

Messe 2030+
Outlook and Growth with PINK
July 2025

Current situation

2024 was a record-breaking year for Messe Berlin: 121 events held nationally and internationally, 31,000 exhibitors, and 1.9 million visitors. These impressive numbers prove that our platforms remain relevant and in demand. As a corporate group, we achieved the highest revenue in our company's history. This success is rooted in our core business, as reflected in our latest annual results: total revenue for 2024 reached €480.8 million with a net profit exceeding €50 million – setting records for both revenue and earnings. Of this, €325.5 million came from our core business of trade fairs and events, surpassing even our pre-pandemic record year of 2018 purely from core business revenue alone.

In today's challenging international economic environment, our group continues its strong growth trajectory from the 2010s. We can be proud of this. The numbers confirm the potential embedded in our business model, our location, and especially in our #TeamMesseBerlin.

However, we cannot afford to rest on these strong results. We continue to operate in an uncertain environment. The international economic outlook has deteriorated further, impacting our customers' marketing and trade fair budgets and posing challenges. Additionally, we cannot and do not want to rely on supplementary revenue and profits from our activities at the arrivals center for refugees in Tegel in the future. Moreover, the financial situation of our shareholder, the State of Berlin, remains tight. Public funds for urgently needed investments in Berlin's trade fair infrastructure are lacking. Meanwhile, we observe many trade fair companies both in Germany and abroad making significant investments in their infrastructure.

Therefore, it is vital for the continued development of our company that we operate as economically independently as possible and expand our room for maneuver.

Over recent years, we have already begun positioning ourselves to meet these challenges appropriately.

1. With **PINK** – the German acronym for product portfolio, innovation, sustainability and customer focus – we have defined the strategic cornerstones that form a uniform framework for action for all business divisions and subsidiaries.
2. We created the foundations to work together more efficiently within the group: establishing the **technical prerequisites** for future-proof collaboration with each other and with our customers through central platforms such as XRM, MBPro, and our new ERP S/4HANA. We are implementing **strategic**

foundations with our new internationalization strategy and sustainability strategy to make the group fit for the future. Last year, we reorganized our operational units with the cluster strategy. We are interlinking cross-departmental collaboration in marketing communication with MARCOM standards, and in 2025, we aim to create a **unified digital standard** for our sales processes based on central relationship data through the new sales strategy.

3. We launched a cross-company working group to identify and minimize unnecessary spending, bundle requirements, and thus reduce costs.

This year, we continue on this path, setting crucial strategic directions to secure Messe Berlin's future viability.

Planning for the future

Last year, we set ourselves two ambitious financial goals that remain valid and are especially challenging this year:

Goal 1: In odd-numbered years we must achieve at least a break-even consolidated result.

Goal 2: In even-numbered years profits must reach double-digit (million euro) figures.

The success of 2024 proves that we can achieve these goals together. For the current odd-numbered year, we still have a significant task ahead that we can only accomplish collectively: to further develop the profitability of our company. This means efficient and frugal management on one hand, and smart strategic investments to secure and increase returns on the other.

Therefore, this year we are launching our **Growth and Investment Strategy 2030+**. With investments of approximately €250 million, we will make Berlin an even more attractive and competitive international trade fair and congress location. We are investing in the **development of our strong existing brands, new event formats** in Berlin and worldwide, and in additional **new venues** on our exhibition grounds. Specifically, we are planning the **construction of a new congress hall** and a **new office building**. Both projects – investments in our infrastructure and the development of new formats – will be financed from our own funds.

PINK as Our Strategic Framework

To achieve our goals together, we have already identified the key levers: PINK defines the framework for our actions as a corporate group.

PINK stands for

- our **product portfolio**, i.e. in-house and guest events,

- **innovations** in event organization and digitalisation,
- **sustainable events** and forward-looking company management,
- and for strengthening **customer orientation**.

Our business units and subsidiaries have defined their specific contributions to Messe Berlin's economic success. It is important to regularly question one's own activities and identify where revenues and earnings can be improved.

P – Product Portfolio

As a trade fair company, identifying new event trends and growth industries is one of our key skills. In addition to the event teams, we have also realigned our Business Development team in the TD/Tech & Development division. It systematically advances the development of our products. In the past 12 months, we have far exceeded our self-imposed goal of announcing one new event per year with bio:cap (June 1 and 2, 2026), Smart Health Asia (July 1 to 2, 2026), ITB Americas (November 10 to 12, 2026) and InnoTrans Asia (September 7 to 9, 2027). We are planning all our international activities on the basis of our internationalization strategy, which sets a framework until 2030. For the coming years, it remains important that we maintain and stabilize this pace in order to catch up in internationalization and remain competitive. All our international activities are based on our internationalization strategy, setting a framework through to 2030. Maintaining and accelerating this pace is crucial to catching up and remaining competitive globally.

In 2026, we will celebrate major anniversaries for our flagship events: 100 years of Grüne Woche, 60 years of ITB, and 30 years of InnoTrans. The head of divisions in the operational event areas have set themselves the goal of defining meaningful standards in the work of the event teams and exchanging information much more closely. We are also noticing very clearly that attitudes are changing at our subsidiaries and across divisions and that cross-company, partnership-based cooperation is increasingly becoming part of our self-image. The results of these efforts are already visible and are shaping the way we work together. In 2025, we will be looking at our sales structures and processes. Our aim is to create more synergies between the teams, make better use of resources and tap into existing potential in the market. We use Group process management to think about and document our processes holistically and end-to-end in order to continuously optimize our processes and workflows.

The Guest Events division has developed extremely well in recent years. The team continues to work intensively on bringing international guest events to Berlin. A special highlight in the fall: the world's largest specialist congress for oncology, ESMO, is coming to our exhibition grounds.

I – Innovations

We see ourselves as innovators and content creators. Messe Berlin is where the future lies. Regarding partnerships, besides industry associations our focus is also on startups, science and research. Incorporating new technology into our existing products and processes opens up many opportunities. We want to exploit this potential to create new, service-oriented products for our customers and improve our internal processes.

We have gathered initial experiences with our **Metaverse Lab** and continue to develop digital twins for selected events. Our strategy unit is advancing a central portal approach linked to XRM and systematically driving our integration of AI. A pilot project in the Communications division has already been successfully implemented. Further digitalization progress includes equipping our halls with beacons and implementing S/4HANA as our new ERP system.

Our goal remains to combine our long-standing expertise in trade fair and event production with the opportunities offered by new technologies, shaping the digital transformation and embedding it in our corporate culture.

N – Sustainability

We continue to drive Messe Berlin's sustainable transformation with determination. As a state-owned enterprise, we have a special responsibility to act socially, ecologically, and economically sustainably. Our sustainability strategy defines our goals and activities across six fields of action. In the past 12 months, we have achieved significant milestones: commissioning Berlin's largest photovoltaic system on our hall roofs in spring 2025, nearly completing the conversion of our heating and cooling systems. These two construction projects are important steps on the way to the energy transition on the Berlin Exhibition Grounds. With the third Social Day, we brought the often abstract topics of sustainability and the circular economy to life together with our participating colleagues. And with our diversity concept published in May, we underline our self-image, which is reflected in our claim "Hosting the world": Open and unprejudiced interaction with one another is the basis of our corporate culture.

Looking ahead – particularly in view of the EU Corporate Sustainability Reporting Directive (CSRD) applicable from 2027 – we are working on our first greenhouse gas accounting, developing our climate strategy, and creating an employer brand concept for Messe Berlin this year.

K – Customer Focus

Much is currently changing within our group, and we are proactively shaping this transformation. For example, the **mindswitch towards thinking as #TeamMesseBerlin** is evident in many cross-company projects completed in recent months: from our brand relaunch and the transition from SAP ECC to S/4HANA, to developing new

international events in collaboration with our teams in Asia and further developing XRM for centralized customer contact management.

Our shared principle is clear: aligning our company more closely with our customers' needs and expectations. Whether sales strategy, new usage concepts for the Funkturm, or planning the new congress hall – at the core of all these projects is customer-centricity to provide modern customer support, targeted offerings, and data-driven insights using AI and business intelligence technologies.

Customer-centric offers can also open up new business areas. For example, visitors are now informed after ticket purchase about potential hotel bookings via a partnership with HBX Group. Another flagship project is replacing the BECO web shop with a centralized exhibitor shop portal, aiming to provide customers with a single platform for all services.

Looking at the **entire customer journey** remains crucial. To do so we must understand the customer's perspective, identify their needs and create a personalized experience. At the same time we must keep an eye on our own resources and planning. For just like our customers, we are a company which has to compete and make a profit. The object will be to make very conscious decisions on investments and services in order to achieve maximum customer satisfaction while attaining optimum profit margins for Messe Berlin.

Shaping the Future Together: Messe Berlin 2030+

2024 was a record year for Messe Berlin. Looking ahead, to remain stable and future-proof, we must sustain this success. We need to reduce costs and simultaneously increase revenues to remain independent and able to invest in our future. This requires all of us.

With our **2030+ strategy**, we are investing in the development of existing brands, entirely new event formats, and a modern infrastructure – all self-financed. **PINK (Product Portfolio, Innovation, Sustainability, Customer Focus)** sets our strategic direction.

Let us shape this transformation together and make Messe Berlin future-ready – committed, forward-thinking, and as **#TeamMesseBerlin**.