

# STRATEGIC PLAN 2024-27

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April 8<sup>th</sup> 2024



**FIERA MILANO**

# THE MANAGEMENT TEAM WITH YOU TODAY



**FRANCESCO CONCI**  
CEO & General Manager



**MASSIMO DE TULLIO**  
CFO

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01

PURPOSE AND VISION

Francesco Conci | CEO & General Manager

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ESG TARGETS TO 2027

Massimo De Tullio | CFO

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Francesco Conci | CEO & General Manager

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Francesco Conci | CEO & General Manager

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TARGETS

Massimo De Tullio | CFO

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Q&A SESSION

# FIERA MILANO: WE ARE IN THE FUTURE

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**Our ambition is to position ourselves among the top five European trade fair operators with venues through a value proposition that interprets the ongoing transformation and lays a solid foundation for future growth, with a long-term perspective guaranteeing maximum profit and optimizing the resources employed.**

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We aim for business-integrated sustainability, paying increasing attention to reducing environmental impact and adopting sustainability practices

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We develop high-value-added, innovative and digital services, offering the best advanced technologies (AI, Virtual Reality, Augmented Reality) to make the customer journey unique

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We value and directly involve our people and new talent in the company's life, while also offering them an effective and responsible work-life balance

---

We reach new communities and targets through the development of specialized business areas that will allow all participants to interact directly with products and services through an immersive experience active 365 days a year

---

We invest in our products, our supply chains and the attractiveness and potential of our venues by updating and adapting them to new trends and the needs of our customers and making them locations where R&D can be done.



FIERA MILANO

**WE HEREBY PRESENT  
A BUSINESS PLAN UP  
TO 2027 BASED ON:**

**EFFECTIVENESS**  
**TRANSPARENCY**  
**CONCRETENESS**  
**A CLEAR PURPOSE**  
**A CREDIBLE VISION**

# PURPOSE AND VISION

Francesco Conci | CEO & General Manager



To be the best partner for growth by playing the role of incubator and developer of business innovation thanks to our century-old history and solid roots, which enable us to interpret and anticipate the new trends and needs of our target markets. An integrated and sustainable system where people, communities and companies meet the future every day.

# PURPOSE





# VISION

To be among the top five European exhibition operators with venues, recognized for their ability to innovate and the positive impact generated on territories, economy and industry, enabling the growth of communities, supply chains and people through the organization of relevant events and the offering of innovative and high-value integrated services.



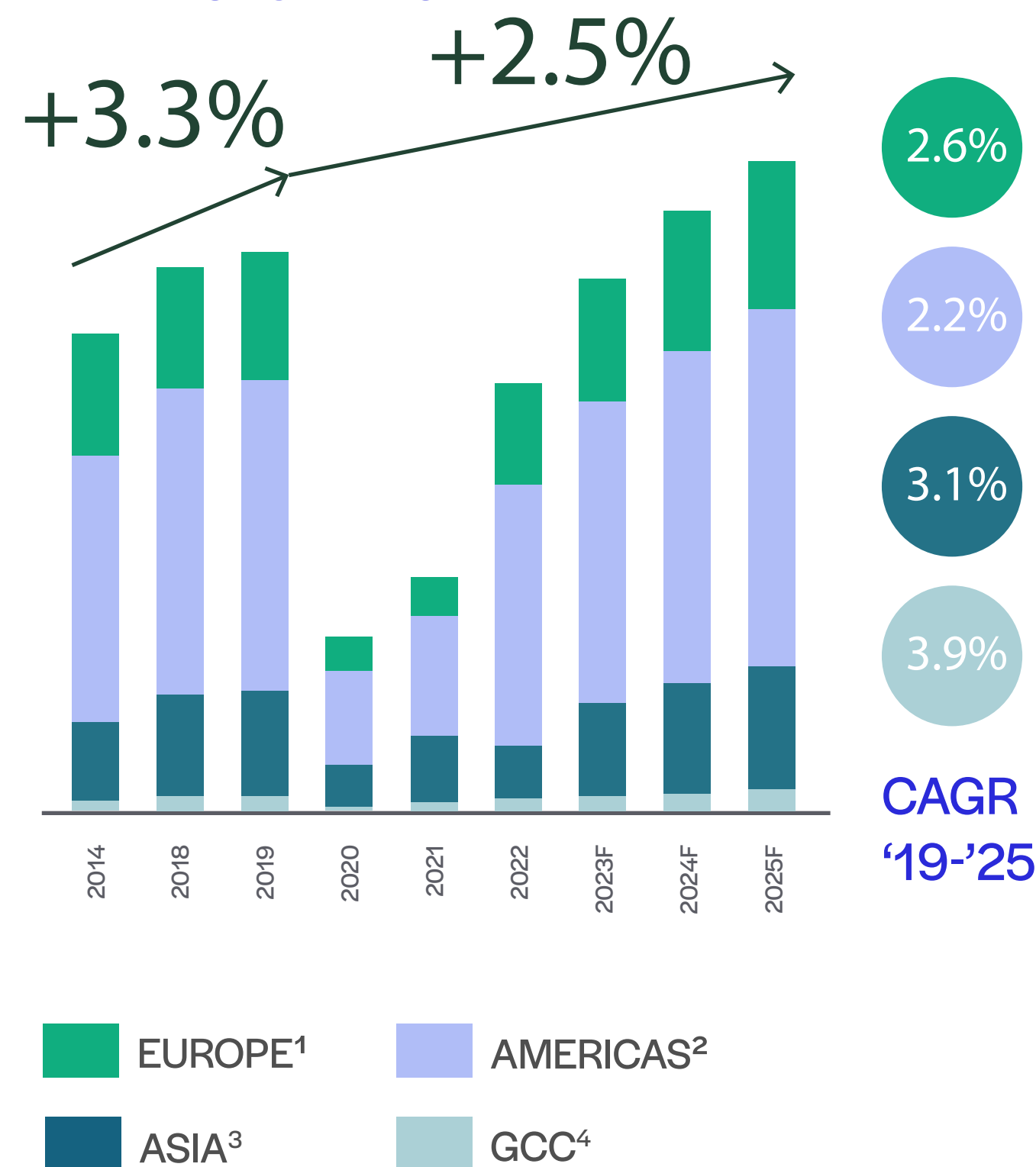
# THE STRATEGIC PLAN 2024-2027

Francesco Conci | CEO & General Manager

# THE CONTEXT

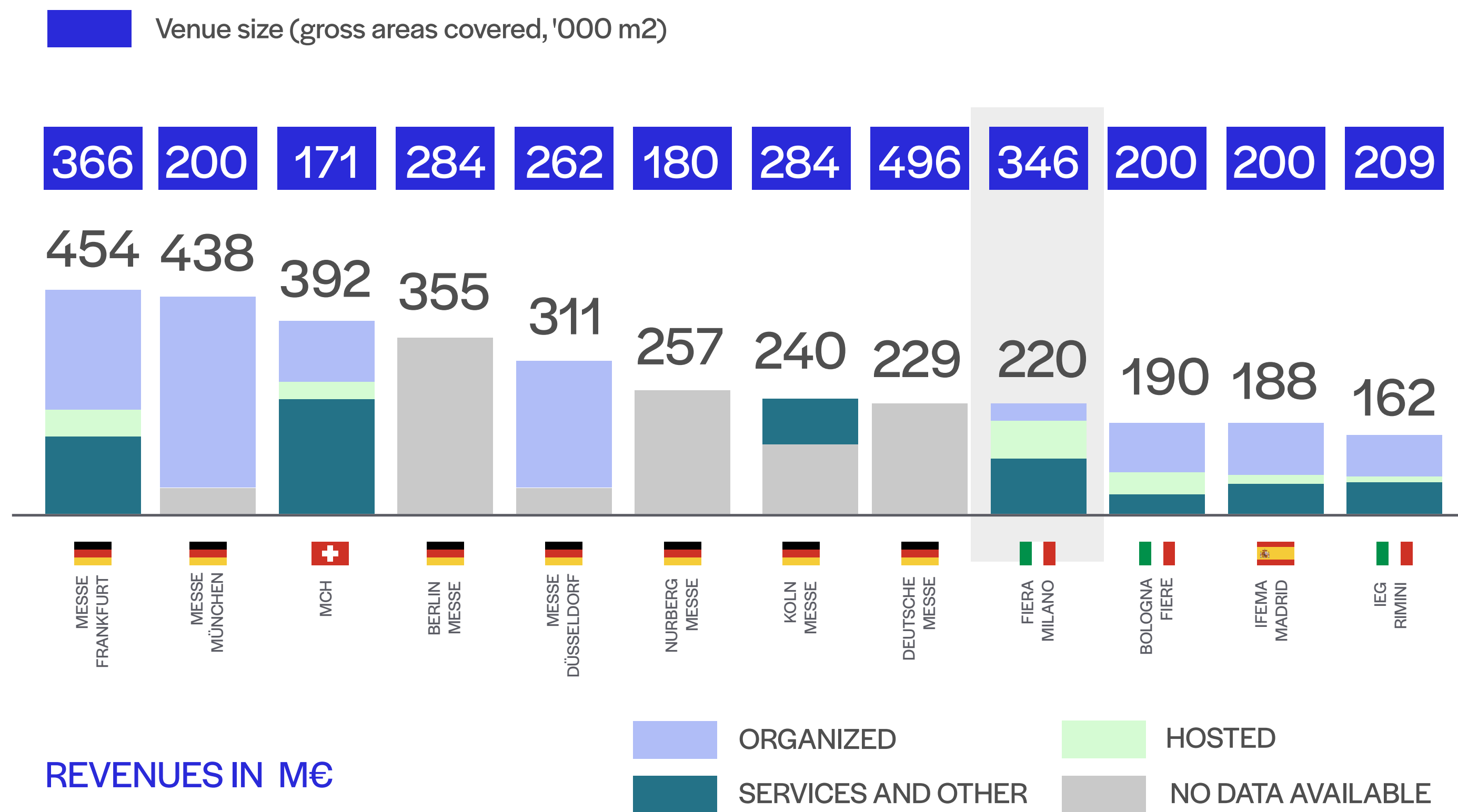
## THE GLOBAL EXHIBITION MARKET

REVENUES IN B€



1- France, Germany, Italy, Turkey, United Kingdom  
 2- Brasil, Mexico, USA  
 3- China, Hong Kong, Indonesia, Macau, Malaysia, Philippines, Singapore, Thailand, Vietnam  
 4- Gulf Cooperation Council

## REVENUES 2022 FOR HYBRID ORGANIZERS/VENUE OPERATORS



REVENUES IN M€

Sources: Fiera Milano, STAX Globex report 2023, Company annual report, Orbis, BCG analysis

# BACKGROUND: FIVE MAJOR TRENDS ARE IMPACTING THE EXHIBITION INDUSTRY

## CONSOLIDATION

Market leaders are gaining share over smaller players, also through M&A deals

## INTERNATIONALIZATION AND REGIONALIZATION

Major market players are expanding their presence outside national borders

## ENTERTAINMENT

The use of venues for new types of events and attractions is on the rise

## SUSTAINABILITY

The industry is making significant strides in sustainability, with organisers and venue operators increasingly looking to reduce the environmental impact of their events



## DIGITAL

Digital service offerings to enrich and expand trade shows are increasing

# THE PLAN 2024-2027 IS FOCUSED ON BUILDING THE FUNDAMENTALS FOR SUSTAINED BUSINESS DEVELOPMENT OVER THE LONG TERM



# FIERA MILANO: OUR STRENGTHS AND OPPORTUNITIES TO BE SEIZED

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## OUR STRENGTHS

—  
Quality infrastructure

—  
Operational excellence in venue management in relation to large, high requirements events

—  
Key market area and location (Milan - Lombardy)

—  
Product Excellence (Host)

—  
Economic-financial solidity

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## OPPORTUNITIES TO BE SEIZED

—  
Increasing direct organizational activity, in Italy and internationally

—  
Developing new services with high added value

—  
Maximizing the saturation of the infrastructure by attracting leading events and by leveraging on the attractiveness of the catchment area by focusing on sustainability and the role of Fiera Milano during Milan-Cortina 2026

—  
Enhancing human capital to attract new resources and retain talent by focusing on new positioning

# FIERA MILANO: THE FOUR STRATEGIC PRIORITIES

01



## VALUE PROPOSITION

Organising and hosting major events and providing integrated physical and digital services to build value and growth experiences for Fiera Milano exhibitors, visitors and partners.

02



## SUSTAINABLE BUSINESS MODEL

Leveraging sustainability as a competitive advantage and key factor to drive business growth.

03



## PEOPLE AND ORGANISATION

Attracting talent and enhancing human capital, with a continuous drive toward innovation, development of new skills, and personal growth.

04



## RELATIONSHIPS, RECOGNITION, IDENTITY

Increase the awareness of the value created by the group with customers, partners, institutions and strengthen Fiera Milano's positioning.

**Strengthening the value proposition in a sustainable way together  
with our people, in continuous exchange with the ecosystem**

01

# VALUE PROPOSITION

1.1

## Portfolio strengthening

- Launching at least 3 new events by 2027 in attractive sectors and leveraging on available assets. Among them, one event in the area of decarbonization technologies and solutions for industrial processes
- Attraction of 2 international itinerant events by 2027
- Launch of 1 international edition of Host by 2027
- Development of new sectors in the main events in the portfolio

1.2

## Expansion of congresses

- Expansion of business scope also thanks to the new venue in Turin by 2027, which will be the 5th largest convention center in Italy by number of seats (c. 5,000)





01

# VALUE PROPOSITION

1.3

## Become an integrated service provider

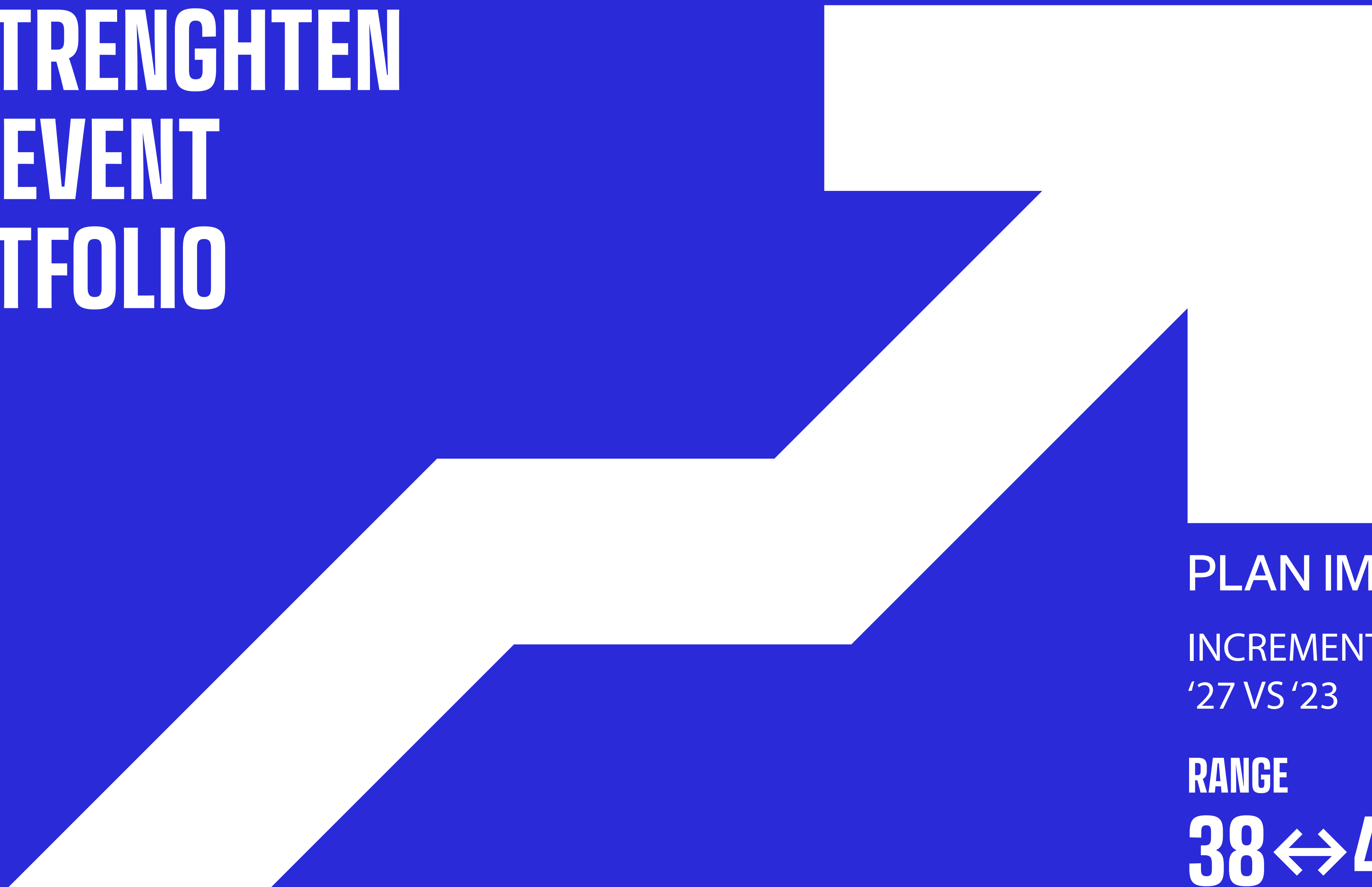
- Increasing market penetration of customized stands within the venue perimeter by 50% by 2027
- Increasing digital services revenues by 60% by 2027, accounting for about 3% of total group revenues in the same year

1.4

## Develop the entertainment business

- At least 40 outdoor and indoor entertainment events by 2027

# 1.1 STRENGTHEN THE EVENT PORTFOLIO



**PLAN IMPACT**

INCREMENTAL REVENUES  
'27 VS '23














































**RANGE**

**38 ↔ 44 M€**

Note: Excl. potential impact of acquisitions

# THE PORTFOLIO OF EVENTS IN ITALY

## SEGMENTATION BY INDUSTRY AND MODEL [# EXHIBITIONS]

SECTOR	ORGANIZED AND INVESTMENT-HELD		HOSTED		TOTAL	
	Logos	Count	Logos	Count	Count	Percentage
FASHION	  	3	      	9	12	21%
HOME / CONSTRUCTION	    	5	   	5	10	18%
INDUSTRIAL SUPPLY	 	2	   	8	10	18%
FOOD SUPPLY AND HOSPITALITY	  	3	  	3	6	11%
AUTOMOTIVE AND TRANSPORTATION	 	2	  	3	5	9%
B2C	 	3	 	2	5	9%
VERTICALS	  	3	 	6	9	16%

Note: 1) Minority-owned exhibitions

# 1.1 STRENGTHENING THE PORTFOLIO OF EVENTS

VALUE PROPOSITION: STRENGTHEN THE EVENT PORTFOLIO

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## ORGANIZED PORTFOLIO

—  
To consolidate Host's leadership in the hospitality industry by including new product categories and to expand abroad through partnerships

—  
To strengthen the current high-potential organized events by maximizing venue utilization and optimizing the portfolio

—  
To launch new events in high-potential sectors (target: at least 3 by 2027)

Also... To expand the organized events segment by seizing opportunities for growth by external lines

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## HOSTED PORTFOLIO

—  
To attract and host leading events in Milan each year, benefiting from the ideal conditions of the venue and the location (target: at least 2 by 2027)



# HOST'S DRIVE TOWARDS INTERNATIONALIZATION



INTERNATIONAL  
HOSPITALITY EXHIBITION

**APPROX 130,000 MQ**  
OCCUPIED IN 2023

**40%** OF INTERNATIONAL  
EXHIBITORS AND VISITORS



HOST is the most important international event organized by Fiera Milano, a global benchmark for the Ho.Re.Ca and Food Service sector.



HOST can become a replicable best practice abroad also through partnerships with selected operators holding specific know-how on local markets.

# STRENGTHENING EXISTING HIGH-POTENTIAL ORGANIZED EVENTS

Investment in the growth of B2B events:

- Continued development of MIBA - Milan International Building Alliance, Construction sector (MADE Expo, Security, Smart Building Expo, Global Elevators Exhibitions)
- Accelerating growth of Milan Fashion & Jewels in the fashion and accessories sector
- Completion of the repositioning project of Milano Home in the sector of interior design and furnishing accessories

Strengthening the positioning of B2C and vertical events, also through strategic alliances with partners:

- BIT (Tourism)
- MiArt (Modern and contemporary art)
- Milan Games week (Gaming and comics)

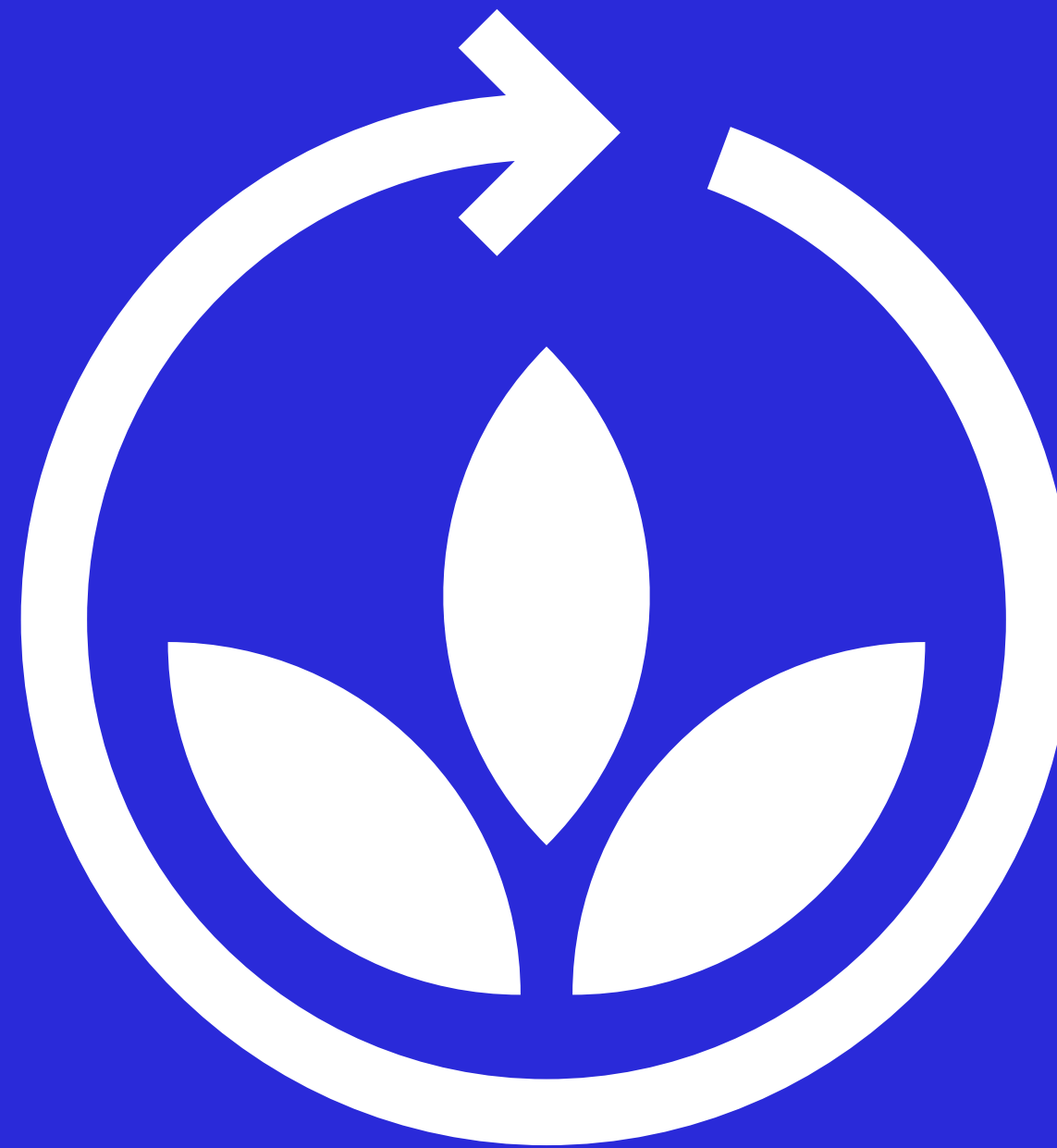
# LAUNCHING NEW HIGH-POTENTIAL EVENTS

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We want to focus on continuous research and the launch of new events (which represent an incubator for innovative projects)

---

Launching new events is key to securing a solid portfolio for Fiera Milano's future



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New events must relate to high-potential sectors in which Fiera Milano can have a clear right-to-win

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We focus on innovative and unexplored areas

***Exhibition in the field of technologies and solutions for the decarbonization of industrial processes***

# ATTRACTING TARGET EVENTS TO MILAN

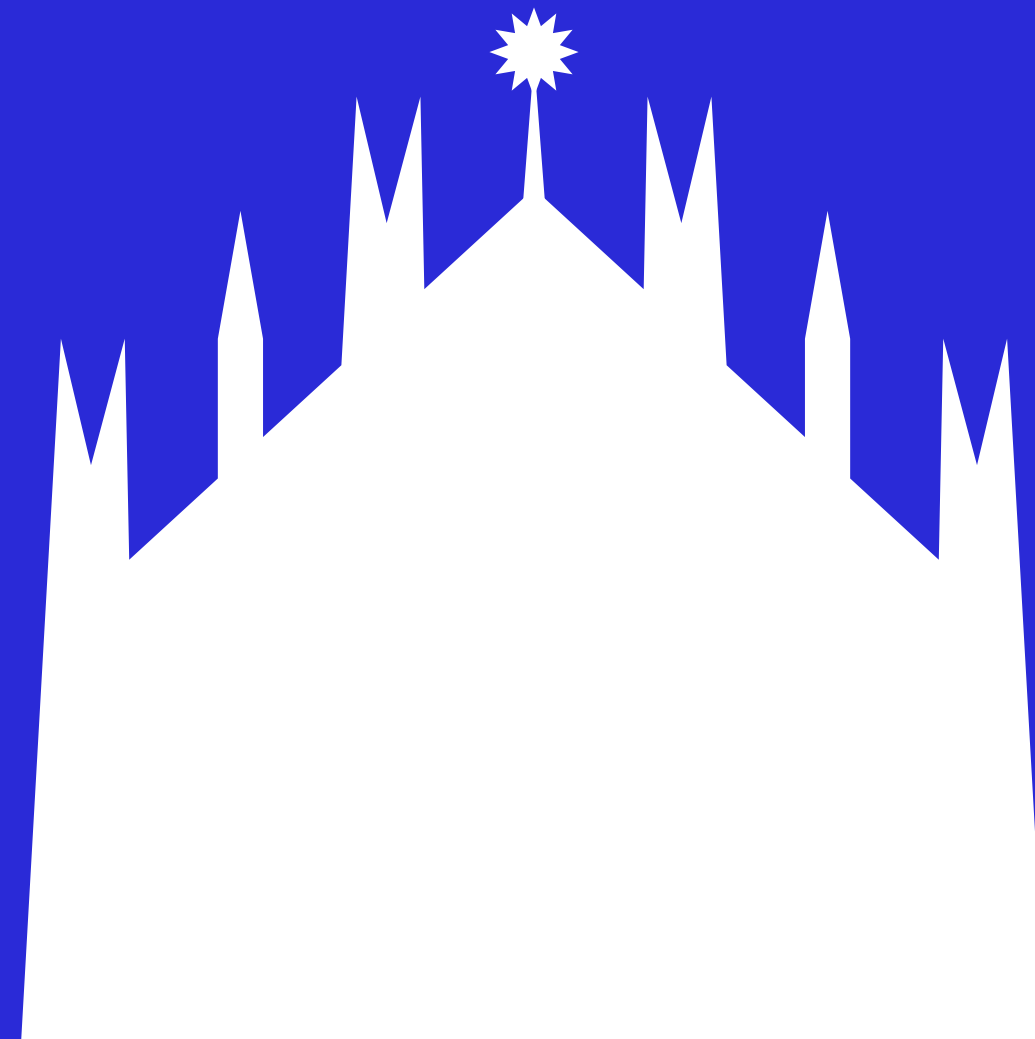
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Strengthening the network of relationships with major global organizers in order to attract new prestigious international events to Milan every year through partnerships, taking advantage of the ideal characteristics of the Milan area.

***Attraction of 2 international itinerant events by 2027***

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**Considering target events from 15-20K m2 upwards**, with a relevant share of international exhibitors and visitors



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Leveraging the quality of the venue and the services offered to organizers with high added value

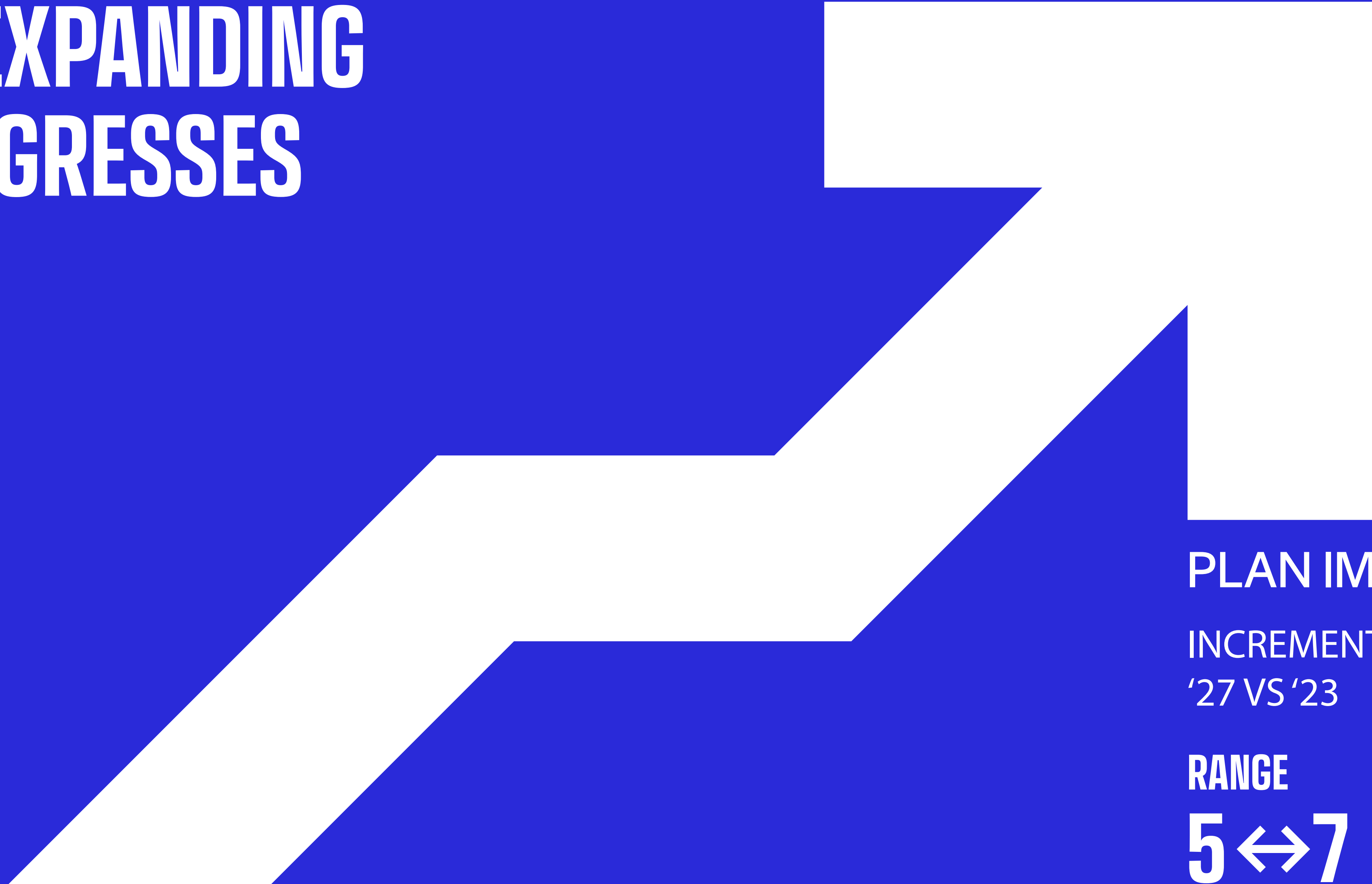
***digital services***

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**Sustainability approach** underpins the attractiveness of the venue



# 1.2 EXPANDING CONGRESSES



**PLAN IMPACT**

**INCREMENTAL REVENUES  
'27 VS '23**

**RANGE**

**5 ↔ 7 M€**

## 1.2 EXPANDING CONGRESSES

### VALUE PROPOSITION: EXPANDING CONGRESSES

—  
Optimizing the use of space at Allianz MiCo in Milan through a targeted selection of events to maximise the revenues.

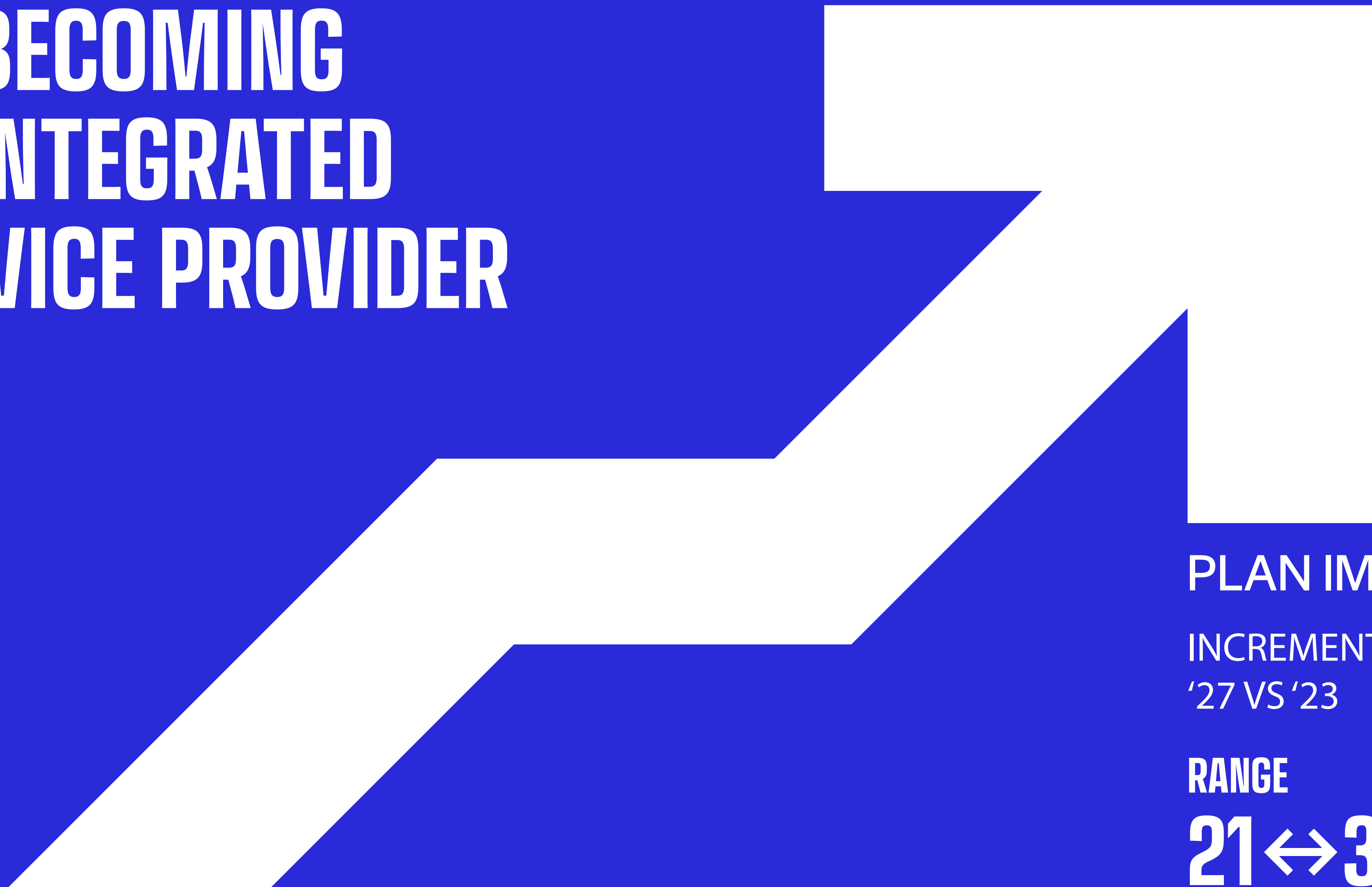
—  
Investing in new high-value-added services to further enhance the visitor experience

—  
Attracting new international conferences and major corporate events by strengthening the network of relationships with global associations and convention centers

—  
Expanding the scope of activities with the new venue in Turin (from 2027), which will be the fifth congress centre in Italy in terms of seats (c. 5,000)



# 1.3 BECOMING AN INTEGRATED SERVICE PROVIDER



PLAN IMPACT

INCREMENTAL REVENUES  
'27 VS '23

RANGE

**21 ↔ 34 M€**

Note: Excl. potential impact of acquisitions






## 1.3 BECOMING AN INTEGRATED SERVICE PROVIDER

VALUE PROPOSITION: BECOMING AN INTEGRATED SERVICE PROVIDER

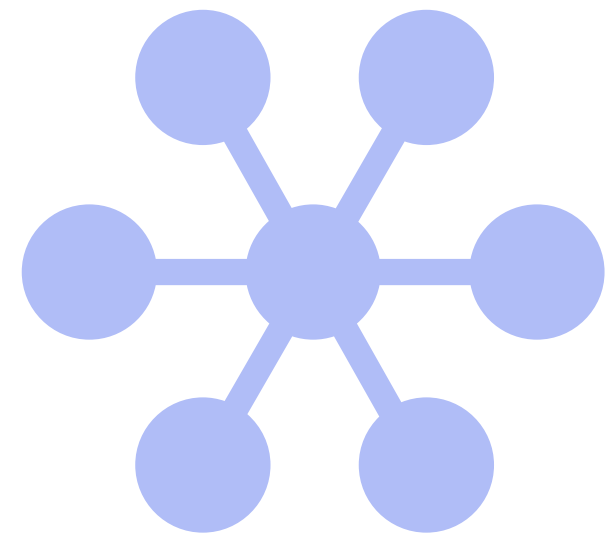
—  
**Strengthening commercial offering** of stand fittings and technological services in and outside the district, also through growth by external lines. Aiming for a distinctive position in higher value segments of the market as well.

—  
**Developing a digital offer to enhance the event experience 365 days a year**, also through the collection, management and use of Big Data and artificial intelligence, leveraging the potential of digital platforms.

# AN INTEGRATED RANGE OF SERVICES

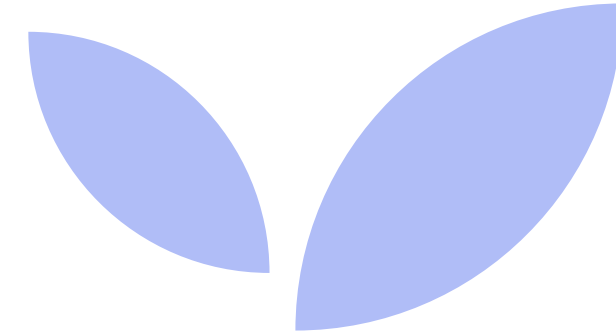
PHASE	EVENT ORGANIZATION	SETTING UP EXHIBITION SPACES	CATERING / BANQUETING	DIGITAL AND MEDIA SERVICES	TRANSPORTATION AND ACCOMMODATION OF PEOPLE	FREIGHT LOGISTICS
	EXHIBIT SPACE RENTAL					
SERVICE DESCRIPTION	<ul style="list-style-type: none"> <li>Organization of events</li> <li>Rental of exhibition space in which the event is held and booths are set up</li> </ul>	<ul style="list-style-type: none"> <li>Pipe structure installation and hangings</li> <li>Stand design and construction, common areas</li> <li>Provision of technology infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Catering services through fixed and temporary food outlets operated by third parties</li> <li>On-demand catering/ banqueting services on booths or in dedicated areas, managed by third parties</li> <li>Other services (e.g. Hostesses, Translators, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>Digital platforms (web, app, totems)</li> <li>Traditional billboards</li> <li>Digital billboards (digital signage)</li> <li>Brand promotion on digital catalogs</li> </ul>	<ul style="list-style-type: none"> <li>Purchasing tickets (air and rail tickets) and accommodation for staff attending events</li> </ul>	<ul style="list-style-type: none"> <li>Transportation, assembly, disassembly and possible reverse logistics for exhibits</li> </ul>
COMPANY GROUP	 FIERA MILANO	 NOLOSTAND	 FIERA MILANO	 FIERA MILANO	 MiCodmc <small>TAILOR MADE INCOMING SOLUTIONS</small>	
MODEL						
Direct management						
Indirect management/broker						

# DIGITAL DEVELOPMENT



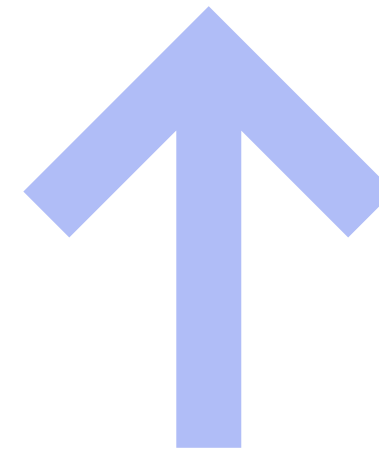
## INCREASING ENGAGEMENT

Increasing interaction with visitors before, during and after the event, creating a sense of community throughout the year



## CREATING NEW SALES CHANNELS

Leveraging all digital channels to promote event registration, ticket sales, and subscriptions



## CREATING NEW STREAMS OF REVENUE

Generating new revenue areas on top of the traditional ones

## DATA & ANALYTICS

Collection and processing of data to generate insights on events, exhibitors, and visitors. (e.g. QR Code readers, reports & insights etc.)

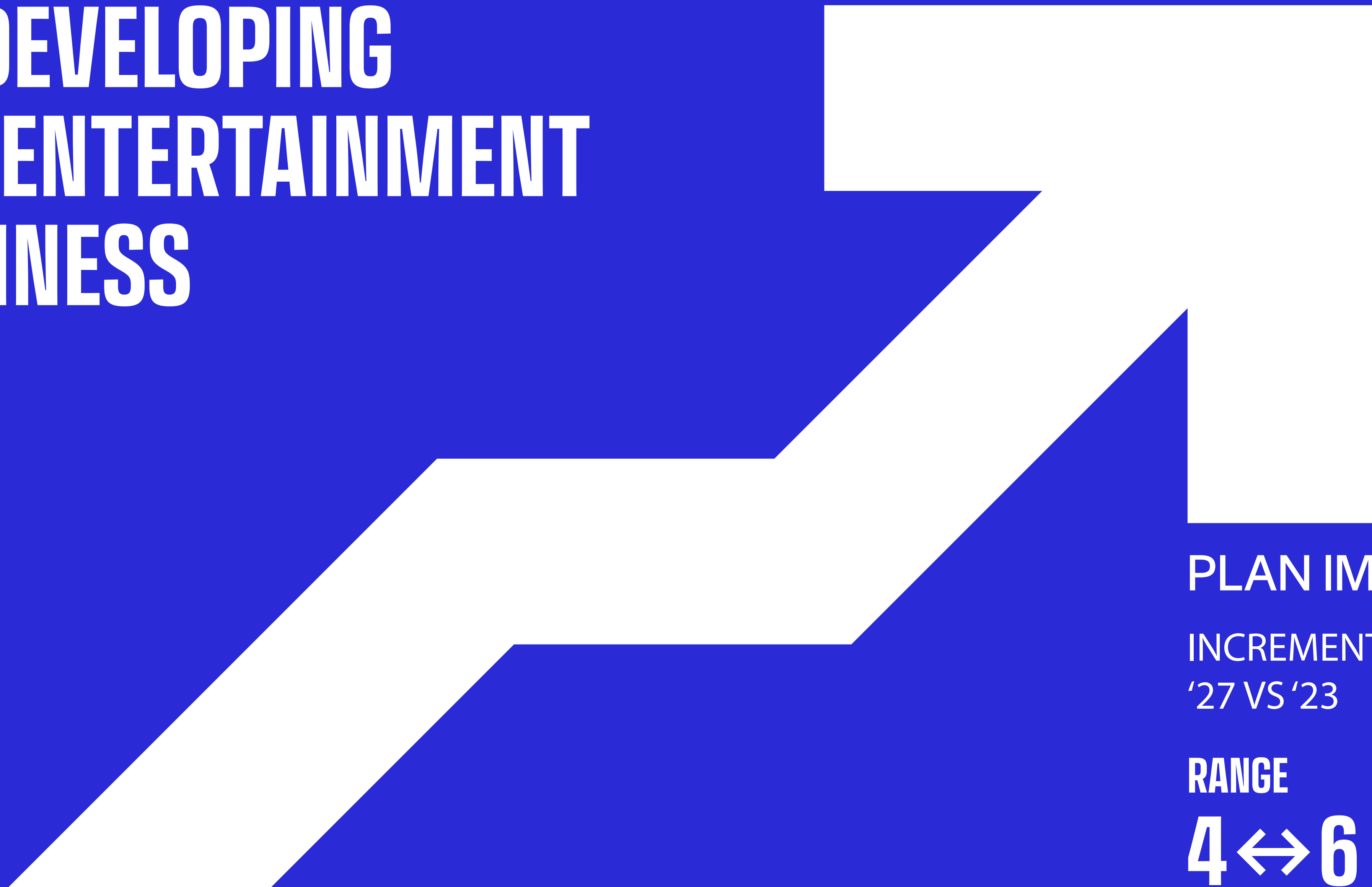
## DIGITAL SERVICES

Adoption of digital platforms to sell services during events and subscriptions/subscriptions throughout the year (e.g., match-making, websites, digital apps, 5G provision etc.)

## MEDIA & SPONSORSHIPS

Activation of promotional and commercial campaigns, both physical and digital (e.g. digital signage, marketing campaigns, social media etc.)

# 1.4 DEVELOPING THE ENTERTAINMENT BUSINESS



**PLAN IMPACT**

**INCREMENTAL REVENUES  
'27 VS '23**

**RANGE**

**4 ↔ 6 M€**

# 1.4 DEVELOPING THE ENTERTAINMENT BUSINESS

VALUE PROPOSITION: DEVELOPING THE ENTERTAINMENT BUSINESS

— Differentiating the use of the Rho venue **for indoor and outdoor entertainment events** (cultural, sports, music) through strategic partnerships with industry-leading operators

— **The Olympics will be the first example of use open to the general public of Halls 13-15**

— Intercepting new **B2C targets and new communities**

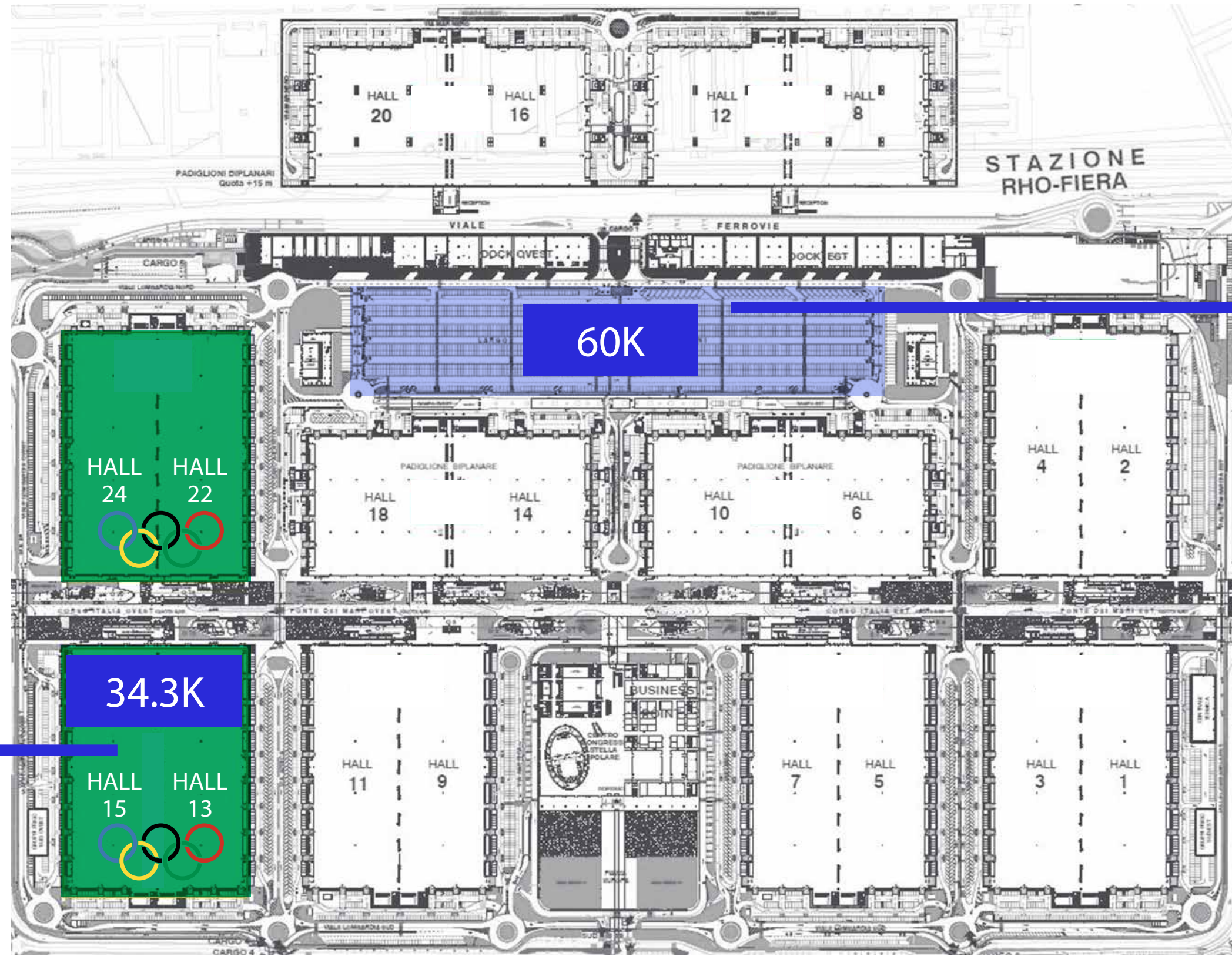






**EVANESCENCE**  
**SALMO & NOYZ NARCOS**  
**GIGI D'AGOSTINO**  
**MARC ANTHONY**  
**NICKI MINAJ**  
**GEOLIER**  
**BLACK EYED PEAS**  
**PAUL KALKBRENNER**

# DEVELOPING THE ENTERTAINMENT BUSINESS



■ Gross space (m2)

■ Pavilions optioned for the 2026 Olympics

- The planned set-up for the 2026 Winter Olympics envisions the elimination of the separation between Halls 13 and 15 – with the possibility of making this new arrangement permanent.
- With around 30,000 seats available, the two pavilions will be the largest indoor venue in Italy to be used for entertainment events with a particular focus on concerts, exhibitions, fashion shows and sporting events.

## INDOOR SPACE

- union of halls 13 and 15
- 34.300 sqm
- ~ 30.000 seats

## OUTDOOR SPACE

60.000 sqm,  
with >50.000 seats



02



## SUSTAINABLE BUSINESS MODEL

Developing and integrating  
a sustainable business  
model in the strategic plan

**FIERA MILANO CONSIDERS SUSTAINABILITY**  
**to be an enabling factor for**  
**business development**  
**and a strategic advantage for its growth,**  
**helping stakeholders to achieve**  
**their sustainability goals.**

# STRATEGIC PLAN 2024-2027

## KEY INITIATIVES

### 1<sup>ST</sup> DIMENSION

Strengthening the portfolio of events

### 2<sup>ND</sup> DIMENSION

Expanding congresses

### 3<sup>RD</sup> DIMENSION

Becoming an integrated service provider

### 4<sup>TH</sup> DIMENSION

Developing the entertainment business

## RATIONALE FOR INTEGRATION ESG

— Fiera Milano aims to position itself as a **facilitator of the energy transition** in the industry and as a promoter of good sustainability practices along the supply chain by launching a **new event dedicated to industrial decarbonization**, fostering discussion among opinion leaders, companies, and customers

— Fiera Milano defines a **structured sustainability plan**, aligned with the ESG needs of its customers, to secure a competitive advantage in the landscape of major international events and **attract new business**

— Digital development becomes a **facilitator for improving the customer experience** and generating additional business opportunities by encouraging the creation of communities and fostering connections 365 days a year

— By implementing a **rigorous ESG due diligence on M&A opportunities**, Fiera Milano will not only select partners at the forefront of sustainability, but also influence stakeholders to adopt environmentally sustainable practices in order to establish a partnership with the Group

## ESG PRIORITIES

### NEW INTEGRATED SUSTAINABILITY PLAN WITH 30 TARGETS TO 2027

**ENVIRONMENTAL**  
(n. 12 targets)

**SOCIAL**  
(n. 10 targets)

**GOVERNANCE**  
(n. 8 targets)



# 03

## PEOPLE AND ORGANIZATION

### FOCUS ON...

**01** BALANCING DEMOGRAPHY AND SETS-OF-SKILLS

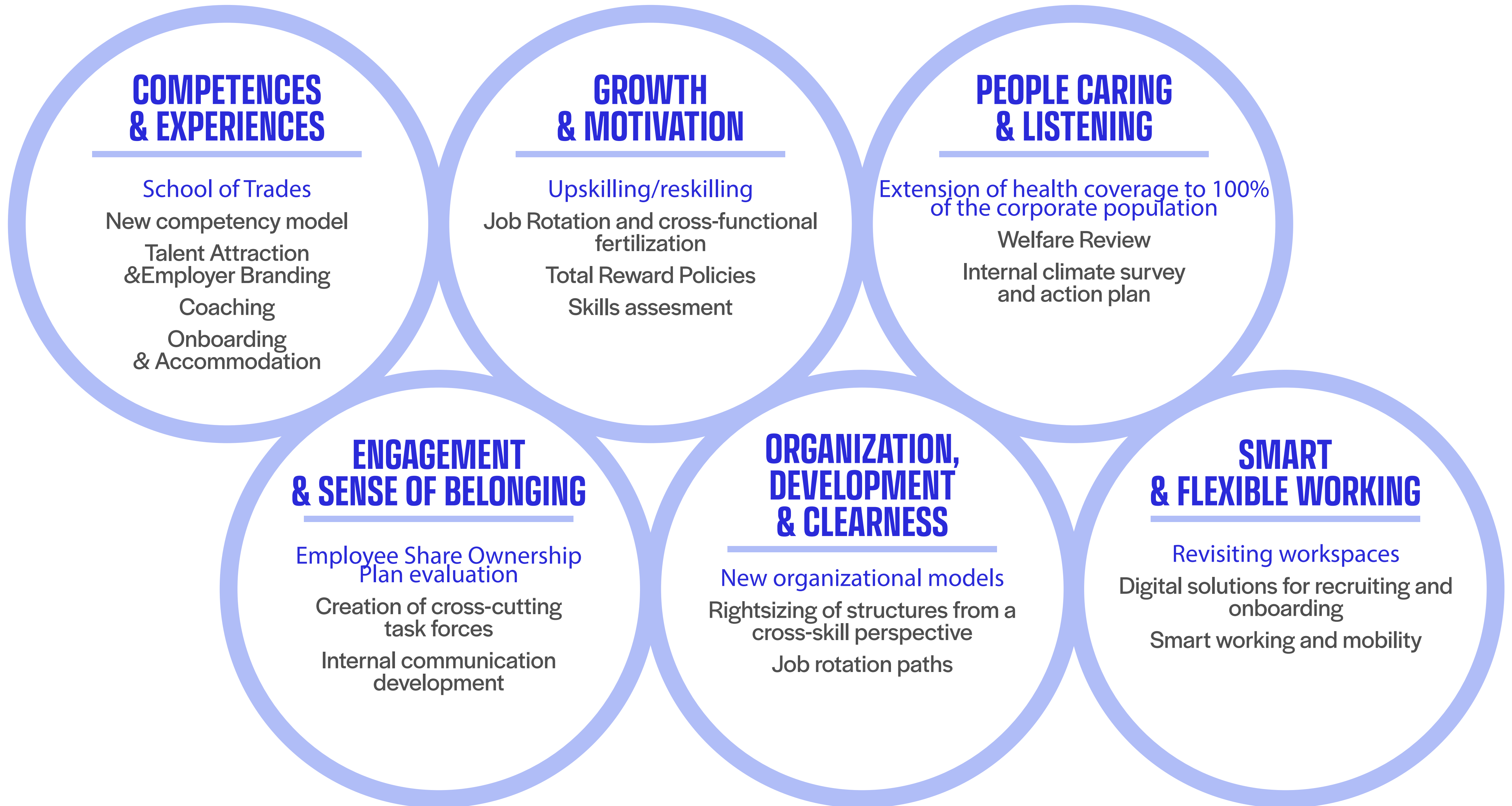
**02** TRAINING, DEVELOPMENT AND GROWTH FOR THE FULFILLING OF EACH PERSON'S POTENTIAL

**03** IMPROVING WORK-LIFE BALANCE AND WORKING ENVIRONMENT

**04** PROMOTING TEAMWORK AND BELONGING

**05** EFFECTIVE AND EFFICIENT STRUCTURE

**06** DIGITAL TRANSFORMATION OF THE PROCESSES AND TOOL ENHANCEMENT TO SIMPLIFY WORK



# 04

## RELATIONSHIPS, RECOGNITION, IDENTITY

### NEW POSITIONING FOR MORE EFFECTIVE AWARENESS

In an ever-changing market environment, Fiera Milano aims to develop a renewed identity and acquire a distinctive positioning, linked to the company's values and the strategic plan's fundamental guidelines, in order to be increasingly relevant in the scenario of trade fair operators.



## GOALS

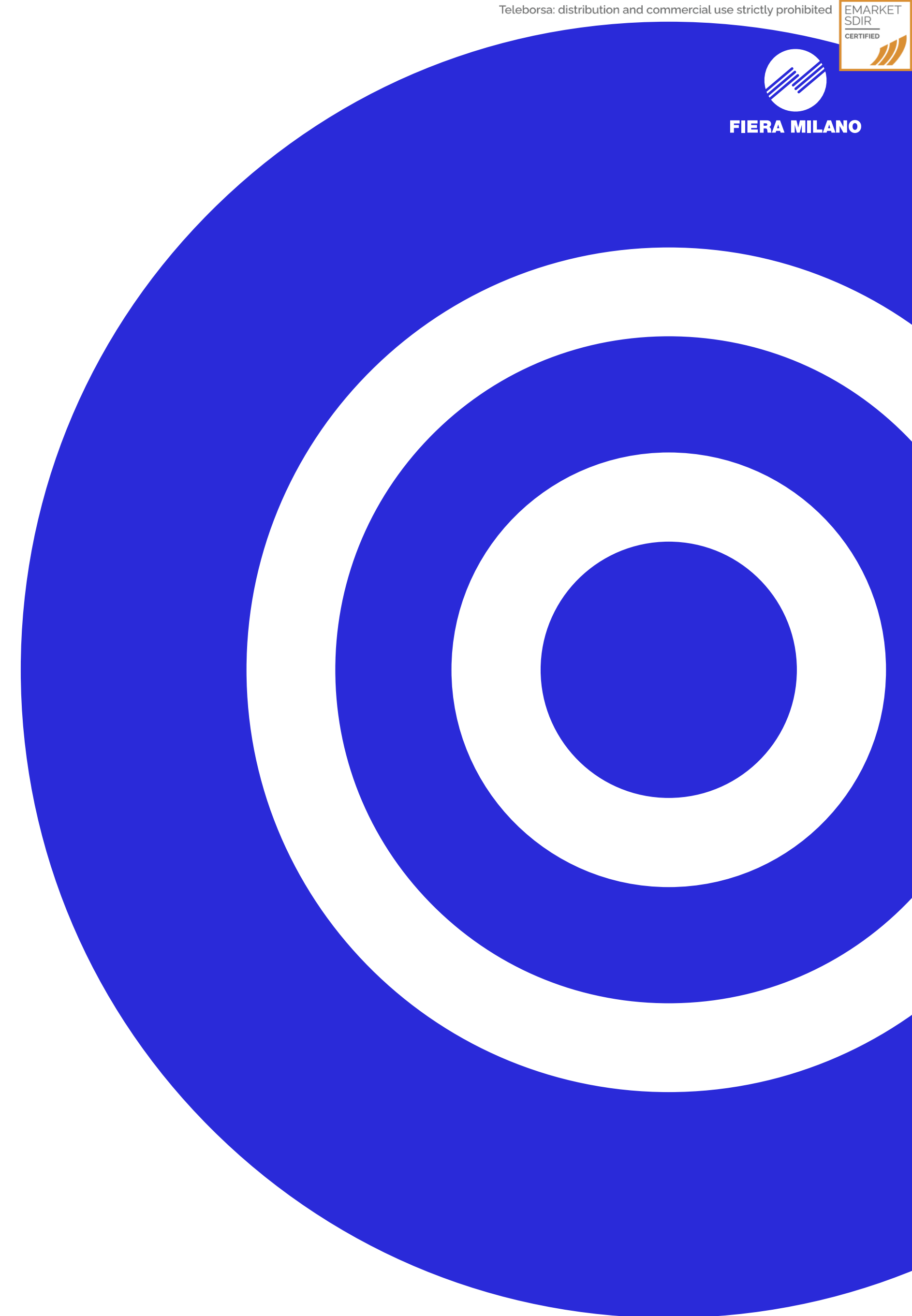
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- Building a distinctive positioning that can transfer Fiera Milano's renewed identity (sustainable/digital/integrated service provider/people-based/major event organizer)
- Strengthening reputation and brand awareness to be perceived as a valuable growth partner
- Activating and growing valuable relationships that support the business to be attractive to talent as well
- Building new communities and reaching new targets with targeted actions

## ACTIONS

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- Ensuring an integrated, cross-media and continuous communication system through the production of valuable content throughout the year
- Activating special projects by leveraging knowledge hubs
- Investing in specific activities and initiatives to increase advocacy capacity, while also leveraging brand heritage



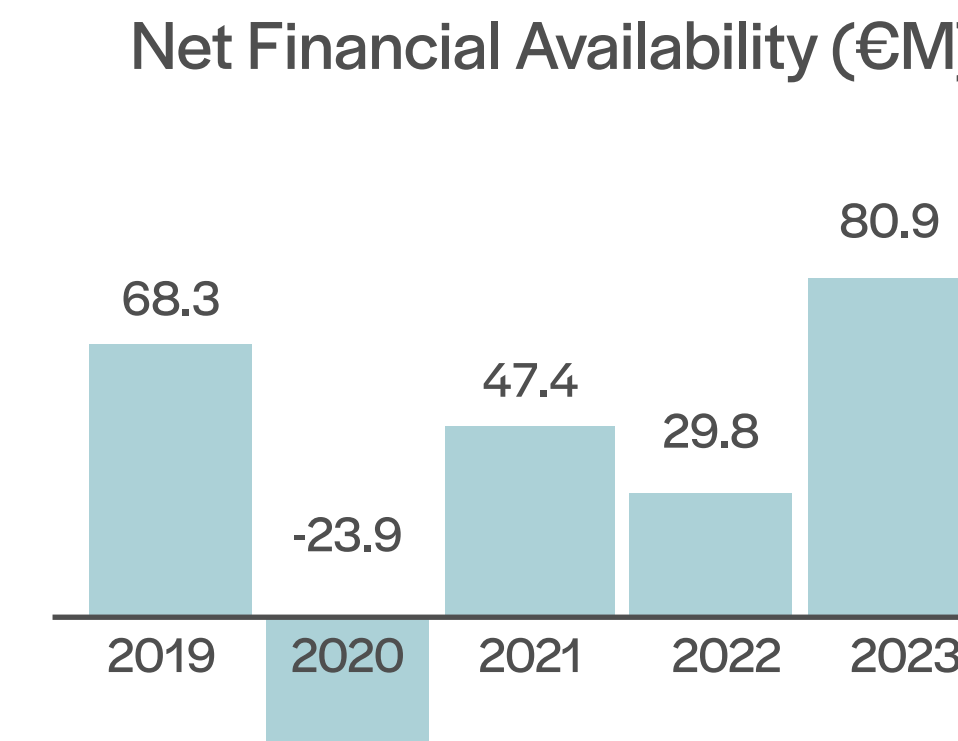
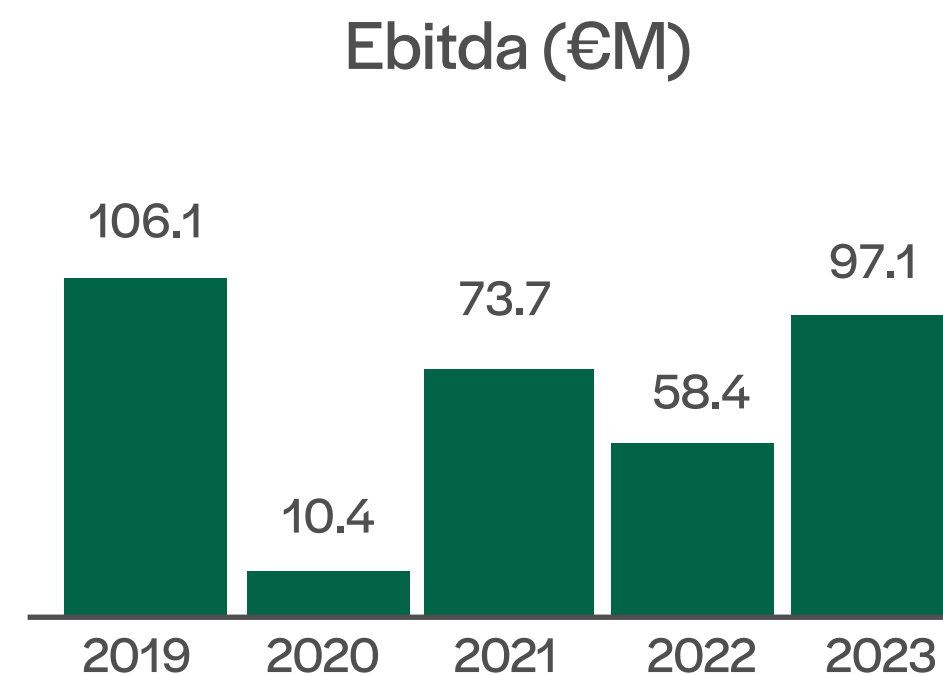
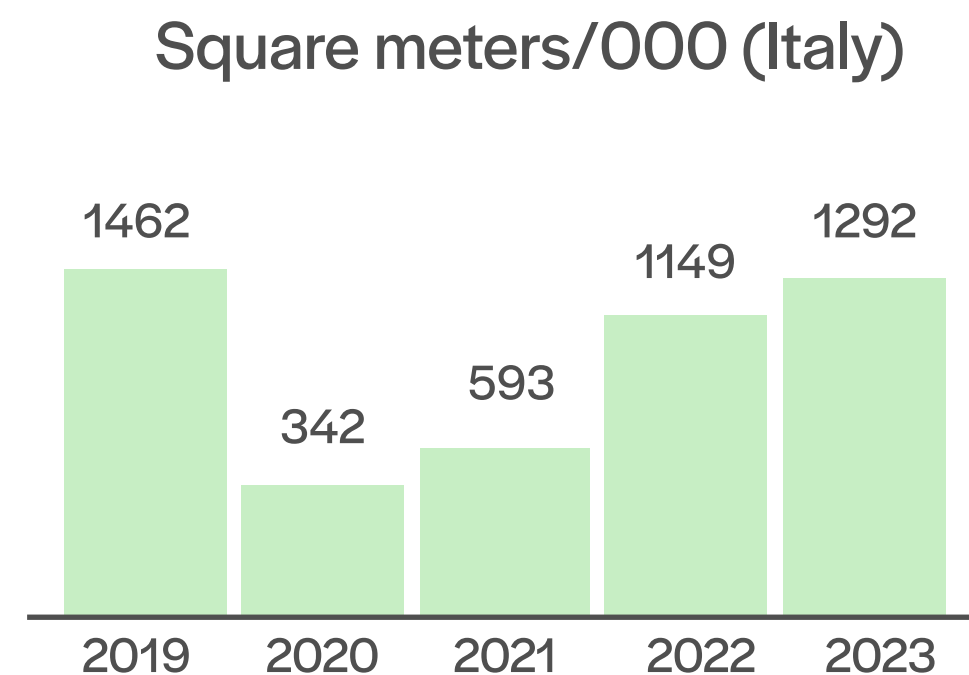
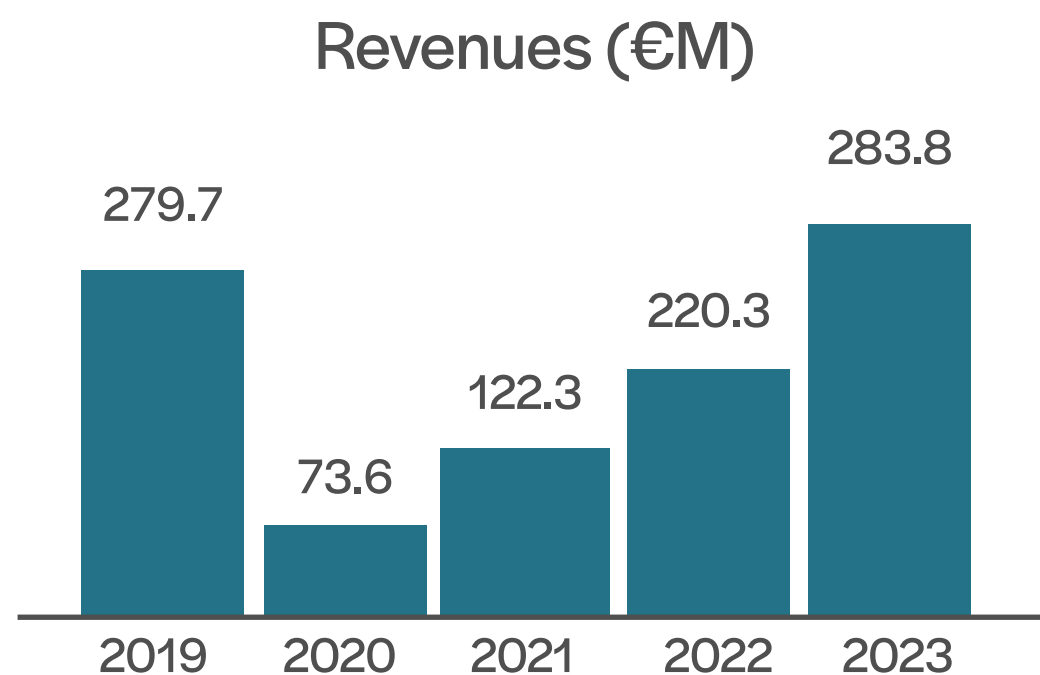




# OUR STRATEGY IN NUMBERS: ECONOMIC-FINANCIAL TARGETS

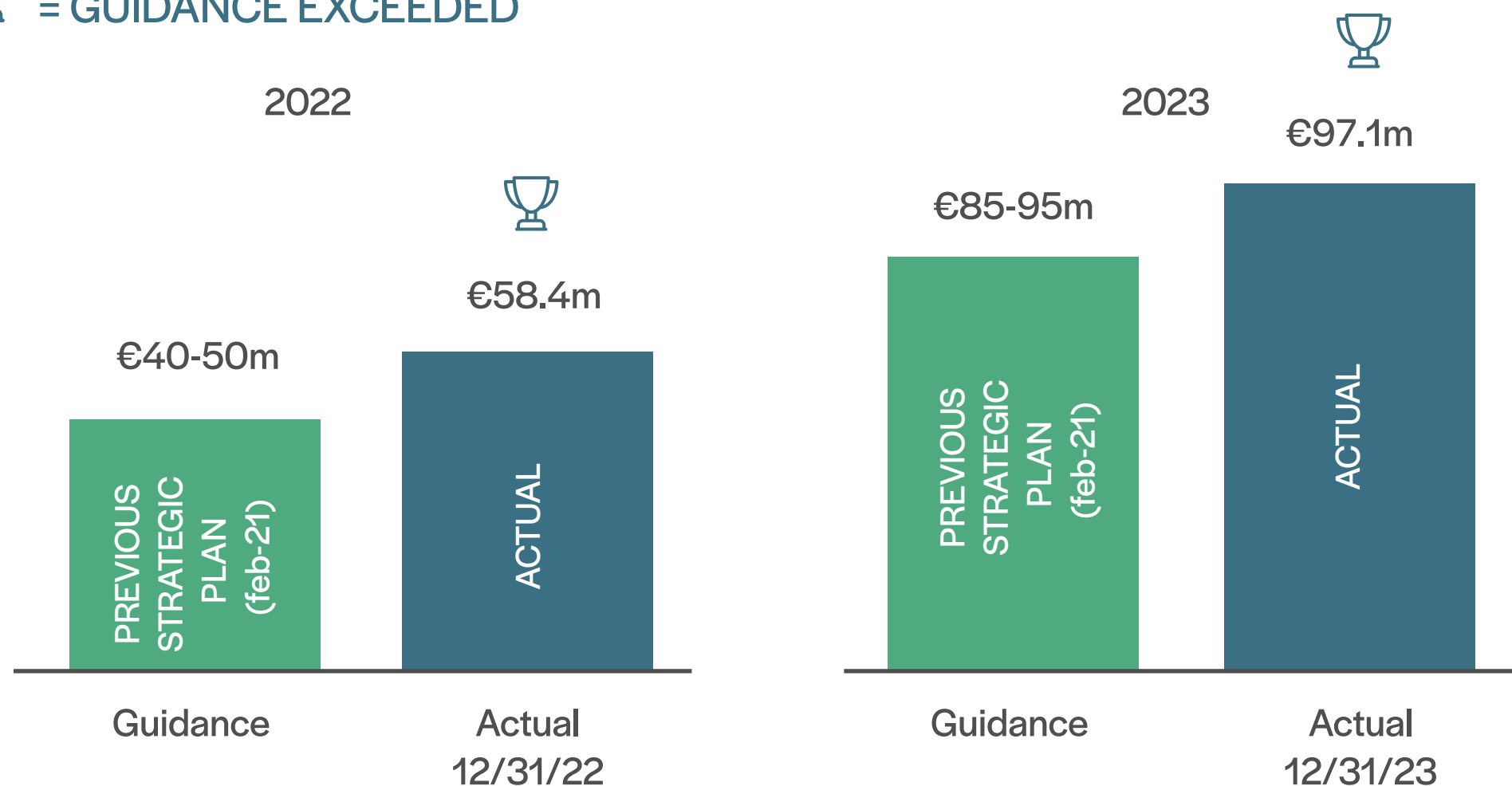
Massimo De Tullio | CFO

# FIERA MILANO'S 2023



## ACTUAL EBITDA VS. GUIDANCE

 = GUIDANCE EXCEEDED



Despite of:  
 + c. € 5mIn energy costs  
 + c. € 3 mln one-off reorganization costs  
 not foreseen for in previous  
 guidance of € 85-95 mln

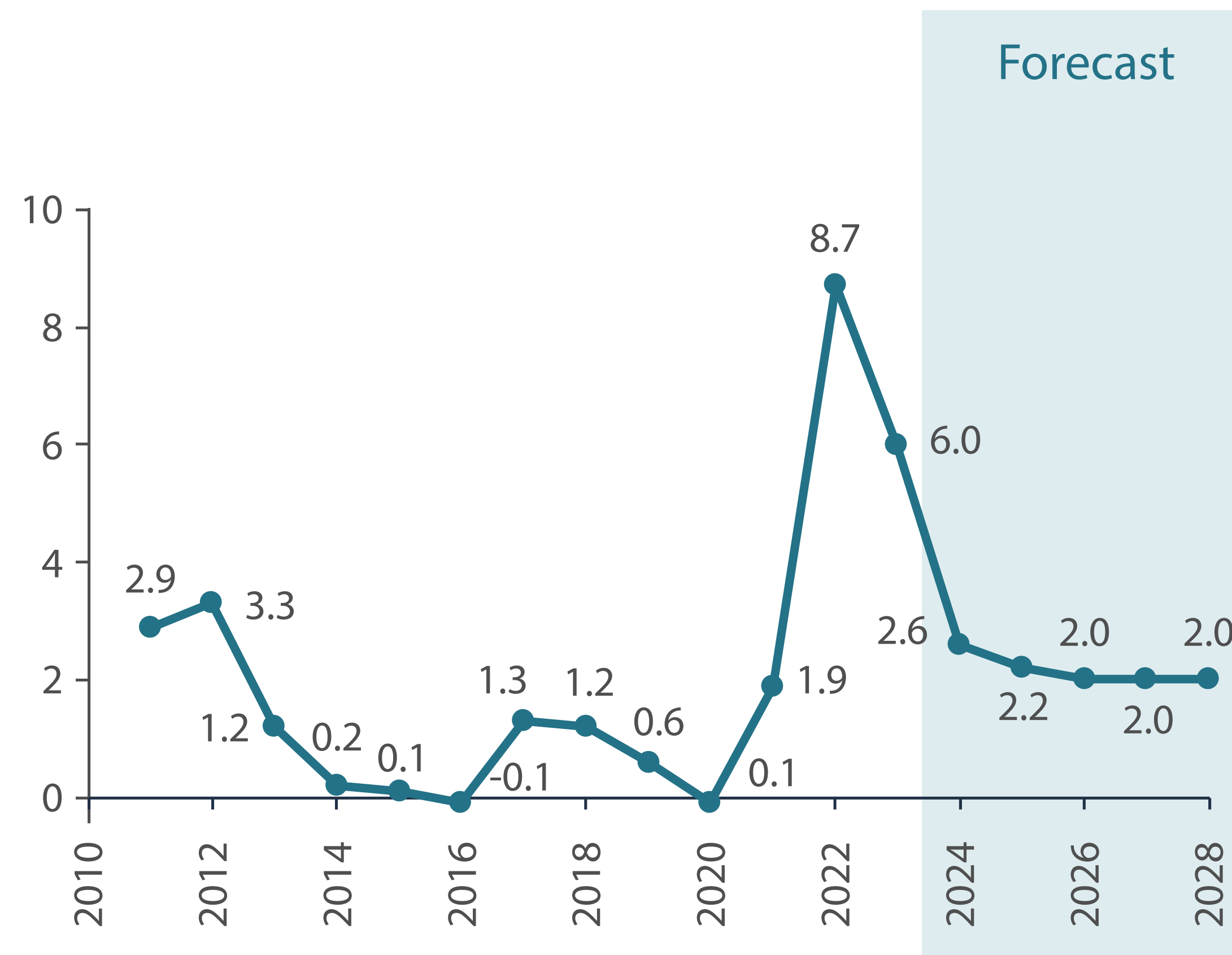
By overcoming guidance,  
 Fiera Milano has  
 demonstrated solid  
 execution capacity

# MACROECONOMIC INDICATORS UNDERLYING THE PLAN'S PROJECTIONS

Italian GDP with average growth of ~1.0% per year during the plan  
 Real GDP growth (year-on-year, %)



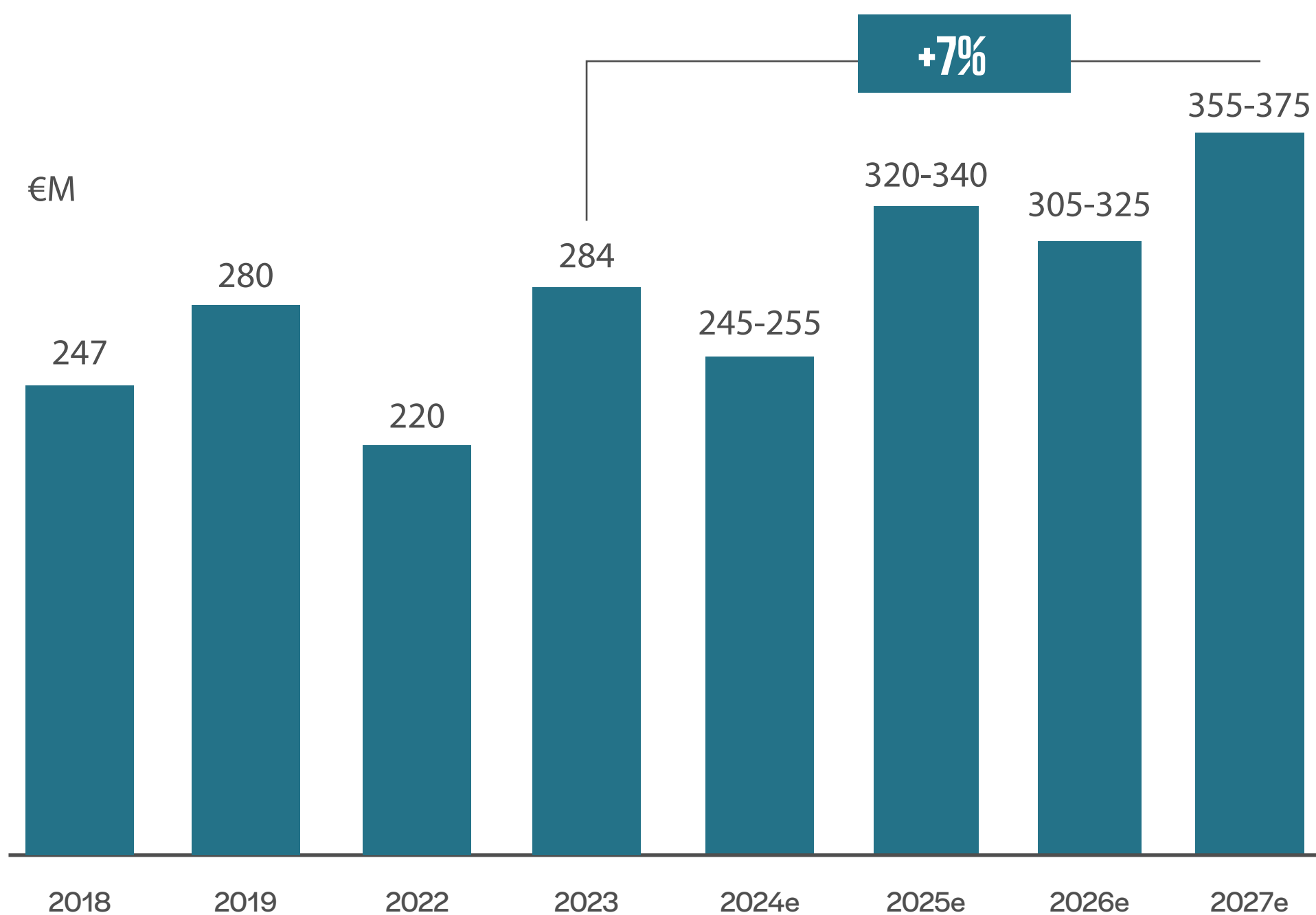
Inflation in Italy expected to stabilize at 2.0 percent by the end of the plan  
 Inflation (% change from previous year)



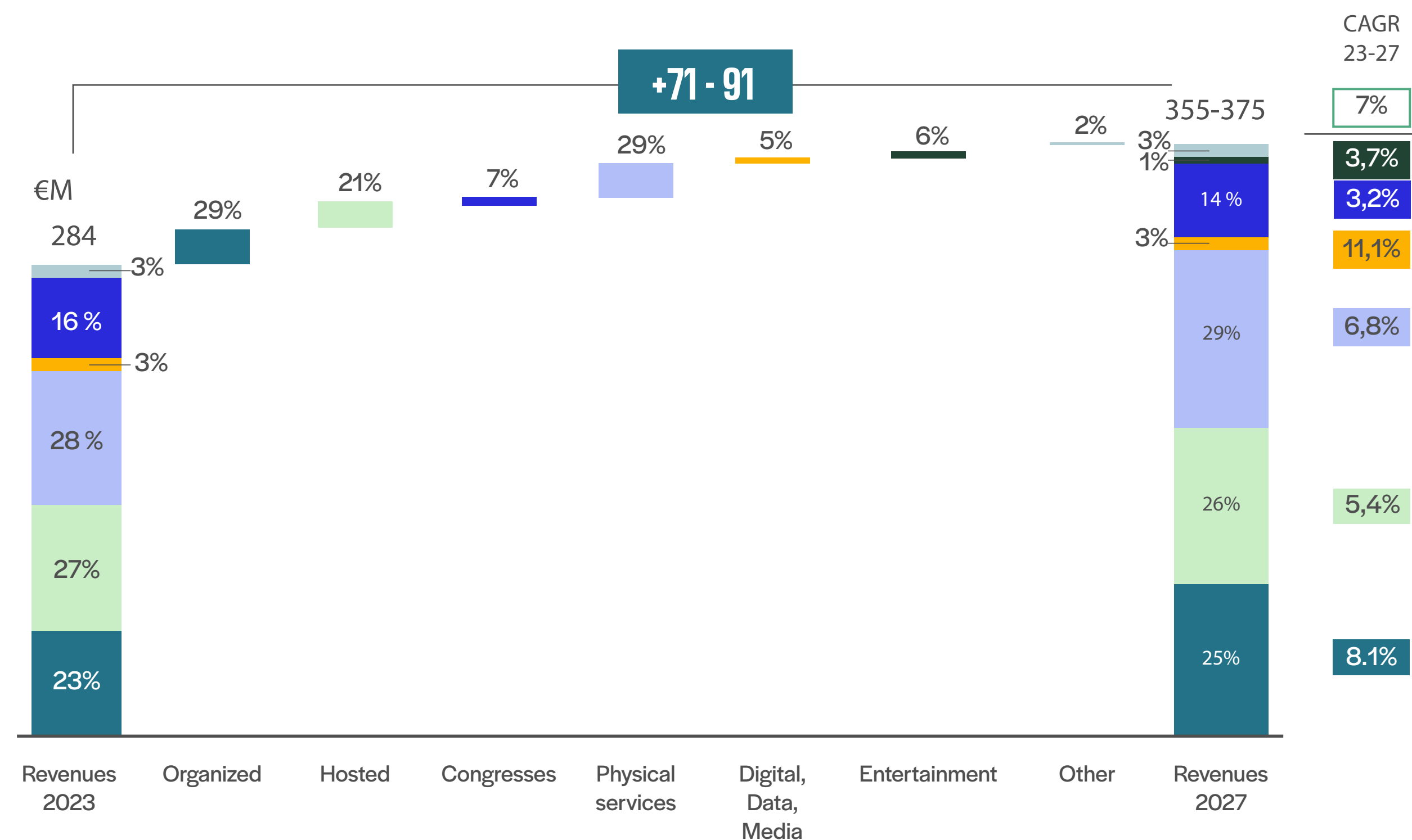
Fonti: IMF, UN Statistics, Economist Intelligence Unit

# REVENUE DEVELOPMENT AND BREAKDOWN BY BUSINESS SEGMENT

GUIDANCE REVENUE '24 - '27



CONTRIBUTION TO GROWTH BY BUSINESS LINE

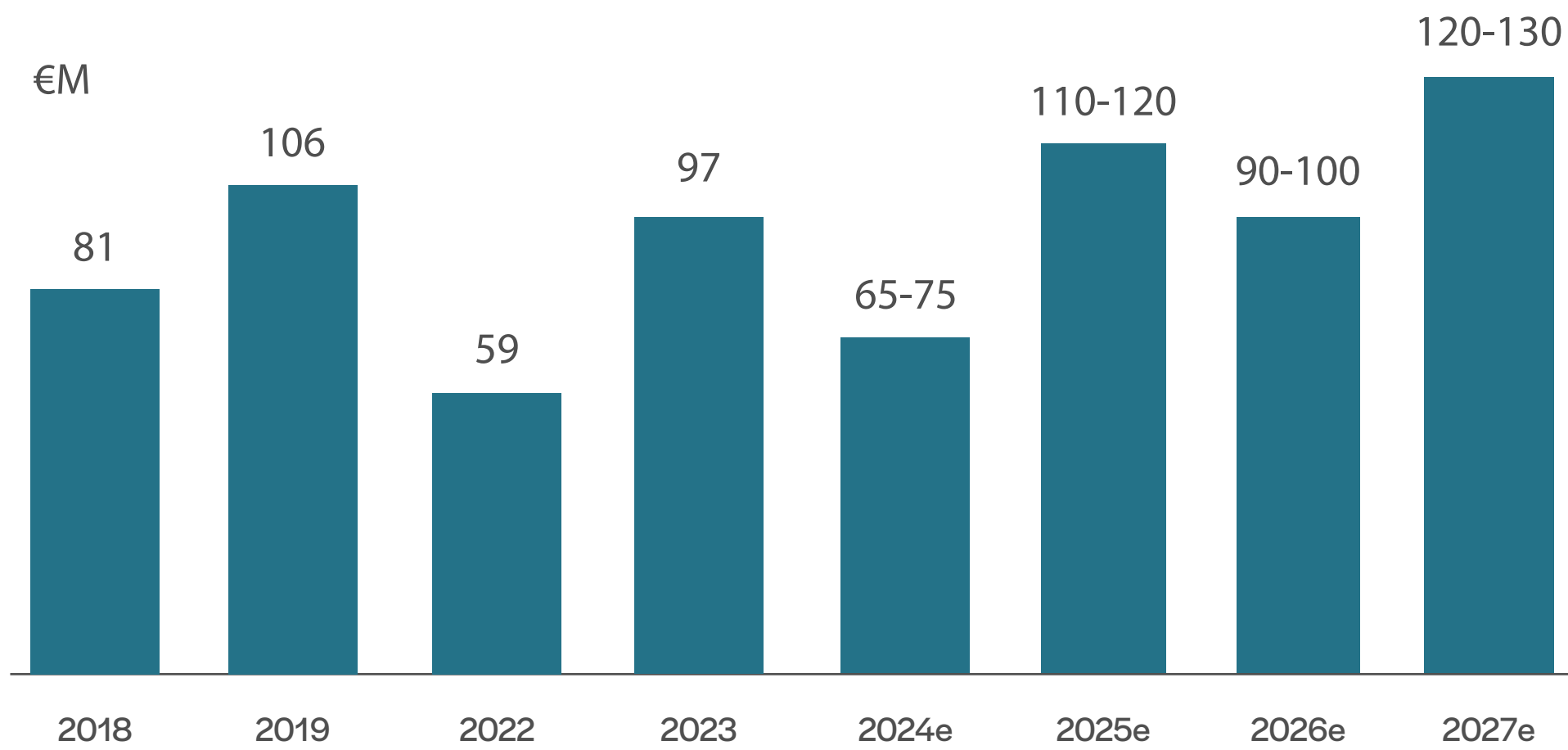


According to STAX Globex 2023, the exhibition market in Italy will grow from 2019 to 2025 at a CAGR of 2%, in line with mature markets

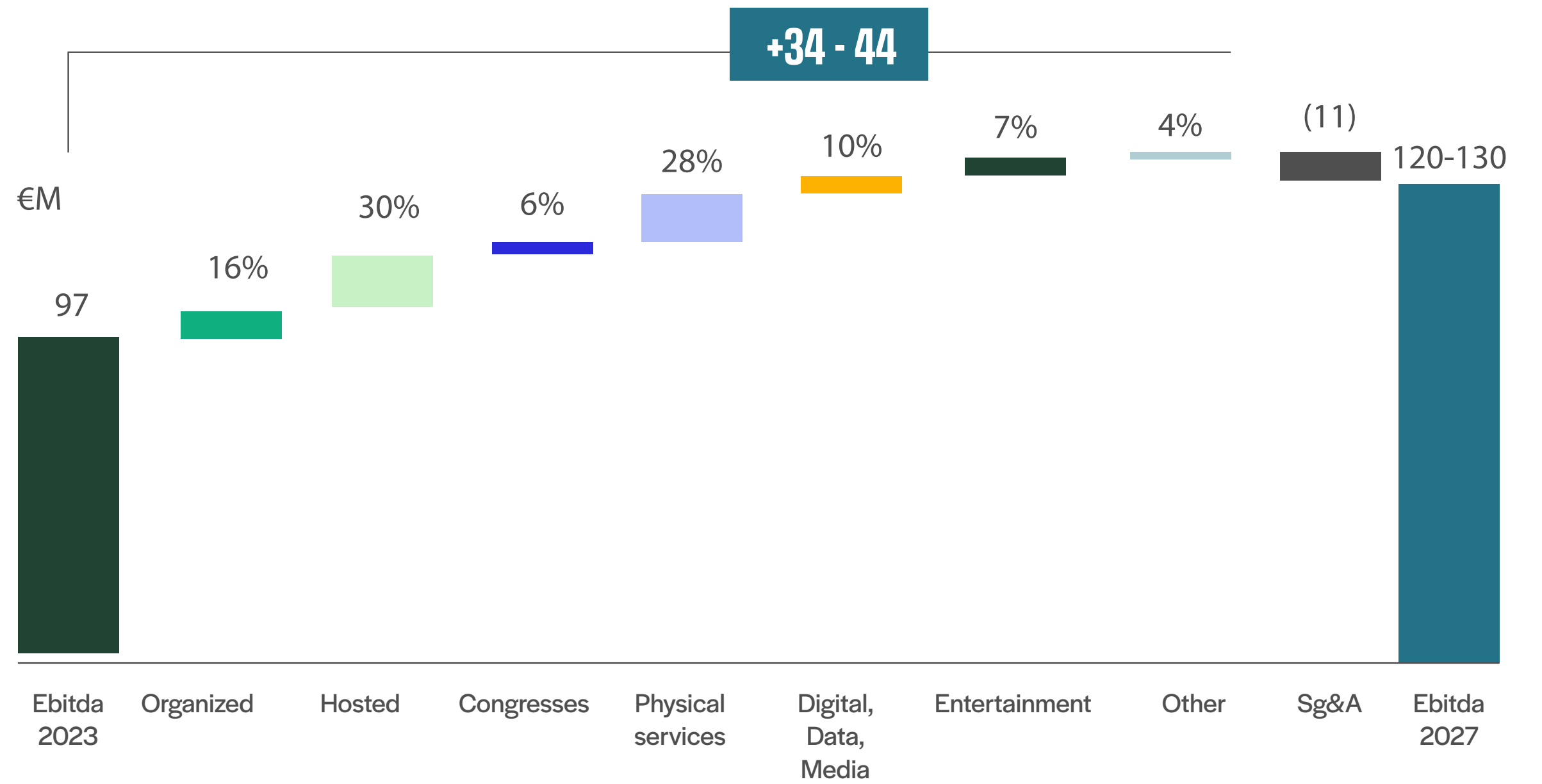
- Other
- Congresses
- Hosted
- Physical Services
- Entertainment
- Digital, Data, Media
- Organized

# EBITDA EVOLUTION AND BREAKDOWN BY BUSINESS SEGMENT

GUIDANCE EBITDA '24 - '27



CONTRIBUTION TO GROWTH BY BUSINESS LINE



EBITDA margin (%)

34%

34%

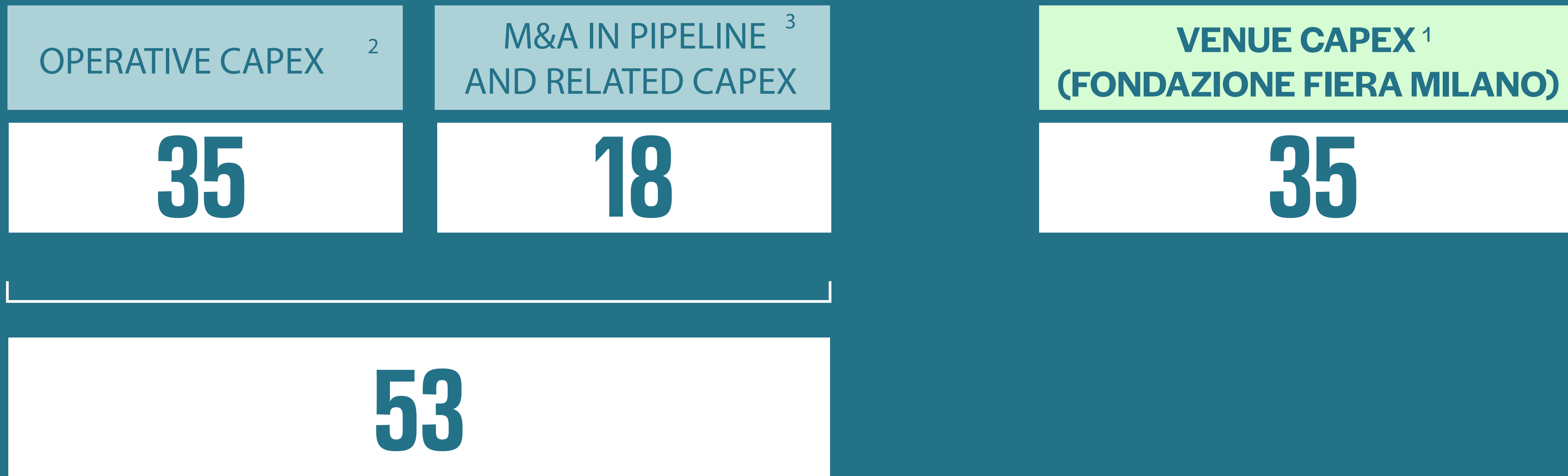
EBITDA margin ex-IFRS 16 (%)

16%

20%

# € 88 MILLION CAPEX SUPPORTING THE PLAN

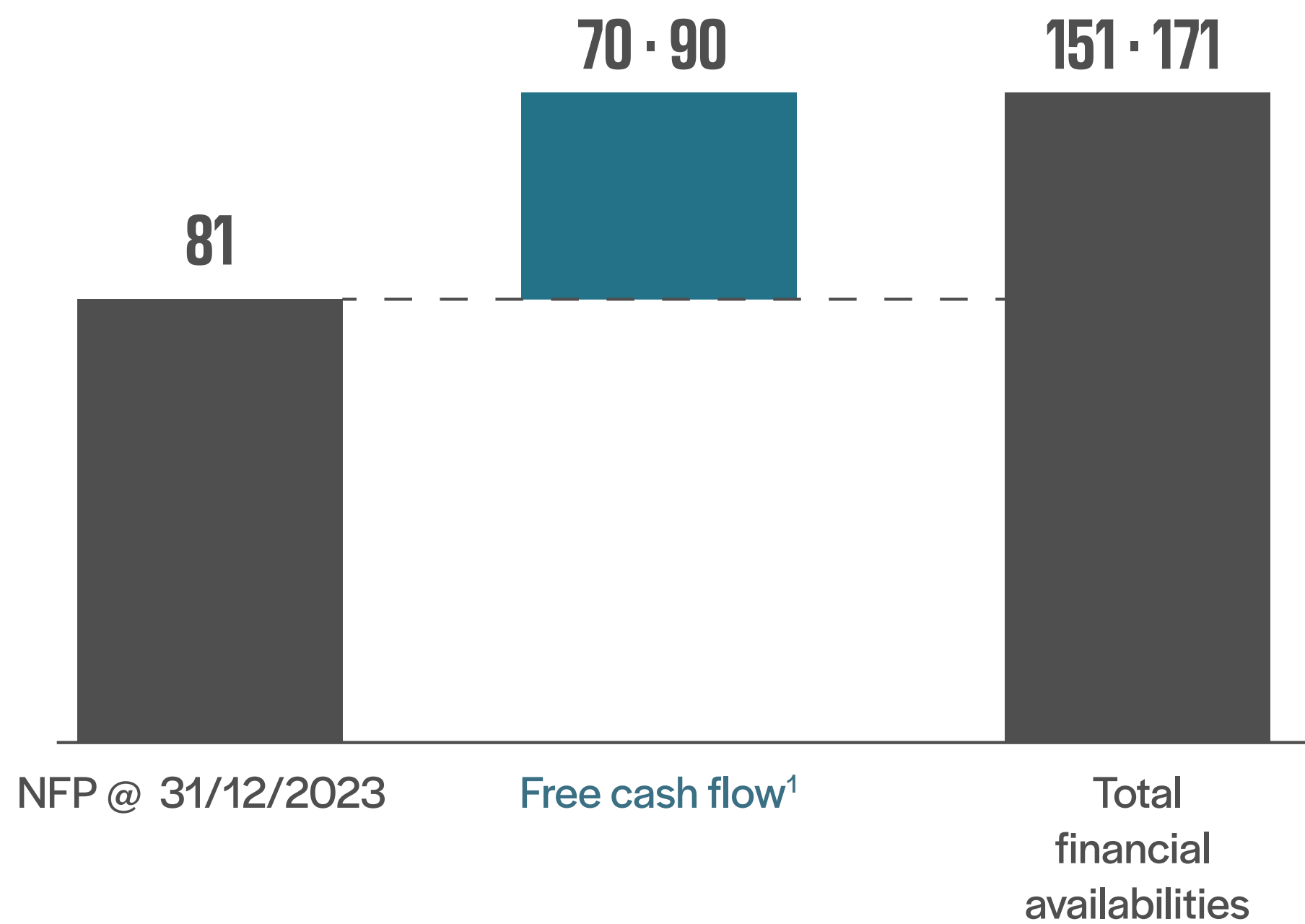
Cumulative 2024-2027 (M€)



1- Transformation of halls 13-15-22-24, elevators installation, surveillance cameras renovation.  
 2- Includes 50% of the total investment (amounting to 15 million euros) related to the new data, audio and video signal transmission infrastructure  
 3- Includes acquisition costs and CAPEX target company

# OVER € 150 M OF NET FINANCIAL AVAILABILITY TO SUPPORT INORGANIC GROWTH AND A STEADY DIVIDEND POLICY

Total financial availabilities M€



Resources allocated to the execution of M&A transactions (continuous scouting)  
 111-131 M€  
 [not considering leverage effect]

M&A as primary goal, lever for future development



Dividend stability  
 At least 40 M€ 2024-2027  
 [10M€/year]

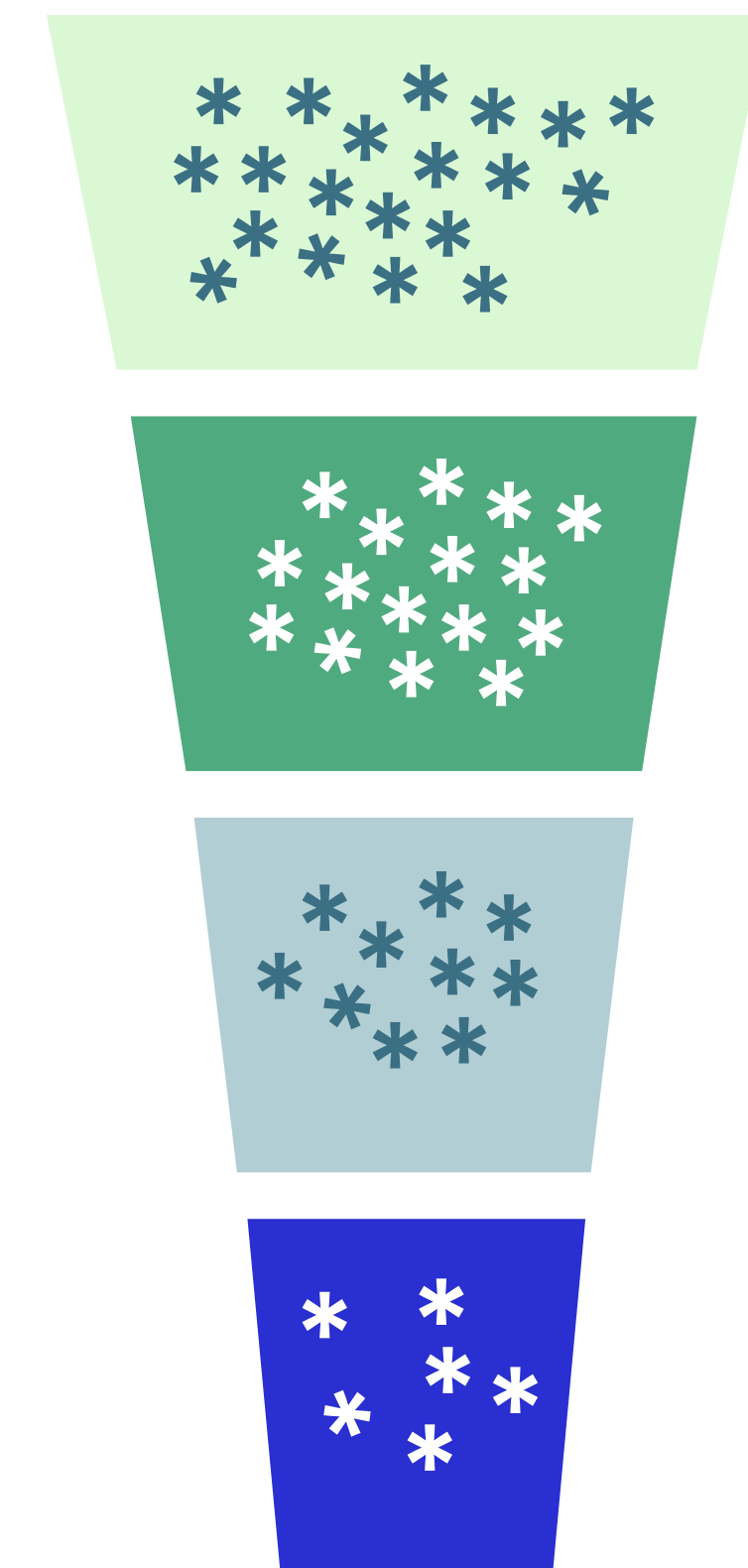
Dividends returning to remunerate shareholders with stability

1. Free cash flow includes EBITDA, rents, change in working capital, joint ventures, taxes and CapEX (maintenance + M&A in pipeline)  
 Sources: Fiera Milano, BCG Analysis

# ONGOING SCOUTING TO IDENTIFY ACQUISITION OPPORTUNITIES OF EVENTS AND ORGANIZERS

## PROFILING OF POTENTIAL TARGETS TO STRENGTHEN THE PORTFOLIO OF ORGANIZED EVENTS AND SELECTION FUNNEL

- 01** Event organizers with leading events, in Italy or abroad, and strong organizational skills, willing to sell their majority stake
- 02** Operations in major global markets (e.g., Italy, EU, U.S.), high-growth markets (e.g., Saudi Arabia), or where FM is currently present (e.g., Brazil)
- 03** High growth potential and opportunities to import events in the target's portfolio into Fiera Milano
- 04** Sectoral fit with current events portfolio to maximize synergies, e.g., Hospitality, Textiles/Clothing/Fashion, Construction, Security





**The aim is to scale up to a new dimension, doubling the share of revenue from organized events on the total revenue.**







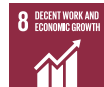


# THE INTEGRATED SUSTAINABILITY PLAN: ESG TARGETS TO 2027

Massimo De Tullio | CFO

# THE NEW INTEGRATED SUSTAINABILITY PLAN ENVIRONMENTAL

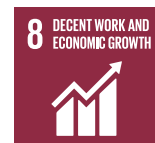




ESG	DIMENSION OF THE STRATEGIC PLAN 2024-2027	ESG PRIORITIES	#	TARGET	TIMING	SDGS
ENVIRONMENTAL	<p>Attracting and hosting leading events in Milan every year;</p> <p>Attracting new international conferences and large corporate events.</p>	CLIMATE CHANGE	1	• Reduction of CO2 Scope 1 + Scope 2 emissions by at least -60% from baseline 2023	2027	 
			2	▪ Increasing the share of electricity from renewable sources from 38% to 70%	2027	
			3	▪ Implementation of a single refrigeration system to promote energy saving	2027	
			4	▪ Extension of LEED certification to halls 3 and 4 of the Allianz-MiCo Convention Center	2024	
			5	▪ Measuring Scope 3 emissions at the Group level	2025	
			6	▪ Defining medium- and long-term SBTs (Science Based Targets)	2027	
		WASTE AND CIRCULAR ECONOMY	7	▪ Reducing waste generation by keeping the annual waste generation level below 6.5 kg/sqm	2027	
			8	▪ Achieving 75% separate waste collection, minimizing the amount of unsorted waste	2027	
			9	▪ Achieving a 50% recycling rate of the carpet used during events at Fiera Milano	2027	
		SUSTAINABLE MOBILITY AND ACCESSIBILITY	10	▪ Achieving a 35 percent share of hybrid vehicles within the car fleet	2024	
			11	▪ Completion of the installation of 15 dual electric car charging stations at the fairgrounds	2024	
			12	• Making 50 bike-sharing units available to employees	2024	

# THE NEW INTEGRATED SUSTAINABILITY PLAN SOCIAL

ESG	DIMENSION OF THE STRATEGIC PLAN 2024-2027	ESG PRIORITIES	#	TARGET	TIMING	SDGS
<b>SOCIAL</b>	<sup>1</sup> Attracting and hosting leading events in Milan every year;  <sup>2</sup> Attracting new international conferences and large corporate events.	PEOPLE DEVELOPMENT, WELFARE AND D&I	13	▪ Increase in the incidence of the female gender in managerial positions from 46% in 2023 to 49%	2027	  
			14	• Obtaining UNI/PDR 125:2022 (gender equality) certification	2024	
			15	▪ Increasing the number of training hours by 50% from the 2023 baseline (7,024 hours)	2027	
			16	▪ Obtaining employer branding certification from leading international certifier	2027	
		HEALTH AND SAFETY	17	▪ Extension of full-coverage health insurance to 100% of employees	2027	
	1-2 <sup>3</sup> Launch new events in high-potential sectors  <sup>4</sup> Promoting a substantial increase in the penetration of customized stands	CUSTOMERS AND COMMUNITIES	18	▪ Launch of a new event dedicated to issues related to industrial decarbonization	2027	 
			19	▪ Launch of a multi-stakeholder forum (EGS Day)	2025	
			20	▪ Launch of an ESG advisory service for organizers and exhibitors	2025	
	<sup>5</sup> Developing a digital offer to enhance the experience of events 365 days a year	DIGITAL TRANSFORMATION	21	▪ Investment in technology and IT interventions to enhance high-resolution audio and video capabilities at Allianz-MiCo headquarters	2025	
			22	▪ Development of the new Digital Platform to improve customer experience	2025	

# THE NEW INTEGRATED SUSTAINABILITY PLAN

## GOVERNANCE

ESG	DIMENSION OF THE STRATEGIC PLAN 2024-2027	ESG PRIORITIES	#	TARGET	TIMING	SDGS
GOVERNANCE	1Attracting and hosting leading events in Milan every year;  2Attracting new international conferences and large corporate events.	GOVERNANCE AND BUSINESS MANAGEMENT	23	• Obtaining ISO 37001 certification (anti-corruption) for Fiera Milano	2024	    
			24	▪ Obtaining ISO 14001 certification (environmental) for Fiera Milano	2024	
			25	▪ Implementation of a Tax Control Framework	2024	
			26	▪ Initiating an ESG Due Diligence process for all M&A processes	2024	
			27	• Definition of MBOs for all executives with ESG weight between 15-20% and execution of the LTI (Long Term Incentive) plan with ESG weight of 20%	2027	
		PRIVACY E CYBERSECURITY	28	▪ Obtaining ISO 27001 certification (information security)	2027	
		RESPONSIBLE SUPPLY CHAIN	29	▪ Ensuring that at least 80% of the value of supplies is covered by ESG evaluative screening	2027	
			30	▪ Ensuring 100% of reputational audits for suppliers > Euro 10k	2024	

# CLOSING REMARKS

## 2020-2023

Pandemic phase  
and restart

## 2024-2027

Strengthening  
of Assets

Transformation and Growth

Investing for the growth and  
competitiveness of the Group with  
a continuous focus on efficiency

## 2028+

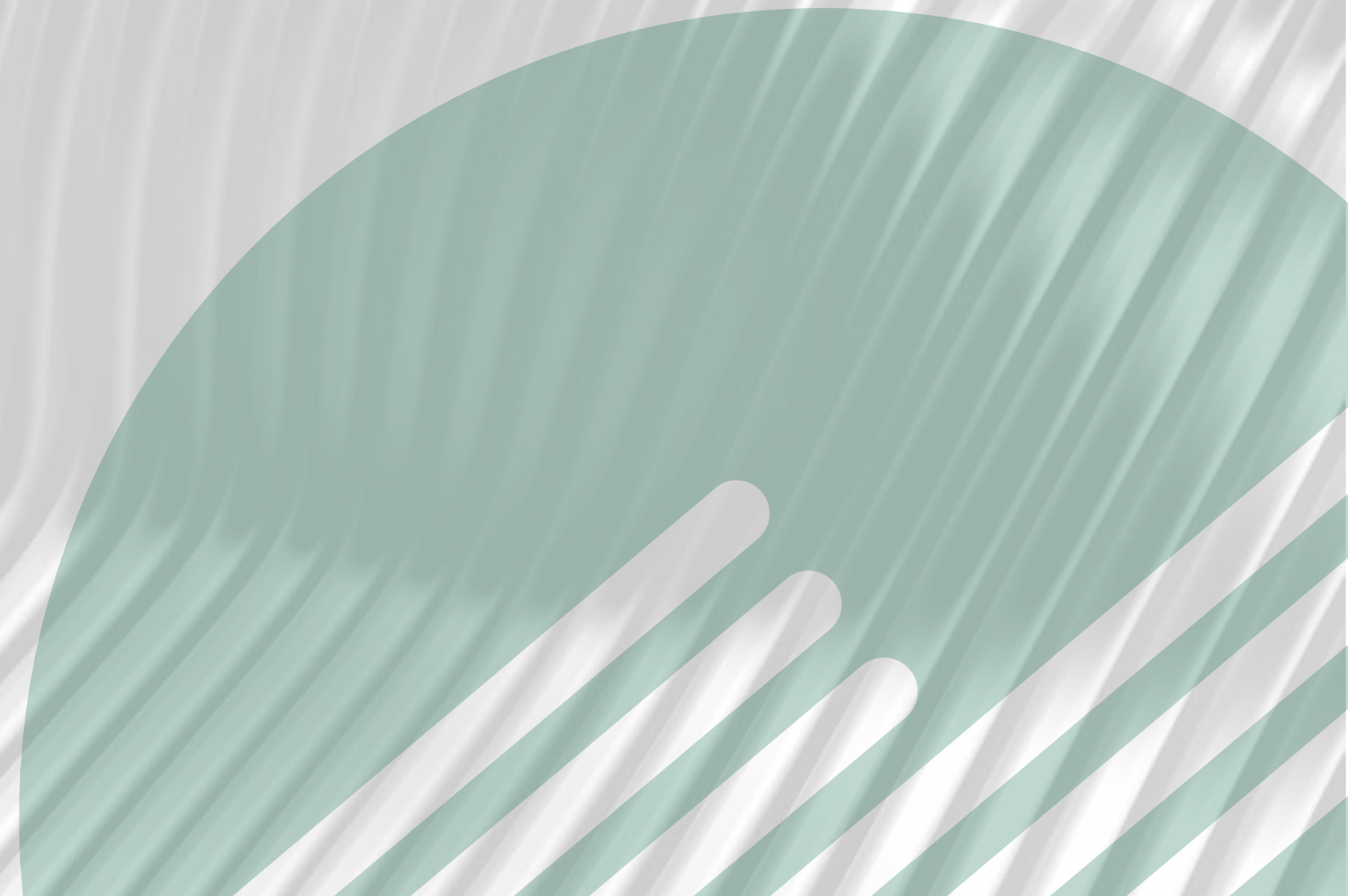
Sustained development  
and acceleration

STRATEGIC STEPS





# Q&A SESSION



# THANK YOU



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## SUSTAINABILITY

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## EVENTS CALENDAR 2024

🌐 [fieramilano.it/en/calendario.html](https://fieramilano.it/en/calendario.html)



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