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

1. What has been announced?
We are proposing to move our primary stock market listing from London to the US, while keeping a secondary listing in London. No final decision has been made. We are beginning a period of consultation with shareholders, and any final proposal would remain subject to the necessary Board, shareholder and regulatory approvals.

2. Why are you proposing this?
North America now accounts for 75% of Group operating profit. The Board believes a US primary listing could better align our capital markets presence with the business we are today.

3. What is the difference between a primary and a secondary listing?
The primary listing is the principal market on which a company's shares are listed and traded. Under the proposal, Compass would retain a secondary listing in London, intended to allow UK investors to continue to access Compass shares. The detailed arrangements would be explained before shareholders are asked to vote.

4. Is Compass leaving the UK?
No. The proposal concerns where Compass shares would be primarily listed and traded, not our presence in the UK. The UK remains an important market for us, and our commitment to our UK colleagues, clients, suppliers, communities and investors remains unchanged. We employ around 55,000 people in the UK, have invested approximately £1.5 billion here over the past five years, and intend to keep a secondary listing in London.

5. Do I need to take any action?
No. Shareholders do not need to take any action as a result of today's announcement and existing shareholders are not being asked to sell their shares. If, following consultation, the Board decides to bring forward a formal proposal, shareholders would receive detailed information on the proposed arrangements and any action required well ahead of a vote or implementation.

6. Will anything change in how I hold or trade my shares, or how I receive dividends as a result of the proposal?
The intention is that UK shareholders will still be able to buy, sell and hold Compass shares in London and receive dividends in the usual way. We will explain the details before shareholders are asked to vote or take action.

7. What happens next?
We are beginning a structured consultation with shareholders. Following that consultation, the Board would consider whether to bring forward a formal proposal. Any final proposal would be subject to the necessary Board, shareholder and regulatory approvals. If the proposal proceeds,

2028 is the current target for implementation, subject to those approvals and implementation readiness. Until then, Compass continues to be listed in London, as it is today.

8. What are the costs and risks of the proposal?

The detailed implementation arrangements, costs and risks are still being assessed as part of the evaluation and preparatory work. If the Board decides to bring forward a formal proposal, shareholders would receive sufficient information on the proposed structure, its expected benefits, costs and material risks to make an informed decision before any vote.

9. Where do I direct further questions?

Please contact investor.relations@compass-group.com