

Milan, February 4th, 2026

Strategic Plan 2025-2030



Ready to Scale

ITALIAN
EXHIBITION
GROUP
Providing the future

Agenda

Chapter 1	IEG 2023-2025 BP: Well on track
Chapter 2	IEG Group in the market scenario
Chapter 3	Strategic Plan 2025-2030: Pillars
Chapter 4	Strategic Plan 2025-2030: Financial Targets
Chapter 5	Closing Remarks

Our Ambition



To become a leading international exhibition group, scaling our business model through a portfolio of diversified events, a selective global presence and integrated physical and digital platforms.

IEG 2023-2025 BP: Well on track

From Strategy to Execution (2023-2025)

what
we
said

what
we
did

what
we
delivered

- Clear Strategic Pillars
- Portfolio Strengthening
- Selective Growth
- International Development

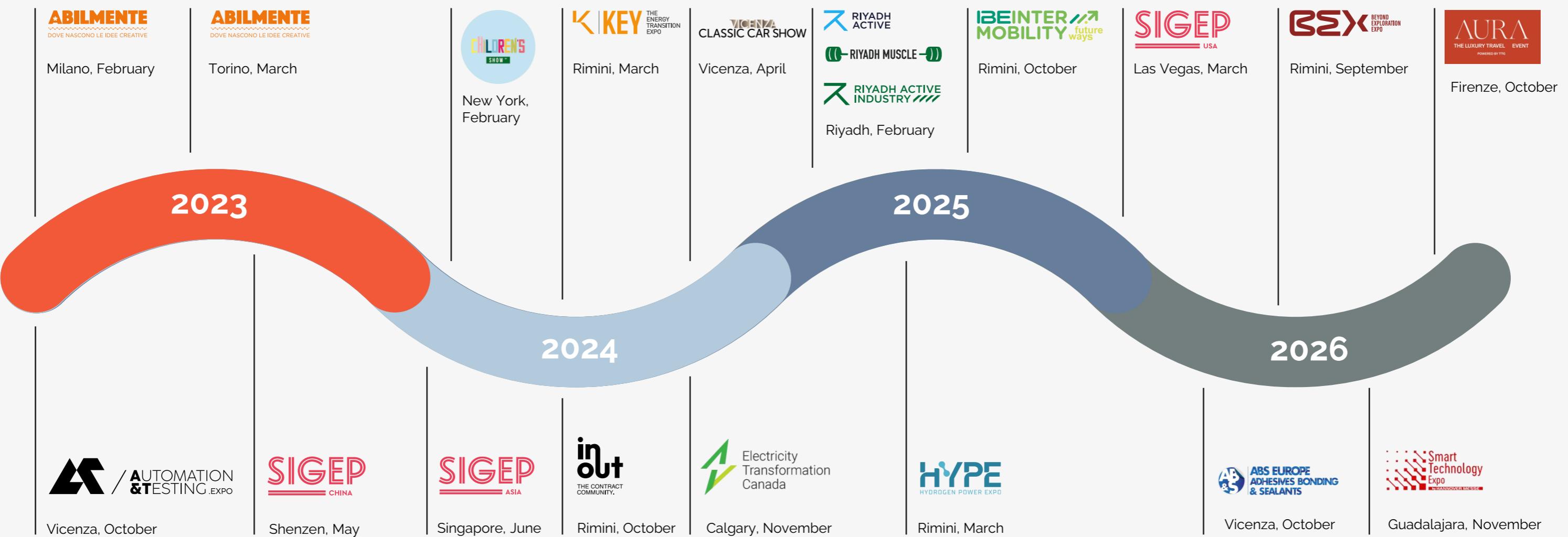
- Executed stated priorities
- Invested with discipline
- Managed volatility

- Results above plan
- Strong growth
- Increased scale and resilience

WE DID WHAT WE SAID WE SHOULD DO – THIS IS THE FOUNDATION OF THE NEW PLAN

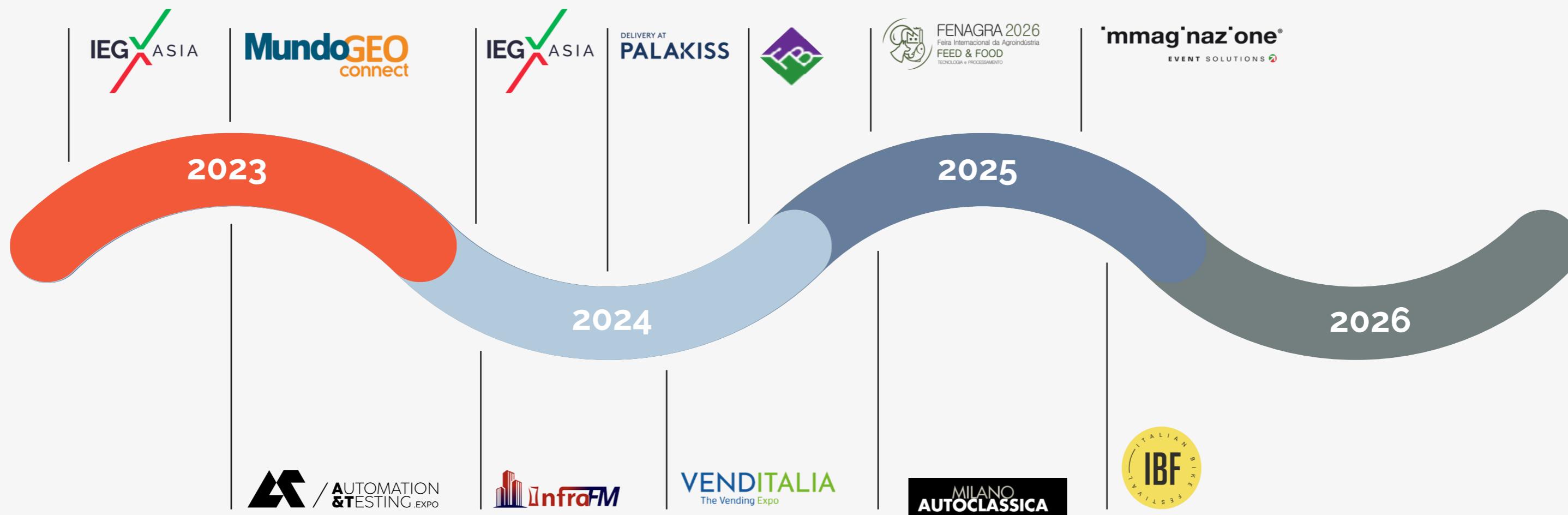
Strategy Execution 2023-2025

Continuous portfolio development



Strategy Execution 2023-2025

~40 M€ M&A investment: 75% in Italy, 25% Abroad



Strategy Execution 2023-2025

Investment in Innovation

We build a digital ecosystem to connect and engage the community...



Digital Foundation with IEG All-in-One Ecosystem

- Ecosystem revamp across websites, member areas, and apps
- Experience-first design focused on usability, speed, and conversion
- Single source of truth for experience and behavior analytics

...based on cutting-edge technologies...



Business Impact with Tech Stack Overhaul

- Data-driven decision-making accelerated and intelligent hyperautomation embedded end-to-end

...awarded with Digital Innovation Award by UFI

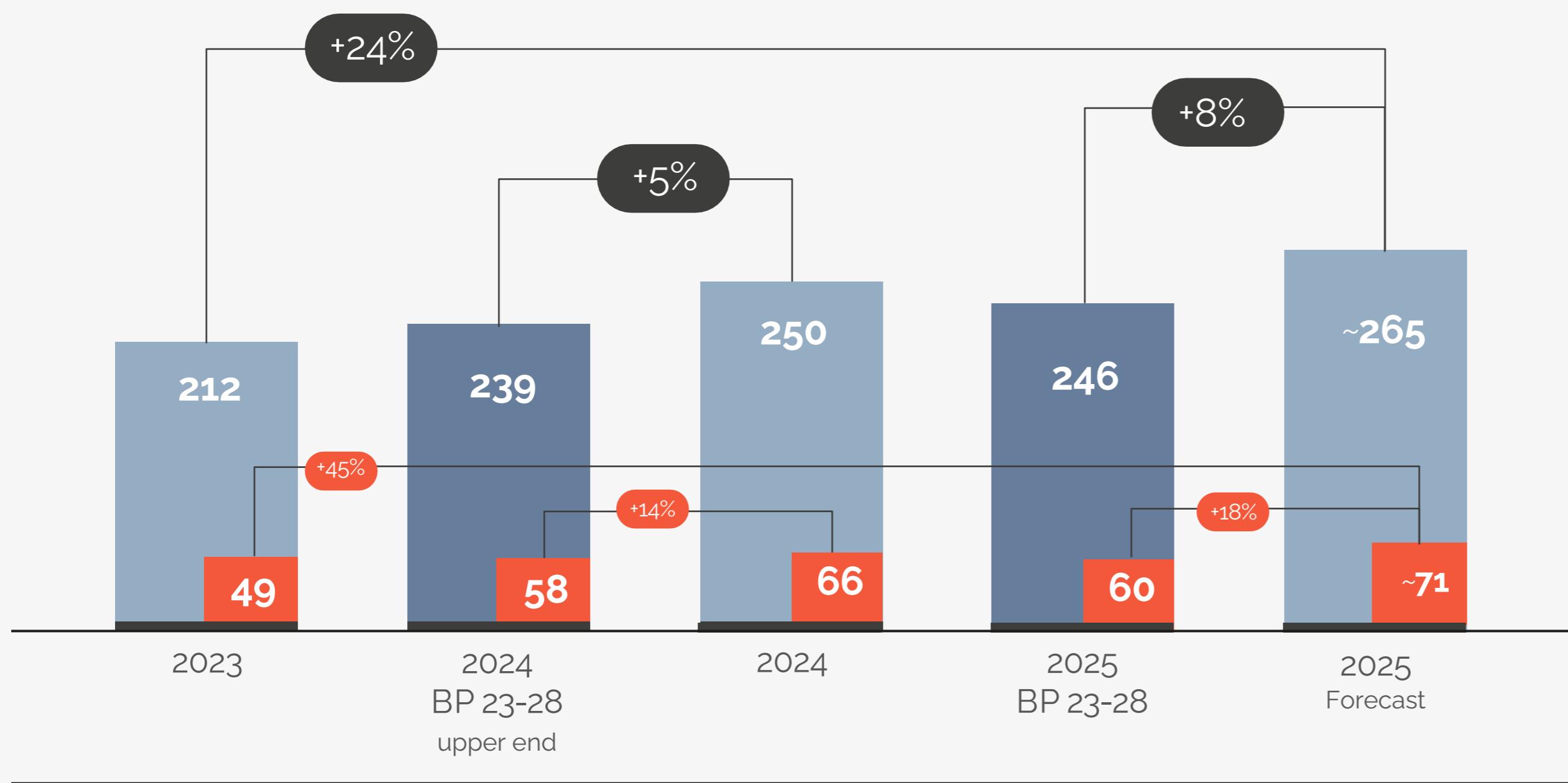


2025 Digital Innovation Award

- UFI, the Global Association of Trade Shows, awarded IEG in 2025 for the Digital Innovation Award

Strategy Execution 2023-2025

Results above plan target



ADJ.
EBITDA
Margin

23%

24%

26%

24%

~ 27%

+12%

Revenue CAGR (%)
2023 - 2025

+20%

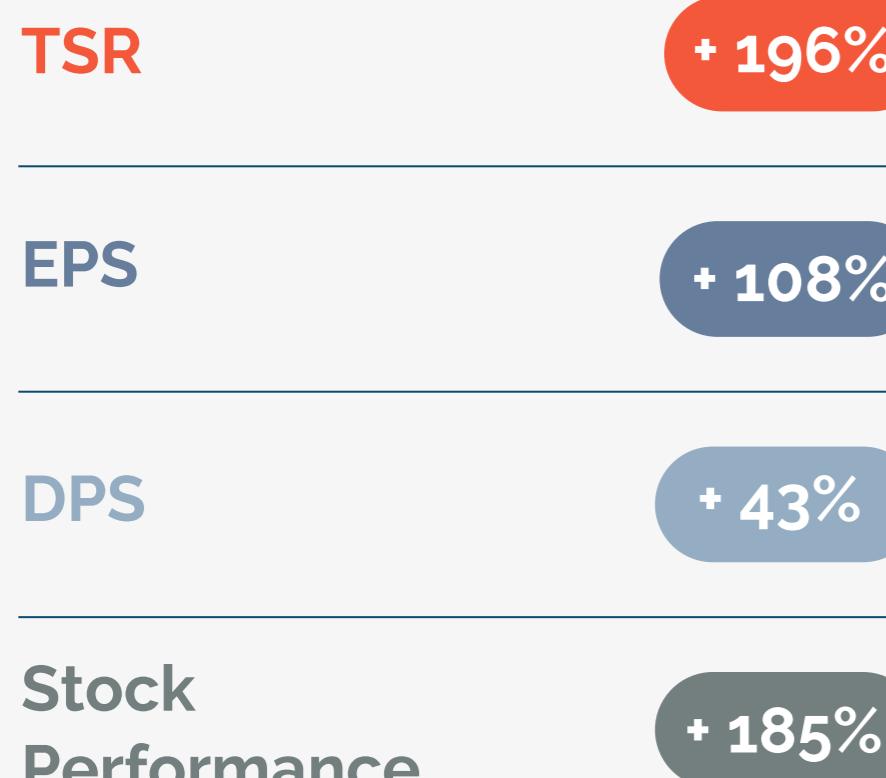
Ebitda Adj. CAGR (%)
2023 - 2025

+30

New Events in portfolio
(18 developed, 12 M&A)

Strategy Execution 2023-2025

Boosted Shareholders Return**

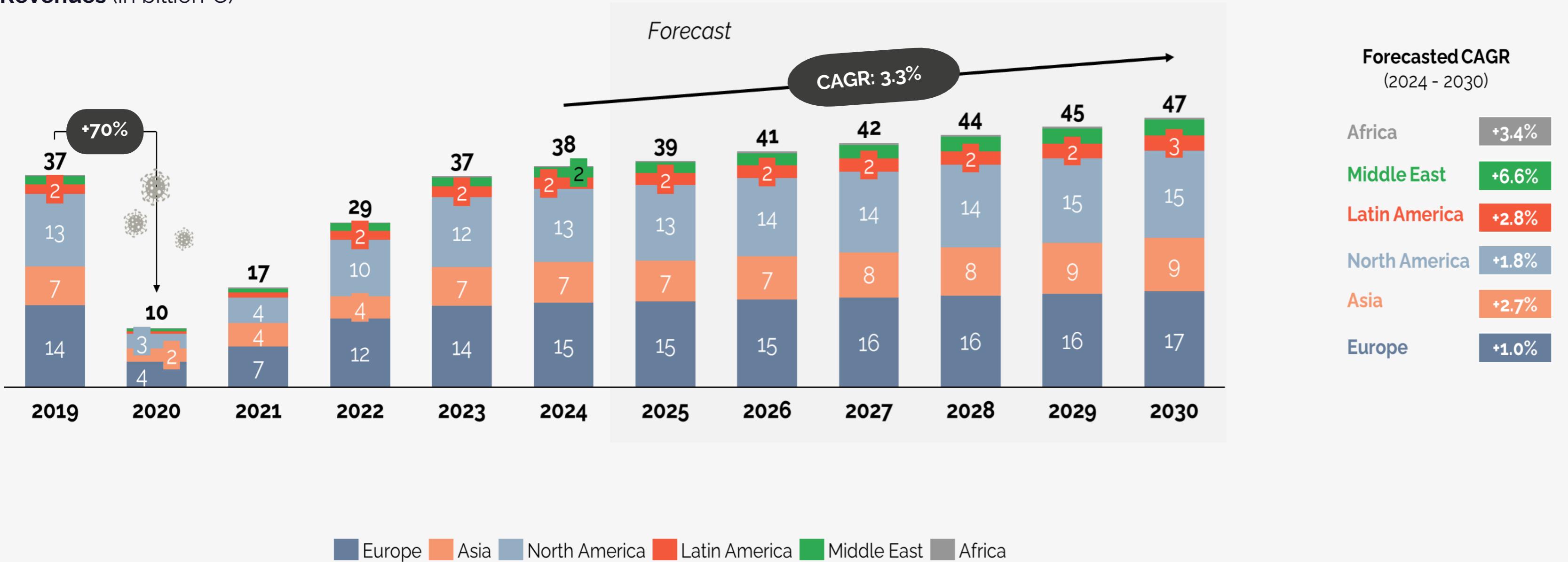


IEG Group in the market scenario

IEG Group in the market scenario

Global Exhibition Market

Revenues (in billion €)



The 4 macro trends for the exhibition industry

Industry Trend #1:

Consolidation
& Scale

Scale is becoming a structural competitive advantage

- The Exhibition industry is entering a consolidation phase
- Fewer, larger and more structured operators
- Scale enables resilience, investment capacity and portfolio defense

The 4 macro trends for the exhibition industry

Industry Trend #2:

The Value of
Physical Events

Physical interaction gains relevance even in highly digitalized industry

- Highly digitalized sectors increasingly rely on physical events to build trust
- Face-to-face interaction becomes a differentiator in crowded digital markets
- Exhibitions enable depth of relationship that digital-only channels cannot replicate

The 4 macro trends for the exhibition industry

Industry Trend #3:

New Participation
Models

Engagement formats expand beyond the traditional booth

- Alternative participation formats gain relevance alongside traditional stands
- Sponsorship, curated meeting and B2B networking formats are growing
- Content-driven experiences become a key engagement lever

The 4 macro trends for the exhibition industry

Industry Trend #4:

De-globalization
& Positioning

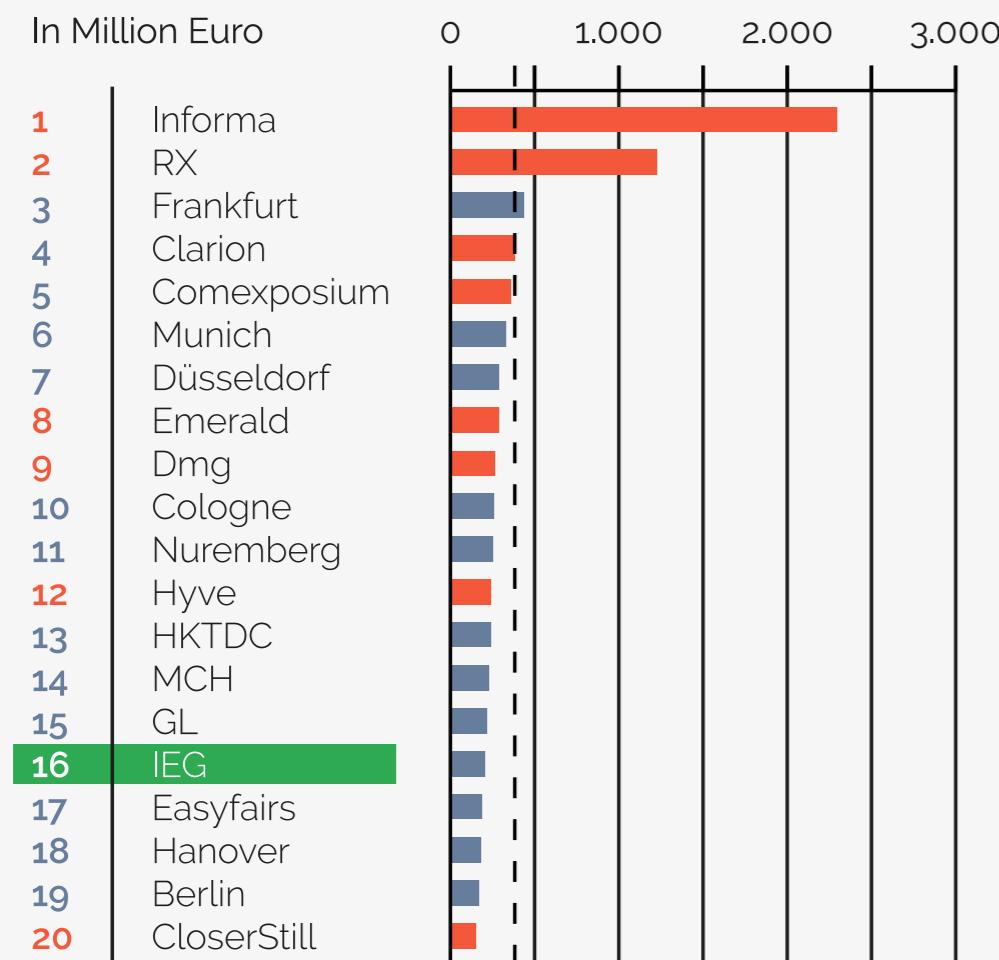
Strategic positioning matters more than global reach alone

- Geopolitical fragmentation is reshaping global trade – flows
- Quality of exhibitions is increasing in emerging and regional markets
- Clear sector – specific positioning becomes a competitive advantage

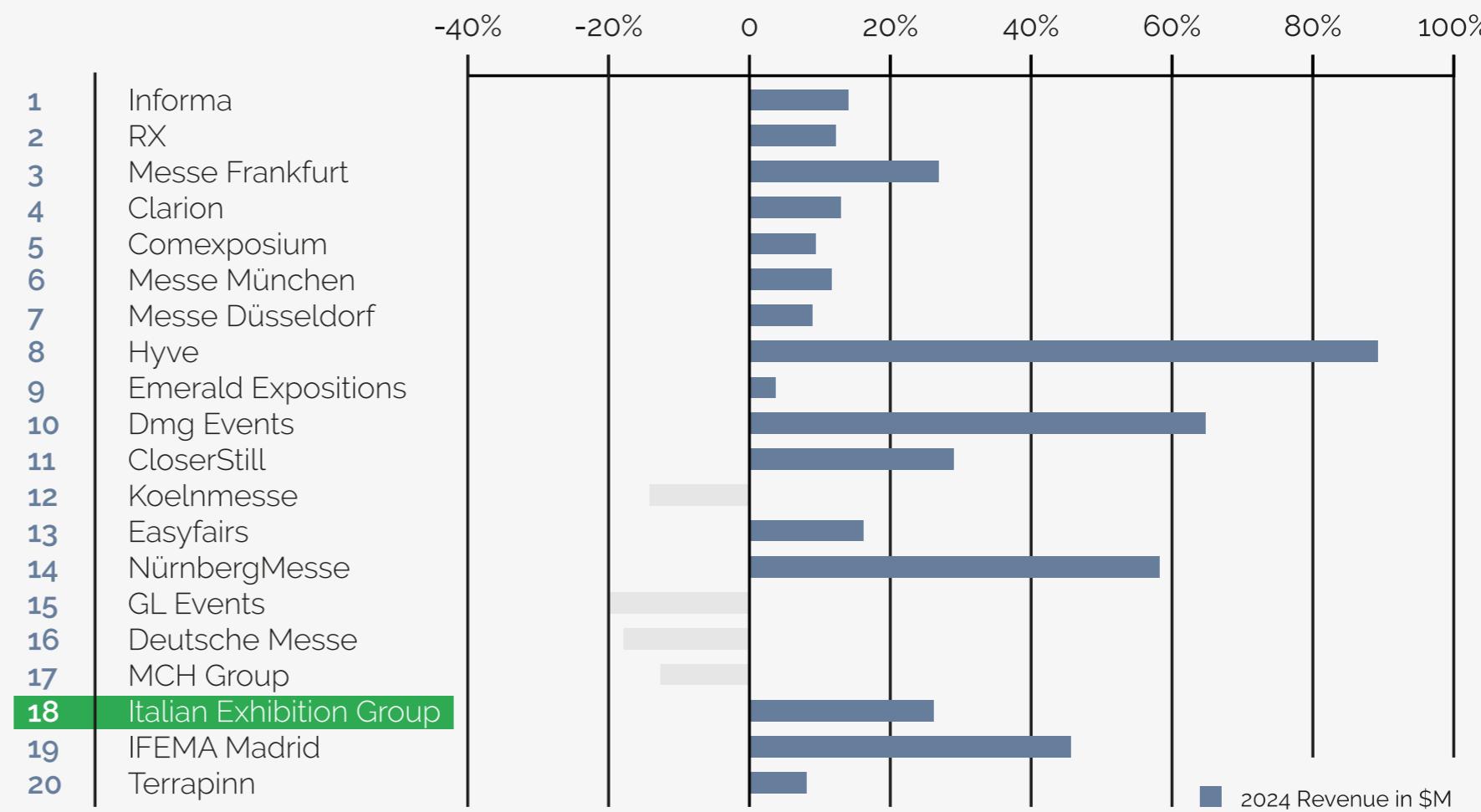
IEG Group in the market scenario

IEG among the global leading pure exhibition organizers

Revenues FY 24



Revenues Growth FY24

#Among the **top players** globally by **EBITDA margin**

Profitability as a structural competitive advantage

Strategic Plan 2025-2030: Pillars

Strategic Pillars

Portfolio Growth

International Growth

People & Culture

Value Creation

Strategic Pillar #1 – **Portfolio Growth**

Grow and diversify the portfolio to increase scale and reduce risk

- Further strengthening of the flagship exhibitions
- Increase the number of exhibitions in portfolio
- Diversify revenue strategy
- Selective M&A

Strategic Pillar #1 – Portfolio Growth



How we Execute

► Target to 2030

- Development and launch of one new proprietary exhibition per year

► 1x year

- Increase the international profile of exhibitions

► +2% internationality rate improvement YoY

- Expansion of venue capacity to support growth in exhibition space

► +15% of sellable sqm

- Accretive growth of high value-added digital services to scale in innovation and value

► CAGR 2025-2030: +11%

- M&A

Strategic Pillar #1 – Portfolio Growth

Expansion of venue capacity to support growth in exhibition space

Vicenza Expo Centre

~61 €M OF INVESTMENT WITH 5,500+ NSQM
of which 31€M already made in 2024-25



Rimini Expo Centre

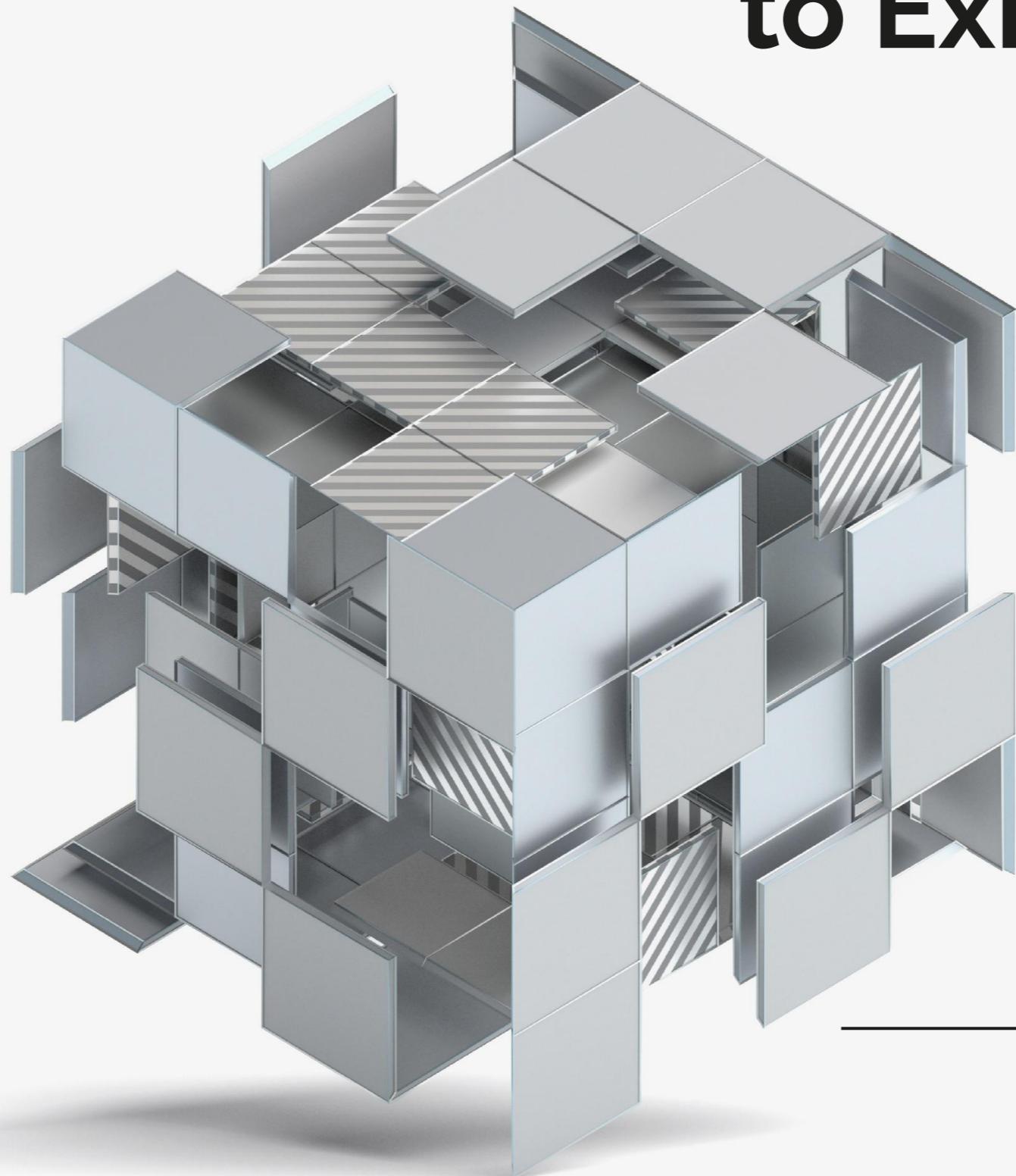
~85 €M OF INVESTMENT WITH 8,700+ NSQM



Strategic Pillar #1 – Portfolio Growth

IEG has evolved its exhibitor sales model: **from pure floor-space sales to a diversified portfolio of services** - stand construction, on-site solutions, and high-value digital products that **amplify multi-channel visibility**

- Area
- Stand construction
- On-site services
- Advertising
- Digital products
- Other products



A new approach to Exhibitors Sales

Cubic Meter

Strategic Pillar #1 – Portfolio Growth

Scale in Innovation to enhance customer experience

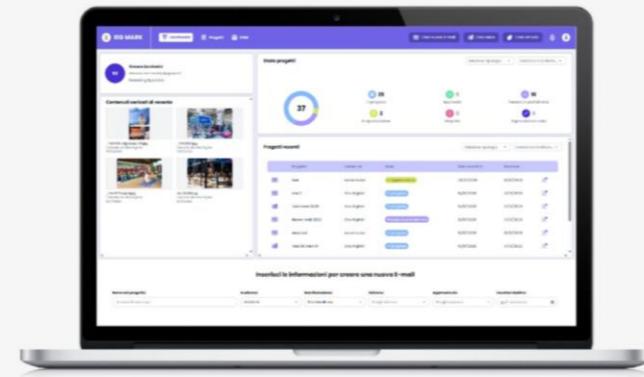
Enhance Experience



Experience Platform based on “All-in-one”

- Improved customer satisfaction through consistent experiences
- Data-driven personalization across touchpoints, tailoring content
- All-in-one enhancing the onsite experience, in real time

AI POWERED platform



Enterprise AI

- AI-driven efficiency, automating repetitive work and speeding up execution
- AI-enabled incremental growth, boosting conversion and decision speed
- Ethical AI by design, ensuring governance, transparency, and responsible use

Digital monetization



Digital offering

- Consistent digital product pipeline for monetization
- Double digit YoY growth expected on the BP timeframe

Strategic Pillar #2 – International Growth



Selective international expansion to strengthen the portfolio and reduce risk

International growth as an enabler of portfolio strength

- Countries clustered by strategic role, not by geography
- Local growth through acquisitions where we organize exhibitions
- Further strengthen flagship events
- Selective M&A activity in Italy and in new countries

Strategic Pillar #2 – International Growth



How we Execute

► Target to 2030

Countries clustered by IEG's growth strategic drivers

Cluster A – Local event platform

- Proprietary events
- Limited outbound

► Countries where IEG already operates: reach a **CAGR 25-30 of 18%** combining M&A and launch new exhibitions

Cluster B – Outbound Markets

- Exhibitors & buyers
- No Local events

► **Build an international sales network** to create a single commercial platform serving all exhibitions in Italy and abroad

Cluster C – Strategic Growth Markets

- Local events
- Outbound synergies

► In target countries for local events: **enter through M&A**

Strategic Pillar #2 – International Growth

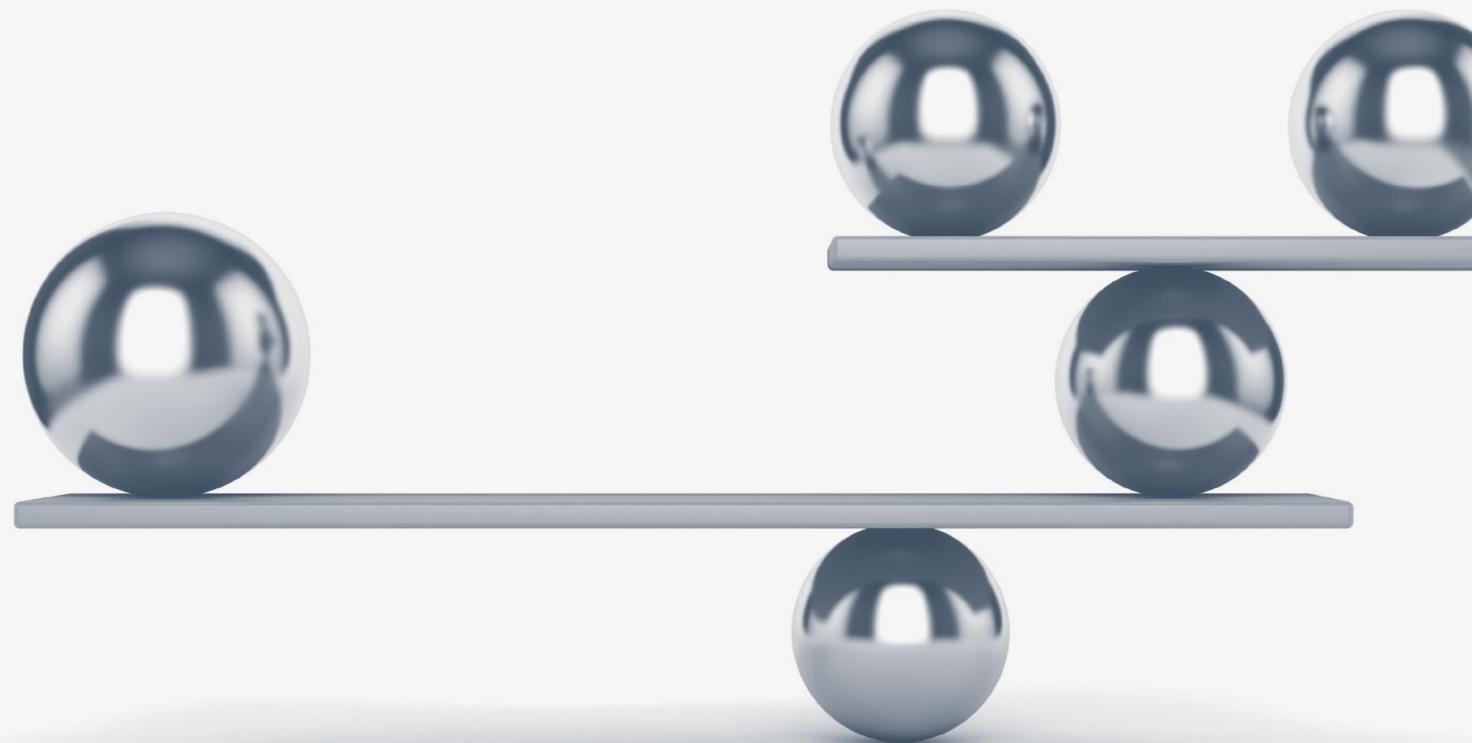


Scaling opportunities

International Expansion combines organic and inorganic growth, setting foundation to transformative M&A

- Evaluate transformative M&A opportunities
- Selective, value-accruing M&A to significantly increase scale and geographic reach

Strategic Pillar #3 – People & Culture

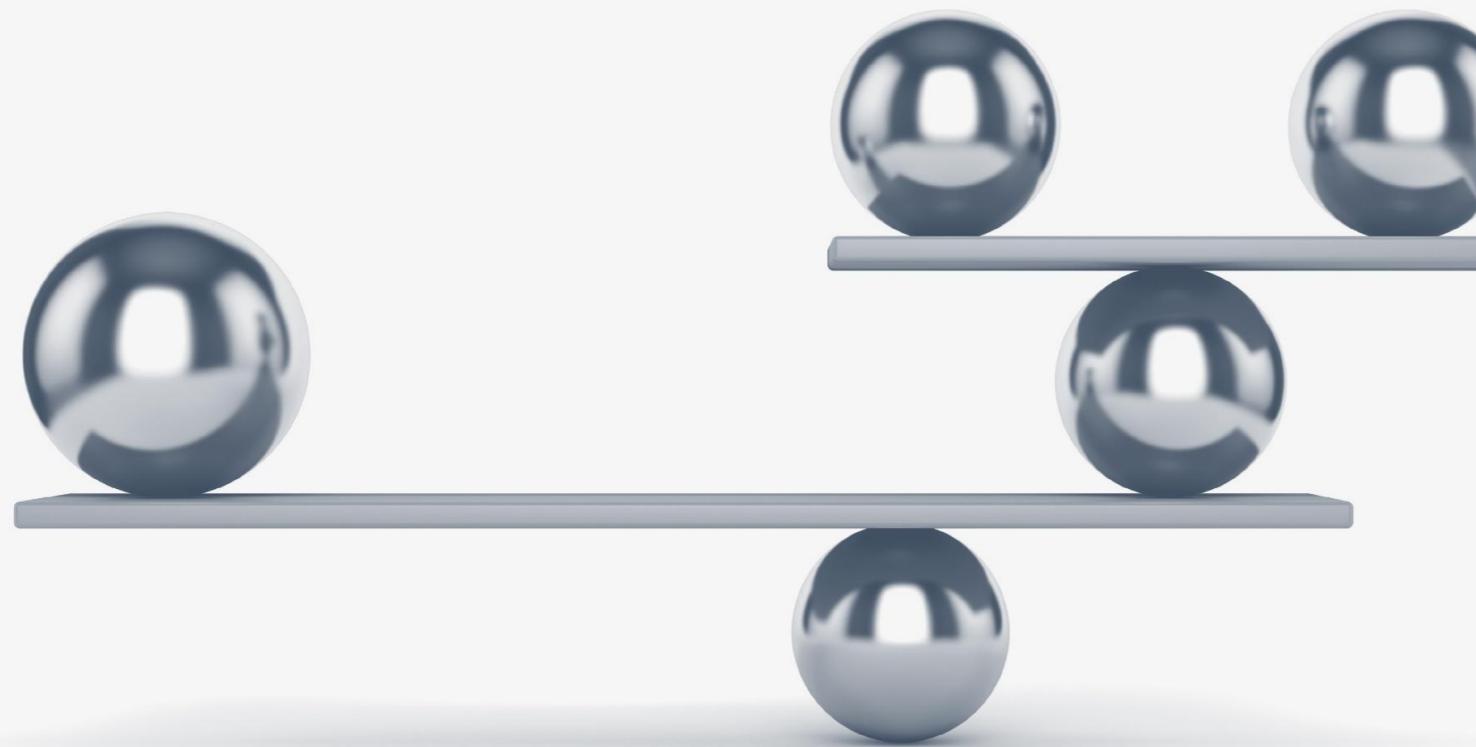


Building Execution Capability Over Time aiming to become “Best place to work”

People & culture as infrastructure, not as a support function

- People and culture as a critical enabler of execution in a relationship-driven business
 - Leadership continuity and critical skills as a prerequisites for scalable growth
 - Engagement and retention as drivers of operational stability and long-term value

Strategic Pillar #3 – People & Culture



How we Execute

A people model designed to support growth, resilience and execution

- Structured talent programs ensuring leadership pipeline and improve of critical skills
- Internal Academy with customized, business-driven learning paths
- Continuous upskilling and reskilling supporting productivity, innovation and execution capability
- Strong talent attraction and retention, reflected in low employee turnover
- High employee engagement supporting long-term performance and organizational stability

Strategic Pillar #4 – Value Creation



Profitable growth, financial discipline and long term value generation

Value creation as a structural feature of the business model

- Growth with discipline, without compromising profitability
- Scalable and efficient operating model
- ESG Plan 2030 fully integrated into business strategy and governance
- Commitment to a dividend policy at a minimum of 20% Dividend Payout Ratio

Financial Targets 2025-2030

2025 Pre-closing results

- **2025 Pre-closing** results at the **upper range of the guidance** confirm the ability to **deliver on commitments**, providing a solid baseline for the update of the Strategic Plan up to 2030
- **Revenue (+6%)** despite negative biannual effect thanks to a solid organic growth and partially to M&A
- **EBITDA ADJ. Margin** at **~27%** (+1 pp vs FY24) driven by «Organized Events» line of business;
- **Net Financial Position (Debt)** at **~95 M€** increase of 33M€ mainly due to Capex Plan and Net Working Capital

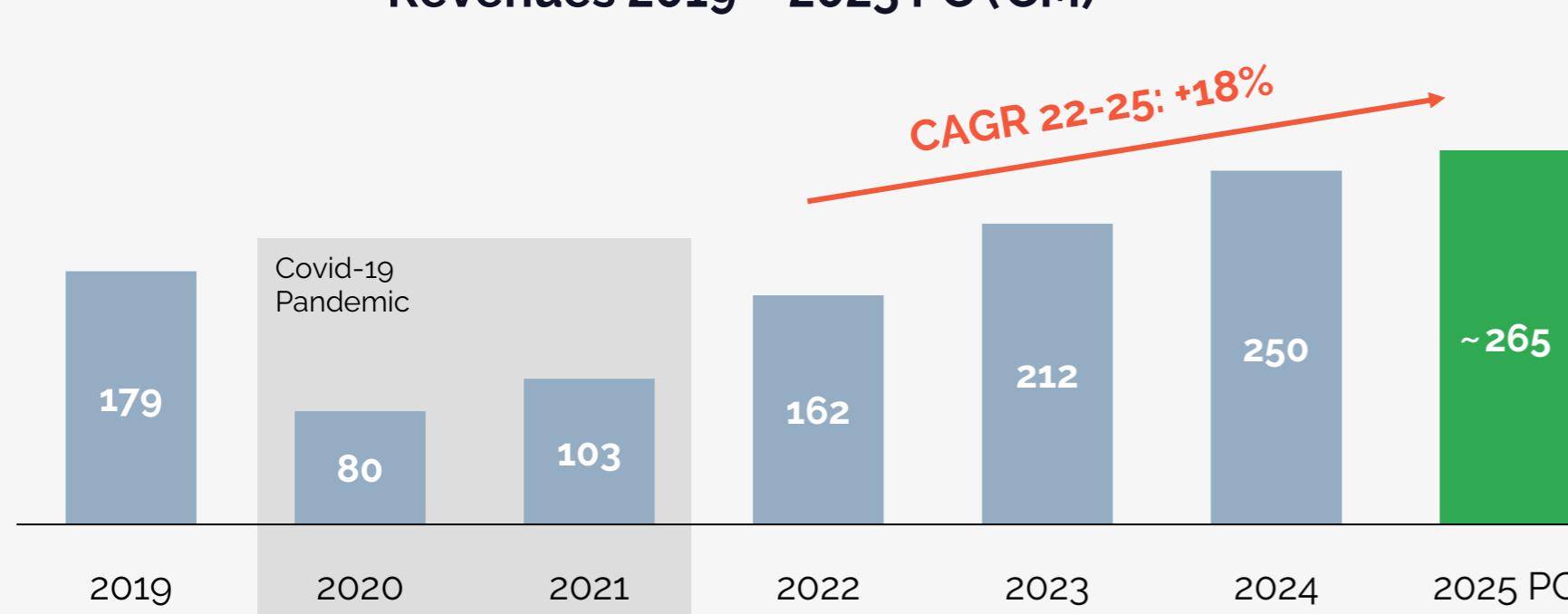
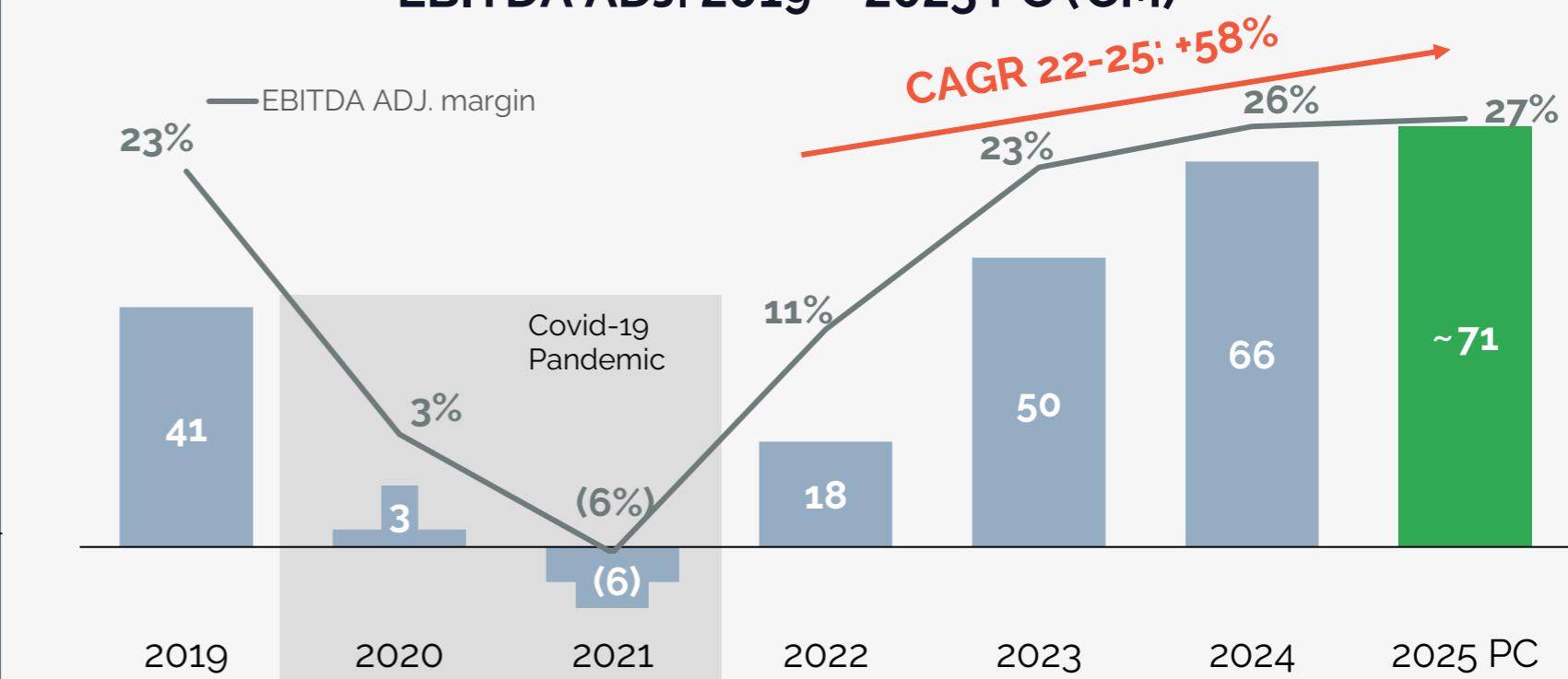
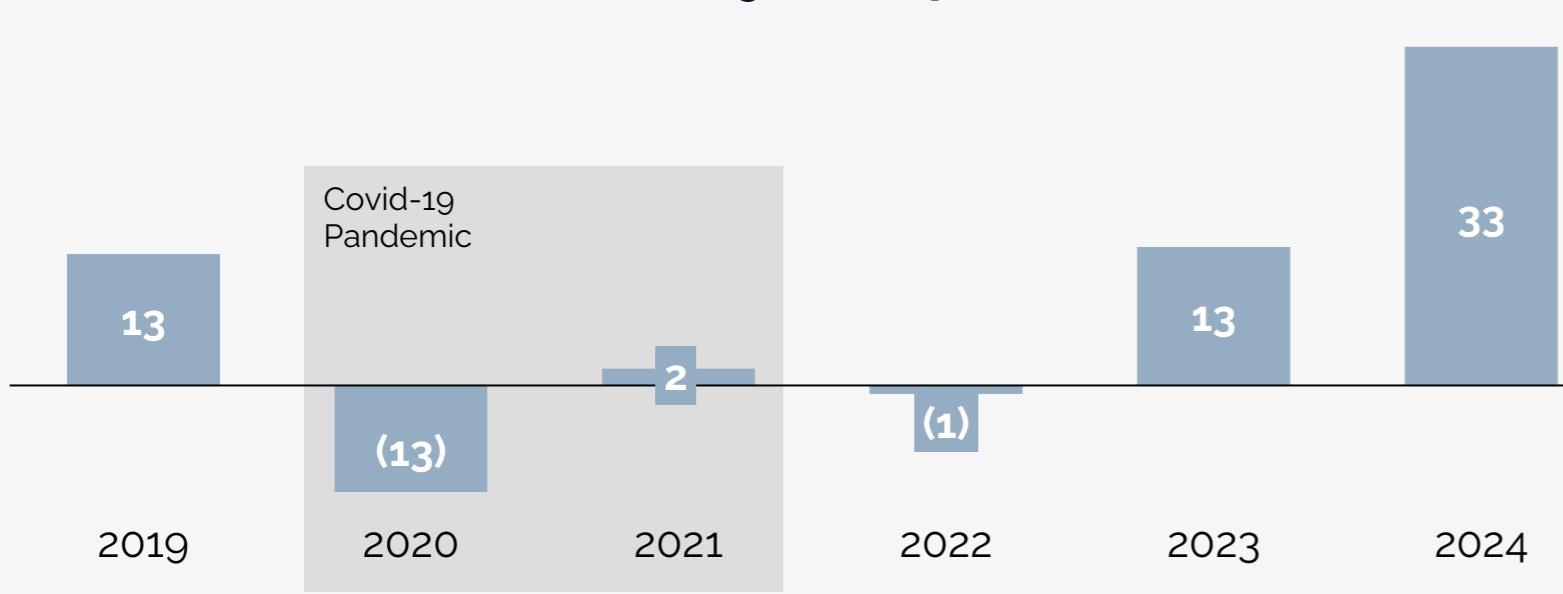
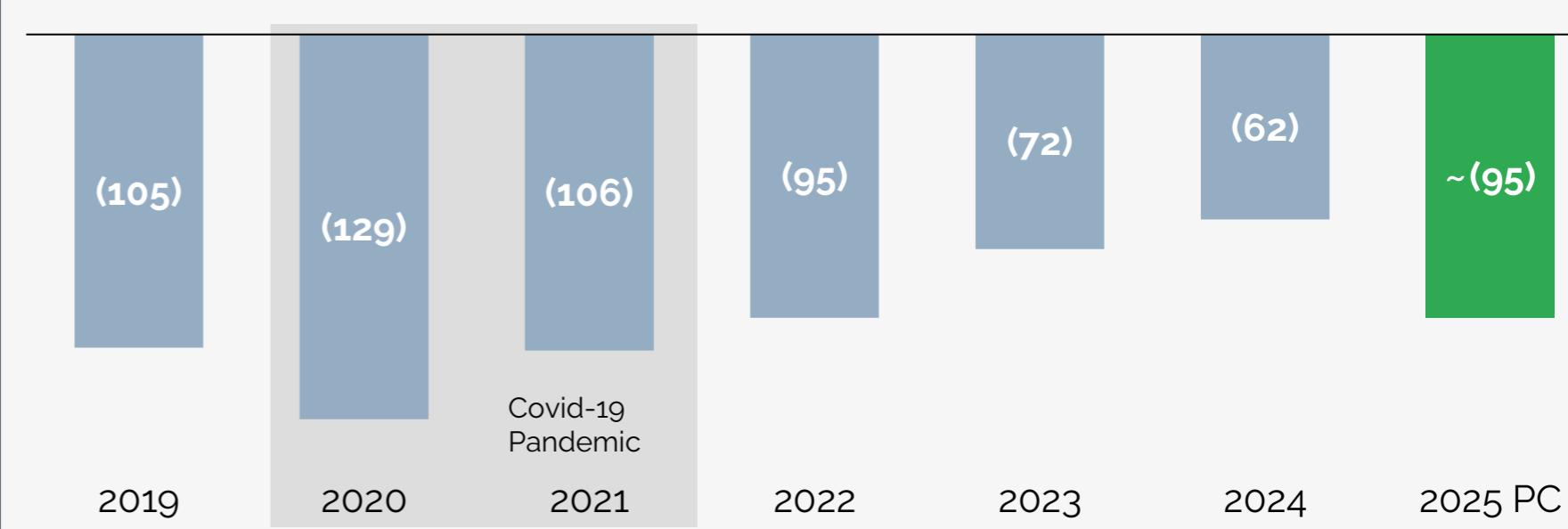
2025 Preclosing

REVENUES	ADJ. EBITDA	NFP
~265€M	~71€ M	~95€ M
+6% vs 2024	~ 27% on rev +1pp vs 2024	+33 M€ vs 2024

2025 Guidance

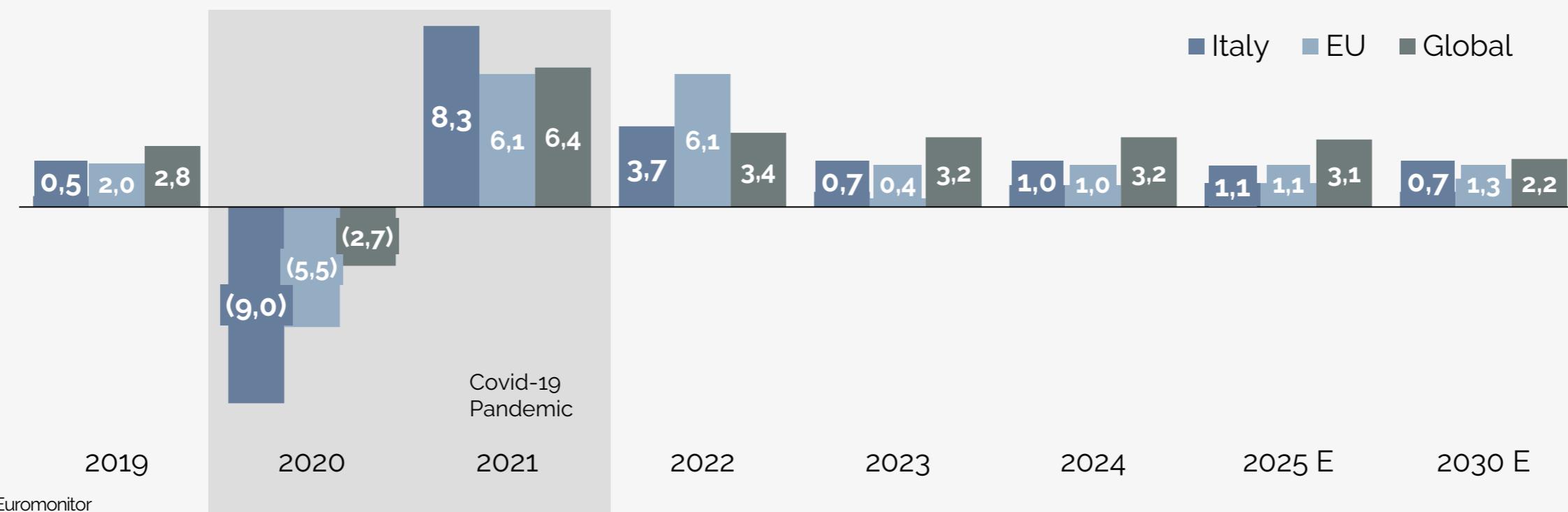
REVENUES	ADJ. EBITDA	NFP
260/262 €M	69/71 €M	77/70 €M

Exceeded Financial Targets delivering on our commitments

Revenues 2019 – 2025 PC (€M)**EBITDA ADJ. 2019 – 2025 PC (€M)****Net result 2019 – 2024 (€M)****NFP 2019 – 2025 PC (€M)**

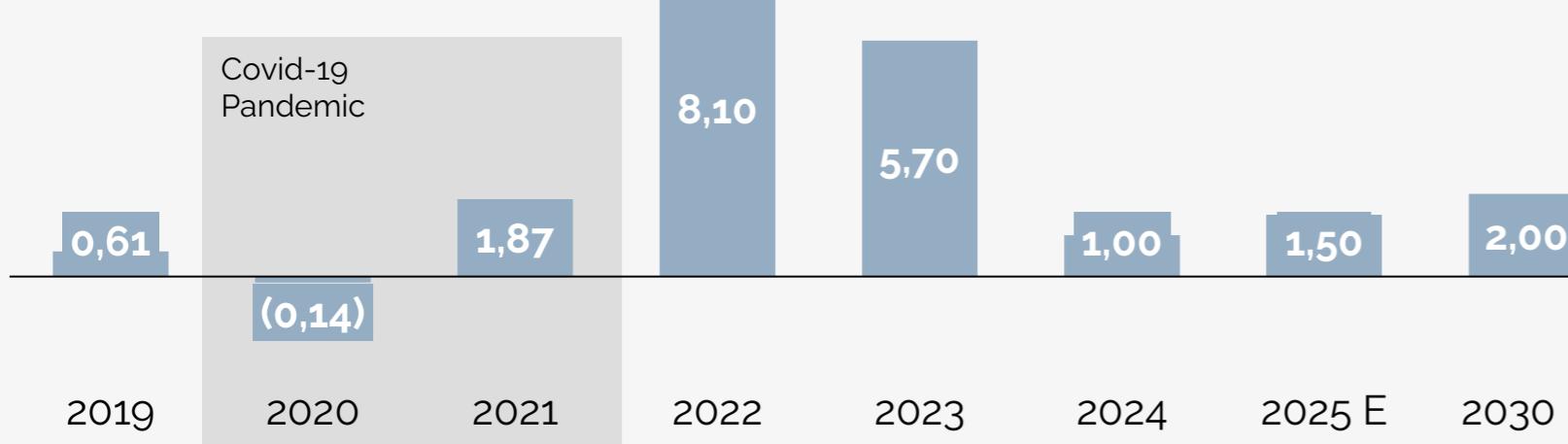
Key Assumptions

GDP (%) 2019 – 2025; 2030

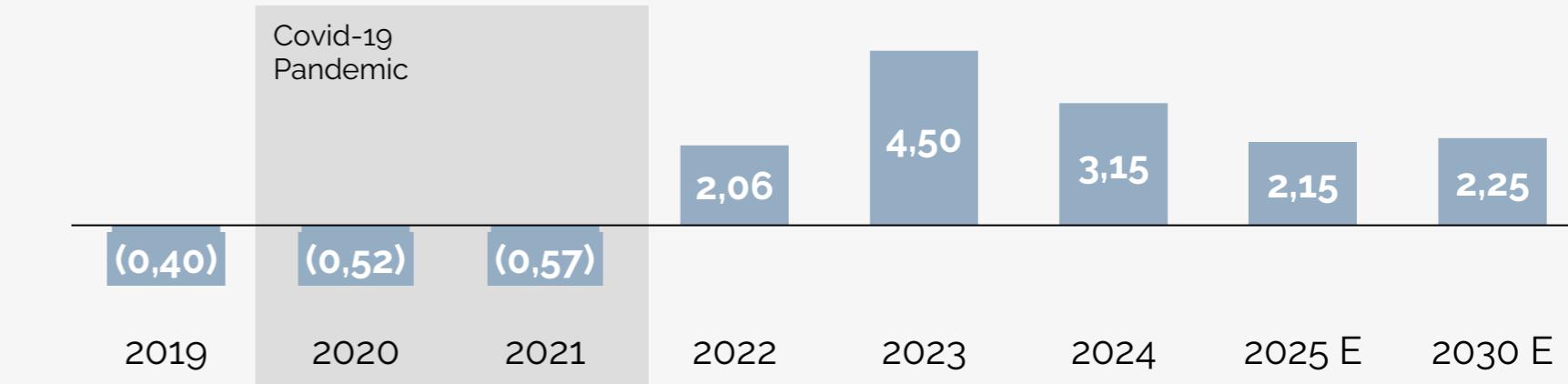


Source: ECB Survey of Professional Forecasters, Euromonitor International, Eurostat, IMF, Istat, OCSE, World Bank.

Inflation – Italy (%) 2019 – 2025; 2030



Interest Rate (%) 2019 – 2025; 2030



Assumptions & Growth drivers

Exhibition Industry expected growth to 2030



IEG's Exhibitions Sectors expected growth to 2030

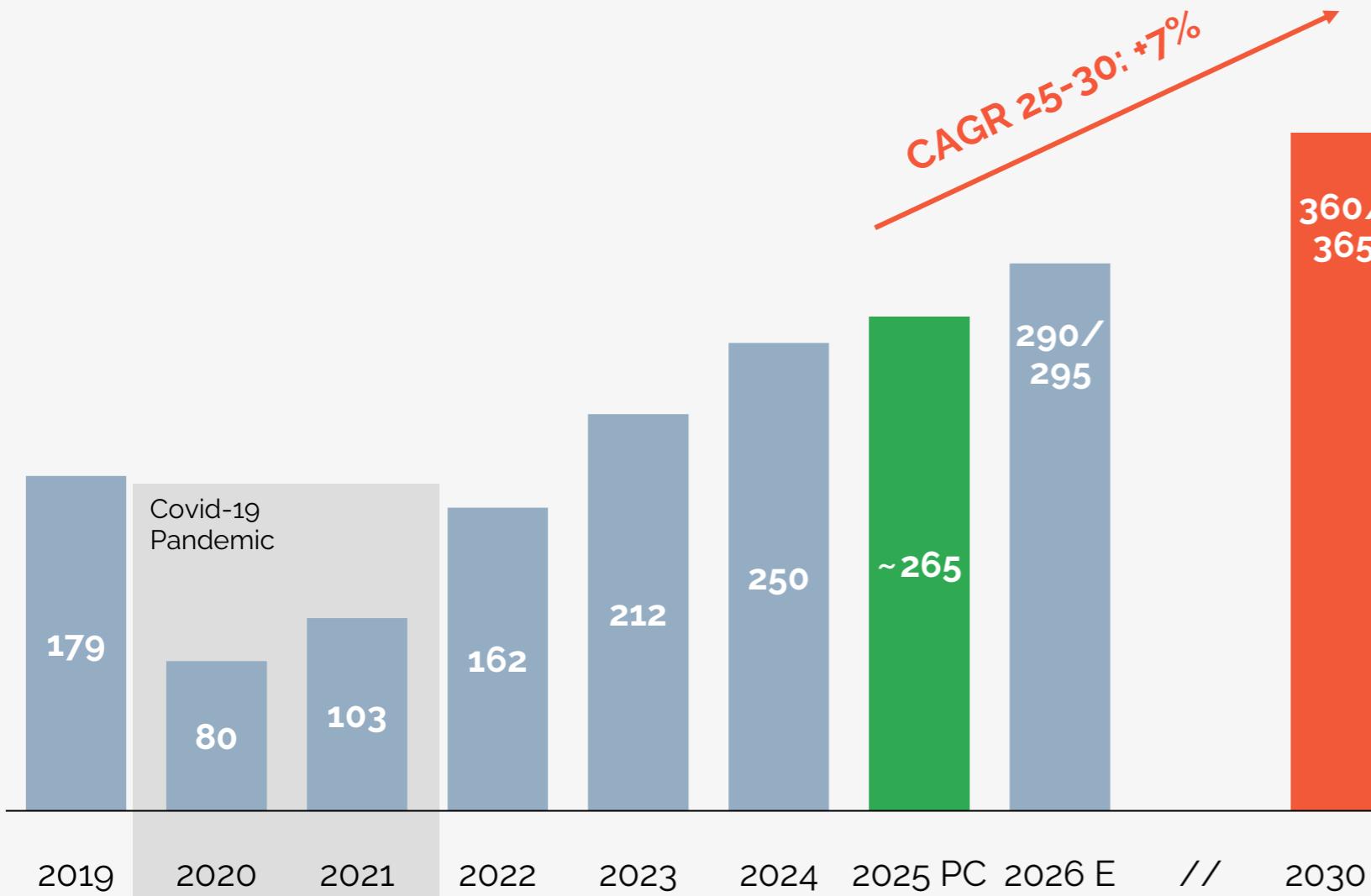


Key BP25-30 Growth drivers

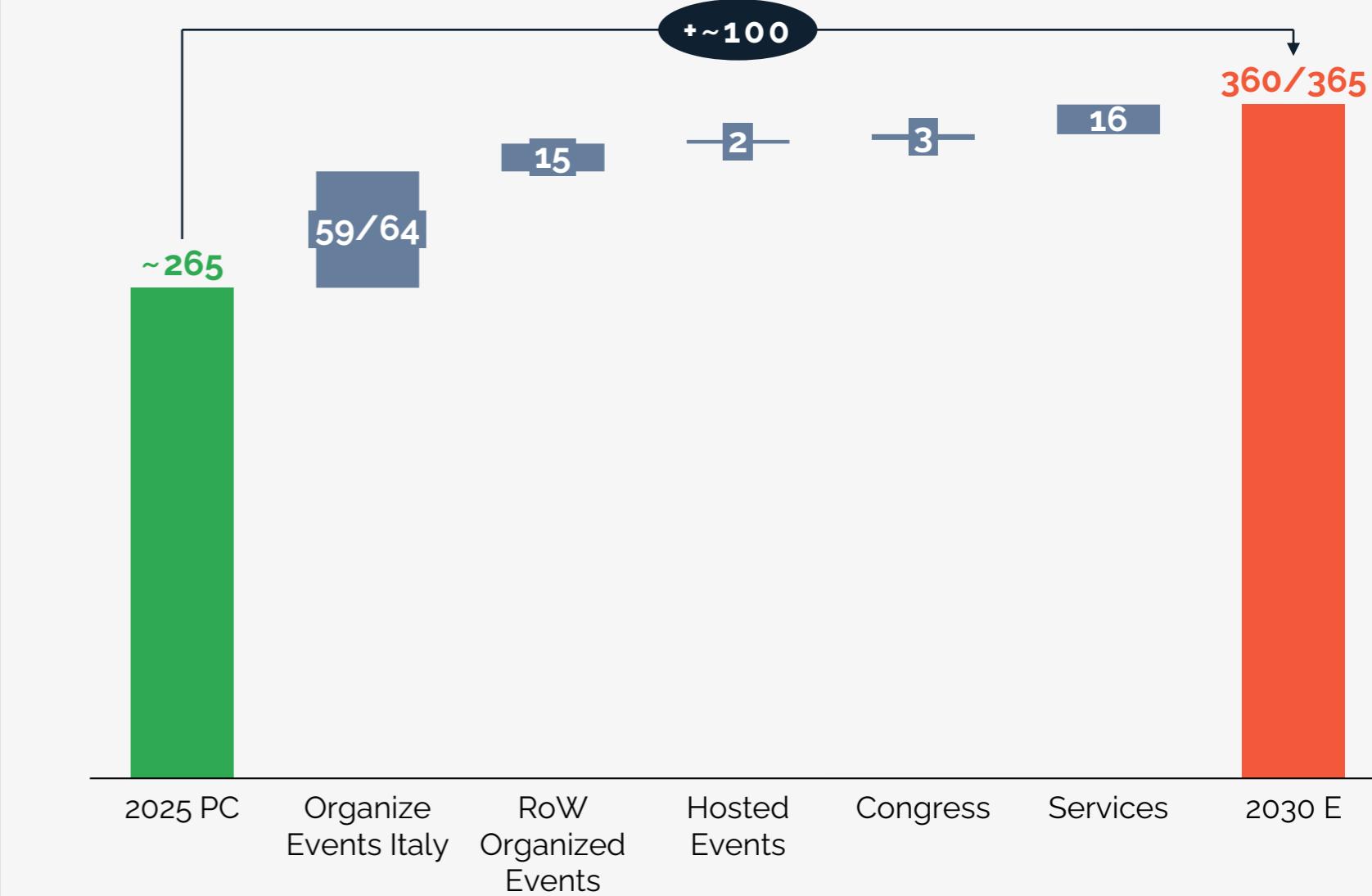
- 70% Revenue growth driven by Volume effect, 30% by Pricing
- No significant change in Sales' Mix
- Revenues' growth contribution by Line of Business substantially unchanged, with "Organized Event" division accretively reaching 67% on consolidated turnover
- Inflation assumptions: inflation rate +1% YoY
- Constant Perimeter
- New Product contribution to Revenues only for those events already launched
- Capacity expansion assumed available from Q3-26 in Vicenza, Q4-2029 in Rimini

Group Revenues

Revenues 2019 – 2030 (€M)

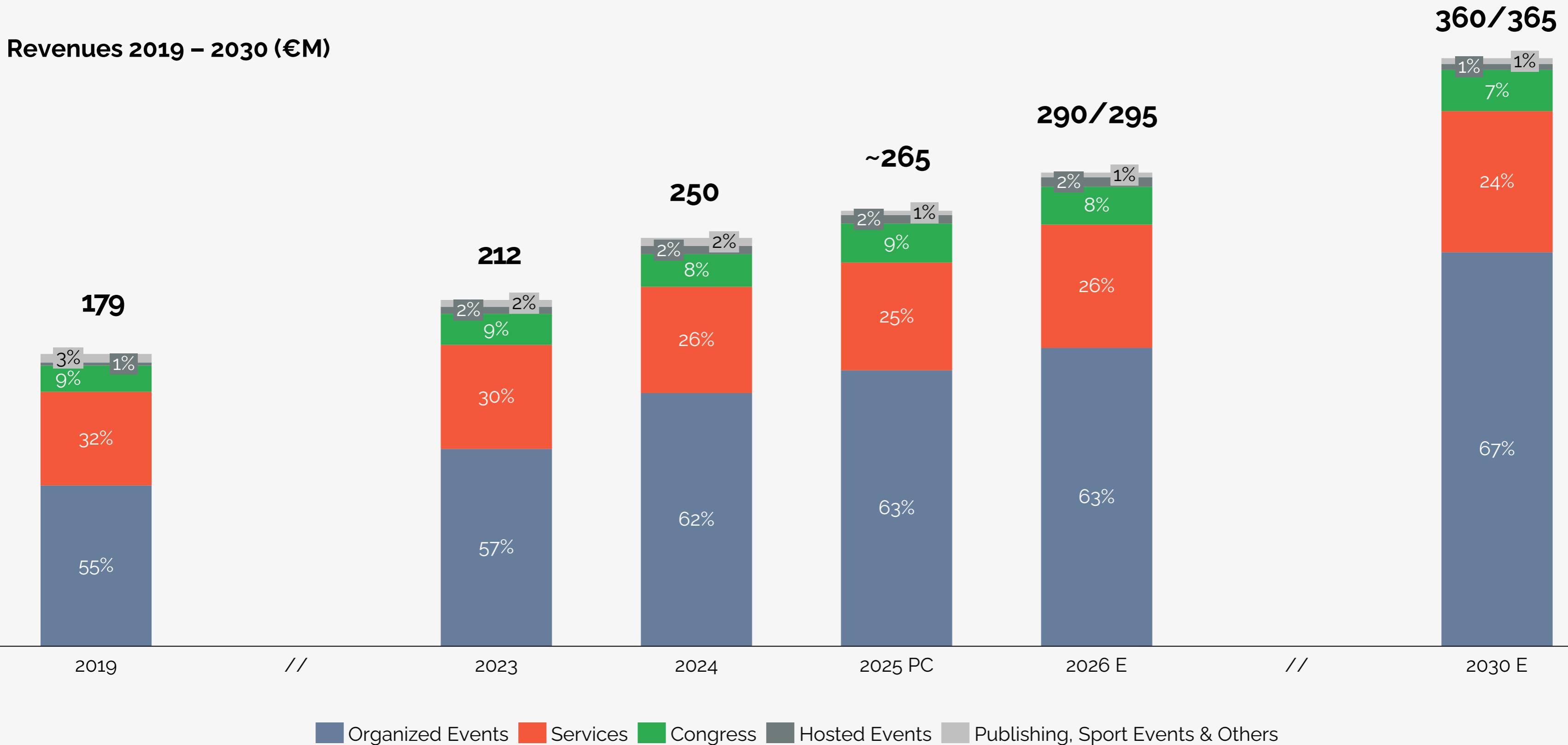


Revenues Bridge 2025 – 2030 (€M)



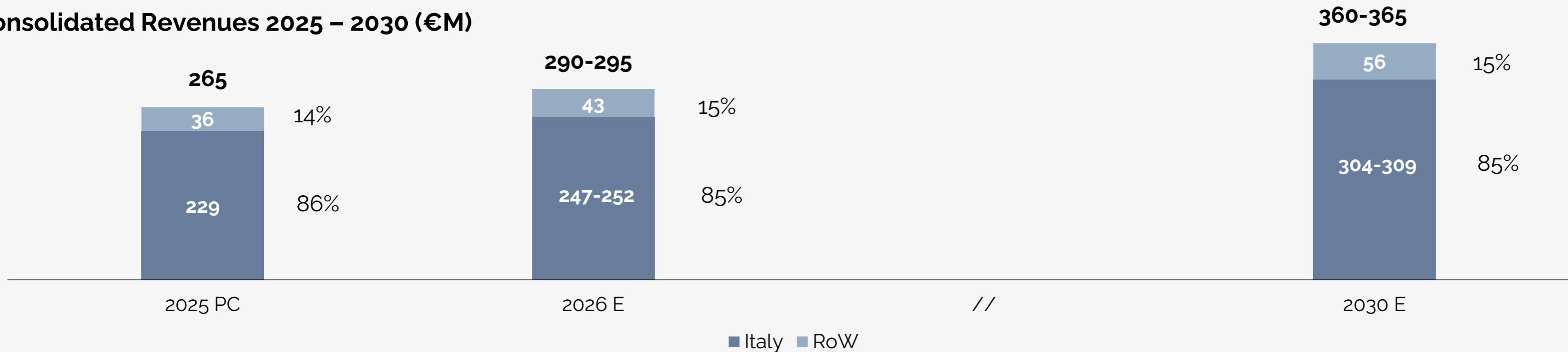
Group Revenues by Line of Business

Revenues 2019 – 2030 (€M)

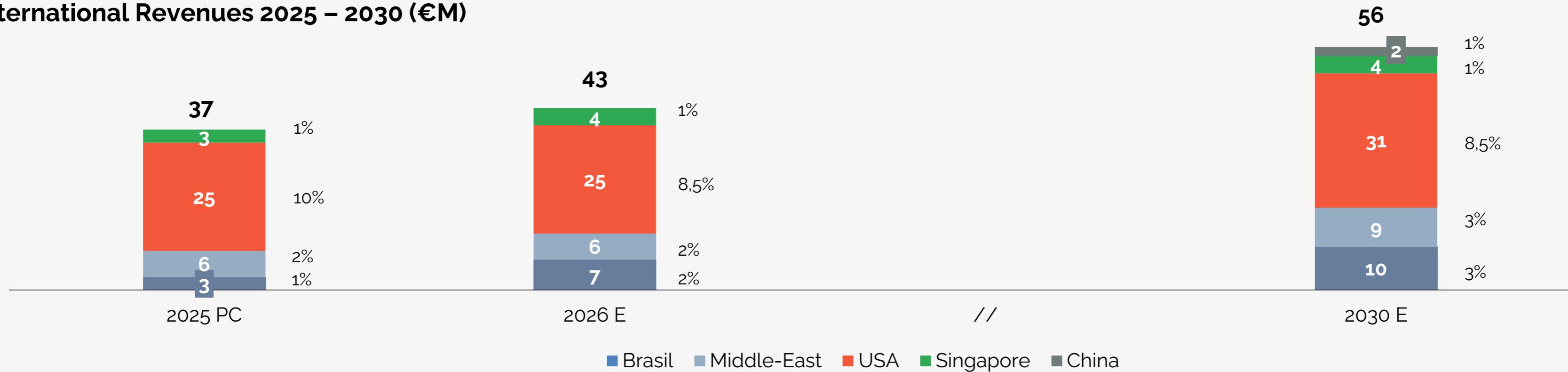


Revenues Breakdown by Area Geo

Consolidated Revenues 2025 – 2030 (€M)

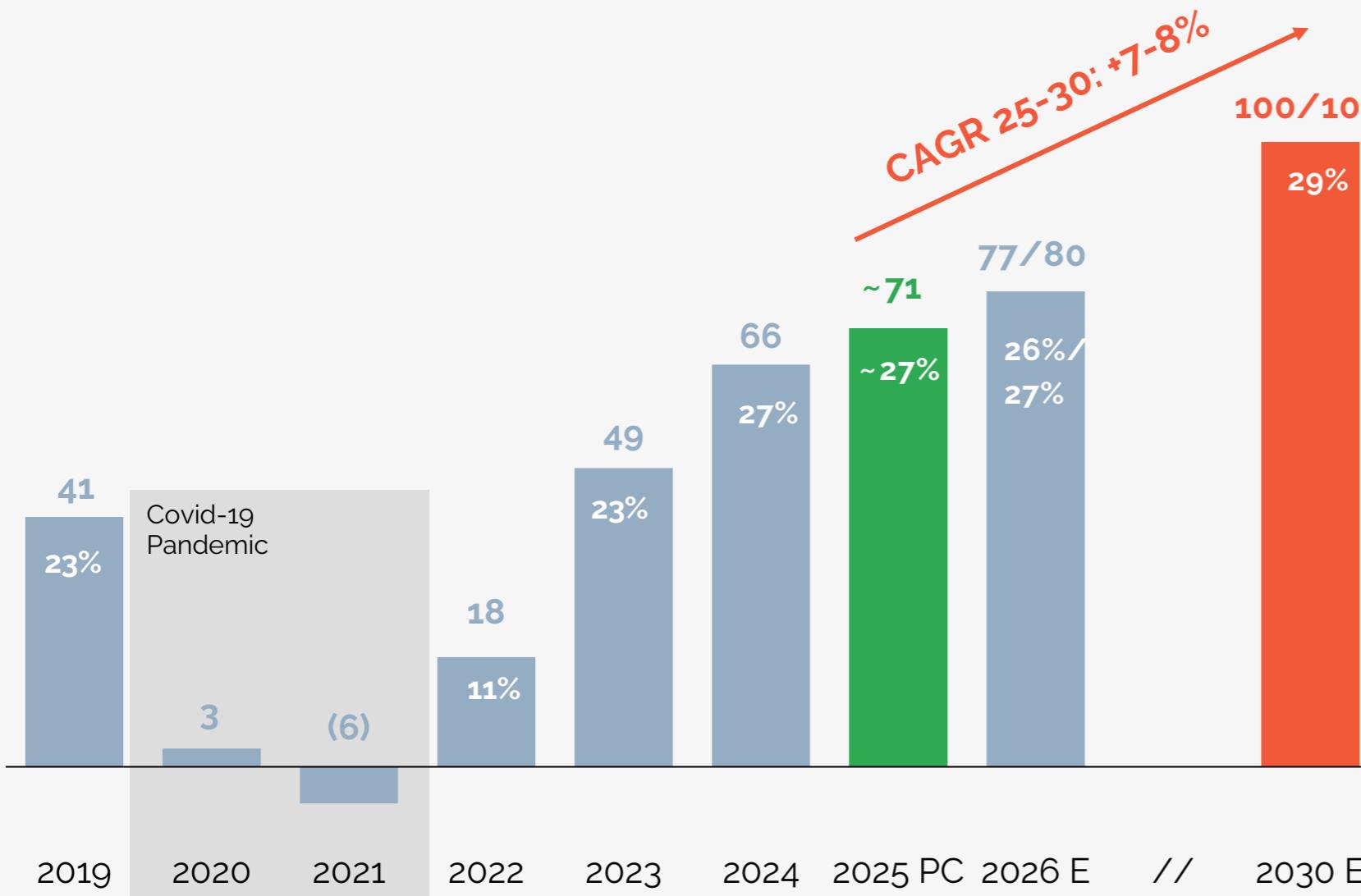


International Revenues 2025 – 2030 (€M)

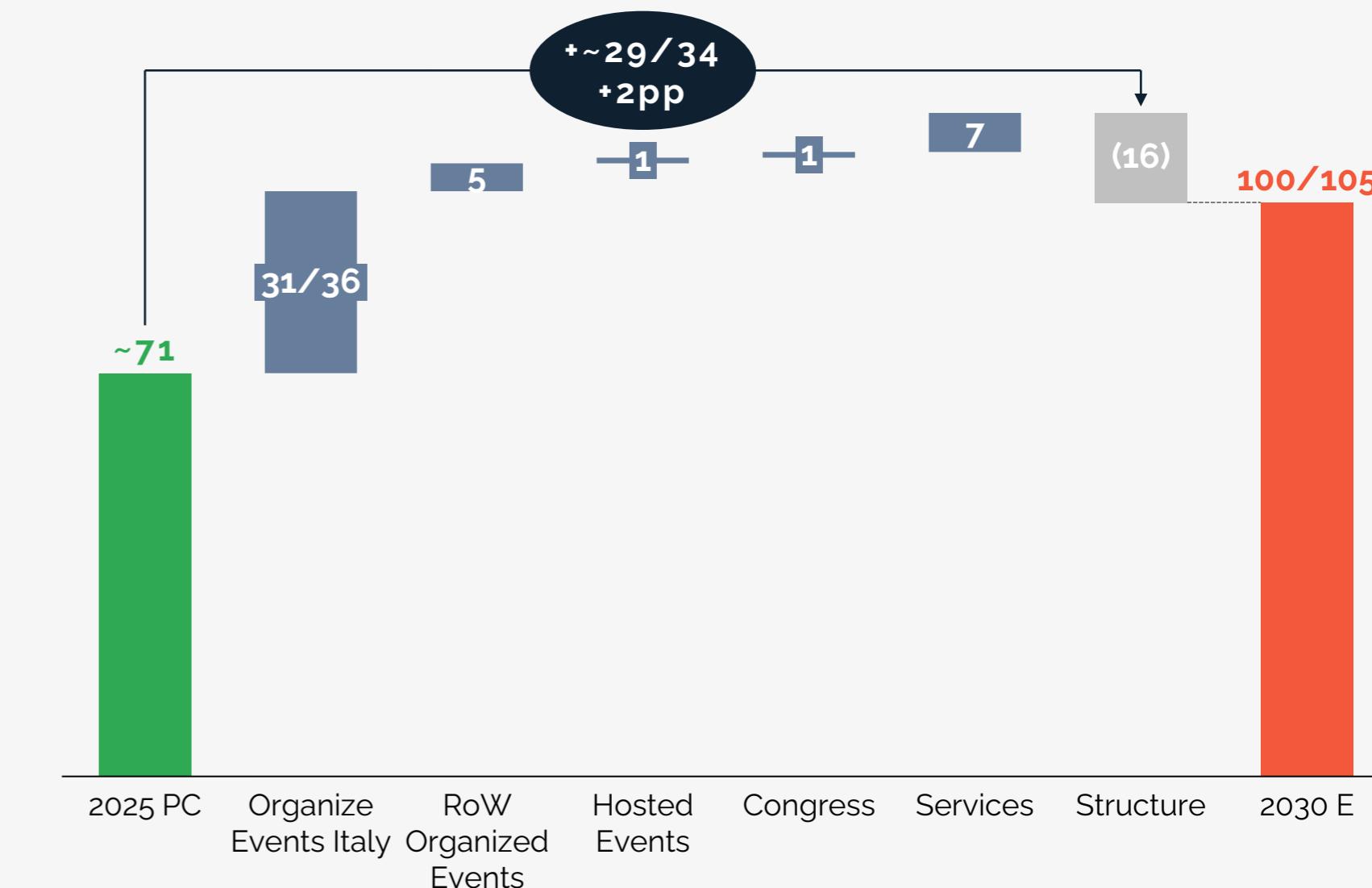


Group Adjusted EBITDA

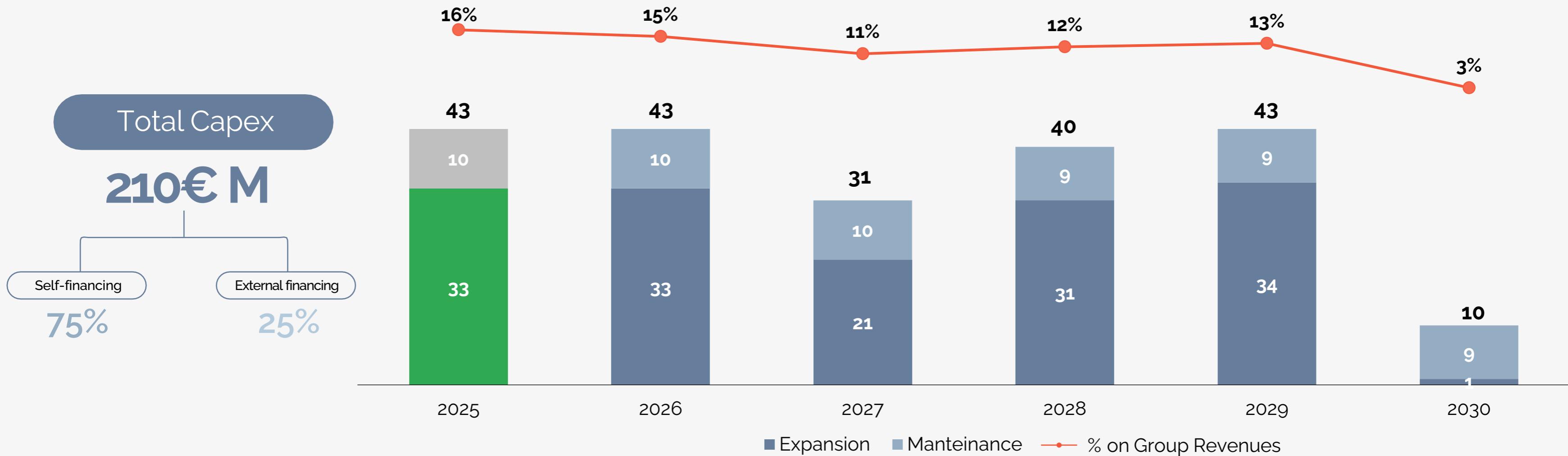
EBITDA ADJ. 2019 – 2030 (€M)



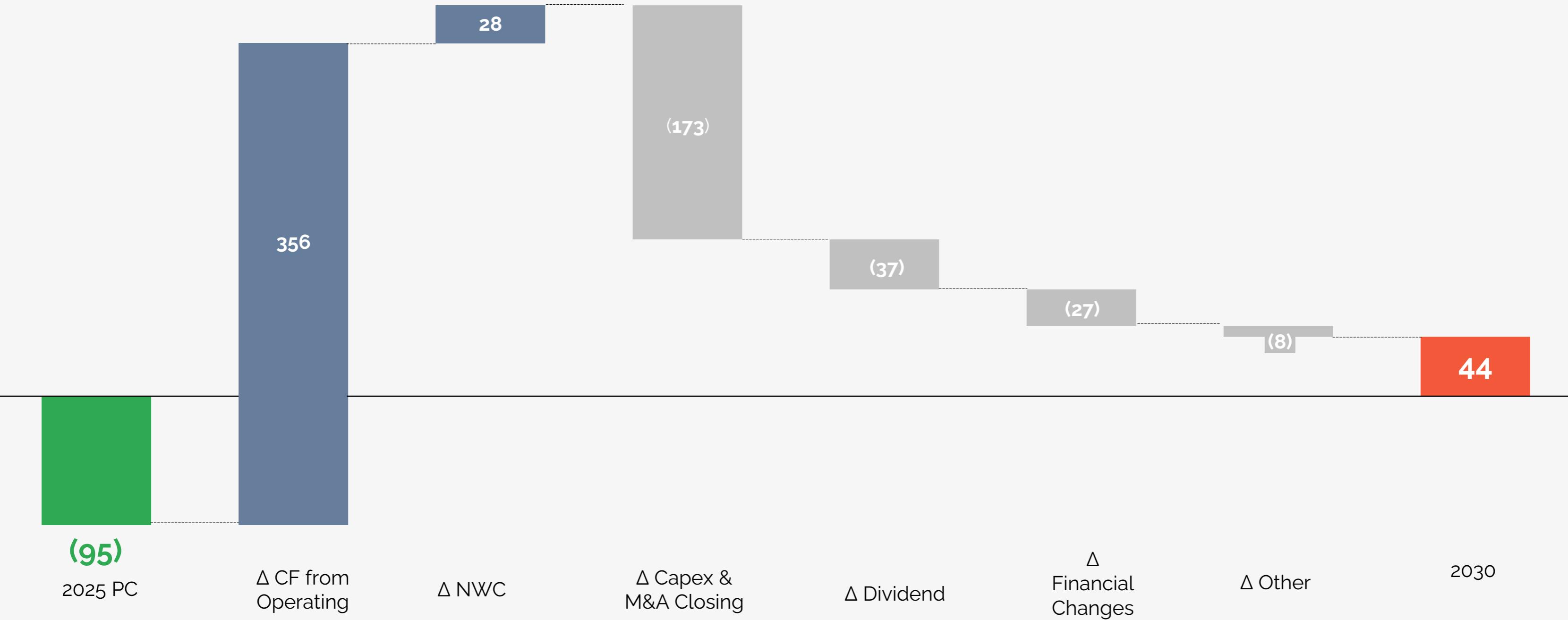
EBITDA ADJ. Bridge 2025 – 2030 (€M)



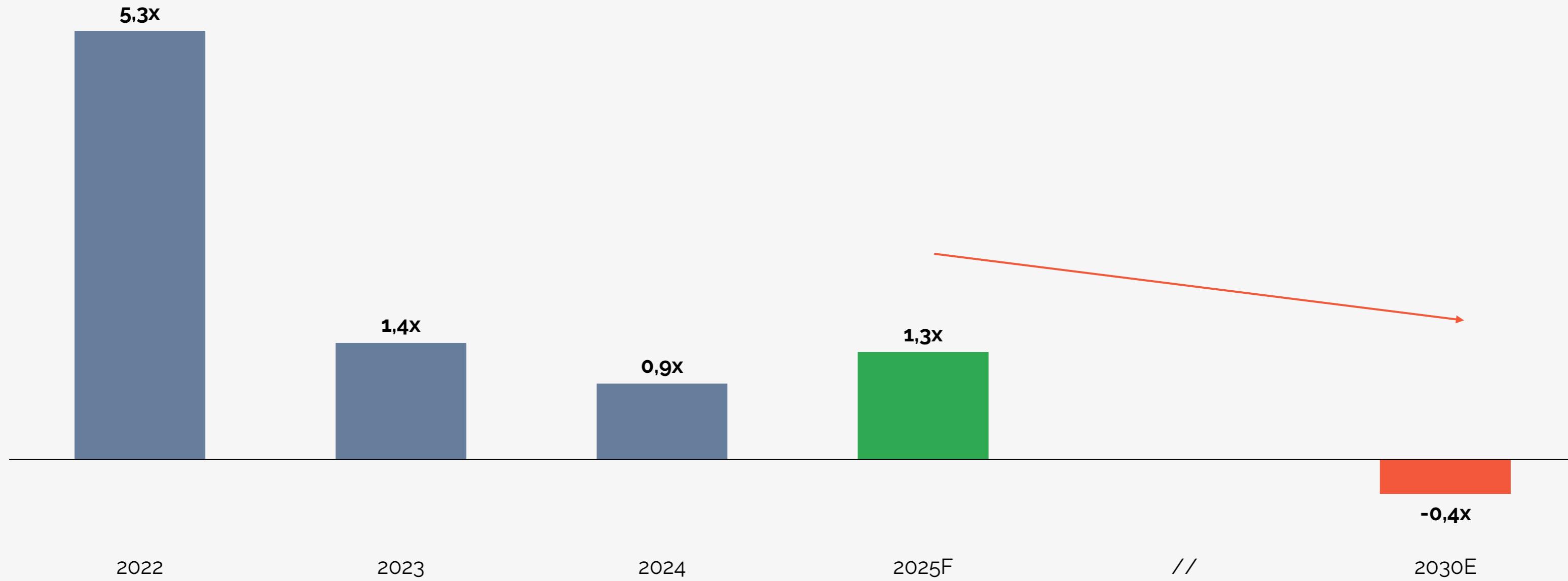
Capex Plan and financing



Group Net Financial Position



Financial Leverage



Closing Remarks

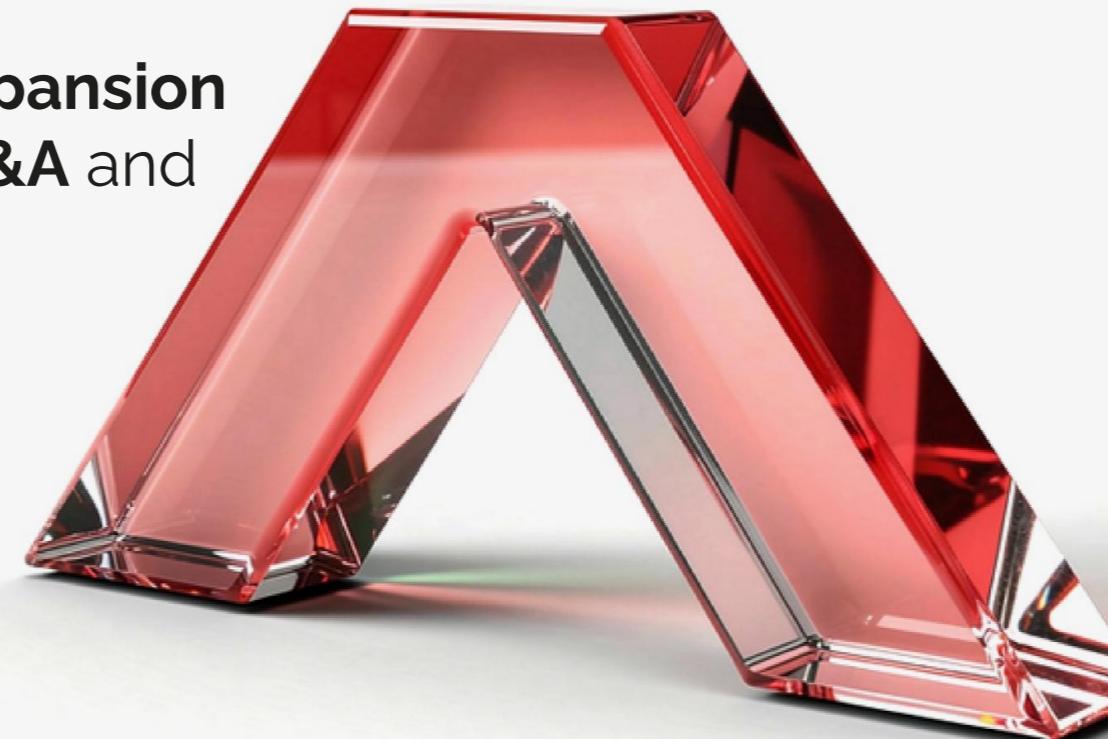
Ready to Scale

Focus on core businesses
to complete foundation
to Scale



Increase shareholder remuneration

International Expansion
with selective **M&A** and
a **Global Sales Network**



Invest in Portfolio Development and
capacity expansion
to boost **organic growth**

Next Events

Contact

March 19TH, 2026

Annual Financial report as at December 31st, 2025

April 29TH, 2026

Shareholders Meeting for the approval of Annual Financial Report
as of December 31st, 2025

May 14TH, 2026

Approval of Consolidated Interim Report as of March 31st, 2026

August 8TH, 2026

Approval of Half-Year Interim Report as of June 30th, 2026

November 12TH, 2026

Approval of Consolidated Interim Report as of September 30th, 2026

Email

investor.relations@iegexpo.it

Phone

+39 0541744452

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.

The information contained in this presentation does not purport to be comprehensive and has not been independently verified by any independent third party.

This presentation does not constitute a recommendation regarding the securities of the Company. This presentation does not contain an offer to sell or a solicitation of any offer to buy any securities issued by IEG S.p.A. or any of its subsidiaries.

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.