams, define operating methods and secure commercial development across multi-country, multi-disciplinary operations.

The legacy of the Paris 2024 Olympic Games is delivering tangible benefits. We have strengthened our approach to planning and managing projects, improved oversight of subcontractors and reinforced discipline across all operations. These practices are now applied consistently across our teams.

Diversification also remains a key priority. Our activities are evolving toward longer-term formats, in some cases approaching temporary construction. Projects such as the Olympic temporary swimming pool in Lille illustrate this shift. This enables us to address a broader range of needs beyond traditional event services.

Stronger integration to support performance and project delivery

We are also increasingly involved earlier in project lifecycles. Our enhanced design and engineering capabilities, strengthened by the experience of the Games, enable us to support clients from the earliest stages and better secure project execution.

Coordination across business lines has continued to improve. Teams now work in a more integrated way, particularly across general installation, energy and staffing. This results in greater efficiency and smoother project delivery.

Our teams remain central to this progress. They have gained significant experience in recent years. We continue to support their development, invest in training and build teams capable of delivering increasingly complex projects, in France and internationally.

In 2025, we strengthened our foundations, built on the lessons of the Games and prepared for the next phase.



Maison&Objet

16 TO 20 JANUARY

In January 2025, GL events Live delivered a comprehensive sustainable signage solution for Maison&Objet, producing more than 2,000 reusable signs aligned with the show's visual identity. This project highlights the integration of innovative and environmentally responsible solutions for major trade shows.

Rolex Monte-Carlo Masters 2025

5 TO 13 APRIL

A leading tournament on the international tennis circuit, the Rolex Monte-Carlo Masters has relied for more than 25 years on GL events Live to deliver its event infrastructure. For the 2025 edition, the teams transformed the Monte-Carlo Country Club to accommodate spectators, partners and players in tailored hospitality and reception areas. Overlay services, including temporary structures, signage and grandstands, were deployed across the entire venue, delivering an immersive experience in line with the event's prestige.





United Nations Ocean Conference (UNOC3)

9 TO 13 JUNE

For the 3rd United Nations Ocean Conference, GL events Live delivered the temporary “OcéaNice” convention centre on the port of Nice to host international delegations. Built to meet the requirements of a global summit, this temporary facility drew on the Group’s expertise in engineering, construction and event-space overlay. This large-scale project demonstrates GL events’ ability to deliver complex temporary infrastructure for major diplomatic and institutional events.





JONATHAN CALVERT
FLOW SOLUTIONS – MIDDLE
EAST (LIVE DIVISION)

“In the Middle East, 2025 marked a new phase in the development of Flow Solutions, the Live division’s subsidiary specialising in temporary power and HVAC solutions.”

In a region where major events, large-scale cultural projects and government initiatives are expanding rapidly, our teams continued to build capacity while reinforcing their technical positioning on increasingly complex projects.

Activity benefited from sustained commercial momentum, particularly in the United Arab Emirates and Saudi Arabia, two fast-evolving markets where demand for temporary event infrastructure continues to grow. In this context, Flow Solutions supported a wide

range of projects, from major cultural and sporting events to institutional and tourism initiatives. Its teams deliver integrated temporary power and HVAC solutions that are essential to reliable event operations in demanding climatic conditions, further strengthening Flow Solutions’ presence in a region that has become strategic for the Live division’s international growth.

One of the year’s standout projects was the Liwa Festival, held in the Abu Dhabi desert. For this event, the teams delivered a hybrid energy solution combining solar generation with battery storage to power the site’s facilities, highlighting their engineering expertise and the growing shift toward more sustainable energy solutions tailored to the region’s climatic and environmental conditions. The result was one of the largest temporary solar power installations ever used at an event.

Flow Solutions also strengthened its role as an engineering partner on international projects. Teams in the Middle East brought their technical expertise to the design of temporary power and HVAC infrastructure for several large-scale operations, including the FIFA Club World Cup in the United States. These design and advisory assignments illustrate how the business is evolving, extending beyond equipment supply to include upstream technical support.

This ramp-up resulted in a particularly high level of activity. In 2025, Flow Solutions contributed to more than 250 projects across the region, serving a diverse client base including public institutions, event organisers and organisations across the cultural and sports sectors. This activity is a testimony to the teams’ ability to design and operate reliable temporary power, cooling

and air-conditioning systems across a wide range of environments, while maintaining high operational standards.

At the same time, this rapid growth also brought significant challenges as rising project volumes required additional operational resources and tighter control over equipment availability. In response, teams optimized the use of their equipment fleet and strengthened planning processes to ensure continuity of operations.

In this way, Flow Solutions is steadily establishing itself as a leading provider of temporary utilities in the Middle East and the expertise developed by the regional teams is now recognised across the Group as a centre of excellence in energy engineering and technical design.



Osaka World Expo 2025

13 APRIL TO 13 OCTOBER

Over a period of six months, Expo 2025 Osaka brought together international audiences to explore major societal themes. GL events Live delivered technical and logistical services for several pavilions at Expo 2025 Osaka, underscoring the international reach of its expertise.



Heavent Paris

4 TO 6 NOVEMBER

Heavent Paris, the leading trade show for event industry professionals. GL events presented the full scope of its expertise and business lines. Within a space designed as an immersive showcase, the Group's teams showcased their capabilities in event design, production and infrastructure, reflecting the complementarity of the Live, Exhibitions and Venues divisions. This major industry event also provided an opportunity for the Group to present its innovations and solutions supporting the transformation of the event sector.



Equita Lyon

29 OCTOBER TO 2 NOVEMBER

A committed partner in the equestrian sector, GL events, through its dedicated division GL events Equestrian Sport, promotes the international reach of equestrian disciplines as a leading organiser and venue provider, with particular attention to animal welfare.



Prod&Pack

18 TO 20 NOVEMBER

In November 2025, GL events organised Prod&Pack, a leading trade show for processing, packaging and logistics. For this event, teams from GL events Live delivered the full installation, including 12,000 sqm of stands, common areas, VIP spaces and conference rooms, drawing on expertise across design, furniture and audiovisual services.

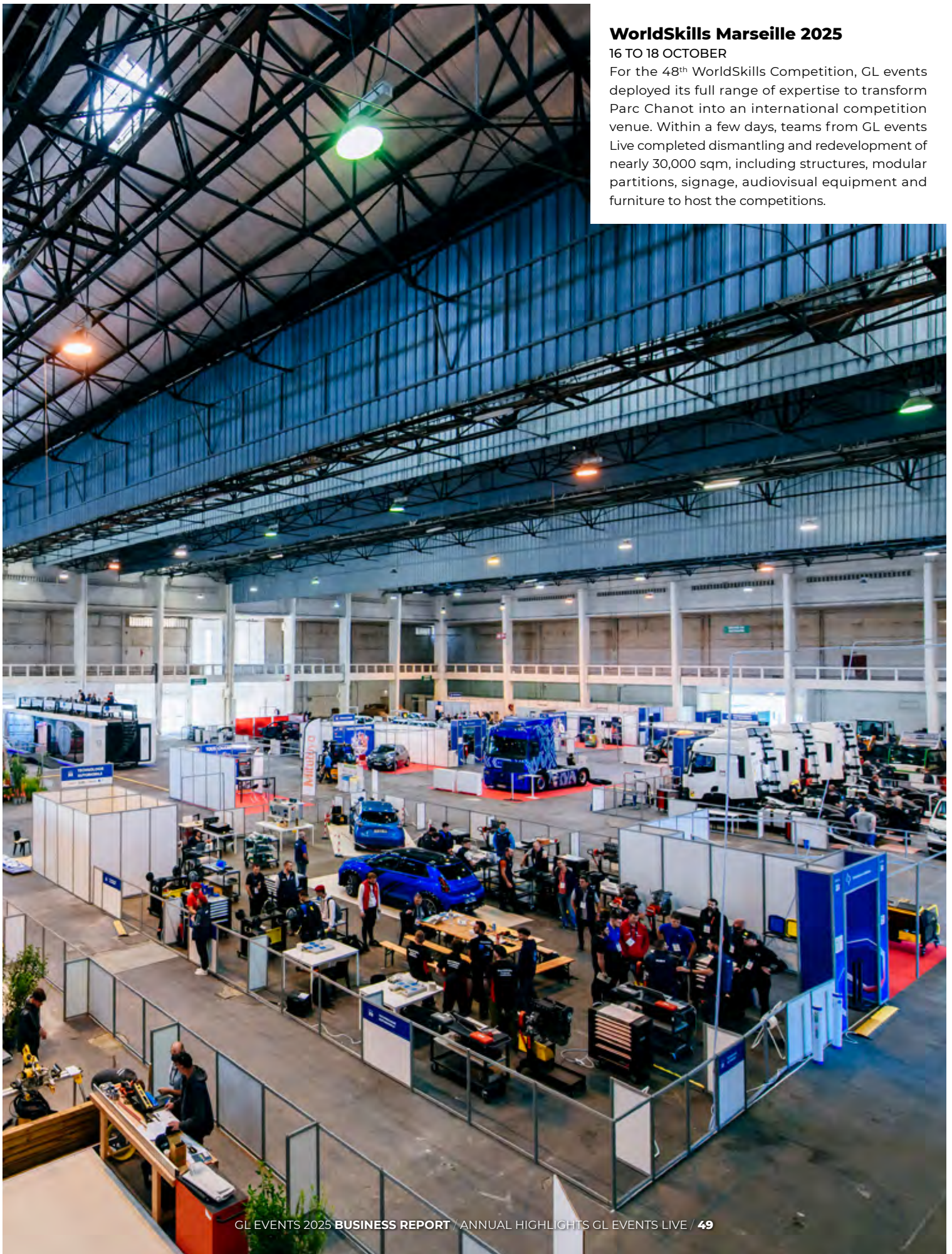


Fête des Lumières

6 TO 9 DECEMBER

In December 2025, GL events Audiovisual and Power contributed to the annual Festival of Lights in Lyon by designing and installing the light show at Place des Jacobins with 8 totems and 68 projectors, contributing to the city's flagship cultural event.





WorldSkills Marseille 2025

16 TO 18 OCTOBER

For the 48th WorldSkills Competition, GL events deployed its full range of expertise to transform Parc Chanot into an international competition venue. Within a few days, teams from GL events Live completed dismantling and redevelopment of nearly 30,000 sqm, including structures, modular partitions, signage, audiovisual equipment and furniture to host the competitions.

Brazilian Formula 1 Grand Prix

9 NOVEMBER

GL events Live teams, in collaboration with GL events Brazil, deployed large-scale technical infrastructure at the Interlagos circuit. Over nearly three months of works, more than 120 employees participated in the installation of temporary grandstands totalling 41,000 seats, including the full refurbishment of Grandstand G with 21,000 seats. Grandstand covers, accessible platforms, seating arrangements and furniture were installed to accommodate spectators in optimal conditions.







FABRICE GUÉRIN
REGIONAL DIRECTOR, LIVE –
WESTERN FRANCE

“2025 followed a period marked by major events, including the 2023 Rugby World Cup and the Paris 2024 Olympic Games.”

In 2025, the priority was clear: to maintain a sufficient and profitable level of activity to sustain this organizational structure, while continuing to invest and uphold our performance targets.

In recent years, we have strengthened several key functions to build a robust organization capable of supporting the growth of our projects.

To achieve this, we focused on three main commercial priorities. The first was to maintain and reinforce our positions in our core markets. The second was to maximize the potential of our existing clients by expanding the range of services delivered on the events we already support. This

includes an integrated approach, drawing on the Group’s full range of expertise to deliver comprehensive, end-to-end solutions. The third lever was to strengthen our commercial presence across the regions. Close proximity to local business networks enables us to identify opportunities more quickly and convert them into concrete projects.

Our activities span several complementary segments. We operate across the events sector, providing temporary structures, grandstands and interior fit-out solutions. We also support a wide range of exhibitions, delivering general installation, exhibition stands and common areas. In addition, we occasionally deliver short- and medium-term structures for specific projects. This diversity enables us to work across a broad range of events, both in Western France and beyond.

Among our flagship projects, the 24h Le Mans holds a special place. We are involved across several formats of the event, including the main race, the Classic and the Truck editions. These projects draw on a wide range of Group expertise, including signage, fit-out, audiovisual, furniture and technical infrastructure.

Beyond these large-scale operations, client expectations continue to rise. They expect rapid responses, creative proposals and ever greater value added, often within tight budget constraints. This requires a high degree of commercial discipline and agility, with carefully structured offerings that deliver relevant solutions while maintaining cost control.

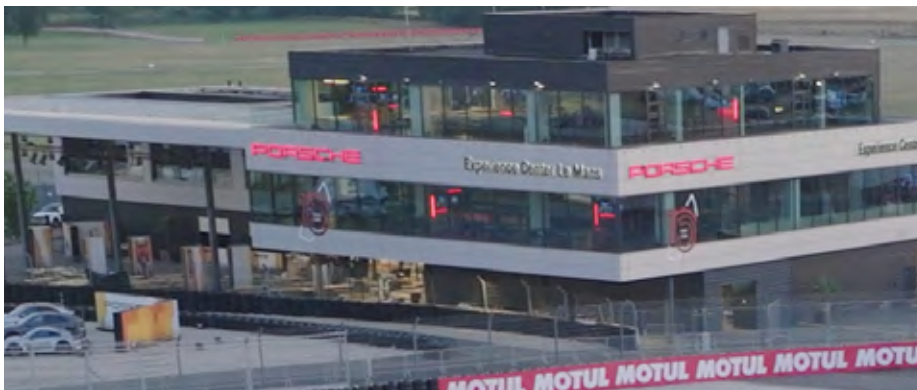
Environmental considerations are also becoming increasingly central to our activities. We work with specialized partners to recover and reuse certain materials after

dismantling, such as wood and selected consumables. At the same time, the investments made for the Paris 2024 Olympic Games have strengthened our equipment base, enabling us to handle more projects simultaneously while promoting the reuse of equipment.

In 2025, we also launched an ISO 20121 certification process to further structure our approach to responsible event management. This initiative formalizes practices already in place and enhances their consistency and visibility.

Beyond projects and processes, success ultimately depends on collective commitment. In our business, nothing works without the full engagement of the entire value chain: commercial teams, design offices, project managers, depot teams, on-site teams, as well as subcontractors and partners.

We operate in a business driven by passion. It demands a high level of energy and commitment, but it also offers something distinctive: what we build helps create shared experiences and moments of enjoyment.



24h Le Mans

10 TO 14 JUNE

A legendary motorsport event, the 24h Le Mans relies each year on the GL events Live to deliver temporary infrastructure for spectators, partners and the media. Grandstands, hospitality structures and reception areas are installed across the circuit to meet the requirements of an international event attracting hundreds of thousands of attendees. These projects reflect the Group's technical expertise in designing and installing temporary facilities for major sporting events.





ANTONY DE OLIVEIRA
PROJECT MANAGER
MILANO CORTINA 2026 OLYMPIC
AND PARALYMPIC WINTER GAMES

“Following Paris 2024, the Milano Cortina 2026 Olympic and Paralympic Winter Games have been one of the division’s most significant projects, playing a key role in strengthening the organisation of GL events Live.”

While operational delivery was scheduled for 2026, 2025 was a pivotal year in establishing the organisation, deploying teams and initiating the first phases of rollout across all sites.

From autumn 2024, Group teams began preparing the Milano Cortina project, with an initial core team responsible for defining the technical approach and initiating the first phases of operational planning. The project quickly took on an international dimension, bringing together expertise from several Group entities to address particularly

demanding technical, logistical and environmental requirements. The operational scope covers 19 sites across Milan and several Alpine clusters, including Bormio, Cortina d’Ampezzo and Tesero. These sites are often widely dispersed, in some cases separated by several hours’ travel through mountainous terrain. This configuration requires a highly decentralised organisation. Each site operates as a standalone unit, led by a technical coordinator and local teams responsible for day-to-day operations, including the installation of temporary infrastructure, equipment operations, security, cleaning, waste management and snow clearance.

Teams were built up progressively, initially drawing on internal resources from across the Group’s business units before incorporating Italian staff and additional operational support. This Franco-Italian collaboration, supported by GL events Italy, is central to the project, embedding it locally while drawing on the Group’s international experience.

Milano Cortina has also played a key role in strengthening the organisation and capabilities of the teams. Building on the experience of Paris 2024, the Group has chosen to rely extensively on its internal resources to transfer know-how and support the development of its people. Many project managers have taken on broader responsibilities, while younger team members are stepping into on-site coordination roles. This project has served as a valuable internal training ground, enabling expertise from major international events to be passed on across generations.

The Winter Games present very different constraints from the Summer Games. While the scale of installations may be lower, technical and environmental requirements are particularly demanding, especially

given the mountainous setting and climatic conditions. Teams operate across existing sports venues, ski resorts integrated into residential areas and undeveloped sites requiring fully temporary installations.

One notable challenge has been the construction of locker rooms for NHL teams competing in the ice hockey events: fourteen locker rooms were delivered in just six weeks, in an environment requiring close coordination between technical installations and ice management, a dynamic element requiring precise control of temperature and playing conditions.

Operations must also contend with sometimes extreme weather conditions at altitudes ranging from 1,500 to 3,000 metres. Structural design, snow load management, safe access routes and the protection of technical equipment were all integrated at the design stage to ensure operational continuity and safety.

The project is also governed by particularly stringent environmental requirements. A dedicated sustainability schedule, incorporated into the contract with the Fondazione Milano Cortina, sets out the commitments applicable across all sites. In these Alpine areas, often located near protected Natura 2000 zones, priority is given to temporary, reversible installations with minimal environmental impact.

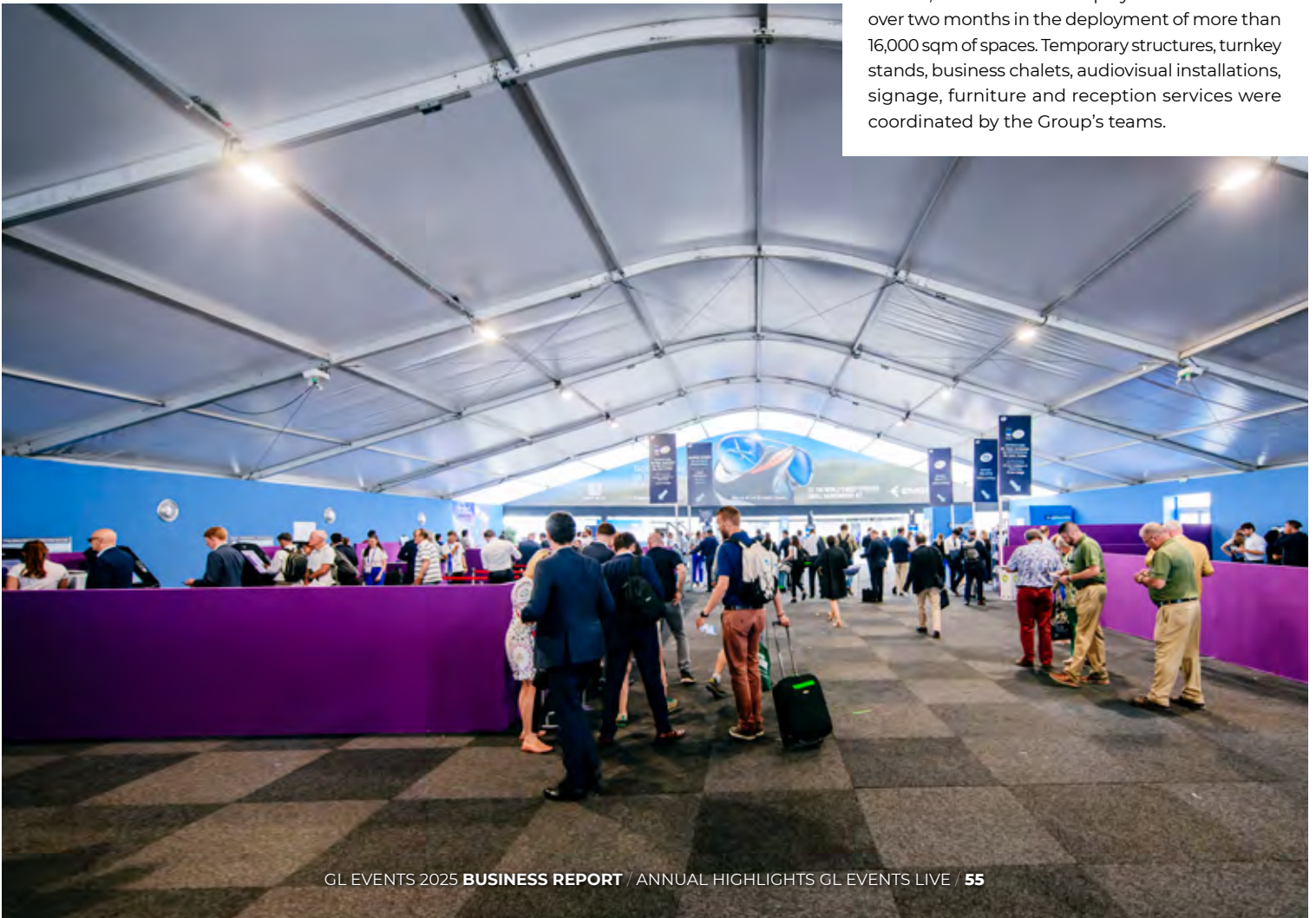
Accordingly, teams favour technical solutions designed to protect soils and ecosystems, such as the use of geotextiles and trackway systems to limit ground compaction. The project also incorporates a reuse strategy, in line with practices implemented for the Paris 2024 Olympic Games, with many items of equipment and materials reused.



International Paris Air Show (SIAE) 2025

16 TO 22 JUNE

For more than 25 years, GL events has supported the Paris Air Show with a comprehensive approach that mobilises its full range of expertise. For the 2025 edition, more than 100 employees were involved over two months in the deployment of more than 16,000 sqm of spaces. Temporary structures, turnkey stands, business chalets, audiovisual installations, signage, furniture and reception services were coordinated by the Group's teams.



Festival de Cannes

13 TO 24 MAY

For the Festival de Cannes, one of the world's leading cultural and media events, teams from the GL events Live division transform the Croisette and the Palais des Festivals. Grandstands, temporary structures and reception areas are installed to support screenings, ceremonies and partner events. Each year, these overlay solutions accommodate film professionals, media and the public in an iconic setting at the heart of one of the world's most-watched events.





International Multihull Show

23 TO 27 APRIL

A leading exhibition dedicated to catamarans and trimarans, the International Multihull Show brings together each year major players in the nautical industry in La Grande-Motte. For this international event, teams from GL events Live deploy temporary structures, reception areas and technical installations to support the exhibition of multihulls and the hosting of professional and enthusiast attendees.



Monaco Yacht Show

24 TO 27 SEPTEMBER

A leading international event in luxury yachting, the Monaco Yacht Show brings together shipbuilders, designers and international buyers each year at Port Hercule. Teams from GL events Live installed temporary structures, exhibition areas and facilities for exhibitors and attendees operating within the spatial constraints of the port. This project demonstrates the Group's expertise in delivering high-end event infrastructure for major international nautical events.



JURLERBOOM by xpo
LA ROCHELLE FR

antal

AGL
MARINE

ANTAL SRL
SAS 136

seajet
Nouvelle gamme de produits
Eco-responsables
SEAJET ECO RANGE
SEAJET 038 TAISHI

Tylaska
MARINE & AEROSPACE

CYCLOPS
MARINE



Antal

antal

xpo

Cannes Yachting Festival

9 TO 14 SEPTEMBER

A leading event in international boating, the Cannes Yachting Festival mobilises each year teams from GL events Live to deploy temporary infrastructure for exhibitors and attendees. Along the Vieux Port and Port Canto, grandstands, exhibition structures and reception areas are installed to support major shipyards and brands. This project highlights the Group's expertise in delivering technical event infrastructure in complex port environments.





LOU RUGBY - LYON, FRANCE



“Building on LOU Rugby and Matmut’s continued support, GL events Sports strengthened its societal engagement and enhanced the experience for attendees and visitors.”

MARC-ANTOINE GINON
CHAIRMAN OF GL EVENTS SPORTS AND LOU RUGBY

The sports ecosystem continues to expand as usage patterns evolve. Digital technology is reshaping spectator habits, while the consumption of sport now extends beyond stadiums. The rise of sport as entertainment is driving demand for emotion, high-impact experiences and more immersive content. In this increasingly competitive environment, GL events Sports is adapting, with each of these dimensions becoming a lever for differentiation. For GL events Sports, 2025 was a year of consolidation, maintaining continuity while making structuring decisions and reaffirming a vision of sport as a space for connection, emotion and collective engagement.

LOU Rugby: new governance to support long-term development

LOU Rugby experienced a season marked by both symbolic milestones and noteworthy performances. Highlights included qualification for the Challenge Cup final in Cardiff against Bath, the club’s tenth year in the Top 14 and the renewal of its governance. After twelve years under the presidency of Yann Roubert, a new leadership team has taken the helm. The appointment and subsequent extension of Karim Ghezal for three seasons have opened a new chapter built on sporting continuity and long-term development. The strategy is structured around a collective project led by a sporting director, focusing on youth development, succession planning, greater alignment across LOU’s teams and stronger engagement with supporters.

Matmut’s continued support and women’s rugby as a growth driver

The renewal of the Matmut Stadium naming agreement and the extension of the partnership with Matmut reflect a shared vision and continued confidence. Beyond its economic contribution, this partnership provides long-term support on ESG priorities, including inclusion and accessibility, while also extending to the women’s team. Women’s rugby is a clear strategic priority. The objective is to build a sustainable economic model around the women’s game, based on the conviction that its growth represents a sporting, societal and brand development opportunity for LOU Rugby.

The development of GL events Sports continues through the maintenance and ongoing modernisation of infrastructure, the strengthening of brand identity and the integration of a merchandising strategy for LOU Rugby. The project to build a dedicated accommodation and training centre for LOU Rugby reflects the same ambition: to enhance the attractiveness of the academy, reassure families and provide young players with facilities and support aligned with the demands of elite sport. It reflects a clear conviction: sporting performance is also built on the quality of the environments and development pathways provided.





TEAMS OF LOU RUGBY – LYON, FRANCE

The spectator experience: toward a more compelling model

The spectator experience continues to evolve. More digital, more experiential and more personalised, it is built on closer integration between communications, ticketing, on-site engagement and hospitality. Event formats are also evolving, becoming shorter, more hybrid and better aligned with changing usage patterns, while progressively integrating more demanding ESG standards. While best-in-class stadiums remain the objective, the measures already implemented represent decisive steps in that direction.

At the Matmut Stadium, several environmental and social initiatives have been strengthened. Encouraging sustainable mobility has included the installation of a bicycle parking facility within the stadium. Audio description services have been developed to enable blind and visually impaired spectators to fully experience matches, supported by trained volunteers, tactile tablets and pilot programmes across several fixtures. A waste management audit conducted with students from the Institut Supérieur de l'Environnement identified concrete areas for improvement. At the same time, inclusion initiatives have been carried out with the LOU Attitude endowment fund, including hosting children

with disabilities or serious illness, providing access to locker rooms and offering guided discovery of the stadium and its sporting heritage.

More broadly, the Matmut Stadium is establishing itself as a year-round urban venue, extending beyond matchdays. Tours, cultural events, community initiatives, e-sports and charitable programmes ensure the venue remains active throughout the year, in line with Tony Garnier's vision of the stadium as a civic gathering place.

For GL events Sports, 2025 extended beyond rugby, supported by the recognised expertise of the GL events Equestrian Sport teams. The renewed confidence of Hermès, through the organisation of the Saut Hermès, the success of the Printemps des Sports Équestres in Fontainebleau and the growing prominence of Equita Lyon – highlighted by Olivier Perreau's victory in the Longines Equita Lyon 5* Grand Prix following a strong performance at Paris 2024 – demonstrate the teams' ability to showcase equestrian sports at the highest level. Finally, the partnership with Arkéa, now naming sponsor of the Ovalgreen golf tournament, reflects a strategy of expanding into new disciplines and formats.



SYLVIE ROBERT
PRESIDENT OF GL EVENTS
EQUESTRIAN SPORT

“In 2025, GL events Equestrian Sport confirmed its position as key player in the European equestrian sector, through a demanding year marked by major events and a strengthened commitment to animal welfare and ESG priorities.”

One of the highlights of the year was the Saut Hermès at the Grand Palais, an international show jumping competition classified as CSI 5*, the highest level of the Fédération Équestre Internationale (FEI). The 2025 edition was particularly symbolic, marking the return to a fully renovated Grand Palais. GL events Equestrian Sport teams were involved both as service provider and partner to Hermès in organising its main international sporting event. Within a prestigious

and highly constrained heritage setting, teams deployed their full range of expertise: arena and footing installation, construction of 4,300-seat grandstands, logistical coordination for around 130 horses, implementation of the scenography designed by Hermès, and drawing on the Group’s specialist capabilities across GL events Audiovisual and Power, GL events Live, GL events Mobilier and SignEx. The success of the event demonstrates the Group’s ability to deliver a world-class sporting and production environment within very tight timeframes.

In spring, the fourth edition of the Printemps des Sports Équestres was held at the iconic Grand Parquet site in Fontainebleau. The event notably hosted the French Pro Show Jumping Championships, organised with the Fédération Française d’Équitation, alongside a CSI 5*, a CDI 5* (dressage) and a CSI dedicated to riders under 25. Held outdoors at the iconic Grand Parquet site, which hosted test events for the Paris 2024 Olympic Games, the event confirms GL events Equestrian Sport’s position at the highest level of international competition.

In autumn, the 31st edition of Equita Lyon and the Longines Equita Lyon Concours Hippique International (CHI), held at Eurexpo Lyon, brought together nearly 200,000 attendees, 3,500 horses and the world’s leading equestrian nations. The event hosted four FEI World Cup™ qualifiers: the Longines FEI Jumping World Cup™, the FEI Dressage World Cup™, the FEI Driving World Cup™ and the FEI Jumping Ponies’ Trophy™. Equita provides a clear example of the Group’s integrated model, drawing on all areas of expertise at a venue operated by the Group and demonstrating the consistency between organisation, installation and venue operations.

On the sporting front, 2025 was marked by Olivier Perreau’s victory in the World Cup stage at Equita Lyon. A GL events-sponsored rider since 2019, he also won a team bronze medal at the Paris 2024 Olympic Games at the Château de Versailles, riding GL events Dorai d’Aiguilly, illustrating the Group’s long-term commitment to athletes.

ESG priorities have continued to gain importance. The Saut Hermès is delivered within a demanding framework, notably aligned with ISO 20121. GL events supports data collection, the management of specific waste streams (including manure), the identification and reuse of materials and logistics optimisation. Across its proprietary events, the division prioritises reusable structures, manure composting (with energy recovery options under review), short supply chains for catering and the reduction of single-use plastics. At Equita Lyon, on-site sand storage significantly reduces transport requirements and the associated carbon footprint.

Animal welfare is also a key strategic focus. Building on the legacy of the Paris 2024 Olympic Games, a permanent animal welfare committee now supports the ongoing development of practices, with a Horse Welfare Coordinator, a recognised veterinary expert, present at each event. Their role is to assist officials, raise awareness among riders and contribute to the continued evolution of standards, beyond FEI regulatory requirements.

Supported by a team of around twenty dedicated professionals, combining long-standing expertise with a new generation of talent, GL events Equestrian Sport further strengthened in 2025 a model that brings together sporting excellence, operational discipline and responsibility.

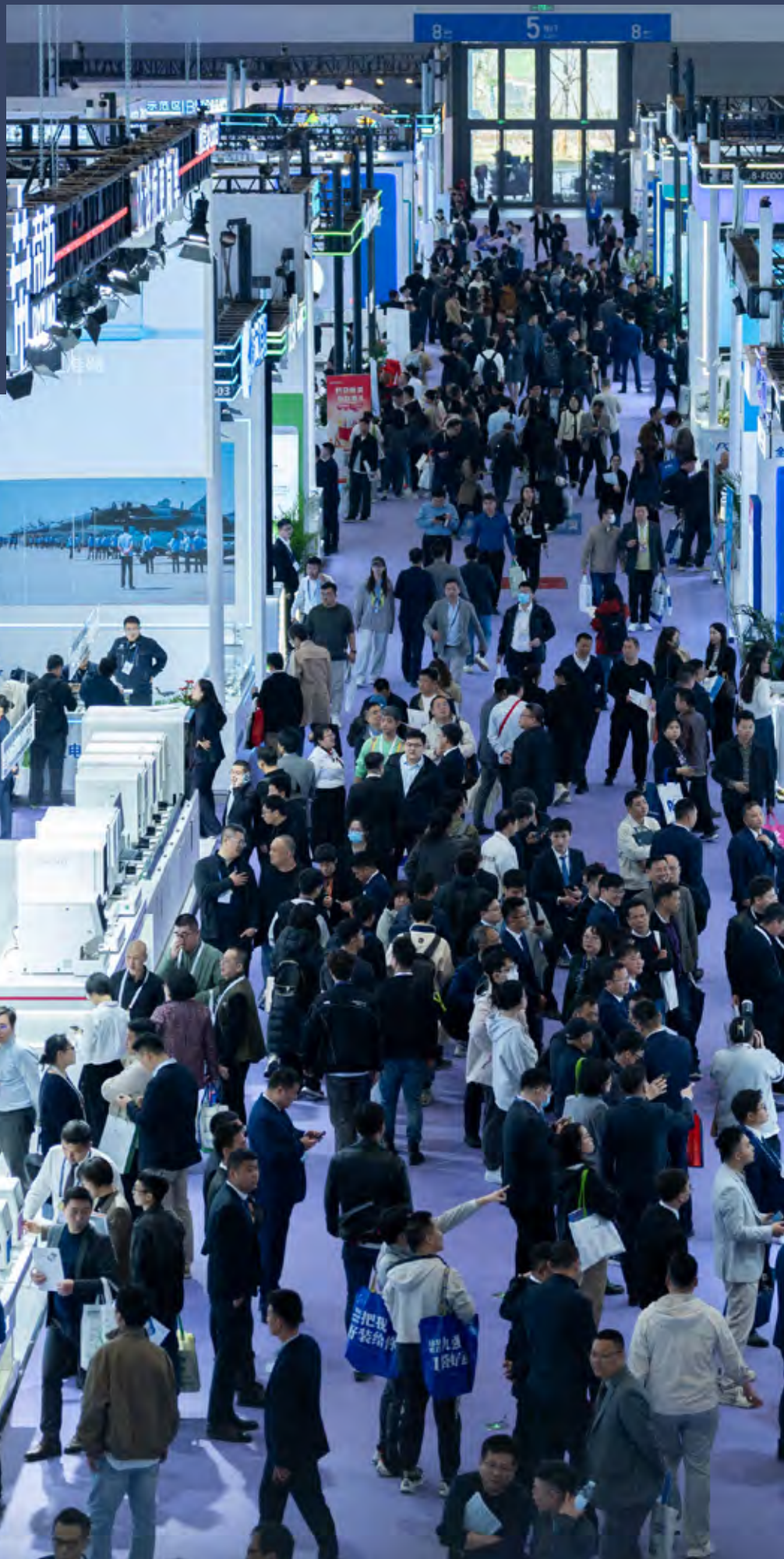






Asia

In 2025, the Asia region continued to expand in a shifting economic environment and increasingly demanding markets. The Group deploys an integrated model combining exhibition organisation, event solutions and venue management. This combination of expertise supports the development of key sectors such as healthcare, industry and the experience economy. Supported by experienced local teams and stronger coordination across the Group, the Asia region continues to play an important role in GL events' international strategy.



GL events Greater China



“In China, rapid growth has given way to a focus on quality, innovation and value.”

INÈS GINON
PRESIDENT, GL EVENTS GREATER CHINA

In 2025, GL events Greater China operated in a mixed environment, marked by slower growth in China and a more mature exhibition industry. In response to a maturing market and a more complex economic backdrop, GL events Greater China adapted its approach in 2025 with agility. It combined the consolidation and strengthening of existing activities with long-term strategic developments, including the acquisition of a new platform for the veterinary sector, the operational opening of the Beijing exhibition centre and the creation of an International Office. At the same time, teams prepared for the future by strengthening synergies across entities, supporting the professionalisation of the sector and expanding into cross-border projects.

A more demanding market environment and a more selective strategy

In 2025, China entered a phase of more moderate growth, requiring greater discipline, efficiency and selectivity. This shift is reflected in a more mature and competitive exhibition

market, where volume growth alone is no longer sufficient. In response, creating value through platform quality, service excellence and innovation in business models has become essential. In this context, GL events Greater China focused on stabilisation, organisational strengthening and targeted development.

New projects reflecting agility and close alignment with market needs

One of the year's key developments was the launch of a new event platform dedicated to the veterinary sector. Designed as an integrated annual offering rather than a simple sale of exhibition space, this initiative reflects the ambition of the China teams to position themselves in high-potential sectors, within an Asian veterinary market that is still taking shape and remains only lightly regulated. With the expansion of the companion animal market and the ongoing development of the livestock sector, driven by food safety, health and industrialisation challenges,





a platform designed to organise the market, facilitate knowledge sharing, provide training and showcase innovation is particularly relevant.

At the same time, the opening of the Beijing exhibition centre, despite very tight implementation timelines, confirmed the teams' operational capabilities and established the Group's presence in the Beijing services market.. This project reaffirms the Group's ability to partner with local public authorities on large-scale projects. While expanding the exhibition portfolio remains a key priority for the coming years, this first year of operation has delivered strong results and confirms the Group's expertise in venue management.

In Hong Kong, GL events Greater China faced increased competitive pressure. Teams strengthened the Group's positioning by diversifying its furniture and equipment offering with recycled products designed for reuse within a circular approach. This approach illustrates our commitment to a more responsible and sustainable approach to events, while offering a differentiated positioning in this market.

Building on the Chinese market to accelerate international development, the International Office – historically focused on marketing the Group's exhibition offering – is expanding its scope to deliver a more integrated and diversified offering, including the promotion of GL events' solutions and the positioning of the Group's destinations.

Regional expansion and targeted market positioning

At the same time, GL events Greater China established a presence beyond mainland China, particularly in Vietnam. During the year, the Group delivered services and advisory assignments on major events in a rapidly developing market. This mission is a testimony to the high level of confidence in the teams and creates opportunities to expand across the Group's full range of expertise, from event organisation and installation to venue management.

Strengthened synergies and collaboration to support growth ahead of 2026 opportunities

2025 was a demanding year for GL events Greater China, combining the strengthening of existing operations, organisational improvements and targeted development. The division's ability to navigate a complex environment and lay solid foundations for future growth reflects the strength of its teams. Throughout the year, synergies and collaboration were further strengthened, both within the Asia region and across the Group, notably through participation in a unifying seminar in France. 2026 is set to mark a clear acceleration, with a strong pipeline of projects and opportunities. Priorities will focus on consolidating new platforms in China, continuing development initiatives, particularly in Vietnam, and contributing to cross-border projects, notably in Japan. By confirming its role as a cornerstone of the Group's international strategy, the Asia region is well positioned to capture new growth opportunities across the region.

Japan



THOMAS QUEMIN
MANAGER OF GL EVENTS JAPAN

“In Japan, GL events is building the future of the events industry by turning the constraints of a complex market into growth opportunities.”

In Japan, faced with a marked demographic decline, pressure in the construction sector and a shortage of event venues, GL events Japan has reached a new milestone by securing flagship projects that contribute to the country's visibility. Activity in 2025 provided a significant platform for the Group, confirming its ability to establish a lasting presence in the market while introducing new solutions.

The economic and sector backdrop remains challenging. In particular, while construction demand is strong, capacity constraints are increasing.

Major national programmes are absorbing resources, putting pressure on costs and timelines in a highly regulated environment. These constraints were particularly evident in the run-up to the Osaka World Expo. Postponed after Dubai, with a compressed planning schedule, tight budgets and late participation from several countries, the event was also delivered within a strict Japanese regulatory framework.

In this context, GL events Japan acted as both a facilitator and a contractor. As one of the few international companies holding both architectural and construction licences, which are required to operate in these fields, including for temporary structures such as tents and grandstands, GL events Japan is uniquely positioned to deliver large-scale temporary construction projects.

The Osaka World Expo provided an opportunity to deploy proven temporary structures adapted to local standards. This expertise ensures rapid installation timelines and controlled environmental impact, enabling pavilion delivery within very short timeframes. The combination of event services and semi-permanent construction is becoming a key development area in a market where venue capacity remains limited and occupancy rates are high.

Across its three business divisions, the Group's operations are organised around Tokyo, Aichi-Nagoya and Osaka. 2025 also saw a significant reinforcement in staffing, with teams scaling up to nearly 170 people for pavilion operations. This talent base supports future projects,

including the Aichi-Nagoya Asian and Para Asian Games. In 2025, the Group rolled out the DBO (Design, Build, Operate) model and Venue Operations Services, building on the momentum generated by the World Expo. This builds on the Group's site management capabilities through the operation of Aichi Sky Expo, as well as its exhibition organising expertise with Tranoi Tokyo.

As in other regions, GL events develops its activity through local partners and suppliers, supported by established relationships with public authorities and local stakeholders. GL events Japan maintains strong working relationships with the Ministry of Economy, Trade and Industry, the Osaka and Nagoya prefectures, and leading architecture and construction firms such as Nikken Sekkei and Nishio Rent All. These partners are now supporting the Group on future semi-permanent construction projects.

While 2025 presented significant challenges in a demanding cultural and regulatory environment, it enabled the Group to set a long-term direction, strengthen its local expertise and lay the groundwork for the legacy of the Aichi-Nagoya Asian and Para Asian Games in its development in Japan.







host manage

GL events Venues

An international
network of
60 event venues

A diversified international network

- 60 venues worldwide.
- A broad range of venues: convention centres, exhibition centres, event spaces, concert halls, arenas and stadiums.
- Presence in leading business tourism destinations.

A comprehensive and responsible service offering

- A consistent service offering and quality across all venues: reception, audiovisual, furniture and catering services.
- Reliable facilities and compliance with health, safety and data protection requirements.
- A responsible approach to event management, from venue operations to event delivery.

A driver of regional development

- Partner to local authorities, institutions and communities.
- Direct contribution to local economies.
- A contributor to local employment, cultural activity and economic vitality.

develop attract



60
venues under management*

€514.1M
in revenue

28
destinations

+4,380
events hosted

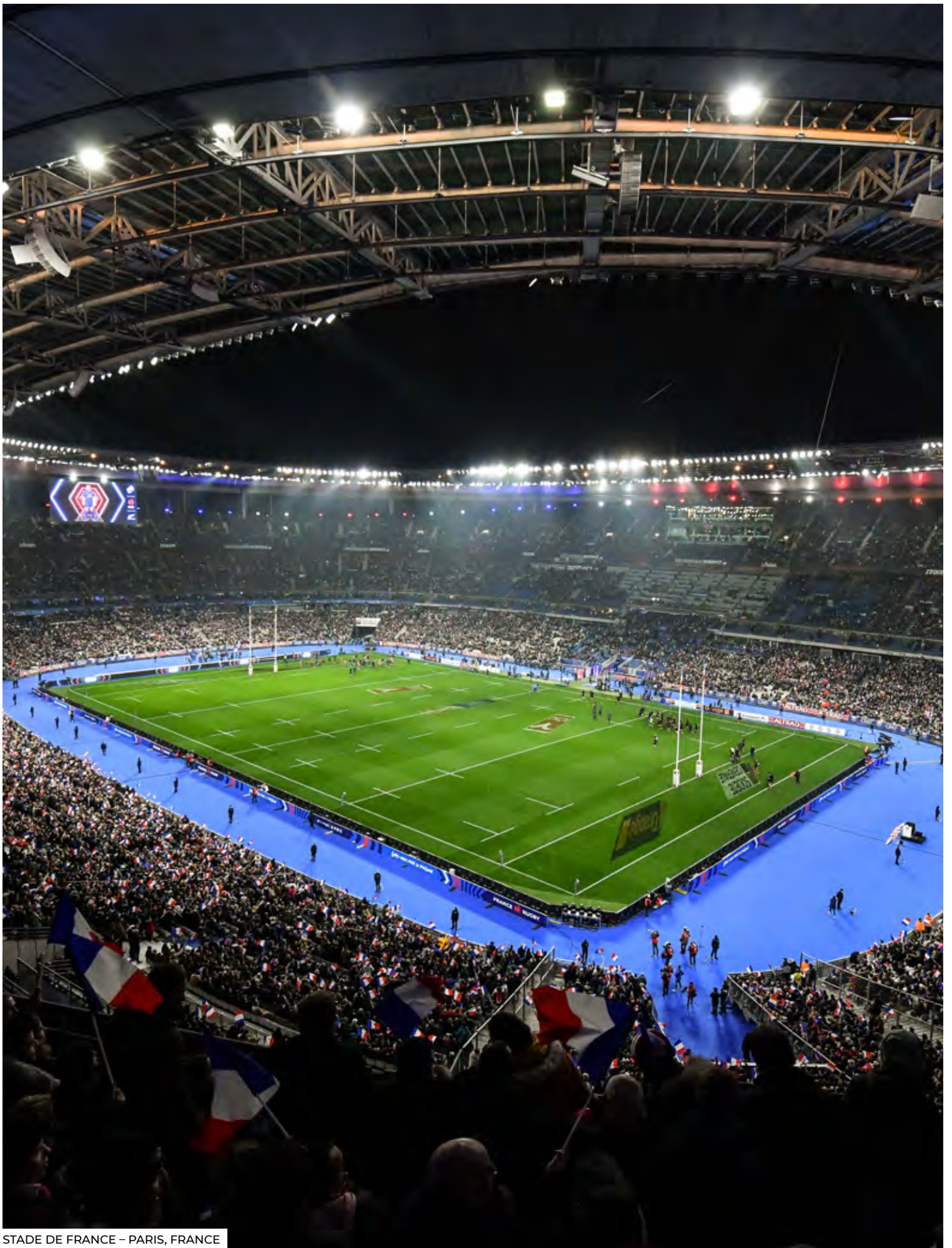
1,525
employees

117
exhibitions & events
organised

2.4M
sqm of public space

80%
of electricity consumption
sourced from renewable
energy, and **4,276 MWh** of
renewable electricity generated
at Eurexpo and Aichi

* March 2026 figures



STADE DE FRANCE – PARIS, FRANCE



CHRISTOPHE CIZERON
MANAGING DIRECTOR,
GL EVENTS VENUES



DANIEL CHAPIRO
DEPUTY MANAGING DIRECTOR
OF GL EVENTS VENUES



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

“2025 marked a turning point for the Venues division, as expansion, integration and operating performance demonstrate the strength of a mature business model and its growing international reach.”

2025 was a particularly busy year for the Venues division, driven by faster development, the successful integration of new sites and a clear improvement in operating performance. Despite an unstable economic and geopolitical environment, these results confirm the strength of the division's business model and its ability to execute its strategy while maintaining high operational standards and strong team engagement. The year combined external growth, the integration of major sites and targeted organisational initiatives, reflecting the division's leadership priorities and a controlled expansion plan.

An expanded network across four continents

Seven new sites were added to the network across four continents during the year. Parc Chanot in Marseille, Capital International Exhibition & Convention Center (CIECC) in Beijing, Guangzhou Expo Center in Guangzhou, the Abidjan Exhibition Centre, Espacio Riesco in Santiago, Chile, and Stade de France strengthened an already broad and diversified network. The integration of these sites,

often completed within tight timeframes and complex environments, demonstrates the division's ability to take on large-scale venues while maintaining high operating standards.

This performance reflects the progressive development of standardised integration methods. Processes have been standardised across key areas, enabling faster onboarding of teams, quicker performance ramp-up and seamless alignment within the international network. The ability of local teams to adopt the Group's model and operating standards remains a key success factor, both operationally and financially.

In 2025, the integration of Stade de France provides a clear example. This project expanded the division's presence in sport and entertainment, with a dense calendar combining major sporting events and concerts. In addition to its financial performance, the project required rapid execution

and strong coordination. Within a few months, teams took over operations, adapted organisational structures, secured delivery and aligned employees with the Group's standards and values.

The Venues division's ability to adapt is a core strength. It applies both to major international summits, such as the G20 in South Africa or the NATO Summit at the World Forum in The Hague, and to cultural, sporting and consumer events. In some cases, a single event represented the equivalent of several years of activity, showing the ability of sites to scale up to meet exceptional requirements.

Beyond volume growth, 2025 confirms the division's ability to manage complex operations through established integration processes across financial, operational and human dimensions. The objective is not only to expand the network but to bring each site quickly to a sustainable level of performance, strengthen its market position and ensure alignment with the Group's integrated model.

Managing complex operations and delivering a high-quality customer experience remain central to this performance.

The award of the Stade de France concession is the key event of the year. The Group prepared this project over several years, bringing together legal, financial, technical and communication expertise in a highly coordinated process. This work enabled the Group to present a value-creating proposal to the French State, based on an active site programme, stronger integration with its local ecosystem and an enhanced governance framework. The different negotiation phases, together with legal challenges from the incumbent operator, further validated the strength of the project and confirmed the Group's ability to manage large-scale national projects in a complex institutional environment.

Internationally, the strategy remains focused on major economic and political capitals, particularly in Europe, where opportunities were actively pursued in 2025. Even when opportunities do not materialise, the work carried out strengthens relationships and improves market understanding, supporting future development.

The opening of the Abidjan Exhibition Centre marks an important step. The agreement with the Ivorian State provides access to a new market with strong growth potential and reflects a forward-looking approach to regional economic trends and the development of the African continent.

Growth also relies on the performance of existing sites, which support local economies through consistently high operating standards. In 2025, teams continued to improve the experience for visitors and exhibitors by enhancing hospitality, services, back-office operations and reception. Food and beverage offerings continued to evolve, as did audiovisual systems and event IT solutions, with increased digitalisation, particularly in ticketing. These developments strengthen site attractiveness and respond to increasingly diverse audiences.

A long-term approach and sustainable transformation

The Venues division is upgrading its assets with a focus on long-term sustainability. Energy, environmental and social considerations are fully integrated into operating and renovation projects. Parc Chanot in Marseille illustrates this approach, with ongoing works that upgrade the commercial offering, reduce environmental impact and improve the site's positioning with local authorities and the public. Less than a year after launch, the first results are already visible.

This approach is supported by medium- and long-term planning, with site-level roadmaps and an updated "Vision 2050" for the division. The objective is clear: expand presence in major cities and strategic destinations while remaining able to adapt quickly to changes in markets, event formats and institutional requirements. Geographic diversification and a broad mix of site types and activities are key drivers of resilience and growth.

The size of the network now supports integrated offers for organisers and partners, including multi-site touring formats, cross-site partnerships and broader sponsorship programmes. This expansion requires organisational adjustments, including new business lines and closer coordination between sites.

People remain central to this strategy. The Venues division was significantly affected during the COVID-19 pandemic, with many site closures. Three years later, the recovery is strong. This performance is driven by teams from diverse backgrounds, supported through training and aligned around a shared project. Human resources, training and local management play a key role.

Through a diversified programme, the Venues division continues to increase activity across its sites. Exhibitions, conferences, corporate events, cultural events, immersive



EXHIBITION CENTRE – ABIDJAN, CÔTE D'IVOIRE

experiences and consumer events are now hosted within the same venues. La Sucrière was an early example of this multi-use model, now extended to other sites across the network.

With more than 4,000 events hosted each year and over 20 million attendees, the Venues division confirms its role in supporting the attractiveness of local regions.

At the end of 2025, the division enters the next phase with clear priorities: continue international expansion, strengthen internal synergies, improve operating performance and develop sites as active, responsible and accessible

destinations. The Venues division combines geographic expansion, the ability to manage complex institutional projects and the ongoing development of its offering, while reinforcing its operational foundations. This positions the division for the next stage of growth in an increasingly competitive international environment.

Indochine tour

2025

The GL events Venues network hosted several concerts from the Indochine tour at its large concert halls and multipurpose arenas.







PIERRE ARVIS
GENERAL MANAGER
MARSEILLE CHANOT

The first full year of operations at Parc Chanot under a three-year public service concession delivered on the Group's commitments from the outset. The relatively short duration of the concession, combined with demanding specifications, places the site in a test phase. The objective is clear: deliver on commitments, relaunch the site and, together with the City, prepare the next stage of longer-term development.

Priority was given to upgrading the site and opening it up to the public. Across the 17-hectare city-centre site, a 20,000 sqm depaving programme has been launched in line with commitments. Initial areas, particularly around the Palais des Arts, have been landscaped and redesigned with new public amenities. The impact is already visible: local residents and schools are beginning to use the space, and the site is starting to function as a public venue outside event days. The second phase, focused on the central area of the site, was launched on schedule. It will extend these outdoor areas, add leisure facilities and increase access to the site outside event periods.

These developments also enhance the site's attractiveness. In Marseille, the ability to use outdoor spaces for much of the year is a clear advantage. Providing congress participants and visitors with high-quality outdoor areas suited to breaks and informal meetings has become a tangible commercial asset. The investment programme is on track and optimised: savings generated will fund upgrades to the Palais des Congrès auditorium, particularly seating, improving overall visitor comfort.

Commercially, 2025 delivered measurable results. The Marseille International Fair, representing nearly one-third of the site's activity, recorded a 15% increase in attendance to around 260,000 attendees, despite a challenging environment for traditional fairs. More than 1,000 exhibitors took part, with strong support from local economic stakeholders.

The site also hosted the national final of WorldSkills over three days. Nearly 10,000 young participants and accompanying visitors attended, demonstrating the site's ability to handle large volumes, deliver complex technical setups and stage two major events back-to-back within tight timelines, immediately after the Fair. Positive feedback from the organiser confirms the effectiveness of an integrated model, allowing seamless management of both spaces and services.

At the same time, work continued to strengthen the site's future appeal, including preparation for major upcoming events and the use of the Group's international network to attract new conferences.

“A first year marked by rapid delivery and strong local integration.”

In 2025, the site also deepened its engagement with the wider Marseille ecosystem. Close cooperation was established with the convention bureau, the tourism office, regional development agencies and local businesses. The shared objective is to strengthen Marseille's position as an event destination.

From an organisational perspective, a more cross-functional management approach has been introduced, encouraging closer collaboration between Parc Chanot teams and other sites within the Venues network. The appointment of a Deputy General Manager in charge of hosted events in charge of hosted events has strengthened both commercial and operational execution.

The site's local engagement is reflected in the long-term presence of the Agency for Education through Sport (APPELS) at the Palais des Arts, providing a permanent base for its youth programmes. Ongoing dialogue with local neighbourhood associations also helps balance event activity with quality of life in the city centre.

After this first year, Parc Chanot has demonstrated its ability to meet the requirements of a demanding public service concession, deliver tangible upgrades and play a lasting role in the development of the Marseille destination.

Marseille International Fair

26 SEPTEMBER TO 6 OCTOBER

The Marseille International Fair marked its 100th anniversary, bringing together exhibitors and the public through a programme combining commercial and entertainment activities. It remains a key event within the region, at the heart of local economic and social life.



WSAVA Congress

25 TO 27 SEPTEMBER

Riocentro hosted the WSAVA World Congress, bringing together 3,000 international participants. This event confirms the venue's position in the international scientific congress market.



MIDEM

29 TO 31 JANUARY

As a partner of MIDEM in Cannes, GL events Venues leveraged its network in the service of the international music industry. The event highlights the ability of the network's venues to accommodate hybrid formats combining networking, conferences and immersive experiences, supporting the Group's expansion into high-value cultural events.

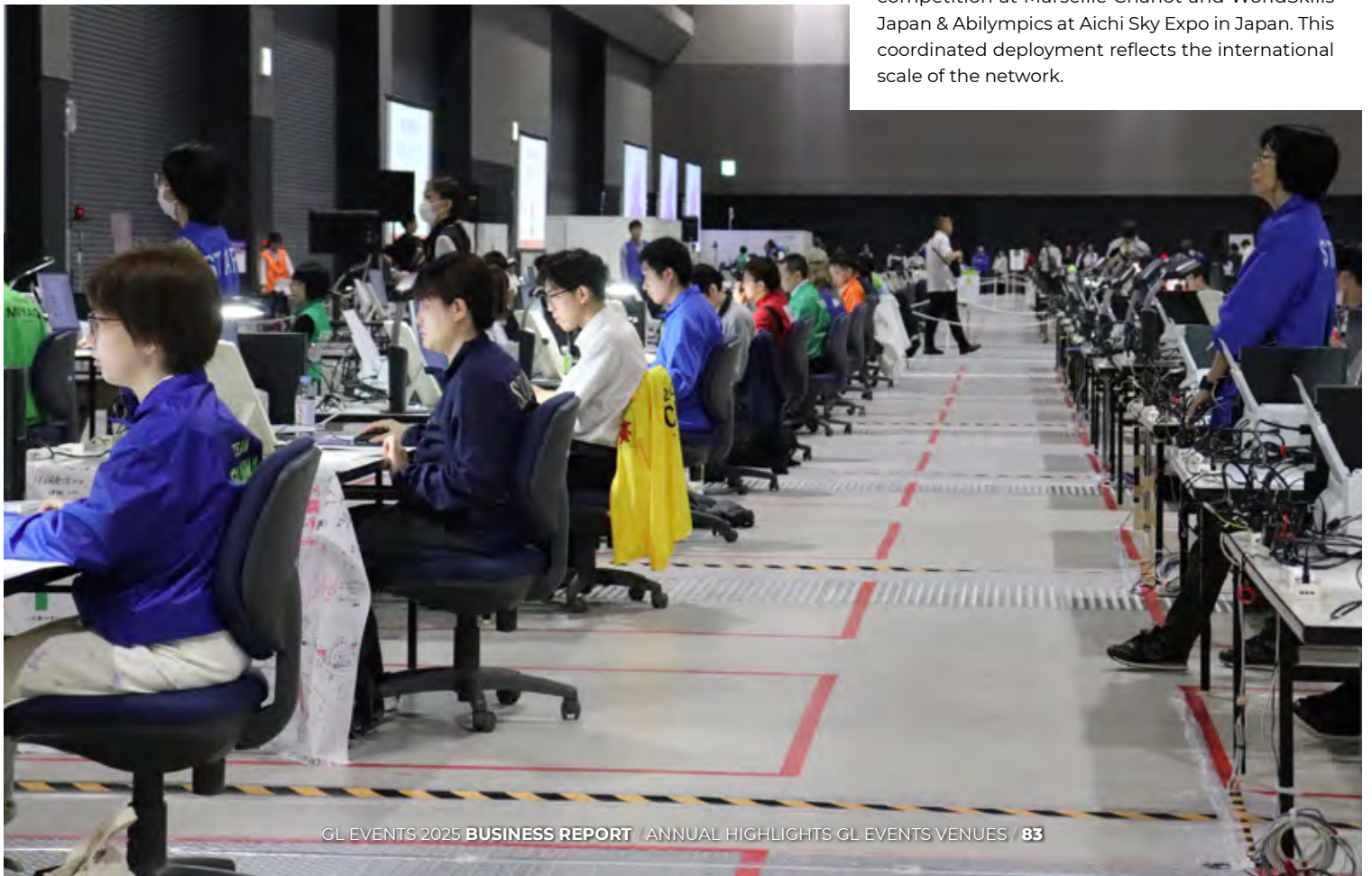




WorldSkills & Abilympics

16 TO 18 OCTOBER

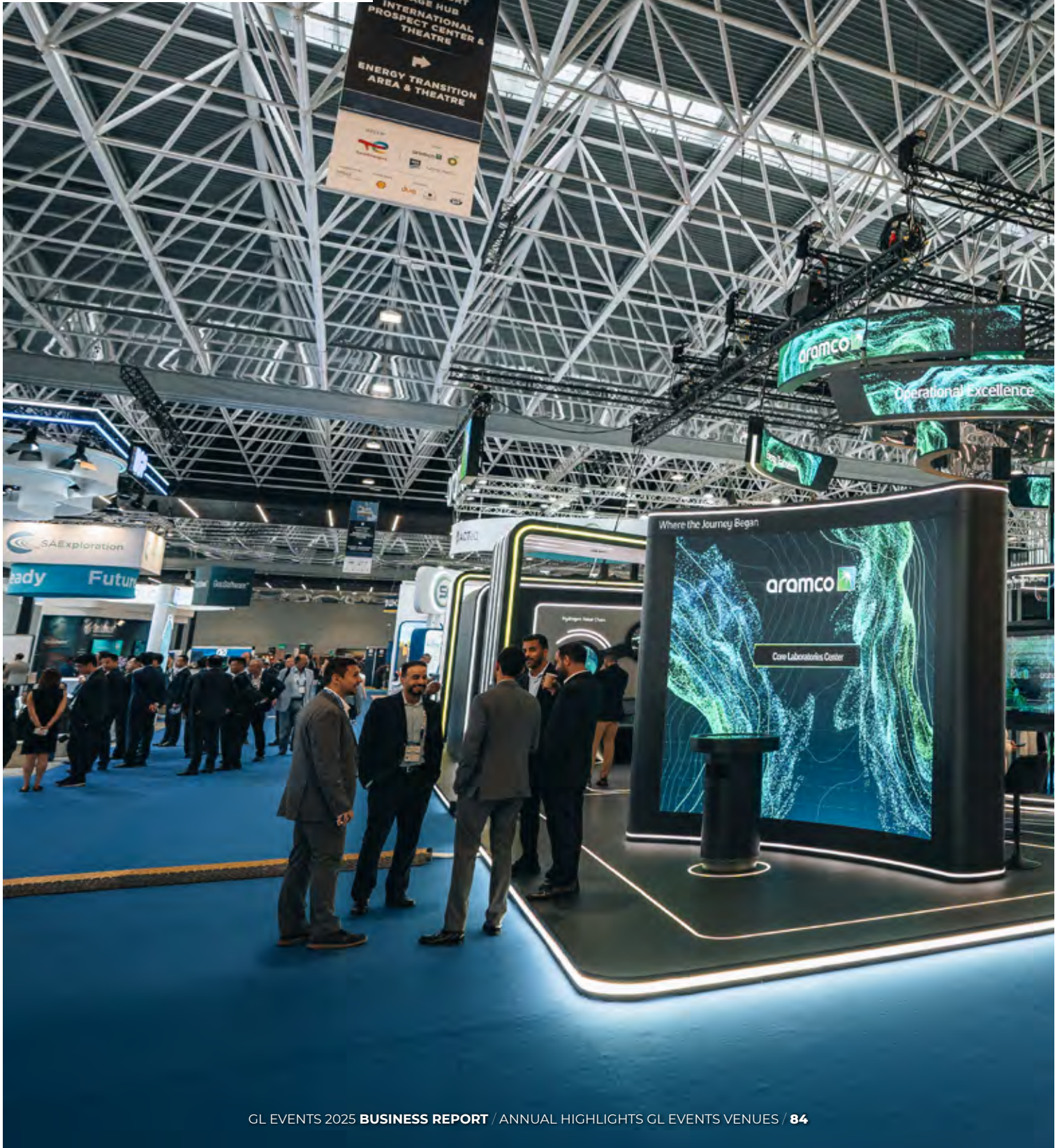
In October 2025, GL events Venues hosted simultaneously the 48th WorldSkills national competition at Marseille Chanot and WorldSkills Japan & Abilympics at Aichi Sky Expo in Japan. This coordinated deployment reflects the international scale of the network.



EAGE Annual Conference & Exhibition

2 TO 5 JUNE

The MEETT hosted the annual congress of the European Association of Geoscientists and Engineers, bringing together 5,500 participants and 170 exhibitors. Conferences, workshops and the exhibition shaped this international gathering, supported by seamless organisation and high technical standards.



Guide Michelin Ceremony

31 MARCH

Metz Congrès hosted the 2025 Michelin Guide Ceremony, awarding 78 new Michelin-starred restaurants and celebrating France's leading chefs. The event raised the venue's profile nationally.



GUIDE MICHELIN CÉRÉMONIE 2025 FRANCE

INFR

#MIC





SYLVAIN DOUCE
GENERAL MANAGER
DESTINATION LYON

“In 2025, the Lyon destination maintained strong activity levels and confirmed the position of its venues within the French and European events landscape.”

Supported by the combined strengths of Eurexpo Lyon, the Lyon Convention Centre, La Sucrière and Matmut Stadium, the Lyon offering continues to accommodate a wide range of formats and increasingly demanding events. In a competitive market, this mix of venues and event formats, combined with strong local roots and consistent operational standards, supports the destination's continued development.

The performance reflects this momentum. The Lyon venues hosted major events. At Eurexpo Lyon, large-scale trade shows included Global

Industrie, Pollutec, Longines Equita Lyon, Solutrans and SIRHA Lyon.

The Lyon Convention Centre hosted leading events such as the French Society of Cardiology Congress, Patrimonia and the Francophone Nutrition Days.

The venues also hosted corporate events attracting a broad audience, alongside public events such as the Lyon International Fair, the Lyon Motor Show and the Salon du Randonneur.

La Sucrière continued to operate a hybrid model, spanning cultural programming, exhibitions and corporate events, while Matmut Stadium expanded its event activity beyond match days. This diversity of programming, across international conferences, exhibitions, corporate events and large consumer fairs, supports a balanced level of activity throughout the year.

The combined strengths and resources of the four venues remain a key advantage. Managed in a coordinated manner, these sites offer flexible capacity suited to a wide range of audience sizes and complex event formats. This approach improves the clarity of the Lyon offering for organisers.

2025 combined sustained activity levels with consistently high operational standards. Teams focused on improving attendee flows, ensuring technical reliability, upgrading service levels and increasing the destination's appeal to innovative sectors, particularly high-value scientific conferences. 2025 also saw an important milestone for Eurexpo Lyon, with preparation for its extension project, designed to support the growth of exhibitions and strengthen the site's competitiveness against international standards.

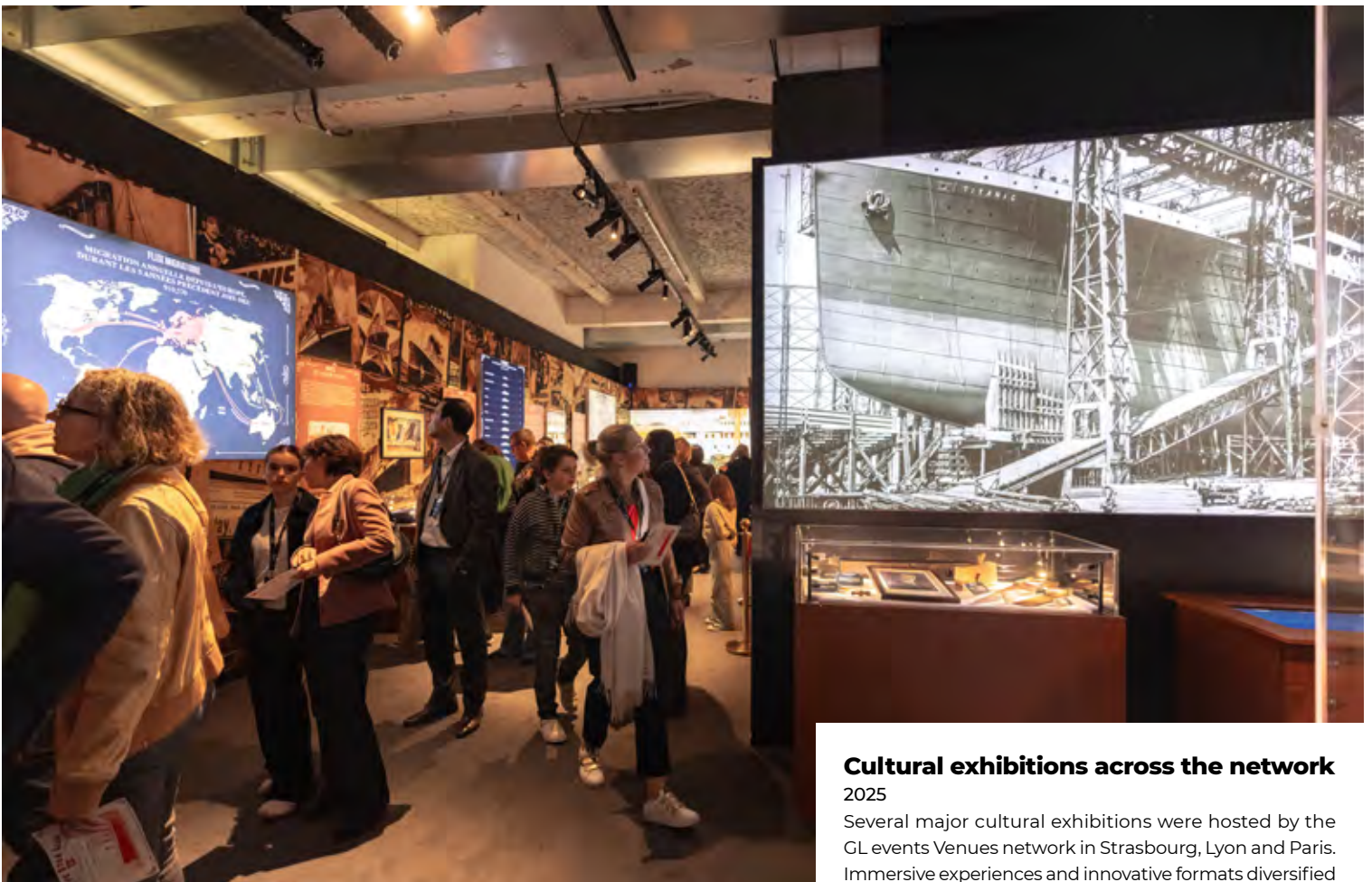
This progress is supported in particular by on-site infrastructure such as the photovoltaic park at Eurexpo Lyon and the waste management facility at the Lyon Convention Centre. These installations help improve energy performance and optimise waste management during events.

At the same time, both sites continued their commitment to ISO 20121 certification, dedicated to the responsible management of event activities.

To support these developments and further upgrade their offering, the Lyon venues rely on investment programmes and innovation initiatives carried out in partnership with local authorities, institutional stakeholders and the regional events ecosystem.

From a human resources perspective, 2025 confirmed the resilience of the teams, supported by more stable organisations, stronger skills and greater staff versatility, enabling them to manage a dense schedule while maintaining a high level of service. This approach is supported by increased focus on the employee experience, reflected in the award of the Great Place To Work® France 2025 certification.

At year-end, the Lyon destination is ready to pursue its long-term development with clear priorities focused on strengthening the economic impact of hosted conferences, attracting major events for regional sectors and further enhancing its appeal at the European level.

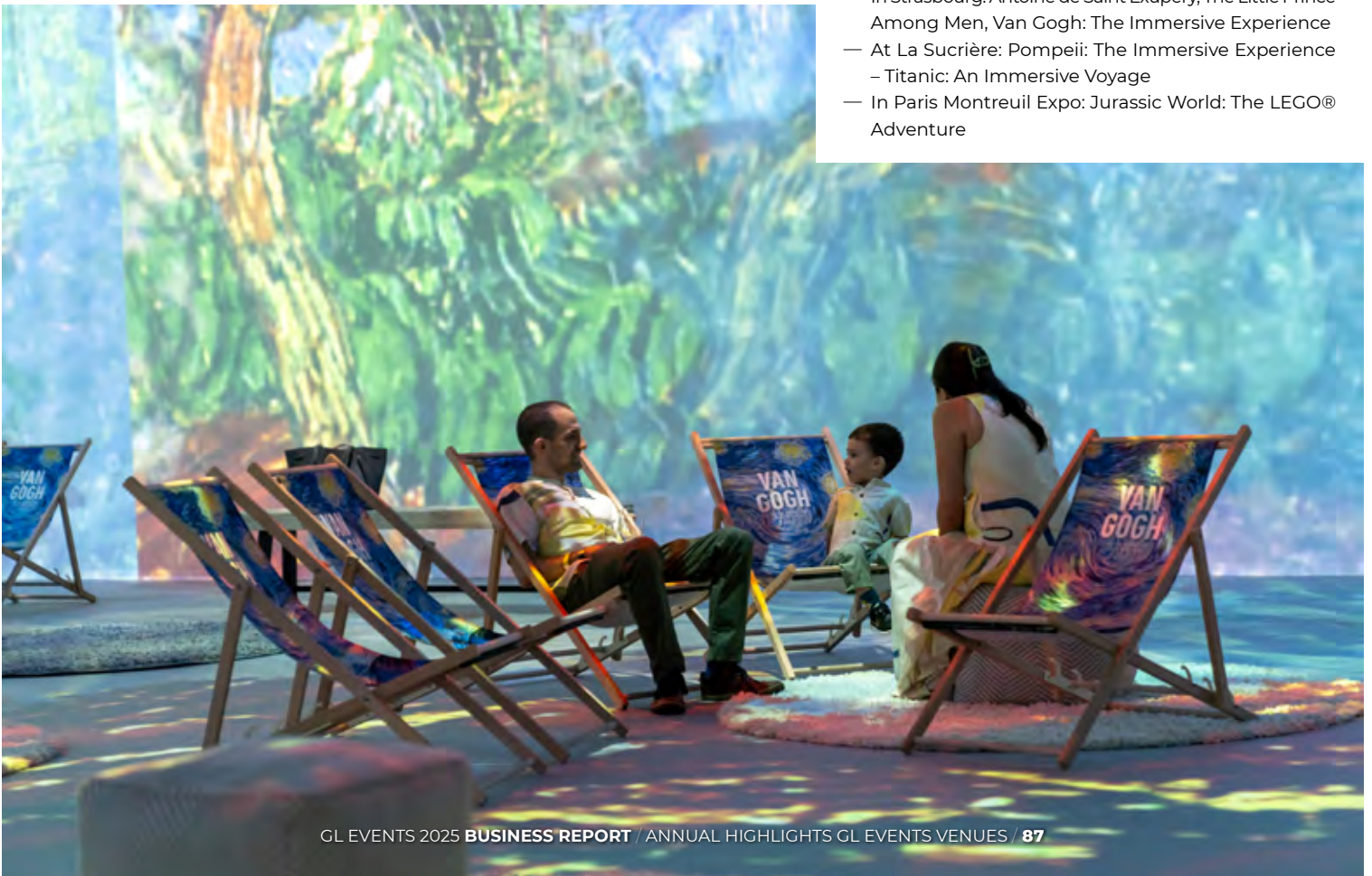


Cultural exhibitions across the network

2025

Several major cultural exhibitions were hosted by the GL events Venues network in Strasbourg, Lyon and Paris. Immersive experiences and innovative formats diversified venue usage and expanded audiences.

- In Strasbourg: Antoine de Saint Exupéry, The Little Prince Among Men, Van Gogh: The Immersive Experience
- At La Scurière: Pompeii: The Immersive Experience
- Titanic: An Immersive Voyage
- In Paris Montreuil Expo: Jurassic World: The LEGO® Adventure



NATO Summit

24 TO 25 JUNE

The World Forum in The Hague hosted the NATO Summit, bringing together heads of state and international delegations. This event highlights the venue's role in hosting major diplomatic and institutional gatherings.





G20 Summit

22 TO 23 NOVEMBER

The Johannesburg Expo Centre hosted the G20 Summit, bringing together leaders of the world's major economies. A key event on the international diplomatic calendar.



Clermont Feira

21 TO 25 MAY

Clermont Auvergne events relaunched the Clermont Fair under the Clermont Feira format, bringing together more than 400 exhibitors and 27,000 attendees. Strongly rooted in its region, the event highlighted local stakeholders and revitalised a historic gathering that supports the local economy.





PAUL SÉCHAUD
GENERAL MANAGER,
ORLÉANS EVENTS

“Operational agility is central to the success of a multi-venue model such as the Orléans Arena, which is home to a resident club. From sports to live entertainment, an efficient operating model enhances the destination’s appeal.”

In 2025, local authorities continued to invest in sport and entertainment, while new venues intensified competition. The priority was clear: strengthen operations across a dense multi-venue setup while reinforcing the Arena’s role as a driver of local attractiveness and economic activity.

The distinguishing feature of Orléans is that the Arena hosts a resident basketball club. This shapes the day-to-day operation of the site: offices, locker rooms, training facilities, medical staff and press areas are fully integrated. The objective is to provide optimal conditions so the club can focus on sporting performance and business development.

In practice, this requires complex operational setups. Hosting a basketball game, a live show and then a handball match in succession requires rapid reconfiguration: different courts depending on the competition, adjustable seating, stage installation and dismantling, and lighting and video systems reconfigured for each event. This operational agility has become a defining feature of the model. It relies on experienced teams able to meet and anticipate demanding operational requirements.

In 2023-2024, activity benefited from the novelty effect and a strong calendar of international competitions. In 2025, activity returned to more typical levels, with fewer international events, increased competition between venues and greater competition to secure certain matches. This was offset by a stronger live entertainment programme and higher related revenues.

A clear example is the Indochine tour, with six sold-out dates, confirming the venue’s ability to host major productions.

At the same time, the focus was on developing hospitality offerings in line with the venue’s standards: 28 boxes, 6 lounges and nearly 500 VIP seats. This expansion is supported by turnkey offers for corporate clients and careful use of space to support corporate events, public relations and the spectator experience.

The Orléans model is based on close cooperation with local public stakeholders. Strategy is developed jointly, with active monitoring of opportunities, mobilisation of networks and financial support when federations require specific hosting conditions. This coordination is a key factor in attracting events and maximising local economic impact.

In 2025, operational coordination within the network also strengthened, particularly in hospitality and ticketing. The objective is clear: share best practices, accelerate collective learning and strengthen operating models across each site.

Stade de France®

5 AUGUST

Stade de France® joined the GL events Venues network under a 30-year concession, strengthening the Group's portfolio of major infrastructure assets. Concerts and sporting events marked the first weeks of operations, launching a new chapter in the development of this iconic venue.







SQUARE - BRUSSELS, BELGIUM

Belgium



ARIANE DEGUELLE
GENERAL MANAGER,
GL EVENTS BELGIUM

In a demanding economic and institutional environment, marked by strong competitive pressure and increasing concentration among major clients, one positive trend stood out: the ability of the Belgian teams to export their expertise and operate beyond their domestic market, serving both institutional clients and internal Group projects.

This outward reach was reflected in several international assignments. GL events Belgium teams contributed significantly to the overlay for the NATO Summit in The Hague, demonstrating their ability to operate in different environments under high standards and tight timelines. In the same spirit, Live.eu continued to expand its activities beyond national borders, supporting events and installations in Africa

and Latin America and confirming its ability to adapt to varied, often complex environments while maintaining high standards of quality and reliability.

“The ability to export our expertise has become a key driver of performance.”

In addition to these missions, collaboration across the Group strengthened, with greater mobility of skills. Projects were carried out with the World Forum, as well as with other locations such as Pretoria and Cape Town in South Africa, and with teams historically based in Reims, supporting projects led by European institutions. The ability to bring together complementary expertise as needed is a clear driver of performance and differentiation: the Belgian offering is no longer limited to a local scope but is integrated into a broader network, increasing its impact.

In Belgium, a key priority was to consolidate large-scale events, particularly at Square-Brussels.

In a venue with limited capacity, growth depends on operational excellence and the ability to host demanding formats, including events of around 3,000 participants, often institutional, with significant logistical requirements and high service expectations. Several major events were secured or renewed, reflecting sustained efforts in client retention, organisation and service quality.

Another key development was the evolution of the European framework contract market. Against a backdrop of increasing concentration in institutional tenders, GL events Belgium positioned itself on major programmes, demonstrating its ability to manage significant volumes and operate within complex structures, in close coordination with the Group's expertise.

This momentum was supported, from 2025 onwards, by work to strengthen and develop activities. The launch of an upgrade programme for spaces at Square-Brussels, stronger partnerships with neighbouring stakeholders and continued expansion of Belgian expertise abroad have laid the foundations for more integrated development. GL events Belgium thus has a clear positioning: a strong local presence combined with an enhanced ability to contribute to international projects, serving both institutional clients and the Group's development objectives.

United Kingdom



SCOTT JAMESON
CEO, GL EVENTS UK

"2025 presented its fair share of challenges across the seven business units within GL events UK, thanks to challenging economic conditions, aggressive competition and caution in some areas of our market."

But, despite this, we have targeted business development as never before, cultivating long term relationships as partners in a consultative client relationship. The skills and services we offer our clients shine through in impeccable design and project visualisation, a cast iron approach to health, safety

and integrated management, and strategic initiatives in sustainability and social value which are tangible and offer our clients real benefits in achieving their own objectives.

Our Temporary Structures & Seating teams consolidated their portfolios winning some notable new projects – we delivered giant structures for Lapland UK's latest immersive experience near Manchester and beat Losberger De Boer to an additional multi-deck structure at RHS Chelsea Flower Show thanks to our innovative design and stunning interior fit out. 2026 sees a new long-term installation at Silverstone in the shape of 16,000-seater grandstand nicknamed "Lando Stand" after McLaren's iconic driver, Lando Norris, while the Seating team has also secured a further 5-year contract delivering grandstand seating for The R&A at The Open Championships.

Still on temporary installations, Field and Lawn have taken Placemaking to new levels in Bath and our delivery of some stunning structures for Orkney Island Games, Southport Flower Show, and the Royal Garden Party at Holyrood House in Edinburgh. Temporary power provider, Flow strengthened their hold in the festivals market, delivering at TRNSMT, Lost Village and Glasgow Summer Sessions as well as a stunning Christmas lighting trail in Heaton Park, Manchester. And furniture provider, Xpect delivered to over 500 shows and exhibitions in the UK and further afield, including In-Cosmetics in Paris, and Cisco in Amsterdam.

Our industrial business units, Spaciotempo and Aganto completed some significant projects in 2025 and hit the ground running in 2026 with strong pipelines, with confirmed orders for some leading UK blue chips, including Rolls Royce and Balfour Beatty with whom we are partnering on a £2.8million installation for Net Zero Teesside.

Finally, our Stadia team has delivered safe standing projects for many clubs including Manchester Utd, Wrexham AFC, Liverpool FC and Newcastle Utd, and has completed Phase 2 of our work at Aston Villa FC, remodelling many parts of the stadium for increased capacity and improved spectator experience.

All our projects delivered in 2025 have been characterised by teams and services working together to showcase the very best of GL events and all our brands in the UK. And while we have no doubt that 2026 will be another challenging year, our tenacity and collaboration will ensure we are up to the challenge. By working together, working smarter and leveraging these strengths, we can offer our clients a truly unique service which will see us succeed and grow into next year and beyond.



Hungary, Italy



GABOR GANCZER
CEO, HUNGEXPO & LINGOTTO
FIERE

“2025 confirms the growing momentum of the Group’s activities in Central and Southern Europe, with Budapest and Turin following two complementary trajectories. Operating in distinct economic and political contexts, the two sites highlight the adaptability and scalability of the GL events model.”

Hungary: a record year driven by the strategic diversification of Hungexpo

In Budapest, 2025 ended on a record note. Hungexpo reached its highest revenue to date and now employs more than 110 people, reflecting sustained growth and the strengthening of local capabilities. Behind this strong overall performance, however, the situation remains more nuanced. Events we organize continue to be exposed to the Hungarian economic environment, which has been particularly challenging in sectors such as agriculture, construction and industry. These difficulties affected some of the exhibitions we run.

This trend was offset by strong growth in hosted events and, above all, by the spectacular development of the studio business. Launched during the pandemic, the Movie Studio has become a key pillar of the site’s development. In 2025, it hosted several major international productions. Although some contracts remain confidential, these projects are positioning Budapest as a hybrid platform capable of accommodating exhibitions, conferences and major audiovisual productions. This diversification makes the model more resilient to sector-specific economic cycles.

Hungexpo also reached an important milestone on the environmental front. Since 2025, the site has been operating entirely on green energy. Exhibitors now contribute to a dedicated sustainability charge that helps finance part of the environmental initiatives implemented on the site.

Waste sorting has also been rolled out across all hosted events and is now mandatory, including for audiovisual productions. These measures entail additional costs, but they reflect a growing environmental commitment in line with the Group’s objectives.

Behind this strong momentum is a highly experienced and committed Hungarian team. To keep pace with developments in the industry, the teams benefit from a training programme designed to support the adoption of new technologies, improve working practices and foster professional development within the company.

Turin: a year of acceleration and confirmed recovery for Lingotto Fiere

In Turin, 2025 confirmed the strong momentum underway. Since GL events took over Lingotto Fiere, activity has nearly doubled, bringing the venue significantly closer to break-even. This progress validates the strategic choices made and marks an important turning point in the site’s recovery, even as it continues to seek stronger support from public authorities.

Commercial development has been driven both by the increase in hosted events and by the launch of the Lingotto Studios project, inspired by the Hungarian experience. In 2025, the filming of an international series in Turin opened up a new source of growth for the venue.



At the same time, a major investment programme was launched, focusing primarily on infrastructure safety and regulatory compliance. Further upgrades to the venue's look and design are still to come though will depend on the continuation of economic growth.

Another notable development in 2025 was the evolution of institutional relations. After an initially tense period, dialogue with

the City and local authorities has strengthened considerably. The venue is now recognised as a key driver of Turin's economic activity. The Group's involvement in the Milan Cortina Olympic and Paralympic Games further strengthened this recognition and positioned GL events as a strategic partner on major international projects. This visibility reinforces Lingotto's role within the local ecosystem and opens up opportunities for future developments.

Finally, in Turin, internal organisation was also a priority. The introduction of smart working and the renewal of equipment reflect a clear commitment to improving working conditions and building lasting performance.

Netherlands



MICHEL MIDDENDORF
GENERAL MANAGER,
WORLD FORUM THE HAGUE

A summit driving long-term growth

Hosting the NATO Summit marked a turning point for the World Forum The Hague and, more broadly, for GL events in the Netherlands. In a city already known as the international city of peace and justice, the event confirmed the relevance of a positioning built over many years around international organisations, legal institutions, NGOs and cybersecurity companies.

Beyond its diplomatic dimension, the Summit was the largest project ever delivered by the World Forum. It clearly demonstrated the venue's ability to operate at the level of excellence required for the world's leading international gatherings. This achievement reflects both the strong mobilisation of the local teams and the support of the GL events Group.

Expertise from across the Group was brought together for the project. GL events Live teams in Belgium handled a large share of the finishing and installation work, while GL events Audiovisual & Power in France managed a particularly complex electrical distribution system. The Group's cybersecurity specialists supported the digital preparation of the event, a critical issue for a summit of this nature. Compliance and finance teams also provided a strong methodological framework and enhanced oversight for a project of unprecedented scale for the venue. The ability to mobilise international resources so quickly proved decisive in ensuring both security and operational efficiency. It also strengthened the sense among local teams of belonging to a structured organisation capable of supporting

every critical aspect of an event of this scale. It also strengthened the sense among local teams of belonging to a structured organisation capable of supporting every critical aspect of an event of this scale.

Tangible long-term benefits for the city and the venue

The impact of the Summit extends well beyond the event itself. From an infrastructure perspective, the installation of 7,000 sqm of temporary structures provided the opportunity to create a new electrical line. Completed in just eight months, an exceptional timeframe for this type of infrastructure, the connection now makes it possible to avoid the use of generators for major future events. This investment provides long-term benefits for the venue and strengthens its environmental performance.

The digital infrastructure was also significantly reinforced, with a substantial upgrade in fiber-optic connectivity. This technological foundation now places the World Forum at the level required for the most demanding international congresses.

From an institutional standpoint, the Summit acted as a catalyst. The City of The Hague has launched a long-term reflection on the role of the World Forum in shaping the destination's international profile. A dedicated project group is now working with a forty- to fifty-year horizon to identify the investments required to modernise and adapt the venue to future needs, paving the way for an ambitious transformation aligned with the city's international ambitions.



Brand, attractiveness and international momentum

The Summit significantly strengthened the World Forum's standing within its ecosystem. The venue is now recognised as a leading site capable of hosting strategically important international events. This recognition has strengthened relations with the City of The Hague and reinforced the venue's role in the destination's international positioning.

The work carried out in advance with local stakeholders helped turn what could have been a demanding operational exercise into a source of lasting pride and cohesion for the territory.

For the teams, the event was a moment of strong mobilisation and collective pride. It also enhanced the venue's attractiveness to talent. The new generation of employees increasingly seeks to work on projects that carry meaning. The World Forum's positioning around themes such as peace, justice, international cooperation and innovation in security contributes to sustaining this momentum.

From a commercial standpoint, the impact was felt rapidly. Only a few months after the Summit, the World Forum hosted the first edition of the European Defense Innovation Forum, reflecting the

emergence of new formats linked to Europe's strategic challenges. The post-NATO momentum has also renewed interest among national clients and strengthened the venue's appeal for companies seeking to associate themselves with the image of The Hague.

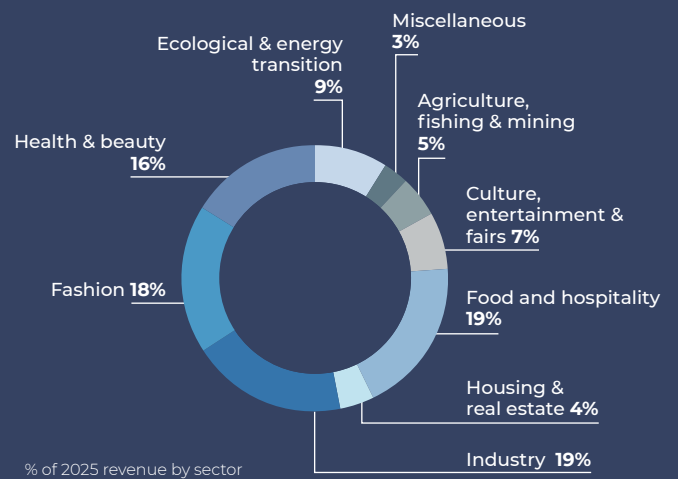




organise gather

GL events Exhibitions

A world-class player
with a local focus



shape share



150
Proprietary events
(exhibitions, conferences,
competitions)

720
employees

€238.1M
in revenue

19,950
convention-goers

27,583
exhibitors

5
exhibitions dedicated
to the energy and
environmental transition

1,815,297
attendees



PARIS GAMES WEEK - PARIS, FRANCE



“In addition to their role as marketplaces, our events have become leading destinations for high-value content, where communities come together and industry transformations take shape.”

DAMIEN TIMPERIO
MANAGING DIRECTOR, GL EVENTS EXHIBITIONS

In 2025, GL events Exhibitions continued its development while preparing for future growth. The division benefited from a favourable biennial cycle and its leading positions in its markets. This momentum supported its flagship events while driving the changes required to transform the business. In a sometimes uncertain economic environment for industry sectors, these results confirm the strength of the model and the relevance of the strategic direction.

Exhibition activity and performance in France

The start of the year was driven by a particularly successful edition of Sirha Lyon, confirming its role as a major event for the food division. This performance validates recent investments and supports further regional development, notably with Smahrt Toulouse and Sirha Méditerranée in Marseille. Other major events also confirmed their trajectory. Global Industrie delivered a strong edition in Lyon, Piscine Global maintained its momentum, and Première Vision, despite ongoing pressures in the textile and fashion sectors, stabilised in terms of scale, attendance and financial performance. These indicators validate the ongoing transformation, positioning Première Vision as a solutions-focused exhibition serving industry participants.

Strategic development in healthcare and pop culture

2025 also saw the organisation of SantExpo, a key step in building the Health & Science division. The first edition, organised by the division's teams, exceeded expectations

in terms of content, attendance and financial performance. It confirms the strategic value of developing a healthcare division with long-term growth potential.

In the BtoC segment, 2025 was marked by the co-organisation of Paris Games Week. The rapid turnaround of this leading event, successfully repositioned from its first edition, demonstrates the teams' ability to deliver effectively in large-scale public events. It also supports the development of a pop culture division, with initial launches expected from 2026.

International expansion and brand synergies

Internationally, performance remained strong, with variations across regions. In Chile, Expomin delivered an outstanding edition, confirming the relevance of GL events Exhibitions' development in the country, supported by the integration of new events, including a major food service exhibition closely linked to the Sirha Food division. Together, these initiatives strengthen the international development of the Group's leading brands, initiated with Sirha Arabia and international competitions such as the Bocuse d'Or.

In Saudi Arabia, the second edition of Sirha Arabia delivered encouraging results. The build-up of local teams and the gradual development of GL events Saudi confirm the relevance of continued development in the region.

In Asia, Tranoi's performance in Japan stands out, with growth of nearly 50% and two editions held in 2025. This success validates the strategy of establishing a presence in Tokyo and supports the introduction of additional product lines, particularly in the denim segment, from 2026.

In Brazil, the Biennial International Book Fair of Rio de Janeiro demonstrated GL events Exhibitions' ability to evolve established events towards more experiential, festival-style formats, at a time when traditional book exhibitions face challenges in renewing their appeal.

In China, conditions remain more challenging, particularly in the fashion and construction sectors. Teams continue to adapt formats, while the healthcare segment, driven by CACLP, remains resilient following several years of strong growth.

A structural shift towards a content-driven model

In 2025, the exhibition industry also continued to experience structural transformations. Exhibitions, once focused on selling floor space, are becoming central meeting points for the industries they serve. They now serve as forums for innovation, expertise and forward-looking discussions, driven by high-value content and structured industry moments.

This shift is changing the business model by diversifying revenue streams and building partnerships with institutional, economic and financial stakeholders to leverage industry insights and data generated by events.

This transformation is accompanied by organisational changes. The creation of cross-functional roles, including a Partnerships Department, supports divisions in developing and monetising content and in building multi-event offerings in France and internationally. At the same time, the division is gradually integrating artificial intelligence into its activities, under the oversight of the Group's AI committee.

In 2025, CSR priorities gained significant momentum, as the division expanded its role beyond the direct impact of events to support the industries it serves in their transition efforts. CSR is becoming a key driver for exhibitions and conferences, positioning them as platforms for discussion, solutions and forward planning.

Building on the progress made and the success achieved in 2025, GL events Exhibitions enters 2026 with a clear objective: strengthen its new divisions and accelerate its transformation into a content platform. This structural shift is expected to enhance the exhibitor and attendee experience and to leverage expertise as a new source of revenue. We will continue to focus on international expansion, with stronger synergies between the Group's leading brands. In 2026, GL events Exhibitions will continue to contribute to industry performance and transformation, confirming its role as a strategic partner.

Paysalia & Rocalia 2025

2 TO 4 DECEMBER

In December 2025, Paysalia and Rocalia, leading trade shows for the landscape and natural stone sectors, brought together the industry at Eurexpo Lyon around innovation, sustainability and knowledge transfer. The immersive experience included more than 100 conferences, competitions and training areas, confirming these events as key industry gatherings.



Expomin

22 TO 26 APRIL

Organised by FISA, a GL events subsidiary in Chile, Expomin was recognised by the Chilean Ministry of the Environment under the HuellaChile programme for its commitment to sustainability. The largest mining trade show in Latin America, which brought together more than 83,000 attendees and 1,372 exhibitors, implemented a comprehensive programme to measure and reduce its carbon footprint, including a sustainable mobility plan, solar energy installations, a recycling programme and participant awareness initiatives. This recognition reflects GL events' commitment to placing environmental transition at the core of its major international events.





DELPHINE GAILLET
FINANCE AND ADMINISTRATION
DIRECTOR, EXHIBITIONS

“In a favourable yet more demanding environment, the Finance and Administration function played a key role in supporting performance and growth.”

While the favourable biennial cycle of certain major events supported momentum in the Exhibitions division, a more volatile economic and geopolitical environment in some regions and sectors increased the need for rigorous, differentiated oversight.

The first priority was to implement close, regular monitoring of event performance. Finance worked alongside operational teams to assess product mix, pricing and cost structures, reflecting a wide range of situations: high-growth

events such as Sirha Lyon, Global Industrie and the Rio de Janeiro biennial international book fair; mature events requiring targeted optimization; and more fragile segments, particularly in B2C or in certain international markets under pressure. The objective was to tailor oversight to each event profile while maintaining an overall balance between profitability and growth.

In addition to day-to-day performance tracking, 2025 was marked by active support for portfolio changes and development initiatives. Integrations, targeted acquisitions, joint ventures and co-organized events shaped the year. For each transaction, whether integrations in Northern Europe, Latin America or Asia, the development of partnerships in food service, or the takeover of events such as Paris Games Week, Finance contributed to business plan preparation, identified potential profitability improvements and ensured rapid alignment with the Group's financial standards.

This momentum reflects a broader shift in the Exhibitions division's business model. Exhibitions are no longer developed solely under a traditional ownership model but increasingly rely on co-production and partnership structures, particularly internationally. Finance is involved early to define economic frameworks, formalize contractual arrangements and secure value creation in multi-party environments. Its role as a business partner has strengthened, working closely with operational teams and new cross-functional units dedicated to partnerships and event content development.

Against a backdrop of tighter conditions in certain markets, cash preservation was also a key priority. Temporary difficulties faced by some clients or suppliers required closer monitoring of collections and dedicated operational management. The objective was to secure the division's cash flows while maintaining balanced relationships with strategic partners. This discipline is fully aligned with the Group's overall financial framework and its focus on sustainable value creation.

For several years, Finance teams have been closely involved in digitalizing exhibitor and partner journeys: contract dematerialization, online ordering and payments, and full integration of the order-to-cash process into the Group's systems. Day-to-day collaboration between digital and finance teams supports the modernisation of administrative and financial practices.

Finally, another major development in 2025 was the preparation for the rollout of electronic invoicing. The project, launched in 2023, brings together Finance, IT and operations to ensure regulatory compliance while simplifying and standardising internal processes, while also streamlining workflows and clarifying roles across teams.

The Rio 2025 Book Biennial

12 TO 22 JUNE

The 2025 Biennial Rio de Janeiro International Book Fair confirmed its role in Brazil's cultural landscape. Held in a city designated a UNESCO World Book Capital, the event attracted 740,000 visitors, brought together 1,850 authors and generated sales of 6.8 million books. Transformed into a "Book Park", Riocentro hosted meetings, immersive experiences and educational programmes, demonstrating GL events' ability to deliver large-scale cultural events while supporting sector visibility and regional development.







JÉRÔME SECCHI
DIRECTOR, MEDICAL CONGRESS
AND EVENTS

“The creation of the Health & Science division marks a major step forward, with a dedicated organisation, a distinct identity and a clear growth strategy.”

This move brings together several converging drivers:

- the strong growth of medical congresses, a longstanding activity for the Group,
- the delivery of five editions of SantExpo, a leading event for the hospital and medico-social sector, attracting nearly 35,000 attendees and generating substantial activity,
- an initial targeted acquisition with the integration of Montpellier-based B4 Event, a specialist in healthcare events, particularly in geriatrics.

Health & Science now operates across three complementary business lines:

- The first is exhibitions, with SantExpo as the anchor event. A central meeting point for the sector, it brings together hospital executives, medical leadership, CIOs, legal teams, public institutions, software providers, logistics operators and medical device manufacturers. It provides a strategic platform for discussions on healthcare organisation, innovation and the impact of artificial intelligence in healthcare settings.

- The second pillar is the congress business, built around multi-year agreements with scientific societies. In 2025, the division delivered several first editions, including 3CVD, the first joint congress of French learned societies in digestive surgery, and the SECEC European Congress dedicated to shoulder and elbow surgery. These events demonstrate the Group's ability to manage complex scientific programmes across a wide range of disciplines, including ophthalmology, surgery, orthopaedics, infectious diseases, cardiology, dermatology and oncology, where the quality of content is the primary driver of attendance.

The third pillar is Medical Education. Developed in partnership with pharmaceutical companies and key opinion leaders, this activity focuses on building and engaging specialised medical communities through initiatives such as Synergie Parcours de soins and Synergie Résistance. In this context, GL events acts as a content producer and coordinator, structuring editorial programmes and promoting scientific output within the relevant communities.

More than in other sectors, healthcare places content at the centre of its model. In medical congresses, the

scientific programme is the main driver of participation. Presentations are reviewed by scientific committees against strict academic standards. Editorial development, rights management and the promotion of scientific work are therefore core capabilities.

At the same time, the division operates with increasing integration across the Group. Digital and data expertise has enabled the development of a healthcare database now regarded as a strategic asset. Synergies are also being developed with the GL events Venues network, with certain congresses hosted at Group-managed venues or supported through destination bids within the network.

At the end of 2025, Health & Science stands as a fully established division, able to deliver exhibitions, congresses and Medical Education programmes. This combination of capabilities, which is uncommon in the market, provides a strong differentiator to support the long-term development of healthcare and scientific sectors, in France and internationally.



SANTEXPO

20 TO 22 MAY

Organised by GL events Exhibitions in partnership with the Fédération Hospitalière de France, SantExpo brought together more than 35,000 participants and over 700 exhibitors to address major transformations in the healthcare system. With 530 speakers and over 230 presentations, the exhibition covered key sector challenges, including technological innovation, prevention, women's health, ecological transition, and population ageing.



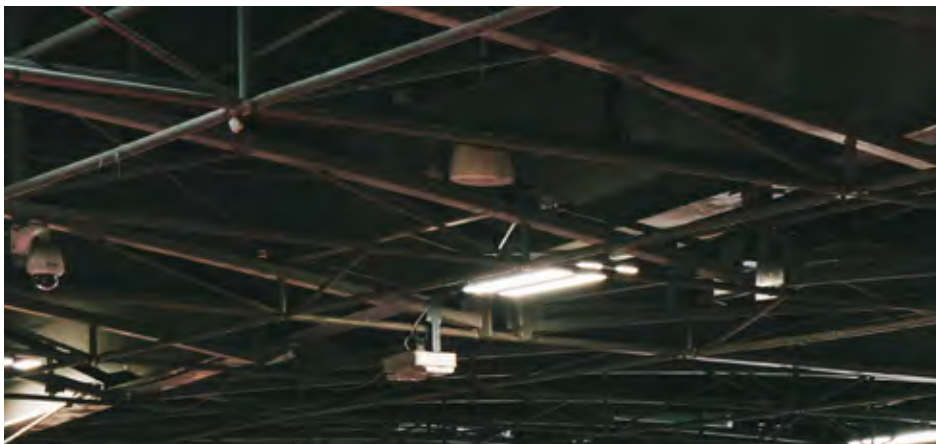


Sirha Lyon

23 TO 27 JANUARY

For its 22nd edition, Sirha Lyon confirmed its position as a global event for food service and hospitality professionals. Held at Eurexpo Lyon, the exhibition brought together more than 200,000 professionals and 2,300 exhibitors across 140,000 sqm. This flagship event highlights the combined strengths of the Group's diverse range of expertise.





Paris Games Week

30 OCTOBER TO 2 NOVEMBER

GL events Exhibitions joined the organisation of Paris Games Week as co-producer alongside SELL and Fimalac Entertainment, marking a new stage for this major video games event in France. The 2025 edition delivers a refreshed and immersive experience, featuring a main stage at the Dôme de Paris dedicated to e-sports competitions, concerts and meetings with content creators. With new areas dedicated to professionals, families and European creation, the event confirms its role as a reference platform for the gaming ecosystem.





SATECH
Modular Machine Guards

A Safe factory is a Productive one

SATECH
Machine Guards

La protection professionnelle adaptée à vos besoins

TECH
Machine Guards

et, Go!
et Fiables besoins

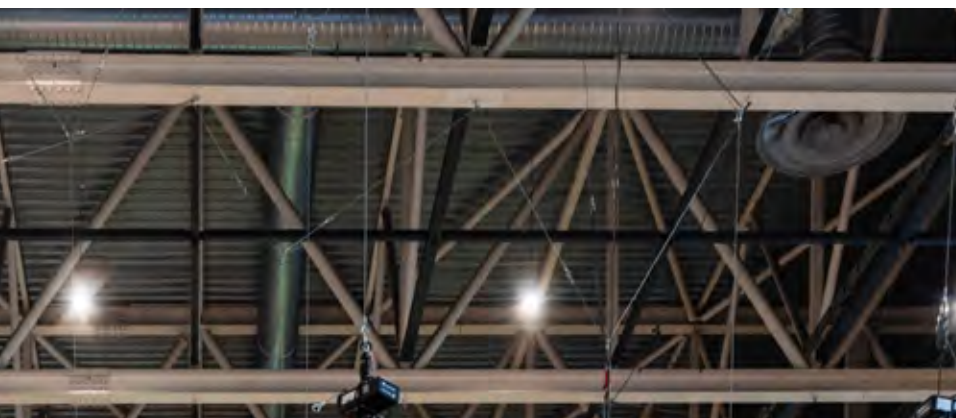


AIRTAC
Pneumatic Cylinders

EasyGuard

LINK

4



Global Industrie

11 TO 14 MARCH

A major event for the industrial ecosystem, Global Industrie brought together more than 50,000 professionals and 2,500 exhibitors at Eurexpo Lyon. This exhibition showcases innovations and expertise shaping the industry of tomorrow through technological demonstrations, conferences and expert discussions. The 2025 edition was also marked by the launch of La Grande Consultation de l'Industrie, a survey conducted with Ipsos among 50,000 industrial decision-makers to identify key sector trends and support future developments.





Lyon International Fair

4 TO 14 APRIL

For its 105th edition, the Lyon International Fair brought together nearly 850 exhibitors around the unifying theme of pop culture. This large-scale consumer event featured a diverse programme spanning innovation, craftsmanship, gastronomy, e-sports and family entertainment. At the centre of the fair, the Quartier des Gones showcased Lyon's expertise and local stakeholders. In line with its commitments, the Lyon International Fair also continued its initiatives to promote more responsible organisation, incorporating a CSR approach into each edition.

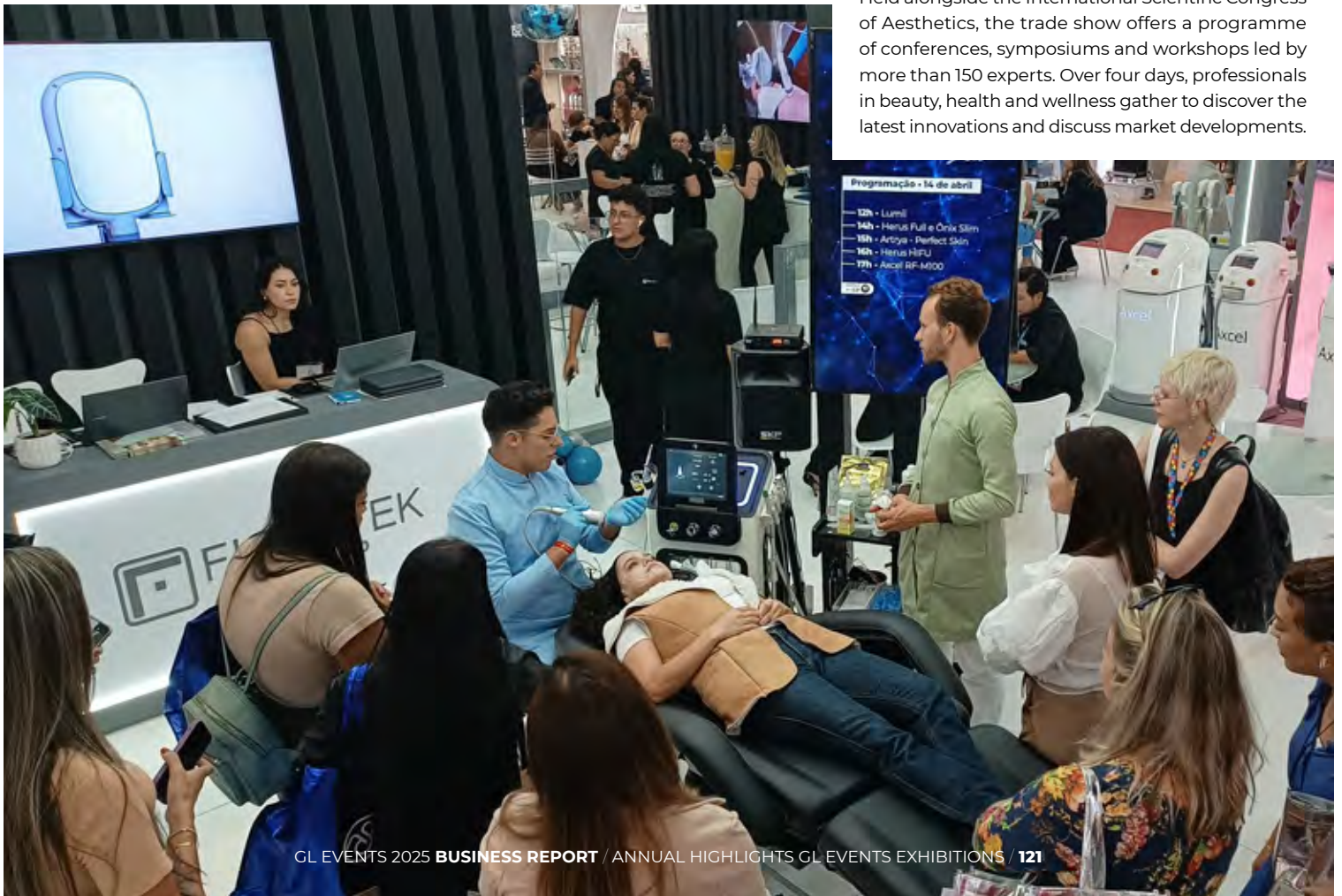




Estetika

30 JULY TO 2 AUGUST

Estetika is one of the leading events for aesthetics and wellness in Latin America. The event brought together more than 27,000 attendees and 200 brands across more than 13,000 sqm of exhibition space. Held alongside the International Scientific Congress of Aesthetics, the trade show offers a programme of conferences, symposiums and workshops led by more than 150 experts. Over four days, professionals in beauty, health and wellness gather to discover the latest innovations and discuss market developments.



Première Vision Paris

11 TO 13 FEBRUARY

A leading international event for fashion professionals, Première Vision Paris welcomed nearly 30,000 attendees from 126 countries and 1,100 exhibitors from around 40 countries. The trade show showcased textile expertise and innovations shaping the future of the industry. Conferences, business meetings and dedicated digital networking tools were held throughout the event, which also featured the launch of the International Observatory of Creation, designed to analyse major industry shifts.

Aesthetics of Resilience

Biomimetic beauty takes inspiration from nature's regenerative cycles to offer sustainable solutions—merging ancestral wisdom with biotechnology. Ancient ingredients fuse with scientific innovation in an aesthetic where rawness meets high-tech: embossed surfaces, luminous effects, contrasting textures. The palette—dominated by stone, beige, and grey tones—is speckled with orange accents and vibrant highlights.

Responding to ecological urgency, this vision integrates biodegradable, upcycled, or biotech materials for a regenerative, conscious beauty. Active ingredients are drawn from extreme ecosystems—deep-sea algae, polar bacteria, volcanic minerals—to bolster the skin's resilience. Textures serve as adaptive shields: oxygenated gels, concentrated waters, protective barriers. The raw yet sensory aesthetic conjures infernal landscapes, abyssal blues, glacial greens, frosted whites, inspired by spa rituals. The experience becomes immersive, almost therapeutic—combining aquatic massage and cryogenic care.

Esthétique de résilience

Each technology is chosen for its unique ability to regenerate and protect the skin, drawing on nature's wisdom to create sustainable, high-tech solutions. The palette is dominated by earthy tones, accented with vibrant highlights. The experience is immersive, combining aquatic massage and cryogenic care.



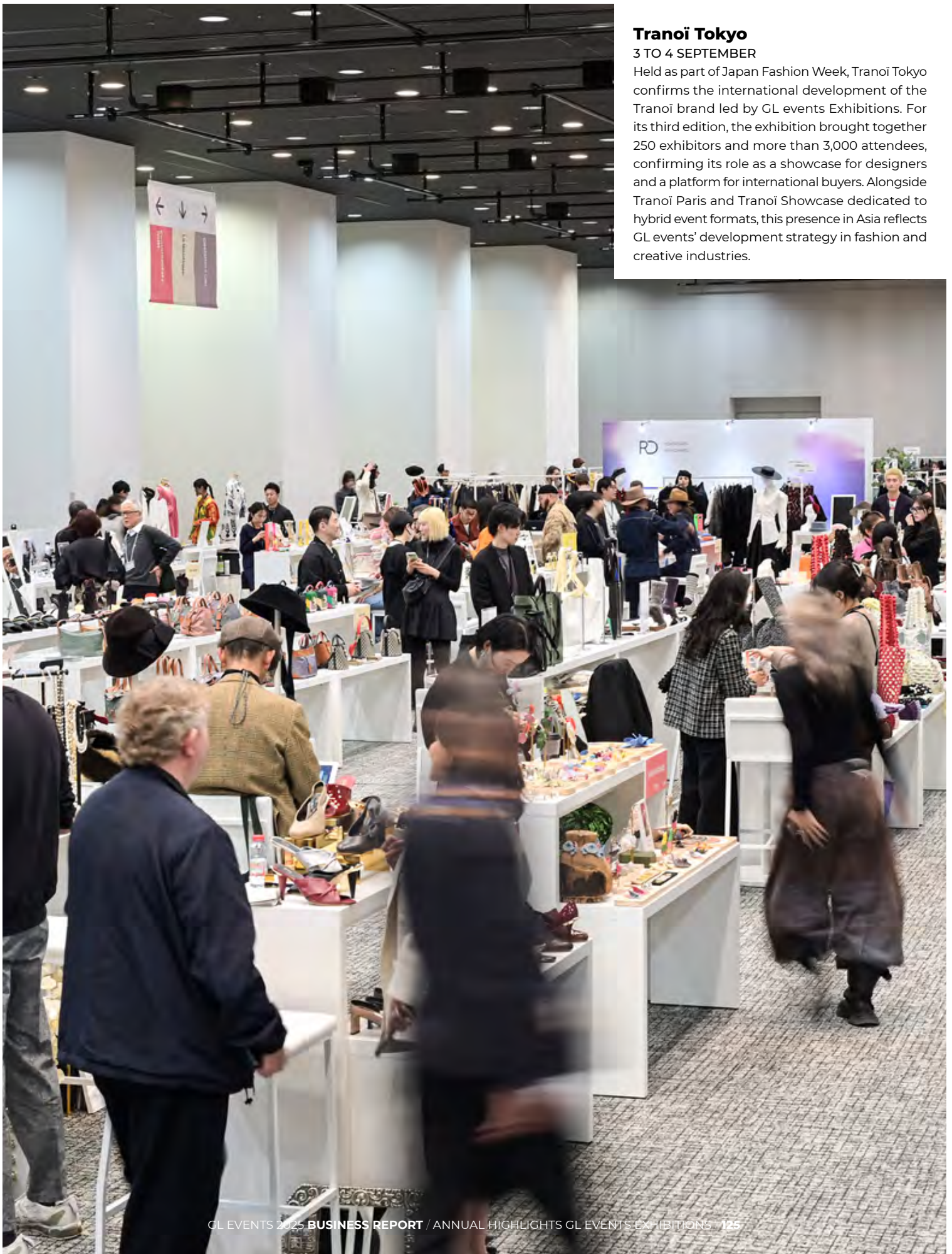


Espacio Food & Service

30 SEPTEMBER TO 2 OCTOBER

With 50,129 attendees and more than 800 exhibiting companies across 35,000 sqm, Espacio Food & Service recorded its highest attendance for its 13th edition. Held in Santiago, the trade show event in Latin America confirms its position as the largest food industry event in Latin America. This edition also marks a strategic step with the integration of the event into the portfolio of FISA, a GL events subsidiary in Chile, and into the international ecosystem of the Sirha Food division, strengthening relationships across the sector globally.





Tranoi Tokyo

3 TO 4 SEPTEMBER

Held as part of Japan Fashion Week, Tranoi Tokyo confirms the international development of the Tranoi brand led by GL events Exhibitions. For its third edition, the exhibition brought together 250 exhibitors and more than 3,000 attendees, confirming its role as a showcase for designers and a platform for international buyers. Alongside Tranoi Paris and Tranoi Showcase dedicated to hybrid event formats, this presence in Asia reflects GL events' development strategy in fashion and creative industries.



来—IBC 2000 全自动化分析仪新品发布

成为全球...得信赖

智能化转型
运营效能提升
ISO15189
小分子

东大学二级教授, 博士研究生导师
合医学创新技术研究院院长, 中华医学检验医学分会主任委员
国家卫计委突出贡献专家, 享受国务院政府特殊津贴,
《医学杂志》总编辑, 中国医师协会检验医师分会副会长等。
致力于肿瘤标志物与肿瘤早期诊断研究, 近年主持国家重点研发计划项目, 国
家自然科学基金项目等多项重大课题, 授权国家发明专利19项, 以通讯作者发表
SCI论文100余篇, 以第一完成人获教育部技术发明奖一等奖1项, 中华医学科技奖
一等奖1项, 山东省科技进步奖一等奖2项。

新向医

新品首发

nibe
产业生物



CACLP

22 TO 24 MARCH

A leading event dedicated to the in vitro diagnostics (IVD) industry, CACLP confirms its central role within the global medical technology ecosystem. Each year, the event brings together the sector's leading players through a large exhibition and a programme of scientific conferences. As a platform for exchange and innovation, CACLP supports the growth of the Chinese market while strengthening international connections between manufacturers, researchers and healthcare professionals.



WESAVC – East-West Small Animal Veterinary Conference

21 TO 23 MAY

A leading veterinary medicine event in Asia, WESAVC brought together several thousand experts, researchers and veterinarians in Xiamen from China and around twenty countries. Dedicated to companion animal medicine, the conference offers a programme including scientific forums, conferences and specialised sessions across multiple clinical fields. As a platform for exchange and knowledge sharing, WESAVC supports developments in veterinary medicine and the growth of the sector in Asia.





CFIA

4 TO 6 MARCH

A leading, strategic and trendsetting event for the European agri-food industry, CFIA Rennes once again brought together the entire sector ecosystem around innovation, technologies and industrial solutions. Organised by the Exhibitions division, this event attracts each year manufacturers, suppliers and experts to discuss market developments, performance challenges and the transition to more sustainable practices. The event featured a full programme of conferences, demonstrations and business meetings.

Middle East – Africa

In 2025, the Middle East and Africa region confirmed its contribution to the Group's international expansion, supported by developing markets and growing demand for event infrastructure. Across diverse environments, teams strengthened their local presence and operational capabilities, supported by an integrated model. This approach supports the delivery of large-scale projects and the long-term development of local markets.



Middle East



JEAN-GUILLAUME LACOSTE
CEO, GL EVENTS MIDDLE EAST AND AFRICA

“Moving from a phase of large-scale investment to a focus on sustainable performance creates new opportunities for an integrated player such as GL events, once the geopolitical environment allows the region to regain positive momentum.”

A region entering a new phase while maintaining its ambitions

In 2025, the Middle East confirmed its position as one of the most strategic regions in the global events industry. Gulf economies continued to diversify into tourism, culture, sport, industry and major infrastructure projects. The regional calendar remained particularly busy, supported by major milestones through to 2030 and beyond, before conflicts emerged and disrupted the region’s stability for an as yet uncertain period.

After several years of accelerated investment, governments and major clients moved into a more disciplined phase. Large-scale projects are now subject to stricter requirements in terms of profitability, financial planning and operational performance. The shift from rapid expansion to sustainable performance is reshaping market dynamics. Recent developments in early 2026 suggest this trend will continue. In this more structured environment, international competition is intensifying. Global operators are positioning

across venue management, temporary infrastructure, energy and entertainment. The region remains highly attractive, but differentiation has become critical. GL events’ integrated model, spanning the full value chain from design to operations, is a key advantage with clients now seeking reliable partners able to manage complex, end-to-end solutions.

2025: consolidation, stronger local presence and increased operational capacity

Following a cycle driven by major international events, 2025 marked a phase of consolidation. Regional activity remained strong and performance exceeded budget targets, confirming the strength of positions built in recent years. This momentum reflects a more stable base of recurring business, supported by strengthened relationships with public and private clients. It also reflects a shift in the Group’s positioning, with earlier involvement in large-scale projects.



The expansion of the energy business, driven by Flow, illustrates this increased scale. Investment in assets and local teams strengthened operational capacity and supported further growth. A strong regional footprint, with equipment deployed locally and locally trained teams, meets key market requirements: rapid execution, regulatory compliance and control of logistics costs. In a market where proximity is critical, this presence provides a clear competitive advantage.

At the same time, the year was dedicated to preparing major regional events, now dependent on the return to stability in countries affected by a major conflict: the 2027 Asian Cup, Expo 2030 in Riyadh, the 2034 FIFA World Cup and the Qiddiya developments. The focus has shifted beyond delivery to earlier involvement in project definition and engineering phases.

Sustainable performance, legacy and transition

The transformation of the regional market is accompanied by changing expectations. Major events are no longer viewed solely as international showcases; they are designed as drivers of economic and social transformation. Legacy has become a central consideration. Beyond delivered infrastructure, host countries expect skills transfer, capability building for local teams and a lasting impact on the broader ecosystem. GL events has therefore strengthened its training programmes and promotes talent mobility across the region. This sharing of expertise supports the development of strong local capabilities aligned with host country ambitions.

Energy transition is also a key strategic focus. While traditional solutions remain dominant for operational reasons, demand for more efficient solutions is increasing. Energy optimisation, the gradual integration of alternative solutions and anticipation of regulatory changes are now integral to strategic planning. The objective is to combine operational performance, cost control and reduced environmental impact.

In 2025, the Middle East reached a new level of maturity. After a period of rapid expansion, the region entered a phase of strategic consolidation focused on sustainable performance, innovation and local presence. In a demanding and highly competitive environment, it remains a key driver of the Group's international development and a platform for operational excellence on the major projects of the decade ahead, subject to the impact of ongoing conflict.



South Africa



ADELE HARTDEGEN
CHIEF EXECUTIVE OFFICER,
JOHANNESBURG EXPO CENTRE,
SOUTH AFRICA

“2025 marked the return to full capacity, highlighted by a major milestone for the continent.”

Although South Africa's post-pandemic recovery lagged behind Europe and the United States, in 2025 exhibition and convention venues had returned to their 2018-2019 levels. Trade and consumer shows regained their historical attendance levels, and the local ecosystem expanded with the emergence of new small and medium-sized enterprises, particularly in infrastructure and custom stand design. Against this backdrop of recovery, the year was marked by an exceptional event: the hosting of the first G20 ever held on the African continent. For South Africa, as for the entire local events industry, this summit represented a unique moment. More than 130 events were organized across the country, mobilizing a wide range of industry stakeholders.

For GL events, it represented a strategic milestone. The two main meetings, the Ministerial Summit in February 2025 and the Leaders' Summit in November 2025, were hosted at the Johannesburg Expo Centre. The installations were delivered through close collaboration between the Johannesburg Expo Centre and GL events Live South Africa, demonstrating the complementarity of local expertise and the ability to deliver state-level projects governed by high-level diplomatic protocol.

Beyond its operational success, the quality of its organization and delivery raised the country's international profile and confirmed its ability to host world-class events. For GL events, this success strengthened its strategic position in the South African market and within

the business tourism ecosystem. Early benefits are already visible, with a rise in client enquiries and new opportunities emerging for the years ahead.

A robust portfolio supported by major proprietary events

At the same time, we also have a solid pipeline of events, providing visibility several years ahead. Many exhibitions, particularly in the mining and packaging sectors, are already confirmed two to three years ahead, in some cases through 2028. Electra Mining Africa, the continent's largest mining exhibition, is a good example, with recurring multi-year commitments.

Consumer shows such as Comic Con Africa also benefit from medium-term visibility, confirming the strength of the pipeline.

GL events South Africa's portfolio also includes a major proprietary event, the Rand Show. Created more than 130 years ago, it remains Africa's oldest consumer event. Each year it attracts between 85,000 and 90,000 attendees and requires extensive advance preparation from the teams. The Rand Show is jointly owned by the Johannesburg Expo Centre and GL events Live and reflects the Group's ability to build on a long-established event while continually renewing its format to keep it relevant, attractive and engaging.

The Live division also contributes to major sporting events, particularly in golf, under several multi-year contracts. Taken together, this reflects a balanced portfolio combining major institutional events, leading trade



shows and major consumer events with strong local appeal.

Environmental considerations are also playing an increasingly important role in client requests. In response, projects are increasingly incorporating sustainability requirements, from reusable modular solutions to more responsible approaches to stand and infrastructure design.

A distinctive operating model and a pan-African ambition

One of the key strengths of the Johannesburg Expo Centre is its

operating model. The South African teams operate through a multi-disciplinary model that supports an agile and efficient organization. The three local entities, GL events Venues, GL events Live and GL events Exhibitions, work closely together, sharing resources as projects require. This close cooperation improves efficiency, ensures consistency and strengthens the Group's overall presence in the country.

Looking ahead, the priority is clear: supporting South Africa as it seeks to attract major international events.

The experience gained with the G20 has established GL events as a trusted partner for public authorities on future large-scale projects, including international summits, multilateral conferences and major sector events. The objective is twofold: to contribute to the country's economic development by hosting major international events while strengthening South Africa's role as a gateway for events across the African continent.





EXHIBITION CENTRE - ABIDJAN, CÔTE D'IVOIRE

Côte d'Ivoire



VALÉRY GISSAT
GENERAL MANAGER, ABIDJAN
EXHIBITION CENTRE

A strategic restart for a high-potential venue

Delivered in July 2023 and initially operated by the government, the site entered a new phase in early 2025 when GL events took over its management. This transition marked a foundational year, focused on building a more professional local events sector and upgrading the offering.

The Ivorian market has distinct characteristics. While the country does not yet have a mature events and congress market, it benefits from high-quality infrastructure and strong development potential. The exhibition centre and convention centre, located on a 16-hectare site adjacent to the airport, offer facilities that are rare in West Africa. The priority was therefore to restore the site, maintain its facilities and establish the conditions for sustainable, efficient operations.

Operational build-out as the priority

The year focused on establishing the operational framework: continued recruitment, team training, rollout of Group tools, implementation of a commercial policy, definition of pricing structures and development of a partner network covering audiovisual, logistics, food and beverage, security, cleaning and staffing. Targeted investments were also made to build up on-site equipment, particularly in audiovisual and logistics, and to expand capacity through temporary structures tailored to client needs.

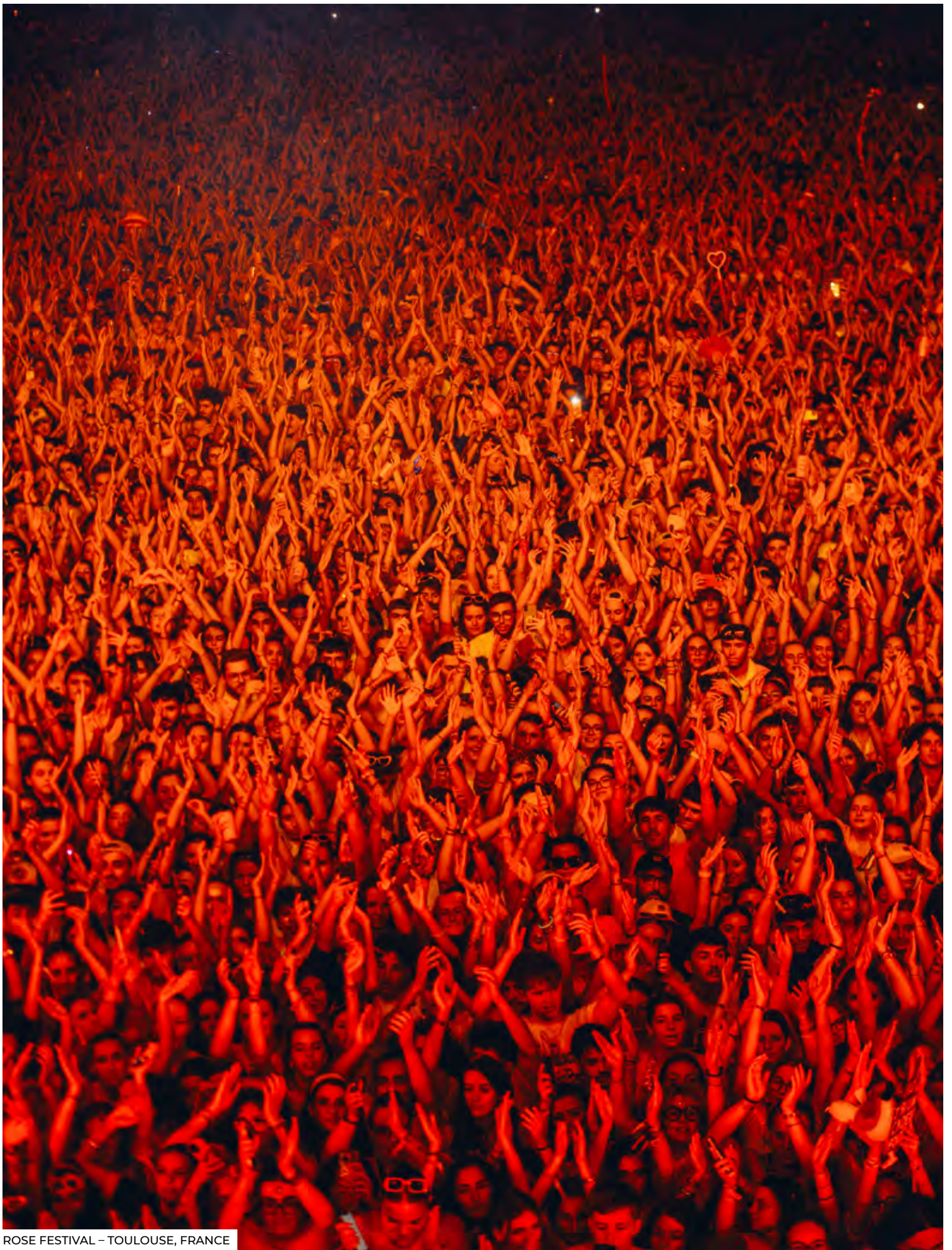
Strong ambition, encouraging results and a proven model

These efforts delivered results above initial expectations. Supported in particular by major government events, activity achieved higher profitability than forecast. This performance confirms the relevance of the management model, under which GL events operates the site, strengthens its organisation, secures operations and supports its development, with strong backing from public authorities.

Leveraging the complementary strengths of the other Group entities also produced tangible results at several levels. Teams from GL events Audiovisual & Power supported the site through audits, maintenance programmes and training initiatives, which will continue. Participation for the first time at IB™ World in Barcelona alongside Group teams also provided significant exposure and contributed to the professional development of both local teams and the broader Ivorian ecosystem.

“2025 marked a decisive step for the Abidjan site, moving from initial commissioning to fully structured operations.”

Following this initial phase, the outlook is ambitious. The objective is to continue scaling up the site, with activity expected to increase from 2026, the creation of a convention bureau, plans to expand exhibition space, the installation of photovoltaic panels and the introduction of an in-house ticketing system to secure revenue flows and reassure international clients. With a team of 14 employees, Abidjan now stands as a key project, supporting local development, professional standards in the sector and the international expertise of GL events.



ROSE FESTIVAL - TOULOUSE, FRANCE

GL events, the Group

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149 / “ENVIRONMENTAL, SOCIAL AND GOVERNANCE”
CRITERIA

163 / HUMAN RESOURCES

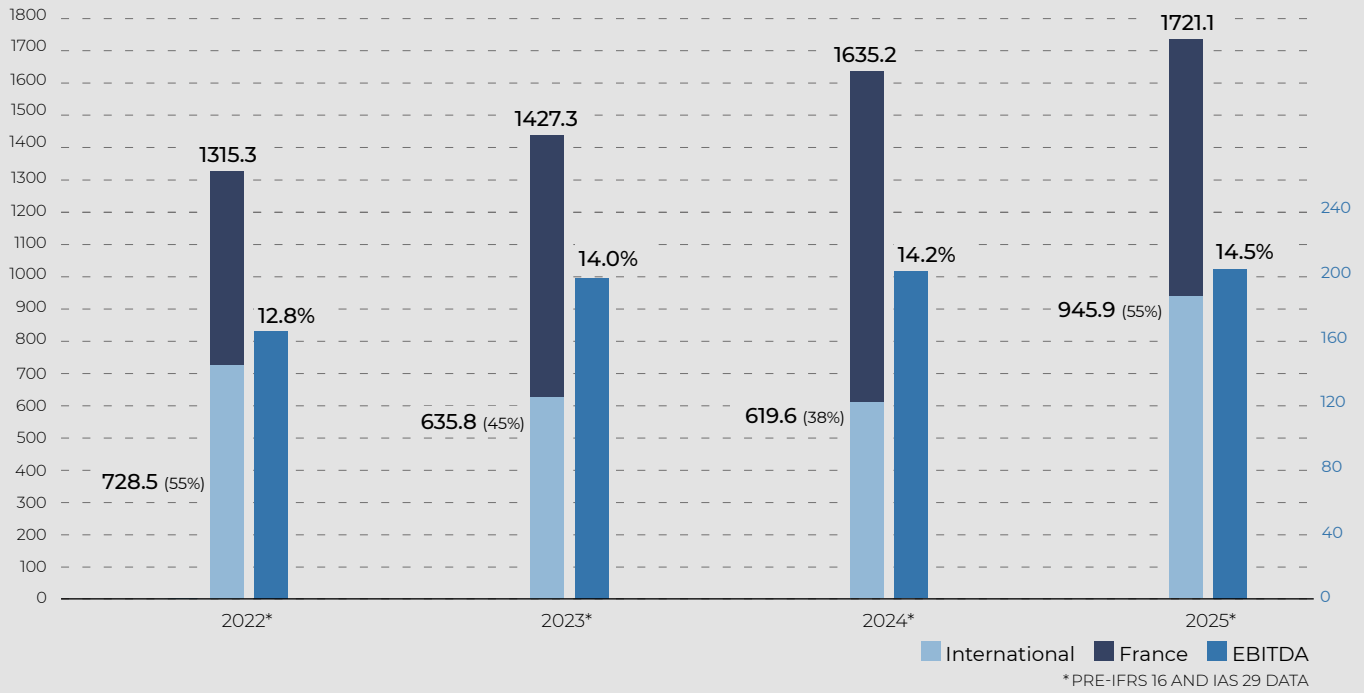
168 / LEGAL & COMPLIANCE

175 / INFORMATION SYSTEMS, DATA AND DIGITAL

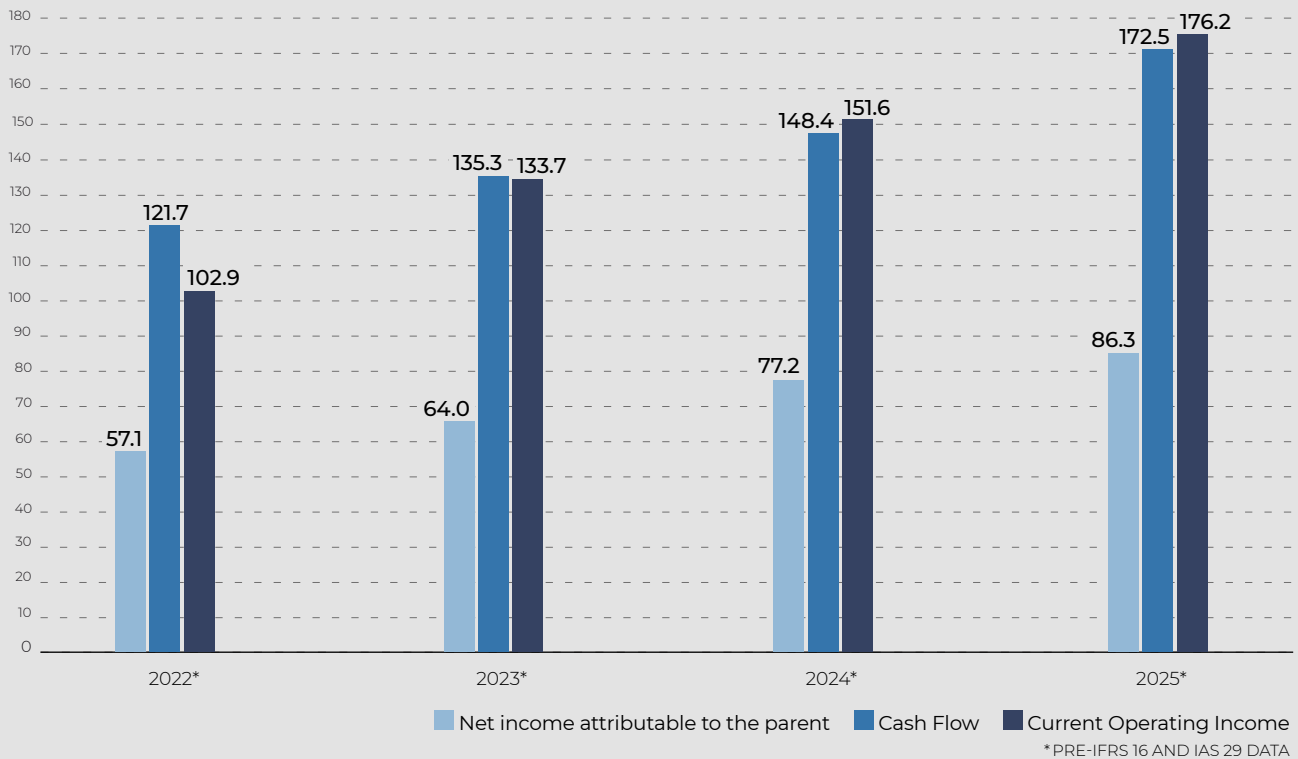
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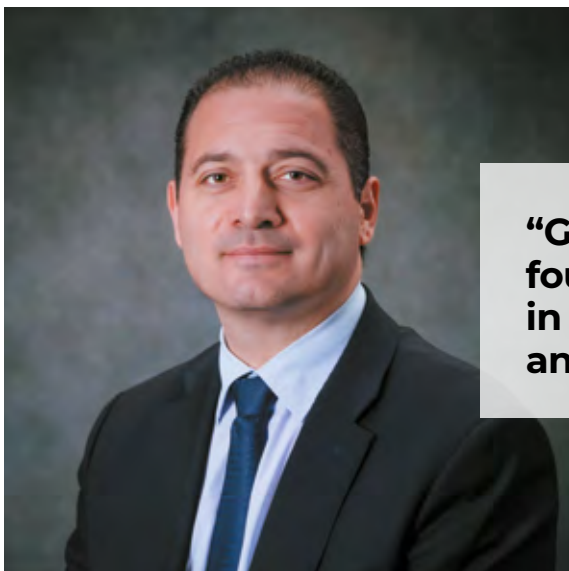
196 / SHAREHOLDER INFORMATION

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



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





“GL events today has the strong foundations needed to operate in an uncertain environment and continue to grow.”

SYLVAIN BECHET
MANAGING DIRECTOR, CHIEF FINANCIAL
AND INVESTMENT OFFICER

GL events benefited from a particularly favourable growth cycle in 2025. Building on a strong 2024, the Group thus further reinforced its growth trajectory in 2025. This renewed momentum acted as a catalyst, placing the Group on a path for sustained growth across the three-year 2024-2026 cycle.

This performance reflects the Group's resilience and the benefits of its expanded scale. GL events now has the scale, organisation and geographic footprint to operate effectively in an uncertain economic and geopolitical environment and continue to grow. The Group has put in place robust financial, organisational and operational capabilities to support its development.

A solid and sustainable financial performance

In 2025, the Group's growth is evident across several indicators. Financial metrics show continued improvement in overall performance, including higher earnings per share, supporting sustained value creation. This performance is driven by tighter cost control, stronger investment discipline and active management of the debt cycle. The strategy implemented following the pandemic is delivering results: debt is decreasing, leverage is improving and margins are structurally higher. This trajectory, established in 2019, confirms the strength of the business model.

Balanced, controlled and strategic geographic development

The balance and expansion of the Group's geographic footprint represent another key driver of performance in 2025. GL events continued to expand in South Africa, the Middle East, Asia and Latin America, despite geopolitical tensions. The Asia-Pacific region reflects this mixed dynamic: China is undergoing a consolidation phase following a period of rapid growth, while other markets, including Japan and Vietnam, are providing new opportunities. In Japan, major projects have confirmed the relevance of the Group's positioning, while Vietnam is emerging as a promising growth driver, supported by export-oriented industrial players.

In France, the political and economic environment remains demanding, and the Group continues to invest on a strategic basis. The operation of Stade de France is a key example. This long-term commitment positions GL events in the entertainment market as a partner to cultural and sporting stakeholders rather than a content producer. The Group in this way provides expertise, infrastructure and operational capabilities, while diversifying revenue streams and strengthening its visibility.

A selective, sustainable and value-driven investment strategy

Investment decisions in 2025 follow a clear approach, focused on disciplined and more efficient capital allocation. Capex discipline remains strong, with a continued focus on value creation and cash flow. Certain past investments, particularly in Brazil, demonstrate this approach, generating positive cash flows and contributing to the Group's performance. This selectivity limits competition between projects and preserves overall balance.

The Group's financial profile has also been strengthened, supported by recent changes in its shareholder base. The arrival of new institutional and family investors, including Aream, Trévisé Participations and Amar Family Office, signals confidence in the Group's business model, governance and outlook. This broader shareholder base supports the Group's expansion and its long-term commitments, including key contracts.

The shareholder return policy, combining a solid dividend with positive share price performance, reflects confidence in the outlook and a commitment to sharing value creation. Sustainability considerations are now fully integrated into investment decisions. Energy performance, decarbonisation, asset circularity and compliance with CSRD requirements directly guide capital allocation. The Group's model, based on a strong local presence and the reuse of assets and materials, incorporates these factors. ESG criteria are now treated as long-term value drivers alongside financial indicators.

In this context, finance teams play a central role. As strategic partners to operational teams, they support project delivery, site development and risk management related to inflation, changes in the business mix and geopolitical uncertainty. This close alignment with operations enables value creation while maintaining a high level of financial discipline.

At the end of 2025, GL events enters the coming years with strong fundamentals: a demonstrated ability to generate sustainable value, balanced geographic diversification, strengthened investment discipline and a finance organisation fully aligned with strategy. These strengths provide the foundation for controlled growth, supporting the Group's ambitions in a changing environment while managing risks and creating value



MIRKO SUPPO
FINANCE MANAGER
GL EVENTS ITALY

“Building on the Group’s strong financial trajectory, 2025 confirmed the resilience and adaptability of the Italian teams in a demanding environment.”

While the profitability of the exhibition organisation business remains an area of focus, the overall performance of the Italian operations reflects tighter discipline and improved control of underlying economics.

In 2025, GL events Italy consolidated its revenue base and significantly improved margins in the site’s core activities. Although some proprietary exhibitions continue to weigh on profitability, the teams mitigated this impact through targeted commercial expansion and a pricing policy aligned with the Group’s guidelines.

In Italy, this translates into careful management of the activity mix, closer attention to cost structures and the ability to adjust operations quickly in response to market conditions.

Lingotto Fiere, owned by GL events, illustrates this commitment to disciplined, long-term management. A substantial investment programme was launched in 2025, alongside a series of maintenance and infrastructure upgrades designed to preserve the quality of the venue and enhance its appeal. This measured investment approach reflects the philosophy applied across the Group: investing selectively, in line with cash-flow generation and long-term value creation.

One of the year’s major milestones was the ramp-up toward the Milano Cortina Winter Olympic and Paralympic Games. For the Italian finance teams, the challenge went far beyond budget monitoring. It required close cross-functional support for the operational teams, particularly the Live division, on tax, administrative and management control matters. This effort became a genuine exercise in cross-functional coordination and synergy optimisation. In 2025, the Italian teams also sought to foster closer collaboration by increasing exchanges with operational management and providing project leaders with more granular and responsive financial data.

For that reason, the local finance function has now adopted a dual approach combining both responsiveness, to address internal requests quickly and secure ongoing projects, and proactivity, to identify optimisation opportunities, improve cost efficiency and contribute to strategic decision-making within executive committees.

Beyond the Winter Games, major events such as the Turin International Book Fair and Artissima, supported by a three-year agreement covering 2025–2027, strengthen the visibility of the Turin venue and confirm the confidence of both public and private partners. For the finance function, these events also serve as operational testing grounds, requiring concentrated team mobilisation, high operational standards and close coordination across business lines.

As the Group continues to scale up and strengthen its position as an industry leader with strong financial capabilities, the Italian subsidiary is actively contributing to support this momentum. As with finance functions across the Group, the objective is not only to produce reliable financial statements but also to support the performance of venues and events, anticipate risks and inform investment decisions. The finance function is therefore fully integrated into the Group’s strategy and value creation process.

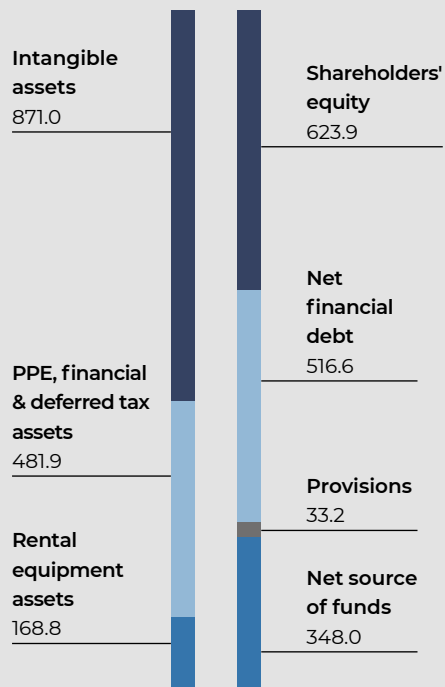
CONSOLIDATED INCOME STATEMENT HIGHLIGHTS (€M)

	2024*	2025*	
REVENUE	1,635.2	1,721.1	
EBITDA	231.8	250.4	— EBITDA: 14.5% OF REVENUE
CURRENT OPERATING INCOME	151.6	176.2	
OPERATING PROFIT	147.6	165.6	— CURRENT OPERATING MARGIN: 10.2% OF REVENUE
NET FINANCIAL INCOME (EXPENSE)	-30.4	-32.7	
TAX	-30.2	-36.9	— NET INCOME ATTRIBUTABLE TO GROUP SHAREHOLDERS: + 11.7%
NET PROFIT / (LOSS) OF CONSOLIDATED COMPANIES	+87	+96	
EQUITY-ACCOUNTED INVESTEEES AND NON-CONTROLLING INTERESTS	-10.4	-9.7	
NET INCOME ATTRIBUTABLE TO SHAREHOLDERS	+77.2	+86.3	

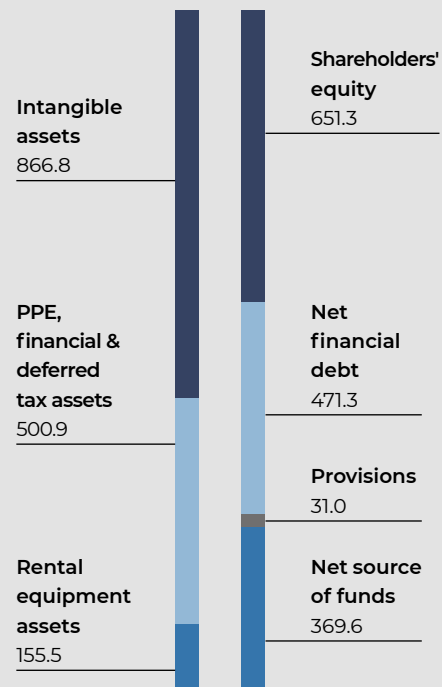
* PRE-IFRS 16 AND IAS 29 DATA

CONSOLIDATED BALANCE SHEET HIGHLIGHTS (€M)

2024 BALANCE SHEET*

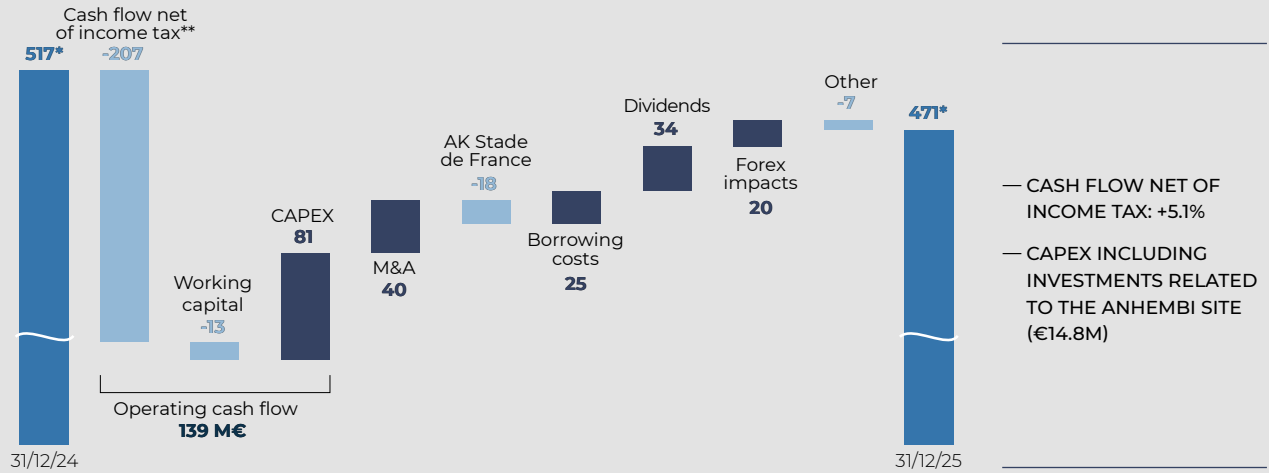


2025 BALANCE SHEET*



* 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



INTERMODAL & NT EXPO – SÃO PAULO, BRAZIL



JÉRÔME MAILHES
DIRECTOR OF GROUP
CORPORATE DEVELOPMENT

“The environment in which GL events operated in 2025 was shaped by a series of political, institutional and economic uncertainties.”

In France and internationally, uncertainty around public policy, tax frameworks and geopolitical tensions weighed on investment decisions. At the same time, the gradual stabilisation of inflation helped restore clearer conditions, supporting the resumption of development projects in certain markets.

This varied environment led to markedly different trends across regions. While some European countries remained cautious, other regions offered more favourable prospects, including Brazil and parts of Latin America. Conversely, markets such as China continue to face a sustained post-Covid slowdown and sector-specific challenges affecting certain of the Group’s verticals, while the Middle East remains influenced by specific macroeconomic factors, particularly public spending policies and, more recently, geopolitical developments. This diversity of conditions confirms the relevance of the Group’s geographic diversification strategy, designed to limit exposure to a single economic cycle.

In mergers and acquisitions, 2025 was a busy year, with activity focused more on consolidation than on increasing the number of completed transactions. While the M&A market remained active, it was also more selective, with opportunities often more complex and involving larger companies or strategic assets. Several transactions were initiated or progressed, with longer timelines and expected completion in 2026. This reflects a shift in the market: acquisition cycles are lengthening, preparation requirements are increasing and execution quality has become a decisive factor.

This selective approach is fully consistent with the Group’s entrepreneurial mindset and ability to adapt. Each transaction is treated as a strategic project in its own right, with operational, human and cultural considerations addressed from the outset.

Development is not limited to expanding the scope of operations, but also aims to strengthen existing

positions, balance business portfolios, enhance offerings and support local market dynamics. In 2025, several transactions strengthened existing shareholdings or reinforced key verticals.

In the Venues division, the expansion of the site network in Latin America, particularly in Chile with Espacio Riesco, reflects this focus on continuity and local presence. In the Exhibitions division, targeted acquisitions expanded existing platforms, including in the hydrogen sector in South America, in line with the international rollout of Hyvolution. In China, the WESAVC transaction strengthened the Group’s position in diagnostic services for the veterinary sector, complementing existing flagship events. Other acquisitions, such as Bake & Snack, an exhibition for the bakery sector, and B4Event, an agency specialising in conferences, congresses and scientific meetings, reflect the aim of balancing biennial cycles and developing new sectors, particularly in healthcare.

These projects were carried out in close coordination with divisions and local teams. Each transaction is supported by a designated operational sponsor from the outset, ensuring a detailed understanding of local issues and better anticipation of integration. This cross-functional approach has become a defining feature of the Group’s M&A strategy. Development teams work closely with operational, legal and finance functions to prepare the post-acquisition phase well ahead of completion.



TOURISM EXPO JAPAN – AICHI, JAPAN

Post-acquisition integration is a key driver of value creation. In 2025, significant progress was made in preparing this phase, with greater involvement from operational teams at an early stage. This approach aligns organisations, secures development plans and preserves local cultures, while integrating entities into the GL events model. It is particularly well suited to non-Anglo-Saxon markets, where cultural, managerial and economic practices differ significantly.

The M&A team is structured as a deliberately cross-functional and agile unit, able to operate across a range of markets and complex environments.

Following a year of preparation, several opportunities are emerging, including the development of the live entertainment market in the United States, focused on strategic assets such as stadiums and arenas. Close attention to asset types, particularly infrastructure-owning

companies, is also opening up new opportunities. These initiatives form part of a disciplined growth strategy, supporting a Group able to operate across diverse environments while maintaining strong strategic consistency.





“More than a responsibility, a competitive advantage: in 2025, GL events made its CSR approach a key strategic asset. Embedding a shared CSR culture across the Group is a central priority.”

AUDREY CHAVANCY
CHIEF CSR AND RISK OFFICER

In 2025, the Group took a further step in structuring and accelerating its CSR approach. After several years of phased initiatives, the foundations were strengthened while giving greater scope to initiatives led by business units and operational teams. This momentum led to an increase in voluntary initiatives, particularly in certifications launched by entity and business line management.

Grounded in operational realities, these initiatives resulted in practical projects tailored to each activity. They also reflect stronger ownership of CSR issues by teams, beyond regulatory requirements.

The year also saw the rollout of more complex projects, particularly in biodiversity and accessibility, demonstrating the Group’s ability to address these issues in demanding operational contexts.

The CSR strategy is structured around three pillars, People, Planet and Communities, in line with the Group’s Sustainability Charter and the publication of its first CSRD report.

Under the People pillar, actions taken strengthened the Group’s commitments to diversity and inclusion. The employment rate of people with disabilities increased by

one percentage point compared with 2023, reflecting efforts to better support employees in recognising their status and to promote a more inclusive working environment. Gender equality was a key focus, with the launch of the internal mentoring programme Ment’her Ship. The programme involved nearly 165 employees in France and internationally, addressing a clear need for knowledge sharing, mentoring and networking. It supports career development and better visibility of internal expertise, without replacing coaching or career support programmes.

Under the Planet pillar, GL events advanced its decarbonisation plans by business line. The most carbon-intensive activities were prioritised, supported by improved data structuring and the launch of pilot projects. At the same time, several business units introduced eco-design and reuse initiatives, including the reuse of wood and materials, changes in fit-out methods and optimisation of set design. The year also laid the groundwork for a more structured approach to resource management, water, materials and biodiversity, in a complex regulatory environment, largely driven by expectations from clients, sectors and local authorities.

The Communities pillar supports the expansion of responsible procurement, with an updated supplier charter and its



PHOTOVOLTAIC POWER PLANT EUREXPO – LYON, FRANCE

gradual integration into Group processes. Compliance initiatives, particularly in anti-corruption and business ethics, were continued and strengthened. Social inclusion initiatives through sport were also expanded, notably through the partnership with Sport dans la Ville, reinforcing the Group’s local and social footprint while engaging employees.

In 2025, environmental and social regulatory requirements also intensified. To support divisions and business units, a bi-monthly regulatory monitoring process was implemented, working closely with operational teams, particularly in construction activities, which are most affected by new requirements. This targeted approach helps anticipate changes, ensure compliance and turn regulatory constraints into drivers of performance and long-term investment, particularly in energy and digital accessibility ahead of 2026.

This maturity is also reflected in responses to tenders. In 2025, the Group’s CSR rating was a decisive factor in securing strategic projects, confirming the competitive

value of a structured, credible and recognised approach. The combined mobilisation of business expertise, particularly in biodiversity and accessibility, demonstrates the Group’s ability to align operational performance with non-financial requirements.

Beyond individual projects, embedding a shared CSR culture across the Group remains a central priority. A network of CSR coordinators, monthly meetings, webinars, tutorials, feedback sessions and knowledge-sharing initiatives support gradual adoption across all levels of the organisation. Particular attention was also given to integrating new teams, including Marseille, Abidjan and the Stade de France, to ensure a consistent baseline from the outset.



ANTOINE RADIX
HEAD OF CSR REPORTING AND
CLIMATE PROJECTS

**“In 2025,
decarbonisation
moved into a phase
of structured
implementation
across the Group.”**

Following an initial strategic phase, the priority was to transform goals into operational roadmaps tailored to each site and business line. The objective is not to apply a single model, but to develop differentiated action plans rooted in day-to-day operations.

A first major workstream covered all Venues sites in France. Carried out with support from Ekodev, the project aims to define a dedicated decarbonisation pathway for each site. Stadiums, convention centres and exhibition venues differ in both usage and emissions profiles. In 2025, work focused on strengthening carbon assessments,

identifying the main levers for action and establishing site-specific roadmaps. Efforts covered energy, waste management, catering and the organisation of in-house events. The approach is based on local accountability, with targets tailored to each site type, before consolidation at national level to ensure consistency and clarity. Operational rollout of these action plans will accelerate from 2026.

A second major workstream focused on temporary structures and grandstands activities in France and the United Kingdom. The scope includes Hall Expo, Spaciotempo, Sodem System, Brelet CE, Jaulin, GL events Live Grand-Ouest and Locabri in France, as well as GL events UK, Aganto and Field & Lawn in the United Kingdom. Here again, Ekodev provided methodological support to structure the approach.

These activities are defined by the nature of the assets deployed and the logistics required to deliver events. Decarbonisation goes beyond on-site energy consumption and extends to the design of structures, the materials used, their lifespan and associated logistics. Workshops held in 2025 identified several priority levers. Eco-design is a central focus, with the gradual integration of lower-carbon materials and increased use of recycled or recyclable inputs. Extending asset lifespan is also critical, maximising utilisation to avoid premature replacement and reduce overall impact.

Logistics emerged as a second key pillar. Structures and grandstands are continuously moved between sites and countries. Optimising transport flows, including increased use of rail, river and maritime transport where possible, has been assessed. Some entities have already tested these alternatives. In 2025, priority was

given to identifying and quantifying potential actions. The next step is to prioritise these levers based on carbon impact and operational feasibility, with a view to deploying a prioritised action plan from 2026. A third project, approved in 2025, covers healthcare activities within GL events Exhibitions. This pilot project aims to define a decarbonisation pathway tailored to the specific characteristics of medical exhibitions and congresses. The objective is to test a methodology in a strategic vertical and then use the results to support a gradual rollout across other Exhibitions activities.

In addition to carrying out individual projects, we also strengthened the international consistency of the approach. While regulatory requirements are mainly managed at holding level, data structuring and reporting are progressing across international subsidiaries. In Brazil, for example, specific work was carried out to improve the reliability of non-financial indicators and strengthen monitoring of action plans. This increased maturity in reporting provides a solid foundation for sustaining the decarbonisation pathway over time.

In 2025, decarbonisation is no longer just a stated objective. We now benefit from a clear framework for action, tailored by business line, built around measurable priorities and embedded in operational decision-making. The challenge in the coming years will be to demonstrate tangible impact while balancing environmental requirements, economic performance and competitiveness.

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.

In 2025, GL events published a Sustainability Charter to structure and guide the implementation of this policy across the Group. Organised around three pillars, it sets out nine commitments:

People

- Ensure the health and safety of employees, partners and attendees
- Support professional development and well-being at work
- Strengthen diversity and inclusion

Planet

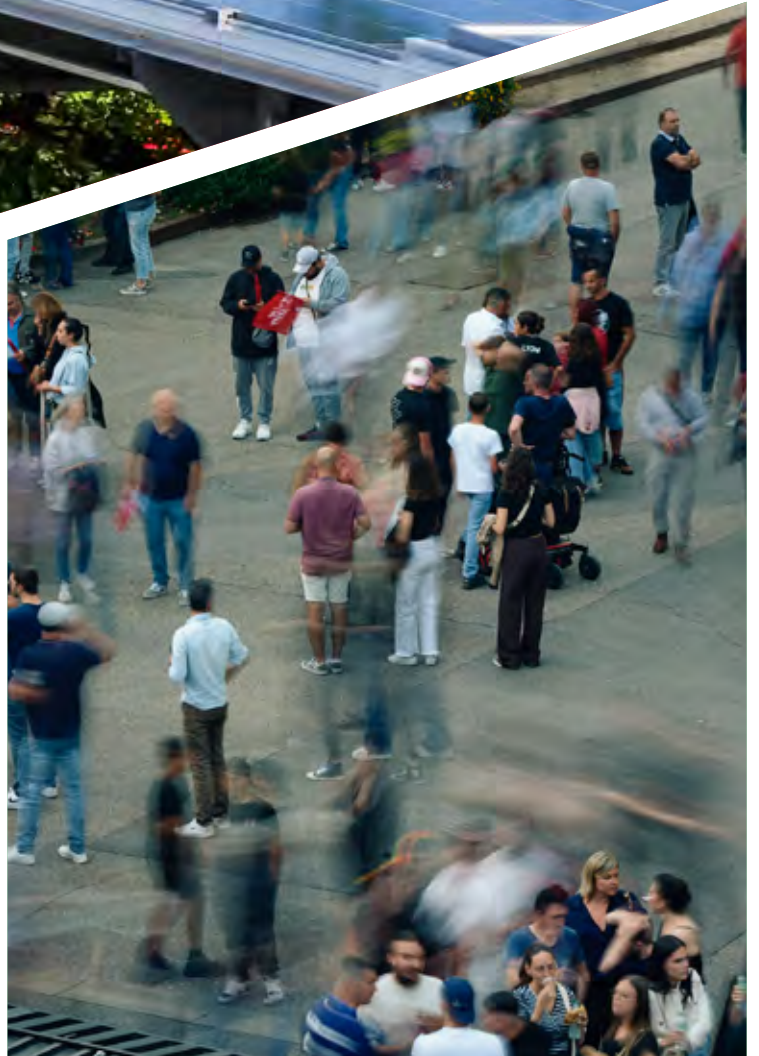
- Reduce the Group's carbon footprint across scopes 1, 2 and 3
- Limit single-use materials and develop circular economy practices
- Protect biodiversity and natural resources

Communities

- Contribute to the economic, sustainable and social development of local communities
- Act ethically in relationships with stakeholders
- Implement responsible procurement practices involving suppliers

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.



2025 An ambitious CSR policy

In 2025, GL events published its second Sustainability Statement, prepared in accordance with CSRD requirements, reflecting the continued structuring of its strategy and improved reporting quality.

Since the publication of our first Sustainability Statement, significant progress has been achieved. Work carried out during the year has deepened the Group's approach to emerging issues, particularly biodiversity, water management and pollution, while strengthening existing policies, actions and targets related to climate and the circular economy.

Significant advances have been made with respect to social issues, particularly through the development of more robust indicators and the deployment of dedicated policies, notably in relation to event security. At the same time, governance arrangements have been maintained and strengthened to support the overall effectiveness of the Group's CSR approach.

Planet	People	Governance
<ul style="list-style-type: none"> — Implementation of an emissions reduction pathway across the Venues division in France and for temporary structures and grandstands activities in France and the United Kingdom — Launch of a Water Contest to measure and reduce water consumption across Venues sites — Introduction of a sustainable mobility allowance for employees in France 	<ul style="list-style-type: none"> — Implementation of the Global Working Conditions Policy, now applicable across all Group activities and employees worldwide — Signing of an agreement with AGEFIPH to establish a three-year disability policy — Creation of a Diversity and Inclusion Committee to promote diversity and inclusion across the Group, measure the impact of actions and give teams a voice 	<ul style="list-style-type: none"> — First-time publication of sustainability statements in compliance with CSRD requirements. — Rollout of training on corruption and influence peddling risks — Development and implementation of a new responsible procurement charter to strengthen performance, sustainability and ethics across the event supply chain

More specifically, in terms of non-financial results:

Planet	People	Communities
<p>-4% and -6% respectively, in emissions per € of revenue for the Venues and Live divisions compared with 2024</p> <p>-15% in waste generated (tonnes of waste per € of revenue) compared with 2024*</p> <p>4,276^{MWh} of renewable electricity, equivalent to the annual consumption of 1,900 households in France</p>	<p>-20% in the workplace accident frequency rate compared with 2024</p> <p>14 hours of training per employee on average</p> <p>-10% in the employee turnover rate</p>	<p>35% of the Group's revenue is covered by at least one ISO certification</p> <p>527 employees trained on corruption and influence peddling risks</p> <p>1,359 employees trained in fraud risk prevention since 2019</p>

* Excluding the Anhembi site in Brazil, as significant construction-related waste was recorded in 2025

Implementing an effective, widely recognised CSR policy across its operations

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. Each year, the detailed results of this assessment process are presented to the Group's Executive Committee, as well as to the Board committees, namely the CSR Committee and the Audit Committee. The 2025 score, based on 2024 data, increased to 72/100 from 68/100 in the previous year.



In 2024, the Group received the highest rating, A, under the carbon scoring methodology developed by Axylia.

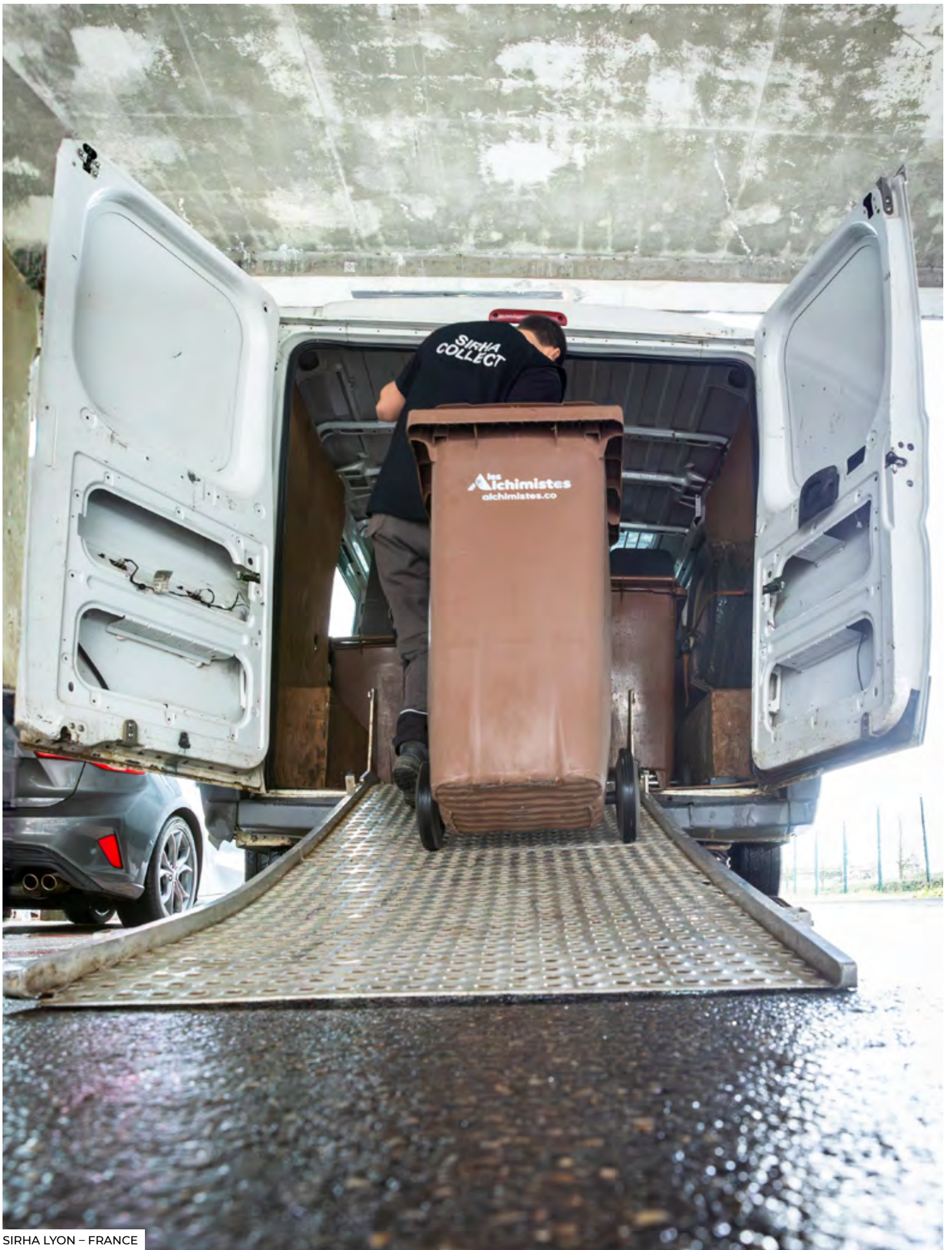


In addition, in 2025, GL events responded for the third time to the CDP (Carbon Disclosure Project) climate and water questionnaires.

The Group received a B rating, compared with B- in 2024, on climate and a B- rating, compared with C in 2024, on water. This indicates that the existing foundations and action plans support a structured emissions reduction pathway aligned with the Paris Agreement, as well as a water management strategy.



CLEANUP DAY - SANTIAGO, CHILE



CSR contributions within professional organisations and federations



GL events Group is a member of industry organisations and professional associations, including UNIMEV (French Events Industry Association) and UFI, and actively contributes to the sector's environmental working groups and committees. 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 2025, 35% of the Group's revenue was covered by at least one ISO certification

Partnerships to support regional socio-economic development

Thanks to its strong local presence and the breadth of its activities, the Group supports local development and promotes economic and social attractiveness wherever it operates. Regular meetings are held to take into account the expectations and needs of the Group's various stakeholders, strengthen dialogue and jointly develop solutions or shared initiatives, including granting authorities, industry and regional professionals, and representatives from the non-profit, cultural and sports sectors.

In this context, a number of initiatives were carried out in 2025 with key voluntary organisations such as:

- Establishment of partnerships with **Je ne suis pas un Handicap** and **Okeenea**.
- Signing of an agreement with **AGEFIPH** and engagement with **CleverConnect** to support the employment of people with disabilities





THE CAMP – POUZILHAC, FRANCE





BIENVENUE
THE CAMP
 CHAMP DE FÊTE
 GL EVENTS WORKSHOP
2025





“HR teams are fully engaged in supporting the Group’s transformation and rapid growth, recognising that its people are its most valuable asset.”

FANNY CHAUAUX
CHIEF PEOPLE OFFICER

After several years of strong mobilisation and rapid change, the HR environment in France and internationally now requires consolidation of core practices while preparing new initiatives. In an uncertain economic and geopolitical environment, priorities remained clear: secure career paths, support the Group’s growth and preserve the distinctive human dimension of GL events. In this context, 2025 focused on continuity and further structuring of the Human Resources function.

Successful integration of new employees: a key priority

Reflecting the Group’s activity and that of its subsidiaries, 2025 saw the integration of new employees and new business areas. Each new hire brings value, both human and cultural, while raising integration and knowledge transfer challenges. In 2025, a significant part of HR activity focused on onboarding: structuring integration programmes, clarifying reference points and sharing the Group’s practices, values and culture. This approach, adapted at entity or project level, is intended to be rolled out progressively across international operations as the network expands and projects increase worldwide.

Employer brand: connecting teams across continents and underpinning a sustainably multicultural organisation

Formalising the employer brand became a key priority. It goes beyond communication, clarifying what it means to work within GL events, what unites teams, expectations for managers, how responsibilities are assigned and the degree of autonomy and initiative encouraged. This clarity supports management development, strengthens retention and facilitates the transfer of expertise across generations. In a Group where careers often evolve through projects and opportunities, the objective is to provide greater visibility without rigid career paths.

The multicultural dimension has become a strategic priority. International expansion, the growth of multi-country projects and the diversification of operating regions require greater maturity on these issues. In 2025, initial steps were taken: systematically adapting HR processes for international deployment, strengthening global HR data management and initiating work on a shared employer identity capable of connecting different cultures, practices



JOBS DATING, GLOBAL INDUSTRIE – PARIS, FRANCE

and expectations. This multicultural approach provides a common foundation for teamwork across the Group. This shared culture is supported by targeted initiatives. In preparation for the 2026 Asian Games in Aichi-Nagoya, Japan, project teams received training on Japanese culture, including business practices, social norms and day-to-day interactions. The objective is to prevent misunderstandings, improve collaboration and enhance working conditions on increasingly complex projects. This approach is intended to be formalised and sustained, supporting international teams both professionally and in terms of work-life balance.

Expertise and skills: training as a key focus

More generally, training continued to play a central role. In a rapidly changing environment, where roles and tools continue to evolve, supporting employees in developing new skills is essential. The rise of artificial intelligence led to an initial phase of broad awareness training, providing common reference points for employees and managers. The objective is not to create specialists, but to enable teams to understand potential uses, identify their needs and develop function-specific roadmaps. This approach, launched in 2025, will continue in 2026 with more targeted programmes by function.

Diversity, inclusion and workplace well-being: ongoing initiatives

Diversity, inclusion and quality of working life continued to be a priority. In 2025, actions focused in particular on disability, with increased efforts in manager awareness, administrative support and internal communication. These initiatives supported new employees and encouraged open discussion on these topics. They form part of an ongoing effort, with the aim of gradually broadening the scope beyond disability.

Finally, cross-functional coordination has become a key priority. The development of an international HR community, positioned as a strategic partner, aims to break down silos and create a shared framework. As geographic regions play an increasing role, the challenge is to align divisional and regional approaches to support consistent and sustainable growth.

At the core of these initiatives is a clear conviction: the strength of GL events lies in its people. Sharing a common culture, supporting career paths, recognising talent and encouraging long-term engagement are key drivers of individual and collective performance.

GL events Group's values

Pioneering spirit

Explore new approaches, innovate with boldness and shape the future. At GL events, everyone contributes to development and acts with an entrepreneurial mindset.

Team spirit

Move forward together, succeed by combining strengths and leverage complementary skills. This defines how we work.

Ingenuity

Find creative and effective solutions where others see obstacles. This is the mindset that drives us.

Passion

Bring commitment, expertise and energy to create memorable and vibrant experiences. This is what we share.





BRUNO LARTIGUE
EXECUTIVE COMMITTEE SECRETARY, CHIEF PUBLIC AFFAIRS OFFICER

2025 builds directly on the trajectory the Group has pursued for more than a decade. Following the major operational successes of 2024, notably the Paris Olympic and Paralympic Games, the priority is now to consolidate this legacy and sustain the momentum to support local development.

Today, the Group's activities, spanning the venues operated by GL events Venues, the large-scale projects delivered by GL events Live and the exhibitions organised by GL events Exhibitions, support this momentum. Events play a significant role in enhancing a region's attractiveness, at the intersection of tourism, sport, culture and economic development. Each event, whether sporting, cultural, professional or public, generates multiple benefits, including increased visitor numbers, local economic activity, international visibility and engagement from local stakeholders.

In this context, GL events' role extends well beyond that of a technical operator. The Group acts as a partner to local authorities and public institutions in delivering policies that support attractiveness and regional development. Events have therefore become a strategic tool to strengthen a region's reputation, economic activity and social vitality.

In 2025, the events industry reached a new level of recognition. Long regarded as a secondary or ad hoc activity, it is now established as a fully fledged economic sector in its own

right. It draws on a broad value chain, from event design and logistics to hospitality, production, infrastructure and related services.

The Olympic and Paralympic Winter Games Milano Cortina 2026 were a key milestone. The Olympic and Paralympic Winter Games Milano Cortina 2026 extend the Group's track record in major international sporting events and demonstrate its ability to adapt its expertise to very different environments, from urban settings to demanding alpine sites.

Looking ahead, planning is already underway for the longer term, particularly with a view to the Olympic and Paralympic Winter Games 2030. This marks the start of a new phase of preparation and coordination between public and private stakeholders. Experience gained in recent years is a valuable asset in supporting this ambition and helping to structure a coherent project across the Alpine regions.

Events play an increasingly important role in supporting transformation and development. For GL events, the priority in the coming years is to build on this momentum by strengthening institutional relationships developed over successive projects, while continuing to demonstrate the Group's ability to support ambitious, large-scale initiatives.



PASCAL ESTÈVE
CHIEF SECURITY OFFICER

In an international environment marked by constantly evolving risks and threats, safety and security are a strategic priority for GL events. The diversity of events organised, the range of infrastructure and the Group's presence in multiple countries require a structured and forward-looking approach to security. GL events has strengthened its ability to address growing security challenges at both national and international level by creating a Group Security Department in 2023. Its primary role is to help protect employees, assets and operations, while safeguarding the Group's reputation in an increasingly complex environment.

At the core of the Group's risk governance framework, the department defines and leads the Group's global security policy. It naturally operates across all three GL events divisions. Its responsibilities include identifying and analysing threats, preventing malicious acts, protecting people and assets, securing events and sites, and preparing for and managing crisis situations.

Through these actions, the department strengthens the Group's resilience and builds trust among stakeholders. It also supports the Group's ambition to deliver events and infrastructure that meet the highest safety and security standards, and to provide ever safer, more responsible and exemplary events and venues. The continued rollout of this strategy is a key priority for the years ahead, supporting the Group's long-term performance and reputation.

In 2025, the Group made significant progress in deploying and strengthening this new security policy. This included an increase in security audits across sites in France and internationally, as well as the establishment of a network of security coordinators within the Group's main entities. This network has improved information flows and supported the implementation of operational measures. Cooperation with public authorities and internal security services was also strengthened to support coordinated event preparation and effective management of sensitive situations. This includes partnerships with elite law enforcement and national security units, including the GIGN and the National Guard.

In 2025, the department also supported several major national and international events, providing expertise in the design and coordination of security arrangements, particularly for the Group's largest exhibitions and in preparation for the Milano Cortina 2026 Olympic and Paralympic Games.



**“Legal and Compliance:
contributing to the security
and performance of the Group’s
teams, assets and projects.”**

PATRICIA SADOINE
GROUP GENERAL COUNSEL AND CHIEF COMPLIANCE OFFICER

The GL events Legal and Compliance Department supports the Group’s development in an increasingly demanding regulatory environment, in France and internationally. It combines specialised expertise and local operational support, covering a broad scope including corporate and commercial law, public law, construction law, insurance, compliance, data protection and intellectual property. Its role is to anticipate risks, secure projects and enable operational teams to focus on delivery and performance.

Operationally focused expertise to address project complexity

In 2025, the department operated in an environment of increasingly complex regulatory and contractual frameworks. In response, the Legal Department continued to adapt its organisation. New areas of expertise were added, particularly in public and construction law, to provide more targeted and responsive support to business lines. Compliance matters, including the Sapin II anti-corruption law and GDPR, were brought under a single leadership structure, enabling a consistent and integrated approach to the Group’s obligations in France and internationally.

This organisation has strengthened the department’s ability to engage at an early stage in projects. Legal teams are now involved from the design phase of major international projects, including those related to the Olympic and

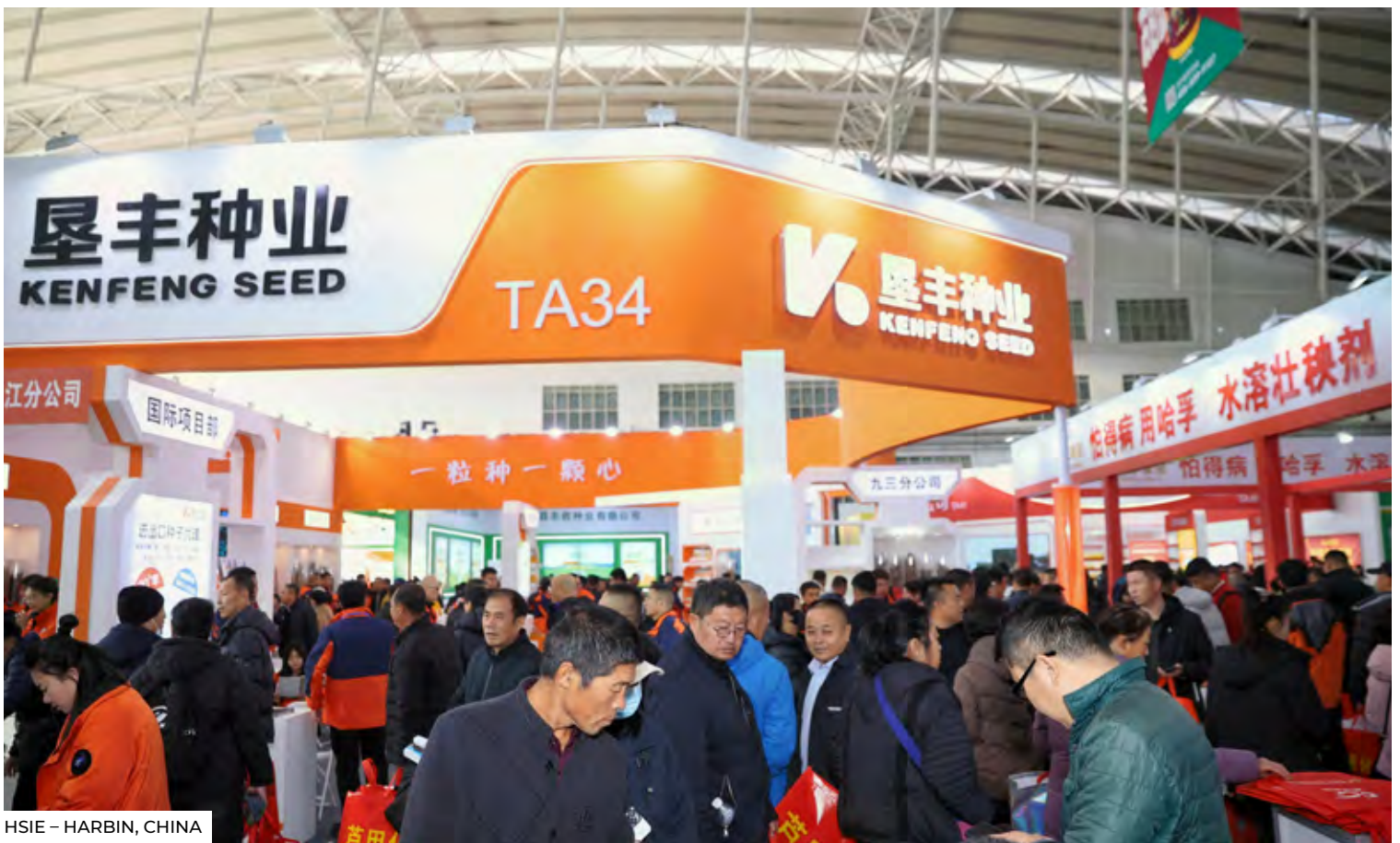
Paralympic Winter Games Milano Cortina 2026, the Asian and Para Asian Games Aichi Nagoya and Expo 2025 Osaka. For these high-stakes projects, contract managers were deployed on site, working closely with headquarters to protect the Group’s interests throughout the contract lifecycle, from negotiation through execution. As contractual processes become more formalised, the role of contract lawyers embedded within project teams has become critical to securing projects, supporting operational teams and ensuring compliance with contractual commitments.

Dedicated support for operational teams

Support for the Group’s business divisions was further strengthened on key projects. For example, venue management teams were supported on major tenders, including the Stade de France. The Exhibitions division received legal support for acquisitions and restructuring, particularly in China and Europe. The Live division was supported in its internal reorganisation, aligned with the other divisions, as well as in litigation management. Across all activities, Legal is increasingly working as a trusted partner alongside project teams.

Protection of brands and assets

Insurance risk management is another core area of expertise, with Legal acting as a strategic partner to operational teams. A new insurance programme was designed specifically for



HSIE – HARBIN, CHINA

the Group, providing consistent coverage of assets from dispatch to return. This global framework replaces multiple local programmes and strengthens the protection of the Group's interests on large-scale projects, while improving clarity for operational teams.

Protecting the Group's brand portfolio is also a central responsibility. As the visibility of the Group and its leadership increases, enhanced measures have been implemented with specialist firms to safeguard trademarks, distinctive signs and the Group's positioning in its markets. This vigilance contributes to the Group's overall protection.

Strengthening the compliance culture and addressing emerging issues

In compliance, 2025 marked further progress in strengthening a culture of compliance. Requirements under the Sapin II law are now well understood by operational teams, supported by regular training and communication within audit committees. The framework has also been strengthened internationally, with the appointment of a compliance lead in Asia and support provided by local legal teams in Latin America. Third-party assessment processes have been integrated upstream in major projects, in close coordination with procurement, to tailor practices to the specific risks of each operation.

Emerging topics are also closely monitored. Artificial intelligence has become a new focus for the Legal Department, both in terms of tools and their use. The objective is to leverage these technologies while maintaining critical judgement and analytical capacity.

By 2025, the Legal and Compliance Department is firmly established as a partner to operational teams. Specifically, through its specialised expertise, early involvement in projects and its ability to provide tailored support, it contributes to securing the Group's growth and preparing for future developments in an evolving regulatory and contractual environment.



ANNE-CLAUDE PINGET
GROUP INSURANCE MANAGER

“In 2025, the insurance function continued to strengthen its role as a cross-functional partner supporting all three divisions and the Group’s international operations.”

Its role extends beyond placing insurance policies. It is involved throughout the project lifecycle, from tender submissions through to post-event phases.

The insurance team is engaged from the earliest contractual stages, including calls for tender, concessions and negotiations with local authorities or governments. It then supports site handover, ensuring compliance with certification requirements and appropriate levels

of coverage. During installation and operational phases, the team manages any claims, coordinates expert assessments, implements protective measures and ensures liabilities are properly covered. Its involvement continues through the disassembly phase and, in some cases, well beyond.

2025 was marked by several major international projects. In Osaka, specific insurance solutions were developed to meet Japanese legal requirements and client expectations, particularly in construction liability and personal insurance. Preparation for the Asian and Para Asian Games Aichi Nagoya 2026 also mobilised the team from 2025, anticipating requirements related to the recruitment of nearly 1,600 employees and compliance with local regulations. Local insurers intervene as full partners and projects are reviewed with them in detail to secure their commitment and align coverage with the actual risk profile.

A key development in 2025 was the introduction of a global equipment insurance programme for the Live division, providing coverage from the moment equipment leaves warehouses and continuing through transport, interim storage, installation, operation and dismantling, until return. This uninterrupted coverage significantly simplifies the work of operational teams and improves cost predictability, a critical factor for large-scale events such as COP conferences and international sporting events.

The insurance function also contributes to client relationships, particularly during contract negotiations and claims assessment, helping reassure partners of the Group’s ability to manage risk and handle claims. It also supports operational teams by helping them assess appropriate coverage, allocate responsibilities and anticipate financial impacts.

The team, made up of three legal specialists, relies on strong contractual analysis capabilities, agility and close alignment with operational teams. Understanding operational challenges, speaking the same language as on-site teams and continuously adjusting priorities are essential capabilities. This integrated approach moves beyond a purely technical view of insurance, positioning it as an operational function aligned with the complexity and increasing international scope of the Group’s projects.



MATTHIEU DULLIN
GROUP COMPLIANCE & DPO
MANAGER

“In 2025, the Group’s Compliance function was completely reorganised to support all operations, in France and internationally, and to reflect the expansion of the Group’s activities.”

The objective was not to redefine existing principles, but to apply them consistently across all entities and geographies in a way that is operational and aligned with local requirements.

The organisation is now structured around two clearly defined pillars: business ethics, covering anti-corruption, competition law and, in due course, duty of vigilance, and digital regulation, covering personal data, artificial intelligence

and cybersecurity. These areas are managed by four team members working in pairs across Corporate, GL events Live and GL events Sports on the one hand, and GL events Venues and GL events Exhibitions on the other.

This structure is supported by a strengthened international presence. A team member based in Shanghai has joined to cover Asia, and close coordination continues with the Compliance team in Brazil.

At the same time, a network of local representatives is being established across several countries. These representatives, who are legal staff already embedded within the entities, oversee the rollout of Group programs at local level.

In parallel, a network of local contacts is being established within subsidiaries to streamline information flows and embed compliance practices within operational teams.

To support this framework, two tools were introduced at the start of 2026: an entity profile identifying activities, locations, key contacts and systems, along with risk indicators, and a cross-functional checklist covering the main actions to be implemented. This approach identifies risks, prioritises actions and adapts Group standards to local requirements.

In addition to organisational changes, Compliance became involved earlier in the project execution process in 2025. On major projects such as the Olympic and Paralympic Winter Games Milano Cortina 2026, the Asian Games in Aichi-Nagoya and the World Expo in Osaka, the team was involved from the preparation stage, including partner integrity assessments, alignment of processes

with contractual requirements, data flow controls and targeted training for project teams. Each major project now has a designated Compliance contact, involved from the tender phase through to execution.

The function also supports external growth transactions, with the Compliance team involved in due diligence processes. The aim is to identify risk factors at the earliest stage and enter into transactions with clear action plans in place.

In an environment of increasing regulatory requirements and stricter enforcement, the approach is based on risk management and a focus on practical support. Compliance does not act as a constraint but provides a structured framework that secures projects, protects the Group’s reputation and supports long-term growth.

For 2026, several priority initiatives are underway: continued implementation of the European regulation on artificial intelligence, the launch of a Group-wide competition law program and preparation for the NIS2 Directive on cybersecurity. Strengthening the international network and further developing local frameworks will also remain priorities.



3 OBÁS DE XANGÔ





ABRINT - SÃO PAULO, BRAZIL



“Data management and AI play a central role in supporting the Group’s operations and growth.”

DENIS TOMASICCHIO

CHIEF INFORMATION OFFICER

GL events’ information systems continue to evolve to support performance, security and business operations. After a period of intensive system rollout and the transition of processes and data to digital platforms, the focus has shifted from developing new tools to deploying, adopting and optimising information systems and data use. The Group’s IT function now spans digital data and core systems. A team with technical, application and cross-functional expertise supports all three divisions across its geographic footprint.

An organisation built to meet business requirements

In 2025, the IT function was reorganised to support innovation, a broader range of activities, evolving uses and regulatory requirements. Governance of business systems was strengthened, notably through the appointment of a dedicated IT Manager for the Live division to support ongoing system rollouts and transformation. The Group’s financial systems function was strengthened by combining finance project support teams with technical teams. This new organisation accelerates international rollouts while maintaining full control over financial data flows. The Group also created a data, integration and AI team and added specialised technical skills in a rapidly evolving field. The Group is upgrading its data capture and processing systems using secure, recent technologies, with wider applications now possible, notably by AI.

In 2025, the Group carried out extensive integration and deployment of its information systems across its entities. Key initiatives were delivered, including master data rollouts, data quality controls and process security enhancements, to improve overall performance. The Group prioritised its CRM, digital ecosystem and financial systems to improve the customer experience, streamline commercial processes and strengthen its ability to understand, identify and support clients across its geographic footprint.

Data management as a driver of value creation

Data management is now a top priority. The rapid expansion of AI across business processes, including communication, marketing, sales, logistics, administrative functions, HR, CSR and legal, requires tighter control over data quality, accessibility, security and governance. With multiple business lines, countries and systems, improving data quality is a major priority. It determines the Group’s ability to make informed decisions, understand client expectations and optimise operations. Data directly supports value creation and remains closely tied to regulatory compliance and data protection requirements, particularly under the GDPR.

Artificial intelligence: phased deployment across the Group

At the same time, the Group is rolling out artificial intelligence in stages across its operations. Through the “AI for you” programme, the Group has defined three priorities. The first focuses on governance and security, with an AI committee, a dedicated charter and control measures to protect the Group’s information assets. The second focuses on awareness and adoption, delivered in close coordination with communication and HR teams to ensure that managers and employees understand AI-related issues and adopt these tools progressively across all generations. The third involves identifying, analysing and rolling out business use cases in a controlled manner while managing costs.

In the short and medium term, the Group is moving towards targeted industrialisation. AI will play a growing role in improving productivity by freeing teams from time-consuming tasks through assistants integrated into everyday tools. Combined with the Data Hub, it will also strengthen commercial performance through more personalised offerings and better anticipation of event-related demand. The development of predictive analytics models will also improve logistics, on-site asset management and flow planning.

Cybersecurity remains a priority

As cybersecurity requirements increase, the Group continued to roll out the programme launched in 2022 in 2025. Based on ISO 27001 principles, the Group’s cybersecurity policy covers five areas: governance and risk management, identity and access management, data protection, operational security and incident response.

This approach includes process improvements, user training, monitoring systems, regular audits and crisis management exercises. AI now strengthens detection capabilities and speeds up response times, in line with rising client expectations for data security.

Reducing the environmental footprint of information systems is also a priority. As AI and digital tools expand, the Group continues to reduce energy consumption through more responsible choices in hardware and cloud providers. Resource management relies on DevOps and FinOps expertise, while hardware and software selection prioritises longer lifecycles and improved repairability.

In 2025, IT teams demonstrated their ability to support the Group in high-stakes environments. The integration of Parc Chanot in Marseille and Stade de France was completed within tight deadlines, meeting demanding requirements for availability, performance and security. These projects reflect the teams’ commitment as they prepare for 2026, closely aligned with the Group’s needs and ready to address new challenges in a constantly evolving environment.



GÉRALDINE MEHA
FINANCE IT PROJECTS
MANAGER, GROUP IT

“In 2025, the Finance IT function completed a major step in the Group’s transformation.”

The priority was to strengthen the finance information system to support performance, compliance and external growth over the long term.

The creation of a cross-functional Finance IT role, linking finance teams and Group IT, strengthened coordination between business and technology. This organisation supports end-to-end management of financial processes, from invoicing to collection and from supplier orders to payment, with a clear objective: secure flows while streamlining operations.

In 2025, the Group delivered a major project: the rollout of electronic invoicing, particularly in Belgium. This regulatory requirement, effective from 1 January 2026, was used to modernise finance processes. The shift from PDF or paper formats to XML required a full review of Order-to-Cash and Procure-to-Pay processes, along with improvements to core data, including customer and supplier master data.

In addition to meeting tax requirements, the project improved traceability of financial flows, strengthened internal controls and secured cash management, which is critical for a fast-growing Group. The Group adapted its ERP systems and strengthened application interfaces to ensure reliable data exchanges with tax platforms.

Delivered as a business project rather than a standalone IT initiative, the rollout relied on a cross-functional team bringing together IT, finance and operational teams, supported by an external firm. In Belgium, the Group established a network of local contacts to build team capabilities and ensure consistent practices over time. A similar approach will be implemented in France, where several Group entities have already been brought forward into the regulatory timetable for September 2026.

In parallel, 2025 confirmed the Finance IT team’s ability to support external growth. The integration of Parc Chanot in Marseille and Stade de France was completed within tight deadlines, with demanding operational requirements.

Teams deployed finance tools quickly while providing close support to users, including during critical operating periods.

Data is without any doubt a strategic asset. The SAP ERP system, which underpins the Group’s financial information system, was strengthened to improve data quality, consistency and usability. The aim is to simplify processes for operational teams and provide management with reliable data to support decision-making.

Cybersecurity and the protection of financial flows also received increased attention. Partner and solution selection included strict security criteria in a context of growing digital exchanges.

In 2025, Finance IT laid solid foundations to support the Group’s growth and modernise its financial processes, paving the way for further developments in 2026.



JEAN-ARNAUD EYME
CHIEF DIGITAL & DATA OFFICER

“Data itself has become an asset for the Group.”

As business lines, systems and data volumes expand, the challenge is no longer limited to collecting data. The Group must organise it, secure it and make it usable to support decision-making and day-to-day operations. In 2025, the Group accelerated projects focused on data and the use of artificial intelligence.

Over the past two years, the IT function has launched a programme to upgrade the Group's data platform. The aim is to centralise data, improve data flows between applications and build an infrastructure that supports growing business needs in France and internationally. This work includes a gradual shift to cloud architecture and the rollout

of a Data Hub to consolidate and use data from across the Group's systems.

In 2025, the Group carried out several projects to improve the quality and security of data flows. Legacy systems are being replaced with modern, robust solutions that improve reliability, simplify maintenance and make it easier to integrate new data sources and future AI applications.

For operational teams, the benefits are immediate. Data is easier to access, processing times are shorter and analysis can be carried out more quickly. The Group has rolled out several business intelligence tools, particularly for marketing, finance and HR teams, with upgraded reporting that improves performance tracking and supports forward planning. This work also strengthens the Group's standing with partners and investors by ensuring reliable data and clear governance.

Building on these data initiatives, 2025 also marked a turning point for artificial intelligence. Rather than running multiple isolated trials, the Group chose to organise its work around a clear framework covering governance, training and phased rollout.

An AI committee, including Executive Committee members, now sets priorities and oversees projects. At the same time, the Group created an AI community bringing together employees from different business lines to share best practices, identify use cases and promote the use of AI across the organisation.

This work is supported by a significant training effort. More than 1,800 employees have already received training or awareness sessions on AI through webinars, e-learning programmes and dedicated sessions

for managers. The aim is to ensure that all employees understand the opportunities offered by these technologies while managing the associated security and governance requirements.

Alongside training, the Group has launched several practical initiatives to integrate AI into everyday tools. An internal portal, the GL events AI Hub, is currently being rolled out. It centralises business use cases and provides employees with access to AI tools in a secure environment.

Initial applications include content generation tools, writing assistance and modules tailored to specific activities, such as stand design visuals and support for drafting commercial proposals. The objective is to improve team productivity while maintaining control over data and costs.

Data organisation and the development of artificial intelligence are not only technical priorities. They directly support changes in how the Group operates. Better data improves customer insight, optimises operations and supports decision-making across the Group. Through these initiatives, the IT function reinforces its role as a partner to business teams and as a key contributor to the Group's digital transformation. It enables new uses that support performance, innovation and competitiveness.



AI-GENERATED IMAGE



ART EXPLORA – DURRËS, ALBANIA



ART EXPLORA – PIRAEUS, GREECE

Partnerships & sponsorships

Reflecting its values and its social and environmental commitments, GL events focuses its partnerships, sponsorship and philanthropy on three priorities: inclusion, culture and the legacy of major international events for host regions. The Group, its entities and the GL events Foundation support projects over the long term and work with the organisations that deliver them.

Partnerships supporting local communities

GL events' partnerships and philanthropic initiatives have long been rooted in the regions where the Group operates. They reflect a commitment to work alongside non-profit, sports, cultural and community organisations that, each at their own level, contribute to local and regional vitality and cohesion.

This policy is based on the conviction that by bringing people together, events create valuable opportunities for exchange and collective engagement. By supporting initiatives with a clear social purpose, GL events connects communities, neighbourhoods and cultures. The Group prioritises long-term partnerships to support practical initiatives and maintain its commitment over time.

Given the range of current initiatives, GL events focuses on consistency and continuity. This approach allows the Group to work closely with reliable, committed partners and support projects over the long term.

Bringing people together through culture

Culture forms the second pillar of this commitment. GL events supports artists and cultural organisations by providing its expertise, capabilities and venues for projects rooted in local communities. Culture supports dialogue, strengthens local vitality and enhances attractiveness. Improving access to cultural initiatives aligns with the Group's core mission of bringing people together and creating shared spaces.

The partnership with Art Explora Foundation illustrates this approach. This international project reaches audiences where

they are. Through the world's first travelling museum boat, the Art Explora festival tours the Mediterranean, stopping in ports across fifteen countries and offering free immersive exhibitions, artistic performances and discussion events.

GL events supports the Art Explora Foundation through philanthropic funding and supports the project's implementation in host regions. This is based on a shared objective to improve access to culture and build lasting links between communities and their audiences.

This commitment to culture is also reflected in the hosting of Nuits Sonores at La Sucrière, a leading event on Lyon's cultural scene. By making its venue available for this event, GL events supports a cultural project firmly rooted in its local environment and accessible to a wide range of audiences.

Sport as a pathway to inclusion

Driven by an entrepreneurial culture and the belief that everyone should have access to opportunities, GL events supports professional integration. By working with organisations on the ground, the Group helps open up opportunities, particularly for people facing barriers to employment, notably through sport.

Sport fosters integration by providing a collective framework that supports learning, builds confidence and encourages engagement.

For more than twenty years, GL events has supported Sport dans la Ville, a leading organisation in France focused on integration through sport. Active in many priority urban areas, it supports young people into employment and training through sport. In partnership with Sport dans la Ville, the Group engages its employees, gives young people access to its sites and exposes them to a wide range of roles, creating concrete opportunities.

In Lyon, the partnership with Lyon-La Duchère football club follows the same local approach. More than a football club, Lyon-La Duchère runs a well-developed social programme, using sport to support educational, civic and career guidance initiatives. Through programmes such as "Dirige ton club",

The partnership between GL events and Olivier Perreau: supporting the rise of a top-level athlete

Since June 2019, the Group's support has helped the rider reach the highest international level. At a time when the Group was already closely involved in equestrian sports through the organisation of leading competitions, this sponsorship reflects a deeper commitment to top-level sport. In addition to providing financial support, through its subsidiary GL events Equestrian Sport led by Sylvie Robert, the Group enabled Olivier Perreau to compete in five-star events (CSI 5*), including the Longines Equita Lyon and the Saut Hermès, which played a decisive role in his career. GL events' backing allowed Olivier Perreau to focus fully on top-level competition and continue progressing through the ranks. The highlight of this partnership remains the bronze medal won by Olivier Perreau and his horse GL events Dorai d'Aiguilly in the team show jumping event at the 2024 Olympic Games, although the collaboration continues.



secondary school students learn how an organisation operates, meet partner companies and explore different career paths.

GL events also supports inclusive initiatives, including adapted football for children with disabilities and awareness programmes on environmental transition and anti-discrimination. This partnership strengthens links between a neighbourhood and the wider Lyon metropolitan area while highlighting the commitment and potential of its young people.

Through its partnerships, GL events follows a consistent approach based on local presence and long-term commitment. By supporting organisations on the ground, the Group contributes to local development and supports projects with a clear purpose.

Sponsorship and the legacy of major events

After sponsoring the Paris 2024 Olympic and Paralympic Games, GL events became a sponsor in 2025 of the Olympic and Paralympic Winter Games Milano Cortina 2026, as well as the Aichi-Nagoya Asian Games and Para Asian Games.

In addition to technical delivery, the Group aims to contribute to a positive legacy, particularly in terms of corporate social responsibility (CSR). Infrastructure is designed using circular economy principles, with the objective of reusing, repurposing or recycling materials. Large-scale reuse of equipment is a key component of this material legacy. At the same time, the Group prioritises responsible sourcing and continues to develop solutions that meet increasingly demanding environmental and construction standards.



LYON-LA DUCHÈRE FOOTBALL CLUB – LYON, FRANCE



FOOTBALL CLUB LYON-LA DUCHÈRE, ÉCO DUCH – LYON, FRANCE



World!
People!
Art!

The GL events Foundation celebrates five years of support for projects with a clear social purpose in 2025. Established by the GL events Group and chaired by Anne-Sophie Ginon, the corporate foundation reflects a clear principle: business performance must also deliver a lasting, positive impact on local communities.

It connects the Group, its employees and the causes it supports, extending the Group's core values of initiative, ingenuity, solidarity and commitment. The foundation provides a non-commercial framework focused on action, supporting projects that deliver measurable, lasting results in France and internationally.

Three pillars for lasting impact

The GL events Foundation structures its activities around three pillars, People, World and Art, with a shared objective: contribute to the social, environmental and cultural realities of the regions where the Group operates or plans to expand.

People improves living conditions for women, men and children by supporting education, inclusion and independence.

World supports environmental protection and biodiversity through projects linked to ecosystems and the transmission of environmental knowledge.

Art promotes culture as a means of expression, empowerment and social connection by supporting projects that pass on skills and artistic practices.

The foundation applies the same approach to each pillar: building long-term partnerships and supporting projects that deliver lasting change in local communities.

Concrete initiatives in France and internationally

Since 2023, under the People pillar, the GL events Foundation has supported Arca, a non-profit active for more than 20 years in the Vila Prudente favela in São Paulo. Arca supports residents from childhood to adulthood through education, training, sport and cultural programmes that promote independence and social and professional integration. The foundation funds more than 50,000 meals each year, equivalent to two meals a day for the children supported, and backs after-school and sports activities that support personal development.

In Benin, the GL events Foundation supports Yasmine & Mirabelle in its project at the Sainte-Famille orphanage in Djeffa, between Cotonou and Porto-Novo. In 2025, this partnership led to the opening of a 250 sqm clinic addressing a critical need in a region with limited access to healthcare.

The facility serves orphanage residents, pupils from a nearby school and local communities. It includes two hospital wards with 14 beds, a consultation room, a sampling area, a pharmacy and an on-call room, and provides treatment for serious conditions such as malaria. Built using locally sourced earth bricks and Beninese expertise, the clinic reflects a sustainable approach rooted in the local environment. All funds were invested locally, ensuring direct and visible impact.

In France, the GL events Foundation also supports initiatives that promote equal opportunities and inclusion, including Sport dans la Ville, which helps young people integrate through sport. It also supports awareness and knowledge-sharing projects such as Photo Climat, a travelling photography exhibition focused on climate and social issues, and the Arboretum Marcel Kroënlein,



SAINTE-FAMILLE ORPHANAGE, DJEFFA – BENIN

dedicated to preserving mountain biodiversity and restoring ecosystems.

Through these initiatives, the GL events Foundation follows a consistent approach: support practical projects developed with local communities to deliver lasting, shared impact.

From support to implementation

In 2025, the GL events Foundation entered a new phase by broadening its ambitions, moving from funding to implementation. From 2026, this will include new initiatives

such as support for the NGO Vie et Solidarité in Benin, the first project under the Art pillar. The organisation supports people with disabilities and develops art therapy programmes that promote expression, well-being and social inclusion.

Rooted in local communities and driven by GL events employees, the GL events Foundation takes a long-term approach: act now to deliver lasting, positive impact.





ARCA, SÃO PAULO - BRAZIL



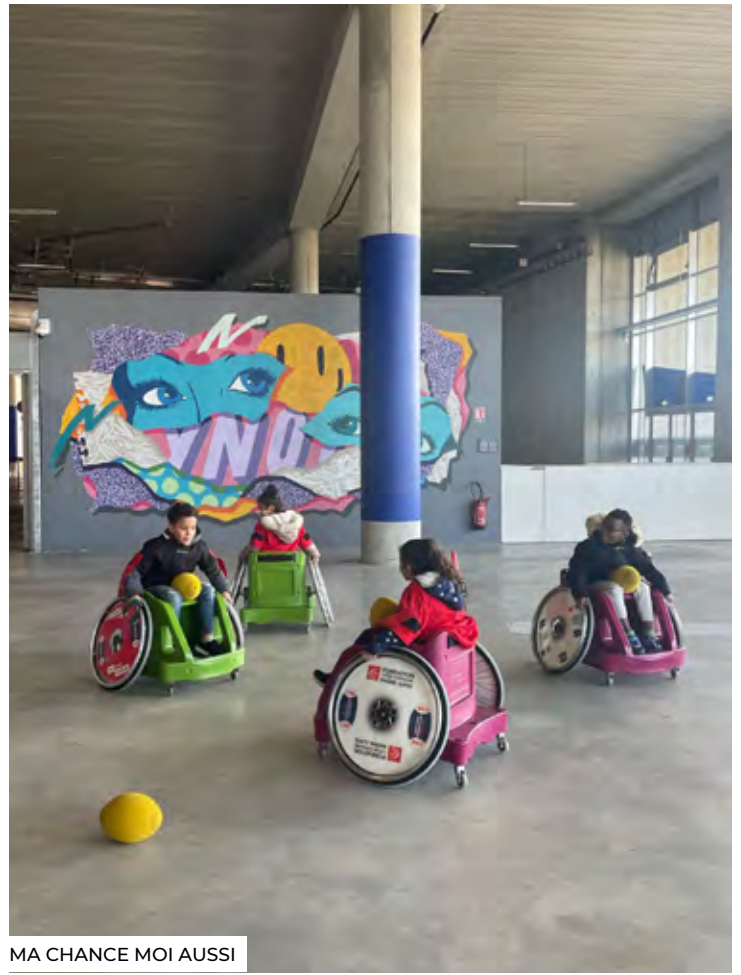
MARCEL KROËINLEIN ARBORETUM, ROURE - FRANCE



PHOTO CLIMAT EXHIBITION, PARIS - FRANCE



MA CHANCE MOI AUSSI



MA CHANCE MOI AUSSI



PHOTO CLIMAT EXHIBITION, PARIS - FRANCE

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 Festival de Cannes, 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 Center and wins management concessions for the Riocentro Convention Center of Rio de Janeiro, Pudong Expo for the city of Shanghai, the Brussels Square Meeting Center, the Turin Lingotto Fiere Exhibition Center, the Curitiba Estação Embratel Convention Center and the Rio de Janeiro Aréna in Brazil and the World Forum Congress Center of The Hague. GL events acquires Traiteur Loriers to accelerate the development of its Food & Beverage strategy.

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

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



LIV GOLF – ROCESTER, UNITED KINGDOM

2010-2015

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

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

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

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

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

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

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

Exporting the proprietary event concepts

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

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

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

The Group is awarded a ten-year concession for the Metz Convention Center.

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

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

As a stakeholder of the G20 summit in Brisbane, Australia and the 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 center with a total area of 120,000 sqm.

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

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

After 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 Center (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.

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.



VIVING – BREST, FRANCE

The company accelerates its international expansion

Acquisition of a 51 % stake in ZZX (China), a company specialised in event services, a 60 % majority stake in Johannesburg Expo Center, the managing company of the Johannesburg exhibition center, 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 Center and Polydome of Clermont Ferrand, extension of the concessions for the Saint-Etienne venues (Exhibition Center, 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 GL events Live 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. Tranoi, the leading B2B event organiser for creative fashion brands in conjunction with Fashion Week, joined forces with the Group, strengthening its fashion business unit.

Digital innovations

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

Putting safety first

Reflecting the 5th 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.

2022

Record revenue

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.

The Group supports and equips major events

(Equestrian Saudi Cup, Indonesian MotoGP Grand Prix, FIFA World Cup Qatar, COP27, Commonwealth Games).

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.

New venues

The Group expands its network with several new venues: Strasbourg Exhibition Center, Les Invalides in Paris, Paris Montreuil Expo, six venues in Orléans including CO'Met and the Zénith, and **The Ruck Hotel** in Lyon.

GL events also acquires Field & Lawn and strengthens its CSR governance with the integration of the CSR function into the Executive Committee.

2023

The Group acquires Locabri, a specialist in temporary structures, strengthening its offering beyond the events sector.

Paris 2024 Olympic and Paralympic Games

GL events partners with LOXAM on a major contract for temporary energy solutions and becomes an **Official Partner** for temporary infrastructure

Palais Brongniart is selected as Team USA House for Paris 2024.

Progress on the CSR strategy: energy consumption reduced by more than 30%, installation of 581 charging points and accelerated electrification of the fleet.

2024

Record revenue

A new record year, with revenue reaching **€1.635 billion (+15%)**.

GL events delivered 70% of the temporary infrastructure for the Paris 2024 Olympic Games, provided energy solutions and organised the equestrian events.

The Group strengthened its shareholder structure:

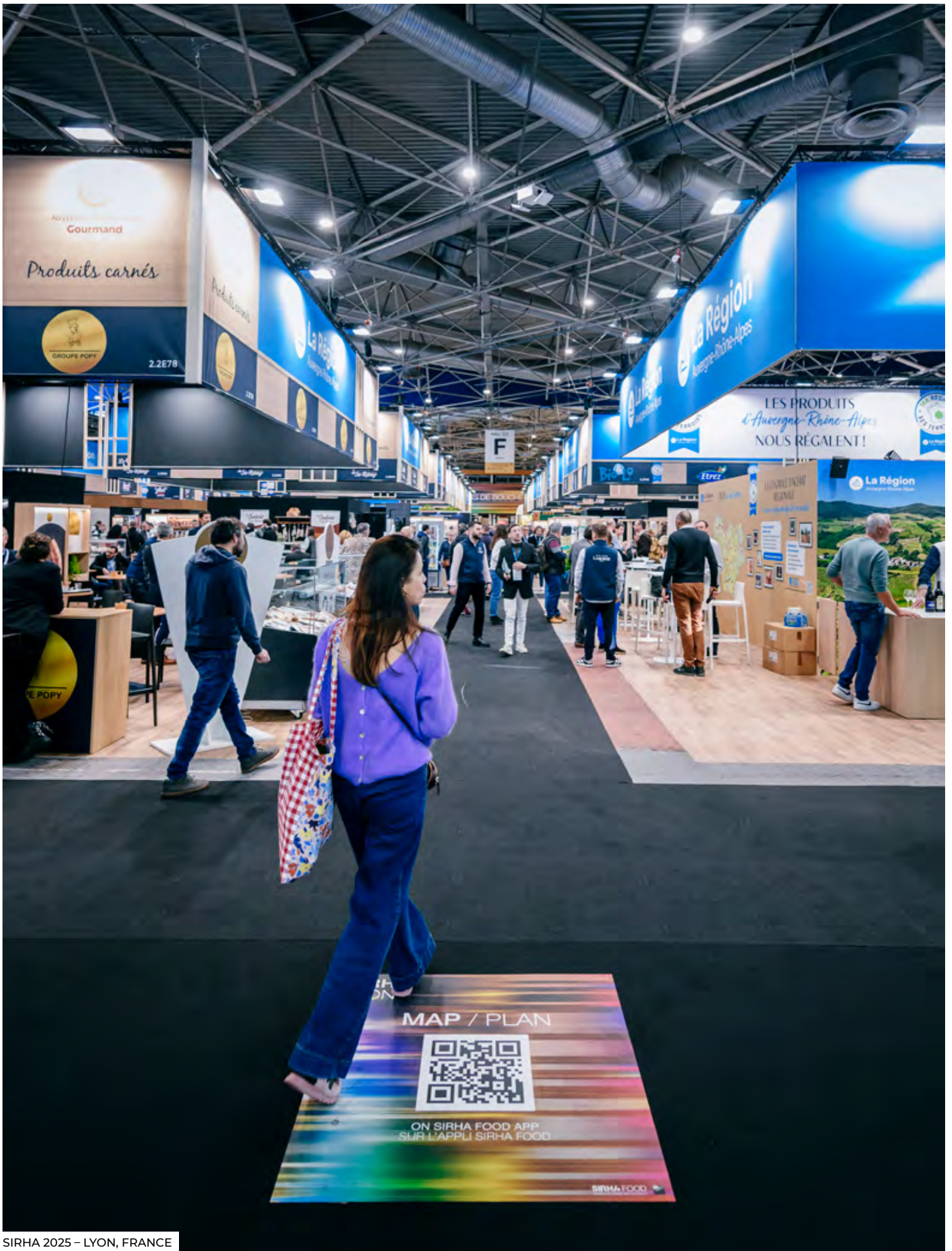
Trévis Participations became a shareholder, Sofina sold its stake, and Crédit Agricole and Grand Rey increased their ownership.

In CSR, carbon intensity relative to revenue decreased by 5%, while progress in the circular economy continued. Initiatives include photovoltaic canopies at Eurexpo and the rollout of Cléo Carbone.

The Group was awarded the concession for Parc Chanot in Marseille,

inaugurated the Anhembi site in São Paulo (investment exceeding €100 million) and positioned its Exhibitions division as a content integrator.

It strengthened its presence in healthcare (dedicated offering in 2025), entered into exclusive negotiations for the **Stade de France** concession and signed an MOU to acquire **ADD Group** in Saudi Arabia.



2025

Aichi-Nagoya 2026 Asian and Para Asian Games (Japan)

GL events was awarded a major contract for the Aichi-Nagoya 2026 Asian and Para Asian Games. As the entity responsible for operational management (Event Delivery Entity), GL events was tasked with a broad scope of responsibilities, including the setup and coordination of temporary sites (overlay), the provision of power and technical services, catering logistics, cleaning, and waste management. This scope also includes key operational services such as venue coordination and management, support for medal ceremonies, press area services and spectator services across all 53 Asian Games venues and 19 Para Asian Games venues. GL events is an Official Partner of the Aichi-Nagoya 2026 Asian and Para Asian Games.

Milano Cortina 2026 — Official Temporary Infrastructure Partner

The Organising Committee for the Milano Cortina 2026 Olympic and Paralympic Winter Games has awarded GL events the overlay services for 19 venues across Milan, Cortina and Bormio, including the Milano Santa Giulia Arena (ice hockey and para ice hockey), Predazzo (cross-country skiing and Nordic combined) and Cortina d'Ampezzo (women's alpine skiing). Dedicated project teams were responsible for the design, supply, installation, maintenance and dismantling of temporary infrastructure (overlay), including tents and temporary structures, modular buildings, temporary grandstands, media facilities and portable sanitation units. GL events was also a partner of the 2026 Winter Olympic Games.

Stade de France concession — Official award

The French State has awarded GL events the concession for the Stade de France for a period of 30 years. Operations commenced on 5 August 2025, with the first concerts held in August. The Group's project is designed to deliver an ambitious and sustainable approach, with a focus on enhancing the experience for all audiences. To bolster its position as a major showcase for Paris and France, building on the legacy of the Paris 2024 Olympic Games, the stadium will follow a new roadmap with an expanded programme that includes additional sports and international outreach, while strengthening its local engagement.

Developments in animal health in China

GL events acquired a 69% stake in **WESAVC**, organiser of China's leading veterinary equipment trade show (more than 1,000 exhibitors, 50,000 sqm, strong growth). This transaction aligns with the Group's strategy to expand in the high-growth animal health sector, while strengthening its technological synergies and its presence in Asia through GL events Live Shenzhen

Changes in the shareholder base and strengthened governance

Significant changes were made to GL events' shareholder base in 2025. Polygone and Amar Family Office acquired Sofina's remaining stake, representing 7% of the share capital, marking an important step in the reorganisation of the Group's shareholder structure. Atream and CARAC also acquired equity stakes in GL events and Polygone SA, including holdings that grant representation on both boards of directors. This development strengthens shareholder stability around institutional investors committed to long-term projects.

GL events Live: a high level of activity, with the delivery of major events: World Expo Osaka (Germany / Serbia / EU pavilions), United Nations Ocean Conference in Nice, Paris Air Show, Monaco Formula 1 Grand Prix, Rolex Monte-Carlo Masters, Saut Hermès, 24h Le Mans.

GL events Exhibitions : strong growth, supported by leading exhibitions such as Global Industrie and SIRHA Lyon, international events like Première Vision, Estetika Brazil, SIRHA Arabia and the expansion of its Health & Science and Pop Culture segments.

GL events Venues benefits from the strong performance of its venue network and continued expansion across four continents, with new landmark assets including the Stade de France, the Abidjan Exhibition Centre and Parc Chanot in Marseille, as well as hosting major events such as the G20 in South Africa and the NATO Summit in The Hague.

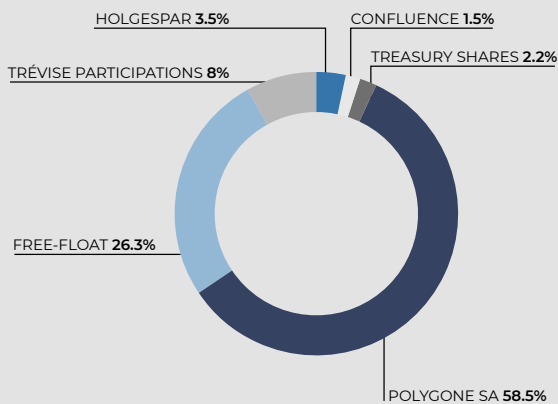
The Group continues to strengthen its environmental and social responsibility through a proactive policy: Salon BePOSITIVE 2025 – Promoting low-carbon sectors. In March 2025, GL events organised BePOSITIVE at Eurexpo Lyon, **the only exhibition in France dedicated to the energy transition and sustainable buildings.** The event supports the dissemination of responsible innovations among professionals in energy, sustainable construction and low-carbon solutions. It is a key component of the Group's CSR strategy in terms of regional impact and accelerating the ecological transition.

Shareholder information

SHARE PRICE DATA

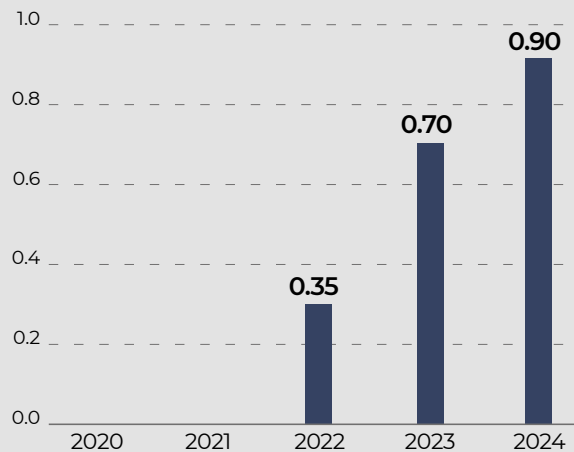


SHAREHOLDER OWNERSHIP STRUCTURE AT 31 DECEMBER 2025



DIVIDENDS

At the upcoming Annual General Meeting to be held on 29 April 2026, the Board of Directors will submit a proposal to distribute a dividend of € 1 for 2025.



2026 investor calendar

15 APRIL 2026	Q1 2026 REVENUE
29 APRIL 2026	COMBINED ANNUAL GENERAL MEETING, LYON
22 JULY 2026	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 (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, (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
- Florian Cariou, Midcap
- Robin Leclerc, IDMidCaps
- Maud Servagnat, ALL Invest Securities

Market

EURONEXT PARIS- COMPARTMENT B (MID CAPS).

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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) 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







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Business expertise

CONSULTING



SERVICES



CONSTRUCTION



DESTINATION MANAGEMENT



Locations

FRANCE

AMIENS



CLERMONT FERRAND



MARSEILLE



ORLÉANS



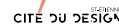
REIMS



ROANNE



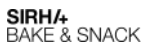
SAINT-ÉTIENNE



Sports



B2B exhibitions



B2C exhibitions



Locations

FRANCE

CAEN

LYON
 CITÉ | CENTRE DE CONGRÈS | LYON

METZ

PARIS
 Palais Brongniart

STRASBOURG

TOULOUSE

EUROPE

BELGIUM

ITALY

HUNGARY

NETHERLANDS

AFRICA / MIDDLE EAST

SOUTH AFRICA

CÔTE D'IVOIRE

TÜRKIYE

SOUTH AMERICA

BRAZIL

CHILE

ASIA

CHINA

JAPAN

Congresses

Discover our brands.

2025 Business Report



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