

Non-Financial Information Statement 2025

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1. General

1.1 Introduction

This non-financial information statement (NFIS) has been prepared in accordance with the requirements of Law 11/2018 of 28 December amending the Commercial Code, the consolidated text of the Corporate Enterprises Act approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on account auditing, regarding non-financial information and diversity.

The European Commission's guidelines on the presentation of non-financial reporting (2017/C 215/01), stemming from Directive 2014/95/EU, were also considered in its preparation.

The provisions of the GRI Standards, prepared by the Global Reporting Initiative as a guide to sustainability reporting, were also considered, together with other internal frameworks.

The non-financial information statement for financial year 2025 was prepared based on the company records kept by IFEMA MADRID.

1.2 IFEMA MADRID's DNA

Madrid City Council, the Community of Madrid, the Official Chamber of Commerce, Industry and Services of Madrid and the Obra Social y Monte de Piedad de Madrid Foundation (Montemadrid Foundation), constitute a consortium of the type defined in Article 57 of Law 7/1985 of April 2 regulating local government, with its own legal personality, full legal capacity to act, assets and full liability, independent of those of the founding members.

The name of the consortium is "Institución Ferial de Madrid" (Madrid Trade Fair Institution), which is abbreviated IFEMA MADRID, under which it acts in all official relations.

IFEMA MADRID has its registered office in Madrid, and may establish local offices or branches anywhere in Spain and abroad. Its headquarters are located at the Recinto Ferial Juan Carlos I.

The culture of IFEMA MADRID is based on its purpose, mission, vision and values.

Purpose
IFEMA MADRID operates as a driving force in Madrid's economy and employment through the promotion, development and growth of trade, industry and services, as well as the consolidation of the "Madrid" and "Spain" brands internationally.

Mission
To create and promote global environments to connect people, companies and society, boosting economic growth and competitiveness through excellence and added value.

Vision
To make Madrid, and by extension Spain, a key player on the world economic stage, driving the generation of wealth, knowledge and business opportunities.

Values
These are the ethical principles, beliefs and values upon which the company's culture and conduct are based. They arose from a reflective exercise carried out by the Management Committee once the aspects above had been determined.

- WARMTH AND TRUST in relations with all people, both those building the institution from within and external collaborators working in harmony with them.
- DYNAMISM AND CREATIVITY to find today's best opportunities for tomorrow's great projects.
- EFFECTIVENESS AND EFFICIENCY to achieve the institution's goals through the adoption of the most appropriate solution in each case.
- SUSTAINABILITY AND TRANSPARENCY to be an institution that represents the best values of the society it serves and it is accountable to.

1.3 Commitment to sustainability

IFEMA MADRID is fully committed to the UN's 2030 Agenda, promoting compliance with the Sustainable Development Goals, not only directly through our own activity, but also by forging alliances with our stakeholders to promote proactivity in organisations, companies and individuals.

At IFEMA MADRID, we are aware of our ability to influence the wide range of groups with which we have a relationship. That is why we have decided to lead the development of sustainability in the complex world of trade fairs and temporary events, which, due to their short-livedness and high levels of attendance, are susceptible to seriously harming the environment.

The documents that demonstrate IFEMA MADRID's commitment to sustainability are:

- Governance Principles for Sustainable Development, outlining senior management's commitment in this area.
- The 2023-2026 Corporate Social Responsibility Plan, a document aligned with the strategy, developing one of its lines, sustainability. This document sets out a number of different objectives in an orderly manner, based on previously determined lines of action and the degree to which they contribute to each of the UN's 17 Sustainable Development Goals. The plan develops action plans to achieve these committed goals, and defines the responsible areas and the measurement indicators.

They are both published on the IFEMA MADRID website as an example of the institution's transparency regarding its commitments.

As a leader in this area, we belong to all the sustainability committees or groups within the industry's associations with a view to increasing sustainability across the board. Specifically, we have coordinated and led the Spanish Trade Fair Association's (AFE) Sustainability Commission since 2023, driving the publication of manuals on waste management at events, sustainable purchasing and how to identify stakeholders' needs and expectations in terms of sustainability. IFEMA MADRID's commitment in this regard is a generous objective that we face with a global goal, far beyond the limits of our company.

1.4 Business model

FEMA MADRID is the leading trade fair operator in Spain and a major player at the international level.

We also own the Recinto Ferial and have been entrusted with the management of Madrid's Palacio Municipal de Congresos for more than six years.

Our activity is largely limited to Madrid, with events held in other countries generally being organised in association with local operators. We are open to working on projects in other provinces whenever the opportunity arises and the circumstances are right.

Accordingly, we have developed the following lines of business:

- Design, definition, marketing, production and organisation of in-house trade fairs and events.
- IFEMA MADRID has a calendar of more than 40 in-house trade fairs across various sectors.
- Holding trade fairs and events on a co-organisation basis with other operators, sharing projects based on a partnership policy. This enriches the trade fair calendar, building synergies within the sector.
- Holding trade fairs in other countries, either through a co-organisation model with local operators or the full or partial acquisition of specific events. The aim is to increase our international presence.

- International consulting on trade fair and congress facility management and operations.
- Facilities and services for external operators organising trade fairs, congresses and other events.
- The organisation of other events, such as concerts, musical and circus shows, and exhibitions.

Our main lines of development currently focus on various areas:

- Digitalisation, using tools to make management more efficient and to generate contact scenarios that complement in-person trade fairs, which was particularly important during the pandemic and the subsequent recovery process.
- Internationalisation. In our current model, we need to promote our presence in new markets, and to increase international participation in events held at our facilities.
- Product diversification, especially with regard to leisure events, an area in which we aim to continue growing, not just as an ideal venue for all types of activities, but also as a co-organiser. Of particular significance in this area is the unique challenge of promoting and organising the Formula 1 Spanish Grand Prix at the MADRING circuit, which will position us both internationally and in sectors we have yet to explore as a new agent with an outstanding organisational capacity.

It should be noted that this project has required the incorporation of new professional profiles into the staff and, despite the creation of a specific management unit, many of the units, mainly those related to operations areas, will continue to provide it with global coverage. In this way, respecting its unquestionable uniqueness, it will be integrated as just another business project for the institution.

Furthermore, by taking on this challenge, IFEMA MADRID demonstrates its ability to handle any event, having eliminated time or facility limitations and showing its willingness to work on its infrastructure and schedules when competing internationally to attract any type of activity that is beneficial for Madrid.

Finally, we have taken advantage of the need to renovate our office building to update our work dynamics in line with more open and collaborative models.

Business Continuity System

In 2023, the Business Continuity System was implemented to guarantee immediate and systematic action in situations in which our activity may be interrupted or carried out in less than optimal conditions. It also incorporates risk assessment with a view to mitigating the impact of such circumstances.

This Business Continuity System consists of three parts:

- Business Impact Analysis (BIA).
- Risk Prevention Plan.
- Business Continuity Plan (including the Recovery Plan).

Initially, all identified disruption threats were structured around the following scenarios:

- Lack of necessary supplier.
- Impossibility of access to the hall, convention centre or IFEMA MADRID Palacio Municipal.
- Lack of electricity supply.
- Inability to access data.
- Lack of necessary personnel for emergency teams and command and control structure.

However, following an incident which we will mention later, we decided to add **lack of water supply** to the list of scenarios, as it has the potential to bring activity to a standstill.

The following business processes have been classified as critical:

- Installation and adaptation of services.
- Assembly.
- Hall preparation.
- Organisation.
- Disassembly.

The bodies necessary for the control and implementation of the Business Continuity System are:

- Business Continuity Committee.
- Crisis Committee.

Both have their own rules of procedure.

In 2024, training on this subject was given to part of the staff and the first continuity test/drill was carried out.

A schedule of drills was planned for 2025. However, as a number of actual incidents triggered the activation of plan, the drills were no longer considered necessary.

These incidents were:

- Inability to access data (local).
- Lack of electricity supply (general).
- Lack of water supply (local).

In none of the three cases was it necessary to escalate the incident to the Crisis Committee, given that:

- They did not take place while an event was being held, but during assembly and disassembly operations.
- They were short-lived and limited in scope. In the only case with a longer duration (lack of electricity supply), our internal generators prevented the possibility of major consequences.

The Business Continuity Committee was activated for all three incidents and a report was subsequently submitted to the Management Committee in each case.

1.5 Double materiality

1.5.1 Stakeholder management at IFEMA MADRID

IFEMA MADRID is aware of the importance of proper stakeholder management to its ability to carry out double materiality assessment and focus its key business processes on satisfying its customers and other stakeholders.

IFEMA MADRID has adopted the EFQM Model, created by the European Foundation for Quality Management, as the basis for its methodology in this area. It is defined in the procedure included in our Integrated Management System: SIG-PR-00: "Stakeholder Management".

This procedure forms part of the first key process of the Integrated Management System: "Stakeholder Needs and Expectations".

Identification and evaluation of stakeholders and their needs and expectations

At the beginning of 2025, the 23 stakeholders IFEMA MADRID had identified were divided into the following main categories:

- Internal management (employees, suppliers and governing bodies).
- Customers.
- Potential customers.
- Others (emergency services, transport, society and public administration).

The following were added to the general list later in the year:

- Partners.
- Partner suppliers.

Therefore, the number of stakeholders increased to 25.

Furthermore, Annexe SIGPR00-AN-03: "Methodology for identifying and measuring the needs and expectations of key stakeholders" to the procedure defines the following seven groups as key stakeholders:

- Employees.
- Suppliers.
- Exhibitors.

- Visitors.
- Sponsors.
- External organisers.
- Media.

Subsequently, IFEMA MADRID identified the needs and expectations of each of the 25 stakeholders and how it satisfies them within the Integrated Management System (processes, certification, etc.).

It also produced an inventory to record how it communicates with them, stipulating channels and frequency.

Needs and expectations are assessed according to two variables on a scale from 1 to 5:

- Importance of the stakeholder.
- Importance of the need or expectation.

The final result, the categorisation of the importance of the needs or expectations, is obtained by multiplying the two variables. To be considered significant, the result must be greater than or equal to 16.

Systematic feedback must be received from the key stakeholders through a satisfaction survey. The stakeholders calculated to have significant needs or expectations are:

- Employees.
- Suppliers.
- Exhibitors.
- Visitors.
- Sponsors .
- Event organisers.

In the case of the media, a key stakeholder but without significant needs and expectations, an annual survey is conducted as a means of cross-referencing the information compiled.

In the case of stakeholders who are not key but who have significant needs and expectations (in relation to sustainability), such as governing bodies, these needs and expectations are considered to be satisfied through the verified Sustainability Report approved by the Audit Committee.

Communication with stakeholders

IFEMA MADRID describes how it communicates with all its stakeholders in Annexe SIGPR00-AN-01: “Stakeholder communication plan”. It states WHAT is communicated; TO WHOM, i.e., to which stakeholders; WHEN; HOW, i.e., through which communication channels; and WHO, i.e., which IFEMA MADRID department should do it.

Methodology to identify the level of stakeholder concern regarding sustainable development issues

Finally, Annexe SIGPR00-AN-04: “Methodology to identify the level of stakeholder concern regarding sustainable development issues” describes the methodology to be followed for subsequent application in Procedure SOS-PR-23_02: “Identification and evaluation of sustainable development issues” (described below).

1.5.2 How IFEMA MADRID’s activities affect its environment

In this section we describe the methodology that IFEMA MADRID has defined to identify and analyse the impact that its activities cause on its environment, determining which sustainable development issues and environmental aspects are significant.

This methodology is based on guidelines from ISO standards according to which IFEMA MADRID has been certified and on the EFQM Model it uses as a reference. These are:

- ISO 20121:2013 – Event sustainability management systems.
- ISO 14001:2015 – Environmental management systems.

The criteria they contain have been used to develop the methodology in the procedures of our Integrated Management System SOS-PR-23_02: “Identification and evaluation of sustainable development issues” and SOS-PR-23_03: “Identification and evaluation of environmental aspects”.

With regard to sustainable development issues (SOS-PR-23_02):

The starting point was an analysis of which items on the reference list proposed in ISO 20121:2013 may be associated with and affected by our activity.

This resulted in the identification of a number of sustainable development issues, which were classified in accordance with the three aspects of sustainability: economy, society and environment.

Following this initial selection, two steps were performed:

A) In general: evaluation of the issues identified based on five criteria:

- The extent of the issue’s impact on stakeholders and sustainable development.
- The potential impact of acting or ceasing to act on the issue.
- The level of stakeholder concern about the issue.
- The potential effect of the action, considering the resources needed for its implementation.
- Current performance compared to current regulations and best practices for events.

With regard to the concerns of our stakeholders, all our stakeholder surveys since 2021 have included a question on which sustainable development issues are most important to them.

This survey has been performed with the following groups:

- Employees.
- Exhibitors.
- Visitors.
- Sponsors.
- External organisers.
- Media.
- Suppliers.

This model ensures that our objectives are aligned with their interests.

This information is assessed to identify which issues are most important. These findings are used to set out sustainability objectives, which are fully incorporated into our annual strategic objectives and/or specific improvement actions.

(SEE APPENDIX 2)

B) For each in-house/co-organised event:

A **sustainability checklist** is used to assess all in-house and co-organised events. The sustainability scores for each event are published in their final reports.

The result is communicated to the organisers of each event with a report that highlights strengths and areas of improvement for subsequent editions.

This ongoing analysis enables the comparative study of trends in the sustainability performance of each event.

Our sustainability actions are published in an archive available to our entire workforce, enabling production units to share good practices, repeating initiatives that have been shown to be successful.

This enables us to instil the need to be proactive about sustainability in all our products, rather than limiting it to being a guideline or generic action by the company.

We calculate two indicators to measure the level of sustainability of all in-house trade fairs and their common commitment to sustainability, with the results being compared year on year to analyse and evaluate medium and long-term trends:

- Average sustainability of in-house trade fairs/events.
- Level of commitment to sustainability in in-house trade fairs, or the ratio of sustainability actions to the number of trade fairs.

(SEE APPENDIX 1)

Environment

We conduct a more detailed analysis of the environmental aspect of sustainability to comply with the requirements of **ISO 14001**, focusing on aspects relating to this perspective.

The aim is to determine which **environmental aspects** are significant:

- Identifying and assessing the direct environmental impact of the activities, products and services that IFEMA MADRID can control or influence, and their associated environmental impacts under normal and abnormal operating conditions, to determine which have, or might have, significant impact on the environment from a life-cycle perspective.
- Identifying and assessing the likelihood of environmental effects (incidents) associated with IFEMA MADRID's activity, to reduce the risk to people and the environment as far as possible.

Evaluation criteria for the environmental aspects identified:

Normal or abnormal operating situations:

- Frequency.
- Danger.
- Quantity.
- Life cycle.

Emergency situations:

- Likelihood of occurrence.
- Control.
- Severity.

Aspects with high scores must be considered when establishing objectives and actions to mitigate their effects, as with sustainable development issues.

(SEE POINT 2.1: ENVIRONMENTAL MANAGEMENT)

Formula 1 Grand Prix at the MADRING

The impact of hosting the Formula 1 Spanish Grand Prix at MADRING for at least the next ten years may be stronger than that of any of previous events organised by IFEMA MADRID.

As the event will take place in 2026, the corresponding analysis has not yet been performed and it is sufficient to say that:

- The Formula 1 Spanish Grand Prix at MADRING has its own sustainability plan, which complements the IFEMA MADRID Sustainability Plan and incorporates its own unique features.
- There will be an environmental monitoring plan in place throughout, encompassing the assembly process, the event itself and the subsequent disassembly process, with the aim of ensuring compliance with the commitments made in this matter.
- During the event, constant monitoring of noise, temperature, and air quality levels will be carried out to ensure the ability to react should they found to be excessive.

1.5.3 How external factors affect the results of IFEMA MADRID

In this section we describe the methodology that IFEMA MADRID has defined to identify and analyse how its risks and opportunities impact its results.

This methodology is based on guidelines from ISO standards according to which IFEMA MADRID has been certified and on the EFQM Model it uses as a reference. These are:

- ISO 9001:2015 – Quality management systems.
- ISO 14001:2015 – Environmental management systems.
- ISO 20121:2013 – Event sustainability management systems.
- ISO 50001:2018 – Energy management systems.

This methodology is defined in the procedure included in our Integrated Management System: SIG-PR-42_07: "Identification and evaluation of risks and opportunities".

This procedure is included within the macroprocess Process Monitoring and Measurement, part of a suite of strategic processes.

Risks and opportunities are identified based on several sources:

- The strategic SWOT analysis of IFEMA MADRID.
- Operationally, the activities of the processes that make up the Process Map.
- Relevant sustainable development issues.
- Significant environmental aspects.
- The high/critical/major risks of the Business Continuity System, and in relation to moderate risks, those that require additional preventive measures.

Once identified, the risks and opportunities are evaluated in accordance with two variables:

- Probability of occurrence. The procedure defines different probability criteria depending on whether it involves risks or opportunities. In all cases they are scored from 1 to 5.
- Impact criticality. The procedure defines criticality criteria with:
 - 5 types of impact for risks: financial, social/ environmental, internal operational, regulatory compliance and reputational; and
 - the impact on strategy, in the case of opportunities.

In all cases they are scored from 1 to 5.

These values are multiplied to give the final result, which measures the scale of the risk or the significance of the opportunity. Risks and opportunities with 12 or more points will be considered significant.

There are two ways to act on them:

- Setting objectives.
- Setting actions.

These actions and objectives are monitored regularly, evaluating their effectiveness annually.

(SEE APPENDIX 5)

1.6 Management approach

IFEMA MADRID's management approach is based on its development of an integrated management system (IMS) to meet its commitment to continuous improvement and guaranteeing satisfaction for all its stakeholders.

This policy is consistent with and mapped to our governance principles for sustainable development.

The IFEMA MADRID Integrated Management System is based on process management and the management of risks and opportunities related to those processes and their identified activities. It starts with the process map, where processes are ordered according to the following blocks:

- Strategic processes. Those related to the identification of risks and opportunities and the definition of improvement objectives, as well as stakeholder feedback mechanisms for decision-making.
- Key processes. Those related to stakeholders' needs and expectations and to business management focused on satisfying them.
- Support processes. Those supporting the strategic and key processes to ensure they are achieved.

Moreover, the Integrated Management System establishes a clear set of mechanisms to determine the risks and opportunities in our activity, the potential relationships with sustainable development issues, and how to control the potential effects, taking action when necessary. All documents for the Integrated Management System are included in the ProQuo document control tool, to which all our employees have access.

IFEMA MADRID acts with full **transparency**. All documents defining how we behave with others are published on our website and are available to all stakeholders.

The "Corporate Social Responsibility Master Plan" brings together and defines our sustainability actions and objectives.

Furthermore, the Regulatory Compliance Committee, coordinated by the Compliance department, ensures our ethical commitment and legal compliance.

Strategic planning

A strategic planning process (SIG-PR-41) that follows the EFQM Model is in place to set IFEMA MADRID’s annual strategic objectives.

The Management Committee coordinates contributions from the entire management team in this process/ procedure based on the preparation and assessment of SWOT analyses.

- Each member of the Management Committee carries out a SWOT analysis on the areas for which they are responsible.
- The Quality and Sustainability Department collates all the contributions into a single document, cross-referencing them in a relational matrix.
- The Management Committee then receives the SWOT analysis again with the most significant assessments, which it uses to set objectives to:
 - Mitigate the threats.
 - Harness opportunities.
 - Reduce weaknesses.
 - Build on strengths.

Each objective is assigned to a manager, with at least one key performance indicator (KPI). The Quality and Sustainability Department develops these objectives into action plans, activities and indicators with the managers responsible for them.

These action plans, activities and indicators are monitored by the Quality and Sustainability Department through the ProQuo document control tool, which is accessible to all employees. The frequency of this monitoring is determined by the indicators that accompany each objective. The degree of compliance is included in the annual Management Review Report.

With respect to 2025, the situation was somewhat unusual in that IFEMA MADRID was going to have to assimilate over those twelve months the need to combine strategic objectives with operational objectives that also became strategic in order to successfully take the leap to the next level (the MADRING F1 Grand Prix) while maintaining trade fair and events business.

The SWOT analysis carried out in January 2025 found:

- 7 strengths.
- 7 weaknesses.
- 7 opportunities.
- 5 threats.

The analysis was used to set 16 objectives, 7 of which had been several years in the planning.

Looking ahead to 2026, a global strategic plan is being developed to take advantage of business opportunities arising from the Formula 1 event and to guide the necessary cultural changes to drive development and maximise IFEMA MADRID’s contribution to society.

In this sense, the 2025 SWOT analysis will be maintained (to the extent that the new procedure allows), combining it with the strategic lines set by the new strategic plan.

(SEE APPENDIX 4)

Sustainability/Corporate Social Responsibility Plan

The Sustainability Plan is an annual document setting out the company’s commitments in this area.

It contains information about strategic objectives relating to sustainability, actions established as a result of the sustainable development assessment, and any significant environmental aspects. It also includes any other activities that the company performs as part of its commitment to society (such as corporate volunteering programmes).

In 2023, the decision was made to develop a four-year strategic plan for the period from 2023 to 2026, which would be tweaked for each financial year.

Accordingly, each annual sustainability plan contemplates two types of objectives:

- Those planned over the four-year period and broken down into annual goals or activities.
- Those set for that specific year.

IFEMA MADRID’s contribution to the Sustainable Development Goals (SDGs)(CSR Reference Plan – SEE APPENDIX 4):

- SDGs: 4, 5, 7, 8, 9, 11, 12, 13, 16 and 17.

This plan is communicated to all stakeholders:

- Internally, through publication on the intranet.
- Externally, through publication on the IFEMA MADRID website.

It sets out lines of action with specific objectives, actions to meet them and indicators to measure their fulfilment.

Monitoring takes place every six months, with a report being submitted to the Management Committee.

(SEE APPENDIX 3)

Monitoring and measurement of the management approach (indicators dashboard and management review)

Each process, objective and cultural aspect has its own indicators to measure the degree to which they are fulfilled. They are monitored either annual or semi-annually.

They are all included, with their conditions and characteristics, on the balanced scorecard, which the Quality and Sustainability Department updates with the established frequency.

There are five types of indicators in this dashboard:

- **Core:** these measure the degree of compliance with the strategic objectives, either because they are the result of the strategic planning process or because the Management Committee decides to include them.
- **Process:** these measure the results or performance level.
- **Culture:** these measure the degree of integration of aspects of the culture into the organisation’s performance.

- **Business:** these measure the results, performance and evolution over time of the business within the organisation.
- **Sustainability:** these measure the sustainability performance of the organisation and its evolution over time, financially, socially and environmentally.

The indicators can also relate to:

- **Control:** there are no associated improvements for these, but they do have thresholds that require analysis and corrective actions if they are exceeded.
- **Improvement:** those with an associated improvement (strategic objectives, operational objectives, etc.).

In addition to the regular monitoring on which action is taken, at the end of each year, a Management Review is carried out to evaluate the performance of the indicators and define which aspects require action in the coming year.

The Management Committee is provided with an update on the status of the balanced scorecard every six months.

(SEE APPENDIX 6)

Regulatory Compliance Committee

The Regulatory Compliance Committee is an internal, executive and permanent collegiate body with autonomous powers of initiative and control, appointed by the Executive Committee, pursuant to the Article 15.17 of the Articles of Association of IFEMA MADRID.

Its mission is to ensure, as far as possible, compliance with the duties of supervision, monitoring and control of the institution’s risks in matters of compliance, as well as to develop its general policies and strategies in matters of risk prevention, code of conduct, and in general, compliance policies.

The Committee has the necessary material and human resources to carry out its functions under the terms approved by the Executive Committee.

The Regulatory Compliance Committee is responsible for supervising and promoting compliance with the Compliance Risk Prevention Programme within the framework of the Ethical Standards and Norms Compliance System defined by the institution and implemented by the Compliance Department.

Promotion of social culture

As an important element within sustainability and the improvement of the work environment, a commitment has been made to focus on the social aspect, promoting the incorporation of staff in volunteer actions, generating open communication dynamics and seeking cultural activities that encourage gatherings and relationships in relaxed environments outside the work environment.

In this sense, the work of the FARO project, which was created in November 2024 with the aim of adopting these lines of action, continued in 2025. The programme was created to generate a positive impact, both on the society that surrounds us and on the staff of the company.

Its three focuses are:

- 1) Corporate volunteering. Actions to encourage staff to collaborate on different social projects. They can be periodic or one-off.
- 2) FARO Moments. Presentations on a variety of social and experiential subjects, with people as the central aspect. These talks alternate between two types:
 - Those that have an impact on society.
 - Those that have an impact on you personally.
- 3) Proposals without borders. Various actions that add value to IFEMA MADRID and to society (donations, collections, cultural outings, library, etc.).

Furthermore, the Internal Communication working group, made up of members from different areas of the trade fair institution, has promoted a total of 31 internal communication actions, divided into 3 categories: Outings and Activities; Competitions; and Publications and Content.

The following actions were carried out in 2025:

Outings and Activities	Competitions	Publications and Content
Organisation of an outing to read Don Quixote	Greenest look on IFEMA MADRID Health Day	Publication of content on motivational music
Organisation of the staff Christmas party and presentation of the 2025 IFEMA MADRID Awards		Broadcast of 2 podcasts: connect with dialogues
Organisation of the children's Christmas party		Launch (in June) of the new newsletter, <i>Abiertos por Obras</i> [Open for Works], with a total of 11 issues having been published with updates and news for the staff regarding the works
Organisation of the Staff Summer Party		Ongoing publication of announcements and news about the sports community, volunteering, etc.
Launch of yoga as a staff activity		Publication of IFEMA MADRID LAB content (IA)
Launch of ballet fit as a staff activity		Publication of IFEMA MADRID LAB content (making of projects)
Launch of Zumba as a staff activity		Publication of IFEMA MADRID LAB content (showcasing the team)
IFEMA MADRID Health Day		Publication of IFEMA MADRID LAB content (trade fair recap)
Organisation of a bicycle touring trip to the airport		Publication of IFEMA MADRID LAB content (digital posters, AI-powered design of spaces, etc.)
Coordination of participation in the Madrid Corre por Madrid race		Publication of IFEMA MADRID LAB content (monthly news)
Coordination of participation in the CSIC race		Publication of IFEMA MADRID LAB content (international days)
Coordination of participation in the Carrera de la Mujer women's race		Publication of IFEMA MADRID LAB content (press releases)
Coordination of participation in the Madrid contra el Cáncer race		Publication of IFEMA MADRID LAB content (IA)
Organisation of a hiking trip to Viñas las Moradas		Publication of IFEMA MADRID LAB content (making of projects)
Organisation of a hiking trip to Hayedo de Tejera Negra		Publication of IFEMA MADRID LAB content (showcasing the team)

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2. Environment

2.1 Environmental management

Thanks to our commitment to sustainability, we make efficient and responsible use of the planet's natural resources to ensure that our operations are environmentally friendly and promote the preservation of our surroundings.

Since 2019, IFEMA MADRID's Integrated Management System has been certified according to international standards ISO 14001:2015 – Environmental management system, ISO 20121:2013 – Event sustainability management systems, and ISO 50001:2018 – Energy management systems.

Every year, our ISO certification is audited both internally and by an external certification company accredited by the Spanish National Accreditation Body (ENAC).

No cases of legal non-compliance in environmental matters were detected in the audits corresponding to 2025. The year also marked the start of a new certification cycle and the broadening of the scope of ISO 50001 certification to the North Entrance building and halls.

In recent years we have achieved the following environmental milestones:

- 1) We have reduced our ratio of Scope 1 and 2 greenhouse gas emissions (carbon footprint) by 89.69% in the last nine years.
- 2) We have reduced our ratio of electricity consumption by 38.13% compared to 2018.
- 3) We have reduced our ratio of natural gas consumption by 42.55% compared to 2018.
- 4) We have reduced our ratio of potable water consumption by 40.65% compared to 2018.
- 5) We have reduced our ratio paper consumption by 85.13% compared to 2018.
- 6) We have reduced our ration of water generation by 58.87% compared to 2018.
- 7) In 2025, we recycled 88.76% of all the waste we generated.

- 8) The electricity consumed at all our facilities has come from 100% certified green sources since 2020.
- 9) We have invested in sustainable mobility with accessible public transport and parking for electric cars, bikes and scooters.
- 10) Self-supply and energy saving: geothermal energy in the office building (South Entrance building) since 2017; photovoltaic panels in changing rooms, aerothermal heat pump for air conditioning and hot water in changing rooms since 2022; LED lighting in all halls and changing rooms, and LED lighting in all stands provided by IFEMA MADRID since 2019.
- 11) Water-saving measures: reclaimed water for irrigation, waterless urinals, electronic taps and aerators, and dual-flush toilets.
- 12) All of our carpeting is recyclable carpeting, which not only consumes fewer natural resources in the manufacturing process but can be transformed into plastic pellets or paraffin for use as raw material in other production processes.

Commitment to the environment

Our Integrated Management System Policy clearly defines IFEMA MADRID's commitment not just to the high quality of our events, but to energy efficiency, safety and the environment.

It is available on the corporate website and intranet.

Through this policy, IFEMA MADRID's senior management undertakes to:

- I. Integrate the management systems of quality, environment, energy, event sustainability, emergencies, information security and cybersecurity, and business continuity into a common system that is continuously improved with a view to achieving efficiency and excellence in management.
- II. Comply with all applicable legislation and regulations and the requirements of international standards, those identified by stakeholders and those established internally.

- III. Comply with the Principles of Effective Governance for Sustainable Development in the management of our own events, space management and infrastructure maintenance, promoting exemplary standards in economic development, environmental improvement and accountability to society.
- IV. Support the Occupational Health and Safety Plan, continuously monitoring compliance with health and safety standards to eliminate and minimise risks to workers.
- V. Support and promote the Security and Self-Protection Plans, which analyse risks in the planning, origin and development of processes, operation of facilities and provision of services in the different activities carried out, achieving an optimal level of effectiveness and efficiency in the protection of people, information and buildings. These plans are based on foresight, prevention, preparation and protection against any type of present or emerging threat and aligned with the crisis management and business continuity processes, should they need to be implemented.
- VI. To support and promote the business continuity system, in order to act as efficiently as possible in situations of interruptions in key (business) processes that could halt our activity, avoiding such halts as far as possible and defining actions to enable, should they occur, the correct decision-making to take place with the minimum impact.
- VII. Promote and support the effective management of information security and cybersecurity, considering risk management and protection/prevention, detection and recovery measures as an essential part of this process. The main objectives are to minimise adverse effects and promote the rational use of resources, as well as the protection of systems.
- VIII. Consider the environmental aspects and impacts and energy performance related to the management of in-house events, management of spaces and services, and design and maintenance of infrastructure, from the beginning to the end of the cycle. The objectives are to minimise their adverse effects and promote a rational use of resources, as well as protection of the environment.

- IX. Set objectives to ensure continuous improvement of processes, event sustainability, environmental and energy performance, well-being, pollution prevention, environmental protection, efficient management of energy consumption, public and personal security, and information security and cybersecurity, providing the information and resources necessary to achieve the objectives.
- X. Promote energy saving and efficiency in activities by developing the existing energy management system.
- XI. Foster research and development, committing to efficient innovation and quality in the management of in-house events, space and service management and infrastructure maintenance.
- XII. Provide training and raise awareness in the workforce at all levels, establishing the appropriate channels of communication and participation.
- XIII. Continue to procure energy-efficient products and services and work with suppliers whose facilities, products and services are managed in an energy-efficient manner, supporting design activities that improve energy performance.
- XIV. Comply with stakeholder requirements in a satisfactory manner, anticipating their needs and expectations in a professional, ethical and transparent manner.
- XV. Boost our international presence.
- XVI. Regularly review the effectiveness of the Integrated Management System to detect weaknesses and adopt the necessary improvements, documenting the progress made.

Resources allocated to preventing environmental risks in 2025, and provision of resources for 2026

2025	Euros/year
Human resources (Quality, Sustainability and Compliance Department, Technical Department, Security and Self-Protection Department and Event Production Department)	- Cost of the four departments: €11,353,405.82. - Cost of consultancy and greenhouse gas emissions verification: €5,434 (€3,654 + €1,780). - Cost of ISO 9001/14001/20121/22320/50001 maintenance and auditing (internal and external): €18,618.18 (€5.343.18 + €13,275). - Fire service cost: €200,239.87.
Technical resources (investments and expenses)	- Cost of regulatory maintenance (air conditioning, electrical, cooling towers, fire protection and air quality): €699,101.67. - Cost of cleaning and waste management: €4,156,923.37. - Damage insurance: €268,237.29. - Civil liability insurance: €95,172.00.

Forecast for the year 2026	Euros/year
Human resources (Quality, Sustainability and Compliance Department, Technical Department, Security and Self-Protection Department and Event Production Department)	- Cost of the four departments: €12,067,898.50. - Cost of consultancy and greenhouse gas emissions verification: €5,434 (€3,654 + €1,780). - Cost of ISO 9001/14001/20121/22320/50001 maintenance and auditing (internal and external): €11,255.68 (€5.343.18 + €5,912.50). - Fire service cost: €200,000.
Technical resources (investments and expenses)	- Cost of regulatory maintenance (air conditioning, electrical, cooling towers, fire protection and air quality): €699,101.67. - Cost of cleaning and waste management: €4,800,000. - Damage insurance: €268,237.29. - Civil liability insurance: €95,172.00.

Current and foreseeable effects of the company’s activities on the environment and, where appropriate, health and safety. Significant fines and penalties

During the first quarter of every year, IFEMA MADRID’s direct, indirect and potential environmental aspects are identified and evaluated in accordance with the provisions of procedure SOS-PR-23_03: “Identification and evaluation of environmental aspects”.

Here, “environmental aspect” means any element of IFEMA MADRID’s activities/products/services that may interact with the environment and generate an impact. This impact may be direct, indirect or potential. Direct impact is generated by the organisation and can be quantified (t, kg, m³, etc.), indirect impact is generated or consumed at our facilities by external personnel, but it can still be quantified, and potential impact refers to an emergency situation or incident.

The purposes of the identification and evaluation of environmental aspects are:

- Annual determination of those that, in normal (usual activity) and abnormal (unusual but planned, such as maintenance) operating situations, may have significant impact on the environment from a life-cycle perspective. These are direct and indirect environmental aspects.
- Annual determination of potential environmental incidents that are significant or relevant, with the aim of minimising the risk to people and the environment.

The evaluation and detection methodology is described in procedure SOS-PR-23_03: “Identification and evaluation of environmental aspects”.

List of IFEMA MADRID’s environmental aspects

Direct and indirect environmental aspects were identified by type, area of occurrence, activities or places in IFEMA MADRID where they are generated and their associated environmental impact.

Type of aspect	Area of occurrence	Aspect description	Activity/place of origin	Associated environmental impact
Direct and indirect	Generation of non-hazardous waste	Paper and cardboard	Offices, catering, additional activities, event production	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Plastics and empty containers	Offices, catering, additional activities, event production	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Glass	Catering	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Organic waste	Catering	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Mix of inert and organic material	Catering, offices, additional activities, event production	Soil pollution, visual impact
Indirect	Generation of non-hazardous waste	Used cooking oil	Catering	Soil pollution, water pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Wood	Event production	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Trade fair carpeting	Event production	Soil pollution, visual impact
Direct	Generation of non-hazardous waste	Construction and demolition waste	Maintenance	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Type I sanitary waste similar to urban (type I)	Offices and event production	Soil pollution, visual impact
Direct	Generation of non-hazardous waste	Scrap metal	Maintenance	Soil pollution, visual impact
Direct	Generation of non-hazardous waste	Waste electrical and electronic equipment	Offices, maintenance	Soil pollution, visual impact
Direct and indirect	Generation of non-hazardous waste	Alkaline batteries	Offices, maintenance	Soil pollution, visual impact
Direct	Generation of non-hazardous waste	Toner	Offices	Soil pollution, visual impact
Indirect	Generation of non-hazardous waste	Pruning waste	Maintenance	Visual impact
Indirect	Generation of non-hazardous waste	Used tires	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Used maintenance oil	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Contaminated empty containers	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Contaminated absorbent material	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Paint sludge	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Batteries	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Batteries, accumulators	Maintenance	Soil pollution, visual impact

(Continues)

List of IFEMA MADRID's environmental aspects (continued)

Type of aspect	Area of occurrence	Aspect description	Activity/place of origin	Associated environmental impact
Direct	Generation of hazardous waste	Fluorescent lighting	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Waste electrical and electronic equipment	Maintenance	Soil pollution, visual impact
Direct	Generation of hazardous waste	Empty aerosols	Maintenance	Soil pollution, visual impact
Direct and indirect	Generation of hazardous waste	Type III sanitary waste	Offices, holding trade fairs and events	Soil contamination, a danger to people
Direct and indirect	Generation of hazardous waste	Grease from grease trap	Maintenance	Soil and water pollution
Direct and indirect	Atmospheric emissions	Noise	Event production	Noise pollution
Direct and indirect	Atmospheric emissions	Vehicle combustion gases	Event production, maintenance	Air pollution
Direct	Atmospheric emissions	Gases from combustion equipment (boilers, generators)	Offices, additional activities, holding trade fairs and events	Air pollution
Direct	Consumption of natural resources	Diesel oil	Event production, maintenance	Reduction of natural resources
Direct	Consumption of natural resources	Petrol	Maintenance	Reduction of natural resources
Direct and indirect	Consumption of natural resources	Natural gas	Offices, catering, additional activities, holding trade fairs and events	Reduction of natural resources
Indirect	Consumption of natural resources	Butane	Catering	Reduction of natural resources
Direct and indirect	Consumption of natural resources	Electrical	Offices, catering, additional activities, event production	Reduction of natural resources
Direct and indirect	Consumption of natural resources	Drinking water	Offices, catering, additional activities, event production	Reduction of natural resources
Direct	Consumption of natural resources	Reclaimed water	Gardens	Reduction of natural resources
Direct and indirect	Consumption of natural resources	Trade fair carpeting	Event production	Reduction of natural resources
Direct and indirect	Consumption of natural resources	Paper and cardboard	Offices, catering, additional activities, event production	Reduction of natural resources
Direct and indirect	Waste water discharge	Waste water to the sanitation network (toilets, changing rooms, kitchens, additional rainwater)	Offices, catering, additional activities, event production	Water pollution

List of significant direct and indirect environmental aspects

The evaluation found 2 significant environmental aspects (> 12). In this evaluation, at the beginning of 2025, the results of the 2024 fiscal year were compared with those of the 2023 fiscal year.

– Significant direct and indirect aspects:

Aspect	Objective	Description/justification
Mixture of inert materials with traces of organic matter	Yes	The objective of the 2023-2026 Corporate Social Responsibility Plan is to allocate 100% of waste to recovery. It is a global objective for all waste. Aluvision Project.
Paint sludge	No	There was a temporary increase in generation because the employee car park signage was painted in 2024.

Potential environmental aspects with their preventive measures and associated risk levels

Potential aspects associated with incidents carry with them a risk, for which preventive measures are established and, for those that are significant, periodic drills.

Type of aspect	Aspect description	Associated environmental impact	Preventive measures	Risk level
POTENTIAL	Gas emissions due to fire or explosion	Air pollution Danger to people	Preventive measures included in the self-protection plan. Staff training. Preventive maintenance and regulatory inspections of electrical installations and boilers.	SIGNIFICANT
POTENTIAL	Noise emissions from emergency alarm activation	Noise pollution	Central alarm maintenance.	NOT SIGNIFICANT
POTENTIAL	Emissions of combustion gasses beyond all normal parameters due to boiler malfunction (incomplete combustion)	Air pollution	Perform planned preventive maintenance (burner control).	NOT SIGNIFICANT
POTENTIAL	Coolant gas emissions due to leaks from the air conditioning system	Air pollution	Perform regular leak checks. Perform planned preventive maintenance on equipment.	NOT SIGNIFICANT
POTENTIAL	Emissions of polluting particles into the air (ionising radiation, chemical and/or biological pollutants due to sabotage) Chemical, biological, radiological and nuclear (CBRN) incident	Air pollution Danger to people	Preventive measures included in the self-protection plan.	SIGNIFICANT
POTENTIAL	Emissions of aerosols contaminated with <i>Legionella</i>	Danger to people	Implement and comply with the established <i>Legionella</i> protection programme.	NOT SIGNIFICANT

(Continues)

Potential environmental aspects with their preventive measures and associated risk levels (continued)

Type of aspect	Aspect description	Associated environ- mental impact	Preventive measures	Risk level
POTENTIAL	Generation of ash by fire or explosion	Soil pollution	Preventive measures included in the self-protection plan to prevent fires. Staff training. Preventive maintenance and regulatory inspections of electrical installations and boilers.	NOT SIGNIFICANT
POTENTIAL	Oil spillage due to tank breakage or failure during loading or unloading	Soil pollution	Double-walled tank or single-walled tank with a retention basin. Roofed area. Area signposted and isolated from vehicle transit area. Maximum speed in area 20 km/h.	NOT SIGNIFICANT
POTENTIAL	Oil spillage due to malfunction of machinery in the facilities	Soil pollution	Perform preventive and regulatory machine maintenance.	NOT SIGNIFICANT
POTENTIAL	Spillage of diesel, oil or coolant through the rainwater drain due to malfunction of trucks during loading or unloading	Soil pollution	Vehicle roadworthiness certificate expiry. Regular maintenance according to manufacturer's instructions. Maximum speed in area 20 km/h.	NOT SIGNIFICANT
POTENTIAL	Discharge of grease into the sanitation network due to malfunction of the grease trap or during its six-monthly cleaning	Soil pollution	Perform periodic emptying. Removal of grease every six months and management as hazardous waste.	NOT SIGNIFICANT
POTENTIAL	Hazardous waste spill due to breakage of containers or due to failure during loading, unloading or transfer	Soil pollution	Hazardous waste will be stored in an area designated for it – the Hazardous Waste Warehouse – away from rainwater drains and sewer drains. Liquid and runny hazardous waste will be stored with a spill containment system. The waste will be stored segregated by type. The containers will be approved. An authorised waste manager will remove them before they are completely full.	NOT SIGNIFICANT
POTENTIAL	Hazardous chemical spill due to rupture of containers of hazardous chemicals or failure during loading, unloading or transfer	Soil pollution	Storage area away from the traffic of vehicles and mobile machinery. Incompatibilities will be respected in the storage of liquid and runny chemical products, and a spill containment system will be in place.	NOT SIGNIFICANT
POTENTIAL	Accumulation of residual water and generation of waste (mud, sand, etc.) due to flooding	Soil pollution	Regular sanitation network cleaning. Have containment barriers for the entry of water. See measures in self-protection plan.	NOT SIGNIFICANT
POTENTIAL	Discharged water with ash due to fire or explosion	Water pollution	Preventive measures included in the self-protection plan to prevent fires. Staff training. Preventive maintenance and regulatory inspections of electrical installations and boilers.	NOT SIGNIFICANT

(Continues)

Type of aspect	Aspect description	Associated environ- mental impact	Preventive measures	Risk level
POTENTIAL	Intentional dumping (sabotage) of chemical products or hazardous waste in sanitation or rainwater drains	Water pollution	Training and awareness raising for IFEMA MADRID maintenance staff and outsourced cleaning company staff. Defined and segregated storage area. Prohibition information for exhibitors, external organisers, collaborating companies and IFEMA MADRID staff.	NOT SIGNIFICANT
POTENTIAL	Spillage of diesel, oil or coolant through the rainwater drain due to malfunction of trucks during loading, unloading or transfer	Water pollution	Double-walled tank or single-walled tank with a retention basin. Roofed area. Area signposted and isolated from vehicle transit area. Maximum speed in area 20 km/h.	NOT SIGNIFICANT
POTENTIAL	Discharge of sewage due to flooding	Water pollution	Regular sanitation network cleaning. Have containment barriers for the entry of water. See measures in self-protection plan.	NOT SIGNIFICANT
POTENTIAL	Discharge of grease into the sanitation network due to malfunction of the grease trap or during its six-monthly cleaning	Water pollution	Perform periodic emptying Removal of grease every six months and management as hazardous waste.	NOT SIGNIFICANT

Significant incidents: fire/explosion and chemical, biological, radiological and nuclear (CBRN) incident

Four drills were performed in 2025:

Drill	Location	Date
Activation of alternate control centre	Recinto	25/04/25
Practical exercise with fire extinguishing equipment coordinated with the City Council fire-fighters	Recinto	08/07/25
Evacuation due to threatening call	Palacio Municipal	13/11/25
Evacuation due to fire in hall	Recinto	01/12/25

Significant fines and penalties

No fines or penalties were imposed on IFEMA MADRID in this regard in 2024 and 2025.

2.2 Air pollution

2.2.1 Gas emissions

Energy sources and intended uses

Energy sources: natural gas and diesel.

The IFEMA MADRID Recinto Ferial has three natural gas regulation and measurement stations, which feed the combustion equipment or boilers located in the three machine rooms. There are 11 in total.

There are a further 13 small boilers or heaters for catering, with less than 1 MW of boiler and burner power, 12 of which are for domestic hot water, with the other being for the autoclave in the central kitchens.

There are also two diesel tanks to supply the six generators in the event of emergencies.

In the Palacio Municipal, IFEMA MADRID has three sources of emissions from three natural gas boilers.

Natural gas is used for building heating, domestic hot water and kitchens.

Diesel is used to feed emergency generators in situations of network outage.

Measurement of emission sources

Of the 25 emission sources at the Recinto Ferial and the 3 sources at the Palacio Municipal, the following fall within the scope of Royal Decree 1042/2017 of 22 December:

- 11 boilers (type C) and 6 generators at the Recinto Ferial (17 in all).
- 3 boilers at the Palacio Municipal.

In January 2020, the 17 sources in the Recinto Ferial were measured by an authorised control body. CO and NOx emissions were measured for the 11 boilers, and particles, SO₂, CO and NOx were measured for the 6 diesel-fuelled generators. They were all found to be in compliance with the emission limits.

In Madrid, potentially air-polluting activity (APCA) authorisation requires measurement of the 11 boilers every 2 years, so they were measured again (CO and NOx parameters) in December 2022 and December 2024. They were all found to be in compliance with the emission limits.

Activity Combustion in non-industrial sectors 02 Commercial and institutional 02 01	Group	Code	Source number	Name
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	1	Boiler 1 Machine Room 1
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	2	Boiler 2 Machine Room 1
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	3	Boiler 3 Machine Room 1
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	4	Boiler 4 Machine Room 1
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	5	Boiler 1 Machine Room 2
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	6	Boiler 2 Machine Room 2
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	7	Boiler 3 Machine Room 2
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	8	Boiler 1 Machine Room 3
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	9	Boiler 2 Machine Room 3
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	10	Boiler 3 Machine Room 3
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	11	Boiler 4 Machine Room 3
Other rated thermal input (RTI) combustion equipment not specified above < 1 MWt	—	02 01 06 02	12	Generator 1 Machine Room 1
Other rated thermal input (RTI) combustion equipment not specified above < 1 MWt	—	02 01 06 02	13	Generator 2 Machine Room 1
Other rated thermal input (RTI) combustion equipment not specified above < 1 MWt	—	02 01 06 02	14	Generator 3 Machine Room 1
Other rated thermal input (RTI) combustion equipment not specified above < 1 MWt	—	02 01 06 02	15	Generator 4 Machine Room 1
Other rated thermal input (RTI) combustion equipment not specified above < 1 MWt	—	02 01 06 02	16	Generator 1 Machine Room 3
Other rated thermal input (RTI) combustion equipment not specified above < 1 MWt	—	02 01 06 02	17	Generator 2 Machine Room 3

In December 2020 and December 2022, the 3 sources in the Palacio Municipal were measured by an authorised control body. CO and NOx emissions were measured for the 3 boilers. They were all found to be in compliance with the emission limits. This measurement will not be repeated until 2026.

Activity Combustion in non-industrial sectors 02 Commercial and institutional 02 01	Group	Code	Source number	Name
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	1	Boiler 1
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	2	Boiler 2
Rated thermal input (RTI) boilers < 20 MWt and >= 1 MWt	C	02 01 03 03	3	Boiler 3

Therefore, no corrective or remedial action was necessary in this regard.

2.2.2 Noise emissions

IFEMA MADRID is located in a type "C" zone on the map of acoustic areas of Madrid, pursuant to Royal Decree 1367/2007 of 19 October consolidating Law 37/2003 of 17 November on noise, in relation to acoustic zoning, quality objectives and acoustic emissions. IFEMA MADRID is classified as having tertiary use with a predominance of recreational use and performances or as a type IV zone (noisy zone).

A noise-measurement test was performed by an authorised control body in April 2019, during the day, in the evening and at night, at four peripheral points of the Recinto Ferial (north, south, east and west). See image.

All the measurement points were within the limits established in the Madrid City Council municipal ordinance against noise and heat pollution for such land use.

Therefore, no corrective or remedial action was necessary in this regard.

Noise emissions will be measured again when the facilities or activities are changed or enlarged.

Looking ahead to 2026, a specific noise control will be carried out during the Formula 1 Grand Prix in September, with particular attention to the impact on neighbouring residential areas.



2.2.3 Light pollution

This aspect is subject to Royal Decree 1890/2008 of 14 November on energy efficiency in outdoor lighting installations, and its complementary technical instructions EA-01 to EA-07. Article 2.3 states:

This regulation applies:

- a) To new facilities, and to their modifications and extensions.
- b) To installations existing before its entry into force when this is deemed necessary through an energy efficiency study by the competent public administration.
- c) To installations that existed before its entry into force that are subject to major modifications, and to their extensions. A major modification is defined as one that affects more than 50% of the installed power or lighting.

As IFEMA MADRID's outdoor lighting installations pre-date the publication of this Royal Decree, they do not fall within its scope of application. However, they will be adapted to comply with these legal requirements as they are updated in future.

In the next fiscal year, all exterior lighting will be replaced with LED lighting.

2.3 Circular economy. Waste prevention and management

IFEMA MADRID has defined its waste management system in instruction SOS-IT-23_03: "Waste Management". This instruction describes the methodology followed to ensure appropriate management of the waste generated from its activities, to ensure the protection of people and the environment, and to comply with applicable laws and regulations.

IFEMA MADRID has an environmental identification number (NIMA) as a Small Producer of Hazardous Waste (it reports all the hazardous waste it generates, which is less than 10 t/year, resulting in Small Producer status). It has reported to the Community of Madrid Ministry of the Environment that it produces more than 1,000 t/year of non-hazardous waste, thereby complying with the provisions of Law 7/2022 on waste and contaminated soil and with Royal Decree 553/2020 on the movement of waste.

2.3.1 Non-hazardous waste

List of non-hazardous waste generated at IFEMA MADRID, with place of generation, European Waste Catalogue (EWC) code, operator and destination (recovery or disposal)

Type of waste	Place of generation	EWC code	Type of management	Destination
Paper and cardboard	Office, additional areas, halls with trade fair activity	200101, 150101	FCC and OPTIMA (outsourced waste managers)	Recovery
Plastics and empty containers	Offices, additional areas, halls with trade fair activity (taking place)	200139, 170203, 150102, 150106	FCC and OPTIMA (outsourced waste managers)	Recovery
Wood	Halls with trade fair activity (assembly and disassembly)	200138, 170201	FCC and OPTIMA (outsourced waste managers)	Recovery
Glass	Catering in halls, additional activities	200102, 150107	FCC and OPTIMA (outsourced waste managers) ECOVIDRIO (Madrid City Council)	Recovery
Organic waste	Offices, catering, additional activities	200108	FCC and OPTIMA (outsourced waste managers)	Recovery
Mixture of inert waste (bulky and general): mixture of paper and cardboard, plastic and empty containers, wood, glass, metal and trade fair carpet	Halls with trade fair activity (assembly and disassembly)	200301, 200303, 200307	FCC and OPTIMA (outsourced waste managers)	Recovery and disposal
Carpeting waste	Halls with trade fair activity (assembly and disassembly)	200139	ACTECO (outsourced waste manager)	Recovery
Scrap metal	Maintenance	200140, 170407	GARMAN (outsourced waste manager)	Recovery

(Continues)

List of non-hazardous waste generated at IFEMA MADRID, with place of generation, European Waste Catalogue (EWC) code, operator and destination (recovery or disposal) (continued)

Type of waste	Place of generation	EWC code	Type of management	Destination
Construction and demolition waste	Minor construction work	170904, 170504, 170107	FCC, OPTIMA and Contenedores MAI (outsourced waste managers)	Recovery
Type I sanitary waste	Toilets	200301	RENTOKIL (outsourced waste manager)	Disposal
Used tires	Maintenance	160103	FETRANSFER (outsourced waste manager)	Recovery
Waste electrical and electronic equipment	Offices, maintenance	160214, 160216	FETRANSFER and Gestión y Valorización Integral Centro (outsourced waste managers)	Recovery
Batteries	Offices, maintenance	160604	FETRANSFER and Gestión y Valorización Integral Centro (outsourced waste managers)	Recovery
Pruning waste	Maintenance	200201, 200138, 170201	Outsourced gardening company (producer)	Recovery
Grease from the sewer network grease trap	Maintenance	200108, 200306	IFEMA MADRID (producer)	Recovery
Used cooking oil	Catering	200125	Outsourced catering company (producer)	Recovery

2.3.2 Hazardous waste

List of hazardous waste generated at IFEMA MADRID, with place of generation, European Waste Catalogue (EWC) code, operator and destination (recovery or disposal)

Type of waste	Place of generation	EWC code	Type of management	Destination
Used oil	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	130205, 130208	FETRANSFER (outsourced waste manager)	Recovery
Contaminated empty containers	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	150110	FETRANSFER (outsourced waste manager)	Recovery
Paint and varnish sludge containing organic solvents or other types of hazardous substances	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	080113	FETRANSFER (outsourced waste manager)	Recovery
Batteries	Offices, maintenance and trade fair activity (customer waste abandoned or outsourced management service)	200133, 160606, 160603	FETRANSFER and Gestión y Valorización Integral Centro (outsourced waste managers)	Recovery
Batteries/accumulators	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	200133, 160606, 160601, 160602	FETRANSFER and Gestión y Valorización Integral Centro (outsourced waste managers)	Recovery
Waste electrical and electronic equipment	Offices, maintenance and trade fair activity (customer waste abandoned or outsourced management service)	200135-61, 160213-21-22-41	FETRANSFER and Gestión y Valorización Integral Centro (outsourced waste managers)	Recovery
Empty aerosols	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	160504	FETRANSFER (outsourced waste manager)	Recovery
Contaminated absorbent material	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	150202	FETRANSFER (outsourced waste manager)	Recovery
Fluorescent lighting, bulbs	Maintenance and trade fair activity (customer waste abandoned or outsourced management service)	200121, 190213	FETRANSFER (outsourced waste manager)	Recovery
Type III sanitary waste	Medical service, first-aid kit	180103	RENTOKIL (outsourced waste manager)	Disposal

There are 26 types of waste at IFEMA MADRID, 16 of which are non-hazardous and 10 hazardous. 2 of them are fully disposed of, 23 are recovered and 1 of them (mixed waste: bulky and general) is disposed of or recovered, depending on the destination.

In 2025, 88.76% of this mixed waste (bulky and general) was recovered.

Quantities generated by type of waste and overall generation ratios

Non-hazardous waste

Waste	2024 (t)	2025 (t)	2025/2024
Paper and cardboard	37.12	25.556	-31.15%
Plastics and empty containers	4.80	677.32	14,010.83%
Wood	1,004.12	434.52	-56.72%
Glass	22.896	53.083	131.84%
Organic waste	0	2.78	
Mixture of inert or general waste (mixture of paper and cardboard, plastic and empty containers, wood, glass, scrap metal)	5,986.65	5,432.4	-9.25%
Carpet	196.81	196.066	-2.91%
Scrap metal	5.24	24.9	375.19%
Construction and demolition waste	50.9	15.84	-68.88%
Used tires	0	0.07	
Type I sanitary waste	To be calculated by the new waste manager (RENTOKIL)	To be calculated by the new waste manager (RENTOKIL)	
Waste electrical and electronic equipment	0	0.237	
Pruning waste	119.6	135	12.87%
Alkaline batteries	0.124	0.01	-91.93%
Waste from grease trap cleaning	6.76	5.9	-12.72%
Used cooking oil	5.73	5.211	-9.05%

Hazardous waste

Waste	2024 (t)	2025 (t)	2025/2024
Used oil (industrial use)	0	0	
Contaminated empty containers	0.067	0.037	-81.08%
Paint and varnish sludge containing organic solvents or other types of hazardous substances	0.547	0.432	-21.02%
Batteries/accumulators	0.206	0.129	-37.37%
Waste electrical and electronic equipment	5.902	1.548	-73.77%
Empty aerosols	0.016	0	
Contaminated absorbent material	0.041	0	
Fluorescent lighting, bulbs	0.148	0.087	-41.21%
Type III sanitary waste	0.023	0.009	-60.86%

Absolute data (t)	2024 (t)	2025 (t)	2025/2024
Total non-hazardous waste	7,440.45	7,008.892	-5.8%
Total hazardous waste	6.95	2.24	-67.76%
Total waste	7,447.40	7,011.13	-5.85%

Waste generation ratios (2025 revenue calculated before verification and includes turnover, capitalised expenses of in-house work on assets, and other operating income)	2024	2025	2025/2024
Non-hazardous waste (t/revenue in €M)	32.32	32.34	0.062%
Hazardous waste (t/revenue in €M)	0.03	0.01	-66.66%
Total waste (t/revenue in €M)	32.35	32.35	0%

Both the absolute amounts of waste and the ratios decreased in 2025 with respect to 2024.

In 2025, 88.76% of the total waste generated was recycled, while in 2024 the figure was 90.54%.

Waste generation reduction measures

- All assemblers are informed that they are responsible for managing the waste they generate during assembly and disassembly, unless they delegate their waste management to IFEMA MADRID with a contract to use its services and bins.
- At some trade fairs and events carpet is not used.
- The surface area of carpet used in the common areas has been reduced.
- Paper tickets and invitations have been almost completely eliminated.
- IFEMA MADRID has published a Guide to Sustainable Participation in Trade Fairs/Events, which contains ideas to reduce waste and manage it properly.
- IFEMA MADRID has published a Sustainable Events Guide to promote good practices among external organisers.
- At the agri-food fairs held at and organised by IFEMA MADRID (Fruit Attraction, Intersicop, Meat Attraction, etc.), all surplus food from exhibitors is shipped to NGOs, reducing the generation of organic waste. This practice has also spread to other fairs with a food sector, such as the first edition of Privel.
- We promote digitalisation to reduce the consumption of printed paper (posters, maps, brochures, etc.).
- Reduction in the number of printers available for use.
- Actions to avoid the generation of organic waste, such as bins to separate waste into five different types in the staff canteen and last-minute discounts in restaurants.
- The use of reusable glass water bottles rather than plastic ones has also been promoted in the staff canteen.
- Awareness-raising actions to reduce the printing of brochures and the use of merchandising material to an absolute minimum. Any left-over materials should be suitable for reuse.

- Awareness-raising actions and recognition of good practices by exhibitors, such as awards for the most sustainable stand at FITUR, Fruit Attraction, etc.).
- Individual waste paper bins have been removed from the offices, and several clean points have been created per floor to allow staff to separate their waste into five types.

2.4 Resource consumption

2.4.1 Water management

Water consumption

The drinking and reclaimed water at IFEMA MADRID is supplied through the general water mains and the reclaimed water network, both of which are managed by the public water company Canal de Isabel II.

The following measures have been implemented to reduce water consumption at IFEMA MADRID:

- Reclaimed water is used for irrigation at all facilities, reducing the consumption of drinking water, giving a second use to purified water and promoting the circular economy.
- Waterless urinals in halls and changing rooms.
- Taps with aerators at all facilities.
- Electronic taps in halls and changing rooms.
- Efficient shower heads in changing rooms.
- Dual-flush toilets in halls and changing rooms.
- Environmental awareness and training for IFEMA MADRID staff.
- Posters by all taps at IFEMA MADRID from Canal de Isabel II to encourage visitors and staff to turn off taps when they are not being used.
- In the works to improve and upgrade the restaurants, only taps with aerators were installed and only appliances with energy efficiency class A were bought.

Absolute data (m³)	2024	2025	2025/2024
Recinto Ferial drinking water consumption	75,326.00	89,426.00	18.72%
Palacio Municipal drinking water consumption	4,779.00	6,794.00	42.16%
Valdebebas drinking water consumption (*)	0	1,182.00	
Total drinking water consumption	80,105.00	97,402.00	21.59%
Recinto Ferial reclaimed water consumption	99,045.00	70,874.00	-28.44%
Valdebebas reclaimed water consumption (*)	0	0.00	
Total reclaimed water consumption	99,045.00	70,874.00	-28.44%
Total water consumption	179,150	168,276	-6.07%

Note: Water for firefighting is included in drinking water.
(*) As a result of the Formula 1 circuit works, a new drinking and regenerated water consumption point, Valdebebas, has been included. The data for 2025 reflect consumption arising from the needs of the work. No reclaimed water was consumed at Valdebebas, with its transplanted trees being temporarily irrigated with buckets of reclaimed water from the Recinto Ferial.

Total drinking water consumption increased in 2025 compared to the previous year, while reclaimed water consumption decreased. The Recinto Ferial's irrigation needs were lower because the spring of 2025 was rainier than usual.

The reduction in total water consumption is a consequence of the decrease in the consumption of reclaimed water for irrigation.

Water consumption ratios (2025 revenue calculated before verification and includes turnover, capitalised expenses of in-house work on assets, and other operating income)	2024	2025	2025/2024
Total drinking water consumption ratio (m³ per year / turnover in €M)	348.00	449.37	29%
Reclaimed water as a percentage of total water consumption (drinking + reclaimed)	55%	42%	-24%

Although the drinking water consumption ratio increased in 2025 with respect to 2024, it was still lower than in 2023, showing that efforts to contain it were successful.

Wastewater discharge

At IFEMA MADRID, all wastewater from changing rooms, toilets, kitchens and laundries is discharged into the network of internal sanitation pipes that connects to the city council's sanitation network at a point located at the South Entrance.

The corresponding municipal licence and discharge authorisation were granted in November 2023.

Analyses carried out in 2025 confirm that IFEMA MADRID complies with all the limits set out in the control parameters.

Sustainable Water Management Plan

IFEMA MADRID's 2023-2027 Sustainable Water Management Plan was approved by Madrid City Council in November 2023. In November 2025, it passed a biennial audit on its degree of compliance, as required under the applicable municipal regulation. No deviations were detected.

Actions to be taken

Proposal	Deadline	Completed?
Monitoring and certification of IFEMA MADRID's Environmental Management System, Energy Management System and Event Sustainability Management System. Renewal of certification every three years, with annual follow-up audits. Monitoring of water consumption indicators.	2023-2024-2025 and 2026	Yes
Preparation and publication on the IFEMA MADRID website of its annual Non-Financial Information Statement, verified by an independent third party, containing all the information on the sustainability of the institution.	2023-2024-2025 and 2026	Yes
Replacement of sanitary ware with more efficient fixtures and appliances (electronic taps, waterless urinals and dual-flush toilets) at the North and South Entrances.	2026-2027	Yes
Replacement of sanitary ware with efficient fixtures and appliances in the new catering premises (electronic taps, waterless urinals, dual flush toilets, and energy-efficient, low-water-consumption appliances).	2025	Yes
Maintain the contract for reclaimed water with Canal de Isabel II for irrigation.	Ongoing	Yes
Comply with the requirements established in the sanitation discharge authorisation and conduct periodic analyses.	According to the deadlines established in the authorisation	Yes
Monitoring of the removal of used cooking oil.	Half-yearly	Yes
Monitoring of cleaning of the grease trap.	Half-yearly	Yes

2.4.2 Consumption of raw materials

Apart from water, the main raw materials consumed at IFEMA MADRID are paper and carpeting. (Clarification: although strictly speaking they are not raw materials, we do consider them as such for our activity.)

Absolute consumption data	2024	2025	2025/2024
Paper consumption (units)	555,500	482,875	-13.07%
Carpet consumption (m²)	683,090.70	698,892.00	2.31%

Consumption ratios (2025 revenue calculated before verification and includes turnover, capitalised expenses of in-house work on assets, and other operating income)	2024	2025	2025/2024
Paper consumption ratio (units/revenue in €M)	2,413.22	2,227.80	-8%
Carpet consumption ratio (m²/revenue in €M)	2,967.51	3,224.42	9%

We have introduced the following measures to reduce paper consumption at IFEMA MADRID:

- Flexible remote working.
- Digitalisation (installation of Microsoft 365, Visual Space, CRM, etc.).
- Reduction in the number of printers.
- Digital signature in procurement procedures.
- Most tickets and invitations to in-house trade fairs/ events are digital.
- Printed guides, brochures, etc. are reduced to the absolute minimum at in-house trade fairs and events.
- Use of tablets by hall managers during assembly and disassembly, with the VISUAL SPACE tool to map out the contracted spaces and services.

We have implemented the following measures to reduce carpet consumption at IFEMA MADRID:

- It is not used in certain in-house trade fairs, such as ARCO and ESTAMPA.
- We have stopped using perimeter carpet around stands that connect with the corridors at most in-house trade fairs and events.
- All waste carpet generated at IFEMA MADRID is recycled.

2.4.3 Energy consumption and measures to improve energy efficiency

Types of energy sources and their use

Energy source	Type	Use
Electricity	Indirect	Electricity supply.
Natural gas	Direct	Air-conditioning (heating), kitchens and main kitchen autoclave.
Diesel A	Direct	For vehicles/machinery and generators throughout the Recinto Ferial except Halls 12-14.
Diesel B (*)	Direct	For generators in Halls 12-14 and at the Palacio Municipal.
Petrol	Direct	For vehicles/machinery.

(*) No diesel fuel had been consumed by the generators in Halls 12-14 and at the Palacio Municipal for four years until the countrywide blackout of 2025, which is why it appears as a new source of consumed energy.

Consumption

Main consumption data in absolute terms	2021	2022	2023	2024	2025	2025/2024	2025/2023
Recinto Ferial electricity consumption (MWh)	18,440.94	22,927.62	23,898.83	24,392.75	24,706.299	1.28%	3.37%
Palacio Municipal electricity consumption (MWh)	1,958.04	3,069.21	2,562.132	2,535.161	2,913.469	14.92%	13.71%
Total electricity consumption (MWh)	20,398.98	25,996.84	26,460.97	26,927.91	27,619.768	2.57%	4.38%
Recinto Ferial natural gas consumption (MWh)	9,964.543	12,302.733	11,313.367	12,257.59	13,713.342	11.87%	21.21%
Palacio Municipal natural gas consumption (MWh)	1,126.308	949.94	988.829	1,346.42	1,348.74	0.17%	36.39%
Total natural gas consumption (MWh)	11,090.85	13,252.67	12,302.20	13,604.01	15,062.08	10.72%	22.43%

Natural gas consumption in absolute terms has increased in this period, mainly in the Recinto Ferial.

Electricity consumption in absolute terms has also increased, mainly due to the Palacio Municipal's increase in consumption due to the relocation of part of the staff to this facility because of the construction of the South Entrance building.

Main consumption ratios (2025 revenue calculated before verification and includes turnover, capitalised expenses of in-house work on assets, and other operating income)	2021 (*)	2022 (**)	2023	2024	2025	2025/2024	2025/2023
Electricity consumption ratio (MWh/revenue in €M)	206.89	138.52	149.11	116.98	127.43	9%	-15%
Natural gas consumption ratio (MWh/revenue in €M)	112.48	70.62	69.32	59.10	69.49	17.58%	0.24%
Corrected electricity consumption ratio (**) (MWh/revenue in €M)	206.89	156.01	149.11	116.98	127.43	9%	-15%
Corrected natural gas consumption ratio (**) (MWh/revenue in €M)	112.48	81.34	69.32	59.10	69.49	17.58%	0.24%

Although the natural gas consumption ratio increased in 2025 with respect to 2024, the energy efficiency levels are considered to be acceptable, showing a return to the levels achieved in 2023.
Although the electricity consumption ratio increased in 2025 with respect to 2024, it showed an improvement with respect to 2023.
(*) In 2021, pandemic-related restrictions were still in place, with activity only in the second half of the year. The halls were used, but with lower occupancy levels due to attendance limitations, and the air could not be recirculated (affecting the efficiency of air-conditioning consumption), which is why the ratios continued to reflect low efficiency, although they were higher than in 2020.
Therefore, 2021 should not be taken into account when analysing the evolution of consumption.
(**) The electricity and natural gas consumption ratios for 2022 have been corrected to reflect the distortion produced by an event of special magnitude (the NATO Summit), which in a very short space of time generated very high revenue compared to consumption. It is important to consider this at a global level, but in order to rationally analyse the evolution of the indicators, it is also important to disregard such distortions.

Absolute data for other consumption	2024	2025	2025/2024
Diesel A (B7) consumption (l)	1,707.28	4,944.22	189.59%
Diesel B consumption (l)	0	5,345	
Petrol consumption (E5)(l)	453.35	0	
Butane gas consumption (kg)	175	0	

As expected, diesel consumption increased in 2025 due to the countrywide power cut that occurred on 28 April. The generators were in operation for almost 12 hours, with 1,990 litres of diesel A and 5,321 litres of diesel B being consumed.

In 2024 and 2025, petrol consumption showed a considerable decrease because in September 2023 the last remaining diesel/petrol cars were replaced with electric or plug-in hybrid vehicles. Currently, the only potential source of consumption of petrol is the fleet of executive cars, which since they are plug-in hybrids did not report any petrol consumption in 2025.

The catering company stopped using butane gas in 2025. Moreover, these levels of natural resource consumption are negligible compared to other consumptions such as natural gas, water, carpet, paper, electricity, and compared to IFEMA MADRID's total consumption.

The following measures have been implemented at IFEMA MADRID to reduce consumption ratios and improve energy efficiency:

Initiative	Year
Installation of geothermal air conditioning to supply the Central South Entrance Building.	2017
Replacement of the vehicle fleet with low or zero emission vehicles: seven vans for the use of technical staff have been replaced with electric vans (Kangoo ZE), two plug-in hybrid vehicles for commercial use and six plug-in hybrid vehicles for executives. The vehicles for security personnel are now electric.	2017
Replacement of conventional fluorescent lighting in offices in the South building with LED lighting.	2018
Implementation of the SMARKIA digitalisation and automation platform to monitor energy consumption at the IFEMA MADRID Recinto Ferial.	2019
Overhaul of the LED lighting in the halls, using lamps with a (colour rendering index (CRI) greater than 90 and a point-to-point regulation system.	2019
Replacement of conventional lighting in stands designed by IFEMA MADRID with LED lighting.	2019
Installation of parking for electric cars with electricity certified as being 100% renewable.	2019
Design and implementation of the "Live Connect Platform" for digital events.	2020
Upgrading of uninterruptible power supplies (UPSs) with modular equipment, improving system performance.	2021
Temperature control system to add heat (in winter) and cold (in summer) at all IFEMA MADRID facilities to avoid exceeding the legal limits.	2021-2022
Renovation of IFEMA MADRID workers' changing rooms, improving the thermal insulation of the false ceiling of the premises and increasing its efficiency.	2021-2022
Replacement of five small 58 kW boilers with new, more efficient ones for the production of domestic hot water.	2022
Replacement of 4 diesel/petrol vehicles with electric vehicles (one each from Financial, Security and Technical Departments and the Purchasing Warehouse).	2023
Installation of a humidification system in the South Entrance Building.	2024
Purchase of new, efficient equipment (class A) in the catering units.	2024
Expansion of the scope of ISO 50001 to now include the entire Recinto Ferial.	2025
Solar panels are currently being installed at the Recinto Ferial and the Palacio Municipal to reduce consumption of main electricity. Completion and commissioning are scheduled to take place in 2026.	2025
The replacement of outdoor LED lighting is currently in the installation phase, with completion and commissioning scheduled for 2026.	2025

Use of renewable energy

- All of the electricity supplied to IFEMA MADRID's facilities (Recinto Ferial and Palacio Municipal) is certified to be of renewable origin.
- Installation of geothermal air-conditioning to supply the Central South Entrance Building in 2017.
- The representation, services and maintenance fleets are entirely made up of low- or zero-emission vehicles.
- Changing rooms: installation of solar panels for self-consumption of electricity.
- Changing rooms: aerothermal heat pump for air-conditioning and domestic hot water.
- Solar panels are currently being installed at the Recinto Ferial and the Palacio Municipal. Completion and commissioning are scheduled to take place in 2026.

2.5 Climate change

2.5.1 Carbon footprint scope, calculation and reduction measures

A company's carbon footprint is the sum of the greenhouse gas (GHG) emissions produced directly or indirectly by its activity in a given period. It is expressed in tonnes of CO₂ equivalent emitted. The United Nations (UN) warns that these emissions accelerate climate change.

IFEMA MADRID took the first decisive step to reducing its carbon footprint by measuring it nine years ago. It used the measurement methodology set out by the Spanish Ministry for the Ecological Transition and the Demographic Challenge, which officially recognises the results in a register.

The register keeps a record of the efforts of Spanish companies, governments and other organisations to calculate, reduce and offset greenhouse gas emissions from their activity.

IFEMA MADRID calculates its carbon footprint for the previous year during the first six months of every year. It currently has the following seals for its carbon footprint:

- Calculation seals for 2017, 2018 and 2019.
- Calculation and Reduction seals for the years 2020, 2021, 2022, 2023 and 2024.

At IFEMA MADRID, we have reduced our emissions ratio (tCO₂/revenue in €M) by 89.69% in the last nine years.

Limit or scope of calculation or measurement of IFEMA MADRID's carbon footprint: 1+2

- **Scope 1**
 - a) Natural gas consumption (kWh)
 - For heating during the winter.
 - To supply the kitchens.
 - Central kitchen autoclave.
 - b) Diesel A (B7) consumption (litres):
 - For maintenance machinery (pallet trucks, forklifts, mobile elevating work platforms, etc.).
 - For generators (6 in total: 4 in Machine Room 1 and 2 in Machine Room 3, and two diesel pumps).
 - 1 small IVECO truck.
 - c) Petrol (E5) consumption (litres):
 - For maintenance machinery (string trimmers).
 - For company cars.
 - d) Air-conditioning coolant gas leaks in summer (kg). These are estimated as a proportion of the number of coolant refills throughout the year.
- **Scope 2**

Electricity consumption of all the facilities.

Carbon footprint calculation

The above criteria were used to calculate the emissions, identifying for each source the activity data and the emission factor in the calculation year (May 2025).

2025 carbon footprint Scopes 1 and 2	Activity data	Emission factor (*)	CO ₂ (kg) (**)	CO ₂ in kg / revenue €M
Electricity consumption (kWh)	27,619,768	0	0.00	0.00
Natural gas consumption (kWh)	15,062,078	0.182	2,741,298.20	12,647.28
Diesel A (B7) consumption (l)	4,944.22	2.517	12,444.60	57.41
Diesel consumption B (l)	5,345	2.737	14,629.27	67.49
Petrol consumption (E5) (l)	0	2.249	0.00	0.00
Butane gas consumption (kg) (***)	0	2.996	0.00	0.00
R134A coolant gas leaks (kg) (***)	130	1,530	198,900.00	917.65
CO ₂ (kg)			2,967,272.06	13.69
tCO ₂			2,967.27	
EMISSIONS RATIO (CARBON FOOTPRINT, SCOPES 1 AND 2) tCO ₂ / revenue in €M (2025 revenue calculated before verification and includes turnover, capitalised expenses of in-house work on assets, and other operating income)				

(*) Emission factors. Register of carbon footprint, offsetting and carbon dioxide absorption projects of the Ministry for the Ecological Transition and the Demographic Challenge. May 2025.

(**) Multiplication of the data by the emission factor.

(***) In 2025, butane consumption ceased. Leaks are considered equivalent to refills performed in the year.

2025 carbon footprint Scopes 1 and 2	CO ₂ (kg)	% of total emissions
Electricity consumption	0.00	0%
Natural gas consumption	2,741,298.20	92.384%
Diesel A (B7) consumption	12,444.60	0.419%
Diesel B consumption	14,629.27	0.493%
Petrol (E5) consumption	0.00	0%
Butane gas consumption	0.00	0%
R134A coolant gas leaks	198,900.00	6.703%

Comparison with previous years

General data	tCO ₂	tCO ₂ / revenue in €M
2023	2,272.49	12.81
2024	2,481.77	10.78
2025	2,967.27	13.69
% 2025/2024	19.56%	26.98%
% 2025/2023	30.57%	6.9%
% 2025/2017 (baseline year)	81.07%	89.69%

Data	% of total emissions 2023	% of total emissions 2024	% of total emissions 2025
Electricity consumption	0%	0%	0%
Natural gas consumption	98.526%	99.765%	92.384%
Diesel A (B7) consumption	1.141%	0.173%	0.419%
Diesel B consumption	0%	0%	0.493%
Petrol (E5) consumption	0.295%	0.041%	0%
Butane gas consumption	0.038%	0.021%	0%
R134A coolant gas leaks	0.000%	0.000%	6.703%

(Revenue calculated after verification)	2022-2023-2024	2023-2024-2025
Three-year period ratio	12.05	12.37

It can be concluded that the tCO₂ ratio (tonnes of CO₂ emissions / revenue in millions of euros) or carbon footprint in Scopes 1 and 2 increased by 2.65% in 2023-2024-2025 with respect to the previous three-year period.

2.5.2 Risks and opportunities stemming from climate change and measures to mitigate or take advantage of them

In January 2025, all risks and opportunities from the previous year were reassessed. The risks and opportunities identified in relation to climate change are as follows:

	2023	2024	2025
Number of risks	9	9	8
Number of opportunities	6	5	6

The risks remained unchanged with respect to previous years, with the exception of the following, as it is considered to have been overcome due to scope of certification being expanded in December 2025:

- “Difficulty broadening the scope of ISO 50001 certification in the short term due to the Smarkia energy management system not integrating all the variables that measure the entire facility’s consumption.”

In addition to the opportunities from the previous year, a new opportunity was identified:

- “Improvement in the energy and water consumption of the facilities.”

The risks and opportunities related to climate change that have been identified and evaluated are summarised below, with the measures and actions planned to mitigate or take advantage of them and the result one year later (effectiveness analysis)

Identification of risks and opportunities	Is it a risk or an opportunity?	Measures	Result of the 2024 evaluation	Result of the 2025 evaluation	Effective? (Yes/No)
Continuous measurements obtained with equipment (meters) not subject to regular control (internal verification).	Risk	Comply with the provisions of Process 22_02: Control of measurement equipment and related documentation. See monitoring scheduled in accordance with SIG-PR-42_02: Monitoring and measurement.	4.00	3.00	Yes
Internal checks with guidelines that have not been externally calibrated or verified.	Risk	Comply with the provisions of Process 22_02: Control of measurement equipment and related documentation. See monitoring scheduled in accordance with SIG-PR-42_02: Monitoring and measurement.	4.00	3.00	Yes
No actions have been defined or, if they have been defined, they have not been executed, to resolve the energy changes detected.	Risk	Perform regular reviews of the energy report with data and justifications Internal and external ISO 50001 audits.	8.00	6.00	Yes
Difficulty in detecting changes in consumption due to the lack of a standardised control system.	Risk	Broaden scope of ISO 50001. Implement the investment plan prepared for this (4-year objective defined in the 2023-2026 Corporate Social Responsibility Plan (published on the website).	20.00	10.00	Yes

(Continues)

Identification of risks and opportunities	Is it a risk or an opportunity?	Measures	Result of the 2024 evaluation	Result of the 2025 evaluation	Effective? (Yes/No)
Power cuts in the electricity grid that could require the use of the generators, which only operate in emergency conditions. These types of sources have greater pollution potential as they burn diesel fuel rather than natural gas.	Risk	The lack of electricity supply scenario is contemplated in the Business Continuity Plan and is included as a threat in the Occupational Health and Safety Plan.	5.00	5.00	Yes
The distributor's meters are not verified.	Risk	The generators are reported and included in the Community of Madrid's potentially air-polluting activity (APCA) authorisation.	5.00	3.00	Yes
Mistakes made by the distributor when reading consumption.	Risk	IFEMA MADRID requests a list of distributor's meters and their verification status.	5.00	3.00	Yes
Errors in the data facilitated by the distributor on its invoice.	Risk	Nothing can be done; the risk is low and has been accepted.	5.00	3.00	Yes
Improvement in the energy and water consumption of the facilities.	Opportunity	Improve the energy efficiency and electricity consumption through the development of two projects in this regard during the 2024/2026 fiscal years: • Installation of a self-consumption solar power plant. • Upgrading of outdoor lighting to LED technology. • Open Space.	15.00	15.00	Yes
Unify the control system for the facilities.	Opportunity	Integrated as an action within a global objective within the 2023-2026 Corporate Social Responsibility Plan. To be achieved in 2026.	20.00	12.00	Yes
Integrate all electrical and thermal energy consumption variables for all the facilities into the Smarkia platform to make short- or medium-term progress in the broadening of the scope of ISO 50001 certification.	Opportunity	Broaden scope of ISO 50001. Execute the corresponding investment plan.	12.00	15.00	Yes
Reduce tCO ₂ emitted into the atmosphere.	Opportunity	Measurement of the Scope 1 and 2 carbon footprint in 2024 and comparison with previous years. Monitoring of ratio of tCO ₂ /revenue. Obtain the MITECO reduction seal. Continue with 100% certified renewable energy and design self-consumption projects. Achieve savings in greenhouse gas emissions by implementing carbon footprint measurement in in-house events in Scopes 1, 2 and 3 in 2024 and 2025.	15.00	15.00	Yes

(Continues)

Risks related to climate change that have been identified and evaluated, with the measures and actions planned to mitigate or take advantage of them and the result one year later (effectiveness analysis)(continued)

Identification of risks and opportunities	Is it a risk or an opportunity?	Measures	Result of the 2024 evaluation	Result of the 2025 evaluation	Effective? (Yes/No)
Reduce energy dependence and create new sources of income through green energy generation projects.	Opportunity	Improve the energy efficiency and electricity consumption through the development of two projects in this regard during the 2024/2026 fiscal years: • Installation of a self-consumption solar power plant. • Upgrading of outdoor lighting to LED technology.	25.00	15.00	Yes
Increase the sectorisation of energy consumption and automated data collection.	Opportunity	Broaden scope of ISO 50001. Execute the corresponding investment plan.	20.00	15.00	Yes

Conclusions

- All the actions planned to mitigate or contain the risks were effective.
- All risks in the year 2025 were low-level and not relevant (< 12).
- All the opportunities have been harnessed or are in the process of being harnessed.
- The power cut risk actually materialised in 2025. The generators functioned correctly, and the level of diesel consumption was contained by reducing activity to the bare minimum.

2.6 Biodiversity

IFEMA MADRID's activities do not affect or interfere with any of the protected, threatened or endangered species in the Community of Madrid.

IFEMA MADRID is not located in an area of high biodiversity or in a protected area.

Actions implemented for the management of biodiversity impacts

- Selection of native and non-native plant species suitable for the weather conditions in the area. The selection was made considering their physiology (adult development) and needs. This has improved stability and reduced ongoing maintenance while preserving plant biodiversity.
- The plant species used do not endanger user health and safety (they are not toxic, thorny or highly allergenic), ensuring sustainable public use.
- The selected species were suitable for the use of reclaimed water, which is used throughout the Recinto Ferial.
- The plants are planted in hydro-zones based on their water needs, as in the case of the North and South Entrances, where shrubs were separated from the meadow to encourage optimal growth and improve maintenance.
- The area of grass and meadows was reduced by a total of 29,279.64 m², requiring fewer resources and less maintenance.
- The mixture of seeds used for new planting and reseeded of lawns includes varieties with lower water requirements that are suitable for the climate of Madrid, reducing maintenance costs (less mowing, less need for fertilisers etc.).

- Ground-cover plants were used to replace other coverage methods. Creeping species were used to cover all the banks in the East and West car parks. The objectives of this were to stabilise the land with roots that prevent soil erosion, to prioritise its high ornamental value and medium-term ability to prevent weeds, and to enable us to use a localised irrigation system, reducing water consumption.
- Recycled wood-chip mulches were used in all North and South Entrance shrub areas.
- Repositioning, new planting and reseeded: we prioritised local nurseries when purchasing plants and supplies, obtaining plants that were better suited to the local climate, reducing transport time with the corresponding fuel savings.
- Fertilisers and soil amendments: we promote the use of organic fertilisers, restricting the use of chemical fertilisers to correcting issues after analysis. We prioritise the use of fertilisers with a balanced composition and low percentages of nitrogen, to minimise pollution of aquifers from nitrites and to reduce water needs.
- Weeding and hoeing: we prioritise doing these tasks manually or mechanically, avoiding the use of herbicides.

In 2025, the start of construction work for the MADRING Formula 1 Grand Prix circuit made it necessary to act on different plant species, with a perfectly designed plan to ensure minimal impact.

The actions carried out in 2025 were as follows:

Completed in 2025		Pending completion (in 2026)	
Felling	Transplanting	Felling	Transplanting
26	509	7	74

In accordance with the commitments made with Madrid City Council’s Delegated Area for Cleaning and Green Areas and based on the reports received, the felled trees will be compensated in 2026.

Additionally, the following actions were carried out in 2025 for reasons unrelated to the Formula 1 circuit:

- 14 trees were felled because they had been severely damaged by the wind or were dead for other reasons.
- 2 trees were transplanted to the north of the plot due to the needs of a specific event.

	Transplanting (2025)	Felling (2025)
Totals	2	14

Finally, with regard to the fauna affected by the Formula 1 Grand Prix, a study carried out in 2025 made two recommendations, both of which have been implemented:

- Opt for the designed circuit over other possible circuit locations for this event that could affect sites or areas of greater faunal value.
- Hold the Grand Prix between the months of August and February, avoiding the reproductive periods of the species considered, in order to minimise disturbance to the fauna.

03.

People

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03. People

3.1 Employment

In accordance with the collective agreement approved, signed and published in 2023 and subsequently extended until 31 December 2026, the professional categories were reduced from seven professional groups to four. Various metrics on employment data are presented below.

Employment data		2024						2025						
1	Total number and distribution of employees by gender	At year-end			Annual average			At year-end			Annual average			
		Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total	
		258	231	489	257.3	224.0	481.3	266	244	510	265.3	240.2	505.5	
2	Total number and distribution of employees by age	At year-end			Annual average			At year-end			Annual average			
		Range		People	Range		People	Range		People	Range		People	
		< 25		4	< 25		2.4	< 25		4	< 25		3.9	
		25 – 29		23	25 – 29		18.7	25 – 29		28	25 – 29		26	
		30 – 34		36	30 – 34		34.1	30 – 34		35	30 – 34		33.6	
		35 – 39		38	35 – 39		33.8	35 – 39		44	35 – 39		43.8	
		40 – 44		45	40 – 44		41.0	40 – 44		49	40 – 44		45.5	
		45 – 49		72	45 – 49		71.3	45 – 49		75	45 – 49		73.4	
		50 – 54		77	50 – 54		74.5	50 – 54		73	50 – 54		74	
		55 – 59		126	55 – 59		127.3	55 – 59		121	55 – 59		123.5	
		≥ 60		68	≥ 60		78.4	≥ 60		81	≥ 60		81.8	
Total		489			481.3	Total		510			505.5			
3	Total number and breakdown of employees by country	There are no employees outside Spain												
4	Total number and breakdown of employees by professional category (at year-end)	Group		Permanent	Temporary	Total	Group		Permanent	Temporary	Total			
		G-I		30	0	30	G-I		31	0	31			
		G-II		117	4	121	G-II		114	8	122			
		G-III		289	18	307	G-III		298	21	319			
		G-IV		31	0	31	G-IV		37	1	38			
		Total		467	22	489	Total		480	30	510			
5	Total number and breakdown by employment contract type				Women	Men	Total				Women	Men	Total	
		Permanent	Full-time	Standard	238	216	454	Permanent	Full-time	Standard	245	223	468	
				Relief or conversion	5	5	10			Relief or conversion	5	5	10	
			Part-time	Standard	2	1	3		Part-time	Standard	2	0	2	
		Temporary	Part-time	Semi-retirement	13	9	22		Part-time	Fixed-term	0	1	1	
				Semi-retirement	13	9	22			Semi-retirement	14	15	29	
			Subtotals			258	231		489	Subtotals			266	244

(Continues)

Employment data		2024						2025					
6	Annual number of permanent contracts by gender (*)	At year-end			Annual average			At year-end			Annual average		
		Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
		245	222	467	247.6	216.0	463.6	252	228	480	251.8	226.8	478.7
7	Annual number of permanent contracts by age (*)	At year-end			Annual average			At year-end			Annual average		
		Range		People	Range		People	Range		People	Range		People
		< 25		4	< 25		2.4	< 25		3	< 25		3.2
		25 – 29		23	25 – 29		18.7	25 – 29		28	25 – 29		26
		30 – 34		36	30 – 34		33.1	30 – 34		35	30 – 34		33.6
		35 – 39		38	35 – 39		33.8	35 – 39		44	35 – 39		43.8
		40 – 44		45	40 – 44		40.2	40 – 44		49	40 – 44		45.5
		45 – 49		72	45 – 49		71.3	45 – 49		75	45 – 49		73.4
		50 – 54		77	50 – 54		74.5	50 – 54		73	50 – 54		73.5
		55 – 59		126	55 – 59		127.2	55 – 59		121	55 – 59		122.8
		≥ 60		46	≥ 60		62.6	≥ 60		52	≥ 60		56.8
Total		467			463.6	Total		480			478.7		
8	Annual number of permanent contracts by professional classification (*)			At year-end		Annual average				At year-end		Annual average	
		Group		People		People		Group		People		People	
		G-I		30		34.1		G-I		31		31.3	
		G-II		117		114.3		G-II		114		116	
		G-III		289		287.7		G-III		298		297.7	
		G-IV		31		30.3		G-IV		37		33.7	
		Total		467		463.6		Total		480		478.7	
9	Annual number of temporary contracts by gender (*)	At year-end			Annual average			At year-end			Annual average		
		Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
		13	9	22	9.8	8	17.8	14	16	30	13.5	13.3	26.8
10	Annual number of temporary contracts by age (*)	At year-end			Annual average			At year-end			Annual average		
		Age		People	Age		People	Age		People	Age		People
		< 25			< 25			< 25		1	< 25		0.8
		25 – 29			25 – 29			25 – 29			25 – 29		
		30 – 34			30 – 34		1.0	30 – 34			30 – 34		
		35 – 39			35 – 39			35 – 39			35 – 39		
		40 – 44			40 – 44		0.8	40 – 44			40 – 44		
		45 – 49			45 – 49			45 – 49			45 – 49		
		50 – 54			50 – 54			50 – 54			50 – 54		0.5
		55 – 59			55 – 59		0.1	55 – 59			55 – 59		0.7
		≥ 60		22	≥ 60		15.8	≥ 60		29	≥ 60		24.9
		Total		22	Total		17.8	Total		30	Total		26.8

(Continues)

Employment data		2024						2025					
11	Annual number of temporary contracts by professional classification (*)	At year-end			Annual average			At year-end			Annual average		
		Group	People		Group	People		Group	People		Group	People	
		G-I			G-I			G-I			G-I		
		G-II	4		G-II	3.1		G-II	8		G-II	7.1	
		G-III	18		G-III	14.6		G-III	21		G-III	19	
		G-IV			G-IV	0.1		G-IV	1		G-IV	0.8	
		Total	22		Total	17.8		Total	30		Total	26.8	
12	Annual number of part-time contracts by gender (*)	At year-end			Annual average			At year-end			Annual average		
		Women	Men	Total	Women	Men	Total	Women	Men	Total	Women	Men	Total
		15	10	25	10.8	8.1	18.8	16	15	31	15.5	12.3	27.8
13	Annual number of part-time contracts by age (*)	At year-end			Annual average			At year-end			Annual average		
		Age	People		Age	People		Age	People		Age	People	
		< 25			< 25						< 25		
		25 – 29			25 – 29			25 – 29			25 – 29		
		30 – 34			30 – 34			30 – 34			30 – 34		
		35 – 39			35 – 39			35 – 39			35 – 39		
		40 – 44	1		40 – 44	1.0		40 – 44	1		40 – 44	1	
		45 – 49			45 – 49			45 – 49			45 – 49		
		50 – 54	1		50 – 54	1.0		50 – 54	1		50 – 54	1	
		55 – 59	1		55 – 59	1.0		55 – 59			55 – 59	0.9	
		≥ 60	22		≥ 60	15.8		≥ 60	29		≥ 60	24.9	
		Total	25		Total	18.8		Total	31		Total	27.8	
14	Annual number of part-time contracts by professional classification (*)	At year-end			Annual average			At year-end			Annual average		
		Group	People		Group	People		Group	People		Group	People	
		G-II	4		G-II	3.1		G-II	8		G-II	7.1	
		G-III	20		G-III	14.8		G-III	23		G-III	20.5	
		G-IV	1		G-IV	1.0		G-IV			G-IV	0.3	
		Total	25		Total	18.8		Total	31		Total	27.8	
15	Number of dismissals by gender	Women		Men		Total	Women		Men		Total		
		7		6		13	4		4		8		

(Continues)

Employment data		2024			2025		
16	Number of dismissals by age and professional category	Cases	Age	Group	Cases	Age	Group
		1	46	G-I	1	50	G-I
		1	57	G-I	1	58	G-I
		1	62	G-I	1	38	G-II
		1	60	G-II	1	47	G-II
		1	61	G-II	1	51	G-II
		1	46	G-II	1	55	G-II
		1	57	G-III	1	46	G-III
		1	59	G-III	1	59	G-IV
		1	60	G-III			
		2	61	G-III			
		2	62	G-III			
17	Employees with disabilities	10 employees with recognised disabilities (2.04% of total staff)			10 employees with recognised disabilities (1.98% of total staff)		

(*) Conversion of permanent contracts into temporary part-time contracts due to semi-retirement includes the workers who each year change to this status until the legal retirement age.

Work disconnection policies

- The new Collective Agreement contains a new chapter on “Digital Transformation and Digital Rights”, governing the right to digital and work disconnection.
- Digital disconnection is a recognised right that contributes to the health of workers by reducing technological fatigue and stress, among other benefits, improving the work environment and quality of work.
- Digital disconnection is also necessary to balance workers’ personal and work lives, strengthening other measures in this area.
- To regulate this right, all devices and tools likely to extend the working day beyond the legally or conventionally established limits are considered, including the company’s mobile applications, mobile phones, tablets, emails and messaging systems.
- The following minimum measures have been agreed to guarantee this right and to cover possible exceptions:
 - The right of workers not to use digital devices outside of their working day or during rest periods, on leave or holidays is recognised, unless the justified grounds for urgency stipulated below arise.
 - In general, communication on professional matters should take place during the working day, with the exception of workers with positions of responsibility and those who are on call.
 - Therefore, it should be avoided, except in emergency situations.
 - Highly justified and exceptional circumstances are considered to exist in cases where there is a serious risk to people or facilities, or potential harm to the business, the urgent nature of which requires the adoption of special measures or an immediate response.
- The following measures will also be taken to improve the management of working time:
 - Set up automatic replies during periods of absence, indicating when the person will not be available and the email or contact details of the person to whom the tasks are assigned during this absence.

- Avoid arranging training, meetings, videoconferences, presentations, information sessions, and so on, outside the ordinary working day of each employee.

- Organise the sessions indicated above with sufficient notice to allow people to plan their day.
- Include start and end times for all events, and the documents that will be addressed, so the employees can read and analyse the agenda in advance and the meetings do not overrun.

Total compensation by age and gender and calculation of the salary gap

Note: Only workers employed throughout the full calendar year on a full-time basis were considered in calculating the salary gap.

The formula used is: (Average total remuneration of women - Average total remuneration of men) / Average total remuneration of women.

2025 average salary of the workforce by sex and age (total compensation)

	Men	Women	Mean difference		Total workforce
Age	Average	Average	Men	Women	Average
20 – 29	€37,339.12	€34,723.93		-7.53%	€35,556.03
30 – 39	€60,034.95	€51,454.75		-16.68%	€54,940.45
40 – 49	€68,821.70	€59,994.89		-14.71%	€63,954.58
50 – 59	€73,196.71	€73,620.70		0.58%	€73,389.22
60 – 65	€75,644.56	€72,008.56		-5.05%	€73,492.64
2025 average salary	€69,462.78	€63,503.22		-9.38%	€66,322.50

2024 average salary of the workforce by sex and age (total compensation)

	Men	Women	Mean difference		Total workforce
Age	Average	Average	Men	Women	Average
20 – 29	€42,740.95	€36,463.18		-17.22%	€37,940.31
30 – 39	€55,904.08	€48,089.65		-16.25%	€51,395.75
40 – 49	€70,512.97	€67,492.87		-4.47%	€68,925.08
50 – 59	€70,821.02	€75,193.67		5.82%	€72,858.54
60 – 65	€92,202.86	€76,226.94		-20.96%	€83,256.34
2024 average salary	€70,901.31	€67,229.56		-5.46%	€68,997.78

Fixed salary by age and gender and calculation of the salary gap

2025 average salary of the workforce by sex and age (fixed salary)

	Men	Women	Mean difference		Total workforce
Age	Average	Average	Men	Women	Average
20 – 29	€32,818.68	€28,757.28		-14.12%	€30,049.55
30 – 39	€51,284.52	€45,069.91		-13.79%	€47,594.60
40 – 49	€55,214.65	€53,864.77		-2.51%	€54,547.99
50 – 59	€60,886.92	€63,133.20		3.56%	€61,822.61
60 – 65	€62,728.15	€62,323.84		-0.65%	€62,488.87
2025 average salary	€57,512.74	€55,256.08		-4.08%	€56,323.63

2024 average salary of the workforce by sex and age (fixed salary)

	Men	Women	Mean difference		Total workforce
Age	Average	Average	Men	Women	Average
20 – 29	€38,532.59	€30,893.15		-24.73%	€32,690.67
30 – 39	€47,439.83	€42,809.76		-10.82%	€44,768.64
40 – 49	€56,672.73	€59,064.12		4.05%	€57,930.06
50 – 59	€58,425.21	€62,438.05		6.43%	€60,238.33
60 – 65	€71,239.36	€63,320.85		-12.51%	€66,804.99
2024 average salary	€57,813.21	€56,954.07		-1.51%	€57,367.81

Total compensation by professional category, by gender and calculation of salary gap

2025 average salary of the workforce by gender and professional group (total compensation)

		Men				Women			
		Average	Median	Group average	Group median	Average	Median	Group average	Group median
Group I	Single level (directors)	€155,773.79	€136,821.32	€155,773.79	€136,821.32	€140,019.60	€125,473.24	€140,019.60	€125,473.24
Group II	Level I, top band	€104,002.71	€101,656.44	€83,869.24	€81,373.71	€100,226.22	€100,185.57	€81,165.06	€77,443.42
	Level I, within-band level	€96,918.55	€96,918.55			€97,373.81	€99,752.64		
	Level I, bottom band	€96,649.41	€96,712.13			€92,382.66	€92,257.08		
	Level II, top band	€85,552.34	€87,428.67			€85,207.97	€88,222.95		
	Level II, within-band level	€78,009.15	€78,009.15			€80,487.73	€80,487.73		
	Level II, bottom band	€80,453.66	€81,373.71			€77,839.03	€77,213.12		
	Level III, top band	€74,990.13	€76,539.37			€76,313.39	€77,249.44		
	Level III, within-band level	€73,093.16	€73,093.16			€73,336.85	€75,345.96		
	Level III, bottom band	€71,379.30	€72,959.76			€70,316.84	€71,440.95		
Group III	Level I, top band	€61,130.99	€62,353.68	€56,984.86	€58,125.66	€57,609.30	€57,025.46	€52,323.36	€53,322.89
	Level I, intermediate level	€63,820.65	€63,260.43			€60,143.16	€61,006.90		
	Level I, within-band level	€50,507.52	€50,507.52			€0.00	€0.00		
	Level I, bottom band	€57,709.42	€57,611.69			€53,216.16	€52,935.95		
	Level II, top band	€53,043.16	€53,420.13			€50,696.99	€51,880.32		
	Level II, within-band level	€47,527.32	€47,527.32			€43,901.58	€43,901.58		
	Level II, bottom band	€52,707.54	€53,166.39			€45,750.46	€45,215.28		
	Level III, top band	€46,865.91	€50,280.23			€39,049.54	€39,296.93		
	Level III, within-band level	€0.00	€0.00			€36,147.85	€36,147.85		
	Level III, bottom band	€36,363.90	€35,120.09			€36,688.90	€37,414.56		
Group IV	Level I, top band	€39,118.31	€39,118.31	€35,373.75	€37,496.92	€35,847.72	€35,112.55	€33,808.96	€34,878.19
	Level I, bottom band	€38,146.08	€38,147.66			€37,765.89	€38,298.87		
	Level II, top band	€0.00	€0.00			€28,646.79	€28,975.11		
	Level II, bottom band	€28,256.83	€27,057.77			€29,144.05	€29,144.05		
	Level III, top band	€0.00	€0.00			€0.00	€0.00		
	Level III, within-band level	€0.00	€0.00			€0.00	€0.00		
	Level III, bottom band	€0.00	€0.00			€0.00	€0.00		
2025 average salary		€69,462.78	€61,390.51	—	—	€63,503.22	€57,059.02	—	—

(Continues)

		Mean difference		Total workforce			
		Men	Women	Average	Median	Group average	Group median
Group I	Single level (directors)	—	-11.25%	€149,021.99	€130,975.73	€149,021.99	€130,975.73
Group II	Level I, top band	—	-3.33%	€102,114.47	€100,658.89	€82,283.14	€78,978.35
	Level I, within-band level			€97,222.06	€97,533.45		
	Level I, bottom band			€94,516.03	€94,932.67		
	Level II, top band			€85,345.72	€88,222.95		
	Level II, within-band level			€79,661.54	€79,199.75		
	Level II, bottom band			€78,844.66	€78,558.42		
	Level III, top band			€75,612.84	€77,142.63		
	Level III, within-band level			€73,275.93	€74,219.56		
	Level III, bottom band			€70,671.00	€71,891.15		
Group III	Level I, top band	—	-8.91%	€58,877.11	€57,543.47	€54,628.12	€55,802.12
	Level I, intermediate level			€62,267.93	€61,530.15		
	Level I, within-band level			€50,507.52	€50,507.52		
	Level I, bottom band			€55,432.02	€55,363.78		
	Level II, top band			€51,976.72	€51,880.32		
	Level II, within-band level			€45,110.16	€44,779.18		
	Level II, bottom band			€49,229.00	€47,325.97		
	Level III, top band			€44,074.35	€42,014.33		
	Level III, within-band level			€36,147.85	€36,147.85		
	Level III, bottom band			€36,574.19	€36,438.05		
Group IV	Level I, top band	—	-4.63%	€36,782.17	€36,859.76	€34,410.80	€36,315.43
	Level I, bottom band			€37,955.99	€38,223.27		
	Level II, top band			€28,646.79	€28,975.11		
	Level II, bottom band			€28,611.72	€27,057.77		
	Level III, top band			€0.00	€0.00		
	Level III, within-band level			€0.00	€0.00		
	Level III, bottom band			€0.00	€0.00		
2025 average salary		—	-9.38%	€66,322.50	€59,105.34	—	—

2024 average salary of the workforce by gender and professional group (total compensation)

		Men				Women			
		Average	Median	Group average	Group median	Average	Median	Group average	Group median
Group I	Single level (directors)	€157,453.68	€133,130.73	€157,453.68	€133,130.73	€160,858.59	€128,205.39	€160,858.59	€128,205.39
Group II	Level I, top band	€103,864.22	€104,730.83	€84,690.85	€83,635.31	€98,341.35	€97,572.07	€79,187.34	€75,520.58
	Level I, intermediate level	€0.00	€0.00			€100,744.61	€100,744.61		
	Level I, bottom band	€94,581.15	€94,602.77			€90,521.79	€90,405.91		
	Level II, top band	€83,501.33	€82,020.62			€87,489.24	€87,994.65		
	Level II, intermediate level	€70,235.70	€70,235.70			€0.00	€0.00		
	Level II, bottom band	€83,788.09	€85,295.80			€80,885.06	€82,441.78		
	Level III, top band	€75,059.69	€75,476.06			€74,269.35	€75,017.41		
	Level III, intermediate level	€72,557.24	€72,557.24			€0.00	€0.00		
	Level III, bottom band	€69,926.28	€71,551.09			€68,742.03	€71,148.55		
Group III	Level I, top band	€60,839.50	€62,000.92	€57,760.82	€58,560.58	€55,310.83	€54,409.45	€52,760.92	€53,436.23
	Level I, intermediate level	€63,765.78	€63,272.54			€60,386.10	€61,189.87		
	Level I, bottom band	€57,630.67	€57,922.64			€54,349.67	€53,436.23		
	Level II, top band	€57,369.21	€57,369.21			€44,051.41	€45,586.23		
	Level II, intermediate level	€0.00	€0.00			€43,550.74	€43,550.74		
	Level II, bottom band	€46,631.13	€44,020.77			€45,020.43	€45,182.53		
	Level III, top band	€42,479.72	€40,090.09			€38,930.75	€38,746.54		
	Level III, bottom band	€35,540.51	€35,540.51			€36,044.35	€36,690.03		
Group IV	Level I, top band	€39,013.99	€41,643.63	€35,098.58	€33,560.06	€32,563.14	€32,028.73	€31,819.84	€32,393.28
	Level I, bottom band	€28,406.17	€28,406.17			€32,658.78	€32,658.78		
	Level II, top band	€33,413.98	€33,560.06			€33,227.81	€33,294.86		
	Level II, bottom band	€0.00	€0.00			€29,388.91	€29,330.10		
	Level III, top band	€0.00	€0.00			€0.00	€0.00		
	Level III, intermediate level	€0.00	€0.00			€0.00	€0.00		
	Level III, bottom band	€0.00	€0.00			€0.00	€0.00		
2024 average salary		€70,901.31	€62,604.96	—	—	€67,229.56	€58,040.71	—	—

(Continues)

		Mean difference		Total workforce			
		Men	Women	Average	Median	Group average	Group median
Group I	Single level (directors)	—	2.12%	€159,211.05		€159,211.05	€130,834.67
Group II	Level I, top band	—	-6.95%	€101,855.90		€81,621.56	€78,774.53
	Level I, intermediate level			€100,744.61			
	Level I, bottom band			€93,228.03			
	Level II, top band			€86,064.98			
	Level II, intermediate level			€70,235.70			
	Level II, bottom band			€82,224.92			
	Level III, top band			€74,602.12			
	Level III, intermediate level			€72,557.24			
	Level III, bottom band			€69,080.39			
Group III	Level I, top band	—	-9.48%	€57,153.72		€55,270.67	€55,883.66
	Level I, intermediate level			€62,291.01			
	Level I, bottom band			€56,080.06			
	Level II, top band			€47,856.49			
	Level II, intermediate level			€43,550.74			
	Level II, bottom band			€45,940.83			
	Level III, top band			€40,409.49			
	Level III, bottom band			€35,981.37			
Group IV	Level I, top band	—	-10.30%	€35,788.57		€33,169.91	€32,641.99
	Level I, bottom band			€30,532.48			
	Level II, top band			€33,320.90			
	Level II, bottom band			€29,388.91			
	Level III, top band			€0.00	€0.00		
	Level III, intermediate level			€0.00	€0.00		
	Level III, bottom band			€0.00	€0.00		
2024 average salary		—	-5.46%	€68,997.78	€60,611.48	—	—

In financial year 2025, senior management consisted of a single person, whose remuneration amounted to €191,999.92.

In financial year 2024, senior management consisted of two people, whose remuneration amounted to €637,651.36. The variation between the years is due to the departure of the previous director.

Fixed salary by professional category, gender and calculation of salary gap

2025 average salary of the workforce by gender and professional group (fixed salary)

		Men				Women			
		Average	Median	Group average	Group median	Average	Median	Group average	Group median
Group I	Single level (directors)	€119,562.49	€106,938.17	€119,562.49	€106,938.17	€106,018.50	€97,353.42	€106,018.50	€97,353.42
Group II	Level I, top band	€83,567.76	€84,849.27	€69,829.67	€67,007.84	€83,087.26	€78,661.62	€69,191.48	€67,007.84
	Level I, within-band level	€80,355.47	€80,355.47			€80,299.27	€82,166.82		
	Level I, bottom band	€76,037.13	€77,780.64			€76,570.71	€77,247.05		
	Level II, top band	€71,630.31	€72,337.89			€72,406.81	€74,478.04		
	Level II, within-band level	€64,969.30	€64,969.30			€69,237.98	€69,237.98		
	Level II, bottom band	€66,851.90	€70,400.96			€67,412.88	€66,665.86		
	Level III, top band	€64,427.19	€66,252.44			€65,811.45	€66,252.44		
	Level III, within-band level	€64,849.92	€64,849.92			€64,073.13	€66,553.64		
	Level III, bottom band	€61,424.14	€63,447.40			€61,309.96	€62,420.11		
Group III	Level I, top band	€56,942.01	€59,797.68	€48,365.94	€47,192.24	€53,913.88	€54,147.61	€47,822.08	€47,852.26
	Level I, intermediate level	€58,357.41	€58,595.64			€57,043.34	€58,595.64		
	Level I, within-band level	€49,002.64	€49,002.64			€0.00	€0.00		
	Level I, bottom band	€47,523.31	€47,001.36			€48,822.21	€47,515.68		
	Level II, top band	€43,491.24	€43,765.14			€40,138.47	€38,611.45		
	Level II, within-band level	€44,327.09	€44,327.09			€40,815.12	€40,815.12		
	Level II, bottom band	€39,792.19	€39,812.54			€38,540.03	€39,812.54		
	Level III, top band	€35,577.12	€35,257.70			€34,412.61	€33,539.81		
	Level III, within-band level	€0.00	€0.00			€31,587.92	€31,587.92		
	Level III, bottom band	€31,228.91	€30,590.42			€31,174.54	€30,590.42		
Group IV	Level I, top band	€29,144.01	€29,144.01	€26,922.74	€27,647.57	€28,960.44	€28,776.86	€27,244.53	€27,647.57
	Level I, bottom band	€27,726.44	€28,041.90			€27,726.44	€28,041.90		
	Level II, top band	€0.00	€0.00			€25,849.88	€25,849.88		
	Level II, bottom band	€24,102.40	€24,102.40			€24,539.27	€24,539.27		
	Level III, top band	€0.00	€0.00			€0.00	€0.00		
	Level III, within-band level	€0.00	€0.00			€0.00	€0.00		
	Level III, bottom band	€0.00	€0.00			€0.00	€0.00		
2025 average salary		€57,512.74	€50,677.64	—	—	€55,256.08	€53,578.58	—	—

(Continues)

		Mean difference		Total workforce			
		Men	Women	Average	Median	Group average	Group median
Group I	Single level (directors)		-12.78%	€113,757.92	€101,484.42	€113,757.92	€101,484.42
Group II	Level I, top band	—	-0.92%	€83,327.51	€81,329.55	€69,455.35	€67,007.84
	Level I, within-band level			€80,318.00	€80,889.06		
	Level I, bottom band			€76,303.92	€77,780.64		
	Level II, top band			€72,096.21	€74,478.04		
	Level II, within-band level			€67,815.09	€66,036.47		
	Level II, bottom band			€67,067.66	€69,333.79		
	Level III, top band			€65,078.60	€66,252.44		
	Level III, within-band level			€64,267.33	€65,701.78		
	Level III, bottom band			€61,348.02	€62,933.75		
Group III	Level I, top band	—	-1.14%	€55,004.00	€54,661.25	—	€47,192.24
	Level I, intermediate level			€57,802.58	€58,595.64		
	Level I, within-band level			€49,002.64	€49,002.64		
	Level I, bottom band			€48,181.66	€47,045.50		
	Level II, top band			€41,967.26	€42,429.00		
	Level II, within-band level			€41,985.78	€44,327.09		
	Level II, bottom band			€39,166.11	€39,812.54		
	Level III, top band			€35,161.22	€34,240.30		
	Level III, within-band level			€31,587.92	€31,587.92		
	Level III, bottom band			€31,193.73	€30,590.42		
Group IV	Level I, top band	—	-1.18%	€29,012.89	€28,776.86	€27,120.76	€27,647.57
	Level I, bottom band			€27,726.44	€28,041.90		
	Level II, top band			€25,849.88	€25,849.88		
	Level II, bottom band			€24,277.15	€24,102.40		
	Level III, top band			€0.00	€0.00		
	Level III, within-band level			€0.00	€0.00		
	Level III, bottom band			€0.00	€0.00		
2025 average salary		—	-4.08%	€56,323.63	€53,459.21	—	—

2024 average salary of the workforce by gender and professional group (fixed salary)

		Men				Women			
		Average	Median	Group average	Group median	Average	Median	Group average	Group median
Group I	Single level (directors)	€117,018.69	€101,691.06	€117,018.69	€101,691.06	€119,603.93	€95,351.14	€119,603.93	€95,351.14
Group II	Level I, top band	€81,475.49	€83,180.42	€69,155.92	€68,603.18	€78,088.30	€77,351.03	€66,795.30	€64,984.21
	Level I, intermediate level	€0.00	€0.00			€81,275.29	€81,275.29		
	Level I, bottom band	€74,353.82	€76,360.98			€73,947.94	€74,301.54		
	Level II, top band	€68,887.02	€67,951.39			€73,541.73	€74,377.73		
	Level II, intermediate level	€63,083.50	€63,083.50			€0.00	€0.00		
	Level II, bottom band	€67,905.04	€69,074.18			€67,586.91	€69,074.18		
	Level III, top band	€62,855.31	€64,663.57			€63,429.01	€64,342.95		
	Level III, intermediate level	€63,278.71	€63,278.71			€0.00	€0.00		
	Level III, bottom band	€60,779.44	€62,214.46			€59,839.04	€61,223.19		
Group III	Level I, top band	€56,853.48	€57,904.55	€48,470.62	€46,596.48	€52,079.86	€51,577.26	€47,042.15	€46,357.81
	Level I, intermediate level	€57,282.99	€57,463.49			€55,204.42	€55,915.71		
	Level I, bottom band	€46,836.56	€46,426.97			€48,309.62	€45,506.06		
	Level II, top band	€41,794.33	€41,794.33			€39,079.39	€38,915.14		
	Level II, intermediate level	€0.00	€0.00			€42,326.47	€42,326.47		
	Level II, bottom band	€39,133.91	€40,033.54			€36,389.07	€37,169.73		
	Level III, top band	€33,677.16	€33,096.64			€33,064.80	€32,175.70		
	Level III, bottom band	€29,591.50	€46,426.97			€30,276.19	€29,845.69		
Group IV	Level I, top band	€30,107.01	€30,674.25	€27,242.59	€26,808.44	€28,100.93	€28,091.01	€25,516.40	€24,522.88
	Level I, bottom band	€26,808.44	€26,808.44			€26,808.44	€26,808.44		
	Level II, top band	€24,522.88	€24,522.88			€24,522.88	€24,522.88		
	Level II, bottom band	€0.00	€0.00			€23,494.72	€23,392.25		
	Level III, top band	€0.00	€0.00			€0.00	€0.00		
	Level III, intermediate level	€0.00	€0.00			€0.00	€0.00		
	Level III, bottom band	€0.00	€0.00			€0.00	€0.00		
2024 average salary		€57,813.21	€52,086.38	—	—	€56,954.07	€53,507.32	—	—

(Continues)

		Mean difference		Total workforce			
		Men	Women	Average	Median	Group average	Group median
Group I	Single level (directors)		2.16%	€118,353.01	€99,521.72	€118,353.01	€99,521.72
Group II	Level I, top band	—	-3.53%	€80,243.78	€82,499.58	€67,839.42	€65,349.76
	Level I, intermediate level			€81,275.29	€81,275.29		
	Level I, bottom band			€74,218.53	€74,674.02		
	Level II, top band			€71,879.33	€72,633.95		
	Level II, intermediate level			€63,083.50	€63,083.50		
	Level II, bottom band			€67,733.74	€69,074.18		
	Level III, top band			€63,187.45	€64,342.96		
	Level III, intermediate level			€63,278.71	€63,278.71		
	Level III, bottom band			€60,107.73	€61,785.51		
Group III	Level I, top band	—	-3.04%	€53,671.07	€52,002.14	€47,759.19	€46,596.48
	Level I, intermediate level			€56,375.98	€57,463.48		
	Level I, bottom band			€47,532.73	€46,360.26		
	Level II, top band			€39,855.09	€41,637.34		
	Level II, intermediate level			€42,326.47	€42,326.47		
	Level II, bottom band			€37,957.55	€38,840.01		
	Level III, top band			€33,319.95	€32,636.17		
	Level III, bottom band			€30,190.60	€29,818.40		
Group IV	Level I, top band	—	-6.77%	€29,103.97	€28,212.55	€26,227.18	€24,522.88
	Level I, bottom band			€26,808.44	€26,808.44		
	Level II, top band			€24,522.88	€24,522.88		
	Level II, bottom band			€23,494.72	€23,392.25		
	Level III, top band			€0.00	€0.00		
	Level III, intermediate level			€0.00	€0.00		
	Level III, bottom band			€0.00	€0.00		
2024 average salary		—	-1.51%	€57,367.81	€52,586.04	—	—

3.2 Work organisation

Working time is organised in accordance with Chapter V of the Collective Agreement.

Working day, hours, leave and holidays

The annual working hours are 1,663 hours of effective work, excluding holiday leave and public holidays. These working hours are distributed as follows:

- a) Fixed annual working hours of 1,512 hours per year, the distribution of which will be as established in the work calendar for each year.
- b) The remaining 151 hours per year are considered an irregular amount of working hours to be distributed to meet the needs of the service based on the calendar of trade fairs, congresses and other trade fair activities.

There are two types of working day: split shift and continuous.

The split shift is from Monday to Thursday from 9:30 a.m. to 5:30 p.m., with an hour for lunch in the middle and flexibility to start work 60 minutes earlier or later. The working day on Fridays is from 9:30 a.m. and workers can choose between leaving at 2:00 or 3:00 p.m. The difference in hours on Fridays to complete the effective seven-hour shift must be recovered from Monday to Thursday.

During the intensive work schedule period, July and August, the hours from Monday to Friday are from 8:30 a.m. to 2:30 p.m., with 30 minutes of flexibility and a 15-minute break, during which the workers cannot leave the Recinto Ferial.

In the continuous system, there are two shifts that rotate every fortnight, with the morning shift being from 8:00 a.m. to 3:00 p.m. and the afternoon shift from 3:00 p.m. to 10:00 p.m.

During the intensive work schedule period, the morning shift hours are from 8:00 a.m. to 2:00 p.m. and the afternoon shift hours are from 2:00 p.m. to 8:00 p.m.

A third option, the overnight shift, from 10:00 p.m. to 5:00 a.m., is possible should the needs of an event so require.

Work schedules are adjusted to suit the event at weekends and on public holidays. The usual working hours on these days is from 9:00 a.m. to 9:00 p.m.

Additionally, IFEMA MADRID recognises remote and distance working as an innovative form of organising and providing work resulting from advances in new technologies.

The principles governing remote working at IFEMA MADRID are set out in Article 19 of the Collective Agreement and the Distance Working Guide, which establish the possibility of working remotely for 40% of working hours in a four-week period. This is equivalent to being able to work remotely for a maximum of eight days in a four-week period, preferably distributed into three days of on-site work and two days of remote work per week.

Absenteeism hours

2025: 44,104.04 hours.
2024: 52,167.4 hours.

Measures to facilitate the work-life balance and sharing parenting responsibilities

- IFEMA MADRID has a significant package of measures to facilitate the work-life balance of its workers. They are mainly set out in the Collective Agreement and in the Equality Plan. This has led to its certification as a Family-Responsible Company (EFR) since 2007, demonstrating that it is firmly committed to work-life balance and equality.
- The main measures in this area are listed below:
 - Improvement on legally established paid leave (1 additional week for maternity/paternity leave, 2 additional days for the death of a child or spouse, 1 additional day for moving to a new home, 2 days for the birth of a grandchild, 31 December as a holiday, 1 personal day, 3 hours to attend children’s medical appointments).

- Granting of unpaid leave (personal days, educational support, studies, family member illness and hospitalisation, and international adoption).
- 60-minute start-time flexibility.
- The option to link bank holidays to weekends during school holidays.
- Establishment of continuous working hours on days before public holidays and over the Easter and Christmas periods, given that they are school holiday periods, in order to favour the work-life balance.
- Possibility of a continuous working day for workers with children under 12 so they are not forced to request a reduction in working hours.
- Complementing sick pay to 100%.
- “IFEMA MADRID FLEX” flexible compensation plan (health insurance, luncheon vouchers, transport, childcare and training).
- 26 days of holidays after 21 years with the company and an intensive working day throughout the summer.
- IFEMA MADRID also has a significant package of employee benefits:
 - Help with studies and childcare.
 - Help with medical expenses.
 - Help for children with disabilities.
 - Medical service throughout the working day.
 - Subsidised catering.
 - Free parking.
 - Insurance policies: pension plan, life insurance and retirement insurance.

3.3 Health and safety

Occupational health and safety is a basic and priority objective for IFEMA MADRID.

Workers have the right to effective protection in relation to health and safety in the workplace and IFEMA MADRID has the corresponding duty to provide that protection.

This right to protection is ensured through the adoption of the necessary measures regarding risk assessment, information, consultation, participation and training of workers, action in cases of emergency and serious and imminent risk, health surveillance and the organisation of an occupational health and safety service.

IFEMA MADRID also guarantees the periodic monitoring of the health of its workers according to the risks inherent to their work, for which it has a medical service with accredited health personnel at its facilities throughout the working day.

Number of work accidents by gender

	Women	Men
2024 (*)	2	3
2025 (*)	2	8

(*) Accidents with and without sick leave and commuting accidents are included.

Frequency rate by gender

	Women	Men
2024	0	5.72
2025	0	8.01

Note: Number of accidents with and without sick leave per million hours worked, excluding commuting accidents.

Severity rate by gender

	Women	Men
2024	0	0.006
2025	0	0.22

Note: Number of days lost due to accidents with and without sick leave per thousand hours worked, excluding commuting accidents).

Occupational illnesses by gender

No cases of occupational illness were recorded in 2024 or 2025.

3.4 Employment relations

Organisation of dialogue with employees, including information, consultation and negotiation procedures

IFEMA MADRID's Works Council was set up in 1990. It has 13 members, reflecting the size of IFEMA MADRID's workforce.

The latest Works Council election campaigns were held at the end of financial year 2024, and the corresponding vote and constitution of the new Works Council took place in January 2025.

Union activity is additionally exercised through three unions: CCOO, UGT and CSIF.

Collective bargaining has resulted in the conclusion of ten Collective Agreements to date, the last one signed in 2023, with a validity of four years until 31 December 2025.

Employment relations at IFEMA MADRID are regulated under Chapter XII of the Collective Agreement, "Collective Representation and Trade Union Representation".

IFEMA MADRID has a corporate intranet to promote communication and collaboration among employees, facilitating access to information of general interest to the staff.

Percentage of employees covered by collective agreement by country

All employees of IFEMA MADRID are covered by the IFEMA MADRID Collective Agreement.

Occupational health and safety in the Collective Agreement

Chapter IX of the Collective Agreement covers all aspects of occupational health and safety:

The general principles of occupational safety and health are established by: the Safety and Health Committee, a joint and collegiate body intended for regular and periodic consultation on the company's actions regarding occupational health and safety; the Occupational Health and Safety Delegates, as representatives of the workers of IFEMA MADRID with specific functions in the area of occupational health and safety; the Occupational Health and Safety Services, a set of human and material resources necessary to carry out occupational health and safety activities and guarantee the adequate protection of the health and safety of the workers, as well as a specific section on Worker Health Surveillance.

3.5 Training

The IFEMA MADRID Training Plan is intended to align with and support IFEMA MADRID's strategic business objectives. The four major blocks have been respected:

1) Mandatory training: training actions that companies are required to provide in accordance with legal regulations. Actions related to quality and sustainability, occupational health and safety, and regulatory compliance were the main focuses in this area in 2025, accounting for **37%** of the total number of training activities provided. Emphasis was placed on information security in 2025 and this subject will remain a focus during part of 2026.

2) Strategic training: training on subjects that affect an entire department and/or group with the aim of meeting company goals or bridging skills gaps, representing **12%** of the year's training. Efforts have been made to train business and central areas in new technologies, to consolidate and solidify skills and abilities in line with business objectives.

3) Technical Training: training programmes designed to help employees, groups and/or departments improve their technical skills in their everyday work. Practical and theoretical courses on digitalisation tools, languages and technical skills, accounting for **39%** of the year's training actions. Business diversification, international expansion and customer service optimisation (for both exhibitors and visitors) make it necessary to move towards more agile and higher quality processes. We focus on maintaining brand positioning, the image we project with our services, and customer experience, so we need to be technically prepared in these aspects.

4) Open Access Training: training activities that are proactively undertaken by employees and managed through Flexible Compensation. As part of our support for the personal development of IFEMA MADRID employees, we assist in individual initiatives proposed in relation to improving their mission and tasks within the company. In 2025, support was provided for programmes and certificates at business schools and specialised centres, making up **12%** of the total actions carried out.

In 2025, the previous year's activity was consolidated, maintaining the volume of training hours. Corporate training programmes, along with mandatory actions for all staff, played a significant role in 2025's positive results, contributing to the development of key skills for the organisation.

Emerging needs were integrated throughout the year into the annual training plan, representing 24% of the total actions carried out.

In terms of the number of places offered to employees and impacts, in 2025 there was a significant increase compared to the previous year, reflecting a commitment to expanding the scope of training within the IFEMA MADRID. This increase is explained by the combination of cross-cutting corporate actions with a larger number of shorter training initiatives, which has made it possible to reach a greater number of people without sacrificing the quality of the content.

The training content in 2025 placed special emphasis on technical disciplines, which is evidenced by the number of technical and support positions that benefited from it. Similarly, as these are areas with a higher male representation, the distribution of hours between genders also changed compared to the previous year.

Total number of training hours by gender and professional category

Training data	2024	2025
No. of employees trained / No. of places	306/637	495/1,622
Hours of training received by IFEMA MADRID employees	10,087	10,101

Training hours by gender in 2024

Women	Men	Total
5,223	4,864	10,087

Training hours by professional group in 2024

G-I	G-II	G-III	G-IV	Total
Executives	Managers	Technicians	Support / Technical Support	
1,219	4,494	3,103	1,271	10,087

Training hours by gender in 2025

Women	Men	Total
4,324	5,777	10,101

Training hours by professional group in 2025

G-I	G-II	G-III	G-IV	Total
Executives	Managers	Technicians	Support / Technical Support	
351	2,992	4,761	1,997	10,101

3.6 Accessibility

IFEMA MADRID regards accessibility as an objective consistent with its social commitment, particularly as we manage spaces visited by the public.

In light of their age, we are aware of the shortcomings of both IFEMA MADRID’s Recinto Ferial and the Palacio Municipal. We have undertaken research to design accessible routes that enable everyone to access all of IFEMA MADRID’s spaces and enjoy the products and services we offer.

- A firm of consultants was engaged to provide detailed analysis of the shortcomings.
- This information was used to prepare detailed proposals for accessible routes.
- It should be considered that, depending on the development of new lines of business, IFEMA MADRID may be forced to modify its facilities. This will be an opportunity to implement any necessary changes, with accessibility at the forefront.

Until these works are carried out, the company has produced an action plan, from which some actions have already been launched:

- Preferential access signage at the information desks of the North and South Entrances, as well as at the entrances to the halls.
- Adjustment of the seats in auditoriums and rooms that must be reserved for wheelchairs, in accordance with current legislation. Creation of an element to indicate preferential spaces for people with any type of disability, within rooms or temporary spaces for talks, conferences, etc.
- Training for staff members who have direct contact with customers or other stakeholders to improve their understanding of accessibility, types of needs and pain points in IFEMA MADRID’s relationship with people with specific needs.
- The columns on Central Avenue have also been painted to create the necessary contrast with the pavement.

The objective, identified as strategic in the 2023/2026 Strategic Plan, is to complete the development of accessible routes, making any changes or architectural adaptations that may be necessary.

With regard to the new infrastructure being built, both for the Formula 1 Grand Prix and for the adaptation of the offices to the new Open Space model, strict adherence to the Building Technical Code ensures compliance with the regulations required in terms of accessibility.

IFEMA MADRID was awarded AENOR A90/000062 AA Accessibility certification for its websites in 2022, for making it possible for people with different visual or auditory abilities to use the IFEMA MADRID website, complying with European regulation UNE 139803:2012.

3.7 Equality

Measures adopted to promote equal opportunities for women and men

IFEMA MADRID adopts the principle of equal treatment between women and men, which means it does not apply any form of direct or indirect discrimination on the grounds of gender, especially in relation to maternity/ paternity, family obligations and marital status.

In accordance with this principle, IFEMA MADRID has established a policy to prevent any behaviour contrary to equality through positive actions to protect the values of effective equality between women and men in their labour relations, adopting measures to ensure that both women and men enjoy equal opportunities in terms of access to employment, training, promotion and development of their work.

The main measures to ensure equal opportunities are set out in our Equality Plan and Chapter X of the Collective Agreement, “Gender Equality and Work-Life Balance.

The specific measures on gender equality are:

Selection of personnel

All decisions adopted by IFEMA MADRID related to hiring and selection are based on the skills, merits and professional experience of the candidates.

IFEMA MADRID guarantees equal treatment and opportunities for men and women in selection processes, ensuring they are based on merit, aptitude and equal opportunities, choosing the best professionals through a gender-neutral process based on the merit and aptitudes of the candidates.

During personnel selection processes, candidates are not required to answer questions relating to marital status, pregnancy or family responsibilities, and there are no allusions about preferences based on gender or age.

Preference in employment

IFEMA MADRID pursues a policy of avoiding behaviour that interferes with equal access to employment and professional promotion within the company.

IFEMA MADRID prevents any obstacles in access to employment or promotion that unreasonably cause gender under-representation in any area of activity or professional group.

Promotion

IFEMA MADRID considers the gender perspective in internal promotion processes, ensuring the presence of a balanced distribution of both genders on its short lists, giving preference to the person in the group with the lowest representation in the event of a tie with regard to skills and merits.

It supports progress towards balanced representation of both genders through new promotions and appointments for positions where one gender is significantly less represented than the other.

It regularly analyses trends in promotions in all positions, including the management team.

In its promotion policy, IFEMA MADRID implements measures that allow workers to combine their professional development with their personal circumstances to ensure that workers with heavier family responsibilities are not limited in their professional development.

Compensation

IFEMA MADRID ensures a salary system that guarantees equal pay for men and women, transparency and neutrality without any gender-based conditions, keeping a record of the average salaries of women and men that demonstrates the absence of salary discrimination.

Professional training at work

In training courses, specific consideration is given to any underrepresentation due to gender in the area of activity or professional group to which the applicant belongs. Programmes and actions are promoted for equal opportunities training for the entire workforce.

Use of online channels is encouraged for training activities, enabling better organisation of working hours and a healthy work-life balance.

Communication

To strengthen our policy on work-life balance and its responsible implementation, encouraging equal exercise of these rights by women and men, IFEMA MADRID works to ensure that employees make use of the tools to achieve this balance made available to them, fostering the current work-life balance measures, explaining what they consist of and ensuring that employees know that this will not affect their professional growth and development.

We disseminate good practices on the responsible and effective implementation of these measures, emphasising that they are available to both women and men.

Use of non-sexist language

We avoid sexist language that may lead to discrimination or harassment, promoting inclusive language in all communications at IFEMA MADRID.

The result of providing equal opportunities to women and men is evident in the balanced composition of the workforce. IFEMA MADRID had 510 employees at the end of 2025, of whom 244 (47.84%) were men and 266 were women (52.16%), with the management team comprising 19 men and 12 women.

Equality plans, measures to promote employment and protocols against sexual and gender-based harassment

As part of its commitment to equality, IFEMA MADRID collaborated with Works Council on the drafting and implementation of an Equality Plan in 2023 and 2024, in accordance with the provisions of Law 3/2007 to eliminate discrimination against women in all areas of life, particularly in the field of work, complying with the legal requirements established by Royal Decrees 901/2020 and 902/2020.

The Equality Plan was drawn up based on a preliminary diagnosis of the situation consisting of a quantitative and qualitative study of the working conditions and access to employment, compensation, promotion and training, organisation of time and work, and prevention of sexual and gender-based harassment, as required by Royal Decree 901/2020.

Additionally, in compliance with the provisions of Royal Decree 902/2020, jobs of equal value were evaluated within a salary register analysis and updating process.

This diagnosis gave us a clear picture of equality and work-life balance at IFEMA MADRID, enabling us to detect needs, set objectives for improvement and design measures to meet them, as part of the Equality Plan.

The Equality Plan contains a set of measures aimed at ensuring equal opportunities for all workers at IFEMA MADRID, preventing any gender-based discrimination in the workforce.

The main objectives of the Equality Plan are to:

- Guarantee compliance with the principle of equal treatment and opportunities among IFEMA MADRID employees.
- Promote a corporate culture of equal treatment and opportunities for all employees at IFEMA MADRID.

- Establish actions – including positive actions – aimed at increasing the presence of the underrepresented gender in areas of the company where this is an issue.
- Continue to ensure the absence of discriminatory procedures and policies in selection and hiring, work-life balance, promotion, training, professional well-being and compensation, and in general.

IFEMA MADRID has also negotiated a “Harassment Protocol” with the Works Council. Its Declaration of Principles states that IFEMA MADRID will not tolerate any type of discriminatory practice or conduct that may be considered moral, sexual or gender-based harassment. It further declares its concern about, and commitment to, maintaining positive working environments, and to preventing and avoiding any type of harassing behaviour, and pursuing and resolving any cases that do occur.

Protocol on harassment or violence directed at LGBTI people

IFEMA MADRID also has a Protocol for the Prevention of Harassment and/or Violence Directed at LGBTI People, which sets out the guidelines and lines of action to foster a culture of respect for the dignity of persons. The strategic objective is to establish a work environment where all hired personnel are treated with dignity, not allowing or tolerating any type of conduct involving moral or sexual harassment and/or harassment based on gender, gender identity or sexual orientation.

This Protocol is in accordance with the provisions of Law 4/2023 and aims to prevent and eradicate situations of discrimination based on gender and those constituting sexual harassment and harassment based on gender, gender identity or sexual orientation, as well as all types of harassment or attack on the moral integrity of any person belonging to or related to IFEMA MADRID.

To this end, the Protocol addresses two fundamental aspects: the prevention of any manifestation of harassment in the workplace and IFEMA MADRID's response to complaints of harassment based on sexual orientation, gender identity and/or sexual expression. Therefore, two types of actions have been established:

- The establishment of measures aimed at preventing and avoiding situations of harassment based on sexual orientation, gender identity and/or sexual expression, or any form of workplace violence.
- The determination of the internal procedure for action in cases in which, despite preventive efforts, an internal complaint or grievance is made regarding harassment based on sexual orientation, gender identity and/or sexual expression, or any form of workplace violence by an employee.

For the development of the Protocol, as well as the measures included within it, the company's representatives together with the legal representatives of the workers carried out a collective bargaining procedure, in accordance with the provisions of Law 4/2023 of February 28 for the real and effective equality of trans people and for the guarantee of the rights of LGBTBI people, which provides in Article 15.1 that "the measures will be agreed through collective bargaining and agreed with the legal representatives of the workers."

In light of the above, this Protocol was negotiated and agreed through collective bargaining carried out by the members of the Equality Committee on 1 March 2024.

In this regard, without prejudice to the presentation of the document and its dissemination to the entire staff, the Protocol for the Prevention of Harassment and/or Violence Directed at LGBTI People is part of the "Onboarding Manual" given to all workers upon their incorporation into the organisation.

Integration and universal accessibility for persons with disabilities

IFEMA MADRID complies with the General Law on Disability, which establishes that all companies must set aside 2% of jobs for people with a disability equal to or greater than 33%. Specifically, IFEMA MADRID complies with the obligation to have more than 2% of its staff made up of people with disabilities.

Article 14 "Workers' Rights" of the Collective Agreement states that no worker may be discriminated against directly or indirectly for employment, or once employed, due to disability if they are able to perform the job or role.

Article 71 "Worker Benefits" of the Collective Agreement provides for economic assistance to workers who have children with a degree of disability greater than 33%.

IFEMA MADRID's commitment to integration and accessibility for people with disabilities is reflected in its membership of the Forum for Socially Responsible Public Recruitment ("Foro con R"), which focuses on creating and maintaining employment for disabled people and fosters universal accessibility in public sector hiring.

04.

Human rights

04. Human rights

Application of due diligence procedures in human rights and prevention of risks of human rights violations, and measures to mitigate, manage and repair any abuses committed

Point 5.2 of the Code of Conduct, “Human Rights and Public Freedoms”, establishes that IFEMA MADRID is committed to upholding and protecting the rights and public freedoms recognised in the Universal Declaration of Human Rights and other international agreements. In accordance with the Universal Declaration of Human Rights, IFEMA MADRID explicitly condemns and prohibits any type of work or service by a person under threat, punishment or in inhumane conditions, or by any person under the minimum working age.

Point 5.3 of the IFEMA MADRID Code of Conduct, “Equality and Non-Discrimination”, guarantees equal employment opportunities and non-discrimination for reasons of gender, sexual orientation, marital status, age, race, nationality, social status, religion, political opinion, union affiliation or any other grounds protected by law.

IFEMA MADRID has also negotiated a “Harassment Protocol” with the Works Council. Its Declaration of Principles states that IFEMA MADRID will not tolerate any type of discriminatory practice or conduct that can be considered moral, sexual or gender-based harassment. It further declares its concern about, and commitment to, maintaining positive working environments, and to preventing and avoiding any type of harassing behaviour, and pursuing and resolving any cases that do occur.

The Harassment Protocol is based on the regulatory framework in the Spanish Constitution, Organic Law 3/2007 for the effective equality of women and men, the European Framework agreement on harassment and violence at work signed on 26 April 2007 by BusinessEurope; ILO Convention No. 111, on discrimination in employment and occupation; and Directive 2006/54 of the European Parliament, on the European framework agreement on harassment and gender violence.

Complaints regarding cases of human rights violations

There have been no complaints regarding cases of human rights violations, either through the ethical channel or by any other means.

Promotion of and compliance with the provisions of core ILO conventions related to respect for freedom of association and the right to collective bargaining

IFEMA MADRID’s Works Council was set up in 1990. It has 13 members, reflecting the size of IFEMA MADRID’s workforce.

The last elections for members of the Works Council were held in September 2020, with new union elections in 2024 and the minutes of the new Works Council presented in 2025.

Union activity is additionally exercised through three unions: CCOO, UGT and CSIF.

Collective bargaining has resulted in the conclusion of ten Collective Agreements to date, the last one signed in 2023, with a validity of four years until 31 December 2025.

Employment relations at IFEMA MADRID are regulated under Chapter XI of the Collective Agreement, “Collective Representation and Trade Union Representation”.

Elimination of discrimination in employment and occupation

The provisions and policies for the elimination of discrimination in employment and occupation are fundamentally set out in the Equality Plan, as well as in Point 6.3 “Effective Equality” of our Code of Conduct and Chapter X “Gender Equality and Work-life Balance” of the Collective Agreement.

Negotiations with the Works Council began in the final quarter of 2022 to formalise a new Equality Plan, which was signed and registered on 21 February 2023 with a validity of four years, to comply with Royal Decree 901/2020, on equality plans and their registration.

The Equality Plan sets out the policies for balancing workers’ personal and professional lives, including equal opportunities policies.

The management of IFEMA MADRID regards the development of labour relations based on equal opportunities, non-discrimination and respect for diversity as a strategic objective, in order to create a positive environment, fostering a favourable environment and measures to improve work-life balance while striving to follow best practices.

IFEMA MADRID has made and promotes the following corporate commitments:

- To guarantee high-quality, stable jobs, with continuous improvement of professional skills and competencies.
- To introduce work-life balance measures, demonstrated by IFEMA MADRID being certified as a Family-Responsible Company (EFR) since 2007.
- To develop the principle of equal opportunities among its professionals, particularly through equal treatment of men and women.

- To respect diversity, with no discrimination for reasons of race, colour, age, sex, marital status, ideology, nationality, religion or sexual orientation, or any other personal, physical or social condition of its employees.
- To comply with all prevailing regulations.
- To respect commitments with external institutions to obtain and keep certifications and recognition in relation to work-life balance and equality.

Elimination of forced or compulsory labour/ effective abolition of child labour

Article 105 of the IFEMA MADRID Collective Agreement, “Condemnation of forced and child labour”, includes express condemnation by IFEMA MADRID’s management and the Works Council of any type of work or service obtained from any person under threat or punishment and not performed voluntarily, which would constitute a violation of human rights.

It also condemns all forms of work and service by persons below the minimum working age. IFEMA MADRID regards use of this type of labour as an attack on human rights and totally unethical.

05.

Bribery and corruption

05. Bribery and corruption

Since 2017, IFEMA MADRID has had a Regulatory Compliance Management System in place. This system is designed to improve the management and ethical behaviour of the Institution's members. The implementation of this system also contributes towards preventing and mitigating criminal risks that, despite not involving any criminal liability for IFEMA MADRID¹, could affect the Institution. In this regard, it is the ideal system for adopting appropriate measures in the fight against fraud, favouritism and corruption, as well as for effectively preventing, detecting and resolving conflicts of interest (an obligation set out in Article 64 of the Spanish Public Sector Contracts Law).

The Regulatory Compliance Management System is based on defining and assessing IFEMA MADRID's compliance² risk, as well as implementing the controls necessary to mitigate the identified risks. Therefore, it is necessary to analyse the key business processes of the various areas and departments of the Institution. The system also promotes and encourages the development of an ethical culture that influences the decision-making and behaviour of IFEMA MADRID's professionals.

The Compliance function is responsible for establishing a programme for the prevention of compliance risks within the framework of a Compliance System based on ethical rules and standards. This function is carried out by the person that the Institution appoints as Head of Compliance at IFEMA MADRID. The Compliance function will be in charge of driving the actions of the Regulatory Compliance Committee, in line with the programme for the prevention of compliance risks and within the framework of the System of Compliance with the ethical rules and standards defined by the Institution.

The specific functions of the Committee, as well as its composition, are regulated in the Compliance Committee Regulations approved by the Executive Committee. The Regulatory Compliance Management System is composed of the following documents, in addition to the aforementioned Code of Conduct:

- Regulatory Compliance Policy.
- Regulatory Compliance Manual.
- Regulations of the Regulatory Compliance Committee.
- Anti-Corruption Policy.
- Conflict of Interest Policy.
- Gifts and Hospitality Policy.
- Reporting and Complaints Management Policy.
- Reporting and Complaints Management Procedure.

Corrupt practices are considered to be those set out in the Spanish Criminal Code, as approved by Organic Law 10/1995 of 23 November. Examples include corruption in business, bribery, influence peddling, and the illegal financing of political parties. Specific measures to prevent bribery and corruption are set out in the Anti-Corruption Policy. The aim of this policy is to clarify IFEMA MADRID's position and establish guidelines to prevent the individuals to whom it applies from engaging in conduct that violates the current regulations.

IFEMA MADRID will act on its own initiative or after being alerted to any reports of corruption. It will investigate those acts that may conflict with the provisions set out in the Code of Conduct or the Anti-Corruption Policy, and propose the appropriate disciplinary and legal measures where applicable.

In compliance with Spanish Law 2/2023, IFEMA MADRID has an internal whistleblower channel which serves as one of the main sources of information for detecting compliance risks and preventing any unlawful acts or crimes from being committed within the institution or in its name. In line with our commitment to continuous improvement, we may use the information received to review and, if applicable, update internal processes, policies, procedures and protocols to avoid or prevent future misconduct. Likewise, enabling this tool for external use guarantees a greater level of social responsibility on the part of the institution with respect to its stakeholders.

IFEMA MADRID's internal whistleblower channel is managed by an independent, external company that specialises in dealing with complaints ("Complaints Manager"), which provides the channel's web platform. IFEMA MADRID's internal whistleblower channel has a Channel Management Procedure that regulates its operation. The channel is accessible on the Institution's website: <https://www.ifema.es/en/about-us/transparency/good-governance>.

Finally, IFEMA MADRID has developed a risk management methodology consisting of treatment of the different types of risks to which it is exposed, with the ultimate objective of obtaining an effective risk management system that includes the strategies, processes and procedures necessary for identifying, measuring, monitoring, managing and periodically communicating the risks to those who, whether individually or as a group, could be exposed to them.

In this regard, there are formalised processes in place for identifying, documenting and assessing risks and controls, divided into three broad phases:

- Phase I – Identification and assessment of risks and controls.
- Phase II – Maintenance of the Regulatory Compliance Management System.
- Phase III – Monitoring of the Regulatory Compliance Management System.

These phases ensure appropriate risk management and mitigation, as risks and controls are reviewed, assessed and monitored regularly. The identification and assessment of risks is reviewed and updated periodically, with special relevance given to any circumstance that may alter them, such as regulatory changes (external or internal), the materialisation of a risk, the existence of internal complaints that identify a new risk or the weakness of the control system, the detection of new risk behaviours or deficiencies identified in the verification process of the Regulatory Compliance Management System.

Measures related to anti-money laundering and combating the financing of terrorism

Going beyond the provisions of Law 11/2021 of 9 July on measures to prevent and combat tax fraud, IFEMA MADRID prohibits payments in cash from exhibiting companies participating in events.

IFEMA MADRID also collaborates with financial institutions by providing the information they require when it receives funds for participation in trade fairs from restricted countries.

Contributions to foundations and non-profit entities

No payments were made in 2024.

In 2025, payments were made to the "Teatro Real" for the amount of €134,000.00 and to "Fijet" for the amount of €5,814.88.

1. Article 31 quinquies of the Criminal Code specifies the public entities exempt from liability. Together with Circular 1/2016 of 22 January 2016 of Spain's State Attorney General's Office, this makes it possible to rule out criminal liability for IFEMA MADRID as a legal entity, since public consortia have been excluded from the scope of this regulation, as expressly established in the aforementioned Circular.

2. Compliance risk is the risk that an organisation may suffer sanctions, fines, financial loss or loss of reputation as a result of non-compliance with laws, regulations, self-regulatory standards or codes of conduct that apply to its business.

06.

Customers and society

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06. Customers and society

IFEMA MADRID has been aware of its responsibility as a catalyst for the economy since its creation more than 40 years ago.

- First, through sustainable economic development committed to the growth of its surroundings, generating wealth and promoting employment in the Community of Madrid.
- Second, promoting the development of sectors represented by its trade fairs.

IFEMA MADRID has become a major source of business tourism in our region. Our events stimulate business for the transport sector, local commerce, hospitality, tourism, and so on.

We have always been committed to growing our activity by diversifying the products we provide and adding new models, such as the leisure events and concerts sector, which was particularly strong in 2023. Accordingly, building on the major advances of the previous year, new leisure and professional products continued to be incorporated into a dynamic creation and incorporation model in 2025.

This growth has always been linked to the Community of Madrid, putting our region forward and working to attract international attendees, including direct actions through buyer programmes. These achievements have undoubtedly also had a positive effect at the national level.

The MADRING Formula 1 Grand Prix project will be the ultimate example of transformation with the aim of continuing to bring business opportunities to our environment. In this case, we can say that it will not only have a very strong impact in economic terms, but from a reputational and communication perspective, the benefits will be undeniable.

In parallel to this economic boost, IFEMA MADRID has persisted with the social and sustainability commitment that is inherent to its DNA. This has never been forgotten, even during the worst times of the pandemic, when it continued to foster it, aware that the institution was going to be more relevant than ever.

In fact, the Grand Prix is also being approached, starting with the construction of the circuit, which began this year, with the requirement to never reduce our commitment to sustainability.

6.1 Customers

In-house trade fairs are organised in collaboration with the leading associations and main players in each sector to ensure that the trade fairs are not only business opportunities but also platforms for driving innovation and exports and disseminating trends.

Accordingly, each event has an its own Organising Committee with representatives of the main agents in the sector, guaranteeing dialogue between them and IFEMA MADRID.

This analysis also generates new products, addressing any opportunities that may arise to serve sectors interested in setting up their first representative event in our country. Two additions to the calendar were particularly noteworthy in 2025:

- Privel, the Trade Fair for Private Label Manufacturers and Retailers.
- Expo Sagris – The Countryside, Agriculture and Livestock Fair.

Both held their first edition in 2025, with support from IFEMA MADRID's Development Department in full collaboration with the main agents of the sector.

Buyer programmes

The international reach of our trade fairs is fundamental to providing our clients with the opportunity to access other markets without the cost and effort of having to participate in events in other countries.

Therefore, part of the promotion of our events is directed abroad, and part of the activity of our delegations focuses on promoting the presence of international exhibitors and visitors in Madrid.

Some of the main actions in this regard are the International Buyer Programmes, in which part of the event's budget is allocated to attracting and inviting importers from other countries, based on recommendations from national exporter associations, organisations for economic promotion abroad and the exhibitors.

The following programmes took place in 2024:

Programmes carried out

Trade fair	2024	
	National	International
FITUR	0	52
PROMOGIFT	66	0
INTERGIFT-BISUTEX-MADRID JOYA	101	118
MOMAD (February)	0	15
ARCOmadrid	0	409
INTERSICOP	103	9
MEAT ATTRACTION	0	0
ARCOlisboa	0	122
ORGANIC FOOD	0	0
SPAIN SKILLS	98	0
GLOBAL MOBILITY CALL	0	59
INTERGIFT-BISUTEX-MADRIDJOYA-MOMAD (September)	144	118
MOMAD (September)	0	9
GRAN CANARIA SWIM WEEK BY MODA CÁLIDA	0	0
FRUIT ATTRACTION	0	665
GUEXT	0	21
FUNDAE	0	0
C&R	0	0
EPOWER&BUILDING	0	200
MADRID COMIC POP UP	0	0
	512	1,797
ANNUAL TOTAL	2,309	

The following programmes took place in 2025:

Trade fair	Total guests	National	International
FITUR	45	5	40
PROMOGIFT	56	56	0
FRUIT ATTRACTION São Paulo	45	0	45
INTERGIFT-BISUTEX-MADRID JOYA (February)+ MOMAD	229	93	136
MEAT ATTRACTION	83	0	83
ARCO MADRID	465	0	465
ARCO LISBOA	111	0	111
MOTORTEC	989	906	83
INTERGIFT-BISUTEX-MADRID JOYA (September) + MOMAD	237	108	129
FRUIT ATTRACTION	630	0	630
PRIVEL	43	2	41
S. INT. ELECTRIFICACIÓN (Genera y Matelec)	67	49	18
CLIMATIZACIÓN	43	4	39
ANNUAL TOTAL	3,043	1,223	1,820

Actions to promote innovation and entrepreneurship

Another example of initiatives to boost the economy are the actions to promote innovation and entrepreneurship carried out at each one of our fairs and events. Innovation actions may focus on a particular sector or be applied at the organisational level. Entrepreneurial actions are always geared towards promoting entrepreneurship in the sector.

This provides our customers with the opportunity to make themselves known, if they are newly created companies, or to raise awareness of new products they are bringing to market.

List of innovation actions for in-house and co-organised fairs and events

No.	Fair/Event	Objective/Action	Description
1	PROMOGIFT	Sector innovation	New forum for innovation in relation to sustainability, compliance, carbon footprint, artificial intelligence and other aspects.
2	PROMOGIFT	Event innovation	Collaboration with the C-PRINT trade fair to create synergies, as they are complementary sectors.
3	FITUR	Event innovation	SUSTAINABLE STAND AWARDS: For the sixth time, FITUR awarded the "Sustainable Stand" Prize, organised in collaboration with the Responsible Tourism Institute (ITR), with the aim of recognising and highlighting the efforts of exhibiting companies to make their presence at FITUR respectful of the environment and climate change, contribute to promoting social and cultural aspects, and set the standard in terms of governance and economic issues.
4	FITUR	Sector innovation	With innovation as a common theme, FITURTECHY focused on technology in tourism with four forums: business, destination, sustainability and future. In the "Hotel of the Future" Showroom, visitors were invited to try out and experiment with new technologies in this environment. Under the theme of "One Thousand and One Nights", alluding to the title of the 1990 science fiction film, it explored the transformation of current standards in technology and sustainability with a focus on AI, the data economy and the analysis of the challenges of the hotel industry.
5	FITUR	Sector innovation	FITUR Know-How & Export held its 13th edition, placing the spotlight on digitalisation, sustainability and smart tourism destinations.
6	FITUR	Sector innovation	As a commitment to digitalisation and to complement the in-person trade fair, the FITUR LIVE CONNECT online platform served the tourism trade and was an opportunity to network, share information, identify interests, organise meetings and showcase the sector's products, services and destinations throughout the value chain in the tourism industry, before, during and after FITUR.
7	FITUR	Sector innovation	FITUR's technical conferences and activities plan included educational talks on sustainability, accessibility and innovation, among other topics.
8	FITUR	Sector innovation	FITUR 4all: FITUR, in collaboration with IMPULSA IGUALDAD, presented the second edition of FITUR 4all. This section focused its sessions on strengthening the quality, diversity and inclusion of the tourism offer, shining a light on the latest trends and best practices in accessible tourism.
9	FITUR	Event innovation	FITUR 4all Award: the conference featured the annual FITUR 4all Awards, which recognise outstanding efforts in the development and promotion of accessibility in the tourism industry.
10	FITUR	Sector innovation	FITUR 4all: production of a good accessibility practices guide based on the actions carried out by FITUR 4all Awards nominees to create accessible destinations.
11	FITUR	Sector innovation	FITUR 4all: an accessible tour of the fair to encourage the participation of people with disabilities and to raise awareness of the event's commitment to accessibility.
12	FITUR	Event innovation	For the first time, a space was created for Mexican SMEs in the central area, shining a light on local businesses and the destination's culture (food, ceramics, clothing...).
13	BISUTEX	Sector innovation	Live Style (Live Connect) digital platform.
14	BISUTEX	Sector innovation	Image forum: a programme of conferences, talks and panel discussions, covering innovation in the sector, among other topics.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
15	BISUTEX	Sector innovation	New products were presented at the fashion show.
16	BISUTEX	Event innovation	A new grouping by company type based on method of sale was created to make the visit more efficient.
17	BISUTEX	Event innovation	A new space to receive international buyers.
18	BISUTEX	Event innovation	Background music was provided for the first time in the halls.
19	BISUTEX	Event innovation	The hall entrances were decorated.
20	BISUTEX	Event innovation	New distribution of the mini spaces to give them visibility.
21	BISUTEX	Event innovation	For the first time, promotional activities were carried out via WhatsApp.
22	BISUTEX	Event innovation	For the first time, a search for potential visitors was carried out using the databases of other in-house fairs (GENERA, FERIA RTE...).
23	INTERGIFT FEB	Event innovation	Live Style (Live Connect) digital platform.
24	INTERGIFT FEB	Sector innovation	Speakers' Corner, with talks focusing on innovation.
25	INTERGIFT FEB	Event innovation	New interior design project competition to highlight the work of the sector. It had three categories.
26	INTERGIFT FEB	Event innovation	For the first time, Speakers' Corner was decorated by an exhibitor.
27	INTERGIFT FEB	Event innovation	Implementation of an interior design project in the fair itself for the first time, with the participation of IFEMA MADRID and experts, to promote the fair. It was a collaborative space.
28	INTERGIFT FEB	Event innovation	For the first time, a specific area was created for home textiles.
29	INTERGIFT FEB	Event innovation	A new space to receive international buyers.
30	INTERGIFT FEB	Event innovation	Background music was provided for the first time in the halls.
31	INTERGIFT FEB	Event innovation	The entrances to the halls were decorated (in collaboration with several exhibitors).
32	INTERGIFT FEB	Event innovation	For the first time, the Castile-La Mancha Regional Federation of Artisans (FRACAMAN) was involved to highlight traditional trades that are disappearing.
33	INTERGIFT FEB	Event innovation	Interior designers in action: space was set aside at the trade fair to shine a light on their work and attract companies.
34	INTERGIFT FEB	Event innovation	For the first time, an alliance with the Madrid College of Architects (acting as the awards jury and providing content in the forum) and the Habitat Madrid Association (providing content for Speakers' Corner) in order to facilitate shops' attendance as visitors.
35	INTERGIFT FEB	Event innovation	For the first time, promotional activities were carried out via WhatsApp.

(Continues)

No.	Fair/Event	Objective/Action	Description
36	INTERGIFT FEB	Event innovation	For the first time, a search for potential visitors was carried out using the databases of other in-house fairs (GENERA, FERIA RTE...).
37	MBFWM FEB	Event innovation	Catwalk shows were streamed on YouTube and the fair's website.
38	MBFWM FEB	Event innovation	Decoration with mannequins and looks provided by designers in the hall and in the Kissing Zone.
39	MBFWM FEB	Event innovation	Promotion of communication via social media, inviting prestigious national and international influencers, to integrate the fair into these communication networks.
40	MBFWM FEB	Event innovation	A podcast was created for the event, conducting interviews with three prestigious designers.
41	MBFWM FEB	Event innovation	Opening party for the fashion show at Gabana Music Club (press, designers, celebrities, sponsors, authorities, models, etc.) in collaboration with HOLA.
42	MBFWM FEB	Event innovation	The entrances to the Kissing Zone were reorganised to make the area more exclusive.
43	MBFWM FEB	Event innovation	A new graphic meeting point was created backstage to take photos.
44	MBFWM FEB	Event innovation	A creative director was hired for MBFWM with the aim of offering innovative proposals related to industry trends.
45	MBFWM FEB	Event innovation	For the first time, interviews were conducted with the designers in the minutes leading up to the fashion show, for the fair's social media channels.
46	MBFWM FEB	Event innovation	For the first time, a DJ and decorations were included in the Kissing Zone to enhance the space.
47	MBFWM FEB	Event innovation	For the first time, the Magas stand (in collaboration with El Español) was included for the exchange of second-hand clothes.
48	MBFWM FEB	Event innovation	For the first time, a bouquet of flowers was given as a gift to the designers in the Kissing Zone.
49	MBFWM FEB	Event innovation	The Berta Benz Room was rented out for the first time to hold an after-show party.
50	MBFWM FEB	Event innovation	An AI-powered campaign was launched to promote the fair with IFEMA MADRID Lab.
51	MADRID JOYA FEB	Event innovation	Live Style (Live Connect) digital platform.
52	MADRID JOYA FEB	Event innovation	Background music was provided for the first time in the halls.
53	MADRID JOYA FEB	Event innovation	The Madridjoya Ephemeral Museum and the 8th Exhibition of Contemporary Space (madOC) were held to promote the sector and its new developments.
54	MADRID JOYA FEB	Event innovation	Exchange agreement format with sector associations and jewellery schools, to give them the opportunity to make themselves known and to offer their training.
55	MADRID JOYA FEB	Event innovation	Project with the Hada Foundation. Fashion show in collaboration with ONCE, featuring models with different disabilities (functional diversity).
56	MADRID JOYA FEB	Event innovation	Background music was provided for the first time in the halls.
57	MADRID JOYA FEB	Event innovation	For the first time, the catwalk was accessible to allow the participation of all models.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
58	MADRID JOYA FEB	Event innovation	A new space to receive international buyers.
59	MADRID JOYA FEB	Sector innovation	Exhibition of new collections from the Hada Foundation.
60	MADRID JOYA FEB	Event innovation	For the first time, promotional activities were carried out via WhatsApp.
61	MADRID JOYA FEB	Event innovation	For the first time, a search for potential visitors was carried out using the databases of other in-house fairs (GENERA, FERIAARTE...).
62	MOMAD FEB	Sector innovation	CATWALK: Conference programme and fashion shows.
63	MOMAD FEB	Event innovation	MOMAD LIVE Connect.
64	MOMAD FEB	Event innovation	For the first time, the aim was to integrate sustainability into the various areas of the hall.
65	MOMAD FEB	Event innovation	Project with the Hada Foundation. Fashion show in collaboration with ONCE, featuring models with different disabilities (functional diversity).
66	MOMAD FEB	Sector innovation	MOMAD Talents By ISEM contest.
67	MOMAD FEB	Sector innovation	New products were presented at the fashion show.
68	MOMAD FEB	Event innovation	A new space to receive international buyers.
69	MOMAD FEB	Event innovation	Background music was provided for the first time in the halls.
70	MOMAD FEB	Event innovation	Agreement with the Technical University of Madrid (UPM) School of Fashion Design: fashion show at the fair, poster presentation of the Talent Lab 24 project, content in the forum and students' work.
71	MOMAD FEB	Event innovation	The hall entrances were decorated.
72	MOMAD FEB	Event innovation	The type of assembly was changed in one area (Metro Space) by removing the truss.
73	MOMAD FEB	Event innovation	The fair sponsored a Balenciaga exhibition with the aim of highlighting Spanish brands.
74	MOMAD FEB	Event innovation	For the first time, promotional activities were carried out via WhatsApp.
75	MOMAD FEB	Event innovation	For the first time, a search for potential visitors was carried out using the databases of other in-house fairs (GENERA, FERIAARTE...).
76	MOMAD FEB	Sector innovation	The Boutique Consciente (Conscious Boutique): creation, in conjunction with a sustainability expert, of the first exhibition of clothing with the aim of bringing the concept of sustainability to the products of the sector.
77	MOMAD FEB	Event innovation	For the first time, to highlight the fair's commitment to sustainability, explanatory posters detailing the actions being taken were put up.
78	MOMAD FEB	Event innovation	New exhibition of giant handbags from Ubrique (within the Bajo la Piel project) to give visibility to brands that are not recognised. They also formed part of the fashion show.

(Continues)

No.	Fair/Event	Objective/Action	Description
79	MOMAD FEB	Event innovation	For the first time, a flamenco fashion exhibition and fashion show was held, with designs created by students at the Flamenco Fashion School of Seville within the International Chair of Flamenco Fashion.
80	IBERZOO+PROPET	Event innovation	An agreement was signed with the Ministry of Social Rights, Consumer Affairs and 2030 Agenda, providing it with a stand at the fair to raise awareness of its responsible pet ownership campaign, and enabling it to collaborate on a photography exhibition.
81	IBERZOO+PROPET	Sector innovation	A veterinary classroom was set up to provide training on new pharmaceutical products, veterinary intervention and other subjects.
82	IBERZOO+PROPET	Sector innovation	A dog grooming stage with talks on organisation, optimisation of dog grooming salons, etc.
83	IBERZOO+PROPET	Sector innovation	The "Tarde del Sector" event, where the annual sector report is presented, to promote the advancement of the sector. Two studies, in which the event participated, were presented on pet parent relationships (carried out by the two major sector associations and promoters of the event).
84	IBERZOO+PROPET	Event innovation	Space was given to AMVAC to hold a leading congress in the veterinary sector, to promote innovation in the sector (new technologies, knowledge, etc.).
85	IBERZOO+PROPET	Event innovation	Space was given to AEDPAC to hold the 7th AEDPAC Distribution Forum, to promote the sector (talks on sustainability, technology, entrepreneurship, social issues, etc.).
86	IBERZOO+PROPET	Event innovation	For the first time, space was given to a media outlet in the sector to hold Best Pet Shop in Spain Awards.
87	IBERZOO+PROPET	Event innovation	For the first time, the stage was located within the core.
88	IBERZOO+PROPET	Sector innovation	A new Career in Corporate Social Responsibility award was included.
89	IBERZOO+PROPET	Event innovation	Portugal was the guest country. A study was conducted by AEDPAC in collaboration with IBERZOO+PROPET entitled "Barometer of pet parent habits and trends in Spain and Portugal 2025".
90	IBERZOO+PROPET	Event innovation	Reduction of foam, replacing it with screens.
91	IBERZOO+PROPET	Event innovation	To promote the fair, bookmarks were created and sent to delegates and associations to give to potential clients.
92	MEAT ATTRACTION	Sector innovation	Innovación Hub: a digital space where new products in the sector were presented and promoted.
93	MEAT ATTRACTION	Sector innovation	MEAT ATTRACTION Forum: talks covering topics such as innovation (Meatic Conference).
94	MEAT ATTRACTION	Event innovation	Factoría Chef: the space was reorganised to merge the Factoría Chef with the Butcher's Shop.
95	MEAT ATTRACTION	Event innovation	Butcher's Shop space: the focus was placed on the exclusivity of the butchers.
96	MEAT ATTRACTION	Event innovation	MEAT ATTRACTION LIVE Connect.
97	MEAT ATTRACTION	Event innovation	The forum space was unified to group the assemblies.
98	MEAT ATTRACTION	Event innovation	New meat processing competition within the factory.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
99	MEAT ATTRACTION	Sector innovation	Girona Meat Forum Conference. A conference highlighting new companies in the sector that present innovative products and services. The event took part in the forum.
100	ARCO	Sector innovation	Closed-door professional meetings to promote research into contemporary art.
101	ARCO	Event innovation	Catalogue competition for two design studios: What is the future of the art fair catalogue? The winner created the catalogue and a gallery guide that showcased the owners, enhancing the ability of gallery owners and their projects to connect, and revealing the person behind each one. The catalogue was presented as a creative strategy, making it one more element of contemporary art at the fair. The catalogue was a commercial publication and also included advertising. All the wall labels of the galleries included their page number in the catalogue for reference.
102	ARCO	Event innovation	Aluminium water bottles were produced and hydration stations were installed. The bottles were issued to exhibitors to give to visitors to encourage them to use the hydration stations.
103	ARCO	Event innovation	Four PREMIUM rooms decorated by different Spanish interior designers, The décor changed over the course of the event.
104	ARCO	Event innovation	The section on the central theme of the Amazon included a reflection forum.
105	ARCO	Event innovation	ARCO and the Reina Sofia Museum organised a party with DJs in the Museum space, with free and unrestricted access for everyone.
106	ARCO	Event innovation	ARCO provided picnics for gallery owners so they wouldn't have to travel to find food, making their participation more comfortable and efficient.
107	ARCO	Event innovation	On the first day of the fair, a welcome toast was organised with the gallery owners.
108	ARCO	Event innovation	Seven new awards related to the sector were created.
109	ARCO	Event innovation	To help galleries and boost business, ARCO shared its previews.
110	ARCO	Event innovation	A new award named after the fair's founder, was created to recognise a gallery's work and commitment to ARCO Madrid.
111	SEMANA DE LA EDUCACIÓN	Event innovation	Promote the use of the LIVE Connect platform among exhibitors to describe their new products.
112	SEMANA DE LA EDUCACIÓN	Sector innovation	Forums (FORUM CLASSROOM) in each area of the trade fairs (at least one forum in each trade fair) to present innovations.
113	SEMANA DE LA EDUCACIÓN	Sector innovation	Speakers' Corner (POSTGRADUATE AND CLASSROOM) for the presentation of new developments and the performance of activities.
114	SEMANA DE LA EDUCACIÓN	Sector innovation	Discussion forums on DIGIeLEARNING AND POSTGRADUATE AND CONTINUING EDUCATION: activities related to the eLearning sector and the postgraduate proposals of the exhibitors.
115	SEMANA DE LA EDUCACIÓN	Sector innovation	CLASSROOM: workshops for building and other professions focused on vocational training, with construction, automotive and other companies presenting the professions related to their sector. They presented new materials (more sustainable and innovative) and promoted generational renewal and the participation of women. The event included participation and workshops from the metal and automotive sectors.
116	SEMANA DE LA EDUCACIÓN	Event innovation	Activities were concentrated on stages to reduce the number of spaces dedicated to this purpose.

(Continues)

No.	Fair/Event	Objective/Action	Description
117	SEMANA DE LA EDUCACIÓN	Event innovation	Mon Culinary: demonstration at the fair of sustainability in the cocktail sector.
118	SEMANA DE LA EDUCACIÓN	Sector innovation	SCHOOL DAYS: activity zones for exhibitors to showcase new products. It included the "Chess Zone", where young people could play the game. In addition, a giant chess set was installed for visitors.
119	SEMANA DE LA EDUCACIÓN	Event innovation	Expansion and development of a specific space for youth employment in collaboration with the Community of Madrid, to support students struggling with academic failure and allow them to acquire skills to prepare them for the labour market.
120	SEMANA DE LA EDUCACIÓN	Event innovation	With the aim of distributing capacity more efficiently, maximum quotas were established for the morning and afternoon and for certain time periods.
121	SEMANA DE LA EDUCACIÓN	Event innovation	In this edition, schools and educational centres had to pay for admission.
122	SEMANA DE LA EDUCACIÓN	Event innovation	The fair was divided into sectors according to type of product, and this was communicated on the website to make the visit more efficient for attendees.
123	SEMANA DE LA EDUCACIÓN	Event innovation	A request was made for professionals in the sector who are fluent in sign language to attend.
124	ANTIK ALMONEDA	Event innovation	The fair space was reorganised, placing the catering services at the centre, in order to encourage a more efficient flow of attendees.
125	ANTIK ALMONEDA	Event innovation	The catalogue's location on the website was changed to give greater prominence to the exhibitors' featured pieces.
126	ANTIK ALMONEDA	Event innovation	Time capsule: a new dynamic space was created to generate a fun, cultural experience. A historical house and neighbourhood were recreated to host activities and performances.
127	ANTIK ALMONEDA	Sector innovation	Organisation of talks related to the sector (decoration, restoration and fashion).
128	ANTIK ALMONEDA	Sector innovation	A presentation related to fashion was given by a well-known and highly regarded content creator in the industry.
129	MOTORTEC	Sector innovation	Innovation gallery: an area where the selected award-winning products were exhibited and the awards ceremony was held. These products were advertised on social media. The winners received a certificate.
130	MOTORTEC	Event innovation	Exchange with the Association of Future Professionals (AFUPRO), within which a competition for industrial vehicle and machinery professionals was held to stimulate vocational training students in relation to mobility and the automotive industry. The winners were offered jobs to promote the employability of new generations in the sector.
131	MOTORTEC	Event innovation	In collaboration with Motortec Madrid, the Comfop Foundation organised the Young Automotive Technicians Competition, aimed at rewarding the talent of future vehicle repair professionals. Following the research phase, the teams selected to participate in the final phase of the competition, which took place during the trade fair held at the IFEMA Recinto Ferial, were announced.
132	MOTORTEC	Event innovation	In collaboration with IFEMA MADRID, Cars Marobe organised the Best High Voltage Vehicle Mechanic competition and also gave presentations during the conference.
133	MOTORTEC	Event innovation	The competition MVP del Taller for the best combustion vehicle mechanic was organised for the first time at MOTORTEC, in conjunction with the Autopos publishing group.
134	MOTORTEC	Event innovation	Real-time subtitles produced with artificial intelligence in collaboration with IFEMA MADRID Lab were included in some of the presentations.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
135	MOTORTEC	Event innovation	A new area, the Retro Zone, dedicated to classic and retro cars, was included in collaboration with RetroMovil.
136	MOTORTEC	Event innovation	A new area called the Digital Motor Area was included, in collaboration with ZF AfterMarket, which included tests, presentations and information on the digitalisation of garages and logistics.
137	MOTORTEC	Event innovation	For the first time, an exhibition of F1 cars and MotoGP bikes, featuring equipment and uniforms from the competitions, was held.
138	MOTORTEC	Event innovation	For the first time, MOTORTEC GRAND PRIX, a virtual reality simulator competition, was held.
139	MOTORTEC	Event innovation	The MOTORTEC Passport was created to enhance the experience of attendees visiting the manufacturers exhibiting at the fair. Several exhibiting companies collaborated on the development of the project. Visitors could show their passports during their visit and be entered into a raffle for technological equipment such as mobile phones and headphones. More than 15,000 professionals participated.
140	MOTORTEC	Sector innovation	A programme of conferences on innovations and other topics of interest to the sector was organised.
141	MOTORTEC	Event innovation	For the first time, a networking area was included to promote the exchange of contacts between companies and clients and to encourage entrepreneurship in international markets.
142	MOTORTEC	Event innovation	Formula Student Competition: organised in collaboration with two universities for the construction of racing cars by students.
143	MOTORTEC	Event innovation	For the first time, silent conference systems were included in some of the auditoriums.
144	VEHÍCULO DE OCASIÓN	Event innovation	Jaguar vintage car exhibition: private collection from one of the oldest dealerships in Europe.
145	VEHÍCULO DE OCASIÓN	Event innovation	Attracting new exhibitors (new sectors): greater presence of brands with electric cars.
146	VEHÍCULO DE OCASIÓN	Event innovation	Focus on online tickets at the event, offering discounts compared to the ticket window (in-person sales) and promotions.
147	VEHÍCULO DE OCASIÓN	Event innovation	Social networks: influencers were hired to bring the sector closer to the public.
148	VEHÍCULO DE OCASIÓN	Event innovation	The impact of the Formula 1 event was harnessed to promote visits to the fair.
149	VEHÍCULO DE OCASIÓN	Event innovation	Exhibitors were offered more space for vehicles, and all the products were concentrated in the same place.
150	VEHÍCULO DE OCASIÓN	Event innovation	For the first time, the Chinese government presented proposals to promote the import of Chinese cars into Spain, as well as new vehicle purchasing models in the sector.
151	VEHÍCULO DE OCASIÓN	Event innovation	A Formula 3 driver was invited to raise awareness of the fair among different audiences.
152	VEHÍCULO DE OCASIÓN	Sector innovation	Image Forum: programme of conferences, talks and panels covering innovation in the sector, among other topics.
153	BISUTEX	Sector innovation	The catwalk showcased innovative products, including costume jewellery.
154	BISUTEX	Event innovation	For the first time, the Summer Party was exclusively for exhibitors with the aim of boosting networking. Cocktails were served while a DJ played music.

(Continues)

No.	Fair/Event	Objective/Action	Description
155	BISUTEX	Event innovation	A tribute to a prominent figure for their career in the sector was organised.
156	BISUTEX	Event innovation	The MOMAD and Bisutex halls were changed to promote synergies and offer customers a more efficient visit.
157	BISUTEX	Event innovation	A specific area was created within the hall for exhibitors making direct sales.
158	BISUTEX	Event innovation	A new system was implemented for the visibility of maps and the organisation of exhibitors and stands.
159	MADRID JOYA	Sector innovation	Image forum: a programme of conferences, talks and panel discussions, covering innovation in the sector, among other topics.
160	MADRID JOYA	Event innovation	For the first time, the Summer Party was exclusively for exhibitors with the aim of boosting networking. Cocktails were served while a DJ played music.
161	MADRID JOYA	Event innovation	New sectorisation of the fair with renewed staging through new modular units and spaces that favour networking with the aim of the fair representing the values of the jewellery sector.
162	MADRID JOYA	Event innovation	An event was organised at Madrid City Hall to highlight the relationship between the <i>haute joaillerie</i> and <i>haute horlogerie</i> sectors and Madrid as a luxury tourism destination.
163	MADRID JOYA	Event innovation	For the first time, the Peruvian embassy had a strong presence at the fair.
164	MADRID JOYA	Event innovation	For the first time, the Spanish Jewellery Confederation attended the fair and held a conference with the aim of establishing joint lines of action in the sector.
165	MADRID JOYA	Event innovation	For the first time, the Córdoba stand brought together Córdoba City Council, the Córdoba Association of Jewellers, the Parque Joyero industrial park and the National Reference Centre to promote the importance of Córdoba jewellery.
166	MADRID JOYA	Event innovation	A tribute to a prominent figure for their career in the sector was organised.
167	MADRID JOYA	Event innovation	A new system was implemented for the visibility of maps and the organisation of exhibitors and stands.
168	INTERGIFT SEPT	Sector innovation	Speakers' Corner, with talks focusing on innovation.
169	INTERGIFT SEPT	Event innovation	A press corner was added next to the Speakers' Corner area.
170	INTERGIFT SEPT	Sector innovation	General Trends Area and Christmas Trends Area. Collaboration with several exhibitors to decorate these areas of the fair, Speakers' Corner and the Buyers Lounge, where international buyers were received.
171	INTERGIFT SEPT	Event innovation	Various spaces were created for Candles and Aromas, the Neo Zone (designer items) and Home Textiles to differentate these products and improve their visibility.
172	INTERGIFT SEPT	Event innovation	For the first time, the Summer Party was exclusively for exhibitors with the aim of boosting networking. Cocktails were served while a DJ played music.
173	INTERGIFT SEPT	Sector innovation	Gift of the Year Awards: 7 different categories. A call was made for companies to participate and present a product. A jury of experts was formed to choose one product per category. The winners and participants were given visibility and a space was created in the hall to display the three finalist products in each category.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
174	INTERGIFT SEPT	Event innovation	For the first time, a specific LIVE Connect stand was included to provide a more direct service for customers.
175	INTERGIFT SEPT	Event innovation	A new system was implemented for the visibility of maps and the organisation of exhibitors and stands.
176	MOMAD SEPT	Sector innovation	CATWALK: Conference programme and fashion shows. The number of talks and fashion shows increased with respect to the previous edition.
177	MOMAD SEPT	Sector innovation	Sustainable Experience Zone, in which participating exhibitors had to meet certain requirements in order to exhibit. It also included technology companies.
178	MOMAD SEPT	Event innovation	For the first time, Bogotá Fashion Week participated under the Bogotá Chamber of Commerce.
179	MOMAD SEPT	Sector innovation	MOMAD Talents by ISEM Competition, to support the entrepreneurship of new brands that have been around for less than three seasons. The winners were given a stand at which to exhibit at the fair as their prize. The first prize winner also received a fashion course.
180	MOMAD SEPT	Sector innovation	A new sector, Auxiliary Services, was added to allow the participation of companies that provide support to exhibitors and visitors, with the corresponding new area in the visitors' guide.
181	MOMAD SEPT	Event innovation	For the first time, the Summer Party was exclusively for exhibitors with the aim of boosting networking. Cocktails were served while a DJ played music.
182	MOMAD SEPT	Sector innovation	A Ukrainian company was present with the support of the Ukrainian Embassy. It was the first time that Ukraine's largest footwear brand had exhibited at the fair after several years of being unable to participate in the business as a result of the conflict.
183	MOMAD SEPT	Event innovation	A tribute to a prominent figure for their career in the sector was organised.
184	MOMAD SEPT	Event innovation	The MOMAD and Bisutex halls were changed to promote synergies and offer customers a more efficient visit.
185	MOMAD SEPT	Event innovation	A new system was implemented for the visibility of maps and the organisation of exhibitors and stands.
186	MBFWM SEPT	Event innovation	Catwalk shows were streamed on YouTube and the fair's website.
187	MBFWM SEPT	Event innovation	Decoration with mannequins and looks provided by designers in the hall and in the Kissing Zone.
188	MBFWM SEPT	Event innovation	Promotion of communication via social media, inviting prestigious national and international influencers, to integrate the fair into these communication networks.
189	MBFWM SEPT	Sector innovation	Business Talks Powered by MASTERCARD. Panels on entrepreneurship, innovation, sustainability and other topics of interest to the industry.
190	MBFWM SEPT	Event innovation	Opening party for the fashion show at the Four Seasons (press, designers, celebrities, sponsors, authorities, models, etc.).
191	MBFWM SEPT	Event innovation	For the first time, an agreement was made with Casa Decor to decorate the Kissing Zone.
192	MBFWM SEPT	Event innovation	New graphic meeting points were created backstage to take photos.
193	MBFWM SEPT	Sector innovation	For the first time, a sustainability event, which included a workshop on dyeing t-shirts and fabrics with vegetable dyes, awareness talks on sustainability, and cruelty-free catering was held.

(Continues)

No.	Fair/Event	Objective/Action	Description
194	MBFWM SEPT	Event innovation	A breakfast was organised for the first time to explain the new MBFWM strategy and present a new committee. Designers participated in the edition's marketing strategy.
195	MBFWM SEPT	Event innovation	For the first time, a photographer was hired to shoot the MBFWM campaign with a 90s model. It was kept secret and was revealed little by little to generate interest in the event.
196	MBFWM SEPT	Sector innovation	A press conference was held at Forbes House with Madrid es Moda and MBFWM with the aim of generating greater visibility for the event.
197	MBFWM SEPT	Event innovation	For the first time, a company was hired to decorate the party to celebrate the 40th anniversary of the show.
198	MBFWM SEPT	Event innovation	For the first time, vintage dresses housed at IFEMA MADRID were reused and displayed as part of the show's 40-year history.
199	MBFWM SEPT	Event innovation	For the first time since the pandemic, the off-schedule fashion show format returned, with several shows being organised around Madrid.
200	MBFWM SEPT	Event innovation	For the first time, a major international designer and her team were invited. She opened the fashion show along with major figures from the industry (models, designers...).
201	MBFWM SEPT	Sector innovation	A craftwork area was created in Cibelespacio with stands from Spanish professionals, brands and communities to shine a light on craftwork in the fashion industry. One of the brands donated some of its work to decorate the area.
202	MBFWM SEPT	Event innovation	The event was decorated in an innovative way and the backstage dressing rooms were enlarged. The materials used were required to be sustainable.
203	MBFWM SEPT	Event innovation	For the first time, the backstage terrace was made commercially available to one of the sponsoring companies.
204	MBFWM SEPT	Event innovation	For the first time, performance art, in both its static and dynamic forms, was presented in the Berta Benz room.
205	MBFWM SEPT	Event innovation	Stands were made commercially available for the first time to allow more brands and professionals to participate.
206	MBFWM SEPT	Sector innovation	For the first time, awards were given for the categories of Best National Designer and Best International Designer. The awards were sculptures by the renowned artist Juan Garaizabal.
207	MBFWM SEPT	Event innovation	For the first time, MBFWM merchandising, created by a graphic designer, was marketed during the event, as well as on a specific website.
208	MBFWM SEPT	Event innovation	The fashion shows were broadcast live on screens at the airport.
209	MBFWM SEPT	Event innovation	A collaboration was established with Vectalia to transport the press on buses wrapped in vinyl.
210	MBFWM SEPT	Event innovation	Banner circuits in Madrid were increased and outdoor advertising elements were included.
211	MBFWM SEPT	Event innovation	For the first time, the budget for posters was increased to allow creativity not contemplated in previous editions and to give greater visibility to the event.
212	MBFWM SEPT	Event innovation	For the first time, a closing party was held after the last EGO show in the Kissing Zone.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
213	FRUIT ATTRACTION	Sector innovation	Innovation Hub: exhibition and awards for Best Product of the Year and Best Auxiliary Product, and also in the sustainability category (Fresh Product Award, FV Industry Award and Sustainability and Commitment Actions Award).
214	FRUIT ATTRACTION	Event innovation	LIVE Connect: digital conferences, which were live streamed and recorded for subsequent broadcast.
215	FRUIT ATTRACTION	Event innovation	IFEMA LAB collaborated with the fair: recording activities and uploading to LIVE Connect, videos, a stand at the fair, augmented reality activities, a pilot test of on-screen text translation into English, a simultaneous voice-to-voice translation project, etc.
216	FRUIT ATTRACTION	Event innovation	Live Voice: a contract was made with a company to allow people to download an app to listen to the conference, with simultaneous translation and a silent conference system.
217	FRUIT ATTRACTION	Sector innovation	Conferences to promote innovation in the sector, including the Biofruit Congress, on sustainable supply; Biotech Attraction, on biotechnology and innovation for the agriculture of the future; the Grape Attraction Congress; and the Summit.
218	FRUIT ATTRACTION	Sector innovation	The awards for best stand included the new categories Best Design, Most Original, Sustainable and Audience Favourite.
219	FRUIT ATTRACTION	Event innovation	The presence of the specific innovation area (Innova & Tech) was increased.
220	FRUIT ATTRACTION	Event innovation	AI was used for the simultaneous translation of videos and social media content.
221	FRUIT ATTRACTION	Sector innovation	The first Organic Hub was held in order to lend visibility to organic product companies, with specific content about these companies and specific branding to differentiate them, following the Innovation Hub model.
222	FRUIT ATTRACTION	Sector innovation	The first Organic Hub was held in order to lend visibility to organic product companies, with specific content about these companies and specific branding to differentiate them, following the Innovation Hub model.
223	FRUIT ATTRACTION	Sector innovation	For the first time, a QR code was used in the voting process for the category of Audience Favourite Stand.
224	FRUIT ATTRACTION	Sector innovation	Stickers were created with the aim of differentiating and limiting the products leaving the fair.
225	FRUIT ATTRACTION	Sector innovation	For the first time, an influencer was hired to create content for the sector to lend visibility to the fair and to the innovative companies and SMEs with a presence at the event.
226	FRUIT ATTRACTION	Sector innovation	The promotional videos included specific communications about the importance of innovation in the sector and at the trade fair.
227	FRUIT ATTRACTION	Sector innovation	With the aim of facilitating parking and enhancing the visitor experience, shuttle buses were made available at the Valdebebas interchange, where attendees could park their own vehicles.
228	FRUIT ATTRACTION	Sector innovation	The fair was expanded to include Halls 12 and 14, and a fast track to reduce queues was added to efficiently integrate them. In addition, the entrances and the epicentres of the fair (Gran Vía and Avenida Alcalá) were reorganised to include food truck areas and activations (concerts, activities...) to promote networking.
229	FRUIT ATTRACTION	Sector innovation	To facilitate the visit for attendees, exhibitors were required to include their stand number on the floor, and a new sectorisation was implemented to make the experience more efficient.

(Continues)

No.	Fair/Event	Objective/Action	Description
230	FRUIT ATTRACTION	Sector innovation	Two new registration points (east and south-east) were added to expedite visitor registration.
231	ESTAMPA	Event innovation	Exclusively digital catalogue, accessible through the ESTAMPA website.
232	ESTAMPA	Sector innovation	Talks about collecting among new generations.
233	ESTAMPA	Sector innovation	A new section for young galleries was created with is own graphic design by a young curator to lend visibility to young entrepreneurs in this sector.
234	LIBER	Event innovation	LIVE Connect (hybrid trade fair): a channel to complement in-person attendance.
235	LIBER	Sector innovation	Technical conference programme: the conferences were organised by sector (marketing, training, innovation and trends in the sector, sustainability in the publishing industry, Liber International...).
236	LIBER	Event innovation	Transfer of space to CEDRO: dissemination of information about sustainability and industry challenges (observatory of regulations and new trends in written culture), as well as information about AI, piracy, copyright and other subjects of interest.
237	LIBER	Event innovation	Prize to choose the image of the fair. The winner was given visibility, promotion and a cash prize.
238	LIBER	Event innovation	Speakers' Corner to allow exhibitors to communicate new products to attendees.
239	LIBER	Event innovation	A B2B Space was created for exhibitors to promote network and the generation of professional agreements.
240	FERIARTE	Sector innovation	FERIARTE Forum, where members of the academic and research world participated, presenting their studies and news on the theme of the year: 1492 and Interculturality.
241	FERIARTE	Event innovation	Content was posted on FERIARTE's TikTok account to reach a younger audience.
242	FERIARTE	Event innovation	Two QR codes were included on the paper invitation as a new feature (those sent by exhibitors for the two entrances for better access control).
243	FERIARTE	Event innovation	This year, only cold food was served at the cocktail event to increase efficiency.
244	FERIARTE	Event innovation	Simplified decoration with no elements that could not be reused (furniture, long-lasting flowers and carpet colour).
245	FERIARTE	Event innovation	A special sales day for professionals was held before the start of the fair to encourage buying and selling.
246	FERIARTE	Event innovation	A talk was held as part of the fair in which the Ministry of Economy explained the new legislation.
247	SIMO EDUCACIÓN	Event innovation	A new sponsored section for Centre Directors was created.
248	SIMO EDUCACIÓN	Event innovation	New forms of personalised participation for interested companies.
249	SIMO EDUCACIÓN	Sector innovation	Training workshops related to AI and other innovative topics were taught by prestigious companies such as Google, Microsoft and CANVA. Specific workshops were also presented by ODILO and ROSSELLYMAC.
250	SIMO EDUCACIÓN	Event innovation	Sponsored party in the Retiro Room, to which exhibitors, sponsors, buyers, and education officials from different autonomous communities, among others, were invited. There was also a raffle for WAH and F1 tickets.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
251	SIMO EDUCACIÓN	Event innovation	Visitor registration was sponsored by Google Education.
252	SIMO EDUCACIÓN	Event innovation	A VIP lounge sponsored by Microsoft was created at the fair.
253	SIMO EDUCACIÓN	Event innovation	The exhibition room were expanded to create meeting spaces and mini-events in each of one of them.
254	SIMO EDUCACIÓN	Event innovation	A specific section was created on the website to lend visibility to the Show Up Zone.
255	SIMO EDUCACIÓN	Event innovation	New director registration, offering benefits such as admission to the VIP area.
256	SIMO EDUCACIÓN	Event innovation	New catering and networking area in the centre of the hall within the fair, for exhibitors and visitors.
257	PRIVEL	Sector innovation	PRIVEL Congress: the first national congress focused on private label brands, covering topics such as innovation, trends and new markets.
258	PRIVEL	Sector innovation	The PDA (Product of the Year) Awards were hosted, lending visibility and recognition to innovative products in the sector.
259	PRIVEL	Event innovation	Trade fair digitalisation tool (LIVE Connect).
260	PRIVEL	Event innovation	VIP Buyers Programme. A specific application for B2B meetings was developed in collaboration with partners with the aim of facilitating networking.
261	PRIVEL	Event innovation	Simultaneous translation using the IFEMA LAB tool. Artificial intelligence was used in the presentations at the Privel Congress.
262	EXPO SAGRIS	Sector innovation	For the first time, an agricultural sector fair was held in Spain to strengthen companies and institutions in the sector.
263	EXPO SAGRIS	Sector innovation	The fair was organised as a collaboration between private companies and major public institutions related to the sector to promote networking and relations between the parties.
264	EXPO SAGRIS	Sector innovation	The fair featured more than 200 workshops within its programme of activities, including the Cultiva Congress.
265	EXPO SAGRIS	Sector innovation	In addition to the exhibition area, a space focused on robotics and technology for the sector.
266	EXPO SAGRIS	Sector innovation	To give visibility to innovation in the sector, the promotional content emphasised communicating that the fair focused on new developments.
267	EXPO SAGRIS	Sector innovation	La Vega Innova: the Ministry's stand included an agricultural innovation hub that was heavily promoted.
268	SALÓN LOOK	Sector innovation	ANEPE: in-person innovation gallery. Innovative products exhibited in an area to publicise them.
269	SALÓN LOOK	Event innovation	SALÓN LOOK LIVE Connect.
270	SALÓN LOOK	Sector innovation	Beauty congress. Presentations on new techniques and treatments. New types of massages created by the speakers themselves.
271	SALÓN LOOK	Sector innovation	Business meeting congress focused on beauty entrepreneurs. Presentation on digitalisation in salons (applying salon management technology).

(Continues)

No.	Fair/Event	Objective/Action	Description
272	SALÓN LOOK	Event innovation	Diplomas were awarded in the auditorium of Hall 12 (congress area) for MBAs focused on beauty. The forum featured presentations from the most outstanding MBA students.
273	SALÓN LOOK	Sector innovation	Awarding of TheQhair Stars to outstanding entrepreneurs in recognition of the quality of their beauty salons.
274	SALÓN LOOK	Event innovation	Nailympion Spain, an international nails competition, was held at IFEMA MADRID with an international jury that awarded prizes to the best creations.
275	SALÓN LOOK	Event innovation	The fair featured three stages focusing on innovation, new products and new techniques: LOOK FOCUS, Speakers' Corner and Barber Rings. Nails and make-up were integrated into the LOOK FOCUS space.
276	SALÓN LOOK	Sector innovation	A new massage championship with three different categories was held with the aim of expanding the variety of the fair's attendees by attracting massage professionals and therapists.
277	SALÓN LOOK	Event innovation	Premium modular stands by Aluvision were added.
278	SALÓN LOOK	Event innovation	A VIP buyers programme focusing on distributors was launched with the aim of recovering major buyers who were no longer attending the event and increasing the number of buyers at the fair. They were sent a specific package and an exclusive meeting space at the fair was designated for this type of buyer.
279	SALÓN LOOK	Event innovation	A specific networking event was created for all professionals in the beauty sector. A cocktail event to recognise professionals' work was held in the SAONA eating area.
280	SALÓN LOOK	Event innovation	For the first time, space was provided for the awards ceremony of the International Association of Professional Hairdressing Press.
281	SALÓN LOOK	Sector innovation	Agreement with Salón Space. Platform created by professionals for professionals. Central purchasing and 360 degree platform for professionals in the hairdressing sector.
282	SALÓN LOOK	Sector innovation	Participation in several podcasts to promote the fair in different media and channels.
283	SALÓN LOOK	Sector innovation	The Salón Look magazine, featuring the latest news from the sector and information of interest to professionals, was published. It was also useful for showcasing collections, as the covers and creative aspects of the magazine were chosen in conjunction with key hairdressing and other beauty professionals.
284	C&R	Sector innovation	Innovation Gallery: highlighting stands with selected innovative products. The products that formed part of the gallery were chosen by a jury made up of technicians belonging to the associations on the fair's Organising Committee. In addition, for the first time, exhibitors with selected products were given an award at the opening day party.
285	C&R	Event innovation	Hybrid fair: LIVE Connect. There was also a specific group for students, allowing companies to contact them.
286	C&R	Sector innovation	Architects' panel on the theme of the future of air conditioning, organised by the Via group.
287	C&R	Sector innovation	C&R Forum: a programme of conferences on innovation, new regulations and other subjects of interest.
288	C&R	Sector innovation	New Talent Programme: over the three days of the fair, conferences were given by the exhibitors, along with workshops that focused on students on programmes related to the sector.

(Continues)

List of innovation actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
289	C&R	Event innovation	Live streaming of the conference with a silent conference system.
290	C&R	Event innovation	An additional auditorium was provided for the refrigeration sector for the first time.
291	C&R	Event innovation	Two forums and specialised exhibition segments were added: Climate Control in Data Centres, and Regulation and Control.
292	C&R	Event innovation	A content creator was hired to encourage students to visit.
293	C&R	Event innovation	The fair was held simultaneously with the GENERA and MATELEC fairs and the LIVE Connect tool was programmed to read the accreditations of the three fairs at the same time.
294	C&R	Sector innovation	A summary video featuring all the innovative products in the innovation gallery was made.
295	C&R	Event innovation	During the C&R award ceremony, a video recognising the winner of the professional career award was shown.
296	C&R	Event innovation	For the first time, exhibitors who booked more than 100 m² were given VIP invitations for their customers, which included parking and a VIP lounge at their disposal.
297	Semana de la electrificación y la descarbonización	Sector innovation	Innovation gallery: a physical space to exhibit new and innovative products in the market.
298	Semana de la electrificación y la descarbonización	Sector innovation	Global Forum: for GENERA and MATELEC with the most relevant events in the sectors.
299	Semana de la electrificación y la descarbonización	Event innovation	Club By Simon sponsorship was added. A rest area focused on the energy efficiency sector was added to encourage the participation of installers and similar professionals.
300	Semana de la electrificación y la descarbonización	Event innovation	With the aim of promoting generational change in the sector, a workshop was held in conjunction with several associations and the publisher Fevymar.
301	Semana de la electrificación y la descarbonización	Event innovation	Brokerage managed by the Madri+d Foundation was added.
302	Semana de la electrificación y la descarbonización	Sector innovation	New areas and forums were added: Networking forums, CAES Forum, Green Connect Brokerage.
303	Semana de la electrificación y la descarbonización	Event innovation	A space was created for Madrid City Council's Mentoring Network within the entrepreneurship area.
304	Semana de la electrificación y la descarbonización	Event innovation	A new newsletter with the latest from sector exhibitors was published in collaboration with an external agency.
305	Semana de la electrificación y la descarbonización	Event innovation	With the aim of promoting generational change in the sector, a workshop was held in conjunction with several associations and the publisher Fevymar.
306	Semana de la electrificación y la descarbonización	Event innovation	Two spaces were for the industry press and associations, with stands, press areas and thank you signs for their support throughout the edition.

List of entrepreneurial actions per in-house and co-organised fairs and events

No.	Fair/Event	Objective/Action	Description
1	PROMOGIFT	Boosting entrepreneurship in the sector	Creation of two COLLECTIVE AREA zones, with a special rate to encourage attendance by companies with limited resources, to boost their entrepreneurship.
2	FITUR	Boosting entrepreneurship in the sector	The trade fair featured unique spaces and actions for start-ups to exhibit. The "know-how" of Spanish SMEs was on show in the SEGITTUR space within the framework of FITUR KNOW-HOW & EXPORT, with networking areas, consultancy for start-ups and the SEGITTURLAB project laboratory for internationalisation and knowledge.
3	FITUR	Boosting entrepreneurship in the sector	The FITUR KNOW-HOW area was offered at a more affordable price than other areas.
4	FITUR	Boosting entrepreneurship in the sector	Following the event, a young emerging artist was offered the opportunity to paint a mural in the central area as a tribute to the victims of the flooding in Valencia.
5	BISUTEX	Boosting entrepreneurship in the sector	Mini-stands for new entrepreneurs. Discounted participation. Participation was higher than in the previous edition.
6	BISUTEX	Boosting entrepreneurship in the sector	The Brilliant Women Association was given a stand to exhibit their products (to promote equality and female entrepreneurship).
7	BISUTEX	Boosting entrepreneurship in the sector	New distribution of the mini spaces to give them visibility.
8	INTERGIFT FEB	Boosting entrepreneurship in the sector	Support for companies unable to participate in the fair because they were small or dealt in very niche products, offering them the opportunity to participate in the interior design project to give them visibility, at a reduced rate. They were able to give talks in Speakers' Corner, just like any other exhibitor.
9	INTERGIFT FEB	Boosting entrepreneurship in the sector	This edition offered the possibility of participating with mini-stands.
10	MBFWM FEB	Boosting entrepreneurship in the sector	EGO Showroom: an area with stands where young designers could sell directly to the public.
11	MBFWM FEB	Boosting entrepreneurship in the sector	Free space for young designers.
12	MBFWM FEB	Boosting entrepreneurship in the sector	EGO fashion shows: free shows by emerging designers.
13	MBFWM FEB	Boosting entrepreneurship in the sector	Fashion Talent Award: Mercedes Benz gave the award winner the opportunity to participate in international fashion shows under the MBFW umbrella. Only EGO designers could opt for the prize.
14	MBFWM FEB	Boosting entrepreneurship in the sector	Exhibition of the winning design from the previous EGO Awards in the Kissing Zone.
15	MADRID JOYA FEB	Boosting entrepreneurship in the sector	Mini-stands for new entrepreneurs. Discounted participation.

(Continues)

List of entrepreneurial actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
16	MADRID JOYA FEB	Boosting entrepreneurship in the sector	The Brilliant Women Association was given free space to increase the visibility of professional women (promote equality) and to promote female entrepreneurship.
17	MOMAD FEB	Boosting entrepreneurship in the sector	EGO Programme: for new brands, designers and entrepreneurs who have been in business for no more than three editions. Discounted participation.
18	MOMAD FEB	Boosting entrepreneurship in the sector	Press releases were drafted about EGO programme brands to boost their visibility.
19	MOMAD FEB	Boosting entrepreneurship in the sector	The MOMAD Talents By ISEM competition for new designers was launched three months before the event on social media. The entries were evaluated by a jury on originality, sustainability, commercial prospects and other aspects. The two winners were given a free stand at the event.
20	MOMAD FEB	Boosting entrepreneurship in the sector	Members of the Association of Brilliant Women walked the catwalk to promote women's entrepreneurship.
21	MOMAD FEB	Boosting entrepreneurship in the sector	New exhibition of giant handbags from Ubrique (within the Bajo la Piel project) to give visibility to brands that are not recognised. They also formed part of the fashion show.
22	IBERZOO+PROPET	Boosting entrepreneurship in the sector	Impulso area: 6 m² spaces were offered to start-ups with a simpler format at a heavily discounted rate.
23	IBERZOO+PROPET	Boosting entrepreneurship in the sector	IMPULSO Award: for the most innovative product presented by a start-up. Prize: participation in the next edition with 16 m² of free space.
24	MEAT ATTRACTION	Boosting entrepreneurship in the sector	The main association in the sector (ANICE), with which the fair works, promoted the fair and helped smaller companies with smaller spaces and financial assistance.
25	MEAT ATTRACTION	Boosting entrepreneurship in the sector	Girona Meat Forum Conference. A conference highlighting new companies in the sector that present innovative products and services. The event took part in the forum.
26	ARCO	Boosting entrepreneurship in the sector	New Galleries (Opening): galleries less than seven years old.
27	ARCO	Boosting entrepreneurship in the sector	Opening is less expensive than other areas. Exhibitors are selected by a curator.
28	ARCO	Boosting entrepreneurship in the sector	Opening prize: refund of the cost of the stand for the winning young gallery.
29	ARCO	Boosting entrepreneurship in the sector	Start-ups designed and decorated private rooms of ARCO, to showcase their work.
30	ARCO	Boosting entrepreneurship in the sector	Space allocation to EXHIBIFY, a tech start-up that develops our entire digital system.
31	ARCO	Boosting entrepreneurship in the sector	ARTS LIBRIS: ARCO provided space to this association so that younger publishers could participate free of charge.
32	ARCO	Boosting entrepreneurship in the sector	An award for artists under 40 years of age from the Opening galleries.

(Continues)

No.	Fair/Event	Objective/Action	Description
33	SEMANA DE LA EDUCACIÓN	Boosting entrepreneurship in the sector	Hiring format for DIGLeARNING start-ups: 6 m² stands at a discounted rate.
34	MOTORTEC	Boosting entrepreneurship in the sector	For the first time, a networking area was included to promote the exchange of contacts between companies and clients and to encourage entrepreneurship in international markets.
35	MOTORTEC	Boosting entrepreneurship in the sector	A prominent space was offered to attract more visitors, as well as advice on communication and stand design, to Servoenvís, a start-up related to innovation in the sector.
36	MOTORTEC	Boosting entrepreneurship in the sector	Training sessions for new companies in the sector on how to get the most out of their business (how to retain talent, how to manage the digital side, cybersecurity knowledge...).
37	VEHÍCULO DE OCASIÓN	Boosting entrepreneurship in the sector	Communication actions for the company MAISER AUTOMOCION, with a new branch in TOLEDO. They were provided with radio and television interviews to raise awareness of them. They were also given more parking spaces than other companies, to support them.
38	BISUTEX	Boosting entrepreneurship in the sector	Mini-stands for new entrepreneurs. Discounted participation. Participation was higher than in the previous edition.
39	BISUTEX	Boosting entrepreneurship in the sector	The Brilliant Women Association were given a stand to exhibit their products (to promote equality and female entrepreneurship).
40	BISUTEX	Boosting entrepreneurship in the sector	BISTUEx Talent Competition: the organising group held a competition to support new brand entrepreneurship, with the winners receiving a stand as a prize. The first prize winner also won a fashion course.
41	MADRID JOYA	Boosting entrepreneurship in the sector	Mini-stand for artisanal jewellery, which could also be used by new entrepreneurs.
42	MADRID JOYA	Boosting entrepreneurship in the sector	The Brilliant Women Association was given free space to increase the visibility of professional women (promote equality) and to promote female entrepreneurship.
43	INTERGIFT SEPT	Boosting entrepreneurship in the sector	Spaces for young artisanal entrepreneurs from Castile-La Mancha and Lorca were included.
44	INTERGIFT SEPT	Boosting entrepreneurship in the sector	The fair created a collaborative space to facilitate the participation of small artisans through the Colombian Handicrafts Association.
45	INTERGIFT SEPT	Boosting entrepreneurship in the sector	A new association from the stationery sector was invited to study the viability of including that sector in future editions of the fair.
46	MOMAD SEPT	Boosting entrepreneurship in the sector	EGO Programme: for new brands, designers and entrepreneurs who have been in business for no more than three editions. Discounted participation.
47	MOMAD SEPT	Boosting entrepreneurship in the sector	Press releases were drafted about EGO programme brands to boost their visibility.
48	MOMAD SEPT	Boosting entrepreneurship in the sector	MOMAD Talents by ISEM Competition, to support the entrepreneurship of new brands that have been around for less than three seasons. The winners were given a stand. The first prize winner also won a fashion course.

(Continues)

List of entrepreneurial actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
49	MOMAD SEPT	Boosting entrepreneurship in the sector	Members of the Association of Brilliant Women walked the catwalk to promote women's entrepreneurship.
50	MOMAD SEPT	Boosting entrepreneurship in the sector	The participation of young entrepreneurs was promoted in collaboration with Málaga de Moda to allow them to present their products at the fair.
51	MOMAD SEPT	Boosting entrepreneurship in the sector	Agreements with two organisations (a designers' association and a company). They organised a competition for new designers and the winner was awarded a stand at Momad in that edition.
52	MOMAD SEPT	Boosting entrepreneurship in the sector	The fair created a collaborative space to facilitate the participation of small artisans through the Colombian Handicrafts Association.
53	MBFWM SEPT	Boosting entrepreneurship in the sector	EGO Showroom: an area with stands where young designers could sell directly to the public.
54	MBFWM SEPT	Boosting entrepreneurship in the sector	Free space for young designers.
55	MBFWM SEPT	Boosting entrepreneurship in the sector	EGO fashion shows: free shows by emerging designers.
56	MBFWM SEPT	Boosting entrepreneurship in the sector	Fashion Talent Award: two EGO participants won the wards for Best Showroom and Best Fashion Show.
57	FRUIT ATTRACTION	Boosting entrepreneurship in the sector	Innova & Tech: for very small businesses and start-ups. A smaller space than the minimum under normal contractual conditions.
58	FRUIT ATTRACTION	Boosting entrepreneurship in the sector	Allocation of space to Avolution Lab, an innovation company from Seville that uses avocado seeds to produce products.
59	FRUIT ATTRACTION	Boosting entrepreneurship in the sector	The Proyecto Mujer Agro Awards were held to give visibility to women in the sector.
60	FRUIT ATTRACTION	Boosting entrepreneurship in the sector	Space was offered for presentations to technological research centres in the innovation area of the fair.
61	ESTAMPA	Boosting entrepreneurship in the sector	SOLO PROJECT and DUO PROJECT: an area for new galleries with low budgets.
62	ESTAMPA	Boosting entrepreneurship in the sector	A new section for young galleries was created with is own graphic design by a young curator to lend visibility to young entrepreneurs in this sector.
63	ESTAMPA	Boosting entrepreneurship in the sector	How to Be a Photographer: the fair collaborated with an association of women photographers to promote the work of women in the photography sector. They gave visibility to the space and took photographs for the fair.
64	LIBER	Boosting entrepreneurship in the sector	Microliber Zone: publishers with less than 3 years in the market or having published fewer than 10 books were offered special economic conditions.
65	LIBER	Boosting entrepreneurship in the sector	Promotion of the participation of local publishers from different autonomous communities of the country, supported by the presence of their governments.

(Continues)

No.	Fair/Event	Objective/Action	Description
66	FERIARTE	Boosting entrepreneurship in the sector	A stand adapted to the needs of young entrepreneurs (gallery owners) who had previously participated in the university YOU ART stand was provided.
67	FERIARTE	Boosting entrepreneurship in the sector	Communication exchange with three gallery owners (Spanish and Portuguese) to encourage their participation in the fair and their impact on communication. Allocation of 20% of the stand.
68	SIMO EDUCACIÓN	Boosting entrepreneurship in the sector	Show Up Zone: areas for businesses start-ups. They were given special conditions for participating in the fair.
69	SIMO EDUCACIÓN	Boosting entrepreneurship in the sector	A specific section was created on the website to give visibility to the Show Up Zone.
70	SIMO EDUCACIÓN	Boosting entrepreneurship in the sector	Specific communication in the media in these areas to give visibility to start-ups.
71	PRIVEL	Boosting entrepreneurship in the sector	Participation format for start-ups with special conditions.
72	PRIVEL	Boosting entrepreneurship in the sector	Start-ups were given access to the buyer programme to foster their growth and visibility.
73	PRIVEL	Boosting entrepreneurship in the sector	The Organizing Committee used agreements with the mainstream media to give visibility to private label companies, highlighting the importance of this industry in the country and its position of leadership in Europe.
74	EXPO SAGRIS	Boosting entrepreneurship in the sector	Several awards were presented: ASAJA (Association of Young Farmers), UPA (entrepreneurship award for small farmers).
75	EXPO SAGRIS	Boosting entrepreneurship in the sector	The Cultiva Congress, which aimed to give visibility to entrepreneurship and generational renewal in the sector, was held.
76	EXPO SAGRIS	Boosting entrepreneurship in the sector	The central area of the hall was allocated to rural women entrepreneurs of Spain, to directly sell their products.
77	EXPO SAGRIS	Boosting entrepreneurship in the sector	Specific communication and promotion of the entrepreneurship plaza was carried out.
78	EXPO SAGRIS	Boosting entrepreneurship in the sector	Participation as a start-up was offered with special conditions.
79	EXPO SAGRIS	Boosting entrepreneurship in the sector	The Ministry of Agriculture invited new companies to attend, facilitating their participation.
80	SALÓN LOOK	Boosting entrepreneurship in the sector	Space was given in the Hair Look show to the exhibitor ARTERO to hold the Supernova awards (extra space for stage), a competition for young professionals starting out in the sector, promoting and encouraging new talent.
81	SALÓN LOOK	Boosting entrepreneurship in the sector	Figaro Awards: recognition of the hairdresser of the year. Visibility and prestige for the award winner.

(Continues)

List of entrepreneurial actions for in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
82	SALÓN LOOK	Boosting entrepreneurship in the sector	The eleventh LOOK Awards were held to recognise entrepreneurship, with more than 100 nominations submitted in different categories.
83	SALÓN LOOK	Boosting entrepreneurship in the sector	Awarding of FUNDESMO grants to students to help them set up their own salon.
84	C&R	Boosting entrepreneurship in the sector	The Data Centre section was created to attract companies from new sectors and start-ups, offering participation under special conditions.
85	Semana de la electrificación y la descarbonización	Boosting entrepreneurship in the sector	A start-ups zone with special rates was created.
86	Semana de la electrificación y la descarbonización	Boosting entrepreneurship in the sector	Brokerage managed by Madri+d Foundation was included along with a B2B Zone (in-person and online) to encourage networking and business between start-ups and more established companies in the sector, including international ones.
87	Semana de la electrificación y la descarbonización	Boosting entrepreneurship in the sector	A space was created for Madrid City Council's Mentoring Network within the entrepreneurship area.
88	Semana de la electrificación y la descarbonización	Boosting entrepreneurship in the sector	With the collaboration of Madri+d, more than 10 start-ups were helped to have a presence at the fair.

Suggestions, complaints and claims

Management of suggestions, complaints and claims is an essential part of our relationship with our stakeholders.

At IFEMA MADRID, they are managed in accordance with process **SIG-PR-44 Management of suggestions, complaints and claims from stakeholders.**

Monitoring of suggestions, complaints and claims

Stakeholder	2024	2025	2024/2025
TOTAL SUGGESTIONS, COMPLAINTS AND CLAIMS	599	369	-38.39%
Number of suggestions	11	4	-63.63%
Number of complaints and claims	588	365	-37.92%
Number of complaints	157	107	-31.84%
Number of claims	431	258	59.86%
Average number of days to respond to suggestions and complaints	4.75	16.32	-40.13%
Average number of days to respond to claims	15.76	23.07	46.38%

In 2025, a total of 369 suggestions, complaints and claims were received. Of these, 107 were complaints, 4 were suggestions and 258 were claims. The average response time for claims increased to 23.07 days, and average number of claims answered outside the legally established deadline of 30 calendar days rose to 25.83%.

2025 was marked by staff training and adaptation to the new way of working following the implementation of the new Salesforce tool for the management of complaints, suggestions and claims.

Additionally:

- In contrast to the previous year, in 2025 claims related to invoice issuance were no longer the most numerous, with the assembly and disassembly of stands being the main cause of complaints.
- All communications related to accessibility were categorised as claims due to the importance of this issue to IFEMA MADRID's strategy.
- Communications about external events not related to IFEMA MADRID services were classified as complaints and forwarded to the responsible promoter for their information and management.

The following details the areas that handled the highest number of claims in 2025:

- Safety and self-protection.
Mostly related to treatment by security personnel, incidents during access control and waiting times to access the car parks, and theft or loss of economic-financial material.
Most of them were related to requests for invoices. This also included communications regarding duplicate payments, mistakes in the purchasing of tickets and parking fees, and insurance-related damages.
- Event production.
This includes all suggestions, complaints and claims in relation to stand assembly and disassembly and most of the services contracted by exhibitors. Sometimes, exhibitors used the complaints and claims mailbox to resolve issues that had already been received through another channel.
- Trade Fair Groups (39). This included all communications managed by the different events.
- Technical Management (23). This mainly included complaints and claims related to malfunctions in parking machines, as well as personal and/or material damage due to incidents in IFEMA MADRID's facilities and infrastructure.

Satisfaction surveys

IFEMA MADRID is firmly committed to listening to all its stakeholders, especially its employees, customers and suppliers. For this reason, we systematically conduct surveys to determine their needs and expectations, and how well we are meeting them with respect to previous years.

- Surveys of exhibitors and visitors are conducted during or after a trade fair. There is a single form for questions, enabling comparison of their answers, although the trade fair’s management may incorporate four additional questions in each case. Since 2023, the survey for exhibitors conducted during the event has been much smaller, including only specific questions about that edition.
- As a complement to these surveys, every six months surveys are conducted of that year’s exhibitors with the CRM tool on general aspects (services provided, IFEMA MADRID, customer service, etc.).
- Sponsor surveys are conducted every six months. A single form has also been established for this.

- External operator surveys are conducted on a quarterly basis using a standard form.
- A similar system is adopted for suppliers on an annual basis, selecting those considered to be strategic due to the product or service they provide, because they are partner companies or due to the amount invoiced.
- Employee surveys are conducted every two years.
- Since 2023, the media have been included in the survey programme. These surveys are coordinated by the Communications Department and are carried out annually.

Since 2021, all our surveys have included two common elements:

- Selection from a list of the sustainable development issues (economic, social and environmental) that are most relevant to them (see the definition of this action in the section on Sustainable Development Issues).
- The Net Promoter Score (NPS) is used as a reference for overall satisfaction, giving a joint assessment of the relationship of these stakeholders with IFEMA MADRID.

2025 results

Stakeholder	2024 NPS	2025 NPS	2024/2025
Trade fair/event exhibitors	23.25	15.72	-32.38%
General services exhibitors	18.06	23.59	30.62%
Visitors	73.68	70.57	-4.22%
External organisers	50	58.34	16.68%
Sponsors	70.83	77.78	9.81%
Suppliers	45.45	72.22	58.59%
Employees	62.07	-	-
Media	79.58	81.33	2.19%
Average of all stakeholders	52.82	57.07	8.05%

All of our stakeholders have a positive NPS. This is important because it means there is a higher percentage of promoters than detractors in all of them.

The survey of workers is carried out every two years. It was done in 2024 and will be done again in 2026.

The average level of stakeholder satisfaction is excellent (> 50).

6.2 Subcontracting and suppliers

Second-party audits are not performed on IFEMA MADRID suppliers, as we understand that sufficient controls have been defined, namely:

6.2.1: With regard to selection criteria, as the Public Procurement Law applies, our tender specifications include sustainability requirements (employment matters, occupational health and safety, and social and environmental risk prevention). These have increased in recent years, either as mandatory compliance requirements or as assessment criteria.

6.2.2: Similarly, the IFEMA MADRID management centres annually evaluate the level of compliance of their most important suppliers.

The selection of suppliers to be evaluated is made among those that meet a series of requirements: all those considered “collaborating companies”, those with an annual turnover of at least €600,000, those that the Purchasing Department considers “strategic” and those that during the previous year had a negative score.

The evaluation is carried out by rating the following questions from 1 to 5:

- Quality of service/work/product provided.
- Compliance with deadlines.
- Technical/commercial service.
- Level of competence.
- Flexibility/availability.
- Level of sustainability during the provision of the service/supply/work.

If the expected levels are not reached, penalties/contract terminations may be applied (as set out in the tender specifications and the public procurement law), or an action plan may be implemented to improve the following year’s evaluation.

6.2.3: Finally, these key suppliers are also asked to provide an assessment of their relationship with IFEMA MADRID; that is, they are sent an annual satisfaction survey. Given that IFEMA MADRID regards its suppliers as key stakeholders, two common aspects are considered in each survey:

- The Net Promoter Score (NPS), the results of which are included in our institutional balanced scorecard, comparing the results obtained over time and compared to other key stakeholders.
- Which of IFEMA MADRID’s economic, social and environmental sustainable development issues are important to them. These results are considered after one more evaluation criterion to determine which ones are relevant for IFEMA MADRID.

6.3 Society

IFEMA MADRID’s commitment to society is channelled in as follows:

- It is a catalyst and promoter of actions in collaboration with associations, exhibiting companies, visitors and other stakeholders, performed through each of its trade fairs, with a strong sectoral nature.
- Collecting initiatives proposed by employees and implementing those considered viable that increase the well-being of employees or benefit NGOs or other charitable institutions.
- Through the Corporate Volunteer Programme, which facilitates and encourages involvement by employees interested in participating directly in volunteering activities, helping these activities achieve their aims.
- Generating initiatives open to all staff that contribute to the integration of personnel and offer joint leisure alternatives.
- Promoting various healthy activities to internal customers through the Sports Community.

List of social actions promoted through in-house and co-organised fairs and events

In 2025, 325 social actions were carried out, representing an increase of 10.50% compared to the previous year.

No.	Fair/Event	Objective/Action	Description
1	PROMOGIFT	Collaboration with non-profit organisations	Allocation of space to AIMFAP to hold its awards ceremony for member companies.
2	PROMOGIFT	Dissemination	Exhibiting companies with sustainable products were promoted.
3	PROMOGIFT	Collaboration with non-profit organisations	Allocation of space to FYVAR to hold its awards ceremony for member companies.
4	PROMOGIFT	Collaboration with non-profit organisations	Free tickets for FYVAR and AIMFAP members and for the CEPRINT group.
5	PROMOGIFT	Educational talks	New forum for innovation in relation to sustainability, compliance, carbon footprint, artificial intelligence and other aspects.
6	FITUR	Diversity	The trade fair consciously and proactively included images that communicate diversity in its promotional campaigns, for example, the promotional material for the FITUR LGBTQ+ area. This section highlighted the growing demand from destinations, companies, hotel chains, airlines and tour operators that, being committed to inclusion, want to focus on the LGBT segment, which has high purchasing power because of its higher disposable income and the fact that it is less tied to seasonal tourism.
7	FITUR	Equality	At FITUR 2025, special emphasis was placed on the role of women in tourism, through various sections. FITUR WOMAN was created along these lines as a collaborative space with WOMEN LEADING TOURISM in line with the Sustainable Development Goals (SDGs), by contributing to gender equality and female empowerment in the tourism sector (SDG 5). It was created to offer a meeting point for awareness, debate and dialogue, focused on promoting the role of women in this industry in terms of leadership and sustainability.
8	FITUR	Accessibility	Simultaneous translation with English and Spanish subtitles was included in the multipurpose auditorium.
9	FITUR	Event sustainability	With sponsorship from Holafly, SIM cards were distributed so that both exhibitors and visitors could make free phone calls.
10	FITUR	Event sustainability	For the sixth time, FITUR awarded the "Sustainable Stand" Prize, organised in collaboration with the Responsible Tourism Institute (ITR), with the aim of recognising and highlighting the efforts of exhibiting companies to make their presence at FITUR respectful of the environment and climate change, contribute to promoting social and cultural aspects, and set the standard in terms of governance and economic issues.
11	FITUR	Educational talks	FITUR's technical conferences and activities plan included educational talks on sustainability, accessibility and innovation, among other topics.
12	FITUR	Accessibility	Implementation of NaviLens Accessible QR Codes to facilitate orientation for visually impaired people at the fair, including information boards, toilets, infoIFEMA, FITUR 4all award winners, and FITUR 4all events.
13	FITUR	Inclusion	FITUR 4all: raising of awareness about accessibility in the tourism sector divided into two parts; accessibility specifically for attendees and accessibility of festivals and music events. A concert was held with an artist with a visual disability, Laura Diepstraten García.
14	FITUR	Accessibility	NaviLens signage was included in cloakrooms, lifts and stairs leading up to the medical centre and office, as well as in the auditorium and at the food service areas, to provide information about spaces reserved for people with disabilities.

(Continues)

No.	Fair/Event	Objective/Action	Description
15	FITUR	Visibility	Following the event, a young emerging artist was offered the opportunity to paint a mural in the central area as a tribute to the victims of the flooding in Valencia.
16	FITUR	Visibility	For the first time, a space was created for Mexican SMEs in the central area, shining a light on local businesses and the destination's culture.
17	FITUR	Visibility	FITUR Screen was held to promote small destinations, presenting an interactive map tool to showcase the spaces.
18	FITUR	Educational talks	FITUR TALENT: a space focusing solely on people, their talent, their training, their skills and their professional development.
19	FITUR	Collaboration with non-profit organisations	Amigos de los Mayores Foundation: free tickets for its senior citizens.
20	FITUR	Collaboration with non-profit organisations	The FITUR 4all trophy was created by an association, which was invited to visit FITUR.
21	FITUR	Collaboration with non-profit organisations	Provision of tickets to a centre for young people at risk of social exclusion to allow them to visit FITUR accompanied by their guardians.
22	FITUR	Special conditions	Provision of tickets to students to visit FITUR NEXT.
23	FITUR	Educational talks	The organisation of the FITUR NEXT course, in which partners were involved in generating content for a tourism degree course to allow students to learn about good practices in the sector.
24	FITUR	Inclusion	The Middle East food area took cultural aspects, such as not including meat on the menu, into account.
25	BISUTEX FEB	Inclusion	Models of different origins/nationalities and people with functional or neurological diversity appeared on the catwalk (Hada Foundation...).
26	BISUTEX FEB	Collaboration with non-profit organisations	The Brilliant Women Association was given a stand to exhibit products (to promote equality).
27	BISUTEX FEB	Dissemination	Specific press releases were issued to regional media outlets to give visibility to exhibitors in each of the areas.
28	BISUTEX FEB	Special conditions	Discounts for Fashion Week were offered to visitors and exhibitors of the four fairs.
29	BISUTEX FEB	Special conditions	Free admission for several training schools (Villanueva, etc.).
30	BISUTEX FEB	Inclusion	Some of the models on the catwalk were students from a modelling school.
31	INTERGIFT FEB	Collaboration with non-profit organisations	A LA PAR Foundation: a sweet cart at the afterwork-style cocktail party and the floral decoration in Hall 1 and the trends area.
32	INTERGIFT FEB	Dissemination	Specific press releases were issued to regional media outlets to give visibility to exhibitors in each of the areas.
33	INTERGIFT FEB	Special conditions	Free entry for training schools and universities, such as the A LA PAR Foundation.
34	INTERGIFT FEB	Dissemination	Allocation of a stand to CG AGENCIA as a space for environmental awareness in the sector.
35	INTERGIFT FEB	Educational talks	Speakers' Corner: talks on sustainability (biophilic design and user comfort), artisanal decorative techniques, textile restoration...

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
36	INTERGIFT FEB	Collaboration with exhibitors	The entrances to the halls were decorated (in collaboration with several exhibitors).
37	INTERGIFT FEB	Collaboration with non-profit organisations	For the first time, the Castile-La Mancha Regional Federation of Artisans (FRACAMAN) was involved to highlight traditional trades that are disappearing. (With special conditions.)
38	INTERGIFT FEB	Visibility	Interior designers in action: space was set aside at the trade fair to shine a light on their work and attract companies.
39	INTERGIFT FEB	Visibility	Space was allocated to the Universidad Europea and an action was carried out with the students to familiarise them with the sector (decoration of the square with biomaterials).
40	INTERGIFT FEB	Visibility	For the first time, an alliance was formed with the Madrid College of Architects and the association Hábitat Madrid to provide facilities for associated shops to attend the fair as visitors. The association also provided content for Speakers' Corner.
41	INTERGIFT FEB	Visibility	Visibility for professional participants in the sector through a round table and a competition where they could present their projects.
42	INTERGIFT FEB	Special conditions	Discounts for Fashion Week were offered to visitors and exhibitors of the four fairs.
43	INTERGIFT FEB	Special conditions	Free admission for several training schools (Villanueva, etc.).
44	MBFWM FEB	Inclusion	Fashion shows featuring models with disabilities and diverse backgrounds.
45	MBFWM FEB	Dissemination	The designers supported the local economy by working with local small companies.
46	MBFWM FEB	Collaboration with training centres	Fashion schools were invited to fashion shows.
47	MBFWM FEB	Inclusion	Fashion shows featuring models with the general public's sizes.
48	MBFWM FEB	Promotion	Promotion of communication via social media, inviting prestigious national and international influencers to attend.
49	MBFWM FEB	Special conditions	Free admission to non-profit organisations and foundations.
50	MBFWM FEB	Dissemination	A podcast was created for the event, conducting interviews with three prestigious designers.
51	MBFWM FEB	New type of ticket	An information point was set up for VIP visitor tickets and backstage tours were organised.
52	MBFWM FEB	Accessibility	Tickets were once again organised for the public at all price points, to bring fashion closer to society.
53	MBFWM FEB	Personalised catering	The catering was tailored to the profile of the event participants (for example: international and Spanish food...).
54	MBFWM FEB	Dissemination	L'Oréal Awards for Best Model and Best Collection: the winners received recognition and promotion.
55	MBFWM FEB	Changes to the registration process	The participation application form was uploaded to the website to reach more designers.
56	MBFWM FEB	Event promotion	Opening party for the fashion show at Gabana Music Club (press, designers, celebrities, sponsors, authorities, models, etc.) in collaboration with HOLA.
57	MADRID JOYA FEB	Inclusion	Models of different origins/nationalities and people with functional or neurological diversity appeared on the catwalk.
58	MADRID JOYA FEB	Dissemination	Specific press releases were issued to regional media outlets to give visibility to exhibitors in each of the areas.

(Continues)

No.	Fair/Event	Objective/Action	Description
59	MADRID JOYA FEB	Collaboration with non-profit organisations	The Brilliant Women Association was given free space to increase the visibility of professional women (promote equality).
60	MADRID JOYA FEB	Collaboration with non-profit organisations	Sustainable jewellery association: allocation of free space. Community to encourage sustainable practices in the sector around the world.
61	MADRID JOYA FEB	Collaboration with non-profit organisations	Project with the Hada Foundation. Fashion show in collaboration with ONCE, featuring models with different disabilities (functional diversity).
62	MADRID JOYA FEB	Accessibility	The catwalk was accessible to allow the participation of all models.
63	MADRID JOYA FEB	Special conditions	Free admission to jewellery schools and jewellers' associations from certain provinces.
64	MADRID JOYA FEB	Dissemination	A panel discussion was organised at the Cerralbo Museum with the aim of promoting the sector and giving visibility to the fairs.
65	MADRID JOYA FEB	Visibility	Visibility for the fair at Córdoba's leading jeweller sector event, organised by city's Association of Jewellers).
66	MADRID JOYA FEB	Special conditions	Discounts for Fashion Week were offered to visitors and exhibitors of the four fairs.
67	MADRID JOYA FEB	Inclusion	Some of the models on the catwalk were students from a modelling school.
68	MOMAD FEB	Inclusion	Fashion show with models of diverse nationalities/origins.
69	MOMAD FEB	Collaboration with training centres	Allocation of space and a stand to the Technical University of Madrid (UPM) School of Fashion Design. It organised an exhibition, a fashion show and the visibility space (Talent Lab 24 Project).
70	MOMAD FEB	New types of exhibitors	For the first time, a flamenco fashion exhibition and fashion show was held, with designs created by students at the Flamenco Fashion School of Seville within the International Chair of Flamenco Fashion.
71	MOMAD FEB	Visibility	The MOMAD Talents By ISEM competition for new designers from the EGO stand was launched three months before the event on social media. To participate, the brands presented their collection. A n jury chose the winners based on sustainability, originality, commercial viability and other criteria. The winner received a free training course organised by ISEM, and the first two winners received a free stand for the next edition.
72	MOMAD FEB	Promotion	Social media coverage and press releases from exhibitors with sustainable products within the Boutique Consciente (Conscious Boutique) project. A media outlet specializing in sustainability was invited to report on the fair.
73	MOMAD FEB	Special conditions	Free admission for several training schools (Villanueva, etc.).
74	MOMAD FEB	Collaboration with non-profit organisations	The Brilliant Women Association was given free space to increase the visibility of professional women (promote equality). Free fashion show.
75	MOMAD FEB	Collaboration with training centres	ISEM students produced the retailers guide to help visitors.
76	MOMAD FEB	Special conditions	Discounts for Fashion Week were offered to visitors and exhibitors of the four fairs.
77	MOMAD FEB	Visibility	Specific press releases were issued to regional media outlets to give visibility to exhibitors in each of the areas.
78	MOMAD FEB	Collaboration with non-profit organisations	Project with the Hada Foundation. Fashion show in collaboration with ONCE, featuring models with different disabilities (functional diversity).

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
79	MOMAD FEB	Inclusion	Some of the models on the catwalk were students from a modelling school.
80	IBERZOO+PROPET	Educational talks	Forums/talks for skills acquisition: A veterinary classroom was set up to provide training on new pharmaceutical products, veterinary intervention and other subjects. AEDPAC (Spanish Pet Food Trade and Industry Association) forum with presentations. Canine styling stage (canine styling masterclass).
81	IBERZOO+PROPET	Visibility	IFEMA organised the ANTON Awards with categories including support for the integration of animals, living with pets in the city, and best professional in the field of animal protection, which went to Pipper on Tour.
82	IBERZOO+PROPET	Presence of leading authorities in the sector	An agreement was signed with the Ministry of Social Rights, Consumer Affairs and 2030 Agenda, providing it with a stand at the fair to raise awareness of its responsible pet ownership campaign, and enabling it to collaborate on a photography exhibition.
83	IBERZOO+PROPET	Presence of leading authorities in the sector	Allocation of counter space to five scientific societies to disseminate and publicise their latest studies.
84	IBERZOO+PROPET	Educational talks	Allocation of space for the AEDPAC Forum talk on responsible pet ownership and animal welfare: "Emotional connection: the relationship between human mental health and the well-being of pets", in addition to the workshop "Positive coaching for veterinary teams".
85	IBERZOO+PROPET	Promotion	A social media promotion strategy was applied to give visibility to the fair, including posts with tips related to animal care.
86	IBERZOO+PROPET	Dissemination	Specific media outlets from Portugal were invited to give visibility to the exhibitors from the guest country.
87	IBERZOO+PROPET	Dissemination	A major media outlet was invited to comment on issues related to the sector in Europe.
88	IBERZOO+PROPET	Visibility	A night's stay in a hotel was given to the owners of a shop that won a <i>Pet Shop Magazine</i> award to encourage their attendance.
89	MEAT ATTRACTION	Equality	Factoria Chef space: a day celebrating women in the sector. The goal was to give visibility to women butchers, highlighting their value and empowering them.
90	MEAT ATTRACTION	Collaboration with non-profit organisations	Surplus food was donated to a food bank.
91	MEAT ATTRACTION	Collaboration with training centres	Free admission for students at vocational training centres (cooking, butchery, etc.).
92	MEAT ATTRACTION	Collaboration with non-profit organisations	A conference on distribution in which ASEDAS and ANGED (Spanish non-profit organisations for distributors, services and supermarkets) participated. Specific visibility was given.
93	MEAT ATTRACTION	Presence of leading authorities and figures in the sector	Dr Escribano (a nutrition specialist) was invited to talk about the importance of meat in a balanced diet.
94	MEAT ATTRACTION	Presence of leading authorities and figures in the sector	An Italian-Spanish conference was organised with the Spanish Ministry of Agriculture and the Italian Ministry of Health to discuss the challenges of the international meat sector.

(Continues)

No.	Fair/Event	Objective/Action	Description
95	MEAT ATTRACTION	Presence of leading authorities and figures in the sector	A conference was held with an organisation from Saudi Arabia on halal food.
96	ARCO	Collaboration with training centres	Agreement with universities: students on the Master's Degree in the Art Market at Complutense University of Madrid did internships at the trade fair group.
97	ARCO	Special conditions	Free entry for teachers from universities and arts training centres.
98	ARCO	Special conditions	Half-price tickets for students (with student card).
99	ARCO	Accessibility	Use of inclusive language, replacing "VIP" with "guest".
100	ARCO	Visibility	Guest lounge and catalogue design competition: everyone invited to participate in the project was paid, with the winner receiving a little more. In this way, everyone who shared their knowledge got paid.
101	ARCO	Collaboration with non-profit organisations	Agreement with the Federation of Associations of Visual Artists of Spain, to offer a reduced entrance price to associated artists who do not exhibit at ARCO.
102	ARCO	Equality	ARCO Forum: Women in the Visual Arts. On 8 March, the fair provided the forum for a discussion on International Women's Day issues.
103	ARCO	Educational talks	ARCO Forum: talks and conferences on contemporary art and 2 conferences on the institutional and artistic scenes of the countries surrounding the Amazon River.
104	ARCO	Educational talks	ARTS LIBRIS Forum: two conferences for editors with less visibility in the art world to talk about their new productions, in order to give them visibility.
105	ARCO	Collaboration with non-profit organisations	Amigos de los Mayores Foundation: senior citizens attended the fair accompanied by volunteers from IFEMA MADRID's staff.
106	ARCO	Event promotion	On the first day of the fair, a welcome toast was organised with the gallery owners.
107	ARCO	Collaboration with non-profit organisations	Two associations were invited to attend the fair: CapacitArte, which helps young people with intellectual disabilities, and the Melior Foundation which helps children at risk of social exclusion.
108	ARCO	Event promotion	ARCO and the Reina Sofia Museum organised a party with DJs in the Museum space, with free and unrestricted access for everyone, to generate interest among young people in contemporary art.
109	ARCO	Personalised catering	ARCO provided picnics for gallery owners so they wouldn't have to travel to find food, making their participation more comfortable and efficient.
110	ARCO	Collaboration with non-profit organisations	Exchange of space with the Union of Contemporary Artists of Spain (UNIÓN AC) to support artists and create interest about them.
111	ARCO	Personalised catering	The caterers offered gluten-free options and paid special attention to allergen information.
112	ARCO	Visibility	The ARCO Forum was provided to showcase works that had been acquired within the 2% Cultural programme by the Ministry of Culture and the Ministry for the Ecological Transition and the Demographic Challenge. These works will be presented at Climate Biennial: Art, Industry and Territory in 2026.
113	SEMANA DE LA EDUCACIÓN	Educational talks	Over a hundred activities in different forums at each of the trade fairs were held on topics such as sector knowledge, latest developments and social issues (training).

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
114	SEMANA DE LA EDUCACIÓN	Collaboration with training centres	Student unions were offered stands, free of charge, to advise students on career opportunities.
115	SEMANA DE LA EDUCACIÓN	Collaboration with training centres	As part of a collaboration with universities, final-year students were invited to give talks on topics for internships.
116	SEMANA DE LA EDUCACIÓN	Collaboration with non-profit organisations	The stage was given to CEAPA to hold an awards ceremony for public school teachers for their work during the flooding in Valencia.
117	SEMANA DE LA EDUCACIÓN	Collaboration with training centres	Provision of space (stage) to publicise and promote artistic studies both as a professional career and as complementary studies, fostering the acquisition of skills by students.
118	SEMANA DE LA EDUCACIÓN	Collaboration with training centres	International Higher Education and Ongoing Training Fair: the Network of Community of Madrid Centres and the Network of Employment Offices created a space in collaboration with the Community of Madrid that focused on talent recruitment and helping students and the unemployed find work, among other areas.
119	SEMANA DE LA EDUCACIÓN	Educational talks	CLASSROOM: workshops for building and other professions focused on vocational training, with construction, automotive and other companies presenting the professions related to their sector. They presented new materials (more sustainable and innovative) and promoted generational renewal and the participation of women. For the first time, the event included participation and workshops from the metal and automotive sectors.
120	SEMANA DE LA EDUCACIÓN	Special conditions	Free entry was offered to the companions of people with disabilities.
121	SEMANA DE LA EDUCACIÓN	Accessibility	A request was made for professionals in the sector who are fluent in sign language to attend.
122	SEMANA DE LA EDUCACIÓN	Presence of leading authorities and figures in the sector	Expansion and development of a specific space for youth employment in collaboration with the Community of Madrid, to support students struggling with academic failure and allow them to acquire skills to prepare them for the labour market.
123	SEMANA DE LA EDUCACIÓN	Collaboration with non-profit organisations	CLASSROOM: exchange with the CETRAA association of garages and with AECIM.
124	SEMANA DE LA EDUCACIÓN	Presence of leading authorities and figures in the sector	Professional women from the Ministry of the Interior, the Ministry of Defence, the Maritime Safety and Rescue Society, the Municipal Police, the SAMUR emergency medical service and the Madrid Fire Department were asked to participate in the conference.
125	SEMANA DE LA EDUCACIÓN	Collaboration with non-profit organisations	Allocation of space to CEAPA (Spanish Confederation of Parents' Associations) for activities and conferences related to the social pain points of adolescents and young people.
126	SEMANA DE LA EDUCACIÓN	Equality	"Equality Classroom" activities, addressing harassment and sexual identity issues, promoted by the Ministry of Equality.
127	SEMANA DE LA EDUCACIÓN	Visibility	A mural by a teacher from an exhibiting company of a girl playing with mathematical formulas was on display throughout the fair to give visibility to women in STEM vocations.
128	SEMANA DE LA EDUCACIÓN	Visibility	Allocation of space to Radiotelevisión Española (RTVE) to publicise its training courses and encourage young people to work in the media.
129	SEMANA DE LA EDUCACIÓN	Educational talks	Conference on the stage related to the use of chess as a tool to work with children suffering from autism.

(Continues)

No.	Fair/Event	Objective/Action	Description
130	SEMANA DE LA EDUCACIÓN	Personalised catering	The caterer was asked to provide menu options suitable for people with intolerances and allergies.
131	ANTIK ALMONEDA	Presence of prominent figures in the sector	A presentation related to fashion was given by a well-known and highly regarded content creator in the industry.
132	ANTIK ALMONEDA	Special conditions	50% discount on admission for groups related to art (restorers association, city council art group, students, etc.).
133	ANTIK ALMONEDA	Collaboration with non-profit organisations	Free tickets for members of friends of museum associations.
134	ANTIK ALMONEDA	Collaboration with training centres	Guided tour and tickets for American students of a master's programme in International Marketing at Nebrija University to learn about the trade fair business.
135	MOTORTEC	Special conditions	Free tickets were given to vocational training centres.
136	MOTORTEC	Collaboration with non-profit organisations	In collaboration with Motortec Madrid, the Comfop Foundation organised the Young Automotive Technicians Competition, aimed at rewarding the talent of future vehicle repair professionals. Following the research phase, the teams selected to participate in the final phase of the competition were announced. This involved on-site tests that took place during the event at IFEMA.
137	MOTORTEC	Educational talks	Programme of activities with numerous talks, including an innovation gallery, workshops, training courses, product presentations...
138	MOTORTEC	Visibility	End-of-life tyre processing. Free area for education.
139	MOTORTEC	Collaboration with non-profit organisations	Within an exchange with the Association of Future Professionals (AFUPRO), a competition for industrial vehicle and machinery professionals was held to encourage students on vocational training courses related to mobility and the automotive industry. The winners were offered jobs to promote the employability of new generations in the sector.
140	MOTORTEC	Visibility	The competition MVP del Taller for the best combustion vehicle mechanic was organised for the first time at Motortec, in conjunction with the Autopos publishing group.
141	MOTORTEC	Visibility	A car customisation competition was been held in order to include another vehicle category to the fair: Car Modified Contest.
142	MOTORTEC	Visibility	DBDRA competition, related to car audio equipment.
143	MOTORTEC	Visibility	The MOTORTEC Passport was created to enhance the experience of visitors to the fair. Several exhibiting companies collaborated on the development of the project.
144	MOTORTEC	Visibility	For the first time, MOTORTEC GRAND PRIX, a virtual reality simulator competition, was held.
145	MOTORTEC	New types of exhibitors	For the first time, an exhibition of F1 cars and MotoGP bikes, featuring equipment and uniforms from the competitions, was held.
146	MOTORTEC	Educational talks	A new area called the Digital Motor Area was included, in collaboration with ZF AfterMarket, which included tests, presentations and information on the digitalisation of garages and logistics.
147	MOTORTEC	Educational talks	A programme of conferences on innovations and other topics of interest to the sector was organised.
148	MOTORTEC	Collaboration with training centres	Formula Student Competition: organised in collaboration with two universities for the construction of racing cars by students.
149	MOTORTEC	Accessibility	Real-time subtitles produced with artificial intelligence in collaboration with IFEMA MADRID Lab were included in some of the presentations.

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
150	VEHÍCULO DE OCASIÓN	Collaboration with non-profit organisations	Within an exchange, the non-profit organisation GANVAN were allocated participation space and the modular unit free of charge.
151	VEHÍCULO DE OCASIÓN	Accessibility	IFEMA MADRID gave free tickets to associations in the automotive sector to invite their members to the fair.
152	VEHÍCULO DE OCASIÓN	Accessibility	IFEMA MADRID gave free tickets to visitors from the databases of trade fair group 2 and Salón Look.
153	VEHÍCULO DE OCASIÓN	Promotion	Ticket raffles were held on social media.
154	VEHÍCULO DE OCASIÓN	Special conditions for participation	To support industry associations and dealerships in Madrid, a group space was offered at a discounted rate.
155	VEHÍCULO DE OCASIÓN	Promotion	A Formula 3 driver was invited to raise awareness of the fair among different audiences.
156	VEHÍCULO DE OCASIÓN	Dissemination	Talks and presentations were organised in collaboration with content creators.
157	VEHÍCULO DE OCASIÓN	Accessibility	The ticket price was reduced.
158	VEHÍCULO DE OCASIÓN	Presence of leading authorities in the sector	Visit from the Director-General for Traffic.
159	BISUTEX	Equality	The Brilliant Women Association was given a stand to exhibit products (to promote equality).
160	BISUTEX	Visibility	Social media coverage and press releases from exhibitors with sustainable products.
161	BISUTEX	Visibility	A sustainable jewellery association was given a stand in exchange for content of interest.
162	BISUTEX	Special ticket conditions	Special access conditions were offered to students and training schools.
163	BISUTEX	Visibility	In collaboration with the Hada Foundation, dresses and accessories inspired by Don Quixote were created to highlight Spanish values and customs. A theatre production based on this theme was also organised.
164	BISUTEX	Promotion	BISUTEX Talent Competition: the organising group held a competition to support new brand entrepreneurship, with the winners receiving a stand as a prize. The first prize winner also won a fashion course.
165	MADRID JOYA	Collaboration with foundations	In collaboration with the Hada Foundation, dresses and accessories inspired by Don Quixote were created to highlight Spanish values and customs. A theatre production based on this theme was also organised.
166	MADRID JOYA	Collaboration with foundations	Collaboration with ONCE. The ONCE Foundation launched a lottery ticket designed in collaboration with the Córdoba Association of Jewellers, with leading figures from ONCE attending the fair to promote and give visibility to this initiative.
167	MADRID JOYA	Equality	The Brilliant Women Association was given free space to increase the visibility of professional women (promote equality).
168	MADRID JOYA	Visibility	Sustainable jewellery association: allocation of free space. Free participation in the image forum. Community to encourage sustainable practices in the sector around the world.

(Continues)

No.	Fair/Event	Objective/Action	Description
169	MADRID JOYA	Skills development	A space exchange with Estimorun Academy, a jewellery valuation and appraisal school, to teach jewellers how to appraise and value jewellery in a standardised way.
170	MADRID JOYA	Training	Space exchange with La Escuela de Arte 3, to promote the training of new jewellery professionals.
171	MADRID JOYA	Special ticket conditions	Free admission to jewellery schools and jewellers' associations from certain provinces.
172	MADRID JOYA	Special ticket conditions	Special access conditions were offered to students and training schools.
173	INTERGIFT SEPT	Collaboration with foundations	Third edition featuring decoration with floral centrepieces. Two florists donated plants and labour to decorate the halls. In return, the companies received publicity from the fair. One of the companies was the A LA PAR Foundation.
174	INTERGIFT SEPT	Special ticket conditions	Free entry for several training schools and interior design schools, including the A LA PAR Foundation and the ESMADECO.
175	INTERGIFT SEPT	Space exchange	Allocation of a stand to CG AGENCIA as a space for environmental awareness in the sector.
176	INTERGIFT SEPT	Educational talks	Speakers' Corner: talks on sustainability (biophilic design and user comfort), artisanal decorative techniques...
177	INTERGIFT SEPT	Collaboration with foundations	The non-profit organisation Regalo Fama decorated a rest area and the Buyers Lounge and participated in attracting interesting speakers for Speakers' Corner.
178	INTERGIFT SEPT	Special conditions for exhibitors	With the aim of opening the fair up to new exhibitors, a discount on the price of floor space was offered to companies participating for the first time.
179	INTERGIFT SEPT	Special ticket conditions	Special access conditions were offered to students and training schools.
180	MOMAD SEPT	Collaboration with universities	Allocation of space and a stand to the Technical University of Madrid (UPM) School of Fashion Design. In addition to its exhibition stand and visibility space, the school organised a fashion show.
181	MOMAD SEPT	Competitions	MOMAD Talents by ISEM Competition, to support the entrepreneurship of new brands that have been around for less than three seasons. The winners participated for free with a stand and the first prize winner also received a fashion course.
182	MOMAD SEPT	Collaboration with foundations	The Brilliant Women Association was given free space to increase the visibility of professional women (promote equality). Free fashion show.
183	MOMAD SEPT	Promotion	Social media coverage and press releases from exhibitors with sustainable products. A media outlet specializing in sustainability was invited to report on the fair.
184	MOMAD SEPT	Special ticket conditions	Free admission for several training schools (Villanueva, etc.).
185	MOMAD SEPT	Student support	Retailers guide. Fashion students from ISEM spent some of their internship as retailers' guides at this edition of MOMAD. They helped visitors find what they were looking for, their suppliers and/or collections.
186	MOMAD SEPT	Visibility for sustainable products	See the same text on pages 100-125.

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
187	MOMAD SEPT	Collaboration with Ukrainian companies	See the same text on pages 100-125.
188	MOMAD SEPT	Collaboration with foundations	In collaboration with the Hada Foundation, dresses and accessories inspired by Don Quixote were created to highlight Spanish values and customs. A theatre production based on this theme was also organised.
189	MOMAD SEPT	Educational talks	For the first time, a talk was given on the importance of diversity in the sector.
190	MBFWM SEPT	Diversity	Fashion shows featuring models with disabilities and diverse backgrounds.
191	MBFWM SEPT	Support for the local economy	The designers supported the local economy by working with local small companies.
192	MBFWM SEPT	Special ticket conditions	Special conditions and discounts were offered to companies with the aim of encouraging visits from industry professionals.
193	MBFWM SEPT	Diversity	Fashion shows featuring models with the general public's sizes.
194	MBFWM SEPT	Dissemination	Promotion of communication via social media, inviting prestigious national and international influencers to attend.
195	MBFWM SEPT	Special ticket conditions	Free admission for a non-profit organisation.
196	MBFWM SEPT	Educational talks	Business Talks Powered by Mastercard. Panel discussions on entrepreneurship, innovation, sustainability and industry-related topics.
197	MBFWM SEPT	New type of ticket	An information point was set up for VIP visitor tickets and backstage tours were organised.
198	MBFWM SEPT	New type of ticket	Tickets were once again organised for the public at all price points, to bring fashion closer to society.
199	MBFWM SEPT	Catering innovation	The catering was tailored to the profile of the event participants (for example: international and Spanish food...).
200	MBFWM SEPT	Awards ceremonies	L'Oréal Awards for Best Model and Best Collection: the winners received recognition and promotion.
201	MBFWM SEPT	Promotion	The participation application form was uploaded to the website to reach more designers.
202	MBFWM SEPT	Promotional actions	Opening party for the fashion show at the Four Seasons (press, designers, celebrities, sponsors, authorities, models, etc.).
203	MBFWM SEPT	New areas	A craftwork area was created in Cibelespacio with stands from Spanish professionals, brands and communities to shine a light on craftwork in the fashion industry.
204	MBFWM SEPT	Dissemination	Investment in international press was resumed with the aim of raising the event's international profile.
205	MBFWM SEPT	Promotional actions	For the first time, a closing party was held after the last EGO show in the Kissing Zone.
206	MBFWM SEPT	Invitation to prominent figures	Renowned international models appeared.
207	MBFWM SEPT	Invitation to prominent figures	Carmen Busquets, a leading figure in the fashion industry, was invited to attend fashion shows and present awards, to encourage coverage by Latin American media and social networks.

(Continues)

No.	Fair/Event	Objective/Action	Description
208	MBFWM SEPT	Innovative spaces at the fair	For the first time, a sustainability event, which included a workshop on dyeing t-shirts and fabrics with vegetable dyes, awareness talks on sustainability, and cruelty-free catering was held.
209	MBFWM SEPT	Invitation to prominent figures	International designer Silvia Tcherassi was invited to open the off-schedule fashion shows.
210	FRUIT ATTRACTION	Recognition of professionals	PROUD TO BE FRUIT ATTRACTION: recognition of exhibitors and visitors. Socks, mice, notebooks and pens were bearing the slogan in a variety of colours were given out during the trade fair. Fruit Attraction welcome and closing videos featuring delegates and prominent figures were shown.
211	FRUIT ATTRACTION	Collaboration with foundations	Madrid Food Bank: space was allocated in each hall to collect surplus food.
212	FRUIT ATTRACTION	Educational presentations	Conferences to promote innovation in the sector, including the Biofruit Congress, on sustainable supply; Biotech Attraction, on biotechnology and innovation for the agriculture of the future; the Grape Attraction Congress; and the Summit.
213	FRUIT ATTRACTION	Special ticket conditions	Free admission for students on master's degrees related to the sector (URJC Foreign Trade and CAM Foreign Trade Technicians Programme).
214	FRUIT ATTRACTION	Diversity	A prayer room was available for international exhibitors and visitors upon request in Hall 14.
215	FRUIT ATTRACTION	Diversity	Testimonial videos featuring people from different countries, races, and companies were made and published. Furthermore, the images used in news stories and other communications, people from different backgrounds were proactively included to give visibility to the internationalisation of the fair.
216	FRUIT ATTRACTION	Dissemination	A television studio was set up to hold interviews with leading figures from companies and institutions in the sector.
217	FRUIT ATTRACTION	Collaboration with companies	Allocation of space to AgroTech, which specialises in collaborating with the digitalisation of agri-food companies.
218	FRUIT ATTRACTION	Collaboration with institutions	Exchange with Biovegen: IFEMA MADRID provided space at the fair and in return Biovegen provided speakers for the forums.
219	FRUIT ATTRACTION	Special dining conditions	Special prices in the exhibitors' dining room for those who booked in advance, avoiding queuing.
220	FRUIT ATTRACTION	Equality	The Proyecto Mujer Agro Awards were held to give visibility to women in the sector.
221	FRUIT ATTRACTION	Dissemination	For the first time, an influencer was hired to create content for the sector to lend visibility to the fair and to the innovative companies and SMEs with a presence at the event.
222	ESTAMPA	Educational workshops	Schools and colleges that offer artistic training were given free tickets for their students.
223	ESTAMPA	Educational talks	Educational talks: the COLECCIONA Forum programme.
224	ESTAMPA	Interns	Estampa employed interns to encourage them to acquire skills.
225	ESTAMPA	Tickets with special conditions	Free admission for people over 65 and under 12.
226	ESTAMPA	Tickets with special conditions	Discounts on tickets with a Youth Card, students and members of large families.

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
227	ESTAMPA	Promotion	To encourage interest in collecting, space was provided for Spanish companies to showcase works belonging to their collections.
228	ESTAMPA	Awards	Award for Best Stand among the gallery owners. The winner of the next edition was given free space at the fair worth €3,000.
229	ESTAMPA	Collaboration with foundations	Guided tours for children with intellectual disabilities.
230	ESTAMPA	Special ticket conditions	Free tickets for art associations, museums... (Thyssen).
231	ESTAMPA	Promotion	Estampa party at Archy for collectors, gallery owners and artists related to the fair.
232	ESTAMPA	Networking	A lunch was offered in the fair's aisles to promote networking between visitors and exhibitors.
233	ESTAMPA	Equality	How to Be a Photographer: the fair collaborated with an association of women photographers to promote the work of women in the photography sector. They gave visibility to the space and took photographs for the fair.
234	LIBER	Educational talks	The Programme for the Endorsement of Forest Certification (PEFC) was allocated space to inform attendees about paper from sustainable forests.
235	LIBER	Educational talks	Programme of technical workshops on topics related to promoting reading among young people and adolescents.
236	LIBER	Awards	Prize to choose the image of the fair. The winner was given visibility, promotion and a cash prize.
237	LIBER	Honorary committee	Appointment of an Honorary Committee to involve cultural institutions in promoting the sector and encouraging reading.
238	LIBER	Educational conferences	Technical conference programme: the conferences were organised by sector (marketing, training, innovation and trends in the sector, sustainability in the publishing industry, Liber International...).
239	LIBER	Presence of prominent figures in the sector	A major international buyers programme was organised to encourage the participation of librarians to give visibility to literature in Spanish.
240	LIBER	Promotion	The Liber Awards ceremony was attended by the Minister of Culture, who presented one of the awards.
241	LIBER	Fair internationalisation	Guest country selection. This edition featured Chile, placing the focus on the industry of the country, which was given space to participate, as well as visibility in the different forums and activities of the fair.
242	LIBER	Awards	Various awards were given to prominent figures or channels with initiatives to promote reading (libraries, Cadena Ser and an association related to helping victims of the flooding in Valencia...).
243	LIBER	Visibility for local businesses	Promotion of the participation of local publishers from different autonomous communities of the country, supported by the presence of their governments.
244	LIBER	Networking	Pre-fair celebration to promote networking and meet the other exhibitors.
245	FERIARTE	Special ticket conditions	The trade fair offered: - Friends of museums: free tickets to the trade fair. - Art associations: discounted tickets.

(Continues)

No.	Fair/Event	Objective/Action	Description
246	FERIARTE	Educational presentations	Feriarte Forum: programme of conferences and educational round tables on 1492.
247	FERIARTE	Collaboration with universities	Teaching staff from the Master's Degree in Art at Rey Juan Carlos University gave classes in the Feriarte Forum.
248	FERIARTE	Support for young professionals	The You Art stand for young collectors was provided free of charge to promote a culture of collecting where art student interns could sell exhibitors' pieces.
249	FERIARTE	Dissemination	Open house to promote art in society.
250	FERIARTE	Dissemination	Feriarte launched a TikTok account to reach a younger audience.
251	FERIARTE	Equality	One of the sessions conferences focused on the visibility of women in the sector and female cultural networks to highlight women's participation in art in the past and present.
252	FERIARTE	Equality	Women, Education and Progress Conference by the Fernando de Castro Foundation.
253	FERIARTE	Educational talks	A talk was held as part of the fair in which the Ministry of Economy explained the new legislation.
254	SIMO EDUCACIÓN	Free space	Allocation of space for the Educaparty event.
255	SIMO EDUCACIÓN	Educational conferences	Event Agenda: programme of conferences published on the website.
256	SIMO EDUCACIÓN	Awards ceremonies	Allocation of space to award prizes to students and education professionals, allowing them to participate in the fair and workshops and visit the stands.
257	SIMO EDUCACIÓN	Awards ceremonies	Awards were given for the best teaching experiences and good practices in the classrooms. The award winners are given visibility and recognition (13 certificates and 2 awards for technology and innovation). The categories included the promotion of sustainability, the promotion of equality and support for rural schools.
258	SIMO EDUCACIÓN	Educational talks	SIMO Inspira: conferences given by education experts, sharing methodology and knowledge related to professionals in the sector. Panel discussion in which different points of view were debated and shared.
259	SIMO EDUCACIÓN	Promotion	Sponsored party in the Retiro Room, to which exhibitors, sponsors, buyers, and education officials from different autonomous communities, among others, were invited. There was also a raffle for WAH and F1 tickets.
260	SIMO EDUCACIÓN	Educational talks	Presentations on social issues of interest such as mental health and the use of screens by minors and families.
261	SIMO EDUCACIÓN	New type of ticket	New director registration, offering benefits such as admission to the VIP area.
262	SIMO EDUCACIÓN	Reduction of noise pollution	A silent conference system was used in some of the rooms.
263	SIMO EDUCACIÓN	Educational workshops	Training workshops related to AI and other innovative topics were taught by prestigious companies such as Google, Microsoft and CANVA.
264	SIMO EDUCACIÓN	Collaboration with institutions	Allocation of space and rooms to the Ministry of Education to provide training. Certification for professionals who attended the fair for at least 10 hours for training.
265	SIMO EDUCACIÓN	Collaboration with foundations	Special conditions were offered to UNHCR to have a presence at the fair.
266	PRIVEL	Networking	A lunch for executives was held to promote networking at the fair.

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
267	PRIVEL	Collaboration with foundations	The collection of surplus food from the fair was organised in conjunction with the Madrid Food Bank.
268	PRIVEL	Educational talks	The congress programme included presentations related to sustainability (Quality and Sustainability Requirements for Private Label Brands, Good Practices in Logistics...).
269	PRIVEL	Promotion	A pre-fair dinner was held with the main Latin American retailers.
270	PRIVEL	Special ticket conditions	ASEDAS: a free code was provided to its members to give visibility and encourage participation among professionals in the supermarket, hypermarket and distribution sector.
271	PRIVEL	Fair internationalisation	Euromadi, which belongs to a European conglomerate, invited its international associates to the first edition of PRIVEL and the organising team facilitated their visit. The Euromadi European Congress took place at the same time as the fair.
272	EXPO SAGRIS	Collaboration with training centres	A specific communication was created to invite schools from different places to promote employment.
273	EXPO SAGRIS	Equality	The central area of the hall was allocated to rural women entrepreneurs of Spain, to directly sell their products.
274	EXPO SAGRIS	Collaboration with institutions	The Minister of Agriculture, Fisheries and Food was present at the inauguration and opening of the fair.
275	EXPO SAGRIS	Collaboration with institutions	The Autonomous Communities area included the presence of small businesses that they support.
276	EXPO SAGRIS	Dissemination	Four content creators were hired: two family-life influencers, to encourage family attendance; and two agricultural influencers, who promoted the fair as well as a page of plans for Madrid.
277	EXPO SAGRIS	Special ticket conditions	Invitations and information about the event were offered to a Garden Centre for the Disabled.
278	EXPO SAGRIS	Collaboration with foundations	Surplus food was collected and donated to the EMMA Foundation and 15 families in a vulnerable situation.
279	EXPO SAGRIS	Sponsor with sustainability criteria	Sponsors of the fair had to meet the requirement that they apply sustainability criteria in their activity, in alignment with the fair's strategy (McDonalds, Cajamar, Ministry of Agriculture, Fisheries and Food, Interprofessional Wine Association of Spain (OIVE) and the Government of Castile-La Mancha).
280	EXPO SAGRIS	Educational talks	Presentations and conferences related to generational change in the sector were held, inducing "Presentation of the study Spanish Youth and the primary sector", "Dissemination of Professions with a Future in the Field" and "Vocational Training at the Service of the Agri-Food Sector".
281	EXPO SAGRIS	Educational workshops	A workshop against food waste was organised for children to educate them on responsible consumption.
282	EXPO SAGRIS	Educational workshops	Workshops were organised on healthy breakfasts and the importance of consuming fruits and vegetables, among other subjects, to educate attendees on the relationship between food and health.
283	EXPO SAGRIS	Collaboration with other fairs	With the aim of encouraging attendance, participants from the other fairs that were being held simultaneously at IFEMA MADRID were invited.
284	SALÓN LOOK	Educational talks	The programme of activities included educational talks, workshops, and masterclasses.

(Continues)

No.	Fair/Event	Objective/Action	Description
285	SALÓN LOOK	Dissemination	The Salón Look magazine, featuring the latest news from the sector and information of interest to professionals, was published. It was also useful for showcasing collections, as the covers and creative aspects of the magazine were chosen in conjunction with key hairdressing and other beauty professionals.
286	SALÓN LOOK	Training	Hair MBA organised a scholarship-funded training programme aimed at professionals, for their retraining, related to business management content. The auditorium in Hall 12 was allocated free of charge to the company that manages these scholarships. In return, they offered internships to visitors to their stand (with the selection process taking place after receipt of applications).
287	SALÓN LOOK	Collaboration with prominent companies	The South Auditorium was allocated free of charge to the company L3vel3 for barbering courses aimed at hairdressing professionals visiting the fair.
288	SALÓN LOOK	Awards ceremonies	For the first time, space was provided for the awards ceremony of the International Association of Professional Hairdressing Press.
289	SALÓN LOOK	Special ticket conditions	Free tickets were provided for vocational training students in the sector and students were offered reduced rates to attend the congresses.
290	SALÓN LOOK	Collaboration with training centres	A stage open to exhibitors was made available to allow visiting students to participate and showcase their activities, to encourage their development.
291	SALÓN LOOK	Collaboration with associations	Collaboration with the "Alliance for the Reduction of VAT" Platform made up of professionals and associations in the sector. The fair lent its support, offering publicity to the platform's mission.
292	SALÓN LOOK	Educational talks	Business meeting and aesthetics congress. Presentation on the different types of leadership, the evolution of generational change and the use of artificial intelligence. Topics related to legislation in the sector were also discussed.
293	SALÓN LOOK	Educational talks	The beauty congress, "Look Beautiful and Feel Better", was held by the Stanpa Foundation (cosmetic manufacturers), including a presentation to train professionals and recruit volunteers to help women with cancer.
294	SALÓN LOOK	Collaboration with industry associations	Space was allocated to the International Hair Awards, which recognise creativity and contributions to the prestige of the hairdressing world.
295	SALÓN LOOK	Collaboration with industry associations	Space was allocated to the Spanish creative hairdressing association Club Figaro for its show and awards, with the aim of promoting the Spain brand and Spanish talent.
296	SALÓN LOOK	Awards	The "Look Awards" were organised by IFEMA with the aim of boosting the prestige of professionals in the sector. The categories included professional experience in the sector, business project (Beauty and Hairdressing), salon designs, solidarity action, and training project (best school). In addition, an honorary award was given for Beauty and Hairdressing, and to prominent figures in the sector at the entrepreneurial level.
297	SALÓN LOOK	Collaboration with industry associations	Exchanges with associations in the sector, including FANAE, ANEPE, the Stanpa Foundation and Club Figaro.
298	SALÓN LOOK	Collaboration with training centres	Space was provided to a hairdressing entrepreneur who created a master's degree in business management for hairdressers and beauty centres to deliver the training.
299	SALÓN LOOK	Awards	Diplomas were awarded in the East Room for an MBA focusing on beauty. The forum featured presentations from the most outstanding MBA students.
300	SALÓN LOOK	Collaboration with foundations	Allocation of space to Fundesmo: two scholarships were offered for training in dermatotrichology (hair loss and skin problems).

(Continues)

List of social actions promoted through in-house and co-organised fairs and events (continued)

No.	Fair/Event	Objective/Action	Description
301	SALÓN LOOK	Dissemination	Participation in several podcasts to promote the fair in different media and channels.
302	SALÓN LOOK	New tools	Collaboration with the Stanpa Foundation to promote the internationalisation of companies, managing the guest buyers programme promoted by ICEX.
303	SALÓN LOOK	Awards	Fundesmo scholarships covering the full cost of training in trichology and materials were awarded to students.
304	SALÓN LOOK	Networking	A specific networking event was created for all professionals in the beauty sector. A cocktail event to recognise professionals' work was held in the SAONA eating area.
305	SALÓN LOOK	Collaboration with prominent companies	Collaboration with Impulser, a platform for the business development of beauty professionals, for the dissemination of its mission.
306	C&R	Educational workshops	C&R Forum: topics of interest in the sector related to sustainability were included to raise awareness within the sector.
307	C&R	Collaboration with training centres	In the refrigeration workshop (set up by IFEMA MADRID), live practical training was given for vocational training students (refrigeration technicians).
308	C&R	Collaboration with training centres	New Talent Programme: over the three days of the fair, conferences were given by the exhibitors, along with workshops that focused on students on programmes related to the sector.
309	C&R	Educational workshops	A workshop on techniques applied to air-conditioning was organised for installers to learn about and share good practices in the area of efficiency and trending topics such as artificial intelligence applied to the world of air conditioning.
310	C&R	Special ticket conditions	Free admission for students in the New Talents programme.
311	C&R	Awards	C&R Award: an award was given to a prominent figure in the sector.
312	C&R	Dissemination	A content creator was hired to encourage students to visit.
313	C&R	Recognition of professionals	During the C&R award ceremony, a video recognising the winner of the professional career award was shown.
314	Semana de la electrificación y la descarbonización	Educational talks	Conferences, forums and activities were organised to improve the skills of professionals working in the sector and to attract professionals from other sectors.
315	Semana de la electrificación y la descarbonización	Dissemination	Press releases were issued on the most significant conferences.
316	Semana de la electrificación y la descarbonización	Collaboration with associations	CDTI, MITECO, IDAE and in general all associations were assigned free space for dissemination activities. They participated in forums and allowed companies (other exhibitors) to participate in these seminars.
317	Semana de la electrificación y la descarbonización	Special ticket conditions	The number of free tickets for vocational training centres that offer courses on renewable energy and electrical installation increased with respect to the previous edition to approximately 150 groups.
318	Semana de la electrificación y la descarbonización	Awards	The second prize in the Young Installers Awards ceremony was awarded at the fair.
319	Semana de la electrificación y la descarbonización	Collaboration with foundations	Collaboration with the Madri+d Foundation.

(Continues)

No.	Fair/Event	Objective/Action	Description
320	Semana de la electrificación y la descarbonización	Collaboration with associations	Exchanges with non-profit organisations related to the sector. IFEMA MADRID provided the space and promotion, and these organisations created content for conferences and attracted companies and visitors.
321	Semana de la electrificación y la descarbonización	Educational and informative talks	With the aim of promoting generational change in the sector, a workshop was held in conjunction with several associations and the publisher Fevymar.
322	Semana de la electrificación y la descarbonización	Dissemination	Two spaces were created for the industry press and associations, with stands, press areas and thank you signs for their support throughout the edition.
323	Semana de la electrificación y la descarbonización	Educational talks	The World of the Installer Forum was held with the aim of promoting generational change in the sector and giving visibility to this problem.
324	Semana de la electrificación y la descarbonización	New areas	A space was created for Madrid City Council's Mentoring Network within the entrepreneurship area.
325	Semana de la electrificación y la descarbonización	Educational talks	The CAES Forum was held to provide information and training related to energy efficiency.

List of donations promoted at the institutional level to non-governmental organisations

No.	Social action	Description
1	ARCO and CAM and merchandising	Fuenlabrada Secondary School
2	IFEMA MADRID merchandising (CDs, books, fans, notebooks, etc.).	Jorge Guillén Secondary School
3	Stationery supplies	Las Canteras Secondary School
4	Children's party toys	AMÁS Foundation
5	Office supplies, technological materials and merchandising	Guadem Foundation
6	Inflatables	Pinceladas public nursery school
7	Trade fair books and catalogues	López de Vega Secondary School
8	Virtual reality headsets and tripods	López de Vega Secondary School
9	Shell chairs	Al Alba Cultural Association
10	Food and hygiene products	Breakfasts at the Church of San Antón organised by the Mensajeros de la Paz Foundation.

IFEMA MADRID's social commitment programme, FARO

In 2024, IFEMA MADRID's social commitment programme, FARO, was created with the aim of encompassing all the social actions that the Institution proactively carries out to generate a positive impact on society.

This programme is divided into:

Corporate volunteering

IFEMA MADRID channels the spirit of solidarity of its employees through its corporate volunteer programme, contributing the portion of the working day they spend on volunteering projects promoted by the Quality and Sustainability Department.

To this end, initiatives with a highly defined profile that can be integrated into the daily work dynamic, which is very demanding and changing in terms of schedules, are analysed. The aim is for the activities to be:

- Coordinated by respected NGOs or foundations.
- In accordance with the employees' skills.
- Carried out during the working day.

The programme includes ongoing activities that are performed throughout the year and one-off projects performed in a specific period of time.

Ongoing activities

These have been chosen so that there is a service option and a more technical option, to cater for people with different interests and skills:

- **Madre Coraje.** Logistical support in the selection and organisation of clothing and accessories.
- **Mensajeros de la Paz.** Support and collaboration with the breakfast service at the Parish Church of San Antón.

In both cases, employees are divided into groups that participate once every two weeks, for about two hours each.

One-off activities

Specific actions were also carried out with NGOs with the aim of including IFEMA MADRID employees who cannot participate in ongoing activities.

Given the variety of knowledge and skills needed in the trade fair and events sector, these contributions may be very diverse, while also helping employees to showcase their experience.

Within this type of collaboration, the following activities were carried out in 2025.

• Bertelsmann Foundation: “Empresas Que Inspiran” (Inspirational Businesses) Project

Visit by groups of students in year 4 of compulsory secondary education from various schools and vocational training centres to our facilities to give them a real experience of the world of work and discourage dropping out of school. Four events were held with different educational centres in the Community of Madrid, and 16 professionals from IFEMA MADRID volunteered to speak.

• Hogar Sí Foundation: Job Interview Project

A job interview role-play exercise was organised with homeless people actively seeking employment, with the IFEMA MADRID volunteer acting as the interviewer. Feedback and pointers on how to improve were given to the participants after each interview.

• Madrid Food Bank: Collection of Surplus Food

All the surplus food from one of IFEMA MADRID's in-house trade fairs donated to the Madrid Food Bank. Staff members volunteered to sort and store all the surplus food from each donating exhibitor in the hall.

• Salesianos de Estrecho: Mentor Programme

The mentor programme focused on combating academic failure, increasing youth employability, and providing students with a greater number of tools for making decisions.

The main objective was to provide personal support and form an educational relationship between mentor and student, developing the student's self-esteem, building their confidence, motivating them to continue with their studies, and equipping them with the means to make choices about their future based on a critical thought process.

In the project, IFEMA MADRID professionals met with students in year 4 of compulsory secondary education to help them develop the personal, social and professional skills necessary for them to successfully find work.

The mentor programme is a cross-cutting initiative that strengthens students' skills while preparing them for their future employment.

The recipients were students in year 4 of compulsory secondary education taking Economics as an optional course.

• EMMA Foundation: Training Workshops, Pro Bono Volunteering and Motivational Talks

The Espacio Mujer Madrid (EMMA) Foundation aims to offer comprehensive support to women at risk of social exclusion. As part of its training and job search programme, IFEMA MADRID volunteers offered training on digital skills and tools and a presentation in which they shared their work experience, showing the reality of working in different positions as a woman. The volunteers organised the first pro bono volunteering marathon, in which they worked on a project to improve the EMMA Foundation's communication strategy in collaboration with Work 4 Social.

• Amigos de los Mayores Foundation: Accompaniment on Sociocultural Visits

In 2025, we collaborated with the Amigos de los Mayores (Friends of the Elderly) Foundation. The foundation's social purpose is to combat unwanted loneliness among the elderly by offering them sociocultural activities and spaces. The IFEMA MADRID volunteers welcomed senior citizens to one of the trade fairs and engaged in activities with them to establish relationships and learn about the event in detail.

• ICAI Foundation: Visit to the Photovoltaic Installation

In 2025, IFEMA MADRID started to work with the Higher Technical School of Engineering (ICAI) on the photovoltaic installation training course that the Foundation provides to people at risk of social exclusion.

IFEMA MADRID organised an information session for them with members of the operations team who were working on the photovoltaic installation project at the venue. In addition to explaining the project in detail, they visited the installation area.

Volunteering data

Foundation/NGO	Number of hours in 2024	Number of hours in 2025	Number of volunteers in 2024	Number of volunteers in 2025
Madre Coraje	62	32	5	2
Mensajeros de la Paz	236	158	11	8
Hogar Sí	-	2	-	2
Bertelsmann	24	26	17	16
EMMA Foundation	4	57	2	18
Amigos de los Mayores	12	6	6	3
Madrid Food Bank	-	14	-	14
Salesianos de Estrecho	32	28.5	13	7
ICAI Foundation	-	3.5	-	1
TOTAL	391	327	71	71

Beneficiary data

Foundation/NGO	Beneficiaries in 2024	Beneficiaries in 2025
Madre Coraje	845	_**
Mensajeros de la Paz	_**	_**
Hogar Sí	-	6
Bertelsmann	130	97
EMMA Foundation	5	85
Amigos de los Mayores	7	5
Salesianos de Estrecho	14	22
ICAI Foundation	-	13

** No data with which to define a formula were provided.

Conclusions

While not forgetting ongoing volunteering, the options for one-off actions at specific times enable more employees to take part in the programme.

Additionally, one of the main values of IFEMA MADRID employees is their experience in multiple areas and their ability to share that knowledge. They also have capacity to empathise and are highly motivated.

• FARO Moments

With the aim of offering IFEMA MADRID staff the opportunity to learn about other realities of society and current issues, the FARO Moments were created within the social commitment programme. They consist of a series of presentations to give a voice both to foundations and NGOs to publicise their mission in society, and to prominent figures who can give their point of view on the issues of the day.

In 2025, there were three FARO Moments:

- FARO Moment: Panel discussion with professional women from IFEMA MADRID

To mark International Women's Day, a panel discussion was organised with five professionals from IFEMA MADRID from different areas, who gave their point of view on professional women in the 21st century.

- FARO Moment: Envera Foundation

A presentation was organised with the communications director and a member of the foundation to show the need to include people with disabilities in the labour market.

- FARO Moment: Amigó Foundation

A presentation was organised with three members of the foundation who prepared an educational talk on the risks and challenges of technologies and social networks in the upbringing of children and teenagers.

• Proposals Without Borders

As part of the renewal process within the social commitment programme, the decision was made to create a section where staff members could propose actions with a clear social objective. Proposals Without Borders includes all actions and activities that, while not being corporate volunteering, have a positive impact on society and/or the IFEMA MADRID team.

In 2025, the following were organised:

- Three Kings Campaign with the Reyes Magos de Verdad Foundation

A social commitment action was carried out over the Christmas holidays in collaboration with the Reyes Magos de Verdad (the Real Three Kings) Foundation. IFEMA MADRID staff distributed 111 gifts to people in vulnerable situations (children or elderly people), who had written a letter asking for a specific gift, which would be the only one they would receive.

- Cultural outing: Don Quixote reading

On World Book Day, IFEMA MADRID staff participated in the Don Quixote reading event held annually at the Circulo de Bellas Artes in Madrid. At the event, the workers had the opportunity to read a few paragraphs from Don Quixote in the emblematic space. Ten employees from IFEMA MADRID participated.

- Cultural outing: Jazz Concert

IFEMA MADRID subsidised 12 tickets for staff members to attend a musical concert at the Óscar Pata Negra venue in Madrid. The concert was held outside of working hours and its objective, like the previous action, was to foster relationships between different areas of IFEMA MADRID through culture.

Partnerships

Sustainable Development Goal (SDG) 17, **Partnerships for the Goals**, is especially important for IFEMA MADRID.

IFEMA MADRID's relationships with other companies, institutions and industry associations help us to achieve our main objectives:

- To ensure the sectoral momentum of trade fairs and the legitimacy of their content.
- To promote internationalisation.
- To support business development.
- To generate wealth in the environment by using our fairs as a point of reference, taking advantage of their ability to attract people.

Sustainability is an expressly shared attitude in all of these areas.

These partnerships can be divided into three blocks:

• **Sector representatives**

The trade fairs organised by IFEMA MADRID are always designed to meet the needs and expectations of the sectors involved. Each event has an Organising Committee, with representatives of the main agents in the sector, to obtain this information and ensure it is always up to date.

The fairs collaborate with the leading associations in the sector, sharing the common objectives of revitalising the sector, increasing its knowledge, boosting its internationalisation and ensuring the profitability of its members.

• **Strategic agreements**

IFEMA MADRID's strategic agreements address the same objectives from a more global perspective, encompassing the generation of wealth and benefits for the entire environment. In 2025, the following strategic agreements were in force with the aim of positioning Madrid as one of the main cities for trade fairs and congresses on the international stage, improving its connectivity and promoting sustainable mobility.

Institutional sponsors:

- Iberia
 - Iberdrola
 - Uber
- RENFE
 - Iryo

Gastronomy partners:

- Mahou
 - Coca-Cola
- JDE

• **In-house fair/event sponsors**

- *Collaborations in some of our events*, to promote specific actions or raise the profile of the event.

MERCEDES-BENZ FASHION WEEK MADRID, FEBRUARY 2025

Mercedes-Benz	East Crema Coffee
Inditex	RBA Editores
L'Oréal Paris	URJC
Iberia	GABANA
Community of Madrid	El Supremo Rum
Multiópticas	Mahou
UDIT	Cosme Palacio
GHD	Flabellus
Málaga de Moda	Be Water Home
CEOE Castilla y León	Elena Suárez
Schweppes	
Solán de Cabras	

MERCEDES-BENZ FASHION WEEK MADRID, SEPTEMBER 2025

Mercedes-Benz	Legado Ibérico
Inditex	Organic Reworks
L'Oréal Paris	Hatsu
Iberia	Four Seasons / Galería
Community of Madrid	Canalejas
Multiópticas	ESDEN
UDIT	Q17 Studios
GHD	Myka Greek
Málaga de Moda	Rowenta
CEOE Castilla y León	Beldon Beauty
Schweppes	Engel & Volkers
Solán de Cabras	Mastercard
East Crema Coffee	Miami Dolphins
El Supremo Rum	Vectalia
Cosme Palacio	Screensor
Elena Suárez	

FITUR 2025

Brazil	Aqualia
Puerto Rico	Enovam
Cajamar	Holafly
Adquiver	Extremadura
Maarlab	Huawei
Veolia	Iberia
AMEX	Mexico
Telefónica	

ARCOmadrid 2025

Frederic Malle	Lexus
Bodegas Enate	Iberia
Radisson Red	

FRUIT ATTRACTION 2025

Veganic Nature	MSC
AgroBank	Andalusia
Timac Agro	Únikas Merchandising bags
Ministry of Agriculture, Fisheries and Food	Murcia
	Cajamar

ESTAMPA 2025

Alhambra

SIMO 2025

Microsoft Google

EXPO SAGRIS 25

McDonald's Cajamar

MEAT ATTRACTION 25

Cajamar

MADRING Formula 1

L'Oréal Paris

• **FARO social commitment programme partnerships**

Corporate volunteering programmes, as well as other actions organised within IFEMA MADRID's social commitment programme, are always carried out in partnership with an NGO or foundation, either by creating a specific programme for collaboration between the NGO or foundation and IFEMA MADRID or by joining an existing one.

IFEMA MADRID partnered with the following organisations in 2025:

- Bertelsmann Foundation / “Empresas Que Inspiran” (Inspirational Businesses) Project.
- Hogar Si Foundation.
- Mensajeros de la Paz.
- Madre Coraje.
- Salesianos de Estrecho.
- EMMA Foundation.
- Amigos de los Mayores Foundation.
- Madrid Food Bank.
- Amigó Foundation.
- Envera Foundation.
- ICAI Foundation.

6.4 Tax information

	2024	2025
Profits country by country	Profits for 2024 amounted to €18,561,374. All profits were made in Spain.	Profits for 2025 amounted to €20,567,839. All profits were made in Spain.
Corporation tax paid	The amount paid in 2024 as corporate income tax (2023 corporate income tax settlement and 2024 advance payments) was €1,061,810.	The amount paid in 2025 as corporate income tax (2024 corporate income tax settlement and 2025 advance payments) was €2,933,988.
Public subsidies received	No public subsidies were received.	No public subsidies were received.

07.

Appendices

07. Appendices

APPENDIX 1. Sustainability results of IFEMA MADRID’s in-house trade fairs (2025 sustainability checklist of in-house and co-organised trade fairs)

In-house or co-organised fair/event	Score	Date
ANTIK ALMONEDA	7.38	21/04/2025
INTERGIFT 1	8.10	10/03/2025
SEMANA DE LA EDUCACIÓN	8.12	11/04/2025
IBERZOO-PROPET	8.15	13/03/2025
MBFW 2	8.19	30/09/2025
PROMOGIFT	8.24	21/01/2025
ESTAMPA	8.25	28/10/2025
VO	8.41	30/06/2025
MBFW 1	8.42	28/02/2025
SIMO EDUCACIÓN	8.44	13/11/2025
FERIARTE	8.54	17/11/2025
PRIVEL	8.54	17/11/2025
EXPO SAGRIS	8.64	18/11/2025
BISUTEX 1	8.67	10/03/2025
MOMAD 1	8.77	10/03/2025
MADRID JOYA 1	8.79	10/03/2025
C&R	8.79	04/12/2025
MADRID PLATA 2	8.81	22/09/2025
LIBER	8.81	28/10/2025
MOTORTEC	8.89	19/05/2025
INTERGIFT 2	8.89	22/09/2025
BISUTEX	8.89	22/09/2025
MEAT ATTRACTION	8.9	24/03/2025
LOOK	8.91	28/10/2025
ARCO	8.99	25/03/2025
MOMAD 2	9.02	22/09/2025
FITUR	9.15	05/02/2025
FRUIT ATTRACTION	9.25	14/10/2025
GENERA & MATELEC	9.14	04/12/2025

Average sustainability of in-house trade fairs/events

	2024	2025
Average sustainability of in-house trade fairs/events	8.24	8.62

We can conclude that the level is ADVANCED and increased by 4.61% in 2025 compared to the previous year.

Sustainability actions at in-house and co-organised fairs/events

IFEMA MADRID identifies all the innovation, entrepreneurship, social and environmental actions carried out at each in-house and co-organised fair/event.

They are registered in a repository on the intranet and are developed in accordance with the unique characteristics of each sector.

Ratio of sustainability actions at in-house trade fairs

	2024	2025
Ratio of sustainability actions in-house and co-organised fairs/events	24.51	33.75

We can conclude that the ratio of sustainability actions for in-house and co-organised fairs/events increased by 37.69% in 2025 compared to the previous year, showing a high level of commitment in this area.

By type, in 2023 and 2024, the following were carried out at in-house and co-organised fairs/events:

Type of action	2024	2025	2024/2025
Actions to promote innovation	282	306	8.51%
Actions to support entrepreneurship	91	88	-3.29%
Social action	295	326	10.50%
Environmental actions	288	259	-10.06%
Total	956	979	2.40%

APPENDIX 2. 2025 Sustainable development issues

Of the 26 sustainable development issues identified in 2025, the following were found to be significant:

Financial

- Transparency and good governance.
- Innovation processes.

Environmental

- Mobility and transport.
- Waste collection, transport and management.

Social

Although unlike in 2024 in 2025 there were no social issues with an index equal to or greater the threshold to be considered significant (2.8), the four issues that came closest were:

- Accessibility.
- Communication with stakeholders.
- Trade fair security.
- Support for the sustainable development of the sector.

Finally, the following actions/objectives were planned for 2024, for significant issues (≥ 2.8 or high priority) and for others that are close being considered significant (≥ 2.6).

Sustainable development issue	Priority	Action or objective?	Description	Fulfilled (Yes/No)
Transparency and good governance	HIGH	Action	Publication of IFEMA MADRID's audited Non-Financial Information Statement and 2023-2026 Corporate Social Responsibility Report on the website. Monitoring of suggestions, complaints and claims.	Yes
Transparency and good governance	HIGH	Action	Compliance management system. Monitoring of the Internal Control System.	Yes
Innovation processes	HIGH	Objective	Digitalisation objective(s) to be implemented in 2025.	Yes
Innovation processes	HIGH	Action	Implement innovation actions at in-house trade fairs/events to drive innovation in the sector.	Yes
Mobility and transport	HIGH	Action	International in-house event organised by IFEMA MADRID and held at our facilities: GMC. Implement sustainable mobility actions at the fairs/events (bus, discounts on public transport, etc.)(action to consider for the trade fair sustainability checklist). Electric car parking in the car park and parking for bicycles and scooters. The number of parking spaces for electric vehicles will be increased throughout 2025-2026. Public transport at the Southern Entrance to IFEMA MADRID. Sustainable mobility competitions to promote cultural change at IFEMA MADRID.	Yes, except for the GMC event, which was postponed to 2026.
Waste collection, transport and management	HIGH	Objective and action	Aluvision stand objective. Coordination with waste managers. Periodic measurement of indicators.	Yes
Entrepreneurship support processes	MEDIUM	Action	Promote entrepreneurial activities at in-house fairs/events to support entrepreneurs and start-ups.	Yes
Accessibility	MEDIUM	Action	Non-compliance no. 22-01 closed. Furthermore, it is proposed as an objective within the 2023-2026 Corporate Social Responsibility Plan.	Ongoing
Communication with stakeholders	MEDIUM	Action	Internal communications on the intranet and in the new internal communication tool (internal social network) Yammer. Change in the Quality and Sustainability section's position on the website, so that it is displayed first. Internal communication working group.	Yes
Trade fair security	MEDIUM	Action	Maintenance according to ISO 22320. National Security Framework (ENS) certification.	Yes
Trade fair security	MEDIUM	Objective	Improvement objective defined in the area of self-protection.	Yes
Support for the sustainable development of the sector	MEDIUM	Action	Talks at other organisations (EMECA, UFI, APCE, etc.) about sustainability. Presidency of the AFE Sustainability Committee. Review of the sustainable participation guidelines (exhibitors) and Fair Organising Committee.	Yes
Water consumption	MEDIUM	Action	Sustainable water management plan. Implemented committed measures. Network maintenance.	Yes
tCO ₂ emitted into the atmosphere	MEDIUM	Objective	Measure carbon footprint scopes 1-2-3.	Yes
Carpet consumption	MEDIUM	Action	Recyclable carpet consumption, final recycling.	Yes
Food and drink consumption	MEDIUM	Action	Food actions described in sustainability actions.	Yes

Other actions for the remaining sustainable development issues

Issue	Action	Compliance with the action
Financial performance	Comply with EBITDA.	Yes
International financial performance	OBJECTIVE 3: Expand IFEMA MADRID's international capacity, both in attracting clients and generating products abroad, through the incorporation of five new international offices.	Yes
Bribery and corruption	Good professional practices Monitoring of ethics channel and compliance documentation. Regulatory Compliance Committee.	Yes
Work standards / Good practices towards consumers	OBJECTIVE 21: Reduce the percentage of claims answered outside the internal deadline compared to 2024.	No
Contribution to sectoral and economic development	Increase in-person trade fair activity compared to the previous year.	Yes
Equality	Monitoring of people indicators on the balanced scorecard related to the percentage of women on staff, the percentage of women in operational middle management positions, and the percentage of women in management positions.	Yes
Food safety (food)	Refurbishment works in central kitchens and ISO 22000 certification.	In progress 2026-2027.
Services provided to society	Volunteering activities and donations (see projects in 2025 Non-Financial Information Statement).	Yes
Human development and on-the-job training	Objective 1: Promote the culture of organisational leadership to improve the capabilities of managers in order to prepare them for the organisational transformation necessary for the process of digitalisation and project-based work. The challenges of new leadership require knowing how to build and lead teams, keep people connected and loyal, and promote a culture of innovation, learning, and continuous improvement.	Yes
Energy consumption	Objective 13: Improve IFEMA MADRID's energy efficiency and electricity consumption through two projects in 2024/2025: Installation of a self-consumption solar power plant. Upgrading of outdoor lighting to LED technology.	Currently under way, scheduled for completion in 2026.
Water consumption	Monitoring of signage recommending the closing of taps in the Institution's toilets and flexibility of teleworking. Implementation of measures from the Sustainable Water Management Plan.	Yes
Paper consumption	Flexibility of teleworking and digitalisation. FSC or PEFC certified paper. Visual space PDAs for hall managers.	Yes
Carpet consumption	Use of recyclable carpet in common areas and recycling it into plastic pellets or paraffin.	Yes
Food and drink consumption	Provide information about number of visitors or people to be expected for a catered event to ensure the correct amount of food is ordered and waste is avoided (action to be considered on the fair sustainability fair checklist). Include use of surplus food in the tender conditions. Organise an action to reduce food waste with the caterers in which members of staff have the option of buying any food not sold to the public.	Yes

APPENDIX 3. Objectives and actions of the 2023-2026 Corporate Social Responsibility Plan

In 2025, the following objectives and actions were included in the Corporate Social Responsibility Master Plan (four of them are four-year objectives and others are annual):

Objective 1: Be carbon neutral (Scopes 1 and 2) by 2026

Action plans to be developed or actions to be carried out	Expected timeframe	Status
Overhaul and energy improvement of the humidification system in the South Entrance Building.	2023	Completed
Maintaining 100% certified green origin electricity supplied to IFEMA MADRID and the zero-emission vehicle fleet.	Ongoing	Completed
Actions to raise awareness among staff about energy saving.	Ongoing	Completed
Annually renew the Ministry for the Ecological Transition and the Demographic Challenge "Calculate and Reduction" seals for levels 1-2 of the institutional carbon footprint.	Annual	Completed
Make progress in the measurement of Scopes 1, 2 and 3 for in-house events.	Ongoing	Completed
Increase the scope of ISO 50001 to the entire facility.	2023, 2024 and 2025	Completed
Launch of a photovoltaic energy generation project.	2025	Ongoing
Upgrade the rest of the lighting to LED technology.	2024, 2025 and 2026	Ongoing
Integration of an energy consumption control and measurement system.	2026	Ongoing
Plan the integration of the measurement of the carbon footprint of individual trade fairs in the three scopes and propose the global measurement of Scope 3.	2025	Ongoing
Propose a comprehensive compensation project in order to achieve the goal of carbon neutrality.	2026	Not started

Objective 2: Zero waste to disposal by 2026

Action plans to be developed or actions to be carried out	Expected timeframe	Status
Reduction in the waste generation ratio (t/M€ revenue) compared to 2022 (reduce wood in stands and inform all assemblers and exhibitors, security, etc.	Ongoing	Completed
Preparation and publication of a <i>Sustainable Participation Guide for Event Organisers</i> and communication of the other 2 sustainable participation guides (exhibitors and visitors).	New guide: 2023 Communication: ongoing	Completed
Removal of individual waste bins in work areas and replacement with 2- or 5-fraction clean points, depending on the areas, and awareness/ communication actions on waste separation.	2023	Completed
Include in the tender specifications for general non-hazardous waste managers the obligation to always recycle non-hazardous waste, whether in its separate or mixed fractions, as well as hazardous waste (to the extent that technology allows).	Ongoing	Completed
Include in tender specifications for operators that generate waste (maintenance, installation, etc.) the obligation to manage their waste on their premises and in accordance with legislation, stipulating that it is forbidden to abandon it.	Ongoing	Completed
Contracts for the management of carpet waste must always ensure its final recycling.	Ongoing	Completed
Generate an action plan for the treatment of food waste with the corresponding supplier.	Ongoing	Completed

Objective 3: Implementation and communication of “accessible routes” and achieving “digital accessibility”

Action plans to be developed or actions to be carried out	Expected timeframe	Status
Maintain the accessibility level certified for the IFEMA MADRID website: AA.	Yearly	Completed
Implement minor improvements to the infrastructure with the aim of adapting it to people with specific needs (seats in auditoriums, registration counters, etc.).	2023-2024	Completed
Generation of the Accessibility Protocol applicable to all IFEMA MADRID in-house fairs and events.	2023	Completed
Develop the project for the structural adaptation of the venue to the needs of holding the Formula 1 Grand Prix, applying the requirements of current legislation on accessibility.	2026	Ongoing
Incorporate an adapted signage model to convey information about the venue and the events held there to people with specific needs.	2026	Not started

Objective 4: Continued increase in stakeholder satisfaction levels compared to previous years (2022)

Action plans to be developed or actions to be carried out	Expected timeframe	Status
Systematised satisfaction survey plan for stakeholders (exhibitors, visitors, external operators, suppliers, sponsors, media and workers).	Ongoing	Completed
Net Promoter Score (NPS) analysis of each group compared to the previous edition. Action plan in case of deviation from expectations.	Yearly	Completed
Calculation of average NPS of all stakeholders and comparison with the previous year. Evaluation of the results.	Yearly	Completed

Annual objectives

To position the Formula 1 Grand Prix as a benchmark for sustainability within its scope.	Ongoing
Promote employee participation in social action initiatives, collaborating with volunteering initiatives and sharing experiences, through the development of the Faro Project.	Completed

APPENDIX 4. Strategic objectives

The strategic objectives for 2025 were:

No.	Strategic line	Objective	Planned completion date	Met / Not met / In progress	Conclusion (closed / ongoing)
1	Organisation optimisation	Promote the development of an internal map of activity interrelationships, accepted by all areas, from which the effectiveness of each and every one's contribution to the overall results of the company can be assessed more accurately. Based on these assessments, generate a system to determine our level of satisfaction as internal customers.	2025-2026	In progress	Ongoing
2	Organisation optimisation	Implementation of the IFEMA MADRID Strategic Transformation and Modernisation Plan, with the aim of adapting the company to the current state of the sector, maximising its value and boosting its socio-economic impact.	2025	Met	Closed
3	Diversification	Increase business diversification from 2026 by achieving the four milestones in 2025 necessary for this to happen, namely: Milestone 1: Processing of the Special Urban Rezoning Plan. Milestone 2: Complete the first phase of action to hold the first Formula 1 Grand Prix at the venue in 2026, which will include the following actions: Milestone 3: Create an in-house Formula 1 management team. Milestone 4: Organise the pit building tender, scheduled for 2025.	2024-2026	Met	Closed
4	Organisation optimisation	Increase business volume by promoting diversification, internationalisation and innovation, through the development of a Strategic Business Plan that, with the participation of all areas, coordinated by an external collaborator, will be prepared in 2025 for implementation in 2026.	2025	Met	Closed
5	Internationalisation	Increase IFEMA MADRID's international business, both domestically and internationally: • Expand IFEMA MADRID's international capacity, both in attracting clients and generating products abroad, through the incorporation of five new international branches. • Develop a new trade fair project in Mexico for 2026 in the field of construction.	2025	Met	Closed

(Continues)

No.	Strategic line	Objective	Planned completion date	Met / Not met / In progress	Conclusion (closed / ongoing)
6	Organisation optimisation	Operational improvement of the Commercial Administration of Servifema in 2024 and 2025, to achieve the optimal level of service, designing equipment, tools and the monitoring of metrics to identify a time limit to deal with any requests (SLA compliance time).	2024-2025	Met	Closed
7	Organisation optimisation	Implementation of a Power BI tool that makes it possible to access the economic and financial information of the activity of all fairs (actual income and costs incurred), with the commitment of all areas to ensure the constant updating of the information (including the registration in the information systems of all services and orders requested). It should allow for deeper analysis and promote the use of information to improve decision-making in a more reasoned and agile way, while meeting the established deadlines.	2024-2025	Met	Closed
8	Digitalisation	Reduction of the number of hours spent marking the halls, digitalising this work in 2024-2025 through the use of robots.	2024-2025	Met	Closed
9	Sustainability	Promote the reduction of bulky waste generation in 2025 and 2026 by implementing, among other measures, the option of aluminium in-house stands, because of their greater reusability.	2025	Met	Closed
10	Sustainability	Improve IFEMA MADRID's energy efficiency and electricity consumption through three projects in 2024/2026: • Installation of a self-consumption solar power plant. • Upgrading of outdoor lighting to LED technology. • Utilizing the space and natural light of the Southern Entrance Building (Open Space).	2024-2026	In progress	Ongoing
11	Sustainability	Achieve savings in greenhouse gas emissions by implementing carbon footprint measurement in in-house events in Scopes 1, 2 and 3 in 2024 and 2025.	2024-2025	Met	Closed

(Continues)

Strategic objectives for 2025 (continued)

No.	Strategic line	Objective	Planned completion date	Met / Not met / In progress	Conclusion (closed / ongoing)
12	Sustainability	Increase the Institution's level of sustainability by incorporating the Formula 1 Grand Prix into the usual system of sustainability management of IFEMA MADRID events, making it reach an advanced level of sustainability in the first edition with a score of at least 8.5 on the checklist after the event.	2025-2026	In progress	Ongoing
13	Sustainability	Improve cybersecurity awareness among IFEMA MADRID employees.	2025	Met	Closed
14	Sustainability	Improve information security incident detection mechanisms.	2025	Met	Closed
15	Sustainability	Increase the training of catering staff in emergencies by carrying out theoretical-practical training with a simulator in 2025.	2025	Met	Closed
16	Sustainability	1% reduction in meter consumption associated with the lighting of the South Entrance Building compared to its baseline.	2025	Met	Closed
17	Sustainability	Improve IFEMA MADRID's level of involvement in employee well-being compared to 2024.	2025	Met	Closed

APPENDIX 5. 2025 risks and opportunities

	2019 (January)	2020 (January)	2021 (January)	2022 (January)	2023 (January)	2024 (January)	2024 (December)	2025 (January)	2026 (January)
Total risks identified	76	98	110	126	125	139	134	140	145
Significant risks identified	31	10	17	16	15	14	14	12	11
Percentage of significant risks	40.78%	10.20%	15.45%	12.6%	12%	10.07%	10.14%	8.57%	7.58%

	2019	2020	2021	2022	2023	2024	2025	2026
Average risk level (1-25)	12.26	7.95	8.71	8.35	8.05	7.27	7.08	6.94

The risk level reduced by 1.87% compared to the previous year and by 43.71% with respect to 2019, reaching risk levels lower than those reached in the pre-pandemic period (2020).

List of risks and their associated impacts

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
1	The agreed budget for income and expenses is not met. Expected results are not achieved or there are new unplanned or higher-than-planned expenses. This affects the financial result.	•					No
2	Increases in fixed costs will put a burden on overall budgets and those of each event, reducing margins.	•		•			No
3	Excessive concentration of revenue in specific projects, increasing the risk of not meeting the revenue budget in the event of a potential contingency in the said projects.	•		•			Yes
4	Confusing or fraudulent use by customers of the image and logo of IFEMA MADRID, affecting our brand.					•	No
5	The action plans defined for each strategic objective are not executed, so that the risks are not minimised or the opportunities for improvement detected and evaluated as being significant are not harnessed.			•			No
6	Complaints due to legal breaches (accidents and other emergencies, illegal practices, lack of accessible routes, other actions relating to accessibility, etc.).	•			•	•	No
7	Publication of fake news due to misinterpretation of reality.					•	No
8	Errors in data control due to human errors caused by the absence of digital tools.	•		•		•	No
9	Failures in internal communication due to human errors in the absence of digital tools.		•	•			No
10	Increased likelihood of error in strategic decision-making due to not involving the executives/middle managers from the responsible area.	•	•	•			No
11	Loss of contracts due to the appearance of new spaces, some of them unique, for holding trade fairs and events.	•					No
12	Mismatch between our traditional business model and most of our resources and the new digital model that the market is imposing.	•		•		•	No

(Continues)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
13	Some institutional agreements do not clearly reflect the rights and obligations of each of the parties.	•		•			No
14	Lack of professional profiles for the digital, people and business environment.			•			No
15	Staff with resilience to changes in the internal and external context of IFEMA MADRID.			•			Yes
16	The collective agreement and social and labour legislation applicable to IFEMA MADRID are not complied with.	•	•	•	•	•	No
17	Staff from IFEMA MADRID or a collaborating company breach protocol PER-PT-21.01. General rules of conduct for staff working in customer-facing roles.					•	No
18	Generation of inequalities that will cause disaffection towards the company, loss of commitment and loss of responsibility, in addition to influencing the creation of a bad atmosphere.	•	•	•			No
19	Disconnection by employees from decisions they do not share/ understand/know about, generating a lack of feeling of belonging.		•	•			No
20	Legal non-compliance is detected.	•	•	•	•	•	No
21	Ignorance of developments in applicable legislation in technical matters affecting IFEMA MADRID (industrial safety, quality, environment, energy, occupational health and safety, etc.).	•	•	•	•	•	No
22	Corrective actions are not executed to resolve the non-compliances detected.			•	•		No
23	Delay in the solution of non-compliances in which the public administration is a participant or responsible party (industry commissioning, building permits and other types of feedback required with the public administration) due to excessive slowness by the public administration in relation to urban planning, industry and the environment.	•		•	•	•	Yes
24	Some procedures are not respected or applied due to lack of knowledge on the part of employees.			•	•		No
25	Information is not accessible in a timely manner, meaning indicators cannot be completed within the periods set for measurement and monitoring.			•	•		No

(Continues)

List of risks and their associated impacts (continued)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
26	Operational controls defined in time planning are delayed or not performed.			•			No
27	Indicators are interpreted differently in some data collections.			•			No
28	Actions to resolve deviations detected in indicators are not executed.			•	•		No
29	IFEMA MADRID's internal procedures are not sufficiently customer-oriented, with excessive bureaucracy and a lack of information/data.			•			No
30	Failure in the planning of the tendering process for hiring internal and external auditors.			•	•		No
31	The management review report is incomplete.				•		No
32	Suggestions, complaints and claims are not recorded correctly, making interpretation and monitoring difficult.			•	•		No
33	Complaints and claims do not receive a response within the stipulated period.			•	•		Yes
34	Actions for the solution of claims are not established or if they are established, they are not executed.			•	•	•	No
35	Potential increase in environmental claims (noise, traffic, etc.) generated by the new type of events held at IFEMA MADRID (concerts and Formula 1).		•		•	•	No
36	Exhibitor and visitor satisfaction surveys do not receive the necessary response to draw valid conclusions.	•		•	•		No
37	Dissatisfaction of an IFEMA MADRID stakeholder because one of their needs or expectations is not detected and is not considered when designing our product (trade fair) or marketing our service.	•				•	No
38	Failures in interdepartmental coordination (horizontal and vertical), leading to increased likelihood of errors and inefficiencies.		•	•			No
39	Loss of business share due to the difficulty in incorporating new trade fairs/events and/or the stagnation of in-house trade fairs/events.	•				•	No
40	The rigour of the sources used is not cross-checked.	•		•			No

(Continues)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
41	Sector collaborators are not sufficiently representative.	•		•			No
42	There is no possibility of fitting in external events between our own events in the schedule.	•		•			No
43	Not identifying niche markets and not reacting quickly enough to opportunities when they are detected.	•		•			No
44	Not choosing the right allies and partners.	•	•	•		•	No
45	Inaccurate definition of the responsibilities of each party during the establishment of partnerships with other operators.	•	•	•		•	No
46	Loss of contracts for external events due to economic instability.	•					No
47	Loss of market share due to competition with other more agile, more digitalised or more internationalised operators.	•				•	No
48	Loss of market share due to unfair competition by national operators that receive financial support.	•					No
49	Loss of external international projects due to unfair competition by national operators that receive financial support.	•				•	No
50	Association of the IFEMA MADRID brand with companies with a negative business reputation.					•	No
51	Non-compliance by a partner with its commitments to IFEMA MADRID.	•		•		•	No
52	The definition of the trade fair does not correctly convey the requirements of potential customers.	•				•	No
53	The trade fair's needs in terms of surface area cannot be met on the proposed dates.	•		•			No
54	Inaccuracy or errors in the information about the trade fair/ event collected in the CRM or in the commercial offer (other events).	•		•		•	No
55	Not all the necessary information is available, delaying the launch of the trade fair or event.	•		•			No

(Continues)

List of risks and their associated impacts (continued)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
56	Decisions made by project managers without sufficient financial information, multiplying the possibility that they are not right.	•		•		•	No
57	There is no information regarding what external organisers should provide.			•			No
58	It is not possible to make travel arrangements sufficiently in advance to obtain the best conditions.	•			•		No
59	Greater capacity is committed than is available, making it impossible to meet to all customer requests.	•		•		•	No
60	As a consequence of not complying with the budget, marketing actions aimed at visitors must be limited, risking not achieving the necessary volume for the event.	•				•	No
61	Information and messages used in marketing are ambiguous and may cause confusion in customer expectations.	•				•	No
62	The requested applicable certifications are not available for the holding of a congress, fair or international event.	•				•	No
63	Information provided by the operator on exhibitor needs is not complete.			•			No
64	Being behind the times in communicating with our customers in a personalised way.			•		•	No
65	Sector overlap and mutual competition in in-house trade fairs.	•		•			No
66	Lack of positioning of our trade fairs as international brands.	•				•	No
67	Lack of efficiency/resources for our trade fairs when it comes to promoting international trade relations.	•	•	•			No
68	Failure in the selection of international visitors.	•				•	No
69	Excessive cost of actions to attract international exhibitors and visitors.	•					No
70	Loss of exhibitors and visitors at in-house trade fairs due to economic instability.	•		•		•	Yes
71	Lack of control of financial and legal aspects in the country where the event or consultancy is organised.	•		•	•	•	No

(Continues)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
72	Information – Publication of erroneous information that is not detected in time and has negative consequences for reputation and/or activity.	•		•		•	No
73	Information – Fraudulent or improper use of the trademark.					•	No
74	Legal non-compliance in contracting matters with critical suppliers.	•	•	•	•	•	No
75	Inaccuracy or errors in the transmission of information regarding services contracted by exhibitors.	•		•		•	No
76	Security risk in merchandise brought to the trade fair by exhibitors.	•		•	•	•	No
77	Physical risk (people's safety) during the assembly of the trade fair.	•	•	•	•	•	No
78	The assembly of all stands is not completed within the established period, preventing adequate cleaning and preparation of the hall.	•		•	•	•	No
79	As a result of non-compliance with the budget, planned adjustments promised to customers cannot be performed in the halls (common areas, decoration, etc.).			•		•	No
80	No-show by exhibitors at the last minute, leaving the space they contracted empty.			•		•	No
81	Legal non-compliance – Non-compliance with customs regulations in international events.	•		•	•	•	No
82	The conference and activity rooms are not equipped with the equipment requested.			•		•	No
83	External circumstances (strike, breakdown, accidents, etc.) impair access of visitors to the venue.	•		•		•	No
84	Information – Dissemination of false information that is harmful to the reputation of IFEMA MADRID or its events, staff etc. or that is detrimental to the holding of a trade fair or event.	•		•		•	No
85	Information – Knowledge and dissemination of private IFEMA MADRID information that may be detrimental to its activity.	•		•		•	No
86	Physical risk during the holding, assembly and disassembly of trade fairs and public shows.	•	•	•	•	•	No

(Continues)

List of risks and their associated impacts (continued)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
87	Food poisoning risk during the holding of the trade fair.	•	•	•	•	•	No
88	The provision of services (security, investigators, catering, cleaning, access, first-aid kit, assistants, etc.) is not as requested or contracted.	•	•	•	•	•	No
89	Security risk for exhibitors' merchandise during the period when it is leaving the premises.			•	•	•	No
90	Physical risk while the trade fair is being disassembled.	•	•	•	•	•	No
91	Disassembly is not completed within the stipulated period or schedule, with serious impact for assembly of the next event.	•		•	•	•	No
92	Correctly processed information is not available (number of visitors, origin, etc.).			•			No
93	There are mismatches between financial data from different sources.			•	•		No
94	Suppliers – Lack of service or interruption of its provision by critical suppliers (unsuccessful tender, company bankruptcy, staff not available, lack of planning in recruitment, lack of supplier planning, strikes, failure of their infrastructure, etc.).	•	•	•		•	Yes
95	Breach of public procurement legislation.	•			•	•	No
96	The content of the specifications does not cover the minimum requirements for the supplier in terms of legal compliance, quality, environment, energy, safety, etc.		•		•		No
97	The necessary evaluation by the management centre is not available (regular evaluation of the collaborating company by the management centre or internal customer).				•		No
98	Supplier selection problems due to the application of state contract legislation.	•		•		•	No
99	Loss of opportunities (working with suppliers that offer better technical conditions) due to strict application of public procurement legislation.	•		•		•	No
100	Slowing down of supply processes.	•		•	•	•	Yes
101	The absence of the contracting body (vice-president), causing a delay in the signing of contracts.	•		•	•		No

(Continues)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
102	Non-compliance with legislation on industrial safety (regulatory maintenance of high voltage, low voltage, pressure equipment, thermal installations, etc.).	•	•		•	•	No
103	The preventive maintenance plan is not adequate: equipment is missing, the established frequencies are not complied with, the frequencies are not as defined in the instruction manuals for machinery, etc.				•		No
104	Failure to comply with the regulations contained in the Technical Building Code regarding extensions or maintenance works.		•		•	•	No
105	Some suppliers or customers do not comply with IFEMA MADRID's governance principles for sustainable development.		•		•	•	No
106	There is no control over the content of conferences or congresses, which may include messages contrary to our governance principles for sustainable development.					•	No
107	Customer advertising on our premises may include messages contrary to our governance principles for sustainable development.					•	No
108	Lack of accessibility measures, failing to meet the universal accessibility criteria defined in the applicable standards.		•		•	•	Yes
109	Continuous measurements obtained with equipment (meters) not subject to regular control (internal verification).		•	•	•		No
110	Internal checks with guidelines that have not been externally calibrated or verified.		•	•	•		No
111	No actions have been defined or, if they have been defined, they have not been executed, to resolve the energy changes detected.		•	•	•		No
112	Difficulty in detecting changes in consumption due to the lack of a standardised control system.		•	•			No
113	Power cuts in the electricity grid that could require the use of the generators, which only operate in emergency conditions. These types of sources have greater pollution potential as they burn diesel fuel rather than natural gas.		•	•			No
114	The distributor's meters are not verified.	•	•				No
115	Mistakes made by the distributor when reading consumption.	•	•				No

(Continues)

List of risks and their associated impacts (continued)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
116	Errors in the data facilitated by the distributor on its invoice.	•	•				No
117	Environmental legislation on waste, chemical products, dangerous goods, discharges and/or emissions into the atmosphere is not complied with.	•	•		•	•	No
118	Reusable waste is being sent for disposal.		•		•	•	Yes
119	The internal standard for the environment, energy and sustainability of events distributed to IFEMA MADRID staff, collaborating companies, exhibitors, external organisers and visitors is not complied with.		•		•	•	No
120	Risk of fire.	•	•	•	•	•	No
121	Chemical, biological, radiological and nuclear (CBRN) incident.	•	•	•	•	•	No
122	The command and control structure defined as being necessary for an event is not complied with.	•	•	•	•	•	No
123	The security plans or operating rules for an event are not communicated to the stakeholders.	•	•	•	•	•	No
124	A Strategic Environmental Assessment (SEA) is not constituted in one or more halls or in one or more events.	•	•	•	•	•	No
125	Failure to comply with security legislation regarding space planning, minimum conditions, etc.	•	•	•	•	•	No
126	Facilities – Emergency generator failure.	•	•	•	•	•	No
127	Legal non-compliance – Non-compliance in matters of security and/or self-protection.	•	•	•	•	•	No
128	Legal non-compliance – Non-compliance in matters of coordination of business activities (trade fair calendar stress, etc.).	•	•	•	•	•	No
129	Legislation on occupational health and safety or coordination of business activities is not complied with.	•	•	•	•	•	No
130	The preventive measures for the minimisation of occupational risks detected and evaluated (blows, crashes, cuts, being run over, tripping and falls to a different level, falling objects, etc.) are not complied with.	•	•	•	•	•	No
131	Non-compliance with legislation on private security.	•	•	•	•	•	No
132	Non-compliance with data protection is detected.	•	•	•	•	•	No
133	Absence of an organised reaction to inevitable external contingencies.	•	•	•		•	No

(Continues)

No.	Risk description	Types of impacts					Significant risk level?
		Financial	Environmental/ social	Internal operational	Regulatory	Reputational	
134	Increases in threats that are unpredictable and difficult to react to, such as those related to climate change or cybersecurity.	•	•	•			Yes
135	System configuration errors.		•	•		•	Yes
136	Disaster in Data Processing Centre 2 (disconnection from the network or disconnection of the halls from the network).	•	•	•		•	No
137	Systems – Disaster in Data Processing Centre 1.	•	•	•		•	No
138	Systems – Failure in information integrity.	•	•	•	•	•	No
139	Passive corruption (in contracting services, organising fairs, accepting gifts, etc.).	•	•		•	•	No
140	Active corruption (in sales, offering gifts, special conditions, etc.).	•	•		•	•	No
141	IFEMA MADRID as a focus for cyberattacks due to its importance in the media.	•	•	•		•	No
142	Increased possibility of overcoming traditional defences due to the rapid evolution of cyberattack tactics and techniques.	•	•	•		•	No
143	Lack of awareness or non-compliance with applicable information security regulations by the organisation's users.	•	•	•		•	No
144	Failure of the electrical installations in the Recinto Ferial or Palacio Municipal.	•		•		•	No
145	Failure of the water installations in the Recinto Ferial or Palacio Municipal.	•		•		•	No

List of opportunities and levels of impact on the strategy

No.	Opportunity description	Significant?
1	New products / Diversification.	Yes
2	Digital development.	Yes
3	Opening of new international markets for direct intervention through international offices.	Yes
4	Increase the number of international exhibitors and visitors.	Yes
5	Improvement in the energy and water consumption of the facilities.	Yes
6	Unify the control system for the facilities.	No
7	Integrate all electrical and thermal energy consumption variables for all the facilities into the Smarkia platform to make short- or medium-term progress in the broadening of the scope of ISO 50001 certification.	Yes
8	Establish minimum content on environmental matters, event sustainability and energy efficiency for all tender documents.	Yes
9	Support for the sustainable development of the sector.	Yes
10	Reduce tCO ₂ emitted into the atmosphere.	Yes
11	Reduce energy dependence and create new sources of income through green energy generation projects.	Yes
12	Increase the sectorisation of energy consumption and automated data collection	Yes
13	Improve the accessibility level of the Recinto Ferial and the Palacio Municipal.	Yes
14	Formula 1 as an international positioning tool and a benchmark in our ability to organise and develop any type of project. Excellent leverage for attracting other events.	Yes
15	Address the use of new critical digital tools in the business field, as well as training in the use of artificial intelligence tools in order to generate business models more tailored to the needs of our clients, streamline our relationship with them and convey an innovative and flexible profile to the outside world.	Yes
16	Seek partnerships with external operators to increase our portfolio through co-organised national and international events.	Yes
17	Positioning of Madrid as an international benchmark.	Yes
18	Internationalisation: growing interest in the Latin American market as a reference point for promoting new international expansion projects, both in the creation of events and in consulting projects.	Yes
19	Visibility generated by the Formula 1 project among potential sponsors.	Yes
20	Capacity to absorb new services by current and potential customers.	Yes
21	Promote generational change and the recruitment of new talent.	Yes
22	Measure the level of satisfaction of internal customers.	Yes
23	ISO 27001 certification. Broaden scope of ISO 22320 to the Palacio Municipal. Broaden scope of ISO 50001.	Yes
24	Promote social commitment (FARO PROGRAMME) and internal communication.	Yes
25	Promoting strong in-house trade fairs will enhance IFEMA MADRID's brand abroad.	Yes
26	Information security/cybersecurity training for all staff.	Yes
27	Increase investment in information security at IFEMA MADRID.	Yes
28	Gain a larger share of international business as a result of ISO 27001 certification.	Yes
29	Incorporation of AI into detection, response and CTI (cyber threat intelligence) tools.	Yes

(*) Not significant, in that it does not directly impact the institution's strategy or it is an opportunity that has been partially or fully tapped.

APPENDIX 6. 2025 balanced scorecard

2025 balanced scorecard

			Types of indicators in the balanced scorecard				
No.	Indicator	Process	Key (strategy)	Processes	Culture	Sustainability	Business
1	Degree of achievement of improvement objectives for the year (%)	Strategic planning	.	.			
2	No. of non-compliances detected in internal audit	Process design, improvement and control		.			
3	Percentage of non-compliances closed	Process design, improvement and control		.			
4	Percentage of integrated management system (IMS) documentation reviewed	Process design, improvement and control		.			
5	Percentage of indicators with deviations in the year	Process design, improvement and control		.			
6	Number of suggestions per year	Suggestion, complaints and claim management		.	.	.	
7	Number of complaints per year	Suggestion, complaints and claim management		.	.	.	
8	Number of claims per year	Suggestion, complaints and claim management		.	.	.	
9	Average number of days to respond to claims	Suggestion, complaints and claim management		.	.	.	
10	Percentage of claims answered outside the legal deadline	Suggestion, complaints and claim management		.	.	.	
11	Average Net Promoter Score (NPS) of exhibitors at in-house/co-organised events (by event)	Customer experience		.	.	.	
12	Average Net Promoter Score (NPS) of exhibitors at in-house/co-organised events (general services)	Customer experience		.	.	.	
13	Average Net Promoter Score (NPS) of visitors at in-house/co-organised events	Customer experience		.	.	.	
14	Net Promoter Score (NPS) of sponsors	Customer experience		.	.	.	
15	Net Promoter Score (NPS) of external organisers	Customer experience		.	.	.	
16	Net Promoter Score (NPS) of suppliers	Customer experience		.	.	.	
17	Net Promoter Score (NPS) of workers	People management		.	.	.	
18	Net Promoter Score (NPS) of media	Stakeholders' needs and expectations		.	.	.	
19	Average Net Promoter Score (NPS) of customers (exhibitors, visitors, external organisers, media and sponsors)	Customer experience		.	.	.	

(Continues)

2025 balanced scorecard (continued)

No.	Indicator	Process	Types of indicators in the balanced scorecard				
			Key (strategy)	Processes	Culture	Sustainability	Business
20	Average Net Promoter Score (NPS) of stakeholders in the year	Customer experience	•	•	•	•	
21	IFEMA MADRID's contribution to local economic development in the city of Madrid (% GDP)	Stakeholders' needs and expectations	•	•	•	•	
22	Number of maintenance incidents detected in the year (faults)	Strategic planning		•		•	
23	Number of incidents detected during assembly, execution and disassembly	Infrastructure maintenance		•		•	
24	Number of security incidents detected	In-person production of fairs/events: preparation, execution and disassembly		•		•	
25	Number of incidents detected in security plans	People's security		•		•	
26	Number of personal data processing incidents detected	People's security		•		•	
27	Number of incidents detected involving implementation of systems	Personal data processing		•		•	
28	Number of cybersecurity incidents detected	ICT Security		•		•	
29	Number of business continuity incidents	ICT Security		•		•	
30	Total waste generation ratio	Business continuity		•	•	•	
31	Hazardous waste generation ratio	Environmental management		•	•	•	
32	Non-hazardous waste generation ratio	Event sustainability		•	•	•	
33	Percentage of generated waste recovered	Environmental management	•	•	•	•	
34	Total drinking water consumption ratio	Event sustainability		•	•	•	
35	Percentage of regenerated water with respect to total water consumption	Environmental management		•	•	•	
36	Electricity consumption ratio	Event sustainability	•	•	•	•	
37	Corrected electricity consumption ratio	Environmental management	•	•	•	•	
38	Natural gas consumption ratio	Event sustainability	•	•	•	•	
39	Corrected natural gas consumption ratio	Environmental management	•	•	•	•	

(Continues)

No.	Indicator	Process	Types of indicators in the balanced scorecard				
			Key (strategy)	Processes	Culture	Sustainability	Business
40	Carpet consumption ratio	Event sustainability		•	•	•	
41	Paper consumption ratio in the year	Environmental management		•	•	•	
42	Emitted tCO ₂ ratio	Event sustainability	•	•	•	•	
43	Average sustainability level of in-house trade fairs	Environmental management		•	•	•	
44	Ratio of sustainability actions per in-house event	Event sustainability		•	•	•	
45	Number of hours donated by the company for volunteering	Energy management		•	•	•	
46	Percentage of employees involved in volunteering	Environmental management		•	•	•	
47	Number of direct beneficiaries of volunteering	Event sustainability		•	•	•	
48	Number of security drills per year	Energy management		•		•	
49	Number of business continuity tests	Environmental management	•	•		•	•
50	Number of external people trained in emergency management per year	Event sustainability		•		•	
51	Number of IFEMA MADRID people trained in emergency management per year	Energy management		•		•	
52	Number of training hours for external staff in emergency management per year	Environmental management		•		•	
53	Number of training hours for IFEMA MADRID staff in emergency management per year	Event sustainability		•		•	
54	Accident rate	Energy management		•		•	
55	Staff turnover rate	Environmental management		•		•	
56	Percentage of permanent contracts	Event sustainability		•		•	
57	Number of employees trained / Number of places	Environmental management		•	•	•	
58	Hours of training received by IFEMA MADRID employees	Event sustainability		•	•	•	
59	Percentage of women on staff	Environmental management		•	•	•	
60	Percentage of women middle managers in operational positions	Event sustainability		•	•	•	
61	Percentage of women in management positions	Energy management		•	•	•	

(Continues)

2025 balanced scorecard (continued)

			Types of indicators in the balanced scorecard				
No.	Indicator	Process	Key (strategy)	Processes	Culture	Sustainability	Business
62	Percentage of staff not reaching the minimum score established for the role assigned to the position	Event sustainability		•	•	•	
63	Number of corporate internal communication actions per year	Event sustainability			•	•	
64	Number of minor purchases made	Corporate volunteering		•			
65	Number of cases processed per year	Corporate volunteering		•			
66	Average overall assessment of suppliers evaluated per year	Corporate volunteering		•		•	
67	Average number of bidding companies per tender	Self-protection		•		•	
68	Percentage of tenders declared void	Environmental management		•			
69	Percentage of tenders cancelled due to withdrawal	Business continuity		•			
70	Increase in visitor numbers in year compared to previous year (%)	Self-protection		•			•
71	Increase in the number of digital visitors compared to the previous year (%)	People management		•	•	•	•
72	Increase in the number of international visitor compared to the previous year (%)	Self-protection	•	•	•		•
73	Increase in the number of exhibitors compared to the previous year (%)	People management		•			•
74	Increase in the number of digital exhibitors compared to the previous year (%)	Self-protection		•	•	•	•
75	Increase in number of international exhibitors compared to the previous year (%)	People management	•	•	•		•
76	Increase in the number of international events/ congresses compared to the previous year	Self-protection		•			•
77	Increase in the area (m²) sold compared to the previous year (%)	People management	•	•			•
78	Number of new viable in-house/co-organised events	Occupational health and safety		•	•		•

(Continues)

			Types of indicators in the balanced scorecard				
No.	Indicator	Process	Key (strategy)	Processes	Culture	Sustainability	Business
79	Number of new services added	People management		•	•		•
80	Number of new sponsors/ partners	People management		•			•
81	Percentage of repeat sponsors/partners	People management		•			•
82	Number of projects abroad	People management	•	•	•		•
83	Total number of public events held in the year	People management		•	•		•
84	Average hall occupation ratio per year	People management		•			•
85	Hall turnover rate for the year	People management	•	•			•
86	Average profit per event	People management	•				•
87	Percentage of trade fairs that achieve or exceed the budget	Social commitment	•	•			•
88	Increase in the average sale price compared to the previous year (%)	Purchasing management	•	•			•
89	Increase in sponsorship turnover compared to the previous year (%)	Purchasing management	•	•			•
90	Increase in services turnover compared to the previous year (%)	Purchasing management	•	•			•
91	Increase in external events turnover compared to the previous year (%)	Purchasing management	•	•			•
92	Increase in total turnover compared to the previous year (%)	Purchasing management	•	•	•		•
93	Increase in revenue from concerts, festivals and shows (%)	Purchasing management	•	•			•
94	Increase in digital revenue (%)	Marketing	•	•			•
TEMP	Power BI tool with financial data	Marketing	•	•			•
TEMP	Reduction in the number of incidents in SERVIFEMA	Marketing	•	•			•
TEMP	Number of new international offices created	Marketing	•				•
TEMP	Reduction in the number of man-hours spent on marking halls	Marketing	•	•		•	•
TEMP	Processing of the special urban rezoning plan	Marketing	•				•

(Continues)

2025 balanced scorecard (continued)

			Types of indicators in the balanced scorecard				
No.	Indicator	Process	Key (strategy)	Processes	Culture	Sustainability	Business
TEMP	Preparation of the working drawings and application for licences/permits	Marketing	•				•
TEMP	Formula 1 team creation	Marketing	•				•
TEMP	Conduct pit building tender	R&D. New projects	•				•
TEMP	Number of in-house events with Scope 1, 2 and 3 carbon footprint calculation	Marketing	•		•	•	•
TEMP	Create a map of interrelationships	Marketing	•		•	•	•
TEMP	Develop an institutional strategic plan	Marketing	•		•	•	•
TEMP	Develop a strategic business plan	Marketing	•		•	•	•
TEMP	2026 Formula 1 sustainability level	Stakeholders' needs and expectations	•		•	•	•
TEMP	Number of information security awareness communications	In-person production of fairs/events: preparation, execution and disassembly	•		•	•	•
TEMP	Number of incorporated use cases	In-person production of fairs/events: preparation, execution and disassembly	•		•	•	•
TEMP	Number of hours of theoretical-practical training with simulator	Marketing	•		•	•	•
TEMP	Reduction in energy consumption of lighting meters in the South Entrance building	Strategic definition of fair/event, monitoring and launch of fair/event	•		•	•	•
TEMP	Number of well-being actions	Strategic definition of fair/event, monitoring and launch of fair/event	•		•	•	•

08.

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Table of contents required by Law 11/2018 of 28 December amending the Commercial Code, the consolidated text of the Corporate Enterprises Act approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on account auditing, regarding non-financial information and diversity.

General scopes

Scope		Reporting framework	Reference (section)	Comments/Reason for omission
Business model	Description of the business model • Business environment. • Organisation and structure. • Operating markets. • Objectives and strategies. • Main factors and trends that might affect future performance.	GRI 2-1: Organisational details GRI 2-2: Bodies included in the presentation of sustainability reports GRI 2-6: Activities, value chain and other business relationships GRI 2-23: Commitments and policies	Points 1.1, 1.2, 1.3 and 1.4, 1.5: pages 2-13 Appendices 1, 2, 3, 4 and 5: pages 170-191	
Policies and results of these policies	Description of the policies applied by the group, as well as the results of the policies, including key indicators of relevant non-financial results.	GRI 2-23: Commitments and policies GRI 2-24: Incorporation of commitments and policies	Point 1.6: pages 13-20 Appendix 6: pages 191-197	
Main risks and impacts identified	Main risks related to these issues and related to the group's activities, including, when relevant and proportionate, its business relationships, products or services that may have negative effects in these areas.	GRI 3-3: Management of material issues	Point 1.6: pages 13-20 Appendix 5: pages 182-191	

Environmental issues

Scope		Reporting framework	Reference (section)	Comments/Reason for omission
Environmental management	Current and foreseeable effects of the company's activities.	GRI 3-3: Management of material issues GRI 2-23: Commitments and policies Law 26/2007 on environmental responsibility (if applicable)	Point 2.1: pages 20-32 Appendix 3: pages 176-179	
	Environmental assessment or certification procedures.			
	Resources allocated to environmental risk prevention.			
	Application of the precautionary principle.			
	Amount of provisions and guarantees for environmental risks.			
Pollution	Measures to prevent, reduce or repair carbon emissions (also includes noise and light pollution).	GRI 3-3: Management of material issues	Point 2.2: pages 32-36	
Circular economy and waste prevention and management	Measures for the prevention, recycling, reuse, recovery and disposal of waste.	GRI 3-3: Management of material issues GRI 306-3: (2020) Waste generated	Point 2.3: pages 36-41	
	Actions to combat food waste.	GRI 3-3: Management of material issues	Point 2.3: pages 36-41	
Sustainable use of resources	Water consumption and water supply according to local limitations.	GRI 3-3: Management of material issues GRI 303-3: Water extraction	Point 2.4: pages 41-49	
	Consumption of raw materials.	GRI 3-3: Management of material issues GRI 301-1 Materials used by weight or volume		
	Direct and indirect consumption of energy.	GRI 302-1: Energy consumption within the organisation		
	Measures taken to improve energy efficiency.	GRI 3-3: Management of material issues		
	Use of renewable energy.	GRI 302-1: Energy consumption within the organisation		
Climate change	Significant elements of greenhouse gas (GHG) emissions generated.	GRI 305-1: Direct GHG emissions (Scope 1) GRI 305-2: Indirect GHG emissions associated with energy (Scope 2)	Point 2.5: pages 49-54	Scope 3 emissions are not reported because the resources necessary to provide that information are not available.
	Measures taken to adapt to the consequences of climate change.	GRI 3-3: Management of material issues	Point 2.5: pages 49-54	
	Voluntarily set reduction targets.	GRI 3-3: Management of material issues	Point 2.5: pages 49-54	
Protection of biodiversity	Measures taken to preserve or restore biodiversity.	GRI 3-3: Management of material issues	Point 2.6: pages 54-58	
	Impacts caused by activities or operations in protected areas.			

(Continues)

Labour and staff issues

Scope		Reporting framework	Reference (section)	Comments/Reason for omission
Employment	Total number and distribution of employees by gender, age, country and professional category.	GRI 2-7: Employees GRI 405-1: Diversity of governing bodies and employees	Point 3.1: pages 58-67	
	Total number and distribution of types of employment contract.		Point 3.1: pages 58-67	
	Annual average of permanent, temporary and part-time contracts by gender, age and professional category.	GRI 2-7: Employees	Point 3.1: pages 58-67	
	Number of dismissals by gender, age and professional category.	Internal framework: quantitative information obtained from personal files	Point 3.1: pages 58-67	
	Salary gap.	Internal framework: the following formula has been used for calculation: (Av. Salary Women - Av. Salary Men) / Av. Salary Women	Point 3.1: pages 58-67	
	Average remuneration by gender, age and professional category.	Internal framework: average remuneration (includes total annual compensation, fixed salary and all variable benefits (allowances, compensation, payment to retirement savings systems, etc.) obtained during the year	Point 3.1: pages 58-67	
	Average remuneration of directors by gender.		—	There are no directors
	Average remuneration of executives by gender.		Point 3.1: pages 58-67	
	Introduction of disconnection from work policies.	GRI 3-3: Management of material issues	Point 3.1: pages 58-67	
	Employees with disabilities.	Internal framework: quantitative information obtained from personal files	Point 3.1: pages 58-67	
Work organisation	Organisation of working time.	GRI 3-3: Management of material issues	Point 3.2: pages 67-70	
	Number of hours of absenteeism.	Internal framework: quantitative information obtained from the presence management tool "Soft Machine"	Point 3.2: pages 67-70	
	Measures to facilitate the work-life balance and sharing parenting responsibilities.	GRI 3-3: Management of material issues	Point 3.2: pages 67-70	

(Continues)

Scope		Reporting framework	Reference (section)	Comments/Reason for omission
Health and safety	Occupational health and safety conditions .	GRI 403-1: Occupational health and safety management system	Point 3.3: pages 70-71	
	Number of occupational accidents and occupational illnesses by gender, rate of frequency and severity by gender.	GRI 403-9.a: Work-related injuries Frequency rate = No. of accidents with sick leave x 1,000,000 / No. of hours worked (excluding commuting accidents) Severity rate = Number of days lost x 1,000,000 / Number of hours worked (excluding commuting accidents)	Point 3.3: pages 70-71	
Employment relations	Organisation of employee dialogue.	GRI 3-3: Management of material issues	Point 3.4: pages 71-72	
	Percentage of employees covered by collective agreement by country.	GRI 2-30: Collective bargaining agreements		
	Assessment of collective agreements, particularly in the field of occupational health and safety.	GRI 3-3: Management of material issues		
	Mechanisms and procedures that the company has in place to promote the involvement of workers in the management of the company, in terms of information, consultation and participation.	GRI 2-29: Approach to stakeholder engagement	Point 3.4: pages 71-72	
Training	Policies implemented in the field of training.	GRI 404-2-a: Programmes to upgrade employee skills and transition assistance programmes	Point 3.5: pages 72-74	
	Total number of training hours by professional category.	Internal framework: quantitative information extracted from the tool Epsilon (Personnel Records - Training)		
Universal accessibility for people with disabilities		GRI 3-3: Management of material issues	Point 3.6: pages 74-75	
Equality	Measures adopted to promote equal treatment and opportunities for women and men.	GRI 3-3: Management of material issues	Point 3.7: pages 75-81	
	Equality plans , measures adopted to promote employment, protocols against sexual and gender-based harassment.	GRI 3-3: Management of material issues GRI 2-23: Commitments and policies		
	Integration and universal accessibility of people with disabilities.	GRI 3-3: Management of material issues		
	Policy against all types of discrimination and, where appropriate, diversity management.	GRI 3-3: Management of material issues GRI 2-23: Commitments and policies		

Information on respect for human rights

Scope	Reporting framework	Reference (section)	Comments/Reason for omission
Application of human rights due diligence procedures.	GRI 2-26: Mechanisms for seeking advice and raising concerns GRI 3-3: Management of material issues	Point 4: pages 81-83	
Prevention of risks of human rights violations and, where appropriate, measures to mitigate, manage and repair possible abuses committed.	GRI 3-3: Management of material issues GRI 2-23: Commitments and policies GRI 2-26: Mechanisms for seeking advice and raising concerns	Point 4: pages 81-83	
Complaints regarding cases of human rights violations.	Internal framework: quantitative information on the number of complaints extracted from the complaints channel tool	Point 4: pages 81-83	
Promotion of and compliance with the provisions of core ILO conventions related to respect for freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour and the effective abolition of child labour.	GRI 3-3: Management of material issues GRI 2-23: Commitments and policies	Point 4: pages 81-83	

Information related to the fight against bribery and corruption

Scope	Reporting framework	Reference (section)	Comments/Reason for omission
Measures taken to prevent bribery and corruption.	GRI 2-25: Processes to remediate negative impacts GRI 2-23: Commitments and policies GRI 2-26: Mechanisms for seeking advice and raising concerns	Point 5: pages 83-87	
Measures to fight against money laundering.	GRI 2-25: Processes to remediate negative impacts GRI 2-23: Commitments and policies GRI 2-26: Mechanisms for seeking advice and raising concerns	Point 5: pages 83-87	
Contributions to foundations and non-profit organisations.	Internal framework: quantitative information extracted from the tool SAP	Point 5: pages 83-87	

Information about the company

Scope		Reporting framework	Reference (section)	Comments/Reason for omission
Company commitments to sustainable development	Impact of the company's activity on employment and local development	GRI 3-3: Management of material issues	Point 6.1: pages 88-128	Buyer programme, innovation and entrepreneurship initiatives
	Impact of the company's activity on local populations and the region	GRI 3-3: Management of material issues	—	The impact of our activity on Madrid's GDP was not measured in 2024; it was measured in 2025.
	Relations maintained with actors from local communities and forms of dialogue with them	GRI 3-3: Management of material issues	Point 6.3: pages 129-169	
	Partnership or sponsorship actions	GRI 3-3: Management of material issues GRI 2-28: Membership of associations Internal framework: description of partnership or sponsorship actions	Point 6.3: pages 129-169	
Subcontracting and suppliers	Inclusion in purchasing policy regarding social, gender equality and environmental issues	GRI 3-3: Management of material issues GRI 2-6: Activities, value chain and other business relationships GRI 2-24: Incorporation of commitments and policies	Point 6.2: pages 128-129	
	Consideration in relationships with suppliers and subcontractors regarding their social and environmental responsibility			
	Supervision systems and audits and their results			
Consumers	Measures for the health and safety of consumers	GRI 3-3: Management of material issues	Point 6.1: pages 88-128	
	Complaints systems	Internal framework: information on the management of suggestions, complaints and claims (ISO 9001 audited procedure) GRI 2-25: Processes to remediate negative impacts	Point 6.1: pages 88-128	
	Complaints received and their resolution	GRI 2-25: Processes to remediate negative impacts Internal framework: quantitative information on the management of suggestions, complaints and claims (ISO 9001 audited procedure)	Point 6.1: pages 88-128	

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Information about the company (continued)

Scope		Reporting framework	Reference (section)	Comments/Reason for omission
Tax information	Profits country by country	Internal framework: information on profits, all in Spain	Point 6.4: pages 169-170	
	Corporation tax paid	Internal framework: information on the balance to be refunded from the corporate tax settlement		
	Public subsidies received	Internal framework: information on not receiving public subsidies		

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