UFI Global Exhibition Barometer

31st Edition

Report based on the results of a survey concluded in July 2023
Updated on 26 July
## UFI Research: An Overview

### Global Reports
Analysing the global exhibition industry with global comparisons.

- **Global Barometer** – Bi-annual report on industry developments.
- **World Map of Venues** – Report on trends in venue space and project developments globally.
- **Economic Impact Study** – Report on the value of exhibitions globally and regionally.
- **United Nations Sustainable Development Goals** – Report on the economic, social & environmental impacts of a number of exhibition industry projects.

### Regional Reports
Regular market overviews on UFI’s chapter regions.

- **Euro Fair Statistics** – Annual list of certified data for Europe by country.
- **The Trade Fair Industry in Asia** – Annual analysis of market developments for Asia/Pacific by country.
- **The Exhibition Industry in MEA** – Overview of the exhibition market in the MEA region.
- **The Exhibition Industry in Latin America** – The first comprehensive overview by UFI of the exhibition industry Latin America.

### Topical Reports
Focused reports on challenges and developments within the exhibition industry.

- **Global Visitor Insights & Global Exhibitor Insights** – Data driven research reports on visitor feedback and exhibitor expectations.
- **Best Practices Compendiums** – Case studies of successful industry developments.
- **Special Industry Topics** – A wide ranging selection of bespoke reports into specific industry topics.

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**UFI Research Patron:**

The Las Vegas Convention and Visitors Authority (LVCVA) is charged with marketing Southern Nevada as the premier tourism and convention destination worldwide. For a record 26 consecutive years, Las Vegas has been named the No. 1 trade show destination in North America by Trade Show News Network. In 2019, Las Vegas hosted more than 22,000 meetings, conventions and incentive programs, ranging in size from 10 to more than 150,000 attendees. Also known as the Greatest Arena on Earth, Las Vegas has evolved tremendously in recent years and continues to capture the world’s imagination, because what happens in Vegas, only happens in Vegas.

UFI Research is available at [www.ufi.org/research](http://www.ufi.org/research)
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Central & South America – Argentina, Brazil and Colombia
Europe – France, Germany, Greece, Italy, Spain and United Kingdom
Middle East & Africa – Saudi Arabia, UAE and South Africa
Asia-Pacific – Australia, China, India, Malaysia and Thailand

Conclusion

Answers per country/region
Welcome to the 31st edition of the “UFI Global Exhibition Barometer” survey. This study is based on a global survey that was concluded in July 2023. It represents up-to-date information on the status and outlook of the global exhibition industry as well as on 19 specific markets and regions.

The first edition of the UFI Global Exhibition Barometer was launched as a response to the 2008 global financial crisis, and this latest edition builds on those released over the past three years to create an overall assessment of the COVID-19 pandemic impact on the exhibition industry, as well as to identify and tackle today’s and tomorrow’s challenges.

The Barometer has a truly global reach, with 351 companies participating from 61 countries and regions.

We wish to thank the following associations, whose participation made this global collaboration possible: AAXO (The Association of African Exhibition Organizers) and EXSA (Exhibition and Events Association of Southern Africa) in South Africa, ABEOC (Associao Brasileira de Empresas de Eventos) and UBRAFE (Uniao Brasileira dos Promotores Feiras) in Brazil, AEFI (Italian Exhibition & Trade Fair Association) in Italy, AEO (Association of Event Organisers) in the UK, AFE (Spanish Trade Fairs Association) in Spain, AFECA (Asian Federation of Exhibition & Convention Associations) in Asia, AFEP (Asociacion de Ferias del Peru) in Peru, AFIDA (Asociación Internacional de Ferias de América) in Central & South America, AIFEC (Asociacion Colombiana de la Industria de Ferias, Congresos, Convenciones y Actividades Afines) in Colombia, AKEI (The Association of Korean Exhibition Industry) in South Korea, AMEREF (Asociacion Mexicana de Recintos Feriales) and AMPROFEC (Asociación Mexicana de Profesionales de Ferias y Exposiciones y Convenciones) in Mexico, AOCA (Asociación Argentina de Organizadores y Proveedores de Exposiciones, Congresos, Eventos y de Burós de Convenciones) in Argentina, APPCE (Asociación Panameña de Profesionales en Congresos, Exposiciones y Afines) in Panama, AUCOA (Asociación Uruguaya de Organizadores de Congresos y Afines) in Uruguay, EEA (The Exhibition and Event Association of Australasia) in Australia, HKECIA (Hong Kong Exhibition and Convention Industry Association) in Hong Kong, IECA/ASPERAPI (Indonesia Exhibition Companies Association) in Indonesia, IEIA (Indian Exhibition Industry Association) in India, JEXA (Japan Exhibition Association) in Japan, MFTA (Macau Fair & Trade Association) in Macau, MACEOS (Malaysian Association of Convention and Exhibition Organisers and Suppliers) in Malaysia, MECA (Myanmar Exhibition and Conference Association) in Myanmar, SCEGA (Saudi Conventions & Exhibitions General Authority) in Saudi Arabia, SECB (Singapore Exhibition & Convention Bureau) in Singapore, SISO (Society of Independent Show Organizers) for the US, SOKEE (Greek Exhibition Industry Association) in Greece, TEA (Thai Exhibition Association) in Thailand, and UNIMEV (French Meeting Industry Council) in France.

Important remarks

- The number of responses to the current survey (351 total from 61 countries and regions - see the full list at the end of the document) provides representative results. However, the consolidated regional results may not reflect the situation of specific countries in that region. This is why the report also includes a set of detailed results for the 19 markets where a significant number of answers were obtained.

- Due to decimal rounding, the percentage values indicated in some charts may not exactly sum up to 100%.

Questions related to this survey can be sent to research@ufi.org

This research is available online at www.ufi.org/research
The 31st Barometer surveyed participants’ monthly operations, for their company, starting from January 2023, qualifying their level of activity as “normal”, “reduced” or “no activity”. It also gauged their predicted level of activity for the period up until December 2023.

The level of operations has clearly picked up since 2022: the percentage of companies reporting “normal activity” increases from 72% in December 2022 to 79% on average for the first half of 2023 and almost 90% for most months of the second half of 2023 (December being as usual a month with less activity in most places).

In parallel, the number of companies reporting “reduced activity” decreased from 20% in December 2022 to 16% in the first half of 2023 to 12% in the second half.

Notably, the countries expected to experience the highest levels of “normal activity” in the second half of 2023 are Australia (97%), the UK (95%), Italy and the USA (94%), Brazil (92%), and Argentina (90%). In China, the expectation of normal activity has risen significantly, with 74% of companies anticipating it compared to only 29% six months ago.
Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
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<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don't Know</td>
<td>9%</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
<td>3%</td>
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</tr>
<tr>
<td>No Activity</td>
<td>20%</td>
<td>18%</td>
<td>13%</td>
<td>16%</td>
<td>13%</td>
<td>15%</td>
<td>17%</td>
<td>14%</td>
<td>10%</td>
<td>8%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Reduced</td>
<td>71%</td>
<td>77%</td>
<td>84%</td>
<td>81%</td>
<td>84%</td>
<td>80%</td>
<td>74%</td>
<td>75%</td>
<td>87%</td>
<td>88%</td>
<td>88%</td>
<td>76%</td>
</tr>
<tr>
<td>Normal</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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<td>0%</td>
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<td>0%</td>
</tr>
</tbody>
</table>
The 31st Barometer asked participants for their company’s gross turnover for 2022, and their expectations for 2023, compared to 2019. The survey also aimed to gather insights on the progression of operating profits for both 2022 and 2023, comparing them to the results from 2019 as well as the preceding year.

The following charts present:

- Revenues from 2022, and projections for 2023, compared to 2019, on average for all companies, and also broken down per level of revenue realised (0% compared to revenues of 2019, less than 25%, etc.).

- The evolution of 2022 and 2023 operating profits compared to those for 2019 and the previous year (2021 and 2022 respectively).

The year 2022 witnessed a remarkable “bounce back” of exhibitions, with companies from most markets achieving revenues close to their 2019 levels. This positive trend continues into 2023, with companies in almost all regions expecting to reach or even surpass their 2019 revenue levels. Globally, the revenues for 2022 and 2023 represent 78% and 97% of the 2019 levels respectively, indicating a progressive full recovery. This recovery now appears faster than expected 6 months ago, when companies were expecting to reach 91% of the 2019 levels.

Brazil, Colombia, Argentina, Greece, Spain, and Australia have performed well above the average in 2022. UAE, UK, and India are expected to join this group of high performers in 2023, demonstrating growth prospects for the ongoing year.

In terms of operating profits compared to 2019 levels, around half of the companies are declaring an increase or stable level for 2022 and their proportion is increasing to 7 out of 10 for 2023. Among them, the number of companies declaring an increase is higher now than it was expected 6 months ago: 30% for 2022 (compared to 24% six months ago) and 37% for 2023 (compared to 31% previously).

Globally, only 2% of respondents expect a loss for 2023, a notable improvement compared to 11% reported for 2022. The highest proportion of companies expecting a loss in 2023 is declared in Germany (11%) and Colombia (10%).
Turnover - Operating Profits

World

Revenue compared to 2019

- **Average for all companies**
  - **2023**: 97%
  - **2022**: 78%

Operating profits compared to 2019 and previous year

- **Increase of more than 10%**: 30%
- **Stable (between -10% and +10%)**: 55%
- **Reduced by 11-50%**: 17%
- **Reduced by more than 50%**: 27%
- **Loss**: 13%
- **I don’t know**: 11%

**2022 profit compared to 2019**
- 2019: 23%
- 2021: 23%
- 2022: 34%

**2023 profit compared to 2019**
- 2022: 19%
- 2023: 37%
Most Important Business Issues Right Now

The 31st Barometer asked companies to select the most important issues for their business in the coming year from a pre-defined list of eight issues. Multiple-choice answers were possible, to gain further insights into certain issues.

The following pages present the results and include an analysis of the trend of answers to this question over the last 7 years.

The most pressing business issue declared in this edition are “Internal management challenges” (21% of answers globally and the main issue in all regions, and most markets). Within “Internal management challenges,” 61% of respondents selected “Human resources” issues, 50% selected “Business model adjustments”, and 31% selected “Finance”. For South Africa and Australia, however, “State of the economy in home market” has become the most pressing issue, for Italy it is “Global economic developments”, and for the UK – “Impact of digitalisation” and “Sustainability / Climate”.

Overall, the “Impact of digitalisation” comes as the second most important issue globally (17% of answers), followed by “Competition with other media” (15%), “State of the economy in home market” (14%), and then “Global economic developments” comes next (12%, compared to 15% in the previous edition).

The latest results also confirm that the “Impact of the COVID-19 pandemic on the business” is now one of the least pressing issues, globally speaking: only 3% of companies mark it as one of the most important (compared to 5% six months ago and 11% twelve months ago). An analysis by industry segment (organiser, venue only and service provider) shows no differences with regard to the three most pressing issues, which remain “Internal management challenges”, “Impact of digitalisation” and “Competition with other media”, except for “State of the economy in home market” being the third most pressing issue for service providers.

A special trend review has been undertaken to show how the industry’s priorities have changed in recent years. The analysis of the trend around top business issues over the 2016-2023 period identifies several important shifts:

- “Impact of digitalisation” & “Competition with other media” ranks as the main issue, with 32% of answers (compared to 12% in 2016).
- “Global economic developments” & “State of the economy in the home market” have dropped from being the main issue in 2016 (44% of answers) to 26% in 2023, while the “Impact of COVID-19 pandemic on the business” fell from 29% in 2020 to 3% in 2023.
- And “Internal management challenges” has increased from 13% in 2016 to 21% in 2023.

In parallel, “Sustainability/climate” & “Other stakeholders’ issues” has more than doubled from 4% of answers in 2016 to 9% in 2023, while “Competition from within the exhibition industry” has dropped considerably, from around 20% pre-pandemic to 5% or less during the pandemic. In 2023, it increases to 9%.
Most Important Business Issues Right Now

World

Results from current survey – June 2023

Results from previous survey – January 2023

- **Internal management challenges**: 21% (20%)
- **Impact of digitalisation**: 17% (16%)
- **Competition with other media**: 15% (14%)
- **State of the economy in home market**: 14% (15%)
- **Global economic developments**: 12% (15%)
- **Competition from within the exhibition industry**: 9% (8%)
- **Sustainability / Climate**: 7% (5%)
- **Impact of Covid-19 pandemic on the business**: 3% (5%)
- **Stakeholders**: 2% (3%)
- **Other**: 2% (1%)

(multiple answers possible)
### Most important issues: detail by region and type of activity for the five top issues identified globally

<table>
<thead>
<tr>
<th>Region</th>
<th>Internal Management Challenges</th>
<th>Impact of Digitalisation</th>
<th>Competition with Other Media</th>
<th>State of the Economy in Home Market</th>
<th>Global Economic Developments</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>% 19</td>
<td>% 22</td>
<td>% 21</td>
<td>% 20</td>
<td>% 20</td>
</tr>
<tr>
<td>Central &amp; South America</td>
<td>% 17</td>
<td>% 19</td>
<td>% 16</td>
<td>% 17</td>
<td>% 17</td>
</tr>
<tr>
<td>Europe</td>
<td>% 16</td>
<td>% 17</td>
<td>% 12</td>
<td>% 15</td>
<td>% 15</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>% 15</td>
<td>% 17</td>
<td>% 15</td>
<td>% 11</td>
<td>% 13</td>
</tr>
<tr>
<td>Asia &amp; Pacific</td>
<td>% 13</td>
<td>% 15</td>
<td>% 11</td>
<td>% 11</td>
<td>% 11</td>
</tr>
</tbody>
</table>

### Internal Management Challenges by Type

- **Organiser**: % 20, % 17, % 15
- **Venue only**: % 20, % 18, % 16
- **Service provider only**: % 21, % 16, % 13

### Impact of Digitalisation by Type

- **Organiser**: % 20, % 17, % 15
- **Venue only**: % 20, % 18, % 16
- **Service provider only**: % 21, % 16, % 13

### Competition with Other Media by Type

- **Organiser**: % 20, % 17, % 15
- **Venue only**: % 20, % 18, % 16
- **Service provider only**: % 21, % 16, % 13

### State of the Economy in Home Market by Type

- **Organiser**: % 14, % 11, % 14
- **Venue only**: % 14, % 11, % 14
- **Service provider only**: % 11, % 14, % 11

### Global Economic Developments by Type

- **Organiser**: % 14, % 11, % 14
- **Venue only**: % 14, % 11, % 14
- **Service provider only**: % 11, % 14, % 11
Most important business issues: 2016 - 2023 trends

- **Impact of digitalisation & Competition with other media**
  - %

- **Global economic developments & State of the economy in home market**
  - %

- **Internal management challenges**
  - %

- **Sustainability/climate & Other stakeholders issues**
  - %

- **Competition from within the exhibition industry**
  - %

- **Impact of Covid-19 pandemic on the business**
  - %
Key Factors for Business Development World

The 31st Barometer introduced a question to address the evolution of the operating model of the exhibition industry after the pandemic disruption. The survey asked companies which elements they expected would most impact their business development in the next five years.

Based on the responses, the elements expected to have the greatest impact on their company’s business development in the next five years are as follows:

- Globally, “Changing customer expectations” are expected to have the highest impact in the next five years, with 68% of respondents considering it significant. This applies to all regions, except for North America where “Staffing” is the leading answer.

- Approximately 54% of respondents believe that “Staffing” will have a notable impact on business development. Besides North America, it is as well considered to be the key factor in Germany, Australia, and India.

- Around 45% of respondents anticipate that “Digitalisation” will significantly influence business development, it will be especially true in Spain, Argentina, Colombia, and Malaysia.

It is noteworthy that “Climate-related regulations” is expected to be the key factor in France and the UK; and for Italy it will be “(De) globalisation”.

Key Factors for Business Development
World

Elements expected to most impact business development in the next five years

- Changing customer expectations: 68%
- Staffing: 54%
- Digitalisation: 45%
- Climate-related regulations: 30%
- (De)globalisation: 28%
- Diversity, Equity & Inclusion related regulations: 20%
- Other: 5%
The 31st Barometer looked at the state of digital activity in the exhibition industry.

Overall, 64% of respondents have added digital services/products (such as apps, digital advertising and digital signage) to their existing exhibition offerings. This is especially the case in Europe (67%).

In addition, 55% of respondents globally indicated they have digitised internal processes and workflows (compared to 49% one year ago), and this number is higher in Central and South America (67%).

27% of respondents globally stated that they have developed a digital or transformation strategy for exhibitions and products, and this number is higher in the Middle East and Africa (38%).

Overall, 33% reported they have developed a digital transformation strategy for the whole company and 21% have launched digital products not directly related to existing exhibitions. On average, 21% have created a designated function for digital (e.g., Chief Digital Officer) within senior management, this is especially the case in the Middle East and Africa (35%).
### Digitalisation World

#### Results from previous survey - June 2022

<table>
<thead>
<tr>
<th>Activity</th>
<th>Previous %</th>
<th>Current %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td>Changed internal processes and workflows</td>
<td>55%</td>
<td>49%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>33%</td>
<td>24%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions</td>
<td>27%</td>
<td>32%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>21%</td>
<td>22%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>7%</td>
</tr>
</tbody>
</table>
The 31st Barometer survey asked a specific question on the impact of generative AI on the exhibition industry, to shed light on this emerging digital activity. The survey aimed to assess the current utilisation of AI across various business functions and gauge future expectations.

Globally, the areas expected to be most affected by the development of AI are: “Sales, Marketing and Customer relations” (62%), “Research & Development” (58%) and “Event production” (45%). These are precisely the areas where generative AI applications are mostly used already (22%, 19%, 10% respectively).

Its usage appears to be less prevalent in Europe compared to other regions.
### Potential impact on exhibitions and current use of “generative AI” applications like ChatGPT and others

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>62%</td>
<td>22%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>58%</td>
<td>19%</td>
</tr>
<tr>
<td>Event production</td>
<td>45%</td>
<td>10%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>30%</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>2%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>13%</td>
</tr>
</tbody>
</table>
The 31st Barometer sought insights into possible trends that will drive the future format of exhibitions by asking companies to assess four different statements. By using the same question asked in previous editions of the Barometer, some useful comparisons can be drawn.

**The global results indicate that:**

- **91%** of respondents (compared to **87%** a year ago and **78%** two years ago) agree that “COVID-19 confirms the value of face-to-face events” (with **68%** stating “Yes, for sure” and **23%** stating “Most probably”).

- **21%** (compared to **31%** and **46%** previously) believe there will be “Less international ‘physical’ exhibitions and, overall, less participants” (with **2%** stating “Yes, for sure”, **19%** stating “Most probably” and **24%** remaining unsure).

- **56%** (compared to **61%** and **76%** previously) believe there is “A push towards hybrid events, more digital elements at events” (with **12%** stating “Yes, for sure”, **44%** stating “Most probably” and **21%** remaining unsure).

- **6%** (compared to **6%** and **11%** previously) agree that “Virtual events are replacing physical events”, while **10%** are unsure and **84%** state “Not sure at all” or “Definitely not”.
## Future Exhibition Formats
### World

### Format of exhibitions in the coming years

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes, for sure</th>
<th>Most probably</th>
<th>Not sure</th>
<th>Not sure at all</th>
<th>Definitely not</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>3%</td>
<td>3%</td>
<td>18%</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>12%</td>
<td>44%</td>
<td>21%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>2%</td>
<td>19%</td>
<td>24%</td>
<td>21%</td>
<td>34%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>68%</td>
<td></td>
<td>23%</td>
<td>5%</td>
<td>1%</td>
</tr>
</tbody>
</table>
### Part 2: Detailed results for 5 regions and 19 markets

<table>
<thead>
<tr>
<th>Region</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America:</td>
<td>Mexico, US</td>
</tr>
<tr>
<td>Central &amp; South America:</td>
<td>Argentina, Brazil, Colombia</td>
</tr>
<tr>
<td>Europe:</td>
<td>France, Germany, Greece, Italy, Spain, United Kingdom</td>
</tr>
<tr>
<td>Middle East &amp; Africa:</td>
<td>Saudi Arabia, UAE, South Africa</td>
</tr>
<tr>
<td>Asia-Pacific:</td>
<td>Australia, China, India, Malaysia, Thailand</td>
</tr>
</tbody>
</table>
Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

### North America

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
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<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>76</td>
<td>75</td>
<td>86</td>
<td>75</td>
<td>90</td>
<td>90</td>
<td>83</td>
<td>78</td>
<td>95</td>
<td>89</td>
<td>89</td>
<td>83</td>
</tr>
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</table>

### World

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
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<th>Jul</th>
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<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>71</td>
<td>77</td>
<td>84</td>
<td>81</td>
<td>83</td>
<td>80</td>
<td>74</td>
<td>75</td>
<td>87</td>
<td>88</td>
<td>88</td>
<td>76</td>
</tr>
</tbody>
</table>
Revenue compared to 2019

North America

- **Average for all companies**
  - **2022:** 81%
  - **2023:** 94%

World

- **Average for all companies**
  - **2022:** 78%
  - **2023:** 97%

### Turnover

- **North America**
  - **Revenue compared to 2019**
  - **0%**
  - **less than 25%**
  - **25-49%**
  - **50-75%**
  - **more than 75%**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>less than 25%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>25-49%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>50-75%</td>
<td>33%</td>
<td>62%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>0%</td>
<td>90%</td>
</tr>
</tbody>
</table>

- **World**
  - **Revenue compared to 2019**
  - **0%**
  - **less than 25%**
  - **25-49%**
  - **50-75%**
  - **more than 75%**

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>less than 25%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>25-49%</td>
<td>0%</td>
<td>9%</td>
</tr>
<tr>
<td>50-75%</td>
<td>5%</td>
<td>17%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>3%</td>
<td>34%</td>
</tr>
</tbody>
</table>

31st UFI Global Exhibition Barometer / July 2023 ©
Operating profits compared to 2019 and previous year

### North America

- **Increase of more than 10%**
  - 33% (2022 compared to 2019)
  - 29% (2023 compared to 2019)
- **Stable (between -10% and +10%)**
  - 67% (2022 compared to 2019)
  - 63% (2023 compared to 2019)
- **Reduced by 11-50%**
  - 38% (2022 compared to 2019)
  - 59% (2023 compared to 2019)
- **Reduced by more than 50%**
  - 27% (2022 compared to 2019)
  - 31% (2023 compared to 2019)
- **Loss**
  - 29% (2022 compared to 2019)
  - 12% (2023 compared to 2019)
- **I don't know**
  - 7% (2022 compared to 2019)
  - 6% (2023 compared to 2019)

### World

- **Increase of more than 10%**
  - 30% (2022 compared to 2019)
  - 37% (2023 compared to 2019)
- **Stable (between -10% and +10%)**
  - 55% (2022 compared to 2019)
  - 55% (2023 compared to 2019)
- **Reduced by 11-50%**
  - 17% (2022 compared to 2019)
  - 34% (2023 compared to 2019)
- **Reduced by more than 50%**
  - 22% (2022 compared to 2019)
  - 19% (2023 compared to 2019)
- **Loss**
  - 13% (2022 compared to 2019)
  - 6% (2023 compared to 2019)
- **I don't know**
  - 4% (2022 compared to 2019)
  - 3% (2023 compared to 2019)
Most important business issues in the exhibition industry right now

- Internal management challenges: 19%
- Impact of digitalisation: 17%
- Competition with other media: 16%
- State of the economy in home market: 15%
- Global economic developments: 15%
- Competition from within the exhibition industry: 13%
- Sustainability / Climate: 12%
- Impact of Covid-19 pandemic on the business: 9%
- Stakeholders issues: 7%
- Other: 3%

Elements expected to most impact business development in the next five years

- Changing customer expectations: 64%
- Staffing: 68%
- Digitalisation: 54%
- Climate-related regulations: 50%
- (De)globalisation: 45%
- Diversity, Equity & Inclusion-related regulations: 30%
- Other: 14%
### Digitalisation: Implementation in North America and Globally

<table>
<thead>
<tr>
<th></th>
<th>North America</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services/products around our existing exhibitions (like apps, digital advertising, and digital signage)</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>41%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital/transformation strategy for the whole company</td>
<td>36%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital/transformation strategy for individual exhibitions/products</td>
<td>18%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>14%</td>
<td>21%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>36%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Potential impact on exhibitions and current use of “generative AI” applications like ChatGPT and others

### North America

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>64%</td>
<td>32%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>82%</td>
<td>23%</td>
</tr>
<tr>
<td>Event production</td>
<td>55%</td>
<td>23%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>41%</td>
<td>18%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>45%</td>
<td>14%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>50%</td>
<td>9%</td>
</tr>
<tr>
<td>Other</td>
<td>18%</td>
<td>5%</td>
</tr>
<tr>
<td>No</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>

### World

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>62%</td>
<td>22%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>58%</td>
<td>19%</td>
</tr>
<tr>
<td>Event production</td>
<td>45%</td>
<td>10%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>30%</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>5%</td>
</tr>
</tbody>
</table>
## Format of Exhibitions in the coming years

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes, for sure</th>
<th>Most probably</th>
<th>Not sure</th>
<th>Not sure at all</th>
<th>Definitely not</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>9%</td>
<td>18%</td>
<td>73%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>14%</td>
<td>36%</td>
<td>32%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>23%</td>
<td>32%</td>
<td>5%</td>
<td></td>
<td>41%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>68%</td>
<td>14%</td>
<td>5%</td>
<td>5%</td>
<td>9%</td>
</tr>
</tbody>
</table>
Detailed results for Mexico

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don't Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>9</td>
<td>27</td>
<td>64</td>
<td>36</td>
</tr>
<tr>
<td>Feb</td>
<td>9</td>
<td>36</td>
<td>64</td>
<td>27</td>
</tr>
<tr>
<td>Mar</td>
<td>9</td>
<td>45</td>
<td>55</td>
<td>91</td>
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<tr>
<td>Apr</td>
<td>18</td>
<td>82</td>
<td>82</td>
<td>18</td>
</tr>
<tr>
<td>May</td>
<td>18</td>
<td>22</td>
<td>78</td>
<td>22</td>
</tr>
<tr>
<td>Jun</td>
<td>22</td>
<td>33</td>
<td>67</td>
<td>22</td>
</tr>
<tr>
<td>Jul</td>
<td>33</td>
<td>11</td>
<td>89</td>
<td>33</td>
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<tr>
<td>Aug</td>
<td>11</td>
<td>11</td>
<td>89</td>
<td>11</td>
</tr>
<tr>
<td>Sep</td>
<td>22</td>
<td>22</td>
<td>78</td>
<td>22</td>
</tr>
<tr>
<td>Oct</td>
<td>11</td>
<td>11</td>
<td>67</td>
<td>11</td>
</tr>
<tr>
<td>Nov</td>
<td>22</td>
<td>22</td>
<td>78</td>
<td>22</td>
</tr>
<tr>
<td>Dec</td>
<td>33</td>
<td>33</td>
<td>67</td>
<td>33</td>
</tr>
</tbody>
</table>

(12 answers in total)
Detailed results for Mexico

Revenue compared to 2019

- Average for all companies
  - 2023: 100%
  - 2022: 85%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
  - 2022: 33
  - 2023: 50

- Stable (between -10% and +10%)
  - 2022: 30
  - 2023: 75

- Reduced by 11-50%
  - 2022: 42
  - 2023: 38

- Reduced by more than 50%
  - 2022: 25
  - 2023: 10

- Loss
  - 2022: 0
  - 2023: 25

- I don't know
  - 2022: 0%
  - 2023: 0%
Detailed results for Mexico

Most important business issues in the exhibition industry right now

Elements expected to most impact business development in the next five years
**Digitalisation: implementation in Mexico and globally**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Mexico</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)</td>
<td>33%</td>
<td>64%</td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>42%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>17%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>8%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>25%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Format of exhibitions in the coming years**

- **Yes, for sure**
  - “Virtual” events replacing “physical” events: 8%
  - A push towards “hybrid” events, more digital elements at events: 17%
  - Less international “physical” exhibitions, and overall less participants: 25%
  - Covid-19 confirms the value of face to face events - sector bounces back quickly: 75%

- **Most probably**
  - “Virtual” events replacing “physical” events: 25%
  - A push towards “hybrid” events, more digital elements at events: 33%
  - Less international “physical” exhibitions, and overall less participants: 42%
  - Covid-19 confirms the value of face to face events - sector bounces back quickly: 17%

- **Not sure**
  - “Virtual” events replacing “physical” events: 67%
  - A push towards “hybrid” events, more digital elements at events: 42%
  - Less international “physical” exhibitions, and overall less participants: 33%
  - Covid-19 confirms the value of face to face events - sector bounces back quickly: 8%

- **Not sure at all**
  - “Virtual” events replacing “physical” events: 8%
  - A push towards “hybrid” events, more digital elements at events: 8%
  - Less international “physical” exhibitions, and overall less participants: 5%
  - Covid-19 confirms the value of face to face events - sector bounces back quickly: 5%

- **Definitely not**
  - “Virtual” events replacing “physical” events: 8%
  - A push towards “hybrid” events, more digital elements at events: 8%
  - Less international “physical” exhibitions, and overall less participants: 5%
  - Covid-19 confirms the value of face to face events - sector bounces back quickly: 5%
Detailed results for US

Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>2023 Predictions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>I Don't Know: 11%</td>
</tr>
<tr>
<td>Feb</td>
<td>I Don't Know: 13%</td>
</tr>
<tr>
<td>Mar</td>
<td>Reduced: 22%</td>
</tr>
<tr>
<td>Apr</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>May</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Jun</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Jul</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Aug</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Sep</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Oct</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Nov</td>
<td>Reduced: 13%</td>
</tr>
<tr>
<td>Dec</td>
<td>Reduced: 13%</td>
</tr>
</tbody>
</table>

(10 answers in total)
Detailed results for US

Revenue compared to 2019

- Average for all companies:
  - 2023: 93%
  - 2022: 82%

Operating profits compared to 2019 and previous year

- Increase of more than 10% (38% in 2022, 33% in 2023)
- Stable (between -10% and +10%) (57% in 2022, 57% in 2023)
- Reduced by 11-50% (14% in 2022, 14% in 2023)
- Reduced by more than 50% (29% in 2022, 29% in 2023)
- Loss (25% in 2022, 25% in 2023)
- I don’t know (67% in 2022, 67% in 2023)
## Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>USA</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>20%</td>
<td>21%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>15%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>13%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>18%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

## Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Issue</th>
<th>USA</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>78%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>78%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>56%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>22%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>44%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>5%</td>
</tr>
</tbody>
</table>

(10 answers in total)
Digitalisation: implementation in USA and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage) - USA: 60%, Global: 64%
- Changed internal processes and workflows in our company into digital processes - USA: 50%, Global: 55%
- Developed a digital / transformation strategy for the whole company - USA: 30%, Global: 33%
- Developed a digital / transformation strategy for individual exhibitions / products - USA: 20%, Global: 27%
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.) - USA: 20%, Global: 21%
- Launched digital products not directly related to existing exhibitions - USA: 10%, Global: 21%
- Other - USA: 5%, Global: 10%

Format of exhibitions in the coming years

- "Virtual" events replacing "physical" events
  - Yes, for sure: 11%, Definitely not: 89%
- A push towards "hybrid" events, more digital elements at events
  - Yes, for sure: 11%, Definitely not: 22%
- Less international "physical" exhibitions, and overall less participants
  - Yes, for sure: 22%, Definitely not: 56%
- Covid-19 confirms the value of face to face events - sector bounces back quickly
  - Yes, for sure: 67%, Definitely not: 11%
Central & South America
Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

Central & South America

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>12</td>
<td>21</td>
<td>67</td>
<td>19</td>
<td>9</td>
<td>85</td>
<td>91</td>
<td>90</td>
<td>87</td>
<td>73</td>
<td>86</td>
<td>90</td>
</tr>
</tbody>
</table>

World

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>9</td>
<td>5</td>
<td>20</td>
<td>18</td>
<td>13</td>
<td>84</td>
<td>81</td>
<td>83</td>
<td>80</td>
<td>74</td>
<td>87</td>
<td>88</td>
</tr>
</tbody>
</table>
Revenue compared to 2019

Central & South America

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average for all companies</td>
<td>95%</td>
<td>107%</td>
</tr>
</tbody>
</table>

World

<table>
<thead>
<tr>
<th></th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average for all companies</td>
<td>0%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Central & South America

- 0% turnover: 0%
- less than 25%: 2%
- 25-49%: 0%
- 50-75%: 4%
- more than 75%: 27%

World

- 0% turnover: 0%
- less than 25%: 2%
- 25-49%: 5%
- 50-75%: 1%
- more than 75%: 34%

31st UFI Global Exhibition Barometer / July 2023 ©
### Operating profits compared to 2019 and previous year

#### Central & South America

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>43</td>
<td>56</td>
<td>49</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>26</td>
<td>36</td>
<td>30</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>20</td>
<td>30</td>
<td>17</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>9</td>
<td>13</td>
<td>6</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Loss</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>I don't know</td>
<td>2</td>
<td>6</td>
<td>2</td>
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</tbody>
</table>

#### World

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>30</td>
<td>55</td>
<td>37</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>17</td>
<td>22</td>
<td>19</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>27</td>
<td>4</td>
<td>4</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>13</td>
<td>9</td>
<td>6</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Loss</td>
<td>11</td>
<td>7</td>
<td>19</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>I don't know</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

Note: The table above shows the percentage distribution of operating profits compared to 2019 and previous years for Central & South America and the world.
Most important business issues in the exhibition industry right now

Elements expected to most impact business development in the next five years
Digitalisation:
implementation in Central & South America and globally

- Added digital services/products around our existing exhibitions (like apps, digital advertising, and digital signage): 56% Central & South America, 64% Global
- Changed internal processes and workflows in our company into digital processes: 55% Central & South America, 67% Global
- Developed a digital/transformation strategy for the whole company: 38% Central & South America, 33% Global
- Developed a digital/transformation strategy for individual exhibitions/products: 27% Central & South America, 27% Global
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.): 13% Central & South America, 21% Global
- Launched digital products not directly related to existing exhibitions: 21% Central & South America, 21% Global
- Other: 2% Central & South America, 5% Global
Potential impact on exhibitions and current use of “generative AI” applications like ChatGPT and others

### Central & South America

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry (%)</th>
<th>We already use (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>57%</td>
<td>30%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>48%</td>
<td>33%</td>
</tr>
<tr>
<td>Event production</td>
<td>39%</td>
<td>20%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>39%</td>
<td>13%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>24%</td>
<td>20%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>28%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>No</td>
<td>9%</td>
<td>9%</td>
</tr>
</tbody>
</table>

### World

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry (%)</th>
<th>We already use (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>62%</td>
<td>22%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>58%</td>
<td>19%</td>
</tr>
<tr>
<td>Event production</td>
<td>45%</td>
<td>10%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>30%</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>13%</td>
</tr>
</tbody>
</table>
### Format of Exhibitions in the coming years

<table>
<thead>
<tr>
<th>Option</th>
<th>Yes, for sure</th>
<th>Most probably</th>
<th>Not sure</th>
<th>Not sure at all</th>
<th>Definitely not</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Virtual&quot; events replacing &quot;physical&quot; events</td>
<td>2%</td>
<td>9%</td>
<td>19%</td>
<td>53%</td>
<td></td>
</tr>
<tr>
<td>A push towards &quot;hybrid&quot; events, more digital elements at events</td>
<td>19%</td>
<td>43%</td>
<td>17%</td>
<td>13%</td>
<td>9%</td>
</tr>
<tr>
<td>Less international &quot;physical&quot; exhibitions, and overall less participants</td>
<td>2%</td>
<td>13%</td>
<td>18%</td>
<td>24%</td>
<td>42%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>60%</td>
<td></td>
<td>31%</td>
<td>6%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Detailed results for Argentina

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don't Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>23</td>
<td>62</td>
<td>31</td>
<td>8</td>
</tr>
<tr>
<td>Feb</td>
<td>23</td>
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<td>92</td>
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</tr>
<tr>
<td>Mar</td>
<td>8</td>
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<td>8</td>
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<tr>
<td>Apr</td>
<td>8</td>
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<tr>
<td>May</td>
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<td>Jun</td>
<td>31</td>
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<tr>
<td>Jul</td>
<td>15</td>
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<tr>
<td>Aug</td>
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<tr>
<td>Sep</td>
<td>8</td>
<td>8</td>
<td>85</td>
<td>8</td>
</tr>
<tr>
<td>Oct</td>
<td>8</td>
<td>8</td>
<td>85</td>
<td>8</td>
</tr>
<tr>
<td>Nov</td>
<td>8</td>
<td>8</td>
<td>85</td>
<td>8</td>
</tr>
<tr>
<td>Dec</td>
<td>8</td>
<td>8</td>
<td>85</td>
<td>8</td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Argentina

Revenue compared to 2019

- 2023: 104%
- 2022: 98%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
- Stable (between -10% and +10%)
- Reduced by 11-50%
- Reduced by more than 50%
- Loss
- I don't know

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2021</th>
<th>2022</th>
<th>2019</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023 profit compared to 2019</td>
<td>36</td>
<td>50</td>
<td>36</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>2021 profit compared to 2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Detailed results for Argentina**

**Most important business issues in the exhibition industry right now**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Argentina</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>25%</td>
<td>21%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>10%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>25%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>5%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>3%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>3%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

**Elements expected to most impact business development in the next five years**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Argentina</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>82%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>55%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>64%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>9%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>0%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Detailed results for Argentina

Digitalisation: implementation in Argentina and globally

- **Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)**
  - Argentina: 64%
  - Global: 64%

- **Changed internal processes and workflows in our company into digital processes**
  - Argentina: 45%
  - Global: 55%

- **Developed a digital / transformation strategy for the whole company**
  - Argentina: 18%
  - Global: 33%

- **Developed a digital / transformation strategy for individual exhibitions / products**
  - Argentina: 18%
  - Global: 27%

- **Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)**
  - Argentina: 18%
  - Global: 21%

- **Launched digital products not directly related to existing exhibitions**
  - Argentina: 18%
  - Global: 21%

- **Other**
  - Argentina: 0%
  - Global: 5%

Format of exhibitions in the coming years

- **“Virtual” events replacing “physical” events**
  - Yes, for sure: 18%
  - Most probably: 18%
  - Not sure: 18%
  - Not sure at all: 45%

- **A push towards “hybrid” events, more digital elements at events**
  - Yes, for sure: 18%
  - Most probably: 55%
  - Not sure: 27%

- **Less international “physical” exhibitions, and overall less participants**
  - Yes, for sure: 9%
  - Most probably: 27%
  - Not sure: 18%
  - Not sure at all: 18%
  - Definitely not: 27%

- **Covid-19 confirms the value of face to face events - sector bounces back quickly**
  - Yes, for sure: 45%
  - Most probably: 45%
  - Not sure: 9%
Detailed results for Brazil

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don't Know</td>
<td>8</td>
<td></td>
<td>23</td>
<td></td>
<td>31</td>
<td></td>
<td>62</td>
<td></td>
<td></td>
<td>42</td>
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<td></td>
</tr>
<tr>
<td>No Activity</td>
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<td>62</td>
<td></td>
<td>77</td>
<td></td>
<td>100</td>
<td></td>
<td>92</td>
<td></td>
<td>100</td>
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<td>100</td>
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<tr>
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<td>100</td>
<td></td>
<td>100</td>
<td></td>
<td>58</td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Brazil

Revenue compared to 2019

- **Average for all companies**
  - 2023: 129%
  - 2022: 111%

Operating profits compared to 2019 and previous year

- **Increase of more than 10%**
  - 2022 profit compared to 2019: 83
  - 2023 profit compared to 2022: 75

- **Stable (between -10% and +10%)**
  - 2022 profit compared to 2019: 80
  - 2023 profit compared to 2022: 80

- **Reduced by 11-50%**
  - 2022 profit compared to 2019: 17
  - 2023 profit compared to 2022: 17

- **Reduced by more than 50%**
  - 2022 profit compared to 2019: 10
  - 2023 profit compared to 2022: 10

- **Loss**
  - 2022 profit compared to 2019: 8
  - 2023 profit compared to 2022: 8

- **I don’t know**
  - 2022 profit compared to 2019: 0
  - 2023 profit compared to 2022: 0
Detailed results for Brazil

Most important business issues in the exhibition industry right now

- **Internal management challenges**
  - Brazil: 20%
  - Global: 15%

- **Impact of digitalisation**
  - Brazil: 21%
  - Global: 17%

- **Competition with other media**
  - Brazil: 17%
  - Global: 15%

- **State of the economy in home market**
  - Brazil: 12%
  - Global: 14%

- **Global economic developments**
  - Brazil: 8%
  - Global: 12%

- **Competition from within the exhibition industry**
  - Brazil: 9%
  - Global: 7%

- **Sustainability / Climate**
  - Brazil: 8%
  - Global: 7%

- **Impact of Covid-19 pandemic on the business**
  - Brazil: 2%
  - Global: 3%

- **Stakeholders issues**
  - Brazil: 7%
  - Global: 2%

- **Other**
  - Brazil: 0%
  - Global: 2%

Elements expected to most impact business development in the next five years

- **Changing customer expectations**
  - Brazil: 62%
  - Global: 68%

- **Staffing**
  - Brazil: 38%
  - Global: 54%

- **Digitalisation**
  - Brazil: 23%
  - Global: 45%

- **Climate-related regulations**
  - Brazil: 38%
  - Global: 30%

- **(De)globalisation**
  - Brazil: 8%
  - Global: 28%

- **Diversity, Equity & Inclusion-related regulations**
  - Brazil: 46%
  - Global: 20%

- **Other**
  - Brazil: 8%
  - Global: 5%
### Detailed results for Brazil

#### Digitalisation: implementation in Brazil and globally

<table>
<thead>
<tr>
<th>Description</th>
<th>Brazil</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>38%</td>
<td>64%</td>
</tr>
<tr>
<td>(like apps, digital advertising, and digital signage)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>15%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>0%</td>
<td>21%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>8%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>(like a CDO, Head of Digital, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

#### Format of exhibitions in the coming years

- **Yes, for sure**
- **Most probably**
- **Not sure**
- **Not sure at all**
- **Definitely not**

<table>
<thead>
<tr>
<th>Description</th>
<th>Brazil</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>8%</td>
<td>31%</td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>15%</td>
<td>31%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>8%</td>
<td>77%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>77%</td>
<td>15%</td>
</tr>
</tbody>
</table>

Updated on 26 July
Detailed results for Colombia

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>2023</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>82</td>
<td>9</td>
</tr>
<tr>
<td>Feb</td>
<td>82</td>
<td>18</td>
</tr>
<tr>
<td>Mar</td>
<td>91</td>
<td>9</td>
</tr>
<tr>
<td>Apr</td>
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<tr>
<td>May</td>
<td>80</td>
<td>20</td>
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<td>Jun</td>
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<td>Jul</td>
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<td>Aug</td>
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<td>Oct</td>
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<td>25</td>
</tr>
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<td>Nov</td>
<td>63</td>
<td>25</td>
</tr>
<tr>
<td>Dec</td>
<td>63</td>
<td>13</td>
</tr>
</tbody>
</table>

I Don’t Know: 9%
No Activity: 82%
Reduced: 91%
Normal: 11%

(11 answers in total)
Detailed results for Colombia

Revenue compared to 2019

- **Average for all companies**
  - 2023: 103%
  - 2022: 101%

Operating profits compared to 2019 and previous year

- **Increase of more than 10%**
  - 30
- **Stable (between -10% and +10%)**
  - 50
- **Reduced by 11-50%**
  - 30
- **Reduced by more than 50%**
  - 44
- **Loss**
  - 33
- **I don’t know**
  - 11

- **2022 profit compared to 2019**
  - 0%
  - 0%
  - 0%
  - 0%
  - 0%
  - 0%
  - 18%
  - 9%
  - 18%
  - 9%
  - 18%
  - 9%

- **2023 profit compared to 2021**
  - 0%
  - 0%
  - 0%
  - 0%
  - 0%
  - 0%
  - 18%
  - 9%
  - 18%
  - 9%
  - 18%
  - 9%
## Detailed results for Colombia

### Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>Colombia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>22%</td>
<td>21%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>20%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>20%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>6%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>6%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Element</th>
<th>Colombia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>73%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>64%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>64%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>9%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>9%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>36%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>5%</td>
</tr>
</tbody>
</table>

(11 answers in total)
## Detailed results for Colombia

### Digitalisation: implementation in Colombia and globally

<table>
<thead>
<tr>
<th>Activity</th>
<th>Colombia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>64%</td>
<td>64%</td>
</tr>
<tr>
<td>(like apps, digital advertising, and digital signage)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital</td>
<td></td>
<td>91%</td>
</tr>
<tr>
<td>processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td></td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions</td>
<td></td>
<td>33%</td>
</tr>
<tr>
<td>/ products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Created a designated function in the upper/top management</td>
<td></td>
<td>27%</td>
</tr>
<tr>
<td>(like a CDO, Head of Digital, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>21%</td>
<td>36%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

### Format of exhibitions in the coming years

- **Yes, for sure**
- **Most probably**
- **Not sure**
- **Not sure at all**
- **Definitely not**

<table>
<thead>
<tr>
<th>Event Description</th>
<th>Colombia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>9%</td>
<td>27%</td>
</tr>
<tr>
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<td>36%</td>
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<td>10%</td>
<td>30%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>64%</td>
<td>27%</td>
</tr>
</tbody>
</table>
Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023
Revenue compared to 2019

Europe

<table>
<thead>
<tr>
<th>Turnover</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>less than 25%</td>
<td>4%</td>
<td>1%</td>
</tr>
<tr>
<td>25-49%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>50-75%</td>
<td>29%</td>
<td>61%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>61%</td>
<td>85%</td>
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</table>

World

<table>
<thead>
<tr>
<th>Turnover</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>less than 25%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>25-49%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>50-75%</td>
<td>9%</td>
<td>3%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>34%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Operating Profits
Europe

Operating profits compared to 2019 and previous year

Europe

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2021</th>
<th>2022</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss</td>
<td>11</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>14</td>
<td>5</td>
<td>14</td>
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</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>27</td>
<td>63</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>33</td>
<td>63</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Increase of more than 10%</td>
<td>33</td>
<td>63</td>
<td>55</td>
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</table>

World

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2021</th>
<th>2022</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss</td>
<td>13</td>
<td>7</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>27</td>
<td>55</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>17</td>
<td>55</td>
<td>37</td>
<td></td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>30</td>
<td>55</td>
<td>55</td>
<td></td>
</tr>
<tr>
<td>Increase of more than 10%</td>
<td>30</td>
<td>55</td>
<td>55</td>
<td></td>
</tr>
</tbody>
</table>
Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>Europe</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>16%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Issue</th>
<th>Europe</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>66%</td>
<td>52%</td>
</tr>
<tr>
<td>Staffing</td>
<td>68%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>42%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>45%</td>
<td>41%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>45%</td>
<td>30%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related</td>
<td>13%</td>
<td>20%</td>
</tr>
<tr>
<td>regulations</td>
<td>28%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Digitalisation: implementation in Europe and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage):
  - Europe: 67%
  - Global: 64%

- Changed internal processes and workflows in our company into digital processes:
  - Europe: 51%
  - Global: 55%

- Developed a digital / transformation strategy for the whole company:
  - Europe: 35%
  - Global: 33%

- Developed a digital / transformation strategy for individual exhibitions / products:
  - Europe: 23%
  - Global: 27%

- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.):
  - Europe: 24%
  - Global: 21%

- Launched digital products not directly related to existing exhibitions:
  - Europe: 22%
  - Global: 21%

- Other:
  - Europe: 6%
  - Global: 5%
Potential impact on exhibitions and current use of “generative AI” applications like ChatGPT and others

Europe

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>65%</td>
<td>16%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>55%</td>
<td>16%</td>
</tr>
<tr>
<td>Event production</td>
<td>41%</td>
<td>4%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>32%</td>
<td>4%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>32%</td>
<td>5%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>21%</td>
<td>6%</td>
</tr>
<tr>
<td>Other</td>
<td>12%</td>
<td>4%</td>
</tr>
<tr>
<td>No</td>
<td>19%</td>
<td>2%</td>
</tr>
</tbody>
</table>

World

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>62%</td>
<td>22%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>58%</td>
<td>19%</td>
</tr>
<tr>
<td>Event production</td>
<td>45%</td>
<td>10%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>40%</td>
<td>7%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>34%</td>
<td>7%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>30%</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
<td>7%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>2%</td>
</tr>
</tbody>
</table>
### Format of Exhibitions in the coming years

<table>
<thead>
<tr>
<th>Description</th>
<th>Yes, for sure</th>
<th>Most probably</th>
<th>Not sure</th>
<th>Not sure at all</th>
<th>Definitely not</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>8%</td>
<td>21%</td>
<td>71%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>9%</td>
<td>41%</td>
<td>23%</td>
<td>20%</td>
<td>8%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>1%</td>
<td>25%</td>
<td>28%</td>
<td>27%</td>
<td>20%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>68%</td>
<td>25%</td>
<td>5%</td>
<td>2%</td>
<td></td>
</tr>
</tbody>
</table>
Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don't Know</td>
<td>6</td>
<td>6</td>
<td>19</td>
<td>31</td>
<td>24</td>
<td>6</td>
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<td>20</td>
<td>25</td>
<td>81</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(17 answers in total)
Detailed results for France

Revenue compared to 2019

- 2023: 95%
- 2022: 88%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
- Stable (between -10% and +10%)
- Reduced by 11-50%
- Reduced by more than 50%
- Loss
- I don’t know

2022 profit compared to 2019:
- 0% 0% 6%
- Revenue compared to 2019:
  - 0% 0% 6% 25-49% 50-75% more than 75%

2023 profit compared to 2021:
- 38 60 50
- 2022: 88% 2023: 95%
Detailed results for France

Most important business issues in the exhibition industry right now

- **Internal management challenges**: 23% (France), 21% (Global)
- **Impact of digitalisation**: 15% (France), 17% (Global)
- **Competition with other media**: 13% (France), 15% (Global)
- **State of the economy in home market**: 11% (France), 14% (Global)
- **Global economic developments**: 13% (France), 12% (Global)
- **Competition from within the exhibition industry**: 8% (France), 9% (Global)
- **Sustainability / Climate**: 13% (France), 7% (Global)
- **Impact of Covid-19 pandemic on the business**: 2% (France), 3% (Global)
- **Stakeholders issues**: 2% (France), 2% (Global)
- **Other**: 0% (France), 2% (Global)

Elements expected to most impact business development in the next five years

- **Changing customer expectations**: 53% (France), 68% (Global)
- **Staffing**: 60% (France), 54% (Global)
- **Digitalisation**: 33% (France), 45% (Global)
- **Climate-related regulations**: 80% (France), 30% (Global)
- **(De)globalisation**: 33% (France), 28% (Global)
- **Diversity, Equity & Inclusion-related regulations**: 33% (France), 20% (Global)
- **Other**: 0% (France), 5% (Global)
### Digitalisation: implementation in France and globally

<table>
<thead>
<tr>
<th>Action</th>
<th>France</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>60%</td>
<td>64%</td>
</tr>
<tr>
<td>(like apps, digital advertising, and digital signage)</td>
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<td></td>
</tr>
<tr>
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</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
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<td>53%</td>
</tr>
<tr>
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<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>/ products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Created a designated function in the upper/top management</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>(like a CDO, Head of Digital, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
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<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Format of exhibitions in the coming years

**Yes, for sure** | **Most probably** | **Not sure** | **Not sure at all** | **Definitely not**

<table>
<thead>
<tr>
<th>Event Description</th>
<th>France</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>13%</td>
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<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>73%</td>
<td>20%</td>
</tr>
</tbody>
</table>
Detailed results for Germany

Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don’t Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>45%</td>
<td>55%</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Feb</td>
<td>36%</td>
<td>64%</td>
<td>73%</td>
<td>27%</td>
</tr>
<tr>
<td>Mar</td>
<td>27%</td>
<td>73%</td>
<td>73%</td>
<td>27%</td>
</tr>
<tr>
<td>Apr</td>
<td>18%</td>
<td>82%</td>
<td>18%</td>
<td>18%</td>
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<tr>
<td>May</td>
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<td>Jul</td>
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<td>Aug</td>
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<td>91%</td>
<td>73%</td>
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<tr>
<td>Sep</td>
<td>9%</td>
<td>91%</td>
<td>73%</td>
<td>91%</td>
</tr>
<tr>
<td>Oct</td>
<td>9%</td>
<td>91%</td>
<td>73%</td>
<td>91%</td>
</tr>
<tr>
<td>Nov</td>
<td>9%</td>
<td>91%</td>
<td>73%</td>
<td>91%</td>
</tr>
<tr>
<td>Dec</td>
<td>27%</td>
<td>73%</td>
<td>91%</td>
<td>91%</td>
</tr>
</tbody>
</table>
Detailed results for Germany

Revenue compared to 2019

- Average for all companies:
  - 2023: 89%
  - 2022: 72%

Operating profits compared to 2019 and previous year

- Increase of more than 10%: 11
- Stable (between -10% and +10%): 33
- Reduced by 11-50%: 22
- Reduced by more than 50%: 22
- Loss: 22
- I don’t know: 11

Comparison of 2022 and 2023:
- Revenue compared to 2019:
  - 0%: 0
  - less than 25%: 0
  - 25-49%: 0
  - 50-75%: 44
  - more than 75%: 44
- Operating profits compared to 2019 and previous year:
  - 2022 profit compared to 2019:
    - 0%: 0
    - less than 25%: 0
    - 25-49%: 0
    - 50-75%: 44
    - more than 75%: 22
  - 2023 profit compared to 2021:
    - 0%: 0
    - less than 25%: 0
    - 25-49%: 0
    - 50-75%: 44
    - more than 75%: 22
  - 2023 profit compared to 2019:
    - 0%: 0
    - less than 25%: 0
    - 25-49%: 0
    - 50-75%: 44
    - more than 75%: 22
Detailed results for Germany

Most important business issues in the exhibition industry right now

- **Internal management challenges**: 21% (Germany), 25% (Global)
- **Impact of digitalisation**: 17% (Germany), 20% (Global)
- **Competition with other media**: 15% (Germany), 10% (Global)
- **State of the economy in home market**: 14% (Germany), 13% (Global)
- **Global economic developments**: 12% (Germany), 15% (Global)
- **Competition from within the exhibition industry**: 9% (Germany), 8% (Global)
- **Sustainability / Climate**: 7% (Germany), 8% (Global)
- **Impact of Covid-19 pandemic on the business**: 3% (Germany), 2% (Global)
- **Stakeholders issues**: 2% (Germany), 0% (Global)
- **Other**: 2% (Germany), 0% (Global)

Elements expected to most impact business development in the next five years

- **Changing customer expectations**: 68% (Germany), 60% (Global)
- **Staffing**: 54% (Germany), 45% (Global)
- **Digitalisation**: 45% (Germany), 60% (Global)
- **Climate-related regulations**: 30% (Germany), 60% (Global)
- **(De)globalisation**: 28% (Germany), 60% (Global)
- **Diversity, Equity & Inclusion-related regulations**: 0% (Germany), 20% (Global)
- **Other**: 5% (Germany), 10% (Global)

(11 answers in total)
Digitalisation: implementation in Germany and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)
  - Germany: 78%
  - Global: 64%
- Changed internal processes and workflows in our company into digital processes
  - Germany: 78%
  - Global: 55%
- Developed a digital / transformation strategy for the whole company
  - Germany: 44%
  - Global: 33%
- Developed a digital / transformation strategy for individual exhibitions / products
  - Germany: 33%
  - Global: 27%
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)
  - Germany: 44%
  - Global: 21%
- Launched digital products not directly related to existing exhibitions
  - Germany: 33%
  - Global: 21%
- Other
  - Germany: 0%
  - Global: 5%

Format of exhibitions in the coming years

- "Virtual" events replacing “physical” events
  - Germany: 10%
  - Global: 10%
  - Yes, for sure: 80%

- A push towards “hybrid” events, more digital elements at events
  - Germany: 22%
  - Global: 44%
  - Yes, for sure: 22%

- Less international “physical” exhibitions, and overall less participants
  - Germany: 30%
  - Global: 40%
  - Yes, for sure: 20%

- Covid-19 confirms the value of face to face events - sector bounces back quickly
  - Germany: 70%
  - Global: 20%
  - Yes, for sure: 10%
### Detailed results for Greece

#### Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don't Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
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</thead>
<tbody>
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<tr>
<td>Feb</td>
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<tr>
<td>Sep</td>
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<td>Oct</td>
<td>8</td>
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<td>Nov</td>
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<td>8</td>
</tr>
<tr>
<td>Dec</td>
<td>9</td>
<td>18</td>
<td>18</td>
<td>18</td>
</tr>
</tbody>
</table>

(13 answers in total)
### Detailed results for Greece

#### Revenue compared to 2019

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0% - 25%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>25% - 49%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>50% - 75%</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>More than 75%</td>
<td>8%</td>
<td>92%</td>
</tr>
</tbody>
</table>

#### Operating profits compared to 2019 and previous year

<table>
<thead>
<tr>
<th>Profit Compared</th>
<th>2019</th>
<th>2021</th>
<th>2019</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>45</td>
<td>70</td>
<td>30</td>
<td>70</td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td></td>
<td></td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td></td>
<td></td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td></td>
<td></td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Loss</td>
<td>27</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>I don't know</td>
<td>9</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Greece

Most important business issues in the exhibition industry right now

- **Internal management challenges**: 27%
- **Impact of digitalisation**: 21%
- **Competition with other media**: 17%
- **State of the economy in home market**: 15%
- **Global economic developments**: 18%
- **Competition from within the exhibition industry**: 14%
- **Sustainability / Climate**: 14%
- **Impact of Covid-19 pandemic on the business**: 12%
- **Stakeholders issues**: 12%
- **Other**: 9%

Elements expected to most impact business development in the next five years

- **Changing customer expectations**: 77%
- **Staffing**: 62%
- **Digitalisation**: 46%
- **Climate-related regulations**: 23%
- **(De)globalisation**: 38%
- **Diversity, Equity & Inclusion-related regulations**: 0%
- **Other**: 8%
### Digitalisation: implementation in Greece and globally

<table>
<thead>
<tr>
<th>Activity</th>
<th>Greece</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)</td>
<td>58%</td>
<td>64%</td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>25%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>25%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>17%</td>
<td>17%</td>
</tr>
</tbody>
</table>

### Format of exhibitions in the coming years

- **Virtual** events replacing **physical** events
  - 31% Yes, for sure
  - 69% Definitely not

- A push towards **hybrid** events, more digital elements at events
  - 46% Yes, for sure
  - 31% Most probably
  - 8% Not sure
  - 15% Not sure at all

- Less international **physical** exhibitions, and overall less participants
  - 15% Yes, for sure
  - 31% Most probably
  - 31% Not sure
  - 23% Not sure at all

- Covid-19 confirms the value of face to face events - sector bounces back quickly
  - 85% Yes, for sure
  - 15% Definitely not
### Detailed results for Italy

#### Situation of the industry operations in the 1<sup>st</sup> half of 2023, and current predictions for the 2<sup>nd</sup> half of 2023

<table>
<thead>
<tr>
<th>%</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don’t Know</td>
<td>23</td>
<td>23</td>
<td>8</td>
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<td>8</td>
<td>8</td>
<td>15</td>
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<td>85</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>92</td>
</tr>
<tr>
<td>Reduced</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Italy

Revenue compared to 2019

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-49%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50-75%</td>
<td>33%</td>
<td>18%</td>
</tr>
<tr>
<td>More than 75%</td>
<td>67%</td>
<td>82%</td>
</tr>
</tbody>
</table>

Average for all companies

- 2023: 91%
- 2022: 86%

Operating profits compared to 2019 and previous year

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>2022 Profit Compared to 2019</th>
<th>2023 Profit Compared to 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>31</td>
<td>14</td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>23</td>
<td>57</td>
</tr>
<tr>
<td>Increase of more than 10%</td>
<td>23</td>
<td>17</td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Italy

Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>Italy</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>7%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>12%</td>
<td>22%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>7%</td>
<td>13%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Element</th>
<th>Italy</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>62%</td>
<td>38%</td>
</tr>
<tr>
<td>Staffing</td>
<td>68%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>54%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>45%</td>
<td>31%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>28%</td>
<td>23%</td>
</tr>
<tr>
<td>Other</td>
<td>20%</td>
<td>0%</td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Italy

Digitalisation: implementation in Italy and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)
  - Italy: 77%
  - Global: 64%
- Changed internal processes and workflows in our company into digital processes
  - Italy: 23%
  - Global: 33%
- Developed a digital / transformation strategy for the whole company
  - Italy: 23%
  - Global: 38%
- Developed a digital / transformation strategy for individual exhibitions / products
  - Italy: 27%
  - Global: 38%
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)
  - Italy: 15%
  - Global: 23%
- Launched digital products not directly related to existing exhibitions
  - Italy: 8%
  - Global: 21%
- Other
  - Italy: 8%
  - Global: 5%

Format of exhibitions in the coming years

- “Virtual” events replacing “physical” events
  - Yes, for sure: 8%
  - Most probably: 8%
  - Not sure: 85%
- A push towards “hybrid” events, more digital elements at events
  - Yes, for sure: 8%
  - Most probably: 23%
  - Not sure: 31%
  - Definitely not: 38%
- Less international “physical” exhibitions, and overall less participants
  - Yes, for sure: 15%
  - Most probably: 23%
  - Not sure: 38%
  - Definitely not: 23%
- Covid-19 confirms the value of face to face events - sector bounces back quickly
  - Yes, for sure: 62%
  - Most probably: 31%
  - Not sure: 8%
Detailed results for Spain

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don’t Know</td>
<td>31</td>
<td>15</td>
<td>8</td>
<td>15</td>
<td>15</td>
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<tr>
<td>Reduced</td>
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<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for Spain

Revenue compared to 2019

Average for all companies

- 2023: 123%
- 2022: 90%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
  - 2023: 10
  - 2022: 20
- Stable (between -10% and +10%)
  - 2023: 30
  - 2022: 30
- Reduced by 11-50%
  - 2023: 27
  - 2022: 45
- Reduced by more than 50%
  - 2023: 55
  - 2022: 18
- Loss
  - 2023: 9
  - 2022: 9
- I don’t know
  - 2023: 9
  - 2022: 10

Revenue compared to 2019

- 2022: 90%
- 2023: 123%

Operating profits compared to 2019 and previous year

- 2022 profit compared to 2019:
  - 0%
  - 0%
  - 0%
  - 0%
  - 8%
  - 17%

- 2023 profit compared to 2019:
  - 0%
  - 0%
  - 17%
  - 0%
  - 75%
  - 100%
Detailed results for Spain

**Most important business issues in the exhibition industry right now**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Spain</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>11%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>11%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>9%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>0%</td>
</tr>
</tbody>
</table>

**Elements expected to most impact business development in the next five years**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Spain</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>73%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>27%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>73%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>18%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>36%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>9%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Detailed results for Spain

Digitalisation: implementation in Spain and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)
  - Spain: 67%
  - Global: 64%
- Changed internal processes and workflows in our company into digital processes
  - Spain: 50%
  - Global: 55%
- Developed a digital / transformation strategy for the whole company
  - Spain: 42%
  - Global: 33%
- Developed a digital / transformation strategy for individual exhibitions / products
  - Spain: 0%
  - Global: 27%
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)
  - Spain: 8%
  - Global: 21%
- Launched digital products not directly related to existing exhibitions
  - Spain: 21%
  - Global: 17%
- Other
  - Spain: 5%
  - Global: 17%

Format of exhibitions in the coming years

- “Virtual” events replacing “physical” events
  - Yes, for sure: 20%
  - Most probably: 20%
  - Not sure: 60%
- A push towards “hybrid” events, more digital elements at events
  - Yes, for sure: 45%
  - Most probably: 27%
  - Not sure: 18%
  - Definitely not: 9%
- Less international “physical” exhibitions, and overall less participants
  - Yes, for sure: 36%
  - Most probably: 27%
  - Not sure: 27%
  - Definitely not: 9%
- Covid-19 confirms the value of face to face events - sector bounces back quickly
  - Yes, for sure: 64%
  - Most probably: 18%
  - Not sure: 9%
  - Definitely not: 9%
Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don't Know</td>
<td>78%</td>
<td>78%</td>
<td>89%</td>
<td>100%</td>
<td>100%</td>
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<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Detailed results for UK

Revenue compared to 2019

- **2023: 109%**
- **2022: 85%**

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average for all companies</td>
<td>13%</td>
<td>88%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue compared to 2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>- less than 25%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>- 25-49%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>- 50-75%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>- more than 75%</td>
<td>88%</td>
<td>88%</td>
</tr>
</tbody>
</table>

Operating profits compared to 2019 and previous year

- **Increase of more than 10%**
  - 2023: 38%
- **Stable (between -10% and +10%)**
  - 2022: 25%
  - 2023: 57%
- **Reduced by 11-50%**
  - 2022: 14%
  - 2023: 29%
- **Reduced by more than 50%**
  - 2022: 13%
  - 2023: 14%
- **Loss**
  - 2022: 13%
  - 2023: 57%
- **I don’t know**
  - 2022: 88%
  - 2023: 88%

<table>
<thead>
<tr>
<th>2022 profit compared to</th>
<th>2019</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>less than 25%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>25-49%</td>
<td>13%</td>
<td>0%</td>
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<tr>
<td>50-75%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>88%</td>
<td>88%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2023 profit compared to</th>
<th>2019</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>0%</td>
<td>0%</td>
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<tr>
<td>less than 25%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>25-49%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>50-75%</td>
<td>13%</td>
<td>0%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>88%</td>
<td>88%</td>
</tr>
</tbody>
</table>
Detailed results for UK

Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>UK</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>15%</td>
<td>21%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>18%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Issue</th>
<th>UK</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>50%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>30%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>40%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>60%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>5%</td>
</tr>
</tbody>
</table>
## Digitalisation: implementation in UK and globally

<table>
<thead>
<tr>
<th>Action</th>
<th>UK</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>80%</td>
<td>64%</td>
</tr>
<tr>
<td>(like apps, digital advertising, and digital signage)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital</td>
<td>70%</td>
<td>55%</td>
</tr>
<tr>
<td>processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>40%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions/</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a</td>
<td>50%</td>
<td>21%</td>
</tr>
<tr>
<td>CDO, Head of Digital, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

## Format of exhibitions in the coming years

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>100%</td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>11%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>13%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back</td>
<td>89%</td>
</tr>
</tbody>
</table>
Middle East & Africa
Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

**Middle East & Africa**

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle East &amp; Africa</td>
<td>7%</td>
<td>2%</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>9%</td>
<td>23%</td>
<td>11%</td>
<td>8%</td>
<td>13%</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>World</td>
<td>9%</td>
<td>5%</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
<td>5%</td>
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<td>2%</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**World**

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle East &amp; Africa</td>
<td>71%</td>
<td>77%</td>
<td>84%</td>
<td>81%</td>
<td>83%</td>
<td>80%</td>
<td>74%</td>
<td>75%</td>
<td>87%</td>
<td>88%</td>
<td>88%</td>
<td>76%</td>
</tr>
</tbody>
</table>
Revenue compared to 2019

Middle East & Africa

Average for all companies

2022: 78%

2023: 98%

World

Average for all companies

2022: 78%

2023: 97%
Operating profits compared to 2019 and previous year

**Middle East & Africa**

- **Increase of more than 10%**
  - 2023: 54, 2019: 26
- **Stable (between -10% and +10%)**
  - 2023: 68, 2019: 29
- **Reduced by 11-50%**
  - 2023: 12, 2019: 11
- **Reduced by more than 50%**
  - 2023: 6, 2019: 3
- **Loss**
  - 2023: 9, 2019: 5
- **I don’t know**
  - 2023: 3, 2019: 3

**World**

- **Increase of more than 10%**
  - 2023: 30, 2019: 37
- **Stable (between -10% and +10%)**
  - 2023: 55, 2019: 58
- **Reduced by 11-50%**
  - 2023: 17, 2019: 13
- **Reduced by more than 50%**
  - 2023: 22, 2019: 6
- **Loss**
  - 2023: 34, 2019: 19
- **I don’t know**
  - 2023: 6, 2019: 2

**2022 profit compared to 2019:**

- Middle East & Africa: 26
- World: 30

**2023 profit compared to 2021:**

- Middle East & Africa: 68
- World: 55
Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
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<th>Global</th>
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</thead>
<tbody>
<tr>
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<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>10%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>4%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Issue</th>
<th>Middle East &amp; Africa</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>66%</td>
<td>54%</td>
</tr>
<tr>
<td>Staffing</td>
<td>68%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>54%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>29%</td>
<td>34%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>45%</td>
<td>30%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>regulations</td>
<td>28%</td>
<td>28%</td>
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<tr>
<td>Other</td>
<td>32%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Digitalisation: implementation in Middle East & Africa and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)
  - Middle East & Africa: 58%
  - Global: 64%
- Changed internal processes and workflows in our company into digital processes
  - Middle East & Africa: 45%
  - Global: 55%
- Developed a digital / transformation strategy for the whole company
  - Middle East & Africa: 38%
  - Global: 33%
- Developed a digital / transformation strategy for individual exhibitions / products
  - Middle East & Africa: 38%
  - Global: 27%
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)
  - Middle East & Africa: 35%
  - Global: 21%
- Launched digital products not directly related to existing exhibitions
  - Middle East & Africa: 13%
  - Global: 21%
- Other
  - Middle East & Africa: 5%
  - Global: 5%
Potential impact on exhibitions and current use of “generative AI” applications like ChatGPT and others

### Middle East & Africa

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>60%</td>
<td>20%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>65%</td>
<td>18%</td>
</tr>
<tr>
<td>Event production</td>
<td>48%</td>
<td>15%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>48%</td>
<td>8%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>35%</td>
<td>5%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>33%</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>No</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

### World

<table>
<thead>
<tr>
<th>Function</th>
<th>Will affect the industry</th>
<th>We already use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>62%</td>
<td>22%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>58%</td>
<td>19%</td>
</tr>
<tr>
<td>Event production</td>
<td>45%</td>
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<td>7%</td>
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<td>Other support functions</td>
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<td>Other</td>
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<td>7%</td>
</tr>
<tr>
<td>No</td>
<td>13%</td>
<td>2%</td>
</tr>
</tbody>
</table>
## Format of Exhibitions in the coming years

<table>
<thead>
<tr>
<th>Event Type</th>
<th>Response Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>5%</td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>12%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>2%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back</td>
<td>78%</td>
</tr>
</tbody>
</table>
Detailed results for Saudi Arabia

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don't Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>13%</td>
<td>7%</td>
<td>80%</td>
<td>7%</td>
</tr>
<tr>
<td>Feb</td>
<td>27%</td>
<td>20%</td>
<td>67%</td>
<td>7%</td>
</tr>
<tr>
<td>Mar</td>
<td>13%</td>
<td>29%</td>
<td>54%</td>
<td>6%</td>
</tr>
<tr>
<td>Apr</td>
<td>8%</td>
<td>7%</td>
<td>38%</td>
<td>6%</td>
</tr>
<tr>
<td>May</td>
<td>7%</td>
<td>36%</td>
<td>29%</td>
<td>7%</td>
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<tr>
<td>Jun</td>
<td>13%</td>
<td>17%</td>
<td>80%</td>
<td>7%</td>
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<tr>
<td>Jul</td>
<td>8%</td>
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<td>9%</td>
<td>90%</td>
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<tr>
<td>Aug</td>
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<td>17%</td>
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<td>75%</td>
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<tr>
<td>Sep</td>
<td>8%</td>
<td>17%</td>
<td>7%</td>
<td>75%</td>
</tr>
<tr>
<td>Oct</td>
<td>8%</td>
<td>17%</td>
<td>7%</td>
<td>79%</td>
</tr>
<tr>
<td>Nov</td>
<td>7%</td>
<td>14%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>7%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(16 answers in total)
Detailed results for Saudi Arabia

Revenue compared to 2019

- Average for all companies:
  - 2022: 75%
  - 2023: 84%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
  - 2019: 38
  - 2022: 50
  - 2023: 67

- Stable (between -10% and +10%)
  - 2019: 71
  - 2022: 67
  - 2023: 67

- Reduced by 11-50%
  - 2019: 0%
  - 2022: 0%
  - 2023: 11

- Reduced by more than 50%
  - 2019: 0%
  - 2022: 7%
  - 2023: 11

- Loss
  - 2019: 0%
  - 2022: 7%
  - 2023: 11

- I don’t know
  - 2019: 0%
  - 2022: 14%
  - 2023: 13

2019: 0%
2022 profit compared to 2019: 71
2023 profit compared to 2019: 67
2019: 0%
2022 profit compared to 2021: 71
2023 profit compared to 2021: 67

(16 answers in total)
Detailed results for Saudi Arabia

Most important business issues in the exhibition industry right now

- **Internal management challenges**: 23% (Global: 21%)
- **Impact of digitalisation**: 18% (Global: 17%)
- **Competition with other media**: 17% (Global: 15%)
- **State of the economy in home market**: 3% (Global: 7%)
- **Global economic developments**: 14% (Global: 12%)
- **Competition from within the exhibition industry**: 12% (Global: 9%)
- **Sustainability / Climate**: 5% (Global: 7%)
- **Impact of Covid-19 pandemic on the business**: 3% (Global: 2%)
- **Stakeholders issues**: 3% (Global: 2%)
- **Other**: 3% (Global: 2%)

Elements expected to most impact business development in the next five years

- **Changing customer expectations**: 69% (Global: 68%)
- **Staffing**: 46% (Global: 54%)
- **Digitalisation**: 45% (Global: 45%)
- **Climate-related regulations**: 31% (Global: 30%)
- **(De)globalisation**: 15% (Global: 8%)
- **Diversity, Equity & Inclusion-related regulations**: 23% (Global: 20%)
- **Other**: 0% (Global: 5%)
### Digitalisation: implementation in Saudi Arabia and globally

<table>
<thead>
<tr>
<th>Action</th>
<th>Saudi Arabia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>46%</td>
<td>64%</td>
</tr>
<tr>
<td>(like apps, digital advertising, and digital signage)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital</td>
<td>23%</td>
<td>55%</td>
</tr>
<tr>
<td>processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>23%</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions</td>
<td>31%</td>
<td></td>
</tr>
<tr>
<td>/ products</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Created a designated function in the upper/top management</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>(like a CDO, Head of Digital, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>8%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

### Format of exhibitions in the coming years

- **“Virtual” events replacing “physical” events**
  - Yes, for sure: 14%
  - Most probably: 7%
  - Not sure: 21%
  - Not sure at all: 57%
  - Definitely not: 5%

- **A push towards “hybrid” events, more digital elements at events**
  - Yes, for sure: 21%
  - Most probably: 36%
  - Not sure: 21%
  - Not sure at all: 7%
  - Definitely not: 14%

- **Less international “physical” exhibitions, and overall less participants**
  - Yes, for sure: 7%
  - Most probably: 14%
  - Not sure: 29%
  - Not sure at all: 21%
  - Definitely not: 29%

- **Covid-19 confirms the value of face to face events - sector bounces back quickly**
  - Yes, for sure: 64%
  - Most probably: 14%
  - Not sure: 7%
  - Not sure at all: 7%
  - Definitely not: 7%
Detailed results for United Arab Emirates

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
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<td>70</td>
<td>70</td>
<td>78</td>
<td>100</td>
<td>100</td>
<td>100</td>
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<tr>
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<td>27</td>
<td>10</td>
<td>30</td>
<td>30</td>
<td>22</td>
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<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>I Don't Know</td>
<td>No Activity</td>
<td>Reduced</td>
<td>Normal</td>
<td></td>
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<td></td>
<td></td>
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</tr>
</tbody>
</table>
**Detailed results for United Arab Emirates**

### Revenue compared to 2019

- **Average for all companies**
  - **2023:** 134%
  - **2022:** 88%

### Operating profits compared to 2019 and previous year

- **Increase of more than 10%**
  - 2022: 0%
  - 2023: 20%

- **Stable (between -10% and +10%)**
  - 2022: 0%
  - 2023: 30%

- **Reduced by 11-50%**
  - 2022: 0%
  - 2023: 56%

- **Reduced by more than 50%**
  - 2022: 0%
  - 2023: 75%

- **Loss**
  - 2022: 0%
  - 2023: 0%

- **I don’t know**
  - 2022: 0%
  - 2023: 0%

### Revenue compared to 2019 and previous year

- **Average for all companies**
  - **2022:** 88%
  - **2023:** 134%

### Operating profits compared to 2019 and previous year

- **Average for all companies**
  - **2022:** 0%
  - **2023:** 0%

(11 answers in total)
Detailed results for United Arab Emirates

Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>United Arab Emirates</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>15%</td>
<td>14%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td></td>
<td>10%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td></td>
<td>11%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td></td>
<td>9%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td></td>
<td>4%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td></td>
<td>3%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td></td>
<td>2%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>0%</td>
</tr>
</tbody>
</table>

Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Issue</th>
<th>United Arab Emirates</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>Staffing</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Digitalisation</td>
<td>54%</td>
<td></td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>45%</td>
<td></td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
<td>20%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td></td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>

(11 answers in total)
**Digitalisation: implementation in United Arab Emirates and globally**

<table>
<thead>
<tr>
<th>Action</th>
<th>United Arab Emirates</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions</td>
<td>82%</td>
<td>64%</td>
</tr>
<tr>
<td>(like apps, digital advertising, and digital signage)</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>55%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>73%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>55%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>21%</td>
<td>27%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>21%</td>
</tr>
</tbody>
</table>

**Format of exhibitions in the coming years**

- **“Virtual” events replacing “physical” events**
  - United Arab Emirates: 9%
  - Global: 91%

- **A push towards “hybrid” events, more digital elements at events**
  - United Arab Emirates: 9%
  - Global: 45%

- **Less international “physical” exhibitions, and overall less participants**
  - United Arab Emirates: 9%
  - Global: 73%

- **Covid-19 confirms the value of face to face events - sector bounces back quickly**
  - United Arab Emirates: 82%
  - Global: 9%
Detailed results for South Africa

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>I Don't Know</td>
<td>9%</td>
<td>27%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>No Activity</td>
<td>64%</td>
<td>75%</td>
<td>83%</td>
<td>83%</td>
<td>83%</td>
<td>55%</td>
<td>56%</td>
<td>67%</td>
<td>78%</td>
<td>67%</td>
<td>44%</td>
<td>33%</td>
</tr>
<tr>
<td>Reduced</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
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<td>11%</td>
<td>11%</td>
<td>11%</td>
<td>11%</td>
</tr>
</tbody>
</table>

(12 answers in total)
Detailed results for South Africa

Revenue compared to 2019

- 2023: 86%
- 2022: 65%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
  - 2022: 18, 2023: 18
- Stable (between -10% and +10%)
  - 2022: 18, 2023: 50
- Reduced by 11-50%
  - 2022: 17, 2023: 25
- Reduced by more than 50%
  - 2022: 9, 2023: 18
- Loss
  - 2022: 8, 2023: 9
- I don’t know
  - 2022: 27, 2023: 25

2022 profit compared to 2019

- 2019: 8, 2020: 8, 2021: 9

2023 profit compared to 2019

- 2019: 9, 2022: 9
Detailed results for South Africa

Most important business issues in the exhibition industry right now

- **Internal management challenges**: 17%
- **Impact of digitalisation**: 21%
- **Competition with other media**: 15%
- **State of the economy in home market**: 17%
- **Global economic developments**: 11%
- **Impact of Covid-19 pandemic on the business**: 14%
- **Competition from within the exhibition industry**: 12%
- **Sustainability / Climate**: 8%
- **Stakeholders issues**: 9%
- **Other**: 6%

Elements expected to most impact business development in the next five years

- **Changing customer expectations**: 55%
- **Staffing**: 45%
- **Digitalisation**: 54%
- **Climate-related regulations**: 45%
- **(De)globalisation**: 27%
- **Diversity, Equity & Inclusion-related regulations**: 18%
- **Other**: 9%
Digitalisation: implementation in South Africa and globally

<table>
<thead>
<tr>
<th>Action</th>
<th>South Africa</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)</td>
<td>36%</td>
<td>64%</td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>18%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>27%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>9%</td>
<td>21%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>9%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Format of exhibitions in the coming years

- “Virtual” events replacing “physical” events: 27% Yes, for sure, 73% Not sure at all
- A push towards “hybrid” events, more digital elements at events: 9% Yes, for sure, 36% Most probably, 9% Not sure, 18% Not sure at all, 27% Definitely not
- Less international “physical” exhibitions, and overall less participants: 18% Yes, for sure, 27% Most probably, 18% Not sure, 36% Definitely not
- Covid-19 confirms the value of face to face events - sector bounces back quickly: 82% Yes, for sure, 9% Most probably, 9% Not sure, 9% Definitely not
Asia-Pacific
## Situation of the industry operations in the 1\textsuperscript{st} half of 2023, and current predictions for the 2\textsuperscript{nd} half of 2023

### Asia-Pacific

<table>
<thead>
<tr>
<th></th>
<th>Jan</th>
<th>Feb</th>
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<td>14</td>
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<td>71</td>
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### World

<table>
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<tr>
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<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
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<th>Jul</th>
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<tbody>
<tr>
<td>2023</td>
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<td>13</td>
<td>13</td>
<td>15</td>
<td>17</td>
<td>14</td>
<td>8</td>
<td>71</td>
</tr>
</tbody>
</table>
Revenue compared to 2019

**Asia-Pacific**

- **2022:** 64%
- **2023:** 89%

**World**

- **2022:** 78%
- **2023:** 97%

### Average for all companies

- **2022:**
  - 0%: 4%
  - less than 25%: 10%
  - 25-49%: 15%
  - 50-75%: 40%
  - more than 75%: 31%

- **2023:**
  - 0%: 2%
  - less than 25%: 0%
  - 25-49%: 2%
  - 50-75%: 23%
  - more than 75%: 73%

- **2023:**
  - 0%: 2%
  - less than 25%: 5%
  - 25-49%: 1%
  - 50-75%: 34%
  - more than 75%: 50%

- **2023:**
  - 0%: 3%
  - less than 25%: 9%
  - 25-49%: 17%
  - 50-75%: 34%
  - more than 75%: 50%

---

31st UFI Global Exhibition Barometer / July 2023 ©
Operating Profits
Asia-Pacific

Operating profits compared to 2019 and previous year

### Asia-Pacific

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2021</th>
<th>2022 profit compared to 2019</th>
<th>2023 profit compared to 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>20</td>
<td></td>
<td>31</td>
<td>56</td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>7</td>
<td>10</td>
<td>20</td>
<td>26</td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>32</td>
<td></td>
<td>27</td>
<td>11</td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>20</td>
<td>6</td>
<td>26</td>
<td>11</td>
</tr>
<tr>
<td>Loss</td>
<td>16</td>
<td>14</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>I don’t know</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>

### World

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2021</th>
<th>2022 profit compared to 2019</th>
<th>2023 profit compared to 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>30</td>
<td></td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>17</td>
<td>22</td>
<td>27</td>
<td>26</td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>34</td>
<td></td>
<td>22</td>
<td>19</td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>19</td>
<td>8</td>
<td>22</td>
<td>4</td>
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<tr>
<td>Loss</td>
<td>13</td>
<td>7</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>I don’t know</td>
<td>6</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>
### Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>Asia-Pacific</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>17%</td>
<td>15%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>13%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>11%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>11%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Issue</th>
<th>Asia-Pacific</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>68%</td>
<td>56%</td>
</tr>
<tr>
<td>Staffing</td>
<td>54%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>45%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>26%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>22%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>7%</td>
<td>5%</td>
</tr>
</tbody>
</table>
Digitalisation: implementation in Asia-Pacific and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage): 62% (Asia-Pacific), 64% (Global)
- Changed internal processes and workflows in our company into digital processes: 56% (Asia-Pacific), 55% (Global)
- Developed a digital / transformation strategy for the whole company: 23% (Asia-Pacific), 33% (Global)
- Developed a digital / transformation strategy for individual exhibitions / products: 25% (Asia-Pacific), 27% (Global)
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.): 16% (Asia-Pacific), 21% (Global)
- Launched digital products not directly related to existing exhibitions: 17% (Asia-Pacific), 21% (Global)
- Other: 3% (Asia-Pacific), 5% (Global)
### Potential impact on exhibitions and current use of “generative AI” applications like ChatGPT and others

<table>
<thead>
<tr>
<th>Function</th>
<th>Asia-Pacific</th>
<th>World</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales, Marketing and Customer relations</td>
<td>61%</td>
<td>62%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td>Event production</td>
<td>49%</td>
<td>45%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>46%</td>
<td>40%</td>
</tr>
<tr>
<td>Finance and Risk management</td>
<td>39%</td>
<td>34%</td>
</tr>
<tr>
<td>Other support functions</td>
<td>35%</td>
<td>30%</td>
</tr>
<tr>
<td>Other</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>No</td>
<td>16%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Note: Will affect the industry vs. We already use
Format of Exhibitions - Asia-Pacific

Format of Exhibitions in the coming years

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes, for sure</th>
<th>Most probably</th>
<th>Not sure</th>
<th>Not sure at all</th>
<th>Definitely not</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Virtual” events replacing “physical” events</td>
<td>6%</td>
<td>3%</td>
<td>11%</td>
<td>18%</td>
<td>62%</td>
</tr>
<tr>
<td>A push towards “hybrid” events, more digital elements at events</td>
<td>11%</td>
<td>51%</td>
<td>22%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Less international “physical” exhibitions, and overall less participants</td>
<td>4%</td>
<td>16%</td>
<td>21%</td>
<td>17%</td>
<td>41%</td>
</tr>
<tr>
<td>Covid-19 confirms the value of face to face events - sector bounces back quickly</td>
<td>66%</td>
<td>25%</td>
<td>5%</td>
<td>3%</td>
<td></td>
</tr>
</tbody>
</table>
Detailed results for Australia

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>1st Half 2023</th>
<th>2nd Half 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Feb</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Mar</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Apr</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>May</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Jun</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Jul</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Aug</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Sep</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Oct</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Nov</td>
<td>100</td>
<td>90</td>
</tr>
<tr>
<td>Dec</td>
<td>100</td>
<td>90</td>
</tr>
</tbody>
</table>

(10 answers in total)
Detailed results for Australia

Revenue compared to 2019

- **Average for all companies**
  - 2023: 107%
  - 2022: 90%

Operating profits compared to 2019 and previous year

<table>
<thead>
<tr>
<th>2022 profit compared to</th>
<th>2019</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>38</td>
<td>50</td>
</tr>
<tr>
<td>2023</td>
<td>38</td>
<td>38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2023 profit compared to</th>
<th>2019</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>2022</td>
<td>13</td>
<td>13</td>
</tr>
</tbody>
</table>

- **Increase of more than 10%**
  - 2022: 13
  - 2023: 13

- **Stable (between -10% and +10%)**
  - 2022: 25
  - 2023: 13

- **Reduced by 11-50%**
  - 2022: 13
  - 2023: 13

- **Reduced by more than 50%**
  - 2022: 13
  - 2023: 13

- **Loss**
  - 2022: 13
  - 2023: 13

- **I don’t know**
  - 2022: 13
  - 2023: 13
## Detailed results for Australia

### Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>Australia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>20%</td>
<td>9%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>14%</td>
<td>13%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>14%</td>
<td>11%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>23%</td>
<td>29%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Element</th>
<th>Australia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>50%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>68%</td>
<td>75%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>45%</td>
<td>54%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>28%</td>
<td>38%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>13%</td>
<td>30%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td>13%</td>
</tr>
</tbody>
</table>
Detailed results for Australia

Digitalisation: implementation in Australia and globally

- **Added digital services / products around our existing exhibitions** (like apps, digital advertising, and digital signage) - 50% Australia, 64% Global
- **Changed internal processes and workflows in our company into digital processes** - 0% Australia, 64% Global
- **Developed a digital / transformation strategy for the whole company** - 0% Australia, 33% Global
- **Developed a digital / transformation strategy for individual exhibitions / products** - 13% Australia, 27% Global
- **Created a designated function in the upper/top management** (like a CDO, Head of Digital, etc.) - 0% Australia, 21% Global
- **Launched digital products not directly related to existing exhibitions** - 13% Australia, 21% Global
- **Other** - 5% Australia, 25% Global

Format of exhibitions in the coming years

- **“Virtual” events replacing “physical” events** - 25% for sure, 75% definitely not
- **A push towards “hybrid” events, more digital elements at events** - 13% most probably, 13% not sure, 38% not sure at all, 13% definitely not
- **Less international “physical” exhibitions, and overall less participants** - 13% most probably, 50% not sure, 13% definitely not
- **Covid-19 confirms the value of face to face events - sector bounces back quickly** - 88% for sure, 13% definitely not

Updated on 26 July
Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don't Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>50</td>
<td>29</td>
<td>38</td>
<td>13</td>
</tr>
<tr>
<td>Feb</td>
<td>20</td>
<td>14</td>
<td>57</td>
<td>14</td>
</tr>
<tr>
<td>Mar</td>
<td>10</td>
<td>14</td>
<td>70</td>
<td>13</td>
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<tr>
<td>Apr</td>
<td>11</td>
<td>13</td>
<td>71</td>
<td>88</td>
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<tr>
<td>May</td>
<td>13</td>
<td>11</td>
<td>71</td>
<td>89</td>
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<tr>
<td>Jun</td>
<td>11</td>
<td>13</td>
<td>78</td>
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<td>Jul</td>
<td>13</td>
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<td>Aug</td>
<td>11</td>
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<tr>
<td>Sep</td>
<td>14</td>
<td>25</td>
<td>38</td>
<td>13</td>
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<tr>
<td>Oct</td>
<td>14</td>
<td>13</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Nov</td>
<td>25</td>
<td>25</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Dec</td>
<td>11</td>
<td>11</td>
<td>25</td>
<td>25</td>
</tr>
</tbody>
</table>

I Don't Know %:
- Jan: 50%
- Feb: 20%
- Mar: 10%
- Apr: 11%
- May: 13%
- Jun: 11%
- Jul: 13%
- Aug: 20%
- Sep: 11%
- Oct: 14%
- Nov: 14%
- Dec: 25%

No Activity %:
- Jan: 29%
- Feb: 14%
- Mar: 14%
- Apr: 13%
- May: 13%
- Jun: 11%
- Jul: 13%
- Aug: 20%
- Sep: 11%
- Oct: 14%
- Nov: 14%
- Dec: 25%

Reduced %:
- Jan: 38%
- Feb: 57%
- Mar: 70%
- Apr: 71%
- May: 71%
- Jun: 78%
- Jul: 78%
- Aug: 80%
- Sep: 89%
- Oct: 86%
- Nov: 13%
- Dec: 38%

Normal %:
- Jan: 13%
- Feb: 14%
- Mar: 14%
- Apr: 88%
- May: 89%
- Jun: 78%
- Jul: 75%
- Aug: 80%
- Sep: 89%
- Oct: 86%
- Nov: 13%
- Dec: 38%
## Detailed results for China

### Revenue compared to 2019

<table>
<thead>
<tr>
<th>Percentage Change</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>25%</td>
<td>0%</td>
</tr>
<tr>
<td>less than 25%</td>
<td>8%</td>
<td>0%</td>
</tr>
<tr>
<td>25-49%</td>
<td>33%</td>
<td>0%</td>
</tr>
<tr>
<td>50-75%</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>more than 75%</td>
<td>17%</td>
<td>54%</td>
</tr>
</tbody>
</table>

### Operating profits compared to 2019 and previous year

<table>
<thead>
<tr>
<th>Profit Change</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>8</td>
<td>18</td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>15</td>
<td>27</td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>31</td>
<td>45</td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>50</td>
<td>44</td>
</tr>
<tr>
<td>Loss</td>
<td>38</td>
<td>14</td>
</tr>
<tr>
<td>I don’t know</td>
<td>8</td>
<td>11</td>
</tr>
</tbody>
</table>

2022: 43%  
2023: 74%
Detailed results for China

Most important business issues in the exhibition industry right now

- Internal management challenges: 18% (China), 21% (Global)
- Impact of digitalisation: 17% (China), 17% (Global)
- Competition with other media: 17% (China)
- State of the economy in home market: 15% (China), 14% (Global)
- Global economic developments: 10% (China), 12% (Global)
- Competition from within the exhibition industry: 13% (China), 9% (Global)
- Sustainability / Climate: 4% (China), 7% (Global)
- Impact of Covid-19 pandemic on the business: 0% (China), 2% (Global)
- Stakeholders issues: 0% (China), 2% (Global)
- Other: 0% (China), 2% (Global)

Elements expected to most impact business development in the next five years

- Changing customer expectations: 57% (China), 68% (Global)
- Staffing: 43% (China), 54% (Global)
- Digitalisation: 57% (China), 45% (Global)
- Climate-related regulations: 14% (China), 30% (Global)
- (De)globalisation: 50% (China), 28% (Global)
- Diversity, Equity & Inclusion-related regulations: 43% (China), 20% (Global)
- Other: 7% (China), 5% (Global)
Detailed results for China

Digitalisation: implementation in China and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage): 64% in China, 64% globally.
- Changed internal processes and workflows in our company into digital processes: 71% globally.
- Developed a digital / transformation strategy for the whole company: 33% globally.
- Developed a digital / transformation strategy for individual exhibitions / products: 36% globally.
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.): 29% globally.
- Launched digital products not directly related to existing exhibitions: 21% globally.
- Other: 5% globally.

Format of exhibitions in the coming years

- “Virtual” events replacing “physical” events: 23% yes, for sure, 15% most probably, 8% not sure, 54% not sure at all, 54% definitely not.
- A push towards “hybrid” events, more digital elements at events: 31% yes, for sure, 54% most probably, 15% not sure at all.
- Less international “physical” exhibitions, and overall less participants: 7% yes, for sure, 21% most probably, 36% not sure, 21% not sure at all, 14% definitely not.
- Covid-19 confirms the value of face to face events - sector bounces back quickly: 50% yes, for sure, 21% most probably, 21% not sure, 7% definitely not.
Detailed results for India

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>I Don’t Know</th>
<th>No Activity</th>
<th>Reduced</th>
<th>Normal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>8</td>
<td>92</td>
<td>69</td>
<td>100</td>
</tr>
<tr>
<td>Feb</td>
<td>31</td>
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<td>67</td>
<td>100</td>
</tr>
<tr>
<td>Mar</td>
<td>25</td>
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<td>100</td>
</tr>
<tr>
<td>Apr</td>
<td>17</td>
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<tr>
<td>May</td>
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<td>Jun</td>
<td>17</td>
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<tr>
<td>Jul</td>
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<td>Aug</td>
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</tr>
<tr>
<td>Sep</td>
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</tr>
<tr>
<td>Oct</td>
<td>17</td>
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</tr>
<tr>
<td>Nov</td>
<td>17</td>
<td>83</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Dec</td>
<td>17</td>
<td>83</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

(13 answers in total)
Detailed results for India

Revenue compared to 2019

- **Average for all companies**
  - 2023: 102%
  - 2022: 67%

Operating profits compared to 2019 and previous year

- **Increase of more than 10%**
  - 36%
- **Stable (between -10% and +10%)**
  - 33%
- **Reduced by 11-50%**
  - 56%
- **Reduced by more than 50%**
  - 60%
- **Loss**
  - 22%
- **I don’t know**
  - 30%

- **2022 profit compared to**
  - 2019: 33%
  - 2021: 22%

- **2023 profit compared to**
  - 2019: 11%
  - 2022: 10%
Detailed results for India

**Most important business issues in the exhibition industry right now**

- Internal management challenges: 20% (India), 21% (Global)
- Impact of digitalisation: 15% (India), 17% (Global)
- Competition with other media: 14% (India), 15% (Global)
- State of the economy in home market: 10% (India), 14% (Global)
- Global economic developments: 14% (India), 12% (Global)
- Competition from within the exhibition industry: 10% (India), 9% (Global)
- Sustainability / Climate: 3% (India), 7% (Global)
- Impact of Covid-19 pandemic on the business: 7% (India), 3% (Global)
- Stakeholders issues: 3% (India), 2% (Global)
- Other: 3% (India), 2% (Global)

**Elements expected to most impact business development in the next five years**

- Changing customer expectations: 64% (India), 68% (Global)
- Staffing: 64% (India), 54% (Global)
- Digitalisation: 55% (India), 45% (Global)
- Climate-related regulations: 18% (India), 30% (Global)
- (De)globalisation: 18% (India), 28% (Global)
- Diversity, Equity & Inclusion-related regulations: 27% (India), 20% (Global)
- Other: 0% (India), 5% (Global)

(13 answers in total)
Detailed results for India

Digitalisation: implementation in India and globally

- Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage): 50% in India, 64% globally.
- Changed internal processes and workflows in our company into digital processes: 20% in India, 33% globally.
- Developed a digital / transformation strategy for the whole company: 20% in India, 33% globally.
- Developed a digital / transformation strategy for individual exhibitions / products: 20% in India, 27% globally.
- Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.): 10% in India, 21% globally.
- Launched digital products not directly related to existing exhibitions: 10% in India, 21% globally.
- Other: 0% in India, 5% globally.

Format of exhibitions in the coming years

- “Virtual” events replacing “physical” events: 11% for sure, 11% most probably, 78% not sure at all.
- A push towards “hybrid” events, more digital elements at events: 10% for sure, 50% most probably, 20% not sure, 10% definitely not.
- Less international “physical” exhibitions, and overall less participants: 11% for sure, 33% most probably, 56% not sure at all.
- Covid-19 confirms the value of face to face events - sector bounces back quickly: 82% for sure, 18% definitely not.
Detailed results for Malaysia

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>75</td>
<td>75</td>
<td>75</td>
<td>25</td>
<td>25</td>
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<td>8</td>
<td>8</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(14 answers in total)
Detailed results for Malaysia

Revenue compared to 2019

- **2023: 87%**
- **2022: 63%**

<table>
<thead>
<tr>
<th>Change</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of more than 10%</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Stable (between -10% and +10%)</td>
<td>13</td>
<td>20</td>
</tr>
<tr>
<td>Reduced by 11-50%</td>
<td>50</td>
<td>29</td>
</tr>
<tr>
<td>Reduced by more than 50%</td>
<td>29</td>
<td>31</td>
</tr>
<tr>
<td>Loss</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>I don't know</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

Operating profits compared to 2019 and previous year

- **2019 profit compared to 2020 profit**
  - 0%: 0%
  - less than 25%: 0%
  - 25-49%: 9%
  - 50-75%: 9%
  - more than 75%: 27%

- **2022 profit compared to 2021 profit**
  - 0%: 0%
  - less than 25%: 9%
  - 25-49%: 9%
  - 50-75%: 27%
  - more than 75%: 91%

- **2023 profit compared to 2022 profit**
  - 0%: 0%
  - less than 25%: 9%
  - 25-49%: 9%
  - 50-75%: 55%
  - more than 75%: 13%
Detailed results for Malaysia

Most important business issues in the exhibition industry right now

- Internal management challenges: 18% Malaysia, 18% Global
- Impact of digitalisation: 21% Malaysia, 17% Global
- Competition with other media: 18% Malaysia, 15% Global
- State of the economy in home market: 11% Malaysia, 14% Global
- Global economic developments: 12% Malaysia, 12% Global
- Competition from within the exhibition industry: 9% Malaysia, 7% Global
- Sustainability / Climate: 3% Malaysia, 3% Global
- Impact of Covid-19 pandemic on the business: 3% Malaysia, 2% Global
- Stakeholders issues: 3% Malaysia, 2% Global
- Other: 0% Malaysia, 2% Global

Elements expected to most impact business development in the next five years

- Changing customer expectations: 82% Malaysia, 68% Global
- Staffing: 55% Malaysia, 54% Global
- Digitalisation: 64% Malaysia, 45% Global
- Climate-related regulations: 36% Malaysia, 30% Global
- (De)globalisation: 36% Malaysia, 28% Global
- Diversity, Equity & Inclusion-related regulations: 27% Malaysia, 20% Global
- Other: 9% Malaysia, 5% Global
### Detailed results for Malaysia

#### Digitalisation: implementation in Malaysia and globally

<table>
<thead>
<tr>
<th>Activity</th>
<th>Malaysia</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)</td>
<td>75%</td>
<td>64%</td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>58%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>42%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>42%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>17%</td>
<td>21%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>17%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

#### Format of exhibitions in the coming years

- **Virtual** events replacing “physical” events: 73%
- A push towards “hybrid” events, more digital elements at events: 50% (Yes, for sure) + 30% (Most probably) = 80% (total)
- Less international “physical” exhibitions, and overall less participants: 55%
- Covid-19 confirms the value of face to face events - sector bounces back quickly: 91% (Yes, for sure) + 9% (Most probably) = 100% (total)
Detailed results for Thailand

Situation of the industry operations in the 1st half of 2023, and current predictions for the 2nd half of 2023

<table>
<thead>
<tr>
<th>Month</th>
<th>1st Half</th>
<th>2nd Half</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>29 I Don't Know</td>
<td>31% Reduced</td>
</tr>
<tr>
<td>Feb</td>
<td>18 Reduced</td>
<td>29% No Activity</td>
</tr>
<tr>
<td>Mar</td>
<td>19 Reduced</td>
<td>35% No Activity</td>
</tr>
<tr>
<td>Apr</td>
<td>19 Reduced</td>
<td>24% No Activity</td>
</tr>
<tr>
<td>May</td>
<td>24 Reduced</td>
<td>24% No Activity</td>
</tr>
<tr>
<td>Jun</td>
<td>24 Reduced</td>
<td>19% No Activity</td>
</tr>
<tr>
<td>Jul</td>
<td>19 Reduced</td>
<td>13% No Activity</td>
</tr>
<tr>
<td>Aug</td>
<td>13 Reduced</td>
<td>13% No Activity</td>
</tr>
<tr>
<td>Sep</td>
<td>19 Reduced</td>
<td>13% No Activity</td>
</tr>
<tr>
<td>Oct</td>
<td>25 Reduced</td>
<td>13% No Activity</td>
</tr>
<tr>
<td>Nov</td>
<td>31 Reduced</td>
<td>13% No Activity</td>
</tr>
<tr>
<td>Dec</td>
<td>56 Normal</td>
<td>2023&lt; &gt;</td>
</tr>
</tbody>
</table>
Detailed results for Thailand

Revenue compared to 2019

- Average for all companies:
  - 2023: 84%
  - 2022: 64%

Operating profits compared to 2019 and previous year

- Increase of more than 10%
  - 2022 profit compared to 2019: 14
  - 2023 profit compared to 2019: 26

- Stable (between -10% and +10%)
  - 2022 profit compared to 2019: 50
  - 2023 profit compared to 2019: 57

- Reduced by 11-50%
  - 2022 profit compared to 2019: 36
  - 2023 profit compared to 2019: 38

- Reduced by more than 50%
  - 2022 profit compared to 2019: 8
  - 2023 profit compared to 2019: 8

- Loss
  - 2022 profit compared to 2019: 14
  - 2023 profit compared to 2019: 23

- I don’t know
  - 2022 profit compared to 2019: 8
  - 2023 profit compared to 2019: 8

(19 answers in total)
Detailed results for Thailand

Most important business issues in the exhibition industry right now

<table>
<thead>
<tr>
<th>Issue</th>
<th>Thailand</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal management challenges</td>
<td>24%</td>
<td>21%</td>
</tr>
<tr>
<td>Impact of digitalisation</td>
<td>21%</td>
<td>17%</td>
</tr>
<tr>
<td>Competition with other media</td>
<td>16%</td>
<td>15%</td>
</tr>
<tr>
<td>State of the economy in home market</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td>Global economic developments</td>
<td>6%</td>
<td>12%</td>
</tr>
<tr>
<td>Competition from within the exhibition industry</td>
<td>13%</td>
<td>9%</td>
</tr>
<tr>
<td>Sustainability / Climate</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Impact of Covid-19 pandemic on the business</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Stakeholders issues</td>
<td>0%</td>
<td>2%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Elements expected to most impact business development in the next five years

<table>
<thead>
<tr>
<th>Element</th>
<th>Thailand</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Changing customer expectations</td>
<td>75%</td>
<td>68%</td>
</tr>
<tr>
<td>Staffing</td>
<td>63%</td>
<td>54%</td>
</tr>
<tr>
<td>Digitalisation</td>
<td>56%</td>
<td>45%</td>
</tr>
<tr>
<td>Climate-related regulations</td>
<td>31%</td>
<td>30%</td>
</tr>
<tr>
<td>(De)globalisation</td>
<td>25%</td>
<td>28%</td>
</tr>
<tr>
<td>Diversity, Equity &amp; Inclusion-related regulations</td>
<td>13%</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>5%</td>
</tr>
</tbody>
</table>
**Detailed results for Thailand**

### Digitalisation: implementation in Thailand and globally

<table>
<thead>
<tr>
<th>Activity</th>
<th>Thailand</th>
<th>Global</th>
</tr>
</thead>
<tbody>
<tr>
<td>Added digital services / products around our existing exhibitions (like apps, digital advertising, and digital signage)</td>
<td>63%</td>
<td>64%</td>
</tr>
<tr>
<td>Changed internal processes and workflows in our company into digital processes</td>
<td>56%</td>
<td>55%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for the whole company</td>
<td>25%</td>
<td>33%</td>
</tr>
<tr>
<td>Developed a digital / transformation strategy for individual exhibitions / products</td>
<td>6%</td>
<td>27%</td>
</tr>
<tr>
<td>Created a designated function in the upper/top management (like a CDO, Head of Digital, etc.)</td>
<td>0%</td>
<td>21%</td>
</tr>
<tr>
<td>Launched digital products not directly related to existing exhibitions</td>
<td>13%</td>
<td>21%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>5%</td>
</tr>
</tbody>
</table>

### Format of exhibitions in the coming years

- **“Virtual” events replacing “physical” events**
  - Yes, for sure: 6%
  - Most probably: 19%
  - Not sure at all: 75%

- **A push towards “hybrid” events, more digital elements at events**
  - Yes, for sure: 13%
  - Most probably: 50%
  - Not sure at all: 31%
  - Definitely not: 6%

- **Less international “physical” exhibitions, and overall less participants**
  - Yes, for sure: 6%
  - Most probably: 19%
  - Not sure at all: 25%
  - Definitely not: 6%

- **Covid-19 confirms the value of face to face events - sector bounces back quickly**
  - Yes, for sure: 69%
  - Most probably: 31%

Conclusion

The Global Barometer survey has been constantly measuring the pulse of the exhibition industry for the past 15 years. This 31st survey was concluded in July 2023. It includes data from 351 companies in 61 countries and regions. The report delivers outlooks and analysis for 19 focus countries and regions. In addition, it analyses 5 aggregated regional zones.

The results highlight the recovery of the industry in 2023 in most places around the world.

The level of operations has clearly picked up since 2022: the percentage of companies reporting “normal activity” increases from 72% in December 2022 to 79% on average for the first half of 2023 and almost 90% for most months of the second half of 2023 (December being as usual a month with less activity in most places). In parallel, the number of companies reporting “reduced activity” decreased from 20% in December 2022 to 16% in the first half of 2023 to 12% in the second half.

The year 2022 witnessed a remarkable “bounce back” of exhibitions, with companies from most markets achieving revenues close to their 2019 levels. This positive trend continues into 2023, with companies in almost all regions expecting to reach or even surpass their 2019 revenue levels. Globally, the revenues for 2022 and 2023 represent 78% and 97% of the 2019 levels respectively, indicating a progressive full recovery. This recovery now appears faster than expected 6 months ago, when companies were expecting to reach 91% of the 2019 levels.

In terms of operating profits compared to 2019 levels, around half of the companies are declaring an increase or stable level for 2022 and their proportion is increasing to 7 out of 10 for 2023. Among them, the number of companies declaring an increase is higher now than it was expected 6 months ago: 30% for 2022 (compared to 24% six months ago) and 37% for 2023 (compared to 31% previously).

The most pressing business issue declared in this edition are “Internal management challenges” (21% of answers globally and the main issue in all regions, and most markets). Within “Internal management challenges,” 61% of respondents selected “Human resource” issues, 50% selected “Business model adjustments”, and 31% selected “Finance”.

The analysis of the trend around top business issues over the 2016-2023 period identifies several important shifts:

- “Impact of digitalisation” & “Competition with other media” ranks as the main issue, with 32% of answers (compared to 12% in 2016).

- “Global economic developments” & “State of the economy in the home market” have dropped from being the main issue in 2016 (44% of answers) to 26% in 2023, while the “Impact of COVID-19 pandemic on the business” fell from 29% in 2020 to 3% in 2023.

- And “Internal management challenges” has increased from 13% in 2016 to 21% in 2023.

In parallel, “Sustainability/climate” & “Other stakeholders’ issues” has more than doubled from 4% of answers in 2016 to 9% in 2023, while “Competition from within the exhibition industry” has dropped considerably, from around 20% pre-pandemic to 5% or less during the pandemic. In 2023, it increases to 9%.
Conclusion

The 31st Barometer introduced a question to address the evolution of the operating model of the exhibition industry after the pandemic disruption. Based on the responses, the elements expected to have the greatest impact on their company’s business development in the next five years are as follows:

- Globally, “Changing customer expectations” are expected to have the highest impact in the next five years, with 68% of respondents considering it significant.
- Approximately 54% of respondents believe that “Staffing” will have a notable impact on business development.
- Around 45% of respondents anticipate that “Digitalisation” will significantly influence business development.

Overall, 64% of respondents have added digital services/products (such as apps, digital advertising and digital signage) to their existing exhibition offerings. In addition, 55% of respondents globally indicated they have digitised internal processes and workflows (compared to 49% one year ago).

The 31st Barometer sought insights into possible trends that will drive the future format of exhibitions by asking companies to assess four different statements. By using the same question asked in previous editions of the Barometer throughout the pandemic, some useful comparisons can be drawn. The global results indicate that:

- 91% of respondents (compared to 87% a year ago and 78% two years ago) agree that “COVID-19 confirms the value of face-to-face events” (with 68% stating “Yes, for sure” and 23% stating “Most probably”).
- 21% (compared to 31% and 46% previously) believe there will be “Less international ‘physical’ exhibitions and, overall, less participants” (with 2% stating “Yes, for sure”, 19% stating “Most probably” and 24% remaining unsure).
- 56% (compared to 61% and 76% previously) believe there is “A push towards hybrid events, more digital elements at events” (with 12% stating “Yes, for sure”, 44% stating “Most probably” and 21% remaining unsure).
- 6% (compared to 6% and 11% previously) agree that “Virtual events are replacing physical events”, while 10% are unsure and 84% state “Not sure at all” or “ Definitely not”.

THANK YOU TO ALL SURVEY PARTICIPANTS FOR YOUR CONTRIBUTION! THE NEXT GLOBAL BAROMETER SURVEY WILL BE CONDUCTED IN DECEMBER 2023 – PLEASE PARTICIPATE!
## Appendix: Number of survey replies per country

Total = 351 (in 61 countries/regions)

<table>
<thead>
<tr>
<th>Region</th>
<th>Replies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>North America</strong></td>
<td>23</td>
</tr>
<tr>
<td>Canada</td>
<td>1</td>
</tr>
<tr>
<td>Mexico</td>
<td>12</td>
</tr>
<tr>
<td>USA</td>
<td>10</td>
</tr>
<tr>
<td><strong>Central &amp; South America</strong></td>
<td>55</td>
</tr>
<tr>
<td>Argentina</td>
<td>13</td>
</tr>
<tr>
<td>Bolivia</td>
<td>1</td>
</tr>
<tr>
<td>Brazil</td>
<td>13</td>
</tr>
<tr>
<td>Chile</td>
<td>5</td>
</tr>
<tr>
<td>Colombia</td>
<td>11</td>
</tr>
<tr>
<td>Costa Rica</td>
<td>3</td>
</tr>
<tr>
<td>Ecuador</td>
<td>2</td>
</tr>
<tr>
<td>El Salvador</td>
<td>1</td>
</tr>
<tr>
<td>Panama</td>
<td>3</td>
</tr>
<tr>
<td>Peru</td>
<td>1</td>
</tr>
<tr>
<td>Uruguay</td>
<td>2</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>108</td>
</tr>
<tr>
<td>Belgium</td>
<td>4</td>
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<tr>
<td>Bulgaria</td>
<td>1</td>
</tr>
<tr>
<td>Croatia</td>
<td>2</td>
</tr>
<tr>
<td>Finland</td>
<td>1</td>
</tr>
<tr>
<td>France</td>
<td>17</td>
</tr>
<tr>
<td>Germany</td>
<td>11</td>
</tr>
<tr>
<td>Greece</td>
<td>13</td>
</tr>
<tr>
<td>Hungary</td>
<td>2</td>
</tr>
<tr>
<td>Italy</td>
<td>13</td>
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<tr>
<td>Netherlands</td>
<td>2</td>
</tr>
<tr>
<td>Poland</td>
<td>1</td>
</tr>
<tr>
<td>Portugal</td>
<td>2</td>
</tr>
<tr>
<td>Romania</td>
<td>1</td>
</tr>
<tr>
<td>Slovenia</td>
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</tr>
<tr>
<td>Spain</td>
<td>13</td>
</tr>
<tr>
<td>Sweden</td>
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</tr>
<tr>
<td>Switzerland</td>
<td>1</td>
</tr>
<tr>
<td>Türkiye</td>
<td>8</td>
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<tr>
<td>Ukraine</td>
<td>1</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>10</td>
</tr>
<tr>
<td><strong>Middle East &amp; Africa</strong></td>
<td>49</td>
</tr>
<tr>
<td>Bahrain</td>
<td>2</td>
</tr>
<tr>
<td>Iraq</td>
<td>1</td>
</tr>
<tr>
<td>Kuwait</td>
<td>2</td>
</tr>
<tr>
<td>Lebanon</td>
<td>1</td>
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<tr>
<td>Oman</td>
<td>2</td>
</tr>
<tr>
<td>Qatar</td>
<td>1</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>16</td>
</tr>
<tr>
<td>South Africa</td>
<td>12</td>
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<tr>
<td>United Arab Emirates</td>
<td>11</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>1</td>
</tr>
<tr>
<td><strong>Asia-Pacific</strong></td>
<td>116</td>
</tr>
<tr>
<td>Australia</td>
<td>10</td>
</tr>
<tr>
<td>China</td>
<td>14</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>8</td>
</tr>
<tr>
<td>India</td>
<td>13</td>
</tr>
<tr>
<td>Indonesia</td>
<td>2</td>
</tr>
<tr>
<td>Japan</td>
<td>8</td>
</tr>
<tr>
<td>Macau</td>
<td>4</td>
</tr>
<tr>
<td>Malaysia</td>
<td>14</td>
</tr>
<tr>
<td>Myanmar</td>
<td>7</td>
</tr>
<tr>
<td>New Zealand</td>
<td>1</td>
</tr>
<tr>
<td>Pakistan</td>
<td>1</td>
</tr>
<tr>
<td>Philippines</td>
<td>2</td>
</tr>
<tr>
<td>Singapore</td>
<td>4</td>
</tr>
<tr>
<td>South Korea</td>
<td>6</td>
</tr>
<tr>
<td>Taiwan</td>
<td>1</td>
</tr>
<tr>
<td>Thailand</td>
<td>19</td>
</tr>
<tr>
<td>Vietnam</td>
<td>2</td>
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