



Compass Group PLC

CAGE Annual Conference 2017

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We are a global leader in food services



REVENUE

£20bn

OPERATING PROFIT

£1.4bn

INDUSTRY LEADING MARGIN

7.2%

10 YEAR ORGANIC GROWTH

5% CAGR

MARKET CAPITALISATION

£25bn

GREAT PEOPLE

500,000

The market and our strategy

Focus on food – our core competence

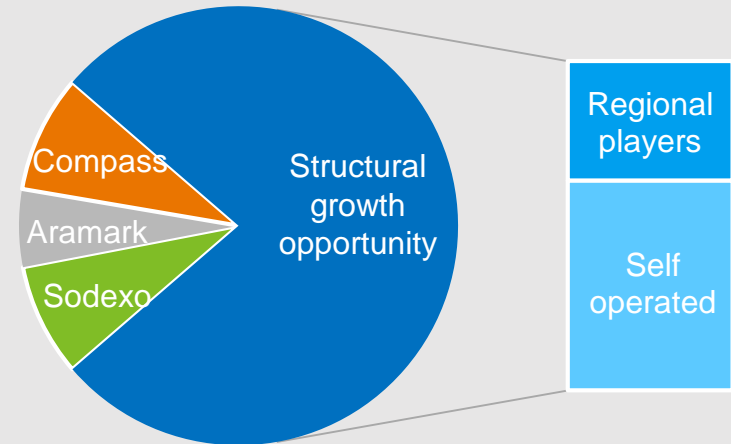
Incremental approach to support services

Prioritise organic growth

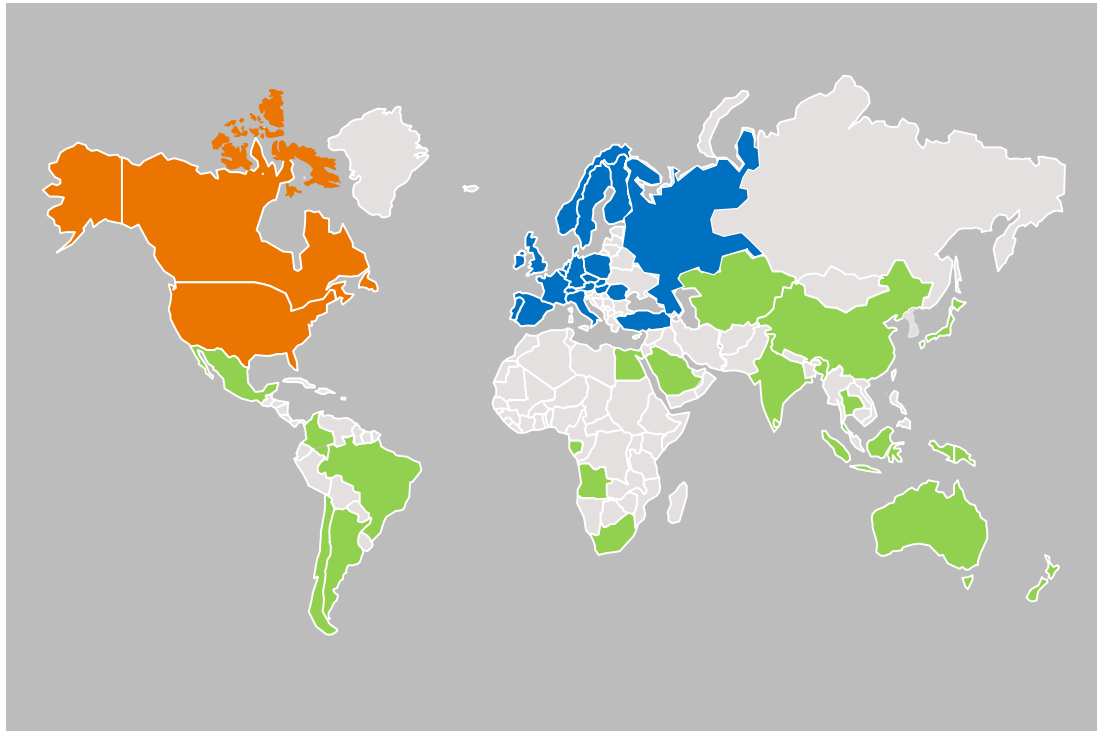
Bolt-on M&A

Best-in-class execution: cost advantage
of scale, quality & innovation

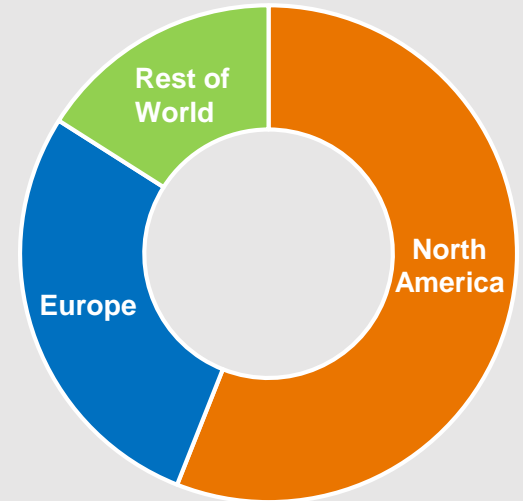
FOOD SERVICE MARKET c.£200bn



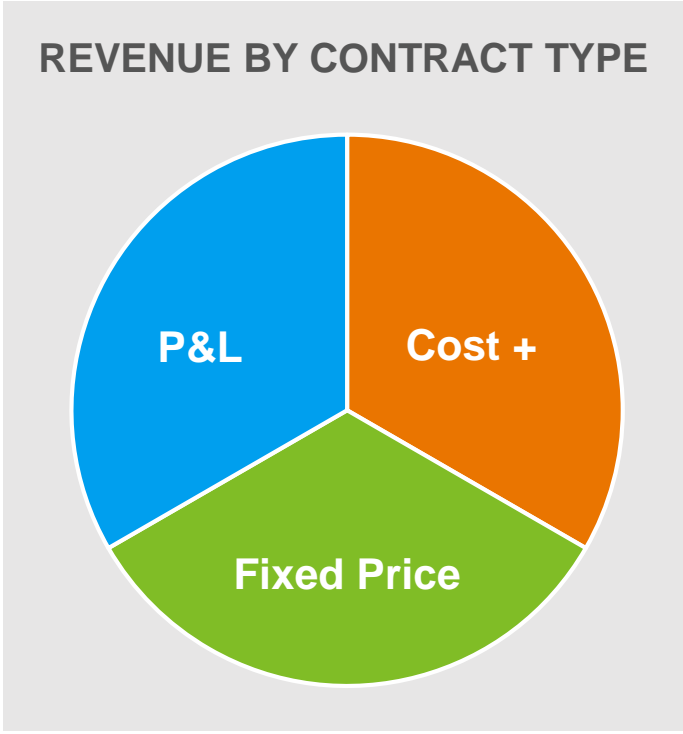
We operate 50,000 client locations in 50 countries




2016 REVENUES



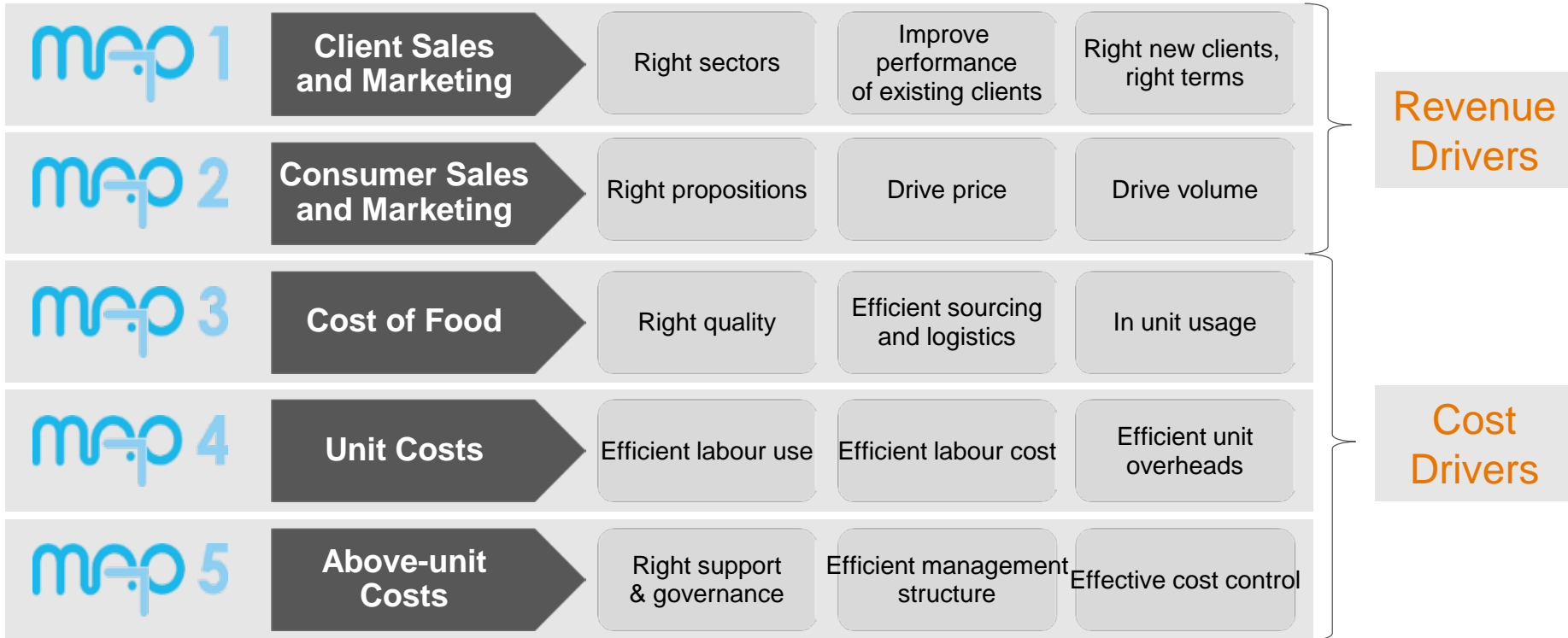
Some of our clients and contract structure



Sectorisation and client facing brands

<p>38% of revenues</p>	<p>Business & Industry</p>	
<p>23% of revenues</p>	<p>Healthcare & Seniors</p>	
<p>18% of revenues</p>	<p>Education</p>	
<p>12% of revenues</p>	<p>Sports & Leisure</p>	
<p>9% of revenues</p>	<p>Defence Offshore & Remote</p>	

How we manage the business



Our competitive advantages

Decentralised approach

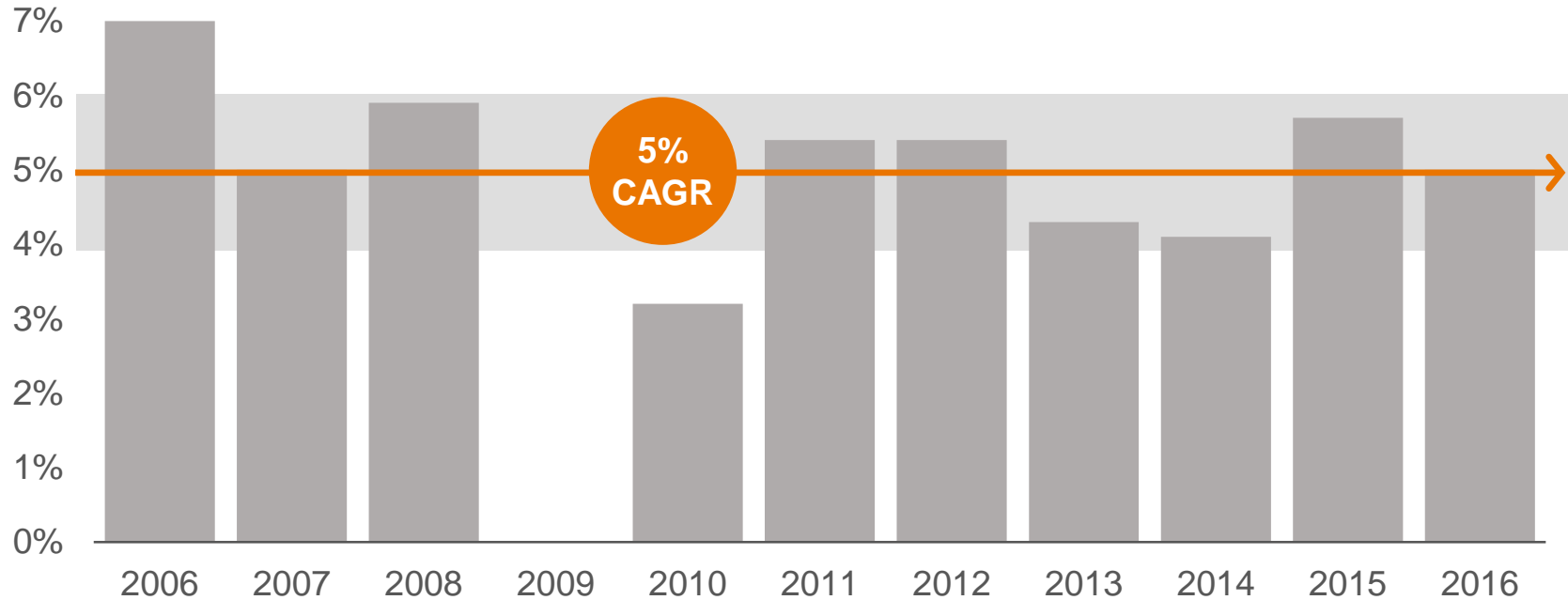
Sectorisation and sub-sectorisation

Scale in procurement and overheads

People & performance culture

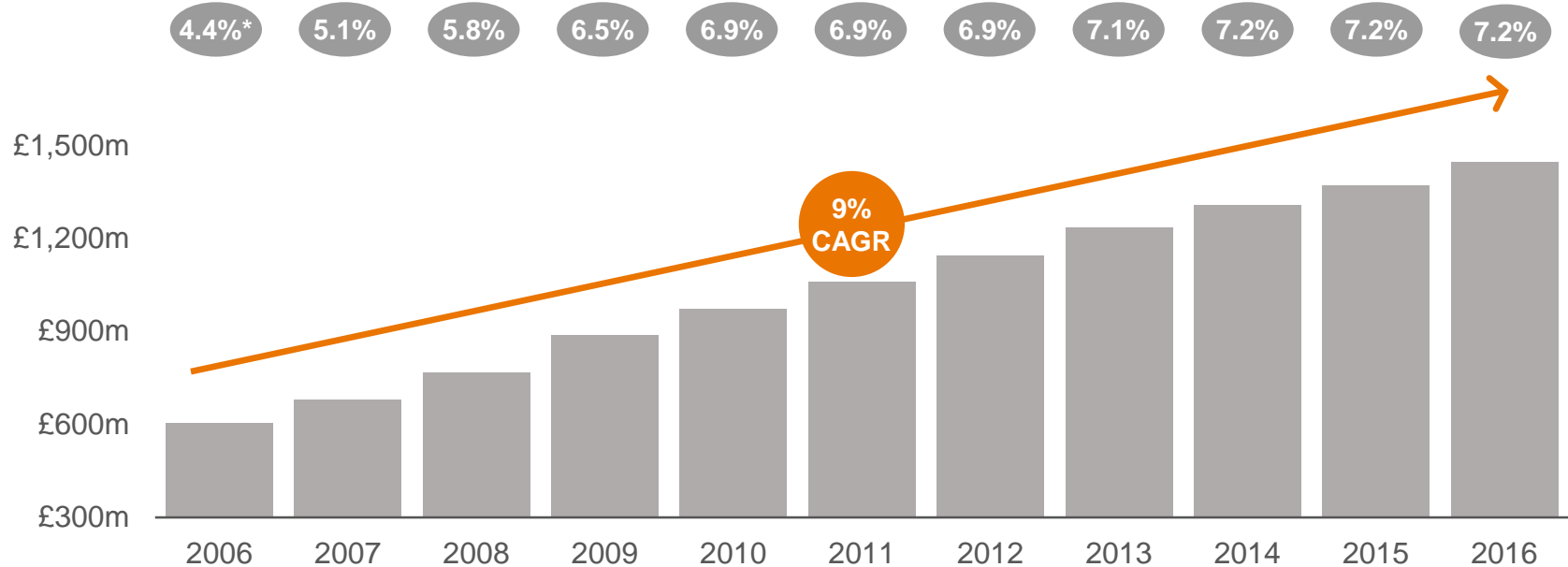


Organic revenue growth



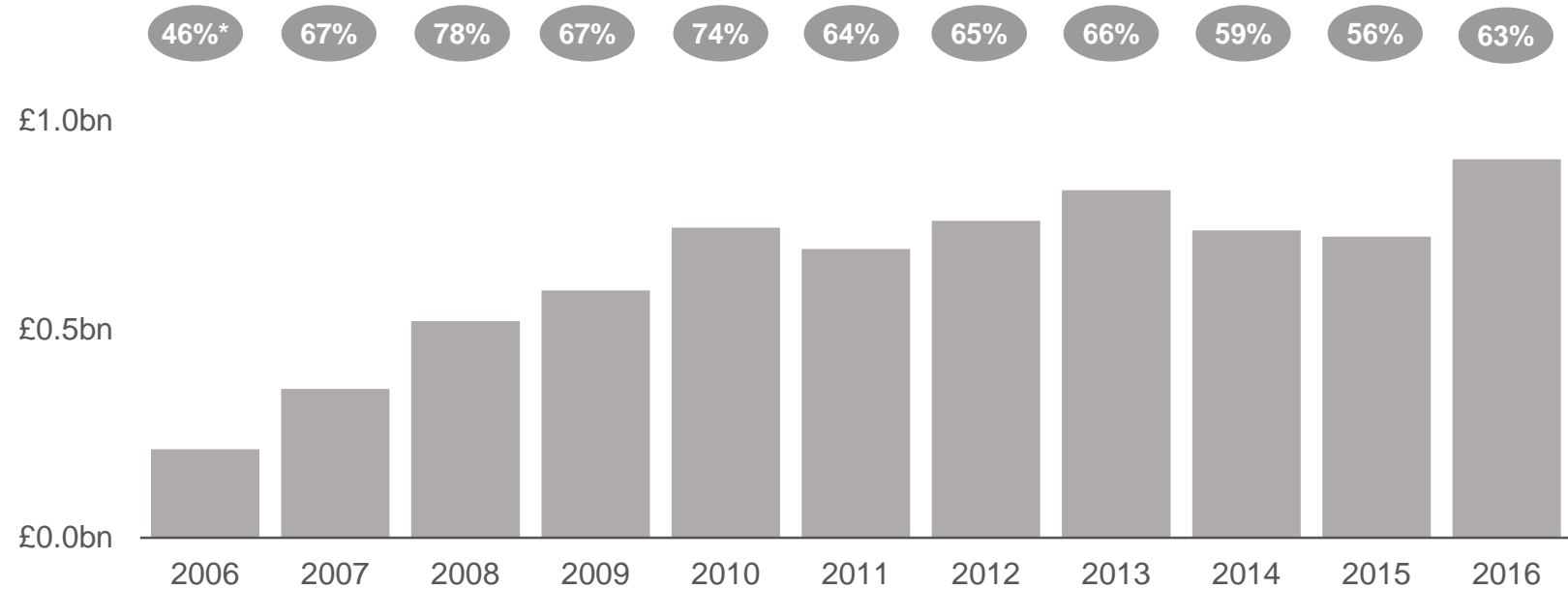
Operating profit

Operating profit margin

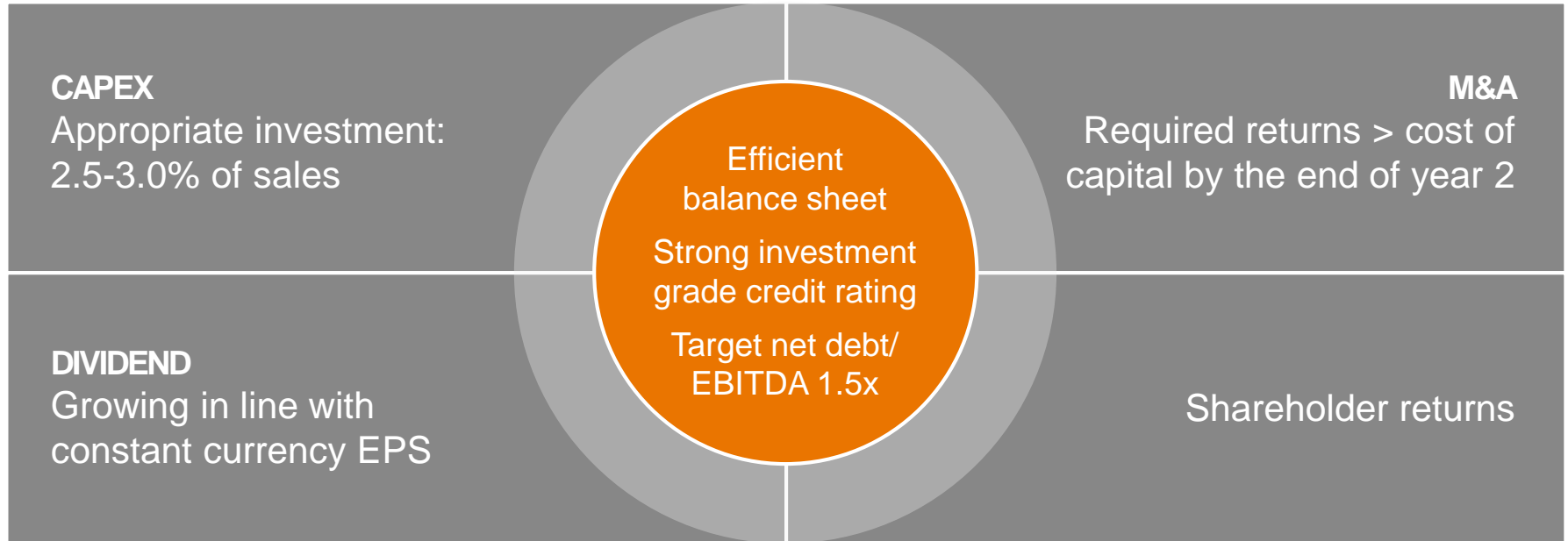


Free cash flow

Conversion



Ongoing priorities for uses of cash



Over £7bn returned to shareholders since 2006

Business model



A proven and sustainable model



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