

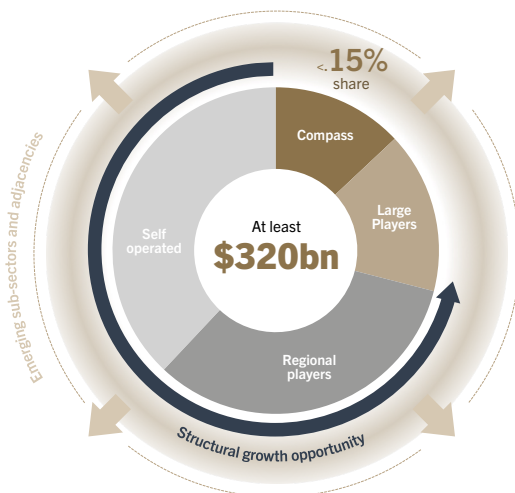


# Attractive market opportunity



## Unlocking the total addressable market and FTO opportunity

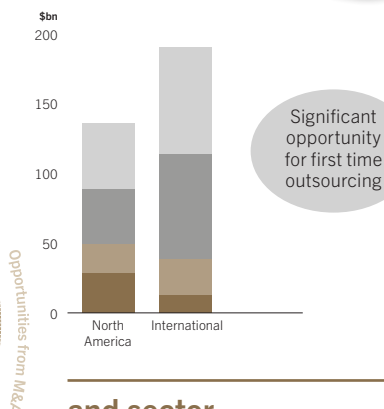
The global food services market is estimated to be worth at least \$320 billion, of which Compass has less than 15% market share.



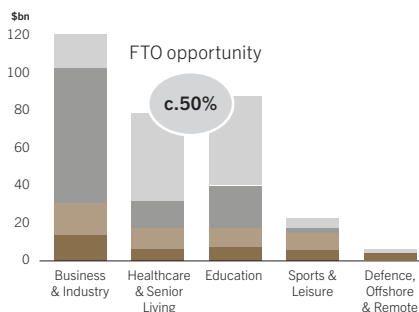
Includes vending in North America and Europe

■ Compass ■ Large players  
■ Self-operated ■ Regional players

### by region...



### and sector...



## Resilient business model and operational flexibility

### Diverse sector portfolio

- Mostly captive locations
- Wide-ranging client base
- Largest 10 clients <10% revenue

### Attractive outsourcing market

- Significant FTO opportunity
- Emerging sub-sectors
- Opportunities to unlock through M&A

### Investing in future growth

- Capex
- M&A
- Technology & processes

### Decentralised business

- Flexible operating models
- Local sourcing
- Entrepreneurial mindset

### De-risked country portfolio

- Completed disposal programme
- Now operate in c.30 markets
- Huge opportunities in core markets

### Unique competitive advantages

- Sectorised model
- Purchasing scale
- Culture & talent

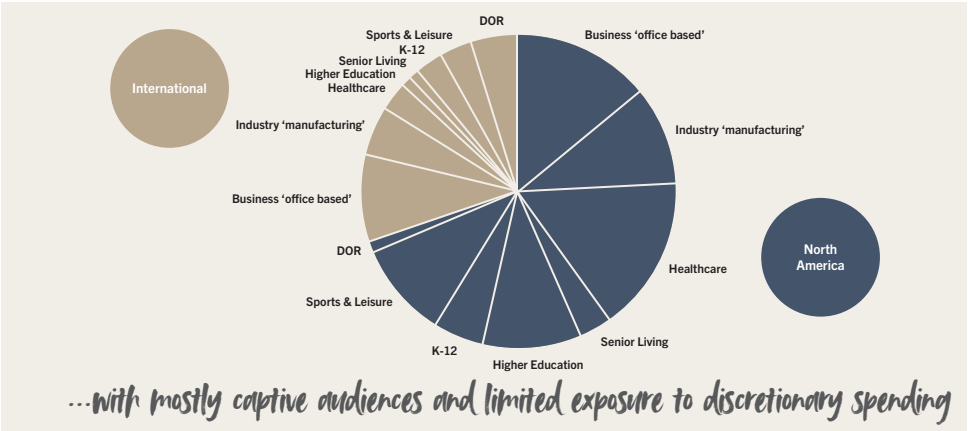
Attractive long-term compounding shareholder returns

# Significant growth opportunity

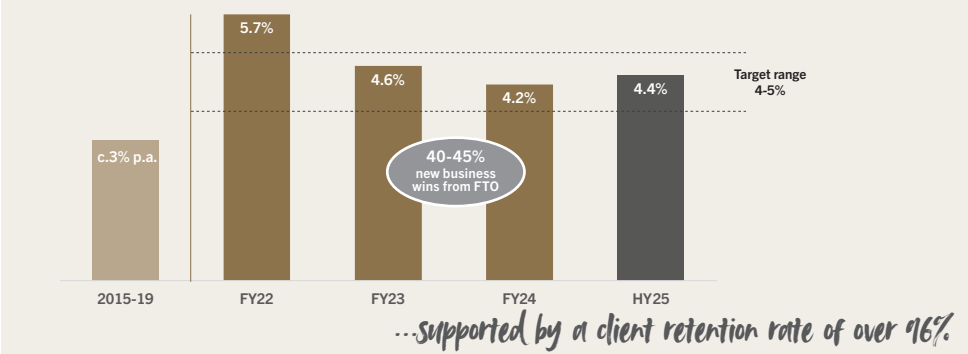
<b>Business &amp; Industry</b>	<ul style="list-style-type: none"> <li>Technology; AI advancements</li> <li>Onshoring of manufacturing</li> <li>Personalised nutrition &amp; experience</li> </ul>		Recent M&A
<b>Healthcare &amp; Senior Living</b>	<ul style="list-style-type: none"> <li>Cost pressures</li> <li>Emerging technology &amp; efficiency drive</li> <li>High surgical demand &amp; ageing populations</li> </ul>		HOFMANN <sup>1</sup>
<b>Education</b>	<ul style="list-style-type: none"> <li>Lifetime learning</li> <li>New skills / retraining</li> <li>Higher Ed students expect tech</li> </ul>		DUPONT <sup>1</sup> HOFMANN <sup>1</sup>
<b>Sports &amp; Leisure</b>	<ul style="list-style-type: none"> <li>Globalisation of major franchisees</li> <li>Stadium infrastructure investment / technology</li> <li>Levy expansion</li> </ul>		COMPANY OF COOKS
<b>Defence, Offshore &amp; Remote</b>	<ul style="list-style-type: none"> <li>Rising Defence spending</li> <li>Energy security</li> <li>Renewed investment in fossil fuels</li> </ul>		4 SERVICE

... with our unique sectorisation, enhanced through M&A

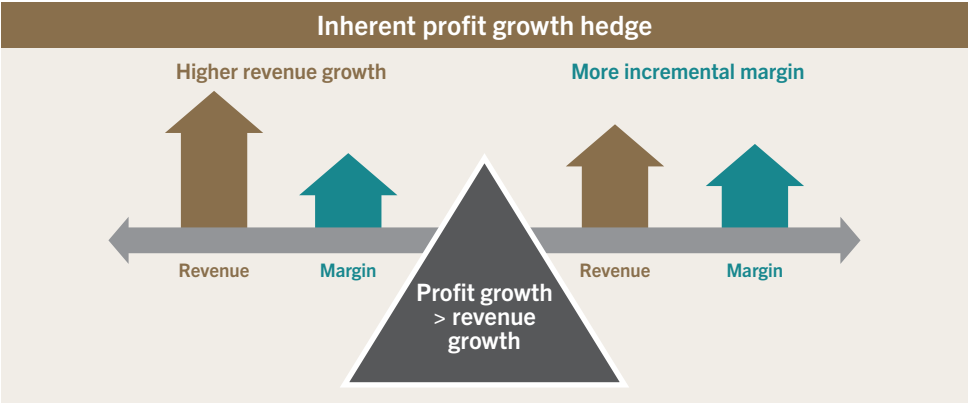
## A diverse portfolio across many sectors



## Continued elevated net new business growth...



...and ongoing margin progression



Generating long-term compounding returns

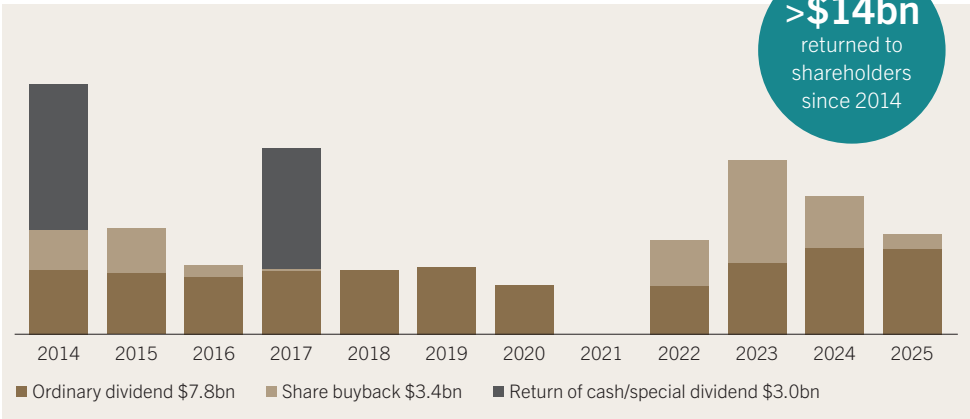
We're confident in our growth algorithm...



... and our capital allocation model remains unchanged



## Delivering significant returns to shareholders



## People

### Developing talent and leadership to support growth and opportunities for all



## Purpose

### Our climate goals



Climate **net zero** by 2050  
across our value chain



**46%** reduction in absolute  
Scope 1 and 2 GHG  
emissions by 2030



**28%** reduction in absolute  
Scope 3 GHG emissions  
associated with the food and  
drink we purchase by 2030



**SBTi validated**  
science-based interim  
targets for 2030

# Performance

## Geographic financials by region

HY 2025 (\$m)	North America	International	Other <sup>1</sup>	Total
Revenue	15,452	7,144		22,596
Organic growth	8.6%	8.2%		8.5%
Operating profit	1,289	416	(78)	1,627
Margin	8.3%	5.8%		7.2%
HY 2024 (\$m)				
Revenue	14,127	6,760		20,877
Organic growth	10.9%	11.9%		11.2%
Operating profit	1,165	381	(72)	1,474
Margin	8.2%	5.6%		7.1%

## Geographic revenue by sector

HY 2025	North America	International
Business & Industry	35%	45%
Defence, Offshore & Remote	1%	16%
Education	23%	14%
Healthcare & Senior Living	27%	14%
Sports & Leisure	14%	11%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### Notes:

Based on underlying performance at reported exchange rates unless indicated otherwise.

1. Other operating profit represents unallocated overheads.

## Underlying cash flow

\$m	HY25
<b>Operating profit</b>	<b>1,627</b>
Depreciation and amortisation	618
<b>EBITDA</b>	<b>2,245</b>
Net capital expenditure	(671)
Trade working capital	(347)
Lease payments of principal	(125)
Other	59
<b>Operating cash flow</b>	<b>1,161</b>
Net interest	(132)
Net tax	(295)
Other	9
<b>Free cash flow</b>	<b>743</b>

## Contact information

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