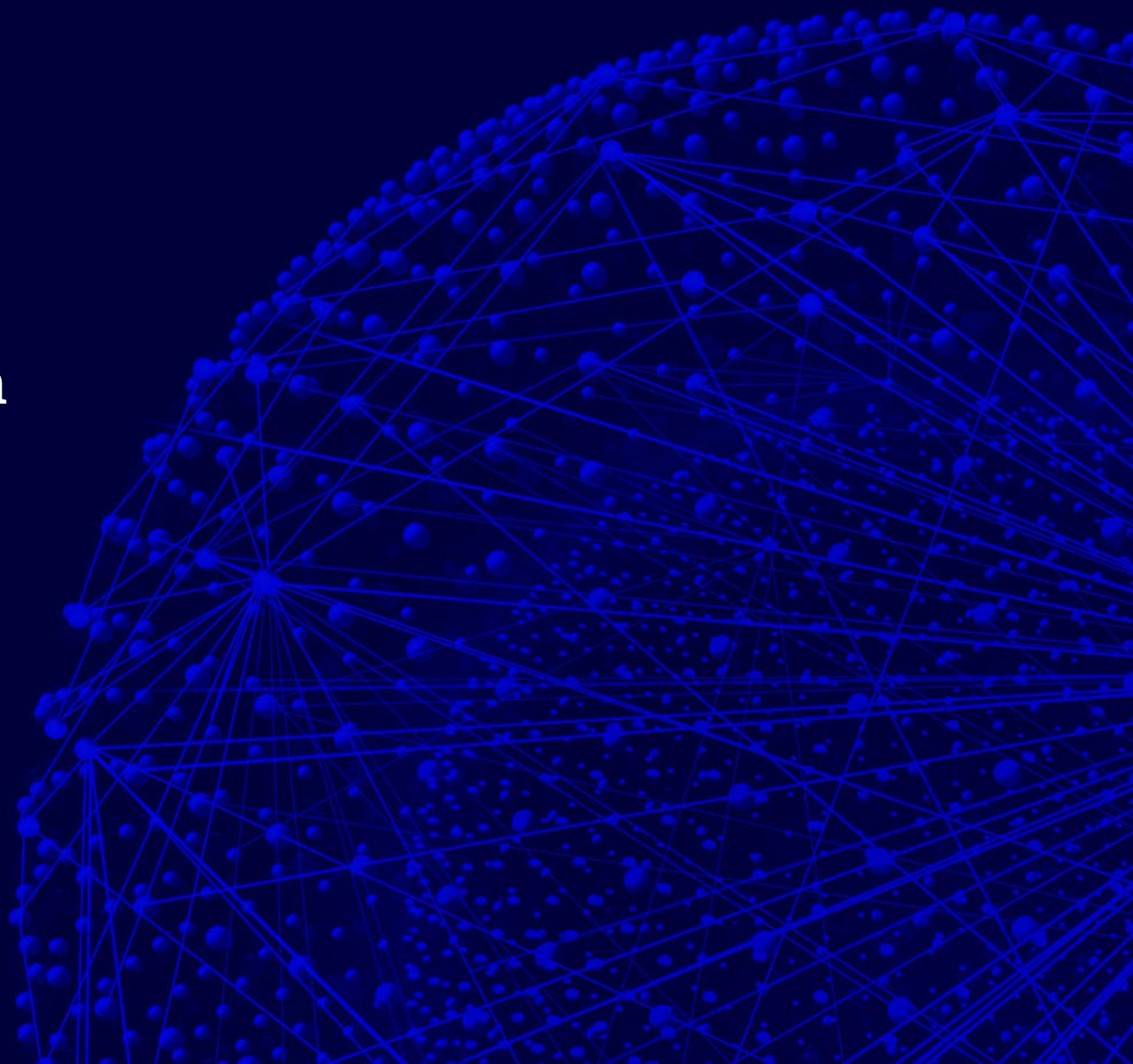




2026 Investor Fieldtrip

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

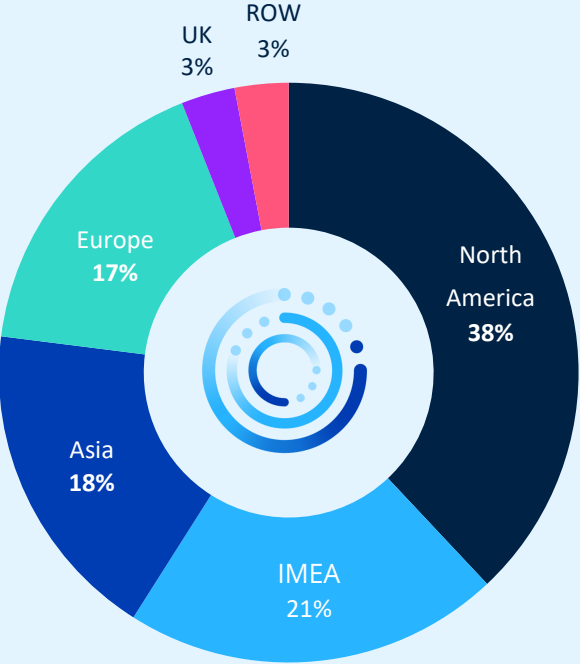
Proprietary First Party Data



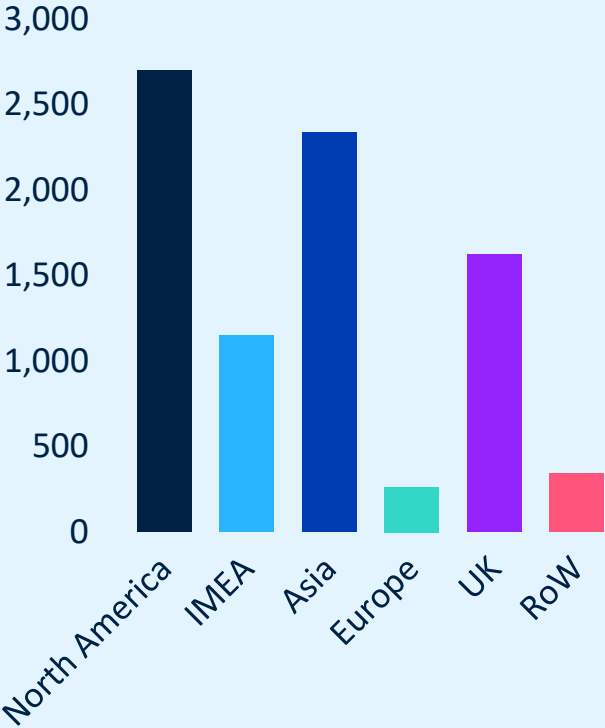
The Knowledge & Information Economy

Informa's B2B Live Events Portfolio¹

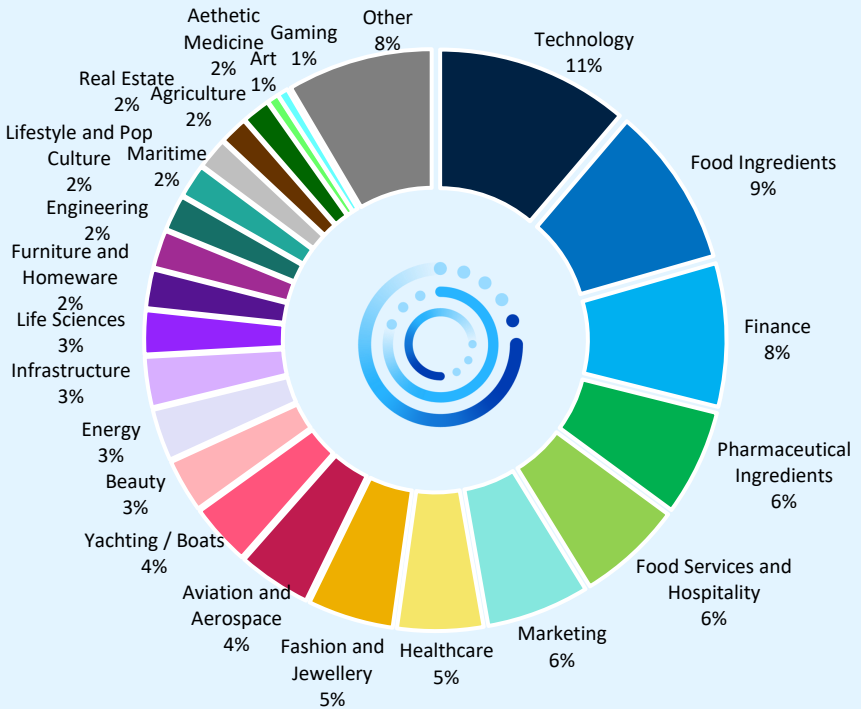
B2B Live Events Revenue
by Location (2025)



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



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



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



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

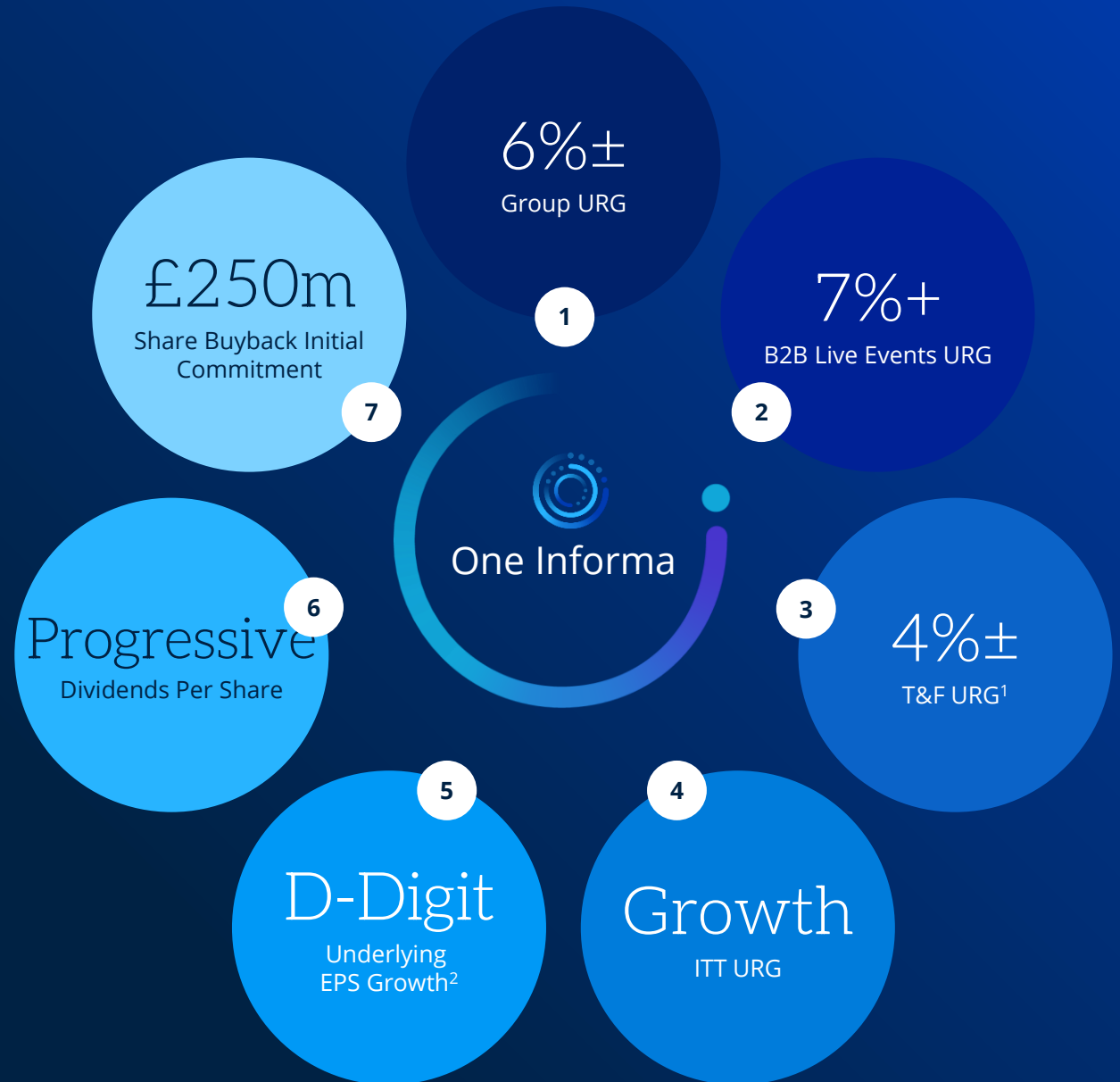
- Growth Geographies
- Growth Market Categories
- MICE as an economic strategy
- Supply Chain Refresh/Review
- Business Travel Consolidates
- B2B Specialisation
- Rising value of B2B F2F
- AI Time Dividend



Compounding

Growth in

2026



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 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

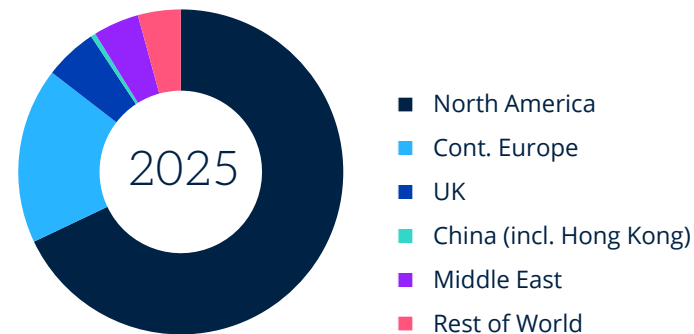
2,800+

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

1902

The Soda Fountain, predecessor to Restaurant Business, launches

1966
Technomic Inc. is founded by Ron Paul. The consulting and research firm is predicated on the combination of the terms "technology" and "economics"

1967

Nation's Restaurant News Founded

1982

Catersource is created as a premier resource for catering professionals

1988
FoodService Director (FSD) magazine is founded and makes its debut at the National Restaurant Association Show

1990

CSP Information Inc. Founded

1919

The first National Restaurant Association Show was held in Kansas City, organized by local restaurateurs

2023
Winsight is acquired by Informa and incorporated into the Informa Connect Foodservice Group

High single-digit revenue growth CAGR 2023-25

Healthy margin expansion 2023-2025

Double-digit events revenue growth CAGR 2023-25

Opportunities

Leveraging Nests, where restaurant leaders shape the future
Foodservice in Retail and GroceryNEXT
Future of Beverage
Off-premise catering
Cannabis
Incorporating distributor and transaction data into Ignite
AI enablement

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**

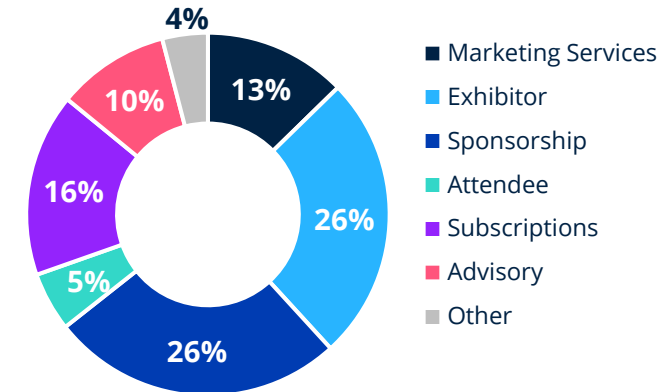
Media

- 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

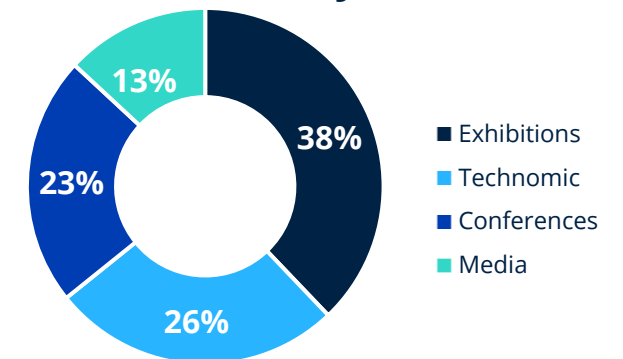
- **Deliver data-driven insights and market intelligence across** restaurants, convenience retail, catering, and institutional foodservice
- Provide **reports, forecasts, and analytics** to help businesses navigate market trends and consumer behavior
- Power decision-making via the **Ignite Platform, 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

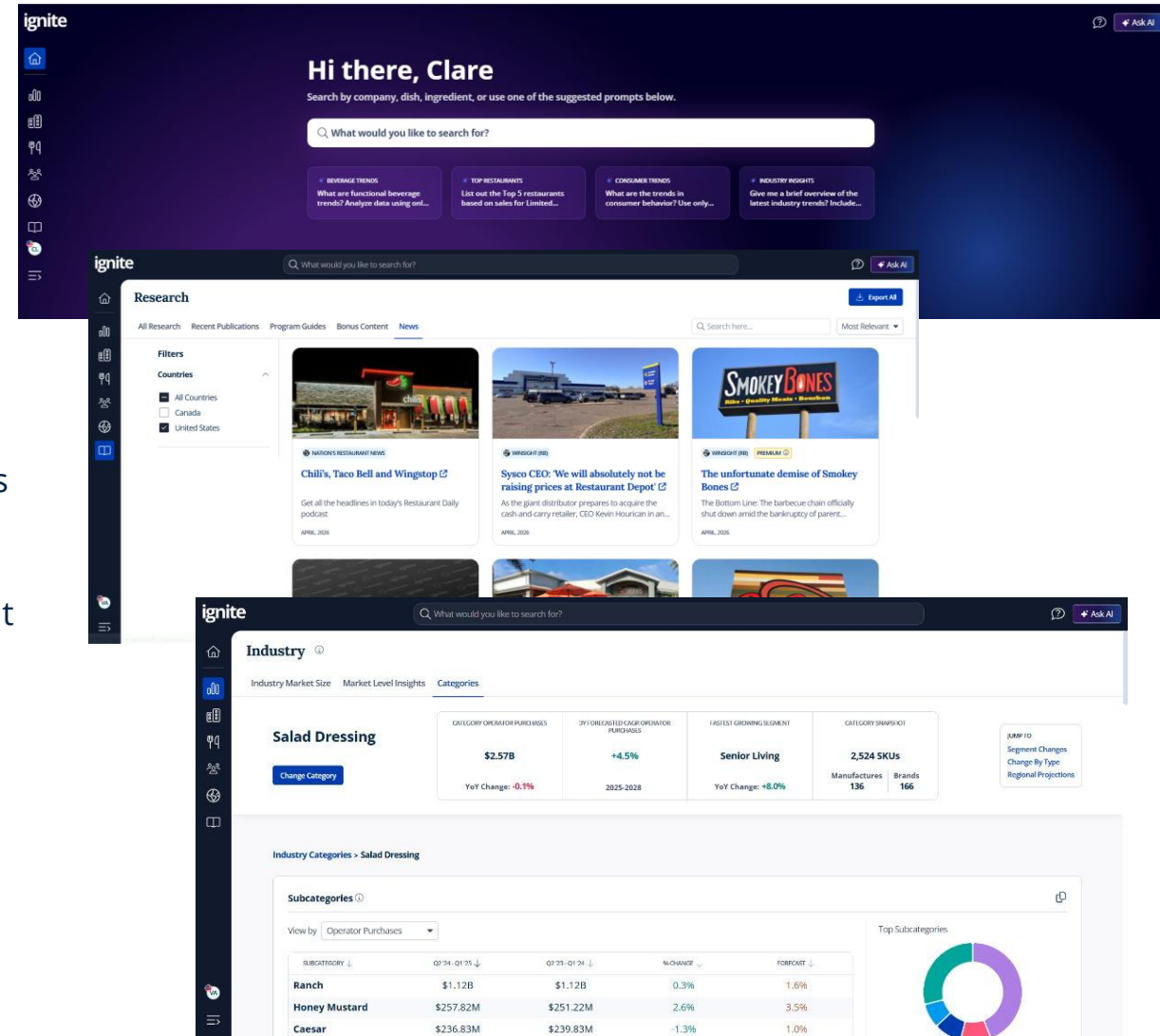
- Expert-led advisory delivering custom research and strategic consulting
- Provides operator insights, market assessments, and actionable recommendations
- Completes 200+ annual client engagements with strong repeat business

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.



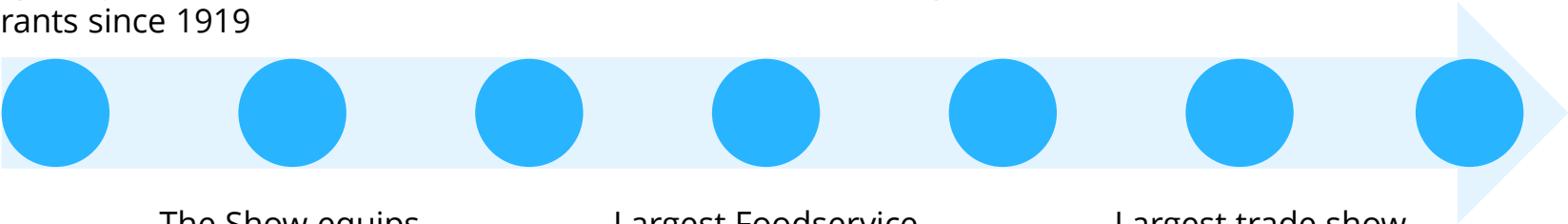
NATIONAL RESTAURANT ASSOCIATION SHOW

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

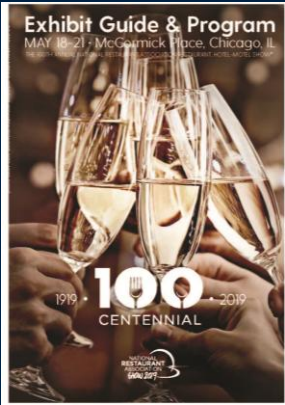
Ranked #12 on the TSE Gold 100 List of Top Shows in the US



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



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

