



2024 Half Year Results

15 May 2024

Disclaimer

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; risks associated with changes in environmental scenarios and related regulations including (without limitation) the evolution and development of the global transition to a low carbon economy (including increasing societal and investor expectations); disruptions and inefficiencies in supply chains (such as resulting from the wars in Ukraine and the Middle East); 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; prices and changes in exchange and interest rates; and the impacts of technological advancements. 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.

Forward-looking statements in this presentation are not guarantees of future performance. All forward-looking statements in this presentation are based upon

information known to the Company on the date of this presentation. Accordingly, no assurance can be given that any particular expectation will be met and readers are cautioned not to place undue reliance on forward-looking statements when making their investment decisions. Additionally, forward-looking statements regarding past trends or activities should not be taken as a representation or warranty that such trends or activities will continue in the future. Other than in accordance with its legal or regulatory obligations (including under the UK Listing Rules and the Disclosure Guidance and Transparency Rules of the Financial Conduct Authority), the Company undertakes no obligation to publicly update or revise any forward-looking statement, whether as a result of new information, future events or otherwise. Nothing in this presentation shall exclude any liability under applicable laws that cannot be excluded in accordance with such laws.



Dominic Blakemore

Group Chief Executive Officer



An excellent first half performance...

Operating profit growth 18.7%¹

**Organic
revenue
growth**

11.2%

**Operating
margin**

7.1%

...as we upgrade FY profit growth guidance to towards 15%

We are delivering sustainable growth...

**Significant structural
runway for growth**

**Focus relentlessly
on the core**

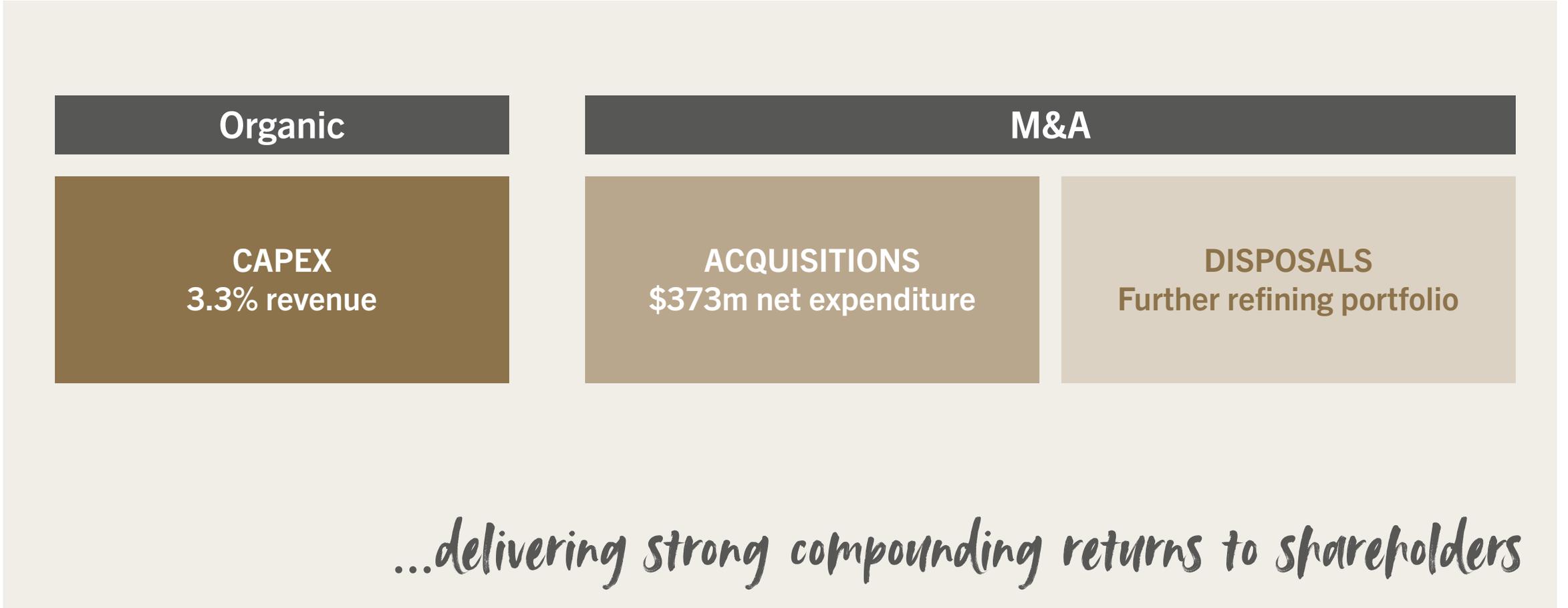
**Proven competitive
advantages**

**Investing to unlock
further opportunities**



Mid to high single digit organic revenue growth

...which is being supported by ongoing investment...



...delivering strong compounding returns to shareholders

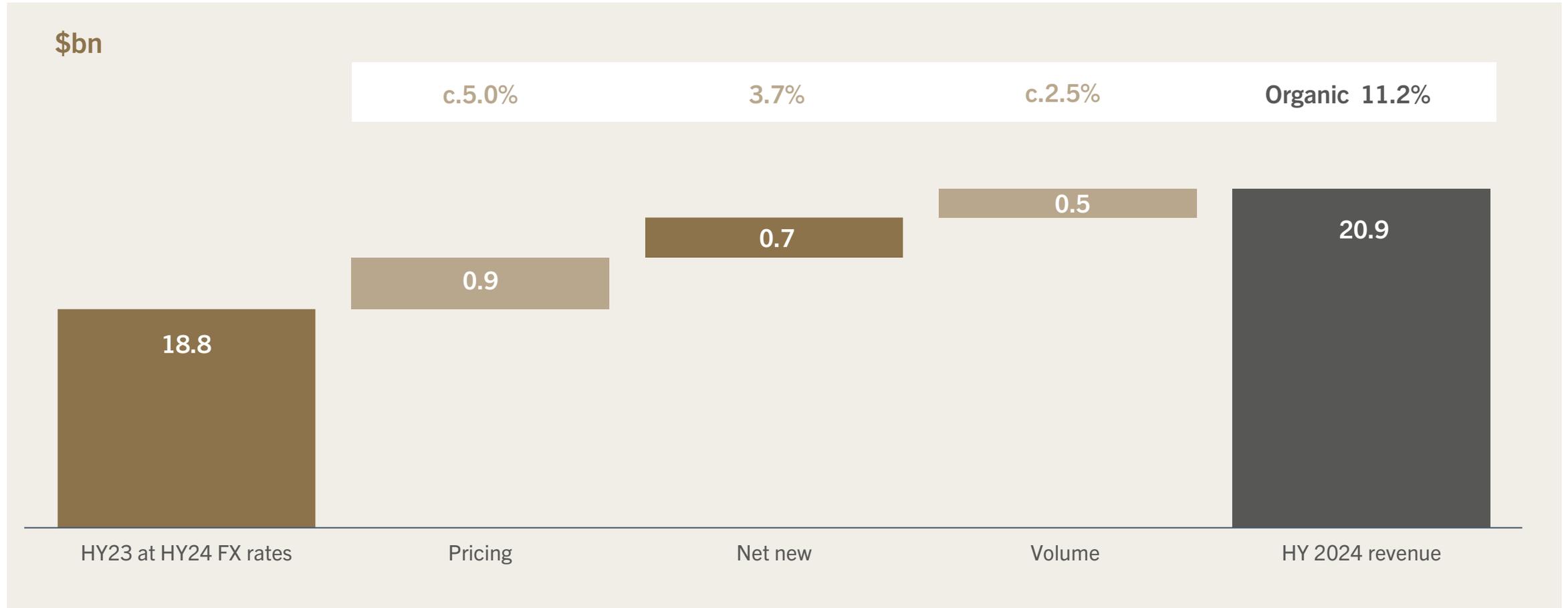


Petros Parras

Group Chief Financial Officer



We continue to benefit from strong revenue growth



Notes: On a constant currency basis. Based on underlying performance at reported exchange rates unless otherwise indicated. See definitions in the supplementary slides.

Like for like volume growth exceeded our expectations

B&I return to office

Additional events
in B&I and S&L

Better value proposition
vs market

H1 volume growth of c.2.5% expected to moderate in H2

We're sustaining balanced growth across all our regions

	Organic revenue growth	Operating margin	Year on year margin change	Operating profit growth ¹
North America	10.9%	8.2%	+40bps	17.6%
Europe	12.4%	5.8%	+20bps	17.8%
Rest of World	10.6%	5.3%	+80bps	32.1%
Group	11.2%	7.1%	+50bps	18.7%

Notes: Based on underlying performance at reported exchange rates unless otherwise indicated. See definitions in the supplementary slides.

¹ On a constant currency basis.

Operating profit growth stronger than anticipated...

\$m	HY 2024	HY 2023
Revenue	20,887	18,819
Operating profit	1,474	1,251
<i>Operating profit margin</i>	7.1%	6.6%
Net finance costs	(111)	(79)
Profit before tax	1,363	1,172
Tax expense	(348)	(275)
<i>Effective tax rate</i>	25.5%	23.5%
Profit after tax	1,015	897
Non-controlling interests	(7)	(5)
Attributable profit	1,008	892
Average number of shares (millions)	1,709	1,753
Basic earnings per share (cents)	59.0	50.9
Interim dividend per share (cents)	20.7	17.9

FY24 interest charge expected to be c.\$235m

FY24 ETR expected to be c.25.5%

EPS and DPS increased by 16%

...and capex is normalising as we invest in growth

\$m	HY 2024	HY 2023
Operating profit	1,474	1,251
Depreciation and amortisation	556	500
EBITDA	2,030	1,751
Net capital expenditure	(693)	(434)
Trade working capital	(158)	(201)
Lease payments of principal	(108)	(99)
Other	43	21
Operating cash flow	1,114	1,038
Conversion	76%	83%
Net interest	(98)	(73)
Net tax	(301)	(237)
Other	(11)	(25)
Free cash flow	704	703
Conversion	48%	56%

HY24 capex 3.3% of revenue
 FY24 capex expected to be c.3.5% of revenue

We're going deeper into our larger developed markets...

NON-CORE DISPOSALS

- Exited four countries:
 - Argentina, Angola (announced at FY23 results)
 - Mainland China, the UAE
- Agreed to exit Brazil

STRATEGIC ACQUISITIONS

- HOFMANN^s: more flexible operating model
- CH&CO: enhancing our sub-sectorisation
- US: further building our vending proposition

NET M&A EXPENDITURE \$373M IN H1 24

Our capital allocation model remains unchanged...

Invest in business

Capex
c.3.5% of revenue

M&A

Required returns > cost of capital
by the end of year two

Strong balance sheet

Investment
grade credit rating

Target net debt/
EBITDA 1-1.5x

Ordinary dividends

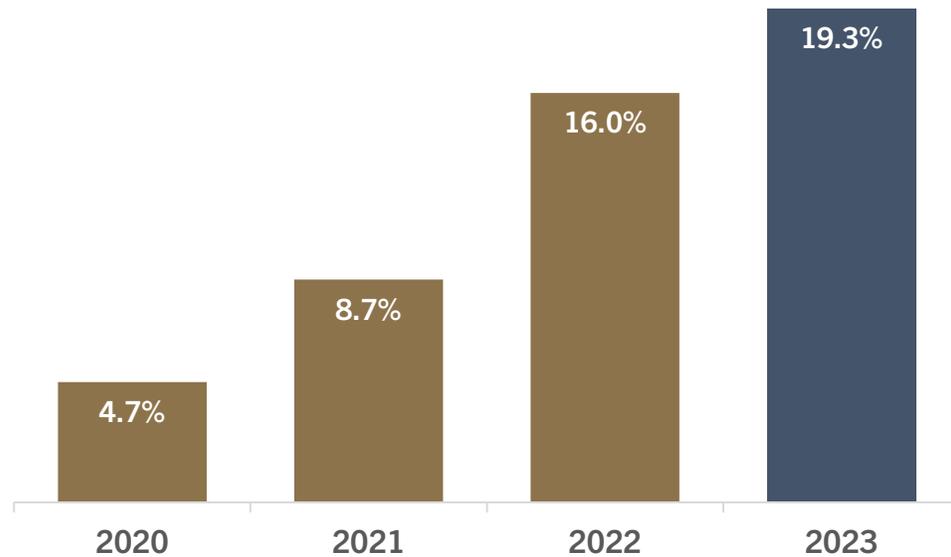
c.50% of underlying earnings
pay out policy

Surplus capital

Returned to shareholders

...with excellent returns from capex and M&A

Return on Capital Employed



INVESTING FOR SUSTAINED GROWTH

- Disciplined capital deployment
- Strong post-pandemic recovery
- ROCE around double WACC

Increasing FY24 profit growth guidance

**Organic
revenue growth
towards 10%**

**Operating
profit growth
towards 15%¹**

Notes: Based on underlying performance at reported exchange rates unless otherwise indicated. See definitions in the supplementary slides.

¹ On a constant currency basis including announced disposals, exits and acquisitions in 2023 and to date in 2024.



Dominic Blakemore

Group Chief Executive Officer



Our priorities are to capture and sustain growth...



Focus on core markets
and sectors



Invest in capex
& M&A to unlock
future growth



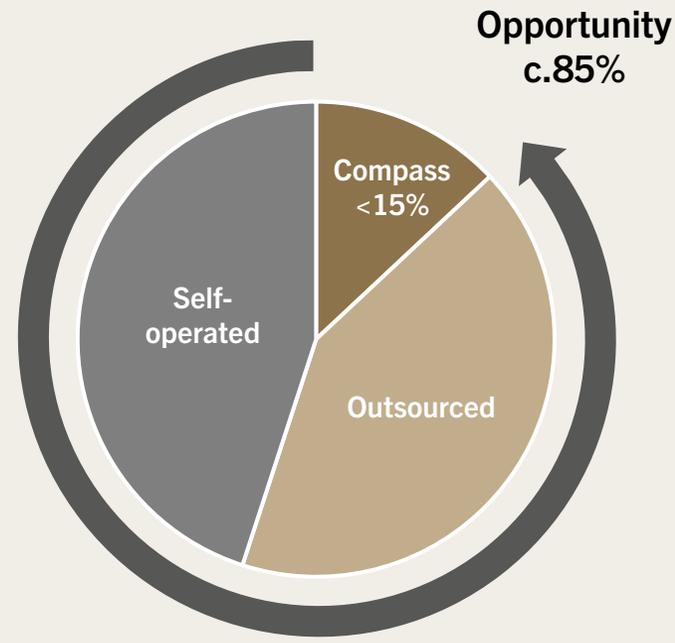
Nurture talent and
develop leaders to
support growth

There is a huge opportunity for organic growth by region...

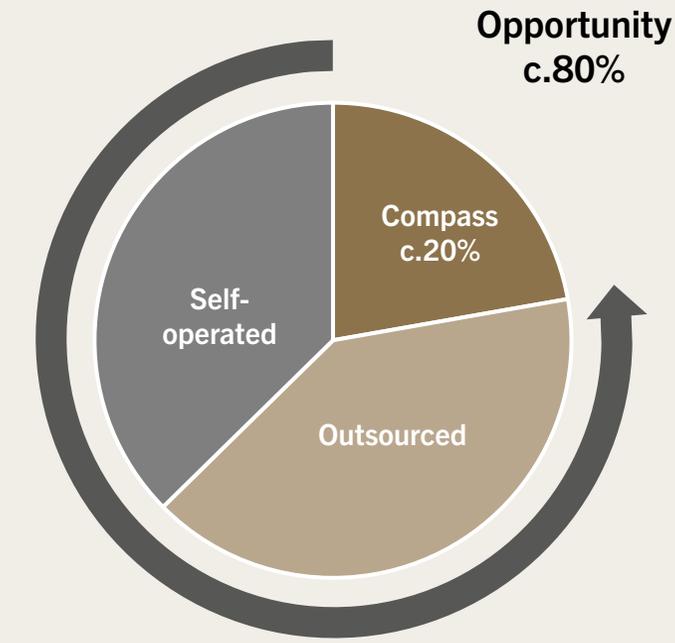


Addressable food services market by region

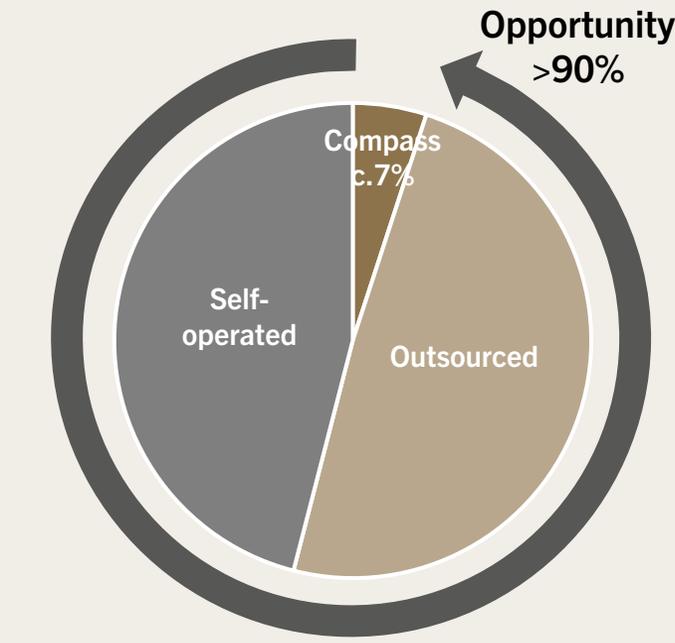
Global: c.\$300bn



North America: c.\$100bn



Europe & RoW: c.\$200bn

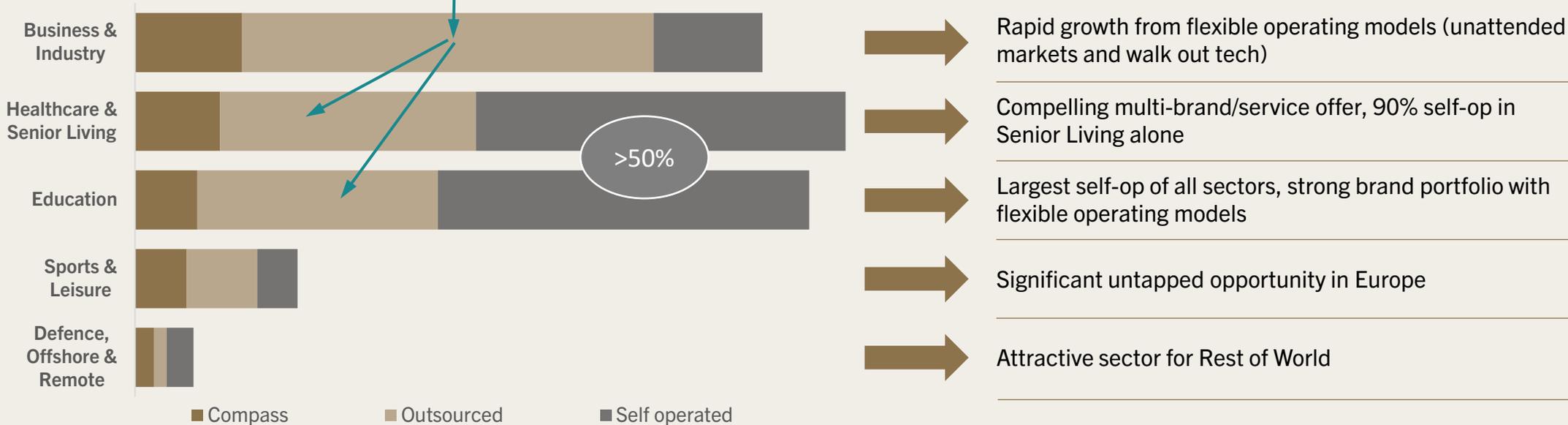


Notes: Market data figures based on Compass Group management estimates.

...and by sector

Core countries addressable food services market by sector

Outsourcing maturity develops from B&I



Rapid growth from flexible operating models (unattended markets and walk out tech)

Compelling multi-brand/service offer, 90% self-op in Senior Living alone

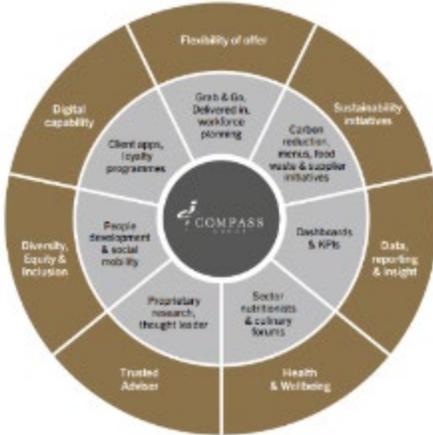
Largest self-op of all sectors, strong brand portfolio with flexible operating models

Significant untapped opportunity in Europe

Attractive sector for Rest of World

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

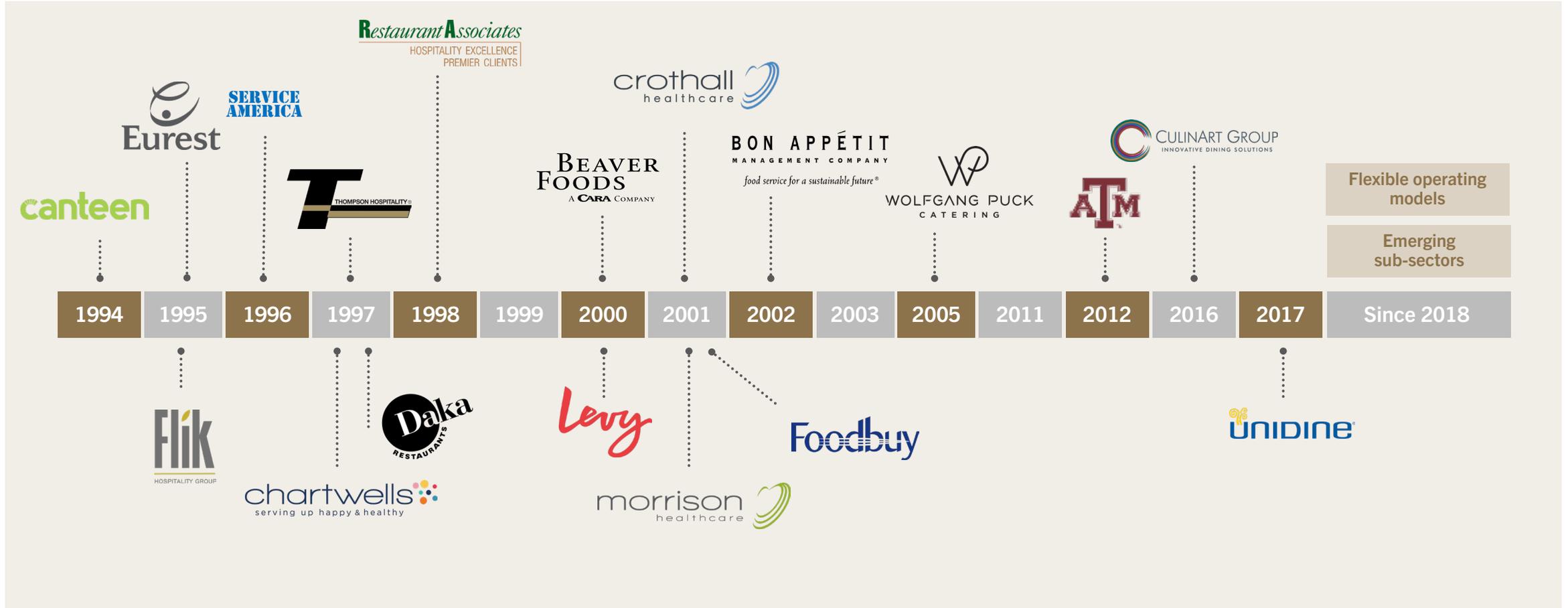
We have proven competitive advantages...

<p>Sectorisation & sub-sectorisation Through our brand portfolio</p>	<p>Flexible operating model Bespoke client offer</p>	<p>Purchasing scale and compliance GPO operates in four core markets</p>	<p>Sales & Retention and MAP Frameworks Driving performance</p>
			<p>map 1 Client sales and marketing</p> <p>map 2 Consumer sales and marketing</p> <p>map 3 Cost of food</p> <p>map 4 In-unit costs</p> <p>map 5 Above-unit overheads</p>

...which help us win new business and retain existing clients

North America: M&A created the platform for growth

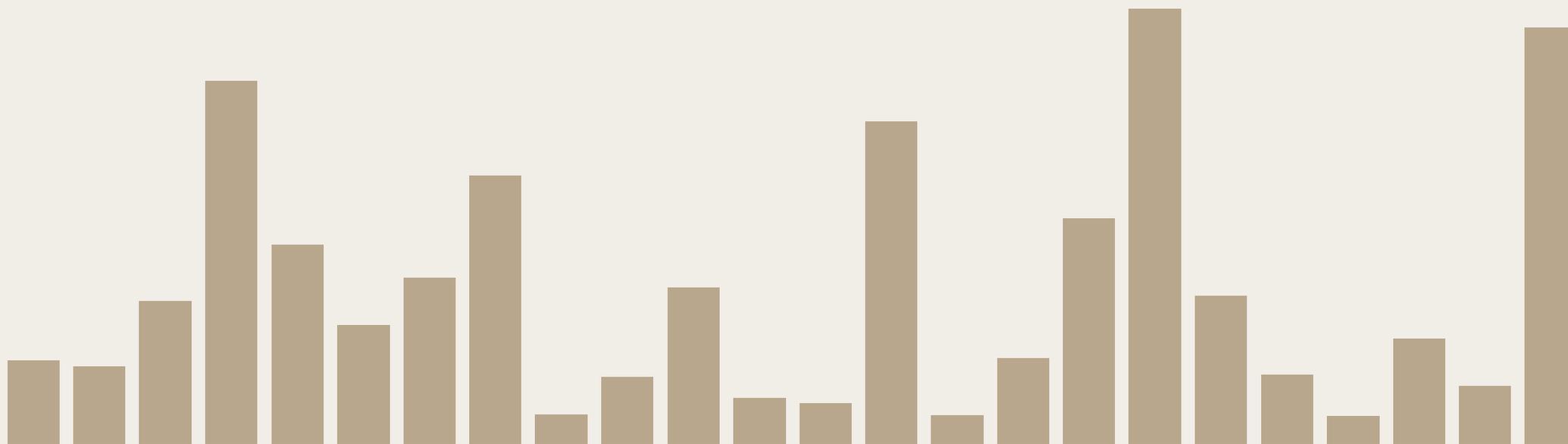
1



...resulting in a strong brand portfolio...



North America revenue by sub-sector
Average growth of 130% over last 10 years



...which is a significant competitive advantage

Our brands help us win and grow with existing clients...

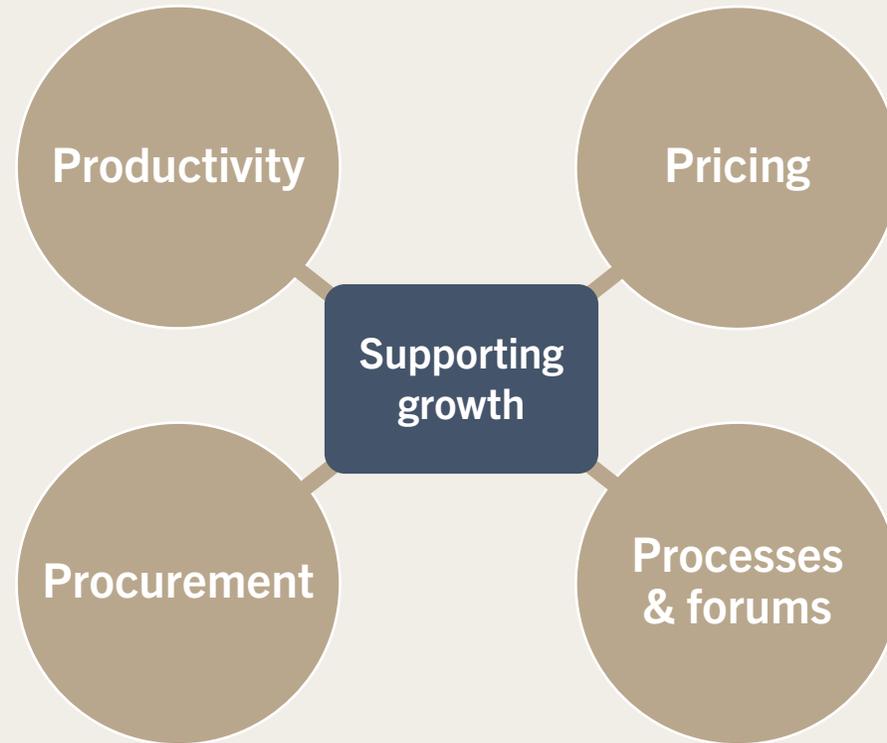


<p>A client in B&I 200% increase in 4 years</p>	<p>A client in Healthcare New win using multi-brand offer</p>	<p>A client in Education 30% growth in 5 years</p>	<p>A client in S&L 300% increase in 18 years</p>
			

...by providing a more tailored offer

Consistent execution of best practice is key...

1



...given the nature of our decentralised business

Unlocking further growth through improved collaboration



MAP 1
New business and retention



- Sales excellence
- Real time client insights
- Thought leadership

MAP 2
Price and volume growth



- Data driven decisions
- Real time consumer insights
- Value gap to high street

MAP 3/4/5
Ongoing efficiencies



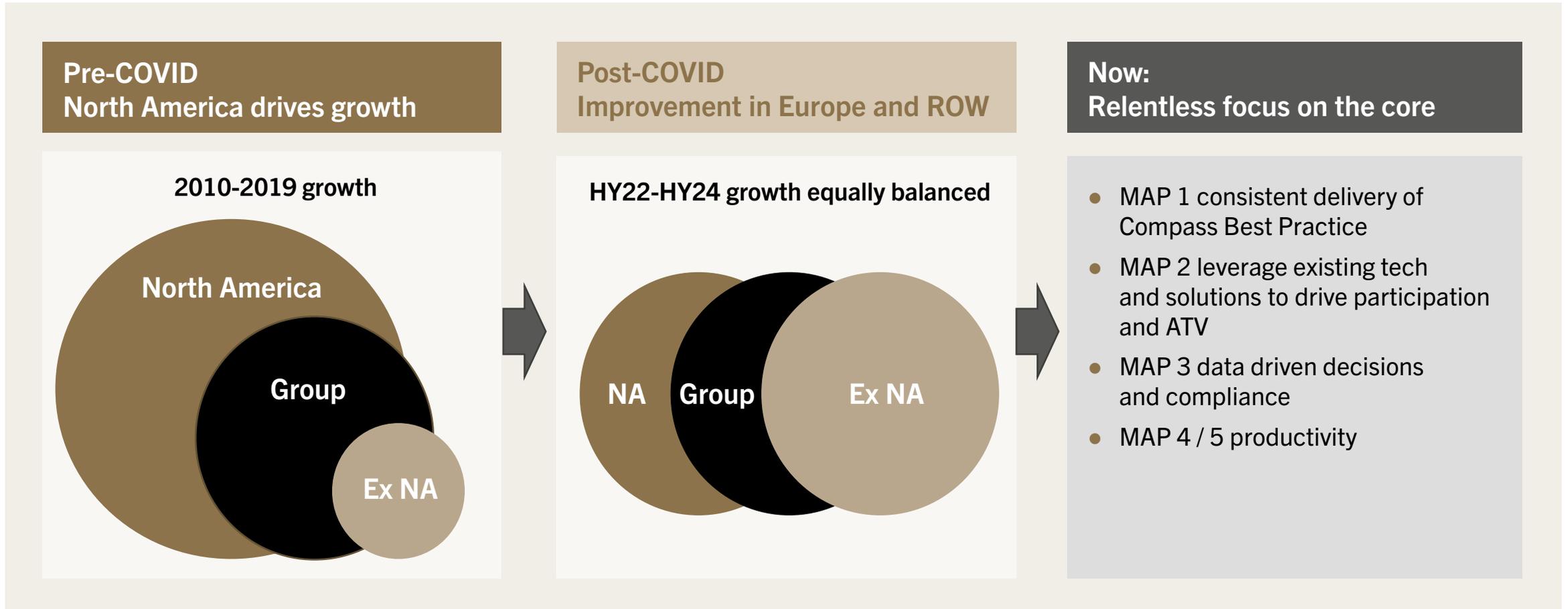
- Purchasing excellence
- Increased compliance
- Food waste reduction

Attractive M&A opportunities to unlock future growth



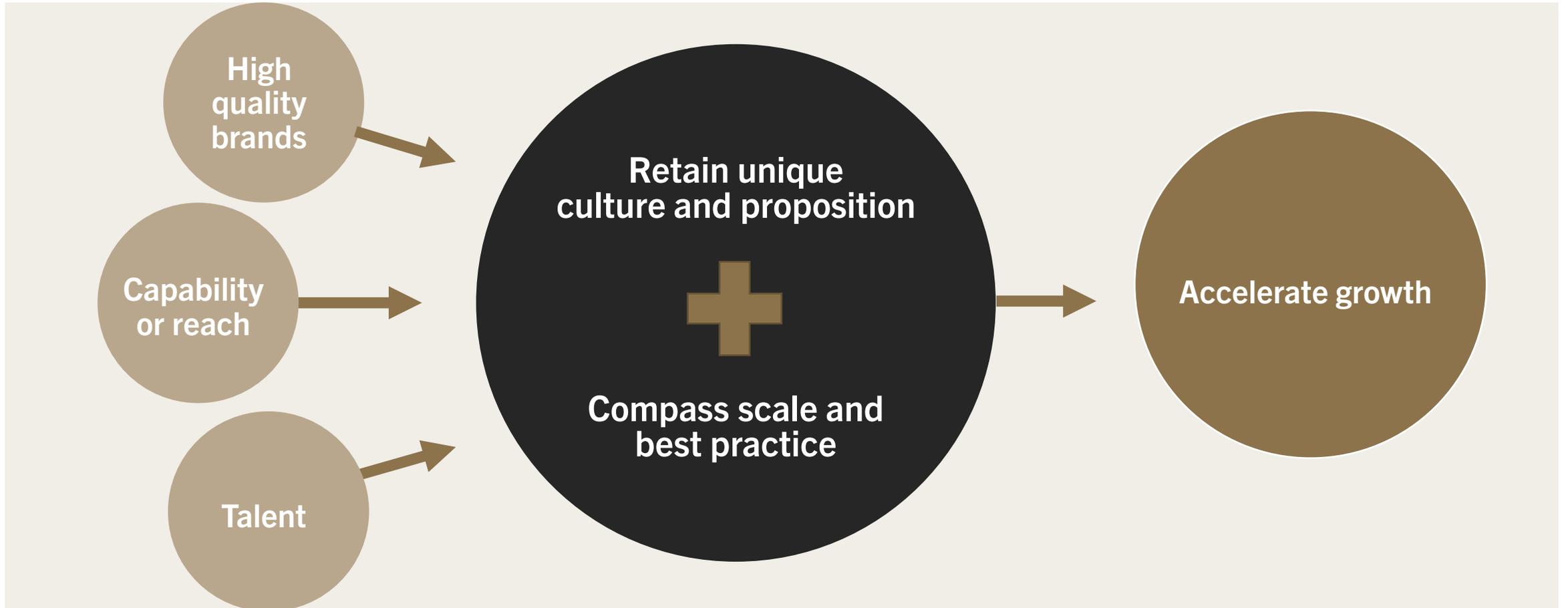
- Sectorisation
- Flexible operating models
- Talent

Growth is now more balanced across our regions

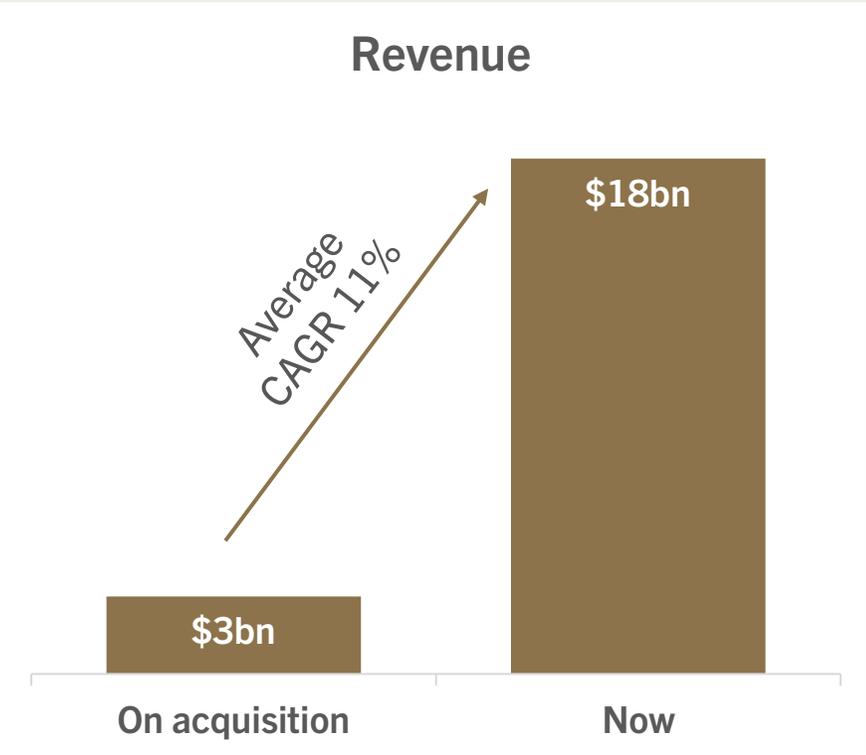


Our approach to M&A is straightforward...

2



...and we have a proven track record of success



We are using our M&A blueprint elsewhere

2

Sectorisation & sub-sectorisation Through our brand portfolio	Flexible operating model Bespoke client offer	Financial discipline Driving performance
		

CH&CO has a strong track record of performance...

2

- Annual revenues of c.\$570m
- Highly regarded management team
- Strong brands, cultural and commercial fit
- Enhances our position in different B&I sub-sectors
- Exciting growth potential
- Synergies from procurement and back office
- Completed April 2024



...and gives us better access to more sub-sectors

HOFMANN^s provides a flexible operating model...

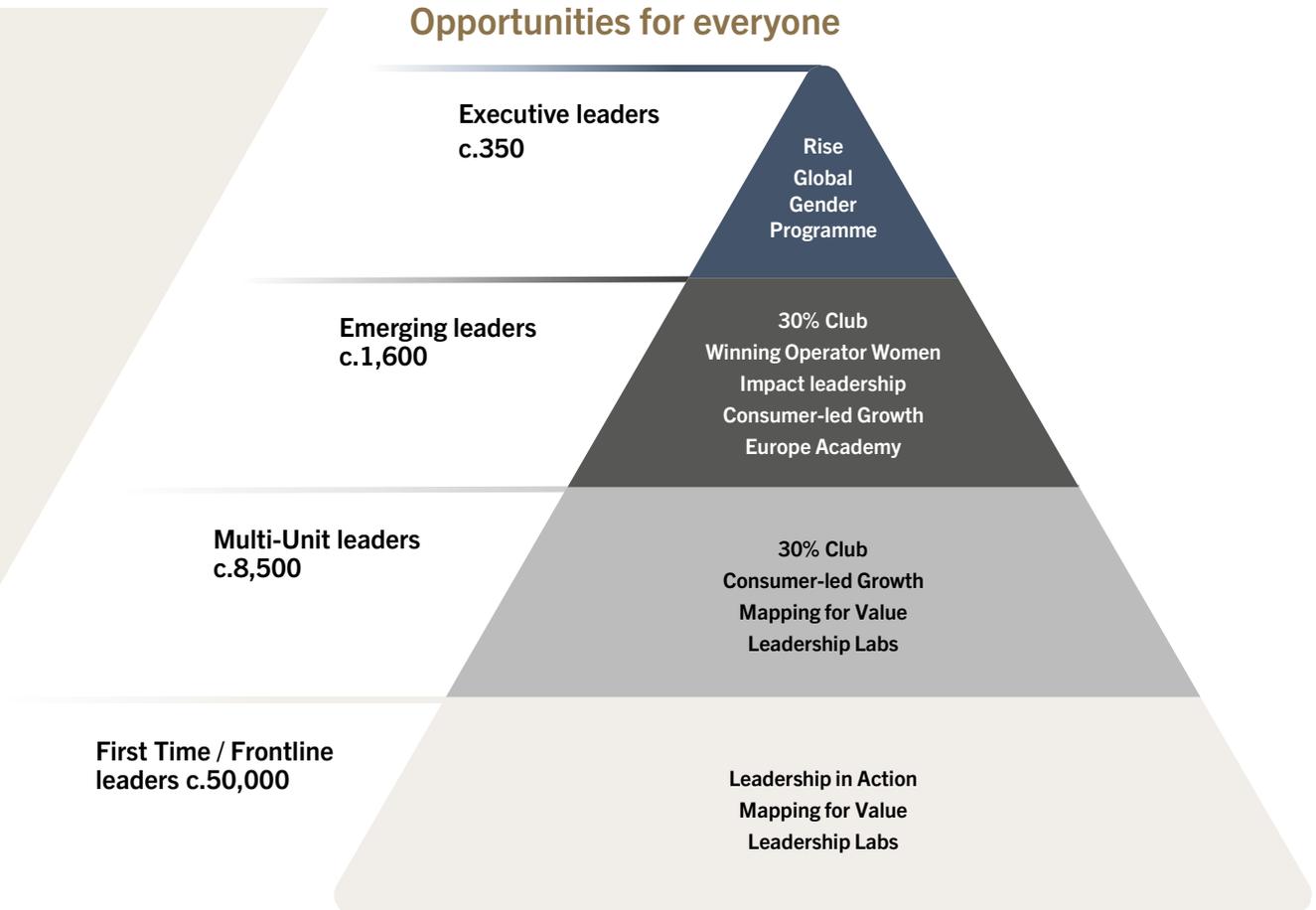
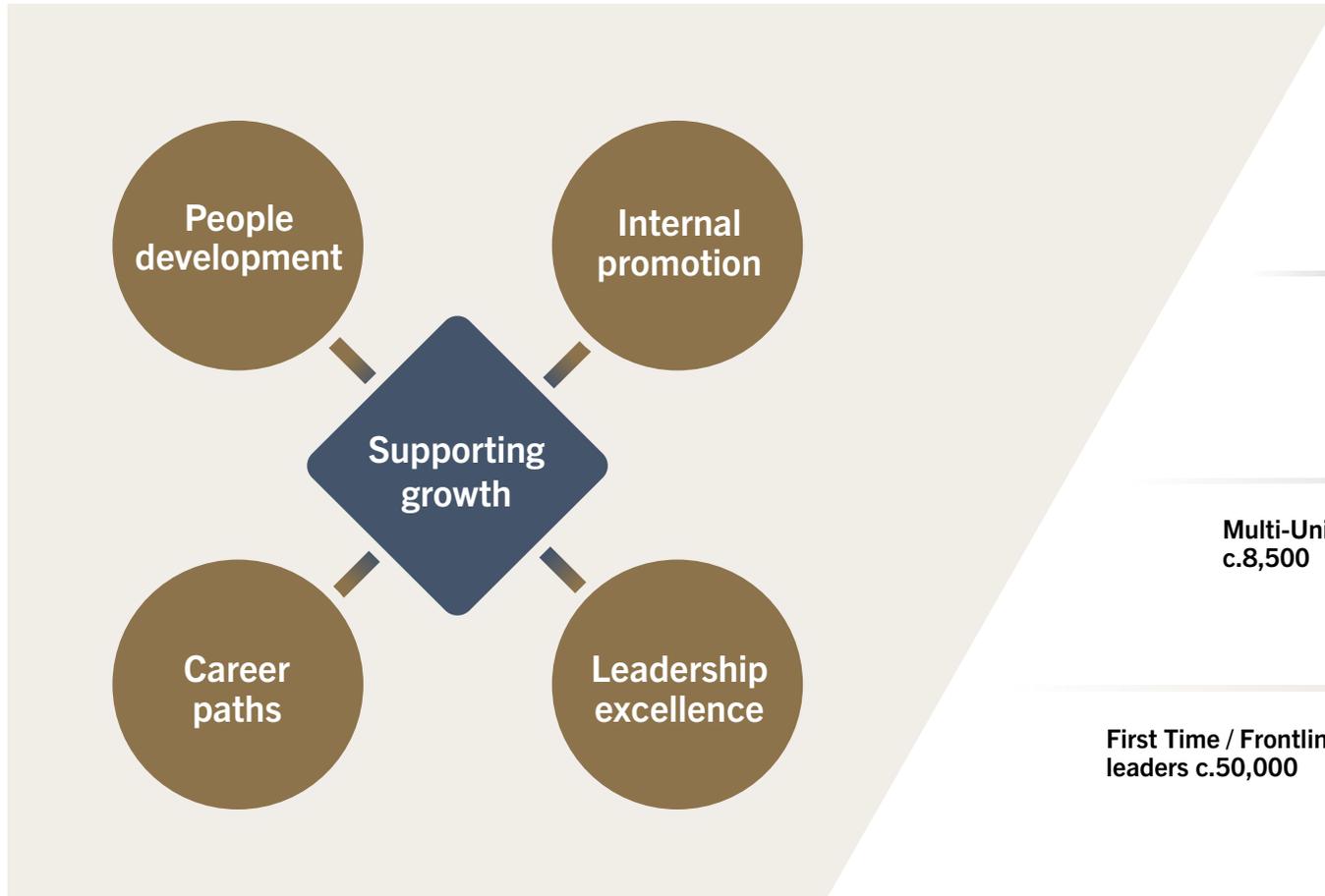
2

- Annual revenues of c.\$200m
- High quality cooked meals instantly frozen
- Significant warehousing and distribution network
- Perfect for catering for specialist diets
- Suitable for low volume days and SMEs
- Helps penetrate Healthcare, Education and B&I

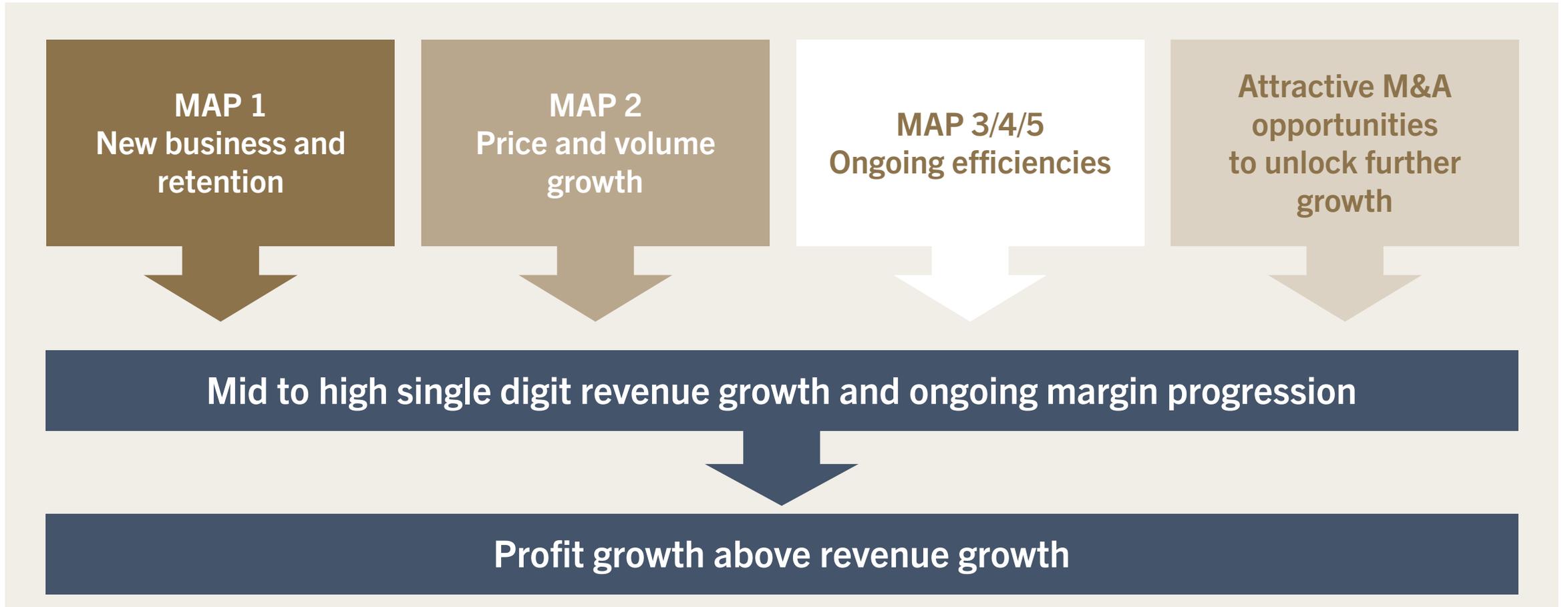


...increasing our client and customer reach

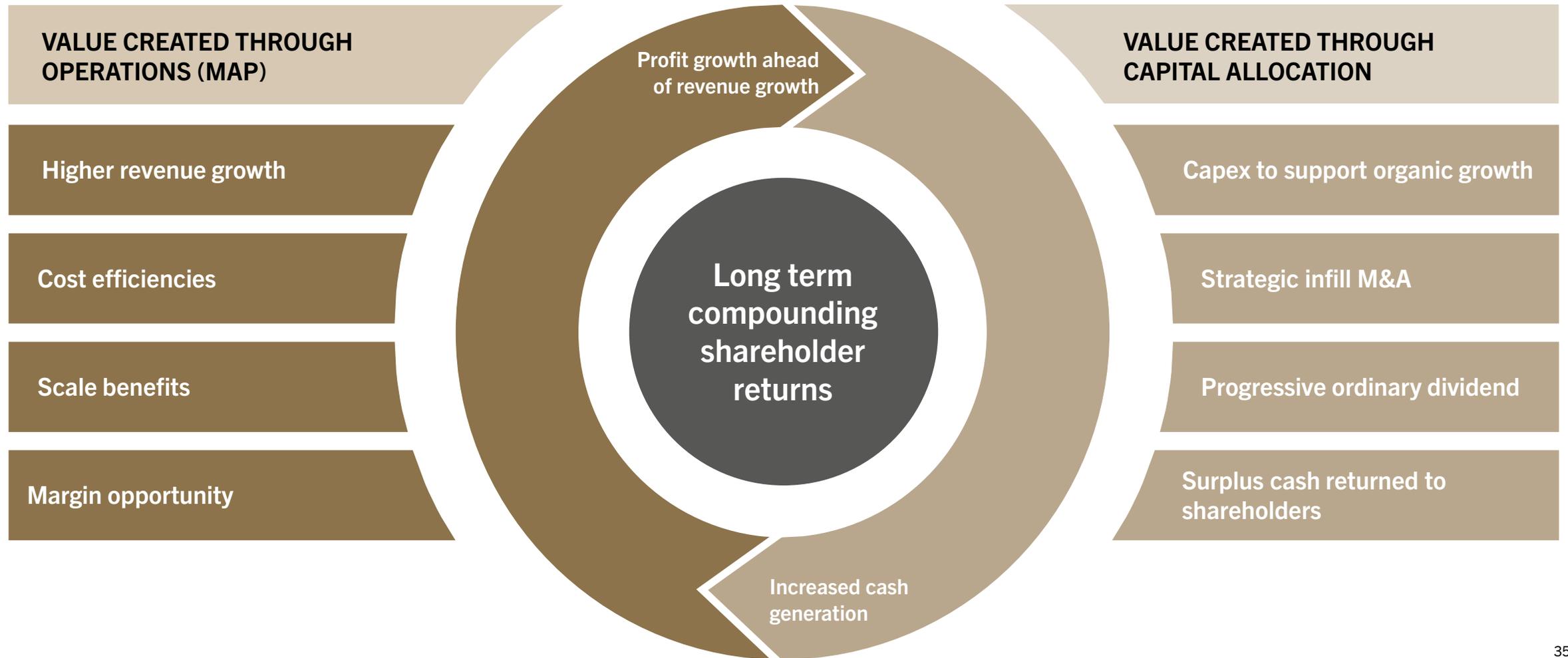
Talent is central to our growth ambition



We have multiple levers to drive revenue and profit growth...



...leading to long-term compounding shareholder returns



FY24 guidance summary

Underlying operating profit:	Growth towards 15% ¹ <ul style="list-style-type: none">- organic revenue growth towards 10%- ongoing margin progression
Capex:	c.3.5% of revenue
Interest charge:	c.\$235m
Effective tax rate:	c.25.5%
Working capital:	Small outflow
Net M&A impact²:	FY24: Immaterial FY25: \$(200)m revenue at average margin, (50)bps on operating profit growth

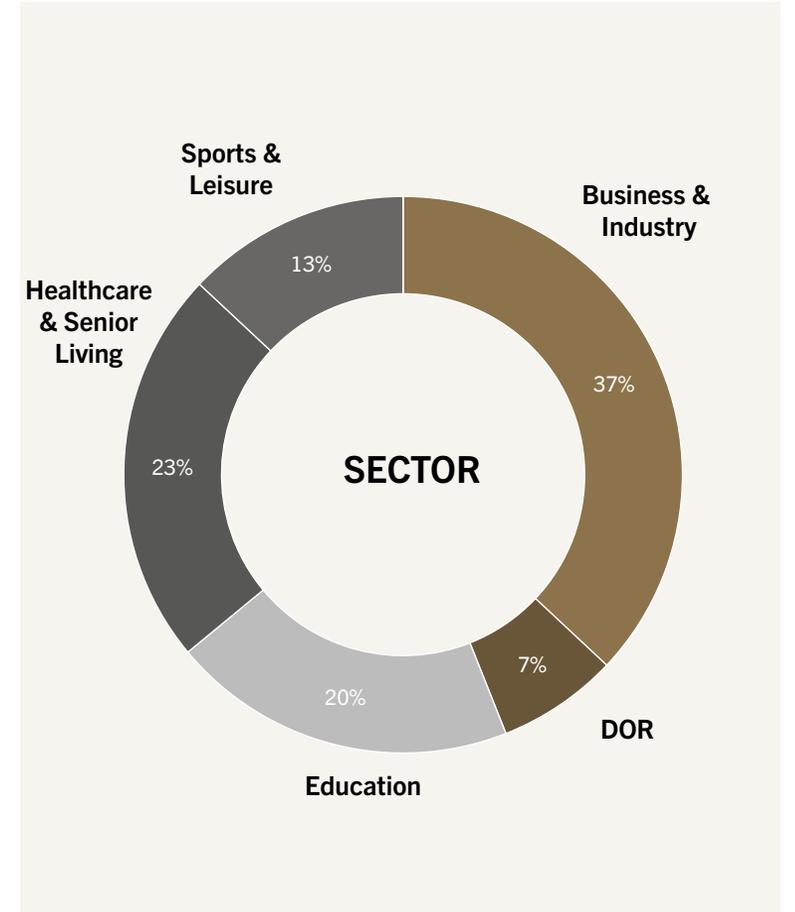
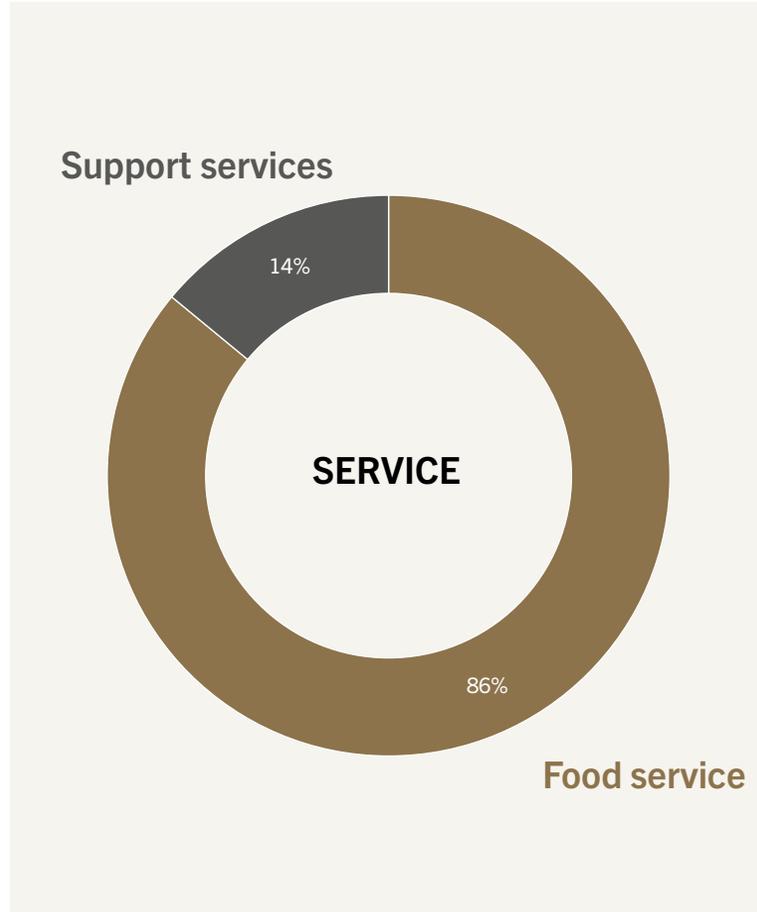
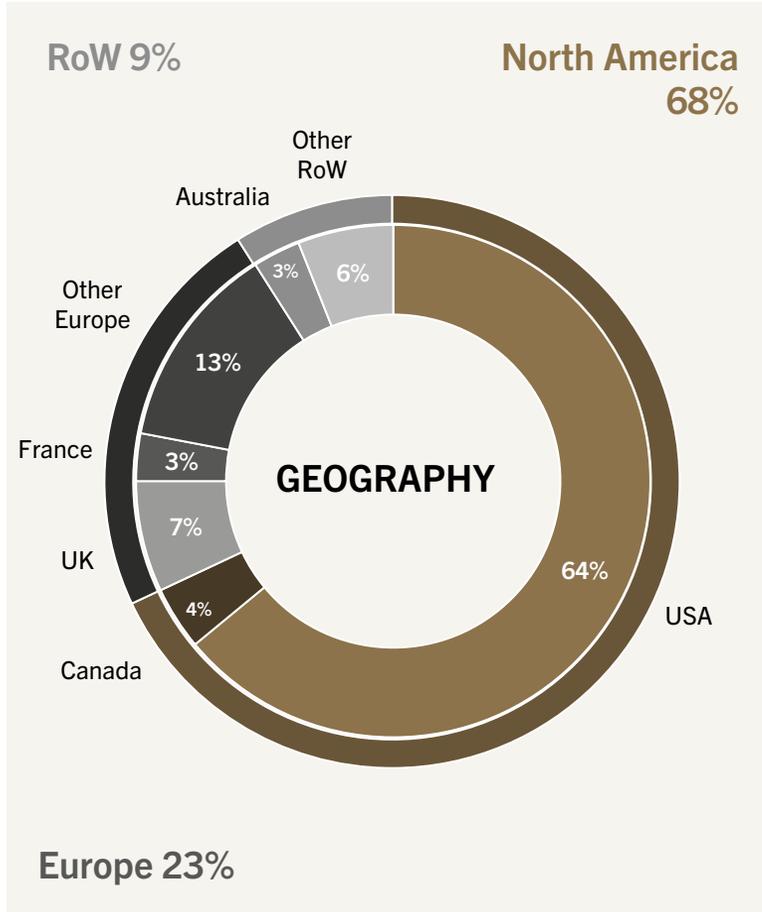
¹ On a constant currency basis.

² For announced disposals, exits and acquisitions in FY23 and to date in FY24.



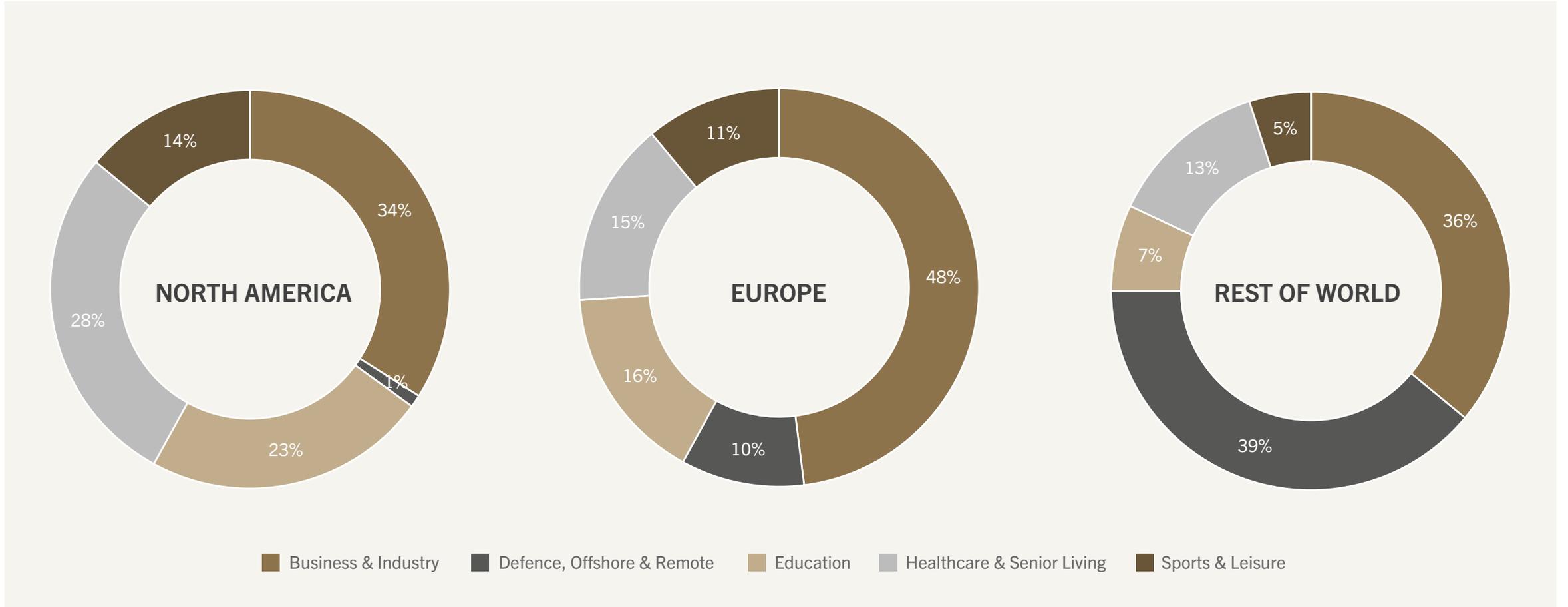
Supplementary Information

Revenue



Notes: Based on underlying performance at reported exchange rates unless indicated otherwise, see the definitions.

Geographic revenue by sector



Notes: Based on underlying performance at reported exchange rates unless indicated otherwise, see the definitions.

Geographic financials

\$m	North America	Europe	Rest of World	Other ¹	Total
HY 2024					
Revenue	14,127	4,801	1,959		20,887
<i>Organic growth</i>	10.9%	12.4%	10.6%		11.2%
Operating profit	1,165	278	103	(72)	1,474
<i>Margin</i>	8.2%	5.8%	5.3%		7.1%
HY 2023					
Revenue	12,691	4,228	1,900		18,819
<i>Organic growth</i>	23.2%	28.2%	27.9%		24.7%
Operating profit	991	235	85	(60)	1,251
<i>Margin</i>	7.8%	5.6%	4.5%		6.6%

Notes: Based on underlying performance at reported exchange rates unless indicated otherwise, see the definitions.

¹ Other operating profit represents unallocated overheads. Other cash flows includes net interest, tax and net other items.

Balance sheet

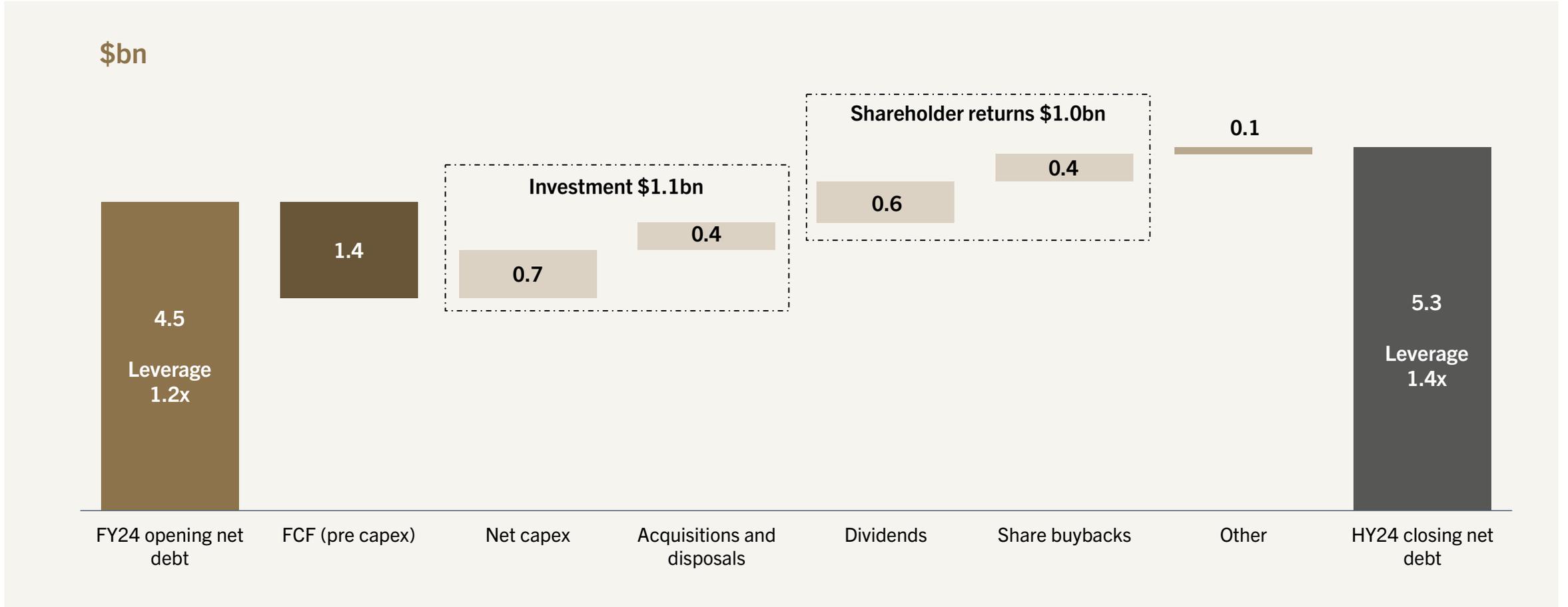
\$m	HY 2024	HY 2023	FY 2023
Goodwill	6,263	6,187	6,105
Other non-current assets	8,013	6,920	7,301
Working capital	(1,097)	(1,261)	(1,514)
Net assets held for sale	130	6	5
Provisions	(646)	(704)	(633)
Net post-employment benefit obligations	(654)	(396)	(458)
Current tax payable	(211)	(189)	(152)
Net deferred tax asset	36	143	105
Net debt	(5,295)	(3,963)	(4,459)
Net assets	6,539	6,743	6,300
Shareholders' equity	6,499	6,696	6,263
Non-controlling interests	40	47	37
Total equity	6,539	6,743	6,300

Components of net debt

	\$m
Bonds	4,027
Private placements	700
Financing¹	4,727
Other loans and fair value accounting adjustments	(177)
Borrowings	4,550
Leases	1,232
Derivatives	150
Gross debt	5,932
Cash net of overdrafts	(637)
Closing net debt at 31 March 2024	5,295

Notes: ¹ Based on nominal value of borrowings as at 31 March 2024.

Movement in net debt and leverage

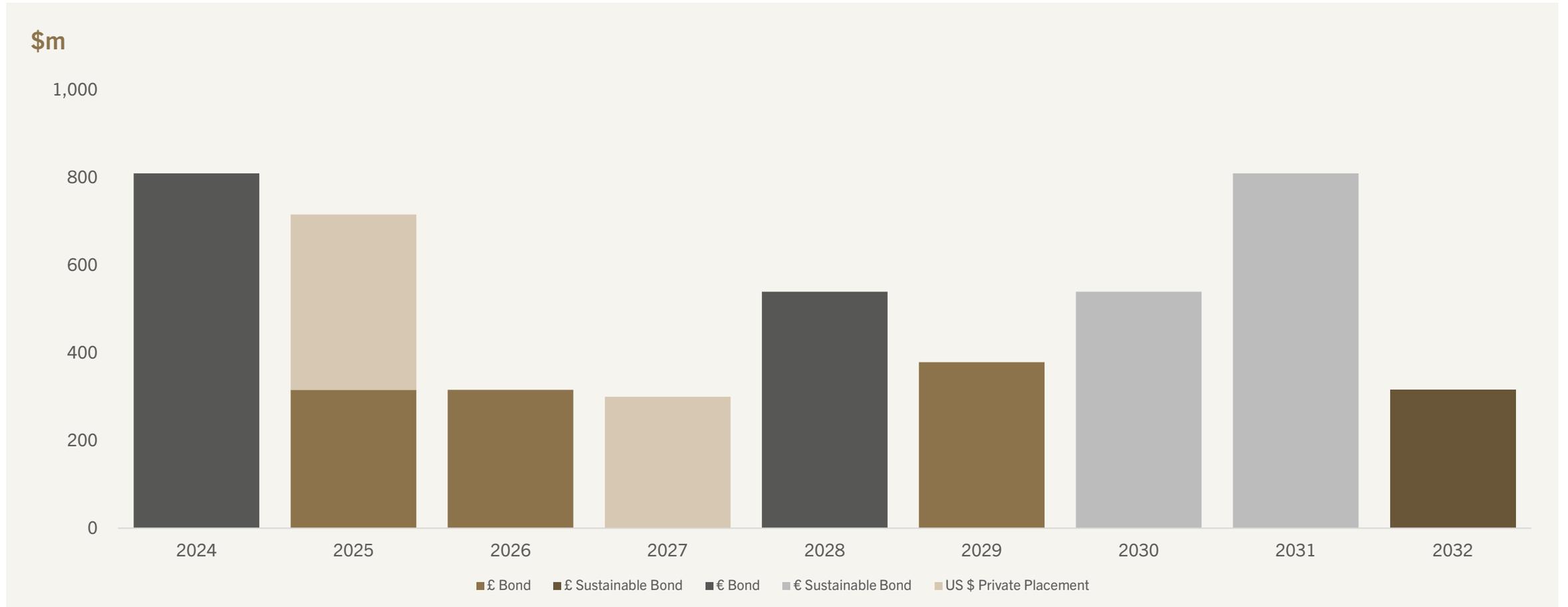


Financing

Principal borrowings	Coupon	Maturing in Financial Year	Drawn \$m
Bonds			
€750m	0.625%	2024	810
£250m	2.000%	2025	316
£250m	3.850%	2026	316
€500m	1.500%	2028	540
£300m	2.000%	2029	379
€500m	3.000%	2030	540
€750m	3.250%	2031	810
£250m	4.375%	2032	316
Total			4,027
US private placements			
\$300m (2014 Notes)	3.81%	2025	300
\$400m (2015 Notes)	3.54% - 3.64%	2025 - 2027	400
Total			700
Bank loans			
£2,000m syndicated facility		2026	-
Commercial Paper			
\$4,000m CP Programme		n/a	-
Total			4,727

Notes: Based on borrowings as at 31 March 2024. Interest rates shown are those in force on the date the debt was issued. The Group uses interest rate swaps to manage its effective interest rate. No other adjustments have been made for hedging instruments, fees or discounts. Bonds, private placements and bank loans are issued by Compass Group PLC apart from the €750m 2024, €500m 2028 & €500m 2030 bonds which are issued by CGFNBV, which is a wholly owned subsidiary.

Maturity profile



Notes: Based on borrowings and facilities in place as at 31 March 2024, maturing in the financial year ending 30 September.
The average life of the Group's principal borrowings is 3.8 years (FY23: 3.3 years).

Debt ratios and credit ratings

Ratings	Short term	Long term	Outlook	Latest Update
Standard & Poor's	A-1	A	Stable	9 Aug 23
Moody's	P-1	A2	Stable	6 Oct 23
Ratios for USPP covenant purposes			HY 2024	FY 2023
Net debt ¹ / EBITDA ¹			1.1x	1.0x
EBITDA ¹ / net interest ¹			25.5x	27.6x
Reported ratios²			HY 2024	FY 2023
Net debt / underlying EBITDA			1.4x	1.2x

Notes: 1. Net debt, EBITDA & net interest are subject to certain accounting adjustments for the purposes of the covenant tests.
2. Calculated using Alternative Performance Measures (see Note 12 in the Consolidated Financial Statements).

Exchange rates

Rates used in consolidation

	Income Statement ¹		Balance Sheet ²	
	HY 2024 per \$	HY 2023 per \$	HY 2024 per \$	HY 2023 per \$
Australian Dollar	1.53	1.50	1.53	1.49
Brazilian Real	4.96	5.22	5.01	5.07
Canadian Dollar	1.35	1.36	1.35	1.35
Euro	0.93	0.96	0.93	0.92
Japanese Yen	148.06	137.55	151.35	133.09
Pound Sterling	0.80	0.84	0.79	0.81
Turkish Lira	29.73	18.77	32.35	19.20

Notes: 1 Income statement uses average monthly closing rates for the 6 months to 31 March

2 Balance sheet uses the closing rate as at 31 March.

Currency impact on operating profit and revenue

\$m

	IMPACT ON FY 2023	IMPACT ON HY 2023
AUD	(1)	(1)
BRL	0	1
CAD	(1)	0
EUR	3	4
GBP	0	(1)
JPY	(2)	(1)
TRY	(11)	(7)
Other	(4)	(4)
Total currency impact on profit	(16)	(9)
Total currency impact on revenue	(122)	(17)

Notes: Based on underlying performance at reported exchange rates unless indicated otherwise, see the definitions.
Impact on FY 2023 revenue and profit assumes current spot rates on 9 May 2024 continue for the full year.

Exchange rates

Effect on 2023 revenue and profit

POUND STERLING			CANADIAN DOLLAR			AUSTRALIAN DOLLAR		
\$m cumulative change for an incremental 5 pence movement			\$m cumulative change for an incremental 5 cent movement			\$m cumulative change for an incremental 5 cent movement		
Exchange Rate	Revenue Change	Profit Change	Exchange Rate	Revenue Change	Profit Change	Exchange Rate	Revenue Change	Profit Change
1.07	(682)	1.3	1.60	(185)	(11.5)	1.76	(178)	(11.6)
1.02	(572)	1.1	1.55	(153)	(9.5)	1.71	(146)	(9.5)
0.97	(451)	0.9	1.50	(118)	(7.3)	1.66	(113)	(7.3)
0.92	(317)	0.6	1.45	(82)	(5.1)	1.61	(78)	(5.1)
0.87	(168)	0.3	1.40	(42)	(2.6)	1.56	(40)	(2.6)
0.82	-	-	1.35	-	-	1.51	-	-
0.77	190	(0.4)	1.30	46	2.8	1.46	43	2.8
0.72	406	(0.8)	1.25	95	5.9	1.41	89	5.8
0.67	654	(1.3)	1.20	148	9.2	1.36	138	9.0
0.62	942	(1.8)	1.15	206	12.8	1.31	191	12.4
0.57	1,282	(2.5)	1.10	269	16.7	1.26	248	16.1

Notes: Cumulative revenue and operating profit change arising by restating the 2023 full year revenue and operating profit of the relevant currency for the incremental changes in exchange rates shown.
Decrease in pound value against US\$ results in higher Group profit driven by decrease in GBP denominated central overheads (£98m/\$120m in 2023).

Exchange rates

Effect on 2023 revenue and profit

EURO			TURKISH LIRA			JAPANESE YEN		
\$m cumulative change for an incremental 5 cent movement			\$m cumulative change for an incremental 3 lira movement			\$m cumulative change for an incremental 5 Yen movement		
Exchange Rate	Revenue Change	Profit Change	Exchange Rate	Revenue Change	Profit Change	Exchange Rate	Revenue Change	Profit Change
1.19	(814)	(43.4)	42.5	(256)	(17.9)	165.1	(75)	(3.3)
1.14	(679)	(36.3)	39.5	(236)	(16.5)	160.1	(62)	(2.8)
1.09	(533)	(28.5)	36.5	(213)	(14.9)	155.1	(48)	(2.1)
1.04	(372)	(19.9)	33.5	(185)	(12.9)	150.1	(33)	(1.5)
0.99	(196)	(10.4)	30.5	(153)	(10.7)	145.1	(17)	(0.8)
0.94	-	-	27.5	(113)	(7.9)	140.1	-	-
0.89	217	11.6	24.5	(63)	(4.4)	135.1	18	0.8
0.84	461	24.6	21.5	-	-	130.1	38	1.7
0.79	735	39.2	18.5	84	5.9	125.1	59	2.6
0.74	1,046	55.9	15.5	200	14.0	120.1	82	3.7
0.69	1,402	74.9	12.5	373	26.0	115.1	107	4.8

Notes: Cumulative revenue and operating profit change arising by restating the 2023 full year revenue and operating profit of the relevant currency for the incremental changes in exchange rates shown.

Definitions

INCOME STATEMENT	
Underlying revenue	Revenue plus share of revenue of joint ventures.
Underlying operating profit	Operating profit excluding specific adjusting items ² .
Underlying operating margin¹	Underlying operating profit divided by underlying revenue.
Organic revenue¹	Current year: Underlying revenue excluding businesses acquired, sold and closed in the year. Prior year: Underlying revenue including a proforma 12 months in respect of businesses acquired in the year and excluding businesses sold and closed in the year translated at current year exchange rates. Where applicable, a 53rd week is excluded from the current or prior year.
Organic operating profit	Current year: Underlying operating profit excluding businesses acquired, sold and closed in the year. Prior year: Underlying operating profit including a proforma 12 months in respect of businesses acquired in the year and excluding businesses sold and closed in the year translated at current year exchange rates. Where applicable, a 53rd week is excluded from the current or prior year.
Underlying finance costs	Finance costs excluding specific adjusting items ² .
Underlying profit before tax	Profit before tax excluding specific adjusting items ² .
Underlying income tax expense	Income tax expense excluding tax attributable to specific adjusting items ² .
Underlying effective tax rate	Underlying income tax expense divided by underlying profit before tax.
Underlying profit for the year	Profit for the year excluding specific adjusting items ² and tax attributable to those items.
Underlying profit attributable to equity shareholders (underlying earnings)	Profit for the year attributable to equity shareholders excluding specific adjusting items ² and tax attributable to those items.
Underlying earnings per share¹	Earnings per share excluding specific adjusting items ² and tax attributable to those items.
Net operating profit after tax (NOPAT)	Underlying operating profit excluding the operating profit of non-controlling interests, net of tax at the underlying effective tax rate.
Underlying EBITDA	Underlying operating profit excluding underlying impairment, depreciation and amortisation of intangible assets, tangible assets and contract-related assets

Notes: 1 Key Performance Indicator.

2 See HY24 Press Release for definitions of the specific adjusting items and a reconciliation from the statutory to the underlying income statement.

Definitions

BALANCE SHEET	
Net debt	Bank overdrafts, bank and other borrowings, lease liabilities and derivative financial instruments, less cash and cash equivalents.
Net debt to EBITDA	Net debt divided by underlying EBITDA.
Capital employed	Total equity shareholders' funds, excluding: net debt; post-employment benefit assets and obligations; and investments held to meet the cost of unfunded post-employment benefit obligations.
Return on Capital Employed (ROCE)¹	NOPAT divided by 12-month average capital employed.
CASH FLOW	
Capital expenditure	Purchase of intangible assets, purchase of contract fulfilment assets, purchase of property, plant and equipment and investment in contract prepayments, less proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets.
Underlying operating cash flow	Net cash flow from operating activities, including purchase of intangible assets, purchase of contract fulfilment assets, purchase of property, plant and equipment, proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets, repayment of principal under lease liabilities and share of results of joint ventures and associates, and excluding interest and net tax paid, post-employment benefit obligations net of service costs, cash payments related to the cost action programme and COVID-19 resizing costs, strategic portfolio review and one-off pension charge, and acquisition transaction costs.
Underlying operating cash flow conversion	Underlying operating cash flow divided by underlying operating profit.
Free cash flow	Net cash flow from operating activities, including purchase of intangible assets, purchase of contract fulfilment assets, purchase of property, plant and equipment, proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets, purchase of other investments, proceeds from sale of other investments, dividends received from joint ventures and associates, interest received, repayment of principal under lease liabilities and dividends paid to non-controlling interests.
Underlying free cash flow¹	Free cash flow excluding cash payments related to the cost action programme and COVID-19 resizing costs, strategic portfolio review, one-off pension charge and acquisition transaction costs.
Underlying free cash flow conversion	Underlying free cash flow divided by underlying operating profit.
Underlying cash tax rate	Net tax paid included in net cash flow from operating activities divided by underlying profit before tax.

Notes: 1 Key Performance Indicator.

2 See HY24 Press Release for definitions of the specific adjusting items and a reconciliation from the statutory to the underlying income statement.

Definitions

BUSINESS GROWTH	
New business	Current year underlying revenue for the period in which no revenue had been recognised in the prior year.
Lost business	Prior year underlying revenue for the period in which no revenue has been recognised in the current year.
Net new business	New business minus lost business as a percentage of prior year organic revenue.
Retention	100% minus lost business as a percentage of prior year organic revenue.