



Fiera Milano Group

Strategic Plan 2021-2025

CONN.E.C.T 2025

Connections, Exhibitions, Community, Transformation

Milan, February 23rd, 2021



FIERA MILANO

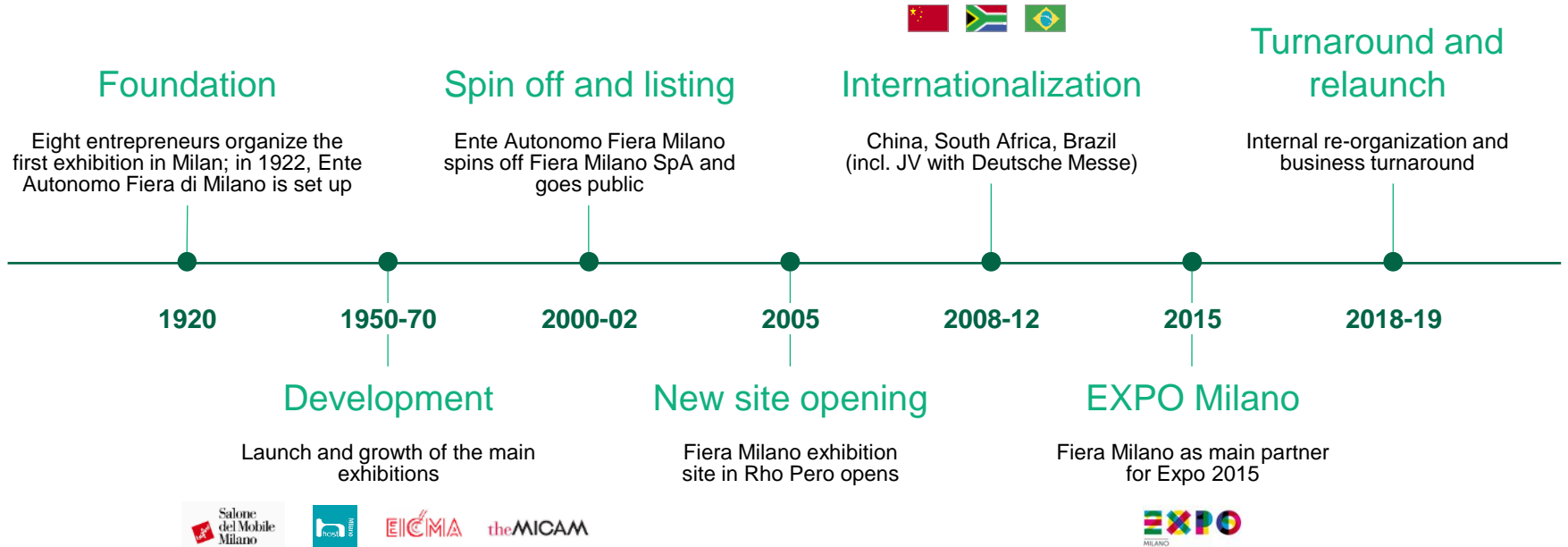
Agenda

- 01.** Fiera Milano: initial setting and recent performance
- 02.** Market and competitive scenario
- 03.** Fiera Milano's strategic positioning and guidelines in the New Normal
- 04.** Fiera Milano's 2021-25 targets and projections
- 05.** Back-up – Strategic framework
- 06.** Back-up – ESG Strategy and actions

01

Fiera Milano: initial setting and recent performance

Fiera Milano shows a history of growth of more than 100 years



Source: Fiera Milano, Roland Berger analysis

Fiera Milano is currently active in 4 businesses

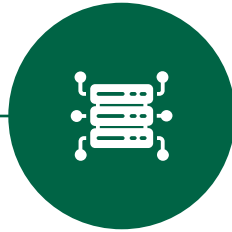
Exhibitions organization



Direct organization of proprietary **exhibitions**, providing space to **exhibitors** in Italy (mainly in Milan Venue) and abroad

EUR 89 m
[32%]

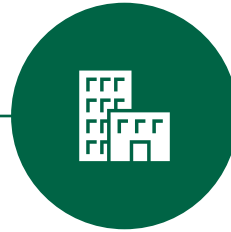
Services



Provision of services to organizers, exhibitors and visitors (e.g. stands set-ups, catering, media)

EUR 79 m
[28%]

Venue



Host of third party exhibitions, providing space to **Italian and International organizers** in **Milan Venue**

EUR 72 m
[26%]

Congresses



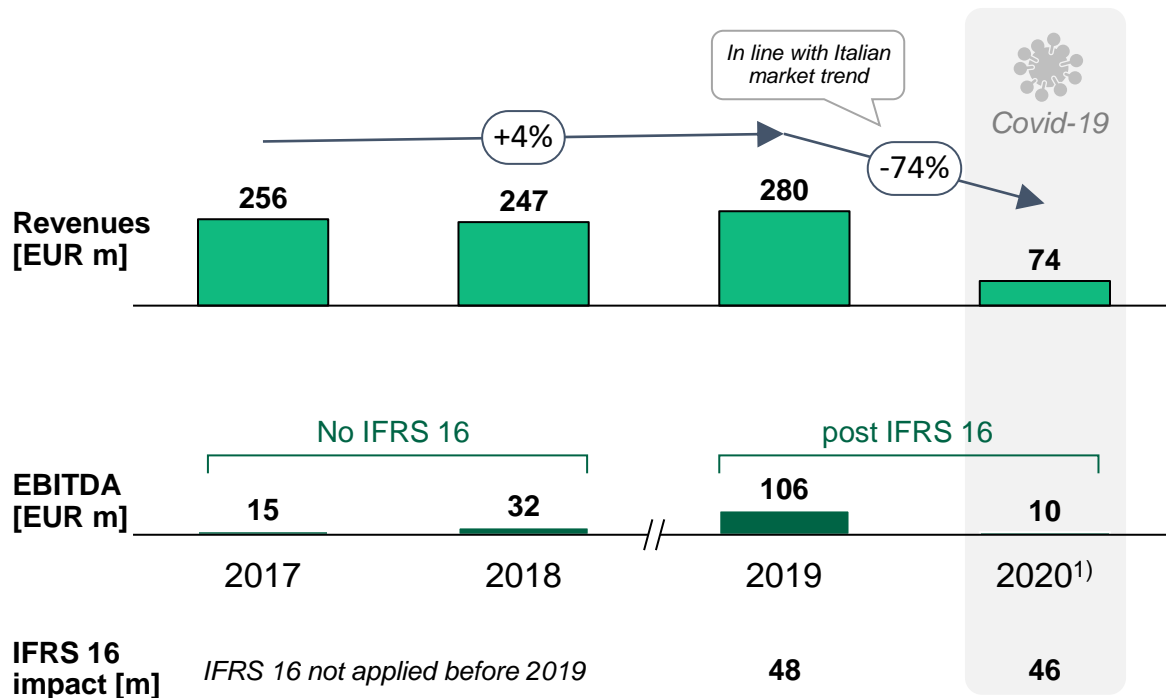
Direct management of one of the largest and most modern **convention centers** in Europe, **MiCo**

EUR 40 m
[14%]

Revenues
2019

Source: Fiera Milano, Roland Berger analysis

Fiera Milano is the leading Italian operator in the Exhibition industry – Covid-19 crisis in 2020 interrupted 2017-19 growth trend



Key highlights

- **2017-19:** significant profitability improvement mainly linked to cost efficiencies; constant net sold area
- **2020:** abrupt interruption of growth trend, with most events cancelled due to Covid-19 crisis – 74% revenue reduction and sharp reduction in EBITDA, down to EUR 10m

1) Preliminary

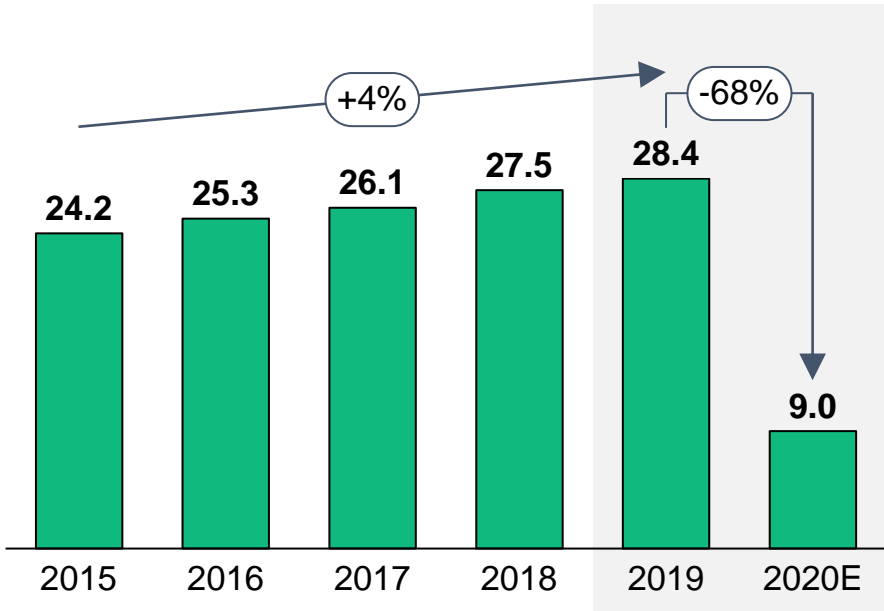
Source: Fiera Milano, Roland Berger analysis

02

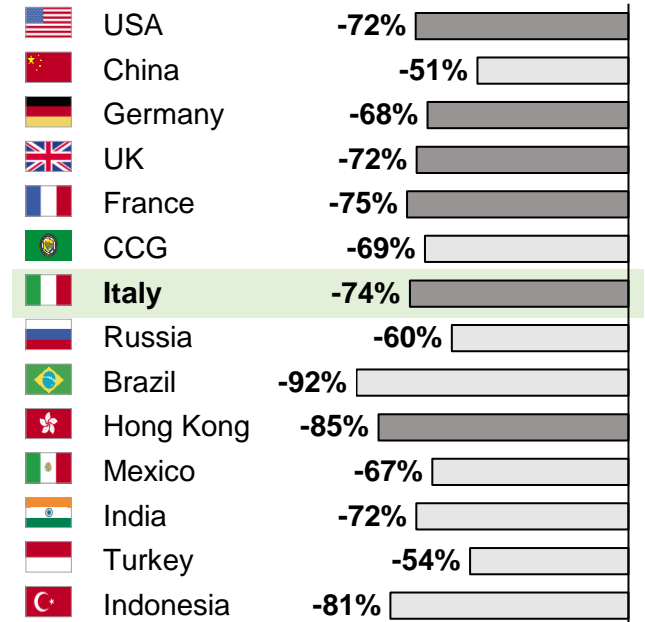
Market and competitive scenario

After Covid-19 impact, in 2020 Exhibition market dropped by 68% in revenues compared to 2019

Exhibition market size – Main 14 countries [2015-20E; USD bn]



Estimated decline in mkt size – Main 14 countries [2020 vs '19]

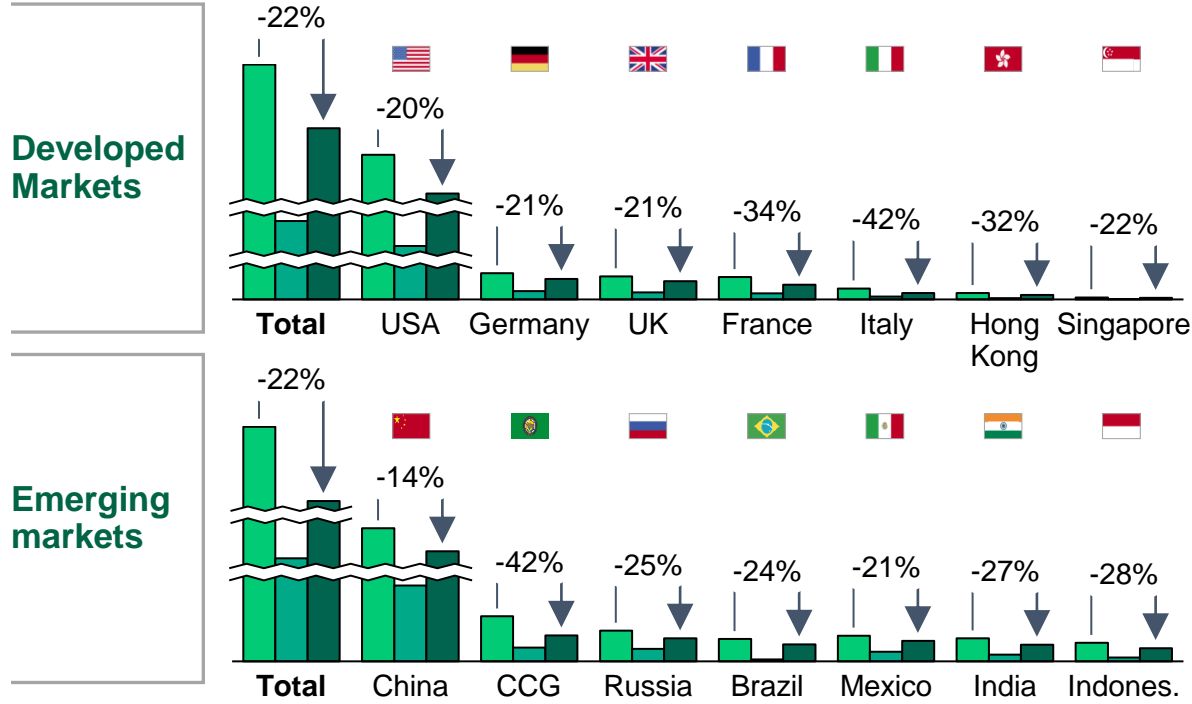


Source: AMR International, Fiera Milano, Roland Berger analysis

□ Emerging market ■ Developed market

Main industry reports highlight different recovery paths for different geographical areas, with '22 still below '19; Italy with slower expected recovery

Expected market trend in 2022 vs. 2019



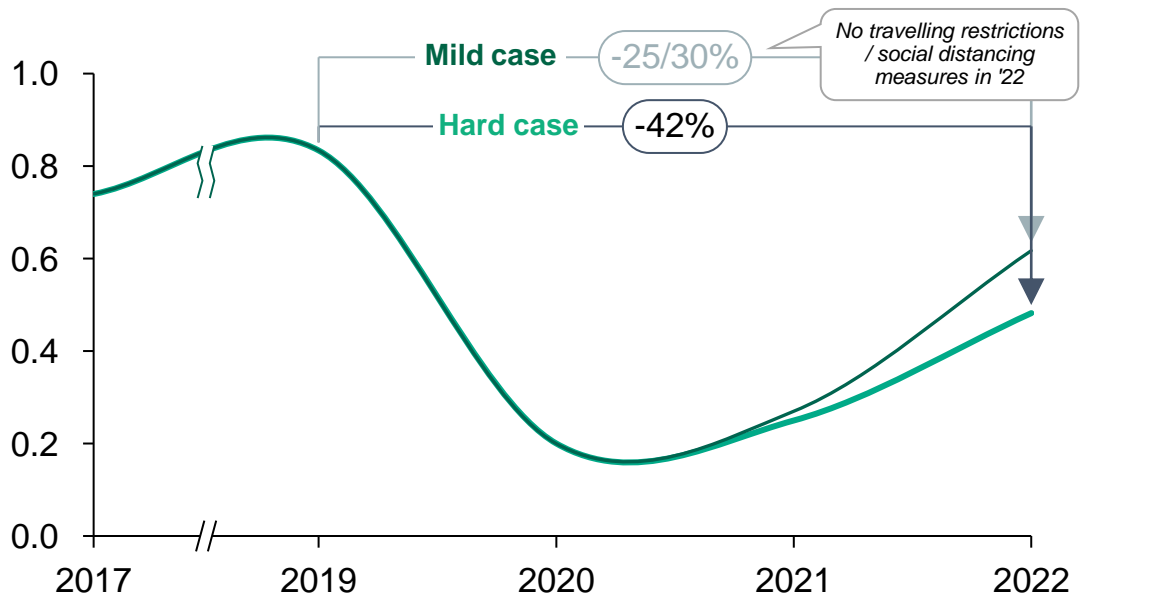
Source: AMR International, Roland Berger analysis [%] Delta market % 2019-22 2019 2020 2022

Key highlights

- Overall assumption for 2022 is that pandemic crisis will be contained and that most of events will be running
- Individual recovery rates affected by country-specific drivers
- Lower expected GDP recovery and high dependence on SMEs to drive slower Italian ramp-up

Considering recent context evolution (i.e. vaccine release), a faster ramp-up can be expected for Italy

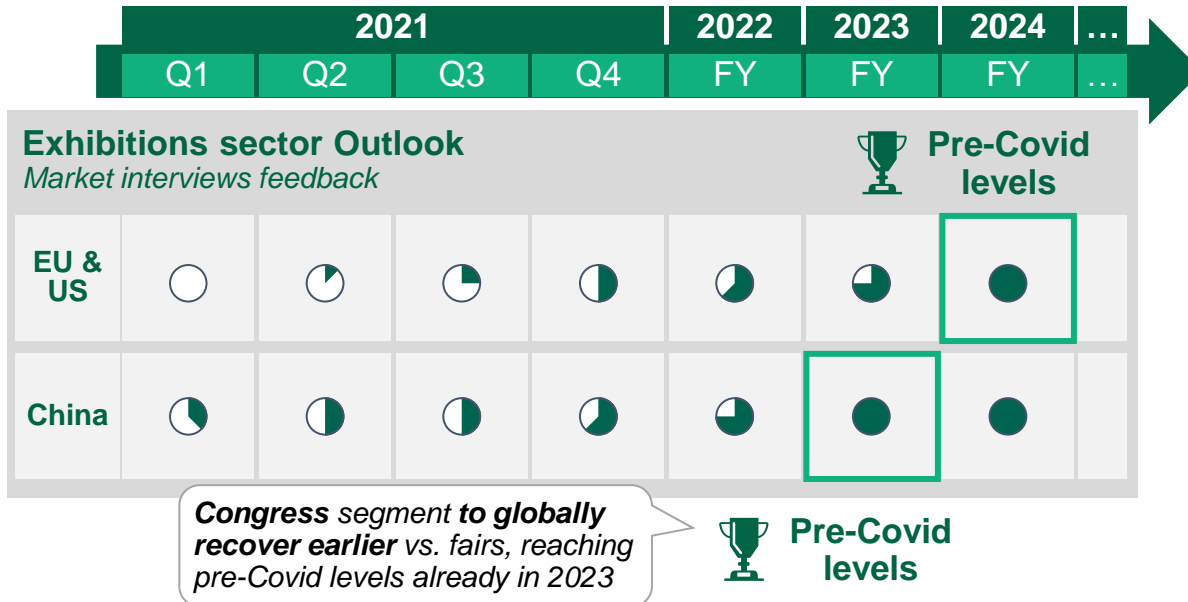
Market scenarios – Hard case vs. Mild case



Key highlights

- **Depicted scenario (-42%) represents a hard case** assuming depressed international travel and social distancing enforced through 2022
- Considering latest evolutions (e.g. vaccine release), a **milder case is considered**
- **Specific players' performances driven by business model** (underlying industries, international exposure, ..)

Exhibitions market rebound to pre-Covid levels expected in '24 for Europe and US, possibly '23 for Asia – Global congresses recovery expected already in '23



Degree of recovery to pre-Covid levels: Low High

Source: Fiera Milano, Roland Berger analysis

Key highlights

Europe & US:

- No events in Q1 2021, expected recovery start in Q2
- No international exhibitions in Q2
- Recovery in events and attendance in Q3-Q4

Asia:

- Progressive recovery in Asia in Q1-Q2 and in H2 2021
- Limited international attendance vs. pre-Covid levels for 2021

COVID-19 outbreak driving emerging trends for the exhibition industry

Health & safety as priority



- **Ensure consumer safety** with respect to events and gatherings
- **Technological investments** in venues to follow safety regulations
- **Vaccine release and distribution in Q1-Q2 2021 to limit virus spreading**

Hybrid & digital events



- **Increased importance of Digital** in the exhibition industry after Covid-19 crisis
- **Expected role of Digital as complementary** solution within a **Phygital environment**; substitutive role less likely in the long term

Government financial support



- **Government support and financial aids to sustain the exhibition industry**
- **Supporting venues highly strategic** to the recovery, as the exhibition value chain is critical in terms of potential GDP creation

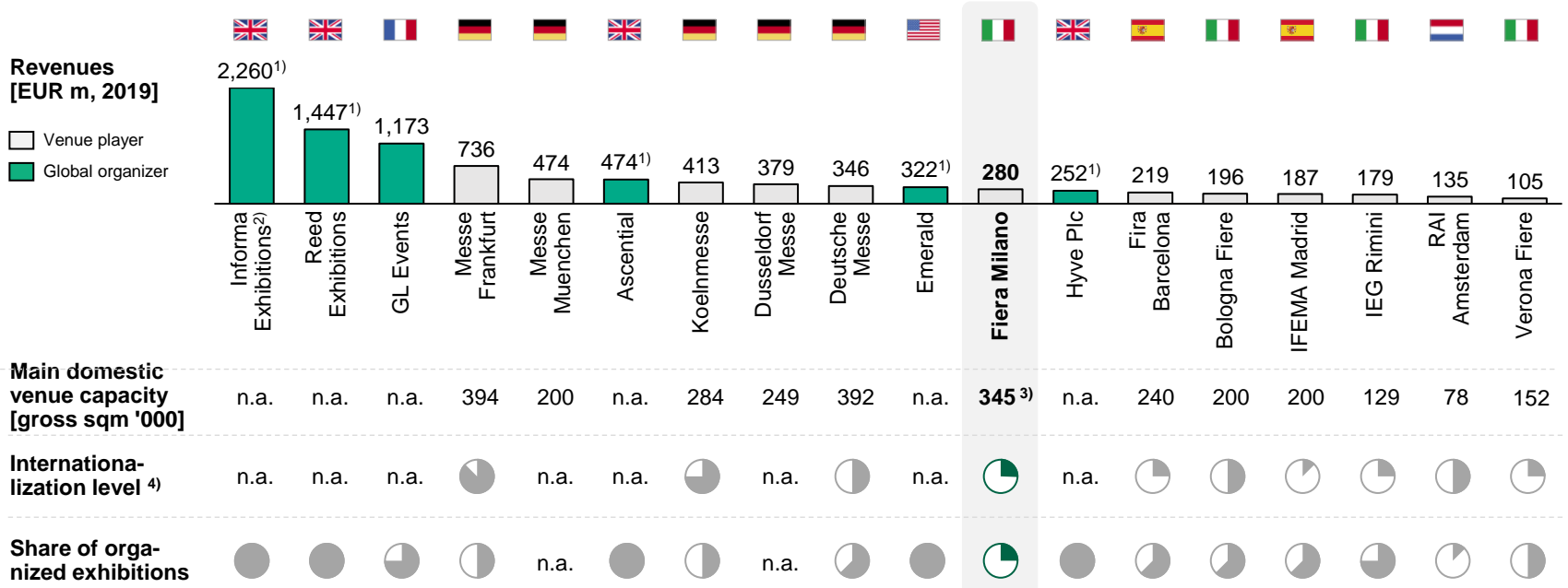
Regulatory environment



- **Social distancing** measures and **restrictions to international travel** expected to **soften after vaccine release**

Fiera Milano has one of the largest venues in the exhibition market, but with lower levels of internationalization and direct organization of events

Selection of key players in the Exhibition Industry

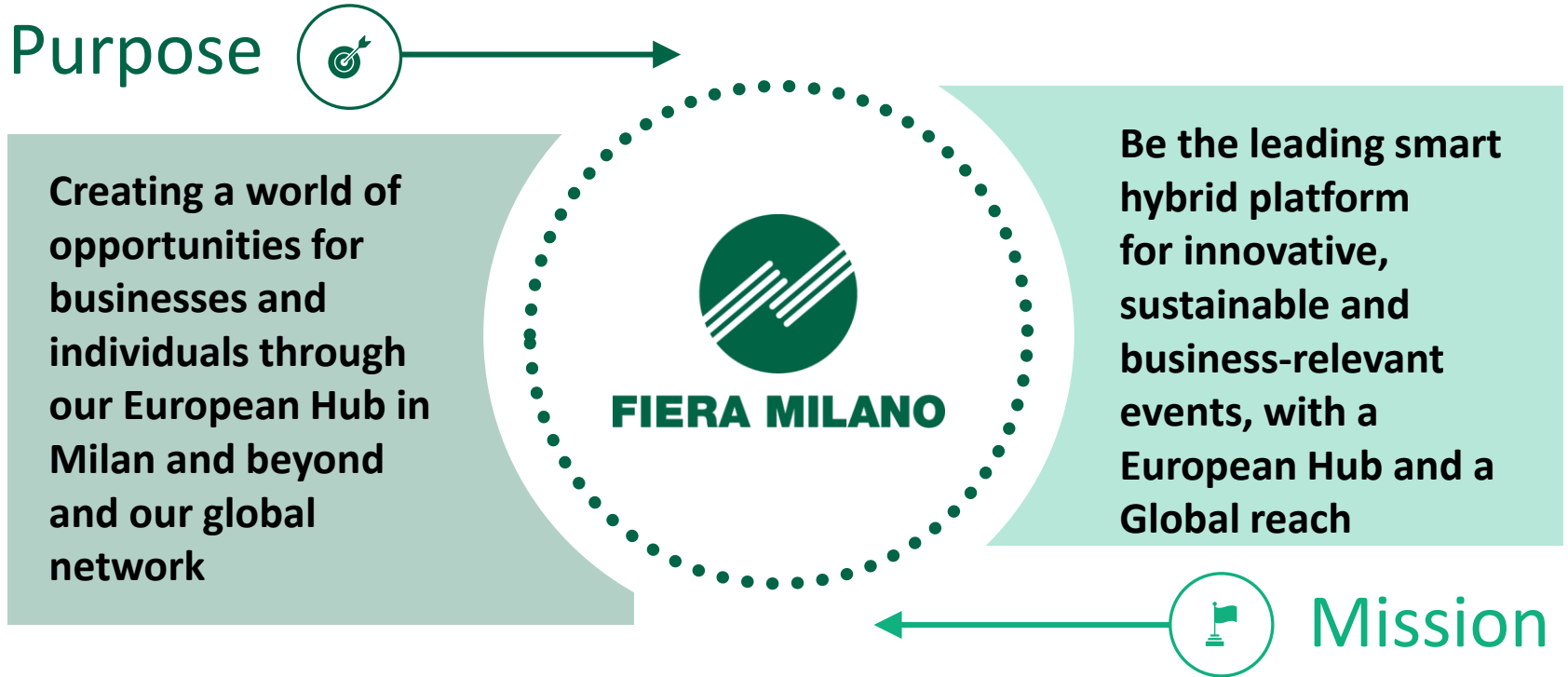


1) Based on 2019 exchange rates: 1 EUR = 0.88 GBP, 1.12 USD); 2) Calculated as aggregate of Informa Markets, Connect and Tech BUs;
 3) Considering only Rho venue; 4) Calculated evenly weighting international revenue share 2018 (50% international revenues on total = 100), avg. % international exhibitors 2018 and avg % of international visitors 2018
 Source: UFI, AUMA, Statistics Report Emeca 2018, Roland Berger analysis, Fiera Milano

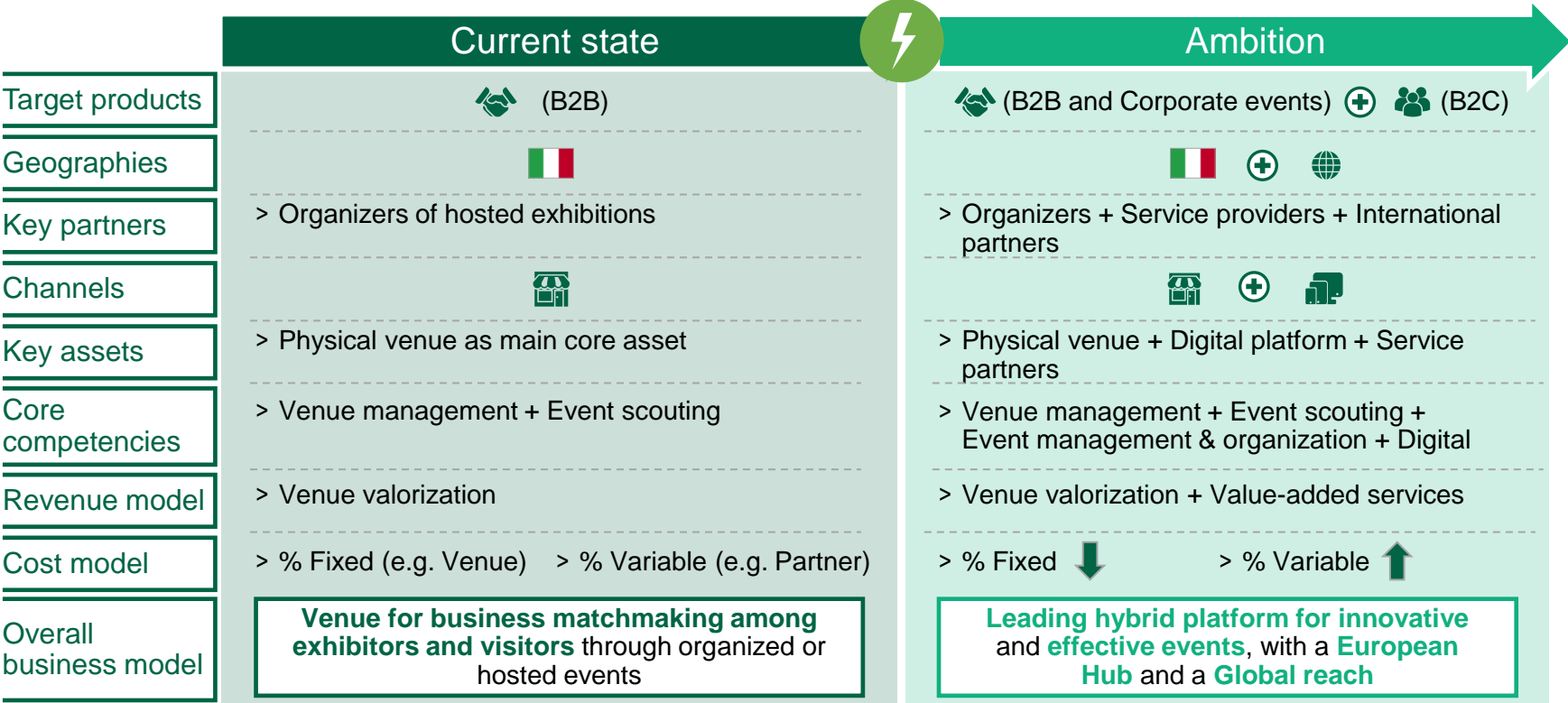
03

Fiera Milano's strategic positioning and guidelines in the New Normal

Fiera Milano aims at becoming the leading reference platform in the exhibitions and congresses business in the New Normal



To achieve this goal, Fiera Milano is on the verge of business model transformation







Source: Fiera Milano, Roland Berger  Italy  International  Physical  Digital

Strategic Framework

Key pillars

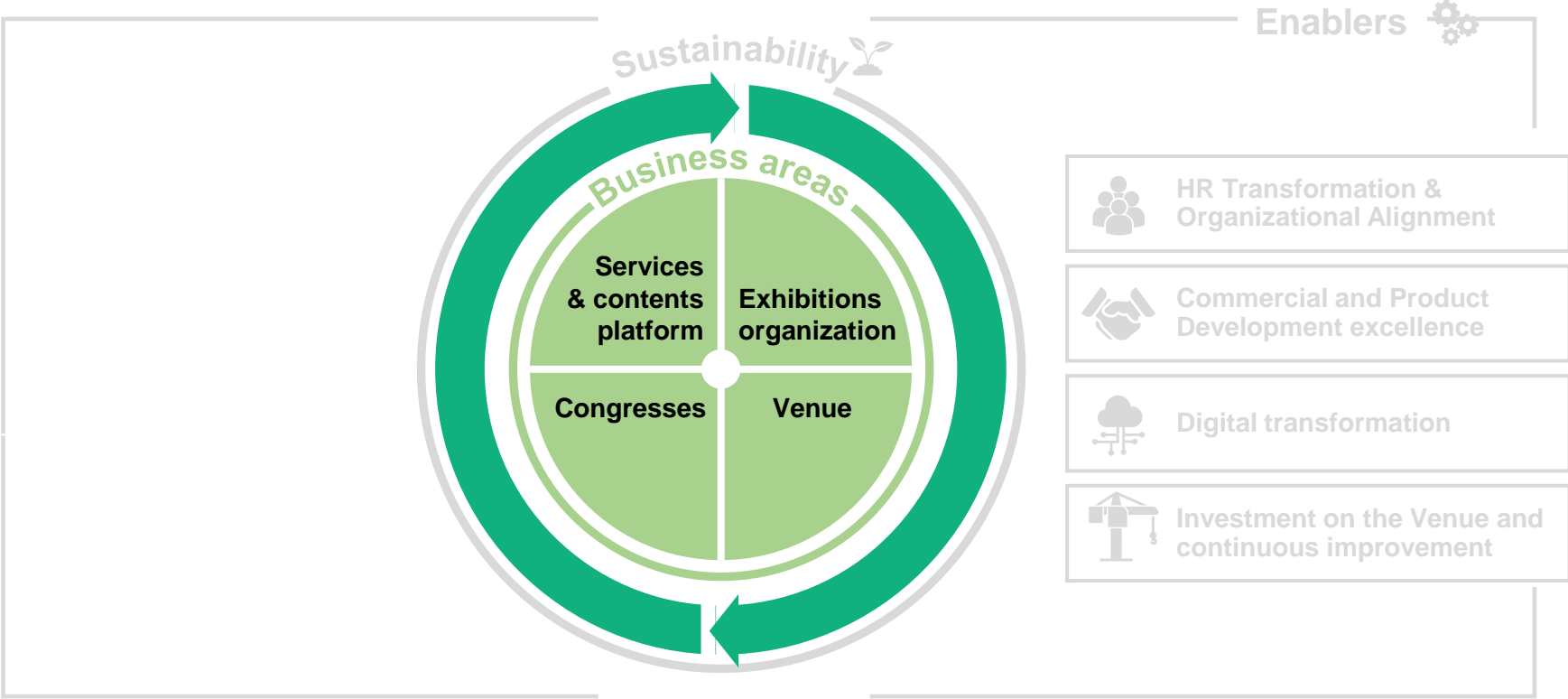


Enablers 

-  **HR Transformation & Organizational Alignment**
-  **Commercial and Product Development excellence**
-  **Digital transformation**
-  **Investment on the Venue and continuous improvement**

Source: Fiera Milano, Roland Berger

FMG strategic plan is based on business excellence, scaling and transformation around the 4 main business areas

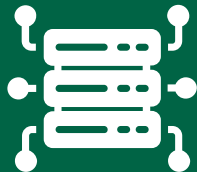


Source: Fiera Milano, Roland Berger

Fiera Milano Group defined strategic goals for each key business area

Services and contents platform

Capture full potential of both traditional and digital services through a platform-driven business model



Exhibitions organization

Strengthen portfolio of organized exhibitions by focusing on internationalization and new concepts



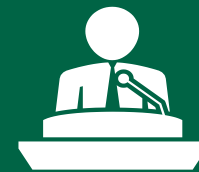
Venue

Secure and enhance hosted exhibitions and venue occupancy through strategic alliances with organizers and by attracting new exhibitions



Congresses

Consolidate and expand congresses positioning by leveraging the venue, developing strategic alliances and being the enabler for phygital events

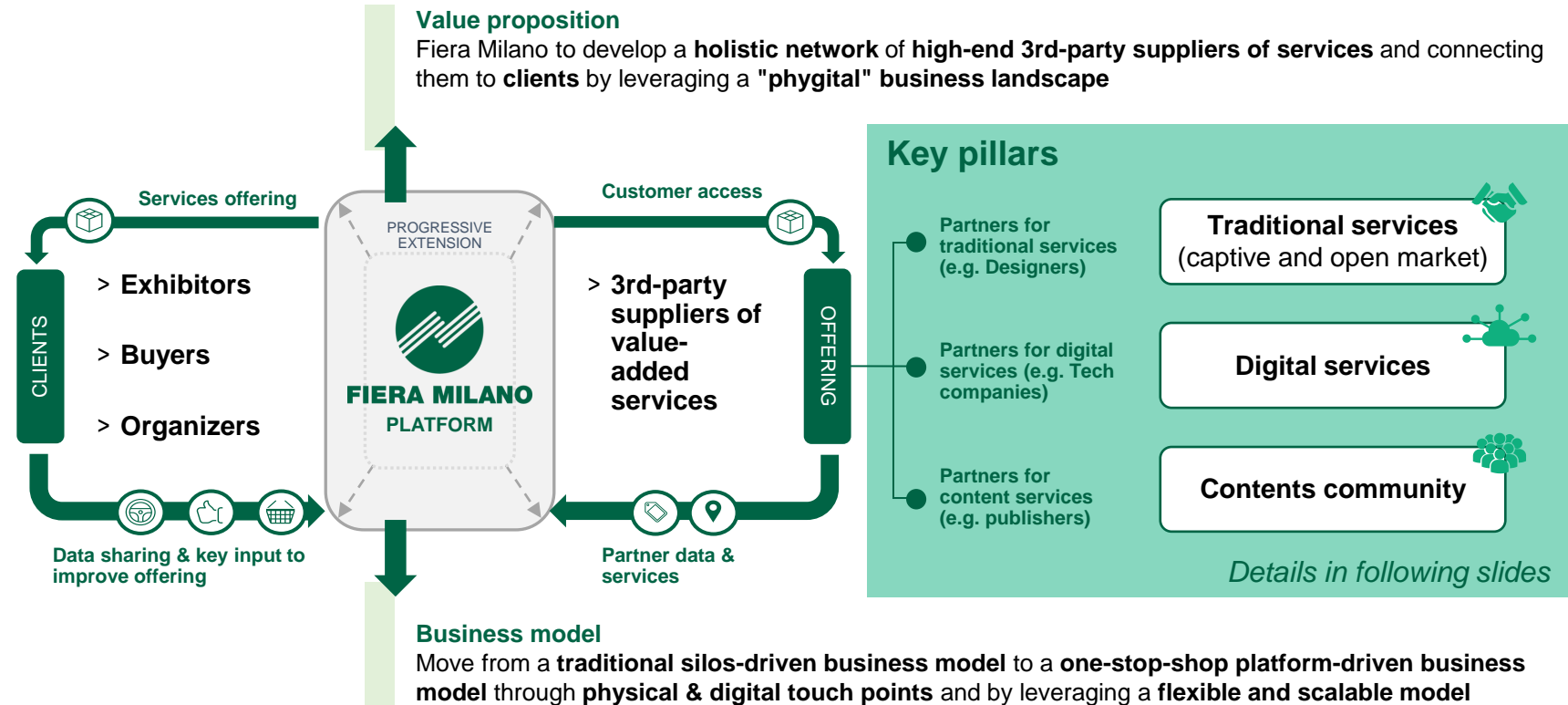




Services & Contents Platform

Services & Contents platform

Create and leverage a one-stop-shop platform-driven business model



Source: Fiera Milano, Roland Berger



Exhibitions organization

Strengthen current portfolio



Re-positioning and scale-up

- **Recover performances** and **grow** own exhibitions; example: exploit **Host's** international positioning to develop **partnerships with leading players** involving **TuttoFood** (focus on scale) and **Homi** (focus on exhibition repositioning)



Internationalization

- Increase **share of international exhibitors/ buyers in Italy**
- Become the reference **Made-in-Italy global platform**
- Foster **international geo-cloning** of key events in most attractive global markets



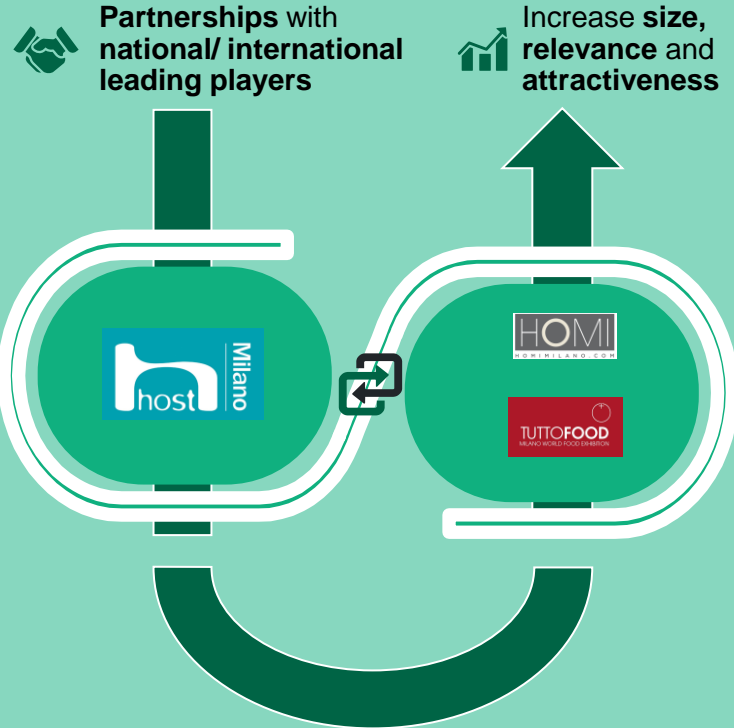
New Concepts

- Launch **new** (co-)organized **B2B exhibitions** in **attractive and anti-cyclical market segments** (e.g. Life science, Greentech, E-business) and **B2C exhibitions**

Source: Fiera Milano, Roland Berger



Re-positioning and scale-up framework¹⁾



1) Example; framework applicable to other sectors

Venue

Maximize venue exploitation



Key objective

Increase **venue occupancy/ exploitation** particularly in low-volumes environments/ periods also **leveraging development on services, exhibitions organization and internationalization**

FM will also leverage its competencies in Venue management to provide services to other Venues

Main initiatives

- 
Develop alliances to consolidate portfolio (e.g. simultaneous and co-located combination of leading events in strategic industries)
- 
Support Hosted exhibitions' performance recovery/ improvement (e.g. roadshow-support, management of administrative and sales offices)
- 
Scouting and attraction of new exhibitions (e.g. international exhibitions, B2C events)
- 
Implement safety measures to attract visitors and buyers in the New Normal



Congresses

Exploit state-of-the-art congress center to foster FM's growth path and enhance positioning



FM to become the main **leading congress center in Europe** by leveraging a **state-of-the-art venue**



Credits: Filippo Ferrarese



Source: Fiera Milano, Roland Berger

Main initiatives



Collaborate with other **national and international venues** for **Joint Business Development**



Bring into the market a **reconfigured integrated, safe and sustainable venue** to attract **world-class events**

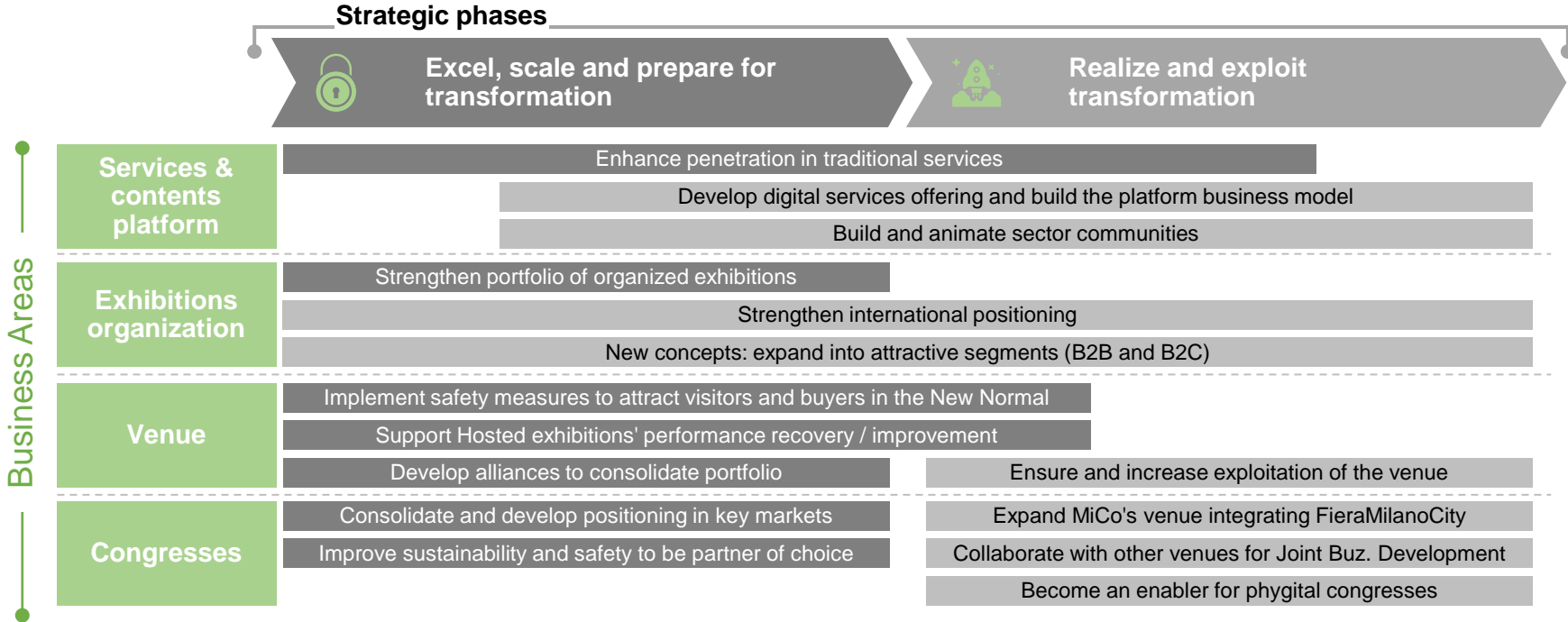


Consolidate and reinforce **Milano City Convention Bureau** in collaboration with local institutions to promote **Milan as a top-EU destination**



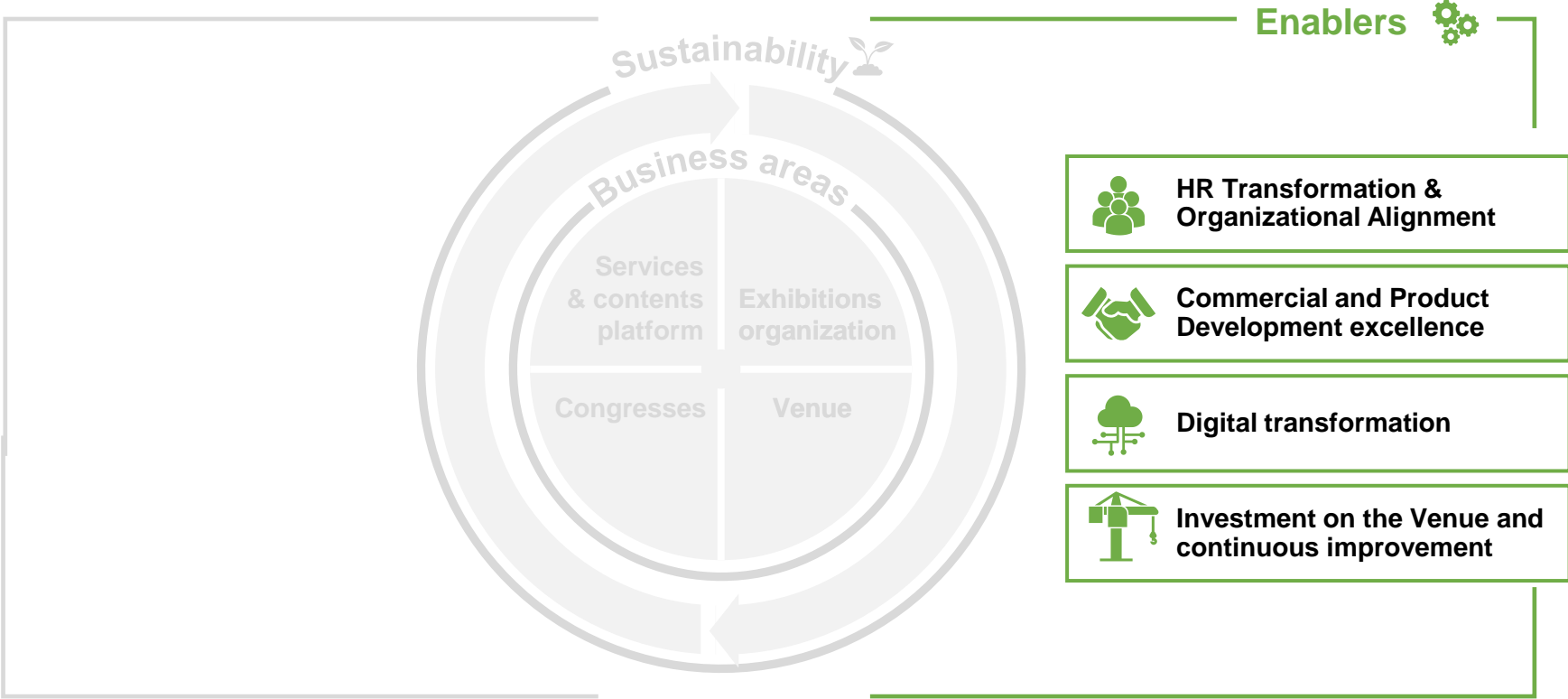
Offer state-of-the-art digital technologies (e.g. HD video recording and streaming) to enable the **Phygital congress**

In a 1st strategic phase, focus on business excellence, scaling-up and on preparing for business transformation, that is then realized in a 2nd phase







Source: Fiera Milano, Roland Berger

HR transformation, Commercial & Product Development excellence, digital transformation and investment on the venue are key enablers to meet the ambition



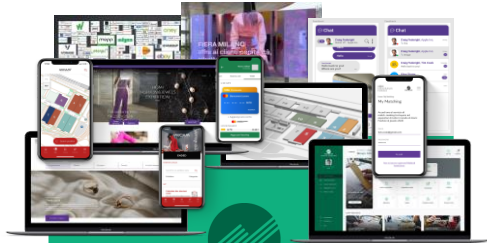
Source: Fiera Milano, Roland Berger

Key strategic enablers related to evolution of resources / competencies, processes, digital and physical infrastructures

Enablers and Goals			
 <p>HR Transformation & Organizational Alignment</p>	 <p>Commercial and Product Development excellence</p>	 <p>Digital transformation</p>	 <p>Investments on the Venue & continuous improvement</p>
<p>> Deploy the right team and competencies to meet the ambition</p>	<p>> Set the right rules of the game</p>	<p>> Enable the platform business model and digital services</p>	<p>> Propose a top quality, efficient and sustainable venue</p>
<p>Key aspects</p> <ul style="list-style-type: none"> ★ New Roles (e.g. Digital/ Business Transformation) 👤 New Resources (e.g. Digital) 🎓 Training (e.g. market orientation, product dev., digital) 	<ul style="list-style-type: none"> 👥 Integrated commercial processes 🔄 Customer-centric approach 🎯 KPIs and incentives 	<ul style="list-style-type: none"> 💻 State-of-the-art systems (e.g. CRM, Finance, etc.) 📄 Fiera Milano Platform 🛒 Data Hub and analytics 	<ul style="list-style-type: none"> 📶 Network 2.0 (Smart cameras, WiFi renovation) ☀️ Photovoltaic system 🌱 🏢 Continuous improvement
<p>Dedicated resources and skills alignment (Organic development)</p>		<p>≈ EUR 10-15 m (CapEx '21-'25)</p>	<p>≈ EUR 90-100 m (CapEx '21-'25)</p>
<p><i>Backed by Fiera Milano Group</i></p>		<p>Including resources for business experimentation</p>	<p><i>Backed by Fondazione Fiera Milano</i></p>

Source: Fiera Milano, Roland Berger

Fiera Milano has already developed advanced solutions to be launched in '21



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Fiera Milano platform

- Integrated offering of **advanced digital solutions to re-design the customer journey** through
 - Digital and physical touch points
 - A scalable and flexible business model

Phygital touch-points

1 Organizer portal

single portal to manage all services and exhibitor/ buyers' needs

2 Exhibitor portal

single portal to manage all exhibition-related services

3 Fitter portal

single portal to manage end-to-end stands set-ups

4 Exhibition website

visitors/ buyers' website with a dedicated reserved area

5 eXpo Plaza

Smart catalogue also for transactional deals among exhibitors-buyers

6 Exhibition App

Dedicated App to group all services (e.g. Smart-lunch, Wayfind.)

7 Digital signage

set of dynamic and interactive ledwalls for organizers/ exhibitors

8 Totem

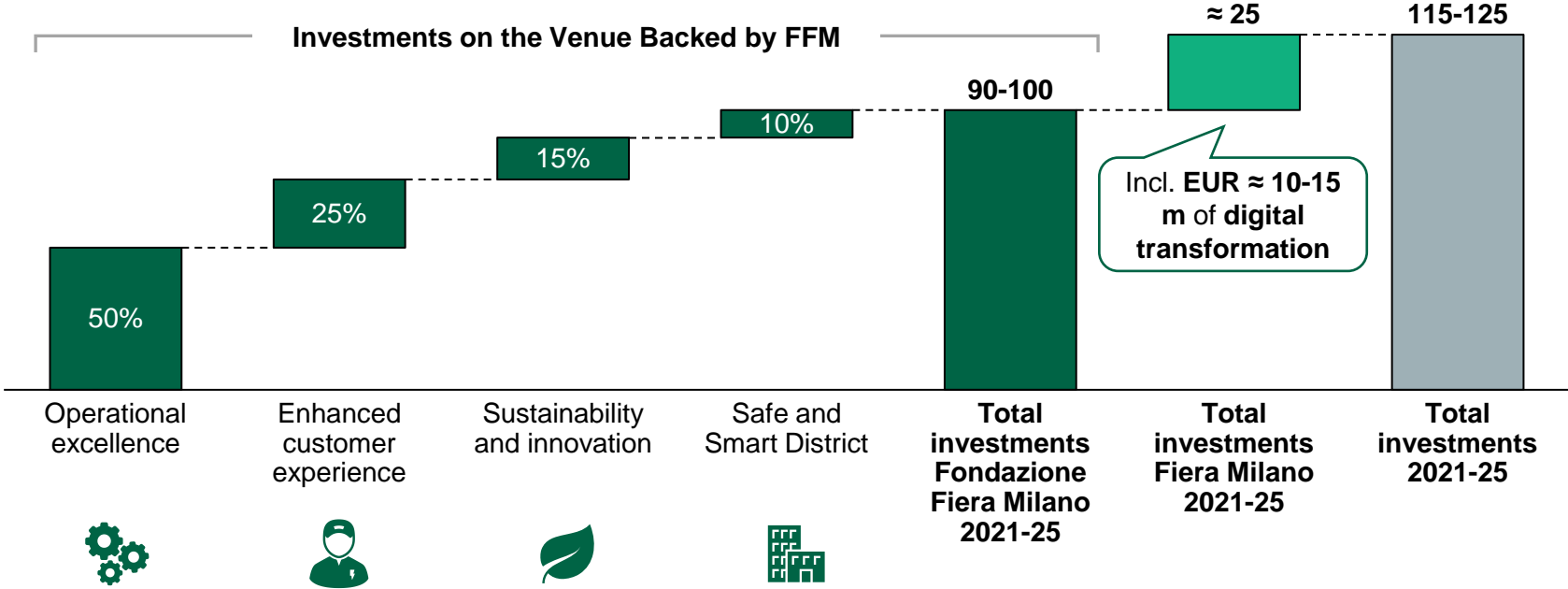
Phygital info-points with interactive services for buyers/ visitors

9 Smart grid

Holistic tracking system for geo-location services and data analytics

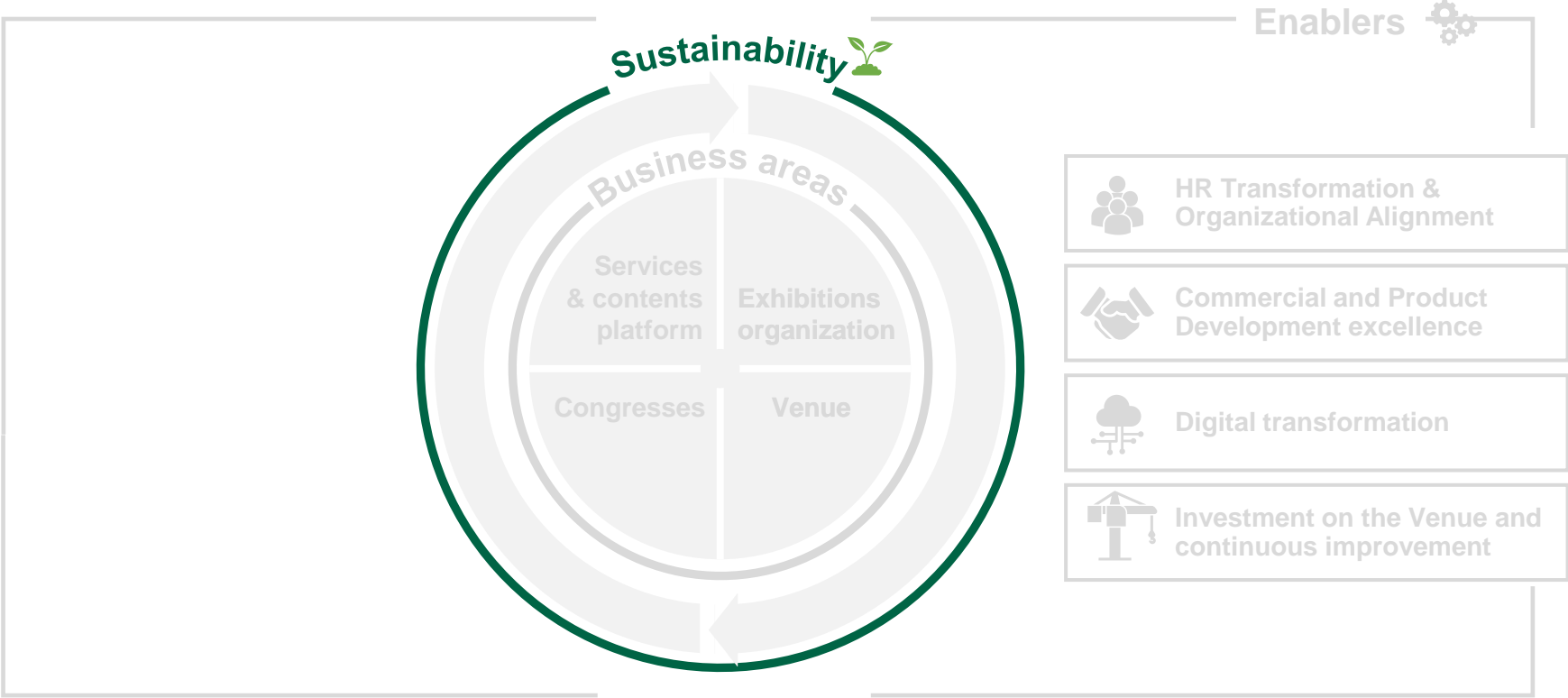
≈ EUR 90-100m investments on the venue backed by FFM together with EUR ≈ 25m by Fiera Milano – Focus on Digital, Sustainability, Ops Excellence and Customers

CapEx plan [2021-25; EUR m]



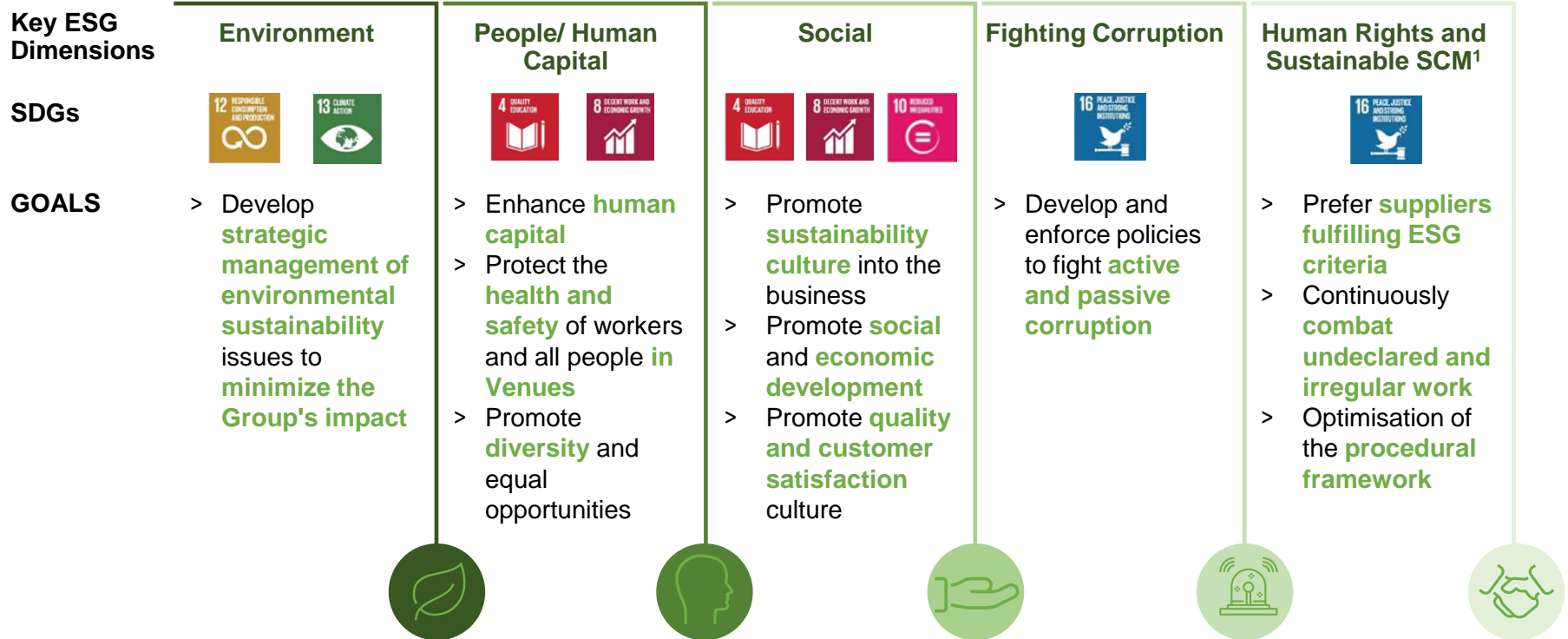
Source: Fiera Milano, Roland Berger

Sustainability is a key pillar of the entire strategic plan where Fiera Milano is strongly committed with specific measurable goals for each ESG dimension



Source: Fiera Milano, Roland Berger

FMG committed to pursue ambitious sustainability goals, responsibly creating value for customers and industries, for its people and for communities



Source: Fiera Milano, Roland Berger
Note: 1) Supply Chain Management

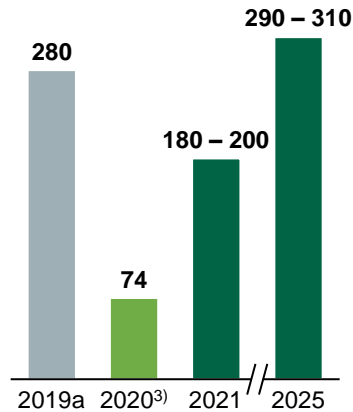
04

Fiera Milano's 2021-25 targets and projections

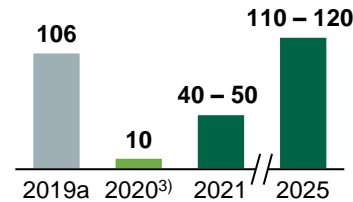
In '25, FMG expected to achieve EUR ≈ 290-310 m revenues and EUR ≈ 110-120 m EBITDA; net cash projected to a range of EUR ≈ 75-85 m by '25

Key financials 2019-25 – Overview

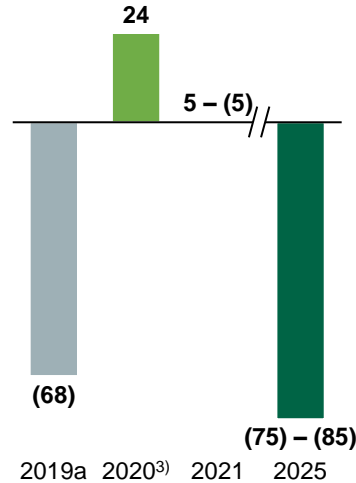
Revenues
[EUR m]



EBITDA¹⁾
[EUR m]



Net Financial Position²⁾
[EUR m]



Remarks

- Exhibitions assumed to **restart in Q2 2021**, assuming **successful containment of global pandemic**
- **In 2021**, most of **events traditionally held in H1 postponed to H2**; **since 2022**, exhibitions calendar planned to follow **traditional/ pre-covid scheduling**
- Fiera Milano expected to **overachieve 2019 EBITDA in 2025**
- **NFP projected to improve from a net debt of EUR 24 m in 2020 to a net cash in the range of EUR 75-85 m in 2025**

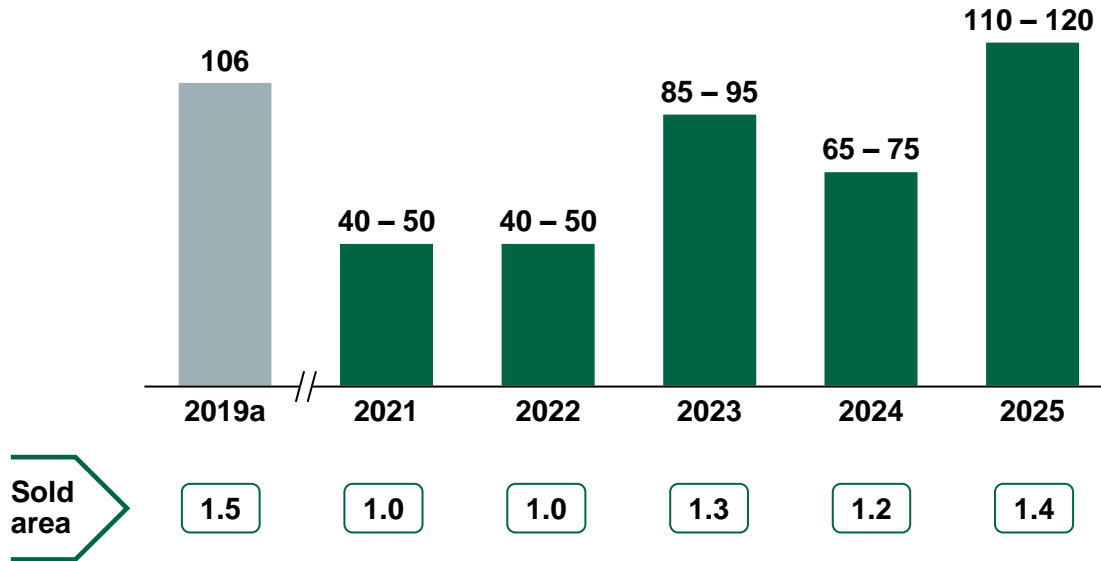
Note: 1) EBITDA values incorporate impacts of IFRS 16 (not including impact of venue rentals); 2) NFPs are calculated excluding impacts of IFRS 16; 3) Preliminary values

Source: Fiera Milano

Digital transformation and focus on services are key drivers to overachieve 2019 EBITDA in 2025 despite an expected reduction in sold area

EBITDA¹⁾ and Sold Area trend 2021-2025

[EUR m, SQM m]



Remarks

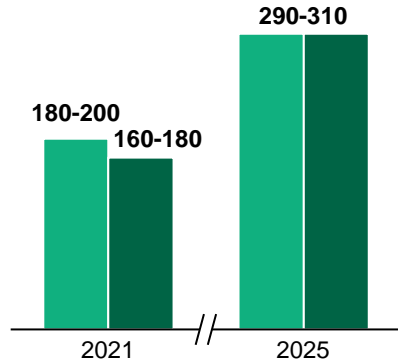
- **Continued recovery** over the period **2021-2025**
- Expectation of a **like-for-like²⁾ contraction of sold areas Vs. 2019** by 42% in 2021 and by 12% in 2025
- **Digital transformation and focus on services** as key drivers to **protect and enhance revenues per sqm** and to **recover profitability in spite of volume contraction**

Note: 1) EBITDA values incorporate impacts of IFRS 16 (not including impact of venue rentals; 2) comparison performed considering average contraction in sold areas of exhibitions held in 2019, 2021 and 2025
Source: Fiera Milano

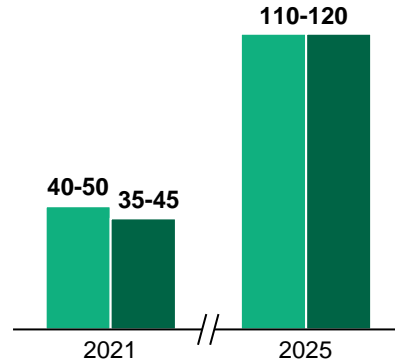
Exhibition restart in September vs May 2021 would mainly impact 2021 revenues and EBITDA and cumulative cash generation

Key financials 2021-25 – Alternative scenario

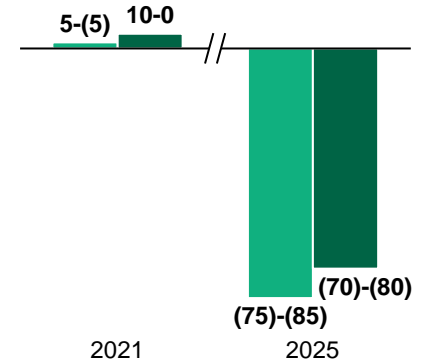
Revenues
[EUR m]



EBITDA¹⁾
[EUR m]



Net Financial Position²⁾
[EUR m]



Exhibitions restart in: ■ May ■ Sept

Note: 1) EBITDA values incorporate impacts of IFRS 16 (not including impact of venue rentals); 2) NFPs are calculated excluding impacts of IFRS 16

Source: Fiera Milano

Additional opportunities have been identified and could be leveraged by FMG to gain full potential; potential risks mainly coming from exogenous factors

Potential
EBITDA impact

Upsides / Opportunities



Commercial agreements/ key partnerships in exhibition sector



M&A



New organized exhibitions/ new concepts/ B2C



Restructuring/ Organizational alignment



Downsides / risks



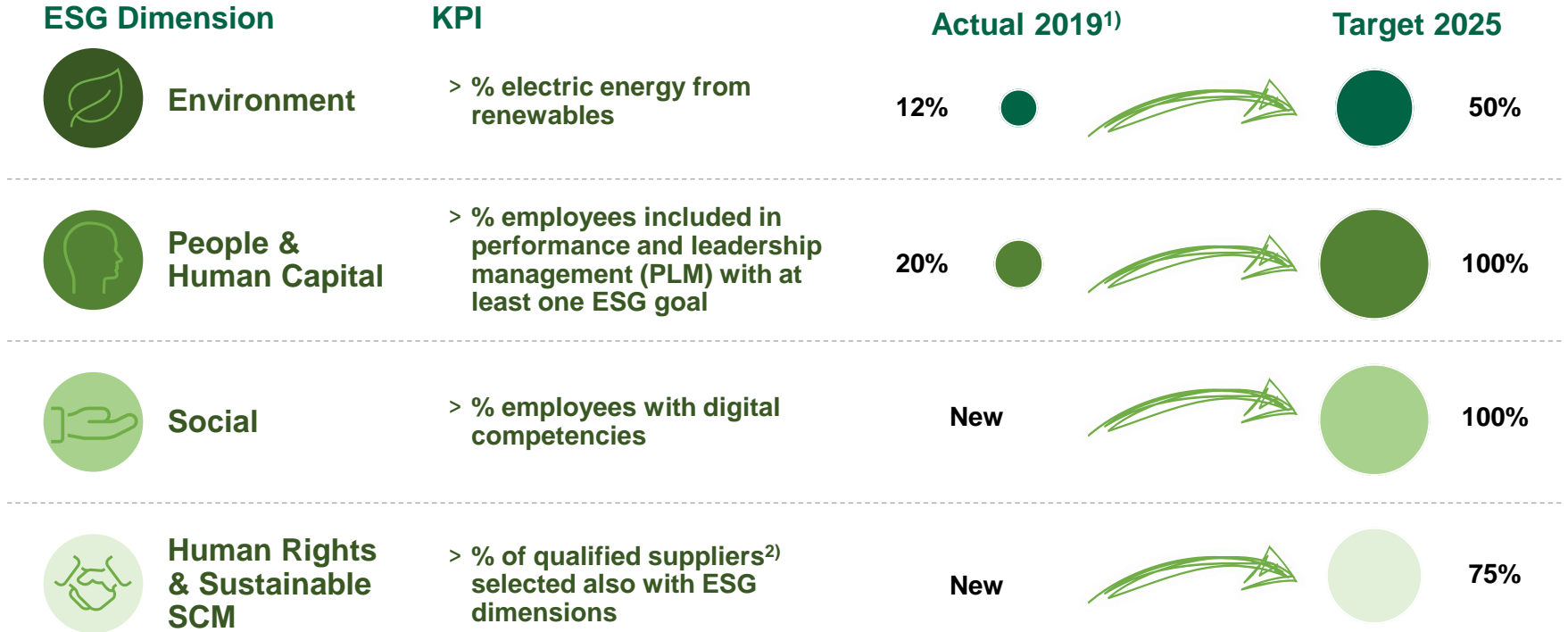
Slower than expected market recovery



Increased competition (price reduction, loss of exhibitions)



On top of financial targets, FMG set specific ESG targets



Note: 1) 2019 figures related to FM S.p.A. and companies fully consolidated; 2) Suppliers of goods and services with highly sustainable impact

Source: Fiera Milano, Roland Berger analysis

FORWARD-LOOKING STATEMENT

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- None of the company, its affiliates, or its representatives and advisors shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this document or its contents or otherwise arising in connection with this document.
- This document includes forward-looking statements. These forward-looking statements express current expectations and projections about future events, involve predictions and are subject to a number of factors that may influence the accuracy of the statements and the projections upon which the statements are based. Prospective investors are cautioned not to place undue reliance on these forward-looking statements because they involve known and unknown risks, uncertainties and other factors which are, in many cases, beyond our control. In light of these risks, uncertainties, and assumptions, the forward-looking events discussed in this document might not occur and no assurance can be given that the anticipated results will be achieved. Actual events or results may differ materially as a result of risks and uncertainties facing Fiera Milano and its subsidiaries. Such risks and uncertainties include, but are not limited to increased competition and regulatory, legislative and judicial developments that could cause actual results to vary materially from future results indicated, expressed or implied in such forward-looking statements. Moreover, any statements regarding past trends or activities should not be taken as a representation that such trends or activities will continue in the future.
- More specifically, our forward-looking statements have been defined while economies, sectors and communities are being hit by the aftermaths of one of the most severe global outbreak of modern history, connected with the start of COVID-19 pandemic in early 2020.
- Within this context, our statements are supported by Roland Berger analysis on the likely evolution of general and business environment
- We believe that global pandemic will be contained in the course of 2021 thanks to massive deployment of available vaccines; as a result, we believe that physical exhibitions will start to be held again from Q2 2021 and that volumes will progressively recover to pre-COVID levels by 2024-2025.
- This document does not constitute an offer or invitation to purchase or subscribe for any shares and no part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever.
- The Manager responsible for preparing the company's financial reports, Marco Pacini, declares, pursuant to paragraph 2 of Article 154-bis of the Consolidated Law on Finance, that the accounting information contained in this document corresponds to the document results, books and accounting records.

05

Back-up – Strategic Framework



Services & Contents Platform

FM to increase value capturing along the value chain thanks to both traditional and digital services through a platform-driven business model

Strategic phases



Excel, scale and prepare for transformation



Realize and exploit transformation

Enhance penetration in traditional services

- > Enlarge and improve FM value capturing along the value chain by offering additional high value-added traditional services, mainly through 3rd-party partners, and lowering the focus and resources in low value-added services
- > Preliminary focus on stands set-ups, in particular on customized stands

Develop digital services offering and build the platform business model

- > Identify and prioritize customer needs by developing an attractive digital services offering
- > Move from a traditional silos-driven business model to a one-stop-shop platform-driven business model by matching clients demand with a broad range of value-added services provided by 3rd-party partners
 - through physical and digital touch points
 - by leveraging a flexible and scalable model

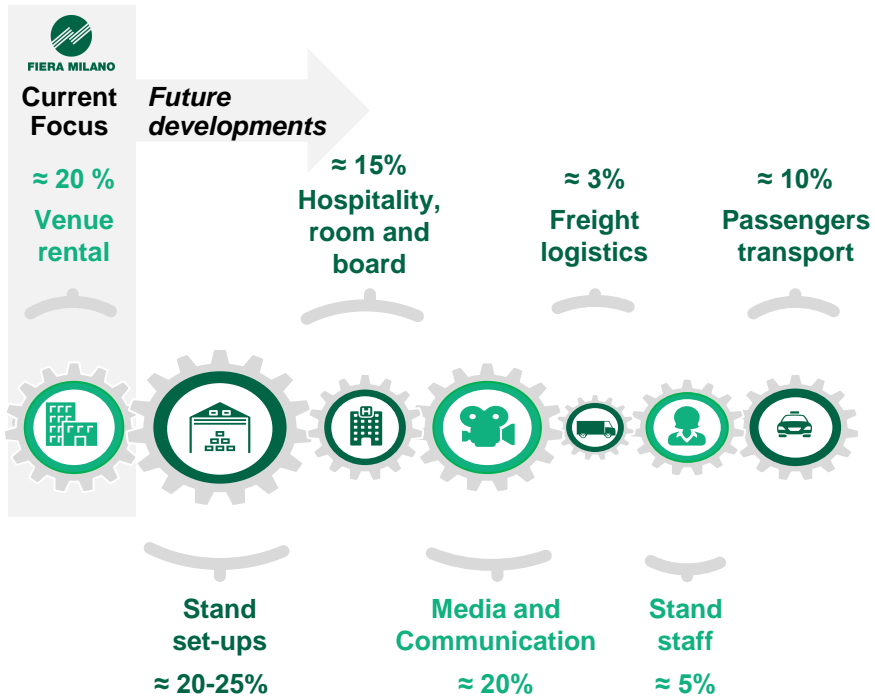
Build and animate sector communities

- > Develop a holistic community ecosystem where FM becomes a recognized reference player and the main orchestrator in specific sectors (e.g. Food and Hospitality)
- > Content creation (webinars, sector analyses, ...) and business facilitation (networking, matchmaking, ...) are key pillars to maintain the community highly (e.g. # unique visitors) and continuously (i.e. all over the year) active

Traditional services

Increase value capturing along the value chain

Average exhibitors' spending by service category [2019; %]



Source: Fondazione Fiera Milano, Fiera Milano, Roland Berger analysis





Digital services

Capture full potential from digital services

Digital services: key axes

Ambition : 15% incidence on Revenues¹⁾

1 Virtual / hybrid events solutions

- **Digitalization of traditional services and increased functionalities for hybrid events:**
 - Exhibitors/ Organizers portals
 - Exhibition's websites & Adv.
 - Business matching
 - Virtual rooms/ booths
 - Digital signage
 - Connectivity
 - Mobile APP
 - Digital payments
 -

2 Hybrid Data & Information solutions

- **Development of new "pure digital" services such as Intelligence services:**
 - Data Analytics
 - Trend barometer
- **Development and integration of digital contents within FM platform**
 - Interviews
 - Webinars
 - Sector analysis
 - ...

3 Transactional solutions

- **Integration of transactional solutions within Fiera Milano platform to allow direct product procurement**
- **Enabled by partnerships with digital marketplace providers (no make)**

Mix of digital services differentiated depending on **ultimate needs addressed by each specific exhibition**

(E.g. transactions-driven, information-driven, entertainment-driven)

Note. 1) % on area revenues
Source: Fiera Milano, Roland Berger



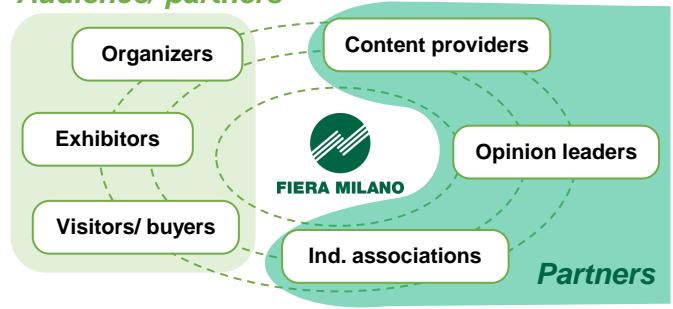
Contents community

Create and animate an active community around Fiera Milano ecosystem through contents

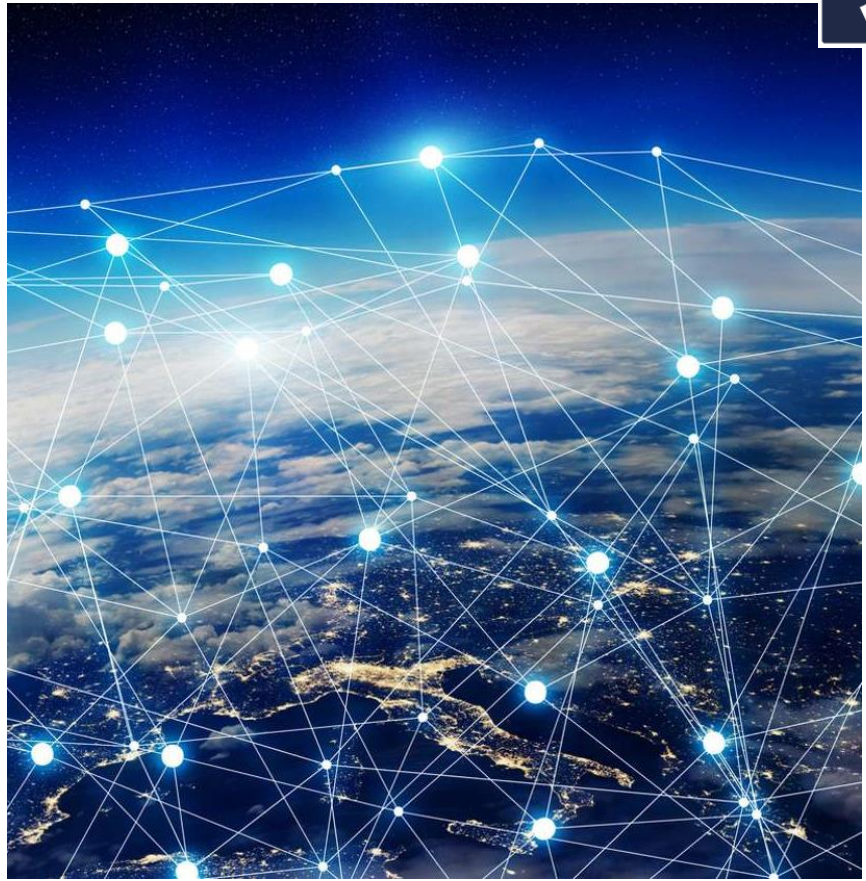
Strategic guideline

Fiera Milano to develop a holistic community ecosystem living beyond the fair, both physically and digitally

Audience/ partners



Key pillars



Source: Fiera Milano, Roland Berger



To boost exhibitions organization, FM to focus on strengthening current portfolio, internationalization and new concepts

Strategic phases



Excel, scale and prepare for transformation



Realize and exploit transformation

Strengthen portfolio of organized exhibitions

- > Reposition suffering exhibitions (e.g. Homi) and scale-up exhibitions not yet at full potential (e.g. Tuttofood) by leveraging Hosts' point of strengths through partnerships with leading players

Strengthen international positioning

- > Attract international visitors and exhibitors to current exhibitions and attract new international exhibitions
- > Definition and development of an internal FM organizational structure focused on increasing international exposure
- > Focus on few projects only with sizeable ambition targets in attractive geographies and strategic industries as key success factor for FM

New concepts: expand into attractive segments (B2B and B2C)

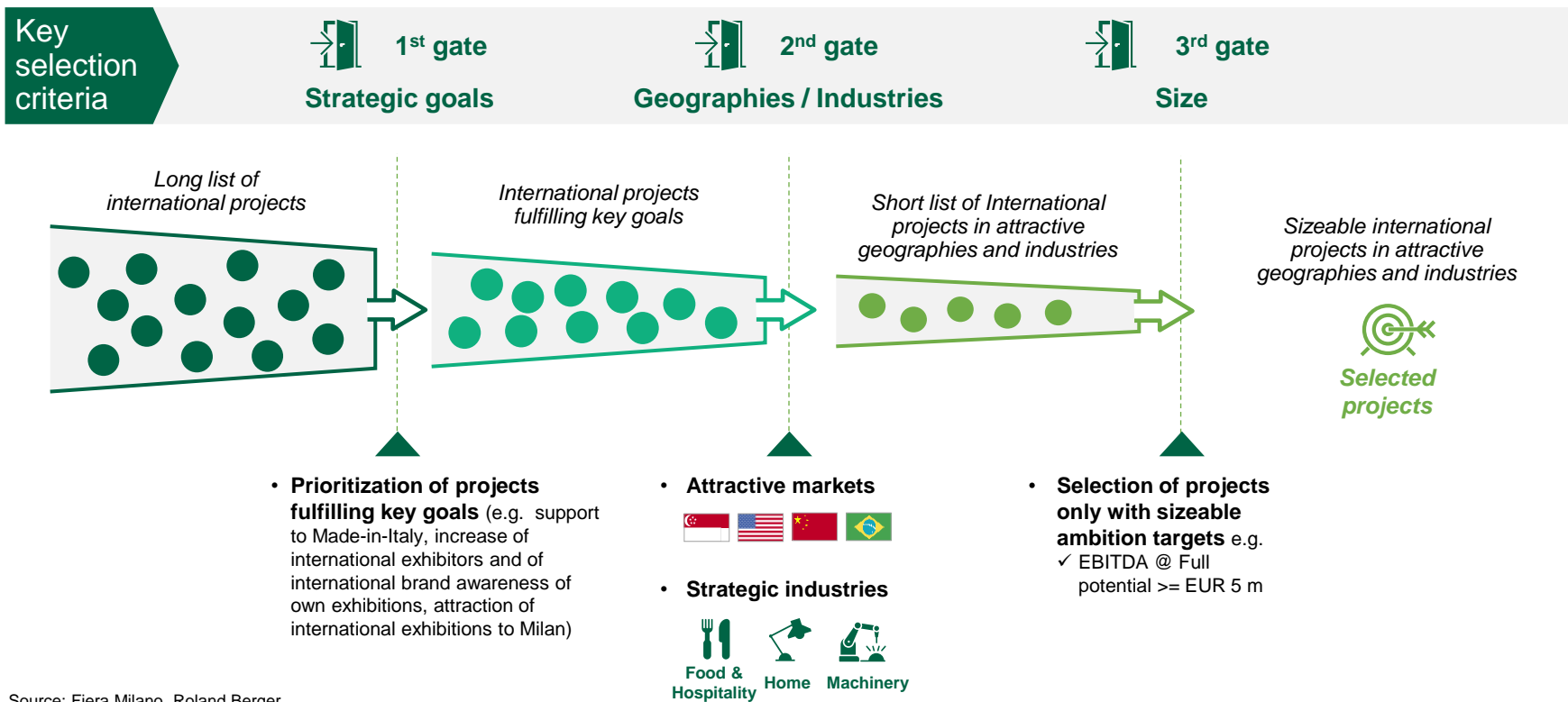
- > Development of new B2B event concepts in sectors with positive expected outlook in 2020-25 to exploit business opportunities (Life Science, E-business and Green Tech are first potential targets)
- > Development of B2C co-organized events targeting consumers, also to enhance and increase exploitation of the venue. Combination of exhibition and experience/ entertainment (e.g. sports, live performances, food, etc.) as potential concept to be further investigated



Exhibitions organization

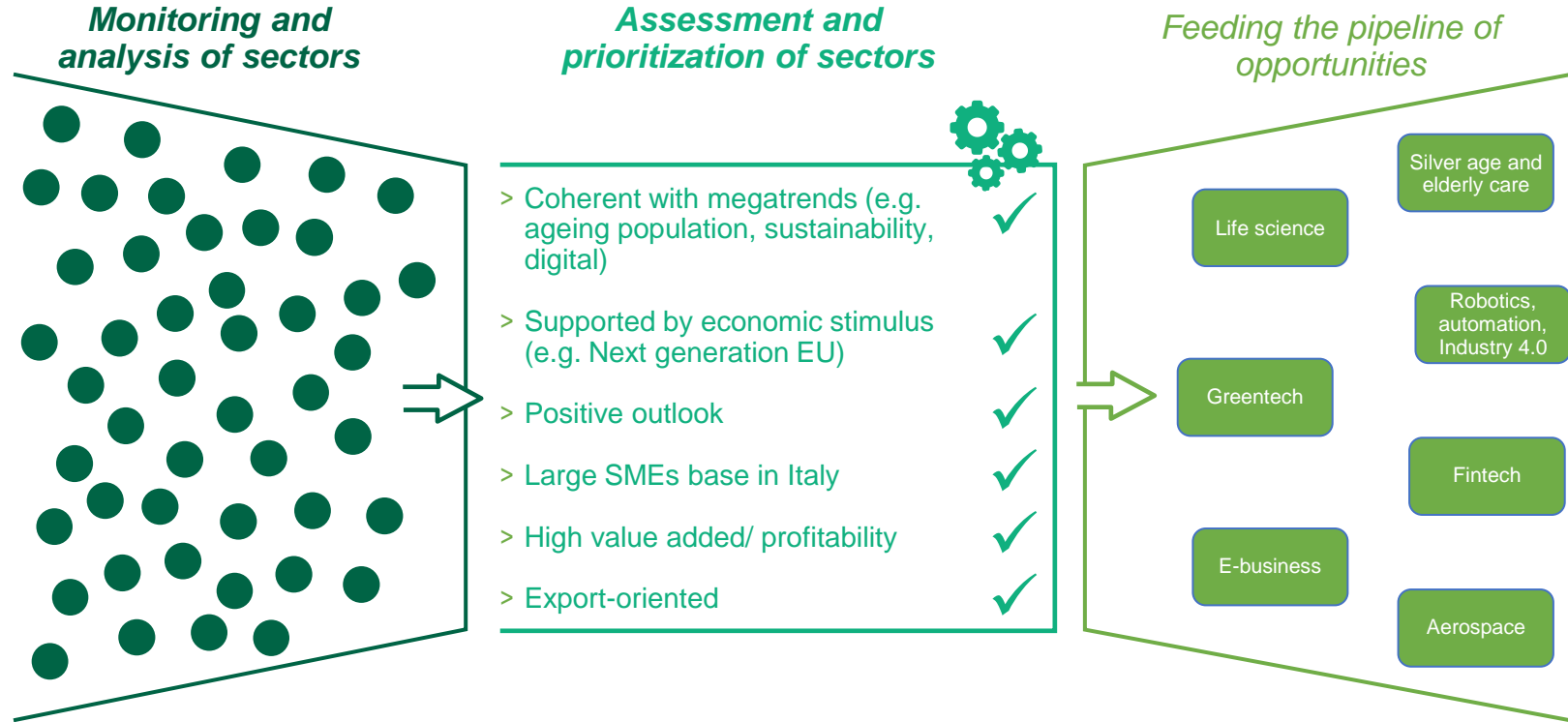


Fiera Milano outgoing internationalization strategy is focused on few projects but with sizeable targets in attractive geographies and strategic industries



Source: Fiera Milano, Roland Berger

Development of new sectors / concepts is the result of a structured process, aiming at identifying attractive opportunities



Source: Fiera Milano, Roland Berger



Enforcement of safety measures, improvement of hosted exhibitions, promotion of alliances and increasing venue exploitation as key actions

Strategic phases



Excel, scale and prepare for transformation



Realize and exploit transformation

Safety measures

- > Health-protecting procedures to mitigate health concerns of national and international visitors and exhibitors
- > Most measures already implemented by Fiera Milano together with relevant associations (e.g. AEFI, CFI, UFI)

Support to Hosted exhibitions' performance recovery / improvement

- > Take over the management of administrative and sales offices, in charge of fairs organization within industrial associations, to transform hosted exhibitions into organized ones (direct mgmt), as way to secure business, to create synergies and avoiding event disruptions (e.g. discontinuities, transfers, acquisitions)
- > Support to international development of Hosted exhibitions, exploiting FM's international platform

Alliances & Co-location

- > Domestic and international alliances with synergic exhibitions in adjacent sectors to reinforce current portfolio of exhibitions, attract international exhibitors and accelerate outgoing international presence
- > Aggregation of leading exhibitions and commercial integration to create a single event (e.g. unified ticketing, marketing)

Ensure and increase exploitation of the venue

- > Attract new hosted exhibitions (e.g. international leading events, B2C) to increase / ensure exploitation of large available surfaces in a likely challenging business environment
- > Back-up: re-configuring the venue to enable a re-purposing (e.g. Logistic Platform for eCommerce)

Source: Fiera Milano, Roland Berger



Key initiatives have been identified to foster congress business growth path

Strategic phases



Excel, scale and prepare for transformation

Consolidate and develop positioning in key markets

- > Development of association market focusing on strategic international alliances with convention centers, collaborations with major Agents, specific bid focus on niche sectors and Milan brand promotion
- > Development of corporate market focusing on collaboration with international agents, flexibility on pricing policies and customized solutions, data analytics and marketing & promotional events on specific target areas
- > Development of other events market (e.g. music, sport, fashion) focusing on addressing new sectors (e.g. Urban and Lifestyle events), utilization of MiCo Lab spaces and more flexible congress offering through the utilization of new spaces in venue to create more targeted solutions

Improve sustainability and safety

- > Foster sustainability and safety measures (e.g. certifications, energy efficiency, green energy) to improve FM positioning vs. main competitors



Realize and exploit transformation

Venue integration

- > Integration of Pavilions 3-4 of Fiera Milano City in MiCo to improve space optimization, increase venue occupancy thanks to a more flexible congress calendar vs fairs calendar and guarantee social distancing
- > Reposition of venue spaces and support to clients for scaling (FM acting as incubator)

Collaboration with other venues for Joint BD

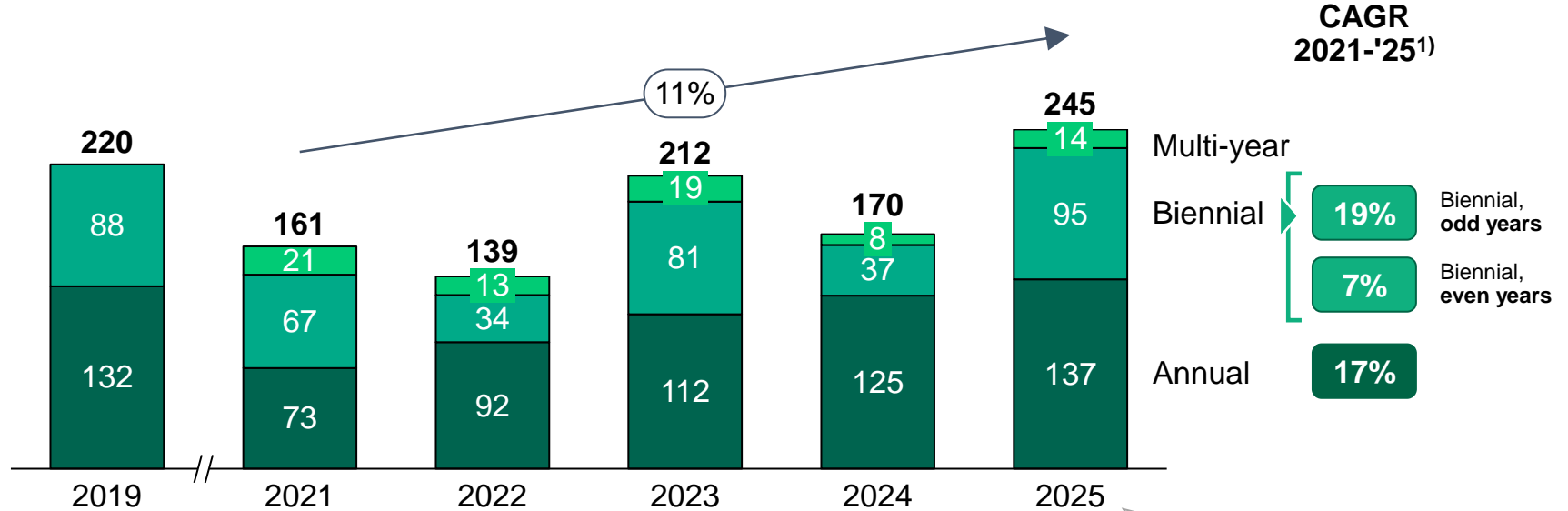
- > Joint go-to-market with other venues to better match different customer segments' needs (e.g. through alliances, joint venture, partnerships) to enhance portfolio offering, improve market segmentation and develop tailored solutions

Phygital congresses

- > Development and offering of state-of-the-art digital technologies and cutting-edge solutions to enhance FM attractiveness

Fiera Milano's annual and biennial exhibitions expected to achieve a positive double digit growth rate in 2021-25

Italian exhibition revenues breakdown 2021-25 [EUR m]



Includes EUR ≈ 25-30 m of additional revenues from Services in 2025

1) CAGR for biennial exhibitions is calculated on a 3-year span for odd years (2021-23-25) and on a 2-year span for even years (2022-24)

Source: Fiera Milano

06

Back-up – ESG Strategy and actions

Specific actions in progress or foreseen to achieve increased environmental sustainability

ESG Strategy and actions - Environment

1 Environment



> Develop **strategic management of environmental sustainability** issues to **minimize the Group's impact**

- > *Measuring Scope 3 emissions*
- > *All venues connected to the district heating*
- > *LEDs hall lighting in all venues*
- > *Silver LEED certification for the service centre, convention centre and office towers at the fieramilano district; LEED certification for MiCo congress centre*
- > *100% of electricity produced from renewable sources for MiCo congress centre*
- > *Launch of plastic-free project for fieramilanocity site and MiCo congress centre*
- > *Micro-filtered water dispensers at the offices of fieramilano district and at the MiCo congress centre*
- > *Compactors for the collection of PET plastic bottle along the central axis of fieramilano site*
- > *Operational plan for the optimization of the waste management process*
- > *Photovoltaic system at fieramilano site*
- > *Green procurement*
- > *Use of recyclable carpet*
- > *Certifications extension*
- > *Crisis Management Plan*
- > *Promotion of sustainable mobility*

Specific projects/ actions conceived or in progress to increase training, professional development and safety

ESG Strategy and actions - People / Human Capital

2 People / Human Capital



- > Enhance **human capital**
- > Protect the **health and safety** of workers and all people **in Venues**
- > Promote **diversity** and equal opportunities

- > *Training plan on digitalization for employees*
- > *Work-life balance: flexibility, social clauses, support for family life and parenthood welfare - "WellFair" online platform*
- > *Professional training programs and Next Generation FM*
- > *Great Place to Work® certification*
- > *Extension of Performance Leadership Management (PLM) plan and inclusion of CSR objectives*
- > *Consolidation of succession and management continuity plan*
- > *CSR awareness and development program for Group employees (Social Responsibility Contest)*
- > *Launch of employer branding project*
- > *Further initiatives on diversity and equal opportunities*
- > *Digital Workplace: APP and Smart working*
- > *Implementation of services to improve quality and greater job security*
- > *Investment in health and safety*
- > *Strengthening the safety culture and implementation of a management system*
- > *Safety Plan*

Actions are defined or in progress to improve relationships with external stakeholders (customers, extended communities)

ESG Strategy and actions - Social

3 Social



- > Promote **sustainability culture** into the business
- > Promote **social** and **economic development**
- > Promote **quality and customer satisfaction** culture

- > *Customer Satisfaction Survey for services and own exhibitions through advanced systems*
- > *Implementation of a claim management system to assess services sold and the quality of services provided*
- > *Post-show debriefing process for all events*
- > *Collection of left-over food*
- > *CSR content development for own exhibitions*
- > *Promoting social initiatives in the local area*
- > *Implementation of corporate and social volunteering initiatives in the local area*
- > *Urban apiary at MiCo congress centre*
- > *Gold Healthy Venue certification for MiCo congress centre*

Continued effort to be on the edge concerning fighting corruption and sustainable supply chain management

ESG Strategy and actions - Fighting Corruption; Human Rights & Sustainable SCM

4 Fighting Corruption



- > Develop and enforce policies to fight **active and passive corruption**

- > *Anti-corruption guidelines abroad*
- > *Integrity due diligence for Italian and foreign suppliers*
- > *Training for employees on anticorruption guidelines*
- > *Definition and implementation of further processes such as anti-corruption safeguards*

5 Human Rights and Sust. SCM



- > Prefer **suppliers fulfilling ESG criteria**
- > Continuously **combat undeclared and irregular work**
- > Optimization of the **procedural framework**

- > *Evolution of supplier qualification process considering fulfillment of ESG criteria*
- > *Memorandum of understanding to prevent and combat undeclared and irregular work*
- > *Reputational assessment and qualification process to Italian and foreign suppliers*
- > *Implementation of the protocol and continuous commitment to combating the phenomenon of undeclared and irregular third-party work, and training on the subject*
- > *Further improvement of supplier monitoring*

Thanks for your attention



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