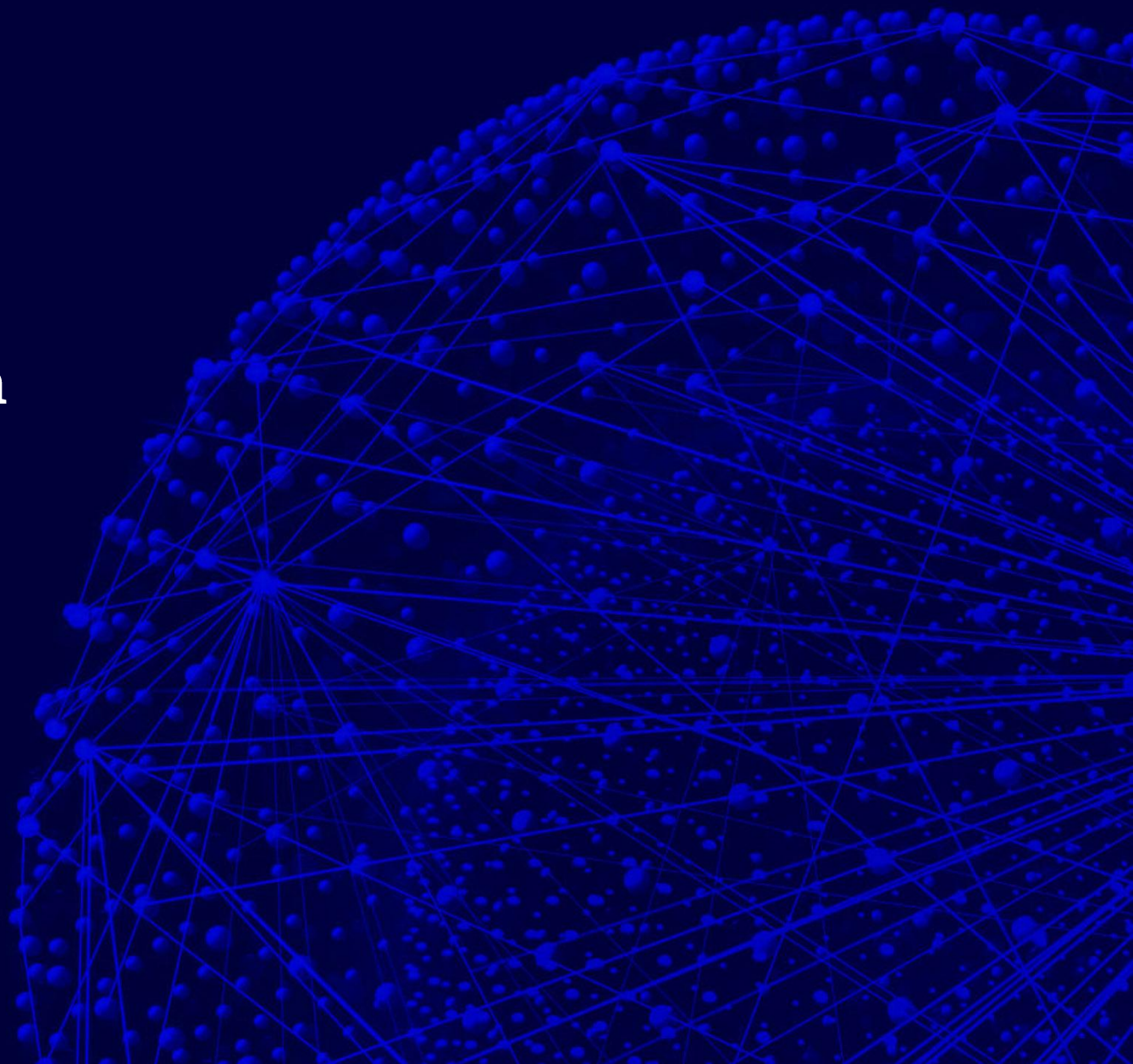




2026 Investor Fieldtrip

Compounding Growth in FoodService

May 2026





Today's presenters



Richard Menzies-Gow

Director of IR, Comms & Brand,
Informa Group



Aharon Shamash

President, FoodService
Informa Connect



Tom Cindric

President, FoodService Exhibitions
Informa Connect



Joe Donnelly

President, FoodService Media & Events
Informa Connect



Pat Noone

President, FoodService Technomic
Informa Connect



Today's Agenda

12:30-14:00

Scene Set

Group IR Director, Richard Menzies-Gow, provides an overview of Informa's Growth Platform and Aharon Shamash, Tom Cindric, Joe Donnelly and Pat Noone from Informa Connect explain what makes FoodServices and the Restaurant Show special

Meet the Customers

Aharon and Tom in conversation with some of our customers on why the Restaurant Show matters to them



14:00-16:15

Tour of the Event

Experience the event first-hand



16:30+

Networking Drinks

Join us for some networking drinks



Compounding

Growth

Informa 2026-2028



Specialist Markets, Specialist Brands, Specialist Talent

2013 - 2026

The Power of Live

Market Leadership

The Rise of Open Access

Proprietary First Party Data

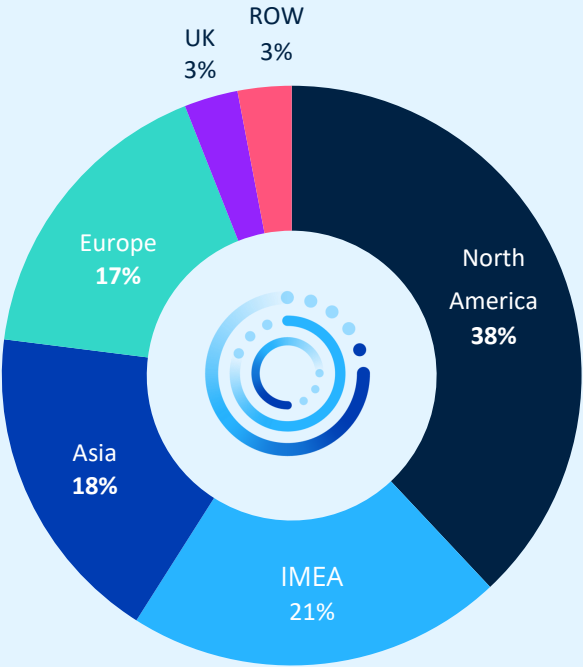
GROWTH



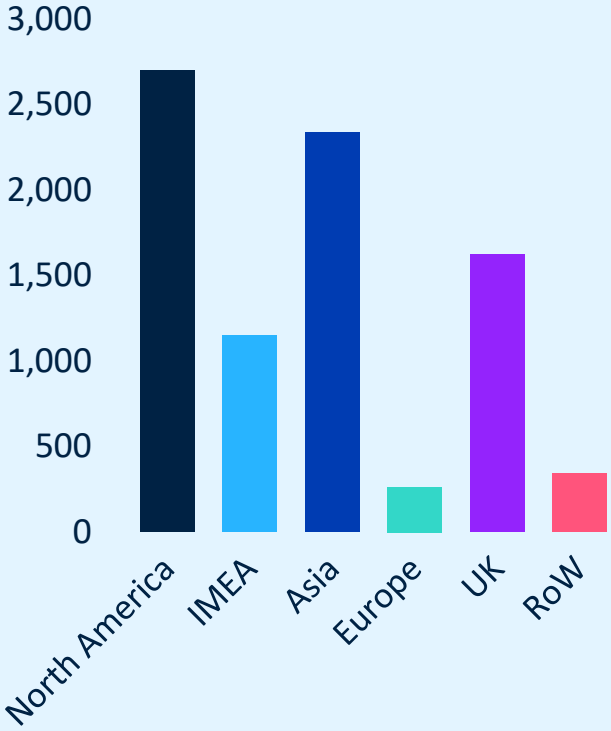
The Knowledge & Information Economy

Informa's B2B Live Events Portfolio¹

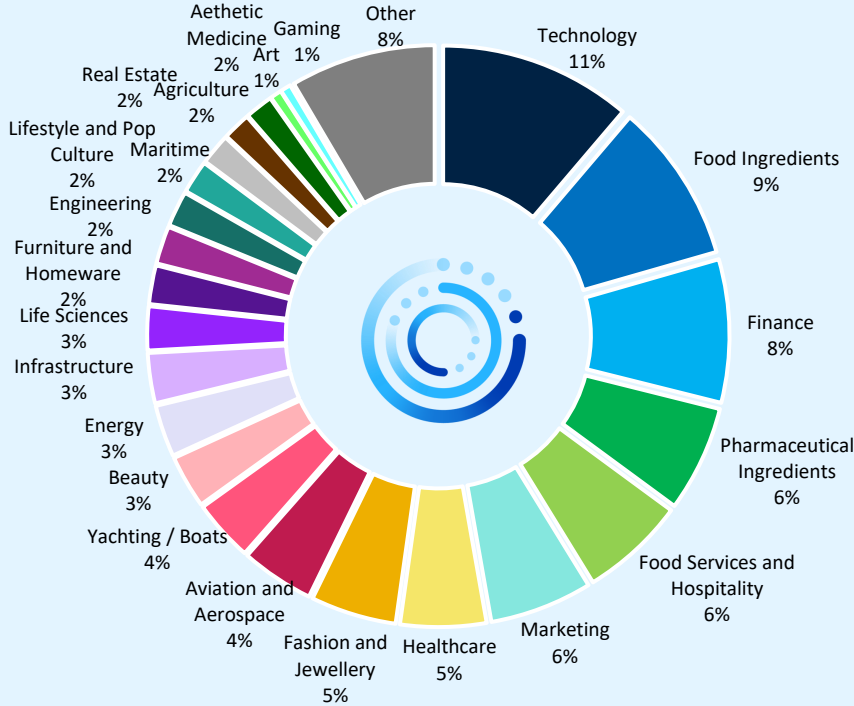
B2B Live Events Revenue by Location (2025)



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 inD

Top 50 B2B Live Event Brands

\$2bn+ Revenues...from \$16m to \$140m, with 10+ brands over \$50m

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



Food, Ingredients and Hospitality across B2B Markets

 Abastur

 Africa Sugar

 Catersource

 CSP

 China Bakery Exhibition

 Farm Progress Show

 FHA
(Food & Beverage)

 Food Ingredients

 FS / TEC

 Gitex Global

 Gulfood

 Natural Products Expo

 Nation's Restaurant News

 National Restaurant Association Show

 New Hope Network

 Organic Product Network

 Restaurant Business

 Restaurant Leadership Conference

 SupplySide

 WOFEX



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**

Market-leading **Data-led Marketing**

Market-leading **Brands & Brand Value**

The **AI** Time Dividend

Technology & AI

IIRIS Customer Data & Analytics Platform

People & Talent

Efficient Enterprise Support



The building blocks of B2B Live Events Growth

Multiple growth levers

In 2026, 1%+ of B2B Live Events growth is targeted to come from growth in Attendee Value & Amplification Services

Guidance:
B2B Live Events
2026 Underlying
Revenue Growth

7%+

1 Price for Value

Price
Yield
Mix
Inflation
Value

2 Market Penetration

New customer segments
Network effects (the big get bigger)
International partners

3 Geo Expansion

Leading B2B Brands
Brand extension
Brand expansion
Brand syndication
Global cities
Partnership Growth

4 Capacity / Supply

20-30% new venue capacity in the next five years
Expansion in global Gateway Cities in fast growth markets e.g. Dubai, Riyadh, Bangkok, Jakarta

5 Attendee Value

Ticketing
Hosted buying
Curated content
Product specification
Supplier knowledge
Hotels & Cities strategy

6 Amplification Services

First Party Data
365 services
Matchmaking
Content marketing
Product directory
Accreditation
Sponsorship
Lead generation

B2B Product Growth

Market-Leading Customer Experience, Data-led Marketing, Market-Leading Brands & Brand Value, The AI Time Dividend

Growth Geographies

Growth Market Categories

MICE as an economic strategy

Supply Chain Refresh/Review

Business Travel Consolidates

B2B Specialisation

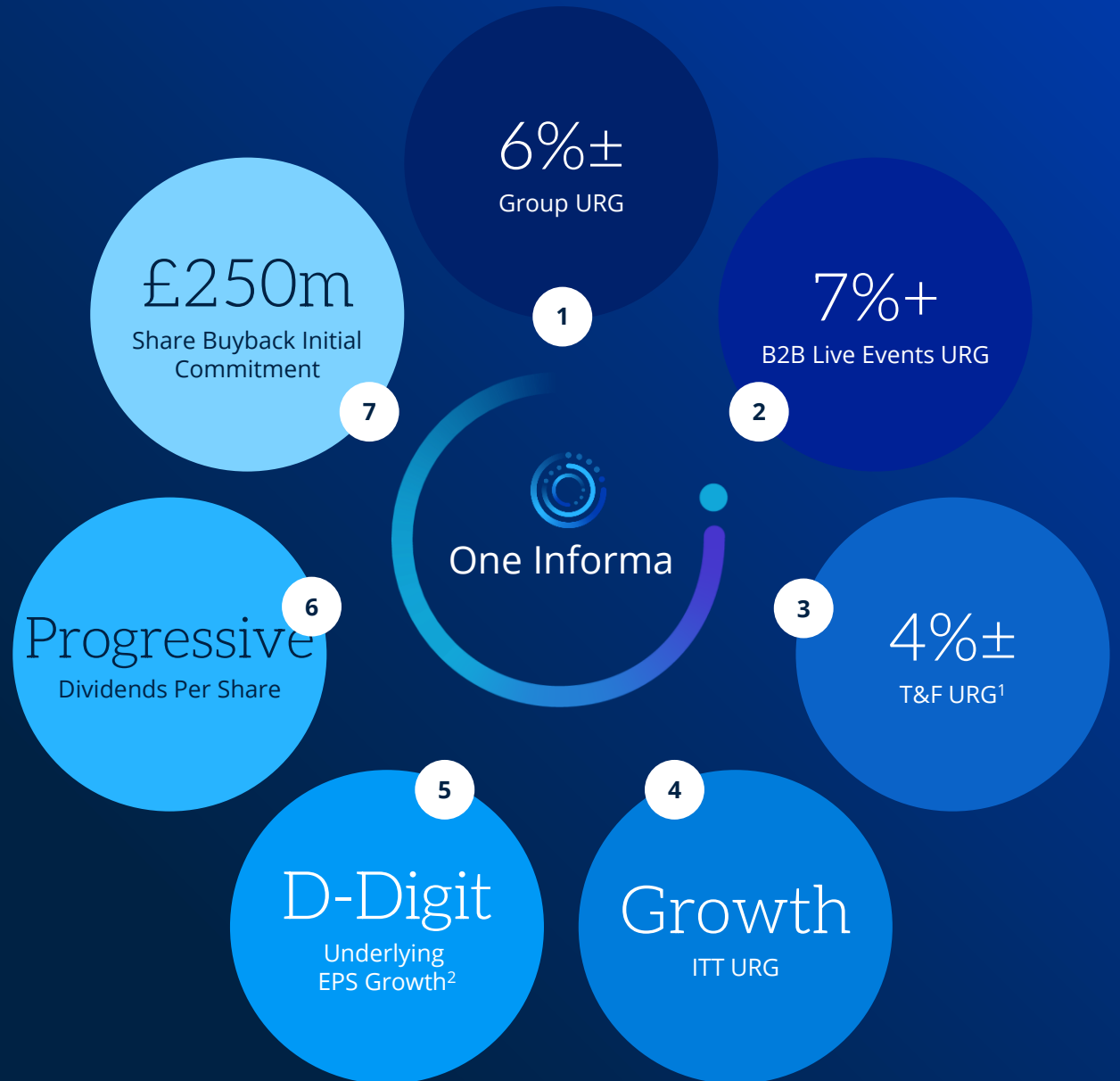
Rising value of B2B F2F

AI Time Dividend

Compounding

Growth in

2026



¹Excludes non-recurring data contracts

²Excludes FX movements, biennial phasing and non-recurring data contracts

From Events to Experiences

Growth through market segmentation



Informa Connect

Informa Connect owns and operates content-led events that bring together professionals to connect, learn and develop business

£641m
2025 revenue

3
Marquee brands

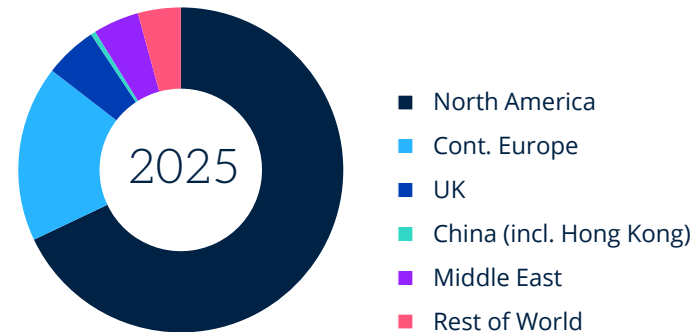
c.16%
Group revenue in 2025

2,800+
Colleagues

Revenue by type



Revenue by region



FoodService accounted for 15-20% of Connect revenue in 2025

FoodService Group

Driving Growth and Innovation



FoodService Market: A Dynamic Growth Market

Size of the market and growth drivers:

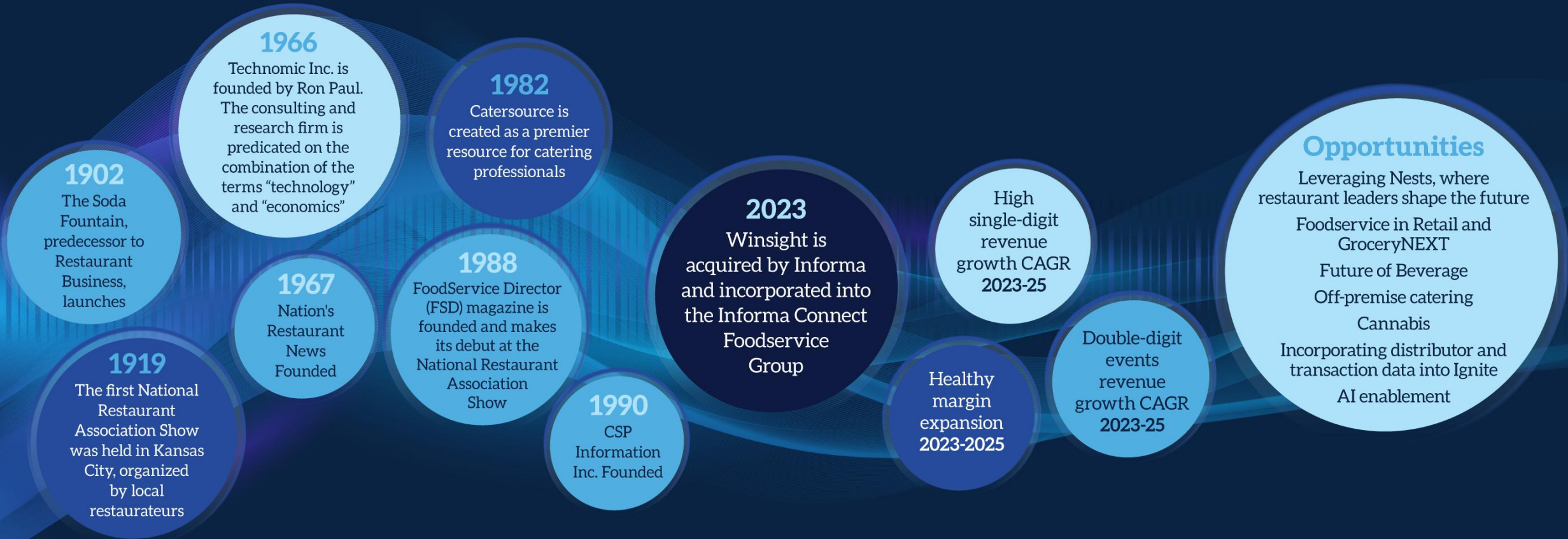
- Foodservice industry is over a \$1 trillion US market, impacting virtually every consumer worldwide
- Highly fragmented market with 1+ million restaurant locations nationwide
- Growing intersection with retail food through grocery prepared foods and convenience stores
- Emphasis on sustainability
- Innovation via advanced technologies, touching customer experience, supply chain and operations
- Greater demand for market intelligence, new product innovation meeting buyers and sellers

Key market trends:

- Health-conscious menu evolution
- Technology-enabled convenience
- Experience driven dining demand
- Selective consumer spending patterns
- GLP-1 medication impact on consumption



Past, Present, Possible



FoodService Portfolio Today: Events, Media and Data

Events

- Serve **restaurants, catering, convenience retail, and institutional foodservice** through **tradeshows, conferences and meetings**
- Deliver **tailored events** for leadership, technology, and operational excellence
- Connect operators, suppliers and innovators through platforms for **networking, deal-making, and thought leadership**
- Provide curated content **via expert sessions, workshops, and panels** addressing industry challenges and opportunities
- Drive revenue through in-person and hybrid event models, maximizing engagement via **sponsorships and premium experiences**

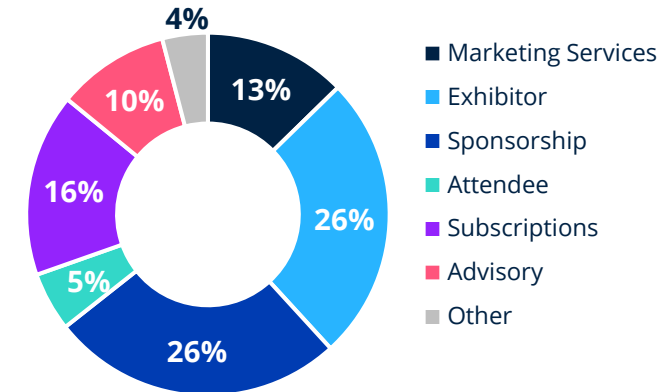
Media

- Serve **restaurants, convenience retail, grocery, catering, and institutional foodservice**, through leading media brands
- Deliver industry insights via commercial titles like **Nation's Restaurant News** and **Restaurant Business**
- Cover institutional foodservice sectors such as healthcare, education, and corporate dining through specialized non-commercial media.
- Engage audiences across **websites, newsletters, podcasts, and social media channels**
- Connect brands with decision-makers through targeted advertising, sponsorships, and **thought leadership content**

Technomic

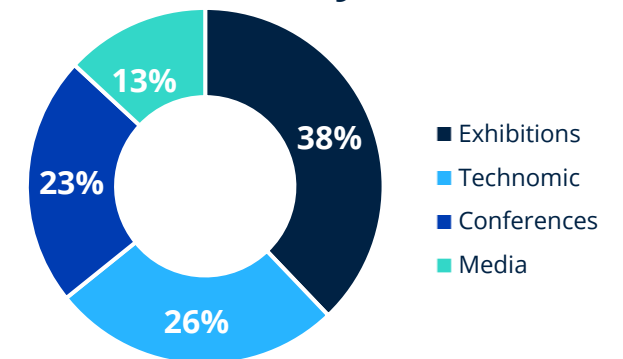
- **Deliver data-driven insights and market intelligence across** restaurants, convenience retail, catering, and institutional foodservice
- Provide **reports, forecasts, and analytics** to help businesses navigate market trends and consumer behavior
- Power decision-making via the **Ignite Platform, with real-time data, predictive analytics, and actionable insights**
- Offer tailored **research, consulting, and proprietary data tools to manufacturers, distributors, and operators**
- Drive year-round engagement through **subscription-based market intelligence and advisory services complementing live events and media**

Revenue by Type



FoodService revenue: \$130+m

Revenue by Brand



We inform, educate, connect, advance the **Foodservice**, **Convenience** and **Grocery** markets by connecting our supply side with strategic operators year-round. We do this through 365, always-on content in the forms of web, print, social, and research coupled with market leading strategic face to face/live contextual events.

What makes FoodService media & events different

Vertical-Leading Brands & Audiences:

Our media and events are the most trusted in each market, delivering deeper engagement, higher intent, and premium access to hard-to-reach decision-makers across foodservice, convenience, and grocery.

An Integrated Solution:

We offer a closed-loop system where proprietary research informs strategy, premium media builds demand, and top-tier events accelerate conversions, delivering an end-to-end path from awareness to revenue within a single partner.

365 Market Presence:

We uniquely blend always-on media with industry leading events, keeping customers' products and services in front of target audiences year-round – before, during and after key moments. This continuous presence is unmatched by competitors.

5 National Brands

32 Annual Events
(Conferences and Meetings)

1.4m average monthly unique visitors to web

8k average annual event attendees

50m+ social media engagements

500+ C-Suite community nest members



FoodService: Data

Ignite Platform

- Technomic's comprehensive, interactive platform delivering industry intelligence, menu analytics, and consumer insights
- Serves nearly 400 companies and 8,000 foodservice professionals (operators and suppliers)

Advisory Services

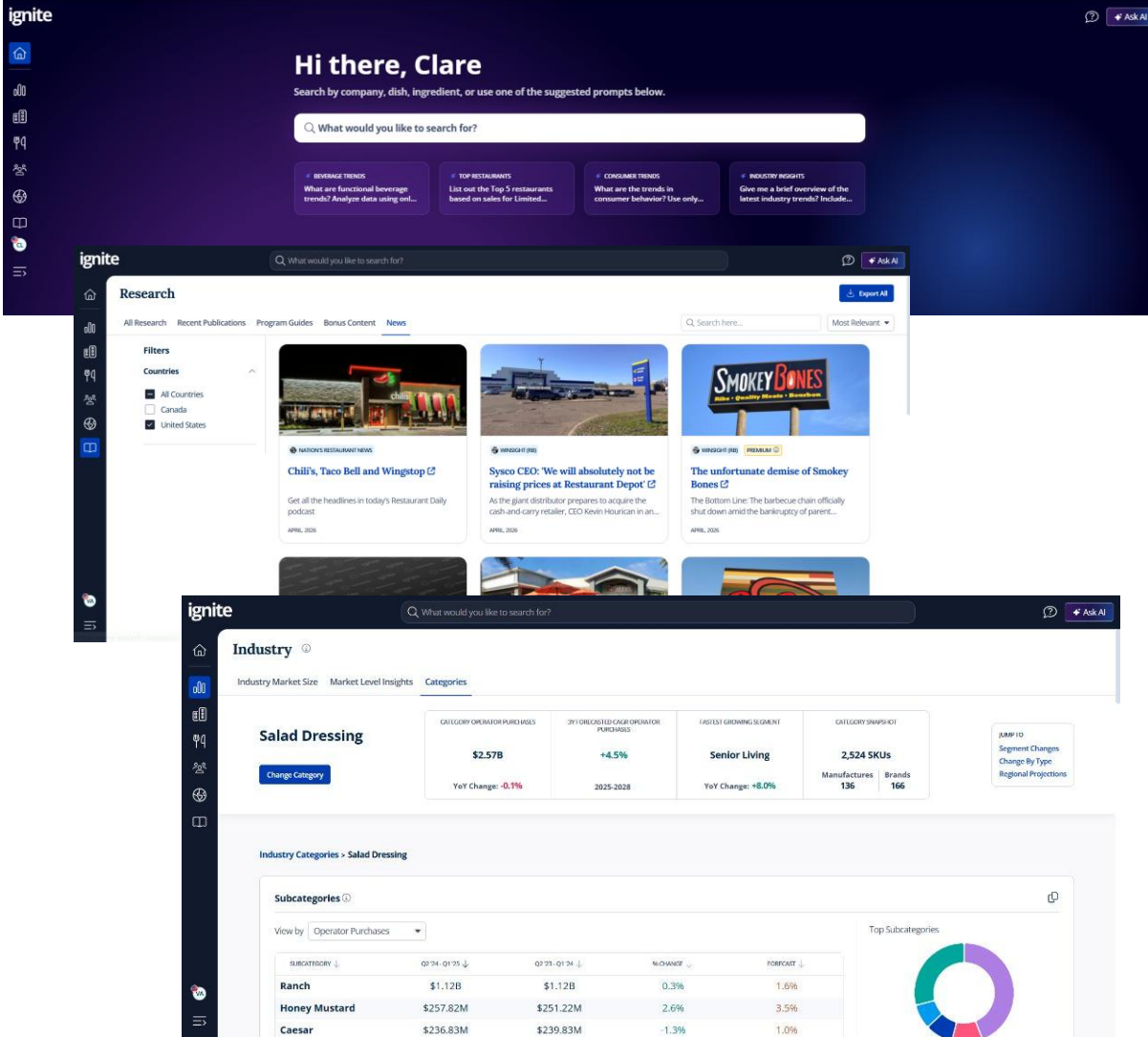
- Expert-led advisory delivering custom research and strategic consulting
- Provides operator insights, market assessments, and actionable recommendations
- Completes 200+ annual client engagements with strong repeat business

Data Evolution

- Integrates millions of distributor transactions and consumer credit/debit purchases
- Provides visibility into consumer spending patterns, restaurant procurement behavior, and industry forecasts

AI Integration

- Advanced AI capabilities embedded into Ignite and reporting suite via Informa's Elysia partnership
- Improves data accessibility and elevates user experience across the platform.



The image displays three screenshots of the Ignite platform interface. The top screenshot shows a user profile for 'Clare' with a search bar and suggested prompts like 'REVENUE TRENDS', 'TOP RESTAURANTS', 'CONSUMER TRENDS', and 'INDUSTRY INSIGHTS'. The middle screenshot shows a 'Research' page with filters for countries (All Countries, Canada, United States) and several article cards, including 'Chili's, Taco Bell and Wingstop', 'Sysco CEO: We will absolutely not be raising prices at Restaurant Depot', and 'The unfortunate demise of Smokey Bones'. The bottom screenshot shows an 'Industry' page for 'Salad Dressing' with a table of subcategories and a donut chart.

Subcategory	Q3 '24 - Q1 '25	Q3 '21 - Q1 '24	% Change	Forecast
Ranch	\$1.12B	\$1.12B	0.3%	1.6%
Honey Mustard	\$257.82M	\$251.22M	2.6%	3.5%
Caesar	\$236.83M	\$239.83M	-1.3%	1.0%

NATIONAL RESTAURANT ASSOCIATION SHOW

The Restaurant Show is and has been the central force and “birthplace” of innovation in foodservice, hospitality, and restaurants since 1919

Held in Chicago consecutively since 1950. Legend has it the mix/powder McD’s uses for their milkshakes was first shown here

Winsight LLC acquires the National Restaurant Association show in 2018, after which, Informa acquires Winsight LLC in 2023

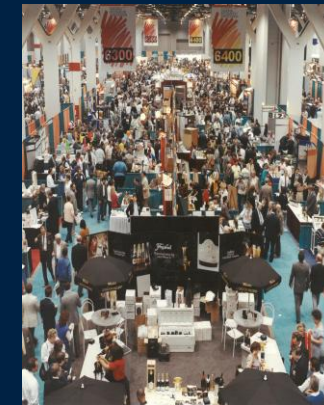
Ranked #12 on the TSE Gold 100 List of Top Shows in the US



The Show equips operators with resources, actionable insights and inspiration to embrace innovation and respond to industry shifts and challenges

Largest Foodservice Show in the Western Hemisphere attracting the industry's most influential buyers, operators, and decision-makers

Largest trade show managed by an Independent Organizer at the 2024 Trade Show Executive (TSE) Gold 100 Awards



National Restaurant Association Show Today

The 2025 National Restaurant Association Show gathered ~53,000 foodservice professionals from around the world. Over four days, the Show delivered hands-on access to the products, education, and connections driving the industry forward.

Registrations



31,175 Attendees

21,623 Exhibitors

52,798 TOTAL

International Highlights



110 Countries Represented

3,971 International Attendees

3,186 International Exhibitor Personnel

7,157 TOTAL

Exhibitor Highlights



900+ Exhibiting Categories

2,328 Exhibiting Companies

35% Representing First-Time Exhibitors

717,931 Sq. Ft. of Exhibit Space

Media & Digital Content Creators



152 Press Attendees representing

110 Publications

90 Podcasters & Digital Content Creator Attendees

4,316 Press Mentions

13.2 Estimated Reach

Attendee Audience Segments

35%

Commercial – Independent

6%

Retail and Lodging

15%

Dealer/Distributor

27%

Commercial – Chains

17%

Non-Commercial

National Restaurant Association Show Growth

Since 2023:

- Change to value-based pricing for booths, coupled with strategic price increases has increased overall yield by 20%+ since acquisition
- Reimagined, repackaged, and rebranded sponsorships have resulted in 25% growth in sponsor revenues

Education

- Launched Expo + Education Program – 30+ Classroom Sessions – leveraging key industry content topics (including AI, Restaurant Catering)
- Technomic State of The Industry and Operator Panels focused on LTOs key core elements of onsite content offering
- Dining Experiences – participation in various Chicago restaurants throughout event, ticketed with title sponsor

Lead Insights

- Branding Packages – Required all exhibitors and sub-exhibitor to purchase a branding package (offering lead insights) with various upgrade opportunities, resulting in significant incremental revenue
- Enhancing branding packages with Technomic market intelligence and Ignite AI enhancements aiding exhibitors in prioritizing and approaching leads

Event Amplifications Services

- Digital offerings incorporated into pre, onsite and post show sponsorship portfolio
- Post-Show Extension with Informa Engage event amplification products, incorporating Technomic State of the Industry
- Leverage event app and NRS audience in various ways to generate incremental engagement for attendees, exhibitors and sponsors

Enhanced experience and cross divisional collaboration

- Partnering with media colleagues, launched editor led show floor tours, news desk and podcast booth sponsorships
- MenuMasters Awards Ceremony, in partnership with NRN and Ventura Foods
- Nest Event Launch on Friday before NRS bringing together key execs from restaurant operator community



FoodService Future Growth Opportunities

Expansion into adjacent vertical markets (beverage, technology, FS in retail, cannabis)

Going international: geo-cloning existing brands in partnership with other businesses within Informa

Digital Amplification- extending the life of our events, leveraging research and data

Data Transformation- incorporating transaction and distributor data to enhance quality and speed of insights

Elevating our Ignite platform through improved UI/UX and AI enablement



Any Questions?



Meet the Customers



Thank you



