



MCH Group  
Global Live Marketing

# Annual Report 2015



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# MCH Group

The MCH Group with its head office in Basel takes in the exhibition companies in Basel, Lausanne and Zurich and also Exhibit & More (Fällanden) under its holding company, MCH Group Ltd. These companies are responsible for running Messe Basel, Expo Beaulieu Lausanne and Messe Zürich and for staging the 40 or so exhibitions organised by the MCH Group each year.

The MCH Group also owns a number of companies active in the field of live marketing solutions: MCH Global (Basel), Reflection Marketing (Wallisellen), Rufener and Oceansalt (Zurich), Expomobilia and Technofot (Effretikon) and Winkler Multi Media Events (Wohlen). It additionally has a 20 % holding in metron Vilshofen.

The holding company, MCH Group Ltd., is listed on the SIX Swiss Exchange (Domestic Standard).





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The MCH Group is a leading international live-marketing company with a comprehensive services network spanning the entire exhibition and event market.

As the organiser of national and international exhibitions, the MCH Group creates effective and efficient marketing platforms and offers exhibiting companies bespoke solutions for successful exhibition stands. With its infrastructure in Basel, Lausanne and Zurich, as well as its live marketing solutions, the MCH Group also provides a broad range of services to corporate and public events, in addition to exhibitions and congresses.

The MCH Group's current exhibition portfolio takes in around 90 MCH and third-party exhibitions with some 18 000 exhibiting companies and 2 100 000 visitors. The live marketing solutions companies operate all over the world, implementing way above 1 000 projects each year.

# Key figures

2015	Number	Exhibitors	Visitors	GEA <sup>1)</sup>	Duration <sup>2)</sup>
<b>Exhibitions</b>	<b>28</b>	<b>7 058</b>	<b>1 370 540</b>	<b>697 800</b>	<b>157</b>
MCH exhibitions					
Messe Basel	11	3 872	626 646	384 260	71
Expo Beaulieu Lausanne	7	1 352	264 534	120 533	38
Messe Zürich	7	1 282	305 860	112 565	32
Miami Beach, Hong Kong	3	552	173 500	80 442	16
<b>Venues</b>	<b>1 247</b>	<b>14 639</b>	<b>2 575 529</b>	<b>1 036 562</b>	<b>847</b>
All events					
<b>Exhibitions</b>	<b>79</b>	<b>13 308</b>	<b>1 635 156</b>	<b>1 018 370</b>	<b>274</b>
Messe Basel	21	4 915	716 871	458 230	93
Expo Beaulieu Lausanne	23	2 364	324 718	200 528	82
Messe Zürich	35	6 029	593 567	359 612	99
<b>Hall rentals &amp; events</b>	<b>37</b>		<b>111 120</b>		
Messe Basel	11		69 720		
Expo Beaulieu Lausanne	–		–		
Messe Zürich	26		41 400		
<b>Conferences &amp; room rentals</b>	<b>634</b>	<b>1 331</b>	<b>235 753</b>	<b>18 192</b>	<b>573</b>
Congress Center Basel	227	1 233	142 310	13 902	347
Congrès Beaulieu Lausanne	150	98	90 043	4 290	226
Conference rooms Messe Zürich	257		3 400		
<b>Musical Theaters</b>	<b>497</b>		<b>593 500</b>		
Musical Theater Basel	313		387 000		
Théâtre Beaulieu Lausanne	56		69 000		
Theater 11 Zürich	128		137 500		

1) Gross exhibition area in m<sup>2</sup>

2) No. of days (without assembly/dismantling)

2015	Number
<b>Live Marketing Solutions</b>	<b>1 306</b>
<b>Marketing Consulting</b>	<b>73</b>
Projects supervised	
<b>Event Management</b>	<b>65</b>
Projects supervised	
<b>Exhibitions &amp; Event Construction</b>	<b>350</b>
Projects implemented	
<b>Multi Media</b>	<b>818</b>
Projects implemented	

Group Income Statement in CHF million		2015	% of income	2014	% of income	2013	% of income
Operating income		416.4	100.0	449.4	100.0	472.6	100.0
	Exhibitions	296.5	71.2	332.4	74.0	323.1	68.4
	Venues	41.4	9.9	40.5	9.0	35.9	7.6
	Live Marketing Solutions	78.5	18.9	76.5	17.0	113.6	24.0
EBITDA		82.8	19.9	85.1	18.9	79.5	16.8
EBIT		40.1	9.6	42.8	9.5	40.1	8.5
Group profit		31.0	7.4	32.8	7.3	30.5	6.5
Group Balance Sheet in CHF million		31.12.2015	%/of total assets	31.12.2014	%/of total assets	31.12.2013	%/of total assets
Current assets		322.0	35.2	257.7	29.4	283.5	30.5
Non-current assets		592.3	64.8	619.9	70.6	646.4	69.5
Assets		914.3	100.0	877.6	100.0	929.9	100.0
Liabilities		506.4	55.4	496.3	56.6	573.7	61.7
Shareholders' equity		407.9	44.6	381.3	43.4	356.2	38.3
Equity and Liabilities		914.3	100.0	877.6	100.0	929.9	100.0
Net debt in CHF million		2015		2014		2013	
31.12.		91.9		155.3		222.3	
Share prices and proposed dividend in CHF		2015		2014		2013	
Share price 31.12.		62.50		64.80		59.55	
Proposed dividend per share		0.50		0.50		0.50	

# Commentary

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Operating income clearly above CHF 400 million for the third time, an EBITDA in excess of CHF 80 million and an EBIT above CHF 40 million – the MCH Group has posted a very good result for the 2015 business year again, as a year in which fewer exhibitions were scheduled to be held.

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Ladies and Gentlemen,

We are delighted to be able to present a gratifying result once more. With operating income of CHF 416.4 million, the consolidated income statement for the MCH Group for 2015 shows an EBITDA of CHF 82.8 million (19.9 % of operating income), an EBIT of CHF 40.1 million (9.6 %) and a group profit of CHF 31.0 million (7.4 %).

The consolidated total assets at the end of 2015 were CHF 914.3 million with liabilities of CHF 506.4 million and shareholders' equity of CHF 407.9 million. The equity ratio is 44.6 %. Investments in infrastructure totalling CHF 17.1 million were made in the reporting year. The price of the MCH Group Ltd.'s registered shares fell 3.5 % from CHF 64.80 to CHF 62.50 in the course of the reporting year.

Compared with the previous years, operating income was 7.3 % below that for 2014 (CHF 449.4 million) and 11.9 % below 2013 (CHF 472.6 million). The EBITDA is 2.7 % lower than in 2014 (CHF 85.1 million) and 4.2 % higher than in 2013 (CHF 79.5 million). The EBIT fell 6.3 % compared with 2014 (CHF 42.8 million) and is at the same level as 2013 (CHF 40.1 million). The group profit is 5.5 % below the figure for 2014 (CHF 32.8 million) and 1.6 % above the figure for 2013 (CHF 30.5 million).

A number of factors must be borne in mind when drawing comparisons with previous years: 2015 was a year with fewer exhibitions than 2014, due to the individual exhibition schedules. There was no Swissbau, and none of the exhibitions staged every three years was held. While 2013 was also a year without Swissbau, it nonetheless had the Holz and Ilmac fairs that come round every three years. It similarly benefited from a large number of special effects in conjunction with the first Baselworld to be held in the newly competed exhibition complex. Apart from this, the economic framework conditions have worsened noticeably by comparison to the previous years – due to the withdrawal of support for the Swiss franc, in particular.

In the light of these factors, the 2015 result is to be rated as very good both in terms of the absolute figures and by comparison with the previous years.



↑  
Dr. Ulrich Vischer

The above-mentioned factors are also reflected in the operating income for the individual divisions. In the Exhibitions division (MCH exhibitions) operating income in 2015 is 10.8 % below that of the previous year, due to the individual exhibition cycles. At CHF 296.5 million, the MCH exhibitions account for 71.2 % of overall operating income. In the Venues division (third-party exhibitions), operating income was increased by 2.2 % over the previous year, to stand at a new record value of CHF 41.4 million, accounting for 9.9 % of overall operating income. In the Live Marketing Solutions (Event Services) division too, operating income was up 2.6 % compared with 2014, at CHF 78.5 million. This represents 18.9 % of overall operating income.

↓  
René Kamm



The good result for 2015 is due first and foremost to an excellent first half, during which around three quarters of annual sales were achieved – mainly through the big exhibitions that are staged every year. The second half was less gratifying. This was due not only to the standard seasonal fluctuation attributable to the summer months and the event programme. In the course of the second half of 2015, the exhibition and event business felt the negative impact of a number of factors, which will also greatly dampen the prospects for the years to come.

At national level, the exhibition business is confronted with the negative consequences of the strong Swiss franc. At the international level, the economic situation is increasingly marked by negative developments in the BRIC states, the conflicts in the Middle East and Russia/Ukraine, the terrorist attacks worldwide and the refugee crisis in Europe.

These factors will potentially have a negative impact on the exhibition and event business over the years to come, even if it is still difficult to estimate their specific consequences. Against this background, the Board of Directors and Executive Board have launched necessary measures for securing the result for 2016 and the years to follow.

These market developments constitute a major challenge, which we will be actively facing up to. It is important for us to further develop and implement the corporate strategy that we have been successfully pursuing for many years now.

Last year we took further key steps in this direction, acquiring Reflection Marketing AG, taking out holding in German stand constructors, metron Vilshofen GmbH, launching the necessary restructuring process at the Lausanne location and performing a number of adjustments to the exhibition portfolio.

In addition to this, a number of strategic initiatives have been developed, which now have to be implemented. At the forefront here are the further expansion of the services we offer in live marketing solutions, the strengthening of the MCH Group's position in the global art market by opening up new and additional market segments, and the development of digital offerings to supplement and extend our live marketing business.

We would like to thank everyone who contributed to the success of our group last year. Special thanks go to all the group's employees as well as to the members of the Executive Board and the Board of Directors. We would also like to extend our wholehearted thanks to you, our shareholders, for your loyalty and support.

Dr. Ulrich Vischer,  
Chairman of the Board of Directors

René Kamm,  
CEO

# Global Live Marketing





←  
Baselworld

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## Vision

We are setting out to further develop the MCH Group both nationally and internationally as an integrated live marketing group and, through the provision of top-quality products and services, to be the market leader in our market segments in the event and exhibition sector.

# Network



	Number	Exhibitors	Visitors	GEA <sup>1)</sup>
MCH exhibitions & Joint Ventures	40	11 000	1 600 000	1 000 000
Third-party exhibitions	50	7 000	500 000	400 000
<b>Total</b>	<b>90</b>	<b>18 000</b>	<b>2 100 000</b>	<b>1 400 000</b>

Figures for the last time (rounded)

<sup>1)</sup> Gross exhibition area in m<sup>2</sup>

## MCH and third-party exhibitions

A broad exhibition portfolio with some 90 national and international MCH exhibitions, joint ventures and third-party exhibitions.

The MCH Group's current exhibition portfolio includes some 90 events, a number of which are not held every year. The exhibition companies within the MCH Group organise 40 of these exhibitions themselves or are involved in them as part of joint ventures. Third-party organisers stage 50 exhibitions. Most of these exhibitions are held in Basel, Lausanne or Zurich, two are held in Miami Beach and one in Hong Kong.

## Venues

State-of-the-art event infrastructure for exhibitions, congresses and corporate and public events of all types in Basel, Lausanne and Zurich.

The infrastructure provided by the MCH Group in Basel, Lausanne and Zurich is state-of-the-art with the locations ideally complementing each other in terms of size, functionality and natural catchment area.

The exhibition portfolio is highly diversified in terms of exhibition type (trade fairs and consumer shows), geographical alignment (regional, national, international, global) and the topics covered. The sectors featuring prominently within this wide range are watches and jewellery, art and design, construction and real-estate, catering and the hotel trade, and different industries which have a number of exhibitions devoted to them.



Messe Basel	141 000 m <sup>2</sup> GEA <sup>1)</sup>
Congress Center Basel	25 rooms, capacities up to 5 000 people
Event Hall Basel	capacity up to 2 500 people
Musical Theater Basel	1 500 seats
Expo Beaulieu Lausanne	30 000 m <sup>2</sup> GEA <sup>1)</sup>
Messe Zürich	30 000 m <sup>2</sup> GEA <sup>1)</sup>
Theater 11 Zürich	1 500 seats

1) Gross exhibition area in m<sup>2</sup>

## Live Marketing Solutions

Comprehensive services for the entire national and international live marketing market.

The MCH live marketing solutions companies offer all the relevant services on the exhibition and event market, both at the level of strategy and consulting and in terms of project execution: strategic and conceptual consulting, marketing consulting, event management, exhibition, pavilion and event structures, digital printing and multimedia. In the exhibition business, the live marketing solutions companies are not only active at MCH Group exhibitions and locations but also support their customers at other exhibitions and in other locations – all over the world in some cases. They additionally undertake a large number of projects in the fields of corporate events and public events each year.



# Corporate development

The overriding objective of the MCH Group is to ensure its long-term business success for the benefit of all stakeholders. Its success is based on implementing its corporate strategy, which it is developing further all the time.

→  
Art Basel  
Hong Kong

The corporate strategy adopted in 2015 and consistently pursued since then is aimed at stable and healthy growth. Between 2004/05 and 2014/15, the MCH Group has been able to roughly double its operating income and its EBIT and hence to clearly strengthen its market position both in Switzerland and abroad.

The MCH Group's growth strategy is focused on the following strategic thrusts:

- expanding the range of services offered in the field of marketing platforms (exhibitions and events) and marketing solutions (live marketing solutions);
- further boosting the international nature of the product and services portfolio;
- developing digital offerings to complement and extend live-marketing business.

With a view to the overriding aim of sustainably ensuring the company's success, the MCH Group regards it as crucial to push ahead with implementing its growth strategy through selectively targeted strategic initiatives. And this despite the fact (or precisely because of the fact) that the economic framework conditions deteriorated considerably in the second half of 2015, thus notably worsening the prospects for the years to come (see Commentary pages 8 – 9).

## Challenges

The MCH Group's strategic thrusts have to be viewed against the backdrop of a company that earns most of its operating income in Switzerland, where it already has a very strong market position and where only limited potential exists for further growth. The nationally focused exhibition market is approaching saturation and Switzerland is losing more and more of its importance as a sales market, as active and potential client groups become increasingly internationalised and globalised.

The digitised world constitutes another huge challenge, given that in the years to come, "digital natives" are going to become the key decision-makers. It is thus indispensable to anticipate the changes, requirements and opportunities of the coming digital generation in good time and to exploit the corresponding potential for supporting and complementing the live marketing business.

## Consolidation in the exhibition business

The MCH Group's priority objective for its exhibition business is to maintain and further strengthen its globally leading position in the fields of watches and jewellery and also art and design. Key developments have been completed in this respect over the past few years with the new concept for Baselworld 2013 and the strengthening of Art Basel through the addition of Art Basel in Hong Kong. It is now a matter of adopting additional measures to further these developments.

At national level, consolidation trends are emerging for trade fairs, in particular, and these will become more pronounced and accelerate in the light of the economic environment – with the strong Swiss franc being the key factor here. In the 2015 business year, the MCH Group made two necessary adjustments to its portfolio: Pack&Move/Basel and Transport&Logistics/Bern were merged to form a new fair, which is to be organised by Easyfairs in Zurich in future. In addition, the MCH Group discontinued its cooperation with the Worlddidac Association, giving up the Worlddidac and Didacta fairs which were unprofitable for the group.

In addition, at the start of 2015, the MCH Group took the decision to concentrate on its core business in Lausanne in future – the staging of trade fairs and consumer shows – and to hand over the running of the congress centre and the theatre to other operators. The corresponding restructuring process was largely completed in 2015.

## Expansion of Live Marketing Solutions

One of the MCH Group's central strategic initiatives is aimed at further expanding the services the group offers in the field of bespoke marketing solutions, adopting a multi-dimensional approach. With the acquisition of Reflection Marketing AG, the MCH Group boosted its competence at the level of strategic consultancy in the 2015 financial year. And, with the acquisition of a holding in German stand construction company, metron Vilshofen GmbH, which was similarly completed last year, the MCH Group is able to work the German market more actively while, at the same time, having more direct access to the all-important German automotive brands in the field of stand and pavilion construction.

In January 2016, the MCH Group set up MCH Global AG. Active in the field of live marketing solutions, this new company boosts and focuses the group's competence at the higher-ranking level of strategic and conceptual design. MCH Global provides consultancy to organisations, organisers and companies worldwide in matters of strategy development and implementation concepts for the fields of culture, sport and corporate events. In addition to its consultancy services, the company can take charge of the general planning necessary for implementing the strategies and concepts and, by drawing on the existing MCH network, can provide all or some of the services required.



## Market position

No statistics are available for 2015 as yet. In the 2014 financial year, 35 % of all exhibitions in Switzerland were staged at the MCH locations of Basel, Lausanne and Zurich. These accounted for 40 % of the exhibiting companies, 31 % of visitors and 35 % of the occupied surface area of all the exhibitions held in Switzerland.

Measured in terms of the sales of Swiss exhibition companies in the 2014 financial year, the MCH Group had a market share in excess of 65 %. The group profit achieved by MCH Group was 75 % of the profit achieved by all the exhibition companies in Switzerland.

In 2014, the MCH Group ranked fifth amongst the world's leading exhibition companies in terms of sales.

Sources:  
Expo-Event. Live Communication Verband Schweiz, Statistics 2014  
AUMA, Review 2014

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### Strengthening the group's position on the global art market

Expanding the MCH Group's market position on the global art market constitutes a second pillar of the corporate strategy. A number of initiatives are being implemented with the aim of further reinforcing the globally leading position of Art Basel in the high-end segment. This includes a new and extended digital Art Basel platform, which was set up in 2015 and is now being further developed.

The MCH Group is additionally intending to secure new market shares in the middle segment of the international art market, clearly delimiting this from Art Basel. The group is thus conducting talks with a number of potential partners on a range of cooperation options. The aim is to build up a new portfolio with regionally leading art fairs over the years to come. These are to remain autonomous in terms of their brands and organisation and will be run on a decentralised basis. A new business unit has been set up within the MCH Group, separate from Art Basel, with responsibility for developing this strategic initiative.

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**Sustainability is a decisive factor in securing corporate success over the long term. The MCH Group thus endeavours to promote sustainable behaviour on all levels and to constantly improve the sustainability indicators.**

Healthy growth and a strong market position, stability through the structurally anchored partnership of private enterprise and the public sector, a major economic impact, horizontal and vertical synergy effects within the group network and good corporate governance: these are factors that characterise the MCH Group and, at the same time, underline the fundamental sustainability of the company.

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## Economics

With its marketing platforms and solutions, the MCH Group contributes towards strengthening the corresponding industries together with their national and international clientèle. It is noted for the exceptional quality of its products and services, which it achieves through its specialist competence and capacity to innovate, its thorough knowledge of the industries, its strong customer orientation and its anticipation of market changes.

The 5C model developed by the MCH Group helps to understand the way in which participating in an exhibition has the impact of an integral and integrating marketing action programme, and how this impact can be exploited and further developed. It supports the strategic and conceptual steering of the group's products and the entire portfolio and helps evaluate developments and innovations on the basis of a uniform system.

Exhibitions, congresses and events generate a major direct and indirect economic benefit. A number of studies have shown that exhibitions have a "knock-on effect" that is eight to ten times greater than their own turnover, which benefits various sectors, including the construction industry and ancillary trades, hotels and restaurants, transport and the retail trade, etc. With its commitment to the locations of Basel, Lausanne and Zurich as the key venues for its exhibitions, the MCH Group is assuming responsibility for its business locations and securing the corresponding economic benefit.

For the 2015 business year, the MCH Group is publishing its third detailed report on sustainability in accordance with the guidelines for the "Global Reporting Initiative" (GRI).

The Sustainability Report, the associated GRI G4 Content Index and an Annex with detailed information on the individual indicators are only being published online. They are available on the MCH Group website:

> [www.mch-group.com](http://www.mch-group.com)  
under "News"/"Reports"

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## Ecology

The MCH Group invests continuously in the optimisation of its environmental indicators: in the construction and operation of its buildings and systems through increasing energy efficiency, employing renewable energies and reducing emissions; in its logistics through in-house-developed logistics and transport concepts and, as far as possible, underground delivery to reduce the burden on the environment and the local neighbourhood; in the production of stands and equipment through the selection of materials, energy-efficient production and also climate-neutral offers.

For the new complex that was brought into operation at Messe Basel in 2013, great value was attached to attaining the maximum possible energy efficiency. The new complex satisfied stringent energy standards. All heating, ventilation and refrigeration systems are operated only when required, and the majority of the waste heat generated is used. The Basel-Stadt Minergie certification agency awarded the new Messe Basel complex the BS-054 Minergie label, which was developed especially for it.

The MCH Group aims to allocate its profits in such a way as to ensure the maintenance of its assets and the formation of equity capital, while also safeguarding the interests of its shareholders. The intention is for the equity-to-total assets ratio to guarantee financial security and to create a sound basis for further growth. The necessary investments in infrastructure and market development are made with an eye to the appropriate profitability.

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## Social

The MCH Group is committed to institutions that promote the economy and business locations by actively supporting them through its membership or partnership in specific projects. In 2015, it acted as a sponsoring partner in the fields of society and social affairs (including the Theodora Foundation), economic affairs (including the Swiss Innovation Forum), culture (including the Basel Tattoo), ecology (including the Climate Platform of the Wirtschaft Region Basel (Business Region Basel)) and sport (including FC Basel). The financial contributions and the materials and services provided had a total value of some CHF 500 000.– in 2015.

The MCH Group offers its employees attractive working and employment conditions for the standard wages on the market. A bonus system commensurate with the different company levels ensures that a large number of employees benefit from the success of the group as a whole and the individual business units, on the one hand, and from the attainment of their personal targets, on the other hand, the latter being agreed on in a discussion with their supervisor. Employees are supported in their further personal and professional development through internal training and continuing education programmes, as well as through financial support for attending external courses and training sessions.

At present, some 250 word and picture brands are registered for the MCH Group at the Swiss Federal Institute of Intellectual Property (IGE) in Bern. Brand protection provides legal security and is a clear indication that the intellectual property rights of the corresponding brand belong to the MCH Group and are also protected by the group. In the event of brands of the MCH Group being violated, the protection afforded by these brands is enforced by legal means.

The MCH Group is a member of “Stop Piracy”, the Swiss anti-counterfeiting and anti-piracy platform that was set up by the Federal Institute of Intellectual Property in 2005. For 30 years, the MCH Group has been committed to the protection of intellectual property in the context of the Baselworld Watch and Jewellery Show and supports the fight against counterfeited and pirated goods. At Baselworld, anyone who considers that their intellectual property rights have been violated through the presentation of an object at the show can have recourse to the show’s own arbitration board – the Baselworld Panel. The arbitration board decides within a single working day whether the rights to a design, brands, patent of invention or copyright-protected works have been violated.

Great importance is attached to ecological sustainability in the field of stand construction too. A CO<sub>2</sub> climate protection calculator for exhibition stands and interior fittings helps customers make sure that their exhibition stand is 100 % climate-neutral. This was developed especially for the purpose by Expomobilia in cooperation with myclimate, the Swiss nonprofit foundation for voluntary climate protection.

Photovoltaic systems are in operation at Messe Basel and Messe Zürich and also at Expomobilia in Effretikon and Fehraltorf, which together produce an average of 2 000 000 kWh of electricity each year. CO<sub>2</sub> emissions are reduced by approximately 1 200 kg CO<sub>2</sub>-e per year in this way.

# “100 Years Ahead”: MCH Group is writing history and recounting stories

2016 is a special year for the MCH Group. It is not only celebrating the 100th Muba but, at the same time, the 100th anniversary of the company group and the founding of the modern trade-fair industry in Switzerland. The anniversary motto of “100 Years Ahead” captures the pioneering spirit and innovative drive that have marked out the MCH Group since it was founded as the Swiss Sample Fair a hundred years ago.

On 15 July 1916, while the First World War was being waged, the government of the Canton of Basel-Stadt declared itself “fundamentally in agreement with the staging of a Swiss Sample Fair”. The first Swiss Sample Fair then took place in the Basel municipal casino from 15 to 29 April 1917 already, on the site of the current Messe Basel. This showcased the products that Switzerland’s industry had to offer and was intended to highlight the country’s strengths both at home and abroad in a war-torn Europe. A total of 831 exhibitors presented samples of their products on 6 000 square metres of exhibition space. The first sample fair attracted 300 000 visitors.

Three years later, on 26 February 1920, the parliament of the Canton of Basel-Stadt took the decision to found the private-law Swiss Sample Fair Cooperative in Basel. This was subsequently converted into a public-law cooperative of the Canton of Basel-Stadt and later still – in 2000 – into a joint stock company with the participation of public sector entities.



«Schweizer Mustermesse» 1917

The main reason for setting up a joint stock company was the planned merger in 2001 with Messe Zürich (founded in 1945). This led to the creation of “Swiss Exhibition”, which was then renamed MCH Group Ltd. in 2009.

Successive additions to the exhibition halls

The first fair in 1917 proved so successful that, for the 1918 fair, provisional exhibition halls were set up on the site of the old Badischer Bahnhof railway station. These were destroyed by a big fire on 16 September 1923. Since there was no time to look into new sites before the next spring fair, the decision was taken to remain at this provisional location and

to build new halls. The site occupied by Messe Basel today thus became its definitive location. Over the years that followed, the exhibition complex in Basel was either extended or parts of it renovated at intervals of approximately ten years. The most striking stages were the construction of the “Round Courtyard” hall designed by architect Hans Hoffmann in the 1950s, the addition of the “Rosental building” alongside the multi-storey car park in the 1960s and the construction of the Congress Center in the 1980s. At the start of the 1990s, the option of building a completely new exhibition complex at a different location was considered – and rejected. This also marked the starting signal for a fundamental revamp of the existing exhibition site in Basel.

→  
ITMA, 1967

During the first modernisation phase, the old halls dating from the 1920s and 1930s were replaced by the new hall designed by architect Theo Hotz, which came into operation in 1999. In the period up to 2003, the 105-metre high exhibition tower building was constructed and the area around Exhibition Square reconfigured. Following on almost seamlessly from this modernisation phase that extended from 1997 to 2003, planning work commenced on a second modernisation phase: replacing the “Rosental Hall” and the building in front of Hall 1 with a new hall complex to span Exhibition Square. This new hall, designed by eminent architects Herzog & de Meuron, was inaugurated in 2013.

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#### Expansion of the exhibition and services portfolio

During its first few decades, our company concentrated solely on staging the Swiss Sample Fair, which still lives on today in the form of the Muba consumer show. The times when “small samples” were put on display are long since gone, however, since Muba has had to relinquish a large number of sectors to dedicated trade fairs or consumer shows over the course of the years. Today, Muba is a consumer fair offering a wide range of focal themes and special shows.

It was only in the 1950s that a start was made on developing trade fairs. The first trade fair to be held in Basel was “Holz” for the timber trade. This had its première in 1957 and still takes place every three years in Basel today. With the launch of a dedicated fair for watches and jewellery, which had previously featured at Muba, and the creation of Art Basel, the 1970s in particular paved the way for the further development of the exhibition industry in Basel. And, for the current MCH Group, it has primarily been the developments since the turn of the millennium that have been decisive: the merger of Messe Basel and Messe Zürich, the taking charge of operations at Beaulieu Lausanne, and the development and expansion of the event services business with the acquisition of a number of companies in the live marketing sector.



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#### 2016 Anniversary Year

The MCH Group is celebrating its 100<sup>th</sup> anniversary with a range of activities and events throughout the year. While the main focus is on the employees of the company group, the group’s partners and clients and also the exhibitors and visitors, plus the public at large, are similarly included. Throughout the year, both current information on the company and milestones in its history are being published on the anniversary website at [www.100jahrezukunft.ch](http://www.100jahrezukunft.ch).

The highlights of the festivities include various attractions at the 100<sup>th</sup> Muba and also the publication of the anniversary book “In Step With Time. From Swiss Industries to MCH Group” and the opening of the poster exhibition “100 Years Muba: an eye-catching journey through time”. In June 2016, around 200 marketing experts from the UFI, the association of the world’s biggest organisers of exhibitions and proprietors of exhibition grounds will be guests at the Congress Center Basel. For the 600 or so employees of the MCH Group, an employee party is being staged at the start of September 2016 as a highlight of the anniversary year, while also marking its conclusion.

# Business activity





←  
Igeho

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## Exhibitions

In 2015, the MCH Group staged 25 exhibitions of its own and was involved in a further three in the form of joint ventures. It thus created effective and efficient marketing platforms for 7 058 exhibiting businesses.

# Exhibitions

In the course of last year, the exhibition companies belonging to the MCH Group organised 25 exhibitions of their own and were involved in a further three exhibitions in the form of joint ventures. Eleven of these 28 exhibitions were held in Basel, seven in each of Lausanne and Zurich, two in Miami Beach and one in Hong Kong. They were attended by 7 058 exhibiting companies and attracted 1 370 540 visitors.

If the figures for the exhibitions are compared with the previous occasion on which each of them was held, the number of exhibiting companies fell by 0.8 % in overall terms, while the number of visitors fell by 1.5 % and the gross exhibition area by 2.3 %.

These trends are not, however, the same for all exhibitions and categories of exhibition. The internationally leading shows for the watches/jewellery and art sectors were once again able to match or even exceed the figures for their previous editions. A number of specialist consumer shows (Giardina, SWISS-MOTO, Habitat-Jardin) similarly recorded positive developments, while the general consumer shows, and especially Muba, had to contend with a further reduction in numbers. The picture for the national trade fairs is a mixed one too. Although this is the segment that has been most strongly affected by the economic climate for many years already, the Ineltec trade fair, for example, registered more exhibitors than it did two years ago.

For the MCH exhibitions and joint ventures held in Switzerland, some 30 % of the exhibiting companies and 15 % of the visitors came from abroad.

MCH Exhibitions & Joint Ventures 2015		Location	Date	Exhibitors	Visitors	GEA <sup>1)</sup>
	muba Right where it's all happening	Messe Basel	06.02. – 15.02.2015	616	132 234	55 000
	Creativa Basel The Fair for Creative Ideas	Messe Basel	06.02. – 09.02.2015	38	12 000	979
	SWISS-MOTO The Motorcycle, Scooter and Tuning Exhibition	Messe Zürich	19.02. – 22.02.2015	213	70 519	24 500
	SWISS-CUSTOM Customizing & Tuning Show	Messe Zürich	19.02. – 22.02.2015	<sup>3)</sup>	<sup>3)</sup>	<sup>3)</sup>
	HABITAT-JARDIN Home and Garden Exhibition	Expo Beaulieu Lausanne	07.03. – 15.03.2015	510	78 948	40 390

1) Gross exhibition area in m<sup>2</sup>

2) Joint Ventures

3) included in SWISS-MOTO

		Location	Date	Exhibitors	Visitors	GEA <sup>1)</sup>
<b>Giardina</b>	Giardina Live your garden	Messe Zürich	11.03. – 15.03.2015	275	61 000	30 000
<b>Art   Basel Hong Kong</b>	Art Basel in Hong Kong The International Art Fair	Hong Kong	15.03. – 17.03.2015	233	60 000	34 872
<b>BASELWORLD</b>	Baselworld World Watch and Jewellery Show	Messe Basel	19.03. – 26.03.2015	1 500	150 000	141 000
<b>Mednat EXPO</b>	Mednat Expo & Agrobiorama Expo Exhibition for natural healing and well-being	Expo Beaulieu Lausanne	26.03. – 29.03.2015	201	15 000	11 762
<b>WISE</b>	WISE <sup>2)</sup> The International Convention for Careers in Sports	Expo Beaulieu Lausanne	06.05. – 07.05.2015	18	683	2 981
<b>Design Miami/ Basel</b>	Design Miami/ Basel <sup>2)</sup> The Global Forum for Design	Messe Basel	16.06. – 21.06.2015	57	28 200	10 361
<b>Art   Basel Basel</b>	Art Basel in Basel The International Art Fair	Messe Basel	18.06. – 21.06.2015	284	98 000	52 200

		Location	Date	Exhibitors	Visitors	GEA <sup>1)</sup>
<b>ineltec.</b>	Ineltec The Technology Fair for Buildings and Infrastructure	Messe Basel	08.09. – 11.09.2015	262	17 000	29 900
<b>COMPTOIR SUISSE</b>	Comptoir Suisse The meeting place of the city and the country	Expo Beaulieu Lausanne	12.09. – 21.09.2015	415	125 000	42 930
<b>Creativa LAUSANNE</b>	Creativa Lausanne The Fair for Creative Ideas	Expo Beaulieu Lausanne	18.09. – 21.09.2015	40	11 000	946
<b>Züspa</b>	Züspa The Zurich Autumn Fair	Messe Zürich	25.09. – 04.10.2015	400	97 000	30 000
<b>Creativa ZÜRICH</b>	Creativa Zürich The Fair for Creative Ideas	Messe Zürich	01.10. – 04.10.2015	80	21 000	2 565
<b>HERBST WÄRENMESSE</b>	Basler Herbstwarenmesse Basel Autumn Trade Fair	Messe Basel	24.10. – 01.11.2015	120	75 000	13 640
<b>BASLER WEINMESSE</b>	Basler Weinmesse Basel Wine Trade Fair	Messe Basel	24.10. – 01.11.2015	130	28 600	6 900
<b>BASLER FEINMESSE</b>	Basler Feinmesse Basel Trade Fair for Connoisseurs	Messe Basel	29.10. – 01.11.2015	68	14 685	3 280
<b>BATI ROMANDIE</b>	BATIROMANDIE Trade fair in western Switzerland for construction site facilities	Expo Beaulieu Lausanne	05.11. – 07.11.2015	83	2 120	10 762

1) Gross exhibition area in m<sup>2</sup>

2) Joint Ventures

4) included in Igeho

		Location	Date	Exhibitors	Visitors	GEA <sup>1)</sup>
	SICHERHEIT Industry fair for Security	Messe Zürich	10.11. – 13.11.2015	194	9 619	15 500
	Berufsmesse Zürich Exhibition for Career Choices, Basic Training, and Continuing Education	Messe Zürich	17.11. – 21.11.2015	120	46 722	10 000
	Igeho International exhibition for hotels, catering and out-of-home consumption	Messe Basel	21.11. – 25.11.2015	797	70 927	71 000
	Mefa Industry fair for the meat trade	Messe Basel	21.11. – 25.11.2015	<sup>4)</sup>	<sup>4)</sup>	<sup>4)</sup>
	Salon des Métiers et de la Formation Lausanne Platform for Career Choices and Basic Training	Expo Beaulieu Lausanne	24.11. – 29.11.2015	85	31 783	10 762
	Design Miami <sup>2)</sup> The International Design Forum	Miami Beach	02.12. – 06.12.2015	52	36 500	6 848
	Art Basel in Miami Beach The International Art Fair	Miami Beach	03.12. – 06.12.2015	267	77 000	38 722
	Total 25 MCH exhibitions			6 931	1 305 157	677 610
	Total 3 joint ventures			127	65 383	20 190
	Total 28 MCH exhibitions & joint ventures			7 058	1 370 540	697 800

# Business activity





←  
Giardina

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## Venues

A total of 79 exhibitions, 37 congresses and more than 1 100 other events were staged at the Basel, Lausanne and Zurich locations in 2015. Together, they attracted some 2.6 million visitors.

Basel		Number	Exhibitors	Visitors	GEA <sup>1)</sup>	Duration <sup>2)</sup>
Messe	Exhibitions	21	4 915	716 871	458 230	93
	MCH exhibitions & joint ventures	11	3 872	626 646	384 260	71
	Third-party exhibitions	10	1 043	90 225	73 970	22
	Hall rentals & events <sup>3)</sup>	11		69 720		
Congress Center	Conferences	30	1 233	29 016	13 902	84
	with an exhibition	28	1 233	28 426	13 902	77
	without an exhibition	2		590		7
	Other events	197		113 294		263
	Corporate events	159		62 871		201
	Public events	19		48 950		43
Musical Theater	Small-scale events	19		1 473		19
	Performances	313		387 000		

1) Gross exhibition area in m<sup>2</sup>  
 2) No. of days (without assembly/dismantling)  
 3) Without the Autumn Fair



In the reporting year of 2015, a total of 21 exhibitions were held at Messe Basel. Eleven of these were MCH Group exhibitions or joint ventures and 10 were third-party exhibitions. They attracted 4 915 exhibiting companies and 716 871 visitors. These exhibitions lasted a total of 93 days in all, or 244 days if assembly and dismantling are included (without overlaps for exhibitions running in parallel).

Messe Basel's exhibition calendar is dominated by the big exhibitions organised by the MCH Group itself (for details see pages 22 – 25). Alongside these, however, a large number of exhibitions organised by third parties are now a fixed feature of the exhibition schedule. This holds especially true of the third-party exhibitions staged every year, which include Auto Basel and the Basel Holiday Fair, plus the Basel Careers and Training fair held in the even-numbered years. Fairs that were held for the first time in 2015 were the Basel Party and Wedding Fair, the Graduates' Fair and FANTASY Basel. This latter fair attracted some 20 000 visitors to Messe Basel for its première.

Alongside these exhibitions, the Messe Basel halls were used for 11 other events, with 69 720 visitors, and Hall 3 was also used as part of the Basel Autumn Fair.

In the reporting year, the Congress Center Basel was the venue for 30 congresses attended by 29 016 participants. These included a large number of European and even global congresses.

While the spring season at the Congress Center Basel is always characterised by a large number of annual general meetings for big corporate groups and eminent companies, the CCB registered what is doubtless a record-breaking schedule of autumn congresses in the second half of 2015. Within a period of three months, a total of 16 congresses were staged at the Congress Center Basel, attracting 25 000 participants from all over the world. The highlight was the conference of the Austrian, German and Swiss Societies of Haematology and Medical Oncology (DGHO) with 5 500 participants. In addition to a large number of other events, the Congress Center was also the meeting point for international fiscal experts (IFA Congress), the European Congress on Tropical Medicine (ECTMIH) and transfusion physicians (DGTI).

The highlights in the Event Hall Basel, which is also operated by the Congress Center Basel when no exhibitions are being staged, included the Baloise Session and the Basler Gewerbetagung (trade conference) once again.

The Musical Theater Basel was used to stage 313 performances of different productions in the reporting year. These attracted some 387 000 spectators. The Disney musical "The Lion King" was the major highlight. This was performed around 250 times between March and October, with more than 300 000 enthusiastic spectators. A hundred-strong team was in charge of this large-scale production, which required 23 articulated lorry loads of equipment and featured more than 700 elaborate costumes created by hand.

# Lausanne

→  
Comptoir Suisse

In the reporting year of 2015, a total of 23 exhibitions were held at Expo Beaulieu Lausanne. Seven of these were MCH Group exhibitions or joint ventures and 16 were third-party exhibitions. They attracted 2 364 exhibiting companies and 324 718 visitors. These exhibitions lasted a total of 82 days in all, or 209 days if assembly and dismantling are included (without overlaps for exhibitions running in parallel).

Alongside Comptoir Suisse, Habitat-Jardin, Gastronomica and the other MCH Group exhibitions (details of these may be found on pages 22 – 25), the most important events at the Lausanne location include the third-party exhibitions of SWISS EXPO (the Agricultural and International Dairy Show), the Salon des Antiquaires & des Arts du 20e siècle (Twentieth-Century Antiques and Art), the Bourse internationale aux armes (International Weapons Exchange), Baby & Kid Planet and the technical trade fairs of Automation & Electronic and Labotec.

The increasing alignment of Comptoir Suisse as a “family fair” which commenced in 2014 has paid off: visitor numbers were maintained at the same level as for the previous year, while the number of families attending was increased by 35 %. A concert of folk music by “Oesch’s die Dritten” provided a fitting conclusion to this traditional consumer fair.



Congrès Beaulieu Lausanne hosted seven congresses in the reporting year, with a total of 2 580 participants. Alongside this, 143 other events were held there with 87 463 visitors. The highlights included the launch of Philip Morris’s iQOS technology in the South Halls.

Fifty-six events were held in the Théâtre Beaulieu Lausanne, with 69 000 visitors.

At the start of 2015, the MCH Group took the decision to concentrate on its core business in Lausanne, i.e. on the staging of trade fairs and consumer shows. New companies were to be found to run the Congrès Beaulieu Lausanne and the Théâtre Beaulieu Lausanne. The restructuring process associated with this was largely completed in 2015. Since 1 January 2016, the Théâtre Beaulieu Lausanne has no longer been run by MCH Beaulieu Lausanne but by event company, Opus One SA. In the course of the current year, a new company is to be found to run Congrès Beaulieu SA.

Lausanne		Number	Exhibitors	Visitors	GEA <sup>1)</sup>	Duration <sup>2)</sup>
Expo Beaulieu	Exhibitions	23	2 364	324 718	200 528	82
	MCH exhibitions & joint ventures	7	1 352	264 534	120 533	38
	Third-party exhibitions	16	1 012	60 184	79 995	44
Congrès Beaulieu	Conferences	7	98	2 580	4 290	12
	with an exhibition	4	98	1 600	4 290	6
	without an exhibition	3		980		6
	Other events	143		87 463		214
	Corporate events	70		35 855		86
	Public events	8		3 900		8
	Small-scale events	65		47 708		120
Théâtre Beaulieu	Performances	56		69 000		

1) Gross exhibition area in m<sup>2</sup>  
2) No. of days (without assembly/dismantling)



Zurich		Number	Exhibitors	Visitors	GEA <sup>1)</sup>	Duration <sup>2)</sup>
Messe	Exhibitions	35	6 029	593 567	359 612	99
	MCH exhibitions & joint ventures	7	1 282	305 860	112 565	32
	Third-party exhibitions	28	4 747	287 707	247 047	67
	Hall rentals & events	26		41 400		
	Events in conference rooms	257		3 400		
Theater 11	Performances	128		137 500		

1) Gross exhibition area in m<sup>2</sup>

2) No. of days (without assembly/dismantling)

In the reporting year of 2015, a total of 35 exhibitions were held at Messe Zürich. Seven of these were MCH Group exhibitions or joint ventures and 28 were third-party exhibitions. They were attended by 6 029 exhibiting companies and attracted 593 567 visitors. These exhibitions lasted a total of 99 days in all, or 222 days if assembly and dismantling are included (without overlaps for exhibitions running in parallel).

In addition to Züspa, Giardina, SWISS-MOTO and the other MCH Group exhibitions (details of these may be found on page 22 – 25), third-party exhibition business occupies a large part of the exhibition schedule at Messe Zürich. Most third-party exhibitions are held on an annual basis, and hence the exhibition business in Zurich has been very stable for many years.

A number of third-party exhibitions, including the Auto Zürich Car Show, which was extended by the Autotecnica trade fair for garage owners in 2015, and Bauen & Modernisieren (Building & Modernisation) once again occupied all the available exhibition space. The third-party exhibitions that have been faithfully returning to Messe Zurich for many years include the Ornaris innovations trade fair, the Fespo holiday and travel fair, the Suisse Emex marketing fair, the WIR Fair Zurich and the Beauty Forum Swiss. Several newer exhibitions, including the Slow Food Market and Women's Expo Switzerland have also become successfully established over the past few years. The specialist fairs for personnel management, e-learning and online marketing were supplemented by a "Workplace Strategy Expo" for the first time, focused on the planning of office workplaces.

→  
SWISS-MOTO



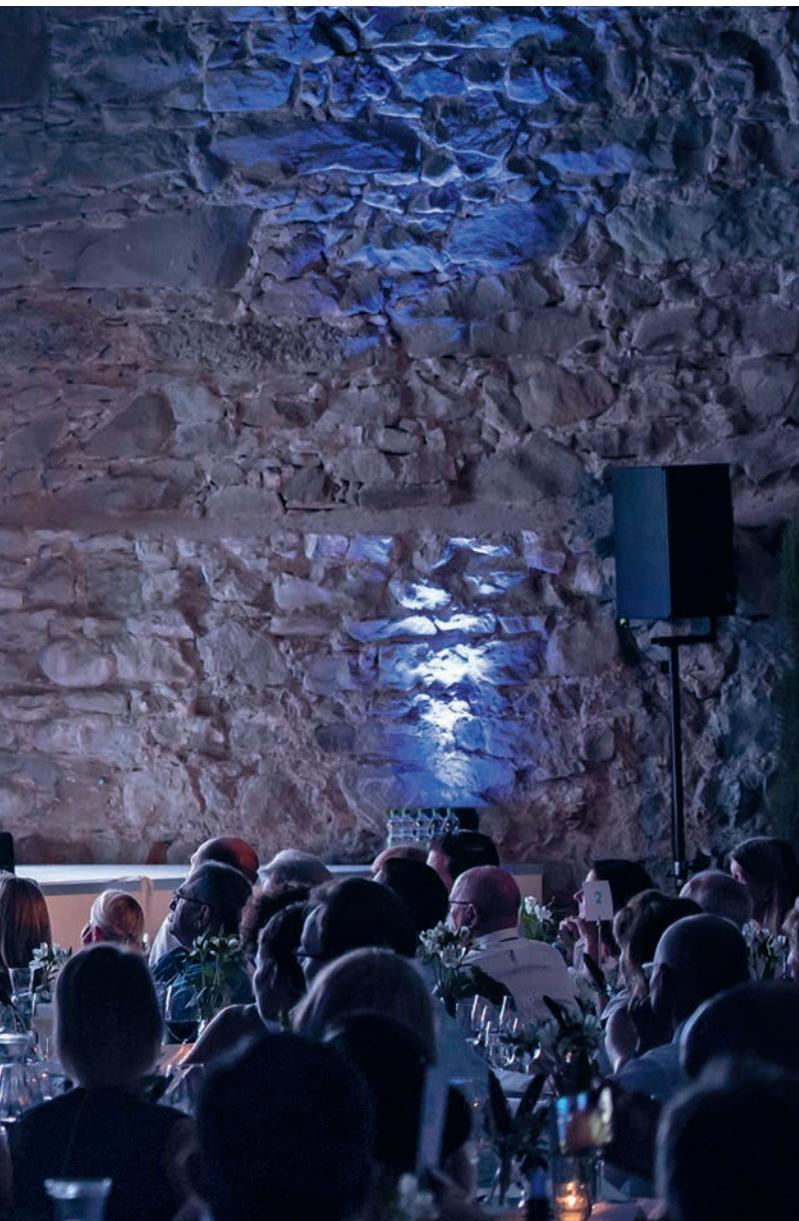
Alongside the exhibition schedule, 26 other big events were held in the halls at Messe Zürich. Messe Zürich was thus once again used to hold examinations for the University of Zurich and the CFA society. Messe Zürich also hosted the Forum for Swiss Foreign Trade staged by Switzerland Global Enterprise (formerly OSEC) and similarly made its halls available for the general meetings of ABB and LafargeHolcim.

There were 128 performances of various productions in Theater 11, attended by 137 500 musicals fans.

In the course of the past few years, MCH Messe Zürich and the city of Zurich have been considering a new use for Hall 9 situated alongside the Theater 11, since this stand-alone hall has no longer been producing satisfactory results for Messe Zürich. In December 2015, the city of Zurich and MCH Messe Zürich agreed to make Hall 9 available to the Asyl Organisation Zürich (AOZ) for the accommodation and care of some 250 refugees. The rent contract with the AOZ has been concluded for one year to begin with, and includes an option for a one-year extension.

# Business activity





←  
Inaugural Celebration,  
R.F. Kennedy Human Rights  
Foundation Switzerland

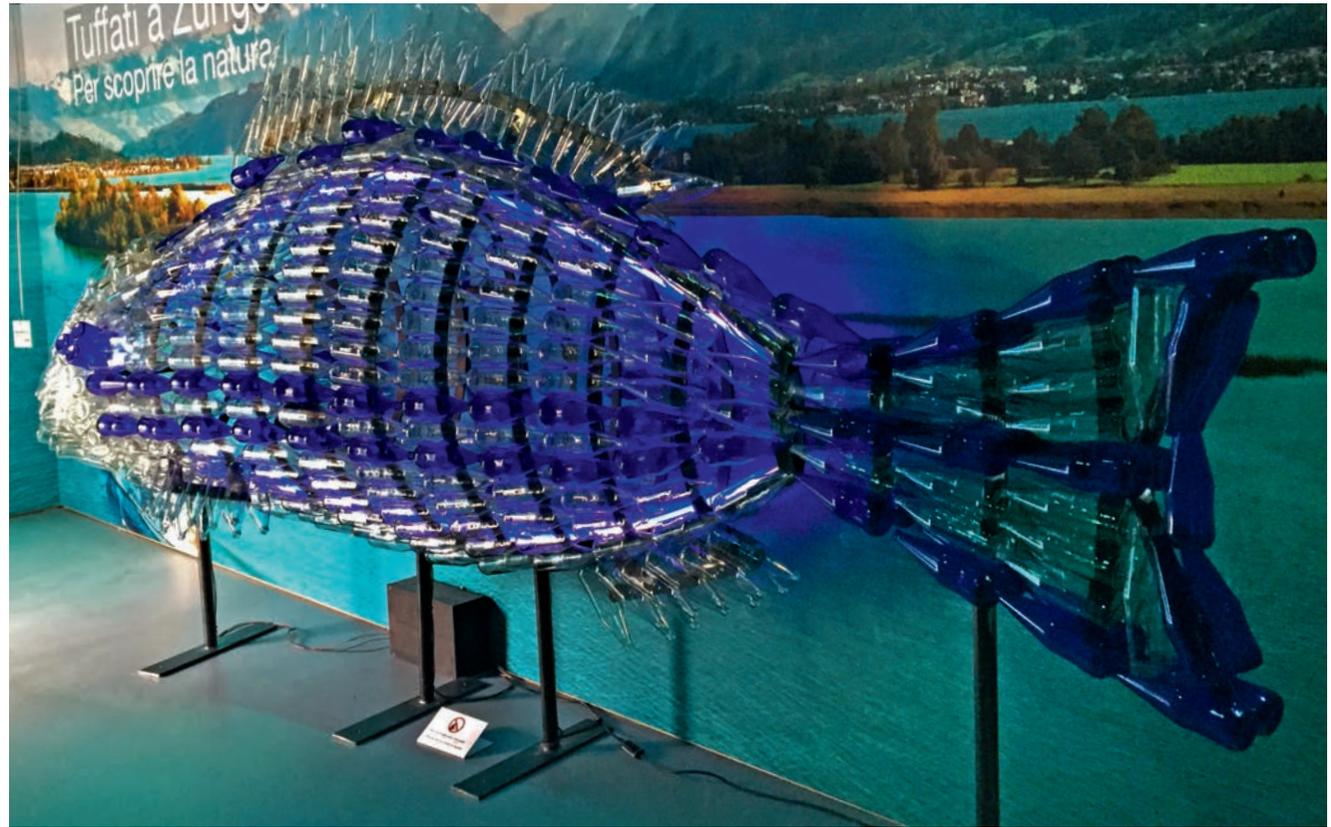
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## Live Marketing Solutions

The MCH live marketing solutions companies offer top-quality, customised services for the entire exhibition and event market. In 2015, they supervised and implemented a total of 1 306 projects.

## Key projects 2015 (selection)

Client	Assignment	Market segment
Allianz	Strategy development football sponsorship	National
AXA Winterthur	Marketing competence topics	National
BKW	Development of sponsorship strategy	National
Cornèrcard	Youth marketing	National
Expo Milano	Value check and marketing options	International
Infront Sportmarketing	Marketing Champions Hockey League and Ice Hockey World Championships	International
Locarno Film Festival	Positioning and marketing	International
Mobilier	Strategy development indoor sports	National
Mobilier	Youth marketing	National
Swiss Ice Hockey Federation	Development of marketing basis	National
TCS	Member marketing strategy	National
UBS	Sponsorship analysis	National
Vaudoise	Value-added analysis for sponsorship	National
Verbier Festival	Positioning and marketing	International
Zermatt Unplugged	Development of sponsoring/marketing	National
Zürich Versicherung	Value-added analysis for sponsorship	National



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#### Expo Milano 2015

Reflection Marketing has many years' experience in the marketing and sponsorship of major events and has already been involved in marketing two world exhibitions, in Hannover and Shanghai, as well as Expo.02 in Switzerland.

The management of Expo Milano 2015 wanted Reflection Marketing to tell them what the value of the sponsorship services and packages was for the global and national partners of the world exhibition and which price-to-performance ratios applied for the different partner categories. The particular challenge here was that it was difficult to gauge the success of the Expo Milano (i.e. the visitor numbers and impact of the world exhibition) at the time the analysis was performed, since each world expo has its own dynamics and starting situation.

Reflection Marketing analysed and calculated the market value for partners and sponsors, developed a specially tailored strategy and the pricing for the different licensed products and also designed a controlling mechanism for the presentation of the partners and sponsors. Those in charge of the world expo used this as a basis for their worldwide marketing of Expo Milano 2015 and their negotiations with potential partners.

Projects supervised in 2015	73
in Switzerland	65
abroad	8
England, Germany, Italy, USA	

# Event Management

*Rufener*

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## Key projects 2015 (selection)

Client	Occasion	Location
Allianz	Strategy Forum	Berlin
AstraZeneca	Meeting	Zurich
The Brain Forum	Annual Conference	Lausanne
Davidoff	Art Basel	Basel, Miami Beach
FIFA	65th World Congress	Zurich
Julius Baer	125th anniversary	Zurich
Robert F. Kennedy Human Rights Foundation Switzerland	Inaugural Celebration	Rapperswil
McDonald's	Strategy Days Spring & Autumn	Marbella, Bern
Swiss Football League	Award Night	Lucerne
The Circle	Ground-breaking ceremony	Zurich Airport
UBS	Formula 1	Monaco
UBS	General Meeting	Basel
UBS	Art Basel	Hong Kong, Miami Beach
Valora	Management Meeting	Berlin
Verein Zermatt Unplugged	Zermatt Unplugged	Zermatt
Zurich Film Festival	11th Zurich Film Festival	Zurich

→  
125<sup>th</sup> anniversary  
Julius Bär

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#### 125<sup>th</sup> anniversary Julius Bär

On the occasion of its 125-year anniversary, the Julius Bär private bank invited some 600 guests to a gala evening in the indoor stadium in Zurich, staged under the motto of “Sharing Visions”. Rufener was in charge of the concept and also the planning and implementation for this innovative anniversary event.

The evening was centred around a show that had been especially created for the anniversary, combining the past and the future and providing an artistic interpretation of the bank’s spirit – namely its long tradition and stability, on the one hand, and its vision and farsightedness, on the other. Under the direction of eminent Swiss choreographer, Philipp Egli, Rufener stylishly combined the elements of dance, music, multi-media and light to create a unique show. To gain inspiration for the show, the artists spent time at the bank’s headquarters in Zurich and channelled their experiences and images into the show via a range of different media. The strains of violins met with the latest electronic beat music, classical ballet was juxtaposed with contemporary dance, analogue stage design assimilated multimedia contents, and established artists staged a convincing and emotional overall experience alongside young talents.



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Projects supervised in 2015	65
in Switzerland	56
abroad	9
Germany, Hong Kong, Monaco, Spain, South Africa, USA	

# Exhibition, Pavilion & Event Construction

## Key projects 2015 (selection)

Client	Occasion	Location
<b>Automotive</b>		
Infiniti Europe	Motorshow	Brussels
Honda Europe	Autosalon	Geneva
Quant	Autosalon	Geneva
Haval	Motorshow	Shanghai
Thunder Power	IAA Motor Show	Frankfurt
Renault	Various motor shows	Shanghai, Istanbul
Datsun	Motorshow	Jakarta
<b>Luxury &amp; Art</b>		
Sea Gull	Baselworld	Basel
Apart	Baselworld	Basel
Rolex	Baselworld	Basel
Patek Philippe	Baselworld	Basel
Swatch Group	Baselworld	Basel
Swarovski	Baselworld	Basel
Invicta	JCK	Las Vegas
IWC	Watches and Wonders	Hong Kong
MCH Basel Exhibition	Art Basel	Basel, Miami Beach
UBS and Davidoff	Art Basel	Hong Kong
<b>Industry &amp; Services</b>		
Deza	World Water Forum	Daegu
Prodega	Igeho, Zagg	Basel, Lucerne
Medela	Various trade fairs	Dubai, Freiburg, Warsaw, Lisbon, Cologne, Budapest
Bakels	IBA	Munich
Swiss Booksellers and Publishers Association	Book fair	Frankfurt
Sunrise	Various trade fairs	Bern, Lausanne, Martigny, Solothurn, St. Gallen, Zurich
Showa	IAA, EICMA	Frankfurt, Milan
<b>Pavilion</b>		
Zurich Exhibition	World Expo	Milan



For the only three-storey stand at the 2015 Shanghai Motor Show, with a surface area of just under 3 000 square metres, Expomobilia constructed a filigree aluminium structure, clearly visible from a long way off, which had LED batons in red and blue projected on to it, matching the new “RED & BLUE” brand strategy for Haval. “RED” symbolises the sports and luxury vehicles while “BLUE” stands for the economic vehicles. Big LED walls and two exclusive VIP lounges rounded off the exhibition stand.

The stand was designed by the two familiar Japanese designers, Koji Hakamata and Masafumi Tashiro. Assembling the stand at the show constituted a particular challenge for Expomobilia: only ten days were available to the fitters – 180 from China and six from Europe – to complete the work. Yet, right on time for its première at the 2015 Shanghai Motor Show, the new Haval H2, the star amongst the off-road SUVs in the Haval series and one of the most-sold SUVs in China, was presented on the Expomobilia stand.

Switzerland Global Enterprise has nominated Expomobilia for the final of the 2016 Export Award for this project. The decision on the Award and its presentation will take place at the Forum for Swiss Foreign Trade and Investment at Messe Zürich in April 2016.

#### Chinese automotive manufacturer at the 2015 Shanghai Motor Show with Expomobilia

Rather than commissioning a Chinese stand builder, up-and-coming Chinese automotive manufacturer, Great Wall Motors with its Haval brand, opted for Swiss quality for the first official presentation of its new brand strategy at the 2015 Shanghai Motor Show. In a unique move, it awarded the contract to Expomobilia – a Swiss company – for the 2800 square metre exhibition stand in China. In Expomobilia, Haval was looking for, and indeed found, not only a high-quality stand builder with innovative know-how but also a stand builder with many years’ international experience.

Projects completed in 2015	350
in Switzerland	283
abroad	67
Belgium, China, Czech Republic, England, France, Germany, Hungary, Indonesia, Italy, Netherlands, Scotland, Singapore, South Korea, Turkey, United Arab Emirates, USA	

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Key projects 2015 (selection)

Client	Occasion	Location
<b>Exhibitions</b>		
Various exhibitors	Giardina	Zurich
Various exhibitors	SWISS-MOTO	Zurich
Nussli Italia S.r.l.	Expo Milano 2015, Kuwait pavilion	Milan
Various exhibitors	Art Basel	Basel
Volkswagen AG	IAA Frankfurt	Frankfurt
<b>Corporates Events</b>		
BMW	Product Brand Experience G11	Munich
Mini	International Mini Dealer Experience F54	Stockholm
Raiffeisen	“DialogPlus”	Basel
IFA	Opening & Closing Ceremony (congress)	Basel
Partylite	la Dinner & Conference	Lausanne
<b>Public Events</b>		
tpc – technology and production center switzerland ag	“Die grössten Schweizer Talente”	Kreuzlingen
any.act event, gastro GmbH, Good News Productions AG	Rock the Ring	Hinwil

→  
Expo Milano 2015,  
Kuwait's pavilion



“Challenge of Nature” – Kuwait’s pavilion at the Expo Milano 2015

For the World Expo 2015 in Milan, Winkler Multi Media Events planned and implemented the technical side of the state of Kuwait’s “Challenge of Nature” pavilion in record time.

The state of Kuwait opted to present itself in a type of walk-in sailing ship, with different natural elements displayed in its interior. Visitors were able to experience right up close the metamorphosis of a moon-like desert landscape into a green landscape following a rain shower. Winkler imitated these natural processes with the very latest media technology. All the elements, such as sunrise, rain and the waterfall, as well as all the projected images and sounds were precisely programmed, and the show itself was controlled by a time code. The biggest technical challenge for Winkler was the video projection inside a dome on the pavilion. Since the projection area was very big, Winkler had to install twelve high-performance projectors at points where they could not be seen so as to make the illusion as realistic as possible.

One central element of the Kuwait pavilion was the artificial sun which welcomed visitors to the desert state right at the entrance. Since no sufficiently bright and strong light source was available on the market, Winkler designed the 650-kg acrylic glass structure itself and commissioned an eminent manufacturer to build it. For “The Miracle of Water” room, Winkler realistically imitated rain, lightning and thunder with sound effects and twelve projectors. The pixel-precise projection, however, was repeatedly misaligned by the vibration from the deep bass tones and the visitor flows. Winkler then built a new kind of system with sensors to constantly measure the projector positions via glass fibres and to automatically recalibrate them in the event of deviations. This is a technology that has not been employed very often in Europe to date.

Projects completed in 2015 (full service)	818
in Switzerland	802
abroad	16
China, Croatia, Germany, Italy, Sweden, USA	

# Corporate Governance





←  
Ineltec

# Notices

The MCH Group adheres to the provisions of relevance to corporate governance in the current legislation, in the directives issued by the SIX Swiss Exchange and in the rules of conduct contained in the Swiss Code of Best Practice. The company's basic fundamentals – namely its Statutes and Regulations, as well as its information and control instruments – include all the essential principles to ensure that the management, supervision and transparency of the company are in accordance with good corporate governance.

The MCH Group differs on one key point from many other companies quoted on the SIX Swiss Exchange: under the terms of its Statutes, the listed holding company MCH Group Ltd. is a joint stock company with the participation of public sector entities as per Art. 762 of the Swiss Code of Obligations. This means inter alia that the Cantons of Basel-Stadt, Basel-Landschaft and Zurich, and also the City of Zurich, have the right to appoint delegates to the Board of Directors.

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## Reporting

The MCH Group bases its reporting on corporate governance on the SIX Swiss Exchange's Corporate Governance Directive.

Information concerning the explicitly required data:

1. Group structure and shareholders  
Annual Report page 47 and Financial Report page 17
2. Capital structure  
Annual Report page 48 and Financial Report page 7
3. Board of Directors  
Annual Report pages 50 – 51, 56 – 57 and 60
4. Executive Board (Management)  
Annual Report pages 58 – 60
5. Compensation, shareholdings and loans  
Remuneration Report pages 6 – 12
6. Shareholder participation rights  
Annual Report pages 48 – 49
7. Changes of control and defence measures  
The Statutes of MCH Group Ltd. contain neither an “opting out” nor an “opting up” clause within the meaning of Article 22 of the Swiss Stock Exchange Act. No specific contractual agreements going beyond §5 of the Statutes exist at MCH Group against a hostile takeover.
8. Auditor  
Annual Report page 61
9. Information policy  
Annual Report page 53

# Group structure and shareholders

The most important companies and holdings for the group's business activity.  
An overview of all the companies and holdings may be found on page 17 of the Financial Report.

## Group structure

The holding company, MCH Group Ltd., with its head office in Basel, is a joint stock company with the participation of public sector entities under the terms of Article 762 of the Swiss Code of Obligations.

It has its roots in the "Schweizer Mustermesse" (Swiss Sample Fair) which was established in Basel in 1916 and in the Schweizer Mustermesse Cooperative that was founded in 1920 in Basel for purposes of running the fair. In 2000, the Cooperative was converted into a joint stock company with the participation of public sector entities as per Article 762 of the Swiss Code of Obligations. In 2001, this merged with the exhibition company in Zurich (established in 1945) under the joint umbrella of MCH Swiss Exhibition (Holding) Ltd. The holding company was renamed MCH Group Ltd. in 2009.

MCH Group Ltd. holds 100 % of the shares in MCH Swiss Exhibition (Basel) Ltd., MCH Swiss Exhibition (Zurich) Ltd., MCH Beaulieu Lausanne SA (since 2011, after the group acquired a majority shareholding in the then Beaulieu Exploitation SA in 2010), Winkler Multi Media Events AG in Wohlen (since 2005, previously Winkler Veranstaltungstechnik AG), Expomobilia AG in Effretikon (since 2007), Rufener Events Ltd in Zurich (since 2009) and MCH Global AG (since 2016, resulting from the renaming of the former trademark company Igeho, Internationale Fachmesse AG). Since 2015, MCH Group Ltd. has also had a 20 % holding in German stand construction company, Vilshofen GmbH.

Subsidiary MCH Swiss Exhibition (Basel) Ltd. owns Exhibit & More in Fällanden (having held 40 % of the shares since 2007 and 100 % of the shares since 2010), and Art Basel U.S.Corp, with head office in Miami Beach, which is responsible for Art Basel in Miami Beach (wholly owned since 2013). MCH Swiss Exhibition (Basel) Ltd. also owns Asian Art Fairs Limited in Hong Kong (60 % since 2011 and 100 % since 2014), which is responsible for staging Art Basel in Hong Kong. It additionally has a shareholding in Design Miami Basel AG (50 % since 2007) and in Design Miami II LLC (10 % since 2007). Expomobilia wholly owns Technofot AG in Effretikon and Reflection Marketing AG in Wallisellen (since 2015). Rufener Events Ltd wholly owns Oceansalt LLC in Zurich.

MCH Group Ltd.

MCH Swiss Exhibition (Basel) Ltd.  
– Exhibit & More AG  
– Art Basel U.S. Corp.  
– Asian Art Fairs Limited  
– Design Miami Basel AG (50%)  
– Design Miami II LLC (10%)

MCH Swiss Exhibition (Zurich) Ltd.

MCH Beaulieu Lausanne SA

MCH Global Ltd.

Rufener Events Ltd  
– Oceansalt LLC

Expomobilia AG  
– Reflection Marketing AG  
– Techno Fot AG

metron Vilshofen GmbH (20%)

Winkler Multi Media Events AG

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## Shareholders

MCH Group Ltd. is listed on the SIX Swiss Exchange (“Domestic Standard”). The stock symbol of the registered shares is “MCHN”, and their ISIN number is “CH0039542854”.

Number of shares quoted: 6 006 575 registered shares with a face value of CHF 10.00		
Number of shareholders on 31.12.2015		3 257
Share price on 01.01.2015		CHF 64.80
Share price on 31.12.2015		CHF 62.50
Market capitalisation		CHF million 375.4
<hr/>		
Key shareholders (more than 3%)	No. of shares	%
Canton Basel-Stadt	2 013 650	33.5
LB (Swiss) Investment AG <sup>1)</sup>	546 143	9.1
Canton Basel-Landschaft	471 250	7.8
Canton Zurich	240 000	4.0
City of Zurich	225 000	3.7
<hr/>		
Free float (without the Cantons of BS and BL)		58.7

1) entered in the share register with 5% (300 328 shares).

The disclosure of shareholders exceeding or falling below the thresholds of 3%, 5% and 10% etc. of the voting rights is made through publication on the SIX Swiss Exchange website [www.six-swiss-exchange.com](http://www.six-swiss-exchange.com) under “Market Data”/“Shares/Company”/“Significant Shareholders”.

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## Shareholders’ participation rights

The participation rights of the shareholders summarised below are based on the Statutes of MCH Group Ltd. that have been in force since 22 May 2014.

With the exception of the public sector entities that have a holding in MCH Group Ltd. – the Cantons of Basel-Stadt, Basel-Landschaft and Zurich, and the City of Zurich – no natural or legal person or commercial partnership may hold, either directly or indirectly, more than 5% of the share capital. The term “person” includes inter alia legal and natural persons connected in terms of capital and votes, or through the same management or by other means. It similarly includes all natural and legal persons who join together for purposes of circumventing this restriction.

The transfer of registered shares to a new owner requires the consent of the Board of Directors. Requests for entries in the share register which would cause this restriction of a maximum of 5% of the share capital to be exceeded will be refused.

The Cantons of Basel-Stadt, Basel-Landschaft and Zurich, and also the City of Zurich, are entitled to appoint and recall representatives to the Board of Directors as per Article 762 of the Swiss Code of Obligations. Under the terms of the Statutes, six members of the Board of Directors are appointed by these four public sector entities: three by the Canton of Basel-Stadt and one each by the Cantons of Basel-Landschaft and Zurich and the City of Zurich.

The term of office for members elected by the General Meeting is limited to one year. The General Meeting also elects, on an annual basis, the Chairman of the Board of Directors and the members of the remuneration committee – at MCH Group Ltd. this is the Governance, Nomination and Compensation Committee (GNCC).

In addition, the General Meeting is required to approve the overall amount of non-profit-related remuneration for the Board of Directors and Executive Board for the subsequent business year, and also the profit-related remuneration for the Executive Board for the business year just ended. The remuneration paid to the Board of Directors and the Executive Board in the business year just ended is stated in a separate Remuneration Report included with the Annual Report.

The Statutes of MCH Group Ltd. do not contain any rules regarding the convocation of the General Meeting that differ from those specified by law. The agenda is drawn up in accordance with the Swiss Code of Obligations and the Statutes of MCH Group Ltd. In the invitation to the General Meeting, the Board of Directors specifies the relevant date by which shareholders must have been entered in the share register in order to participate in the General Meeting.

All General Meeting resolutions and elections require an absolute majority of the share votes cast. An amendment of the Statutes and the cases specified by law require a resolution passed by the General Meeting with at least two thirds of the represented votes and with the absolute majority of the nominal share value represented.

Shareholders with voting rights who are present at the General Meeting are entitled to comment on matters on the agenda and propose motions. They are similarly entitled to request information from the Board of Directors on company matters and to request information from the auditors on the conduct and outcome of their audit. This information cannot be refused if it is necessary to allow the shareholders to exercise their rights.

Shareholders with voting rights can be represented at the General Meeting by another shareholder with voting rights on the basis of a written power of attorney. Commercial partnerships and legal persons can have themselves represented by authorised signatories, while minors and those in the care of

a guardian can be represented by their legal representatives, including where these representatives are not shareholders of MCH Group Ltd.

Shareholders with voting rights can additionally be represented by the independent voting representative. Instructions to the independent voting representative can also be issued via the corresponding online platform. The independent voting representative is elected annually by the General Meeting. On 4 May 2015, the General Meeting appointed NEOVIUS Schlager & Partner, Barristers and Notaries, Hirschgässlein 30, 4051 Basel as the independent voting representative for the 2015 business year, up until the end of the next ordinary General Meeting.

Share price 01.01.2015 to 31.12.2015  
MCH Group Ltd., SPI indexed



# Organisation and Management

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## Organisation of the Board of Directors and the Executive Board

The MCH Group is under the management of the Board of Directors and the Executive Board of the holding company, MCH Group Ltd. The Board of Directors is responsible inter alia for the company's top management and for configuring the organisation, the accounting system and financial control, the internal control system, risk management and financial planning, and also for preparing and conducting the General Meeting.

The Executive Board appointed by the Board of Directors holds responsibility for developing and implementing the group's strategies as well as for the group's operational management. The Executive Board is made up of the Chief Executive Officer (CEO, simultaneously Head of the Exhibitions Division), the Chief Financial Officer (CFO), the Chief Development Officer (CDO), the Chief Venue Officer (CVO) and the CEO Live Marketing Solutions.

Details of the membership of the Board of Directors, the specialist committees and the Executive Board may be found on pages 56 – 60.

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## Board of Directors

The Board of Directors has eleven members. All the members of the Board of Directors are non-executive members, as per the SIX Swiss Exchange Directive. They have never belonged to the operational management of the MCH Group and do not maintain significant connections with this management. The relations between the representatives of the public sector entities and the company are based on the institutional relationship that exists between these entities and the MCH Group. In addition to other lawyers' offices, the MCH Group also uses the services of Vischer AG in Basel. These mandates are awarded at the standard market rates to lawyers at the office and not to Dr. Ulrich Vischer.

Under the terms of the Statutes, three members of the Board of Directors are appointed by the government of the Canton of Basel-Stadt, one member each by the governments of the Canton of Basel-Landschaft and the Canton of Zurich, and one member by the Zurich City Council. The remaining members are elected by the General Meeting. The term of office of members elected by the General Meeting is one year; re-election is possible.

The Board of Directors constitutes itself, unless the General Meeting has the power to constitute the Board. The General Meeting elects the Chairman of the Board and the members of the Governance, Nomination and Compensation Committee (GNCC) which assumes the function of the remuneration committee, inter alia. Members of the Board of Directors can be elected to the GNCC. The term of office of the Chairman of the Board and the members of the GNCC is one year, and re-election is possible.

All the members of the Executive Board attend the Board of Directors' meetings.

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## Specialist Committees

The Governance, Nomination and Compensation Committee (GNCC) is a specialist committee that advises the Board of Directors on the execution of its duties in the fields of corporate governance, human resources planning at Board of Directors and Executive Board level, and the remuneration policy and remuneration to be paid to the Board of Directors and the Executive Board. It provides the Board of Directors with an appropriate report of its activities and findings at least once a year. In particular, the GNCC submits proposals to the Board of Directors on all questions relating to remuneration which are incumbent upon it in its function of remuneration committee as per the provisions of the "Ordinance against abusive remuneration in listed companies" (VegüV). The GNCC has no decision-making powers of its own. Apart from the members of the Board of Directors elected by the General Meeting, the GNCC meetings are also attended by the CEO and the CFO. The latter leave the meeting room when issues concerning them are discussed.

The Board of Directors has appointed an internal Audit Committee (AC). The AC is a specialist committee which supports the Board of Directors in supervising the financial and accounting systems, the financial reporting, the auditors and also the risk management and internal control system. The AC has no decision-making powers of its own. Apart from the members of the Board of Directors who sit on the AC, the Chairman of the Board of Directors and the CEO and CFO also attend the AC meetings; for individual items on the agenda, representatives of the statutory auditor are present.

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## Meetings

In the 2015 business year, the Board of Directors had six half-day meetings. These were held in the months of March, May, June, September, November and December 2015. The GNCC held three meetings in 2015, each of which lasted one and a half hours. These took place in March, November and December 2015. The AC held two meetings in the reporting year, each of which lasted around three and a half hours; these were held in March and November. The Board and committees met in their standard composition in each case. No external advisors were consulted in the reporting year.

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## Statutes and Regulations

The Statutes of MCH Group Ltd. were approved by the shareholders of the then Schweizer Mustermesse AG on 14 May 2001, with a view to the merger of Schweizer Mustermesse AG and Messe Zürich AG for international trade fairs and special exhibitions. At the General Meeting of 8 May 2009, §1 of the Statutes was modified for purposes of changing the name of MCH Swiss Exhibition (Holding) Ltd. to MCH Group Ltd. In addition, the Statutes were modified at the General Meeting of 17 May 2010 through §3a “Approved Share Capital”. In line with this decision taken by the General Meeting, the share capital of MCH Group Ltd. was increased to CHF 60 065 750.– in May 2011.

On 22 May 2014, the General Meeting approved a partial revision of the Statutes taking in not only the changes required by the “Ordinance against abusive remuneration in listed companies” (VegüV) but also additional modifications including the updating of the purpose clause and the deletion of the above-mentioned §3a “Approved Share Capital”.

The Statutes, the Organisational Regulations and the Regulations governing the specialist committees are posted in German on the website  
> [www.mch-group.com](http://www.mch-group.com)  
under “MCH Group”/“Investor Relations”.

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## Management and control instruments

The duties and competences of the Board of Directors and the Executive Board are governed by the Statutes, the Organisational Regulations and the Regulations governing the specialist committees. Data on the current and expected course of business is recorded on a continuous basis in a control, planning and information system. The Executive Board draws up regular business reports for submission to the Board of Directors on the basis of this underlying data. In addition, prior to each meeting, the Executive Board compiles a written report for the Board of Directors on the current course of business in the different divisions. If exceptional events occur, the Board of Directors is notified without delay. The Chairman of the Board of Directors maintains constant close contact with the CEO and CFO.

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## Risk Management and Internal Control System

The MCH Group's risk management (RM) deals with financial, strategic, operational and also regulatory risks. The risks are first identified in the MCH Group's different risk centres. During the subsequent consolidation phase, the key risks for the group are identified and evaluated. These risks are then reduced to an acceptable level through targeted measures for managing them and integrated in the corporate strategy. This process is repeated at least once a year, with new risks being taken up and dealt with without delay. Reconciliation with the corporate strategy is performed at regular intervals.

In the reporting year, the different business risks were identified in group workshops and individual interviews and assessed with regard to their potential level of impact and the probability of their occurrence. The risk assessment was verified by the Audit Committee (AC) and adopted by the Board of Directors.

The key risks for the MCH Group are described in the following section for the individual risk categories.

### – Strategic risks

The opportunities identified include, in particular, the growth of internationally leading exhibitions and the increasing significance of digitisation. The MCH Group is developing its market presence through the further development of its existing exhibition portfolio, the implementation of initiatives and the acquisition of companies and exhibitions. By integrating risk management in these strategic projects, the company is endeavouring to optimise the sustainability and value retention of the investments made.

### – Financial risks

The general economic climate has a direct influence on customers' financial standing, the level of marketing investments and foreign currency fluctuations. Various risk minimisation actions have been initiated at strategic, financial and operational level at the MCH Group for these risks.

### – Operational risks

The MCH Group has set itself the aim of guaranteeing operational excellence in all matters so as to always achieve maximum satisfaction on the part of its customers, in particular. It makes an active contribution towards ensuring that the external framework conditions undergo constant improvement too. In the field of security, the MCH Group is continually optimising its group-wide processes to reduce the residual risk.

### – Regulatory risks

The increasing regulatory requirements and framework conditions, together with the MCH Group's international development, are increasing both the complexity of the different issues and the exposure of the MCH Group. The organisation of the MCH Group is configured in such a way as to ensure that potential regulatory risks can be recognised at an early stage and the necessary actions triggered in good time.

The MCH Group has a corporate risk management function. Corporate risk management acts as an advisory unit on behalf of the Audit Committee and the Executive Board and supports the group in risk management and in the further development of the internal control system. Over the past business year, corporate risk management conducted various strategic, financial, operational and regulatory examinations.

The MCH Group's internal control system (ICS) takes in all the processes, methods and measures prescribed by the Board of Directors and Executive Board and constitutes an integral part of risk management and a key element of the corporate governance of the MCH Group. It is aimed first and foremost at ensuring the prompt and correct accounting of all business processes and the periodical availability of reliable data on the company's financial position. The key processes and controls, together with their implementation, are verified and documented on a systematic and readily comprehensible basis to this end. The MCH Group has extended its ICS to cover the efficiency of the company's business processes and compliance with legislation and regulations. The weak points identified in this way are rectified by means of selective actions. The Audit Committee of the MCH Group monitors the ICS.

When acquisitions are made, we aim to bring the internal control procedures of the acquired entities into line with those of the MCH Group as rapidly as possible.

Employees on permanent contracts by company	31.12.2015	31.12.2014
MCH Group Ltd.	24	22
MCH Swiss Exhibition (Basel) Ltd.	306	302
MCH Swiss Exhibition (Zurich) Ltd.	29	32
MCH Beaulieu Lausanne SA	46	66
Reflection Marketing AG <sup>1)</sup>	8	
Rufener Events Ltd	24	28
Expomobilia AG	96	101
Winkler Multi Media Events AG	85	84
Total	618	635

1) As of 01.01.2015

## Information policy

The MCH Group pursues an open communication policy as a matter of principle. It complies with the rules of the SIX Swiss Exchange as far as its information practice is concerned. All the key information may be found on the website > [www.mch-group.com](http://www.mch-group.com)

under “MCH Group”/“Investor Relations”

- reports (annual report, sustainability report, half-year results)
- ad hoc publications
- (media) releases on business activity and the individual events
- statutes and regulations
- agenda

An e-mail subscription service is available which sends information of relevance to the stock exchange (ad hoc publications) directly to subscribers. Annual reports in printed form can be ordered online, by e-mail or on the form sent out with the invitation to the General Meeting.

## Employment

At the end of the 2015 reporting year, the MCH Group had a total of 618 permanent employees (577.5 full-time posts) as well as 225 employees and assistants on temporary contracts. During the reporting year, employee numbers within the group thus decreased by 17 permanent employees (- 2.7%). This headcount includes all companies that are wholly owned by the MCH Group.

## Board of Directors

Ernst Stocker, a member of the government of the Canton of Zurich, resigned from the Board of Directors of the MCH Group on 31 December 2015, having been the delegate of the Canton of Zurich. He was appointed to the Board of Directors in 2011 and, during his term of office, was also a member of the Governance, Nomination and Compensation Committee.

As the successor to Ernst Stocker, the government of the Canton of Zurich delegated Carmen Walker Späh, Head of the Canton of Zurich’s Department of Economic Affairs, to the Board of Directors of MCH Group Ltd. as of 1 January 2016, for the term of office running until 2019.

At the General Meeting on 22 April 2016, Rolando Benedick will be retiring from the Board of Directors of MCH Group Ltd. on age grounds. He was elected to the Board of Directors in 2001, has been a member of the Governance, Nomination and Compensation Committee (GNCC) since 2007 and Vice-Chairman of the Board of Directors since 2013.

Martin Vollenwyder will be resigning from the Board of Directors of the MCH Group AG at the General Meeting on 22 April 2016. From 2002 to 2013, Martin Vollenwyder was appointed to the Board of Directors by the Zurich City Council. After resigning as a city councillor, he was elected by the General Meeting as a member of the Board of Directors for the each of the past three years. He has been a member of the Audit Committee (AC) since 2007.

During their time in office, government member Ernst Stocker, Rolando Benedick and Martin Vollenwyder contributed in a competent and committed manner to the successful development of the company. The MCH Group would like to express their sincere thanks to them for everything they have done for the company.

The Board of Directors will propose to the General Meeting on 22 April 2016 that Marco Gadola, CEO of the Straumann Group in Basel (subject to the agreement of the General Meeting of Straumann Holding AG on 8 April 2016 to modify the Statutes in respect of the number of mandates permitted outside the Straumann Group), and Andreas Widmer, CEO Young & Rubicam Group Switzerland in Zurich, be elected as successors to Rolando Benedick and Martin Vollenwyder

## Executive Board

There were no changes in the Executive Board in the 2015 reporting year.

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Management and Organisational Structure (March 2016)

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MCH Group Ltd.

Board of Directors

Executive Board

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Dr. Ulrich Vischer, Chairman  
Rolando Benedick, Vice-Chairman  
Christoph Brutschin  
Werner Helfenstein  
Dr. Eva Herzog  
René C. Jäggi  
Dr. Karin Lenzlinger Diedenhofen  
Dr. André Odermatt  
Martin Vollenwyder  
Carmen Walker Späh  
Thomas Weber

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René Kamm  
Group Chief Executive Officer (CEO)  
Head of Exhibitions

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Christophe Biollaz  
Chief Financial Officer (CFO)

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Jean-Marc Devaud,  
CEO Live Marketing Solutions

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Peter Holenstein  
Chief Venue Officer (CVO)

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Stephan Peyer  
Chief Development Officer (CDO)

Organisational structure of the wholly owned operating companies directly held by MCH Group Ltd. (March 2016)

	Board of Directors	Management
MCH Swiss Exhibition (Basel) Ltd.	René Kamm, Chairman Christophe Biollaz, Vice-Chairman Stephan Peyer	René Kamm, CEO/Exhibitions Christophe Biollaz, CFO Peter Holenstein, CVO Stephan Peyer, CDO
MCH Swiss Exhibition (Zurich) Ltd.	René Kamm, Chairman Christophe Biollaz, Vice-Chairman Stephan Peyer	René Kamm, CEO/Exhibitions Christophe Biollaz, CFO Peter Holenstein, CVO Stephan Peyer, CDO
MCH Beaulieu Lausanne SA	Jean-Philippe Rochat, Chairman René Kamm, Vice-Chairman Christophe Biollaz Yves Philippe Bloch Peter Holenstein Didier Peier Oscar Tosato	Michel Loris-Melikoff, Managing Director/ Third-Party Events René Zürcher, Exhibitions
MCH Global Ltd.	René Kamm, Chairman Christophe Biollaz Jean-Marc Devaud, Delegate	Steven Smith, Managing Director
Rufener events Ltd.	René Kamm, Chairman Christophe Biollaz Jean-Marc Devaud, Delegate Hans-Jürg Rufener	Jennifer Somm, Managing Director Roberto Lazzari, COO
Expomobilia AG	René Kamm, Chairman Christophe Biollaz Jean-Marc Devaud, Delegate	Florian Faber, Managing Director Richard Hämmerli, Finance & Administration Markus Halbeisen, Operations Manager
Winkler Multi Media Events AG	René Kamm, Chairman Christophe Biollaz Jean-Marc Devaud, Delegate	Christian Künzli, Managing Director Richard Hämmerli, Finance & Administration Stefan Mathys, Exhibitions & Events Serafino Melloni, Material & Logistics Carsten Jantz, Operations

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#### Audit Committee

Martin Vollenwyder, Chairman (until 22.04.2016)  
Christoph Brutschin, Member  
Dr. Karin Lenzlinger Diedenhofen, Member  
Dr. Ulrich Vischer, Observer

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#### Governance, Nomination and Compensation Committee

Dr. Ulrich Vischer, Chairman  
Rolando Benedick, Member (until 22.04.2016)  
Ernst Stocker, Member (until 31.12.2015)  
Thomas Weber, Member

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#### Observer

Jean-Philippe Rochat, Chairman of the Board of Directors of MCH Beaulieu Lausanne SA

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#### Secretary to the Board of Directors

Christoph Lanz, Head of Corporate Legal & Management Services of MCH Group Ltd.

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Permitted activities of BD members as per §23 of the Statutes of MCH Group Ltd.

- a) In listed legal entities: 5
- b) In other legal entities entered in the commercial register: 15, minus a)
- c) In legal entities entered in the commercial register with a charitable, public or public-utility purpose: 10

Members of the Board of Directors (March 2016)	Place of residence	Date of birth	Nationality	BD member since <sup>1)</sup>	End of term of office <sup>2)</sup>
<b>Chairman</b>					
Dr. Ulrich Vischer <sup>4)</sup>	Basel	09.12.1951	CH	2006	2016
<b>Vice-Chairman</b>					
Rolando Benedick	Arlesheim	08.10.1946	CH	2001	2016
<b>Members</b>					
Christoph Brutschin <sup>3)</sup>	Basel	21.02.1958	CH	2009	2017
Werner Helfenstein <sup>3)</sup>	Muttenz	15.07.1947	CH	2006	2017
Dr. Eva Herzog <sup>3)</sup>	Basel	25.12.1961	CH	2005	2017
René C. Jäggi	Reinach (BL)	17.12.1948	CH	2003	2016
Dr. Karin Lenzlinger Diedenhofen	Wermatswil	01.09.1959	CH	2004	2016
Dr. André Odermatt <sup>3)</sup>	Zurich	12.06.1960	CH	2015	2018
Martin Vollenwyder <sup>5)</sup>	Zurich	04.10.1953	CH	2002	2016
Carmen Walker Späh <sup>3)</sup>	Zurich	29.01.1958	CH	2016	2019
Thomas Weber <sup>3)</sup>	Buus	23.11.1961	CH	2013	2019

- 1) MCH Group Ltd., formerly Schweizer Mustermesse AG  
2) Since 1.1.2014, the term of office for members elected by the General Meeting has been one year  
3) Delegate of the public-sector entities

- 4) 1992 to 2005 member of the Board of Directors as a delegate of the Canton of Basel-Stadt  
5) 2002 to 2013 member of the Board of Directors as a delegate of the City of Zurich

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Dr. Ulrich Vischer held various top posts in the BASLER insurance group up until 1992. From 1992 to 2005 he was a member of the cantonal government and Head of the Finance Department of the Canton of Basel-Stadt. Today, he is a partner in a law firm with offices in Basel and Zurich. He is also, inter alia, Chairman of the Basel University Board, a member of the Board of Directors of Wardeck Invest AG and Chairman of the Sophie and Carl Binding Foundation.

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Rolando Benedick joined the Manor Group in 1967 after completing his education. He is Chairman of the Board of Valora AG (since 2008) and Chairman of Manor Sud AG (since 1991). He is a non-executive member of the Board of the Galfa Group (Galleries Lafayette, Monoprix, Laser). He is a member of the Committee of the Basel Chamber of Commerce (HKBB) and the Board of Trustees of the "Im Grüene" Foundation (GDI) as well as Chairman of the Voluntary Museum Association of Basel (FMB).

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Christoph Brutschin

has been a member of the cantonal government and Head of the Economic, Social Affairs and Environment Department of the Canton of Basel-Stadt since 2009. He studied business administration in Zurich and economics and the teaching of economics in Fribourg before taking up employment with PriceWaterhouseCoopers and maxit AG. Prior to his election onto the executive of the Canton of Basel-Stadt, he worked at the Basel Commercial College – as a teacher and lecturer as of 1991 and then as the principal from 1996.

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Werner Helfenstein

graduated in construction engineering at the Swiss Federal Institute of Technology in Zurich. After completing his studies, he was a project manager and a member of the management at a Zurich engineering company. In 1985 he was appointed a member of the management of the Preiswerk construction group in Basel and then, in 1995, chairman of the management. Following this, he was CEO of BATI-GROUP Holding AG from the time it was established in 1997 through to the point when it merged to form Implen AG in March 2006. Today, he is a member of the Board of Directors of a number of non-quoted companies and holds coaching mandates.

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Dr. Eva Herzog

has been a member of the cantonal government and Head of the Finance Department of the Canton of Basel-Stadt since 2005. Before she was elected onto the executive of the Canton of Basel-Stadt, Dr. Herzog, who gained her doctorate in history, was on the academic staff of the Research Vice-Rectorate at the University of Basel, and was also a member of the parliament and constitutional council of the Canton of Basel-Stadt. She is additionally a member of the Board of Directors of the Basel-Stadt pension fund and Chairwoman of the Administrative Commission of the Basel-Stadt cantonal property insurers.

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René C. Jäggi

studied Japanese languages and sport at Waseda University in Tokyo. As a graduate sales manager, he first went to the Reynolds Tobacco Company before moving to battery manufacturers, Duracell, from where he switched to Adidas,

as Head of Marketing. From 1987 to 1992, he was CEO at Adidas and, from 1996 to 2002, Chairman of Basel Football Club. Up until mid-2006, he was then Chairman of the Board of Kaiserslautern Football Club as well as Head of the OC Team at the Kaiserslautern Office for the 2006 FIFA World Cup. For several years, he was one of the six Ambassadors of the International Judo Federation (IJF) and, since August 2015, he has been a member of the IJF Executive Committee and Director Marketing & Strategic Planning. Since August 2006, René C. Jäggi has been Chairman of the Board of Directors and Board Delegate at GRJ AG in Basel. He is Chairman and Delegate of the Board of OPENLiMiT Holding AG in Baar (CH)/Berlin (D) and a member of the Board of Directors of Immo Invest AG, Glattbrugg and Praxisklinik Rennbahn AG, Muttenz.

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Dr. Karin Lenzlinger Diedenhofen

has been a delegate of the Board of Directors at Lenzlinger Söhne AG, Uster/Nänikon since 1999, and also ran the company as CEO until 2015. After gaining her doctorate in economics (Universities of Boston and St. Gallen) and engaging in various teaching and research assignments, she joined the company at the start of the 1990s as a member of the Board of Directors and a Business Segment Manager. She is Vice-Chairwoman of the Swiss Parquet Industry Association and a delegate at “bauenschweiz”, the umbrella organisation of the Swiss building industries. She is additionally Chairwoman of the Zurich Chamber of Commerce, a Board member at economiesuisse and also a member of the Board of Directors of the SV Group AG, Dübendorf, Bank Linth LLB AG, Uznach, ZO Medien AG, Wetzikon, and PGMM Schweiz AG, Winterthur.

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Dr. André Odermatt

has been head of City of Zurich's Building Department since 2010. He was a member of the Zurich City parliament from 1995 to 2010 and its chairman in 1999/2000. Dr. André Odermatt studied geography at the University of Zurich and received his PhD in 1996. He has held teaching posts at different school levels, was on the scientific staff at the University of Zurich and, prior to his election to the City Council, was ad interim Head of the Chair of Economic Geography. He is a member of the Board of Directors of “Regional Planning for Zurich and the Surrounding Area” (RZU).

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Martin Vollenwyder

is a lawyer and worked in the commercial department of Credit Suisse for 20 years before being elected to Zurich City Council in 2002. Up until 2013 he was head of the city's Finance Department. During his term in office he was the member of the Board of Directors of MCH Group Ltd. delegated by the City of Zurich. After his resignation as a member of the City Council, he was elected a member of the MCH Group Ltd. Board by the 2013 General Meeting. Martin Vollenwyder is a member of the Board of Directors of the Canton of Zurich's property insurers and the Bank Sparhafen Zürich, Chairman of the Foundation Board of the Volkshochschule Zürich, Chairman of the Foundation Board of the Eleonorenstiftung-Kinderspital and Vice-Chairman of the Tonhalle-Gesellschaft Zürich.

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Carmen Walker Späh

has been a member of the cantonal government and Head of the Department of Economic Affairs of the Canton of Zurich since 2015. Before being elected to the cantonal government, she was politically active for 13 years as a member of the cantonal parliament and for five years as a member of the constitutional council. Carmen Walker Späh had studied law at the University of Zurich before working inter alia in a senior post at the City of Winterthur's Building Department. From 2000 to 2015 she ran her own lawyer's office. In her capacity as Head of the Department of Economic Affairs, she is a member of the Board of Directors of Flughafen Zürich AG and AXPO Holding AG, among other posts. She was appointed a member of the Board of Directors of MCH Group Ltd. by the cantonal government of the Canton of Zurich as of 1 January 2016.

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Thomas Weber

was elected to the Basel-Landschaft cantonal government in 2013, where he is Head of the Economic Affairs and Health Department. With a degree in construction engineering from the Swiss Institute of Federal Technology, he worked for different engineering and construction companies before being elected a member of the cantonal government. From 2002 to 2006, he worked in Basel-Landschaft's Civil Engineering Department and from 2007 to 2013 he was at the Federal Roads Office with responsibility for the main roads in central and northwest Switzerland. Thomas Weber represents the Canton of Basel-Landschaft on the Board of Directors of the Swiss Rhine Ports.



←  
René Kamm  
Christophe Biollaz  
Jean-Marc Devaud

→  
Peter Holenstein  
Stephan Peyer



Members of the Executive Board	Place of residence	Date of birth	Nationality	EB member since
René Kamm	Riehen	10.02.1960	CH	01.10.1999
Christophe Biollaz	Therwil	15.03.1968	CH	01.12.2013
Jean-Marc Devaud	Binningen	05.10.1964	CH	01.01.2009
Peter Holenstein	Muttenz	09.11.1959	CH	01.01.1998
Stephan Peyer	Zollikon	17.09.1964	CH/FR	01.01.2007

Permitted activities of EB members as per §36 of the Statutes of MCH Group Ltd.

- a) In legal entities listed in the commercial register: 8
- b) In legal entities listed in the commercial register with a charitable, public or public-utility purpose: 8

René Kamm studied economics at the University of Basel and then held various management positions in Switzerland and abroad in both the consumer goods sector (including Unilever) and the watch industry (including Tag Heuer). He joined the then Messe Basel in 1999, as General Manager Art and Luxury Products Shows. He was appointed CEO of the MCH Group on 1 January 2003 and is also head of the Exhibitions Division. From 2005 to 2012 René Kamm was Vice-President (2009 President) of the European Major Exhibition Centres Association EMECA. He is a member of the Board of the Union of International Fairs (Union des Foires Internationales), He is on the Board of Directors of FC Basel 1893 AG and FC Basel Holding AG.

Christophe Biollaz joined MCH Group Ltd. on 1 December 2013 as a member of the Executive Board and took on the post of Chief Financial Officer (CFO) on 1 January 2014. After completing his studies as a business economist, he worked in managerial positions and as CFO in Switzerland, Austria, Japan and Australia, for companies including Novartis, Syngenta, Hero, Lindt & Sprüngli and the Oettinger Davidoff Group.

Jean-Marc Devaud joined Expomobilia in 2008, taking on the post of managing director in 2010. With a view to his taking on this post, he was appointed a member of the Executive Board of the MCH Group on 1 January 2009. Today, he is head of the Live Marketing Solutions Division. Before joining Expomobilia AG, Jean-Marc Devaud, who is a graduate in marketing studies and holds an Executive MBA from the University of Zurich, worked in a senior positions in marketing and sales (including at Henkel-Ecolab Ltd.).

Peter Holenstein came to Messe Basel in 1984 and has been a member of the Executive Board of the current MCH Group since 1998. As a graduate in advertising and marketing studies, he first held responsibility for communications and then for corporate development. Today, he is head of the Venues Division. He is a member of the Board of Directors at Parkhaus Messe Zürich AG and is on the Board of Basel Tourism.

Stephan Peyer studied economics at the University of St. Gallen and then held high-level posts in different companies in the consumer goods sector (including Unilever), in IT (including Compaq) and in the luxury goods segment (including Movado). In 2001, he co-founded the Vendbridge Growth Architects AG consultancy in Zurich, working as an independent consultant in marketing and sales until joining what is now the MCH Group. From 1.1.2007-31.10.2013 he was Head of the Trade Fairs and Consumer Shows before taking on the post of Chief Development Officer (CDO) on 1.11.2013.

## Shares held by members of the Board of Directors

	Number of shares CHF 10 and percentage of voting rights 31.12.2015		Number of shares CHF 10 and percentage of voting rights 31.12.2014	
Dr. Ulrich Vischer	313	0.0%	313	0.0%
Rolando Benedick	5 000	0.1%	5 000	0.1%
Christoph Brutschin	–	0.0%	–	0.0%
Werner Helfenstein	312	0.0%	312	0.0%
Dr. Eva Herzog	–	0.0%	–	0.0%
René C. Jäggi	10	0.0%	10	0.0%
Dr. Karin Lenzlinger	50	0.0%	50	0.0%
Daniel Leupi <sup>1)</sup>	–	0.0%	–	0.0%
Dr. André Odermatt <sup>2)</sup>	–	0.0%	–	0.0%
Ernst Stocker	–	0.0%	–	0.0%
Martin Vollenwyder	60	0.0%	60	0.0%
Thomas Weber	–	0.0%	–	0.0%
<b>Total</b>	<b>5 745</b>	<b>0.1%</b>	<b>5 745</b>	<b>0.1%</b>

1) BD member up to 31.12.2014

2) BD member as of 01.01.2015

## Shares held by members of the Executive Board

	Number of shares CHF 10 and percentage of voting rights 31.12.2015		Number of shares CHF 10 and percentage of voting rights 31.12.2014	
René Kamm, CEO	–	0.0%	–	0.0%
Christophe Biollaz	–	0.0%	–	0.0%
Jean-Marc Devaud	337	0.0%	337	0.0%
Peter Holenstein	62	0.0%	62	0.0%
Stephan Peyer	–	0.0%	–	0.0%
<b>Total</b>	<b>399</b>	<b>0.0%</b>	<b>399</b>	<b>0.0%</b>

### Shares held by related parties

of Peter Holenstein	256	0.0%	256	0.0%
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#### Statutory Auditors

The General Meeting of the MCH Group Ltd. of 04 May 2015 elected KPMG AG, Basel, as the statutory auditors for the group for the 2015 business year. The lead auditor was Stefan Inderbinen.

KPMG AG, Basel has invoiced the following services to the MCH Group in the 2015 business year:

Services	2015	2014
(in CHF, excl. VAT)		
Auditing	223 000	222 000
Taxation advice	289 450	121 190
<b>Total</b>	<b>512 450</b>	<b>343 190</b>

The auditing services cover all engagements in connection with the auditing of the annual accounts for the business year in question.

The statutory auditors are elected by the General Meeting for a period of one year in each case following a proposal made by the Board of Directors. The Audit Committee monitors the external auditing company to ensure that it performs its work independently and in accordance with Swiss legislation and the Swiss auditing standards. The statutory auditors submit written and verbal reports to the Audit Committee at least once a year on the subjects of audit planning and the scope of the audit, accounting, financial reporting, the internal control system and other auditing related assignments. The statutory auditors additionally report to the CFO twice a year on the results of the intermediate and final audits in a detailed management letter. In the reporting year, the statutory auditors attended both the Audit Committee meetings.

The Audit Committee is in regular contact with the CEO and CFO, receiving information on the performance of the auditing company via this route. The Audit Committee similarly monitors all the fees paid to the statutory auditors and has granted the Executive Board the competence to take decisions itself regarding the scope of non-auditing assignments that are placed with the statutory auditors in the context of the decisive provisions governing independence.

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The Annual Report of the  
MCH Group is available in German,  
English and French. The German  
version is legally binding.