

VISIT  
THE  
FUTURE







**DO YOU WANT TO VISIT THE FUTURE WITH US?**

ACTIVITY REPORT | 13-14



**VISIT THE FUTURE** AND FIND  
OUT HOW ARTEXIS EASYFAIRS IS  
SERVING COMMUNITIES WHILE  
BOOSTING LOCAL ECONOMIES.




**Eric Everard**

Head of Artexis Easyfairs

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After a combined quarter century of existence as separate entities, Artexis and Easyfairs are coming together with a single mission: Visit the future. As Artexis Easyfairs we are now exceptionally well placed to offer the communities and businesses that we serve superlative **multi-format venues**, which host a wide range of events including trade shows, conferences, congresses, concerts and sporting fixtures, and **multi-format events**, which meet the specific needs of diverse visitor and exhibitor markets.

The red thread running through this Activity Report is synergy: how we are building on our diverse experiences and shared vision and values to offer exciting new value propositions.

In pursuit of our mission, we will make an even **greater impact on people's lives**, as professionals or as private individuals, and we will make a **positive contribution to local economies**. We offer our visitors, exhibitors and partners a **vision of the future** of their home life, their leisure interests, their industries and their professional communities; so that when they leave our venues and events they are stronger, more professional and better equipped. In so doing, we want to give people an exceptional experience.

With operations in 16 countries and 396 team members, we reached in 2014 the milestone of €93 million in revenues and a 15% leap in EBITDA to €13.5 million. We thus met the target we set ourselves in 2004. Our new objective is to double our revenues by 2020.

Our growth rests on three pillars: **we are national leaders in Belgium and Sweden**, active as both a venue manager and an events organiser. In Belgium, we have recently added two new venues to our portfolio: Nekkerhal in Mechelen and MICX, the brand new congress centre in Mons, designed by New York architect Daniel Libeskind.

In other **European** countries such as The Netherlands, Germany, Austria, Switzerland, Spain, Finland, Norway, Denmark and the United Kingdom we are **significant players** as an events organiser **in diverse vertical and niche sectors** such as bulk solids and packaging; while as a venue manager we are now planning an exciting future with our **joint venture partner, SMG**, a world leader in venue management.

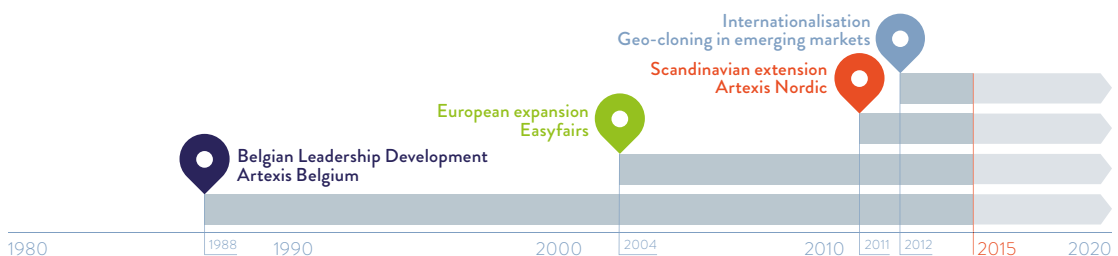
We are now also active in **global niche markets** such as tank storage. For example, since acquiring the StocExpo brand we have geo-cloned the edition with events in Singapore and now Hamburg and Abu Dhabi.

To mark the opening of this exciting chapter – not of our history, but of our future – we have unveiled a dynamic **new visual identity** to go with our shared mission, vision and values. Artexis is the name for our multi-format venues business and Easyfairs is the name for our multi-format events business.

I invite you to read on, learn about our recent successes and visit the future of Artexis Easyfairs.



**Eric Everard**  
Head of Artexis Easyfairs



# CONTENTS



Visit the future

ACTIVITY REPORT | 13-14

# CHAPTER 1



## ARTEXIS EASYFAIRS

STRUCTURE	8
CORPORATE GOVERNANCE	10
OUR MISSION: Why we are here	12
OUR VISION: Where we are going	14
OUR VALUES: How we behave	22

# CHAPTER 2



## ARTEXIS

ARTEXIS: Hosting success	24
ARTEXIS-SMG: Making a big impact on municipal, local and regional economies	26
MECHELEN IN MOTION: The Nekkerhal, a new venue in our portfolio	28
MICX, Mons International Congress Xperience	30
REAL ESTATE PROJECTS: Artexis is also building the future	32

# CHAPTER 3



## EASYFAIRS

EASYFAIRS: Making events easier for exhibitors and a better experience for visitors	34
EASYFAIRS: Think multi-dimensionally	36
STOCEXPO AND TANK STORAGE: A text-book case study for geo-cloning successful events in emerging markets	38
TRANSFORMING LOCAL SUCCESS INTO GLOBAL BRANDS: Packaging, Solids, Maintenance, Transport & Logistics, Second Home & more...	40
THE HEALTHCARE SECTOR: A growing market in Belgium and Europe	42
HORECA: A commanding position in Belgium & Scandinavia	44

# CHAPTER 4

## FIGURES

ARTEXIS EASYFAIRS IN FIGURES	46
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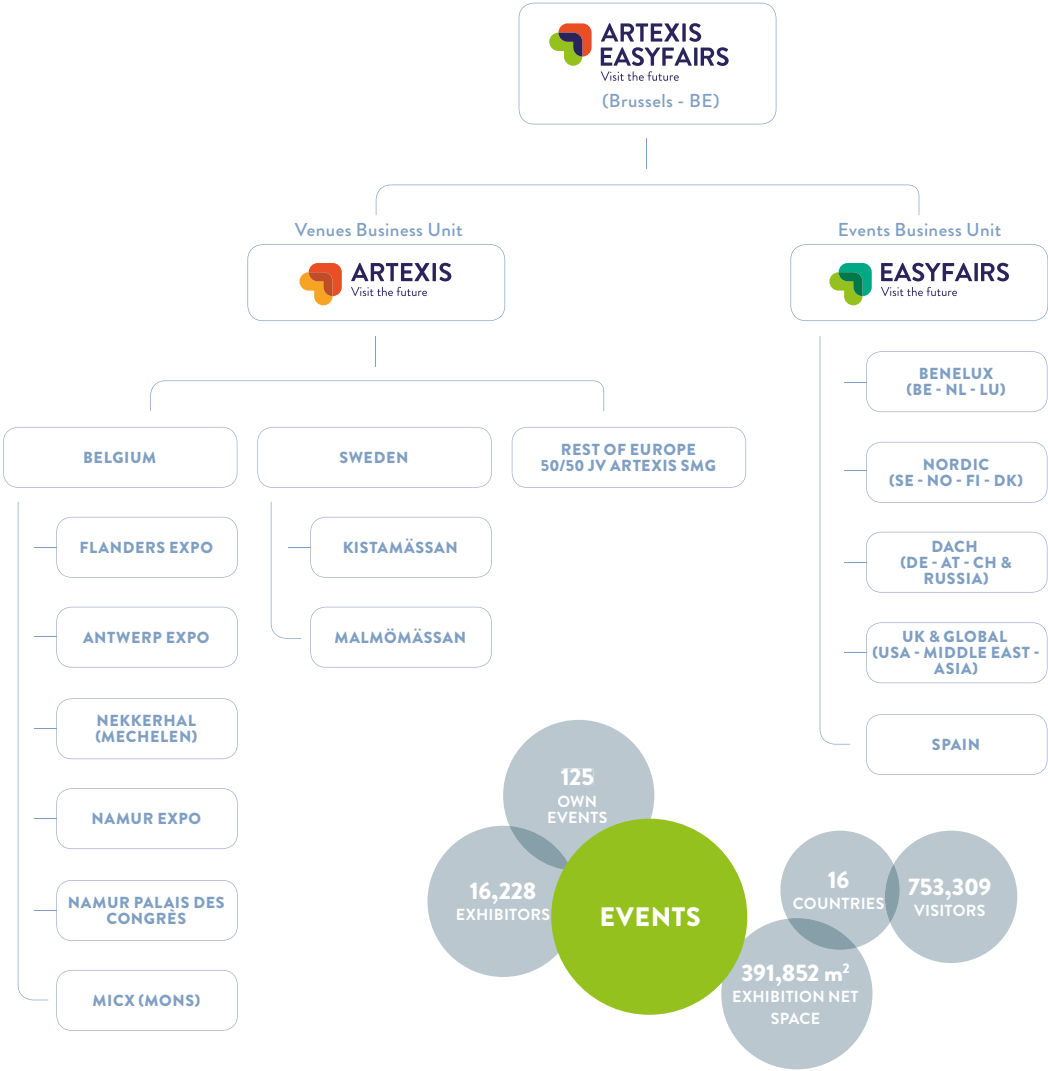
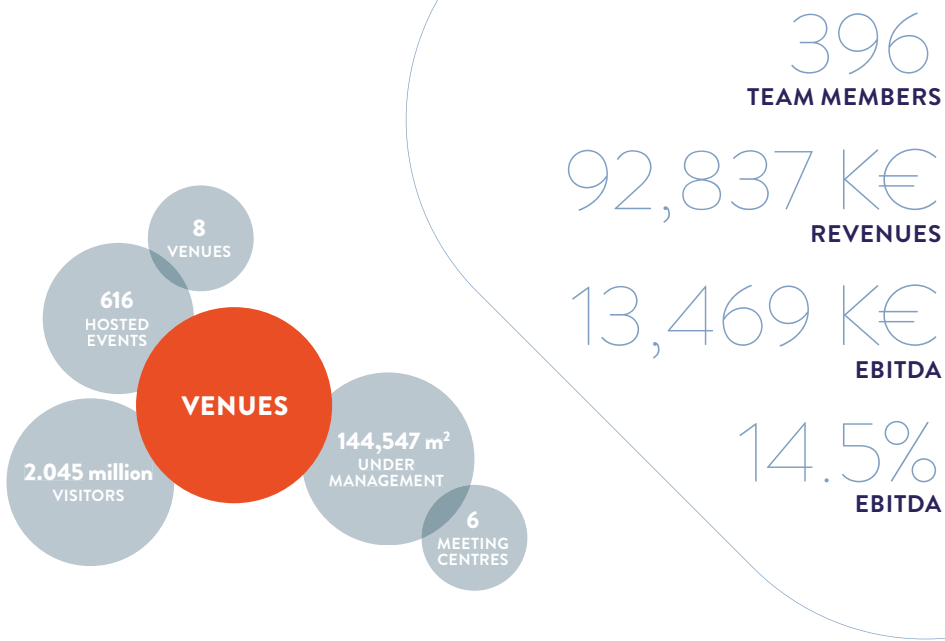
*from left to right*

**Group Management Team**

**Stephan Forseilles** *Head of Technology & Digital Marketing Group* | **Dirk Van Roy** *Head of Benelux* | **Peter Wanderydz** *Head of Nordic*  
**Anne Lafère** *Head of Organisational Efficiency Group* | **Marc Hellemans** *Head of Finance Group* | **Eric Everard** *Head of Artexis Easyfairs*  
**Siegbert Hieber** *Head of DACH* | **Benoît David** *Company Secretary and Head of Legal Group* | **Matt Benyon** *Head of UK & Global*  
**Eric Pr  at** *Head of Product Development Group*









# CORPORATE GOVERNANCE: INTEGRITY, TRANSPARENCY AND ETHICAL BUSINESS PRACTICES ARE FUNDAMENTAL TO SUSTAINABLE GROWTH.

Artexis Easyfairs is a **family business**. That's an important quality because it enables us to pursue our long-term vision; **we reinvest 80% of profits** into future projects and activities. However, even though Artexis Easyfairs is not a publicly traded company, we adhere to the highest standards of corporate governance – because we believe that integrity, ethical best practices and transparency are the fundamentals of sustainable growth and strong partnerships.

**“INTEGRITY IS ONE OF OUR FIVE CORE VALUES. WE FOLLOW ETHICAL BEST PRACTICES IN ALL OUR ACQUISITIONS, PARTNERSHIPS AND JOINT VENTURES.”**

## **Benoît David**

*Company Secretary and Head of Legal Group*

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**“OUR STAKE IN ARTEXIS EASYFAIRS IS MUCH MORE THAN AN INVESTMENT. IT'S A SUCCESSFUL PARTNERSHIP LASTING MORE THAN 17 YEARS.”**

## **Serge Vilain**

*President, Finance Brussels*

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Our **Advisory Board** is composed of independent members who are successful events industry professionals in their own right, able to view our operations through experienced eyes and with an open mind. We currently benefit from the knowledge, skills and insights of Advisory Board members **Jochen Witt**, founder of Jochen Witt Consulting, **Håkan Gershagen**, an expert in international business development, who also leads our Artexis SMG joint venture, and our newest member, **Nick Forster**, who brings 30 years' experience of working in the global events industry with Reed Exhibitions, where he was involved in nearly 100 acquisitions and multiple launches. They make an invaluable contribution to the company's growth, in particular by offering careful assessments of the risks and benefits of new ventures.

Our financial results and procedures are certified annually by our auditor **Ernst & Young**, providing reliable information about our business to partners and shareholders.

Since 1997 the Group has developed a close relationship with **Finance Brussels**, the investment company of the Brussels region. In 2014 Finance Brussels converted debts of €10 million into capital, reinforcing its position as the second largest shareholder in the Group, raising its stake from 6.5% to 11.97%. In fact, Finance Brussels' investment in Artexis Easyfairs is the largest that it holds in any company in Brussels – a strong vote of confidence in our Group, which plays such a positive role in promoting the city and the region.

#### EXTERNAL ADVISORY BOARD MEMBERS

##### **Håkan Gershagen**

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##### **Jochen Witt**

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## COMPANY PROFILE

As of 31/12/2014



##### **Nick Forster**

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In pursuit of our mission, **Visit the future**, we make an impact on people's lives, as professionals or as private individuals, and we make a positive contribution to local economies.

We offer our visitors, exhibitors and partners a vision of the future of their lives or their industries, so that when they leave our venues and our events they are stronger, more professional and better equipped. We help people to move forward by giving them an **exceptional experience**.

Simple ideas can have a revolutionary, motivating and transformative effect – but only when they are translated into concrete actions. Artexis Easyfairs has defined what we must do as a leader and game-changer in the events and venues industry.

## OUR MISSION: VISIT THE FUTURE MEANS GIVING PEOPLE AN EXCEPTIONAL EXPERIENCE.

Business thought leaders have published millions of words on the importance and meaning of a “mission statement” but for us it is really quite simple. Our mission tells people, both inside and outside the organisation, **why we are here**. It goes to the very essence of the events and venues industry, and how we see its role in society.

As an **events organiser**, Easyfairs anticipates the challenges that people will face in the future and enables them to experience the full spectrum of products and services needed to meet those challenges. We must therefore attract innovative exhibitors in particular – start-up companies as well as sector leaders. And we must offer creative and entertaining content that presents new ideas, frequently challenges conventional wisdom, and always stimulates discussion and engagement.

As a **venue owner and manager**, Artexis' role is both to offer exciting, state-of-the-art new facilities such as MICX in Mons and to re-energise existing facilities, making them future-ready, as we are doing at Flanders Expo and in Malmö. A visit to any of our venues should feel like a celebration of what is to follow, from the moment you cross the threshold. Artexis venues also build intimate relationships with the communities where they are located, reinvigorating their economic and social life.







## OUR VISION: LEADING IN OUR CHOSEN MARKETS.



**MARKET LEADER  
IN BELGIUM & SWEDEN**

Our vision can likewise be very simply stated: it is **where we are going**. In concrete terms we aim to lead in our chosen markets and, while we are highly ambitious, we are also very realistic about how we will set about building on our current competitive strengths.



**EUROPEAN MARKET PLAYER  
IN CHOSEN MARKETS**

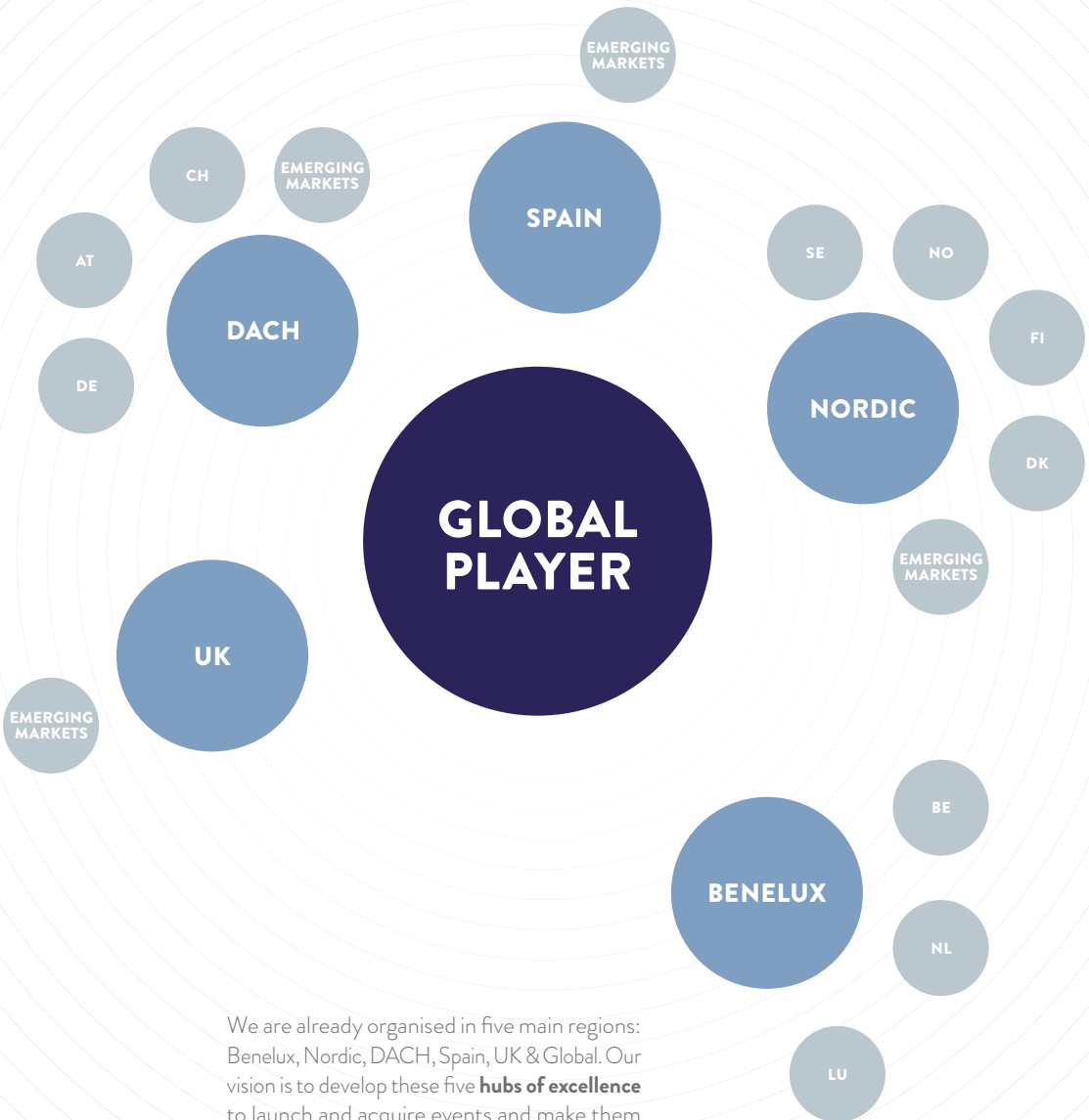
Artexis Easyfairs is already recognised as a **leading national events company** in **Belgium and Sweden**. Our strong presence as both an events organiser and as a venue manager is producing many synergies and helping us to launch and acquire new events.



**PLAYER IN GLOBAL  
NICHE MARKETS**

In many other **European countries** (such as The Netherlands, Germany, Austria, Switzerland, Spain, Finland, Norway, Denmark and the United Kingdom) Artexis Easyfairs is a **significant player in important vertical sectors and markets** such as bulk solids processing and storage, logistics, packaging and hospitality.

Artexis Easyfairs is becoming a player in **global niche markets** such as tank storage for oil and gas, where StocExpo is the leading global brand. In future, we will acquire further niche events that we will **geo-clone in emerging markets**.



We are already organised in five main regions: Benelux, Nordic, DACH, Spain, UK & Global. Our vision is to develop these five **hubs of excellence** to launch and acquire events and make them profitable.

Our growth strategy is pragmatic, based on the experience we have on the ground in specific markets, as well as geographical and cultural ties. For example, we are leveraging our knowledge of the bulk solids market that resides in our Munich office to launch Solids Russia 2015 in St Petersburg; our Madrid office provides a platform for launching events in Latin America; and the common English language of the petrochemicals industry, combined with the experience at our London office, provide a solid basis for geo-cloning our tank storage events around the world.

We will realise this vision by serving communities, developing our people and partners, and being at the forefront of marketing and technology.





## ACHIEVING THE VISION: SERVING OUR COMMUNITIES.

In order to serve our communities better, we start by **understanding them better**. What we call Visitor Quality Assurance (VQA) and Exhibitor Quality Assurance (EQA) are the core business processes at Artexis Easyfairs that enable us to fulfil this aspect of our vision. Face-to-face discussions, online surveys and telephone interviews deepen and broaden our understanding of professional communities and communities of interest. What are the current trends and hot topics? Where do you see yourself and your industry in five years? What are the big opportunities and threats? Who are the gurus and thought leaders you would like to see at the next event?

We go beyond the traditional distinction between visitors and exhibitors: members of a professional community can be both, at different times or indeed simultaneously, and the way they communicate today, and increasingly in future, is via online networks. As an events organiser and venue manager, we **interact with these communities**, and we provide media that multiply the interactions between their members. The effect is to raise the **ROI<sup>2</sup> (Return on Investment & Involvement)** for all parties. This is what we call the **360° approach to serving communities**.

Perhaps the most important question we ask members of a community is “what keeps you awake at night?” By understanding what is uppermost in people’s minds in a given community, we can define an **event’s mission** and produce the **right format**.

To define an event’s mission we must **think multi-dimensionally**. Every event is shaped along four dimensions from both visitor and exhibitor perspectives: transactional (“I want to do business”); educational (“I want to learn something new”); networking (“I want to meet people with similar or complementary interests”); and entertainment (“I want to have fun and celebrate”).

**“WE ARE TAKING A 360° APPROACH TO SERVING COMMUNITIES. FOR SOME, EASYFAIRS WILL BECOME AN ALL-ROUND PROVIDER OF INFORMATION, GOING BEYOND ITS CENTRAL ROLE AS AN EVENTS ORGANISER.”**

**Eric Pr  at**

*Head of Product Development Group*

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**WE  
DETERMINE  
THE EVENT  
MISSION**



**TRANSACTIONAL**



**NETWORKING**



**EDUCATIONAL**



**ENTERTAINMENT**

**NETWORKING**

*I want to meet people with similar or complementary interests*

**TRANSACTIONAL**  
*I want to do business*

**EDUCATIONAL**  
*I want to learn something new*

**ENTERTAINMENT**

*I want to have fun and celebrate*

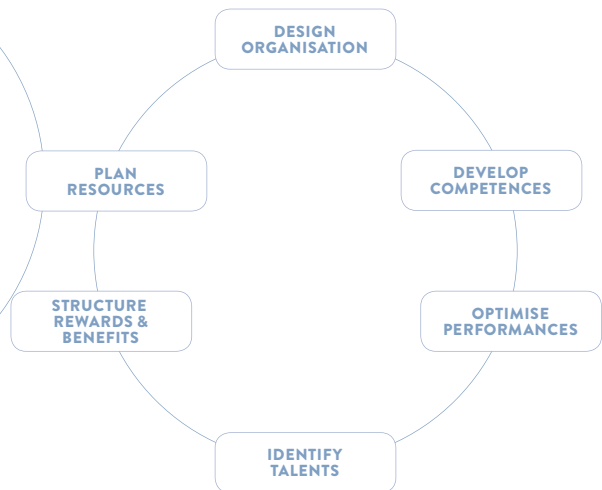




# ACHIEVING THE VISION: DEVELOPING THE TALENTS OF OUR PEOPLE AND PARTNERS.

## TheHRFramework™

Artesis Easyfairs works with 396 team members, full time employees, as well as an extensive network of partners, suppliers and freelancers supporting its mission. We are now a geographically widely dispersed company, and to manage this effectively it was necessary to deploy a **fully integrated and transparent HR management system**. Live events is a “people business” like no other, so this was one of our top priorities. We responded by engaging the expertise of a senior HR consultancy and deploying TheHRFramework™ model, which we are using to develop the talents of our people and partners.



**“THE RECENT STRATEGIC OPTIMISATION PROCESS AT ARTEXIS EASYFAIRS WAS SUPPORTED BY A SYSTEMATIC APPROACH TO HR MANAGEMENT BASED ON THE LOTUS SET OF VALUES (LOGIC, OBJECTIVITY, TRANSPARENCY, UNIVERSALITY & SIMPLICITY).”**

### Reggy Degen

*Managing Director, the HR Framework*

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**“THROUGH THE ACADEMY  
WE ARE DEVELOPING  
TALENTS, SHARING BEST  
PRACTICES, PREPARING  
FOR THE FUTURE AND  
ALIGNING OUR GROUP  
CULTURE TO THE MISSION  
AND VISION.”**

**Anne Lafère**

*Head of Organisational Efficiency Group*

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**The Academy**

To accelerate talent development across the organisation, Artexis Easyfairs established in 2014 the Academy with the tagline, **“Boost your future”**. The Academy draws on the expertise and experience of internal and external speakers and coaches to provide our people with opportunities to be inspired, learn, share best practices and network within the organisation.

The Academy’s approach to learning is based on the **“C Success Factors”** of the events and venues business. These are: Concept, Commercialisation, Communication, Content, Coordination, Contribution, Champions, CSR and Creativity (these are explained in more detail on pages 36-37).

In addition to face-to-face and traditional classroom-based presence training, we are working with an e-learning platform to provide online development resources.

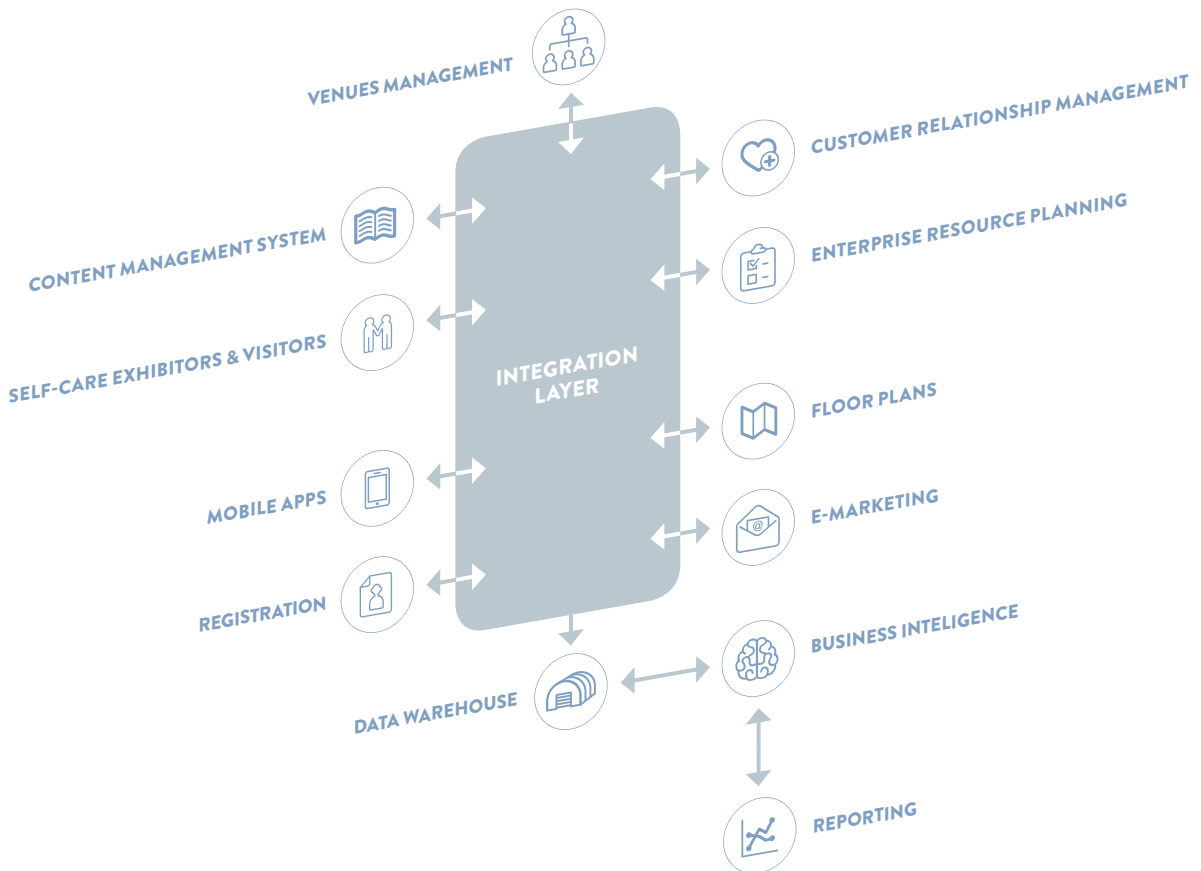


## ACHIEVING THE VISION: AT THE FOREFRONT OF MARKETING & TECHNOLOGIES.

Our position at the cutting edge of new technologies gives us a **clear competitive advantage** over others in the events and venues industry and will continue to be a priority in future. Here too, we are consolidating our business, identifying synergies and covering the Group's common needs.

Three years ago we introduced our **Online365 offer**, which enables exhibitors to promote their products and services online throughout the year, in conjunction with their participation onsite at a live event. This was only possible thanks to a technology platform including a back-end database management system and powerful online search tools. In the coming months we will be developing and releasing exciting new features as part of the Online365 offer.

Our new three-year IT project **MOVE** (Move to Optimised Venues & Events) will enable all business units to operate in alignment, using the same set of tools and technologies on an **agile, flexible and fully integrated platform**.





**“EXCELLENCE & INNOVATION IN  
MARKETING AND TECHNOLOGY WILL  
BE A DIFFERENTIATOR CONTRIBUTING  
MASSIVELY TO OUR FUTURE SUCCESS.”**

**Stephan Forseilles**

*Head of Technology & Digital Marketing Group*

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We want to get maximum benefit from **the most advanced and easiest to use technology** by integrating or building solutions that are completely tailored to the needs of our business. This includes solutions for content management, customer relationship management, e-mail marketing, mobile applications, floor plan management, visitor registration and much more. By integrating these technologies based on our specific requirements, we will be able to analyse and report on data, enabling us to manage and plan our operations more effectively.

As to marketing, we are developing **strong brands** and we want to maximise their visibility in the minds of the communities we are serving. In order to do this we are investing time and effort into building and fully exploiting databases and using online and social media to stimulate interaction and engagement with those communities.

Best practices in marketing and technology are essential if we are to offer an **excellent experience** to all of our audiences, one that delivers on our mission to enable people to **Visit the future**.



Artexis Easyfairs is an ethical business. And a happy one. We believe that in order to get where you are going, you need a moral compass, and you also need to enjoy the journey. Our values define **how we behave** on the journey into the future, and they shape our products.

## OUR VALUES: THE JOURNEY IS AS IMPORTANT AS THE DESTINATION.

We want to keep this simple too, so we have condensed our values under five big headings:

- **Creating value for communities:** We listen to the communities we work with to serve them in the best possible way. We take pride in serving them and anticipate their needs, presenting solutions in the ideal event format.
- **Creative entrepreneurship:** We encourage and praise the entrepreneurial spirit. That means we are prepared to take calculated risks. We constantly look for new opportunities and encourage our people to try new things and be creative.
- **Talent development:** We raise our staff and partners to their full potential by offering excellent training opportunities and by developing a constantly learning organisation.
- **Integrity:** We pursue business with integrity and transparency. We attach great importance to promoting ethical conduct in all our operations.
- **Having fun:** We are all responsible for making the day enjoyable and we consider the journey as important as the final goal.





integrity  
talent development  
creative  
entrepreneurship  
creating value having fun  
for communities



## ARTEXIS: HOSTING SUCCESS.

The name Artexis has earned recognition and loyalty and has created **substantial brand equity** in Belgium and Sweden, where it is the name of our venue business, comprising eight unique and complementary establishments. We provide state-of-the-art services in a variety of facilities to ensure the success of the events that we host.

These services include facilities optimisation, development and maintenance, the booking and scheduling of events, food & beverage, ticketing and marketing, staffing and a range of operational services from concept and creation through to stand building and technical assistance, such as furniture and materials rental, power and internet connections, cleaning, security and safety.





#### SWEDEN

1. **MALMÖ**: Malmömässan
2. **STOCKHOLM**: Kistamässan

#### Multi-format venues

Our aim is to host the **widest possible spectrum of events** that our venues can accommodate: not only trade shows and exhibitions but also conferences, congresses, seminars, conventions and product shows as well as musical and sporting events.

In order to fulfil this mission we are adapting our infrastructures to provide “the ultimate meeting places”. We are particularly focused on ensuring that our facilities meet specific local needs and leverage the destination’s attractions. We want to maximise the accessibility and flexibility of our venues, providing adequate parking and mobility around the site, as well as ensuring connectivity and easy circulation in and around the halls. High quality catering and other hospitality services further add to the appeal of our venues.

#### Diverse business models

To maximise our growth opportunities, we take a very flexible approach to our operational business models. For example, in Ghent and Antwerp Artexis is both owner and manager of the halls, whereas at Namur expo and Malmö, Artexis has a concession to manage the halls for long periods.

We have also recently concluded a joint venture agreement with the leading American venue management company, SMG, which will help us to develop our venue portfolio elsewhere in Europe, applying a new business model that will boost regional and local economies.

8

venues

616

hosted events

6

meeting centres

2.045 million

visitors

144,547 m<sup>2</sup>

under management



Our venues make a tremendously strong economic impact wherever they are located. The flagship events that they host are a particularly attractive calling card for cities, regions and provinces. The events industry has a huge **multiplier effect on local economies** because it brings business to hotels, restaurants, shops and cultural attractions. It also generates employment for local companies: stand builders, cleaners, security personnel and hostesses, for example.

## ARTEXIS-SMG: MAKING A BIG IMPACT ON MUNICIPAL, LOCAL AND REGIONAL ECONOMIES.

In fact, it has been estimated that an exhibition can generate local revenues on average more than seven times that of the event itself.

Municipalities and regional authorities understand that in order to maximise this multiplier effect and to project the best possible image for their cities and regions, they need to entrust their venues to highly professional and efficient management teams.





This presents an excellent opportunity, and to this end, Artexis has created a **joint venture, Artexis-SMG**, with the ambition of creating **Europe's leading venues portfolio**. The scope of the joint venture is the entire continent of Europe, apart from Belgium and Sweden, where Artexis is already active, and builds on the complementary strengths of both parties:

- Artexis is already an important partner of municipalities in Belgium and Sweden and, through Easyfairs, has a reputation as an events organiser in many other European countries
- SMG, based in Philadelphia, is a world leader in venue management, with a portfolio of 230 facilities worldwide, including convention centres, exhibition halls and trade centres, arenas, stadiums, and performing arts centres

Together, we are leveraging our experience of managing and operating venues to **advise public and private owners** and to deliver world-class services on behalf of their stakeholders. We offer the systems and talent required to ensure that every event hosted by an Artexis-SMG managed facility is an event to be remembered.

**“ARTEXIS AND SMG ARE SHARING BEST PRACTICES IN VENUE MANAGEMENT. TOGETHER, WE OFFER AN OBVIOUS VALUE-ADD TO MUNICIPALITIES AND PRIVATE OWNERS WHO ARE SEEKING TO OPTIMISE THE PROFITABILITY OF THEIR VENUES.”**



#### **Håkan Gershagen**

*President Artexis-SMG*

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## MECHELEN IN MOTION: THE NEKKERHAL, A NEW VENUE IN OUR PORTFOLIO.

“The Nekkerhal is a building with a past. It was originally built for vegetable auctions. However, before long the building was used for the purpose you would now think was originally intended: events. The hall is a success and an attraction for Mechelen in this respect. Hundreds of exhibitions and events of all sorts have taken place here and drawn huge numbers of people to Mechelen.”



**“WITH THE OPERATIONAL TAKEOVER, ARTEXIS ADDS A GIANT FROM MECHELEN TO ITS IMPRESSIVE LIST OF EXHIBITION HALLS AND CONVENTION CENTRES.”**

**Bart Somers**

*Mayor of the City of Mechelen*

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The Nekkerhal remains more than ever one of Mechelen's most important ambassadors both in Belgium and abroad.

"The public exhibitions sector is flourishing and becoming more professional than ever. However, operating an exhibition hall is not part of a city council's core business. If you want to organise relevant and state-of-the-art exhibitions you need the support and expertise of professionals.

"To ensure the future of the Nekkerhal, the City Council took the right decision to **outsource its operation to a private partner**, and what's more one of Belgium's leaders in the management of exhibition halls and the organisation of exhibitions. With this transfer, **Artexis and the city of Mechelen** have chosen a win-win. Even the downtown area will benefit from this pole of attraction. Some of the visitors not only visit the Nekkerhal but also the city centre, with its cultural and historical heritage, the local shops, pubs and restaurants. We don't take this for granted. The tourist turnover proves that this is increasingly so. Needless to say, the Nekkerhal makes a significant contribution to Mechelen's charisma and appeal.



"I'm confident that the Nekkerhal has a great future in Mechelen. With the operational takeover, Artexis adds a giant from Mechelen to its impressive list of exhibition halls and convention centres. The professional management of the Nekkerhal is now assured for the future."

Bart Somers  
Mayor of the city of Mechelen

**"THE NEKKERHAL IS A PERFECT FIT FOR THE ARTEXIS VENUE PORTFOLIO: IT COMPLEMENTS OUR OTHER FLEMISH FACILITIES IN ANTWERP AND GHENT AND ANSWERS THE GROWING DEMANDS OF THE REGION'S EVENT ORGANISERS."**

**Dirk Van Roy**

Head of Benelux

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one | two  
hall | meeting rooms

18,420 m<sup>2</sup>

3,500 | 36  
parking places | hosted events

300,000  
visitors







14

meeting rooms that can accommodate  
from 20 to 100 people



Belgium

3

auditoria with a  
total of 800 seats

150

parking spaces

1,800 m<sup>2</sup>

reception areas

D. Libeskind

architect



**“BY WORKING WITH LOCAL  
SUPPLIERS AND SERVICE  
PROVIDERS WE WILL MAKE  
MONS THE NUMBER ONE  
DESTINATION FOR  
BUSINESS TOURISM  
IN WALLONIA.”**

**Jean-Thomas Leplat**

Head of Business Development, Wallonia

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# MICX, MONS INTERNATIONAL CONGRESS XPERIENCE.



**“When the naturalised American architect Daniel Libeskind (b. Łódź, Poland, 1946) travelled from New York to Mons, in October 2011, and presented his project at a live hearing before a jury responsible for choosing the creator of the future Mons Congress Centre, he captivated his audience.”**

“Talking about his work, he obviously expressed himself as an extremely competent architect, but also in poetic tones. It is evident that the search for beauty lies at the heart of his creative approach.

“Evoking in turn the wind, leaves, light, trees, stone, wood, glass and water, he truly developed his vision for the Mons project: a form endowed with an unparalleled energy. Especially well recognised as the creator of the Jewish Museum in Berlin and the Imperial War Museum North, Daniel Libeskind has, without any doubt, accomplished an exceptional piece of architecture in Mons.

“Just like the new railway station by the Spanish architect Santiago Calatrava (b. Valencia, 1951), which will be unveiled in 2017 just a few dozen metres away, the Congress Centre embodies the future of the city. It will be an important international meeting place at the heart of Europe. With its walls in dynamic ‘ribbons’ adorned with wood, it will soon become an architectural icon, between the inner city and the site of the Grands-Prés.

“This bold and creative new building comes to life at the start of 2015, the moment when Mons becomes European Capital of Culture for a year.

“Following a public call for tenders, in October 2013 the Mons City Council designated Artexis as the successful bidder for the public service concession to operate the Mons Congress Centre. For a duration of 10 years, within the framework of a partnership with the municipality. Just as Artexis already operates daily at the Namur Palais des Congrès and Namur Expo.

“The exercise of this right encompasses in particular the active canvassing of organisers of congresses, conferences, business summits, meetings and all other exhibitions and events that can take place at the Congress Centre.



“In April 2014, based on Artexis’ proposal, the building was baptised the ‘Mons International Congress Xperience.’ MICX has been born!”

Elio Di Rupo  
Minister of State  
Mayor of the City of Mons

**“SINCE MONS IS EUROPEAN CAPITAL OF CULTURE IN 2015 THIS IS THE PERFECT TIMING TO INAUGURATE THE MICX. ARTEXIS, AS A PROFESSIONAL VENUE MANAGER, IS A REFERENCE IN BELGIUM AND THE RIGHT CANDIDATE TO HELP US SUCCEED IN OUR REVITALISATION PROJECTS.”**

**Elio Di Rupo**

Minister of State  
Mayor of the City of Mons

 eliodirupo  
 eliodirupo  
 elio@mons.be



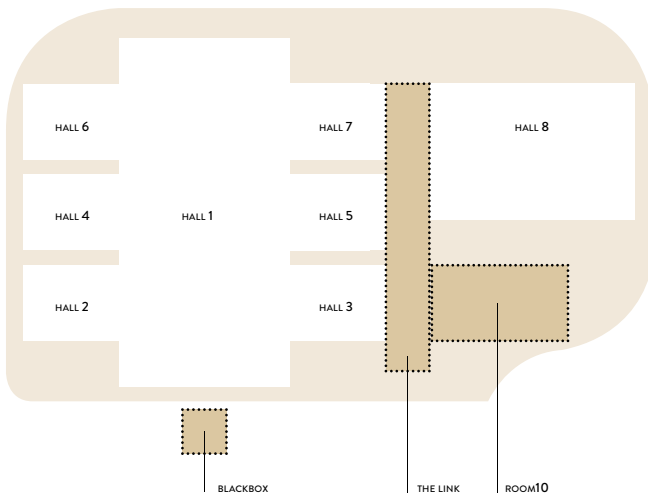




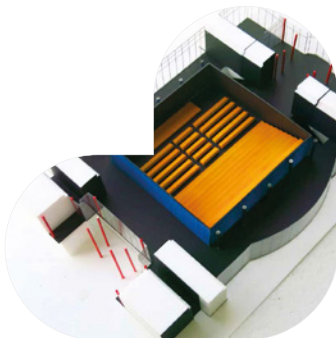
## REAL ESTATE PROJECTS: ARTEXIS IS ALSO BUILDING THE FUTURE.

It is not enough to conceptualise the future: it must also be given physical expression. As an owner and operator of valuable venue facilities we must anticipate and respond to the demands of tomorrow's participants at live events. We currently have several **major real estate projects** already underway and in planning. These involve a variety of investments to create multi-format venues to meet a wide range of needs: for example, modernisation and face-lifts, enlargement, enhancing the connectivity and flexibility of halls to enable us to host different events simultaneously, the addition of congress and seminar facilities and the renovation of catering facilities.

**Food and beverage** makes an important contribution to the overall visitor experience and we are introducing new concepts based on research into visitors' changing needs and expectations. At Flanders Expo we have transformed the existing catering points and created new ones, offering people new ways to enjoy eating and drinking during their visit.



We are also building a second large entrance to Flanders Expo that will improve internal connectivity and allow us to host simultaneous events. The **Link Project** will create a covered walkway connecting the various halls. The **Room10 Project** will furthermore extend the current exhibition area with the addition of a large multifunctional hall and the enlargement of the existing halls. Furthermore, the **Blackbox Project** will transform the existing foyer into a flexible, high-end event and congress area.



Blackbox



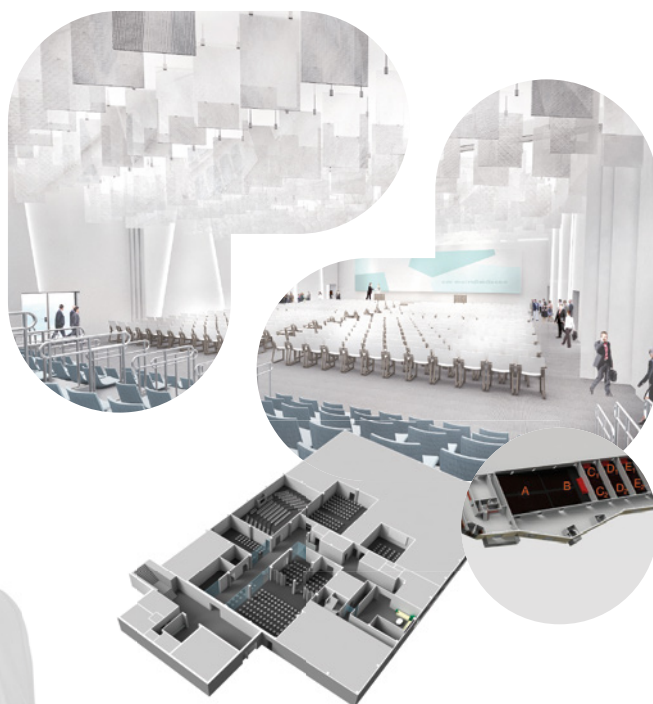
The Link



Room10



We are working with the design agency OMGEVING on a **master plan** for the complete redevelopment of **Antwerp Expo**.



At **Malmömässan** and **Kistamässan** we are responding to the demand for meetings and congress facilities by inaugurating new building projects.

**“WE ARE ENGAGED IN SOME SIZEABLE REAL ESTATE PROJECTS. THESE INVOLVE WORKING CLOSELY WITH MUNICIPALITIES AND URBAN PLANNERS AS WELL AS ARCHITECTS, DESIGNERS AND FINANCIAL INSTITUTIONS.”**

#### **Marc Hellemans**

*Head of Finance Group*

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# EASYFAIRS: MAKING EVENTS EASIER FOR EXHIBITORS AND A BETTER EXPERIENCE FOR VISITORS.

We have adapted and enhanced the Easyfairs brand as an organiser of **multi-format events**. We take into account the market's needs and organise the most appropriate events to meet those needs: this includes the all-in format, where we provide space rental, stand build, furniture, marketing and other services at a fixed price. It also includes general exhibition formats, business summits, congresses and conferences – whatever best suits the market. As of 2014, all of the events that the Group organises, including those that were formerly organised by Artexis Belgium and Artexis Nordic, will be branded Easyfairs.

The word “easy” is central to the brand promise. We have a solid and ongoing commitment to making participation **easy**:

- **For the visitor:** we make it easy to register and prepare their visit, to identify new products and suppliers, to get an overview of the market, learn about trends and innovations, network with peers and do business.
- **For the exhibitor:** we make it easy to book a stand, exhibit, promote participation, reach customers onsite and online 365 days a year, develop business abroad and calculate return on investment.
- **For the communities we serve:** we make it easy to raise awareness of the sector, to network, to stimulate dialogue and debate, and to reinforce the sense of community.

125  
own events

16  
countries

16,228  
exhibitors

753,309  
visitors

391,852 m<sup>2</sup>  
exhibition space

## Industry sectors served:

### B2B

- Agri-industry
- Automotive
- Building & Construction
- Business Services
- Food & Catering
- Graphic & Print
- Healthcare
- ICT & Internet
- Maintenance
- Measurement & Control Instrumentation
- Motion Control
- Packaging
- Pumps & Valves
- Real Estate
- Retail
- Solids
- Tank Storage
- Transport & Logistics
- Welding

### B2C

- Real Estate
- Boats & Water Sports
- Art & Antiques
- Caravan & Camping
- Building
- Energy
- Fishing
- Home Decoration & Lifestyle
- Gaming & Comics





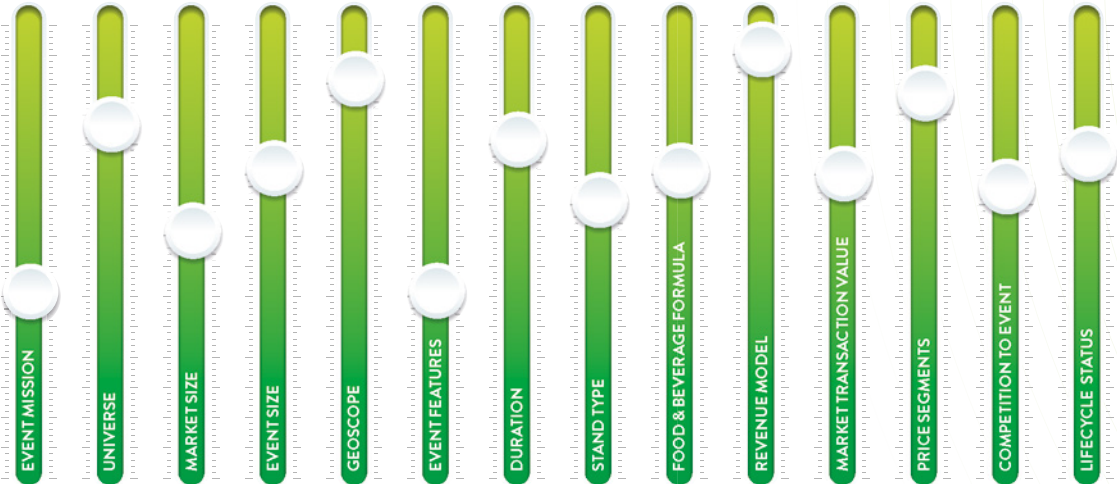


# EASYFAIRS: THINK MULTI-DimensionALLY.

Coming up with the right format requires us to think **multi-dimensionally**, taking into account the needs of the market and professional communities to come up with the right value proposition for exhibitors and visitors, and the best revenue model to make the event successful. In particular, this means defining the **event mission** along the dimensions of educational, transactional, networking and entertainment. By designing the event components and characteristics using this model as our guide, we create the perfect event, which could for example be an all-in format (including stand build, space rental, stand furniture and participation in the marketing programme), a space rental-only exhibition format, a conference and exhibition (confex), a business summit, or some other combination.

## EVENT DIMENSIONS

By designing the event components and characteristics, we create the perfect event.

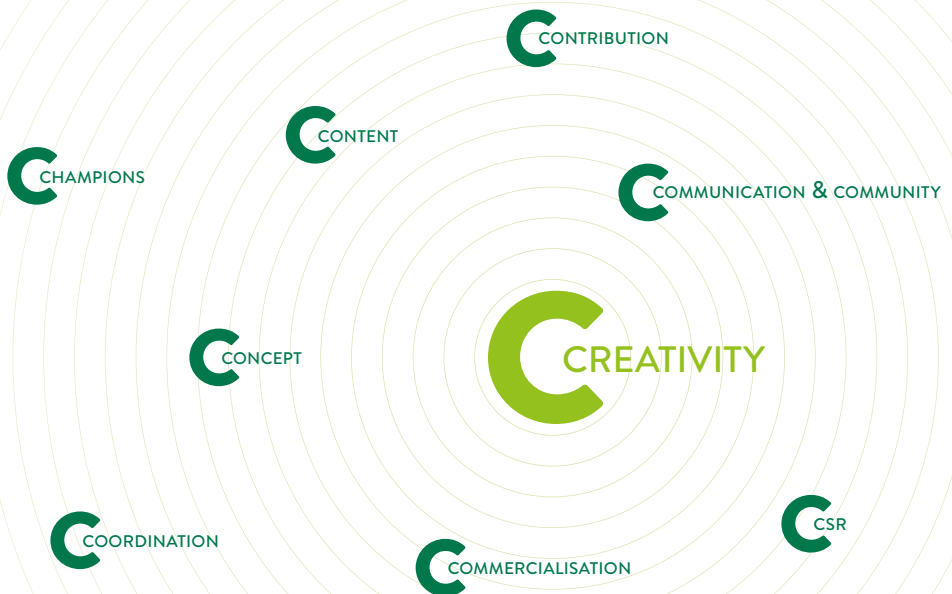




## The “C Success Factors” of event organisation

When it comes to executing a quality event, Easyfairs is ever mindful of what we call the “C” success factors:

- A solid **concept**, which answers the needs of the market, with a clear analysis of the competition, and makes the right choice of venue city and calendar dates
- An efficient and smart **commercialisation** of the concept
- A well-conceived **communication** plan and an attractive campaign, including social media activities, which enables us to interact with the communities we serve, building a 365-days-a-year relationship with them
- A strong & innovative **content** programme and a visitor experience plan
- A well-managed and sustainable **contribution** to identify additional revenues and potential savings, to develop long-term business plans and a vision for potential growth opportunities
- A smooth **coordination** of each step in the event cycle. Organising a successful event is a major logistics challenge
- A team of **champions**, with the right competences, setting clear team roles and objectives. Events is a people business like no other, so it is vitally important to communicate, to give feedback, be flexible and motivate teams
- A **CSR** (corporate social responsibility) strategy to develop sustainable event concepts and reduce the environmental footprint of our events



The “C Success Factor” at the centre of everything we do is **creativity**. Magic happens outside our comfort zone, so we must always try new things and think differently. This is what will differentiate our approach in future, enabling us to deliver the optimum format events to the communities we serve, making it easy to participate, and delivering an unforgettable experience.



## STOCEXPO AND TANK STORAGE: A TEXT-BOOK CASE STUDY FOR GEO-CLONING SUCCESSFUL EVENTS IN EMERGING MARKETS.

Easyfairs is expanding beyond Europe to become a global leader in organising events for niche markets. Our StocExpo and Tank Storage events are an excellent example. They form the world's largest portfolio of live events for the **bulk liquid storage sector**, bringing together the terminal operators, manufacturers and suppliers who are redefining the strategic vision and technical requirements for tomorrow's terminals.

The jewel in the crown is **StocExpo**, which has been an Easyfairs brand since 2011 and alternates between Europe's oil and gas storage capitals, Antwerp and Rotterdam. Other conferences and exhibitions in the portfolio include Tank Storage Asia (Singapore), Tank Storage Germany (Hamburg) and, most recently, Tank Storage Middle East (Abu Dhabi).

We are currently planning to geo-clone the event concept to additional markets in the Asia-Pacific region and worldwide. **Geo-cloning** involves taking a proven event concept and reproducing it in geographies that are hubs for similar communities (in this case the bulk liquid storage sector), but adapting where necessary to the local business culture. The process is managed from the Easyfairs office that is best suited to the task. We manage our StocExpo and Tank Storage portfolio from our **London office**.

**"WE SEE GREAT OPPORTUNITIES TO  
EXTEND THIS WELL-RESPECTED NICHE  
BRAND TO NEW MARKETS."**

### **Matt Benyon**

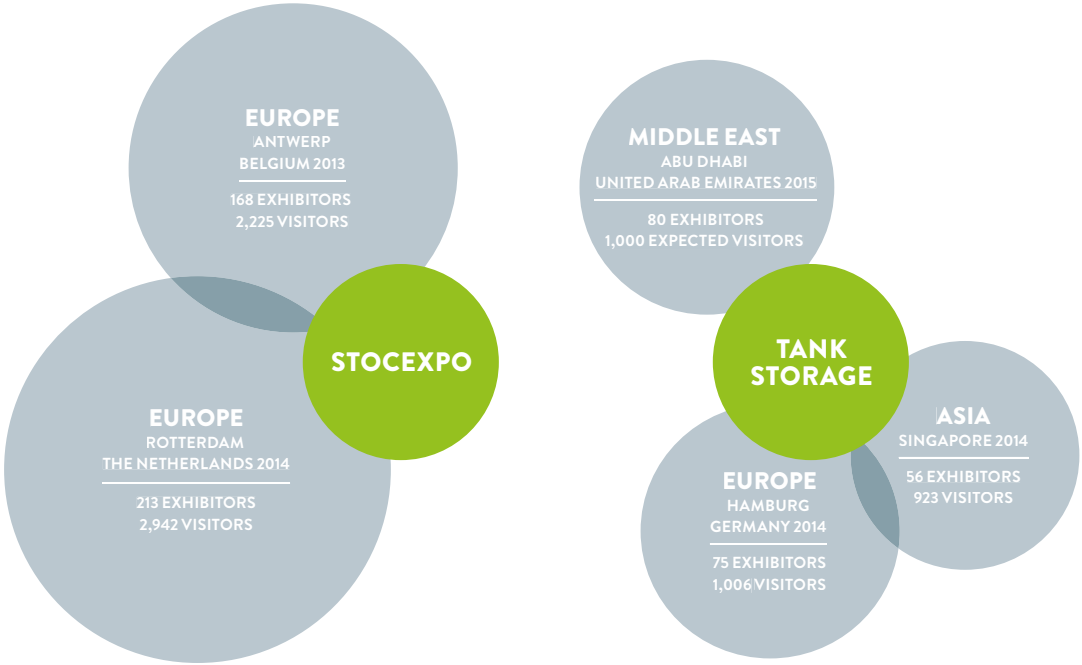
*Head of UK & Global*

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[matt.benyon@easyfairs.com](mailto:matt.benyon@easyfairs.com)





**The 360° approach**

Easyfairs sees its role in niche markets like this as going way beyond organising live events. The event itself is rather like the “star” at the centre of a solar system, but at any time there are many other planets in motion, such as publications and community forums, bringing new life and activity to the communities we serve.





## TRANSFORMING LOCAL SUCCESS INTO GLOBAL BRANDS: PACKAGING, SOLIDS, MAINTENANCE, TRANSPORT & LOGISTICS, SECOND HOME AND MORE...

Easyfairs' success is based on two exceptional and complementary competitive advantages: **strong brands** and **a network of offices** that have deep market knowledge and research & development capabilities.

"THE SOLIDS EUROPEAN SERIES HAS BECOME EUROPE'S LEADING EVENT TAKING PLACE AT THE HEART OF KEY MARKETS FOR THE BULK SOLIDS COMMUNITY. WE ARE ADDING ST PETERSBURG TO THE CURRENT PORTFOLIO OF EVENTS AT ANTWERP, BASEL, DORTMUND, KRAKOW AND ROTTERDAM."

### **Siegbert Hieber**

*Head of DACH*

in siegbert-hieber

at @Siegbert Hieber

in siegbert.hieber@easyfairs.com





### PACKAGING

Brussels, Den Bosch, London, Birmingham, Stockholm, Malmö, Oslo, Helsinki, Amsterdam, Hamburg, Zürich, Vienna, Warsaw, Madrid



### TRANSPORT & LOGISTICS

Antwerp, Brussels, Liège, Madrid, Stockholm, Malmö, Oslo, Helsinki, Rotterdam



### MAINTENANCE

Dortmund, Stuttgart, Wels, Zürich, Antwerp, Kraków, Birmingham, Hamburg, Bilbao



### SOLIDS

Dortmund, Basel, Antwerp, Rotterdam, Kraków, St Petersburg



### PUMPS & VALVES

Antwerp, Rotterdam, Bilbao



### TANK STORAGE

Antwerp, Rotterdam, Singapore, Calgary, Hamburg, Abu Dhabi



### SECOND HOME

Brussels, Ghent, Utrecht, Munich, Düsseldorf, Hamburg

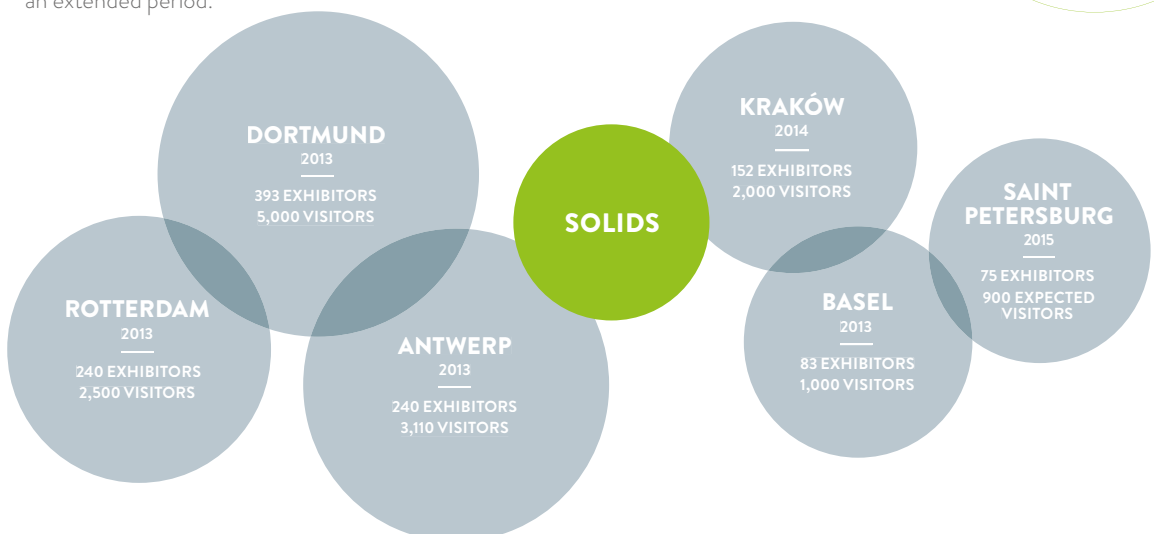
Geo-cloning successful events in new markets offers our exhibitors a very powerful proposition: it provides a platform for them to launch or develop their business abroad. Because the events basically conform to a similar format in all markets, **participation is easy** and the service very personal.

Moreover, content features that work in one geography tend to work in others, since the target communities are similar. For example, we have established relationships with internationally renowned thought leaders and subject-matter experts who are **attractive speakers** wherever they go.

From Easyfairs' own perspective, geo-cloning not only increases revenue opportunities but also reduces costs because our up-front investments in branding, marketing and content development can be amortised across several assets and over an extended period.

We have successfully applied these principles to several brands: in addition to StocExpo and Tank Storage, our Packaging Portfolio, which has four sub-brands (Empack, Packaging Innovations, Label&Print and Luxury Packaging); the Solids European Series, which has evolved into Europe's leading brand for the bulk solids sector; Transport & Logistics; Maintenance; and Pumps & Valves.

The approach can be applied to **consumer brands** as well as industrial. We are geo-cloning our Second Home event, designed for people who already own or are thinking of investing in a second residential property. This event, a 50/50 joint venture with FairsConsult (under the management of partners Luc Paeme and Henkjan Prins), is already a success in Brussels, Ghent and Utrecht and we are extending it to Germany with editions in Munich. We are also considering further editions, possibly in Düsseldorf and Hamburg.





## THE HEALTHCARE SECTOR: A GROWING MARKET IN BELGIUM AND EUROPE.

Current demographic trends and financial pressures on healthcare providers will continue into the foreseeable future, making the healthcare sector a **dynamic and demanding marketplace**. Easyfairs has responded to this situation by launching and acquiring a series of events in Belgium, with the potential to expand in other countries.

We launched the first edition of Soins & Santé in Namur, capital of Wallonia, Belgium's second largest region, in April 2013: the region's leading event bringing together suppliers of materials and services with care professionals in hospitals, rest homes, crèches and institutions for the handicapped. Since then we have built a **national portfolio** by acquiring Expo60+ in Mechelen, the top event in Flanders focused on care for the elderly, Healthcare Brussels, focused on residential and home care, and a 50% share of the Brussels-based biennial dentistry event, Dentex. We have further acquired the digital platform, MedCare.

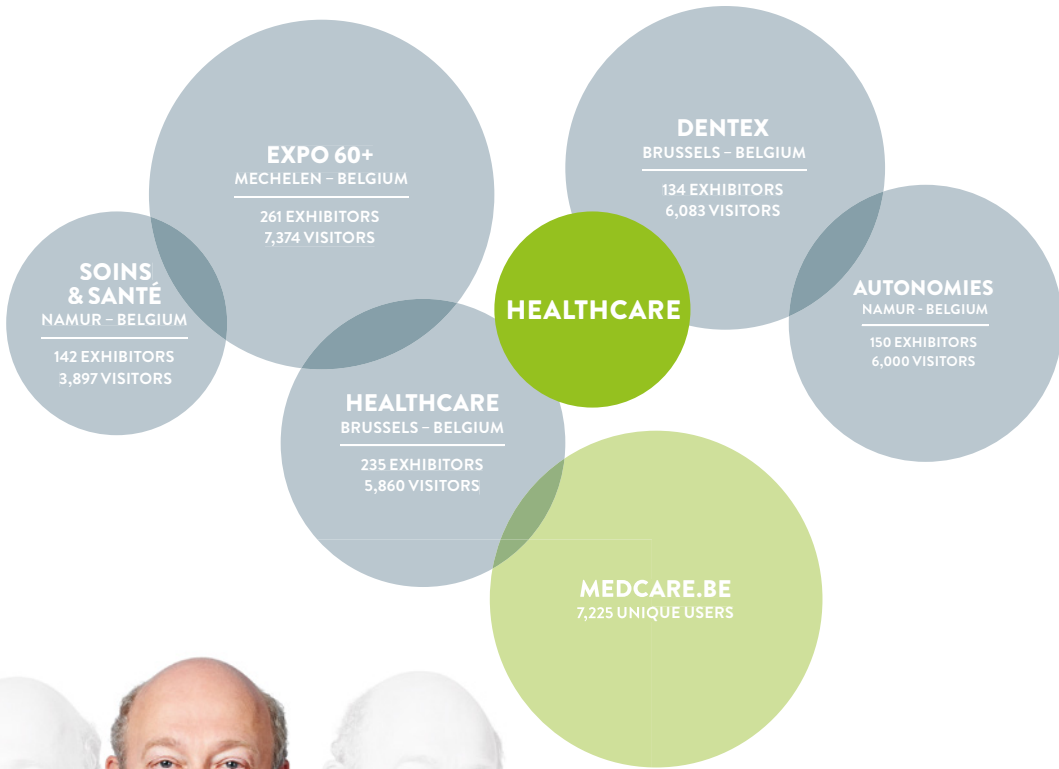
We are currently investigating and pursuing further acquisitions in the healthcare sector, with a focus on sub-sectors such as sheltered accommodation for the elderly and assistance for people with disabilities – both growing areas of interest and concern as hospitals and retirement homes are increasing their capacity to cope with an ageing population.



1. **MECHELEN:** Expo 60+ **OCTOBER (ODD YEAR)**
2. **BRUSSELS:** Healthcare **OCTOBER (EVEN YEAR)**  
Dentex\* **OCTOBER (EVEN YEAR)**
3. **NAMUR:** Autonomies **APRIL (EVEN YEAR)**
4. **NAMUR:** Soins & Santé **APRIL (ODD YEAR)**

\*Dentex: 50%





**"ACCOMMODATION FOR THE ELDERLY AND CARE FOR THE DISABLED ARE NOW REGIONAL COMPETENCES AND HEALTHCARE INSTITUTIONS MUST ADAPT TO NEW LEGISLATION. EASYFAIRS WILL ASSUME MARKET LEADERSHIP BY OFFERING EVENTS IN EACH REGION."**

**Dirk Van Roy**

Head of Benelux

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 [@Dirk\\_VanRoy](#)

 [dirk.vanroy@artexis.com](mailto:dirk.vanroy@artexis.com)



## HORECA: A COMMANDING POSITION IN BELGIUM & SCANDINAVIA.

Easyfairs has established its clear leadership in the hotel, restaurants and catering market (“horeca”) in Belgium and Scandinavia. **Horeca Expo** in Ghent, Belgium is, in fact, the largest event in our Benelux portfolio and the country’s top event for food service outlets and institutional caterers. This flagship trade event attracts more than 650 exhibitors and welcomes some **50,000 professionals**.

However, these impressive figures do not tell the whole story. We are delivering a unique **visitor experience** thanks to event features such as the Pioneer & Innovation Awards, seminars, demonstrations, food and wine tastings, and various competitions. With the vast array of gastronomic delights on offer, the inspirational ideas for in-restaurant entertainment, equipment and interior design solutions for the restaurants and kitchens of the future, as well as other essentials of modern catering services such as security and management, this event really does merit the often-overused adjective, **unmissable**.

**“HORECA CONTINUES TO GROW AND PROSPER BECAUSE EVERY YEAR WE RENEW OUR EFFORTS TO REJUVENATE THE EVENT. WE WANT OUR VISITORS TO KNOW THAT EVERY TIME THEY VISIT THEY WILL EXPERIENCE THE FUTURE OF THEIR INDUSTRY.”**

**Nancy Lippens**

*Head of Horeca Expo (Belgium, Ghent)*

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📱 [@LippensNancy](https://www.instagram.com/LippensNancy)

✉ [nancy.lippens@easyfairs.com](mailto:nancy.lippens@easyfairs.com)



**"RESTAURANGEXPO AND  
FASTFOOD & CAFÉ ARE  
CLEARLY ESTABLISHED AS  
THE REFERENCE EVENTS FOR  
THE HORECA MARKET IN  
SCANDINAVIA."**

**Peter Wanderydz**

*Head of Nordic*

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[@Peterwanderydz](https://twitter.com/Peterwanderydz)

[✉ peter.wanderydz@easyfairs.com](mailto:peter.wanderydz@easyfairs.com)

In Sweden, Denmark, Norway and Finland we offer two horeca events, the up-market **Restaurangexpo**, and **Fastfood & Café**, which is focused on modern fast food and food-on-the-move catering. Restaurangexpo has built an unrivalled reputation largely thanks to the comprehensive seminar and speaker programme, which every year attracts **celebrity chefs**, sommeliers and successful restaurant entrepreneurs to entertain and inspire the visitor audience. Fastfood & Café caters to the needs of a rapidly changing sector by giving managers of fast food chains and proprietors of independent businesses the opportunity to experience and taste new food concepts and learn about the latest trends.

It is only a matter of time before these highly successful events are **geo-cloned to new markets!**



**HORECA  
EXPO**  
GHENT – BELGIUM

625 EXHIBITORS  
50,860 VISITORS  
26,668 M<sup>2</sup>

**FASTFOOD & CAFÉ  
& RAVINTOLA**  
HELSINKI – FINLAND

174 EXHIBITORS  
4,654 VISITORS  
3,007 M<sup>2</sup>

**FASTFOOD  
& CAFÉ /  
RESTAURANGEXPO**  
MALMÖ – SWEDEN – DENMARK

156 EXHIBITORS  
4,242 VISITORS  
2,450 M<sup>2</sup>

**FASTFOOD & CAFÉ /  
RESTAURANGEXPO**  
STOCKHOLM – SWEDEN

209 EXHIBITORS  
6,148 VISITORS  
3,564 M<sup>2</sup>

**HORECA**

**FASTFOOD  
& CAFÉ /  
RESTAURANGEXPO**  
LILLESTRÖM – NORWAY

52 EXHIBITORS  
2,000 VISITORS  
870 M<sup>2</sup>

**FASTFOOD  
& CAFÉ /  
RESTAURANGEXPO**  
GÖTEBORG – SWEDEN

136 EXHIBITORS  
4,692 VISITORS  
2,115 M<sup>2</sup>

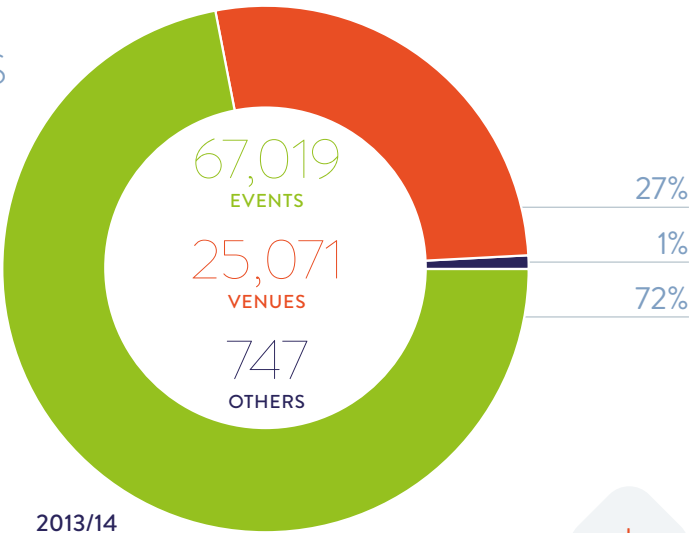


## CONSOLIDATED INCOME STATEMENT

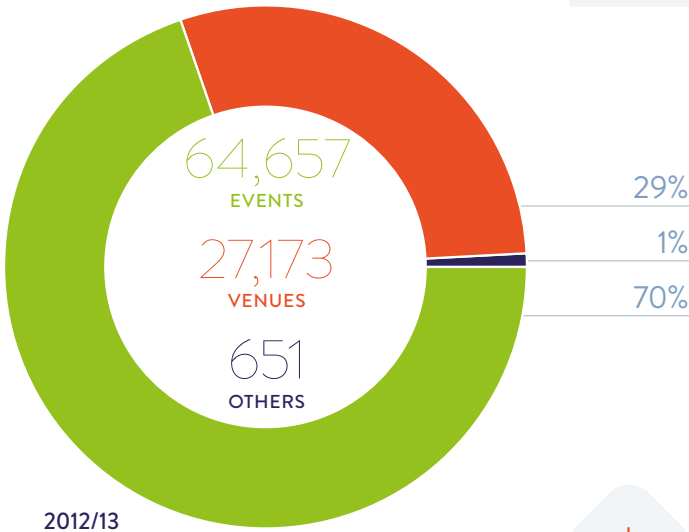
Financial year to 30 June (€ 1,000)	2013/14	Var (%)	2012/13	Var (%)	2011/12
<b>REVENUES</b>	<b>92,837</b>	<b>0.4%</b>	<b>92,481</b>	<b>15.1%</b>	<b>80,349</b>
Events	67,019	3.7%	64,657	8.2%	59,763
Venues	25,071	-7.7%	27,173	35.6%	20,035
Others	747	14.8%	651	18.1%	551
<b>COST OF SALES</b>	<b>38,983</b>	<b>-2.8%</b>	<b>40,117</b>	<b>9.4%</b>	<b>36,662</b>
<b>GROSS MARGIN</b>	<b>53,854</b>	<b>2.8%</b>	<b>52,364</b>	<b>19.9%</b>	<b>43,687</b>
<b>OPERATING EXPENSES</b>	<b>47,456</b>	<b>7.5%</b>	<b>44,145</b>	<b>9.4%</b>	<b>40,360</b>
Operating expenses	43,457	6.2%	40,924	12.0%	36,539
Depreciation and provisions	3,999	24.2%	3,221	-15.7%	3,821
<b>OPERATING PROFIT</b>	<b>6,398</b>	<b>-22.1%</b>	<b>8,219</b>	<b>147.0%</b>	<b>3,327</b>
<b>EBITDA</b>	<b>10,397</b>	<b>-9.1%</b>	<b>11,440</b>	<b>60.0%</b>	<b>7,148</b>
<b>RECURRENT EBITDA</b>	<b>13,469</b>	<b>8.6%</b>	<b>12,407</b>	<b>41.3%</b>	<b>8,781</b>

The condensed financial information presented in this section represents an abstract of the annual accounts and the consolidated accounts of Artexis Group SA as approved by the General Assembly and filed with the National Bank of Belgium. These financial statements were drawn up in accordance with the Belgian GAAP (generally accepted accounting principles) and the IFRS standards respectively. The statutory auditor, Ernst & Young Réviseurs d'entreprise scrl, represented by Eric Golenvaux, always certified that it had no reservations concerning the annual accounts and the consolidated accounts.

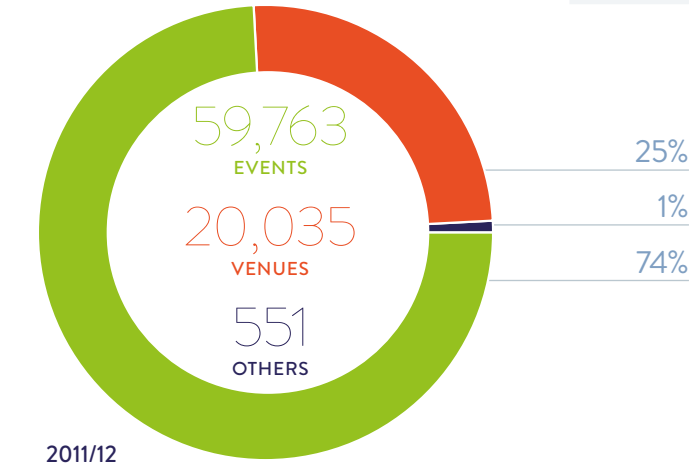
REVENUES  
PER BUSINESS  
(€ 1,000)



+  
0.4%



+  
15.1%

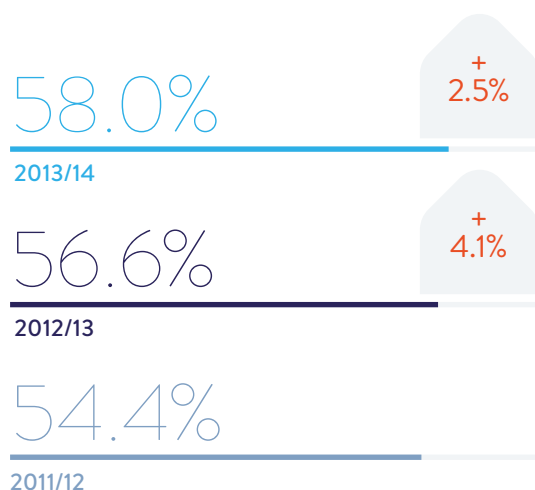
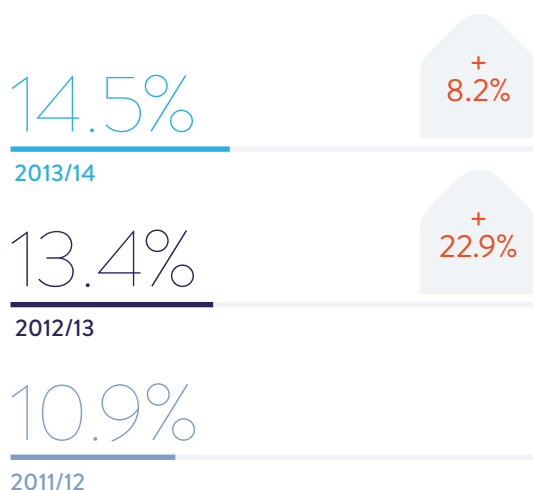
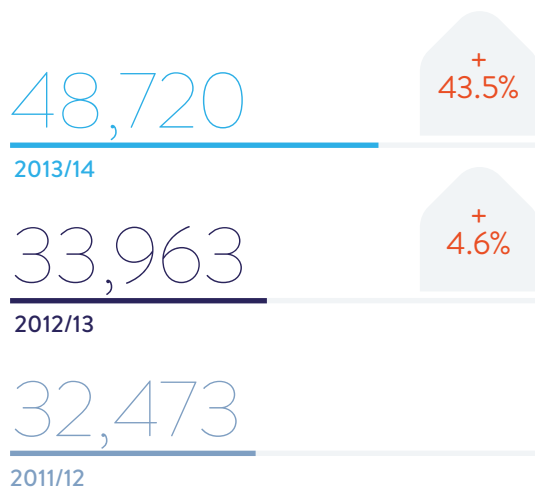
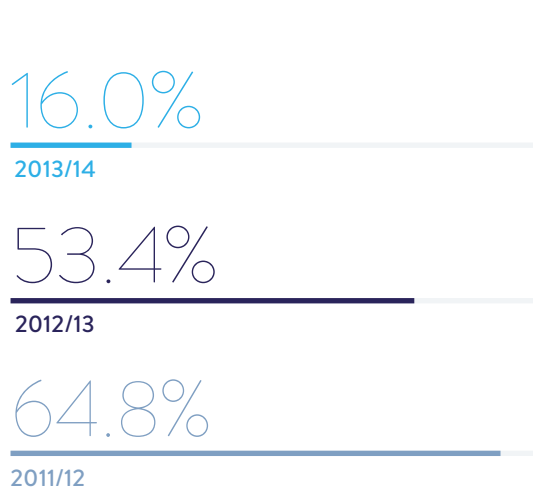




## CONSOLIDATED BALANCE SHEET

Financial year to 30 June (€ 1,000)	30.06.2014	30.06.2013	30.06.2012
<b>ASSETS</b>			
<b>NON CURRENT ASSETS</b>	<b>99,172</b>	<b>98,484</b>	<b>97,042</b>
Tangible fixed assets	62,618	60,880	61,911
Intangible fixed assets	28,523	28,044	29,604
Deferred tax assets	7,354	8,972	4,819
Other non current assets	677	588	708
<b>CURRENT ASSETS</b>	<b>43,342</b>	<b>36,661</b>	<b>33,097</b>
Trade and other receivables	36,328	31,535	28,653
Cash and cash equivalents	7,014	5,126	4,444
<b>TOTAL ASSETS</b>	<b>142,514</b>	<b>135,145</b>	<b>130,139</b>
<b>EQUITY AND LIABILITIES</b>			
<b>TOTAL CAPITAL AND RESERVES</b>	<b>54,348</b>	<b>38,786</b>	<b>36,642</b>
Capital and reserves - Group share	48,720	33,963	32,473
Minority interests	5,628	4,823	4,169
<b>NON CURRENT LIABILITIES</b>	<b>17,402</b>	<b>35,094</b>	<b>32,443</b>
Interest-bearing loans	6,256	21,373	19,878
Deferred and latent tax liabilities	9,394	12,270	11,333
Other non current liabilities	1,752	1,451	1,232
<b>CURRENT LIABILITIES</b>	<b>70,764</b>	<b>61,265</b>	<b>61,054</b>
Interest-bearing loans	9,436	4,463	8,319
Trade and other creditors	61,328	56,802	52,735
<b>TOTAL CAPITAL AND LIABILITIES</b>	<b>142,514</b>	<b>135,145</b>	<b>130,139</b>



GROSS MARGIN  
PERCENTAGERECURRENT EBITDA  
MARGINEQUITY  
GROUP SHARE (€ 1,000)NET DEBT TO  
EQUITY RATIO

## Publisher

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Executive Editor: Anne Lafère  
Rue Saint-Lambert 135  
Sint-Lambertusstraat  
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## Design & Artwork

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## Print

Drukkerij De Bie

## Completely carbon neutral

The ink used for printing this Activity Report is biodegradable.

The printing presses used are environment-friendly too. What is remarkable is that these need less time to launch a print run.

The result? Up to 60% less wastage.

Furthermore, these presses use 30% less energy than older ones and the energy consumed is 100% green. The paper used for the inside pages is sourced from sustainable forestry, as certified by the Forestry Stewardship Council (FSC).



