

STRATEGIC PLAN 2024-27

April 8th 2024



FIERA MILANO

THE MANAGEMENT TEAM WITH YOU TODAY



FRANCESCO CONCI
CEO & General Manager



MASSIMO DE TULLIO
CFO

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Francesco Conci | CEO & General Manager

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Massimo De Tullio | CFO

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Francesco Conci | CEO & General Manager

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Massimo De Tullio | CFO

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FIERA MILANO: WE ARE IN THE FUTURE

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.

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

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

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.**

**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.



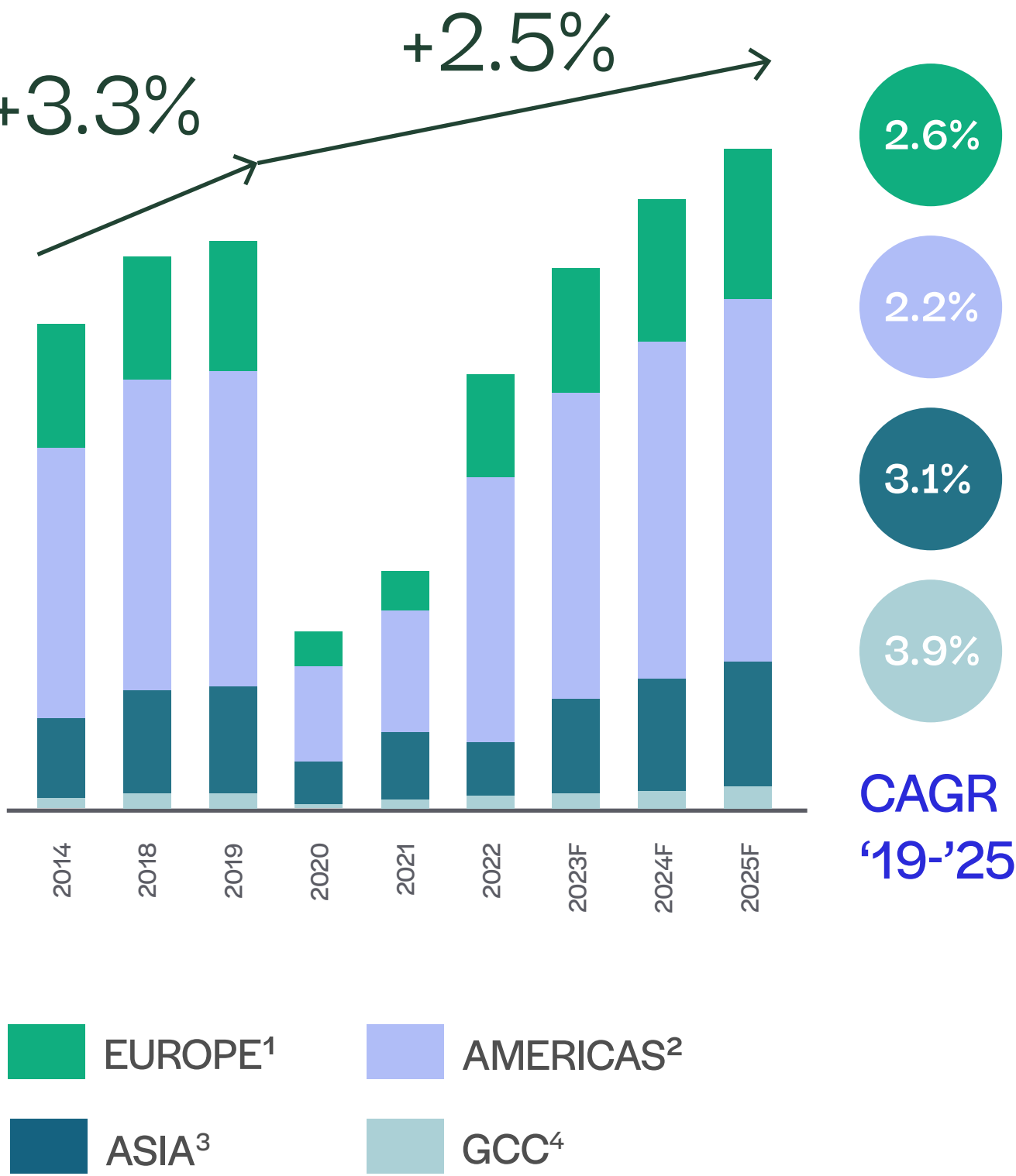
THE STRATEGIC PLAN 2024-2027

Francesco Conci | CEO & General Manager

THE CONTEXT

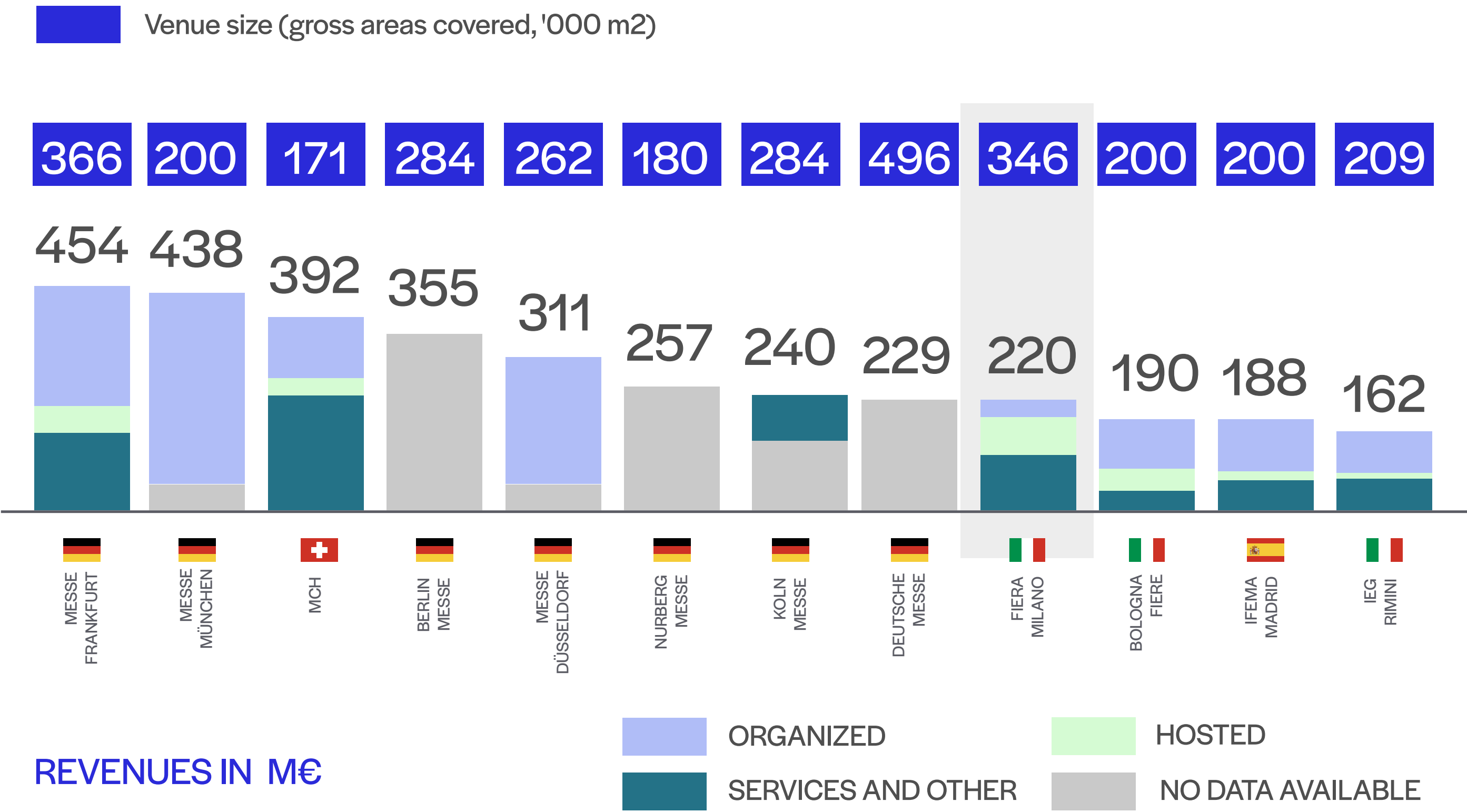
THE GLOBAL EXHIBITION MARKET

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

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

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

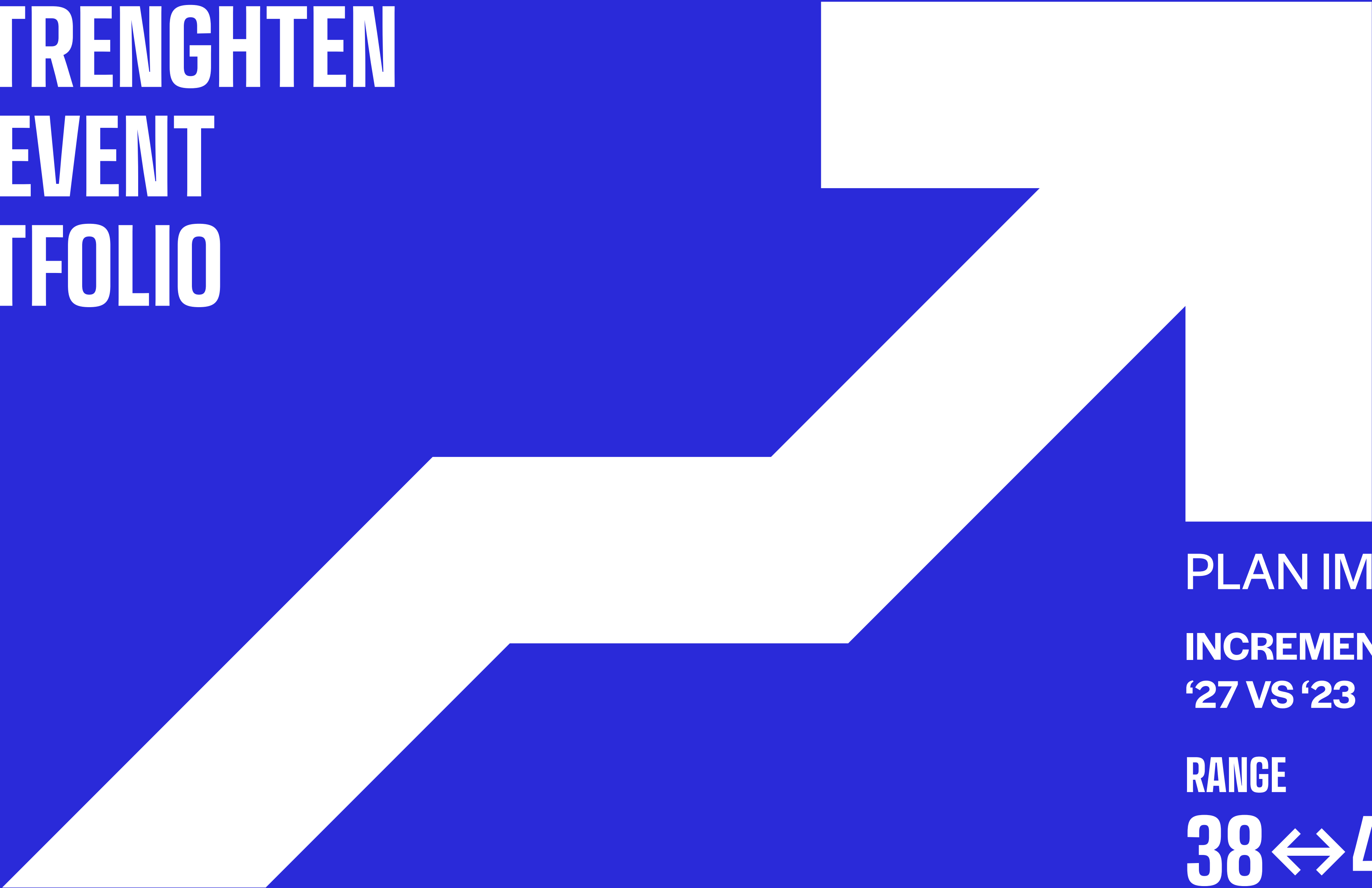
- **Increasing market penetration of customized** stands within the venue perimeter by 50% by 2027
- **Increasing digital services revenues by 60% by 2027**, accounting for about 3% of total group revenues in the same year

1.4

Develop the entertainment business

- At least **40 outdoor and indoor entertainment events** by 2027

1.1 STRENGTHEN THE EVENT PORTFOLIO






































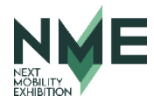














PLAN IMPACT
INCREMENTAL REVENUES
'27 VS '23

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 | |
|-------------------------------|--|---|---|---|-------|-----|
| FASHION |    | 3 |         | 9 | 12 | 21% |
| HOME / CONSTRUCTION |      | 5 |      | 5 | 10 | 18% |
| INDUSTRIAL SUPPLY |   | 2 |      | 8 | 10 | 18% |
| FOOD SUPPLY AND HOSPITALITY |    | 3 |  ¹⁾   | 3 | 6 | 11% |
| AUTOMOTIVE AND TRANSPORTATION |   | 2 |    | 3 | 5 | 9% |
| B2C |    | 3 |  ¹⁾  | 2 | 5 | 9% |
| VERTICALS |    | 3 |    | 6 | 9 | 16% |

Note: 1) Minority-owned exhibitions

1.1 STRENGTHENING THE PORTFOLIO OF EVENTS

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

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

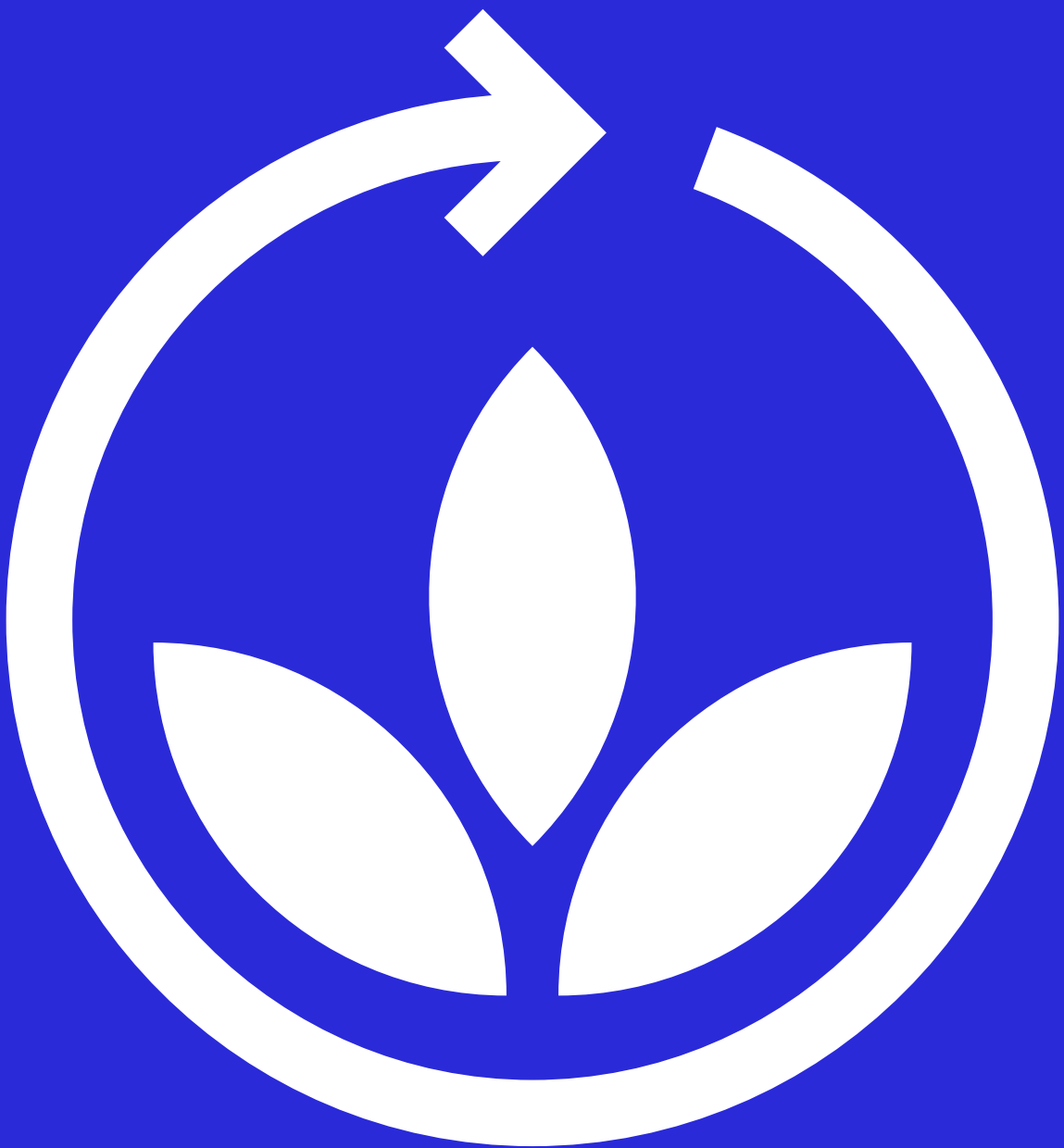
Strengthening the positioning of B2C and vertical events, also through strategic alliances with partners:

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

LAUNCHING NEW HIGH-POTENTIAL EVENTS

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



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

We focus on innovative and unexplored areas

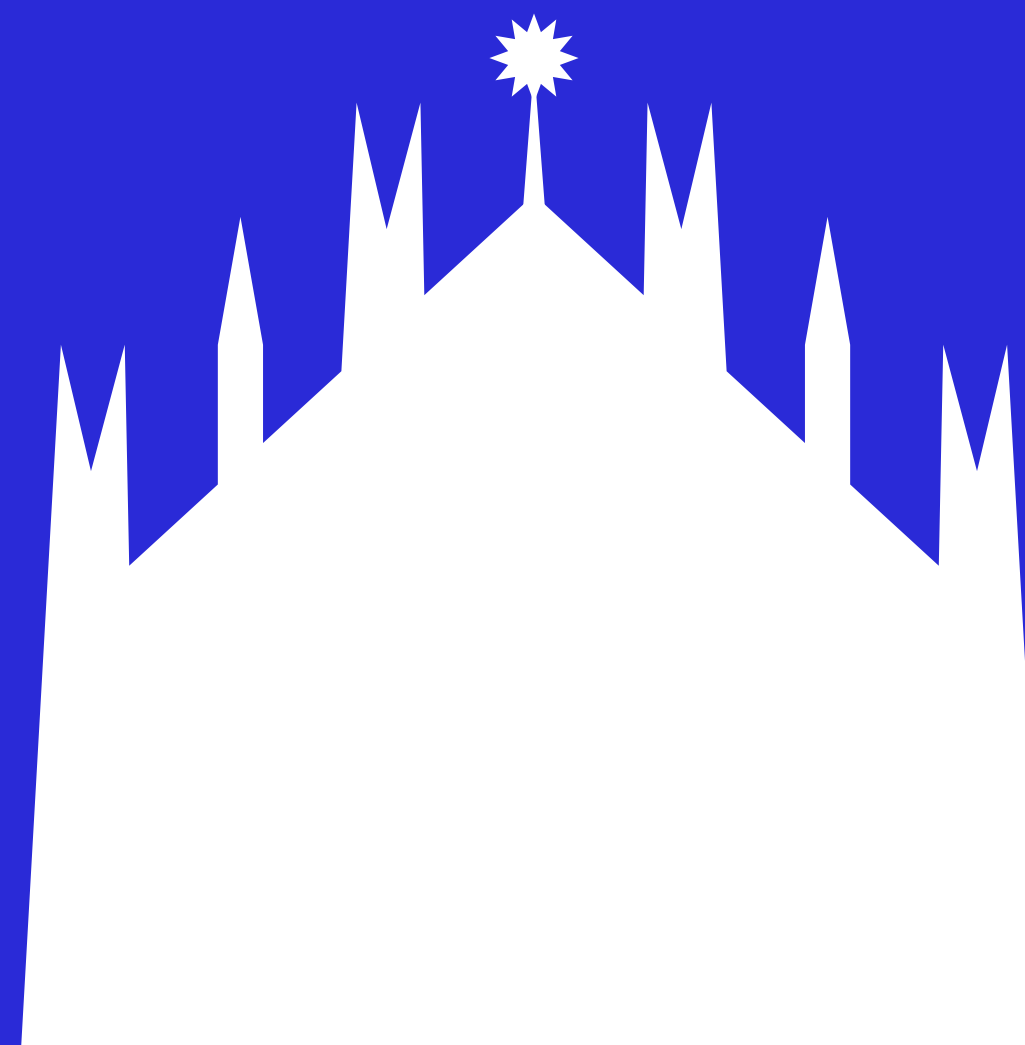
Exhibition in the field of technologies and solutions for the decarbonization of industrial processes

ATTRACTING TARGET EVENTS TO MILAN

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

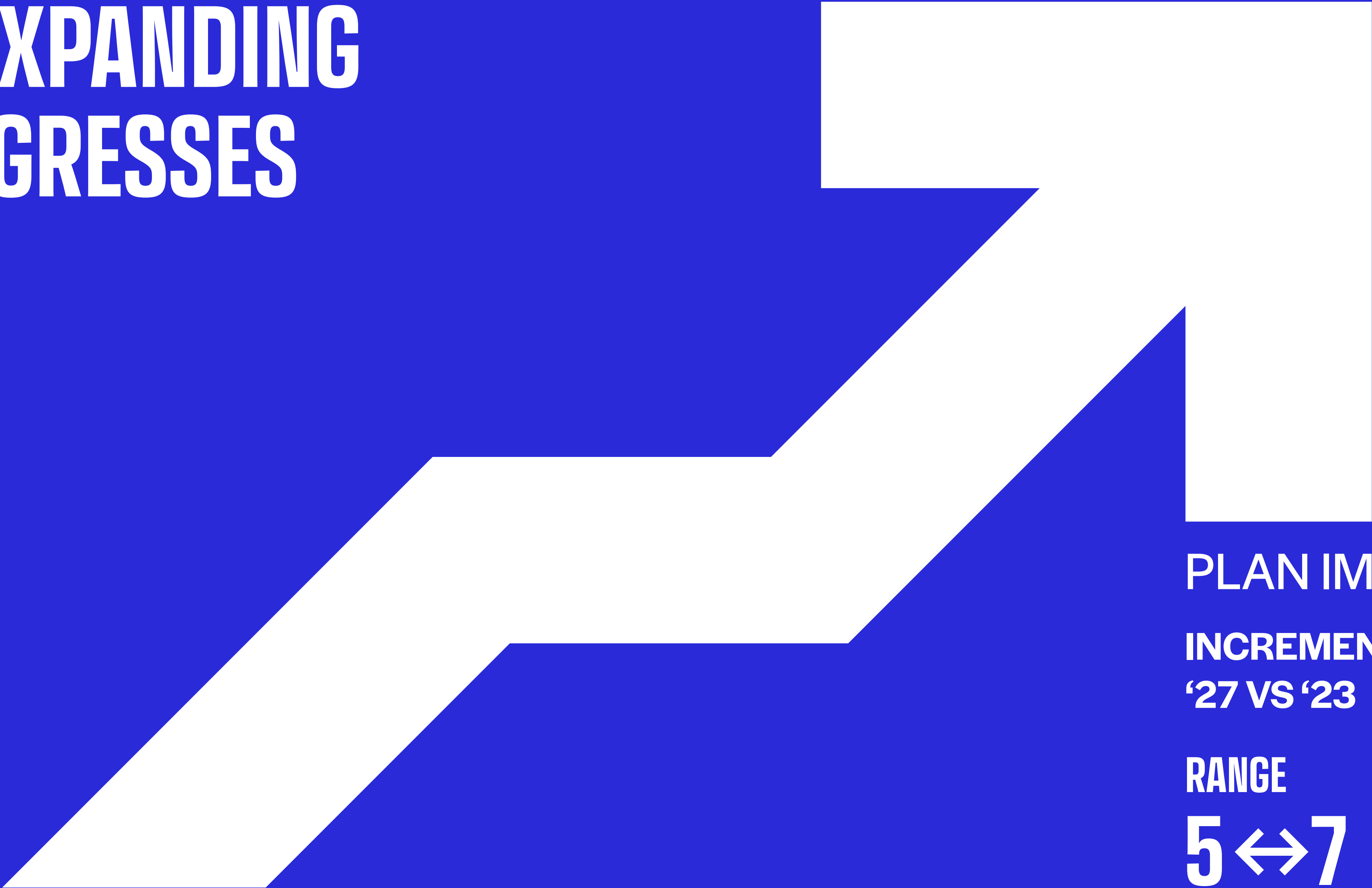
Considering target events from 15-20K m2 upwards, with a relevant share of international exhibitors and visitors



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

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

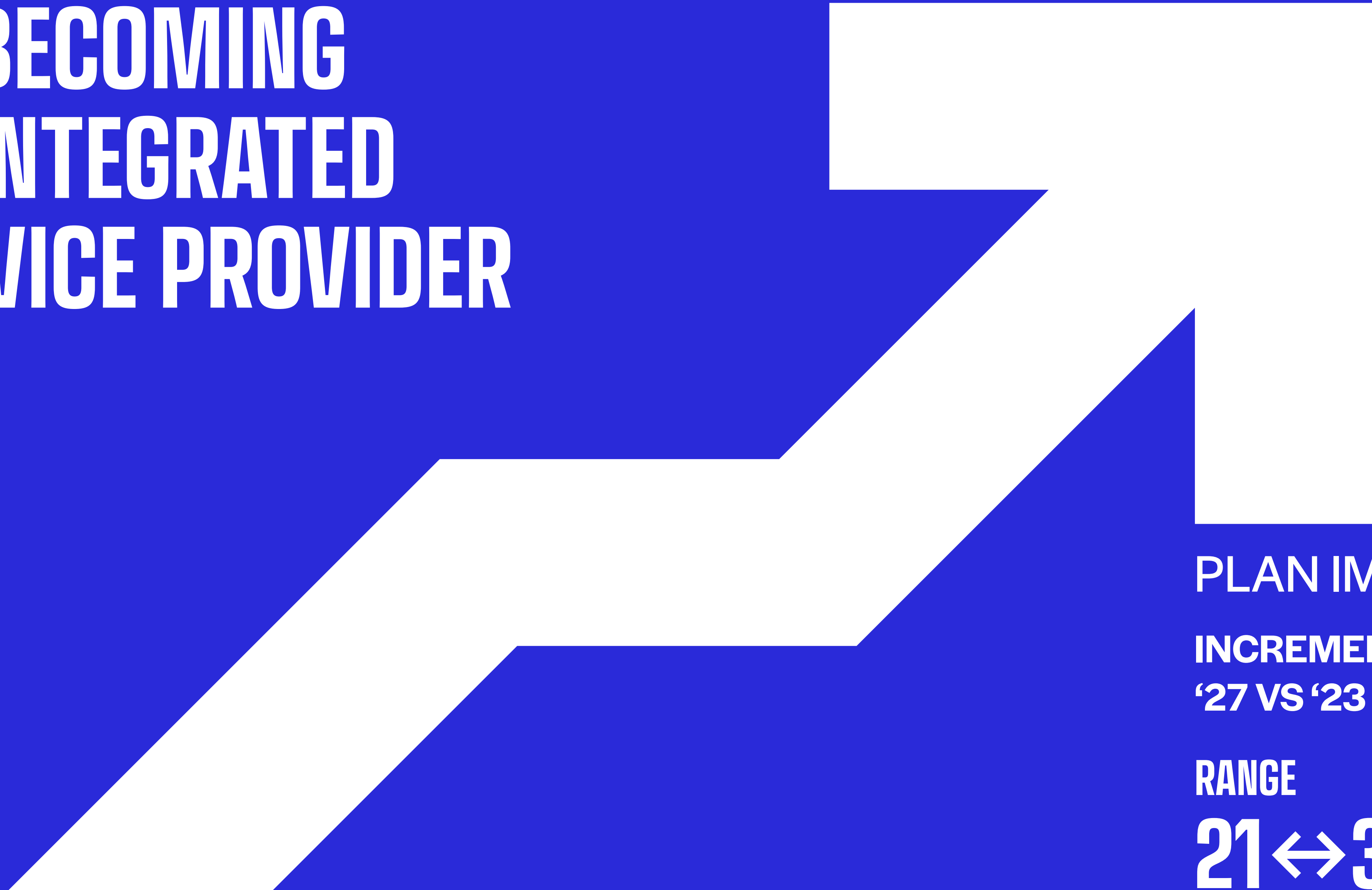
—
Optimizing the use of space at Allianz MiCo in Milan **through a targeted selection of events to maximise the revenues**

—
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

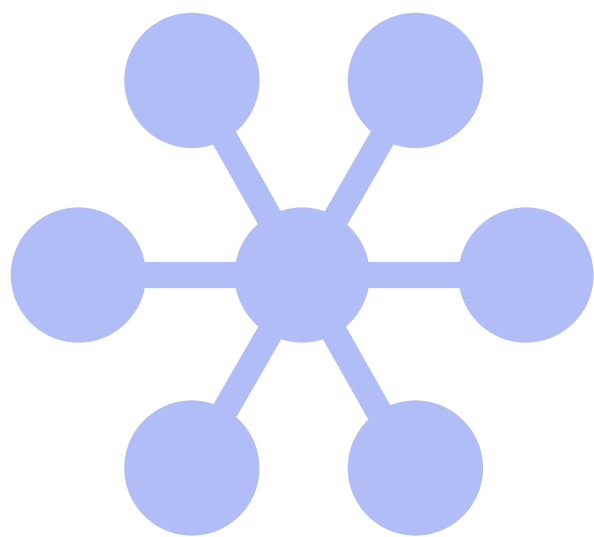
Strengthening commercial offering of **stand fittings and technological services in and outside the district, also through growth by external lines. Aiming for a distinctive position in higher value segments of the market as well.**

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

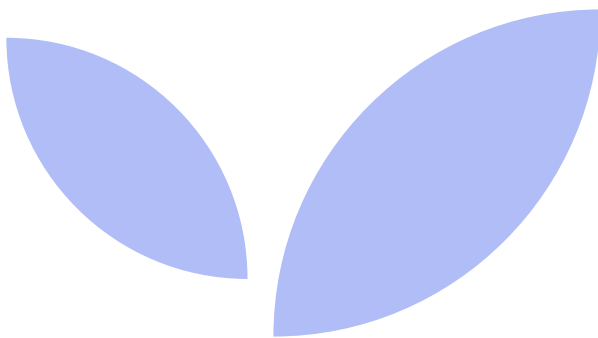
| PHASE | EVENT ORGANIZATION | SETTING UP EXHIBITION SPACES | CATERING / BANQUETING | DIGITAL AND MEDIA SERVICES | TRANSPORTATION AND ACCOMMODATION OF PEOPLE | FREIGHT LOGISTICS |
|-----------------------------|--|--|---|--|--|--|
| | EXHIBIT SPACE RENTAL | | | | | |
| SERVICE DESCRIPTION | <div>Organization of events</div> <div>Rental of exhibition space in which the event is held and booths are set up</div> | <div>Pipe structure installation and hangings</div> <div>Stand design and construction, common areas</div> <div>Provision of technology infrastructure</div> | <div>Catering services through fixed and temporary food outlets operated by third parties</div> <div>On-demand catering/ banqueting services on booths or in dedicated areas, managed by third parties</div> <div>Other services (e.g. Hostesses, Translators, etc.).</div> | <div>Digital platforms (web, app, totems)</div> <div>Traditional billboards</div> <div>Digital billboards (digital signage)</div> <div>Brand promotion on digital catalogs</div> | <div>Purchasing tickets (air and rail tickets) and accommodation for staff attending events</div> | <div>Transportation, assembly, disassembly and possible reverse logistics for exhibits</div> |
| COMPANY GROUP | <div> FIERA MILANO</div> | <div> NOLOSTAND</div> | <div> FIERA MILANO</div> | <div> FIERA MILANO</div> | <div> MiCodmc <small>TAILOR MADE INCOMING SOLUTIONS</small></div> | |
| MODEL | | | | | | |
| Direct management | | | | | | |
| Indirect management /broker | | | | | | |

DIGITAL DEVELOPMENT



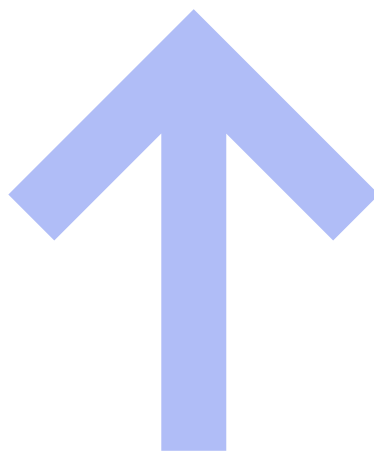
INCREASING ENGAGEMENT

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.)

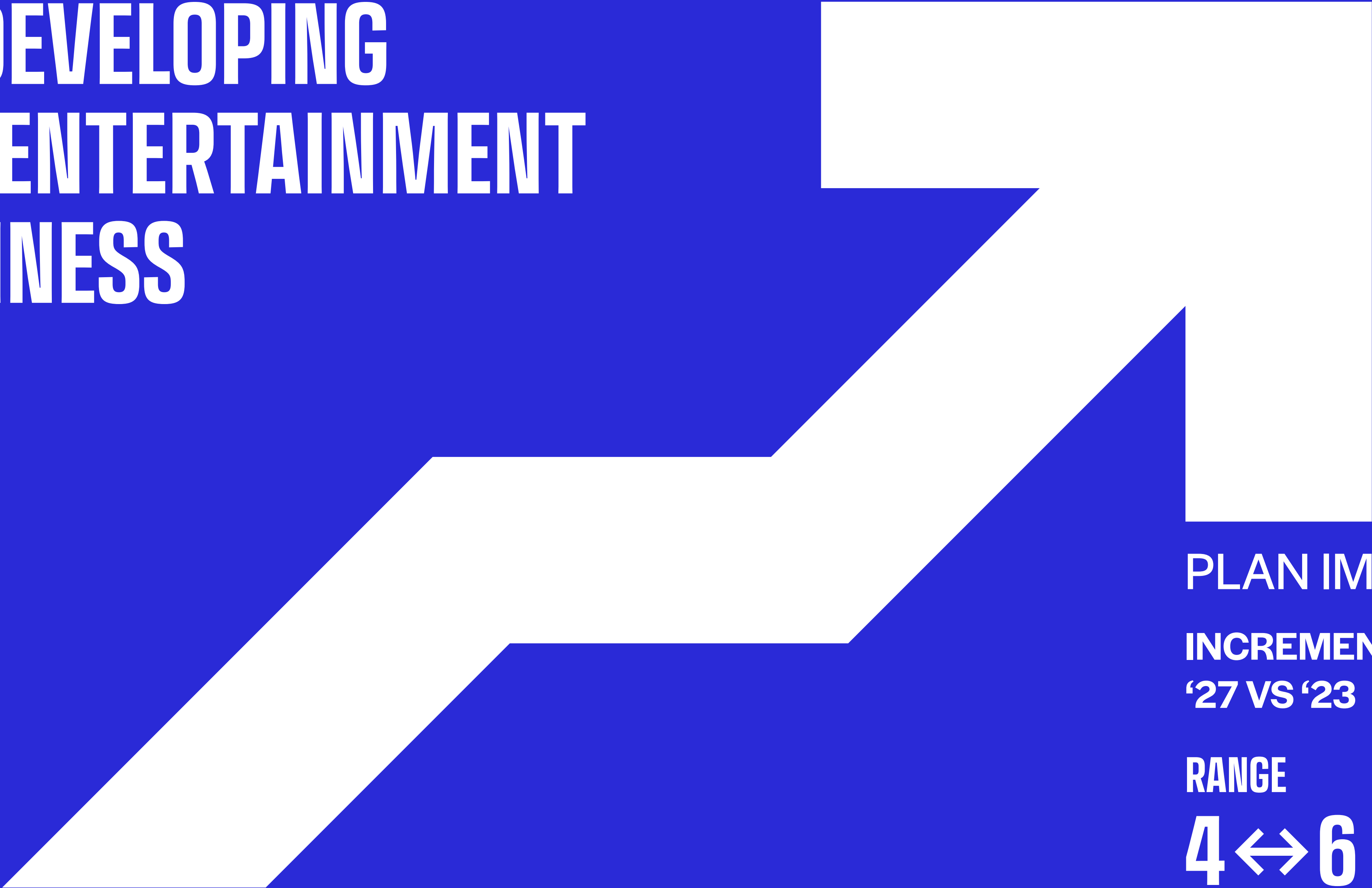
DIGITAL SERVICES

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

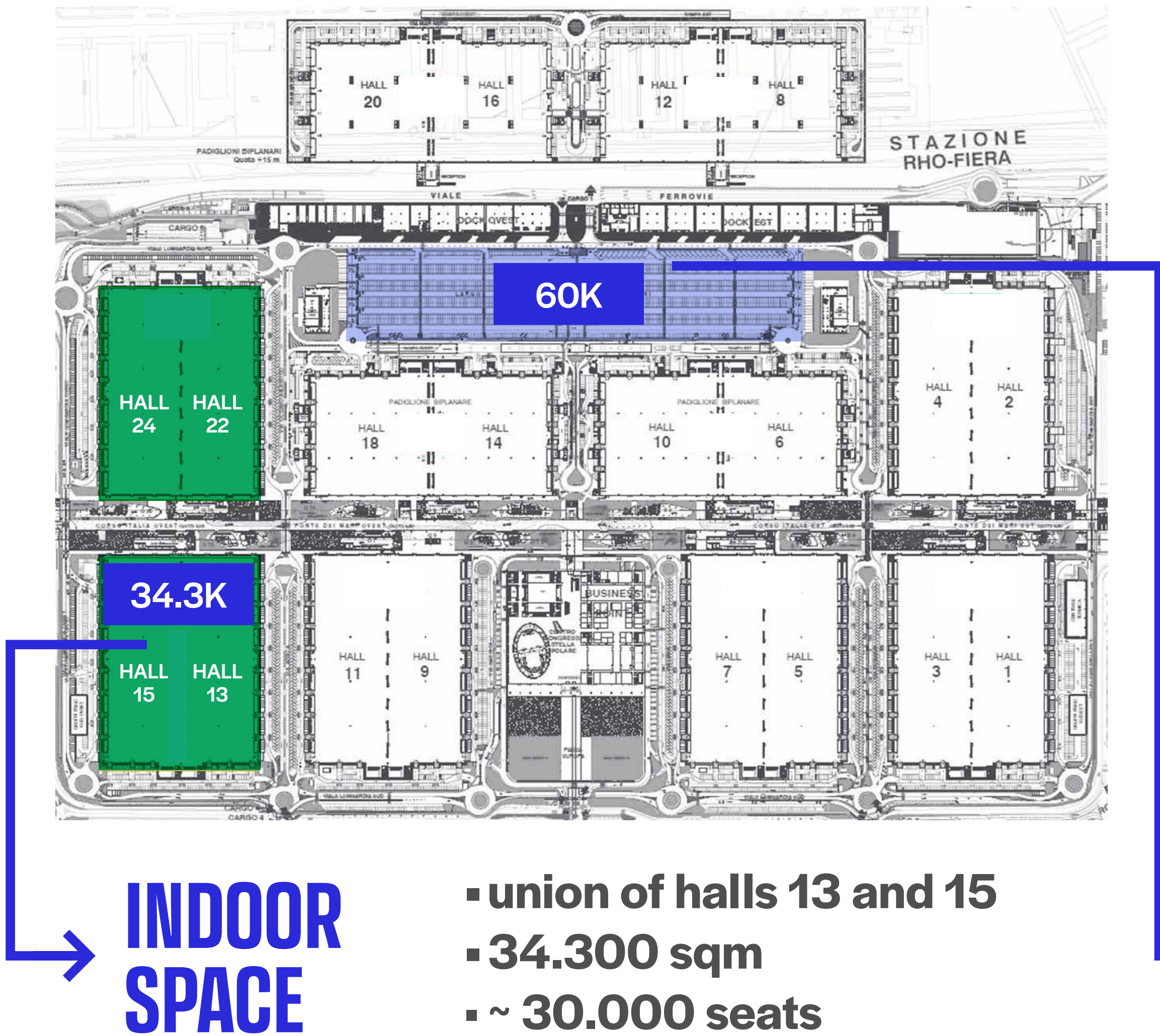
—
Differentiating the use of the Rho venue for indoor and outdoor entertainment events (cultural, sports, music) through strategic partnerships with industry-leading operators

—
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.**

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

1ST DIMENSION

Strengthening the portfolio of events

2ND DIMENSION

Expanding congresses

3RD DIMENSION

Becoming an integrated service provider

4TH 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.

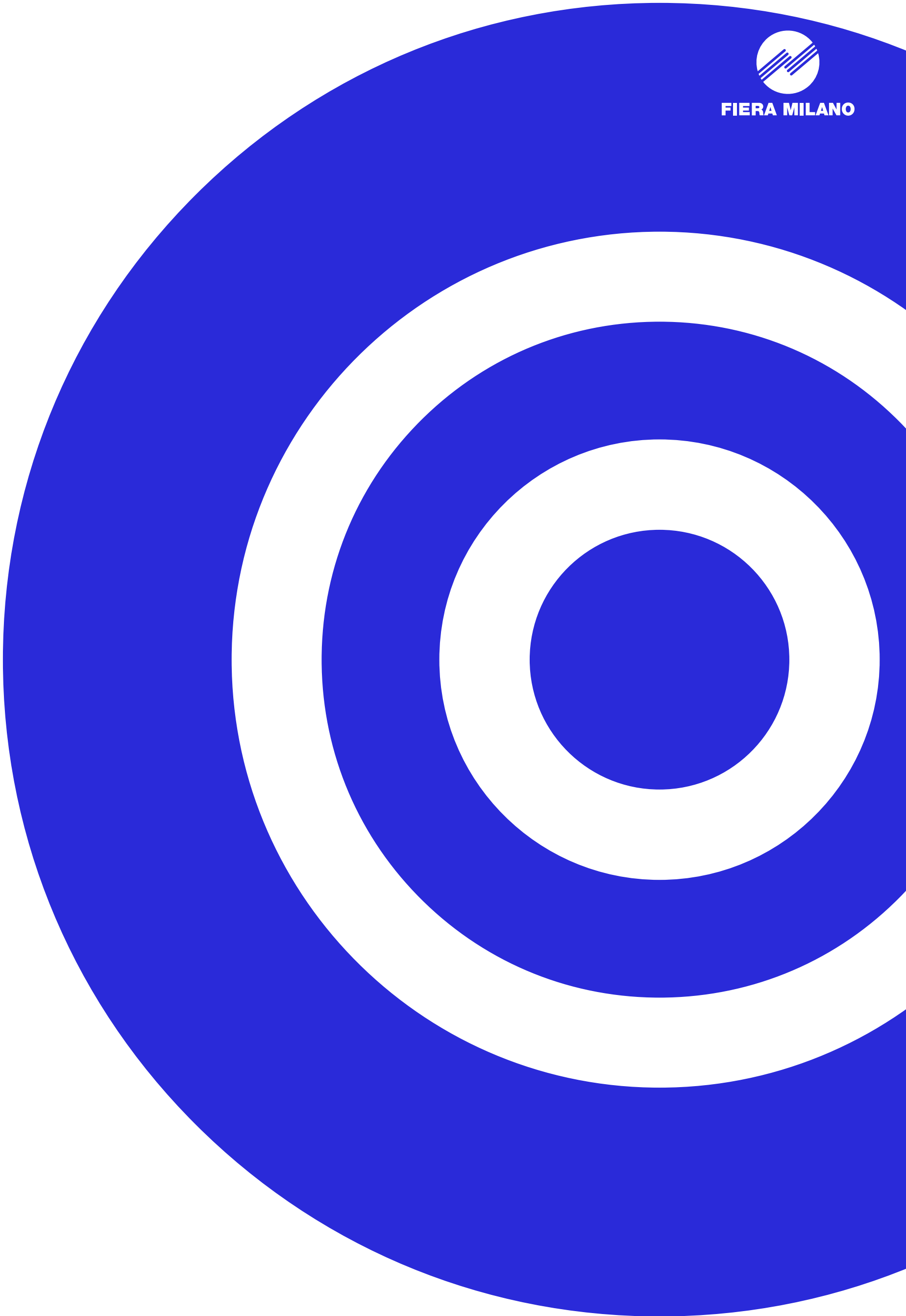


GOALS

- 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

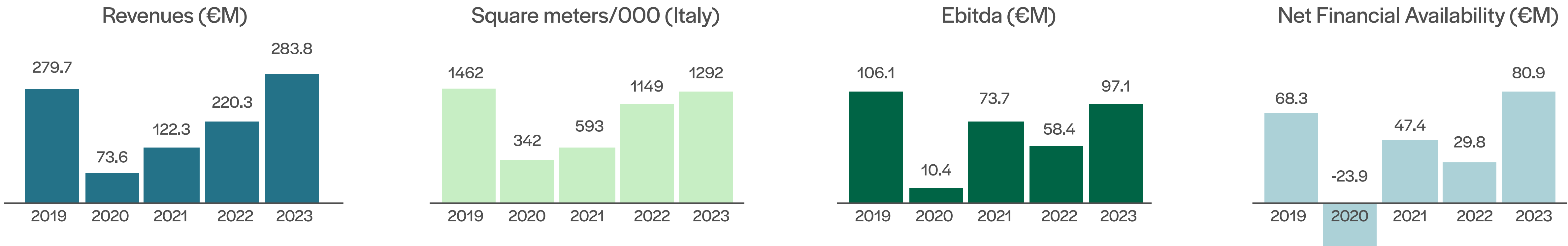
- Ensuring an **integrated, cross-media and continuous communication system** through the production of valuable content throughout the year
- Activating **special projects** by leveraging knowledge hubs
- Investing in specific activities and initiatives to increase **advocacy** capacity, while also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



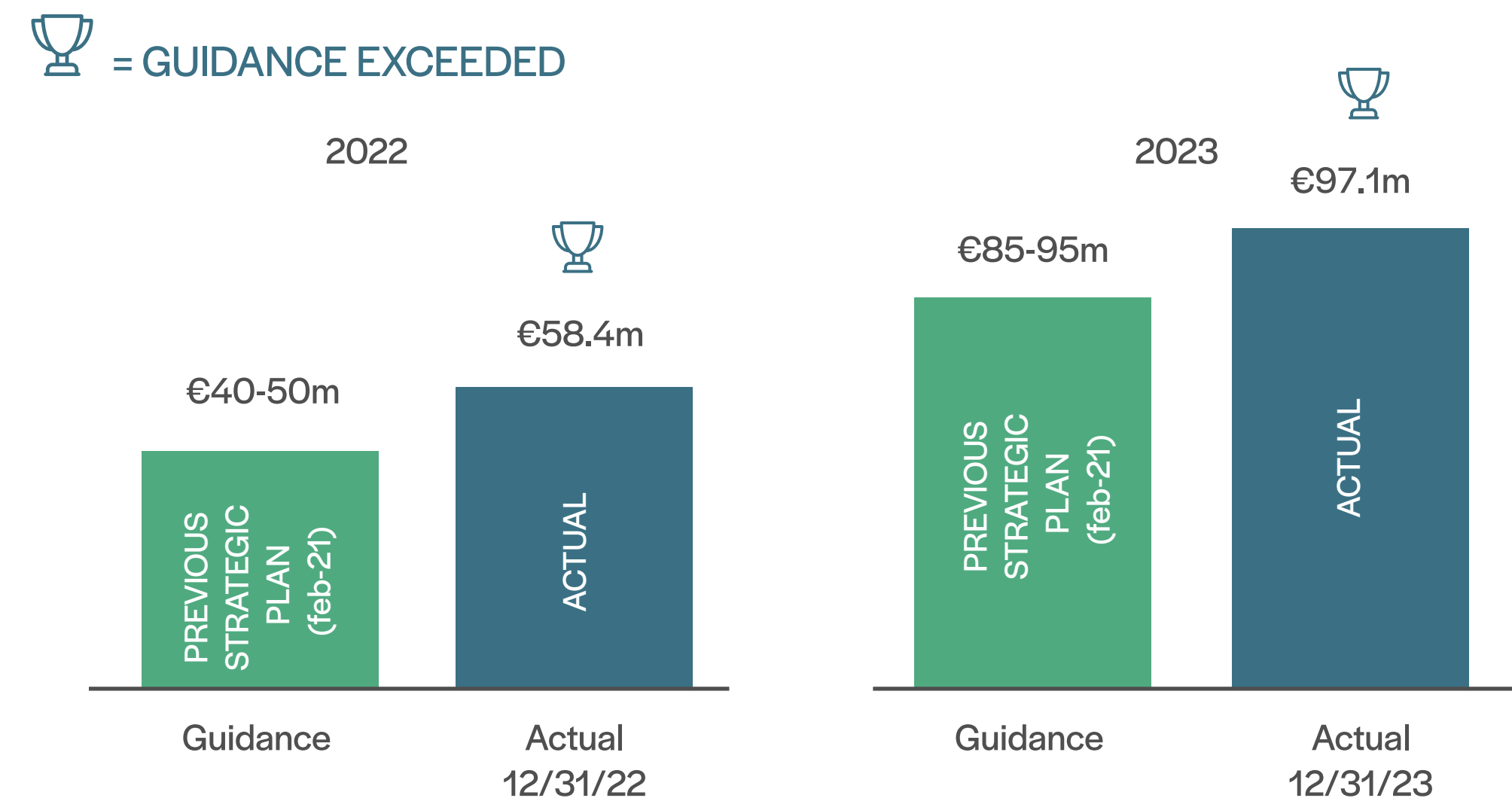
OUR STRATEGY IN NUMBERS: ECONOMIC-FINANCIAL TARGETS

Massimo De Tullio | CFO

FIERA MILANO'S 2023



ACTUAL EBITDA VS. GUIDANCE

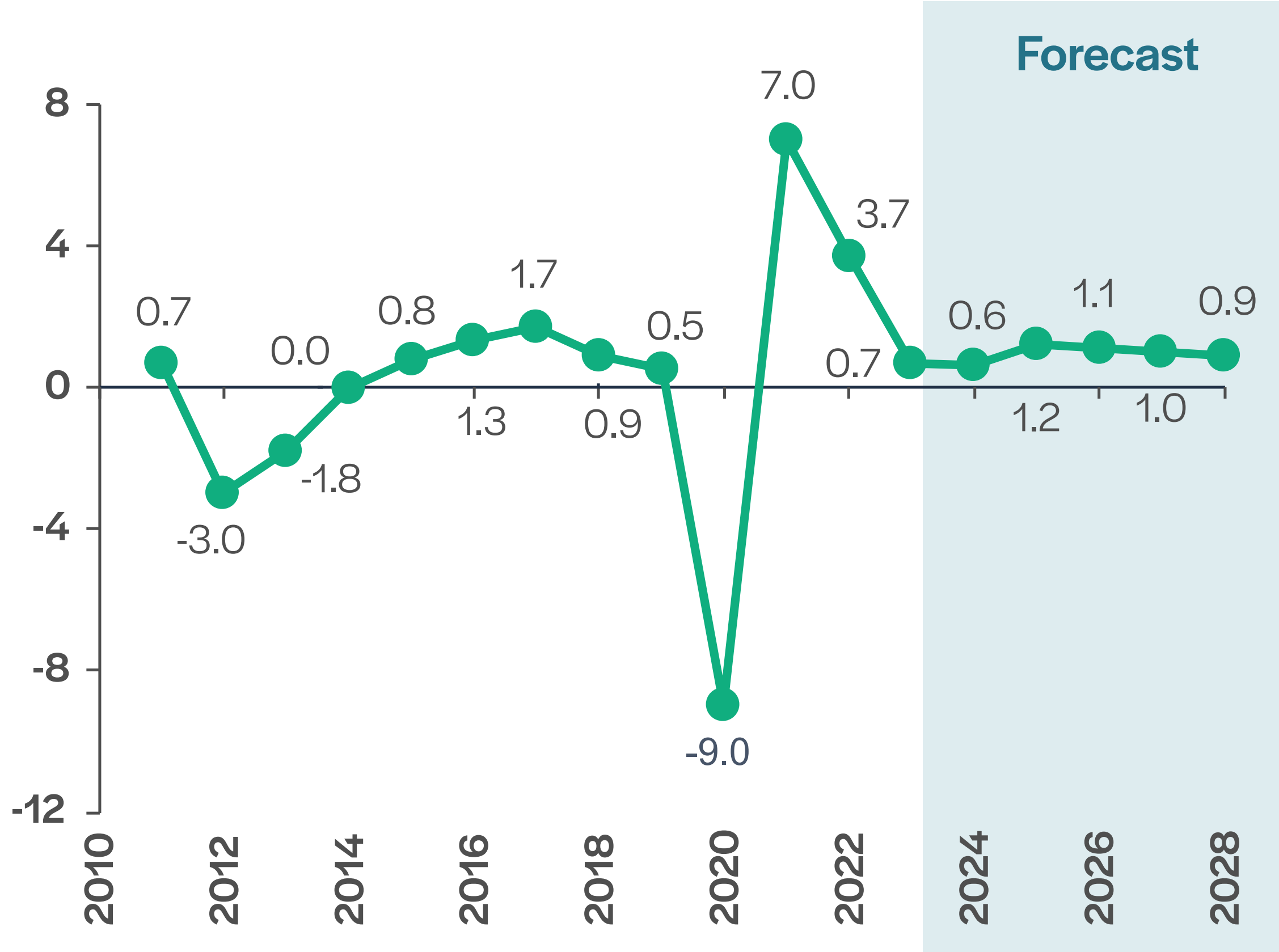


Despite of:
+ c. € 5mln energy costs
+ c. € 3 mln one-off reorganization costs
not foreseen for in previous
guidance of € 85-95 mln

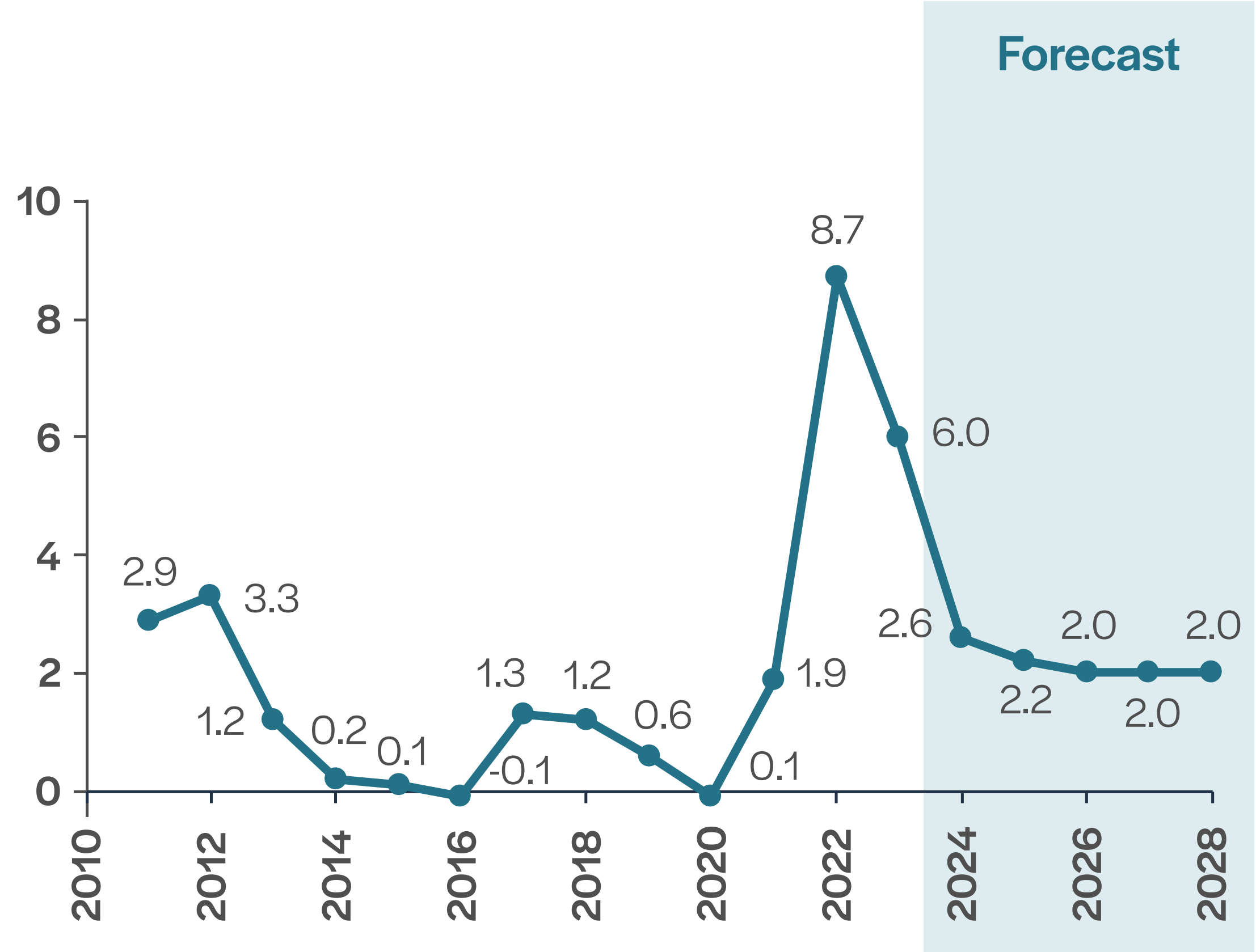
By overcoming guidance,
Fiera Milano has
demonstrated solid
execution capacity

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, %)



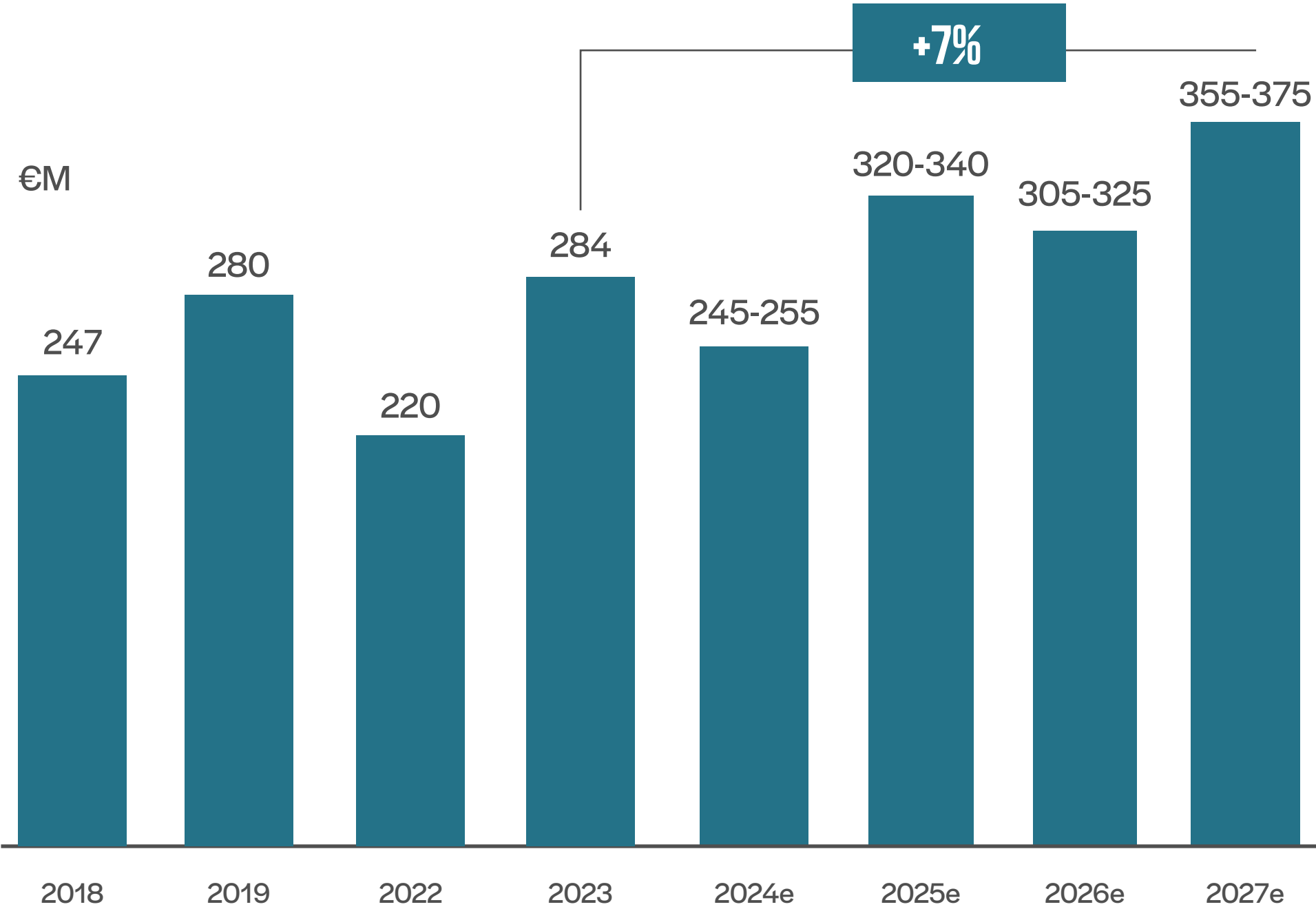
Inflation in Italy expected to stabilize at 2.0 percent by the end of the plan
Inflation (% change from previous year)



Fonti: IMF, UN Statistics, Economist Intelligence Unit

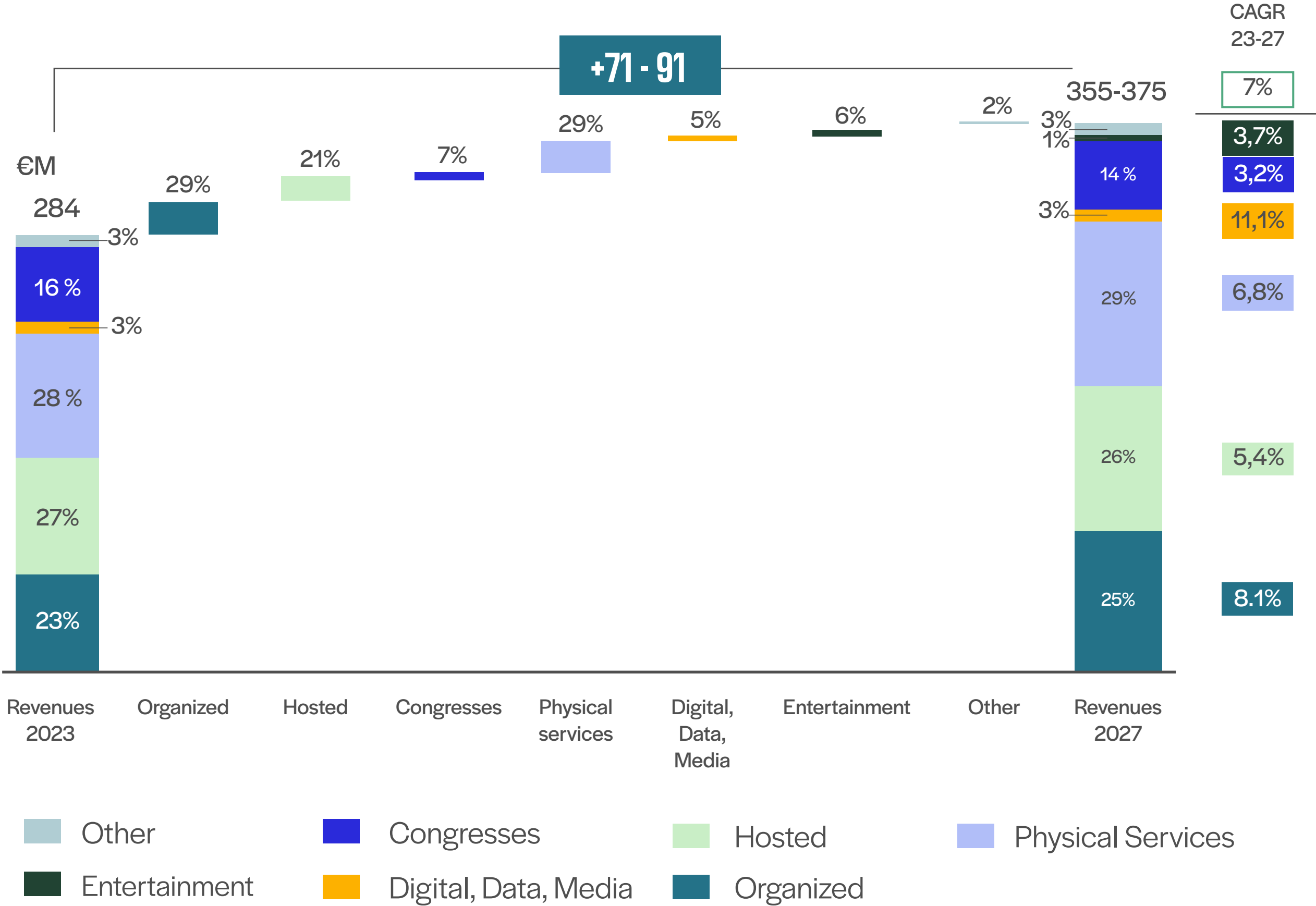
REVENUE DEVELOPMENT AND BREAKDOWN BY BUSINESS SEGMENT

GUIDANCE REVENUE '24 - '27



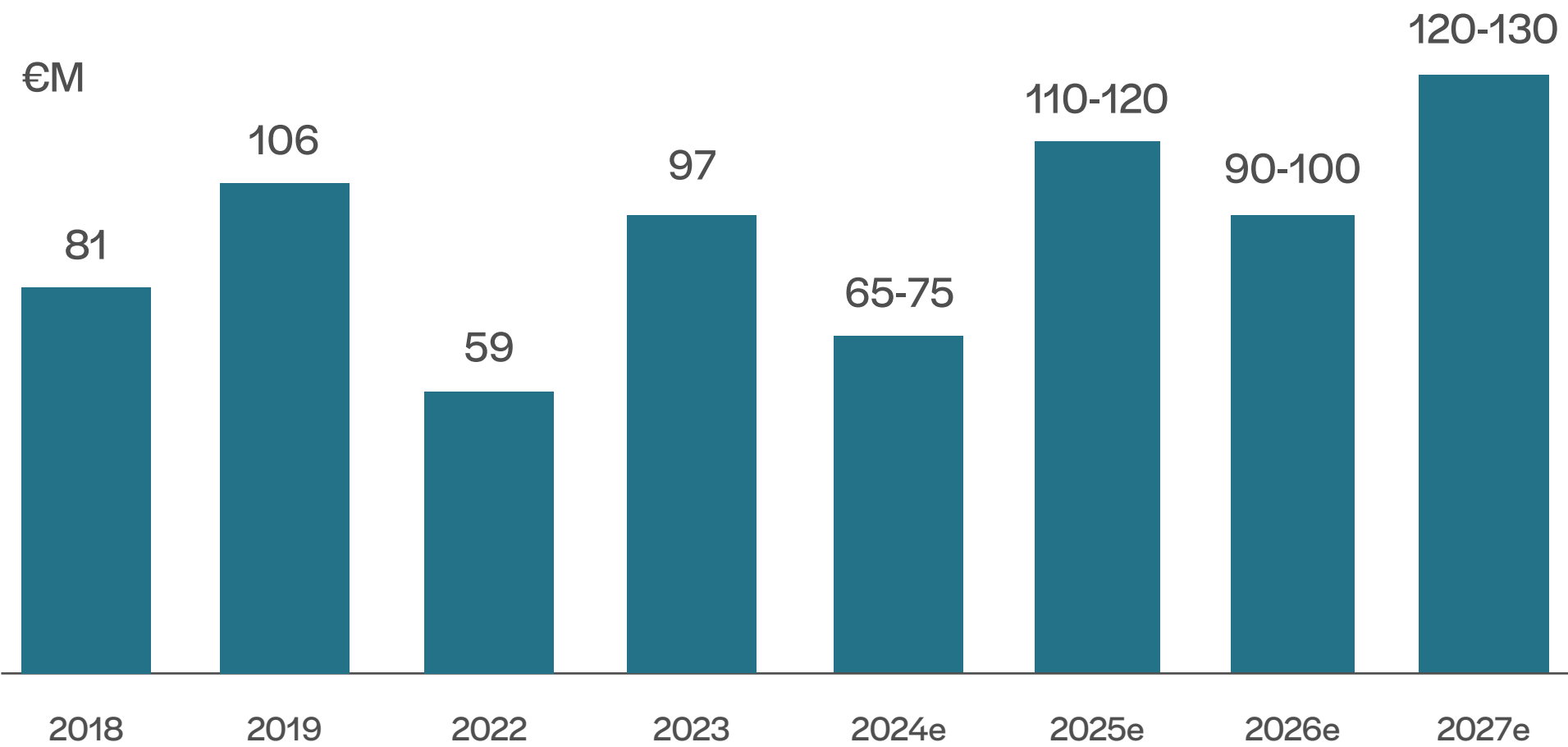
According to STAX Globex 2023, the exhibition market in Italy will grow from 2019 to 2025 at a CAGR of 2%, in line with mature markets

CONTRIBUTION TO GROWTH BY BUSINESS LINE

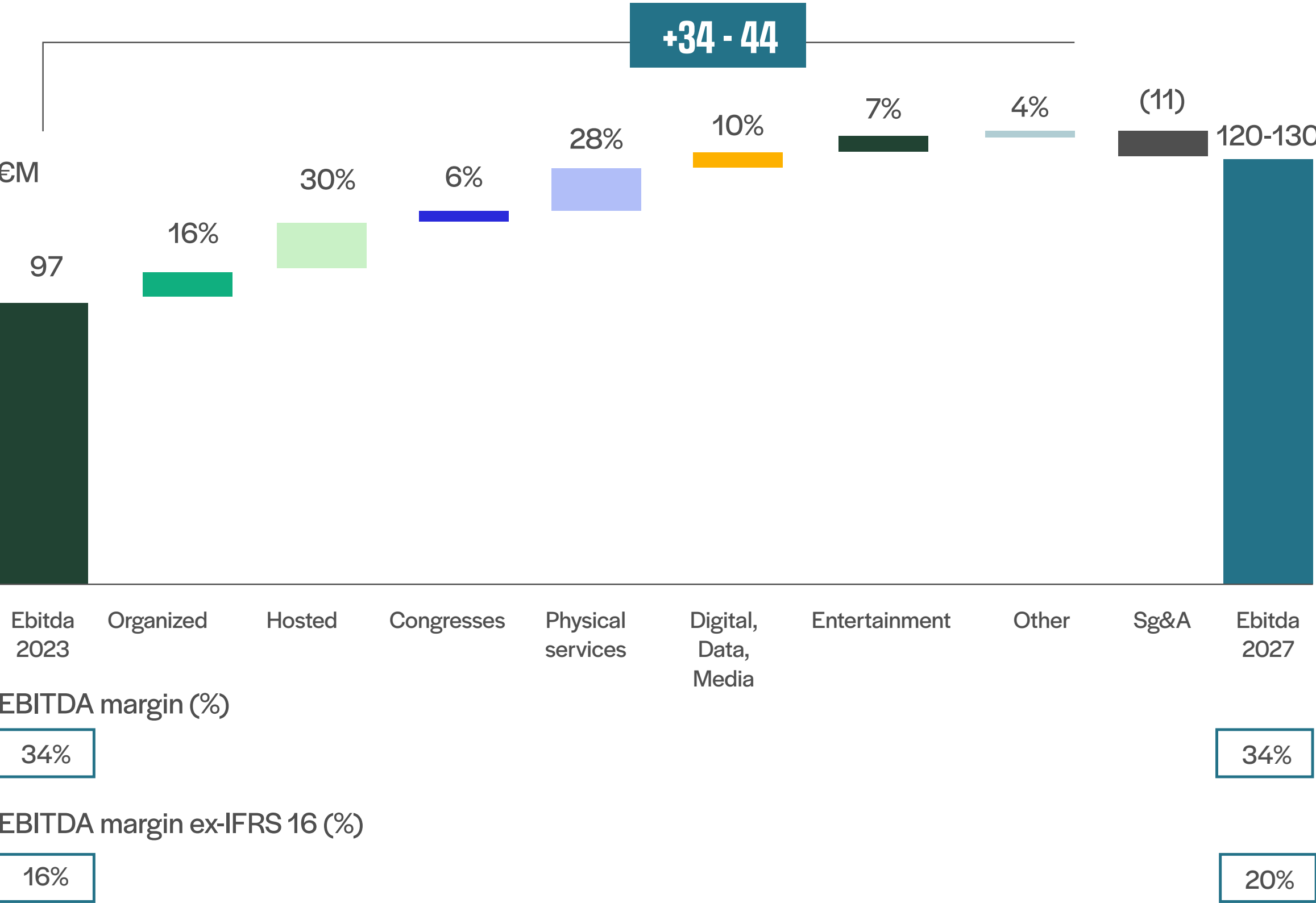


EBITDA EVOLUTION AND BREAKDOWN BY BUSINESS SEGMENT

GUIDANCE EBITDA '24 - '27

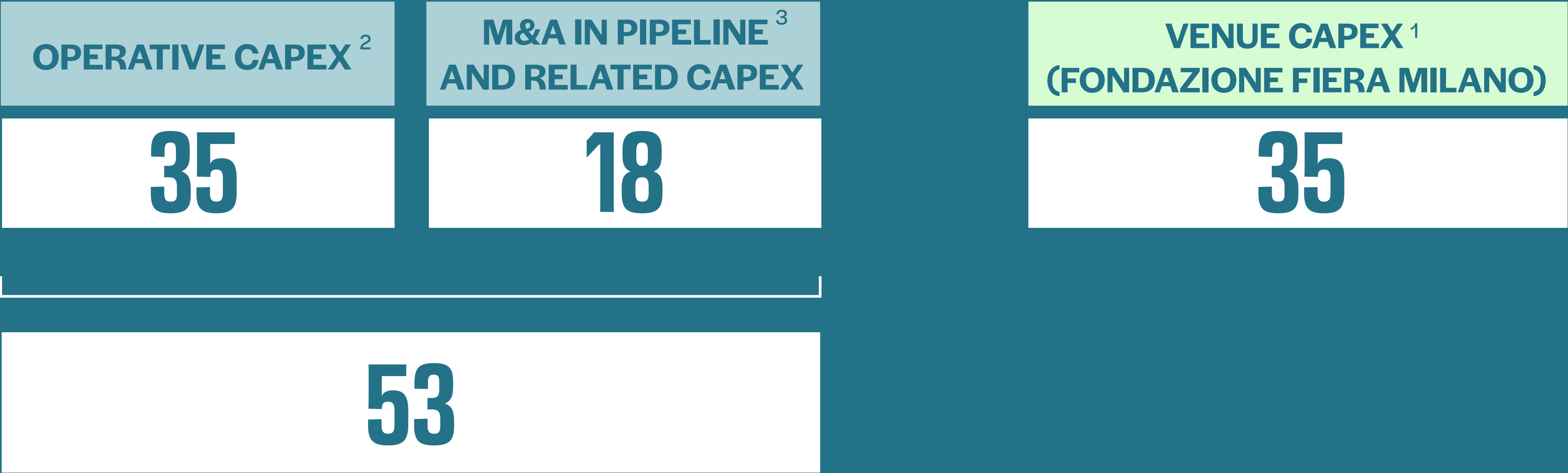


CONTRIBUTION TO GROWTH BY BUSINESS LINE



€ 88 MILLION CAPEX SUPPORTING THE PLAN

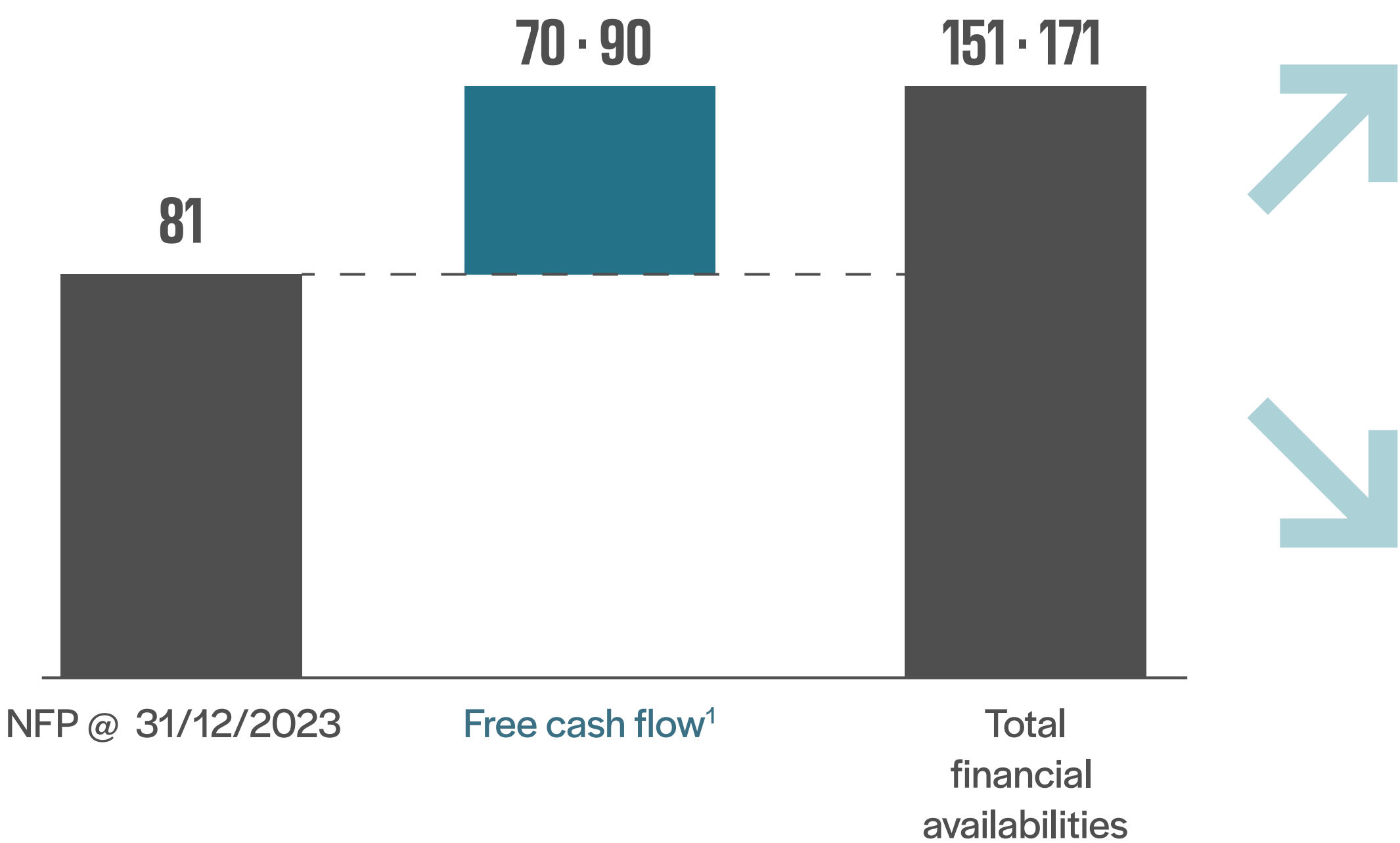
Cumulative 2024-2027 (M€)



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

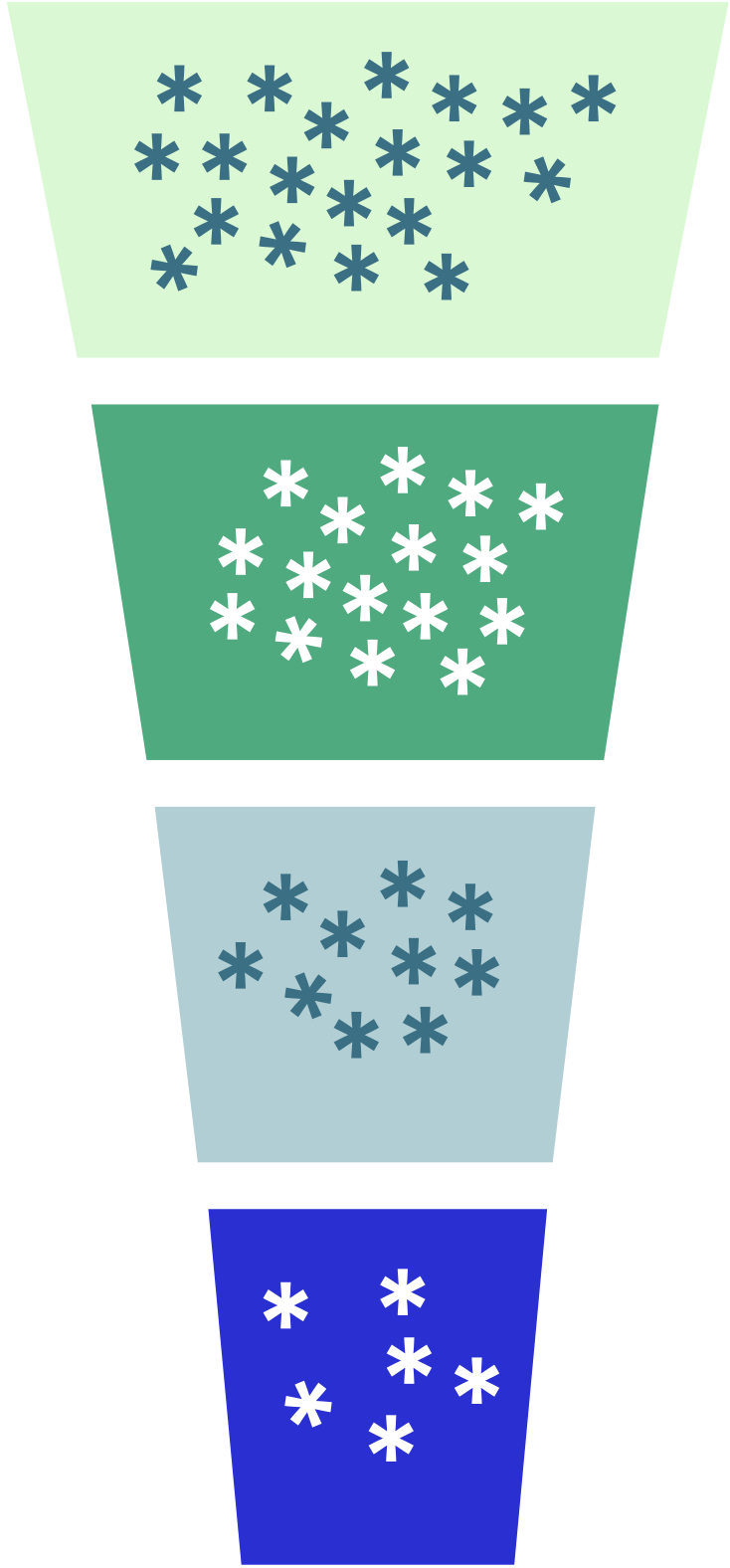
Operations in major global markets (e.g., Italy, EU, U.S.), **high-growth markets** (e.g., Saudi Arabia), or **where FM is currently present** (e.g., Brazil)

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





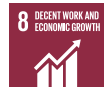


THE NEW INTEGRATED SUSTAINABILITY PLAN

ENVIRONMENTAL

| ESG | DIMENSION OF THE STRATEGIC PLAN 2024-2027 | ESG PRIORITIES | # | TARGET | TIMING | SDGS |
|---------------|--|--|----|--|--------|---|
| ENVIRONMENTAL | Attracting and hosting leading events in Milan every year; Attracting new international conferences and large corporate events. | 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 |
|--------|---|-------------------------------------|----|---|--------|---|
| SOCIAL | ¹ Attracting and hosting leading events in Milan every year; | 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 | |
| | ² Attracting new international conferences and large corporate events. | HEALTH AND SAFETY | 17 | ▪ Extension of full-coverage health insurance to 100% of employees | 2027 |  |
| | ¹⁻² ³ Launch new events in high-potential sectors ⁴ 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 | |
| | ⁵ 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 | ¹ Attracting and hosting leading events in Milan every year; ² Attracting new international conferences and large corporate events. | GOVERNANCE AND BUSINESS MANAGEMENT | 23 | ▪ Obtaining ISO 37001 certification (anti-corruption) for Fiera Milano | 2024 | <div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13 CLIMATE ACTION</div><div>16 PEACE AND JUSTICE STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div> |
| | | | 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 | <div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>16 PEACE AND JUSTICE STRONG INSTITUTIONS</div></div> |
| | | | | | | |
| | | RESPONSIBLE SUPPLY CHAIN | 29 | ▪ Ensuring that at least 80% of the value of supplies is covered by ESG evaluative screening | 2027 | <div><div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>16 PEACE AND JUSTICE STRONG INSTITUTIONS</div></div> |
| | | | 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

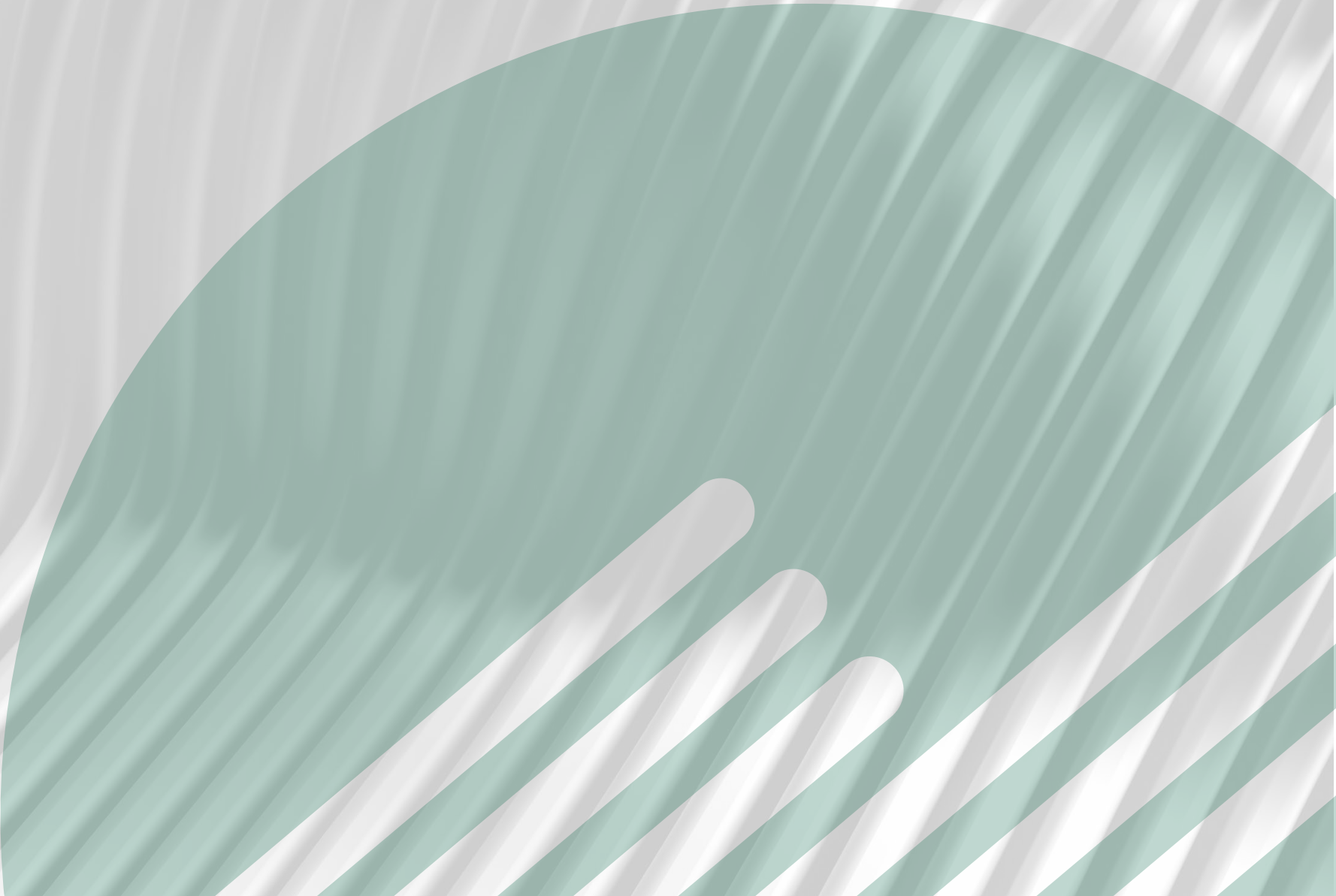
2028+

Sustained development
and acceleration

STRATEGIC STEPS



Q&A SESSION



THANK YOU



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CONTACTS

INVESTOR RELATIONS

✉ investor.relations@fieramilano.it

🌐 investors.fieramilano.it/en

SUSTAINABILITY

✉ sustainability@fieramilano.it

🌐 fieramilano.it/en/sustainability.html

EVENTS CALENDAR 2024

🌐 fieramilano.it/en/calendario.html



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