

Norwegian Seafood Seminar 2026

Poké & Sushi

How Multi-Brand Models Are Reshaping Italian Foodservice

INVESTFOOD Group × Norwegian Seafood Council

Agenda

01



The Investfood Group

Origins, multi-brand strategy and key figures

02



The Partnership with NSC

The 100-store project, sales data, trends and channels

03



Strategic Vision

Market trends, new openings and the group's future

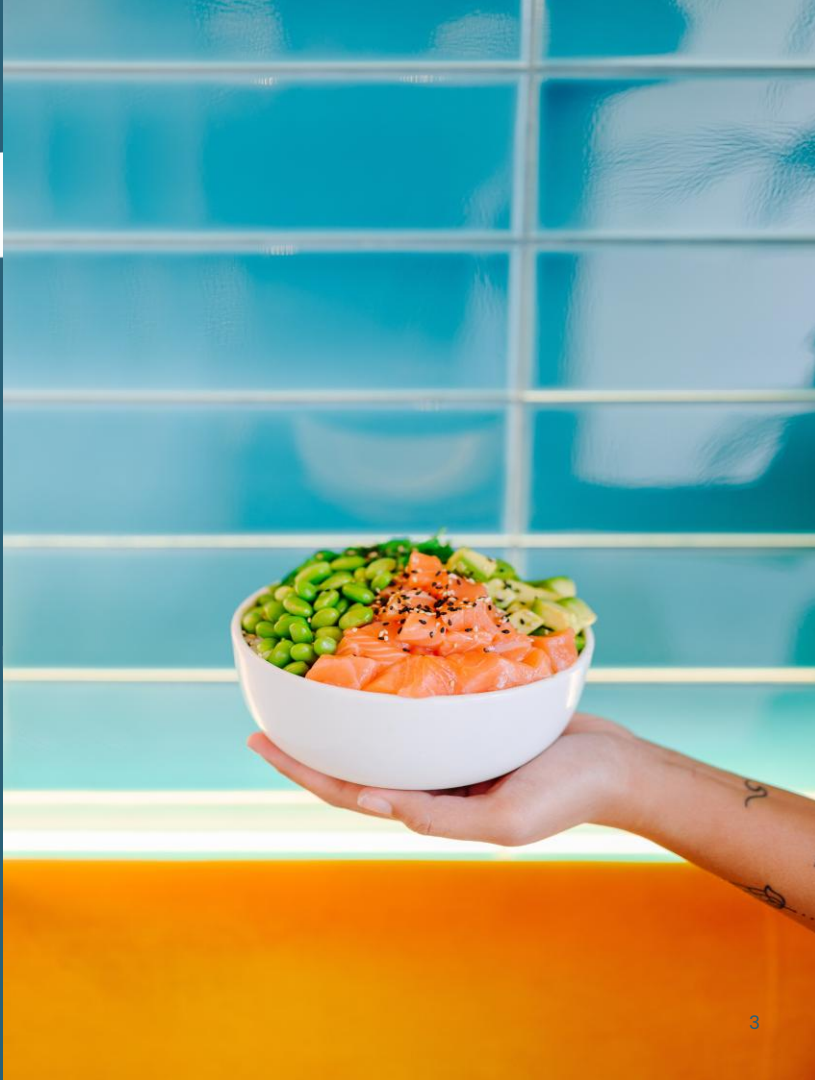
01

The Investfood Group

Origins, mission and multi-brand strategy



UNITED BY
culture
POWERED BY
brands



Who we are

We are an innovative multi-brand platform in food retail, founded by young managers and investors with solid industry experience.

By sharing expertise and resources, we grow sustainably while seizing the opportunities of a rapidly evolving market.

Our brands represent a wide range of cultures and culinary influences, united by one goal: delighting our customers.



7

Brands



+600

Employees



90

Locations



13K

Customers/day

M&A and multibrand integration as a strategic positioning choice

Where we are



URBAN: major cities



SMALL TOWN: secondary cities



SHOPPING CENTER



02

The Partnership with NSC

The 100-store project, sales data, trends and channels

The partnership between Investfood and NSC

The 100-store project: Norwegian salmon lands across the Group's entire network



Real scale

90+ active locations, broad presence across northern and central Italy



Volume and frequency

+13,000 customers/day, steady volumes all year round



Diversified formats

Poké, sushi, casual dining: salmon fits every concept



Shared values

Sustainability, raw material quality, supply chain transparency



Digital presence

Virtual kitchens + delivery: reach beyond physical locations



Continuous growth

Scalable model: new acquisitions and openings every year

The collaboration channels



In-store activation

In-store communication, dedicated visual merchandising, menu engineering on salmon-based dishes



Digital & delivery

Campaigns on delivery platforms (Glovo, Deliveroo, Just Eat), kiosks, menu boards, optimized digital menus, targeted push notifications



Team training

Network operator training on the quality and origin of Norwegian salmon, storytelling for end customers



PR&Press

Press release distribution, offline media coverage, and PR activation around the Sushi Masterclass project, amplifying the Investfood × NSC partnership through editorial visibility and targeted media relations.

Thanks to a shared, multi-brand strategy, we have integrated communication, storytelling and strategy across all our channels.

Visibility



AL VIA LA PARTNERSHIP TRA INVE SEAFood FROM NORWAY

Sigla una partnership tra Seafood from Norway e Investfood per valorizzare l'origine del salmone norvegese



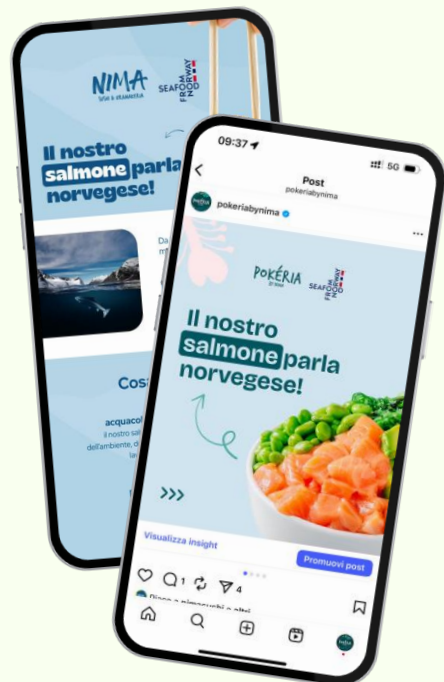
Il Norwegian Seafood Council - ente promotore del marchio di origine "Seafood from Norway" - simbolo di origine di tutti i prodotti ittici norvegesi e Investfood, la **piattaforma multibrand nel settore del food service**, annunciano una collaborazione che ha l'obiettivo di valorizzare l'eccellenza del salmone norvegese nell'offerta dei ristoranti del Gruppo Investfood.

Attraverso la partnership con Investfood, che include nel suo portafoglio alcuni dei principali brand di poké e sushi presenti in Italia - Pokéria by NIMA, NIMA Sushi, Pacific Poké, This is Not a Sushibar, Poké Factory, Maui Hawaiian Restaurant - verrà messa in evidenza l'origine del salmone norvegese, grazie alla presenza del marchio d'origine "Seafood from Norway" nel menù dei 50 ristoranti del Gruppo presenti su territorio nazionale.



La qualità del salmone norvegese si unisce al gusto di poké e sushi

Il Norwegian Seafood Council - Ente promotore del marchio di origine "Seafood from Norway" - simbolo di origine di tutti i prodotti ittici norvegesi e Investfood, la **piattaforma multibrand nel settore del food service**, annunciano la nuova collaborazione che ha l'obiettivo di valorizzare ed esaltarne l'eccellenza del salmone norvegese nell'offerta dei ristoranti del Gruppo Investfood. Attraverso la partnership con Investfood, che include nel suo portafoglio alcuni dei principali brand di poké e sushi presenti in Italia - Pokéria by NIMA, NIMA Sushi, Pacific Poké, This is Not a Sushibar, Poké Factory, Maui Hawaiian Restaurant - verrà messa in evidenza l'origine del salmone norvegese, grazie alla presenza del marchio d'origine "Seafood from Norway", accanto nel menù di tutti e 50 ristoranti del Gruppo presenti su territorio nazionale. Il salmone norvegese, da sempre protagonista indiscusso del menù Investfood, viene oggi ulteriormente valorizzato attraverso il riconoscimento della sua origine certificata e della filiera controllata. Un'ulteriore conferma dell'impegno costante del Gruppo, che fonda la propria filosofia sull'adozione di ingredienti selezionati, tracciabili e sostenibili, per offrire ai propri clienti un'esperienza autentica, consapevole e di alta qualità.



Visibility

AGGIUNGI I SIDES!
TUTTI A SOLO 5,50€

I NOSTRI BESTSELLER POKÈ

BEST OF POKÈ BOWL 12,50€
Riso sushi, salmone norvegese, salsiccia norvegese, fave, edamame, avocado, pomodori, carciofo viola, cipolla cipollina, sesame, salsa yuzu.

WARM POKÈ BOWL 11,90€
Riso sushi, salmone norvegese, cotta, edamame, white cheese, pasta americana, maiz, soia, salsa yuzu.
Provala calda!

SALMON POKÈ BOWL 11,90€
Riso sushi, salmone norvegese, salsiccia, avocado, edamame, alghe nori, sesame, salsa di soia.

HAWAII POKÈ BOWL 14,90€
Riso sushi, salmone norvegese, fazzoletto, gamberi, avocado, ananas, spinaci, edamame, alghe nori, erba cipollina, sesame, salsa mango.

SOLO SALMONE 100% NORVEGESE

Per conoscere altri prodotti e prezzi visitate il sito www.pescenorvegese.it. Per saperne di più sui nostri prodotti visitate il sito www.seafoodfromnorway.it. Per saperne di più sui nostri prodotti visitate il sito www.pescenorvegese.it. Per saperne di più sui nostri prodotti visitate il sito www.pescenorvegese.it.



MACHA | SEAFOOD FROM NORWAY

NON È SOLO SALMONE. È SALMONE NORVEGESE!

Da MACHA, ogni scelta conta. Anche quella del salmone!
Il nostro salmone è certificato *Seafood from Norway*.

Cosa significa?
ACQUACOLTURA ETICA E SOSTENIBILE
PROVENIENZA TRACCIABILE E TRASPARENTE
QUALITÀ SUPERIORE, GUSTO AUTENTICO

Non è solo salmone, è una scelta consapevole!

PER MAGGIORI INFORMAZIONI:
www.pescenorvegese.it

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SUSHI MASTERCLASS

A new, unique experiential initiative by Seafood for Norway x Investfood



The Hero

Norwegian salmon becomes a cultural hero, not just an ingredient: origin, supply chain, quality.



The Experience

Live workshops with chefs: preparation techniques, guided tasting, product storytelling.



The Audience

End customers, food enthusiasts, buyers, media: a format that builds community around salmon.



Amplification

Social content, PR, Seafood for Norway x Investfood digital co-marketing to maximize reach.

Protein Consumption Mix & YoY Growth

Sep 2025–Apr 2026 | YoY vs. Sep 2024–Apr 2025 | Partnership launched in Sep 2025

78.5%

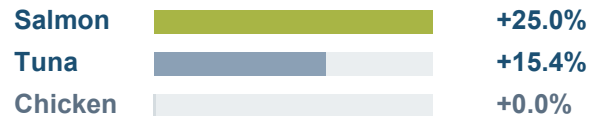
SALMON SHARE OF THE MIX



Salmon 78.5% | Tuna 15.7% | Chicken 5.8%

+21.7%

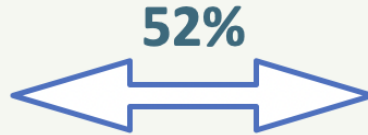
TOTAL PROTEIN GROWTH



★ Salmon share rose from 75.5% to 78.5% (+3 pp)

How our customers buy

L4L trend broadly in line with last year



32%

In-store / Dine-in

Immediate experience, higher average ticket



20%

Take-away

Premium packaging, high loyalty during lunch breaks



48%

Delivery

Third-part platform and our own Delivery channels

★ Including the new MACHA acquisition in scope, Delivery falls from 52% to 34.7% highlighting the strategic value of the acquisition.

03

Strategic Vision

Market trends: the future of seafood

The importance of perceived quality in Poké & Sushi

Sample: 300 regular Poké & Sushi consumers | Two questions: choice driver vs repeat frequency

QUESTION 1 · CHOICE DRIVER

What makes people choose a Poké/Sushi restaurant?

48%

FRESHNESS & RELIABLE QUALITY

QUESTION 2 · VISIT FREQUENCY

What makes people come back more often?

41%

HIGH-QUALITY RAW MATERIALS

★ **QUALITY WORKS TWICE:** it drives first choice and increases repeat visits

The trends guiding our model



Fish consumption growth

Fish consumption in Italy is steadily increasing. Salmon is the top species purchased in retail and foodservice.



Sustainability at the center

Consumers reward brands with a transparent supply chain. NSC and Investfood share this mission.



Premium fast-casual booming

The high-quality fast-casual segment is growing by double digits: quality + speed + accessibility.



Ethnic cuisine as mainstream

Poké and sushi are no longer niche: they are a stable part of the eating habits of Italians under 40.



Digital-first customer

Over 60% of orders come through apps and delivery. The brand lives beyond the four walls of the restaurant.



Brand trust & storytelling

Customers want to know where their food comes from. Norwegian salmon has a story to tell, and we tell it.

The Future of Investfood

01

M&A & Organic Growth

Continued growth strategy, combining new acquisitions and direct openings to consolidate leadership in Italy's poké & sushi segment.

02

Outlet Channel Development

Strategic expansion in major outlet centers and retail parks: high-traffic formats, new catchment areas and brand visibility.

03

Locations as Destinations

Enhance the in-store experience through experiential formats, events and storytelling to turn every location into a destination beyond food.

04

IT & Digital as the Engine

End-to-end technological innovation: CRM, kiosks, integrated delivery and data analytics to guide decisions and personalize the customer experience.

Norwegian Seafood Seminar 2026

THANKS

