

Shareholder Conference 13th June 2013





Welcome and Group Strategy

Richard Cousins Group Chief Executive





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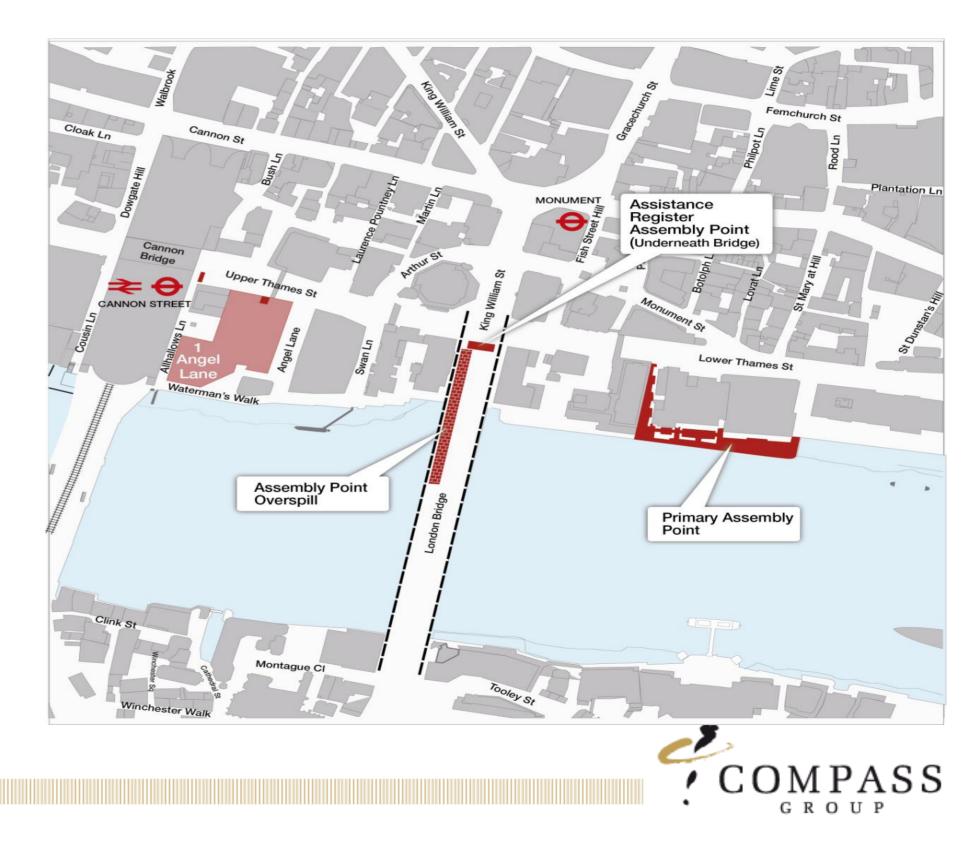


Health & safety moment

• Fire exits

Do not use the lifts

Evacuation Assembly point



Objectives of today

- Give a greater insight into the Group
- Highlight the growth opportunities we see
- Meet some of our senior management
- It is **not** to give an update on current trading



Who you'll hear from

Group		
Richard Cousins	Group strategy	
Dominic Blakemore	Financial strategy	
North America		
Gary Green	North America strategy	
Amy Knepp	Our sales & retention app	
Steve Sweeney	Growing in Higher Educa	
Europe & Japan		
Andy Martin	Europe & Japan strategy	
Break		

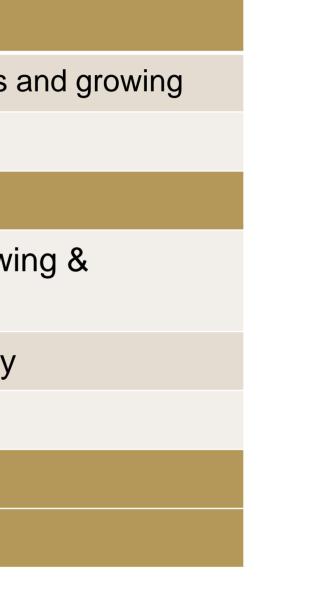
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Who you'll hear from (cont'd)

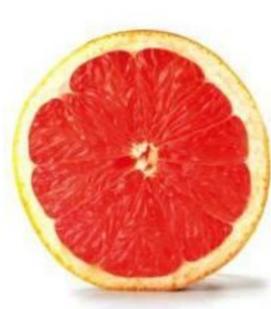
Europe & Japan (cont'd)		
Alfredo Ruiz Plaza		Spain: managing a crisis a
Takeshi Kohjima		Compass in Japan
Fast Growing & Emerging		
Richard Cousins		Overview of Fast Growi Emerging
Yasar Buyukcetin		Opportunities in Turkey
Johnny Thomson		Focus on Brazil
Q&A and concluding remarks		
Lunch on the 6 th floor		

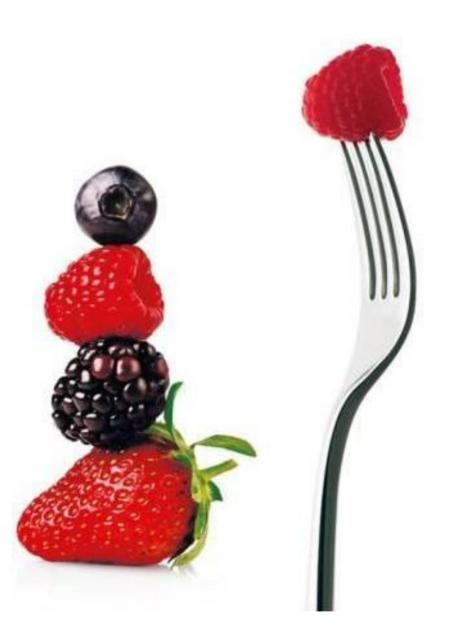




Group strategy









Health & safety

- Number one operational priority
- Significant investment in controls and governance
- Good progress to date
 - Food safety performance improved by >30% since 2008
 - Lost Time Injury Rate improved by >25% since 2008
- Ongoing commitment to programmes to improve safety leadership and culture



The Compass story

1988: UK only





2006: 100 countries





Note: Illustrative only

1995: growing globally

2013: 50 countries

Recent strategic evolution



• Strategy: driven by geography and market

Performance: focus on revenue, margin and cash flow

Phase 4 2013 -

Incisive regional approach

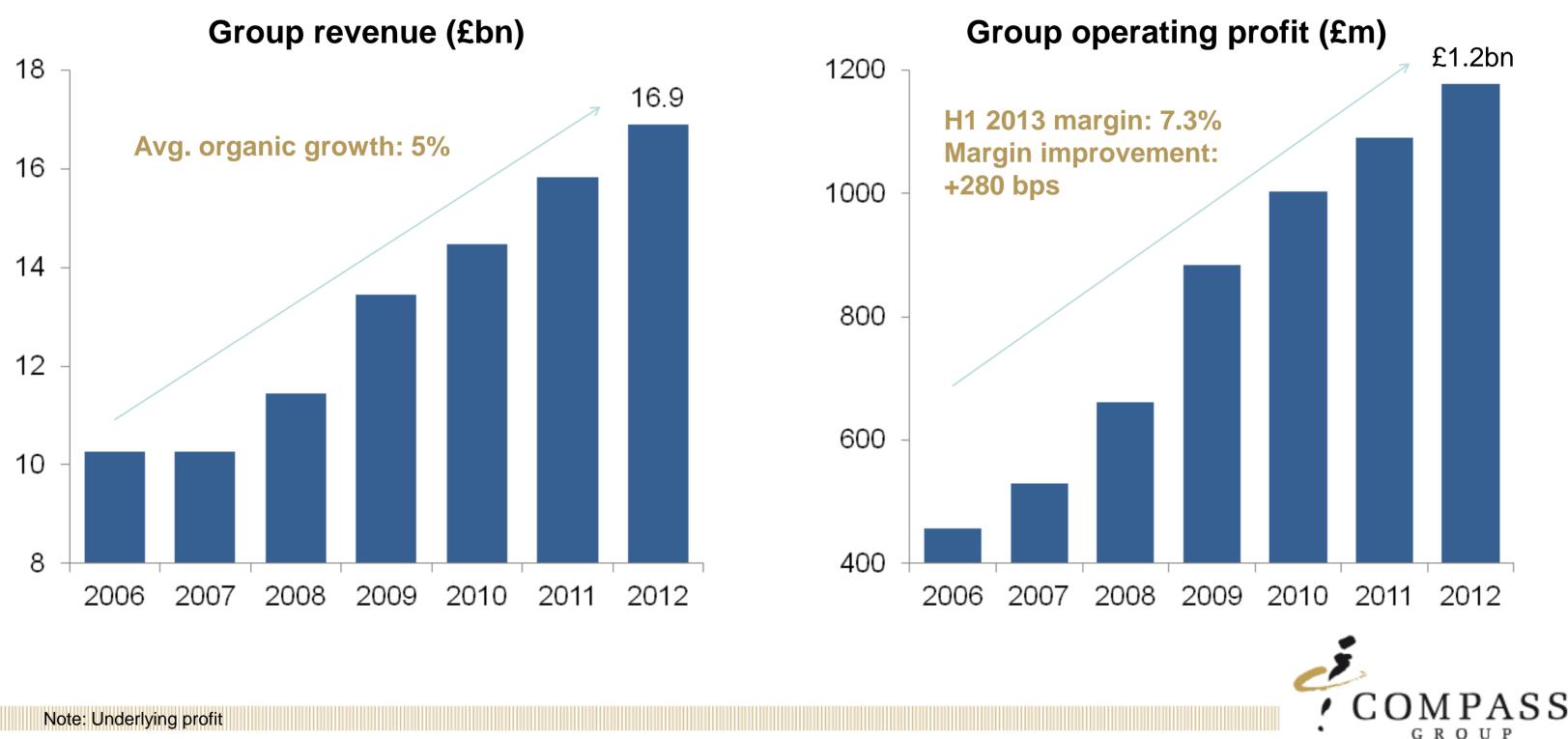


Delivery through the MAP framework

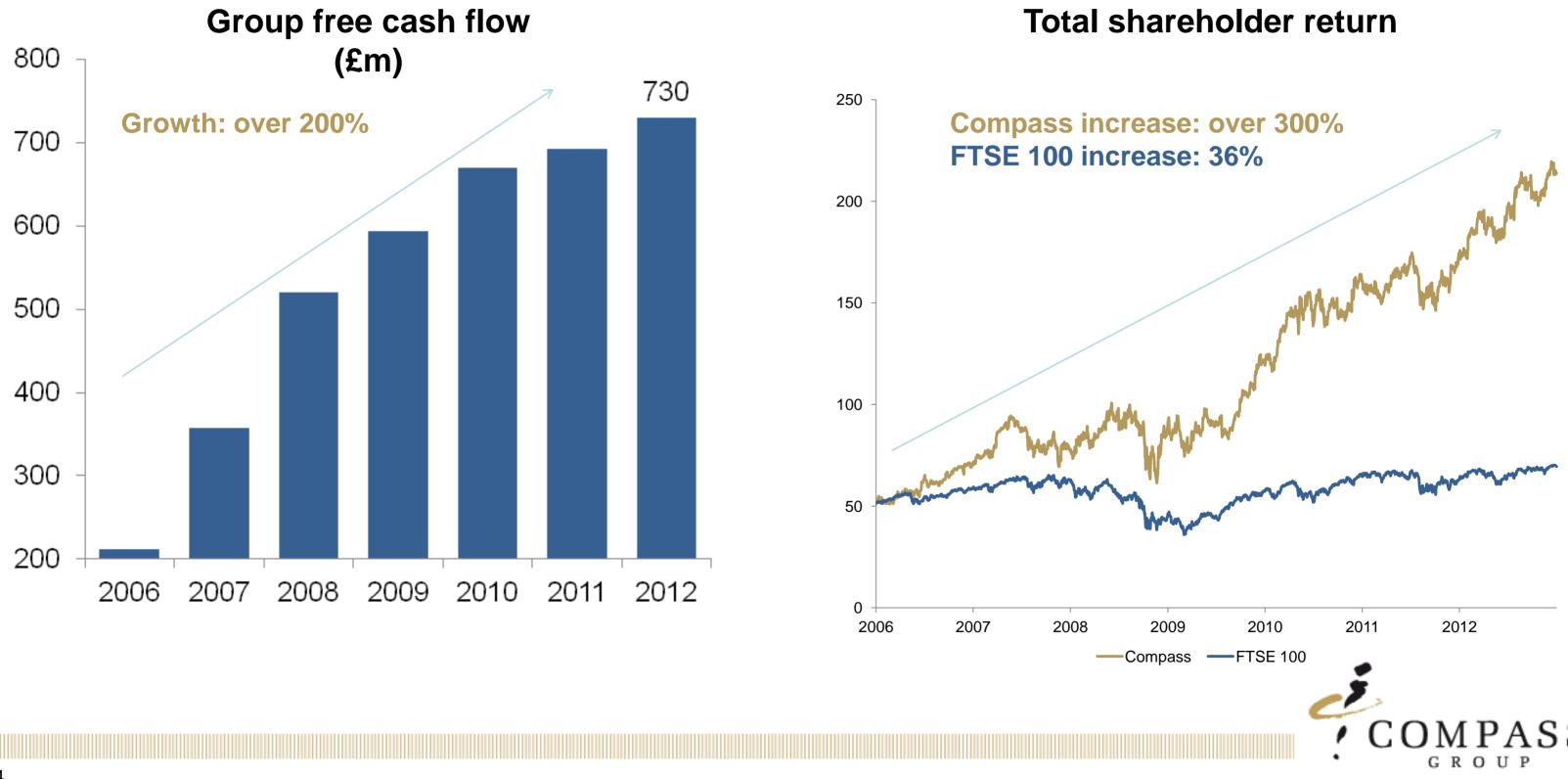




Good progress on revenue and margin



Strong free cash flow and returns



Clear and consistent strategy

Food and support services Geographic spread & emerging markets

Efficiencies

- Food (MAP 3)
- Labour (MAP 4)
- Above unit (MAP 5)

Capex **Progressive dividend** Infill M&A Returns to shareholders

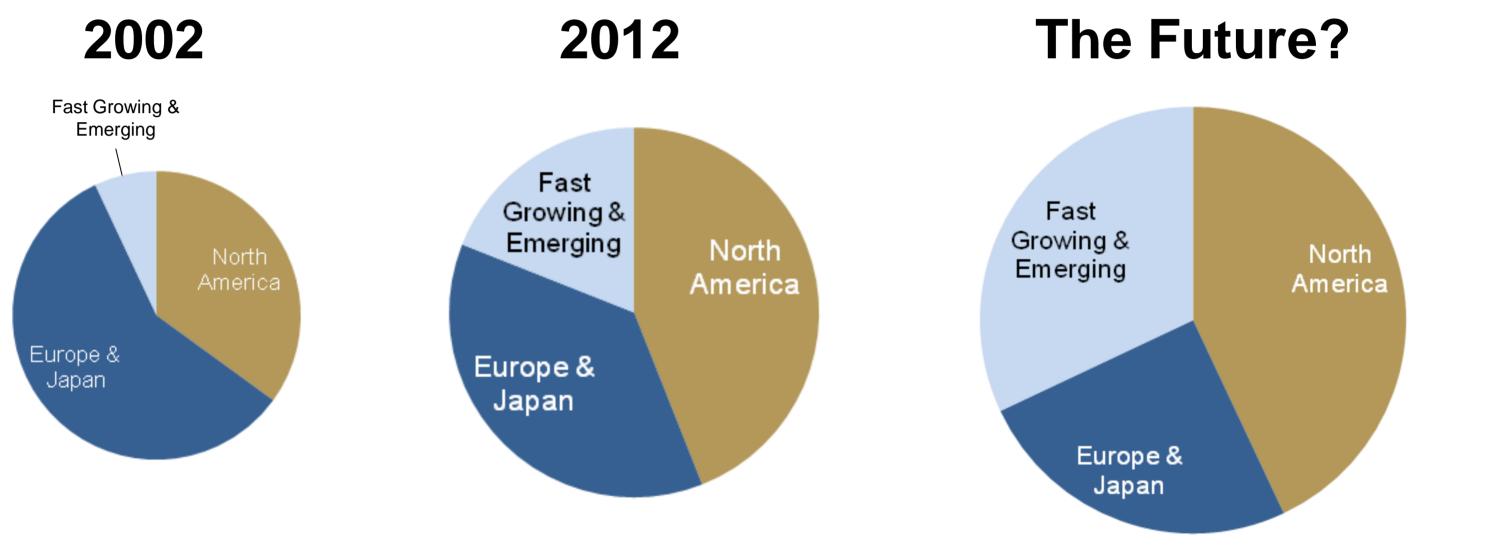
Organic top line growth Infill M&A

Continued margin progression

Strong cash flow Shareholder value



Evolving geographic profile





Different opportunities in each region

Region	H1 2013 organic growth rate	Revenue opportunity
North America	8.2%	Ongoing
Europe & Japan	(3.6)%	Modest
Fast Growing & Emerging	10.5%	High growth rates

Margin opportunity

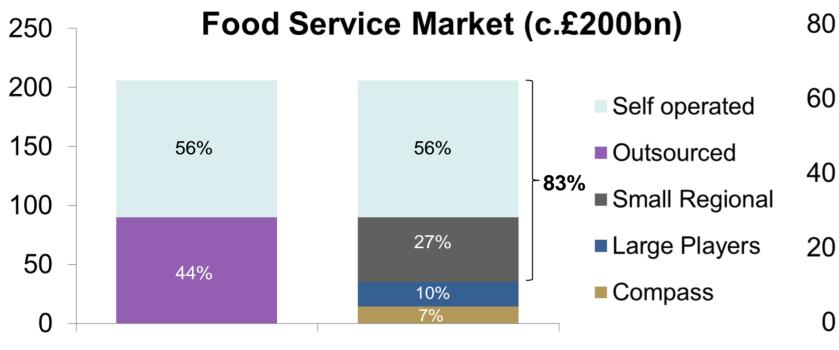
Steady expansion

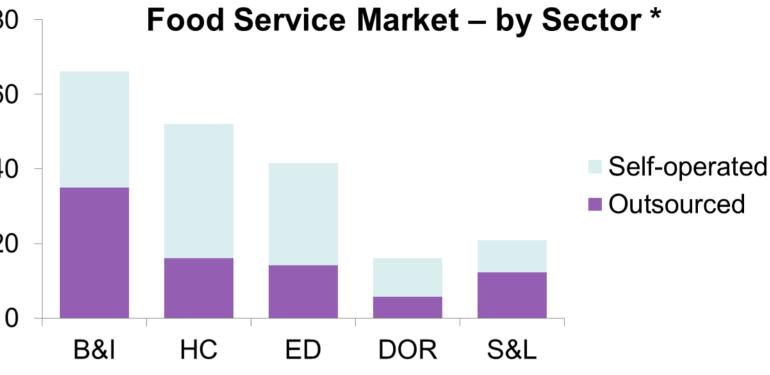
Further efficiencies

Balance with investment

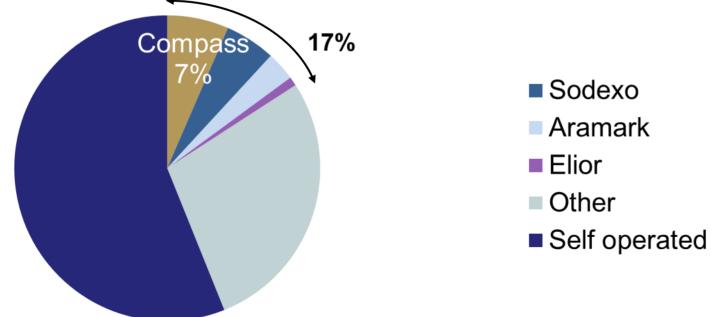


Food: Significant structural growth opportunity





Food Service Market Share – c.£200m



- Compass 7% of market; top 4 are 17%
- Underpenetrated sectors



Food service market c.£200bn, 44% outsourced

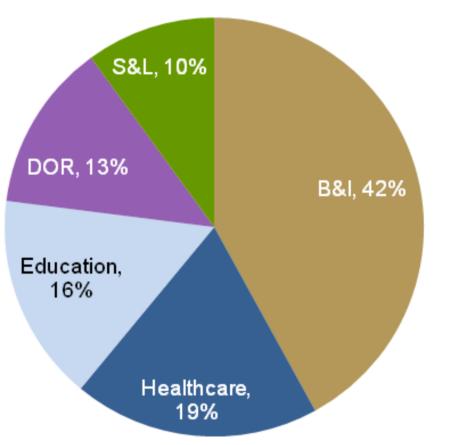
Over 80% self operated or small regional players



Food: Good opportunities across all sectors

- Well diversified across sectors
- Good opportunity from 'greenfield' sites & increased outsourcing in B&I
- Growing presence in Healthcare & Education
- Significant opportunity





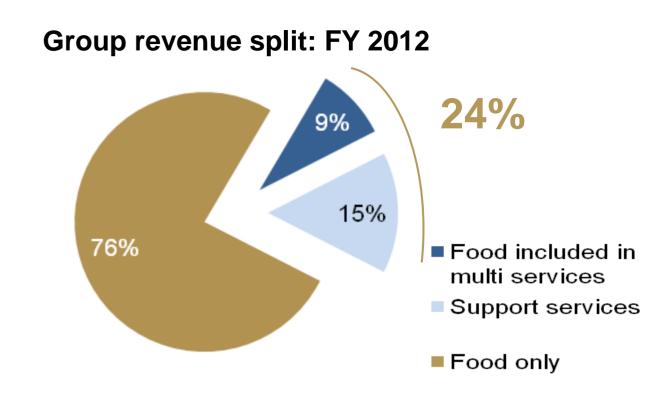
2012 Group revenue by sector

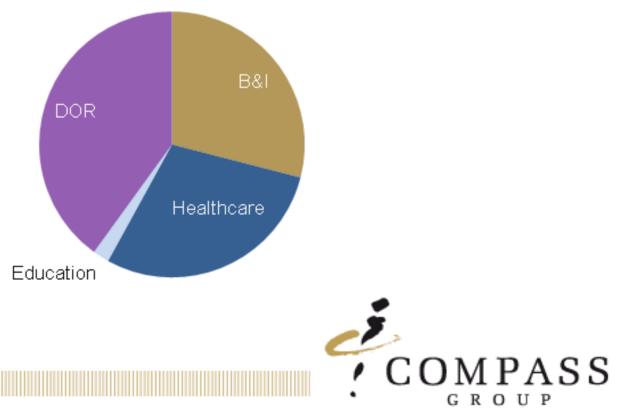


Support and multi services

- Now a significant part of the Group
- Incrementally building capacity
- Organic and inorganic growth
- A significant opportunity; disciplined approach

Support & Multi Service Revenue 2006: £1.2bn \rightarrow 2012: £4.1bn





Support & multi services sector split (£4.1bn)

Support and multi services: Sector approach

Sector	2012 revenue	Market trend
Defence, Offshore & Remote	£1.7bn	 Predominantly multi service Excellent opportunities
Business & Industry	£1.2bn	 Some bundling by multi nationals mainly in Europe
Healthcare & Education	£1.2bn	 More bundling in some countries (US and UK)
Total	£4.1bn	

Strategy

- Market leading position
- Ongoing organic growth
- Continue to build capability and grow
- Leverage existing capability and grow



How we drive organic growth

MAP 1

- Invest in sales teams, process & training
- Innovation and quality
- Continued focus on improving retention
- Exciting pipeline

mp₂

- Service excellence
- Innovation and training
- Intelligent marketing
- Measure success

Focus on quality, sustainable organic growth



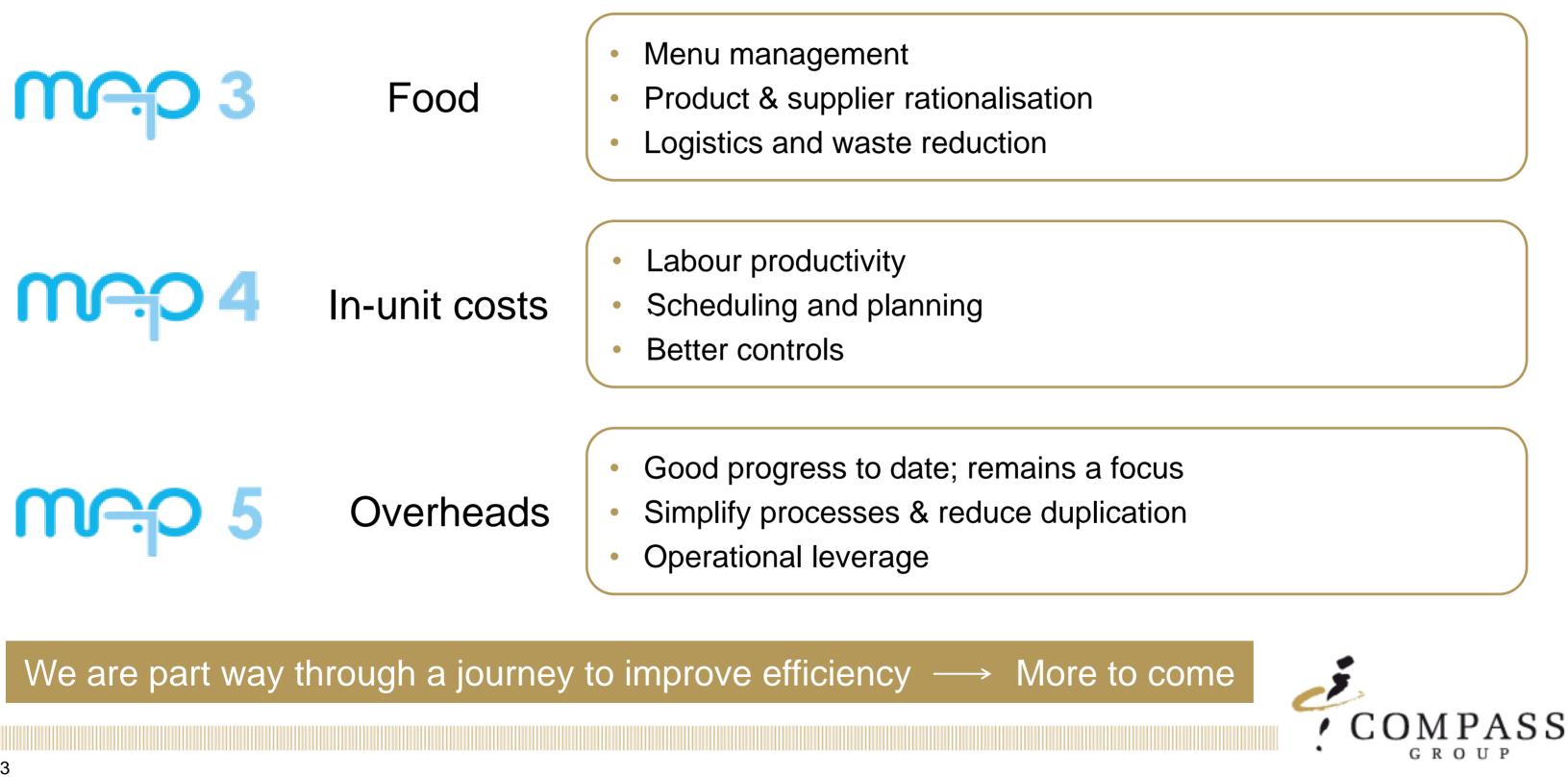




whole+sum



How we generate efficiencies



Infill M&A

- Nearly £1.3bn spent on acquisitions since 2008
- Preference for small-mid size infill
- Food and support services
- Existing geographies
- New capabilities and strong management teams



An important part of our strategy BUT disciplined approach

M&A SPEND: 2008 – 2013

MULTI SERVICE £584m

INCLUDING

£328m **IN FAST GROWING & EMERGING**

TOTAL: £1.3bn



Management

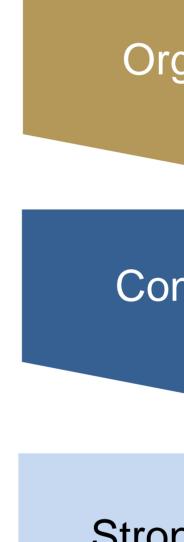
- Some parts of Compass have and had excellent management teams
- Others needed strengthening
- Since 2006, of top 500 leadership team:
 - 1/3 new to Compass
 - 1/3 moved within
 - 1/3 unchanged
- Investing in people for the future





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- Significant progress over last 7 years
- BUT still great opportunities ahead
- Delivery of consistent strategy
- Focus on top line growth and efficiencies
- Clear geographic priorities
- Strong management team



Organic Top Line Growth

Continued Margin Potential

Strong Cash Flow & Shareholder Value





Financial Strategy

Dominic Blakemore Finance Director





Key highlights from half year results

- Overall good financial performance
- Organic revenue growth
- Margin progression
- Constant currency EPS growth
- Underlying free cash flow generation
- Interim dividend of 8.0 pence per share

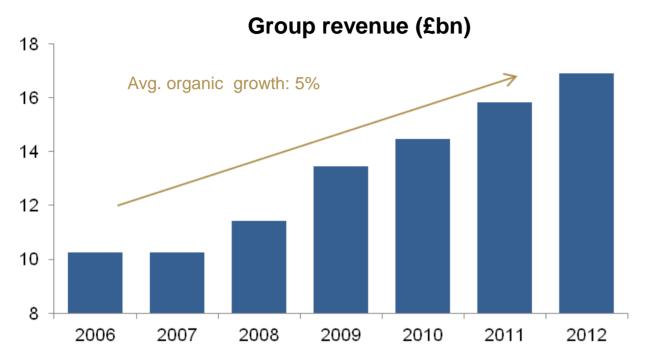


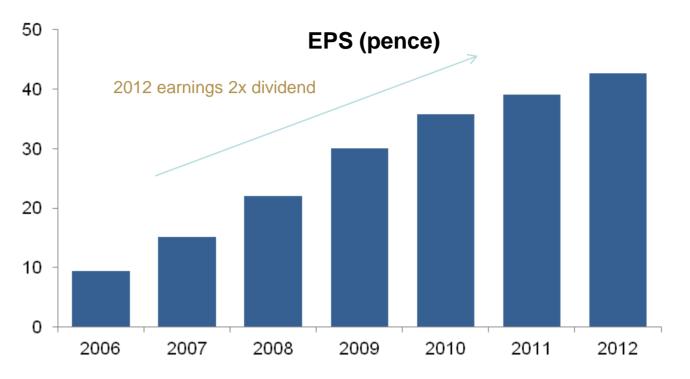
+4.1%

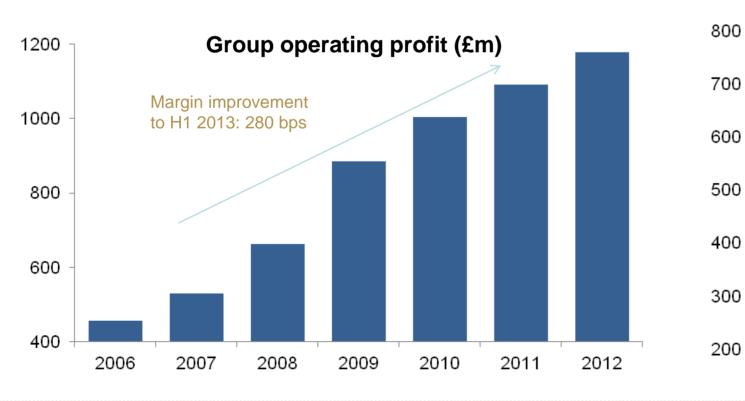
- +10.9%
- £386m
- +11.1%

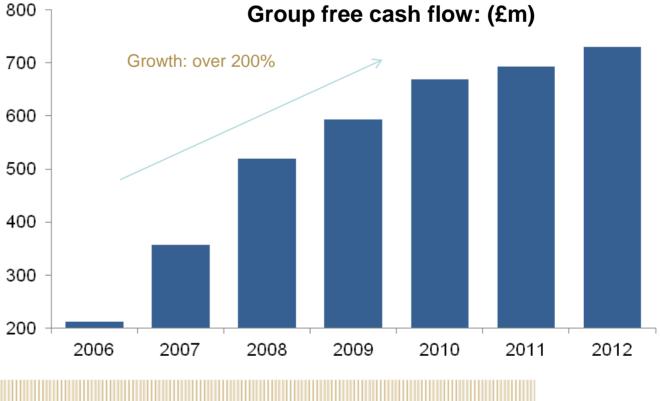


Historic financial performance









Note: Underlying figures

Financial strategy

- Strong free cash flow
- **Capital expenditure**
- Progressive dividends
- Disciplined infill **M&A**
- Efficient balance sheet
- Capital returns

Management of working capital

Appropriate investment – around 2.3% revenue

Growth in line with constant currency earnings Maintaining cover around 2x

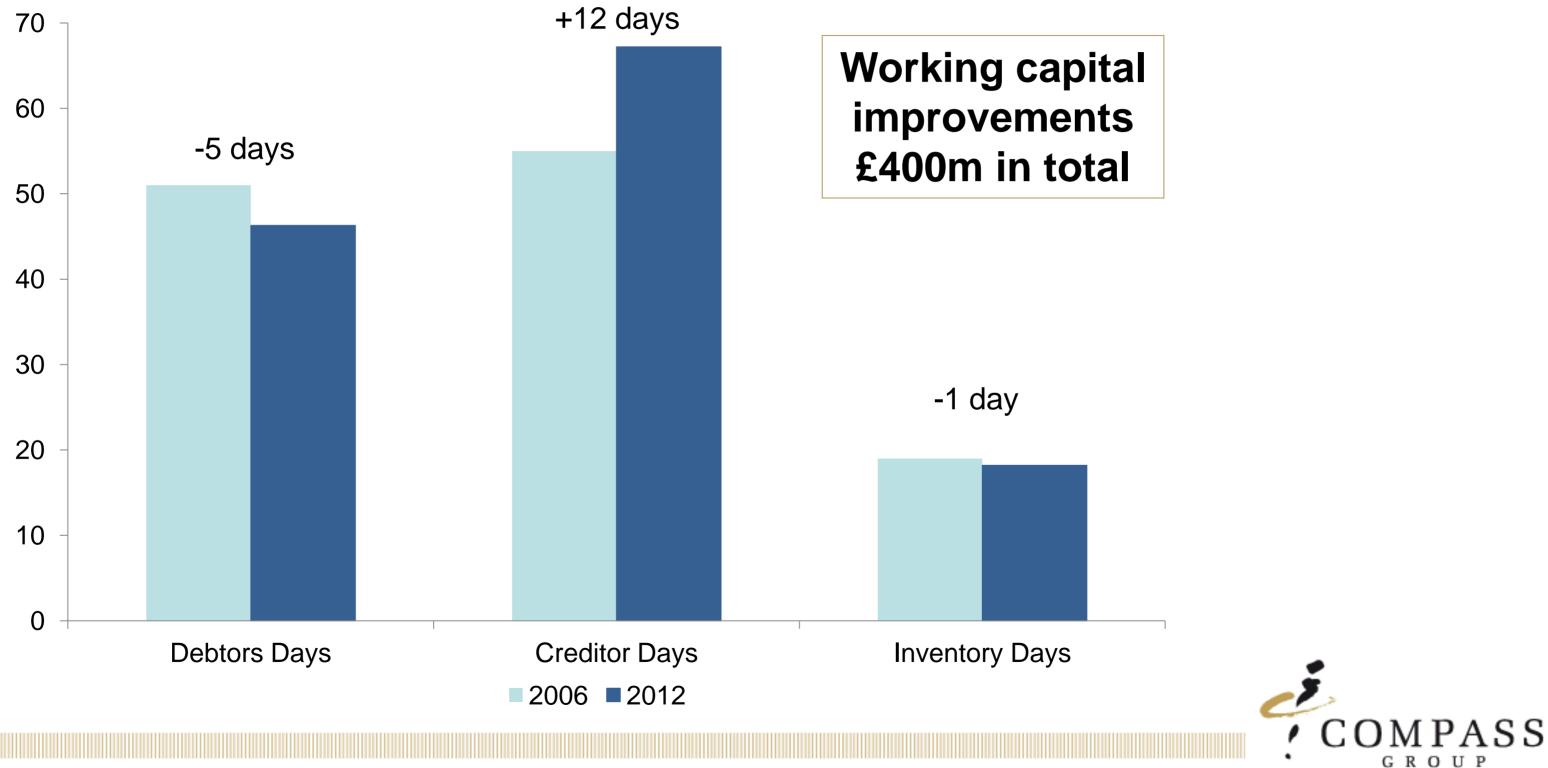
Required returns > cost of capital by end of year 2

Target 1.0x - 1.2x net debt to EBITDA

Return to shareholders to drive balance sheet efficiency



Strong free cash flow – Management of working capital

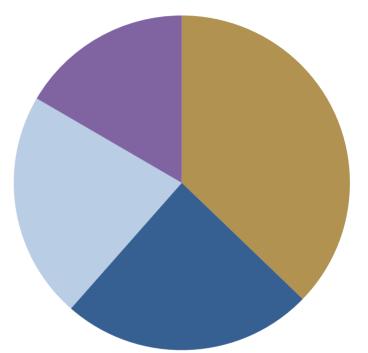


Capital expenditure – What we spend

- 85% of capex on revenue generating activities
- New business a competitive advantage
- Retention to help retain the contract
- Base estate to drive participation & spend



Gross Capex Spend by Type



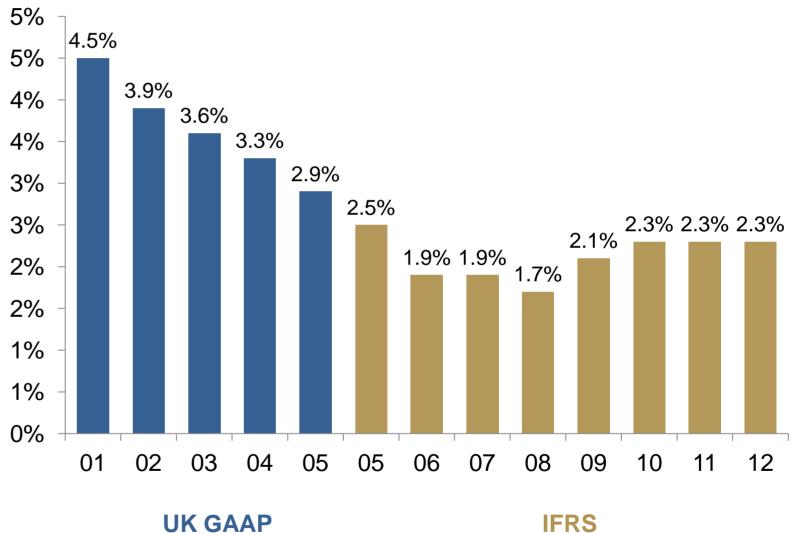
New Business

Retention Maintenance & IT



Capital expenditure – Evaluation & control of spend

- Disciplined process for capex approval
- Post investment appraisals
- Returns over 20%, post tax
- Average spend on capex c.2.3% of revenue



Gross capex spend % of revenue

IFRS



Capital expenditure – Case studies

Case Study 1: Retention

- Signed 10 year contract in 1999
- Introduced capex to secure 20 year extension in 2009:
 - Refurbishment of dining facilities
 - Introduction of Pulse on Dining
- Revenue increase 20% in 3 years
- Year 2 ROCE 25%

Case Study 2: New business

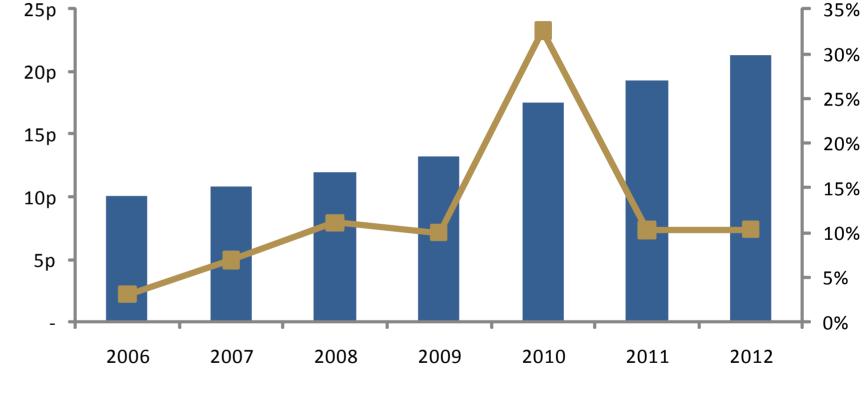
- New 10 year contract in 2011
- Used capex as part of the bid: • Investment in regional and national retail brands Introduction of Pulse on Dining

- Revenue increase 20% in year 1
- On track to deliver projected ROCE > 20%



Progressive dividend policy

- Growth in line with constant currency earnings, maintaining cover around 2x
- Earnings and cash cover moved from 1x to 2x since 2006
- Rebased dividend in 2010
- Dividend doubled since 2006



Dividend Growth



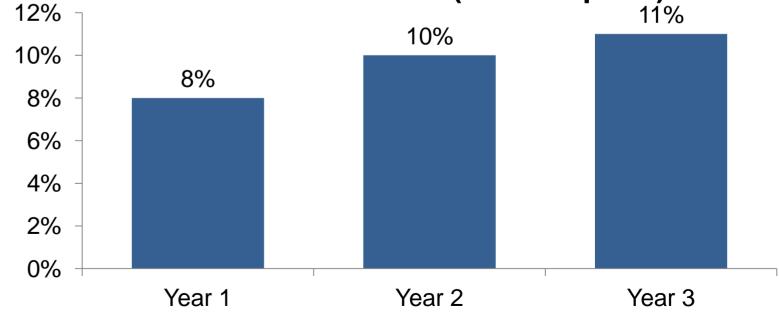
Disciplined infill M&A – Strategy

M&A criteria

- Strategic fit
- Scale and capability
- Quality business, strong management
- Required returns in excess of cost of capital by end of year 2







Total spend since 2008: £1.3bn £677m

Post tax returns

2008 to 2010 deals (£550m spend) 11%

Disciplined infill M&A – Case study

Clean Mall, Brazil

- Acquired 2010
- Consistent with our M&A strategy
- Support services specialist
- Cross sell opportunity
- Year 2 ROCE over 20%





Surplus capital efficiency – Returns to shareholders

- Committed to an efficient balance sheet
- Target to maintain strong investment grade credit ratings
 - Moody's Baa1
 - S&P A-
- Adjusted gross debt / EBITDA of 2.2x to 2.3x (Net debt / EBITDA, 1.0x 1.2x)
- £900m of share buy backs during calendar years 2012 and 2013

Capital returns to retain balance sheet efficiency





Since 2006 we have delivered the following:

 Average organic revenue growth 	5%
 Total margin progression 	280bps
 Underlying EPS growth 	> 400%
 Free cash flow 	£3.8bn
 Dividend growth 	> 100%
 Capital returns 	£900m









North America Strategy

Gary Green CEO, North America



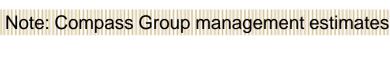


North America today

- Market leader
- \$12 billion business
- 6 million meals a day across 48 states
- 11th largest private sector employer in the US
- 190,000 employees
- Winning portfolio of brands











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PASS

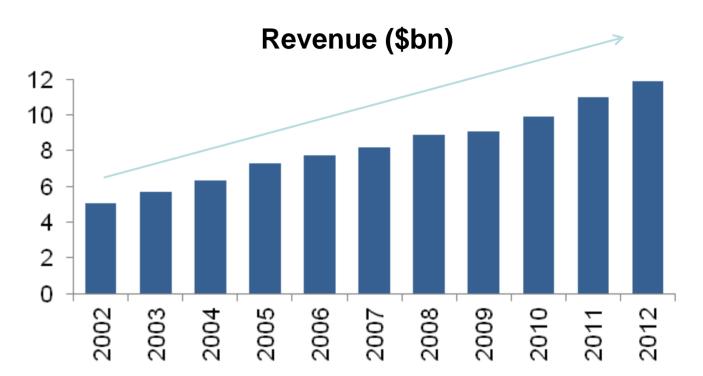
Microsoft

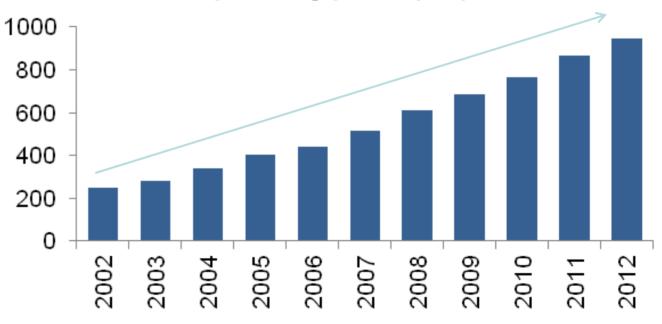




Track record of performance 2002 - 2012

- Grown from \$5bn to \$12bn
- > 6% annual organic revenue growth
- Improved margin to 8%
- Great momentum





Operating profit (\$m)

How have we delivered this?

- 1. Geographic coverage and sector presence
- 2. Sales and retention culture
- 3. Quality of offer and innovation
- 4. Scale leverage and efficiencies
- 5. Experienced management & quality people



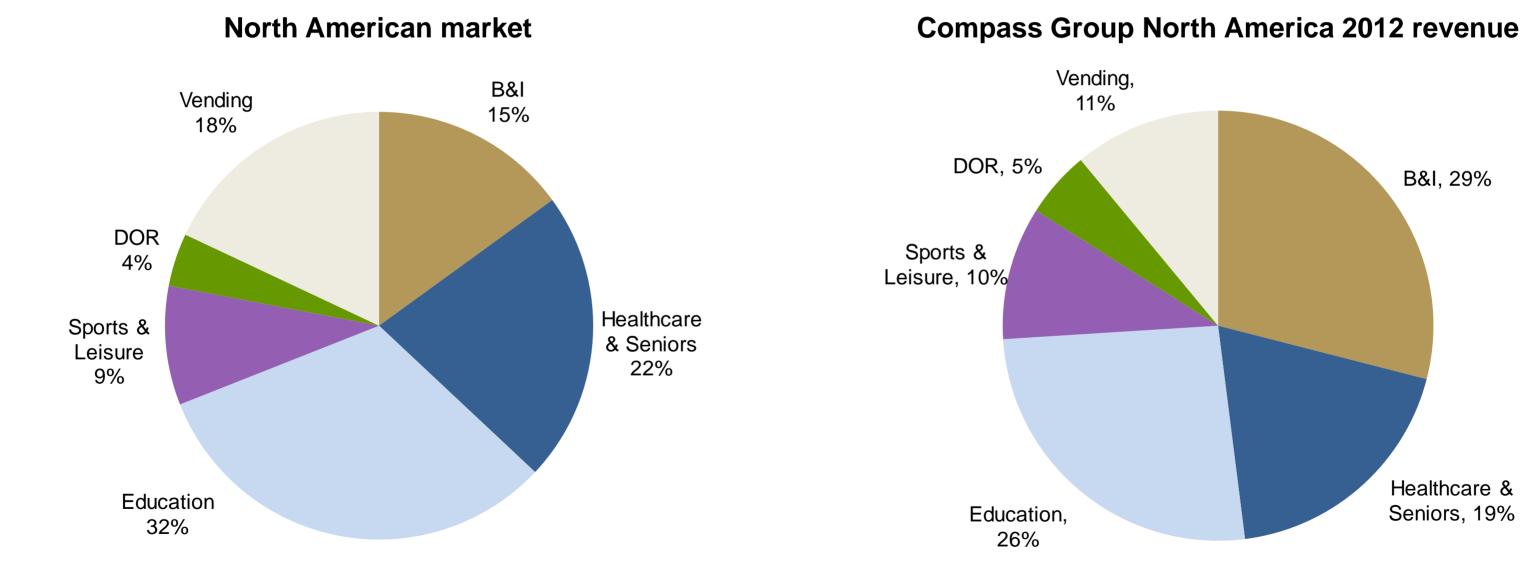
Acquisitions created the platform





Well balanced & diversified business

- Wide geographic presence: 48 states, 10 provinces & 2 territories
- Access to all market segments



Sectorised approach to the market

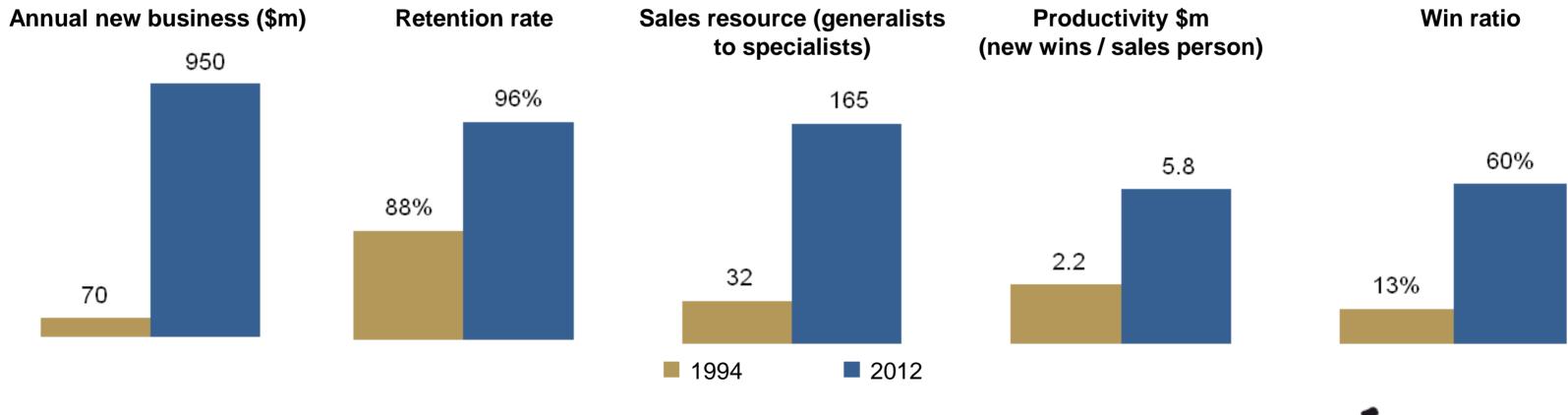
Sector	Compass brands	Exam
Business & Industry	BON APPÉTIT MANAGEMENT COMPANY Restaurant Associates	C
Healthcare & Seniors	Crothall Services Group Services Group	N
Education	Chartwells BON APPÉTIT MANAGEMENT COMPANY	ā M
Sports & Leisure	Very Pestamants	US C
Defence, Offshore & Remote	ESS Support Services Worldwide	Che



Sales & retention culture

- Sales force from generalists to specialists; professionally trained
- Step change in retention



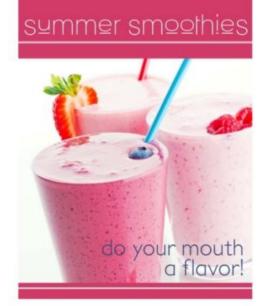


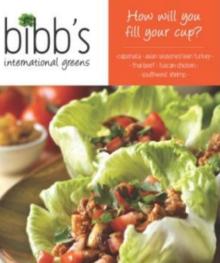


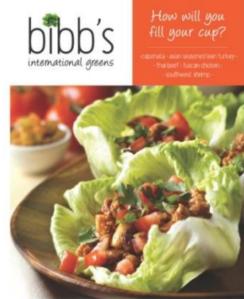


High quality offer & innovation

- Quality offer at all market levels
- Innovation
- Excellence in marketing
- Focus on participation and spend





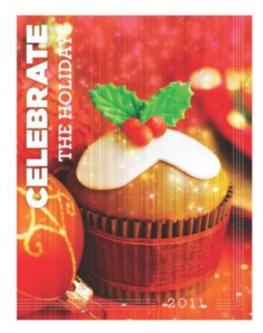














Scale leverage and efficiencies – MAPs 3 & 4

- Reconfigured the purchasing model
 - Professional team of specialist buyers
 - E-procurement
- Sourcing
 - Wholesalers to manufacturers
 - Supplier rationalization
- 3rd party procurement
- Product waste (Trim Trax)
- Non-food opportunities

- **People Share**
- STAFF (labour scheduling)
- In-unit systems to reduce admin burden
 - My Finance (p/l review)
 - CPM (payroll management)
- Medical plans
- Training & reward programs
 - Manager-level turnover < 20%
 - Hourly-level turnover < 50%





Scale leverage and efficiencies – MAP 5

Reduced MAP 5 above unit overheads by >\$200 million through:

- Closing 27 field accounting centers
- Integrating over 100 acquisitions
- Replacing the legacy systems with SAP...
- Whilst supporting \$11 billion of new account openings and....
- Investing in the creation of Strategic Alliance Group and Foodbuy





Experienced management and quality people



- Investment in Resource Network
- Johnson & Wales partnership



- Rewards/incentives
- 'High touch' style
- Stable, performance-oriented team



- Be-A-Star program
- Visible communications
- Training programs









The future

- 1. Large and growing addressable market
- 2. Positive outsourcing trends
- 3. Market leading businesses, offers and brands
- 4. Ongoing efficiencies
- 5. A capable & motivated team



Large and Growing Addressable Market

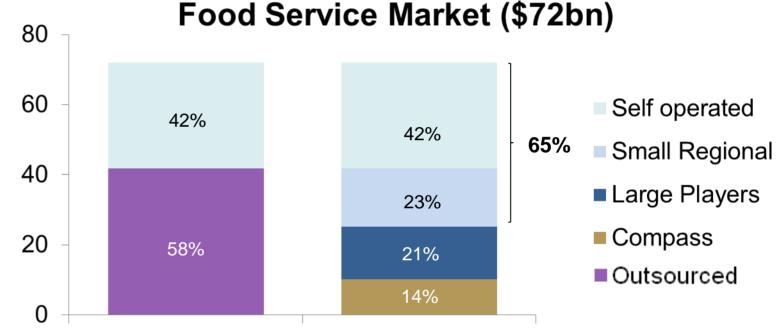
 \$72bn addressable food service market

 65% self operated / small, regional players

 Healthcare and Education <40% outsourced

Opportunities across <u>ALL</u> sectors

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Positive outsourcing trends

- Healthy outsourcing culture
- Rising costs / austerity driving new outsourcing interest
- Big contract potential: Higher Education & Healthcare
- Actively pursuing opportunities







Market leading businesses: Business & Industry

Core engine of growth

All market levels – Bon Appetit / RA / Eurest

New greenfield sites and small regional players

New formats: small store, grab 'n' go







Healthcare & Seniors

- \$16 billion market; 40% outsourced & accelerating
- Compass \$2bn; growing at 6-8%
- Patient, staff & visitor feeding
- Large contract potential and bundling
- Exciting future opportunities



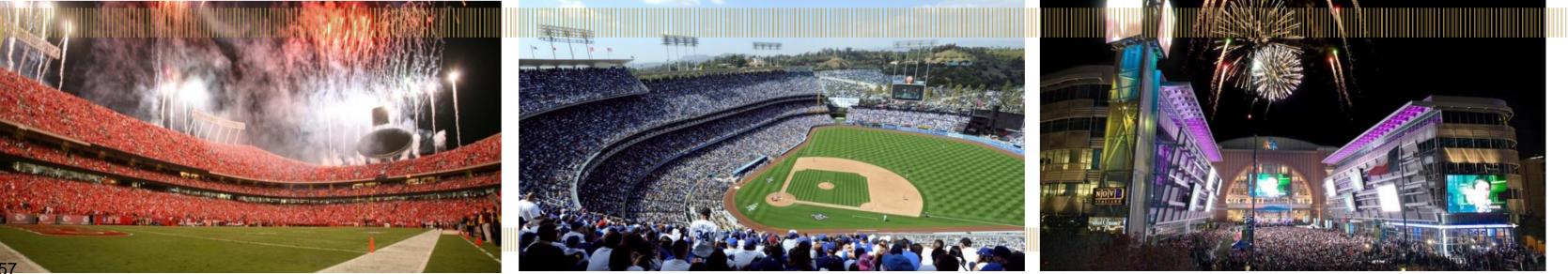




Sports & Leisure

- Convention facilities, concert and performance venues, racetracks, stadiums and arenas
- Restaurant heritage; retail mindset
- Good opportunities in sports and other sectors







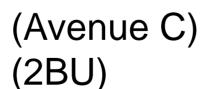






Vending & office coffee service

- Market leader with \$1.2bn annual revenue
- National coverage with nearly 100 branches, plus franchise network
- Rapid growth in office coffee service
- Good opportunities to grow with all sectors
- Recent innovations
 - Cashless systems
 - Healthy choices







Canteen®



Support services

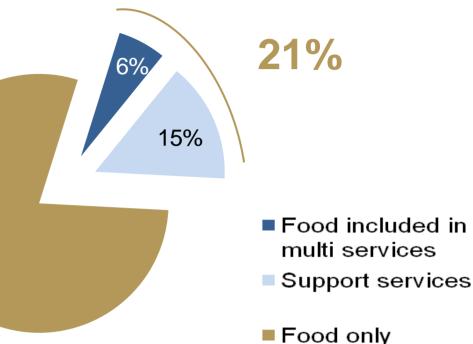
- Acquired 2001, 20% CAGR, now \$1.8bn
- Core Healthcare support services
- Extended into Education & B&I
- Stand-alone or multi service offer
- Disciplined expansion into new services

A strong platform to grow





NA 2012 revenue: \$12bn









Some potential headwinds but further efficiencies

MAD 3

Further SKU rationalization

- Leverage 3rd party volumes
- Webtrition (menu engineering / recipe database)

MAD 4

- "Other costs" (e.g. uniforms & apparel)
- Emerging technology (i.e. scan & swipe checkout)
- Labour management systems (i.e. biometrics)

MAD 5

- Constant focus
- Leverage overhead as business expands







Summary

- Leader in a growing market
 - Leading offers/brands/clients across the sectors
- Vibrant outsourcing trend
- Excellent sales and retention
- Further opportunities to leverage scale
- Experienced and motivated team
 - At all levels of the business

An exciting future ahead

Note: Compass Group management estimates

















North America Sales & Retention

Amy Knepp Executive VP Strategic Alliance Group



The science of selling Compass Group

- 150+ person, professionally-trained, experienced sales force
- Sector-focused
- Proposal Development Center
- Extensive annual training & personal development
- Compensation aligned to emphasize ROI and cash flow



The science of selling Compass Group

- Managing the Sales force
 - Territory management
 - Database management: right client, right time
- Managing the Process
 - Research
 - WITY
 - Buyers Grid
 - Proposal development
 - ALWAYS involve operations and finance
 - Dream fulfillment: delivering the promise



Why is retention important?

Retention of your business is critical to the overall health and is reflective of the overall health of our organization





Strategic Alliance Group (SAG)

- Dedicated resource started in 1995
- Very selective hiring criteria
- Team members have operational experience
- Territory management
- Use the Sales Funnel process
- Pre-emptive & proactive





The process for clients and operators

- SAG White Paper discussions with operations
- Value Improvement Process Interviews (VIPIs)
- Strategic 'gap analysis' & action plan development
- Proforma development
- Proposal development
- Presentation





Key success factors

- Right people
 - Operational trust
 - Follow the Process
 - Belief in the virtuous circle





How will your clients answer?

- Have we solved the problem(s) we were hired to solve?
- Have we proactively brought innovation?
- Do we have the *right relationships*?
- Do we have your *loyalty*?
- Will you give an *unqualified referral*?

If our contract was up today, would you renew?





Strategic Alliance Group

It's a culture!





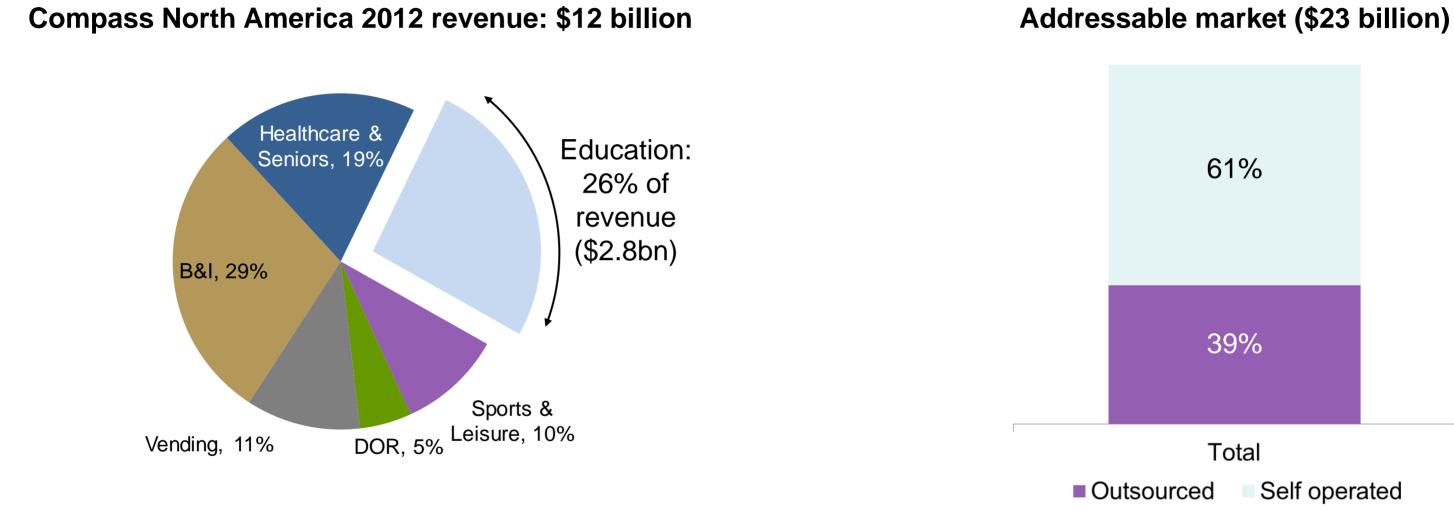


U.S. Higher Education

Steve Sweeney CEO, Chartwells



Compass and the addressable U.S. education market



Significant business; strong position

Large addressable market; <40% outsourced



Compass' education business

K-12

- Large market; low outsourcing penetration
- Chartwells serves over 550 school districts
- Health & wellness: "Nutrition that tastes good"
- Multi-year approach
- Breakfast in the class room
- Parents as partners







Higher Education

- Large market; trend to outsourcing
- Serving 230 universities
- Customized approach
- Wellness Convenience Indulgence
- Technology as a tool Generation C
- High per student spend

UNIVERSITY OF MIAMI

Great opportunities across the sector





Massachusetts Institute of Technology

Focus on the higher education market

- Huge potential market; over \$4 billion self operated
- >4,400 possible locations...
- Representing 21 million students
- Large campuses; student populations >20,000
- Clear trend to outsourcing

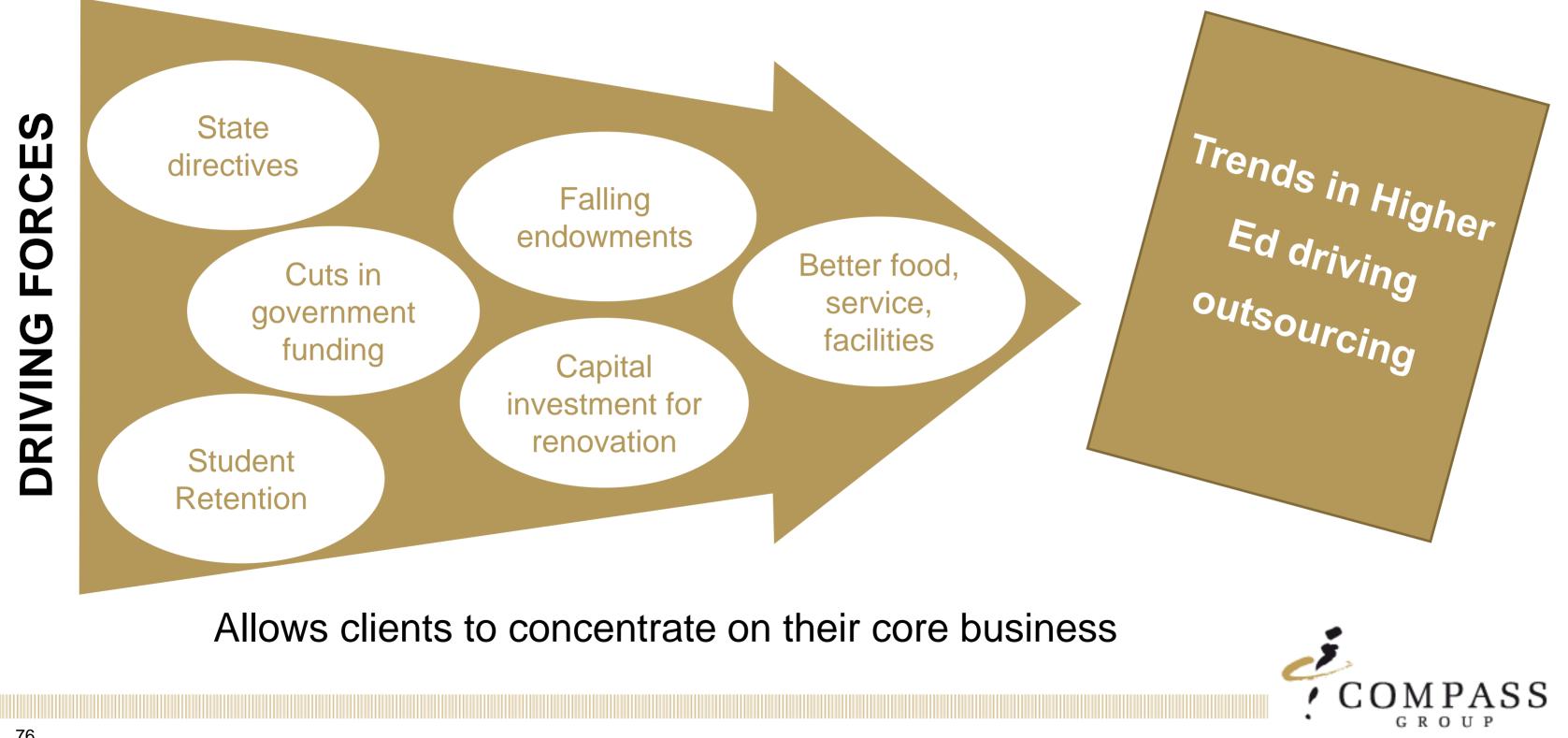


U.S. higher education: Top self-op campuses (\$1bn)

CAMPUS	REVENUE	CAMPUS	REVENUE
Pennsylvania State University	\$106M	Purdue University	\$46M
Michigan State University	62	University of Illinois Urbana-Champaign	43
Rutgers University	60	Brigham Young University	42
University of Massachusetts Amherst	60	Miami University Ohio	42
Harvard University	52	Ohio State University	42
Syracuse University	52	Virginia Tech	41
University of Connecticut	51	Cornell University	40
UC Berkeley	50	UCLA	38
University of Maryland College Park	50	Yale University	37
University of Notre Dame	49	University of Georgia	35



U.S. higher education market trends



Chartwells self-op conversions

















Texas A&M University

- Opened in 1876
- 6th largest public university with 50,000 students
- 804 campus buildings covering 8 sq. miles
- 42 dining concepts
- 30,000 meals served per day
- 1500 Compass employees on site
- Range of support services



Texas A&M: The bid process - WITY

- Learning the campus culture
- On-campus interviews the WITY process
- Mapping the campus
- Determining 'best value' proposition Quality Service Price
- Assemble management team local and national
- Ask Listen Deliver



Mobilisation and lessons learned

- Quick turn around
- Mutual support Chartwells & SSC
- On boarding It's personal
- Webtrition STAFF Foodbuy
- Communication Press conference
- Our product Our services



In conclusion

- The outsourcing option is compelling
- The pipeline is robust
 - Schools, Higher Education, support services
- We have the resources sales operations
- Ability to meet client requirements: food, support services or bundled
- Reputation references





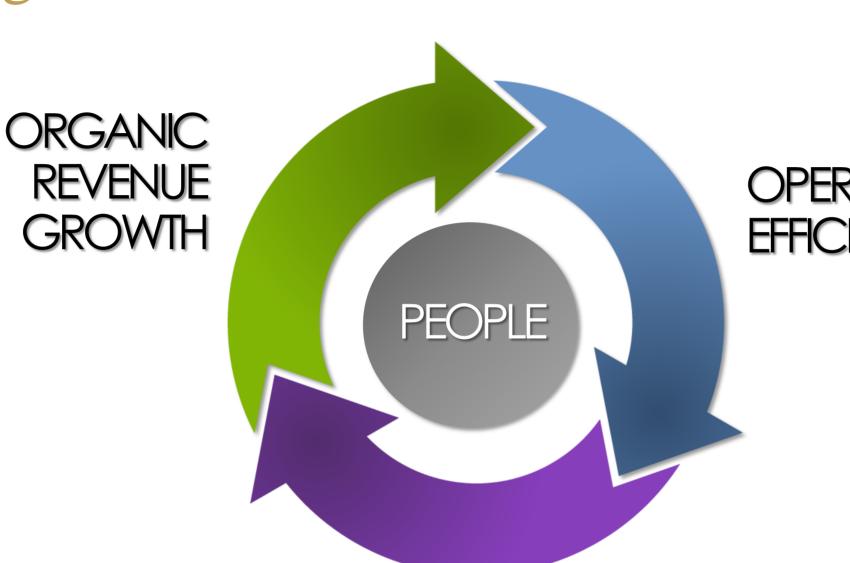
Final Thoughts

Gary Green CEO, North America



NO COMPLACENCY!

COMPETITIVE ADVANTAGE



Final Thoughts

OPERATING EFFICIENCIES

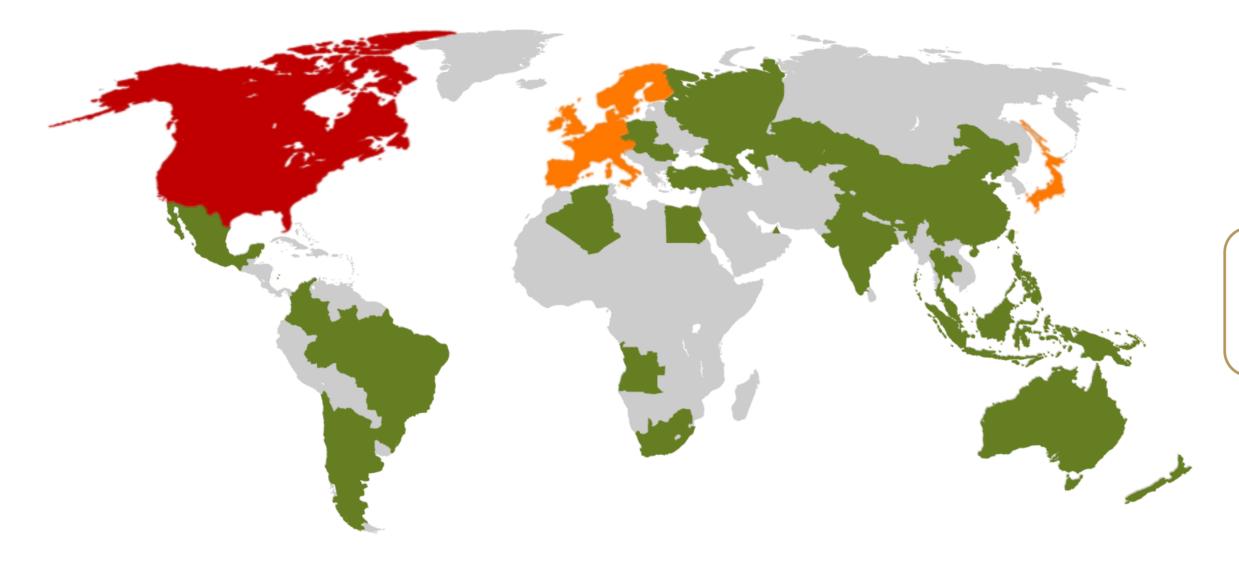


Europe & Japan Strategy

Andrew Martin Group COO, Europe & Japan



Introduction to Europe & Japan



Revenue 2012

North America £ 7,517m

Europe & Japan £ 6,243m

Fast Growing £ 3,145m



Overview of the Compass region

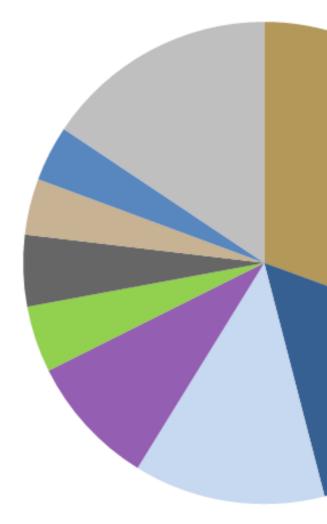
- 35% of Group revenue, 23 countries
- Economically/demographically more mature
- Short term economic challenges
- Good medium term opportunities





We have a well-diversified business geographically...

- 70% of revenue in E&J from top 5 countries:
 - UK
 - France
 - Japan
 - Germany
 - Spain
- Exited 10 countries including:
 - Greece
 - Cyprus
 - Croatia



- ■UK ■France
 - Japan
 - ■Germany
 - Spain
 - ∎ltaly
 - Norway
 - Netherlands
 - ■Other





Business & Industry	Education	Healthcare & Seniors	Sports & Leisure
56%	12%	15%	11%

Defence, Offshore & Remote

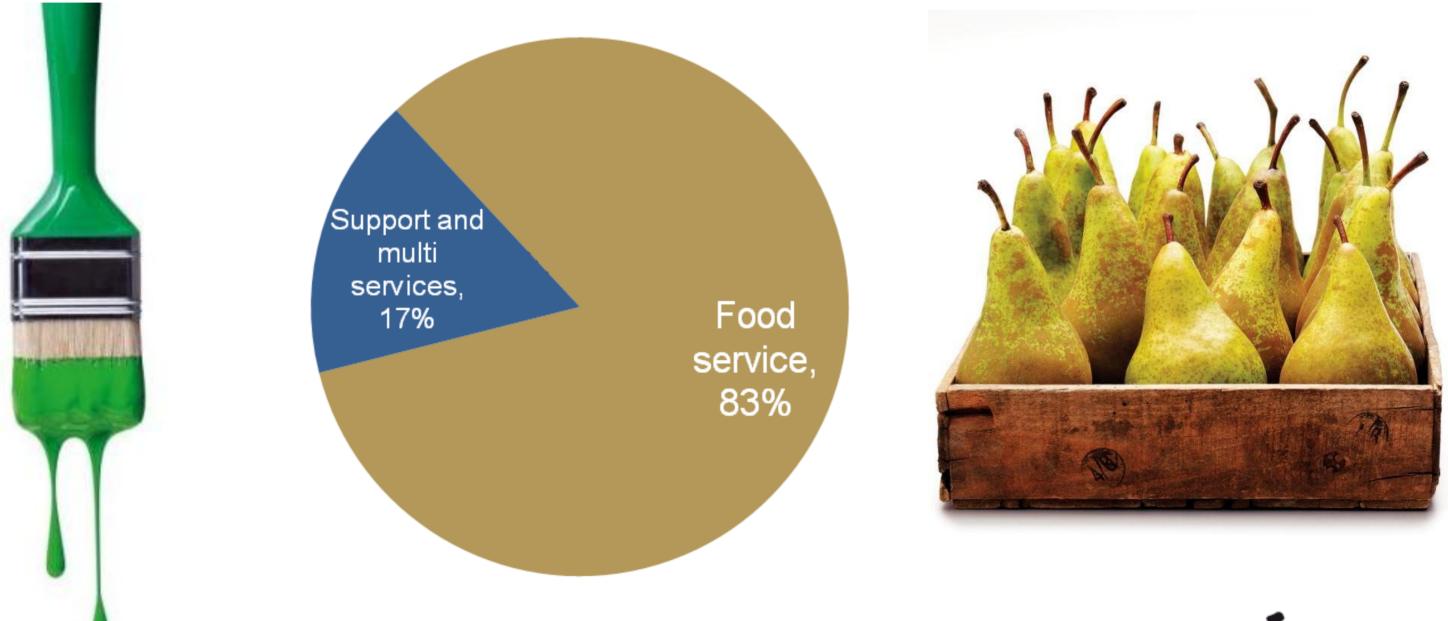








We can deliver food and support services





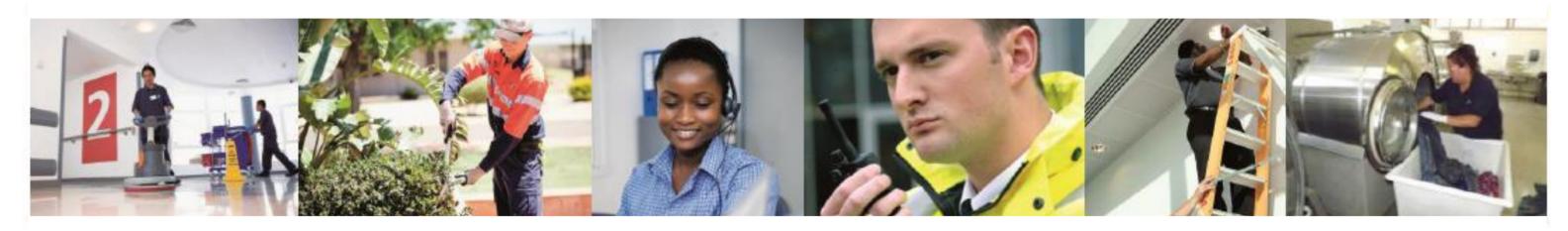
Food is our core offer

Sector	Compass brands	Exam
Business & Industry	Restaurant Associates	YAJ
Healthcare & Seniors	medirest	Cambrid
Education	Chartwells	W
Sports & Leisure	Levy Restaurants	ALL AND ALL AN
Defence, Offshore & Remote	ESS Support Services Worldwide	



Responding in support services

- Bundling in B&I mainly northern Europe multi nationals
- Trend in UK Healthcare, elsewhere less obvious
- Capability where needed through M&A / organic growth and / or partnerships



Cleaning

Landscaping

Reception

Security



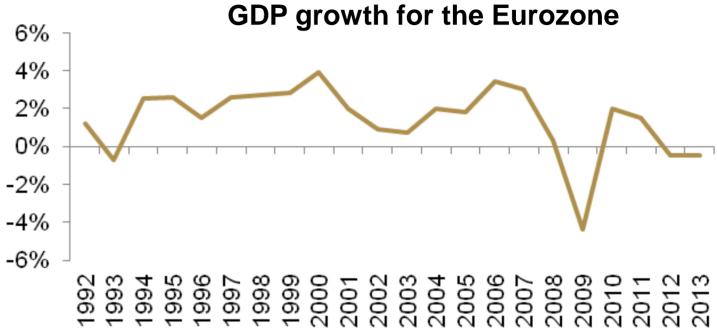
Light maintenance

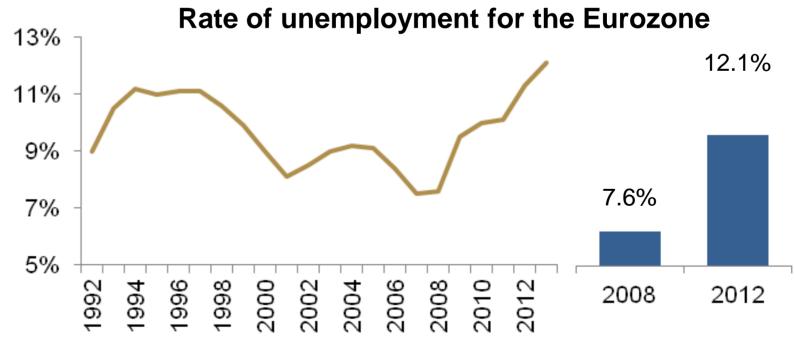
Laundry



Economic conditions - Material decline

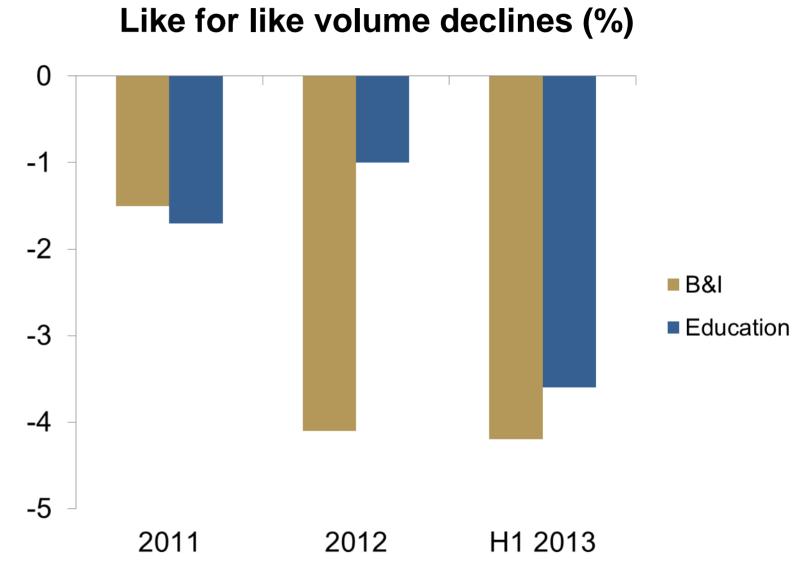
- Declining GDP & downward revisions to forecasts
 - OECD forecasts for 2013 -0.6%
- Post 2008/9 short recovery
- Unemployment still rising
- Outlook uncertain





Like for like volumes hit

- Increasingly negative trends; 3 year decline 5.5%
- All sectors impacted
- Decline 2013 c.3%
- Mitigation significant labour cost reduction





Varied picture across region

Northern and Eastern Europe

Good new business wins Mixed LFL volume

Western Europe & Japan

Good new business in some countries Pressure on LFL volume incl. France

Southern Europe

Strong new business in Spain Strongly negative LFL volume

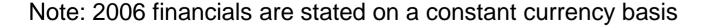


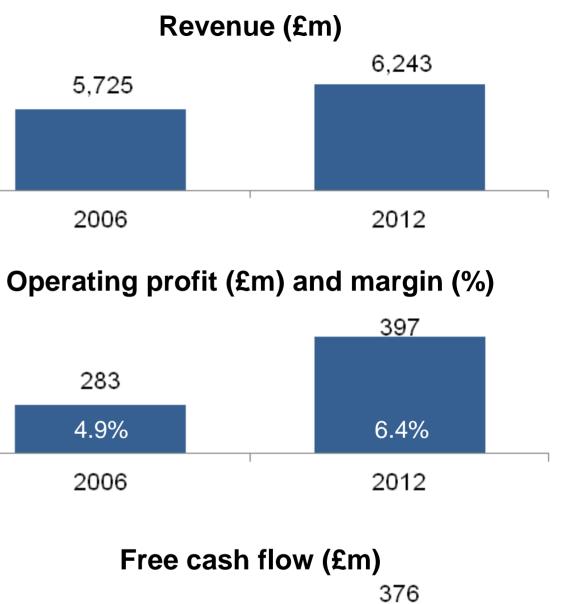


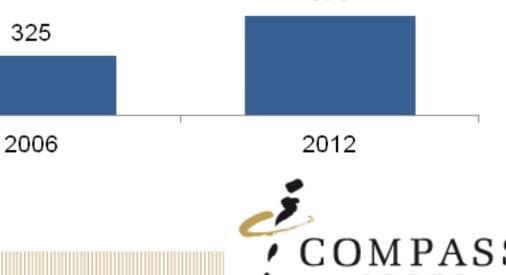


Financial performance

- Revenue affected by economic conditions
- Operating margin up 150 bps
- Cash generation significantly improved
- Still lots to go for!







Decisive action taken

Restructure Southern Europe

- Exit poor performing contracts
- Non-core businesses disposed
- **Debtors** reviewed
- Office space consolidated

Increased cost efficiency

- improved
- Labour costs reduced headcount, increased flexibility
- reductions

Food cost reduced / quality traceability

Continued Above Unit Overhead cost



Case study: Reducing duplication







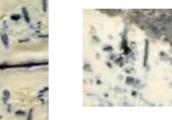




















Product rationalisation – UK example

- Blue cheese varieties 145 to 15
- Improved control / traceability
- Economies of scale
- Across entire UK product base:

ARO benefit £20m

Many opportunities in other countries



Cost of labour framework

Flexibility

Work patterns : Day? Week? Month?

Planning

How many hours? From whom? Doing what? When? How? "...deliver the right service quality at the lowest net cost..."



Who to pay? How many hours? What cost?



Progress made

Announced September 2012

- (3)% LFL volume declines expected
- Potential FY £60m profit impact
- Immediate & intense labour cost reduction
- Significant savings expected
- Increased contract flexibility
- £295m exceptional charge

Delivered H1 2013

- (2.5)% LFL decline actual
- Actual H1 c.£25m profit impact
- Action plans ahead of schedule
- £30m savings H1
- Southern Europe good progress

Mitigating tough economic backdrop



Looking forward

Drive Cost Efficiency

- Reduced fixed labour costs
- Greater labour flexibility
- Simplified & lower cost processes
- Lean organisational structure

Top Line – Sharp Focus

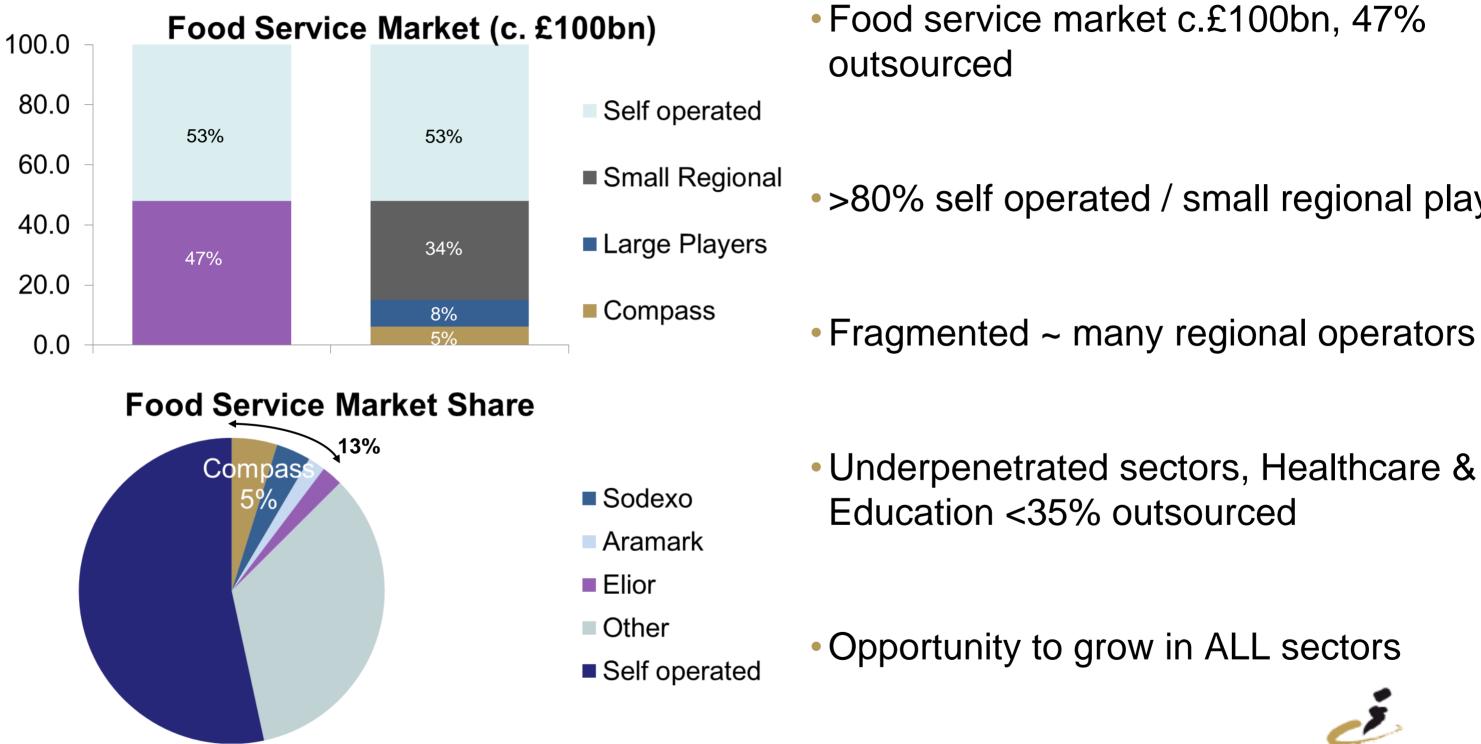
- Sales & training ongoing investment
- Retention best practices roll out
- Food offer continuous innovation
- Support services selective expansion

Greater productivity

Competitiveness



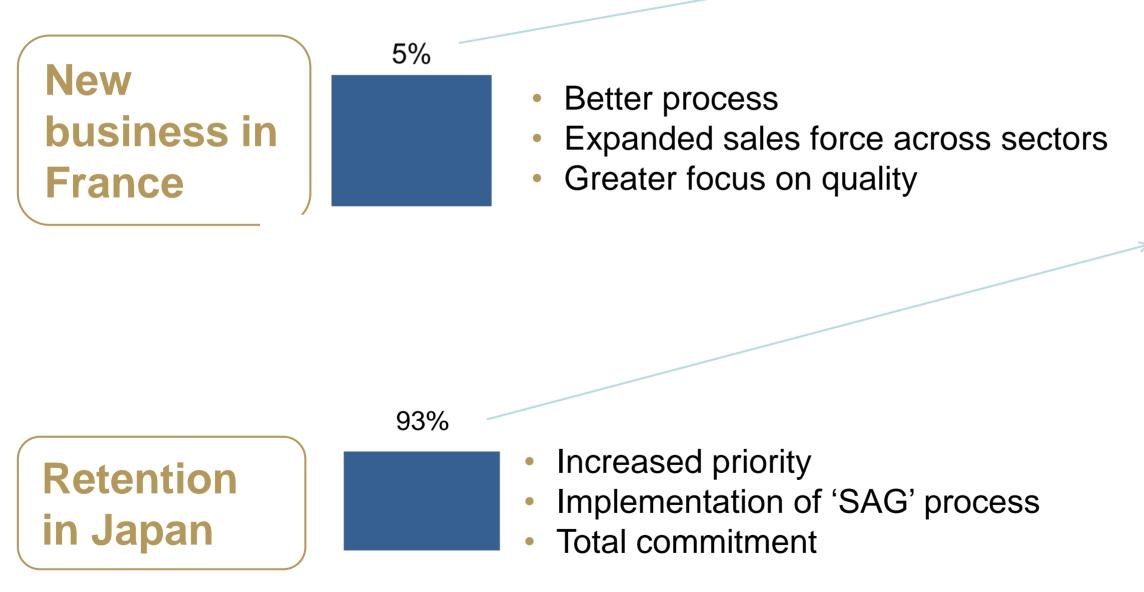
Driving the top line



>80% self operated / small regional players



Case studies: New business & retention





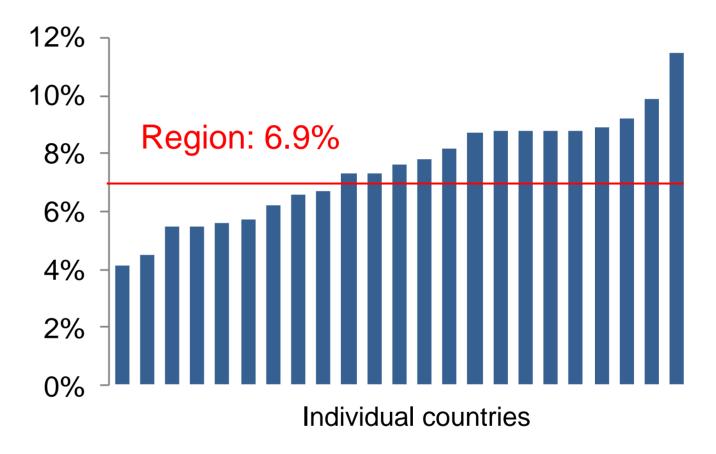






Further efficiencies

- Range of margins: 4% to 11%
- Further efficiencies in under performing countries
- Steady progress in others
- MAP framework ongoing intensity



H1 2013 margin by country



Good medium term opportunities

- Focus on quality / sustainable new business
- Improve retention
- When economy stabilises flat LFL volumes?



Revenue

- Continue to drive efficiencies
- Lower and more flexible cost base

Target: organic revenue growth & steady margin improvement





Compass Group Spain

Alfredo Ruiz Plaza Managing Director Iberia





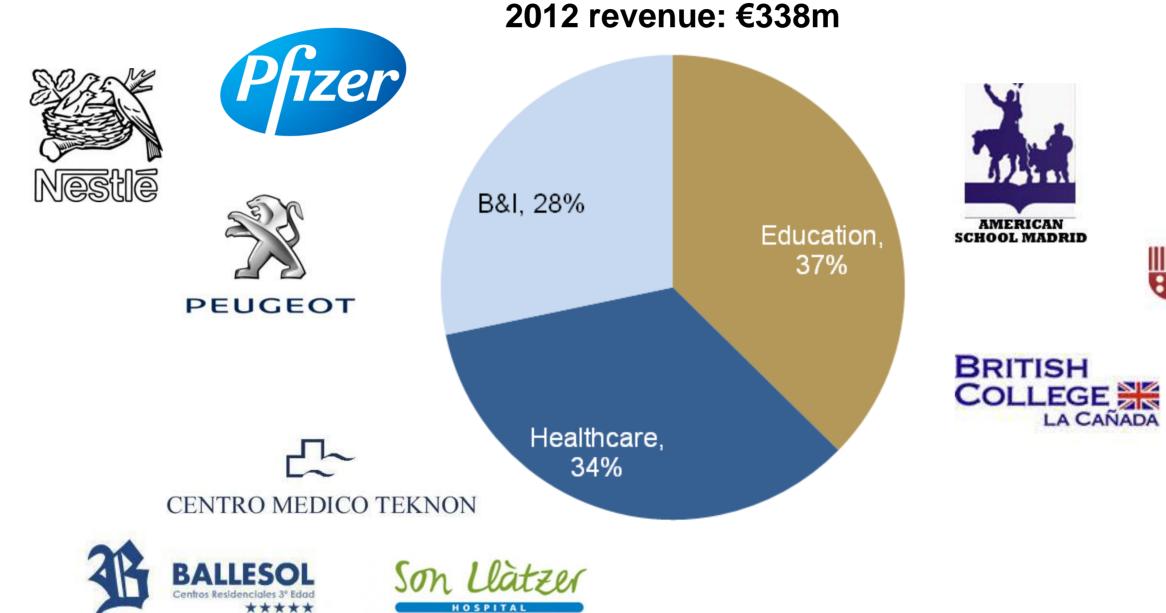
Compass has a presence in key areas of Spain...



Region	% revenue
Catalunya	30
Madrid	20
Basque Country	10
Valencia	8
Canary Islands	5
Mallorca	5
Primary regions	78
Rest of Spain	22



And a balanced business across sectors

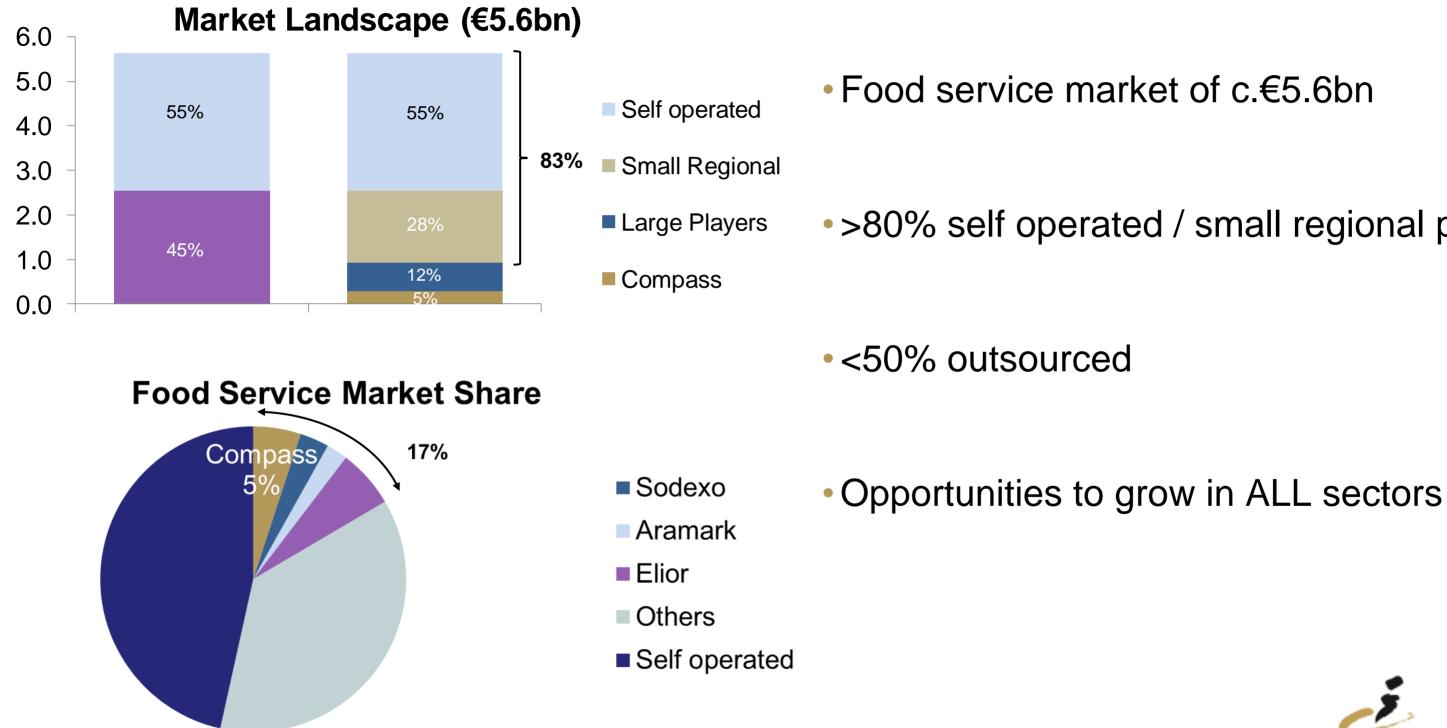


Note: additional 1% of revenue generated from Sports & Leisure





We have a strong position in an attractive market



Note: market data figures based on Compass Group management estimates

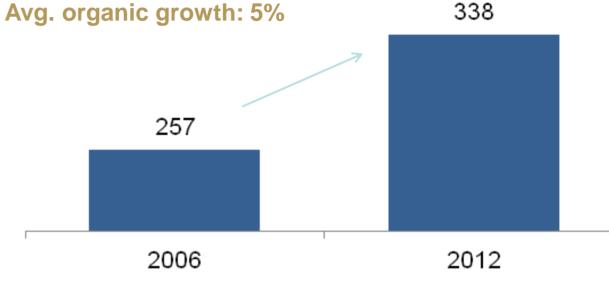


>80% self operated / small regional players



Good financial performance since 2006

- Solid growth in new business and improving retention
- ...but pressure on LFL for last 3 years
- Significant margin improvement
- Focus across all areas of MAP

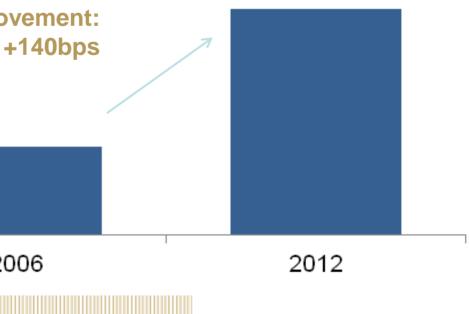


Margin improvement:

2006



Operating Profit & Margin Improvement



Economic backdrop

Declining GDP since 2008; expected to continue through 2013

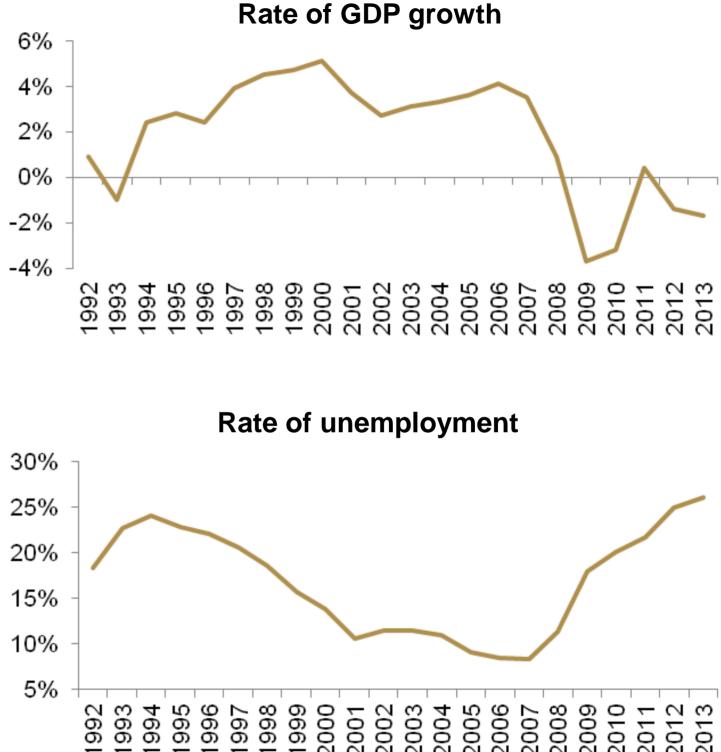
Downgrades to economic forecasts

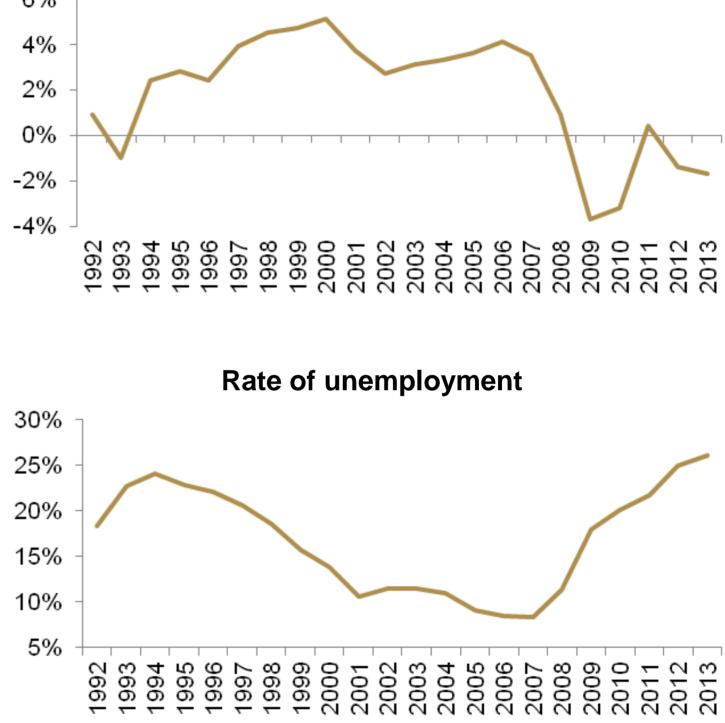
Large government deficit

Unemployment rate now 27%

Source: Ministerio De Economia Y Hacienda & ANFAC











Impact of the economy on Compass

Sector	Issue	Impact on
B&I	 Headcount reductions Lower subsidies Reduced client & consumer spend 	 Smaller of Pressure budgets
Education	 Changing school hours Lower levels of funding 	 Lower de meals More page
Healthcare	 Reduced government funding Hospital / ward closures 	 Lower oc patients a Fewer vis

Significant declines in like for like volumes

Compass

consumer population e on client & consumer

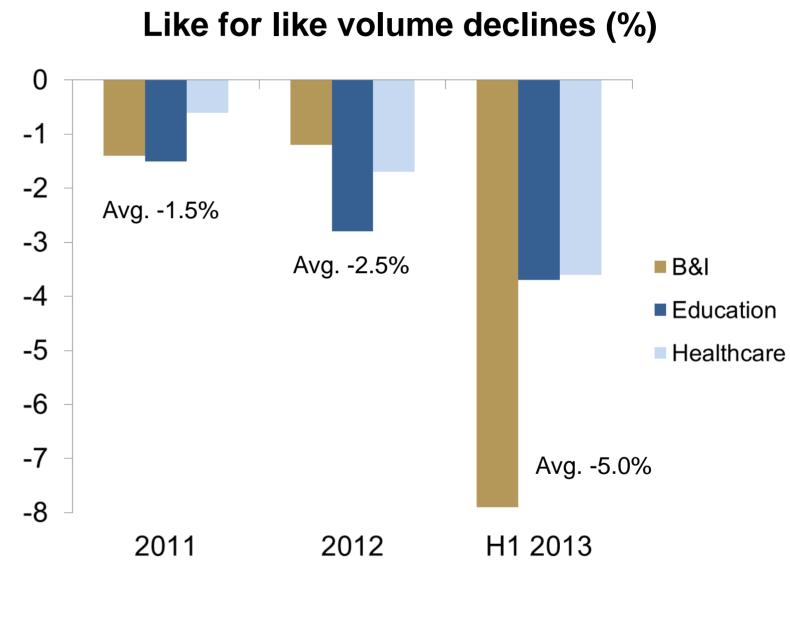
emand for school

cked lunches

ccupancy rates/fewer and staff to feed isitors/lower spend

Like for like volume trends

- Increasingly negative trends; 3 year decline of nearly 10%
- Impact across all sectors
- €25m impact on revenue since 2011
- Mitigated by significant reduction in labour cost





Decisive action taken

M-p 3

- 40% reduction in number of products
- 70% of volume now delivered through one logistics partner

MAP 4

- Reduced headcount
- Changed contract structure to enable greater flexibility



Downsized & relocated head office; closed regional offices

Standardised back office processes



Actions also focused on driving the top line

- Increasingly selective on new business
- Reviewed contract portfolio
 - Fixed / exited poor performing contracts
 - More selective of counterparties
- Re-focused top line
 - Strengthened sales force
 - Invested in retention
- Strengthened working capital controls
 - Focus on cash and debtors

M-p 1 M-p 2

M-p1







As a result, we've delivered good quality, sustainable new business

- Acceleration in trend to outsourcing
- Refocused sales force, better training
- More selective
- Delivering gross new business of c.10%
- Quality, sustainable contracts











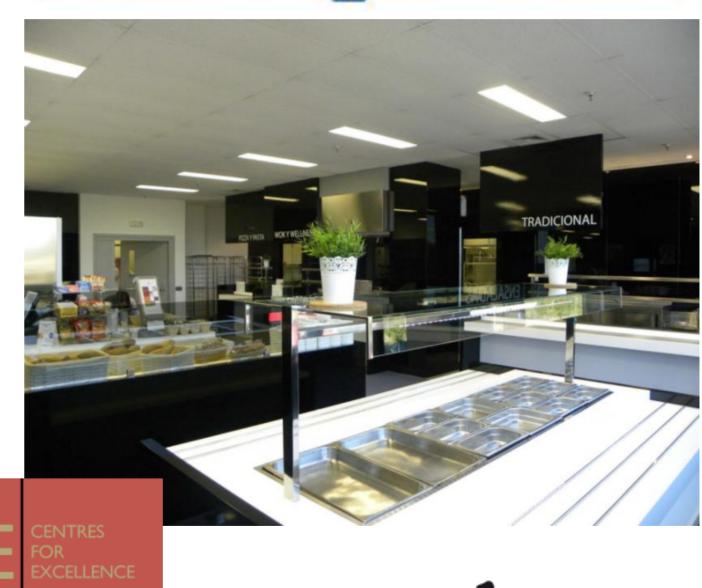






Case study: New business win

- 2012 new business: contract length 7 years
- Annual revenue £520k
- Our game plan:
 - Redefinition of the offer: variety in menus / new on-site manager / investment
 - Best practice on B&I







Case study: Improving underlying retention

- Client since 1981; extended in 2012 for another 10 years
- Biggest B&I account in Spain with an expansion plan to double their Madrid Campus
- Annual revenue £4.6m
- Our game plan:
 - Proactive culinary solutions to handle new students' diversity: 60% of MBA students are foreign
 - Eurest Chair of Excellence in Services







The objective of **the Eurest Chair of Excellence in Services** is to advance the development and dissemination of knowledge on how organizations can achieve excellence in service delivery, why should they achieve it, and how they can be innovative in this way.



Good growth opportunities

- Good market opportunity
 - B&I: consolidate position, adjust consumer offers
 - Healthcare: well positioned for new public / private contracts
 - Higher Education: strong platform to grow
- When economy stabilises, strategy should deliver organic revenue growth and steady margin progression



We are well placed for the short & medium term

- Short term economic outlook difficult, but we're taking action to manage it
- Exciting market opportunities
- Investing to drive top line
- Further scope to drive efficiencies
- Restructured cost base will give us a competitive edge

Cautiously optimistic





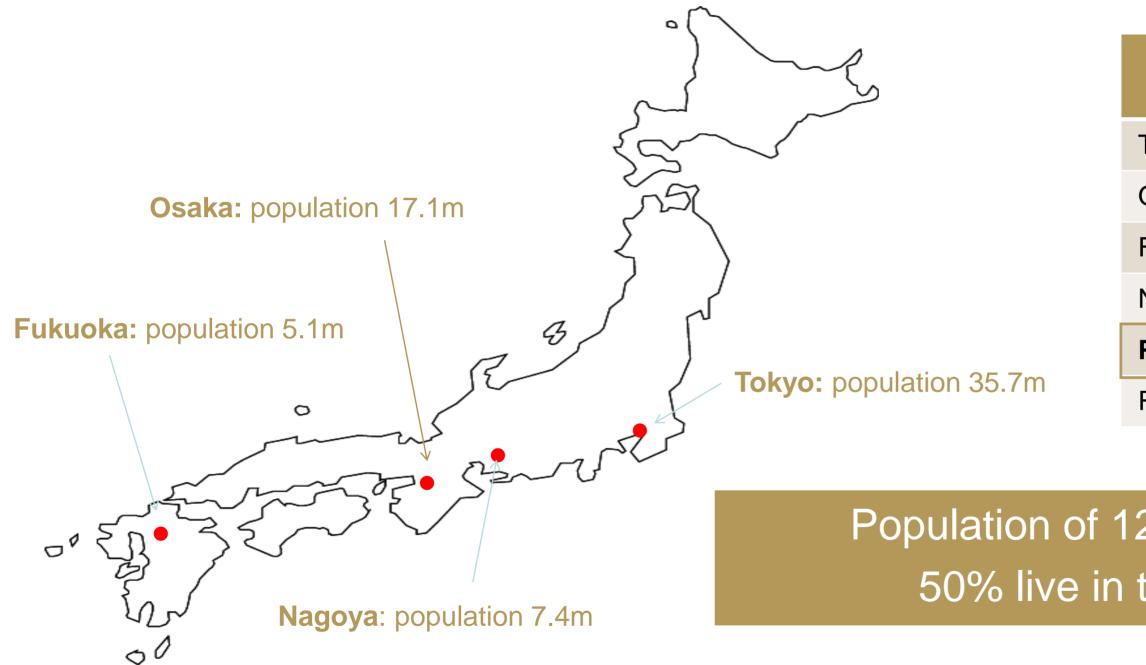


Compass Group Japan: Seiyo Food

Takeshi Kohjima Managing Director



Compass has a presence in all the major cities...





Region	% revenue	
Tokyo	46	
Osaka	8	
Fukuoka	6	
Nagoya	2	
Primary regions	62	
Rest of Japan	38	

Population of 128 million people 50% live in these 4 cities



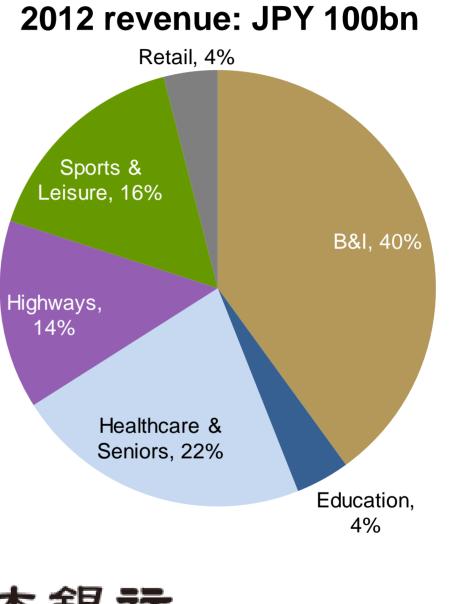
And a balanced business across a range of sectors

- Predominantly Business & Industry
- Good exposure to growing Healthcare & Seniors market
- Some opportunities in Higher Education
- Solid businesses in Sports & Leisure and Highways



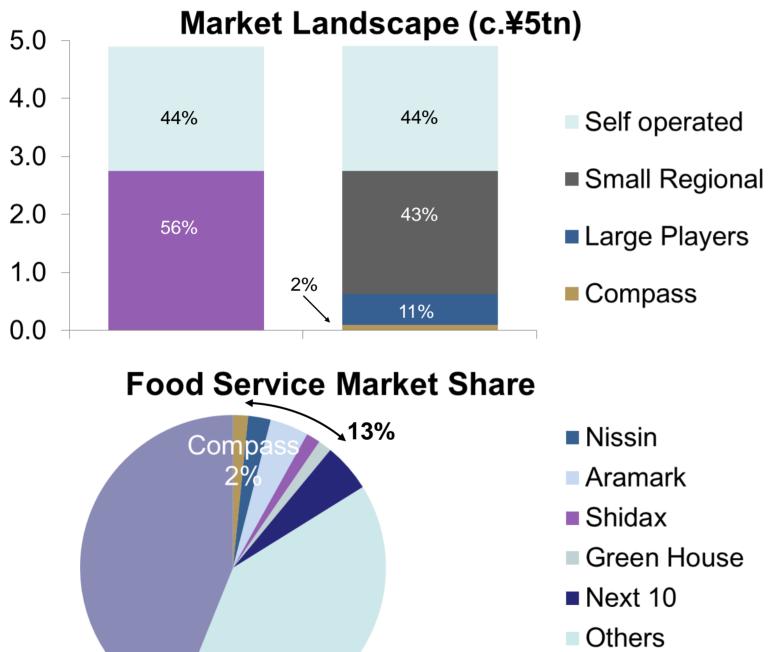








We have a strong position in an attractive market



- Food service market of c.¥5tn, c.56% outsourced
- account for less than 20% of market

- Nissin
- Aramark
- Shidax
- Green House
- Next 10
- Others
- Self operated

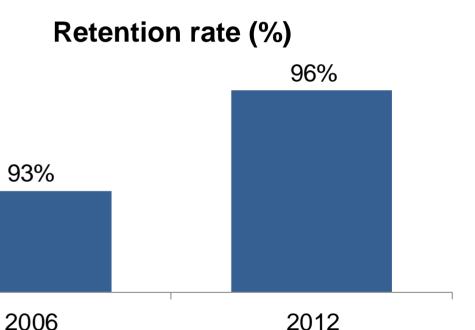
Fragmented industry ~ the 15 largest players

Good growth opportunities – ALL sectors



Compass' development in Japan

- Exited high street restaurant business to focus on contract catering
- Strategic acquisitions
 - Chiyoda (B&I), Sun Food (B&I, Healthcare, Education), NKS (Healthcare)
- Significant increase in retention rate
- Margin more than doubled since 2006
- Excellent cash generation





Focus on top line best practice

- Ongoing investment in the sales team
- Implementation of US retention model
- Increased focus on consumer proposition to drive spend



M-p

125







Case study: Retention & new business

- Started operating head office cafeteria in 2006
- Re-bid in January 2013, including innovative offers:
 - "My choice" (food offer by calories)
 - Café Liscio
- Successfully retained and expanded the contract; increased revenue by over 30%
- Currently operate 11 Sony sites with revenue of JPY 1.3 billion

SONY







Ongoing drive for efficiencies across MAP

- Focus on product rationalisation
 - External SKUs: 22,000
 - Approved suppliers:
 - Estimated saving:

7,400

reduced by 30% JPY 500m

- Efficiency in labour and utilities costs
 - Focus on using flexibility already available
- Reorganised business; continued reduction of above unit costs

Good progress but still **lots** to do

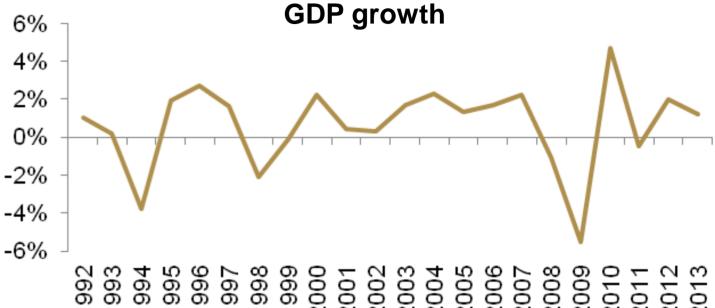


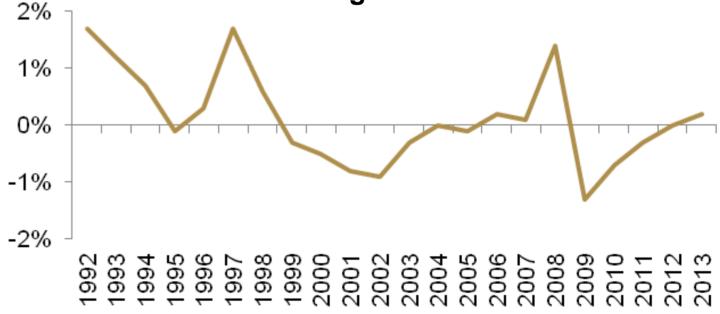




Looking forward, flat macro environment likely to continue

- Little / no GDP growth
- Deflationary backdrop
- New government committed to revitalising economy
- 2% inflation target





CPI growth

2010

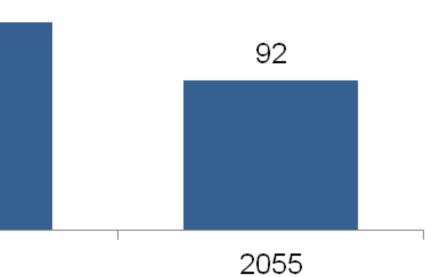
But there are good opportunities from demographic trends

- Population declining
- But increasing rate of retirement among 'baby boomers'
- People aged over 65 will comprise more than 30% of the population by 2020
- Highest life expectancy in the world (82)
- Spending on Healthcare set to grow by c.4% p.a.

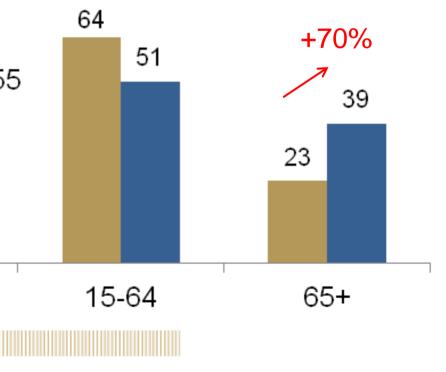


0-14

Total population (millions)



Distribution of population by age



Particularly in Healthcare & Seniors

Healthcare & Seniors market

- Estimated size: JPY 1.3 trillion
- Approx. 50% currently self operated
- Fragmented market
- 45% of outsourced market with small regional players

Compass' position

- Top 6 player; strong growth
- organic growth

 - employees



Compass is well positioned to maximise growth opportunity

Note: market data figures based on Compass Group management estimates

Acquisition of NKS in 2012 to accelerate

Based in Tokyo (doubled our presence there) Operates around 200 units with over 1200



We will maintain our focus on driving the top line

- Ongoing growth in B&I
- Healthcare & Seniors increasingly important
- Ongoing investment in sales and retention
- Market consolidation opportunities





Bank of **Japan Head** Office





Metropolitan Police headquarters



As we move into the next phase of efficiencies

m

- Significant supplier rationalisation opportunities
- Improved logistics
- Better deals with wholesalers

MP

- Forecasting labour requirements, by day, for the week ahead
- Using existing flexibility in labour force





Good future opportunities

- Strong market position, particularly in B&I and Healthcare
- Great potential for organic growth
- Opportunities for infill M&A
- Continue to generate efficiencies, which can
 - Benefit the bottom line; and
 - Help us to grow









Fast Growing & Emerging Strategy

Richard Cousins Group Chief Executive



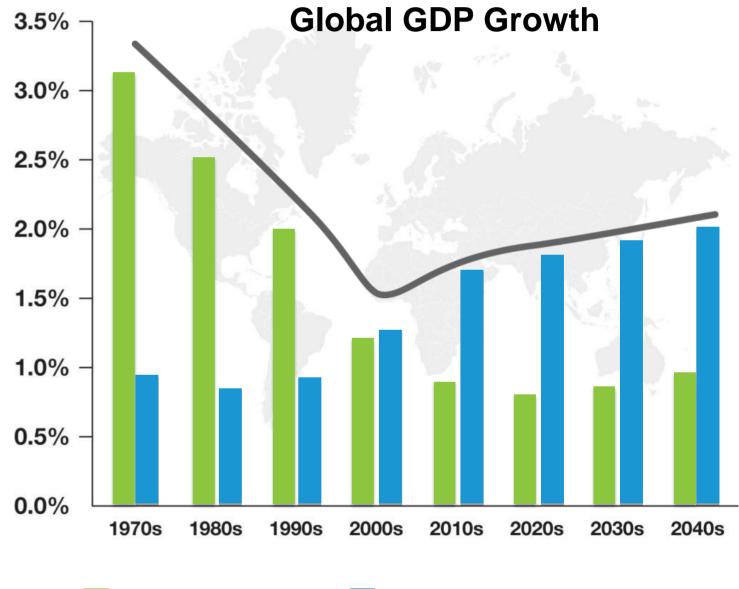




Significance of fast growing & emerging economies

Over the coming decades, emerging economies will:

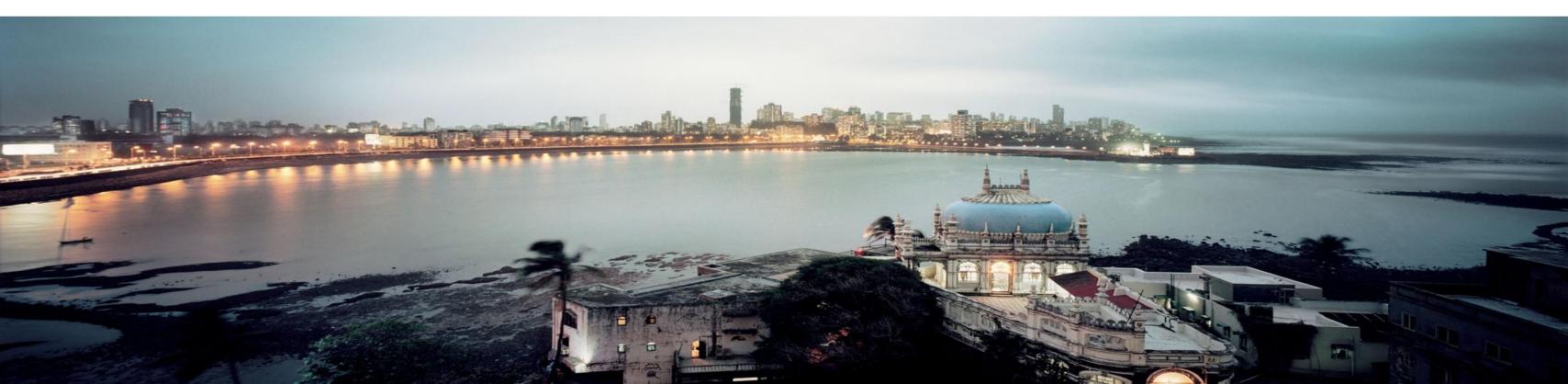
- Contribute majority of global growth
- See significant increases in working populations
- Generate greater income per capita and discretionary spend



Emerging Markets — Global

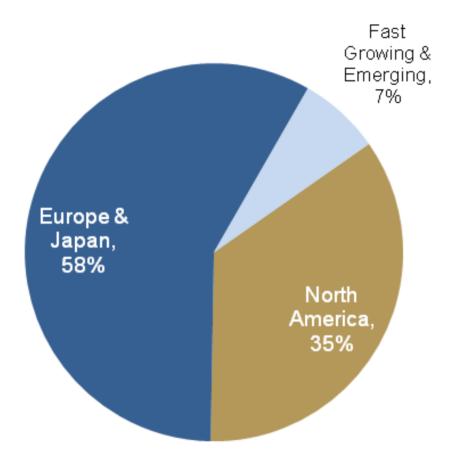


Huge opportunity but discipline needed



Growing significance to the Group

2002



Europe & Japan, 37%

Revenue increased from £750m to £3.1bn



Fast Growing & Emerging, 19%

North America, 44%



Streamlined focus within the region

Current countries

Australia Brazil Turkey South Africa Chile UAE Mexico Kazakhstan New Zealand Colombia Argentina

China Algeria Indonesia Angola India Russia Thailand Qatar Singapore Egypt Azerbaijan

Bahrain Cameroon East Timor Kuwait Burundi Eritrea Liberia Cambodia Morocco Tunisia Polynesia Costa Rica Jordan

Number of countries reduced to 22

Exited since 2003

Oman Venezuela Israel Zambia Malawi Tanzania Swaziland Botswana Ghana Mali Peru Bangladesh Philippines Nigeria



Strong financial performance

- Achieving scale in chosen markets
- Investing in management and processes
- Focus on sustainable, disciplined growth
- Profit quadrupled; margin increased 390bps

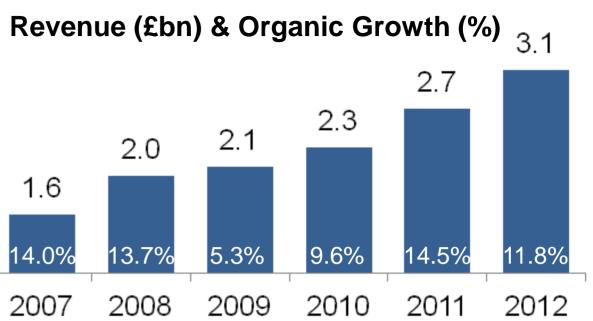
2.0 1.6 1.5 14.0% 16.0% 13.7%

2006



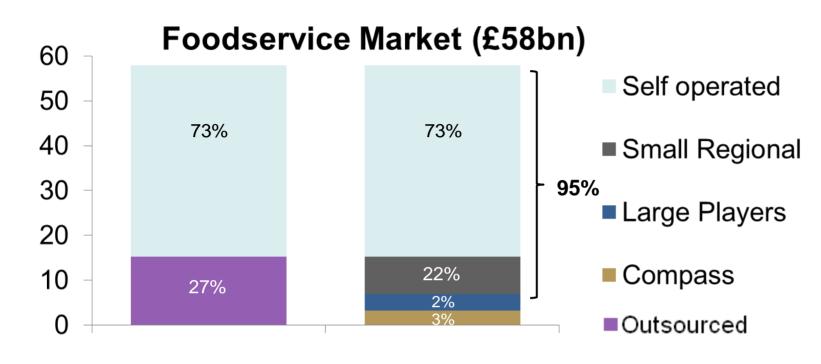


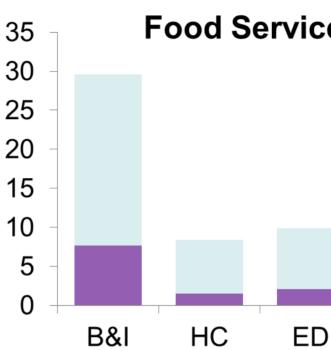


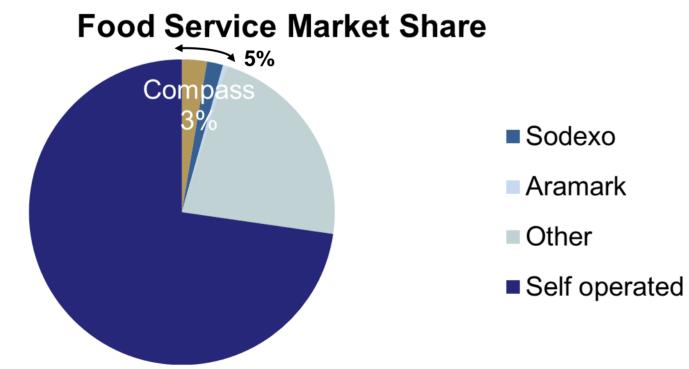




Significant structural growth opportunity



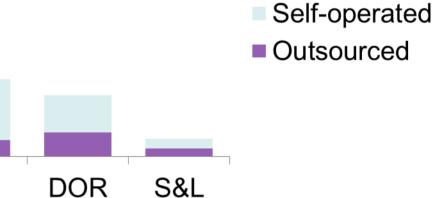




- Food service market c.£58bn
 - Only c.27% outsourced
- Underpenetrated sectors but developing
- Building scale across region
- Huge opportunity

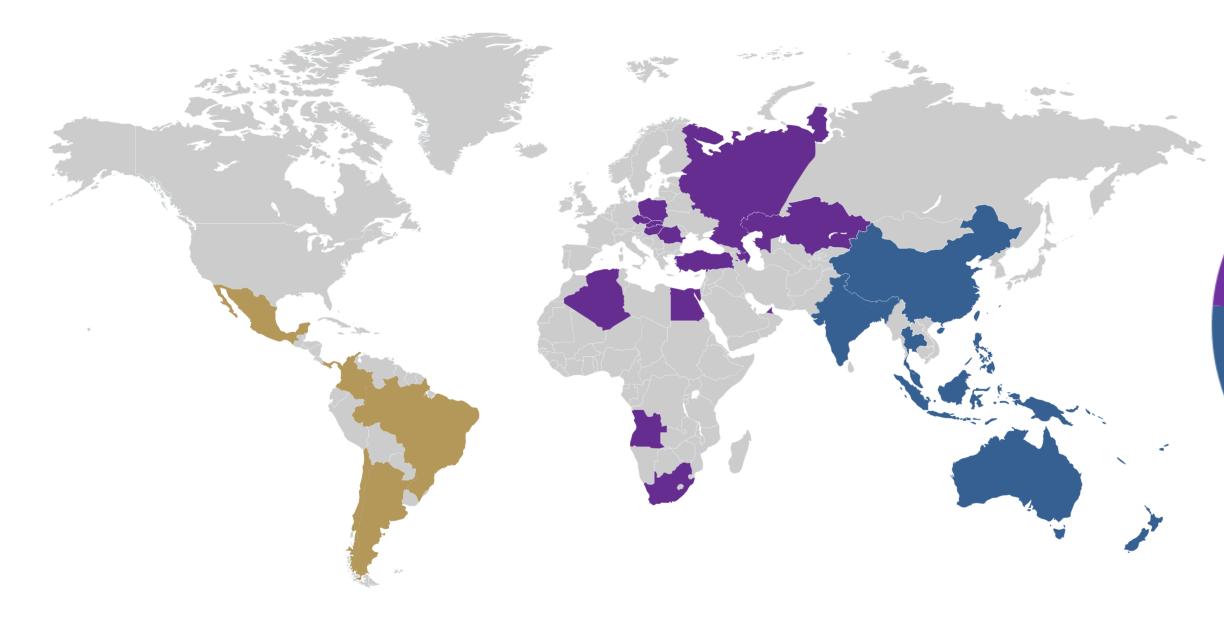
Note: market data figures based on Compass Group management estimates

Food Service Market – by Sector





How we manage the region



2012 Revenue By Sub-Region

Central Asia, Middle East & Africa, £0.7bn

Latin America, £1.1bn

Pacific & South / East Asia, £1.3bn



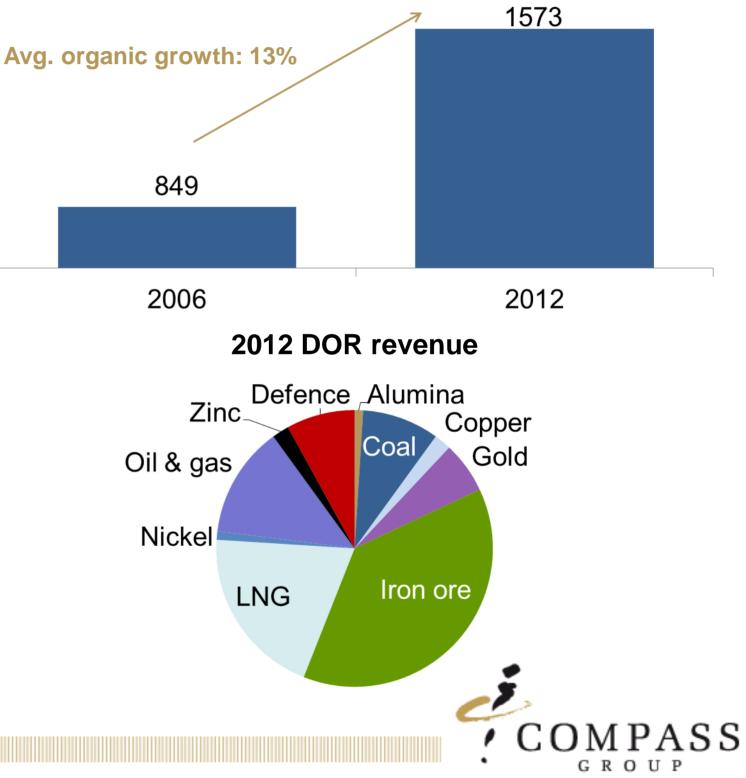
Overview of Australia & New Zealand



GROUP

Australia: Market leadership in Defence, Offshore & Remote

- Australia FY 2012 revenue £1bn; 6% of Group
- Mainly DOR but excellent balance
- Good profitability and strong management
- Healthy pipeline but coming off peak of growth



Australia revenue (AUD m)

CASE STUDY: PORT HAVEN – PILBARA, WESTERN AUSTRALIA



CASE STUDY: CURTIS ISLAND, QUEENSLAND





Compass Group Turkey: Sofra Group

Yaşar Büyükçetin Managing Director



Turkey has a rapidly growing economy

- GDP of \$800bn, up from \$230bn in 2002
- Expected to be fastest growing OECD economy in 2011 - 2017
- Forecast to have 3rd highest growth rate globally by 2017, behind China & India
- Over \$100bn of foreign direct investment over last 9 years



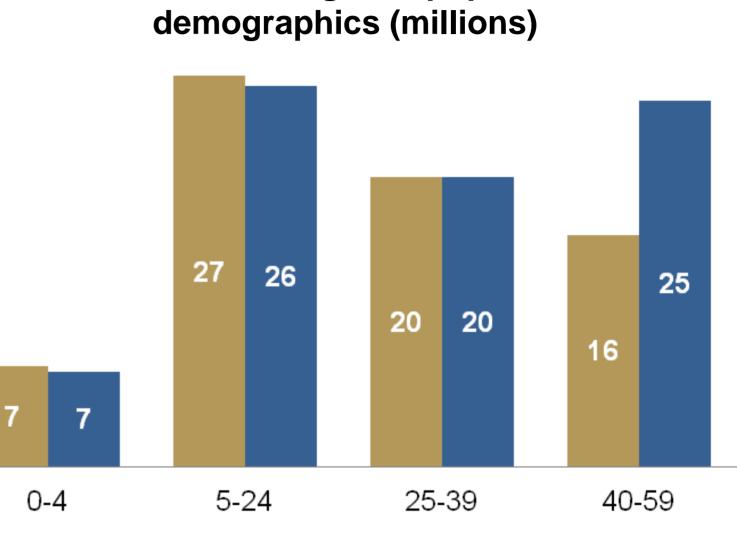


And positive demographics

- Population of 76 million
- Estimated to grow to 100m by 2023
- Average age of 29
- Labour force: 28 million
- Student population: 25 million



148





Age

Forecast changes in population

2010 2023



Compass is present across the country



- HQ in Istanbul; 13 regional offices
- 19,000 employees in 2,000 units; 8th largest employer in Turkey
- Significant progress on HSE





Wide ranging client base: Domestic & international clients









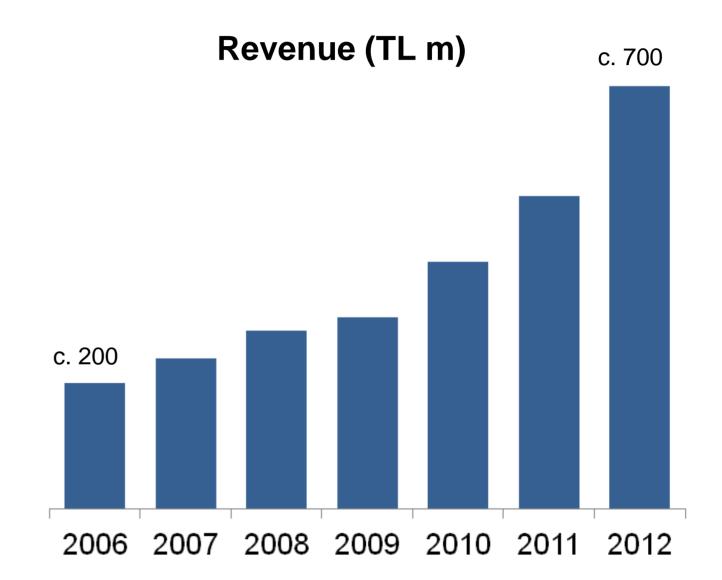


We have delivered strong revenue and margin growth

- Revenue more than tripled
- Average annual organic growth of c.15%
- Some infill M&A

151

Margin improved by over 300 basis points



Note: above numbers on a pro forma basis, assuming 100% ownership of Sofra before 2011 Acquired Obasan in 2011





Drivers of organic growth

- Strong new business
 - Improving retention

- Pricing reflects inflation
 - Positive like for like volume growth



Looking forward - Food service market opportunity

- Private sector food service market of c.TL 8bn
- Currently 36% outsourced; growing rapidly
- Compass has a market leading position
- 90% of private sector market self operated or with small regional players
- Public sector 3x larger and less penetrated...a focus for the future

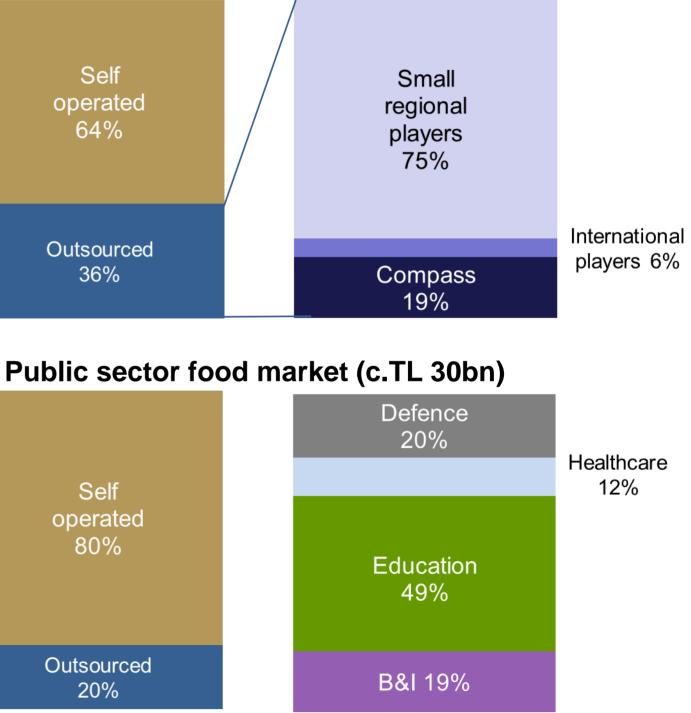
Self operated 64% Outsourced 36%

Self operated 80%

Outsourced 20%

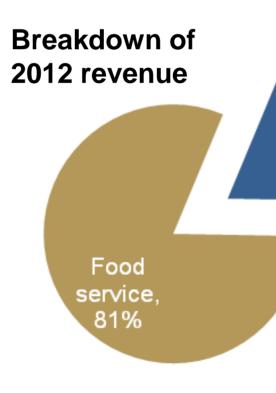


Private sector food market (c.TL 8bn)



Opportunity in support services

- Large support services market, 32% outsourced & growing
- Now 19% of Compass Turkey revenue
- Focus on cleaning and security
- Some demand from international companies for multi services
- Good opportunities to cross sell



Private sector support services market (c.TL 12bn)

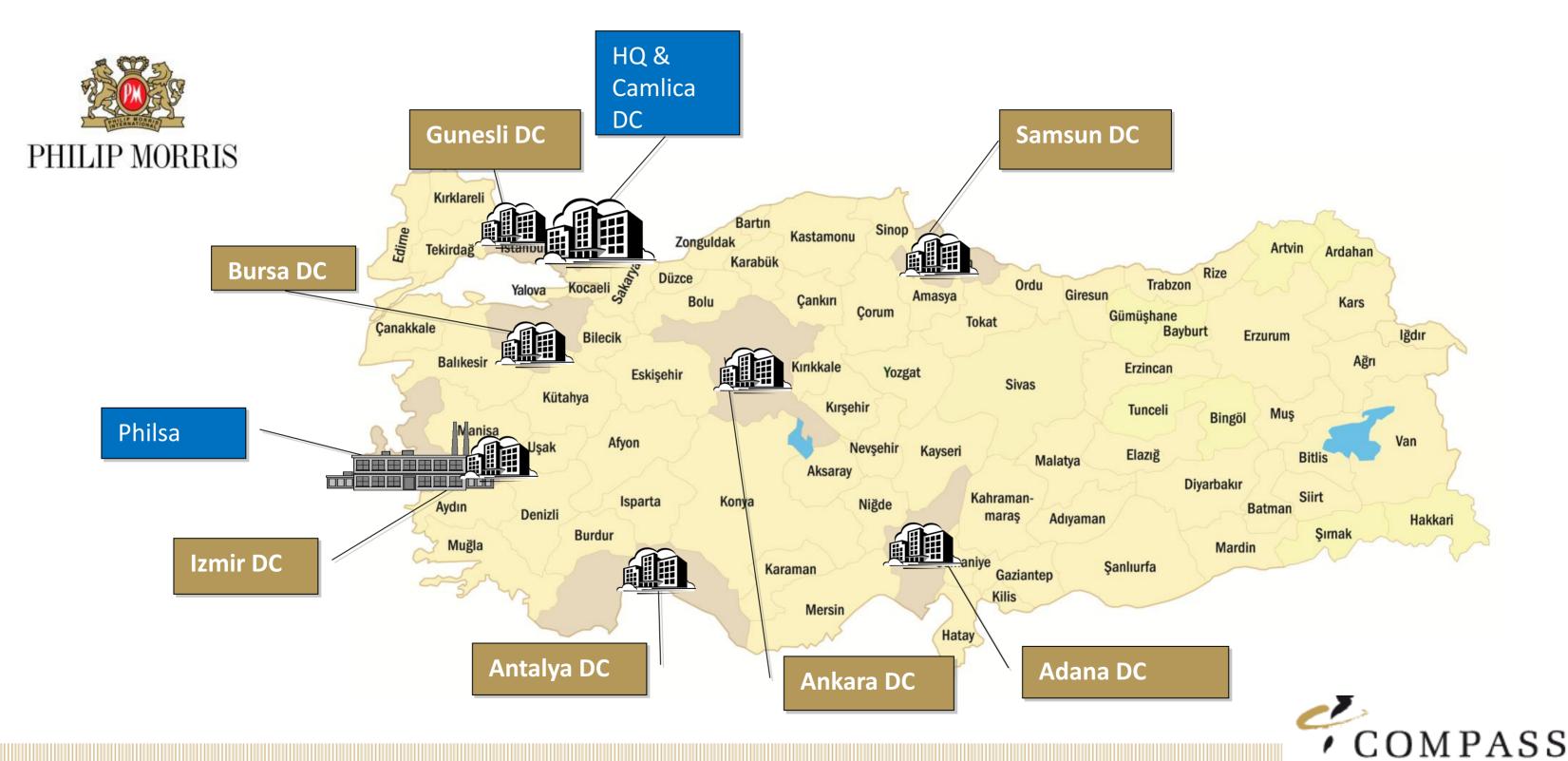


Outsourced, 32%

> Support and multi ser∨ice, 19%



For example, Philip Morris



GROUP



Overview

- Multi services contract
 - 5 year contract and renewable
 - Annual turnover of €10m
 - 500 employees deployed

Service Delivery

- - Food service
 - Cleaning
 - Business & office services
 - Light Maintenance
 - Outdoor services

Benefits to the Client

- Single point of accountability for service delivery
- Lower cost v multiple providers
- Good economies of scale

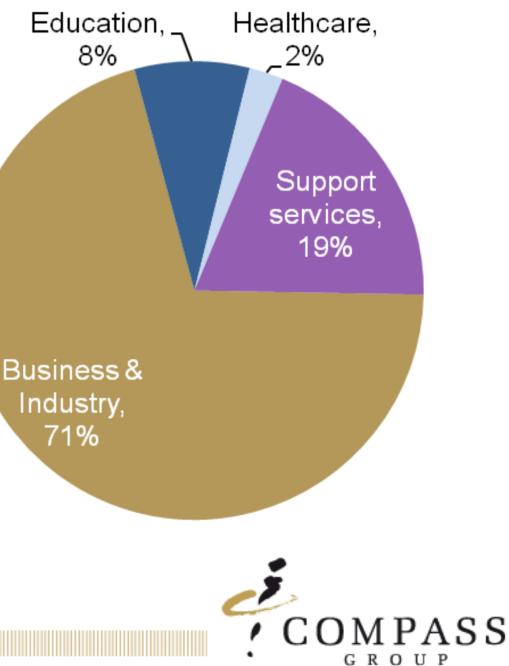
From 26 service providers to 1, covering



There are opportunities to grow from a solid base in **Business & Industry**

- Opportunities in multiple sectors and services
- Large and fast growing country
- Established presence in B&I; still significant opportunities
- Education and Healthcare underpenetrated

2012 Revenue by Sector



We will continue to drive further revenue growth and efficiencies

- Continuous focus on HSE and quality
- Good performance to date but more to go
- Positive economic backdrop
- Outstanding opportunities for organic growth, supplemented by infill M&A
- Potential for further efficiencies





Compass Group Brazil: GRSA

Johnny Thomson Managing Director





Brazil: Positive fundamentals

- Very diversified economy
- Good demographics
- Improved public financial management
- World Cup / Olympics
- Significant economic growth



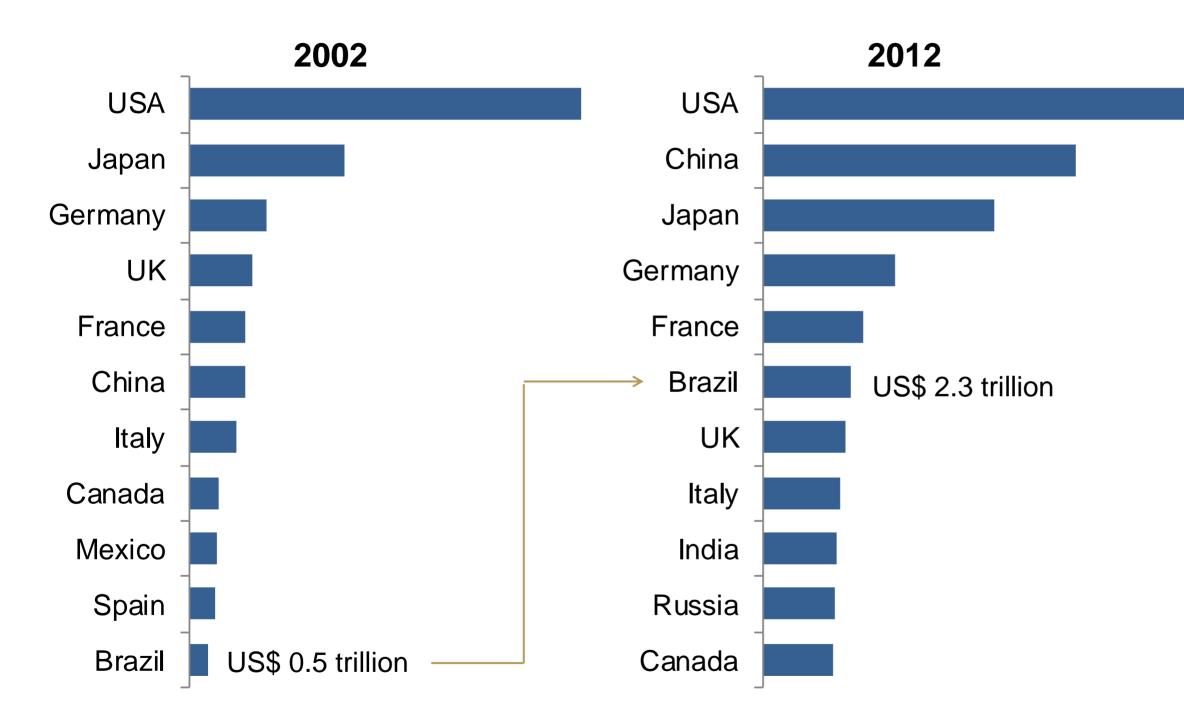






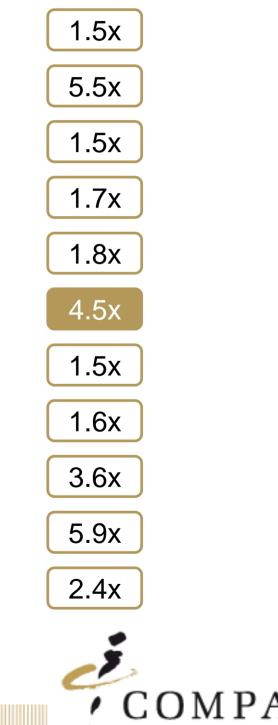


Brazil's economy has experienced significant growth





Growth 2002-12



GROUP

Compass has scale in Brazil

36 years

Experience in Brazil. Market leader

22% Market share

2,000+ **Operating Units**



1.5 million Meals per day

45,000+

Tons of products consumed per month





EM SERVICOS DE SUPORTE

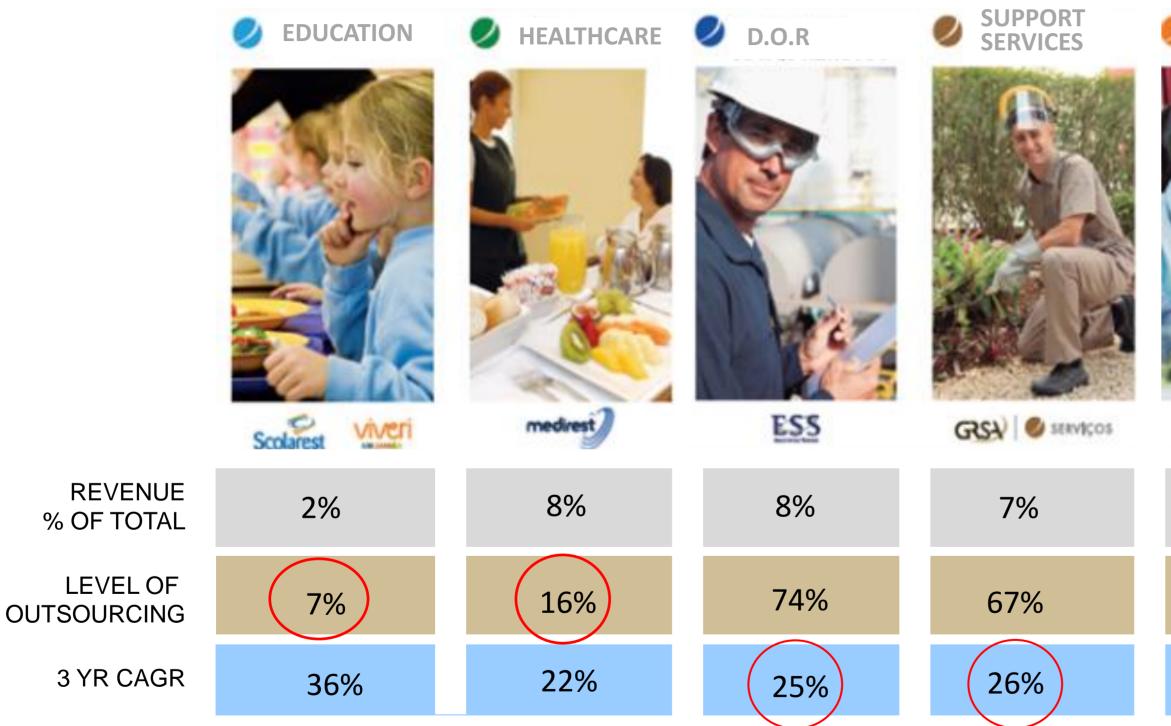
R\$ 2.2 bn Revenue (2011/2012)

36,000+ Employees

10 +**Support Services**



Our sector presence / opportunity





BUSINESS & INDUSTRY

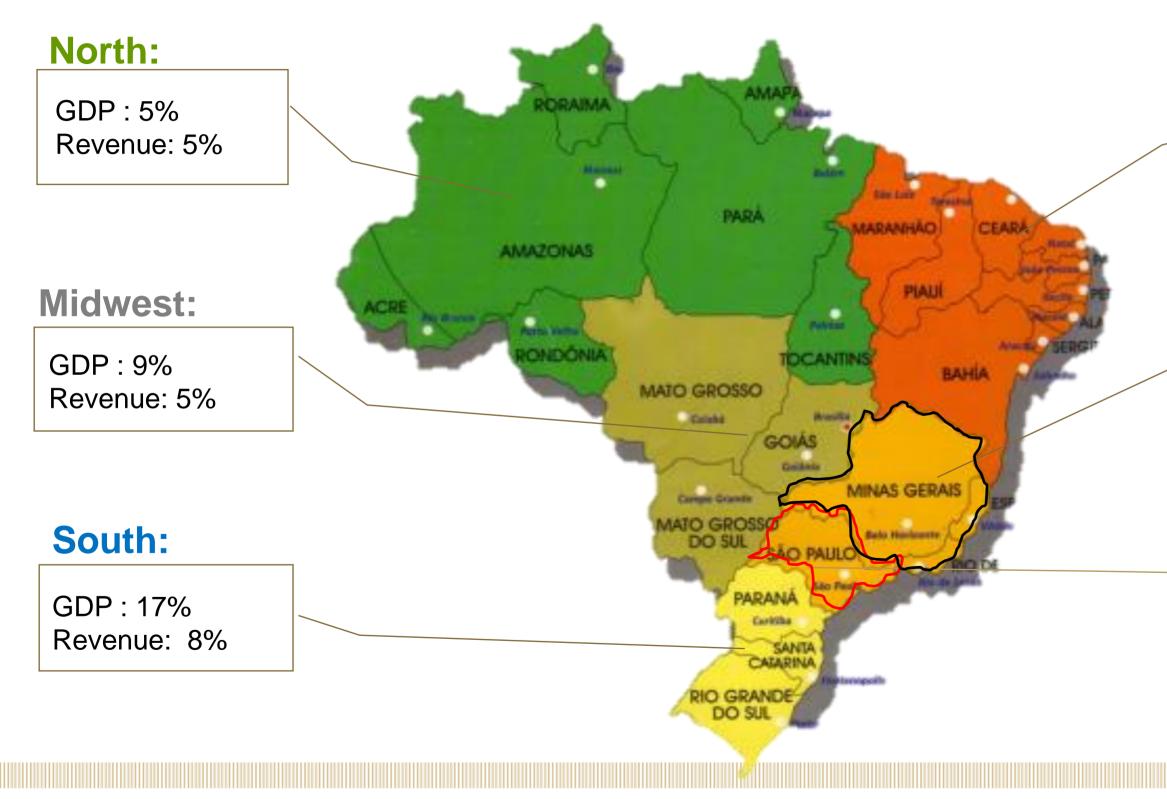


69%

82%



Our geographic presence / opportunity



North East:

GDP : 13% Revenue: 10%

South East (RJ/MG):

GDP: 21% Revenue: 21%

São Paulo

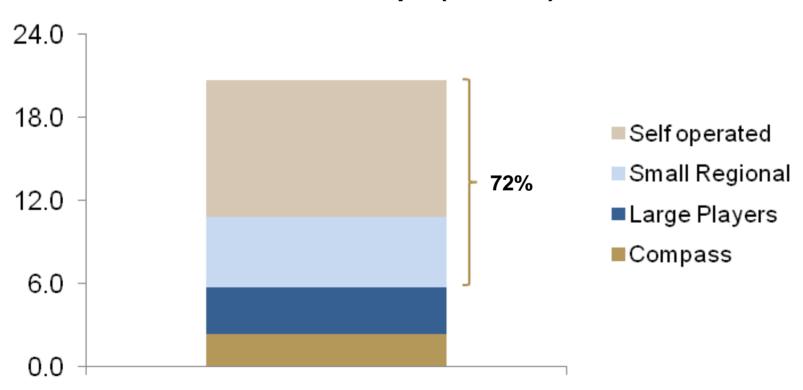
GDP: 34% Revenue: 52%

PASS

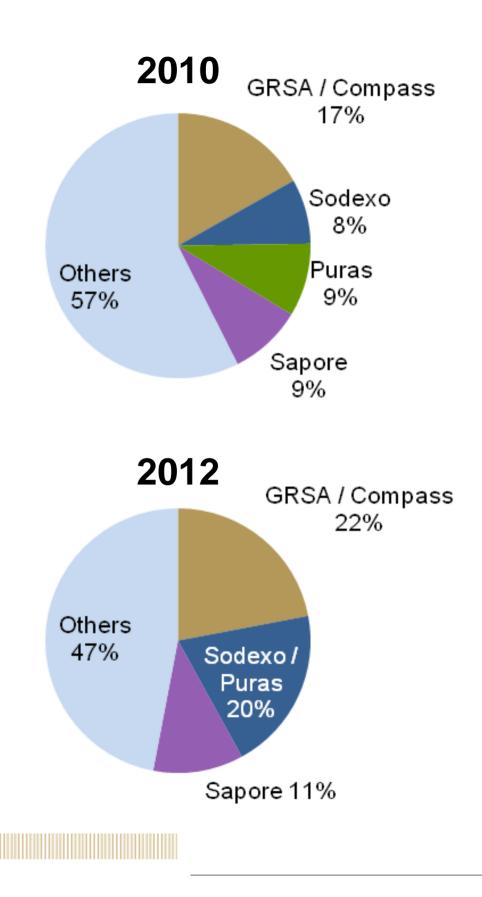
GROUP

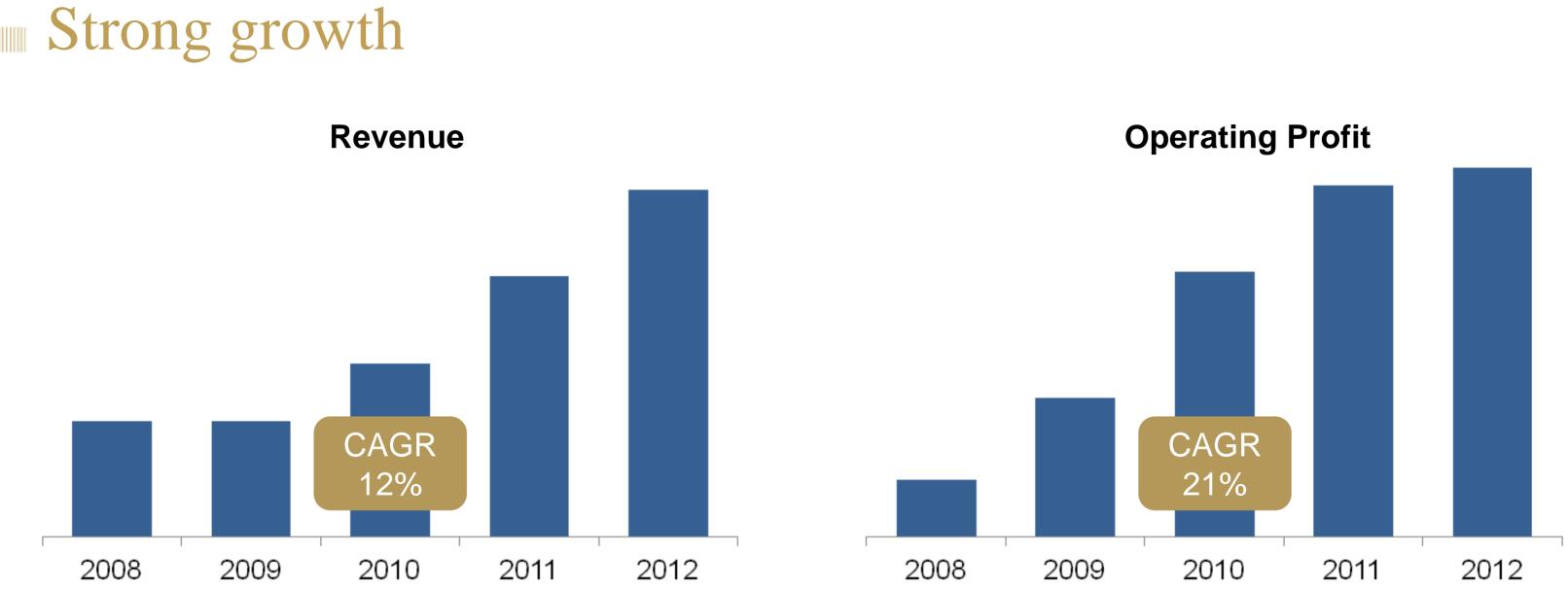
Competitive landscape / opportunity

- Food service market of c.R\$21bn
- Outsourced food service market of c.R\$11bn
- Market leading position



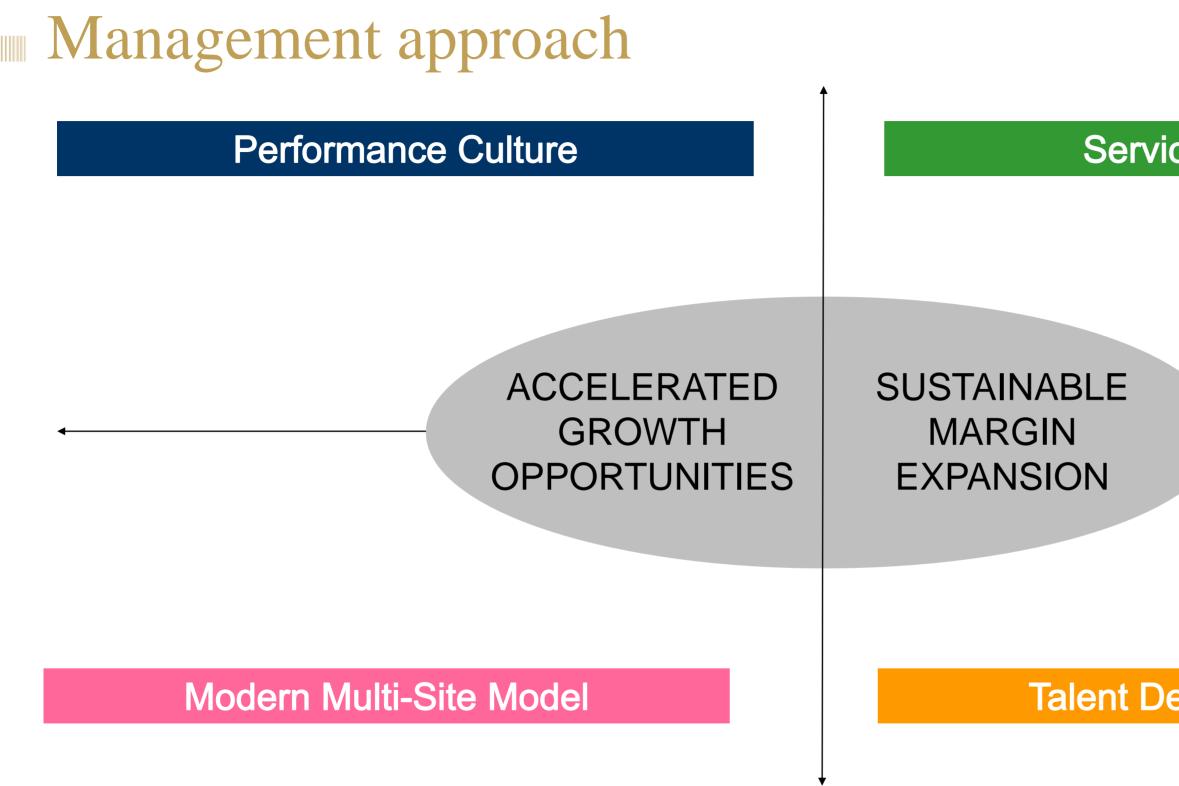
Market landscape (R\$21bn)





- Double digit revenue growth
- Margin expansion of 160 basis points





Service Culture

Talent Development



Exciting structural growth opportunities



EDUCATION



Healthcare / Education

- Trend to outsourcing
- Investment
- Professionalized segment management





- SUPPORT SERVICES

HEALTHCARE



D.O.R.

DOR > 20%

- Offshore oil/gas discoveries
- Continued minerals resource explorations
- Infrastructure prospects





- **BUSINESS & INDUSTRY**

Organic consolidation Professionalising service process Cross-selling to foodservice clients



 Organic consolidation Regional opportunity MAP development



Sustainable efficiencies to drive growth





- Logistics platform
- Purchasing consolidation / maturity
- Menu management development



MAD 4

- **Operational labour turnover**



MAP 5

Systems-driven labour productivity Leveraging overhead structure



Case study - Healthcare

- Most respected hospital in Brazil
- Our services: Patient room service + Commercial restaurant + Employee restaurant
- Facts: 223 employees / R\$12m revenues
- Contract renewed to 2017
- Success Factors:
 - Consistent quality (98% satisfaction)
 - Innovation: Compass best practice
 - Senior management relationships

170











Case study - Support services

- One of the largest Telecom operators in Brazil
- 35 sites in São Paulo and Rio de Janeiro
- Our services: Cleaning
- Facts: 400 employees / R\$17m revenues
- Contract initiated in October 2012
- Success Factors
 - Centralized Recruitment / Integration model
 - Investment in machinery
 - Senior management relationships







Case study - Education

- Largest private school in Brazil (11,000 students)
- Our services: 7 Restaurants + 15 Canteens + Lunch kits
- Facts: 145 employees / R\$14m revenues
- Contract initiated in February 2013
- Success Factors:
 - Personalized attendance
 - Eat Learn Live concept
 - Senior management relationships













- Excellent growth to date
- Continuing to professionalise management
- Exciting structural growth opportunities remain



COMPASSGROUP



