# Financial statements



# KPMG LLP's Independent Auditor's Report

## To the members of Compass Group PLC

### 1. Our opinion is unmodified

In our opinion:

- the financial statements of Compass Group PLC give a true and fair view of the state of the Group's and of the Parent Company's affairs as at 30 September 2025, and of the Group's profit for the year then ended;
- the Group financial statements have been properly prepared in accordance with UK-adopted international accounting standards;
- the Parent Company financial statements have been properly prepared in accordance with UK-adopted international accounting standards as applied in accordance with the provisions of the Companies Act 2006; and
- the Group and Parent Company financial statements have been prepared in accordance with the requirements of the Companies Act 2006.

### What our opinion covers

We have audited the Group and Parent Company financial statements of Compass Group PLC ("the Company") for the year ended 30 September 2025 included in the Annual Report, which comprise:

| Group | Parent Company (Compass Group PLC) |
|---|---|
| – Consolidated Income Statement<br>– Consolidated Statement of Comprehensive Income<br>– Consolidated Statement of Changes in Equity<br>– Consolidated Balance Sheet<br>– Consolidated Cash Flow Statement<br>– Notes 1 to 36 to the Group financial statements, including the accounting policies included within the respective notes. | – Parent Company Balance Sheet<br>– Parent Company Statement of Changes in Equity<br>– Notes 1 to 8 to the Parent Company financial statements, including the accounting policies in note 1. |

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion. Our audit opinion and matters included in this report are consistent with those discussed and included in our reporting to the Audit Committee ("AC").

We have fulfilled our ethical responsibilities under, and we remain independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities.

### 2. Overview of our audit

#### Factors driving our view of risks

Our risk assessment is driven by our understanding of the applicable financial reporting framework, our knowledge of the business, the industry, and the wider economic environment in which the Group operates.

There is an elevated level of estimation uncertainty regarding the assumptions used in the impairment test particularly related to sustained growth of the UK business. We therefore consider that the risk associated with goodwill impairment in respect of the UK cash-generating unit, continues to be heightened, consistent with 2024.

We continue to perform procedures over uncertain direct tax positions, however, the range of potential outcomes associated with uncertain direct tax positions is assessed to be not quantitatively significant to the financial statements in 2025 and is therefore no longer assessed to be a Key Audit Matter.

In 2024, we identified a Key Audit Matter related to two material acquisitions made during the year, Hofmann-Menü Holdings GmbH (HOFMANNS) and Orchestra Topco Limited (CH&CO). This was the first time in the recent past that management has entered into such material acquisition transactions. For the acquisitions made in 2025, based on our assessment of audit risk, we have determined that the risk associated with the allocation of consideration between intangible assets and goodwill is no longer considered a Key Audit Matter for the 2025 audit.

Our assessment is that the risk of recoverability of the Parent Company's investments in subsidiaries remains consistent with 2024.

| Key Audit Matters | Vs 2024 | Item |
|---|---|---|
| Goodwill impairment in respect of the UK cash-generating unit | ◀▶ | 4.1 |
| Recoverability of the Parent Company's investment in subsidiaries | ◀▶ | 4.2 |

#### Audit Committee interaction

During the year, the AC met three times. KPMG are invited to attend all AC meetings and are provided with an opportunity to meet with the AC in private sessions without the Executive Directors being present. For each Key Audit Matter, we have set out communications with the AC in section 4, including matters that required particular judgement for each.

The matters included in the Audit Committee Chair's report on page 51 are materially consistent with our observations of those meetings.

## Our independence

We have fulfilled our ethical responsibilities under, and we remain independent of the Group in accordance with, UK ethical requirements including the FRC Ethical Standard as applied to listed public interest entities.

We have not performed any non-audit services during the financial year ended 30 September 2025 or subsequently which are prohibited by the FRC Ethical Standard.

We were first appointed as auditor by the shareholders for the year ended 30 September 2014. The period of total uninterrupted engagement is for the 12 financial years ended 30 September 2025.

The Group engagement partner is required to rotate every five years. As these are the second set of the Group's financial statements signed by Jonathan Downer, he will be required to rotate off after the 2028 audit.

The average tenure of component engagement partners is three years, with the shortest being one and the longest being seven.

| | |
|---|---|
| Total audit fee | $ 11.6 million |
| Audit related fees (including interim review) | $ 0.3 million |
| Other services | $ 0.5 million |
| Non-audit fee as a % of total audit and audit related fee % | 4.2% |
| Date first appointed | 14 March 2014 |
| Uninterrupted audit tenure | 12 years |
| Next financial period which requires a tender | 30 September 2034 |
| Tenure of Group engagement partner | 2 years |
| Average tenure of component engagement partners | 3 years |

## Materiality

(ITEM 6 below)

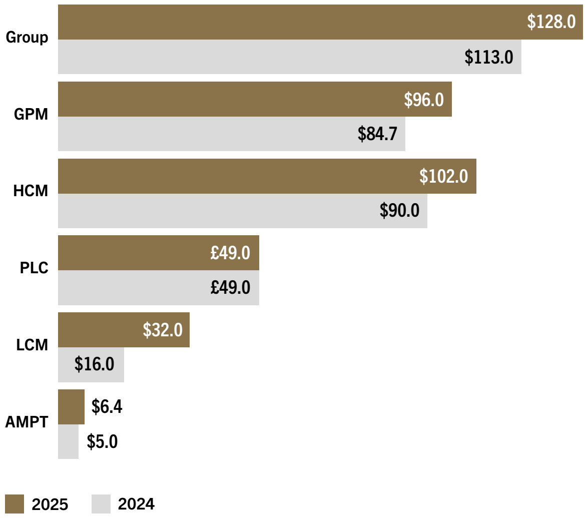
The scope of our work is influenced by our view of materiality and our assessed risk of material misstatement.

We have determined overall materiality for the Group financial statements as a whole at $128 million (2024: $113 million) and for the Parent Company financial statements as a whole at £49 million (2024: £49 million).

Consistent with 2024, we determined that Group normalised profit before tax from continuing operations (normalised PBTCO) remains the benchmark for the Group as it is the metric in the primary statements which best reflects the focus of the financial statements' users and we adjusted for costs that do not represent the normal, continuing operations of the Group. As such, we based our Group materiality on Group normalised PBTCO, of which it represents 4.9% (2024: 4.6%).

Materiality for the Parent Company financial statements was determined with reference to a benchmark of Parent Company total assets of which it represents 0.3% (2024: 0.3%).

## Materiality levels used in our audit ($ millions)




| | |
|---|---|
| **Group** | Group Materiality |
| **GPM** | Group Performance Materiality |
| **HCM** | Highest Component Materiality |
| **PLC** | Parent Company Materiality |
| **LCM** | Lowest Component Materiality |
| **AMPT** | Audit Misstatement Posting Threshold |

## Group scope

(ITEM 7 below)

We have performed risk assessment procedures to determine which of the Group's components are likely to include risks of material misstatement to the Group financial statements, what audit procedures to perform at these components and the extent of involvement required from our component auditors around the world.

We identified 42 components. Of those, we classified 1 component as a quantitatively significant component and 1 component as requiring special audit consideration. Additionally, having considered qualitative and quantitative factors, we selected 11 components with accounts contributing to the specific risks of material misstatement of the Group financial statements

In addition, for the remaining components for which we performed no audit procedures, we performed analysis at an aggregated Group level to re-examine our assessment that there is not a reasonable possibility of a material misstatement in these components.

We consider the scope of our audit, as communicated to the AC, to be an appropriate basis for our audit opinion.

We performed audit procedures in relation to components that accounted for 88% of Group profit before tax and 88% of Group revenue.

## The impact of climate change on our audit

In planning our audit, we considered the potential impacts of climate change on the Group's business and its financial statements.

The Group has set out in the Strategic Report its commitment to reach net zero greenhouse gas (GHG) emissions across the global value chain by 2050, to reach climate neutrality in the Group's direct operations by 2030, and its commitment to several other shorter-term targets.

As part of our audit, we have performed a risk assessment, including enquiries of management, to understand how the impact of commitments made by the Group in respect of climate change, as well as the physical or transition risks of climate change, may affect the financial statements and our audit. There was no material impact from this work on our Key Audit Matters.

Whilst the Group is still undertaking work to quantify and assess the potential impact of climate change on the business, based on the risk assessment procedures we performed, including reading the Group's roadmap for transitioning to net zero GHG emissions, we did not identify any significant risk in this period of climate change having a material impact on the Group's critical accounting estimates. This is due to the shorter-term nature of certain estimates (tax provisioning), the nature of the estimate itself (pension liabilities) and the impact on the level of headroom (impairment of goodwill and intangible assets). In addition, we did not identify any significant risks in this period to the carrying value and useful economic lives of property, plant and equipment caused by the projected physical risks of climate change or the transition to a climate neutrality and net zero operating model.

We have read the disclosures of climate-related information in the front half of the Annual Report and considered their consistency with the financial statements and our audit knowledge. We have not been engaged to provide assurance over the accuracy of the climate risk disclosures in the Annual Report.

### Going concern, viability and principal risks and uncertainties

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the Group or the Parent Company or to cease their operations, and as they have concluded that the Group's and the Parent Company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

## 3. Going concern

We used our knowledge of the Group, its industry and the general economic environment to identify the inherent risks to its business model and analysed how those risks might affect the Group's and Parent Company's financial resources or ability to continue operations over the going concern period. The risk that we considered most likely to adversely affect the Group's available financial resources and/or metrics relevant to debt covenants over this period was the cost inflation pressures leading to loss of revenue and profits and inability to retain and/or secure new contracts that may lead to loss of market share to competition.

We also considered less predictable but realistic second-order impacts, such as a significant decline in volumes as a consequence of a global economic downturn.

We considered whether these risks could plausibly affect the liquidity or covenant compliance in the going concern period by comparing severe but plausible downside scenarios that could arise from these risks individually and collectively against the level of available financial resources and covenants indicated by the Group's financial forecasts.

We considered whether the going concern disclosure on page 103 of the Group financial statements gives a full and accurate description of the directors' assessment of going concern, including the identified risks and related sensitivities.

Accordingly, based on those procedures, we found the directors' use of the going concern basis of accounting without any material uncertainty for the Group and Parent Company to be acceptable.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the above conclusions are not a guarantee that the Group or the Parent Company will continue in operation.

### Our conclusions

- We consider that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate;
- We have not identified, and concur with the directors' assessment that there is not, a material uncertainty related to events or conditions that, individually or collectively, may cast significant doubt on the Group's or Parent Company's ability to continue as a going concern for the going concern period;
- We have nothing material to add or draw attention to in relation to the directors' statement in note 1 to the financial statements on the use of the going concern basis of accounting with no material uncertainties that may cast significant doubt over the Group and Parent Company's use of that basis for the going concern period, and we found the going concern disclosure in note 1 to be acceptable; and
- The related statement under the UK Listing Rules set out on page 25 is materially consistent with the financial statements and our audit knowledge.

## Disclosures of emerging and principal risks and longer-term viability

### Our responsibility

We are required to perform procedures to identify whether there is a material inconsistency between the directors' disclosures in respect of emerging and principal risks and the viability statement, and the financial statements and our audit knowledge.

Based on those procedures, we have nothing material to add or draw attention to in relation to:

- the directors' confirmation within the viability statement page 25 that they have carried out a robust assessment of the emerging and principal risks facing the Group, including those that would threaten its business model, future performance, solvency and liquidity;
- the Principal Risks disclosures describing these risks and how emerging risks are identified and explaining how they are being managed and mitigated; and
- the directors' explanation in the viability statement of how they have assessed the prospects of the Group, over what period they have done so and why they considered that period to be appropriate, and their statement as to whether they have a reasonable expectation that the Group will be able to continue in operation and meet its liabilities as they fall due over the period of their assessment, including any related disclosures drawing attention to any necessary qualifications or assumptions.

We are also required to review the Viability statement set out on page 25 under the UK Listing Rules.

Our work is limited to assessing these matters in the context of only the knowledge acquired during our financial statements audit. As we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of anything to report on these statements is not a guarantee as to the Group's and Parent Company's longer-term viability.

### Our reporting

We have nothing material to add or draw attention to in relation to these disclosures.

We have concluded that these disclosures are materially consistent with the financial statements and our audit knowledge.

## 4. Key audit matters

### What we mean

Key audit matters are those matters that, in our professional judgement, were of most significance in the audit of the financial statements and include the most significant assessed risks of material misstatement (whether or not due to fraud) identified by us, including those which had the greatest effect on:

- the overall audit strategy;
- the allocation of resources in the audit; and
- directing the efforts of the engagement team.

We include below the Key Audit Matters in decreasing order of audit significance together with our key audit procedures to address those matters and our results from those procedures. These matters were addressed, and our results are based on procedures undertaken, for the purpose of our audit of the financial statements as a whole. We do not provide a separate opinion on these matters.

### 4.1 Goodwill impairment in respect of the uk cash-generating unit (group)

Financial Statement Elements

| | 2025 | 2024 |
|---|---|---|
| Goodwill (UK CGU) | **$2,539 million** | $2,081 million |

Our assessment of risk vs 2024

Our assessment is that the risk is similar to 2024

Our results

**2025: Acceptable**
2024: Acceptable

#### Description of the Key Audit Matter

Forecast-based assessment:

The Group has a significant carrying amount of goodwill which is spread across a range of cash-generating units (CGUs) in different countries.

The value-in-use calculation for the CGUs, which represents the estimated recoverable amount, is subjective due to the inherent uncertainty involved in forecasting estimated future cash flows (specifically the key assumptions such as revenue, operating margin and long-term growth rate).

Estimation uncertainty in relation to the UK business especially remains higher, as the recoverable amount is dependent on the ability of the business to continue to grow at levels it has done historically in the longer term and to keep improving its margins.

The effect of these matters is that, as part of our risk assessment, we determined that the carrying amount of the UK CGU has a high degree of estimation uncertainty, with a potential range of reasonable outcomes greater than our materiality for the financial statements as a whole, and possibly many times that amount.

The financial statements (note 9) disclose the sensitivity estimated by the Group. These disclosures give relevant information about the estimation uncertainty including the risk of a reduction in the headroom or need for an impairment as a result of a reasonably possible change in one or more of the key assumptions.

#### Our response to the risk

We performed the tests below rather than seeking to rely on any of the Group's controls because the nature of the balance is such that we would expect to obtain audit evidence primarily through the detailed procedures described.

Our procedures to address the risk included:

- **Historical comparisons:** We assessed the Group's ability to forecast accurately by comparing assumptions made in historic forecasts to actual results achieved;
- **Our sector experience:** We critically assessed the Group's assumptions on revenue and operating profit margin taking account of strategic plans approved by the Board, our wider knowledge of the industry and the performance of other comparable CGUs;
- **Benchmarking assumptions:** We challenged the Group's long-term growth rate assumption by corroborating this to external data sources such as industry reports and media reports;
- **Sensitivity analysis:** We performed sensitivity analysis on the key assumptions noted above to identify the extent to which changes in those assumptions could give rise to an impairment; and
- **Assessing transparency:** We assessed whether the Group's disclosures about the sensitivity of the outcome of the impairment assessment to a reasonably possible change in key assumptions reflects the risks inherent in the estimation of the recoverable amount of goodwill.

Communications with the Compass Group PLC's AC

Our discussions with and reporting to the AC included:

- Our audit approach as set out above, including not seeking to rely on any of the Group's controls;
- Our conclusions from procedures performed; and
- Our views on the disclosures included in the financial statements with respect to the UK CGU and the sensitivity of the impairment conclusions to reasonably possible changes in assumptions.

Areas of particular auditor judgement

We identified the following as the areas of particular auditor judgement:

- The estimate is sensitive to certain assumptions used in the impairment model including revenue growth rates, operating profit margins, and long-term growth rates, and auditor judgement is required to assess whether the directors' overall estimate falls within an acceptable range.

#### Our results

We found the Group's conclusion that there is no impairment of the UK CGU's goodwill to be acceptable (2024: acceptable) and we found the sensitivity disclosures made to be acceptable (2024: acceptable).

Further information in the Annual Report and Accounts: See the Audit Committee Report on page 52 for details on how the Audit Committee considered goodwill impairment in respect of the UK CGU as an area of significant attention, page 114 for the accounting policy on goodwill, and note 9 for the financial disclosures.

### 4.2 Recoverability of parent company's investment in subsidiaries (parent company)

**Financial Statement Elements**

| | 2025 | 2024 |
|---|---|---|
| Investment in subsidiaries | **£6,821 million investments** | £6,763 million investments |

**Our assessment of risk vs 2024**

Our assessment is that the risk is similar to 2024

**Our results**

**2025: Acceptable**
2024: Acceptable

**Description of the Key Audit Matter**

Low risk, high value:

The carrying amount of the Parent Company's investments in subsidiaries represents 46% (2024: 48%) of the Company's total assets.

We do not consider the recoverability of these investments to be at a high risk of material misstatement, or to be subject to a significant level of judgement. However, due to their materiality in the context of the Parent Company financial statements as a whole, this is considered to be the area which had the greatest effect on our overall Parent Company audit.

**Our response to the risk**

We performed the tests below rather than seeking to rely on any of the Company's controls because the nature of the balance is such that we would expect to obtain audit evidence primarily through the detailed procedures described.

Our procedures to address the risk included:

- **Test of detail:** We compared the investments carrying amounts to the net assets of the relevant subsidiary included within the Group consolidation, to identify whether the net asset value, being an approximation of the minimum recoverable amount, was in excess of the investment carrying value.
- **Assessing subsidiary net assets:** For the relevant subsidiaries (investment holding companies), we compared the net assets of the relevant subsidiary within the Group consolidation to the final net assets in the most recent audited standalone financial statements. Based on the knowledge acquired during the audit of the consolidated Group, including reporting received from component auditors for the underlying trading operations, we considered whether there were any events indicating that the net assets would be materially different from the prior year position.

**Communications with the Compass Group PLC's AC**

Our discussions with and reporting to the AC included:

- Our audit approach as set out above; and
- Our conclusions from procedures performed.

**Areas of particular auditor judgement**

We did not identify any areas of particular auditor judgement.

**Our results**

We found the Parent Company's conclusion that there is no impairment of its investment in subsidiaries to be acceptable (2024: acceptable)

## 5. Our ability to detect irregularities, and our response

### Fraud - identifying and responding to risks of material misstatement due to fraud

| | |
|---|---|
| Fraud risk assessment | To identify risks of material misstatement due to fraud ("fraud risks") we assessed events or conditions that could indicate an incentive or pressure to commit fraud or provide an opportunity to commit fraud.<br>Our risk assessment procedures included:<br>– Enquiring of directors, the AC and Internal Audit, and inspection of policy documentation as to the Group's high-level policies and procedures to prevent and detect fraud, including the Internal Audit function and the Group's channel for 'whistleblowing', as well as whether they have knowledge of any actual, suspected, or alleged fraud.<br>– Reading Board, Audit and Corporate Responsibility Committee meeting minutes.<br>– Considering remuneration incentive schemes (primarily the annual bonus plan) and performance targets for management and directors including revenue, operating profit margin and cash flow targets for management remuneration.<br>– Using analytical procedures to identify any unusual or unexpected relationships.<br>– Our forensic specialists assisted us in identifying key fraud risks. This included attending the Risk Assessment and Planning Discussion, holding a discussion with the engagement partner, engagement manager and engagement quality control reviewer, and assisting with designing relevant audit procedures to respond to the identified fraud risks. |
| Risk communications | We communicated identified fraud risks throughout the audit team and remained alert to any indications of fraud throughout the audit. This included communication from the Group audit team to component audit teams of relevant fraud risks identified at the Group level and request to component audit teams to report to the Group audit team any identified or suspected instances of fraud that could give rise to a material misstatement at the Group level. |
| Fraud risks | As required by auditing standards, and taking into account possible pressures to meet profit targets and our overall knowledge of the control environment, we perform procedures to address the risk of management override of controls and the risk of fraudulent revenue recognition, in particular the risk that Group and component management may be in a position to make inappropriate accounting entries. We did not identify any additional fraud risks. |
| Procedures to address fraud risks | In determining the audit procedures, we took into account the results of our evaluation of some of the Group-wide fraud risk management controls.<br>We also performed procedures including:<br>– Identifying journal entries and other adjustments to test based on risk criteria and comparing the identified entries to supporting documentation. These included those posted by senior management and those posted to unexpected account pairings.<br>– Assessing whether the judgement made in making accounting estimates are indicative of a potential bias. |

**Laws and regulations - Identifying and responding to risks of material misstatement relating to compliance with laws and regulations**

| | |
|---|---|
| Laws and regulations risk assessment | We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general commercial and sector experience and through discussion with the directors and other management (as required by auditing standards), and from inspection of the Group's regulatory and legal correspondence; and discussed with the directors and other management the policies and procedures regarding compliance with laws and regulations.<br>As the Group is regulated, our assessment of risks involved gaining an understanding of the control environment including the entity's procedures for complying with regulatory requirements. |
| Risk communications | We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. This included communication from the Group audit team to component audit teams of relevant laws and regulations identified at the Group level, and a request for component auditors to report to the Group team any instances of non-compliance with laws and regulations that could give rise to a material misstatement at Group level. |
| Direct laws context and link to audit | The potential effect of these laws and regulations on the financial statements varies considerably.<br>Firstly, the Group is subject to laws and regulations that directly affect the financial statements, including financial reporting legislation (including related companies legislation), distributable profits legislation and taxation legislation, and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items. |
| Most significant indirect law/ regulation areas | Secondly, the Group is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: health and safety (food and employees), anti-bribery, data privacy, competition and employment law. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any. Therefore if a breach of operational regulations is not disclosed to us or evident from relevant correspondence, an audit will not detect that breach. |

**Context**

| | |
|---|---|
| Context of the ability of the audit to detect fraud or breaches of law or regulation | Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of fraud, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. Our audit procedures are designed to detect material misstatement. We are not responsible for preventing non-compliance or fraud and cannot be expected to detect non-compliance with all laws and regulations. |

## 6. Our determination of materiality

The scope of our audit was influenced by our application of materiality. We set quantitative thresholds and overlay qualitative considerations to help us determine the scope of our audit and the nature, timing and extent of our procedures, and in evaluating the effect of misstatements, both individually and in the aggregate, on the financial statements as a whole.

**$128m**

**(2024: $113m)**

Materiality for the Group financial statements as a whole

### What we mean

A quantitative reference for the purpose of planning and performing our audit.

### Basis for determining materiality and judgements applied

Materiality for the Group financial statements as a whole was set at $128 million (2024: $113 million). This was determined with reference to a benchmark of Group normalised PBTCO.

Consistent with 2024, we determined that normalised PBTCO is the main benchmark for the Group considering the sector in which it operates, its ownership and financing structure, and the focus of users of the financial statements. We normalised by adding back the adjustments that do not represent normal, continuing operations of the Group. The item we adjusted for was net loss on sale and closure of businesses amounting to $31 million (note 27). As such, we based our Group materiality on normalised PBTCO of $2,615 million (2024: normalised PBTCO $2,456 million).

Our Group materiality of $128 million was determined by applying a percentage to the normalised PBTCO. When using a benchmark of normalised PBTCO to determine overall materiality, KPMG's approach for listed entities considers a guideline range of 3% to 5% of the measure. In setting overall Group materiality, we applied a percentage of 4.9% (2024: 4.6%) to the benchmark.

Materiality for the Parent Company financial statements as a whole was set at £49 million (2024: £49 million), determined with reference to a benchmark of Parent Company total assets. It represents 0.3% (2024: 0.3%) of the Parent Company total assets.

**$ 96.0m**

**(2024: $ 84.7m)**

Performance materiality

### What we mean

Our procedures on individual account balances and disclosures were performed to a lower threshold, performance materiality, so as to reduce to an acceptable level the risk that individually immaterial misstatements in individual account balances add up to a material amount across the financial statements as a whole.

### Basis for determining performance materiality and judgements applied

We have considered performance materiality at a level of 75% (2024: 75%) of materiality for Compass Group PLC Group financial statements as a whole to be appropriate.

The Parent Company performance materiality was set at £36.7 million (2024: £36.7 million), which equates to 75% (2024: 75%) of materiality for the Parent Company financial statements as a whole.

We applied this percentage in our determination of performance materiality because we did not identify any factors indicating an elevated level of risk.

**$6.4m**

**(2024: $5m)**

Audit misstatement posting threshold

### What we mean

This is the amount below which identified misstatements are considered to be clearly trivial from a quantitative point of view. We may become aware of misstatements below this threshold which could alter the nature, timing and scope of our audit procedures, for example if we identify smaller misstatements which are indicators of fraud.

This is also the amount above which all misstatements identified are communicated to Compass Group PLC's AC.

### Basis for determining the audit misstatement posting threshold and judgements applied

We set our audit misstatement posting threshold at 5% (2024: 4.4%) of our materiality for the Group financial statements. We also report to the AC any other identified misstatements that warrant reporting on qualitative grounds.

The overall materiality for the Group financial statements of $128 million (2024: $113 million) compares as follows to the main financial statement caption amounts:

| | Group Revenue ($ million) | | Group profit before tax ($ million) | | Total Group Assets ($ million) | |
|---|---|---|---|---|---|---|
| | **2025** | 2024 | **2025** | 2024 | **2025** | 2024 |
| Financial statement Caption | **46,070** | 42,002 | **2,584** | 2,056 | **26,715** | 24,349 |
| Group Materiality as % of caption | **0.28%** | 0.27% | **5.0%** | 5.5% | **0.48%** | 0.46% |

## 7. The scope of our audit

**Group scope**

### What we mean

How the Group auditor determined the procedures to be performed across the Group.

This year, we applied the revised group auditing standard in our audit of the consolidated financial statements. The revised standard changes how an auditor approaches the identification of components, and how the audit procedures are planned and executed across components.

In particular, the definition of a component has changed, shifting the focus from how the entity prepares financial information to how we, as the group auditor, plan to perform audit procedures to address group risks of material misstatement ("RMMs"). Similarly, the group auditor has an increased role in designing the audit procedures as well as making decisions on where these procedures are performed (centrally and/or at component level) and how these procedures are executed and supervised. As a result, we assess scoping and coverage in a different way and comparisons to prior period coverage figures are not meaningful. In this report we provide an indication of scope coverage on the new basis.

We performed risk assessment procedures to determine which of the Group's components are likely to include risks of material misstatement to the Group financial statements and which procedures to perform at these components to address those risks.

In total, we identified 42 components, having considered our evaluation of the Group's operational structure, geographical locations and our ability to perform audit procedures centrally.

Of those, we identified 1 quantitatively significant component which contained the largest percentage of total revenue of the Group, for which we performed audit procedures.

We also identified 1 component as requiring special audit consideration, owing to the Group risk relating to the goodwill impairment in respect of the UK cash-generating unit residing in the component.

Additionally, having considered qualitative and quantitative factors, we selected 11 additional components with accounts and/or disclosures contributing to the specific RMMs of the Group financial statements.

The below summarises where we performed audit procedures:

| Component type | Number of components where we performed audit procedures | Materiality/range of materiality applied ($ million) |
|---|---|---|
| Quantitatively significant component | 1 | 102 |
| Component requiring special audit consideration | 1 | 57 |
| Other components where we performed procedures | 11 | 32-44 |
| Total | 13 | |

We involved component auditors in performing the audit work on 10 components. We performed audit procedures on the items excluded from the normalised Group profit before tax used as the benchmark for our materiality. We set the component materialities having regard to the mix of size and risk profile of the Group across the components. We also performed the audit of the parent Company.

We performed audit procedures at components that accounted for 88% of Group profit before tax, 88% of Group revenue, and 90% of total Group assets.

For the remaining components for which we performed no audit procedures, no component represented more than 2% of Group total revenue or 3% of Group total assets or more than 1% of total profits and losses that made up the Group profit before tax. We performed analysis at an aggregated Group level to re-examine our assessment that there is not a reasonable possibility of a material misstatement in these components.

### Controls approach for group audit

The Group operates a decentralised IT environment, with a range of IT systems across its operating businesses. As noted by the AC on page 53, the Group continues to invest in its control environment and is undergoing a programme of transformation and improvement.

With the assistance of our IT auditors, we obtained an understanding of the IT environment at the Group level and for in-scope components. Given the diverse nature of the IT systems, we determined that a predominantly substantive audit approach in most areas of the audit was most efficient.

To respond to the significant risk of management override of controls we assessed the design and operating effectiveness manual journal entry controls across all in scope components and at Group level. We were able to rely on these controls and took this into account in determining our response to the risk of management override of controls. As we did not rely on automated controls on journal entries, our work to respond to the risk of management override of controls considered both automated and manual journals.

For all scoped-in components, to audit revenue, we have used a combination of AI transaction scoring routines and other data-oriented approaches. Given that we did not plan to rely on IT controls in our audit, a manual and direct testing approach was used over the completeness and reliability of data used in these routines.

### Parent company audit scope

For the audit of the Compass Group PLC company financial statements, the scope of the audit work performed was mainly substantive due to its profile of being a holding company.

| Group auditor oversight | What we mean<br>The extent of the Group auditor's involvement in work performed by component auditors.<br>In working with component auditors, we:<br>– Included the component auditors' engagement partners and managers in the Group planning discussions to facilitate inputs from component auditors in the identification of matters relevant to the Group audit.<br>– Issued Group audit instructions to component auditors on the scope and nature of their work.<br>– Held a global virtual conference with all component audit teams.<br>– Held risk assessment alignment meetings and workshops with all component audit teams before the commencement of each phase of the audit.<br>– Visited five (2024: four) component auditors in person as the audit progressed to understand and evaluate their work, and organised regular video conferences with the component auditors. At these visits and video conferences, the results of the planning procedures and further audit procedures communicated to us were discussed in more detail and any further work required by us was then performed by the component auditors.<br>– We inspected the work performed by the component auditors for the purpose of the Group audit and evaluated the appropriateness of conclusions drawn from the audit evidence obtained and consistencies between communicated findings and work performed with a particular focus on areas of component level risk assessment and group significant audit risks. |
|---|---|

## 8. Other information in the annual report

The directors are responsible for the other information presented in the Annual Report together with the financial statements. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

### All other information

| Our responsibility | Our reporting |
|---|---|
| Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. | Based solely on that work we have not identified material misstatements or inconsistencies in the other information. |

### Strategic report and directors' report

#### Our responsibility and reporting

Based solely on our work on the other information described above we report to you as follows:

– we have not identified material misstatements in the strategic report and the directors' report;
– in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
– in our opinion those reports have been prepared in accordance with the Companies Act 2006.

### Directors' remuneration report

| Our responsibility | Our reporting |
|---|---|
| We are required to form an opinion as to whether the part of the Directors' Remuneration Report to be audited has been properly prepared in accordance with the Companies Act 2006. | In our opinion the part of the Directors' Remuneration Report to be audited has been properly prepared in accordance with the Companies Act 2006. |

### Corporate governance disclosures

| Our responsibility | Our reporting |
|---|---|
| We are required to perform procedures to identify whether there is a material inconsistency between the financial statements and our audit knowledge, and:<br>– the directors' statement that they consider that the annual report and financial statements taken as a whole is fair, balanced and understandable, and provides the information necessary for shareholders to assess the Group's position and performance, business model and strategy;<br>– the section of the annual report describing the work of the AC, including the significant issues that the AC considered in relation to the financial statements, and how these issues were addressed; and<br>– the section of the annual report that describes the review of the effectiveness of the Group's risk management and internal control systems. | Based on those procedures, we have concluded that each of these disclosures is materially consistent with the financial statements and our audit knowledge. |
| We are also required to review the part of the Corporate Governance Statement relating to the Group's compliance with the provisions of the UK Corporate Governance Code specified by the UK Listing Rules for our review. | We have nothing to report in this respect. |

### Other matters on which we are required to report by exception

| Our responsibility | Our reporting |
|---|---|
| Under the Companies Act 2006, we are required to report to you if, in our opinion:<br>– adequate accounting records have not been kept by the Parent Company, or returns adequate for our audit have not been received from branches not visited by us; or<br>– the Parent Company financial statements and the part of the Directors' Remuneration Report to be audited are not in agreement with the accounting records and returns; or<br>– certain disclosures of directors' remuneration specified by law are not made; or<br>– we have not received all the information and explanations we require for our audit. | We have nothing to report in these respects. |

## 9. Respective responsibilities

### Directors' responsibilities

As explained more fully in their statement set out on page 83, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; assessing the Group and Parent Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Group or the Parent Company or to cease operations, or have no realistic alternative but to do so. In addition, the directors are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibilities

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at www.frc.org.uk/auditorsresponsibilities.

The Company is required to include these financial statements in an annual financial report prepared under Disclosure Guidance and Transparency Rule 4.1.17R and 4.1.18R and using the single electronic reporting format specified in the EU ESEF regulation. This auditor's report provides no assurance over whether the annual financial report has been prepared in accordance with those requirements.

## 10. The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Jonathan Downer (Senior Statutory Auditor)**
**for and on behalf of KPMG LLP, Statutory Auditor**
Chartered Accountants

15 Canada Square, London E14 5GL

24 November 2025

**Consolidated income statement** for the year ended 30 September 2025

| | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| **Revenue** | 2 | **46,070** | 42,002 |
| Operating costs | 3 | **(43,143)** | (39,462) |
| **Operating profit before joint ventures and associates** | | **2,927** | 2,540 |
| Share of results of joint ventures and associates | 14 | **37** | 44 |
| **Operating profit** | 2 | **2,964** | 2,584 |
| Net loss on sale and closure of businesses | 27 | **(31)** | (203) |
| Finance income | 5 | **80** | 68 |
| Finance expense | 5 | **(429)** | (393) |
| Finance costs | 5 | **(349)** | (325) |
| **Profit before tax** | | **2,584** | 2,056 |
| Income tax expense | 6 | **(704)** | (642) |
| **Profit for the year** | | **1,880** | 1,414 |
| **Attributable to** | | | |
| Equity shareholders | | **1,868** | 1,404 |
| Non-controlling interests | | **12** | 10 |
| **Profit for the year** | | **1,880** | 1,414 |
| **Basic earnings per share** | 7 | **110.1c** | 82.3c |
| **Diluted earnings per share** | 7 | **109.9c** | 82.2c |

The accompanying notes form part of these consolidated financial statements.

**Consolidated statement of comprehensive income** for the year ended 30 September 2025

| | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| **Profit for the year** | | **1,880** | 1,414 |
| **Other comprehensive income** | | | |
| **Items that will not be reclassified to the income statement** | | | |
| Remeasurement of post-employment benefit obligations | 24 | **24** | (286) |
| Return on plan assets, excluding interest income | 24 | **(278)** | 63 |
| Change in asset ceiling, excluding interest income | 24 | **(1)** | (1) |
| Change in fair value of financial assets at fair value through other comprehensive income[1] | 15 | **86** | 322 |
| Tax credit/(charge) on items relating to the components of other comprehensive income | | **41** | (37) |
| | | **(128)** | 61 |
| **Items that may be reclassified to the income statement** | | | |
| Currency translation differences[2] | | **(8)** | 267 |
| Change in fair value of financial assets at fair value through other comprehensive income[1] | 15 | **7** | 28 |
| Reclassification of cumulative currency translation differences on sale of businesses | 27 | **69** | 250 |
| Tax credit on items relating to the components of other comprehensive income | | **1** | 2 |
| | | **69** | 547 |
| **Total other comprehensive income for the year** | | **(59)** | 608 |
| **Total comprehensive income for the year** | | **1,821** | 2,022 |
| **Attributable to** | | | |
| Equity shareholders | | **1,809** | 2,012 |
| Non-controlling interests | | **12** | 10 |
| **Total comprehensive income for the year** | | **1,821** | 2,022 |

1. The credit totalling $93m (2024: $350m) from the change in fair value of financial assets at fair value through other comprehensive income includes $92m (2024: $171m) in respect of assets held by the Rabbi Trust arrangements and $1m (2024: $179m) in respect of trade and other investments in the US.
2. Includes a loss of $50m (2024: gain of $318m) in relation to the effective portion of net investment hedges.

The accompanying notes form part of these consolidated financial statements.

**Consolidated statement of changes in equity** for the year ended 30 September 2025

| | Notes | Attributable to equity shareholders | | | | Non-controlling interests $m | Total equity $m |
|---|---|---|---|---|---|---|---|
| | | Share capital $m | Share premium $m | Other reserves[1] $m | Retained earnings $m | | |
| At 1 October 2024 | | 346 | 317 | 4,592 | 1,574 | 77 | 6,906 |
| **Profit for the year** | | – | – | – | 1,868 | 12 | 1,880 |
| **Other comprehensive income** | | | | | | | |
| Remeasurement of post-employment benefit obligations | 24 | – | – | – | 24 | – | 24 |
| Return on plan assets, excluding interest income | 24 | – | – | – | (278) | – | (278) |
| Change in asset ceiling, excluding interest income | 24 | – | – | – | (1) | – | (1) |
| Change in fair value of financial assets at fair value through other comprehensive income | 15 | – | – | – | 93 | – | 93 |
| Currency translation differences | | – | – | (8) | – | – | (8) |
| Reclassification of cumulative currency translation differences on sale of businesses | 27 | – | – | 69 | – | – | 69 |
| Tax credit on items relating to the components of other comprehensive income | 6 | – | – | 1 | 41 | – | 42 |
| **Total other comprehensive income for the year** | | – | – | 62 | (121) | – | (59) |
| **Total comprehensive income for the year** | | – | – | 62 | 1,747 | 12 | 1,821 |
| Fair value of share-based payments | 26 | – | – | – | 82 | – | 82 |
| Change in fair value of non-controlling interest put options | | – | – | (3) | – | – | (3) |
| Changes to non-controlling interests due to acquisitions and disposals | | – | – | (45) | – | 32 | (13) |
| Reclassification of non-controlling interest put options reserve on exercise of put options | | – | – | 6 | – | (6) | – |
| Cost of shares transferred to employees | | – | – | 72 | (72) | – | – |
| Purchase of own shares – share buyback | | – | – | 4 | – | – | 4 |
| Tax credit on items taken directly to equity | 6 | – | – | – | 18 | – | 18 |
| | | 346 | 317 | 4,688 | 3,349 | 115 | 8,815 |
| Dividends paid to equity shareholders | 8 | – | – | – | (1,047) | – | (1,047) |
| Dividends paid to non-controlling interests | | – | – | – | – | (8) | (8) |
| **At 30 September 2025** | | 346 | 317 | 4,688 | 2,302 | 107 | 7,760 |

1. Other reserves are analysed in note 25.

The accompanying notes form part of these consolidated financial statements.

| | Notes | Share capital $m | Share premium $m | Other reserves $m | Retained earnings $m | Non-controlling interests $m | Total equity $m |
|---|---|---|---|---|---|---|---|
| | | Attributable to equity shareholders | | | | | |
| At 1 October 2023 | | 346 | 317 | 4,582 | 1,018 | 37 | 6,300 |
| Profit for the year | | – | – | – | 1,404 | 10 | 1,414 |
| Other comprehensive income | | | | | | | |
| Remeasurement of post-employment benefit obligations | 24 | – | – | – | (286) | – | (286) |
| Return on plan assets, excluding interest income | 24 | – | – | – | 63 | – | 63 |
| Change in asset ceiling, excluding interest income | 24 | – | – | – | (1) | – | (1) |
| Change in fair value of financial assets at fair value through other comprehensive income | 15 | – | – | – | 350 | – | 350 |
| Currency translation differences | | – | – | 267 | – | – | 267 |
| Reclassification of cumulative currency translation differences on sale of businesses | 27 | – | – | 250 | – | – | 250 |
| Tax credit/(charge) on items relating to the components of other comprehensive income | 6 | – | – | 2 | (37) | – | (35) |
| Total other comprehensive income for the year | | – | – | 519 | 89 | – | 608 |
| Total comprehensive income for the year | | – | – | 519 | 1,493 | 10 | 2,022 |
| Fair value of share-based payments | 26 | – | – | – | 68 | – | 68 |
| Change in fair value of non-controlling interest put options | | – | – | 7 | – | – | 7 |
| Changes to non-controlling interests due to acquisitions and disposals | | – | – | (54) | – | 40 | (14) |
| Reclassification of revaluation reserve on sale of businesses | | – | – | (14) | 14 | – | – |
| Cost of shares transferred to employees | | – | – | 64 | (64) | – | – |
| Purchase of own shares – share buyback | | – | – | (512) | – | – | (512) |
| Tax credit on items taken directly to equity | 6 | – | – | – | 8 | – | 8 |
| | | 346 | 317 | 4,592 | 2,537 | 87 | 7,879 |
| Dividends paid to equity shareholders | 8 | – | – | – | (963) | – | (963) |
| Dividends paid to non-controlling interests | | – | – | – | – | (10) | (10) |
| At 30 September 2024 | | 346 | 317 | 4,592 | 1,574 | 77 | 6,906 |

The accompanying notes form part of these consolidated financial statements.

**Consolidated balance sheet** at 30 September 2025

| | Notes | 30 September 2025 $m | 30 September 2024 $m |
|---|---|---|---|
| **Non-current assets** | | | |
| Goodwill | 9 | **7,687** | 6,899 |
| Other intangible assets | 10 | **3,999** | 3,325 |
| Costs to obtain and fulfil contracts | 11 | **1,665** | 1,525 |
| Right-of-use assets | 12 | **1,377** | 1,144 |
| Property, plant and equipment | 13 | **1,569** | 1,411 |
| Interests in joint ventures and associates | 14 | **209** | 203 |
| Other investments | 15 | **1,330** | 1,149 |
| Post-employment benefit assets | 24 | **327** | 542 |
| Trade and other receivables | 16 | **416** | 410 |
| Deferred tax assets | 6 | **246** | 179 |
| Derivative financial instruments | 20 | **97** | 69 |
| Non-current assets | | **18,922** | 16,856 |
| **Current assets** | | | |
| Inventories | 17 | **820** | 734 |
| Trade and other receivables | 16 | **6,350** | 5,686 |
| Tax recoverable | | **44** | 141 |
| Cash and cash equivalents | 18 | **575** | 623 |
| Derivative financial instruments | 20 | **4** | 36 |
| | | **7,793** | 7,220 |
| Assets held for sale | | **–** | 273 |
| Current assets | | **7,793** | 7,493 |
| **Total assets** | | **26,715** | 24,349 |
| **Current liabilities** | | | |
| Borrowings | 19 | **(1,043)** | (822) |
| Lease liabilities | 12 | **(338)** | (273) |
| Derivative financial instruments | 20 | **(13)** | (21) |
| Provisions | 23 | **(388)** | (370) |
| Current tax liabilities | | **(244)** | (235) |
| Trade and other payables | 22 | **(8,639)** | (8,172) |
| | | **(10,665)** | (9,893) |
| Liabilities held for sale | | **–** | (179) |
| Current liabilities | | **(10,665)** | (10,072) |
| **Non-current liabilities** | | | |
| Borrowings | 19 | **(4,383)** | (3,774) |
| Lease liabilities | 12 | **(1,228)** | (1,042) |
| Derivative financial instruments | 20 | **(89)** | (187) |
| Post-employment benefit obligations | 24 | **(1,395)** | (1,274) |
| Provisions | 23 | **(355)** | (344) |
| Deferred tax liabilities | 6 | **(276)** | (287) |
| Trade and other payables | 22 | **(564)** | (463) |
| Non-current liabilities | | **(8,290)** | (7,371) |
| **Total liabilities** | | **(18,955)** | (17,443) |
| **Net assets** | | **7,760** | 6,906 |
| **Equity** | | | |
| Share capital | 25 | **346** | 346 |
| Share premium | | **317** | 317 |
| Other reserves | 25 | **4,688** | 4,592 |
| Retained earnings | | **2,302** | 1,574 |
| **Total equity shareholders' funds** | | **7,653** | 6,829 |
| Non-controlling interests | | **107** | 77 |
| **Total equity** | | **7,760** | 6,906 |

The accompanying notes form part of these consolidated financial statements.

Approved by the Board of Directors on 24 November 2025 and signed on its behalf by:

**Dominic Blakemore**, Director
**Petros Parras**, Director

**Consolidated cash flow statement** for the year ended 30 September 2025

| | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| **Cash flow from operating activities** | | | |
| Cash generated from operations | 28 | **4,346** | 4,095 |
| Interest paid | | **(327)** | (267) |
| Tax received | | **5** | 18 |
| Tax paid | | **(658)** | (711) |
| **Net cash flow from operating activities** | | **3,366** | 3,135 |
| **Cash flow from investing activities** | | | |
| Purchase of subsidiary companies | 27 | **(1,251)** | (784) |
| Purchase of interests in joint ventures and associates | 14 | **(4)** | (9) |
| Net proceeds from sale of subsidiary companies, joint ventures and associates net of exit costs[1] | 27 | **166** | 225 |
| Purchase of intangible assets | | **(347)** | (329) |
| Purchase of contract fulfilment assets | | **(492)** | (508) |
| Purchase of property, plant and equipment | | **(545)** | (572) |
| Proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets | | **67** | 81 |
| Purchase of other investments | | **(32)** | (2) |
| Net (payments)/proceeds from sale of other investments[2] | | **(66)** | 330 |
| Dividends received from joint ventures and associates[3] | 14 | **43** | 65 |
| Interest received | | **37** | 39 |
| Loans to third parties | | **–** | (25) |
| **Net cash flow from investing activities** | | **(2,424)** | (1,489) |
| **Cash flow from financing activities** | | | |
| Purchase of own shares – share buyback | | **(115)** | (577) |
| Increase in borrowings | | **1,412** | 1,381 |
| Repayment of borrowings | | **(737)** | (1,161) |
| Repayment of borrowings acquired through business acquisitions | 27 | **(145)** | (431) |
| Net cash flow from derivative financial instruments | | **(138)** | 46 |
| Repayment of principal under lease liabilities | | **(265)** | (227) |
| Purchase of non-controlling interests | | **(2)** | – |
| Dividends paid to equity shareholders | 8 | **(1,047)** | (963) |
| Dividends paid to non-controlling interests | | **(8)** | (10) |
| **Net cash flow from financing activities** | 29 | **(1,045)** | (1,942) |
| **Cash and cash equivalents** | | | |
| Net decrease in cash and cash equivalents | | **(103)** | (296) |
| Cash and cash equivalents at 1 October[4] | | **593** | 830 |
| Currency translation gains on cash and cash equivalents | | **22** | 59 |
| **Cash and cash equivalents at 30 September** | | **512** | 593 |
| Cash and cash equivalents[5] | 18 | **575** | 623 |
| Bank overdrafts[5] | 19 | **(63)** | (70) |
| **Cash and cash equivalents** | | **512** | 553 |
| Cash classified as held for sale | | **–** | 40 |
| **Cash and cash equivalents at 30 September** | | **512** | 593 |

1. Includes $13m (2024: $35m) of tax payments arising on the disposal of businesses.
2. 2024 includes $327m received in respect of the sale of the Group's 19% effective interest in ASM Global Parent, Inc. in August 2024. 2025 includes $80m of tax paid in respect of the sale and additional proceeds of $3m.
3. 2025 includes $11m of dividends received from the Group's business in Qatar, which is classified as held for sale.
4. Cash and cash equivalents at 1 October 2024 include cash of $40m classified as held for sale and overdrafts of $70m in the consolidated balance sheet at 30 September 2024.
5. As per the consolidated balance sheet.

The accompanying notes form part of these consolidated financial statements.

**Notes to the consolidated financial statements** for the year ended 30 September 2025

# 1 Basis of preparation

## Introduction

The consolidated financial statements of Compass Group PLC (the Company) have been prepared on a going concern basis, as discussed on page 103, in accordance with UK-adopted International Accounting Standards. The consolidated financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial instruments.

## Consolidation

The functional currency of the Company is sterling as this is the currency of the primary economic environment in which it operates. The consolidated financial statements of the Company are presented in US dollars instead of sterling, which provides investors and other stakeholders with greater transparency in relation to the Group's performance and reduces foreign exchange volatility on earnings given that approximately three-quarters of the Group's underlying operating profit originates in US dollars.

The consolidated financial statements consolidate the results of the Company and entities controlled by the Company (its subsidiaries), and include the Group's share of the results of its interests in joint ventures and associates using the equity method.

Subsidiaries are entities over which the Company has control. Control exists when the Company has power over an entity, exposure to variable returns from its involvement with an entity and the ability to use its power over the entity to affect its returns. The existence and effect of potential voting rights that are currently exercisable or convertible are also considered when assessing control.

Where necessary, adjustments are made to the financial statements of subsidiaries, joint ventures and associates to bring the accounting policies used in line with those used by the Group.

The results of subsidiaries, joint ventures and associates acquired or disposed of during the year are included in the consolidated income statement from the effective date of acquisition or up to the effective date of disposal, as appropriate.

All intra-group transactions, balances, income and expenses are eliminated on consolidation. Where a subsidiary transacts with a joint operation of the Group, profits or losses are eliminated to the extent of the Group's interest in the relevant joint operation.

In preparing the financial statements of individual companies within the Group, transactions in currencies other than the companies' functional currency are recorded at the rates of exchange on the dates of the transaction. At each balance sheet date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates on the balance sheet date. Gains and losses arising on retranslation are included in the consolidated income statement for the year, except where they arise on items taken directly to other comprehensive income, in which case they are also recognised in the consolidated statement of comprehensive income.

On consolidation, the assets and liabilities of the operations outside the US (expressed in their functional currencies, being the currency of the primary economic environment in which each entity operates) are translated at the exchange rates on the balance sheet date. Income and expense items are translated at the average exchange rates for the period. Exchange differences arising, if any, are classified as equity and transferred to the Group's translation reserve. Such translation differences are recognised as income or expense in the period in which the operation is disposed of.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing exchange rate.

Whilst Türkiye has been a hyperinflationary economy since 2022, IAS 29 Financial Reporting in Hyperinflationary Economies has not been applied as it would not have a significant impact on the Group's consolidated financial statements.

## Significant accounting policies

The significant accounting policies applied in the preparation of these consolidated financial statements are set out in the relevant notes. These policies have been applied consistently to all the years presented, unless otherwise stated.

Significant accounting policies are indicated by the following icon:

**Significant accounting policy**

## Changes in accounting policies

There were no new accounting standards or amendments to existing standards effective in the current year that had a significant impact on the Group's consolidated financial statements. Disclosures under the amendments to IAS 7 and IFRS 7 (Supplier Finance Arrangements), which became effective in 2025, are provided in note 22. There are a number of changes to accounting standards, effective in future years, which are not expected to significantly impact the Group's consolidated financial statements.

## Judgements

The preparation of the consolidated financial statements requires management to make judgements in respect of the application of its accounting policies which impact the reported amounts of assets, liabilities, income and expenses.

Whilst there are no judgements that management considers to be critical in the preparation of these financial statements, there is a significant judgement in respect of the classification of cash payments relating to contract fulfilment assets in the cash flow statement (see note 11).

## Estimates

The preparation of the consolidated financial statements requires management to make estimates which impact the reported amounts of assets, liabilities, income and expenses. These estimates are based on historical experience and other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Sources of estimation uncertainty are indicated by the following icon:

**Source of estimation uncertainty**

# 1 Basis of preparation *continued*

### Major sources of estimation uncertainty

The Group's major source of estimation uncertainty is in relation to goodwill in the UK cash-generating unit on the basis that a reasonably possible change in key assumptions could have a material effect on the carrying amount in the next 12 months (see note 9).

Following a buy-in entered into in December 2024, whereby c.98% of the Compass Group Pension Plan's liabilities of $1.8bn at 30 September 2025 are covered by an insurance arrangement, post-employment benefit obligations are no longer considered to be a major source of estimation uncertainty.

### Other sources of estimation uncertainty

In addition to the major source of estimation uncertainty, tax, acquisition intangibles and post-employment benefit obligations have been identified as other sources of estimation uncertainty. Whilst not considered to be major sources of uncertainty as defined by IAS 1 Presentation of Financial Statements, the recognition and measurement of certain material assets and liabilities are based on assumptions and/or are subject to longer-term uncertainties (see notes 6, 10 and 24).

## Climate change

Climate change is identified as a principal risk as it may cause food insecurity, sourcing and supply chain issues in some of the Group's markets (see page 23). The potential impact of climate change has been assessed with scenario analysis conducted in line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations (see pages 30 and 31). The Group has a commitment to reach climate net zero greenhouse gas (GHG) emissions across its global operations and value chain by 2050 (see page 32). Climate change considerations are indicated by the following icon:

**Climate change**

The potential impact of climate change and the Group's net zero commitments on the following areas has been considered:

- going concern (see below) and viability (see page 25) assessments
- tax (see note 6)
- goodwill (see note 9)
- other intangible assets (see note 10)

There was no impact on the reported amounts in the financial statements as a result of this review.

### Going concern

The Group's business activities, together with the factors likely to affect its future development, performance and position are set out in the Strategic Report on pages 1 to 35. The financial position of the Group, its cash flows, liquidity position and borrowing facilities are discussed in the Financial review on pages 9 to 14.

The directors consider it appropriate to prepare the financial statements on a going concern basis for the reasons stated below.

At 30 September 2025, the Group's borrowings of $5.4bn included Eurobonds ($4.4bn), US Private Placement (USPP) notes ($0.3bn) and commercial paper ($0.6bn). The Group's financing arrangements also included a Revolving Credit Facility (RCF) of $3.2bn, committed to February 2030, which backs up the commercial paper and was fully undrawn, together with $0.5bn of cash, net of overdrafts, and an additional facility of €1.5bn ($1.8bn), committed to October 2027, to provide interim financing for the acquisition of Vermaat Groep B.V..

The USPP notes are subject to leverage and interest cover covenants which are tested on 31 March and 30 September each year. The Group met both covenants at 30 September 2025. The liquidity position of the Group has remained substantially unchanged at the date of approving the consolidated financial statements.

The directors have prepared monthly cash flow projections for a period of 12 months from the date of approval of the consolidated financial statements (assessment period). There is one term debt maturity in the assessment period, a £250m ($337m) Eurobond in June 2026. The commercial paper outstanding at 30 September 2025 matured in October. No refinancing of debt is assumed in the going concern assessment.

The cash flow projections show that the Group has significant headroom against its committed facilities and meets its financial covenant obligations under the USPP notes. A stress test has been used to determine the performance level that would result in a reduction in headroom against the committed facilities to nil or a breach of the covenants. The leverage covenant would be reached if underlying operating profit reduced by more than 60%, which the directors do not consider to be likely based on recent trading performance. The stress test assumes no new business acquisitions (except for Vermaat Groep B.V.) as the only mitigating action.

Consequently, the directors are confident that the Group and Parent Company will have sufficient funds to continue to meet their liabilities as they fall due for at least the period of 12 months from the date of approval of the consolidated financial statements and, therefore, have prepared the financial statements on a going concern basis.

**Climate change**

Climate change and the Group's net zero commitments are not expected to have a material impact during the going concern period.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 2 Segmental analysis

**Significant accounting policy**

## Segmental information

The segmental information presented is consistent with management reporting provided to the Executive Committee (the chief operating decision maker). The Executive Committee monitors the underlying revenue and operating profit of its two geographical segments, North America and International, to assess performance and allocate resources. The Group also has a separate segment for central activities which includes costs in respect of central functions, including finance, legal, commercial, IT and human resources. Underlying revenue and operating profit are reconciled to GAAP measures below. Finance costs and income tax expense are managed on a Group basis.

## Revenue

Revenue represents income derived from contracts for the provision of food and support services by the Group to customers in exchange for consideration in the normal course of business. The Group's revenue is comprised of revenues under its contracts with clients. Clients engage the Group to provide food and support services at their locations. Depending on the type of client and service, we are paid either by our client and/or directly by the consumers to whom we have been provided access by our client, such as the client's employees, visitors, pupils, patients and spectators. Payment terms are set at contract level and vary according to country, sector and individual client.

### Performance obligations

At contract inception, the contract is assessed to identify each promise to transfer either a distinct good or service or a series of distinct goods or services that are substantially the same and have the same pattern of transfer to the customer. Goods and services are distinct and accounted for as separate performance obligations in the contract if the customer can benefit from them either on their own or together with other resources that are readily available to the customer and they are separately identifiable in the contract.

### Transaction price

The transaction price is the amount of consideration to which the Group expects to be entitled in exchange for transferring the promised goods and services to the customer, excluding value-added tax and similar sales taxes. For example, the transaction price may be based on a price per meal, which may vary with volume, or could be based on costs incurred plus an agreed management fee.

The Group makes a variety of ongoing payments to clients, mainly commissions, concession rentals and reimbursement of utility costs. These are assessed for treatment as consideration paid to customers, and where they are not in exchange for a distinct good or service, they are recognised as a reduction of the transaction price. In addition, the Group may make a payment to a client typically at the start of a contract which is not an investment in service assets and does not generate or enhance the Group's resources. Such payments are reported as prepayments and, as they are not considered to be in exchange for a distinct good or service, they are charged to the income statement as a deduction to revenue recognised over the contract term rather than as an operating cost.

### Revenue recognition

The Group recognises revenue when its performance obligations are satisfied as control of the goods and services is transferred to the client and/or consumers. In certain cases, clients engage the Group to provide food and support services in a single multi-service contract. Revenue is recognised for each separate performance obligation in respect of food and support services as these are provided. There is little judgement involved in determining if a performance obligation has been satisfied.

For each performance obligation in a contract, the Group determines whether it is satisfied over time or at a point in time.

The Group has determined that most of its performance obligations are satisfied over time as the client simultaneously receives and consumes the benefits provided as the food and/or support services are rendered at the client site. Generally, where the Group has the obligation to its clients to make available the provision of food service for a predetermined period, its performance obligation represents a series of services delivered over time. Revenue is recognised at the amount which the Group has the right to invoice, where that amount corresponds directly with the value to the customer of the Group's performance completed to date. Where the Group is contracted to sell directly to consumers, for example, in a retail café concession, the performance obligation is satisfied at a point in time, namely when the products are sold to the consumer.

The nature, amount, timing and uncertainty of revenue and cash flows for performance obligations within a contract that are satisfied over time and at a point in time are considered to be similar and they are affected by the same economic factors.

## Operating profit

Operating profit is stated after the share of profit after tax of joint ventures and associates, and before finance costs.

## Specific adjusting items

Specific adjusting items are disclosed and described separately in the consolidated financial statements where it is necessary to do so to provide further understanding of the financial performance of the Group. Specific adjusting items are material items of income or expense that have been shown separately due to the significance of their nature or amount. Further details are provided in note 34.

# 2 Segmental analysis *continued*

| Revenue by sector and geographical segment[1,2] | Geographical segments North America $m | Geographical segments International[3] $m | Total $m |
|---|---|---|---|
| **Year ended 30 September 2025** | | | |
| Business & Industry | **11,244** | **6,702** | **17,946** |
| Healthcare & Senior Living | **8,637** | **2,108** | **10,745** |
| Education | **6,432** | **1,901** | **8,333** |
| Sports & Leisure | **4,763** | **1,758** | **6,521** |
| Defence, Offshore & Remote | **341** | **2,241** | **2,582** |
| **Underlying revenue[4,5]** | **31,417** | **14,710** | **46,127** |
| Less: Share of revenue of joint ventures | **(19)** | **(38)** | **(57)** |
| **Revenue** | **31,398** | **14,672** | **46,070** |
| **Year ended 30 September 2024** | | | |
| Business & Industry | 9,912 | 6,004 | 15,916 |
| Healthcare & Senior Living | 7,991 | 1,982 | 9,973 |
| Education | 5,932 | 1,652 | 7,584 |
| Sports & Leisure | 4,396 | 1,480 | 5,876 |
| Defence, Offshore & Remote | 350 | 2,477 | 2,827 |
| Underlying revenue[4,5] | 28,581 | 13,595 | 42,176 |
| Less: Share of revenue of joint ventures | (24) | (150) | (174) |
| Revenue | 28,557 | 13,445 | 42,002 |

1. There is no inter-segment trading.
2. An analysis of revenue recognised over time and at a point in time is not provided on the basis that the nature, amount, timing and uncertainty of revenue and cash flows are considered to be similar.
3. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental financial information for 2024 has been re-presented.
4. Revenue plus share of revenue of joint ventures.
5. Underlying revenue arising in the UK, the Group's country of domicile, was $4,218m (2024: $3,461m). Underlying revenue arising in the US region was $29,868m (2024: $27,136m). Underlying revenue arising in all countries outside the UK from which the Group derives revenue was $41,909m (2024: $38,715m).

| Profit by geographical segment | Geographical segments North America $m | Geographical segments International $m | Central activities $m | Total $m |
|---|---|---|---|---|
| **Year ended 30 September 2025** | | | | |
| Underlying operating profit/(loss) before results of joint ventures and associates | **2,557** | **892** | **(151)** | **3,298** |
| Add: Share of profit before tax of joint ventures | **1** | **–** | **–** | **1** |
| Add: Share of results of associates | **24** | **12** | **–** | **36** |
| **Underlying operating profit/(loss)[1]** | **2,582** | **904** | **(151)** | **3,335** |
| Less: Acquisition-related charges[2] | **(111)** | **(246)** | **–** | **(357)** |
| Less: Charges related to the strategic portfolio review[2] | **–** | **(2)** | **(1)** | **(3)** |
| Less: One-off pension charge[2] | **–** | **(11)** | **–** | **(11)** |
| **Operating profit/(loss)** | **2,471** | **645** | **(152)** | **2,964** |
| Net loss on sale and closure of businesses[2] | | | | **(31)** |
| Finance costs | | | | **(349)** |
| **Profit before tax** | | | | **2,584** |
| Income tax expense | | | | **(704)** |
| **Profit for the year** | | | | **1,880** |

1. Operating profit excluding specific adjusting items (see note 34).
2. Specific adjusting item (see note 34).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 2 Segmental analysis *continued*

| Profit by geographical segment | Geographical segments North America $m | Geographical segments International[1] $m | Central activities $m | Total $m |
|---|---|---|---|---|
| **Year ended 30 September 2024** | | | | |
| Underlying operating profit/(loss) before results of joint ventures and associates | 2,313 | 784 | (144) | 2,953 |
| Add: Share of profit before tax of joint ventures | 1 | 16 | – | 17 |
| Add: Share of results of associates | 21 | 7 | – | 28 |
| Underlying operating profit/(loss)[2] | 2,335 | 807 | (144) | 2,998 |
| Less: Acquisition-related charges[3] | (84) | (151) | – | (235) |
| Less: Charges related to the strategic portfolio review[3] | – | (43) | (127) | (170) |
| Less: One-off pension charge[3] | – | (8) | – | (8) |
| Less: Tax on share of profit of joint ventures[3] | – | (1) | – | (1) |
| Operating profit/(loss) | 2,251 | 604 | (271) | 2,584 |
| Net loss on sale and closure of businesses[3] | | | | (203) |
| Finance costs | | | | (325) |
| Profit before tax | | | | 2,056 |
| Income tax expense | | | | (642) |
| Profit for the year | | | | 1,414 |

1. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental financial information for 2024 has been re-presented.
2. Operating profit excluding specific adjusting items (see note 34).
3. Specific adjusting item (see note 34).

| Assets and liabilities by geographical segment | Geographical segments North America $m | Geographical segments International[1] $m | Unallocated Central activities $m | Unallocated Current and deferred tax $m | Unallocated Net debt $m | Total $m |
|---|---|---|---|---|---|---|
| **At 30 September 2025** | | | | | | |
| Total assets | **15,095** | **10,267** | **387** | **290** | **676** | **26,715** |
| Total liabilities | **(7,389)** | **(3,631)** | **(321)** | **(520)** | **(7,094)** | **(18,955)** |
| **Net assets/(liabilities)** | **7,706** | **6,636** | **66** | **(230)** | **(6,418)** | **7,760** |
| *Total assets include:* | | | | | | |
| Interests in joint ventures and associates | **59** | **150** | – | – | – | **209** |
| Non-current assets[2] | **10,811** | **7,377** | **391** | **246** | **97** | **18,922** |
| **At 30 September 2024** | | | | | | |
| Total assets | 13,787 | 8,795 | 719 | 320 | 728 | 24,349 |
| Total liabilities | (6,869) | (3,464) | (469) | (522) | (6,119) | (17,443) |
| Net assets/(liabilities) | 6,918 | 5,331 | 250 | (202) | (5,391) | 6,906 |
| *Total assets include:* | | | | | | |
| Interests in joint ventures and associates | 58 | 145 | – | – | – | 203 |
| Non-current assets[2] | 9,860 | 6,069 | 679 | 179 | 69 | 16,856 |

1. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental financial information for 2024 has been re-presented.
2. Non-current assets located in the UK, the Group's country of domicile, were $4,068m (2024: $3,325m). Non-current assets located in the US region were $10,119m (2024: $9,162m). Non-current assets located in all countries outside the UK in which the Group holds assets were $14,854m (2024: $13,531m).

# 2 Segmental analysis *continued*

| Other segmental disclosures | Notes | Geographical segments North America $m | International[1] $m | Central activities $m | Total $m |
|---|---|---|---|---|---|
| **Year ended 30 September 2025** | | | | | |
| Additions to other intangible assets | 10 | **271** | **67** | **9** | **347** |
| Additions to contract fulfilment assets | 11 | **484** | **8** | – | **492** |
| Additions to right-of-use assets | 12 | **232** | **138** | – | **370** |
| Additions to property, plant and equipment | 13 | **319** | **218** | – | **537** |
| Amortisation of other intangible assets[2] | 10 | **235** | **163** | **11** | **409** |
| Amortisation of contract fulfilment assets | 11 | **328** | **10** | – | **338** |
| Depreciation of right-of-use assets | 12 | **128** | **132** | **2** | **262** |
| Depreciation of property, plant and equipment | 13 | **254** | **152** | **1** | **407** |
| Impairment losses – strategic portfolio review | 34 | – | **13** | – | **13** |
| Impairment losses – other non-current assets | 3 | **7** | **1** | – | **8** |
| Impairment reversals – strategic portfolio review | 34 | – | **(7)** | – | **(7)** |
| Other non-cash items[3] | 26 | **38** | **22** | **22** | **82** |
| **Year ended 30 September 2024** | | | | | |
| Additions to other intangible assets | 10 | 239 | 63 | 27 | 329 |
| Additions to contract fulfilment assets | 11 | 495 | 19 | – | 514 |
| Additions to right-of-use assets | 12 | 169 | 93 | – | 262 |
| Additions to property, plant and equipment | 13 | 357 | 215 | – | 572 |
| Amortisation of other intangible assets[2] | 10 | 200 | 107 | 5 | 312 |
| Amortisation of contract fulfilment assets | 11 | 296 | 10 | – | 306 |
| Depreciation of right-of-use assets | 12 | 112 | 107 | 1 | 220 |
| Depreciation of property, plant and equipment | 13 | 226 | 147 | 1 | 374 |
| Impairment losses – strategic portfolio review | 34 | – | 29 | 127 | 156 |
| Impairment losses – other non-current assets | 3 | 1 | 2 | 7 | 10 |
| Impairment reversals – non-current assets | 3 | (6) | (1) | – | (7) |
| Other non-cash items[3] | 26 | 27 | 18 | 23 | 68 |
| Assets held for sale | | – | 273 | – | 273 |
| Liabilities held for sale | | – | (179) | – | (179) |

1. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental financial information for 2024 has been re-presented.
2. Including the amortisation of acquisition intangibles.
3. Other non-cash items represent share-based payment charges.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 3 Operating costs

| Operating costs | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Cost of inventories consumed | | **12,434** | 11,482 |
| Employee remuneration | 4 | **21,787** | 19,598 |
| Commissions and fees paid to clients | | **1,778** | 1,811 |
| Amortisation – other intangible assets | 10 | **183** | 150 |
| Amortisation – contract fulfilment assets | 11 | **338** | 306 |
| Depreciation – right-of-use assets | 12 | **262** | 220 |
| Depreciation – property, plant and equipment | 13 | **407** | 374 |
| Impairment losses – non-current assets | | **8** | 10 |
| Impairment reversals – non-current assets | | **–** | (7) |
| Acquisition-related charges[1] | 34 | **357** | 235 |
| Charges related to the strategic portfolio review[1] | 34 | **3** | 170 |
| Other | | **5,586** | 5,113 |
| **Total** | | **43,143** | 39,462 |

1. Specific adjusting item (see note 34).

## Audit and non-audit services included in operating costs

| Audit and non-audit services | 2025 $m | 2024 $m |
|---|---|---|
| Fees payable for the audit of the Company and consolidated financial statements | **2.7** | 2.4 |
| Fees payable for the audit of the Company's subsidiaries and joint ventures | **8.9** | 7.3 |
| **Audit services** | **11.6** | 9.7 |
| Audit-related assurance | **0.3** | 0.3 |
| Other assurance | **0.5** | 0.6 |
| **Non-audit services** | **0.8** | 0.9 |
| **Total** | **12.4** | 10.6 |

# 4 Employees

| Average number of employees, including directors and part-time employees | 2025 | 2024 |
|---|---|---|
| North America | **320,241** | 292,993 |
| International[1] | **271,526** | 286,133 |
| **Total** | **591,767** | 579,126 |

1. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental information for 2024 has been re-presented.

| Aggregate remuneration of all employees, including directors | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Wages and salaries | | **18,243** | 16,594 |
| Social security costs | | **3,078** | 2,606 |
| Share-based payments | 26 | **82** | 68 |
| Pension costs – defined contribution plans | 24 | **340** | 289 |
| Pension costs – defined benefit plans | 24 | **44** | 41 |
| **Total** | | **21,787** | 19,598 |

In addition to the pension costs shown in operating costs above, there is an interest charge on net post-employment benefit obligations of $38m (2024: $29m).

The remuneration of directors and key management personnel[1] is set out below. Additional information on directors' and key management remuneration, long-term incentive plans, pension contributions and entitlements can be found in the audited section of the Directors' Remuneration Report on pages 61 to 79 and forms part of these accounts.

| Remuneration of key management personnel[1] | 2025 $m | 2024 $m |
|---|---|---|
| Salaries | **10.9** | 10.7 |
| Other short-term employee remuneration | **15.3** | 15.0 |
| Share-based payments | **19.6** | 19.2 |
| Pension salary supplement | **0.5** | 0.4 |
| **Total** | **46.3** | 45.3 |

1. Key management personnel is defined as the Board and the individuals who made up the Executive Committee from time to time during the year. Details of the Board members are on pages 38 to 40 and the Executive Committee members are on our website: www.compass-group.com.

# 5 Finance costs

### Significant accounting policy

Finance income and expenses are recognised in the income statement in the period in which they are incurred.

| Finance costs | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Interest on cash and cash equivalents | | **29** | 30 |
| Dividends received from Rabbi Trust investments | 15 | **38** | 28 |
| Change in fair value of financial assets at fair value through profit or loss | 15 | **–** | 2 |
| Net gains on derivative financial instruments at fair value through profit or loss | | **4** | – |
| Other | | **9** | 8 |
| **Finance income** | | **80** | 68 |
| Interest on bank loans and overdrafts | | **(4)** | (4) |
| Interest on other borrowings[1] | | **(259)** | (207) |
| Interest on lease liabilities | 12 | **(77)** | (65) |
| Net present value adjustments – contingent consideration | 21 | **(11)** | (9) |
| Net present value adjustments – provisions | 23 | **(12)** | (10) |
| Change in fair value of financial assets at fair value through profit or loss | 15 | **(4)** | – |
| Net losses on derivative financial instruments in a fair value hedge | | **(7)** | (3) |
| Net losses on derivative financial instruments in a net investment hedge | | **(13)** | (5) |
| Net losses on derivative financial instruments at fair value through profit or loss | | **–** | (61) |
| Interest on net post-employment benefit obligations | 24 | **(38)** | (29) |
| Other | | **(4)** | – |
| **Finance expense** | | **(429)** | (393) |
| **Finance costs** | | **(349)** | (325) |

1. Includes interest expense on derivative financial instruments in a fair value hedge of $38m (2024: $95m), interest expense on derivative financial instruments in a net investment hedge of $7m (2024: $8m) and interest expense on derivative financial instruments at fair value through profit or loss of $4m (2024: income of $49m).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 6 Tax

### Significant accounting policy

Income tax expense comprises current and deferred tax. Tax is recognised in the consolidated income statement except where it relates to items taken directly to the consolidated statement of comprehensive income or equity, in which case it is recognised in the consolidated statement of comprehensive income or equity as appropriate.

#### Current tax

Current tax is the expected tax payable on the taxable income for the period, using tax rates that have been enacted or substantively enacted in respect of that period at the balance sheet date. Tax benefits are recognised if it is probable that these will be accepted by the relevant tax authorities. Subsequently, they are reviewed each year to assess whether provisions against full recognition of the benefits are necessary.

#### Deferred tax

Deferred tax is provided using the balance sheet liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for tax purposes. Deferred tax liabilities are generally recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries and associates, and interests in joint arrangements, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax is calculated at the enacted or substantively enacted tax rates that are expected to apply in the period when the liability is settled or the asset realised.

Deferred tax assets and liabilities are offset against each other when they relate to income taxes levied by the same tax jurisdiction and the Group intends to settle its current tax assets and liabilities on a net basis.

### Other source of estimation uncertainty

The Group has operations in over 25 countries. The tax position in each country is often not agreed with the tax authorities until some time after the relevant period end and, if subject to a tax audit, may be open for an extended period. In these circumstances, the recognition of tax liabilities and assets requires management estimation to reflect a variety of factors, including historical experience, interpretations of tax law and the likelihood of settlement.

The international corporate tax environment remains complex and the sustained increase in audit activity from tax authorities means that the potential for tax uncertainties and disputes remains high. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the results in the year in which such determination is made. In addition, the calculation and recognition of temporary differences giving rise to deferred tax assets requires estimates to be made of the extent to which future taxable profits are available against which these temporary differences can be utilised.

#### Uncertain tax positions

Tax risk can arise from unclear regulations and differences in interpretation but, most significantly, where tax authorities apply diverging standards in assessing intra-group cross-border transactions. The Group has recognised provisions in respect of uncertain tax positions, none of which is individually material. In determining such liabilities, the Group assesses the range of potential outcomes and estimates whether additional tax may be due.

The Group is currently subject to audits and reviews in a number of countries that primarily relate to complex corporate tax issues.

The Group does not currently anticipate any material changes to the amounts recorded at 30 September 2025.

# 6 Tax *continued*

### Other source of estimation uncertainty (continued)

#### Deferred tax assets

Deferred tax assets of $246m (2024: $179m) include $73m (2024: $80m) relating to the carry forward of unused tax losses. It is considered probable that sufficient taxable profits over a period of between one and five years will be available against which the unused tax losses can be utilised. In evaluating whether sufficient taxable profits will be available in the future, forecasts have been derived from the most recent three-year strategic plan approved by management, adjusted for the effect of applicable tax laws and regulations relevant to those future taxable profits. No reasonably possible change in any of the key assumptions would result in a significant reduction in projected taxable profits such that the recognised deferred tax assets would not be realised.

### Climate change

Climate change and the Group's net zero commitments are not expected to have a material impact on taxable profits over the period during which deferred tax assets are expected to be utilised.

## Income tax expense

| Income tax expense | 2025 $m | 2024 $m |
|---|---|---|
| **Current tax** | | |
| Current year | **766** | 703 |
| Adjustment in respect of prior years | **(12)** | (38) |
| **Current tax expense** | **754** | 665 |
| **Deferred tax** | | |
| Current year | **(26)** | (39) |
| Adjustment in respect of prior years | **(24)** | 16 |
| **Deferred tax credit** | **(50)** | (23) |
| **Total** | **704** | 642 |

The income tax expense for the year is based on the effective UK statutory rate of corporation tax for the period of 25% (2024: 25%). Overseas tax is calculated at the rates prevailing in the respective jurisdictions.

| Reconciliation of effective tax rate | 2025 $m | 2024 $m |
|---|---|---|
| **Profit before tax** | **2,584** | 2,056 |
| Notional income tax expense at the effective UK statutory rate of 25% (2024: 25%) on profit before tax | **646** | 514 |
| Effect of different tax rates of subsidiaries operating in other jurisdictions | **34** | 45 |
| Permanent differences | **59** | 103 |
| Tax on profit of joint ventures and associates | **–** | 1 |
| Unrelieved current year tax losses | **1** | 1 |
| Prior year items | **(36)** | (22) |
| **Income tax expense** | **704** | 642 |

Permanent differences include the current year movement in our estimated liability for uncertain tax positions, the benefit of tax credits and the tax effect of non-deductible expenditure, including losses arising on disposals. Prior year items relate to the reassessment of prior year tax estimates and the resolution of open items.

The global nature of the Group's operations gives rise to various factors which could affect the future tax rate. These include the mix of profits, changes to overseas statutory tax rates or tax legislation and the foreign exchange rates applicable when those profits are translated into US dollars. The future tax charge may also be affected by the impact of acquisitions, disposals or other restructuring activities and the resolution of open issues with tax authorities.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 6 Tax *continued*

## Tax (credited)/charged to other comprehensive income

| Tax (credited)/charged to other comprehensive income | 2025 $m | 2024 $m |
|---|---|---|
| Current and deferred tax credit on actuarial and other movements on post-employment benefits | **(41)** | (11) |
| Deferred tax charge on change in fair value of financial assets at fair value through other comprehensive income | – | 48 |
| Current tax credit on foreign exchange movements | **(1)** | (2) |
| **Total** | **(42)** | 35 |

## Tax credited to equity

| Tax credited to equity | 2025 $m | 2024 $m |
|---|---|---|
| Current and deferred tax credit on share-based payments | **(18)** | (8) |
| **Total** | **(18)** | (8) |

## Deferred tax

| Movement in net deferred tax asset/(liability) | Tax depreciation $m | Intangibles and contract fulfilment assets $m | Net pensions and post-employment benefits $m | Tax losses $m | Net self-funded insurance provisions $m | Net short-term temporary differences $m | Total $m |
|---|---|---|---|---|---|---|---|
| At 1 October 2023 | (40) | (520) | 125 | 103 | 110 | 327 | 105 |
| (Charge)/credit to income | (22) | (2) | 18 | (16) | 4 | 41 | 23 |
| Credit/(charge) to other comprehensive income/equity | – | – | 14 | – | – | (48) | (34) |
| Business acquisitions | – | (173) | – | (2) | – | 2 | (173) |
| Sale and closure of businesses | – | – | – | – | – | (14) | (14) |
| Classified as held for sale | (1) | – | – | (6) | – | (10) | (17) |
| Reclassification | 1 | – | – | (1) | – | 14 | 14 |
| Exchange adjustment | 6 | (16) | (11) | 2 | – | 7 | (12) |
| At 30 September 2024 | (56) | (711) | 146 | 80 | 114 | 319 | (108) |
| Classified as held for sale at 30 September 2024[1] | **1** | – | – | **6** | – | **10** | **17** |
| (Charge)/credit to income | **(16)** | **30** | **20** | **(12)** | **6** | **22** | **50** |
| Credit to other comprehensive income/equity | – | – | **41** | – | – | **4** | **45** |
| Business acquisitions | **(1)** | **(101)** | – | – | – | **2** | **(100)** |
| Sale and closure of businesses[1] | **(4)** | – | – | **(4)** | – | **(10)** | **(18)** |
| Transfer to current tax | – | – | **20** | – | – | **80** | **100** |
| Reclassification | **(1)** | – | – | **1** | – | – | – |
| Exchange adjustment | **(2)** | **(14)** | – | **2** | – | **(2)** | **(16)** |
| **At 30 September 2025** | **(79)** | **(796)** | **227** | **73** | **120** | **425** | **(30)** |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

Net short-term temporary differences relate principally to provisions and other liabilities of overseas subsidiaries. Deferred tax assets and liabilities are offset within the same country where appropriate. The net deferred tax liability is as follows:

| Net deferred tax balance | 2025 $m | 2024 $m |
|---|---|---|
| Deferred tax assets | **246** | 179 |
| Deferred tax liabilities | **(276)** | (287) |
| **Net deferred tax liability** | **(30)** | (108) |

Deferred tax assets have not been recognised in respect of tax losses of $102m (2024: $101m) and other temporary differences of $13m (2024: $13m). Of the unrecognised tax losses, $28m (2024: $38m) will expire at various dates between 2025 and 2031. These deferred tax assets have not been recognised due to uncertainty over their utilisation in future periods.

The Group does not recognise any deferred tax liability on temporary differences relating to potentially taxable unremitted earnings of overseas subsidiaries totalling $736m (2024: $763m) because it is able to control the timing of reversal of these differences. It is probable that no reversal will take place in the foreseeable future.

## Regulatory developments

The legislation implementing the Pillar Two Model Rules in the UK applies to the Group from 1 October 2024. The Group is monitoring the status of implementation of the model rules worldwide. For the financial year ended 30 September 2025, the liability for Pillar Two taxes is assessed at less than $1m. The temporary exception under IAS 12 Income Taxes has been applied in relation to the accounting for deferred taxes arising from the implementation of the Pillar Two Model Rules.

# 7 Earnings per share

### Significant accounting policy

Basic earnings per share is calculated based on profit for the year attributable to equity shareholders and the weighted average number of ordinary shares in issue during the year, which excludes shares held in treasury.

Diluted earnings per share is calculated based on the weighted average number of ordinary shares in issue during the year, adjusted to assume conversion of all the dilutive potential ordinary shares into ordinary shares.

| Profit for the year attributable to equity shareholders | 2025 $m | 2024 $m |
|---|---|---|
| **Profit for the year attributable to equity shareholders** | **1,868** | 1,404 |

| Weighted average number of ordinary shares | 2025 Ordinary shares of $11^{1}/_{20}$p each millions | 2024 Ordinary shares of $11^{1}/_{20}$p each millions |
|---|---|---|
| Weighted average number of ordinary shares for basic earnings per share | **1,697** | 1,705 |
| Dilutive effect of share-based payment plans | **2** | 2 |
| **Weighted average number of ordinary shares for diluted earnings per share** | **1,699** | 1,707 |

| Earnings per share | 2025 cents | 2024 cents |
|---|---|---|
| Basic | **110.1** | 82.3 |
| Diluted | **109.9** | 82.2 |

# 8 Dividends

### Significant accounting policy

Interim dividends are recognised in the financial statements when they are paid. Final dividends, which are subject to approval by the shareholders in a general meeting after the balance sheet date, are not included as a liability in the financial statements. Instead, they are disclosed as a post-balance sheet event and recognised in the financial statements when they are approved (see note 33).

A final dividend in respect of 2025 of 43.3c per share, $735m in aggregate[1], has been proposed, giving a total dividend in respect of 2025 of 65.9c per share (2024: 59.8c per share). The proposed final dividend is subject to approval by shareholders at the Annual General Meeting to be held on 5 February 2026.

| Dividends on ordinary shares | 2025 Dividends per share cents | 2025 $m | 2024 Dividends per share cents | 2024 $m |
|---|---|---|---|---|
| **Amounts recognised as distributions to equity shareholders during the year** | | | | |
| Final 2023 | – | – | 34.7 | 606 |
| Interim 2024 | – | – | 20.7 | 357 |
| Final 2024 | **39.1** | **670** | – | – |
| Interim 2025 | **22.6** | **377** | – | – |
| **Total** | **61.7** | **1,047** | 55.4 | 963 |

1. Based on the number of ordinary shares in issue at 30 September 2025, excluding shares held in treasury and the Compass Group PLC All Share Schemes Trust (1,697m shares).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 9 Goodwill

### Significant accounting policy

Goodwill arising on consolidation represents the excess of the cost of acquisition over the fair value of the Group's share of the identifiable assets and liabilities of the acquired subsidiary at the date of acquisition. Goodwill is tested annually for impairment and is carried at cost less any accumulated impairment losses.

Goodwill is allocated to the cash-generating units (CGUs) or groups of CGUs that are expected to benefit from the acquisition, which is usually the geographical location of the operations of the Group. Goodwill is subsequently monitored and tested for impairment at the level at which it is allocated. Gains and losses on the disposal of businesses take account of the carrying amount of goodwill relating to the business sold, allocated where necessary on the basis of relative fair value, unless another method is determined to be more appropriate.

The recoverable amount of a CGU is determined based on value-in-use calculations. If the recoverable amount of a CGU is less than its carrying amount, an impairment loss is recognised in the consolidated income statement which is allocated first to reduce the carrying amount of any goodwill allocated to the CGU and then to the other assets of the CGU pro rata on the basis of the carrying amount of each asset in the CGU. An impairment loss recognised in respect of goodwill is not subsequently reversed.

### Major source of estimation uncertainty

The value in use of the UK CGU is estimated for the purposes of impairment testing based on assumptions, including the most recent three-year strategic plan approved by management, long-term growth rates and discount rates. A reasonably possible change in the assumptions used to derive this estimate could have a material effect on the carrying amount of goodwill in the UK CGU in the next 12 months. The key assumptions used in the value-in-use calculations, together with sensitivity analysis, are set out below.

### Climate change

The potential impact of climate change and the Group's net zero commitments on forecast cash flows beyond the Group's three-year planning period has been considered during impairment testing by including in the sensitivity analysis assumptions consistent with the quantitative scenario analysis performed for the Task Force on Climate-related Financial Disclosures (see pages 30 and 31).

| Goodwill | Dupont Restauration $m | 4Service $m | Other $m | 2025 $m | 2024 $m |
|---|---|---|---|---|---|
| **Cost** | | | | | |
| At 1 October | – | – | **7,681** | **7,681** | 6,748 |
| Classified as held for sale at 30 September 2024[1] | – | – | **14** | **14** | (14) |
| Business acquisitions | **144** | **298** | **248** | **690** | 618 |
| Sale and closure of businesses[1] | – | – | **(15)** | **(15)** | (78) |
| Currency adjustment | **12** | **47** | **(70)** | **(11)** | 407 |
| **At 30 September** | **156** | **345** | **7,858** | **8,359** | 7,681 |
| **Impairment** | | | | | |
| At 1 October | – | – | **782** | **782** | 643 |
| Classified as held for sale at 30 September 2024[1] | – | – | **1** | **1** | (1) |
| Sale and closure of businesses[1] | – | – | **(1)** | **(1)** | (7) |
| Currency adjustment | – | – | **(110)** | **(110)** | 147 |
| **At 30 September** | – | – | **672** | **672** | 782 |
| **Net book value** | | | | | |
| **At 30 September** | **156** | **345** | **7,186** | **7,687** | 6,899 |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

# 9 Goodwill *continued*

| Goodwill by business segment | 2025 $m | 2024 $m |
|---|---|---|
| **Net book value** | | |
| US | **3,097** | 2,961 |
| Canada | **313** | 328 |
| **North America** | **3,410** | 3,289 |
| UK[1,2] | **2,539** | 2,433 |
| Norway | **378** | 31 |
| Other | **1,360** | 1,146 |
| **International[3]** | **4,277** | 3,610 |
| **Total** | **7,687** | 6,899 |

1. Includes $1.8bn (2024: $1.7bn) which arose in 2000 on the Granada transaction.
2. 2024 includes $352m of goodwill recognised on the acquisition of CH&CO which has been allocated to the UK CGU on completion of the integration of the business in 2025.
3. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental financial information for 2024 has been re-presented.

## Impairment testing

The key assumptions used in the value-in-use calculations are: operating cash flow forecasts from the most recent three-year strategic plan approved by management, adjusted to remove the expected benefits of future restructuring activities and improvements to assets; externally-derived long-term growth rates; and pre-tax discount rates.

The strategic plan is based on expectations of future outcomes taking into account past experience, adjusted for anticipated revenue growth from both new business and like-for-like growth, and taking into consideration macroeconomic and geopolitical factors, including the impact of inflation.

Cash flows beyond the three-year period covered by the plan are extrapolated using estimated growth rates based on expected local economic conditions and do not exceed the long-term average growth rate for the country. Cash flow forecasts for a period of up to five years are used by exception to reflect the medium-term prospects of the business if the initial level of headroom in the impairment test for a country is low, with cash flows beyond five years extrapolated using estimated growth rates that do not exceed the long-term average growth rate for that country.

The pre-tax discount rates are based on the Group's Weighted Average Cost of Capital (WACC) adjusted for specific risks relating to the country in which the CGU operates. The beta and gearing ratio assumptions used in the calculation of the discount rates represent market participant measures based on the averages of a number of companies with similar assets.

| | 2025 | | 2024 | |
|---|---|---|---|---|
| Growth and discount rates | Long-term growth rates | Pre-tax discount rates | Long-term growth rates | Pre-tax discount rates |
| US | **2.3%** | **11.2%** | 2.6% | 11.3% |
| Canada | **2.1%** | **11.7%** | 2.1% | 11.5% |
| UK | **2.0%** | **11.4%** | 2.0% | 11.1% |
| Norway | **2.1%** | **11.0%** | 2.0% | 11.0% |
| Other[1] | **0.9% – 4.4%** | **8.2% – 17.0%** | 1.2% – 4.2% | 8.3% – 15.9% |

1. Other excludes Türkiye which has residual growth rate and pre-tax discount rate assumptions of 15.1% (2024: 15.5%) and 26.5% (2024: 27.1%), respectively.

Consistent with prior years, the goodwill impairment testing was performed as at 31 July. Subsequent to 31 July, management has considered whether there have been any indicators that the goodwill may be impaired. There was no impact on the reported amounts of goodwill as a result of this review.

## Sensitivity analysis

The Group has performed a sensitivity analysis based on changes in key assumptions considered to be reasonably possible by management. The sensitivity analysis is prepared on the basis that a change in the assumptions would not have a consequential impact on other assumptions used in the impairment testing. There was no impact on the reported amounts of goodwill as a result of this review.

The recoverable amount of the Group's operations in the UK, which is estimated to exceed its carrying value by $572m (2024: $512m), is sensitive to a reasonably possible change in the pre-tax discount rate. In the event that the pre-tax discount increased by 1%, the estimated recoverable amount would decrease by $411m (2024: $309m). In order for the estimated recoverable amount to be equal to the carrying value, the pre-tax discount rate would have to increase by 1.5% (2024: 1.8%), projected operating profit decrease by 13% (2024: 16%) or the long-term growth rate decrease to a decline of 0.1% (2024: 0.6%).

No other reasonably possible changes in key assumptions would cause the estimated recoverable amounts of the individually significant CGUs disclosed above to fall below their carrying values.

# 10 Other intangible assets

### Significant accounting policy

#### Acquisition intangibles
Intangible assets acquired as part of a business combination are capitalised at fair value at the date of acquisition and mainly relate to client contracts and brands.

#### Client contract intangibles
Client contract intangibles are capitalised at cost and relate to payments made to clients, typically at the start of a contract, to obtain the right to generate significant consumer revenue through the provision of food services at the client site.

#### Computer software
Software licences acquired for use by the Group are capitalised at cost, including the cost of purchasing the licence and the directly attributable cost of bringing the software application to use.

Software-as-a-Service (SaaS) arrangements are service contracts providing the Group with the right to access the cloud provider's software over the contract period. As such, the Group does not receive a software intangible asset at the contract commencement date. Implementation services are assessed to determine whether they are distinct from the underlying use of the software. Where implementation services are not distinct, the cost is expensed as incurred. Where implementation services are distinct, an intangible asset is recognised if it satisfies the conditions for recognition as an intangible asset in accordance with IAS 38 Intangible Assets, otherwise the cost is expensed as incurred.

#### Trademarks and licences
Trademarks and licences are capitalised at cost.

#### Amortisation and impairment
The method of amortisation reflects the pattern in which the economic benefits of the asset are expected to be consumed. The following methods are applied:

- acquisition intangibles: straight line over the life of the contract, including the renewal period where appropriate. The typical useful lives range from 2 to 20 years.
- client contract intangibles: straight line over the life of the contract. The typical useful lives range from 3 to 5 years.
- computer software: straight line or a method which better reflects the pattern in which the economic benefits of the asset are expected to be consumed. The typical useful lives range from 3 to 10 years.
- trademarks and licences: straight line over the term of the trademark or licence.

Other intangible assets are tested for impairment if there are any indicators of impairment.

### Other source of estimation uncertainty

During the year, the Group recognised acquisition intangibles on business acquisitions of $678m, largely relating to the acquisitions of Dupont Restauration in France and 4Service in Norway (see note 27). Where appropriate, external valuation specialists are engaged to perform the identification and valuation of acquisition intangibles, which primarily comprise client contracts and brands. The fair value of acquired intangibles is estimated based on assumptions, including operating cash flow forecasts, long-term growth rates and discount rates, as well as retention rates for client contracts and royalty rates for brands. The Group does not currently anticipate any material changes to the amounts recorded at 30 September 2025.

### Climate change

In the event that there are indicators of impairment in respect of long-life acquisition intangibles, the potential impact of climate change and the Group's net zero commitments on forecast cash flows beyond the Group's three-year planning period is considered during impairment testing by including in the sensitivity analysis assumptions consistent with the quantitative scenario analysis performed for the Task Force on Climate-related Financial Disclosures (see pages 30 and 31).

# 10 Other intangible assets *continued*

| Other intangible assets | Acquisition intangibles $m | Client contract intangibles $m | Computer software $m | Trademarks and licences $m | Total $m |
|---|---|---|---|---|---|
| **Cost** | | | | | |
| At 1 October 2023 | 2,275 | 971 | 923 | 10 | 4,179 |
| Additions | – | 156 | 173 | – | 329 |
| Disposals | – | (72) | (72) | (2) | (146) |
| Business acquisitions | 901 | 1 | 5 | – | 907 |
| Sale and closure of businesses | (34) | (6) | (13) | (3) | (56) |
| Classified as held for sale | – | (2) | (7) | – | (9) |
| Reclassification | (1) | 19 | 2 | – | 20 |
| Currency adjustment | 74 | 10 | 38 | 1 | 123 |
| At 30 September 2024 | 3,215 | 1,077 | 1,049 | 6 | 5,347 |
| Classified as held for sale at 30 September 2024[1] | – | **2** | **7** | – | **9** |
| Additions | – | **163** | **182** | **2** | **347** |
| Disposals | – | **(63)** | **(73)** | – | **(136)** |
| Business acquisitions | **678** | – | **4** | **2** | **684** |
| Sale and closure of businesses[1] | **(1)** | **(2)** | **(6)** | **(2)** | **(11)** |
| Reclassification | **(2)** | **11** | **2** | – | **11** |
| Currency adjustment | **83** | **1** | **9** | **1** | **94** |
| **At 30 September 2025** | **3,973** | **1,189** | **1,174** | **9** | **6,345** |
| **Amortisation** | | | | | |
| At 1 October 2023 | 736 | 497 | 457 | 9 | 1,699 |
| Charge for the year | 162 | 80 | 69 | 1 | 312 |
| Impairment – strategic portfolio review[2] | – | – | 146 | – | 146 |
| Impairment – other | – | – | 7 | – | 7 |
| Disposals | – | (60) | (65) | (2) | (127) |
| Sale and closure of businesses | (28) | (3) | (10) | (2) | (43) |
| Classified as held for sale | – | (2) | (6) | – | (8) |
| Currency adjustment | 14 | 6 | 16 | – | 36 |
| At 30 September 2024 | 884 | 518 | 614 | 6 | 2,022 |
| Classified as held for sale at 30 September 2024[1] | – | **2** | **6** | – | **8** |
| Charge for the year | **226** | **97** | **85** | **1** | **409** |
| Impairment – strategic portfolio review | – | – | **13** | – | **13** |
| Impairment – other | – | – | **1** | – | **1** |
| Disposals | – | **(49)** | **(73)** | – | **(122)** |
| Sale and closure of businesses[1] | **(1)** | **(1)** | **(6)** | **(1)** | **(9)** |
| Reclassification | **(2)** | – | **2** | – | – |
| Currency adjustment | **17** | – | **7** | – | **24** |
| **At 30 September 2025** | **1,124** | **567** | **649** | **6** | **2,346** |
| **Net book value** | | | | | |
| At 30 September 2024 | 2,331 | 559 | 435 | – | 3,325 |
| **At 30 September 2025** | **2,849** | **622** | **525** | **3** | **3,999** |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).
2. In 2024, a $146m charge was recognised for the non-cash impairment of work-in-progress head office (non-client-related) computer software assets.

## Significant acquisition intangibles

| | | Client contracts | | | Brands | | |
|---|---|---|---|---|---|---|---|
| | | Net book value | | | Net book value | | |
| Acquisition | Year | **2025 $m** | 2024 $m | Remaining useful economic life | **2025 $m** | 2024 $m | Remaining useful economic life |
| Fazer Food Services | 2020 | **212** | 224 | 5-13 years | | | |
| CH&CO | 2024 | **288** | 317 | 10 years | **145** | 152 | 4-19 years |
| HOFMANN[s] | 2024 | **110** | 118 | 7-9 years | **65** | 65 | 18 years |
| 4Service | 2025 | **169** | – | 9 years | **64** | – | 4-19 years |
| Dupont Restauration | 2025 | **129** | – | 10 years | **29** | – | 19 years |

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 11 Contract balances

**Significant accounting policy**

### Contract fulfilment assets

Costs incurred in the fulfilment of the Group's obligations to the client under the contract include contributions towards service assets, such as kitchen and restaurant fit-out costs and equipment, which are capitalised as contract fulfilment assets. Contract fulfilment assets originate when payments are made, normally upfront at the start of the client contract, that provide enhanced resources to the Group over the contract term. Contract fulfilment costs covered within the scope of another accounting standard, such as property, plant and equipment and intangible assets, are not capitalised as contract fulfilment assets, but are treated according to other standards.

### Costs to obtain contracts

Costs incurred during the bidding period, prior to a contract being awarded, are expensed to the income statement. Costs incurred in securing the contract after preferred bidder status has been obtained are generally expensed as incurred, unless they fulfil the conditions for capitalisation as an asset.

The incremental costs to obtain a contract with a customer, such as commissions to the sales force, are capitalised if it is expected that those costs will be recoverable. Only commissions directly attributable to an individual contract award are capitalised, while commissions payable due to multiple contract wins or due to a portfolio of client contracts are expensed as incurred as they cannot be directly attributed to an identified contract. Costs to obtain contracts that would have been incurred regardless of whether the contract was obtained are recognised as an expense in the period.

### Amortisation and impairment

Contract fulfilment assets are amortised on a straight-line basis over the shorter of the life of the client contract and the useful economic life of the assets. The amortisation charge is included in operating costs.

Capitalised costs to obtain contracts are unwound over the life of the client contract as an expense.

Contract fulfilment assets and capitalised costs to obtain contracts are reviewed annually to identify indicators of impairment. Whenever impairment indicators exist, the Group determines the recoverability of the contract fulfilment assets and capitalised costs to obtain contracts by comparing their carrying amount to the remaining amount of consideration that the Group expects to receive, less the costs that relate to providing services under the relevant contract.

The following table provides information about contract costs, assets and liabilities from contracts with customers and other contract-related balances.

| Contract balances | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| **Contract costs** | | | |
| Contract fulfilment assets | | **1,523** | 1,405 |
| Costs to obtain contracts | | **142** | 120 |
| **Costs to obtain and fulfil contracts** | | **1,665** | 1,525 |
| **Contract assets** | | | |
| Accrued income | 16 | **521** | 537 |
| **Contract liabilities** | | | |
| Deferred income | 22 | **(877)** | (768) |
| **Other contract balances** | | | |
| Contract prepayments | 16 | **381** | 299 |
| Trade receivables | 16 | **4,570** | 4,139 |
| **Net contract balances** | | **6,260** | 5,732 |

The Group's accrued and deferred income balances solely relate to revenue from contracts with customers. The timing of revenue recognition may differ from the timing of invoicing to customers. Accrued income typically arises where the timing of the related billing cycle occurs in a period after the performance obligation is satisfied and is recognised as a contract asset. Deferred income generally arises as a result of upfront payments under client contracts, including prepaid customer cards, and is recognised as contract liabilities, which are released over the term of the contract as revenue is recognised. Generally, such contract liabilities are recognised as revenue within 12 months. Movements during the year were driven by transactions entered into by the Group in the normal course of business.

# 11 Contract balances *continued*

## Contract fulfilment assets

Contract fulfilment assets relate to contributions towards assets that the Group uses in the performance of its obligations in its contracts with clients.

| Contract fulfilment assets | 2025 $m | 2024 $m |
|---|---|---|
| **Net book value** | | |
| At 1 October | **1,405** | 1,210 |
| Additions | **492** | 514 |
| Derecognition | **(22)** | (23) |
| Business acquisitions | **3** | 3 |
| Amortisation charge for the year | **(338)** | (306) |
| Impairment reversal | – | 6 |
| Reclassification | **(15)** | (2) |
| Currency adjustment | **(2)** | 3 |
| **At 30 September** | **1,523** | 1,405 |

With the exception of contract fulfilment assets, cash payments in respect of contract balances are classified as cash flows from operating activities. There is a significant judgement in respect of the classification of cash payments relating to contract fulfilment assets in the cash flow statement. The Group classifies additions to contract fulfilment assets as cash flows from investing activities as they arise from cash payments in relation to assets that will generate long-term economic benefits. During the year, the purchase of contract fulfilment assets classified as cash flows from investing activities was $492m (2024: $508m).

# 12 Leases

### Significant accounting policy

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if it conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Control is conveyed where the Group has both the right to direct the identified asset's use and to obtain substantially all the economic benefits from that use. The Group allocates the consideration in the contract to each lease and non-lease component. The non-lease component, where it is separately identifiable, is not included in the right-of-use asset.

When a contract is or contains a lease, the Group recognises a right-of-use asset and a corresponding lease liability at the lease commencement date with respect to all lease arrangements in which it is the lessee, except for leases of low-value assets with an initial fair value less than approximately $7,500 and short-term leases of 12 months or less. For these leases, the lease payments are charged to the income statement as an operating expense on a straight-line basis over the period of the lease.

The lease term is the non-cancellable period beginning at the contract commencement date plus periods covered by an option to extend the lease, if it is reasonably certain that the Group will exercise the option, and periods covered by an option to terminate the lease, if it is reasonably certain that the Group will not exercise this option.

## Right-of-use assets

The right-of-use asset is initially measured at cost, comprising the initial lease liability, adjusted for any lease payments already made, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received.

### Depreciation and impairment

The right-of-use asset is depreciated on a straight-line basis over the shorter of the lease term or the useful life of the underlying asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. The right-of-use asset is tested for impairment if there are any indicators of impairment.

## Lease liabilities

The lease liability is measured at the present value of the lease payments that are reasonably certain and not paid at the commencement date, discounted at the incremental borrowing rate specific to the term, country and start date of the lease. The lease liability is subsequently measured at amortised cost using the effective interest method. The lease liability is remeasured, with a corresponding adjustment to the right-of-use asset, by discounting the revised lease payments as follows:

- using the initial discount rate at the commencement of the lease when lease payments change as a result of changes to residual value guarantees and changes in an index other than a floating interest rate
- using a revised discount rate when lease payments change as a result of the Group's reassessment of whether it is reasonably certain to exercise a purchase, extension or termination option, changes in the lease term or as a result of a change in floating interest rates

Variable lease payments that are not included in the measurement of the lease liability are recognised in the consolidated income statement in the period in which the event or condition that triggers payment occurs.

Information regarding leases for which the Group is a lessee is provided below. The Group does not have any material arrangements where it acts as a lessor.

The Group's lease portfolio consists of office premises, concession rentals and other assets, such as catering equipment, vending machines and motor vehicles. Lease terms are negotiated on an individual basis and contain a broad range of terms and conditions.

Some lease agreements contain variable payments that are not linked to an index or rate, but are based on the performance of the underlying asset. The variable payments depend on sales and, consequently, on overall economic developments over the next few years. Variable payment terms are used to link rental payments to cash flows and reduce fixed costs.

The Group does not expect any significant changes in the overall ratio of the variable payments to the Group's entire lease portfolio.

Extension and termination options are included in a number of lease agreements and provide the Group with operational flexibility. These options are assessed at contract commencement to determine whether they are reasonably certain to be exercised and are reassessed if a significant event or change in circumstances occurs which is in the control of the Group.

# 12 Leases *continued*

## Right-of-use assets

| Right-of-use assets | Land and buildings $m | Plant and machinery $m | Fixtures and fittings $m | Total $m |
|---|---|---|---|---|
| **Net book value** | | | | |
| At 1 October 2023 | 685 | 306 | 1 | 992 |
| Additions | 117 | 144 | 1 | 262 |
| Amendments[1] | 62 | 1 | – | 63 |
| Business acquisitions | 33 | 4 | – | 37 |
| Depreciation charge for the year | (135) | (84) | (1) | (220) |
| Sale and closure of businesses | (4) | – | – | (4) |
| Classified as held for sale | (1) | (4) | – | (5) |
| Reclassification | – | (11) | – | (11) |
| Currency adjustment | 26 | 4 | – | 30 |
| At 30 September 2024 | 783 | 360 | 1 | 1,144 |
| Classified as held for sale at 30 September 2024[2] | **1** | **4** | – | **5** |
| Additions | **167** | **202** | **1** | **370** |
| Amendments[1] | **41** | – | – | **41** |
| Business acquisitions | **70** | **13** | **1** | **84** |
| Depreciation charge for the year | **(158)** | **(103)** | **(1)** | **(262)** |
| Impairment | **(4)** | – | – | **(4)** |
| Derecognition on sub-lease | **(7)** | – | – | **(7)** |
| Sale and closure of businesses[2] | **(2)** | **(5)** | – | **(7)** |
| Reclassification | – | **(9)** | – | **(9)** |
| Currency adjustment | **20** | **2** | – | **22** |
| **At 30 September 2025** | **911** | **464** | **2** | **1,377** |

1. Amendments include lease terminations, modifications, reassessments and extensions to existing lease agreements.
2. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

## Lease liabilities

| Lease liabilities | 2025 $m | 2024 $m |
|---|---|---|
| Current | **338** | 273 |
| Non-current | **1,228** | 1,042 |
| **Total** | **1,566** | 1,315 |

A maturity analysis of contractual undiscounted cash flows relating to lease liabilities is presented in note 20.

## Income statement

| Amounts recognised in the income statement | 2025 $m | 2024 $m |
|---|---|---|
| Leases of low-value assets, excluding short-term leases of low-value assets | **60** | 58 |
| Short-term leases | **134** | 112 |
| Variable lease payments | **28** | 22 |
| **Expense relating to short-term leases, low-value assets and variable lease payments** | **222** | 192 |
| Depreciation expense of right-of-use assets | **262** | 220 |
| Impairment | **4** | – |
| Interest on lease liabilities | **77** | 65 |
| **Total** | **565** | 477 |

## Cash flow statement

The Group had total cash outflows for leases of $342m (2024: $292m), comprising $77m (2024: $65m) of interest in cash flow from operating activities and $265m (2024: $227m) of principal in cash flow from financing activities. The Group has various non-cancellable lease contracts that had not yet commenced at 30 September 2025. The future lease payments for these non-cancellable lease contracts are $1m within one year (2024: $1m), $6m between one and five years (2024: $1m) and $4m thereafter (2024: $2m).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 13 Property, plant and equipment

## Significant accounting policy

Freehold land is carried at cost and is not depreciated. All other property, plant and equipment assets are carried at cost less accumulated depreciation and any recognised impairment in value. When assets are sold, the difference between the sales proceeds and the carrying amount of the assets is recognised in the consolidated income statement.

### Depreciation and impairment

Depreciation is provided on a straight-line basis over the anticipated useful lives of the assets. The following rates are applied for the Group: freehold buildings: 2% per annum; plant and machinery: 8% to 33% per annum; and fixtures and fittings: 8% to 33% per annum.

Property, plant and equipment is tested for impairment if there are any indicators of impairment.

| Property, plant and equipment | Land and buildings $m | Plant and machinery $m | Fixtures and fittings $m | Total $m |
|---|---|---|---|---|
| **Cost** | | | | |
| At 1 October 2023 | 459 | 2,248 | 997 | 3,704 |
| Additions | 28 | 397 | 147 | 572 |
| Disposals | (21) | (247) | (91) | (359) |
| Business acquisitions | 34 | 37 | 12 | 83 |
| Sale and closure of businesses | – | (52) | (44) | (96) |
| Classified as held for sale | – | (44) | (8) | (52) |
| Reclassification | – | 5 | 4 | 9 |
| Currency adjustment | 14 | 43 | 44 | 101 |
| At 30 September 2024 | 514 | 2,387 | 1,061 | 3,962 |
| Classified as held for sale at 30 September 2024[1] | **–** | **44** | **8** | **52** |
| Additions | **39** | **369** | **129** | **537** |
| Disposals | **(13)** | **(197)** | **(74)** | **(284)** |
| Business acquisitions | **20** | **19** | **8** | **47** |
| Sale and closure of businesses[1] | **(37)** | **(44)** | **(16)** | **(97)** |
| Reclassification | **(7)** | **22** | **11** | **26** |
| Currency adjustment | **(6)** | **10** | **16** | **20** |
| **At 30 September 2025** | **510** | **2,610** | **1,143** | **4,263** |
| **Depreciation** | | | | |
| At 1 October 2023 | 284 | 1,507 | 747 | 2,538 |
| Charge for the year | 29 | 255 | 90 | 374 |
| Impairment | – | 2 | 1 | 3 |
| Impairment reversal | – | – | (1) | (1) |
| Disposals | (19) | (223) | (83) | (325) |
| Sale and closure of businesses | – | (37) | (33) | (70) |
| Classified as held for sale | – | (34) | (6) | (40) |
| Reclassification | – | 1 | (3) | (2) |
| Currency adjustment | 8 | 34 | 32 | 74 |
| At 30 September 2024 | 302 | 1,505 | 744 | 2,551 |
| Classified as held for sale at 30 September 2024[1] | **–** | **34** | **6** | **40** |
| Charge for the year | **29** | **276** | **102** | **407** |
| Impairment | **2** | **1** | **–** | **3** |
| Disposals | **(12)** | **(172)** | **(69)** | **(253)** |
| Sale and closure of businesses[1] | **(31)** | **(31)** | **(12)** | **(74)** |
| Reclassification | **(4)** | **20** | **(7)** | **9** |
| Currency adjustment | **(5)** | **6** | **10** | **11** |
| **At 30 September 2025** | **281** | **1,639** | **774** | **2,694** |
| **Net book value** | | | | |
| At 30 September 2024 | 212 | 882 | 317 | 1,411 |
| **At 30 September 2025** | **229** | **971** | **369** | **1,569** |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

# 14 Interests in joint ventures and associates

### Significant accounting policy

Joint arrangements are entities in which the Group holds an interest on a long-term basis and which are jointly controlled by the Group and other entities under a contractual agreement. A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. An associate is an undertaking that is not a subsidiary or joint arrangement over which the Group has significant influence and can participate in financial and operating policy decisions.

Joint ventures and associates are accounted for using the equity method. The consolidated income statement includes the Group's share of the results of joint ventures and associates and the consolidated balance sheet includes the Group's share of their net assets.

Investments in associates include goodwill identified on acquisition and are carried in the consolidated balance sheet at cost plus post-acquisition changes in the Group's share of the net assets of the associate, less any impairment in value.

| Interests in joint ventures and associates | Notes | **2025 $m** | 2024 $m |
|---|---|---|---|
| **Net book value** | | | |
| At 1 October | | **203** | 298 |
| Additions[1] | | **4** | 15 |
| Sale and closure of businesses | 27 | **(3)** | (61) |
| Step acquisitions | | **–** | (30) |
| Loss on step acquisitions | | **–** | (1) |
| Share of profit before tax of joint ventures | 2 | **1** | 17 |
| Tax on share of profit of joint ventures[2] | 2 | **–** | (1) |
| Share of results of associates | 2 | **36** | 28 |
| Classified as held for sale[3] | | **–** | (10) |
| Dividends received[4] | | **(32)** | (65) |
| Currency adjustment | | **–** | 13 |
| **At 30 September** | | **209** | 203 |
| **Comprised of** | | | |
| Interests in joint ventures | | **1** | 1 |
| Interests in associates | | **208** | 202 |
| **Total** | | **209** | 203 |

1. 2024 includes $6m of contingent consideration payable.
2. Specific adjusting item (see note 34).
3. Following classification as held for sale in 2024, the Group's business in Qatar was fully impaired.
4. 2025 excludes $11m of dividends received from the Group's business in Qatar, which is classified as held for sale.

The Group's joint ventures and associates provide food and/or support services. None of these investments is considered to be individually material to the results or financial position of the Group.

There are no individually significant interests in joint ventures. The only individually significant interest in associates is the Group's 40% holding in Twickenham Experience Limited in the UK, with a carrying amount of $106m at 30 September 2025 (2024: $105m). The holding of 40% is based on the Group's share of voting rights. Based on the nominal value of share capital, the Group's holding is 16% (see note 36).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 15 Other investments

### Significant accounting policy

Other investments comprising debt and equity instruments are recognised at fair value plus direct transaction costs.

Debt instruments are classified at fair value through other comprehensive income. Gains and losses arising from changes in fair value are recognised directly in other comprehensive income, except for impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in the income statement. When the debt instrument is derecognised, cumulative amounts in other comprehensive income are reclassified to the income statement.

Equity investments have been irrevocably designated at fair value through other comprehensive income. Gains and losses arising from changes in fair value are recognised directly in other comprehensive income, and are not subsequently reclassified to the Group income statement, including on derecognition. Impairment losses are not recognised separately from other changes in fair value. Dividends are recognised in the consolidated income statement when the Group's right to receive payment is established.

Other investments that are not equity investments, whose cash flows are not solely principal and interest or are not held in order to collect contractual cash flows, are classified and measured at fair value through profit and loss. Investments are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance sheet date.

| Other investments | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| **Net book value** | | | |
| At 1 October | | **1,149** | 1,049 |
| Additions | | **39** | 2 |
| Disposals[1] | | **(14)** | (330) |
| Change in fair value of financial assets at fair value through other comprehensive income | | **93** | 350 |
| Change in fair value of financial assets at fair value through profit or loss | 5 | **(4)** | 2 |
| Rabbi Trust contributions[2] | | **115** | 101 |
| Rabbi Trust benefits paid[2] | | **(86)** | (53) |
| Dividends received from Rabbi Trust investments[2] | 5 | **38** | 28 |
| **At 30 September** | | **1,330** | 1,149 |
| **Comprised of** | | | |
| Rabbi Trust investments[2,3] | | **1,181** | 1,022 |
| Mutual fund investments[3,4] | | **57** | 62 |
| Life insurance policies[4,5] | | **32** | 36 |
| Trade investments[3] | | **53** | 29 |
| Other investments | | **7** | – |
| **Total** | | **1,330** | 1,149 |

1. The Group's 19% effective interest in ASM Global Parent, Inc. was sold in August 2024 for $327m.
2. The Rabbi Trust arrangements are deferred compensation plans for US employees (see note 24).
3. Measured at fair value through other comprehensive income.
4. Held by overseas companies to meet the cost of unfunded post-employment benefit obligations (see page 143).
5. Measured at fair value through profit or loss.

The credit totalling $93m (2024: $350m) from the change in fair value of financial assets at fair value through other comprehensive income includes $92m (2024: $171m) in respect of assets held by the Rabbi Trust arrangements and $1m (2024: $179m) in respect of trade and other investments in the US (including ASM Global Parent, Inc.).

# 16 Trade and other receivables

## Significant accounting policy

The carrying value of all trade receivables is recorded at amortised cost and reduced by provisions for impairment, which are measured at an amount equal to lifetime expected credit losses. In determining credit risk, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Group's historical experience and forward-looking information.

| Trade and other receivables | 2025 Current $m | 2025 Non-current $m | 2025 Total $m | 2024 Current $m | 2024 Non-current $m | 2024 Total $m |
|---|---|---|---|---|---|---|
| Trade receivables | **4,570** | **–** | **4,570** | 4,139 | – | 4,139 |
| Accrued income | **521** | **–** | **521** | 537 | – | 537 |
| Rebates receivable[1] | **766** | **–** | **766** | 578 | – | 578 |
| Prepayments – contract | **71** | **310** | **381** | 54 | 245 | 299 |
| Prepayments – other | **273** | **5** | **278** | 211 | 3 | 214 |
| Deferred consideration receivable on business disposals[2] | **30** | **10** | **40** | 27 | 80 | 107 |
| Other[3] | **119** | **91** | **210** | 140 | 82 | 222 |
| **Total** | **6,350** | **416** | **6,766** | 5,686 | 410 | 6,096 |

1. Rebates receivable are net of a provision for impairment of $5m (2024: $7m).
2. 2024 includes $57m in respect of the sale of four businesses in Central and Eastern Europe, which was repaid during 2025.
3. Other receivables are net of a provision for impairment of $14m (2024: $14m).

The ageing of gross trade receivables and of the provision for impairment is as follows:

| Trade receivables (2025) | Not yet due $m | 0-3 months overdue $m | 3-6 months overdue $m | 6-12 months overdue $m | Over 12 months overdue $m | Total $m |
|---|---|---|---|---|---|---|
| Expected loss rate | **–** | **3%** | **27%** | **85%** | **94%** | **3%** |
| Gross | **3,877** | **664** | **62** | **27** | **71** | **4,701** |
| Provision | **(4)** | **(20)** | **(17)** | **(23)** | **(67)** | **(131)** |
| **Total** | **3,873** | **644** | **45** | **4** | **4** | **4,570** |

| Trade receivables (2024) | Not yet due $m | 0-3 months overdue $m | 3-6 months overdue $m | 6-12 months overdue $m | Over 12 months overdue $m | Total $m |
|---|---|---|---|---|---|---|
| Expected loss rate | – | 4% | 26% | 83% | 94% | 3% |
| Gross | 3,387 | 738 | 66 | 24 | 48 | 4,263 |
| Provision | (14) | (28) | (17) | (20) | (45) | (124) |
| Total | 3,373 | 710 | 49 | 4 | 3 | 4,139 |

Movements in the provision for impairment of trade receivables, rebates receivable and other receivables are as follows:

| Provision for impairment | 2025 Trade receivables $m | 2025 Rebates receivable $m | 2025 Other $m | 2025 Total $m | 2024 Trade receivables $m | 2024 Rebates receivable $m | 2024 Other $m | 2024 Total $m |
|---|---|---|---|---|---|---|---|---|
| At 1 October | **124** | **7** | **14** | **145** | 113 | 12 | 43 | 168 |
| Classified as held for sale at 30 September 2024[1] | **2** | **–** | **–** | **2** | (2) | – | – | (2) |
| Charged to income statement | **33** | **18** | **–** | **51** | 48 | 17 | 2 | 67 |
| Credited to income statement | **(11)** | **(17)** | **–** | **(28)** | (11) | (12) | – | (23) |
| Utilised | **(16)** | **(3)** | **–** | **(19)** | (24) | (10) | (2) | (36) |
| Sale and closure of businesses[1] | **(2)** | **–** | **–** | **(2)** | (4) | – | (29) | (33) |
| Currency adjustment | **1** | **–** | **–** | **1** | 4 | – | – | 4 |
| **At 30 September** | **131** | **5** | **14** | **150** | 124 | 7 | 14 | 145 |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

Trade receivable days at 30 September 2025 were 40 days (2024: 41 days on a constant-currency basis, which is calculated based on the prior year amounts retranslated at current year average exchange rates).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 17 Inventories

### Significant accounting policy

Inventories are valued at the lower of cost and net realisable value. Cost is calculated using either the weighted average price or the first in, first out method as appropriate to the circumstances. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Agreed discounts relating to inventories are credited to the income statement in cost of sales as the goods are consumed.

Rebates relating to items purchased, but still held at the balance sheet date, are deducted from the carrying value of these items so that the cost of inventories is recorded net of applicable rebates.

| Inventories | 2025 $m | 2024 $m |
|---|---|---|
| **Net book value** | | |
| At 1 October | **734** | 692 |
| Classified as held for sale at 30 September 2024[1] | **11** | (11) |
| Business acquisitions | **22** | 30 |
| Sale and closure of businesses[1] | **(13)** | (21) |
| Net movement | **64** | 36 |
| Currency adjustment | **2** | 8 |
| **At 30 September** | **820** | 734 |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

# 18 Cash and cash equivalents

### Significant accounting policy

Cash and cash equivalents comprise cash at bank and in hand, money market funds and short-term deposits with an original maturity of three months or less. Cash and overdrafts are presented on a net basis in cash and cash equivalents when the Group has a legally enforceable right to set off the balances and it regularly settles the balances on a net basis.

Bank overdrafts classified as borrowings (see note 19) are an integral part of the Group's cash management and are included in cash and cash equivalents in the consolidated cash flow statement.

| Cash and cash equivalents by type | 2025 $m | 2024 $m |
|---|---|---|
| Cash at bank and in hand | **476** | 437 |
| Short-term bank deposits | **98** | 60 |
| Money market funds[1] | **1** | 126 |
| **Total** | **575** | 623 |

1. Measured at fair value through profit or loss.

| Cash and cash equivalents by currency | 2025 $m | 2024 $m |
|---|---|---|
| US dollar | **45** | 38 |
| Sterling | **293** | 174 |
| Euro | **49** | 215 |
| Japanese yen | **19** | 40 |
| Other | **169** | 156 |
| **Total** | **575** | 623 |

The Group's policy to manage the credit risk associated with cash and cash equivalents is set out in note 20. The book value of cash and cash equivalents represents the maximum credit exposure.

# 18 Cash and cash equivalents *continued*

## Master netting or similar agreements

The Group has an agreement with a bank counterparty such that, following each quarter end, all balances are net-settled simultaneously to a single sterling value which is transferred to the sterling bank account of Compass Group PLC and included in cash and cash equivalents at the balance sheet date. The cash and overdraft figures before netting are shown in the table below:

| | **2025** | | | 2024 | | |
|---|---|---|---|---|---|---|
| | **Gross $m** | **Offset $m** | **Net $m** | Gross $m | Offset $m | Net $m |
| Cash and cash equivalents | **1,117** | **(542)** | **575** | 1,634 | (1,011) | 623 |
| Bank overdrafts | **(605)** | **542** | **(63)** | (1,081) | 1,011 | (70) |

# 19 Borrowings

### Significant accounting policy

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost unless they are part of a fair value hedge accounting relationship. Borrowings that are part of a fair value hedge accounting relationship are measured at amortised cost adjusted for the fair value attributable to the risk being hedged.

| Borrowings by type | Nominal value | Maturity | Interest | **2025 $m** | 2024 $m |
|---|---|---|---|---|---|
| US Private Placement | $100m | Dec 2024 | 3.54% | **–** | 100 |
| Eurobond | £250m | Sep 2025 | 2.00% | **–** | 326 |
| US Private Placement | $300m | Sep 2025 | 3.81% | **–** | 297 |
| Eurobond | £250m | Jun 2026 | 3.85% | **337** | 335 |
| US Private Placement | $300m | Dec 2026 | 3.64% | **300** | 300 |
| Eurobond | €500m | Sep 2028 | 1.50% | **554** | 517 |
| Eurobond | £300m | Jul 2029 | 2.00% | **360** | 353 |
| Eurobond | €500m | Mar 2030 | 3.00% | **578** | 547 |
| Eurobond | €750m | Feb 2031 | 3.25% | **889** | 849 |
| Eurobond | €700m | Jun 2032 | 3.13% | **815** | – |
| Eurobond | £250m | Sep 2032 | 4.38% | **314** | 317 |
| Eurobond | €500m | Sep 2033 | 3.25% | **572** | 556 |
| **Issued debt** | | | | **4,719** | 4,497 |
| Commercial paper | | | | **639** | 25 |
| Bank loans | | | | **5** | 4 |
| Bank overdrafts | | | | **63** | 70 |
| **Total** | | | | **5,426** | 4,596 |
| **Comprised of** | | | | | |
| Current | | | | **1,043** | 822 |
| Non-current | | | | **4,383** | 3,774 |
| **Total** | | | | **5,426** | 4,596 |

The US Private Placements and Eurobonds are shown net of unamortised issue costs. The Group adjusts the carrying values of the US Private Placements and Eurobonds that are designated in effective fair value hedge relationships for fair value gains and losses (based on observable market inputs) attributable to the risk being hedged.

Interest on bank overdrafts is at the relevant money market rates.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 19 Borrowings *continued*

| Borrowings by maturity | 2025 $m | 2024 $m |
|---|---|---|
| Within 1 year, or on demand | **1,043** | 822 |
| Between 1 and 2 years | **300** | 335 |
| Between 2 and 3 years | **554** | 300 |
| Between 3 and 4 years | **360** | 517 |
| Between 4 and 5 years | **578** | 353 |
| In more than 5 years | **2,591** | 2,269 |
| **Total** | **5,426** | 4,596 |

| Borrowings by currency | 2025 $m | 2024 $m |
|---|---|---|
| US dollar | **987** | 771 |
| Sterling | **1,024** | 1,334 |
| Euro | **3,411** | 2,480 |
| Other | **4** | 11 |
| **Total** | **5,426** | 4,596 |

## Financial covenants

The US Private Placement (USPP) notes contain financial covenants which consist of a leverage covenant test and an interest cover covenant test which are tested semi-annually at 31 March and 30 September.

The leverage covenant test stipulates that net debt after adjustments (including removal of leases, derivatives and fair value adjustments) must be less than or equal to 3.5 times underlying EBITDA after adjustments (including non-underlying items, depreciation on right-of-use assets and lease interest) and can be increased to 4 times without breach for a limited period of time following a material acquisition and subject to a coupon step-up being paid.

The interest cover covenant test stipulates that underlying EBITDA after adjustments (including non-underlying items, depreciation on right-of-use assets and lease interest) must be more than or equal to 3 times net finance costs after adjustments (including removal of lease interest and other financing items) and can be reduced to 2.5 times without breach for a limited period of time following a material acquisition and subject to a coupon step-up being paid.

| | Covenant requirement[1] | Ratio[2] | | Covenant ratio[3] | |
|---|---|---|---|---|---|
| | | **2025** | 2024 | **2025** | 2024 |
| Leverage covenant | ≤3.5 | **1.4** | 1.3 | **1.2** | 1.1 |
| Interest cover covenant | ≥3 | **14.7** | 16.6 | **17.4** | 19.6 |

1. Can be exceeded by 0.5 for three consecutive reporting periods following a material acquisition and subject to a coupon step-up being paid.
2. Calculated using Alternative Performance Measures (see note 34). The leverage ratio reflects net debt divided by underlying EBITDA. The interest cover ratio reflects underlying EBITDA divided by underlying net finance costs.
3. Calculated using Alternative Performance Measures (see note 34) and adjusted as per the USPP agreements.

# 20 Financial risk management

**Significant accounting policy**

## Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments, such as forward currency contracts and interest rate swaps or options, to hedge the risks associated with changes in foreign exchange rates and interest rates. Such derivative financial instruments are initially measured at fair value on the contract date and are remeasured to fair value at subsequent reporting dates.

The use of financial derivatives is governed by the Group's policies approved by the Board that provide written principles on the use of financial derivatives consistent with the Group's risk management strategy. The Group does not use derivative financial instruments for speculative purposes.

The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles. The fair value of interest rate swaps is determined by reference to market values for similar instruments.

For the purpose of hedge accounting, hedges are classified as either fair value hedges when they hedge the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment, or net investment hedges where they hedge the exposure to foreign currency arising from a net investment in foreign operations.

On adoption of IFRS 9 Financial Instruments, the Group elected to continue to apply the hedge accounting guidance in IAS 39 Financial Instruments: Recognition and Measurement.

### Fair value hedges

In relation to fair value hedges which meet the conditions for hedge accounting, any gain or loss from remeasuring the hedging instrument at fair value is recognised immediately in the consolidated income statement. Any gain or loss on the hedged item attributable to the hedged risk is adjusted against the carrying amount of the hedged item and recognised in the consolidated income statement. Where the adjustment is to an unrecognised firm commitment, an asset or liability is recognised on the balance sheet. When the hedged transaction occurs, that asset or liability is recognised in the initial measurement of the acquisition cost and carrying amount of the asset or liability. Where the adjustment is to the carrying amount of a hedged interest-bearing financial instrument, the adjustment is amortised to the net profit and loss such that it is fully amortised by maturity.

When fair value hedge accounting is discontinued, any adjustment to the carrying amount of the hedged item for the designated risk for interest-bearing financial instruments is amortised to profit or loss, with amortisation commencing no later than when the hedged item ceases to be adjusted.

### Net investment hedges

The Group uses foreign currency-denominated debt, forward currency contracts and cross currency swaps to partially hedge against the change in the value of its foreign currency-denominated net assets due to movements in foreign exchange rates. The Group designates these as a hedge of its net investments in foreign operations and recognises the gains or losses on the retranslation of the borrowings in other comprehensive income. If the Group uses derivatives as the hedging instrument, the effective portion of the hedge is recognised in other comprehensive income, with any ineffective portion being recognised immediately in the income statement. Exchange differences arising from a monetary item receivable from or payable to a Group foreign operation, the settlement of which is neither planned nor likely in the foreseeable future, are considered to form part of a net investment in a foreign operation and are recognised directly in equity in the translation reserve.

Gains and losses accumulated in other comprehensive income are recycled through the consolidated income statement on disposal of the foreign operation.

For derivative financial instruments that do not qualify for hedge accounting, any gains or losses arising from changes in fair value are taken directly to the consolidated income statement in the period.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or exercised, or no longer qualifies for hedge accounting.

# 20 Financial risk management *continued*

The Group's financial instruments comprise cash, borrowings, receivables and payables that are used to finance the Group's operations. The Group also uses derivatives, principally interest rate swaps, forward currency contracts and cross currency swaps, to manage interest rate and currency risks arising from the Group's operations. The Group does not trade in financial instruments. The Group's treasury policies are designed to mitigate the impact of fluctuations in interest rates and exchange rates and to manage the Group's financial risks. The Board approves any changes to the policies.

## Liquidity risk

Liquidity risk is the risk that the Group may not be able to meet its financial obligations as they fall due.

The Group finances its operations through cash generated by the business and borrowings from a number of sources, including banking institutions, the public and the private placement markets. The Group has developed long-term relationships with a number of financial counterparties with the balance sheet strength and credit quality to provide credit facilities as required.

The Group seeks to avoid a concentration of debt maturities in any one period to spread its refinancing risk. The maturity profile of the Group's principal borrowings at 30 September 2025 shows that the average period to maturity is 4.8 years (2024: 4.6 years).

Liquidity risk faced by the Group is mitigated by having diverse sources of finance available to it and by maintaining substantial unutilised committed banking facilities to maintain a level of headroom in line with Board approval.

The Group has a €1,500m ($1,763m) Revolving Credit Facility (RCF) committed to October 2027 and a $3,200m RCF committed to February 2030. At 30 September 2025, no amounts were drawn under either RCF (2024: $nil).

The Group has a $4bn commercial paper programme. Commercial paper is issued to meet short-term liquidity requirements and is supported by the RCFs. At 30 September 2025, commercial paper of $639m was outstanding under the programme (2024: $25m), which matured in October.

## Foreign currency risk

The Group's policy is to balance its principal projected cash flows by currency with actual or effective borrowings in the same currency. As currency cash flows are generated, they are used to service and repay debt in the same currency. Where necessary, to implement this policy, forward currency contracts and cross currency swaps are taken out which, when applied to the actual currency borrowings, convert these to the required currency.

The borrowings in each currency can give rise to foreign exchange differences on translation. Where the borrowings are less than, or equal to, the net investment in overseas operations, these exchange rate variances may be treated as movements on reserves and recorded in the consolidated statement of comprehensive income rather than in the consolidated income statement.

Non-dollar earnings streams are translated at the average rate of exchange for the year. Fluctuations in exchange rates have given, and will continue to give, rise to translation differences. The Group is only partially protected against the impact of such differences through the matching of cash flows to currency borrowings.

The Group has minimal exposure to the foreign currency risk of trade receivables and payables as operations within individual countries have little cross-border activity which might give rise to translation risks on trade-related balances.

The main currencies to which the Group's reported US dollar financial position is exposed are sterling and euro. As set out above, the Group seeks to hedge its exposure to currencies by matching debt in currency against the cash flows generated by the Group's foreign operations in such currencies.

The effect on profit for the year (after tax) and total equity of a 10% strengthening of the US dollar against these currencies on the Group's financial instruments is shown below. A 10% weakening would result in an equal and opposite impact on the profit or loss and equity of the Group. This table shows the impact on the financial instruments in place at 30 September and has been prepared on the basis that the 10% change in exchange rates occurred on the first day of the financial year and applied consistently throughout the year. The majority of the exposure relates to the Company, which has a sterling functional currency.

| | **2025** | | 2024 | |
|---|---|---|---|---|
| **Financial instruments: impact of US dollar strengthening by 10%** | **Sterling $m** | **Euro $m** | Sterling $m | Euro $m |
| Decrease in profit for the year (after tax) | **(12)** | **–** | (3) | – |
| (Decrease)/increase in total equity | **(7)** | **97** | 31 | 96 |

## Interest rate risk

As set out above, the Group has effective borrowings in a number of currencies. The Group raises fixed-rate capital market debt and may swap this to floating rate using interest rate swaps on a case-by-case basis. The Group's policy is to ensure that, in the short term, it is not materially exposed to fluctuations in interest rates in its principal currencies. The Group implements this policy either by borrowing fixed-rate debt or by using interest rate swaps or options so that the interest rates on at least 80% of the Group's projected debt are fixed or capped for one year. For the second, third and fourth years (and beyond), interest rates are fixed within ranges of 50% to 100%, 30% to 70% and 0% to 40% of projected debt, respectively.

# 20 Financial risk management *continued*

During the year, the Group issued a fixed-rate bond of €700m ($813m) maturing in 2032.

The sensitivity analysis given below has been determined based on the derivative and non-derivative financial instruments the Group had in place at the year-end date.

The effect of a 1% increase in interest rates prevailing at the balance sheet date on the Group's cash and cash equivalents and debt subject to variable rates of interest at the balance sheet date would be to decrease profit for the year (after tax) by $3m (2024: $14m). A similar 1% decrease in interest rates would result in an equal and opposite effect.

| | 2025 | | | | |
|---|---|---|---|---|---|
| **Interest rate sensitivity analysis** | **US dollar $m** | **Sterling $m** | **Euro $m** | **Other $m** | **Total $m** |
| Increase in interest rate | **+1%** | **+1%** | **+1%** | **+1%** | |
| Floating rate exposure – debt | **121** | **197** | **(412)** | **(366)** | **(460)** |
| Increase/(decrease) in profit for the year (after tax) | **1** | **2** | **(3)** | **(3)** | **(3)** |

| | 2024 | | | | |
|---|---|---|---|---|---|
| **Interest rate sensitivity analysis** | US dollar $m | Sterling $m | Euro $m | Other $m | Total $m |
| Increase in interest rate | +1% | +1% | +1% | +1% | |
| Floating rate exposure – debt | (666) | (629) | (241) | (274) | (1,810) |
| Decrease in profit for the year (after tax) | (5) | (5) | (2) | (2) | (14) |

These changes are the result of the exposure to interest rates from the Group's floating-rate cash and cash equivalents and debt. The sensitivity gains and losses given above may vary because cash flows vary throughout the year and interest rate and currency hedging may be implemented after the year-end date in order to comply with the treasury policies outlined above.

## Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Group's policy is to minimise its exposure to credit risk from the failure of any single financial counterparty by spreading its risk across a portfolio of financial counterparties and managing the aggregate exposure to each against certain pre-agreed limits. Exposure to counterparty credit risk arising from deposits and derivatives (including forward currency contracts and cross currency swaps) is concentrated at the Group centre where possible. Financial counterparty limits are derived from the long-term and short-term credit ratings, and the balance sheet strength, of the financial counterparty. All financial counterparties are required to have a minimum long-term credit rating from Moody's of Baa2 and a short-term credit rating from Moody's of P-2 or equivalent from another recognised agency. To reduce credit exposures, the Group has International Swaps and Derivatives Association (ISDA) Master Agreements with all of its counterparties for financial derivatives, which permit net settlement of assets and liabilities in certain circumstances. The maximum exposure to credit risk resulting from financial activities, without considering netting arrangements, is equal to the carrying value of the Group's financial assets.

At 30 September 2025, 87% of cash and cash equivalents were held with investment-grade bank counterparties and 13% with non-investment-grade bank counterparties. In addition, 100% of derivative instruments were held with investment-grade bank counterparties.

Credit sales are only made after credit approval procedures have been completed satisfactorily. The policy for making provisions for expected credit losses varies from country to country as different countries and markets have different payment practices. Various factors are considered, including how overdue the debt is, the type of receivable and its past history, and current market and trading conditions. Full provision is made for debts that are not considered to be recoverable.

There is limited concentration of credit risk with respect to trade and other receivables due to the diverse and unrelated nature of the Group's client and supplier base. Expected credit losses are measured using historical cash collection data grouped according to payment terms. The historical default rates are adjusted where macroeconomic factors are expected to have a significant impact when determining future expected credit loss rates. The expected credit loss provision is calculated using a provision matrix, in which the provision increases as balances age.

Trade and other receivables are written off when there is no reasonable expectation of recovery and enforcement activity has ceased. An impairment analysis is performed at each reporting date to measure expected credit losses. Accordingly, the directors believe that there is no further credit provision required in excess of the provision for the impairment of receivables. The book value of trade and other receivables represents the Group's maximum exposure to credit risk.

At 30 September 2025, trade receivables of $697m (2024: $766m) were past due but not impaired (see note 16). The Group has made a provision based on a number of factors, including past history of the debtor and expected credit losses, and all amounts not provided for are considered to be recoverable.

# 20 Financial risk management *continued*

Management has considered the impact of reasonable changes in the expected credit loss rates used in the estimates made and does not consider that a reasonable change would lead to a material adjustment to the estimate in the next 12 months.

## Hedging activities

An analysis of the Group's derivative financial instruments is shown below:

| | 2025 | | | | 2024 | | | |
|---|---|---|---|---|---|---|---|---|
| **Derivative financial instruments** | **Current assets $m** | **Non-current assets $m** | **Current liabilities $m** | **Non-current liabilities $m** | Current assets $m | Non-current assets $m | Current liabilities $m | Non-current liabilities $m |
| **Fair value hedges** | | | | | | | | |
| Interest rate swaps | – | **1** | – | **(37)** | – | 4 | (19) | (67) |
| Cross currency swaps | – | **55** | – | **(42)** | – | 1 | – | (105) |
| **Net investment hedges** | | | | | | | | |
| Cross currency swaps | – | **35** | **(2)** | – | 12 | 60 | – | – |
| Forward currency contracts | **2** | **3** | **(4)** | – | 11 | – | (1) | – |
| **Cash flow hedges** | | | | | | | | |
| Forward currency contracts | – | – | **(2)** | – | 1 | – | (1) | – |
| **Not in a hedging relationship**[1] | | | | | | | | |
| Interest rate swaps | – | **2** | **(2)** | **(10)** | 12 | 4 | – | (12) |
| Interest rate options | – | – | – | – | – | – | – | (3) |
| Forward currency contracts | **2** | **1** | **(3)** | – | – | – | – | – |
| **Total** | **4** | **97** | **(13)** | **(89)** | 36 | 69 | (21) | (187) |

1. Measured at fair value through profit or loss.

On adoption of IFRS 9 Financial Instruments, the Group elected to continue to apply the hedge accounting guidance in IAS 39 Financial Instruments: Recognition and Measurement.

### Fair value hedges

The Group uses interest rate and cross currency swaps to hedge the fair value of some of its fixed-rate borrowings. These instruments swap the fixed interest payable on the borrowings into floating interest rates and hedge the fair value of the borrowings against changes in interest rates and foreign exchange rates. These swaps all qualify for fair value hedge accounting as defined by IAS 39.

### Net investment hedges

The Group uses foreign currency-denominated debt, cross currency swaps and forward currency contracts to partially hedge against the change in the sterling value of its foreign currency-denominated net assets due to movements in foreign exchange rates. The hedge ratio for all net investment hedges is based on the alignment of the critical terms of the hedging instrument to the hedged item, such that the hedge ratio is 1:1 (2024: 1:1).

The carrying value of debt and derivatives in a net investment hedge was $2,292m (2024: $1,196m). A foreign exchange loss of $50m (2024: gain of $318m) relating to the net investment hedges has been netted off during the year within currency translation differences as presented in the consolidated statement of comprehensive income. During the year, cumulative foreign exchange losses on net investment hedges attributable to business disposals of $1m (2024: gains of $8m) were recycled to the consolidated income statement. The balance remaining in the foreign currency translation reserve from net investment hedging relationships for which hedge accounting continues to apply is a loss of $615m (2024: $566m) and for which hedge accounting is no longer applied is $nil (2024: $nil).

### Derivatives not in a hedging relationship

The Group has a number of derivative financial instruments that do not meet the criteria for hedge accounting. These include some interest rate swaps, interest rate options and forward currency contracts used for interest and cash management.

### Impact of hedging activities

The impact of the hedged items on the Group's financial statements is as follows:

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| **Hedged items** | **Carrying amount of the hedged items $m** | **Accumulated amount of fair value hedge adjustments on the hedged items included in the carrying amount of the hedged items $m** | **Change in fair value of hedged items used to determine hedge effectiveness $m** | Carrying amount of the hedged items $m | Accumulated amount of fair value hedge adjustments on the hedged items included in the carrying amount of the hedged items $m | Change in fair value of hedged items used to determine hedge effectiveness $m |
| **Fair value hedges** | | | | | | |
| Interest rate risk | | | | | | |
| Short-term borrowings | – | – | | (623) | 12 | |
| Long-term borrowings | **(3,267)** | **92** | | (3,139) | 88 | |
| **Total** | **(3,267)** | **92** | – | (3,762) | 100 | (175) |

# 20 Financial risk management *continued*

The impact of the hedging instruments on the Group's financial statements is as follows:

| Hedging instruments | 2025 Nominal amount of the hedging instruments $m | 2025 Carrying amount of the hedging instruments $m | 2025 Change in fair value of hedging instruments used to determine hedge effectiveness $m | 2024 Nominal amount of the hedging instruments $m | 2024 Carrying amount of the hedging instruments $m | 2024 Change in fair value of hedging instruments used to determine hedge effectiveness $m |
|---|---|---|---|---|---|---|
| **Fair value hedges** | | | | | | |
| Interest rate risk | | | | | | |
| Derivative financial instruments – non-current assets | **1,704** | **56** | | 1,395 | 5 | |
| Derivative financial instruments – current liabilities | **–** | **–** | | 635 | (19) | |
| Derivative financial instruments – non-current liabilities | **1,679** | **(79)** | | 1,853 | (172) | |
| **Total** | **3,383** | **(23)** | **1** | 3,883 | (186) | 172 |
| **Net investment hedges** | | | | | | |
| Foreign currency risk | | | | | | |
| Derivative financial instruments – current assets | **(1,255)** | **2** | | (1,553) | 23 | |
| Derivative financial instruments – non-current assets | **(1,177)** | **38** | | (1,137) | 60 | |
| Derivative financial instruments – current liabilities | **(1,118)** | **(6)** | | (201) | (1) | |
| Derivative financial instruments – non-current liabilities | **(17)** | **–** | | – | – | |
| Short-term borrowings | **(640)** | **(639)** | | (425) | (422) | |
| Long-term borrowings | **(1,710)** | **(1,687)** | | (858) | (856) | |
| **Total** | **(5,917)** | **(2,292)** | **(50)** | (4,174) | (1,196) | 318 |

The notional amount of interest rate and cross currency swaps by currency is as follows:

| Notional amount of interest rate and cross currency swaps by currency | 2025 Fair value hedges $m | 2025 Net investment hedges $m | 2025 Not in a hedging relationship $m | 2024 Fair value hedges $m | 2024 Net investment hedges $m | 2024 Not in a hedging relationship $m |
|---|---|---|---|---|---|---|
| US dollar | **–** | **813** | **2,150** | 300 | 813 | 885 |
| Sterling | **741** | **–** | **155** | 1,072 | – | – |
| Euro | **2,642** | **341** | **353** | 2,511 | 649 | 313 |
| Other | **–** | **–** | **335** | – | – | 385 |
| **Total** | **3,383** | **1,154** | **2,993** | 3,883 | 1,462 | 1,583 |

The effective currency denomination of borrowings and leases after the effect of derivatives is as follows:

| Effective currency denomination of borrowings and leases after the effect of derivatives | 2025 Gross borrowings $m | 2025 Lease liabilities $m | 2025 Forward currency contracts[1] $m | 2025 Effective currency of borrowings $m | 2024 Gross borrowings $m | 2024 Lease liabilities $m | 2024 Forward currency contracts[1] $m | 2024 Effective currency of borrowings $m |
|---|---|---|---|---|---|---|---|---|
| US dollar | **987** | **787** | **1,384** | **3,158** | 771 | 672 | 1,214 | 2,657 |
| Sterling | **1,024** | **307** | **(839)** | **492** | 1,334 | 286 | (946) | 674 |
| Euro | **3,411** | **240** | **(1,491)** | **2,160** | 2,480 | 203 | (1,103) | 1,580 |
| Other | **4** | **232** | **883** | **1,119** | 11 | 154 | 844 | 1,009 |
| **Total** | **5,426** | **1,566** | **(63)** | **6,929** | 4,596 | 1,315 | 9 | 5,920 |

1. Includes cross currency contracts.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 20 Financial risk management *continued*

## Maturity analysis of the contractual cash flows of financial liabilities

The following table provides an analysis of the expected contractual cash flows, including interest payable, of certain financial liabilities and derivative financial instruments on an undiscounted basis. Where interest payments are calculated at a floating rate, rates of each cash flow until maturity of the instruments are calculated based on the forward yield curve prevailing at the respective year ends. The gross cash flows of derivatives are presented net for the purposes of this table.

| | 2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Maturity analysis of the contractual cash flows of financial liabilities** | **Less than 1 year $m** | **Between 1 and 2 years $m** | **Between 2 and 3 years $m** | **Between 3 and 4 years $m** | **Between 4 and 5 years $m** | **Over 5 years $m** | **Total $m** | **Carrying amount $m** |
| Borrowings | **1,044** | **300** | **587** | **404** | **587** | **2,629** | **5,551** | **5,426** |
| Interest on borrowings | **147** | **131** | **123** | **114** | **106** | **166** | **787** | **49** |
| Trade and other payables | **6,925** | **123** | **31** | **35** | **56** | **5** | **7,175** | **7,157** |
| Lease liabilities | **344** | **299** | **251** | **218** | **184** | **620** | **1,916** | **1,566** |
| Interest rate swaps | **7** | **8** | **6** | **7** | **4** | **16** | **48** | **46** |
| Cross currency swaps | **38** | **35** | **59** | **20** | **(1)** | **(77)** | **74** | **(46)** |
| Forward currency contracts | **5** | **(2)** | **(15)** | **–** | **–** | **–** | **(12)** | **1** |

| | 2024 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Maturity analysis of the contractual cash flows of financial liabilities** | Less than 1 year $m | Between 1 and 2 years $m | Between 2 and 3 years $m | Between 3 and 4 years $m | Between 4 and 5 years $m | Over 5 years $m | Total $m | Carrying amount $m |
| Borrowings | 834 | 335 | 300 | 558 | 402 | 2,288 | 4,717 | 4,596 |
| Interest on borrowings | 137 | 117 | 101 | 93 | 85 | 188 | 721 | 48 |
| Trade and other payables | 6,570 | 80 | 87 | 3 | 27 | 1 | 6,768 | 6,752 |
| Lease liabilities | 282 | 255 | 212 | 173 | 150 | 553 | 1,625 | 1,315 |
| Interest rate swaps | 30 | 14 | 10 | 10 | 11 | 5 | 80 | 78 |
| Cross currency swaps | 36 | 17 | 36 | 85 | 16 | (10) | 180 | 32 |
| Forward currency contracts | (10) | – | – | – | – | – | (10) | (10) |

# 21 Financial instruments

### Significant accounting policy

Financial assets and liabilities are recognised on the Group's balance sheet when the Group becomes a party to the contractual provisions of the instrument and derecognised when it ceases to be party to such provisions. Financial assets are classified as current if they are expected to be received within 12 months of the balance sheet date. Financial liabilities are classified as current if they are legally due to be paid within 12 months of the balance sheet date.

Financial assets and liabilities, including derivative financial instruments, denominated in foreign currencies are translated into US dollars at period-end exchange rates. Financial assets are classified as either fair value through profit and loss, fair value through other comprehensive income or amortised cost. Classification and subsequent remeasurement depends on the Group's business model for managing the financial asset and its cash flow characteristics. Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost.

Certain of the Group's financial instruments are held at fair value.

The fair value of a financial instrument is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the balance sheet date.

The fair value measurement hierarchy is as follows:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)
- Level 3: Inputs for the asset or liability that are not based on observable market data (i.e. unobservable inputs)

There were no transfers of financial instruments between levels of the fair value hierarchy in either the year ended 30 September 2025 or 2024. The carrying amounts of financial instruments measured at fair value are shown in the table below:

| Financial instruments measured at fair value | Notes | Level | 2025 $m | 2024 $m |
|---|---|---|---|---|
| **Non-current** | | | | |
| Rabbi Trust investments[1] | 15 | 1 | **1,181** | 1,022 |
| Mutual fund investments[1] | 15 | 1 | **57** | 62 |
| Life insurance policies[1] | 15 | 2 | **32** | 36 |
| Derivative financial instruments – assets | 20 | 2 | **97** | 69 |
| Derivative financial instruments – liabilities | 20 | 2 | **(89)** | (187) |
| Trade investments[1] | 15 | 3 | **53** | 29 |
| Other investments[1] | 15 | 3 | **7** | – |
| Contingent consideration payable on business acquisitions[2] | 22 | 3 | **(104)** | (102) |
| Non-controlling interest put options[2] | 22 | 3 | **(119)** | (65) |
| **Current** | | | | |
| Money market funds[3] | 18 | 1 | **1** | 126 |
| Derivative financial instruments – assets | 20 | 2 | **4** | 36 |
| Derivative financial instruments – liabilities | 20 | 2 | **(13)** | (21) |
| Contingent consideration payable on business acquisitions[2] | 22 | 3 | **(110)** | (250) |
| Non-controlling interest put options[2] | 22 | 3 | **–** | (5) |

1. Classified as other investments in the consolidated balance sheet.
2. Classified as trade and other payables in the consolidated balance sheet.
3. Classified as cash and cash equivalents in the consolidated balance sheet on the basis that they have a maturity of three months or less from the date of acquisition.

Due to the variability of the valuation factors, the fair values presented at 30 September 2025 may not be indicative of the amounts the Group would expect to realise in the current market environment. The fair values of financial instruments at levels 2 and 3 of the fair value hierarchy have been determined based on the valuation methodologies listed below:

### Level 2

**Life insurance policies** Cash surrender values provided by third-party insurance providers.

**Derivative financial instruments** Present values determined from future cash flows discounted at rates derived from market-sourced data. The fair values of derivative financial instruments represent the maximum credit exposure.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 21 Financial instruments *continued*

## Level 3

**Trade and other investments** Estimated values using income and market value approaches.

**Contingent consideration payable on business acquisitions** Estimated amounts payable based on the likelihood of specified conditions, such as earnings targets, being met.

**Non-controlling interest put options** Estimated amounts payable based on the likelihood of options being exercised by minority shareholders.

A reconciliation from opening to closing balances for Level 3 financial instruments is as follows:

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| **Level 3 financial instruments** | **Trade investments $m** | **Contingent consideration payable on business acquisitions $m** | **Non-controlling interest put options $m** | Trade investments $m | Contingent consideration payable on business acquisitions $m | Non-controlling interest put options $m |
| At 1 October | **29** | **(352)** | **(70)** | 181 | (158) | (22) |
| Change in fair value recognised in the income statement | **–** | **(27)** | **–** | – | (67) | – |
| Change in fair value recognised in the statement of comprehensive income | **(3)** | **–** | **–** | 175 | – | – |
| Change in fair value recognised in the statement of changes in equity | **–** | **–** | **(3)** | – | – | 7 |
| Additions | **30** | **(88)** | **(52)** | – | (153) | (54) |
| Disposals | **(3)** | **–** | **–** | (327) | – | – |
| Purchase of non-controlling interests[1] | **–** | **–** | **5** | – | – | – |
| Payments relating to businesses acquired in previous years | **–** | **263** | **–** | – | 50 | – |
| Net present value adjustments | **–** | **(11)** | **–** | – | (9) | – |
| Currency translation | **–** | **1** | **1** | – | (15) | (1) |
| **At 30 September** | **53** | **(214)** | **(119)** | 29 | (352) | (70) |

1. 2025 includes a cash payment of $2m and non-cash consideration of $3m.

The directors do not consider that any reasonably possible changes in the key assumptions would cause the fair value of the Level 3 financial instruments to be significantly higher or lower.

With the exception of borrowings, the carrying amounts of financial instruments measured at amortised cost approximate to their fair values. Borrowings are measured at amortised cost unless they are part of a fair value hedge, in which case amortised cost is adjusted for the fair value attributable to the risk being hedged. The carrying amount of borrowings at 30 September 2025 is $5,426m (2024: $4,596m). The fair value of borrowings at 30 September 2025, calculated by discounting future cash flows to net present values at current market rates for similar financial instruments (Level 2 inputs), is $5,479m (2024: $4,625m).

# 22 Trade and other payables

### Significant accounting policy

Trade and other payables are initially recognised at fair value, including transaction costs, and subsequently carried at amortised cost.

Trade payables are not interest-bearing and are stated at their nominal value.

The Group evaluates supplier arrangements against a number of indicators to assess if the liability has the characteristics of a trade payable or should be classified as borrowings. This assessment considers the commercial purpose of the arrangement, whether the payment terms are similar to customary payment terms, whether the Group is legally discharged from its obligation towards the supplier before the end of the original payment term and the Group's involvement in agreeing terms between the bank and the supplier.

Contingent consideration recognised in a business combination is initially measured at fair value at the date of acquisition and subsequently remeasured at fair value at each reporting date, with changes in the fair value after the date of acquisition recognised in the income statement.

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| **Trade and other payables** | **Current $m** | **Non-current $m** | **Total $m** | Current $m | Non-current $m | Total $m |
| Trade payables | **3,851** | **–** | **3,851** | 3,317 | – | 3,317 |
| Accruals | **2,936** | **4** | **2,940** | 2,896 | 9 | 2,905 |
| Deferred income | **625** | **252** | **877** | 554 | 214 | 768 |
| Social security and other taxes | **648** | **32** | **680** | 569 | 32 | 601 |
| Contingent consideration payable on business acquisitions | **110** | **104** | **214** | 250 | 102 | 352 |
| Non-controlling interest put options | **–** | **119** | **119** | 5 | 65 | 70 |
| Other payables[1] | **469** | **53** | **522** | 581 | 41 | 622 |
| **Total** | **8,639** | **564** | **9,203** | 8,172 | 463 | 8,635 |

1. 2024 includes a $119m commitment in respect of the share buyback.

The current trade and other payables are payable on demand.

Trade payable days at 30 September 2025 were 63 days (2024: 64 days on a constant-currency basis, which is calculated based on the prior year amounts retranslated at current year average exchange rates).

## Supply chain financing

The Group has Supply Chain Financing (SCF) arrangements in place. The principal purpose of these arrangements is to enable a supplier, if it so wishes, to sell its receivables due from the Group to a third-party bank prior to their due date, thus providing earlier access to liquidity. The receipt by the supplier is subject to a discount based on market interest rates and the amount of time remaining until the invoice due date.

The Group repays the full invoice amount to the bank based on the original invoice due date. As the Group settles the original invoice without having modified the terms of that invoice, these amounts are included in trade payables and all cash flows associated with the programmes are included in net cash flow from operating activities as they continue to be part of the normal operating cycle of the Group.

| **Carrying amount of liabilities that are part of SCF arrangements** | **2025 $m** |
|---|---|
| Amount included in trade payables | **1,205** |
| Amount included in trade payables of which suppliers have received payment from the bank | **999** |

| **Range of invoice due dates** | **2025 Days** |
|---|---|
| Trade payables that are part of SCF arrangements | **0-90** |
| Trade payables that are not part of SCF arrangements | **0-90** |

Changes in liabilities that are party to supplier finance arrangements are due to purchases of goods and services and subsequent cash payments. There were no material non-cash movements in these balances.

The Group has applied the transitional relief available under the amendments to IAS 7 and IFRS 7 (Supplier Finance Arrangements), which became effective in 2025, and has not provided comparative information in the first year of adoption.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 23 Provisions

### Significant accounting policy

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. Provisions are measured at the directors' best estimate of the cost of settling these liabilities and are discounted to present value where the effect is material using the discount rate applicable to the liability.

| Provisions | Workers' compensation and similar obligations $m | Severance $m | Onerous contracts $m | Legal and other claims $m | Provisions in respect of discontinued and disposed businesses $m | Other $m | Total $m |
|---|---|---|---|---|---|---|---|
| At 1 October 2024 | **508** | **15** | **29** | **33** | **74** | **55** | **714** |
| Classified as held for sale at 30 September 2024[1] | **–** | **1** | **–** | **–** | **–** | **7** | **8** |
| Charged to income statement – specific adjusting items | **–** | **–** | **8** | **–** | **1** | **2** | **11** |
| Charged to income statement – other | **207** | **1** | **6** | **12** | **–** | **1** | **227** |
| Released to income statement | **(12)** | **(1)** | **(2)** | **(5)** | **–** | **(2)** | **(22)** |
| Utilised in the year | **(168)** | **(11)** | **(10)** | **(9)** | **–** | **(8)** | **(206)** |
| Business acquisitions | **–** | **–** | **1** | **2** | **–** | **4** | **7** |
| Sale and closure of businesses[1] | **–** | **(1)** | **–** | **(1)** | **–** | **(6)** | **(8)** |
| Net present value adjustments | **12** | **–** | **–** | **–** | **–** | **–** | **12** |
| Reclassification | **–** | **–** | **(2)** | **(2)** | **(3)** | **3** | **(4)** |
| Currency adjustment | **(1)** | **–** | **–** | **1** | **3** | **1** | **4** |
| **At 30 September 2025** | **546** | **4** | **30** | **31** | **75** | **57** | **743** |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

| Comprised of | 2025 $m | 2024 $m |
|---|---|---|
| Current | **388** | 370 |
| Non-current | **355** | 344 |
| **Total** | **743** | 714 |

In estimating the provisions above, management has made estimates and used assumptions to determine the nature, amount and timing of potential outflows. Management does not consider that a reasonable change in key assumptions in any of the provision estimates made at the date of the balance sheet could lead to a material adjustment in the next 12 months to the carrying amount of the liability recorded.

**Workers' compensation and similar obligations** The provision for workers' compensation and similar obligations relates mainly to the potential settlement of claims by employees in the US for medical benefits and lost wages associated with injuries incurred in the course of their employment. Claims for medical benefits are typically settled within a year, whilst claims for lost wages are paid over the period the employee is unable to work. The provision is estimated with the assistance of a third-party actuary using assumptions based on claims history. The maximum potential exposure per individual claim is $5m.

**Severance** Provisions for severance primarily represent redundancy costs. The Group expects these provisions to be substantially utilised within the next year.

**Onerous contracts** A provision for onerous contracts is recognised when the expected benefits to be derived by the Group from a contract are lower than the unavoidable cost of meeting its obligations under the contract. Provisions for onerous contracts represent the liabilities in respect of unavoidable contract losses which will be utilised over the remaining life of each individual contract. The typical length of a client contract is three to five years. A full analysis is performed at least annually of the future profitability of all loss-making contracts and contracts with low profitability, and of the balance sheet items directly linked to these contracts.

**Legal and other claims** Provisions for legal and other claims relate principally to the estimated cost of litigation and other sundry claims. The timing of the settlement of these claims is uncertain.

**Provisions in respect of discontinued and disposed businesses** Provisions in respect of discontinued and disposed businesses relate to estimated amounts payable in connection with onerous contracts and claims in respect of warranties and indemnities arising from disposals. The final amount payable remains uncertain as, at the date of approval of these financial statements, legal processes and negotiations in relation to claims are ongoing and there remains a period during which further claims may be received. The timing of any settlement will depend upon the nature and extent of claims received.

**Other** Other provisions include environmental provisions in respect of potential liabilities relating to the Group's responsibility for maintaining its operating sites in accordance with statutory requirements. The Group's aim is to have a low impact on the environment. These provisions are expected to be utilised as operating sites are closed or as environmental matters are resolved.

# 24 Post-employment benefits

### Significant accounting policy

#### Defined contribution plans

Contributions paid to defined contribution pension plans are charged to the consolidated income statement when they are due.

#### Defined benefit plans

The calculation of the defined benefit obligation is performed half-yearly by a qualified actuary. The net asset or liability recognised is the present value of the defined benefit obligation discounted using the yields on high-quality corporate bonds, less the fair value of plan assets (at bid price). The consolidated balance sheet reflects a net asset or net liability for each defined benefit pension plan. A net asset (pension surplus) is only recognised if the Group considers that it has an unconditional right to a refund.

For the defined benefit section of the Compass Group Pension Plan (UK Plan), the Group considers that it has an unconditional right to a refund of a surplus, assuming the gradual settlement of the plan liabilities over time until all members have left the plan. The trustees cannot unconditionally wind up the defined benefit section of the plan or use the surplus to enhance member benefits without employer consent. The Group's judgement is that these trustee rights do not prevent the Group from recognising an unconditional right to a refund and therefore a surplus.

### Other source of estimation uncertainty

The present value of defined benefit liabilities is estimated based on actuarial assumptions determined with independent actuarial advice, including discount rates, inflation, pension and salary increases, and mortality and other demographic assumptions.

Following a buy-in entered into in December 2024, whereby c.98% of the UK Plan's liabilities of $1.8bn at 30 September 2025 are covered by an insurance arrangement, post-employment benefit obligations are no longer considered to be a major source of estimation uncertainty.

## Pension schemes

The Group operates a number of pension arrangements which have been developed in accordance with statutory requirements and local customs and practices. The majority of schemes are self-administered and the schemes' assets are held independently of the Group's assets.

## UK schemes

Current UK employees in a pension arrangement are in the defined contribution or defined benefit sections of the UK Plan or the National Employment Savings Trust (NEST). The UK Plan has a corporate trustee, Compass Group Pension Trustee Company Limited (the Trustee). There are 12 trustee directors, including an independent chairman and one other independent trustee director. The other 10 trustee directors are either UK-based employees or former employees of the Group (six of whom were nominated by UK Plan members). The UK Plan operates under the Fifth Definitive Trust Deed dated 25 March 2013 and subsequent amendments and relevant legislation (principally the Pensions Acts 1993, 1995, 2004 and 2021), with regulatory oversight from the Pensions Regulator.

The defined benefit section of the UK Plan closed to new entrants in 2003, with the exception of UK employees who transferred from the public sector under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). The defined benefit section of the UK Plan closed to future accrual for all existing members, other than those who transferred under TUPE, in 2010. In December 2024, the Trustee entered into annuity buy-in agreements that cover c.98% of the liabilities of the defined benefit section of the UK Plan, which total $1.8bn at 30 September 2025. The agreements involved the purchase of bulk annuity policies under which the insurer will pay the UK Plan amounts equivalent to the benefits payable to members. The fair value of the annuity policies is deemed to equal the present value of the related defined benefit obligations. The pension liabilities remain with, and the matching annuity policies are held by, the UK Plan.

A formal actuarial valuation is carried out every three years. The latest valuation as at 5 April 2025 is in progress at the date of this Report. At the previous valuation date of 5 April 2022, the total market value of the assets of the defined benefit section was $3,420m, which represented 113% of the benefits that had accrued to members after allowing for expected future increases in earnings.

The Group is subject to the Pension Automatic Enrolment Regulations for its workforce in the UK. All new UK employees who meet the statutory eligibility criteria, and who do not join the defined contribution section of the UK Plan, are automatically enrolled into the NEST. Responsibility for the Group's ongoing compliance with the Pension Automatic Enrolment Regulations and for ensuring that the administration and investment of funds relating to automatic enrolment remain appropriate lies with the Group's Pension Automatic Enrolment Governance Committee.

In June 2023, the High Court handed down a decision in the case of Virgin Media Limited v NTL Pension Trustees II Limited and others relating to the validity of certain historical pension changes due to the lack of actuarial confirmation required by law. In July 2024, the Court of Appeal dismissed the appeal brought by Virgin Media Limited against aspects of the June 2023 decision. In September 2025, the UK Government published draft amendments to the Pension Schemes Bill enabling schemes to retrospectively obtain actuarial certification for historical benefit changes. The Trustee and the Company have considered the implications of the case for the UK Plan and continue to believe that the UK Plan is not impacted by the outcome.

## US schemes

The main vehicle for retirement provision in the US is the defined contribution plan. There are several legacy defined benefit plans which are all closed to new participants. These legacy defined benefit plans are non-qualified plans that are intended to be unfunded arrangements for US tax and Employee Retirement Income Security Act (ERISA) purposes. Compass USA has taken out life insurance policies and invested in mutual funds to meet these unfunded defined benefit pension obligations, working towards a 100% funding level on a projected salary basis.

# 24 Post-employment benefits *continued*

The Group also has non-qualified deferred compensation plans (Rabbi Trust arrangements), which are salary sacrifice schemes providing a tax-efficient way of saving for senior management. Employee and employer contributions credited to the plans are deemed invested on behalf of the employees in investment funds and they are entitled to the account balance, as adjusted for deemed investments, on or after leaving the Group. Plan benefits are paid in cash. Participants can elect to receive payment either as a lump sum or in annual instalments over 5 or 10 years.

Compass USA engages with a number of unions and is required to abide by the individual collective bargaining agreements (CBAs) negotiated with each union. Under the terms of certain CBAs, Compass USA is required to pay the union members' salary and contribute to various multi-employer benefit plans which include: post-employment benefits, including pensions and post-employment healthcare; defined contribution plans, such as 401(k) and annuity and savings plans; and other plans which include legal funds, training funds and education funds.

Participation in multi-employer pension plans bears risks that differ from single-employer plans. These risks include:

- assets contributed to the plans by Compass USA may be used to provide benefits to employees of other participating employers i.e. there are no individual accounts in these plans
- if a participating employer stops contributing to the plan for any reason, the unfunded obligation remaining may transition to the remaining employers participating in the plan
- if Compass USA stops participating in the plan for any reason, or has a significant decrease in its level of participation, it may be required to pay a proportionate amount to the plan for its share of the unfunded liability, known as withdrawal liability

Compass USA is involved with 35 multi-employer defined benefit pension plans (2024: 41). The Group is not aware, and has no reasonable expectation, that any plan in which it currently participates is in imminent danger of becoming insolvent or is likely to experience a mass withdrawal.

These plans are accounted for as defined contribution plans as the information provided by the plan administrators is insufficient for them to be accounted for as defined benefit plans. The Group made total contributions of $59m in the year (2024: $52m) to these arrangements.

## Other schemes

In Canada, Germany, India, Norway, Spain and Switzerland, the Group also participates in funded defined benefit arrangements. In other countries, Group employees participate primarily in state arrangements to which the Group makes the appropriate contributions. Other than where required by local regulation or statute, the defined benefit schemes are closed to new entrants.

## Defined benefit schemes

Disclosures showing the assets and liabilities of the schemes are set out below. The liabilities have been calculated using the following assumptions, which are presented as weighted averages where appropriate:

| Assumptions | UK 2025 | UK 2024 | US[1] 2025 | US[1] 2024 | Other 2025 | Other 2024 |
|---|---|---|---|---|---|---|
| Discount rate | **5.8%** | 5.1% | **5.1%** | 4.7% | **6.2%** | 5.9% |
| Inflation | **3.3%** | 3.4% | **2.3%** | 2.3% | **1.2%** | 1.3% |
| CPI inflation | **3.0%** | 3.0% | **n/a** | n/a | **n/a** | n/a |
| Rate of increase in salaries | **3.3%** | 3.4% | **3.2%** | 3.2% | **4.8%** | 6.6% |
| Rate of increase for pensions in payment | **3.0%** | 3.2% | **2.3%** | 2.3% | **0.2%** | 0.2% |
| Rate of increase for deferred pensions | **3.1%** | 3.2% | **n/a** | n/a | **n/a** | n/a |

1. Excluding the Rabbi Trust arrangements.

The mortality assumptions used for the UK are derived from the S4PA generational mortality tables (2024: S3PA generational mortality tables) with improvements in line with the projection model prepared by the 2024 Continuous Mortality Investigation of the UK actuarial profession (2024: 2023 model), an S-kappa of 7.0 (2024: 7.0) and a long-term underpin of 1.5% per annum (2024: 1.5% per annum). These mortality assumptions take account of experience to date and assumptions for further improvements in the life expectancy of scheme members. The resulting life expectancies for the UK Plan are as follows:

| Life expectancy at age 65 | 2025 Male | 2025 Female | 2024 Male | 2024 Female |
|---|---|---|---|---|
| Member aged 65 in 2025 (2024) | **21.4** | **23.7** | 20.9 | 23.6 |
| Member aged 65 in 2050 (2049) | **22.8** | **25.8** | 22.6 | 25.6 |

The other demographic assumptions have been set having regard to the latest trends in scheme experience and other relevant data. The assumptions are reviewed and updated as necessary as part of the periodic actuarial valuation of pension schemes.

For the overseas schemes, regionally appropriate assumptions have been used where recommended by local actuaries. The mortality assumptions used for the US are derived from the mortality table Pri-2012 (2024: Pri-2012) and MP2021 generational scale (2024: MP2021). Examples of the resulting life expectancies for the US are as follows:

| Life expectancy at age 65 | 2025 Male | 2025 Female | 2024 Male | 2024 Female |
|---|---|---|---|---|
| Member aged 65 in 2025 (2024) | **22.1** | **23.5** | 22.0 | 23.5 |
| Member aged 65 in 2050 (2049) | **23.8** | **25.2** | 23.7 | 25.1 |

The Group estimates the average duration of the liabilities of the UK and US plans to be 11 years (2024: 12 years) and 9 years (2024: 8 years), respectively.

# 24 Post-employment benefits *continued*

## Risks

The Group's principal defined benefit pension arrangement is the UK Plan. In December 2024, the Trustee entered into an annuity policy with Standard Life that insures the majority of members' benefits. Under the terms of the policy, Standard Life has assumed responsibility for meeting the insured members' benefit payments, significantly reducing the UK Plan's exposure to key risks, including interest rate and inflation volatility, investment performance, and longevity risk. Residual risks associated with the uninsured liabilities and remaining assets continue to be actively managed by the Trustee through a diversified investment strategy. Post buy-in, the principal remaining risk relates to the potential default of the insurer. This risk is mitigated through comprehensive due diligence undertaken during the buy-in transaction, Standard Life's adherence to robust solvency requirements and the protection available under the Financial Services Compensation Scheme.

## Sensitivity analysis

Measurement of the Group's defined benefit obligations is particularly sensitive to changes in key assumptions, including the discount rate, inflation and life expectancy. As c.98% of the UK Plan's defined benefit obligations are now covered by an insurance policy, any increases or decreases will be offset by equal and opposite changes in the value of the insurance policy asset, such that there would be no significant change in the net defined benefit asset or liability. The sensitivities of the principal assumptions used to measure the defined benefit obligations of the UK schemes are set out below:

| | Increase/(decrease) in defined benefit obligations | | | |
|---|---|---|---|---|
| | **2025** | | 2024 | |
| **Financial assumptions** | **+1% $m** | **-1% $m** | +1% $m | -1% $m |
| Discount rate | **(180)** | **216** | (208) | 253 |
| Inflation | **97** | **(96)** | 119 | (115) |

| | Increase in defined benefit obligations | |
|---|---|---|
| | **2025** | 2024 |
| **Demographic assumptions** | **+1 year $m** | +1 year $m |
| Life expectancy from age 65 | **67** | 78 |

The sensitivities above consider the impact of the single change shown, with the other assumptions assumed to be unchanged. The sensitivity analyses have been determined based on a method that extrapolates the impact on the defined benefit obligations as a result of reasonable changes in key assumptions occurring at the end of the reporting period. In practice, changes in one assumption may be accompanied by offsetting changes in another assumption (although this is not always the case). The impact of a change in the UK inflation rate shown above includes the impact of a change in both the RPI and CPI inflation rates.

## Plan assets

Following the buy-in, the UK Plan's assets are split into two sub-portfolios, the insurance policy and the residual assets. The residual assets comprise the Matching Portfolio assets, invested to match the remaining defined benefit liabilities, and the Return Seeking Portfolio assets, invested with a long-term growth horizon to meet future expenses, employer contributions and residual risks.

The fair value of the Group's plan assets is shown by major category below:

| | **2025** | | | 2024 | | |
|---|---|---|---|---|---|---|
| **Fair value of plan assets by major category** | **UK Plan[1] $m** | **Other $m** | **Total $m** | UK Plan[1] $m | Other $m | Total $m |
| **Insurance policies** | | | | | | |
| Unquoted insurance policies | **1,785** | **7** | **1,792** | – | 7 | 7 |
| **Equities** | | | | | | |
| Quoted global equities | **61** | **41** | **102** | 1 | 45 | 46 |
| **Government bonds** | | | | | | |
| Quoted UK fixed interest | **–** | **–** | **–** | 820 | – | 820 |
| Quoted UK index-linked | **–** | **–** | **–** | 1,090 | – | 1,090 |
| **Corporate bonds** | | | | | | |
| Quoted corporate bonds | **149** | **28** | **177** | – | 29 | 29 |
| Quoted diversified securities | **–** | **22** | **22** | – | 20 | 20 |
| **Other** | | | | | | |
| Quoted property funds | **–** | **9** | **9** | – | 10 | 10 |
| Unquoted property funds | **69** | **17** | **86** | 106 | 18 | 124 |
| Derivatives | **–** | **2** | **2** | 5 | – | 5 |
| Cash and cash equivalents | **78** | **6** | **84** | 418 | 3 | 421 |
| Other | **–** | **19** | **19** | – | 18 | 18 |
| **At 30 September** | **2,142** | **151** | **2,293** | 2,440 | 150 | 2,590 |

1. The UK Plan does not hold any assets related to the Company's transferable financial instruments. There are no pension assets that are property occupied by, or other assets used by, the Company.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 24 Post-employment benefits *continued*

## Net post-employment benefit assets and obligations recognised in the balance sheet

| Post-employment benefit assets/(obligations) recognised in the balance sheet | 2025 Fair value of plan assets $m | 2025 Present value of defined benefit obligations $m | 2025 Effect of asset ceiling $m | 2025 Total $m |
|---|---|---|---|---|
| UK Plan | **2,142** | **(1,815)** | **–** | **327** |
| **Post-employment benefit assets** | **2,142** | **(1,815)** | **–** | **327** |
| UK unfunded arrangements[1] | **–** | **(10)** | **–** | **(10)** |
| US | **–** | **(1,275)** | **–** | **(1,275)** |
| Other | **151** | **(259)** | **(2)** | **(110)** |
| **Post-employment benefit obligations** | **151** | **(1,544)** | **(2)** | **(1,395)** |
| **Net post-employment benefit obligations** | **2,293** | **(3,359)** | **(2)** | **(1,068)** |

1. Effective 1 February 2025, 27 of the 29 members of the UK Plan who had an entitlement to a separate unapproved pension from the Group that had been historically granted agreed to surrender their unapproved pension in return for an equivalent increase to their core pension that is payable from the UK Plan.

| Post-employment benefit assets/(obligations) recognised in the balance sheet | 2024 Fair value of plan assets $m | 2024 Present value of defined benefit obligations $m | 2024 Effect of asset ceiling $m | 2024 Total $m |
|---|---|---|---|---|
| UK Plan | 2,440 | (1,898) | – | 542 |
| Post-employment benefit assets | 2,440 | (1,898) | – | 542 |
| UK unfunded arrangements | – | (40) | – | (40) |
| US | – | (1,122) | – | (1,122) |
| Other | 150 | (261) | (1) | (112) |
| Post-employment benefit obligations | 150 | (1,423) | (1) | (1,274) |
| Net post-employment benefit obligations | 2,590 | (3,321) | (1) | (732) |

| Movements in net defined benefit asset/(obligation) | 2025 Fair value of plan assets $m | 2025 Present value of defined benefit obligations $m | 2025 Effect of asset ceiling $m | 2025 Total $m | 2024 Fair value of plan assets $m | 2024 Present value of defined benefit obligations $m | 2024 Effect of asset ceiling $m | 2024 Total $m |
|---|---|---|---|---|---|---|---|---|
| At 1 October | **2,590** | **(3,321)** | **(1)** | **(732)** | 2,292 | (2,750) | – | (458) |
| Reclassification | **–** | **–** | **–** | **–** | – | (15) | – | (15) |
| Current service cost | **–** | **(35)** | **–** | **(35)** | – | (32) | – | (32) |
| Past service credit | **–** | **–** | **–** | **–** | – | 1 | – | 1 |
| Administration expenses[1] | **(9)** | **–** | **–** | **(9)** | (10) | – | – | (10) |
| Interest income/(expense) | **120** | **(158)** | **–** | **(38)** | 128 | (157) | – | (29) |
| Remeasurements – financial assumptions | **–** | **97** | **–** | **97** | – | (280) | – | (280) |
| Remeasurements – demographic assumptions | **–** | **(21)** | **–** | **(21)** | – | 5 | – | 5 |
| Remeasurements – experience adjustments | **–** | **(52)** | **–** | **(52)** | – | (11) | – | (11) |
| Return on plan assets, excluding interest income | **(278)** | **–** | **–** | **(278)** | 63 | – | – | 63 |
| Change in asset ceiling, excluding interest income | **–** | **–** | **(1)** | **(1)** | – | – | (1) | (1) |
| Employer contributions[2] | **11** | **–** | **–** | **11** | 14 | – | – | 14 |
| Employee contributions | **4** | **(97)** | **–** | **(93)** | 3 | (84) | – | (81) |
| Benefits paid | **(149)** | **235** | **–** | **86** | (126) | 179 | – | 53 |
| Business acquisitions | **–** | **(3)** | **–** | **(3)** | – | (1) | – | (1) |
| Currency adjustment | **4** | **(4)** | **–** | **–** | 226 | (176) | – | 50 |
| **At 30 September** | **2,293** | **(3,359)** | **(2)** | **(1,068)** | 2,590 | (3,321) | (1) | (732) |

1. The expenses of running the UK Plan are met directly by the UK Plan rather than by the principal employer.
2. Employer contributions are shown net of amounts paid by the defined benefit section of the UK Plan into the defined contribution section totalling $23m (2024: $12m).

The $278m negative return on plan assets in 2025 includes the cost of the insurance buy-in entered into in December 2024. As this was an investment decision by the Trustee, the difference between the purchase price of the annuity policies and the value of the insurance asset arising on the buy-in is recognised in other comprehensive income.

The present value of defined benefit obligations includes $1,181m (2024: $1,022m) in respect of the Rabbi Trust arrangements, which is exactly matched by their investments (see note 15).

# 24 Post-employment benefits *continued*

Certain Group companies have taken out life insurance policies and invested in mutual funds to meet unfunded pension obligations. The current value of these policies and other assets of $89m (2024: $98m) may not be offset against post-employment benefit obligations under IAS 19 (see note 15).

Net post-employment benefit assets, including the Rabbi Trust investments, life insurance policies and mutual fund investments, is shown below:

| Net post-employment benefit assets | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Net post-employment benefit obligations | | **(1,068)** | (732) |
| Rabbi Trust investments | 15 | **1,181** | 1,022 |
| Mutual fund investments | 15 | **57** | 62 |
| Life insurance policies | 15 | **32** | 36 |
| **Total** | | **202** | 388 |

## Amounts recognised in the income statement

| Amounts recognised in the income statement | 2025 | | | | 2024 | | | |
|---|---|---|---|---|---|---|---|---|
| | UK $m | US $m | Other $m | Total $m | UK $m | US $m | Other $m | Total $m |
| Current service cost | – | **22** | **13** | **35** | – | 20 | 12 | 32 |
| Past service credit | – | – | – | – | – | – | (1) | (1) |
| Administration expenses | **9** | – | – | **9** | 10 | – | – | 10 |
| **Charged to operating expenses** | **9** | **22** | **13** | **44** | 10 | 20 | 11 | 41 |
| Interest on net post-employment benefit assets/obligations | **(24)** | **53** | **9** | **38** | (28) | 52 | 5 | 29 |
| **(Credited)/charged to finance costs** | **(24)** | **53** | **9** | **38** | (28) | 52 | 5 | 29 |
| **Total** | **(15)** | **75** | **22** | **82** | (18) | 72 | 16 | 70 |

The Group recognised a charge of $340m (2024: $289m) in respect of contributions to defined contribution schemes during the year.

## Amounts recognised in other comprehensive income

| Amounts recognised in other comprehensive income | 2025 $m | 2024 $m |
|---|---|---|
| Effect of changes in financial assumptions | **97** | (280) |
| Effect of changes in demographic assumptions | **(21)** | 5 |
| Effect of experience adjustments | **(52)** | (11) |
| **Remeasurement of post-employment benefit obligations** | **24** | (286) |
| Return on plan assets, excluding interest income | **(278)** | 63 |
| Change in asset ceiling, excluding interest income | **(1)** | (1) |
| **Total** | **(255)** | (224) |

## Contributions

During the year, the Group made total contributions to defined benefit schemes of $56m (including the Rabbi Trust arrangements) (2024: $46m). The Group expects to make a similar level of contributions to these schemes in 2026 and does not expect the required future contributions to change substantially beyond next year.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 25 Share capital and other reserves

**Significant accounting policy**

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

## Capital

The capital structure of the Group consists of net debt (see note 34) and total equity. Our capital allocation framework is clear and unchanged. Our priorities are to invest in the business to fund growth opportunities, target a strong investment-grade credit rating with a leverage target of around 1-1.5 times net debt to underlying EBITDA and pay an ordinary dividend, with any surplus capital being returned to shareholders. At 30 September 2025, the ratio of net debt to underlying EBITDA was 1.4 (2024: 1.3) (see note 34).

## Share capital

| Share capital | 2025 Number | 2025 $m | 2024 Number | 2024 $m |
|---|---|---|---|---|
| **Allotted, called up and fully paid** | | | | |
| Ordinary shares of 11 1⁄20p each | **1,785,403,977** | **346** | 1,785,403,977 | 346 |
| **At 30 September** | **1,785,403,977** | **346** | 1,785,403,977 | 346 |

During the year, 3,224,030 shares in Compass Group PLC were purchased under the share buyback announced in November 2023 (2024: 20,406,756 shares were purchased under the share buybacks announced in May 2023 and November 2023), which are held in treasury, and 3,242,237 (2024: 2,585,610) shares were released to satisfy awards under the Company's long-term incentive plans, leaving a balance held in treasury at 30 September 2025 of 87,973,798 (2024: 87,992,005). The shares purchased had an average price of $33.50 per share (2024: $27.44 per share) and represent 0.2% (2024: 1.1%) of the Company's issued share capital. Shares held in treasury are not entitled to receive dividends.

## Other reserves

### Capital redemption reserve

The nominal value of shares in the Company purchased and subsequently cancelled is shown as a reduction in share capital and an equal and opposite transfer to the capital redemption reserve.

### Own shares reserve

The own shares reserve represents shares in Compass Group PLC held either in treasury, including transaction costs, or by employee share trusts to satisfy liabilities to employees for long-term incentive plans. Own shares are treated as a deduction to equity until the shares are cancelled, reissued or sold, at which point they are transferred to retained earnings.

The own shares reserve comprises $2,217m (2024: $2,288m) in respect of 87,973,798 (2024: 87,992,005) shares in Compass Group PLC held in treasury and $3m (2024: $8m) in respect of 129,201 (2024: 298,712) shares in Compass Group PLC held by the Compass Group PLC All Share Schemes Trust (ASST).

The share buyback announced in November 2023 was completed in December 2024, with 3,224,030 shares repurchased during the year. The total cash outflow in respect of the share buyback, including transaction costs, was $115m.

The ASST is a discretionary trust for the benefit of employees and the shares held are used to satisfy some of the Group's liabilities to employees for long-term incentive plans. During the year, 169,511 (2024: 274,511) shares were released from the ASST to satisfy awards under the Company's long-term incentive plans. At 30 September 2025, the nominal value of the shares in the ASST was $19,221 (2024: $44,274), with a market value of $4m (2024: $10m).

No treasury shares have been reissued since the end of the financial year to the date of this Report. On 1 October 2025, 2,438 shares were released by the ASST to satisfy an award under the Compass Group PLC Restricted Share Award Plan which had vested on 30 September 2025.

### Merger reserve

The merger reserve arose in 2000 as a result of the merger between Compass and Granada.

### Translation reserve

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations.

### Non-controlling interest put options reserve

Where put options are held in respect of a non-controlling interest in a subsidiary and the minority shareholders hold present access to the returns of the entity, the Group recognises a non-controlling interest, together with a put option liability measured at fair value and a corresponding non-controlling interest put options reserve. Subsequent remeasurements of put option liabilities under the present access and anticipated acquisition methods are recognised in the non-controlling interest put options reserve.

# 25 Share capital and other reserves *continued*

| Other reserves | Capital redemption reserve $m | Own shares reserve $m | Merger reserve $m | Translation reserve[1] $m | Non-controlling interest put options reserve $m | Revaluation reserve $m | Total $m |
|---|---|---|---|---|---|---|---|
| At 1 October 2024 | **511** | **(2,296)** | **7,554** | **(1,025)** | **(152)** | – | **4,592** |
| **Other comprehensive income** | | | | | | | |
| Currency translation differences | – | – | – | **(8)** | – | – | **(8)** |
| Reclassification of cumulative currency translation differences on sale of businesses | – | – | – | **69** | – | – | **69** |
| Tax credit on items relating to the components of other comprehensive income | – | – | – | **1** | – | – | **1** |
| **Total other comprehensive income for the year** | – | – | – | **62** | – | – | **62** |
| Change in fair value of non-controlling interest put options | – | – | – | – | **(3)** | – | **(3)** |
| Changes to non-controlling interests due to acquisitions and disposals | – | – | – | – | **(45)** | – | **(45)** |
| Reclassification of non-controlling interest put options reserve on exercise of put options | – | – | – | – | **6** | – | **6** |
| Cost of shares transferred to employees | – | **72** | – | – | – | – | **72** |
| Purchase of own shares – share buyback | – | **4** | – | – | – | – | **4** |
| **At 30 September 2025** | **511** | **(2,220)** | **7,554** | **(963)** | **(194)** | – | **4,688** |

1. Includes a loss of $615m in relation to the balance remaining in the foreign currency translation reserve from net investment hedging relationships for which hedge accounting continues to apply.

| Other reserves | Capital redemption reserve $m | Own shares reserve $m | Merger reserve $m | Translation reserve[1] $m | Non-controlling interest put options reserve $m | Revaluation reserve $m | Total $m |
|---|---|---|---|---|---|---|---|
| At 1 October 2023 | 511 | (1,848) | 7,554 | (1,544) | (105) | 14 | 4,582 |
| Other comprehensive income | | | | | | | |
| Currency translation differences | – | – | – | 267 | – | – | 267 |
| Reclassification of cumulative currency translation differences on sale of businesses | – | – | – | 250 | – | – | 250 |
| Tax credit on items relating to the components of other comprehensive income | – | – | – | 2 | – | – | 2 |
| Total other comprehensive income for the year | – | – | – | 519 | – | – | 519 |
| Change in fair value of non-controlling interest put options | – | – | – | – | 7 | – | 7 |
| Changes to non-controlling interests due to acquisitions and disposals | – | – | – | – | (54) | – | (54) |
| Reclassification of revaluation reserve on sale of businesses | – | – | – | – | – | (14) | (14) |
| Cost of shares transferred to employees | – | 64 | – | – | – | – | 64 |
| Purchase of own shares – share buyback[2] | – | (512) | – | – | – | – | (512) |
| At 30 September 2024 | 511 | (2,296) | 7,554 | (1,025) | (152) | – | 4,592 |

1. Includes a loss of $566m in relation to the balance remaining in the foreign currency translation reserve from net investment hedging relationships for which hedge accounting continues to apply.
2. The difference between the $512m charged to the own shares reserve during the year and the $577m cash outflow in respect of share buybacks (see page 101) reflects a $119m creditor at 30 September 2024 in respect of the $500m share buyback announced in November 2023, less a $184m creditor at 30 September 2023 in respect of the share buyback announced in May 2023.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 26 Share-based payments

### Significant accounting policy

The Group issues equity-settled share-based payments to certain employees, which are measured at fair value at the date of grant using option pricing models. The fair value is expensed on a straight-line basis over the vesting period based on the Group's estimate of the number of shares expected to vest.

## Income statement expense

The Group recognised a charge of $82m (2024: $68m) in respect of share-based payments. All share-based payment plans are equity-settled. The charge is broken down by share-based payment plan as follows:

| Share-based payment charge | 2025 $m | 2024 $m |
|---|---|---|
| Long-term incentive plans | **73** | 59 |
| Restricted shares | **8** | 8 |
| Deferred Bonus Plan | **1** | 1 |
| **Total** | **82** | 68 |

## Long-term incentive plans (LTIP)

Full details of The Compass Group PLC Long Term Incentive Plan 2018 (2018 LTIP) can be found in the Directors' Remuneration Report on pages 61 to 79.

The following table shows the movements in shares during the year:

| Long-term incentive plans | 2025 Number of shares | 2024 Number of shares |
|---|---|---|
| Outstanding at 1 October | **9,047,467** | 8,878,102 |
| Awarded | **3,062,762** | 3,024,294 |
| Notional Dividend Shares awarded[1] | **161,050** | 182,806 |
| Vested | **(3,056,699)** | (2,528,072) |
| Lapsed | **(289,270)** | (509,663) |
| **Outstanding at 30 September** | **8,925,310** | 9,047,467 |

1. Eligible awards granted under the 2018 LTIP accrue dividends in the form of Notional Dividend Shares.

The following Executive Committee and leadership LTIP awards were made under the terms of the 2018 LTIP during the year:

| LTIP awards | 2025 Award date | 2025 Fair value |
|---|---|---|
| Executive Committee | **3 Dec 2024** | **1,997.27p** |
| Leadership | **3 Dec 2024** | **1,960.35p** |
| Executive Committee[1] | **12 Feb 2025** | **1,978.66p** |
| Leadership | **19 May 2025** | **1,930.34p** |

1. Executive directors only.

| LTIP awards | 2024 Award date | 2024 Fair value |
|---|---|---|
| Executive Committee | 1 Dec 2023 | 1,474.16p |
| Leadership | 1 Dec 2023 | 1,656.36p |
| Leadership | 20 May 2024 | 2,097.80p |

The vesting conditions of the LTIP awards are included in the Directors' Remuneration Report. The fair value of awards subject to Adjusted Free Cash Flow (AFCF) and Return on Capital Employed (ROCE) performance targets is calculated using the Black-Scholes option pricing model. The vesting probability of these non-market conditions has been assessed based on the AFCF and ROCE forecasts. The fair value of awards subject to Total Shareholder Return (TSR) performance targets is calculated using the Monte Carlo model.

The following assumptions were used in calculating the fair value of LTIP awards made during the year:

| Weighted average assumptions – long-term incentive plans | 2025 | 2024 |
|---|---|---|
| Expected volatility[1] | **19.6%** | 22.2% |
| Risk-free interest rate | **4.3%** | 4.1% |
| Expected life | **3.0 years** | 3.0 years |
| Share price at date of grant | **2,693.20p** | 2,036.36p |

1. Expected volatility is calculated based on the Group's weekly share price during the three years prior to the date of each award.

# 26 Share-based payments *continued*

Eligible awards granted under the 2018 LTIP accrue dividends in the form of Notional Dividend Shares. Accordingly, the dividend yield in the fair value calculation is nil.

The weighted average share price at the date of vesting for the 3,056,699 shares (2024: 2,528,072) that vested during the year was 2,680.00p (2024: 2,037.92p).

The LTIP awards outstanding at the end of the year have a weighted average remaining contractual life of 1.2 years (2024: 1.2 years).

## Restricted shares

Restricted shares are awarded to certain employees in order to incentivise the achievement of particular business objectives under specific circumstances or where similar shares have been forfeited by a new employee on joining the Group. The plan can take different forms, such as an award of shares dependent on service or achievement of specific performance conditions other than service.

The following table shows the movements in shares during the year:

| Restricted shares | 2025 Number of shares | 2024 Number of shares |
|---|---|---|
| Outstanding at 1 October | **793,615** | 825,280 |
| Awarded | **397,425** | 342,180 |
| Notional Dividend Shares awarded[1] | **13,481** | 15,584 |
| Vested | **(356,711)** | (304,146) |
| Lapsed | **(16,589)** | (85,283) |
| **Outstanding at 30 September** | **831,221** | 793,615 |

1. Eligible awards granted under the Restricted Share Award Plan accrue dividends in the form of Notional Dividend Shares.

The following assumptions were used in calculating the fair value of restricted share awards made during the year:

| Weighted average assumptions – restricted shares | 2025 | 2024 |
|---|---|---|
| Expected volatility[1] | **18.6%** | 21.5% |
| Risk-free interest rate | **4.4%** | 4.1% |
| Expected life | **2.5 years** | 2.4 years |
| Share price at date of grant | **2,675.74p** | 2,101.49p |

1. Expected volatility is calculated based on the Group's weekly share price during the three years prior to the date of each award.

Eligible awards granted under the Restricted Share Award Plan accrue dividends in the form of Notional Dividend Shares. Accordingly, the dividend yield in the fair value calculation is nil.

The weighted average share price at the date of vesting for the 356,711 shares (2024: 304,146) that vested during the year was 2,658.06p (2024: 2,074.05p).

## Deferred Bonus Plan

The Deferred Bonus Plan (DBP) is used to facilitate the grant of deferred bonus shares to executive directors. The first awards under the DBP were made in December 2023.

The following table shows the movements in shares during the year:

| Deferred Bonus Plan | 2025 Number of shares | 2024 Number of shares |
|---|---|---|
| Outstanding at 1 October | **56,866** | – |
| Awarded | **62,857** | 88,931 |
| Vested | – | (32,065) |
| **Outstanding at 30 September** | **119,723** | 56,866 |

# 27 Acquisition, sale and closure of businesses

### Significant accounting policy

#### Business acquisitions

The acquisition of subsidiaries is accounted for using the purchase method. The cost of acquisition is measured at the aggregate of the fair values, at the date of exchange, of assets given, liabilities incurred or assumed and equity instruments issued.

Identifiable assets acquired and liabilities and contingent liabilities assumed are recognised at the fair values at the acquisition date, except for non-current assets (or disposal groups) that are classified as held for sale which are recognised and measured at fair value less costs to sell.

The cost of the acquisition in excess of the Group's interest in the net fair value of the identifiable net assets acquired is recorded as goodwill. If the cost of the acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the consolidated income statement.

Where not all the equity of a subsidiary is acquired, the non-controlling interest is recognised either at fair value or at the non-controlling interest's proportionate share of the net assets of the subsidiary. This election is made for each acquisition. Put options over non-controlling interests are recognised as a financial liability measured at fair value, which is re-evaluated at each year end with a corresponding entry in the non-controlling interest put options reserve.

#### Business disposals

The Group ceases to consolidate a subsidiary when it has lost control. Upon losing control of a subsidiary, a gain or loss is recognised in the consolidated income statement which includes any cumulative currency translation differences previously recognised in other comprehensive income. Any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss.

#### Assets held for sale

Non-current assets and disposal groups are classified as held for sale if the carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable, management is committed to a sale plan, the asset is available for immediate sale in its present condition and the sale is expected to be completed within one year from the date of classification.

Assets held for sale are measured at the lower of carrying value and fair value less costs to sell. Goodwill is allocated to the held-for-sale business on a relative fair value basis where this business forms part of a larger CGU. Investments in joint ventures and associates that have been classified as held for sale are no longer accounted for using the equity method.

If the non-current asset or disposal group that ceases to be classified as held for sale is a subsidiary, joint venture or associate, prior year comparatives are restated for the periods since classification as held for sale and accounted for retrospectively.

# 27 Acquisition, sale and closure of businesses *continued*

## Acquisition of businesses

The total cash spent on the acquisition of subsidiaries during the year, net of cash acquired, was $1,485m (2024: $1,256m), including $145m (2024: $431m) on the repayment of borrowings acquired through business acquisitions, $274m (2024: $61m) of deferred and contingent consideration and other payments relating to businesses acquired in previous years, and $89m (2024: $41m) of acquisition transaction costs included in net cash flow from operating activities.

The Group made two individually material acquisitions during the year (Dupont Restauration and 4Service). Detailed disclosures in respect of these acquisitions are provided below.

### Dupont Restauration

On 31 October 2024, the Group acquired 100% of the issued share capital of DR Holding (trading as Dupont Restauration), a provider of contract catering services in France, for cash consideration of €198m ($215m) net of cash acquired. The cash consideration excludes third-party debt acquired and repaid on the date of acquisition of €64m ($69m).

The goodwill of $144m represents the premium the Group has paid to acquire a company that complements its existing businesses and creates significant opportunities for synergies, including economies of scale in purchasing and overhead cost savings.

The fair value of net assets acquired includes $160m in respect of other intangible assets which mainly relate to brands ($28m) and client contracts ($130m). The brands were valued using the relief from royalty method, with the key assumptions being forecast revenue, royalty rate, useful life and discount rate. The client contracts were valued using the multi-period excess earnings method, with the key assumptions being forecast operating profit, attrition rate, useful life and discount rate. The intangible assets were valued by independent valuation experts.

The acquisition did not have a material impact on the Group's revenue or profit for the year. If the acquisition had occurred on 1 October 2024, it would not have had a material impact on the Group's revenue or profit for the year.

### 4Service

On 17 January 2025, the Group acquired 100% of the issued share capital of 4Service Holding (trading as 4Service), a provider of catering and facility management services in Norway, for cash consideration of NOK 3,964m ($343m) net of cash acquired. The cash consideration excludes third-party debt acquired and repaid on the date of acquisition of NOK 854m ($74m).

The goodwill of $298m represents the premium the Group has paid to acquire a company that complements its existing businesses and enhances its capabilities, as well as creating significant opportunities for synergies, including economies of scale in purchasing, overhead cost savings and cross-selling opportunities with existing clients.

The fair value of net assets acquired includes $218m in respect of other intangible assets which mainly relate to brands ($57m) and client contracts ($157m). The brands were valued using the relief from royalty method, with the key assumptions being forecast revenue, royalty rate, useful life and discount rate. The client contracts were valued using the multi-period excess earnings method, with the key assumptions being forecast operating profit, attrition rate, useful life and discount rate. The intangible assets were valued by independent valuation experts.

The acquisition did not have a material impact on the Group's revenue or profit for the year. If the acquisition had occurred on 1 October 2024, it would not have had a material impact on the Group's revenue or profit for the year.

# 27 Acquisition, sale and closure of businesses *continued*

## All acquisitions

A summary of the Dupont Restauration and 4Service acquisitions, together with all acquisitions completed during the year in aggregate, is presented below:

| Acquisition of businesses | Dupont Restauration $m | 4Service $m | Others $m | Total $m |
|---|---|---|---|---|
| **Net assets acquired** | | | | |
| Other intangible assets | 160 | 218 | 306 | 684 |
| Costs to obtain and fulfil contracts | – | – | 3 | 3 |
| Right-of-use assets | 14 | 52 | 18 | 84 |
| Property, plant and equipment | 11 | 8 | 28 | 47 |
| Trade and other receivables | 78 | 64 | 45 | 187 |
| Deferred tax assets | – | – | 1 | 1 |
| Inventories | 6 | 5 | 11 | 22 |
| Cash and cash equivalents | 37 | 47 | 37 | 121 |
| Borrowings | (69) | (74) | (4) | (147) |
| Lease liabilities | (14) | (52) | (18) | (84) |
| Provisions | (6) | (1) | – | (7) |
| Current tax liabilities | (1) | (5) | (1) | (7) |
| Trade and other payables | (66) | (118) | (72) | (256) |
| Post-employment benefit obligations | (3) | – | – | (3) |
| Deferred tax liabilities | (39) | (47) | (15) | (101) |
| **Fair value of net assets acquired** | 108 | 97 | 339 | 544 |
| Less: Non-controlling interests | – | (5) | (27) | (32) |
| Goodwill | 144 | 298 | 248 | 690 |
| **Total consideration** | 252 | 390 | 560 | 1,202 |
| **Satisfied by** | | | | |
| Cash consideration paid | 252 | 390 | 456 | 1,098 |
| Deferred and contingent consideration payable | – | – | 95 | 95 |
| Settlement of pre-existing relationship | – | – | 2 | 2 |
| Non-controlling interest put options payable | – | – | 7 | 7 |
| **Total consideration** | 252 | 390 | 560 | 1,202 |
| **Cash flow** | | | | |
| Cash consideration paid | 252 | 390 | 456 | 1,098 |
| Less: Cash and cash equivalents acquired | (37) | (47) | (37) | (121) |
| **Cash consideration net of cash acquired** | 215 | 343 | 419 | 977 |
| Add: Repayment of borrowings acquired through business acquisitions[1] | 69 | 74 | 2 | 145 |
| Add: Acquisition transaction costs[2] | 8 | 14 | 67 | 89 |
| **Net cash outflow arising on acquisition** | 292 | 431 | 488 | 1,211 |
| Deferred and contingent consideration and other payments relating to businesses acquired in previous years | – | – | 274 | 274 |
| **Total cash outflow from purchase of subsidiary companies** | 292 | 431 | 762 | 1,485 |
| **Consolidated cash flow statement** | | | | |
| Net cash flow from operating activities[2] | 8 | 14 | 67 | 89 |
| Net cash flow from investing activities | 215 | 343 | 693 | 1,251 |
| Net cash flow from financing activities[1] | 69 | 74 | 2 | 145 |
| **Total cash outflow from purchase of subsidiary companies** | 292 | 431 | 762 | 1,485 |

1. Repayment of borrowings acquired through business acquisitions is included in net cash flow from financing activities.
2. Acquisition transaction costs are included in net cash flow from operating activities.

# 27 Acquisition, sale and closure of businesses *continued*

Contingent consideration is an estimate at the date of acquisition of the amount of additional consideration that will be payable in the future. The actual amount paid can vary from the estimate depending on the terms of the transaction and, for example, the actual performance of the acquired business.

The goodwill arising on the acquisition of the businesses represents the premium the Group has paid to acquire companies which complement its existing businesses and create significant opportunities for cross-selling and other synergies. The goodwill arising is not expected to be deductible for tax purposes.

The acquisitions did not have a material impact on the Group's revenue or profit for the year. If the acquisitions had occurred on 1 October 2024, they would not have had a material impact on the Group's revenue or profit for the year.

In July 2025, the Group announced that it had agreed to acquire Vermaat Groep B.V., subject to regulatory approval, for an enterprise value of approximately €1.5bn ($1.8bn).

## Sale and closure of businesses

The Group has recognised a net loss of $31m (2024: $203m) on the sale and closure of businesses, including exit costs of $25m (2024: $92m). Activity in the year includes the sale of the Group's businesses in Chile, Colombia, Mexico and Kazakhstan.

A summary of business disposals completed during the year is presented in aggregate below:

| Sale and closure of businesses | 2025 $m | 2024 $m |
|---|---|---|
| **Net assets disposed** | | |
| Goodwill | **14** | 71 |
| Other intangible assets | **2** | 13 |
| Costs to obtain and fulfil contracts | **1** | – |
| Right-of-use assets | **7** | 4 |
| Property, plant and equipment | **23** | 26 |
| Interest in joint ventures and associates | **3** | 61 |
| Trade and other receivables | **162** | 200 |
| Deferred tax assets | **18** | 14 |
| Inventories | **13** | 21 |
| Tax recoverable | **12** | 1 |
| Cash and cash equivalents | **36** | 30 |
| Assets held for sale | – | 5 |
| Lease liabilities | **(6)** | (4) |
| Provisions | **(8)** | (14) |
| Current tax liabilities | **(12)** | (15) |
| Trade and other payables | **(156)** | (210) |
| **Net assets disposed** | **109** | 203 |
| **Consolidated income statement** | | |
| Cash consideration | **241** | 319 |
| Deferred consideration[1] | **(69)** | 24 |
| Less: Net assets disposed | **(109)** | (203) |
| Less: Exit costs | **(25)** | (92) |
| Less: Loss on step acquisitions | – | (1) |
| Less: Reclassification of cumulative currency translation differences on sale of businesses[2] | **(69)** | (250) |
| **Net loss on sale and closure of businesses** | **(31)** | (203) |
| **Consolidated cash flow statement** | | |
| Cash consideration received | **241** | 319 |
| Tax payments arising on disposal of businesses | **(13)** | (35) |
| Exit costs paid | **(26)** | (29) |
| Cash and cash equivalents disposed | **(36)** | (30) |
| **Net proceeds from sale of subsidiary companies, joint ventures and associates net of exit costs** | **166** | 225 |

1. Includes deferred consideration received of $95m (2024: $13m).
2. Includes cumulative foreign exchange losses of $1m (2024: gains of $8m) on net investment hedges (see note 20).

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 28 Reconciliation of operating profit to cash generated from operations

| Reconciliation of operating profit to cash generated from operations | 2025 $m | 2024 $m |
|---|---|---|
| **Operating profit before joint ventures and associates** | **2,927** | 2,540 |
| *Adjustments for:* | | |
| Acquisition-related charges[1] | **269** | 194 |
| Charges related to the strategic portfolio review | **3** | 170 |
| One-off pension charge | **11** | 8 |
| Amortisation – other intangible assets[2] | **183** | 150 |
| Amortisation – contract fulfilment assets | **338** | 306 |
| Amortisation – contract prepayments | **112** | 94 |
| Depreciation – right-of-use assets | **262** | 220 |
| Depreciation – property, plant and equipment | **407** | 374 |
| Unwind of costs to obtain contracts | **39** | 33 |
| Impairment losses – non-current assets[3] | **8** | 10 |
| Impairment reversals – non-current assets[3] | **–** | (7) |
| Gain on disposal of property, plant and equipment/intangible assets/contract fulfilment assets | **–** | (5) |
| Other non-cash changes | **(8)** | – |
| (Decrease)/increase in provisions | **(1)** | 7 |
| Investment in contract prepayments | **(197)** | (213) |
| Increase in costs to obtain contracts[4] | **(60)** | (47) |
| Post-employment benefit obligations net of service costs | **11** | 7 |
| Share-based payments – charged to profit | **82** | 68 |
| **Operating cash flow before movements in working capital** | **4,386** | 3,909 |
| Increase in inventories | **(64)** | (36) |
| Increase in receivables | **(444)** | (670) |
| Increase in payables | **468** | 892 |
| **Cash generated from operations** | **4,346** | 4,095 |

1. Includes amortisation and impairment of acquisition intangibles. Excludes acquisition transaction costs of $88m (2024: $41m) as acquisition transaction costs are included in net cash flow from operating activities.
2. Excludes amortisation of acquisition intangibles.
3. Excludes impairment losses of $13m (2024: $156m) and impairment reversals of $7m (2024: $nil) included in charges related to the strategic portfolio review.
4. Cash payments in respect of contract balances are classified as cash flows from operating activities, with the exception of contract fulfilment assets which are classified as cash flows from investing activities as they arise out of cash payments in relation to assets that will generate long-term economic benefits. During the year, the purchase of contract fulfilment assets classified as cash flows from investing activities was $492m (2024: $508m).

# 29 Movements in assets and liabilities arising from financing activities

| Movements for the year ended 30 September 2025 | 1 October 2024 $m | Cash (inflow)/ outflow $m | Other non-cash movements $m | New lease liabilities and amendments $m | Currency translation losses $m | 30 September 2025 $m |
|---|---|---|---|---|---|---|
| Borrowings (excluding bank overdrafts) | (4,526) | (530) | (160) | – | (147) | (5,363) |
| Lease liabilities | (1,315) | 265 | (84) | (411) | (21) | (1,566) |
| Derivative financial instruments | (103) | 138 | (11) | – | (25) | (1) |
| **Net movement in assets and liabilities arising from financing activities** | | (127) | | | | |
| Purchase of own shares – share buyback | | 115 | | | | |
| Purchase of non-controlling interests | | 2 | | | | |
| Dividends paid to equity shareholders | | 1,047 | | | | |
| Dividends paid to non-controlling interests | | 8 | | | | |
| **Net cash flow from financing activities** | | 1,045 | | | | |

| Movements for the year ended 30 September 2024 | 1 October 2023 $m | Cash outflow/ (inflow) $m | Other non-cash movements $m | New lease liabilities and amendments $m | Currency translation (losses)/gains $m | 30 September 2024 $m |
|---|---|---|---|---|---|---|
| Borrowings (excluding bank overdrafts) | (3,915) | 211 | (610) | – | (212) | (4,526) |
| Lease liabilities | (1,153) | 227 | (25) | (325) | (39) | (1,315) |
| Derivative financial instruments | (221) | (46) | 115 | – | 49 | (103) |
| Net movement in assets and liabilities arising from financing activities | | 392 | | | | |
| Purchase of own shares – share buyback | | 577 | | | | |
| Dividends paid to equity shareholders | | 963 | | | | |
| Dividends paid to non-controlling interests | | 10 | | | | |
| Net cash flow from financing activities | | 1,942 | | | | |

Other non-cash movements are as follows:

| Other non-cash movements | 2025 $m | 2024 $m |
|---|---|---|
| Borrowings acquired through business acquisitions | (147) | (431) |
| Amortisation of fees and discounts on issue of debt | (5) | (4) |
| Changes in fair value of borrowings in a fair value hedge | (8) | (175) |
| **Borrowings** | (160) | (610) |
| Lease liabilities classified as held for sale at 30 September 2024[1] | (6) | 6 |
| Lease liabilities acquired through business acquisitions | (84) | (35) |
| Lease liabilities derecognised on sale and closure of businesses[1] | 6 | 4 |
| **Lease liabilities** | (84) | (25) |
| **Changes in fair value of derivative financial instruments** | (11) | 115 |
| **Total** | (255) | (520) |

1. The assets and liabilities of the businesses classified as held for sale at 30 September 2024 were sold during 2025 and are included in sale and closure of businesses (see note 27).

# 30 Contingent liabilities

### Significant accounting policy

Provisions for legal and other claims are recognised when the Group has a present obligation as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. Where it is possible that a settlement will be reached or it is not possible to make a reliable estimate of the amount of the obligation, no provision is recognised, but appropriate disclosure as a contingent liability is made.

## Performance bonds, guarantees and indemnities

The Company and certain subsidiary undertakings have, in the normal course of business, given guarantees and entered into counter-indemnities in respect of such guarantees relating to the Group's own contracts and/or the Group's share of certain contractual obligations of joint arrangements and associates. Where the Group enters into such arrangements, it does so in order to provide assurance to the beneficiary, typically the client, that it will fulfil its contractual obligations, rather than to provide an insurance contract to compensate the client in the event that it does not fulfil those contractual obligations. The issue of such guarantees and indemnities does not increase the Group's overall exposure and is not in scope of IFRS 17 Insurance Contracts.

## Litigation and claims

The Group is involved in various legal proceedings incidental to the nature of its business and maintains insurance cover to reduce financial risk associated with claims related to these proceedings. Where appropriate, provisions are made to cover any potential uninsured losses.

Although it is not possible to predict the outcome or quantify the financial effect of these proceedings, or any claim against the Group related thereto, in the opinion of the directors, any uninsured losses resulting from the ultimate resolution of these matters will not have a material effect on the financial position of the Group. The timing of the settlement of these proceedings or claims is uncertain.

During the period of the Group's ownership of its business in Brazil, which was sold in 2024, the federal tax authorities issued notices of deficiency in respect of 2014 and 2017 relating primarily to the PIS/COFINS treatment of certain food costs which we formally objected to and which are proceeding through the appeals process. At 30 September 2025, the total amount assessed in respect of these matters is $86m, including interest and penalties. The possibility of further notices of deficiency for subsequent years during the period of the Group's ownership cannot be ruled out and the judicial process is likely to take a number of years to conclude. Based on the opinion of our local legal advisers, we do not currently consider it likely that we will have to settle a liability with respect to these matters and, on this basis, no provision has been recorded.

The Group is currently subject to audits and reviews in a number of countries that primarily relate to complex corporate tax issues. None of these audits is currently expected to have a material impact on the Group's financial position. We continue to engage with tax authorities and other regulatory bodies on payroll and sales tax reviews, and compliance with labour laws and regulations.

## Food safety

In the ordinary course of business, food safety incidents are identified from time to time and our businesses' operations receive external reviews of their food hygiene and safety practices, both on a periodic basis and in connection with identified incidents. At any point, a number of reviews will be ongoing. Although it is not possible to predict the outcome or quantify the financial effect of the outcome of these reviews, or any claim against Group companies related thereto, in the opinion of the directors, any uninsured losses resulting from the ultimate resolution of these ongoing reviews are not expected to have a material effect on the financial position of the Group. The timing of the outcome of these reviews is generally uncertain.

# 31 Commitments

| Contracted for but not provided for | 2025 $m | 2024 $m |
|---|---|---|
| Client contract intangibles | **92** | 89 |
| Contract balances | **895** | 790 |
| Property, plant and equipment | **51** | 70 |
| **Total** | **1,038** | 949 |

# 32 Related party transactions

The following transactions were carried out with related parties of Compass Group PLC:

## Subsidiaries

Transactions between the ultimate parent company and its subsidiaries, and between subsidiaries, have been eliminated on consolidation.

## Joint ventures

There were no significant transactions between joint ventures or joint venture partners and the rest of the Group during the year.

## Associates

There were no significant transactions with associated undertakings during the year.

## Key management personnel

The remuneration of directors and key management personnel is set out in note 4. During the year, there were no other material transactions or balances between the Group and its key management personnel or members of their close families.

## Post-employment benefit schemes

Details of the Group's post-employment benefit schemes are set out in note 24.

# 33 Post-balance sheet events

On 24 November 2025, a final dividend in respect of 2025 of 43.3c per share, $735m in aggregate, was proposed.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 34 Non-GAAP measures

## Introduction

The Executive Committee manages and assesses the performance of the Group using various underlying and other Alternative Performance Measures (APMs). These measures are not defined by International Financial Reporting Standards (IFRS) or other generally accepted accounting principles (GAAP) and may not be directly comparable with APMs used by other companies. Underlying measures reflect ongoing trading and, therefore, facilitate meaningful year-on-year comparison. The Group's APMs, together with the results prepared in accordance with IFRS, provide comprehensive analysis of the Group's results. Accordingly, the relevant statutory measures are also presented where appropriate. Certain of the Group's APMs are financial Key Performance Indicators (KPIs) which measure progress against our strategy.

In determining the adjustments to arrive at underlying results, we use a set of established principles relating to the nature and materiality of individual items or groups of items, including, for example, events which: (i) are outside the normal course of business; (ii) are incurred in a pattern that is unrelated to the trends in the underlying financial performance of our ongoing business; or (iii) are related to business acquisitions or disposals as they are not part of the Group's ongoing trading business and the associated cost impact arises from the transaction rather than from the continuing business.

## Definitions

| Measure | Definition | Purpose |
|---|---|---|
| **Income statement** | | |
| **Underlying revenue** | Revenue plus share of revenue of joint ventures. | Allows management to monitor the sales performance of the Group's subsidiaries and joint ventures. |
| **Underlying operating profit** | Operating profit excluding specific adjusting items[2]. | Provides a measure of operating profitability that is comparable over time. |
| **Underlying operating margin[1]** | Underlying operating profit divided by underlying revenue. | An important measure of the efficiency of our operations in delivering great food and support services to our clients and consumers. |
| **Organic revenue[1]** | Current year: Underlying revenue excluding businesses acquired, sold and closed in the year. Prior year: Underlying revenue including a pro forma 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.<br><br>Where applicable, a 53rd week is excluded from the current or prior year. | Embodies our success in growing and retaining our customer base, as well as our ability to drive volumes in our existing businesses and maintain appropriate pricing levels in light of input cost inflation. |
| **Organic operating profit** | Current year: Underlying operating profit excluding businesses acquired, sold and closed in the year. Prior year: Underlying operating profit including a pro forma 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.<br><br>Where applicable, a 53rd week is excluded from the current or prior year. | Provides a measure of operating profitability that is comparable over time. |
| **Underlying finance costs** | Finance costs excluding specific adjusting items[2]. | Provides a measure of the Group's cost of financing excluding items outside of the control of management. |
| **Underlying profit before tax** | Profit before tax excluding specific adjusting items[2]. | Provides a measure of Group profitability that is comparable over time. |
| **Underlying income tax expense** | Income tax expense excluding tax attributable to specific adjusting items[2]. | Provides a measure of income tax expense that is comparable over time. |
| **Underlying effective tax rate** | Underlying income tax expense divided by underlying profit before tax. | Provides a measure of the effective tax rate that is comparable over time. |

1. Key Performance Indicator.
2. See pages 159 to 161 for definitions of the specific adjusting items and a reconciliation from the statutory to the underlying income statement.

# 34 Non-GAAP measures *continued*

## Definitions (continued)

| Measure | Definition | Purpose |
|---|---|---|
| **Income statement (continued)** | | |
| **Underlying profit for the year** | Profit for the year excluding specific adjusting items[2] and tax attributable to those items. | Provides a measure of Group profitability that is comparable over time. |
| **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. | Provides a measure of Group profitability that is comparable over time. |
| **Underlying earnings per share[1]** | Earnings per share excluding specific adjusting items[2] and tax attributable to those items. | Measures the performance of the Group in delivering value to shareholders. |
| **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. | Provides a measure of Group operating profitability that is comparable over time. |
| **Underlying EBITDA** | Underlying operating profit excluding underlying impairment, depreciation and amortisation of intangible assets, tangible assets and contract-related assets. | Provides a measure of Group operating profitability that is comparable over time. |
| **Balance sheet** | | |
| **Net debt** | Bank overdrafts, bank and other borrowings, lease liabilities and derivative financial instruments, less cash and cash equivalents. | Allows management to monitor the indebtedness of the Group. |
| **Net debt to EBITDA** | Net debt divided by underlying EBITDA. | Provides a measure of the Group's ability to finance and repay its debt from its operations. |
| **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. | Provides a measure of the Group's efficiency in allocating its capital to profitable investments. |
| **Return on Capital Employed (ROCE)[1]** | NOPAT divided by 12-month average capital employed. | ROCE demonstrates how we have delivered against the various investments we make in the business, be it operational expenditure, capital expenditure or bolt-on acquisitions. |
| **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. | Provides a measure of expenditure on long-term intangible, tangible and contract-related assets, net of the proceeds from disposal of intangible, tangible and contract-related 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, and cash payments related to specific adjusting items[2]. | Provides a measure of the success of the Group in turning profit into cash that is comparable over time. |

1. Key Performance Indicator.
2. See pages 159 to 161 for definitions of the specific adjusting items and a reconciliation from the statutory to the underlying income statement.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 34 Non-GAAP measures *continued*

## Definitions (continued)

| Measure | Definition | Purpose |
|---|---|---|
| **Cash flow (continued)** | | |
| **Underlying operating cash flow conversion** | Underlying operating cash flow divided by underlying operating profit. | Provides a measure of the success of the Group in turning profit into cash that is comparable over time. |
| **Free cash flow**[3] | 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 non-trade investments, proceeds from sale of other non-trade investments, dividends received from joint ventures and associates, interest received, repayment of principal under lease liabilities and dividends paid to non-controlling interests. | Provides a measure of the success of the Group in turning profit into cash that is comparable over time. |
| **Underlying free cash flow**[1] | Free cash flow excluding cash payments related to specific adjusting items[2]. | Provides a measure of the success of the Group in turning profit into cash that is comparable over time. |
| **Underlying free cash flow conversion** | Underlying free cash flow divided by underlying profit for the year. | Provides a measure of the success of the Group in turning profit into cash that is comparable over time. |
| **Underlying cash tax rate** | Net tax paid included in net cash flow from operating activities divided by underlying profit before tax. | Provides a measure of the cash tax rate that is comparable over time. |
| **Business growth** | | |
| **New business** | Current year underlying revenue for the period in which no revenue had been recognised in the prior year. | The measure of incremental revenue in the current year from new business. |
| **Lost business** | Prior year underlying revenue for the period in which no revenue has been recognised in the current year. | The measure of lost revenue in the current year from ceased business. |
| **Net new business** | New business minus lost business as a percentage of prior year organic revenue. | The measure of net incremental revenue in the current year from business wins and losses. |
| **Retention** | 100% minus lost business as a percentage of prior year organic revenue. | The measure of our success in retaining business. |

1. Key Performance Indicator.
2. See pages 159 to 161 for definitions of the specific adjusting items and a reconciliation from the statutory to the underlying income statement.
3. The definition of free cash flow has been clarified to confirm that it excludes the purchase of trade investments and the proceeds from the sale of trade investments.

# 34 Non-GAAP measures *continued*

## Reconciliations

### Income statement

Underlying revenue and operating profit are reconciled to GAAP measures in note 2 (segmental analysis).

| Organic revenue | Geographical segments<br>North America<br>$m | <br>International[1]<br>$m | Total<br>$m |
|---|---|---|---|
| **Year ended 30 September 2025** | | | |
| **Underlying revenue** | **31,417** | **14,710** | **46,127** |
| Organic adjustments | **(96)** | **(1,024)** | **(1,120)** |
| **Organic revenue** | **31,321** | **13,686** | **45,007** |
| **Year ended 30 September 2024** | | | |
| Underlying revenue | 28,581 | 13,595 | 42,176 |
| Currency adjustments | (38) | (11) | (49) |
| Underlying revenue – constant currency[2] | 28,543 | 13,584 | 42,127 |
| Organic adjustments | 161 | (880) | (719) |
| Organic revenue | 28,704 | 12,704 | 41,408 |
| | | | |
| **Increase in underlying revenue at reported rates – %** | **9.9%** | **8.2%** | **9.4%** |
| **Increase in underlying revenue at constant currency – %** | **10.1%** | **8.3%** | **9.5%** |
| **Increase in organic revenue – %** | **9.1%** | **7.7%** | **8.7%** |

| Organic operating profit | Geographical segments<br>North America<br>$m | <br>International[1]<br>$m | Central activities<br>$m | Total<br>$m |
|---|---|---|---|---|
| **Year ended 30 September 2025** | | | | |
| **Underlying operating profit/(loss)** | **2,582** | **904** | **(151)** | **3,335** |
| **Underlying operating margin – %** | **8.2%** | **6.1%** | | **7.2%** |
| Organic adjustments | **(4)** | **(69)** | – | **(73)** |
| **Organic operating profit/(loss)** | **2,578** | **835** | **(151)** | **3,262** |
| **Year ended 30 September 2024** | | | | |
| Underlying operating profit/(loss) | 2,335 | 807 | (144) | 2,998 |
| Underlying operating margin – % | 8.2% | 5.9% | | 7.1% |
| Currency adjustments | (2) | (6) | (4) | (12) |
| Underlying operating profit/(loss) – constant currency[2] | 2,333 | 801 | (148) | 2,986 |
| Organic adjustments | 11 | (69) | – | (58) |
| Organic operating profit/(loss) | 2,344 | 732 | (148) | 2,928 |
| | | | | |
| **Increase in underlying operating profit at reported rates – %** | **10.6%** | **12.0%** | | **11.2%** |
| **Increase in underlying operating profit at constant currency – %** | **10.7%** | **12.9%** | | **11.7%** |
| **Increase in organic operating profit – %** | **10.0%** | **14.1%** | | **11.4%** |

1. Our former Rest of World region now accounts for c.5% of the Group's revenue on a pro forma basis. With effect from 1 October 2024, the Group's internal management reporting structure changed to combine Rest of World with Europe to form a new International region. Comparative segmental financial information for 2024 has been re-presented.
2. Prior year amounts retranslated at current year average exchange rates.

| Underlying income statement | Notes | 2025 Statutory $m | Specific adjusting items<br>1 | <br>2 | <br>3 | <br>4 | <br>5 | 2025 Underlying $m |
|---|---|---|---|---|---|---|---|---|
| Operating profit | 2 | **2,964** | **357** | **11** | – | **3** | – | **3,335** |
| Net loss on sale and closure of businesses | 27 | **(31)** | – | – | – | **31** | – | – |
| Finance costs | 5 | **(349)** | **13** | – | – | – | **21** | **(315)** |
| **Profit before tax** | | **2,584** | **370** | **11** | – | **34** | **21** | **3,020** |
| Income tax expense | 6 | **(704)** | **(75)** | **(3)** | – | **17** | **(5)** | **(770)** |
| **Profit for the year** | | **1,880** | **295** | **8** | – | **51** | **16** | **2,250** |
| Less: Non-controlling interests | | **(12)** | – | – | – | – | – | **(12)** |
| **Profit attributable to equity shareholders** | | **1,868** | **295** | **8** | – | **51** | **16** | **2,238** |
| Earnings per share (cents) | 7 | **110.1c** | **17.4c** | **0.5c** | – | **3.0c** | **0.9c** | **131.9c** |
| Effective tax rate (%) | | **27.2%** | | | | | | **25.5%** |

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 34 Non-GAAP measures *continued*

## Reconciliations (continued)

| Underlying income statement | Notes | 2024 Statutory $m | Specific adjusting items 1 | 2 | 3 | 4 | 5 | 2024 Underlying $m |
|---|---|---|---|---|---|---|---|---|
| Operating profit | 2 | 2,584 | 235 | 8 | 1 | 170 | – | 2,998 |
| Net loss on sale and closure of businesses | 27 | (203) | – | – | – | 203 | – | – |
| Finance costs | 5 | (325) | 9 | – | – | – | 67 | (249) |
| Profit before tax | | 2,056 | 244 | 8 | 1 | 373 | 67 | 2,749 |
| Income tax expense | 6 | (642) | (43) | (2) | (1) | 1 | (15) | (702) |
| Profit for the year | | 1,414 | 201 | 6 | – | 374 | 52 | 2,047 |
| Less: Non-controlling interests | | (10) | – | – | – | – | – | (10) |
| Profit attributable to equity shareholders | | 1,404 | 201 | 6 | – | 374 | 52 | 2,037 |
| Currency adjustments | | | | | | | | (13) |
| Profit attributable to equity shareholders – constant currency | | | | | | | | 2,024 |
| Earnings per share (cents) | 7 | 82.3c | 11.8c | 0.4c | – | 22.0c | 3.0c | 119.5c |
| Earnings per share – constant currency (cents) | | | | | | | | 118.7c |
| Effective tax rate (%) | | 31.2% | | | | | | 25.5% |

Specific adjusting items are as follows:

### 1. Acquisition-related charges

Amortisation and impairment charges in respect of intangible assets acquired through business combinations, direct costs incurred through business combinations or other strategic asset acquisitions, business integration costs, changes in consideration in relation to past acquisition activity, other acquisition-related items, and net present value adjustments on deferred and contingent consideration payable on business acquisitions.

| Acquisition-related charges | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Amortisation – acquisition intangibles | 10 | **226** | 162 |
| Acquisition transaction costs | | **88** | 41 |
| Adjustment to contingent consideration payable on business acquisitions | 21 | **27** | 67 |
| Gains on bargain purchases | | – | (35) |
| Other | | **16** | – |
| **Net charge included in operating profit** | | **357** | 235 |
| Net present value adjustments – contingent consideration | 21 | **11** | 9 |
| Other | | **2** | – |
| **Net charge included in profit before tax** | | **370** | 244 |

### 2. One-off pension charge

Costs incurred in respect of the UK Plan insurance buy-in transaction.

### 3. Tax on share of profit of joint ventures

Reclassification of tax on share of profit of joint ventures to income tax expense.

### 4. Gains and losses on sale and closure of businesses and charges related to the strategic portfolio review

Profits and losses on the sale of subsidiaries, joint ventures and associates, exit costs on closure of businesses (see note 27) and charges in respect of a strategic portfolio review to focus on the Group's core markets.

| Gains and losses on sale and closure of businesses and charges related to the strategic portfolio review | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Other intangible assets[1] | 10 | **13** | 146 |
| Joint ventures and associates[2] | | **(7)** | 10 |
| **Net impairment losses** | | **6** | 156 |
| Provisions | | **(5)** | 14 |
| Other | | **2** | – |
| **Charges related to the strategic portfolio review** | | **3** | 170 |
| Net loss on sale and closure of businesses | 27 | **31** | 203 |
| **Net charge included in profit before tax** | | **34** | 373 |

1. In 2024, a $146m charge was recognised for the non-cash impairment of work-in-progress head office (non-client-related) computer software assets.
2. The impairment reversal in 2025 relates to an asset held for sale.

### 5. Other financing items

Financing items, including hedge accounting ineffectiveness, change in the fair value of derivatives held for economic hedging purposes, change in the fair value of investments and financing items relating to post-employment benefits.

# 34 Non-GAAP measures *continued*

## Reconciliations (continued)

| Other financing items | Notes | 2025 $m | 2024 $m |
|---|---|---|---|
| Dividends received from Rabbi Trust investments | 15 | **38** | 28 |
| Change in fair value of financial assets at fair value through profit or loss | 15 | **(4)** | 2 |
| Net losses on derivative financial instruments in a fair value hedge | | **(7)** | (3) |
| Net losses on derivative financial instruments in a net investment hedge | | **(13)** | (5) |
| Net gains/(losses) on derivative financial instruments at fair value through profit or loss | | **4** | (61) |
| Interest on net post-employment benefit obligations | 24 | **(38)** | (29) |
| Other | | **(1)** | 1 |
| **Net charge included in profit before tax** | | **(21)** | (67) |

| Net operating profit after tax (NOPAT) | 2025 $m | 2024 $m |
|---|---|---|
| **Underlying operating profit** | **3,335** | 2,998 |
| *Deduct:* | | |
| Tax on underlying operating profit at effective tax rate | **(847)** | (762) |
| Operating profit of non-controlling interests net of tax | **(12)** | (10) |
| **NOPAT** | **2,476** | 2,226 |

| Underlying EBITDA | 2025 $m | 2024 $m |
|---|---|---|
| **Underlying operating profit** | **3,335** | 2,998 |
| *Add back/(deduct):* | | |
| Depreciation of property, plant and equipment and right-of-use assets | **669** | 594 |
| Amortisation of other intangible assets, contract fulfilment assets and contract prepayments[1] | **633** | 550 |
| Impairment losses –non-current assets[2] | **8** | 10 |
| Impairment reversals –non-current assets[2] | **–** | (7) |
| **Underlying EBITDA** | **4,645** | 4,145 |

1. Excludes amortisation of acquisition intangibles.
2. Excludes impairment losses of $13m (2024: $156m) and impairment reversals of $7m (2024: $nil) included in charges related to the strategic portfolio review.

### Balance sheet

| Components of net debt | 2025 $m | 2024 $m |
|---|---|---|
| Borrowings | **(5,426)** | (4,596) |
| Lease liabilities | **(1,566)** | (1,315) |
| Derivative financial instruments | **(1)** | (103) |
| **Gross debt** | **(6,993)** | (6,014) |
| Cash and cash equivalents | **575** | 623 |
| **Net debt** | **(6,418)** | (5,391) |

| Net debt reconciliation | 2025 $m | 2024 $m |
|---|---|---|
| **Net decrease in cash and cash equivalents** | **(103)** | (296) |
| *(Deduct)/add back:* | | |
| Increase in borrowings | **(1,412)** | (1,381) |
| Repayment of borrowings | **737** | 1,161 |
| Repayment of borrowings acquired through business acquisitions | **145** | 431 |
| Net cash flow from derivative financial instruments | **138** | (46) |
| Repayment of principal under lease liabilities | **265** | 227 |
| **(Increase)/decrease in net debt from cash flows** | **(230)** | 96 |
| New lease liabilities and amendments | **(411)** | (325) |
| Borrowings acquired through business acquisitions | **(147)** | (431) |
| Amortisation of fees and discounts on issue of debt | **(5)** | (4) |
| Changes in fair value of borrowings in a fair value hedge | **(8)** | (175) |
| Lease liabilities acquired through business acquisitions | **(84)** | (35) |
| Lease liabilities derecognised on sale and closure of businesses | **6** | 4 |
| Changes in fair value of derivative financial instruments | **(11)** | 115 |
| Currency translation losses | **(171)** | (143) |
| **Increase in net debt** | **(1,061)** | (898) |
| Net debt at 1 October[1] | **(5,357)** | (4,459) |
| **Net debt at 30 September** | **(6,418)** | (5,357) |

1. Net debt at 1 October 2024 includes cash and lease liabilities of $34m classified as held for sale in the consolidated balance sheet at 30 September 2024.

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 34 Non-GAAP measures *continued*

## Reconciliations (continued)

| Net debt | 2025 $m | 2024 $m |
|---|---|---|
| Net debt[1] | (6,418) | (5,391) |
| *Add back:* | | |
| Cash and lease liabilities classified as held for sale | – | 34 |
| **Net debt at 30 September** | **(6,418)** | (5,357) |

1. As per the consolidated balance sheet.

| Net debt to EBITDA | 2025 $m | 2024 $m |
|---|---|---|
| Net debt | (6,418) | (5,391) |
| Underlying EBITDA | 4,645 | 4,145 |
| **Net debt to EBITDA (times)** | **1.4** | 1.3 |

| Return on Capital Employed (ROCE) | 2025 $m | 2024 $m |
|---|---|---|
| NOPAT | 2,476 | 2,226 |
| Average capital employed | 13,572 | 11,722 |
| **ROCE (%)** | **18.2%** | 19.0% |

### Cash flow

| Capital expenditure | 2025 $m | 2024 $m |
|---|---|---|
| Purchase of intangible assets | 347 | 329 |
| Purchase of contract fulfilment assets | 492 | 508 |
| Purchase of property, plant and equipment | 545 | 572 |
| Investment in contract prepayments | 197 | 213 |
| Proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets | (67) | (81) |
| **Capital expenditure** | **1,514** | 1,541 |

| Underlying operating cash flow | 2025 $m | 2024 $m |
|---|---|---|
| **Net cash flow from operating activities** | **3,366** | 3,135 |
| Purchase of intangible assets | (347) | (329) |
| Purchase of contract fulfilment assets | (492) | (508) |
| Purchase of property, plant and equipment | (545) | (572) |
| Proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets | 67 | 81 |
| Repayment of principal under lease liabilities | (265) | (227) |
| Share of results of joint ventures and associates | 37 | 44 |
| *Add back/(deduct):* | | |
| Interest paid | 327 | 267 |
| Net tax paid | 653 | 693 |
| Post-employment benefit obligations net of service costs | (11) | (7) |
| Cash payments related to specific adjusting items[1] | 114 | 65 |
| **Underlying operating cash flow** | **2,904** | 2,642 |

1. Primarily comprises acquisition transaction costs paid of $89m (2024: $41m).

| Underlying operating cash flow conversion | 2025 $m | 2024 $m |
|---|---|---|
| Underlying operating cash flow | 2,904 | 2,642 |
| Underlying operating profit | 3,335 | 2,998 |
| **Underlying operating cash flow conversion (%)** | **87.1%** | 88.1% |

# 34 Non-GAAP measures *continued*

## Reconciliations (continued)

| Free cash flow | 2025 $m | 2024 $m |
|---|---|---|
| **Net cash flow from operating activities** | **3,366** | 3,135 |
| Purchase of intangible assets | **(347)** | (329) |
| Purchase of contract fulfilment assets | **(492)** | (508) |
| Purchase of property, plant and equipment | **(545)** | (572) |
| Proceeds from sale of property, plant and equipment/intangible assets/contract fulfilment assets | **67** | 81 |
| Purchase of other investments | **(2)** | (2) |
| Proceeds from sale of other investments[1] | **11** | 3 |
| Dividends received from joint ventures and associates[2] | **43** | 65 |
| Interest received | **37** | 39 |
| Repayment of principal under lease liabilities | **(265)** | (227) |
| Dividends paid to non-controlling interests | **(8)** | (10) |
| **Free cash flow** | **1,865** | 1,675 |

1. 2024 excludes $327m received in respect of the sale of the Group's 19% effective interest in ASM Global Parent, Inc. in August 2024. 2025 excludes $80m of tax paid in respect of the sale and additional proceeds of $3m.
2. 2025 includes $11m of dividends received from the Group's business in Qatar, which is classified as held for sale.

| Underlying free cash flow | 2025 $m | 2024 $m |
|---|---|---|
| **Free cash flow** | **1,865** | 1,675 |
| *Add back:* | | |
| Cash payments related to specific adjusting items[1] | **110** | 65 |
| **Underlying free cash flow** | **1,975** | 1,740 |

1. Primarily comprises acquisition transaction costs paid of $89m (2024: $41m).

| Underlying free cash flow conversion | 2025 $m | 2024 $m |
|---|---|---|
| Underlying free cash flow | **1,975** | 1,740 |
| Underlying profit for the year | **2,250** | 2,047 |
| **Underlying free cash flow conversion (%)** | **87.8%** | 85.0% |

| Underlying cash tax rate | 2025 $m | 2024 $m |
|---|---|---|
| Tax received | **5** | 18 |
| Tax paid | **(658)** | (711) |
| **Net tax paid** | **(653)** | (693) |
| Underlying profit before tax | **3,020** | 2,749 |
| **Underlying cash tax rate (%)** | **21.6%** | 25.2% |

### Business growth

| Net new business | 2025 $m | 2024 $m |
|---|---|---|
| New business less lost business | **1,849** | 1,573 |
| Prior year organic revenue | **41,408** | 37,075 |
| **Net new business (%)** | **4.5%** | 4.2% |

# 35 Exchange rates

Average rates are used to translate the income statement and cash flow statement. Closing rates are used to translate the balance sheet. Only the most significant currencies are shown.

| | Average | | Year end | |
|---|---|---|---|---|
| Exchange rates | 2025 | 2024 | 2025 | 2024 |
| Australian dollar | **1.55** | 1.51 | **1.51** | 1.44 |
| Canadian dollar | **1.40** | 1.36 | **1.39** | 1.35 |
| Euro | **0.90** | 0.92 | **0.85** | 0.90 |
| Japanese yen | **148.66** | 150.03 | **147.68** | 143.04 |
| Norwegian krone | **10.61** | 10.68 | **9.98** | 10.53 |
| Pound sterling | **0.76** | 0.79 | **0.74** | 0.75 |
| Turkish lira | **37.72** | 31.33 | **41.58** | 34.19 |

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 36 Details of related undertakings of Compass Group PLC

A full list of related undertakings as at 30 September 2025 is set out below. Related undertakings include: wholly-owned subsidiary undertakings, joint arrangements, memberships, associates and other significant holdings. Unless otherwise stated, the Group's shareholding represents 100% ordinary shares held indirectly by Compass Group PLC.

## Principal subsidiaries

### Australia

**Ground Floor 35 - 51 Mitchell Street, McMahons Point, NSW 2060, Australia**
– Compass Group (Australia) Pty Limited
*Food and support services*

### Belgium

**1831 Diegem, Hermeslaan 1H, Belgium**
– Compass Group Belgium NV
*Food services*

### Canada

**1 Prologis Boulevard, Suite 400, Mississauga, Ontario L5W 0G2, Canada**
– Compass Group Canada Ltd.
Groupe Compass Canada Ltée (iii)(iv)(v)(vi)(viii)
*Food and support services*

### Denmark

**Rued Langgaards Vej 8, 1. sal, 2300 København S, Denmark**
– Compass Group Danmark A/S
*Food services*

### Finland

**P.O. Box 210, FI-00281 Helsinki, Finland**
– Compass Group Finland Oy
*Food services*

### France

**123 Avenue de la République – Hall A, 92320 Châtillon, France**
– Compass Group France Holdings SAS
*Holding company*
– Compass Group France SAS
*Food and support services*

### Germany

**Helfmann-Park 2, 65760, Eschborn, Germany**
– Compass Group Deutschland GmbH
*Holding company*
– Eurest Deutschland GmbH
*Food services to Business and Industry*
– Eurest Services GmbH
*Support services to Business and Industry*

### Italy

**Via Angelo Scarsellini, 14, 20161, Milano, Italy**
– Compass Group Italia S.p.A.
*Food and support services*

### Japan

**Hamarikyu Kensetsu Plaza, 5-5-12, Tsukiji, Chuo-ku, Tokyo 104-0045, Japan**
– Compass Group Japan Inc.
*Food and support services*

### Netherlands

**Haaksbergweg 70, 1101 BZ, Amsterdam, Netherlands**
– Compass Group International B.V.
*Holding company*
– Compass Group Nederland B.V.
*Food and support services*
– Compass Group Nederland Holding B.V.
*Holding company*

### Norway

**Drengsrudbekken 12, 1383, PO Box 74, NO-1371, Asker, Norway**
– Compass Holding Norge AS
*Holding company*

### Spain

**Calle Pinar de San José 98, planta 1ª 28054 Madrid, Spain**
– Eurest Colectividades S.L.U.
*Food and support services*

### Sweden

**Box 1183, 171 23 Solna, Stockholm, Sweden**
– Compass Group Sweden AB
*Holding company*

### Switzerland

**Oberfeldstrasse 14, 8302, Kloten, Switzerland**
– Compass Group (Schweiz) AG
*Food and support services*

### Türkiye

**Ünalan Mah. Libadiye Cad. Emaar Square Sit. F Blok No:82F/77 Üsküdar Istanbul, Türkiye**
– Sofra Yemek Űretim Ve Hizmet A.Ş. (iii)
*Food and support services*

### United Kingdom

**Parklands Court, 24 Parklands, Birmingham Great Park, Rubery, Birmingham, B45 9PZ, United Kingdom**
– Compass Contract Services (U.K.) Limited
*Food and support services*
– Compass Group, UK and Ireland Limited
*Holding company*
– Foodbuy Europe Limited (iii)(iv)(v)
*Client procurement services management in the UK*

**Compass House, Guildford Street, Chertsey, Surrey, KT16 9BQ, United Kingdom**
– Compass Group Holdings PLC (i)(iii)
*Holding company and corporate activities*
– Hospitality Holdings Limited (i)
*Intermediate holding company*

### United States

**2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA 95833-3505, US**
– Bon Appétit Management Co. (viii)
*Food services*

**251 Little Falls Drive, Wilmington, DE 19808, US**
– Compass Group USA Investments Inc.
*Holding company*
– Compass Group USA, Inc. (viii)
*Food and support services*
– Crothall Services Group
*Support services to the Healthcare market*
– Foodbuy, LLC
*Purchasing services in North America*
– Restaurant Associates Corp.
*Fine dining facilities*

**80 State Street, Albany, NY 12207-2543, US**
– Flik International Corp.
*Fine dining facilities*

**801 Adlai Stevenson Drive, Springfield, IL 62703, US**
– Levy Restaurant Limited Partnership
*Fine dining and food services at Sports and Entertainment facilities*

**2 Sun Court, Suite 400, Peachtree Corners, GA 30092, US**
– Morrison Management Specialists, Inc. (viii)
*Food service to the Healthcare and Senior Living market*

Notes
1. Unless otherwise stated, indirectly owned by Compass Group PLC, active status and ordinary shares issued.
2. Unless stated otherwise, 100% owned.
3. In some of the jurisdictions where we operate, share classes are not defined and in these instances, for the purposes of disclosure, we have classified these holdings as ordinary.
4. A number of the companies listed are legacy companies which no longer serve any operational purpose.

Classifications key
(i) Directly owned by Compass Group PLC
(ii) Dormant/non-trading
(iii) A Ordinary shares
(iv) B Ordinary shares
(v) C Ordinary and/or Special shares
(vi) D, E and/or F Ordinary shares
(vii) Deferred shares
(viii) Preference including cumulative, non-cumulative and redeemable shares
(ix) Redeemable shares
(x) No share capital, share of profits
(xi) Limited by guarantee

# 36 Details of related undertakings of Compass Group PLC *continued*

## Other wholly owned subsidiaries

### Algeria

**Eurojapan Résidence No.23, RN n°3 BP 398, Hassi Messaoud, Algeria**
- Eurest Algérie SPA

### Angola

**Condominio Dolce Vita, Via S8, Edifício 1D, Fração A & B, 2º andar, Talatona, Município de Belas, Luanda, República de Angola**
- Express Support Services, Limitada (ii)

### Australia

**Ground Floor 35 – 51 Mitchell Street, McMahons Point, NSW 2060, Australia**
- 28 Villages Pty Ltd
- Compass (Australia) Catering & Services PTY Ltd (iii)(iv)
- Compass Group B&I Hospitality Services PTY Ltd
- Compass Group Defence Hospitality Services PTY Ltd
- Compass Group Education Hospitality Services PTY Ltd
- Compass Group Events Stadia Venues Hospitality Services Pty Ltd
- Compass Group Healthcare Hospitality Services PTY Ltd
- Compass Group Health Services Pty Ltd
- Compass Group Management Services PTY Ltd
- Compass Group Relief Hospitality Services PTY Ltd
- Compass Group Remote Hospitality Services PTY Ltd
- Delta Facilities Management PTY Ltd
- Delta FM Australia PTY Ltd
- Eurest (Australia) Food Services PTY Ltd
- Eurest (Australia) PTY Ltd
- Foodbuy Pty Ltd (iii)
- HEC Hospitality Services Pty Ltd (iii)
- Omega Security Services PTY Ltd
- Village Hospitality Holdings Pty Ltd
- Village Hospitality Services Pty Ltd

### Austria

**Ignaz-Köck-Str. 8/6, 1210 Vienna, Austria**
- Die Menü-Manufaktur GmbH

**IZD Tower, Wagramer Strasse 19/4. Stock, 1220 Wien, Austria**
- Compass Group Austria Holdings One GmbH
- Compass Group Austria Holdings Two GmbH
- Eurest Restaurationsbetriebsgesellschaft m.b.H
- Kunz Gebäudereinigung GmbH

### Belgium

**1831 Diegem, Hermeslaan 1H, Belgium**
- Compass Group Service Solutions NV
- F.L.R. Holding NV (ii)

**Boomseseenweg 28, 2627 Schelle, Belgium**
- J&M Catering Services NV
- Silverspoon BV

**Gemeentepark 5, 2930 Brasschaat, Belgium**
- Kasteel Van Brasschaat NV (iii)(iv)

### British Virgin Islands

**Craigmuir Chambers, PO Box 71, Roadtown, Tortola, VG1110, British Virgin Islands**
- Compass Group Holdings (BVI) Limited

### Cambodia

**c/o Action Group Ltd., No.12, Street 614, Sangkat Boeung Kok II, Khan Tuol Kork, Phnom Penh City, Cambodia**
- Compass Group (Cambodia) Co. Ltd. (ii)

### Cameroon

**100, Rue n° 1044 Hydrocarbures, Bonapriso, BP 5767, Douala, Cameroon**
- Eurest Cameroun SARL (ii)
- Eurest Camp Logistics Cameroun SARL (ii)

### Canada

**12 Kodiak Crescent, Toronto, Ontario, M3J 3G5, Canada**
- Imperial Coffee and Services Inc. (iii)(iv)(v)

**1 Prologis Boulevard, Suite 400, Mississauga, Ontario L5W 0G2, Canada**
- Canteen of Canada Limited (iii)
- Compass Canada Support Services Ltd (iii)(iv)(v)(vi)(viii)
- Compass Group Canada Operations Ltd (iii)
- GoJava Inc. (iii)(viii)

**1600-421 7 Avenue SW, Calgary, Alberta T2P 4K9, Canada**
- McMurray Coin Machines (1983) Ltd

**1969 Upper Water Street, Purdy's Wharf Tower II, Suite 1300, Halifax, Nova Scotia B3J 3R7, Canada**
- Crothall Services Canada Inc. (iii)(iv)

**5B rue De Montgolfier, Boucherville, Québec, J4B 8C4, Canada**
- 9544-9864 Quebec Inc. (iii)(iv)(v)(vi)

**2900-550 Burrard Street, Vancouver, B.C. V6C 0A3, Canada**
- 1556405 B.C. LTD. (iii)
- Golden Triangle Support Services Limited Partnership (x)

**1959 Upper Water Street, Suite 1100, Halifax, Nova Scotia, B3J 3E5, Canada**
- East Coast Catering (NS) Limited (iii)

**30 Queen's Road, St. John's, Newfoundland and Labrador, A1C 2A5, Canada**
- East Coast Catering Limited (iii)(iv)(v)(viii)
- Long Harbour Catering Limited Partnership (x)
- Long Harbour Catering Limited (iii)(viii)

**2580 Rue Dollard, Lasalle, Quebec, H8N 1T2, Canada**
- Groupe Compass (Québec) Ltée (iii)(iv)(v)(vi)(viii)

### The Republic of the Congo

**Enceinte de Brometo Centre Ville, BP 5208, Pointe-Noire, The Republic of the Congo**
- Eurest Services Congo SARL (ii)

### Cyprus

**195, Arch. Makariou III Avenue, Neocleous House, 3030 Limassol, Cyprus**
- Eurest Support Services (Cyprus) International Ltd

### France

**123 Avenue de la République – Hall A, 92320 Châtillon, France**
- Academie Formation Groupe Compass SAS
- Caterine Restauration SAS
- Eurest Sports & Loisirs SAS
- La Puyfolaise de Restauration SAS
- Levy Restaurants France SAS
- Mediance SAS
- Memonett SAS
- Servirest SAS
- SHRM Angola SAS (ii)
- Société Nouvelle Lecocq SAS
- Sud Est Traiteur SAS

**Immeuble Le Grand Panorama 114 Boulevard Jean Labro, 13016 Marseille, France**
- Multi Appros Mediterranee

**Rue des Artisans, ZA de Bel Air, 12000 Rodez, France**
- Central Restauration Martel (CRM)

**ZA Chatenay IV 8 Rue des Internautes 37 210 Rochecorbon, France**
- Holdings Restauval
- Restauval

**ZA Les Portes du Nord, 13 avenue Blaise Pascal, 62820 Libercourt, France**
- Diane Restauration
- DR Holding (viii)
- Dupont Restauration
- Normapro France

**7 Rue des Vieilles Granges Zac des Chevries 78 410 Aubergenville, France**
- Ekilibre
- SCI des Longs Sillons

**008 Rue Lavoisier, 93000 Bobigny, France**
- Armor Cuisine
- SCI Guynemer

**12 Rue Clément Ader ZI le Pâtis 78 120 Rambouillet, France**
- Yvelines Restauration

**41 Rue de la Pépinière Immeuble Atea Lot N14, 97438 Sainte Marie, France**
- Dupont Restauration Réunion

**Zone Artisanale, 40500 Bas Mauco, France**
- Culinaire Des Pays de L'Adour SAS

**40, Bd de Dunkerque, 13002 Marseille, France**
- Société Internationale D'Assistance SA (ii)

**Lieu Dit la Prade, 81580 Soual, France**
- Occitanie Restauration SAS

**3 rue Camille Claudel Atlanparc Bat.M, Zone Kerluherne, CS 20043, 56890 Plescop, France**
- Océane de Restauration SAS

**Rue Eugène Sué, Zone Industrielle de Blanzat, 03100 Montluçon, France**
- Sogirest SAS

### Gabon

**ZONE OPRAG, (Face à Bernabé Nouveau Port), BP 1292, Port Gentil, Gabon**
- Eurest Support Services Gabon SA (ii)

### Germany

**Adelbert-Hofmann-Straße 6, 97944 Boxberg, Germany**
- Hofmann Catering-Service GmbH
- Hofmann-Menü Holdings GmbH
- Hofmann Menü-Manufaktur GmbH

**Adolphsplatz 1, 20457 Hamburg, Germany**
- Maison van den Boer Deutschland GmbH (ii)

**Helfmann-Park 2, 65760, Eschborn, Germany**
- Compass Group GmbH
- Eurest Süd GmbH
- Food affairs GmbH
- Kanne Café GmbH
- Medirest GmbH
- MU Catering Bremen GmbH (ii)

**Konrad-Zuse-Platz 2, 81829 München, Germany**
- Leonardi HPM GmbH
- Leonardi SVM GmbH
- Levy Restaurants GmbH

**Sankt-Florian-Weg 1, 30880, Laatzen, Germany**
- orgaMed Betriebsgesellschaft für Zentralsterilisationen GmbH
- PLURAL Gebäudemanagement GmbH
- PLURAL Personalservice GmbH
- PLURAL Servicepool GmbH

### Guernsey

**Plaza House, Third Floor, Elizabeth Avenue, St. Peter Port, Guernsey GY1 2HU**
- Compass Group Finance Ltd

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 36 Details of related undertakings of Compass Group PLC *continued*

## Other wholly owned subsidiaries (continued)

### Hong Kong

**Unit 1102B-1104A, 11/F, Tower B, Manulife Financial Centre, 223-231 Wai Yip Street, Kwun Tong, Kowloon, Hong Kong**
- Compass Group Hong Kong Ltd
- Encore Catering Ltd
- Shing Hin Catering Group Ltd

### India

**7th Floor, Tower B, Spaze I - Tech Park, Sector 49, Sohna Road, Gurgaon – 122018, India**
- Compass Group (India) Private Limited
- Compass India Food Services Private Limited

### Ireland

**3rd Floor, 43a, Yeats Way, Parkwest Business Park, Dublin 12, Ireland**
- Amstel Limited (ii)
- Catering Management Ireland Limited (ii)
- Cheyenne Limited (ii)
- Compass Catering Services, Ireland Limited
- COH Ireland Investments Unlimited Company (viii)(ix)
- Drumburgh Limited (ii)
- Fitzers Catering Events, Venue & Location Catering Limited
- Management Catering Services Limited
- National Catering Limited (ii)
- Rushmore Investment Company Limited (ii)(viii)
- Sutcliffe Ireland Limited
- Zadca Limited (ii)

**Unit 3, 2050 Orchard Avenue, Cooldown Commons, Dublin, Ireland**
- Levy Ireland Limited

**Unit 3, Northwest Business Park, Blanchardstown, Dublin 15, Ireland**
- Glanmore Foods Limited

**79 Fitzwilliam Lane, Dublin 2, Dublin, D02 V567, Ireland**
- Gather & Gather International Limited
- Gather & Gather Ireland Limited

### Isle of Man

**Tower House, Loch Promenade, Douglas, IM1 2LZ, Isle of Man**
- Queen's Wharf Insurance Services Limited (viii)

### Japan

**Hamarikyu Kensetsu Plaza, 5-5-12, Tsukiji, Chuo-ku, Tokyo 104-0045, Japan**
- Fuyo, Inc.

### Jersey

**44 Esplanade, St Helier, JE4 9WG, Jersey**
- Malakand Unlimited (i)

### Kazakhstan

**060011, Atyrauskaya Oblast, Atyrau City, Beibarys Sultan Avenue 506, Kazakhstan**
- Eurest Support Services Kazakhstan LLP (ii)

### Kenya

**209/8919 Sigma Road Off Enterprises Road, PO BOX 14 662, Nairobi, Kenya**
- Kenya Oilfield Services Ltd (ii)

### Luxembourg

**1-5 rue de l'Innovation, L-1896 Kockelscheuer, Luxembourg**
- Eurest Luxembourg S.A.
- IMMO Capellen S.A.
- Innoclean S.A.
- Camille Healthcare Services S.A.

### Malaysia

**Level 21, Suite 21.01, The Gardens South Tower, Mid Valley City, Lingkaran Syed Putra, 59200 Kuala Lumpur, Malaysia**
- Compass Group Malaysia Sdn Bhd

### Mexico

**251 Little Falls Drive, Wilmington, DE 19808, USA**
- Food Works of Mexico, S. de R.L. de C.V. (ii)(iii)(iv)
- Food Works Services of Mexico, S. de R.L. De C.V. (ii)(iii)(iv)

### Netherlands

**Haaksbergweg 70, 1101 BZ, Amsterdam, Netherlands**
- CGI Holdings (2) B.V.
- Compass Group Finance Netherlands B.V.
- Compass Group Holding B.V.
- Compass Group International 2 B.V.
- Compass Group International 3 B.V.
- Compass Group International 4 B.V.
- Compass Group International 5 B.V.
- Compass Group International 9 B.V.
- Compass Group International Finance 1 B.V.
- Compass Group International Finance 2 B.V.
- Compass Group Vending Holding B.V.
- Compass Hotels Chertsey B.V.
- Eurest Services B.V.
- Famous Flavours B.V. (viii)

**Julianaplein 34B, 1781 HC Den Helder, Netherlands**
- Eurest Support Services (ESS) B.V.

**De Amert 207, 5462GH, Veghel, Netherlands**
- Maison van den Boer B.V.

**Stationsweg 95, 6711 PM Ede, Netherlands**
- Xandrion B.V.

### New Caledonia

**85 Avenue du Général de Gaulle, Immeuble Carcopino 3000, BP 2353, 98846 Nouméa Cedex, New Caledonia**
- Eurest Caledonie SARL (ii)

### New Zealand

**Level 3, 7-11 Kenwyn Street, Parnell, Auckland, 1052, New Zealand**
- Compass Group New Zealand Limited
- Crothall Services Group Limited (ii)
- Eurest NZ Limited (ii)

### Norway

**Drengsrudbekken 12, 1383, PO Box 74, NO-1371, Asker, Norway**
- Compass Group Norge AS (iii)

**Forusparken 2, 4031 Stavanger, Postboks 8083 Stavanger Postterminal, 4068, Stavanger, Norway**
- ESS Mobile Offshore Units AS
- ESS Support Services AS

**Brynsalléen 4, 0667 Oslo, Postboks 6489 Etterstad, 0606 Oslo, Norway**
- 4Service AS
- 4Service Eir Renhold AS
- 4Service Facility AS
- 4Service Gruppen AS
- 4Service Holding AS
- 4Service Landanlegg AS
- 4Service Offshore AS
- 4Service Offshore Hotels AS
- Lahaugmoen Innkvartering AS
- Ren Pluss Eiendom AS

**Nordbøgata 10, 4006 Stavanger, Norway**
- Sirkus Renaa AS
- Sirkus Renaa Fabrikken AS

### Papua New Guinea

**c/o Warner Shand Lawyers Waigani, Level 1 RH Hypermarket, Allotment 1 Section 479 (off Kennedy Road), Gordons NCD, Papua New Guinea**
- Eurest (PNG) Catering & Services Ltd (ii)

### Poland

**Ul. Olbrachta 94, 01-102 Warszawa, Poland**
- Compass Group Poland Sp. Z o.o.

### Portugal

**Rua Miguel Serrano nº 9, 4º Piso 1495-173 Miraflores, Algés, Portugal**
- Eurest (Portugal) – Sociedade Europeia de Restaurantes, Lda.
- Eurest Catering & Services Group Portugal, Lda.

### Singapore

**82 Ubi Avenue 4, #07-03 Edward Boustead Centre, 408832, Singapore**
- Compass Group (Singapore) PTE Ltd (iii)(iv)

**38 Beach Road #23-11, South Beach Tower, 189767, Singapore**
- Compass Group Asia Pacific PTE. Ltd (viii)

### Spain

**Calle Frederic Mompou 5, planta 5a, Edificio Euro 3, 08960, San Just Desvern, Barcelona, Spain**
- Asistentes Escolares, S.L.
- Eurest Catalunya, S.L.U.
- Medirest Social Residencias, S.L.U.

**Calle Castilla 8-10 – C.P. 50.009, Zaragoza, Spain**
- Servicios Renovados de Alimentacion, S.A.U.

**Calle Pinar de San José 98, Planta 1a, 28054, Madrid, Spain**
- Eurest Parques, S.L.U.
- Eurest Servicios Feriales, S.L.U.

**Poligono Ugaldeguren 1, Parcela 7, 48160 Derio (Vizcaya), Spain**
- Eurest Euskadi S.L.U.

**Calle R, s/n, Mercapalma, 07007 Palma de Mallorca, Baleares, Spain**
- Compass Group Holdings Spain, S.L.U.
- Levy Compass Group Holdings, S.L. (ii)

### Sweden

**Box 1183, 171 23 Solna, Stockholm, Sweden**
- Compass Group AB

### Switzerland

**c/o BDO AG, Industriestrasse 53, 6312 Steinhausen, Switzerland**
- Creative New Food Dream Steam GmbH

**c/o Buchhaltungs- und Revisions - AG, Bundesstrasse 3, 6302 Zug, Switzerland**
- Hofmann Swiss Prime Menue AG (ii)

**Gwattstrasse 8, 3185 Schmitten FR, Switzerland**
- Sevita Group GmbH (ii)

**Oberfeldstrasse 14, 8302, Kloten, Switzerland**
- Restorama AG

### Türkiye

**Ünalan Mah. Libadiye Cad. Emaar Square Sit. F Blok No:82F/73 Üsküdar Istanbul, Türkiye**
- Euroserve Gűvenlik A.Ş.

**Ünalan Mah. Libadiye Cad. Emaar Square Sit. F Blok No:82F/78 Üsküdar Istanbul, Türkiye**
- Euroserve Hizmet ve İşletmecilik A.Ş.

# 36 Details of related undertakings of Compass Group PLC *continued*

## Other wholly owned subsidiaries (continued)

### United Kingdom

**Parklands Court, 24 Parklands, Birmingham Great Park, Rubery, Birmingham, B45 9PZ, United Kingdom**
- 14Forty Limited (ii)
- 3 Gates Services Limited (ii)
- 20 Studio Limited
- 20/20 Limited (iii)
- Absolutely Catering Limited
- Air Publishing Limited
- Bateman Catering Limited (ii)(vii)
- Bateman Healthcare Services Limited (ii)
- Baxter and Platts Limited (iii)(iv)(v)
- Blue Apple Catering Holdings Limited (iii)(iv)
- Blue Apple Contract Catering Limited (iii)(iv)
- Business Clean Limited (ii)
- Capitol Catering Management Services Limited
- Carlton Catering Partnership Limited (ii)(iii)
- Castle Independent Limited (ii)
- Cataforce Limited (ii)
- Caterexchange Limited (ii)
- Caterskill Group Limited (ii)
- Caterskill Management Limited (ii)
- CH & Co Catering Group (Holdings) Limited
- CH & Co Catering Group Limited
- CH & CO Catering Limited (iii)
- Chalk Catering Ltd (ii)
- Chartwells Hounslow (Feeding Futures) Limited (iii)(iv)
- Chartwells Limited (ii)(iii)(vi)
- Citrea Catering Limited (ii)(iii)
- Citrea Limited
- Cleaning Support Services Limited (ii)
- Company of Cooks Ltd
- Compass Catering Services Limited (ii)
- Compass Cleaning Services Limited (ii)(iii)(viii)
- Compass Contract Services Limited (ii)
- Compass Contracts UK Limited (ii)(viii)
- Compass Experience Limited (ii)(vii)
- Compass Food Services Limited
- Compass Mobile Catering Limited (ii)
- Compass Office Cleaning Services Limited (ii)
- Compass Planning and Design Limited (ii)
- Compass Purchasing Limited
- Compass Road Services Limited (ii)
- Compass Security Limited (ii)(vii)
- Compass Security Oldco Group Limited (ii)
- Compass Security Oldco Holdings Limited (ii)
- Compass Security Oldco Investments Limited (ii)
- Compass Services (Midlands) Limited (ii)
- Compass Services for Hospitals Limited (ii)(viii)
- Compass Services Group Limited (ii)
- Compass Services Limited (ii)
- Compass Services Trading Limited (ii)
- Compass Services, UK and Ireland Limited
- Compass Services (U.K.) Limited
- Compass Staff Services Limited (ii)
- Concerto Group Holdings Limited (ii)
- Cookie Jar Limited (ii)
- CRN 1990 (Four) Limited (ii)
- Cygnet Foods Holdings Limited (ii)
- Cygnet Foods Limited
- Dine Contract Catering Limited
- DRE Developments Limited (ii)
- E-Foods Limited
- Eat Dot Limited (ii)(iii)
- Eaton Catering Limited (ii)
- Eaton Wine Bars Limited (ii)
- EF Group Ltd (iii)(iv)
- Elvendon Restaurants Limited
- Equinoxe Solutions Limited
- Eurest Airport Services Limited (ii)
- Eurest Defence Support Services Limited (ii)
- Eurest Offshore Support Services Limited (ii)(viii)
- Eurest Prison Support Services Limited (ii)
- Eurest UK Limited (ii)
- Events International Limited
- Everson Hewett Limited (ii)(iii)(iv)
- Facilities Management Catering Limited (ii)
- Fads Catering Limited (ii)
- Fairfield Catering Company Limited (ii)
- Fingerprint Managed Services Limited (ii)
- Funpark Caterers Limited (ii)(iii)
- Gather & Gather Limited (iii)(iv)(v)(vi)
- Goodfellows Catering Management Services Limited (ii)(iii)
- Gruppo Events Limited (ii)
- Gullivers Sports Travel Limited
- Hallmark Vending Limited
- Hamard Catering Management Services Limited (ii)(vii)
- Hamard Group Limited (ii)
- Henry Higgins Limited (ii)
- Hospital Hygiene Services Limited (ii)
- Integrated Cleaning Management Limited
- Integrated Cleaning Management Support Services Limited
- Keith Prowse Limited (ii)
- Kennedy Brookes Finance Limited (ii)
- Knott Hotels Company of London (ii)
- Langston Scott Limited (ii)
- Leisure Support Services Limited (iii)(iv)
- Leith's Limited (ii)
- Letheby & Christopher Limited (ii)
- Meal Service Company Limited (ii)
- Milburns Limited (ii)(iii)
- Milburns Restaurants Limited (ii)(iii)
- Morvend Limited
- National Leisure Catering Limited (ii)
- NLC (Holdings) Limited (ii)
- NLC (Wembley) Limited (ii)
- Northbridge Vending Company Limited
- Orchestra Bidco Limited
- Orchestra Holdco Limited
- Orchestra Midco Limited
- Orchestra Topco Limited (iii)(iv)(v)
- P & C Morris (Catering) Ltd (ii)(vii)
- P & C Morris Catering Group Limited (ii)
- Pabulum Catering Limited (ii)
- Pabulum Limited
- Payne & Gunter Limited (ii)
- Peabodys Coffee Limited
- Pennine Services Limited (ii)
- Peter Parfitt Leisure Overseas Travel Limited (ii)
- Peter Parfitt Sport Limited (ii)(vii)
- PPP Infrastructure Management Limited
- Prideoak Limited (ii)
- Principal Catering Consultants Limited (iii)(iv)
- Public Restaurant Partner Limited (iii)(iv)
- QCL Limited (ii)
- Regency Purchasing Group Limited (iii)(iv)(v)(vi)
- Regency Technologies Ltd (iii)(iv)
- Reliable Refreshments Limited
- Rhine Four Limited (ii)(vii)
- Rocket Food Ltd (iii)
- Roux Fine Dining Limited (ii)
- Scolarest Limited (ii)
- Security Office Cleaners Limited (ii)
- Selkirk House (CVH) Limited (ii)
- Selkirk House (FP) Limited (ii)(iii)(iv)(v)
- Selkirk House (GHPL) Limited (ii)(viii)
- Selkirk House (GTP) Limited (ii)
- Selkirk House (WBRK) Limited
- Shaw Catering Company Limited
- Ski Class Limited (ii)
- Solutions on Systems Ltd (ii)
- Summit Catering Limited (ii)
- Sunway Contract Services Limited
- Sutcliffe Catering South East Limited (ii)
- Sycamore Newco Limited (ii)
- The Bateman Catering Organization Limited (ii)(viii)
- The Cuisine Centre Limited (ii)
- TheProcurementCo Limited
- THF Oil Limited (ii)
- To Go Group Limited
- To Go Limited
- To Go Micro Kitchens Limited
- Tunco (1999) 103 Limited (ii)
- Ultimate Experience Limited (ii)
- V H Graddon & Sons Vending Limited
- Vacherin Limited
- Vendepac Holdings Limited (viii)
- Vending Enterprises Limited
- Vivo Markets Ltd
- Waseley Fifteen Limited (ii)
- Waseley Nominees Limited (ii)
- Wheeler's Restaurants Limited (ii)(vii)
- Woodin & Johns Limited (ii)
- Zero Procure Limited

**Compass House, Guildford Street, Chertsey, Surrey, KT16 9BQ, United Kingdom**
- Audrey (London) Limited (ii)
- Audrey Investments Limited (ii)
- Bateman Services Limited (ii)
- Compass Group Finance No.2 Limited (i)
- Compass Group Finance No.3 Limited
- Compass Group Finance No.4 Limited (i)(iii)(iv)(viii)
- Compass Group Finance No.5 Limited (i)(ii)(xi)
- Compass Group North America Investments No.2
- Compass Group North America Investments Limited
- Compass Group Pension Trustee Company Limited (ii)
- Compass Group Procurement Limited
- Compass Group Trustees Limited (ii)
- Compass Healthcare Group Limited (ii)(viii)
- Compass Hotels Chertsey (iii)
- Compass Nominee Company Number Fourteen Limited (ii)
- Compass Overseas Holdings Limited
- Compass Overseas Holdings No.2 Limited
- Compass Overseas Services Limited (ii)
- Compass Pension Trustees Limited (ii)
- Compass Quest Limited (ii)
- Compass Secretaries Limited (ii)
- Compass Site Services Limited (ii)(vii)
- Compass UK Pension Trustee Co Limited (ii)
- CRISP Trustees Limited (ii)
- Meritglen Limited (ii)(vii)(viii)
- Nextonline Limited (iii)(iv)
- Sevita (UK) Limited
- The Compass Group Foundation
- The Excelsior Insurance Company Limited

**Suite D, Pavilion 7 Kingshill Park, Venture Drive, Arnhill Business Park, Westhill, Aberdeenshire, AB32 6FL, United Kingdom**
- CCG (UK) Ltd (ii)
- Coffee Partners Limited (ii)
- Compass Offshore Catering Limited (ii)(viii)
- Compass Scottish Site Services Limited (ii)
- Excel Vending Limited
- Inspire Catering Scotland LLP
- Waseley (CVI) Limited (ii)
- Waseley (CVS) Limited (ii)

**1st Floor, 12 Cromac Quay, Cromac Wood, Belfast, Northern Ireland, BT7 2JD, United Kingdom**
- Lough Erne Holiday Village Limited (ii)

**C/O RRS, S&W PARTNERS LLP, 4th Floor, Cumberland House, 15-17 Cumberland Place, Southampton, SO15 2BG, United Kingdom**
- Catermasters Contract Catering Limited (ii)
- Catermasters Contract Catering (Holding) Company Limited (ii)
- Concerto Group Limited (ii)(iii)
- Create Food Limited (ii)
- Creativevents Limited (ii)
- Ensemble Combined Services Limited (ii)
- Harbour and Jones Limited (ii)(iii)
- Host Management Limited (ii)(iii)
- The Brookwood Partnership Limited (ii)(iii)(iv)(v)(vi)

**37 Albyn Place, Aberdeen, Scotland, AB10 1JB, United Kingdom**
- 4Service International Limited

### United States

**2710 Gateway Oaks Drive, Suite 150N, Sacramento, CA 95833-3505, US**
- Bon Appétit Management Company Foundation
- C&B Holdings, LLC
- Cosmopolitan Catering, LLC
- H&H Catering, L.P.

**211 E. 7th Street, Suite 620, Austin, TX 78701-3218, US**
- Bamco Restaurants of Texas LLC
- Culinaire International, LLC
- Culinaire of Florida, LLC
- Milan Ventures, LLC
- Levy Premium Foodservice, L.L.C. (ii)
- Levy Texas Beverages, LLC
- University Food Services, Inc.
- Wolfgang Puck Catering & Events of Texas, LLC

**2345 Rice Street, Suite 230, Roseville, MN 55113, US**
- Canteen One, LLC
- Street Eats Limited

**Notes to the consolidated financial statements** for the year ended 30 September 2025 *continued*

# 36 Details of related undertakings of Compass Group PLC *continued*

## Other wholly owned subsidiaries (continued)

**7 St. Paul Street, Suite 820, Baltimore, MD 21202, US**
- Culinary Services Group, LLC
- Levy Baltimore Convention Center, LLC

**251 Little Falls Drive, Wilmington, DE 19808, US**
- A.Anthony, LLC
- BenchWorks, Inc.
- BlueStar Refreshment Services, LLC
- Catering by Design
- CCL Hospitality Group, LLC
- CG Analytics and Consulting, LLC
- CLS Par, LLC
- Compass LCS, LLC
- Compass LV, LLC
- Compass Paramount, LLC
- Conterra, LLC
- Convenience Foods International, Inc.
- Coreworks, LLC
- Corporate Essentials LLC
- Crothall Healthcare Inc.
- CSM Cost Solutions, LLC
- Eat Cloud LLC
- Epicurean Group, LLC
- Epicurean Federal, LLC
- Eurest Services, Inc.
- Facilities Holdings, LLC
- Flik One, LLC
- Fresh & Ready Foods LLC
- HC Foods, LLC
- Levy Oklahoma, Inc.
- Levy Prom Golf, LLC
- Morrison Investment Company, Inc.
- MMS JV Holdings, LLC
- National Produce Consultants, LLC
- Parlay Solutions, LLC
- RAC Holdings Corp. (iii)
- Rank + Rally, LLC
- Restaurant Services I, LLC
- SpenDifference LLC
- The HUB Design Innovation & Hospitality Services, LLC
- Touchpoint Support Services, LLC
- Unidine Corporation
- Unidine Lifestyles, LLC
- Unidine Nevada, LLC
- University Food Services, LLC
- Wolfgang Puck Catering and Events, LLC
- WPL, LLC

**801 Adlai Stevenson Drive, Springfield, IL 62703, US**
- E15, LLC
- Levy (Events) Limited Partnership
- Levy (IP), LLC
- Levy Food Service, LLC
- Levy GP Corporation
- Levy Holdings GP, Inc.
- Levy Illinois Limited Partnership
- Levy Premium Foodservice Limited Partnership
- Levy R&H Limited Partnership
- Levy World Limited Partnership
- Professional Sports Catering, LLC
- Restaurant One, LLC
- RT Wholesale, LLC
- Superior Limited Partnership

**508 Meeting Street, West Columbia, SC 29169, US**
- CGSC Capital, Inc.

**450 Laurel Street, 8th Floor, Baton Rouge, LA 70801, US**
- Coastal Food Service, Inc.
- S.H.R.M. Catering Services, Inc.

**80 State Street, Albany, NY 12207-2543, US**
- CulinArt, Inc.
- Hudson Yards Catering, LLC
- Hudson Yards Enterprises LLC
- Hudson Yards Sports & Entertainment LLC
- Mazzone Hospitality, LLC
- NYMM F&B Management, LLC
- Quality Food Management, Inc.
- RA Tennis Corp.
- RANYST, Inc.
- Restaurant Associates LLC
- Restaurant Associates, Inc.
- Restaurant Services Inc.
- USE LI F&B Management, LLC
- USE 1V F&B Management, LLC
- USE 520 5th F&B Management, LLC
- 545 West 30th Street F&B Management, LLC

**2626 Glenwood Avenue, Suite 550, Raleigh, NC 27608, US**
- Compass 2K12 Services, LLC
- Compass HE Services, LLC
- Compass One, LLC
- Compass Two, LLC
- Strategic Dining Services, LLC
- Waveguide LLC

**2595 Interstate Drive, Suite 103, Harrisburg, PA 17110, US**
- Intelas Health, Inc.
- Newport Food Service, Inc.

**40 Technology Pkwy South, #300, Norcross, GA 30092, US**
- Compass Cares Foundation, Inc.
- Food Services Management By Mgr, LLC
- Morrison Alumni Association, Inc.

**221 Bolivar Street, Jefferson City, MO 65101, US**
- Fresh Ideas Management, LLC

**PO Box 1409, Lakeville, CT 06039, US**
- Tory Hill, LLC

**Princeton South Corporate Ctr, Suite 160, 100 Charles Ewing Blvd, Ewing, NJ 08628, US**
- Gourmet Dining, LLC

**2900 SW Wanamaker Drive, Suite 204, Topeka, KS 66614, US**
- Levy Kansas, LLC
- Myron Green Corporation
- PFM Kansas, Inc.

**2908 Poston Avenue, Nashville, TN 37203, US**
- Southeast Service Corporation

**8585 Old Dairy Road, Suite 208, Juneau, AK 99801, US**
- Statewide Services, Inc.

**600 S, 2nd Street, Suite 155, Bismarck, ND 58504, US**
- Compass ND, LLC

**2 Sun Court, Suite 400, Peachtree Corners, GA 30092, US**
- Eversource LLC

## Other subsidiaries, joint arrangements, memberships, associates and other significant holdings

### Australia

**Ground Floor 35 – 51 Mitchell Street, McMahons Point, NSW 2060, Australia**
- Applejack Hospitality Management Services Pty Ltd (70%)
- Applejack Hospitality Services Pty Ltd (70%)
- Applejack North Sydney Pty Limited (70%)
- Applejack Urbnsurf Pty Limited (70%)
- Applejack Wynyard Pty Limited (70%)
- Forresters Applejack Pty Limited (70%)
- Old Palace Darlinghurst Pty Ltd (70%)
- Socal Hospitality Pty Limited (70%)
- The Botanist Kirribilli Pty Limited (70%)
- The Butler Potts Point Pty Limited (70%)

**Level 3, 12 Newcastle Street, Perth 6000, Australia**
- ESS Thalanyji PTY Ltd (60%)

### Canada

**1 Prologis Boulevard, Suite 400, Mississauga, Ontario, L5W 0G2, Canada**
- Chef's Hall Inc. (iii) (67%)
- Compass Group Sports and Entertainment – (Quebec) (x) (67%)
- Mercatino Foods Inc. (iii)(iv) (60%)
- 2455624 Ontario Inc. (iii) (51%)
- 2686613 Ontario Inc. (iii) (51%)
- Ace Kosher Inc. (iii)(iv)(v) (51%)
- Bluff FD Inc. (iii) (51%)
- FDX Inc. (iii) (51%)
- Food Dudes Restaurant Group Inc. (iii)(iv)(v) (51%)
- The Food Dudes Inc. (iii)(iv)(v)(vi) (51%)
- ECC – ESS Support Services (x) (50%)
- 2265668 Ontario Limited (iii)(iv)(v)(vi)(viii) (49%)
- Amik Catering LP (x) (49%)
- Dease River – ESS Support Services (x) (49%)
- Dene West Limited Partnership (x) (49%)
- ESS – East Arm Camp Services (x) (49%)
- ESS – Kaatodh Camp Services (x) (49%)
- ESS – Loon River Support Services (x) (49%)
- ESS – Mi'kmaq Support Services (x) (49%)
- ESS – Missanabie Cree Support Services (x) (49%)
- ESS – Na Cho Nyak Dun Camp Services (x) (49%)
- ESS – N'deh Support Services (x) (49%)
- ESS – Ochapowace Support Services (x) (49%)
- ESS – Pessamit Camp Services (x) (49%)
- ESS – Wapachee Support Services (x) (49%)
- ESS – Wapan Manawan Services de Soutien (x) (49%)
- ESS-CreeQuest Support Services (49%)
- ESS-Nuvumiut Support Services (x) (49%)
- Services de Soutien ESS-SDEUM (x) (49%)
- ESS-White River Support Services (49%)
- ESS Haisla Support Services (x) (49%)
- ESS HLFN Support Services (x) (49%)
- ESS KNRA Support Services (x) (49%)
- ESS Komatik Support Services (x) (49%)
- ESS Liard First Nation Support Services (x) (49%)
- ESS McKenzie Support Services (x) (49%)
- ESS Okanagan Indian Band Support Services (x) (49%)
- ESS Tataskweyak Camp Services (x) (49%)
- ESS/Bushmaster Camp Services (x) (49%)
- ESS/McLeod Lake Indian Band Support Services (x) (49%)
- ESS/Mosakahiken Cree Nation Support Services (x) (49%)
- ESS/Takla Lake Support Services (x) (49%)
- ESS/WEDC Support Services (x) (49%)
- First North Catering (x) (49%)
- Hill Plain - ESS Support Services (x) (49%)
- HLCS-ESS Support Services (x) (49%)
- JCP - ESS Support Services (x) (49%)
- KDM – ESS Support Services (x) (49%)
- Metis Infinity – ESS Support Services (49%)
- Mi'kma'ki Domiculture (49%)
- Mi'Kmaq-ECC Nova Scotia Support Services (x) (49%)
- Nisga'a Village - ESS Support Services (x) (49%)
- Nuvumiut-ESS Support Services (x) (49%)
- Poplar Point Catering (x) (49%)
- Songhees Nation Support Services (x) (49%)

**30 Queen's Road, St. John's, Newfoundland and Labrador, A1C 2A5, Canada**
- Labrador Catering Inc. (iii) (49%)
- Labrador Catering LP (x) (49%)

**Clearwater River Dene Nation Reserve No. 222, P.O. Box 5050, Clearwater, Saskatchewan, S0M 3H0, Canada**
- Clearwater Catering Limited (iii)(iv)(v)(vi) (49%)

**77 King Street West, No. 400, Toronto, Ontario, M5K 0A1, Canada**
- O&B Yonge Richmond LP (33.4%)

**1600-421 7 AVE SW, Calgary, Alberta T2P 4K9, Canada**
- Komplete Modular Solutions Ltd. (iii) (iv) (51%)
- Rimfire Solutions Ltd. (40%)

# 36 Details of related undertakings of Compass Group PLC *continued*

## Other subsidiaries, joint arrangements, memberships, associates and other significant holdings (continued)

### Finland

**Linnankatu 26 A 41, 20100, Turku, Finland**
- Unica Oy (49%)

**Keskussairaalantie Opinkivi 2, 40600 Jyväskylä, Finland**
- Semma Oy (45%)

### France

**Le Puy Du Fou, 85590 Les Epesses, France**
- Puy Du Fou Restauration SAS (99.8%)

### India

**1st Floor, VK Kalyani Commercial Complex, Sankey Rd, Opp: BDA Head Office, Bengaluru, Karnataka, 560020, India**
- Bottle Lab Technologies Private Limited (79.55%)

**Innov8 Raj Vilas, Lower Ground Floor, Salcon Ras Vilas, D-1 Saket District Centre, Saket (South Delhi), South Delhi, New Delhi-110017, India**
- I.C.S Foods Private Limited (70%)

### Japan

**Hamarikyu Kensetsu Plaza, 5-5-12, Tsukiji, Chuo-ku, Tokyo 104-0045, Japan**
- Chiyoda Kyushoku Services Co., Ltd (90%)

**5-7-5, Chiyoda, Naka-ku, Nagoya-City, Aichi-Prefecture, 460-0012, Japan**
- Seiyo General Food Co., Ltd (50%)

### Luxembourg

**39 Boulevard Joseph, II L-1840, Luxembourg**
- Geria SA (25%)

### Monaco

**30, Boulevard Princesse Charlotte Le Labor - RDC, 98000 MC, Monaco**
- Eurest Monaco S.A. (99.99%)

### Netherlands

**Haaksbergweg 70, 1101 BZ, Amsterdam, Netherlands**
- Compass Group International Finance C.V. [x] (100%)

### Norway

**Okesnoyveien 16, 1366, Lysaker, 1366, Norway**
- Forpleiningstjenester AS (33.33%)

**Harbitzalléen 2A, 0275 Oslo, PÅ Box 4148, Sjølyst, 0217 Oslo, Norway**
- Gress Gruppen AS (33.33%)

**Brynsalléen 4, 0667 Oslo, Postboks 6489 Etterstad, 0606 Oslo**
- Viken Innkvartering AS (50%)
- Flesland Innkvartering AS (33.33%)

**Neptunvegen 4, 7652 Verdal, Postboks 6489 Etterstad, 0606 Oslo**
- Ørin Overnatting AS (33.85%)

### Papua New Guinea

**c/o Warner Shand Lawyers Waigani, Level 1 RH Hypermarket, Allotment 1 Section 479 (off Kennedy Road), Gordons NCD, Papua New Guinea**
- Eurest OKAS Catering Ltd [ii] (55%)
- Eurest Lotic (PNG) JV Ltd [ii] (50%)

### Qatar

**2 Floor, Al Mana Commercial Tower, C-Ring road, Doha, PO BOX 22481, Qatar**
- Compass Catering Services WLL (20%)

### Spain

**Calle Pinar de San José 98, Planta 1a, 28054, Madrid, Spain**
- Eurest Servicios, S.L (99%)

### United Kingdom

**Parklands Court, 24 Parklands, Birmingham Great Park, Rubery, Birmingham, B45 9PZ, United Kingdom**
- Quaglino's Limited (99%)
- Mother Group Limited [iii][iv] (92.48%)

**County Ground, Edgbaston, Birmingham, B5 7QU, United Kingdom**
- Edgbaston Experience Limited [iii][iv] (25%)

**67 Shrivenham Hundred Business Park Majors Road, Watchfield, Swindon, Oxfordshire, SN6 8TY, United Kingdom**
- Benchmark Designs Limited [iii] (50%)

**Lower Ground 04 Edinburgh House, 154-182 Kennington Lane, London, SE11 5DP, United Kingdom**
- Peppermint Events Limited (50%)
- POP (Purveyors of Plenty) Collective Limited (50%)

**2nd Floor, Fourways House,57 Hilton Street, Manchester, M1 2EJ, United Kingdom**
- FC Sportswear and Retail Services Limited [iii][iv] (45%)

**The O2, Peninsula Square, London, SE10 0DX**
- EdiPark Holdco Limited (37.5%)
- EdiPark Arena Limited (37.5%)

**The Oval, Kennington, London, SE11 5SS, United Kingdom**
- Oval Events Holdings Limited [iii][iv][v][vi] (37.5%)
- Oval Events Limited [iii][iv][v][vi] (37.5%)

**1st Floor 4 Tabernacle Street, London, EC2A 4LU, United Kingdom**
- Cucumber Holdings Limited [iii] (33.9%)
- Kerb Berlin Limited [ii][iii] (33.9%)
- Kerb Events Limited [iii][iv] (33.9%)
- Kerb Group Limited [iii][v][vi] (33.9%)
- Kerb Seven Dials Limited [iii] (33.9%)
- Kerb Ventures Limited [iii][iv] (33.9%)

**Rugby House, Allianz Stadium, 200 Whitton Road, Twickenham, Middlesex, TW2 7BA, United Kingdom**
- Twickenham Experience Limited [iii][iv] (15.53%)[1]

### United States

**251 Little Falls Drive, Wilmington, DE 19808, US**
- HHP-Partner COL, LLC (90%)
- HHP-Partner, LLC (90%)
- BAMJoy LLC (60%)
- HBGALA Holdings, LLC (50.1%)
- Hanna Brothers Enterprises, LLC (50.1%)
- Hanna Brothers Georgia, LLC (50.1%)
- Learfield Levy Foodservice, LLC (50%)
- DIOSS LLC (49%)
- Pure Solutions, LLC (49%)
- Thompson Facilities Services LLC (49%)
- Thompson Hospitality Services, LLC (49%)
- Two Tree Management, LLC (30%)

**8585 Old Dairy Road, Suite 208, Juneau, AK 99801, US**
- KIJIK/ESS, LLC (80%)
- Statewide/GanaAYoo JV (50%)

**980 N. Michigan Ave., Suite 400, Chicago, IL 60611, US**
- Convention Hospitality Partners (75%)
- Atlanta Sports Catering (50%)
- Orlando Foodservice Partners (50%)

**84 State Street, Boston, MA 02109, US**
- Levy Maryland, LLC (74%)

**5001 Blue Mound Rd. Fort Worth, TX 76106**
- Quantum North America, LLC (70%)

**7 St. Paul Street, Suite 820, Baltimore, MD 21202, US**
- Levy Baltimore, LLC (70%)

**2 Sun Court, Suite 400, Peachtree Corners, GA 30092, US**
- Production Propane LLC (50.1%)

**1090 Vermont Ave N.W., Washington, DC 20005, US**
- Seasons Culinary Services, Inc (50.1%)

**4605 Duke Drive, Suite 110, Mason, OH 45040, US**
- Linkage Solutions, LLC (49%)

**3903 Volunteer Drive, Suite 200, Chattanooga, TN 37416, US**
- Sifted, LLC (40%)

**1209 Orange Street, Wilmington, DE 19801, US**
- AEG Venue Management Holdings, LLC (38%)
- Link-Age Launch, LLC (30%)

**945 Market Street, San Francisco, CA 94103, US**
- Saluhall SF Inc. (33.9%)

**1201 Hays Street, Tallahassee, FL 32301, US**
- Food Fleet Inc. (25%)

1. As a percentage of nominal value of total share capital in issue.

**Parent Company balance sheet** at 30 September 2025

| Compass Group PLC | Notes | 30 September 2025 £m | 2024 £m |
|---|---|---|---|
| **Fixed assets** | | | |
| Investments in subsidiary undertakings | 2 | **6,821** | 6,763 |
| **Current assets** | | | |
| Debtors: amounts falling due within one year | 3 | **5,926** | 1,413 |
| Debtors: amounts falling due after more than one year | 3 | **2,106** | 5,881 |
| Cash at bank and in hand | | **7** | 12 |
| Current assets | | **8,039** | 7,306 |
| **Creditors: amounts falling due within one year** | | | |
| Creditors: amounts falling due within one year | 4 | **(7,786)** | (7,245) |
| Net current assets | | **253** | 61 |
| **Total assets less current liabilities** | | | |
| Total assets less current liabilities | | **7,074** | 6,824 |
| **Creditors: amounts falling due after more than one year** | | | |
| Creditors: amounts falling due after more than one year | 4 | **(3,637)** | (3,293) |
| Provisions | | **(3)** | (3) |
| **Net assets** | | **3,434** | 3,528 |
| **Equity** | | | |
| Share capital | 6 | **198** | 198 |
| Share premium | | **189** | 189 |
| Capital redemption reserve | | **295** | 295 |
| Own shares reserve | | **(1,799)** | (1,857) |
| Retained earnings[1] | | **4,551** | 4,703 |
| **Total equity** | | **3,434** | 3,528 |

1. The Company's profit on ordinary activities after tax was £660m (2024: £1,227m), which includes dividend income of £700m (2024: £1,306m) from an intermediate holding company, Hospitality Holdings Limited.

The accompanying notes form part of these Parent Company financial statements.

Approved by the Board of Directors on 24 November 2025 and signed on its behalf by:

**Dominic Blakemore**, Director
**Petros Parras**, Director

**Parent Company statement of changes in equity** for the year ended 30 September 2025

| Equity | Share capital £m | Share premium £m | Capital redemption reserve £m | Own shares reserve £m | Retained earnings[1] £m | Total £m |
|---|---|---|---|---|---|---|
| At 1 October 2023 | 198 | 189 | 295 | (1,513) | 4,232 | 3,401 |
| Profit for the year | – | – | – | – | 1,227 | 1,227 |
| Fair value of share-based payments | – | – | – | – | 54 | 54 |
| Cost of shares transferred to employees | – | – | – | 52 | (52) | – |
| Purchase of own shares – share buyback | – | – | – | (396) | – | (396) |
| Dividends paid to shareholders[2] | – | – | – | – | (758) | (758) |
| At 30 September 2024 | 198 | 189 | 295 | (1,857) | 4,703 | 3,528 |
| Profit for the year | – | – | – | – | **660** | **660** |
| Fair value of share-based payments | – | – | – | – | **63** | **63** |
| Cost of shares transferred to employees | – | – | – | **58** | **(58)** | – |
| Dividends paid to shareholders[2] | – | – | – | – | **(817)** | **(817)** |
| **At 30 September 2025** | **198** | **189** | **295** | **(1,799)** | **4,551** | **3,434** |

1. The non-distributable portion of retained earnings is £447m at 30 September 2025 (2024: £389m).
2. Details of the £817m ($1,047m) of dividends paid to equity shareholders in 2025 (2024: £758m ($963m)) are shown in note 8 to the consolidated financial statements.

The accompanying notes form part of these Parent Company financial statements.

## Capital redemption reserve

The nominal value of shares in the Company purchased and subsequently cancelled is shown as a reduction in share capital and an equal and opposite transfer to the capital redemption reserve.

## Own shares reserve

The own shares reserve represents shares in Compass Group PLC held either in treasury, including transaction costs, or by employee share trusts to satisfy liabilities to employees for long-term incentive plans. Own shares are treated as a deduction to equity until the shares are cancelled, reissued or sold, at which point they are transferred to retained earnings.

The own shares reserve comprises £1,796m (2024: £1,851m) in respect of 87,973,798 (2024: 87,992,005) shares in Compass Group PLC held in treasury and £3m (2024: £6m) in respect of 129,201 (2024: 298,712) shares in Compass Group PLC held by the Compass Group PLC All Share Schemes Trust (ASST).

The share buyback announced in November 2023 was completed in December 2024, with 3,224,030 shares repurchased during the year. The total cash outflow in respect of the share buyback, including transaction costs, was £89m.

The ASST is a discretionary trust for the benefit of employees and the shares held are used to satisfy some of the Group's liabilities to employees for long-term incentive plans. During the year, 169,511 (2024: 274,511) shares were released from the ASST to satisfy awards under the Company's long-term incentive plans. At 30 September 2025, the nominal value of the shares in the ASST was £14,277 (2024: £33,008), with a market value of £3m (2024: £7m).

No treasury shares have been reissued since the end of the financial year to the date of this Report. On 1 October 2025, 2,438 shares were released by the ASST to satisfy an award under the Compass Group PLC Restricted Share Award Plan which had vested on 30 September 2025.

**Notes to the Parent Company financial statements** for the year ended 30 September 2025

# 1 Basis of preparation

## Introduction

The separate financial statements of Compass Group PLC (the Company) have been prepared on a going concern basis, as discussed on page 103, in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework (FRS 101). The separate financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial instruments.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of UK-adopted International Accounting Standards, but makes amendments where necessary to comply with the Companies Act 2006, and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

The financial statements present information about the Company as an individual undertaking, not as a Group undertaking, and are included in the Compass Group PLC consolidated financial statements for the year ended 30 September 2025. As permitted by section 408 of the Companies Act 2006, the Company has not presented its own income statement. The amount of profit for the year of the Company is disclosed in the Parent Company balance sheet and statement of changes in equity.

## FRS 101 exemptions

In these financial statements, the Company has applied the exemptions available under FRS 101 in respect of the following disclosures:

- cash flow statement and related notes
- financial instruments and fair values
- share-based payments
- transactions with wholly-owned subsidiaries
- compensation of key management personnel
- capital management
- the effect of new but not yet effective accounting standards

## Significant accounting policies

The significant accounting policies applied in the preparation of these separate financial statements are set out below. These policies have been applied consistently to all the years presented, unless otherwise stated.

## Changes in accounting policies

There have been no significant changes in accounting policies during the year.

## Investments in subsidiary undertakings

Investments are stated at cost less provision for any impairment. In the opinion of the directors, the value of such investments is not less than that shown at the balance sheet date.

Investment income is measured at the fair value of the consideration received or receivable. It represents dividend income, which is recognised when the right to receive payment is established.

## Foreign currency

Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the year end. Gains and losses arising on retranslation are included in the income statement for the period.

## Financial assets and liabilities

Financial assets and liabilities are recognised on the Company's balance sheet when the Company becomes a party to the contractual provisions of the instrument, and derecognised when it ceases to be party to such provisions. Financial assets are classified as current assets. Financial liabilities are classified as current if they are legally due to be paid within 12 months of the balance sheet date.

Financial assets and liabilities are initially recorded at fair value including, where permitted by IFRS 9 Financial Instruments, any directly attributable transaction costs. For those financial assets that are not subsequently held at fair value, the carrying amounts are reduced by a provision equal to the lifetime expected credit losses using historical and forward-looking data on credit risk.

The Company classifies its financial assets and liabilities into the following categories:

- financial assets and liabilities at amortised cost
- financial assets and liabilities at fair value through profit or loss

Where financial assets or liabilities are eligible to be carried at either amortised cost or fair value, the Company does not apply the fair value option.

The Company uses derivative financial instruments to manage its exposure to fluctuations in foreign exchange rates and interest rates. Derivative instruments utilised include interest rate swaps, cross currency swaps and forward currency contracts. The Company and Group policy is disclosed in note 20 to the consolidated financial statements.

# 1 Basis of preparation *continued*

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost unless they are part of a fair value hedge accounting relationship. Borrowings that are part of a fair value hedge accounting relationship are measured at amortised cost adjusted for the fair value attributable to the risk being hedged.

Amounts owed by subsidiary undertakings are initially measured at fair value and are subsequently reported at amortised cost. Provisions on intra-group receivables are calculated at an amount equal to the lifetime expected credit losses using historical and forward-looking data on credit risk.

Amounts owed to subsidiary undertakings are initially measured at fair value and are subsequently reported at amortised cost.

Non-interest-bearing payables are stated at their nominal value as they are due on demand.

## Dividends

Interim dividends are recognised in the financial statements when they are paid. Final dividends, which are subject to approval by the shareholders in a general meeting after the balance sheet date, are not included as a liability in the financial statements. Instead, they are disclosed as a post-balance sheet event and recognised in the financial statements when they are approved (see note 7).

## Deferred tax

Deferred tax is provided at the anticipated rates on temporary differences arising from the inclusion of items of income and expenditure in tax computations in periods different from those in which they are included in the financial statements. Deferred tax assets are recognised to the extent that it is regarded as more likely than not that they will be recovered.

## Share-based payments

The Company issues equity-settled share-based payments to certain employees, which are measured at fair value at the date of grant using option pricing models. The fair value is expensed on a straight-line basis over the vesting period based on the Company's estimate of the number of shares expected to vest.

The issue of share incentives by the Company to employees of its subsidiaries represents additional capital contributions. An addition to the Company's investment in subsidiary undertakings is reported, with a corresponding increase in shareholders' funds.

## Financial guarantees and loan commitments

Financial guarantee contract liabilities are measured initially at their fair values. These liabilities are subsequently measured at the higher of the expected credit loss determined under IFRS 9 Financial Instruments and the initial fair value.

**Notes to the Parent Company financial statements** for the year ended 30 September 2025 *continued*

# 2 Investments in subsidiary undertakings

| Investments in subsidiary undertakings | 2025 £m | 2024 £m |
|---|---|---|
| **Cost** | | |
| At 1 October | **6,764** | 6,715 |
| Share-based payments to employees of subsidiaries | **63** | 54 |
| Recharged to subsidiaries during the year | **(5)** | (5) |
| **At 30 September** | **6,822** | 6,764 |
| **Provisions** | | |
| **At 1 October and 30 September** | **(1)** | (1) |
| **Net book value** | | |
| **At 30 September** | **6,821** | 6,763 |

On the basis that the Company's investments in subsidiary undertakings mainly comprise an investment in Hospitality Holdings Limited, which indirectly owns all of the Company's trading businesses, there are no indicators that the carrying value may be impaired.

The principal subsidiary undertakings are listed in note 36 to the consolidated financial statements.

# 3 Debtors

| | | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|---|
| Debtors | Notes | Falling due within one year £m | Falling due after more than one year £m | Total £m | Falling due within one year £m | Falling due after more than one year £m | Total £m |
| Amounts owed by subsidiary undertakings | | **5,908** | **2,033** | **7,941** | 1,375 | 5,827 | 7,202 |
| Derivative financial instruments | 5 | **2** | **72** | **74** | 26 | 52 | 78 |
| Current tax | | **16** | **–** | **16** | 12 | – | 12 |
| Deferred tax[1] | | **–** | **1** | **1** | – | 2 | 2 |
| **Total** | | **5,926** | **2,106** | **8,032** | 1,413 | 5,881 | 7,294 |

1. The deferred tax asset relates to net losses on certain derivative financial instruments recognised in the income statement.

Amounts owed by subsidiary undertakings may be interest-free or interest-bearing loans. Interest-free loans are repayable on demand. Interest-bearing loans incur interest at fixed rates (between 5.0% and 7.0%) or various floating rates with margins ranging from 0% to 1.5% (subject to a minimum all-in rate of 0%), and have maturities ranging from repayable on demand up to May 2031. Of the amounts owed by subsidiary undertakings falling due within one year at 30 September 2025, approximately £4.5bn is not expected to be received during 2026. The classification of amounts owed by subsidiary undertakings between amounts falling due within one year and amounts falling due after more than one year in the prior year was based on expectation rather than due date.

The book value of amounts owed by subsidiary undertakings falling due within one year approximates to fair value due to the short-term nature of these receivables. The fair value of amounts owed by subsidiary undertakings falling due after more than one year is £2,028m (2024: £5,721m).

Details of the derivative financial instruments are shown in note 20 to the consolidated financial statements.

# 4 Creditors

| Creditors | Notes | 2025 Falling due within one year £m | 2025 Falling due after more than one year £m | 2025 Total £m | 2024 Falling due within one year £m | 2024 Falling due after more than one year £m | 2024 Total £m |
|---|---|---|---|---|---|---|---|
| Issued debt | 5 | **250** | **2,413** | **2,663** | 538 | 2,022 | 2,560 |
| Commercial paper | 5 | **475** | **–** | **475** | 19 | – | 19 |
| Bank overdrafts | 5 | **292** | **–** | **292** | 634 | – | 634 |
| Amounts owed to subsidiary undertakings | 5 | **6,728** | **1,158** | **7,886** | 5,920 | 1,131 | 7,051 |
| Derivative financial instruments | 5 | **10** | **66** | **76** | 15 | 140 | 155 |
| Other payables[1] | 5 | **–** | **–** | **–** | 89 | – | 89 |
| Accruals | | **31** | **–** | **31** | 30 | – | 30 |
| **Total** | | **7,786** | **3,637** | **11,423** | 7,245 | 3,293 | 10,538 |

1. Represents a commitment in respect of the share buyback.

| Issued debt | Nominal value | Maturity | Interest | 2025 Carrying value £m | 2024 Carrying value £m |
|---|---|---|---|---|---|
| US Private Placement | $100m | Dec 2024 | 3.54% | **–** | 75 |
| Eurobond | £250m | Sep 2025 | 2.00% | **–** | 243 |
| US Private Placement | $300m | Sep 2025 | 3.81% | **–** | 220 |
| Eurobond | £250m | Jun 2026 | 3.85% | **250** | 250 |
| US Private Placement | $300m | Dec 2026 | 3.64% | **223** | 224 |
| Eurobond | £300m | Jul 2029 | 2.00% | **267** | 263 |
| Eurobond | €750m | Feb 2031 | 3.25% | **660** | 633 |
| Eurobond | €700m | Jun 2032 | 3.13% | **605** | – |
| Eurobond | £250m | Sep 2032 | 4.38% | **233** | 237 |
| Eurobond | €500m | Sep 2033 | 3.25% | **425** | 415 |
| **Total** | | | | **2,663** | 2,560 |

The Company has a €1,500m (£1,309m) Revolving Credit Facility (RCF) committed to October 2027 and a $3,200m (£2,377m) RCF committed to February 2030. At 30 September 2025, no amounts were drawn under either RCF (2024: £nil).

The Company has a $4bn (£3bn) commercial paper programme. Commercial paper is issued to meet short-term liquidity requirements and is supported by the RCFs. At 30 September 2025, commercial paper of £475m was outstanding under the programme (2024: £19m), which matured in October.

Amounts owed to subsidiary undertakings may be interest-free or interest-bearing loans. Interest-free loans are repayable on demand and classified as current. Interest-bearing loans incur interest at fixed rates (between 1.60% and 3.10%) or various floating rates with margins ranging from -0.15% to +0.70% (subject to a minimum all-in rate of 0%), and have maturities ranging from repayable on demand up to September 2048.

The book value of amounts owed to subsidiary undertakings falling due within one year approximates to fair value due to the short-term nature of these payables. The fair value of amounts owed to subsidiary undertakings falling due after more than one year is shown below:

| Amounts owed to subsidiary undertakings falling due after more than one year | Maturity | Interest | 2025 Nominal value €m | 2025 Carrying value £m | 2025 Fair value £m | 2024 Nominal value €m | 2024 Carrying value £m | 2024 Fair value £m |
|---|---|---|---|---|---|---|---|---|
| Euro intra-group loan | Jul 2027 | 2.05% | **363** | **317** | **314** | 405 | 337 | 332 |
| Euro intra-group loan | Sep 2028 | 1.60% | **500** | **412** | **424** | 500 | 385 | 398 |
| Euro intra-group loan | Mar 2030 | 3.10% | **500** | **429** | **441** | 500 | 409 | 419 |
| **Total** | | | **1,363** | **1,158** | **1,179** | 1,405 | 1,131 | 1,149 |

Details of the derivative financial instruments are shown in note 20 to the consolidated financial statements.

**Notes to the Parent Company financial statements** for the year ended 30 September 2025 *continued*

# 5 Maturity of financial liabilities and derivative financial instruments

The maturity of financial liabilities and derivative financial instruments at 30 September is as follows:

| | 2025 | | | | |
|---|---|---|---|---|---|
| **Maturity of financial liabilities and derivative financial instruments** | **Less than 1 year £m** | **Between 1 and 2 years £m** | **Between 2 and 5 years £m** | **Over 5 years £m** | **Total £m** |
| Issued debt | **250** | **223** | **267** | **1,923** | **2,663** |
| Commercial paper | **475** | **–** | **–** | **–** | **475** |
| Bank overdrafts | **292** | **–** | **–** | **–** | **292** |
| Amounts owed to subsidiary undertakings | **6,728** | **317** | **841** | **–** | **7,886** |
| Derivative financial instruments | **8** | **4** | **28** | **(38)** | **2** |

| | 2024 | | | | |
|---|---|---|---|---|---|
| **Maturity of financial liabilities and derivative financial instruments** | Less than 1 year £m | Between 1 and 2 years £m | Between 2 and 5 years £m | Over 5 years £m | Total £m |
| Issued debt | 538 | 250 | 487 | 1,285 | 2,560 |
| Commercial paper | 19 | – | – | – | 19 |
| Bank overdrafts | 634 | – | – | – | 634 |
| Amounts owed to subsidiary undertakings | 5,920 | – | 722 | 409 | 7,051 |
| Derivative financial instruments | (10) | (8) | 110 | (15) | 77 |
| Other payables | 89 | – | – | – | 89 |

# 6 Share capital

Details of the share capital and share-based payments of the Company are shown in notes 25 and 26 to the consolidated financial statements.

# 7 Post-balance sheet events

On 24 November 2025, a final dividend in respect of 2025 of 43.3c per share, $735m in aggregate, was proposed.

# 8 Other information

## Company audit fee

Fees payable to the Company's auditor for the audit of the Company's annual financial statements totalled £2.1m (2024: £1.9m).

## Directors

Information on directors' remuneration, long-term incentive plans, pension contributions and entitlements can be found in the audited section of the Directors' Remuneration Report on pages 61 to 79 and forms part of these accounts.

## Employees

The Company had no direct employees in the course of the year (2024: none).

## Related party transactions

With the exception of transactions between the Company and its wholly-owned subsidiaries, there are no material related party transactions in the current or prior year.