TRUE 2025







EXPERIENCES

that build a better tomorrow

GUIDED BY OUR **TRUE** COMMITMENT

GES Spiro × 2HEADS ONPEAK SHOWTECH POWER & LIGHTING visit

Welcome

2025 was a year of continued transformation for GES



Derek Linde
Chief Executive Officer
GES

The world is not, and never will be, a static place. New technologies, new ways to best serve our clients and their needs, and new people with big ideas are the constant, not the exception.

As we've stepped into our position as a true global leader and standalone company, we at GES accept our transformation will never be complete. While we remain focused on our mission to connect people through meaningful and unique experiences, how we deliver them is constantly, purposefully, transforming.

2025 was a case in point. GES' global capabilities continued to expand meaningfully as an important part of our service offering. We opened a new facility in France. We serviced recurring events in India. We welcomed the 2Heads team based in the UK into Spiro. And despite recent events, our teams in the Middle East stand ready to deliver when they undoubtedly return to the region.

As we drive change, we anchor ourselves to one constant: our TRUE values: Trust, Responsibility, Understanding and Excellence. These core tenants maneuver us through the ever-changing industry and enable us to provide world-class results for our incredible team members and clients.

These principles are central to who we are and everything we do, including our ESG efforts. We are happy to share those accomplishments with you in this 2025 TRUE Report.

T

TRUST
Trust each other to always be honest and do what's right.

R

RESPONSIBILITY
Be responsible for our actions and deliver on our commitments.

U

UNDERSTANDING
People come first. Be understanding and compassionate.

E

EXCELLENCE
Provide excellent service and execution.

TRUE Compliance

Our **TRUE Compliance** program is a roadmap for our team members to deliver for our clients as they span the globe.

These guidelines support and embolden our team members, not discourage them. They know what to do, and who to call when a decision may be unclear.

This program creates trust and accountability with our clients. It is what sets us apart, and we strive continuously to meet this standard.



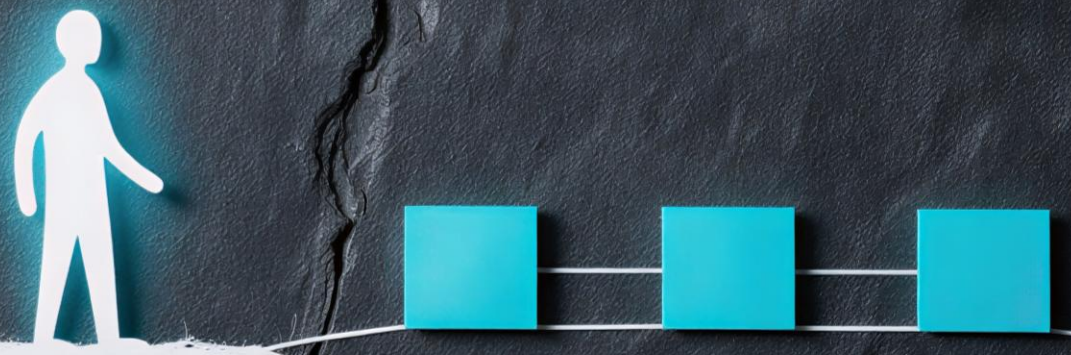
Trust is the Foundation

GES is committed to being the partner of choice for our clients. Maintaining trust at all times is key to meeting that expectation.

To us, that means following through on our commitments. Everyone we work with, including our team members and critical partners, are counting on us to deliver. Our performance, especially over 2025, is a strong message that we can be depended on in every scenario; from the hotel show in Nashville to the multi-national event in Delhi.

We must also be transparent, honest and open about our decisions, and over-communicate to ensure success.

This type of transparency, which can involve saying things people would rather not hear, is not always the most popular approach. However, doing things in a way builds trust, makes us who we are.



Trust

Elevating Experiences with Next Level Partnerships

For **onPeak** at Global Pet Expo 2025, exceptional housing support was not simply a service offered. It was a commitment delivered thoughtfully at every stage of the attendee and exhibitor journey. As the official housing partner, onPeak brought that commitment to life through curated hotel options, competitive rates, and a seamless booking experience that removed complexity and instilled confidence from the start.

What truly defined the experience was onPeak's unwavering dedication to partnership. With consistent communication and a proactive approach, the team ensured clear insight into hotel blocks, new lodging opportunities, and ongoing updates throughout the planning process. Grounded in precision, responsiveness and care, onPeak did more than manage housing logistics. They elevated the overall show experience, serving as a trusted extension of the Global Pet Expo team and playing a vital role in the success of the 2025 event.



Responsibility:
Integrity, Intention, & Impact

We are in a unique position to lead with trust. If we fail in these responsibilities, trust won't last. It's why we take these obligations seriously. As well-intentioned environmental stewards, we strive to be the best we can be for the communities in which we operate.

We are privileged to work in a fast-paced setting, interacting with many different people every day. Working as we do, handling tons of material, can generate numerous environmental outcomes. It's critical that we deliver sustainably in what we do and how we do it.

It's equally important to us to give back in a variety of ways. Our team members dedicate their time and support to countless different causes, local charitable groups and national industry organizations. Every effort we make reinforces the power of live, in-person events. It's our responsibility to make a difference in our communities and those we activate in.



Sustainability

Driving Net Zero Actions Through Data Materiality

GES has strengthened its sustainability strategy by implementing a structured approach to emissions data, enabling clearer accountability, better decision-making, and measurable reductions across operations and supply chains.

GES's emissions data was fragmented, inconsistent, and often incomplete, leading to poor visibility of emissions hotspots, duplicated efforts in data collection, missed reduction opportunities, and slower implementation of Net Zero initiatives.

GES delivered a series of data materiality workshops and engagement sessions to review emissions data, identify gaps, and clarify accountability with ourselves and our suppliers. Outcomes from these workshops were structured and tracked to ensure measurable progress toward Net Zero goals.

- Environmental: Improved data quality enabling more accurate reporting and emissions tracking, aligned to 2025 reduction goals
- Social: Accountable, collaborative GES teams empowered with key information regarding net zero targets and governance requirements
- Business: Centralized tracking of emissions reduction projects enables measurable progress

GES will continue refining emissions data, expanding supplier engagement, and implementing tracking dashboards to improve decision-making, drive operational efficiencies, and accelerate progress toward its Net Zero goals.

"We now have clarity and control over our emissions data – a game-changer for our Net Zero strategy."

Internal feedback

Sustainability

Rewind: Scaling Sustainable Flooring Across UK & EU

GES has accelerated the adoption of recyclable, lower-carbon flooring solutions across its UK and EU operations, embedding circular design principles into material selection and delivering measurable reductions in carbon, energy use and water consumption at scale.

Flooring is one of the highest-volume materials used in exhibition builds, making it a powerful lever for reducing environmental impact at scale. By increasing the use of recyclable, lower-impact materials, we can significantly reduce carbon emissions, water use, and energy consumption, all while maintaining performance, durability, and quality for clients.

Working closely with our supply chain partners, we accelerated the large-scale adoption of Rewind®, a 100% recyclable, latex-free, mono-material (PP) carpet system designed with circularity at its core. By repositioning Rewind as our primary flooring solution in the UK and significantly increasing its uptake across the EU, we embedded lifecycle thinking into material selection, strengthened closed-loop recovery pathways, and scaled a lower-carbon, water-free production alternative across two major regions within just 12 months.

GES prioritized Rewind as its default UK flooring solution, shifting procurement and sales toward lower-impact materials while working with suppliers to scale recycling systems. This rapid transition across two major regions gives clients access to measurable environmental impact data and supports continued emissions reduction.

Environmental Impact

255m3 Water Saved

249,466 kWh Energy Saved

UK

- 25% - 75% UK Rewind share (2024–2025)
- 3.3x Increase in volume
- ~222 tco2e estimated co2 savings

EU

- 18% - 59% EU Rewind share (2024–2025)
- 5.7x Increase in volume
- ~88 tco2e estimated co2 savings

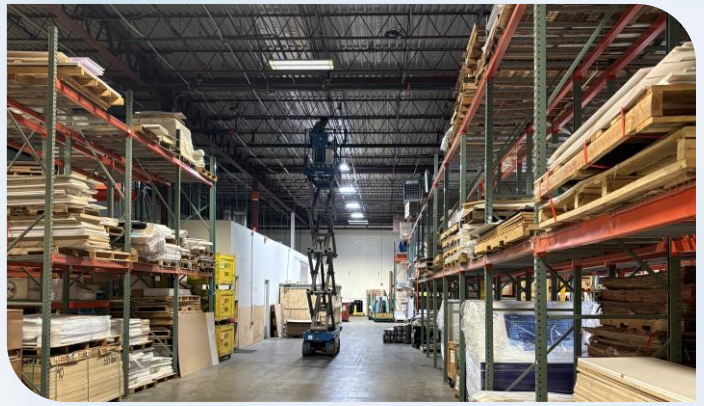
Sustainability

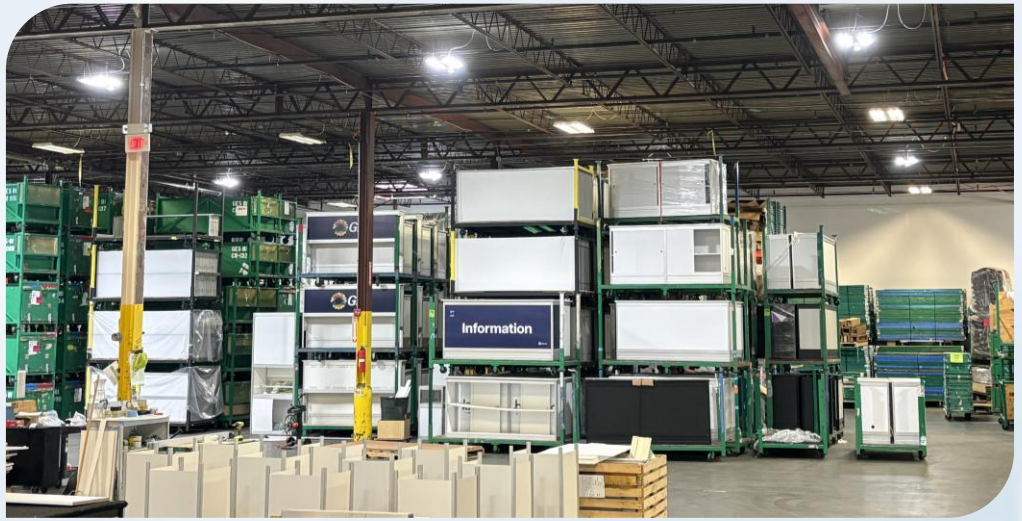
Maximizing Impact at Our Facilities

Not surprisingly, it can take a decent amount of space to produce our events every year. Our network in the US is comprised of hundreds of thousands of square feet, and every inch comes with its own amount of energy consumption. There is always opportunity to consume that energy in a more efficient manner.

We partnered with Colliers in 2025 to identify these opportunities. First, Colliers observed that while light industrial warehouses like ours generally utilize 7 to 14 kWh of electrical per square foot per year, GES' operations only consumed 4.2 kWh.

We were not satisfied with that and further teamed with Colliers to find opportunities to install LED lighting at specified locations. Our first was in our New Jersey facility, installing 275 new energy efficient fixtures to reduce electricity consumption by 64,000 kWh per year. This is just our first step as we continue to find ways to deliver for our clients in a sustainable manner.







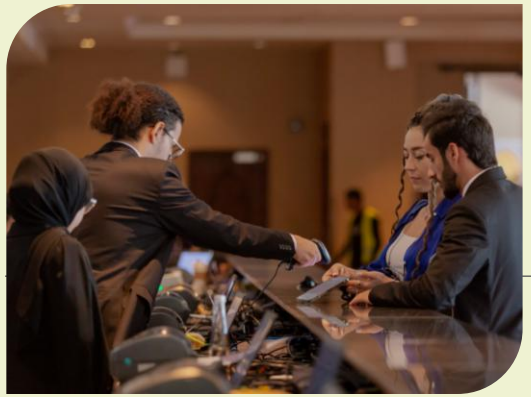
Sustainability

Visit Initiative: Digital-First Solutions Driving Sustainability

Every event leaves a footprint, from printed registration forms and pre-made badge stacks to glossy brochures, exhibitor manuals, and business cards that quickly become waste. Today's organizers are under growing pressure to reduce that impact in ways that are both real and measurable. The good news is that sustainability does not require a separate initiative. The technology choices that make events simpler, faster, and more seamless can also significantly reduce waste and environmental impact by design.

That is where Visit leads. Our Visit team delivers digital-first solutions that replace paper-heavy processes with smarter alternatives for registration, networking, and content sharing. By eliminating unnecessary printing and streamlining onsite operations, Visit-driven experiences consistently reduce paper, ink, and energy consumption by more than 50 percent, while creating a more intuitive, modern experience for attendees around the world. With Visit, sustainability becomes the natural outcome of running better events.







Sustainability

The Move Toward Fabric Printing

GES has prioritized fabric printing, which uses less water, simplifies chemical preparation, and frequently omits intensive washing stages required by more traditional printing methods.

Digital textile printing can reduce water consumption by as much as 95% compared to conventional techniques. Streamlined processes mean the use of paper and chemicals is drastically reduced. The ink application procedure is also more precise, which requires less ink and energy to produce amazing graphics.

Fabric is also much easier to transport, leading to additional efficiencies in logistics and delivery. This revolutionary and sustainable process creates stunning images that satisfy every client demand while reducing our footprint on the environment.







Environment

Transforming Show Delivery With Show Build Live

GES has transformed show delivery by replacing fragmented, paper-based processes with a single, real-time digital platform.

Show builds were historically managed through printed floorplans, spreadsheets, emails, phone calls and duplicated documents. Information was often out of date on site, inconsistent across teams, and recreated multiple times. This increased the risk of errors, inefficiencies, rework and unnecessary waste while slowing response times for exhibitors and clients.

GES designed and implemented Show Build Live, a central digital platform used pre-show, onsite, and post-show to provide a single source of truth across the business. It replaced manual processes with a fully digital system for floorplans, scheduling, task tracking and reporting, improving visibility and reducing reliance on fragmented communications, while creating consistent planning and post-show analysis.

The platform will continue to roll out across Europe and the Middle East, with integration into e-commerce and ordering systems. Future development will focus on reducing manual data migration, increasing automation and AI-enabled features, and potentially consolidating multiple internal systems.

The Impact

Environmental
Significant reduction in paper use, duplication, and document transport

Social
More transparent communication with exhibitors and client teams

Business
Clear data to identify recurring issues and improvement opportunities, revolutionizing our workflows

Safety

Protecting Our People, Partners, Clients, and Communities

At GES, responsibility begins with protecting our people, partners, clients, and the communities where we operate. Throughout 2025, we strengthened our global safety culture through proactive risk management, employee engagement, operational accountability, and technology-enabled safety solutions. In the fast-paced tradeshow and live events industry, safety is fundamental to delivering successful events while earning the trust of our workforce and customers.

By prioritizing hazard recognition, pre-show risk assessments, forklift and material handling safety, and workforce training, we further reduced operational risk while reinforcing safety at every stage of event execution.

Another key contributor to this success was the expansion of our strategic partnership with SafetyCulture. By digitizing safety inspections, audits, corrective actions, and operational checklists across venues, warehouses, and show sites, GES improved visibility into field operations and enabled safety leaders to identify trends and respond to risks more efficiently. GES also continued to modernize safety training through the SafetyCulture platform. This streamlined approach freed safety teams to focus on higher-risk activities that have the greatest impact on the wellbeing of our employees, partners, and clients.

By continuing to invest in our people, processes, and technology, GES remains a safety leader within the tradeshow and live events industry. Our commitment to continuous improvement and technology-enabled safety supports our broader ESG mission to create safer workplaces, protect employee wellbeing, and deliver long-term value for clients and stakeholders.

In 2025, GES achieved one of its strongest safety performance years to date through a combination of enhanced field leadership, increased employee participation, and the continued evolution of its safety management systems.

GES global **injury** and **illness** rate
44.19% below
is the industry median of 2.1%

A key driver has been our strategic partnership with SafetyCulture

GES delivered **~3,300**
digital safety training modules
across the globe

Safety

Digital Training & Compliance Tracking

Raising the Bar on Health & Safety for Contractors

GES EMEA Exhibitions has transformed event safety with digital training and real-time compliance tracking. **The result: 25% fewer incidents, 100% trained contractors on site, and safer, more efficient operations.**

Exhibition build environments bring together hundreds of contractors across disciplines in fast-paced conditions, increasing health and safety risks. Historically, inconsistent training and paper-based incident reporting limited learning and prevention, increasing the risk of injury, unsafe behavior, under-reporting, and repeat incidents.

GES instituted mandatory health & safety training via the Access platform, embedded into Show Build Live and reinforcing our no-blame reporting culture.

Setting a higher standard for contractor safety in live events, this program reduces injuries and onsite disruption while improving working conditions and contractor output.

Integrated with our wider Safety Culture platform, GES is rolling out practical, event-specific safety modules.

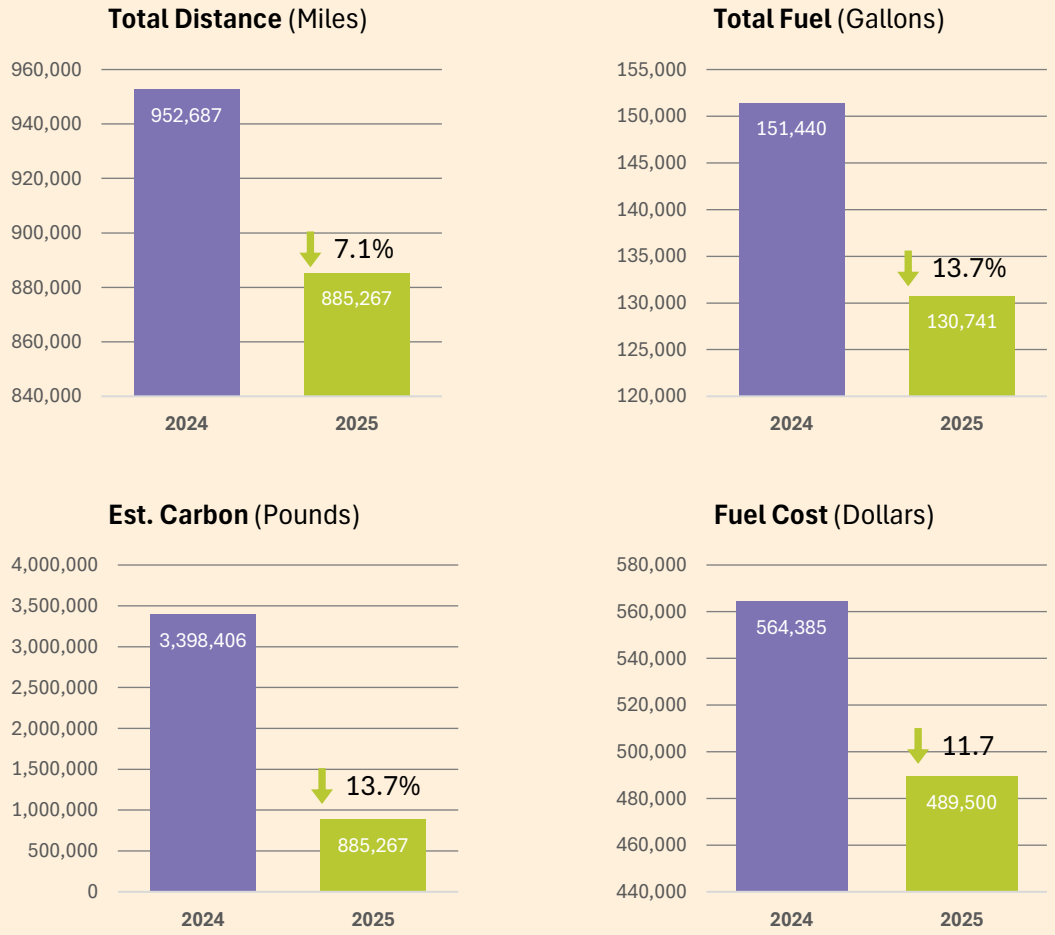
Safety

Modernizing Our DOT Approach

Fleet fuel utilization improved markedly in 2025. Despite a 7.1% reduction in total distance traveled, total fuel consumption and estimated carbon emissions both declined 13.7%, while fuel costs fell 11.7%. Moving MPG rose to 7.73 and idling-related fuel waste decreased 9.4%, demonstrating enhanced operational efficiency and commitment to environmental stewardship.



Fleet Fuel Utilization: 2024 vs 2025 Year-over-Year Comparison



Understanding Is Our Superpower

How else can we support client events that deliver for their key customers and stakeholders? Or successfully execute a show in a country where we have yet to work? Or grow and expand a brand that's gone from strength-to-strength for decades?

We deliver all of this and more by understanding what everyone really needs. It starts with our people. We ask a lot of them and they meet our expectations, every time.

To achieve our goals and collective vision it takes time and resources to develop individual understanding. Because each person has limitless potential to make amazing contributions, we invest continuously in their development. From creating an environment that they want to spend time in, to developing a work culture they are proud to be a part of.



GES Exhibitions ERGs

We are committed to fostering a culture of inclusion, diversity, and equity at all levels, both internally and in the communities in which we live and work. We strive to respect and embrace the nuances that make us who we are and provide a universal sense of belonging and trust. We will continuously evolve to best support our employees to acknowledge their unique experiences and promote well-being.

BOLD is an employee resource group dedicated to cultivating a culture of inclusion, empowerment, and advancement for Black employees throughout our organization. We are driven to move the culture forward—not for visibility alone, but to create lasting impact, challenge inequitable systems, and ensure that Black professionals are heard, respected, and supported.

True Colors

As tastemakers, True Colors leads with purpose and gumption—fostering a safe, affirming space for LGBTQIA+ employees and allies. We elevate voices too often overlooked, champion diversity through advocacy and education, and work to redefine what it means to belong in the workplace.

Café y Cultura is a community of Hispanic professionals dedicated to fostering connection, visibility, and belonging. We bring together employees from diverse backgrounds, roles, and experiences to celebrate our culture, share knowledge, and support one another's personal and professional growth. Through collaboration, storytelling, and shared heritage, we create a welcoming space where every voice is valued and uplifted.

Women@GES empowers our strong female workforce by preparing them for future leadership through targeted development opportunities, supportive networks, and practical resources. Participants are invited to engage in webinars, development sessions, and focus groups.

Employee Spotlight



Tonishia Haliburton
GES Human Resources Business Partner
13 years

Tonishia's sustained commitment and authentic passion for inclusion has been a driving force behind the success of our ERGs and the sense of belonging we continue to build across our organization. Her work in conjunction with our Diversity Leadership group and our people and culture teams, has influenced not just programs, but people, and the way we show up for one another every day.



ASCEND
UNLEASH YOUR POTENTIAL

Elevating Professional Potential

Ascend is a comprehensive program designed to support a diverse group of high potential employees navigating their careers. It offers personalized training, mentorship, and advancement tools, demonstrating a strong commitment to each employee's professional growth and future success within the company.

What is the purpose of Ascend?

- **Talent Identification:** Recognize employees with the potential to excel in future leadership roles.
- **Leadership Pipeline:** Build a robust pipeline of future leaders to ensure organizational continuity and success.
- **Employee Engagement:** Increase engagement and retention by providing growth opportunities for high-potential employees.

What are the goals of the Ascend program?

- **Skill Development:** Enhance the skills and competencies of high-potential employees through targeted training and development programs.
- **Career Advancement:** Provide clear career paths and advancement opportunities for high-potential employees.
- **Diversity and Inclusion:** Ensure a diverse and inclusive leadership pipeline by identifying and developing talent from various backgrounds.
- **Succession Planning:** Prepare for future leadership needs by having a ready pool of qualified candidates to fill key positions.

Ascend Participant Spotlight

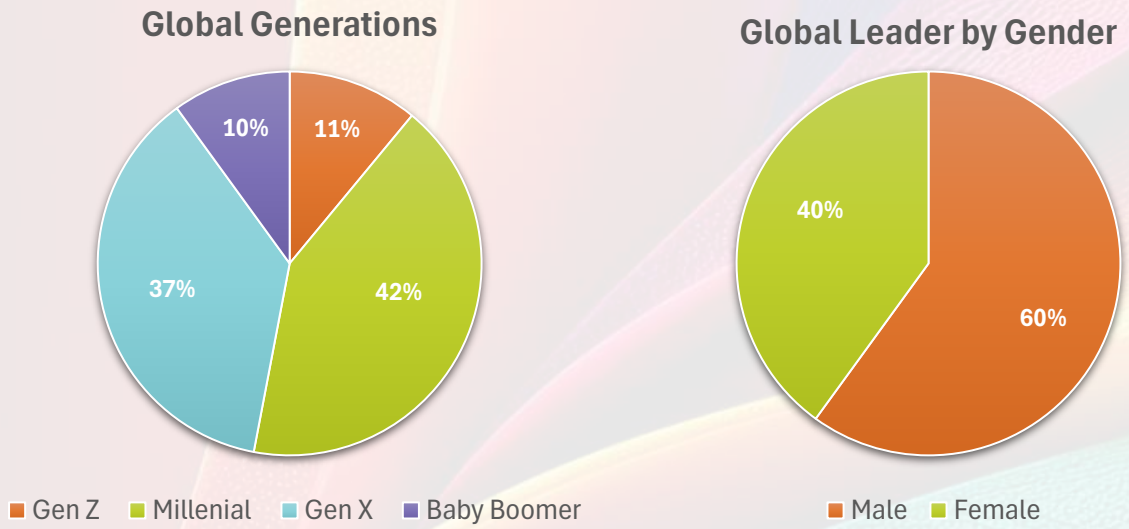


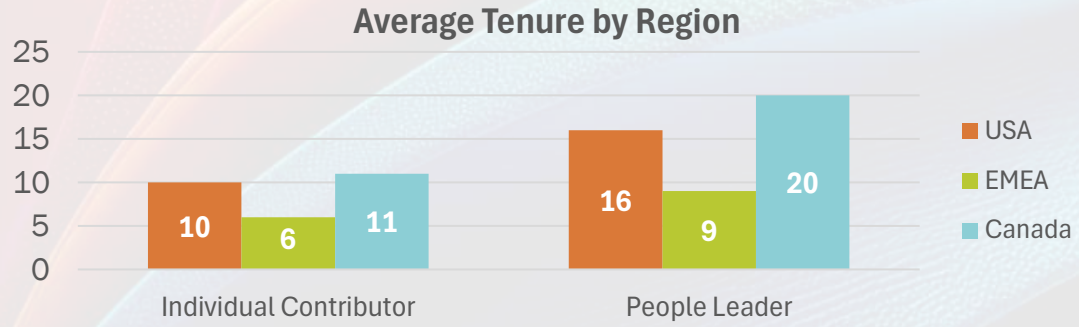
Paul Burke

General Manager Toronto
Ascend Participant and Mentor

"I've experienced mentorship from both sides, and it's been truly transformative. Having someone invest in your growth shapes your confidence and direction—and becoming a mentor is a powerful way to give back and bring out the best in others."

Diversity / Group Stats





Employee Spotlight

Spiro•voices is a storytelling series that amplifies the diverse voices and lived experiences of our people. Through recorded sessions, employees share personal reflections on culture, identity, heritage, and the experiences that shape belonging at Spiro.



Czarie Caragan
Spiro Business Development Associate

Our 2025 AAPI Spiro•voices installment introduced Czarie Caragan, a Business Development Associate on our Exhibit Activations team whose story reflects the power of showing up authentically.

Czarie shared how her Filipino heritage and values shape the way she approaches both her work and life. Her authenticity, dedication, and collaborative spirit have fueled her growth at Spiro, earning her a promotion to Senior Sales Operations Administrator.

We're proud to celebrate Czarie's journey and the diverse experiences that strengthen our Spiro community.

Community Involvement

Creating Connections Through Live Events

In early 2025 GES undertook an internal engagement exercise to understand what social issues employees felt the business should prioritize. Feedback highlighted a clear preference to support initiatives focused on breaking down barriers, sparking connections, and combating loneliness and isolation; values closely aligned with our purpose of creating live events that bring people together.

The events industry offers inclusive career pathways where individuals from diverse backgrounds can build skills and progress without following traditional routes into employment. However, many communities remain unaware of these opportunities or face barriers accessing them.

GES partnered with **Connection Crew**, a London-based social enterprise that provides skilled, multi-trade crews for live productions, film, TV, and corporate events while generating vital London Living Wage employment opportunities for individuals affected by homelessness. The partnership helped participants build confidence, employability, and life skills through mentoring and hands-on experience in professional event environments, with one Sandwell participant securing a part-time apprenticeship with GES.

GES also raised £4,777 through its Summer Townhall and contributed nearly £20,000 in in-kind event services to the Care Leavers National Movement (CLNM) Annual Conference, including stand builds, registration, staging, graphics, and signage. The partnership has been extended for another year, with continued fundraising, volunteering, leadership involvement, and the launch of a Wellbeing Fund and Innovation Award to support projects for young adults.







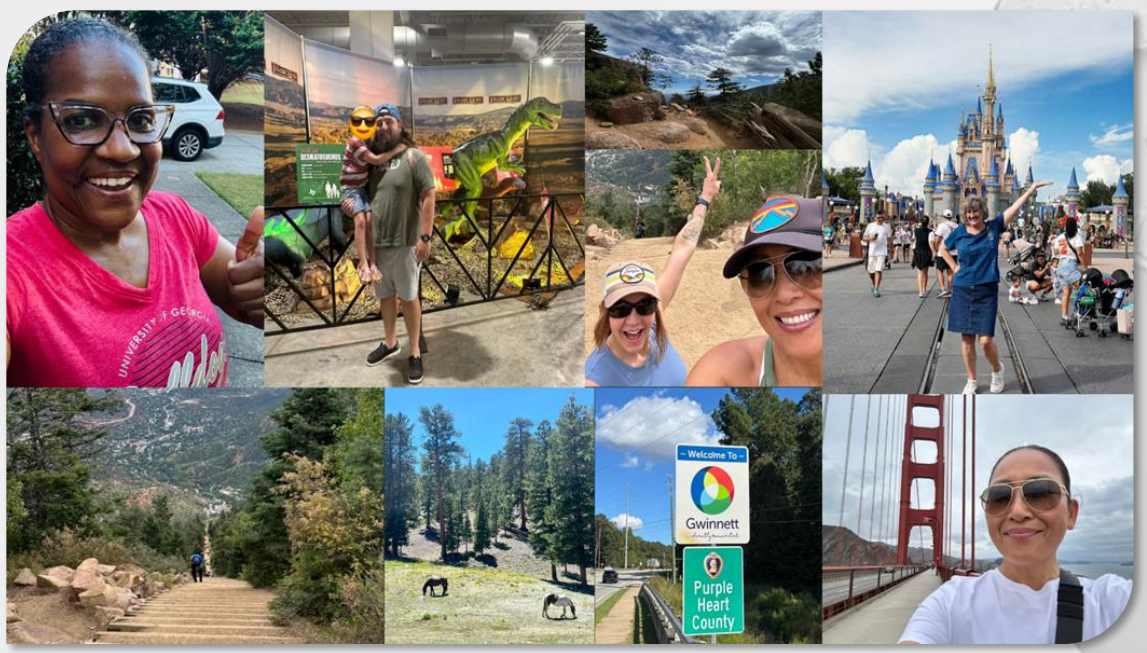
Connection Crew



Community Involvement

Building Community Around the Globe

We hosted our first global Walk to Wellness challenge across all GES brands.
365 Participants took 80,252,621 steps and shared their views along the way.





We also challenged our global team with our Greener Tomorrow photo contest and they did not disappoint! We received over 700 votes for the 90 photos submitted, working towards our sustainability goals in our local communities.

Community Involvement

Spiro·gives

As part of Spiro's ongoing commitment to our people and the communities we serve, in 2025 we established an employee-driven donation platform that awards non-profit organizations that align to one of Spiro's Community Pillars. We are proud to make an impact locally that helps fulfill our employee's passions.



People & Communities

Aims to positively impact society through community advocacy and partnerships, wellbeing initiatives and championing social responsibility.

Waste & Climate Action

Opportunities to reduce environmental impact through sustainable practices and innovative solutions.

Health & Safety

A commitment to the well-being of clients, employees and communities through education, support and execution of workplace health & safety efforts

Trust, responsibility, and understanding – naturally lead to *Excellence*

Trust, responsibility, and understanding create excellence. Our incredible results from 2025 are a testament to that philosophy.

Our exhibitions teams were everywhere, producing some of the largest events in our long history. Spiro took incredible steps forward, gaining convincing market recognition as a leader in its space. onPeak, Visit, and ShowTech continued to display leadership and unique capabilities in each of their areas of expertise. 2Heads immediately proved that their contributions fit within our approach. Overall, we believe this is what sets GES apart—our singular ability to provide these services anywhere in the world, with a team that operates with TRUE focus for our clients.

The following pages are highlights of what our team accomplished in 2025 but is in no way an exhaustive list of the excellent work produced last year. It is a privilege to be able to understand and work with our clients, wherever and whenever they need us, and to be trusted with the responsibility of their shows, events, brands, people and just about anything else they may need.



Mansour

For the first time in 2025, Spiro produced the Mansour Festival in Abu Dhabi. This immersive live event drew people from around the world to celebrate one of the UAE's most recognizable entertainment brands: Mansour.

Among many inspiring attractions, the event featured interactive workshops, drone shows, parades, and a world record breaking LEGO® brick-made fictional character.

Spiro's market-leading approach to brand expansion, led to a transformation of the event. It highlighted new levels of cultural storytelling and large-scale experiential design that engaged families in highly-memorable moments together.









GES Spiro × 2HEADS ONPEAK SHOWTECH POWER & LIGHTING visit

Legoland / Merlin

In 2025, 2Heads immediately showed the Spiro and GES family its impressive experiential skills. The 2Heads team partnered with LEGO®, LEGOLAND®, and Merlin Magic Making to deliver the first-ever LEGO® Festival Experience: a multi-country, multi-park celebration designed to reignite the power of play.

This one-of-a-kind festival took place simultaneously across seven LEGOLAND® Resorts, in five countries, uniting families in a connected series of interactive, character-led play zones, epic brick-builds, and captivating stage shows.

Over six weekends and culminating on World Play Day, 2Heads created a campaign that was scalable and unforgettable, engaging millions worldwide through physical experiences, social amplification, and an emotional pledge to bring play back into children's daily lives.







GES Spiro × 2HEADS ONPEAK SHOWTECH POWER & LIGHTING visit

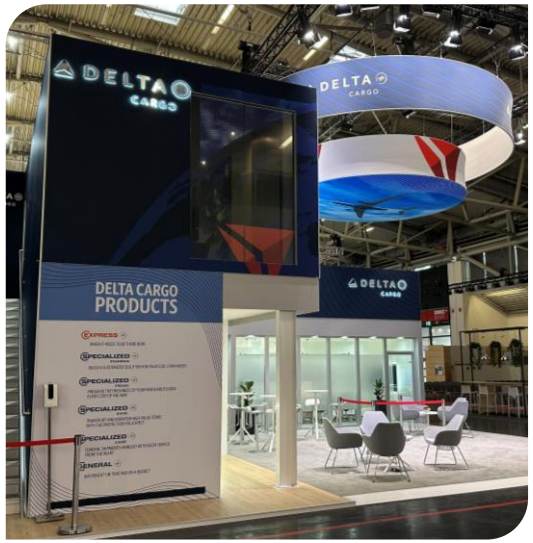
Delta

The Delta Cargo partnership is a strong reflection of Excellence in action. During show move-in, our team learned that a neighboring exhibitor's hanging sign had been misprinted and was already installed overhead, creating a significant risk to their show opening.

Although Delta Cargo was not yet a client, the team responded with urgency, discipline, and ownership. With no dimensions available, they coordinated the safe lowering of the sign, captured precise measurements on site, secured a supplier capable of meeting the compressed timeline, and managed production through installation. In less than 24 hours, the replacement fabric was produced, delivered, installed, and ready before the show opened.

The effort exemplifies Excellence through precise execution, operational agility, and a high-quality result delivered under pressure. By resolving the challenge seamlessly, the team protected the exhibitor experience, demonstrated the standard of service that defines our work, and helped establish the trust that grew into a long-term global partnership.









2025 marked a pivotal year of strategic alignment, purposeful integration and operational strengthening to enhance our excellence in client delivery.

As we move into 2026, we stay committed to building an even stronger foundation. One that supports sustainable growth for our organization, opportunities for our teams and continued success for the clients and communities we serve.

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