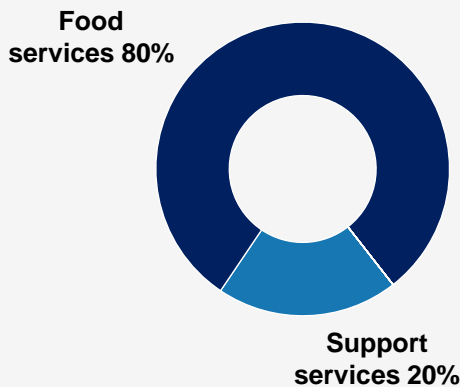


GLOBAL LEADER IN FOOD SERVICES

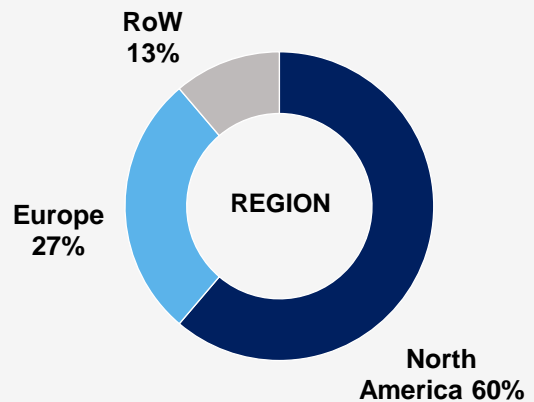


- 45 countries, 3 regions, 5 sectors
- Strong focus on Health and Safety
- Extensive portfolio of B2B brands
- Managing the business through the lens of People, Performance and Purpose
- Scale in procurement and central functions
- Driving performance through operational excellence
- Decentralised approach

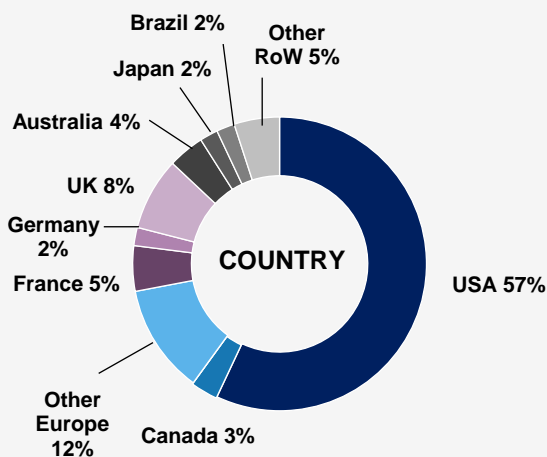
GROUP REVENUE



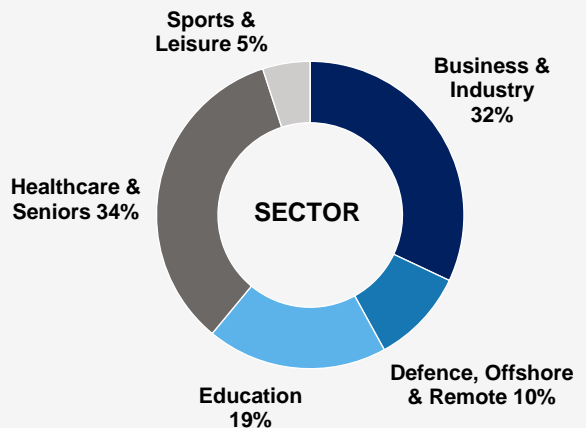
REVENUE BY REGION



REVENUE BY COUNTRY

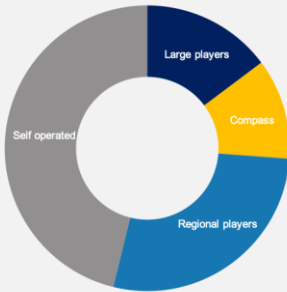


REVENUE BY SECTOR

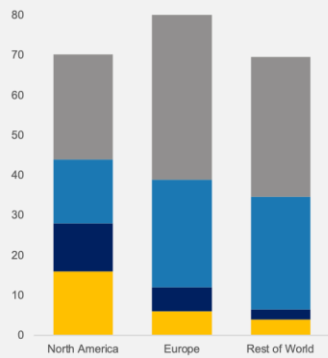


SIGNIFICANT GROWTH OPPORTUNITY

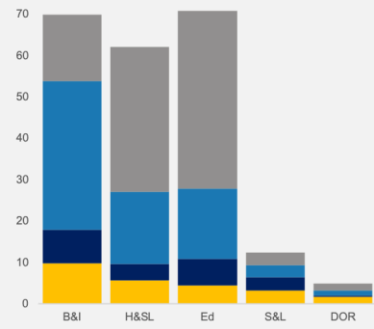
Global food services market
c. £220bn



Food services market by region



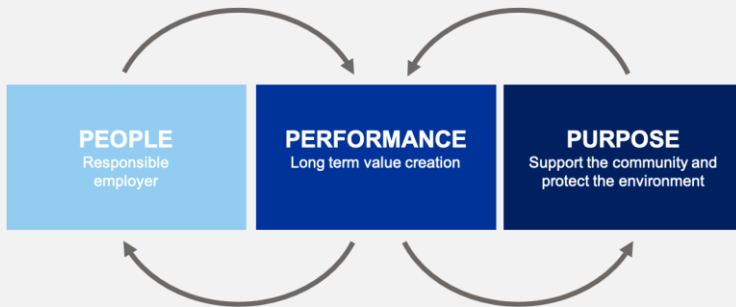
Food services market by sector



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 and supporting our People
- Long term commitment to hiring, developing and retaining our talent
- Building diverse and inclusive teams
- Increasing the representation of women in senior roles
- Living Wage Recognised Service Provider
- Social mobility Initiatives

OUR PURPOSE

- Three key priorities:
 - 1) Food Waste
 - 2) Our environmental impact including climate change
 - 3) Responsible sourcing: resilient and sustainable supply chains
- UK & Ireland commitment to Net Zero by 2030
- Aligning reporting with GRI and SASB



FTSE4Good

GEOGRAPHIC FINANCIALS BY REGION

2021	North America	Europe	Rest of World
Revenue (£m)	5,160	2,260	1,131
Organic growth (%)	(32.8)	(32.8)	(9.4)
Operating profit (£m)	245	32	53
Margin (%)	4.7	1.4	4.7
2020 restated*			
Revenue (£m)	8,080	3,185	1,350
Organic growth (%)	3.6	(3.9)	2.6
Operating profit (£m)	654	165	74
Margin (%)	8.1	5.2	5.5

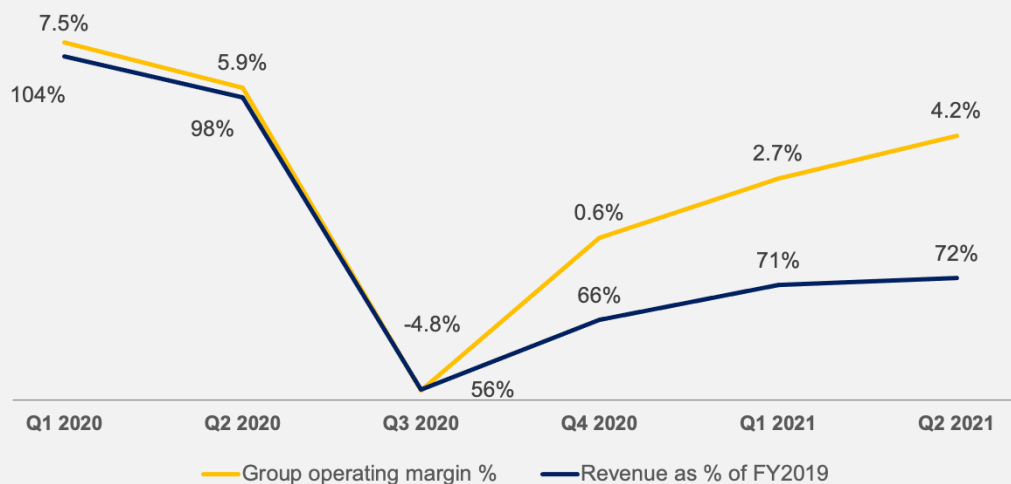
Note: Based on underlying performance *Prior year comparatives have reclassified the Middle East from Rest of World region into Europe.

CASH FLOW

£m	HY 2021	HY 2020	2019*	2018*	2017*	2016*
Operating profit	290	854	1,882	1,744	1,705	1,445
Depreciation and amortisation	380	373	577	521	483	395
Net capital expenditure	(272)	(402)	(806)	(757)	(683)	(549)
Net cash flow	398	825	1,653	1,508	1,505	1,291
<i>Net cash flow conversion</i>	<i>137%</i>	<i>97%</i>	<i>88%</i>	<i>86%</i>	<i>88%</i>	<i>89%</i>
Trade working capital	119	(303)	59	126	(62)	12
Lease related	(80)	(77)	-	-	-	-
Provisions & other	49	(13)	8	(54)	(24)	(10)
Operating cash flow	486	432	1,720	1,580	1,419	1,293
<i>Operating cash flow conversion</i>	<i>168%</i>	<i>51%</i>	<i>91%</i>	<i>91%</i>	<i>83%</i>	<i>89%</i>
Free cash flow	359	186	1,247	1,141	974	908
<i>Free cash flow conversion</i>	<i>124%</i>	<i>22%</i>	<i>66%</i>	<i>65%</i>	<i>57%</i>	<i>63%</i>

Note: Based on underlying performance * IAS 17 basis

CONTINUE TO REBUILD MARGIN

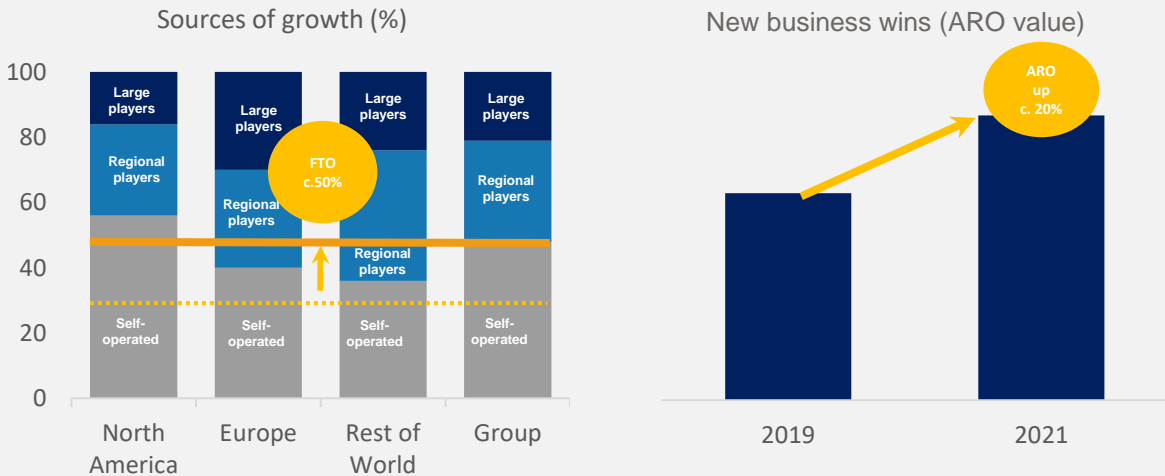


OUR FOUR STRATEGIC PRIORITIES

..... SEIZING THE OPPORTUNITY>

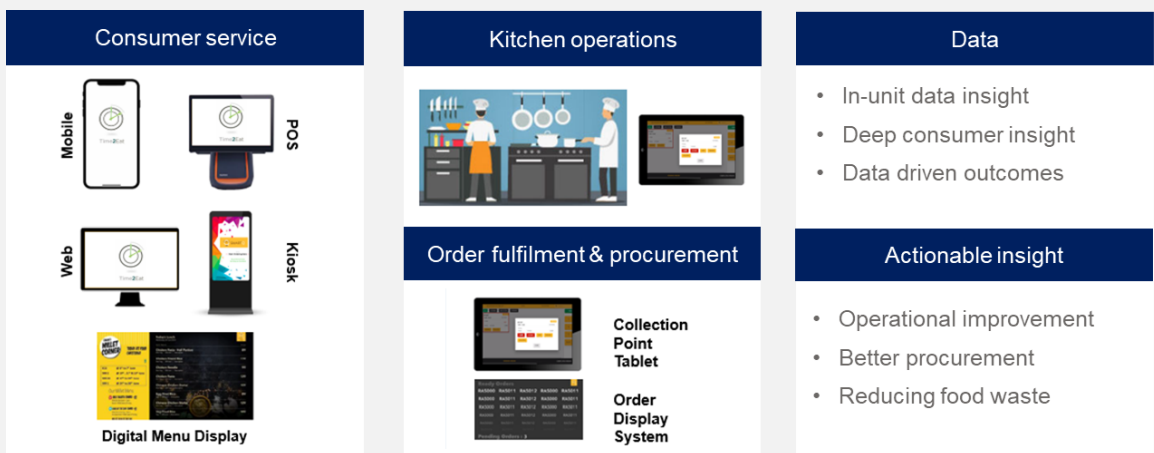


ACCELERATED FIRST TIME OUTSOURCING LEADING TO STRONG NEW BUSINESS WINS



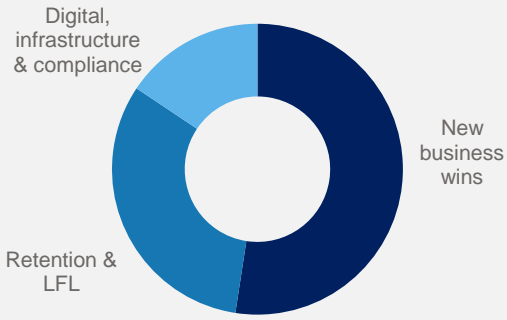
Note: FTO is first time outsourcing. ARO value is the annual revenue of new business wins.

EMBEDDING DIGITAL THROUGHOUT THE BUSINESS



CAPITAL INVESTMENT

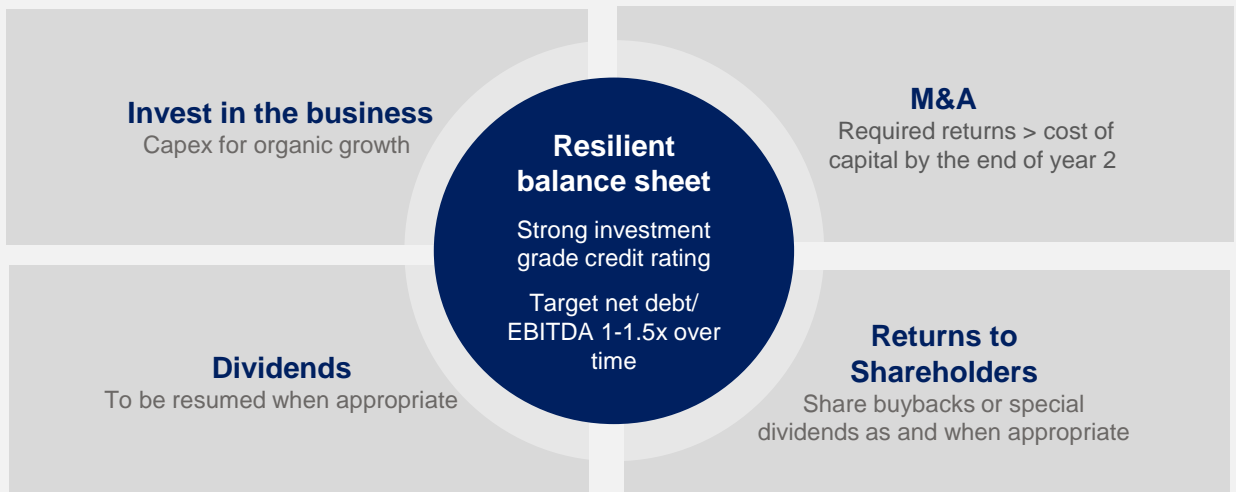
HY capital expenditure



Bolt on M&A opportunities



CAPITAL ALLOCATION PRIORITIES



VALUE CREATION MODEL



We are confident in our ability to return to a Group underlying margin above 7%, before we return to pre-COVID volumes

A DIVERSE PORTFOLIO OF B2B BRANDS



SOME OF OUR CLIENTS AROUND THE WORLD



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Forward Looking Statements

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