

A GLOBAL LEADER IN FOOD SERVICES

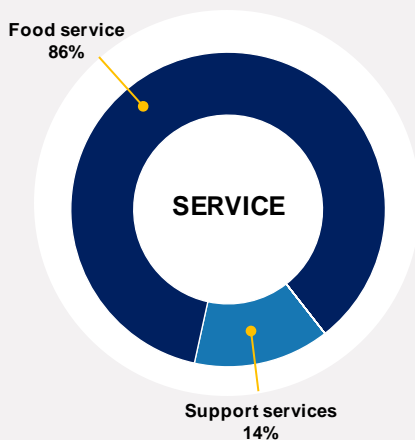
- Food focus with targeted support services
- Sector-specific mix of brands
- Scale economies in procurement
- Balanced portfolio limiting risk
- Strong financial foundation and low leverage
- Market-leading ESG and digital

Our Global Reach

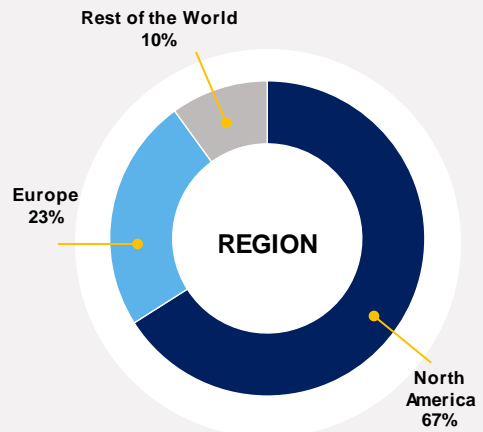
We operate in around **40** countries Across **3** geographic regions



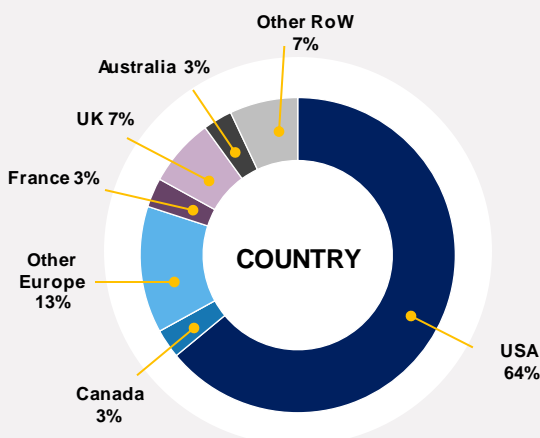
GROUP REVENUE



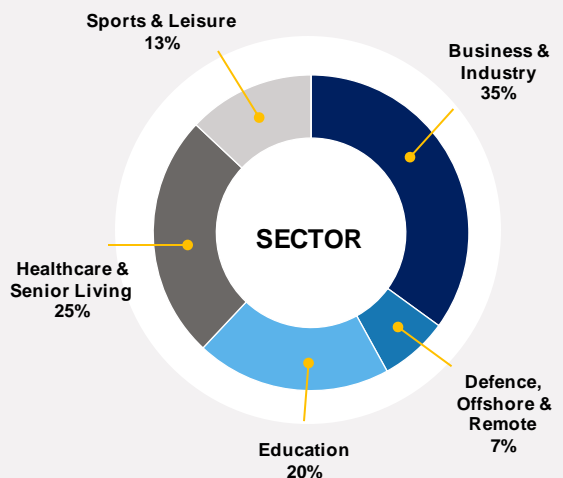
REVENUE BY REGION



REVENUE BY COUNTRY



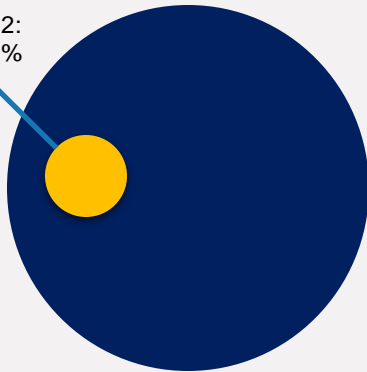
REVENUE BY SECTOR



THE FOOD SERVICES MARKET IS AT LEAST £250BN

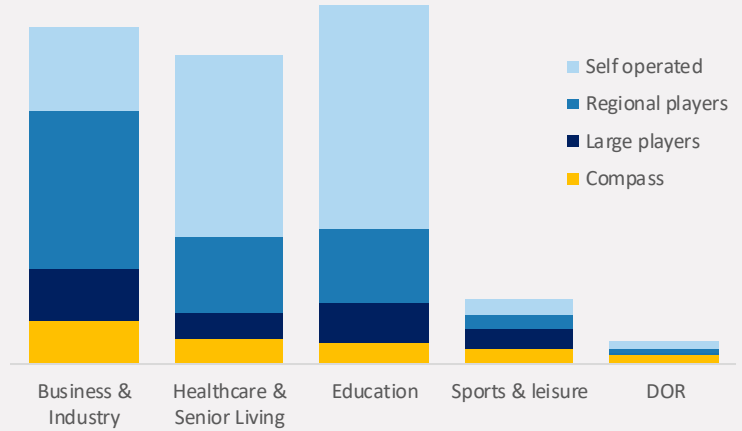
Compass Group's share of food service market

2022:
c.10%



Additional market opportunity in vending & targeted support services

Food services market by sector



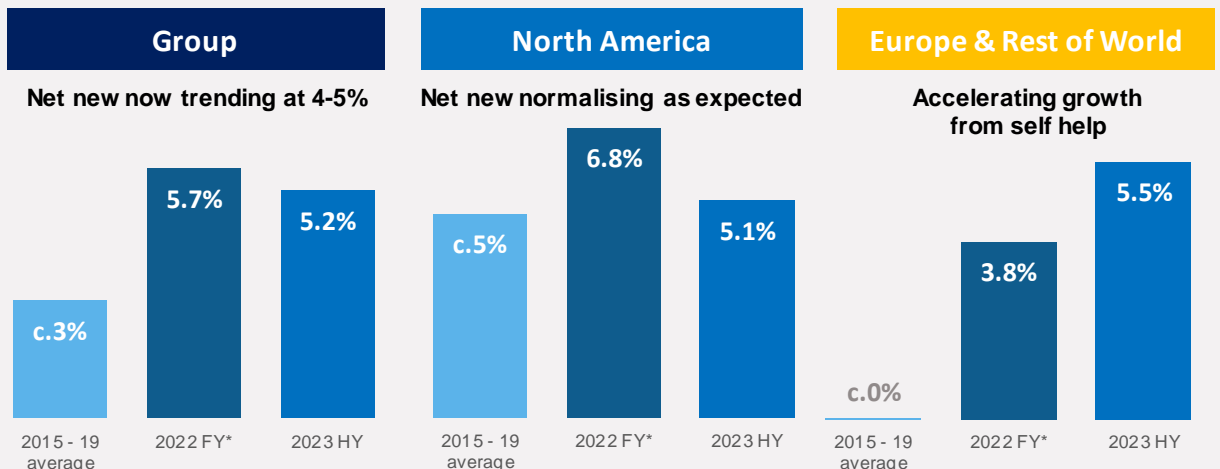
Notes: Market data figures based on Compass Group management estimates

OUR STRATEGIC PRIORITIES ARE CLEAR...



... establishing a new track record of growth

BALANCED NET NEW BUSINESS GROWTH ACROSS ALL REGIONS



Notes * Rebased to 2019

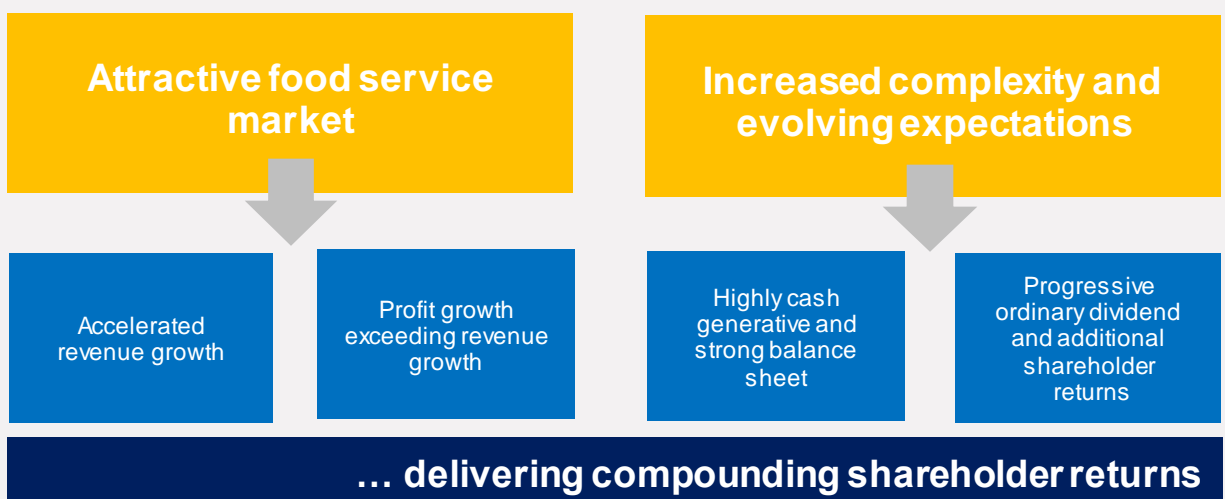
INFLATION & COMPLEX CLIENT REQUIREMENTS...



INVESTING IN THE CONSUMER EXPERIENCE....



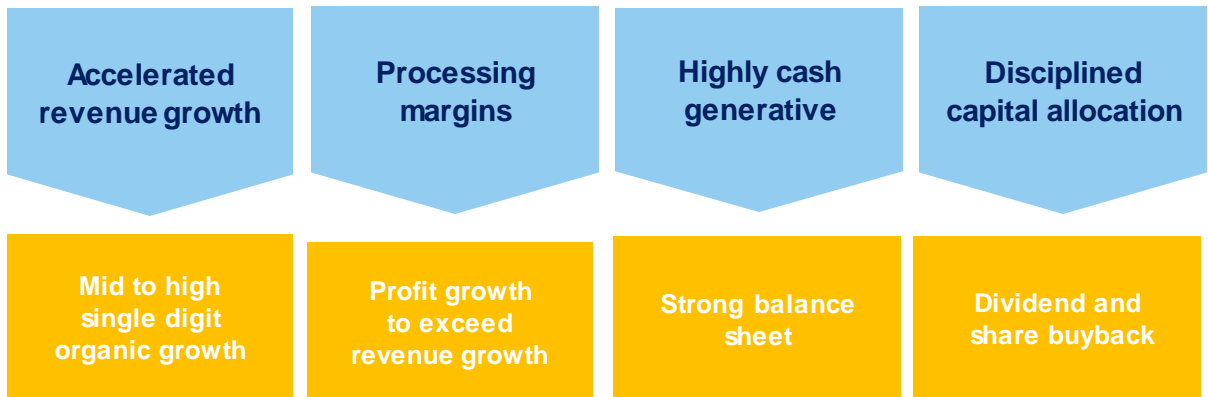
A STRUCTURAL GROWTH STORY...



OUR CAPITAL ALLOCATION PRIORITIES REMAINS UNCHANGED

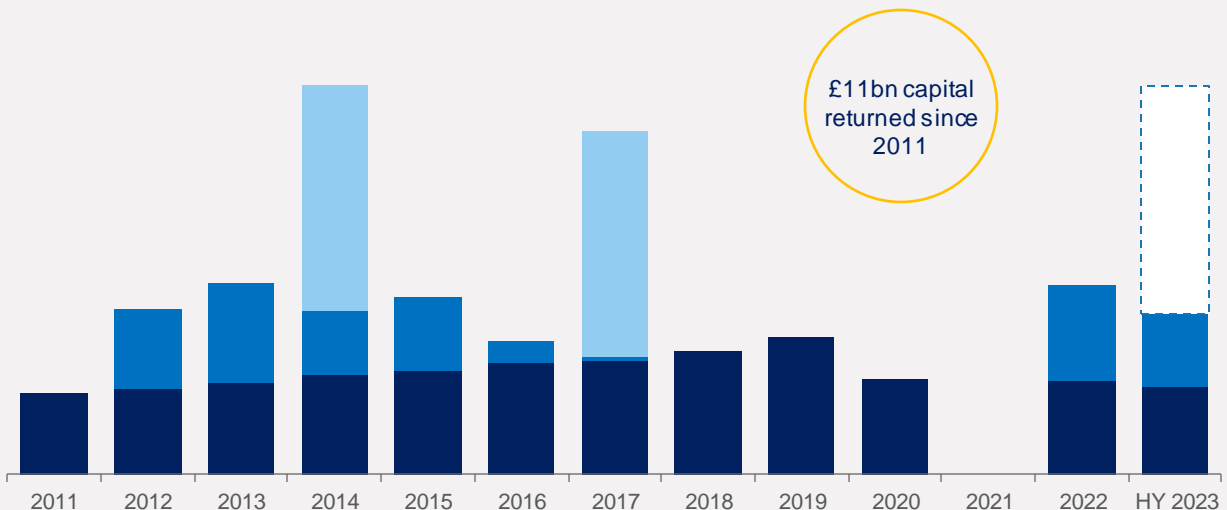


LONGER TERM, OUR VALUE CREATION MODEL WILL CONTINUE...



... to generate long term, compounding shareholder returns

REWARDING OUR SHAREHOLDERS



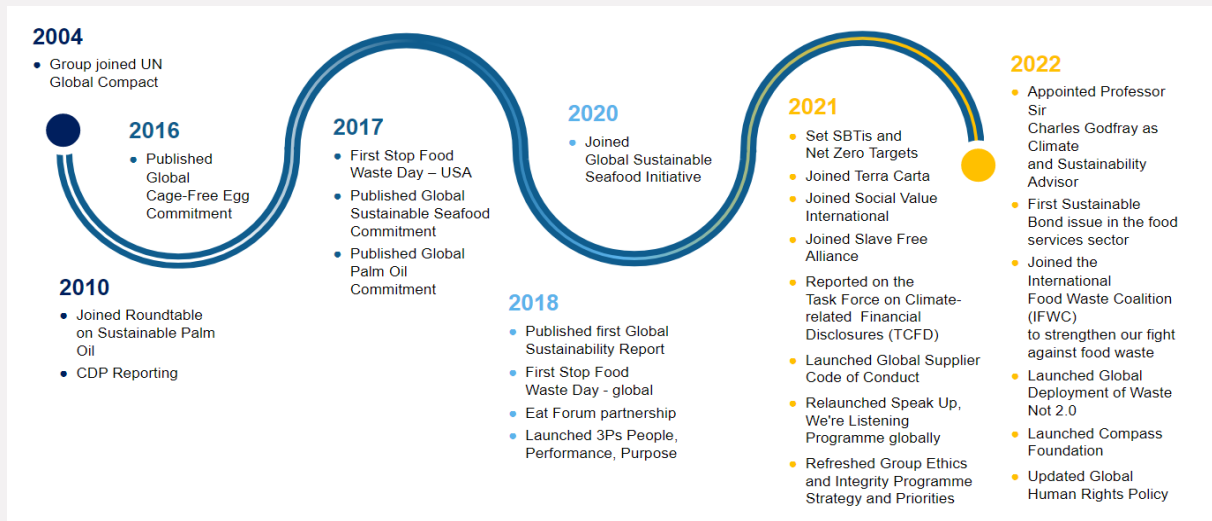
... with a further £750m share buyback announced

OUR PEOPLE

- Supporting and caring for our people, creating diverse and inclusive teams
- Offering lifetime opportunities for everyone
- Long term commitment to developing and retaining talent
- Social inclusion across all markets
- Positively impacting and representing the communities in which we operate, at all levels of the organisation
- UK: No ethnicity pay gap and reduced median gender pay gap



OUR SUSTAINABILITY ROADMAP



OUR PORTFOLIO OF BRANDS



GEOGRAPHIC FINANCIALS BY REGION

HY 2023	North America	Europe	Rest of World
Revenue (£m)	10,652	3,549	1,595
Organic growth (%)	23.2%	28.2%	27.9%
Operating profit (£m)	832	197	71
Margin (%)	7.8%	5.6%	4.5%
HY 2022			
Revenue (£m)	7,657	2,766	1,202
Organic growth (%)	47.9%	28.3%	9.6%
Operating profit (£m)	535	125	56
Margin (%)	7.0%	4.5%	4.7%

Notes: based on underlying performance at reported exchange rates unless indicated otherwise.

CASH FLOW

£m	HY23	HY22	FY22	FY21	FY20	FY19*
Operating profit	1,050	673	1,590	811	561	1,882
Depreciation and amortisation	420	366	781	743	857	577
Net capital expenditure	(364)	(306)	(704)	(610)	(706)	(806)
Net cash flow	1,106	733	1,667	944	712	1,653
<i>Net cash flow conversion</i>	105%	109%	105%	116%	127%	88%
Trade working capital	(169)	(142)	(159)	165	(143)	59
Lease related	(83)	(73)	(152)	(153)	(152)	-
Other	17	39	(5)	48	103	8
Operating cash flow	871	557	1,351	1,004	520	1,720
<i>Operating cash flow conversion</i>	83%	83%	85%	124%	93%	91%
Free cash flow	590	360	890	660	213	1,247
<i>Free cash flow conversion</i>	56%	53%	56%	81%	38%	66%

Note: Based on underlying performance at reported exchange rates unless indicated otherwise.
*Calculated on a pre IFRS 16 basis

Contact Information

Agatha Donnelly

Agatha.Donnelly@compass-group.com

Helen Javanshiri

Helen.Javanshiri@compass-group.com

Simon Bielecki

Simon.Bielecki@compass-group.com

Investor Relations

Investor.Relations@compass-group.com

Corporate Access - Dana Diver

Dana.Diver@compass-usa.com



Forward Looking Statements

Certain information included in this presentation is forward looking and involves risks, assumptions and uncertainties that could cause actual results to differ materially from those expressed or implied by forward-looking statements. Forward-looking statements cover all matters which are not historical facts and include, without limitation, the direct and indirect future impacts and implications of public health crises such as the coronavirus COVID-19 on the economy, nationally and internationally, and on the Group, its operations and prospects; disruptions and inefficiencies in supply chains (such as resulting from the war in Ukraine); future domestic and global political, economic and business conditions (such as inflation or the UK's exit from the EU); projections relating to results of operations and financial conditions and the Company's plans and objectives for future operations, including, without limitation, discussions of expected future revenues, financing plans and expected expenditures and divestments; risks associated with changes in economic conditions, levels of economic growth and the strength of the food and support services markets in the jurisdictions in which the Group operates; fluctuations in food and other product costs and labour costs; and prices and changes in exchange and interest rates. Forward-looking statements can be identified by the use of forward-looking terminology, including terms such as 'believes', 'estimates', 'anticipates', 'expects', 'forecasts', 'intends', 'plans', 'projects', 'goal', 'target', 'aim', 'may', 'will', 'would', 'could' or 'should' or, in each case, their negative or other variations or comparable terminology.