



Ū Jaarbeurs Annual Report 2017



Content

Jaarbeurs at a glance

Foreword by CEO	5
Annual Overview 2017	8
Key figures	10
Who we are and what we do	11
The world around us	13
Our value creation model	14
Our strategy	16

The value that we create

Value for our costumers	19
Value for Utrecht municipality and society	24
Value for our employees	30



Jaarbeurs at a glance

Foreword by CEO

With resilience and confidence

Jaarbeurs sets trade in motion, but is also fully in motion itself. 2017 was the year in which Jaarbeurs celebrated its centenary. An important year, and one in which we reached a turning point. After decades of success, Jaarbeurs experienced a number of more difficult years, in which a change has now come. That did not happen automatically, for it was accompanied by a savings programme, which was already announced in mid-2016, and a reorganisation. This was not easy for our employees and resulted, for example, in higher absences. Together we started a dialogue, including through jam sessions. This has created scope and there is confidence in the future. I am therefore very proud of the resilience of the organisation.

House in order

The financial foundation is solid again. We have created a basis for a strong comeback by opting for a slimmed-down and effective organisation. Through focus and discipline, we realised significant cost savings, but also an increase in revenue. We now have a better insight into profitable and loss-making activities and we worked on raising awareness of costs and earning models among our employees. We were also aided by the Dutch economy, which had a good year in 2017.

The clear strategy and its careful implementation strongly supported the organisation in this.

Investment and strategic choices

Figures in the black are good to see, but are also necessary. The main reason for reducing costs was that this contributes to better customer value (value for money). And it is necessary in order to be able to invest again in our employees, digitisation, our real estate and in innovation. Our ambition is to become a leading event and congress organisation, nationally and in due course, also internationally. We achieve that by working hard as an organisation and setting our sights on every aspect of growth. Together we are working on a sustainable and very strong Jaarbeurs, with an intense customer focus aimed at creating exceptional meetings which are valuable for our society and the (international) economy.

As a facilitator and above all, purely as an organiser, that is where we make the difference for society. We advance if we help our customers with our knowledge, which we gain continually. For this, we deploy employee's strengths again and are modernising the organisation by means of a digital transformation. Only in this way can we remain significant in the future.

In 2017, we further developed the strategy that we presented in December 2016 and made a number of fundamental choices. We are studying the different options for revitalising and modernising the venue (the Jaarbeurs hall complex).

Revitalising the venue

The development of our venue has been a high priority for quite some time. We found that a 2.0 version of the Master Plan available at the end of 2015 was needed in order to align it more closely to the mission, vision and the new strategy. This was because the plan had already been drawn up before the new strategy was formulated. We have the ambition to make Jaarbeurs one of the European leaders as the ultimate meeting place and this calls for a translation into a courageous development of our venue. We therefore decided to use the support of the leading international architect Winy Maas of MVRDV for this. Together with his team, we will literally be building a real new Jaarbeurs based on the following values: sustainability, quality of life and popularity.



Cooperation with Utrecht municipal authority

The management and the architect are working hard to adapt the Master Plan to the 2.0 version and above all, are also working well together with the Utrecht municipal and provincial authorities. After the land swap in 2016, Jaarbeurs and Utrecht municipal authority are no longer opponents in relation to property development and district development, but are equal partners with a shared goal: to contribute towards an attractive and sustainable living environment, a good economy and the popularity of the city.

With 2.5 million visitors to the venue each year, we feel a strong sense of responsibility to focus on sustainability. We want to set a genuine example, for example in the field of circularity. This goal is consistent with Healthy Urban Living, as the priority for the city and the region. We jointly embrace the ambitions in the fields of green, healthy and smart.

We are making progress, nationally and internationally

For our business units, the year was dominated by the reorganisation, but nevertheless, fine results were achieved. We successfully organised our own events, such as Bouwbeurs, MOTORbeurs and Vakantiebeurs. With third parties such as RTLZ and MKB Ondernemers Congres, we worked on organic growth through smart collaboration, resulting in a doubling of the number of visitors to the BrightDay festival. The revival of Thunderdome, organised jointly with ID&T, was a spectacular experience.

Internationally, our offices in Shanghai and Bangkok worked further on matters including our own VIV brand and events such as Pet Fair Asia and Domotex, which we organise together with international partners. Our international arm also launched the Poultry Africa trade fair, with which we also gained a foothold in Africa.

A number of launches also occurred on Utrecht soil, including the opening of the Speys restaurant and the delivery of the Kinopolis cinema. Both are welcoming meeting places that contribute towards the quality of life and popularity of the Jaarbeurs quarter. In the Beatrix Building, our own Jaarbeurs Innovation Mile (JIM) made a wonderful start, with more than 20 scale-ups, which established themselves with us in the first year after the start of JIM. There were also some setbacks, such as the relocation of the Margriet Winter Fair to Brabant, but this will hopefully return again to the centre of the Netherlands, Utrecht.

Opportunities and prospects

Precisely in this online era, live meetings are more important than ever. That reassures us and confirms our mission to continue to put trade in motion and create exceptional meetings. Disruption gives rise to new industries and new events. We will continue to seek opportunities in 2018, on the basis of our own strengths and together with partners. For this, we invest in innovation and above all, in our own people, through leadership development and training courses that increase productivity. In everything we do, we will provide for an intense customer focus, in which we aim to improve the quality and experience. Our goal is the 'high nine out of ten', which is synonymous with a virtually perfect customer experience throughout the entire chain.

In 2018, we will also take a major first step towards making Jaarbeurs more sustainable, with the installation of a 400 kW Tesla Powerpack. This gigantic battery will make it possible to charge cars parked at the complex with solar power. Ultimately, we aim to become energy-neutral and this is one of the principles for the future construction and accommodation plans.

Confidence in the future

Looking back at 2017, I take the greatest pride in our employees, who make it possible to put flesh on the

bones of our future again. They make the difference, every day anew.

But I also look back with pride on the past year, in which we provided for many exceptional meetings and clearly underscored our vision for the future. We will certainly not be resting on our laurels in that regard and will even go an extra mile. As a result, there is great confidence in 2018, in which we will once again be successful and will improve the results for our customers, visitors, partners, the municipal authority and our own organisation. On behalf of the entire management, I would like to thank our employees for their commitment, engagement, enthusiasm and professionalism. Our thanks also go to the Supervisory Board for the expert, professional and engaged manner in which it once again supported us with word and deed in 2017. The many ideas keep us on our toes and inspire us to progress with Jaarbeurs.

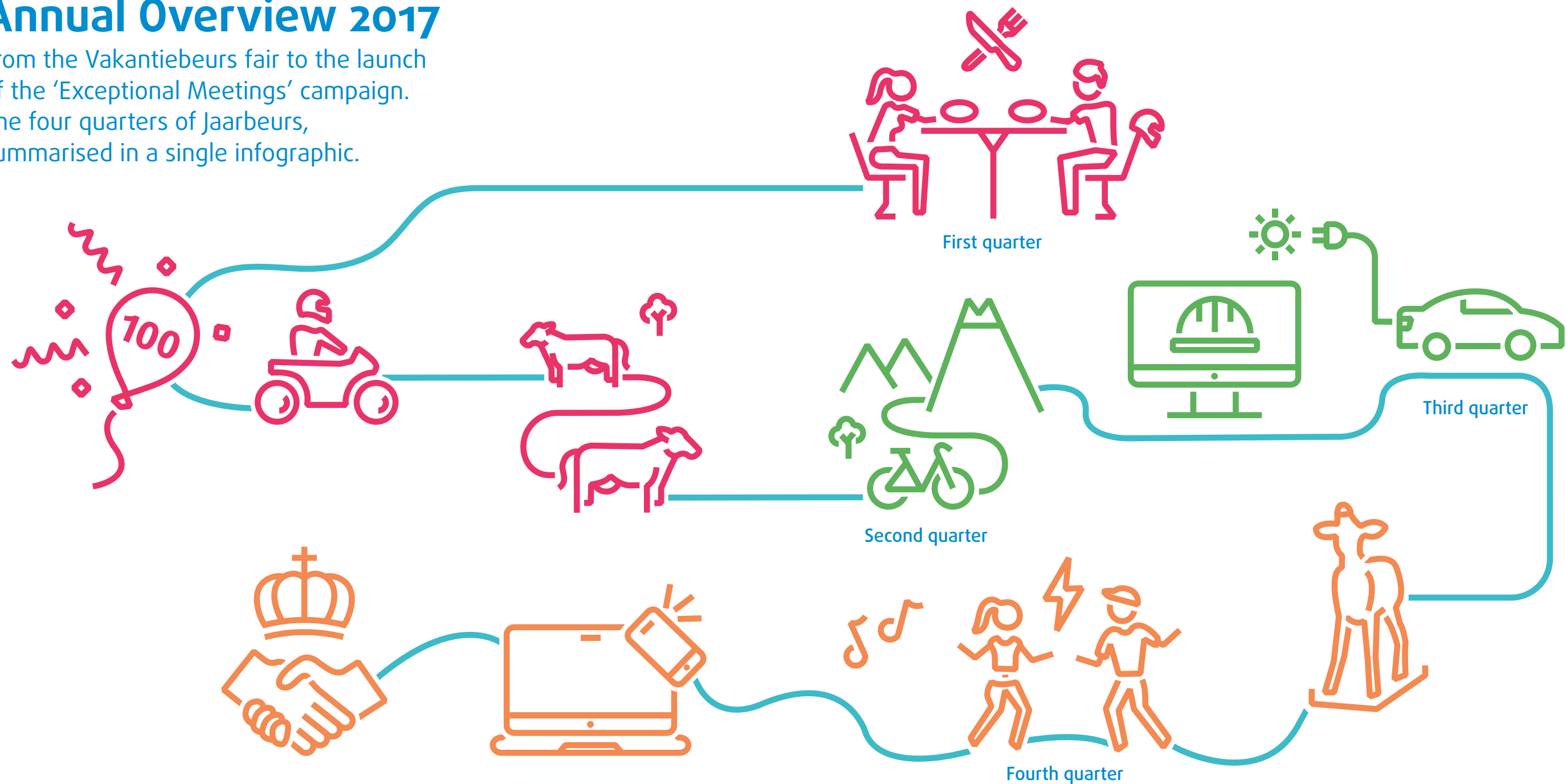


Albert Arp

CEO Jaarbeurs

Annual Overview 2017

From the Vakantiebeurs fair to the launch of the 'Exceptional Meetings' campaign. The four quarters of Jaarbeurs, summarised in a single infographic.



First quarter

- Restaurant Speys opens its doors in Jaarbeurs
- Vakantiebeurs fair attracts more than 108,000 visitors
- Jaarbeurs celebrates its centenary
- Motorbeurs fair attracts almost 100,000 visitors
- A successful BouwBeurs trade fair, with almost 75,000 visitors
- More than 900 exhibitors at VIV (Innovative Livestock Farming Trade Fair) Asia

Second quarter

- Under the motto 'Jaarbeurs to the top', 48 Jaarbeurs employees participate in a cycling/walking tour in the Dolomites
- Partnership with Winy Maas of MVRDV announced for the revitalisation of the Jaarbeurs venue
- Launch of new online platform: BouwBeurs.nl
- Successful BIM (Building Information Model) practical day

Third quarter

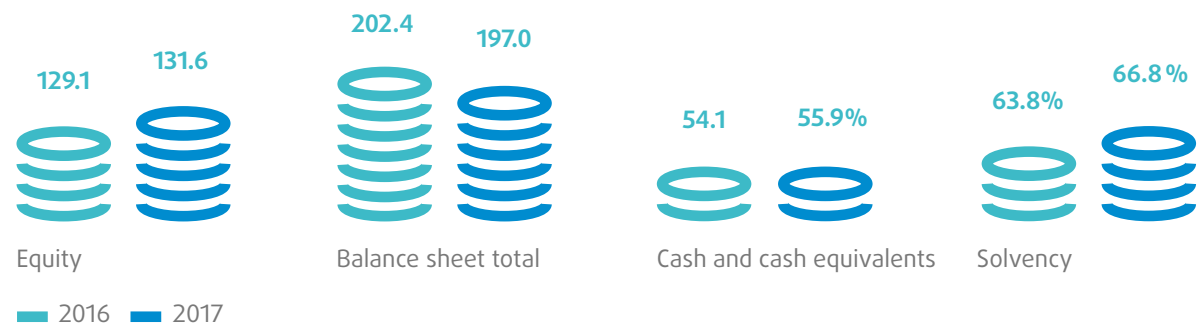
- Announcement of installation of 400 kW Tesla Powerpack (realisation Q1 2018). This will make it possible to charge cars parked at the complex with solar power.
- Kinopolis Jaarbeurs festival location for the Netherlands Film Festival
- Last KaMaSutra fair
- Jaarbeurs partner of the national Nutrition and Health Diagnosis programme

Fourth quarter

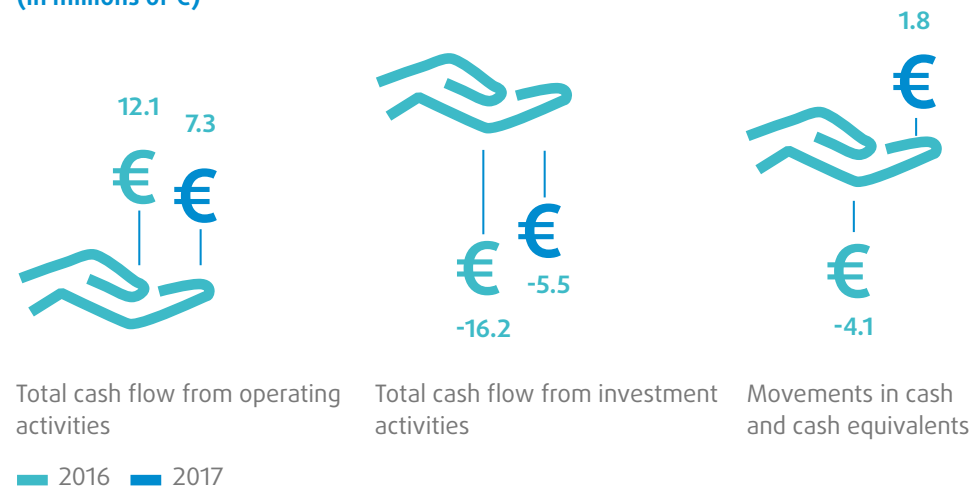
- 40,000 visitors to one-off return of Thunderdome
- Jaarbeurs International organises Poultry Africa for the first time
- Bright Day, largest technology event in the Netherlands, attracts 22,000 visitors
- Spectacular increase in KreaDoe visitor total to over 43,000 (13%).
- Jaarbeurs Innovation Mile (JIM) celebrates first anniversary. Twenty scale-up companies have joined
- Launch of 'Exceptional Meetings' campaign
- Announcement of partnership with Prinses Maxima Centrum

Key figures

Equity and liquidity (in millions of €)



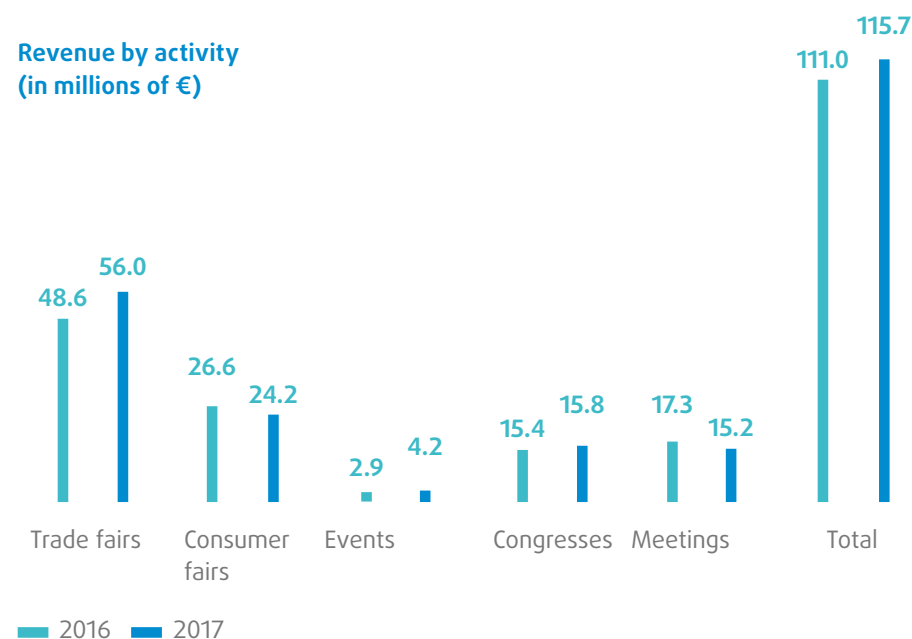
Cash flows from operating activities and net investments (in millions of €)



EBITDA* (in millions of €)



Revenue by activity (in millions of €)



Who we are and what we do

We create exceptional meetings

At Jaarbeurs a great deal happens, day in and day out. Congresses, meetings, public or trade fairs and events. Jaarbeurs is literally the stage, in both the commercial field and at the consumer level. Each year, thousands of (live) meetings take place, with more than 2.5 million visitors. Many of our activities take place in the Netherlands, but we are also successful internationally.

We were formed in 1916 to stimulate trade and business activity and consequently, prosperity. We organised our first Jaarbeurs trade fair in 1917. Today, more than 100 years later (2017 was our centenary year), this ideal still forms the foundation of Jaarbeurs. That is what we work for together every day. We inspire, motivate and activate trade by creating valuable meetings: exceptional meetings.

We connect people and markets, traders and producers with a stake or an interest in specific industries. That is where our strength lies, for we are far more than an event venue alone. Unlike more or less similar trade fair organisations, we are not just a facilitator, but above all, also an organiser. Our professional employees, with knowledge of specific industries, make us an advisor as well as a sound partner in talks.

Through our broad experience in the field of event organisation, we can also assist by organising traction around brands and products and services. This is reflected partly in the many digital platforms that we have set up and manage. In addition to knowledge, our national and international networks and our connections with suppliers and partners represent important capital.

Jaarbeurs Holding

At heart, there are four activities on which our three business units concentrate:

- We accommodate and organise
- We gather and share knowledge
- We develop and invest in strong in-house core brands and events
- We are the Gateway to Asia

The three Jaarbeurs business units:



Brands & Content



Venue & Service

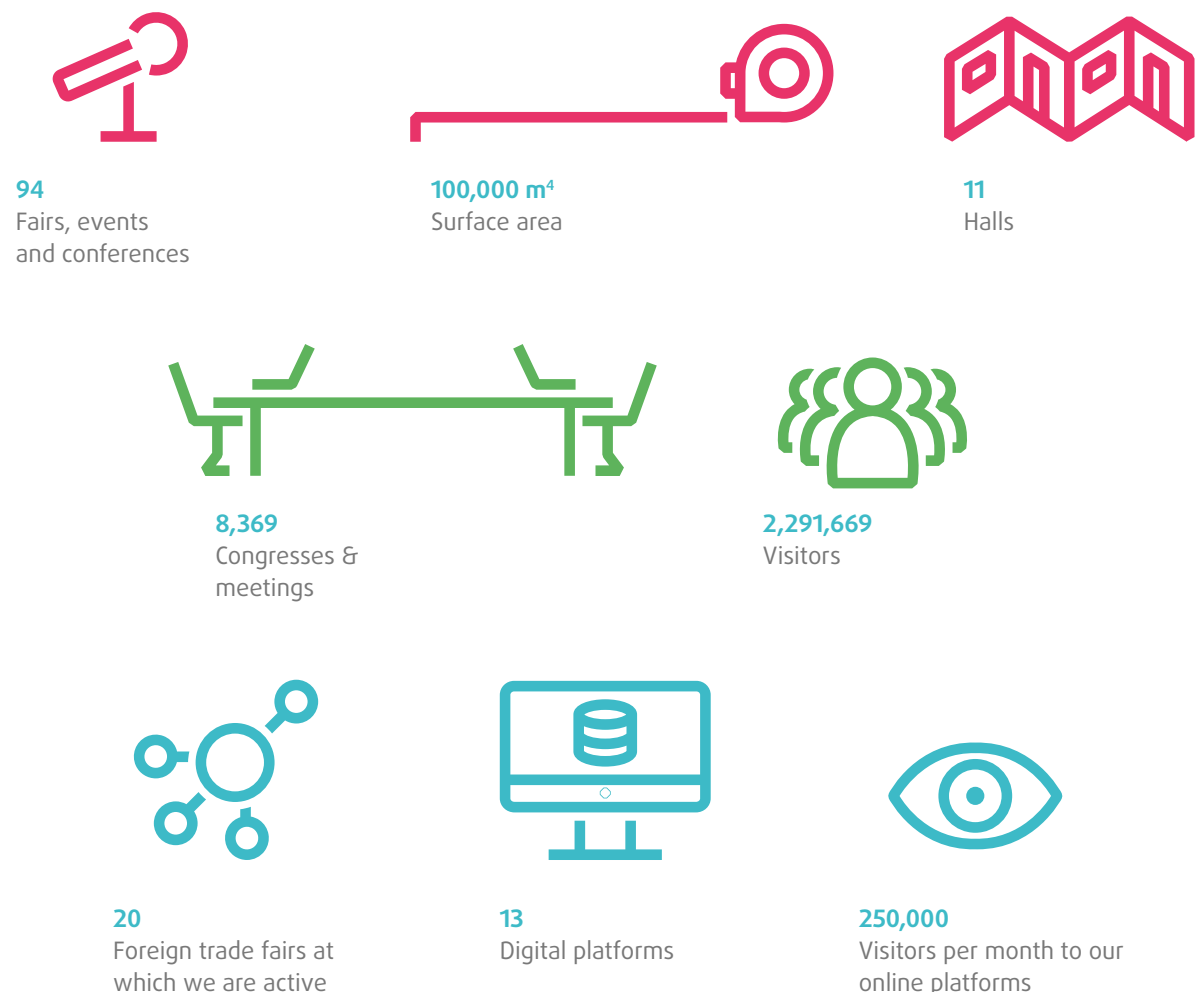


International

*EBITDA corrected for extraordinary gains and losses.

The world around us

We respond to changing requirements



Jaarbeurs in the Netherlands

In the Netherlands, our Merken & Content (Brands & Content) business unit operates a wide range of in-house productions for the B2B and B2C markets, including the Bouwbeurs (Building Fair) and the Vakantiebeurs (Holiday Fair).

We are experts in Construction & Installation, IT Pro/Media, Manufacturing industry, Motor, Logistics and Cycling, for which we market live events and online platforms, including installatieprofs.nl and maakindustrie.nl. We also publish our own magazine, Computable. We are also working with event incubators in order to organise new events in modern industries such as gaming. This Live Solutions Center is under development.

The activities of the Venue & Service business unit include providing for the rental of the halls for trade fairs and events, the hospitality and the meeting and congress locations.

Jaarbeurs International

With the International business unit, we organise trade fairs and consumer fairs outside the Netherlands. We also organise the VIV trade fair in the Netherlands.

Our international arm has three satellites. Jaarbeurs holds a 70% share in VNU Exhibitions Asia in Shanghai, with the founder holding the remaining 30%. This is a fully autonomous company that operates independently, within the strategic frameworks agreed with Jaarbeurs. This also applies for the satellite in Bangkok, VNU

Exhibitions Asia Pacific. This is a smaller organisation in terms of scale and revenue, of which Jaarbeurs holds a 49.99% share. The other 50.01% is held by the TCC Group. The head office is the Jaarbeurs in Utrecht.

Our international arm focuses on three main activities. As a cluster, these are events in the fields of Agro&Food, Construction and Lifestyle. Together with the company in Bangkok, the office in Utrecht focuses on the VIV trade fairs. Construction and Lifestyle are relevant for our branch in Shanghai. Industry and Agro&Food are also important sectors here.

The world of meetings and doing business is changing fast. Ten years ago, companies had a stand at a trade fair and launched their products then. This now takes place in a different way, for today, information is always available everywhere. Jaarbeurs responds to this effectively by making unique combinations, highlighting innovations, bringing people together in different ways and by helping customers to gather information on developments in their professional fields. These components are becoming increasingly important and we share ideas on this with our customers. We therefore challenge ourselves to continually match our products to changing requirements. Focus and making choices for specific markets are key factors here.

In the Dutch market, the trend is for a slow fall in spending on national trade fairs, by an average of 1.1% per year. Spending on national public fairs is growing gradually, by an average of 2.2% per year. In the congress and meeting market, we see strong growth in both supply and demand. On the basis of the demand pattern of recent years, as well as the favourable market trends, Jaarbeurs anticipates growth in the congress and meeting market of 2.5% per year between 2018 and 2021.

We see that physical meetings remain highly relevant for people, and will

continue to do so in the future. In these times of disruption in various markets, we see events emerge and disappear. Large-scale events, but also, increasingly, small-scale ones. The fact is that precisely in this online era, relevant meetings are more important than ever. For instead of the physical world and the digital world conflicting with each other, we are seeing them reinforce each other. A good example is Dutch Comic Con; from an online community a need developed for meetings in person too. At the end of November, more than 20,000 fans visited the Jaarbeurs, often dressed up as their favourite cartoon or film characters. This shows that the combination of live and online is being realised in many different ways.

International developments

The Asian market has developed strongly in recent years, which has led to a rise in the number of visitors and exhibitors since 2012. The outlook is favourable. The economy of the superpower China will show strong growth in the coming years, while the political situation is expected to remain stable and strong growth of the middle class to continue. In the future, there will be two-way traffic, for Chinese knowledge and activities are coming to Europe. Jaarbeurs will actively respond to this by bringing more international activities to the Netherlands. In view of the favourable location of

Utrecht, Jaarbeurs is a very suitable location.

Developments in Asia are attractive for our international arm, but certainly also for our national activities. For years, China had a great need for Western expertise, but the country is now making a turnaround from imitation to innovation and is becoming a leader in a growing number of fields. For example, we are seeing both China and Asia as a whole increasingly determining how we produce in relation to food, both within Asia and in the wider world. With regard to food quality, safety and flavour, Asia is more demanding than Europe. The entire landscape of food producers and distributors is changing at an enormous rate and is developing strongly in digital terms.

Through ties with the Asian world and emerging markets through our international arm, and specifically through VIV, we are working on remaining permanently relevant. Because sharp choices have been made in relation to the markets that we serve, Jaarbeurs is succeeding in further expanding internationally through its strong positions in these markets, despite increasing competition.

Our value creation model

Jaarbeurs stands at the heart of society.

In order to show clearly what our influence on society is, we present a chart of our organisation on this page. The guidelines of the International Integrated Reporting Council (IIRC) have been used for this. On the left-hand side, the resources we need to develop our business model (strategic choices and business activities) and to provide

value for our stakeholders (output and outcomes) are shown. The value arises from the results and effects of our business model. For the longer term, we want our business results to contribute towards the realisation of the Sustainable Development Goals of the United Nations.

Our resources

(input)



Jaarbeurs (venue)



Professional employees



Customers and visitors with a stake and/or interest in specific industries



Knowledge of industries (Expert in the Construction & Installation, IT Pro/Media, Manufacturing industry, Motor, Logistics and Cycling)



National and international network



Suppliers & partners



Solid financial basis

Our business model

(strategic choices and business activities)



Mission
We put trade in motion by organising physical meetings.



Ambition
To become a leading event and congress organisation, nationally and in due course, also internationally.



Strategic pillars

- Very strong and sustainable Jaarbeurs (venue)
- Intense customer focus
- Deployment of employee strengths
- Being relevant in society and the (inter)national economy



Core activities

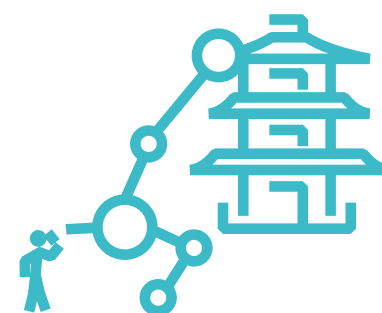
- We accommodate and organise
- We gather and share knowledge
- We develop and invest in strong in-house core brands and events
- We are the Gateway to Asia



Governance and Risk Control

Value for our stakeholders

and society (output & outcomes)



Value for our customers (pg. 19)
We offer varied and high-quality products and services that put trade in motion and lead to exceptional meetings:

- (Inter)national consumer events and trade fairs, with a focus on live events
- Strategy summits
- Knowledge sharing and networking
- Online platforms
- Congress and meeting centres

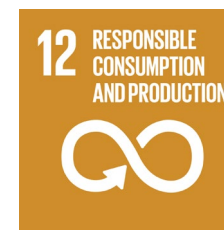


Value for Utrecht municipality and society (pg. 24)
We provide for economic activity and are building a sound and sustainable Jaarbeurs that contributes to good quality of life and the popularity of the city.

Value for our employees (pg. 30)
We offer a dynamic working environment and are building a close-knit organisation with specialised employees who turn physical meetings into exceptional meetings through an intense customer focus.

Long term impact for society

We look ahead and want to contribute to the UN SDGs, with a focus on the following three goals. (More detailed explanation on page 29)



Our strategy

Focus and building a sustainable Jaarbeurs

Strategy - the priorities



Jaarbeurs has a clear ambition: we want to become a leading event and congress organisation, nationally and in due course, also internationally. To that end, we formulated a vision and strategy. The aim of this is to strengthen the position of Jaarbeurs and to increase its relevance. Within the 2017-2021 planning horizon, we are focusing on:

- Making fundamental choices on how the mission will be realised.
- Creating focus within the organisation
- Creating a basis for growth

Valuable meetings are key to generating trade, sharing knowledge and experiencing passion. We focus here on large-scale live events for a number of core markets.

We will further expand very strong brands, such as the Vakantiebeurs. The focus on markets and brands requires discipline. This means making clear choices regarding new concepts and rejecting events that are not a good fit with us.

In order to realise our mission as effectively as possible, we focus on four pillars and six strategic priorities.

Our priorities have been developed as follows:

Focus on Live Events

Our strength: accommodating and organising live events. Physical meetings are key to everything that we do. We organise our national events in Utrecht. Digital and data always serve as support for physical meetings.

Revitalising the venue

Our venue is our most important asset. We are developing our venue into the ideal one-day location in the Netherlands. We will retain ownership of the hall complex. We will investigate possibilities for partnerships for the development of the Beatrix Building. We are optimising our complex and preparing for a large-scale transformation. This includes an integral vision for the digitisation of the venue.

Growth strategy for accommodation

We aim to accommodate the trade fairs and events of our clients. We investigate strategic partnerships in order to realise still more growth. The focus in this respect lies on public events. For congresses and meetings, we focus on organic growth and capacity expansion. We also optimise our revenue management for the entire portfolio (including our own brands). We pursue an optimal planning and price strategy for our accommodation.

Focus in brand portfolio for the Netherlands

A core market is a strong combination of at least two brands aimed at a single market area. A core market makes an important contribution. A core market also has positive market potential.

We invest in core markets in order to expand or protect the existing position. These investments may relate directly to the live events or to the digital support for these. We do this only if there is a strong business case for these investments.

The core markets are:

- Construction & Installation
- IT Pro/Media
- Manufacturing industry
- Motor
- Logistics
- Cycling

A core brand is a strong independent brand that makes an important contribution or represents positive market potential.

We invest in core brands in order to expand or protect the existing position. These investments may relate directly to the live events or to the digital support for these. We do this only if there is a strong business case for these investments.

The core brands are presented on the following pages:

- Zorg & ICT
- Vakantiebeurs
- Kampeer & Caravan Jaarbeurs
- NOT
- KreaDoe

Gateway to Asia

The market in Asia is promising. Jaarbeurs aims to strengthen its activities in Asia autonomously by making use of mutual synergies (knowledge, networks, competencies and brands). We position ourselves as 'Gateway to Asia' and help customers

to clone their brands in Asia. We also clone attractive Asian brands in Europe. We also bring industry, markets and brands from the Netherlands and Europe to Asia. The VIV brand is positioned world-wide.

Live solutions center-production centre for live events

We are starting a Live Solutions Center in order to design live events for customers and partners (including internationally). We deploy our competencies and network to make (new) live events possible and so realise capacity utilisation and retention of margins for the venue.

At the end of 2018, the strategy will be enhanced in line with developments in Jaarbeurs markets and its environment. The successful implementation of the current strategy and its effects provide good momentum for continuing and sharpening the strategy.



The value that we create

Value for our customers

We put trade in motion, nationally and internationally.

Nationally and internationally, Jaarbeurs offers varied and high-quality products and services that put trade in motion and lead to exceptional meetings. We do this with consumer events and trade fairs, online platforms and congress and meeting centres, as well as through knowledge-sharing and strategic use of our networks.

National

In order to improve our returns and to increase our impact, we concentrate our Dutch brand portfolio on six core markets and five core brands. In the core markets 'Construction & installation', 'IT Pro', 'Manufacturing industry', 'MOTOR', 'Logistics' and 'Cycling', a choice is made for a balance brand portfolio in order to organise meetings between supply and demand in an effective

manner. In addition to the core markets, we actively focus on five core brands: Zorg & ICT, Vakantiebeurs, Kampeer & Caravan Jaarbeurs, NOT (National Education Exhibition) and KreaDoe. Investments are made in core brands in order to retain and expand their position.

The year of Jaarbeurs in the Netherlands

For the Dutch branch of Jaarbeurs, 2017 was an exciting but certainly also demanding year. We are building a new organisation and this made heavy demands on the resilience of our employees. We are proud that we were able to realise good results for both our commercial and our consumer portfolios, as well as in our collaboration with third parties.

The Bouwbeurs, KreaDoe and the MOTOR trade fair won outstanding customer appreciation figures in 2017. We were also very happy with Computable, our own brand and platform, through which we also organise the Computable Awards. Our Infosecurity Belgium trade fair also merits a special mention.

We were forced to cancel the edition in March 2016 due to the bomb attack at Zaventem airport. The trade fair was organised later in that same year and the edition in 2017 took place in March again, as usual. It is impressive that we were able, despite everything, to achieve our goals, both financially and in terms of the appreciation score.



Case study KreaDoe – Daniëlle van der Linden

KreaDoe is so inspiring!

'In the past year I went to KreaDoe for the sixth time', says KreaDoe

visitor Daniëlle van der Linden. 'It really is the event for everyone who likes crafts and DIY. I usually go for two days. I use the first day to get new ideas and on the second day, I follow various workshops. There are often so many new things in the hobby field, and I don't want to miss anything. I followed a great workshop on hand lettering with brush pens and of course, a workshop on crocheting, my main hobby. I didn't know that you could crochet with so many different colours, often hysterical ones.

I started to use that at home right away. Other hobbies are making jewellery, painting with chalk paint, stamping and bullet journaling. The atmosphere at KreaDoe is really great and you can share ideas with other hobbyists. During the workshops, you nearly always get talking to someone and that goes faster than online. I always come home with lots of new things, like a new stamp-pad, leather labels or nice wool to crochet a shawl with. Sometimes I have two bags full.'



Among our productions with third parties in 2017, the Thunderdome event organised, with 40,000 visitors, stands out. We have had a relationship with entertainment organisation ID&T for many years, and are proud that five years after the last Thunderdome event, they wanted to organise the revival with us in Utrecht.

The objective of our events with third parties is to improve customer satisfaction. This then leads to greater popularity. We work on this by sharing valuable knowledge, but we also create partnerships. A good example was bringing together RTLZ and the organisation of the SME Entrepreneurs Congress. By creating synergies with the parties concerned, the SME Entrepreneurs Congress has grown from 800 to 1,500 visitors and as a result of the partnership, the BrightDay festival has grown from 8,000 to 22,000 visitors. In this way, we show that we share ideas with clients and dare to innovate.

Innovation also takes place on the Jaarbeurs Innovation Mile (JIM), an innovation hub and co-working space of more than 6,000m³. The JIM community, which places a strong emphasis on meeting and interaction, has reached our goal within a year of its creation. Twenty scale-ups, including SnappCar, BeBright and Lygature have joined. The young, innovative companies not only trigger each other, but also Jaarbeurs itself. At our request, a number of JIM occupants shared ideas on the future realisation of one of the trade fairs. Their fresh look at things and innovative strength are of great value.

The focus is on the visitor

A change in our thinking is that we develop events on the basis of the wishes of the visitor. In the past, the basis was the wishes of the exhibitors. We began this for our consumer events as long ago as 2013 and for the commercial market at the end of 2017. In short, we only sold square metres.

Now the visitor target groups form the point of departure for the organisation of an event.

For each event - and sometimes this research starts as long as two years in advance - we ask ourselves what interests the target groups and what they want to see, learn, feel, smell, taste and do. We look at the different visitor profiles for our live events and online platforms and create concepts on that basis. In this way, we know for sure that what we create has added value. That calls for a forward-looking view, monitoring of market developments and adaptive capacity. For the consumer events, we are already seeing clear results of this approach in appreciation scores and for the commercial market, we expect to see these results from 2018 and in 2019.



Case study JIM - Philip Idenburg
Managing Partner BeBright

JIM is a playground for meeting, interaction and cooperation.

'Our office had already been working for some time with an eco-system of parties on innovations that contribute towards solving social issues, primarily in the field of Life Sciences & Health. However, we did not have a shared space where we could work together with other people' says Philip Idenburg, managing partner at BeBright. 'We wanted a shared space where we could focus together with

other people entirely on creating care innovation, an important theme for the Netherlands in the coming 30 years. This was in line with the vision of Jaarbeurs, which also wanted to create a place for scale-ups. As an impulse, we started the Jaarbeurs Innovation Mile (JIM) on the sixth floor of the Beatrix Building. So this places us in the centre of the country, right next to Utrecht Central Station.

JIM fits with the broader theme and initiatives in the field of Healthy Urban Living, which Utrecht municipal authority is aiming for. Companies in JIM are working on health, improving the quality of urban life and smart and sustainable growth. There is an open structure, so that in a natural way, JIM is becoming a playground for meetings, interaction and collaboration. Through the connection with Jaarbeurs, with millions of visitors and thousands of companies

in different sectors and branches, JIM is the ideal platform for testing, improving and marketing innovations. In April 2018, together with Jaarbeurs, we are organising the opening congress of the Zorg & ICT fair, which will focus on transformation of care. And together with other members of the JIM, we are working on concrete care innovation and new technological care solutions. That synergy was my dream.

In the coming years, we want to bring still more parties to the JIM and ideally even double the number, so that we bring together knowledge, skill and capital. This will lead to still more creativity and high-impact innovations'.

We are going for a ‘high nine out of ten’

Our location, our knowledge and the connections we are able to create make us special. We do not yet regard this as enough and want the exhibitors, visitors and people who gather at Jaarbeurs to have a good feeling about the services we provide through the entire ‘customer journey’. That in fact already begins with the survey on the website and continues until they leave the car park. In everything that we do, therefore, throughout the chain, we ask ourselves whether the experience leads to a ‘high nine out of ten’. This is not directly related to the customer appreciation scores, but the term is synonymous with a drive for a customer experience that is all but perfect.

An important part of the customer journey is the organisation of the catering, service and hospitality. In 2016, we determined that this can and must be improved. In 2017, a start was made on a transformation of the relevant business unit and the goal of an intense customer focus. We started work with the new principles and new working processes. That resulted in an adjusted structure. The catering, service and hospitality activities are linked to the two commercial business units and the Complex Revitalisation and Management department. This places the focus on the integral customer process and we jointly direct the envisaged successes, including in terms of revenue and costs.

Outlook

We want to grow through congresses and meetings, but above all, through live events. ‘Live events first’ is therefore an important strategic priority for the coming year. We achieve growth through organic growth with the customers that we have, but also by investing in new strategic partnerships and capacity expansion. With the Live Solutions Center now in development, we will help customers and partners to design live events (including internationally).

We believe that it will always matter to bring people together, no matter how much the digital world grows. The personal character of meeting and seeing each other ensures that contact is worth the effort. This does not alter the fact that digital developments are still thundering ahead. Although these are supporting factors, ‘digital’ and ‘data’ remain preconditions for our approach to events.

In 2017, we started a survey to determine how we can make our organisation more effective on that

use of mutual synergies (knowledge, networks, competencies and brands). We position ourselves as ‘Gateway to Asia’.

Gateway to Asia

With VNU Exhibitions, we shape the ‘Gateway to Asia’ pillar on a geo-economic scale. We offer European companies, our customers, business opportunities in the Asian system. We do this via our own VIV events, but also through collaboration. With German, British and Italian partners, we ensure that we realise trade fairs in Asia that

**‘We want to grow through congresses and meetings, but above all, through live events.’
‘Live events first’ therefore remains an important strategic priority for the coming year.’**

level. From 2018, we will be taking a close look at events that are not yet digitally supported. We record the ambitions, identify where the opportunities lie and place a mark on the horizon. This may mean, for example, that for some markets we make a plan to create excitement for an entire year, rather than for a few months before an event. In this way, we use our knowledge to charge our brands and have a more prominent and continuous presence among the target groups.

International

Like the Dutch activities, the activities of Jaarbeurs in Asia, i.e. VNU Exhibitions Asia in Shanghai, VNU Exhibitions Asia Pacific in Bangkok and the VIV activities, directed from our office in Utrecht form an integral part of the Jaarbeurs business model. The market in Asia is promising and Jaarbeurs aims to strengthen its activities in Asia through organic growth and by making

function as an international trading location. We do this, for example, by exporting their titles to Asia. Vice versa, we create visibility for Asian companies that want to gain a foothold in Europe.

The year of Jaarbeurs international

The international activities of Jaarbeurs remain as successful as ever. The past year was marked by growth of the existing activities with our three organisational units that operate internationally. We have far outstripped the growth (at more than 10%) of GDP (6.8% in China), the average economic growth in the world.

The VIV brand is and will remain the trade fair for AgriFood and is being rolled out in a growing number of countries. We regard that as important, because there are buyers and sellers all over the world that we want to bring into contact with each other. We do this on our three global platforms: Utrecht,

Abu Dhabi and Bangkok. A great deal of investment takes place in Asia, which is why we went to Bangkok as long ago as the 1990s. The strong position makes us an attractive partner for talks with government agencies and other stakeholders in the Agri&Food sector.

We see this reflected in revenue. By far the largest part of the VIV revenue comes from Asia. For the first time, the surface area of VIV Asia in Bangkok (30,000m²) exceeded that of the parent fair in the Netherlands (25,000m²). VIV Asia was already bigger in terms of revenue. We achieved our goal of growth in visitor numbers at VIV Asia in line with the growth in surface area.

In addition to the organic growth, all branches also launched new products in the market. For China, that was Horti China. We organised a fine event representing the entire chain, from production to products of fruit and vegetables. Another priority was to gain a foothold in Africa. This succeeded with Poultry Africa in Rwanda. This is still a relatively small

trade fair with 100 exhibitors, but we showed with this that we can pioneer. We were the first non-African party to stage a high-quality trade fair without an African partner. Thirdly, we organised the Agritechnica Asia in Bangkok, together with the German Deutsche Landwirtschaft Gesellschaft (DLG). It was a successful first edition.

Outlook

The order portfolio is well-filled and we expect new growth for this year that will lie at least three percentage points above GDP in Asia. We are focusing on organic growth with new partnerships, such as that with the Italian IEG group in China. Partnerships with other trade fair companies is essential in order to continue to grow in a market in which a very small number of players hold an increasingly large share of the trade fairs. VNU Exhibitions may be a niche player, but it is one with sufficient scale, good networks in Asia and an excellent track record. That makes us an attractive partner for trade fair companies that still want to make the step into Asia and need to aim at second and third-tier regions. We also

continue to invest in our employees and anticipate the growth in China by recruiting and training new employees. With this, we make it clear that we are growing.

Specifically with regard to VIV, we aim to strengthen the leading position of our VIV fair in Bangkok and in Utrecht we aim to continue to lead as the global innovation trade fair. With VIV MEA in Abu Dhabi, we want to grow to become a strong innovation trade fair, so that we hold three of the five top trade fairs in the field of Animal Protein production and processing in the Agri&Food sector.



Case study Impex - Richard Wentzel
Company Owner Impex Group

Together we make a success of the VIV trade fairs

From the head office in Barneveld, the heart of the intensive livestock farming business, the Impex family business has already been developing automated systems that provide animals with clean drinking water for two generations. ‘In addition to a plant in Germany,

we also have a branch in Gainesville, Georgia in the US, but our customers are based all over the world’, explains Richard Wentzel, director at Impex. ‘That’s why it’s very important that we have international representation and our presence at the international VIV helps enormously with that. We have had a relationship with the VIV organisation and Jaarbeurs for years - I would call it a partnership. My father was a member of the VIV advisory council and took part in the step into Asia. The first Asian VIV fair, about 30 years ago, was in Japan, but after that, it became big in Bangkok. A great location, to which both exhibitors and customers are keen to come. We often have several representatives at a trade fair, and at our ‘home fair’, VIV Europe at Jaarbeurs, we even have eight colleagues attending.

The personal contact with clients is very important, for despite all digital possibilities, face-to-face contact still always works best in order to maintain customer relations and come into contact with potential customers and dealers. A trade fair is a key part of our relationship management and helps us to grow further on an international level. Where there is growth in population and prosperity, it is important for use to be visible. We were therefore very happy to be able to experience the launch of Poultry Africa in Rwanda in 2017. Here too, the partnership with VIV is an interchange: we share knowledge and together we make a success of the trade fairs.’

Value for Utrecht municipality and society

A healthy, smart and green venue in a Beurs quarter with good quality of life

Jaarbeurs and Utrecht have already been inseparably linked for 100 years. Jaarbeurs provides for economic activity, for every euro spent during the more than 8,000 events creates more than €4 of spending at hotels, restaurants and suppliers, among others. At the same time, the city and the region also make us stronger. Think of the Utrecht companies that use the congress and meeting centre for meetings.

We need the Utrecht municipality and other external stakeholders more than ever for the realisation of our business and sustainability goals, for together we want to build a healthy, smart and green Jaarbeurs, which contributes towards a good quality of life and popularity of the city. The expansion of the Station district strengthens our proposition, not only in economic terms but also mentally, for a positive vibe is developing in Utrecht. The municipality is investing, building and is showing with increasing self-confidence that it has ambition. Jaarbeurs is a participant and partner in this.

In recent years, a number of partnerships have been set up and expanded further. One example of a partnership is the Green Business Club Utrecht Centraal, in which we work on a lively and sustainable Utrecht together with neighbouring companies. There

is also the Smart Sustainable Districts Project, in which we work with Utrecht municipal authority and the University of Utrecht on the development of the West side of the station district, where sustainability also plays an important role.

Development of the venue and the Beurs quarter

Full of self-confidence, we are taking on the next challenge: a radical metamorphosis of our buildings and the Jaarbeurs site.

For this we engaged architect Winy Maas of MVRDV, known for buildings including the Rotterdam Markthal. We have the ambition to make Jaarbeurs one of the European leaders as the ultimate meeting place and this calls for a translation into a courageous development of our venue.

Together with Winy Maas and Utrecht municipal authority, we will literally be building a truly new Jaarbeurs based on the following values as points of departure: sustainability, quality of life and popularity. At present, the Jaarbeurs side of the Central Station is a place where no-one goes unless they absolutely have to. That will change. It will become a dynamic area where there is always something happening and where people enjoy spending time. For our customers, this will be one of the finest event locations in Europe.

An important element in the redeveloped area is the Centrum-boulevard, a pedestrian zone which will connect the Jaarbeurs to the station area from the Merwede canal. Through an exchange of land with the municipal authority, the car parks on the Croeselaan will disappear from 2023. We will concentrate the parking space on the other side of the Merwede canal. In addition to the Kinopolis Jaarbeurs mega-cinema, there will be new functions such as an hotel. This will be about meeting and accommodation.

At present, there are not many residents in the Beurs quarter, but that will change, for in due course we will be one of the residents of the district. Where there is now only the venue and a car park, there will be a residential area which also holds the Jaarbeurs. The vision for urban development in the Beurs quarter had been adopted and in the coming period, the municipal authority will write the urban development programme of requirements. This means that we will take still more account of residents and the Utrecht municipality. We are therefore working on an equal basis with the Utrecht municipal authority on an integrated approach.



Case study The Station District - Alderman Victor Everhardt

The Station District is becoming larger, greener, healthier and more attracting

'Jaarbeurs was once formed by an entrepreneur and alderman of our city and has been linked to Utrecht for more than 100 years. That creates a historical connection. A very fine connection, for Jaarbeurs contributes to the economic prosperity of Utrecht and its citizens. It is a beating heart in our city, with a great deal of meetings and dynamism relating to the economy, knowledge

development, culture and entertainment', says Victor Everhardt, Alderman whose portfolio includes the Station District of the municipality of Utrecht.

'We have major challenges for the coming years, but above all, opportunities to seize. We want to strengthen both the city of Utrecht and the Utrecht region, in the basis of a shared vision for the future. Healthy urban living is a principle for this. Utrecht already is the most competitive region in the European Union after London. There are good reasons why the EU has designated Utrecht city centre as one of the development areas where this will happen.

Jaarbeurs and the Utrecht municipal authority need each other in order to achieve the result in the Station District. Collaboration was one of my tasks and I am proud that we were able to contract the joint

development agreement. Jaarbeurs wants to concentrate itself in the Beurs quarter, but needs less surface area. This is why eight hectares are now free for urban development in the Station District. We developed the conditions for sustainability, quality of life and mobility together.

In 2025, the city is expected to have a population of around 400,000, which means that there will be about 50,000 new Utrecht citizens. About 10,000 to 12,000 of these will live in the Station District, in around 5,500 new homes that will be built. The new city centre will become larger, greener, healthier and above all, also more attractive with the cinema, new cafés, restaurants, many jobs and of course, the redeveloped Jaarbeurs. That is good for Utrecht and ultimately also for the Netherlands. I am looking forward to the spades going into the ground.'

Care for a sustainable and safe complex

With 2.5 million visitors to the venue each year, Jaarbeurs feels a strong sense of responsibility to stimulate sustainability. It forms the guiding theme in the redevelopment of the Jaarbeurs site and the development of the venue. With the existing venue, we have been devoting care to the environment for years. All these initiatives ensured that we have held the golden Green Key certificate, the international certificate for meeting and congress locations, since as long ago as 2011. But we are also anticipating the developments to come. In due course, we want to serve as an example in areas such as circularity. This goal is consistent with Healthy Urban Living, as the priority for the city and the region.

Safety, cleaning, separate waste collection, preventing noise nuisance and reducing food waste are ongoing business for the complex management. We continually make improvements in all these areas. In 2017, there were four registered accidents involving Jaarbeurs employees. This has our full attention, for safety always has the highest priority. With regard to noise nuisance, there were seven registered complaints, compared with three complaints in 2016. In this case too, we investigate in detail how this could have been avoided.

We also work on reducing the waste mountain, for example, by disposing of waste in even more compacted form. In addition, we check whether we can buy in fewer disposables. For the coming year, it is important to keep our administration and compliance in good order. Demonstrating that we keep to our agreements with internal and external stakeholders is always a day-to-day necessity. We therefore want to ensure that the basis remains in order. In 2019 and 2020, we want to raise the operational activities to a higher level of quality and service in order to raise customer satisfaction to a 'high nine out of ten'. For that reason, Parking and Safety have now been combined in a

single department. We want to expand this in due course, so that all services that contribute towards the customer journey in relation to the management of the complexes and the services of the venue are located in the same place and cooperate more closely.

We expect building work on the new complex to start in 2020. For the existing complex management, the main challenge will then be how to continue the existing activities while the venue and the Beurs quarter are being redeveloped. Once there are residential properties in the Beurs quarter, we will no longer be able to perform a number of logistical activities, such as waste collection and delivery of goods, in the same way as at present. We will include smart solutions for this in the Master Plan 2.0 which is currently in development.

Analysis of Waste in thousands of kg



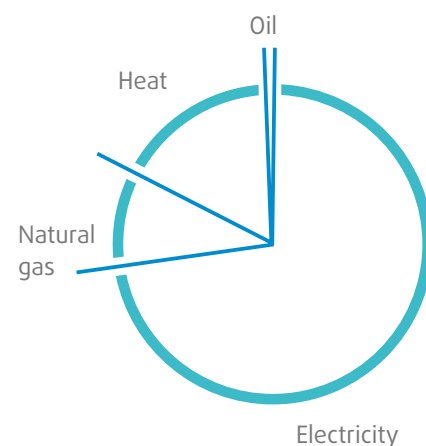
Energy

Within Jaarbeurs, we make use of two sustainable energy sources. Solar panels have been installed on the roof of the Beatrix Building since 2014. Since 1991, we have also made use of thermal energy storage, with which we provide for our own heat in winter and cooling in summer.

Unfortunately, these renewable energy sources form only a small part of our energy consumption. We supplement the energy requirement by buying

energy divided into the following energy sources:

Energy source ratios

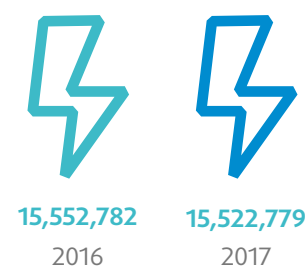


- Gas: the CO₂ emissions will be compensated by Silver Standard VER from Essent. Jaarbeurs will switch to Eneco on 1 January 2018. Eneco Ecogas is normal natural gas for which the CO₂ emissions released are fully compensated. This is done by investing in CO₂ reduction projects that are certified with the Gold Standard recognised by the WNF
- Electricity: 100% green power is purchased via GDF Suez. The contract runs until 1-1-2019. In the new contract with Eneco, from 1-1-2019 to 31-12-2020, a choice was made for greening via European wind
- Urban heating
- Oil

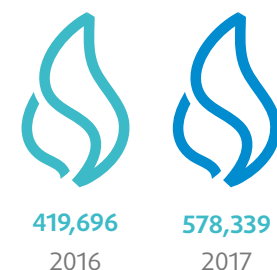
There are two factors that strongly influence energy requirements within Jaarbeurs, over which little influence can be exerted. Firstly, there is the number of activities, (trade fairs, congresses etc.). And secondly, the weather plays a major role. The fact that the erection and start of a major trade fair coincides with a cold period can have an enormous influence on our energy consumption.

Energy consumption

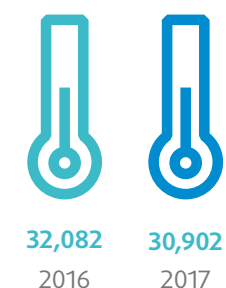
Electricity (kWh)



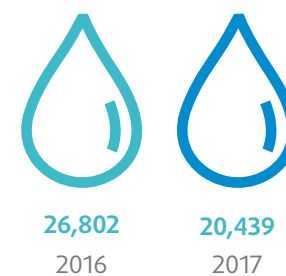
Natural gas (m³)



Heat (GJ)



Oil (ltr)



Two thirds of the roof surface of the Beatrix Building was already fitted with a total of 1,386 solar panels.

This was an important experiment for Jaarbeurs, with a view to the future development of the complex. It was agreed with Utrecht municipal

As part of the sustainable Smart Solar Charging district energy system, we have commissioned two solar carports. Together, they offer space for 20 electric cars and charge points. The roof of the carports consists of 150 solar panels, as a result of which locally generated power is charged directly

'We want to build a healthy, smart and green Jaarbeurs together, that contributes towards a good quality of life and the popularity of the city.'

authority that the new complex must provide for its own energy requirement as far as possible, for the principle is an energy-neutral complex. Since 1 January 2016, local residents have been able to make use of the solar power generated on the Beatrix Building. The power generated is enough to provide 113 two-person households with electricity. As a result, CO₂ emissions have been reduced by 205,000 kilograms per year. In 2017, we fitted the entrance gate of Jaarbeurs P4 with 48 solar panels.

Reducing CO₂ emissions from cars

The location of Jaarbeurs next to the redeveloped Central Station is a major advantage. Visitors who arrive by train are at the location within a few minutes. That makes it very tempting to leave the car behind. A distinguishing feature, including from the point of view of sustainability. This does not alter the fact that many visitors still arrive by car. In the future complex, we want to devote more attention to reducing CO₂ emissions, including by the cars present on our site. We are preparing for this with a number of pilot projects in the existing venue.

into the cars of visitors to the Beurs quarter. In early 2018, a 400 kW Tesla Powerpack, a battery with a high fixed storage capacity, was commissioned. The new power-generating carports will work with the charging system, the solar panels and the Powerpack. We will therefore have a unique system in the Beurs quarter, in which locally generated energy is linked to different sources for storage. By storing and redelivery energy flexibly, the Smart Solar Charging system can absorb the changing demand for energy and provide for optimal network capacity. We use the knowledge that we gain through this to make the translation in the plans for the redevelopment of the complex.



Long term impact for society

We look ahead and want to contribute towards the UN Sustainable Development Goals (SDG). The focus lies on the three SDGs that most directly affect our activities and with which we can make a contribution towards a sustainable society. The following table explains the three SDGs and the sub-elements related to our activities in more detail. In our future reports, we will account for our concrete contribution to change in more detail.



SDG 9 - Industry, innovation and infrastructure

Build resilient infrastructure, promote sustainable industrialization and foster innovation

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.



SDG 11 - Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.



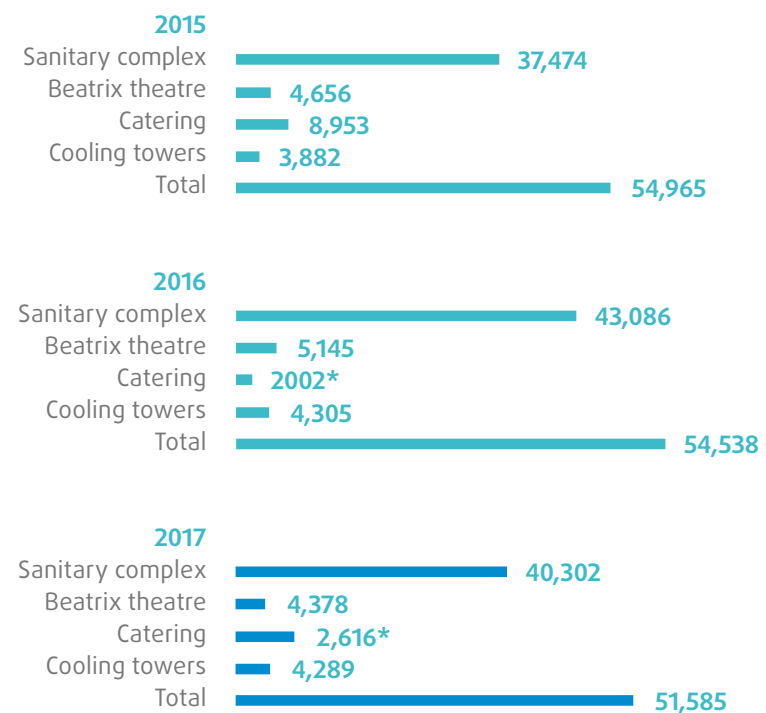
SDG 12 - Responsible consumption and production

Ensure sustainable consumption and production patterns

12.2 By 2030, achieve the sustainable management and efficient use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

Water consumption



Water

Our sanitary fittings account for by far the largest share of our water consumption, at around two thirds. If we focus on the water consumption of our sanitary fittings, we see that this has fluctuated at around 16 litres per visitor for years. Water-saving measures do already apply to all our toilets and we are investigating new solutions.

In the past, tests within our complex have not shown any impressive results, due to intensive use during major fairs and events. The solution will have to be found in the development of our complex when possibilities arise to use grey water. The future plans include reservoirs in which rainwater can be collected. A test with two waterless toilets will be conducted in 2018. We want to see whether the technological developments have advanced enough in the meantime to enable us to use waterless toilets.

Value for our employees

Better deployment of employee strengths

Working at Jaarbeurs means working in a dynamic working environment. Dynamic because of the products and services we provide for our customers but also dynamic because of the transition that Jaarbeurs is undergoing. We are building a close-knit organisation with specialised employees whose strengths are deployed and who aim for an intense customer focus. They work not only to facilitate and accommodate physical meetings, but also to make every meeting a valuable and above all a special meeting.

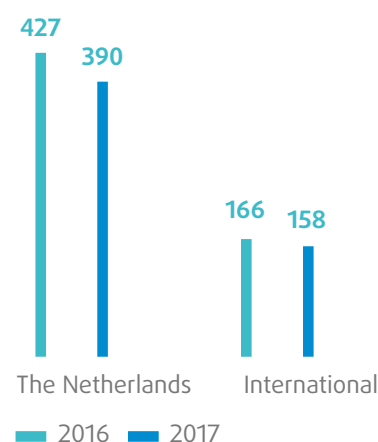
Reorganisation

In December of 2016, together with the new strategy, the CEO announced a major reorganisation with a proposed reduction in staff by 50 employees. The main objective was an improvement of efficiency and cost savings of €6 million in order to secure the continuity of the organisation. The reorganisation was completed in the summer of last year. The cost saving was realised and the reduction in staff amounted to 45 FTEs. In 2017, the average number of FTEs amounted to 390 (2016: 427) for Jaarbeurs in the Netherlands and 158 FTEs (2016: 166) in other countries.

Despite the fact that the reduction in staff could be limited, the effects of the reorganisation had a considerable impact on the organisation.

The resilience of the existing employees is therefore admirable. The employees who were made redundant were all able to make use of the social plan agreed with the FNV trade union and the Works Council. This was based on a 'cafeteria system'. This allowed redundant employees to realise the termination scheme themselves. The social plan expired on 31 December 2017.

Number of employees (FTEs)*



Employability

In addition to the company-wide reorganisation an important decision was taken in 2017 to outsource the flexible pool of our Hospitality & Service business unit. A core of permanent employees remained,

but in order to improve the employability of employees in a number of primary positions, the flexible pool will be managed.

It was also established that the entire organisation had to work on employability. The absence rate rose to 4.57% (3.6% in 2016, 4.0% in 2015). This is not a desirable development. For the time being, it is assumed that the uncertainty relating to the reorganisation resulted in absences. In addition, a great deal of work was done by fewer employees and the bar was also raised for customer appreciation. For 2018, there will be stronger direction in relation to both absence prevention and absence supervision. The principle here is that Jaarbeurs wants to challenge its employees to ensure that they are energetic and motivated and that during their careers, they continually seek the match with the organisation and its customers.

Employee survey

The employee survey was conducted in mid-2017, with the aim of determining what was going well within the organisation and also what could be improved. The objective of the survey is therefore to improve together, so that we not only perform better, but also become a more attractive company to work for. The response rate was 82.9% and the survey clearly showed points

for improvement for the various main themes. The highest score, of 7.7, was for 'engagement'. Employees stated that they were proud of the work that they do and proud of Jaarbeurs. The score for 'I am using my strengths' was 6.5. It is one of our strategic pillars to deploy employee's strengths again, so the score is a clear sign that there are opportunities for improvement here. According to the employees, what also needs to be improved is sufficient and open communication between the management and the employees.

2017. In mixed groups, together with the management, talks were also conducted on improving the quality of service and how we can work towards the 'high nine out of ten', which is synonymous with a customer experience that is as good as perfect.

In order to promote cohesion, a number of activities were also organised for and by employees in 2017. Examples include the onboarding programme, a monthly meeting with the CEO and new employees, jam sessions

sessions contributed towards the formulation of the new HR strategy, the restructuring of our catering, service and hospitality activities and the 10% cost reduction.

A new Human Resources strategy

It is certain that uncertainty will remain a constant factor for the future of our Human Resources (HR) policy. Jaarbeurs will invest in the coming years, but cost reduction and cost efficiency will remain important goals. In any event, our employees represent our most important capital, so it is our responsibility to continue to ensure good care for them. In accordance with the development of the strategy, a 'Jaarbeurs HR strategy 2021' was drafted in mid-2017, which is consistent with the corporate strategy formulated. The HR strategy will be finalised in the first quarter of 2018, after which the implementation will begin.

With the new HR strategy, Jaarbeurs aims to take the step from 'reactive' policy to 'business partnership'. The move towards partnership between HR and the business affords HR the position to respond quickly and adequately to requests from the business. Through the close cooperation with the business, the solutions offered will be more sustainable and aimed more at the long term. Themes in the strategy aimed at HR service provision include: Talent & Leadership Development, Vitality & Health, Performance Management & Rewards, Recruitment & Employer Brand and Workforce Planning & Reports.

'We are building a close-knit organisation with specialised employees, whose strengths are deployed and who aim for an intense customer focus.'

Naturally, the results are followed up in the teams. Work on concrete action plans will take place during the team meetings. The management will also consider here how this can be followed up constructively on a company-wide basis. This has already been developed on a number of levels, including improvement of internal communications. An external employee survey will be conducted again in 2019.

Good employer practice and employee development

Working on good employer practice is high on the agenda. As a service organisation, it is vitally important for Jaarbeurs to continue to develop its employees' strengths still more effectively by continuing to invest in education and training, working further on their competencies. In addition to the training and development processes which began in 2016, the Academy for Intense Customer Focus was set up. This group sales training programme, in which more than 100 employees took part, was completed in

at which employees discussed the future of Jaarbeurs together with the management and a number of sporting activities under the motto 'Jaarbeurs to the top'.

The Impact Group

In 2017, we made a start with 'The Impact Group'. This consists of about 30 employees, including supervisors and a number of talents. In addition to their own work, the group members are drivers of the necessary change. The selected colleagues are trained in new leadership and the application of 'change impact' appropriate to the new Jaarbeurs corporate strategy and vision. 'The Impact Group' met on five occasions in 2017 and discussed matters including an improvement of internal and external collaboration, the transition to a quality company and the focus on healthy financial results. Through the start of 'The Impact Group', lines between the Board and the management and consequently, also the employees, are kept short. They inform each other of developments at an early stage. The results of the

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