

COMPASS GROUP

DIGITAL DEEP DIVE



Shelley Roberts

Group Chief Commercial Officer



Jugveer Randhawa

CEO, Compass Digital

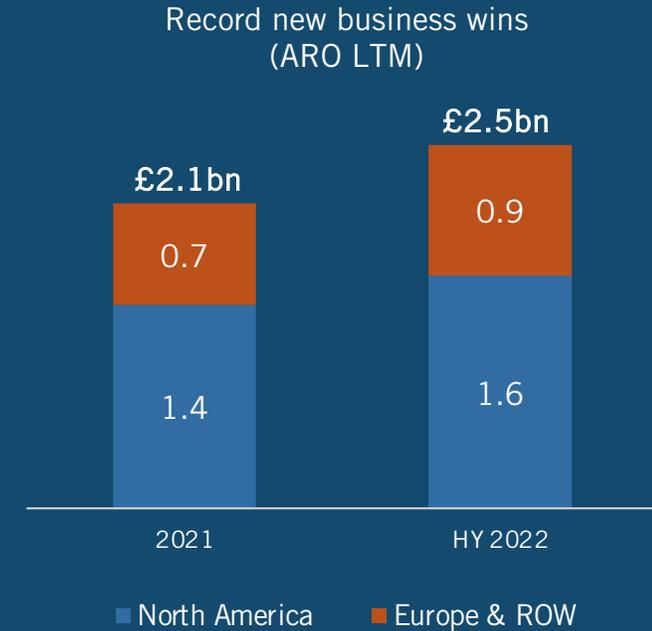


Agatha Donnelly

Director, Investor Relations

Digital is a growth enabler providing Compass with...

- Digital is now a 'right to entry' in every client proposal
- Unlocks growth across all sectors
- Supports new operating models and drives efficiencies
- Further enhances our ESG proposition
- Data and insight increasingly intrinsic to our client partnerships
- Significant scope to further leverage capabilities across the Group



...a clear competitive advantage

Which we have been investing in...

- Strong in-house capabilities with multiple tools and proprietary solutions
- Tailored to sectors, sub-sectors and client requirements
- Integrated multi-team approach with shared innovation
- c.1,350 digital and technology members
 - c.700 dedicated to client and consumer digital
- Data analytics and predictive scheduling
- Hubs of Excellence in the US, UK, France and India



...for nearly a decade

Our capex remains stable...

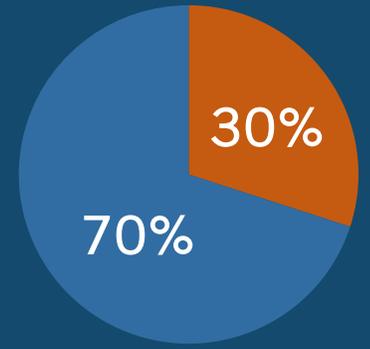


...but the mix has shifted more towards IT & digital

We are a food company using technology...



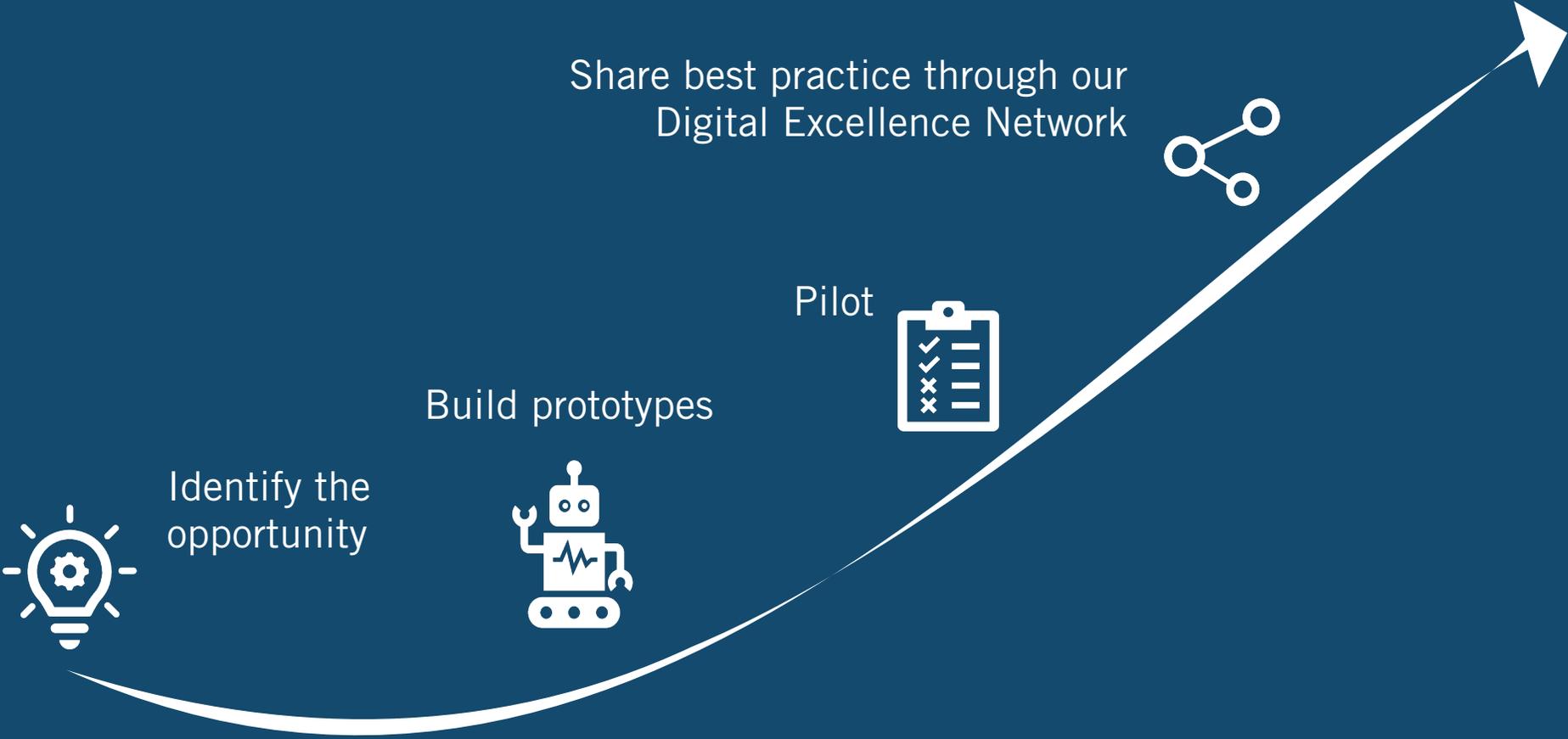
How we spend our time



...not a technology company doing food

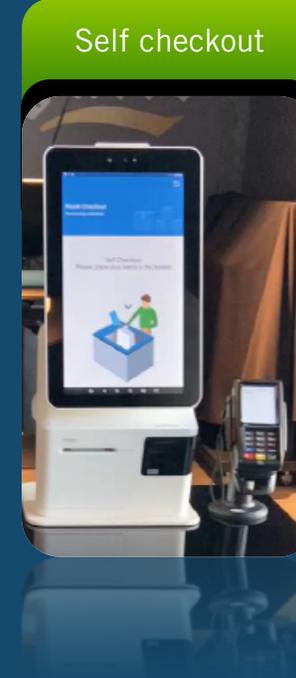
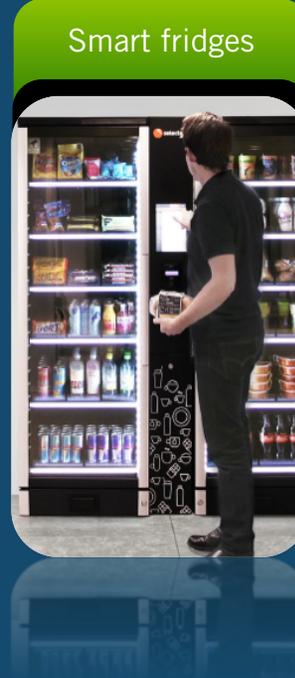
Our philosophy is to think big, start small...

SCALE



... and scale fast

We have many digital enablers...



...on the consumer side

That are modular...



...and scalable across different sectors

Sectorisation is one of our key differentiators...



Business & Industry



Healthcare & Senior Living



Education



Sports and Leisure



Defence, Offshore & Remote

25+ sub-sectors

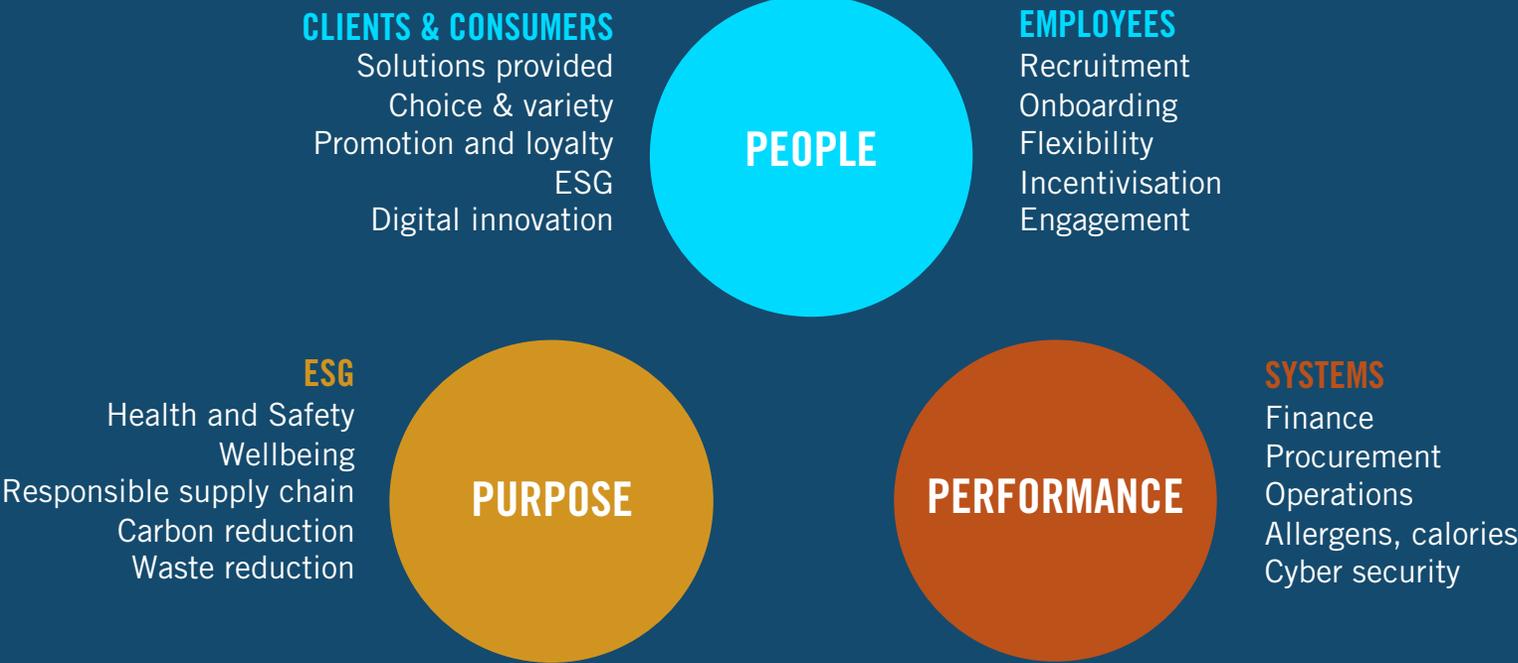
...which our digital tools help us enhance further

Our proprietary technology platforms...



...support our back of house operations to unlock efficiencies

Technology and data insight align...



...with our key strategic pillars

Digital provides Compass with tangible MAP benefits

MAP
1

CLIENT SALES AND MARKETING: Driving new business wins and higher retention

MAP
2

CONSUMER SALES AND MARKETING: Growing like for like revenues

MAP
3

COST OF FOOD: Reducing food waste and costs

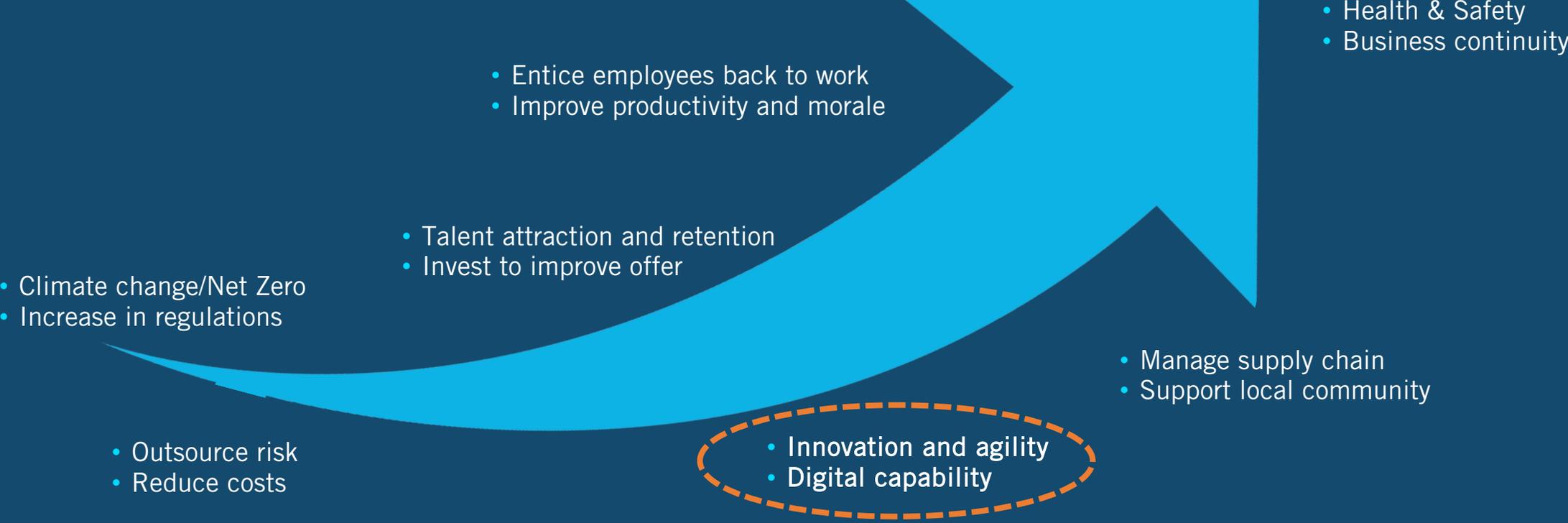
MAP
4

IN-UNIT COSTS: Improving productivity and labour efficiency

MAP
5

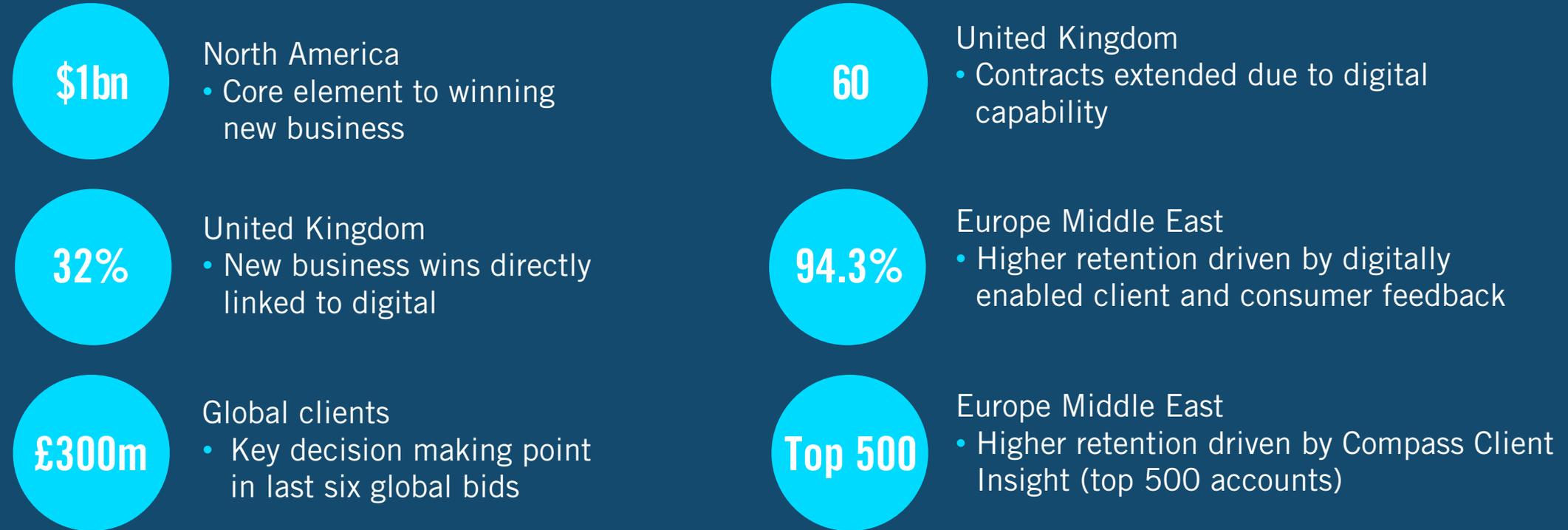
ABOVE-UNIT OVERHEADS: Leveraging scale and synergies

MAP 1: The reasons to outsource are growing....



...with digital becoming integral to the offer

MAP 1: Digital is driving new business wins...



... and higher retention

MAP 1: Data provides valuable insight to clients...

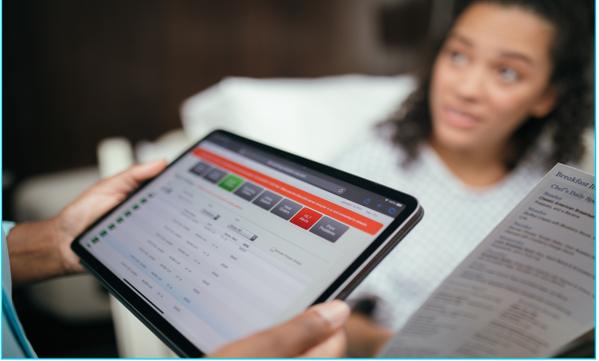
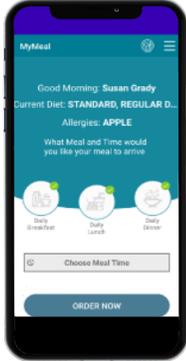
- Real time reporting helps business decision making and planning
 - Health and Safety
 - Consumer trends
 - Employee satisfaction and engagement
 - Business continuity and risk management
- Helping clients deliver their own ESG commitments
 - Reducing food waste
 - Improving water and energy efficiency
 - Diversity & Inclusion
 - Carbon labelling and carbon reduction

...and contributes to stronger partnerships

Healthcare & Senior Living: Where data helps us manage nutrition, compliance and traceability

My Dining: Proprietary solution to help manage patient ordering

- Medically tailored diets
- Integrated with Electronic Health Records and hospital systems
- Serving 45 million meals per year



Meal Vision: Addressing nutritional needs in Senior Living

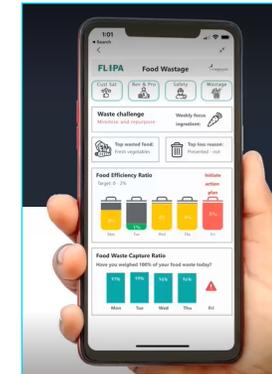
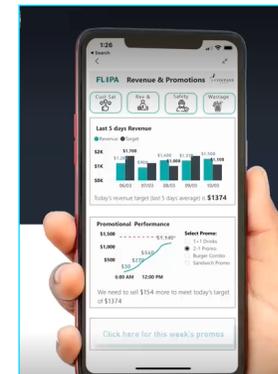
- Loss of appetite and lack of nutrition is an issue in elderly populations
- Captures food consumption patterns, enabling more effective management of residents
- Combines digital, clinical and dietary expertise



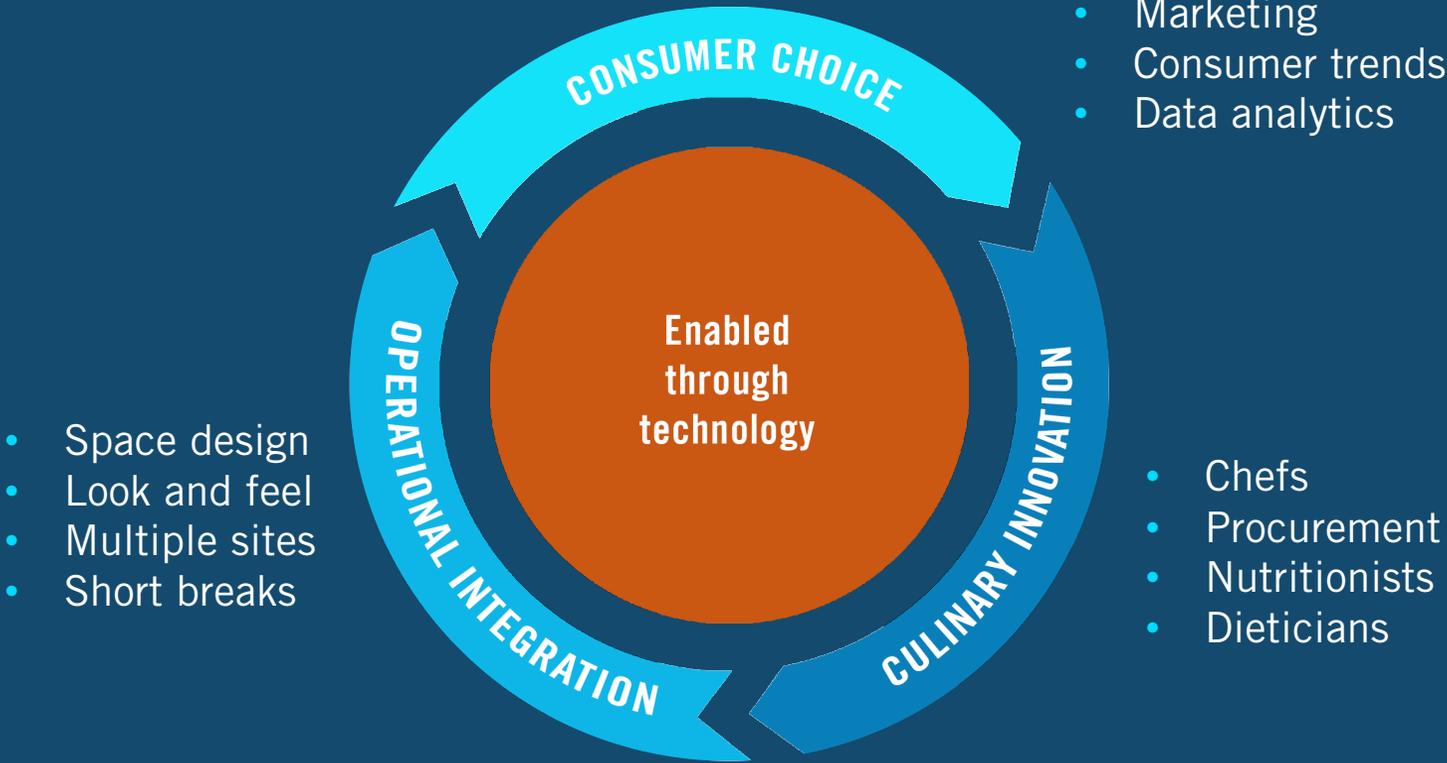
Defence, Offshore and Remote: Serving large populations in some of the most remote regions

Forecasting demand is crucial when transporting food over large distances

- Proprietary tools use machine learning to more accurately predict population levels
- Reduces food waste and improves labour efficiency
- Helps clients with their business decision making
- Heat mapping technology tracks population movements and activates retail outlets where appropriate



MAP 2: A multi-functional approach is key...



...to successful operational integration

MAP 2: Improving the consumer journey...

Culinary innovation

- Nutritionists
- Dieticians
- Chefs
- Procurement

Operational changes

- Space design
- Choice & variety
- Frictionless experience
- Multiple sites

Systems integration

- Omni-channel ordering
- Promotions & loyalty
- Product quality
- Traceability & consistency

Data

- Consumer trends
- Data insight
- Allergens, calories, ESG
- Procurement

...and increasing penetration and ATV

B&I: Adapting to hybrid working...

Café NXT

- Modular, flexible and customisable concept
- Optimising space and activating different services
- “Walk Out” technology
- Central kitchen provides:
 - labour efficiencies
 - higher output
 - reduced food waste
- Click & collect as well as delivery



...with the help of a new operating model

B&I: Improving the consumer experience...

Flutter: Tap-Grab-Go!

- Tap mobile or card to enter unattended market
- Self pick up of basket items
- Anonymous tracking and automated billing, no need to check out
- Clear benefits:
 - 23% increase in sales
 - 6.5% increase in ATV
 - 30% reduction in labour costs



... and increasing penetration and ATV

Sports & Leisure: Maximising the consumer experience...

E-15 data analytics provides deep insight into consumer behaviour

- First to market autonomous markets
- Predicting consumer behaviour with automated forecasting tools
- Results from four different sites show:
 - 30-40% increase in sales
 - Double-digit increases in ATV
 - 15-35% labour cost reduction



...through reduced friction, product and price optimisation

MAP 3: Systems and data help manage...

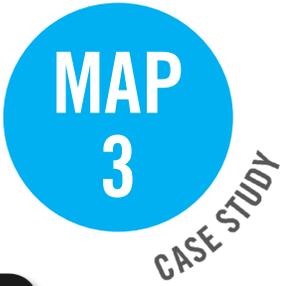
- Group Procurement Organisations in US, Canada, UK and Australia
- Scale benefits and data rich
- Integrated compliance and managed order guides
- Close link to operations enables menu flexibility
- Data scraping demonstrates value versus high street
- Push notifications for best value products



Foodbuy

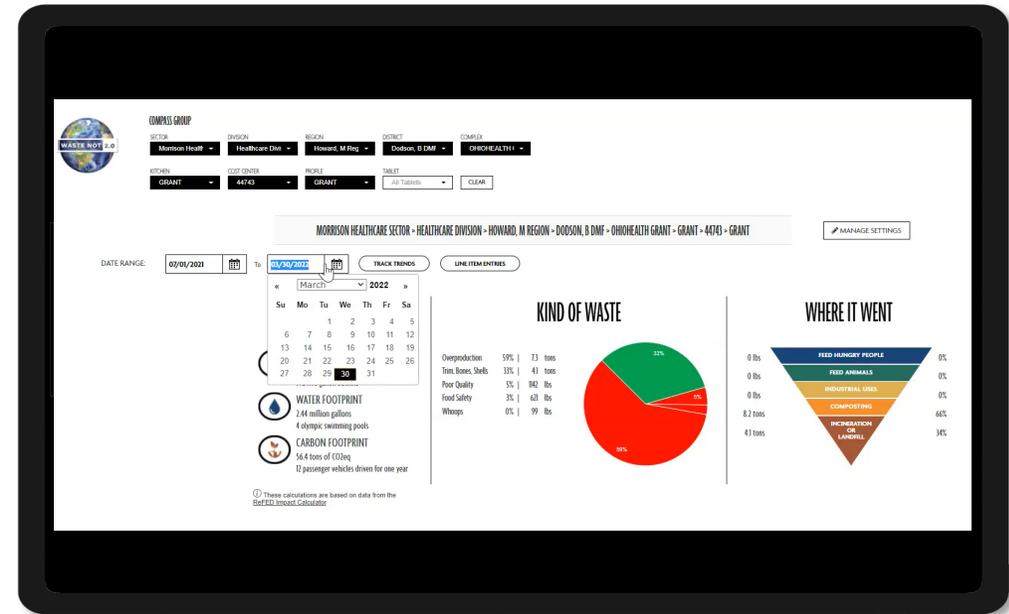
...food costs in current inflationary environment

Food Waste: Reducing waste through...



Waste Not 2.0

- Proprietary tablet-based programme
- Built alongside our chefs, for our chefs
- Tracks and measures food waste, along with carbon impact
- Creates awareness and empowers change
- Data shared with clients, helping them meet their ESG targets
- Potential to reduce food waste by up to 50%



...technology and data

Higher Education: Digital transformation at Brunel has...

Brunel University

- Convenience, authenticity and social interactions
- In-house and high street brands
- Pick up or delivery (on or off site)
- Cook to order
- Since launching in September 2021:
 - 40% increase in sales
 - 33% reduction in food waste
 - Double-digit labour efficiencies
 - 20% revenue from delivery



...led to three additional UK university wins

MAP 4: Improving our employee proposition...

In-house agency labour model

- BENCH and Constellation
- Digital recruitment & onboarding
- Predictive scheduling / shift swapping
- Build your own schedule
- Work design and productivity tools

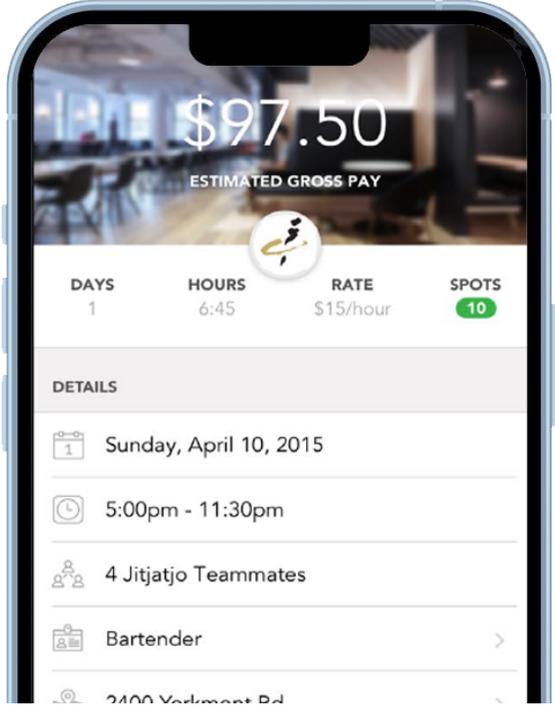
Employee engagement

- Engage, Educate, Reward
- Employee centred applications
- Digital academy
- Digital surveys
- Same Day Pay

...by increasing flexibility and choice

Recruitment tools: Providing employee flexibility...

- BENCH (North America) and Constellation (U.K.)
- Build your own schedules across sectors and locations
- Increased visibility provides 50% more shifts for employees to choose from
- Flexibility to dial up or down working patterns
- Double-digit savings by reducing reliance on agencies



...attracting talent and improving retention

Our People: Are the driving force behind innovation...

92 Digital heroes



- 3 countries 
- 24 hours to create
- Software/innovation/operators
- Taking forward the idea
- Return on investment tool

...and operational intergration

MAP 5: Shared capability reduces cost...

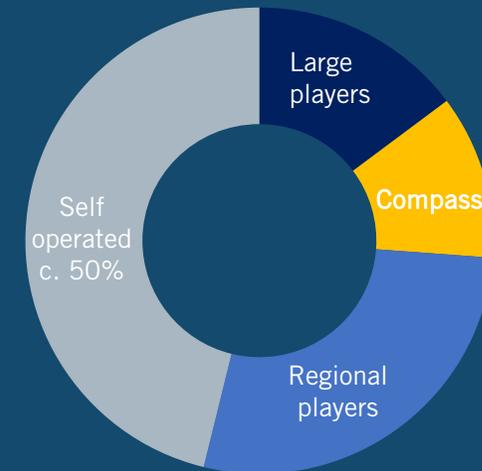
- Shared digital best practice and capability
- Invested in digital training programmes
- In-house development reduces risk and provides flexibility
- Synergies from common platforms
- Data unlocks benefits across the business

...and accelerates transformation

Digital provides us with a clear competitive advantage...

- Supporting long-term growth opportunities
- Helps unlock further operational efficiencies
- Strong portfolio of solutions enables us to provide great customer service
- Contributes to stronger partnership with all stakeholders
- Key to success is the multi-functional approach and operational integration
- We are on a mission to transform the food services industry

Addressable global food services market at least £220bn



...that helps us capture the global outsourcing opportunity

COMPASS GROUP

DIGITAL DEEP DIVE