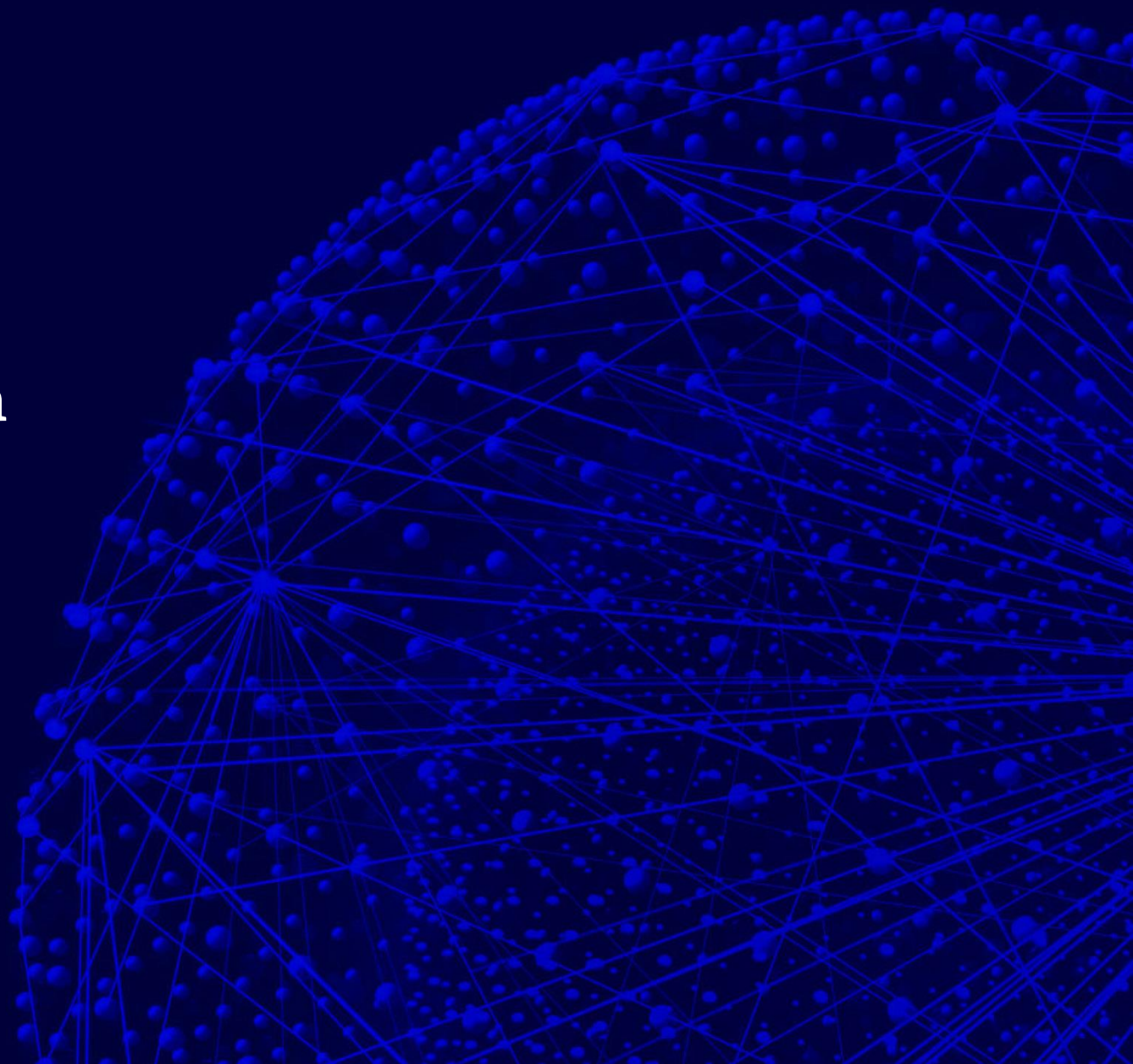




2025 Investor Fieldtrip

Compounding Growth in the Food and Nutrition Portfolio

December 2025



Today's presenters



Richard Menzies-Gow

Director of Investor Relations,
Comms & Brand, Informa Group



Natasha Berrow

Executive Vice President, Food
Informa Markets



Andreas Mavrommatis

Sr. Marketing Director, Food
Informa Markets



Today's Agenda

12:45-14:00

Scene Set

Director of IR, Richard Menzies-Gow, provides an overview of Informa's Growth Platform and Natasha Berrow and Andreas Mavrommatis, Informa Markets, explain what makes Food Ingredients special



14:00-14:45

Meet the Customers

Natasha Berrow in conversation with our customers on why Food Ingredients matters to them



15:00-17:15

Tour of the Event

Experience the event first-hand



17:15+

Networking Drinks

Join Food Ingredients delegates for networking drinks



Compounding

Growth

Informa 2025-2028



To go back to go forward...2013

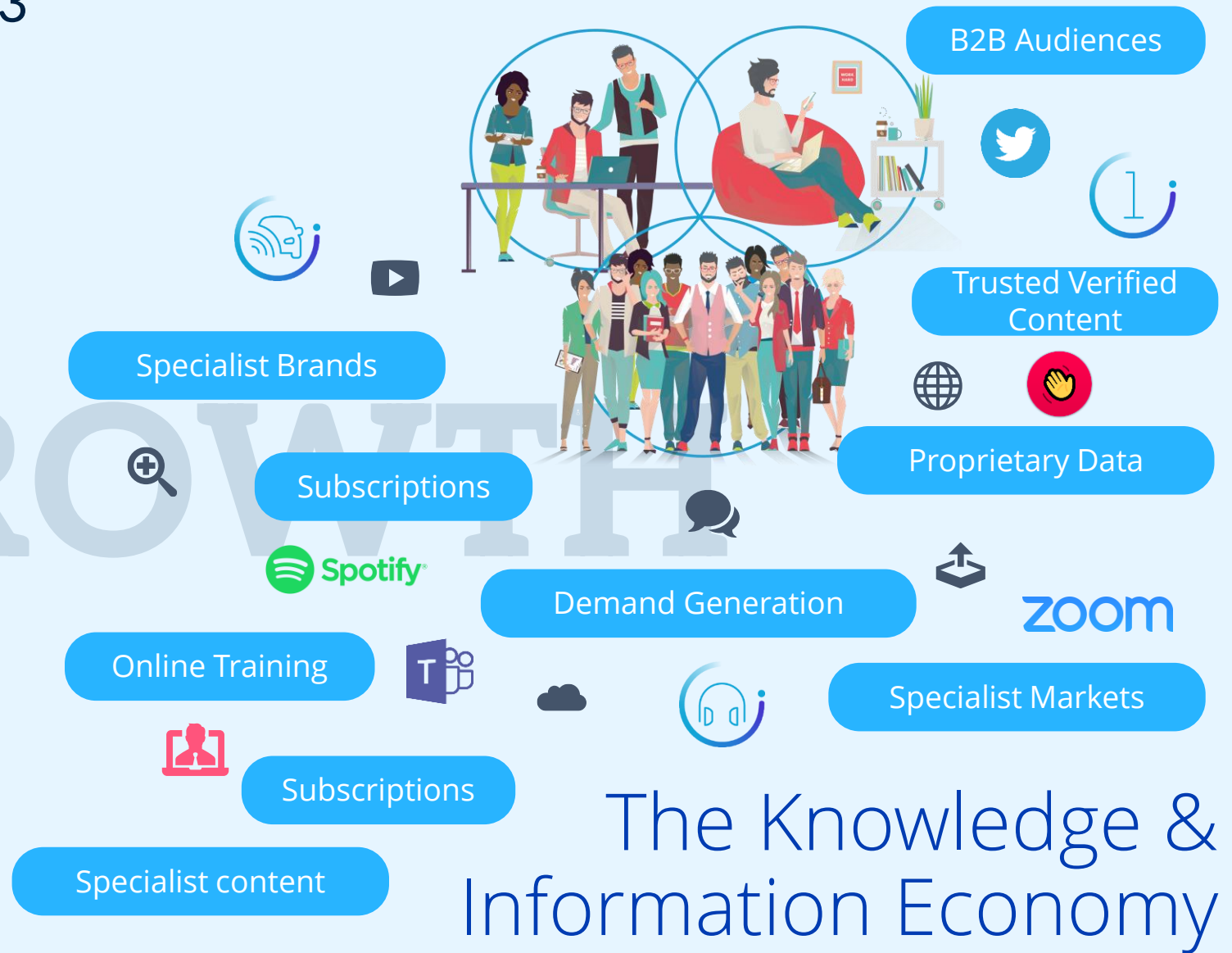
Strategy:

The Power of Live

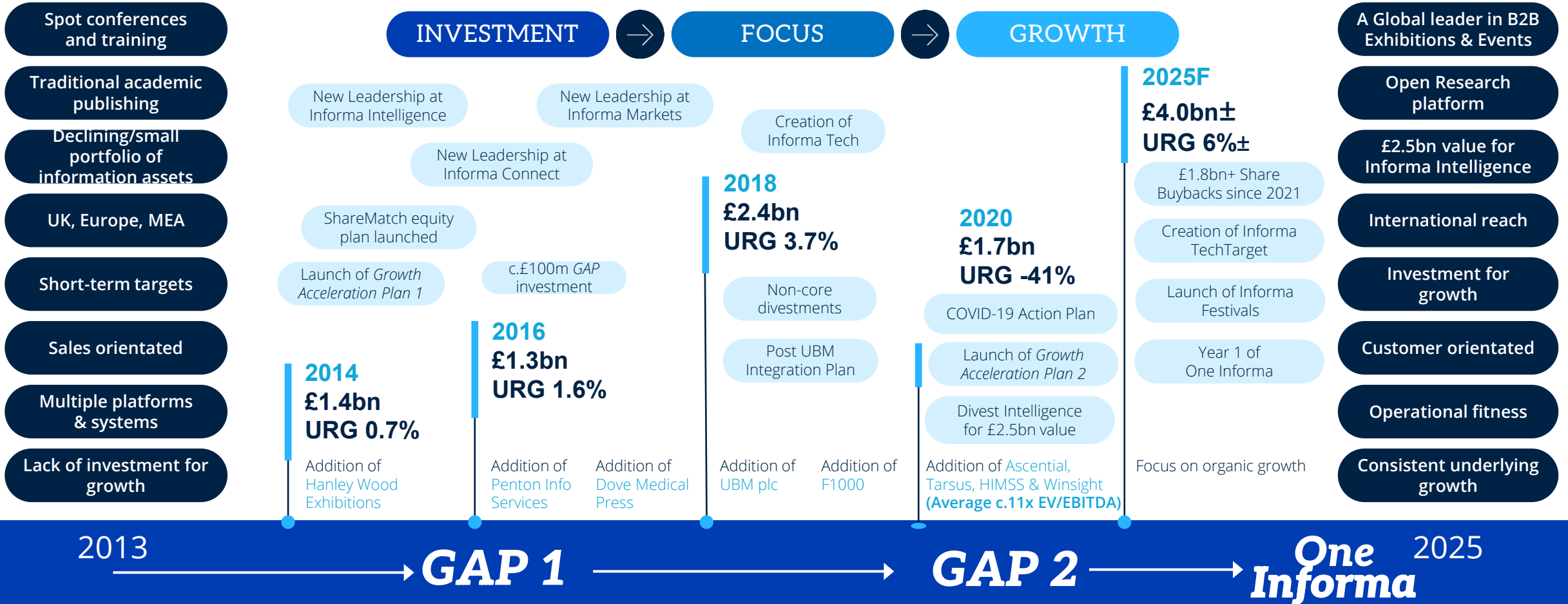
Market Leadership

The Rise of Open Access

Proprietary First Party Data



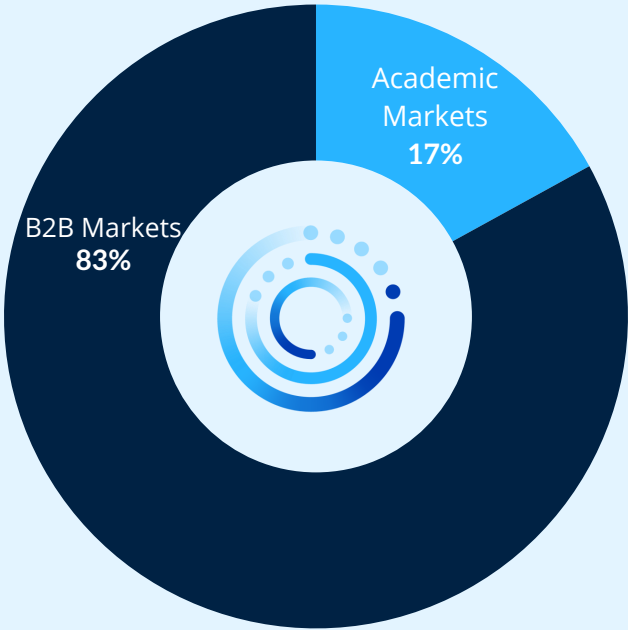
The Journey to Compounding Growth



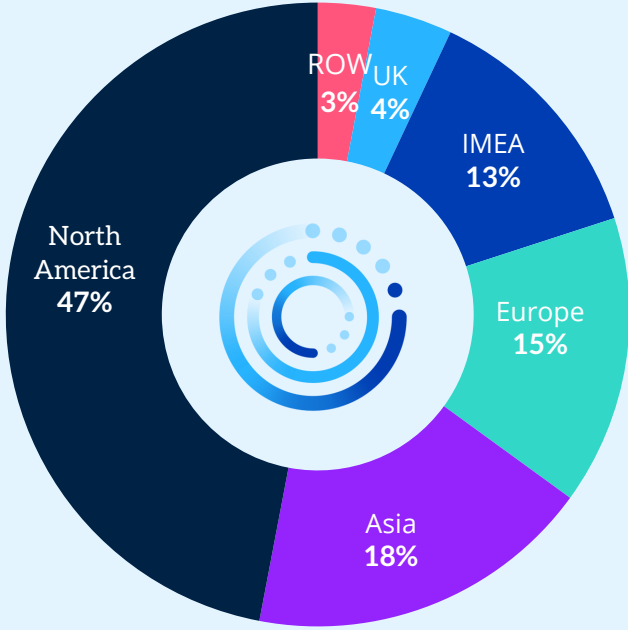
Informa today

Leading positions in growth markets

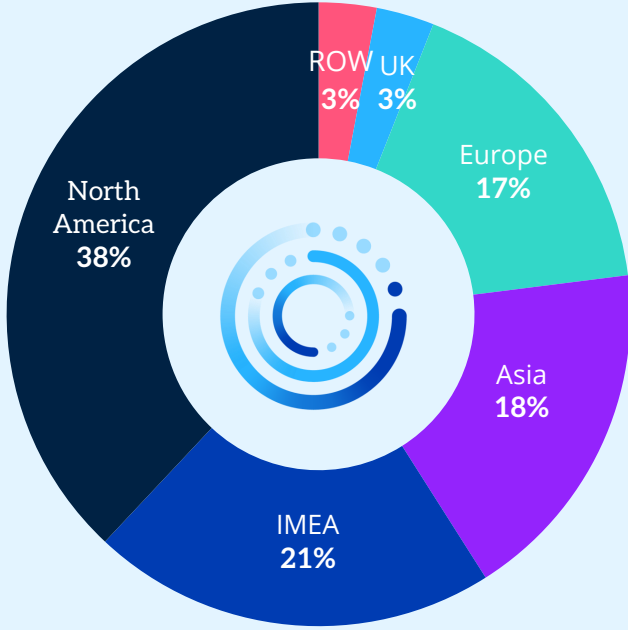
2025E Group Revenue
by Division



2025E Group Revenue
by Geography



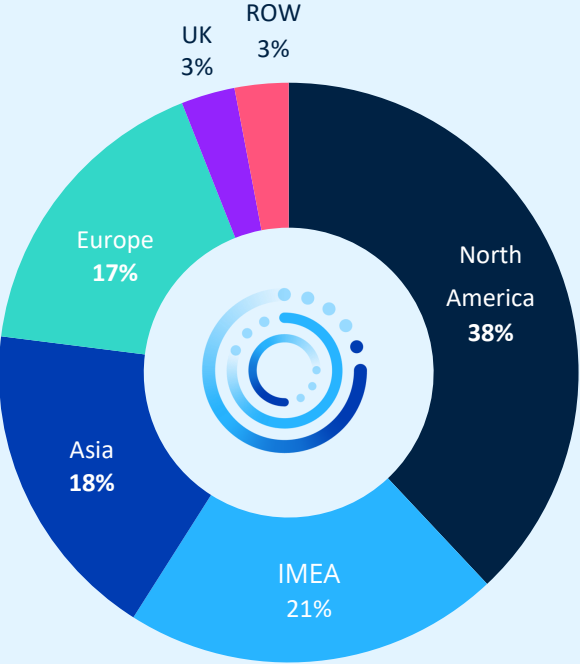
2025E B2B Live Events Revenue
by Geography¹



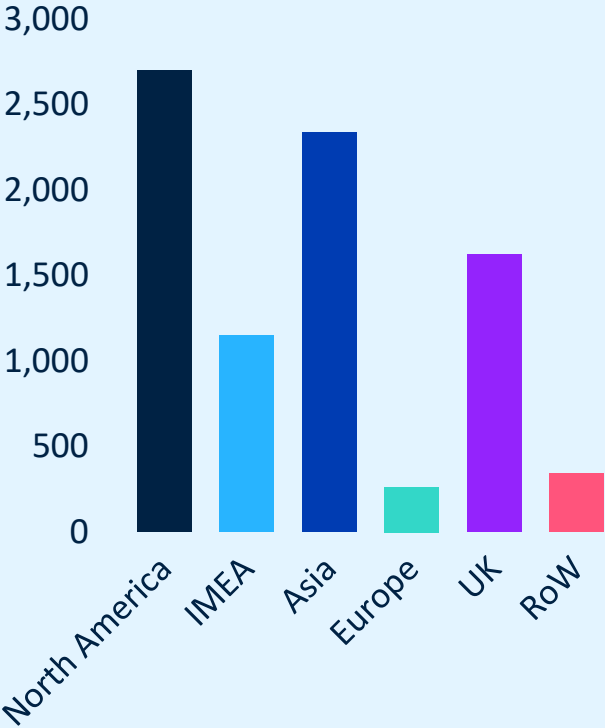
Revenue: **£4bn±** Operating Profit: **£1bn+** Free Cash Flow: **£800m+** Dividends & Buybacks: **£600m+**

Informa's B2B Live Events Portfolio¹

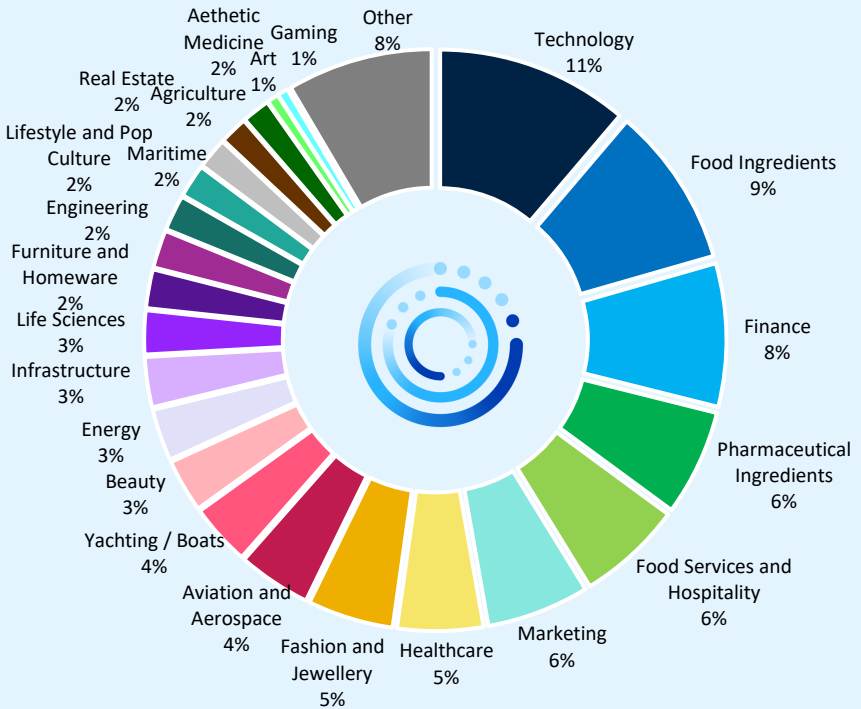
B2B Live Events Revenue
by Location (2025)



B2B Live Events Headcount
by Region (2025)
















































B2B Live Events Revenue
by Category (2025)



¹Revenue by location / category and headcount data is pro-forma for OneCo

Top 50 B2B Live Event Brands

£1.5bn± Revenues...from \$15m to \$140m, with 10+ brands over \$50m

 Anti-Aging World Congress	 CPHI Worldwide	 Hotelex Shanghai	 Middle East Energy	 SuperReturn Int.
 BIO-Europe	 Dubai Airshow	 LabelExpo Europe	 Money20/20 Europe	 Supplyside Global
 Black Hat USA	 Feira Agrishow	 LEAP	 Money20/20 Middle East	 The Battery Show US
 Cannes Lions	 Food Ingredients Europe	 MAGIC (February)	 Money20/20 USA	 The Battery Show Europe
 CBME	 FLIBS	 MAGIC (August)	 MRO Americas	 TISE
 China Beauty Expo	 Furniture China	 Marintec China	 MRO Europe	 Vitafoods Europe
 CIOE	 Festival of Gaming	 Monaco Yacht Show	 Natural Products Expo	 WasteExpo
 Cityscape Saudi	 Global Health Expo	 MD&M West	 Palm Beach Boat Show	 WHX Dubai
 Cosmoprof Asia	 HIMSS	 MEGACON Orlando	 Restaurant Ass. Show	 WHX Labs Dubai
 CPHI China	 Hospitalar	 Miami Boat Show	 Sept Hong Kong Gem Fair	 World of Concrete



Maximising the growth and value of Informa's B2B portfolio through the 2025-2028 One Informa programme



Specialist Brands



Growth Geographies



Growth Markets



Proprietary First Party Data



Amplification Services



Market-leading
Customer Experience



Technology & AI



Market-leading
Data-led Marketing



IIRIS
Customer Data & Analytics Platform



Market-leading
Brands & Brand Value



People & Talent



The **AI** Time Dividend



Efficient Enterprise Support



From Events to Experiences

Growth through market segmentation

	Transaction-Led B2B Live Events	Content-Led B2B Live Events	Experience-Led B2B Live Events
Core Purpose	To Create & Grow Markets	To Connect & Educate Markets	To Inspire & Celebrate Markets
Core Activity	<i>Doing Business</i>	<i>Developing Business</i>	<i>Inspiring Business</i>
Points of Distinction	Industrial buying and business development activity	Professional content, professional accreditation and industry relationships	Personal inspiration, professional development and industry recognition
Positioning	Transaction-led B2B Events creating a marketplace for B2B Buyers, B2B Sellers and the supply chain to meet, discover, promote and do business	Content-led B2B Events convening industries for professional content, professional accreditation, market access and high value networking	Experience-led Events, inspiring and celebrating business via high impact content, deep connections, personal enrichment & development
Core Customers	B2B Buyers & Sellers	B2B Professionals	Industry Colleagues
	 informa markets	 informa connect	 informa festivals



Informa 2025-2028: Compounding Financial Returns

Compounding

Group Underlying Revenue Growth

5%+



B2B Live Events

6%+

Academic Markets

3-4%

(5% ambition)

B2B Digital Services

Growth in 2026

(5%+ ambition in Plan period)

Compounding Profit Growth

Ahead of Revenue Growth

(Underlying)

Compounding Earnings Growth

8%+

(Underlying)

Increasing Operating Margin

30%

(By end of Plan period)

Compounding Cashflows

90%+

Conversion

(Operating Profit to Operating Cashflow)



Compounding Financial Returns
2025-2028:

- Three years of compounding growth from 2025 = £630m± additional Revenue
- At a 40% drop through = £250m± additional Operating Profit
- At a market multiple = £3.5bn+ value...+£0.9bn± in dividends over 3 years...+£2bn± excess capital over 3 years for share buybacks or inorganic investment



Food & Nutrition

Driving Growth and Innovation



Food Ingredients Market: Growth Drivers

Global F&B Ingredients Market:
\$315-350bn | CAGR: 4.8% - 6% (2030)

Growth Drivers:

- Rising demand for plant-based and herbal ingredients
- Growing preference for natural, clean-label products
- Emphasis on sustainability through upcycled ingredients
- Innovation via advanced technologies, such as precision fermentation
- Demand for convenience and innovative food formats

Key Food Ingredients Market Trends:

- Longevity and Functional Ingredients
- Cognitive Performance and Bioactive Development
- AI and Precision Engineering
- Regenerative and Circular Systems
- Sustainability as the Foundation



Nutraceuticals Market: Growth Drivers



Global Nutraceuticals Market:
\$378 bn | CAGR: 9,3% (2030)

Global Nutraceuticals Ingredients:
\$210 bn | CAGR: 8,9% (2030)

Growth Drivers:

- Natural, food-based health solutions
- Rise of personalised nutrition
- Increased accessibility formats such as gummies, powders, and fortified foods

Key Health & Wellness Trends:

- Metabolic Health and Weight Management
- Immunity
- Brain Health & Cognition
- Active Lifestyles and Sports Nutrition
- Pet Health Supplements



Food Ingredients Events Portfolio: 2 Brands & 14 Exhibitions Globally

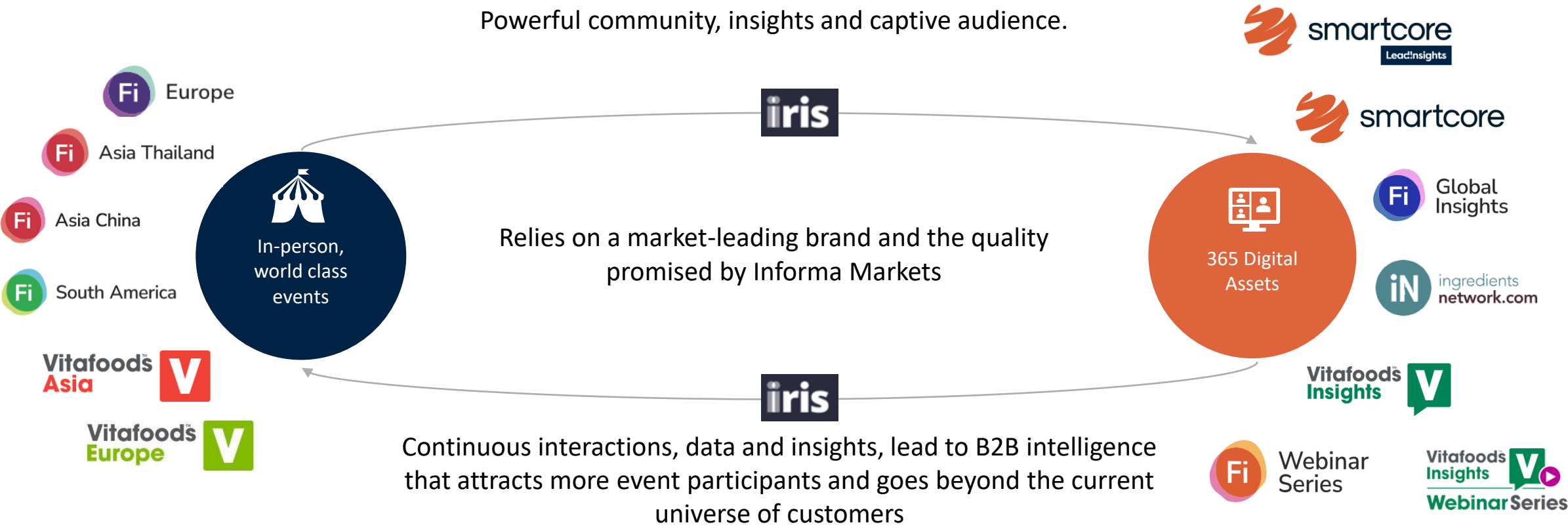


Other Food Brands:



Food Ingredients Digital Ecosystem: Data driven value proposition

Distinctive philosophies with complementary business models



Food Ingredients Portfolio Today

Growing portfolio built around four pillars

➤ Key Industry Segments:

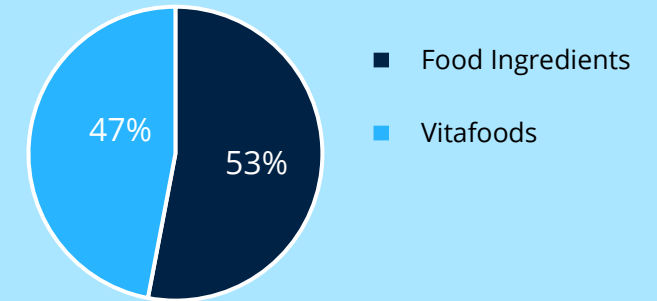
Vitafoods: Ingredients & Raw Materials, Branded Finished Products, Services & Equipment, Contract Manufacturing

Food Ingredients: Food Ingredients, Health Ingredients, Food Technology & Solutions, Pet Food

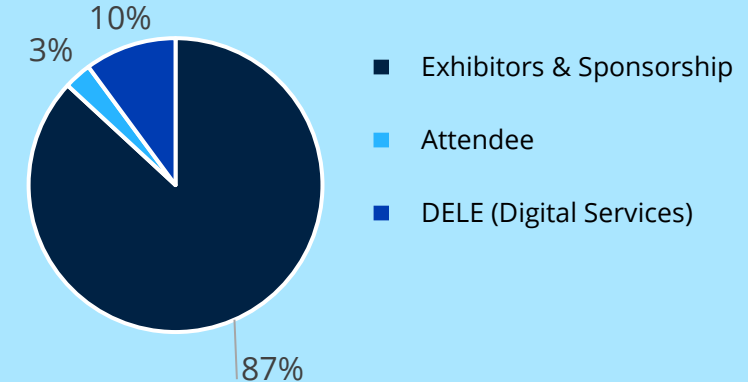
- **Blend of revenues:** event-led (exhibitors, sponsorship, attendees) and Digital Services (marketing solutions, lead-gen, directory)
- **Broad customer base:** over 189,000 buyers and more than 6,600 suppliers from over 136 countries

Revenues

Revenue by Brand



Revenue by type



The world's nutraceutical event.

Shaping the food industry for optimal health through science and innovation





Europe
Paris, France
2-4 December 2025

The leading global food ingredients event



30th
edition

1,550+
exhibiting
companies

24,500
attendees

135+
countries
represented

30+
hours of
content

60%
new
attendees

30
country
pavilions

50+
start-up
companies

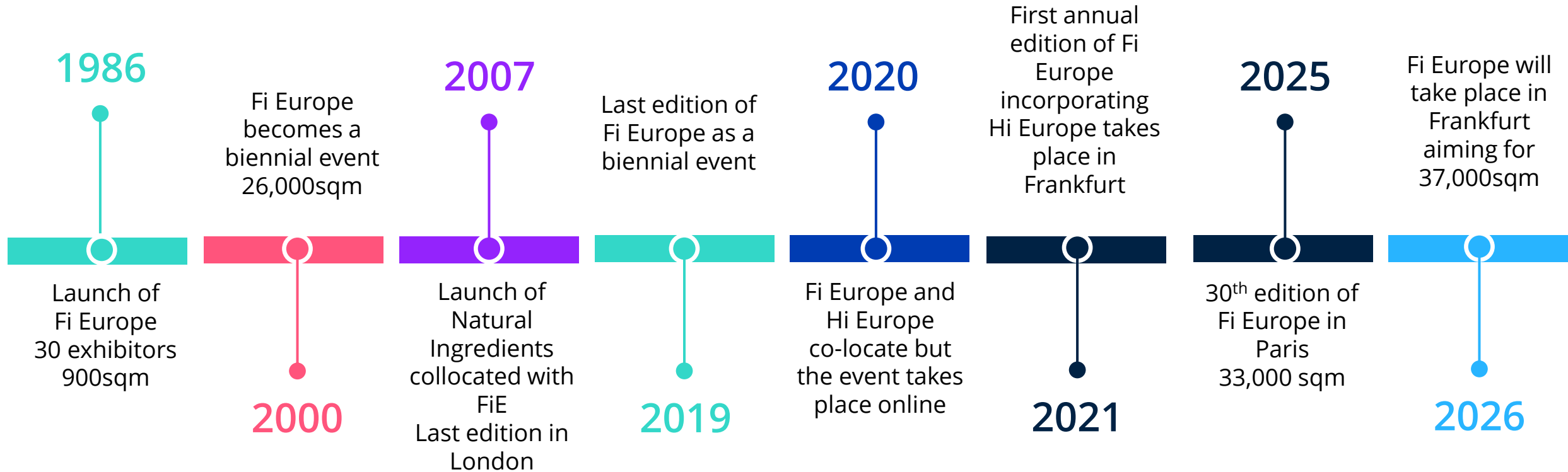
Exhibiting Companies – Suppliers



Visiting Companies – F&B Manufacturers



Growth and expansion of Fi Europe since 1986



Attendee Profile

Top Job Function

- Procurement / purchasing: **14%**
- General management: **13%**
- Distribution: **11%**
- Product development: **10%**
- Research & development: **9%**
- Consultancy: **5%**
- Marketing: **5%**

Top Business Activity

- Distributor / import / export services: **26%**
- Manufacturer: ingredients / additives: **23%**
- Manufacturer: food & beverage finished products: **22%**
- Consulting: **7%**
- Raw material supplier: **5%**
- Contract manufacturer / private label manufacturer: **5%**

Top Business Sector

- Bakery: **34%**
- Dairy: **30%**
- Natural products: **24%**
- Confectionary: **23%**
- Food supplements / nutraceuticals: **23%**
- Functional food & beverages: **20%**
- Meat & meat products: **17%**
- Desserts / ice cream: **17%**
- Vegetarian / vegan products: **15%**
- Snacks: **15%**



Future growth opportunities

Expansion in additional high-growth adjacent markets, with a focus on Food Technology and Pet Food

Grow attendee revenue while improving customer experience and increasing value

Further monetise Smartcore Lead Insights (lead Intelligence tool) by offering it to all exhibiting companies

Year-round engagement and 365-community, leveraging our smart digital campaign solutions (Smartcore)

Strategically maintain the rotation of Fi Europe between Paris and Frankfurt, ensuring a strong presence in the two largest F&B manufacturing markets



Any Questions?



Meet the Customers

Thank you