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Shareholder consultation regarding a proposed move of primary stock market listing to the US

LONDON – 24 November 2026 – Compass Group PLC (LSE: CPG; OTCQX: CMPGY, CMPGF), a global leader in food, hospitality and support services, today announces that it is commencing a shareholder consultation regarding a proposed move to a US primary listing, while retaining a secondary listing in the UK.

As part of its ongoing focus on delivering long-term value for all stakeholders, the Board has undertaken a review of the Group's listing structure. Following this review, the Board believes the United States has become the natural long-term listing venue for Compass Group and that a US primary listing would better align its capital markets presence with the geographic profile of the business.

Compass Group is a proudly international business with operations across more than 25 countries, but over time has become a predominantly North American business. Today, the region generates 75% of Group underlying operating profit and is home to our largest client base, with around 325,000 of our people, more than half of our global workforce. Reflecting this evolution, the Board believes that a US primary listing would bring the Group closer to its largest clients, strengthen its competitive position and support its next phase of growth. It would also provide better access to the world's largest and deepest pool of capital.

The Board believes these benefits have the potential to enhance long-term shareholder value while maintaining Compass's strong financial discipline and strategic focus.

Ian Meakins, Chair, said:

"Over the past decade, North America has become a powerful engine of growth for Compass Group and today accounts for the majority of revenue and profit. It is home to our largest client base and more than half of our people.

As Compass has evolved, so too has the centre of gravity of the business. The Board believes it is appropriate now to review whether our listing structure continues to reflect the scale, profile and

future opportunities of the Group. A US primary listing would represent a natural evolution for Compass, aligning our capital markets presence more closely with the business we are today and supporting our ambitions for the years ahead.

The Board recognises that any change to the Group's listing structure is a significant decision. We will therefore engage closely with shareholders over the coming weeks before determining whether to proceed with seeking formal shareholder approval.

The UK remains an important market for Compass, and our commitment to our employees, clients, suppliers, communities and investors in the UK remains unchanged. Importantly, we continue to see significant opportunities for growth across our International markets and remain committed to investing behind those opportunities."

Shareholder consultation

The Board will now undertake a period of shareholder consultation. Subject to shareholder support, a resolution would be put forward at a General Meeting in due course.

If approved, the transition to a US primary listing would be expected to take place in 2028.

Further updates will be provided as appropriate.

About Compass Group PLC

Compass Group is a global leader in food, hospitality and support services, operating across more than 25 countries, employing over 600,000 employees worldwide and generating revenues of over $50 billion for the 2026 fiscal year. We are listed on the London Stock Exchange (LSE: CPG) and trade on the OTCQX® Best Market (OTCQX: CMPGY, CMPGF).

Enquiries

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