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Press release

ITALIAN EXHIBITION GROUP (Euronext Milan: IEG)

- **THE BOARD OF DIRECTORS HAS APPROVED THE 2025-2030 STRATEGIC PLAN, WHICH UPDATES THE PREVIOUS 2023-2028 PLAN**
- **STRATEGIC GUIDELINES CONFIRMED**
- **THE PLAN DESCRIBES A GROWTH PATH FOCUSED ON DEVELOPING THE PROPRIETARY EVENT PORTFOLIO IN ITALY AND ABROAD WITH GRADUAL INCREASE IN MARGINS**
- **ROBUST CASH GENERATION TO SUPPORT INVESTMENTS AND M&A TRANSACTIONS**
- **DIVIDEND PAYOUT WITH A 20% FLOOR OVER THE PLAN PERIOD**
- **TARGETS TO 2030:**
 - **Expected revenues in a range between €360 and €365 million**
 - **Adjusted EBITDA expected in a range between €100 and €105 million**
- **TOMORROW, FEBRUARY 4th, PRESENTATION TO THE FINANCIAL COMMUNITY**

Rimini, 3rd February 2026 – The Board of Directors of Italian Exhibition Group S.p.A. ("IEG" or "Company") leading company in Italy in the organization of international trade fair events and listed on Euronext Milan, a regulated market organized and managed by Borsa Italiana, met today, unanimously approved the 2025-2030 Strategic Plan.

Corrado Peraboni, CEO of Italian Exhibition Group, declared: "The updated Strategic Plan firmly confirms the direction we have taken, leveraging the results achieved in 2023 and 2024 and reinforcing a long-term growth vision. The Plan confirms the strategic guidelines, updating the guidance and extending the time horizon to support the Group's evolution in a structured way. Our ambition is to continue on a path of primarily organic growth and accelerate international development. Along this path, we continue to invest in our Vicenza and Rimini venues, supporting the evolution of our offering and the Group's competitive positioning. Looking to 2030, the Group aims to achieve revenues between €360 and €365 million and an adjusted EBITDA between €100 and €105 million, within a framework of balanced financial management

oriented towards long-term value creation, building the foundation for even significant scale-up operations".

2025-2030 STRATEGIC PLAN

The 2025-2030 Strategic Plan has been updated, extending the reference time horizon, to take into account the excellent results achieved by the IEG Group in 2023 and 2024, years in which the objectives set in the 2023-2028 Strategic Plan were exceeded.

The new 2025-2030 Strategic Plan strengthens the path already mapped out, focusing decisively on organic growth through the Company's core business, strengthening the investment plan, and continuing to explore external growth opportunities, with the aim of consolidating the Company's position among the leading players in the sector.

The Plan also confirms the ambition to become a **leading international trade fair group**, expanding its business model through a diversified event portfolio, a selective global presence, and integrated physical and digital platforms.

The Plan aims for sustainable growth without compromising profitability, with **solid cash generation to support investments** and a **progressive reduction in financial leverage** to support the creation of sustainable value over time.

2025-2030 STRATEGIC DRIVERS

The strategy underlying the significant acceleration of all economic and financial indicators during the 2025-2030 Plan period is based on the following pillars:

- Portfolio growth**

The first strategic pillar focuses on growing the trade fair portfolio, **aiming to expand the number of events with a view to revenue diversification, while strengthening the leading brands already in the portfolio, developing second-tier events, and seizing selective acquisition opportunities to accelerate growth**. To realize this vision, the Plan calls for the **launch of at least one new trade fair each year, increasing the international profile of the events**, strengthening the offering of high-value **digital services**, and **expanding the Vicenza and Rimini exhibition centers**, ensuring suitable space to support growth and consolidating the Group's position as a leading player in the trade fair sector.

- International Expansion**

The second pillar of the expansion strategy involves international expansion and aims to **consolidate the Group's leadership by strengthening its flagship brands and seizing selective growth opportunities through targeted acquisitions**. In countries where the Group already operates, such as Brazil and the United Arab Emirates, it plans to acquire and launch new trade fairs to consolidate its local presence. In strategic emerging markets, such as **Turkey** and **India**, entry will be achieved through M&A transactions. A **unique commercial platform**, serving all trade fairs in Italy and abroad, will ensure efficiency, consistency, and the maximization of opportunities, facilitating the process of sustainable international growth and value creation.

- People & Culture**

The third pillar of the strategy aims to **enhance human capital as a key driver of growth and innovation**. The in-house Academy offers training programs geared toward the exhibition business, ensuring the development of critical skills within the company. **Continuous skills development strengthens productivity, innovation, and execution capabilities**, supported by targeted attraction and retention initiatives that ensure low staff turnover. A high level of employee engagement supports long-term performance and organizational stability, consolidating a strong, future-oriented corporate culture.

▪ **Value Creation**

The fourth pillar focuses on a **growth** strategy supported by a scalable and efficient operating model that **does not compromise the Group's profitability**. The 2030 ESG Plan is fully integrated into the strategy and governance, combining sustainability, innovation, and economic performance to generate lasting and tangible value for all stakeholders. Additionally, the Plan includes a **dividend policy** capable of meeting the company's needs and shareholders' interests, proposing a minimum dividend of 20% of net income.

The new Strategic Plan highlights a growth in all the main economic and financial indicators, in particular **revenue** and **gross operating margin** with **CAGR 2025-2030** both expected to be around **+7%**, as well as a **strengthening of capital solidity with a progressive reduction of indebtedness and financial leverage in the plan**, despite a major **investment plan of around € 210 million** financed mainly through own resources and only on a residual basis with recourse to borrowing, which will enable the Group to be able to seize further growth opportunities for external lines.

2025 PRE-CLOSING

The growth objectives outlined in the Strategic Plan are based on preliminary results for the 2025 financial year, which are above the high end of the guidance, despite the absence of significant biennial events. These results highlight an increase in expected **consolidated revenues to approximately €265 million, up 6%** compared to €250 million in 2024 and 8% compared to the 2023-2028 Plan targets. **Adjusted EBITDA** is expected to reach **€71 million, up 9%** from €65.9 million in 2024 and 20% higher than the 2023-2028 Plan targets, bringing the **Adjusted EBITDA Margin** to approximately **27%**. The **Net Financial Position** is estimated at around **€95 million (of which €45 million monetary NFP)**, up €32.8 million compared to €62.2 million at 31 December 2024.

2026 GUIDANCE – CONSOLIDATED DATA

- **Revenues:** €290 - €295 million
- **Adjusted EBITDA:** €77 - €80 million
- **Net Financial Position:** €77 - €70 million

2025-2028 BUSINESS PLAN – CONSOLIDATED DATA

- **2030 Revenues:** €360 - €365 million
- **2030 Adjusted EBITDA:** €100 - €105 million
- **2030 Net Financial Position:** €-44 million (cash positive)
- **2025-2030 Investment Plan:** €210 million

The Company will present the strategies, ambitions, and financial targets of its new business plan to the financial community during an event at Spazio Solferino in Milan, tomorrow, February 4, 2026, at 11:00 a.m.

This press release is available in the 'Investor Relations / Press releases' section of the Company's website www.iegexpo.it.

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FOCUS ON

Italian Exhibition Group S.p.A., a joint stock company listed on Euronext Milan, a regulated market organised and managed by Borsa Italiana S.p.A., has, with its facilities in Rimini and Vicenza, achieved national leadership over the years in the organisation of trade shows and conferences. The development of activities abroad - also through joint-ventures with global or local organisers, in the United States, United Arab Emirates, China, Mexico, Germany, Singapore, Brazil, for example - now sees the company positioned among the top European operators in the sector.

For further information:

ITALIAN EXHIBITION GROUP S.P.A.

Investor Relator

Martina Malorni |investor.relations@iegexpo.it | +39 0541 744452

Press Contact

Elisabetta Vitali |Head of corporate communication and media relation | elisabetta.vitali@iegexpo.it | +39 0541 7442