UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 10-Q

☒ QUARTERLY REPORT PURSUANT TO SECTION 13 or 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the quarterly period ended April 3, 2026

or

☐ TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period from _______ to _______

Commission File Number: 001-36223

Aramark

(Exact name of registrant as specified in its charter)

Delaware	**20-8236097**
(State or other jurisdiction of incorporation or organization)	(I.R.S. Employer Identification Number)
2400 Market Street	
Philadelphia, Pennsylvania	**19103**
(Address of principal executive offices)	(Zip Code)

(215) 238-3000

(Registrant's telephone number, including area code)

Securities registered pursuant to Section 12(b) of the Act:

Title of Each Class	Trading Symbol(s)	Name of Each Exchange on which Registered
Common Stock, par value $0.01 per share	ARMK	New York Stock Exchange

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.

Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).

Yes ☒ No ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, a smaller reporting company or an emerging growth company. See the definitions of "large accelerated filer," "accelerated filer," "smaller reporting company" and "emerging growth company" in Rule 12b-2 of the Exchange Act.

Large Accelerated Filer ☒ Accelerated filer ☐ Non-accelerated filer ☐ Smaller reporting company ☐ Emerging growth company ☐

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act. ☐

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes ☐ No ☒

As of May 1, 2026, the number of shares of the registrant's common stock outstanding is 262,953,564.

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Special Note About Forward-Looking Statements

This report contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These statements reflect our current expectations as to future events based on certain assumptions and include any statement that does not directly relate to any historical or current fact. These statements include, but are not limited to, statements related to our expectations regarding the performance of our business, our financial results, our operations, our liquidity and capital resources, the conditions in our industry and our growth strategy. In some cases, forward-looking statements can be identified by words such as "outlook," "aim," "anticipate," "have confidence," "estimate," "expect," "will be," "will continue," "will likely result," "project," "intend," "plan," "believe," "see," "look to" and other words and terms of similar meaning or the negative versions of such words. These forward-looking statements are subject to risks and uncertainties that may change at any time, and actual results or outcomes may differ materially from those that we expected.

Some of the factors that we believe could affect or continue to affect our results include without limitation: unfavorable economic conditions; natural disasters, global calamities, climate change, pandemics, energy shortages, sports strikes and other adverse incidents; geopolitical events including the conflict in the Middle East, global supply chain disruptions, inflation, volatility and disruption of global financial markets; the impact of the United States' and other countries’ trade policies including the implementation of tariffs; the failure to retain current clients, renew existing client contracts and obtain new client contracts; a determination by clients to reduce their outsourcing or use of preferred vendors; competition in our industries; increased operating costs and obstacles to cost recovery due to the pricing and cancellation terms of our food and support services contracts; currency risks and other risks associated with international operations, including compliance with a broad range of laws and regulations, including the United States Foreign Corrupt Practices Act; risks associated with suppliers from whom our products are sourced; disruptions to our relationship with our distribution partners; the contract intensive nature of our business, which may lead to client disputes; the inability to hire and retain key or sufficiently qualified personnel or increases in labor costs; our expansion strategy and our ability to successfully integrate the businesses we acquire and costs and timing related thereto; continued or further unionization of our workforce; liability resulting from our participation in multiemployer defined benefit pension plans; laws and governmental regulations including those relating to food and beverages, the environment, wage and hour and government contracting; liability associated with noncompliance with applicable law or other governmental regulations; new interpretations of or changes in the enforcement of the government regulatory framework; increases or changes in income tax rates or tax-related laws; potential liabilities, increased costs, reputational harm, and other adverse effects based on our commitments and stakeholder expectations relating to environmental, social and governance considerations; the failure to maintain food safety throughout our supply chain, food-borne illness concerns and claims of illness or injury; a cybersecurity incident or other disruptions in the availability of our computer systems or privacy breaches; the use of artificial intelligence technologies within our business processes; our leverage; variable rate indebtedness that subjects us to interest rate risk; the inability to generate sufficient cash to service all of our indebtedness; debt agreements that limit our flexibility in operating our business; risks associated with the completed spin-off of Aramark Uniform and Career Apparel ("Uniform") as an independent publicly traded company to our stockholders; and other factors set forth under the headings "Part I, Item 1A Risk Factors," "Part I, Item 3 Legal Proceedings" and "Part II, Item 7 Management's Discussion and Analysis of Financial Condition and Results of Operations" and other sections of our Annual Report on Form 10-K, filed with the Securities and Exchange Commission (the "SEC") on November 25, 2025 as such factors may be updated from time to time in our other periodic filings with the SEC, which are accessible on the SEC's website at www.sec.gov and which may be obtained by contacting Aramark's investor relations department via its website at www.aramark.com. These factors should not be construed as exhaustive and should be read in conjunction with the other cautionary statements that are included herein and in our other filings with the SEC. As a result of these risks and uncertainties, readers are cautioned not to place undue reliance on any forward-looking statements included herein or that may be made elsewhere from time to time by, or on behalf of, us. Forward-looking statements speak only as of the date made. We undertake no obligation to publicly update or review any forward-looking statement, whether as a result of new information, future developments, changes in our expectations, or otherwise, except as required by law.

PART I

Item 1. Financial Statements

ARAMARK AND SUBSIDIARIES
CONDENSED CONSOLIDATED BALANCE SHEETS
(Unaudited)
(in thousands, except share amounts)

	April 3, 2026	October 3, 2025
ASSETS		
Current Assets:		
Cash and cash equivalents	$ 475,722	$ 639,095
Receivables (less allowances: $34,181 and $31,728)	2,475,099	2,210,388
Inventories	453,325	418,766
Prepayments and other current assets	341,915	254,642
Total current assets	3,746,061	3,522,891
Property and Equipment, net	1,786,495	1,734,489
Goodwill	4,980,956	4,874,670
Other Intangible Assets	1,907,892	1,874,067
Operating Lease Right-of-use Assets	825,305	701,839
Other Assets	593,941	596,673
	$ 13,840,650	$ 13,304,629
LIABILITIES AND STOCKHOLDERS' EQUITY		
Current Liabilities:		
Current maturities of long-term borrowings	$ 33,853	$ 31,543
Current operating lease liabilities	65,314	60,744
Accounts payable	1,246,368	1,522,747
Accrued payroll and related expenses	486,343	542,025
Accrued expenses and other current liabilities	1,257,840	1,389,663
Total current liabilities	3,089,718	3,546,722
Long-Term Borrowings	6,056,336	5,374,394
Noncurrent Operating Lease Liabilities	266,806	255,305
Deferred Income Taxes	462,670	410,866
Other Noncurrent Liabilities	622,920	555,153
Commitments and Contingencies (see Note 9)		
Redeemable Noncontrolling Interests	61,871	14,130
Stockholders' Equity:		
Common stock, par value $0.01 (authorized: 600,000,000 shares; issued: 309,752,494 shares and 308,092,122 shares; and outstanding: 262,798,965 shares and 262,899,495 shares)	3,098	3,081
Capital surplus	4,092,697	4,036,283
Retained earnings	586,262	453,283
Accumulated other comprehensive loss	(157,687)	(167,406)
Treasury stock (held in treasury: 46,953,529 shares and 45,192,627 shares)	(1,244,041)	(1,177,182)
Total stockholders' equity	3,280,329	3,148,059
	$ 13,840,650	$ 13,304,629

See notes to the condensed consolidated financial statements.

ARAMARK AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF INCOME
(Unaudited)
(in thousands, except per share data)

	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
Revenue	$ 4,907,342	$ 4,279,298	$ 9,738,891	$ 8,831,384
Costs and Expenses:				
Cost of services provided (exclusive of depreciation and amortization)	4,480,948	3,919,653	8,896,321	8,070,885
Depreciation and amortization	132,160	117,059	258,114	230,263
Selling and general corporate expenses	74,485	68,411	147,158	138,797
Total costs and expenses	4,687,593	4,105,123	9,301,593	8,439,945
Operating income	219,749	174,175	437,298	391,439
Interest Expense, net	82,241	89,704	164,160	165,508
Income Before Income Taxes	137,508	84,471	273,138	225,931
Provision for Income Taxes	35,368	22,498	74,497	58,255
Net income	102,140	61,973	198,641	167,676
Less: Net income attributable to noncontrolling interests	190	119	530	203
Net income attributable to Aramark stockholders	$ 101,950	$ 61,854	$ 198,111	$ 167,473
Earnings per share attributable to Aramark stockholders:				
Basic	$ 0.39	$ 0.23	$ 0.75	$ 0.63
Diluted	$ 0.38	$ 0.23	$ 0.74	$ 0.62
Weighted Average Shares Outstanding:				
Basic	263,160	264,811	263,144	264,846
Diluted	266,390	267,420	266,382	268,076

See notes to the condensed consolidated financial statements.

ARAMARK AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME

(Unaudited)

(in thousands)

	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
Net income	$ 102,140	$ 61,973	$ 198,641	$ 167,676
Other comprehensive (loss) income, net of tax:				
Foreign currency translation adjustments	(14,380)	14,765	5,747	(26,982)
Fair value of cash flow hedges	6,824	(19,741)	3,972	(6,914)
Other comprehensive (loss) income, net of tax	(7,556)	(4,976)	9,719	(33,896)
Comprehensive income	94,584	56,997	208,360	133,780
Less: Net income attributable to noncontrolling interests	190	119	530	203
Comprehensive income attributable to Aramark stockholders	$ 94,394	$ 56,878	$ 207,830	$ 133,577

See notes to the condensed consolidated financial statements.

ARAMARK AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS

(Unaudited)

(in thousands)

	Six Months Ended	
	April 3, 2026	**March 28, 2025**
Cash flows from operating activities:		
Net income	$ 198,641	$ 167,676
Adjustments to reconcile Net income to Net cash used in operating activities:		
Depreciation and amortization	258,114	230,263
Asset write-downs	6,058	—
Increase in contingent consideration liability (see Note 11)	—	11,127
Deferred income taxes	37,430	2,931
Share-based compensation expense	34,793	30,296
Changes in operating assets and liabilities		
Receivables	(242,698)	(151,736)
Inventories	(30,863)	(15,858)
Prepayments and Other Current Assets	(22,416)	(47,718)
Accounts Payable	(280,133)	(251,693)
Accrued Expenses	(262,959)	(257,335)
Payments made to clients on contracts	(151,368)	(86,850)
Other operating activities	73,453	37,693
Net cash used in operating activities	(381,948)	(331,204)
Cash flows from investing activities:		
Purchases of property and equipment and other	(223,432)	(235,661)
Disposals of property and equipment	8,554	3,175
Acquisition of certain businesses, net of cash acquired	(90,938)	(247,800)
Acquisition of certain equity investments	(13,769)	—
Other investing activities	3,070	(2,184)
Net cash used in investing activities	(316,515)	(482,470)
Cash flows from financing activities:		
Proceeds from long-term borrowings	3,365	1,827,322
Payments of long-term borrowings	(86,808)	(1,412,732)
Net change in Revolving Credit Facility	140,366	275,882
Net change in funding under the Receivables Facility	625,000	586,000
Payments of dividends	(63,068)	(55,683)
Proceeds from issuance of common stock	19,288	16,379
Repurchase of common stock	(66,322)	(109,283)
Payments for contingent considerations	(33,697)	(10,505)
Other financing activities	(5,677)	(50,816)
Net cash provided by financing activities	532,447	1,066,564
Effect of foreign exchange rates on cash and cash equivalents and restricted cash	(335)	(11,497)
(Decrease) Increase in cash and cash equivalents and restricted cash	(166,351)	241,393
Cash and cash equivalents and restricted cash, beginning of period	707,144	732,613
Cash and cash equivalents and restricted cash, end of period	$ 540,793	$ 974,006

	Six Months Ended	
Supplemental disclosure of cash flow information	**April 3, 2026**	**March 28, 2025**
Interest paid	$ 158,438	$ 160,922
Income taxes paid	45,252	80,476

The following table provides a reconciliation of cash and cash equivalents and restricted cash reported within the Condensed Consolidated Balance Sheets (in thousands):

Balance Sheet classification	April 3, 2026	March 28, 2025
Cash and cash equivalents	$ 475,722	$ 920,455
Restricted cash in Prepayments and other current assets	65,071	53,551
Cash and cash equivalents and restricted cash, end of period	$ 540,793	$ 974,006

See notes to the condensed consolidated financial statements.

ARAMARK AND SUBSIDIARIES
CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY
(Unaudited)
(in thousands)

	Total Stockholders' Equity	Common Stock	Capital Surplus	Retained Earnings	Accumulated Other Comprehensive Loss	Treasury Stock
Balance, October 3, 2025	$ 3,148,059	$ 3,081	$ 4,036,283	$ 453,283	$ (167,406)	$ (1,177,182)
Net income attributable to Aramark stockholders	96,161			96,161		
Other comprehensive income	17,275				17,275	
Capital contributions from issuance of common stock	5,260	10	5,250			
Share-based compensation expense of equity awards	16,217		16,217			
Repurchases of common stock	(41,262)					(41,262)
Dividends declared ($0.12 per share)	(33,601)			(33,601)		
Balance, January 2, 2026	$ 3,208,109	$ 3,091	$ 4,057,750	$ 515,843	$ (150,131)	$ (1,218,444)
Net income attributable to Aramark stockholders	101,950			101,950		
Other comprehensive loss	(7,556)				(7,556)	
Capital contributions from issuance of common stock	16,629	7	16,622			
Share-based compensation expense of equity awards	18,325		18,325			
Repurchases of common stock	(25,597)					(25,597)
Dividends declared ($0.12 per share)	(31,531)			(31,531)		
Balance, April 3, 2026	$ 3,280,329	$ 3,098	$ 4,092,697	$ 586,262	$ (157,687)	$ (1,244,041)

See notes to the condensed consolidated financial statements.

ARAMARK AND SUBSIDIARIES

CONDENSED CONSOLIDATED STATEMENTS OF STOCKHOLDERS' EQUITY

(Unaudited)

(in thousands)

	Total Stockholders' Equity	Common Stock	Capital Surplus	Retained Earnings	Accumulated Other Comprehensive Loss	Treasury Stock
Balance, September 27, 2024	$ 3,038,974	$ 3,043	$ 3,931,932	$ 239,709	$ (132,457)	$ (1,003,253)
Net income attributable to Aramark stockholders	105,619			105,619		
Other comprehensive loss	(28,920)				(28,920)	
Capital contributions from issuance of common stock	15,413	25	15,388			
Share-based compensation expense of equity awards	14,388		14,388			
Purchase of noncontrolling interest	(2,439)		(2,439)			
Repurchases of common stock	(31,293)					(31,293)
Dividends declared ($0.105 per share)	(29,858)			(29,858)		
Balance, December 27, 2024	$ 3,081,884	$ 3,068	$ 3,959,269	$ 315,470	$ (161,377)	$ (1,034,546)
Net income attributable to Aramark stockholders	61,854			61,854		
Other comprehensive loss	(4,976)				(4,976)	
Capital contributions from issuance of common stock	4,605	2	4,603			
Share-based compensation expense of equity awards	15,566		15,566			
Repurchases of common stock	(111,039)					(111,039)
Dividends declared ($0.105 per share)	(27,824)			(27,824)		
Balance, March 28, 2025	$ 3,020,070	$ 3,070	$ 3,979,438	$ 349,500	$ (166,353)	$ (1,145,585)

See notes to the condensed consolidated financial statements.

ARAMARK AND SUBSIDIARIES

NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS (UNAUDITED)

NOTE 1. BASIS OF PRESENTATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Aramark (the "Company") is a leading global provider of food and facilities services to education, healthcare, business & industry and sports, leisure & corrections clients. The Company's largest market is the United States, which is supplemented by an additional 15-country footprint. The Company also provides services on a more limited basis in several additional countries and in offshore locations. The Company operates its business in two reportable segments that share many of the same operating characteristics: Food and Support Services United States ("FSS United States") and Food and Support Services International ("FSS International").

The condensed consolidated financial statements included herein have been prepared by the Company pursuant to the rules and regulations of the Securities and Exchange Commission (the "SEC") and should be read in conjunction with the audited consolidated financial statements, and the notes to those statements, included in the Company's Form 10-K filed with the SEC on November 25, 2025. The Condensed Consolidated Balance Sheet as of October 3, 2025 was derived from audited financial statements which have been prepared in accordance with generally accepted accounting principles in the United States ("U.S. GAAP"). Certain information and footnote disclosures normally included in the consolidated financial statements prepared in accordance with U.S. GAAP have been condensed or omitted pursuant to such rules and regulations, although the Company believes that the disclosures made are adequate to make the information not misleading. In the opinion of the Company, the statements include all adjustments, which are of a normal, recurring nature, required for a fair presentation for the periods presented. The results of operations for interim periods are not necessarily indicative of the results for a full year, due to the seasonality of some of the Company's business activities and the possibility of changes in general economic conditions.

The condensed consolidated financial statements include the accounts of the Company and all of its subsidiaries in which a controlling financial interest is maintained. All intercompany transactions and accounts have been eliminated.

New Accounting Standards Updates

Standards Not Yet Adopted (from most to least recent date of issuance)

In September 2025, the Financial Accounting Standards Board ("FASB") issued *Accounting Standards Update ("ASU") 2025-06, Intangibles—Goodwill and Other—Internal-Use Software (Subtopic 350-40): Targeted Improvements to the Accounting for Internal-Use Software (Subtopic 350-40)*, to modernize the accounting guidance for the costs to develop software for internal use. The standard applies to costs incurred to develop or obtain software for internal use. ASU 2025-06 amends the existing standard that refers to various stages of a software development project to align better with current software development methods, such as agile programming. Under the new guidance, entities will commence capitalizing eligible costs when (i) management has authorized and committed to funding the software project, and (ii) it is probable that the project will be completed, and the software will be used to perform the function intended. The guidance is effective for the Company in the first quarter of fiscal 2029 and early adoption is permitted. The guidance can be applied on a prospective basis, a modified basis for in-process projects or on a retrospective basis. The Company is currently assessing the impact of the new guidance on its financial statement disclosures.

In November 2024, the FASB issued *ASU 2024-03, Income Statement - Reporting Comprehensive Income - Expense Disaggregation Disclosures (Subtopic 220-40): Disaggregation of Income Statement Expenses*. The guidance requires disclosure of additional information related to certain costs and expenses, including amounts of inventory purchases, employee compensation and depreciation and amortization included in each income statement line item. The guidance also requires disclosure of the total amount of selling expenses and the Company’s definition of selling expenses. The guidance is effective for the Company for annual periods beginning in fiscal 2028 and for interim periods beginning in fiscal 2029. The Company is currently assessing the impact of the new guidance on its financial statement disclosures.

In December 2023, the FASB issued *ASU 2023-09 Income Taxes (Topic 740): Improvements to Income Tax Disclosures* to enhance the transparency and decision usefulness of income tax disclosures. The guidance will require improvements to income tax disclosures primarily related to the rate reconciliation and income taxes paid information. The guidance is effective for the Company's annual disclosures for fiscal 2026 and early adoption is permitted. The Company is currently assessing the impact of the new guidance on its financial statement disclosures.

Other new accounting pronouncements recently issued or newly effective were not applicable to the Company, did not have a material impact nor are expected to have a material impact on the condensed consolidated financial statements.

Comprehensive Income

Comprehensive income includes all changes to stockholders' equity during a period, except those resulting from investments by and distributions to stockholders. Components of comprehensive income include net income, changes in foreign currency translation adjustments (net of tax) and changes in the fair value of cash flow hedges (net of tax).

The summary of the components of comprehensive income is as follows (in thousands):

	Three Months Ended					
	April 3, 2026			March 28, 2025		
	Pre-Tax Amount	Tax Effect	After-Tax Amount	Pre-Tax Amount	Tax Effect	After-Tax Amount
Net income			$ 102,140			$ 61,973
Foreign currency translation adjustments	(14,380)	—	(14,380)	14,765	—	14,765
Fair value of cash flow hedges	9,222	(2,398)	6,824	(26,677)	6,936	(19,741)
Other comprehensive loss	(5,158)	(2,398)	(7,556)	(11,912)	6,936	(4,976)
Comprehensive income			94,584			56,997
Less: Net income attributable to noncontrolling interests			190			119
Comprehensive income attributable to Aramark stockholders			$ 94,394			$ 56,878

	Six Months Ended					
	April 3, 2026			March 28, 2025		
	Pre-Tax Amount	Tax Effect	After-Tax Amount	Pre-Tax Amount	Tax Effect	After-Tax Amount
Net income			$ 198,641			$ 167,676
Foreign currency translation adjustments	5,747	—	5,747	(26,982)	—	(26,982)
Fair value of cash flow hedges	5,368	(1,396)	3,972	(9,343)	2,429	(6,914)
Other comprehensive income (loss)	11,115	(1,396)	9,719	(36,325)	2,429	(33,896)
Comprehensive income			208,360			133,780
Less: Net income attributable to noncontrolling interests			530			203
Comprehensive income attributable to Aramark stockholders			$ 207,830			$ 133,577

Accumulated other comprehensive loss consists of the following (in thousands):

	April 3, 2026	October 3, 2025
Pension plan adjustments	$ (18,450)	$ (18,450)
Foreign currency translation adjustments	(155,265)	(161,012)
Cash flow hedges	16,028	12,056
	$ (157,687)	$ (167,406)

Currency Translation

Gains and losses resulting from the translation of financial statements of non-United States subsidiaries are reflected as a component of accumulated other comprehensive loss in stockholders' equity. Beginning in fiscal 2018, Argentina was determined to have a highly inflationary economy. As a result, the Company remeasures the financial statements of Argentina's operations in accordance with the accounting guidance for highly inflationary economies. The impact of the Argentina remeasurement, reflected in the Condensed Consolidated Statements of Income, was a foreign currency transaction gain of $0.9 million and $0.4 million during the three and six months ended April 3, 2026, respectively, and a foreign currency transaction loss of $0.6 million and $1.3 million during the three and six months ended March 28, 2025, respectively. The impact of foreign currency transaction gains and losses exclusive of Argentina's operations included in the Company's operating results during the three and six month periods of both fiscal 2026 and 2025 were immaterial to the condensed consolidated financial statements.

Current Assets

The Company insures portions of its risk related to general liability, automobile liability, workers' compensation liability claims as well as certain property damage risks through a wholly owned captive insurance subsidiary (the "Captive") as part of its approach to risk finance. The Captive is subject to regulations within its domicile of Bermuda, including regulations established by the Bermuda Monetary Authority (the "BMA") relating to levels of liquidity and solvency as such concepts are defined by the BMA. The Captive was in compliance with these regulations as of April 3, 2026. These regulations may have the effect of limiting the Company's ability to access certain cash and cash equivalents held by the Captive for uses other than for the payment of its general liability, automobile liability, workers' compensation liability, certain property damage and related Captive costs. As of April 3, 2026 and October 3, 2025, cash and cash equivalents at the Captive were $144.0 million and $133.5 million, respectively.

Within the FSS International segment, the Company receives certain cash on behalf of the Company's clients, which is contractually restricted from withdrawal and usage. This restricted cash is recorded in "Prepayments and other current assets" on the Condensed Consolidated Balance Sheets.

Other Assets

Other assets consist primarily of costs to obtain or fulfill contracts (including employee sales commissions), long-term receivables, interest rate swaps, investments in 50% or less owned entities and computer software costs.

For investments in 50% or less owned entities accounted for under the equity method of accounting, the carrying amount as of April 3, 2026 and October 3, 2025 was $61.1 million and $70.6 million, respectively.

For investments in 50% or less owned entities, other than those accounted for under the equity method of accounting, the Company measures these investments at cost, less any impairment and adjusted for changes in fair value resulting from observable price changes for an identical or a similar investment of the same issuer due to the lack of readily available fair values related to those investments. The carrying amount of equity investments without readily determinable fair values as of April 3, 2026 and October 3, 2025 was $80.5 million and $59.6 million, respectively.

Supply Chain Finance Program

The Company has agreements with third-party administrators that allow participating vendors to voluntarily elect to sell payment obligations from the Company to financial institutions as part of a Supply Chain Finance Program ("SCF Program"). The Company's payment terms to the financial institutions, including the timing and amount of payments, are based on the original supplier invoices. When participating vendors elect to sell one or more of the Company's payment obligations, the Company's rights and obligations to settle the payable on their contractual due date are not impacted. The Company has no economic or commercial interest in a vendor's decision to sell the Company's payment obligations. The Company agrees on commercial terms with vendors for the goods and services procured, which are consistent with payment terms observed at other peer companies in the industry, and the terms are not impacted by the SCF Program. For the SCF Program, the Company does not provide asset pledges, or other forms of guarantees, as security for the committed payment to the financial institutions. As of April 3, 2026 and October 3, 2025, the Company had $1.8 million and $4.7 million, respectively, of outstanding payment obligations to the financial institutions as part of the SCF Program recorded in "Accounts payable" on the Condensed Consolidated Balance Sheets.

Lease Arrangements

Certain of the Company's lease arrangements, primarily vehicle leases, with terms of one to eight years, contain provisions related to residual value guarantees. The maximum potential liability to the Company under such arrangements was approximately $41.7 million at April 3, 2026 if the terminal fair value of vehicles coming off lease was zero. Consistent with past experience, management does not expect any significant payments will be required pursuant to these arrangements. No amounts have been accrued for the guarantee arrangements at April 3, 2026.

Other Current and Noncurrent Liabilities

The Company is self-insured for certain obligations related to its employee health care benefit programs as well as for certain risks retained under its general liability, automobile liability, workers' compensation liability and certain property damage programs. Reserves for these programs are estimated through actuarial methods, with the assistance of third-party actuaries using loss development assumptions based on the Company's claims history.

NOTE 2. GOODWILL AND OTHER INTANGIBLE ASSETS:

Goodwill represents the excess of the fair value of consideration paid for an acquired entity over the fair value of assets acquired and liabilities assumed in a business combination. Goodwill is not amortized and is subject to an impairment test that the Company conducts annually or more frequently if a change in circumstances or the occurrence of events indicates that potential impairment exists, using discounted cash flows.

Changes in total goodwill during the six months ended April 3, 2026 are as follows (in thousands):

Segment	October 3, 2025	Acquisitions	Translation	April 3, 2026
FSS United States	$ 4,221,026	$ 43,946	$ (7)	$ 4,264,965
FSS International	653,644	71,224	(8,877)	715,991
	$ 4,874,670	$ 115,170	$ (8,884)	$ 4,980,956

Other intangible assets consist of the following (in thousands):

	April 3, 2026			October 3, 2025		
	Gross Amount	Accumulated Amortization	Net Amount	Gross Amount	Accumulated Amortization	Net Amount
Customer relationship assets	$ 1,357,144	$ (661,926)	$ 695,218	$ 1,291,305	$ (616,793)	$ 674,512
Trade names	1,300,052	(87,378)	1,212,674	1,271,821	(72,266)	1,199,555
	$ 2,657,196	$ (749,304)	$ 1,907,892	$ 2,563,126	$ (689,059)	$ 1,874,067

Amortization of intangible assets for the six months ended April 3, 2026 and March 28, 2025 was $65.4 million and $58.5 million, respectively.

NOTE 3. BORROWINGS:

Long-term borrowings, net, are summarized in the following table (in thousands):

	April 3, 2026	October 3, 2025
Senior Secured Credit Facility:		
$1.4 Billion Revolving Credit Facility due August 2029	$ 325,749	$ 189,794
Term A Loans due August 2029	434,445	446,575
United States Term B Loans due June 2030	2,300,487	2,367,181
United States Term B Loans due April 2028	727,411	726,687
Senior Unsecured Notes:		
4.375% Senior Unsecured Notes (EUR) due April 2033	456,219	464,793
5.000% Senior Unsecured Notes due February 2028	1,146,825	1,146,007
Other:		
Receivables Facility due September 2028	625,000	—
Finance leases	66,270	59,174
Other	7,783	5,726
	6,090,189	5,405,937
Less—current portion	(33,853)	(31,543)
	$ 6,056,336	$ 5,374,394

As of April 3, 2026, there were $1.1 billion of outstanding foreign currency borrowings.

As of April 3, 2026, there was $961.7 million of availability under the senior secured revolving credit facility.

United States Term B-10 Loans due June 2030 Amendment

Aramark Services, Inc. ("ASI") and certain of its subsidiaries entered into a credit agreement on March 28, 2017 (as amended, the "Credit Agreement"). On December 11, 2025 (the "Closing Date"), ASI entered into an amendment ("Amendment No.19") to provide for, among other things, the repricing of all of the United States dollar denominated Term B-8 Loans ("U.S. Term B-8 Loans due 2030") previously outstanding under the Credit Agreement by refinancing all of the U.S. Term B-8 Loans due 2030 previously outstanding under the Credit Agreement with new United States dollar denominated Term B-10 Loans in an amount equal to $2.4 billion due in June 2030 ("U.S. Term B-10 Loans due 2030"). The U.S. Term B-10 Loans due 2030 were funded in full on the Closing Date and were applied by the Company to refinance the entire principal amount of the U.S. Term B-8 Loans due 2030 previously outstanding under the Credit Agreement.

The U.S. Term B-10 Loans due 2030 bear interest at a rate equal to, at the Company's election, either (a) a forward-looking term rate based on the Secured Overnight Financing Rate for the applicable interest period ("Term SOFR") plus an applicable margin set at 1.75% or (b) a base rate determined by reference to the highest of (1) the prime rate of the administrative agent, (2) the federal funds rate plus 0.50% and (3) Term SOFR for a one-month interest period plus 1.00% plus an applicable margin set at 0.75%. The U.S. Term B-10 Loans due 2030 require repayments of principal in quarterly installments of $6.3 million from June 30, 2029 through March 31, 2030 and $2.3 billion at maturity. Except with respect to pricing, the U.S. Term B-10 Loans are subject to substantially similar terms currently relating to guarantees, collateral, mandatory prepayments and covenants that were applicable to the U.S. Term B-8 Loans previously outstanding under the Credit Agreement and are currently applicable to the Company's other U.S. Term B Loans currently outstanding under the Credit Agreement.

Amendment No. 19 also gave effect to the 2024 Refinancing Amendments (as defined in the Credit Agreement), which, among other things, included borrower-favorable changes to basket capacity, thresholds and step-downs.

The Company capitalized $1.3 million of transaction costs directly attributable to the refinancing in Amendment No. 19, which are amortized using the effective interest method over the term of the loans and are presented in “Long-Term Borrowings” on the Condensed Consolidated Balance Sheet as of April 3, 2026 as a direct deduction from the carrying value of the loans. Amounts paid for capitalized transaction costs are included within “Other financing activities” on the Condensed Consolidated Statement of Cash Flows for the six months ended April 3, 2026. Additionally, the Company recorded $1.1 million of charges related to the repricings to "Interest Expense, net" on the Condensed Consolidated Statements of Income for the six months ended April 3, 2026, consisting of $0.7 million in transaction costs and a $0.4 million non-cash loss for the write-off of unamortized deferred financing costs and discount on the U.S. Term B-8 Loans due 2030.

4.375% Senior Notes (EUR) due April 2033

On March 19, 2025, Aramark International Finance S.à r.l. (“AIFS”), an indirect wholly owned subsidiary of the Company, issued €400.0 million of euro denominated 4.375% Senior Notes due April 2033 (the “4.375% 2033 Notes”), and used a portion of the net proceeds from the issuance and sale of the 4.375% 2033 Notes to repay at maturity, April 1, 2025, all of the €325.0 million outstanding aggregate principal amount of AIFS’ euro denominated 3.125% Senior Notes due April 2025 and the remainder for general corporate purposes, including reduction of debt. The Company capitalized €4.4 million in third-party costs directly attributable to the issuance and sale of the 4.375% 2033 Notes. The capitalized costs are amortized using the effective interest method over the term of the 4.375% 2033 Notes and are presented in “Long-Term Borrowings” on the Condensed Consolidated Balance Sheets as of April 3, 2026 and October 3, 2025 as a direct deduction from the carrying value of the notes.

United States Term B Loans due June 2030 Incremental Amendment, United States Term B Loans due January 2027 Repayment and 5.000% Senior Notes Due April 2025 Redemption

On February 18, 2025, ASI entered into an incremental amendment to the Credit Agreement (“Incremental Amendment No. 17”) to provide for, among other things, the establishment of new term loans comprised of new United States dollar denominated Term B-8 Loans due 2030 (“New U.S. Term B-8 Loans due 2030”) in an amount equal to $1,395.0 million, in the form of a fungible upsize to ASI’s existing United States dollar denominated Term B-8 Loans due June 2030 (“U.S. Term B-8 Loans due 2030"). The New U.S. Term B-8 Loans due 2030 were funded in full on the closing date of Incremental Amendment No. 17 and were applied by ASI to: (a) repay in full $839.3 million of the United States dollar denominated Term B-4 Loans due January 2027 ("U.S. Term B-4 Loans due 2027") previously outstanding under the Credit Agreement; (b) to redeem the entire $551.5 million aggregate principal amount outstanding of ASI's 5.000% Senior Notes due April 2025 (the "5.000% 2025 Notes") at a redemption price equal to 100% of the aggregate principal amount, plus accrued and unpaid interest to the date of redemption; and (c) to pay fees, premiums, expenses and other transaction costs in connection with the foregoing.

The Company capitalized $4.6 million of transaction costs directly attributable to the refinancing in Amendment No. 17, which are amortized using the effective interest method over the term of the loans and are presented in “Long-Term Borrowings” on the Condensed Consolidated Balance Sheets as of April 3, 2026 and October 3, 2025 as a direct deduction from the carrying value of the loans. Amounts paid for capitalized transaction costs are included within “Other financing activities” on the Condensed Consolidated Statement of Cash Flows for the six months ended March 28, 2025. Additionally, the Company recorded $8.3 million of charges to "Interest Expense, net" on the Condensed Consolidated Statements of Income for the three and six months ended March 28, 2025, consisting of a $2.5 million non-cash loss for the write-off of unamortized deferred financing costs and discount on the U.S. Term B-4 Loans due 2027 and the 5.000% 2025 Notes and the payment of $5.8 million of transaction costs related to the refinancing.

NOTE 4. DERIVATIVE INSTRUMENTS:

The Company enters into contractual derivative arrangements to manage changes in market conditions related to interest on debt obligations, including interest rate swap agreements, that are recognized as either assets or liabilities on the balance sheet at fair value at the end of each quarter. The counterparties to the Company's contractual derivative agreements are all major international financial institutions. The Company is exposed to credit loss in the event of nonperformance by these counterparties. The Company continually monitors its positions and the credit ratings of its counterparties and does not anticipate nonperformance by the counterparties. The Company formally documents the hedging relationship and its risk management objective and strategy for undertaking the hedge, the hedging instrument, the hedged item, the nature of the risk being hedged and how the hedging instrument's effectiveness in offsetting the hedged risk will be assessed prospectively and retrospectively for designated hedges. The Company also formally assesses, both at the hedge's inception and on an ongoing basis, whether the derivatives that are used in hedging transactions are highly effective in offsetting cash flows of hedged items.

Cash Flow Hedges

The Company has approximately $2.5 billion notional amount of outstanding interest rate swap agreements as of April 3, 2026, which fix the rate on a like amount of variable rate borrowings with varying maturities through June 2028.

Changes in the fair value of a derivative that is designated as and meets all the required criteria for a cash flow hedge are recorded in accumulated other comprehensive loss and reclassified into earnings as the underlying hedged item affects earnings. Amounts reported in accumulated other comprehensive loss related to derivatives will be reclassified to interest expense as interest payments are made on the Company's variable-rate debt. Cash flows from hedging transactions are classified in the same category as the cash flows from the respective hedged item. As of April 3, 2026 and October 3, 2025, $16.0 million and $12.1 million, respectively, of unrealized net of tax gains related to the interest rate swaps were included in "Accumulated other comprehensive loss" on the Condensed Consolidated Balance Sheets.

The following table summarizes the unrealized gain (loss) arising from the Company's derivatives designated as cash flow hedging instruments on Other comprehensive (loss) income (in thousands):

	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
Interest rate swap agreements[(1)]	$ 14,276	$ (16,543)	$ 17,414	$ 16,458

(1) Change in the amounts are driven by fluctuations in forward interest rates, while fiscal 2025 changes are also impacted by the maturity of previously existing interest rate swaps and the initiation of new interest rate swaps.

The following table summarizes the location and fair value, using Level 2 inputs (see Note 11 for a description of the fair value levels), of the Company's derivatives designated as hedging instruments on the Condensed Consolidated Balance Sheets (in thousands):

	Balance Sheet Location	April 3, 2026	October 3, 2025
ASSETS			
Interest rate swap agreements	Prepayments and other current assets	$ 7,853	$ —
Interest rate swap agreements	Other Assets	15,644	20,262
		$ 23,497	$ 20,262
LIABILITIES			
Interest rate swap agreements	Other Noncurrent Liabilities	$ 1,837	$ 3,972

The following table summarizes the location of the gain reclassified from "Accumulated other comprehensive loss" into earnings for derivatives designated as hedging instruments on the Condensed Consolidated Statements of Income (in thousands):

		Three Months Ended		Six Months Ended	
	Income Statement Location	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
Interest rate swap agreements	Interest Expense, net	$ (5,054)	$ (10,134)	$ (12,046)	$ (25,801)

At April 3, 2026, the net of tax gain expected to be reclassified from "Accumulated other comprehensive loss" into earnings over the next twelve months based on current market rates is approximately $12.3 million.

As of April 3, 2026, the Company has a Euro denominated term loan in the amount of €85.8 million. The term loan was designated as a hedge of the Company's net Euro currency exposure represented by certain holdings in the Company's European affiliates.

NOTE 5. REVENUE RECOGNITION:

The Company generates revenue through sales of food and facility services to customers based on written contracts at the locations it serves. The Company provides food and beverage services, including catering and retail services, and facilities services, including plant operations and maintenance, custodial, housekeeping, landscaping and other services. In accordance with Accounting Standards Codification 606, the Company accounts for a customer contract when both parties have approved the arrangement and are committed to perform their respective obligations, each party's rights can be identified, payment terms can be identified, the contract has commercial substance and it is probable the Company will collect substantially all of the consideration to which it is entitled. Revenue is recognized upon the transfer of control of the promised product or service to customers in an amount that reflects the consideration the Company expects to receive in exchange for those goods and services.

Performance Obligations

The Company recognizes revenue when its performance obligation is satisfied. Each contract generally has one performance obligation, which is satisfied over time. The Company primarily accounts for its performance obligations under the series guidance, using the as-invoiced practical expedient when applicable. The Company applies the right to invoice practical expedient to record revenue as the services are provided, given the nature of the services provided and the frequency of billing under the customer contracts. Under this practical expedient, the Company recognizes revenue in an amount that corresponds directly with the value to the customer of the Company's performance completed to date and for which the Company has the right to invoice the customer. Certain arrangements include performance obligations which include variable consideration (primarily per transaction fees). For these arrangements, the Company does not need to estimate the variable consideration for the contract and allocate to the entire performance obligation; therefore, the variable fees are recognized in the period they are earned.

Disaggregation of Revenue

The following table presents revenue disaggregated by revenue source (in millions):

	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
FSS United States:				
Business & Industry	$ 553.0	$ 449.6	$ 1,063.6	$ 881.8
Education	1,142.9	1,011.5	2,228.9	2,152.6
Healthcare	443.2	411.5	864.5	816.1
Sports, Leisure & Corrections	907.4	799.1	1,868.6	1,749.4
Facilities & Other	383.8	384.7	766.8	757.5
Total FSS United States	3,430.3	3,056.4	6,792.4	6,357.4
FSS International:				
Europe	826.1	653.0	1,673.9	1,328.1
Rest of World	650.9	569.9	1,272.6	1,145.9
Total FSS International	1,477.0	1,222.9	2,946.5	2,474.0
Total Revenue	$ 4,907.3	$ 4,279.3	$ 9,738.9	$ 8,831.4

Contract Balances

Deferred income is recognized in "Accrued expenses and other current liabilities" and "Other Noncurrent Liabilities" on the Condensed Consolidated Balance Sheets when the Company has received consideration, or has the right to receive consideration, in advance of the transfer of the performance obligation of the contract to the customer, primarily prepaid meal plans. The consideration received remains a liability until the goods or services have been provided to the customer. The Company classifies deferred income as current if the deferred income is expected to be recognized in the next 12 months or as noncurrent if the deferred income is expected to be recognized in excess of the next 12 months. If the Company cannot render its performance obligation according to contract terms after receiving the consideration in advance, amounts may be contractually required to be refunded to the customer.

During the six months ended April 3, 2026, deferred income increased related to customer prepayments and decreased related to income recognized during the period as a result of satisfying the performance obligation or return of funds related to non-performance. For the six months ended April 3, 2026, the Company recognized $258.3 million of revenue that was included in deferred income at the beginning of the period. Deferred income balances attributable to consideration received in advance from customers prior to the service being performed are summarized in the following table (in millions):

	April 3, 2026	October 3, 2025
Deferred income(1)	$ 259.5	$ 364.0

(1) Includes both current ($258.2 million and $362.3 million as of April 3, 2026 and October 3, 2025, respectively) and noncurrent deferred income ($1.3 million and $1.7 million as of April 3, 2026 and October 3, 2025, respectively).

NOTE 6. INCOME TAXES:

During the six months ended April 3, 2026, the Company recorded a valuation allowance to the "Provision for Income Taxes" on the Condensed Consolidated Statements of Income of $3.4 million against foreign tax credits, as it is more likely than not a tax benefit will not be realized.

In response to the development of the global economy toward digitalization, the Organization for Economic Co-operation & Development ("OECD") released the Pillar Two Global Anti-Base Erosion Model Rules ("Pillar Two"). Under Pillar Two, multinational companies with consolidated revenue greater than €750 million will be subject to a minimum effective tax rate of 15.0% within each respective country. On January 5, 2026, the OECD published details of a 'side-by-side' package which provides additional Pillar Two guidance. The package covers a number of new or extended safe harbors, and the 'side-by-side' system, which will allow the US tax regime to sit alongside Pillar Two. As such, and taking into consideration the safe harbor rules, the Pillar Two legislation has had no material impact on the condensed consolidated financial statements, and the Company continues to anticipate that it will not have a material impact on the condensed consolidated financial statements in future periods.

On July 4, 2025, the One Big Beautiful Bill ("OBBB") Act was signed into law. The OBBB Act contains a broad range of tax reform measures, including modification to limitations on deductions for interest expense, reinstatement of elective 100% first year bonus depreciation and immediate expensing of domestic research and development expenditures. The new law has a range of effective dates. With respect to the provisions of the new law effective in fiscal year 2026, the Company expects favorable federal cash tax impact and does not expect material impact on the effective tax rate. The Company also does not expect these provisions to have a material impact on the effective tax rate in future years.

NOTE 7. STOCKHOLDERS' EQUITY:

The Board of Directors declared a $0.12 dividend per share of common stock, payable on June 3, 2026, to stockholders of record at the close of business on May 20, 2026.

On November 5, 2024, the Board of Directors approved a share repurchase program under which the Company is authorized to repurchase up to $500.0 million of Aramark's outstanding common stock. Under the share repurchase program, repurchases can be made from time to time using a variety of methods, including open market purchases, privately negotiated transactions, accelerated share repurchases and Rule 10b5-1 trading plans. The size and timing of any repurchases will depend on a number of factors, including share price, general business and market conditions and other factors. Shares repurchased by the Company are accounted for under the treasury cost method. The value of the repurchased shares includes the 1% excise tax accrual as a result of the Inflation Reduction Act of 2022. The Company made an accounting policy election to record the value of the repurchased shares, including the 1% excise tax accrual, to treasury stock. The share repurchase program does not have a fixed expiration date and may be terminated at any time. During the three and six months ended April 3, 2026, the Company repurchased 0.6 million and 1.4 million shares of its common stock for $24.3 million and $53.6 million, respectively. During the three and six months ended March 28, 2025, the Company repurchased 3.1 million and 3.1 million shares of its common stock for $110.4 million and $111.3 million, respectively.

The Company has 100.0 million shares of preferred stock authorized, with a par value of $0.01 per share. At April 3, 2026 and October 3, 2025, zero shares of preferred stock were issued or outstanding.

NOTE 8. EARNINGS PER SHARE:

Basic earnings per share is computed using the weighted average number of common shares outstanding during the periods presented. Diluted earnings per share is computed using the weighted average number of common shares outstanding adjusted to include the potentially dilutive effect of stock awards.

The following table sets forth the computation of basic and diluted earnings per share attributable to the Company's stockholders (in thousands, except per share data):

	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
Earnings:				
Net income attributable to Aramark stockholders	$ 101,950	$ 61,854	$ 198,111	$ 167,473
Shares:				
Basic weighted-average shares outstanding	263,160	264,811	263,144	264,846
Effect of dilutive securities	3,230	2,609	3,238	3,230
Diluted weighted-average shares outstanding	266,390	267,420	266,382	268,076
Basic Earnings Per Share:				
Net income attributable to Aramark stockholders	$ 0.39	$ 0.23	$ 0.75	$ 0.63
Diluted Earnings Per Share:				
Net income attributable to Aramark stockholders	$ 0.38	$ 0.23	$ 0.74	$ 0.62

The following table represents shares that were outstanding but were not included in the diluted earnings per common share (in millions):

	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
Share-based awards(1)	6.3	8.0	7.0	7.3
Performance stock units(2)	1.5	1.6	1.5	1.6

(1) Share-based awards were not included in the computation of diluted earnings per common share, as their effect would have been antidilutive.
(2) Performance stock units that did not meet or have not yet met performance targets were not included in the computation of diluted earnings per common share.

NOTE 9. COMMITMENTS AND CONTINGENCIES:

From time to time, the Company and its subsidiaries are a party to various legal actions, proceedings and investigations involving claims incidental to the conduct of their business, including actions by clients, customers, employees, government entities and third parties, including under federal, state, international, national, provincial and local employment laws, wage and hour laws, discrimination laws, immigration laws, human health and safety laws, import and export controls and customs laws, environmental laws, environmental, social and governance related non-financial disclosure laws, false claims or whistleblower statutes, minority, women and disadvantaged business enterprise statutes, tax codes, antitrust and competition laws, consumer protection statutes, procurement regulations, intellectual property laws, food safety and sanitation laws, cost and accounting principles, the Foreign Corrupt Practices Act, the U.K. Bribery Act, other anti-corruption laws, lobbying laws, motor carrier safety laws, data privacy and security laws and alcohol licensing and service laws, or alleging negligence and/or breaches of contractual and other obligations. Based on information currently available, advice of counsel, available insurance coverage, established reserves and other resources, the Company does not believe that any such actions are likely to be, individually or in the aggregate, material to its business, financial condition, results of operations or cash flows. However, in the event of unexpected further developments, it is possible that the ultimate resolution of these matters, or other similar matters, if unfavorable, may be materially adverse to the Company's business, financial condition, results of operations or cash flows.

On May 17, 2024, a purported shareholder of Vestis, the Company's former Uniform segment that was spun-off from Aramark in September 2023, commenced a putative class action lawsuit against Vestis and certain of its officers in the United States District Court for the Northern District of Georgia on behalf of purchasers of Vestis' common stock between October 2, 2023 and May 1, 2024. The complaint alleges claims under Sections 10(b) and 20(a) of the Securities Exchange Act of 1934, based on allegedly false or misleading statements generally related to Vestis' business and operations, pricing practices, and financial results and outlook. The lawsuit seeks unspecified damages and other relief. On November 22, 2024, the complaint was amended to add the Company and its Chief Executive Officer as additional defendants. On September 30, 2025, the motion to dismiss the case was denied. The Company continues to vigorously defend this matter.

NOTE 10. BUSINESS SEGMENTS:

The Company's reportable segments are determined based on how the Company's CODM, the Chief Executive Officer, assesses performance and decides how to allocate resources for the Company. Based on the CODM's assessment, the Company has two reportable segments: FSS United States and FSS International.

The CODM evaluates each segment's performance based on financial metrics, including revenue and adjusted operating income. The CODM uses these metrics to assess performance and allocate resources to each segment, primarily through periodic budgeting and segment performance reviews. Segment revenue represents food and facilities services sales. Adjusted operating income represents operating income adjusted to eliminate the impact of amortization of acquisition-related intangible assets, severance and other charges and other items impacting comparability.

Corporate expenses include certain operating and non-operating costs not allocated to the segments. The nature of these expenses may vary but primarily consist of corporate personnel compensation costs, share-based compensation expense and other unallocated costs.

Approximately 85% of the global revenue is related to food services and 15% is related to facilities services. Financial information by segment is as follows (in millions):

	Three Months Ended April 3, 2026			Six Months Ended April 3, 2026		
	FSS United States	FSS International	Total	FSS United States	FSS International	Total
Revenue	$ 3,430.3	$ 1,477.0	$ 4,907.3	$ 6,792.4	$ 2,946.5	$ 9,738.9
Less:						
Food and support services costs	967.5	391.9		1,915.6	789.4	
Personnel costs(1)(2)	1,313.7	749.5		2,586.4	1,500.8	
Other direct costs(2)	815.4	238.3		1,621.2	464.8	
Depreciation and amortization(3)	77.7	21.0		152.7	39.8	
Selling expenses	32.8	7.6		67.7	14.5	
Adjusted operating income	$ 223.2	$ 68.7	$ 291.9	$ 448.8	$ 137.2	$ 586.0
Reconciliation to Income Before Income Taxes:						
Unallocated corporate expenses(4)			(34.3)			(65.3)
Amortization of acquisition-related intangible assets(3)			(33.3)			(65.4)
Severance and other charges(1)			(5.5)			(5.5)
Gains, losses and settlements impacting comparability(2)			0.9			(12.5)
Interest Expense, net			(82.2)			(164.2)
Income Before Income Taxes			$ 137.5			$ 273.1

(1) Adjusted for Severance and Other Charges of $5.5 million incurred by FSS United States for the three and six months ended April 3, 2026.

(2) Adjusted for Gains, Losses, and Settlements impacting comparability consisting of certain transactions that are not indicative of the Company's ongoing operational performance. Adjustment impacting FSS United States Personnel costs includes a charge related to a multiemployer pension plan withdrawal of $5.6 million for the six months ended April 3, 2026. Adjustment impacting FSS United States Other direct costs includes a non-cash charge for the impairment of certain assets related to a business held-for-sale of $6.1 million for the six months ended April 3, 2026. Adjustments impacting FSS International Other direct costs consist of gains related to hyperinflation in Argentina of $0.9 million and $0.4 million for the three and six months ended April 3, 2026, respectively, and legal charges related to an antitrust review of $1.3 million for the six months ended April 3, 2026.

(3) Adjusted for Amortization of Acquisition-Related Intangible Assets of $25.1 million and $50.3 million incurred by FSS United States for the three and six months ended April 3, 2026, respectively. Adjusted for Amortization of Acquisition-Related Intangible Assets of $8.2 million and $15.1 million incurred by FSS International for the three and six months ended April 3, 2026, respectively.

(4) Includes certain operating and non-operating costs not allocated to the segments, such as corporate personnel compensation costs, share-based compensation expense and other unallocated costs.

	Three Months Ended March 28, 2025			Six Months Ended March 28, 2025		
	FSS United States	FSS International	Total	FSS United States	FSS International	Total
Revenue	$ 3,056.4	$ 1,222.9	$ 4,279.3	$ 6,357.4	$ 2,474.0	$ 8,831.4
Less:						
Food and support services costs	854.9	324.0		1,796.3	664.6	
Personnel costs	1,202.8	648.5		2,423.7	1,286.7	
Other direct costs[1]	718.1	171.0		1,524.8	362.8	
Depreciation and amortization[2]	70.9	15.9		139.6	31.7	
Selling expenses	33.8	5.5		68.4	11.2	
Adjusted operating income	$ 175.9	$ 58.0	$ 233.9	$ 404.6	$ 117.0	$ 521.6
Reconciliation to Income Before Income Taxes:						
Unallocated corporate expenses[3]			(29.1)			(59.2)
Amortization of acquisition-related intangible assets[2]			(30.0)			(58.5)
Gains, losses and settlements impacting comparability[1]			(0.6)			(12.5)
Interest Expense, net			(89.7)			(165.5)
Income Before Income Taxes			$ 84.5			$ 225.9

(1) Adjusted for Gains, Losses, and Settlements impacting comparability consisting of certain transactions that are not indicative of the Company's ongoing operational performance. Adjustment impacting FSS United States includes a charge for contingent consideration liabilities related to acquisition earn outs of $11.1 million for the six months ended March 28, 2025. Adjustment impacting FSS International consist of charges related to hyperinflation in Argentina of $0.6 million and $1.3 million for the three and six months ended March 28, 2025, respectively.

(2) Adjusted for Amortization of Acquisition-Related Intangible Assets of $24.2 million and $48.1 million incurred by FSS United States for the three and six months ended March 28, 2025, respectively. Adjusted for Amortization of Acquisition-Related Intangible Assets of $5.8 million and $10.5 million incurred by FSS International for the three and six months ended March 28, 2025, respectively.

(3) Includes certain operating and non-operating costs not allocated to the segments, such as corporate personnel compensation costs, share-based compensation expense and other unallocated costs.

Additional financial information by segment is as follows (in millions):

Capital Expenditures and Other[1]	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
FSS United States	$ 79.8	$ 91.2	$ 176.4	$ 193.3
FSS International	$ 14.6	32.8	50.5	52.8
Corporate	$ 0.1	—	0.1	—
Total	$ 94.5	$ 124.0	$ 227.0	$ 246.1

(1) Includes amounts acquired in business combinations.

Depreciation and Amortization	Three Months Ended		Six Months Ended	
	April 3, 2026	March 28, 2025	April 3, 2026	March 28, 2025
FSS United States	$ 102.8	$ 95.1	$ 202.9	$ 187.7
FSS International	29.2	21.8	54.9	42.2
Corporate	0.2	0.2	0.3	0.4
Total	$ 132.2	$ 117.1	$ 258.1	$ 230.3

Identifiable Assets

	April 3, 2026	October 3, 2025
FSS United States	$ 10,477.4	$ 10,181.8
FSS International	3,270.3	3,030.5
Corporate	$ 93.0	$ 92.3
Total	$ 13,840.7	$ 13,304.6

NOTE 11. FAIR VALUE OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES:

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Assets and liabilities recorded at fair value are classified based upon the level of judgment associated with the inputs used to measure their fair value. The hierarchical levels related to the subjectivity of the valuation inputs are defined as follows:

- Level 1—inputs to the valuation methodology are quoted prices (unadjusted) for identical assets or liabilities in active markets
- Level 2—inputs to the valuation methodology include quoted prices for similar assets and liabilities in active markets and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the full term of the financial instrument
- Level 3—inputs to the valuation methodology are unobservable and significant to the fair value measurement

Recurring Fair Value Measurements

The Company's financial instruments consist primarily of cash and cash equivalents, accounts receivable, accounts payable, borrowings and derivatives. Management believes that the carrying value of cash and cash equivalents, accounts receivable and accounts payable are representative of their respective fair values. In conjunction with the fair value measurement of the derivative instruments, the Company made an accounting policy election to measure the credit risk of its derivative instruments that are subject to master netting agreements on a net basis by counterparty portfolio, as the gross values would not be materially different. The fair value of the Company's debt at April 3, 2026 and October 3, 2025 was $6,100.3 million and $5,445.7 million, respectively. The carrying value of the Company's debt at April 3, 2026 and October 3, 2025 was $6,090.2 million and $5,405.9 million, respectively. The fair values were computed using market quotes, if available, or based on discounted cash flows using market interest rates as of the end of the respective periods. The inputs utilized in estimating the fair value of the Company's debt have been classified as Level 2 in the fair value hierarchy levels.

As part of the Union Supply acquisition completed in fiscal 2022, the Company recorded a contingent consideration obligation. During the six months ended March 28, 2025, the Company adjusted the contingent consideration liability, resulting in expense of $11.1 million, which is included in "Cost of services provided (exclusive of depreciation and amortization)" on the Condensed Consolidated Statements of Income. The earnout period has ended with the contingent consideration liability being fully paid out in the second quarter of fiscal 2025.

Item 2.

MANAGEMENT'S DISCUSSION AND ANALYSIS
OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion and analysis of Aramark's (the "Company," "we," "our" and "us") financial condition and results of operations for the three and six months ended April 3, 2026 and March 28, 2025 should be read in conjunction with our audited consolidated financial statements and the notes to those statements for the fiscal year ended October 3, 2025 included in our Annual Report on Form 10-K, filed with the Securities and Exchange Commission (the "SEC") on November 25, 2025.

Our discussion contains forward-looking statements, such as our plans, objectives, opinions, expectations, anticipations, intentions and beliefs, that are based upon our current expectations but that involve risks and uncertainties. Actual results and the timing of events could differ materially from those anticipated in those forward-looking statements as a result of a number of factors, including those described under the heading "Special Note About Forward-Looking Statements" and elsewhere in this Quarterly Report on Form 10-Q. In the following discussion and analysis of financial condition and results of operations, certain financial measures may be considered "non-GAAP financial measures" under SEC rules. These rules require supplemental explanation and reconciliation, which is provided elsewhere in this Quarterly Report on Form 10-Q.

Overview

We are a leading global provider of food and facilities services to education, healthcare, business & industry and sports, leisure & corrections clients. Our largest market is the United States, which is supplemented by an additional 15-country footprint. We also provide our services on a more limited basis in several additional countries and in offshore locations. Through our established brand, broad geographic presence and employees, we anchor our business in our partnerships with thousands of clients. Through these partnerships, we serve millions of consumers including students, patients, employees, sports fans and guests worldwide. We operate our business in two reportable segments: Food and Support Services United States ("FSS United States") and Food and Support Services International ("FSS International").

Our FSS United States reportable segment operations focus on serving clients in five principal sectors: Business & Industry, Education, Healthcare, Sports, Leisure & Corrections and Facilities & Other. Our FSS International reportable segment provides a similar range of services as those provided to our FSS United States clients and operates in the same sectors. Administrative expenses not allocated to our reportable segments are presented separately as corporate expenses.

Current Business Environment

Recent developments related to the conflict in the Middle East and evolving tariff policies have increased volatility and uncertainty in the global macroeconomic environment. While we have not experienced material impacts to date, given this elevated level of uncertainty and its potential impact on current and future economic conditions, we may continue to experience fluctuations in global inflationary pressures and market interest rates, as well as volatility in foreign currency markets in the near term. We regularly monitor these conditions and believe we take appropriate actions, as necessary, to mitigate related risks. These actions include actively managing operating costs through supply chain initiatives and pricing strategies, as well as managing interest rate exposure through the use of interest rate swaps and other risk mitigation strategies.

Seasonality

Our revenue and operating results have varied, and we expect them to continue to vary, from quarter to quarter as a result of different factors. Historically, within our FSS United States segment, there has been a lower level of activity during the first half of our fiscal year in operations that provide services to sports and leisure clients. This lower level of activity, historically, has been partially offset during the first half of our fiscal year by the increased activity levels in our educational operations. Conversely, historically there has been a significant increase in the provision of services to sports and leisure clients during the second half of our fiscal year, which is partially offset by the effect of summer recess at colleges, universities and schools in our educational operations. For cash flows, historically there has been cash usage during our first fiscal quarter due to lower activity within our sports and leisure clients as well as payments related to employee incentives. Conversely, historically there has been cash inflow during our fourth fiscal quarter due to customer prepayments particularly within our Higher Education business in anticipation of the fall semester and higher activity within our sports and leisure clients.

Foreign Currency Fluctuations

The impact from foreign currency translation assumes constant foreign currency exchange rates based on the rates in effect for the prior year period being used in translation for the comparable current year period. We believe that providing the impact of fluctuations in foreign currency rates on certain financial results can facilitate analysis of period-to-period comparisons of business performance.

Fiscal Year

Our fiscal year is the fifty-two or fifty-three week period which ends on the Friday nearest September 30th. The fiscal year ending October 2, 2026 is a fifty-two week period, while the fiscal year ended October 3, 2025 was a fifty-three week period. The calendar shift resulting from the fifty-third week in the fiscal year ended October 3, 2025 is expected to affect the fiscal year ending October 2, 2026 quarterly comparisons of operating results due to the change in the number of operational service days in each quarter as compared to the corresponding prior year period.

Results of Operations

The following tables present an overview of our results on a consolidated basis with the amount of and percentage change between periods for the three and six months ended April 3, 2026 and March 28, 2025 (in millions).

	Three Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%
Revenue	$ 4,907.3	$ 4,279.3	$ 628.0	14.7 %
Costs and Expenses:				
Cost of services provided (exclusive of depreciation and amortization)	4,480.9	3,919.7	561.2	14.3 %
Depreciation and amortization	132.2	117.1	15.1	12.9 %
Selling and general corporate expenses	74.5	68.4	6.1	8.9 %
Total costs and expenses	4,687.6	4,105.2	582.4	14.2 %
Operating income	219.7	174.1	45.6	26.2 %
Interest Expense, net	82.2	89.7	(7.5)	(8.3)%
Income Before Income Taxes	137.5	84.4	53.1	62.8 %
Provision for Income Taxes	35.4	22.4	13.0	57.2 %
Net income	$ 102.1	$ 62.0	$ 40.1	64.8 %

	Six Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%
Revenue	$ 9,738.9	$ 8,831.4	$ 907.5	10.3 %
Costs and Expenses:				
Cost of services provided (exclusive of depreciation and amortization)	8,896.3	8,070.9	825.4	10.2 %
Depreciation and amortization	258.1	230.3	27.8	12.1 %
Selling and general corporate expenses	147.2	138.8	8.4	6.0 %
Total costs and expenses	9,301.6	8,440.0	861.6	10.2 %
Operating income	437.3	391.4	45.9	11.7 %
Interest Expense, net	164.2	165.5	(1.3)	(0.8)%
Income Before Income Taxes	273.1	225.9	47.2	20.9 %
Provision for Income Taxes	74.5	58.2	16.3	27.9 %
Net income	$ 198.6	$ 167.7	$ 30.9	18.5 %

Consolidated Overview

During the three and six month periods of fiscal 2026, revenue increased by approximately 14.7% or $628.0 million and 10.3% or $907.5 million compared to the prior year periods, respectively. The increase was primarily attributable to base business growth and net new business. Additionally, foreign currency translation favorably impacted revenue by 2.4% and 1.7% for the three and six month periods, respectively. The increase for the three month period of fiscal 2026 was also due to the estimated benefit of the increased number of operational service days in the second quarter of fiscal 2026 from the calendar shift related to the fifty-third week in fiscal 2025 (approximately 3%).

Cost of services provided (exclusive of depreciation and amortization)

The following tables present the components in cost of services provided (exclusive of depreciation and amortization) and as a percentage of revenue for the three and six month periods ended April 3, 2026 and March 28, 2025 (in millions).

	Three Months Ended		Change		As Percentage of Revenue	
Cost of services provided (exclusive of depreciation and amortization) components	**April 3, 2026**	**March 28, 2025**	**$**	**%**	**April 3, 2026**	**March 28, 2025**
Food and support service costs	$ 1,359.4	$ 1,178.9	$ 180.5	15.3 %	27.7 %	27.5 %
Personnel costs	2,068.7	1,851.2	217.5	11.7 %	42.2 %	43.3 %
Other direct costs	1,052.8	889.6	163.2	18.3 %	21.5 %	20.8 %
	$ 4,480.9	$ 3,919.7	$ 561.2	14.3 %	91.3 %	91.6 %

	Six Months Ended		Change		As Percentage of Revenue	
Cost of services provided (exclusive of depreciation and amortization) components	**April 3, 2026**	**March 28, 2025**	**$**	**%**	**April 3, 2026**	**March 28, 2025**
Food and support service costs	2,705.0	$ 2,460.9	$ 244.1	9.9 %	27.8 %	27.9 %
Personnel costs	4,098.3	3,710.4	387.9	10.5 %	42.1 %	42.0 %
Other direct costs	2,093.0	1,899.6	193.4	10.2 %	21.5 %	21.5 %
	8,896.3	$ 8,070.9	$ 825.4	10.2 %	91.3 %	91.4 %

Cost of services provided (exclusive of depreciation and amortization) increased by $561.2 million and $825.4 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively, principally attributable to the revenue growth described above. Key drivers of the year-over-year increase include:

- Food and support service costs increased by $180.5 million and $244.1 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively, primarily due to food and beverage costs associated with business growth, partially offset by supply chain efficiencies.
- Personnel costs rose by $217.5 million and $387.9 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively, reflecting overall business expansion and severance charges ($5.5 million). The increase was partially offset by lower medical costs ($6.9 million) during the three month period of fiscal 2026. Furthermore, the calendar shift related to the fifty-third week in fiscal 2025 resulted in an increased number of operational service days during the three month period of fiscal 2026. As a portion of personnel costs is fixed, these costs did not increase in line with the higher level of service days, leading to a decrease in personnel costs as a percentage of revenue compared to the three month prior year period. The increase during the six month period was also attributable to a multiemployer pension plan withdrawal charge ($5.6 million).
- Other direct costs grew by $163.2 million and $193.4 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively, driven by business growth. The increase during the three and six month periods was also attributable to higher commissions ($51.3 million and $43.2 million, respectively), primarily within our Sports & Entertainment and Higher Education businesses. The increase during the six month period was also attributable to a non-cash charge for the impairment of certain assets related to a business held-for-sale ($6.1 million) that was partially offset by the absence of a prior-year charge related to contingent consideration liabilities from acquisition earn-outs ($11.1 million).

Depreciation and amortization

Depreciation and amortization expenses increased by $15.1 million and $27.8 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively. The increase during the three and six month periods of fiscal 2026 was driven by a higher depreciation expense on property and equipment ($11.4 million and $21.5 million, respectively) and higher amortization expense, primarily from acquisition related intangible assets ($3.7 million and $6.3 million, respectively).

Selling and general corporate expenses

Selling and general corporate expenses increased by $6.1 million and $8.4 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively. The increase was primarily driven by higher share-based compensation expense compared to the prior year periods.

Operating income

Operating income increased by $45.6 million and $45.9 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively, as a result of the aforementioned changes. The increased number of operational service days from the calendar shift related to the fifty-third week in fiscal 2025 positively impacted the second quarter of fiscal 2026 operating income by an estimated $25 million.

Interest Expense, net

Interest Expense, net, decreased by $7.5 million and $1.3 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively. The decrease during the three and six month periods was due to the prior year payment of $5.8 million of transaction costs related to the refinancing of the United States dollar denominated Term B-8 Loans due 2030 (the “U.S. Term B-8 Loans due 2030”), the prior year $2.5 million non-cash loss for the write-off of unamortized deferred financing costs and discount on the United States dollar denominated Term B-4 Loans due 2027 (the “U.S. Term B-4 Loans due 2027”) and 5.000% Senior Notes due April 2025 Notes (the “5.000% 2025 Notes”) and lower interest expense resulting from the refinancing of term loan and senior note balances and repayments on term loan balances. The decrease during both the three and six month periods was partially offset by recently executed interest rate swaps with higher fixed rates replacing maturing swaps that were entered into during a lower interest rate environment and higher interest rates, in particular on the euro denominated Senior Notes. The decrease during the six month period was partially offset by a payment of $0.7 million of transaction costs and a $0.4 million non-cash loss for the write-off of unamortized deferred financing costs and discount, both relating to the repricing of the United States dollar denominated Term B-10 Loans due 2030.

Provision for Income Taxes

The Provision for Income Taxes for the three and six month periods of fiscal 2026 was recorded at an effective tax rate of 25.7% and 27.3%, respectively, resulting in an increase of $13.0 million and $16.3 million, respectively, compared to the prior year periods. The Provision for Income Taxes for the three and six month periods of fiscal 2025 was recorded at an effective tax rate of 26.6% and 25.8%, respectively. During the six months ended April 3, 2026, we recorded a valuation allowance to the “Provision for Income Taxes” on the Condensed Consolidated Statements of Income of $3.4 million against foreign tax credits, as it is more likely than not a tax benefit will not be realized (see Note 6 to the condensed consolidated financial statements).

Segment Results

FSS United States Segment

The following tables present segment adjusted operating results for the three and six month periods of fiscal 2026 and fiscal 2025 (in millions)(1)(2):

	Three Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%
Revenue	$ 3,430.3	$ 3,056.4	$ 373.9	12.2 %
Less:				
Food and support services costs	967.5	854.9	112.6	13.2 %
Personnel costs	1,313.7	1,202.8	110.9	9.2 %
Other direct costs	815.4	718.1	97.3	13.5 %
Depreciation and amortization	77.7	70.9	6.8	9.6 %
Selling expenses	32.8	33.8	(1.0)	(3.0)%
Adjusted operating income	$ 223.2	$ 175.9	$ 47.3	26.9 %

(1) Adjusted operating income represents operating income adjusted to eliminate the impact of amortization of acquisition-related intangible assets ($25.1 million and $24.2 million in the three month periods of fiscal 2026 and fiscal 2025, respectively) and severance charges ($5.5 million in the three month period of fiscal 2026) . The amounts in the table above may represent adjusted figures to arrive at adjusted operating income. Refer to Note 10 to the condensed consolidated financial statements for a description of adjustments comprising adjusted operating income.

	Six Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%
Revenue	$ 6,792.4	$ 6,357.4	$ 435.0	6.8 %
Less:				
Food and support services costs	1,915.6	1,796.3	119.3	6.6 %
Personnel costs	2,586.4	2,423.7	162.7	6.7 %
Other direct costs	1,621.2	1,524.8	96.4	6.3 %
Depreciation and amortization	152.7	139.6	13.1	9.4 %
Selling expenses	67.7	68.4	(0.7)	(1.0)%
Adjusted operating income	$ 448.8	$ 404.6	$ 44.2	10.9 %

(2) Adjusted operating income represents operating income adjusted to eliminate the impact of amortization of acquisition-related intangible assets ($50.3 million and $48.1 million in the six month periods of fiscal 2026 and fiscal 2025, respectively), severance charges ($5.5 million in the six month period of fiscal 2026) and other items impacting comparability ($11.6 million and $11.1 million in the six month periods of fiscal 2026 and fiscal 2025, respectively). The amounts in the table above may represent adjusted figures to arrive at adjusted operating income. Refer to Note 10 to the condensed consolidated financial statements for a description of adjustments comprising adjusted operating income.

Revenue

The FSS United States reportable segment consists of five sectors which have similar economic characteristics and comprise a single operating segment. The five sectors of the FSS United States reportable segment are Business & Industry, Education, Healthcare, Sports, Leisure & Corrections and Facilities & Other.

Revenue for each of these sectors is summarized as follows (in millions):

	Three Months Ended		Change		Six Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%	April 3, 2026	March 28, 2025	$	%
Business & Industry	$ 553.0	$ 449.6	$ 103.4	23.0 %	$ 1,063.6	$ 881.8	$ 181.8	20.6 %
Education	1,142.9	1,011.5	131.4	13.0 %	2,228.9	2,152.6	76.3	3.5 %
Healthcare	443.2	411.5	31.7	7.7 %	864.5	816.1	48.4	5.9 %
Sports, Leisure & Corrections	907.4	799.1	108.3	13.6 %	1,868.6	1,749.4	119.2	6.8 %
Facilities & Other	383.8	384.7	(0.9)	(0.2)%	766.8	757.5	9.3	1.2 %
	$ 3,430.3	$ 3,056.4	$ 373.9	12.2 %	$ 6,792.4	$ 6,357.4	$ 435.0	6.8 %

FSS United States segment revenue increased by approximately 12.2% and 6.8% during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively, primarily driven by base business growth and net new business. Growth for both the three and six month periods in the Business & Industry, Healthcare and Education sectors was attributable to new business wins and base business growth, while the Sports, Leisure & Corrections benefited from continued base business growth. Furthermore, the increase in segment revenue during the three month period of fiscal 2026 was also attributable to the estimated benefit due to the increased number of operational service days from the calendar shift related to the fifty-third week in fiscal 2025 (approximately 4%).

Adjusted operating income

The Facilities & Other sector had adjusted operating income margins over ten percent in both the three and six month periods of fiscal 2026 and the prior year periods. The Education sector had adjusted operating income margins over ten percent in both the three and six month periods of fiscal 2026 and the six month prior year period; the three month prior year period had a high-single digit adjusted operating income margin. The Healthcare sector had high-single digit adjusted operating income margins in both the three and six month periods of fiscal 2026 and the prior year periods. The Business & Industry sector had high-single digit adjusted operating income margins in both the three and six month periods of fiscal 2026; the prior year periods had mid-single digit adjusted operating income margins. The Sports, Leisure & Corrections sector had low-single digit adjusted operating income margins in both the three and six month periods of fiscal 2026 and the prior year periods.

Adjusted operating income increased by $47.3 million and $44.2 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively. The increase during the three and six month periods was driven by higher base business volume and strengthened supply chain economics from revenue growth. The increase in the three month period of fiscal 2026 was also attributable to the estimated benefit due to the increased number of operational service days from the calendar shift related to the fifty-third week in fiscal 2025 (approximately $24 million), as well as lower medical costs ($6.9 million).

FSS International Segment

The following tables present segment adjusted operating results for the three and six month periods of fiscal 2026 and fiscal 2025 (in millions)(1)(2):

	Three Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%
Revenue	$ 1,477.0	$ 1,222.9	$ 254.1	20.8 %
Less:				
Food and support services costs	391.9	324.0	67.9	21.0 %
Personnel costs	749.5	648.5	101.0	15.6 %
Other direct costs	238.3	171.0	67.3	39.4 %
Depreciation and amortization	21.0	15.9	5.1	32.1 %
Selling expenses	7.6	5.5	2.1	38.2 %
Adjusted operating income	$ 68.7	$ 58.0	$ 10.7	18.4 %

(1) Adjusted operating income represents operating income adjusted to eliminate the impact of amortization of acquisition-related intangible assets ($8.2 million and $5.8 million in the three month periods of fiscal 2026 and fiscal 2025, respectively) and other items impacting comparability ($0.9 million gain and $0.6 million loss in the three month periods of fiscal 2026 and fiscal 2025, respectively). The amounts in the table above may represent adjusted figures to arrive at adjusted operating income. Refer to Note 10 to the condensed consolidated financial statements for a description of adjustments comprising adjusted operating income.

	Six Months Ended		Change	
	April 3, 2026	March 28, 2025	$	%
Revenue	$ 2,946.5	$ 2,474.0	$ 472.5	19.1 %
Less:				
Food and support services costs	789.4	664.6	124.8	18.8 %
Personnel costs	1,500.8	1,286.7	214.1	16.6 %
Other direct costs	464.8	362.8	102.0	28.1 %
Depreciation and amortization	39.8	31.7	8.1	25.6 %
Selling expenses	14.5	11.2	3.3	29.5 %
Adjusted operating income	$ 137.2	$ 117.0	$ 20.2	17.3 %

(2) Adjusted operating income represents operating income adjusted to eliminate the impact of amortization of acquisition-related intangible assets ($15.1 million and $10.5 million in the six month periods of fiscal 2026 and fiscal 2025, respectively) and other items impacting comparability ($0.9 million and $1.3 million in the six month periods of fiscal 2026 and fiscal 2025, respectively). The amounts in the table above may represent adjusted figures to arrive at adjusted operating income. Refer to Note 10 to the condensed consolidated financial statements for a description of adjustments comprising adjusted operating income.

Revenue

FSS International segment revenue increased by approximately 20.8% and 19.1% during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively. The increase was primarily attributable to base business growth and net new business, driven largely by performance in the U.K., Spain, Chile and Germany and the favorable impact of foreign currency translation (approximately 8.1% and 6.1% for the three and six month periods, respectively).

Adjusted operating income

Adjusted operating income increased by $10.7 million and $20.2 million during the three and six month periods of fiscal 2026 compared to the prior year periods, respectively. The increase was primarily attributable to higher base business volume, net new business and strengthened supply chain economics from revenue growth.

Liquidity and Capital Resources

Overview

As of April 3, 2026, we had $475.7 million of cash and cash equivalents and $961.7 million of availability under our senior secured revolving credit facility. A significant portion of our cash and cash equivalents are held in mature, liquid geographies where we have operations. As of April 3, 2026, we had $1.1 billion of outstanding foreign currency borrowings.

We believe that our cash and cash equivalents and availability under our revolving credit facility will be adequate to meet anticipated cash requirements for the foreseeable future to fund working capital, capital spending, debt service obligations, refinancings, dividends and other cash needs. We also have flexibility to optimize working capital and defer certain capital expenditures as appropriate without a material impact to the business. We believe that our assumptions used to estimate our liquidity and working capital requirements are reasonable. For additional information regarding the risks associated with our liquidity and capital resources, see Part I, Item 1A, "Risk Factors" in our Annual Report on Form 10-K filed with the SEC on November 25, 2025.

The table below summarizes our cash activity (in millions):

	Six Months Ended	
	April 3, 2026	March 28, 2025
Net cash used in operating activities	$ (381.9)	$ (331.2)
Net cash used in investing activities	(316.5)	(482.5)
Net cash provided by financing activities	532.4	1,066.6

Reference to the Condensed Consolidated Statements of Cash Flows will facilitate understanding of the discussion that follows.

Cash Flows Used in Operating Activities

Cash used in operating activities increased by $50.7 million during the six month period of fiscal 2026 compared to the prior year period. The increase was primarily driven by a greater use of cash from the change in operating assets and liabilities as compared to the prior year period ($114.7 million) and higher payments made to clients on contracts ($64.5 million), partially offset by higher net income and non-cash gains and losses.

The increase in cash used in operating assets and liabilities compared to the prior year period was primarily due to:

- Receivables by $91.0 million, resulting in a higher use of cash due to base business growth, net new business and the timing of collections;
- Accounts payable by $28.4 million, resulting in a higher use of cash due to the timing of disbursements; and
- Inventories by $15.0 million, resulting in a higher use of cash due to increased purchases from new business.

These changes in operating assets and liabilities more than offset:

- Prepayments by $25.3 million, resulting in a lower use of cash primarily driven by the timing of annual contractual payments and lower federal income tax estimated payments compared to the prior year period.

The "Other operating activities" caption in both periods reflects a source of cash due to adjustments to net income related to non-cash gains and losses and adjustments to non-operating cash transactions.

Cash Flows Used in Investing Activities

Cash used in investing activities was $166.0 million lower during the six month period of fiscal 2026 compared to the prior year period, primarily due to lower acquisitions of certain businesses ($156.9 million).

Cash Flows Provided by Financing Activities

During the six month period of fiscal 2026, cash provided by financing activities was primarily impacted by net borrowings under the Receivables Facility ($625.0 million) and net borrowings under the revolving credit facility ($140.4 million). Cash provided by financing activities more than offset the optional prepayment and repayment of long-term borrowings ($67.7 million and $19.1 million, respectively), the repurchase of common stock through the share repurchase program and taxes paid by us when we withhold shares upon an employee's exercise or vesting of equity awards to cover income taxes ($53.6 million and $12.7 million, respectively), payment of dividends ($63.1 million) and payment of contingent consideration ($33.7 million).

During the six month period of fiscal 2025, cash provided by financing activities was primarily impacted by the upsizing of the U.S. Term B-8 Loans due 2030 ($1,395.0 million), net borrowings under the Receivables Facility ($586.0 million), the issuance of the euro denominated 4.375% Senior Notes due April 2033 ($429.7 million) and net borrowings under the revolving credit facility ($275.9 million). Cash provided by financing activities more than offset the repayment of the U.S. Term B-4 Loans due 2027 ($839.3 million), the redemption of the 5.000% 2025 Notes ($551.5 million), the repurchase of common stock through the share repurchase program and taxes paid by us when we withhold shares upon an employee's exercise or vesting of equity awards to cover income taxes ($109.3 million and $29.1 million, respectively) and payment of dividends ($55.7 million). The ”Other financing activities” caption also includes the payment of transaction costs related to the issuance of the 4.375% 2033 Notes and the U.S. Term B-8 Loans due 2030 ($15.1 million).

We intend to continue to pay cash dividends on our common stock, subject to our compliance with applicable law, and depending on, among other things, our results of operations, financial condition, level of indebtedness, capital requirements, contractual restrictions, restrictions in our debt agreements, business prospects and other factors that our Board of Directors may deem relevant. However, the payment of any future dividends will be at the discretion of our Board of Directors, and our Board of Directors may, at any time, determine not to continue to declare quarterly dividends.

Covenant Compliance

The Credit Agreement contains a number of covenants that, among other things, restrict, subject to certain exceptions, our ability and the ability of our subsidiaries to: incur additional indebtedness; issue preferred stock or provide guarantees; create liens on assets; engage in mergers or consolidations; sell assets; pay dividends; make distributions or repurchase our capital stock; make investments, loans or advances; repay or repurchase any subordinated debt, except as scheduled or at maturity; create restrictions on the payment of dividends or other amounts to us from our restricted subsidiaries; make certain acquisitions; engage in certain transactions with affiliates; amend material agreements governing our subordinated debt (or any indebtedness that refinances our subordinated debt); and fundamentally change our business. The indentures governing our senior notes contain similar provisions. As of April 3, 2026, we were in compliance with these covenants.

As stated above, the Credit Agreement and the indentures governing our senior notes contain provisions that restrict our ability to pay dividends and repurchase stock (collectively, “Restricted Payments”). In addition to customary exceptions, the Credit Agreement and indentures permit Restricted Payments in the aggregate up to an amount that increases quarterly by 50% of our Consolidated Net Income, as such term is defined in these debt agreements, subject to being in compliance with the interest coverage ratio described below.

Under the Credit Agreement, we are required to satisfy and maintain specified financial ratios and other financial condition tests and covenants. The indentures governing our senior notes also require us to comply with certain financial ratios in order to take certain actions. Our continued ability to meet those financial ratios, tests and covenants can be affected by events beyond our control, and there can be no assurance that we will meet those ratios, tests and covenants.

These financial ratios, tests and covenants involve the calculation of certain measures that we refer to in this discussion as "Covenant Adjusted EBITDA." Covenant Adjusted EBITDA is not a measurement of financial performance under generally accepted accounting principles in the United States ("U.S. GAAP"). Covenant Adjusted EBITDA is defined as net income of Aramark Services, Inc. ("ASI") and its restricted subsidiaries plus interest expense, net, provision for income taxes and depreciation and amortization, further adjusted to give effect to adjustments required in calculating covenant ratios and compliance under our Credit Agreement and the indentures governing our senior notes.

Our presentation of these measures has limitations as an analytical tool and should not be considered in isolation or as a substitute for analysis of our results as reported under U.S. GAAP. You should not consider these measures as alternatives to net income or operating income determined in accordance with U.S. GAAP. Covenant Adjusted EBITDA, as presented by us, may not be comparable to other similarly titled measures of other companies because not all companies use identical calculations.

The following is a reconciliation of Net Income Attributable to ASI stockholders, which is a U.S. GAAP measure of ASI's operating results, to Covenant Adjusted EBITDA as defined in our Credit Agreement. The terms and related calculations are defined in the Credit Agreement. The calculation for the purpose of the indentures governing our senior notes is slightly different. Covenant Adjusted EBITDA is a measure of ASI and its restricted subsidiaries only and does not include the results of Aramark.

(in millions)	**Twelve Months Ended April 3, 2026**
Net Income Attributable to ASI stockholders	$ 357.0
Interest expense, net	340.6
Provision for Income Taxes	119.8
Depreciation and Amortization	504.2
Share-based compensation expense[(1)]	62.7
Unusual or non-recurring losses[(2)]	25.5
Pro forma EBITDA for certain transactions[(3)]	36.6
Other[(4)]	127.6
Covenant Adjusted EBITDA	$ 1,574.0

(1) Represents share-based compensation expense of equity awards resulting from the application of accounting for stock options, restricted stock units, performance stock units and deferred stock unit awards.

(2) Represents a fiscal 2025 non-cash charge for the impairment of an equity investment ($19.5 million) and a fiscal 2026 non-cash charge for the impairment of certain assets related to a business held-for-sale ($6.1 million).

(3) Represents the annualizing of net EBITDA from certain acquisitions made during the period and, for purposes of the Credit Agreement, the net benefit from cost savings initiatives ($16.3 million).

(4) "Other" includes adjustments to remove the impact attributable to the adoption of certain accounting standards that are made to the calculation in accordance with the Credit Agreement and indentures ($56.4 million), severance charges ($41.9 million), non-cash charges for the impairments of assets ($8.9 million), multiemployer pension plan withdrawal charge ($5.6 million), merger and integration charges ($4.9 million), the impact of hyperinflation in Argentina ($4.0 million), legal charges related to an antitrust review ($3.8 million) and other miscellaneous expenses.

Our covenant requirements and actual ratios for the twelve months ended April 3, 2026 are as follows:

	Covenant Requirement	Actual Ratio
Consolidated Secured Debt Ratio(1)	≤ 5.125x	2.65x
Interest Coverage Ratio (Fixed Charge Coverage Ratio)(2)	≥ 2.000x	4.57x

(1) The Credit Agreement requires ASI to maintain a maximum Consolidated Secured Debt Ratio, defined as consolidated total indebtedness secured by a lien to Covenant Adjusted EBITDA, not to exceed 5.125x. Consolidated total indebtedness secured by a lien is defined in the Credit Agreement as total indebtedness consisting of debt for borrowed money, finance leases, debt in respect of sales-leaseback transactions, disqualified and preferred stock and advances under the Receivables Facility secured by a lien reduced by the amount of cash and cash equivalents on the consolidated balance sheet that is free and clear of any lien. Non-compliance with the maximum Consolidated Secured Debt Ratio could result in the requirement to immediately repay all amounts outstanding under the Credit Agreement, which, if ASI's lenders under our Credit Agreement (other than the lenders in respect of ASI's United States Term B Loans, which lenders do not benefit from the maximum Consolidated Secured Debt Ratio covenant) failed to waive any such default, would also constitute a default under the indentures governing our senior notes.

(2) Our Credit Agreement establishes an incurrence-based minimum Interest Coverage Ratio, defined as Covenant Adjusted EBITDA to consolidated interest expense, the achievement of which is a condition for us to incur certain additional indebtedness and to make certain restricted payments. If we do not maintain this minimum Interest Coverage Ratio calculated on a pro forma basis for any such additional indebtedness or restricted payments, we could be prohibited from being able to (1) incur additional indebtedness, other than the incremental capacity provided for under our Credit Agreement and pursuant to certain specified exceptions, and (2) make certain restricted payments, other than pursuant to certain specified exceptions. However, any failure to maintain the minimum Interest Coverage Ratio would not result in a default or an event of default under either the Credit Agreement or the indentures governing the senior notes. The minimum Interest Coverage Ratio is at least 2.000x for the term of the Credit Agreement. Consolidated interest expense is defined in the Credit Agreement as consolidated interest expense excluding interest income, adjusted for acquisitions and dispositions and for certain non-cash or nonrecurring interest expense. The indentures governing our senior notes include a similar requirement which is referred to as a Fixed Charge Coverage Ratio.

We and our subsidiaries and affiliates may from time to time, in our sole discretion, purchase, repay, redeem or retire any of our outstanding debt securities (including any publicly issued debt securities), in privately negotiated or open market transactions, by tender offer or otherwise, or extend or refinance any of our outstanding indebtedness.

Supplemental Consolidating Information

Pursuant to Regulation S-X Rule 13-01, which simplifies certain disclosure requirements for guarantors and issuers of guaranteed securities, we are not required to provide condensed consolidating financial statements for Aramark and its subsidiaries, including the guarantors and non-guarantors under our Credit Agreement and the indentures governing our senior notes. ASI, the borrower under our Credit Agreement and the indentures governing our senior notes, and its restricted subsidiaries together comprise substantially all of our assets, liabilities and operations, and there are no material differences between the consolidating information related to Aramark and Aramark Intermediate Holdco Corporation, the direct parent of ASI and a guarantor under our Credit Agreement, on the one hand, and ASI and its restricted subsidiaries on a standalone basis, on the other hand.

Other

Our business activities do not include the use of unconsolidated special purpose entities and there are no significant business transactions that have not been reflected in the accompanying condensed consolidated financial statements. We insure portions of our risk related to general liability, automobile liability, workers’ compensation liability claims as well as certain property damage risks through a wholly owned captive insurance subsidiary (the "Captive") as part of our approach to risk finance. The Captive is subject to the regulations within its domicile of Bermuda, including regulations established by the Bermuda Monetary Authority (the "BMA") relating to levels of liquidity and solvency as such concepts are defined by the BMA. The Captive was in compliance with these regulations as of April 3, 2026. These regulations may have the effect of limiting our ability to access certain cash and cash equivalents held by the Captive for uses other than for the payment of our general liability, automobile liability, workers’ compensation liability, certain property damage and related Captive costs. As of April 3, 2026 and October 3, 2025, cash and cash equivalents at the Captive were $144.0 million and $133.5 million, respectively.

Critical Accounting Estimates

Our significant accounting policies are described in the notes to the audited consolidated financial statements included in our Annual Report on Form 10-K, filed with the SEC on November 25, 2025. For a more complete discussion of our accounting policies and critical accounting estimates that we have identified in the preparation of our condensed consolidated financial statements, please refer to our Management's Discussion and Analysis of Financial Condition and Results of Operations included in our Annual Report on Form 10-K, filed with the SEC on November 25, 2025.

In preparing our financial statements, management is required to make estimates and assumptions that, among other things, affect the reported amounts of assets, liabilities, revenue and expenses. These estimates and assumptions are most significant where they involve levels of subjectivity and judgment necessary to account for highly uncertain matters or matters susceptible to change, and where they can have a material impact on our financial condition and operating performance. If actual results were to differ materially from the estimates made, the reported results could be materially affected.

Critical accounting estimates and the related assumptions are evaluated periodically as conditions warrant, and changes to such estimates are recorded as new information or changed conditions require.

New Accounting Standard Updates

See Note 1 to the condensed consolidated financial statements for a full description of recent accounting standard updates, including the expected dates of adoption.

Item 3. Quantitative and Qualitative Disclosure About Market Risk

We are exposed to the impact of interest rate changes and manage this exposure through the use of variable-rate and fixed-rate debt and by utilizing interest rate swaps. We do not enter into contracts for trading purposes and do not use leveraged instruments. The market risk associated with debt obligations as of April 3, 2026 has not materially changed from October 3, 2025 (see Part II, Item 7A "Quantitative and Qualitative Disclosure About Market Risk" in our Annual Report on Form 10-K for the fiscal year ended October 3, 2025 filed with the SEC on November 25, 2025). However, we completed a debt related transaction during the first quarter of fiscal 2026 that may impact our related exposure to this market risk. Specifically, we repriced $2.4 billion of U.S. Term B-8 Loans due 2030 under the Credit Agreement by refinancing them with $2.4 billion of new U.S. Term B-10 Loans due June 2030. See Note 3 to the condensed consolidated financial statements related to the changes in our debt levels. See Note 4 to the condensed consolidated financial statements for a discussion of our derivative instruments and Note 11 for the disclosure of the fair value and related carrying value of our debt obligations as of April 3, 2026.

Item 4. Controls and Procedures

Our management, with the participation of our Chief Executive Officer and Chief Financial Officer, evaluated the effectiveness of our disclosure controls and procedures (as that term is defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended) as of the end of the period covered by this report. Based on that evaluation, management, with the participation of our Chief Executive Officer and Chief Financial Officer, concluded that our disclosure controls and procedures, as of the end of the period covered by this report, are functioning effectively to provide reasonable assurance that the information required to be disclosed by us in reports filed under the Securities Exchange Act of 1934 is recorded, processed, summarized and reported within the time periods specified in the SEC's rules and forms and is accumulated and communicated to our management, including our principal executive and principal financial officers, to allow timely decisions regarding required disclosures. A controls system, no matter how well designed and operated, cannot provide absolute assurance that the objectives of the controls system are met, and no evaluation of controls can provide absolute assurance that all control issues and instances of fraud, if any, within a company have been detected. No change in our internal control over financial reporting occurred during our second quarter of fiscal 2026 that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

PART II

Item 1. Legal Proceedings

From time to time, we and our subsidiaries are party to various legal actions, proceedings and investigations involving claims incidental to the conduct of our business, including those brought by clients, customers, employees, government entities and third parties under, among others, federal, state, international, national, provincial and local employment laws, wage and hour laws, discrimination laws, immigration laws, human health and safety laws, import and export controls and customs laws, environmental laws, environmental, social and governance related non-financial disclosure laws, false claims or whistleblower statutes, minority, women and disadvantaged business enterprise statutes, tax codes, antitrust and competition laws, consumer protection statutes, procurement regulations, intellectual property laws, food safety and sanitation laws, cost and accounting principles, the Foreign Corrupt Practices Act, the U.K. Bribery Act, other anti-corruption laws, lobbying laws, motor carrier safety laws, data privacy and security laws and alcohol licensing and service laws, or alleging negligence and/or breaches of contractual and other obligations. Based on information currently available, advice of counsel, available insurance coverage, established reserves and other resources, we do not believe that any such actions, proceedings or investigations are likely to be, individually or in the aggregate, material to our business, financial condition, results of operations or cash flows. However, in the event of unexpected further developments, it is possible that the ultimate resolution of these matters, or other similar matters, if unfavorable, may be materially adverse to our business, financial condition, results of operations or cash flows.

Our business is subject to various federal, state, and local laws and regulations governing, among other things, the generation, handling, storage, transportation, treatment and disposal of water wastes and other substances. We engage in informal settlement discussions with federal, state, local and foreign authorities regarding allegations of violations of environmental laws in connection with our operations or businesses conducted by our predecessors or companies that we have acquired, the aggregate amount of which and related remediation costs we do not believe should have a material adverse effect on our financial condition or results of operations as of April 3, 2026.

See Note 9 to the condensed consolidated financial statements.

Item 1A. Risk Factors

There have been no material changes to the risk factors disclosed in Part I, Item 1A, "Risk Factors" in our Annual Report on Form 10-K for the fiscal year ended October 3, 2025 filed with the SEC on November 25, 2025.

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

Share repurchase activity during the three months ended April 3, 2026 was as follows:

Period	Total Number of Shares (or Units) Purchased(1)	Average Price Paid Per Share (or Units)(2)	Total Number of Shares (or Units) Purchased as Part of Publicly Announced Plans or Programs(1)	Approximate Dollar Value of Shares (or Units) That May Yet Be Purchased Under the Plans or Programs(1) (in thousands)
January 3, 2026 to January 30, 2026	26,872	$ 36.96	26,872	$ 329,620
January 31, 2026 to February 27, 2026	387,104	39.18	387,104	314,452
February 28, 2026 to April 3, 2026	203,770	39.62	203,770	306,234
Total	617,746		617,746	

(1) On November 5, 2024, our Board of Directors approved a share repurchase program under which we are authorized to repurchase up to $500.0 million of our outstanding common stock. The share repurchase program does not have a fixed expiration date and may be terminated at any time.

(2) Average price paid per share includes costs associated with the repurchases.

Item 3. Defaults Upon Senior Securities

None.

Item 4. Mine Safety Disclosures

None.

Item 5. Other Information

During the three months ended April 3, 2026, none of our directors or officers (as defined in Rule 16a-1(f) of the Securities Exchange Act of 1934, as amended), adopted, terminated or modified a Rule 10b5-1 trading arrangement or non-Rule 10b5-1 trading arrangement (as such terms are defined in Item 408 of Regulation S-K of the Securities Act of 1933, as amended).

Item 6. Exhibits

See the Exhibit Index which is incorporated herein by reference.

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized, on May 12, 2026.

Aramark	
By:	/s/ CHRISTOPHER T. SCHILLING
Name:	**Christopher T. Schilling**
Title:	**Senior Vice President, Controller and Chief Accounting Officer (Principal Accounting Officer and Authorized Signatory)**

Exhibit Index

Exhibit No.	Description
10.1†*	Form of ELT Cliff Vesting Restricted Stock Unit Award.
31.1*	Certification of John J. Zillmer, Chief Executive Officer, pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
31.2*	Certification of James J. Tarangelo, Chief Financial Officer, pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.
32.1*	Certification of John J. Zillmer, Chief Executive Officer, and James J. Tarangelo, Chief Financial Officer, pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.
101	The following financial information from Aramark's Quarterly Report on Form 10-Q for the period ended April 3, 2026 formatted in inline XBRL: (i) Condensed Consolidated Balance Sheets as of April 3, 2026 and October 3, 2025; (ii) Condensed Consolidated Statements of Income for the three and six months ended April 3, 2026 and March 28, 2025; (iii) Condensed Consolidated Statements of Comprehensive Income for the three and six months ended April 3, 2026 and March 28, 2025; (iv) Condensed Consolidated Statements of Cash Flows for the six months ended April 3, 2026 and March 28, 2025; (v) Condensed Consolidated Statements of Stockholders' Equity for the three and six months ended April 3, 2026 and March 28, 2025; and (vi) Notes to condensed consolidated financial statements.
104	Inline XBRL for the cover page of this Quarterly Report on Form 10-Q; included in Exhibit 101 Inline XBRL document set.

* Filed herewith.

† Identifies exhibits that consist of management contract or compensatory arrangement.

The XBRL instance document does not appear in the interactive data file because the XBRL tags are embedded within the inline XBRL document.

The agreements and other documents filed as exhibits to this report are not intended to provide factual information or other disclosure other than with respect to the terms of the agreements or other documents themselves, and should not be relied upon for that purpose. In particular, any representations and warranties made by the Company in these agreements or other documents were made solely within the specific context of the relevant agreement or document and may not describe the actual state of affairs as of the date they were made or at any other time.

Aramark

FORM OF RESTRICTED STOCK UNIT AWARD
(CLIFF VESTING ELT VERSION)

1. Grant of RSUs. Aramark (formerly known as Aramark Holdings Corporation) (the "Company") hereby grants the number of Restricted Stock Units ("RSUs") set forth on the Certificate of Grant of the Restricted Stock Units attached to this Award and made a part hereof (the "Certificate of Grant") to the Participant, on the terms and conditions hereinafter set forth. This grant is made pursuant to the terms of the Company 2023 Stock Incentive Plan (the "Plan"), which Plan, as amended from time to time, is incorporated herein by reference and made a part of this Award. Each RSU represents the unfunded, unsecured right of the Participant to receive a share of Common Stock, (as specified below) of the Company (each a "Share"), on the dates specified herein. Capitalized terms not otherwise defined herein shall have the same meanings as in the Plan and the Certificate of Grant.

2. Payment of Shares.

(a) The Company shall, subject to the remainder of this Award, transfer to the Participant a number of Shares of the Company equal to the number of RSUs granted to the Participant under this Award at such time as the Participant becomes vested in the right to such transfer (x) as of the Vesting Date, so long as the Participant remains employed with the Company or any of its Affiliates through the Vesting Date, or (y) as otherwise provided in Section 2(c) or (d) below (in whole Shares only with the Participant receiving a cash payment equal to the Fair Market Value of any fractional Share on or about the transfer date).

(b) Certain Definitions. As used herein, the following terms shall have the meanings set forth below:

(i) "Succession Date" means the date upon which a Successor CEO commences active employment with the Company.

(ii) "Successor CEO" means the individual who is appointed by the Board to replace the Company's current CEO as the Company's permanent (non-interim) Chief Executive Officer.

(iii) "Vesting Date" means the earlier to occur of (x) the third anniversary of the Date of Grant or (y) the date that is 6 months following the Succession Date (or such earlier date following the Succession Date as may be determined by the Board in its sole discretion).

(c) Notwithstanding Section 2(a) of this Award,

(i) upon the Participant's death or Disability while the RSUs remain outstanding, any previously unvested RSUs shall immediately become vested RSUs pursuant to which Shares equal to the number of RSUs which become vested in accordance with this clause (i) shall be transferred;

(ii) upon the Participant's Termination of Relationship by the Company without Cause that occurs on or after the Succession Date and while the RSUs remain outstanding, any previously unvested RSUs shall immediately become vested RSUs pursuant to which Shares equal to the number of RSUs which become vested in accordance with this clause (ii) shall be transferred; and

(iii) upon a Termination of Relationship for any reason other than as set forth in clauses (i) and (ii) above prior to the Vesting Date, all outstanding RSUs shall be forfeited and immediately cancelled.

(d) Also notwithstanding Section 2(a) or (c) of this Award, in the event of (i) the occurrence of a Change of Control and (ii) thereafter, a Termination of Relationship of the Participant by the Company or any of its Affiliates (or successors in interest) without Cause or by the Participant for Good Reason that occurs prior to the second anniversary of the date of such Change of Control, then all then outstanding RSUs shall become vested and the number of Shares equal to all such outstanding RSUs hereunder shall be distributed to the Participant, in each case, as soon as practicable following the date of such Termination of Relationship; provided that the Committee may determine that, in lieu of Shares and/or fractional Shares, the Participant shall receive a cash payment equal to the Fair Market Value of such Shares (or fractional Shares, as the case may be) on the Change of Control.

(e) Upon each vesting event of any RSUs and the corresponding transfer of Shares as a result thereof, in each case in accordance with Sections 2(a), 2(c) or 2(d) of this Award, as applicable, the RSUs with respect to which Shares have been transferred hereunder shall be extinguished on the relevant transfer dates.

3. Dividends. If on any date while RSUs are outstanding hereunder, the Company shall pay any dividend on the Shares (other than a dividend payable in Shares), the number of RSUs granted to the Participant shall, as of such dividend payment date, be increased by a number of RSUs equal to: (a) the product of (x) the number of RSUs held by the Participant as of the related dividend record date, multiplied by (y) a dollar amount equal to the per Share amount of any cash dividend (or, in the case of any dividend payable in whole or in part other than in cash or Shares, the per Share value of such dividend, as determined in good faith by the Committee), divided by (b) the Fair Market Value of a Share on the payment date of such dividend. In the case of any dividend declared on Shares that is payable in the form of Shares, the number of RSUs granted to the Participant shall be increased by a number equal to the product of (I) the aggregate number of RSUs that have been held by the Participant through the related dividend record date, multiplied by (II) the number of Shares (including any fraction thereof) payable as a dividend on a Share. Shares shall be transferred with respect to all additional RSUs granted pursuant to this Section 3 at the same time as Shares are transferred with respect to the RSUs to which such additional RSUs were attributable.

4. Adjustments Upon Certain Events. In the event of any event described in Section 12 of the Plan occurring after the Date of Grant, the adjustment provisions (including cash payments) as provided for under Section 12 of the Plan shall apply.

5. Restriction on Transfer. The RSUs may not be transferred, pledged, assigned, hypothecated or otherwise disposed of in any way by the Participant, except (i) if permitted by the Board or the Committee, (ii) by will or the laws of descent and distribution or (iii) pursuant to beneficiary designation procedures approved by the

Company, in each case in compliance with applicable laws. The RSUs shall not be subject to execution, attachment or similar process. Any attempted assignment, transfer, pledge, hypothecation or other disposition of the RSUs contrary to the provisions of this Award or the Plan shall be null and void and without effect.

6. Data Protection. By accepting this Award, the Participant understands that the processing (including international transfer) of personal data will take place as set out in Exhibit A attached hereto for the purposes specified therein and if required by applicable law, rule or regulation.

7. Participant's Employment. Nothing in this Award or in the RSU shall confer upon the Participant any right to continue in the employ of the Company or any of its Affiliates or interfere in any way with the right of the Company and its Affiliates, in their sole discretion, to terminate the Participant's employment or to increase or decrease the Participant's compensation at any time.

8. No Acquired Rights. The Committee or the Board has the power to amend or terminate the Plan at any time and the opportunity given to the Participant to participate in the Plan and the grant of this Award is entirely at the discretion of the Committee or the Board and does not obligate the Company or any of its Affiliates to offer such participation in the future (whether on the same or different terms). The Participant's participation in the Plan and the receipt of this Award is outside the terms of the Participant's regular contract of employment and is therefore not to be considered part of any normal or expected compensation and that the termination of the Participant's employment under any circumstances whatsoever will give the Participant no claim or right of action against the Company or its Affiliates in respect of any loss of rights under this Award or the Plan that may arise as a result of such termination of employment.

9. No Rights of a Stockholder. The Participant shall not have any rights as a stockholder of the Company until the Shares in question have been registered in the Company's register of stockholders.

10. Withholding.

(a) The Participant will pay, or make provisions satisfactory to the Company for payment of any federal, state, local and other applicable taxes required to be withheld in connection with any issuance or transfer of Shares under this Award and to take such action as may be necessary in the opinion of the Company to satisfy all obligations for the payment of such taxes. If Participant has not made payment for applicable taxes, such taxes shall be paid by withholding Shares from the issuance or transfer of Shares due under this Award, and the Company and any such Affiliate is hereby authorized to withhold such amounts from any such issuance, transfer, compensation or other amount owing to the Participant.

(b) If the Participant's employment with the Company terminates prior to the issuance or transfer of any remaining Shares due to be issued or transferred to the Participant under this Award, the payment of any applicable withholding taxes with respect to any such issuance or transfer shall be made through the withholding of Shares from such issuance or transfer, rounded down to the nearest whole Share, with the balance to be paid in cash or withheld from compensation or other amount owing to the Participant from the Company or any Affiliate, as provided in Section 10(a) above.

11. Section 409A of the Code. The provisions of Section 15(u) of the Plan are hereby incorporated by reference and made a part hereof.

12. RSUs Subject to Plan. All RSUs are subject to the Plan. In the event of a conflict between any term or provision contained herein and a term or provision of the Plan, the applicable terms and provisions of the Plan will govern and prevail.

13. Notices. All notices, claims, certifications, requests, demands and other communications hereunder shall be in writing and shall be deemed to have been duly given and delivered if personally delivered or if sent by nationally-recognized overnight courier, by telecopy, email or by registered or certified mail, return receipt requested and postage prepaid, addressed as follows:

If to the Company, to it at:

Aramark
2400 Market Street
Philadelphia, Pennsylvania 19103
Attention: General Counsel

If to the Participant, to him or her at the address set forth on the signature page hereto; or to such other address as the party to whom notice is to be given may have furnished to the other party in writing in accordance herewith. Any such notice or other communication shall be deemed to have been received (a) in the case of personal delivery, on the date of such delivery (or if such date is not a business day, on the next business day after the date of delivery), (b) in the case of nationally-recognized overnight courier, on the next business day after the date sent, (c) in the case of telecopy transmission, when received (or if not sent on a business day, on the next business day after the date sent), and (d) in the case of mailing, on the third business day following that on which the piece of mail containing such communication is posted.

14. Waiver of Breach. The waiver by either party of a breach of any provision of this Award must be in writing and shall not operate or be construed as a waiver of any other or subsequent breach.

15. Governing Law. THIS AWARD WILL BE GOVERNED BY AND CONSTRUED IN ACCORDANCE WITH THE LAWS OF THE STATE OF NEW YORK, WITHOUT GIVING EFFECT TO ANY CHOICE OR CONFLICT OF LAW PROVISION OR RULE (WHETHER OF THE STATE OF NEW YORK OR ANY OTHER JURISDICTION) THAT WOULD CAUSE THE LAWS OF ANY JURISDICTION OTHER THAN THE STATE OF NEW YORK TO BE APPLIED. IN FURTHERANCE OF THE FOREGOING, THE INTERNAL LAW OF THE STATE OF NEW YORK WILL CONTROL THE INTERPRETATION AND CONSTRUCTION OF THIS AWARD, EVEN IF UNDER SUCH JURISDICTION'S CHOICE OF LAW OR CONFLICT OF LAW ANALYSIS, THE SUBSTANTIVE LAW OF SOME OTHER JURISDICTION WOULD ORDINARILY APPLY.

16. Modification of Rights; Entire Agreement. The Participant's rights under this Award and the Plan may be modified only to the extent expressly provided under this Award or under Sections 14(a) and (b) of the Plan. This Award and the Plan (and the other writings referred to herein) constitute the entire agreement between the parties with respect to the

subject matter hereof and thereof and supersede all prior written or oral negotiations, commitments, representations and agreements with respect thereto. For the avoidance of doubt, this Award, the Certificate of Grant and the Plan do not supersede any "Restrictive Covenant Agreement" (as defined below) or employment agreement between the Participant and the Company or its Affiliates.

17. Clawback upon Breach of Restrictive Covenants. In the event the Participant breaches the Participant's "Restrictive Covenant Agreement" (as defined below) at any time during the Participant's employment with the Company or within two years following the termination thereof, then without limiting any other remedies available to the Company (including, without limitation, remedies involving injunctive relief), the Participant shall immediately forfeit any remaining unvested portion of the Award and the Participant shall be required to return to the Company all Shares previously issued in respect of the Award to the extent the Participant continues to own such Shares or, if the Participant no longer owns such Shares, the Participant shall be required to repay to the Company the pre-tax cash value of such Shares calculated based on the Fair Market Value of such Shares on the date such Shares were issued to the Participant in respect of the Award. As used herein, the "Restrictive Covenant Agreement" means any agreement between the Participant and the Company or its Affiliates (including, without limitation, any agreement relating to employment and post-employment competition) subjecting the Participant to confidentiality, non-solicitation, non-competition and/or other restrictive covenants in favor of the Company or its Affiliates.

18. Severability. It is the desire and intent of the parties hereto that the provisions of this Award be enforced to the fullest extent permissible under the laws and public policies applied in each jurisdiction in which enforcement is sought. Accordingly, if any particular provision of this Award shall be adjudicated by a court of competent jurisdiction to be invalid, prohibited or unenforceable for any reason, such provision, as to such jurisdiction, shall be ineffective, without invalidating the remaining provisions of this Award or affecting the validity or enforceability of such provision in any other jurisdiction. Notwithstanding the foregoing, if such provision could be more narrowly drawn so as not to be invalid, prohibited or unenforceable in such jurisdiction, it shall, as to such jurisdiction, be so narrowly drawn, without invalidating the remaining provisions of this Award or affecting the validity or enforceability of such provision in any other jurisdiction.

Name: [(Per Certificate of Grant)]
Date: [Acceptance Date]
[Note: Grant will be accepted electronically.]

Exhibit A

DATA PROTECTION NOTICE

1. **Data Protection and Privacy (For Jurisdictions in the European Economic Area and United Kingdom).**

(a) The Participant hereby acknowledges and understands that the Participant's Data (as defined in subsection (b) below) is collected, retained, used, disclosed, transferred and/or otherwise processed, in electronic or other form, by the Company and the Participant's employer (if different from the Company) as described in this Award. The Company and the Participant's employer (if different from the Company) are separate data controllers in respect of processing the Data, and this data protection notice is being separately provided for and on behalf of each such controller (the "Controller"). The Controller can be reached by reaching out to your local human resources representative or data protection officer. The Participant's Data will only be processed by the Controller when there is a legal basis for processing. The legal basis for the processing of the Data is further described in subsection (c) below.

(b) The personal data being processed in the context of the Plan refers to personal data within the meaning of the (EU) 2016/679 General Data Protection Regulation (for Participants in the European Economic Area) and the UK General Data Protection Regulation and the Data Protection Act 2018 (for Participants in the United Kingdom) (collectively, the "GDPR"). Such personal data relate to the Participant's employment, the nature and amount of the Participant's compensation and the fact and conditions of the Participant's participation in the Plan, *i.e.,* the Participant's name and signature, home address, telephone number and e-mail address, date of birth, citizen service number or other national identification number, bank account details, job title, hire date, any equity or directorships held in the Controller and details of all restricted stock units or any other entitlement to equity awarded, cancelled, exercised, vested, unvested or outstanding in the Participant's favor, for the purpose of the implementation, management and administration of the Plan (collectively, the "Data").

(c) The Controller will process the Data in accordance with the GDPR for the sole purposes of, and based on the following legal bases: (i) the Controller's legitimate interest in relation to implementing, administering and managing the Participant's participation in the Plan (communicating with the Participant in connection with the Plan); (ii) to perform the Controller's contractual obligations under the Award; (iii) to comply with the Controller's legal and regulatory obligations; and (iii) for the purpose of the Controller's legitimate interests such as to establish, exercise or defend its rights and legal position and to monitor compliance with the Award and/or the Plan.

(d) The Participant understands that the Data may be collected by, and/or transferred to (i) one Controller to the other Controller; (ii) the Controller's subsidiaries; (iii) the equity plan administrator(s); (iv) where relevant, external (legal) advisors, banks, payroll providers; (v) potential business partners in the context of a contemplated sale or restructuring of the Controller; and (vi) where relevant independent third party financial institutions based in the United States and Bermuda assisting in the implementation, administration and management of the

Plan. The Participant may at any time request details of the categories of recipients of the Data set out above by contacting the Participant's local human resources representative or the Controller's data protection team (gdpr@aramark.com). The Participant understands that the recipients may collect, receive, possess, use, retain and transfer the Data, in electronic or other form, solely for the purposes of implementing, administering and managing the Participant's participation in the Plan, including transfers of such Data to a broker or other third party.

(e) The Participant acknowledges that these recipients may be established in the Participant's country, or elsewhere (including countries outside the European Economic Area or United Kingdom, such as the United States of America), and that the recipient's country may have a different or lower standard of data privacy rights and protections than the Participant's country. Where the Data will be transferred outside the European Economic Area or United Kingdom, as applicable, and where there is not a European Commission/UK adequacy decision in place, the transfers will be in accordance with Chapter V of the GDPR, and in line with the recommendations of the European Data Protection Board or the UK Information Commissioner's Office, as applicable. Such transfers will occur subject to the data protection safeguards afforded under (i) the EU Standard Contractual Clauses and/or UK equivalent; or (ii) the EU-US Data Privacy Framework and/or UK equivalent. For more information on the transfer mechanisms used, and/or to obtain a redacted copy of such appropriate safeguards, the Participant may contact the Participant's local human resources representative or data protection officer.

(f) The Participant understands that the Data will be held only as long as is necessary and required under applicable law to implement, administer and manage the Participant's participation in the Plan in accordance with applicable law.

(g) The Participant understands that the Participant may, at any time, under certain circumstances exercise the rights granted to the Participant by the GDPR including (where applicable) the right to: request to access or be provided with a copy of the Participant's Data, request additional information about the storage and processing of the Data, require rectification or erasure of (part of) the Data, or to object or have restricted the processing of the Data and to comply with the Participant's right to data portability, withdraw any consent previously granted to the Controller to process the Participant's Data, or to lodge a complaint with the competent (national) Data Protection Authority or UK Information Commissioner's Office, as applicable. The above rights can be exercised by contacting in writing the Participant's local human resources representative or the Controller's data protection team via the contact details provided above. The Participant understands, however, that processing of the Participant's Data is necessary for participation in the Plan and that objecting to the processing of the Participant's Data or withdrawing any consent to the processing of the Participant's Data may affect the Participant's ability to participate in the Plan. No Controller makes decisions based solely on automated processing of the Data (including profiling), which produces legal effects concerning Participants or similarly significantly affects Participants.

(h) For more information on the processing of the Participant's Data and other personal data (including in the context of the employment relationship in general), the Participant is referred to the Privacy Notice provided to the Participant by the

Participant's employer and also available by contacting the Participant's local human resources representative.

2. **Data Protection and Privacy (For Jurisdictions other than in the European Economic Area and United Kingdom).**

(a) By participating in the Plan or accepting any rights granted under it, the Participant understands that the Company and its Affiliates and/or agents collect, use, store and process Data relating to the Participant to fulfill their obligations and exercise their rights under the Plan, issue certificates (if any), statements and communications relating to the Plan and generally administer and manage the Plan, including keeping records of participation levels from time to time. Any such processing will take place as described in this data privacy notice.

(b) Data relating to the Participant as described above may be transferred not only within the country in which the Participant is based from time to time, but also worldwide, to other Affiliates and/or agents and to the following third parties for the purposes described in paragraph (a) above:

(i) Plan administrators, transfer agents, auditors, brokers, agents and contractors of, and third party service providers to, the Company or its Affiliates such as printers and mail houses engaged to print or distribute notices or communications about the Plan;

(ii) regulators, tax authorities, stock or security exchanges and other supervisory, regulatory, governmental or public bodies as required by law;

(iii) actual or proposed merger or acquisition partners or proposed assignees of, or those taking or proposing to take security over, all or a portion of the business or assets or stock of the Company or its Affiliates and their agents and contractors;

(iv) other third parties to whom the Company or its Affiliates and/or agents may need to communicate/transfer the data in connection with the administration of the Plan, under a duty of confidentiality to the Company and its Affiliates; and

(v) the Participant's family members, heirs, legatees and others associated with the Participant in connection with the Plan.

Not all countries, where the personal data may be processed or transferred to, have an equal level of data protection as in Canada. Countries to which data are transferred include the United States and Bermuda. For any transfers outside the country of origin of the personal data or with a third party, the Company and/or its Affiliates will ensure that appropriate measures are in place to ensure an adequate level of protection for your personal data, including technical or contractual measures where necessary.

All national and international transfer of personal data is only done in order to fulfill the obligations and rights of the Company and/or its Affiliates under the Plan.

The Participant may access, modify, correct or delete personal data about the Participant, restrict or object to the processing of personal data, or opt to receive personal data in a structured, commonly used, machine readable form which provides the ability to move, copy or transfer personal data to another controller by contacting the local data protection officer in the country in which the Participant is based. Please note, however, that certain personal information about the Participant may be exempt from afore mentioned rights pursuant to applicable data protection laws. In addition, the Participant has the right to lodge a complaint with a competent data protection supervisory authority or data protection regulator, in particular in the jurisdiction where the Participant resides, works or the place of the alleged infringement. If the Participant has a complaint regarding the manner in which personal information relating to the Participant is dealt with, the Participant should contact the appropriate local data protection officer referred to above.

(c) The processing (including transfer) of data described above is essential for the administration and operation of the Plan. Therefore, it is essential that his/her personal data is processed in the manner described above.

(d) The Company and/or its Affiliates will only retain personal data for as long as is required to satisfy the purposes as described in paragraph (a) above, except where otherwise provided or required by law (e.g. in connection with pending litigation).

EXHIBIT 31.1

CERTIFICATIONS

I, John J. Zillmer, Chief Executive Officer, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Aramark for the quarter ended April 3, 2026;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
   a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
   b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
   c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
   d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
   a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
   b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

/s/ JOHN J. ZILLMER

John J. Zillmer
Chief Executive Officer

Date: May 12, 2026

EXHIBIT 31.2

CERTIFICATIONS

I, James J. Tarangelo, Executive Vice President and Chief Financial Officer, certify that:

1. I have reviewed this quarterly report on Form 10-Q of Aramark for the quarter ended April 3, 2026;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;
4. The registrant's other certifying officer(s) and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:
    a. Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
    b. Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
    c. Evaluated the effectiveness of the registrant's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
    d. Disclosed in this report any change in the registrant's internal control over financial reporting that occurred during the registrant's most recent fiscal quarter (the registrant's fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrant's internal control over financial reporting; and
5. The registrant's other certifying officer(s) and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrant's auditors and the audit committee of the registrant's board of directors (or persons performing the equivalent functions):
    a. All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrant's ability to record, process, summarize and report financial information; and
    b. Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrant's internal control over financial reporting.

/s/ JAMES J. TARANGELO

James J. Tarangelo
Executive Vice President and
Chief Financial Officer

Date: May 12, 2026

EXHIBIT 32.1

CERTIFICATION PURSUANT TO 18 U.S.C. SECTION 1350,
AS ADOPTED PURSUANT TO SECTION 906 OF
THE SARBANES-OXLEY ACT OF 2002

In connection with the Quarterly Report of Aramark (the “Company”) on Form 10-Q for the fiscal quarter ended April 3, 2026, as filed with the Securities and Exchange Commission on the date hereof (the “Report”), we, John J. Zillmer, Chief Executive Officer of the Company, and James J. Tarangelo, Executive Vice President and Chief Financial Officer of the Company, each certify, pursuant to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002, that, based on each of our knowledge:

(1) The Report fully complies with the requirements of Section 13(a) or 15(d) of the Securities Exchange Act of 1934; and

(2) The information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: May 12, 2026

/s/ JOHN J. ZILLMER
John J. Zillmer
Chief Executive Officer

/s/ JAMES J. TARANGELO
James J. Tarangelo
Executive Vice President and
Chief Financial Officer

A signed original of this written statement required by Section 906 has been provided to the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.