



Company Report

# 2010

BRINGING PEOPLE TOGETHER





## **Company report**

# *2010*

The registration document filed with the AMF  
can be consulted at the website of the Group  
[www.gl-events.com](http://www.gl-events.com) and the AMF  
[www.amf-france.org](http://www.amf-france.org)





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Commemoration events for the 50<sup>th</sup> anniversary of the independence of Gabon and Congo

# 2010, a year of accelerating momentum



Though the turbulence of 2008 and 2009 is now behind us, we will not forget the lessons learned. In fact, they in part actually contributed to our successes in 2010: a strategy focused on emerging markets, maintaining tight cost controls, unwavering team cohesion, effectively leveraging our strength with our customers. In other words: vision, tactics, ethics, image. These are key strengths and a guarantee of long-term growth.

I also mentioned acceleration. 2010's success was in effect sustained by a combination of factors. First large events that provided GL events with new opportunities to showcase its expertise and its strong logistics capabilities: the World Football Cup, Commonwealth Games, Shanghai World Expo...

Venue management that remains our growth driver also had strong forward momentum and added two major sites to our network in Paris: Palais Brongniart and Palais de la Mutualité. Two landmarks, each with their own history and their own future to which we will now actively contribute after having been awarded the management concessions. As the site of the former Paris stock exchange, the first provides a venue for promoting innovative entrepreneurship. The second, an important landmark in the history of social progress, will host a large range of events combining diversity and a forum for exchanges among people in the broadest sense.

Henceforth, GL events will be organised into three strategic business divisions: GL events Live representing a coherent collection of solutions and services in the value

chain from the design of events to logistics; GL events Exhibitions, devoted to trade fairs, both proprietary and those organised for third parties; and GL events Venues to maximise synergies in our worldwide portfolio of 36 managed venues by strengthening the network-based deployment of resources and expertise. These three entities will in turn generate synergies among each other, building on our historic integrated business model and providing even stronger foundations for expanding into target markets where we are developing positions: the BRICs, Gulf countries, Asia, Latin America...

The future remains promising with major events on the horizon for 2011 and 2012 from the World Rugby Cup in New Zealand to the London Olympic Games. This agenda requires that we remain fully deployed, conscious of our strengths but also attentive to each other, values that we transmit to the younger generation that join us through training programs. Both during difficult periods and those of relative calm we have consistently demonstrated that our history is above all a human adventure based on a spirit of cohesion and a determination to succeed together. The results of 2010 have provided a further demonstration: our driving strength that will consistently make the difference is the talent and expertise that exists within the Group.

**Olivier Ginon**

*Chairman of GL events*



GL events commercial seminar – Brussels

# 01

## *GL events, 2010 in review*

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# An international group

As the leading fully integrated international provider of event solutions and services, GL events operates in the three major segments of the event industry market: the organisation of trade fairs, conventions and events, venue management and services for events.

Through its integrated offering covering the full spectrum of event industry services and solutions and its presence through 91 offices in France and international markets, GL events assists companies, institutions, and event organisers at every stage of the process from the definition of their event strategies to final implementation in the field.

GL events' strength is supported by 3,455 employees originating from a wide range of nationalities and different horizons whose expertise covers all phases and specialised needs for staging an event. Consistent with its historical values, GL events has developed an ambitious Corporate Social Responsibility (CSR) policy and contributes to advances in its industry. In 2010, the Group had revenue of €727.2 million.

## GL events operates in the three major segments of the event industry market:

- Trade fairs and exhibitions for professionals and the general public;
- Congresses, conventions, seminars and incentive events;
- Corporate, institutional, cultural or sports events.

## Venue management and event organisation:

### • Event organisation

GL events is the organiser of 250 proprietary trade shows covering a diversified range of sectors including the food industry, the automobile sector, home and interior design and watchmaking and healthcare. The Group also assists corporations and institutions in designing and producing every type of event. Finally, its network of venues allows it to generate further value by replicating events as well as providing support to its customers for events on all five continents.

### • Venue management

GL events has developed a unique network of venues managed in large part through concession agreements or long-term public-private partnerships. At 2010 year-end, the Group's portfolio included 36 venues: convention centres, exhibition halls, concert halls and reception areas. Through its international network with a particularly attractive range of venues for customers constantly looking for new business tourism destinations, GL events is able to service its major accounts in most of their strategic regions.

## Services for events

With more than 36 specialised areas of expertise represented, the event services division brings together the full range of skill sets that permit GL events to equip and install every type of event throughout the world from design to completion: structures, general installations, lighting, furniture, decorations, audio-visual equipment, hosting services, etc. GL events' network of local offices combined with a significant inventory of assets, ensure its position as a provider of choice for major international events.

## Venue management and events

### ORGANISATION

Conferences  
Trade shows  
Fairs  
Conventions  
Exhibitions  
Product launches  
Inaugurations  
Galas  
General meetings  
Seminars

### VENUES

Paris (4)  
Lyon (3)  
Toulouse (2)  
Clermont-Ferrand (3)  
Metz  
Nice  
Saint-Étienne (3)  
Roanne  
Vannes  
Troyes  
Amiens  
Barcelona

Brussels  
Budapest  
London  
Padua  
Rio de Janeiro (2)  
Curitiba  
Shanghai  
New York  
Turin (2)  
Istanbul  
The Hague  
Oran

## Services

Temporary fixtures  
Furniture  
Decoration  
Lighting  
Signage  
Stands  
Structures  
Grandstands  
Sound systems  
Audio-visual equipment  
Hosting services  
Fittings



€727.2m

2010 revenue

3,435

employees

91

offices worldwide

Première Vision Brazil

# *GL events' network: locations throughout the world*

## 36

event venues

- In France : Lyon, Paris, Saint-Étienne, Roanne, Clermont-Ferrand, Nice, Toulouse, Vannes, Metz, Troyes, Amiens.
- In Europe : Barcelona, Brussels, Budapest, London, Padua, Turin, The Hague.
- Outside Europe : Rio de Janeiro, Curitiba, Shanghai, New York, Istanbul and Oran.

The added value provided from this extensive network of venues provides GL events customers with a means to multiply the impact of their event communications throughout the world.

## 91

offices worldwide

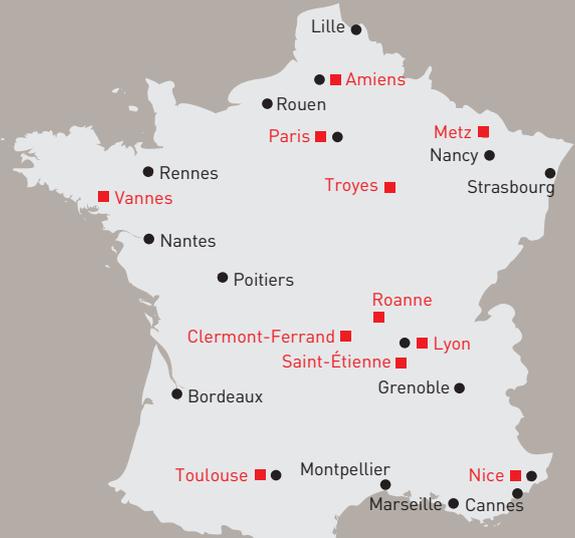
GL events' offices provide customers access to its full offering of services. These offices are supported by four large logistics operations in France in Lyon, southern and northern Paris and Nantes.

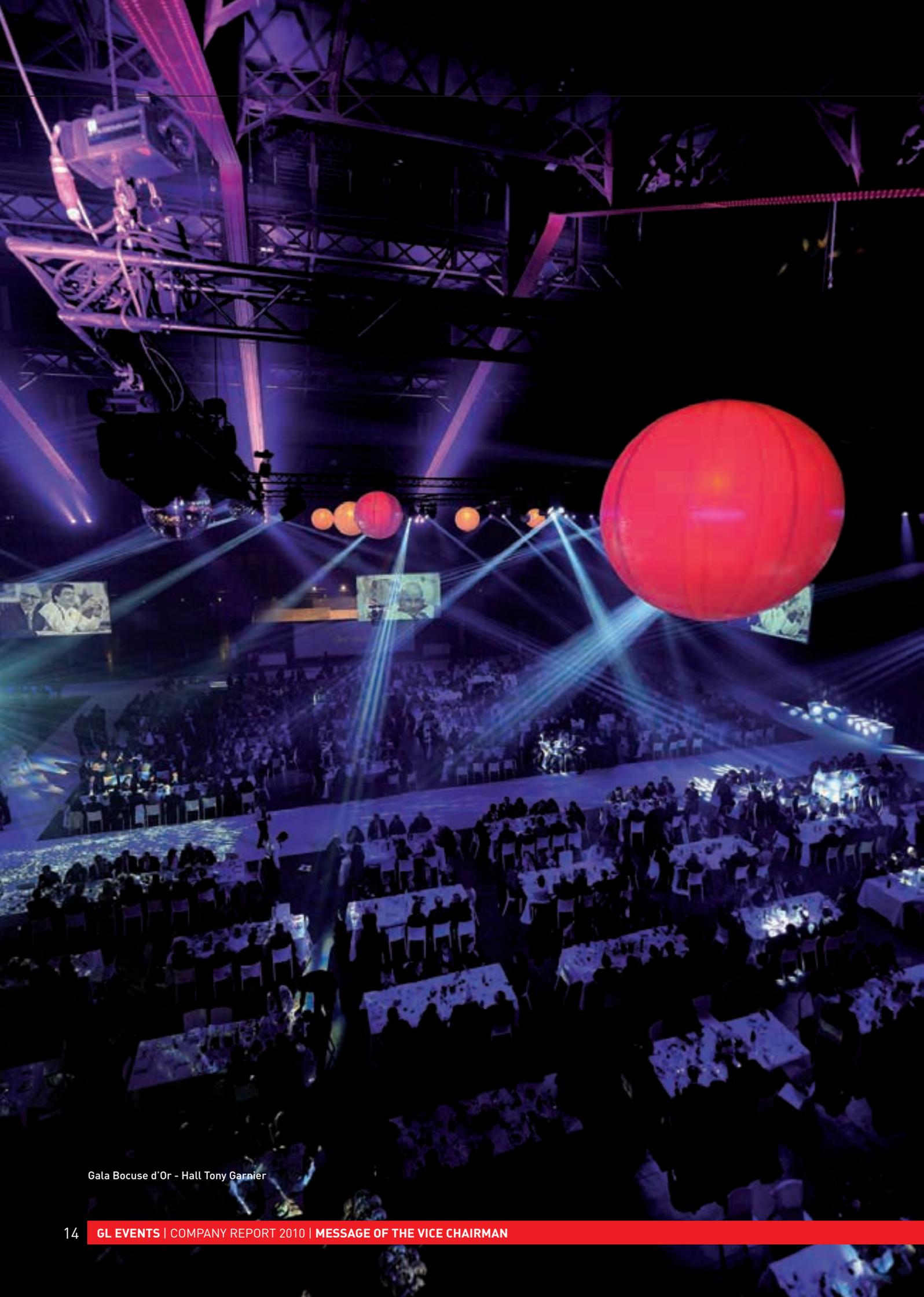
The event organisation business is supported by two dedicated offices:

- Lyon, Cité Internationale.
- Paris, avenue de New-York.

These offices reinforce synergies and contribute to coordinated approaches to projects and the development of concerted responses to major calls for tenders.

Square Meeting Centre - Brussels





Gala Bocuse d'Or - Hall Tony Garnier



# *“In 2011, GL events will maintain its growth momentum”*

## **In 2010 GL events achieved sustained growth in an economic environment that is still difficult. How do you explain the success?**

GL events achieved strong growth in 2010 with revenue of €727.2 million, up 25% on the prior year. This performance highlights the strength of our strategy focused on developing our different business lines: First, in this period GL events' strengthened its position as a key provider of services and solutions for international events: the World Football Cup in South Africa, Commonwealth Games in India, Shanghai World Expo, or the Hermès international show jumping competition in Paris.

In addition, our network of venues was expanded after being awarded management concessions for the Palais Brongniart, the Oran Exhibition Centre and the Hôtel Salomon de Rothschild along with full-year contributions from the World Forum Congress Centre of The Hague, Amiens MégaCité Exhibition and Convention Centre and the Brussels Square meeting centre.

Finally, our event organisation business was particularly resilient making noteworthy contributions in the international arena that included commemoration events for the independence of Congo and Gabon. For trade fairs, 2010 confirmed the potential of promising growth segments such as the environment as well as those that were adversely impacted by the crisis like the automotive or manufacturing sectors. This is an encouraging sign for 2011.

## **What are the major items on the agenda in the coming months for GL events?**

2011 has gotten off to a fast start with very positive momentum for trade fairs including notably SIRHA that registered record performances. We also successfully launched new events such as the Qatar Motor Show that in January brought together in Doha the world's major manufacturers. The AFC Asian Cup in

Qatar has provided our GL events Live division with a good start to the year. We are also contributors to several events linked to the French Presidency of the G8 and G20. GL events also remains focused on major sports events that represent excellent opportunities: the 2011 Rugby Cup in New Zealand, Olympic Games in London in 2012, World Football Cup and Olympic Games in Brazil in 2014 and 2016..

## **In 2011 GL events adopted a new organisation. How will this create value for customers?**

The purpose of this new organisation is to strengthen the quality of the services we provide, whether for major international communications budgets or local customers that constitute the cornerstone of our business.

We thus decided to group together within a single business division all activities for organising events, communications and services to provide customers fully integrated solutions ranging from the upstream analysis of an event concept to the smallest details of its actual organization.

This division called “GL events Live” deploys more than 2,500 professionals representing 40 specialised areas of event industry expertise, fully coordinated and focused on achieving a successful end product. This represents a unique offering that should enable us to even more effectively support our customers in defining and implementing their event communication strategies in France and in international markets.

**Olivier Roux**

*Vice Chairman of GL events*

# Annual highlights

## FIFA 2010 World Cup South Africa™: A historic contract for GL events

From 11 June to 11 July, for the first time in its history, the FIFA™ World Cup was held on the African continent, and notably in South Africa. Four months before Spain's consecration at this planetary event, the GL events consortium signed a historic contract for €40 million for the provision of services to furnish installations for the 10 sites selected for the competition. GL events and a South African partner Oasys Innovations were accordingly charged with the provision of event installations: temporary structures, electrical installations, furniture, audio-visual services, etc. More than 3,000 people worked on this large-scale undertaking directly under the Group's responsibility.

*June 2010*



## Sound and light for the International Conference on Liquefied Natural Gas in Oran

For the International Conference on Liquefied Natural Gas held from 18 to 21 April in Oran, GL events provided services for three phases of this event: the opening ceremony, the conference program and the exhibition area for which it was the "official provider". Group teams delivered equipment for the lighting, video and sound installations as well as 3,500 headsets and digital receivers for simultaneous translation. A team of 35 was on-site to assure all assembly and disassembly operations.

*April 2010*





## The “Saut Hermès”: an equestrian event at the Grand Palais

In partnership with GL events and the Grand Palais, with the inauguration of Saut Hermès at the Grand Palais on 3 and 4 April 2010, Hermès renewed its support for the grand tradition of equestrian events in the heart of Paris. This prestigious brand proposed at the single site of the Paris landmark Grand Palais the “Saut Hermès”, a multifaceted show that included an array of sports, artistic and sports event celebrating the equestrian universe. Over a period of two days, the glass-roofed building hosted a succession of show-jumping competitions with the high-level CSI 5\* ranking assigned by the *Fédération équestre internationale* (FEI) and the *Fédération française d'Équitation*, as well as an all-new show accompanied by exhibitions.

April 2010

## Shanghai 2010 : new technologies in the spotlight!

Two thousand points of light, 32 video projectors, 7.5 km of fibre optics ... These figures highlight the scope of the project managed by GL events for the UPBA (Urban Best Practices Area) of the Shanghai 2010 World Expo held from 1 May to 31 October. This event devoted to the theme "Better City, Better Life" providing cities of the world a unique global offered exceptional showcase for presenting issues and solutions relating to urban development. GL events was the official partner for the Rhône-Alpes Pavilion and developed a packaged offering covering operational management services for six national and regional pavilions: Chile, Taiwan, Portugal, Rhône-Alpes, Paris Ile-de-France and Lille.

*May 2010*



## **ANC 2010: GL events provides press installations**

GL events signed a contract with the Angolan company Liralink Tecnologia, the service provider selected by the Organising Committee of the Africa Cup of Nations to furnish all temporary installations for the four sites of the competition: the capital Luanda and the cities of Benguela, Lubango and Cabinda. This mission covered the installation, set up and equipping the press centres, conference rooms, mixed zones and the press stands for each stadium.

*January 2010*



## **Davis Cup in Lyon: a home match for France**

On 17, 18 and 19 September, the Davis Cup semi-final between France and Argentina was played at the Palais des Sports de Gerland indoor sporting arena. 19 years after the victory of Yannick Noah and his compatriots in the final against the US, at the same stadium... GL events as well played a number of supporting roles: creation, installation outfitting of the partner village; installation of temporary structures; installation of the press centre. To this was added the marketing and sales of the VIP packages on behalf of the French Tennis Federation (FFT).

*September 2010*

# Annual highlights

## Brazil: new biennial international book fair of Parana

200,000 visitors came to discuss literature with some 40 authors and 60 exhibitors that were present at the first edition of the Biennial International Book Fair of Parana. Organised by Fagga Eventos at the Curitiba Estação Embratel Convention Centre in Brazil, this new book fair offered children an opportunity to make an unforgettable voyage in the universe of books through the Circus of Literature.

*September 2010*



## 3 Absolute pavilions for 2010 the Ryder Cup

During the 2010 Ryder Cup held at Celtic Manor, Wales from the 1<sup>st</sup> to the 3<sup>rd</sup> of October 2010, GL events installed three double decker Absolute pavilions totalling over 5,000 square meters on the Twenty Twenty golf course. Double deck kitchen and washroom facilities were attached to each structure along with a guest lift. All the Absolute structures were constructed on raised platforms to guarantee guests unrivalled views of action on the course.

*October 2010*





## African Commemoration Events

In 2010, 17 countries of sub-Saharan Africa including 14 former French colonies, celebrated their 50<sup>th</sup> anniversary of independence. On the occasion of this highly symbolic event, the Republic of Congo and Gabon called upon the expertise of GL events to produce two “sound and light” shows. The Group worked in close collaboration with the local technicians and Congolese and Gabonese artists. This sharing of knowledge and expertise laid the foundations for staging two large-scale events. On 14 August 2010 in Brazzaville, twelve living frescoes showcasing the culture and talent Congo were produced before ten African heads of state. This was followed two days later by a new event successfully staged by the Group in Libreville. A performance on land and sea celebrating the history of Gabon, its people and regions.

*August 2010*



## 50 events at the Bologna Motor Show

340 exhibitors, 50 events, 11 pavilions and 8 open-air areas. The 2010 edition of the Motor Show delivered a satisfactory performance. Against the background of an environment severely impacted by the economic crisis, GL events and all partners of the Bologna Motor Show in Italy multiplied initiatives and innovations making it possible to hold the trade fair. Before the next and 36<sup>th</sup> edition of this event to be held from 3 to 11 December 2011, the Motor Show debuted in 2011 in the Orient at the Doha exhibition centre.

*December 2010*

## ANNUAL HIGHLIGHTS

Bologna Motor Show, Commonwealth Games, France-Africa summit



### Commonwealth Games

As the service provider for this event, GL events installed 40,000 m<sup>2</sup> of structures, 53 km of fencing and 60,000 items of furniture. GL events and Litmus, the Indian partner in providing services for the event, also outfitted the Games Village (restaurant, bus station, etc.) and the VIP lounges in the new Delhi international airport. On site, GL events had a project team of 150 people representing 11 nationalities.

*October 2010*



### The Nice Acropolis hosts the France-Africa summit

Fifty-one delegations from African countries attended the 25<sup>th</sup> France-Africa summit on 31 May and 1 June 2010 held at the Nice Acropolis, a venue managed by GL events. The Group provided the temporary installations, furniture, hosting services, simultaneous translation booths, control room installations, etc. Representatives from the African Union, the European Union, the United Nations, International Organisation of La Francophonie and the Food and Agriculture Organization of the United Nations also attended this event. The 80 French entrepreneurs were joined by 150 African entrepreneurs and labour organizations that all actively contributed to the work of the summit. This participation of representatives from the economic world and labour represented a first in the history of the France-Africa summits.

*May 2010*

# *2010: a year of significant progress for GL events*

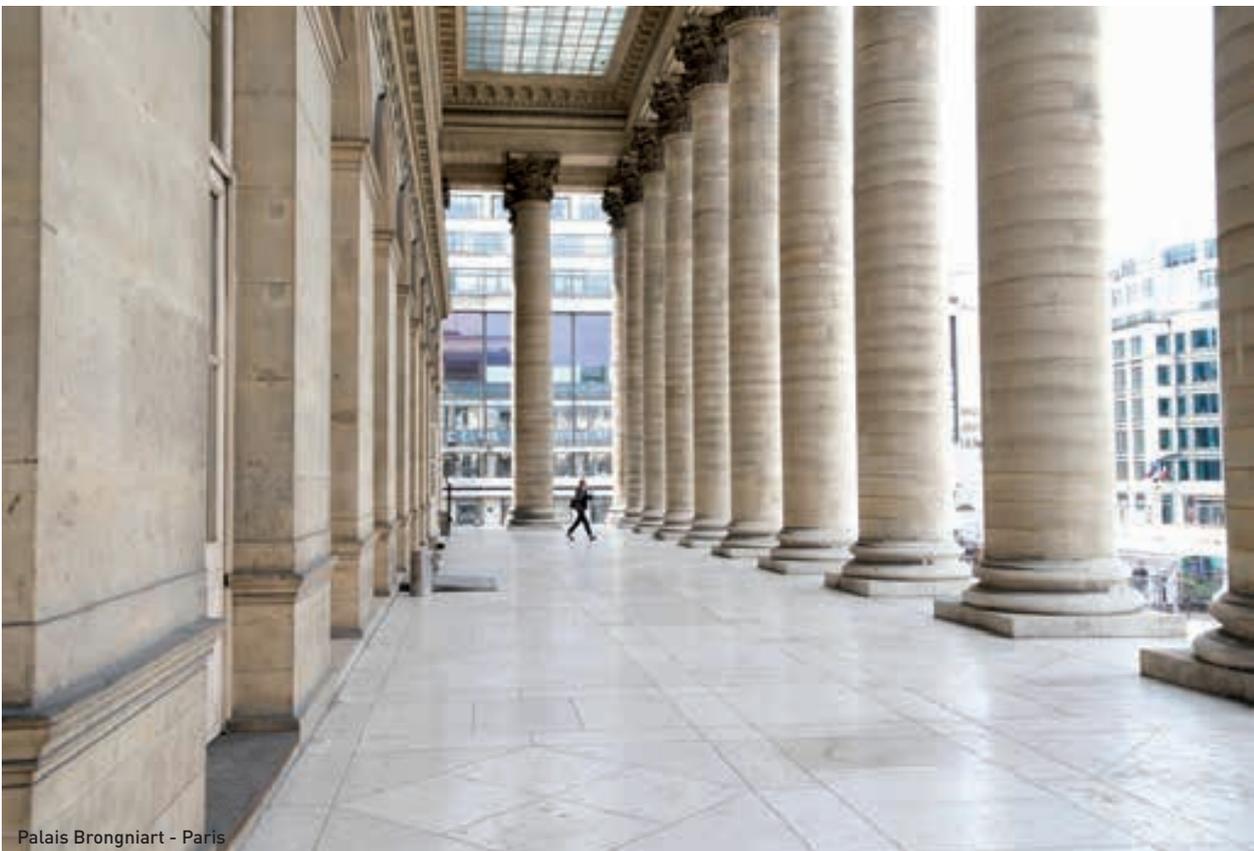
Against the backdrop of improved market trends for the event industry in 2010, GL events had revenue of €727.2 million, up 25% (+16% on a like-for-like structure and exchange rate basis).

This performance benefited from the strength the Group's business model, high-quality assets, team commitment and solid global positions accelerating further gains in market share. With this momentum, GL events registered strong growth in Asia, Africa and South America. Broken down by region, France accounted for 50% of sales, Europe 25% and the rest of the world 25%.

Services contributed to the most important global events of the year: FIFA 2010 World Cup™, Africa Cup of Nations, Commonwealth Games in New Delhi,

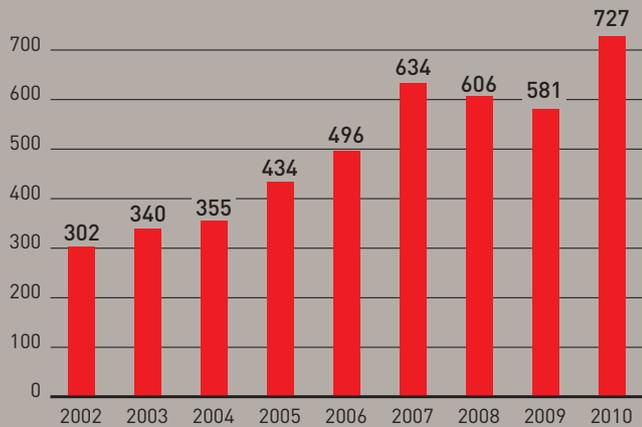
Shanghai World Expo, Ryder Cup golf competition in Wales. The Group was also present at prestigious events in France: Saut Hermès international show jumping competition, World Babington Championship, and the Tennis BNP Paribas Masters of Paris-Bercy, Davis Cup quarterfinals in Clermont-Ferrand and the semi-finals in Lyon, Cannes International Film Festival, etc.

The Group also pursued its expansion in the venue management and event organisation segments with the successful integration and commercial launch of a number of high quality sites: Palais Brongniart of Paris, Oran Exhibition Centre, Hôtel Salomon de Rothschild of Paris, the World Forum Congress Centre of The Hague, Amiens MégaCité Exhibition and Convention Centre, Brussels Square meeting centre.



Palais Brongniart - Paris

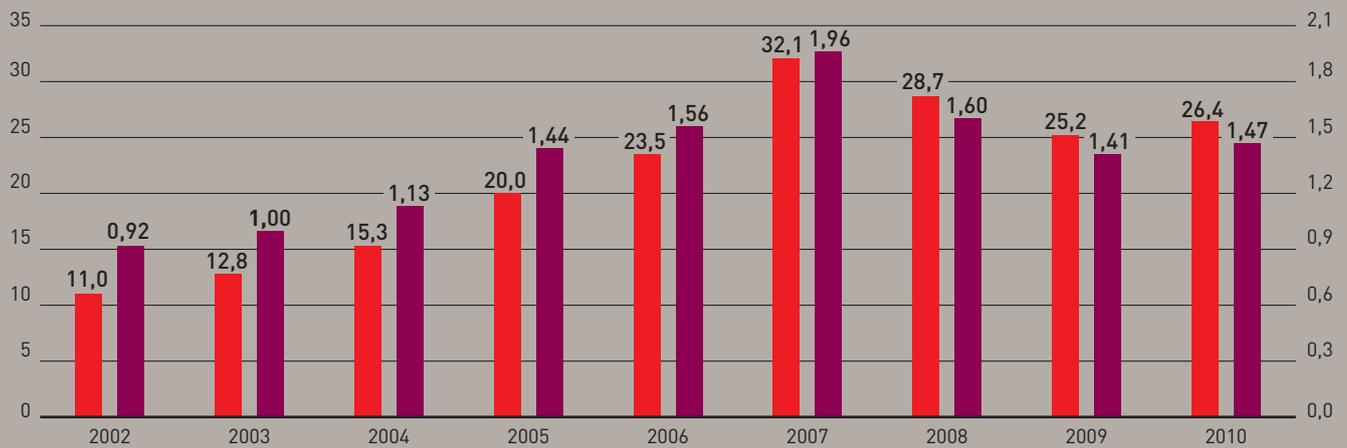
## Revenue growth (€m)



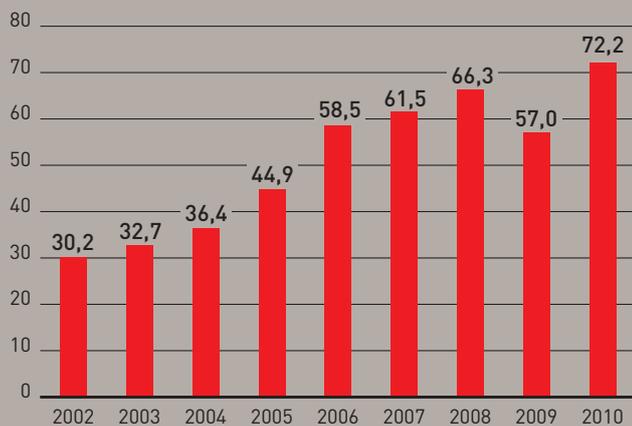
## International revenue (€m)



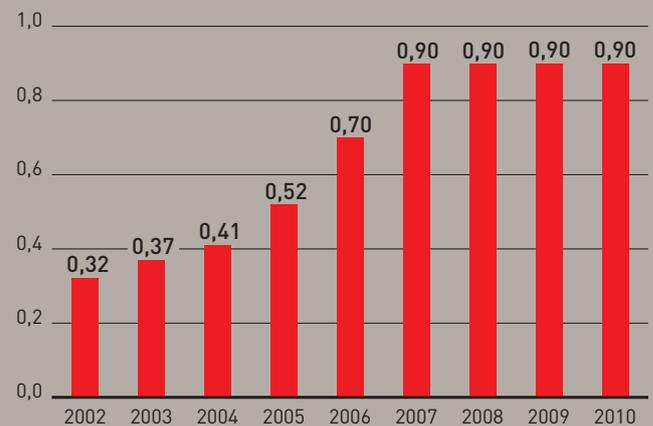
## Net income from consolidated companies (€m) and net earnings per share (€)



## Cash flow (€m)



## Gross dividend per share (€)



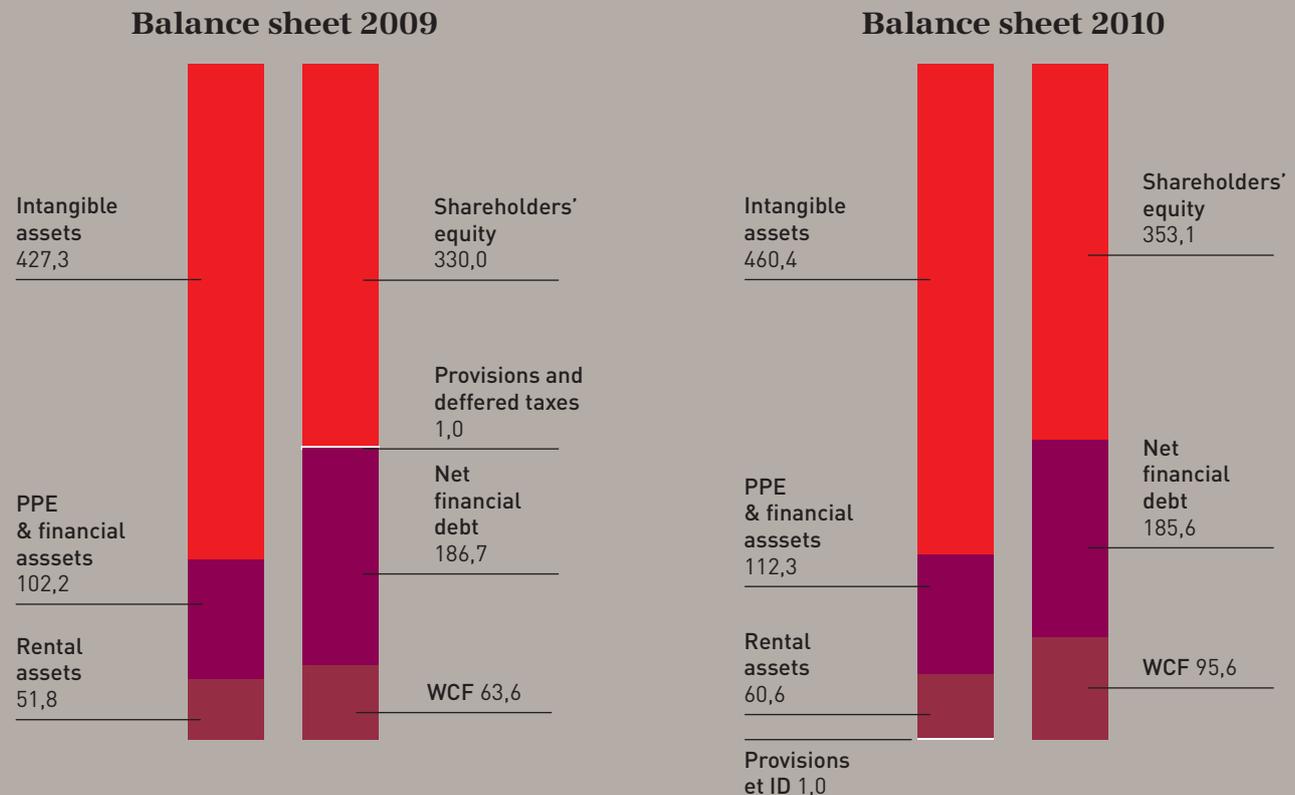
## Income statement highlights (€m)

€millions	2010	2009*	Change	2009 published
<b>Revenue</b>	<b>727,2</b>	<b>581,4</b>	<b>25 %</b>	<b>581,4</b>
Operating profit	48,8	33,4	46 %	45,5
Net financial expense	- 7,2	- 10,1	—	- 12,0
Tax	- 12,5	- 6,0	—	- 6,6
<b>Net income of fully consolidated subsidiaries</b>	<b>29,1</b>	<b>17,3</b>	<b>68 %</b>	<b>26,9</b>
Income from equity-accounted investments	1,1	0,7	—	0,7
Minority interests	- 3,8	- 2,4	—	- 2,4
<b>Net income</b>	<b>26,4</b>	<b>15,6</b>	<b>70 %</b>	<b>25,2</b>
Net margin	3,6 %	2,7 %	—	4,3 %

\* Restated for real estate disposals in 2009: €7m capital gain plus €4 million impact on operating results (€7m rent – €3m depreciation).

**Very strong growth in operating profit on a comparable pro forma basis.**

## Balance sheet highlights



**Reduction in gearing (net debt/equity) to 53%.  
Significant net source in funds (negative WCR).**



Maison de la Mutualité - Paris

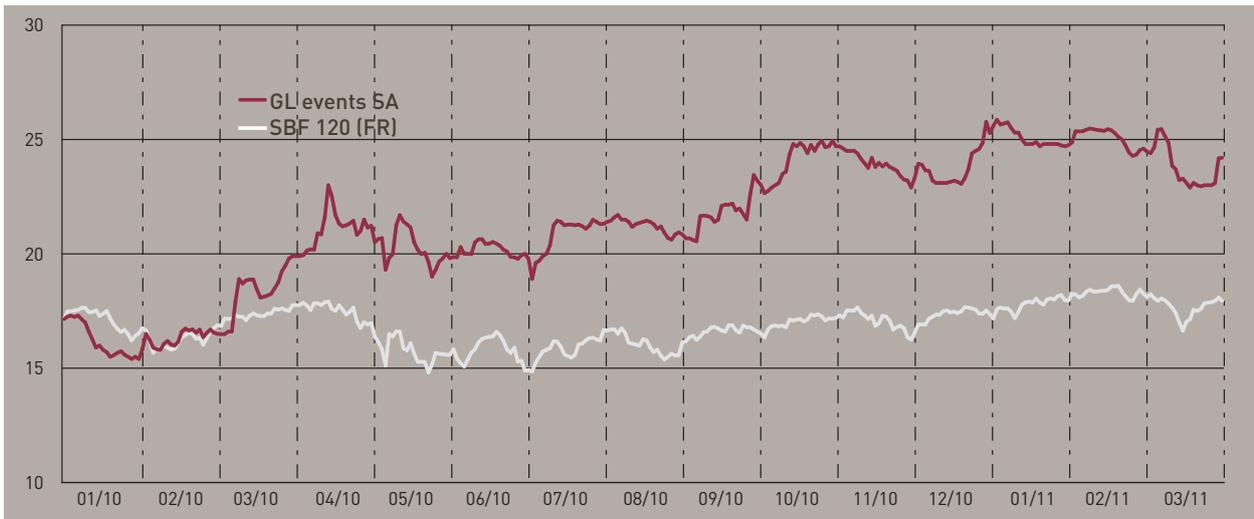
## Cash flow highlights

Good cash flow making it possible to finance significant investments sustains development.

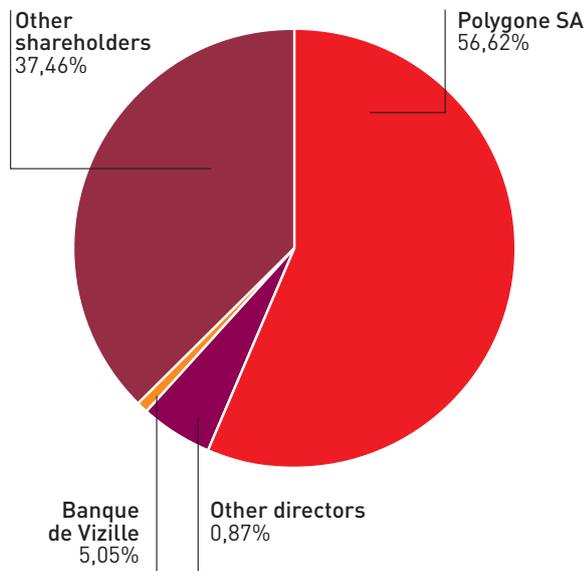


# Shareholder information

## Share price data



## Shareholder ownership structure



## Dividends

Dividends paid for the last five years and the dividend payment to be proposed at the next General Meeting are presented below:

Fiscal year ended	Gross dividend per share (€)
31 December 2005	0,52
31 December 2006	0,70
31 December 2007	0,90
31 December 2008	0,90
31 December 2009	0,90
31 December 2010 (proposed)	0,90

### Analyst coverage

- CM CIC SECURITIES
- CA CHEUVREUX
- GILBERT DUPONT
- ODDO SECURITIES
- PORTZAMPARC
- SOCIÉTÉ GÉNÉRALE
- EXANE BNP PARIBAS



## 2011 Investor calendar

<b>29 April 2011</b>	Cité Centre de Congrès Lyon (10 a.m.)	Shareholders	General Meeting
<b>28 July 2011</b>	Paris (5:30 p.m.)	Analysts, fund managers, journalists	Presentations of 2011 first-half results
<b>29 July 2011</b>	Press release	—	2011 first-half sales and earnings
<b>18 October 2011</b>	Press release	—	2011 third-quarter sales

## Press releases

GL events' press releases are posted on the company's website, [www.gl-events.com](http://www.gl-events.com) (under "Group>Financial Information") after 6 p.m. on the evening preceding the date of their publication in the financial press.

They are systematically sent by e-mail, fax or the post to all persons having so requested (faxes are sent the same evenings, while documents sent through the post are subject to mail delivery schedules).

### Financial publications

Copies of the GL events' annual report may be obtained on request or downloaded in electronic form from the company's website. Previous press releases and annual reports (since the company was listed) are also available on the company's website.

English translations of GL events' financial publications are available in electronic form at its website [www.gl-events.com](http://www.gl-events.com) (Group>Financial Information) or may be obtained on request from the investor relations department.

### Market

**Eurolist compartment B**  
**ISIN Code- FR 0000066672**  
**Bloomberg Code- GLOFP**  
**REUTERS Code- GLTN.PA**  
**FTSE Code- 581**

Since its initial public offering, GL events has applied a communications strategy committed to promoting strong investor relations.

The following information can be found on the company's website in a special section dedicated to shareholders ([www.gl-events.com](http://www.gl-events.com), under "Group Financial Information"):

- Recent and past press releases;
- A calendar of financial publications;
- A shareholder's guide;
- Downloadable annual reports and financial publications;
- Key figures;
- Recordings of management interviews.

Email : [infos.finance@gl-events.com](mailto:infos.finance@gl-events.com)

# Milestones

## 1978 - 1989

- Sarl Polygone Services is created by Olivier Ginon and three partners (Olivier Roux, Gilles Gouédard-Comte and Jacques Danger).
- Alliance between Polygone Group (No. 1 in France for the installation of exhibitions and events) and Cré-Rossi (rental of trade show furniture, accessories and surfaces).
- Adoption of the name of Générale Location.



## 1990 - 1997

- Eight years of growth. Générale Location builds a network of specialists and strengthens its strategy of providing global solutions through acquisitions and creations in the sectors of general installations for exhibitions, furniture rental, premium stands, signage, fixtures for mass retailers and museums, hosting services.
- Générale Location launches its international development, opening an office in Dubai.





## 1998 - 2003

- Six formative years of major transformation. After its initial public offering on the Second Marché of the Paris Stock exchange, Générale Location takes its first steps in the sector of large international events (Football World Cup in France, Heads of State Summit, and Cannes Film Festival, etc.).
- The Group also completes major projects: Olympic Games in Sydney; the European Heads of State Summit (coinciding with the French EU Presidency); and several second millennium events.
- Générale Location becomes GL events. The venue management and event organisation business registers very strong growth and, to pursue its expansion in the event market, the Group launches a rights issue of €15.4 million.

Cannes International Film Festival

### 2004 - 2006

- In addition to the acquisition of Market Place, a specialised event communications agency and Temp-A-Store in the United Kingdom (temporary structures), GL events accelerates its international development, opening an office in Shanghai, while strengthening its network in France.
- The Group acquires Hungexpo, the operating company of the Budapest Exhibition Centre and is awarded the concession for the Riocentro Convention Centre of Rio de Janeiro and a management concession for Pudong Expo for the city of Shanghai.
- The Group launches a rights issue that raises €35.7 million.
- Renewal in France of GL events' concession for the Lyon Convention Centre, acquisition of a majority stake in Sepelcom, a significant stake in Sepel, the management company of Eurexpo, the Lyon Exhibition Centre and successful tender bids for management concessions for the Metz Exhibition Centre and the Nice Acropolis Convention Centre.



Welcome Convention

### 2007 - 2009

- In France, GL events wins concessions for the Nice Exhibition and Convention Centre, Metz Exhibition Centre, Roanne Scarabée multifunctional hall, the Troyes Convention Centre, the Palais de la Mutualité in Paris and the MégaCité Exhibition and Convention Centre in Amiens.
- The Group develops its international network of venues with the management concession for the Brussels Square meeting centre, the Turin Lingotto Fiere exhibition centre, Curitiba Estação Embratel Convention Centre and the Rio de Janeiro Arena in Brazil and the World Forum Congress Centre of The Hague.
- In 2007, the Group launches a rights issue raising €77.6 million.
- In addition to the acquisition of the organisation specialists Promotor International and AGOR and a stake in Première Vision, GL events registers very strong growth in the B-to-B segment with the acquisition of six new industry trade fairs.
- GL events acquires Traiteur Lorient to accelerate the development of its Food & Beverage strategy.



NBB Final - HSBC Arena



Hôtel Salomon de Rothschild - Paris

## 2010

- The creation of GL events Exhibitions on 1 January 2010 enabled the Group to strengthen the level of service provided to exhibitors and visitors alike, in coordination with the different event industry players and professionals.
- The City of Paris selects the Group to manage the Palais Brongniart. The Group's network of international venues was further expanded after being awarded the management concession for the Oran Exhibition Centre.
- GL events won a historic contract for 2010 FIFA World Cup™ in South Africa. The Group also strengthened its position by contributing to a number of international events: the Commonwealth Games, Asian Beach Games, etc. In addition, by developing a new service offering, the Group also participates in the Shanghai World Expo, providing pavilion management services for exhibiting countries such as Chile or Taiwan.
- GL events continues to reinforce its worldwide network of premium destinations: Barcelona, Brussels, Budapest, The Hague, Lyon, Nice, Paris, etc. This focus on commercial innovation seeks to anticipate the ongoing transformation of event industry market that today, more than ever is becoming increasingly international and global.



Hôtel Salomon de Rothschild - Paris

# 02

## *GL events, businesses and markets*

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# *A solid strategy for expansion based on several growth drivers*



Eurexpo - Lyon

## **An integrated business model: a unique market position providing a base for coherent and efficient growth**

The relevance of GL events' integrated business model in place since its creation has been consistently demonstrated. It has been reinforced over time, supporting the Group's expansion both through internal growth and acquisitions.

The key word is coherence. Built around the Group's historic core business, services for events, it has developed gradually and as opportunities have arisen by focusing on two major areas:

- **Venue management and event organisation:** GL events has evolved from a provider of services into a global manager of an international network of venues and a partner of a significant number of regional and local governments. This deployment today enables it not only to propose a comprehensive offer of turnkey solutions for the organisation of events but also to further leverage its resources by replicating proprietary events through its own network.
- **The "destination" concept** based on the diversity and complementary nature of the Group's portfolio of sites. Within the same city or same region, large international customers are provided with an offering able to ensure the optimal, coordinated and coherent management of their events. The example of Lyon illustrates this concept with the capability of deploying resources at Eurexpo Lyon for a trade fair, the Convention Centre Palais for seminars and workshops as well as the Château de Saint-Priest for VIP receptions. This is also the case with Rio de Janeiro that offers the choice of HSBC Arena for shows combined with Riocentro for conventions and seminars.

The robust nature of the "destination" concept developed by GL events provides advantages to regional and local governments by contributing to economic activity associated with business tourism. In sum, significant benefits for a city making it possible to propose comprehensive and attractive offerings generate an inflow of events accompanied by direct and indirect economic benefits.



Rio Oil & Gas 2010 - Riocentro

# *A truly global network*

**GL events' portfolio of 36 event venues includes four types: exhibition halls, convention centres, concert halls and reception areas.**

The sites are operated on the basis of different types of management contracts: long-term concessions, construction and emphyteutic leases, short-term concessions in the form of public-private partnership type concessions, management contracts (affermage), commercial leases, etc. GL events' role in this type of partnership is not simply to ensure the development, management, maintenance and promotion of the venue. In this type of arrangement, priorities set by the local or regional authorities cover notions of public interest and service focusing on the achievement of specific objectives:

- Generating economic benefits and induced job growth;
- Managing and developing socioeconomic, cultural and sports events of cities or regions;
- Transforming infrastructures into showcases of economic and cultural vitality as well as major venues for staging events.
- Safeguarding and optimizing the potential of public buildings so that the long-term value of the real estate assets of local and regional government is maintained.

The introduction of a private sector culture in the management of these venues has contributed positive developments in respect to practices. The industry approach developed by GL events incorporates growth drivers that include yield management, cost optimization by benchmarking and the negotiation of master agreements.

**702**

employees

**€383,8 M**

revenue or 52.8%  
of 2010 consolidated sales

**4,000**

events staged

**10 million**

visitors, spectators  
et convention goers

## A portfolio of 36 venues managed by GL events

The Palais Brongniart of Paris and the Oran Exhibition Centre (Algeria) for which management concessions were granted to the Group in 2010, have further strengthened a network that now includes 36 venues with 15 international destinations.

### Convention Centres:

BARCELONA (SPAIN) : Centro de Convenciones Internacionales de Barcelona (CCIB)  
BRUSSELS (BELGIUM) : SQUARE Brussels Meeting Centre  
THE HAGUE (NETHERLANDS) : World Forum  
CURITIBA (BRAZIL) : Estação Embratel Convention Center  
PARIS : Maison de la Mutualité  
PARIS : Palais Brongniart  
LYON : Lyon Convention Centre  
NICE : Acropolis  
SAINT-ÉTIENNE : Conference Centre  
TOULOUSE : Pierre Baudis Congress Centre  
CLERMONT-FERRAND : Polydome

### Exhibition Centres:

BUDAPEST (HUNGARY) : Hungexpo  
RIO DE JANEIRO (BRAZIL) : Riocentro  
PADUA (ITALY) : PadovaFiere  
TURIN (ITALY) : Lingotto Fiere  
SHANGHAI (CHINA) : Pudong Expo  
ORAN (ALGERIA) : Palais des Expositions  
LYON : Eurexpo  
METZ : Metz Expo Événements  
TOULOUSE : Toulouse Expo  
CLERMONT-FERRAND : Grande Halle d'Auvergne  
PARIS : Parc Floral  
TROYES : Troyes Expo  
AMIENS : MégaCité  
VANNES : Le Chorus

### Reception venues:

NEW YORK (UNITED STATES) : La. Venue  
ISTANBUL (TURKEY) : The Seed  
PARIS : Hôtel Salomon de Rothschild  
LYON : Château de Saint-Priest  
SAINT-ÉTIENNE : Le Grand Cercle  
SAINT-ÉTIENNE : La Verrière Fauriel

### Multi-purpose facilities and concert halls :

RIO DE JANEIRO (BRAZIL) : HSBC Arena  
LONDON (UNITED KINGDOM) : Battersea Evolution  
TURIN (ITALY) : Oval  
CLERMONT-FERRAND : Zénith d'Auvergne  
ROANNE : Le Scarabée

Centro de Convenciones Internacionales de Barcelona (CCIB)

## *2010, GL events innovates with its network of “Premium” destinations*

In recent years, GL events has developed a network of Premium destinations: Barcelona, Brussels, Budapest, The Hague, Lyon, Nice, Paris, etc. Objective: anticipating the evolving needs of the event industry market and bringing to its customers the expertise of its international network.

This commercial innovation responds to demands by organisers who wish to duplicate their conventions or event in different cities around the world, and seek to ensure, through a single provider, the same quality of service from one destination to the next.

GL events in this way promotes multiple destinations throughout the world that includes a particularly

extensive offering in Europe. By nature, this network is destined to evolve on a regular basis, notably as the Group takes advantage of opportunities that may arise in key business tourism destinations such as Prague, Rome, Istanbul or Athens...

This network-based organisation allows the teams of sites managed by GL events to develop significant synergies. And while this offer is supported by common tools, an approach has also been adopted to sell the network of premium destinations by respecting and promoting the specific characteristics of each site and culture.



Square Meeting Centre - Brussels



## Opening of the Palais Brongniart

In line with priorities defined by the City of Paris, GL events Group has developed for Palais Brongniart an ambitious partnership project addressing three objectives:

- Transform this symbol of finance as the site of the former Paris stock exchange into an international showcase for socially responsible entrepreneurship, innovation and business creation, reflecting the evolving priorities of the 21<sup>st</sup> century;
- Open up the Palais Brongniart and contribute to its reappropriation by the general public, particularly the immediate neighbourhood and the inhabitants of the capital within the framework of a full-fledged harmonious urban development project;
- Rehabilitate this major Paris landmark in a manner that respects its specific architectural features while ensuring its exemplary nature as a model for energy efficiency and respect of the environment.

The Palais Brongniart will include more than 18,000 m<sup>2</sup> dedicated to socially responsible economic innovation with office space, facilities for receptions and events in addition to services for the general public.

Journées Printor Brongniart - Paris



Highway section inauguration – Eiffage Group

# Giving meaning to an event

Event organisation is a rapidly expanding business sector for GL events. The Group operates in this sector both on its own behalf or for its customers.

GL events organises more than 250 proprietary trade shows covering a broad range of sectors from the food industry, the automobile sector, etc. (see highlights below). This diversification assures a secure business mix that includes sectors with solid positions less exposed to cyclical market condition trends providing additional strength during periods of recession.

At the same time, the segment of corporate events organised by companies for their staff or customers has acquired an increased dimension. Among the most

prestigious events include for example the 50<sup>th</sup> anniversary commemorations of the independence of the Congo and Gabon, the Bocuse d'Or Europe and Asia or the Francophone Games held in Beirut. This track record of expansion reflects the increased expertise of our teams combined with success in building stronger positions with large customers.

This business also benefits from significant synergies with the venues managed by the Group. This ability has made it possible to duplicate proprietary events such as the Bologna Motor Show, a reference in the automobile industry now replicated in Qatar and provide support to major accounts in organising events throughout the world.

## Highlights

GL events has a portfolio of more than 250 B2B and B2C trade shows showcasing twelve key sectors of activity:

- Food industry
- Manufacturing
- Building
- Sports and leisure
- Home and interior design
- Fashion
- Agriculture
- Environment
- Automobile
- Retail
- Watchmaking
- Healthcare

To these are added major international fairs such as those of Padua or Budapest.

This strategy of balanced segmentation is combined with geographical diversification reflected by GL events' development with coverage spanning from Asia to Latin America as well as Europe.

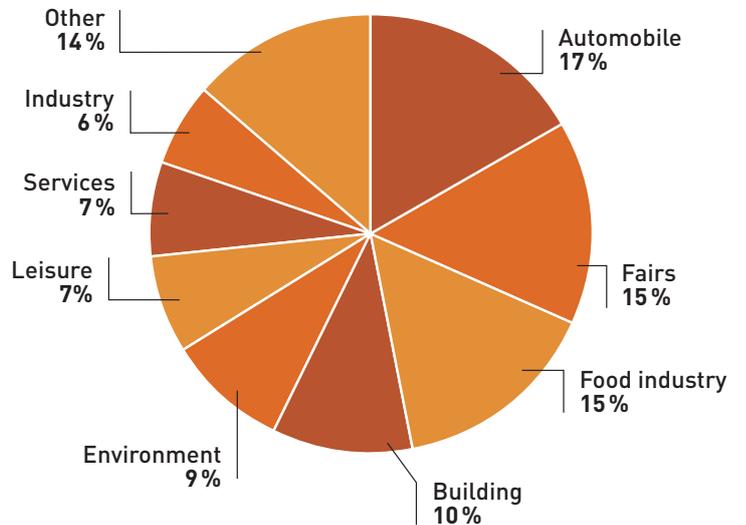


Prêt-à-Porter Paris

**Major trade fairs in 2010**

- Bologna Motor Show
- Bienal do Livro Rio
- Fiera Campionaria
- Bienal do Livro Bahia
- Bienal do Livro de Minas
- Metz International Fair
- Salon Industrie
- Salon automobile international de Lyon
- Toulouse International Fair
- Equita' Lyon
- Salon des vins et de la gastronomie
- Premiere Vision Paris
- Prêt à Porter
- My special Car Show
- Casa su Misura
- Les Rendez-vous Be+
- Piscine (Swimming pool trade fair)
- Lyon International Fair

**Trade fairs: a balanced mix across sectors**



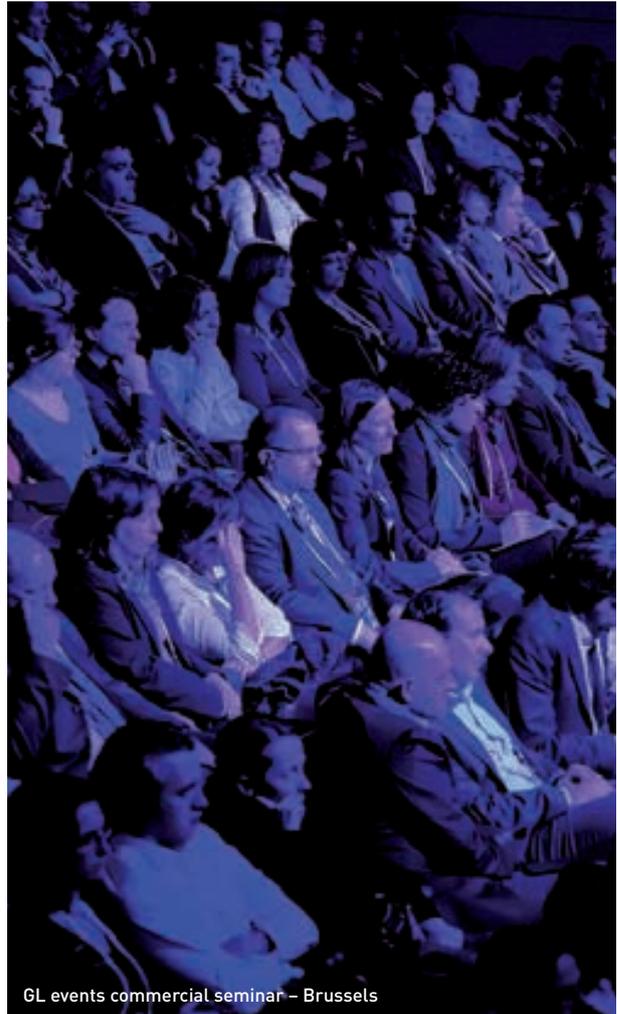
New Paul Bocuse Hall - Eurexpo Lyon

## Corporate events

GL events assists companies define and implement their event communications strategies to bring brands and their publics together, both internal and external, and covering both B2B and B2C segments: conventions, product launches, inaugurations, commemoration events or anniversaries, etc. Specific fields of expertise developed by specialized event communications agencies that have progressively joined the Group over the years, including notably Market Place and Alice Evénements. These new additions have chosen to leverage their strategic capacity by adding the expertise of an extended network providing a complementary range of know-how in skills, services and event venues.

## Conventions, congresses and incentive events

Finally, GL events organises for learned societies, public institutions, professional associations or organisations intervening in a broad range of activities, congresses, conventions, incentive events and seminars, providing these groups with shared interests an opportunity to exchange their views combined with the benefits of the latest communications technologies. The expertise of a Professional Conference or Congress Organiser (PCO) today largely recognised and developed, in particular by Package Organisation, in France and in international markets.



GL events commercial seminar – Brussels

# 2010, positive momentum in all areas

Trade fairs registered satisfactory levels for reservations. Noteworthy accomplishments for events and projects included the organisation of the Beyonce concert at the HSBC Arena in Rio de Janeiro, Foodapest in Hungary (an international B2B food and drink exhibition), the Lyon International Fair and the fashion industry trade fairs, Prêt-à-porter Paris and Première Vision, the Bologna Motor Show, the Piscine Swimming Pool trade fair and Equita’.

The food industry sector was also marked by very good performances illustrated by the Bocuse d’Or Asia in Shanghai or the Foods & Goods trade fair, the CFIA packaging and technologies trade fair in Rennes and Sirest Ideas, the Paris trade fair for culinary innovation headed by Joël Robuchon.

## GL events Exhibitions

The creation of GL events Exhibitions on 1 January 2010 enabled the Group to strengthen the level of service provided to exhibitors and visitors alike, in coordination with the different event industry players and professionals.

This specialised entity reflects the Group’s strategy of developing synergies between events and accelerating the growth momentum of existing trade fairs as well as creating new events.

With this new structure, GL events will pursue its development in the market for the organisation of national and international events in which it intends to become a major provider of solutions and services.

# *A national and international service offering*

As the Group's historic business, services today represent a major component of its offering, both on a standalone basis and in conjunction with its two other businesses.

The range of services proposed is constantly evolving, from more traditional services (equipment leasing, decoration, heating/air conditioning, etc.) to the more complex: modular custom-designed hospital-ity pavilions, the deployment of new communications technologies, etc.

GL events' offering of services covers large-scale interventions that vary in scope and nature. The Group has developed a world-class reputation as a provider of services and solutions for staging major sports events: Olympic Games, World Football, Rugby or Cricket Cups, Formula 1 Grand Prix, etc. It is also a long-standing

contributor to the Cannes Film Festival, the European Heads of State Summit organised by the French government as well as major corporate events destined to promote the image of the organising company.

At the same time, B2B and B2C trade fairs remain a critical component of the Group's portfolio, whether major international or regional and local events, including for highly specialised or more exclusive groups.

High-powered and highly effective logistics capabilities represent a major competitive advantage for meeting the many challenges for successfully staging an event. Maintaining sufficient inventories of materials, strategically located warehouses and highly responsive and an easy-to-deploy truck fleet constitute the cornerstones of the Group's logistic capabilities.

## *2010, a historic contract with the FIFA World Cup™*



The Organising Committee of the 2010 FIFA World Cup™ held in South Africa awarded GL events-Oasys a historic contract for the provision of services to furnish installations for the ten sites that hosted the matches of this competition of planetary dimensions.

A number of convincing arguments in favour of GL events contributed to its success in winning this contract. Already a provider for the FIFA Confederations Cup™ in June 2009 held in four South African cities and the Africa Cup of Nations in December 2009 in Angola, GL events had been shortlisted in December as a "preferred bidder".

This contract of more than €40 million represents one of the largest ever awarded by organising committee to an event service provider. It also is the largest contract ever awarded to GL events to date. This achievement once again highlights GL events' ability to contribute to the success of complex worldwide events covering



1,925

employees

€343.4 M

revenue or 47.2%  
of 2010 consolidated sales

36

areas of expertise

300,000

products in stock

+4,000

events

The Ryder Cup

multiple sites and areas of expertise: FIFA™ world cups, rugby championships, grand prix equestrian competitions, Formula 1 Grand Prix, golf tournaments, sailing competitions, cycling, skiing, etc.

In 2010, the Group also strengthened its position by contributing to a number of international events: the Commonwealth Games, Asian Beach Games, etc. In addition, by developing a new service offering, the Group also contributed to the Shanghai World Expo from May to October 2010 by providing pavilion management services for exhibiting countries such as Chile or Taiwan.

Temporary structures from the top-of-the-line Absolute pavilions equipped prestigious events such as the Ryder Cup golf competition in Wales and Fashion Week Paris. The Group also participated actively in the successful organisation of the Davis cup semi-finals in Lyon and work on a museum in Gabon in connection with the 50<sup>th</sup> anniversary of the country's independence.



### BUBBLES

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L'EAU parle de vous, de nos origines et de notre futur.  
L'EAU est un trésor d'où l'on peut puiser d'infinies inspirations.  
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Musique par Julien TO...  
[www.julien.to...](http://www.julien.to...)

DESIGNERS LABELS & CREATION

Salon Mode City Paris

# Strong growth over the short, medium and long-term

The Group has got off to a good start in 2011 with strong momentum in the trade fairs sector. SIRHA 2011 held in Lyon in January registered record performances in terms of economic results and media coverage. Other noteworthy events included the Rendez-vous Bâtiment Energie Positive in Lyon devoted to clean energy in the construction industry and the fashion industry and fabrics trade fair, Première Brazil.

Events created or duplicated by the Group also registered important successes. Noteworthy examples include the 1<sup>st</sup> edition of the Florshow gardening fair organised and staged by Padovafiore or the 1<sup>st</sup> edition of the Qatar Motor Show that brought together all worldwide manufacturers.

The start of the year has also seen good momentum for large worldwide events with installations provided for the AFC Asian Cup in Qatar (revenue of €12 million in 2010 and 2011).

These trends should contribute to balanced and profitable growth by GL events in 2011. The Group confirms on this basis its annual sales guidance of €770 million with growth of 6% accompanied by improvements at different levels of the margins.

Growth potential for the events market is expected to remain sustained over the long-term in a number of segments from trade fairs to corporate events as well as large sports, political and cultural events at the worldwide level. Benefiting from these trends, the Group intends to strengthen its leadership position in France and Europe while focusing on the best opportunities for international development.

## **A new organisation adapted to the Group's development**

The post-crisis period has confirmed the validity of the Group's strategic choices and business model for expansion based on providing an integrated offering of solutions and services for events.

The Group now intends to strengthen this approach by fine-tuning its organisation to:

- Further improve its ability to respond to market needs;
- Optimise the turnover of assets;
- Accelerate development in France and international markets.

**GL events Live** will group together the full range of business lines and services for corporate, institutional and sports events. From consulting services and design to producing the event itself, GL events Live teams will be capable of proposing turnkey event solutions to major worldwide event customers.

**GL events Exhibitions** will manage and coordinate the Group's 250 proprietary trade fairs, promoting the duplication of events, innovation and operating synergies between the Group's other business lines.

**GL events Venues** will manage operations for the current network that includes 36 event venues. The development teams will be responsible for optimising the performances of this network and its expansion in France and international markets





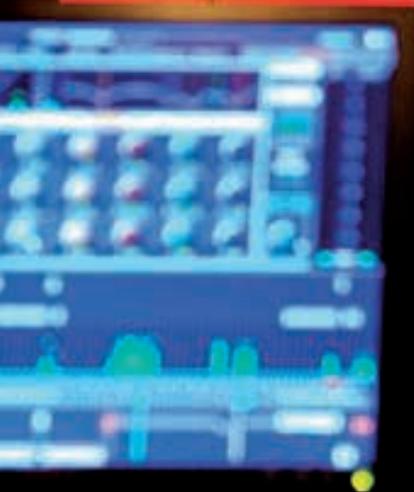
Festival of Lights – Lyon

# 03

## *GL events, the Group*

Corporate governance **52**  
Corporate social responsibility **56**

# *Corporate governance*



Vienne Jazz Festival

# Board of Directors

## **Olivier Ginon**

### **CHAIRMAN**

Born on 20 March 1958. Appointed by the Annual General Meeting of 24 April 1998, reappointed by the Annual General Meeting of 30 April 2010, for a term ending at the close of the shareholders' meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015.

## **Olivier Roux**

### **DIRECTOR, VICE CHAIRMAN,**

### **DEPUTY CHIEF EXECUTIVE OFFICER**

Born on 11 June 1957. Appointed by the Annual General Meeting of 24 April 1998, reappointed by the Annual General Meeting of 30 April 2010, for a term ending at the close of the shareholders' meeting to be held in 2016 to approve the financial statements for the fiscal year ending 31 December 2015.

## **Yves-Claude Abescat**

### **DIRECTOR**

Born on 28 May 1943. Appointed by the Combined General Meeting of 16 May 2008, until the close of the Annual General Meeting to be held in 2013, to approve the financial statements for the fiscal year ending 31 December 2012. Independent Director. Audit Committee and Compensation and Nominating Committee member.

## **Aquasourça**

### **DIRECTOR**

Represented by Sophie Defforey-Crepet. Born on 21 February 1955. Appointed by the Combined General Meeting of 20 June 2002, reappointed by the Combined General Meeting of 16 May 2008 for a term ending at the close of the Annual General Meeting to be held in 2014 to approve the financial statements for the fiscal year ending 31 December 2013. Compensation and Nominating Committee member.

## **Philippe Marcel**

### **DIRECTOR**

Born on 23 November 1953. Appointed by the Annual General Meeting of 11 July 2003, reappointed by the Annual General Meeting of 24 April 2009, for a term ending at the close of the Annual General Meeting to be held in 2015 to approve the financial statements for the fiscal year ending 31 December 2014. Independent Director - Compensation and Nominating Committee Chairman.

## **André Perrier**

### **DIRECTOR**

Born on 13 August 1937. Appointed by the Combined General Meeting of 9 June 2000, reappointed by the Combined General Meeting of 14 May 2006, until the close of the Annual General Meeting to be held in 2012, to approve the financial statements for the fiscal year ending 31 December 2011. Independent Director - Audit Committee Chairman.

## **Nicolas de Tavernost**

### **DIRECTOR**

Born on 22 August 1950. Appointed by the Combined General Meeting of 16 May 2008 until the close of the Annual General Meeting to be held in 2014 to approve the financial statements for the fiscal year ending 31 December 2013. Independent Director - Audit Committee member.

## **Caroline Weber<sup>(1)</sup>**

### **DIRECTOR**

Born on 14 December 1960. Temporarily appointed by the Board of Directors on 4 March 2011 to replace Damien Bertrand as Director. Independent Director.

## **Gilles Gouédard-Comte**

### **DIRECTOR**

Born on 15 July 1955. Appointed by the Annual General Meeting of 14 June 1996, reappointed respectively by the Combined General Meetings of 20 June 2002 and 16 May 2008 until the close of the Annual General Meeting to be held in 2014, to approve the financial statements for the fiscal year ending 31 December 2013.

## **Érick Rostagnat**

### **DIRECTOR**

Born on 1 July 1952. Appointed by the Combined General Meeting of 20 June 2002, reappointed by the Combined General Meeting of 16 May 2008 until the close of the Annual General Meeting to be held in 2014, to approve the financial statements for the fiscal year ending 31 December 2013.

*1. Subject to approval of the shareholders at the Annual General Meeting of 29 April 2011.*

## Auditors

### STATUTORY AUDITORS

**Cabinet Mazars**

**Cabinet Maza Simoens**

### DEPUTY AUDITORS

**Raphaël Vaison de Fontaube**

**Olivier Bietrix**

# Executive Committee



**Olivier Ginon**  
*Chairman*



**Olivier Roux**  
*Vice Chairman*



**Olivier Ferraton**  
*Managing Director*



**Érick Rostagnat**  
*Managing Director;  
Corporate Finance  
and Administration*



**Jean-Eudes Rabut**  
*Managing Director;  
Venue Management*



**René Pérès**  
*Managing Director;  
Trade Shows*



**Olivier Hohn**  
*Managing Director;  
Structures and  
Grandstands*



**Franck Glaizal**  
*Managing Director;  
Italy, Hungary and  
Turkey region*



**Frédéric Regert**  
*Vice President,  
Corporate Finance  
and Administration*



**Pascal Montagnon**  
*Vice President,  
Human Resources*



**Daniel Chapiro**  
*Vice President, Venue  
Management Operations*



**Jean-Paul Ducher**  
*Vice President,  
Purchasing*



**Stéphane Hue**  
*Vice President,  
GL events Exhibitions*



Hôtel Salomon de Rothschild - Paris

### **Executive Committee**

The executive committee sets Group strategies for both overall Group operations and business lines. It examines potential acquisitions so as to make recommendations to the Board of Directors and implements the company's business development strategy and internal control policy.

### **Business Unit Committees**

The Business Unit Committees are comprised of the heads of each business unit and oversee the finances and operations of each affiliated company. They also work on increasing commercial synergies between Group businesses.

### **Investment Committee**

The Investment Committee reviews and decides whether to approve any investments that are either above certain set amounts or not included in initial budgets.

### **Management seminars**

To provide an opportunity to review Group developments, key priorities and strategy, management seminars are organised twice a year.

# People, our greatest asset

To optimise the value of these assets, GL events' human resources policy has two goals: contribute to developing value and effective corporate citizenship. To this purpose, progress targets have been set in three major areas:

## Attracting, rewarding and retaining talent

GL events seeks to offer all employees opportunities to evolve and develop their expertise and skills. This implies effectively integrating and identifying potential talents on a prospective basis while providing support for professional development through training both for the specific needs of the company and the individual aspirations of employees.

Through our program for recruiting "New Talents", graduates of prestigious schools are provided an opportunity to participate in the growth of GL events through commercial development, project management, engineering or marketing. This system provides an opportunity to exercise a range of responsibilities in different teams, cultures and environments of the Group and contribute to the shared success of an organisation in constant transformation.

Professional development is also a key focus of GL events' human resources policy. In effect, we believe the Group's success depends on providing all employees opportunities for enrichment through different experiences offered by geographical or functional mobility.

To meet these different challenges, new procedures have been adapted for all the Group's Business Units: a common annual review adopting the same format for all GL events employees, a system to identify employees with high potential as well as a job mobility charter for opportunities at the Group level.

In the area of training, GL events Campus' primary missions are to coordinate all Group training plans and set training priorities with respect to the areas of expertise required by the Group's different business lines.

To encourage mobility within the Group and support career development goals of all employees, GL events Campus has designed an extensive and diversified

range of training programs for the different key career phases of each of its employees, creating bridges between categories of activities and the different trades and occupations exercised within the Group.

GL events Campus has already trained more than 1,600 employees in France and its management training programs will be extended to the United Kingdom, Belgium, Hungary, Italy, Turkey and Spain. Other countries will soon be integrated into the offering of training programs to support the Group's international development.

This new organisation has made it possible to increase the number of training hours provided from 34,000 in 2009 to 36,000 in 2010. The range of training programs available is organised around three practices (Management and Change, Marketing and Sales, Personal Development) for which GL events Campus proposes both:

- Common Group-wide corporate programs for each category of business or professional activity for the major phases of employee development;
- A selection of programs designed to meet the specific needs of operational entities.

Group managers and experts actively contribute to coordinating and defining the content of these training programs, ensuring that they effectively meet both the needs of employees for their own career development and those of the Group.





Lyon Convention Centre

## Core values

**Respect** for customers, suppliers, employees and shareholders.

**Corporate responsibility** as a partner with local and regional governments.

**A spirit of initiative**, fuelling growth expansion and fostering a corporate culture of judicious risk-taking.

**Imagination**, to develop innovative solutions GL events apart from the competition.



Prêt-à-Porter Paris

### Combating all forms of discrimination

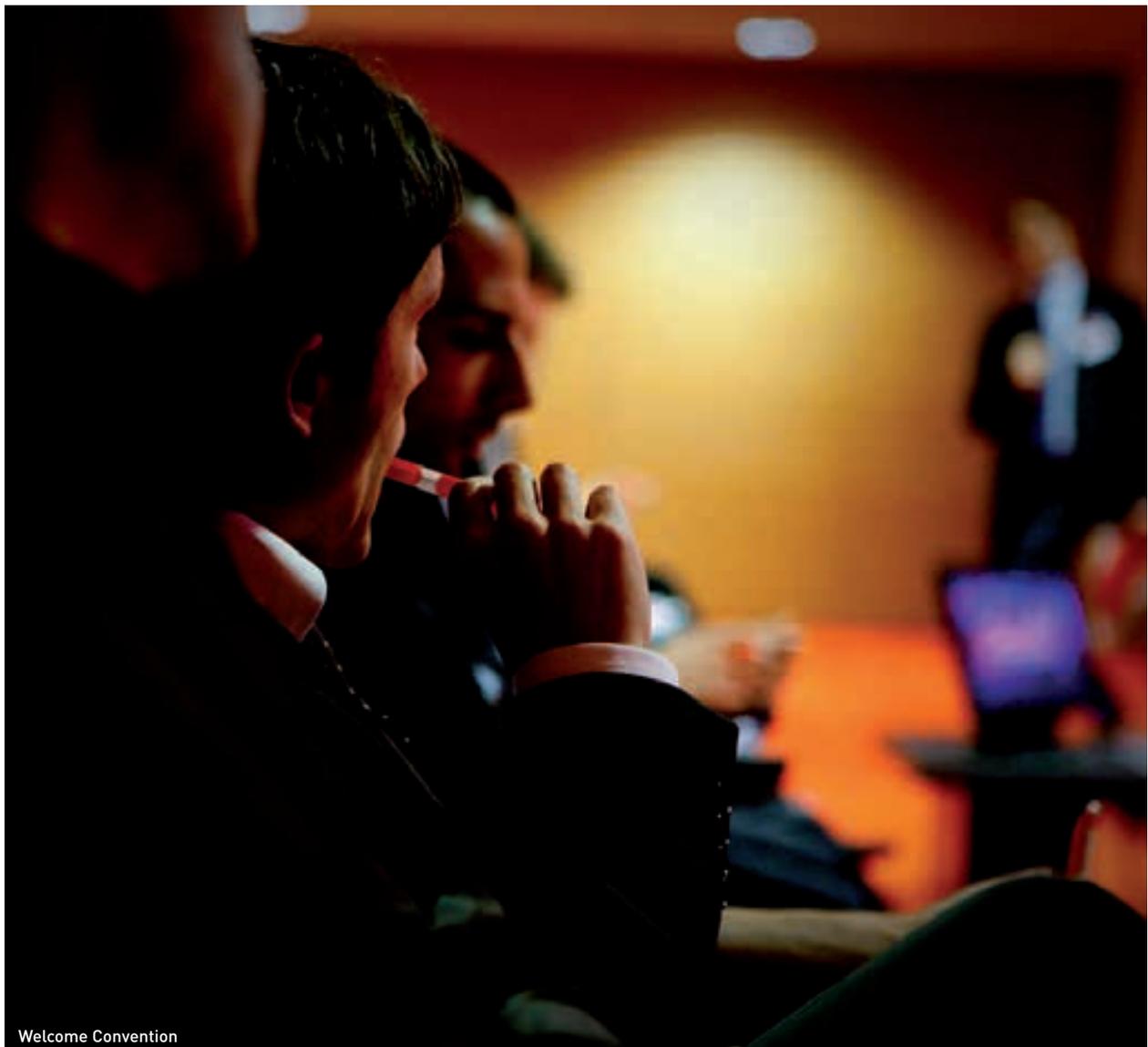
In line with its commitments as a signatory in 2010 of the “Diversity Charter”, GL events has made combating all forms of discrimination (age, sex, religion, etc.) a priority along with promoting the social integration of populations in difficulty (youth without formal educational qualifications, the long-term unemployed...).

This goal is particularly important for a Group that has acquired a significant international dimension reflected by the global coverage of its services and solutions (with 50% of GL events revenue from international operations), its worldwide network (offices in 17 countries), its workforce (16% of its staff from other countries) and track record in managing large-scale projects on all five continents using local teams.

### Teams with an increasing international dimension

At any given moment, generalists and experts, entry-level employees and highly experienced professionals, work together on major projects such as the FIFA 2010 World Cup South Africa™ or Commonwealth Games of New Delhi. With this team momentum, they demonstrate that everything is possible when people from different backgrounds and fields of expertise are able to share common values and overcome the most challenging obstacles.

This represents a real opportunity for GL events to build teams with greater multi-cultural integration and foster communications and openness to create optimal conditions for exchange and sharing.



Welcome Convention

## Employee safety and accident prevention

Health and safety represent major components of Social Responsibility both in respect to staff and the public that visits the sites and events under GL events' responsibility.

This goal is implemented through a formalised and operational policy based on a process of continuous improvement.



Lyon Convention Centre

An Accident Prevention and Safety unit was created. Its work resulted in a common occupational risk document for each subsidiary and the implementation of tools for the purpose of drawing up a Special Safety and Health Protection Plan (PPSPS).

A specific signage system has been deployed at all Group sites. Led by twenty-four local coordinators, a targeted awareness-raising campaign has been undertaken in favour of employees.

### Managing subcontracting

The goal of social progress however does not only concern Group employees. It also applies to the Group's suppliers that are requested to systematically take into account principles of ethical conduct and rules that must be strictly applied without exception.

The application of this principle is naturally adjusted to fit specific local environments through well-defined procedures:

- Practical tools for risk evaluation and assistance;
- Procedures for selecting subcontractors;
- Audit procedures (more than 400 trade fairs audited by a dedicated team);
- International training sessions.

Because safety and integrity are essential requirements that cannot tolerate compromise, GL events refuses to entrust its confidence in suppliers that do not respect the rules.

This approach should lead to the development of a charter under whose provisions every Group supplier agrees to apply its code of conduct.

## A strong commitment to the environment

GL events' commitment to a strategy of sustainable development was formalised and structured in early 2009 with the establishment of a "Sustainable Development Mission" that reports directly to the Chairman and the Executive Committee of the Group.

The Group' objective was to validate its approach in the field to promote not merely principles for action but rather concrete, measurable and quantifiable acts to effectively implement a true approach based on initiatives taken in each sector of activity and function.

For the day-to-day conduct of its operations, GL events implemented a multi-year "Think Green" action plan focusing on three major goals:

- Limit the environmental impact of events that it stages, organizes and equips;
- Promote CSR construction, renovation and the operation of event venues under its management in coordination with public customers;
- Raise awareness and provide training to employees, subcontractors and partners on good environmental practices.



Lyon Convention Centre

This group of initiatives focusing on respecting the environment represent a set of shared values and priorities for all business lines and functions:

- Designing events, stand design: deployment of eco-design practices by providing specific training to designers and event project heads in eco-design and the organisation of eco-events within the framework of “GL events Campus”.
- The purchasing and manufacturing of products and materials for events, by progressively integrating sustainable development criteria in supplier selection and product sourcing processes; developing offers for alternative products through an ambitious R&D strategy, focusing in particular in three high stake areas: carpeting (see below), lighting and PVC tarpaulin;
- Logistics and transport: gradually renewing the fleet of vehicles, eco-driving training programs, action plans for logistics platforms to optimise transportation practices, promote carpooling for trade their visitors through a dedicated online service as well as the use of public transport;
- Venues and reception services: implement Environmental Management Systems leading to ISO 14001 (see below), adopt solutions using renewable energies, provide technical supervisory staff sustainable facilities management training, develop targeted food service offerings (local seasonal production, organic products, etc.);
- Responsible waste management procedures reducing consumption at the source through more systematic use of reusable products, recycled or recyclable materials, indicators and reporting tools for sites, awareness-raising-campaigns for employees promoting environmentally responsible behavior.

In addition, the Group’s future headquarters to be located in the new district in the south of Lyon, La

Confluence, will be designed, built and managed in line with the criteria of High Quality Environmental standards.

### **Developing 100% recyclable carpeting**

With nearly 5 million square meters of carpeting used every year, GL events plays a major role in contributing to effective waste management. In effect, most nonrecyclable products used by the industry were generally stored in controlled landfill facilities.

To both anticipate regulatory trends but also meet the needs of customers and pursue actions in line with the “Think Green” program GL events has made this issue a priority.

### **Become a standard setter in eco-design**

However, it is above all through its offering that the Group intends to set an example as an industry leader. The new regulation of the French Public Procurement Code (Code des Marchés Publics), in response to a growing market demand, has provided an incentive for marketing teams to develop an eco-design approach for stands and event areas destined to reduce the environmental impact of these facilities over their entire lifecycle.

GL events presented its first eco-stand at the 4<sup>th</sup> Conference on Sustainable Development held in Nantes in October 2006.

Today, the eco-design concept is well-established, supported by a methodology, training module and above all a formalised offering that is truly competitive and innovative. Since then new eco-stands have been



## Palais Brongniart supports Solidarity Finance Week

Establishing Palais Brongniart as a hub for new forms of sustainable and socially responsible entrepreneurship represents the ambitious project proposed by GL events to the City of Paris within the framework of the management concession granted to it in 2010. Highlighting from the outset its commitment to this undertaking, GL events supported the third edition of the Solidarity Finance Week organised by Finansol.

Journées Printor Brongniart - Paris

introduced: an eco-designed stand for the French civil aviation authority (DGAC) at the Paris Air Show in 2009, reception areas at the Planète Durable exhibition on sustainable consumption in 2010. And while the materials used for these types of projects are rigorously selected (FSC or PEFC\* wood, recyclable carpeting, 100% natural flooring, LED lighting, reused furniture, it is above all through the design itself that the environmental impact is reduced: easy to transport parts, ultra-light and reusable architecture, dematerialisation, consumables reduced to a minimum.

The Group is also the organiser of professional events devoted to the environment: The Sustainable Construction and Clean Energy Exhibition (Rendez-vous Bâtiment Énergie Positive be+ (Paris and Lyon), ENR, Eneo, Bluebat, Eurobois), but also, Environord (Lille), EnviroSud (Toulouse), Construire naturel (Lille), Ökotech (Budapest), the Ecodevelopment Forum for Local and Regional Authorities in Vannes, International Trade Fair for Waste Management & Environment Technology in Brazil.

Eco-design has evolved into a concept now also deployed in the organisation activity notably with the design of eco-events. The Market Place agency has for example provided services to the French Ministry of Ecology, Energy and Sustainable Development and Territorial Development, in the organisation of events held under the French Presidency of the European Union in 2008 responding to strict environmental standards.

In collaboration with industrial companies, manufacturers and waste management companies as well as local governments for which it manages venues, the Group has substantially revamped the offering

for this product to propose customers starting in 2011 100% recyclable or reusable carpets. GL events has in this way confirmed its role as an event industry pioneer seeking to use its leadership position to promote advances for the sector as a whole.

### The leading network of ISO 14001 certified reception venues in France

GL events manages a network of 21 venues in France (exhibition centres, convention centres, reception facilities), primarily through long-term public-private partnerships.

In line with its commitments set forth in the Group's "Think Green" environmental program, GL events has fixed the objective of obtaining ISO 14001 certification for all venues in the French network within 18 months. This important decision will impact the entire event industry sector, contributing to the widespread adoption of EMS (Environmental Management Systems) in French event venues.

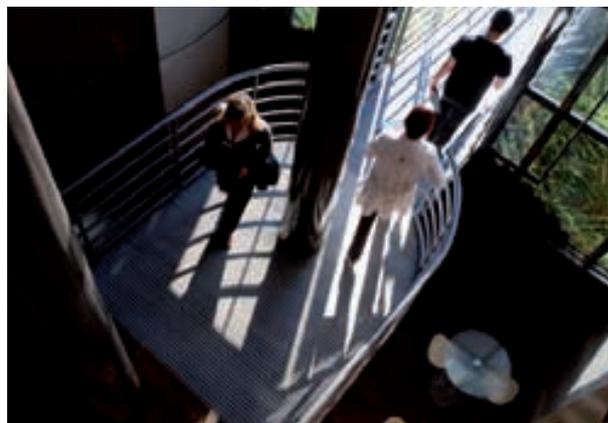
This offers a way of responding to strong demand by local delegating authorities with respect to environmental approaches as well as rapidly evolving regulatory developments that particularly in the area of the construction and management of buildings for public assembly use.

\*PEFC: Platform for the Endorsement of Forest Certification schemes, FSC (Forest Stewardship Council): labels designating wood originating from forests compliant with sustainable management guidelines.

## Commitment to social responsibility and supporting local initiatives

Present at 91 sites in countries, GL events is a natural partner of local stakeholders, notably regional administrations for which it manages and develops a network of 36 venues.

This strong territorial coverage allows GL events' offices and subsidiaries to participate in actions in favour of social solidarity, culture or sports and support local initiatives. Such support may be in the form of resources and sponsorships contributing expertise as well as financial support with an approach based on the principle of subsidiarity and involvement by management of Group subsidiaries.



At the corporate level, GL events supports many initiatives in the area of culture, sports or social solidarity illustrated by the financial support provided in recent years to “Petit Monde”, a French non-profit organisation that provides accommodations to families allowing them to remain near their children during long-term hospital stays, or the contribution to the Musée des Beaux Arts of Lyon for the acquisition of the celebrated painting of Nicolas Poussin, “The Flight into Egypt”.

### **GL events, a long-term supporter of the not-for-profit association, Sport dans la Ville**

The mission of this not-for-profit Lyon-based association “Sport dans la Ville” supported by GL events is to promote to social and professional integration of underprivileged youth by establishing and directing sports centres in the heart of difficult neighbourhoods and programs to discover and learn about the professional world.

Today 2,500 youth are registered at the association’s 18 sports centres and each year 170 children attend the holiday camps, 30 youth are provided with opportunities to discover the US, Brazil and India through international exchange programs, 250 young girls participate in the program “L dans la Ville” and 200 youth in the professional training and integration program “Job dans la Ville”.

### **Package supports the first France-Japan solar electric bike expedition**

Package Organisation was a supporter in 2010 to the original initiative of a young French cyclist from the Savoie region, Florent Bailly in a journey from France to Japan on bicycle towing a solar panelled trailer. 10,000 km and a voyage of four months for this worldwide first, and above all an exceptional human adventure representing a unique opportunity for encountering populations across the journey.



Salon Equita' Lyon



Saut Hermès equestrian show at the Grand Palais - Paris

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