



STRONG  
RESULTS  
**FOUNDATION  
FOR THE  
FUTURE**

ANNUAL REPORT 2024

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## ANNUAL REPORT 2024

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# STRONG RESULTS FOUNDATION FOR THE FUTURE



AWARD

**Best  
International Venue**

We were delighted to be named Best International Venue at the Exhibition News Awards in April. The jury commended us for our sustainable achievements, innovations and high satisfaction levels among organisers and clients. This prestigious award serves as recognition of how we are minimising our ecological footprint and increasing the positive impact of our events. It was the fifth time that RAI Amsterdam has taken home this prize and that's an enormous tribute to the hard work of our staff.



**Maurits van der Sluis**  
COO

RAI MODULAR STAND CONSTRUCTION

**Chosen by 36% of  
all exhibitors**



RAI Design & Build's modular stand construction offer was a success, with some 6,300 exhibitors opting for this package.

On average, our stand construction solutions result in 50% savings on cargo, 45% fewer CO2 emissions and almost 100% circularity. We also offer excellent support to exhibitors, allowing them to devote more time to their commercial preparations.

In November 2024, RAI Amsterdam acquired the Superyacht Forum. The Superyacht Forum is a renowned conference for decision-makers in the superyacht industry which has been taking place alongside METSTRADE in the RAI since 1995. The event attracts hundreds of the most important speakers and representatives from the superyacht sector every year and the acquisition was a logical step in view of the expansion of METSTRADE and the synergy between the two events.



TRADE SHOW TITLE

**Acquisition of  
Superyacht Forum**

EXHIBITION TITLE  
**Growth in AquaTech  
China & Mexico**



The exhibition floor of AquaTech Mexico grew by 25% in 2024. AquaTech also took place in China. With 10,000 m<sup>2</sup> of innovations on display, many speakers and a strong international character, this edition was also a great success.

In February, the RAI became the first exhibition and conference centre in Europe to use a private 5G network.

This type of network – currently the safest, fastest and most reliable available – was first deployed during Cisco Live!



INNOVATION

**Private  
5G network**



**Paul Riemens**  
CEO

## OUR QUESTION TO PAUL AND MAURITS AS MEMBERS OF THE RAI EXECUTIVE BOARD WAS SIMPLE: WHICH KEY WORDS DEFINE THE PAST YEAR FOR YOU?



### OPERATING RESULT

**Best year ever!**

The year 2024 promised to be a good one and, at €20 million, the operating result was even better than expected. It was also the highest we've achieved since our establishment.

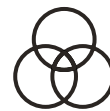
We managed to fill our agenda very well, even adding various sizeable events at short notice during the year. Our teams worked extremely hard to achieve this. We opened our doors to 338 events in Amsterdam and organised seven events abroad.

In October we signed an initial agreement with the Municipality of Amsterdam for the transformation of the area around the RAI. We see opportunities to ensure that our premises provide an even greater contribution to the city of Amsterdam and the RAI. In this context, we are exploring the transformation to a more mixed area, with a focus on connections, densification and increased sustainability. The aim is for an urban mix of functions, increasing the liveability – for non-RAI visitors as well – and the accessibility of the area for cyclists and pedestrians. This transformation also offers opportunities to help further develop the city and ensure that the area means more to the neighbourhood and Amsterdam residents outside of its RAI functions.



### AREA DEVELOPMENT

**Agreement with Amsterdam Council**



### STRATEGY 2025-2028

**RAI Next**

RAI Next is the name of our new multi-year strategy for 2025 to 2028 and was developed and introduced during the reporting year. Our goal is to be more offensive with regards to growth with new exhibition titles, an international roll-out of existing titles and a further acceleration of our successful titles. We are also increasing our focus on innovation and digitisation, including a more data-driven approach. The area development of the RAI premises on Europaplein is of course still part of the strategy.

**Employee satisfaction scores are good at 7.9 with absence due to illness being exceptionally low at 2.9%. Moreover, unlike other businesses in Amsterdam, we have very few difficulties filling vacancies.**

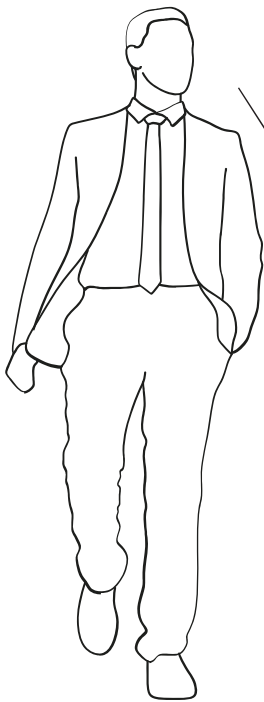
Although satisfied with our HR achievements, there is still more to be achieved. To ensure everyone feels welcome we increased our focus on diversity and inclusion in 2024. Dialogue sessions and anti-bias training were used to improve the work environment, HR processes were adapted and diversity networking groups established. In addition, working conditions were made more inclusive. All in all, we further anchored diversity in our organisation.



### EMPLOYEES

**Diversity & Inclusion**

# RAI AMSTERDAM KEY FIGURES 2024



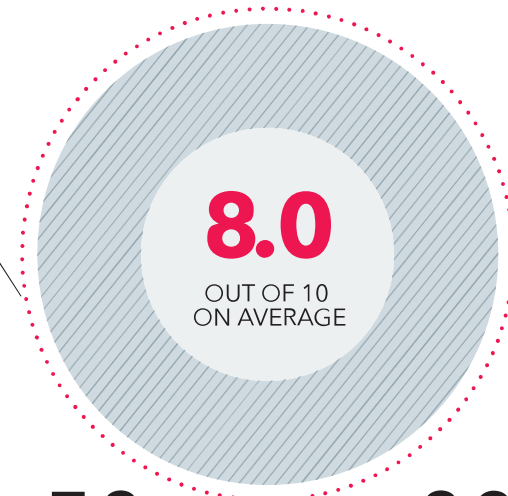
**401** FTE  
AVERAGE NUMBER  
OF EMPLOYEES

92% IN THE  
NETHERLANDS

**7.9**  
EMPLOYEE  
SATISFACTION  
↑

## SATISFACTION

**8.1**  
ORGANISERS  
OTHER THAN RAI



**7.8**  
EXHIBITORS  
RAI EVENTS

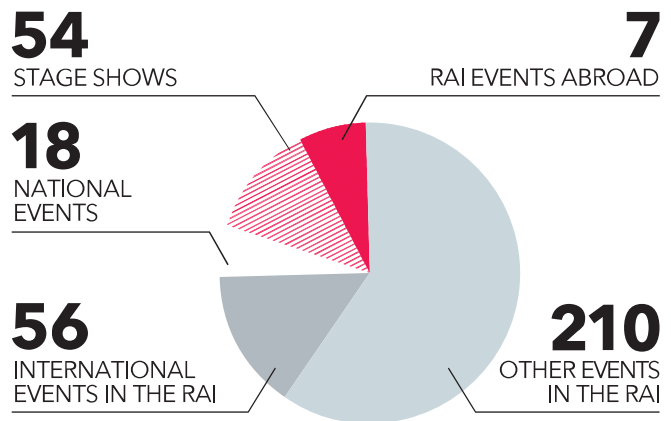
**8.2**  
VISITORS  
RAI EVENTS

## ENERGY & CO2 FOOTPRINT



**100%**  
GREEN  
ELECTRICITY  
PURCHASED

## EVENTS



## FINANCIAL RESULTS X € 1 MILLION

GROUP EQUITY	<b>87.0</b>
TOTAL BALANCE	<b>216.1</b>
TURNOVER	<b>185.7</b>
NET RESULT	<b>17.1</b>

**345**  
EVENTS

**1,442**  
VISITORS  
X1,000



**328**  
EXTERNAL  
ORGANISERS

**17,332**  
EXHIBITORS

---

## Profile

**RAI Amsterdam is an international exhibition and conference organisation. At our convention centre in Amsterdam, known simply as ‘the RAI’, we facilitate all kinds of events in every imaginable size. In addition, RAI Amsterdam owns various trade and public events that we organise ourselves – both at the RAI and in cities outside Europe.**



*Connecting the iGaming community at IGB Live!*



*Deep in conversation at InterClean Amsterdam*

## RAI Amsterdam Convention Centre












Our exhibition and conference complex on Europaplein in Amsterdam hosts numerous events each year. From large-scale exhibitions and conferences with 50,000 attendees to small meetings of 10 people, we guarantee a warm welcome and seamless realisation of every event. All necessary multifunctional facilities are available and we work continuously to enhance sustainability and improve and expand our products and services. We measure our progress and success each year through customer feedback, awards and certifications.

RAI Amsterdam is located in the heart of the city and easily accessible. Our exhibition and conference complex is directly connected to the A10 ring road, next to the Amsterdam RAI train & metro station and has the Europaplein metro station right on our doorstep. Visitors can reach both Schiphol Airport and the city centre in 10 minutes, allowing them to easily combine their business trip with an urban stay in the unique setting of Amsterdam.

## RAI events in the Netherlands and abroad

We have a portfolio of our own international events, which we organise both in Amsterdam and at conference venues outside of Europe. We are active in various key sectors, including professional cleaning, remanufacturing, traffic technology, maritime, water technology and horticulture. In addition, we have our own national trade exhibitions such as Horecava (food service and hospitality) and consumer events like the Huishoudbeurs (lifestyle) and Nine Month fair (for soon-to-be and new parents). All in all, RAI has a well-rounded portfolio of events which generates revenue, protects our market share, and facilitates knowledge sharing, network expansion and business in the relevant sectors.

## RAI events

	Intertraffic is the leading trade exhibition for the traffic and transport industry.		Rematec is the largest and most important trade exhibition in the field of revisions for automotive, industry and heavy duty.
	Interclean is the world's largest and most comprehensive exhibition for the cleaning industry.		The Nine Month Fair provides everything for soon to be and new parents; from pregnancy to the first steps.
	GreenTech is the heart of the international horticultural technology sector, with a unique focus on the start of the horticulture chain.		The Huishoudbeurs is the most enjoyable event in the Netherlands for everyone who loves tasting, trying and shopping.
	Horecava is an inspiring and innovative platform for professionals in the food service industry.		Amsterdam Drone Week features the latest technologies and future applications related to drones.
	Metstrade is the world's largest trade exhibition for marine equipment, materials and systems.		Aquatech is the world's leading trade exhibition in the field of process, drinking and waste water.
	The SuperYacht Pavilion (SYP) is the only truly international B2B exhibition offering products and services for the large luxury yacht industry.		

## Sustainable developments

### Facilitating progress

The (international) meetings we organise and the networks they create are crucial for the exchange of knowledge, expertise and capital. Across various sectors, we collaborate with organisers, exhibitors, visitors, suppliers and other stakeholders to contribute to the (sustainable) development of people, markets and society, while also supporting the United Nations' Sustainable Development Goals (SDGs).

### Responsible business

We are constantly aware of our social environment and looking for ways to increase our contribution to society. We frequently collaborate with local suppliers and social partners. Our ambition is to minimise and, where possible, prevent any negative impact from goods and visitor flows, traffic congestion and noise. By prioritising responsible business practices, we also help organisers ensure their events are conducted sustainably and responsibly. We are pleased to see a growing demand from our partners for such initiatives.

### Value for the region

Hotels, restaurants, museums, transport operators and suppliers in the region benefit from the exhibitors and visitors who come to the city for exhibitions, conferences and performances at RAI Amsterdam. Business visitors who stay for a short, multi-day trip provide significant economic benefits to the city and region – on average, far more than leisure tourists.

### RAI sustainability standards

Corporate Social Responsibility (CSR) is an integral part of our strategy and we are proud that many of our activities make a positive contribution to society. The Executive Board report specifically explains how we create value. We do of course recognise that our operations consume natural resources, take up space, generate noise and have other societal impacts. We work at all levels to minimise these effects as much as possible – both in the long term through area development and the renewal of our convention centre, and in the short term by focusing on sustainable operations for each event. More details on these developments can again be found in the Executive Board report.

## Awards and certifications

Our awards and certifications reflect the areas in which we excel as an exhibition and conference centre. We continuously develop ourselves to maintain and strengthen our leading position.

### EN Awards: RAI Amsterdam Best International Venue 2024

RAI Amsterdam received the best international venue award at the Exhibition News Awards (EN Awards) – often referred to as the ‘Oscars’ of the exhibition sector. During the ceremony in London, the jury praised RAI Amsterdam for its outstanding sustainability achievements, smart innovations, and high levels of organiser and customer satisfaction. This was the seventeenth edition of the awards, and the fifth time that we have been honoured with this title.

### Nominations for the Skift Meeting Awards and AEO Excellence Awards

In 2024, RAI Amsterdam was nominated for:

- The Skift Meeting Awards in the category *Best Convention Centre (Outside the US)*. This award recognises the most respected and innovative suppliers in the business events industry.
- The AEO Excellence Awards in the category *Venue of the Year, more than 20,000 sqm*. The nominees represent the very best the events industry has to offer.

### Certification overview

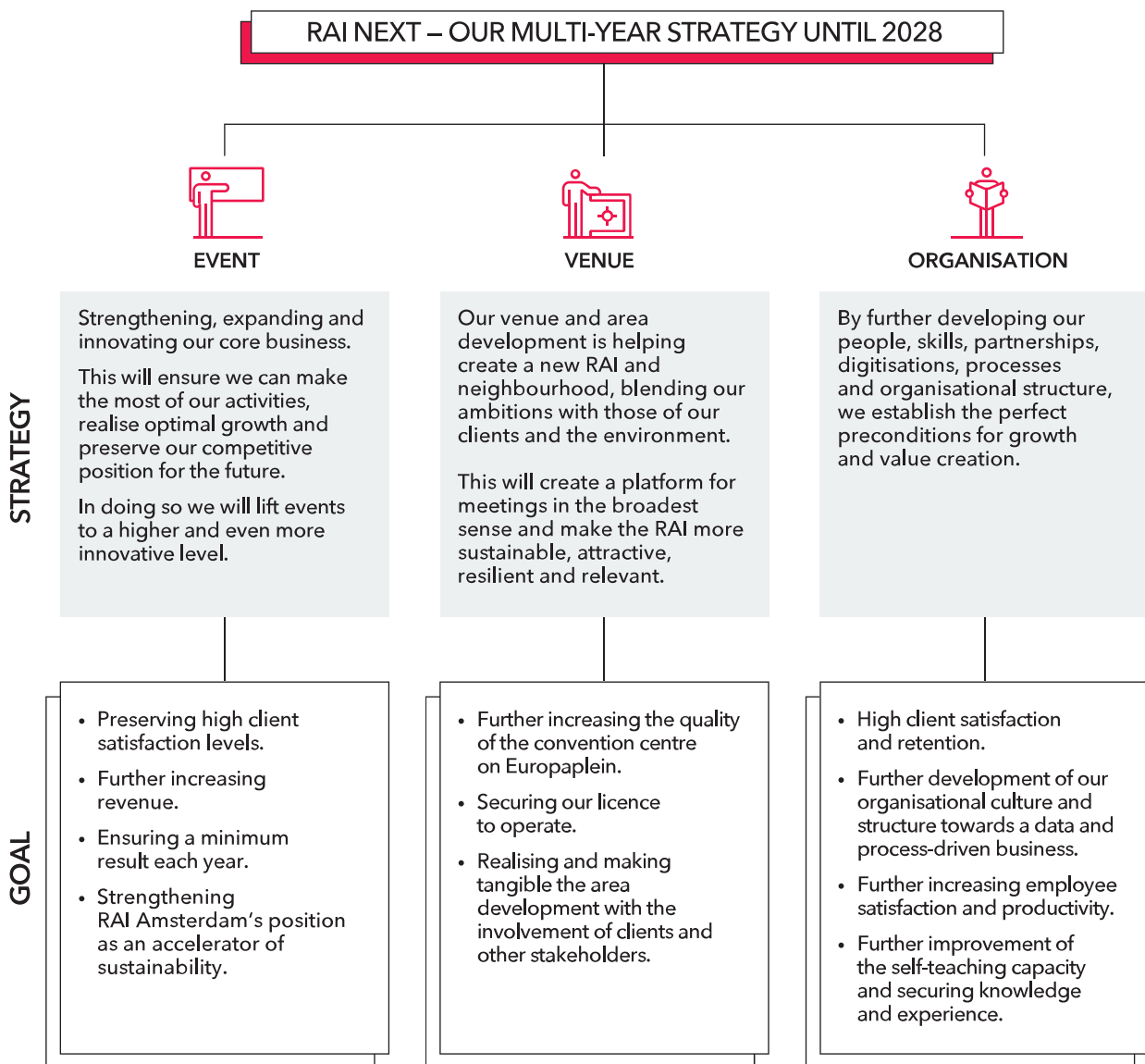
RAI Amsterdam holds the following certifications:

- YOIN Excellent Meeting Places (formerly 5-hammers; quality label for conference and event venues)
- AIPC Gold (AIPC Quality Standards programme)
- EarthCheck 4.0 Platinum (first exhibition and conference venue in Europe to receive this certification)
- Integrale Toegankelijkheid Standaard (internationally recognised standard for accessible building in the Netherlands)
- ISO-9001 (quality management)
- ISO-14001 (environmental management)
- BREEM-Excellent New Construction and Renovation (design certificate for the Amtrium, RAI Amsterdam’s multifunctional conference, meeting and office concept)
- Accredited training company (Samenwerkingsorganisatie Beroepsonderwijs – Bedrijfsleven)



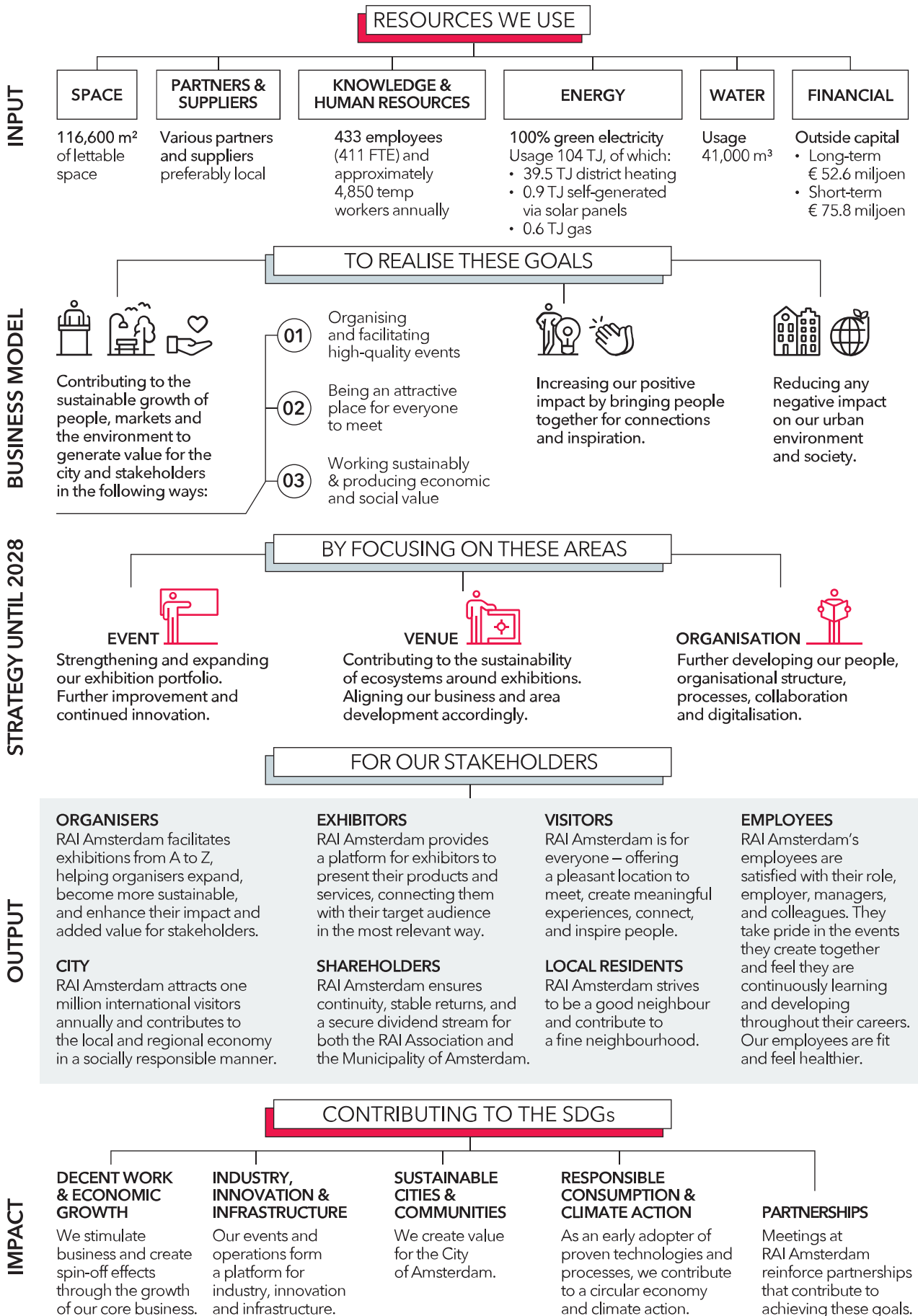
# Strategy and value creation

RAI Amsterdam aims to be a valued and profitable organisation, leveraging on its venue and events to contribute to the well-being and development of our stakeholders, including visitors, exhibitors, organisers, the city and its residents, and employees. Our commercial focus is primarily on multi-day international business-to-business events that make the most of Amsterdam’s appeal and accessibility. From a social and societal perspective, we seek to make a meaningful contribution to the city and region. We welcome everyone and set ourselves apart with modern, innovative and sustainable facilities and a hospitable organisation. Our strategy was updated in 2024 under the name RAI Next. Three focus areas have been identified that we aim to elevate to the next level.



The following image shows how we create value for our stakeholders, as well as the main Sustainable Development Goals to which we contribute.

# Multiple value creation



# 02 EXECUTIVE BOARD REPORT



## **AWS Summit, 9 April 2024, RAI Amsterdam (NL)**

The AWS Summit brings together cloud technology and artificial intelligence professionals to connect and learn about Amazon Web Services.



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## Events: facilitating and organising

Bringing people together, connecting and inspiring by facilitating valuable meetings has been our purpose for over 130 years. Since 1961 we have operated from our multifunctional exhibition and conference centre on the Europaplein square in Amsterdam. We also organise our own events worldwide, either independently or in partnership. Organising and facilitating events are our core activities. Market developments and the growing appeal of the city have led us since the early 2000s to increasingly focus on multi-day international events while also prioritising key Dutch sectors.



### Wrap up 2024 | RAI Amsterdam

Watch this video on YouTube:

[https://youtu.be/h\\_C40K0y2QU](https://youtu.be/h_C40K0y2QU)

In 2024 we organised and facilitated a total of 345 events (2023: 322).

By 'facilitating' we mean that our organisation provides a hospitable environment at RAI Amsterdam, our convention centre on Europaplein. In the reporting year, this applied to 338 events (2023: 314). In such cases, we facilitate the event for an organiser. Although these are usually an external party, RAI Amsterdam's own teams organised 17 events in 2024 (2023: 18). Seven of these took place abroad in other exhibition and conference venues (2023: 8), and 10 events were held at RAI Amsterdam (2023: also 10).

More than 17,300 exhibitors showcased their products, services, concepts and ideas at these events (2023: 16,400). Over 70 percent came from outside the Netherlands, underlining the international nature of these events. In 2024, we welcomed more than 1.44 million visitors (2023: almost 1.5 million).

The satisfaction levels among customers is a key indicator which we systematically track using a rating system with a minimum score of 1 and maximum of 10. Organisers of events awarded RAI Amsterdam an average score of 8.1 in 2024 (2023: 8.2), exhibitors a rating of 7.8 (2023: 7.6), and visitors scored 8.2 (2023: 7.5). We are pleased that the vast majority of our customers give us such positive evaluations.

## Events

Numbers

	2024	2023	2022	2021	2020
International events	56	63	48	18	4
National events	18	18	18	17	10
Stage shows	54	29	39	14	7
Other events	210	204	192	120	74
Total in Amsterdam	338	314	297	169	95
Elsewhere in the Netherlands	-	-	-	-	-
Outside of the Netherlands	7	8	3	8	4
Total outside of Amsterdam	7	8	3	8	4
Total	345	322	300	177	99

## Organisers

Numbers

	2024	2023	2022	2021	2020
External organisers	328	296	280	165	79
RAI Amsterdam	17	20	20	13	20
Total	345	316	300	178	99

## Customer satisfaction

Score

	2024	2023	2022	2021	2020
Organisers (third-party events)	8.1	8.2	7.7	*	*
Exhibitors (RAI events)	7.8	7.6	7.9	*	*
Visitors (RAI events)	8.2	7.5	8.0	*	*

## Visitors

Numbers x 1,000

	2024	2023	2022	2021	2020
International events	510	453	326	86	68
National events	426	421	184	117	291
Stage shows	65	28	52	9	9
Other events	396	589	616	1,305	645
Total in Amsterdam	1,397	1,491	1,178	1,517	1,013
Elsewhere in the Netherlands	-	-	-	-	-
Outside of the Netherlands	45	99	12	142	106
Total outside of Amsterdam	45	99	12	142	106
Total	1,442	1,590	1,190	1,659	1,119

## Exhibitors

Numbers

	2024	2023	2022	2021	2020
Exhibitors	17,332	16,390	4,322	3,836	16,694
Exhibitors from outside the Netherlands	71%	69%	62%	38%	64%



## **RAI Amsterdam as organiser**

Several of our own events are directly aimed at strengthening the Dutch-government-defined top sectors, such as GreenTech (horticulture & propagation materials), METSTRADE (maritime), and Aquatech (water). We also organise events that focus on other relevant sectors. Innovations and challenges in the field of mobility are presented and discussed during Intertraffic and the Amsterdam Drone Week, while Horecava serves as a key event for professionals in the food service industry. The Huishoudbeurs provides a platform for everyone who enjoys tasting, sampling and shopping.

We take pride in holding a leading position in all these sectors thanks to our events. This extends far beyond the Dutch borders as we organise several of these events with partners in locations such as Mexico and China.



## **RAI Amsterdam as facilitator**

Thanks to its central location, excellent accessibility, wide range of activities and dynamic business environment, the Netherlands in general and Amsterdam in particular is an attractive destination for organisers. As RAI Amsterdam we maintain close contacts with international organisers, helping them connect with key stakeholders in our city. In this role, we act as both a networking hub and a local partner. For organisers, we serve as a local ambassador, providing access to the city, region, leading businesses and institutions in key sectors, as well as social and community organisations and suppliers. Our strong network in Amsterdam enables us to further enhance events by creating unique experiences, set against the iconic backdrop of this historic canal city.

In addition to our extensive network, we have expanded our range of products and services over the years to provide comprehensive support to organisers. This includes everything from hotel services to IT solutions, stand construction and catering. A selection of the developments in 2024 is outlined in the following section while some of the remarkable events that we organised and/or facilitated in 2024 are highlighted below.

### **A top-level meeting place**

The Netherlands has a strong international presence in trade and industry. To remain competitive, the government invests in various sectors, collaborating closely with businesses and scientists. It is a unique approach that is highly regarded worldwide. The partnerships strengthen the economy through innovation, make the most of international opportunities, address societal challenges, develop human capital and invest in scientific research.

RAI Amsterdam represents, connects and strengthens the main Dutch sectors and their ecosystems. In doing so, we – along with the city of Amsterdam – serve as a top-level meeting place, where government officials, scientists, companies and other key players come together to share knowledge, conduct business and work together.



## A selection of events in 2024



### **Cisco Live!: innovation and collaboration**

Cisco Live! is a leading event where IT professionals gather to share knowledge, network and explore the latest technologies. A major milestone took place at this event in 2024 as RAI Amsterdam became the first exhibition and conference venue in Europe to introduce private 5G. This revolutionary network was launched under a trial license.

*The RAI Amsterdam IT department worked closely with the Cisco Live! team to build the event's IT infrastructure. This was fully based on Cisco equipment and ensured high bandwidth availability for all attendees.*



### **Aquatech: tackling global water challenges**

Aquatech Mexico's exhibition space grew by 25% in 2024.

Aquatech was also held in Shanghai, where the event featured 10,000 m<sup>2</sup> of innovations, numerous speakers, and a strong international presence, making this edition a major success

*The exhibition in Shanghai attracted not only Chinese professionals but also a growing number of international visitors.*



### **Interclean: now also in Shanghai**

Interclean Amsterdam took place in May 2024 and welcomed over 850 exhibitors to showcase their products and services to more than 30,000 visitors. A total of 150 exhibitors opted for our sustainable, modular stand construction.

Interclean also made its debut in Shanghai in 2024, held simultaneously with Aquatech. This smart combination led to some record-breaking figures, with 153 exhibitors and around 5,500 visitors.

*Paid entry to Interclean Amsterdam was introduced for the first time. This resulted in a higher visitor quality and provided extra incentives for exhibitors to invite their networks and offer admission tickets.*



### **Horecava: sustainability and talent at heart of successful 67th edition**

The 67th edition of Horecava was a resounding success. With 64,350 visitors – a 6% increase on the previous edition – and around 670 exhibitors, the event reinforced its position as the leading trade show in the hospitality market.

Nine halls were in use, and the expansion into sectors such as healthcare, facility management and hotels broadened the event's appeal and strengthened its position.

A community-focused initiative at the end of the show saw volunteers collect surplus products and donate them to the Food Bank.

*Sustainability and attracting talent were central themes this year's Horecava. These topics were brought to life through inspiring TrendLabs, in-depth Masterclasses and the Sustainable Fish Symposium.*

**Amsterdam Drone Week & Intertraffic: mobility at the highest level**

Intertraffic Amsterdam and Amsterdam Drone Week (ADW) took place in April. More than 31,900 professionals from 143 countries gathered at RAI Amsterdam to collaborate on solutions and innovations for smart, safe and sustainable mobility – both on the ground and in the air. The unique combination of Intertraffic and ADW provided a versatile platform for knowledge sharing, inspiration and partnership on the future of mobility.

*This leading trade event reached a new peak in international interest, with 79% of visitors coming from abroad, including 20% from outside Europe.*



**METSTRADE & Superyacht Forum: record year for leisure marine and superyacht industry**

METSTRADE 2024, the world's largest trade exhibition for the leisure marine industry and the leading platform for innovation and networking in the maritime sector, set various new records. A significant milestone was RAI Amsterdam's acquisition of the renowned Superyacht Forum, the leading conference for superyacht industry leaders for over 30 years. With 700 participants and a highly curated programme, this Superyacht Forum was a great success. What made this edition even more remarkable was its partnership with the Yacht Racing Forum, the premier conference for professionals in the sailing and yacht racing industry.

*This edition of METSTRADE featured the largest exhibition space ever, a historic high in visitor numbers, the longest average visitor duration, and the most diverse national representation to date.*



**IBC attracts highest number of visitors to RAI**

The International Broadcasting Convention (IBC), the leading annual conference and exhibition for professionals in digital media and entertainment, welcomed 45,100 visitors from over 170 countries in 2024. A new initiative allowed visitors and exhibitors to travel from London to Amsterdam by train. This trial proved highly successful and plans for further expansion are underway. RAI Design & Build's modular stand construction was a big hit, with 511 packages delivered. This growth of more than 10% compared to the previous year highlights the rising demand for sustainable and efficient stand construction solutions.

*With all halls in use and an additional pavilion on the forecourt, RAI Amsterdam became the vibrant hub of the industry. This edition also successfully introduced a new feature area, the AI Tech Zone.*

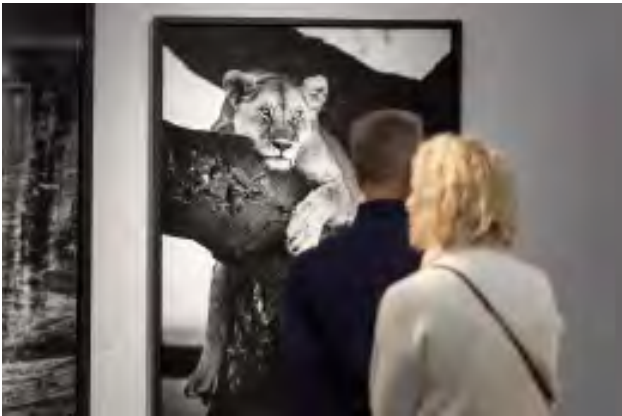


**European Academy of Dermatology and Venereology (EADV): innovation and connection at international and local levels**

In September, the RAI welcomed the annual conference of the European Academy of Dermatology and Venereology (EADV). This leading event is the largest European conference in the field of dermatology and venereology.

*Some 17,000 dermatologists, doctors and nurses gathered at this platform for international knowledge exchange, scientific breakthroughs and innovations in healthcare.*





### **PAN Amsterdam: 37 years of art, antiques and design in the RAI**

The 37th edition of PAN Amsterdam once again assembled a wide range of art, antiques and design. With a mix of familiar faces, returning exhibitors and new participants, the fair offered something for everyone. More than 40,000 visitors, including art collectors and enthusiasts from the Netherlands and surrounding countries, attended the event at RAI Amsterdam. Over the past decades, PAN Amsterdam has firmly established itself as an integral part of RAI Amsterdam's cultural programme.

*No less than 125 art dealers, antique specialists and gallery owners showcased their collections, featuring modern and contemporary art, antiques, old masters, jewellery, silver, glass, photography and design.*



### **First European edition of HLTH held in RAI Amsterdam**

The HLTH conference, a pioneering healthcare innovation event from the United States, was held in Europe for the first time in 2024. The programme featured seminars, lectures, workshops and one-on-one meetings, all focused on how technology can be used effectively to sustain and elevate healthcare. This first European edition of HLTH Europe was a great success, attracting more than 3,000 visitors.

*With an ageing population, shortages of healthcare workers and a rising number of chronic physical and mental illnesses, Europe faces significant challenges in the healthcare sector.*



### **Hyrox: largest CrossFit indoor competition in the RAI**

In October 2024, RAI Amsterdam had the honour of welcoming Hyrox, the world's largest indoor CrossFit competition. This sporting event is open to all levels and ages and organised worldwide. At the end of the season, the athletes with the best times compete against each other in the World Championship.

*The Hyrox concept combines eight functional workout stations with 1 km runs between each.*



### **MagicCon RAI Amsterdam**

MagicCon is a series of festivals organised by Wizards of the Coast, the publisher of the Magic: The Gathering card game. MagicCon Amsterdam took place in June and featured Pro Tour Modern Horizons 3, a major tournament within the Magic competition.

*The event gave fans the opportunity to come together and participate in various activities, including tournaments, panel discussions, cosplay competitions and meet-and-greets with artists and designers.*

# The RAI: Convention Centre

RAI Amsterdam is more than just an exhibition and conference venue. We are a networking organisation, offering a wide range of facilities and services for organisers, exhibitors and visitors. Continuously working to enhance sustainability, improve operations and expand our products and services, we also strive to contribute wherever possible to the city and its residents.

## RAI Amsterdam Convention Centre facilities

Properties	Facilities
Total surface area	116,600 m2
Conference centres	3 interlinked conference locations
Halls	12 interconnected halls, expandable with two semi-permanent halls
Rooms	2 auditoriums, one large ballroom with 2,000 seats. A total of 70 conference and meeting rooms. Accommodation for 10 to 10,000 people per room.
Foyers and lounges	Multifunctional space for exhibitions, parties and celebrations
Entrances	9 separate entrances: own entrance for each event
Restaurants and bars	9 restaurants, bars and lounges. From buffet to à la carte
Parking garages	Capacity for 4,000 spaces on the premises
Marina	Own marina directly connected to the Amsterdam canals
Train station	called Amsterdam RAI, adjacent to RAI Amsterdam Convention Centre
Two metro stations	Amsterdam RAI Station connects to the metro line that forms a circle around the city. The new Europaplein station is situated just 50 m from the entrance to the RAI and connects the RAI to the city centre.
Hotel (nhow)	On-site congress hotel with 650 rooms and 200 parking spaces



## RAI Sustainability

Corporate Social Responsibility (CSR) is an integral part of our operations. Everything we do is guided by our commitment to responsible business practices. We strive to balance societal costs and benefits while considering the perspectives and experiences of the community. Our ongoing efforts focus on reducing or preventing negative societal impacts while maximising positive contributions. The results of these efforts are detailed in this section.

RAI Amsterdam has committed to the following CSR initiatives:

- Net Zero Carbon Event Pledge – We are a supporter of the Net Zero Carbon Event Pledge, launched in Glasgow in 2021. This initiative unites the event industry in the fight against climate change, working towards net zero emissions by 2050.
- Green Deal Zero Emission City Logistics – In 2019, RAI Amsterdam signed the Green Deal Zero Emission City Logistics, an initiative by the Amsterdam Economic Board aimed at achieving emission-free urban deliveries by 2025 and eliminating harmful emissions caused by city logistics.

- Zero Waste Zuidas – Also in 2019, RAI Amsterdam signed the Zero Waste Zuidas agreement, an initiative by the Amsterdam Economic Board and Green Business Club Zuidas. The goal is to establish a circular Zuidas district with zero residual waste by 2030. This involves preventing waste wherever possible and ensuring that remaining waste streams are sorted and processed in a high-quality manner.

RAI Amsterdam has also developed a data sheet that provides organisers with key insights into the CO<sub>2</sub> footprint of their events. It includes data on energy and water consumption, heating and cooling usage, and waste volumes per waste stream.

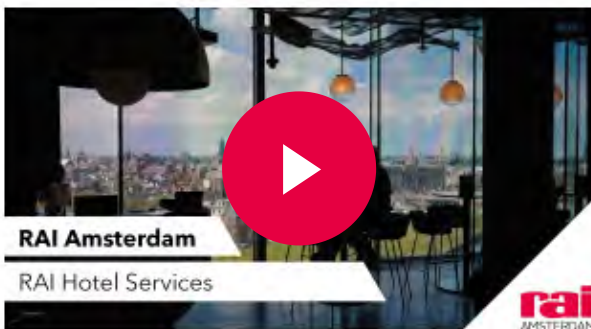


## RAI Hotel Services

We are the largest accommodation intermediary in Amsterdam and the surrounding region, handling hotel bookings for conferences, exhibitions and other events. The RAI Hotel Services team carefully selects the most suitable accommodations for organisers, exhibitors and visitors, ensuring they receive the best hotel options at the most competitive rates. Exhibitions are a key commercial event in the year for exhibitors, involving important client meetings, product launches and networking opportunities. RAI Hotel Services takes care of the entire accommodation process, booking customised reservations of up to hundreds of rooms per exhibitor. This allows teams and business partners to stay together, maximising their event participation and facilitating seamless activities beyond the exhibition floor. In addition, RAI Hotel Services assists with finding suitable venues for corporate events in the city.

In the reporting year, we processed over 40,300 bookings (2023: 37,100), covering more than 132,000 overnight stays (2023: over 130,000). For IBC, we utilised the IAmsterdam Approved label, ensuring that sufficient hotel rooms were secured for this citywide event in collaboration with partner hotels.

RAI Hotel Services works in partnership with the Green Hotel Club, a foundation dedicated to sustainable development in the hotel sector. Through this collaboration, we aim to offer environmentally friendly and sustainable accommodations for visitors to Amsterdam.



### RAI Hotel Services

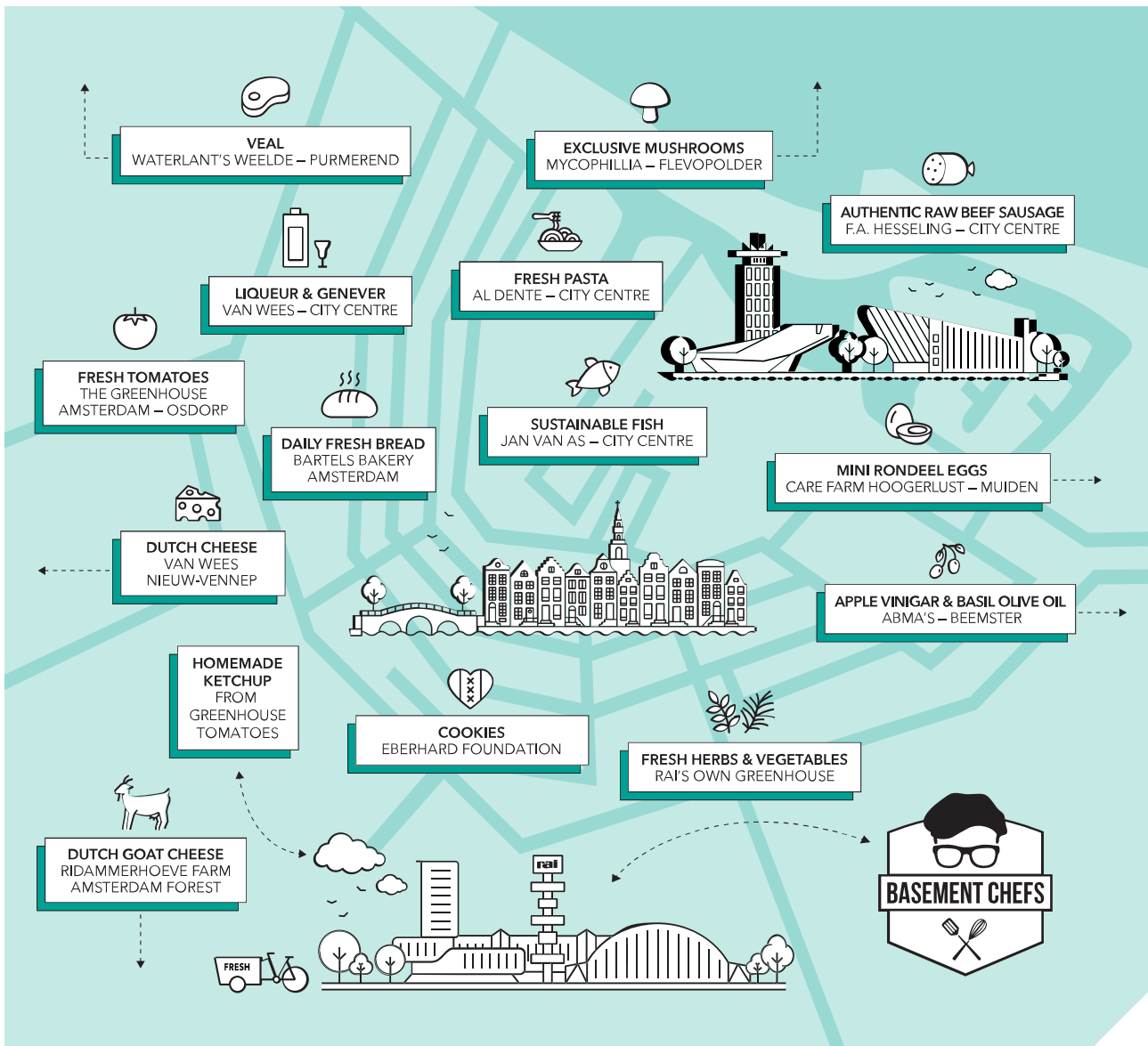
Watch the video on YouTube:

<https://youtu.be/tJj3NGMgKbc>

The food & beverages experience is a major component of every exhibition, conference, stage show or other event. RAI Amsterdam facilitates all aspects of this for organisers, exhibitors and visitors alike. From stand socials to professional baristas and exciting cocktail shakers to fully catered receptions and gala dinners, we can provide a custom solution for any occasion ourselves and with selected suppliers.

**Heartwarming Amsterdam: local, unprocessed and plant-based**

Food production accounts for 30% of global CO<sub>2</sub> emissions, making sustainable choices in sourcing and menu preparation a priority for us. We source a significant portion of our ingredients locally from producers in the Amsterdam region, ensuring high quality while reducing environmental impact. We adhere to our own quality standards and continuously develop menus designed to minimise our ecological footprint. One example is our plant-based food concept, which aligns with our commitment to sustainability. Below is a selection of the suppliers we work with. In addition to providing high-quality, ethically sourced products, many of them actively contribute to social and community initiatives that support the city and region’s sustainability goals.





## RAI Food & Beverages

Watch the video on YouTube:

[https://youtu.be/pk\\_ivDetiDE](https://youtu.be/pk_ivDetiDE)



## RAI Safety & Security

RAI Amsterdam has had a Safety at Work policy in place since 2010. Unique in the event industry, it is aimed at minimising injuries during the build-up and breakdown of events in our halls. The experience, knowledge, policy and communication tools resulting from this approach are actively shared by RAI Amsterdam with other event locations in the Netherlands and abroad.



## RAI Design & Build

Our Design & Build team helps organisers and exhibitors optimise their exhibition, reduce any logistical impact in and around RAI Amsterdam, and provide a circular stand construction solution. The team is an expert in floor plan layouts and ensures optimal use of space on the exhibition floor. RAI Design & Build offers modular stand construction, a complete package of products and services for stands, and can deliver fully built stands, allowing organisers and exhibitors to focus entirely on their commercial goals.

The team offers a range of stand construction packages made from ecological and recycled materials as well as lightweight aluminium. All parts of modular stands are reused. The modular approach enables faster and more efficient buildup. Exhibitions that use fully modular stand construction require fewer buildup days. The stands are equipped with LED lighting and also suitable for high-end presentations. Using modular stand construction minimises transport movements as storage takes place in the region, suppliers are in-house or located near Amsterdam, and fewer cargo movements are needed to transport the same amount of stand space. This results in 50% fewer transport movements, 45% lower CO<sub>2</sub> emissions and nearly 100% circularity.

In 2024, Design & Build supported 6,300 exhibitors with modular stand construction, accounting for more than one-third of all exhibitors at RAI Amsterdam (2023: 5,300). A total of 38,000 m<sup>2</sup> of fabric was printed. The expertise of Design & Build is also highly valued internally within RAI as they support colleagues from Markets, Exhibitor Services and Floor Management, ensuring knowledge retention and accelerating the rollout of innovations across various events. During the reporting year, work continued on the second trial phase of the Better Stands Programme, which has been adopted by 11 external organisers.



## Design & Build

Watch the video on YouTube:

<https://youtu.be/H6WYMSFxOG0>



### Wi-Fi 6 and WBA OpenRoaming

With thousands of visitors a day the RAI requires and provides fast, stable and secure (mobile) networks and applications for data traffic. Our premises are connected to AMS-IX, the largest internet hub in Europe. The infrastructure was developed to allow a huge number of devices – 5,000 cabled systems and 30,000+ mobile devices – to simultaneously connect to the network. We also apply 24/7 connectivity monitoring. Our IT team works closely with local suppliers to keep the quality of our systems and applications at the highest possible level. This also benefits clients who require highly specialised knowledge and expertise for their events.

All halls at the RAI are equipped with Wi-Fi 6, the fast standard for wireless internet communication. We've also implemented OpenRoaming, making typing in Wi-Fi passwords and clicking pop-ups a thing of the past. OpenRoaming allows mobile devices to quickly, automatically and safely connect to the Wi-Fi network in our exhibition and conference complex.



Our Logistics department is focused on all traffic movements and facilities related to the RAI.

### Parking en P+R

The RAI has over 3,500 parking spaces and the capacity to accommodate 4,000 vehicles (including the use of spaces in front of the building) plus 200 spaces in the nhow Amsterdam RAI hotel garage. We also provide 50 spaces for charging electric vehicles. Concentrating parking spaces on the premises strengthens our position by increasing customer satisfaction, stimulating smooth traffic flows and reducing nuisance for the neighbourhood

Some 221,000 P+R customers used our garages in 2024 (2023: 232,000). By allowing them to park at times when no major events were taking place, these city centre visitors could continue their journey into the city via the North-South metro line. The decline in users compared to 2023 is due to the reduced availability of P&R.

### Combi-deals: public transport and event tickets

We proactively stimulate the use of public transport to offer visitors an alternative to driving and minimise car use around the RAI. Deals that combine tickets to exhibitions and transport, offered in partnership with the public transport companies NS and GVB, are more convenient and cheaper. Our webshop completed over 53,700 transactions online (2023: 48,700). An evening parking ticket was introduced in 2024 for parking from 17:00 to 01:00 on non-event days. This initiative helps reduce traffic congestion in the city centre for those visiting the theatre or dining out. A total of 7,500 customers made use of the evening ticket.

### **RAI Logistics Management System**

The Logistics Management System allows us to manage truck transport from departure to arrival and help drivers optimise their journey, ensuring they reach their final destination at the right time and avoid inactivity once there. The aim is to further reduce the number of vehicles roaming the neighbourhood and any congestion caused by freight transport. The system was used for over 22,900 bookings in 2024 (2023: approx. 17,000). Strictly coordinated time slots were implemented for check-in and check-out of drivers at all events with the exception of Jumping Amsterdam which involves the transport of live animals.

### **Use of buffer zones**

During exhibitions for which busy build-up and/or breakdown periods are expected, some 15,000 m<sup>2</sup> of external premises in Westpoort (outside the Amsterdam ring-road) is used as a buffer zone. Incoming traffic is directed to this area, where the vehicles are registered before being invited to drive through to RAI Amsterdam in an orderly fashion. This significantly spreads truck traffic around the RAI. The buffer zone was used on 77 days in 2024 (2023: 48).

## **Reducing our negative impact**

Collaborations are essential to further reduce our negative impact. Together with customers, visitors and the city council we aim to increase our positive impact while minimising our negative footprint.



### **Energy**

Despite hosting significantly more events, our energy consumption only increased slightly. A total of 104 TJ (Terajoule) of energy was consumed in 2024 (2023: 100). RAI Amsterdam is committed to becoming a venue free of fossil-fuel sources and aims to be as CO<sub>2</sub>-free as possible.

Around two-thirds of our energy consumption is electricity, totalling 64 TJ (2023: 62). All electricity used is green energy, which has no CO<sub>2</sub> footprint. Almost all this power is generated by wind energy in the Netherlands, with a small portion supplied by our own solar panels.

Approximately one-third of our energy comes from district heating, which is derived from residual heat generated by industrial processes, energy production and waste separation. In 2024, we used 39 TJ of district heating (2023: 36).

The gas we still consume in addition to district heating is 100% green gas, fully offset through CO<sub>2</sub> certificates. This gas consumption was very minimal at 0.6 TJ (2023: 2.6).

RAI Amsterdam's central cooling and heating system operates on electricity and district heating, eliminating the need for gas. This results in a significant reduction in energy consumption and CO<sub>2</sub> emissions. We utilise a thermal storage (CHS) system in the ground, enabling efficient cooling and heating of facilities.

In previous years, we installed a total of 1,806 solar panels for our own use. There are 1,632 panels on the roof of Hall 8 and 174 panels on the Amtrium building. In 2020, an additional 2,164 panels were installed to supply energy to the nhow Amsterdam RAI hotel. Since this energy is allocated to the hotel, it does not affect our CO<sub>2</sub> footprint. Unfortunately, we were unable to use the solar panels for energy generation during most of 2024 after they were temporarily taken out of operation in order to comply with higher safety standards. We are currently assessing whether a technical adjustment or full system renewal is the best solution. As a result, the amount of solar-generated electricity decreased in 2024, with only 0.9 TJ of consumed power coming from our own solar panels (2023: 3.3).

We have replaced fluorescent lighting with LED at several locations on our premises, including the P1 and P2 parking areas. The rollout of LED lighting also includes sensor installation, ensuring that lights automatically switch off when not needed. Security staff can now centrally control the lighting in the halls from the control room. Standby power consumption is being monitored and prioritised, with structural solutions under development. The climate control system is programmed according to time schedules, preventing any unnecessary heating or cooling of rooms. We have implemented a heating strategy to avoid heat loss during the buildup phase at certain exhibitions, ensuring that warm air does not escape while the hall is being preheated.

In 2022, we initiated a stakeholder dialogue with energy providers and the Municipality of Amsterdam regarding the future generation and use of energy. Several discussions were held over the past year as part of this 'energy roundtable' to explore ways in which the RAI area could become a net energy source. RAI Energy BV was established in 2023 to facilitate potential energy initiatives together with partners.

## Energy consumption

	2024	2023	2022	2021	2020
Electricity consumption (GJ)	64,169	62,010	55,600	42,703	*
Gas consumption (GJ)	635	2,568	185	1	*
District heating (GJ)	39,481	35,827	42,894	53,080	*
<b>Total energy consumption (GJ)</b>	<b>104,285</b>	<b>100,405</b>	<b>98,679</b>	<b>95,784</b>	<b>*</b>
Of which generated by RAI solar panels (GJ)	854	3,254	3,532	1,819	*
Percentage of green electricity purchased	100%	100%	100%	100%	100%
CO2 emissions by RAI Amsterdam (tonnes)	2,412	3,740	3,373	-	*
Water consumption (m3)	45,530	42,112	32,156	-	*

*\* no data available due to company closure*



## CO2-footprint

We have been calculating our carbon footprint since 2012. Total CO<sub>2</sub> emissions in 2024 amounted to 2,412 tonnes (2023: 3,740). District heating is a more sustainable energy source than natural gas. The residual heat generated by industrial processes, energy production and waste separation is utilised through the district heating network.

### *Co2 footprint/Net Zero Carbon Event Pledge*

RAI supports the Net Zero Carbon Event Pledge (<https://netzerocarbonevents.org>). This initiative is developing a roadmap for the industry that shows how the organisations involved can move towards net zero in 2050 and halve their footprint by 2030.

## CO2 emissions

Scope		2024	2023
Scope 1 (direct emissions)	gas	44	149
	fuel, cars	29	71
	coolants	10	12
Scope 2 (indirect emissions)	heat grid	963	942
	electricity, cars	3	949
Scope 3 (other indirect emissions)	fuel, employees commuting by car	285	280
	fuel, employees commuting by public transport	11	1
	fuel, business travel by air	441	357
	fuel, business travel by employee cars	6	6
	Waste production	608	961
	Water consumption	14	13
	CO2 emissions (tonnes)	2,412	3,740



## Noise

RAI Amsterdam uses an acoustic map that enables us to accurately predict when we need to apply for a noise exemption permit. Four such permits are allowed per year at the RAI and we applied for three during 2024 (2023: four).



## Water savings

### Water consumption

in m3

	2024	2023	2022	2021	2020
Water consumption	45,530	42,112	32,156	*	*

*\* no data available due to company closure*

Saving water is becoming increasingly important. While the quality of Dutch drinking water is very high from an international perspective, global freshwater supplies are under growing pressure. RAI Amsterdam aims to be an example in this regard by working towards efficient water consumption. RAI Amsterdam has also installed various water refill stations, allowing visitors and employees to fill their reusable water bottles. In addition, a water-saving toilet concept has been implemented. The sanitary facilities were also upgraded in the first quarter of 2024, with 84% of the materials used in the renovation made from recycled plastic.



## Food waste

Any leftover food at the RAI is given a new and valuable purpose wherever possible. Our kitchen continuously seeks ways to repurpose catering. For example, leftover food is used in our company restaurant. In principle, the RAI kitchen prepares a three-course lunch every Thursday for a local community centre of the Salvation Army, serving around 50 people each time. This meal is made using high-quality surplus food from the RAI – mainly prepared meals that cannot be donated to a food bank. Every Wednesday, a warm meal made from surplus ingredients is donated to the Salvation Army for homeless people in Amsterdam. Every Tuesday, we donate a two-course meal for 40 people to the Amsterdam foundation Stichting Dynamo. These kinds of initiative ensure that leftover meals have social value.



## Waste management

RAI Amsterdam aims to ensure that both its consumption and production are sustainable. Events generate substantial amounts of waste, varying from packaging materials to promotional items and decorations. We do everything possible to prevent and reduce waste. Where unavoidable, we work closely with partners to enable high-quality recycling. RAI Amsterdam applies the 'polluter pays' principle whenever possible, making the parties who produce waste responsible for its proper separation (separated waste is cheaper and more eco-friendly than unseparated). We also use reusable materials whenever possible and actively search for market demand outside of the RAI to ensure valuable residual streams are identified and repurposed.

### Waste

in tonnes

	2024	2023	2022	2021	2020
Total waste volume (x 1,000 kg)	2,633	2,468	1,959	742	*

A RAI Donation Room was organised at 10 exhibitions. This programme sees volunteers collect leftover products after an event and distribute them to social initiatives in the region that can make good use of them. The initiative prevents waste while supporting organisations such as the local food bank and the Salvation Army with useful resources. In doing so surplus products are given a valuable new purpose.



### RAI Donation Program

Watch the video on YouTube:

<https://youtu.be/c6K2cNBWq2I>

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## RAI area development: first steps in a multi-year plan

RAI Amsterdam is transforming the RAI site at Europaplein, working on the development of a fully integrated RAI Quarter – a mixed-use district that will combine conference facilities, workspaces, residences and urban green spaces, with transit connections for slow traffic. Key aspects of this transformation include modernising the convention centre into a sustainable and innovative venue and strengthening the connection between the RAI Quarter, its surroundings and the city.



### Launch agreement signed for transformation of RAI area

On 24 October 2024, the Municipality of Amsterdam and RAI Amsterdam signed an agreement to start transforming the RAI area together. This agreement marks the beginning of the planning phase for the area's development by RAI Amsterdam. The shared goal is to create a development plan that reinforces our position as a leading exhibition and conference centre while transforming the RAI site into a vibrant and accessible area with integrated housing, amenities and green spaces. The municipality facilitates this process and has a supervisory role. The area development plan focuses on turning the RAI site into a sustainable and multifunctional meeting place, while the venue plan centres on modernisation – a crucial investment to maintain the RAI's economic impact on the metropolitan region.

Input from the local community and stakeholders is essential in order to further connect the RAI with the neighbourhood and ensure a successful transition. We therefore launched a participation process at the end of 2024, inviting residents and various stakeholders to contribute their ideas for the area's development.



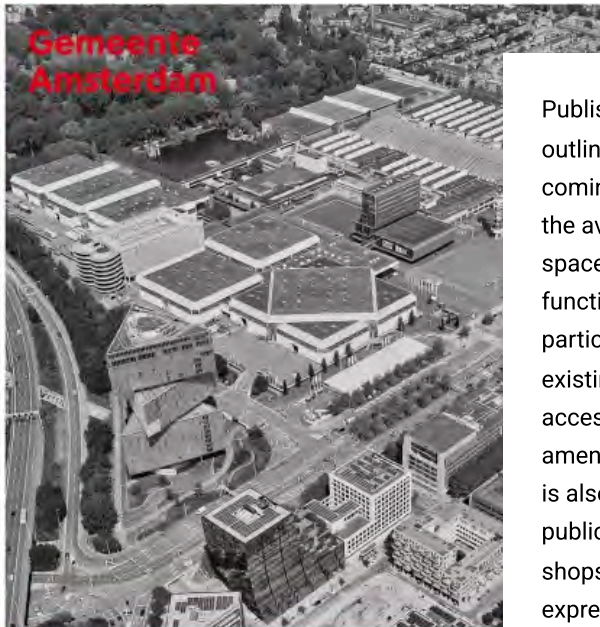
*Alderman Reinier van Dantzig (Land & Development) and RAI Amsterdam CEO Paul Riemens at the presentation of the launch agreement for the transformation*

There is no final transformation plan for the RAI Quarter at this stage. The 'Guiding Principles Memorandum', outlining the municipal policy framework for the area development, has been approved and is available to read (in Dutch) at [www.zuidas.nl](http://www.zuidas.nl) (summary of the project available in English at [zuidas.nl/en/blog/2024/10/24/ambitious-plans-for-rai-site/](http://zuidas.nl/en/blog/2024/10/24/ambitious-plans-for-rai-site/)). RAI Amsterdam is currently in the initial phase of the planning process and is working on a concept plan. This preliminary plan provides a general overview of potential developments, but it does not yet represent a final design.

At the same time, RAI Amsterdam has initiated a participation process to gather input from stakeholders. This feedback will be used to further refine the transformation plan. At this stage, it is still unclear which functions will be added and in what form. Only after the final transformation plan is completed will there be greater clarity on the future development of the RAI Quarter.



## City of Amsterdam development strategy



Published in 2024, the 'Development Strategy 2035' outlines how Amsterdam intends to evolve over the coming decade. A key focus of this strategy is ensuring the availability of sufficient housing while maintaining space for employment opportunities and essential urban functions. Sustainability is also a major priority, particularly in energy efficiency and climate resilience for existing neighbourhoods. This requires improvements in accessibility and green spaces, and the renewal of public amenities. As the city grows and its use intensifies, there is also a need to expand transport and utility networks, public spaces for leisure and recreation, facilities and shops, as well as areas for employment and cultural expression.

### UITGANGSPUNTEENNOTA RAI Van RAI-complex naar RAI-district

VASTGESTELD OP 16 JULI 2024 DOOR HET COLLEGE VAN BUNGENHEESTER EN WETHOUDERS

## Zuidas and the RAI

Over the past three decades, the Zuidas district in which RAI Amsterdam is located has become the main international office location in the Netherlands. The neighbourhood is already developing the vibrancy one would expect for such an urban core. To further facilitate this, homes and facilities are being added and the public space is being enhanced and made greener. Moreover, the role of cars is being reduced to the benefit of pedestrians, cyclists and public transport. The core development is also aimed at meeting the current preferences of (international) business, which is increasingly looking for locations at the heart of lively areas with the functional mix of a city centre environment. This also makes the Zuidas ready for a future as Amsterdam's central business district.



*Zuidas (left) and the RAI with the Beatrixpark behind it*

The Zuidasdok infrastructure project and the development of the Amsterdam Zuid train station as a hub for international rail transport are further boosting the area's core development. The station is playing a key role in the desired replacement of short-distance flights with rail travel, while the bicycle connection to the Schinkelkwartier neighbourhood also stimulates this part of the city.

The extension of the North/South metro line to Schiphol will further enable the growth of international train transport and strengthen the relationship between the Zuidas district and the airport. The decision about this new public transport connection from Amsterdam-Zuid to Schiphol and Hoofddorp was postponed for a year in November 2024 and is now due at the end of 2026.



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## Organisation: satisfied and healthy employees, diversity and inclusion

Our employees (over 400 FTEs) make RAI Amsterdam a close-knit team in which everyone works together in an enthusiastic and driven way. With varying ages, backgrounds and levels of experience, our staff work tirelessly to make each event successful. RAI Amsterdam is a company for people, by people. We realise our high standards to a large extent by empowering employees with responsibilities, streamlining their tasks and enabling them to make the most of their talents. Contributing to large-scale events generates considerable engagement and pleasure as is shown both by the satisfaction levels and health of our employees: in 2024, absence due to illness was less than 3 percent. Our diversity profile is designed to be in line with society, our customers and our other stakeholders. RAI Amsterdam is for everyone, and this is a goal we work hard to realise.



### Employee satisfaction

Employee satisfaction is a crucial yardstick and instrument for the ongoing improvement of our company. Two surveys were conducted in 2024 to measure employee satisfaction at RAI Amsterdam as an employer. At the end of the reporting year, we received a satisfaction score of 7.9. The comparable score at the end of 2023 (from a survey conducted at the beginning of 2024) showed exactly the same result, indicating that satisfaction levels remain stable.



### Labour market and acquisition

A total of 134 new colleagues were recruited in 2024 (2023: 92). The average employment duration for employees who left the organisation was 337 days for those with a permanent contract and 62 days for those with a temporary contract.

During 2024 we transitioned to inclusive recruitment, meaning that, wherever possible, names and other indicators of cultural identity are omitted from the selection process. A simple example of this approach is that the HR staff member conducting the initial selection does not have access to the candidate's name.

The experience we provide to interns frequently leads to employment at RAI Amsterdam. In addition to the mutual benefits that an internship already offers to candidate and company alike, continuing the relationship through employment has further advantages. The new employee is already familiar with the organisation, and RAI Amsterdam can expect a well-matched team member. In addition, the new employee is already trained and often quickly becomes an ambassador for future interns.

Despite the ongoing tight labour market, we were able to successfully recruit employees for relevant positions throughout the reporting year, with only very limited exceptions such as specialist IT roles. By the end of 2024, staffing levels were almost fully in line with the planned formation, just as they had been at the start of the year. With a Time to Hire of 42 days, our recruitment process from start to completion was significantly faster than the market average in our region.

 **Diversity and inclusion**

In everything we do, we aim to be an inclusive organisation with an inclusive corporate culture. Our goal is to create an environment where everyone not only excels professionally but also feels truly at home. Diversity is not just an objective at RAI Amsterdam – it is an integral part of our identity. Similarly, inclusivity is not just a concept – it defines how we wish every individual to experience our shared space.

Our D&I policy outlines these efforts to ensure a diverse and inclusive RAI and applies to all employees, regardless of their position. RAI Amsterdam has a dedicated D&I team focused on strengthening our diverse, equal and inclusive culture. A strong network of ambassadors also plays a key role in these efforts. The central question guiding our D&I team is always: "What do you need to be successful?" By taking this approach, we encourage everyone to reach their full potential. The D&I team and ambassadors collaborate on various projects, engage in conversations with colleagues, refine objectives and ambitions, and organise internal events on the theme of diversity and inclusion. Initiatives introduced in 2024 included Anonymous Recruitment, the D&I Buddy Programme and our Diversity Day.

Our policy prioritises inclusion as a core focus. We believe that an inclusive culture is the foundation of a workplace where everyone feels welcome, valued and heard. It is the key to improving diversity as a whole. Our focus is specifically on fostering a sense of belonging and social safety, selected based on research and feedback from focus groups. While diversity is essential, we choose to highlight topics such as LGBTQ+, cultural background and gender in a less explicit manner. This does not mean that these issues are less important – on the contrary, they are fully integrated into our policies and are addressed indirectly. Our vision remains committed to embracing both diversity and inclusion.

**Balanced male/female ratio**

At the end of 2024 we had a well-balanced employee database with 54% female and 46% male staff (on an FTE basis); exactly the same ratio as in 2023. The gross salary of women as a percentage of the gross salary of men is 97%. Although the wage gap is relatively small, it will continue to be a focal point in our organisation in coming years as we continue to strive for full equality.

**Talent to the Top goals achieved**

The objective in the field of gender diversity as described in the Talent to the Top charter of having at least 30% male and 30% female was also met: the share of women in the policy team and second echelon of managers is 49% (2023: 49%). RAI Amsterdam does not have specific goals regarding the male/female ratio in the Executive Board.

**Employee contract terms**

At the end of 2024, 84% of RAI Amsterdam employees had a permanent contract and 16% a temporary contract (2023: 78% and 22% respectively).

**Temporary staff**

RAI Amsterdam faces major peaks in staff occupancy as an organiser and facilitator of events, which is why we often bring in temporary employees. In 2024 this involved 4,863 people (2023: 3,980). Adding up all their hours, these joint efforts amounted to 219 FTE (2023: 190).

**Personnel composition**

Below are some cross-section figures related to RAI Amsterdam's employees.

## Personnel, by age

Percentage / FTE (balance at the end of the year)

	2024	2023
<b>BY AGE</b>		
25 and under	5%	8%
26 to 35	33%	31%
36 to 45	23%	23%
46 to 55	22%	21%
56+	18%	17%
Total	100%	100%

## Personnel, by specialism

Percentage / FTE (balance at the end of the year)

	2024	2023
Commercial	49%	47%
Operational	32%	31%
Financial/management	19%	22%
Total	100%	100%

## Personnel

Position at end of year

	2024		2023	
<b>EMPLOYEES</b>				
Male	191	44%	187	44%
Female	242	56%	236	56%
Total	433	100%	423	100%
<b>FTE</b>				
Male	188	46%	182	46%
Female	223	54%	215	54%
Total	411	100%	397	100%

## Interns

RAI Amsterdam offers work experience to many interns from a wide range of schools and institutions. We accommodated 74 interns in 2024 (2023: approx. 85), including one work experience spot for intermediate vocational (MBO 1) (2023: 3) and three in the framework of BBL & BOL practical training programmes (2023: 1).

As a large employer and learning workplace in Amsterdam, we have a positive social impact on the city and its residents. We contribute in various ways, including the weekly preparation of hundreds of meals for homeless individuals and the donation of leftover items from exhibitions to local charities, benefiting vulnerable and disadvantaged members of the community.



## Flat organisational structure

The organisational structure of RAI Amsterdam is flat and transparent: see section 4 Governance below for an overview of the departments.



## Employee fitness

Although absence due to illness was already low in 2023 at 3.1%, it was reduced further in 2024 to 2.9%. This can be considered very limited, especially compared to other companies. We've seen a gradual decline in absence due to illness over the past five years. Our employees, managers and absence due to illness professionals can be extremely proud of this superb achievement.



*RAI employees at work during Herbalife 2024 in December*

### Absence due to illness

Percentage

	2024	2023	2022	2021	2020
Total	2.9%	3.1%	4.9%	5.0%	5.1%



## Remuneration policy in line with market average

Directors, managers and employees are paid salaries in line with the market average. The pay ratio that reflects the total remuneration of the best-earning director compared to the average employee is 6.4 (end 2023: 7.0).

## New multi-year strategy introduced



On 19 December, RAI Amsterdam organised an inspiring and interactive kick-off to introduce the new strategy. Employees were immersed in the story and the key focus areas for the coming years at various locations. The kick-off was not a standard presentation but a creative and interactive experience. Employees listened to podcasts explaining different departmental strategies, heard from a hologram about how organisers of the future envision events, and watched a three-part video discussing the area development plans.



### Works council

Frequent and constructive consultations took place with the works council during 2024 in a total of ten meetings. Supervisory Board members were also present on two occasions. The topics discussed during these meetings included the legal restructuring involving company splits, the area development/Masterplan, RAI's strategy, the safety process and objectives of the Safety Board, developments related to CSRD, circular stand construction at RAI, and the 'continuous development' programme (a process improvement initiative within RAI).

The agreement between the works council and management concerning the company split and the Masterplan has been extended until November 2025.

Throughout the year, the works council requested attention for the development of an optimal event agenda at RAI, leading to several discussions with management. The works council was consulted by management regarding changes within the Real Estate, BDM and Planning & Revenue departments. It also approved several adjustments to the Personnel Guide. After extensive discussions, an agreement was reached on a generation pact in the context of sustainable employability.

In addition to the consultation meetings, discussions took place within various committees, including the HR committee, occupational health & safety committee and employment conditions committee. Informal consultations were also held between works council representatives and various managers.

The works council consists of 11 members. A vacancy arose in autumn 2024 due to the departure of a works council member.

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## Prospects: another promising exhibition year

**We expect 2025 to be another strong year for exhibitions. The increase in international trade shows and conferences and the ongoing interest in choosing Amsterdam as an event location make us very confident. While geopolitical tensions around the world unfortunately persist and are increasing in some areas, our outlook remains decidedly positive as long as these developments do not have a significant impact on our activities.**

RAI Amsterdam's event calendar is well filled for the coming years. Contract extensions have been signed with major international organisers, some of whom have committed to hosting their events at the RAI through to 2030. These developments reinforce our confidence in the strategic direction we have chosen and the refined strategy will bring even greater focus to this.

Our confidence is also reflected in the high staffing levels and low absenteeism, which we aim to maintain. Every day, we see the dedication and enthusiasm of employees who give their all to make each event a success.

We expect the organisational size to remain roughly the same in 2025, excluding potential acquisitions of exhibition titles or teams. A greater emphasis will be placed on growth and acquisition, with a focus on the performance of our exhibition portfolio. In this regard we aim to become more commercially driven and agile. Another key development is our intention to give greater attention to process-driven operations, with data and AI forming an important foundation. We will also focus on safeguarding specialist knowledge throughout RAI Amsterdam and improving cross-team learning.

The year 2025 will also be a crucial one for the area development of the RAI site. Together with our stakeholders – and in line with our agreement with the municipality and input from the participation process – we will further define the programme by determining the functions, volumes and locations. The building blocks for a state-of-the-art convention centre and a vibrant, dynamic city district are becoming clearer, and the next phase will focus on their integration.

### **In conclusion**

As the Executive Board, we thank all stakeholders for their involvement. In particular, we thank our employees for their tremendous dedication and tireless efforts. For an organisation that has existed for more than 140 years to achieve its best result ever while actively building its future is only possible when you have a truly exceptional team. We saw and felt this throughout the past year and it fills us with pride and confidence in the future.

Amsterdam, 28 March 2025

Executive Board of RAI Holding BV

P. (Paul) Riemens, *CEO*

M. (Maurits) van der Sluis, *COO*



# 03 STATEMENT BY THE SUPERVISORY BOARD



**Fespa Global Print Expo, 19-22 March 2024, RAI Amsterdam (NL)**

Printing and signage trade show exhibiting the latest developments in large-format and textile printing.



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## Interview with the chair



*Otto Ambagtsheer, chair of the Supervisory Board*

### **The first term of Otto Ambagtsheer is coming to an end. A good opportunity to reflect on the past and look ahead with the chair of the Supervisory Board.**

#### **What stands out most for you from the past four years?**

That has to be the extremes that the organisation faced in such a short period of time. When I was asked to join as a Supervisory Board member in 2020, RAI Amsterdam had just completed a record year. Before I even started, however, the pandemic began and this crisis dominated everything for my first two years. The RAI remained closed for a long time, except for the temporary GGD testing and vaccination centre. One event cancellation after another followed. It was therefore crucial for the Supervisory Board to stay in close contact with all stakeholders, intensify its oversight and, at the same time, support the Executive Board while giving them the freedom to manage the situation.

The second period, covering the past two years, saw an incredibly fast recovery. Large events, involving hundreds of companies and thousands of visitors, cannot be rescheduled within just a few months. Yet, in some cases, the organisation managed to do just that. Despite the long lead times associated with events, we closed 2024 with the best year ever. From going back to zero, to a strong recovery, to a record-breaking year – the past four years have been an extraordinary journey.

#### **You are also CEO of Via Outlets alongside your role at RAI. That must have been challenging when the pandemic started. Were you able to combine both roles?**

Via Outlets develops and operates retail centres. These venues also attract large crowds and were temporarily closed during the pandemic. There are many parallels with RAI

Amsterdam. However, the recovery of the outlet retail sector was less complex as visitors returned

immediately once shops reopened. There was no lead time required to get back in business. Looking at how RAI Amsterdam managed its recovery, I can only express great respect. The organisation worked extremely hard and the Executive Board handled the challenge exceptionally well.

In terms of combining both roles, the Supervisory Board operates differently from executive management. It provides internal oversight, acts as the employer of the Executive Board and offers advice. That said, it was a very intense period!

#### **Has the role or approach of the Supervisory Board changed over the past four years?**

Our role remains the same but, looking back, we have adjusted our approach in two areas. First, we launched the Vision 2030 steering committee, in which some Supervisory Board members are closely involved within their oversight role. Secondly, we have expanded preparations within committees, allowing Supervisory Board meetings to focus more on discussion and decision-making rather than detailed preparations

#### **What was important for you to contribute during your first term?**

Supervision is always a team effort, and its strength lies in the diversity of competencies and experiences among board members. As chair, I found it particularly important during the pandemic to keep the organisation focused on the long term. I believe we succeeded in providing the Executive and Supervisory Boards with sufficient space to do so. For example, even during the pandemic, the organisation continued developing plans for the RAI's area development.

#### **Looking ahead, what do you see as the key agenda item for the coming period?**

My hope for 2025 is that RAI Amsterdam, together with its stakeholders, succeeds in translating the area development plans into a concrete programme that brings together the best of both worlds – that of RAI's organisation and that of the city. The area development presents a unique opportunity to reshape the transition between the Rivierenbuurt and Zuidas neighbourhoods. The RAI site, including the approach from the station and the ring road, as well as its connection to the city centre and Beatrixpark, has the potential to contribute much more to both the neighbourhood and the city –

functionally and aesthetically. At the same time, the exhibition and conference venue can be modernised and made more sustainable, ensuring it is well-equipped for its functions in the coming decades. I would like to see

this programme translated into concrete plans. It is a crucial agenda item as doing so will ensure a promising future perspective for both RAI Amsterdam and its surroundings.

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## Supervisory Board statements

The Supervisory Board hereby presents the Annual Report of RAI Holding BV.

It was compiled by the Executive Board and includes the financial statement for 2023. Deloitte Accountants BV has checked the financial statement and provided it with an approved audit statement.

### Consultations between Supervisory Board and committees

The Supervisory Board held four scheduled meetings in 2024, with a 100% attendance from all members. Recurring topics included the progress report (monitoring both financial and non-financial goals), the business update (focused on the main issues related to markets, clients and events) and the corporate annual plan. Other subjects included the strategy enrichment, Vision 2030, the shareholder structure, IT security, the real estate division and cost management. We also monitored the developments related to plans by the City of Amsterdam to build an erotic centre in the vicinity of the Convention Centre. The minutes from the committees were explained during the Supervisory Board meetings that followed and discussed where necessary or desired.

In addition to the regular Supervisory Board meetings, a separate session was held in the autumn dedicated to the strategy and future vision. As part of the area development, the Municipality of Amsterdam published a Guiding Principles Memorandum in October. The Supervisory Board discussed the area development and the related subtopics extensively with the Executive Board.

#### *Audit committee*

The audit committee, consisting of Michiel Boere (chair) and René Takens, met four times during the reporting year. The meetings were attended by the two Executive Board members and the Chief Financial Officer, with the exception of one meeting where Executive Board member Maurits van der Sluis was absent due to work abroad. Topics discussed included the 2023 annual report, the 2023 financial statements, the 2023 auditor's report and the 2024 audit plan. Other items on the agenda were current financing arrangements, the corporate finance trajectory initiated for the future, the budget, planned investments, RAI China's activities, the dividend payment including the dividend and eligibility test, and the budget for 2025. The audit committee also discussed developments in the area of compliance and risk management, including a meeting with the risk & compliance officer. The committee concluded that the embedding of risk management within RAI Amsterdam's operations is adequately arranged and expressed satisfaction with the progress made in this area. Other matters addressed by the committee included the cyber risk assessment and the extension of the agreement with Deloitte for audit services.

#### *Remuneration committee*

The remuneration committee and the selection and appointment committee, both consisting of Mariëlle de Macker and Annemarie Macnack-van Gaal, met several times during the reporting year, including two meetings with the Executive Board and the HR Manager. Topics discussed included organisational development and culture, the development of the management team, the evaluation with the Executive Board members, and the remuneration policy for the Executive Board. Diversity and inclusion were also regularly on the agenda. Special attention was paid over the past year to the organisation's employment conditions policy and pension scheme.

### **Vision 2030 steering group**

The future vision of RAI Amsterdam is for 'a flourishing RAI in a flourishing environment'. The 2030 Vision steering group includes representatives from both shareholders, the CEO, the financial director, RAI company secretary, and Supervisory Board members Annemarie Macnack-van Gaal (chair of the steering group) and Otto Ambagtsheer. It discusses all aspects relevant to and required for this vision. Decision making takes place within the formal governance structures, which in this case is the general meeting, Supervisory Board and Executive Board.

### **Presentation of annual report**

The audit committee discussed the financial statement and 2024 annual report with the Executive Board and external accountants Deloitte. The Supervisory Board will propose that the shareholders confirm the financial statements and the 2024 annual report during the general meeting on 24 April 2025. The Supervisory Board proposes that the financial statements be confirmed, that the Executive Board be given discharge for its management and that the Supervisory Board be given discharge for its supervision.

Amsterdam, 28 March 2025

Supervisory Board of RAI Holding BV

O. (Otto) Ambagtsheer, *chair*

A.M.H. (Annemarie) Macnack-van Gaal, *vice-chair*

M.P. (Michiel) Boere

W.C.M. (Mariëlle) de Macker

R.J. (René) Takens

# 04 GOVERNANCE



## **Metstrade, 19-21 November 2024, RAI Amsterdam (NL)**

Trade exhibition focused on yachtbuilding and the watersports industry. Prizes are awarded to the most innovative yards at the accompanying Boat Builder Awards.



# Corporate governance

RAI Holding BV is a private company in accordance with Dutch law. Our governance is based on Book 2 of the Dutch Civil Code (BW), the statutes, our internal governance policy and various internal regulations. The governance structure involves a general meeting, Supervisory Board, Executive Board and works council.

## Names of companies and convention centre

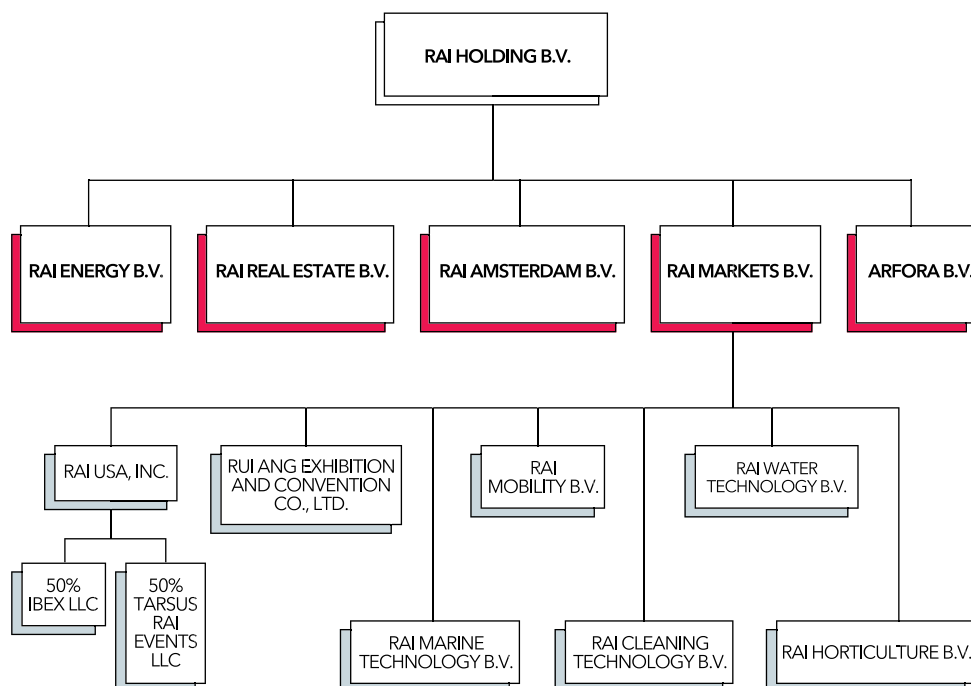
Where this Annual Report says 'RAI Amsterdam' (without 'BV') or just 'RAI', we are referring to the name of our organisation and the company RAI Holding BV including its group companies.

Where this report states 'RAI Amsterdam BV (NEW)' it refers to the company RAI Amsterdam BV with CoC number 92449174, newly established in 2023 and, at the end of 2024, the only company among the group companies of RAI Holding BV with this name. At the start of 2024 there was another company with this name. That entity, with CoC number 34192575, established in 2003, was renamed RAI Real Estate BV in 2024 as part of the restructuring process.

When we use 'the RAI' – preceded by 'the' – we refer to the convention centre on Europaplein in Amsterdam, i.e. a location rather than an organisation or company.

## New legal structure

In 2023 it was decided to change the legal structure of RAI Amsterdam in view of two goals: preparing RAI Amsterdam for the planned area development of the location on Europaplein and placing various exhibition activities in separate entities. The restructuring started in 2023 and was completed in 2024.



The real estate, RAI exhibition titles and daily operations of the convention centre have been placed in separate legal entities which previously fell under one company. The first division took place on 28 December 2023, with the establishment of RAI Markets BV (CoC number 92449166) and RAI Amsterdam BV (92449174). In this framework, all activities related to the organisation of RAI titles were transferred by universal title to RAI Markets BV and all activities related to the daily operations of the convention centre were transferred by universal title to the newly established RAI Amsterdam BV. The real estate remained in the company with CoC number 34192575, renamed RAI Real Estate BV in 2024.

To place a number of our own trade fair activities into separate entities, a second division took place on 5 March 2024 and created the following companies: RAI Cleaning Technology BV, RAI Horticulture BV, RAI Marine Technology BV, RAI Mobility BV and RAI Water Technology BV.

## Governance policy

RAI Amsterdam has an internal governance policy that replaced the Corporate Governance Code as a policy framework in 2023. The regulations of the Executive Board and Supervisory Board also date from 2023.

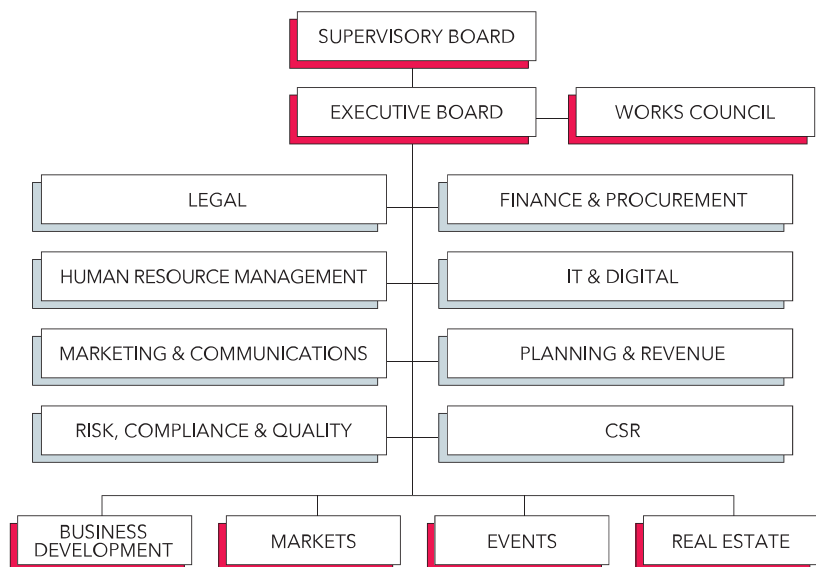
## Code of conduct

RAI Amsterdam is aware of its social role and the associated responsibilities towards all parties. The actions of RAI Amsterdam and its employees are based on the core values and business principles formulated by the organisation. The code of conduct, included in the personnel guide, provides clarity by describing the standards expected of the behaviour of RAI Amsterdam employees. The guidance provided by the code of conduct is unconditional and not influenced by financial objectives. The code of conduct was last updated in 2024.

## Whistleblower policy

The whistleblower policy sets out how employees can report suspected misconduct to the employer. The policy describes the procedure the employer will follow and states that any employee who reports in good faith and in accordance with the provisions a suspected issue will not be disadvantaged in any way as a result of making such a report. The whistleblower policy was last updated in 2024.

## Organisational structure



*The RAI's management team comprises the statutory Executive Board, plus four titular directors and three business support managers.*

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## Composition of the Executive Board



*Paul Riemens (right) and Maurits van der Sluis (left)*

### **The statutory Executive Board consists of two people.**

#### **P. (Paul) Riemens (1962), CEO**

Appointed to first term on 7 April 2016. Reappointed on 16 December 2023 to third term from 7 April 2024 to 7 April 2028. Dutch national. Areas of expertise: Finance, HR, ICT, Legal and Venue. Supervisory Board (RvC) memberships: none. Additional functions: member of the Supervisory Board (RvT) of NEMO Science Museum, member of the Advisory Board of the University of Amsterdam for economics & business, chair of Concours Hippique International Jumping Amsterdam.

#### **M. (Maurits) van der Sluis (1965), COO**

Appointed to first term on 7 April 2016. Reappointed on 16 December 2023 to third term from 7 April 2024 to 7 April 2028. Dutch national. Areas of expertise: Events, Markets, Business Development, Marketing & Communications & CSR. Supervisory Board (RvC) memberships: none. Additional functions: member of UFI Board of Directors. chair of The Leading Centers of Europe, chair/treasurer of the Voorfinanciering- en Garantie Fonds foundation, vice-chair of Nederlandse Ski Vereniging, board member of Stichting Vrienden Stadsarchief Amsterdam, member of the Supervisory Board (RvT) of Stichting Cardiologie Centra Nederland / Sionsberg Netwerk Ziekenhuis.

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## Composition of the Supervisory Board



*Left to right: Michiel Boere, Annemarie Macnack-van Gaal, Otto Ambagtsheer, Mariëlle de Macker, René Takens*

### The Supervisory Board consists of five members.

#### **O. (Otto) Ambagtsheer (1969), chair**

Appointed to first term as member on 1 November 2020 for four years. Dutch national. CEO of VIA Outlets.

#### **A.M.H. (Annemarie) Macnack-van Gaal (1962), vice-chair**

Member of the remuneration committee, member of the selection and appointment committee. Appointed on 15 September 2015. Reappointed to third term for two years on 12 December 2023. Dutch national. Chair and speaker, columnist for the De Telegraaf newspaper, member of Supervisory Board of Pathé Holding BV, member of Supervisory Board of Stichting Waarborgfonds Eigen Woningen (Nationale Hypotheek Garantie), board member of Start Foundation, member of Committee of Recommendation for Het Vergeten Kind foundation, member of Advisory Board of Dienst Uitvoering Onderwijs (DUO), member of the Advisory Board of Dutch Association of Tax Advisers, ambassador for SOS Kinderdorpen, member of the Supervisory Board (RvT) of Vereniging WNL.

#### **M.P. (Michiel) Boere (1982)**

Chair of the audit committee. Appointed to first term on 1 November 2020 for four years. Dutch national. CFO of Remote Technologies Inc. Advisor to Cheaf Technologies. Member of Advisory Board of of Dutch Association of Tax Advisers.

#### **W.C.M. (Mariëlle) de Macker (1967)**

Chair of the remuneration committee, chair of the selection and appointment committee. Appointed to first term on 17 March 2017. Reappointed to second term on 21 April 2021 for four years. Dutch national. Owner of MCKR-in-business. Member of Supervisory Board of Van Loon Group, member of Supervisory Board of Stichting Maastricht Radiation Oncology 'Maastricht Clinics', member of Supervisory Board of Maastricht Protontherapie, member of Supervisory Board of Intervet International BV, advisor to Human Capital Innovation Industries.

#### **R.J. (René) Takens (1954)**

Member of the Audit Committee. Appointed to first term on 1 October 2021 for four years, nominated by shareholder RAI Association. Dutch national.

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# Shareholders

**RAI Amsterdam has two shareholders: the RAI Association and the City of Amsterdam.**

## **RAI Association**

The RAI Association owns 75% of the shares in RAI Amsterdam. This trade association promotes the interests of manufacturers and importers of passenger cars, trucks, trailers, bodywork and special vehicles, motorcycles and scooters, mopeds and bicycles.

## **City of Amsterdam**

The remaining shares are owned by the City of Amsterdam.

# 05 COMPLIANCE AND RISK MANAGEMENT



**GreenTech Amsterdam, 11-13 June 2024, RAI Amsterdam (NL)**  
Exhibition dedicated to innovative technologies in the horticulture sector.



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## Risk management

**RAI works continuously on the structural and systematic management of risks. Risk management is embedded in both our strategic and operational processes as an integrated system that covers all levels of operations and all parts of the organisation. Risks and control measures are analysed, recorded in a register and actively monitored. A risk & compliance board reviews progress quarterly, with participation from the Executive Board, senior management and the risk & compliance officer. The Executive Board monitors the effective functioning of this system and, together with the organisation, strives for its continuous improvement and strengthening.**

### Focus on realising goals

Risk management and internal control are dynamic processes. RAI Amsterdam aims to identify and manage the risks that can occur when realising strategic, tactical and operational goals to a reasonable degree of certainty. Control measures taken in this framework are focused on reducing the chance that the risk will occur and/or lessening any impact the risk might have should that be the case.

To ensure risk management functions well, it is crucial that it is properly embedded in the operational processes and integrally applied. The risk management system developed by RAI Amsterdam is based on the principles of standards such as ISO 31000 and COSO.

Although we try to limit this as much as possible, it cannot be excluded that risks which are currently unidentified or considered insignificant will later have a major negative effect on the capacity of RAI Amsterdam to realise its goals.

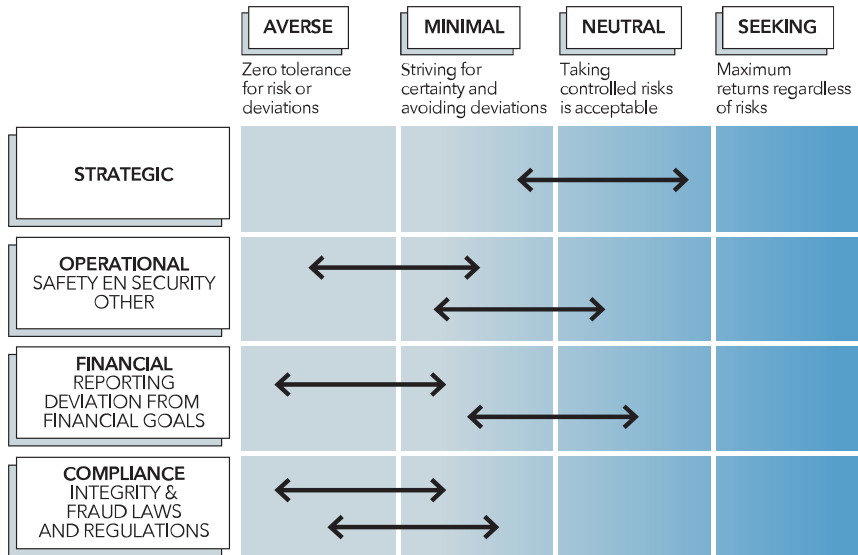
### Risk attitude and appetite

Entrepreneurship is one of the core values of RAI Amsterdam and involves having the appetite to take risks in a controlled way. The goal of risk management is therefore not to exclude risks but to gain insights that enable us to properly address opportunities and threats. RAI Amsterdam does limit its risk appetite in other ways, however. For instance, we ensure that financial risks cannot threaten our financial resilience. RAI Amsterdam always aims for a healthy safety margin with regard to its main financing ratio (net debt/EBITDA) of 15%. This implies a constant availability of contracted financing capacity of at least €10 million as a liquidity buffer.

RAI Amsterdam aims to be a safe meeting place and is aware of its responsibility to keep locations and events secure, healthy and accessible. In this framework we aim to limit security and health risks as much as possible. Compliance with laws and regulations is the starting point as RAI Amsterdam seeks to minimise the risks of non-compliance and applies a very low tolerance in this field.

Integrity is important and a zero-tolerance policy is applied with regard to fraud and corruption. The risk attitude of RAI Amsterdam can be schematically represented as follows.

## RAI Amsterdam's risk attitude



## Organisation based on 'three lines of defence' model

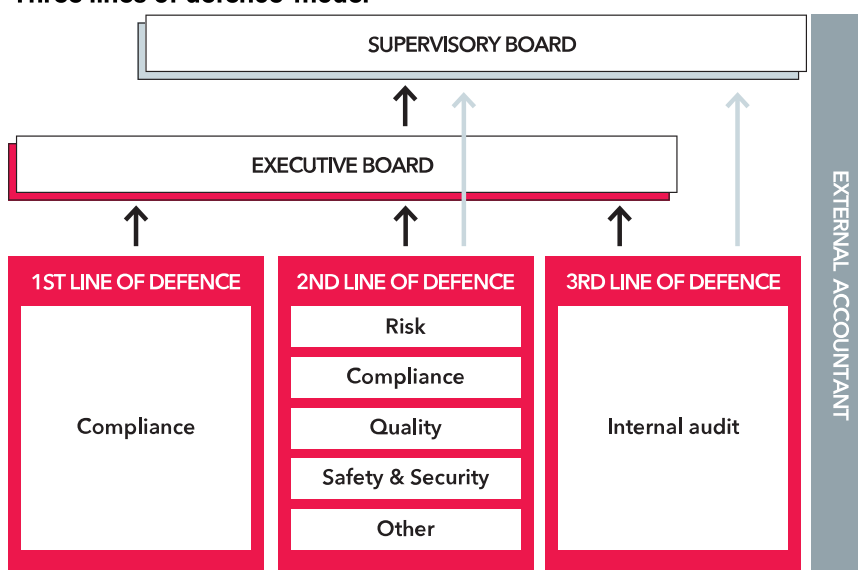
In setting up its risk management system, RAI Amsterdam applied the 'three lines of defence' model, a structure of measures comprised of the operational line, risk management function and internal audit function.

The first line of defence is primarily responsible for the operational management and takes ownership of controlling related risks. This control is realised via an adequate set-up of the organisation with regard to structure and processes as well as culture.

The second line of defence consists of the risk & compliance function that supervises the set-up and functioning of the risk management system. The second line supports the first line, provides a coordinating function and reports to the Executive Board and line management.

The third line of defence comprises an independent internal audit function with a scope that is specifically focused on environmental and quality management in line with ISO 9001 and ISO 14001. Based on an annually updated internal audit plan, the function supervises the set-up, existence and functioning of the control measures.

### 'Three lines of defence' model



## Supervision

The Supervisory Board monitors the operations of RAI Amsterdam and approves (changes to) the risk management policy. Risk management is also regularly included on the agendas of meetings of the audit committee and Supervisory Board. The Supervisory Board employs the external accountants and approves their audit plan on an annual basis.

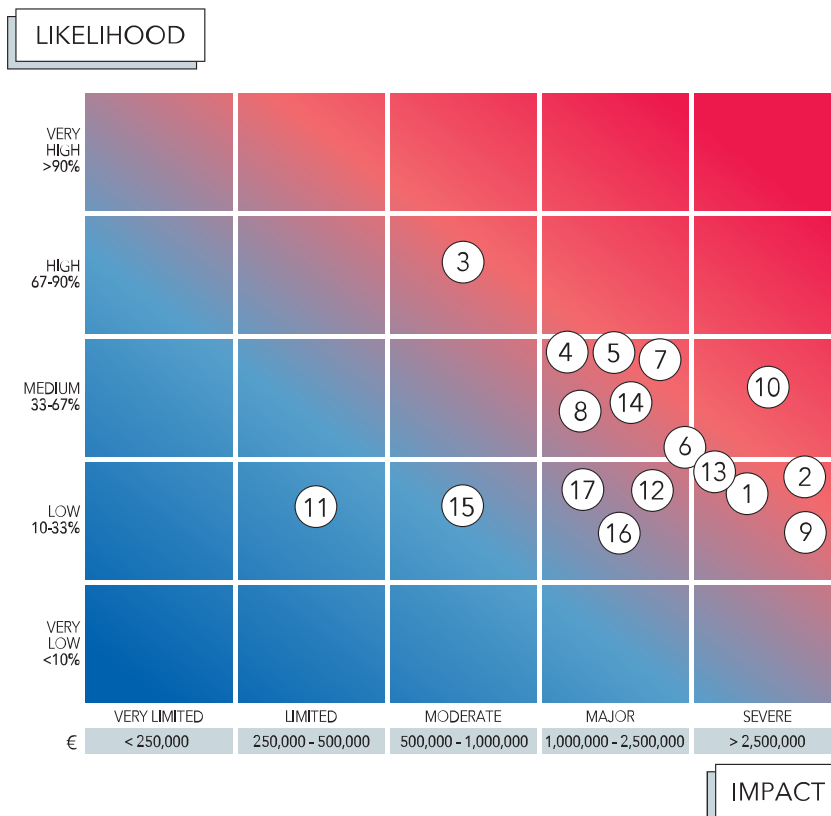
The external accountant also acts as supervisor and monitors the set-up, existence and functioning of the administrative organisation and internal supervision based on an annually updated audit plan. The external accountant reports to the Supervisory Board via an audit report and a statement in the annual report.

## Risk inventory and assessment

An integrated update of the risk assessment was implemented during 2024 in light of the cyclical evaluation of current developments and any adjusted organisation goals. Due to the explicit connection to the goals of RAI Amsterdam, risk management strengthens the performance management. There are 17 risks in total which are considered most relevant and often interconnected. RAI Amsterdam has determined sub-risks for these 17 domains and defines, implements and monitors control measures.

Evaluating the actual risks involves assessing both the current risk of an incident occurring and the likely current consequences (measured in financial terms) this might have.

### Important risk and mitigating measures



### Explanation:

1. Strategy execution and change management
2. Increased competition
3. Changing client preferences
4. Changing environmental factors
5. Attract and retain personnel
6. International activities
7. Reputation risks
8. Safety & security
9. Financial risks (including taxes)
10. Cybercrime
11. Contractual obligations
12. Disrupted operations
13. Insufficient innovation
14. Insufficient improvement capacity
15. Integrity
16. Non-compliance & licence to operate
17. Economic and/or political obstacles

### Strategy execution and change management

An integrated programme to update our strategy for the coming years was started at the end of 2023. Involving stakeholder consultation and an analysis of the market and external environment, this strategic update was finalised in 2024. The internal organisation was closely involved in the process. The new strategy places strong emphasis on making

both the venue and the RAI area at Europaplein in Amsterdam future-proof and sustainable. The core business will be expanded and further optimised. To enable this, RAI Amsterdam aims to transform into a more development-driven organisation.

#### *Market and competition*

The commercial playing field and competitive position of RAI Amsterdam can be affected by activities or developments by competitors and potential market partners. With this in mind, a strategic portfolio policy has been developed and a close eye is kept on its market position. We proactively assess opportunities in this field, which are then translated into a growth strategy for the domains and markets in which we wish to operate. The strength of this approach and the improved financial starting position post-Covid have had a positive impact on the resilience of RAI Amsterdam in relation to threats from the market and our competitors.

#### *Changing environmental factors*

Developments in the environment of a company can have a material impact on the extent to which strategic goals can be realised. In many cases, RAI Amsterdam has a limited impact on events and our main focus is on how best to manage their consequences. Recent examples include the pandemic and the war in Ukraine with the resulting energy crisis. The latter reinforced the importance of an energy transition, both in the framework of costs and to increase the sustainability of RAI Amsterdam. It is a complex issue with many uncertain variables that cannot be easily resolved and we are making our preparations in a programmatic way.

#### *Labour market developments*

The labour market has been under pressure for a longer period. While RAI Amsterdam is an attractive employer and manages in general to fill its vacancies, it remains difficult to attract and retain suitable talent in a few specific segments. This could make the company vulnerable to staff turnover. Customised recruitment and strategic personnel planning mitigate this risk to a significant extent. The agency staff market is also tight, making it uncertain that we can attract a sufficient number of temps in due time. This in turn can put pressure on our business activities. The proposed enforcement related to the Dutch deregulation and assessment of work relations act (DBA) is further enhancing complexity. The risk can be mitigated by proactively and closely aligning the expected capacity demand in advance with temporary staff agencies and service providers.

#### *Cybercrime*

Cybercrime is one of the greatest threats to businesses worldwide and RAI Amsterdam is by no means immune. The risks are significant so we have defined a cyber security policy and are taking organisational and physical measures to mitigate this risk as much as possible. We are setting up to control IT security along the lines of ISO 27002. The intention is also to reduce consequential risks such as operational disruptions and the loss of privacy-sensitive information.

#### *Economic climate*

The economic climate was not unfavourable in 2024. While the exceptionally high inflation rates fell, considerable uncertainty remains over the future development of the global economy. This is also relevant to RAI Amsterdam as inflation puts pressure on the profitability of our business. Dedicated cost savings and margin management are used to mitigate the effect of these developments where necessary.

#### *Safety and security*

RAI Amsterdam is a multifunctional venue where large numbers of people come together. This can have health & safety risks and involve a risk of property theft for visitors and employees. We have therefore developed an integrated safety management system that involves a risk-based focus on strategic and operational safety management issues. It also mitigates as much as possible the risk of business interruption caused by calamities. The effective functioning of these measures is monitored. RAI continuously invests in organisational, technical and IT-related solutions to ensure the safety of its employees, visitors and the venue.

### *Financial risks*

Financial risks usually originate from underlying strategic, operational or compliance risks, and the related control measures take place within the spectrum of financial management and treasury. The focus is on strengthening the financial resilience and profitability of the company in the short and long term.

### *Reputation*

As any damage to the reputation of RAI Amsterdam can have major long-term consequences for the company, a range of mitigation instruments have been deployed. A compliance management system has been set up to ensure laws and regulations are closely observed. An integrity policy helps prevent undesirable or dishonest behaviour. Intensive stakeholder management is partly focused on consolidating the good reputation of RAI Amsterdam, while a corporate communication policy ensures effective communication to all stakeholders.

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## **Compliance management**

**RAI Amsterdam aims to comply with all legal and licence-related requirements and guidelines that apply to the company. This also goes for the standards and guidelines with which the RAI organisation has chosen to comply. RAI Amsterdam aims to minimise the risks of noncompliance as much as possible. It has a low tolerance in this respect and has established a compliance management system.**

In setting this up we closely followed the starting points and principles of the ISO 19600 standard for compliance management wherever possible. Key starting points included:

- A dedicated, structured approach to a continuous process;
- A clearly defined scope and a risk analysis-based prioritisation in the context of the specific characteristics of the RAI Amsterdam organisation;
- A clear division and appointment of tasks and responsibilities, with a leading and dedicated role for senior management;
- A cyclical process that enables RAI Amsterdam to be a learning organisation;
- A focus on culture and behaviour in line with the core values;
- Transparency regarding the compliance approach and the way non-compliance is handled.

The compliance management system has comprehensively mapped out the obligations of RAI Amsterdam and secured compliance using various programmes. The progress is constantly monitored and discussed in the risk & compliance board, which includes the Executive Board, senior management and the risk & compliance officer.

# 06 FINANCIAL STATEMENT



## **Money 20/20, 4-6 June 2024, RAI Amsterdam (NL)**

Centred on financial technologies, this event focused in 2024 on the relationship between humans and tech in payment systems.



**1.1. Consolidated balance sheet (before proposed appropriation of results)**

## Consolidated balance sheet

*Before proposed appropriation of results, Amounts x €1,000*

	Ref.	2024	2023
<b>ASSETS</b>			
<b>Fixed assets</b>			
Intangible fixed assets	1.1.1.	10,406	9,394
Tangible fixed assets	1.1.2.	154,701	152,688
Financial fixed assets	1.1.3.	1,134	1,134
		<u>166,241</u>	<u>163,217</u>
<b>Current assets</b>			
Stock		520	458
Receivables	1.1.4.	34,562	29,469
Securities		41	41
Deferred taxes		587	259
Liquidities		14,163	19,083
		<u>49,873</u>	<u>49,310</u>
		<u>216,113</u>	<u>212,528</u>

	Ref.	2024	2023
<b>LIABILITIES</b>			
<b>Shareholder equity</b>	1.1.5.		
Subscribed capital		2,730	2,730
Share premium		22,006	22,006
Statutory reserve for exchange rate differences		-231	-431
Other reserves		45,440	44,652
Unappropriated profits		17,081	7,588
		<u>87,026</u>	<u>76,546</u>
<b>Provisions</b>	1.1.6.		
Deferred taxes		-	1,719
Other provisions		675	554
		<u>675</u>	<u>2,273</u>
<b>Debts</b>			
<b>Long-term liabilities</b>	1.1.7.	52,636	61,449
<b>Short-term liabilities</b>	1.1.8.	<u>75,777</u>	<u>72,260</u>
		<u>216,113</u>	<u>212,528</u>

## 2.1. Consolidated profit and loss account

### Consolidated profit and loss account

Amounts x €1,000

	Ref.	2024	2023
Net turnover	2.1.1.	185,671	151,359
Sum of operating revenues		185,671	151,359
Costs of outsourced work and other external costs	2.1.2.	76,283	62,682
Wages and salaries	2.1.3.	28,541	24,890
Social security contributions		4,201	3,698
Pension contributions		2,249	2,200
Depreciation of intangible and tangible fixed assets	2.1.4.	15,631	13,906
Other operating expenses (including other personnel costs)	2.1.5.	36,779	30,569
Sum of operating expenses		163,683	137,944
Operating results		21,988	13,415
Interest costs and similar		-1,956	-2,654
Sum of financial proceeds and costs	2.1.6.	-1,956	-2,654
Profit on ordinary activities before tax		20,032	10,761
Taxes on profit on ordinary activities	2.1.7.	-2,951	-3,173
Results after tax		17,081	7,588

## Consolidated overview of total result

Amounts x €1,000

	2024	2023
Consolidated net result after taxes attributable to the legal entity	17,081	7,588
Translation differences foreign participating interests	200	-215
Total of the direct changes in the shareholder equity of the legal entity as part of the group equity	200	-215
Total result of the legal entity	17,281	7,373

## 3.1. Consolidated cash flow statement

### Consolidated cash flow statement

Amounts x €1,000

	2024	2023
<b>Cash flow from operational activities</b>		
Operating income	21,988	13,415
Adjustments for:		
Depreciation on intangible and tangible fixed assets	15,631	13,906
Changes in provisions	-1,599	-797
	14,032	13,109
Changes in stock and receivables	-5,480	-2,533
Changes in short-term liabilities (excluding bank credit)	3,940	4,890
	-1,541	2,357
Paid interest	-1,542	-1,693
Paid taxes on profit on ordinary activities	-3,774	-1,173
	-5,316	-2,866
<b>Total cash flow from operational activities</b>	29,163	26,015
<b>Cash flow from investment activities</b>		
Investment in tangible fixed assets	-15,302	-14,357
Investment in intangible fixed assets	-3,167	-3,732
Divestment in financial fixed assets		
	-18,469	-18,089
<b>Total cash flow from investment activities</b>	-18,469	-18,089
<b>Cash flow from financing activities</b>		
Dividend payment	-6,800	-
Change in debts to credit institutions	-8,813	-38,010
Repayment of long-term liabilities in book year		
	-15,613	-38,010
<b>Total cash flow from financing activities</b>	-15,613	-38,010
Changes in cash and bank credit	-4,919	-30,084

	2024	2023
Cash and bank credit as of 1 January	<u>19,083</u>	<u>49,167</u>
Cash and bank credit as of 31 December	<u><u>14,163</u></u>	<u><u>19,083</u></u>

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## General

RAI Holding BV (also referred to as 'the company') has its registered office in Amsterdam (on Europaplein 24), Chamber of Commerce number 33093880. The company's financial year runs from 1 January to 31 December.

### Activities

RAI Holding BV is a holding company. Its main activities are accommodating RAI Amsterdam's own events and providing facilities to third parties for exhibitions, conferences, corporate events, theatre productions and niche events.

### Continuity

These consolidated financial statements have been prepared assuming that the company will continue as a going concern. The current credit agreement will expire in April 2026 and a new one will be established in 2025/early 2026.

### General principles for valuation

The annual accounts were drawn up in accordance with the generally accepted principles for financial reporting in the Netherlands and meet the legal provisions regarding the annual accounts recorded in Title 9, Book 2 of the Netherlands Civil Code (BW). The principles for the valuation of assets and liabilities were applied consistently during the previous and current year. The principles for valuation and result determination apply to both the consolidated and company annual accounts.

### Shareholder structure

RAI Association has a 75 per cent interest in RAI Holding BV. The remaining 25 per cent of the shares are held by the City of Amsterdam.

### Principles of consolidation

The financial data of RAI Holding BV and all its group companies is consolidated. Group companies are participations over which RAI Holding BV has decisive control. The other participating interests are not consolidated.

The financial information of companies acquired during the year under review is consolidated from the moment that RAI Holding BV acquires decisive control over the companies concerned until the moment this control is terminated. Transactions between companies that are consolidated are eliminated.

A decision was taken in 2023 to change the legal structure of the group companies of RAI Holding BV. The main goals were to prepare RAI Amsterdam for the planned development of the area around the RAI location and to place a number of RAI's own exhibition activities in separate entities. The structure change was initiated in 2023 and finalised in 2024.

The real estate, RAI exhibition titles and daily operations of the convention centre have been placed in separate legal entities which previously fell under one company. The first division took place on 28 December 2023, with the establishment of RAI Markets BV (CoC number 92449166) and RAI Amsterdam BV (92449174). In this framework, all activities related to the organisation of RAI titles were transferred by universal title to RAI Markets BV and all activities related to the daily operations of the convention centre were transferred by universal title to the newly established RAI Amsterdam BV. The real estate remained in the company with CoC number 34192575, renamed RAI Real Estate BV in 2024.

To place a number of our own trade fair activities into separate entities, a second division took place on 5 March 2024 and created the following companies: RAI Cleaning Technology BV, RAI Horticulture BV, RAI Marine Technology BV, RAI Mobility BV and RAI Water Technology BV.

RAI Holding BV has 100% of the shares in the following subsidiaries: RAI Amsterdam BV (OUD), RAI Amsterdam BV (NIEUW), RAI Solar Energy BV, RAI Markets BV and Arfora BV. These companies are all situated in Amsterdam, and include the results of the following indirect participations (100%): RAI USA, Inc., Delaware, Rui Ang Exhibition and Convention Co., Ltd., Shanghai (China). The results of the indirect 50% participation in IBEX LLC, Maine.

(USA) and E.J. Krause RAI Events LLC, Delaware (USA) are also included.

RAI Turkey was liquidated on June 24, 2024.

## **Functional currency**

The items in the annual accounts of the group companies are valued in accordance with the currency of the economic environment in which the group company mainly performs its activities (the functional currency). The consolidated annual accounts were drawn up in euros; the functional and presentation currency of RAI Holding BV.

## **Transactions, receivables and liabilities**

Transactions in foreign currencies are converted at the exchange rates at the time of the transaction.

Monetary assets and liabilities are converted into the functional currency at the exchange rates on the balance sheet date. The resulting exchange differences are included in the profit and loss account, unless hedge accounting is applied.

Non-monetary assets that are valued in a foreign currency at acquisition cost are converted at the exchange rates valid at the time of transaction.

Non-monetary assets valued in a foreign currency at the current value are converted at the exchange rates which applied at the time the current value was determined.

Conversion differences in long-term inter-group loans that are actually an expansion or reduction of the net investment of foreign participations will be credited or charged directly to the equity in the statutory reserve for exchange differences.

If loans were entered into in a foreign currency to finance or cover the net investment in a foreign participation, the exchange rate differences resulting from the loan will be processed in the statutory conversion differences reserve insofar as the loan is effective as coverage for the exchange differences on the net investment in the foreign participation.

The assets and liabilities of the participations included in the consolidation at a functional currency that is different than the presentation currency will be converted at the exchange rates on the balance sheet date. The profits and losses are converted at the exchange rates at the time of transaction. The resulting conversion differences will be credited or charged directly to the equity in the statutory conversion differences reserve.

## **Use of estimates**

The management of RAI Holding BV makes certain estimates and suppositions in accordance with the generally accepted principles of financial reporting in order to help determine the included figures when drawing up the annual accounts. The factual results can deviate from these estimates.

The estimates and underlying suppositions are regularly evaluated. Revisions of estimates are recorded in the period in which the estimate is revised and in future periods affected by the revision.

## **Financial instruments**

Financial instruments include both primary financial tools such as receivables or debts, and financial derivatives. Please see the description for each balance sheet item for the principles of the primary financial instruments.

RAI Holding BV applies hedge accounting based on documentation for each individual hedge relationship, and documents how the hedge relations fit in with the goals of the risk management, hedge strategy and expectations regarding the effectiveness of the hedge.

The effective part of the financial derivatives assigned to cost-price hedge-accounting is measured at cost value while the ineffective part is measured at fair value. The valuation changes of the fair value of the ineffective part are immediately processed in the profit and loss accounts.

## **Principles for the valuation of assets and liabilities**

Assets and liabilities are generally valued at acquisition price or manufacturing cost. If no specific valuation basis is stated, valuation is carried out at acquisition price.

### **Intangible fixed assets**

Externally acquired exhibition titles are valued at cost price or market value if lower, and are depreciated over their economic life, which is assumed to be 20 years at most.

The economic life of the IBEX exhibition title is assumed to be 15 years at most.

Software is valued at historic cost and depreciated over its economic life, which is assumed to be ten years at most. Operating rights are valued at acquisition price and depreciated annually based on the term of these rights.

### **Tangible fixed assets**

Tangible fixed assets are valued at their acquisition price, minus straight-line depreciation based on their economic life and minus any special depreciation.

Maintenance costs for buildings owned are immediately charged to the results, or entered as assets and depreciated if the asset criteria allow. The depreciation calculation takes the residual value into account, which is expected to be nil in all cases.

### **Financial fixed assets**

Participating interests over which significant control is exercised over business and financial policy are stated at their net asset value, determined on the basis of the accounting principles of RAI Holding BV. Participating interests over which no significant control is exercised are stated at the acquisition price or current value if lower.

Receivables from and loans to participating interests as well as other receivables are stated at the fair value in the initial processing, then valued at the amortised cost minus the necessary provisions.

### **Special depreciation of fixed assets**

An evaluation is made each year to check for any indications of intangible, tangible or financial fixed assets being subject to special depreciation. Special depreciations apply when the balance sheet value of the asset is higher than the realisable value. In such cases the relevant asset is devalued to the realisable value. The loss is immediately processed as an expense in the profit and loss accounts

**Receivables**

Receivables are stated at fair value in the initial processing, then valued at the amortised cost, which is the same as the nominal value minus any provisions for doubtful debts. These provisions are determined based on an individual assessment of the receivables.

The receivables have an expected term of up to one year, unless stated otherwise.

**Stock**

The stock mainly involves food & beverage products of which the valuation is determined at acquisition costs, minus a provision for obsolescence where necessary.

**Securities**

Securities are stated at their cost or market value on the balance sheet date, whichever is the lower. The market value is in principle equal to the value quoted on the stock exchange. If a sale is expected in the short term, the directly realisable value is considered the market value.

**Liquidities**

Liquidities are at the disposal of the company.

**Provisions**

Provisions are included for all legally binding or factual obligations resulting from an event before the balance sheet date where an export of capital is expected to be required for the fulfilment thereof and of which the scope can be reliably estimated.

A provision for long-service payments is included based on the valid long-service scheme in effect on the balance sheet date, taking into account the likelihood of continued employment, future labour cost developments and discount provisions.

**Pension scheme**

The company has two active pension schemes for its employees. Those who started working for the company before 1 January 2013 are subject to a pension provision that qualifies as a defined benefit plan, in which the defined pension payments are based on average pay. This pension scheme has been placed with a pension insurer. It is processed in the financial statements as a defined contribution scheme due to the fact that the obligations for realising this pension scheme are entirely reinsured.

Employees who started working for the company since 1 January 2013 or those who have voluntarily switched to the new pension scheme are subject to a premium scheme with the nature of a defined contribution agreement in which the company obligations are limited to making an annual contribution to the insurance company. Future payable contributions will partly depend on the development of the employment conditions and the returns on the invested contributions achieved by the insurer.

**Long-term liabilities**

Long-term liabilities include debts with a remaining term of over one year. These debts are stated at the fair value in the first processing and then valued at the amortised cost.

**Short-term liabilities**

Current liabilities are stated at their fair value in the first processing and then at the amortised costs. They have an expected term of a maximum of one year. A provision is included for bonus schemes and participations based on relevant performance schemes. There is also a provision included for contractual agreements with employees.

### **(Deferred) corporation tax**

Temporary differences between the determination of profit for commercial and tax purposes are stated at their nominal value in the balance sheet as a tax deferral or asset. Deferred claims for corporation tax on account of tax-deductible losses are valued at the future tax rate on the balance sheet date in so far as it can reasonably be expected that the claims are realisable.

RAI Holding BV is the leading company of a group that is treated as a single entity for tax purposes. The other members of the group are: RAI Amsterdam BV, RAI Real Estate BV, RAI Markets BV, RAI Solar Energy BV and Arfora BV.

## **Principles for determination of results**

### **Revenue**

The financial statements have been prepared on the basis of historical cost. The revenue recognition applies to all categories as specified under 2.1.1. The net turnover includes revenue from the delivery of goods and services as specified under 2.1.1, minus discounts and the like and turnover tax. Revenue and expenses are accounted for in the period during which the activity is performed. For exhibitions and events this is the period in which the event takes place. Profits are accounted for in that period. Losses and risks that originated before the end of the financial year are processed if and insofar as they became known before the annual accounts were drawn up.

The revenue and expenses for participations in which RAI Amsterdam plays a deciding role are consolidated proportionally. For participations in which RAI Amsterdam does not play a deciding role, the result attributable to RAI Holding BV is included.

### **Costs of outsourced work**

The costs for outsourced work and other external costs involve direct and indirect costs, including purchasing costs of sold catering stock that can be attributed to the turnover.

### **Depreciation**

The depreciation of tangible fixed assets is calculated on a linear basis by reference to the expected economic life.

The applied depreciation rates are between 2% and 20%. The depreciation of the intangible fixed assets is related to the acquisition value, and ranges between 5% and 20%. Possible residual values of tangible and/or intangible fixed assets are not taken into account.

### **Financial income and expenses**

The financial income and expenses involve the exchange rate differences, interest income and expenses and similar results attributable to the period concerned.

### **Participating interest results**

The participating interest results concern the share of the company in the results of the net asset value of the participating interests. The share that the company is due is stated as the result of a specific participating interest in the participating interest results.

### **Corporation tax**

Corporation tax is calculated on the commercial pre-tax profit, taking into account tax facilities. The change in the provision for deferred corporation tax is taken into account in the calculations.

A continuous evaluation is made as to whether the financial reporting should or could be adapted in the framework of new fiscal legislation or measures.

## **Cash flow statement**

The cash flow statement has been drawn up in accordance with the indirect method. The resources in the cash flow statement consist of liquidities.

# Notes on the consolidated balance sheet as of 31 December 2024

## 1.1.1. Intangible fixed assets

### Intangible fixed assets

Amounts x € 1.000

	Exhibition titles	Software	Other	Work in progress	Total
Acquisition cost as of 1-1-2024	6,486	14,095	1,684	3,319	25,584
Finished work in progress	-	3,084	-	-3,084	-
Acquisitions	-	2,377	-	790	3,167
Exchange rate differences	378	-	-	-	378
Divestments	-	-	-	-	-
Acquisition cost as of 31-12-2024	6,864	19,557	1,684	1,024	29,129
Depreciation and amortisation as of 1-1-2024	3,287	11,359	1,544	-0	16,190
Depreciation	416	1,873	53	-	2,342
Exchange rate differences	191	-	-	-	191
Divestments	-	-	-	-	-
Depreciation and amortisation as of 31-12-2024	3,895	13,232	1,596	-0	18,723
Book value as of 1-1-2024	3,199	2,736	140	3,319	9,394
Book value as of 31-12-2024	2,969	6,325	88	1,024	10,406

Investments in exhibition titles (paid goodwill) are depreciated over a maximum period of 20 years. A trigger analysis on titles that were externally acquired in the past is performed annually. The latest analysis gives no reason to perform an impairment test or depreciate the externally acquired titles. Software is depreciated over a period of ten years at most, calculated from the time it is first used.

The 'other' category primarily concerns the use of a lounge in the Johan Crujff ArenA. These rights will be depreciated until the year 2026. Divestments are related to assets that are no longer used. The work in progress concerns investments in software for projects that have not yet been taken into use.

## 1.1.2. Tangible fixed assets

### Tangible fixed assets

Amounts x €1,000

	Buildings, installations and land	Inventory	Work in progress	Total
Acquisition cost as of 1-1-2024	383,775	31,974	9,914	425,662
Investments	10,662	1,786	2,853	15,302
Finished work in progress	7,973	851	-8,825	-
Divestments	-1,364	-53	-	-1,417
Acquisition cost as of 31-12-2024	401,047	34,558	3,943	439,547
Depreciation and amortisation as of 1-1-2024	243,691	29,283	-0	272,974
Depreciation	11,292	1,179	0	12,472
Divestments	-546	-53	-	-599
Depreciation and amortisation as of 31-12-2024	254,437	30,409	-0	284,846
Book value as on 1-1-2024	140,083	2,691	9,914	152,688
Book value as of 31-12-2024	146,609	4,149	3,942	154,701

Buildings and land are depreciated over a period of five to 50 years, the Convention Centre over a period of 20 years, and installations over a period of ten to 20 years. The other fixed assets are depreciated over a period of five to 20 years. A trigger analysis is performed on the tangible fixed assets every year. As no triggers were identified in 2024 an impairment test was not necessary and there was no reason to depreciate the tangible fixed assets. The divestment involves the solar panels that were taken out of operation in 2024.

In 2017 RAI Amsterdam renewed its long-term land lease retroactively from 1 November 2016. The paid land lease until 2066 amounts to €2,761,380 (2023: €2,827,389). The paid land lease is depreciated over the entire canon period until 2066. Divestments are related to fixed assets that are no longer used.

Desinvesteringen hebben betrekking op activa die buiten gebruik zijn gesteld.

### 1.1.3. Financial fixed assets

#### Financial fixed assets

Amounts x €1,000

	<b>Total</b>
Balance as of 1-1-2024	1,134
Other changes	-
Balance as of 31-12-2024	1,134

The financial fixed assets refer to a capital interest in Stadion Amsterdam CV of 1/9 share of the limited capital. The valuation of this capital interest is valued at the acquisition price or current value if lower.

### 1.1.4. Current assets, receivables

#### Current assets, receivables

Amounts x €1,000

	<b>2024</b>	<b>2023</b>
Trade receivables	21,369	17,929
Provision for doubtful debts	-3,317	-2,044
	18,052	15,885
Other receivables	7,108	6,070
Accrued assets	9,402	7,514
	34,562	29,469

The trade receivables include, among other items, receivables for future events to an amount of €10,287,168 (2023: €9,790,818).

The other receivables include, among other items, yet to be billed invoices to an amount of €3,910,816 (2023: €2,784,367) and an accounts receivable relating to recoverable VAT of €1,950,348 (2023: €1,726,054).

The accrued assets include, among other items, invoices received for costs in the new book year to the amount of €2,900,968 (2023: €1,943,592) and involves paid personnel costs and other costs for future events to an amount of €6,198,196 (2023: €5,603,671) of which a sum of €701,967 applies to exhibitions longer than one reporting period (2023: €172,570).

The deferred tax asset is €586,626 (2023: €258,775) and involves a carry forward loss for a subsidiary established in 2024 and a commercial tax difference in the provision for losses and the valuation of the participating interest in Stadion Amsterdam CV.

## 1.1.5. Shareholder equity

For an explanation of the changes in the shareholder equity in 2024 and 2023 see the notes on the company annual accounts of RAI Holding BV (section 4.1.2.).

## 1.1.6. Provisions

### Provisions

Amounts x €1,000

	Deferred taxes	Other	Total
Balance as of 1-1-2024	1,719	554	2,273
Allocation		191	191
Withdrawal	-1,719	-69	-1,788
Balance as of 31-12-2024	-	675	675

The other provisions mainly involve a provision for long-service payments and other personnel-related provisions. The above provisions are primarily of a long-term nature.

## 1.1.7. Long-term liabilities

### Long-term liabilities

Amounts x €1,000

	2024	2023
Loans Deutsche Bank AG	13,667	15,000
Loan Coöperatieve Rabobank Amsterdam U.A.	13,667	15,000
Loan ING Bank	13,667	15,000
Loan Klimaatfonds Amsterdam	100	100
Deferred tax	5,831	10,358
Other liabilities	5,705	5,991
	52,636	61,449

## Overview of long-term loans

On 31 December 2024, Amounts x €1,000

	Principle	Withdrawal in book year	Payment in book year	Amount remaining
Loan Deutsche Bank AG	16,333		1,333	15,000
Loan Coöperatieve Rabobank U.A.	16,333		1,333	15,000
Loan ING Bank N.V.	16,333		1,333	15,000
Loan Klimaatfonds Amsterdam	100		-	100
Deferred tax	14,573		4,527	10,046
Other liabilities	6,769		286	6,483
	70,442		8,813	61,629
Minus short-term part of long-term liabilities	8,993			8,993
	<u>61,449</u>			<u>52,636</u>

Based on the deferral of payments related to the pandemic, RAI Amsterdam has opted to repay the tax debt in 60 monthly instalments until 1 October 2027 (interest rate 4%).

RAI Holding was refinanced in 2020. After the financing trajectory, a financing agreement with three banks – ING Bank NV, Deutsche Bank AG and Coöperatieve Rabobank UA – was concluded in April 2020. Each bank has provided one third of the loan.

The credit agreement consists of:

- An overdraft facility to an amount of €30 million referred to as credit facility in the NIBOV segment 1.1.8;
- Long-term loans with a total scope of €60 million.

The interest on the loans is Euribor with a margin of 1.5%.

In the years 2020 to 2022 RAI Amsterdam entered into an interest swap contract with the aforementioned banks to the tune of €28.5 million. Based on this interest swap, RAI Holding BV pays an interest rate of -0.46% (excluding margin). It is paying an interest rate of 1.58% (excluding margin) from April 2024 to March 2026.

The business premises at Europaplein have been mortgaged as security for the repayment of the long-term debts and current account.

A credit agreement to finance solar panels was made with the Amsterdam Investment Fund of the Municipality of Amsterdam in 2014. This consists of a loan of €0.1 million for the period until 5 March 2029. The loan will be repaid at the latest by 5 March 2029 and the interest rate is 0%.

The other long-term liabilities concern a lump-sum payment received in 1988 from the Municipality of Amsterdam for the operating losses of the convention centre in the period until 2038. This lump-sum payment was acquired in the past at an interest rate of 7.46% and is mainly of a long-term nature. The release benefits the operational costs. The annual interest increase is at the expense of the financial revenue and expenditure.

Of the long-term liabilities, a total of €4.8 million has a term of over five years.

## 1.1.8. Short-term liabilities

### Short-term debts

Amounts x €1,000

	2024	2023
Bank overdrafts	-	-
Short-term part of long-term liabilities	8,993	8,993
Advance payments	29,694	26,295
Debts to suppliers	13,612	12,970
Corporation tax	1,151	1,342
Other taxes and social security contributions	1,393	1,535
Accruals and deferred income	20,933	21,125
	<u>75,777</u>	<u>72,260</u>

The accrued liabilities largely consist of receivable invoices for incurred costs of €13,750,282 (2023: €13,058,276) and accrued liabilities related to personnel of €5,631,611 (2023: €4,178,942).

The sums invoiced in advance include an amount of €1,316,923 which applies to exhibitions that take place after one reporting period (2023: €487,956).

### Off-balance sheet information

1. Since the start of 2020 RAI Amsterdam has had the parking facility of the nhow Amsterdam RAI hotel available. The rental contract started as soon as the garage was completed and has a term of 20 years. The rent for 2024 is €806,532 (2023: €771,664) a year and will be indexed annually. The total contractual obligation is €12,097,987 (2023: €12,472,442) of which €806,532 (2023: €779,528) is due within one year, and €4,032,662 (2023: €3,897,638) is due within five years. The remainder involves the period from 2029 to 2039.
2. There were bank guarantees issued to an amount of €219,975 (2023: €219,975).
3. There are operational lease obligations for 25 (2023: 21) cars. At the end of the financial year the contractual commitments totalled €658,771 (2023: €409,481), of which €245,316 is due within one year. The remainder is due within five years.
4. A total of €395,130 (2023: €409,479) in lease payments was made in 2024.
5. In 2017 an agreement was reached with the Land Lease and the Land Issuance and Development department of the Municipality of Amsterdam regarding an early amendment to the long-term land lease agreement. This new agreement has a term of 50 years until 30 October 2066. The available part of the capitalised acquired long-term land lease as of 1 November 2016 will be depreciated over the new term of 50 years. The total liability for long-term land lease (until 2066) is €13,306,465 of which €316,821 is due within one year, and €1,584,103 is due within five years. The remaining sum involves the period from 2030 to 2066. The amounts due are indexed annually.
6. RAI Holding BV is the leading company of a group that is treated as a single entity for corporation tax purposes. The other members of the group are RAI Amsterdam BV, RAI Real Estate BV, RAI Markets BV, RAI Energy BV and Arfora BV. Each company is severally liable for the liabilities of the fiscal entity.
7. RAI has a credit facility of €30 million which, as was the case in 2023, had not been used on the balance sheet date.

## Financial instruments

The risks associated with the financial instruments are clarified below.

### Credit risk

Exposure is constantly monitored and acted upon in order to manage the credit risk. There was no major concentration of credit risks at the end of the financial year. Credit risks relate to debtors and other short-term receivables. Sufficient provisions were included accordingly.

### Currency risk

There are no substantial currency risks as the operational cash flows and financing activities mainly take place in euro.

### Interest risk

Interest risks mainly concern long-term loans. RAI Amsterdam BV has interest rate swap contracts to cover interest risks. In order to fix the interest rates, interest rate swaps were concluded in 2020 for the period until March 2024 amounting to €22.5 million at the end of 2024. RAI Amsterdam BV pays an interest rate of -0.46% on the interest swap with ING Bank NV, Deutsche Bank AG and Coöperatieve Rabobank UA. The amounts covered by the interest swaps are smaller than or equal to the outstanding principle of the loans from ING Bank NV, Deutsche Bank A. and Coöperatieve Rabobank UA.

In 2022 interest swaps were concluded with the aforementioned financiers due to the extension of the financing agreement. Since April 2024 RAI Holding has paid a fixed interest rate of 1.58% excluding margin over a sum of €24 million.

On 31 December 2024 the interest swaps had a fair value of €263,312 (2023: €647,270).

The nominal value will be reduced to zero over the remaining interest swap period (until 2026).

A variable interest rate of three months Euribor plus an individual surcharge is paid on the bank overdrafts.

# Notes on the consolidated profit and loss account 2024

## 2.1.1. Turnover

### Turnover

Amounts x €1,000

	2024	2023
<b>By geographical area</b>		
The Netherlands	176,927	145,787
Other countries	8,743	5,571
	<b>185,671</b>	<b>151,359</b>
<b>By activity</b>		
Letting to third parties	29,915	26,550
Exhibitions and events	42,967	28,602
Catering	25,845	25,073
Hotel commissions	3,824	3,029
Parking	9,902	9,573
Facility Services	20,680	18,279
Interior	27,694	21,235
Building-related letting	16,106	14,774
Other	8,738	4,246
	<b>185,671</b>	<b>151,359</b>

## 2.1.2. Costs of outsourced work and other external costs

### Costs of outsourced work and other external costs

Amounts x €1,000

	2024	2023
Accommodation	1,896	1,672
Catering	14,811	13,038
Outsourcing costs	20,413	16,603
Marketing costs	2,231	2,118
Organisation costs	4,045	2,328
Safety & security costs	5,317	4,295
Facility	22,416	18,980
Other	5,155	3,648
	<b>76,283</b>	<b>62,682</b>

## 2.1.3. Personnel costs

RAI has two pension schemes in its working conditions:

- Premium pension scheme (the standard from 2013)
- Defined benefit plan based on average pay (for employees who started working for the company prior to 2013)

The average pay is a conditional indexed average in which indexation occurs under specific conditions indexed.

The reservations for 2024 were processed in the results.

The salary (including benefits) paid to (two) Board members totalled €1,253,839 (2023: €1,050,900).

The salary paid to Supervisory Board members (an average of five) amounted to €170,748 (2023: €157,439 for average of five).

### Average number of employees

In FTE, working for the group

	2024	2023
In the Netherlands	368	348
Abroad	33	23
	<b>401</b>	<b>371</b>

## Personnel, by discipline

Percentage / FTE (at the end of the year)

	2024	2023
Commercial	49%	47%
Operational	32%	31%
Financial/management	19%	22%
Total	100%	100%

### 2.1.4. Depreciation on intangible and tangible fixed assets

The depreciation on intangible and tangible fixed assets consists of €14.8 million in regular depreciations and an accounting loss on divested tangible fixed assets of 0.8 million. This divestment involves solar panels that were taken out of operation.

### 2.1.5. Other operating costs

#### Other operating costs

Amounts x €1,000

	2024	2023
Consultancy costs	4,124	3,532
Automation costs	5,310	4,262
Agency costs	1,506	1,284
Building and accommodation	9,907	9,982
Marketing	1,330	1,262
Other costs	-452	-790
Maintenance	8,129	6,762
Temporary personnel	3,016	1,963
Other personnel costs	3,107	1,772
Travel and representation costs	802	540
	36,779	30,569

#### Accountancy costs

In accordance with Article 382a Book 2 of the Netherlands Civil Code, an amount of €170,000 (2023: €199,970) due to Deloitte Accountants BV in the book year, of which €150,000 (2023: €130,200) relates to the annual audit and €20,000 to other audit assignments.

## 2.1.6. Interest revenue and costs and similar

### Interest revenue and costs and similar

Amounts x €1,000

	2024	2023
Interest costs and similar	-1,956	-2,654
Interest costs and similar in the profit and loss account	-1,956	-2,654

The interest costs and similar expenses such as financing costs consist of €2,028,471 in owed interest and €72,479 in costs from exchange rate results and similar results.

## 2.1.7. Taxes

### Taxes

Amounts x €1,000

	2024	2023
Deferred corporation tax	1,637	-688
Acute corporation tax for current book year	-5,168	-2,776
Corporation tax for previous years	580	291
Tax charged in the profit and loss account	-2,951	-3,173

The effective taxation rate over 2024 was 14.7% (2023: 29.5%) which is lower than the generally applicable tax rate in the Netherlands. The reason for the difference lies in the release of the fiscal tax maintenance provision. In 2022 RAI Amsterdam met with the inspector of direct taxes to establish a tax maintenance provision for book year 2017 in which changes have been made from the commercial qualifications within the applicable tax legislation, regulations and jurisprudence. In accordance with the agreements, this tax maintenance provision was released in 2024 in favour of taxes.

The effective tax burden can be specified as follows.

## Taxation

Amounts x €1,000

	%	2024	%	2023
Profit before tax		20,032		10,761
Tax burden based on Dutch nominal rate	25.8%	5,168	25.8%	2,776
Permanent differences	-0.2%	-31	-0.1%	-13
Exempted income (contribution fixed costs)	0.0%	-	0.0%	-
Not-capitalised deferred tax assets related to property valuation	0.6%	113	13.1%	1,300
Changes in deferred tax due to tax maintenance provision	-8.6%	-1,719	-6.1%	-599
Deferred tax income (expenses) from previous book years	0.3%	0	0.3%	31
Tax on non-local activities	-2.0%	-404	-2.3%	-313
Other	-0.9%	-176	-0.1%	-9
	14.73%	2,951	29.5%	3,173

## 4.1. Company balance sheet (before proposed appropriation of results)

### Company balance sheet

Before proposed appropriation of results, Amounts x €1,000

ASSETS	ref.	2024	2023
<b>Fixed assets</b>			
Financial fixed assets	4.1.1.	96,043	78,662
Receivables from group companies	4.1.3.	1,134	1,134
		97,177	79,796
		97,177	79,796
<b>LIABILITIES</b>			
<b>Shareholder equity</b>			
Issued capital	4.1.2.	2,730	2,730
Share premium		22,006	22,006
Statutory translation reserve		-231	-431
Other reserves		45,440	44,652
Unappropriated profit		17,081	7,588
		87,026	76,546
<b>Debts</b>			
Debts to group companies	4.1.3.	10,150	3,250
		97,177	79,796
		97,177	79,796

## 5.1. Company profit and loss account

### Company profit and loss account

Amounts x €1,000

	2024	2023
Company result after taxes	-	-
Result from participating interests after taxes	17,081	7,588
<b>Net result</b>	<b>17,081</b>	<b>7,588</b>

The company profit and loss account has been drawn up in accordance with Article 402 of Book 2 of the Netherlands Civil Code.

The financial data of RAI Holding BV is included in the consolidated annual account. As a result, the profit and loss account of RAI Holding BV only states the share in profits after taxation of participating interests and the other result after taxes, in accordance with Article 402 of Book 9 of the Netherlands Civil Code.

# Notes on the company balance sheet as on 31 December 2024

## 4.1.1. Financial fixed assets

### Financial fixed assets

Amounts x €1,000

	Participation in group companies
Balance as of 1-1-2024	78,662
Statutory reserve for exchange rate differences	200
Other changes	100
Result	17,081
Balance as of 31-12-2024	96,043

The company owns 100 percent (unless otherwise stated) of the shares in the following participations: RAI Amsterdam BV, Amsterdam (CoC 34192575); RAI Amsterdam BV, Amsterdam (CoC 92449174); RAI Solar Energy BV, Amsterdam; RAI Markets BV, Amsterdam; Arfora BV, Amsterdam.

The results of these group companies include those of the following indirect participations (100%): RAI USA, Inc., Delaware; Rui Ang Exhibition and Convention Co., Ltd., Shanghai.

## 4.1.2. Shareholder equity

### Shareholder equity

Amounts x €1,000

	Share capital	Share premium	Statutory exchange reserve	Other reserves	Unapprop. profit	Total
Balance as of 1-1-2023	2,730	22,006	-216	35,821	8,834	69,172
Appropriation of result	-	-	-	8,834	-8,834	-
Statutory reserve for exchange rate differences	-	-	-215	-	-	-215
Year-end result	-	-	-	-	7,588	7,588
Dividend	-	-	-	-	-	-
Balance as of 31-12-2023	2,730	22,006	-431.32	44,654	7,588	76,546
Balance as of 1-1-2024	2,730	22,006	-431	44,654	7,588	76,546
Result appropriation	-	-	-	7,588	-7,588	-
Statutory reserve for exchange rate differences	-	-	200	-	-	200
Year-end result	-	-	-	-	17,081	17,081
Dividend	-	-	-	-6,800	-	-6,800
Balance as of 31-12-2024	2,730	22,006	(231)	45,442	17,081	87,026

The authorised capital is €13,650,000, divided into 225,000 ordinary 'A' shares and 75,000 ordinary 'B' shares, each having a nominal value of €45.50. Of these, 45,000 'A' shares and 15,000 'B' shares have been issued and fully paid up.

### 4.1.3. Receivables from/debts to group companies

#### Receivables from/debts to group companies

Amounts x €1,000

	Debts to group companies
Balance as of 1-1-2024	3,250
Dividend payment	6,800
Dividend	-
Other changes	100
	<hr/>
Balance as of 31-12-2024	10,150
	<hr/> <hr/>

No interest applies to receivables from group companies. The debts to group companies also include a claim on group company Arfora. The company balance sheet shows the receivables and debts separately.

Corporate tax is passed on to the subsidiaries if they are independently taxable, and in a similar way to the calculation method at the level of the mother company. As such, no latency or corporate tax benefits are included in the nonconsolidated financial statements.

## Personnel

As was the case in 2023, the holding did not employ any staff in 2024.

## Off-balance sheet information

Letters of liability in accordance with Article 403 of Book 2 of the Netherlands Civil Code have been issued and deposited for the participating interests in RAI Amsterdam BV, RAI Real Estate BV, RAI Markets BV, RAI Energy BV and RAI Arfora BV.

Amsterdam, 28 March 2025

#### Executive Board of RAI Holding BV

P. (Paul) Riemens, *CEO*

M. (Maurits) van der Sluis, *COO*

#### Supervisory Board of RAI Holding BV

O. (Otto) Ambagtsheer, *chair*

A.M.H. (Annemarie) Macnack-van Gaal, *vice-chair*

M.P. (Michiel) Boere

W.C.M. (Mariëlle) de Macker

R.J. (René) Takens

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## Proposed appropriation of profit

### Proposed appropriation of profit

The general meeting of shareholders is proposed to approve a dividend payout of €6.0 million over 2024. The result after tax over 2024 is included in the unappropriated profit item under shareholder equity.

### Events after the balance sheet date

None

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# 07 OFF-BALANCE SHEET INFORMATION



**Jumping Amsterdam, 25-28 January 2024, RAI Amsterdam (NL)**  
Annual equestrian sports event featuring various competitions and shows.



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## Result appropriation in accordance with the statutes

Article 24 of the company statutes states the following regarding the appropriation of profit.

Article 24.

1. In addition to several other reserves, the company can keep a general reserve, a share premium reserve A, a share premium reserve B, a dividend reserve A and a dividend reserve B in its books. The respective rights to these reserves go to owners of shares A and shares B, pro rata to the number and type of shares they own.
2. Payments to shares A and shares B that exceed the nominal value of those shares are added to the share premium reserve concerned.
3. Without prejudice to that determined elsewhere in this article, the distributable profit is freely at the disposal of the general meeting for the payment of dividend, reservations or other such purposes within the company's goal as determined by the general meeting.
4. The general meeting can determine, with prior approval from the holders of shares of the type concerned, not to distribute profits on those shares but to reserve that portion of the profit and add it to dividend reserve A or B respectively. Payment from dividend reserve A or B respectively can only be made to holders of the type of shares concerned if the general meeting determines as such after prior approval by a meeting of those holders.
5. Without prejudice to that determined elsewhere in this article, if the general meeting decides to reserve profit or pay dividend on all shares regardless of the type, equal amounts of the profit will be reserved or paid as dividend.
6. The company can only make payments to shareholders and other parties that have a right to the payable profits insofar as the shareholder capital is larger than the paid and requested part of the capital increased by the reserves that must be applied in accordance with the law or statutes. The shares kept in the capital of the company are not included in the calculation of the appropriation of profit.
7. Appropriation of profit will occur after the determination and approval of the annual accounts which show that payment is permissible.
8. The general meeting is authorised to determine payments on one or more interim dividends, with due regard to point seven.
9. Unless the general meeting determines another date, dividends are immediately payable after approval.
10. The right to claim for payment of dividend lapses after a period of five years.

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## **Audit statement by the independent accountant**

RAI Holding B.V. prepares its annual financial statements in the Dutch language. In order to be able to distribute the financial statements to international stakeholders, management has decided to prepare an exact translation into the English language of the 2024 financial statements.

The financial statements of RAI Holding B.V. for the year ended 31 December 2024 have been prepared on the date of 28 March 2025. On Deloitte Accountants B.V. issued an unqualified independent auditor's report on these financial statements.

Amsterdam, 24 April 2025

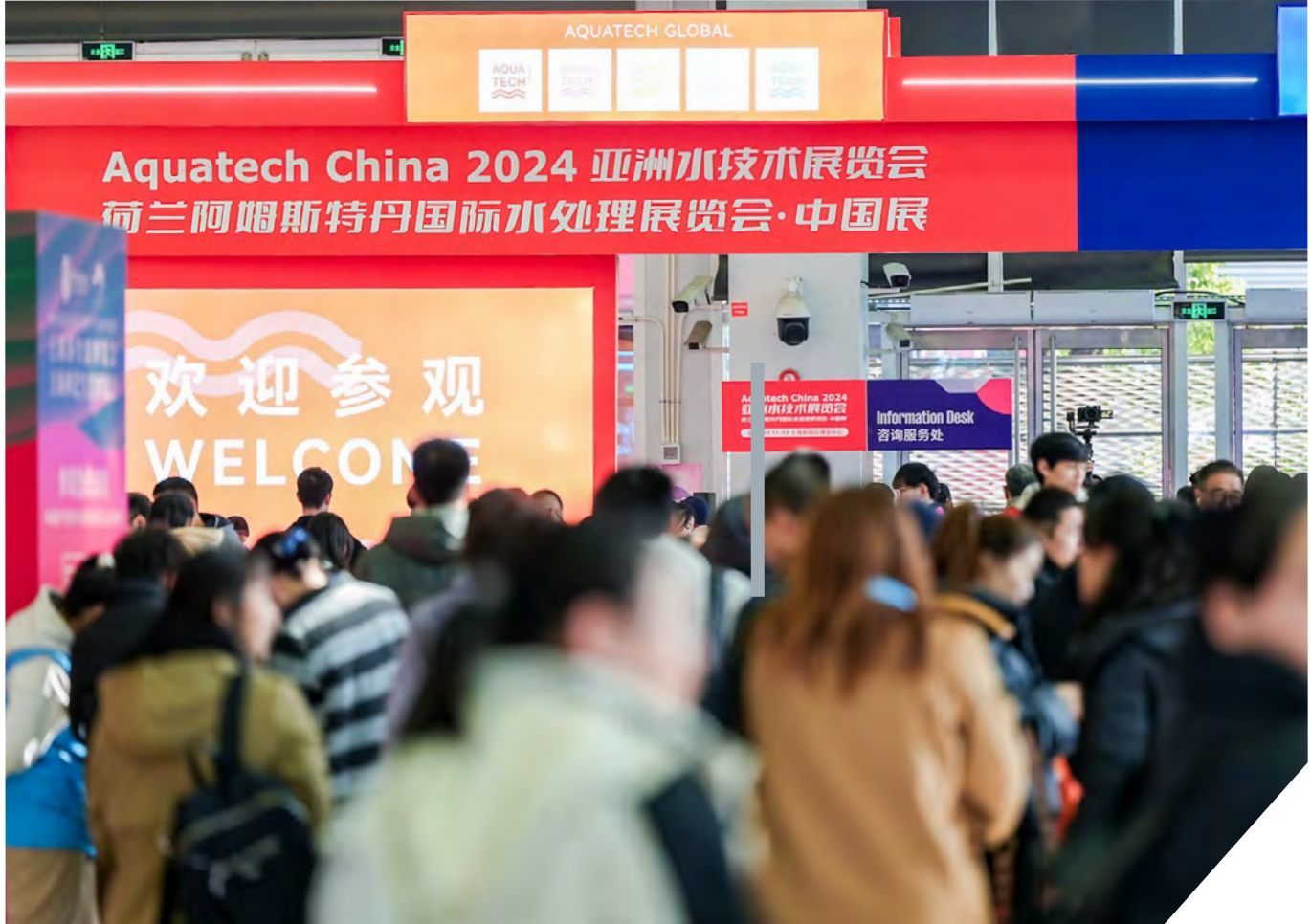
Deloitte Accountants BV  
Signed by: F.E. Mijinke RA



# 08 ANNEX: KEY FIGURES FOR FIVE YEARS



**Aquatech, 11-13 December 2024, Shanghai New International Exhibition Center (CN)**  
International trade fair for water technology.



# Key figures for five years

\* No comparative figures available. Due to the COVID pandemic and restrictions imposed by the government the RAI was closed for a large part of 2021.

## Quality

### Customer satisfaction

Score (from 1 to 10) for satisfaction with RAI Amsterdam Convention Centre

	2024	2023	2022	2021	2020
Organisers (third-party events)	8.1	8.2	7.7	*	*
Exhibitors (RAI events)	7.8	7.6	7.9	*	*
Visitors (RAI events)	8.2	7.5	8.0	*	*

### Employee satisfaction

Percentage with the scores 4 ('agree') and 5 ('strongly agree') on a five-point scale for general satisfaction.

	2024	2023	2022	2021	2020
Employee satisfaction	79%	70%	78%	77%	82%

## Quantity

### Visitors

Number x 1,000

	2024	2023	2022	2021	2020
International events	510	453	326	86	68
National events	426	421	184	117	291
Stage shows	65	28	52	9	9
Other events	396	589	616	1,305	645
<b>Total in Amsterdam</b>	<b>1,397</b>	<b>1,491</b>	<b>1,178</b>	<b>1,517</b>	<b>1,013</b>
Elsewhere in the Netherlands	-	-	-	-	-
Outside of the Netherlands	45	99	12	142	106
<b>Total outside of Amsterdam</b>	<b>45</b>	<b>99</b>	<b>12</b>	<b>142</b>	<b>106</b>
<b>Total</b>	<b>1,442</b>	<b>1,590</b>	<b>1,190</b>	<b>1,659</b>	<b>1,119</b>

## Events

Number

	2024	2023	2022	2021	2020
International events	56	63	48	18	4
National events	18	18	18	17	10
Stage shows	54	29	39	14	7
Other events	210	204	192	120	74
Total in Amsterdam	338	314	297	169	95
Elsewhere in the Netherlands	-	-	-	-	-
Outside of the Netherlands	7	8	3	8	4
Total outside of Amsterdam	7	8	3	8	4
Total	345	322	300	177	99

## Organisers

Number

	2024	2023	2022	2021	2020
External organisers	328	296	280	165	79
RAI Amsterdam	17	20	20	13	20
<b>Total</b>	345	316	300	178	99

## Exhibitors

Number

	2024	2023	2022	2021	2020
Exhibitors	17,332	16,390	4,322	3,836	16,694
Exhibitors from outside the Netherlands	71%	69%	62%	38%	64%

## Personnel

Employed by the group, average

	2024	2023	2022	2021	2020
Employees, FTE	401	371	321	304	433
In the Netherlands	92%	94%	99%	99%	100%

## Natural resources

Energy: consumed and generated. CO2 emissions, involves scope 1, 2 and, partially, scope 3.

	2024	2023	2022	2021	2020
Electricity consumption (GJ)	64,169	62,010	55,600	42,703	*
Gas consumption (GJ)	635	2,568	185	1	*
District heating (GJ)	39,481	35,827	42,894	53,080	*
Total energy consumption (GJ)	104,285	100,405	98,679	95,784	*
Of which generated by RAI solar panels (GJ)	854	3,254	3,532	1,819	*
Percentage of green electricity purchased	100%	100%	100%	100%	100%
CO2 emissions by RAI Amsterdam (tonnes)	2,412	3,740	3,373	-	*
Water consumption (m3)	45,530	42,112	32,156	-	*

## Financial

### Balance sheet

Shareholder equity and balance sheet total x €1 million

	2024	2023	2022	2021	2020
Shareholder equity	87.0	76.5	69.2	60.1	62.2
Balance sheet total	216.1	212.5	236.0	243.6	244.9
Solvency	40.3%	36.0%	29.3%	24.7%	25.3%

## Turnover and result

x €1 million

	2024	2023	2022	2021	2020
Letting to third parties	29.9	26.6	21.9	10.0	6.8
Exhibitions and events	43.0	28.6	28.3	14.4	10.0
Catering	25.8	25.1	15.0	4.0	5.1
Hotel commissions	3.8	3.0	2.1	0.3	0.6
Parking	9.9	9.6	7.9	4.6	4.1
Facility services	20.7	18.3	14.1	6.6	7.5
Interior	27.7	21.2	15.3	7.6	3.1
Building-related letting	16.1	14.8	10.5	4.0	3.8
Other	8.7	4.2	3.1	2.1	1.3
<b>Turnover</b>	<b>185.7</b>	<b>151.4</b>	<b>118.2</b>	<b>53.6</b>	<b>42.3</b>
Outsourced work	76.3	62.7	42.2	20.1	26.3
Wages and salaries, incl. social security and pension contributions	35.0	30.8	28.4	19.8	32.3
Depreciation	15.6	13.9	13.8	14.3	15.4
NOW government wage subsidy			-2.9	-14.3	-19.3
Other operating expenses	36.8	30.6	21.7	12.4	22.0
<b>Operating expenses</b>	<b>163.7</b>	<b>137.9</b>	<b>103.3</b>	<b>52.4</b>	<b>76.7</b>
<b>EBITDA</b>	<b>37.62</b>	<b>27.3</b>	<b>28.7</b>	<b>15.6</b>	<b>-19.0</b>
Operating result	22.0	13.4	14.9	1.3	-34.4
As % of turnover	11.8%	8.9%	12.6%	2.4%	-81.3%
<b>Net result</b>	<b>17.1</b>	<b>7.6</b>	<b>8.8</b>	<b>-2.4</b>	<b>-29.2</b>





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