

COMPASS GROUP

DIGITAL DEEP DIVE



Shelley Roberts
Group Chief Commercial Officer



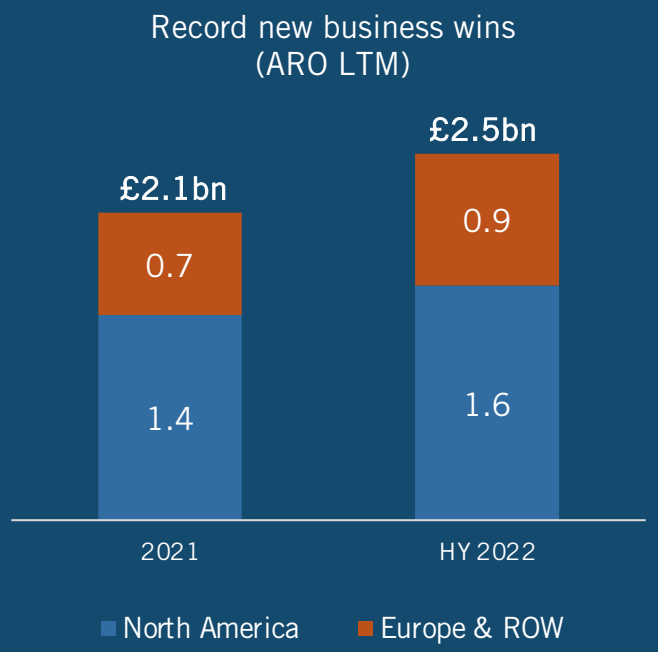
Jugveer Randhawa
CEO, Compass Digital



Agatha Donnelly
Director, Investor Relations

Digital is a growth enabler providing Compass with…

- Digital is now a ‘right to entry’ in every client proposal
- Unlocks growth across all sectors
- Supports new operating models and drives efficiencies
- Further enhances our ESG proposition
- Data and insight increasingly intrinsic to our client partnerships
- Significant scope to further leverage capabilities across the Group



…a clear competitive advantage

Which we have been investing in…

- Strong in-house capabilities with multiple tools and proprietary solutions
- Tailored to sectors, sub-sectors and client requirements
- Integrated multi-team approach with shared innovation
- c.1,350 digital and technology members
  - c.700 dedicated to client and consumer digital
- Data analytics and predictive scheduling
- Hubs of Excellence in the US, UK, France and India



…for nearly a decade

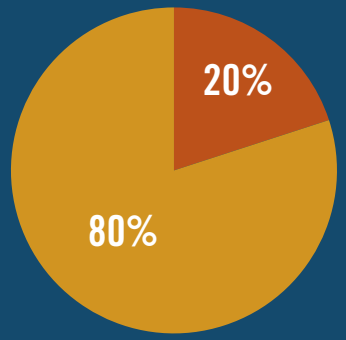
Our capex remains stable…

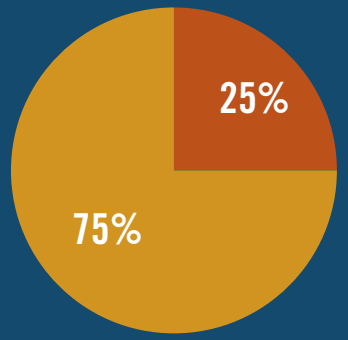
CAPEX up to 3.5% of sales

Client facing

IT & digital

Historically…





… and today

…but the mix has shifted more towards IT & digital

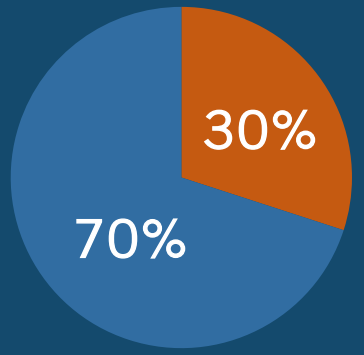
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We are a food company using technology…

Existing core capabilities

New digital pilots and tools

How we spend our time



…not a technology company doing food

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Our philosophy is to think big, start small…

SCALE

Share best practice through our Digital Excellence Network

Pilot

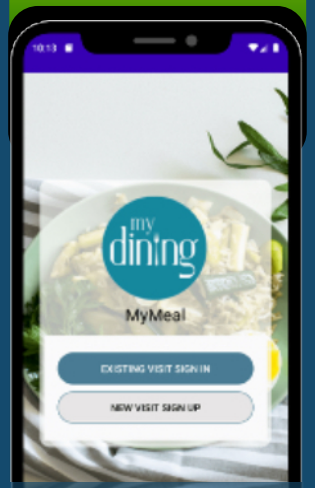
Build prototypes

Identify the opportunity

… and scale fast

We have many digital enablers…

Apps



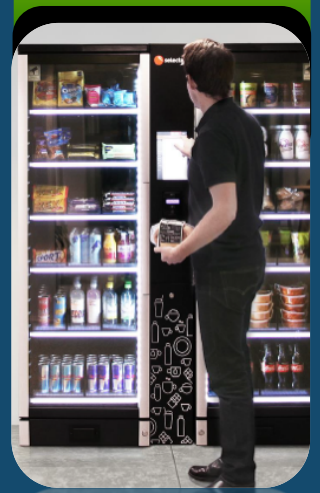
Markets



Frictionless



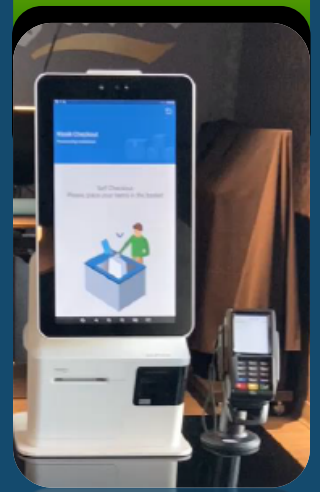
Smart fridges



Beverage dispensers



Self checkout



…on the consumer side

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That are modular…











…and scalable across different sectors

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Sectorisation is one of our key differentiators…



Business & Industry


Healthcare & Senior Living


Education


Sports and Leisure


Defence, Offshore & Remote

25+ sub-sectors

…which our digital tools help us enhance further

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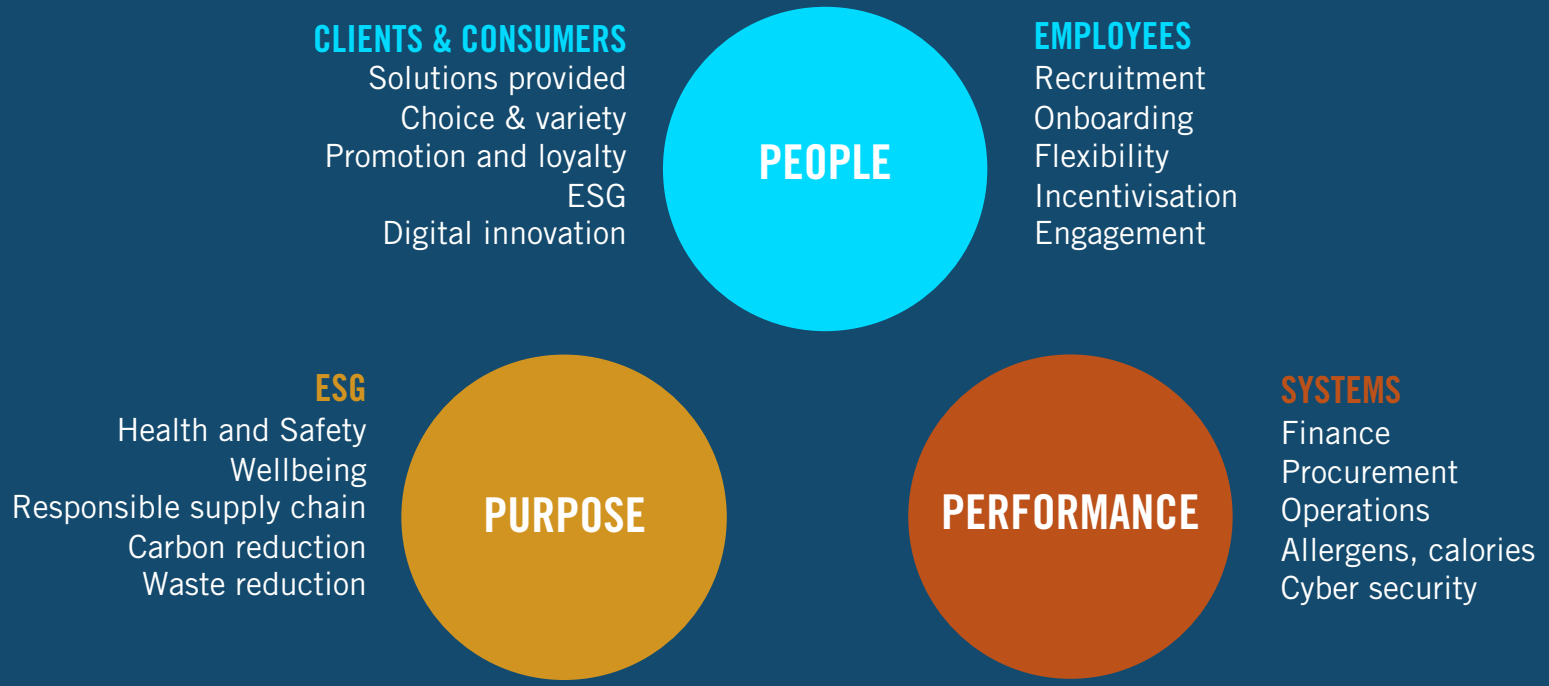
Our proprietary technology platforms…



…support our back of house operations to unlock efficiencies

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Technology and data insight align...



...with our key strategic pillars

Digital provides Compass with tangible MAP benefits

MAP 1 **CLIENT SALES AND MARKETING:** Driving new business wins and higher retention

MAP 2 **CONSUMER SALES AND MARKETING:** Growing like for like revenues

MAP 3 **COST OF FOOD:** Reducing food waste and costs

MAP 4 **IN-UNIT COSTS:** Improving productivity and labour efficiency

MAP 5 **ABOVE-UNIT OVERHEADS:** Leveraging scale and synergies

MAP 1: The reasons to outsource are growing….



- Climate change/Net Zero
- Increase in regulations

- Outsource risk
- Reduce costs

- Talent attraction and retention
- Invest to improve offer

- Entice employees back to work
- Improve productivity and morale

- Health & Safety
- Business continuity

- Manage supply chain
- Support local community

- **Innovation and agility**
- **Digital capability**

…with digital becoming integral to the offer

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MAP 1: Digital is driving new business wins…

$1bn

North America
- Core element to winning new business

32%

United Kingdom
- New business wins directly linked to digital

£300m

Global clients
- Key decision making point in last six global bids

60

United Kingdom
- Contracts extended due to digital capability

94.3%

Europe Middle East
- Higher retention driven by digitally enabled client and consumer feedback

Top 500

Europe Middle East
- Higher retention driven by Compass Client Insight (top 500 accounts)

… and higher retention

MAP 1: Data provides valuable insight to clients…

- Real time reporting helps business decision making and planning
  - Health and Safety
  - Consumer trends
  - Employee satisfaction and engagement
  - Business continuity and risk management

- Helping clients deliver their own ESG commitments
  - Reducing food waste
  - Improving water and energy efficiency
  - Diversity & Inclusion
  - Carbon labelling and carbon reduction

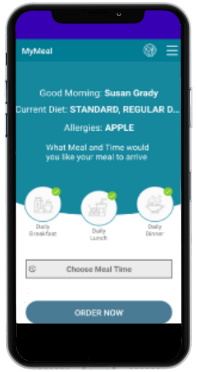
…and contributes to stronger partnerships

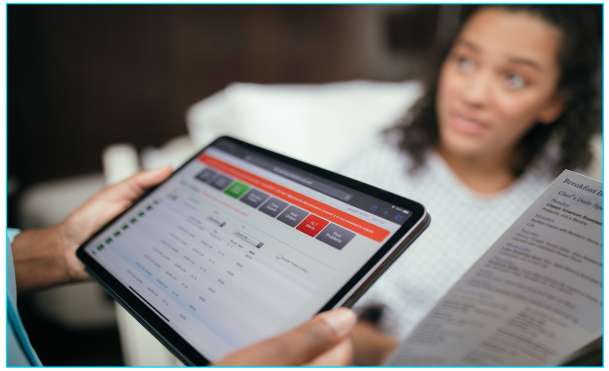
Healthcare & Senior Living: Where data helps us manage nutrition, compliance and traceability

MAP 1 CASE STUDY

My Dining: Proprietary solution to help manage patient ordering

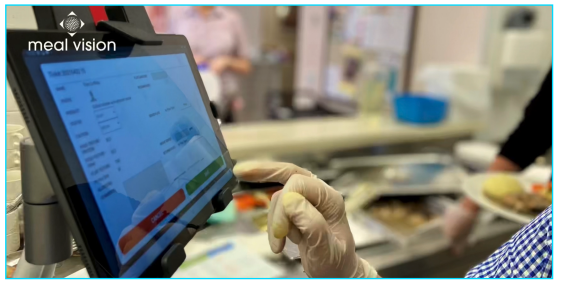
- Medically tailored diets
- Integrated with Electronic Health Records and hospital systems
- Serving 45 million meals per year





Meal Vision: Addressing nutritional needs in Senior Living

- Loss of appetite and lack of nutrition is an issue in elderly populations
- Captures food consumption patterns, enabling more effective management of residents
- Combines digital, clinical and dietary expertise





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Defence, Offshore and Remote: Serving large populations in some of the most remote regions

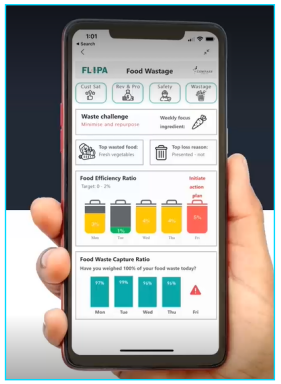
MAP 1 CASE STUDY

Forecasting demand is crucial when transporting food over large distances

- Proprietary tools use machine learning to more accurately predict population levels
- Reduces food waste and improves labour efficiency
- Helps clients with their business decision making
- Heat mapping technology tracks population movements and activates retail outlets where appropriate



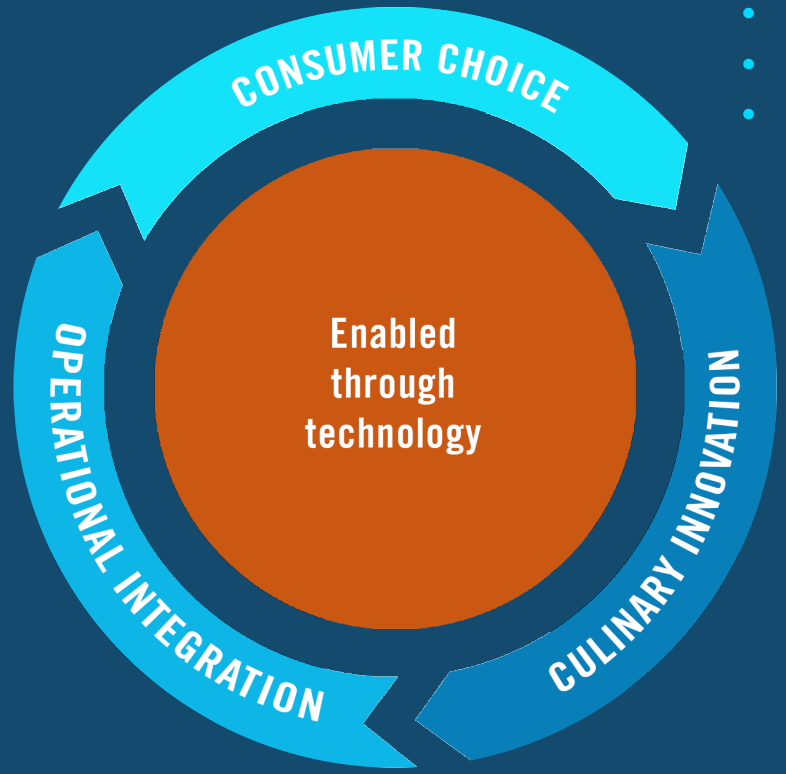




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MAP 2: A multi-functional approach is key...

- Marketing
- Consumer trends
- Data analytics



- Space design
- Look and feel
- Multiple sites
- Short breaks

- Chefs
- Procurement
- Nutritionists
- Dieticians

...to successful operational integration

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MAP 2: Improving the consumer journey…

Culinary innovation

- Nutritionists
- Dieticians
- Chefs
- Procurement

Operational changes

- Space design
- Choice & variety
- Frictionless experience
- Multiple sites

Systems integration

- Omni-channel ordering
- Promotions & loyalty
- Product quality
- Traceability & consistency

Data

- Consumer trends
- Data insight
- Allergens, calories, ESG
- Procurement

…and increasing penetration and ATV

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B&I: Adapting to hybrid working…

MAP 2 CASE STUDY

Café NXT

- Modular, flexible and customisable concept
- Optimising space and activating different services
- “Walk Out” technology
- Central kitchen provides:
  - labour efficiencies
  - higher output
  - reduced food waste
- Click & collect as well as delivery



…with the help of a new operating model

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B&I: Improving the consumer experience…

MAP 2 CASE STUDY

Flutter: Tap-Grab-Go!

- Tap mobile or card to enter unattended market
- Self pick up of basket items
- Anonymous tracking and automated billing, no need to check out
- Clear benefits:
  - 23% increase in sales
  - 6.5% increase in ATV
  - 30% reduction in labour costs



… and increasing penetration and ATV

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Sports & Leisure: Maximising the consumer experience…

MAP 2 CASE STUDY

E-15 data analytics provides deep insight into consumer behaviour

- First to market autonomous markets
- Predicting consumer behaviour with automated forecasting tools
- Results from four different sites show:
  - 30-40% increase in sales
  - Double-digit increases in ATV
  - 15-35% labour cost reduction



…through reduced friction, product and price optimisation

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MAP 3: Systems and data help manage…

- Group Procurement Organisations in US, Canada, UK and Australia
- Scale benefits and data rich
- Integrated compliance and managed order guides
- Close link to operations enables menu flexibility
- Data scraping demonstrates value versus high street
- Push notifications for best value products





Foodbuy

…food costs in current inflationary environment

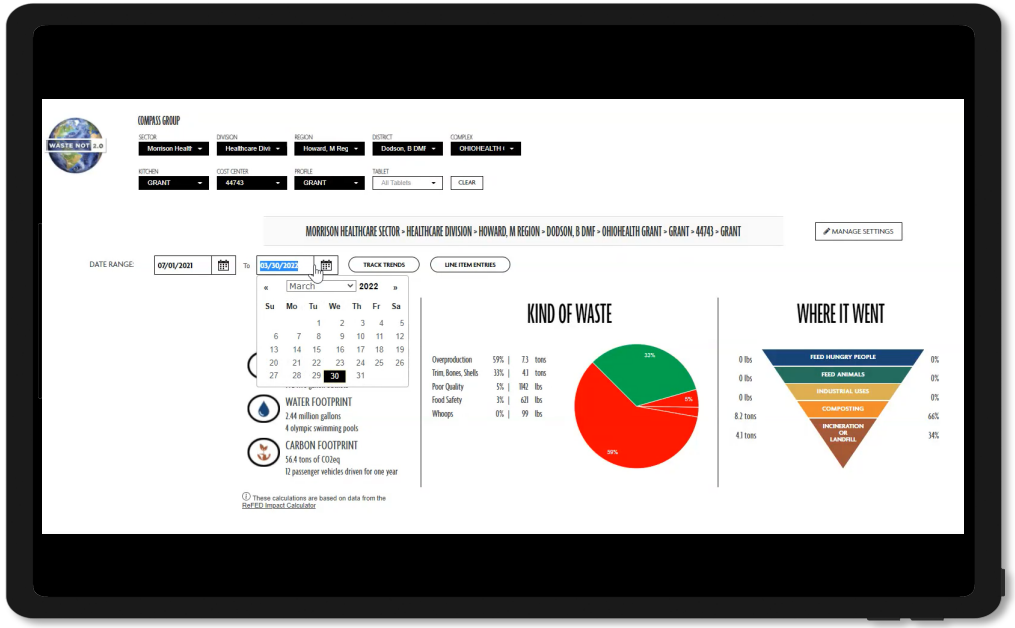
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Food Waste: Reducing waste through…

MAP 3 CASE STUDY

Waste Not 2.0

- Proprietary tablet-based programme
- Built alongside our chefs, for our chefs
- Tracks and measures food waste, along with carbon impact
- Creates awareness and empowers change
- Data shared with clients, helping them meet their ESG targets
- Potential to reduce food waste by up to 50%



…technology and data

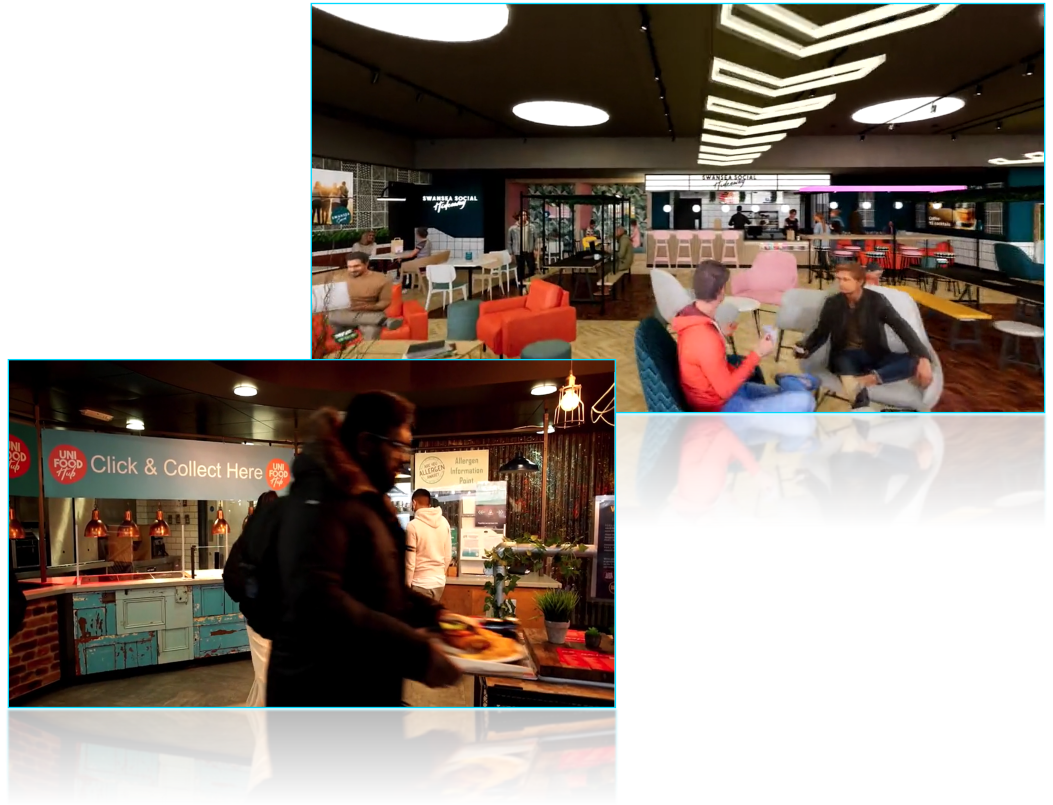
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Higher Education: Digital transformation at Brunel has…

MAP 3 CASE STUDY

Brunel University

- Convenience, authenticity and social interactions
- In-house and high street brands
- Pick up or delivery (on or off site)
- Cook to order
- Since launching in September 2021:
  - 40% increase in sales
  - 33% reduction in food waste
  - Double-digit labour efficiencies
  - 20% revenue from delivery



…led to three additional UK university wins

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MAP 4: Improving our employee proposition…

In-house agency labour model

- BENCH and Constellation
- Digital recruitment & onboarding
- Predictive scheduling / shift swapping
- Build your own schedule
- Work design and productivity tools

Employee engagement

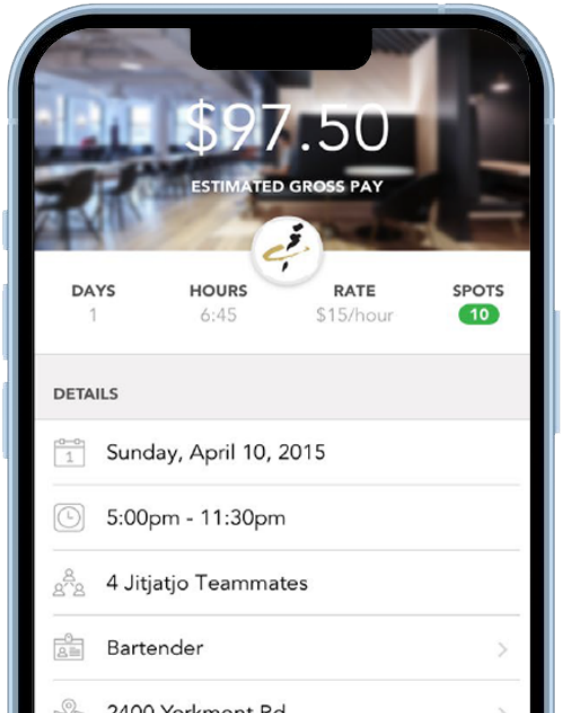
- Engage, Educate, Reward
- Employee centred applications
- Digital academy
- Digital surveys
- Same Day Pay

…by increasing flexibility and choice

Recruitment tools: Providing employee flexibility…

MAP 4 CASE STUDY

- BENCH (North America) and Constellation (U.K.)
- Build your own schedules across sectors and locations
- Increased visibility provides 50% more shifts for employees to choose from
- Flexibility to dial up or down working patterns
- Double-digit savings by reducing reliance on agencies



CONSTELLATION

…attracting talent and improving retention

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Our People: Are the driving force behind innovation…

MAP 4 CASE STUDY

92 Digital heroes



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Hackathon 2022
Charlotte I Paris I Bangalore

- 3 countries
- 24 hours to create
- Software/innovation/operators
- Taking forward the idea
- Return on investment tool

…and operational intergration

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MAP 5: Shared capability reduces cost…

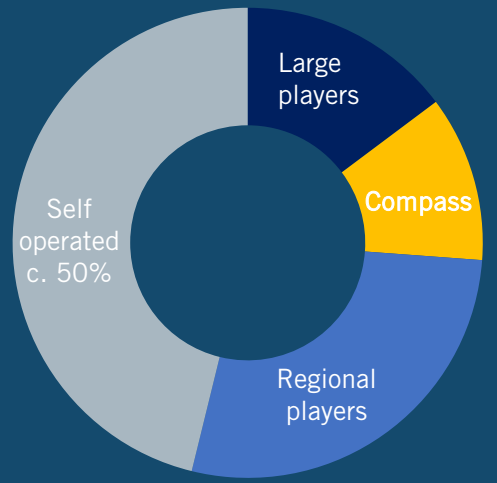
- Shared digital best practice and capability
- Invested in digital training programmes
- In-house development reduces risk and provides flexibility
- Synergies from common platforms
- Data unlocks benefits across the business

…and accelerates transformation

Digital provides us with a clear competitive advantage…

- Supporting long-term growth opportunities
- Helps unlock further operational efficiencies
- Strong portfolio of solutions enables us to provide great customer service
- Contributes to stronger partnership with all stakeholders
- Key to success is the multi-functional approach and operational integration
- We are on a mission to transform the food services industry

Addressable global food services market at least £220bn



…that helps us capture the global outsourcing opportunity

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