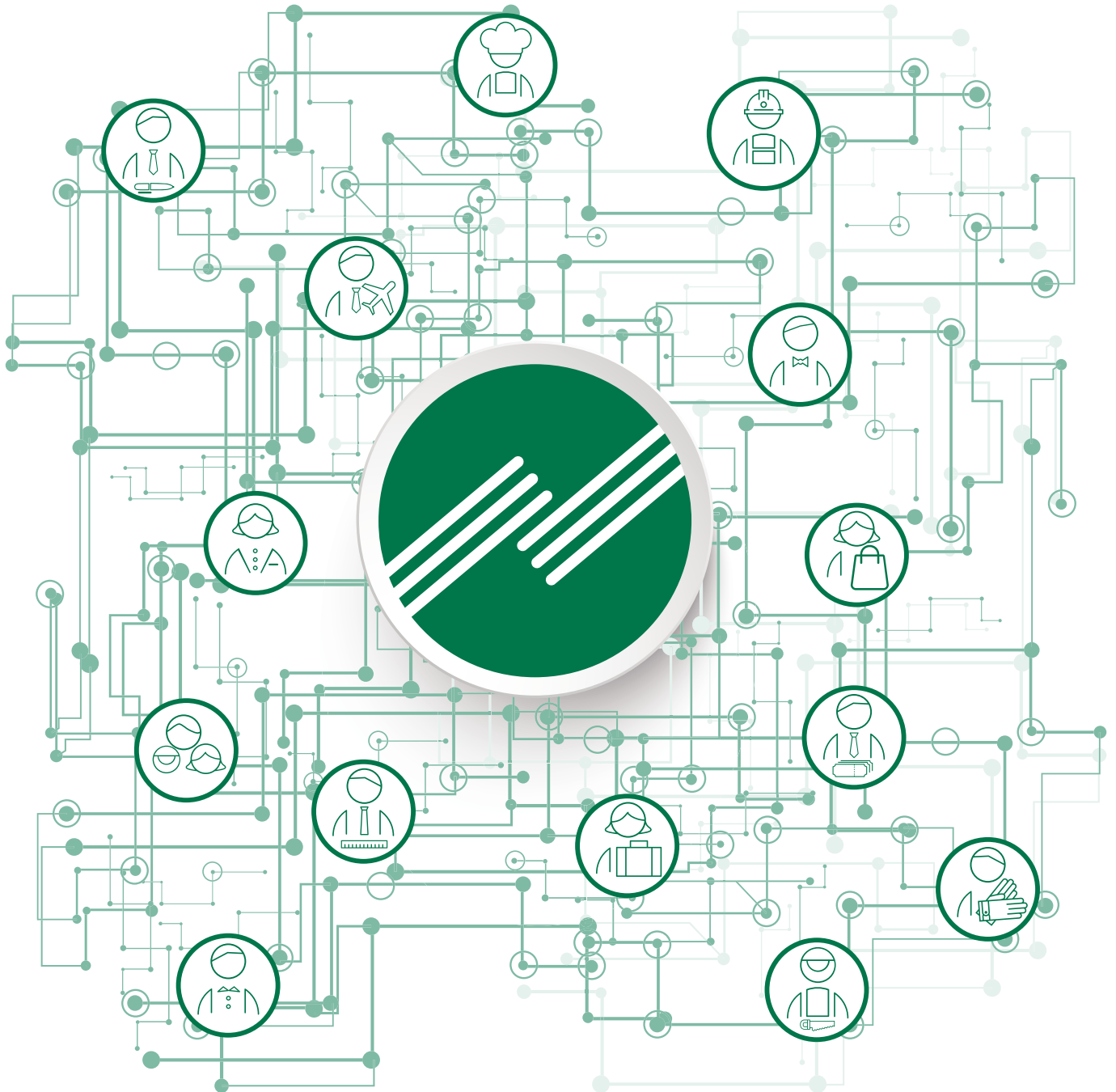




FIERA MILANO



Annual Sustainability Report

2016

This document contains a faithful translation into English of the original report in Italian *Report di Sostenibilità Annuale 2016*.
However, for information about Fiera Milano Group reference should be made exclusively to the original report in Italian.
The Italian version of the *Report di Sostenibilità Annuale 2016* shall prevail upon the English version.

fieramilano



porta SUD





Mission

- 📍 Fiera Milano offers a means for companies to grow and become more international
- 📍 It contributes to economic growth
- 📍 It promotes socio-economic improvement in the region in which it is based

To be among the leading international exhibition companies

To offer entities an effective business platform to raise their profile, make meaningful contacts and increase their business opportunities

To facilitate the interaction of different corporate cultures, the exchange of knowledge and experiences and to encourage innovation

To have a strong presence in new growth areas worldwide and promote the export of "Made in Italy"



**ITS
MISSION
IS**





CONTENTS

ANNUAL SUSTAINABILITY REPORT 2016

MESSAGE TO STAKEHOLDERS	8
FIERA MILANO GROUP	10
· Who we are	10
· Guiding values	13
PREPARATION OF THE REPORT	14
· Our Stakeholders	14
· Key themes of accountability	16
GOVERNANCE AND STRENGTHENING MANAGEMENT PROCEDURES	18
· Increased supplier controls	19
· A coherent organisational model	21
GROUP ACTIVITIES AND THEIR IMPACT ON THE REGION	24
· The exhibition portfolio	26
· The directly organised exhibition portfolio	30
· Congresses	43
GENERATING VALUE FOR OUR CLIENTS: THE EXHIBITION JOURNEY	44
· The digital exhibition	44
· Promoting exhibitions	48
· Promoting encounters and business	52



· Stand-fitting and other services	53
· Exhibition security	54
· Accessibility	55
· Towards the exhibition	57
· Measuring satisfaction levels	60
📍 PERSONNEL	64
· Equal opportunities	65
· Caring for employees	66
· Training and personnel development	67
· Safety	70
· Breakdown of personnel: the numbers	71
📍 ENVIRONMENTAL MANAGEMENT	74
· Energy	75
· Mobility	76
· Emissions	79
· Water resources	80
· Waste	80
📍 METHODOLOGY	82
📍 GRI G4 CONTENT INDEX	86



Message to Stakeholders

Dear Readers,

It is with great pleasure that we present the second Fiera Milano Group Sustainability Report, which illustrates our commitment to give a voluntary, accessible and transparent account of our objectives and the results achieved.

Our Report this year must start with the two administration orders issued under Article 34 of Legislative Decree of 6 September 2011 no.159 by the Milan Court – Prevention Court Independent Section in July 2016 to Nolostand SpA and in October 2016 to Fiera Milano SpA, but limited to the stand-fitting business division.

It must be remembered that an administration order is a provisional preventive measure that has the main aim of safeguarding the assets of a company. We have used the administration order as an opportunity to augment our control procedures to ensure there is no repetition of the events that caused the imposition of the orders. It has provided us with a chance to improve our corporate procedures so that the episode concludes with the Group possessing a reference framework in line with current best practice.

We have reviewed our procurement procedures and immediately instigated a restructuring and an in-depth appraisal of our governance procedures. In this scenario of intense change, it is the professionalism of our personnel that ensured that the numerous exhibitions scheduled last autumn took place with little disruption to organisers, exhibitors and visitors.

The events did not hinder the diligent and attentive focus on improving client services in 2016 through the planning, redesign and development of a new concept of hospitality directed at the welcome afforded clients. We believe that clients, our exhibitors and visitors, not only deserve to receive the best service possible but also deserve to be welcomed and to

live their experience in comfort and in a pleasant and cutting-edge environment.

This Report provides detailed information on all these aspirations. However, the most important is the long-term satisfaction of our clients. We are starting again in the knowledge that we have successfully survived the recent tumultuous events and critical situation; we want to come out of these events stronger and, at the same time, more flexible.

For this reason, we shall continue to work on several fronts: to guarantee the security of all the events that we organise or host in our sites; to improve the accessibility of the sites and the welcome received by those using them; to enhance the skills of our personnel who provide the real value added of a service company like ours; and to increase environmental sustainability.

The results achieved to date and the improvements implemented are a source of great pride and I am extremely grateful to my colleagues and associates who are responsible for the exhibitions and congresses that are attended by business people and other visitors from all over the world.

I am optimistic about the future and about our capacity to create value for ourselves and our leading stakeholders.

Happy reading,

The Chairperson

Roberto Rettani

“

We continue to be committed on several fronts: security, accessibility and the welcome afforded by our exhibition areas, capitalising on our human resources and environmental responsibility.

”

“

We believe that clients, exhibitors and visitors not only merit excellent service but should be welcomed and enjoy their experience in comfort and in pleasant and innovative surroundings.

”



Fiera Milano Group

Who we are

Fiera Milano Group is the leader in Italy and one of the leading companies worldwide in the exhibition sector. It is active in all the characteristic areas and value chain of the exhibition sector: it plans and manages exhibitions, makes available equipped exhibition space, provides value added services and organises exhibitions and congresses.

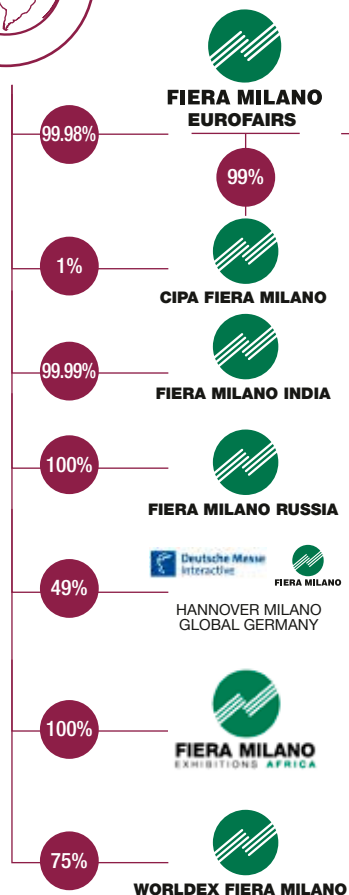
In Italy, Fiera Milano manages the two exhibition sites of **fieramilano** at Rho (Milan), the leading exhibition site in Italy with exhibition space of 345,000 gross square metres and 60,000 of exterior space, and **fieramilanocity** in Milan, a city-centre site of 43,000 square metres of gross exhibition space. Fiera Milano Congressi manages MiCo – Milano Congressi, one of the largest congress centres in Europe, and also the Stella Polare congress centre, located in the Centro Servizi of the Rho exhibition



ITALIAN EXHIBITIONS



FOREIGN EXHIBITIONS





site, the Stresa Convention Centre, and MoMec - Montecitorio Meeting Centre in Rome

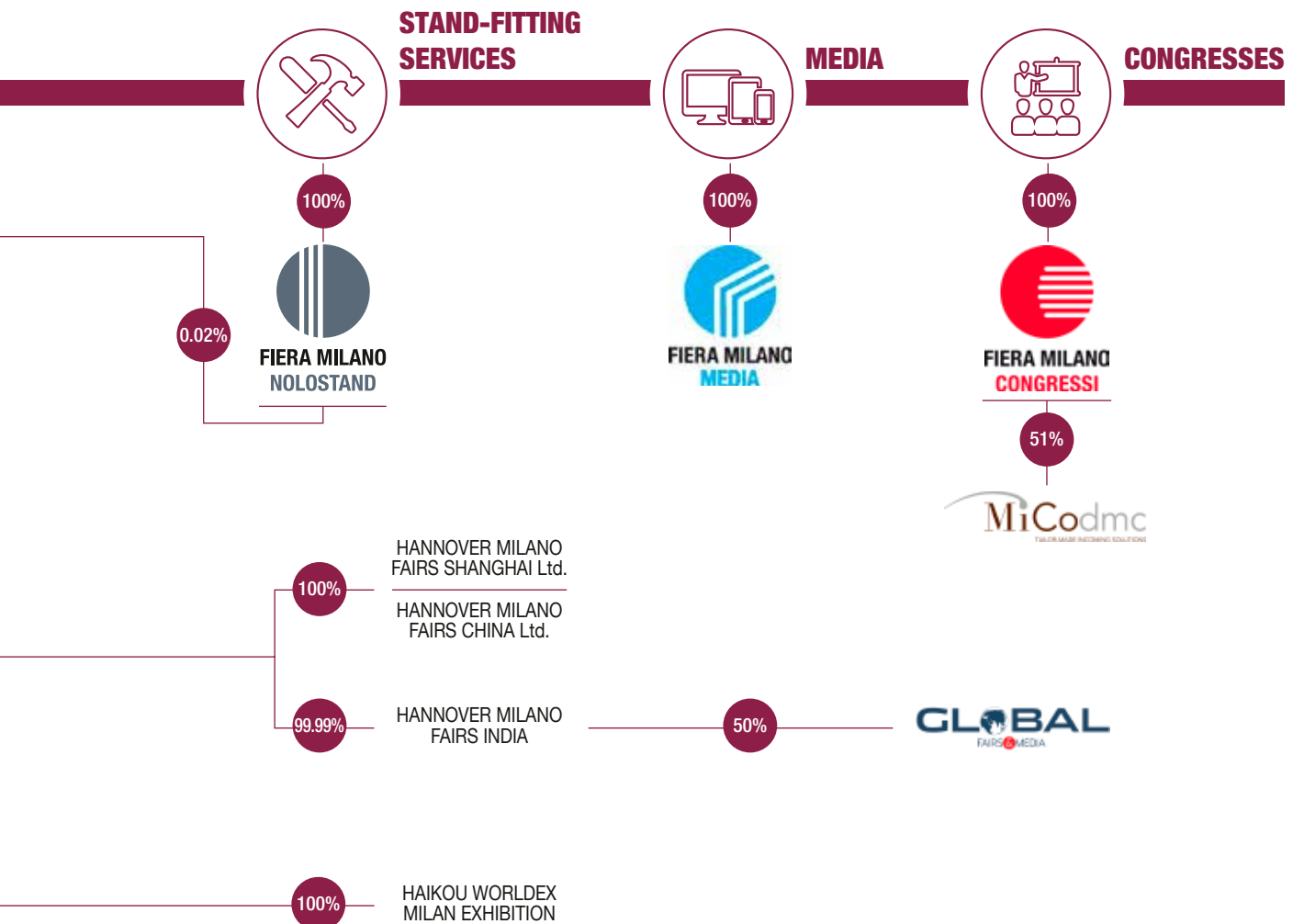
Outside Italy, the Group operates directly or through joint ventures mainly in China, India, Brazil and South Africa.

Fiera Milano is the only listed Italian exhibition company. It is owned by Ente Autonomo Fiera Internazionale di Milano (Fondazione Fiera Milano), which holds 63.65% of the share capital of Fiera Milano. The controlling shareholder Fondazione Fiera Milano is a private law foundation set up in 2000 to encourage, promote and develop exhibitions while leading the Milanese exhibition and congress system to become increasingly modern and pertinent, as well as more competitive at an international level. It is a not-for-profit private law foundation that operates in the general interest and supports, promotes and expands the organisation of exhibitions and events

both in Italy and abroad. It owns all the exhibition and congress assets used by the Fiera Milano Group: the **fieramilano** and **fieramilanocity** exhibition sites, the administrative headquarters and hotel in Rho-Pero, and the MiCo-Milano Congress Centre, which occupies the pavilions that were the old exhibition centre in the city-centre of Milan.

Fondazione Fiera Milano makes available to the Fiera Milano Group and all the companies within the exhibition system its Servizio Studi, its Academy and its historical archive.

From 2006 onwards, with the agreement of the relevant authorities, it played a leading role in the Promotional Committee for Expo 2015 that managed to win this event for the city of Milan. Since 3 July 2012, Fondazione Fiera Milano has been a member of Arexpo SpA, the company set up to manage and make the best use of the Expo 2015 site.





Fiera Milano Congressi has the mission of organising congresses, conventions, conferences and events, including ancillary services of hospitality for delegates and the production of programmes, catalogues and periodicals.

Fiera Milano Congressi manages congresses, conventions and events in its Congress Centres in Milan, Stresa and Rome and in the MiCo meeting centre. It also provides destination management services through MiCo dmc.



**FIERA MILANO
CONGRESSI**

Fiera Milano Media specialises in trade publications and B2B communication and offers online and offline integrated communication projects and runs an annual calendar of training courses and events.



**FIERA MILANO
MEDIA**

Nolostand provides stand-fitting for exhibitions and events covering all market sectors; it offers services covering the entire exhibition process – from the initial brief to planning and realisation, as well as organisational support and logistics.



**FIERA MILANO
NOLOSTAND**

Fabbrica del Libro is a company set up on 5 September 2016 by Fiera Milano SpA (51%) and Ediser Srl (49%), a service company belonging to the Associazione Italiana Editori (AIE). The joint venture arose from AIE's need for a partner to support and grow the *Progetto di Promozione del Libro* [Book Promotion Project] at a national level.

The joint venture will develop activities connected to book promotion, also through the organisation of fairs throughout Italy, focusing on all forms of publishing. The first event, *Tempo di Libri*, will be held in Milan from 19-23 April 2017.



**LA FABBRICA
DEL LIBRO**

Ipack Ima S.r.l. owned by Ipack Ima SpA (49%) and Promo Pack S.r.l. (51%), a company belonging to UCIMA (the Association of Italian manufacturers of packaging and packaging materials) organises the largest Italian exhibition of processing and packaging technologies.





ETHICS



**CLIENT
SATISFACTION**



**MAKE THE BEST
POSSIBLE USE OF THE
ASSETS MANAGED**



PROFESSIONALISM

GUIDING VALUES

INNOVATION

SAFETY

COLLABORATION

SUSTAINABILITY





Preparation of the Report

The area covered by the present Report is all the Italian companies in the Fiera Milano Group: Fiera Milano, Fiera Milano Congressi and MiCo dmc,

Fiera Milano Media, Nolostand, Ipack-Ima and La Fabbrica del Libro.

Our stakeholders

different instruments depending on requirements and circumstances.

The aim of the Fiera Milano Group in Italy is value creation for all its stakeholders and to this end it uses





Stakeholder	Contact	Matters discussed and subsequent action
LOCAL ADMINISTRATIVE ENTITIES	Meetings	Plans and procedures to manage and control the flows of clients and suppliers Calls for tenders Regional projects and events held in conjunction with exhibitions Internationalisation of exhibitions and exports of “Made in Italy”. i.e. the agreement with ICE (<i>Istituto Nazionale per il Commercio Estero</i> [the Italian Trade Commission]) Integrated mobility solutions
ORGANISERS	Customer satisfaction surveys following each event (de-briefing)	Improvement and increase in services
EXHIBITORS VISITORS	Customer satisfaction surveys following each directly organised event	Improvement and development of exhibitions and services
ENVIRONMENT	Continuous monitoring of energy consumption, waste and mobility	Increasing energy efficiency of exhibitions sites Sustainable mobility
PERSONNEL	Analysis of the work environment, surveys of specific subjects, and campaigns using the Company intranet Listening to employees and involving them in the development of new services	Development and training through a prize for innovation, the “60 minutes with...” format, e-learning programmes, and appraisals for managers Well-being, through the Company Welfare project
SUPPLIERS AND COMMERCIAL PARTNERS	Round-table discussions Meetings	Employees health and safety Raising awareness and pro-active business creation (new partnerships)
SHAREHOLDERS	Invitations to the events organised by Borsa Italiana, roadshows, one-on-one meetings and invitations to events held in the offices of the Company	Administration orders, prompt and exhaustive information provided, also through the relevant section of the Company website where all the Company economic and financial information may be found
FONDAZIONE FIERA MILANO	Regular meetings	Development and optimisation of the exhibition sites Improvements to and analysis of the impact of the exhibition activities on the local area
REGIONAL ECONOMIC ENTITIES	Collaboration on a daily basis	Improved accessibility to the exhibition sites through agreements with the main regional economic entities regarding the welcome provided and accessibility to the sites Health and safety

To develop its network and meet best practice in the exhibition sector, Fiera Milano Group takes part in

seminars and workshops organised by UFI, the Global Association of the Exhibition Industry.



Depending on the specifics of the different businesses, Fiera Milano Group companies belong to different

national and international associations (the following table gives those to which they belonged in 2016).



Key themes of accountability

In 2015, Fiera Milano Group identified a range of topics impacting stakeholders and the business. These topics were identified through an analysis of the main sustainability pressures in the sector and through interviews with the entire management of Fiera Milano Group in Italy.

In 2016, meetings with the Chairperson and key management figures demonstrated the validity of the eighteen topics previously identified as they are considered relevant to current Group strategies and the reference business context.

These topics were analysed alongside the periodic analyses made of Group risks, which is based on internationally recognised standards of Enterprise Risk Management. The results classified the following as priority risks: risks connected to the external context and, in particular, the economic context; those connected to the increase in competition in the exhibition, publishing and congress sectors; catastrophic risks and those linked to the media exposure of the Group; and strategic and operational risks due to non-compliance with prevailing law and regulations. Further details on risk management and on the risks to the Group are given in the Board of Directors' Management Report in the 2016 Financial Statements.



HIGH

IMPORTANCE TO STAKEHOLDERS

- **Portfolio of directly organised exhibitions**
(innovation and internationalisation of events)
- **Developing the local economy**
(as a tool for SMEs, expression of Made in Italy)
- **Foreign exhibitions**
(rationalisation and development)
- **Enhancing the exhibition site**
- **Business ethics**
- **Human resources management**
- **Accessibility**
- **Employee health and safety**
- **Developing the exhibition business**
(innovation and culture)
- **Employment and opposition to illegal employment**
- **Client services**
- **Developing the congress business and destination management services**
(congresses)
- **Product innovation**
(stand-fittings)
- **Digital content**
(media)
- **Energy**
- **Water consumption**
- **Waste**
- **Mobility**

IMPORTANCE TO FIERA MILANO BUSINESS

LOW



Governance and strengthening management procedures

The corporate governance of Fiera Milano S.p.A., which exercises direction and control over its direct and indirect subsidiaries, is based on a traditional administration and control model characterised by the existence of a Board of Directors and a Board of Statutory Auditors.

The Company has a corporate governance system that complies with prevailing law and regulations and with the Self-regulatory Code of Listed Companies of Borsa Italiana S.p.A.

In 2016, the Milan Court – Prevention Court Independent Section issued administration orders under Article 34 of Legislative Decree 159/2011 to the subsidiary Nolostand and to Fiera Milano S.p.A.; the latter order was limited to the business area linked to Nolostand as evidence of business corruption was only found in the area linked to this subsidiary, the exhibition stand-fitting division. The administration orders are not intended as punitive or severe measures but are to safeguard assets and strengthen business continuity.

Following the issue of the administration orders, Fiera Milano and Nolostand, with the collaboration of the Court-appointed Administrator, implemented measures to improve, amend and introduce new rules for more effective and secure business management.

Within the same context, the Group also implemented initiatives to break with the past and to optimise, correct and introduce new rules to improve corporate management based on new business models and methodologies. Moreover, those employees of Nolostand and Fiera Milano cited in the investigations of the Milan Public Prosecutor and by the Milan Court were suspended and/or dismissed.

The measures are designed to gradually bring the business management of the Company in line with current best practice in the sector.

The new measures also enabled the exhibition business activities of the Fiera Milano Group to continue during a period of the calendar that was particularly important in terms of the number and importance of the exhibitions.



Fiera Milano on the Italian stock market

At 31 December 2016, Fiera Milano SpA was a company with shares listed on the Mercato Telematico Azionario (MTA- Italian stock market) of Borsa Italiana S.p.A. Following the issue of the administration orders, Fiera Milano voluntarily communicated to Borsa Italiana S.p.A. its wish to temporarily remove its shares from the STAR segment (Segmento Titoli con Alti Requisiti - the sector of the Italian stock market with stricter requirements) to which it had belonged until 14 November 2016. Subsequent to that date, it has voluntarily continued to meet the corporate governance, liquidity and information transparency standards required for companies in the STAR segment. The Company intends to ask Borsa Italiana S.p.A. that its shares be included again in the STAR segment when the administration order has been concluded.



Increased supplier controls

The review of the procurement processes, also applied at Group level, incorporated the findings of an assessment made by an independent consultant and the indications that emerged directly from the administration order for Nolostand.

The new control method adopted is made up of three distinct phases and aims to ensure inter alia:

- closer management of suppliers by establishing a limit to the revenues that any supplier may receive from the Group, improved market research and the formalisation of any sort of relationship with a supplier prior to the latter starting to supply the Group;
- more timely site accounts, to be prepared prior to work commencing and receipt of clear evidence of the final outcome through a requirement for notices of completion of work;
- that suppliers used meet the requirements for integrity, verified through the relevant Security department effecting an integrity due diligence that includes analyses of the relevant documentation, for example, from the Criminal Records Office and certificates of pending proceedings, and other specific investigations;
- more effective checks on the workforce of suppliers through verifying that persons present on site meet the requirements of prevailing law and that entrance passes are only issued to persons directly linked to suppliers included in the computerised register of the Company; the internalisation of the site foremen; and, lastly, the potential outsource assignment of certain activities carried out by various suppliers to leading temping agencies.

Fiera Milano Group is adopting stricter criteria than those required under prevailing law for public procurement by excluding not only those suppliers that have been found guilty but also those with financial and business reputations that are flagged up by the integrity due diligence process.

Following the imposition of the administration order for Nolostand, the adoption of these measures led to the ending of contractual relations with some suppliers and the identification of new suppliers to

ensure that exhibitions were held and that business continuity was guaranteed. In the first semester 2017, integrity screening will be carried out on all suppliers to ensure that all business relations are based on integrity.

Constant monitoring from start to finish of any supply contract

FIRST PHASE

- Job analysis
- Identifying a work team including a project manager and a site foreman
- Review of suppliers and a request for a job estimate
- Choice of supplier and contract formalisation
- Site set-up
- Analyses and checks that the workforce used meet the requirements of prevailing law
- Preparation of site accounts

SECOND PHASE

- Documentation checks
- Preparation of purchase orders
- Commencement of on-site work
- Checks on all on-site activities
- Delivery of work through notices of completion of work

THIRD PHASE

- Internal checks on the work carried out and general review of the contract
- Monitoring of site accounts
- Contract closure
- Authorisation of payment to the supplier



Counteracting illegal employment

To ensure greater workplace health and safety and legality and to counteract illegal and clandestine employment, in 2016, Fiera Milano Group developed an online platform to register all stand-fitters working on behalf of exhibitors who are dependent on authorisations issued by the exhibitors responsible for the exhibition space assigned them in the exhibition sites.

This complements Memorandum of Intent with the CGIL, CISL and UIL trade unions in the Milan region, the category associations, and with the company trade union organisation (RSU - Rappresentanza Sindacale Unitaria) signed in 2015. The Memorandum of Intent included a series of clauses in the contracts and agreements stipulated by Fiera Milano as a contractor, created a permanent monitoring unit and opened an “Employment Held-desk” inside the **fieramilano** exhibition site manned by the three trade unions.





📍 A coherent organisational model

To develop an organisational model consistent with and which increases the effectiveness of the safeguards identified with the Court-appointed Administrator, in 2016 and in the first months of 2017, the Group has made some significant changes to the corporate organisation.

In detail, to increase security, the Group decided to re-introduce a Security department that would be outsourced to an external consultant responsible for integrity due diligence carried out on third-parties and suppliers. **7 July 2016**

Furthermore, the Group intends to set up a compliance office to guarantee that all administrative actions are completely legal.

The corporate organisation of Nolostand has been streamlined to improve the safeguards identified and is now made up of four organisational units and a new department called the General Affairs Office that will oversee the functioning of the new procedures and their compliance.

In 2016, open source integrity due diligence measures (reputational analyses) were put into effect when hiring new employees and for job rotation in supplier-facing activities. These will be complemented by an internal memo to ensure a diffused culture of integrity, rigour, segregation of duties and transparency.

In addition to what has been described above, in order to comply with the provisions of the Administration Order, all activities regarding the purchasing cycle, the award of consultancy contracts, communication management and any complimentary favours or presents will be governed by specific corporate procedures.

To ensure timely and effective management and to prevent irregularities, rules now govern the receipt, analysis and treatment of disclosures, including those made anonymously or in confidence (whistleblowing), by third-parties or by Company or Group employees.

The disclosures may involve problems with the internal control system, for example, compliance with laws or external regulations, or the corporate rules and procedures, fraudulent activities involving corporate assets, company information, or the administrative responsibilities of the company; they could also concern violations of the Company Code of Ethics, for example, ethical behaviour, workplace mobbing, harassment, conflicts regarding personnel management. **8 November 2016**

A compliance letter has been prepared that must be signed by all Executives annually to confirm they are aware of the corporate procedures, the Code of Ethics and the Organisational Model of the Company and that they have assiduously adhered to them.

The Group also requires that all complimentary favours, presents or benefits, given at Christmas or on any other occasion, and received by employees or executives in the workplace or elsewhere are to be handed in to the Company, which will ensure that they are given to charity, unless they are below the existing maximum value of Euro 50.00 for small gifts and benefits that may be received by employees and executives. **14 November 2016**



Governance bodies

The current **Board of Directors**, appointed by the Shareholders' Meeting on 29 April 2015, from a single list presented by the majority Shareholder, Fondazione Ente Autonomo Fiera Internazionale di Milano, is made up of nine members.

On 13 January 2017, the majority of the Directors decided that a further break with the past should be made to bring to an end the administration order as quickly as possible and resigned their responsibilities with effect from the date of the Shareholders' Meeting convened to approve the Financial Statements at 31 December 2016; this caused the dissolution of the entire Board of Directors.

The number of independent Directors on the Board of Directors exceeds the minimum required under prevailing law and/or regulations.

The Board of Directors has a central role in the Company organisation and is responsible for its activities and its strategic and operating guidelines, as well as for verifying that the necessary controls exist to monitor Company and Group performance. The Board of Directors is invested with the widest powers for the ordinary and extraordinary management of the Company; specifically, it may take any action deemed appropriate or useful to achieve the Company objectives, except for those which, pursuant to law, are reserved for the Shareholders' Meeting

Internal committees have been set up within the Board of Directors: the Remuneration Committee and the Control and Risk Committee both have roles and responsibilities that meet the standards of the Self-regulatory Code and with corporate governance best practice.

The **Remuneration Committee** has an advisory role, makes proposals and carries out preliminary research to aid the Board of Directors in its decisions on remuneration.

The **Control and Risk Committee** has an advisory role, makes proposals and carries out preliminary research to aid the Board of Directors in its decisions and evaluations regarding the internal control and risk management systems, as well as the approval of the periodical financial statements.

As required by the Self-regulatory Code, the internal control and risk management system of the Company and the Group consists of all the rules, procedures and organisational structures to identify, quantify, manage and monitor the main risks. It ensures that the conduct of the Company and the Group is consistent with the corporate objectives established by the Board of Directors of the Parent Company and supports the adoption of informed decisions. It also contributes to guaranteeing (i) the protection of shareholder equity, (ii) efficient and effective corporate procedures, (iii) reliability of financial reporting, and (iv) compliance with applicable laws and rules, the Company's Articles of Association, and internal procedures.

Fiera Milano Group has developed an integrated risk management model based on internationally recognised Enterprise Risk Management (ERM) standards.



Governance bodies

The **Board of Statutory Auditors** of Fiera Milano S.p.A. was appointed by the Shareholders' Meeting of 29 April 2015 on the basis of a single list presented by the controlling shareholder, Ente Autonomo Fiera Internazionale di Milano.

The Board of Statutory Auditors monitors: compliance with the law and the Company's Articles of Association; with respect for the principles of correct administration; the adequacy of the Company's organisational structure regarding roles and responsibilities; the internal control system and the administrative/accounting system, as well as the reliability of the latter in accurately representing management information; that there exist the means of concrete implementation of the rules of corporate governance provided by the codes of conduct prepared by the companies responsible for the organisation and management of regulated markets; and the adequacy of the regulations prepared by the Company and applicable to its subsidiaries. The Board of Statutory Auditors also oversees the legal auditing of the annual financial statements and the consolidated financial statements and the effectiveness of the internal control, internal auditing and risk management systems, as well as the procedures for financial reporting.

Further details on the roles and responsibilities of the current Board of Directors are given in the Report on Corporate Governance and Ownership Structure.

The system of behavioural and operating rules governing the activities of the Company and the further control elements adopted by the Company to counteract different types of crimes are, at the date of the present Report, being incorporated into the **Organisation, management and control models under Legislative Decree 231/2001** of the companies within the Fiera Milano Group. On 26 February 2016, the updated version of the Fiera Milano Model 231 was approved by the Board of Directors; it incorporates the organisational changes that had taken place and complies with new legislation under Legislative Decree 231/2001 on money laundering, environmental crimes and corporate crimes. At the date of the present Report, risk assessments are being carried out so that La Fabbrica del Libro, a company constituted in September 2016, also has a Model 231.

Each time there are additions and amendments to the behavioural and operating rules, these are disseminated to Group personnel through specific training sessions. During 2017, training sessions on the new Model 231 are scheduled to be held involving all Group employees.

Certified management systems

As part of its corporate governance system, the Group, has developed and updated certified management systems that conform to the main international standards for specific companies:

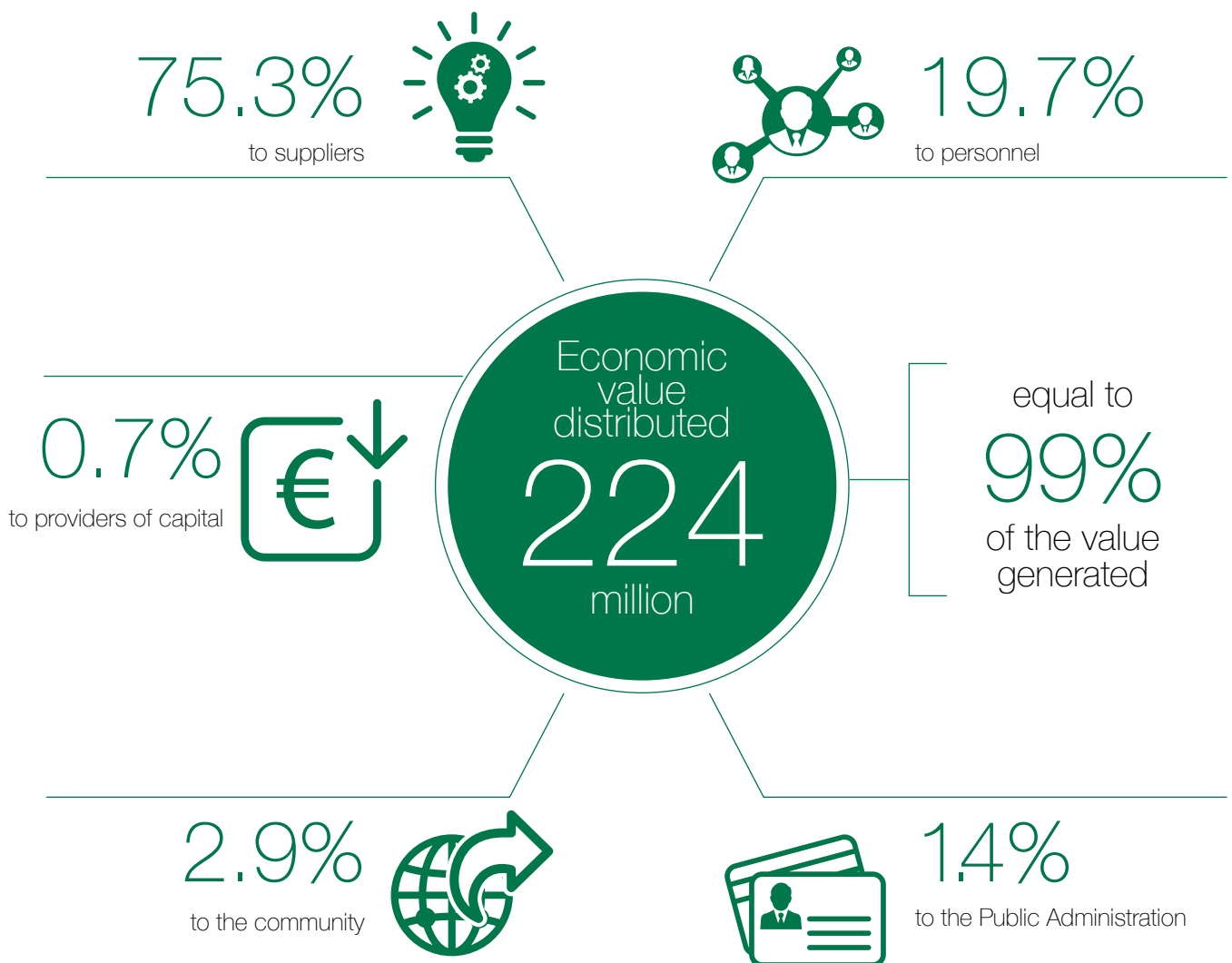
- ISO 9001:2008 – Quality Management Systems for Fiera Milano S.p.A and its subsidiaries Nolostand and Fiera Milano Media – International Business Division
- ISO 14001:2004 – Environmental Management System for Nolostand
- OHSAS 18001:2007 – Health & Safety Management System for Nolostand
- ISO 20121:2013 – Event Sustainability Management System for Nolostand



Group activities and their impact on the Region

In 2016, the economic value generated exceeded Euro 229 million, which was lower than in the previous year due to the unfavourable exhibition calendar that did not include some important proprietary biennial exhibitions and multi-annual exhibitions that were held in 2015, as well as the non-recurring business linked to Expo 2015.

Fiera Milano Group spent a total of Euro 224 million, 99% of the value generated, with employees accounting for 19.7%, suppliers of goods and services 75.3%, the local community 2.9% and equity providers 0.7%, and the Public Administration 1.4%.





Economic value generated and distributed by the Group (Euro '000) (*)

	2016	2015	2014
Economic value generated	229,863	341,816	251,394
Value of production	224,257	338,164	248,988
Investment income	1,259	2,828	1,448
Other financial income**	4,347	824	958
Economic value distributed	223,887	304,876	260,113
Value distributed to suppliers	168,520	224,631	191,587
Value distributed to personnel	44,101	61,023	49,276
Value distributed to providers of capital	1,561	4,331	5,857
Value distributed to the Public Administration	3,171	6,581	3,415
Value distributed to the community	6,534	8,310	9,978
Economic value withheld	5,976	36,940	-8,719
Profit (or loss) for the year (net of dividends)	-22,850	429	-19,106
Depreciation & amortisation, provisions, write-downs, revaluations	30,822	33,615	15,455
Deferred taxes	-1,996	2,896	-5,068

(*) These figures refer to the entire Fiera Milano Group and are the same as those in the Consolidated Financial Statements of Fiera Milano Group at 31 December 2016; the amount generated outside Italy was 3.2% of revenues. In evaluating the figures it should be remembered that the business of the Group is cyclical due to the presence of biennial and multi-annual exhibitions, which makes a comparison between different financial years difficult. The figures for 2014 and 2015 have been restated to make them comparable with 2016 following a more appropriate reclassification of the figures of the Consolidated Financial Statements and the restatement of 2015 figures to make them comparable with those of the 2016 Consolidated Financial Statements.

(**) This figure includes the income from the tax consolidation.

In addition to the support given by the Group to industry associations and groups operating in the same Region, through the loan without charge of meeting areas (for example, once again in 2016 the LILT Volunteer Day was held in the Group site, as were numerous training sessions for the law enforcement agencies) or by small sponsorships (for example of Stramilano), Fiera Milano Congressi set up MiCo Lab in 2016. This is a new "ideas space" of over 7,500 square metres within the MiCo (Milano Congressi) Congress Centre dedicated to fairs, exhibitions, start-ups, markets and events of different types open to the public. This initiative came out of the growing need in the Region for a meeting place where ideas could be exchanged; the need was identified by MiCo, which is seeking to answer it while expanding the limits of its

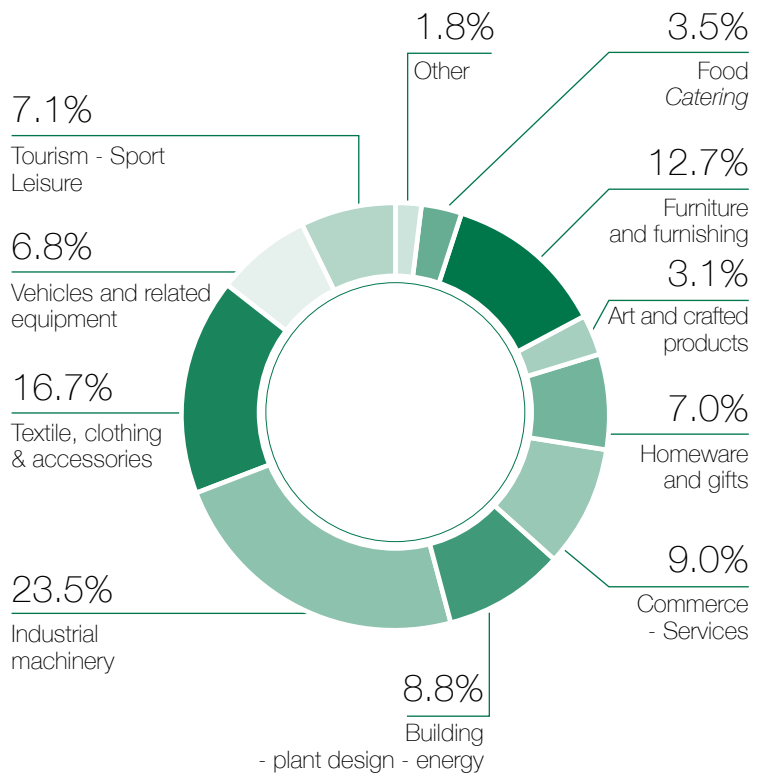
normal business. MiCo Lab aims to be a permanent and specialised meeting and communication point for all those – particularly young people – who wish to compare experiences and exchange ideas and propositions. It will be a reference point for the area of Milan and one that can foster energies and strengths for the future.

In 2016, Nolostand continued to support the Iniziativa Niguarda, a project of the Associazione Malattie del Sangue [Association of Blood Disorders] to develop over time a support group for those with blood disorders that also aims to make the Haematology Department of the Niguarda Hospital in Milan a centre of excellence and support research into cures for blood disorders.



The exhibition portfolio

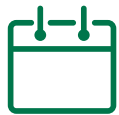
Average in the three-year period 2014-2016:



The exhibitions covered the entire range of the main product sectors in the domestic market – those that symbolise “Made in Italy”

(figures refer to net sqm of exhibition space)

Focus on 2016



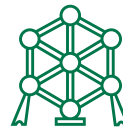
46 exhibitions
63 in 2015



39 congresses
with exhibition space
36 in 2015



1,285,600
net square metres of exhibition space*
1,822,875 net square metres in 2015



23,800 exhibitors*
32,340 exhibitors in 2015

of which directly organised:

8 exhibitions
13 in 2015

175,655
net square metres of exhibition space
462,650 net square metres in 2015

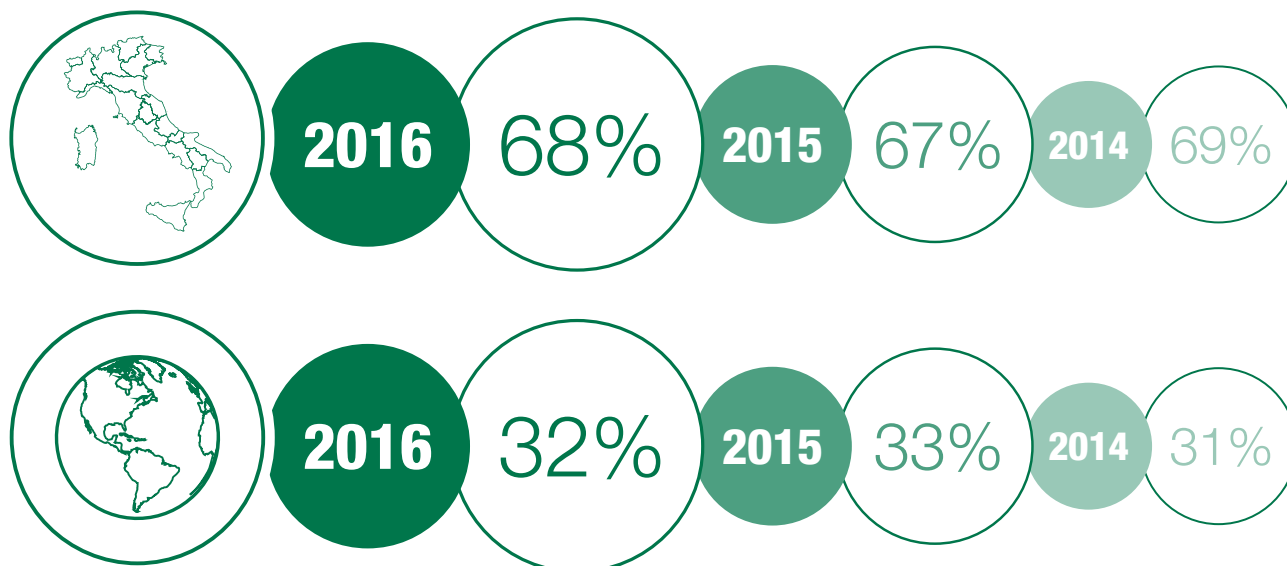
3,605 exhibitors
7,530 in 2015

(*) Figures include congresses with related exhibition space



Exhibitions	2016	2015	2014
Net Sq. Metres of exhibition space	1,234,830	1,773,800	1,186,380
No. of exhibitors	20,975	29,880	20,235

Provenance of exhibitors



	2016	2015	2014
No. of visitors *	3,608,286	4,113,243	5,142,774
Visitors of B2B exhibitions	1,119,802	1,665,824	1,153,392
Visitors of prevalence B2C exhibitions	2,488,484	2,447,419	3,989,382

(*) Servizio Studi e Sviluppo Fondazione Fiera Milano data. The figures include the number of visitors to the Business to Consumer (B2C) exhibition Artigiano in Fiera that totalled 1,500,000 in 2016 and 2015 and 3,000,000 in 2014. The number of visitors in 2015 was adjusted following an update of the database of ISF certified exhibitions.

The exhibitions in Italy include both those directly organised by the Fiera Milano Group and those organised by third-parties.

For directly organised exhibitions, the Group designs the concept of the exhibition, identifies the space required and the dates the event will be held, sells exhibition space to the exhibitors, develops the marketing strategy aimed at visitors, runs the exhibition, and carries out a client satisfaction analysis. For exhibitions organised by third-parties, the Group hosts the exhibitions or other events promoting and making available to the organisers furnished exhibition space and providing ancillary services.

2016 suffered from a less favourable exhibition calendar with the absence of important directly organised biennial exhibitions and hosted multi-annual exhibitions that was partly compensated by the presence of the multi-annual exhibitions Mostra Convegno Expocomfort and Bimu. The comparison with 2015 also suffered from the absence in 2016 of the activities linked to Expo 2015.



In 2017, the Fiera Milano Group sites will host the following exhibitions for the first time:



MAM, Mostra a Milano Arte e Antiquariato. This is an antiques, antiques, design and decor fair that represents a unique rendezvous for exhibitors, collectors, and gallery owners from all over Italy and abroad.



FIERA DELL'EDITORIA ITALIANA

Tempo di Libri. The first edition of the new Italian book fair. The exhibition will include publishers, authors, librarians, bookshop owners, students and all types of readers in a major event that combines tradition and innovation and reflects that gift which books have always had - to remain always in step with the spirit of the time and move in tune with cultural and technological progress.

28 January
5 February 2017

24/27
February 2017

19/23
April 2017

11/14
May 2017



TheOneMilano is the new international fair for high quality women's prêt à porter and accessories. This new event combines the know-how and experience of MIPAP, the prêt-à-porter exhibition organised by Fiera Milano, and MIFUR, the exhibition for fur and leather goods belonging to the exhibition organiser of the same name. More than 300 collections were shown and it attracted national and international buyers from Europe (UK, France and Germany), Russia, Japan, Korea, China and the USA.



Versilia Yachting Rendez-Vous in Viareggio organised in collaboration with Nautica Italiana. This is a glamorous international nautical event showcasing top-end products in the sector but with an innovative format that involves the region and displays the best of Made in Italy and not just in the nautical sector.



Lamiera, an international exhibition for metal working machinery and all innovative technologies linked to this sector that has chosen Milan as its stage.



Expo Ferroviaria 2017 is coming to Milan for the first time. This reflects the growth prospects of the railway sector in Italy and the need for it to interact with an increasingly multinational market.

17/20
May 2017

16/18
June 2017

3/5
October 2017

7/11
November 2017



Expo ENCI, an event organised directly by the Ente Nazionale Cinofilia Italiana that will occupy four pavilions of the fieramilano exhibition site. It will be held annually and grew out of the huge success of the International Dog Show held in the fieramilano site during Expo 2015.



The Next Gen ATP Finals or the Masters tournament of the future. This is an end-of-season tournament for the leading eight under-21 players of the year. For the first time in its history, Fiera Milano will become a tennis centre: the Fiera Milano Stadium (a pavilion transformed into a tennis court) will host this new international tennis tournament.



• The directly organised exhibition portfolio



BIT, Borsa Internazionale del Turismo [International Tourism Exchange] is an international event that brings together those working in the tourism industry from all over the world, as well as a large number of visitors, travel lovers, and press. Organised by Fiera Milano for over thirty years, BIT unites in one place decision makers, industry experts and carefully selected targeted buyers from various geographic areas and product sectors. From sport to MICE (Meetings, Incentives, Conferences and Events) tourism, to satisfy the target needs of every visitor, the exhibition was reformatted in 2016 in response to both consolidated and emerging trends in tourism. BIT is a strategic exhibition for the development of Italy and its tourism qualities and for this reason Fiera Milano has started to reposition the event to ensure it has a leading position among the exhibitions in this sector.

Frequency: Annual - **Product sector:** Tourism/Leisure

	2016	2015	2014
Net sq.metres	13,505	13,335	13,750
Exhibitors	380	405	280
Visitors	30,621	61,781	33,868

In 2016, product development came up with the idea of a new project to be unveiled in 2017. The new version of BIT will have four main sectors: Leisure, Luxury, MICE and Destination Sport (the latter to be extended from one to three days in the new 2017 BIT). There are to be three visitor itineraries through three themed areas that are experiencing strong growth: A bit of Taste (food and wine), Be Tech (digital) and I love (for honeymoons). The three itineraries were developed in collaboration with expert Ambassadors, carefully identified as among the most important influencers within their sectors. Rounding out the exhibition, there will also be a wide range of meetings. The new format is based on three key points: the return of the event to fieramilanocity, which means that attendees can take advantage of the attractions offered by Milan, the capital of Italian style; it will take place on weekdays as these (Monday and Tuesday) are more in line with the requirements of travel agents; the month of April is the best period of the year to realise these synergies.

Beyond the Exhibition: At the 2016 event in association with the Tourist Board of Thailand, Bit.Run was introduced with various raffle prizes and two fantastic mega-prizes: two trips to Phuket to discover the beauty of Thailand and take part in the Laguna Phuket International Marathon held on 4-5 June 2016.





CHIBIMART

Chibimart is the important international trade fair for fashion and fashion accessories. It is returning with a new concept aimed at generating new business opportunities. Chibimart will imitate the successful Cash & Carry formula and means that trade visitors will be able to choose and purchase products directly on the stands so that they can supply the latest seasonal items in real time to their shops.

Frequency: Biennal - **Product sector:** Homeware and gift

	Winter 2016	Summer 2016	Winter 2015	Summer 2015
Net sq.metres	3,080	4,445	3,110	4,020
Exhibitors	105	165	95	125
Visitors	4,016	5,000	4,398	4,894

In association with Thedecoside, a marketing and communications strategy studio, the summer edition of Chibimart launched an area dedicated to summer-themed virtual merchandising. Original and lively installations gave ideas for designs and window dressing to make the most of shop windows and showcases in the summer period whilst a timetable of meetings dedicated to the sales period gave ideas, pointers and practical information to manage marketing in the best way possible in this strategic period.

At the winter edition of Chibimart, alongside traditional Italian and ethnic creations, the bijoux and fashion accessories event was enlivened by numerous ideas and suggestions on seasonal trends.

Furthermore, also in association with Thedecoside, the winter edition of Chibimart included a special area dedicated to visual merchandising of Christmas items.





Expodetergo is an international exhibition dedicated to machines, technology, products and services for laundry, ironing and textile cleaning organised by Fiera Milano and promoted by EXPODETERGO. Competitiveness, efficiency and sustainability are the key words for all product areas from dry and wet cleaning technologies, ironing, industrial automation systems to chemical products but also to logistic services and electronic management systems. Innovative solutions to meet the needs of all types of clients: hotels and hospitality services, catering, hospitals, health and assistance centres, all very different realities with one thing in common – the need for concrete and timely solutions that meet the highest standards of quality, hygiene and sustainability.

Frequency: Multiannual
Product sector: Commerce /Services

	2014
Net sq.metres	16,480
Exhibitors	240
Visitors	20,100

In 2016, an agreement was signed to extend the four-yearly event for a further three editions – i.e. until 2026 – between the Associazione Fornitori Aziende Manutenzione dei Tessili and Fiera Milano. The latter was confirmed as the exhibition organiser, a decision that will allow the partners to share strategies, market reviews and projects that meet the needs of the exhibiting companies. The renewal of the contract guarantees the exhibiting companies the support of Fiera Milano in ensuring the presence of targeted buyers from all over the world with an interest in the offer of the exhibiting companies.



HOMI, The Lifestyle Trade Fair, organised by Fiera Milano since 2014. HOMI is an important globally recognised platform for Interior Design and Personal Accessories.

Frequency: Half-yearly - **Product sector:** Homeware and gift

	September 2016	January 2016	September 2015	January 2015
Net sq.metres	58,300	76,500	63,845	81,200
Exhibitors	1,300	1,500	1,265	1,305
Visitors	62,800	82,000	75,657	80,000

After six editions, the event is both consolidating and growing. An improvement in the quality of the event and in the profile of the buyers attending it, above all international buyers, characterised the event in 2016. Moreover, the extra event of HOMI New York, held in May 2016, promoted and raised awareness of the event in the US in order to attract American buyers to Milan.

The two 2016 editions both included more projects (Progetto Creazioni, Progetto DDD for abroad) for Italian and international young designers and start-ups in the Interior Design and Fashion & Jewels sectors; HOMI SMART was also included as a way of attracting Universities and young students to the world of exhibitions and the work environment.

To facilitate access to the fair, subsidised entrance tickets were given to specific target clients (architects, design studios) and there was a pre-registration service for more speedy entry to the event.

The sales team was constantly on hand to support exhibiting companies and prospective companies during all the exhibition phases with input on anything from preparatory activities (invitations, lay-outs, co-marketing activities) to support from the Expo Matching Program for scheduling meetings.

The MYHOMI platform was created to facilitate sharing all organisational and administrative aspects of the exhibition with exhibitors.

In 2016, seminars and classes were held by the artistic direction of HOMI at Fondazione Fiera Milano on the importance of environmental sustainability in stand-fittings and of neatness and precision in the design and set-up stages in order to give major visibility to events and limit their environmental impact.

In 2017, HOMI will continue to support international designers and start-ups through agreements with associations, universities, and foreign institutions.

To improve client services, the 2017 event will target a higher international presence of exhibitors and visitors through marketing campaigns and by raising awareness abroad of an event that is still relatively young to attract both exhibitors and visitors through a TRY & TEST approach.

Beyond the Exhibition: In 2016, HOMI was also active in the Region. In February, HOMI, the Municipality of Milan, the Palazzo Reale and Fiera Milano supported the exhibition L'ARTE DEL BIJOU ITALIANO. The exhibition, which was open from 19 February until 2 March in the Palazzo Reale was curated by Alba Cappellieri and Lino Raggio and was a journey from the 1950s to 2000 using 300 unique signature pieces of jewellery from internationally renowned designers and stylists to illustrate the history of this precious accessory.

HOMI was also reconfirmed a flagship event for creativity, design and the uniqueness of Made in Italy products. At the end of the trade fair, which ran from 16-19 September 2016, it opened a temporary shop from 21-27 September 2016 at via Paolo Sarpi 60 for the public. Sponsored by HOMI and the Community of San Patrignano, the public could acquire selected products that had been part of the fair at special prices. All the money raised from this sale went to the Community and represented a significant contribution to San Patrignano, which has freely helped anyone in need since 1978.

HOMI returned in the autumn with an event dedicated to costume jewellery: from 8-20 November 2016, the exhibition GIOELLI ALLA MODA was held at the Palazzo Reale with costume jewellery, objets d'art and representations of Italian beauty.

HOMI, together with the Region of Lombardy, took part in the first edition of Fall Design Week, the new festival organised by the Municipality of Milan and held in the city from 1-9 October 2016. The initiative was to give the behind the scenes lowdown on design, what lies behind a product, in order to develop and consolidate the Milan's position on the international stage as the capital of fashion and design.



Host is the leading trade fair in the Ho.Re.Ca., food services, retail, mass distribution and hotel industries. It is the favourite destination of top companies of food away-from-home to have a preview of innovations and the latest market trends through the ongoing interaction between high-profile top-end partners (trade associations, institutions and stakeholders). The trade fair is divided into three macro-areas: Furniture and Tableware; Foodservice Equipment, Bread, Pizza, Pasta, Coffee and Tea; Bar, Coffee Machines, Vending, Gelato and Pastry.

Frequency: Biennial - **Product sector:** Commerce/Services

	2015	2013
Net sq.metres	132,580	100,725
Exhibitors	1,890	1,555
Visitors	150,968	133,004

The 40th edition will be held from 20-24 October 2017 at the **fieramilano** exhibition site. The main aim of HOST 2017 is to consolidate its leadership on the international stage through: special company meetings; a presence at sector exhibitions (national/international); an integrated but diversified communication strategy to reach target persons; partnerships with trade associations and institutions to maximise awareness of the event; enabling online pre-registration well in advance; a user-friendly website with full information; use and development of social media channels; marketing campaign using e-mail and print to target visitors relationship development/ promotional activities involving reference national/international stakeholders (trade associations, media, social media); an increase in the number of exhibitors from target markets.

Beyond the Exhibition: In November 2016, HOST and POLI.design - Consorzio del Politecnico di Milano launched an innovative challenge for designers and creative persons from all over the world: the new ideas selected for HOST 2017 will become the subject of a creative event that will be held at the exhibition. The exhibitors will be the true inspiration of the projects. Designers will select 100 product solutions from among the more than 2,000 exhibitors at the fair to create new hospitality experiences and scenarios for practicing hospitality (interior design formats, for food, for retail, for the hotel industry, as well as furniture, tableware and lifestyle products). The creative activity, carried out live, must be connected to concepts that combine service and experience, products and living spaces. The exhibition will become a “live” creative catalogue for designers allowing the audience to be actively involved and encouraging the use and experimentation of products at the fair. “10 Designers for 100 Products” is the new formula that will allow exhibitors to develop their projects “live” during HOST 2017. This event follows two successful editions of HOSTthinking, a design award; the international competition attracted candidates from all over the world and produced results that exceeded expectations. Mentors from the Politecnico di Milano, exhibitor companies, young international designers and POLI.design students will bring to life a teaching event that will be part of the fair.





International exhibitions for processing and packaging in the food & beverage sector (and in the meat sector for Meat Tech) and for non-food applications, organised by Ipack Ima Srl, a joint venture of Fiera Milano and UCIMA.

Frequency: Multiannual

Product sector:
Industrial machinery

	2015
Net sq.metres	62,015
Exhibitors	1,456
Visitors	95,566

In January 2016, Fiera Milano launched The Innovation Alliance, which from 29 May-1 June 2018 will be the new major event in this sector. Professionals from every industrial sector will be able to find a wide range of machines, technologies and services to implement Industry 4.0.

The Innovation Alliance puts together different production sectors that are united by a supply chain stretching from processing and packaging to the working of plastics and rubber to industrial and commercial printing and the personalisation of packaging and labels, all the way to the handling and warehousing of consumer-ready goods.

This international showcase of synergic and complementary production excellence is comprised of:

- Ipack-Ima, the processing and packaging technologies exhibition organised by Ipack Ima Srl, a joint venture between UCIMA (*Unione Costruttori Italiani Macchine Automatiche per il confezionamento e l'imballaggio* – Union of Italian Manufacturers of Automated Packaging Machinery) and Fiera Milano;
- Meat-Tech, an exhibition dedicated to processing and packaging for the meat industry, organised by Ipack Ima Srl;
- Plast, an exhibition for technologies in the plastics and rubber industries organised by Promaplast Srl, a services company 100% owned by ASSOCOMAPLAST (*Associazione Nazionale Costruttori Macchine e Stampi per Materie Plastiche e Gomma* – Association of Italian Manufacturers of Plastics and Rubber Processing Machinery and Moulds). Originally due to take place in 2017, this exhibition has been postponed until 2018 as part of the project.
- Print4All, a new exhibition for printing, converting and industrial printing that incorporates the legacies but updates the concepts of Converflex, Grafitalia and Inprinting. Organised by Fiera Milano, and owned by ACIMGA (*Associazione dei Costruttori Italiani di Macchine per l'Industria Grafica, Cartotecnica, Cartaria, di Trasformazione e Affini* – the Association of Italian Manufacturers of Machinery for the Graphic, Converting and Paper Industries) and ARGI (Association of Suppliers to the Graphics Industry);
- Intralogistica Italia, dedicated to innovative solutions and integrated systems for handling, warehouse management, warehousing of materials and order picking; it is part of the CeMAT international network and is organised by Deutsche Messe and Ipack Ima Srl.

It will be possible to visit all five events with the same ticket and in this way it will be easier for a foreign visiting company to make the decision to come to Milan as it will have the chance of seeing technological solutions for the entire upstream and downstream activities. It is hoped that this project will help increase the level of internationalisation of the exhibitions.

Beyond the Exhibition: Since 2016, Fiera Milano and UCIMA have started a collaborative activity that will continue in coming years that, amongst other things, will involve organising joint promotional events and press conferences at other important trade events throughout the world. The international promotion of Ipack-Ima will also be through information stands that UCIMA will take at the main specialist sector trade fairs held worldwide (from Asia to South America).



MIART is the Milan fair of modern and contemporary art. A vast panorama of art from the artistic experimentation of the twentieth century to more recent works present in the many art forms of painting, sculpture, installations, videos and photography.

Frequency: Annual - **Product sector:** Art and crafted products

	2016	2015	2014
Net sq.metres	7,811	6,840	6,360
Exhibitors	184	190	155
Visitors	45,000	41,300	40,000

The XXI edition, held in 2016, was directed by Vincenzo De Bellis, who involved 154 Italian and foreign galleries from 16 countries. The galleries were divided into sections with different themes and curated by different persons: “Established” had 99 exhibitors with two subsections - “Masters” for galleries presenting historically acclaimed artists and “Contemporary” for those specialising in contemporary works. The “Emergent” section showed works from 16 international galleries focused on the work of the latest generations; the “Object” section included works from 14 galleries specialised in contemporary design with new and not previously shown projects, one-off works of art or limited editions of works.

There was also the generational comparison of “THENnow”, which showed the works of eight pairs of artists of different generations and from different locations to trigger a dialogue between the works. Lastly, Miart 2016 included for the first time a section called “Decades” that traced an itinerary through the art of the twentieth century decade by decade recalling certain episodes. It used works of art from nine galleries: from the Metaphysics of De Chirico to the abstract art of Soldati and Magnelli; from Manzoni to Mondino, from Vedova to Gina Pane; from Joan Jonas to Stefano Arienti. For the fourth year in succession there was an increase in visitors to the exhibition and an increase in the satisfaction of the exhibitors.

Every edition of Miart has a schedule of meetings under the format Miartalks that focus on specific topics with national and international participants from the world of culture.

The 2016 Miartalks brought together over 40 international artists, curators, film-makers, museum directors, writers and professionals from the worlds of visual and performance arts to discuss how time-based art is re-defining the boundaries of contemporary art.

The 2016 Miartalks were a cross-disciplinary forum that explored the ongoing dialogue among the worlds of art, film, music, theatre and performance arts.

Beyond the Exhibition: Miart has a strong connection with the city of Milan that is manifest in the organisation of Milano Art Week. In association with the Municipality of Milan, Miart leads this week dedicated to contemporary art. In April 2016, Milan had a full programme of events, openings and special visits involving public institutions, foundations and private galleries that continued throughout the period of Miart.

One of the most attended events of Miartweek 2016 was the project by Sarah Lucas – INNAMEMORABILIAMUMBUM, curated by Massimiliano Gioni and Vincenzo de Bellis, presented by Fondazione Nicola Trussardi and Miart and organised in association with FAI – Fondo Ambiente Italiano and the Municipality of Milan.





This exhibition is part of the INNOVATION ALLIANCE and is a multi-annual B2B international fair for the technologies of the commercial and industrial printing and publishing industries.

The project developed from the strategic alliance of ACIMGA (Association of Italian Manufacturers of Machinery for the Graphic, Converting and Paper Industries), ARGI (Association of Suppliers to the Graphics Industry), 4IT Group (a company that for over ten years has monitored the Graphic and Communication Industries and which acts as a hub for competences that support the growth of these markets) and Fiera Milano, the leading exhibition organiser that has been awarded the trademark and the organisation of the exhibition. The first edition of PRINT4ALL will be in 2018 in the **fieramilano** exhibition site.

Frequency: Multiannual - **Product sector:** Industrial machinery

It will be a major industry event encompassing the three major themes of commercial printing and publishing, packaging and labelling, and industrial printing and is expected to become the reference trade fair in Europe and the Mediterranean regions for these sectors.

Beyond the Exhibition: In September 2016, Print4Pack was held in Palermo with great success. It was part of the promotional programme Made BY Italy of ACIMGA, and was organised in association with ARGI and with the support of ICE. The convention, through authoritative statements and success stories primarily concerning the food sector, highlighted developments and opportunities in package printing, a dynamic sector driven by innovative and applicative technologies that force printing professionals to consider the changes taking place in the functionality and the graphic requirements of packaging, as well as those in consumer behaviour. The event provided the occasion to create an innovative culture in the Mediterranean basin offering new solutions for the new role of packaging and for the opportunities offered by Package Printing due to the increasingly high performance technologies and business models that can be implemented with these new technologies (digital and hybrid, in particular).



In 2016, Fiera Milano acquired PTE exhibition, a trade fair for promotional items and personalisation technologies, as part of its strategy to increase the number of its proprietary exhibitions.

Frequency: Annual - **Product sector:** Commerce/Services

	2016	2015	2014
Net sq.metres	4,515	4,235	4,095
Exhibitors	140	130	125
Visitors	4,373	3,749	4,148

The first edition of the fair to be organised directly by Fiera Milano was held in January 2017 with excellent results both in terms of continuity with the past and consolidation of the promotional sector. The fair demonstrated the strong growth of 3D printers, and it was further enhanced by the agreement signed with Reed Exhibitions and its exhibition Viscom Italia. The aim is to consolidate this exhibition and make it an international business platform for companies in the sector that is second only to the leading exhibition of Dusseldorf PSI.

There was every indication that another edition of the fair would prove successful with the news of the agreement reached with Viscom and the consolidation of the promotional sector and that of 3D printing.



SICUREZZA is an international Security & Fire Prevention exhibition for the security sector. It identifies new business opportunities and showcases new technologies that demonstrate how the internet can be used not only to protect banks and factories but also homes and other buildings.

Frequency: Biennial - **Product sector:** Security

	2015*	2013
Net sq.metres	14,455	14,330
Exhibitors	305	310
Visitors	18,955	20,301

*an extraordinary edition of this exhibition was held in 2015 due to the presence of Expo 2015.

Fiera Milano, with direct support from the two security industry associations (ANIE Sicurezza and Assosicurezza), offers a meeting point for those working in the sector and those using security systems where one can find products from the most elementary to the most complex for the use of large companies to meet technological challenges in the knowledge that they can protect data, assets and persons.

At the next edition, the new project SMART BUILDING EXPO will be launched. This has been devised by Fiera Milano in partnership with Pentastudio and will provide solutions for the problems of planning integrated buildings, as well as offering business people (engineers, architects, specifiers, surveyors, etc.) visiting SICUREZZA solutions to facilitate their work.

The 2017 edition will also include the satellite exhibition SMART BUILDING EXPO, which will cover three pavilions.

Beyond the Exhibition: In 2016, the conference *“nuove opportunità di lavoro nel mondo della security: così nell’era del web si difende il sistema produttivo”* [new business opportunities in the security sector: how to protect manufacturing systems in the internet era] was held. Fiera Milano, together with the two security industry associations, ANIE Sicurezza and Assosicurezza, organised this event bringing together leading manufacturers and large users of security systems. Representatives from the sectors of telecommunications, pharmaceuticals, airports, and other sectors discussed the immense technological challenges involved in guaranteeing the security of data, assets and persons.





Sposa Italia Collezioni is the leading exhibition in the sector and has increasingly become the reference point for domestic and international buyers as it showcases the new collections of bridal gowns, formal wear for men, jewellery, shoes, wedding favours, belts, hats, and veils from selected exhibitors with a focus on “Made in Italy”.

Frequency: Annual - **Product sector:** Textile, clothing and accessories

	2016	2015	2014
Net sq.metres	8,485	7,550	7,145
Exhibitors	160	145	145
Visitors	7,766	7,318	7,273

Initiatives for the 2016 edition included:

- ♥ preparing a medium-term plan for Italy and abroad in order to reach market objectives
- ♥ continuous updating of the exhibition website
- ♥ activating pre-registration on line and sending out electronic tickets
- ♥ sending newsletters and direct e-mail marketing to keep abreast of the latest news from exhibitors and buyers
- ♥ organise fashion shows for the leading bridal fashion brands present at the show
- ♥ a website with all the necessary information and linked to social media to ensure that it always covers the latest news and trends in the wedding sector
- ♥ social media management and community management of Facebook, Twitter, Instagram, and YouTube.
- ♥ a retargeting campaign to increase the presence of specific, selected visitors
- ♥ international media campaign

During the show, collections were presented through beautiful fashion shows that had a strong impact on the public and were rated a major event within the exhibition.



Tempo di Libri is an annual event open to all those in the publishing sector, as well as readers and non-readers. As part of the event there will be approximately 1,000 presentations, studies, laboratories to target different areas of interest covering a vast and varied number of subjects. In addition to areas dedicated to different sectors, there will be a pavilion for B2B meetings for the sale and purchase of authors' rights. Visitors will consist of the general public, bookshops, librarians, Italian and foreign authors, literary agents, and translators. The event will also involve the city and citizens of Milan with evening events in various sites in Milan.

Frequency: Annual - **Product sector:** Leisure

The experience of Fiera Milano in organising and managing the event are synergic and complementary with the cultural content and values expressed by AIE and those working in the sector who are part of the exhibition organisation. The two entities, Fiera Milano and AIE are collaborating closely to express the ideas and realise the Tempo di Libri project and represent the best practice in the sector of organisational/management competences combined with training-educational know-how.

There is a strong focus on the promotional advertising campaign for the first edition of this B2C event in 2017. This has been awarded to a specialised agency and is in three phases: creating awareness and positioning the Tempo di Libri event; establishing the name and dates of this new event in the calendar; and ensuring a high number of visitors. The campaign will run on line and off line. There will also be a special promotional effort aimed at all types and levels of educational establishments (from elementary schools to universities).

The main aims of the first edition of Tempo di Libri are the following: to launch the event, to capture the attention of all those in the sector, and to involve as many of the public as possible.

Beyond the Exhibition: Tempo di Libri is a cultural-educational stage with a strong social and economic impact. From the social point of view, much attention is currently focused on education in seats of learning of all types and levels. For example it will include educational workshops for young people from elementary school age through to those moving from school to work, who will be taught through practical case studies relating to this transition. The Tempo di Libri is intended to be a place where people can meet and experiment with new experiences. It aims to create a network system in touch with every cultural aspect. Since January 2017 there have been previews and preparatory meetings involving Italian and foreign authors discussing the burning issues of the day.



Fiera dell'editoria italiana

A B C D

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Scienza /
Fantascienza

Bacio
Letteratura rosa /
Young Adult

Cena
Ristorazione e
filosofia della tavola
/ Cucina

Dissidente
Libertà di espressione
e di stampa

"È l'alfabeto. Ventisei lettere.
Colle lettere fai le parole. Colle parole
Sapphi

Costruisci il tuo
Crea il tuo Tempo

G4-4 G4-8 G4-9



Fiera Milano organises this event in the Verona Exhibition Centre. It is dedicated to transport and logistics and has become the leading event in Italy for all those in the sector: road hauliers, logistics managers, owners of vehicle fleets, couriers, and independent truckers. TRANSPOTEC is an important appointment for all companies who wish to have an integrated system.

Frequency: Biennial - **Product sector:** Vehicles

	2015	2013
Net sq.metres	53,475	52,610
Exhibitors	210	165
Visitors	24,000	20,753

The event focused on sustainability in the road haulage sector: this is an aspect that is directly connected to the innovative developments in new road transport vehicles and is important for the spread of the use of new eco-friendly fuels. However, sustainability is also present in tyres that have treads that reduce fuel consumption and lower rolling resistance, in “intelligent” trailers that facilitate manoeuvres, in moveable accessories to improve the aerodynamics of the vehicle depending on the cargo being transported, and electronic systems that establish the fastest and most convenient route. Therefore, Transpotec is a “smart” platform that places at its core products that meet the concrete needs of clients of all levels.

Beyond the Exhibition: On 16 September 2016, Fiera Milano, together with the publication Vie&Trasporti, organised the Forum Internazionale della Logistica e dell’Autotrasporto [International Forum of Logistics and Road Transport]. The conference was entitled “Siamo Sistema. Autotrasporti, interporti, logistica: verso una grande integrazione” [“We are a system. Road transport, freight/distribution hubs, logistics: toward comprehensive integration”] that included open discussions between companies and industry associations of the challenge of integration with a view to increasing the profitability of a sector that is increasingly strategic to the system of the whole country. The transport of goods and the relevant logistics in a major country like Italy that projects into the Mediterranean can only serve the economy and society if it operates as a system, guaranteeing its competitiveness. All parts of the system, mobile and infrastructural, information and communication management, must be integrated with no interruption to continuity in order to provide a transport service that is as economical, efficient and fast as possible.





In just five editions, Tuttofood has become the leading Italian B2B exhibition in the food & beverage sector. Fiera Milano's development strategy for this event shares the aims of the Italian government, as expressed in the Plan for the extraordinary promotion of Made in Italy from the Ministry of Economic Development, to take advantage of the international reputation of the Made in Italy agrifood sector and increase the number of companies, particularly SMEs, that are active in international markets.

Frequency: Biennial - **Product sector:** Food, catering

	2015	2013
Net sq.metres	74,885	46,000
Exhibitors	1,345	845
Visitors	78,493	56,133

The next edition of Tuttofood will be held in 2017 and will include the new satellite exhibitions Fruit & Veg Innovation and Spazio Nutrizione and will cover approximately the same exhibition space occupied in 2015. During 2016, Tuttofood worked to raise the international profile of the exhibition through various means that included a multi-annual promotional project in the USA of Made in Italy food and by including in the exhibition new events and collaborating with other entities to create an area representing the most important Italian agrifood product sectors. Given the importance of the initiatives taken in the US market, Fiera Milano felt that the direct promotion of Tuttofood should be increased and found a new agent whilst also obtaining Trade Fair Certification (TFC) for the event so that it became the only Italian exhibition in the food sector recognised as an international event by the food division of the US Department of Commerce.

Fiera Milano, in addition to organising the 2017 event, will also support its clients by fostering their internationalisation and by making available spaces for an exchange of ideas with the final consumer and the food business community.

Beyond the Exhibition: MILANO FOOD CITY was conceived and launched at the start of 2017. The Week&Food project will take sector professionals out of the exhibition site and will organise events in Milan that will also be open to gourmands among the public, the inhabitants of Milan and tourists. For seven days educational itineraries and welcoming events will showcase the premium products of the Region, as well as innovations and new trends, nutritional education and the rediscovery of biodiversity. From 4 – 11 May 2017, Milano Food City will focus on food and healthy eating and will incorporate Week&Food, a range of suggestions for exhibitors and professionals who can use Tuttofood in the exhibition site at Rho for B2B trade events whilst complementing the exhibition offer with the numerous events available to them in Milan.

In 2016, the first edition of SPAZIO NUTRIZIONE to be held at the MiCo Congress Centre took place. It was organised by Fiera Milano and Akesios. Compared to previous editions of the event, participation rose by 50% to over 3,500 attendees (pharmacists, dieticians, biologists, nutritionists, and paediatricians) who took part in 24 sessions with over 238 speakers and 30 scientific societies involved in the five areas: Kids, Adults, Sports, Earth and Woman that were organised in conjunction with the Università di Milano - La Statale, 24 distinguished medical and scientific sponsors and 77 companies and consortia.



Congresses

2016 was characterised by a very strong marketing campaign with double the number of offers sent out compared to the previous year. Both the internal restructuring of the sales department and the “Expo 2015 effect” on Milan were strong contributors to the results. Nevertheless, although the number of events hosted in the MiCo Congress Centre increased compared to 2015, the calendar of events that included smaller congresses resulted in lower revenues and profitability in absolute terms compared to 2015.

This confirms that greater efficiency – with particular reference to the MiCo Congress Centre – is obtained by the size and quality of events held rather than the number of events.

Given the destination based nature of the congress business, Fiera Milano Congressi is maximising its regional relationships (both with regional entities that receive visitors and with the Municipality of Milan) in order to offer a service that guarantees a unique and effective experience for all clients.

The main events hosted in 2016 included:

- ATTD 2016 - the 9th International Conference on Advanced Technologies & Treatments for Diabetes, held from 3-6 February with 2,000 delegates, of which 1,500 came from abroad
- POWER-GEN International, the largest international event for power generation, held from 21-23 June with over 14,000 attendees, of which 12,000 came from abroad
- AIPPI 2016 – the annual world congress of AIPPI (Association Internationale pour la Protection de la Propriété Intellectuelle), held from 14-21 September with 3,000 delegates, of which 2,500 came from abroad
- ESICM 2016, - the annual congress of the European Society of Intensive Care Medicine held from 1-5 October with over 6,000 delegates, of which over 5,500 came from abroad

The 2016 edition of the annual event EuroCities was also held; this event is a dialogue among the 130 main European municipalities and was held on 17 November 2016 with 700 delegates, of which 600 came from abroad. The event was directly organised by Fiera Milano Congressi in close association with the Municipality of Milan.

Location	2016		2015		2014	
	n. events	delegates	n. events	delegates	n. events	delegates
MiCo – Milano Congressi	102	261,509	90	159,954	124	190,071
Stella Polare – Rho	18	40,550	40	39,350	31	101,450
Stresa Convention Centre	11	3,800	14	4,500	19	7,750
MoMec	31	870	18	414	19	456
TOTAL	162	306,729	162	454,218	193	299,727

Note: In addition to the above data, in 2015 Fiera Milano Congressi organised 400 events in the Congress Centre and Auditorium of Expo 2015 involving 250,000 attendees.

There are dozens of international tenders open for events due to take place between 2017 and 2024 and the MiCo Congress Centre has confirmed its reputation as one of the congress centres most appreciated by major international clients despite the growing competition in numbers, innovations in technological, environmental and quality-of-life standards. Monitoring and constant modernisation of the conference areas managed in order that they remain competitive on international markets is combined with an assessment to introduce greater flexibility in the working hours of personnel thereby ensuring

both improved work management procedures and, at the same time, improving the personal life of every employee. In 2016, Fiera Milano Congressi started the process to obtain Healthy Venues accreditation from the World Obesity Federation for the MiCo Congress Centre. The accreditation is to encourage venues to provide facilities that help employees and delegates live healthier and more active lives through the food made available at venues and by including an opportunity for physical activity.

page 66
Caring for employees



Generating value for our clients: the exhibition journey

The exhibition journey is a unique experience. There are three protagonists in the journey: organisers, exhibitors and visitors and all reach the same destination – the exhibition site – having followed different routes that, in some cases, intersect and meet.

Fiera Milano acknowledges the importance of these protagonists and in recent years, it has adopted an approach that aims to improve the customer experience and to meet the fundamental requirements of clients: meeting their needs more effectively and efficiently, facilitating their interaction with the Company and making this interaction a pleasant experience.

At the end of 2016, Fiera Milano introduced a process that identifies clients as single entities whatever type of relationship they have with Fiera Milano (exhibitor, visitor, stand-fitter, etc.). This will provide a unique database and will determine clear strategies for the use of this data. The aim is to optimise the customer experience by setting clear contact or “do not disturb” rules that are separate parts of an extensive and well-structured Omnichannel Contact Strategy.

From the moment a company decides to be part of an exhibition, the Fiera Milano machine is set in motion. In all the phases of the client’s journey he/she will be offered innovative services aimed at improving his/her experience.

📍 The digital exhibition

Today, presenting innovative products at exhibitions cannot be done without effective online communication. Since 2016, Fiera Milano has offered digital business services that guarantee a more productive visit for professional visitors and a more effective showcase for exhibitors.

During 2016, wi-fi coverage of the sites was improved with the help of the Company’s new technological partner, TIM, which will have a showroom inside the exhibition site. As proof of its close collaboration with TIM, since January 2017, the south and west entrances to the exhibition site have been renamed Porta Ovest TIM and Porta Sud TIM.



Allocating exhibition space

To facilitate the allocation of space to exhibitors and to show them the location of the space, during

2016 Fiera Milano Group developed a programme for exhibition organisers that allocates stands to exhibitors in real time and improves the efficiency of the way Fiera Milano Group provides services to the exhibitors.



Smart services

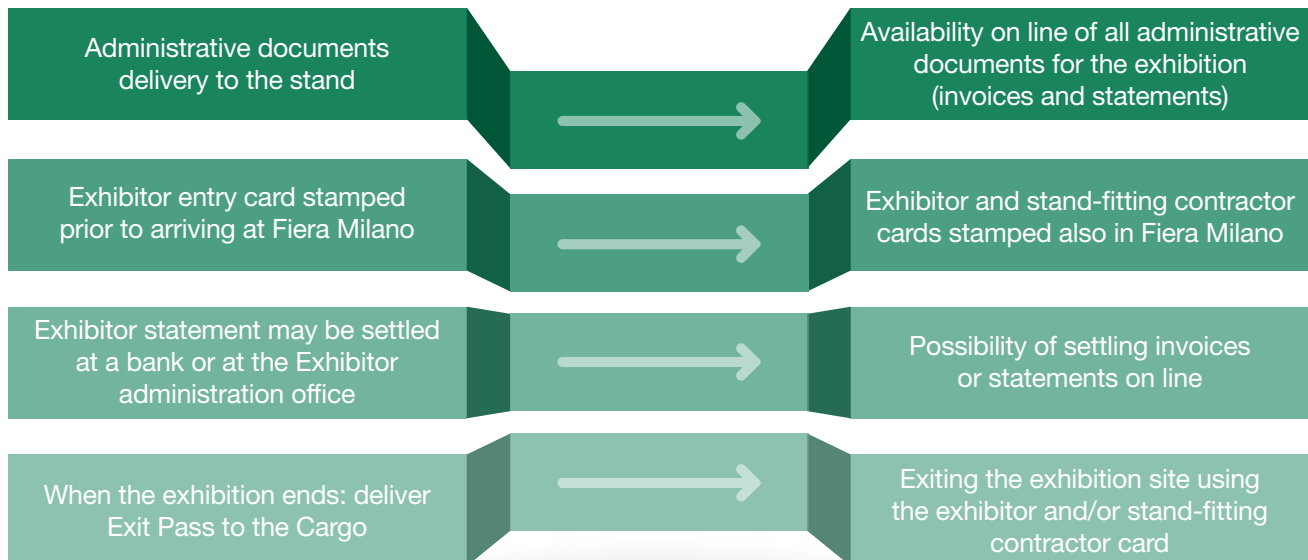
During 2016, in order to optimise and improve the length of time exhibitors and visitors remain in the exhibition site, Fiera Milano Group completed its "Easy Service"

project by installing several interactive information posts in the Rho exhibition site. The test phase was completed in 2015 and the information posts give access to exhibitors to the restricted e-service area so that they can carry out any work connected to their presence in the exhibition site.

UPGRADE EASY SERVICE

YESTERDAY

TODAY



Reduction in hard copies due to Easy Service

	2017	2016
Decrease in print copies (compared to 2015)	-52,000 (estimates)	-21,800



In 2016, the Group continued electronic delivery of invoices via e-mail or certified e-mail, which has led to a continuous reduction in invoices sent in hard copy by mail. This has increased efficiency as receipt

of the invoice is immediate and invoices delivered electronically mean there is no printing of the hard copy and it, therefore, generates significant savings in energy, materials and postage.

Decrease in printed invoices due to electronic invoicing

	2016	2015	2014
Percentage decrease in print invoices (compared to 2013)	-85%	-72%	-57%
Percentage decrease in cost of print invoices (compared to 2013)	-78%	-53%	-53%

E-Service

Since 2012, Fiera Milano Group has run a Call Centre for visitors and exhibitors that manages

e-mails regarding services for exhibitors (E-service and Customer Service) and ticketing for visitors. It provides an answer within 24 hours of receipt of a message and also provides a Lost & Found service.

Inbound calls

	2016	2015	2014
Answered	42,802	78,984	40,505
Failure rate(%)	4,12%	18%	6%

Call Centre response to emails within 24 hours of receipt

	2016	2015	2014
Exhibitor e-mails	7,345	23,126	11,648
Visitor e-mails	3,342	11,762	15,341





Promoting exhibitions

Exhibitors approach exhibitions in many ways. Sometimes they respond to public calls for participants that are put out by Fiera Milan as it encourages participation in exhibitions as a platform for internationalisation. The trade fairs, Homi, Tuttofood and Sicurezza benefited from the calls for participants put out by the Emilia Romagna and Tuscany Regions (POR-FESR European calls) to increase commercial leverage and as an additional means of attracting new exhibitors from the Regions involved.

Participation in tenders in 2016

Tender	Exhibition	Outcome
Exhibitions to aid competitiveness and growth of the business fabric of Lombardy	Sposaitalia 2016	Increasing visiting buyers
Tender COSME	Host 2017	B2B matching with 200 companies in the EU and outside the EU to increase international opportunities
Lombardy Region tender to promote the exhibition sector	Tempo di Libri 2017	Promotional support for the exhibition start-up
Design Competition	Homi 2017	Support for the production of prototypes stemming from the innovative ideas of young, upcoming designers (under 35 years of age) for 40 companies
Tenders from the Regions of Emilia Romagna and Tuscany (POR-FESR European Fund)	Homi 2016, Tuttofood 2017, Sicurezza 2017	Increase business opportunities with international operators for the partaking Regions
Lombardy Region/Unioncamere Lombardia tender	Tuttofood 2017	Group participation of 60 Lombard companies

Exhibition internationalisation

For directly organised exhibitions, Fiera Milano Group uses sales agents divided by geographic region and by sector, to guarantee a fast, timely and highly professional service that supports exhibitors with marketing and pre-exhibition activities to enhance the image of the companies.

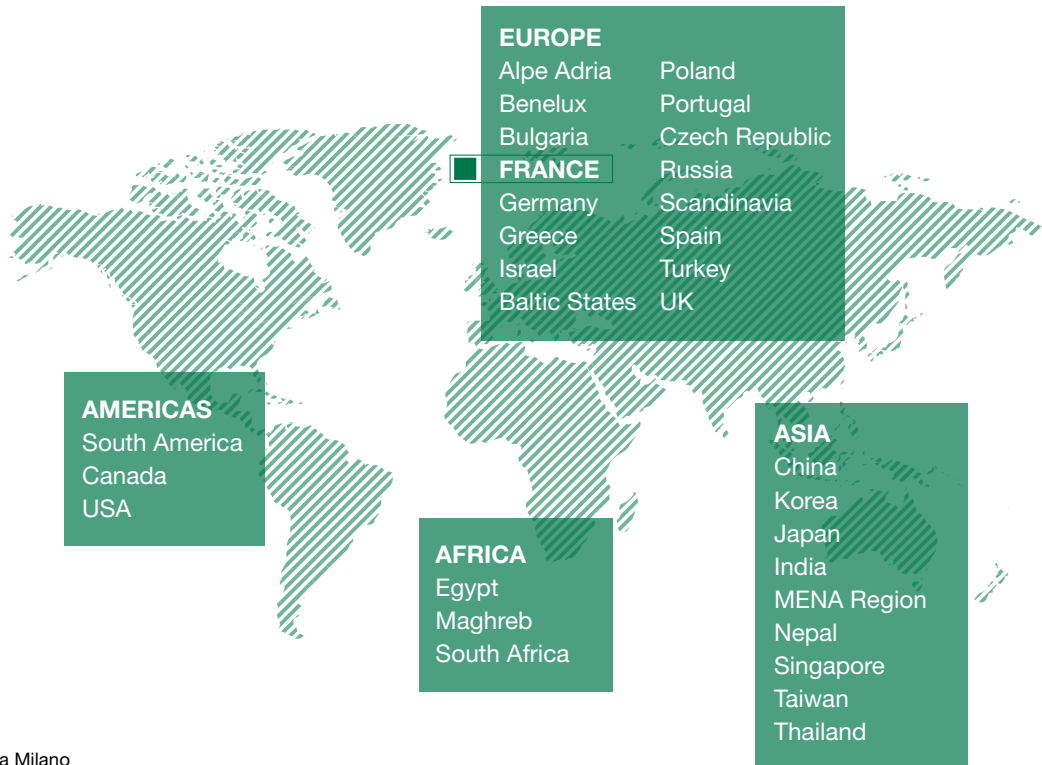
Through the International Network, Exhibition Directors are supported by agent networks divided by market and sector and by promotion abroad of the exhibitions they are organising.



International Network of Fiera Milano – covered areas



1 Direct office
58 Agents
 in **42** countries,
 covering more than
80 countries



How the International Network of Fiera Milano works



In 2016, Fiera Milano Group signed twelve new contracts, mainly with specialised communications agencies focused on exhibitions and with Italian chambers of commerce outside Italy, to research potential buyers and exhibitors. These contracts

are in addition to the pre-existing contracts and the framework agreement with ICE – the agency for the promotion and internationalisation of Italian companies that was signed in 2015 for a period of two years.



Exhibition Communication

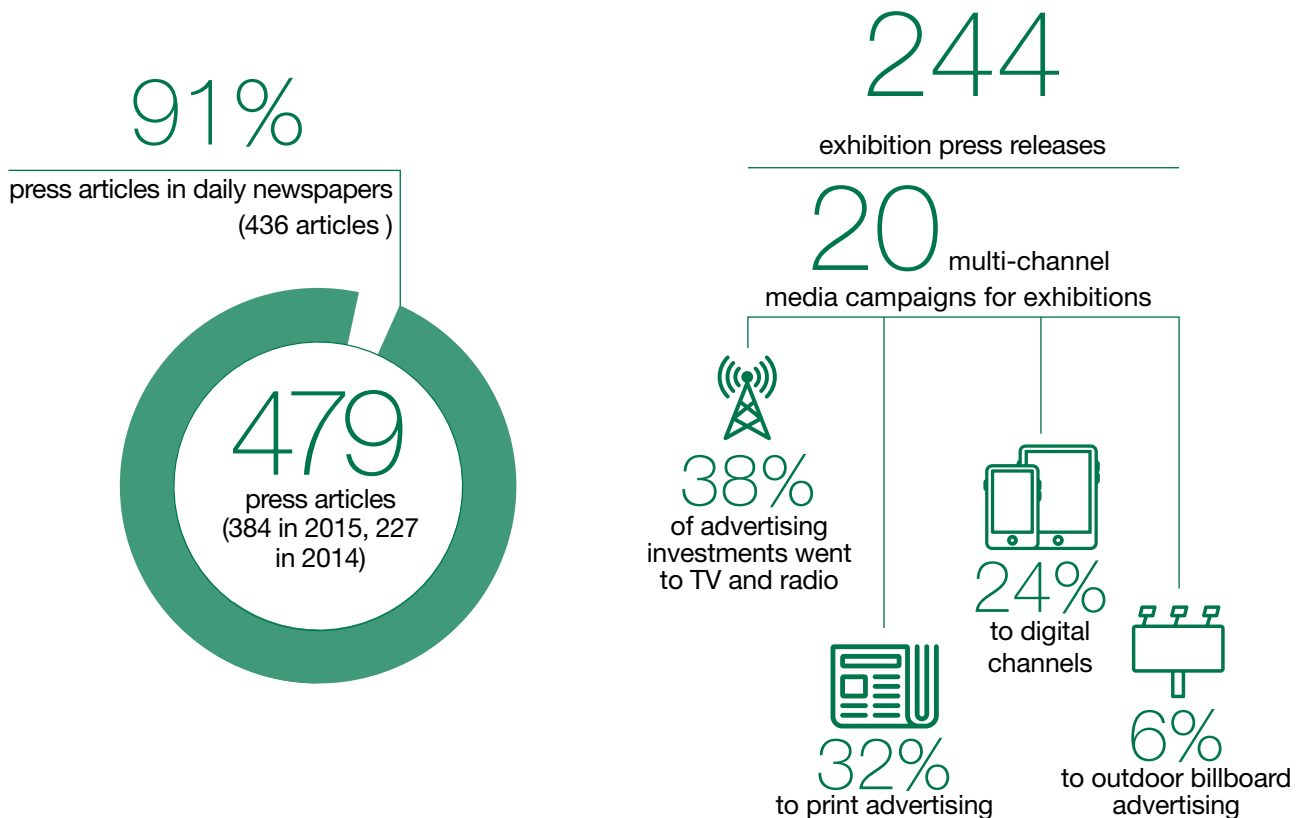
The presence of a company at an exhibition is a cause of pride to Fiera Milano and indicates that the company has faith in Fiera Milano. The journey towards the exhibition starts when a company registers. However, the event does not end when the exhibition closes. A professional exhibition is alive 365 days a year. This is the thinking of Fiera Milano and is why, in the days and months leading up to an event, Fiera Milano instigates a full communications, promotional and marketing programme to raise awareness of the event with all stakeholders and to maintain their interest in the upcoming event.

Public relations for directly organised exhibitions are done by the Fiera Milano Communication Department and include dissemination and strategic management of public relations services and managing the Press Office. The latter schedules and runs press conferences, manages contacts with industry associations and companies and carries out influencer marketing not only through press releases but also through newsletters, economic overviews and cross-media content. Fiera Milano Group supports the marketing effort for hosted exhibitions

through the Press Office and, occasionally, through advertising campaigns.

In addition to other services, the Communication Department offers the following services both for directly organised and hosted exhibitions if required: publicity planning (including administration management and use of advertising billboards), relations with journalists from the Italian and foreign trade media, media partnership agreements, and the production of advertising content for radio and television.

Activities of the Communication Department in 2016





The promotional activity of the Communication Department is carried out in conjunction with the corporate communication activity through a variety of communication channels and means as shown by

the information available on the Fiera Milano Group websites (fieramilano.it and fieramilanone.it) and its Twitter and Facebook accounts.

Fiera Milano Group corporate communication in 2016

Fieramilano.it

Hits*: **697,040**

Average pages per hit*: **2.61**



3,279 new followers acquired in 2016

FieraMilanonews.it

Hits*: **29,386**

Average pages per hit*: **1.91**



1,945 likes acquired in 2016



(*) These are single hits – the number of individual persons that visited the site in 2016

In 2016, a partnership was set up with the Lombardy Region for B2C (business to consumer) exhibitions that promotes companies in Lombardy and the advantages of participating in the exhibitions held in the Region. This is done by ensuring reciprocal visibility of the communication channels of the Lombardy Region and the Fiera Milano Group.

Specifically, the #inLombardia brand was promoted by Fiera Milano through:

- Twitter: 155 tweets that generated 1,314 retweets/ 2,143 likes/306,499 views
- Facebook: nine posts that generated 25 likes /24,047 views

During 2016, Fiera Milano Group launched the “YouImpresa” prize for the best company video filmed by an exhibiting company and uploaded onto the Company website YouImpresa. This was to promote videos as a new form of corporate communications and encourage the use by SMEs of web 2.0 technologies. The winner of the “Fiera Milano Best Exhibitor Video” in 2016 was MAN Truck & Bus Italia; the video described the importance of tradition to the company but also its commitment to innovation.

The communications services organised and managed by the Group also use the specialised know-how of Fiera Milano Media, active in B2B communications and a specialist in trade publications, outdoor billboard advertising in the exhibition sites, managerial training and digital marketing services.

Its activities, both for exhibition clients and private companies, include:

- preparing newsletters and specialist content
- direct e-mail marketing (DEM)
- use of social media
- organising conventions, workshops and promotional events
- managing advertising space, traditional billboards and digital billboards

In 2016, the content output of Fiera Milano Media increased but the progressive dematerialisation of the physical media portfolio meant an increased transfer to digital content, whilst the overall visibility and quality of its portfolio was maintained.



Summary of Fiera Milano Media output

- 10 trade periodicals
- 10 publishing portals
- 16 weekly or fortnightly newsletters

- 52 accounts/public images managed directly by Fiera Milano Media editors through the main social media networks

	2016	2015	2014
Periodicals	10	13	13
Copies	680,000	700,000	750,000
Publishing portals	10	12	9
Individual persons	2,240,000	1,780,000	1,865,000
Training events	110	121	127
Webinars	13	-	-
Annual meetings	9	13	20
Exhibition meetings	3	6	5
Attendees	6,220	6,846	7,478

To improve the positioning of its own brand and its products on the web and to receive contact profiles before, during and after an event, Fiera Milano Group activated Smart Catalog in 2016. This is a development of the online exhibitor catalogue that is constantly updated with content from web 2.0 technologies, including videos, articles published in magazines by industry associations or by bloggers, websites, social media, themed channels dedicated to the sectors of the various exhibitions, and the web television content of the business community.

The modern and streamlined structure makes the information easy to find using the main research engines and, as result of the specially developed direct contact module, company contacts are more targeted and effective. Furthermore, an event can be followed in real time using Smart Catalog due to posts from exhibitors and articles from the trade press. Following the event, Smart Catalog can be used to explore further contacts made and to register with Business Community to remain permanently updated.

Promoting encounters and business

The exhibition sector must take a quantum leap forward in quality if it wants to play an important role in the development of its clients. Exhibition organisers must be viewed as true partners to companies reinforcing their mission as drivers of industry and business accelerators. The success of an exhibition is increasingly knowing how to generate innovation and how to create, manage and develop new events involving specialised and targeted contacts.

Fiera Milano is aware that it has a role to support companies and, in 2016, actively engaged in offering advanced and innovative service products for its clients.

MyMatching was developed by a specialised team in Fiera Milano and is based on the real requirements of exhibitors, buyer and agents. It is the new platform for monitoring, promoting, preparing and fostering meeting opportunities for exhibitors and visitors during an event. It starts from a careful analysis of

the needs of buyers and exhibitors and organises targeted appointments in order to increase business opportunities during the event. Exhibitors will benefit from a matching that is more refined and personalised, flexible diary management, a facilitated means of networking (before, during and after the event) and an assessment of any meetings held.

The programme, to be rolled out in 2017, replaces the 2015 Expo Matching Program (EMP) and will



not only contribute to more in-depth knowledge of clients but will also use the Fiera Milano asset that is its relationships to strengthen networking opportunities and generate business. It will also optimise governance of the procedure while offering increasingly targeted and professional services based on past experience.

Through this tool Fiera Milano is the promoter of a new exhibition model that can in the medium/long-term predict the direction in which markets are going.

The stand-fittings of an exhibition stand frame the products and services on offer so that attention focuses on these and is not distracted by what is being offered at the same time by others. This is behind the success of being part of an exhibition.

Stand-fitting and other services

The Fiera Milano Group, through its subsidiary Nolostand, offers traditional stand-fitting services but also:

- planning: design and technical support services through its in-house technological research and development laboratory
- technology: design and execution of internal and external lighting plant using the most advanced audio-visual technologies
- furnishings
- overhead gantries and hanging structures: the hire of structures for lighting and audio-visual systems and/or suspended graphic components including the secure fixing of structures to the vault/ceiling of exhibition pavilions
- signs: creating applied graphic systems for all types of exhibition signs, general information signs both internal and external, portals, information posts

etc. that meet promotional and communication needs, and also signposts

- external structures: realising external structures and pavilions in modular form depending on specific spatial and functional requirements

A specialist in large unified stands for exhibition entities and in ancillary services, in recent years, Nolostand has expanded its business to include customised stand-fittings and whole events that it manages from concept to reality.

Breakdown of Nolostand revenues

	2016	2015	2014
Exhibitions	80%	77%	88%
Congresses	4%	3%	4%
External events and exhibitions	12%	5%	7%
Expo 2015	4%	15%	1%

In 2016, in order to improve the logistics and management of stand-fitting items, a study was carried out together with Fondazione Fiera Milano to build a new warehouse for the stand-fittings belonging to Nolostand with the subsequent disposal of the existing warehouse at Vittuone in 2018.

Fiera Milano Group offers a range of services to exhibitors whilst they are in the exhibition sites in addition to those of stand-fitting. These include utility connections and utility supply, logistics services, technological and surveillance equipment, show-rooms, marketing and sponsorship services. Exhibition organisers can also request a range of supplementary services for example, the use of meeting rooms, carpeting of stands, essential network connections inside and outside the exhibition sites, security and reception services, as well as logistic services and ancillary services like shipping, internal transport, and circulation in the environs of the exhibition site.



Exhibition security

Depending on the reason that each visitor has for entering the sites, different access permits are granted allowing entry for the necessary amount of time. Third-parties who require access to the exhibition area during set-up and dismantling of exhibitions, subject to the control of technical security documentation, are issued with a pass valid for a limited period that is checked by the security service each time the person enters or exits the exhibition site.

The security service also carries out additional spot checks on the workforce and vehicles in the exhibition areas and are authorised to remove any person who has no pass or is in possession of an unauthorised pass, and to identify unauthorised persons and vehicles and the organisation to which they belong and advise the relevant authorities who take the appropriate action regarding unauthorised entry.

Monitoring is also carried out using CCTV and other distance monitoring technologies in association with the regular law enforcement agencies.

Fiera Milano Group can also avail itself of additional measures that include:

- preparation of a document entitled PASSA (Piano di attività per la Sicurezza, la Salute e l'Ambiente – [Action Plan for Health, Safety and the Environment]), which contains the measures considered appropriate to guarantee a gradual improvement in the safety levels of planned activities. The results that must be achieved and the means of reaching these results is obtained through a joint analysis of human and financial resources available from the various departments involved whilst taking into consideration the resources already provided by each department
- setting up a technical call centre for any reports of maintenance required

- use of software for information regarding maintenance requirements, which gave rise to almost 20,000 requests for checks and controls, planned preventive maintenance, and repair or corrective maintenance actions. Approximately 3,500 pieces of equipment and 17,000 components are monitored. Fiera Milano's technical operatives regularly carry out programmed and spot inspections of all suppliers who have been awarded service contracts
- fire drills to test emergency procedures
- periodic checks of the organisation and co-ordination systems as required by the Emergency Plan
- regular maintenance of fire-control and prevention plant and systems as required under the prevailing laws and regulations
- monitoring by specialised staff present in the exhibition pavilions during the setting-up, running and dismantling of an event to ensure that the legal requirements governing workplace health & safety shown in the Technical Regulations are respected, and issuing reports on any non-compliance that are passed to the offices of Fiera Milano so that the relevant steps can be taken. During 2017, this will be done electronically as tablets will be used to do the monitoring and the reports will be sent electronically so that any non-compliance can be shared and rectified in real time

The services offered to organisers by Fiera Milano Group also include arranging appropriate insurance cover for potential claims to increase safety controls against exhibitors/visitors.

Insurance cover

POLICY TYPE	CLAIMS 2016	CLAIMS 2015	CLAIMS 2014
Exhibitors (theft, accident, all risks)	381	502	403
Pickpocketing	81	44	21
TOTAL	462	546	424
Average settlement period (days)	75	75	76

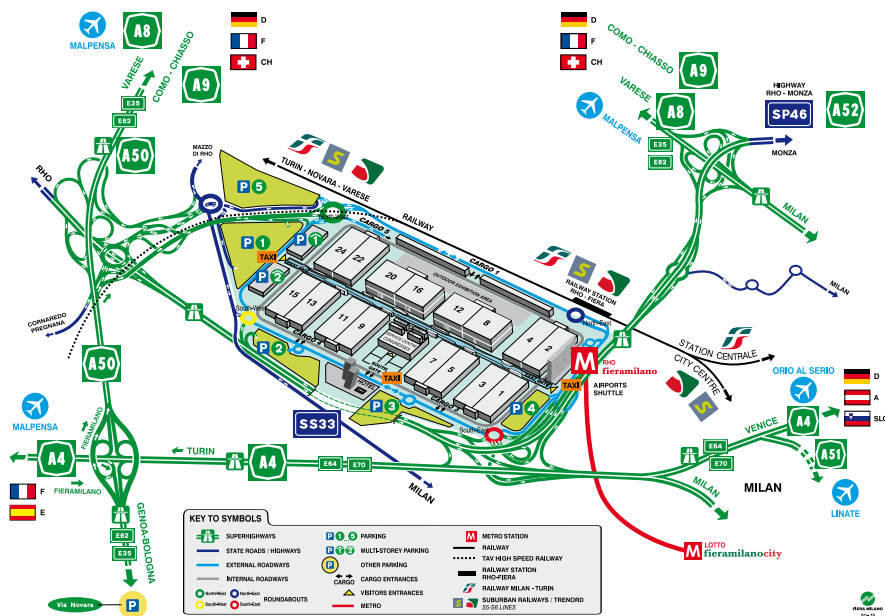


Accessibility

Fiera Milano has its own traffic control and coordination centre that is managed by the Operations & Services Department and, following a series of agreements reached with the main transport entities and law enforcement agencies, actively contributes to mobility management of the exhibition

sites surrounding areas during the different phases of any event. Fiera Milano Group through its Info Mobility service provides real time information on the congestion affecting the various means of transport used to reach the exhibition sites (private vehicles, parking spaces, airports, underground trains, overhead railways, airport connections), as well as taxi services, chauffeur driven cars and car sharing schemes.

Access roads to the fieramilano exhibition site



Access roads to the MiCo Congress Centre and fieramilanocity exhibition site





With the help of highly experienced staff specialised in exhibitions all the phases of any event (the setting-up, running and dismantling) is planned in great detail in order to guarantee quality of service. Specific documents are prepared for every phase to establish the timing and mode of any operation and to calculate which services need to be activated to ensure that every phase is completed on time and in an appropriate way that protects the environment and the safety of those involved in providing the services.

At the end of 2012, Fiera Milano Group, through the Fiera Milano Operations and Services Department, launched the Fieraccessibile project to optimise and ensure safe movement of disabled persons or those with reduced mobility within the exhibition sites; this was in addition to the legal requirements for the removal of architectural barriers.

The **fieramilano** exhibition site now meets most of the standards set down in the EMECA “Ease of access-Ease of success” Study carried out in 2007 to create a reference standard by analysing the accessibility of the main European exhibition centres. These include easily accessible public means of transport, tactile maps and accessibility routes for hypoglycaemic and blind persons, the availability of mobility aids within





the exhibition sites, and documents giving specific information according to the disability of the user.

From 2012 to the present date, 550 Fieraccessibile cards have been issued. On average 1,300 parking permits are issued each year for disabled persons by the Fieraccessibile Desk.

In the second half of 2016, an experimental form of mobility was introduced with electric mobility scooters or manual wheelchairs exclusively for the use of exhibitors and visitors who are disabled or have reduced mobility. The service is available during exhibitions in the **fieramilano** exhibition site and must be booked online or on site at dedicated points at Porta Est and Porta Sud.

The mobility experiment had positive results in terms of use and in the level of service provided: it was used almost 450 times in the four months of the experiment and has led to the continuation of the Mobility project in 2017.

Number of exhibitors and visitors that used the Fieraccessibile services

	2016	2015	2014
Revoke disabled parking 	1,330	1,219	985
Manual wheelchair hire 	286	195	327
Mobility scooter hire 	300	-	-
Number of cards issued 	128	187	136

Note: No data is available for the number of times mobility scooters were hired in 2014 and 2015 as this service only started in 2016; the 2016 figure only covers part of the year (September - December 2016).

In 2016, a computer programme was introduced so that tablets could be used at the Fieraccessibile desks for the digital collection of the necessary

documentation to use the free parking provided for disabled persons.



Towards the exhibition

The real experience is the exhibition itself. It is here under the lights of the pavilion that, due to the intermediation of the organiser, the exhibitor meets the visitor. It is here that ideas and information are exchanged, and where the advantages of a product are communicated. It is here that Fiera Milano is the main protagonist. The exhibition site welcomes its guests (organisers, exhibitors and visitors) with a five-star service ranging from reception to logistics and including the service offered by MiCo dmc, a partner expert in Milan, capable of providing high quality services, unique experiences, innovative and exclusive accommodation formulae, entertainment, logistics services, a social programme, and support.

Planning travel and accommodation

Set up in 2015, MiCo dmc continued in 2016 to offer tourism services to and in Milan and ticketing services to business travellers in order to solve all aspects of client transfers through the use of a single agent and guaranteeing a 360-degree offer for those coming to Milan based on its in-depth knowledge of the Region.

The in-depth knowledge of the territory and what it offers in terms of hospitality is an added value that the Fiera Milano Group makes available to its clients and to the entire system of local operators, providing the city of Milan with a structure that allows it to compete as a destination with other large cities worldwide.

The Eventing Milan format, conceived and realised by Fiera Milano Congressi in collaboration with the large hotels with meeting rooms, promotes Milan as a coordinated and accessible congress destination to congress organisers. Just one request to Eventing

Milan can meet the requirements for congress halls, hotel rooms, and venues for gala evenings, as well as tours of the city and the surrounding areas.

Welcome

For Fiera Milano Group the welcome afforded to clients is one of the most important features of making an exhibition a pleasurable event.

The high number of international business exhibitors and visitors makes reception at airports particularly important. Fiera Milano and the companies that manage the airports of Milan Linate and Milan Malpensa have implemented a new project designed to improve this reception. The arrival halls now have highly visible architectural stands that are simple and easily recognisable with a reception desk manned by staff that are there to assist travellers to get directly to the exhibition site. There is also digital signage displaying information on Fiera Milano and its exhibitions.

During 2016, an agreement was signed with SEA Aeroporti that allows Top Clients, who have paid a subsidised fee, to use the Via Milano FastTrack service with dedicated lanes through security to the boarding gates at Milan Linate and Milan Malpensa airports.

By the end of 2017, the Group and Fondazione Fiera Milano will build a heliport to connect the exhibition site with the airports of Linate and Malpensa that will replace the helipad that is currently in occasional use.

Since April 2016, has been improved the existing high-speed rail service Frecciarossa through an agreement with Italo; so that, travellers have the choice of eight trains a day to reach the exhibition site. In 2016, nineteen exhibitions benefitted from the high-speed rail service stopping at the exhibition site. Within the exhibition site there is now a dedicated showroom for the new portal "Italo Impresa" for companies and entities with a VAT number that gives them subsidised rail travel and also provides other dedicated services.



To increase security and speed up access to the exhibitions sites, in 2016, Fiera Milano Group continued to modernise the reception and entry areas and implemented projects to increase the possibility of purchasing tickets on-line and to avoid hard copy tickets by having QR code readers at the ticket barriers.

Moreover, to improve the response to client needs, group entrance tickets to exhibitions for different categories of clients can be purchased and price reductions have been introduced for events of social interest or for specific types of clients such as, for example, start-up companies.

In 2016 a restyling of the name and image of the Group was carried out through aesthetic and functional upgrades to the **fieramilano** exhibition site that improved the welcome accorded people and their perception of this welcome.

The Centro Servizi now has a smoking area, there are illuminated signs that indicate the main entrances to each of the Office blocks, and colour coded information signs for each block. The atrium of the Blue Block has been improved with panels showing historic images of Fiera Milano.

Since September 2016, certain visitors, buyers and operators visiting the exhibitions can have access to the Fiera Milano VIP Lounge, an exclusive, welcoming and tranquil area providing services and information. There is a room for client meetings that offers a more secluded environment away from the exhibition. Alternatively, the Lounge can be used simply for a moment of relaxation during the exhibition. The VIP Lounge has wi-fi, a reading area with newspapers and magazines, a free bar and buffet that is open throughout the day and staff are on hand to use the special agreements with companies to book restaurants, hotels, and vehicles or to provide other services.

Lastly, in December 2016, the reception area of the offices of Fiera Milano, a fundamental reference point for clients, were refurbished to project a new image that reflects the values and identity of the Company and to reorganise the space so that it is more adapted to its functions.

Fiera Milano Group also identified areas that needed work in 2017:

- installing Fiera Milano Lounge on Corso Italia, the main avenue in the **fieramilano** exhibition site
- installing smoking areas in the exhibition reception areas
- improving the walkway leading to the panoramic lift in the Centro Servizi
- installing leisure areas and upgrading the garden areas on Corso Italia and in the Centro Servizi

Food for all tastes

The ability to improve and vary the cuisine on offer is fundamental to meeting client expectations and satisfying their tastes and requirements.

Fiera Milano Group offers restaurant facilities for visitors, exhibitors, and internal and external operators in collaboration with selected commercial partners by providing both permanent and temporary catering outlets with different formulae and diversified offers. To meet special eating requirements, three of the catering outlets have been certified by the Associazione Italiana Celiachia [the Italian Celiac Association].

Where it is possible to estimate a significant presence of visitors with specific culinary traditions and habits, Fiera Milano Group ensures the provision of special food, for example, halal, kosher and vegan food. Moreover, for special occasions (Eicma Moto 2015 – the Moto Terapia event), Fiera Milano Group, together with its catering partners, organises specific user-friendly catering outlets for disabled persons that offer free meals.



In 2016, Fiera Milano Group strengthened its partnership with the non-profit organisation Banco Alimentare. To ensure that the catering services are managed responsibly and to avoid waste, Fiera Milano Group organises the collection and donation of unused foodstuffs from certain events to Banco Alimentare. Fiera Milano Group also allows Banco Alimentare to use space within the exhibition site for a period of approximately two months a year to warehouse foodstuffs collected by the association on national food collection day (*Giornata Nazionale della Colletta Alimentare*) so that it can be distributed over time. In addition to providing the space, the Group also supplies equipment to move the goods and manages the access systems as well as the lighting equipment.

MiCo Congress Centre continued its “Siticibo” project in collaboration with the Fondazione Banco Alimentare for the free distribution to charitable associations in the Region of meals that are unused during events. Ways are being studied to encourage organisers to choose those meals that are most suitable for storage and redistribution whilst complying with prevailing health and safety laws.

As regards the food safety of its clients, since 2011, Fiera Milano Group has carried out spot checks to ensure that correct health and safety practices are employed in the catering outlets of the exhibition sites. In 2016, 199 inspections and 46 product checks were made. From 2016, in addition to the aforementioned health and safety checks, specific audits have been carried out on individual operators giving an in-depth and detailed assurance of compliance with legal requirements, particularly as regards catering health and safety regulations.

Lastly, a process started in 2016 to refurbish the catering outlets and introduce higher quality standards. By 31 December 2016, 19 areas had been refurbished and the process will continue this year and in the future until all the catering areas have been refurbished.

To increase the quality and diversity of the catering offer, in 2016, sponsorship agreements were signed with leading companies in Italy that included Heineken (Birra Moretti), Gruppo Sanpellegrino, Pepsi and Sammontana Italia.





Measuring satisfaction levels

Fiera Milano always aims to hold successful events. To improve continuously the level of service it provides, the moment an event ends planning begins for the next edition of the event. Naturally this includes a wide-ranging survey of all clients.



The results of customer surveys for the main directly organised exhibitions in 2016

Homi: the development strategy for Homi is continuing successfully. The repositioning of the exhibition was positively received by both exhibitors and visitors who expressed an increased level of satisfaction on all the fronts surveyed and, in particular, compared to previous editions.

In planning the 2017 edition of Homi, to meet the needs of exhibitors, given that a competitor exhibition was being held at the same time, a preview of the Festivity and Gift areas was arranged in order that the top international buyers could visit both exhibitions.

Miart: nearly 87% of visitors expressed overall satisfaction; 54% felt that the the new concept exhibition represented an improvement; 92% said that they would recommend visiting Miart.

More than 79% of exhibitors expressed overall satisfaction; 86% expressed a positive opinion on the number of visitors; and 73% were pleased with the quality of visitors they had met. All the customer survey indicators showed an improvement.

Sposaitalia: the customer survey of this exhibition confirmed its quality: 93% of exhibitors consider the exhibition to be important for their business and 94% expressed a positive opinion on the quality of the visitors. Satisfaction was also expressed by 97% of the buyers attending the event and 95% said that they would recommend a visit to the exhibition to a colleague.

A positive level of satisfaction was expressed for all the services offered in support of third-party organisers both during the setting-up and running of an exhibition.

In particular the ability and flexibility of Fiera Milano to

adapt to the requirements of the different exhibitions it hosted and meet the desired objectives of its clients was much appreciated. This is a concrete demonstration of Fiera Milano's will to strengthen its role as a true partner to its clients.



Research by Fondazione Fiera Milano

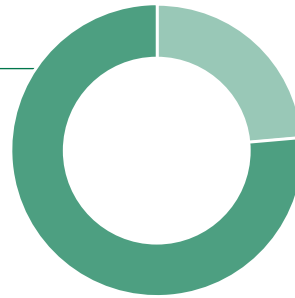
Since 2002, the Servizio Studi e Sviluppo di Fondazione Fiera Milano carries out annual surveys on the organisation, strategy and perceptions of exhibitors at the main events held in the Fiera Milano exhibition sites that cover the main sectors of Italian industry: furniture and furnishings, mechanical engineering, fashion, and food. It surveys more than 4,000 people per annum.



Research carried out by the Servizio Studi e Sviluppo of Fondazione Fiera Milano for 2016 indicated that approximately 76% of Italian exhibitors surveyed in 2016 said that they had introduced innovations in their companies following participation at an event held in the Fiera Milano exhibition sites (this figure was approximately 65% in 2015). These companies not only signed contracts but derived inspiration and discovered ways to improve their operations and develop new business solutions. The capability to disseminate culture and innovation is a value provided by exhibitions to exhibitors.

Innovations introduced by exhibitors following their participation at a Fiera Milano event

76.2%



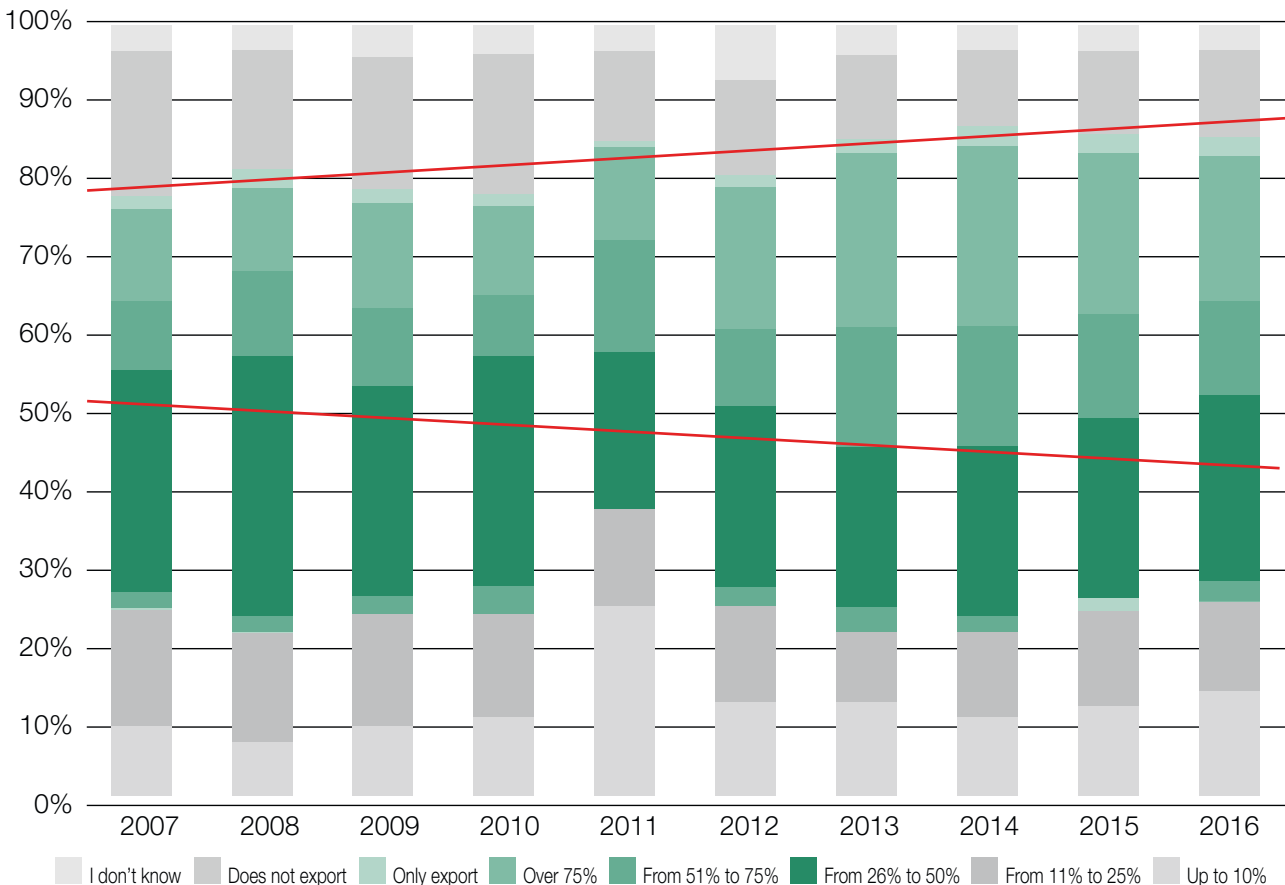
23.8%

Source: Servizio Studi e Sviluppo Fondazione Fiera Milano, 2016

This research also shows how strong Italian exhibitor companies are on foreign markets both in terms of

revenues and in terms of the number of countries in which they are present.

Shares of exhibitor sales generated by export



Source: Servizio Studi e Sviluppo Fondazione Fiera Milano, 2016

Italian exhibitors with over 50% of revenues generated outside Italy rose from 30% in the years before the economic crisis to 41% in 2016, although this figure

was very slightly lower than in 2015. It demonstrates a strong reaction to the international situation and an intense desire to be present in international markets.

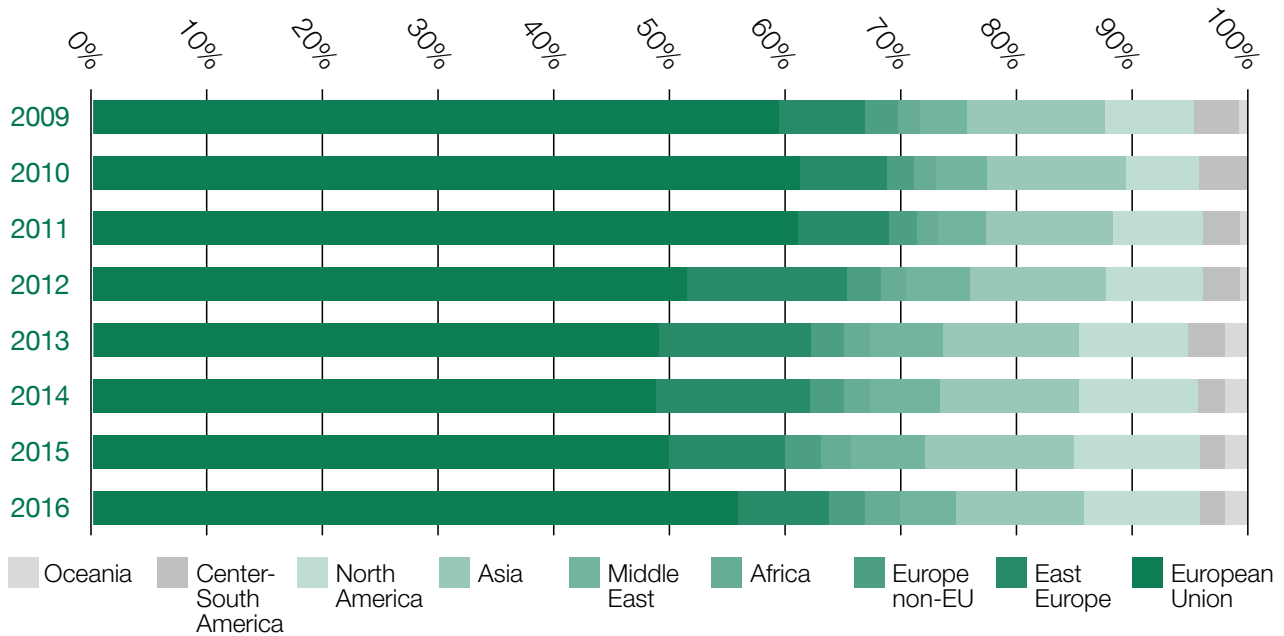


In Italy, exporting companies are just 22% of all manufacturers whilst among the Italian exhibitors at Fiera Milano events this figure is 81%. This indicates that exhibitors, mostly SMEs, can find new markets at exhibitions and that international exhibitions held in Italy are a means of internationalisation. The figures also confirm that the vibrancy of Italian SMEs has increased during the economic crisis and that exhibitions, with the support of industry associations, offer an effective platform as they attract foreign buyers to Italian exhibitions.

The research also shows that in 2009 exhibitors exported to an average of 1.7 countries and in 2016 this figure had risen to 2.5 countries, which was also an increase on 2015. It could be said that the fall in the number of exhibitors and the simultaneous increase in the average number of countries to which goods are exported indicates a consolidation in the number of Italian companies active in foreign markets. Data on the geographic regions to which exports are made shows that, in 2016, the top ten countries for Italian exports saw a renewed focus on European countries that are closer and have lower risk exposure.



Geographic areas to which the exhibitors export

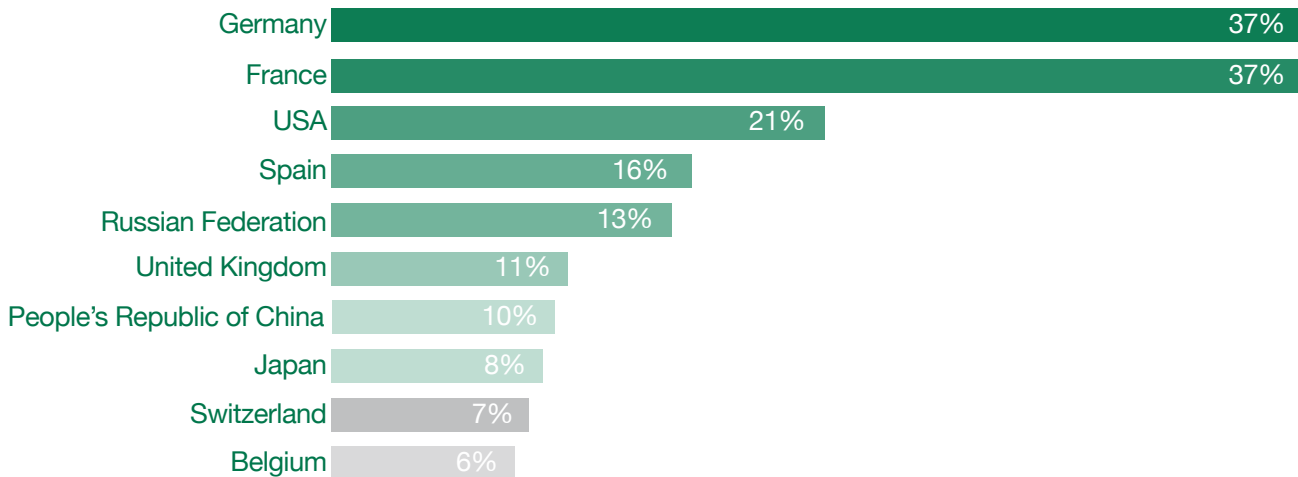


Source: Servizio Studi e Sviluppo Fondazione Fiera Milano, 2016

37% of exhibitors export to Germany and France, 21% to the USA, and 16% to another EU country,

Spain. 13% of exhibitors export to Russia, 10% to China and 8% to Japan.

Destination countries of exports (%)



Source: Servizio Studi e Sviluppo Fondazione Fiera Milano, 2016

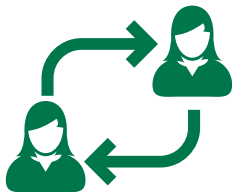


Personnel



• Permanent employees: 584 (45 less than in 2015)

- o Fixed term young employees given permanent employment as part of the corporate strategy gradually to take on more junior personnel: +20
- o New employees to strengthen the commercial and business development areas, compliant with legal requirements (Law no. 68/1999 and article 18): +18
- o Employees that took early retirement: 19
- o Employees that left due to corporate restructuring: 25
- o Employees that resigned voluntarily and/or agreed to terminations: 23
- o Employees that are part of the business division conferred on Ipack Ima: 16



Total staff turnover:
18.1% (+5.1% compared to 2015)



Part-time employees: 77
o 66 horizontal part-time
o 11 vertical part-time



Graduates: 42.2%
(in line with 2015)



Average age of employees: 45.1



Employees aged less than 45.1 years: 46.2%



Employees on fixed term contracts: 22
(four less than in 2015, two less than in 2014)



Interns taken on for work experience: 40

(29 in 2016, 11 taken on before 2016) from the Politecnico di Milano, the Bocconi University, the Università Cattolica del Sacro Cuore, Iulm, the Università degli Studi di Milano, the Università degli Studi di Milano Bicocca, the Sole 24 Ore Business School, the Istituto Europeo di Design, the Università Carlo Cattaneo – LIUC, Fondazione Fiera Milano and Fondazione Le Vele



Average period of internship:
six months



Percentage of interns offered fixed term employment:
23%



Percentage of female interns:
72.5%
(+8.5% compared to 2015)

Note: Consistent with the information in the 2016 Financial Statements, the employee figures for Ipack-Ima have been consolidated since Fiera Milano Group holds 49% of the joint venture.



Human resources are indispensable to the survival of the business. The dedication and professionalism of employees are determining factors in achieving the goals of the Fiera Milano Group.

Given that Group personnel have a know-how that cannot be easily replaced and is not readily available on the market, the Human Resources Department of Fiera Milano is committed to developing the abilities and competences of each employee of the Group to ensure that the energy and creativity of every one of them find their full expression and lead to the

employee realising his/her potential. The continuous introduction of new initiatives, the identification of the best organisational solutions, the maintenance of an effective system of industrial relations and the implementation of remuneration policies in line with market norms, all contribute to providing the optimum conditions for professional growth and staff motivation.

The guiding principles governing the start-up and management of every new personnel-related project are transparency, equality and trust.

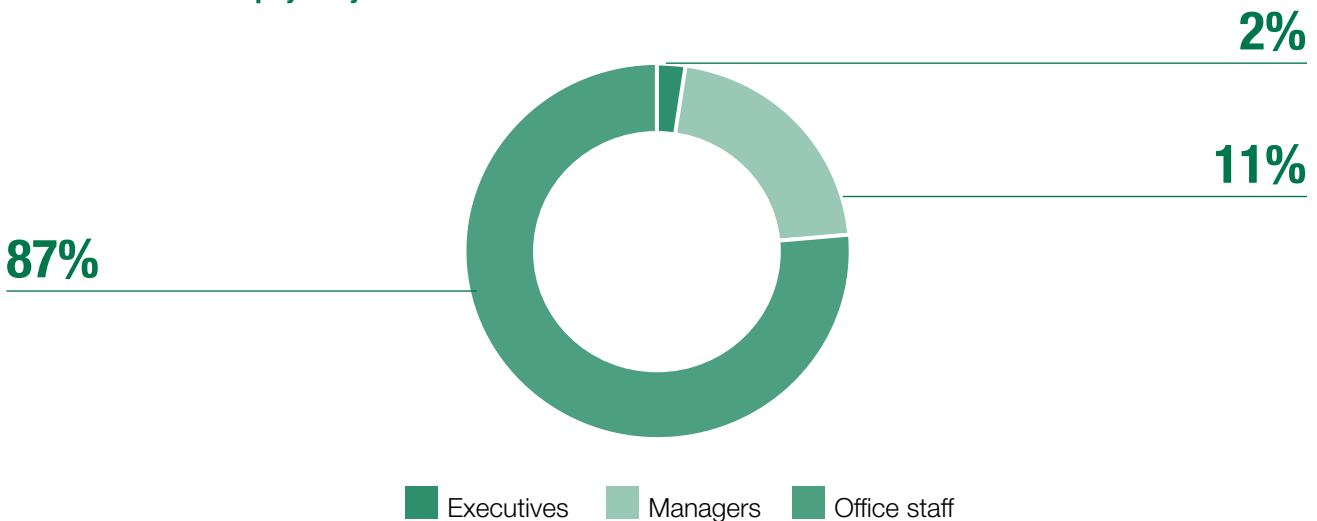
Equal opportunities

Fiera Milano Group considers a fundamental tenet of its management policy to offer every employee the same opportunities to develop his/her aptitude and ability with no discrimination on the grounds of race, gender, age, nationality, religion or personal beliefs.

At the end of 2016, female employees were 60% of total employees with the highest percentage in the category of office staff (65%) whilst female staff represented 42% of middle management and 24% of executives with managerial responsibilities.

Between 2015 and 2016, the number of female employees went from 381 to 353. Twenty-one of the thirty-eight employees recruited in 2016 were women.

Breakdown of female employees by role in 2016





Caring for employees

The Fiera Milano Group – despite the continuing difficult macro-economic climate – has confirmed its commitment to human resources by seeking to identify alternative instruments to enhance the wellbeing of its employees. In order to achieve this objective, the Fiera Milano Group has allocated an annual amount for the benefit of all employees to finance its Company Welfare plan, which includes insurance services, personnel services and work-life balance services. Launched in January 2014 for Fiera Milano, the plan was extended in 2015 to Fiera Milano Congressi and Nolostand. For corporate reasons the

latter company was not included in the 2016 welfare plan but in 2017 a sum will once again be allocated to its employees.

The plan is accessible via the on-line platform “WellFair”, where employees can construct their own package of goods and services that they manage independently to make full use of the credits available to them.

The “WellFair” platform covers different goods and services: training, health insurance, pension funds, crèche facilities, social care, sport, holiday packages, cultural events, shopping vouchers, season tickets, mortgage interest repayments, legal expenses and domestic maintenance expenses.

2016: Use of corporate welfare services



In 2016 more than 1,825 requests were received for a total value of benefits of approximately Euro 590,500. The services most requested by the 432 employees who are registered related to transport, holidays and supplementary pension schemes. Fiera Milano Congressi signed an agreement with the Istituto Auxologico Italiano for the provision of multidisciplinary medical services to its employees, who received a “Carta della Salute” [a “Health Card”]

valid for their whole family. Feedback received from this initiative was positive given the high numbers of those who registered for this benefit (98% of those entitled). This success provides an impetus to continue to find other innovative benefits that are outside the normal remuneration policies in order to incentivise employees and increase their loyalty to the Company and respond to their very real needs and those of their families.



As part of the “WellFair” project, Fiera Milano has decided to allocate in 2016 the unutilised quota of 2015 benefits to ten scholarships, each worth Euro 2,200, for children of employees with the most deserving academic curricula.

Fiera Milano Congressi decided to do the same as the Parent Company and award scholarships to the children of employees. Two scholarships each of Euro 1,000 were given to high school students.

The annual “Kids Day”, an event that is entirely organised and set up by the employees of Fiera Milano Group, gave employees’ families the opportunity to socialise and meet and to enjoy various themed events involving creativity, play, socialising and

free expression. Particularly successful was the presence of the animation company “All Crazy” that used musicians and jugglers to entertain adults and children alike with numerous musical shows. The company also offered discounted theatre tickets to shows that they had organised.

The Fiera Milano collective company contract expired on 30 May 2016 and was extended until 31 December 2017. This contract provides several benefits over and above the national collective employment agreement (see box).

The collective company contract

- access to the Company canteen
- 80 hours of paid leave
- a bonus based on company performance and linked to the achievement of certain profitability targets. Payment of the bonus depends on the pre-set minimum level for the gross operating profit in the Industrial Plan being reached
- additional clauses covering maternity/paternity leave
- insurance cover for accidents outside the workplace and life and disability assurance
- flexible working hours with the possibility of a working day starting at any time up to 11.00 am
- subsidised loans/advances on the staff-leaving indemnity for reasons additional to those provided for by the CCNL corporate social security scheme, to which the Company contributes an amount of 3% of gross annual salary (RAL-Reddito annuo lordo) of employees who subscribe to the PREVIP national collective pension programme. In 2015, the number of Fiera Milano employees subscribing to the PREVIP national collective pension programme was 317 compared to 308 in 2014, 312 in 2013 and 258 in 2012

Training and personnel development

Training within Fiera Milano Group is done by identifying development programmes that contribute to professional and personal growth.

In 2016, the overall number of employees that took part in training programmes was 516; 79 courses were held for a total of 5,162 man hours. The total cost of the training programmes of the Italian companies of the Group was Euro 257,885 or 0.6% of total personnel costs (0.3% in 2015).

The training programme is focused on projects to acquire new or to improve existing technical competences, linguistic and IT skills to increase the abilities of employees.

In addition to refresher courses for new workplace health & safety legislation, first aid and fire prevention, training also focused on project and time management in order to streamline processes and make them more efficient thereby improving company operations.



Following the restructuring of Fiera Milano Media, a programme was set up to retrain personnel and increase their digital abilities rather than the more traditional skills required in the publishing industry, as well as providing new means of understanding the market and thereby growing the business. Short courses and master courses were held on administration, corporate, commercial, communications and operations topics of significant interest to ensure these areas were updated with the constantly changing market and business.

Fiera Milano also continued its coaching for Company personnel whose role and responsibilities had changed in order to identify personal successes that could be used in the new challenges they face. The Company has tried out a new fast-track coaching system with the aim of detecting the source of potential problem situations, plan subsequent measures and identify concrete targets for a personal solution to problems that involve an awareness by employees of their own potential.

An e-learning programme was introduced as a basis for disseminating a culture of entrepreneurship and encouraging employees to keep continuously abreast of new developments and to share these with colleagues. The first course, entitled "*Progetti e Risultati*" [Projects and Results], focused on project management, essential for the introduction of innovative business solutions. The course had a blended learning structure that alternated classroom activity with training modules on the various phases of project management based on a study of successful cases. The course included an internal group project to use the methods learnt to prepare and present an efficiency enhancement plan to the head of a department.

The e-learning platform also included training modules aimed at broadening computer competences (excel, power point, word, Lync and Microsoft Office 365) and presentations prepared by colleagues for the monthly meetings - "in 60 minutes" - open to all employees. These covered matters of interest to the Company, for example, the Financial Statements following the Shareholders' Meeting, how to understand the pay slip, use of social media to improve the brand, the Report on Sustainability, and road safety.

e-learning has also been chosen as a means of running English language courses to be held in the first half of 2017; it will use different learning techniques that include videos, articles, exercises, workshops and telephone conversations.

The Company, in conjunction with Quadrifor (Training Association for Middle Management) has organised an intercompany course on digital coaching. The aim of this course is to provide knowledge of new digital methods and the importance of digital capabilities and provide personnel with individual and team coaching methods to promote personal development and train personnel to attain new digital standards.

In 2016, following a change in the payroll services provider, it was decided to introduce a new management system (HCM Talentia) which, in addition to covering the same functions as the previous system, offered increased and more efficient features. The new system should be up and running by April 2017.

The web-based system for assessing personnel competence that was introduced in 2014 continues to be implemented. It is a three-step system: self-assessment by employees, assessment by the head of the relevant department and individual meetings to discuss the feedback received.

In the second half of 2016, the personnel assessment system was improved by a review of the list of skills required and by increasing the part covering technical expertise broken down by the required expertise identified in the companies of the Group. The improved system will be extended to all the Italian Group companies for the appraisal process covering 2016. The new management system, HMC Talentia, will be used for on-line self-assessments and assessments by managers.



Innovation Prize

The “*Premio Innovazione*” [“Innovation Prize”] was launched in 2016. This contest was open to all Fiera Milano Group employees. They had to present a project or idea that was innovative, led to increased economic efficiency and improved or developed new services.

The competition closed in September 2016 and ten projects were submitted. An internal committee comprising the Chairperson, the CEO and several Group executives studied the feasibility of the projects and announced the winner during the Christmas party.

The winning project was called “One company, one social customer care” and was devised by a team of three employees from two Group companies. Its main aim is to help Fiera Milano Group to take full advantage of the potential offered by its client services.

The widespread use of the internet and of social media has changed both the behaviour and requirements of clients moving customer care centre stage of the area that is all-important for the future of a company: attracting and keeping clients in the medium/long-term.

This is a multi-phase project that involves the current customer care of Fiera Milano but introduces new social media services starting with Facebook.

The expected benefits include increased efficiency in the current services offered clients, increased client satisfaction, a higher conclusion rate for online contracts, optimisation of customer care expenses and the development of outbound targeted marketing sent by e-mail to computers or to mobile phones.

The winners of the Premio Innovazione will take part in the UFI Operations and Services Focus Meeting 2017 to be held in Utrecht from 23 - 24 March. This meeting is open to all UFI members and focuses on operations and innovative projects that improve client relations; the meeting offers Fiera Milano a chance to compare itself with other exhibition operators of an international standing.

An evaluation of all company roles – managerial and non-managerial – that began in 2014 with the help of external consultants continues to be updated and used to ensure that remuneration is equitable across the Group and also in line with market rates. In 2016, this evaluation gave rise to a new remuneration policy that was implemented across all the Italian Group companies.

In November 2016, Fiera Milano Group and a leading company in the sector launched a Management Assessment project to assess the collective and

individual human capital of a company using a methodology based on objective factors. The project involved several executives in the Group and was important in measuring managerial capacity and growing the range of competences available, as well as developing the quality of the human capital in order to support the needs of the business.

The Management Assessment project ends in April 2017 and every executive will be given feedback useful for their professional development.



Hours of training provided

Category	2016		2015		2014
	MALE	FEMALE	MALE	FEMALE	n.a.
Executives	143	50	345	230	n.a.
Managers	665	604	840	609	n.a.
Office staff	1,654	2,046	2,160	3,059	n.a.
Total hours of training	2,462	2,700	3,345	3,898	8,155

Hours of training provided per person based on total employees

Category	2016		2015		2014
	MALE	FEMALE	MALE	FEMALE	n.a.
Executives	6.5	5.6	15.0	17.7	n.a.
Managers	12.5	15.9	19.1	20.3	n.a.
Office staff	9.9	6.3	12.8	9.9	n.a.
Average hours of training per employee	10.2	7.2	12.8	9.9	12.6

Note: the average for training is calculated as the total number of training hours divided by the total number of employees. The figures for 2014 and 2015 were adjusted by using this formula.

Safety

For Fiera Milano Group the safety of all those working in the exhibition sites is of primary importance. This is constantly monitored and managed through a series

of initiatives for visitors to the exhibition sites and for the facilities.

In 2016 the injury rate involving Fiera Milano Group employees declined slightly, as did the frequency ratio and the severity ratio.

Injuries suffered by employees	2016	2015	2014
Employees	593	629	622
Fatal injuries	-	-	-
Serious injuries	-	-	1
Total injuries	3	5	7
Absence days	34	58	271
Injury ratio	5.06	7.95	11.25
Injury frequency ratio	3.19	4.78	6.79
Seriousness ratio	0.04	0.06	0.26

Note: Figures for employees include all the employees of Ipack-Ima independent of the percentage held by Fiera Milano in the company.

Employee safety expenses (€ '000)	2016	2015	2014
Individual Protection Devices (IPD)	5.27	2.95	2.23
Health tests	19.97	24.95	23.01
Environmental analysis in the workplace	12.79	5.38	17.14
Training	7.67	11.38	10.12



Breakdown of personnel: the numbers

Employee structure

	2016		2015		2014	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Under 30	10	16	5	8	5	8
Between 30 and 50	125	224	148	252	163	253
Over 50	83	106	95	121	93	100
Total	218	346	248	381	261	361

Management structure

	2016		2015		2014	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Under 30	-	-	-	-	-	-
Between 30 and 50	10	4	8	5	9	6
Over 50	12	3	15	7	19	5
Total	22	7	23	12	28	11

Note: Figures for employees include all the employees of Ipack-Ima independent of the percentage held by Fiera Milano in the company.

Breakdown of employees by contract type

	MALE			FEMALE			TOTAL		
	2016	2015	2014	2016	2015	2014	2016	2015	2014
Full-time	236	244	257	280	311	290	516	555	547
Horizontal part-time	4	4	4	62	66	59	66	70	63
Vertical part-time	-	-	-	11	4	12	11	4	12
Total	240	248	261	353	381	361	593	629	622

Fiera Milano Group uses employees on fixed-term contracts to manage the peaks of activity in the exhibition calendar and as required for extraordinary

projects. There were 22 employees on fixed term contracts at 31 December 2016 compared to 26 in 2015 and 24 in 2014.

Interns

	2016		2015		2014	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Already existing	2	9	9	12	3	4
Started during the year	9	20	8	18	5	17
Total	11	29	17	30	8	21



Number of employees hired on permanent employment contracts (Lombardy)

	2016		2015		2014	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Under 30	6	9	2	4	2	1
Between 30 and 50	10	11	2	20	1	6
Over 50	1	1	4	12	1	-
Total	17	21	8	36	4	7

In 2016 in the Lazio region, there were no new employees; one person was employed in 2015 (a woman over 50 years of age) and there were no new employees in 2014.

Number of outgoing employees who had permanent employment contracts (Lombardy)

	2016		2015		2014	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Under 30	-	-	1	-	-	-
Between 30 and 50	9	9	6	8	4	4
Over 50	15	22	13	5	-	1
Total	24	31	20	13	4	5

Note: Employee turnover figures do not reflect the business division conferral of Ipack-Ima in 2016 in order not to affect the overall figure.

Twelve employees in the Lazio region left the Group in 2015 (eleven female employees all between 30-50 years of age and one female employee aged over 50);

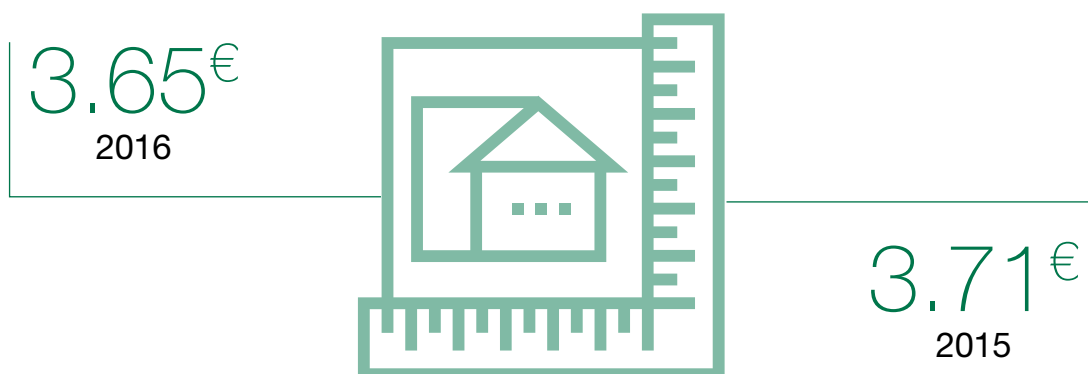
the figure was five in 2015 (four women and one man aged between 30-50 years of age) and one in 2014 (a female employee between 30-50 years of age).





Environmental management

Cost per square metre occupied*



(*) includes costs of electricity, district heating, drinking water and groundwater used in the pavilions during exhibitions and in all central structure buildings used during the setting-up, running and dismantling of exhibitions.

The environmental impact of Fiera Milano Group's activities consists of a variable element, related to the staging of exhibitions, conventions and the provision of services for trade fairs, and an element that is constant throughout the year, which relates to the energy consumption of the offices and business premises.

In 2016, the cost per square metre was Euro 3.652. This figure was calculated taking into consideration all the costs of electricity, district heating, drinking water and groundwater used in the pavilions during exhibitions and in all the central structure buildings during the setting-up, running and dismantling of exhibitions.

In recent years, a series of projects have been implemented to reduce energy and water consumption

and to improve environmental wellbeing in the exhibition areas. These projects have partly been carried out by Fiera Milano Group and partly by Fondazione Fiera Milano, which is the proprietor of the exhibition areas.

In the last months of 2016, the Fiera Milano Group focused on projects to increase the energy efficiency of the infrastructure and plant in order to obtain LEED Silver certification, one level above the LEED EB:O&M (Existing Buildings: Operations & Maintenance) certification already held by the Centro Servizi, Congress Centre and Administration Offices of the Rho exhibition site; Fiera Milano will hear if this certification has been awarded in April 2017. The Rho exhibition site was the first in Europe to receive LEED certification.



LEED certification

LEED certification assesses the environmental sustainability of existing buildings based on criteria of low potable water consumption, the energy efficiency of a building, sustainability in purchasing policies and waste disposal, indoor environmental quality and occupant comfort, innovative sustainability projects and the unique characteristics peculiar to the location of the project.

Fiera Milano Congressi, together with Fondazione Fiera Milano as the owner of the property, started a project in 2016 to reduce its environmental impact,

its energy and water consumption and to enhance its green building credentials.



Energy

Fiera Milano Group's energy consumption is fully mapped and monitored in real time in order to identify technologies that might improve energy efficiency and the performance of plant and equipment that consume most energy.

The main energy consumption is electricity used in setting-up stands, to light exhibition areas and to

heat internal spaces. Part of the electrical energy consumed by the Centro Servizi is from renewable sources and purchased with the relevant certificates.

In 2016, heat generated by the waste-to-energy plant covered 99% of the total heating requirement of the Rho exhibition site with a consequent reduction in the consumption of fossil fuels.

Breakdown of direct energy consumed by energy type (GJ)

	2016	2015	2014
Electricity	172,250	218,744	189,898
Gas for heating	19,270	28,018	21,716
Fieramilano district heating	34,860	36,775	28,512
Total	226,380	283,537	240,125
Net square metres of exhibition space	1,234,830	1,773,800	1,186,380
Direct energy consumption per square metre of exhibition space	0.183	0.160	0.202

Note: Figures for electricity consumption in the Fiera Milano Congressi building for 2014 and 2015 were recalculated to be consistent with the figures for the rest of the Group.

As part of its ongoing commitment to continuous improvement in energy efficiency, in 2016, Fiera Milano Group installed LED lighting in pavilions 1/3 and 2/4 of the **fieramilano** exhibition site and in the warehouse at Vittuone.

These guarantee the same level of illumination but offer a significant saving in energy consumption. In 2017, similar improvements will be made to pavilions 5/7 and 6/10.

2016: energy savings per pavilion from the use of LED lighting

Pavilion	No. units	Installed power prior to work	Installed power following work	Saving	Total saving	CO ₂ emissions prevented
		n.	W	W	W	kW/h
1	216	97,200	49,680	47,520	159,667	69,168
2	216	97,200	49,680	47,520	76,045	32,943
3	216	97,200	49,680	47,520	105,123	45,539
4	216	97,200	49,680	47,520	86,029	37,268
Total	864	388,800	198,720	190,080	426,864	184,918



2017: estimated energy savings per pavilion from the use of LED lighting

Pavilion	No. units	Installed power prior to work	Installed power following work	Saving	Total saving	CO ₂ emissions prevented
	n.	W	W	W	kW/h	Kg
1	216	97,200	49,680	47,520	180,386	78,143
2	216	97,200	49,680	47,520	189,652	82,157
3	216	97,200	49,680	47,520	183,665	79,564
4	216	97,200	49,680	47,520	181,574	78,658
5	216	97,200	49,680	47,520	152,064	65,874
6	216	97,200	49,680	47,520	196,115	84,957
7	216	97,200	49,680	47,520	159,857	69,250
10	216	97,200	49,680	47,520	179,768	77,876
Total	1,728	777,600	397,440	380,160	1,423,081	616,479

In conjunction with these energy efficiency measures, Fiera Milano Group also joined the 2016 campaign “M’illumino di meno” that uses symbolic environmentally sustainable initiatives aimed at raising awareness of the need for energy savings from lighting and heating.

Mobility

The environmental impact linked to mobility takes account of the variations in the different phases of the life cycle of an event. During the organisation and setting up phase of an exhibition, the environmental impact is primarily from the supply and delivery of goods and equipment; during the event the environmental impact comes from the transit of exhibitors and visitors to and from the exhibition site; at the end of the event, the persons dismantling and removing the materials used in the exhibition represent the major source of environmental impact. The impact of the employees of the Fiera Milano Group should be considered in the context of the cumulative effect generated across all operational activities.

started a car sharing scheme using environmentally friendly electric vehicles (Euro 5) for work travel within the sites for Fiera Milano Group employees. This initiative is in addition to the agreements and services already existing for exhibitors and visitors that includes subsidised tickets on public transport and car sharing services with pick-up and set-down points in the **fieramilano** exhibition site.

An analysis of the means of transport used to get to the **fieramilano** exhibition site revealed substantial differences depending on the presence of biennial or triennial exhibitions in the exhibition calendar. In 2015, there was a significant anomaly due to the exceptional number of events in the calendar and the simultaneous presence of Expo Milan 2015.

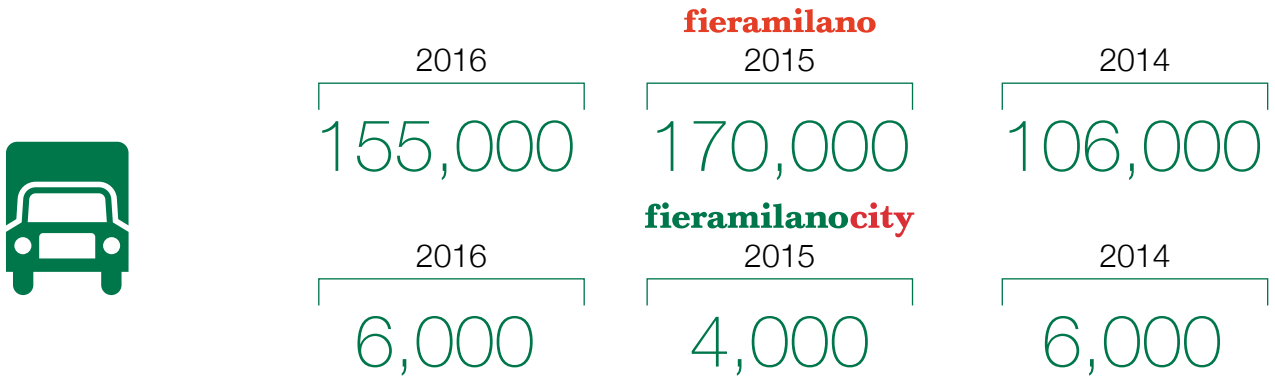
Estimated energy consumption within the organisation (GJ)

	2016	2015
Diesel	982	2,938
Petrol	3	132
Methane	5	-

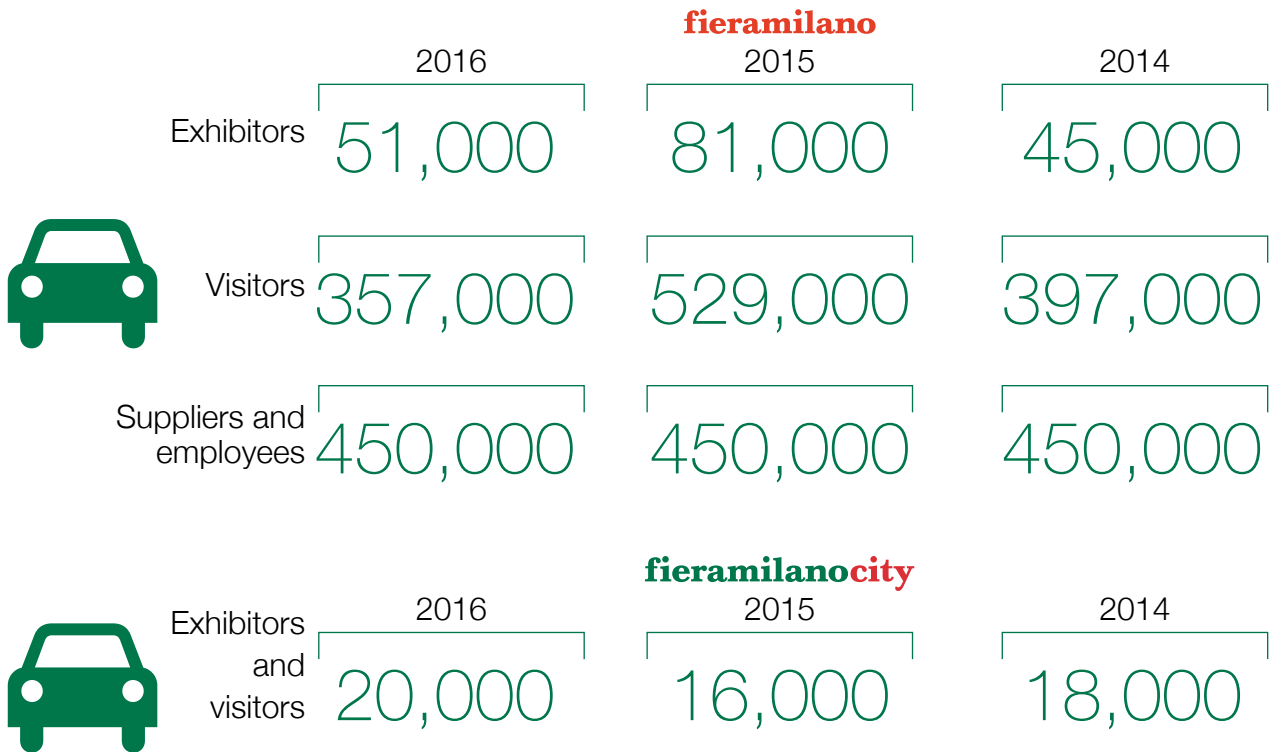
To reduce the environmental impact of transport to the exhibition sites, in 2016, Fiera Milano Group



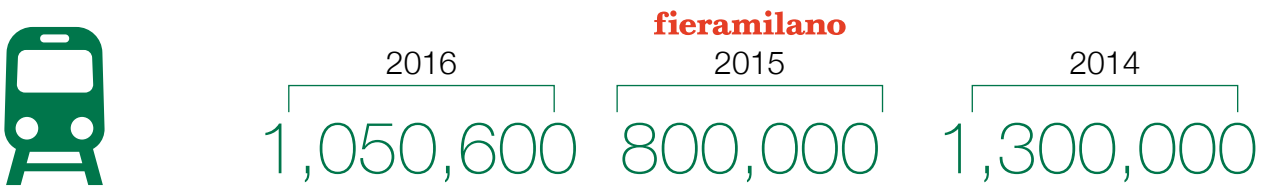
Estimate of heavy goods vehicles entering the exhibition sites



Estimate of the number of cars entering the exhibition sites



Estimate of the number of visitors travelling to the exhibition site by metro





As part of its home-work travel plan for employees, Fiera Milano Group carried out a new survey in 2016 to identify useful indicators for future sustainable mobility projects.

In addition to the company car sharing scheme, company bicycles are available to Fiera Milano Group employees for use within the exhibition site and employees can obtain subsidised annual season tickets for travel on public transport. The cost to the

employee of the season ticket is deducted monthly from his/her salary or the money available to each employee under the company “Wellfair” scheme can be used. In the three years under review, requests for subsidised season tickets peaked in 2014 (24% of total employees) followed by a slight decrease in 2015 and in 2016 (respectively 22% and 20% of total employees).

Estimate of the number of public transport season tickets of Group employees



The outcome of the survey of home-work travel in 2016 showed that the preferred means of transport of Fiera Milano Group employees remained private cars mainly because it provides greater independence as regards working hours. Consequently, in 2016, various initiatives were implemented to raise awareness of road safety amongst employees (a road safety course, publication of an Ecoguide, and of three Sicuguides on the company intranet), as well as for Fiera Milano Group stakeholders (with the Company joining the “Quando guidi, guida e basta” [“When driving, just drive and nothing else”] campaign from Anas and the traffic Police and “Autostrada facendo” [“Along the highway”] promoted by Sina).

Milano Group as they relate to a relatively small and isolated number of events (e.g. noise, accessibility, safety and security, disruption to local services) or are related to the activities of third-parties (e.g. damage to or deterioration in public transport, reduction of the residual capacity of local transport services, security and protection).

81% of the vehicles in the fleets of the companies that are transport providers to Nolostand are compliant with Euro 5-6 environmental standards.

In addition to the environment, mobility can also have an impact on the following socio-economic factors: noise in the case of recreational events-exhibitions, such as concerts, Motolive, etc.; accessibility; safety and security; damage to or deterioration in public transport; reduction in the residual capacity of local transport services; and disruption to local services. These issues are not currently monitored by Fiera



Emissions

Emissions directly generated by Fiera Milano Group activities in Italy in 2016 amounted to 20,029 tonnes of CO₂ equivalent and are attributable to the consumption of electricity, gas for heating and fuel for company vehicles.

As in 2015, the 2016 figure included automotive emissions and, in particular, those from petrol, diesel and natural gas vehicles used by Fiera Milano and based on estimates using the financial figures for the first months of the year. A detailed six-monthly report system was started in August 2016.

Emissions (tonnes CO₂ equivalent)

	2016	2015	2014
Direct emissions (Scope 1)	1,149	1,793	1,213
Indirect emissions (Scope 2)	18,880	22,409	18,850
Total Emissions	20,029	24,202	20,063
Year-on-year change	-4,173	4,139	-929

Note: Figures for CO₂ emissions in 2014 and 2015 have been recalculated because of the change in figures for consumption of electrical energy in the Fiera Milano Congressi buildings.

In 2016, the installation of extractor systems to improve the elimination of fumes and smoke from the catering activities inside the pavilions started in 2015, was completed and resulted in a marked improvement in environmental comfort.

Nolostand initiated a project to identify a method of calculating CO₂ emissions during the setting-up and dismantling of a typical event. On the basis of the results obtained, a number of potential projects to reduce emissions were identified, as well as a number of possible initiatives to compensate for CO₂ emissions.





Water resources

The water adduction system in the **fieramilano** exhibition site comes from two separate sources: all potable water is supplied through the local water network while groundwater is pumped from seven wells owned by Fondazione Fiera Milano and recycled for those activities that do not require potable water, e.g. heat pumps driven by water from wells, irrigation systems, water for sanitation, fire prevention systems, ornamental ponds and replenishment of the air conditioning systems. The exhibition site **fieramilanocity** and buildings used by Nolostand only use water supplied through the local water network.

Several projects were concluded in 2015 to reduce water consumption in the offices of **fieramilano**. These included adjusting the water flows required for sanitation: a reduction in the amount of time that potable water was provided gave a saving of approximately 10% on the total consumption of potable water in 2016 while the quantity of water discharged for sanitation purposes was reduced from 12 litres to 9 litres per use.

Consumption of water resources varies from year to year depending on the exhibition calendar.

Planned monitoring, control, and preventive and corrective maintenance continued in 2016 under the computerised maintenance plan using dedicated software.

In 2016, the administrative offices of the **fieramilano** exhibition site were supplied with about 30,000 bottles of drinking water. Data on the quantity of bottles of water used during events is not available as these are organised by the manager of each catering outlet. In future, concession managers will be expected to improve monitoring of consumption.

	2016	2015	2014
Local authority water source (totale)	216,533	291,040	260,330
Groundwater (fieramilano)	1,712,926	2,013,515	1,637,029
Total	1,929,459	2,304,555	1,897,359

Note: Figures for water consumption in the Fiera Milano Congressi buildings in 2014 and 2015 were recalculated so that they are consistent with the figures for the rest of the Group.

Waste

Most of the waste produced in the exhibition sites is generated by setting up the exhibition areas. The waste is collected by regional operators using multi-material means to separate and sort different types of waste materials. Recyclable waste is sorted from unsegregated waste after it has been collected.

Waste disposal at the Vittuone site is according to product group and is carried out by qualified waste disposal service providers.

Other types of materials e.g. construction materials, wood products and paints, are collected separately and given to specialist waste service providers.

The following table refers to the aggregate amount of waste generated by the exhibition sites and by the Vittuone warehouse managed by Nolostand.

In 2015 Fiera Milano Group implemented a series of initiatives to improve its waste management e.g. the acquisition of new bins for segregated waste disposal located in the Centro Servizi and in the central avenue of the **fieramilano** exhibition area, special ashtrays so that cigarette butts are separated from other litter, and collection points in the Centro Servizi for used batteries.

In 2016, recyclable modular containers of corrugated cardboard were placed in the exhibition pavilions for paper, plastic, glass, cans and other waste.

In 2015, the logistical and financial study to identify ways of reducing the waste generated by the exhibition site and to identify waste products and those that might be recycled as construction materials, fuel and/or compost was completed. The study highlighted the inadequacy of the waste sorting method in the



Total weight of waste by category (kg)

Product breakdown	2016	2015	2014
Wood	5,552,230	6,946,660	4,794,060
Mixed packaging	3,346,814	4,126,820	2,808,790
Paints	233,105	68,150	49,730
Metal	63,530	41,620	11,170
Construction materials	3,200	n.a.	91,100
Paper and cardboard	20,970	23,460	25,360
Glass	6,000	82,190	n.a.
Plastic	64,600	110,100	46,780
Spent abrasive materials	n.a.	240	3,350
Textile products	n.a.	3,840	n.a.
Unsorted	2,667,560	3,504,600	3,129,230
Toners*	605	20	n.a.
Electronic equipment*	438	n.a.	n.a.
Oils-grease*	912	n.a.	n.a.
Batteries*	130	n.a.	n.a.
Bulky items*	3,000	n.a.	n.a.
Hazardous solvents*	440	n.a.	n.a.
Total	11,963,534	14,907,700	10,959,570

Note: Data for these waste categories have only been available since the 2016 financial year when the Group formalised the method for gathering the data.

exhibition site and this led Fiera Milano Group in 2016 to study an alternative solution giving it direct control of the quantities and sorting by type of waste materials.

In 2016, MiCo – Milano Congressi, improved its management of urban solid waste, waste-water, hazardous waste and waste that cannot be disposed of with other urban refuse, by creating an external tank

with a liquid collection cistern for cleaning painting tools that is expected to be completed in early 2017.

Fiera Milano Congressi intends to continue to raise awareness amongst its guests (stand-fitters, delegates and exhibitors) of environmental concerns and the need to sort waste by putting up information signs within the MiCo Congress Centre.



Methodology

The 2016 Fiera Milano Group Sustainability Report incorporates the information contained in the Financial Statements for 2016 and describes in detail the performance and key sector indicators from the perspective of sustainability and social responsibility.

The information contained in the document refers to Fiera Milano Group activities in Italy in the period January–December 2016 unless otherwise indicated. References to “Fiera Milano” are specifically to the Parent Company Fiera Milano.

The document has been prepared in accordance with the GRI-G4 Guidelines for sustainability reporting

issued by the Global Reporting Initiative (GRI), including specific information for “Event Organisers” required by the GRI guidelines.

The non-financial information included in this Sustainability Report has also been subject to some internal verification procedures on a set of indicators selected on the basis of material issues and disclosure requirements provided by Legislative Decree 254/2016.

The following table shows the correlation between the areas identified and those of GRI-G4, indicating the extent of the impact of the latter whether internal or external to the organisation.





Material aspects	GRI-G4 Aspect	Internal	External
Portfolio of directly organised exhibitions (innovation and internationalisation of events)		X	
Foreign exhibitions (rationalisation and development)	<i>Economic performance</i>	X	
Developing the local economy (as a tool for SMEs, expression of Made in Italy)		X	
Enhance the exhibition site	-	X	
Business ethics	Anti-corruption	X	
Accessibility	Inclusivity	X	
Human resources management	Training and education	X	
	Diversity and equal opportunity	X	
Employee health and safety	Occupational health and safety	X	X
Employment and opposition to illegal employment	Employment	X	
Client services	-	X	
Developing the congress business and destination management services (congresses)	-	X	
Product innovation (stand-fittings)	-	X	
Digital content (media)	-	X	
Energy	Energy	X	
Water consumption	Water	X	X
Waste	Effluents and waste	X	X
Mobility	Transport	X	X
	Emissions	X	X
Developing the exhibition business (innovation and culture)	-	X	



In the section on value generated for clients, the paragraph on smart services, uses estimates for the decrease in the number of printed documents due to electronic delivery of invoices, based on an analysis of the number of pages printed and recorded by each printer. The estimates of cost reductions generated by the same service were calculated by using the postage costs for invoices, assuming that electronic delivery occurs in 70% of cases (the minimum target of the project). Printing costs were not taken into consideration. The calculation of the reduction in the number of pages printed was made by using the number of invoices issued multiplied by the average number of pages per invoice and added to the average number of pages in the tax records.

The section on environmental management includes data on diesel, petrol and natural gas consumption, which refer to vehicles owned by Fiera Milano and Fiera Milano Congressi that are estimated on the financial figures. The section on mobility includes data on metro passengers and automobile use by visitors which are estimated using information provided by public transport and car park management companies. The figures for vehicles used by exhibitors and stand-fitting companies are estimated on the basis of passes issued at cargo entry/exit points and/or information provided by the

administrative offices of the exhibition organisers, and by the turnover rate of a proportion of the vehicles in the course of a day.

To translate the consumption of cubic metres of natural gas to gigajoules in the calculation of total energy consumed in 2016, the Tabella parametri standard nazionali del Ministero dell'Ambiente [National Standard Parameters Table of the Ministry of the Environment] was used valid until 31 December 2016.

Calculations of emissions of CO₂ equivalent from the consumption of petrol, heating gas, gas for district heating and automotive fuels, used the conversion coefficients detailed in the National Standard Parameters Table of the Ministry of the Environment, valid until 31 December 2016, defined on the basis of coefficients used for the inventory of CO₂ emissions in the UNFCCC national inventory (average of the years 2013-2015).

However, the conversion coefficient used to calculate emissions of CO₂ equivalent generated by the consumption of electricity was provided by Terna. Lastly, the calculation of emissions of CO₂ equivalent generated by diesel consumption was based on data provided by DEFRA - Department of Environment, updated to 2016.





GRI G4 Content index

The table below shows how the contents of this Report meets the standard information requirements

of the new Global Reporting Initiative (GRI G4) guidelines.

General Standard Disclosures		
General Standard Disclosures	Section, Page	Disclosure Requirements
Strategy and analysis		
G4 - 1 EO	Message to stakeholders 8	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability
Organizational profile		
G4 - 3	Who we are, 10	Name of organization
G4 - 4 EO	Who we are, 10-11 Group activities and their impact on the Region, 26-43	Primary brands, products, and services
G4 - 5	Who we are <i>The registered office of the Parent Company is in Milan in piazzale Carlo Magno 1, whilst the operational and administrative headquarters are in Strada Statale del Sempione 28 in Rho, in the province of Milan</i>	Location of the organization's headquarters
G4 - 6	Who we are, 10-11	Number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the Report
G4 - 7	Who we are, 10-12	Nature of ownership and legal form
G4 - 8	Who we are, 10-12 Group activities and their impact on the Region, 26-43	Markets served
G4 - 9 EO	Who we are, 10-11 Group activities and their impact on the Region, 26-43 Generating value for our clients: the exhibition journey, 44-53, 56-59 Personnel, 64	Scale of the organization



General Standard Disclosures

General Standard Disclosures	Section, Page	Disclosure Requirements
G4 - 10 EO	Personnel, 71-72	Total number of employees by employment contract, employment type, region and gender
G4 - 11	Personnel - Caring for employees, 67	Percentage of total employees covered by collective bargaining agreements
G4 - 12	Governance and strengthening management procedures - Increased supplier controls, 19-20	Describe the organization's supply chain
G4 - 13	Message to stakeholders, 8	Report any significant changes during the reporting period regarding the organization's size, structure and ownership
	Governance and strengthening management procedures - Increased supplier controls, 19-21	Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination
G4 - 14	Governance and strengthening management procedures, 18	Report whether and how the precautionary approach or principle is addressed by the organization
G4 - 15	Governance and strengthening management procedures - Increased supplier controls, 20	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses
G4 - 16	Preparation of the Report - Stakeholders, 16	List memberships of associations (such as industry associations) and national or international

Identified material aspects and boundaries

G4 - 17	Methodology, 82	List all entities included in the organization's consolidated financial statements and those not included in the sustainability report
G4 - 18	Preparation of the Report, 14-17	Explain the process for defining the report content, the Aspect Boundaries and how the organization has implemented the Reporting Principles
G4 - 19	Preparation of the Report - Key themes of accountability, 16-17	List all the material Aspects identified in the process for defining report content
	Methodology, 83	
G4 - 20	Methodology, 83	For each material Aspect, report the Aspect Boundary within the organization
G4 - 21	Methodology, 83	For each material Aspect, report the Aspect Boundary outside the organization
G4 - 22	The amendments and any restatements are given in the text	Report the effect of any restatements of information provided in previous Reports, and the reasons for such restatements
G4 - 23	Methodology, 82-84	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries



Stakeholder engagement		
General Standard Disclosures	Section, Page	Disclosure Requirements
G4 - 24	Preparation of the Report - Stakeholders, 14-16 Measuring satisfaction levels, 60-63	List of stakeholder groups engaged by the organization
G4 - 25	Preparation of the Report - Stakeholders, 14-16	Basis for identification and selection of stakeholders with whom to engage
G4 - 26	Preparation of the Report - Stakeholders, 15-16 Measuring satisfaction levels, 60-63	The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group
G4 - 27	Preparation of the Report - Stakeholders, 15 Measuring satisfaction levels, 60-63	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting
Report profile		
G4 - 28	Methodology, 82	Reporting period for information provided
G4 - 29	Message to stakeholders, 8	Date of most recent previous Report
G4 - 30	Methodology, 82	Reporting cycle
G4 - 31	Front page, 92	Provide the contact point for questions regarding the Report or its contents
G4 - 32	GRI G4 Content Index, 86-91	The GRI Content Index for the chosen option
G4 - 33	The report has not been externally assured	Report the organization's policy and current practice with regard to seeking external assurance for the Report
Governance		
G4 - 34	Fiera Milano Group Who we are, 10-12 Governance and strengthening management procedures, 18, 22-23	Report the governance structure of the organization, including committees of the highest governance body Identify any committees responsible for decision-making on economic, environmental and social impacts
Ethics and integrity		
G4 - 56	Fiera Milano Group Guiding Values, 13 Governance and strengthening management procedures, 18-21	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics



Specific Standard Disclosures				
Material aspect	DMA and Indicators	Section, Page	Omission(s)	Description
Category: Economic				
Economic performance	G4 - DMA	Group activities and their impact on the Region, 24-25		
	G4 - EC1	Group activities and their impact on the Region, 24-25		Direct economic value generated and distributed, including revenues, operating costs, Employee wages and benefits, payments to providers of capital, payments to government, community investments
Category: Environmental				
Energy	G4 - DMA	Environmental management - Energy, 74-76		
	G4 - EN3 EO	Environmental management - Energy, 74-76 Environmental management - Mobility, 76		Energy consumption within the organization
	G4 - EN5	Environmental management, 74		Energy intensity ratio
	G4 - EN6	Environmental management - Energy, 75-76		Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives
Water	G4 - DMA	Environmental management - Water resources, 80		
	G4 - EN8	Environmental management - Water resources, 80		Total water withdrawal by source
Emissions	G4 - DMA	Environmental management - Emissions, 79		
	G4 - EN15	Environmental management - Emissions, 79		Direct greenhouse gas (GHG) emissions (Scope 1)
	G4 - EN16	Environmental management - Emissions, 79		Indirect greenhouse gas (GHG) emissions (Scope 2)
	G4 - EN19	Environmental management - Emissions, 79		Amount of GHG emissions reductions achieved as a direct result of initiatives
Effluents and waste	G4 - DMA	Environmental management - Waste, 80-81		
	G4 - EN23 EO	Environmental management - Waste, 80-81		Total weight of waste by type and disposal method



Specific Standard Disclosures				
Material aspect	DMA and Indicators	Section, Page	Omission(s)	Description
Transport	G4 - DMA	Environmental management - Mobility, 76-78		
	G4 - EN 30 EO	Environmental management - Mobility, 76-78		Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce
	G4 - E02	Environmental management - Mobility, 77		Modes of transport taken by attendees as a percentage of total transportation, and initiatives to encourage the use of sustainable transport options
	G4 - E03	Environmental management - Mobility, 76		Significant environmental and socio-economic impacts of transporting attendees to and from the event, and initiatives taken to address the impacts.
Category: Social				
Employment	G4 - DMA	Personnel, 65		
	G4 - LA1 EO	Personnel, 65, 71-72		Total number and rates of new employee hires and employee turnover by age group, gender and region
	G4 - LA2	Personnel - Caring for employees, 66-67		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation
Occupational health and safety	G4 - DMA	Personnel - Safety, 70 Generating value for our clients: the exhibition journey - Exhibition security, 54		
	G4 - LA6	Personnel - Safety, 70		Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender



Specific Standard Disclosures				
Material aspect	DMA and Indicators	Section, Page	Omission(s)	Description
Training and education	G4 - DMA	Personnel - Training and personnel development, 67-70		
	G4 - LA9 EO	Personnel - Training and personnel development, 70		Average hours of training per year per employee by gender, and by employee category
	G4 - LA10 EO	Personnel - Training and personnel development, 67-69 The Fiera Milano Group does not use volunteers at directly organised exhibitions		Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings
	G4 - LA11 EO	Personnel - Training and personnel development, 68-69		Percentage of employees receiving regular performance and career development reviews, by gender and by employee category
Diversity and equal opportunity	G4 - DMA	Personnel - Equal opportunities, 67		
	G4 - LA12	Personnel - Equal opportunities, 65		Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity
Anti-corruption	G4 - DMA	Governance and strengthening management procedures, 18-23		
	G4 - SO3	Governance and strengthening management procedures, 21-23		Total number and percentage of operations assessed for risks related to corruption and the significant risks identified
	G4 - SO4	Governance and strengthening management procedures, 21-23		Communication and training on anti-corruption policies and procedures
Inclusivity	G4 - DMA	Generating value for our clients: the exhibition journey – Accessibility, 55-56		
	G4 - EO6	Generating value for our clients: the exhibition journey – Accessibility, 55-56		Type and impacts of initiatives to create a socially inclusive event

EO= Event Organizers Sector Disclosures.



Fiera Milano S.p.A.

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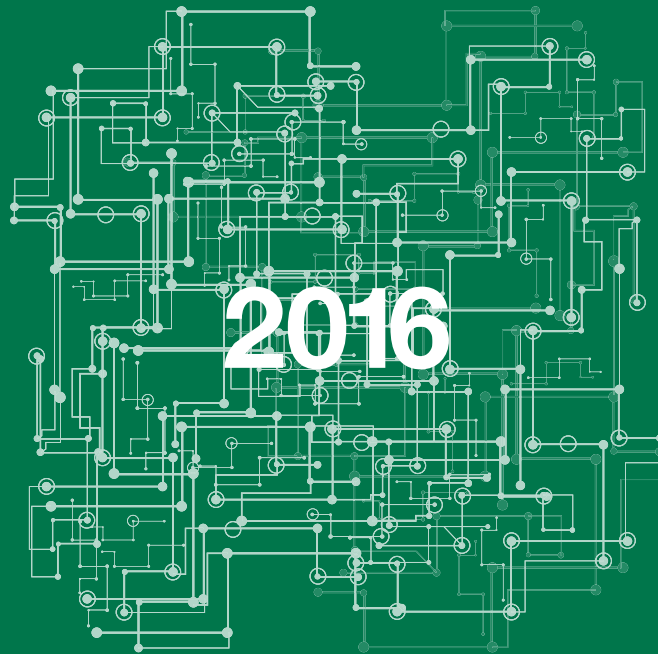
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