

FIERA MILANO GROUP

Virtual STAR Conference 2020 – Fall edition

Milan, 6 October 2020



FIERA MILANO

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1.0

Group overview

Fiera Milano is the market leader in Italy and one of the world's leading operators across the entire value chain of the exhibition industry.



1.1

An integrated business model

Italian Exhibitions

Fiera Milano organises proprietary exhibitions providing exhibition space and services directly to exhibitors; it also uses exhibition sites to host exhibitions for third parties

Congresses

Management of one of most modern convention centre in Europe and the only one capable of hosting up to 18,000 delegates

Hospitality

Assisting its customers travel arrangements through accommodation services, site location, flight tickets, Visa procedures, transfers, train tickets

Stand fitting services

Concept design & engineering, exhibitions & booths, including shell scheme area, lounges, public space and outdoor structures

Media

Online and offline content and publishing services, management courses, event organisation

Foreign Exhibitions

Outside domestic market, organiser of exhibitions in Brazil, South Africa, China and India



1.2

Fiera Milano highlights

399,000 sqm

Gross Exhibition Capacity

345,000 sqm fieramilano
54,000 sqm fieramilanocity

2,045,625 sqm

**Net Exhibition
Space Occupied**

of which 511,225 sqm
abroad

80

Exhibitions

of which 28
abroad

39,945

Exhibitors

of which 9,630 abroad

171

Congresses

290,543
participants

9 (560,000 copies)

**Number of technical
publications**

12

**Number of
publishing portal**

98

**Number of
training events**

707

**Group permanent
employees**

of which 105 abroad

280 million

Consolidated revenues

106 million

**Consolidated
EBITDA**

Figures refer to FY2019

1.3

Key milestones of Fiera Milano Group to date



1.4

Strong position worldwide

The number one exhibition entity in Italy and one of the main exhibition entities worldwide in terms of gross indoor exhibition space

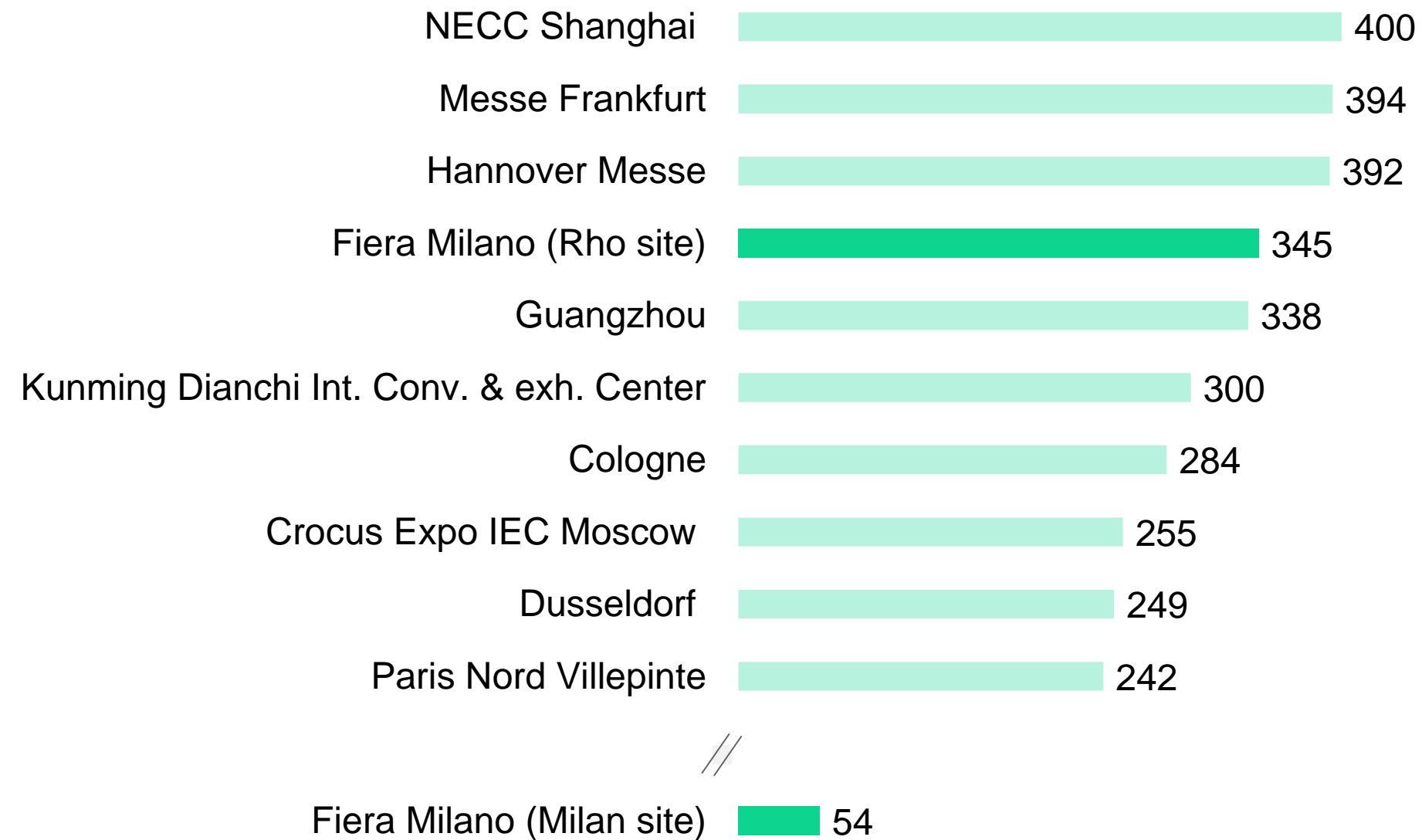


1.5

Strong position worldwide

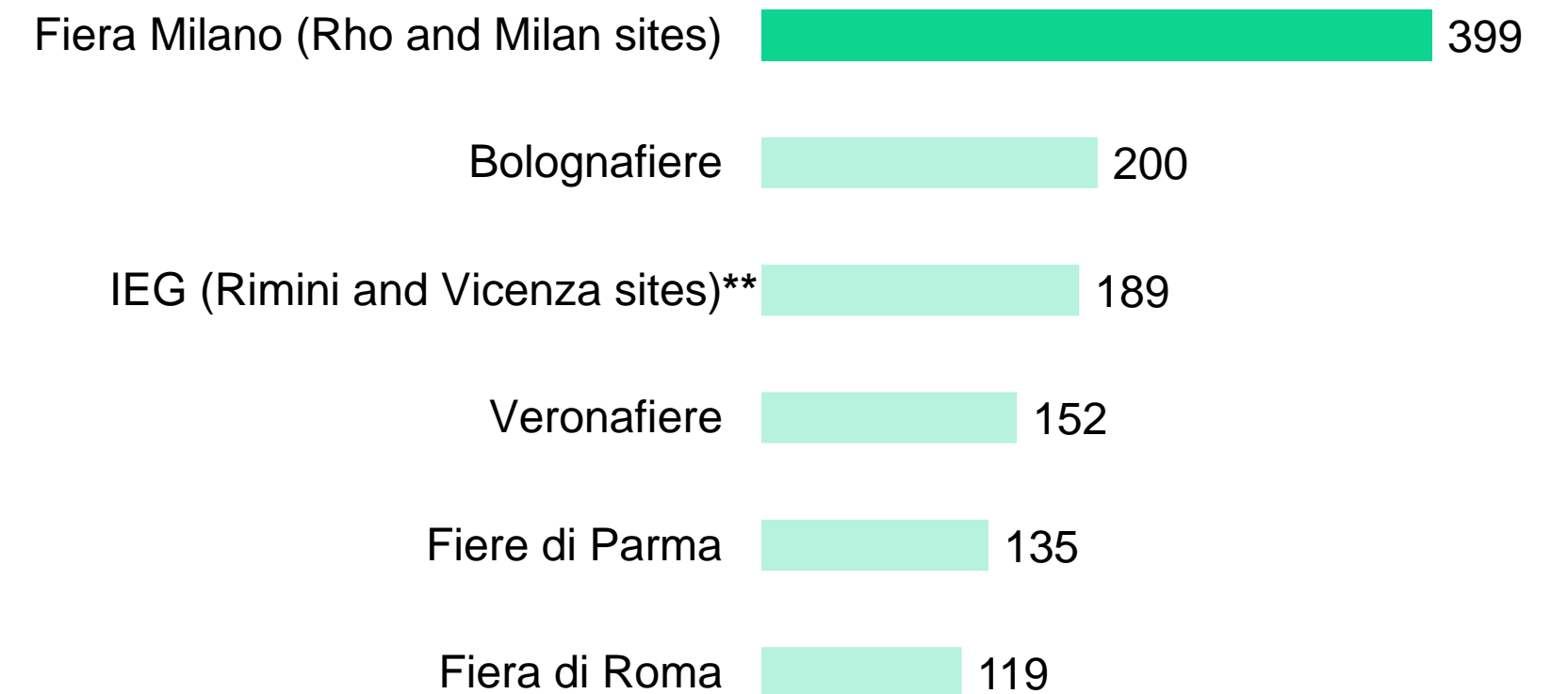
Top exhibition sites worldwide*

('000 sqm)



Top exhibition companies in Italy*

('000 sqm)



* Source: AUMA - 1 January 2019

** Company data

1.6

Italian exhibitions portfolio: main events

| Exhibition | Industry | Frequency | Sq. Meters | Number of exhibitors |
|--|------------------------------------|-----------------|------------|----------------------|
| Salone del Mobile / Euroluce / Workplace 3.0 | Furniture and furnishing | Annual/Biennial | 216,705 | 1,410 |
| HOST | Horeca | Biennial | 140,900 | 2,145 |
| The Innovation Alliance | Processing and packaging machinery | Multi-year | 136,435 | 2,515 |
| The MICAM (Spring and Autumn) | Textile, clothing & accessories | Biannual | 121,235 | 2,500 |
| Eicma Moto | Vehicles and related equipment | Annual | 117,005 | 770 |
| EMO | Industrial machinery | Multi-year | 116,995 | 1,540 |
| Mostra Convegno Expocomfort | Building and related furniture | Biennial | 115,400 | 1,570 |
| ITMA | Textile machinery | Multi-year | 109,570 | 1,690 |
| HOMI / HOMI Fashion&Jewels / HOMI Outdoor | Homeware and gift, bijoux, outdoor | Annual | 105,980 | 1,975 |
| Lineapelle (I and II semester) | Leather | Biannual | 98,540 | 2,245 |
| Tuttofood | Food | Biennial | 64,130 | 1,395 |
| Artigiano in fiera | Art and crafted products | Annual | 56,885 | 1,475 |

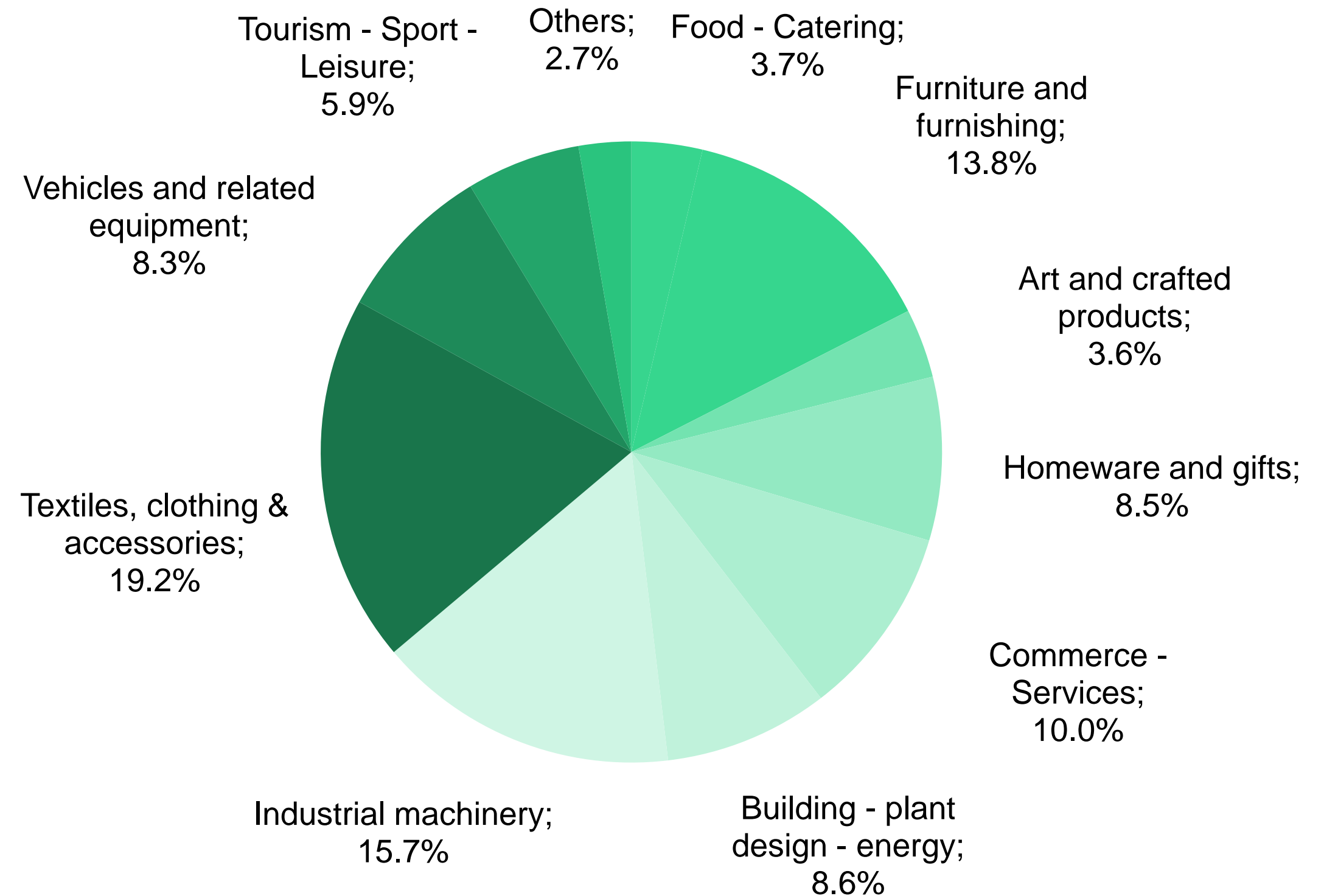
* Data based on most recent exhibitions hosted prior to 31 December 2019

1.7

Exhibition portfolio

A well diversified
PORTFOLIO OF EXHIBITIONS,
almost entirely B2B

The Group is strong in
DYNAMIC MARKETS (with sound
growth expectations and where
the “Made in Italy” label has appeal)

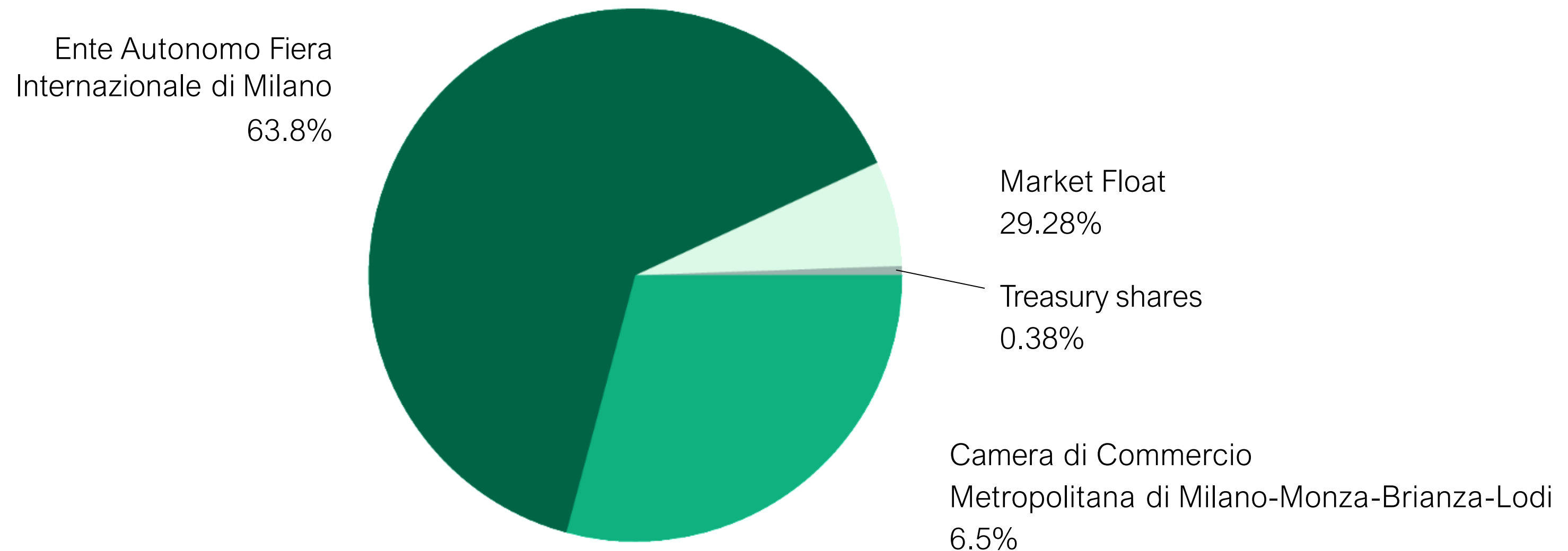


Figures refer to net exhibition space rented out in Italy (average 2017-2019)

1.8

Shareholder structure

Fondazione Fiera Milano is a non-profit private law foundation, whose corporate mission is the development of the exhibition sector in Italy and abroad



1.9

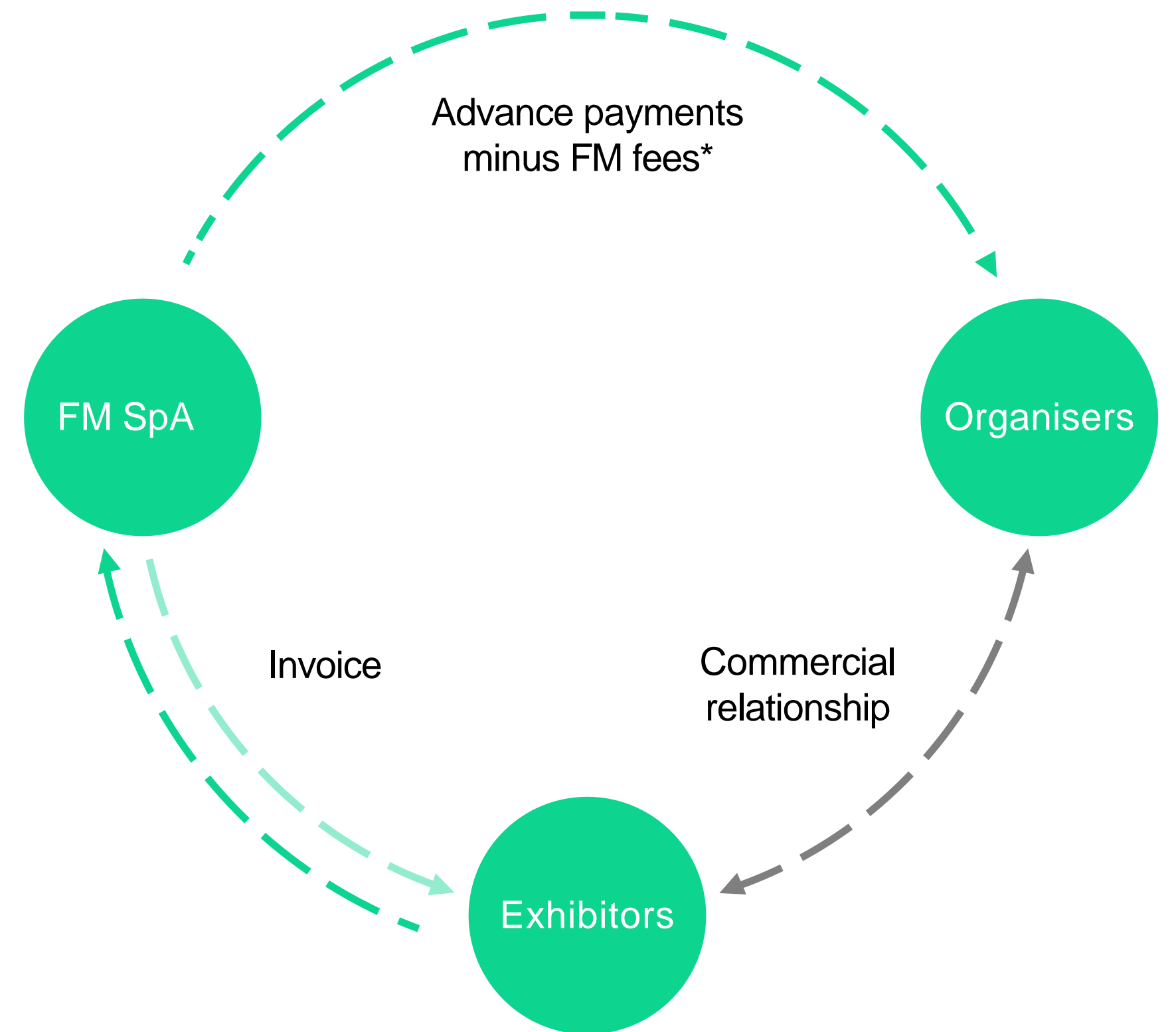
Favourable Payment Cycle

High visibility on revenues due to long-term contracts with organisers

Main financial clauses in the contractual agreements with organisers:

- standard contract guarantee (minimum guaranteed)
- significant advance payments
- treasury management services on behalf of organisers

The Group has structural negative NWC



* Advance payments (on average 6 months ahead for annual and 12 months ahead for biennial events)

1.10

Fiera Milano Group strategy

Enrich portfolio of hosted exhibitions & congresses

- Attract new leading/high potential exhibitions
- Support organizers to expand their exhibitions
- Optimize saturation with new activities
- Attract leading congresses

Capture full potential of services

- Boost stand fitting
- Push Destination management
- Expand media services

Create a smarter venue

- Full service, eco-compatible and innovative infrastructure

Grow portfolio of leading owned exhibition

- Foster Host & Tuttofood
- Strengthen HOMI
- Leverage organic growth
- Develop attractive niches

Expand international exhibitions

- Develop geo-clones of top owned brands leveraging partnerships (Focus on China)

Step up organization

- Enhanced organization, empowered governance and integrated systems

1.11

Key ambition enabler

Five-year investment plan by the controlling shareholder

FONDAZIONE FIERA MILANO to enhance the venue

Safe & Smart Distric

- Highest safety standards
- Data-rich venue

Environmental Sustainability & Innovation

- Best-in-class sustainable venue (eg. solar roof coverings)

Operational Excellence

- Maximum accessibility for suppliers, exhibitors & visitors

Enhanced Customer Experience

- Shortest time to customer
- Seamless customer experience

2.0

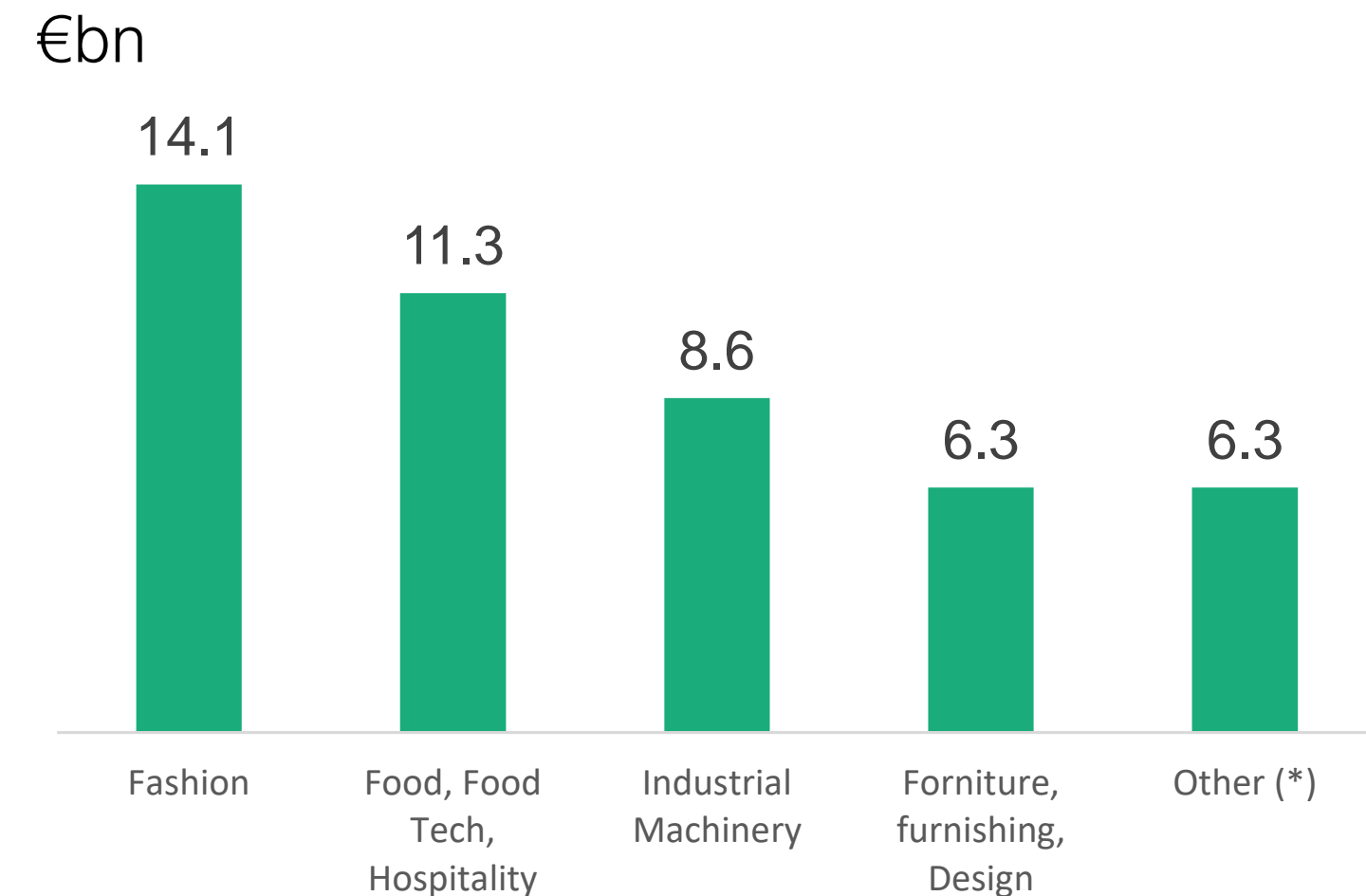
The exhibition sector is a key player in the economic recovery post Covid-19 emergency



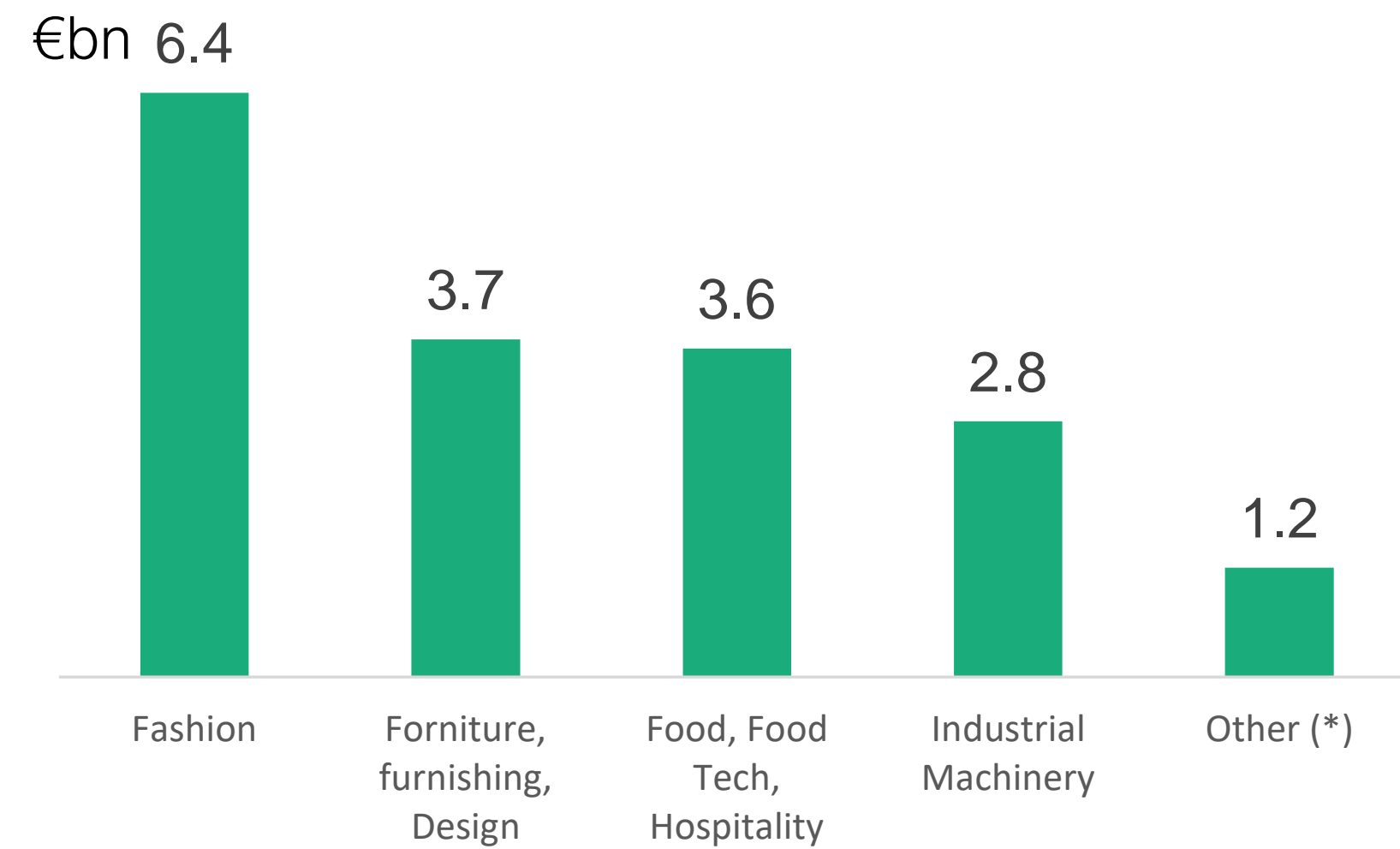
2.1

Fiera Milano's impact on its Italian exhibitors

Revenues of Italian exhibitors from their participation at Fiera Milano events in 2019: €46.6 billion, equal to approximately 6% of the overall annual turnover of the exhibition sectors analysed



€17.5 billion in exports, equal to 38% of the annual turnover generated through their participation in Fiera Milano's trade fairs



* Digital, Banking & Finance, Tourism, Leisure, Mobility

Source: Strategic study, "Il futuro dell'industria italiana tra resilienza, rilancio dopo la crisi sanitaria globale e competitività di lungo periodo", 2020, The European House Ambrosetti – Fondazione Fiera Milano

2.2

A big impact on Italian economy

€ 8.1 billion

Total impact of Fiera Milano

of which in Lombardy
€ 4.3 billion



Effect generated by Fiera Milano:
€ 6.6 billion

This is the effect associated to suppliers, investments, payments of salaries and the expenses of the exhibitors and the visitors/delegates associated with the exhibitions

Contribution to public budget:
€ 1.5 billion

This is direct, indirect and induced contribution to the public budget through different taxes: VAT, Income tax, tax on profits and other taxes

3.0

Restart and impact of COVID-19 on activities

3.1

Exhibition restart (1/5)

8 September 2020 – Fiera Milano hosted the 31st edition of MILANO UNICA, the first physical exhibition held in Italy since lockdown

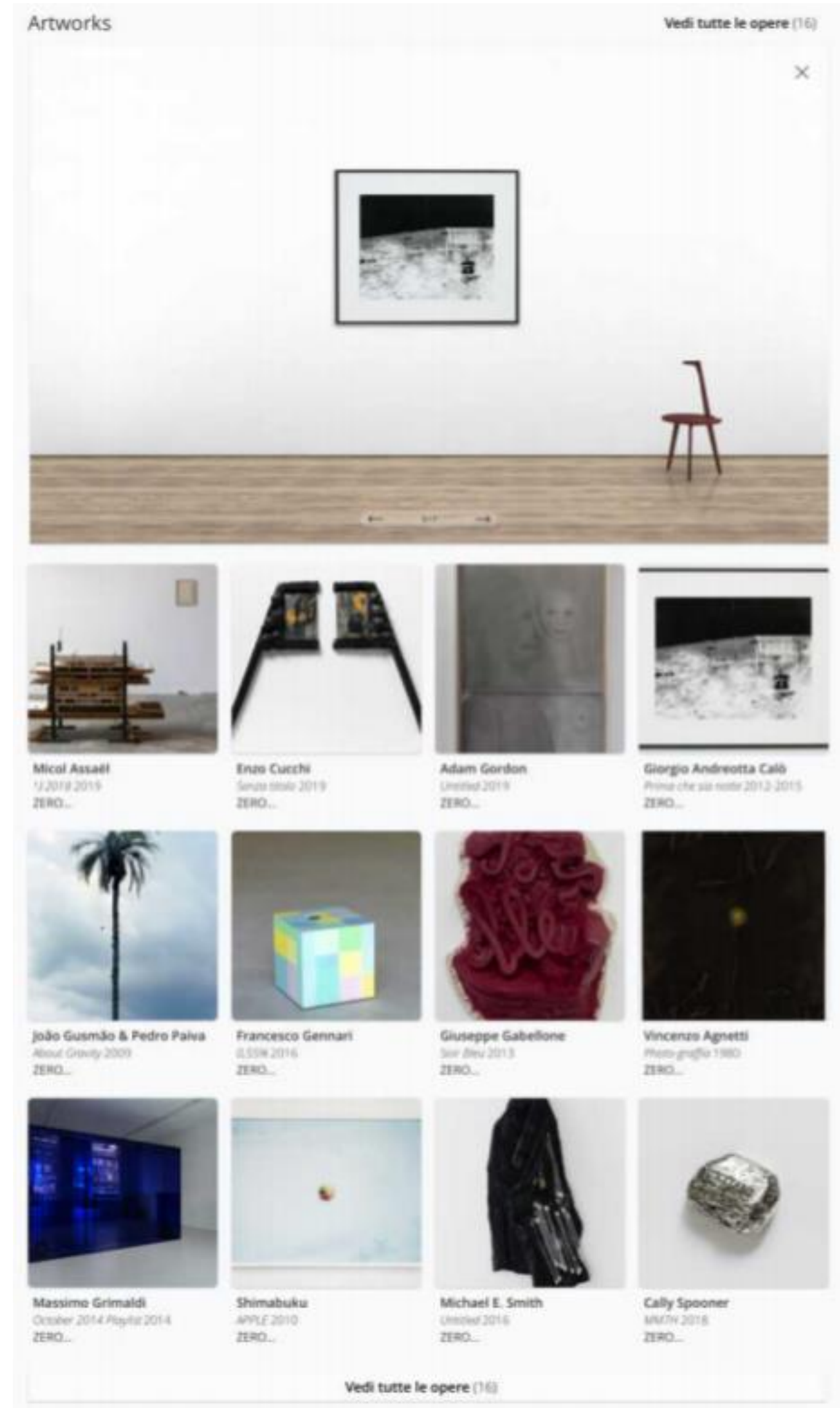
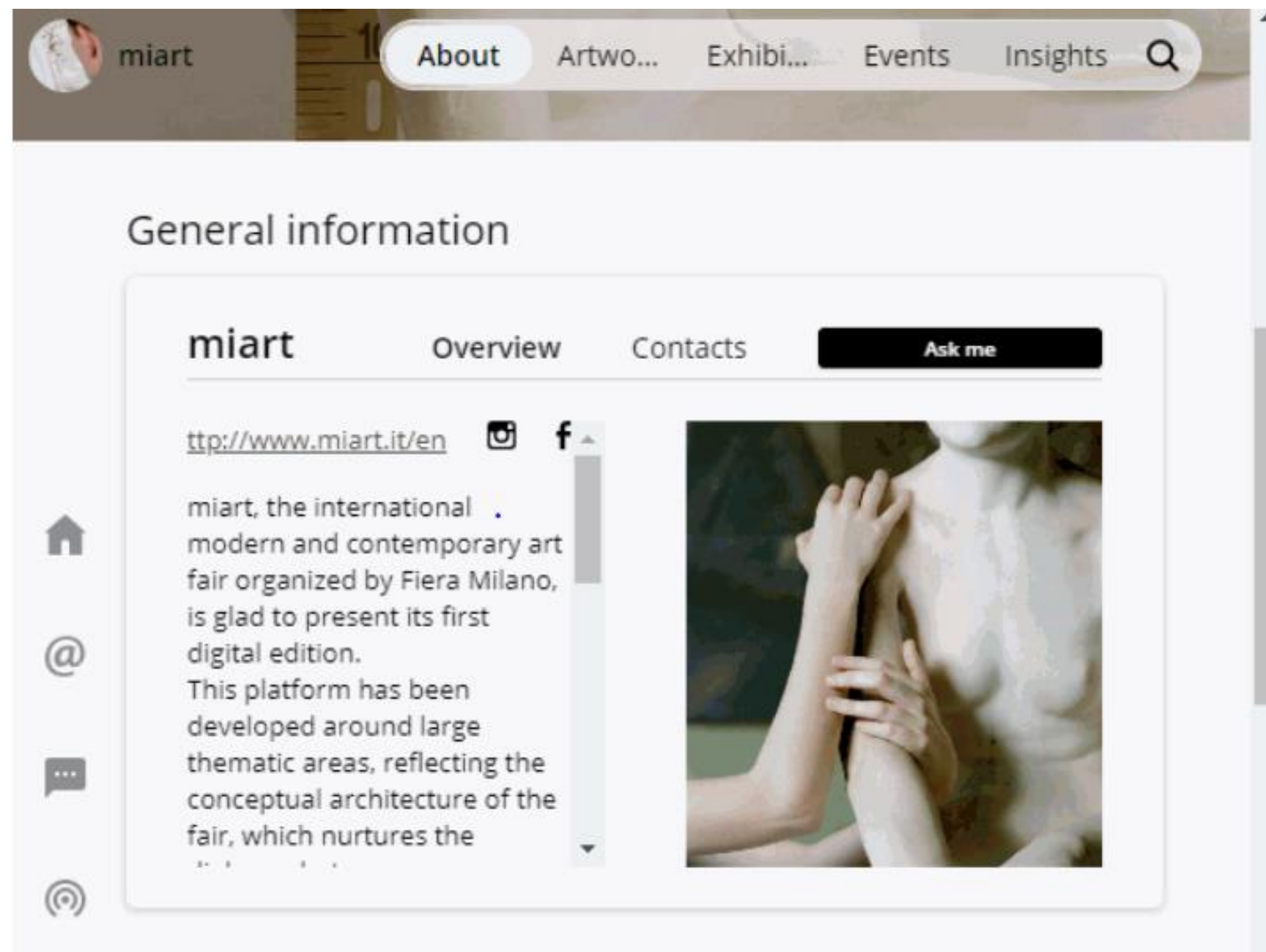


3.2

Exhibition restart (2/5)

11 September 2020

Fiera Milano launched the first digital edition of Miart



3.3

Exhibition restart (3/5)

19 - 23 September 2020

“Stronger together”

Six events with one big goal, to restart stronger than ever:

- HOMI Fashion & Jewels
- MICAM
- MIPEL
- A NEW POINT OF VIEW by LINEAPELLE
- TheOneMilano Special
- DaTE (in Florence)



3.4

Exhibition restart (4/5)

25 - 27 September 2020

Milano Autoclassica, the first automotive exhibition held in Europe post lockdown



3.5

Exhibition restart (5/5)

September – December 2020 trade fairs calendar

| | Exhibition | Sector | Date |
|---------|---------------------------------------|----------------------------------|----------------------|
| Digital | MILANO UNICA | Textiles, clothing & accessories | 8-9 September 2020 |
| | MIART | Art and crafted products | 11-13 September 2020 |
| | HOMI Fashion&Jewels (II semester) | Homeware and gifts | 19-22 September 2020 |
| | MICAM (Spring) | Textiles, clothing & accessories | 20-23 September 2020 |
| | MIPEL (Spring) | Textiles, clothing & accessories | 20-23 September 2020 |
| | THE ONE MILANO (MIFUR-MIPAP) (Spring) | Textiles, clothing & accessories | 20-23 September 2020 |
| | LINEAPELLE (II semester) | Textiles, clothing & accessories | 22-23 September 2020 |
| | MILANO AUTO CLASSICA | Tourism - Sport - Leisure | 25-27 September 2020 |
| | FILO (II semester) | Textiles, clothing & accessories | 7-8 October 2020 |
| | BIMU | Industrial machinery | 14-17 October 2020 |
| | SMAU | IT | 20-21 October 2020 |
| Digital | SALONE FRANCHISING MILANO | Commerce - Services | 22-24 October 2020 |
| Digital | CHIBIMART | Homeware and gifts | 13-16 November 2020 |
| Digital | VISCOM | Commerce - Services | 17-18 November 2020 |
| Digital | G! COME GIOCARE | Tourism - Sport - Leisure | 20-22 November 2020 |
| Digital | FA' LA COSA GIUSTA | Tourism - Sport - Leisure | 27-29 November 2020 |
| Digital | CARTOOMICS | Tourism - Sport - Leisure | 27-29 November 2020 |
| Digital | MILAN GAMES WEEK | Tourism - Sport - Leisure | 27-29 November 2020 |
| | L'ARTIGIANO IN FIERA | Art and crafted products | 5-13 December 2020 |

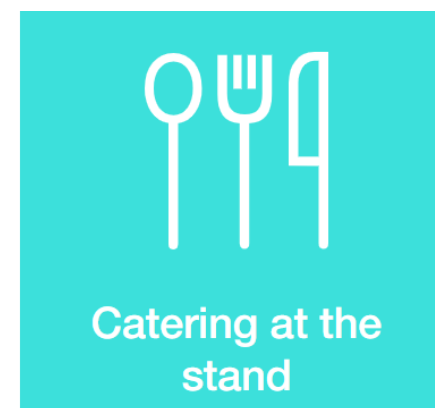


3.6

Focus on safety and security

further enhanced by adoption of sanitary protocols at venues

Fiera Milano has adopted a protocol to contain the spread of coronavirus, in full compliance with Italian health rules and protocols, covering all exhibition phases



3.7

Technological and digital transformation process continues: Fiera Milano Platform

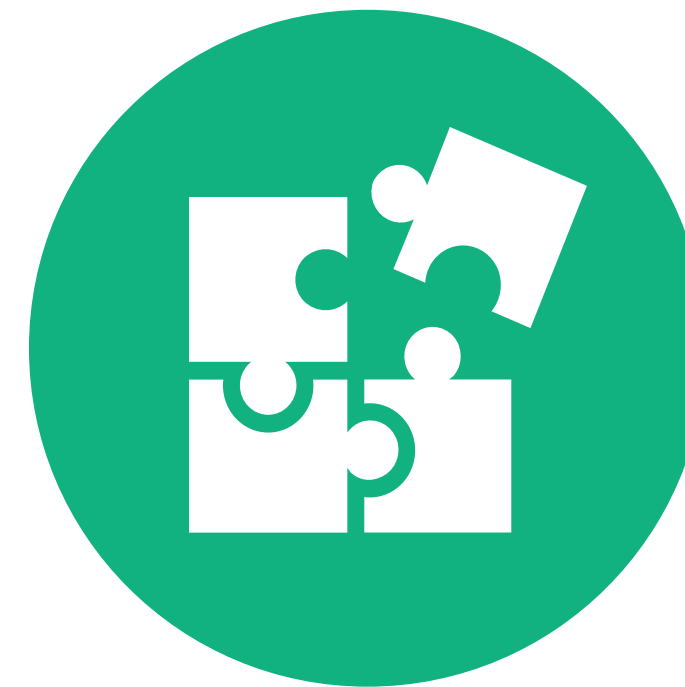
Key supporting factors for achieving the Group's goals:



To enhance directly
organised events



To enrich our
portfolio of
hosted
exhibitions and
congresses



To expand the
range of services
offered



To expand international
business

3.8 COVID-19

A huge impact on the exhibition sector

The **UFI** (Global Association of the Exhibition Industry) said in its “Global Exhibition Barometer” (25th edition published in July 2020, based on a global survey conducted in June) that:

- 85% of participants declared a “normal” level of activity in January, but this percentage fell to 15% in March and to 5%-6% in April, May and June
- more than 70% of companies reported “no activity” in April and May
- most of the companies plan to restart national events during H2 2020, but with a reduced level of activity in Q4
- in all reference areas, the majority of companies believe that international events will start again in 2021

According to the latest Globex updated 2020 forecast released by **AMR International**, the global exhibition market is set to contract by at least 60% in 2020



3.9

Actions taken to counteract the negative effects of the pandemic



Actions to safeguard the health and safety of our main stakeholders



Actions to maintain business and competitive positioning



Actions to improve Fiera Milano's financial situation

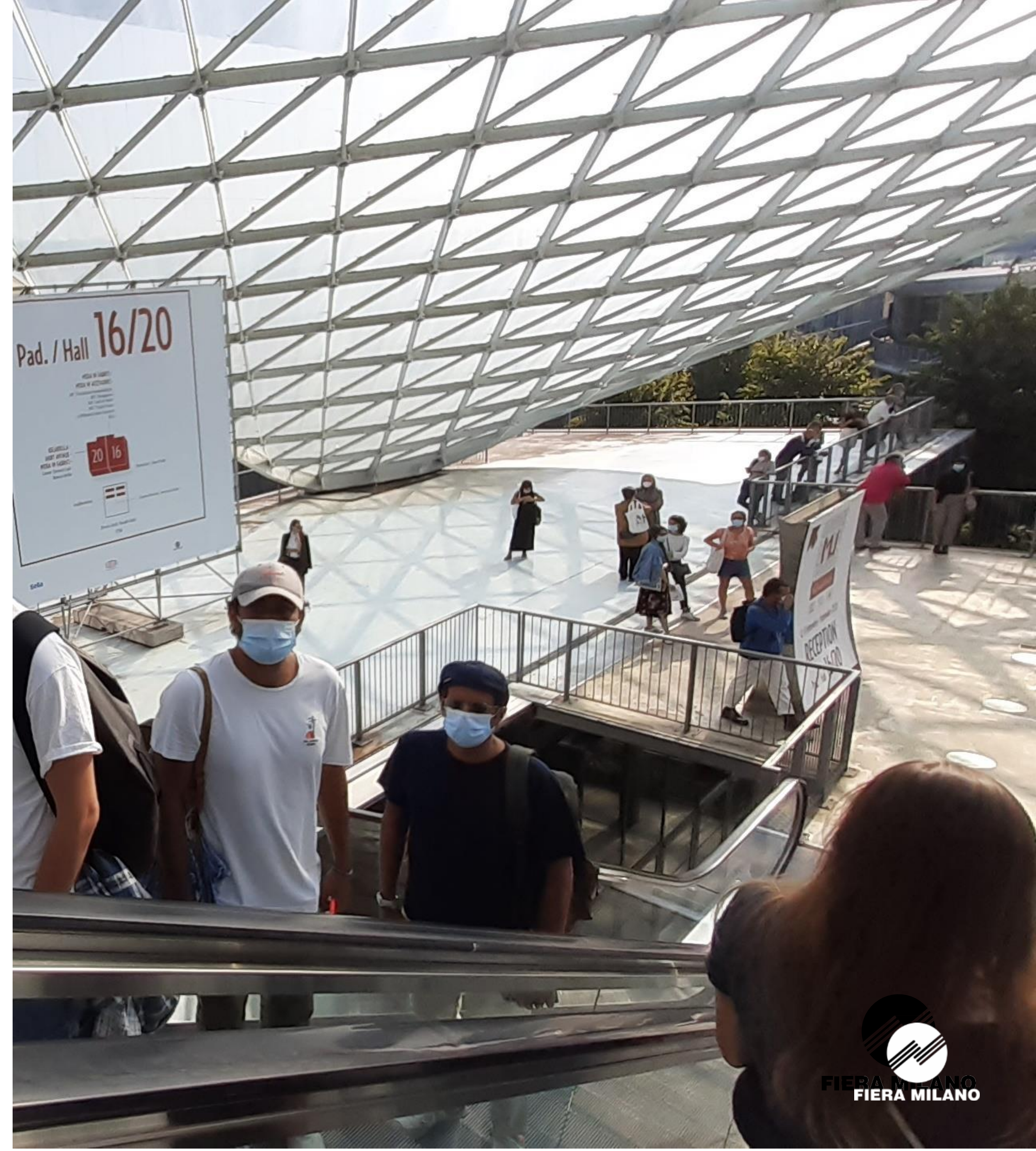
3.10

Actions to safeguard the health and safety of our main stakeholders

Adoption of anti-COVID-19 protocol

when conducting events and conferences (in compliance with current regulations and guidelines set by UFI and EMECA), to ensure the highest standards of safety, hygiene and sanitary conditions for workers, customers and suppliers

Adoption of remote working initiatives for Fiera Milano employees



3.11

Actions to maintain business and competitive positioning (1/3)

Implementation of cost-cutting and efficiency measures in the management of exhibition sites and personnel

- Use of Italian wage supplementation fund (*FIS, Fondo Integrazione Salariale*)
- Voluntary reductions in group managers' salaries
- Containment of operating costs (including through the renegotiation of contracts)
- Renegotiation of rental costs (ongoing negotiations with Fondazione Fiera Milano, the owner of the exhibition sites)

Revision of the exhibition calendar in close coordination with organisers and exhibitors, repositioning events in different periods to those originally planned

Launch of digital and hybrid exhibition formats ("phygital") to provide alternative services, keep relationships alive and improve customer experience

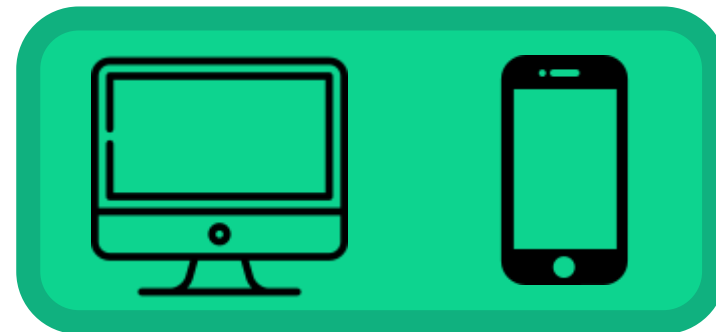
Development of the Fiera Milano Platform, a digital platform dedicated to the entire business community (organisers, exhibitors and visitors), offering several services to be rolled out gradually from September, including:

- Enhanced content on event websites and social media
- Webinars
- New catalogues for the presentation and sale of exhibitors' products
- Digital maps for the remote access of events
- Trading venues for real-time direct negotiations

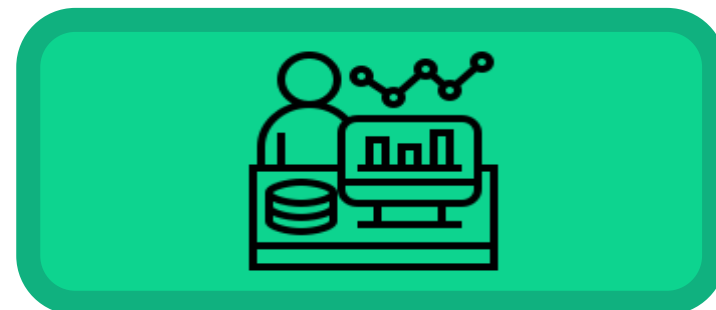


3.12

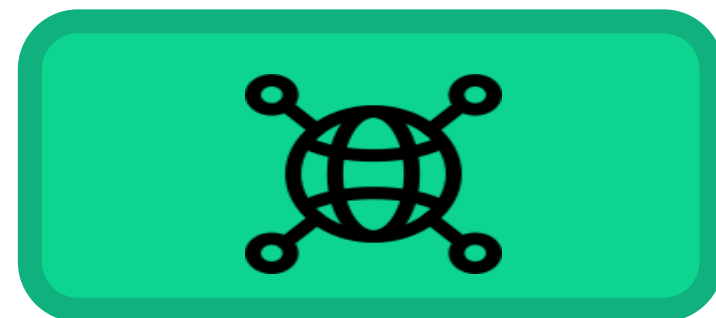
Fiera Milano Platform



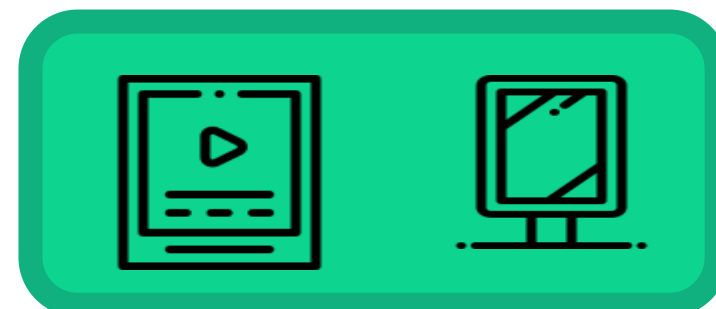
Websites, smart App, one catalogue



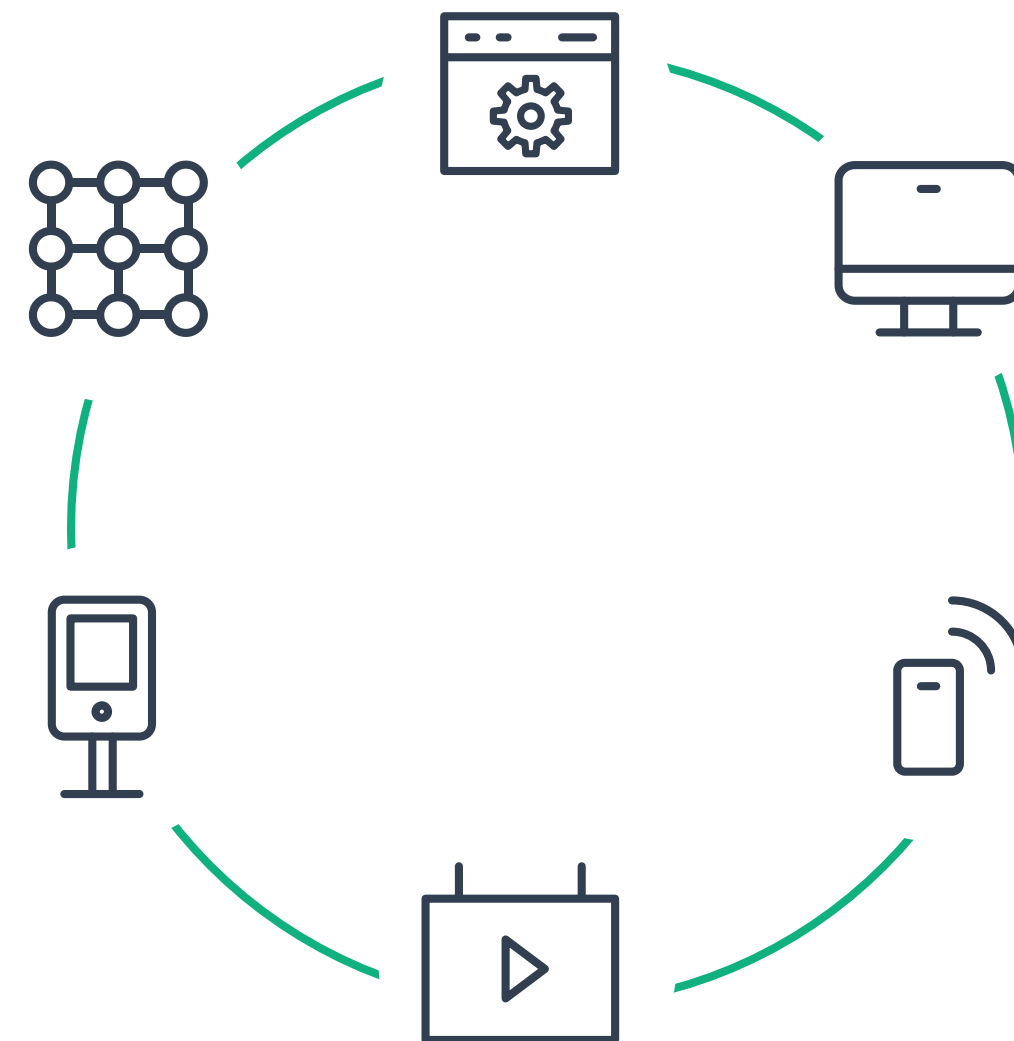
Customisation and data scientist



Portal B2B, matching and virtual keynote



Digital signage



1. Organisers portal
2. Exhibitors portal
3. Stand fitters portal
4. Event website
5. Exhibition app
6. Digital signage
7. Totems
8. Smart grid

3.13

Actions to maintain business and competitive positioning (2/3)

Exploitation of the Smart District

- An infrastructure consisting of 80 high-resolution LED walls, which can be adapted to a wide variety of infotainment (digital signage)
- A heatmap to allow geolocation within the exhibition centre
- A map that monitors flows and routes in the halls for better interaction between buyers and exhibitors
- A new exhibition centre app to access a series of services (i.e. the new way-finding system, fast track, reservations for parking and food service, etc.)



3.14

Actions to maintain business and competitive positioning (3/3)

Advocacy with central government and regional institutions to safeguard the interests of the company and of the whole trade fair industry, in cooperation with other trade fair operators and the AIFI trade association

Financial and commercial support provided to exhibitors and organisers

- Facilitation of access to credit for exhibitors willing to participate in trade fairs
- Assistance with event rescheduling

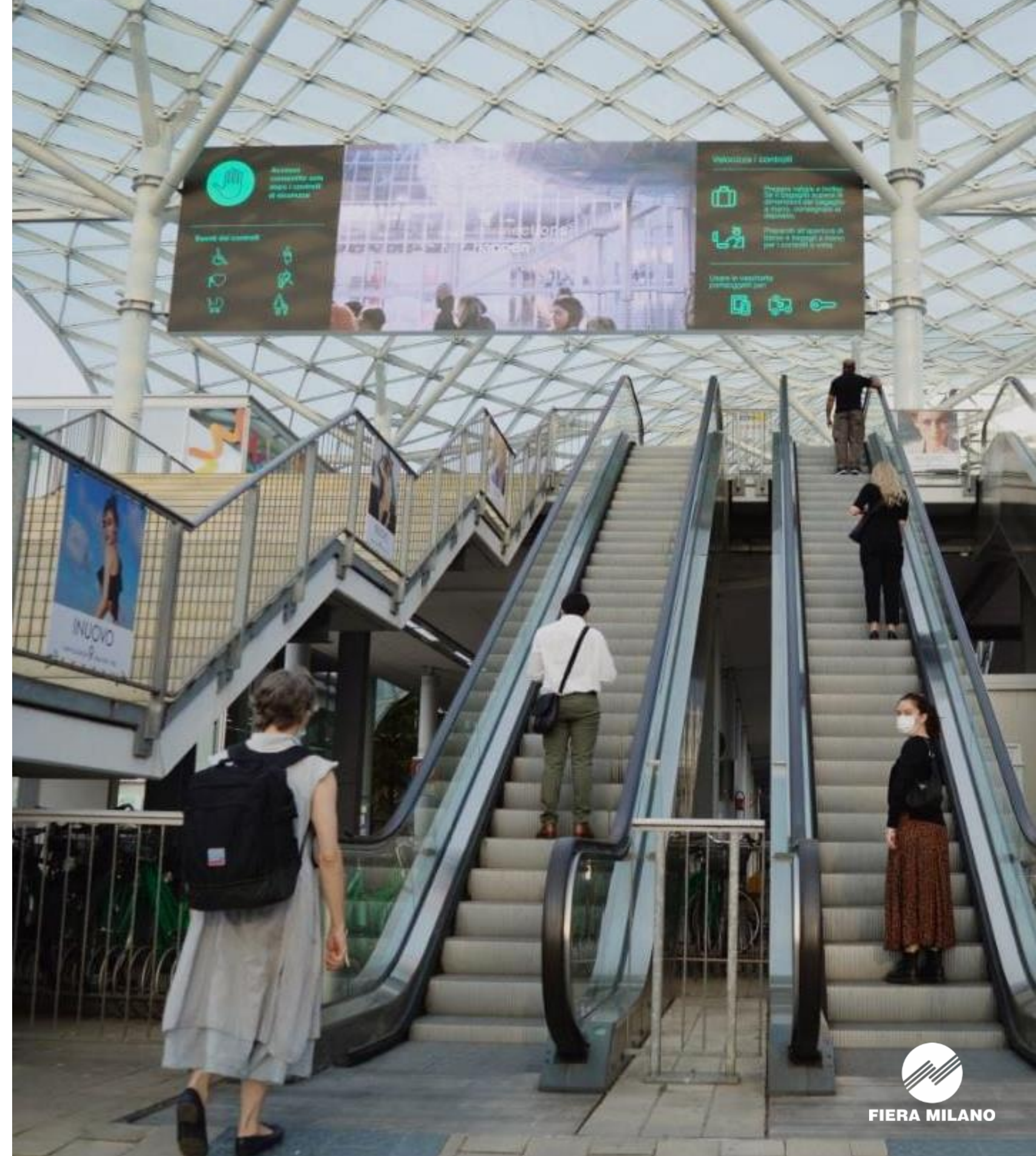


3.15

Actions to improve Fiera Milano's financial situation

€45 million extra financial resources have been secured in order to provide additional financial flexibility

- New credit line (€20 million with Banco BPM)
- New short-term loan (€25 million with UBI)



4.0

Financial results (H1 2020)



4.1

Financial highlights

1H20 results were affected by the suspension of exhibition activities from 23 February on due to the Covid-19 pandemic

- Net exhibition space occupied in Italy: 273,785 square metres (35% from directly organised exhibitions), compared to 864,315 square metres in 1H19
- 1H20 consolidated **revenues** of Euro 56.0 million (Euro 153.9 million in 1H19)
- 1H20 consolidated **EBITDA**: Euro 10.6 million (Euro 62.4 million in 1H19)
- 1H20 consolidated **EBIT**: Euro -11.9 million (Euro 39.6 million in 1H19)
- 1H20 **net result**: Euro -12.6 million (Euro 24.1 million in 1H19)
- Consolidated **net cash** (pre-IFRS 16) Euro 20.2 million at 30 June 2020 (Euro 68.3 million at 31 December 2019)



4.2

Business outlook

- The results for the first half of the year were higher than expected after the health emergency, thanks to significant cost containment measures. Nevertheless, the extent and duration of the epidemiological emergency has led to the cancellation of important international exhibitions.
- The scenario changes are such as to determine, on the basis of currently available information, an estimate of **net exhibition area in Italy in the last part of the current year of about 150 thousand square metres**, as compared to the previous forecast of 700 thousand square metres and a 2020 **EBITDA target at break even**, as compared to the previous range of Euro 38-43 million.
- The updated target does not include any reductions in the rent for the exhibition site at the end of the ongoing negotiations with Fondazione Fiera Milano in relation to the suspension of activities due to force majeure.

Forward-looking statement

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The Manager responsible for preparing the company's financial reports, Marco Pacini, declares, pursuant to paragraph 2 of Article 154-*bis* of the Consolidated Law on Finance, that the accounting information contained in this document corresponds to the document results, books and accounting records.

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