

Annual report 2018

2018, record year

highest operating result to date thanks to full agenda of events

Strategy defined for 2022

focus: strengthening core business and balancing social costs with benefits

Vision 2030

plans presented for urbanisation of convention centre and improvement of logistics

Amsterdam Drone Week

new RAI event launched

North-South Line

new Amsterdam metro line reduces distance to city centre to just a few minutes

WWW.AIDS2018.ORG

inspiring
people

rai
AMSTERDAM

Cover photo: AIDS 2018, July 2018

Disclaimer: Whenever this annual report mentions 'RAI Amsterdam', 'we', 'the company' or similar indications, it refers to RAI Holding B.V. as explained in the 'Corporate governance' section. Segments of this annual report contain opinions regarding the future. These segments can – without limitations – contain expectations on future realised and unrealised results, profits, payments, government measures, the impact of other regulating measures on the activities of RAI Amsterdam, subsidiaries and macro-economic trends and the performance of RAI Amsterdam. Such statements are preceded or followed by or include terms such as 'believe', 'expect', 'prognosticate', 'feel', 'anticipate' or similar. These future-oriented statements are based on current assumptions of future activities and are subject to known and unknown factors and other uncertainties, many of which are outside RAI Amsterdam's sphere of influence. This means that future results can, in fact, differ substantively from these expectations.

In view of Title 9, Book 2 of the Netherlands Civil Code, the information given in the sections 'In brief' 'Governance and risk management', 'About reporting' and 'Annexes' is also part of the section 'Report by the management'. For reasons of presentation, this information is not repeated in this section.

Inhoudsopgave

1. In brief	4
Profile	5
Key figures	11
Foreword	14
Overview 2018	16
Global city on a human scale	20
Welcome to the RAI!	22
Composition of Supervisory Board and Executive Board	26
2. Executive Board report	28
Events	29
Services	41
Facilities	49
Strategy	66
Personnel and organisation	72
Prospects	80
3. Governance and risk management	82
Corporate governance	83
Risk management	88
4. Statement from the Supervisory Board	94
2018: a bumper year	95
Annual report 2018	96
5. Financial statement	104
1.1. Consolidated balance sheet (before proposed appropriation of results)	105
2.1. Consolidated profit and loss account	107
3.1. Consolidated cash flow statement	108
Consolidated overview of the overall result	109
General	110
Notes on the consolidated balance sheet as on 31 December 2018	116
Notes on the consolidated profit and loss accounts 2018	123
4.1. Company balance sheet (before appropriation of results)	127
5.1. Company profit and loss account	128
Notes on the company balance sheet as on 31 December 2018	129
Proposed appropriation of profit	132
6. Other information	134
Result appropriation in accordance with the statutes	135
Reference to the audit statement by the independent accountant	136
7. About reporting	138
Stakeholder dialogue, materiality and reporting	139
GRI table	141
8. Enclosure	146
Personal information of management and works council	147
9. Colophon	148

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In brief

Profile

EXHIBITION AND CONFERENCE ORGANISATION

- RAI Amsterdam is an international exhibition and conference organisation.
- The RAI Amsterdam Convention Centre on Europaplein in Amsterdam welcomes some 1.6 million visitors annually (a figure which fluctuates over the years). They come to attend consumer & trade exhibitions, conferences, stage shows and other events.
- RAI Amsterdam lets its location and facilities to organisers (event owners/organisers) for whom it *facilitates* the event.
- In addition, RAI Amsterdam has developed its own *portfolio of events*. These consumer and trade exhibitions and conferences are organised by the RAI itself, both in the Amsterdam Convention Centre and in other exhibition & conference venues abroad.

Events

In the RAI Amsterdam Convention Centre

The RAI has enjoyed healthy growth over recent decades, especially in its international events portfolio. As the main sector-specific exhibitions and conventions become larger and more international, organisers recognise the benefits of Amsterdam as a location for a short multi-day stay. It is largely these international events which currently take place in the RAI, and they are expected to remain the engine of sustainable growth in the coming years. > [Executive Board report](#)
> [Events 2018](#)

Money 20/20



RAI events in the Netherlands and abroad

The RAI has a portfolio of its own events which we organise in the RAI Amsterdam Convention Centre and/or elsewhere in other convention centres outside of Europe. Our sectors (and exhibition titles) are: professional cleaning (INTERCLEAN), remanufacturing (ReMaTec), traffic technology (Intertraffic), the maritime sector (METSTRADE, Superyacht and IBEX), water technology (Aquatech), horticulture (GreenTech) and unmanned aerial systems/urban air mobility (the new Amsterdam Drone Week). The RAI also has its own national events, the majority being consumer events like the Huishoudbeurs (home and household), Negenmaandenbeurs (pregnancy and infants) and HISWA Amsterdam Boat Show. There are also trade exhibitions such as Horecava, which targets the Dutch hospitality sector. All in all, the RAI has a well-rounded portfolio of its own titles. The events organised in Amsterdam provide turnover for the convention centre, while the events abroad reinforce our market share. > [Executive Board report > Events 2018](#)

Stimulating the economy, complementing a city

The RAI stimulates the economy in Amsterdam and the wider region. Hotels, restaurants, museums, transport operators, suppliers and the airport all benefit from the exhibitors and visitors who come to the city for the (often international) exhibitions, conventions and events in RAI Amsterdam. Business visitors who come for a few days are also good for the city and the wider region. They spend the day at an exhibition or convention, ensuring that the city stays in balance, while their overall stay contributes to the local economy. > [Executive Board report > Regional impact](#)

CSR is part and parcel of the way we think and act

Corporate social responsibility (CSR) is such an integral part of RAI Amsterdam's strategy that it is embedded in our mission: 'the RAI aims to stimulate the sustainable development of people, markets and the society at large'. With this in mind we take great care of our natural and social environment. Business processes are constantly made more sustainable and we work with local suppliers whenever possible. We also help organisers set up their events in a sustainable and responsible way, while our own events encourage eco-friendly innovations, contributing to new ideas and greater sustainability in a range of sectors. > [Executive Board report > Strategy](#)



Our strength

The city of Amsterdam: a compact metropolis

Amsterdam is a global city on a human scale. The canals, the museums and theatres, the cosy cafés... Amsterdam offers freedom and a uniquely tolerant 'live and let live' mentality. It is this combination which gives the city its global allure. [> In brief > Global city on a human scale](#)

Our employees: a warm welcome to the RAI

RAI employees are proud of being able to offer a wide range of services and leverage on their many years of experience to guarantee a hospitable reception. The professionalism of our staff ensures that the most diverse wishes of exhibitors and visitors are met to their satisfaction.

There are 423 individual employees at RAI Amsterdam, whose presence adds up to 392 FTE. There is also a fixed group of flexibly deployed employees consisting of some 300 regular temps. Every year, RAI Amsterdam deploys around 4,200 such workers. It is energising for employees to work in teams to set up events and quickly switch from one event to the next. Working at the RAI is challenging and diverse in equal measure. [> Executive Board report > Personnel and organisation](#)

Multifunctional building complex: centrally located, innovative and sustainable

The RAI Amsterdam Convention Centre is an innovative building complex. We continuously seek to make our buildings and the events which take place within them more sustainable. The convention centre hosts an average of over 400 events a year.

The strength of the RAI Amsterdam Convention Centre is the multifunctional nature of the complex, which enables fast and flexible switching between very diverse uses and purposes.

The convention centre is located on the edge of central Amsterdam, adjacent to the A10 ring road, train & metro station Amsterdam RAI and the metro station Europaplein. The main hall of Schiphol Airport and the central train station are just a 10-minute trip away. [> Executive Board report > Facilities](#)

Our shareholders

The holding company of RAI Amsterdam is RAI Holding BV which has two shareholders: the RAI Association and the City of Amsterdam.

The RAI Association owns 75% of the shares in RAI Amsterdam. It is a trade association that promotes the interests of 700 manufacturers and importers of passenger cars, trucks, trailers, bodywork and special vehicles, motorcycles and scooters, mopeds and bicycles. Suppliers of parts and garage equipment are also linked to the association. The involvement of the RAI Association in RAI Amsterdam goes way back in time. The bicycle industry started organising an annual exhibition in Amsterdam in 1893. A few years later, after the car industry also started participating, this show was dubbed the RAI, an abbreviation for 'bicycle and automotive industry' in Dutch.

The remaining 25% of shares are owned by the City of Amsterdam, an arrangement that dates back to 1956 and is based on economic considerations. The City of Amsterdam decided in 2016 to start the process of selling the municipal shares.

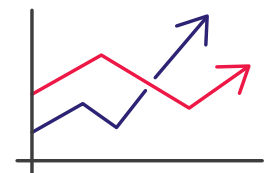
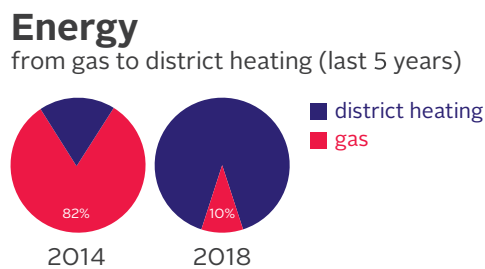
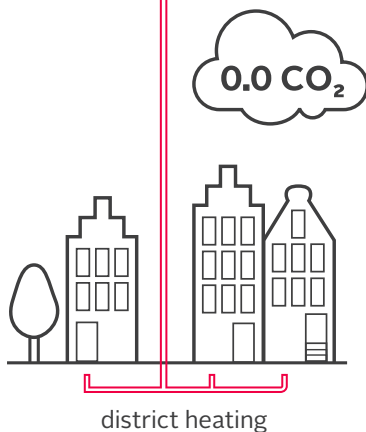
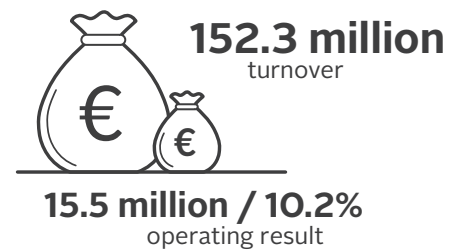
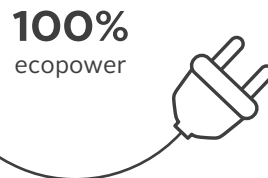
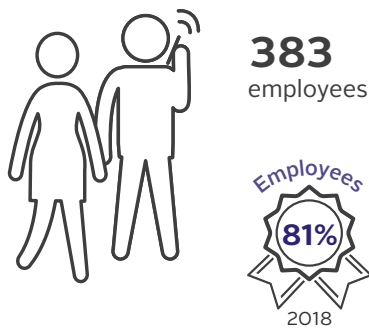
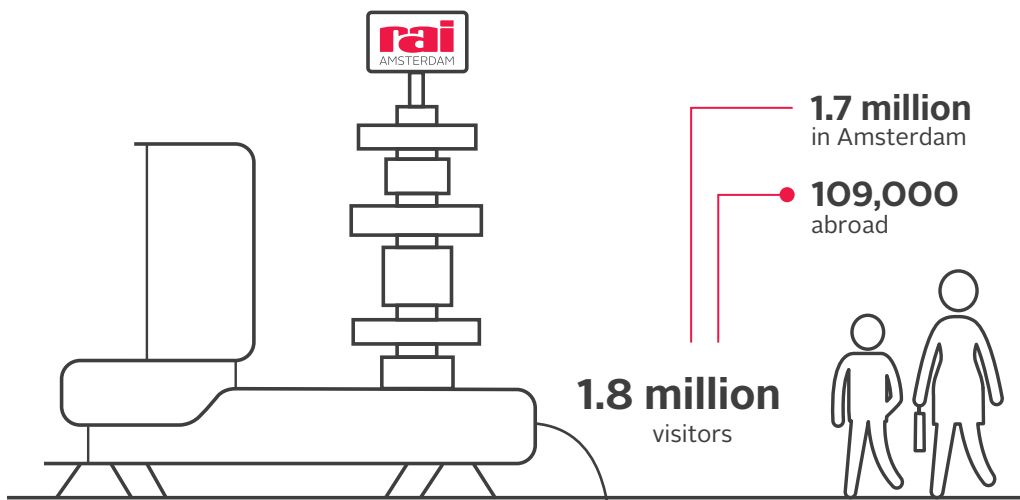
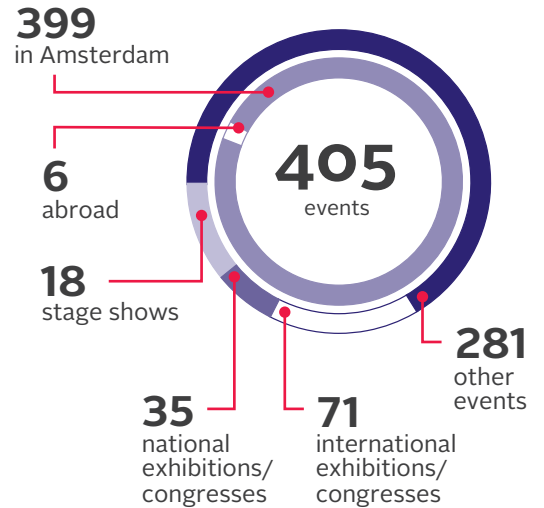




AMSTERDAM

Key figures

Approval ratings



98.2 million shareholder equity

210.8 million balance total

46.6% solvency

Key figures

Quality

Approval ratings

Satisfaction rating with RAI Convention Centre (from 1 to 10)

	2018	2017	2016	2015	2014
Organisers (events for third parties)	8.2	8.1	8.2	7.7	7.8
Exhibitors (RAI events)	7.5	7.3	7.8	7.5	7.6
Visitors (RAI events)	7.8	7.5	7.8	7.3	7.6

Employee satisfaction

Percentage of scores 4 ('agree') and 5 ('agree strongly') on a five-point scale of overall satisfaction. Biennial survey.

	2018	2017	2016	2015	2014
Employee satisfaction	81%	-	91%	-	nb

Quantity

Visitors

Numbers x 1,000

	2018	2017	2016	2015	2014
International events	616	372	330	471	451
National events	725	734	1,048	672	652
Stage shows	21	37	40	62	80
Other events	353	281	327	313	198
Total in Amsterdam	1,715	1,425	1,745	1,518	1,381
Elsewhere in the Netherlands	-	-	7	-	-
Outside of the Netherlands	109	96	83	64	67
Total outside of Amsterdam	109	96	90	64	67
Total	1,824	1,520	1,835	1,582	1,448

Exhibitors

Number

	2018	2017	2016	2015	2014
Exhibitors	20,769	17,786	18,464	15,816	18,649
Exhibitors from outside the Netherlands	65%	63%	63%	60%	63%

Organisers

Number

	2018	2017	2016	2015	2014
External organisers	387	421	458	434	521
RAI Amsterdam	18	22	19	24	23
Total	405	443	477	458	544

Events

Numbers

	2018	2017	2016	2015	2014
International events	65	64	52	41	54
National events	35	29	34	43	43
Stage shows	18	48	35	39	55
Other events	281	293	350	325	383
Total in Amsterdam	399	434	471	448	535
Elsewhere in the Netherlands	-	-	-	1	1
Outside of the Netherlands	6	9	6	9	8
Total outside of Amsterdam	6	9	6	10	9
Total	405	443	477	458	544

Personnel

Employed by group, year average

	2018	2017	2016	2015	2014
Employees, FTE	383	376	371	375	384
In the Netherlands	100%	100%	100%	100%	100%

Natural resources

Energy: used and generated. CO₂-emissions: involves scope 1 and 2.

	2018	2017	2015	2014	2013
Electricity consumption (GJ)	75,085	69,572	68,110	67,961	61,416
Gas consumption (GJ)	6,613	3,034	6,645	43,475	58,557
District heating (GJ)	57,395	61,452	47,990	20,546	12,442
Energy consumption from cogeneration (GJ)	-	-	-	-	308
Total energy consumption (GJ)	139,093	134,058	122,745	131,983	132,722
Of which generated by RAI solar panels (GJ)	1,697	1,482	1,665	1,491	1,409
Percentage of green electricity purchased	100%	100%	100%	100%	100%
CO ₂ emissions by RAI Amsterdam (tonnes)	2,128	2,043	nb	5,929	6,345
Water consumption (m ³)	64,631	62,336	55,765	66,084	50,253

Financial

Turnover and results

x € 1 million

	2018	2017	2016	2015	2014
Letting to third parties	29.5	23.8	19.8	18.1	22.3
Exhibitions and events	39.9	29.1	50.2	56.9	47.5
Catering	20.9	18.0	14.5	15.5	15.1
Hotel commission	3.4	2.8	2.6	3.3	3.4
Parking	6.5	5.7	5.0	5.9	4.5
Facility services	19.6	17.1	26.1	24.3	24.8
Interior	17.8	12.9			
Building-related letting	11.2	10.4			
Other	3.5	2.4	2.0	2.1	2.1
Turnover	152.3	122.2	120.2	126.2	119.7
Outsourced work	60.7	46.0	47.1	58.6	45.4
Wages and salaries, incl. social security and pension contributions	32.2	29.8	29.0	27.8	29.2
Amortisation	14.9	14.5	15.0	13.8	14.3
Other operating expenses	29.0	22.3	19.7	17.0	17.2
Operating expenses	136.8	112.6	110.8	117.2	106.1
EBITDA	30.4	24.0	24.4	22.7	28.0
Operating result	15.5	9.6	9.4	8.9	13.7
As % of turnover	10.2%	7.9%	7.9%	7.1%	11.4%
Net result	9.9	5.3	5.0	4.2	9.3

*The figures for 2017 have been adapted with regard to earlier publications. For more information, see explanatory note in the financial statements

Balance sheet

x € 1 million

	2018	2017	2016	2015	2014
Shareholder equity	98.2	90.4	87.9	86.7	84.7
Balance total	210.8	208.3	205.9	201.8	198.0
Solvency	46.6%	43.4%	42.7%	43.0%	42.8%

Foreword



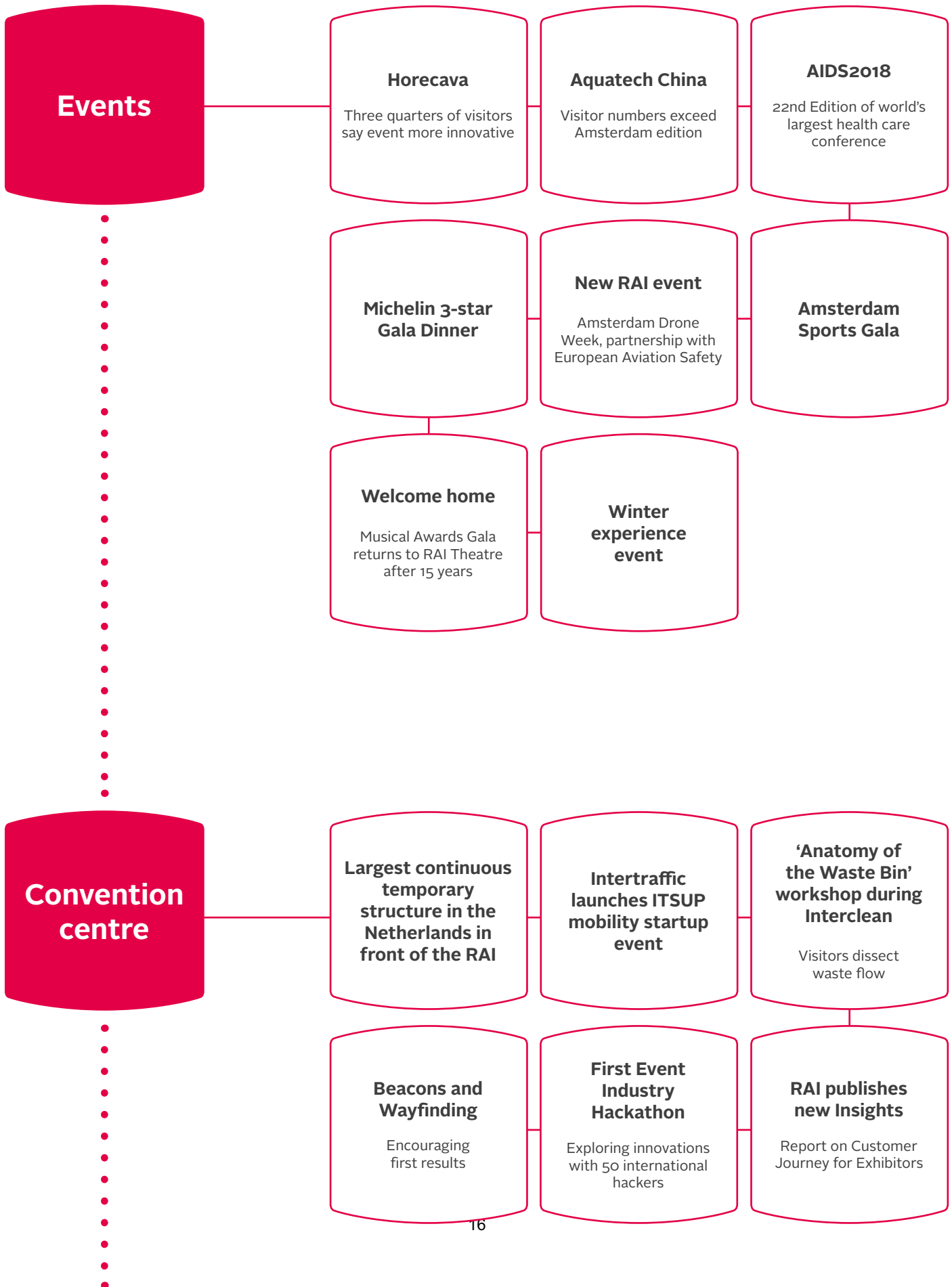
Welcome to the RAI!	Thank you for your interest in our company and annual results. We invite you to look back with us on 2018, which has been a true banner year for our company.
best operating result in history	For starters, 2018 was the most profitable year in the RAI's history. The operating result was €15.5 million over a turnover of more than €150 million. More than 1.8 million people visited our convention centre or our events abroad. Despite how busy the year was, customer satisfaction even rose a little above the 2017 level. Among the employees, 81% were satisfied or very satisfied: this proportion has unfortunately dropped from the 91% measured two years ago, with the structural changes in our company and the busy times in 2018 having since taken their toll. We see this as an important point to improve and will work hard to do so during 2019.
large and small, global and local	We hosted 65 international and 35 national events, ranging from small shows to exhibitions that filled the entire convention centre. Exhibitions, conventions, parties, meetings, theatre shows – all types and sizes of events were represented in our well-filled agenda.
success for RAI titles	Our own events, especially Interclean, Intertraffic and METSTRADE, were again very successful. Abroad, we organised events such as Aquatech China, where we hosted 80,000 visitors.
new in the RAI	There were also several new events. For instance, we opened our doors to AIDS2018, the 22nd edition of the world's largest convention in the field of health. We also hosted Money20/20, the European version of an event that focuses on payment transactions, fintech and financial service provision. And we launched the Amsterdam Drone Week together with the European air transport association EASA. The arrival of this exhibition has allowed Amsterdam to profile itself as a 'drone city'.
ISE moves to larger convention centre	Not all the news has been good: 2018 was also the year in which ISE announced that it would have to move to a larger location starting in 2021, despite a high level of satisfaction. The event organisers wish to make the most of opportunities to expand further, and will therefore unfortunately no longer fit within the RAI.
tragic accident	A tragic accident occurred in October when a 23-year old colleague from one of our partner companies suffered a fall and died during the breakdown of an event. This incident moved us all deeply.

<p>strategy: reinforce core business and social balance</p>	<p>In 2017 and 2018, employees and management reviewed the RAI's strategy, which has now been set up to and including 2022. The main points in our approach are to reinforce the core business and ensure the best possible balance between social costs and benefits. Important pillars of the strategy include the development of a strong portfolio of events, optimised use of data & digitisation and the realisation of a multifunctional area development. This should contribute to innovative solutions for customers and the modernisation and increased sustainability of our buildings and infrastructure. Another pillar is the reinforcement of our learning organisation.</p>
<p>further improvements in safety</p>	<p>A lot of time has been invested into further improvements to safety & security by different departments within the RAI as well as by the North Sea canal area environment service (Omgevingsdienst Noordzeekanaalgebied) and Amsterdam-Amstelland fire brigade. We have already made major steps in this area and plan to continue doing so in 2019.</p>
<p>the RAI and the city: a perfect match</p>	<p>Our customers' assessments and visitor numbers show that the RAI's proposition was much appreciated in 2018. The charms of the city of Amsterdam, the inner-city location of the RAI Amsterdam Convention Centre and our excellent reputation in the field of hospitality once again ensured pleasant and successful business stays.</p>
<p>stewardship for the city</p>	<p>Our strength is in no small measure a product of our city. For many visitors, RAI Amsterdam <i>is</i> the city: our hosts receive visitors in Amsterdam as well as on behalf of it. We work on this all day every day with many other businesses. We also jointly make choices that have an impact on the city in turn. We feel responsible for these effects and are very aware of our role as stewards for the city.</p>
<p>social value</p>	<p>It is therefore understandable that the RAI aims to create social value as well as economic. This applies to our suppliers and partners, our neighbours and the Amsterdam region – even for the world, where certain sustainable development goals are concerned. We make a contribution by stimulating sustainable innovation wherever possible.</p>
<p>real estate developments: improving integration and infrastructure</p>	<p>We did a lot of work in 2018 on the RAI 2030 spatial development plan, which is a close reflection of our social ambitions. The plan expressly dictates a better integration of the RAI complex within its surroundings while improving our infrastructure.</p>
<p>sustainable growth and development</p>	<p>We are proud of this future vision, not least because it helps us tell our story. It shows in concrete terms what we really care about, in all its facets: to be an inextricable part of the city and contribute to the sustainable growth and development of people, markets and our environment.</p>

Amsterdam, 26 March 2019

RAI Holding B.V.,
Paul Riemens, *CEO*
Maurits van der Sluis, *COO*

Key points 2018



Innovation



**Strategy,
finance & IT**

**New management
report aligned to
new organisation
model**

**Setup new CRM
core systems**

**Virtual reality
and augmented
reality help event
development
and sales**

**Strategy
2019-2022**

Continuation of
enriched strategy

**Customer
satisfaction
stable, despite
busier year**

**Best operating
result**

In RAI history:
€15.5 m
(turnover €152.3 m)

**Organisation
and
employees**

**Employee
satisfaction down,
focal point**

**Absence through
illness up 0.7%,
still low**

**Short summer
due to busy event
schedule**

Maintenance carried
out 'between acts'

**Event process
evaluation**

Over 200 points for
improvement identified,
learning organisation

**Culture & structure
programme
We Are ON**

To next stage:
transfer to organisation

**Changes to
Safety & Security
organisation**

And start
compliance officer

City and surroundings

Closer proximity to centre due to North/South Line

Green Business Club Zuidas signs zero emission agreement

Logistic traffic flow trial during METSTRADE reduces neighbourhood impact

RAI starts sponsoring Apollo basketball team

Own RAI buffer zone Westpoort opened

Cargo traffic on call to the RAI

Only electric taxis on Sustainability Day

Fast lane gives eco-friendly taxis priority during all large events from now on

Collection for Food Bank Amsterdam South

Participation in WeMakeTheCity

Development of the city

Fabric for kitchen staff clothing made for reuse

Global city on a human scale

... in Amsterdam

Its location in the inner city enables RAI Amsterdam to provide visitors with a truly inspiring experience.

Historic centre

inviting for international
visitors

The Dutch capital is rightly famous for its architecture, especially its distinctive canals. The 17th-century canal belt was added to the UNESCO World Heritage list in 2010. International visitors also love the culture and warm, tolerant atmosphere of Amsterdam.

Amsterdam centre



Compact city, with everything close to hand

distance from the exhibition
building to the midpoint of
Amsterdam: just four
kilometres
the North-South Line brings
travellers from the RAI to
Central Station in less than 10
minutes

A major advantage for international visitors is that Amsterdam is far more compact than other major European cities. A distance of just four kilometres from the exhibition building to the midpoint of the city means visitors can easily combine their business trip with a pleasant urban stay.



hub of transport networks

... to Amsterdam

The RAI Amsterdam Convention Centre is very easy to reach from a European and global perspective.

More than 320 direct destinations

Schiphol, third airport in Europe

Amsterdam Airport Schiphol is famous for quality and accessibility. With more than a hundred airlines flying to a variety of destinations, it is a true hub of transport networks. Schiphol operates almost 5000 flights per week, making it the largest airport in Europe. With 71 million passengers in 2018, it is the third-busiest airport in Europe.

Schiphol, derde luchthaven van Europa



Short distance from airport to RAI Amsterdam

just 10 km

The distance from the runway at Amsterdam Airport Schiphol to the RAI Amsterdam Convention Centre is just 10 km. There are frequent direct rail connections from the station located within the airport and the train takes just 10 minutes to reach the Amsterdam RAI station.

only 10 minutes from airport to the RAI



Welcome to the RAI!

Organising

International

- Development and operation of 15 international trade or consumer exhibitions
- World market leader with five titles/brands from its home base in Amsterdam
- Spinoffs of Dutch parent brands in Mexico, China, Indonesia, Turkey and the United States
- International network of offices and agents

Intertraffic China



National

- Development and operation of around 10 trade or consumer exhibitions for the national market in Amsterdam
- Portfolio contains the largest (not free) consumer events in the Netherlands

de Huishoudbeurs



Facilitating

Organiser Services

- Knowledge and network related to the Netherlands, Amsterdam and the RAI
- Solutions in the field of IT, hotel accommodation, catering, logistics, audio-visual and media
- Exhibition management: advice and guidance
- Visitor/exhibitor registration systems
- Holder of a range of event-specific permits

Organiser Services



Exhibitor Services

- Webshop with products and services for exhibitors. Integration within the event organiser's website
- Desk for last-minute orders
- Broad range: stand construction, meeting rooms, lounges, ICT and more
- Exhibitor catering that can be flexibly deployed

Exhibitor Services



Visitor Services

- Hotel Service makes more than 174,500 hotel reservations per year; rooms are guaranteed for large events
- Special conditions for flights via partner airline KLM
- Parking, cloakroom and other services for visitors
- Different types of visitor catering: a variety of bars, lounges, restaurants and concessions, from buffet to à la carte and take-away
- Help with organising transfers, excursions, car and bicycle hire, boat trips and more

Catering, Visitor Services



Certifications

RAI Amsterdam has the following certificates:

- Recognised conference venue
- 5 meeting hammers from Vergaderhamers foundation
- AIPC Gold
- EarthCheck Gold
- Green Key Gold
- Integral Accessibility Standard (ITS)
- ISO-9001 (quality management)
- ISO-14001 (environmental management)
- ISO-20121 (Event sustainability)
- UN Global Compact
- Sustainability barometer
- OHSAS-18001 (occupational health and safety)
- BREEAM 'excellent' certificate (for the construction of the Amtrium)
- Recognised training company (Samenwerkingsorganisatie Beroepsonderwijs-Bedrijfsleven)

In the spotlight: virtual and augmented reality

As part of our focus on innovation, the RAI started developing new virtual reality (VR) & augmented reality (AR) services for our three commercial target groups (visitors, exhibitors and organisers) in 2018. We believe these services will offer major value to our clients in the future.

Why VR?

A person wearing VR glasses is situated in a digital environment. We use VR to answer questions like 'What's possible in the RAI?' and 'What will it look like?'. We are currently developing various VR services:

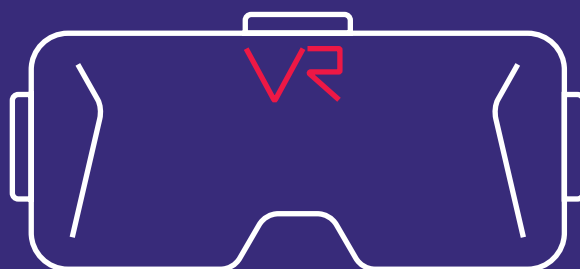
- The virtual testing of the personalised setup of an event to realise the best possible setup in the early stages. This way we can test features and setups to further optimise the value of our halls;
- The various types of possible basic setups can be visualised in 3D. This service gives organisers the chance to experience their options in a timeframe of just 15 minutes;
- Providing visual support to the construction and reconstruction of the convention centre. The RAI is always innovating in its halls, rooms and exterior spaces; VR allows us to see in advance what these changes will look like and test various alternatives among users.

Why AR?

AR is a technology in which a digital layer is projected onto an actual image of the environment. For example: you could use the camera of your phone to see your surroundings on a screen, onto which an application then projects 3D objects in a realistic position. General research shows that a prospect who has an AR experience with a product is 30% more likely to purchase it.

As we can use the technique to remove doubts, AR has major potential in the fields of e-commerce and the setup of events. We are currently developing the following services:

- Various packages with uniform stands can be projected in a space in actual size or to scale. This service allows us to answer questions such as 'Is my stand big enough?', or 'Do I want to change my furnishing or is standard my best choice?';
- Another option is providing AR at exhibitor stands so they can better utilise their own space. They could use an AR service to show potential customers products which are exhibited digitally instead of physically at the event. The RAI has already mapped various spaces in VR during 2018: Hall 1 (Europa Hall), Hall 4 (in the Amtrium) and Hall 5.



Composition of Supervisory Board and Executive Board

Supervisory Board

The Supervisory Board consists of five members. One position – for a member to be proposed by the City of Amsterdam – is currently unfilled.

Roelf de Boer (1949), *chair. Also chair of the Selection and Appointment Committee*

appointed 23 April 2015, first term of office until 23 April 2019. Chair since 24 April 2015

Male, Dutch national. Additional commissionerhips: chair of the Supervisory Board of De Beijer BV, chair of the Supervisory Board of Value 8 NV, chair of the Supervisory Board of Verbrugge Terminals BV. Owner of Rodrik Consultants BV.



John van der Steen (1954), *vice-chair. Also chair of the Audit Committee*

appointed 7 April 2011, second term of office until 7 April 2021, vice chair since 2014

Male, Dutch national. Additional commissionerhips: chair of the Supervisory Board of BinckBank NV, chair of the Supervisory Board of Princess Sportsgear & Traveller BV. Other functions: board member of the foundation Donateurs van het Koninklijk Concertgebouworkest, board member of Stadhold Insurances SA, board member of AEGON association. Owner of Ansteen Holding BV.



Annemarie Macnack-van Gaal (1962), *member of Audit Committee*

appointed 15 September 2015, first term of office until 15 September 2019

Female, Dutch national. Columnist for *De Telegraaf*. Additional commissionerhips: member of the Supervisory Board of Pathé Theatres BV, member of the Supervisory Board of Value8 NV. Additional functions: member of the Board of Governors of VNO-NCW, member of the Advisory Board of Dienst Uitvoering Onderwijs (DUO), board member of Start Foundation, member of the Committee of Recommendation for the foundation Het Vergeten Kind, ambassador for SOS Kinderdorpen.



Mariëlle de Macker (1967), *chair of the Remuneration Committee and member of the Selection and Appointment Committee*

appointed 17 March 2017, first term of office until 17 March 2021

Female, Dutch national. Other functions: board member of Talent to the Top foundation, advisory board member of Transformation Forums.



Executive Board

The statutory Executive Board consists of two people.

Paul Riemens, CEO

appointed 7 April 2016, first
term of office until April 2020

Male, Dutch national. Areas of expertise: finance, HR, ICT, legal, hospitality and venue. Additional functions: member of the Supervisory Board of Twynstra Gudde, chair of the Supervisory Board of St Jansdal Ziekenhuis, chair of Jumping Amsterdam, member of the advisory council of the Hoogvliegers foundation.



Maurits van der Sluis, COO

appointed 7 April 2016, first
term of office until April 2020

Male, Dutch national. Areas of expertise: marketing & digital, commercial, clients and operations. Additional functions: chair of The Leading Centers of Europe, treasurer of the Voorfinanciering- en Garantie Fonds foundation, vice-chair of Nederlandse Ski Vereniging, president of EMECA (European Major Exhibition Centre Association), board member of Stichting Vrienden Stadsarchief Amsterdam.



#02

Executive Board report

Events

1.8 MILLION VISITORS

RAI Amsterdam realised 405 events during 2018 (443 in 2017), which together attracted over 1.8 million visitors (1.6 million in 2017).

FROM INTERNATIONAL TRADE EXHIBITIONS TO ENTERTAINING STAGE SHOWS

A broad range of inspiring events took place for professionals and consumers alike.

SIX EVENTS ABROAD

The RAI also exports its own successful events to other continents. Six such events took place in 2018 (nine in 2017).

STIMULATING SUSTAINABLE DEVELOPMENT

When facilitating exhibitions, the RAI stimulates sustainable development, operating with a clear focus on our ecological and social environment. When organising events, we place an emphasis on sustainable content in order to stimulate eco-friendly innovation and contribute to the UN's Sustainable Development Goals.

facilitating and/or organising

Several categories of events can be distinguished based on the location where they took place and the role that RAI Amsterdam played:

- There were 388 events (421 in 2017) organised by third parties in the convention centre in Amsterdam – they jointly accounted for 1,294,000 visitors (1,124,000 in 2017) – for which RAI Amsterdam played a *facilitating* role.
- Eleven events (13 in 2017) were organised by the RAI itself in our convention centre in Amsterdam for which the RAI had an *organising and facilitating* role. These events welcomed around 421,000 visitors (375,000 in 2017).
- The remaining six events (nine in 2017) were organised by the RAI abroad and attracted around 109,000 visitors (126,000 in 2017); here, RAI Amsterdam only had an *organising* role.

Events

2018	In Amsterdam	Elsewhere	Total
Trade exhibitions	40	6	46
Consumer exhibitions	34		34
Conferences	45		45
Stage shows	18		18
Other	262		262
	399	6	405

Visitors

x 1.000

	In Amsterdam	Elsewhere	Total
Trade exhibitions	564	109	673
Consumer exhibitions	796		796
Conferences	231		231
Stage shows	21		21
Other	102		102
	1,715	109	1,824



Events in Amsterdam

The table below show a selection of events divided by type. The relevant websites provide more information about each event.

Trade exhibitions in RAI Amsterdam

in the RAI Amsterdam Convention Centre (selection)

Month	Title	sector / field of interest	website
Jan	Horecava 2018	Hospitality & catering	https://www.horecava.nl/
Jan	Wine Professional 2018	Wine	http://www.wine-professional.nl/
Jan	MODEFABRIEK 2018	Fashion	https://www.modefabriek.nl/en/
Feb	ISE 2018	Audiovisual systems	https://www.iseurope.org/
Mar	Intertraffic Amsterdam 2018	Mobility & traffic technology	https://www.intertraffic.com/
Apr	Building Holland 2018	Construction	https://www.buildingholland.nl/
Apr	In-cosmetics 2018	Cosmetics	https://www.in-cosmetics.com/visit/
May	Interclean Amsterdam 2018	Cleaning sector	https://www.intercleanshow.com/nl/
May	PLMA 2018	Production, private label	https://www.plmainternational.com/
Jun	Money 20/20 Europe 2018	Fintech	https://europe.money2020.com/money2020-europe-2019
Jun	PROVADA 2018	Real estate	https://www.provada.nl/
Jun	GreenTech 2018	Horticulture	https://www.greentech.nl/
Jun	World of Coffee 2018	Coffee production and consumption	https://www.worldofcoffee.org
Jul	MODEFABRIEK JULI 2018	Fashion	https://www.modefabriek.nl/en/
Sept	IBC 2018	Media, entertainment & technology	https://www.ibc.org/
Sept	Euro Attractions Show 2018	Entertainment parks	http://www.iaapa.org/expos/euro-attractions-show/home
Oct	Offshore Energy 2018	Energy	https://www.offshore-energy.biz/
Nov	METSTRADE 2018	Maritime equipment	https://www.metstrade.com/
Nov	Amsterdam Drone Week 2018	Drones/aviation	https://www.amsterdamdroneweek.com/

Horecava 2018

The 62nd edition of Horecava more than lived up to its theme 'Taste the Future'. No fewer than three-quarters of the visitors indicated that they found this edition more innovative than the last. The exhibition was full of new initiatives, including future trends in the Innovation & TrendLAB, multiple pop-up restaurants, new competitions and the extra 'Fast Casual on the Move' hall. The latter responded to changing consumer demands for convenience concepts and was visited by two-thirds of visitors. Three-quarters of the visitors indicated that they had come to the exhibition for new products, services and technologies. Horecava is now so large that a multi-day visit is recommended and twice as many visitors did so in 2018 as in previous events.

The following activities took place during Horecava 2018:

- Partnership with the Vegetarian Restaurant Week held annually in March. RAI Amsterdam called on visitors, chefs and hospitality entrepreneurs to participate and generate extra attention for vegetarian recipes;
- Partnership with Stichting Verantwoorde Voeding Basisonderwijs (foundation for healthy food in elementary schools): signatures were collected at the exhibition for a petition calling on the government to pay more attention to this subject. A press conference featuring a

parliamentarian and a university professor was also held at the exhibition;

- Innovation & TrendLAB: one of the themes was 'circularity'. A number of speakers at the seminar (including the writer and former politician Jan Terlouw) called for sustainable solutions. The lab itself hosted several circular companies and applications, including cradle-to-cradle work clothing, equipment for longer storage of prepared food, waste reduction (La Place took part here), worm hotels (biological decomposting solutions) and city greening (urban gardens for hospitality businesses);
- Advisory lab: a range of consultants provided businesses with ideas on sustainable solutions (energy, water, food waste, etc.);
- Innovation Award: the winner in the sustainable category was a new cleaning agent using natural minerals and no chemicals;
- Several sustainable pavilions could be found at the exhibition, including:
 - Veggie & fruit market: encouraging the use of vegetables;
 - From source to plate in NL: top chefs demonstrated the preparation of culinary dishes with local seasonal products from the region.

Intertraffic 2018

Intertraffic Amsterdam 2018, the world's leading trade event for infrastructure, traffic management, smart mobility, safety and parking, took place in March and attracted more than 32,000 visitors. A new component at the exhibition was ITSUP: start-ups play a significant role when it comes to innovation in the international smart mobility sector and this platform allowed them to present their ideas to a large group of companies and specialists from the sector. Forty-six start-ups were hosted on the stage in Amsterdam and an ITSUP was also held at Intertraffic China.

ITSUP, Intertraffic 2018



Interclean 2018

This exhibition took place in 13 halls and hosted more than 800 exhibitors, making it the most complete event in the field of professional cleaning. Professionals came to Amsterdam to find products that deploy the latest developments in technology and innovation. In addition, there were extensive, industry-specific seminars on multiple stages, sub-events, and demonstrations of products and specialised cleaning skills. The Interclean Amsterdam Innovation Award was also presented.

Anatomy of the waste bin

ZeroWaste Foundation developed a concept for Interclean in which companies are taken on an 'expedition' in their transition to a circular way of production. The keywords in this concept were awareness-raising, knowledge development and behavioural change. The 'anatomy of the waste bin' was an immediately successful concept from the start (see below). The expedition to zero waste focused on four interrelated topics: people, logistics, technology and raw materials. Processes and behaviour were examined, goals set and concrete measures formulated for each topic.

Anatomy of a rubbish bag

The zero-waste expedition started with an interactive workshop where a waste bin or container with a normal, representative amount of safe industrial waste was analysed. The options for sorting valuable raw materials from residual waste were discussed at length. 'Anatomy of the waste bin' is a stepping stone for a follow-up process within companies studying habitual behaviour, goals and approach towards a zero-waste situation and value creation.

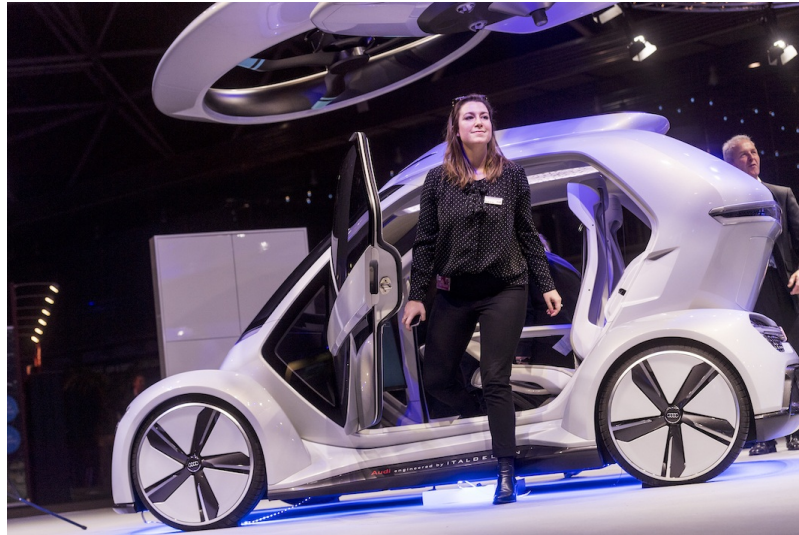
ISE

The RAI had to prepare its maximum capacity for Integrated Systems Europe (ISE), the world's largest audio-visual equipment trade exhibition. An additional 9,000 m² of exhibition space in the form of temporary pavilions were added to the area in front of the building and a further 2,650 m² to the conference square. Moreover, the conference had 15 halls at its disposal.

In July 2018 ISE announced that it would remain in RAI Amsterdam in 2019 and 2020 and move to another European city in 2021 to accommodate its explosive growth. The organisers made the following statement: "The RAI and Amsterdam have offered us a fantastic stage and been wonderful partners who have made a real contribution to the success of the exhibition. Unfortunately, the increasing demands to join as exhibitors and the ongoing increase in visitor numbers, combined with the limitations in available floor space, made us realise that, despite all our efforts, the event could not continue to grow while remaining in the RAI." While regretting ISE's decision, the RAI understands its reasoning and is pleased that ISE can continue to grow. We built a very successful event together over the past 15 years and will ensure that the remaining editions in RAI Amsterdam in 2019 and 2020 are events to remember.

Successful introduction: Amsterdam Drone Week

Professionals from 28 European countries involved in drone-related technology, applications and regulations came together during Amsterdam Drone Week in November. This new event was developed by RAI Amsterdam in collaboration with the European Aviation Safety Agency (EASA), with the Dutch Ministry of Infrastructure and Water Management as a partner. It responded to a need for clear regulations requested by sectors such as defence, police, healthcare, logistics and transport as a prerequisite for using new drone applications. In fact, the first European regulations for unmanned aircraft are expected to arrive in 2019. The drone industry is developing very quickly and Amsterdam Drone Week facilitated discussions, innovations and connections among the relevant stakeholders.



Consumer events in RAI Amsterdam

in the RAI Amsterdam Convention Centre (selection)

Month	Title	sector / field of interest	website
Feb	Huishoudbeurs 2018	Home & living	https://www.huishoudbeurs.nl/
Feb	Nine Months Fair 2018	Pregnancy & children	https://www.negenmaandenbeurs.nl/
Mar	HISWA Amsterdam Boat Show 2018	Watersports	https://www.hiswarai.nl/
Apr	International Amsterdam Motor Show 2018	Cars	https://www.amsterdammotorshow.com/
Apr	KunstRAI 2018	Art	http://www.kunstrai.nl/
Apr	Kingsland Festival 2018	Festival	https://kingslandfestival.nl/
Sept	Comic Con Europe 2018	Comics-related entertainment	http://www.comiccon-europe.com/nl/amsterdam/
Oct	In de Wolken Festival 2018	Parents & children	https://www.indewolkenfestival.nl/2018/
Oct	vt wonen&design beurs 2018	Living, interior & design	https://www.vtwonen.nl/wonen-design-beurs/
Oct	Martin Garrix Concert	Concert	https://martingarrix.com/
Nov	Pan Amsterdam 2018	Art	http://www.pan.nl/
Dec	Masters of LXRY 2018	Luxury products	https://lxry.nl/
Dec	Hond 2018	Dogs/pets	https://hond-event.nl/
Dec	Valhalla 2018	Festival	https://www.valhallafestival.nl/
Dec	Amsterdam Winterparadijs	Christmas event	https://www.hetamsterdamsewinterparadijs.nl/

More sustainable new products at the Huishoudbeurs and Negenmaandenbeurs

The Huishoudbeurs and the associated Negenmaandenbeurs, which took place in RAI Amsterdam in February, offered lots of interesting news for consumers in terms of sustainability. There was plenty to see and do, from bamboo diapers to natural deodorants, from a vegetables plaza to fashion with a story. Waste was taboo: leftover products were collected and donated via the Zending over Grenzen charity as the many visitors to both exhibitions jointly made a contribution to a cleaner environment.

The exhibition organisers have been working together with the Stibat foundation since 2012 to encourage visitors to bring in their used batteries during the exhibition. A total of 650,000 batteries have been recycled in this way over the last four editions of Huishoudbeurs.

A Huishoudbeurs app available for download from Google Play and the Apple Store provided all the information required for a fun day at the show, such as the programme and a map. In addition, visitors could activate a virtual scratch card every week until the start of the exhibition to have a chance to win gifts. Users who switched on push notifications were automatically reminded of this every week.

Parents want the very best for their child – and it is natural to wish one’s children to grow up in a clean and healthy world. This is why the Negenmaandenbeurs also featured many sustainable products, brought together at the Puur Baby Plaza.

Huishoudbeurs 2018



More visitors and high willingness to buy at HISWA 2018

The water sports season started with the new HISWA Amsterdam Boat Show in March 2018. Around 37,500 visitors, seven per cent more than for the previous edition, came to find information on the latest news, try things out and make purchases. A poll among exhibitors showed that lots of sales were made. The Funsports Xperience, which was twice as large this year as last year, was also a hit. Eighty per cent of visitors were enthusiastic about the new course plotted by HISWA.

Masters of LXRY

For the first time in the history of the RAI, a Michelin-star restaurant was opened on the exhibition floor: M21. Ten elite chefs – together accounting for 21 Michelin stars! – cooked for visitors to the Masters of LXRY over four evenings.

Conferences

in the RAI Amsterdam Convention Centre (selection)

Month	Title	sector / field of interest	website
Jun	Annual European Congress of Rheumatology - EULAR 2018	Rheumatology /health care	https://www.congress.eular.org/
Jun	EUOPERIO 9	Periodontology/health care	https://www.efp.org/europerio/
Jul	22nd International AIDS Conference (AIDS 2018)	AIDS/health care	https://www.aids2018.org/
Aug	World Dog Show 2018	Dogs/pets	https://wds2018.com/nl/
Sept	ECI	Immunology/health care	https://www.eci2018.org/home/

AIDS 2018

AIDS 2018, the 22nd edition of the world's largest conference in the field of health, took place in the RAI in July. Scientists, policy makers, activists and politicians all came to Amsterdam to talk about ways to curb the global AIDS epidemic.

Eighteen thousand visitors to the conference, including doctors, researchers, activists and HIV patients from 180 countries were received in the RAI. Tens of thousands of visitors came for the Global Village, 35,000 nights in hotel rooms were booked and 500 sessions, workshops and activities were held accompanied by 800 volunteers, prominent speakers and international ambassadors. A number of side events took place in Amsterdam, there was a major publicity campaign in the city, and around 800 journalists from the Netherlands and abroad were present at Schiphol. Luminaries such as Prince Harry, Charlize Theron, Princess Mabel, Bill Clinton and Elton John all participated in AIDS 2018.

AIDS Conference 2018



Stage shows

events in the RAI Theatre in the RAI Amsterdam Convention Centre (selection)

Month	Title
Apr	Chippendales! Best.Night.Ever Tour
Jun	Dan & Phil
Jul	Lucia Marthas Institute for Performing Arts final performances 2018
Jul	Markiplier
Sept	Trailer Park Boys
Oct	Michael Jackson - THRILLER LIVE
Oct	Jacksepticeye
Dec	Concert Ebi

After 15 years, the Musical Awards Gala is back in the RAI Theatre

It had been agreed in 2018 that the 18th edition of the Musical Awards Gala would take place in the RAI Theatre on Wednesday 23 January 2019. The prestigious awards for the greatest musical stars and best productions in the Netherlands were handed out during this impressive live show.

Other events in Amsterdam

In addition to the abovementioned categories, a range of other events took place in the RAI Amsterdam Convention Centre.

Jumping Amsterdam

The 59th edition of Jumping Amsterdam was held in January 2018. The event was a huge success, with several completely sold-out components. To accommodate this interest, an extra hall was used for the event in 2019. The area accommodating the general public and stands was expanded by 4,000 m², while the promo village grew by 700 m². This ensured a more varied selection of stands for our visitors, ranging from equestrian sports to jewellery and from the latest horse transportation vehicles to bridal fashion. The increase in the capacity of the spectator gallery made it possible for us to host more visitors. The programme was also adjusted, among other things due to the return of the Show Jumping World Championships.

Amsterdam Sports Gala

The gala celebrating elite sports in Amsterdam took place in December. The Fannies were awarded to the best sportswoman, sportsman, talent, coach and sports team in Amsterdam, respectively, in the RAI's Ballroom. The association with the widest range of sports on offer for the disabled and chronically ill also received the Amsterdam Plum.

DNA Gala

The second DNA Gala was held in honour of the 105th anniversary of the Antoni van Leeuwenhoek hospital. This grand event for 1,000 guests aimed to raise funds for research into immunotherapy.

During the evening, guests were treated to a dinner interspersed with performances by various famous artists. There was also an exclusive auction, as well as a draw. The event was followed by an exclusive after-party. The gala ultimately raised a whopping €919,530 – one of the highest results ever seen for a benefit gala.

DNA Gala



InnovationLAB

Innovation is usually given as one of the top 3 most important reasons for visiting an exhibition. In response, in 2015 RAI Amsterdam created the InnovationLAB, a place where ideas, innovations and news take concrete shape on the exhibition floor and online. RAI Amsterdam's InnovationLAB is a collaboration with external partners TNO, 3TU Federatie and Accenture Innovation Awards.

The rich and diverse platform provided by the InnovationLAB encourages exhibitors to make their innovations more visible at RAI Amsterdam shows. In addition, the InnovationLAB provides knowledge centres, research institutes and innovation partners with a platform to bring their new ideas to the market and enrich RAI Amsterdam's exhibitions. The InnovationLAB is a platform where visitors see and experience innovations in their market online and in person. Moreover, it enables the exhibition medium to stand out and profile itself in this crucial field. The RAI gives sustainability a prominent place in the InnovationLAB so that sectors and markets are encouraged to work and innovate sustainably.

How do the RAI's own events stimulate the sustainable growth and development of people, markets and the environment?

RAI Amsterdam strives to see all our own events linked to the UN's Sustainable Development Goals. By putting the social challenges linked to the relevant sector/community on the agenda of every exhibition, we stimulate the sustainable growth of people, markets and the environment.

Contribution to the Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) were formulated to help end poverty, inequality and climate change by 2030.

The RAI's business operations contribute especially to the six Sustainable Development Goals shown in the table in the [Strategy paragraph](#). Moreover, the RAI's own events make their own contributions to specific SDGs depending on the sector in which they are active.

Aquatech China

Water is already a problem in many places in the world, and things are getting worse. Sometimes there is too little of it, at other times too much, and sometimes water is contaminated and cannot be used. Aquatech Global Events are a series of trade exhibitions organised in Amsterdam, China and Mexico where the global water industry comes together to jointly address these problems. The exhibition programme offers a complete overview of the latest developments in the fields of drinking, waste and process water. Aquatech focuses on professionals working in all areas of the water industry and brings policymakers, specialists, scientists, the business community and other stakeholders together.

Aquatech China is a part of Aquatech Global Events. The Asian exhibition programme also offers a comprehensive overview of the latest developments in the field of water treatment, transport & storage, process control & automation and point of use. The latest exhibition in China attracted 80,000 visitors, with more than 1,200 exhibitors participating.

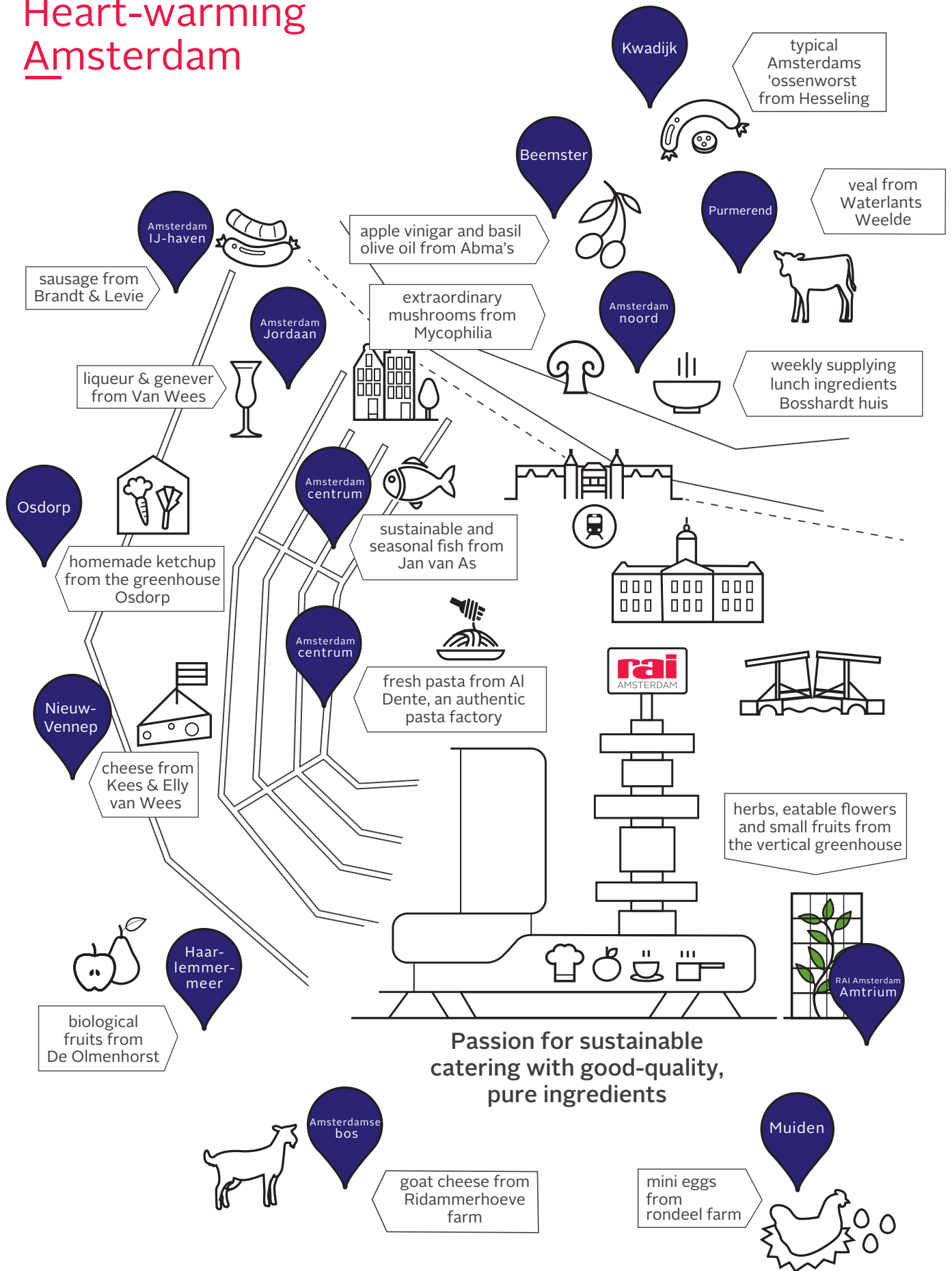
Events abroad

The RAI organises several of its hallmark trade exhibitions from Amsterdam in local versions abroad as well.

RAI events abroad

Exhibition title	Visitors
Aquatech China	80,000
Aquatech Mexico	5,844
IBEX	4,300
Intertraffic China	3,830
Intertraffic Mexico	3,302
WaterEx Beijing	12,000
total	109,276

Heart-warming Amsterdam



Services

ORGANISER, EXHIBITOR & VISITOR SERVICES

RAI Amsterdam offers dedicated services to clients and visitors before, during and after events. Based on its many years of experience, the RAI is able to meet the most wide-ranging demands.

FOOD & BEVERAGE

Various restaurants & catering points and a wide range of options for catering on the exhibition floor guarantee a good time at the RAI. The RAI's culinary team is innovative and committed to using local and sustainable products and methods.

HOTEL INTERMEDIARY

By playing an intermediary role in the hotel bookings field, the RAI ensures capacity and availability during large-scale events.

EVENT INDUSTRY HACKATHON

In October, RAI Amsterdam organised the first Event Industry Hackathon with 50 international hackers.

Organiser Services

know-how and services that
make events run smoothly

RAI Amsterdam offers know-how and various services to ensure that organisers' events go as smoothly as possible. Our specialists provide advice and support to organisers on preparing an event or setting up the exhibition floor. Expertise and networking are deployed to ensure that the opportunities provided by the Netherlands, the city of Amsterdam and RAI Amsterdam as a convention centre are used to the fullest for the success of the event. Solutions are also offered in the field of IT, registration, logistics, audio-visual and media. Our staff work closely with clients to look at ways to achieve the highest possible return on investment.

Exhibitor Services

broad range of services for
exhibitors before, during and
after exhibitions

RAI Amsterdam Exhibitor Services supports exhibitors in their preparations to make their event participation a success. Exhibitors can order products and services for their stands via a special webshop, including uniform stand constructions, host services, furniture, catering, flowers & plants, telecommunication & ICT facilities, parking tickets and stand cleaning. There are contracts in place with preferred suppliers for uniform stands, and the webshop offers a range of sustainable choices and alternatives.

The first Event Industry Hackathon

In October, RAI Amsterdam organised an event which invited 50 hackers, divided across eight teams, to find solutions for four challenges related to the events sector in 24 hours. The day saw the most pressing questions in the field of sustainability, matchmaking, experiences and event management solved by experts, scientists, students and professionals from a range of different disciplines. Each challenge was hacked by two teams and the solutions pitched to the jury. The solutions and ideas will be shared within the Dutch and international events sector.

impression of the Event
Industry Hackathon



knowledge sharing focused on
increasing returns for
exhibitors

RAI Insights #2: The customer journey for exhibitors

How can companies ensure they get the most out of their participation in an exhibition? RAI Amsterdam has examined the exhibitor customer journey and provided tips for every phase in the second edition of our RAI Insights report. Exhibitors can use the knowledge it provides to enhance the impact of their brand during trade shows or other events, while organisers will find ways to provide even better support for their exhibitors.

The report describes the following five phases of an exhibitor's customer journey:

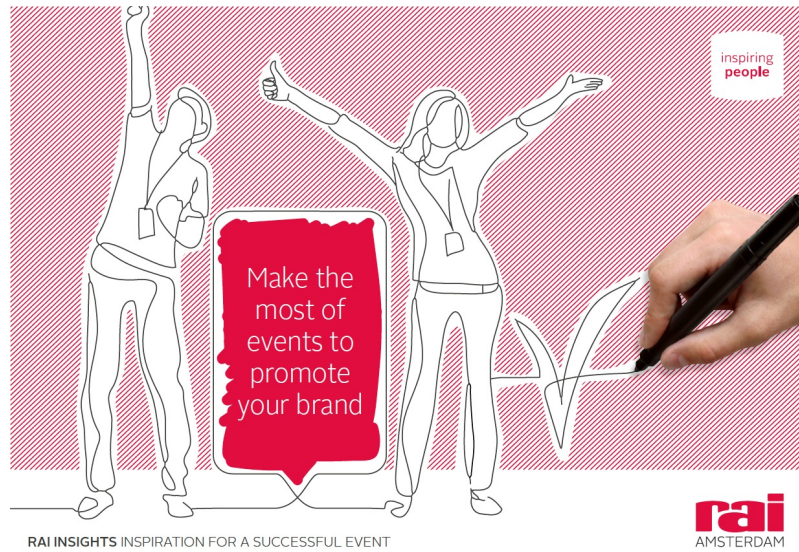
- Orientation: deciding whether to exhibit in an event, with which objectives and how;
- Preparation: from exhibiting concept to invitations;
- Leading up to the exhibition: physical transportation and build-up;
- During the exhibition: physical and digital encounters;
- After the exhibition: a proper follow-up of contacts and measurement of results.

The report contains specific tips for exhibitors in each phase.

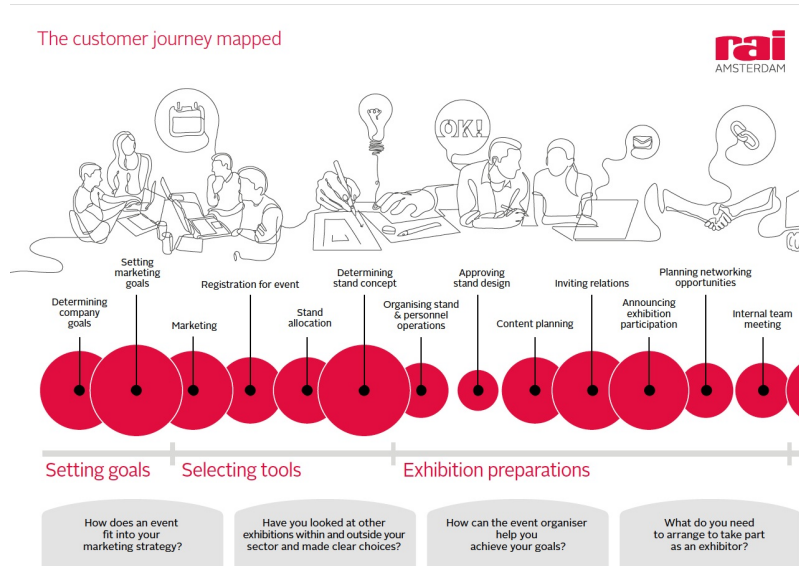
Every year, RAI Amsterdam examines a theme and places it at the core of the annual RAI Insights report. The reports published over the period 2017-2019 formed a customer journey trilogy. In 2017, the focus was on the customer journey of event visitors while the 2018 edition looked at

exhibitors and the 2019 edition analysed organisers. With this expertise, RAI Amsterdam aims to contribute to the further professionalisation of the event sector for and by all the stakeholders involved.

cover of the RAI insights report



impression: phase of the customer journey



Visitor Services

focus on the visitor experience

RAI Amsterdam offers services to visitors to optimise their experience. We arrange hotel accommodation and transport, parking, a courtesy lounge (help desk, work and meeting places, etc.) and visitor catering.

Food & beverage

food & beverages: self-catered
or in partnership with third
parties

The delivery of food & beverages is an important component of every event. RAI Amsterdam organises this independently or in cooperation with external specialists, and supervises the quality and realisation in all cases.

catering



food & beverage concept



Five convention restaurants, two permanent restaurants

The RAI Amsterdam Convention Centre has five restaurants: the Grand Café, First Floor Restaurant, Holland Restaurant, Café Amsterdam and the Amtrium restaurant. They are opened as required when an event or conference are taking place. There are another two restaurants in the convention centre which are operated by third parties: THE ROAST ROOM and Strandzuid. In addition to the restaurants, various catering points in each complex are operated during exhibitions and conferences by cafés and eateries such as La Place, Sunday's and Sushi Time.

Basement Chefs

The RAI's culinary team is called the Basement Chefs and works in the nexus of underground corridors and cellars where our kitchens are located. From gala dinner to catering for a conference or exhibition, the RAI can offer the logistical capacity as well as the flexibility to turn any event into a gastronomic success. There are sometimes more than a hundred cooks active in our kitchen during large events.

Heartwarming Amsterdam

The 'Heart-warming Amsterdam' concept we deploy in our kitchens showcases a deliberate choice to work with regional products and remove vulnerable ingredients from the range. Products used have an added value for the region or society at large. Care farms for outings or education, small local farms, urban greenhouses and dairy farms in the region are seen both as suppliers and a key source of inspiration.

This supports vulnerable products in our urban region while enabling RAI Amsterdam to offer people a chance to enjoy distinctive products grown in the region and dependent on the season. In addition, keeping the route and distance between production and consumption as short as possible helps reduce our CO₂ emissions.

In the spotlight: Warm lunch at the Bosshardt house

Since June 2018 the Basement Chefs have provided the ingredients for a weekly warm lunch for 50 guests at the Salvation Army's Bosshardt house in Amsterdam Noord. The house serves a free lunch every Thursday to give people who are lonely, elderly or have special needs a place at the table. This initiative has seen the RAI offer a fine second destination for quality products from our kitchens.

Sustainable alternative

At RAI Amsterdam we find it very important to add a sustainable alternative to each product group and, where possible, provide sustainable products as standard. The range of sustainable alternatives covers everything from furniture, carpeting, lighting, plants and modular stand construction to food & beverages. The catering on the exhibition floor is particularly important to visitors. It is not realised entirely by RAI Amsterdam itself, with a part being provided by sub-contractors. In addition to innovating in our own kitchens, RAI Amsterdam has therefore entered a dialogue with these suppliers on ways to boost their level of sustainability. Whenever possible, all concession holders now include an organic product in their range as standard at all events in which they are active.

In the spotlight: Sustainable chefs' whites

New chefs' uniforms were introduced during Horecava 2019, made of a unique fabric that is designed to be reused. Instead of being thrown away, old work clothes are reworked as raw material into new ones. The new line of chefs' whites was designed by Persu and developed by Dutch-awareness, a textile company active in the transition from a linear to a circular economy in the field of clothing.



Gold level of the EPCAS Food Waste Initiative

In September 2018, RAI Amsterdam was awarded the Gold level of the EPCAS Food Waste Initiative for the many activities it undertakes to counteract food waste, such as:

- Participating in a study by Wastewatchers to monitor what is left over from ordered lunch items so as to learn more and adjust our range if possible;
- Whenever an organiser is open to the idea we can gradually change our catering offer so that there are less leftovers. For instance, The Basement Chefs created a street food assortment during a large private event and during Money20/20;
- Our Visitor Catering department developed a sustainable food box as a way to prevent waste by giving people the option of taking their food or leftovers with them;
- The Basement Chefs also have a partnership with In-Stock, which purchases leftover items from supermarkets for use in the RAI;
- RAI Amsterdam regularly donates products to the Food Bank;
- Every Thursday, the RAI offers a free three-course lunch for the Salvation Army in Amsterdam-Noord, where dishes are compiled from a residual stream of event catering in the RAI for around 50 people at a time. These are prepared meals left over at the RAI which cannot go to the Food Bank. This creates a new social purpose for leftover food, which naturally meets strict standards of food quality;
- Biodegradable food waste remaining at the RAI goes into a swill tank and is converted into biogas. This biogas is later returned to the RAI in the form of generated power;
- The production of RAI Ketchup: the Basement Chefs were contacted a few years ago by a tomato grower asking if they could find a new destination for tomatoes left over at the La Place restaurant chain, which was in dire straits at the time. This was the beginning of a new product line, and some 2,500 litres of ketchup have been produced since then.

Hotel Services

meeting the demands of
international organisers

The ability to attract large international events to Amsterdam is strongly dependent on the availability of sufficient hotel rooms at attractive prices. The increase in the number of rooms available in recent years to 40,000, along with close partnerships with hotels and Amsterdam Airport Schiphol, is making it easier for RAI Amsterdam to meet this requirement from international organisers.

intermediary for more than
174,500 hotel nights

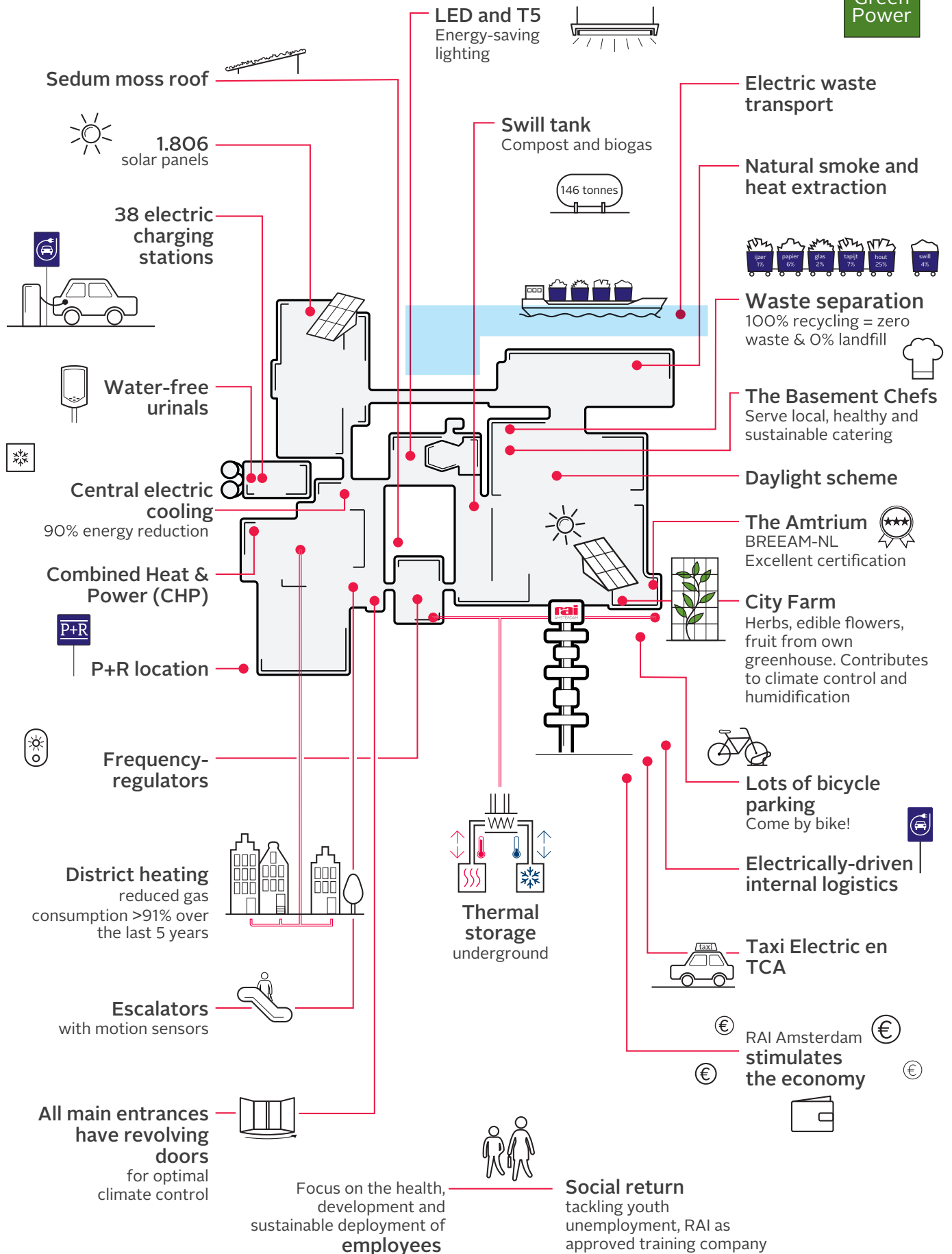
RAI Hotel Services is the largest accommodation intermediary in Amsterdam and the surrounding region, mainly booking hotel reservations for visitors to international events. In 2018, over 36,600 reservations were processed, comprising more than 174,500 overnight stays (in 2017 this number was 141,500). The RAI's Hotel Services website provides information on the hotels' sustainability labels, permitting this criterion to be highlighted during the selection and booking.

'I Amsterdam Approved'
quality label

RAI Hotel Services only works with hotels that have the 'I Amsterdam approved' quality label. This label is granted by Amsterdam&partners (formerly Amsterdam Marketing) to hotels that meet certain standards and agree to reserve available rooms at a fixed rate for organisers, visitors and exhibitors during large city-wide events.

Sustainable venue

100% Green Power



Facilities

RAI Amsterdam Convention Centre

The year 2018 proved once again that the RAI Amsterdam Convention Centre is 'built for purpose'. The venue hosted an exceptional number of events and functioned entirely as expected.

Sustainability is a major starting point in the development of the convention centre. Every year, the RAI continues to invest in increasing the sustainability of its buildings, products and services.

RAI Amsterdam Convention Centre facilities

The table below shows the facilities the convention centre has to offer.

RAI Amsterdam Convention Centre facilities

Properties	Facilities
Total surface area	112.600 m ²
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	Named Amsterdam RAI, directly adjacent to the 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.

the 23 hectares of the RAI



RAI Amsterdam Convention Centre with the Europa Hall in the foreground



Expansions & renovations completed in 2018

Despite having such a busy year, the RAI still found time to renovate, innovate and invest in the sustainability and quality of the venue. The renovations included:

Forum Complex renovated

individual halls can be linked

Rooms E103 to E108 in the Forum Complex were renovated in various stages. The placing of five sliding walls means the rooms can be used individually or be interconnected to form one or more large halls. The high rooms were equipped with a full-glass facade which can be darkened with black-out or shading screens.

new rooms in the Forum
Complex



completed in October 2018

Room E101 in the Forum Complex was also renovated. Two previous spaces were combined into one large location with direct access to the technical area and interpreter booths of the Forumzaal. Although the room does not have natural light, the installation of a unique daylight system in the ceiling makes it a comfortable space.

Park Foyer renovated

completed in August 2018

The renovated Park Foyer now has an open and multifunctional character. The extra passages (7 metres wide) to Hall 8 and a movable wall between the Park Foyer and the public area on the first floor allow the space to be used as an expansion of the hall capacity and for presentations and dinners. This gives the RAI 6,000 m² of extra space for events.

Park Foyer



completed in September 2018

Catering points Hall 1 renovated

The permanent catering points in Hall 1 were renovated to provide sufficient comfortable seating and a varied choice of places for networking or moments of rest during a visit to the RAI. The catering points offer visitors a wide-ranging menu from sandwiches and healthy smoothies to freshly made pizza.

catering points

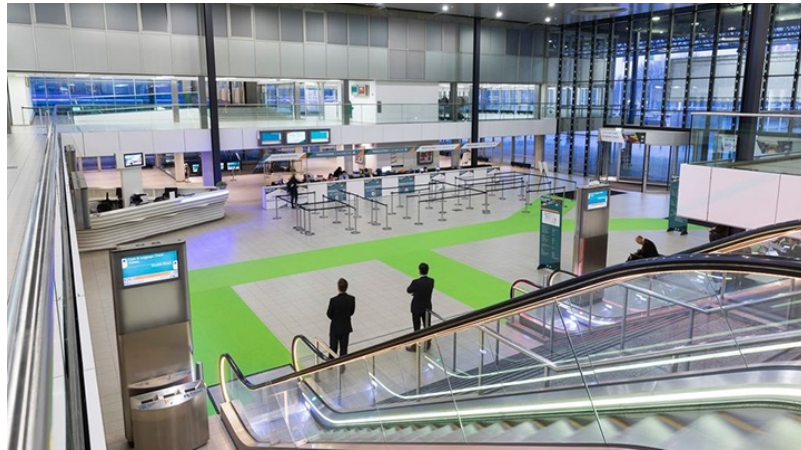


Stairwell entrance C expanded

completed in October 2018

To ensure a safe environment for our visitors in the future, an extra stairwell next to the existing stairwell and escalator was added at entrance C. The stairs improve the flow of visitors toward Halls 10, 11 and 12 and allow us to perform quick entrance checks on the ground floor.

entrance C



New air-conditioning units in Hall 5

The air-conditioning units in Hall 5 were completely renewed. The old units had energy label C while the new ones come with energy label A. The expected reduction in energy consumption is over 30%.

Traffic, accessibility and parking

Parking spaces

4,000 parking spaces

The RAI has 4,000 parking spaces on its premises, strengthening our position by increasing customer satisfaction, stimulating smooth traffic flows and reducing any nuisance to the neighbourhood.

The concept of registration-based payment for parking reduces the use of physical tickets. It has already decreased the number of tickets by 50% and stimulates the flow at peak times, which in turn reduces the traffic on surrounding streets.

The parking rate principle was changed in the reporting year. Previously, the RAI used day rates, calculating a full day even when visitors parked for a much shorter time. In 2018, we switched to hourly rates which resulted in improved customer satisfaction. Partly due to the growing number of visitors, the total parking profits increased by 14% to € 6.5 million.

North/South Line

opening of new metro line

The North/South Line is a new underground section of the Amsterdam subway system that was opened in 2018. It runs from Amsterdam Zuid station (walking distance from the RAI), via the new metro station Europaplein right by the entrance of the RAI, to the centre of Amsterdam, underneath the IJ waterway and on to Amsterdam North. The connection brings RAI visitors from the convention centre to the city centre or central rail station in under ten minutes. It also runs very frequently.

Metro station Europaplein
opened in 2018



P+R location RAI contributes
to more accessible city centre

P+R parking

RAI Amsterdam is a designated P+R location for the municipality of Amsterdam. On days when there is little or no event-related traffic, drivers can park their cars in the garages on the RAI's premises, reducing traffic in the city centre. The RAI welcomed its 100,000th P+R user in 2017, and in late 2018 the total was over 221,000 vehicles. In the reporting year, more than 73,500 cars used our P+R services.

The opening of the North/South Line has further increased the popularity of the RAI P+R location. The door-to-door travel time via the parking facilities of the RAI and public transport to many parts of the city centre is now shorter than by car. The P+R route via RAI Amsterdam also offers time benefits compared to driving to city centre destinations by car. From January to July, the average number of vehicles was 4,200. From August (the North/South Line opened in July) this figure more

than doubled to 8,800 vehicles a month. Although P+R parking is not available daily due to events, these 8,800 vehicles a month over a 30-day average translate into 300 fewer cars a day parking in the city centre.

December was the busiest month with 12,100 P+R users. We expect the flow will further increase in 2019 as the option becomes known as an effective and sustainable alternative for reaching the city.

Mobility actions, reducing excessive traffic

Watch the video on mobility on and around the RAI premises



RAI Amsterdam deploys various measures to reduce periods of excessive car traffic around the complex:

- Proactively stimulating the use of public transport. RAI Amsterdam offers clients alternative transport to driving. Deals that combine tickets to exhibitions and transport, offered in partnership with the public transport companies NS and GVB, are both convenient and cheaper for visitors;
- Use of neighbourhood traffic controllers on busy days;
- Partnerships with NS, GVB and Taxicentrale Amsterdam (TCA);
- Facilitating electric transport: RAI Amsterdam now has 38 charging stations for electric cars;
- During exhibitions for which busy build-up and/or breakdown periods are expected, external premises in Westpoort (outside the Amsterdam ring-road) are used as a buffer zone. Incoming traffic is directed to this area, where the vehicles are registered and then invited to drive through to RAI Amsterdam in an orderly fashion. This significantly reduces lorry traffic around the RAI. The buffer facilities can accommodate 90 trucks;
- Using the boat services of Mokum Maritiem to transport waste over the canals as an environmentally friendly alternative to trucks. This decreases road use, reduces transport movements around the RAI and lowers air and noise pollution in the city centre. The barge sails twice a week and when full, each trip – including the return cargo – eliminates 10 to 12 trips by lorry.

Other ways that we improved mobility in and around the RAI during 2018 include:

- Making a logistical plan within the framework of which we performed various pilots and developed a long-term vision;
- Creating and using a permanent buffer zone in Westpoort to prevent vehicles searching for parking around the RAI and enable a smooth traffic flow;
- Carrying out a pilot project at METSTRADE for the further development of sustainable exhibition logistics together with our logistics partner. During the build-up and breakdown of METSTRADE, the world's largest trade exhibition for the international leisure marine industry, DB Schenker offered exhibitors the option of delivering goods to a transshipment facility outside of Amsterdam. The goods were then grouped and transported to and from the RAI in an eco-friendly Scania LNG truck where they were unloaded with electric forklifts;
- Researching innovations and new types of logistics that might reduce pressure on the neighbourhood;
- Testing the exclusive use of electric taxis at a (small-scale) event. Non-electric taxis were banned on the annual Dutch 'Sustainability Day';
- Opening a separate queue ('fast lane') for electric taxis at various large events. This stimulated the switch to electric transport as the electric vehicles were able to reach visitors more quickly. The experimental stage with the fast lane was completed in 2018 and we have decided that all major events (which involve taxi queues) will have a fast lane in 2019;
- Performing tests with three electric forklifts. While these worked well technically, the balance between autonomy, charging capacity and logistics still requires some attention. In 2019 we will decide whether to make electric forklifts compulsory or stimulate their use in some other way;
- Tests on washing cars without water, offering people who are disadvantaged in the labour market with an opportunity to gain experience within the RAI organisation;
- Increasing the number of bicycles at the RAI within the Hello Bikes share programme;
- GBC Zuidas signed the Green Deal Zero Emission Urban Logistics agreement during the annual CEO breakfast of its Green Business Club, with the 25 CEOs present underlining their support for the deal. This will ensure that GBC Zuidas and its participants contribute to the ambition of the Amsterdam Economic Board to make urban logistics in the Amsterdam Metropolitan Region emission-free by 2025;
- Working on the development of a Mobility Portal to coordinate the mobility on and around the RAI premises. We expect to perform the first tests with this application during 2019.

Public transport deals

The RAI stimulates the use of public transport via special deals. These allow us to limit the busyness around the RAI during large events as much as possible and reduce CO2 emissions.

Public transport deals

Percentage of visitors using public transport deals compared to total number of visitors

Number of visitors	Current edition	Edition -1 (previous)	Edition -2 (second to last)
Huishoudbeurs	6%	5%	5%
HISWA	4%	5%	9%
Horecava	16%	19%	23%
METS	40%	41%	39%
Intertraffic	30%	31%	19%
Interclean	26%	29%	14%
GreenTech	25%	35%	13%
Total	21%	24%	17%

Marketing, Digital & Information and communication technology

high-value Marketing and IT

High-value Marketing & IT facilities are an increasingly important factor for the success of an event and sound business operations. The rapid growth of virtual applications on and around the exhibition floor requires constant attention, as does the need for exhibitors, visitors and RAI staff to be connected 24/7. RAI Amsterdam therefore prioritises the renewal and further development of its Marketing & IT services and service provision, with an emphasis on data, marketing automation, connectivity and indoor navigation.

One of the RAI's activities in this framework in 2018 was redefining our IT architecture to work from a 360-degree customer perspective (customer-centric databases). We also worked on the company-wide implementation of a new CRM system which is expected to go live in the first quarter of 2019. In addition, we've improved the wayfinding and achieved good results with beacons that help determine position on the exhibition floor and communicate with visitors' smartphones via a dedicated app. The processes related to the webshop for exhibitors have been optimised and tested during METSTRADE and our webcare was further professionalised to perform faster and reach more of the community. We've performed tests with a live chat on RAI.nl to gain more experience in this field. In addition, we developed a white label app with functionalities that will be applied to the RAI's own events and made available to organisers/third parties as well. Finally, we've taken steps in the field of virtual and augmented reality, as you can read below.

The European privacy legislation (AVG/GDPR) was implemented on 25 May. This was preceded by an internal communication and awareness programme.

Safety & Security

broad policy area, major investments in reporting year

Safety & Security is a broad policy area. Cyber-crime, fraud and terrorism have become increasingly complex over recent years, with new threats that cannot be resolved by organisations alone. A combined and integrated approach with the police, justice department and defence together with government institutions and companies is required.

Several years ago, the RAI's focus was mainly on the safety and security of the building. Due to various recent events in Europe, however, our awareness has increased to other areas. As many people come together in the RAI, we have changed our policy to work more closely with public bodies and establish security agreements with the police, emergency services and the control room, the district council, companies in the surrounding Zuidas region, public transport and the Mayor of Amsterdam's advisory team.

Several examples of activities in 2018 aimed to further improve safety & security include:

- Fire safety: we moved forward with and partly realised various planned investments. This includes extending the fire alarm system to all halls and replacing 50% of the fire alarm centres, placing extra emergency stairs, installing extra emergency doors and taking various actions to optimise the compartmentalisation. In 2019 the RAI will go through the inspection and certification stage of various elements, such as the smoke & heat ventilation, fire alarm systems and the automatic evacuation system;
- Safety & Security documentation: the factual reporting of action and check lists at all stages of events has been further improved;
- We have established and taken the necessary integrated mitigating measures for 17 identified threats in this area. The Safety & Security policy will be developed further based on these threats;
- Cameras help monitor the premises and software helps us recognise people. Should something happen in the RAI, we can share information quickly with other parties such as the police, public transport and Schiphol;
- Within the Safety & Security field we have made a distinction between policy & development and operations. This means there are now two departments working on safety, each with its own responsibilities.

Sustainable use of natural resources

responsible use of energy

Energy consumption and CO₂ emissions

The total energy consumption of the convention centre increased to 141 TJ (terajoule) from 134 TJ in 2017. This represents an increase of 5%, caused by the growing number of activities at the RAI. To compare: in 2018 there were 20% more visitors in the RAI than in the previous year.

To a certain degree we cannot directly influence total consumption as the RAI supplies the power our customers request. What we can do is ensure that we help our organisers and exhibitors in the most sustainable way possible. The following measures reduced our energy consumption in 2018:

- Since 2014 we have gradually been switching from gas absorption machines to electric cooling for the cooling of our buildings. The RAI no longer needs natural gas for cooling purposes, making the process at least eight times as efficient as before;
- We offer customers a sustainable and energy-efficient range of products such as LED lighting, and tackle unnecessary consumption with smart meters and presence sensors. We also offer day and night connections, which means that stands no longer need to be powered continuously: the electricity is switched off in the evening after the exhibition closes, except for exhibitors who have specifically ordered night power. This saves a great deal of unnecessary standby consumption at stands, which is beneficial for the environment and cost effective for exhibitors;
- In 2018 the RAI commissioned an external energy audit, designed to give us insight into opportunities for improving the efficiency of our building interior and consumption. The goal of the energy audit was to map all measures with a payback period of five years or less. It analysed major consumers such as boilers, compressors, cooling units, heat pumps, lighting, computer equipment, PV cells and the thermal storage. The audit showed that we can take actions such as continuing the centralisation of refrigeration and freezer units (1,200 kg CO₂ reduction/year), replacing the central compressed air system with a mobile one (700 kg CO₂ reduction/year) and improving the seals, switching off fans when the door of a cooling unit opens, and replacing (un)loading doors by speed gates (combined approx. 600 kg CO₂ reduction/year). A further aspect with a significant potential benefit is reclaiming heat from ventilated air;
- The RAI constantly monitors the consumption data with specific software and closely monitors energy data;
- Natural gas is only used incidentally to heat spaces. It is used to generate the CHP and the boilers (in both cases: several days a year during peak loads).

All the power consumed in the RAI is green power without a CO₂ footprint. The RAI receives certificates from Centriq confirming the purchase of green power from energy provider NUON (Vattenfall).

solar roof supplies approx.
1,700 GJ of energy

The RAI uses 1806 solar panels – 174 on the Amtrium building and 1632 on hall 8. Hall 8 measures 12,000 m² and more than 60% of its roof surface is covered in panels – the maximum proportion allowed given its structure and use. The RAI's solar panels produced more than 1,697 GJ in 2018 (2017: 1,482 GJ).

It was agreed in 2016 that 2500 solar panels would be fitted on the Holland Complex for use by the nhov Amsterdam RAI hotel. This expansion was begun in the autumn of 2018: half had been installed by the end of the year and the rest by the date of this report. The number of panels was

reduced to 2,164 as the capacity per panel has increased, and they will be taken into use in the spring of 2019. As the energy will be supplied to the RAI hotel, the addition will not affect the CO2 footprint of the RAI itself.

solar roof



Gas consumption

Gas consumption has dropped abruptly in the past few years: in 2018 it was just 11% of the figure in 2013, when the RAI started switching over to more sustainable district heating. The NUON pipeline has a capacity of up to 18 MWh, which is sufficient for the RAI to switch entirely to district heating in the future.

CO₂ footprint

Switching from gas to district heating has led to a major reduction in our CO₂ footprint. District heating is a more sustainable energy source than natural gas as it is based on the residual heat produced during industrial processes, power generation and/or waste separation.

CO2 footprint

x 1 tonnes. RAI Amsterdam Convention Centre

	2018	2017	2015	2014	2013
CO2 emissions	2,128	2,043	nb	5,929	6,345

Water consumption

RAI Amsterdam consumed 64,631 m³ of water in 2018, with the corresponding figure in 2017 being 62,336 m³. This represents an increase of 4%. The number of visitors rose by 20%.

Water consumption

x 1 m³

	2018	2017	2015	2014	2013
Water consumption	64,631	62,336	55,765	66,084	50,253

waste management: 'best in class', zero waste

Waste

Waste is one of the priorities within RAI Amsterdam's CSR policy. We aim to be among the leaders in terms of waste management in the global conference and events industry.

zero waste: 100% recycling.
62% waste separation at the source

Together with our waste processing partner Renewi, RAI Amsterdam recycles 100% of its waste. Zero waste is the basic principle. Seeing waste as material looking for a new use, we try to recycle into new end products as much as possible and do our best to reuse the products ourselves. In this process, we involve the entire product chain so as to inspire as many people as possible to reduce, reuse and recycle.

There is zero landfill and, as a result, 100% recycling as all materials are reused or used to generate energy. There was, however, a larger percentage of incinerated waste than we were aware of, namely 23%. This was due to the difficult market for materials such as wood and construction waste along with the fact that the wet fraction of pellets is also incinerated. Due to these variables in the market we cannot be certain that the percentages will also apply to 2018.

Waste separation on the RAI premises was 62% (2017: also 62%).

The re-use of removed IT materials and reclaiming of the raw materials they contain is realised via the 'Ladder of Lansink' waste hierarchy, which means that the priorities for reuse are as follows:

1. reuse of the product as complete device;
2. part of the product is used for another device;
3. reclaiming raw materials;
4. incineration with reclamation of thermal energy;
5. dumping/incinerating.

We removed 0.5 tonnes of IT waste using this method in 2018, earning us an environmental certificate from WEEELABEX Certification, which works in accordance with the ISO 14001 environmental management system. The RAI complies with the EU recycling goals and does not export computer waste to third-world countries.

Waste volume

x 1 tonnes

	2018	2017	2016	2015	2014
wood	1,464	1,074	929	722	684
carpet	342	284	257	275	239
paper	260	250	235	213	230
plastic	2	-??	-??	-??	-??
swill	146	151	119	133	109
organic	4	16	67	-??	-??
iron	31	40	30	21	10
glass	77	73	104	71	50
construction & demolition	849	744	573	377	131
other specialist waste	2	6	7	7	2
residual	1,977	1,583	1,701	1,785	1,706
Total	5,154	4,221	4,022	3,604	3,161

City scavenger walk with a sustainable touch

City walks were organised in the neighbourhood around the RAI together with our waste partner, hosted by professional guides from Gilde Amsterdam with support from students. During the walk participants collected waste in jute bags. After returning to the RAI, the contents of the bags were sorted and the participants given a certificate.

GreenTech InnovationLab stage made of recycled paper/cardboard

In the reporting year, we experimented with paper and cardboard construction materials, which resulted in a recycled paper/cardboard stage for the InnovationLab during GreenTech.

Coffee cup project

In December 2018 the RAI found a destination for our used paper coffee cups, which add up to around 1,400 kg a month. These will be used to produce paper towers for the kitchen staff.

Noise

four noise exemptions to RAI
environmental licence
requested, careful monitoring
of sound standard

We try to prevent excessive noise as much as possible by using a so-called acoustic map. This enables RAI Amsterdam to predict when we need to apply for a noise exemption permit – four such permits are allowed per year. This way, we monitor the standards and can take preventive measures when necessary.

We made use of the acoustic map eight times in 2018. Noise exemption permits were required for four music events, for which we eventually received 23 complaints. All other events were within the noise standards of the RAI environmental permit and caused no disturbance to our neighbours.

In total, the RAI received 30 noise complaints in 2018 which were reported to the RAI, the environmental service (*Omgevingsdienst*) or the Amsterdam Zuid district.

The RAI sent letters to 20,000 addresses in the neighbourhood to inform them about licences for the Valhalla and Winterparadijs events.

Expansion of Hall 5

start 2018 – delivery planned
in 2020

To fulfil the demands of our stakeholders RAI Amsterdam is always looking for ways to upgrade the complex. In 2018, we presented concrete plans for the renovation of Hall 5, situated in the Europa complex on the *Wielingenstraat* side and originally built in 1961. The space can be used as an independent hall or combined with the surrounding halls.

Hall 5 will be extended by 30 metres, giving it approx. 4,000 m² of extra multifunctional exhibition space. Due to its new glass facade, the hall will have a modern and open appearance to the nearby residential neighbourhood. The main entrance for Hall 5 will be the main entrance of the Amtrium, Entrance L. This will reduce the visitor flow in *Wielingenstraat*. The project will also include various sound-reduction measures as well as a green strip to create a clear demarcation from the street. Part of the facade of the current hall will be reused. Any trees felled will be used to build wooden benches for the outdoor premises of the RAI.

A neighbourhood meeting to present the plans took place in 2018.

Impression of Hall 5
development



On site hotel

construction of conference
hotel continues

It has been a long-held desire for RAI Amsterdam to have a four-star hotel on our premises that would allow us to offer tailored accommodation to conference and exhibition visitors. With the development and realisation of the nhow Amsterdam RAI hotel, this wish is becoming a reality. A hotel on the RAI site with 650 rooms and parking for around 200 cars is a strategic addition to RAI Amsterdam's core activities. Responding to the needs of the market by creating an adjacent 'headquarters hotel' where event organisers and key exhibitors, speakers & visitors can all stay seriously strengthens our international position.

The construction officially started in late October 2016. The basement was completed and the sheet pile wall removed from the ground at the end of 2017. The construction rose into the sky during 2018.

The world-renowned architect Rem Koolhaas (OMA) created the design. As a new landmark for the city, the hotel also features a phenomenal sky bar at 90 metres.

The developers COD and Being Development have sold the nhow Amsterdam RAI hotel to the investor AXA Investment Managers – Real Assets. The building will largely be leased by the NH Hotel Group and the restaurant unit on the ground floor by a catering business. A 20-year lease agreement was made with the RAI for the operation of the parking garage.

The hotel is located in the triangle between the RAI complex, the Europaboulevard and the A10 motorway. This site is highly strategic thanks to the proximity of the railway station Amsterdam RAI (which allows quick connections to key places such as Schiphol Airport), the metro stations and the A10 junction.

The construction reached its peak of 91 metres on Friday 8 February 2019. The milestone was celebrated with a spectacular projection mapping show in the presence of the construction partners and various guests. The opening is planned for the first quarter of 2020.

nhow Amsterdam RAI hotel,
impression



RAI Vision 2030: building on the future

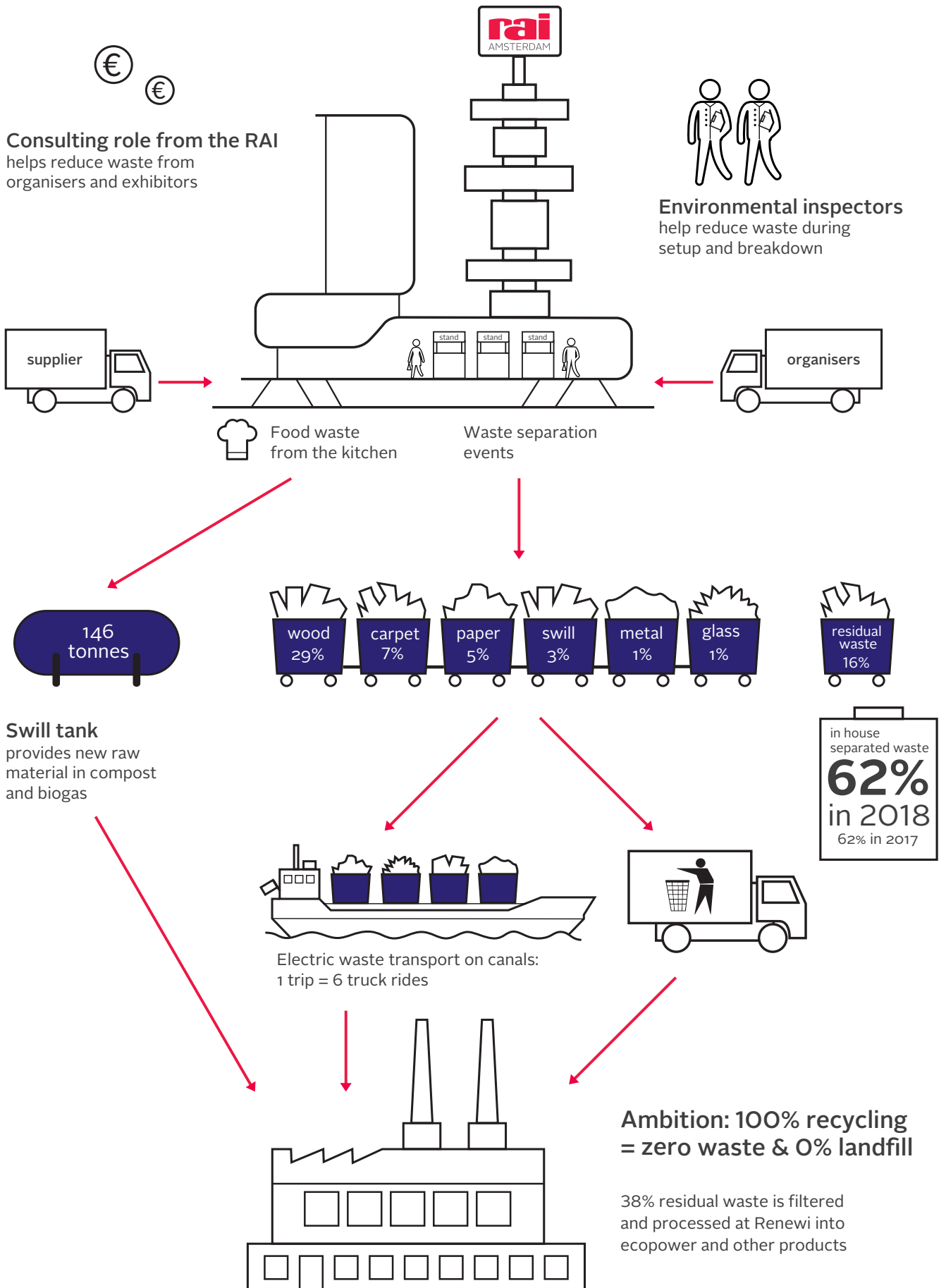
In January 2018, the RAI started developing a new spatial vision as part of the RAI 2030 plan, with the following goals:

- Anticipate the expected future growth of large events. The RAI can expand on its existing site in phases, gradually increasing the available exhibition space;
- Improve the quality of the public space around the plinth (outer contours of the ground floor) of the RAI;
- Enhance sustainability when organising and facilitating events, including reducing the nuisance caused by logistical movements around the RAI, particularly in the build-up and breakdown period of large exhibitions. Optimising the in & outflows and logistical processes minimises the inconvenience caused by freight traffic.

Importance for city and society

RAI Amsterdam aims to contribute to the prosperity of Amsterdam and its hinterland, and to society as a whole. While the events obviously bring revenue into the city, RAI Amsterdam would like to be involved in other ways as well: by attracting local suppliers and offering opportunities to local residents who are disadvantaged on the labour market; by limiting the impact of large events on daily life in the city wherever possible; and by having an active dialogue with all our stakeholders. In all these ways, we aim to ensure that RAI Amsterdam continues to provide a valuable contribution to society.

Waste management



Strategy

MISSION

In 2018, RAI Amsterdam formulated an enriched strategy for the period 2019-2022, including a newly defined mission/ambition and strategy.

STRATEGY

Comprising six pillars, the strategy is focused on strengthening the core business and creating a balance between social profits and losses. Focal points and goals have been assigned for each calendar year up to and including 2022.

OUR BRAND

The RAI Roadmap gives direction to our brand and the implementation of our strategy.

Mission

motivation: Inspiring people

RAI Amsterdam aims *to contribute to the sustainable growth and development of people, markets and our local environment*. We realise this mission in the following ways

- organising and facilitating high-quality events that bring people and communities together and inspire them;
- being an ideal and attractive meeting place for everyone;
- working in a sustainable way and generating economic and social value.

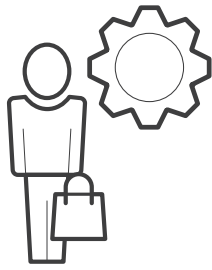
In short: 'inspiring people'.

Strategy

strengthening core business &
social balance

Our strategic goals help RAI Amsterdam achieve its ambitions. Until 2022 these are:

- Strengthening our core business by realising growth in events and communities. We increase our sustainability for the future by addressing changing client demands and aiming for even greater flexibility and cost-effectiveness;
- Creating an optimal balance in social costs & gains to increase our social value. We integrate corporate social responsibility (CSR) in our operational management, constantly interact with our stakeholders, are valuable and indispensable to the city of Amsterdam and provide a substantial contribution to the Sustainable Development Goals, relative to the company size.



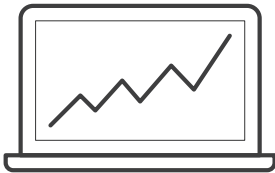
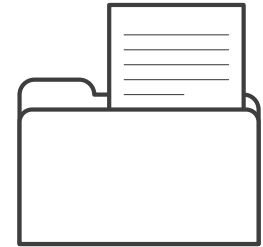
We have defined six pillars to achieve these goals:

Client solutions

We provide our clients with an even better service by constantly expanding our service portfolio.

Portfolio development

We work on the (continued) development, purchasing and acquisition of (new) titles, focusing on business-to-business events both in Amsterdam and abroad.

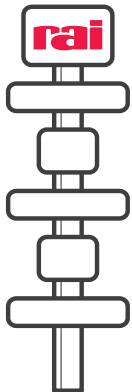


Data & digitalisation

We apply technological developments to create value for our clients and work more efficiently. We also use it to develop new business models.

Multifunctional area development

We are a meeting point for everyone. Our unique location in the heart of Amsterdam facilitates corporate and spontaneous meetings alike. RAI Amsterdam should be an attractive environment, before, during and after events.

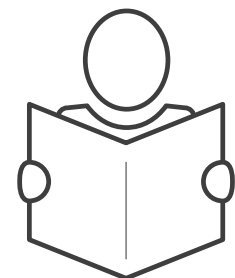


Building & infrastructure

We offer an accessible and safe place for valuable meetings. We increase the available square metres of exhibition space within the existing options and substantially improve logistics and traffic management. The location is fully equipped for business and leisure.

A learning organisation

We challenge ourselves to constantly work in smarter ways and ensure an optimal working environment for our employees.



Sustainable business

minimising negative impacts,
increasing social value

Corporate Social Responsibility (CSR) is an integral part of RAI Amsterdam's strategy and has even been embedded in our mission: the RAI aims to stimulate the sustainable development of people, markets and society.

We work with our clients and suppliers to integrate CSR in our business on a daily basis. Proud that many activities make a social contribution, we also realise that our business uses natural resources, takes up space, produces noise and impact society in other ways.

Via a constant dialogue with our stakeholders, we try to operate in a way that is experienced as sustainable by society. We do this by:

- Minimising/neutralising the negative social impact of our business as much as possible. We aim to create a sustainable environment in which we can facilitate valuable meetings, now and in the future. This includes constantly increasing the sustainability of our facilities, products, services and operational processes and focusing on the reduction and management of logistic movements around the RAI. We also help organisers realise their events in the RAI in a sustainable and responsible manner.
- Increasing the social value of the business wherever possible. We actively aim for the development and growth of the people and communities with which our business crosses paths. For example, we stimulate the local economy by attracting visitors to the city who then stay in the region. Where possible we work with local suppliers and stimulate a safe learning, working and living environment. With the events we organise, we also actively try to stimulate the sustainable growth and development of the sector in which the relevant exhibition operates by putting the spotlight on social challenges on the exhibition floor. We also work actively on organising/facilitating meaningful meetings that contribute to the growth and development of (vulnerable groups in) society, with a special focus on the Amsterdam Metropolitan Region.

Sustainable Development Goals (SDGs)

Global UN goals

SDG	RAI strategy
8 Work and economic growth	We stimulate business and create spinoff via the growth of our core activities
9 Industry, innovation and infrastructure	Our events and operational management provide a platform for industry, innovation and infrastructure
11 Sustainable cities and communities	We create value for the city of Amsterdam
12 Responsible consumption and production	As an early adopter of proven technology/processes, we help build a circular economy and climate action
13 Climate action	See 12
17 Partnerships	Meetings in the RAI contribute to partnerships to achieve the SDGs

Brand values

RAI Amsterdam has the following six brand values.

the RAI is for everyone	<p>Hospitable</p> <p>At RAI Amsterdam you will be received personally, professionally and, above all, with a warm welcome. Our doors are always open, whoever you may be and whatever drives you. RAI Amsterdam is for everyone. Whether joining us at our Convention Centre in Amsterdam or at one of our events elsewhere in the world, or taking part via virtual channels, you will feel welcome at RAI Amsterdam!</p>
focused on service, including total solutions	<p>Customer-oriented</p> <p>RAI Amsterdam appreciates who you are and what you need. Any challenges are dealt with as smoothly as possible. Whether you are an organiser, exhibitor or visitor, we aim to respond to your needs before you even ask. We gladly offer you a complete solution. We think along with you, look ahead and are dedicated to being of service so that you feel supported.</p>
driving sustainable innovation	<p>Innovative</p> <p>RAI Amsterdam is a stage for creativity and innovation. Through our concepts, products and services, RAI Amsterdam ignites new ideas. In a modern and innovative setting, we enhance the experience of your physical or virtual presence. We can push the window of innovation in a significant way because our applications are widely applicable. This ensures that you get ahead.</p>
creating the perfect conditions for success	<p>Enterprising</p> <p>The quality of our location, concepts, products, facilities, services and people ensures that you encounter all the elements of success at RAI Amsterdam. You can rely on an enterprising organisation that has the experience required to create the ideal conditions for achieving maximum added value for every customer. RAI is ready to make the most of every opportunity, thinks along with you, offers its partnership and actively contributes to your success.</p>

Professional

a deal is a deal

RAI Amsterdam understands like no other that the quality of an event depends on solid preparation and sticking to agreements. Our goals are ambitious yet realistic. Forecasts and commitments are based on a responsible realisation. We carefully manage expectations and offer you peace of mind.

Involved

connected to society

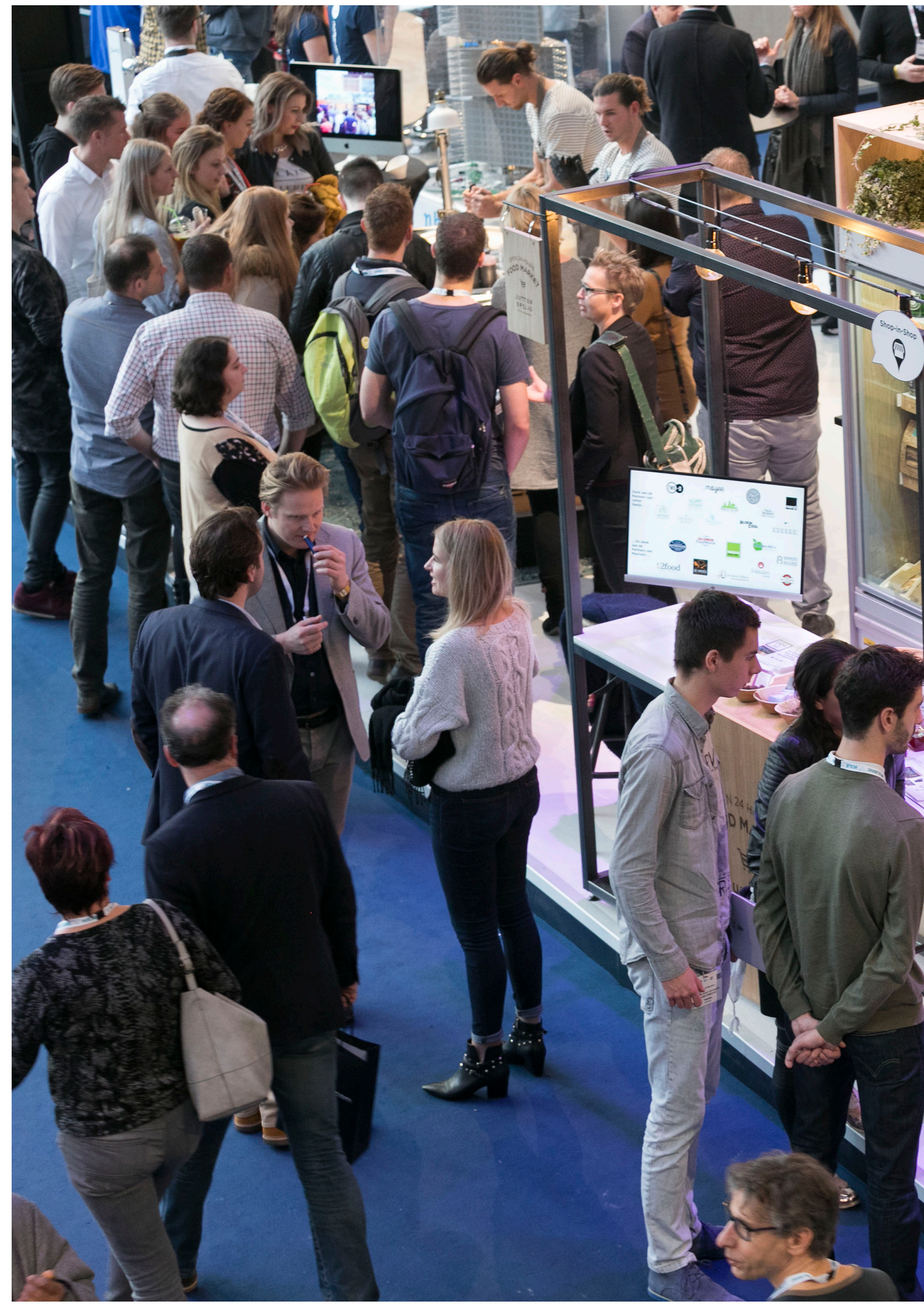
RAI Amsterdam is embedded in the community, committed to sustainability and takes seriously its responsibility towards people, our city and the world. The passion and emotional involvement of our employees and all the other stakeholders determine our success. We ensure that everyone is heard and feels connected.

“Our driving force: 'inspiring people'”

RAI Foundation

start of charity initiative

In late 2018, the RAI took steps to increase its social involvement under the working title RAI Foundation. Based on the RAI's promise to stimulate valuable meetings, sustainable growth and the development of people, markets and our environment, we want to actively contribute to the growth and development of (vulnerable groups in) society. We will facilitate and/or organise meaningful meetings in which we voluntarily provide expertise, manpower, facilities and/or networks for local society, with a special focus on the Amsterdam Metropolitan Region.



Personnel and organisation

CULTURAL AND STRUCTURAL CHANGE

RAI management and staff have been involved in intensive cultural and structural changes over the past two years. The departmental structure was abandoned and the entire organisation reorganised in five company divisions (Marketing & Digital, Commerce, Clients, Venue and Operations) and supporting departments (such as HR, ICT and Finance) working together in three main processes (events, innovation and management). All RAI managers followed an intensive leadership trajectory and were enhanced their skills via training courses.

BUSY 2018 PLUS STRUCTURAL CHANGE VISIBLE IN EMPLOYEE SATISFACTION

Employee satisfaction is at 81%. Absence through illness increased to 3.2%. While these figures are good in relative terms, they are clearly less positive compared to previous years.

SOCIALLY RESPONSIBLE AND SUSTAINABLE HR POLICY

The RAI has a socially responsible and sustainable HR policy focused on the well-being, vitality and lifestyle of its personnel.

STRATEGIC PERSONNEL PLANNING

In 2018 the RAI carried out research into strategic personnel planning as part of a project that will be finalised in 2019.

Our employees

'for people, by people'

RAI Amsterdam is a company for people, by people. Our employees are the outward face of the RAI and function as hosts during events. The RAI realises its company goals in large part by empowering its employees with responsibilities, streamlining their tasks and enabling them to make the most of their talents.

Employee satisfaction

overall employee satisfaction:

81%

Employee satisfaction is a crucial yardstick and an important instrument for the continuous improvement of our company. The RAI undertakes a major survey of employee satisfaction every two years: the last time this took place was in late 2018. The goal of the survey is to map the experience of the employees and their suggestions for improvement. With this input we can move towards increasing the satisfaction, involvement and enthusiasm of our staff.

In 2016 the RAI scored extremely high with a percentage of 91%. In 2018 the general satisfaction among employees had fallen to 81%. The rating of the direct managers was the same, but most others were slightly lower, including the satisfaction regarding activities, working conditions, development opportunities and the organisation as a whole. The lower marks can probably be attributed to the fact that 2018 was a very busy year.

Multi-year cultural and structural transformation of the company

changes in culture and structure go hand in hand	<p>The RAI started transforming the way it is organised in the summer of 2016. A change to the corporate culture was seen as an important step in staying successful in the long term and continuing to innovate sufficiently. There were also several processes that were ripe for improvement and bottlenecks which needed to be removed. A structural change was initiated to achieve these improvements and the planned process involves changes to both the culture and structure of the company.</p>
abandoning the departmental structure	<p>In 2017 the RAI was still organised in a departmental structure with two main divisions: RAI Exhibitions and RAI Convention Centre. Over the course of 2017, the new management team worked together with the RAI's employees to move from a structure divided into departments toward a process-oriented structure.</p>
three core processes as the red thread	<p>Each new organisational segment has its own responsibility with regards to the RAI's three core processes:</p> <p>EVENT</p> <ul style="list-style-type: none">● Events are leading in all our activities;● Each department provides a contribution (direct or indirect) to events;● The organisation and tasks are set up in a way that ensures that the interests of departments are subordinated to the event process;● The RAI works with a single uniform event process during both its own and third-party events. <p>INNOVATION</p> <ul style="list-style-type: none">● Innovation is a responsibility of the business;● The focus needs to shift from pioneering instead of merely improving;● It is crucial to increase the value of meetings; Innovation specialists support the business and stimulate the process;● We focus on short cyclical steps by initiating small projects;● We work outside-in by bringing in external knowledge. To make this happen, we are continuously expanding our innovation ecosystem. <p>MANAGEMENT including new business, HR, IT, etc.)</p> <ul style="list-style-type: none">● New business fills and manages the pipeline of new initiatives. In this context, the RAI aims to have an open partnership with third parties;● The new business process is managed and given substance at discussion meetings where departments and experts jointly make choices and bring together results;● Portfolio Management, Revenue Management and Capacity Management are active on a tactical level. Portfolio Management coordinates the event portfolio while Revenue

	<ul style="list-style-type: none"> ● Management optimises turnover and Capacity Management prevents bottlenecks; ● RAI services ensure a smooth and efficient handling of demand; The costs of RAI services (fixed and variable) are passed on to the relevant event; ● We use a uniform reporting structure for all events.
consequences of structural changes	<p>We have been working on translating these starting points into a new structure throughout 2017. Around the turn of the year 2017/2018 the changes became concrete for most employees and most process changes were implemented.</p>
switching over to the event process	<p>The new organisational configuration of the RAI went live on 1 February 2018. The new process organisation did not apply to events that took place within three months of this date.</p> <p>The company reorganisation involved scores of internal moves, which took place over February 2018. This was preceded by an adaptation of the Elicium (floors 6-9) and Amtrium (floors 3-4).</p>
many activities related to cultural and structural changes	<p>In 2018 the RAI agenda listed many activities in the framework of the 'We are on' internal change programme, including:</p> <ul style="list-style-type: none"> ● Change Leadership (team sessions for managers); ● Fishbowl sessions (open meetings with employees); ● Leader Days; ● Various brainstorming sessions; ● Activation of the seven habits: the habits of RAI employees that represent the desired culture and behaviour. <p>In 2018 we also prepared a strategy activation programme called 'Museum of the Future' in which the RAI used a space in which teams and departments are stimulated to start a dialogue on the determined strategy. The museum opened its doors in February 2019.</p>
evaluation process event table	<p>The event table, an important link in the new process, was evaluated in 2018. It brings together all people involved in an event. The process ensures that people are involved in decisions at an early stage, can contribute their expertise to the innovation of the event and translate decisions made to the event table for their own departments. The evaluation brought forth over 250 recommendations and points for further improvement. One of the strategic pillars of the RAI for the period up to and including 2022 is to be a learning organisation. This means that more evaluations will take place and that commenting on what is not going well in the organisation will be anchored in the cooperation between all RAI departments.</p>

Development and setup of compliance function

setup of compliance function
started late 2018

In late 2018, the RAI started to set up a compliance function.

RAI Amsterdam aims to comply with all the statutory and licence-related requirements and guidelines that apply to the organisation. We also wish to comply with and work in accordance with the standards and guidelines that the RAI itself determined are relevant. Moreover, we aim to minimise the risks of non-compliance as much as possible and apply a very low tolerance in this regard.

To meet these demands, the RAI is setting up a compliance management system. In this process, we are led as much as possible by the starting points and principles as defined in the ISO 19600 standard for compliance management. Significant starting points include:

- A goal-oriented, structured approach in a continuous process;
- A defined scope and a risk-analysis based prioritisation within the context of the specific characteristics of the RAI organisation;
- A clear division and appointment of tasks and responsibilities with a leading and closely involved role for upper management;
- A cyclic process that enables the RAI to be a learning organisation;
- Focus on culture and behaviour in line with the core values and seven habits principle;
- Transparency on the compliance approach and the way non-compliance is dealt with.

Mobility survey

mobility survey among
employees

In the framework of commuting and mobility issues around the Zuidas district, we performed a small survey into the transport preferences of RAI employees. Seventeen employees who commute by car or public transport participated and over 450 trips were monitored. The speed, comfort and flexibility were shown to be the most important aspects. The main benefit of commuting by public transport is how relaxed it is for the traveller, while the car was the preferred mode of transport, except on busy days. The RAI will be using the results as input for the future mobility policy.

Training and education

extensive training and
education plan deployed

An extensive training and education plan was implemented based on the findings and improvement proposals from the work floor. Employees and managers participated in job and/or discipline-specific training courses in 2018. There was also a simulation game which considered various situations in the new event process. In addition, a basic Finance course took place in 2018 focusing on the management process, as did an Innovation Bootcamp. There were also Agile and LEAN workshops as well as a range of inspiration sessions looking at the innovation and new business process.

Vitality

initiating, facilitating and promoting fitness campaigns

RAI Amsterdam aims to promote the vitality of its employees so that they can be fit, energetic and healthy at work. A dedicated programme initiates, facilitates and promotes vitality campaigns among employees. A variety of tools, workshops and campaigns were offered under the 'RAI Vitaal' framework to help employees in the field of health & fitness, stress & absenteeism prevention, and work enjoyment & work-life balance.

In 2018, training courses were offered on topics such as sleep, exercise, food and relaxation. Sports were also a part of the initiative, with courses given three times a week in bootcamp, kickboxing and HIIT training. The work in 2018 was based on the results of the Vitality Scan and the Periodical Medical Survey which took place among RAI Amsterdam employees in 2016 and 2017.

Diversity

diverse teams; target for Talent to the Top charter reached and surpassed

The RAI strives to ensure the diversity of its departments in terms of age, experience, gender and competencies. RAI Amsterdam is convinced that diverse teams have a positive influence on results. With 56% women and 44% men among its employees, RAI Amsterdam has a balanced staff. Moreover, the objective in the field of gender diversity as described in the Talent to the Top charter has been amply achieved: the share of women in the policy team and second echelon of managers is 41%.

Composition of personnel

Below are some cross-sections of the composition of the RAI's employees.

Personnel

At the end of the year

	2018		2017	
EMPLOYEES				
Male	193	46%	181	44%
Female	230	54%	228	56%
Total	423	100%	409	100%
FTE				
Male	190.0	48%	178.2	47%
Female	202.0	52%	197.9	53%
Total	392.0	100%	376.1	100%

Personnel by age

Percentage/FTE (at the end of the year)

	2018	2017
BY AGE		
25 and under	1%	2%
26 to 35	25%	26%
36 to 45	32%	34%
46 to 55	28%	24%
56+	14%	13%
Total	100%	100%

Personnel by discipline

Percentage/FTE (at the end of the year)

	2018	2017
BY DISCIPLINE		
Commercial	48%	53%
Operational	39%	35%
Financial/management	13%	12%
Total	100%	100%

Strategic personnel planning

further improvement and embedding in HR and department processes

In 2018, the RAI worked on further improving its strategic personnel planning. The objective of the project was to implement an adequate functional and practical method that could be integrated within the normal HR and department processes. Starting points were formulated, a training course was held and a gap & bottleneck analysis was carried out. The results of the project, including the strategic personnel plan, are expected during 2019.

Absence due to illness

3.2%

The absence due to illness rate in 2018 was 3.2%. While this is a good score, it is unfortunately higher than the even better score of 2.5% in 2017 and equivalent to the level last seen in 2015. The high degree of activity around events, combined with changes in company structure and culture, doubtless played a part in this rise.

Absence due to illness

Percentage

	2018	2017	2015	2014	2013
Total	3.2%	2.5%	2.9%	3.2%	3.4%

Social engagement

more opportunities for unemployed youth and people with occupational disabilities

The HR policy related to social engagement reflects an aim to generate a greater social return for the city of Amsterdam. In 2018, RAI Amsterdam took part in a range of major initiatives which strive to create better opportunities for unemployed youth (work agreement for tackling youth unemployment) and people with occupational disabilities.

more opportunities for young people

RAI Amsterdam has been participating in the work agreement for tackling youth unemployment since 2015. We increase opportunities for unemployed youth by offering the following:

- Deployment and training of around 4,200 flexible workers: opportunities include participating in hospitality courses or obtaining traffic controller certificates;

- Tours: some 300 students from various schools visit the RAI each year to learn about this type of work environment;
- Ninety internships: the RAI's internal traineeship office places students from the intermediate and higher vocational (MBO and HBO) levels in BBL (vocational learning track), BOL (vocational training) and combined work/education structures. The trainees learn about topics such as job applications, personal branding, time management and Office skills. We organise a RAI Discovery process at the start of the traineeship as well, an introductory day during which the students visit the entire company. Later on, trainees can participate in a DiscoverRAI structure, where they spend a day in other departments to gain knowledge and expand their skillset.

charities The social involvement of RAI Amsterdam and its employees is also illustrated by the various charities they support.

In the spotlight: Event Operations Management helps the Food Bank

The department excursion of Event Operations Management on 24 May was entirely dedicated to the Food Bank. There is a major distribution point on Lutmastraat, a stone's throw away from the RAI, where some 150 people pick up a package every week. The department enthusiastically carried out the tasks requested by the Food Bank. The supplies and materials collected by the RAI team, from food to refrigerators, should provide substantial help to the Food Bank in its mission.

Cooperation with the RAI works council

frequent and constructive dialogue As in previous years, there was frequent and constructive dialogue with the works council in 2018. In addition to the structural changes in the company and the cultural evolution that accompanied them, the diverse topics discussed included the financial results, construction developments, consent requests, innovation, new business and working conditions. In addition to these formal consultations, the dialogue continued in a number of subcommittees, such as the HRM Committee, the Financial Committee, the Working Conditions Committee, the Terms of Employment Committee, the Pensions Committee and the Temps Committee.

Prospects

Market, events

International business exhibitions and congresses are clearly growing. The revitalisation and development of events for the Dutch public remains a challenge, although good results were achieved here too in 2018. On balance, the long-term outlook for RAI Amsterdam is positive while the expectations for 2019 are moderate in comparison with such a peak year as 2018. This fact has been taken into account in the multi-year forecast and the RAI expects to perform in accordance with that forecast.

The RAI has a well-filled portfolio of events. Nonetheless, it will be a challenge to compensate for the added value lost after 2020, the last year in which ISE (Integrated Systems Europe) will be held at the RAI. Partly for this reason, developing and bringing in new events will be a major area of focus.

While Dutch events are stabilising, everything points to international events continuing to expand. Sustainable innovations will increasingly become an important part of the content of events. The RAI will focus more on the contribution of its events to the United Nations Sustainable Development Goals.

Implementation of strategy

The following activities are on our agenda for 2019:

- Portfolio development: organising sales to further meet customer needs, opening one or more offices abroad, optimising our annual agenda and strengthening event communication outside event periods;
- Customer solutions: developing more services and updating our range based on customer journey surveys while developing a new vision and a strategic plan in the field of stand construction;
- Digitisation: translating data products into commercial propositions such as matchmaking and solutions for lead generation;
- Multifunctional area design: completing our 2030 plan for area design, experimenting with temporary functions on the plinth (outside the ground floor) of the convention centre and continuing work on the design of area communication;
- Learning organisation: the implementation of a new phase in strategic personnel planning, the development of a vision on flexibly deployed workers and further work on safeguarding our cultural values;
- Building and infrastructure: further development of a vision on infrastructure together with the City of Amsterdam and the Zuidas organisation, renovation of hall 5, further integration of physical and digital safety & security, development of an innovative logistics concept for the future and deployment of external logistics hubs for dispersing freight traffic.

Developments in direct surroundings

The construction of the convention hotel nhow Amsterdam RAI will be very visible, and the outdoor area will be structured. The building area will become a refined urban environment by the end of 2019.

Organisation

The programme-based approach to the culture and structure process will be further shaped by the executive team in 2019.

Lastly

As mentioned in the foreword, the Executive Board wishes to thank all stakeholders for their efforts and involvement.

We are especially grateful to our employees, who have delivered truly impressive commercial and operational performances while working on the company strategy, culture and structure. We look forward to continuing to work with our teams in 2019 and aim to bring employee satisfaction back to its 2016 level in addition to achieving our operational objectives.

Amsterdam, 26 March 2019

Executive Board of RAI Holding BV,

Paul Riemens, *CEO*

Maurits van der Sluis, *COO*

The Executive Board declares that the drawing up of the financial statement is based on the assumption that the company will continue as a going concern.

#03

Governance and risk management

Corporate governance

RAI HOLDING BV

RAI Holding BV is a private company in accordance with Dutch law.

FOUNDATIONS

Our governance is based on Book 2 of the Dutch Civil Code (BW), the statutes, various internal regulations and the corporate governance code 2016.

STRUCTURE

The governance structure of RAI Holding BV includes a general meeting, a Supervisory Board, an Executive Board and a Works Council (OR).

Legal structure

RAI Holding BV and its group companies

RAI Holding BV is a holding. The financial statement indicates the companies it comprises. Wherever this annual report mentions 'RAI Amsterdam', this should be understood to refer to RAI Holding BV and all its group companies. Group companies are participating interests in which RAI Holding BV plays a policy-deciding role.

Statutes

The most recent statutes of RAI Holding BV are dated 18 July 2008. The latest statutes of the subsidiary RAI Amsterdam BV are dated 2 June 2015.

Corporate Governance Code

code fully recognised

The Executive Board and Supervisory Board of RAI Amsterdam recognise the Dutch Corporate Governance Code 2016. They apply the principles and best practice definitions therein insofar as they can be said to apply to RAI Holding BV.

'explain'

In some cases, the principles and best-practice definitions do not apply because RAI Holding BV is not quoted on the stock exchange and only has two shareholders. The following recommendations from the code are not applied or not fully applied:

- provision 2.8.3 (publication of standpoint in takeover situations);
- principle 4.2 (supplying information to the general meeting).

Governance of the Supervisory Board

Supervisory Board regulations in accordance with Dutch Corporate Governance Code	<p>The regulations of the Supervisory Board and its committees were reviewed in December 2017. The regulations refer to chapters, principles and provisions from the Corporate Governance Code 2016 in two ways. First, a large part of the code has become part of the regulations themselves, and, second, the regulations state that the Supervisory Board and Executive Board endorse the Corporate Governance Code. By making the chapters, principles and provisions part of the regulations, the code has effect in hindsight (with regard to accountability) and can be implemented by authorities as determined by the regulations. The Supervisory Board regulations are published on RAI Amsterdam's website www.rai.nl.</p>
supervising and realising employer and advisory role	<p>Task</p> <p>The task of the Supervisory Board is to supervise the policy of the Executive Board and the general course of affairs within the RAI and its associated companies. In addition, the Supervisory Board acts as employer to the Executive Board and abides by the remuneration ratios and company culture. Finally, the Supervisory Board has an advisory role in which it assists the Executive Board. In fulfilling its duties, the Supervisory Board is focused on the interests of the RAI and its associated companies, and takes into account the interests of all those involved in the company. The Supervisory Board is responsible for the quality of its own activities.</p>
five members, two four-year terms at most	<p>Size and composition</p> <p>The Supervisory Board should preferably have five members. Because the Municipality of Amsterdam as a shareholder has announced its intention to sell its interest, the position of Supervisory Board member with preferential right from this shareholder has been kept vacant, and the Supervisory Board performed its tasks with four members in 2018.</p>
profile determines composition	<p>The profile is related to the composition of the Supervisory Board. It is discussed at the general meeting and with the works council whenever there are any changes. The profile is published on the RAI Amsterdam website www.rai.nl and as an annex to the Supervisory Board regulations.</p>
safeguarding independent and critical functioning	<p>The Supervisory Board is composed in such a way that its members can function independently and critically with regard to other members, the Executive Board and any other partial interest, in accordance with the governance code. Each Supervisory Board member should be able to evaluate the outlines of the overall policy. Additionally, all members have a specific field of expertise and related competences required for fulfilling their duties. The Supervisory Board aims to be composed in such a way that continuity is guaranteed and membership well-balanced with regard to the age, experience and male/female ratio.</p>
three committees	<p>Committees</p> <p>As the Supervisory Board in its complete configuration has more than four members, there are three core committees (in accordance with the regulations), namely an Audit Committee, a Remuneration Committee and a Selection and Appointment Committee. The committees are established and composed by the Supervisory Board. The full Supervisory Board remains responsible for all decisions, whether or not they were prepared by one of the committees. The</p>

regulations of the committees are published on the RAI Amsterdam website (www.rai.nl; annex to the Supervisory Board regulations). The participation of Supervisory Board members in the committees (compositions of the committees) is indicated in the Composition of Supervisory Board and Executive Board section above.

Step-down roster

Supervisory Board members are appointed for a period of four years, and can be reappointed for another period of four years. After eight years, Executive Board members can be reappointed two more times for terms of two years – however, the reasoning behind this must be explicitly explained in the Supervisory Board report.

The step-down roster is indicated below and is published on www.rai.nl.

Step-down roster

Maximum of 12 years (4+4+2+2)

Name	Date of first appointment	Current term	Upcoming proposal for stepping down or (re)appointment: first General Meeting after:
R.H (Roelf) de Boer	23.04.2015	1st	23.04.2019
W.C.M. (Mariëlle) de Macker	17.03.2017	1st	17.03.2021
A.M.H. (Annemarie) Macnack - van Gaal	15.09.2015	1st	15.09.2019
J.W.Th. (John) van der Steen	07.04.2011	3th	07.04.2021

Training

determination of supplementary education

After their appointment, every member of the Supervisory Board follows an introductory programme designed and financed by RAI Amsterdam. This focuses on general financial and legal affairs, financial reporting by the company, topics specific to RAI Amsterdam and its business activities, and the responsibilities of the Supervisory Board members.

determination of supplementary education

Once a year, the Supervisory Board also discusses any additional education that is desirable/required during the terms of the members.

Shares, options, loans

no personal loans and/or securities provided to Supervisory Board members

No Supervisory Board member was provided with shares and/or options or similar rights for obtaining shares in the capital of the company. No personal loans or securities were provided to Supervisory Board members.

Remuneration policy and remuneration in 2018

included in financial statement and remuneration report

The remuneration is described in the financial statement in the section 'notes on consolidated annual account'. A remuneration report made available to shareholders describes the remuneration policy and accounts for its application in 2018.

Governance of the Executive Board

The regulations for the Executive Board were last changed on 25 June 2014. They are based on Article 13, section 3 of the company statutes and serve as a supplement to the regulations and instructions that apply to the Executive Board in accordance with Dutch legislation and company statutes. The task of the Executive Board and its working methods are included in the regulations, which are published on the website of RAI Amsterdam (www.rai.nl).

Shares, options, loans

no shares, options, loans or securities provided

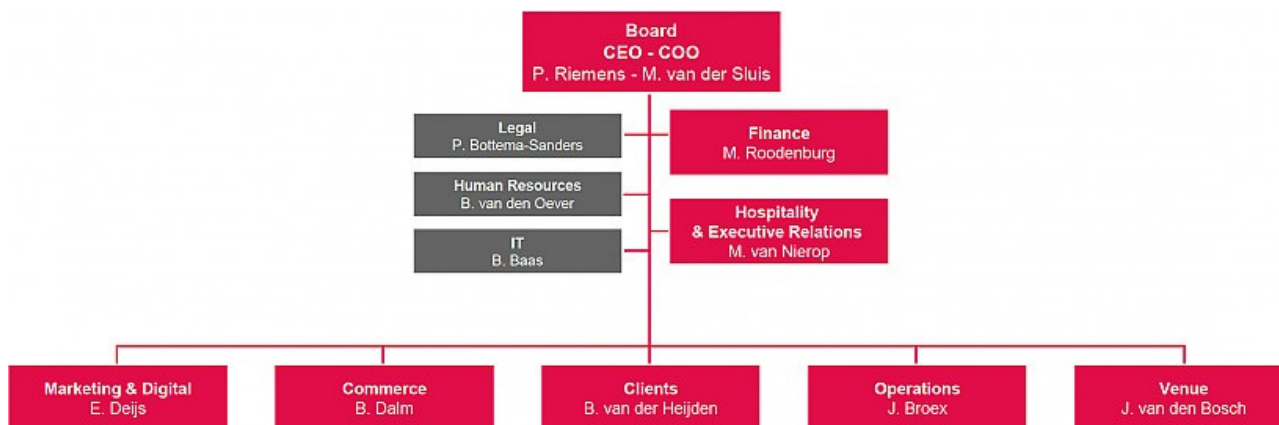
No Executive Board member received any shares and/or options or similar rights for obtaining shares in the capital of the company. No personal loans and/or securities were provided to Executive Board members.

Remuneration policy and remuneration in 2018

The remuneration of the Executive Board is also included in the financial statement in the section 'notes on the consolidated annual account' as well as in the remuneration report.

Management structure

The RAI Amsterdam policy team consists of the statutory Executive Board, seven directors and three business support managers. The organigram below shows the policy team, with the Executive Board members and directors in red and business support managers in grey.



Employee governance

Code of conduct

applicable standards

RAI Amsterdam is aware of its social role and the resulting responsibilities towards all parties. Our actions and those of RAI employees are founded on the core values and business principles formulated by RAI Amsterdam. The code of conduct provides clarity by describing standards related to the actions and statements of everyone who represents RAI Amsterdam. The instructions given by the code of conduct are unconditional and not influenced by financial objectives. The code of conduct was implemented on 1 September 2006 and is published on the RAI Amsterdam website (www.rai.nl).

Whistleblower scheme

procedure for reporting
suspected violations

The whistleblower scheme determines how employees can report suspected violations to their employer. It details the procedure to be taken by the employer and determines that employees who report suspected violations in accordance with provisions and in good faith will not be put at any disadvantage in their position as a result of the report. The whistleblower scheme was implemented on 1 September 2006 and is published on the RAI Amsterdam website (www.rai.nl).

Risk management

RISK ANALYSIS AND MANAGEMENT

RAI Amsterdam performs a risk analysis, defines mitigating measures and distinguishes between strategic, financial/administrative and operational risks at least once a year.

Risks

strategic risks Strategic risks are related to events that can structurally undermine the position of the company.

We recognise 13 strategic risks:

S-1 exploitation risk: the loss of one of the RAI's own major titles

S-2 market development: letting to third parties

S-3 traffic: the accessibility of RAI Amsterdam (city of Amsterdam, Schiphol)

S-4 exploitation risk: the risk that a major third-party event is cancelled

S-5 security: the risk of terrorism

S-6 market development: the risk that our own concepts become smaller due to online business models

S-7 [risk not made public for competition reasons]

S-8 loss of outbound sales agents

S-9 market development: limitation to growth of own events

S-10 market development: exhibitors use other channels to reach their target groups in the future

S-11 [risk not made public for competition reasons]

S-12 licence to operate: the RAI cannot structurally balance social costs and benefits

S-13 [risk not made public for competition reasons]

The first five strategic risks have not changed since 2016, while the second five were added in 2017 and the last three in 2018.

financial/administrative risks Financial/administrative risks are linked to developments in financial markets and financial & administrative management.

We recognise the following 11 financial/administrative risks:

F-1 financing risk (including being unable to comply with bank agreements)

F-2 interest risk

F-3 currency risk

F-4 debtor risk

F-5 administrative organisation: integrity, availability, monitoring of automatic data processing and storage

F-6 financial control

F-7 cash flow risk

F-8 potential excessive reimbursement of expenses (fiscal)

F-9 accounting fraud

F-10 risk related to activities abroad: different laws & regulations than in the Netherlands

F-11 tax plan for 2019

The first 10 financial/administrative risks are unchanged since 2016, while the last one was added in 2018.

operational risks Operational risks are linked directly with operational activities.

Nineteen operational risks are monitored by the RAI:

O-1 safety while working in the halls

O-2 construction risks: risks not covered by licenses that can occur when placing temporary installations and structures

O-3 major health risks (legionella)

O-4 hazardous substances

O-5 hygiene and food

O-6 product liability related to RAI services

O-7 crowd control (e.g., in case of fire)

O-8 failure of installations essential to an event (cooling, heating, power etc.)

O-9 failure of in-house operational ICT systems (administration, operations)

O-10 failure of event network for exhibitors

O-11 growth in third-party demands on IT infrastructure and public services at RAI Amsterdam that is faster than our ability to upgrade/expand

O-12 use of public infrastructure by organisers, exhibitors and/or visitors that differs from expectations, resulting in major disruptions

O-13 privacy violations due to misuse of data

O-14 data theft by hackers

O-15 presence of asbestos in old building

O-16 developments in the market and demands from the organisation which outpace the IT infrastructure

O-17 lower profits from connectivity services

O-18 damage to reputation (going viral via social media)

O-19 inadequate ability to recruit sufficient numbers of quality personnel and flexible workers due to scarcity in the labour market

The risk 'nationwide strike' was removed and the risk O-19 added in 2018.

Risk evaluation method

current risk and consequences

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

evaluation of risk impact

The combination of the current risk and current consequences determines whether the current risk level is seen as low, medium or high. The evaluation explicitly takes into account the prevailing monitoring procedures and measures/actions taken to mitigate the relevant risk. The determination of risk and consequence is indicated in the matrix table. The letters in the matrix indicate the type of risk, with S representing strategic risks, O operational risks, and F financial/administrative risks. The associated numbers refer to the specific risks as described above. The colours represent the following risk levels: low (blue), medium (grey) and high (red).

Risk matrix

Likelihood and consequence determine level of risk

Risk (%)	insignificant < € 250,000	minor € 250,000 - € 500,000	moderate € 500,000 - € 1,000,000	major € 1,000,000 - € 2,500,000	severe > € 2,500,000
>90%: extreme					S-4
75-90%: high				F-11 O-19	S-12 S-13
50-75%: medium	F-3 O-6	F-8 O-16	S-3 F-10 O-15 O-17	S-7 S-11	S-5 S-10
25-50%: low	F-4 O-1 O-5	O-10 O-13 O-14	S-6 S-9 F-9 O-18	S-1 S-2 O-8 O-10 O-11	
< 25%: very low	F-5 F-6 F-7 O-2	O-3 O-4	S-8 F-1 F-2	O-7	

risk tolerance

Given the desired financial resilience, the RAI has set its maximum tolerance for financial risk at €10 million. If an impact of this magnitude should manifest itself, RAI Amsterdam will have sufficient buffers to manage the consequences.

risk management system

The risk management approach has stayed the same in 2018 as in 2017.

strengthening risk and compliance management

At the end of 2018, RAI Amsterdam has made a start on further strengthening its risk and compliance management. The company wishes to set up a cyclical framework for this purpose based on the ISO 31000 and ISO 19600 principles and guidelines for risk and compliance

management. This will enable the RAI to improve the quality of its processes and make them even more goal-oriented while being a learning organisation. A risk and compliance position has been created in order to shape this process.

The matrix shows that nine risks – seven strategic, one financial and one operational – are considered high. They are:

S-4 exploitation risk: the risk that a major third-party event is cancelled

S-5 security: the risk of terrorism

S-7 [risk not made public for competition reasons]

S-10 market development: exhibitors use other channels to reach their target groups in the future

S-11 [risk not made public for competition reasons]

S-12 licence to operate: the RAI cannot structurally balance social costs and benefits

S-13 [risk not made public for competition reasons]

F-11 tax plan for 2019

O-19 inadequate ability to recruit sufficient numbers of quality personnel and flexible workers due to scarcity in the labour market

Discussed with the Supervisory Board

The risks, internal risk management and control systems, along with the realised and planned actions, were discussed at the September meeting of the Supervisory Board.

Functioning of internal risk management and control systems

Below is an overview of the checks and actions undertaken related to the four risks with the largest potential impact on RAI Amsterdam.

limiting risks related to third party events

S-4 exploitation risk: the risk that a major third-party event is cancelled

To prevent that a large exhibition or conference organised by a third party is cancelled (risk: very high, and in fact has occurred; consequences: severe) the relation management of the A accounts has been entrusted to the Executive Board. Where possible, long-term contracts are implemented. To minimise the consequences of the potential loss of a major third-party title on the results of RAI Amsterdam, priority in terms of both time and funds is given to attracting new exhibitions and conferences for the future.

calamities

S-5 security: the risk of terrorism

RAI Amsterdam has a Safety & Security Board that monitors processes and, where necessary, adapts measures related to protection against calamities.

S-10 market development: exhibitors use other channels to reach their target groups in the future

This risk is being mitigated by intensifying innovation and product development. The RAI aims both to integrate new channels and connect them to exhibition titles, and to develop them autonomously so as to reach communities and inspire people.

S-12 licence to operate: the RAI cannot structurally balance social costs and benefits

This risk is being mitigated by focusing on the balancing of social costs and benefits by making it one of the two core principles in the new strategy covering the period until and including 2022.

F-11 tax plan for 2019

The RAI has an active lobbying policy and deploys mitigating measures where possible.

O-19 inadequate ability to recruit sufficient numbers of quality personnel and flexible workers due to scarcity in the labour market

Strategic personnel planning will provide more insight. The following measures are being assessed: policy development, new partnerships, department reinforcement and/or changes to how work is organised.

share price risk	There is no risk linked to share prices as RAI Holding BV does not hold any shares listed on the stock exchange.
liquidity risk	Liquidity risk refers to the danger of having insufficient funds to cover direct obligations. Active monitoring of cash flow and setting up of a multi-year forecast which assesses the cash flow and predicts available liquidity limits the risk here. RAI Holding BV has formulated measures which will lead to an immediate lowering of expenditures should the liquidity risk increase.
uncertainty about the possibilities to attract financing	The current financing agreement will last until 2020. The uncertainty about the possibilities to attract financing is being mitigated through the maintaining of an active relationship with providers of loan capital, a proven track record of maintaining the agreed ratios, and keeping to a clear strategy. The current financing agreement, which runs up until and including 2020, will be followed up in good time before it expires.
financial instrument risk	Risk linked to financial instruments is described in the financial statement in the section 'notes on the consolidated annual account'.
competition rules	RAI Amsterdam has a tender board which assesses all purchase orders above a given threshold amount for compliance with regulations and, where necessary or desirable, formulates calls for tender.
internal permit office	RAI Amsterdam holds various event-related permits and certificates. A unique cooperation with the City of Amsterdam has meant that RAI Amsterdam is the first private company in the Netherlands to be given the authority to regulate and enforce event-related permits in a number of fields. To ensure compliance with legislation, RAI Amsterdam has an internal permit office which is charged with applying the policy and issuing and enforcing permits.
tax legislation	To ensure compliance with tax laws, RAI Amsterdam makes use of advisors – some of whom are affiliated with the accountant and some who are not – to assess RAI Amsterdam's processing of tax legislation. The two most important types of tax for RAI Amsterdam are VAT and corporate tax.

#04

Statement from the Supervisory Board

2018: a bumper year

Dear RAI stakeholders and readers of this report,

The Executive Board opened its foreword to this report by stating that “2018 was the most profitable year in the RAI’s history”. The Supervisory Board would like to emphasise this point because such an impressive result is not something that just happens on its own. In 2018, employees and management organised and facilitated an exceptional number of events. Almost all of the recurring events have shown growth, and customer satisfaction levels were excellent. The traditionally quiet summer break was very short in 2018 and the usual maintenance had to be carried out in-between the events. Everyone in the company did a great job and deserves a huge compliment.

Another thing that became clearer than ever in 2018 is that the partnership between the RAI and the city of Amsterdam is more than the sum of its parts. The combination of the two is appreciated by organisers, exhibitors and visitors – Dutch and international alike – as pleasant and unique.

A key development in 2018 was that the company drew up and implemented concrete plans which focused more on added value produced for the city and its inhabitants. A major example is the future vision plan for 2030, in which strengthening the connection with the urban fabric is a key principle. The Supervisory Board fully supports this development and feels that, no matter how much international success the RAI experiences, its operations cannot be balanced if they do not comprise real added value for the people of Amsterdam.

A development in 2018 that was not immediately visible to everyone were the many improvements made behind the scenes of the RAI organisation. Despite the hectic activity accompanying the many events, the company found the energy to continue building on its structural and cultural transformation started at the end of 2016. A strategy review was completed in the summer and a strategy adopted for the coming planning period.

In short, 2018 was a bumper year. As such, it is important to remember that it was exceptional – according to the most recent forecast, turnover in 2019 will simply correspond to the normal long-term trend. Nonetheless, the Supervisory Board remains confident about the future.

On behalf of the Supervisory Board,

Roelf de Boer, *chair*

Annual report 2018

The Supervisory Board hereby presents the annual report of RAI Holding BV for 2018.

The annual report was compiled by the Executive Board and includes the financial statement for 2017. Deloitte Accountants BV checked the financial statement and provided it with an approved audit statement.

Our supervisory role

The responsibilities of the Supervisory Board include internal supervision of the Executive Board and the general affairs of the company. This involves activities such as the monitoring of the achievement of intended results.

The Supervisory Board makes use of two progress reports submitted by the Executive Board: the year-to-date results (YTD) and the report to shareholders. The discussion of these reports is regularly on the agenda of both the Audit Committee and the full Supervisory Board. The report to shareholders follows non-financial goals as well as financial reports. In addition to following reports, the Executive Board transmits to every meeting of the Supervisory Board a business update that looks at the most important occurrences related to customers, markets and events.

In 2018, the Supervisory Board discussed the topics explained below. Each paragraph indicates whether the discussions were first prepared in a Supervisory Board committee: AC stands for Audit Committee, SC for Selection & Appointment Committee and RC for Remuneration Committee.

Strategy

- Based on various updates, the Executive Board involved the Supervisory Board in the process which extended the vision and strategy from the planning period up until and including 2018 to the planning period following it. The Supervisory Board approved the company strategy for 2019-2022 over the summer (AC);

Safety and security

- The Supervisory Board has had comprehensive discussions with the Executive Board about the way in which the security of the RAI is approached. Both physical and virtual security (AC) were considered in this process.
- The RAI has made major investments to improve the safety and security of its building complex. The process was monitored by the Supervisory Board, which is satisfied with the results achieved in 2018 and endorses the sustained attention to and prioritisation of safety and security (AC).
- During the breakdown of an exhibition, an employee of a preferred supplier working at the RAI fell 1.5 metres down from a ladder and died as a result of a serious brain injury. The Supervisory Board discussed this tragic accident, the impact it had on employees and

stakeholders, and the investigations that followed, with the Executive Board (AC).

- The Supervisory Board has discussed developments around the floors in the Amtrium which consist of BubbleDeck prefab slabs – these slabs were shown by a countrywide study in 2017 to possibly be insufficiently adhesive. The internal RAI investigation has now been completed (AC).
- The Supervisory Board has discussed the claim received from employees of a company who were involved in an asbestos incident in 2016 (AC).

Business

- Each Supervisory Board meeting provided an update to the Executive Board which discussed shows, commercial developments, acquisitions and similar topics. In 2018, there were also discussions about network activities abroad, and innovations such as wayfinding, matchmaking and lead generation were considered in the updates.

Financial

- The evolution of turnover and costs has been thoroughly reviewed. The turnover in 2018 was clearly above the policy outline, while 2019 is expected to be in line with the long-term forecast (AC).
- The 2019 budget has been discussed and determined, with the total amount being lower than in 2018 (AC).
- There was an exchange of views with the Executive Board about the dividend policy from 2019 onwards, partly in relation to the intended disposal of its shares by the City of Amsterdam. The dividend policy will be put into practice in 2019 (AC).
- The budgeting precision has been evaluated. A discussion was held on ambition versus prudence in establishing the budgets and the related policy. (AC).
- The tax plan for 2018 has been discussed, with particular reference to the depreciation of buildings in terms of value under the Valuation of Immovable Property Act and the impact of this on the budget (AC).
- The Executive Board reported on discussions with the municipality about the tax assessment notice under the Valuation of Immovable Property Act (AC);
- The list of debtors and policy related to debtors as well as changes in the positions and measures adopted by the Executive Board have been discussed (AC).
- A new management report has been reviewed. The report was found to be a better fit for the new organisational model. The development of a new financial dictionary has also been discussed (AC).
- It was established that the distribution test and balance sheet test have been prepared (AC).
- A review of financing has taken place. A refinancing is due in 2020. This was discussed by the Supervisory Board, which considered its timing, among other things (AC).

Risk management

- RAI Amsterdam has systems for risk analysis and control, and periodically informs the Supervisory Board of risk-related developments via the Audit Committee. The risk aspects of relevant topics are also explicitly mentioned by the Executive Board for all matters where a

decision of the Supervisory Board is requested. The Audit Committee has indicated to the Supervisory Board that the Executive Board has correctly estimated the risks. The Supervisory Board agrees with the indicated risks and estimated consequences. The Executive Board has clarified this risk analysis in the Governance and Risk Management section of this report (AC).

- The Supervisory Board has spoken to the Executive Board about the signature of an 'in control' statement by policy team members. This has led to the execution of a compliance audit and establishment of a compliance steering group. This process will eventually lead to the formulation of an 'in control' statement (AC).
- An entire Supervisory Board meeting has been devoted to the impact on the RAI of the announced departure of ISE from 2021 onwards.
- Options and measures against fraud, phishing and unauthorised payments have been discussed, as was the password policy (AC).

Governance and compliance

- Corporate governance in general and the rules of procedure of the Audit Committee have been evaluated and remained unchanged (AC).
- The General Data Protection Regulation (GDPR) has been discussed, as have the measures taken to comply with it (AC).
- The tendering process for the appointment of a new accountant has been discussed. Deloitte has since been selected (AC).

Our advisory/sounding board role

In its advisory role, the Supervisory Board acts as a sparring partner for the Executive Board. A range of topics have been discussed both within the Supervisory Board and with the Executive Board, and advice and comments provided.

- A major topic of consultation was the progress in the sale by the City of Amsterdam of its shares in the RAI, and the position, interests and involvement of the company regarding this process.

Our employer role

The Supervisory Board has discussed the following topics based on its employer role:

Executive Board

- The evaluation interviews of the two members of the Executive Board for 2018 took place in March 2019 (RC).
- The Supervisory Board has prepared a remuneration report for 2018 for the shareholders, which explains both the remuneration policy and its implementation in 2018 (RC).

Organisation

- The evolution in FTEs has been considered, especially in light of the lower budget in 2019 (SC).
- The process and the results of strategic personnel planning were discussed with the Executive Board (SC).
- The progress of the structural and cultural changes has been looked at. This included an evaluation of the event process and the transfer of the management of the process from an external agency to an in-house department (SC).
- The analysis of the gender equality policy with regards to salaries has been discussed. Remuneration of men and women is not entirely equal across the RAI. The difference is explained by the duration of the employment and job periods during which the individual employees are active. The Supervisory Board will continue to follow the ratio and is satisfied by the manner in which this topic has been assessed (SC).
- The vitality figures and changes implemented to promote vitality have been considered (SC).
- The vacancy for the position of HR manager has been looked at, including the recruitment process (SC).
- The Executive Board has informed the Supervisory Board of the staff party, including the manner in which it will integrate the closing of the first phase of the cultural and structural transformation (SC).

Supervisory Board

- The preparation and execution of the annual Supervisory Board evaluation has been discussed and the results of the evaluation were discussed with the person who drew up the evaluation report (SC).
- The Supervisory Board commissioned a benchmark study into remuneration by FocusOrange. In accordance with the resulting recommendations, the Supervisory Board has decided to propose to the general meeting to increase the remuneration of the chair. The general meeting has indicated that it will consider this in its March or April 2019 session.

General meeting

The general meeting was held on 10 April 2018 and the topics considered included:

- the annual report 2017
- determination of the dividend for 2017
- the annual plan for 2018 (including budget)
- the shareholder report
- the process of the sale of its shares by the City of Amsterdam
- appointment of the new accountant
- progress in the cultural and structural transformation
- state of affairs regarding BubbleDeck floors (see above)
- the RAI's new construction plans in the framework of its vision for 2030

- the sponsor policy

The general meeting discharged the Supervisory Board for its supervision and the Executive Board for its management. The entire Supervisory Board and Executive Board were present at the general meeting.

About the Supervisory Board

Composition of the Supervisory Board and its committees

The Supervisory Board formatively consists of five members and had four on 1 January 2018. The appointment of a member on the recommendation of the City of Amsterdam as shareholder has been postponed due to its intention to sell its shares. There were no changes in the membership of the Supervisory Board in 2018 nor its composition. The personal details of members, including their membership of Supervisory Board committees, are indicated in the section 'In Brief' under 'Composition of Supervisory Board and Executive Board'. There were no changes to the composition of the Audit Committee, the Remuneration Committee or the Selection & Appointment Committee in 2018.

In 2018, the Supervisory Board proposed reappointing John van der Steen for a period of two years from April 2019. Although Mr Van der Steen's second four-year term is ending, the Supervisory Board made this recommendation due to his knowledge of longstanding issues, including the sale of its shares by the City of Amsterdam.

Exemption

All Supervisory Board and Executive Board members have been declared exempt by the company.

Consultations between Supervisory Board and committees

The Supervisory Board held four scheduled meetings in 2018. Each meeting was attended by all the members of the Supervisory Board, the members of the Executive Board, the financial director and the company secretary. In addition to the normal meetings, an informal session was organised at the home of a Supervisory Board member and a meeting was held dedicated entirely to the announced departure of ISE. All members of committees attended the meetings of each committee. In other words, each member was present 100% of the time. Pre-consultation between the Supervisory Board members usually takes place prior to the normal meetings. In addition, the members of the Supervisory Board keep in contact where necessary outside of the meetings.

In addition to the abovementioned meetings with the Executive Board, the Supervisory Board has also met in closed sessions. Topics discussed during these meetings included the sale of shares, the vision and strategy and the occupancy notification.

The chair of the Supervisory Board and the CEO met regularly to discuss progress on various topics in 2018.

The members of the Supervisory Board separately visited several RAI events throughout the year to stay up to date with the operations and recent developments.

The Audit Committee prepares the Supervisory Board's decision-making and advises the Supervisory and Executive Boards of its findings in fields such as finance, internal risk management & control systems, risk analysis, applications of information technology (IT) and the activities and recommendations of the accountant. The Audit Committee held a total of five meetings during 2018, one of which was over the telephone. The committee members, the CEO and the financial director attended all meetings, while the COO attended most. The concept report of the Audit Committee was a fixed agenda item in each subsequent meeting of the Supervisory Board. In all these meetings the Supervisory Board received advice on the decisions to be taken by the Supervisory Board as prepared by the Audit Committee. The chair of the Audit Committee and the financial director met regularly during the year under review to discuss the progress of various matters.

The task of the Remuneration Committee includes making proposals to the Supervisory Board and preparing accountability regarding the recommended remuneration policy and the actual remuneration of the members of the company's Executive Board. The Remuneration Committee met four times in 2018.

The task of the Selection and Appointment Committee includes drawing up selection criteria and appointment procedures for members of the Supervisory and Executive Boards, assessing the size and composition of both boards and making proposals on the profile of the Supervisory Board at least once a year, reviewing the functioning of individual Supervisory and Executive Board members and reporting on it to the Supervisory Board at least once a year, making suggestions for appointments and reappointments, and supervising the policy of the Executive Board with regards to selection criteria and appointment procedures for senior management. The Selection and Appointment Committee met four times in 2018.

Annual report and financial statement for 2018

The Audit Committee has discussed the financial statement and annual report with the Executive Board and the external accountant Deloitte at length. The Supervisory Board then discussed the annual report with the Executive Board.

The Supervisory Board accepts the financial statement and agrees with the Executive Board's proposal to pay a dividend of €2.356 million including dividend tax over the year, and add the remaining profit to 'unappropriated profit' under shareholder equity. The dividend was determined in accordance with the 2013-2018 dividend policy, established at the General Meeting on 17 April 2014.

The 2018 financial statement will be presented for approval to the general meeting of shareholders on 16 April 2019. The Supervisory Board proposes that the financial statement be approved, that the Executive Board be given discharge for its management and that the Supervisory Board be

given discharge for its supervision.

In conclusion

As mentioned in the foreword to this report, the Supervisory Board would like to thank the employees and the Executive Board for their efforts in 2018. We are also grateful to all stakeholders for their involvement.

Amsterdam, 26 March 2019

Supervisory Board of RAI Holding BV

R.H. (Roelf) de Boer, *chair*

J. W. Th. (John) van der Steen, *vice-chair*

(W.C.M. (Mariëlle) de Macker

A.M.H. (Annemarie) Macnack-van Gaal



#05

Financial statement

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

Consolidated balance sheet, assets

Amounts x € 1,000

	Ref.	2018	2017
ASSETS			
Fixed assets			
Intangible fixed assets	1.1.1.	8,507	8,464
Tangible fixed assets	1.1.2.	166,811	165,653
Financial fixed assets	1.1.3.	1,134	1,134
		176,452	175,251
Current assets			
Stock		365	469
Receivables	1.1.4.	27,787	27,086
Securities		41	41
Cash		6,114	5,473
		34,307	33,069
		210,759	208,320

Consolidated balance sheet, liabilities

Before the appropriation of results, amounts x € 1,000

	Ref.	2018	2017
LIABILITIES			
Shareholder equity	1.1.5.		
Subscribed capital		2,730	2,730
Share premium		22,006	22,006
Statutory translation differences		-262	-397
Other reserves		63,789	60,834
Unappropriated profits		9,905	5,271
		<u>98,168</u>	<u>90,444</u>
Provisions	1.1.6.		
Deferred taxes		161	180
Other provisions		1,305	1,457
		<u>1,466</u>	<u>1,637</u>
Debts			
Long-term liabilities	1.1.7.	51,423	55,603
Short-term liabilities	1.1.8.	59,702	60,636
		<u>210,759</u>	<u>208,320</u>

2.1. Consolidated profit and loss account

Consolidated profit and loss account

Amounts x € 1,000

	Ref.	2018	2017
Net turnover	2.1.1.	152,335	122,151
Sum of operating revenues		152,335	122,151
Costs of outsourced work and other external costs	2.1.2.	60,722	45,968
Wages and salaries	2.1.3.	25,207	24,306
Social security contributions		3,516	3,338
Pension contributions		3,474	2,196
Depreciation of intangible and tangible fixed assets	2.1.4.	14,868	14,470
Other operating expenses (including other personnel costs)	2.1.5.	29,023	22,305
Sum of operating expenses		136,810	112,583
Operating results		15,525	9,568
Interest proceeds and similar		-	284
Interest costs and similar		-2,524	-2,572
Sum of financial proceeds and costs	2.1.6.	-2,524	-2,288
Profit on ordinary activities before tax		13,001	7,280
Taxes on profit on ordinary activities	2.1.7.	-3,096	-2,009
Results after tax		9,905	5,271

3.1. Consolidated cash flow statement

Consolidated cash flow statement

Amounts x € 1,000

	2018	2017
Cash flow from operational activities		
Operating profit	15,525	9,568
Adjustments for:		
Depreciation on intangible and tangible fixed assets	14,868	14,470
Changes in long-term liabilities	-171	-404
Changes in provisions	14,697	14,066
Changes in stock and receivables	-597	-4,603
Changes in short-term liabilities (excluding bank credit)	-4,080	7,387
	-4,677	2,784
Paid interest	-1,864	-1,939
Paid taxes on profit on ordinary activities	-1,536	-2,062
	-3,400	-4,001
Total cash flow from operational activities	22,145	22,417
Cash flow from investment activities		
Investment in tangible fixed assets	-14,481	-7,765
Investment in intangible fixed assets	-1,354	-530
Divestment in financial fixed assets	-	-
Total cash flow from investment activities	-15,835	-8,295
Cash flow from financing activities		
Dividend payment	-2,316	-2,953
Change in debts to credit institutions	-3,353	-6,423
Repayment of long-term liabilities in book year	-	-15
Total cash flow from financing activities	-5,669	-9,391
Changes in cash and bank credit	641	4,731
Cash and bank credit as on 1 January	5,473	742
Cash and bank credit as on 31 December	6,114	5,473

Consolidated overview of the overall result

Consolidated overview of the overall result

Amounts x € 1,000

	2018	2017
Consolidated net result after taxes attributable to the legal entity	9,905	5,271
Translation differences foreign participating interests	135	-397
Total of the direct changes in the shareholder equity of the legal entity as part of the group equity	135	-397
Total result of the legal entity	10,040	4,874

General

RAI Holding BV has its registered office in Amsterdam (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. The main activities of the RAI are accommodating RAI-organised 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.

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 as 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

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

Principles of consolidation

The financial data of RAI Holding BV and all its group companies are 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.

The company owns 100% of the shares in the following participations: RAI Amsterdam BV, Amsterdam; Arfora BV, Amsterdam.

These group companies include the results of the following indirect participations (100%): RAI Solar Energy BV, Amsterdam; RAI USA, Inc., Delaware; Rui Ang Exhibition and Convention Co., Ltd., Shanghai; RAI TURKEY ULUSLARARASI FUARCILIK VE GOSTERI HIZMETLERI ITHALAT IHRACAT TICARET LIMITED SIRKETI, Istanbul. The company in Turkey was established in 2016. In addition, it includes the result of the following indirect participation (50%): IBEX LLC, Maine USA.

Amsterdam RAI Catering BV was liquidated on 12 July 2018. The entity did not realise any turnover or costs in recent years. The assets and liabilities of Amsterdam RAI Catering BV were nil.

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 translation 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.

Translation differences in long-term inter-group loans which 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 translation differences reserve.

If loans were entered into in a foreign currency to finance or cover the net investment in a foreign participation, the translation differences that result from the loan will be processed in the statutory translation differences reserve insofar as the loan is effective as coverage for the translation 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 translation differences will be credited or charged directly to the equity in the statutory translation differences reserve.

Use of estimates

In order to help determine the included figures when drawing up the annual accounts, the management of RAI Holding BV makes certain estimates and suppositions in accordance with the generally accepted principles of financial reporting. 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 that are affected by the revision.

Financial tools

Financial tools include both primary financial tools such as receivables or debts, and financial derivatives. For the principles of the primary financial tools, see the description per balance sheet item.

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

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

Principles for the valuation of assets and liabilities

The assets and liabilities are valued at nominal value unless the notes for the individual items indicate otherwise.

Intangible fixed assets

Externally obtained 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 for the IBEX exhibition title is assumed to be 15 years at most.

Software is valued at historic cost and is 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 it. The depreciation calculation takes the residual value into account. This residual value is expected to be nil in all cases.

Financial fixed assets

Participating interests over which significant control is exercised over their 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 first processing, and then valued at the amortised cost minus the necessary provisions.

Special depreciation of fixed assets

An evaluation is made each year to see whether there are any indications that intangible, tangible or financial fixed assets are subject to special depreciation. Special depreciations apply when the balance sheet value of the asset is higher than the realisable value. In case of special depreciation, the relevant asset is devalued to the realisable value. The loss is immediately processed as expense in the profit and loss accounts.

Receivables

Receivables are stated at the fair value in the first processing, and 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 rightful enforceable or factual obligations resulting from an event before the balance sheet date, which are expected to require an export of capital 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 per balance sheet date, taking into account the likelihood of continued employment, future labour cost developments and discount provisions.

A provision is included for bonus schemes and participations based on relevant performance schemes. This provision is included under current liabilities.

Pension provision

The company has two active pension schemes for its employees. Employees 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, and is processed in the financial statement 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 yield 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.

Current 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 less than 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 known 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 Solar Energy BV and Arfora BV.

Principles for determination of results

Revenue

The financial statements have been prepared on the basis of the historical cost convention. The revenue recognition applies to all categories as specified under 2.1.1. The net turnover includes the revenue from the delivery of goods and services as specified under 2.1.1 minus discounts and the like, and turnover taxes. Revenue and expenses are accounted for in the period in 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.

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

Costs for outsourced work

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

Depreciation

The depreciation on 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 revenue and expenditure

The financial revenue and expenditure involve the translation differences, interest revenue and costs 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

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

It is continuously evaluated whether the financial reporting should or could be adapted in the framework of new fiscal legislation.

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.

Comparative figures

To ensure transparency and comparability, the comparative figures over 2017 have been adjusted. The adjustment involves the categorisation of various items in the profit and loss accounts. The adjustments do not affect the balance sheet.

The adjustments in categorisation involve the re-categorisation of the costs for outsourced work and other external costs to the turnover at an amount of € 1.1 million and a re-categorisation of the costs for outsourced work and other external costs to the other operational costs (including other personnel costs) at an amount of € 3.8 million.

Notes on the consolidated balance sheet as on 31 December 2018

1.1.1. Intangible fixed assets

Intangible fixed assets

Amounts x € 1,000

	Exhibition titles	Software	Other	Work in progress	Total
Cost as on 1-1-2018	6,199	9,025	1,684	398	17,306
Finished work in progress	-	102	-	-102	-
Acquisitions	-	476	-	878	1,354
Translation differences	263	-	-	-	263
Divestments	-	-716	-	-	-716
Cost as at 31-12-2018	6,462	8,887	1,684	1,174	18,207
Depreciation and amortisation as on 1-1-2018	962	6,652	1,228	-	8,842
Depreciation	391	1,005	53	-	1,449
Translation differences	28	-	-	-	28
Divestments	-	-619	-	-	-619
Depreciation and amortisation as on 31-12-2018	1,381	7,038	1,281	-	9,700
Book value as on 1-1-2018	5,237	2,373	456	398	8,464
Book value as on 31-12-2018	5,081	1,849	403	1,174	8,507

Investments in exhibition titles are depreciated over a maximum period of 20 years. An impairment test on titles that were externally acquired in the past is performed annually. 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 Amsterdam ArenA. These rights will be depreciated until the year 2026. Divestments are related to assets that are no longer used. The work in progress involves investments in software for projects that has 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
Cost as on 1-1-2018	335,615	29,071	5,051	369,737
Investments	1,003	566	12,912	14,481
Finished work in progress	3,267	107	-3,374	-
Divestments	-530	-760	-	-1,290
Cost as on 31-12-2018	339,355	28,984	14,589	382,928
Depreciation and amortisation as on 1-1-2018	180,688	23,396	-	204,084
Depreciation	11,190	2,132	-	13,322
Divestments	-530	-759	-	-1,289
Depreciation and amortisation as on 31-12-2018	191,348	24,769	-	216,117
Book value as on 1-1-2018	154,927	5,675	5,051	165,653
Book value as on 31-12-2018	148,007	4,215	14,589	166,811

Buildings and land are depreciated over a period of 50 years, the Convention Centre over a period of 20 years, and installations over a period of 10 to 20 years. The other fixed assets are depreciated over a period of five to 20 years.

In 2017 the RAI renewed its long-term land lease retroactively from 1 November 2016. The paid land lease until 2066 amounts to € 3,157,434 (2017: € 3,223,443).

Divestments are related to fixed assets that are no longer used. The paid land lease is depreciated over the entire canon period until 2066.

1.1.3. Financial fixed assets

Financial fixed assets

Amounts x € 1,000

	Total
Balance as on 1-1-2018	1,134
Other changes	-
Balance as on 31-12-2018	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

	2018	2017
Trade receivables	17,567	15,839
Allowance for doubtful debts	-1,707	-1,280
	15,860	14,559
Other receivables	5,762	4,449
Receivables from shareholders	-	384
Accrued assets	6,165	7,694
	27,787	27,086

The trade receivables include, among other items, receivables for future events to an amount of € 7,657,252 (2017: € 9,687,487).

The other receivables include, among other items, yet to be billed invoices to an amount of € 2,814,695 (2017: € 3,700,756).

The accrued assets include, among other items, costs paid in advance to the amount of € 898,059 (2017: € 1,004,825) and paid personnel costs for future exhibitions to an amount of € 5,286,222 (2017: € 5,833,054).

1.1.5. Shareholder equity

For an explanation of the mutations in the shareholder equity in 2018 and 2017 see the notes on the company annual accounts of RAI Holding BV (see 4.1.2.).

1.1.6. Provisions

Provisions

Amounts x € 1,000

	Deferred taxes	Other	Total
Balance as on 1-1-2018	180	1,457	1,637
Allocation	209	538	747
Withdrawal	-228	-690	-918
Balance as on 31-12-2018	161	1,305	1,466

The passive deferred tax consists of the differences between commercial and tax-based valuation.

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

	2018	2017
Loans Deutsche Bank AG	22,000	24,000
Loan Coöperatieve Rabobank Amsterdam U.A.	22,000	24,000
Loan Triodos Bank	224	239
Loan Klimaatfonds Amsterdam	100	100
Other liabilities	7,099	7,264
	51,423	55,603

Overview of long-term loans

Per 31 December 2018, Amounts x € 1,000

	Principle	Payment in book year	Amount remaining
Loan Deutsche Bank AG	26,000	2,000	24,000
Loan Coöperatieve Rabobank Amsterdam U.A.	26,000	2,000	24,000
Loan Triodos Bank	253	15	238
Loan Klimaatfonds Amsterdam	100	-	100
Other liabilities	8,043	165	7,878
	60,396	4,180	56,216
Minus short-term part of long-term liabilities	4,793		4,793
	55,603		51,423

In 2013 the RAI entered into a credit agreement with Deutsche Bank AG and Coöperatieve Rabobank Amsterdam U.A. This credit agreement comprises an overdraft facility of €30 million as well as two loans totalling €48 million (50% Deutsche Bank AG and 50% Coöperatieve Rabobank Amsterdam U.A.) until 2020.

In 2016 the RAI established an additional credit facility with Deutsche Bank AG and Coöperatieve Rabobank Amsterdam U.A., consisting of a current account of US\$ 6.7 million at Coöperatieve Rabobank Amsterdam U.A. As part of this agreement, it was agreed that the current account of Coöperatieve Rabobank Amsterdam U.A. is reduced by €3 million and the current account of Deutsche Bank AG is increased by €3 million. This way both banks are a 50% credit provider. The current account of US\$ runs until 2020 and is reduced every six months by US\$ 831,250 as of 1 July 2018.

The rate of interest on the loans is Euribor + 1.70%.

In 2013 the RAI entered into an interest swap agreement, based on which RAI Holding BV pays an interest rate of 1.54% over an amount of € 40 million.

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

A credit agreement with the Triodos Bank for the financing of solar panels was concluded in 2014. It consists of a loan of €0.29 million for the period until 1 January 2034. The loan is being repaid in 79 quarterly terms, starting 1 July 2014. The interest rate is 3.5% on an annual basis for the period until 17 January 2026.

A credit agreement to finance solar panels was concluded with the Amsterdam Investment Fund of the Municipality of Amsterdam in 2014. It 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 for an interest of 7.46%. This lump-sum payment 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 €6.6 million has a term of over five years.

1.1.8. Current liabilities

Current liabilities

Amounts x € 1,000

	2018	2017
Bank overdrafts	4,604	3,777
Short-term part of long-term liabilities	4,793	4,793
Advance payments	22,380	25,134
Debts to suppliers	5,219	4,459
Corporation tax	1,724	175
Other taxes and social security contributions	1,523	1,732
Accruals and deferred income	19,459	20,566
	59,702	60,636

The accrued liabilities largely consist of receivable invoices for incurred costs of €12,933,134 (2017: €9,447,463) and accrued liabilities related to personnel to an amount of €4,806,567 (2017: €3,658,216).

Off-balance sheet information

1. In 2017 an agreement was reached between COD/Being Development and the RAI for a rental contract for the parking garage of the nhov Hotel. The rental contract will start as soon as the parking garage is delivered in 2020 and has a term of 20 years. The initial rental cost is €650,000 a year and it will be indexed annually. The total contractual obligation is €13,000,000. Based on the expected delivery, an amount of €0 is due within one year, and an amount of €2,437,500 is due within 5 years. The remainder involves the period 2024 to 2039 (2017: none).
2. No bank guarantees were issued (2017: none).
3. There are operational lease commitments for 36 (2017: 38) cars. At the end of the financial year the contractual commitments totalled €602,540 (2017: €955,680), of which €241,478 is due within one year. The remainder is due within five years.
4. A total of €582,592 (2017: €569,671) in lease payments was made in 2018.
5. In 2017 an agreement was reached with the Municipality of Amsterdam, Land Lease and Land Issuance and Development department on an advanced change of the long-term land lease agreement. The 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 €12,716,823 of which an amount of €259,526 is due within one year, and an amount of €1,297,631 is due within 5 years. The remainder involves the period 2024 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 and turnover tax purposes. The other members of the group are: RAI Amsterdam BV, RAI Solar Energy BV and Arfora BV. Each company is severally liable for the liabilities of the fiscal entity.

Financial tools

The risks associated with the financial tools are clarified below.

Credit risk

In order to manage the credit risk, exposure is constantly monitored and acted upon. 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 euros.

There is an overdraft facility agreement with Coöperatieve Rabobank Amsterdam U.A. to a maximum amount of US\$ 6.7 million for which the company faces a currency risk.

Interest risk

Interest risks mainly concern long-term loans. RAI Amsterdam BV has interest rate swap contracts to cover interest risks. In order to cover the interest risk RAI Amsterdam BV has concluded interest swap contracts. In order to fix the interest rates, interest rate swaps amounting to € 40 million at the end of 2018 were concluded in 2013 for the period until 2020. RAI Amsterdam BV pays an interest rate of 1.54% on the interest swap with Deutsche Bank AG/Coöperatieve Rabobank Amsterdam U.A. A variable interest rate of three months Euribor plus an individual surcharge is paid on the bank overdrafts. The amounts covered by the interest swaps are smaller than or equal to the outstanding principle of the loans from Deutsche Bank AG/Coöperatieve Rabobank Amsterdam U.A. On 31 December 2018, the interest swaps had a fair value of minus € 1,180,692 (2017: minus € 1,801,264). The nominal value will be reduced to zero over the remaining interest swap period (until 2020).

Notes on the consolidated profit and loss accounts 2018

2.1.1. Turnover

Turnover

Amounts x € 1,000

	2018	2017
By geographical area		
The Netherlands	147,572	115,584
Other countries	4,763	6,567
	152,335	122,151
By activity		
Letting to third parties	29,473	23,761
Exhibition events	39,909	29,109
Catering	20,864	17,931
Hotel commissions	3,432	2,743
Parking	6,554	5,735
Facility Services	19,603	17,112
Interior	17,781	12,898
Building-related letting	11,239	10,465
Other	3,480	2,397
	152,335	122,151

2.1.2. Costs of outsourced work or other external costs

Costs of outsourced work or other external costs

Amounts x € 1,000

	2018	2017
Accommodation	4,091	5,088
Catering	9,922	8,257
Outsourcing costs	14,039	5,427
Marketing costs	2,223	3,702
Organisation costs	2,007	1,194
Safety & security costs	4,018	1,711
Facility	19,919	16,355
Other	4,503	4,234
	60,722	45,968

2.1.3. Personnel costs

The salary (including benefits) paid to Board members (2) in 2018 totalled € 749,173 (in 2017: € 716,323).

The salary paid to Supervisory Board members (4) amounted to € 99,744 (in 2017: € 92,713, average of 4).

Average number of employees

In FTE, working for the group

	2018	2017
In the Netherlands	383	376

Personnel, by discipline

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

	2018	2017
BY DISCIPLINE		
Commercial	48%	53%
Operational	39%	35%
Financial/management	13%	12%
Total	100%	100%

2.1.4. Depreciation on intangible and tangible fixed assets

The depreciation on intangible and tangible fixed assets costs of € 13.9 million in regular depreciations and € 1.0 million in book losses on divested tangible fixed assets.

2.1.5. Other operational costs

Other operational costs

Amounts x € 1,000

	2018	2017
Consultancy costs	1,387	1,236
Automation costs	4,443	4,357
Agency costs	1,472	799
Building and accommodation	6,099	5,404
Marketing	1,660	1,478
Other costs	2,581	1,376
Maintenance	4,452	3,940
Temporary personnel	3,500	1,725
Other personnel costs	2,895	1,572
Travel and representation costs	534	418
	29,023	22,305

Auditors' costs

In accordance with Article 382a Book 2 of the Netherlands Civil Code, an amount of € 125,000 (2017 BDO Audit & Assurance: € 103,399) is due to Deloitte Accountants BV in the book year, of which € 125,000 (2017 BDO Audit & Assurance: € 100,000) relates to the annual audit and € 0 to other audit assignments.

2.1.6. Interest revenue and expenses and similar

Interest revenue and expenses and similar

Amounts x € 1,000

	2018	2017
Interest proceeds and similar	-	284
Interest costs and similar	-2,524	-2,572
Interest costs and similar in the profit and loss account	-2,524	-2,288

The interest costs and similar consist of € 2,475,630 in owed interest and € 48,548 in costs from exchange results.

2.1.7. Taxes

Taxes

Amounts x € 1,000

	2018	2017
Deferred corporation tax	-20	-352
Acute corporation tax for current book year	3,115	2,317
Corporation tax for previous years	-	44
Tax charged in the profit and loss account	3,096	2,009

The effective taxation rate over 2018 is 25.3% (2017: 27.6%) which is in line with the generally applicable tax rate in the Netherlands.

4.1. Company balance sheet (before appropriation of results)

Company balance sheet

Before appropriation of results, amounts x € 1,000

ASSETS	ref.	2018	2017
Fixed assets			
Financial fixed assets	4.1.1.	90,380	80,340
Receivables from group companies	4.1.3.	7,964	11,367
		98,344	91,707
LIABILITIES			
Shareholder equity			
	4.1.2.		
Issued capital		2,730	2,730
Share premium		22,006	22,006
Statutory translation reserve		-262	-397
Other reserves		63,789	60,834
Unappropriated profit		9,905	5,271
		98,168	90,444
Debts			
Debts to credit institutions			
		176	1,263
Debts to group companies	4.1.3.	-	-
		98,344	91,707

5.1. Company profit and loss account

Company profit and loss account

Amounts x € 1,000

	2018	2017
Company result after taxes	-	-
Result from participating interests after taxes	9,905	5,271
Net result	9,905	5,271

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 2018

4.1.1. Financial fixed assets

Financial fixed assets

Amounts x € 1,000

	Participation in group companies
Balance as on 1-1-2018	80,340
Statutory translation reserve	135
Other changes	-
Result	9,905
Balance as on 31-12-2018	90,380

The company owns 100 percent (unless otherwise stated) of the shares in the following major participations: RAI Amsterdam BV, Amsterdam; Arfora BV, Amsterdam.

The results of these group companies include those of the following indirect participations (100%): RAI Solar Energy BV, Amsterdam; RAI USA, Inc., Delaware; Rui Ang Exhibition and Convention Co., Ltd., Shanghai and RAI TURKEY ULUSLARARASI FUARCILIK VE GOSTERI HIZMETLERI ITHALAT IHRACAT TICARET LIMITED SIRKETI, Istanbul.

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 on 01-01-2017	2,730	22,006	-	58,070	5,048	87,854
Appropriation of result	-	-	-	5,048	-5,048	-
Statutory translation reserve	-	-	-397	-	-	-397
Result book year	-	-	-	-	5,271	5,271
Dividend	-	-	-	-2,284	-	-2,284
Balance as on 12-12-2017	2,730	22,006	-397	60,834	5,271	90,444
Balance as on 01-01-2018	2,730	22,006	-397	60,834	5,271	90,444
Correction opening balance	-	-	-	5,271	-5,271	-
Result appropriation	-	-	135	-	-	135
Statutory translation reserve	-	-	-	-	9,905	9,905
Result book year	-	-	-	-2,316	-	-2,316
Dividend	2,730	22,006	-262	63,789	9,905	98,168

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 group companies

Receivables from group companies

Amounts x € 1,000

	Debts to group companies
Balance as on 1-1-2018	11,367
Dividend payment	-2,316
Dividend	-
Other changes	-1,087
	<hr/>
Balance as on 31-12-2018	7,964

The determined dividend is paid via the subsidiary RAI Amsterdam BV to the shareholders and charged to RAI Holding via a current account relationship. No interest applies to receivables from group companies.

Personnel

As was the case in 2017, the company did not employ any staff in 2018.

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, Amsterdam RAI Catering BV (until its liquidation on 12 July 2018) and RAI Solar Energy BV.

Amsterdam, 26 March 2019

Executive Board of RAI Holding BV

P. (Paul) Riemens, *CEO*

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

Supervisory Board of RAI Holding BV

R.H. (Roelf) de Boer, *chair*

J.W.Th. (John) van der Steen, *vice-chair*

W.C.M. (Mariëlle) de Macker

A.M.H. (Annemarie) Macnack - van Gaal

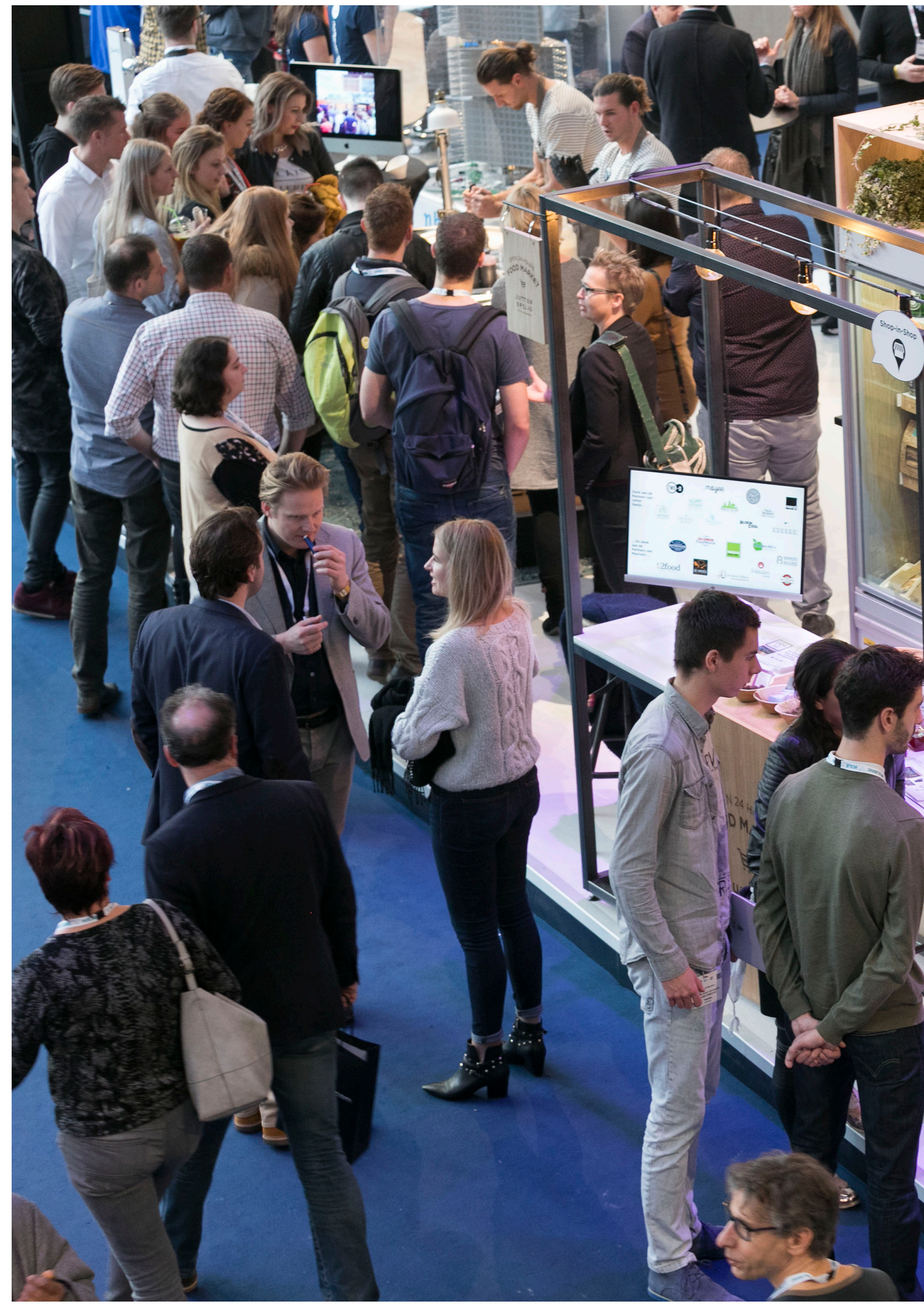
Proposed appropriation of profit

Proposed appropriation of profit

The general meeting of shareholders is proposed to pay a dividend of € 2.356 million over 2018. The result after tax over 2018 is included in the unappropriated profit item under shareholder equity.

Events after the balance sheet date

None.



#06

Other information

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 the prior approval of the owners of shares of the type concerned, to not pay profit on those shares but to reserve that part of the profit and add it to the dividend reserve A or B respectively. Payment against dividend reserve A or B respectively can only be made to the owners of the type of shares concerned if the general meeting determines as such after prior approval by a meeting of those owners.
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 multiple interim dividends, with due regard to point seven.
9. Unless the general meeting determines another date, dividends are payable immediately after determination.
10. The right to claim for payment of dividend lapses after a period of five years.

Reference to the audit statement by the independent accountant

To: the shareholders and Supervisory Board of RAI Holding B.V.

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 2018 Financial Statements.

The 2018 Financial Statements as prepared by management, were finalized and approved by the Supervisory Board of RAI Holding B.V. on March 26, 2019. On that same date, Deloitte Accountants B.V. issued an unqualified independent auditor's report on these financial statements.

Deloitte Accountants B.V.
C.A.M. Renne RA



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#07

About reporting

Stakeholder dialogue, materiality and reporting

To gain insight into issues important to the stakeholders RAI Amsterdam has periodic meetings with its stakeholders. The overview below shows how and how often RAI Amsterdam has these structural dialogues.

Stakeholder dialogue			
Stakeholder group	Dialogue type	Frequency	Topic
Internal stakeholders, shareholders, clients, suppliers	Extensive stakeholder consultation	1x approx. every 3 years	Policy review
Clients	Surveys	After event	Client satisfaction
Visitors	Social media	Continuous	Activities related to the RAI, reachability
Neighbourhood residents	Programming meeting	3-4x a year	Activities in and around the RAI
Suppliers	Inspiration and feedback sessions	Regularly	Sustainable procurement, realisation of activities and work environment
Employees	Employee satisfaction survey	1x every 2 years	Employee satisfaction
Transport companies (e.g., NS, GVB)	Meeting	Regularly	Reachability RAI around events

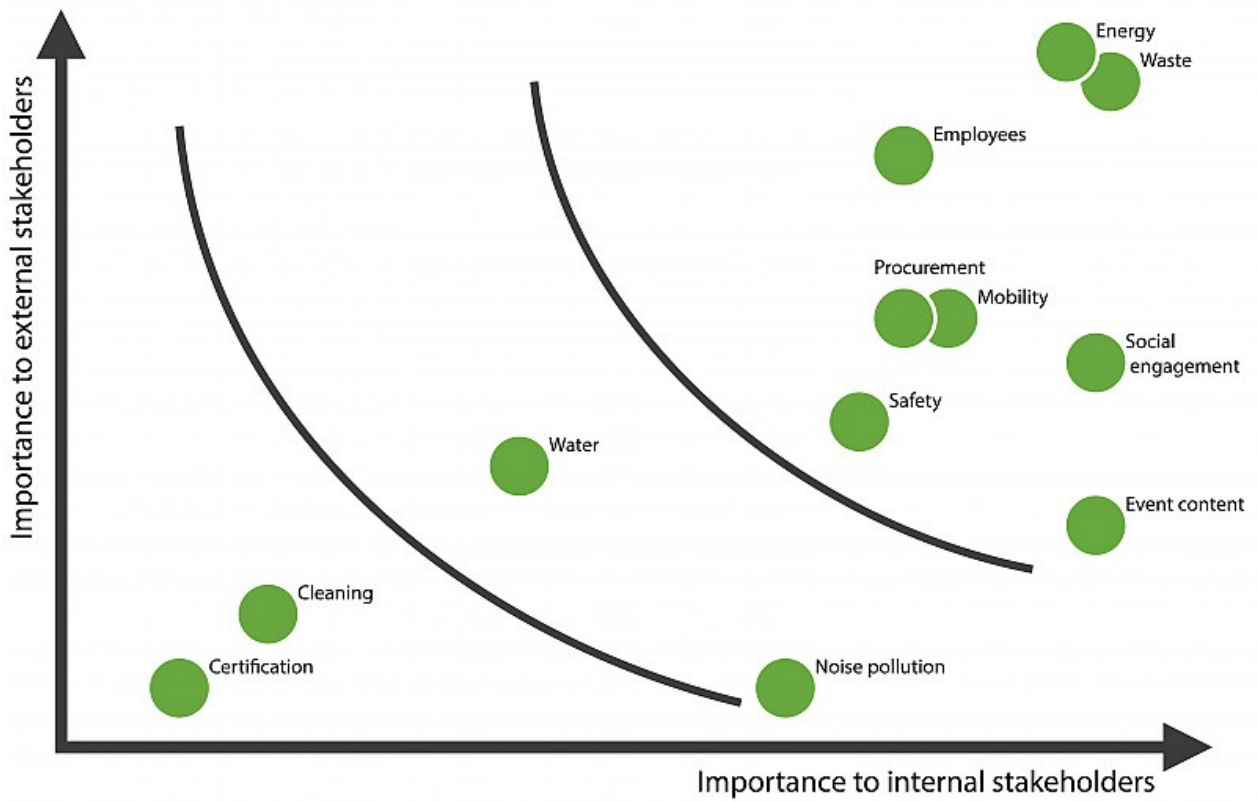
An extensive stakeholder consultation and materiality determination took place in 2016. The scope was corporate social responsibility and it consisted of three stages: stakeholder mapping; stakeholder consultation (internal and external interviews and surveys), and analysis and reporting.

CSR themes

The most common topics named by the consulted stakeholders were: waste and energy, employees, sustainable procurement, social engagement and security. Another topic mentioned involved event content – which was deemed as very important by internal stakeholders. As the aforementioned topics are the most material, they form the foundation for the CSR reporting which has been integrated within the financial report starting with the 2017 Annual Report.

Materiality

The figure below illustrates the relative importance according to the stakeholders and to RAI Amsterdam.



Reporting

This report was drawn up in accordance with the guidelines version 4.0 (G4) of the Global Reporting Initiative – application level 'core'. The GRI guidelines are available via www.globalreporting.org.

GRI table

Part 1

GRI code	GRI G4 Information directives	Clarification
	Strategy and analysis	
G4-1	Statement from the Executive Board about the relevance of sustainability to the organisation and its strategy	annualreport2018.rai.nl/verslag-van-de-directie/strategie
	Organisation profile	
G4-3	Name of the organisation	RAI Amsterdam B.V.
G4-4	Primary brands, products, and/or services and events	annualreport2018.rai.nl/in-voegvlucht/profiel
G4-5	Location of the organisation's headquarters	RAI Amsterdam Europaplein ML 1078 GZ Amsterdam
G4-6	Number of countries where the organisation operates (as relevant to sustainability issues)	RAI Amsterdam is active within several countries.
G4-7	Nature of ownership and legal form	annualreport2018.rai.nl/in-voegvlucht/profiel
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers)	annualreport2018.rai.nl/in-voegvlucht/profiel
G4-9	Scale of the reporting organisation	annualreport2018.rai.nl/in-voegvlucht/profiel
G4-10	Details of workforce by type of work, work agreement and region	jaarverslag2018.rai.nl/in-voegvlucht/kerncijfers annualreport2018.rai.nl/verslag-van-de-directie/personeel-en-organisatie
G4-11	Percentage of total employees covered by collective bargaining agreements	RAI Amsterdam has its own work conditions package and is not covered by a collective labour agreement.
G4-12	Description of the supply chain	-
G4-13	Significant changes during the reporting period regarding size, structure or ownership	No significant changes to size, structure or ownership have occurred during the period under review.
G4-14	Whether and how the precautionary approach or principle is addressed by the organisation	-
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes	annualreport2018.rai.nl/in-voegvlucht/welkom-bij-de-rai
G4-16	Membership in associations	Not included
G4-17	A list of all entities included in the organisation's consolidated financial statements	annualreport2018.rai.nl/jaarrekening
G4-18	Process for defining report content	annualreport2018.rai.nl/over-onze-verslaggeving
G4-19	Material aspects	annualreport2018.rai.nl/over-onze-verslaggeving
G4-20	Report the Aspect Boundary within the organisation	annualreport2018.rai.nl/over-onze-verslaggeving
G4-21	Report the Aspect Boundary outside the organisation	annualreport2018.rai.nl/over-onze-verslaggeving
G4-22	The effect of any restatements of information provided in previous reports	n/a
G4-23	Significant changes from previous reporting periods	n/a
G4-24	Stakeholder groups engaged by the organisation	annualreport2018.rai.nl/over-onze-verslaggeving
G4-25	Basis for identification and selection of stakeholders	annualreport2018.rai.nl/over-onze-verslaggeving
G4-26	Approach to stakeholder engagement, including the frequency of contacts per type and group of stakeholders	annualreport2018.rai.nl/over-onze-verslaggeving
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	-
	Report profile	
G4-28	Reporting period for information provided	1 January – 31 December 2018

G4-29	Date of most recent previous report	03/26/2019
G4-30	Reporting cycle	Annual
G4-31	Contact point for questions regarding the report or its contents	Corporate Communication Department via corcom@rai.nl
GRI table of contents		
G4-32	The 'in accordance' option chosen	Core
G4-33	Policy and current practice with regard to involving external assurance for the report	RAI Amsterdam has not had the sustainability report verified externally by an accountant
Governance, commitments and engagement		
G4-34	Governance structure of the organisation, including committees under the highest governance body	annualreport2018.rai.nl/in-vogelvlucht/samenstelling-rvc-en-directie annualreport2018.rai.nl/verslag-van-de-directie
G4-35	Process for delegating authority for economic, environmental and social topics	annualreport2018.rai.nl/over-onze-verslaggeving
G4-36	Executive roles/positions for economic, environmental and social topics	jaarverslag2018.rai.nl/over-onze-verslaggeving
G4-37	Mechanisms which give shareholders and employees the opportunity to make recommendations or exercise joint authority with the highest governance body on economic, environmental and social topics	annualreport2018.rai.nl/over-onze-verslaggeving
G4-38	The number of members of the highest governance body who are independent and/or non-executive members	0
G4-39	Chair of the highest governance body	CEO
G4-41	Processes in place for the highest governance body to ensure conflicts of interest are avoided	annualreport2018.rai.nl/governance-en- risicomanagement/risicomanagement
G4-42	Role of the highest governance body in the development, approval and updating of the mission, vision, goals and strategy related to economic, environmental and social topics	Final approval is given by the Executive Board. The Board is supported in this by the CSR Board.
G4-43	Measures taken to enhance the highest governance body's collective knowledge of economic, environmental and social topics	-
G4-44	Processes for evaluation of the highest governance body's performance, especially with respect to economic, environmental and social impact, opportunities and risks	annualreport2018.rai.nl/governance-en- risicomanagement/risicomanagement
G4-45	Procedures of the highest governance body for overseeing economic, environmental and social impact, opportunities and risks	annualreport2018.rai.nl/governance-en- risicomanagement/risicomanagement
G4-46	The role of the highest governance body in reviewing the effectiveness of risk management processes in the field of economic, environmental and social topics	annualreport2018.rai.nl/governance-en- risicomanagement/risicomanagement
G4-47	Frequency of the highest governance body's review of economic, environmental and social opportunities, risks and impact	Monthly
G4-48	Highest committee or role/position that reviews and approves the annual sustainability report and ensures that all material aspects are covered	annualreport2018.rai.nl/governance-en- risicomanagement/risicomanagement
G4-49	Process for communicating critical concerns to the highest governance body	annualreport2018.rai.nl/governance-en- risicomanagement/risicomanagement
G4-50	Nature and number of critical concerns that were communicated to the highest governance body and the manner in which they were addressed	-
G4-51	Manner in which the remuneration policies of the highest governance body, top managers and senior executives (including severance pay) are linked with the performance of the organisation (including social and environmental performance)	Remuneration report on RAI.NL
G4-52	Process for determining remuneration	Remuneration report on RAI.NL
G4-53	How employees' and shareholders' views are sought and taken into account where remuneration is concerned	annualreport2018.rai.nl/over-onze-verslaggeving

Ethics and integrity

G4-56	Internally developed mission statement or statement of principles, norms of behaviour and assumptions which are important for economic, environmental and social performance	annualreport2018.rai.nl/verslag-van-de-directie/strategie
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Part 2

GRI code	GRI G4 Information directives	Clarification
	Economic performance	
	Information about the management approach	RAI Amsterdam's Annual Report and Sustainability Report describe the economic and financial approach
G4-EC1	Direct economic value generated and distributed	annualreport2018.rai.nl/verslag-van-de-directie
G4-EC8	Significant indirect economic impact, including the effects of that impact	annualreport2018.rai.nl/verslag-van-de-directie
	Procurement	
	Information about the management approach	-
EO9	Type and sustainability performance of procurement	-
EO1	Direct economic impact and value creation as a result of sustainable initiatives	-
	Environment	
	Information about the management approach	We try to minimise our environmental impact. To guarantee a systematic approach in our business operations, we use an environmental management system based on international guidelines and standards. The objectives are established in our CSR policy plan.
	Energy	
	Information about the management approach	We invest in reducing the use of fossil fuels and our energy consumption.
G4-EN3	Energy consumption within the organisation	annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
G4-EN6	Reduction of energy consumption	annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
	Air emissions, wastewater and waste substances	
	Information about the management approach	Waste is one of the priority areas within the RAI's CSR policy. Our goal is that the RAI's waste management be among the best in the world within the convention and events industry.
G4-EN15	Direct emissions of greenhouse gasses (GHG) scope 1	annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
G4-EN16	Indirect emissions of greenhouse gasses (GHG) scope 1	annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
G4-EN19	Reduction of greenhouse gas (GHG) emissions	annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
G4-EN23	Total weight of waste by type and disposal method	annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
	Transport	

	Information about the management approach	RAI Amsterdam welcomed about 1.7 million visitors in its concenction centre in 2018. We ensured that their visits proceeded in a safe and efficient way so as to minimise the impact on the environment. We focus on preventing traffic jams, stimulating alternatives to cars, and limiting or preventing emissions, hindrance and noise pollution. annualreport2018.rai.nl/verslag-van-de-directie/faciliteiten
EO2	Modes of transport taken by visitors as a percentage of total transportation, and initiatives to encourage the use of sustainable transport options	
	Social Information about the management approach	To improve wellbeing, we focus on creating social value for both internal and external stakeholders. RAI Amsterdam has been connecting people since 1893, and as such occupies a central space in its social environment. annualreport2018.rai.nl/verslag-van-de-directie/strategie
	Work conditions and decent work Information about the management approach	RAI Amsterdam aims to contribute to the wellbeing of current and future employees in an active and visible way. We therefore have a sustainable HR policy oriented toward wellbeing, vitality and lifestyle, and invest in the local community. annualreport2018.rai.nl/in-vogelvlucht/kerncijfers
LA1	Total number of personnel by type of work, work agreement and region	annualreport2018.rai.nl/verslag-van-de-directie/personeel-en-organisatie
	Health and safety Information about the management approach	RAI Amsterdam aims to contribute to the sustainable employability of its workers by deploying specific policies that target health, safety and vitality. This indicator is defined by law in the Netherlands.
LA4	Minimum notice periods in case of operational changes, including the specifications in collective agreements	annualreport2018.rai.nl/verslag-van-de-directie/personeel-en-organisatie
LA6	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	
LA8	Health and safety topics covered in formal agreements with trade unions	In the covenant for the cleaning and window cleaning sector, RAI Amsterdam has established agreements to ensure good working conditions for its employees.
LA11	Percentage of employees who receive regular reports on performance and career development per gender and employee category	All employees go through a yearly evaluation and assessment in which individual performances and career development are discussed.
LA12	Composition of governance bodies and breakdown of employees according to gender, age group, minority group membership, and other indicators of diversity	annualreport2018.rai.nl/in-vogelvlucht/samenstelling-rvc-en-directie
	Equal remuneration for women and men	
LA13	Ratio of basic salaries and remuneration of women and men per employee category and significant business location	RAI Amsterdam has fixed salary scales which do not differentiate between women and men

	<p>Local communities (society) Information about the management approach</p>	<p>To improve wellbeing, we focus on creating social value for both internal and external stakeholders. RAI Amsterdam has been connecting people since 1893, and as such occupies a central space in its social environment.</p>
G4-S01	<p>Implemented local community engagement programmes, impact assessments, and development programmes</p>	<p>annualreport2018.raai.nl/verslag-van-de-directie/strategie annualreport2018.raai.nl/verslag-van-de-directie/evenementen</p>
	<p>Screening of suppliers for social impact Information about the management approach</p>	<p>RAI selects local suppliers if possible</p>
G4-S09	<p>Percentage of new suppliers that were screened using criteria for impact on society</p>	<p>n/a</p>
	<p>Health and safety of customers/visitors Information about the management approach</p>	<p>RAI Amsterdam is one of the leading European convention centres as far as safety is concerned. The Safe Working Practices Manual describes the relevant rules and procedures.</p>
G4-PR1	<p>Percentage of significant product and service categories for which health and safety impacts must be improved</p>	<p>annualreport2018.raai.nl/verslag-van-de-directie/faciliteiten</p>
E07	<p>Numbers and types of injuries, fatalities and incidents involving visitors and other relevant stakeholders</p>	<p>jaarverslag2018.raai.nl/in-vogelvlucht/voorwoord</p>

#08

Enclosure

Personal information of management and works council

As at the end of 2018

RAI Amsterdam management team

Name	Title
Paul Riemens	CEO
Maurits van der Sluis	COO
Jan van den Bosch	Director Venue
Jules Broex	Director Operations
Eline Deijs	Director Marketing & Digital
Bas Dalm	Director Commerce
Bart van der Heijden	Director Clients
Martin van Nierop	Director Hospitality & Executive relations
Menno Roodenburg	Director Finance
Bret Baas	Manager IT
Pauline Bottema-Sanders	General counsel & Company secretary
Bianca van den Oever	Manager HR

RAI Amsterdam Works Council

Name	Title
Edo Kayser	chair
Kees van Gastel	vice-chair
Jorn Bom	
Jean-Paul ten Kleij	
Robin van Os	
Hugo Rosenberg	
Rocco Stokvis	
Pamela Peetoom	
Jolanda Visser	
Paulien van Waegeningh	
Suzanne van Vliet	

Colophon

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RAI Amsterdam welcomes reactions to its annual report via corcom@rai.nl

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