

editorial

The life of a Group such as ours marches to different rhythms. By understanding how to take advantage of the quieter periods to set targets for the future, rethink our structures and explore new horizons, we also become better equipped to manage extremely busy periods: our production plants were capable of adapting their operations to run 24 hours a day, in order to manufacture the equipment for the London Olympics on schedule. We are currently in the midst of an extremely vibrant business period. As you will see in this Letter, a number of events await us in 2013-2016. Today, our integrated sustainable development processes provide a structured framework enabling us to meet the requirements of prime contractors for major international events.

“ Our activity in Brazil, especially in Rio, is growing constantly, and reflects our increasingly ambitious international strategy. ”

Innovation is also one of our strengths. It means we stay one step ahead of the competition, in our activities, our products, and our offers; indeed, innovation is one of the Group's key assets, driven by the creativity that is one of our inherent values, and by the Group's investment in research. An example of this is our involvement in the upcoming Sirha World Cuisine Summit, aimed at identifying key future trends in the catering sector.

The Group must continuously balance the long-term future and the immediate requirements of the present. We must preserve and consolidate the integrity of our structures while being capable of meeting immediate, short-term needs. This is the very nature of our profession. We reconcile these two aspects through creativity and imagination and the constant desire to meet our customers' requirements.

Olivier Ginon, Chairman

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Equita' Lyon, November 2012: the Swiss rider Pius Schwizer wins the FEI Rolex World Cup Grand Prix on his horse Verdi III. Lyon has organised a stage on the world cup circuit since 2005 and will host the final of the World Cup in 2014: a major event which the show is already actively preparing for.



A new furniture range

Innovation, quality, service...

From designer products to tasteful, fashionable low-budget items, our new furniture range is the result of a complete business review, combining quality products and quality service...

For over a year now, the furniture business has been undergoing profound change at GL events. An entirely new logistics platform was unveiled at Gonesse, thus permitting the implementation of new logistics procedures to improve efficiency and reactivity. As for the furniture product offer, it has been completely reviewed to meet customer needs and market expectations in terms of design, functionality, storage and environmental responsibility.

Today, our product offer includes 600 references and enables us to meet a broad range of requirements. From fashionable low-budget products to exceptional references such as the Masters chair by Philippe Starck, or the Thalya chair by Kartell, this new range meets the very highest requirements in terms of product quality.

Environmental respect

With the 'Think Green' campaign, GL events is committed to proposing its customers a product range that respects the environment. The references in this new furniture collection combine recycled or recyclable materials, and lighter and stackable products in order to limit transport requirements and facilitate storage. Others are second-hand products.

A catalogue produced entirely by GL events

All of the content and media for the new catalogue have been produced by GL events. The design and layout are by Market Place. The photographs were taken at the Maison de la Mutualité. ■

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The new Furniture catalogue.

The first Sirha World Cuisine Summit: Lyon looks forward to welcoming you!

On 28 January 2013, over 1,000 restaurant and catering professionals will be meeting for the first Sirha World Cuisine Summit. The goal is to identify and gauge major world trends in catering by sharing strategic and creative visions.

Every two years, Sirha welcomes over 160,000 restaurant and catering professionals who come to discover the latest trends, products and equipment in the sector. The first Sirha World Cuisine Summit (a major highlight of the 2013 fair, organised under the honorary stewardship of Paul Bocuse with the support of the Ministry of Agriculture and the "Collège Culinaire de France") will focus on the subject of "Better dining for a better life" and bring together over 1,000 experts - chefs, company directors, journalists, bloggers, designers, marketing directors, etc.

The Sirha World Cuisine Summit aims to be a "laboratory for research and discussion". High-level experts will be speaking at the Summit, providing insightful analyses on a variety of subjects, notably: what are the world's new culinary cultures today? Does healthy eating represent the future of gastronomy? What future food resources will restaurants have available? What is the situation with sustainable food?

With lectures, tangible examples and presentations, the day promises to be intense: six sessions from 9:30 in the morning to 20:30 at night.

The presence of this international summit in Lyon will also contribute to raising the profile of the city and, more generally, of France in the world of gastronomy. ■

sirha-world-cuisine-summit.com

IN BRIEF...

New at the 2012 Sirha: the Bocuse d'Or on-line store

To strengthen its unique link with chefs and food connoisseurs from around the world, to promote the competition between events and to meet growing demand, the Bocuse d'Or is innovating by opening an on-line store at the 2013 Sirha.

Aprons, cookbooks, Paul Bocuse pins, key chains, USB flash-drives, bags, collector's dishes... Since 28 September, a wide range of promotional products have been on sale: from tableware to travel and office accessories, a whole range of exclusive new collections are available at www.bocuse-dor-boutique.com.

A European survey highlighting the catering trends of the future

The 'laboratory' component of the Sirha World Cuisine Summit takes a scientific and exploratory approach to analysing the major trends in catering. It is also a visionary approach, actively supported by GL events in line with its corporate strategy, in which innovation and vision are essential components. This is what led the Group to commission the research company Krealinks to conduct a quantitative and qualitative survey of 300 European experts, who were interviewed between May and September 2012. They foresee six major areas which will impact catering, including health-related issues, food safety, and the shortage of resources. Other subjects raised in the survey were: Europe's positioning with respect to the globalisation of food habits, the role of seniors in an aging and multi-cultural world, the need to simply and differentiate products to adapt to changing consumption habits.



“Ensuring the coexistence of rugby values and professional effectiveness”

Yann Roubert,
Executive Vice-President, Associate
Managing Director of LOU Rugby



Can you tell us about your career?

I was always involved in sport as a youngster and then worked in that field - in particular I developed the “sea and mountain partnerships” at Bouygues Telecom, then, after an expedition around the world, I managed the sponsoring, events and PR at SFR.

Olivier Ginon gave me the chance to join GL events in 2009 to look after the Middle East; even though sport was not the sole focus of the Group’s activities, it was still highly significant, with contracts such as the Asian Football Cup, the Dubai World Championship, the Qatar Motor Show...

You joined LOU Rugby in July; what is your vision of the future?

We need to balance sporting goals and company administration. This means ensuring the team have the best conditions to go back up to the Top 14 (elite rugby league in France) as quickly as possible and to try to ensure our club remains at the highest level in the long-term.

The challenge is therefore to combine the values of rugby and professional efficiency within the club. LOU Rugby SASP is a rather particular subsidiary of the GL events Group, which is the club’s main shareholder; but it must still meet the same criteria in terms of professional requirements and efficiency as every other Business Unit.

What resources and advantages does LOU have today?

We are lucky to have a group of players who are capable of taking us back to the elite league quickly and a wonderful home in Matmut Stadium, which includes the stadium itself, the training centre, the “LOU brasserie” bar and the club’s headquarters. All of our human resources - players, coaching staff, employees, partners, volunteers and supporters - are united in this new and friendly environment. The dedication and support of all of the stakeholders is also a major asset.

So, we are trying to give ourselves the best chance, even though there are no certainties in this game; you can never take things for granted, in rugby or any other sport. ■

Rebirth of the Maison de la Mutualité

Two years of renovation work (managed by Jean-Michel Wilmotte) have given the Maison de la Mutualité a new lease of life. The venue comprises a 1,800-seat auditorium, a modular event space of 800 m² that can be transformed into three lounges, and nine meeting rooms. There is also the “Terroir Parisien” restaurant run by the chef Yannick Alléno, which has quickly become one of the prestige culinary addresses in the capital.



The Whisky fair.

Since it reopened in March, the superb Art Deco building has become a reference place in Parisian life. It has hosted a number of events such as the Omnivore fair, the Whisky Fair, concerts by No Doubt and I Muvrini, conventions for major groups like IBM, Pernod Ricard and Louis Vuitton, and graduation ceremonies. Harking back to its historic vocation as a political arena, the venue has also hosted several political meetings (UDI party launch, Nicolas Sarkozy campaign, Socialist Party inaugurations). ■



Sustainable development: a pro-active, cross-functional policy



Our CSR (Corporate Social Responsibility) policy started with the “Think Green” programme launched in 2009. This environmental programme has resulted in a whole series of initiatives and actions, integrated in the annual business plans and whose results are gauged through different indicators. Today, two additional programmes have been introduced to address the full spectrum of CSR issues: “Think People” and “Think Local”, which focus on the social and societal components of sustainable development respectively. These three programmes develop challenging and motivating projects, and a clear organisational structure has been established to manage and support their implementation: the Sustainable Development Department is integrated in the Human Resources Department and operates on a cross-functional basis across all the company’s divisions and departments.



Numerous initiatives in progress

London Olympics: an award for the GL events team - Sarah Cranke (responsible for sustainable development management in the GL events team) was awarded the *sustainability award* by LOCOG (London Olympic Games Organising Committee). Very few service providers were awarded this distinction, which acknowledges the team’s commitment and professionalism in meeting the organiser’s stringent requirements.

The first network of ISO 14001 venues - GL events Venues intends to implement an environmental management system in compliance with the ISO 14001 standard. The goal is to establish the first ISO 14001-certified event network, involving all the Group’s venues in France. The actions decided upon focus on two main areas: improvement of waste management through the development of waste-sorting, and reduction of energy consumption. The network

is currently being audited and should obtain its certification in December, following 18 months of preparatory work.

R&D: test programme for cotton recycling - After carpets, the Group has launched a test programme for recycling brushed cotton. Although brushed cotton is a natural product, it can actually be a major source of pollution, as shown by a life-cycle analysis based on 7 types of environmental impact. Imported from Central Asia, Africa, Turkey or Brazil (therefore requiring transport over long distances), cotton farming accounts for around 25% of pesticide consumption in the world (!) and it needs a lot of water to grow. The Group uses almost 2 million square metres of cotton per year, which means we need to look for alternatives and a means of recycling this type of product. For example, some 4,000 m² of this product (from the Lyon Fair and Cannes Film Festival) were recycled as part of a test programme, particularly aimed at making textile sub-products for insulation purposes in the building sector. If conducted on a large scale, this test process could enable the Group to make savings on “waste” costs. A positive environmental initiative with potential economic advantages!





Tangible action plans reflecting a strong commitment

The social pillar of sustainable development is as fundamental as the environmental component. Drawing on its best practices, yet aware there is always room for improvement, GL events decided to launch the “Think People” programme at the end of 2011, jointly managed by the Human Resources Department and the Sustainable Development Department. The goal is to establish a clear, structured framework for human resources management in the company.

Specifically focused on the men and women who work in the Group, the “Think People” programme integrates all HR issues linked to diversity (disability, gender, age, social integration), skills management and development (“Passion for talents” programme) and employee well-being. Through this initiative, we are gradually implementing tangible action plans across all the Group’s businesses.

Important note: even though regulations are very different from one country to another, this pro-active programme operates on an international level across GL events. For example, last May, Hungexpo opened a call-centre which only employs blind people: the operation only required the installation of voice-guidance software.

The “Think People” programme also addresses skills management and development, through the GL events Campus corporate university (34,000 hours of training in 2011). The “Passion for talents” scheme integrates five complementary action plans covering every aspects of the HR chain, from recruitment to career support and guidance. Through this programme, GL events aims to become a benchmark employer, reinforce its expertise, develop employee loyalty and incite every member to be actively involved in building their career; a whole series of commitments reflecting the Group’s pro-active vision.

Actively supporting the professional integration of disabled persons

The week of 12 to 18 November 2012 was the French national week for the employment of disabled workers - an important component of the

“Think People” programme. As part of this national scheme, GL events took part in the “*Un jour, un métier en action*” (A day, a profession in action) operation, in which disabled workers were invited to spend a day in different company departments. Seven departments volunteered to participate in this operation and four disabled workers visited the company to learn about our businesses and meet our staff.

«As part of the diversity and disability programme, many actions will be launched and implemented in 2013 in order to give everyone an opportunity to be part of the GL events adventure. I am proud to be involved in this.»

Olivier Boisson de Chazournes,
MD of Alice Événements

On the road to meet regional managers

In order to be more proactive and develop closer relations, the Heads of the HR and Sustainable Development Departments are travelling through the regions of France during the last quarter of 2012 to meet GL events’ managers around the country. This operation is an invaluable opportunity to gauge the strategy and actions proposed by the HR and Sustainable Development Departments in terms of the expectations in the field. The meetings have provided open and frank discussions and have encouraged us to pursue this action in the international Business Units in 2013!

“It is an approach which fosters unity, and perfectly in tune with the Think People programme which places “people at the heart of the company” by actively involving staff from the BUs... It is a genuine Group action plan providing a clear road map concerning CSR, training and the focus on personalised career paths within GL events.”

Frédéric Coulon, Regional Manager
for the Western Region of France

GL events Best practices meetings

Because sharing information is vital for competitiveness and innovation, we have built networks by professional category in order to encourage discussion about best practices, problems encountered and improvements to be implemented. Two meetings took place in 2012, bringing together accountants and site managers. Five other meetings are planned in 2013 involving purchasers, designers, marketing specialists, business managers, financial officers, and project managers. If you are interested in this programme for sharing feedback with your colleagues, please inform your local HR and Sustainable Development team.



Placing responsibility at the heart of local operations

Through the very nature of its activity, GL events is actively involved in local social and economic life, through the venues that the Group manages on behalf of local authorities, as well as the major international events for which we provide overlays and services.

Aware of its territorial, economic, social and societal impact, GL events has decided to evaluate (literally) its local involvement and impact. This is the aim of the “Think Local” programme, which is less operationally-oriented than “Think Green” and “Think People”, but equally ambitious. The goal is to carry out research into the value (in the broadest sense) created by the Group in all the areas in which we have venues or operations. This value is three-fold:

- economic (through the indirect impact linked to business tourism or sub-contracting),
- intellectual (fairs, events and conventions are places where people exchange ideas, disseminate knowledge, skills and innovation),
- social (creating events where people meet and come together is increasingly valuable in our world “connected” world).

At a time when more and more people are talking about “re-localisation” in response to the excesses of globalisation, GL events believes it is important to assess and promote its societal impact. The Group intends to meet this challenge, among others, with the support of specialist research institutes. To this end, the company recently signed an agreement with the University of Toulouse II-Le Mirail. ■



IN BRIEF...

GL events wins the French “Diversity Award” and the “*Trophée du Mieux vivre en entreprise*” (Prize for Better living environment in the workplace)

Awarded in November 2012, these prizes reward the work of the HR and Sustainable Development teams regarding the “Think People” programme and its comprehensive range of actions deployed across all the Group’s Business Units in 2012-2013: training, actions aimed at raising awareness of diversity among managers, internal radio broadcasts (The Thursday HR programme), events (“*Vis ma vie*” [A Day in my Life]), participation in external inter-company operations, drafting of a management guide, etc.

New content for HR intranet

In order to respond even better to staff expectations, with more extensive information and interactivity, the HR intranet has been updated with new sections and content.

The updates have focused on providing employees with the most relevant information. With this in mind, four sections have been improved:

- the job exchange,
- GL events campus,
- the missions,
- the “Passion for talents” programme.

New sections have been added: “Service offer”, “Examples of HR initiatives” and the “Why and when to contact your HR department?” section, with highly practical, exhaustive content addressing the various questions employees may ask about their personal and/or professional situation.

<http://rh.intranet.gl-events.com/>

2012-2013: A whole word of events



NEW YORK CITY PREMIÈRE VISION PREVIEW NEW YORK

This preview will unveil the spring and summer trends for 2014 to the American market. With seven international events, Première Vision has established itself as the major event in the clothing textiles sector. The New York event will be held in conjunction with the Indigo Fair, and will showcase a wide variety of new products in terms of fabrics and patterns. Over 200 publishers and design studios will be present.

PREMIERE VISION
from 15 to 16 January 2013
Metropolitan pavilion & Altman
www.premierevision-newyork.com

SÃO PAULO BRASIL BRAU

The 12th Brasil Brau, a leading international brewing event, will be held in June 2013 at the Transamerica Expo Center in São Paulo. Organised by Fagga Eventos, our Brazilian trade-fair subsidiary, this biennial show brings together professionals presenting the latest technology, products and services in the sector. The 2011 event brought together a hundred exhibitors and over 5,000 visitors.

BRASIL BRAU,
from 25 to 27 June 2013
Transamerica Expo Center
www.brasilbrau.com



SALVADOR DA BAHIA
BIENAL DO LIVRO BAHIA
(Biennial Bahia Book Fair)
from 26 April to 5 May 2013
The Convention Centre
(organised by Fagga eventos)
www.bienaldolivrobahia.com.br



SPAIN
23rd MEN'S HANDBALL
WORLD CHAMPIONSHIP
from 11 to 27 January 2013
handballspain2013.com

CASABLANCA
ENR
June 2013
International
Convention Centre
maroc.energie-ren.com

RIO DE JANEIRO
WYD RIO 2013
from 23 to 28 July 2013
www.rio2013.com



BRUSSELS

INVESTORS FORUM 2013
17 January 2013
The Square Brussels
Meeting Centre
www.square-brussels.com

CERNOBBIO

COMO WATERLINE
from 25 to 28 April 2013
Villa Erba (organised
by GL events - Lingottofiere)
www.comowaterline.com/it

BEIJING

APEXBRASIL
from 20 to 21 June 2013
Park Hyatt Beijing
www.hyatt.com



LYON

WORLD PASTRY CUP
from 27 to 28 January 2013
Sirha Fair, Eurexpo
www.cmpatisserie.com

PARIS

TRADEXPO

11 TO 15 JANUARY 2013 – PARIS LE BOURGET

This 'Business class' event, organised by GL events, brings together over 300 exhibitors, importers and manufacturers around four themes: Inside, Toys, Outside, Destocking. A unique event for the 10,000 visitors, most of them purchasers from major retailers wanting to find out about upcoming trends and to anticipate consumer expectations.

TRADEXPO
from 11 to 15 January 2013
Paris le Bourget
www.tradexpo-paris.com

ISTANBUL

OMNIVORE WORLD TOUR FEBRUARY TO DECEMBER 2012

The Omnivore World Tour draws to a close in Istanbul. Launched by the magazine *Omnivore*, a trendsetter in new, modern and creative gastronomy, GL events is involved in the culinary event as both partner and co-organiser. The event has toured through a dozen of the world's major cities, with each stopover involving three days of demonstrations and tasting sessions with leading chefs: before Istanbul, it touched down in Geneva, Paris (at the Palais de la Mutualité), Brussels, Moscow, Copenhagen, Shanghai, New York, Montreal, San Francisco, Sydney and São Paulo.

OMNIVORE WORLD TOUR
from 7 to 9 March 2013
Istanbul Kongre Merkezi
sirha-istanbul.com



Sustainable solutions for the Rio + 20 summit

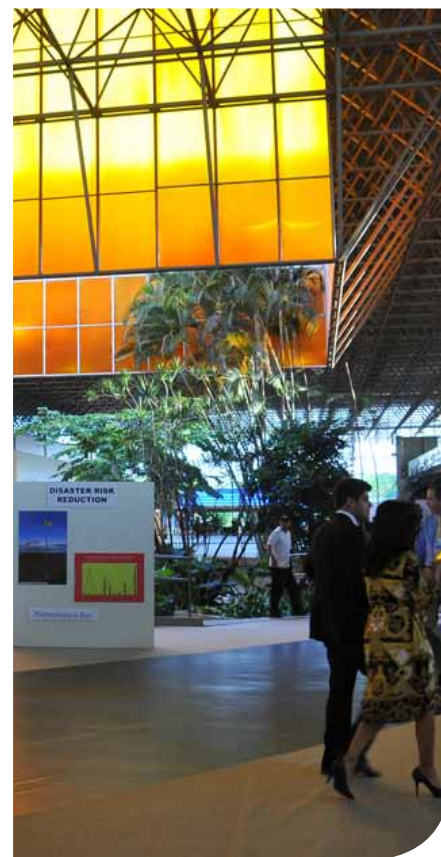


In 1992, the Rio Earth Summit formalised the idea of sustainable development. This year, from 20 to 22 June, the Rio + 20 conference marked this important anniversary for the future of the planet. The Group was actively involved in this event, notably through its two venues, the Riocentro and the HSBC Arena.

GL events Brazil was the official provider to the summit, and mobi-

lised a team of some 1,380 people for the occasion. In partnership with Premier Events and LPR, they provided all the temporary structures and specific event services: tiered seating, tents, furniture and decoration, signage, audio-visual services, the media centre...

Above all, since this was an international event devoted to sustainable development, the Group provided effective environmentally-friendly solutions: we invested 1.5 million dollars to clean the Camorim River, which crosses the Riocentro park. We also sorted waste and recycled materials – through an NGO – and treated the waste water; in addition, we used environmentally-friendly paints and fabrics, and supplied a range of recyclable products: one million cups, plates and pieces of cutlery – manufactured using corn – and 90,000 m² of carpeting made from PET bottles (the most commonly used material for manufacturing sparkling water bottles, replacing PVC). ■



Gala dinner for the 100th anniversary of Sirops Monin

In 1912, Georges Monin founded his syrup company in Bourges. Ten decades later, the small family-run company has become a worldwide specialist in the sector, with 75% of its turnover coming from exports. Its centenary was celebrated on 21 September, during an unforgettable evening organised by Alice

Événements. A dedicated team worked for over a year on this project, awarded after a call for tender in 2011. The challenge: to deliver the creativity and bold approach that won over the customer during the call for tender. The anniversary brought together guests from 71 different countries. They were first treated to a colourful cocktail reception in the gardens of Bourges Cathedral (for around 700 people), and then a dinner laid on for 500 guests in a crystal-walled tent, a magnificent temporary structure of over 1,100 m² assembled by the talented Brelet teams. ■



Veredas: a new player in the Brazilian events market

The Veredas events agency was established in March 2012. Its creation will allow the Group to promote its professions more effectively. Fagga, which until now has represented all our different areas of event expertise, will henceforth focus on the fair sector.

“In English, veredas means paths,” explains Martina d’Avila, the manager of the agency. “We wanted to show our customers that we work hand in hand with them throughout their project path, to design exceptional events.”

Veredas brings added value by directly supporting its customers’ marketing and communication departments, thereby developing events that are consistent with companies’ overall strategy. In addition, the team is multi-skilled and multi-cultural (with staff speaking at least English and Portuguese): designers, customer project managers with a background in advertising, etc. Finally, belonging to the Group gives Veredas a reassuring image of financial stability, which, for example, has enabled it to be referenced with major companies such as Coca-Cola and take part in major calls for tender.

Veredas’ objective is to achieve turnover of €6.5 M in 2013. Its team should increase from 13 to 16 people next year, including an in-house 3D-designer. The future looks extremely bright, firstly due to the market itself, with companies increasingly using events as a means to promote their brands; in addition, Brazil will be hosting some important events in the near future: the World Youth Day (WYD) in 2013, the 2014 Football World Cup, and the 2016 Olympic Games. These provide clear opportunities for Veredas, which it is developing at the same time as its day-to-day operations with its existing customers: Rede d’Or (a private hospital chain), Sulamerica assurance,

Souza Cruz (the Brazilian subsidiary of BAT Tobacco), the Multiplan – Village Mall Group (luxury shopping centres) etc.

Finally, the synergy with GL events Brazil is a major factor. Veredas works closely with the Riocentro, for which it has created “venue + events” packages, Fagga (for example, the 2013 Biennial Book Fair) and GL Services (for furniture, tents and infra-structures).

After eight months of activity, Veredas held an official launch event on 5 November. A press breakfast was organised to present the challenges it will be taking up and the agency’s creativity and sense of innovation that will make all the difference. ■



XV Bienal do livro RIO 2011 (15th Biennial Book Fair of Rio 2011).

Denim by Première Vision arrives in China

Shanghai hosted the first Denim by Première Vision show on 23 and 24 October, alongside the Première Vision fair, which has been a success in the city since 2008.

Denim is the reference event for jean fabric; it brings together fibre manufacturers, weavers, dyers, manufacturers, specialists from the jean industry and suppliers. The show was founded in Paris, where it takes places twice a year. It targets upmarket jeanswear purchasers in search of the latest trends. Today, it is being

exported to China, where it is aimed at professionals from around Asia. Parisian exhibitors worked side-by-side with many local exhibitors at this unique trade show.

The East Dock, a former cotton yarn manufacturing plant on the banks of the Huangpu River, was the location selected for the event. An ideal site due to its industrial background and tradition in the world of denim, that GL events contributed to highlighting with the assistance of local service providers. ■



The London Olympics: the Olympic spirit in the age of sustainable development



The Hockey Centre.

The 2012 Summer Olympics will remain engraved as an exceptional event in people's memories. High attendance, high-quality equipment, top-class sport... and the Games were also the first in history organised along the principles of sustainable development.

Innovation, investment, human resources: to date the London Olympics represent the biggest sporting meet that the Group (a partner to the biggest events in the world for over a decade) has taken part in. The figures give an idea of the scale of the event: 89 sites, 500 people mobilised, a total of 2,000 drawings produced for the design phases, some 165,000 m²

of tents and 95,000 grandstand seats produced in five months in our production plants, which operated 24 hours a day...

But the major aspect of these Games remains their pioneering dimension: they were the first 'sustainable games' in the history of the Olympics, and the first to target the future 20121 certification.

The LOCOG (London Organising Committee of the Olympic and Paralympic Games), which was the main contractor, published guidelines for the service providers and a guide (the 'Sustainable sourcing code') outlining four major focus areas: responsible purchasing, recyclable or reusable raw materials, reduction



The BMX track.

of environmental impacts (in particular with 'zero waste' on-site), and safe materials (with restrictions on around forty chemical substances, etc.).

GL events' response was supported by a specific management team, indicators, reporting, etc. and was crowned with a *sustainability award* – a distinction that few service providers have received.

Based on a new culture and tried-and-tested expertise, the Group is positioned very favourably in a new, international reference framework, foreshadowing major events such as the 2016 Football World Cup, which will be held in Rio, and the next Rugby World Cup. ■