

Ideas Impulse Enthusiasm Innovation.

Annual Report 2020

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World's Best
Convention
Centre

Europe's Best
Convention
Centre

Spain's Best
Convention
Centre



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Greetings from the President of the Governing Board.

Isabel Díaz Ayuso

“As the most senior representative of the people of Madrid, I can tell you that we need you. Madrid is a place for everyone and vital for everyone. And that, of course, includes IFEMA MADRID, which is capable of generating more than €5 billion in GDP and almost 40,000 jobs in the region. 2019 was a record year for Madrid’s economy. I am determined to get back to the figures recorded then, and even improve on them.”

I am very proud of IFEMA MADRID and what it means to Madrid. Just like on 2 May, the flag of the seven stars and the Puerta de Alcalá, IFEMA MADRID is already, in its own right, a symbol of our region.

IFEMA MADRID puts Madrid on the radar of national and international exhibitors and visitors because of its trade fairs and good work. The 4.3 million visitors who attended almost 900 events in 2019 will attest to this. Unfortunately, in 2020 the organisation’s usual activity and indeed that of all the people of Spain was forced to halt.

Even so, IFEMA MADRID did not close. What’s more, we saw its ability to help, reinvent itself and bring together the best of Madrid in record time. Staff at IFEMA MADRID and people from the Madrid Regional Ministry of Health set up a field hospital that was operational and treating patients within 18 hours. It was a place where 4,000 people from Madrid were treated, and which has been praised both by the World Health Organisation and by the president of the European Commission.

One of the good things about 2020 was the miracle of IFEMA MADRID. It showed how we can all come together behind a common cause, that of saving lives.

Now it’s time to look to the future. The exhibition centre has been getting ready for the recovery, has rebranded itself IFEMA MADRID and making a bold commitment to the digitalisation of its trade fairs. Madrid is undoubtedly the best-connected region in Spain and a leader in Europe, and IFEMA MADRID, as one of its benchmarks, also shares its excellent connectivity.

As the most senior representative of the people of Madrid, I can tell you that we need you. Madrid is a place for everyone and vital for everyone. And that, of course, includes IFEMA MADRID, which is capable of generating more than €5 billion in GDP and almost 40,000 jobs in the region. 2019 was a record year for Madrid’s economy. I am determined to get back to the figures recorded then, and even improve them.

Together, we can do it. We are more united than ever around our freedom, and we have more innovative projects than ever.

Thank you very much.



Letter from the Chairman of the Executive Committee.

José Vicente de los Mozos Obispo

“We have reason to be proud. This institution has proven itself worthy. And this is not only because of the service it has provided to society, with the emergency hospital launched within hours during the depths of the pandemic, but also because it has used the time to accelerate its digital transformation in spectacular fashion.”

This publication covers the most difficult year ever in IFEMA MADRID's history. It was a year that was marked by the worst health crisis we have ever experienced. Because no contingency plan could have foreseen what would happen, especially in our sector. Total closure, beyond the lockdown. Total stoppage of in-person activity, with minimal exceptions.

We have reason to be proud. This institution has proven itself worthy. And this is not only because of the service it has provided to society, with the emergency hospital launched within hours during the depths of the pandemic, but also because it used the time to accelerate its digital transformation in a spectacular fashion.

Indeed, in 2020, IFEMA MADRID has written some of the most brilliant parts of its own history. It is true that we have always been here to serve Spanish society and satisfy its needs. We were there to stage the organisation of COP25, organised in just 18 days, when this would normally take 18 months, and we have also been in these dire circumstances, using all our know-how and that of our collaborating companies to set up Spain's largest COVID-19 hospital during the dramatic first wave of the pandemic.

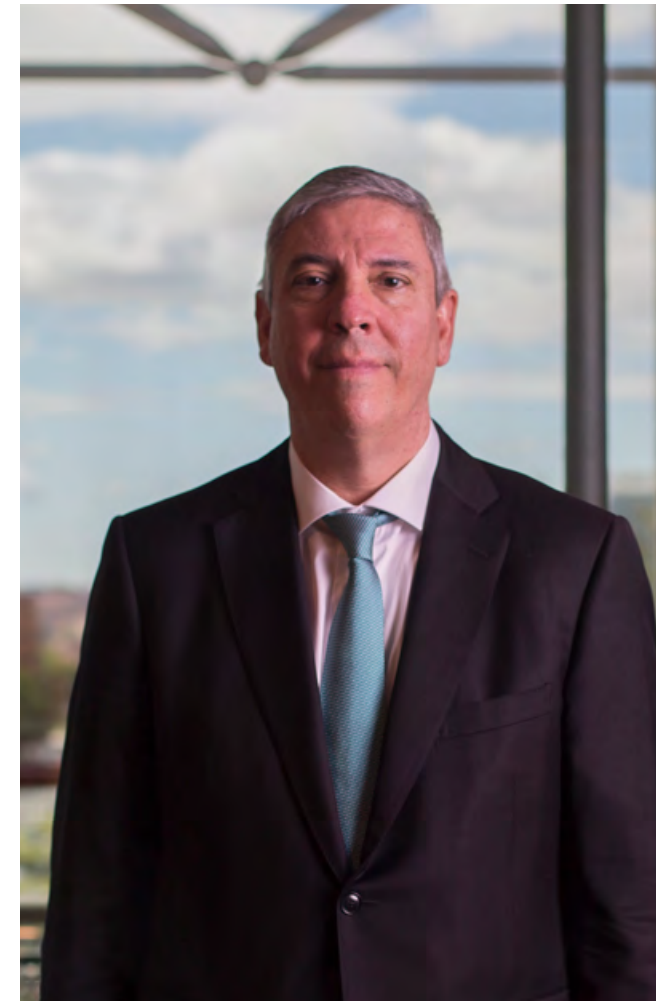
But, as I said, 2020 will also be remembered at IFEMA MADRID for the enormous boost that we have been able to give to our cultural and business transformation. In the face of adversity, we have defined a new strategic plan based on four pillars: digitalisation, internationalisation, sustainability and people. A new scaffolding on which to build the future of IFEMA MADRID. With solid pillars to develop a universe of products and services that makes us less vulnerable to circumstances like the current situation.

We are more ambitious and we rethink our way of doing things. Aware that some changes are here to stay. A path that has already been imagined and provided for in a set of actions carried out in the year summarised in this report.

In short, a challenge that everyone linked to IFEMA MADRID has accepted, whose workers I want to thank for their ability to adapt and their courage to face the events described below.

Welcome to the future of IFEMA MADRID.

Thank you for placing your trust in us.



Governing bodies.

Governing Board*

Chair

Isabel Díaz Ayuso

Vice-Chairs

Begoña Villacís Sánchez

Ángel Asensio Laguna

Jesus Núñez Velázquez

Board Members

Autonomous Community of Madrid

María Eugenia Carballado Berlanga

Rodrigo Tilve Seoane

Eva María Blázquez Agudo

Carlos Daniel Martínez Rodríguez

Eduardo Dehesa Conde

The Honourable Madrid City Council

Engracia Hidalgo Tena

Miguel Ángel Redondo Rodríguez

Andrea Levy Soler

Almudena Maíllo del Valle

Madrid Official Chamber of Commerce, Industry and Services

Augusto de Castañeda García-Manfredi

Carlos Cabanas Godino

Miguel Garrido de la Cierva

Gabriel García Alonso

Eva Serrano Clavero

Fundación Obra Social y Monte de Piedad de Madrid

José Guirao Cabrera

Chairman of the Executive Committee

José Vicente de los Mozos Obispo

General Manager

Eduardo López-Puertas Bitaubé

General Secretary

Elena Roldán Centeno

*As at 31/12/2020.

Executive Committee*

Chairman

José Vicente de los Mozos Obispo

Vice-Chairs

María Eugenia Carballado Berlanga

Engracia Hidalgo Tena

José Guirao Cabrera

Ángel Asensio Laguna

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Enrique Ossorio Crespo

Rodrigo Tilve Seoane

The Honourable Madrid City Council

Begoña Villacís Sánchez

Miguel Ángel Redondo Rodríguez

Madrid Official Chamber of Commerce, Industry and Services

Miguel Garrido de la Cierva

Alfonso Calderón Yebra

General Manager

Eduardo López-Puertas Bitaubé

General Secretary

Elena Roldán Centeno

*As at 31/12/2020.

Management bodies.

Executive Committee*

General Manager Eduardo López-Puertas Bitaubé
General Secretary Elena Roldán Centeno
Director of Business Development Carlos González García de la Barga
Director of HR, Quality and CSR María Sánchez Sanz
Economic-Financial and Infrastructure Director Alberto de la Torre López
Director of Communication and Marketing Raúl Díez Vázquez
Fair Business Director Ana Larrañaga Larrañaga

*As at 31/12/2020.

Management Team*

Central and Technical Divisions	Fair Groups Management
Director of Management Control Telma Carlini Biagioli	Director of Fair Group 1 Ana Rodríguez Muñoz
Purchasing and Logistics Director Francisco José Monge Herrera	Director of Fair Group 2 Juan David Moneo Vara
Communications and Press Director Marta Cacho Calleja	Director of Fair Group 3 Lola González Barbado
Director of Marketing and Digital Strategy José Javier Blanquer Sierra	Director of Fair Group 4 María José Sánchez Moncada
Director of Information Technology Carlos Jiménez Luque	Director of Fair Group 5 María Valcarce Rodríguez
Director of Quality and CSR Santiago Quiroga Fernández-Ladreda	Director of Fair Group 8 Julia González Romo
Director of Institutional Relations Victoria Perezagua Antúnez	Director of Fair Group 9 Maribel López Zambrano
Technical Director Javier Martín Rodríguez	Director of Fair Group 10 Nuria de Miguel Villarrubia
Director of Security and Self Protection Alfonso Illescas Riaño	Director of Fair Group 12 Raúl Calleja Rocha
Trade Fair Services Director Jesús Navarro Lorenzo	Convention Director Belén Mann Cerdeira
	Director of International Expansion Jaime de la Figuera Coterón
	Director of Public Events and Leisure Events Asier Labarga Hermenegildo

*As at 31/12/2020.

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The General Manager's vision.

Eduardo López-Puertas Bitaubé

“The story in this report is the result of an exceptional year that has highlighted the great value of IFEMA MADRID, which has proven a fundamental instrument at the service of society and its country.”

The story in this report is the result of an exceptional year that, beyond showing the unpredictability of the negative effects of an exogenous and global circumstance such as the outbreak of a pandemic, has highlighted the great value of IFEMA MADRID, which has become a fundamental instrument at the service of society and the country.

That is why I want to begin by telling you that we are very proud of what we have done throughout the 2020 financial year, which has undoubtedly put our limits and capabilities to the test, learning every day from our own experiences.

We started 2020 with the commemorative horizon of our 40th anniversary, and with spectacular forecasts, as a natural consequence of the projection of what would be the best operational and financial year in the history of IFEMA MADRID: 2019. This upward trend was confirmed in the first months of the year. Some of the major fairs on the calendar took place between January and March, with unbeatable quarterly results. In total, 60 events were held in that short period, with IFEMA MADRID-organised trade fairs representing 79% of total revenue by business line.

There was no doubt in our minds that these forecasts would be further improved with higher participation and occupancy rates at our fairs. However, the sudden appearance and spread of the pandemic wiped out all these optimistic forecasts in one fell swoop, since the fair sector met all the conditions to be one of the most badly affected.

Despite the immediate stoppage of activity, rather than being downcast, IFEMA MADRID's commitment were decisive. We responded immediately to the call, first, from the Madrid City Council to create a large space to house homeless people and, immediately afterwards, from the Community of Madrid, to transform the Trade Fair Venue into the largest emergency hospital in Europe, and sensibly helping to relieve the pressure that Madrid's hospital network was experiencing at that critical time. I would like to take this opportunity

to express my gratitude and acknowledgement of the generosity shown by so many collaborating companies and anonymous professionals, who came together to achieve an unprecedented objective, helping society by building a fully equipped hospital which would treat more than 4,000 patients.

After 1 May, the date on which the Community of Madrid closed the Hospital after having fulfilled its objective, IFEMA MADRID's task was to focus on preparing our own de-escalation for the return to in-person activity. Fully aware of the strategic relevance of fairs and congresses to the reactivation of the economy, we made every effort to make our venues safe spaces. The priority in this new stage was, and continues to be, to guarantee maximum safety and health for our exhibitors, visitors, suppliers and employees. This effort was quickly recognised by the granting of up to four national and international certifications, including the Community of Madrid and the World Travel & Tourism Council (WTTC), the AENOR Certificate and the Safe Tourism Certified Seal of the Institute for Spanish Tourism Quality (ICTE).

In parallel, and given complex developments in the health situation, we used all our resources to accelerate the digital transformation, shaping the institution's strategic lines such as innovation and digitalisation. This was an option that materialised in the design of digital platforms that would allow us to continue our fair activity and services to customers, and change the focus by extending the seasonality and scope to reach global audiences. We responded to this new need throughout the second half of the year by organising a series of fairs and digital and hybrid meetings, which have proven the possibilities and advantages of these new formats and services, as well as allowing the generation of a new source of income.

During months of almost zero activity, we have been able to verify the reliability and added value that this business model brings to our traditional activity, which is why it will position itself as an added service for upcoming events organised by IFEMA MADRID, combining the advantages of both scenarios (in-person and virtual): essential personal contact in B2B (business-to-business) relationships, in-person meetings, and the experiential possibilities of reaching new audiences around the world offered by the virtual format.



You will find more information about all this on the following pages. It is true that we will never forget the impact of the COVID-19 pandemic on economic activity and, specifically, on the organisation of fairs and events, but neither will we be able to forget the spirit of solidarity and the exemplary behaviour that we have shown the world.

I would like to take this opportunity to thank all our employees, collaborating companies and other members of the trade fair and congress sector. Always at the service of Madrid and Spain. Ready to go back.

High expectations for a commemorative year.

After the record figures achieved in 2019, which we believed would be the best year in the history of IFEMA MADRID, in 2020 we were keen to achieve the rate of growth seen in previous years and to continue working on the large-scale projects we had planned. Among these goals was to diversify activities and venues, to start works of the ambitious expansion plan in Valdebebas and to consolidate the internationalisation of our business. As well as these challenges, we were excited to celebrate our 40th anniversary with a programme of activities designed to commemorate milestones in our history and highlight IFEMA MADRID's contribution to the growth of the city's economy and that of the Community of Madrid.

Overall, we were able to meet these goals in the first three months of 2020, with an excellent pace of fair activity and the first commemorative celebrations.

As we all know, as of March the activity was scuppered by the global coronavirus pandemic. The state of alarm in Spain, coupled with almost worldwide restrictions on mobility, forced us to postpone the vast majority of the events that we had programmed and to completely rethink the activity of IFEMA MADRID, which was once again put at the service of society to meet the new needs arising from the extraordinary situation, according to the requirements of local and regional authorities.

We started 2020 with the desire to continue growing at the same rate as in previous years and to keep working on our large-scale projects.



40th anniversary of IFEMA MADRID.

One of the major projects planned for 2020 was to continue with our 40th anniversary celebrations, which had started in September 2019 with an initial ceremony to present the expansion of IFEMA MADRID in Valdebebas.

Throughout these 40 years of history, the work of everyone who has participated in the growth of the institution has been essential, as well as the trust of the 760,000 companies and the 100 million visitors who have attended our fairs and events. For four decades, IFEMA MADRID has been one of the main stimulants of the economy of Madrid, contributing to the economic and social advancement of the city and the community.

To draw attention to the institution's roots in Madrid and recognise the work of all the professionals who have worked with us over these 40 years, at the beginning of 2020 we celebrated the "Chronicle of four decades of IFEMA". The event was a pleasant meeting for sharing anecdotes, stories and achievements of the past and present of our fair activity, and an opportunity to discuss challenges in the sector.

The event consisted of two panel discussions ("IFEMA, a real and unanimous dream" and "IFEMA, a reality in continuous movement") and a debate ("The future of trade fairs"). The participants were representatives from the most senior policy organisations in Madrid and the region, and important figures who had been participants in the government and in the history of the institution in recent years.

Among them were journalist and official chronicler Mr Constantino Mediavilla, who moderated the meeting; the president of the Community of Madrid, Ms Isabel Díaz Ayuso; the mayor of Madrid, José Luis Martínez Almeida; the former mayors of Madrid Mr José María Álvarez del Manzano, Mr Juan Barranco, Mr Alberto Ruiz-Gallardón and Ms Ana Botella; the president of the Madrid Chamber of Commerce, Industry and Services, Mr Ángel Asensio; the president of the Montemadrid Foundation, Mr Jesús Núñez; the chairman of the Executive Committee of IFEMA MADRID, Mr Clemente González Soler, and the chairman of Easy Fairs, Mr Eric Everard.

More than 2,100 fairs and 100 million visitors

IFEMA MADRID was founded in 1980 with the holding of **SICUR**, the International Security Exhibition. During its first year, 15 trade fairs were held at the Feria de Madrid exhibition centre, attracting one million visitors and 2,200 exhibitors, occupying a total of 93,000 square metres of exhibition space.

Throughout these 40 years, 100 million visitors and 760,000 companies have participated in the 2,100 fairs held at IFEMA MADRID, in addition to more than 10,000 congresses, conventions and other professional and leisure events. These indicators give an idea of the activity generated and the positive impact of the institution on the commercial development of the economic sectors and in the geographical environment, for which it has meant, in current value, induced income of more than €50 billion.

CEIM Special Award for its 40 years in the service of business development

In December 2020, the Madrid Business Confederation (CEIM) awarded IFEMA MADRID the CEIM Special Award for its 40 years in the service of business development and for its contribution to the economic and social development of the region. The award was accepted by the chairman of the Executive Committee of IFEMA MADRID, Mr José Vicente de los Mozos, at a ceremony presided over by King Felipe VI.

In his thanks, José Vicente de los Mozos pointed out that "IFEMA MADRID's pride is not only based on the merits of having achieved a privileged position in the international trade fair and congress industry through its efforts, but also on its commitment to the country at crucial times of emergency, placing itself at the service of society".

IFEMA MADRID starts its expansion in Valdebebas.

Our commitment to the economy of Madrid has a new challenge in the great Valdebebas expansion project, which will be undertaken in several phases with an investment of €180 million until 2025, entirely from own funds. The new premises will be installed a plot with a total area of 500,662 m² and a maximum buildable area of 250,000 m², which is already linked to the current site by means of a large tunnel under the M-11.

The first phase consists of earthworks and the construction of the retaining walls. All this will make it possible to add more than 50,000 m² of exhibition, meetings and services facilities in two new halls (21 and 22) each measuring 10,800 m²; a 12,500 m² multi-purpose area with rooms, lobbies and registers, the Edificio Avenida; and a Convention Centre on the ground floor and basement, with more than 14,000 m².

This will involve the construction of Hall 23, a large multi-purpose venue with up to 21,735 m² of space for holding all kinds of events.

The start of the works was officially presented on 8 June the first public event held by IFEMA MADRID since the lockdown was imposed. The meeting was attended by the president of the Community of Madrid, Ms Isabel Díaz Ayuso; the mayor of the city, Mr José Luis Martínez Almeida; the president of the Executive Committee of IFEMA MADRID, Mr Clemente González Soler; and the General Manager of IFEMA MADRID, Mr Eduardo López-Puertas.

Our commitment to the economy of Madrid has a new challenge in the great Valdebebas extension project, which will be undertaken in several stages with an investment of €180 million by 2025.

The attendees talked about the significance of starting a major project at a time when economic activity had been almost paralysed by the lockdown. Clemente González Soler said that "undertaking this now shows our confidence in recovering the levels of activity that have been curtailed by the pandemic". For her part, Isabel Díaz Ayuso described the project as the "economic miracle in which IFEMA MADRID will have a fundamental role by reactivating business activity and opening up to global projects".

Forecasts show that the expansion in Valdebebas will add more than €1.2 billion to the €5.104 billion impact of IFEMA MADRID on the Madrid economy in 2019, according to a socio-economic impact study carried out by consulting firm KPMG.



The extension in figures

OVERALL DIMENSIONS OF THE COMPLEX

Total investment:
€180 million

Total area:
500,662 m²

Maximum buildable area:
250,000 m²

Built area (phases 1 and 2):
82,564 m²

Built area of halls and hubs:
48,125 m²

Edificio Avenida:
7,422 m² on the ground floor / 5,916 m² on the first floor (2,215 m² for catering and 1,432 m² in rooms)

Convention Centre
7,395 m² on the ground floor / 7,633 m² in the basement

Warehouses and office:
6,467 m²

Thermal power plant:
2,572 m²

Parking areas:
76,112 m²
(33,069 m² in public car parks in the East zone / 43,043 m² in internal car parks in the West zone)

Outside areas:
62,310 m²

Events held in the first quarter of the year.

In accordance with the planned calendar, in the first three months of 2020 we held several fairs, with great success in terms of attendance and new editions of some of the most massive events on the calendar, such as **FITUR**, **MERCEDES-BENZ FASHION WEEK MADRID**, **ARCOmadrid** and **EDUCATION WEEK**. Also noteworthy was the organisation of the first edition of **EDUCATION WEEK IN MEXICO CITY**, which received a great reception at its début.

In the first three months of 2020 we held several with good attendance figures and new editions of some of the major events on the calendar.

The main IFEMA MADRID-organised fairs in the first quarter of the year were:

- **PROMOGIFT**, the International Promotional Gift Show, which attracted more than 7,300 visitors and 221 exhibitors, becoming established as the largest commercial platform for the PTO (advertising merchandise) sector in the Iberian Peninsula.
- **FITUR**, International Tourism Fair, which also celebrated its 40th anniversary with its best figures ever: 150,000 professional participants from 140 countries (5% more than the previous edition), 267,911 visitors, 8,542 exhibitors and an international participation of 56%.
- **MERCEDES-BENZ FASHION WEEK MADRID**, the winter edition of the fashion show attracted more than 55,000 visitors and had an enormous impact by hosting the first 5G fashion show in Spain.
- **GENERA**, Energy and Environment Fair, organised by IFEMA MADRID in collaboration with the Institute for Diversification and Saving of Energy is an agency of the Ministry of Industry, Energy and Tourism through the Ministry of Energy (IDAE). which whose 23rd edition was attended by 18,452 professionals and 341 exhibitors.
- **INTERGIFT**, International Gift and Decoration Show; **BISUTEX**, International Costume Jewellery and Accessories Fair; and **MADRIDJOYA**, International Exhibition of Urban Jewellery and Watchmaking and Trends, which brought together almost 58,000 visitors, with the participation of more than 900 exhibitors specialised in decoration, gifts, jewellery, costume jewellery and accessories.

- **MOMAD**, International fashion, textile, footwear and accessories fair, visited by 15,460 professionals from the sector and the presence of 359 exhibitors.
- **SICUR**, International Security Exhibition, which confirmed its capacity by attracting more than 48,000 visitors and 1,631 exhibitors.
- **SMART DOORS**, the Doors and Automation Show, whose second edition established it as a benchmark in the door and automation sector, with 4,125 professional visitors.
- **ARCOmadrid**, Contemporary Art Fair, with 59,150 visitors and participation by 276 first-rate galleries.
- **EDUCATION WEEK**, with 62,841 visitors from 33 countries who saw the academic offer presented by 245 exhibitors and 109 brands from 15 countries. The fairs had high impact on social networks.
- **IBERZOO + PROPET**, a trade fair for pet professionals, with 386 exhibitors and 12,536 visitors.
- At international level, the first edition of **MEXICO EDUCATION WEEK** at the Expo Santa Fe México trade fair venue (Mexico City), co-organised by IFEMA MADRID and Expo Santa Fe México, welcomed more than 1,700 visitors.

On the other hand, it is also worth mentioning some festivals, concerts and long-term events, such as the exhibitions **TUTANKHAMON: The Official Exhibition**; the shows **33 EL MUSICAL**, **HANGAR 52 - EL MAGO YUNKE** and **CIRCO DE HIELO 2**; concerts by **MISS CAFFEINA** AND **VARRY BRAVA (DANCETERÍA)**, **JETHRO TULL** and the **ESCENA ROCK Festival**; and a new edition of the **JAPAN WEEKEND MADRID**.



Fairs and events activity in 2020.

In-house trade fairs.

Event dates	Trade fair name	Legend	Net floor space (m²)	Total exhibitors	Total visitors
14-16 January	PROMOGIFT	International Exhibition of promotional gift and personalisation machinery	5,536	221	7,301
22-26 January	FITUR	International Tourism Trade Fair	69,339	8,542	267,911
28 January - 02 February	MERCEDES-BENZ FASHION WEEK MADRID		7,121	20	55,150
30 January - 01 February	EDUCATION WEEK MEXICO		1,110	81	1,745
05-07 February	GENERA	International Energy and Environment Trade Fair	6,859	341	18,452
05-09 February	INTERGIFT	International Gift and Decoration Fair	40,668	419	35,895
06-09 February	BISUTEX	International Fashion Jewellery and Accessories Fair	8,475	368	10,767
06-09 February	MADRIDJOYA	International Urban and Trendy Jewellery and Watch Exhibition Fair	3,427	131	8,258
06-08 February	MOMAD + SHOES ROOM	International Footwear and Accessories Trade Show	10,811	359	15,460
25-28 February	SICUR	International Security Exhibition	35,699	1,631	48,261
25-28 February	SMART DOORS	Doors and Automatics Exhibition	3,366	76	4,125
26 February - 01 March	ARCOmadrid	International Contemporary Art Fair	19,184	276	59,150
04-08 March	AULA (EDUCATION WEEK)	International Educational Opportunities Exhibition	10,129	245	62,841
05-07 March	CONGRESS RED + Interdidac (EDUCATION WEEK)	Educational Resources Congress and Trade Fair			
05-06 March	EXPO ELEARNING (EDUCATION WEEK)	International Congress and Professional Fair			
05-07 March	INTERNATIONAL HIGHER EDUCATION AND ONGOING TRAINING FAIR (EDUCATION WEEK)				
7 March	SCHOOLS DAY (EDUCATION WEEK)	Family and Schools Day			
05-07 March	IBERZOO + PROPET	Pet Industry International Trade Fair	6,869	386	12,536
20-31 July	IFEMA THINKIDS CAMPUS	Able to see things from another point of view			
10-13 September	MERCEDES-BENZ FASHION WEEK MADRID		6,121	15	6,000
22-25 October	GRAN CANARIA SWIM WEEK BY MODA CÁLIDA		ND	7	80

Externally-organised trade fairs.

Event dates	Trade fair name	Legend	Net floor space (m²)	Total exhibitors	Total visitors
15-16 February	JAPAN WEEKEND MADRID	Manga, Anime and Japanese Culture Fair	16,600	36	26,521
24-26 February	HIP - HOSPITALITY INNOVATION PLANET	HORECA Professional Expo	32,900	547	30,726

Congresses with exhibition.

Event dates	Name	Net floor space (m²)	Total exhibitors	Total visitors
13-15 January	REALE SEGUROS MADRID FUSION	5,987	230	17,940
16-18 January	18th Iberian Zimmer Biomet Symposium	221	8	1,000
19-22 February	KENES - ATTD	1,595	70	5,000
20-21 February	EXPOCIDA IBERIA	2,670	45	3,000
04-05 March	Nutraceuticals Europe Summit & Expo	992	35	800
10-11 March	ASLAN CONGRESS (SITI)	992	70	1,500

Long-lasting festivals, concerts and events.

Event dates	Name	Net floor space (m²)	Total visitors
01 January - 02 February	CIRCO HIELO 2	2,500	190,000
01-19 January	HANGAR 52 EL MAGO YUNKE	2,500	20,144
01 January - 09 February	33 THE MUSICAL	2,198	29,374
01 Feb - 13 March	GAME OF THRONES: The official exhibition	2,338	19,909
01 Feb - 13 March	TUTANKAMON: THE TOMB AND ITS TREASURES	2,338	75,190
30 Feb - 01 March	APOCALYPSE: Circus of Horrors	2,500	33,800
14 February	DANCETERIA Concert	2,400	5,938
15 February	ESCENA ROCK Concert	2,400	3,847
29 February	JETHRO TULL Concert	2,810	1,812
07 - 19 September	ABRE MADRID!	3,664	25,732
20-27 September	TOMAVISTAS FESTIVAL	3,664	4,072
06 November - 31 December	RESISTIRÉ, THE MUSICAL	2,198	2,800
21 November	XXI TRIBUTE ENRIQUE URQUIJO	2,198	550
04-31 December	HAMILTON FEVER	2,198	2,330
12-13 December	PINTURILLA Y LA PANDILLA VAINILLA	2,198	459

Congresses without exhibition.

Event dates	Name
13-15 February	AEPAP Congress of the Spanish Association of Paediatrics

Other events.

Nutraceuticals Europe Summit & Expo
FORQUÉ AWARDS
MIS 2020
MAPFRE GENERAL MEETING
LO QUE DE VERDAD IMPORTA
(LQDVI - WHAT REALLY MATTERS)
INTERBAN - International HR Meeting Fair
INSURANCE WEEK

SHAREHOLDERS' GENERAL MEETING OF MUTUALISTAS PELAYO
SHAREHOLDERS' GENERAL MEETING MMT INSURANCE
FILMING ORANGE ADVERTISEMENT
FILMING VIDEO CLIP: EL MADRILEÑO
FILMING FIGHT FILMS
FILMING POLYAMORY FOR BEGINNERS
FILMING ZETA FICTION ELITE SERIES 4+



2020: a year cut short by the pandemic.



The declaration of a state of alarm in Spain on 14 March entailed a home lockdown and the mandatory stoppage of all non-essential activities to avoid the risk of expansion of the coronavirus as much as possible. This also affected the fair, congress and leisure activity that we carry out at IFEMA MADRID, and stopped most in-person activity during the rest of the year.

The year 2020 was one of progress and development for IFEMA MADRID, mainly in the technology field, allowing us to equip ourselves with the most advanced tools from large partners. The purpose is to continue offering business opportunities and support to all companies and economic sectors that carry out their professional activity at our events, as well as to provide added value to our portfolio of events for the future.

Postponement of planned events and fairs.

From the beginning of the health crisis, our main objective was to ensure that fairs and events were held properly. To do this, started reorganising the fair calendar for the rest of the year, postponing most events and always listening to the views of the main actors of each of the economic sectors involved, represented on the organising committees of the fairs.

Thanks to hard work of the institution and the new security measures and protocols, it was possible to hold several events in 2020, combining in-person and virtual formats, all in compliance with health regulations, such as the **SICUR Special COVID** edition, with all the security solutions for this crisis; **ABRE MADRID!** in July, August and September; **LA TUMBA Y SUS TESOROS** (THE TOMB AND ITS TREASURES); the fashion shows **MERCEDES-BENZ FASHION WEEK MADRID** and **GRAN CANARIA SWIM WEEK BY MODA CÁLIDA**; the remote edition of the leading trade fair for the fruit and vegetable sector, **FRUIT ATTRACTION LIVEConnect**, and the professional conferences **French-Spanish Economic Forum** and **Smart European Recovery**.

Thanks to the efforts made by IFEMA MADRID and with new security measures and protocols, it was possible to hold various events during 2020, combining face-to-face with virtual connection, adapted to health regulations.



Digital alternatives for some events

The situation created by the pandemic has accelerated a trend that has already been seen in recent years as an alternative model to holding face-to-face trade fairs: virtual or hybrid meetings. The desire to keep holding some of the planned events led to a quick adaptation to this format, which makes up for the lack of proximity of face-to-face meetings with other values.

Along with economic meetings, **FRUIT ATTRACTION LIVEConnect** was especially successful. A technological platform has been developed, accessible via the web and mobile application, creating a virtual community with almost 7,000 members. In another format, **ARCOLisboa online** showed the possibilities of the virtual environment, in this case, a differential experience in the art world.

Implications of the situation for the future development of the sector

IFEMA MADRID did not stop working in 2020 despite the stoppage of practically all fair and leisure activity for a few months. We took advantage of the forced shut-down to seek new business opportunities, work on innovation projects and promote new products and services.

One of the main lines of work was the development of hybrid formats that allow certain events to go ahead and ideas for new meetings while in-person activity is restricted. The study of the possibilities of this model has led, on the one hand, to the development of digital platforms to support these meetings and, on the other, to general reflections on the future of the sector.

The use of technology is particularly valuable for optimising all the resources offered by a fair and for extending them over a longer time. However, participating companies and professionals do not want to give up the personal interaction and closeness that in-person meetings bring. For this reason, the key to the fairs of the future seems to be an ever-more-perfect hybrid format, which will also help to speed up internationalisation, reaching markets and customers that do not have access to in-person fairs.

Setting up of an emergency hospital at IFEMA MADRID.

In mid-March, the Community and the Madrid City Council asked IFEMA MADRID to help cope with the hospital overload that the region was suffering. Once again, we harnessed all our capabilities to organise and coordinate the logistics, engineering and production of this major project.

As happened at the end of 2019 with the super-fast organisation of the **COP25 Climate Summit**, we devoted all possible resources to provide the necessary infrastructure to install a hospital on our facilities.

Within just 28 hours, Hall 5 of the IFEMA COVID-19 Hospital was able to welcome its patients. A few days later, Halls 7 and 9 were fully equipped to care for patients referred from other hospitals, with a total capacity of 1,300 hospital beds and 96 ICU posts. This quickly made IFEMA MADRID the largest temporary COVID-19 hospital in Spain. The facilities were active between 26 March and 1 May, and more than 4,000 patients were treated.

In mid-March, the Community and the Madrid City Council asked IFEMA MADRID to help cope with the hospital overload that the region was undergoing. Once again, we made our entire organisation available to society.

Measures and conditions for resuming fair activity.

Right from the start, we worked to develop all the necessary measures and protocols in order to guarantee maximum safety, health and mobility of everyone involved in IFEMA MADRID's activity. We created a Health and Safety Control Unit to be responsible for assessing all the risks with the planning and supervision of all organisational and management aspects that facilitate the application of all the implemented measures.

In this area, emergency protocols were developed, such as permanent disinfection of spaces, constant air renewal and people control. Again, technology was an ally for protection and prevention: capacity control, regulation of human traffic, temperature control, misting tunnels and access through e-ticketing.

All the hygienic-sanitary measures adopted allowed IFEMA MADRID to obtain the AENOR certification, becoming the first Spanish fair operator to obtain this seal, in addition to other certificates such as the Madrid Guarantee Certificate of the Community of Madrid and the Safe Travels Stamp of the World Travel & Tourism Council (WTTC).

Recognitions of the work of IFEMA MADRID

In 2020 we have received different awards that acknowledge our activity and trajectory as a global fair operator:

- **“City event of tourist interest”**: award given by the Madrid City Council, through the Delegated Department of Tourism, for the work done to produce and host the **COP25 Climate Summit**.



- **Professionalism Award 2020** delivered by the Association of Professional Congress Organisers of Madrid and Centre, OPC Madrid, for the work and trajectory of IFEMA MADRID as a benchmark venue for holding large national and international conferences and conventions.

- **Best Venue Award** at the 15th edition of the Eventplus Awards, prestigious awards from the events and meetings sector in Spain and Portugal. The award recognises the quality and versatility of the IFEMA MADRID venues.

Best Convention Centre in the World and Conference Centre in Spain

At the first edition of the World MICE Awards, the global initiative that recognises excellence in the travel, tourism and hospitality sectors, IFEMA MADRID was selected as the Best Convention Centre in the World and Conference Centre in Spain.

This recognition will give a big boost to the institution's strategy of being an international benchmark for the business tourism sector, and contributing to the revitalisation and wealth of Madrid.





At the service of society.

Throughout our more than 40 years of history, we have stimulated the economy of the Community of Madrid and promoted it on an international scale, organising and hosting hundreds of fairs, congresses and other professional and public events in which thousands of companies and millions of visitors have participated. In the same way, we have made all our human and space resources available to society when necessary, as we did in 2020 for the health and social care of thousands of people affected by the coronavirus health crisis.

We responded to the request of the Community and the Madrid City Council in record time, converting our site into the largest COVID-19 hospital in Spain, with all the infrastructure required for the project. In addition, other spaces were adapted for use as logistics centres and homeless services, making the site a hub in Madrid at a time of total lockdown and general discouragement.

IFEMA MADRID assigned several multidisciplinary teams of technicians to the project to take care of the necessary production and logistics while the hospital was active. Likewise, a large group of employees from the institution worked in an organised way as volunteers in the different areas to provide help, information, and to meet the needs of and support the relatives of hospitalised patients.

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IFEMA COVID-19 Hospital.

The installation of the emergency hospital in some of the IFEMA MADRID halls was another example of our teams capacity to react and cooperate with local administrations.

Faced with an urgent need to take some pressure off public hospitals, which were reaching the limits of their capacity, on 18 March the Community of Madrid asked IFEMA MADRID to set up an emergency hospital in our facilities. Two days later, the first technical meeting was held to define the plans and the work began immediately afterwards.

To be able to receive the first patients as soon as possible, a temporary facility with 500 beds was set up in Hall 5, which became operational on 21 March. At the same time, work was carried out to adapt the two halls that would house the hospital: on 26 March, Hall 9 started operating, followed by hall 7 on 29 March, adding a total of 1,300 beds and 96 ICU stations.

Both facilities were divided into several modules with a capacity of 50 patients per module and with three-metre gaps between beds. In just 11 days, the IFEMA COVID-19 Hospital became the largest coronavirus hospital in Spain, and more than 4,000 patients were treated by 1 May.

In the meantime, Hall 10 was transformed into a major logistics warehouse for medical devices, while Hall 4 was used to store products that arrived through donations, such as food, drinks, bedding and electronic devices, among others. Likewise, the offices of the management team and the hospital administration staff were installed in the rooms above Halls 6, 7, 8 and 10, together with rest areas. Finally, the North Convention Centre housed health worker changing rooms and their offices.

Once up and running, the emergency hospital was visited by important national and international authorities, who came to IFEMA MADRID to see the progress of the works and offer their support to the hospitalised patients and healthcare professionals.

One particularly proud moment was the visit by King Felipe VI, who declared that the IFEMA COVID-19 hospital “is a source of true pride for everyone and that it would go down in history”. For his part, the director of the Organic Group of Epidemic Outbreaks and Health Emergencies of the World Health organisation (WHO), Bruce Aylward, pointed out that the people of Madrid should feel very proud to be able to put together a facility like this.

The installation of the emergency hospital in some of the IFEMA MADRID halls was another example of our teams capacity to react and cooperate with local administrations.

The IFEMA MADRID Contact Centre is converted to serve family members, volunteers and health workers

In parallel to the installation of the hospital, and in view of the many requests for information received, we transformed our Contact Centre into a service for family members, volunteers and health workers. This space, usually assigned to providing services to professional groups of fairs, congresses and events was now focused on managing all kinds of contact related to the IFEMA COVID-19 Hospital.

Between 25 March and 1 May the Centre handled a total of 4,294 contacts related to the health crisis through phone calls and emails.

A facility prepared for emergencies

The IFEMA COVID-19 hospital managed to be up and running in just 28 hours thanks to the involvement of more than 1,000 professionals from all fields (engineers, plumbers, electricians, welders, computer scientists, etc.), who worked with the IFEMA MADRID technical team, the Madrid Fire Brigade and the Army.

In the assembly of the healthcare equipment, the use of the kilometres of underground galleries already existing under the IFEMA MADRID halls was essential to be able to install the oxygen and medical gas pipes necessary for patient care. These structures were not removed when the hospital was dismantled in case a further emergency should occur at a later date.



IFEMA COVID-19 hospital in figures

GENERAL		FLOOR SPACE AND MATERIALS	
More than 4,000 patients attended (12% of the total number of patients with COVID-19 in the Community of Madrid)		85,000 m² occupied	600 electricity panels
1,300 beds set up in two halls 750 beds in Hall 9 550 beds in Hall 7		38,000 m² of linoleum flooring	330 doors
96 UCI posts (Hall 9)		26 km welded sanitary copper	430 counters
1,207 healthcare professionals (320 physicians, 382 nurses; 250 nursing assistants, 167 orderlies, 4 X-ray technicians, 6 laboratory technicians, 12 psychologists, 20 pharmacy technicians, 12 pharmacists, 8 supervisors, 4 social workers, and 22 administrative assistants)		8 km PVC pipes	350 shelving units
		14,000 m of aluminium structure	1,000 chairs
		5,000 power outlets	2,000 lockers
IFEMA MADRID STAFF		COLLABORATING COMPANIES	
 150 people directly involved		Naturgy, Vodafone, Eurest, Prosegur, Clece, Ferrovial, Procodima, Marva, Expoline, Servis, Modiseño, Berry Ibérica, Hermanos Picazo, Juan Roldan, Moexfe, VJP and Mapfre.	
40 volunteers			



Numerous shared recognitions.

The work done by IFEMA MADRID, and by everyone who participated in the facilities provided to help people affected by coronavirus was recognised by institutions all over Spain:

Hall 10: medical device warehouse.

Along with the construction of the IFEMA COVID-19 hospital, Hall 10 was also fitted out as a 21,600 m² warehouse for health centres, care homes, town halls and other public spaces throughout the Community of Madrid. This warehouse stored both pharmaceutical, protection and medical devices such as water and food, clothes or flowers, and even the tablets that were donated so that the sick could make video calls to their loved ones.

The warehouse was also completed in record time (15 days compared to the usual three months) and had an automatic replenishment system. It was active 24 hours a day until 31 July and distributed nearly 49 million units of medical supplies.

Hall 14: Homeless shelter.

During the most devastating weeks of the state of alarm, the IFEMA MADRID facilities were also open to homeless people, who suffered particularly hard times during the pandemic.

Between 20 March and 31 May, Hall 14 took in more than 200 people without symptoms of COVID-19 with assistance from Madrid City Council and SAMUR Social. The facilities had 150 beds and offered three meals a day to these guests.

- **“A tu salud” Award from the newspaper La Razón** for starting up the hospital.
- **Recognition by the Municipal Police of Madrid** for the commitment and work of IFEMA MADRID during the health crisis.
- **Recognition from the Ministry of Defence** for setting up the hospital in the framework of Operation Balmis for disinfection of critical infrastructure elements and support for the installation of field hospitals.
- **Acknowledgement from the First Emergency Intervention Battalion of the Military Emergency Unit (UME)** for the work in the field of Operation Balmis.
- **Recognition from the World Tourism organisation (UNWTO)** for solidarity during the health crisis.
- **Special Award from the Association of Foreign Press Correspondents (ACPE)** for the “exceptional work” done to set up the hospital.
- **BECC Trophy for Solidarity from the Spanish Chamber of Commerce in France**, in special recognition of solidarity in the work carried out during the pandemic.
- **Award from the General Council of Official Medical Associations (CGCOM)** for the work done to fight the pandemic (received in January 2021).
- **Supercuidadores Award from the International University of La Rioja (UNIR)**: second runner-up in the Large Company category for the volunteer work carried out by IFEMA MADRID in the emergency hospital.

Objective: resume activity.

After the busy weeks managing the IFEMA COVID-19 hospital and the rest of the facilities throughout the most complicated phase of the pandemic, we focused on getting back to in-person activity on the IFEMA MADRID site. Aware of the strategic relevance of fairs and congresses to reactivate the economy, we have made every effort to make our venues safe spaces.

The priority in this new stage was, and continues to be, to guarantee the utmost safety and health for our exhibitors, visitors, suppliers and employees. To do this, we have studied and implemented numerous measures focused on minimising the risk of infection by coronavirus, which have been added to the solid security policy that we already apply regularly based on advanced technological systems.



All the measures adopted have been analysed internally and certified for subsequent approval by external bodies, obtaining the Madrid Guarantee stamps from the Community of Madrid and Safe Travels from the World Travel & Tourism Council (WTTC), as well as AENOR Certification for the protocols against COVID-19, making IFEMA MADRID the first Spanish fair operator to achieve this certification.

IFEMA MADRID, a safe place.

With the aim of offering safe and healthy spaces and environments, we have adopted several protocols based on the criteria defined by the health authorities and the main national and international public and sector organisations.

With this aim in mind, IFEMA MADRID is working to implement mechanisms that guarantee and monitor all safety-related issues and control and health protection measures to safeguard groups taking part in the fairs, as well as the hygiene, quality and environmental safety of the facilities. All this, teamed with effective management of communication and awareness campaigns to guarantee compliance with all good practices.

Aware of the strategic relevance of fairs and congresses to reactivate the economy, we have made every effort to make our venues safe spaces.

IFEMA MADRID integral health and safety plan measures

The measures in this plan are divided into three main groups:



Access control, distancing and attendance capacities.

Planning a comprehensive “No hands. Strategy throughout the processes of production, holding and dismantling of its events for all users of the venue.

In this area, we have designed a new procedure for preventive management of human and vehicle traffic, installing telemetric entry and exit counters to control attendance levels in real time.

The implementation of advanced technological solutions has also been planned to control spaces where people converge and congregate, such as e-ticketing systems to speed up access and reduce crowds at registration desks. On the other hand, the “0 queues” protocol for queue management has been developed, with dividers, signage on the ground and overhead, and support staff for traffic control and management.



Measures and units of sanitary services.

Technology has also been key in the planning of the health measures implemented at IFEMA MADRID's entrances, with systems for detecting body temperature and verifying health status.

First aid services and units, medical services, emergencies and specialised units in immunology and epidemiology are to be located at these points.

In addition, protocols have been established to improve and step up the frequency, intensity and quality of cleaning, sanitation, waste disposal and disinfection processes in all interior and exterior areas of our site.

Finally, disinfection dispensers have been distributed at all crossing points and information on hygiene measures in strategic locations has been reinforced.



Measures to guarantee mobility.

Travel, arrivals and departures from the venue have been monitored to guarantee streamlined connections on public transport services, taxis, shuttle, VTC, etc.

To this end, the entrances, unloading of travellers and waiting areas for departures of people and vehicles on the site have been managed preventively. In addition, entry and exit flows have been reorganised to avoid queues and busy areas.

All the measures and protocols that we are adopting are based on criteria laid down by the health authorities and on recommendations of the Association of Spanish Fairs (AFE), the European Major Exhibition Centres Association (EMECA) as well as the Global Association of the Exhibition Industry (UFI).

IFEMA MADRID security protocols

The measures to minimise the risk of contagion have reinforced the security system that we apply regularly to all the events held at our facilities.

IFEMA MADRID has a permanent, cross-cutting and stable security/emergency division, which coordinates the work of the different areas and departments of the Trade Fair Venue. Before scheduling an event, there is an evaluation of its type and size, whether it coincides with other initiatives, the available space and the expected audience and a suitable protocol is determined. With this information, health and safety measures are determined, always acting in a specific manner that is adapted to the requirements of each event.

The unit in charge of this task is the Security and Self-Protection Division, which is also in charge of managing and supervising the work of security guards, private detectives, emergency medicine (doctors, ATS), ambulances, company fire-fighters and access control .

In IFEMA MADRID's ongoing commitment to safety, it is worth mentioning three ambitious projects carried out in the last three years based on updating, empowerment or technological innovation. These projects are: the installation of a digital technology closed circuit television (CCTV), with a significant increase in the number of cameras; a new emergency public address system, which covers 100% of the interior and exterior spaces; and a mechanised system of security bollards to protect all accesses and critical points from potential attacks through the use of vehicles.

Creation of the Centre for Security and Emergencies (CECOR) to tighten control of large events

As well as the exceptional actions taken in relation to the coronavirus pandemic, in 2020 we reinforced our commitment to the safety of the Trade Fair Venue by creating the Centre for Coordination of Security and Emergencies (CECOR).

Its objective is to ensure the coordination of our security team with all public and private organisations and professionals who participate in security and emergency tasks at IFEMA MADRID, with special attention to leisure events that attract large crowds.

The CECOR has two large screens that display live images of the events, as well as radio frequency equipment for monitoring communications in the operation of the security device. All the information collected can be shared in real time with the units involved in security. The work of this new unit complements the action of the existing Security Control Centre (24/7).



Key piece for economic recovery.

The important activity carried out by IFEMA MADRID represents the second great engine of economic development in Madrid. The institution stimulates the economy and is a meeting point between the different actors in each sector. We are therefore responsible for making an active contribution to revitalising the fairs, optimising their content and providing resources that contribute to supporting the development of companies.

The circumstances experienced in 2020 have led us to accelerate innovation, to make our mark on the transformation, to develop new products and services, and to promote new modes of support and accompaniment to professional sectors. With this objective, we have made efforts to respond to the requirement of the digital market and lead it, innovate the business model and internationalise our activity, adding new digital services that secure our audiences.

IFEMA MADRID, film location

The stoppage of a large part of the fair activity during 2020 led IFEMA MADRID to devise new ways of doing business, making its facilities available to various audiovisual production companies, which made it the setting for all kinds of filming.

Our spaces and infrastructure elements have proven an excellent option as a film location and, at the same time, as a way to diversify income at a time marked by mobility restrictions that affected events and fairs throughout the year.

In this context, the IFEMA MADRID facilities provide the growing number of production companies and platforms operating in Spain with an ideal environment for having large film sets. Our versatile halls, large spaces that can be adapted for long periods of time, are a valuable asset for audiovisual productions.

Our history as a filming venue is well established, since in recent years we have been a location for several advertising and content campaigns for production companies like Globomedia and Netflix.

Space management for audiovisual production is an excellent opportunity where IFEMA MADRID has become a benchmark in a sector that represents 28% of all cultural industries in the country.

#We'reStillTheSame

At the beginning of the de-escalation, and before the imminent return of the fair activity, we launched the digital communication campaign #We'reStillTheSame to give visibility to the work of service to society and the business sector that we carry out at IFEMA MADRID.

For this, the campaign focuses on the effort to recover the activity, offering safe spaces that comply with current regulations. A video was published on social networks to publicise the initiative.



See #We'reStillTheSame campaign



Certifications of the economic reactivation work in coexistence with COVID-19.

The activity reactivation plan that we have carried out to guarantee the return of the fair activity in complete safety has received the following external guarantees.

- **AENOR certificate.** Recognition of the hygienic-sanitary measures adopted, as well as the protocols developed against COVID-19. IFEMA MADRID was the first Spanish fair operator to obtain this seal, attesting that our initiatives comply with the guidelines set by the Ministry of Health and the regional and local authorities. Specifically, the AENOR team audited the celebration of the **MERCEDES-BENZ FASHION WEEK MADRID** held in September.
- **Madrid Guarantee Seal**, granted by the Community of Madrid through Madrid Excelente. This certificate is an initiative of the Plan for the Reactivation of the Government of Madrid that identifies public-private collaboration between institutions and companies to help economic reactivation.
- **Safe Travels certification for the Convention, Meeting and Event Centre industry** granted by the World Travel & Tourism Council (WTTC) for the protocols and actions implemented for the return to activity after the health crisis.

Our activity reactivation plan to guarantee the return of the fair activity in complete safety has received several external endorsements.

Committed to the digital transformation.

One of the main consequences of the coronavirus pandemic was an acceleration of digital trends that were already being developed. Along these lines, our strategy in recent years has had innovation, technology and digitalisation as cross-cutting aspects for improving the user experience, stimulating our activity and changing society.

In 2020, the strict three-month lockdown and restricted social activity throughout the year led to a rapid development of a digital environment as a useful space for relationships of all kinds and to stay in constant contact with our customers, supporting their needs to foster a quick reactivation of their businesses. In our sector, this fast digitalisation manifested mainly in the promotion of a new virtual or hybrid model of fair or event, which would allow to operations to resume as quickly as possible.

In response to this new need, throughout the second half of the year we organised different types of fairs and meetings and have demonstrated the possibilities and advantages of these new formats.

Hybrid events.

The redesign of a new trade fair or congress event model has been driven by a pressing need to resume activity as soon as possible with a view to contributing to the economic recovery in an environment seriously affected by the health crisis. Virtual events and services, in any of their types, have made it possible to maintain the connection between professionals and participate in the debate on the so-called "new normal".

We have seen for ourselves the reliability and added value that this business model brings to our traditional activity. That is why it will be offered as an added service at the upcoming meetings organised by IFEMA MADRID, combining the advantages of both environments (in-person and virtual): essential personal contact in B2B (business to business) relationships of in-person meetings, and the experiential possibilities and of reaching new audiences around the world offered by the virtual format.





The reflection that we have carried out in this period on the characteristics and possibilities of the new model can be summarised in the following conclusions:



The hybridisation of B2B (business to business) and B2C (business to consumer) events must preserve the essence of the physical event: the creation or maintenance of sector communities around specific industries, which will retain both buyer and seller in events that can be prolonged for 365 days of the year.



Conferences, seminars, and workshops often serve as educational platforms. With hybridisation, educational content can be delivered through online courses, giving attendees the flexibility to participate remotely from anywhere. Live chats and user forums encourage exchange and discussions between participants.



Virtual fairs allow companies to position their brands and exhibit their products in a virtual environment that generates potential customers. A virtual exhibition booth can offer visitors first-hand information and the ability to request a more in-depth conversation or product demonstration.



The continuity of the in-person activity is essential not only to maintain the necessary personal interactivity, key in B2B businesses, but also for the reactivation of the economic sectors that depend on these events (hotels, restaurants, services, etc.).

Virtual events and services, in any of their types, have made it possible to maintain the connection between professionals and participate in the debate on the so-called “new normal”.

Events with digital platforms.

The virtual events that we held in the second half of 2020 allowed us to successfully experiment with several technological solutions that have broadened our knowledge and experience.

ARCOLisboa (20 May to 14 June)

The online edition of **ARCOLisboa**, organised in collaboration with artsy.net, maintained the same content structure as the in-person editions, with the presentation of the galleries selected by the organising Committee and curators of the Opening and Africa en Foco sections.

The platform showed the selection that each gallery prepared especially for this digital edition. In addition, the ARCOLisboa Forum developed a complete programme of meetings with conversations between leading professionals in the sector open to audiences from all over the world. More than 70 galleries and 124,000 visitors participated in this new experience.

SICUR COVID SPECIAL (1 July to 30 September)

Faced with the dual challenge of contributing to the recovery of the activity and of responding to the new needs arising in the field of security, IFEMA MADRID developed a specialised edition of International Security Exhibition **SICUR**, which we had been organising for 40 years.

SICUR ESPECIAL COVID brought together biosafety products and services from 55 suppliers and registered a total of 2,750 professionals, and was an opportunity for more than 25,000 interactions with potential customers. It also developed a programme of 77 information sessions organised in collaboration with different public bodies and sector associations.

This special edition focused on publicising solutions, equipment, products and suppliers, as well as the protocols and measures necessary to adapt buildings, factories, offices, workshops and all types of establishments and businesses to the pandemic scenario.

The event was developed in a hybrid format, with an online platform specifically designed to connect suppliers and customers and to generate virtual and in-person meetings. The platform - which was active from July 1 to September 30, with in-person meetings at IFEMA MADRID on 14 and 15 July - used artificial intelligence to facilitate searches and suggest contacts with common interests, fostering dialogues and networking meetings.

Franco-Spanish Economic-Business Forum (22 October)

This conference was promoted by IFEMA MADRID and the Franco-Spanish Chamber of Commerce and Industry (La Chambre) to accelerate economic recovery by encouraging business participation in trade fairs and congresses.

This was a hybrid meeting with in-person participation in each of its plenary and sector tables, and remote meetings for attendees through the Zoom platform.

The event was strategic for IFEMA MADRID, since France represents the third country of origin for participating companies and visitors to our fairs.

FRUIT ATTRACTION LIVEConnect (1-31 October)

The first remote edition of **FRUIT ATTRACTION** gathered the world's fruit and vegetable community with a new, advanced platform, which extended the activity throughout the month of October.

The technological solution was accessible via the web and mobile app and made it possible to create the only specialised professional social network in the sector, creating thousands of sales opportunities among international professionals.

The platform attracted almost 7,000 members, who generated more than 15,000 professional contacts, exchanged 40,814 messages and held more than 500 meetings, 186 video calls and 228 conferences and technical conferences.

LOOK NEWS

(October to December)

To support companies and professionals in the hairdressing, beauty and personal image sectors, IFEMA MADRID launched LOOK NEWS, a service available to Salon Look exhibitors to give them greater visibility on our digital platforms, web and social networks.

A total of 41 companies participated in this initiative, which received more than 53,900 visits to the Salon website, as well as 919 new subscribers to Salon Look profiles on social networks.

Smart European Recovery

(15 December)

This new series of meetings was organised by Kreab, the Spanish-Swedish Chamber of Commerce and the Swedish Embassy in Spain, in collaboration with IFEMA MADRID to promote debate on the main keys to European funds for recovery.

The first meeting, held online, was attended by representatives of the European Commission, companies and the public administration in order to specifically analyse guidelines for proper management of the funds of the Next Generation EU programme.

TRAFIC LATIN AMERICA and The Forum of Cities - Medellín Dialogues

(23 November to 3 December)

The second edition of the **TRAFIC LATIN AMERICA fair and The Forum of the Cities - Dialogues Medellín** had been held 100% virtually due to the special sanitary conditions caused by the COVID-19 pandemic and was held using a personalised digital platform.

The event received more than 7,400 visits including participants in the themed workshops and plenary sessions, and the virtual attendees to its online fair on sustainable, safe, innovative and accessible mobility, where companies and entities showed their proposals in this important urban area.

With a commercial exhibition, 10 themed workshops and 6 plenary sessions, a dozen companies and institutions, 120 experts and about 30 cities, both Spanish and Latin American, participated.



The possibilities of the 5G network.

One area driving digitalisation in recent years has been the commitment to 5G connectivity, which we began to deploy in our facilities in 2019 with the help of Vodafone. In addition to facilitating the connectivity of exhibitors and visitors who come to our meetings each year, the extension of this network should also allow for new services, business models and formats at our fairs and events.

After the pilot experiences carried out in 2019, in January 2020 we had the opportunity to participate in a new application of this network during **MERCEDES-BENZ FASHION WEEK MADRID**, the great Spanish fashion event, held in Hall 14.1 at Feria de Madrid: Spain's first 5G fashion show, in collaboration with Samsung.

On-site connectivity made it possible to connect two spaces (the IFEMA MADRID hall and the Samsung Store Callao in El Corte Inglés) for simultaneous catwalk shows, which combined the real outputs of the models with the virtual outputs that were observed through big screens.

The deployment of the 5G infrastructure at IFEMA MADRID will be completed over the next few months, allowing the promotion of projects such as the Augmented Fair, a new interactive holographic layer over the entire fair experience, whose power is multiplied proportionally to the capabilities provided by 5G technology.

One area driving digitalisation in recent years has been the commitment to 5G connectivity, which we began to deploy in our facilities in 2019 with the help of Vodafone.



First physical events.

The improvement in the public health situation after the state of alarm and rigorous compliance with distancing and preventive measures made it possible to start holding in-person events in July, attracting a healthy number of visitors. All of them had a great symbolic and emotional power after several months of lockdown.

ABRE MADRID!

(7 July to 19 September)

IFEMA MADRID hosted a grand return to live shows after a period of inactivity in this area. For two months, **ABRE MADRID!** became a great cultural celebration with concerts, monologues and shows for the whole family. The space had an open-air stage, with a capacity of up to 800 people distributed in conveniently distanced tables to comply with the measures imposed by regulations to protect against COVID-19.

ABRE MADRID! kicked off on 7 July with a charity concert by Los Secretos in aid of the Red Cross Respond Plan with an audience made up of people affected by coronavirus. The show included performances by Mastodonte, Manel, Sidonie, Xael López, La Cuarto Roja, Carlos Sadness, Diego el Cigala and Miguel Poveda, in addition to weekend sessions courtesy of Medias Puri Beach and the tribute band concerts to Bruce Springsteen (featuring Manel Fuentes) and to Queen.

ABRE MADRID! also featured performance by comedians (El Monaguillo, Miguel Lago, Jaime Caravaca and Grison Beatbox, Vaquero, Clavero and Massana and Martita de Graná) and theatrical shows with the Yllana company, Carlos Latre and illusionist Juan Tamariz. The programming included events for all ages, such as performances by the popular musical group CantaJuego, family tributes to the Beatles and AC/DC, and the summer farewell party Pica Pica Fiesta Party.

MERCEDES-BENZ FASHION WEEK MADRID.

(10 to 13 September)

After holding the normal winter edition in January, **MERCEDES-BENZ FASHION WEEK MADRID** was back in September with a hybrid event that demonstrated the possibilities of the new format.

The greatest Spanish fashion show, organised by IFEMA MADRID, hosted its most special edition with rigorous safety measures which allowed the organisation to host catwalks with an audience and, in addition, to ensure the diffusion of the exclusive content to everyone via the new digital platform.

Given the situation caused by the pandemic, the in-person shows were limited to 24% capacity, with no more than 192 people per catwalk show (compared to the usual 800) to ensure sufficient social distancing among the attendees. These events were carried out under the rigorous protocols and security measures implemented by IFEMA MADRID, with continuous disinfection of the room and other spaces, and a specific ventilation system to guarantee indoor air quality.

The content was also broadcast over a new digital platform, with virtual experiences, exclusive content on fashion and lifestyle, online workshops, conferences, and live broadcasts of the fashion shows on Instagram TV.



GRAN CANARIA SWIM WEEK BY CÁLIDA FASHION.

(22 to 25 October)

Among the new features in this edition of **GRAN CANARIA SWIM WEEK BY MODA CÁLIDA**, an event co-organised by the Cabildo de Gran Canaria and IFEMA MADRID was a new professional hybrid format to cater for new health restrictions.

This was a trade-only hybrid event with live show broadcasts, both on demand on the event website and through the Moda Cálida programme. This allowed a huge audience to see the collections on their mobile devices and other technological devices, reaching nearly 50,000 people. The increase in international visits to the website was also excellent, with considerable traffic from Portugal, Mexico, the United States and France.

Sustainability was a fundamental pillar in this edition of this Canary Island fashion event, which featured many innovative and environmentally friendly proposals.

The arrangement between the Cabildo and IFEMA MADRID has been renewed for a further four years after a tender process.



The first physical events after July achieved good attendance figures and had great symbolic and emotional power after the months of lockdown.

Acknowledging our sponsors.

More than ever in 2020, business alliances and institutional collaboration were of vital importance to achieve our objectives of internationalisation, business support and generation of wealth.

We are therefore grateful for the collaboration of all the companies and institutions that have worked with IFEMA MADRID through strategic agreements and alliances and by sponsoring fairs and events in a difficult year for the economy of many companies.

Strategic agreements with Iberdrola and Iberia.

The strategic agreements that we signed in 2019 with major companies like Iberdrola and Iberia will have a positive impact on the economy and the environment to help create a better future.

Iberdrola, strategic partner for sustainable mobility

The purpose of this alliance is to promote sustainable mobility and the electrification of transport. One such action is the launch of the first sustainable public car park on a trade fair venue in Spain and the organisation of and participation in activities to promote electric mobility.

Iberia, official partner of IFEMA MADRID

The purpose of this strategic alliance is to position Madrid as one of the main cities for fairs and congresses at an international level, improving connectivity with the rest of the world. The agreement offers participants in our events significant discounts on flights operated by the company and generates value in business tourism. Iberia also collaborates in events like **ARCOmadrid** and **MERCEDES-BENZ FASHION WEEK MADRID**.



Fair sponsors.

In a year like 2020, the support and trust of sponsors have been essential for the organisation of fairs and events. Their constant involvement and collaboration are a sign of their commitment to IFEMA MADRID and to the respective economic sectors.

We especially appreciate the participation of the sponsoring entities in the following fairs:

- **FITUR:** sponsored by Korea, with support in the image and the contents of the fair.
- **ARCOmadrid:** sponsorship of Auara through a social responsibility action within the fair.
- **MERCEDES-BENZ FASHION WEEK MADRID,** with 14 collaborating companies and institutions:
 - Main sponsors: Mercedes-Benz, L'Oréal Paris and Inditex.
 - Sponsors: Samsung, Amazon Fashion, Iberia, Royal Bliss, Smart Water, Mar de Frades, Multiópticas and the Community of Madrid.
 - Contributors: Appletiser, ESNE and Mascarillas Béjar.
 - Official ironing brand: Rowenta.
- **GRAN CANARIA SWIM WEEK BY MODA CÁLIDA,** with eight sponsoring brands: Audi, Carlsberg, Alfaparf Milano, J LH Peluquerías (José Luis de las Heras), Fund Grube, GHD, Expomeloneras and Mascarillas Béjar.



We are grateful for the collaboration of all the companies and institutions that have cooperated with IFEMA MADRID in a difficult year for the economy.

Designing the future: Strategic Plan 2021-2023.

The extraordinary impact of the COVID-19 pandemic on economic activity and, particularly, on trade fairs and events has led us to design a new Strategic Plan that adapts IFEMA MADRID's business and growth objectives to the new reality. A new three-year plan has been proposed (2021-2023) with three main areas for development: digital transformation, innovation and internationalisation.

The person leading its application is José Vicente de los Mozos, new president of the Executive Committee of IFEMA MADRID, replacing Clemente González Soler, who ended his presidency at his own request. José Vicente de los Mozos publicly presented the Strategic Plan 2021-2023 in October, on the occasion of the institutional webinar organised by the Official Chamber of Commerce, Industry and Services of Madrid.

Digital transformation, innovation and internationalisation, key aspects of a plan adapted to the new environment.

The suspension of most of the activity in 2020 and the uncertainty about the evolution of the sector in the short term have slowed the extraordinary pace of development maintained by IFEMA MADRID in recent years, with sustained double-digit growth. This situation also has an impact on projects such as the use of the Municipal Conference Centre and the expansion plan in Valdebebas.

The impact of the COVID-19 pandemic on economic activity and on the organisation of fairs and events has led us to design a new Strategic Plan that adapts IFEMA MADRID's business and growth objectives to the new reality.



The new Strategic Plan 2021-2023 adapts its objectives to this environment of uncertain and complex trends based on three main lines of action:



Digital transformation

The plan prioritises work to identify opportunities for change and transformation that allow the development of new business models, combining in-person and virtual formats to increase turnover, generate activity in companies and reach new markets.

Lines of action

- Incorporate the digital business in the traditional mixed business (organiser and marketer of spaces), maximising the objectives of each segment and leading the change.
- Promote digitalisation as a tool to open the doors to globalisation and reach new markets.
- Obtain 25% of turnover through the digital business within three years.



Innovation

Current circumstances make it necessary to accelerate innovation and promote the development of new products and services, and new ways of guiding and supporting professional sectors. The transformation requires being more active and creative, and offering solutions that are less ephemeral over time.

Lines of action

- Developing projects to have a significant impact on the fair industry, with the help of IFEMA MADRID LAB and with the support of large *technology partners* that provide the means to advance licences.
- Creating a great platform to provide fairs with a hybrid or virtual line of business that allows them to adapt to different times, without external circumstances forcing them to stop activity, and to be an effective and profitable complement to in-person business.



International reach

The continuous commitment to digitalisation should speed up IFEMA MADRID's work to increase its international reach. A digital presence should be, in many cases, the first step to gain a presence in foreign markets and attract customers from outside our country.

Lines of action

- Focus on the enormous intangible value of the IFEMA MADRID brand in the international arena and take advantage of this potential to attract global events from large foreign companies, as well as major world congresses.
- Progress in the internationalisation of the activity reaching new markets, especially Latin American and European.
- Capture and serve global audiences and amplify the communities of professional sectors that IFEMA MADRID already has within its reach.
- Export the institution's successful projects to other countries and attract large international congresses and events to Madrid.
- Expand the capacity to generate business for our customers, without forgetting the role that IFEMA MADRID needs to play as an image ambassador for Madrid and Spain.



José Vicente De Los Mozos, New Chairman of the IFEMA MADRID Executive Committee

On 12 June 2020, José Vicente de los Mozos became the new Chairman of the Executive Committee of IFEMA MADRID after the resignation of Clemente González Soler.

José Vicente de los Mozos is worldwide executive vice president of Production and Logistics for the Renault group, president of the brand in Spain and president of ANFAC, the automotive sector employer's association in addition to his new role at IFEMA MADRID. He was appointed unanimously by the Governing Board, the institution's highest governing body.

As Chairman, Clemente González Soler established IFEMA MADRID among the main fair operators in the world and achieved the objective of doubling the estimated turnover in its Strategic Plan in just four years, compared to the five planned. Among the milestones of his presidency are the organisation of the **COP25 Climate Summit** in December 2019 and the emergency hospital for COVID-19 patients in 2020.



Expanding horizons.

To continue the landmark achievements of recent years, and as stated in IFEMA MADRID's Strategic Plan 2021-2023, one of our pillars of growth is international expansion through our fairs, conferences and activities. The objective is to consolidate and generate business opportunities that contribute to the revitalisation of the Spanish economy and, with this, help to strengthen the Spain brand abroad.

This will be achieved mainly by organising and participating in trade fair projects abroad, to which we contribute our management experience to promote the presence of Spanish companies in these territories.

We also have an international consulting and advisory service, and a buyer programme that enables us to promote the fairs that we organise in Spain on a global level. As a benchmark institution in the sector worldwide, we are also present in the main international organisations.

Trade fair projects abroad.

We organise trade fair projects outside Spain, with significant presence in markets that can add value to Spanish companies and companies with greater business potential. That is why we mainly focus on the Ibero-American and European markets.

As has happened in our country, trade fair activity abroad has also been practically non-existent in 2020 due to the impact of the pandemic. The events that have been held, either in person or through virtual platforms, are listed below:

1ST MEXICO EDUCATION WEEK (30 January to 1 February)

Co-organised by IFEMA MADRID and EXPO MÉXICO, the first edition of **MEXICO EDUCATION WEEK** occupied a net area of 1,100 m² at the Expo Santa Fe Mexico trade fair venue (Mexico City), and received 1,745 visitors.

The event was attended by more than 80 educational institutions, both public and private, offering undergraduate and graduate studies, scholarships and funding. Among the broad foreign educational offer, a total of six Spanish universities and study centres took part. During the fair, 25 conferences and the first SEDMX Universities Meeting was held.

ARCOLisboa (20 May to 14 June)

The online edition of **ARCOLisboa** was a tool to help reactivate the contemporary art market and promote business opportunities for the 70 participating galleries.

Up to 124,000 people visited the Artsy.net digital platform, where thousands of works were presented by the galleries selected by the Organising Committee and the curators of the Opening -(Kunsthalle Lissabon) and Africa in Focus (Paula Nascimento) sections.

This format allowed galleries to interact with collectors, potential buyers, and a global audience. The ARCOLisboa Forum was a success, with 700 people participating in the sessions.

TRAFIC LATIN AMERICA and The Forum of Cities - Medellín Dialogues (23 November to 3 December)

The second edition of **TRAFIC LATIN AMERICA and The Forum of the Cities - Medellín Dialogues** was held virtually through a digital and personalised platform for the analysis of the future of mobility.

The event included a commercial exhibition, 10 themed workshops and six plenary sessions that dealt with aspects such as public transport, safe mobility and mobility related to the quality of life in cities. A dozen companies and institutions, 120 experts and about 30 Spanish and Latin American cities participated in the meetings, with a total of more than 6,300 visitors.

This event was organised by IFEMA MADRID and Plaza Mayor Medellín with the support of the Mayor's Office of Medellín and academic partnership courtesy of the Universidad Pontificia Bolivariana.



International consulting and advice.

Due to the exceptional nature of the year and the new needs that have arisen in the field of health and safety, our international consulting work in 2020 our consultancy service consisted of offering a service called the “COVID-19 contingency plan for the reopening of Trade Fair Venues, exhibition centres and conference centres”.

The coronavirus pandemic has had a global impact and caused the cancellation of fairs, congresses and other events in the sector in practically every country in the world. The Contingency Plan offered by IFEMA MADRID aims to guarantee a safe, reliable, transparent and informative environment, together with a positive experience for those using the venue, and is adapted to its facilities, as well as to the type of events it holds and to the attendance these events attract.

Representation in other countries and international organisations.

IFEMA MADRID is present in 26 countries on the five continents through 15 regional offices. Since they are close to the local market, these regional offices allow us to stay in contact with the main agents of each fair sector to market our fairs and events. In Latin America, Asia and Africa, the regional offices also help to identify trade fair business and international consulting opportunities.

Furthermore, IFEMA MADRID participates actively in the different international entities of the fair industry. Since 1988, we have been full members of the Union of International Fairs (UFI) and our General Manager, Eduardo López-Puertas, is a member of its Board of Directors. We also belong to the European Major Exhibition Centres Association (EMECA), and participate in its activities. In Latin America, the General Manager of IFEMA MADRID is a member of the Steering Committee of the International Association of Fairs of America (AFIDA), where he is the only European member.

International presence of IFEMA MADRID.



IFEMA MADRID is present in 27 countries on the five continents through 15 regional offices.

- **Europe**
Germany, Austria, Belgium, France, Ireland, Italy, San Marino, Luxembourg, the Netherlands, Portugal, Great Britain and Switzerland.
- **America**
Chile, Brasil, Colombia, México and Perú.
- **Africa**
Argelia, Morocco and Túnez.
- **Asia**
China, South Korea, Hong Kong, Japan, India, Singapore and Taiwan.

Buyers programme, an effective international business initiative

One of the most effective tools to bring international trade and investment closer is the buyers programme. This initiative arranges business meetings for buyers that serve as a starting point for potential international business with exhibitors at the fairs that we hold in Spain.

Lack of activity in 2020 has obviously hindered this programme, although the presence of international buyers at those fairs that were held can be considered very positive.

The ten events we organised in the first quarter of the year were attended by 1,328 buyers, 80% of whom came from outside Spain.

Throughout the year, the following fairs had buyers’ programmes. **FITUR**, International Tourism Trade Fair; **PROMOGIFT**, International Promotional Gift Show; **INTERGIFT**, International Gift and Decoration Show; **BISUTEX**, International Fashion Jewellery and Accessories Fair; **MADRIDJOYA**, International Urban and Trendy Jewellery and Watch Exhibition Fair; **ARCOmadrid**, International Contemporary Art Fair; **MERCEDES - BENZ FASHION WEEK MADRID** (in its two editions February and September); **SMART DOORS**, Doors and Automatics Exhibition; **SICUR**, International Security Exhibition; **GRAN CANARIA SWIM WEEK BY MODA CÁLIDA** and **FRUIT ATTRACTION LIVEConnect**.

03. Beyond communication.

Sharing vision and mission: IFEMA COVID-19 Hospital_33

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The actions and presence of IFEMA MADRID in the field of communication have always been an essential aspect of the image and reputation of the institution. In a year marked by the digital transformation of many of our fair projects, sharing information about our activity in the media and on social channels became a priority.

In this context, the work done has contributed to maintaining IFEMA MADRID as one of the benchmarks in the fair sector. This was a particularly important task in a year in which the institution was also in the news for its prominent role in the fight against coronavirus through the launch of the IFEMA COVID-19 Hospital.

Sharing vision and mission: IFEMA COVID-19 Hospital.

IFEMA MADRID has always been clear about its mission to add value to people, companies and society. Once again, in 2020 we were called to use professionalism to benefit the Community of Madrid with the launch of the IFEMA COVID-19 Hospital, which treated more than 4,000 patients during its five weeks of activity.

The flexibility displayed by the entire IFEMA MADRID team to transform three of the halls of the exhibition venue into the largest COVID-19 hospital in Spain is typical of the values of closeness, commitment and efficiency that have always defined the institution. This joint effort did not go unnoticed, as evidenced by the enormous number of news reports that talked about the role of the emergency hospital in dealing with the pressure on hospitals caused by the pandemic.

During its 41 days in operation, the IFEMA COVID-19 Hospital was a valuable asset in the fight against the coronavirus in Madrid. The speed with which it was put in motion and its ability to help the health system captured the attention of the media, which mentioned it 51,300 times and reached an audience of 7,200 million, with an estimated valuation of these impacts of €208 million.

IFEMA MADRID in the media.

Throughout the year, IFEMA MADRID's communication channels shared news about the institution's initiatives, maintaining contact both with the public and with the sectors, companies and exhibitors interested in its fairs and events.

After a first quarter in which practically all the planned events were held normally, the installation of the IFEMA COVID-19 Hospital massively increased our media presence. Institutional impacts grew from 391,000 news items in 2019 to 93.1 million in 2020, and the audience grew by almost 20%, reaching 30,800 million people and exceeding the 25,700 of the previous year.

The total impacts in Spanish and international media reached 93.6 million in 2020, while the previous year 1.2 million were achieved, which gives an idea of the weight of the institutional news related to the pandemic. These figures translated into a total audience of 61,636.2 million (+19.7% compared to 2019) and an economic valuation of €1.165 billion, 26.7% more than in 2019.

Considering the volume of news impacts, the impact figures of **FITUR**, the International Tourism Fair, were also outstanding with 290,838 impacts and an audience of 10,500 million, and those of the main Spanish fashion fair **MERCEDES-BENZ FASHION WEEK MADRID**, which reached 18,500 mentions and an audience of 2,500 million in its January edition and 11,067 hits and 2,200 million in September.

They were **followed by ARCOmadrid**, International Contemporary Art Fair, with 16,100 appearances and an audience of 2,810 million, followed by **FRUIT ATTRACTION LIVEConnect** (14,000 hits and 346 million), **EDUCATION WEEK** (12,200 mentions and 421 million) and **HIP - HOSPITALITY INNOVATION PLANET**, Professional Exhibition for Hospitality Innovation (10,467 appearances and 115 million).

The ranking of the 10 events with the most impacts was completed by **SICUR**, the International Security Fair (9,300 news items and 173 million audience), and **SMART DOORS** (5,480 mentions and 50.8 million).

Impact of IFEMA MADRID in the media.



Institutional

News:
93,100,000

Economic valuation:
€534 billion
(+14.3% compared to 2019)

Audience:
30,800 million
(+19.8% compared to 2019)



Totals as a whole

News:
93,640,250

Economic valuation:
€1.165 billion
(+26.7% compared to 2019)

Audience:
61,636.2 million
(+19.7% compared to 2019)

ESCENARIO ABR MADRID

Expanding the digital community.

The IFEMA MADRID website.

In the eminently digital context that characterised 2020, the IFEMA MADRID website, remodelled and launched the previous year, took on a greater role in increasing the visibility and brand image of the organisation.

The new **ifema.es** is user friendly and offers a simple, current and functional experience when it comes to learning about and participating in the day-to-day life of IFEMA MADRID, both through the website itself and in coordination with the rest of Feria de Madrid's digital channels, through which social and interactive experiences are created.

After more than a year of operation, the website offers comprehensive information about all the activities that take place at IFEMA MADRID, with regard to fairs and congresses, but also conventions and other professional and leisure events, as well as giving access to the ticket sales portal for events hosted at Feria de Madrid. The architecture of ifema.es includes machine learning processes that make it possible to detect the needs of the different user profiles to offer them personalised support and speed up the search for information.

In the eminently digital context that characterised 2020, the IFEMA MADRID website took on a greater role in increasing the visibility and brand image of the organisation.

In 2020, the IFEMA MADRID website and its associated fairs received more than 5,200,000 visits, which represents a decrease of 45.75% compared to 2019 caused by the stoppage of fair activity due to the COVID-19 pandemic. Regarding page view statistics, there was a drop of 42% in relation to the previous year, but even so they exceeded 16.3 million. A significant fact is that the average time on each page increased 17% compared to 2019, from 1 minute and 53 seconds to 2 minutes and 12 seconds.

The number of total users of the **LIVEConnect** platform was noteworthy, reaching 9,030, thanks to the drawing power of **SICUR**, the International Security Exhibition, which attracted 2,760, and especially **FRUIT ATTRACTION**, which had 6,360 registered users.

Accredited journalists.

Throughout the year, 11,943 journalists from more than 7,100 media outlets were accredited for events organised by IFEMA MADRID. The vast majority of them were Spanish (93.5%), while 772 media professionals came from outside Spain, a disproportion largely caused by mobility restrictions and the cancellation of physical events.

Even so, events such as **FITUR**, the International Tourism Fair (with 7,630 accredited journalists and 4,687 media outlets); **ARCOmadrid**, International Contemporary Art Fair (2,091 journalists and 1,320 media), and **MERCEDES-BENZ FASHION WEEK MADRID** (827 professionals) attracted many media organisations.

In the field of online events, **FRUIT ATTRACTION LIVEConnect** was a highlight, managing to attract 89 journalists from 66 media organisations.



Volume of journalists and media accredited at IFEMA MADRID.

Total journalists:

11,943

Domestic:

11,171

International:

772

Media

7,153



Audience of the IFEMA MADRID website.

Sessions:
5,241,234

Pages viewed:
16,320,358

Users:
3,464,511

Average time on page:
2'12"



Digital marketing.

IFEMA MADRID's digital strategy adds, to the work of ifema.es, digital marketing initiatives to position the organisation as a benchmark in the field of fairs and events. In this regard, throughout the year, online advertising campaigns were created to enhance visibility in an exceptional period for the fair sector.

Investment in online advertising campaigns suffered the ups and downs of a year hit by the coronavirus. Although the previous year had closed with an investment of almost €2 million, IFEMA MADRID allocated approximately €500,000 to this item in the first quarter of 2020, and it could have equalled or exceeded the 2019 figure had it not been for the outbreak of the pandemic, which in the second quarter considerably reduced investment, which recovered gradually in the third and fourth quarters.

However, the digital marketing strategy was divided into two large branches (corporate and fairs) that allocated efforts and resources to different channels. With the exception of the investment in Twitter (which focused exclusively on campaigns to attract traffic, segmentation and followers for the fairs), Google Ads, Facebook, Instagram, LinkedIn and the DV360 strategy were divided between both areas, with goals as diverse such as attracting audiences, space rental, geolocated campaigns to attract exhibitors and visitors and the generation of contacts. We also worked on direct agreements with economic media to generate positioning and the publication of content.

In contact with our followers.

Social networks have become an essential tool to stay in contact with users, improve the brand image, increase traffic to the corporate website and disseminate the content and activities organised by IFEMA MADRID.

In the year of online communication par excellence, our digital community continued to grow, and we ended 2020 with more than two million total followers (2,015,259), with Facebook as the network with the highest number of users (1,007,049), followed by Twitter (576,769), Instagram (369,254), LinkedIn (60,729) and YouTube (1,458).

IFEMA MADRID's corporate channels on Facebook, Twitter, Instagram and LinkedIn added 128,755 followers as a whole, but the figures obtained by **FITUR**, International Tourism Fair (227,977 followers) were especially noteworthy in terms of volume; **ARCOmadrid**, International Contemporary Art Fair (184,289); **GamerGy E-sports & Gaming Festival** (117,576), and **MERCEDES-BENZ FASHION WEEK MADRID**, which with 354,389 people was the event with the most followers in 2020.

IFEMA MADRID closed 2020 with 59 profiles on Facebook, 60 accounts on Twitter, 51 on Instagram, 43 on LinkedIn and nine on YouTube.

IFEMA MADRID followers on social networks.

Total followers:	2,015,259	Facebook:	1,007,049
		Twitter:	576,769
		Instagram:	369,254
		LinkedIn:	60,729
		YouTube:	1,458

04. Transforming ourselves.

Work in Valdebebas_**37**

Technological progress_**38**

Other work and investment in the Trade Fair Venue_**41**

Security improvements_**41**

Ready for the future_**42**





In 2020, IFEMA MADRID maintained its commitment to investing in infrastructure, technology and digitalisation as a way to create a unique and productive user experience.

In an unprecedented year due to the coronavirus pandemic, the effort and flexibility of the entire organisation made it possible to convert many fairs into digital events in a very short period of time.

At the same time, the expansion plan for the IFEMA MADRID facilities in Valdebebas has been maintained. This will be equipped with the latest technological advances to improve user services, resume the growth dynamics of fair and congress activity in recent years, and open the doors to globalisation to reach new markets.

Actions in Valdebebas.

One of the pillars of the plan to expand the facilities in Valdebebas – which involves a phased investment of €180 million by 2025 – is the implementation of technological advances that, in addition to expanding the fair capacity of IFEMA MADRID, will involve some innovative projects.

Among these are the deployment of 5G connectivity in our facilities and the initiatives promoted by the IFEMA MADRID LAB Foundation, the incubator for technological projects and mixed reality applied to fairs created in 2017.

The expansion of Valdebebas will provide users with a modern, hyper-connected, accessible and technologically cutting-edge structure that will allow the institution to increase its activity and expand the impact of its work on the social and economic environment.

Protecting historical heritage.

The expansion works of IFEMA MADRID will preserve a cultural and historical asset and recover it for public use. These are the Mata Espesa bunkers, built during the Spanish Civil War and located in the area where the works are being carried out.

The recovery plan has meant moving the forts from their current location to a site 100 metres away, as well as their restoration to make them accessible and open to visitors. The operation, which was carried out by IFEMA MADRID, was carried out using large hydraulic cranes that moved the complex while maintaining its original orientation.

The project to recover this historical heritage also includes the installation of information panels for visitors, the restoration and installation of the machine gun bases and the recreation of the 43 metres of trenches that have been documented. Some works that have been supervised by archaeologists to ensure the conservation of the complex.



The expansion works of IFEMA MADRID will preserve a cultural and historical asset and recover it for public use.

Technological advances.

The digitalisation of management and the incorporation of new technologies continue to be critical action levers for IFEMA MADRID. In this sense, during 2020 there has been notable progress in the implementation of solutions and progress in the many projects that we are undertaking in this area.



New corporate CRM.

The bidding process for the implementation of a new corporate Customer Relationship Management (CRM) that will be supported by the Salesforce platform, specifically in its functional clouds Sales, Marketing, Commerce and Service, has been completed, thus covering the complete life cycle of the customer at IFEMA MADRID. This will allow all the areas of the institution to share a 365-degree customer vision.

The Mulesoft platform has also been included for integrations with third-party tools, which will allow centralising and managing CRM communication with the rest of IFEMA MADRID's systems.

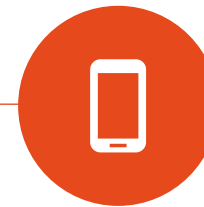
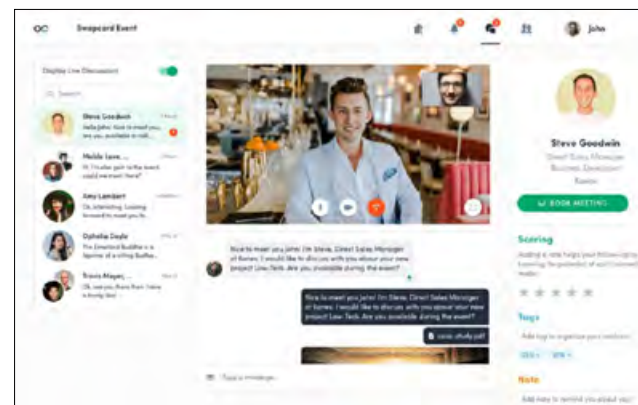
On completion of the tender, during 2021 the new CRM implementation work will begin, with an expected duration of 18 months for the initial implementation and another 18 for the subsequent stabilisation and maintenance of the platform.



LIVEConnect.

In the first half of the year, a market solution was implemented to support event hybridisation, which was launched during the fully digital edition of **FRUIT ATTRACTION**.

The capabilities of the market tools combined with the know-how of IFEMA MADRID have allowed us to create a digital meeting platform called LIVEConnect, which makes it possible to energise sector communities around different industries.



Modernising software.

IFEMA MADRID has made notable progress in the development of an internal project to modernise the current GIS/CAD software, so that a customised platform for spatial management has been created, registered as its own technological brand, Visual Space, and based on Bentley technology. In 2020, many of the necessary developments were completed to start operation during the third quarter of 2021.

Other projects have also been developed to modernise software and digitalise and optimise internal processes:

- New application for managing purchases of telecommunications services at fairs and events.
- Application for the automation of the configuration and distribution of passes and accreditations at fairs.
- Improvements to customer applications: counter registration, online visitor registration, press registration, forms to request information on fairs, engaging new visitor services, etc.
- Integrating our systems with market products, such as ticketing and matchmaking tools, among others, improving the customer experience.
- Implementation of SAP Concur software to optimise management of business trips, representation expenses and associated billing requirements. This SaaS or software as a service platform in the cloud provides IFEMA MADRID with total visibility of its employees' expenses and is natively connected with the organisation's Enterprise Resource Planning (ERP) applications, also based on SAP.



During 2020, notable progress were made to implement solutions and advances in the many projects that we are undertaking in the field of new technologies.



Sixth generation WiFi technology.

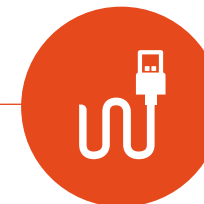
In the field of hyperconnectivity, IFEMA MADRID has continued with its firm commitment to updating mission-critical networks, undertaking, in all the trade spaces of the Palacio Municipal, the renovation of the WiFi installation to the most advanced standard on the market, WiFi 6, and incorporating CISCO® technology.

WiFi 6 technology (802.11ax standard) is revolutionising the way these types of networks work, allowing faster connections, with greater range, with a greater number of customers connected in the same space and lower energy consumption.

This technology reduces latency by up to 75%, reduces interference, which is especially important in high-density scenarios such as those that occur in large in-person and hybrid events, and improves data transmission rates by around 40% compared to the previous standard (WiFi 5). In addition, it achieves greater energy efficiency, which reduces electricity consumption by up to 66%, both for devices and network equipment, compared to the WiFi 5 standard.

IFEMA MADRID has upgraded the WiFi installation, replacing it with the most advanced standard on the market, WiFi 6, which allows faster and longer-range connections.

The project entailed the installation of 1,500 metres of fibre optics and more than 15,000 metres of category 6A network cabling in the Palacio Municipal, a building protected because of its design architecture, which has involved the search for unique solutions for most spaces. A CISCO switching layer of the 9500 and 9300 series has been incorporated, as well as a total of 200 9100 series WiFi access points, all to facilitate more intelligent management of the network through services such as CISCO DNA Centre, implanted throughout the institution's WiFi installation.



Upgrading the corporate network.

IFEMA MADRID has embarked upon a project to update its corporate network, divided into two phases: phase I, which began in 2020 and will end in the first half of 2021, and phase II, which will start in the third quarter of 2021 and it will culminate in early 2022.

Phase I consisted of updating 30 CISCO Catalyst switches of the 9200 and 9500 series of the access, distribution and core layers, and has allowed the communication speed to be increased exponentially, upgrading from communication with the network core to 80 Gbps, which makes it possible to respond to current traffic demands and anticipated increases in the future.



Renewal of the car park access control system.

During the second half of the year, the car park access control system was completely renovated, adding 77 new readers to create a pool of state-of-the-art SKIDATA readers. They were also restructured to ensure appropriate interpersonal distancing during access.

This renewal generalises paperless access through digital media, incorporating the possibility of using new app functionalities, QR codes and passbooks, which will be complemented in 2021 with the incorporation of wireless NFC (RFID) technologies that allow access by close contact without the need for optical reading.



Cybersecurity information and event management.

At IFEMA MADRID we are aware of the obligation to comply with the regulations related to information security and the risk posed by cybersecurity in our environment, especially while there is such enormous growth in digital and hybrid business.

We have therefore implemented an event management system related to information security (Security Information and Event Management or SIEM). This allows us to centralise and interpret events proactively and apply artificial intelligence, minimising risks by anticipating incidents and achieving greater resilience should they occur.

At IFEMA MADRID we are aware of our obligation to comply with regulations related to information security and the risk posed by cybersecurity in our environment.



Hybrid cloud services.

To streamline the introduction and roll-out of new web applications for customers, IFEMA MADRID has taken bold action in 2020 in two ways:

- On the one hand, a hybrid environment based on mature “traditional” market technologies.
- On the other, pay-per-use cloud services such as software as a service (SaaS), platform as a service (PaaS) and infrastructure as a service (IaaS) from the main leaders in these technologies, such as Microsoft Azure, Amazon Web Services or Google Cloud Services.

Both have begun to be used in many of the organisation's new technological projects and will definitely take off during 2021.



Workstation digitalisation plan

The pandemic situation experienced in 2020 has accelerated the plan to digitalise the workplace: Intelligent Workplace of IFEMA MADRID, which has acquired more than 210 new latest generation portable computers to upgrade and extend remote working capacity for all employees.

Equipment was purchased according to the characteristics of each job, including HP, Microsoft Surface and MSI equipment, with 11th generation Intel i7 and i9 processors, touch screen, WiFi 6, SSD hard disk and RAM memory between 16 and 64 GB, among other benefits. The objective has been to find the balance between device power and mobility.

Likewise, the use of corporate smartphones with unlimited voice and data rates has been extended to all workers to ensure their communication and connectivity from anywhere.

At the same time, the implementation of the Microsoft 365 software package was completed, including the migration of mailboxes to the Microsoft cloud and full adoption of Microsoft Teams as the main tool for collaborative work and communication between teams.

All of this has enriched new paradigm of mobile and relocated workstations, meeting the needs of IFEMA MADRID's business and customers remotely when necessary.



Other works and investments in the Trade Fair Venue.

In addition to the plan to expand the facilities in Valdebebas, in 2020 other investments were made to improve and maintain equipment at the Trade Fair Venue.

One of these has been the waterproofing of the roofs of the Goya and Food Court rooms, creating a new outdoor space to be used as a terrace and an area for cocktails or informal meetings on the first floor, on both sides of Hall 6. In addition, buildings roofs on the western end of each terrace and those that house air conditioning installations have been repaired.



In terms of technology and equipment, the uninterruptible power supply systems (UPS) have been renewed, and improvements made to electrical installations of output panels through the start-up of new panels equipped with external bypass, which ensures the power supply in critical services and the modular growth of the current installation with state-of-the-art equipment.

The control automatons of the connection cores of the enclosure have also been changed, improving the robustness of the system thanks to the replacement of the existing control hardware in the connection cores and the complete integration of the new equipment through the APROL platform. Likewise, in 2020 the electrical equipment for stands in the halls has been renewed.

With regard to accesses and physical infrastructures, some of IFEMA MADRID's merchandise entrances have been renovated to provide them with sidings for trailers and vans, improving entry and exit flows. In addition, the islands have been eliminated and three evacuation staircases have been built for the area complementary to the lorry park. This means there is a completely open area for holding outdoor events.

The Palacio Municipal has also undergone various improvements, such as the renewal of the waterproofing of the triangular roof and a new, more advanced control system for cold production. In addition, in the last quarter, 2,072 square metres of self-supporting vinyl flooring were installed on tiles with a carpet-like finish in the halls of the Palacio Municipal, and the electrical panels and their interior components were updated. To improve security in these rooms, almost 1,000 linear metres of stainless steel skirting boards have been installed under all the railings that overlook the interior atrium from all floors.



Security improvements.

Safety is a basic aspect for the proper functioning of IFEMA MADRID, which is why every year it invests in improving its safety systems.

One improvement in 2020 was the total renovation of the licence plate reading system in the car parks on the Trade Fair Venue, to reduce reading errors while facilitating new management systems such as reservations and online payments, increasing development of new formulas for marketing the facilities.

Several renovations have been carried out in the Palacio Municipal. On the one hand, the car park access management and control system has been fully replaced, which together with its technological update has made way for an administrative and operational management integrated with the car parks within the trade fair venue, offering new means of payment and optimising subscriber management. On the other hand, the public address system has been replaced by more technologically advanced equipment that complies with the UNE-54 standard and ensures maximum efficiency, especially in emergency management.

The coronavirus pandemic has also had an impact on security. The COVID-19 protocols required the implementation of a system for taking body temperature, in permanent operation, which, having been integrated into the IFEMA MADRID contingency plan, is helping to prevent the spread of the virus.

What is more, during the installation and operation periods of the three structures that hosted the Trade Fair Venue during the pandemic (the IFEMA COVID-19 Medical Device Logistics Centre of the Community of Madrid), a specific adaptation of the procedures and operational protocols and security/emergency coordination of the site was carried out based on its needs and requirements, thus guaranteeing effective coverage for its activities.

Ready for the future.

IFEMA MADRID LAB, an example of trade fair R&D.

Four years ago saw the setting up of IFEMA MADRID LAB, an incubator for technological projects and mixed reality applied to IFEMA MADRID fairs. Its role in developing projects that use technology to change the user experience, both for attendees and exhibitors, has established it as the institution's R&D laboratory at a technological level, a role that was given new impetus in 2020.

Most of the work has focused on what is known as mixed reality, a concept that combines physical and virtual reality to improve the experience of the event through holographic devices and the use of the potential of 5G technology.

IFEMA MADRID LAB has ten projects in the patent approval phase. All of them are tested by IFEMA MADRID at its events, while being shown for possible later marketing.

IFEMA MADRID is a pioneer in the use of 5G technology in Spain and one of the few organisations in the world to use it.



Pioneers in 5G developments.

IFEMA MADRID's agreement with Vodafone to implement the 5G connectivity network in its facilities has made the Trade Fair Venue a pioneer in the use of this technology in Spain and one of the few that use it worldwide.

The project, which began in Hall 14.1 and is still being installed, will place IFEMA MADRID at the forefront of the fair sector and a benchmark in the design of the fairs of the future thanks to its digital transformation process.

One of the first results of IFEMA MADRID LAB's work on 5G has been the Augmented Fair platform, a continuously evolving product that will take the fair experience to unprecedented levels.

This new technology seeks to transform the visitor experience based on a series of solutions that boost user interactivity and create an immersive environment in which to develop their work, offering access to practically unlimited, real-time data communication and computing services. Another of the values of the Augmented Fair platform is that it not only serves the fair sector, but can also be applied in other types of events or activities related to sectors as diverse as retail, universities, industry or leisure.

In this context, two new prototypes were shown in May: on the one hand, an innovative indoor location system designed for augmented reality; on the other, an intelligent digital signage and guidance solution. Both developments have use 5G and bring added value to the fair experience.

The Creative Communion Cube also emerged from the use of 5G within IFEMA MADRID LAB. It is a structure made up of a large central box with different experiences of collective creation that are reflected on the outer cover. The construction, designed as architecture, is mobile and modular, wrapped in 170 kilometres of wires that allow it to adapt to multiple scenarios, such as the mix of virtual reality, mapping, architecture and collective creation that IFEMA MADRID showed in the last edition of **MADRID GAMES WEEK**.

With these initiatives, IFEMA MADRID is working to become a benchmark space in innovation that allows it to offer exhibitors and visitors a differential service, based on the identification of the future possibilities of 5G technology for the trade fair field. A challenge that involves looking for solutions that add value and optimise the management of trade fair activity and business.





Hybridisation at IFEMA MADRID.

Hybrid events combine two key elements of in-person and virtual events: live and on-site actions with in-person attendees and digital for those who participate remotely.

Although B2B (business to business) and B2C (business to consumer) fairs and exhibitions have traditionally been based on in-person experiences that encourage personal contact, the pandemic has shown that virtual events can also be effective, since displaying products in a digital environment generates not only interest, but also potential customers and subsequent contacts.

IFEMA MADRID is committed to ensuring that the hybridisation of events –whether for the public or for professionals– maintains the essence of the physical event. An example of this has been **FRUIT ATTRACTION LIVEConnect**, which has managed to create and maintain a sector community around a specific industry, building loyalty from both buyers and sellers. The figures of the event (230,000 active registrations from 160 countries) have demonstrated the success of an event that has become a world benchmark professional community for commercial networking in the fruit and vegetable sector, which appreciates benefits such as the exhibition of new products and

services, systems for video calls and chats from the platform, the recommendations of contacts through artificial intelligence, exchanges of documentation and the possibility of coordinating demonstrations.

In the case of events aimed at the general public or related to lifestyle, IFEMA MADRID is committed to replacing the physical experience with a digital twin with exclusive content (as has been done at **MERCEDES-BENZ FASHION WEEK MADRID**) or with formats that allow the use of digital tools adapted to this field.

The pandemic has encouraged hybrid and virtual events to proliferate. These new formats have emerged to become a complementary alternative that allows participants to generate business at physical events, extending their duration throughout the year and generating new models of relationship for companies to have with their customers.

Transformation Office

The Transformation Office, which began its journey in 2017, has continued to set the pace in the way employees interact and work thanks to a methodology that, based on projects, has managed to make IFEMA MADRID a more flexible, less hierarchical organisation with greater opportunities for growth and empowerment of people.

After the 16 strategic projects completed since then, in 2020 a new team has been created whose mission is to design and activate the digital model of fairs, congresses, leisure activities and new lines of business in which physical and digital reality complement each other. This it has done with the aim of being transparent, open, disruptive and flexible.

The School of Transformation, formed in 2019, launched the Teach programme this year. It is an area of shared knowledge where employees make their skills and potential available to the company. The initiative, in which more than 200 employees have taken part, includes a new training space in agile methodologies that contributes to the better development of projects, since it allows to organise work giving priority to tasks, facilitates rapid adaptation to possible changes in the environment and levels knowledge in all areas of the institution.



05. Economic management report.

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Summary of expenses and income by activities_**52**





After a first quarter with figures similar to those of the previous year, mobility restrictions and the stoppage of fair activity caused by the health, economic and social crisis derived from COVID-19 have impacted on the economic results of 2020.

Despite this, IFEMA MADRID has worked to adapt to the new situation and thus contribute to the recovery of the economy during the third quarter of the year. As a result of this effort, it has promoted the development of fairs with new online or hybrid formats that have fostered the reactivation of the sector. In addition, they represent the beginning of the adaptation of the entity's business model, with digitalisation, internationalisation, sustainability and innovation as the main areas of its strategy for the coming years.

During 2020, the IFEMA MADRID Trade Fair Venue hosted a total of 237 events, including IFEMA MADRID-organised and third-party fairs, congresses, concerts, musical events and other professional and leisure initiatives, which attracted a total of 4,756 exhibitors. The in-person events welcomed 1,116,376 visitors, while the new online or hybrid formats (with in-person and virtual parts) have allowed us to maintain links with companies, generating activity and reaching new markets.

After a first quarter with figures similar to those of the previous year, the stoppage of fair activity caused by the health, economic and social crisis derived from COVID-19 have impacted on the economic results of 2020.

Economic results.

Turnover reached €60.4 million, which represents a decrease of 67.7% compared to 2019. EBITDA was -€13.7 million, which represents a fall of 134.3% in relation to the previous year. The result for the year was a loss of -€20.7 million. The operating margin was -22.7%, and the net, -34.3%.

Operating profit or loss
-€13.7 million
(-134.3% compared to 2019)

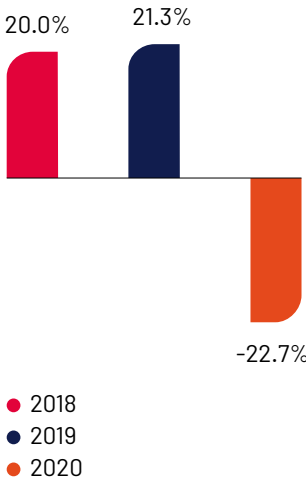
Result for the financial year
-€20.7 million
(-192% compared to 2019)

Operating profit or loss.

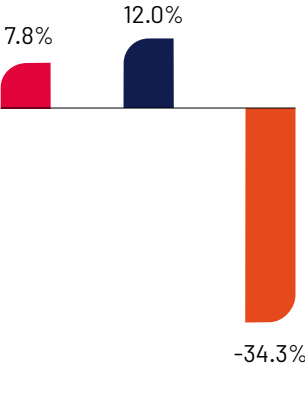
Millions of EUR	2018	2019	2020
Income	138.5	187.2	60.4
Expenses	110.8	147.2	74.1
Operating profit or loss	27.7	40.0	-13.7
Result for the financial year	10.8	22.5	-20.7

% Variation 2020-2019	% Variation 2020-2018
-67.7%	-56.4%
-49.7%	-33.2%
-134.3%	-149.5%
-192.0%	-291.5%

Operating margin.



Net margin.



Income.

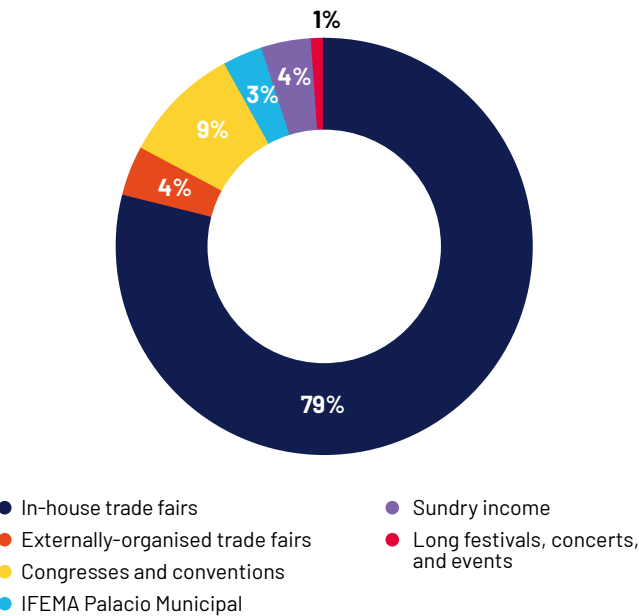
In 2020, the volume of operating income was €60.4 million, 67.7% less than in 2019.

Broken down by lines of business, the income has come from: IFEMA MADRID-organised fairs, with 79%; conventions and congresses, with 9%; external fairs, with 4%; miscellaneous income, with 4%; IFEMA Palacio Municipal, with 3%, and concerts and long-term events, with 1%.

Revenue per line of business.

	Amount (€)
Exhibitors at IFEMA MADRID-organised fairs	38,837,477
Visitors to IFEMA MADRID-organised fairs	2,413,444
Other income from IFEMA MADRID-organised fairs/Site services	8,975,517
Externally organised fairs	2,249,669
Congresses and conventions	5,570,359
Concerts and shows	523,737
IFEMA Palacio Municipal	1,808,431
Total	60,378,634

Income from each business line.



Developments in income.

€60.4 million
(-67.7% compared to 2019)
(-56.4% compared to 2018)

Income from each business line from IFEMA MADRID-organised fairs.

	2018	2019	2020
Exhibition Space	65%	65%	—
Services	20%	19%	—
Other income	9%	10%	—
Visitors	3%	3%	—
Other exhibitors	3%	3%	—

Balance of fair activity and business lines.

During the first three months of the year, the fair activity developed normally, with some of IFEMA MADRID's main fairs such as **PROMOGIFT, FITUR, MERCEDES-BENZ FASHION WEEK MADRID, INTERGIFT, GENERA, BISUTEX, MADRIDJOYA, MOMAD + SHOES ROOM, SICUR, ARCOmadrid** and **EDUCATION WEEK (AULA)**, among others.

As of March, and as a consequence of lockdown and limitations to social life, we promoted and organised a new model of fair and meeting - virtual or hybrid - which has helped to reactivate the activity and promote the business of the agents involved in our work with complete safety. From this initiative, in line with IFEMA MADRID's business strategy in recent years, with innovation, technology and digitalisation as cross-cutting features, events such as **TOMORROW, SICUR Especial COVID, FRUIT ATTRACTION LIVEConnect, 100x100 MASCOTA** and **ARCOlisboa online**.

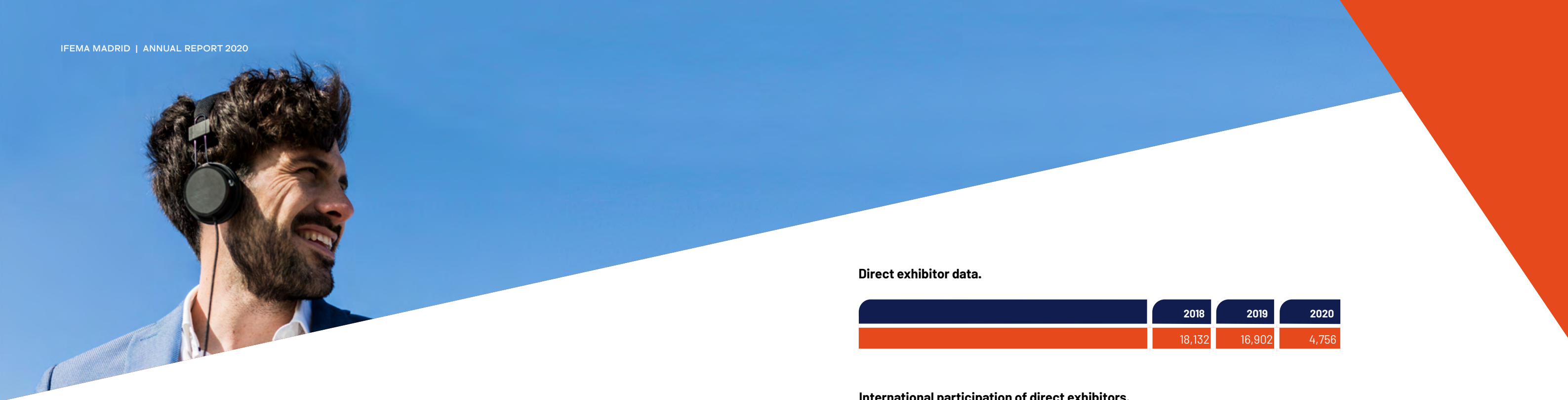
In total, during 2020 there were 31 exhibitions and congresses with exhibitions: 29 IFEMA MADRID-organised fairs (21 in-person and 8 online) and two organised by third parties; six congresses with exhibitions; 192 congresses, conventions and other events; and 15 concerts and long-duration events. Our IFEMA MADRID-organised fairs attracted 3,857 direct exhibitors, 92% of which were international exhibitors.

By areas of activity, trade fairs related to consumer goods (52%) and the public (51%) were noteworthy, followed by those related to investment goods (38%) and services (10%). IFEMA MADRID-organised fairs covered 234,710 gross square metres, 70% of the total; and externally-organised fairs occupied 55,487, or 17%.

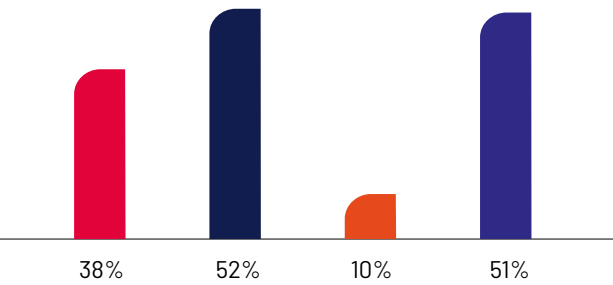
When it comes to congresses with exhibitions, with 18 events scheduled in 2020, it is worth noting the holding of **REALE SEGUROS MADRID FUSION, KENES-ATTD, EXPOCIDA IBERIA** and the **ASLAN CONGRESS (SITI)**, the latter two at IFEMA MADRID-Palacio Municipal. In total, the line attracted 228 direct exhibitors and 11,300 visitors, and occupied 6,470 gross square metres.

In the area of concerts, exhibitions and long-term musical events, 15 initiatives were scheduled during 2020. The concerts **DANCETERÍA, ESCENA ROCK** and **JETHRO TULL**; the shows **RESISTIRÉ, EL MUSICAL** and **FIEBRE HAMILTON**; and the exhibitions **GAME OF THRONES, CIRCUS ICE 2** or **TUTANKHAMUN: THE TOMB AND ITS TREASURES** have been some of the most significant events. In total, this line of business had 415,957 visitors.





Breakdown of fairs by sectors.
2020



	2018	2019	2020
Investment goods	39%	36%	38%
Consumer goods	39%	42%	52%
Services	22%	22%	10%
Public	31%	30%	51%

Occupancy data (net occupied area, m²).

	2018	2019	2020
	1,299,798	1,447,538	334,770

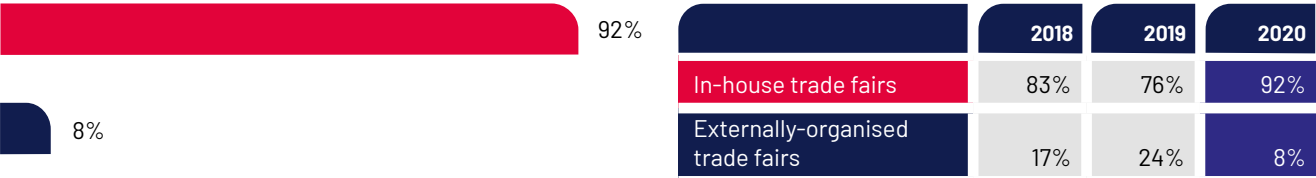
Breakdown of occupied floor space (%).

	2018	2019	2020
In-house trade fairs	51%	42%	70%
Externally-organised trade fairs	33%	18%	17%
Congresses with exhibitions	8%	21%	2%
Congresses, conventions and events	8%	10%	0%
Long festivals, concerts, and events	0%	10%	11%

Direct exhibitor data.

	2018	2019	2020
	18,132	16,902	4,756

International participation of direct exhibitors.
2020



Visitor details.

	2018	2019	2020
	3,605,247	4,323,775	1,118,376

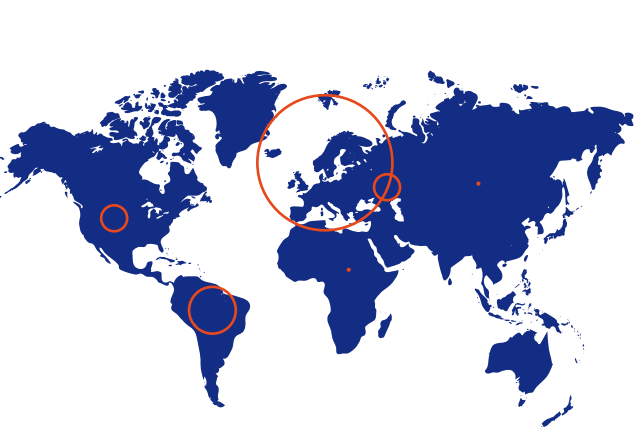


Origin of domestic visitors at trade fairs organised by IFEMA MADRID.



	2020
Community of Madrid	45%
Andalusia	9.6%
Catalonia	7.4%
Valencia	6.7%
Castile and León	4.7%
Castile - La Mancha	4.4%
Galicia	3.8%
Canary Islands	3.1%
Basque Country	2.8%
Balearic Islands	2.8%
Aragón	2.0%
Autonomous Community of Murcia	1.8%
Extremadura	1.8%
Autonomous Community of Asturias	1.5%
Cantabria	1.0%
Foral Community of Navarra	0.8%
La Rioja	0.6%
Autonomous Cities of Ceuta and Melilla	0.2%

Origin of foreign visitors at trade fairs organised by IFEMA MADRID.



	2020
European Union	51.7 %
Central and South America	17.9%
North America	9.7%
Rest of Europe	9.1%
Asia	5.9%
Africa	5.6%
Oceania	0.1%



Expenses.

Operating expenses for 2020 amounted to €74.1 million, which represents a decrease of 49.7% over the previous year, and 33.2% compared to 2018.

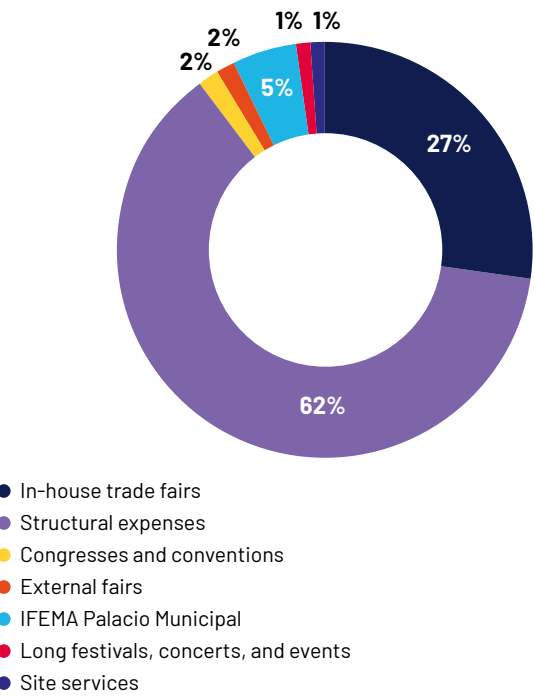
By business line, structural expenses accounted for 62% of the total, followed by those related to fairs organised by IFEMA MADRID (27%).

Changes to expenses.
€74.1 million
(-49.7 compared to 2019)
(-33.2 compared to 2018)

Amount of expenses by business line.

	Amount (€)
Promotion, advertising and public relations	9,168,887
Assembly and service costs	8,185,277
Personnel	29,265,521
General expenses and upkeep	11,600,116
Other expenses	15,855,678
Total	74,075,479

Breakdown of expenses by business line.



Breakdown of expenses by nature at trade fairs organised by IFEMA MADRID.

Millions of EUR	2018	2019	2020
Infrastructure expenses	37%	36%	—
Promotion, advertising and public relations	28%	25%	—
Various	23%	26%	—
Personnel	12%	13%	—

Percentage distribution of expenses by activities over total expenses.

	2018	2019	2020
Personnel	26%	22%	40%
Promotion, advertising and public relations	16%	16%	12%
Other expenses	22%	18%	21%
Assembly and services	21%	33%	11%
General and upkeep	15%	12%	16%

Percentage distribution of expenses by activities over total income.

	2018	2019	2020
Personnel	21%	17%	49%
Promotion, advertising and public relations	13%	13%	15%
Other expenses	17%	14%	26%
Assembly and services	17%	26%	14%
General and upkeep	12%	10%	19%



Balance sheet.

At 31/12/2020

Asset	
NON-CURRENT ASSETS	206,856,001
Intangible fixed assets	8,032,417
Development	895,608
Concessions	1,380,000
Patents, licences, trademarks and similar	3,762,525
Computer applications	1,994,284
Property, plant and equipment	187,861,249
Land and buildings	135,382,905
Technical facilities and other tangible fixed assets	44,969,620
Tangible fixed assets in construction and advance payments	7,508,724
Long-term financial investments	1,016,776
Debt securities	18,030
Other financial assets	998,746
Deferred tax assets	9,945,559
CURRENT ASSETS	106,881,552
Inventories	518,970
Raw materials and other consumables	518,970
Trade debtors and other accounts receivable	13,499,138
Trade receivables for sales and services	3,143,516
Clients, group companies and associates	4,427,605
Sundry accounts receivable	1,789,538
Personnel	538,509
Current tax assets	27,138
Other amounts owed to Public Administration entities	3,572,832
Short-term financial investments	10,061,974
Debt securities	10,000,000
Other financial assets	61,974
Short-term accruals	2,720,559
Cash and cash equivalents	80,080,911
Cash at bank and in hand	80,080,911
TOTAL ASSETS	313,737,553

Equity and liabilities	
NET EQUITY	289,165,929
EQUITY	289,165,929
Capital	60,356,483
Issued capital	60,356,483
Reserves	1,858,799
Legal and statutory	378,766
Other reserves	1,480,033
Results from previous financial years	247,649,039
Retained earnings	247,649,039
Result for the financial year	-20,698,392
NON-CURRENT LIABILITIES	3,844,204
Long-term provisions	3,130,244
Other provisions	3,130,244
Long-term debts	713,960
Other financial liabilities	713,960
CURRENT LIABILITIES	20,727,420
Short-term provisions	1,662,223
Short-term debts	4,939,007
Other financial liabilities	4,939,007
Trade and other accounts payable	14,126,190
Suppliers	8,530,623
Suppliers, group companies and associates	430,211
Sundry creditors	199,888
Staff (salaries pending payment)	467,256
Other amounts owed to Public Administration	611,317
Customer advances	3,886,895
TOTAL NET EQUITY AND LIABILITIES	313,737,553

Profit and loss account.

At 31/12/2020

Continuing operations	
Net turnover	47,357,693
Sales	33,915,817
Provision of services	13,441,876
Changes in inventories of finished and semi-finished products	—
Capitalised expenses of in-house work on assets	1,179,567
Procurements	-1,044,742
Raw materials and consumables	-1,044,742
Other operating income	11,841,373
Additional income and other income from general management	11,841,373
Personal expenses	-29,294,880
Wages, salaries and similar	-20,606,827
Social security contributions	-8,688,053
Other operating expenses	-43,691,052
External services	-38,667,504
Taxes	-5,068,354
Losses, impairment and changes in provisions for trading operations	44,806
Fixed asset depreciation	-15,099,842
Impairment and gains or losses on disposal of fixed assets	-18,331
Impairment and losses	—
Gains or Losses on Disposals	-18,331
Other results	1,110,523
OPERATING PROFIT OR LOSS	-27,659,691

Continuing operations	
Financial income	67,516
Equity interests	63,261
In third parties	63,261
From marketable securities and other financial instruments	4,255
From group and associated companies	4,255
Financial expenses	-15,334
For debts to group companies and associates	-544
On debts to third parties	-14,790
Foreign exchange gains (losses)	-1,944
FINANCIAL RESULTS	50,238
PROFIT (LOSS) BEFORE TAX	-27,609,453
Corporate income tax	6,911,061
LOSSES / GAINS FOR THE YEAR FROM CONTINUING OPERATIONS	-20,698,392
Discontinued operations	
RESULT FOR THE FINANCIAL YEAR	-20,698,392

Summary of expenses and income by activities.

Income.	
Exhibitors at IFEMA MADRID-organised fairs	38,837,477
Visitors to IFEMA MADRID-organised fairs	2,413,444
Other income from IFEMA MADRID-organised fairs/venue services	8,975,517
Externally organised fairs	2,249,669
Congresses and conventions	5,570,359
Concerts and shows	523,737
IFEMA Palacio Municipal	1,808,431
TOTAL INCOME	60,378,634
Expenses.	
Promotion, advertising and public relations	9,168,887
Assembly and service costs	8,185,277
Personnel	29,265,521
General expenses and upkeep	11,600,116
Other expenses	15,855,678
TOTAL EXPENDITURES	74,075,479
Operating result - EBITDA.	-13,696,845
Direct financial charges	50,238
Operating cash flow	-13,646,607
Allocations for amortisation and impairment	-15,099,842
Allocations for provisions	44,806
Extraordinary results	1,092,192
Corporate income tax	6,911,061
RESULT FOR THE FINANCIAL YEAR	-20,698,392



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