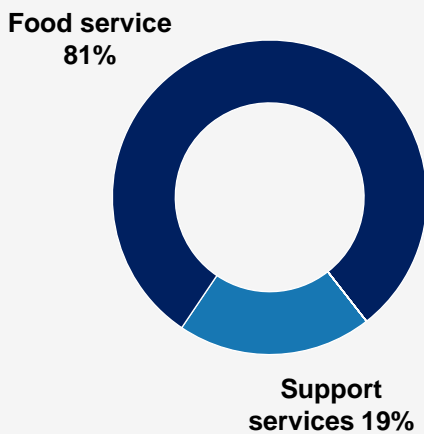


A GLOBAL LEADER IN FOOD SERVICES

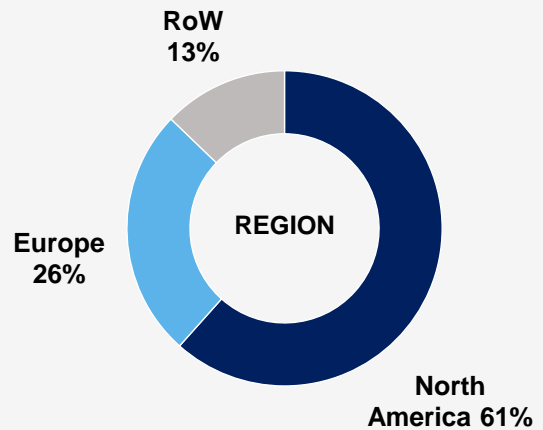


- 45 countries, 3 regions, 5 sectors
- Strong focus on Health and Safety
- Extensive portfolio of B2B brands
- Managing the business through People, Performance and Purpose
- Scale in procurement and central functions
- Driving performance through operational excellence
- Decentralised approach

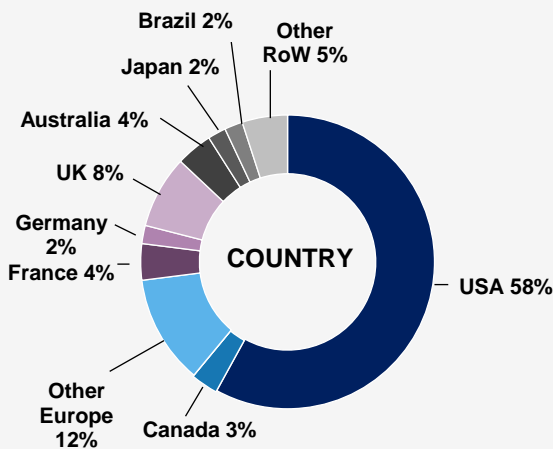
GROUP REVENUE



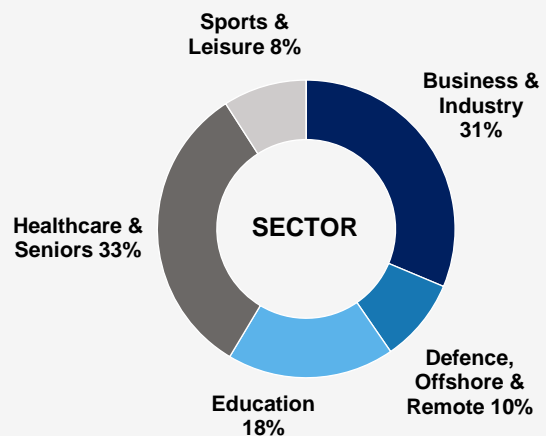
REVENUE BY REGION



REVENUE BY COUNTRY

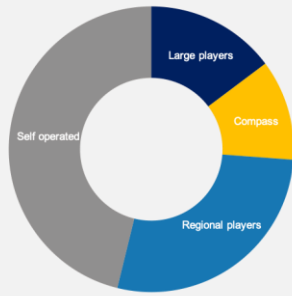


REVENUE BY SECTOR

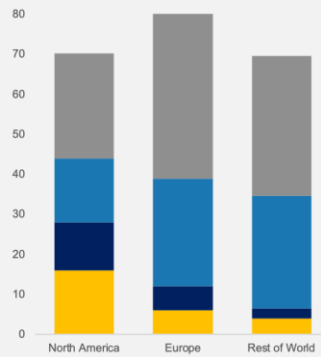


SIGNIFICANT FOOD SERVICE MARKET OPPORTUNITIES

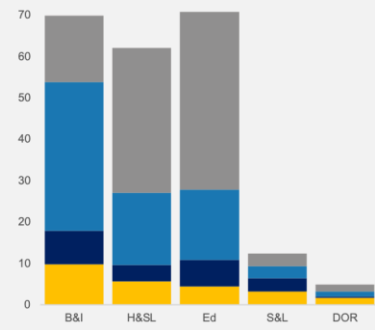
Global food services market
c. £220bn



Food services market by region



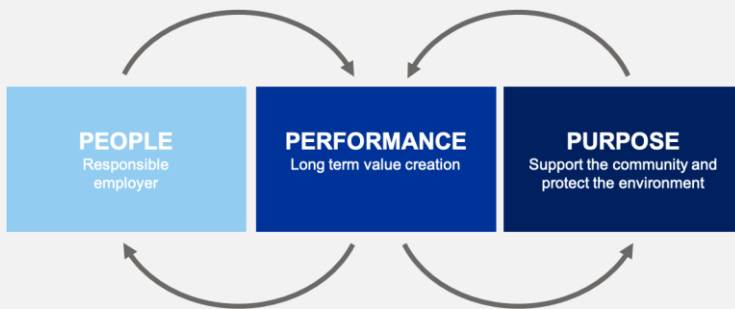
Food services market by sector



Compass Large players Regional players Self-operated

Note: Market data figures based on Compass Group management estimates & 2019 revenues

OUR STRATEGY



- map 1** CLIENT SALES AND MARKETING
- map 2** CONSUMER SALES AND MARKETING
- map 3** COST OF FOOD
- map 4** UNIT COSTS
- map 5** ABOVE-UNIT COSTS

OUR PEOPLE

- Protecting, supporting and caring for our People
- Long term commitment to hiring, developing and retaining our talent
- Building diverse, engaged and inclusive teams
- Representative of the communities we serve at all levels of the organisation
- Social mobility initiatives building equity and opportunity for all



OUR PURPOSE

- Global commitment to a 2050 Net Zero emissions economy
- UK & Ireland commitment to Net Zero by 2030
- Three key priorities:
 - 1) Food Waste
 - 2) Our environmental impact including climate change
 - 3) Responsible sourcing: resilient and sustainable supply chains



FTSE4Good

GEOGRAPHIC FINANCIALS BY REGION

FY 2021	North America	Europe	Rest of World
Revenue (£m)	11,170	4,641	2,325
Organic growth (%)	(6.7)	(9.6)	3.0
Operating profit (£m)	608	147	130
Margin (%)	5.4	3.2	5.6
FY 2020			
Revenue (£m)	12,746	5,048	2,404
Organic growth (%)	(18.5)	(24.0)	(7.9)
Operating profit (£m)	606	(29)	94
Margin (%)	4.8	(0.6)	3.9

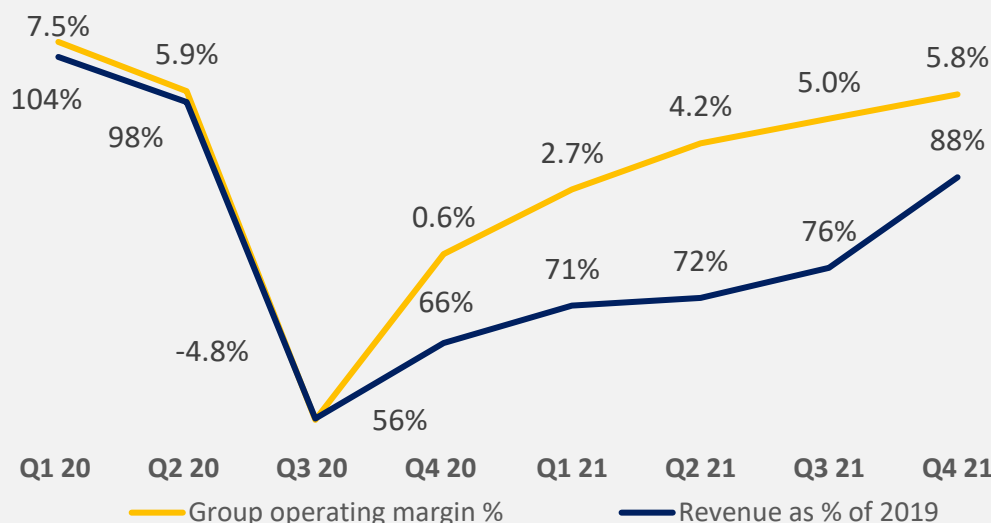
Note: Based on underlying performance *Prior year comparatives have reclassified the Middle East from Rest of World region into Europe.

CASH FLOW

£m	FY 2021	FY 2020	2019*	2018*	2017*	2016*
Operating profit	811	561	1,882	1,744	1,705	1,445
Depreciation and amortisation	743	857	577	521	483	395
Net capital expenditure	(610)	(706)	(806)	(757)	(683)	(549)
Net cash flow	944	712	1,653	1,508	1,505	1,291
<i>Net cash flow conversion</i>	<i>118%</i>	<i>126%</i>	<i>88%</i>	<i>86%</i>	<i>88%</i>	<i>89%</i>
Trade working capital	165	(143)	59	126	(62)	12
Lease related	(153)	(152)	-	-	-	-
Provisions & other	48	103	8	(54)	(24)	(10)
Operating cash flow	1,004	520	1,720	1,580	1,419	1,293
<i>Operating cash flow conversion</i>	<i>124%</i>	<i>93%</i>	<i>91%</i>	<i>91%</i>	<i>83%</i>	<i>89%</i>
Free cash flow	660	213	1,247	1,141	974	908
<i>Free cash flow conversion</i>	<i>81%</i>	<i>38%</i>	<i>66%</i>	<i>65%</i>	<i>57%</i>	<i>63%</i>

Note: Based on underlying performance * IAS 17 basis

PROGRESSIVE RECOVERY IN REVENUE AND MARGIN



1 On a constant currency basis

We expect revenue and profit growth above historical rates, returning margin to pre-pandemic levels

UNIQUE OPPORTUNITY TO ACCELERATE GROWTH

CONTROL THE CONTROLLABLE

INVEST IN GROWTH

Market opportunities:

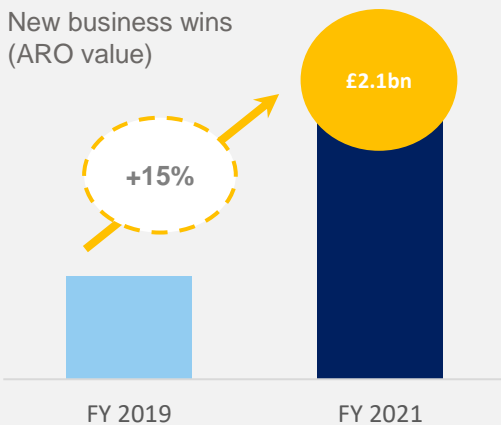
- Significant structural opportunity
- Operational complexity due to COVID
- Inflation and other cost pressures

Strategic enablers:

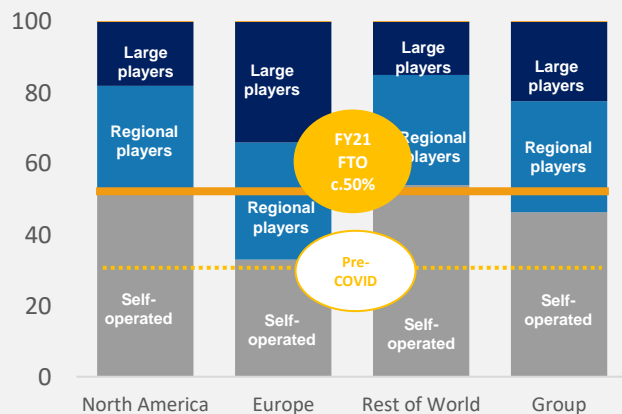
- Flexible operating model
- Digital innovation
- Capex and M&A
- ESG

RECORD NEW BUSINESS WINS AND STRONG OUTSOURCING TRENDS

New business wins (ARO value)



Sources of growth (%)



Net new expected to be higher than historical rate

Note: FTO is first time outsourcing. ARO value is the annual revenue of new business wins.

EMBEDDING DIGITAL THROUGHOUT THE BUSINESS

Consumer service



Kitchen operations



Order fulfilment & procurement



Data

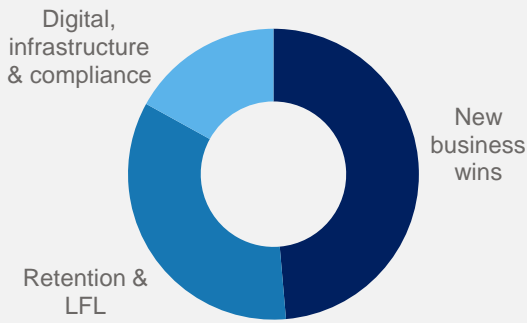
- In-unit data insight
- Deep consumer insight
- Data driven outcomes

Actionable insight

- Operational improvement
- Better procurement
- Reducing food waste

CAPITAL INVESTMENT

Capital expenditure



Bolt on M&A opportunities



CAPITAL ALLOCATION PRIORITIES



THE COMPASS MODEL OF VALUE CREATION IS ROBUST



We have established a strong platform for continued recovery in 2022 and beyond

A DIVERSE PORTFOLIO OF B2B BRANDS

Business & Industry

BON APPÉTIT
MANAGEMENT CONSULTANTS

canteen

ESFM

Eurest

Flik

Restaurant
Associates

Healthcare & Seniors

crothall
healthcare

medirect

morrison
healthcare

Morrison
LIVING

UNIDINE

Education

BON APPÉTIT
MANAGEMENT CONSULTANTS

chartwells
eat. learn. live.

SSC
services for education

Flik

Sports & Leisure

Levy

Defence, Offshore & Remote

ESS
Support Services Worldwide

SOME OF OUR CLIENTS AROUND THE WORLD

Google

Chevron

HSBC

intel

Microsoft

BOEING

AMERICAN
EXPRESS

Coca-Cola

Shell

Bank of America
Merrill Lynch

NIKE

Bloomberg

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COMPASS
GROUP

Forward Looking Statements

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