Aramark (NYSE: ARMK)

UIG Consumer Staples, November 2025, 33.5% upside at $50.75 price target, 19.8% IRR with 3-year hold

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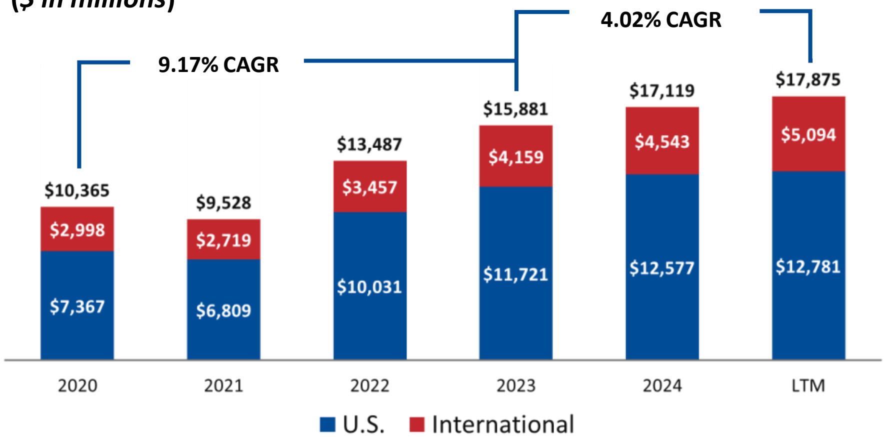
Aramark – A Strong Player in a Resilient Industry

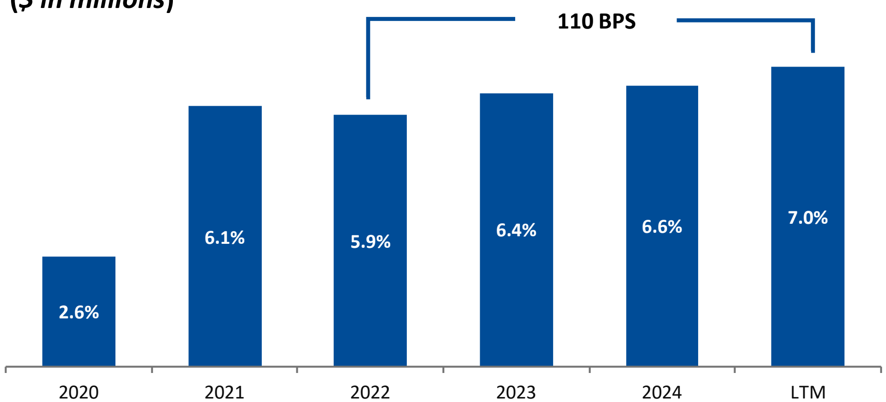
Aramark at a Glance

- Leading global provider of food and facilities services to a variety of industries and corporations
- Exceptional client relationships driven through contracts providing services to students, patients, employees, sports fans and guests worldwide
- Scaled platform with deep North American leadership and a growing international footprint
- Mission-driven operator focused on service, hospitality, and operational excellence across diverse client environments
- Exceptional leadership team with deep industry experience and knowledge supported by a broad organization with unmatched culture
- Advanced integrating, operating, and customization capabilities support market positioning

Steady Revenue Growth
(*$ in millions*)



EBITDA Margin
(*$ in millions*)



Aramark By The Numbers:

22 Countries	500M Meals Served Annually	$19.5B Contracted Spend	80,000 Global Locations	2M Employees	2,500+ Contracted Supplier Agreements

A Platform Built on Service Excellence

- Aramark is a **diversified service provider** delivering essential food, facilities, and operational solutions across industries
  - Operates dining and facilities programs for schools, universities, hospitals, workplaces, stadiums, and corrections
  - Delivers high-quality culinary programs, branded concepts, and modern retail formats (grab-and-go, vending, cold-brew machines)
  - Provides an integrated service across client locations, allowing customers to focus on core operations
- **Global Procurement & Local Expertise (GPO)** makes Aramark a dependable provider through an efficient supply-chain
  - Avendra drives purchasing scale across food, supplies, equipment, and services, improving cost, quality, and availability
  - National contracts combined with local supplier flexibility strengthen reliability and service consistency
  - Preferred-provider status in healthcare and other sectors supports client trust and long-term partnerships

Dining Halls

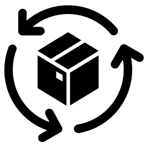
- Manages dining hall and food services for various institutions, such as schools, hospitals, and business facilities.
- Ex. The Suwannee Room


Training Employees

- Provides employee training through various leadership and development programs
- Creates a skilled workforce via reinforcing subject matter training

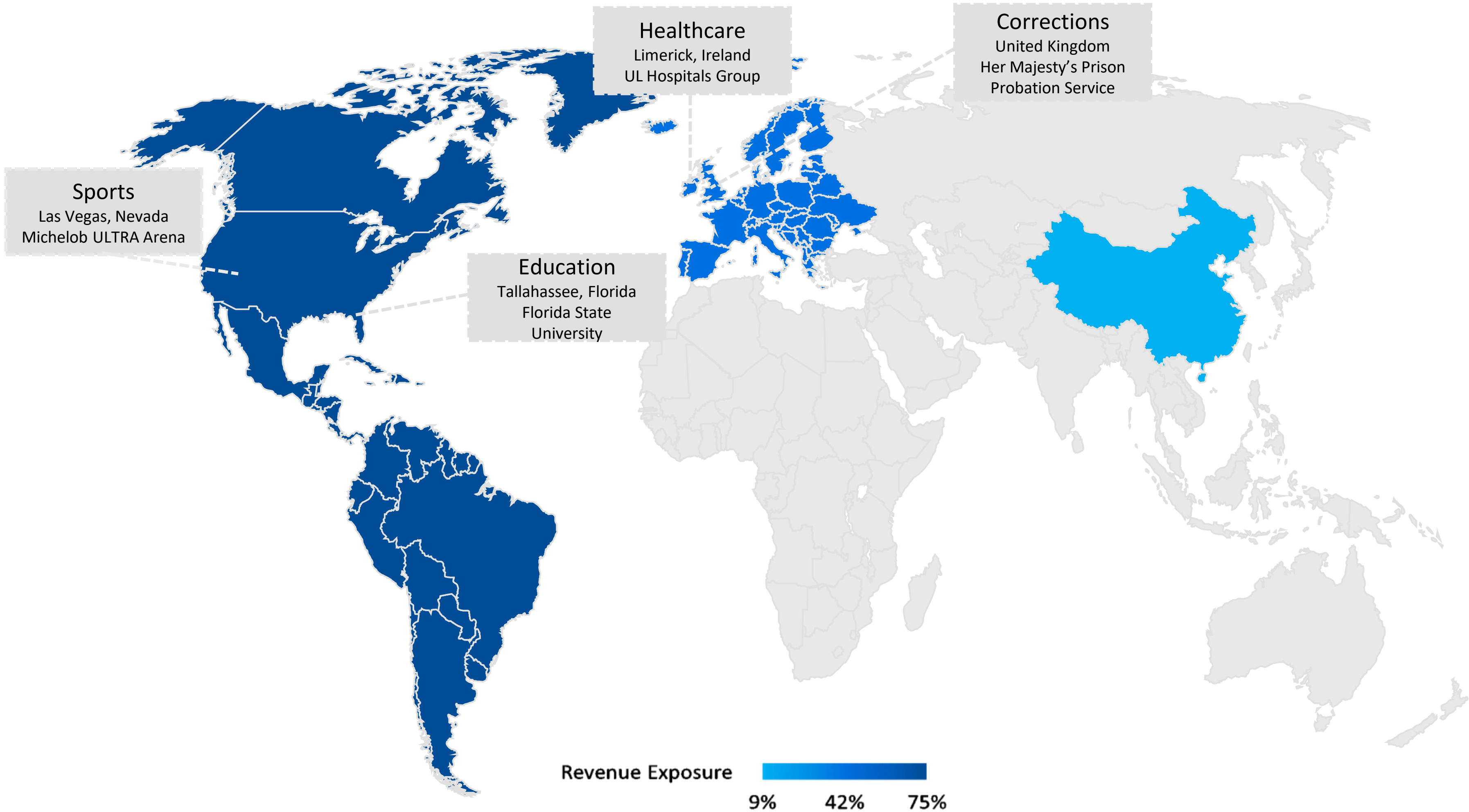

Engineering Solutions

- Delivers technical services to optimize building performance and reduce operating costs
- Manages facility lifecycle projects from planning to implementation

Global Scale Through Diverse Industries

Aramark's global presence is anchored by flagship contracts across education, sports, corrections, and international markets, reflecting its scale and capabilities across a broad, multinational operating footprint



Contract Types and Terms

Profit & Loss

2/3rds of Sales Revenue

- Full control and handling of all revenue and expenses generated from providing services at client locations
- Responsible for all operating costs during contract terms
- Some contracts include commission payments to clients

Greater Upside

Retaining all revenue above costs allows Aramark to capture full upside

Higher Risks

Assuming full expenses of the client exposes Aramark to losses if revenue does not meet expectations

Client Interest Contracts

1/3rd of Sales Revenue

- Clients reimburse operating costs and pay a management fee calculated as either fixed or a percentage of sales
- Potential to receive performance-based fees
- Aligns role around execution and service delivery

Lower Upside

Fixed management fees and limited share of profits cap earnings potential

Minimized Risk

Clients cover most operating expenses, shielding Aramark from cost volatility and reducing downside

Engaging with two types of contracts allows Aramark to tap into potential upside while internally hedging risk

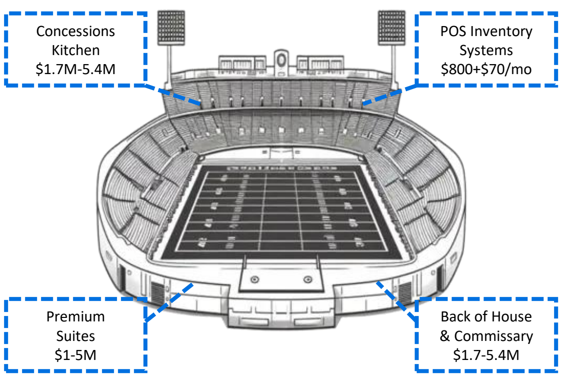
Aramark's Competitive Moat

Aramark co-invests, locks in 5–15-year partnerships, and buys cheaper at scale driving sticky revenue, better margins, and durable cash flows

Capex Backed Partnerships

Aramark co-invests in venues and often has hefty capital expenditure requirements, becoming embedded in operations and dissuading new entrants from the industry

Capex Cadence ~3-4% of revenue
reimbursed if terminated

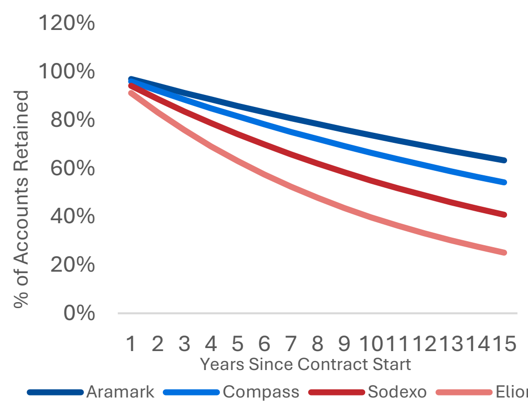


$995M in purchase obligations
Mainly Cap-Ex facilities

High Customer Retention

Contracts range between 5-15 years depending on the segment; once Aramark's equipment, systems, and team are in place, swapping vendors is costly and disruptive

Multi-Year Retention

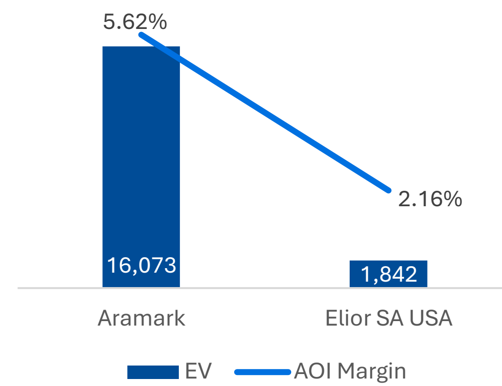


97% Retention Rate
YTD 2025, record levels in the industry

Procurement & Data Scale

A scaled GPO pushes purchasing compliance and contract productivity, delivering better economics than smaller operators and natural margin accretion as the footprint grows

Bigger Scale, Better Margins



~200-400 bps more margin
Compared to smaller independent firms

Aramark's Services Provide a Clear Value Add

Aramark provides measurable savings, operational efficiency, and performance improvements through scale and specialized expertise

The Aramark Advantage

- Leverages national supplier contracts to secure **significantly lower input costs** that individual operators
- Optimized menus and merchandising strategies **increase per-capita spend** and customer satisfaction
- Aramark funds, operates, and manages service infrastructure, allowing clients to **redeploy capital towards core operations**
- Ensures consistent quality and health & safety compliance

Service Infrastructure

Value Creation in Action

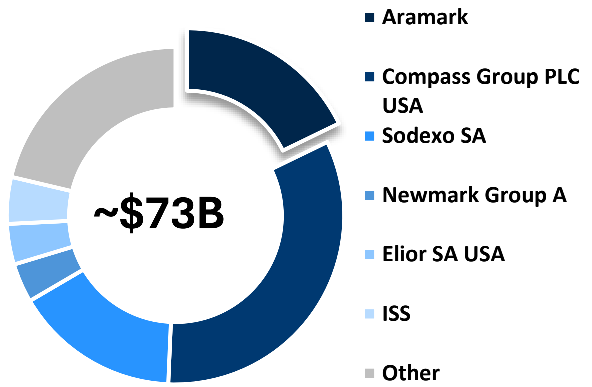
>>In-House Process

Stage	>>In-House Process	>>Aramark Managed Track
Sourcing & Vendor Setup	Multiple supplier negotiations, inconsistent pricing	Centralized sourcing network
Staffing and Training	Ad-hoc hiring, limited training infrastructure	Standardized onboarding, labor optimization, national training programs
Procurement & Logistics	Site-by-site orders, fragmented delivery schedules	Aggregated orders, coordinated logistics, optimized inventory
Operations & Execution	Manager multitasks across food, facilities, HR	Dedicated on-site manager supported by experts in each function
Oversight & Reporting	Manual Tracking, limited data insight	Real-time dashboards, spend and performance analytics
Outcome	Higher overhead, variable quality	Cost Savings, consistent quality, measurable KPIs

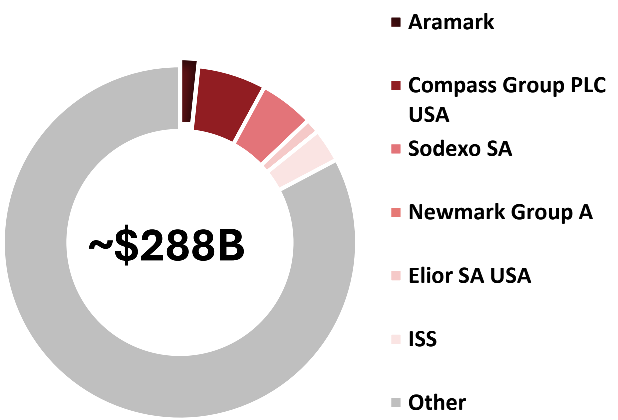
>>Aramark Managed Track

Competitive Landscape

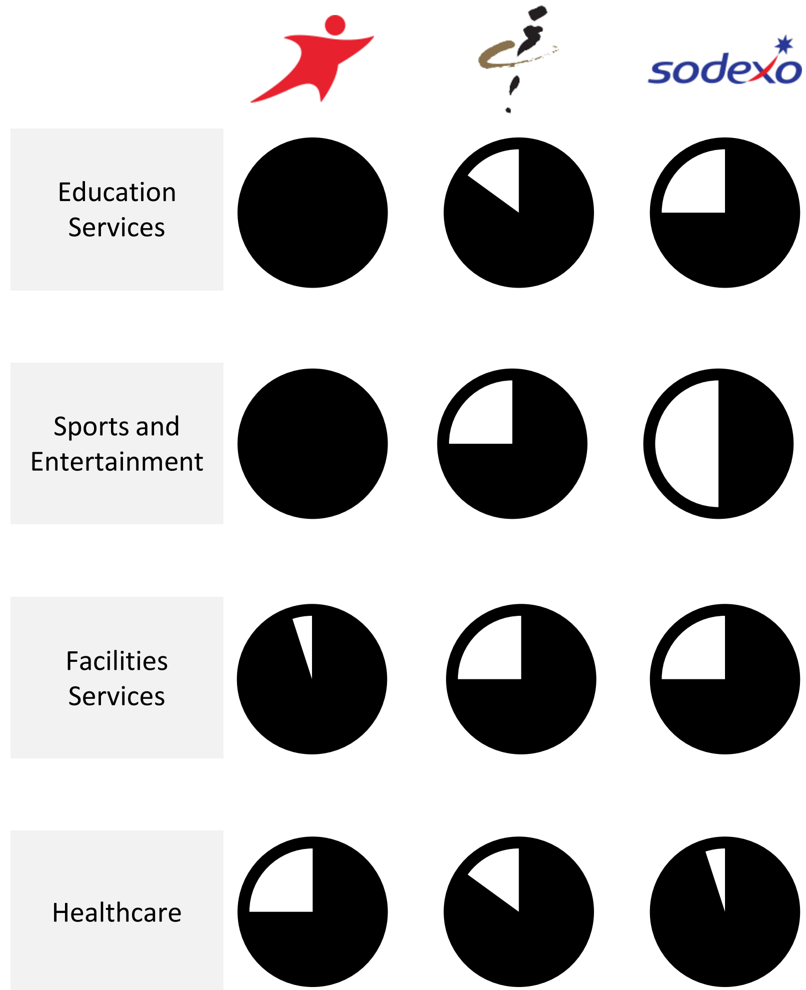
US Contract Catering TAM



International Contract Catering TAM



Competitive Market Positioning



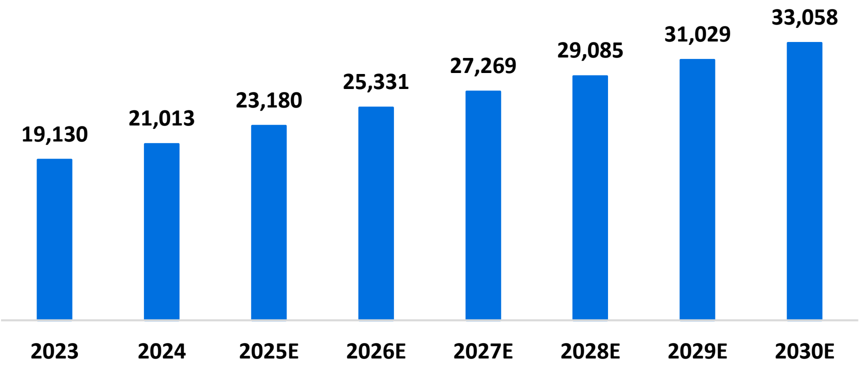
Avendra: Aramark's Global Procurement Engine

What is Avendra?

Avendra is a Group Purchasing Organization founded by hospitality partners to manage large-scale buying for hotels, universities, and services.

- Avendra negotiates contracts and sources products on behalf of its clients
- By combining billions of dollars in purchasing volume, Avendra **secures lower prices**, better quality standards, and **reliable supply chains,** helping companies like Aramark operate more **efficiently** and **profitably.**

Total Avendra Spending



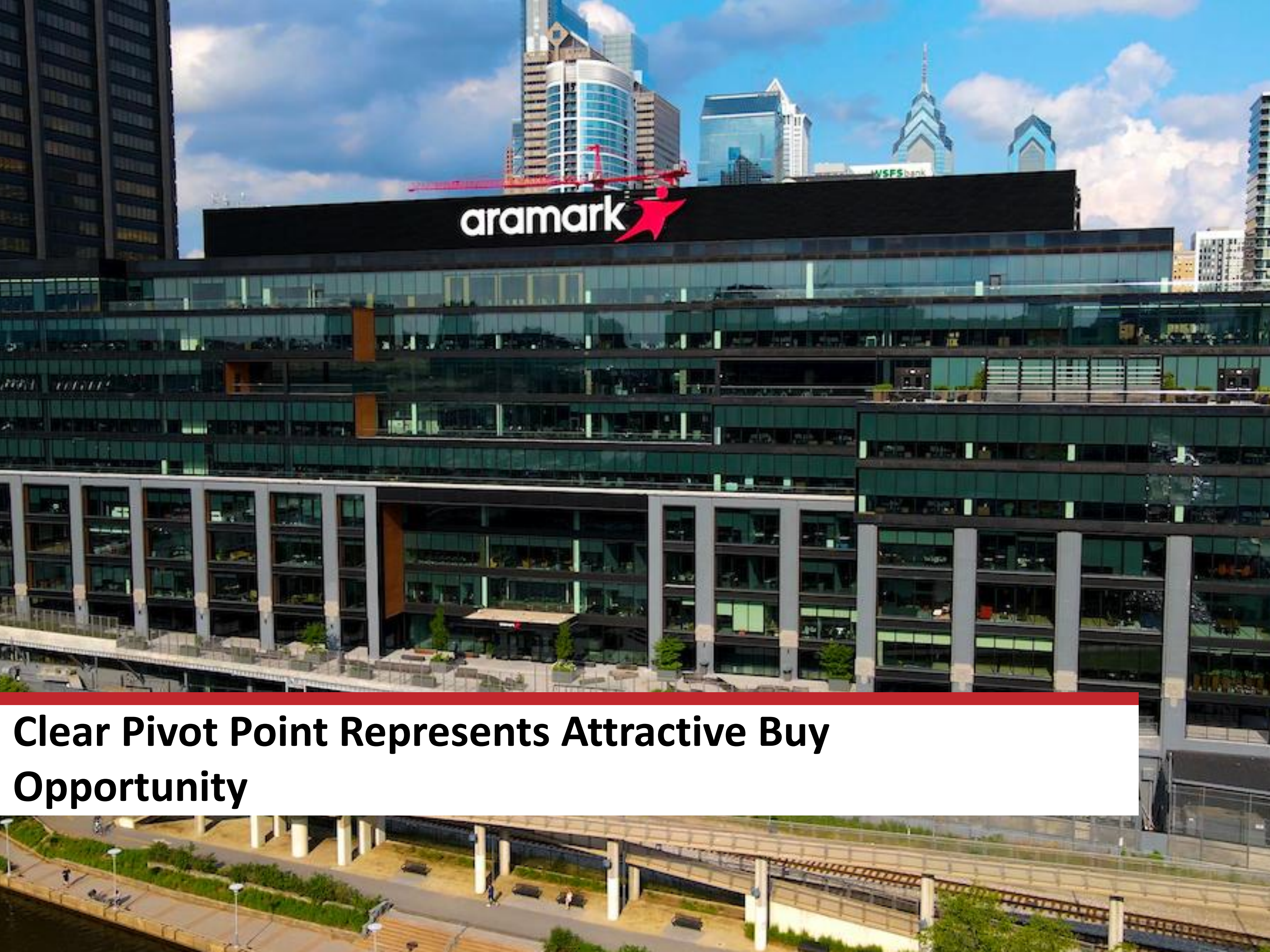
Why Group Purchasing Drives Margin Expansion

Suppliers → Offer Volume Based Discounts & Preferred Pricing, Receives Predictable Order Volume

Avendra → Lowers Cost Per Unit and Streamlines Contract Negotiations with trusted vendors

Aramark → Reduced COGS and Enhanced Supply Chain Visibility, Drives Consistent AOI Expansion

Clients → Lower Pricing Benefits for Clients, Consistent Product Quality, & Reinvestment



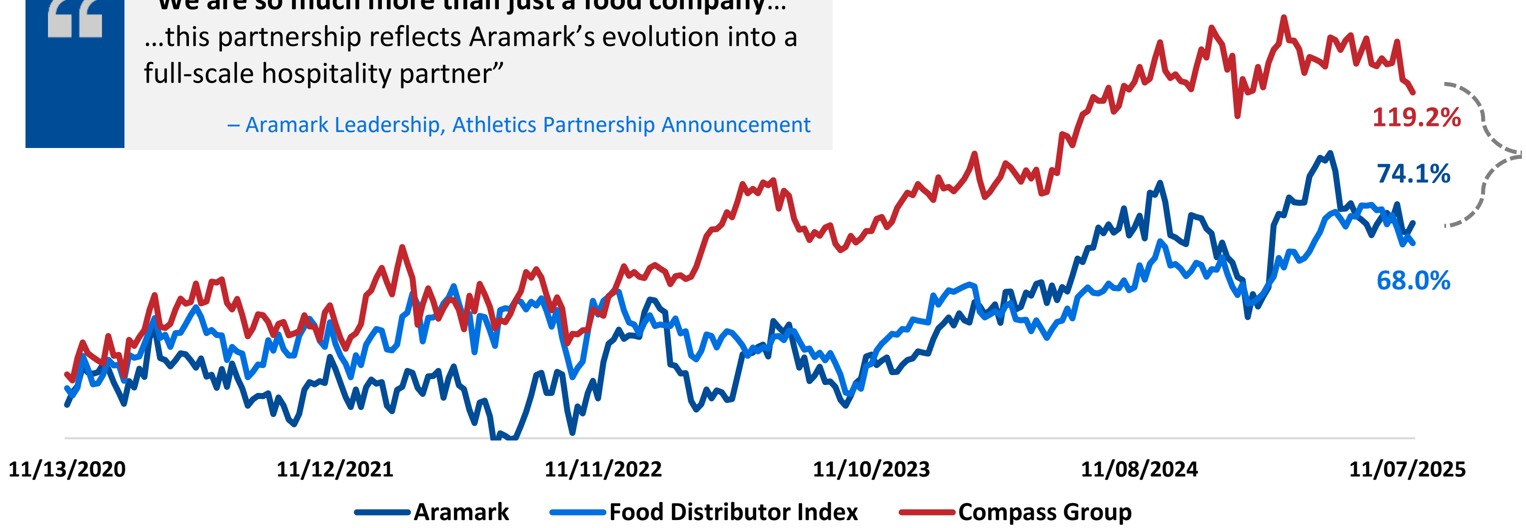
Clear Pivot Point Represents Attractive Buy Opportunity

Stock Performance Diverges from Operations

Aramark trades like a food distributor, with no credit for its superior organic growth and margin

Share Price Performance vs Compass Group & Food Distributor Index

> **"We are so much more than just a food company…**
> …this partnership reflects Aramark's evolution into a full-scale hospitality partner"
>
> – Aramark Leadership, Athletics Partnership Announcement



Despite an organic growth rate 4.3x larger and EBITDA margins nearly 2.0x, Aramark trades like a Food Distributor

Company	FY '24 Organic Growth	LTM EBITDA Margin
Aramark	10.0%	7.0%
Compass Group	10.6%	9.6%
US Food Distributor Index	2.3%	3.7%

We see several factors which can lead Aramark's performance to trend closer to Compass Group in upcoming quarters

Margin Recovery	Exits of poor contracts, supply chain optimization and economies of scale will lead recovery to pre-Covid levels
Contract Momentum	Momentum across contracts, both international and domestic, shows that HSD growth remains sustainable
GPO Growth	Creates a structurally larger, higher-margin procurement platform that compounds with each new client win

History of Successful Initiative Execution

Management has repeatedly followed through on promises, turning stated goals into tangible operational and financial results, often exceeding internal estimates and timelines

Contract Focus

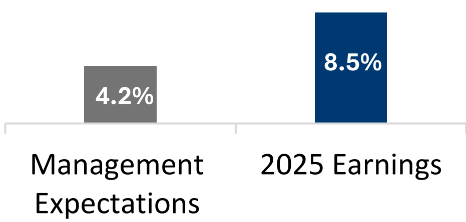
Exit Strategies + Expansion in Sports & Healthcare

aramark HEALTHCARE+

- Aramark exited several lower-margin facilities contracts and established an internal incentive structure that **prioritizes seeking out new business wins in targeted sectors**
- The firm has had a retention rate of 97% YTD and is focused on operational cost to drive margin

Net New Wins

New Net Business outperformed management expectations by ~ **50%**



Supply Chain Optimization

- Aramark has focused on improving its supply chain capabilities via investments and acquisitions

May 2022

Sustainable Sourcing

Centralization

- Focuses on reducing supplier risk, providing consistent product availability

February 2023

Scaling Suppliers

Expanding Diversity

- Increases supplier diversity and drives innovation globally

September 2024

AVENDRA INTERNATIONAL

Launch of Avendra International

Combined global supply chains

- Optimized geographic differences and improved margin by 50-55%

November 2024

Hospitality IQ

The Launch of Mosaic

AI- Powered Supply Chains

- Ensure consistency , value and quality at every client location

Aramark reported a YoY operating margin increase of **70bps** in Q3 '25, largely attributed to "improved supply chain economics"

Quick Adjustment to Tariffs

Aramark management responded quickly to tariff implementation and offset potential impact

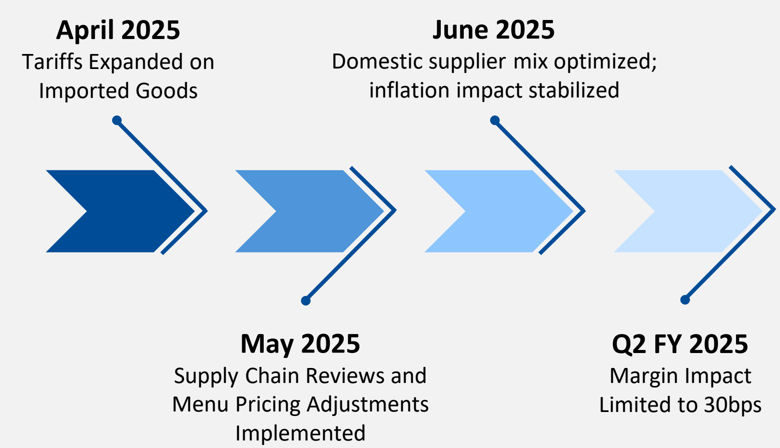
Situation Overview

- **In April of 2025, tariffs expanded on a wide range of internationally imported goods, igniting global supply chain and inefficiency concerns**
  - A particular area of concern was the exposure to China across the contract catering industry
- **In May of 2025, Aramark's flexible business model allowed the Company to respond quickly through supply chain review and menu pricing adjustments:**
  - Supply chain scaling and flexibility
  - AI automation to improve cost profitability
  - Moderate through pricing and menu management
- **In June of 2025, Aramark's domestic supplier optimization offset the inflation impact and stabilized tariff affected import:**
  - Despite tariff pressures, Q2 '25 margins held firm, with only a ~30bps impact due to management's quick action and preparatory thinking

Results

- Aramark sourced **85% of its products domestically**
- Power and adaptability to **manage market environment**
- More **resilient to external shocks** than peers
- Keeps **profit margins steady** even during inflation

Turnaround Timeline

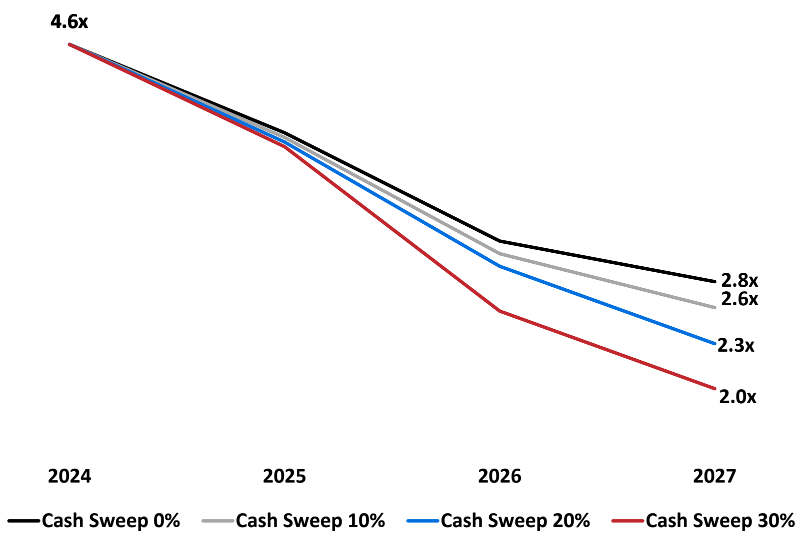


Shareholder-Friendly Capital Allocation

Recent management commentary has affirmed a shift in capital allocation priorities, with intentions to reduce leverage and free up cash for M&A and Share Buybacks

Debt Paydown

Projected Leverage Ratio vs Cash Sweep[1]



Material Leverage Reduction is Feasible

- Aramark can significantly lower leverage without requiring substantial additional cash commitment
- Most paydown aligns with Q4 NWC cycle
- Produces **between $25M – $70M in annual interest savings** in FY 2027, allowing for greater internal investment and return of capital to shareholders

Cash Deployment

Additional cash flows allow for increased share repurchases

$500M

Share Repurchase Plan authorized in November 2024

"Our strong and predictable cash flow provides us strategically invest in key growth areas, to pay down debt with a clear line of sight to **reducing leverage, increase our quarterly dividend** by 11%, and **initiate a share buyback** program"

– John Zillmer, CEO, FY 2024 Earnings Call

Potential International M&A Opportunities

EM FOOD SERVICES | mediterránea | apetito catering

QUANTUM CONSULTORÍA COMPRAS Y SERVICIOS

AVENDRA INTERNATIONAL

Acquisition of Quantum

We like the recent acquisition of Quantum Consultaria and view it as management deploying capital into a key growth area through a disciplined, proprietarily sourced-process

1) Cash Flow Sweep modeled as % of Operating + Investing Cash less a perceived minimum cash requirement. All cases included typical paydown of revolver and receivables facility. Prepayment applied pro-rate to all outstanding Term Loan As, then flowing down to Term Loan B due 2030

Strong Contract Momentum Points to Acceleration

Aramark performed extremely well throughout the the 2025 selling season, securing one of the the largest wins in Company history and showing clear signs of forward-looking education acceleration

Strategic Focus is Paying Off

- Retention at **~98%** driving net-new account acceleration
- FY25 marked by **multiple high-visibility contract wins** across core verticals and major "brand names"
- Achieved one of the **strongest education selling seasons** in Company history, with benefits expected as early as Q4
- Sports & Entertainment momentum highlighted by **landmark stadium deals** in the midst of a sports "boom"
- Momentum is expected to **sustain into upcoming bid cycles,** further expanding Aramark's footprint

Partnership Case Study – A's

- In July of 2025, Aramark secured a partnership with the Oakland Athletics ahead of their transition to Las Vegas
- Brought restaurateur Will Guidara to curate culinary vision
- The partnership is centered around the Athletics' move to a new stadium in 2028
  - Aramark will extend hospitality to all events at the venue
- As part of the partnership, Aramark will become a **minority owner in the club,** investing $100M in equity (~5.5% of the team) and committing $75M in capital expenditure
- Cited as **one of the largest contracts in Aramark's history**

Representative Q1 – Q3 Wins

HOWARD UNIVERSITY

- Won in Q3'25
- 14,500 Students
- Education

LMU Loyola Marymount University

- Won in Q2'25
- 10,000 Students
- Education

A's

- Won in Q3'25
- 768,500 Annual Attendees
- Sports & Entertainment

Penn Medicine

- Won in Q4'25
- 4,000 Beds, 7 Hospitals
- Healthcare

N

- Won in Q1'25
- 24,000 Students
- Education

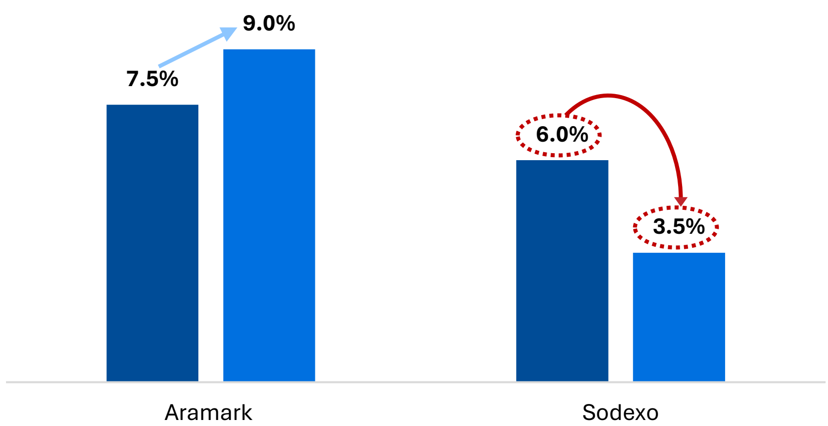
Philadelphia Union

- Won in Q1'25
- 311,600 Annual Attendees
- Sports & Entertainment

Aramark is Actively Taking Market Share from Sodexo

Sodexo reports declining education volumes and major account losses, Aramark is simultaneously reporting record retention, strong new wins, and capturing the contracts Sodexo is losing

Organic Revenue Guidance Updates In Past 4 Quarters



Aramark's 2025 Education Wins, Sodexo's Loses

ACADEMY DISTRICT 20 The Peak of Excellence

WILLIAM & MARY CHARTERED 1693

LOYOLA UNIVERSITY CHICAGO

SAMFORD

PENINSULA SCHOOL DISTRICT

ATLANTIC CITY PUBLIC SCHOOLS WE ALL LEARN TOGETHER

Commentary on Contrasting Results

"Organic revenue growth guidance revised to between +3% and +4% [from between +5.5% and +6.5%]; Our adjustment to the full-year organic revenue growth guidance is primarily driven by **weaker-than-expected** volume trends in **Education** in North America."

(Sodexo,2025)

"We are currently experiencing **very positive trends** across the company, including a strong retention rate, a strong client **retention rate above 98%** in both FSS US and international **…** **new client wins** already totaling $760 million this fiscal year-to-date **with significant new business immediately ahead**."

(Aramark, Q2 2025 Earnings Call)

"Fiscal year 2025 presented commercial challenges, particularly in North America, **with retention dropping to 94%** due to the **loss** of a global account and softer performance in **education**."

(Sodexo,2025)

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Pursuit of Whitespace in International Market

The International Contract Catering market has a TAM[1] of $288B and was expected to grow at a 5.3% CAGR from 2022 – 2032, providing material headroom for Aramark to expand

Provider	Implied International Market Share	FY'24 International Organic Growth
aramark	**2%**	**17%**
COMPASS GROUP	5%	11%
sodexo	4%	7%
ISS	4%	6%
elior group	2%	5%
Fragmented Players	**83%**	***N/A***

While Aramark's international scale currently trails peers, its organic growth far exceeds competitors and clearly underscores its accelerating market share gains

Fragmented market is prime for consolidation of larger players offering better infrastructures, superior quantities of data for benchmarking, and favorable pricing

Avendra International Consolidates Buying Power…

First Choice Purchasing

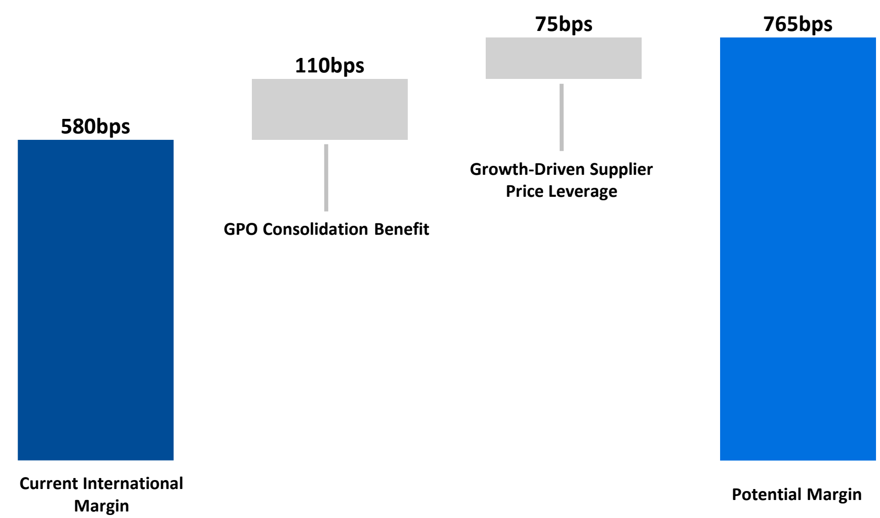
Pelican Procurement Services

AN AVENDRA GROUP COMPANY

TRINITY PURCHASING

AVENDRA INTERNATIONAL

… Allowing Right-Sizing of International Margin[2]



1) Allied Market Research 2024 Estimates
2) Effects represent estimates for margin expansion over following 2-3 years

Attractive Valuation

Discounted Cash Flow Analysis

Commentary

- Valuation Date of 11/13/2025
- Revenue growth driven by:
  - Capture of whitespace in highly fragmented international market
  - Taking of US market share from competitors like Sodexo and Elior
- EBITDA margin improvement of 230bps driven by reversion to pre-COVID margins and improved purchasing power through Avendra and normalization of contract exits,
- NWC is heavily negative throughout Q1-Q3 but flips positive in Q4. Negative NWC in FY'25 represents final impacts of facilities contracts divestitures which began in 2024.
- Discount rate range of 5.0% to 7.0% derived from CAPM WACC calculation utilizing key comps and indicative capital structure (see appendix for additional info)
- Represents 33.5% upside from current price

Illustrative Unlevered Free Cash Flow

$ in millions	2025E	2026E	2027E	2028E	2029E	2030E
US Revenues	13,506.8	14,478.7	15,098.9	15,942.2	16,717.6	17,522.7
International Revenues	4,990.0	5,420.5	5,805.9	6,190.4	6,509.2	6,844.4
Total Revenue	**18,496.7**	**19,899.2**	**20,904.8**	**22,132.6**	**23,226.7**	**24,367.1**
(-) COGS	(16,900.0)	(18,040.8)	(18,924.5)	(19,933.8)	(20,821.9)	(21,745.5)
Gross Profit	**1,596.8**	**1,858.4**	**1,980.3**	**2,198.8**	**2,404.8**	**2,621.6**
(-) SG&A	(295.1)	(305.9)	(315.3)	(325.1)	(334.4)	(343.5)
EBITDA	**1,301.6**	**1,552.5**	**1,665.0**	**1,873.7**	**2,070.5**	**2,278.1**
(-) D&A	(456.4)	(482.2)	(505.0)	(531.0)	(556.5)	(583.2)
EBIT	**845.2**	**1,070.3**	**1,160.0**	**1,342.7**	**1,514.0**	**1,694.9**
(-) Taxes 24.4%	(204.9)	(259.5)	(281.2)	(325.5)	(367.0)	(410.9)
(+) D&A	456.4	482.2	505.0	531.0	556.5	583.2
(+) SBC	67.6	72.7	76.4	80.9	84.9	89.0
(+) Δ NWC	(2.3)	20.5	20.9	19.0	16.4	16.9
(-) Capital Expenditures	(462.4)	(497.5)	(522.6)	(553.3)	(580.7)	(609.2)
Unlevered Free Cash Flow	**699.6**	**888.8**	**958.5**	**1,094.7**	**1,224.1**	**1,364.0**
% Margin	*3.8%*	*4.5%*	*4.6%*	*4.9%*	*5.3%*	*5.6%*
% Growth		*27.0%*	*7.8%*	*14.2%*	*11.8%*	*11.4%*

Sensitivity Analysis

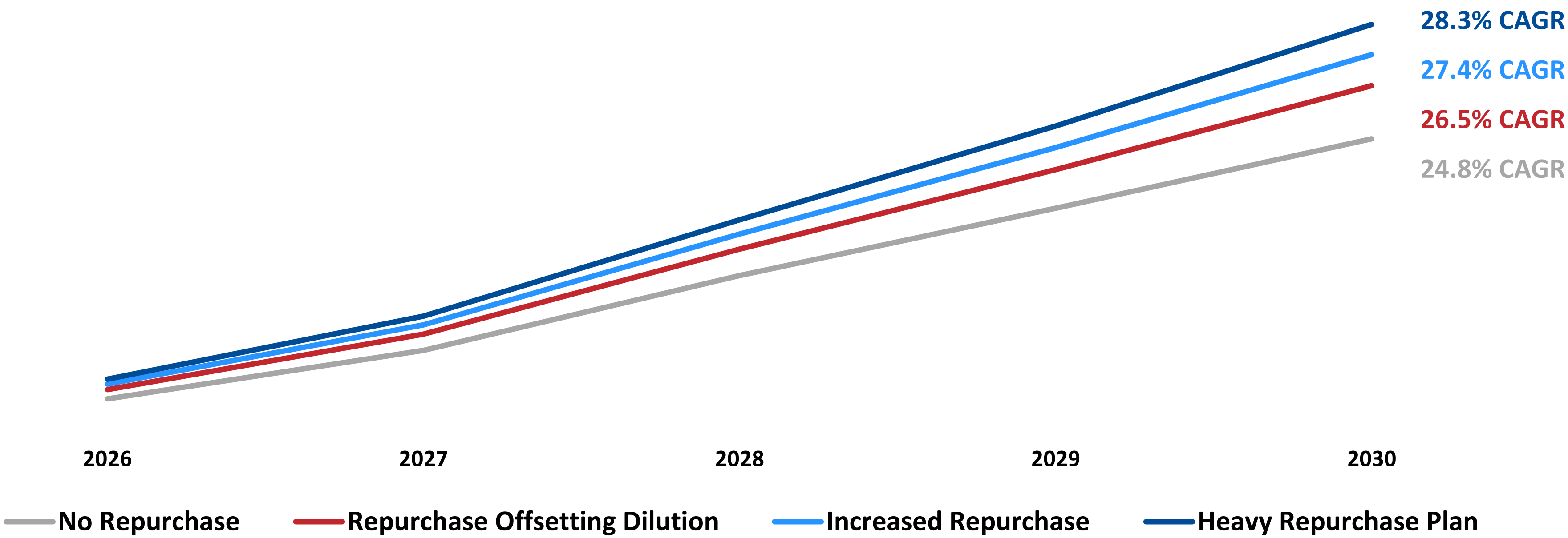
WACC	Median Exit Multiple: 7.2x	8.2x	9.2x
7.0%	$41.93	$47.92	$53.90
6.5%	$43.27	$49.40	$55.53
6.0%	$44.65	**$50.93**	$57.22
5.5%	$46.06	$52.50	$58.95
5.0%	$47.51	$54.12	$60.73

Rev. CAGR	EBITDA Margin: 7.9%	8.3%	8.7%
4.7%	$46.35	$47.30	$48.47
5.2%	$47.93	$48.89	$50.07
5.7%	$49.43	**$50.41**	$51.60
6.2%	$51.16	$52.15	$53.36
6.7%	$52.82	$53.82	$55.04

Avg. Δ NWC	Median Exit Multiple: 7.2x	8.2x	9.2x
(51.2)	$43.51	$49.79	$56.07
(16.2)	$44.05	$50.33	$56.61
18.8	$44.60	**$50.88**	$57.16
53.8	$45.14	$51.42	$57.70
88.8	$45.69	$51.97	$58.25

Aramark is Positioned for Significant EPS Growth

Base Case EPS Growth Based on Repurchase Scenarios[1]



	2028	2029	2030
Diluted EPS			
Base	$2.91	$3.31	$3.72
Offsetting Dilution	$3.07	$3.54	$4.04
Increased Repurchase	$3.15	$3.67	$4.23
Heavy Repurchase	$3.24	$3.80	$4.41
Exit P/E Multiple	**22.5x**	**22.5x**	**22.5x**
Implied Share Price			
Base	$65.40	$74.46	$83.78
Offsetting Dilution	$68.97	$79.64	$90.90
Increased Repurchase	$70.98	$82.62	$95.09
Heavy Repurchase	$72.92	$85.50	$99.15

Implied IRR[2]

	3-Year Hold	4-Year Hold	5-Year Hold
IRR No Repurchase	19.8%	18.3%	17.1%
IRR Offsetting Dilution	21.9%	20.3%	19.0%
IRR Increased Repurchase	23.1%	21.4%	20.1%
IRR Heavy Repurchase Plan	24.2%	22.4%	21.1%

1) CAGR calculated from FY 2024 – FY 2030; Increased Repurchase = 35% of Net Income, Heavy Repurchase = 50% of Net Income
2) Assumes an entry price of $37.80, the Aramark stock price as of 11/09/2025; exit P/E Multiple assumes 8.0x downward re-rating

Potential Upside Represents a Grounded Reality

Historical	Key Performance Expectations	Projected
10.7% CAGR ’20 – ‘25	**Revenue CAGR**	5.7% CAGR ‘25 – ‘30
10.4% 2019 Gross Margin	**Gross Margin**	Gross Margin does not recover to 2019 **level until 2029**
$539M Gain Since 2021	**Equity Stake Upside**	Zero Sports Equity Upside
High 20s – Low 30s	**P/E Ratio**	(7.5x) Negative Re-Rating

EPS Growth Potential Requires Less than The Status Quo

- Performance required from Aramark to drive significant EPS growth is below historical cash generation, driven by balance sheet optimization, restructuring of unfavorable contracts, and reengaged sales focus
- Ignoring strong equity stake upside potential and adjusting for an aggressive ratio re-rate **still generates value**

Aramark – A Strong Business at a Clear Inflection Point

Aramark is a strong business model showing clear indications of material EPS improvement and market share expansion at a key moment in the Company's history

Resilient Customer Demand	Non-cyclical demand across diversified end markets benefiting from industry-wide tailwinds
Disciplined Capital Deployment	Renewed focus on balance sheet management supports both reinvestment and shareholder value creation
Signs of Market Share Gains	Opportunity to take advantage of competitor misstep, with current trends supported by recent contract acceleration
Dependable and Motivated Management	Focused management with a track record of creating value and executing on new initiatives
Operating Leverage Re-Emerging	Increase in market share and technology advancements maximize margin-uplift potential

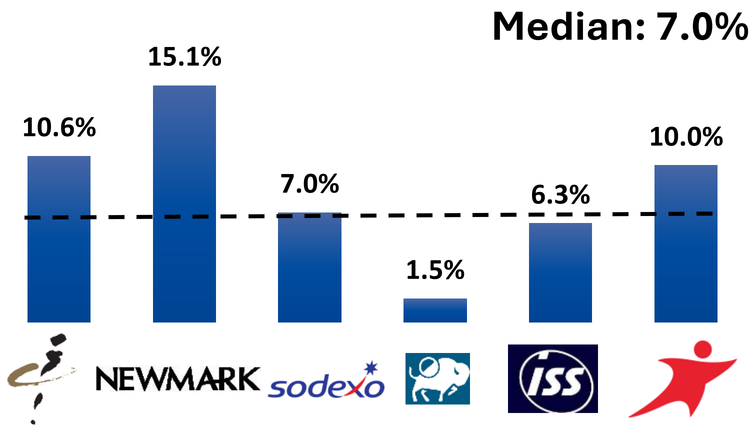
"We expect to be well-positioned no matter the macro environment. Our new business pipeline is extremely strong and **we're highly motivated to win**

John Zilmer, CEO, Q2'25

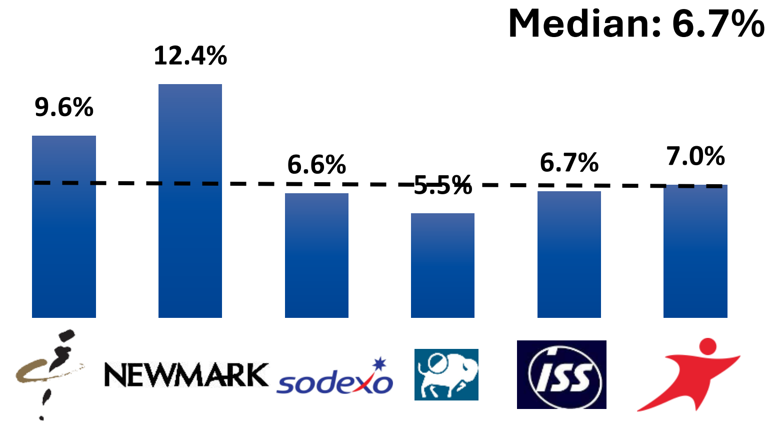
Appendix I – Financial Exhibits

Comparable Company Analysis

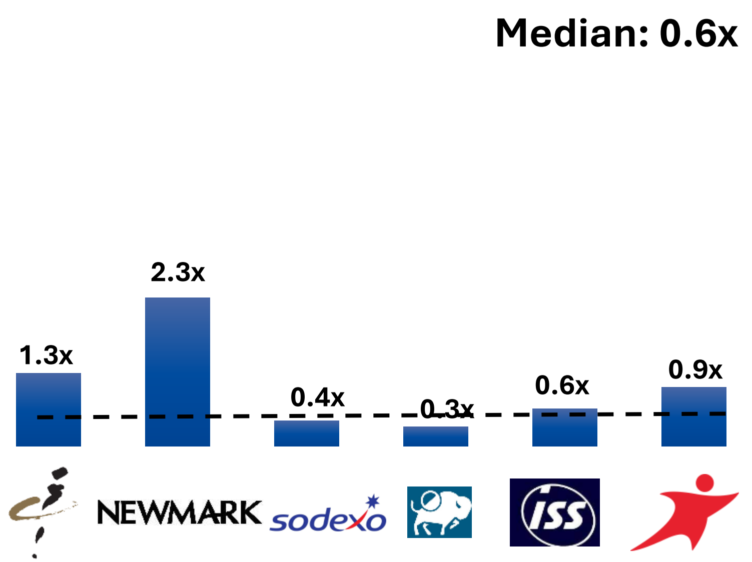
FY 2024 Organic Revenue Growth



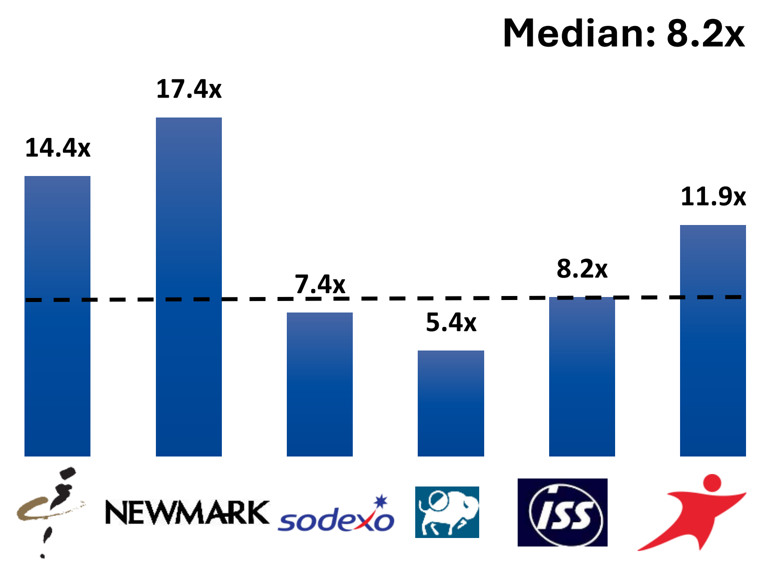
2024 EBITDA Margin



EV/LTM Revenue



EV/LTM EBITDA



Note: Calculation of Median excludes Aramark

Illustrative WACC Calculation

Cost of Equity		Source
Risk-Free Rate	3.98%	Ten year U.S. Government bond yield as of March 2025
Levered Beta	0.75	See peer table below
Equity Risk Premium	4.33%	Equity risk premium relative to ten year U.S. Government bond yield, sourced from Damodaran estimate as of March 2025
Cost of Equity	**7.24%**	

Name	Ticker	Tax Rate	Debt	Market Cap	Levered Beta	Unlevered Beta
Compass Group PLC USA	CPG-GB	28.2%	4,390.5	43,337.9	0.61	0.57
Sodexo SA	SW-FR	27.5%	4,842.0	8,137.2	0.54	0.38
Newmark Group A	NMRK-US	22.0%	2,161.1	4,683.1	1.35	0.99
Elior SA USA	ELIOR-FR	21.0%	1,211.0	728.8	1.20	0.52
ISS	ISS-DK	20.0%	15,877.0	36,554.8	0.47	0.35
Average						**0.56**
Median						**0.52**
Aramark	**ARMK-US**	**24.4%**	**6,243.6**	**10,478.0**	**0.75**	

Cost of Debt		Source
Pre-Tax Cost of Debt	5.18%	Weighted average YTM of outstanding debt instruments
Marginal Tax Rate	24.40%	
After-tax Cost of Debt	**3.92%**	
Net Debt / Equity	59.59%	
Weighted Average Cost of Capital	**6.00%**	

Discounted Cash Flow Analysis – Upside Case

Commentary

- Valuation Date of 11/13/2025
- Increased revenue over base case driven by:
  - Slightly higher new facility wins
  - 20bps increase in average retention
  - About a 35bps annual increase in Avendra GPO spend
  - International growth slightly below historical rates
- EBITDA margin improvement of 270bps driven through a mix of operating leverage benefits and additional economies of scale in product purchasing driven through growth of Avendra annual spend and overall revenues
- Discount rate and exit multiple maintained the same as the base case, view additional appendix slides for detailed assumption adjustments
- Represents 44.9% upside from current price

Illustrative Unlevered Free Cash Flow

$ in millions	2025E	2026E	2027E	2028E	2029E	2030E
US Revenues	13,578.8	14,625.2	15,325.5	16,262.6	17,130.8	18,035.0
International Revenues	5,017.0	5,464.4	5,868.9	6,274.9	6,617.5	6,979.0
Total Revenue	**18,595.8**	**20,089.7**	**21,194.4**	**22,537.5**	**23,748.2**	**25,014.0**
(-) COGS	(16,963.6)	(18,167.1)	(19,118.9)	(20,206.9)	(21,174.7)	(22,184.1)
Gross Profit	**1,632.3**	**1,922.5**	**2,075.5**	**2,330.7**	**2,573.5**	**2,829.9**
(-) SG&A	(295.5)	(306.5)	(316.2)	(326.3)	(335.8)	(345.3)
EBITDA	**1,336.8**	**1,616.0**	**1,759.3**	**2,004.3**	**2,237.7**	**2,484.6**
(-) D&A	(463.2)	(495.9)	(525.9)	(559.3)	(592.4)	(627.0)
EBIT	**873.6**	**1,120.1**	**1,233.5**	**1,445.0**	**1,645.2**	**1,857.6**
(-) Taxes 24.4%	(211.8)	(271.5)	(299.0)	(350.3)	(398.8)	(450.3)
(+) D&A	463.2	495.9	525.9	559.3	592.4	627.0
(+) SBC	67.9	73.4	77.4	82.3	86.8	91.4
(+) Δ NWC	(2.5)	20.9	21.2	19.4	16.8	17.3
(-) Capital Expenditures	(557.9)	(602.7)	(635.8)	(676.1)	(712.4)	(750.4)
Unlevered Free Cash Flow	**632.7**	**836.0**	**923.2**	**1,079.6**	**1,229.9**	**1,392.6**
% Margin	*3.4%*	*4.2%*	*4.4%*	*4.8%*	*5.2%*	*5.6%*
% Growth		*32.1%*	*10.4%*	*16.9%*	*13.9%*	*13.2%*

Sensitivity Analysis

WACC	Median Exit Multiple 7.2x	8.2x	9.2x
7.0%	$45.35	$51.87	$58.40
6.5%	$46.78	$53.47	$60.15
6.0%	$48.25	**$55.11**	$61.96
5.5%	$49.77	$56.80	$63.82
5.0%	$51.33	$58.53	$65.74

Rev. CAGR	EBITDA Margin 8.2%	8.6%	9.0%
5.1%	$49.86	$50.94	$52.01
5.6%	$51.56	$52.65	$53.74
6.1%	$53.29	**$54.39**	$55.49
6.6%	$55.06	$56.17	$57.28
7.1%	$56.85	$57.97	$59.10

Avg. Δ NWC	Median Exit Multiple 7.2x	8.2x	9.2x
(50.9)	$47.11	$53.96	$60.81
(15.9)	$47.66	$54.51	$61.35
19.1	$48.20	**$55.05**	$61.90
54.1	$48.74	$55.59	$62.44
89.1	$49.29	$56.14	$62.99

Discounted Cash Flow Analysis – Downside Case

Commentary

- Valuation Date of 11/13/2025
- Decreased revenue to base case driven by:
  - Increased customer turnover
  - Lower growth in international
  - Weaker wins in new business across all revenue streams
- EBITDA margin stays flat from 2025 YTD, with slight decrease in 27-29, and slowly climbing back up to 7.5%. **EBITDA margin of 6.9% is around 220bps below Pre-Covid average**
- Discount rate and exit multiple maintained the same as the base case, view additional appendix slides for detailed assumption adjustments
- Represents 2.7% downside from current price

Illustrative Unlevered Free Cash Flow

$ in millions	2025E	2026E	2027E	2028E	2029E	2030E
US Revenues	13,417.5	14,288.2	14,808.2	15,542.9	16,202.0	16,882.1
International Revenues	4,952.1	5,353.5	5,706.3	6,054.4	6,334.0	6,626.6
Total Revenue	**18,369.6**	**19,641.7**	**20,514.6**	**21,597.3**	**22,536.1**	**23,508.7**
(-) COGS	(16,827.2)	(18,017.6)	(18,833.2)	(19,761.6)	(20,564.7)	(21,397.0)
Gross Profit	**1,542.3**	**1,624.1**	**1,681.4**	**1,835.7**	**1,971.4**	**2,111.7**
(-) SG&A	(303.9)	(310.0)	(319.2)	(328.9)	(338.0)	(347.0)
EBITDA	**1,238.4**	**1,314.1**	**1,362.1**	**1,506.8**	**1,633.3**	**1,764.7**
(-) D&A	(449.4)	(467.9)	(483.3)	(501.6)	(519.2)	(537.7)
EBIT	**789.0**	**846.2**	**878.8**	**1,005.2**	**1,114.2**	**1,227.0**
(-) Taxes 24.4%	(191.3)	(205.1)	(213.0)	(243.7)	(270.1)	(297.4)
(+) D&A	449.4	467.9	483.3	501.6	519.2	537.7
(+) SBC	67.1	71.8	75.0	78.9	82.3	85.9
(+) Δ NWC	(0.3)	32.8	23.2	20.8	18.5	19.2
(-) Capital Expenditures	(367.4)	(392.8)	(410.3)	(431.9)	(450.7)	(470.2)
Unlevered Free Cash Flow	**746.5**	**820.7**	**836.9**	**930.9**	**1,013.4**	**1,102.2**
% Margin	*4.1%*	*4.2%*	*4.1%*	*4.3%*	*4.5%*	*4.7%*
% Growth		*9.9%*	*2.0%*	*11.2%*	*8.9%*	*8.8%*

Sensitivity Analysis

WACC	Median Exit Multiple: 7.2x	8.2x	9.2x
7.0%	$30.00	$34.64	$39.27
6.5%	$31.06	$35.81	$40.56
6.0%	$32.14	**$37.01**	$41.88
5.5%	$33.25	$38.24	$43.24
5.0%	$34.40	$39.52	$44.63

Rev. CAGR	EBITDA Margin: 6.5%	6.9%	7.3%
4.0%	$32.99	$34.02	$35.05
4.5%	$34.22	$35.26	$36.31
5.0%	$35.47	**$36.53**	$37.59
5.5%	$36.75	$37.82	$38.89
6.0%	$38.04	$39.13	$40.21

Avg. Δ NWC	Median Exit Multiple: 7.2x	8.2x	9.2x
(47.1)	$31.01	$35.87	$40.74
(12.1)	$31.55	$36.42	$41.28
22.9	$32.10	**$36.96**	$41.83
57.9	$32.64	$37.51	$42.37
92.9	$33.19	$38.05	$42.91

Cash Flow Discounting and Terminal Value Calculation

	Q4 2025E	2026E	2027E	2028E	2029E	2030E
Unlevered Free Cash Flow	**1,074.3**	**888.8**	**958.5**	**1,094.7**	**1,224.1**	**1,364.0**
Period	0.25	1.25	2.25	3.25	4.25	5.25
Discount Factor	0.99	0.93	0.88	0.83	0.78	0.74
Present Value	**1,058.7**	**826.3**	**840.7**	**905.9**	**955.6**	**1,004.6**

- Mid-Year Convention not utilized due to cash flow timing being heavily weighted towards Q4.
- Q4 Cash Flow Typically offsets slightly negative Q1-Q3 cash flows due to working capital swings from the Education calendar. Please see Appendix Section II for further information on historical cash flow timing
- Discount factor taken as function of 6.0% WACC

Terminal Value Calculation

	Terminal Value Calculation	
1	Median EV/EBITDA	8.2x
	Year 5 EBITDA	2,278.1
	Terminal Value	**18,634.8**
2	PV of Terminal Value	13,724.8
	PV of Cash Flows	5,591.9
	Enterprise Value	**19,316.7**
3	(-) Debt	6,243.6
3	(+) Cash	501.5
3	(-) Noncontrolling Interest	14.1
	Equity Value	**13,560.5**
3	Diluted Shares Outstanding	267.2
	Implied Share Price	**$50.75**

1. Median EV/EBITDA Multiple derived from comparable companies listed on Page 26

2. Terminal Value multiplied by discount factor at end of projection period, 0.74.

3. Figures as of most recent Q3’25 Filing

aramark

Exit Multiple Implied From Perpetuity Growth Method

Perpetuity Growth Method	
Long-Term Growth Rate	1.5%
FCF(n+1)	1,364.0
Terminal Value	**30,321.4**
PV of Terminal Value	22,332.1
PV of Cash Flows	5,591.9
Enterprise Value	**27,924.0**
(-) Debt	6,243.6
(+) Cash	501.5
(-) Noncontrolling Interest	14.1
Equity Value	**22,167.8**
Diluted Shares Outstanding	267.2
Implied Share Price	**$82.97**

Terminal Year EBITDA	2,278.1
Implied EV/EBITDA	**13.3x**

The Implied EV/EBITDA multiple is **5.1x turns and 62.7% away** from the median multiple of selected public comparables. Therefore, we utilized the multiples method of calculating terminal value for our valuation outputs

Revenue Build – Base Case

$ in millions		2024A	2025E	2026E	2027E	2028E	2029E	2030E
1	Business & Industry	1,627.2	1,846.9	2,040.8	2,214.3	2,369.3	2,499.6	2,624.5
2	Education	3,650.4	3,815.4	3,982.3	4,161.9	4,351.8	4,555.6	4,771.1
3	Healthcare	1,620.3	1,668.4	1,717.8	1,768.7	1,819.4	1,871.6	1,925.2
4	Sports, Leisure & Corrections	3,981.2	4,419.1	4,905.2	5,052.4	5,431.3	5,757.2	6,102.6
5	Facilities & Other	1,697.6	1,757.0	1,832.5	1,901.7	1,970.5	2,033.6	2,099.2
6	International Revenue	4,542.7	4,990.0	5,420.5	5,805.9	6,190.4	6,509.2	6,844.4
	Total Revenue	**17,119.4**	**18,496.7**	**19,899.2**	**20,904.8**	**22,132.6**	**23,226.7**	**24,367.1**
	Business & Industry Growth %		*13.5%*	*10.5%*	*8.5%*	*7.0%*	*5.5%*	*5.0%*
	Education Growth %		*4.5%*	*4.4%*	*4.5%*	*4.6%*	*4.7%*	*4.7%*
	Healthcare Growth %		*3.0%*	*3.0%*	*3.0%*	*2.9%*	*2.9%*	*2.9%*
	Sports, Leisure & Corrections Growth %		*11.0%*	*11.0%*	*3.0%*	*7.5%*	*6.0%*	*6.0%*
	Facilities & Other Growth %		*3.5%*	*4.3%*	*3.8%*	*3.6%*	*3.2%*	*3.2%*
	FSS US Revenue Growth		*7.4%*	*7.2%*	*4.3%*	*5.6%*	*4.9%*	*4.8%*
	International Revenue Growth %		*9.8%*	*8.6%*	*7.1%*	*6.6%*	*5.2%*	*5.1%*
	Total Revenue Growth %		*8.0%*	*7.6%*	*5.1%*	*5.9%*	*4.9%*	*4.9%*

1 YoY currently at 15.0%, modeled at 13.5% in 2025 for conservatism. Growth tapers off through projection period, with a CAGR of 7.3%

2 We project Aramark to annually win 52 new contracts, while retaining 97.4% of existing, leading to a net annual gain of ~13. We also project revenue per location to grow at ~3.0% - 3.25% annually.

3 We project Aramark to annually win 60 new contracts, while retaining 95% of existing, leading to a net annual gain of ~5. We also project revenue per location to grow at ~2.5% annually.

4 Aramark is seeing significant growth in the Sports segment. We have projected a slight drop in 2027, representing a difficult comp to the 2026 World Cup. CAGR of 6.7%

5 We project facilities contracts to grow at between 2.3% - 3.5% annually. This section also includes Avendra revenues. We project US Avendra spend to grow at a CAGR of 6.25%, and the average management fee to remain between 1.3% - 1.4%

6 We project international contracts to grow at a CAGR of 6.4%, representing the capture of significant whitespace in the market. This section also includes Avendra International revenues. We project International Avendra spend to grow at a CAGR of 9.5% and estimate the management fee at 0.9%

Revenue Build – Upside Case

$ in millions	2024A	2025E	2026E	2027E	2028E	2029E	2030E
1 Business & Industry	1,627.2	1,855.0	2,059.1	2,244.4	2,412.7	2,557.5	2,698.1
2 Education	3,650.4	3,838.8	4,033.9	4,240.7	4,462.9	4,698.3	4,947.6
3 Healthcare	1,620.3	1,681.5	1,743.3	1,807.2	1,871.7	1,938.3	2,005.5
4 Sports, Leisure & Corrections	3,981.2	4,439.0	4,938.4	5,098.9	5,494.1	5,837.5	6,202.3
5 Facilities & Other	1,697.6	1,764.4	1,850.5	1,934.3	2,021.2	2,099.2	2,181.4
6 International Revenue	4,542.7	5,017.0	5,464.4	5,868.9	6,274.9	6,617.5	6,979.0
Total Revenue	**17,119.4**	**18,595.8**	**20,089.7**	**21,194.4**	**22,537.5**	**23,748.2**	**25,014.0**
Business & Industry Growth %		*14.0%*	*11.0%*	*9.0%*	*7.5%*	*6.0%*	*5.5%*
Education Growth %		*5.2%*	*5.1%*	*5.1%*	*5.2%*	*5.3%*	*5.3%*
Healthcare Growth %		*3.8%*	*3.7%*	*3.7%*	*3.6%*	*3.6%*	*3.5%*
Sports, Leisure & Corrections Growth %		*11.5%*	*11.3%*	*3.3%*	*7.7%*	*6.3%*	*6.3%*
Facilities & Other Growth %		*3.9%*	*4.9%*	*4.5%*	*4.5%*	*3.9%*	*3.9%*
FSS US Revenue Growth		*8.0%*	*7.7%*	*4.8%*	*6.1%*	*5.3%*	*5.3%*
International Revenue Growth %		*10.4%*	*8.9%*	*7.4%*	*6.9%*	*5.5%*	*5.5%*
Total Revenue Growth %		*8.6%*	*8.0%*	*5.5%*	*6.3%*	*5.4%*	*5.3%*

1 YoY currently at 15.0%, modeled at 14.0% in 2025 for conservatism. Growth tapers off through projection period, with a CAGR of 7.8%

2 We project Aramark to annually win 55 new contracts, while retaining 97.6% of existing, leading to a net annual gain of ~22. We also project revenue per location to grow at ~3.25% - 3.5% annually.

3 We project Aramark to annually win 63 new contracts, while retaining 95.3% of existing, leading to a net annual gain of ~11. We also project revenue per location to grow at ~2.8% annually.

4 Aramark is seeing significant growth in the Sports segment. We have projected a slight drop in 2027, representing a difficult comp to the 2026 World Cup. CAGR of 6.9%

5 We project facilities contracts to grow at between 2.5% - 3.8% annually. This section also includes Avendra revenues. We project US Avendra spend to grow at a CAGR of 9.6%, and the average management fee to remain between 1.3% - 1.4%

6 We project international contracts to grow at a CAGR of 6.6%, representing the capture of significant whitespace in the market. This section also includes Avendra International revenues. We project International Avendra spend to grow at a CAGR of 11.5% and estimate the management fee at 1.2%

Revenue Build – Downside Case

$ in millions	2024A	2025E	2026E	2027E	2028E	2029E	2030E
1 Business & Industry	1,627.2	1,838.7	2,004.2	2,154.5	2,283.8	2,386.6	2,482.0
2 Education	3,650.4	3,789.2	3,929.2	4,080.0	4,239.1	4,410.2	4,590.6
3 Healthcare	1,620.3	1,653.7	1,687.9	1,722.7	1,758.2	1,794.5	1,831.5
4 Sports, Leisure & Corrections	3,981.2	4,399.2	4,861.1	4,982.7	5,331.5	5,624.7	5,934.0
5 Facilities & Other	1,697.6	1,736.6	1,805.8	1,868.3	1,930.3	1,986.1	2,044.0
6 International Revenue	4,542.7	4,952.1	5,353.5	5,706.3	6,054.4	6,334.0	6,626.6
Total Revenue	**17,119.4**	**18,369.6**	**19,641.7**	**20,514.6**	**21,597.3**	**22,536.1**	**23,508.7**
Business & Industry Growth %		*13.0%*	*9.0%*	*7.5%*	*6.0%*	*4.5%*	*4.0%*
Education Growth %		*3.8%*	*3.7%*	*3.8%*	*3.9%*	*4.0%*	*4.1%*
Healthcare Growth %		*2.1%*	*2.1%*	*2.1%*	*2.1%*	*2.1%*	*2.1%*
Sports, Leisure & Corrections Growth %		*10.5%*	*10.5%*	*2.5%*	*7.0%*	*5.5%*	*5.5%*
Facilities & Other Growth %		*2.3%*	*4.0%*	*3.5%*	*3.3%*	*2.9%*	*2.9%*
FSS US Revenue Growth		*6.7%*	*6.5%*	*3.6%*	*5.0%*	*4.2%*	*4.2%*
International Revenue Growth %		*9.0%*	*8.1%*	*6.6%*	*6.1%*	*4.6%*	*4.6%*
Total Revenue Growth %		*7.3%*	*6.9%*	*4.4%*	*5.3%*	*4.3%*	*4.3%*

1. YoY currently at 15.0%, modeled at 13.0% in 2025 for conservatism. Growth tapers off through projection period, with a CAGR of 6.3%

2. We project Aramark to annually win 50 new contracts, while retaining 97.1% of existing, leading to a net annual gain of ~10. We also project revenue per location to grow at ~2.8% - 3.0% annually.

3. We project Aramark to annually win 57 new contracts, while retaining 94.8% of existing, leading to a net annual loss of ~1. We also project revenue per location to grow at ~2.3% annually.

4. Aramark is seeing significant growth in the Sports segment. We have projected a slight drop in 2027, representing a difficult comp to the 2026 World Cup. CAGR of 6.2%

5. We project facilities contracts to grow at between 2.0% - 3.3% annually. This section also includes Avendra revenues. We project US Avendra spend to grow at a CAGR of 5.8%, and the average management fee to be lower, at ~1.2%

6. We project international contracts to grow at a CAGR of 5.9%, representing the capture of significant whitespace in the market. This section also includes Avendra International revenues. We project International Avendra spend to grow at a CAGR of 8.0% and estimate the management fee at 0.8%

Income Statement – Base Case

$ in millions	2024A	2025E	2026E	2027E	2028E	2029E	2030E
Total Revenue	**17,400.7**	**18,496.7**	**19,899.2**	**20,904.8**	**22,132.6**	**23,226.7**	**24,367.1**
1 (-) Food & Support Service Costs	(4,776.5)	(5,084.1)	(5,458.5)	(5,730.9)	(6,037.1)	(6,303.0)	(6,579.2)
2 (-) Personnel Costs	(7,108.9)	(7,524.0)	(8,055.4)	(8,461.4)	(8,929.9)	(9,329.1)	(9,744.5)
3 (-) Other Direct Costs	(4,089.6)	(4,291.9)	(4,526.9)	(4,732.2)	(4,966.9)	(5,189.7)	(5,421.8)
Gross Profit	**1,425.7**	**1,596.8**	**1,858.4**	**1,980.3**	**2,198.8**	**2,404.8**	**2,621.6**
4 (-) SG&A	(283.6)	(295.1)	(305.9)	(315.3)	(325.1)	(334.4)	(343.5)
EBITDA	**1,142.1**	**1,301.6**	**1,552.5**	**1,665.0**	**1,873.7**	**2,070.5**	**2,278.1**
(-) D&A	(435.5)	(456.4)	(482.2)	(505.0)	(531.0)	(556.5)	(583.2)
EBIT	**706.5**	**845.2**	**1,070.3**	**1,160.0**	**1,342.7**	**1,514.0**	**1,694.9**
(+/-) Gain on Equity Investment	25.1	–	–	–	–	–	–
(-) Interest Expense	(366.7)	(302.1)	(286.8)	(261.6)	(263.0)	(266.1)	(269.3)
Pre-Tax Income	**364.9**	**543.1**	**783.4**	**898.4**	**1,079.7**	**1,248.0**	**1,425.7**
(-) Tax Expense	(103.0)	(131.7)	(189.9)	(217.8)	(261.7)	(302.5)	(345.6)
Net Income	**261.9**	**411.4**	**593.5**	**680.6**	**818.0**	**945.4**	**1,080.1**
(+) Income from NCI	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Net Income Attributable to Shareholders	**262.5**	**412.1**	**594.1**	**681.2**	**818.6**	**946.1**	**1,080.7**
Basic EPS	**$1.00**	**$1.57**	**$2.26**	**$2.59**	**$3.11**	**$3.60**	**$4.11**
Diluted EPS	**$0.99**	**$1.55**	**$2.23**	**$2.56**	**$3.08**	**$3.55**	**$4.06**
Gross Profit Margin	*8.2%*	*8.6%*	*9.3%*	*9.5%*	*9.9%*	*10.4%*	*10.8%*
EBITDA Margin	*6.6%*	*7.0%*	*7.8%*	*8.0%*	*8.5%*	*8.9%*	*9.3%*
Diluted EPS Growth		*57.0%*	*44.2%*	*14.7%*	*20.2%*	*15.6%*	*14.2%*

1 We estimate this expense as 80% variable. We see the variable portion as % of rev. shrinking by 20bps over the projection period to represent supplier benefits from higher purchase volumes. We see the fixed portion growing at a CAGR of 4.4% from '25-'30

2 We view this expense as 75% variable. We see the variable portion as a % of rev remaining flat over the projection period. We project the fixed portion growing at a CAGR of 4.2% from '25-'30

3 We estimate this expense as 50% variable. We see the variable portion as % of rev decreasing by 10bps over the projection period. We project the fixed portion growing at a CAGR of 4.0% from '25-'30

4 We estimate SG&A to be 20% variable. We see the variable portion as % of rev remaining flat over the projection period. We project the fixed portion growing at a CAGR of 3.3% from '25-'30

1) *EPS figures assume share counts remain flat at Q3'25 figure, please see appendix slide [ ] for EPS based on various repurchase / dilution scenarios*
2) *Assumes No Additional Prepayment of Debt*

Income Statement – Upside Case

$ in millions		2024A	2025E	2026E	2027E	2028E	2029E	2030E
	Total Revenue	**17,400.7**	**18,595.8**	**20,089.7**	**21,194.4**	**22,537.5**	**23,748.2**	**25,014.0**
1	(-) Food & Support Service Costs	(4,776.5)	(5,105.9)	(5,500.3)	(5,794.3)	(6,125.7)	(6,416.9)	(6,720.3)
2	(-) Personnel Costs	(7,108.9)	(7,554.2)	(8,113.6)	(8,549.9)	(9,053.5)	(9,488.4)	(9,942.1)
3	(-) Other Direct Costs	(4,089.6)	(4,303.5)	(4,553.2)	(4,774.7)	(5,027.7)	(5,269.4)	(5,521.8)
	Gross Profit	**1,425.7**	**1,632.3**	**1,922.5**	**2,075.5**	**2,330.7**	**2,573.5**	**2,829.9**
4	(-) SG&A	(283.6)	(295.5)	(306.5)	(316.2)	(326.3)	(335.8)	(345.3)
	EBITDA	**1,142.1**	**1,336.8**	**1,616.0**	**1,759.3**	**2,004.3**	**2,237.7**	**2,484.6**
	(-) D&A	(435.5)	(463.2)	(495.9)	(525.9)	(559.3)	(592.4)	(627.0)
	EBIT	**706.5**	**873.6**	**1,120.1**	**1,233.5**	**1,445.0**	**1,645.2**	**1,857.6**
	(+/-) Gain on Equity Investment	25.1	–	–	–	–	–	–
	(-) Interest Expense	(366.7)	(303.1)	(288.6)	(263.2)	(264.7)	(267.9)	(271.2)
	Pre-Tax Income	**364.9**	**570.5**	**831.5**	**970.3**	**1,180.3**	**1,377.3**	**1,586.3**
	(-) Tax Expense	(103.0)	(138.3)	(201.6)	(235.2)	(286.1)	(333.9)	(384.6)
	Net Income	**261.9**	**432.2**	**629.9**	**735.0**	**894.2**	**1,043.4**	**1,201.8**
	(+) Income from NCI	0.6	0.6	0.6	0.6	0.6	0.6	0.6
	Net Income Attributable to Shareholders	**262.5**	**432.8**	**630.5**	**735.7**	**894.8**	**1,044.0**	**1,202.4**
	Basic EPS	**$1.00**	**$1.65**	**$2.40**	**$2.80**	**$3.40**	**$3.97**	**$4.57**
	Diluted EPS	**$0.99**	**$1.63**	**$2.37**	**$2.76**	**$3.36**	**$3.92**	**$4.52**
	Gross Profit Margin	*8.2%*	*8.8%*	*9.6%*	*9.8%*	*10.3%*	*10.8%*	*11.3%*
	EBITDA Margin	*6.6%*	*7.2%*	*8.0%*	*8.3%*	*8.9%*	*9.4%*	*9.9%*
	Diluted EPS Growth		*64.9%*	*45.7%*	*16.7%*	*21.6%*	*16.7%*	*15.2%*

1 We estimate this expense as 80% variable. We see the variable portion as % of rev. shrinking by 20bps over the projection period to represent supplier benefits from higher purchase volumes. We see the fixed portion growing at a CAGR of 4.4% from '25-'30

2 We view this expense as 75% variable. We see the variable portion as a % of rev remaining flat over the projection period. We project the fixed portion growing at a CAGR of 4.2% from '25-'30

3 We estimate this expense as 50% variable. We see the variable portion as % of rev decreasing by 10bps over the projection period. We project the fixed portion growing at a CAGR of 4.2% from '25-'30

4 We estimate SG&A to be 20% variable. We see the variable portion as % of rev remaining flat over the projection period. We project the fixed portion growing at a CAGR of 3.3% from '25-'30

1) *EPS figures assume share counts remain flat at Q3'25 figure, please see appendix slide [ ] for EPS based on various repurchase / dilution scenarios*
2) *Assumes No Additional Prepayment of Debt*

Income Statement – Downside Case

$ in millions	2024A	2025E	2026E	2027E	2028E	2029E	2030E
Total Revenue	**17,400.7**	**18,369.6**	**19,641.7**	**20,514.6**	**21,597.3**	**22,536.1**	**23,508.7**
1 (-) Food & Support Service Costs	(4,776.5)	(5,063.5)	(5,436.1)	(5,712.4)	(6,015.3)	(6,280.5)	(6,556.1)
2 (-) Personnel Costs	(7,108.9)	(7,477.7)	(8,016.5)	(8,373.9)	(8,789.5)	(9,132.1)	(9,486.4)
3 (-) Other Direct Costs	(4,089.6)	(4,286.1)	(4,564.9)	(4,746.9)	(4,956.8)	(5,152.2)	(5,354.5)
Gross Profit	**1,425.7**	**1,542.3**	**1,624.1**	**1,681.4**	**1,835.7**	**1,971.4**	**2,111.7**
4 (-) SG&A	(283.6)	(303.9)	(310.0)	(319.2)	(328.9)	(338.0)	(347.0)
EBITDA	**1,142.1**	**1,238.4**	**1,314.1**	**1,362.1**	**1,506.8**	**1,633.3**	**1,764.7**
(-) D&A	(435.5)	(449.4)	(467.9)	(483.3)	(501.6)	(519.2)	(537.7)
EBIT	**706.5**	**789.0**	**846.2**	**878.8**	**1,005.2**	**1,114.2**	**1,227.0**
(+/-) Gain on Equity Investment	25.1	–	–	–	–	–	–
(-) Interest Expense	(366.7)	(302.4)	(285.4)	(258.6)	(261.6)	(264.6)	(267.6)
Pre-Tax Income	**364.9**	**486.6**	**560.8**	**620.2**	**743.5**	**849.6**	**959.4**
(-) Tax Expense	(103.0)	(118.0)	(135.9)	(150.4)	(180.3)	(206.0)	(232.6)
Net Income	**261.9**	**368.7**	**424.8**	**469.9**	**563.3**	**643.6**	**726.8**
(+) Income from NCI	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Net Income Attributable to Shareholders	**262.5**	**369.3**	**425.5**	**470.5**	**563.9**	**644.3**	**727.4**
Basic EPS	**$1.00**	**$1.39**	**$1.59**	**$1.75**	**$2.08**	**$2.36**	**$2.64**
Diluted EPS	**$0.99**	**$1.37**	**$1.55**	**$1.69**	**$2.00**	**$2.25**	**$2.50**
Gross Profit Margin	*8.2%*	*8.4%*	*8.3%*	*8.2%*	*8.5%*	*8.7%*	*9.0%*
EBITDA Margin	*6.6%*	*6.7%*	*6.7%*	*6.6%*	*7.0%*	*7.2%*	*7.5%*
Diluted EPS Growth		*38.7%*	*13.6%*	*9.0%*	*18.1%*	*12.6%*	*11.2%*

1 We estimate this expense as 80% variable. We see the variable portion as % of rev. growing by 60bps over the projection period. We see the fixed portion growing at a CAGR of 4.0% from '25-'30

2 We view this expense as 75% variable. We see the variable portion as a % of rev. increasing by 30bps over the projection period. We project the fixed portion growing at a CAGR of 3.7% from '25-'30

3 We estimate this expense as 50% variable. We see the variable portion as % of rev. increasing by 30bps over the projection period. We project the fixed portion growing at a CAGR of 3.5% from '25-'30

4 We estimate SG&A to be 20% variable. We see the variable portion as % of rev. remaining flat over the projection period. We project the fixed portion growing at a CAGR of 3.3% from '25-'30

1) *EPS figures assume share counts remain flat at Q3'25 figure, please see appendix slide [ ] for EPS based on various repurchase / dilution scenarios*
2) *Assumes No Additional Prepayment of Debt*

EPS Build – No Repurchase & Offsetting Dilution

No Repurchase Plan

	2025	2026	2027	2028	2029	2030
Proceeds from Issuance of Common Stock	39.5	42.5	44.7	47.3	49.6	52.1
Average Exercise Price	$20.53	$21.14	$21.78	$22.43	$23.11	$23.80
Shares Exercised	1.9	2.0	2.1	2.1	2.1	2.2
Basic Shares Outstanding	**265.0**	**267.0**	**269.0**	**271.1**	**273.3**	**275.5**
Additional in the Money Options	3.753	3.866	3.982	4.101	4.224	4.351
Diluted Shares Outstanding	**268.7**	**270.8**	**273.0**	**275.2**	**277.5**	**279.8**
Net Income	411.3	594.7	683.4	819.4	947.0	1,081.6
Diluted EPS	**$1.53**	**$2.20**	**$2.50**	**$2.98**	**$3.41**	**$3.87**

Offsetting Dilution

	2025	2026	2027	2028	2029	2030
Proceeds from Issuance of Common Stock	39.5	42.5	44.7	47.3	49.6	52.1
Average Exercise Price	$20.53	$21.14	$21.78	$22.43	$23.11	$23.80
Shares Exercised	1.9	2.0	2.1	2.1	2.1	2.2
Shares Repurchased	(1.9)	(2.0)	(2.1)	(2.1)	(2.1)	(2.2)
Basic Shares Outstanding	**263.0**	**263.0**	**263.0**	**263.0**	**263.0**	**263.0**
Additional in the Money Options	3.753	3.922	4.099	4.283	4.476	4.677
Diluted Shares Outstanding	**266.8**	**267.0**	**267.1**	**267.3**	**267.5**	**267.7**
Net Income	411.3	594.7	683.4	819.4	947.0	1,081.6
Diluted EPS	**$1.54**	**$2.23**	**$2.56**	**$3.07**	**$3.54**	**$4.04**

Note: EPS Growth Scenarios are represented based off base case projection

EPS Build – Increased Repurchase

	Increased Repurchase					
	2025	**2026**	**2027**	**2028**	**2029**	**2030**
Proceeds from Issuance of Common Stock	39.5	47.3	49.6	52.6	55.2	57.9
Average Exercise Price	$20.53	$21.14	$21.78	$22.43	$23.11	$23.80
Shares Exercised	1.9	2.2	2.3	2.3	2.4	2.4
Additional in the Money Options	3.8	4.0	4.2	4.4	4.6	4.9
Net Income	411.3	594.7	683.4	819.4	947.0	1,081.6
1 **Share Repurchase Expense**	**(143.9)**	**(208.1)**	**(239.2)**	**(286.8)**	**(331.4)**	**(378.6)**
% of Net Income	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%
2 P/E Ratio	28.0x	26.7x	25.5x	24.4x	23.3x	22.2x
Diluted Shares Beginning of Year	266.2	264.9	263.2	261.6	259.7	257.9
Beginning EPS	$1.54	$1.89	$2.25	$2.69	$3.17	$3.68
3 **Implied Share Price**	**$37.70**	**$50.60**	**$57.26**	**$65.49**	**$73.67**	**$81.75**
Shares Repurchased	**(3.82)**	**(4.11)**	**(4.18)**	**(4.38)**	**(4.50)**	**(4.63)**

1 Share repurchase expense estimated as % of net income, used for defining different cases. "Increased Repurchase Plan" benchmarked at 35% of net income, "Heavy Repurchase Plan" benchmarked at 50% of net income

2 Assumes gradual re-rating of P/E Ratio to account for slowing growth in later years

3 Average of beginning and ending EPS used to back into implied share price

Note: EPS Growth Scenarios are represented based off base case projection

IRR Calculation

No Repurchase

Entry Price	2026	2027	2028	2029	2030	IRR
($38.04)	–	–	$65.40			19.8%
($38.04)	–	–	–	$74.46		18.3%
($38.04)	–	–	–	–	$99.15	21.1%

Offsetting Dilution

Entry Price	2026	2027	2028	2029	2030	IRR
($38.04)	–	–	$68.97			21.9%
($38.04)	–	–	–	$79.64		20.3%
($38.04)	–	–	–	–	$99.15	21.1%

Increased Repurchase

Entry Price	2026	2027	2028	2029	2030	IRR
($38.04)	–	–	$70.98			23.1%
($38.04)	–	–	–	$82.62		21.4%
($38.04)	–	–	–	–	$99.15	21.1%

Heavy Repurchase

Entry Price	2026	2027	2028	2029	2030	IRR
($38.04)	–	–	$72.92			24.2%
($38.04)	–	–	–	$85.50		22.4%
($38.04)	–	–	–	–	$99.15	21.1%

Note: EPS Growth Scenarios are represented based off base case projection

Debt Schedule[1] – Red Tranches Represent Refinancings

	2025E	2026E	2027E	2028E	2029E	2030E
SOFR Curve (3-Month, October)	4.20%	2.99%	3.03%	3.20%	3.34%	3.52%
S+175 Revolving Credit Facility						
Beginning Balance	30.1	–	–	–	–	–
Drawdown	414.9	478.8	502.9	532.5	558.8	586.2
Paydown	(445.0)	(478.8)	(502.9)	(532.5)	(558.8)	(586.2)
Ending Balance	–	–	–	–	–	–
Interest Expense[2]	14.2	12.8	12.0	13.0	14.0	15.2
S+150 Receivables Facility						
Beginning Balance	–	89.6	–	–	–	–
Drawdown	570.0	–	–	–	–	–
Paydown	(480.4)	(89.6)	–	–	–	–
Ending Balance	89.6	–	–	–	–	–
Interest Expense	20.2	2.3	–	–	–	–
S+200 Term A Loans						
Beginning Balance	499.6	482.1	464.6	447.1	429.6	412.1
Mandatory Amort	(17.5)	(17.5)	(17.5)	(17.5)	(17.5)	(17.5)
Voluntary Prepayment	–	–	–	–	–	–
Ending Balance	482.1	464.6	447.1	429.6	412.1	394.6
Interest Expense	30.1	24.1	20.6	20.2	20.1	19.9
S+200 US TLB Due 2030						
Beginning Balance	1,073.1	2,371.3	2,344.1	2,316.9	2,289.7	2,262.5
Mandatory Amort	(27.2)	(27.2)	(27.2)	(27.2)	(27.2)	(27.2)
Voluntary Prepayment	1,325.5	–	–	–	–	–
Ending Balance	2,371.3	2,344.1	2,316.9	2,289.7	2,262.5	2,235.3
Interest Expense	114.1	131.9	116.8	117.8	120.0	122.1
S+175 US TLB Due 2028						
Beginning Balance	730.0	722.7	715.4	–	–	–
Mandatory Amort	(7.3)	(7.3)	(7.3)	–	–	–
Voluntary Prepayment	–	–	–	–	–	–
Ending Balance	722.7	715.4	708.1	–	–	–
Interest Expense	47.2	38.4	33.9	–	–	–
New S+175 US TLB Due 2035 (Refinance)[3]						
Beginning Balance	–	–	–	722.3	715.0	707.8
Mandatory Amort	–	–	–	(7.2)	(7.2)	(7.2)
Voluntary Prepayment	–	–	–	–	–	–
Ending Balance	–	–	–	715.0	707.8	700.6
Interest Expense	–	–	–	35.0	35.7	36.5
4.375% Senior Unsecured Notes (EUR) due April 2033						
Beginning Balance	463.7	463.7	463.7	463.7	463.7	463.7
Mandatory Amort	–	–	–	–	–	–
Ending Balance	463.7	463.7	463.7	463.7	463.7	463.7
Interest Expense	20.3	20.3	20.3	20.3	20.3	20.3
5.000% Senior Unsecured Notes due February 2028						
Beginning Balance	1,144.4	1,144.4	1,144.4	–	–	–
Mandatory Amort	–	–	–	–	–	–
Ending Balance	1,144.4	1,144.4	1,144.4	–	–	–
Interest Expense	57.2	57.2	57.2	–	–	–
New 5.000% Senior Notes due February 2035 (Refinance)[3]						
Beginning Balance	–	–	–	1,167.3	1,167.3	1,167.3
Mandatory Amort	–	–	–	–	–	–
Ending Balance	–	–	–	1,167.3	1,167.3	1,167.3
Interest Expense	–	–	–	58.4	58.4	58.4
Total Debt	**5,273.9**	**5,132.3**	**5,080.3**	**5,065.4**	**5,013.5**	**4,961.6**
Total Interest Expense	**303.3**	**287.1**	**260.7**	**206.2**	**210.1**	**214.0**

1) *Assumes 0% Additional Cash Sweep Beyond RCF and Receivables Facility Paydown*
2) *Includes a drawdown adjustment to account for seasonal working capital needs. Interest calculated as average of two periods*
3) *Refinancing assumed in beginning of maturity year, assumed as prior year ending balance + 2% for fees*

Debt Paydown Calculation

	2025E	2026E	2027E	2028E	2029E	2030E
Cash from Operations	933.0	1,170.1	1,285.7	1,450.3	1,604.7	1,770.7
Cash From Investing	(462.4)	(497.5)	(522.6)	(553.3)	(580.7)	(609.2)
Mandatory Debt Repayment	(68.2)	(68.2)	(68.2)	(56.6)	(56.6)	(56.6)
Cash Generated	**402.4**	**604.5**	**694.9**	**840.4**	**967.4**	**1,105.0**
Beginning Cash	672.5	472.4	1,076.9	1,771.8	2,612.2	3,579.6
(+) Cash Generated	402.4	604.5	694.9	840.4	967.4	1,105.0
(-) Minimum Cash Balance	100.0	100.0	100.0	100.0	100.0	100.0
Excess Cash	**974.9**	**976.9**	**1,671.8**	**2,512.2**	**3,479.6**	**4,584.5**
Cash Flow Sweep	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%
Beginning Debt Excl. RCF & AR Facility	4,511.0	5,168.1	5,100.0	3,936.0	3,879.4	3,822.8
(-) Mandatory Repayment	(68.2)	(68.2)	(68.2)	(56.6)	(56.6)	(56.6)
(-) Voluntary Prepayment	–	(97.7)	(167.2)	(251.2)	(348.0)	(458.5)
Ending Debt	**4,442.8**	**5,002.3**	**4,864.6**	**3,628.2**	**3,474.9**	**3,307.8**
EBITDA	1,301.6	1,552.5	1,665.0	1,873.7	2,070.5	2,278.1
Debt-to-EBITDA	**3.4x**	**3.2x**	**2.9x**	**1.9x**	**1.7x**	**1.5x**

- Above table represents a simplified version of the Cash Flow Sweep with a 10% Example Sweep
- Most debt paydown occurs in Q4 due to general cash flow timing
- Cash Sweep Flows down from RCF – AR Facility – Term Loan A – TLB Due 2030
  - TLB Due 2030 assumed as next stage of paydown due to higher interest rate than TLB Due 2028.

Balance Sheet – Base Case

$ in millions	2024A	2025E	2026E	2027E	2028E	2029E	2030E
Cash and cash equivalents	672.5	1,088.6	1,622.5	2,244.9	3,002.7	3,887.3	4,909.3
Receivables	2,096.9	2,179.1	2,344.3	2,462.8	2,607.4	2,736.3	2,870.6
Inventories	387.6	418.4	445.6	466.9	491.1	512.9	535.5
Prepayments and other current assets	249.6	265.3	285.4	299.8	317.4	333.1	349.5
Total Current Assets	**3,406.6**	**3,951.3**	**4,697.8**	**5,474.4**	**6,418.5**	**7,469.5**	**8,664.9**
Property and equipment, net	1,573.2	1,751.3	1,951.8	2,164.0	2,392.4	2,632.8	2,885.6
Goodwill	4,677.2	4,677.2	4,677.2	4,677.2	4,677.2	4,677.2	4,677.2
Other intangible assets	1,804.6	1,632.4	1,447.2	1,252.6	1,046.6	830.4	603.6
Operating lease right-of-use assets	638.7	638.7	638.7	638.7	638.7	638.7	638.7
Other assets	574.2	574.2	574.2	574.2	574.2	574.2	574.2
Total Assets	**12,674.4**	**13,225.1**	**13,986.8**	**14,781.1**	**15,747.6**	**16,822.8**	**18,044.1**
Accounts payable	1,394.0	1,409.6	1,501.2	1,573.0	1,654.3	1,727.8	1,804.2
Accrued expenses and other current liabilities	1,801.8	1,912.5	2,054.0	2,157.3	2,281.3	2,390.7	2,504.5
Total Current Liabilities	**3,195.8**	**3,322.1**	**3,555.2**	**3,730.3**	**3,935.7**	**4,118.5**	**4,308.8**
Long-term borrowings	5,271.5	5,280.1	5,211.9	5,143.7	5,075.6	5,007.4	4,939.2
Operating Lease Liabilities	295.2	295.2	295.2	295.2	295.2	295.2	295.2
Deferred Tax & Other Noncurrent	865.5	865.5	865.5	865.5	865.5	865.5	865.5
Reedemable NCI	7.5	14.1	14.1	14.1	14.1	14.1	14.1
Total Liabilities	**9,635.4**	**9,776.9**	**9,941.8**	**10,048.8**	**10,186.0**	**10,300.7**	**10,422.8**
Common stock	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Capital surplus	3,931.9	4,039.0	4,154.3	4,275.3	4,403.4	4,537.9	4,679.0
Accumulated deficit / retained earnings	239.7	541.8	1,023.4	1,589.7	2,290.8	3,116.8	4,075.0
Accumulated other comprehensive loss	(132.5)	(132.5)	(132.5)	(132.5)	(132.5)	(132.5)	(132.5)
Treasury stock	(1,003.3)	(1,003.3)	(1,003.3)	(1,003.3)	(1,003.3)	(1,003.3)	(1,003.3)
Total Stockholders' Equity	**3,039.0**	**3,448.1**	**4,045.0**	**4,732.3**	**5,561.5**	**6,522.1**	**7,621.4**
Total Liabilities and Equity	**12,674.4**	**13,225.1**	**13,986.8**	**14,781.1**	**15,747.6**	**16,822.8**	**18,044.1**
Balance Check	–	–	–	–	–	–	–

Cash Flow Statement – Base Case

$ in millions	2025E	2026E	2027E	2028E	2029E	2030E
Net Income	412.1	594.1	681.2	818.6	946.1	1,080.7
D&A	456.4	482.2	505.0	531.0	556.5	583.2
SBC	67.6	72.7	76.4	80.9	84.9	89.0
Δ NWC	**(2.3)**	**20.5**	**20.9**	**19.0**	**16.4**	**16.9**
Accounts receivable	(82.1)	(165.2)	(118.5)	(144.6)	(128.9)	(134.3)
Inventories	(30.8)	(27.2)	(21.3)	(24.1)	(21.8)	(22.7)
Prepayments and other current assets	(15.7)	(20.1)	(14.4)	(17.6)	(15.7)	(16.4)
Accounts payable	15.6	91.6	71.8	81.3	73.5	76.4
Accrued expenses	110.7	141.5	103.3	124.1	109.3	113.9
Cash From Operations	**933.8**	**1,169.6**	**1,283.6**	**1,449.4**	**1,603.8**	**1,769.8**
Capital Expenditures	(462.4)	(497.5)	(522.6)	(553.3)	(580.7)	(609.2)
Other	–	–	–	–	–	–
Cash From Investing	**(462.4)**	**(497.5)**	**(522.6)**	**(553.3)**	**(580.7)**	**(609.2)**
Net proceeds / payments of long-term borrowings	(54.5)	(68.2)	(68.2)	(68.2)	(68.2)	(68.2)
Net change in funding under the receivables facility	63.2	–	–	–	–	–
Payments of dividends	(110.0)	(112.5)	(115.0)	(117.5)	(120.0)	(122.5)
Proceeds from issuance of common stock	39.5	42.5	44.7	47.3	49.6	52.1
Other	6.6	–	–	–	–	–
Repurchase of Common Stock	–	–	–	–	–	–
Cash From Financing	**(55.3)**	**(138.2)**	**(138.5)**	**(138.4)**	**(138.5)**	**(138.6)**
Beginning Cash	672.5	1,088.6	1,622.5	2,244.9	3,002.7	3,887.3
Net Change in Cash	416.1	534.0	622.4	757.7	884.6	1,022.0
Ending Cash	**1,088.6**	**1,622.5**	**2,244.9**	**3,002.7**	**3,887.3**	**4,909.3**

Appendix II – Additional Information

Full Avendra Acquisition Timeline

June 2001

- Avendra was formed as a leading hospitality procurement services provider
- Merger of Marriot’s procurement decision with purchasing businesses of other shareholders (Hyatt, Accor, ClubCorp, and IHG)

OCT 2017

- Aramark announced it had entered into an agreement to acquire Avendra for ~$1.3B
- This move was intended to enhance Aramark’s purchasing capability and extend its reach in the hospital industry

DEC 2017

- Aramark completed the acquisition of Avendra
- Avendra operated as a stand-alone business, leveraging Aramark's global footprint to expand into new sectors like education and healthcare

SEP 2024

- Aramark officially launched Avendra International
- Combined North American operations with Aramark's global supply chain resources across 15 countries

AUG 2025

- Avendra International launched “The Avendra Edge” series
- Designed to help international clientele navigate the global hospitality landscape

Proven Leadership with a History of Success

Highly-Experienced Management Team

John Zillmer, CEO

- **20 years of prior experience, rejoined as CEO in 2019**
- Serves as Chair on CSX and Ecolab's board
- Recognized for business growth and excellence

Jim Tarangelo, CFO

- **20+ years at Aramark; appointed CFO in 2024**
- Led Aramark uniform spin-off and major M&A transactions
- CFO at Aramark International (2014-2016)

Marc Bruno, COO - U.S

- **25 years with the company, career Aramark Leader**
- Leads in 10 U.S food & facilities, driving growth
- Oversaw Olympic catering operations

Carl Mittleman, COO, International

- **25+ years at Aramark; from college intern to COO**
- Manages operations across Canada, Asia and Latin America
- Recognized as leader (SBJ “Forty Under 40”)

Autumn Bayles, Senior Vice President

- **Joined 2011, promoted to SVP in 2023**
- Oversees $20B global supply chain and network
- Former SVP at Flower Foods and CIA at Tastykake

Track Record of Execution

Successful Capital Allocation Strategy

- ✓ Leadership has prioritized accretive acquisitions (Avendra, Ameri Pride) and strengthened balance sheet, enhancing liquidity and driving LTM value
- ✓ Continuous reinvestments in digital tools, supply chains, and dividend pay-outs reflect approach to value creation and margin expansion

Domestic and Global Expansion

- ✓ Strategic focus on international partnerships and localized execution has accelerated revenue diversification, reducing reliance on U.S. markets
- ✓ Growth in international segments highlights Aramark's ability to catch whitespace and adapt their model to diverse markets

Brand Strength and Market Leadership

- ✓ Aramark maintains a leading market share in North America and is top 5 for food & facilities services abroad
- ✓ People-first culture and operational efficiency elevated Aramark's brand recognition across all sectors being served.

Litigation Risk

Aramark faces generally immaterial litigation risk across its operations, but exposure varies by sector; from highest to lowest depending on disputed contracts and performance

Highest Risk – Government Corrections	Exposure to contract compliance, service-level penalties, and government audits; risks include fines for food quality or staffing shortfalls, potential contract termination, and heightened public scrutiny due to the correctional environment.
Moderate Risk – Facilities and Food Services	Mainly labor and workplace claims (wage/hour, safety, discrimination) and client performance disputes; generally resolved through settlements or arbitration with limited financial materiality
Lowest Risk – Education, Sports & Leisure	Exposure primarily to contractual or reputational issues (event cancellations, menu disputes, service complaints), with minimal regulatory or litigation exposure and low financial impact.

Addressing Historical Corrections Litigation – Strengthening Compliance for Sustainable Success

Between 2008 and 2015, Aramark's corrections segment faced a series of operational and compliance challenges including food-service quality lapses, staffing shortages, and contract penalties or terminations. These incidents **prompted tighter oversight** and contract reforms, and **no comparable large-scale issues** have occurred in over a decade.

- Ohio (2014): Fines of $142K (April) and $272K (September) for contract violations (quality, staffing).
- Michigan (2015): State ended a $145M contract after recurring issues; prior fines noted by officials
- Florida (2008): $241K in fines in one year tied to contract noncompliance; IG review criticized practices.

Improved Client & Compliance Engagement

Established direct reporting lines and corrective action protocols with state agencies and compliance officers

Enhanced Training & Workforce Standards

Expanded employee background checks, food-safety certifications, and ethics training across correctional facilities.

Strengthened Contract Oversight

Implemented stricter service-level monitoring, regular audits, and clearer accountability for site-level performance.

FX Risk Remains Limited

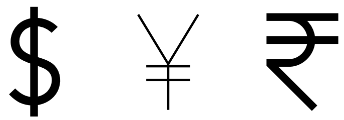
In 2024, the effect of Foreign Exchange rates was only **~4.1%** of net income

- Aramark, as a global company, is exposed to FX rates, which can affect their financial performance, but Aramark has limited their effect, and it remains a small percentage of the revenue
- Historically, the effect of exchange rates remains **< 2%** of their net income
- FX risk is a material risk, but the company manages it through variety of operations

Key Aspects

Management's Perspective

- The company expects organic growth and margin process to help **"offset these FX challenges,"** indicating while it's a known risk, the core business is strong enough to counter some of the negative effects.



Mitigation Strategies

- Aramark also uses hedging strategies, such as forward contracts, to mitigate some of its currency risk exposure.
- The **"Effects of Currency Translation"** are mentioned in it's financial reporting to report results on a currency basis

Specific Exposure

- The company has mentioned exposure to currencies like Euro and Canadian Dollar in the context of **debt agreements**, suggesting a need to manage **interest and principal repayments**
- Noted charges related to hyperinflation in regions, such as Argentina

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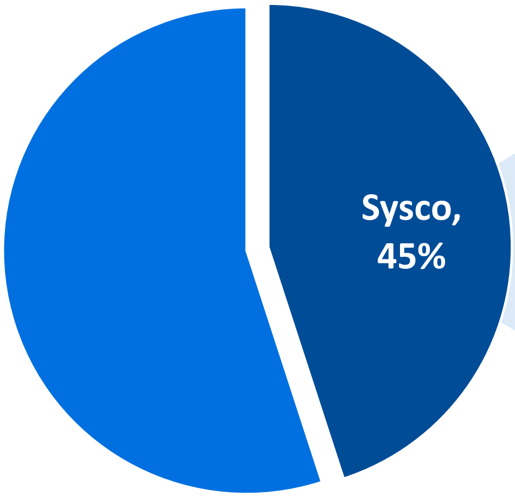
Mitigable Supplier Concentration Risk

While Sysco represents a large percentage of Aramark's supplier base, the disruption risk is minimal and a quick-response plan of action has been developed



Sysco is the largest and most sophisticated food distributor in North America, with unmatched national coverage and logistics

Aramark has worked with Sysco for decade, with strong performance through COVID, inflation, and supply-chain stress periods

Underlying product is sourced from hundreds of manufacturers, reducing dependency on any single supplier or SKU

Sysco operates a multi-hub, multi-route logistics network, allowing rapid rerouting and fulfillment even when individual centers face disruption

Contingency Plans

1 Re-Routing to Secondary Distributors

- Aramark maintains active relationships with multiple national and regional distributors
- Volume can be redirected quickly to alternative partners with minimal operational friction
- Existing logistics integrations allow seamless substitution without impacting on-site service

2 Pre-Approved Alternative Supplier Network

- Aramark negotiates pricing and SKUs **directly with manufacturers**, not distributors
- Underlying product supply is therefore not dependent on Sysco alone
- Alternate distributors can be activated while keeping the same items and contract terms

3 Operational Playbook for Rapid Transition

- Aramark has a formal contingency protocol covering emergency freight, temporary cross-docking, and short-term local sourcing
- Transition teams can mobilize quickly to maintain service levels during disruption
- Historical stress periods demonstrate Aramark's ability to execute these plans

Equity Stakes Represent Additional Upside

Selective equity participation has been used sparingly to strengthen alignment with partners in high-impact stadium and arena projects

Selective Equity Participation
Aramark takes minority equity stakes in major sports franchises during large scale venue transformations

Partnership Alignment & Stability
These Equity Stakes strengthen long-term alignment with ownership, supporting contract longevity and strategic collaboration

Track Record of Value Creation
Historical investments demonstrate that these selective stakes can generate meaningful financial upside

Strategic Use in Transformational Projects
Known to take advantage of small minority positions to ensure partnership integration

SAN ANTONIO SPURS

- **Historical investment** in the San Antonio Spurs, driven by the community and their commercial relationship
- Aimed to help keep the team in San Antonio and support **client relationships**
- The stake appreciated significantly over time, with Aramark ultimately generating **meaningful gains** upon exit.

OAKLAND ATHLETICS

The Oakland Athletics' Las Vegas relocation represents a **multi-billion-dollar stadium project**, justifying a small equity position to reinforce partnership alignment at the franchise's request

"While not our usual approach, the team felt strongly about it. We believe in this partnership and the future of the Las Vegas opportunity."
(Aramark, Q3 Earnings Report)

Quarterly Seasonality in Cash Flows

	Q3 YTD 2022	Q4 2022	Q3 YTD 2023	Q4 2023	Q3 YTD 2024	Q4 2024
Net Income	118.7	75.4	468.1	205.4	139.6	122.3
(+) D&A	400.8	131.5	408.8	137.6	322.8	112.8
(+) SBC	71.8	23.7	65.6	21.3	46.9	15.7
(+/-) Other	(37.7)	(123.1)	(409.2)	(58.6)	(14.2)	(33.3)
(+) Δ NWC	(695.6)	586.9	(803.4)	730.8	(790.2)	804.3
Operating Cash Flow	**(142.0)**	**694.5**	**(270.1)**	**1,036.5**	**(295.1)**	**1,021.6**
(-) Capital Expenditures	(245.6)	(119.1)	(287.3)	(144.9)	(270.9)	(132.6)
FCF	**(387.6)**	**575.4**	**(557.4)**	**891.7**	**(566.0)**	**889.0**

- Seasonality Driven Primarily by:
  - **Education Sales Season:** Majority of education contracts begin in Q4, compounded with Baseball Playoff season (resulting in higher Sports & Entertainment Segment Revenues) and contract-based rate increases
  - **NWC Timing:** The company invests heavily in inventory, labor, and receivables during Q1 – Q3 to prepare for peak service periods. Then collects on those receivables and releases that working capital in Q4, creating a large positive swing

Employee Strikes at Sports Arenas

Automated Concession Technology

- Aramark introduced AI-powered self-service concession systems (Mashgin kiosks) at major venues like Fenway Park.
- The technology uses image recognition and touchless payment to speed transactions and shorten lines.
- One attendant can now monitor several kiosks, improving efficiency but reducing traditional staffing needs.
- Designed to enhance fan convenience and consistency, not as a formal labor-reduction initiative.

Fenway Union Strike

- In July 2025, about 1,000 Fenway Park concession workers represented by UNITE HERE Local 26 went on strike

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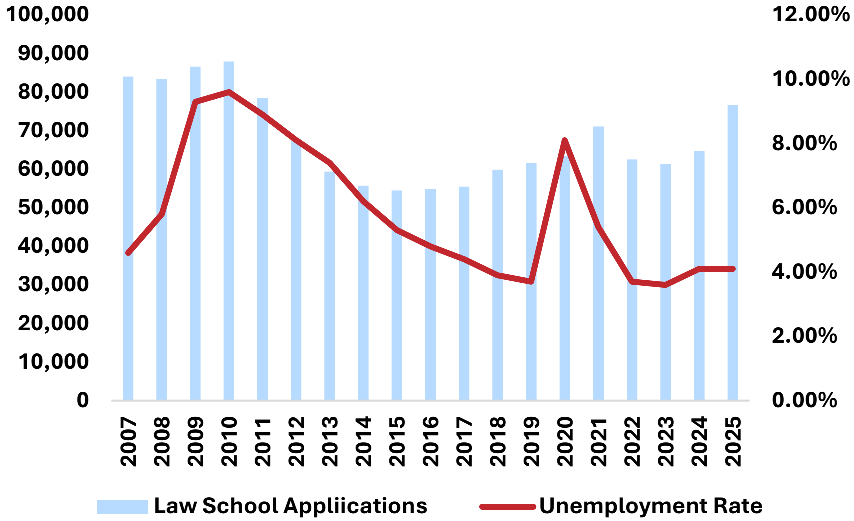
- The union cited job and tip losses from automation, arguing that new self-service kiosks displaced staff and cut gratuities.
- Workers filed a labor complaint alleging retaliation and unfair scheduling following the strike.
- Aramark responded that automation was meant to improve guest experience, not replace workers, and continues negotiating in good faith.

Ongoing Commitment

- **Proactive Labor Partnership:** Quick re-engagement with union leadership following the July strike, reaffirmed commitments to collaboration and open communication
- **Responsible Innovation**: The company clarified the purpose of its automated concession and has since expanded training and redeployment opportunities for affected employees.
- **Swift, Fair Resolutions:** In cases of individual concern, Aramark acted decisively: reviewing and reinstating employees where appropriate
- **Stable Labor Environment:** With only **~14% of Aramark's workforce unionized**, exposure to bargaining risk is limited, allowing the company to manage labor relations proactively while maintaining consistent operations across global markets

Recession Resistant

Law School Applications as an Indicator of Recession

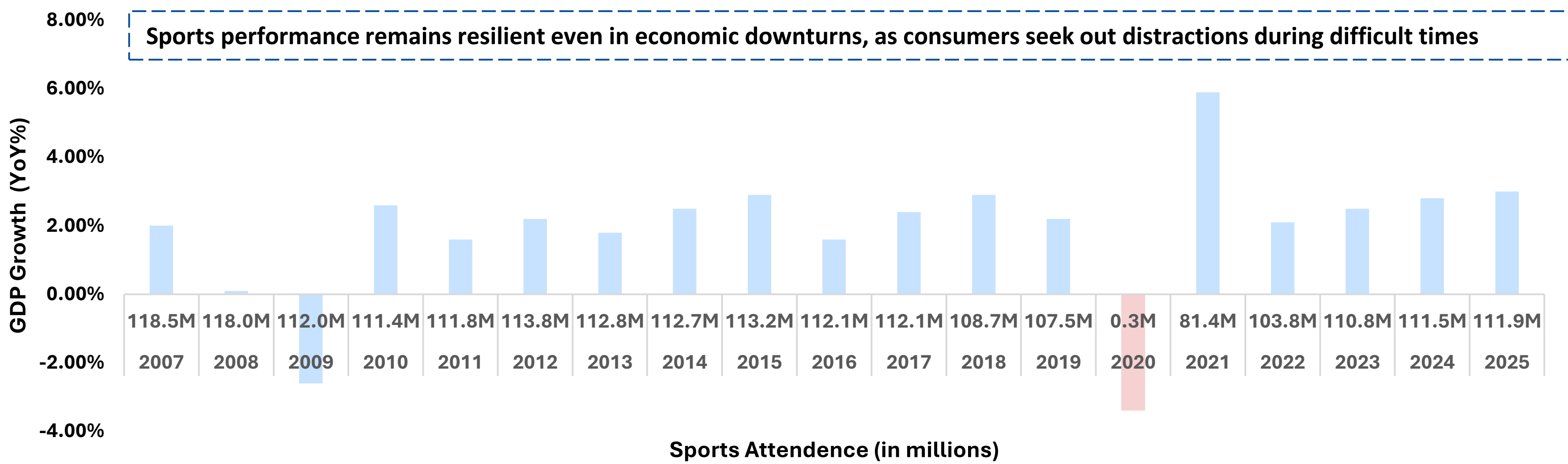


During the 2008 recession, law applications spiked as people chose to return to school in lieu of a weaker job market in hopes of stability

Aramark generated **$4.4B** of revenue from their Education division, representing about **~25%** of total 2024 revenue spread across various clients

Aramark's facilities are typically the best "bang-for-the-buck" on campus, indicating performance upside despite consumer earning volatility

Sports performance remains resilient even in economic downturns, as consumers seek out distractions during difficult times



Short-Term Q4 Earnings Catalyst

Aramark forecasts a clear Q4 step-up and a strong fiscal finish, driven by back-to-school seasonality in Education, large account rollouts, and continued momentum in Sports.

- On the Q3 call, **6 analysts** explicitly pressed management on whether that implied Q4 revenue acceleration was realistic, indicating that the market is currently pricing in an earnings miss for Q4
  - Management reaffirmed confidence citing Education wins ramping in Aug–Sep, major new contracts commencing in Q4, and solid base demand/per-cap strength in Sports plus maturation of new business and cost discipline supporting margins

Significant Visibility into Q4'25 Revenue