

A GLOBAL LEADER IN FOOD SERVICES



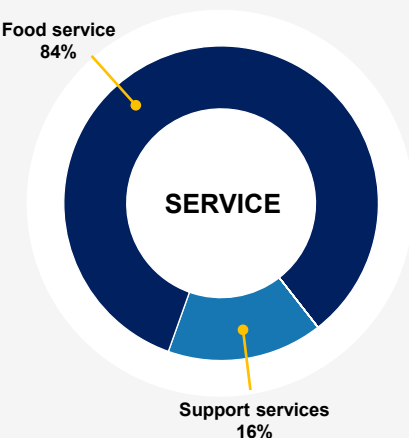
- Food focus with targeted support services
- Sector-specific mix of brands
- Scale economies in procurement
- Balanced portfolio limiting risk
- Disciplined capital allocation and low leverage
- Market-leading ESG and digital

Our Global Reach

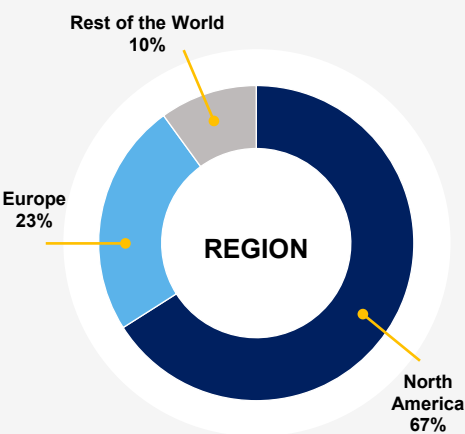
We operate in **40** countries Across **3** geographic regions In **5** sectors



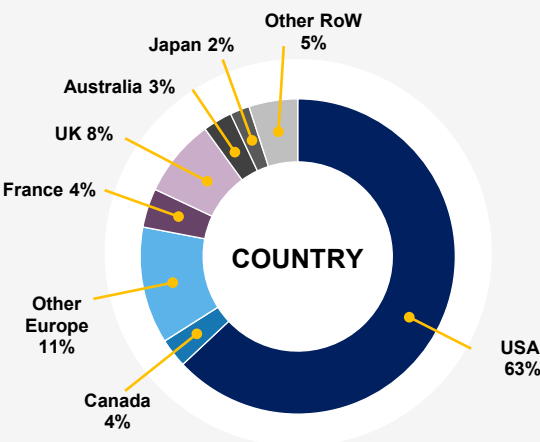
GROUP REVENUE



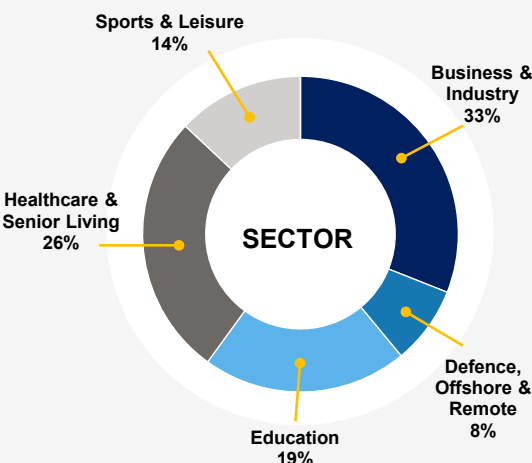
REVENUE BY REGION



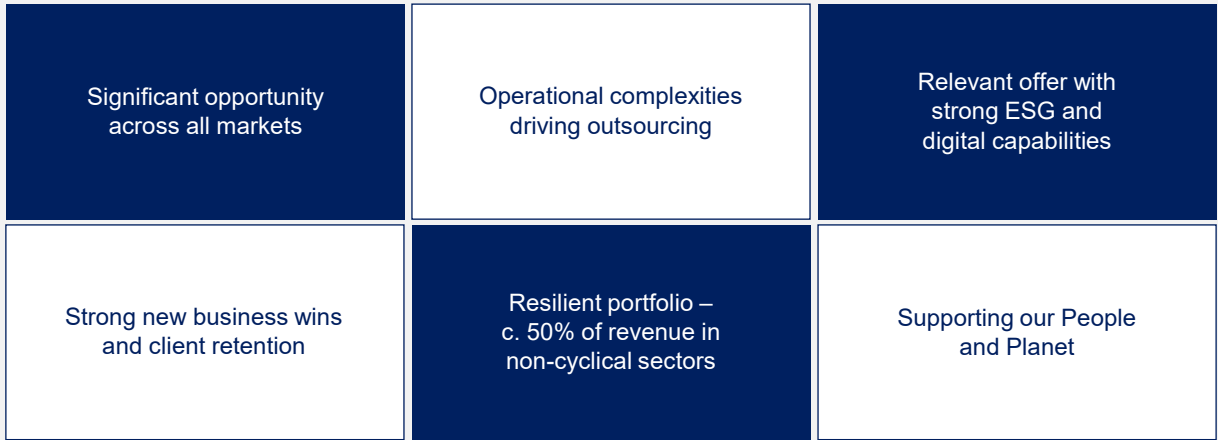
REVENUE BY COUNTRY



REVENUE BY SECTOR



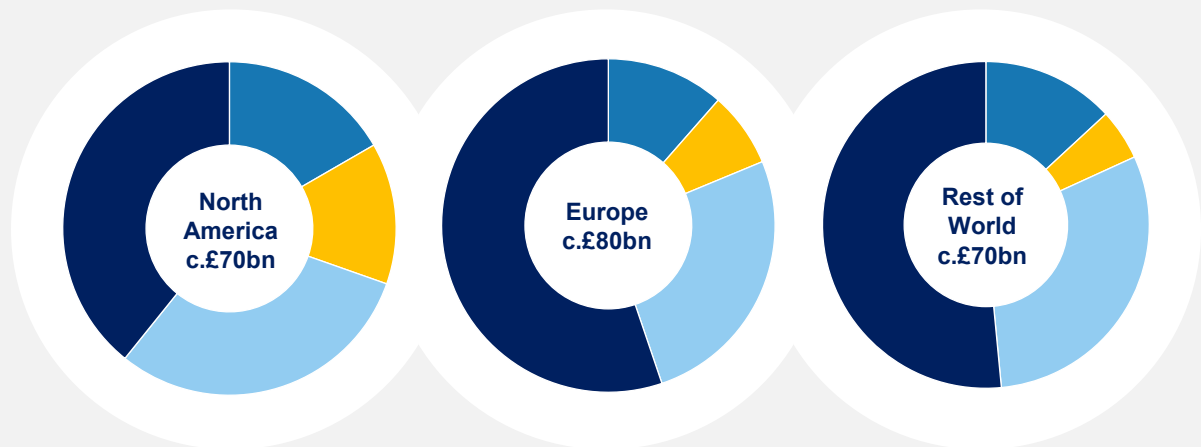
A CLEAR STRATEGY TO CAPTURE GROWTH



SIGNIFICANT RUNWAY FOR GROWTH

Addressable global food market – c. £220bn

■ Self operated ■ Compass ■ Large players ■ Regional players



Notes: Market data figures based on Compass Group management estimates and 2019 revenues.

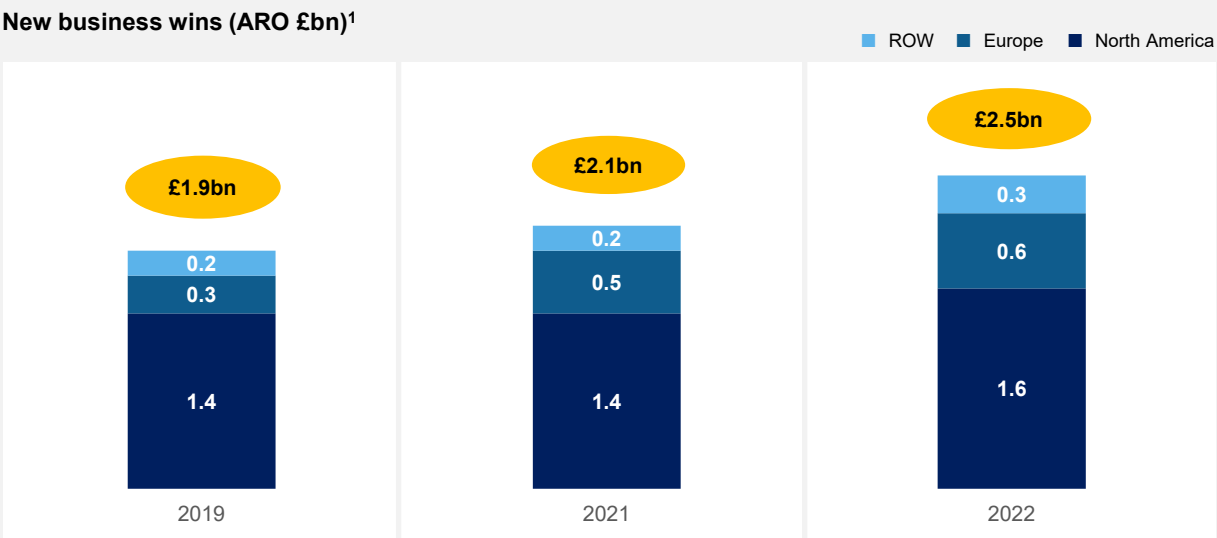
OUR PORTFOLIO OF BRANDS



OPERATIONAL COMPLEXITIES DRIVING OUTSOURCING

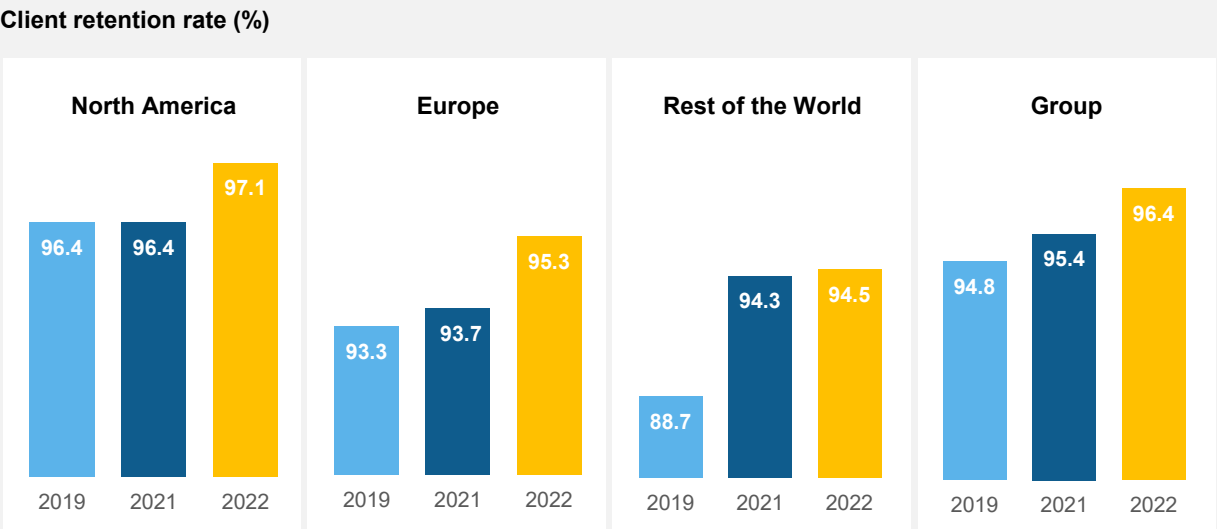


NEW BUSINESS WINS CONTINUED TO INCREASE

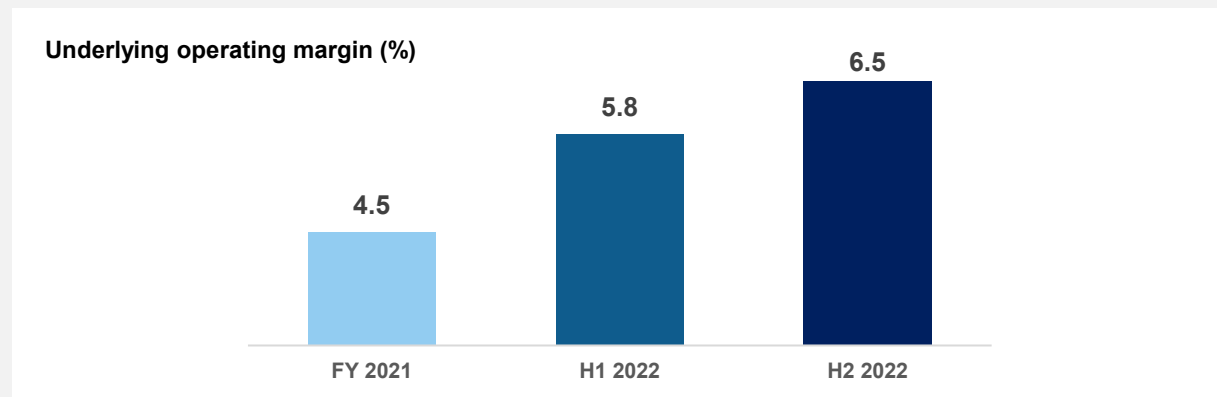


Notes: ¹ARO value is the annual revenue of new business wins.

RECORD LEVELS OF RETENTION



IMPROVED MARGIN THROUGHOUT THE YEAR



GEOGRAPHIC FINANCIALS BY REGION

| FY 2022 | North America | Europe | Rest of World |
|------------------------------------|---------------|--------------------|---------------|
| Revenue (£m) | 17,139 | 5,935 | 2,697 |
| Organic growth (%) | 44.1% | 31.8% | 14.8% |
| Operating profit (£m) | 1,236 | 299 | 141 |
| Margin (%) | 7.2% | 5.0% | 5.2% |
| ROCE (%) | 22.1% | 13.9% ³ | 23.7% |
| FY 2021 | | | |
| Revenue (£m) | 11,170 | 4,641 | 2,325 |
| Organic growth (%) | (6.7)% | (9.6)% | 3.0% |
| Operating profit ¹ (£m) | 607 | 147 | 130 |
| Margin (%) | 5.4% | 3.2% | 5.6% |
| ROCE (%) ² | 12.4% | 7.3% ³ | 22.6% |

1: 2021 re-presented to reflect the change in the definition of regional operating profit to include the share of results of associates
2: 2021 re-presented to reflect the change in definition of capital employed
3: Excluding goodwill arising from Granada merger in 2000

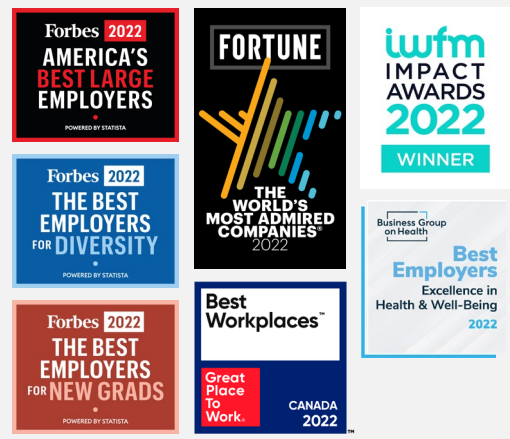
CASH FLOW

| £m | FY22 | FY21 | FY20 | FY19* | FY18* | FY17* |
|---------------------------------------|--------------|--------------|-------------|--------------|--------------|--------------|
| Operating profit | 1,590 | 811 | 561 | 1,882 | 1,744 | 1,705 |
| Depreciation and amortisation | 781 | 743 | 857 | 577 | 521 | 483 |
| Net capital expenditure | (704) | (610) | (706) | (806) | (757) | (683) |
| Net cash flow | 1,667 | 944 | 712 | 1,653 | 1,508 | 1,505 |
| <i>Net cash flow conversion</i> | <i>105%</i> | <i>116%</i> | <i>127%</i> | <i>88%</i> | <i>86%</i> | <i>88%</i> |
| Trade working capital | (159) | 165 | (143) | 59 | 126 | (62) |
| Lease related | (152) | (153) | (152) | - | - | - |
| Provisions & other | (5) | 48 | 103 | 8 | (54) | (24) |
| Operating cash flow | 1,351 | 1,004 | 520 | 1,720 | 1,580 | 1,419 |
| <i>Operating cash flow conversion</i> | <i>85%</i> | <i>124%</i> | <i>93%</i> | <i>91%</i> | <i>91%</i> | <i>83%</i> |
| Free cash flow | 890 | 660 | 213 | 1,247 | 1,141 | 974 |
| <i>Free cash flow conversion</i> | <i>56%</i> | <i>81%</i> | <i>38%</i> | <i>66%</i> | <i>65%</i> | <i>57%</i> |

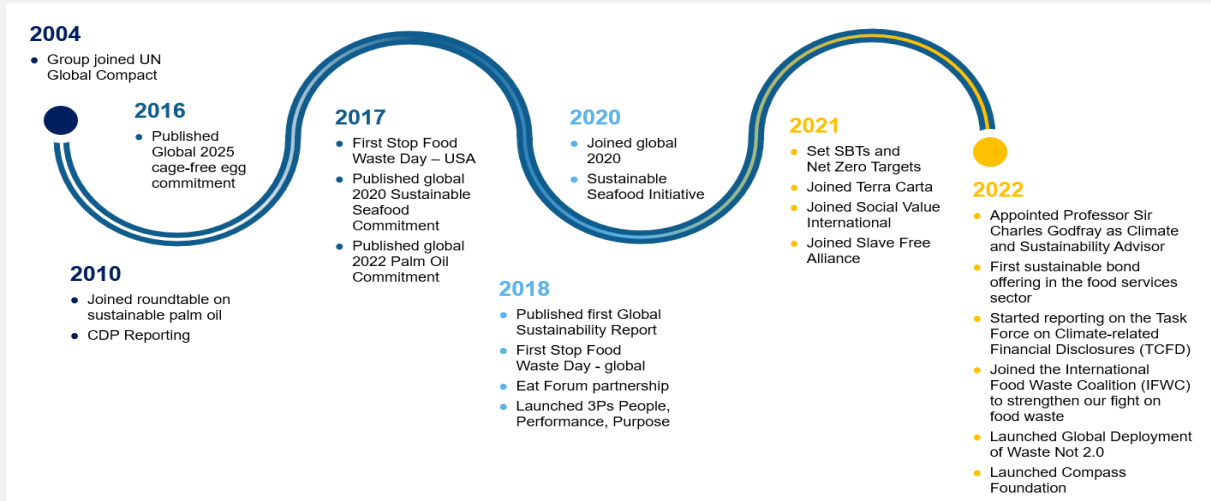
Note: Based on underlying performance at reported exchange rates unless indicated otherwise

OUR PEOPLE

- Supporting and caring for our people, committed to keeping them safe and healthy
- Creating lifetime opportunities for everyone
- Long term commitment to developing and retaining talent
- Building diverse, engaged and inclusive teams
- Positively impacting and representing the communities in which we operate, at all levels of the organisation
- Supporting colleagues during this difficult period, with ongoing financial support and benefits;
 - ▶ UK&I Real Living Wage provider & advance pay
 - ▶ US Same day pay



OUR PURPOSE – SUSTAINABILITY ROADMAP



A STRONG DIGITAL CAPABILITY WITH TANGIBLE BENEFITS ACROSS MAP

- Decade long investment in in-house capability
- Multiple digital tools and proprietary solutions
- Right to entry in all RFPs
- Tailored to sectors and client requirements
- 1,350 digital and technology members
 - ▶ c.700 dedicated to client and consumer digital

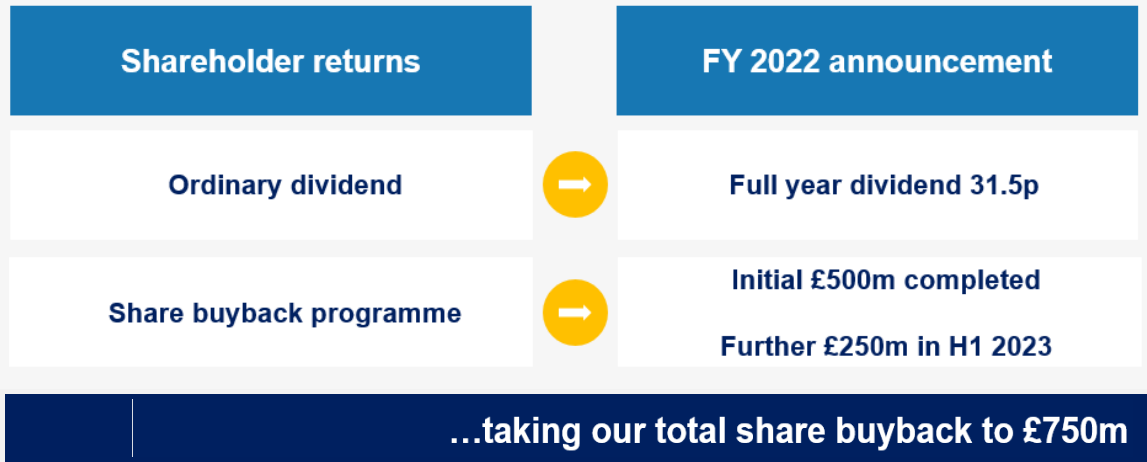
Where we utilise digital tools, the benefits include:

- £1bn** MAP 1: Key to winning new business in NA
- 20-40%** MAP 2: Increases in sales and higher ATV
- 30-50%** MAP 3: Reduction in food waste
- 15-35%** MAP 4: Labour cost structure
- 8 Hubs** MAP 5: Technical development, data and insight hubs

CLEAR CAPITAL ALLOCATION PRIORITIES



INCREASING SHAREHOLDER RETURNS



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