

Milan, January 26TH, 2024

Strategic Plan

2023–2028

Agenda

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- | | | |
|-----|--|------------------------------------|
| 01. | Maurizio Renzo Ermeti
Chairman | IEG Vision |
| 02. | Corrado Peraboni
CEO | IEG Strategy to 2028 |
| 03. | Teresa Schiavina
CFO | Financial targets 2023-2028 |
| 04. | Teresa Schiavina
CFO | ESG Plan to 2028 |
| 05. | Maurizio Renzo Ermeti
Chairman | Closing Remarks |
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Section 01

IEG Vision

Maurizio Renzo Ermeti
Chairman

- 01. IEG Vision**
02. IEG Strategy to 2028
03. Financial targets 2023-2028
04. ESG Plan to 2028
05. Closing Remarks



Welcome to the IEG Ecosystem

#CommunityCatalyst

IEG is a leader and innovator in the exhibition industry, playing a unique role in creating dynamic and international experiences that create continual business opportunity and shape the future of the industry.

IEG is not only an Exhibition player, but a **huge ecosystem** able to provide support and networking to the business communities thanks to its know-how and long term experience, with the aim is **to create long standing relationship with its customers** which **guarantees long term growth both in term of exhibitions and results.**

A sustainable and unique business model

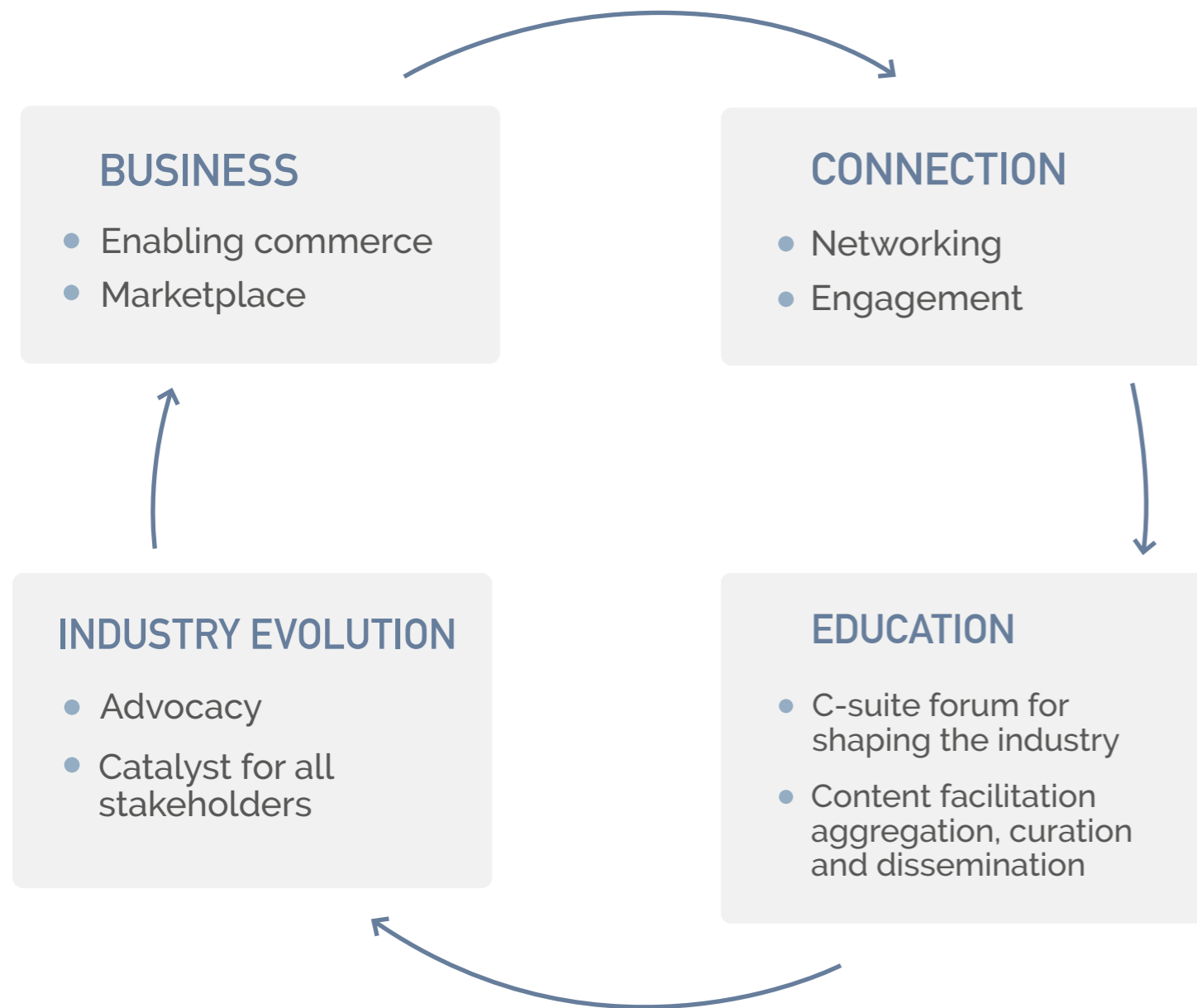
- Creating continual business opportunities by **connecting buyers and sellers beyond the exhibition;**
- Industry **stakeholders networking**, creating engagement and cross-pollination across the industry ecosystem;
- **An in-depth understanding and long-term vision** of the industries served, underpinned by the seamless recourse to a variety of in-person formats and communication channels.

- **Active facilitators of change, shaping the evolution of the industry** by:
 - Regularly gathering and engaging senior industry executives;
 - Acting as a platform for education, facilitating the development and dissemination of content;
 - Connecting with all relevant institutional and government stakeholders.

- **Identification of new industry communities** at an early stage in order **to exploit their unexpressed potential**, following the success stories of Ecomondo and Vicenza Oro.



A sustainable and unique business model



Section 02

IEG Strategy to 2028

Corrado Peraboni
CEO

01. IEG Vision
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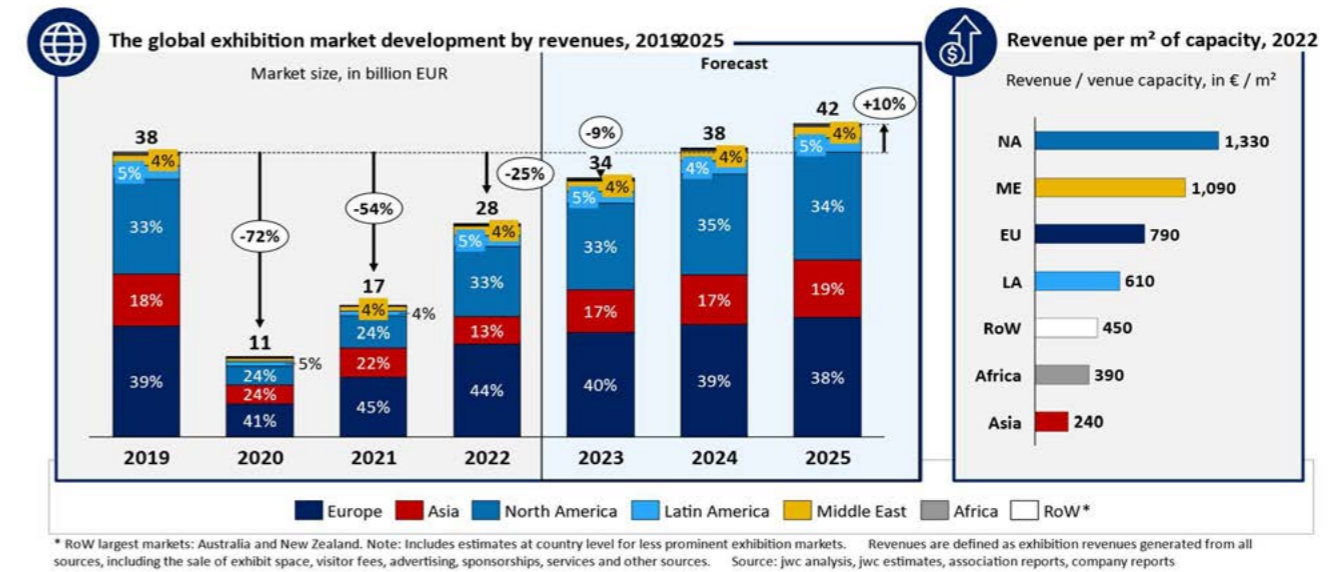


The exhibition industry

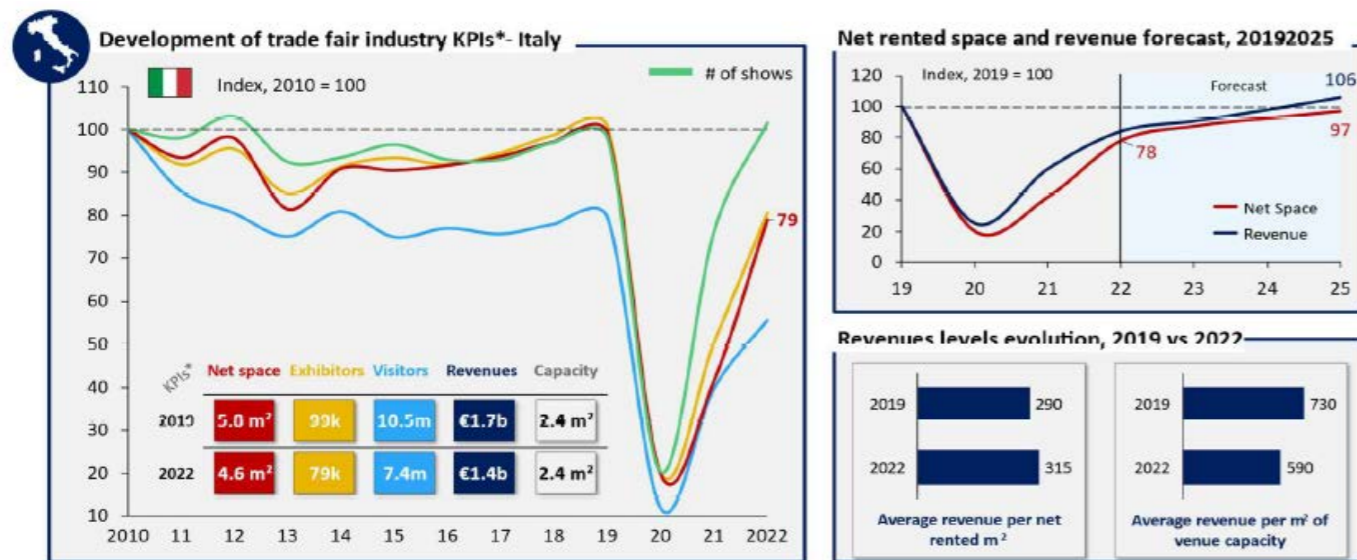
Global Exhibition Industry in the last decade



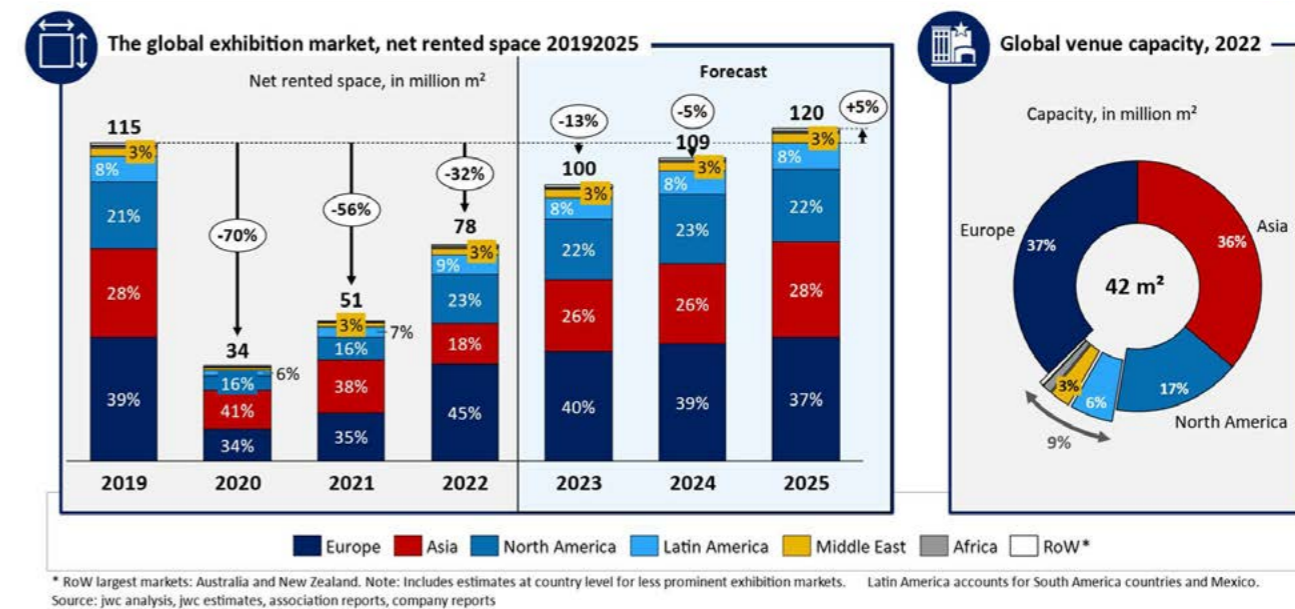
Global Exhibition Market Revenue 2019-2025



Italian Exhibition Market



Global Exhibition Market Net Square Metre 2019-2025



Trends and Threats for the Exhibition Industry



MORE CUSTOMER CENTRIC APPROACH

- Bookings are less repetitive and automatic;
- **The cost of the area for the exhibitor represents about 10% of the participation cost.** This has made it **easier** over the years **to increase prices.** The increase in extra-area costs (travel, stands, etc.) makes the cost of areas more rigid;
- There is a growing demand for increasingly precise **KPIs** in order to determine the correct **return to investment** for the exhibitor;
- The visitor demands a **smoother** and **more rewarding customer journey** to justify an international trip.



(DE) GLOBALIZATION

- In the **emerging markets** the **quality of events is growing**;
- The **distance of visitation of European fairs is shortening**;
- The leadership of **fairs based exclusively on 'global domestic' editions**;
- New opportunities will arise for those market players capable to **identify the proper geographic positioning for fairs based on the industry.**



DIGITALISATION

- The digitisation of the trade fair instrument as a product has proven to be a path devoid of real value creation;
- **Digitisation must serve to meet the new customer needs**;
- The means is a marked digitisation of the company and the services it offers; Digitisation must become a new service in the exhibition industry offering aimed at:
 - **Providing data analytics to customers on the industry**;
 - Providing data analytics to Exhibition Organizer to better serve customers.

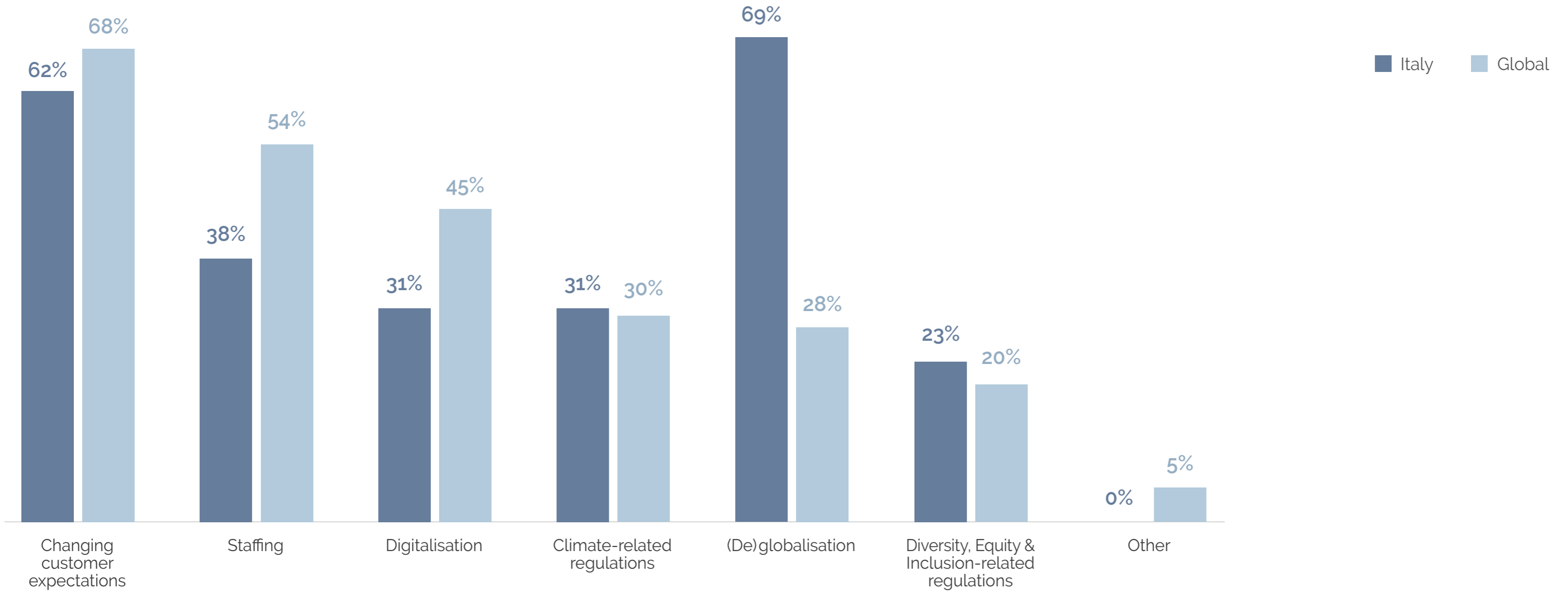


CONSOLIDATION

- Despite the consolidation process begun over the last 15 years, **the industry is still characterised by strong fragmentation**: the world leader has a market share of only 8%;
- **The aggregation process**, interrupted by the pandemic, **will see a massive entry of private equity starting from 2024**;
- The Italian market, not scalable, risks to be excluded from this process, being also unable to sustain M&A costs which are exponentially increasing;
- The **expansion strategy** based on the **flexibility of vertical agreements on a geographical and/or sectorial basis**, capable of creating right dimensions of operations combined with the preservation of the current governance, is **confirmed as a winning one.**

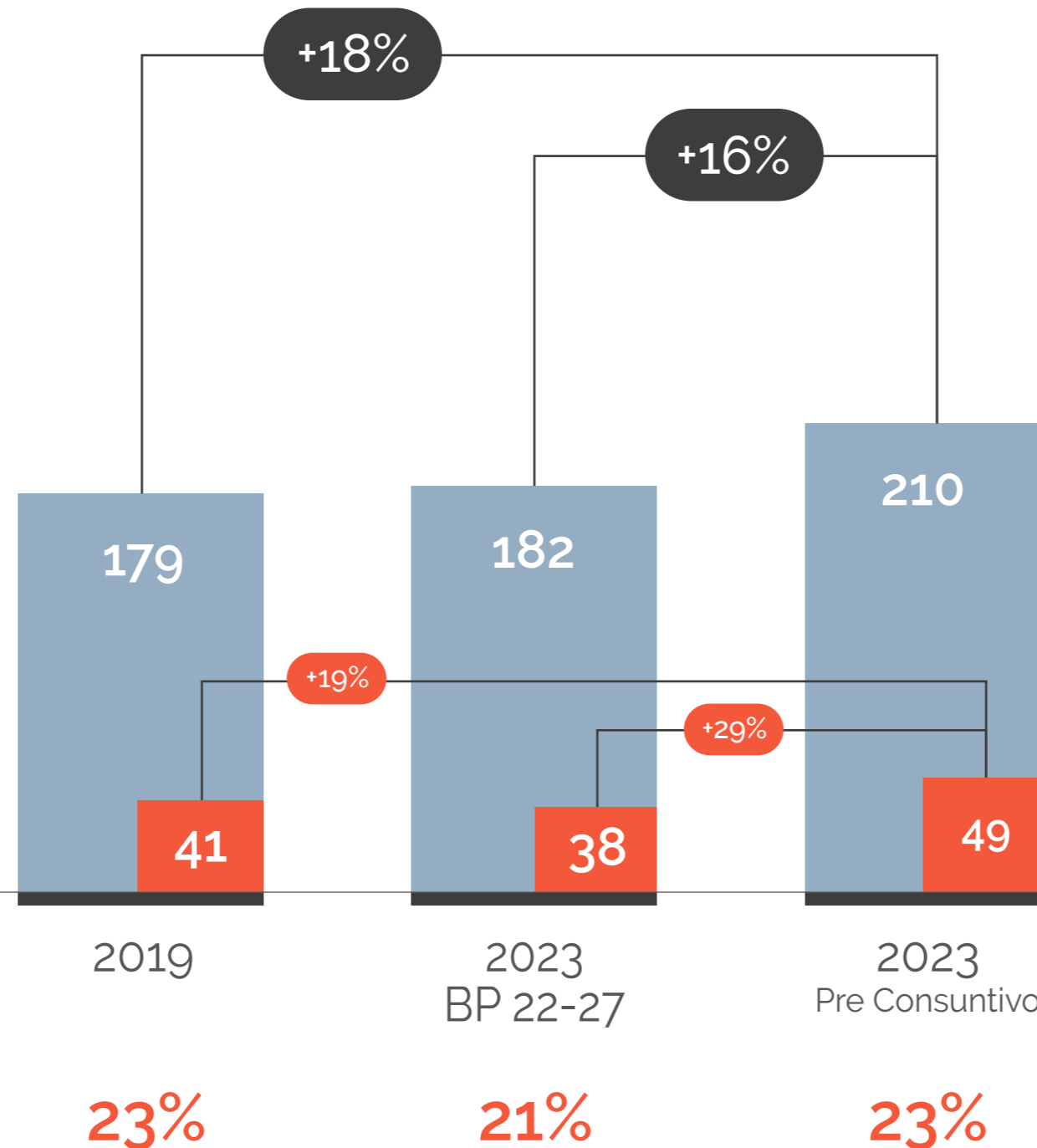
New challenges for the exhibition industry

Elements expected to most impact business development in the next five years



2022 and 2023 results exceeded industrial 2022-2027 plan targets

- 2022-27 Industrial Plan aimed to overcome the impact of Covid and return to pre-pandemic levels;
- In 2022 IEG Group exceeded expectations;
- 2023 Pre-closing data predict a full recovery of turnover and EBITDA ADJ., and a much higher performance than expected in the '22-'27 Industrial Plan.



New 2023-2028 Strategic Plan

- 2022 and 2023 exceeded industrial plan targets in a still uncertain scenario;
- New plan required to update IEGs' ambitions and investment plan;
- New investment plan financed by generated cash flow and bank debt.

REVENUES	+18% vs. 2019 +16% vs. 2023 BP 22-27
~210 €M	
EBITDA ADJ.	+8€M vs. 2019 +11€M vs. 2023 BP 22-27
~49 €M	

ADJ. EBITDA Margin

Strategic Plan 2023–28: create solid basis for stronger future growth

01. PORTFOLIO GROWTH

- Consolidation of the core portfolio by strengthening sector specialization and increasing venues capacity;
- Create new business communities by expanding the exhibition clusters through spin-offs, development of new concepts and import of successful events;
- M&A.

02. CONSOLIDATION OF INTERNATIONAL EXPANSION

- Consolidate Italian events abroad;
- Expand the recent acquisitions;
- International partnerships with global organizers;
- M&A.

03. VALUE CREATION

- Develop new line of business based on value added service at higher marginality;
- Increase operating margin for Service Division;
- ESG Plan to 2028 integrated in the Business Strategy.



The new Strategic Plan envisages organic growth, but sets the foundations for further business development through larger M&A activities and Partnership with global players.

01. Portfolio growth

CONSOLIDATION OF THE CORE PORTFOLIO

- **Expand activities within the Fabulous Four** to enrich the offer and strengthen the **#Community Catalyst** role;
- **Increasing venues capacity by roughly 14.000 sqm in total** (8.600 sqm Rimini and 5.000 sqm Vicenza) allowing more space **for existing events** and the **launch of new ones**.



DEVELOP THE CORE PORTFOLIO

- **Spin-offs** of sectors that have grown within existing events (ie Ecomondo) ready to become autonomous fairs and able to replicate the **#community catalyst** model;
- **Development of new concepts** leveraging on our creative capability to identify sectors that may have important trade fair visibility going forward;
- **Import in Italy successful events managed abroad** by our subsidiaries.



M&A

- In a market very concentrated as the Italian one, focus **on small companies operating in new sectors** that could open up new opportunities for the IEG group.

02. Consolidation of International expansion

INTEGRATION AND EXPANSION

- Increase the number of **events abroad** through the acquired platforms;
- Consolidate the expansion of the Italian formats, already present in **Asia, Middle East and South America.**
- **Integrate and expand the acquired companies** with the aim of increasing the number of exhibitions managed by IEG.



NEW MARKET DEVELOPMENT

- Create **partnerships with the main international players** to increase IEG's presence on the foreign market.

M&A

- Focus on **small companies operating in new sectors** that open up new opportunities for the IEG group;
- **Greater presence on the international market** through M&A activities thanks to the high market's fragmentation abroad.

LEVERAGE INTERNATIONAL EXPANSION TO GROW DOMESTICALLY

- Import the **international portfolio** in selected industries in Italy to boost domestic growth;
- Leverage the **international expansion** to increase the international profile of **domestic events.**

03. Value Creation

DEVELOP NEW LINE OF BUSINESS

- Focusing on the Client Centricity to **enhance** the **exhibition experience**, creating a **continuous engagement** of our customers **before, during and after the event** develop new lines of business and a comprehensive **Service Portfolio**:
 - **Digital Services**: data analytics, digital advertising, venues and exhibition dedicated app, education;
 - **Digital Venue Infrastructure**: visitor tracking, technology in meeting facilities, 5G high speed internet;
 - **Digital Administrative Service**: booking, billing & payment, on line registration, customer service, live support.


INCREASE PROFITABILITY

- Leveraging on the **new line of business** with high value added and **higher profitability**;
- **Focus** on Business Segments with **higher marginality (Organized Events)**;
- **Increase profitability of traditional services**: booths and food services.

SUSTAINABILITY

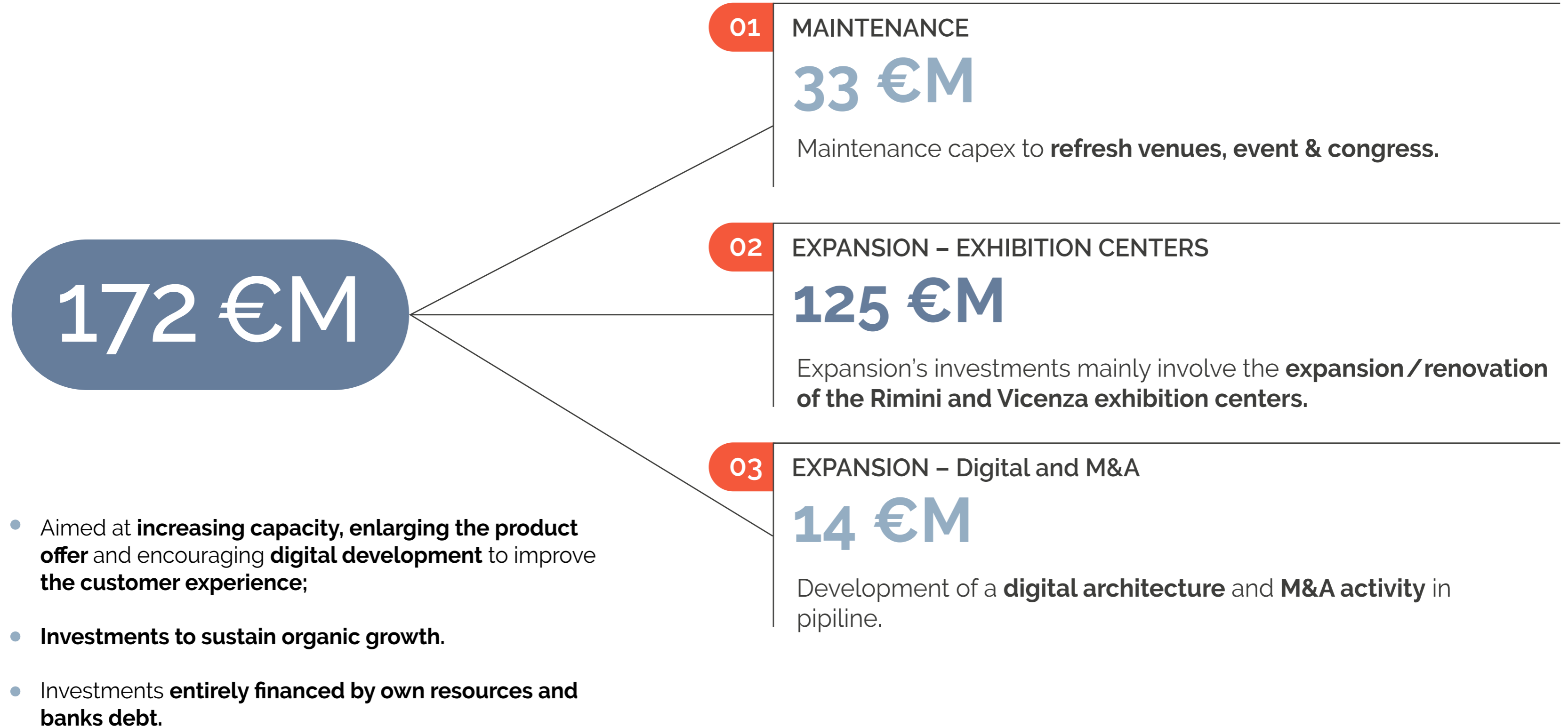
- **Sustainability Plan integrated in our business strategy** is a key **enabler to drive growth and create value for our stakeholders**:
 - Low Emission targeting to Net Zero carbon Event: energy consumption and renewable energy;
 - Use of recyclable materials and circular economy;
 - EV charging Station;
 - Efficient access to public transportation.

03. Value Creation

	FY 2022A	FY 2023 Pre Closing	FY 2024E	Target 2028 
Revenues	162 €M	~ 210 €M	234/239 €M	~ 323 €M CAGR: 9% 2023 - 2028
ADJ. EBITDA Margin	18 €M 11%	~ 49 €M 23%	56/58 €M 24%	~ 90 €M 28% CAGR: 13% 2023 - 2028
NFP	95 €M	~ 72 €M	66/70 €M	~ 3 €M

- **2024-2028:** cumulated dividend payment estimated at **~ 16/21 €M**

Investment Plan 2023-28



Focus on expansion investment: Vicenza Expo Centre

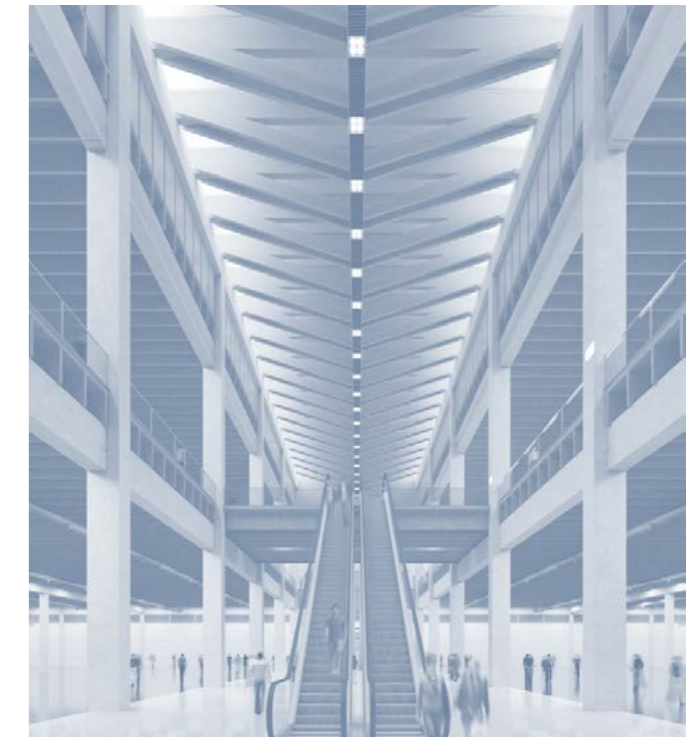
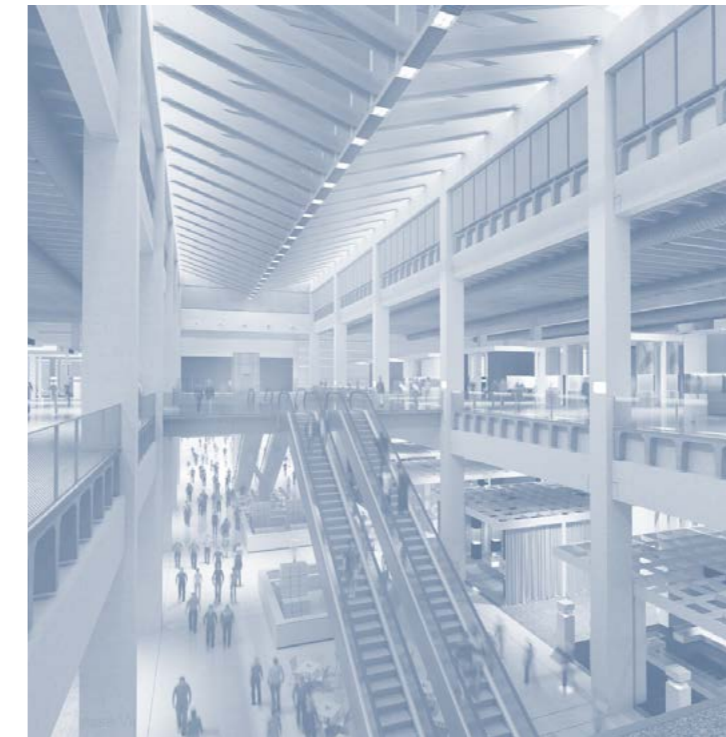
STRENGTHENING THE JEWELRY DIVISION

- **T-Gold:** expansion of January edition with introduction of new companies and growth of high-potential segments. Launch of T-Gold September edition;
- **Introduction of new top brand companies** to strengthen the segment and consolidate the offer;
- Complete the offer with **new foreign companies** to increase the interest of buyers from central and northern Europe;
- Increase the entry barriers to the **Jewelry & Fashion division** which represents the **~35% of Organized Event Revenue.**

DEVELOP THE PORTFOLIO

- **Launch of vertical macro-regional events dedicated to north-east SMEs** in the B2B;
- Small events but with **high margins** as costs are low and customers are confined.

~**59** €M OF INVESTMENT
WITH **5,500+** NSQM



2024

Work beginning

2025

End of works

2026

Expansion of products and services in IEG's portfolio

Focus on expansion investment: Rimini Expo Centre

SUPPORT THE GROWTH OF EXISTING EVENTS

- The main events organized in the Rimini district (**SIGEP, Ecomondo and TTG**) have demonstrated **significant growth** over the years, reaching **maximum capacity**;
- Creation of new spaces to meet the needs expressed in recent years.

DIVERSIFY IEG'S PORTFOLIO WITH NEW SERVICES

- **Offer of new services** to use the spaces not only during exhibitions but throughout the year (e.g. car parks, concerts);
- Diversification of IEG's portfolio and full use of new spaces.

~60 €M OF INVESTMENT
WITH 8,700+ NSQM



2026
●
Work beginning

2027
●
End of works

2028
●
Expansion of products and services in IEG's portfolio

Focus on expansion investment: IEG Journey to Digital Transformation

Our **Community Catalyst** ambition based on **Customer centricity** strengthened by a reliable Digital ecosystem is aimed at creating an **exceptional and continuous customer experience** which goes beyond the exhibition.

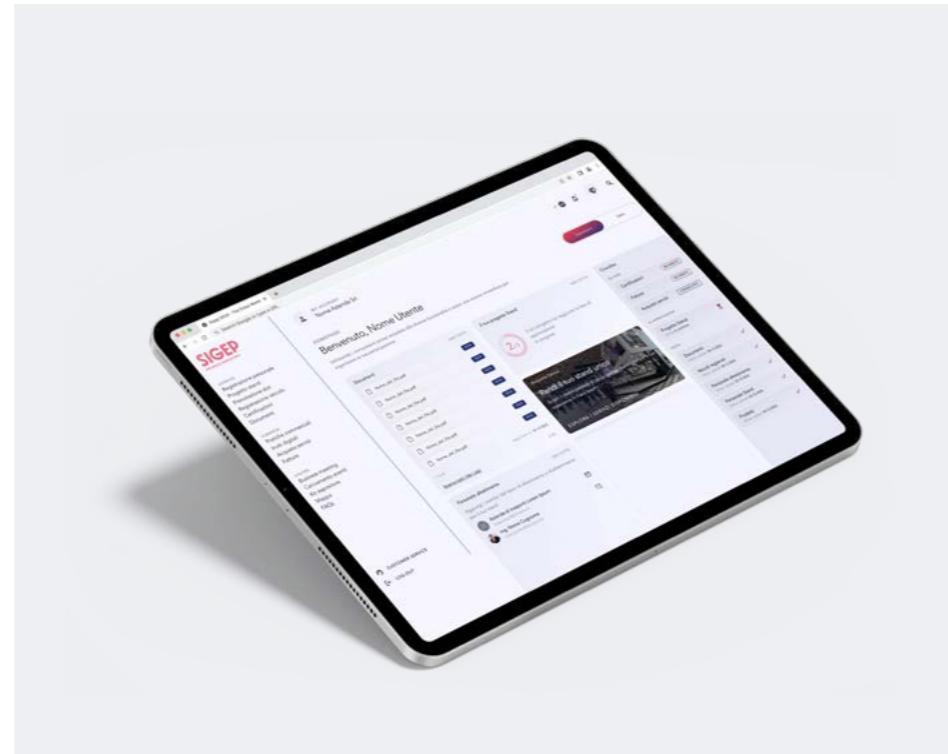
LEVERAGE DATA TO COMPREHEND CUSTOMERS BEHAVIOUR



Digital Foundation

- New Datalake
- New ERP
- Improve BI on behavioural data
- Boost Customer Insight Program

FILL THE GAP BETWEEN EXPECTATION AND EXPERIENCE



Digital Evolution

- New websites
- New reserved areas
- New Communities App
- New eCommerce
- New payment system
- New Parkings

NEW SERVICES FOR OUR COMMUNITIES



Digital Transformation

- 1-to-1 content offering
- Multi-channel selling opportunities
- Data as-a-service
- New touchpoints

Focus on expansion investment: M&A

M&A Achieved 2022-2023

Strategic Plan 2023-2028

Partnership with **Deutsche Messe** for North and Central America



Setup **IEG Deutschland**



Acquired the remaining 50% of **IEG China**



Acquired 51% of **A&T S.r.l.**



Acquired the **food & beverage trade shows** from **Montgomery Asia**



2022

2023

2024-2025

2026-2028

Acquired 75% of **My Plant & Garden**



Setup **IEG Asia**.
Main events: **CARA, SIGEP and SIJE**



Setup **IEG Brasil** and acquired 100% of **BTFF – Brasil Trading Fitness Fair**



Acquired 100% of **Mundogeo Eventos e Consultoria Empresarial Ltda**



2 M&A deal in pipeline included in the Strategic Plan 2023-2028

Continuous scouting of M&A opportunities to sustain further growth

Section 03

Financial targets 2023–2028

Teresa Schiavina
CFO

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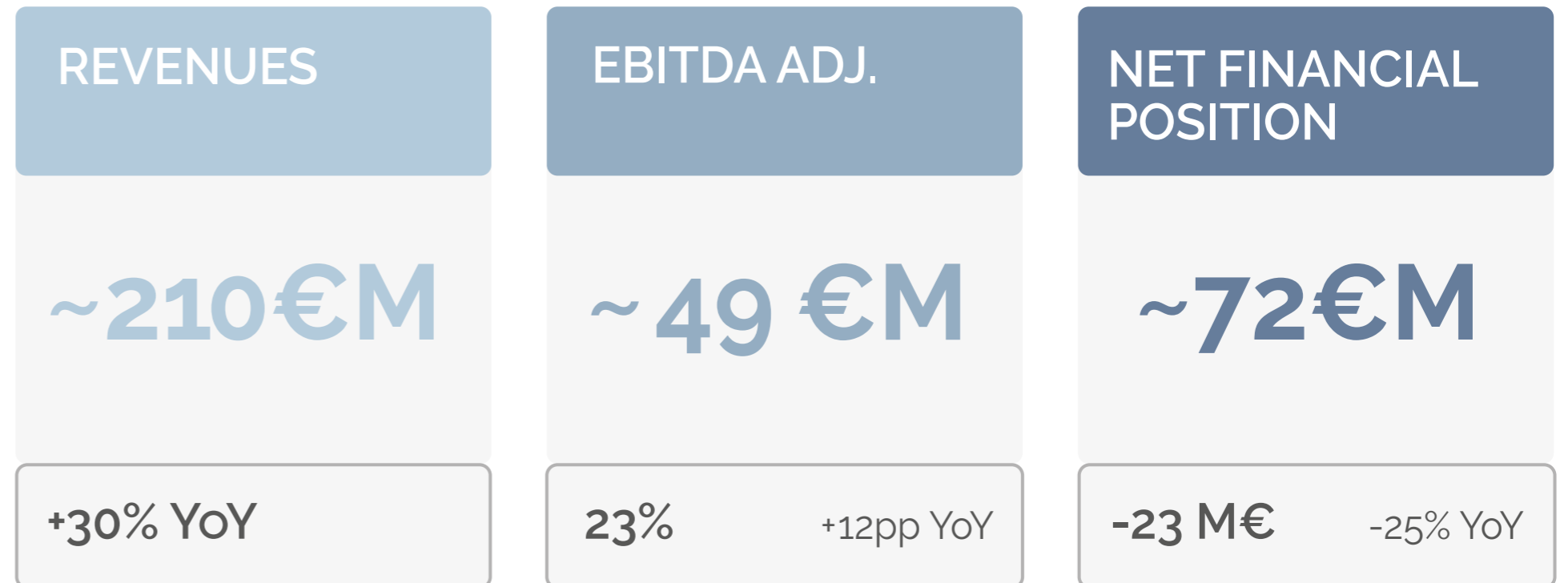


2023 Pre-closing results confirm solid growth and profitability

Record Revenues, improved profitability and cash generation

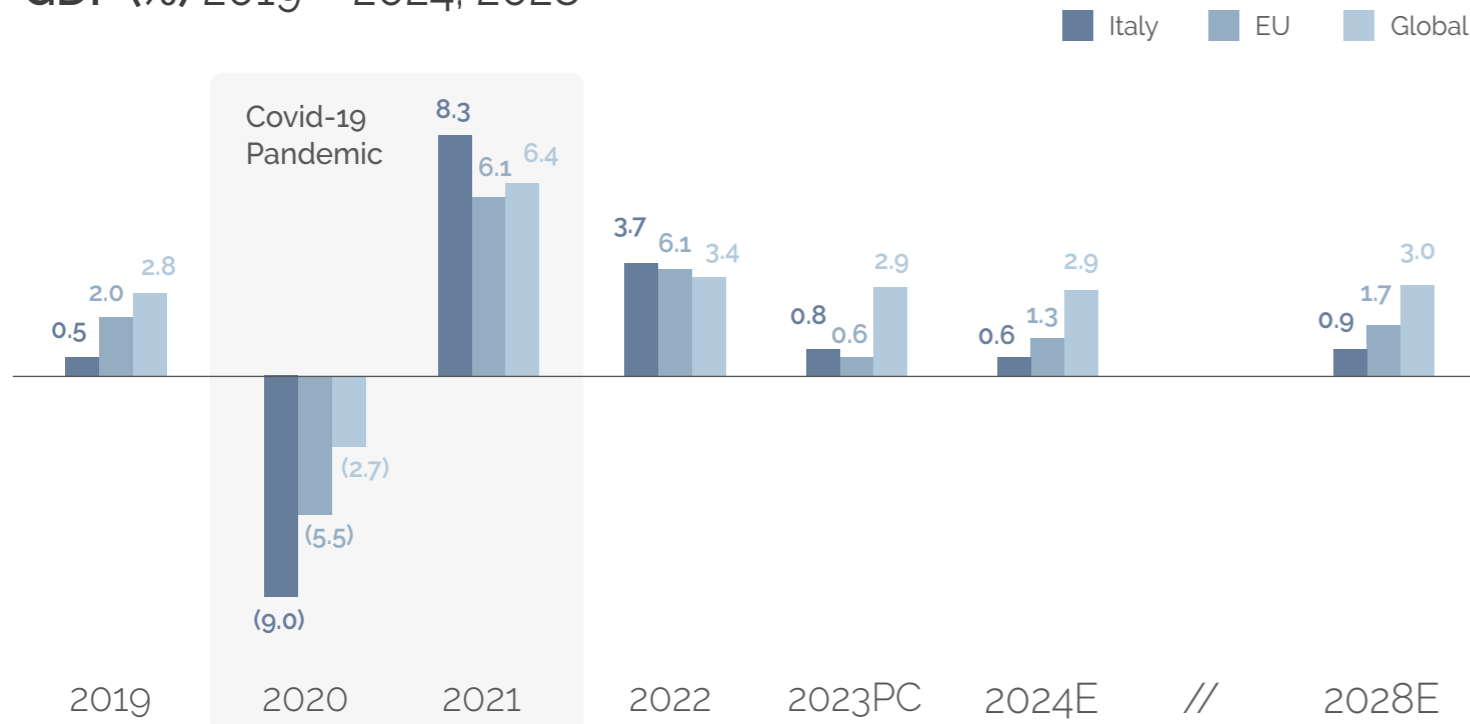
- 2023 Pre-closing data predict a full recovery of turnover and EBITDA ADJ., **hitting the high range of the guidance;**
- **Record Revenue (+30%)** with sound growth across all business lines;
- **EBITDA ADJ. Margin at 23%** (+12 pp vs FY22) driven by «Organized Events» line of business;
- **Net Financial Position (Debt)** at 72 M€ improving from 87,5 M€ at the end of gM, thanks to cash generation.

2023 Pre-closing Results

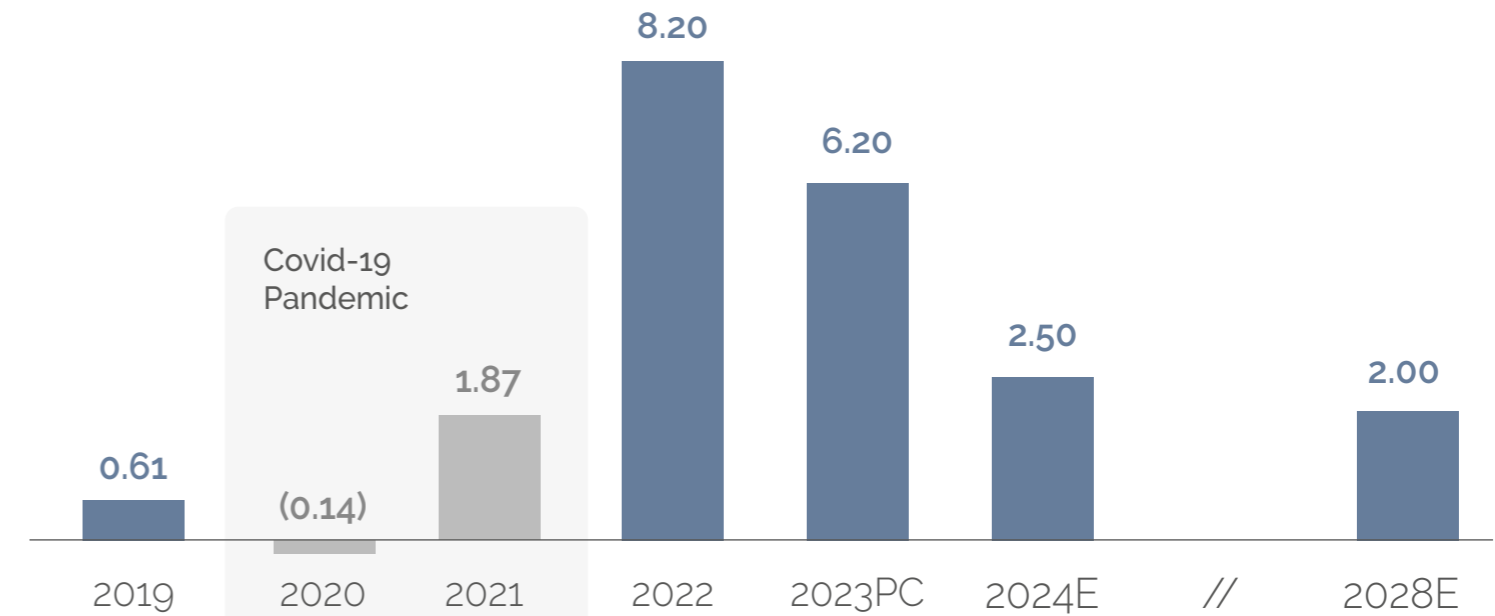


Strategic Plan 2023-2028 Key Assumptions

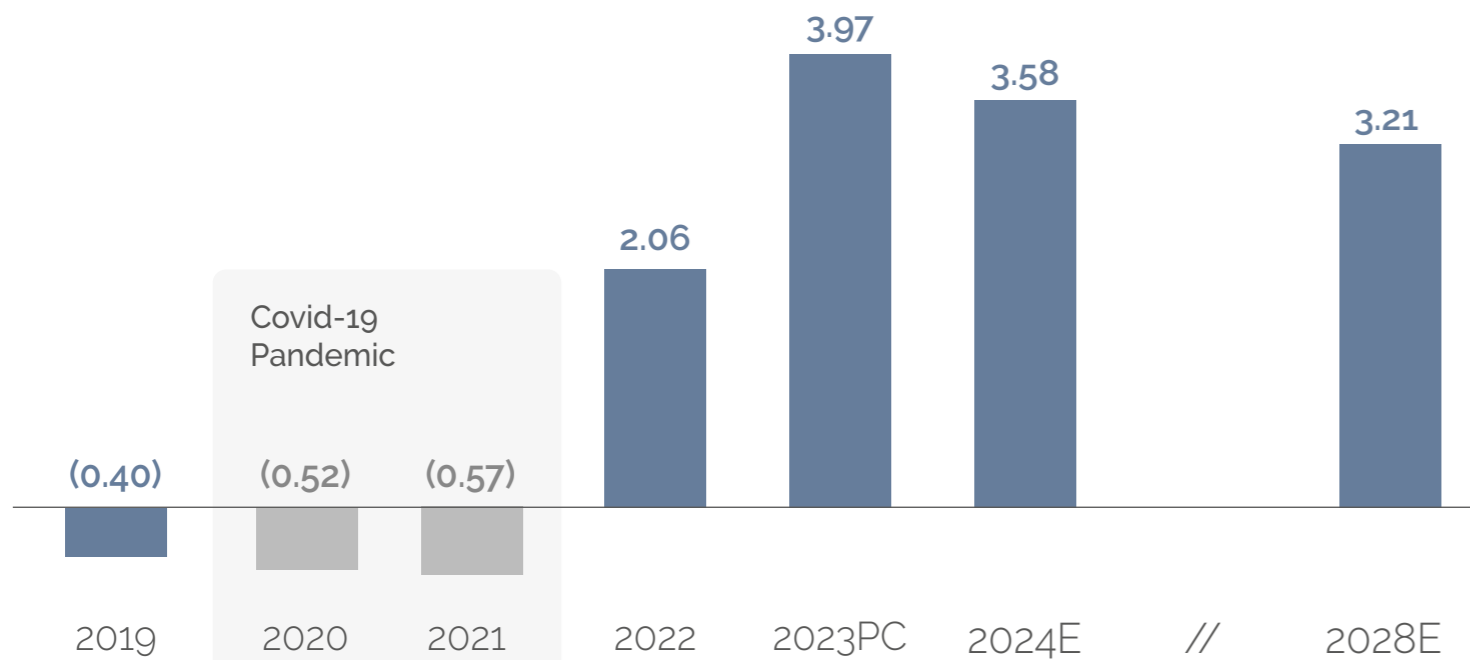
GDP (%) 2019 – 2024; 2028



Inflation – Italy (%) 2019 – 2024; 2028



Interest Rate (%) 2019 – 2024; 2028



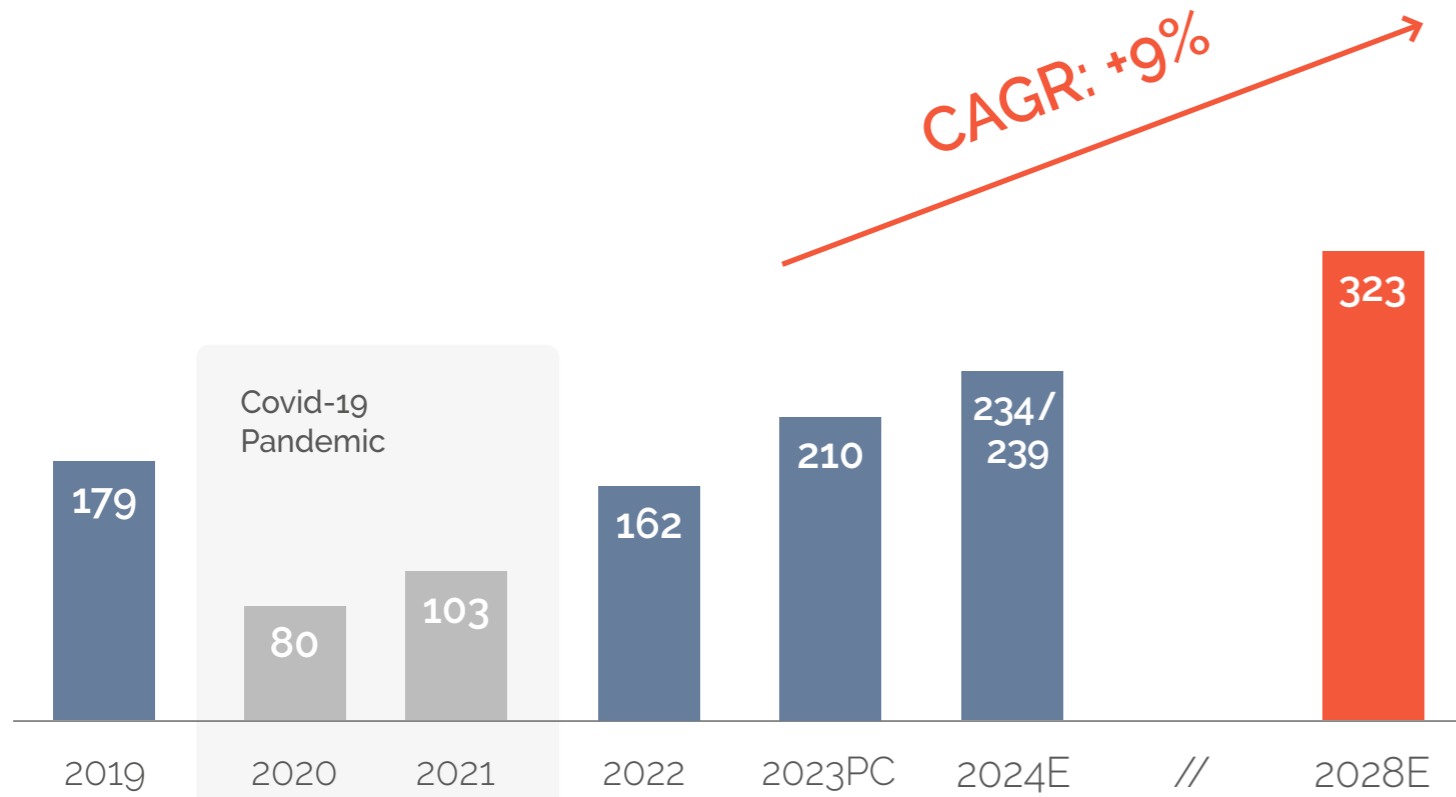
Key Targets to Value Creation

- **Sustainable revenue** and **EBITDA ADJ. growth**;
- Growth in **returns** and **cash flows**;
- **Progressive reduction of financial leverage** while increasing investments, **allowing further investments beyond 2028**.

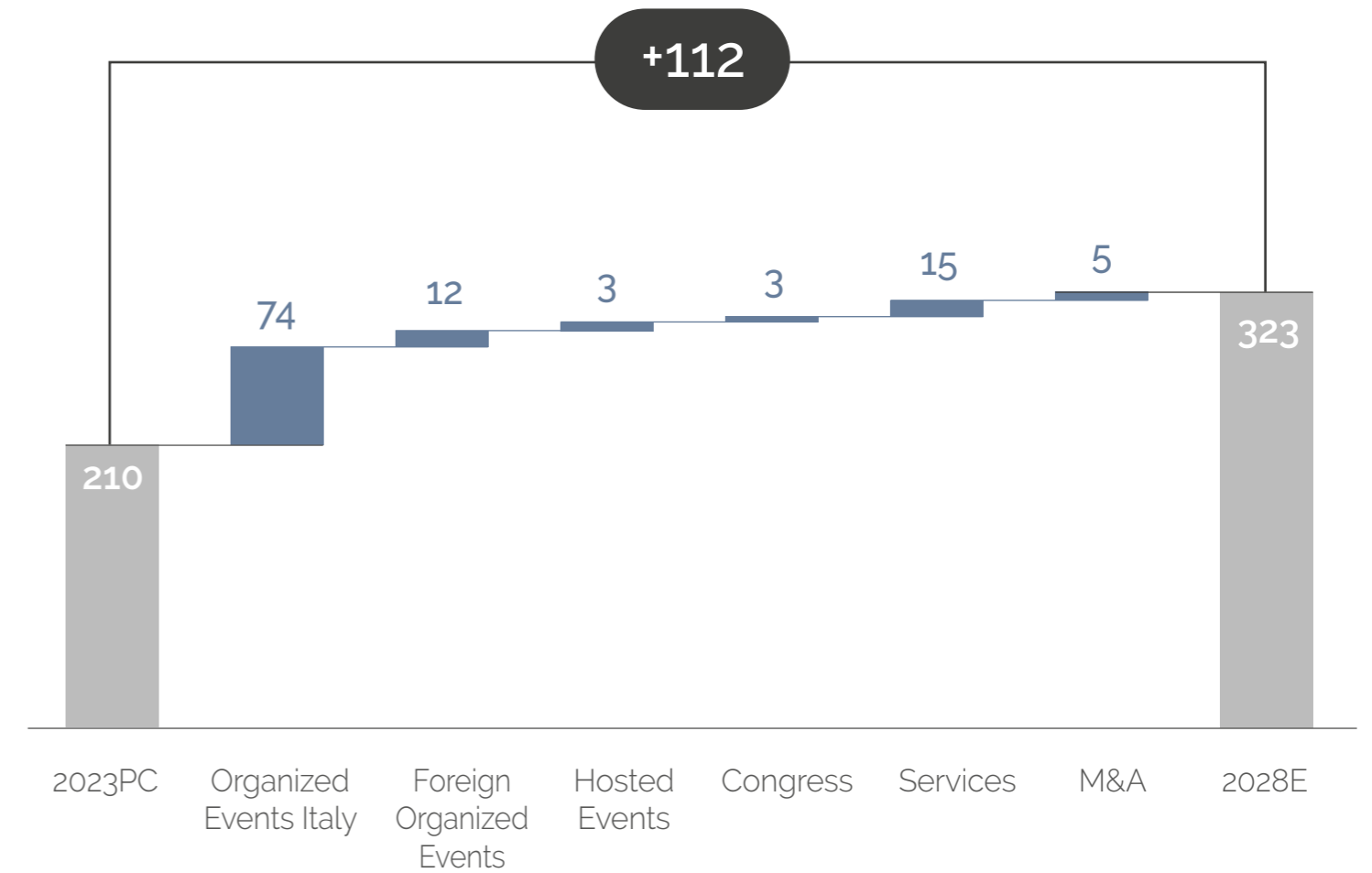
Source: Euromonitor International, IMF

Group Revenues

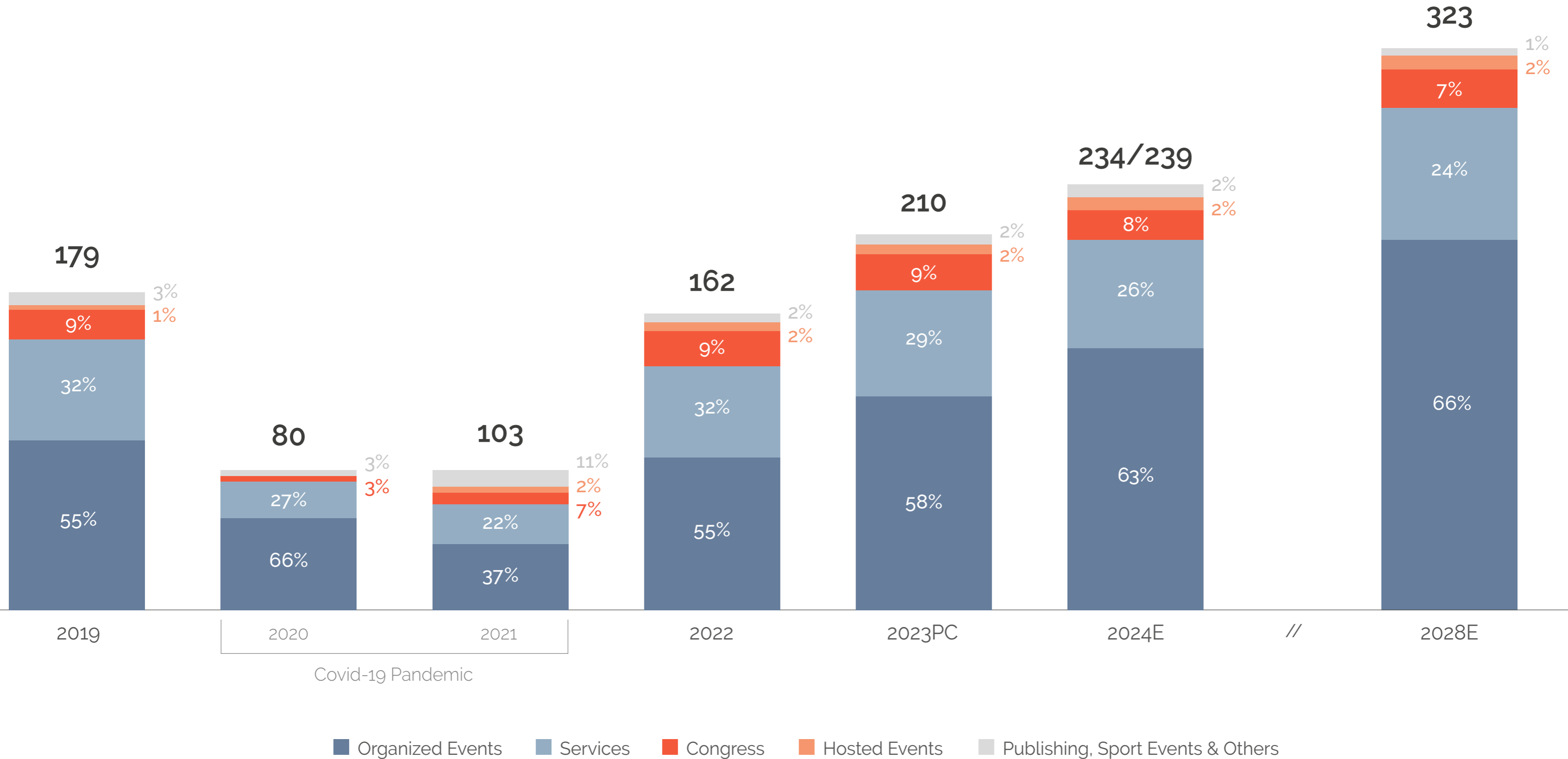
Revenues 2019 – 2028 (€M)



Revenues Bridge 2023 – 2028 (€M)

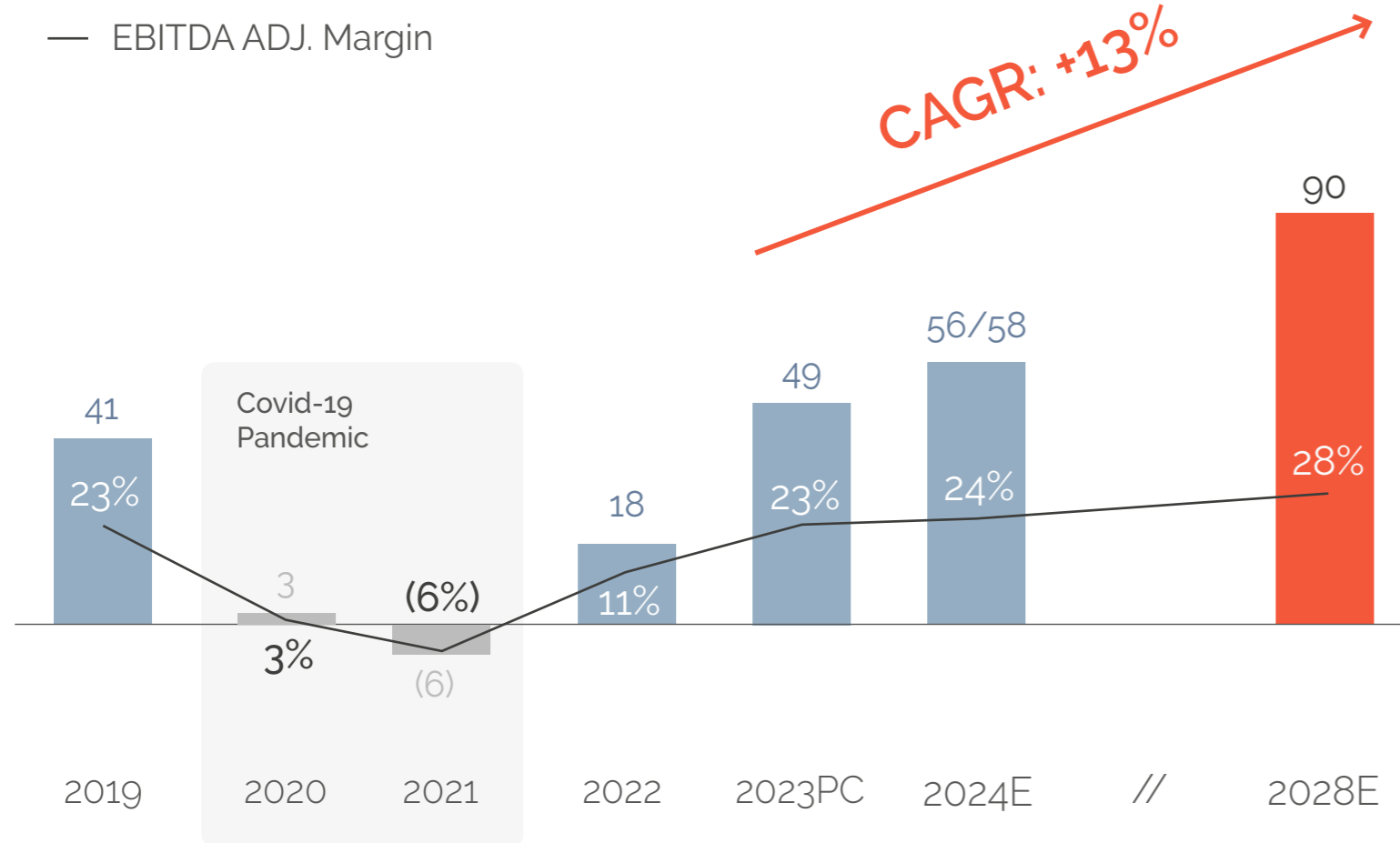


Group Revenues driven by organized events

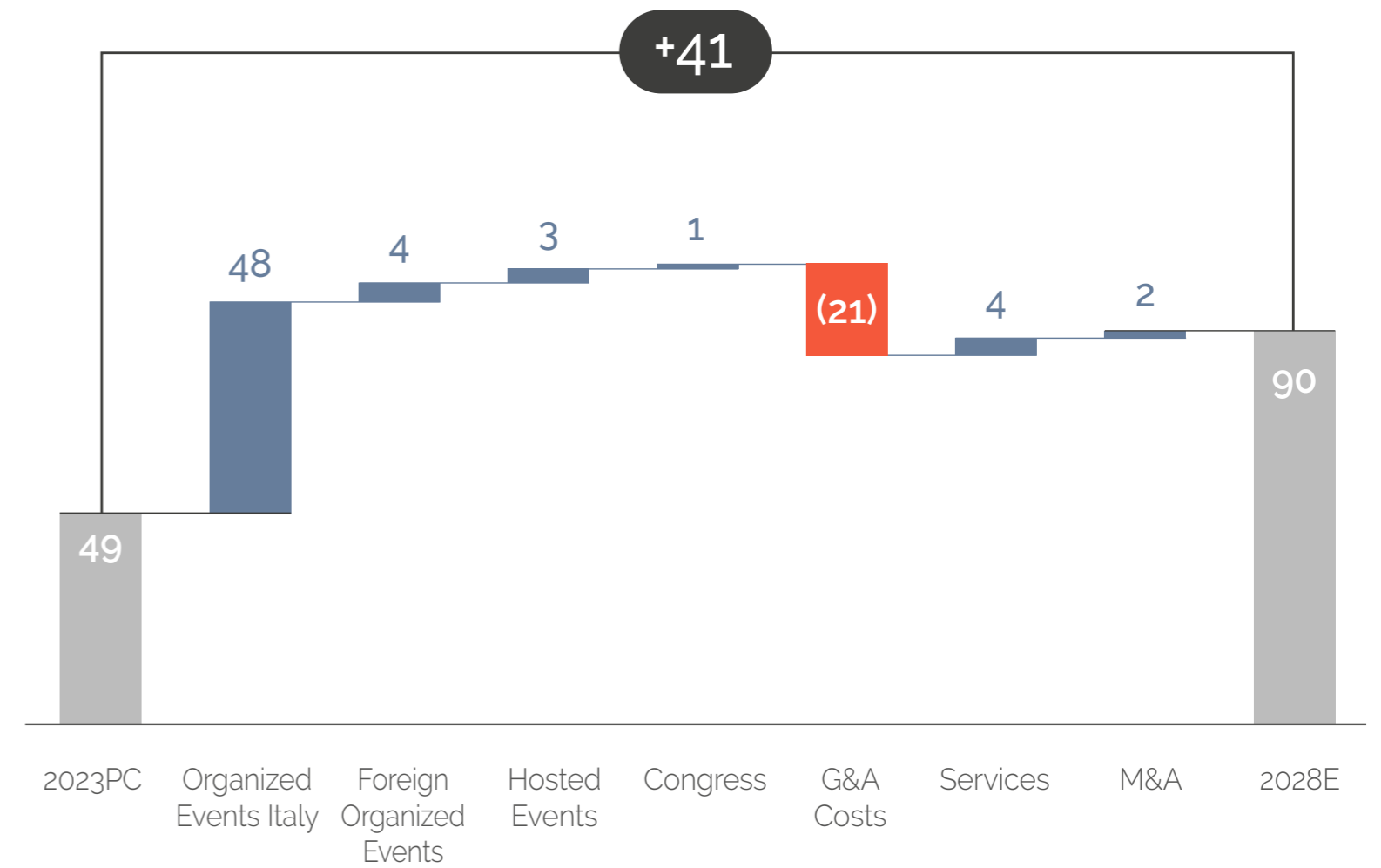


Group Adjusted EBITDA

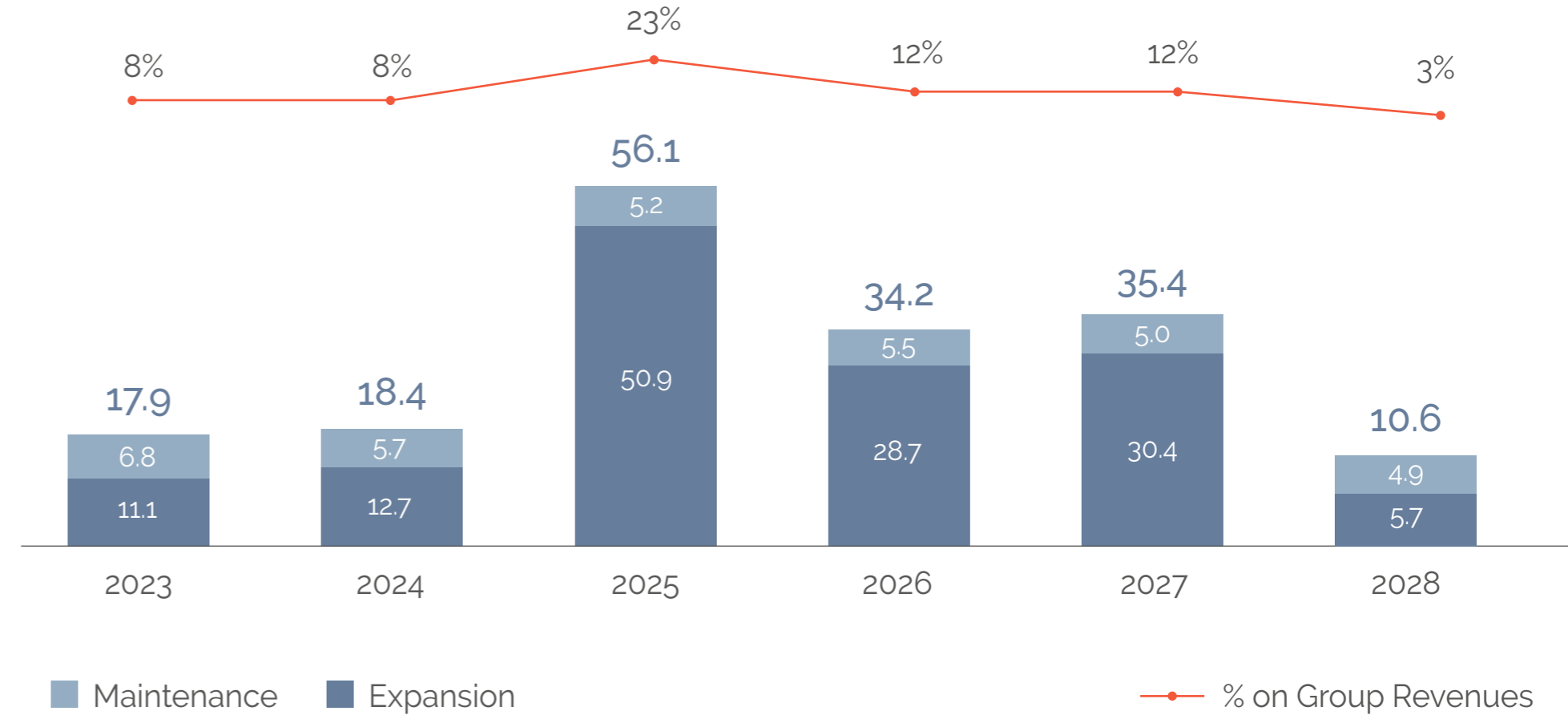
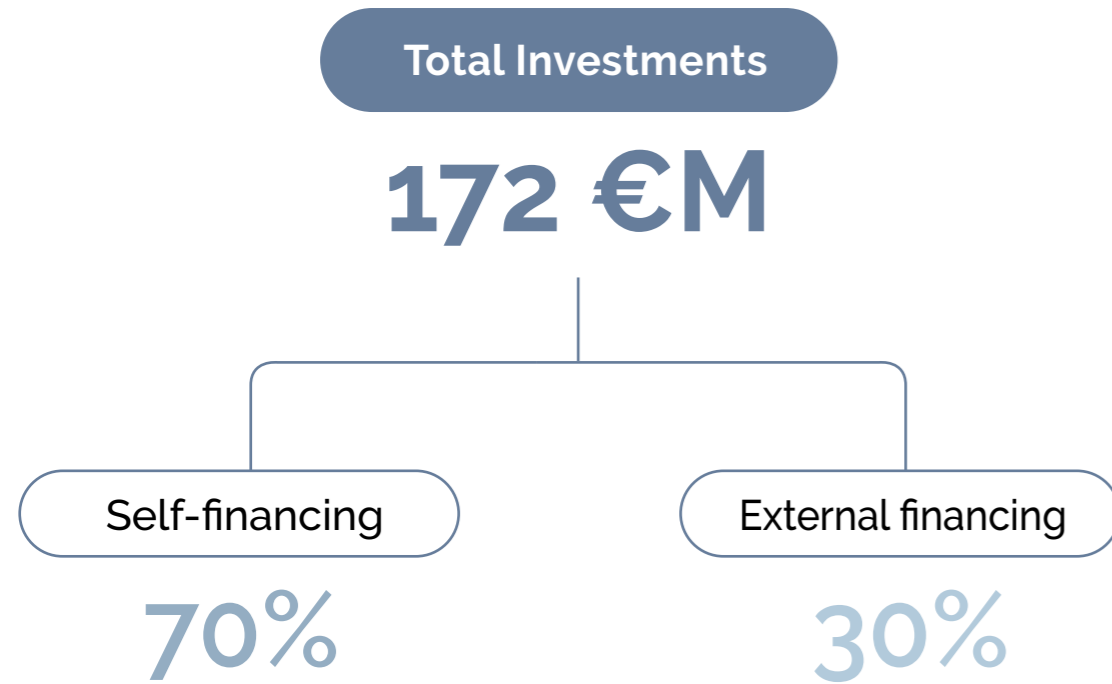
EBITDA ADJ. 2019 – 2028 (€M)



EBITDA ADJ. Bridge 2023 – 2028 (€M)

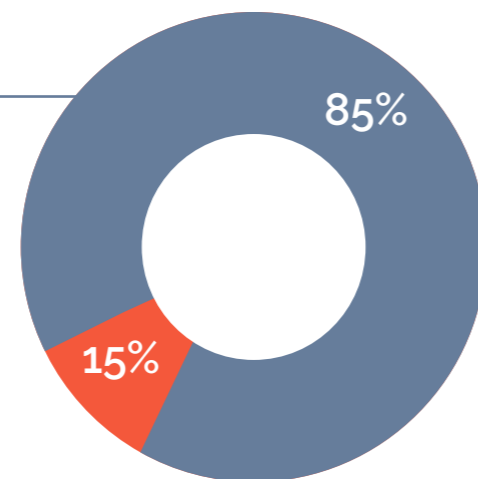


Investments evolution and financing



CapEx Plan: eligibility for the EU Taxonomy

Approximately **€147 million** **admissible** out of a total €172 million

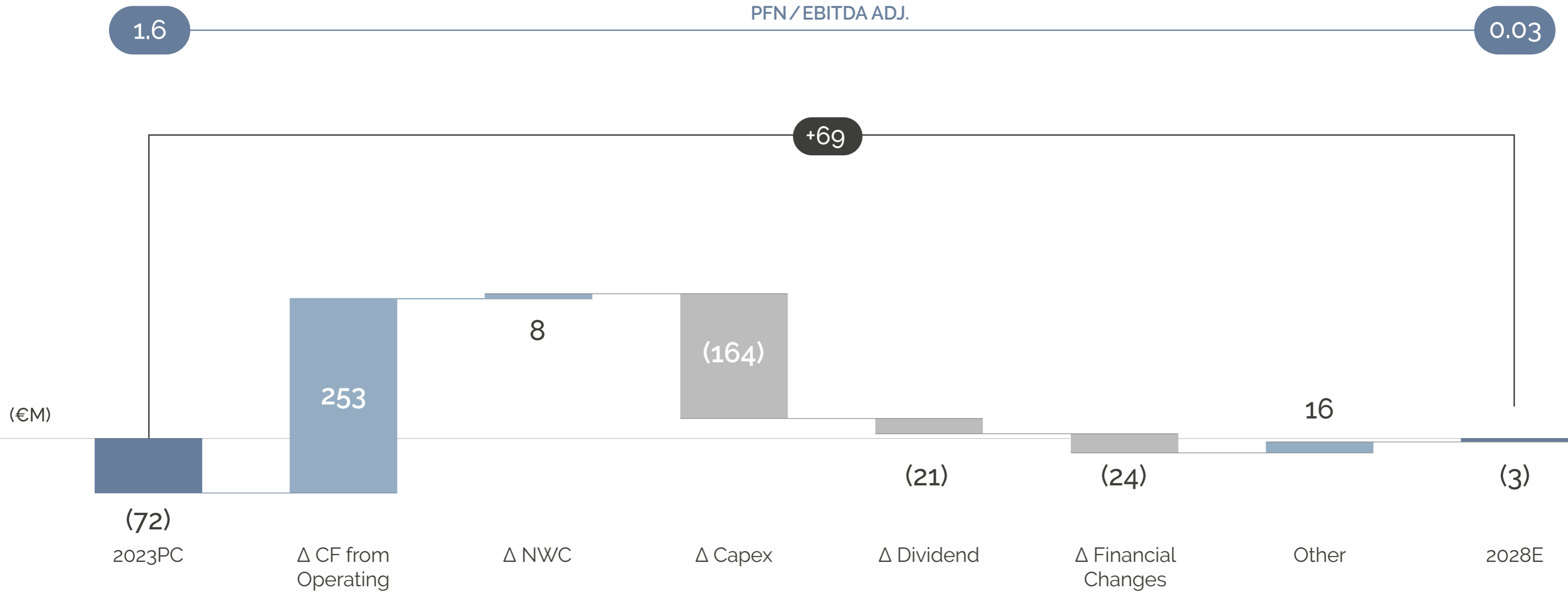


■ Eligible ■ Not eligible

The eligibility rate of IEG's CapEx Plan is approximately 85%

This is a positive result made possible by investments mostly referring to the "Construction and real estate activities" Taxonomy sector.

Group Net Financial Position



Section 04

ESG Plan to 2028

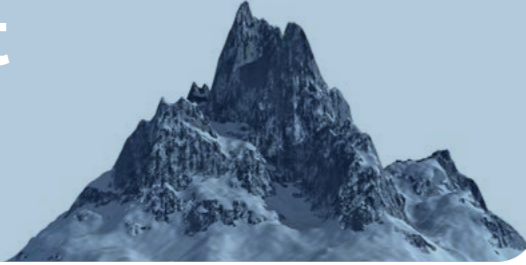
Teresa Schiavina
CFO

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ESG strategy 2028. The 15 objectives in brief

Environment



- 01. Net Zero 2050 (2024/2030)**
Net Zero Carbon Events;
- 02. 80% Green Booth (2026/2028)**
Target to increase the recyclable, recycled or certified materials in the exhibitions' booth constructions;
- 03. Parking automation (2025)**
100% of IEG car parks with access and automated payment;
- 04. +50 charging stations (2024/2028)**
Installing new charging stations to enhance IEG parking infrastructure;
- 05. Adaptation to climate change (2024)**
Mapping of climate risks and definition of an adaptation plan for all key assets;

Social



- 06. IEG Academy (2026)**
Set up of an internal academy to provide a tailored training program to employees;
- 07. 100% ESG training (2026)**
Involvement of all IEG resources in training activities on ESG matters;
- 08. Profession & Young Generation (2025)**
Partnership with schools, universities and industries' associations to promote and train to «Profession» in the industries we serve to young generations
- 09. ESG and Economic Impact (2024/2025)**
Assesment of direct, indirect, and induced impacts generated by IEG on communities, industries, geographies in which operates;
- 10. Leadership D&I (2024)**
Consolidate leadership on D&I through collaborations with partners and schools;

Governance



- 11. Customer satisfaction (2024/2025)**
Increased customer satisfaction both for exhibitors and visitors;
- 12. ESG Governance (2024)**
Adoption of a Governance model for sustainability;
- 13. Policy ESG (2024)**
Development of an internal policy on ESG values, practices and commitments;
- 14. ESG linked Employees Incentive Plan (2025/2028)**
Definition of incentives (MBO/LTI) connected to ESG objectives for all employees;
- 15. Supply Chain (2028)**
Vendor selection based also on ESG practices.

Section 05

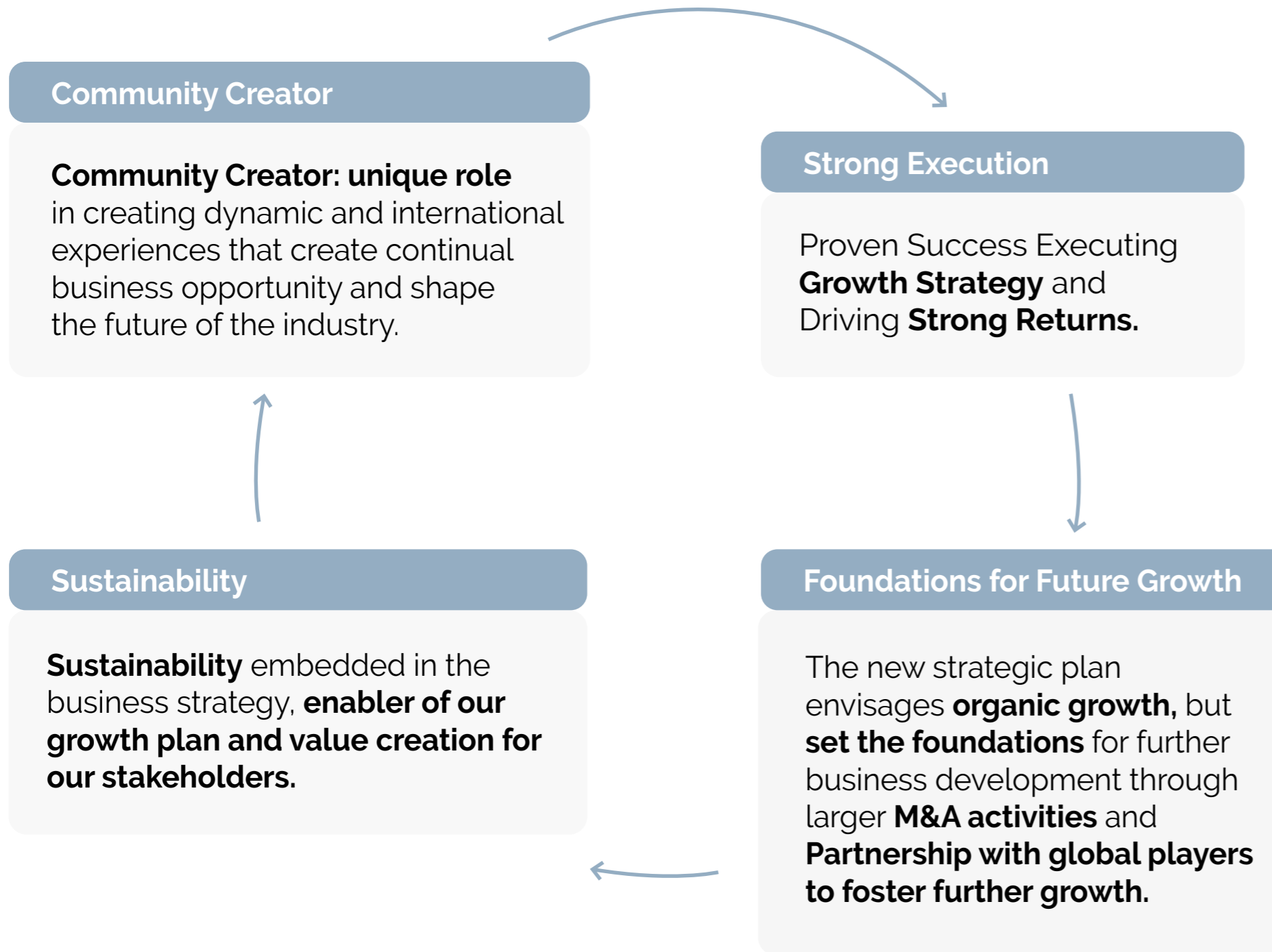
Closing Remarks

Maurizio Renzo Ermeti
Chairman

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Closing Remarks



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Next events

March 19TH, 2024

Approval of Annual Financial report at December 31st, 2023

April 29TH, 2024

Shareholders Meeting

May 15TH, 2024

Approval of Periodic Financial information at March 31st, 2024

August 8TH, 2024

Approval of Half-Year Financial report at June 30th, 2024

November 14TH, 2024

Approval of Periodic Financial information at September 30th, 2024

Disclaimer

This presentation contains certain forward-looking statements that reflect the Company's management's current views with respect to future events and financial and operational performance of the Company and its subsidiaries. These forward-looking statements are based on IEG S.p.A.'s current expectations and projections about future events.

Because these forward-looking statements are subject to risks and uncertainties, actual future results or performance may differ materially from those expressed in or implied by these statements due to any number of different factors, many of which are beyond the ability of IEG S.p.A. to control or estimate precisely, including changes in the regulatory environment, future market developments. You are cautioned not to place undue reliance on the forward-looking statements contained herein, which are made only as of the date of this presentation. IEG S.p.A. does not undertake any obligation to publicly release any updates or revisions to any forward-looking statements to reflect events or circumstances after the date of this presentation.

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Pursuant to art. 154-bis, paragraph 2, of the Italian Unified Financial Act of February 24, 1998, the executive in charge of preparing the corporate accounting documents at IEG, Teresa Schiavina, declares that the accounting information contained herein correspond to document results, books and accounting records.