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# Q2 & H1 2023 RESULTS

## NOTEHOLDER PRESENTATION

2 August 2023



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# ONE SELECTA

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HQ in **Switzerland**

**Foodtech leader** with a **GLOCAL** model  
across **16 countries** in Europe

Clear purpose of **making people feel great**  
and creating millions of  
**moments of joy** every day



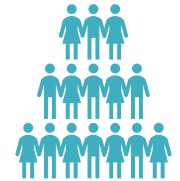
**365,000** machines generating  
**€1.4 billion** revenue

**Sustainability** is  
at our core



Focused on **organic & accretive growth**

**Best-in-class client service**  
through **6,300** passionate Selecta  
owner-associates & associates



**Innovative concept leader & technology driven**



**Leading distributor**

**#1 or #2** in coffee and  
food in 10 markets

# SPEAKERS

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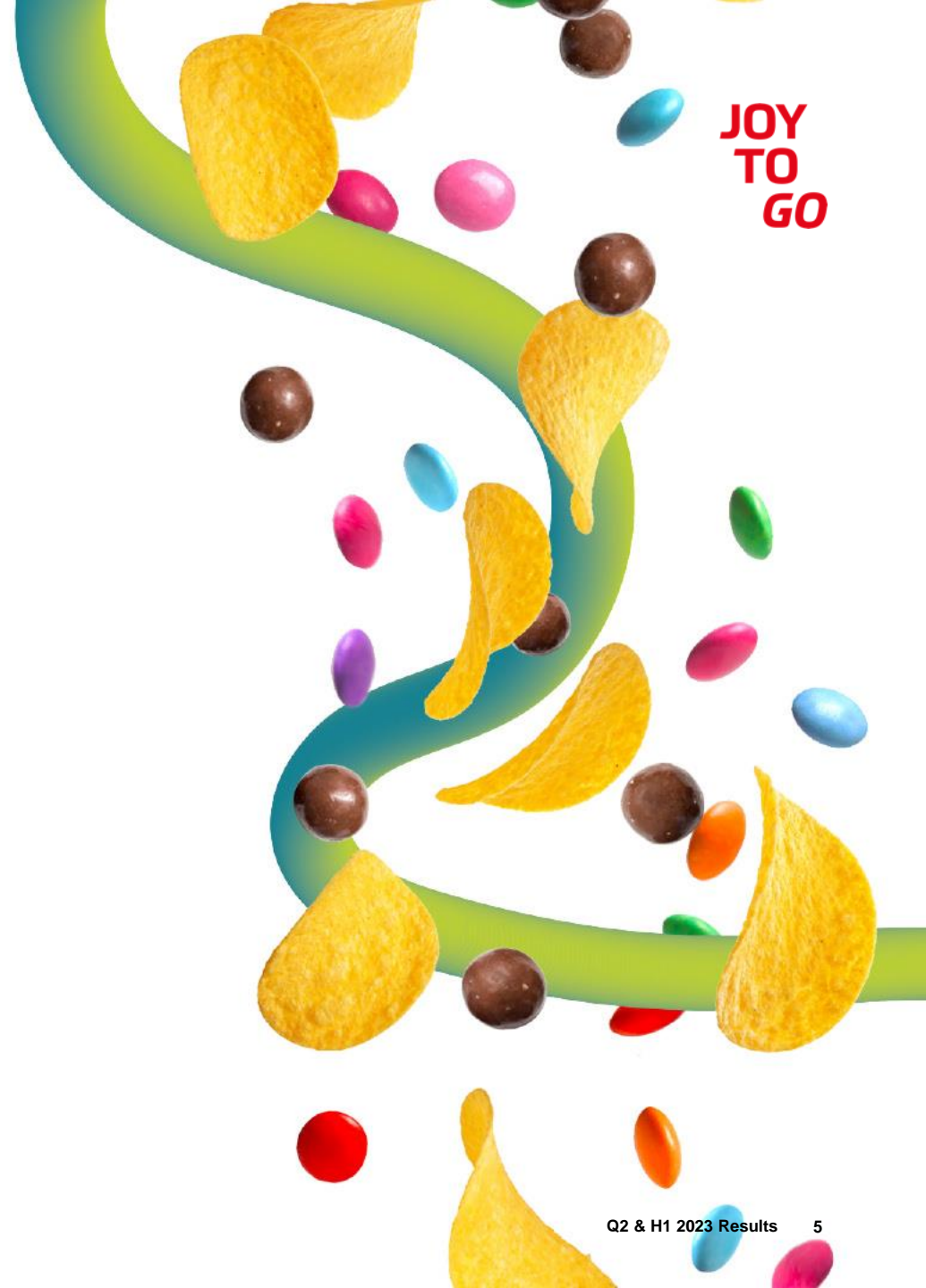
**CHRISTIAN SCHMITZ**  
Chief Executive Officer



**NICOLE CHARRIÈRE**  
Chief Financial Officer

# AGENDA

1. Business Update
2. Financial results
3. Conclusion



**01**

# **BUSINESS UPDATE**

Christian Schmitz, Chief Executive Officer



# H1 UPDATE - 2023 PRIORITIES

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1

## FOODTECH GROWTH

- Group sales growth of +7.2%
- Strong Foodtech sales growth
- Group SMD of €13.1 reached new record high

2

## MARGIN EXPANSION

- Price increase on track, H1 landed c.6%, supporting further Gross margin recovery
- Cost discipline and structural productivity gains lead to Adj. EBITDA margin of 18.9%, up +1.8pp

3

## EBITDA GROWTH

- Adjusted EBITDA of €116.2m, up +18.2%
- Reported EBITDA of €107.0m, up +21.6%
- Strong pricing initiatives and structural cost savings

4

## CASH CONVERSION

- Cash generation projects in place leading to FCF in H1 of €41.5m
- Strong liquidity headroom of €153.3m

# GROWING FOODTECH - FOODIES



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- National railway of France
- Selecta solution: Smartfridges
- 5 pilot stations in Paris will have fresh food on the go
- Massive future potential

- Hotel brand with global presence owned by Accor
- Selecta solutions: Smartfridges and Starbucks
- In Milano, Italy

- Leading manufacturer of returnable plastic transport solutions
- Selecta solutions: Foodies
- Milestone of 100<sup>th</sup> Coop cooperation in less than a year of partnership



Foodies  
From selecta

+50%

1,430

Total new units YTD

Total points of sale





# GROWING FOODTECH – INTELLIGENT VENDING



- Growing our footprint across Europe in several amusement parks of Parques Reunidos Group, more recently Blackpool Zoo, one of the UK's top animal parks and Belantis among the greatest amusement parks in Germany

- Partnering with Coca Cola to digitalize their machine park, this time in significant locations in the UK
- Looking at more opportunity to come



Intelligent vending

+150%

850

Total new units YTD

Total points of sale



# MARS PARTNERSHIP EXPANSION

1

## Selecta to service Mars traditional machine park

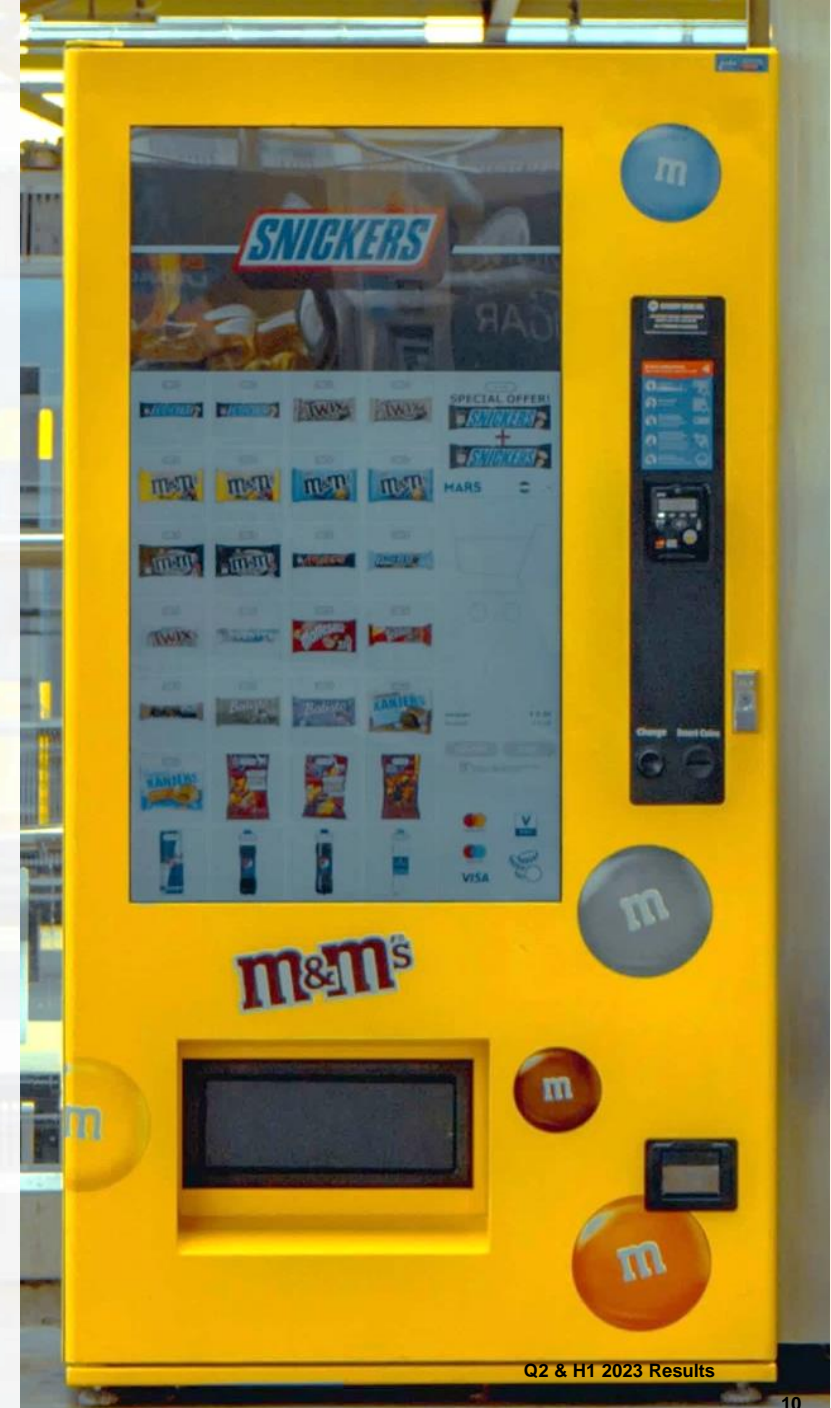
- Selecta's coverage today:
  1. UK
  2. Belgium
  3. Austria
- In Jun-23 Austria team have taken over Mars machine park at 350 locations
- Proof of successful cooperation

2

## Selecta converting machine park to Intelligent vending (IV)

- First approach, we convert Mars traditional machine park to sponsored Mars IV
- Secondly, we convert our clients machine park and win new clients by offering sponsored Mars IV
- Sectors with stronger uplift are Healthcare and Entertainment
- Further European expansion to come in H2-23: Italy, Austria, Denmark and Netherlands

**By partnering we are optimizing self-service and our innovative solutions**



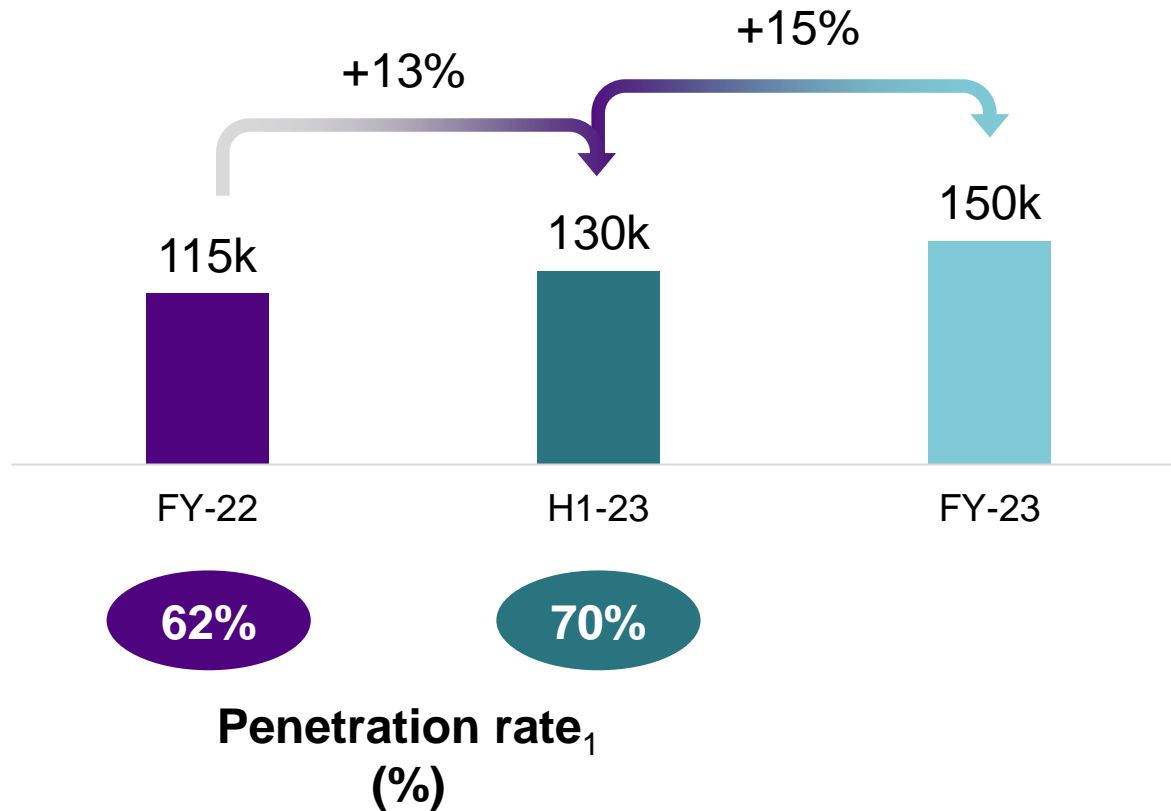


# TELEMETRY EXPANSION CONTINUES TO SUPPORT EFFICIENCY



## Machine park evolution

## Productivity evolution




	H1-22	H1-23	Var.
<b>Sales</b>	€575m	€616m	+7%
<b>FTEs</b>	6,800	6,300	-7%
<b>Sales / FTE</b>	€85k	€98k	+16%

# OUR LATEST SUSTAINABILITY REPORT



## CARBON REDUCTION

 **-25%**  
Emissions reduction vs baseline

**86%** of our emissions comes from our fleet

 **89** Electric vehicles at end of 2022



**Target:**

- Net Zero emissions in scope 1 and 2 by 2030
- 100% of newly leased vehicles are electric by 2030
- Net Zero emissions in scope 3 by 2040

**480** Electric vehicles by the end of 2023

## SUPPLY CHAIN

 **Farmers supported**

**1.371** directly

**10.388** indirectly

**5** **Farm-level Programs** focusing on Regenerative Agriculture & Agroforestry

- Rwanda
- Burundi
- Vietnam
- Colombia
- Honduras



**We launched a traceability system** using blockchain in partnership with Beyco



**Target:** directly support > 2,500 farmer families through the Selecta Coffee Fund by 2025

We focus on improving the livelihoods of coffee farmers, fostering social equity & maintaining thriving ecosystems

## DIVERSITY & INCLUSION



**26%** women in Selecta

**26%** of first-level leaders are women

**19%** of country leaders are women



**Target:**

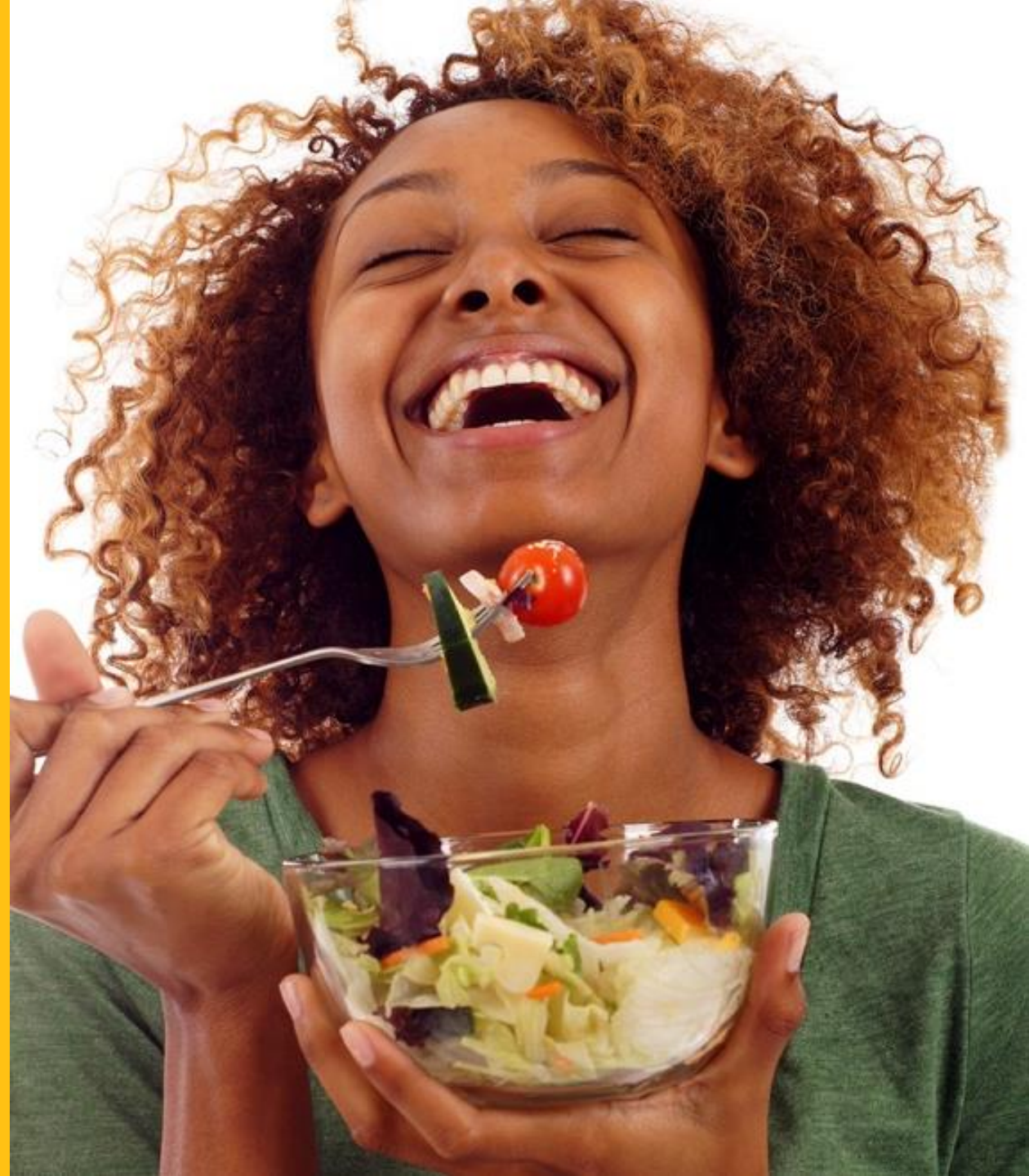
**40%** Women in all Selecta positions and in first-level leadership positions

**25%** Women in country-level Leadership positions by 2024

02

# FINANCIAL RESULTS

Christian Schmitz, Chief Executive Officer  
Nicole Charrière, Chief Financial Officer



# STRONG EBITDA GROWTH AND MARGIN EXPANSION

## H1 2023 FINANCIAL SUMMARY



Net sales growth

**+7.2%**

Sales of €616.3m

Adjusted EBITDA<sup>1</sup>

**€116.2m**

+18.2% vs last year

Reported EBITDA

**€107.0m**

+21.6% vs last year

Adj. EBITDA<sup>1</sup> margin

**18.9%**

+1.8pp vs last year

Free cash flow (FCF)

**€41.5m**

35.7% conversion<sup>3</sup>  
+6.5pp vs last year

Liquidity headroom<sup>2</sup>

**€153.3m**

- Robust **net sales growth** of 7.2% fueled by pricing actions and new client wins
- **Gross margin** stable at 59.2% through pricing, assortment and productivity actions
- Structural productivity gains and cost discipline lead to **Adjusted EBITDA margin** expansion of +1.8pp
- Continued growth of **LTM Adj. EBITDA** up +8.9% vly reached €234.6m
- Strong growth of **Reported EBITDA** as a result of higher Adj. EBITDA and transformation actions normalising
- **Strong FCF** due to cash generation action plan contributing to robust **liquidity**



<sup>1</sup> Adjusted EBITDA: Earnings before Interest, Tax, Depreciation and Amortization and prior to one-off items (external and internal costs which are not related to the on-going business)

<sup>2</sup> Cash at Bank of €43.8m plus €109.5m available RCF

<sup>3</sup> FCF conversion calculation: FCF / Adjusted EBITDA

# STRONG PROFITABILITY AND CASH CONVERSION

## Q2 2023 FINANCIAL SUMMARY

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Net sales growth

**+3.0%**

Sales of €307.2m

Adjusted EBITDA<sup>1</sup>

**€63.1m**

+21.1% vs last year

Reported EBITDA

**€55.6m**

+20.9% vs last year

Adj. EBITDA<sup>1</sup> margin

**20.6%**

+3.1pp vs last year

Free cash flow (FCF)

**€35.3m**

55.9% conversion<sup>3</sup>  
+3.4pp vs last year

Liquidity headroom<sup>2</sup>

**€153.3m**

- **Sales growth** slowed down due to continued focus on profitability enhancement projects and challenging environment and transformation in Italy and France, overall sustained by our price increase execution
- **Gross margin** (59.3%) recovered +0.2pp vs prior quarter, -0.5pp vly shows progressive gap reduction
- Strong **Adjusted EBITDA margin** expansion of +3.1pp
- Strong growth of **Reported EBITDA** as a result of higher Adj. EBITDA and transformation actions normalising
- Cash conversion action plan contributing to robust **liquidity headroom**



# CONTINUED SMD GROWTH LEADS TO NEW RECORD HIGH

## Q2 2023 GROUP – SALES PER MACHINE PER DAY



	Machines	Net Sales	SMD
Group	260k -14.3% vly	€243.6m +2.6% vly	€13.1 +20.9% vly
Private	191k -11.1% vly	€154.6m +3.1% vly	€13.4 +17.7% vly
Semi-Public	50k -28.5% vly	€41.2m +2.1% vly	€9.0 +42.7% vly
Public	19k +1.0% vly	€47.8m +1.5% vly	€27.1 +0.4% vly

- Removal of underperforming machines still ongoing as part of the SMD enhancement project, which contributed to Group's again record high SMD of €13.1
- **Private** sales (+3.1%) driven by strong performance in Manufacturing & Logistics, which contributed to new record high SMD of €13.4
- **Semi-Public** sales (+2.1%) mainly driven by Horeca and Healthcare. Reached new record high SMD of €9.0
- **Public** sales (+1.5%) continues to trade positively with already a strong base driven by growth in Airports

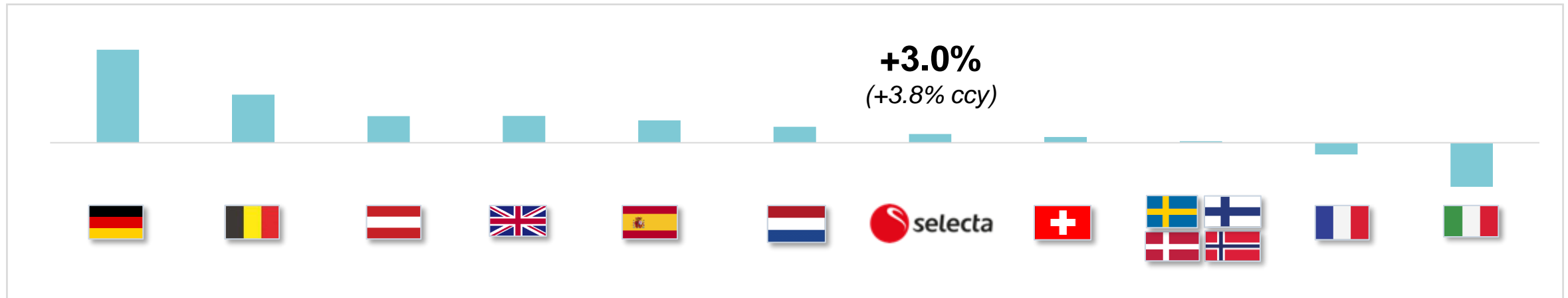


Note: **SMD calculation** = Net Sales / Machines / Working Days. **Net Sales**: excludes trade, water, microwaves, fridges & OCS and also machines which are only rented or technical serviced. **Machines**: 4-month average of all serviced machines both owned and leased by Selecta. **Working Days**: Group average for Private & 7 working days for Public and Semi-Public.

# SLOWER SALES GROWTH WHILST CONTINUED PROFITABILITY FOCUS

## Q2 2023 NET SALES BY COUNTRY VS LAST YEAR

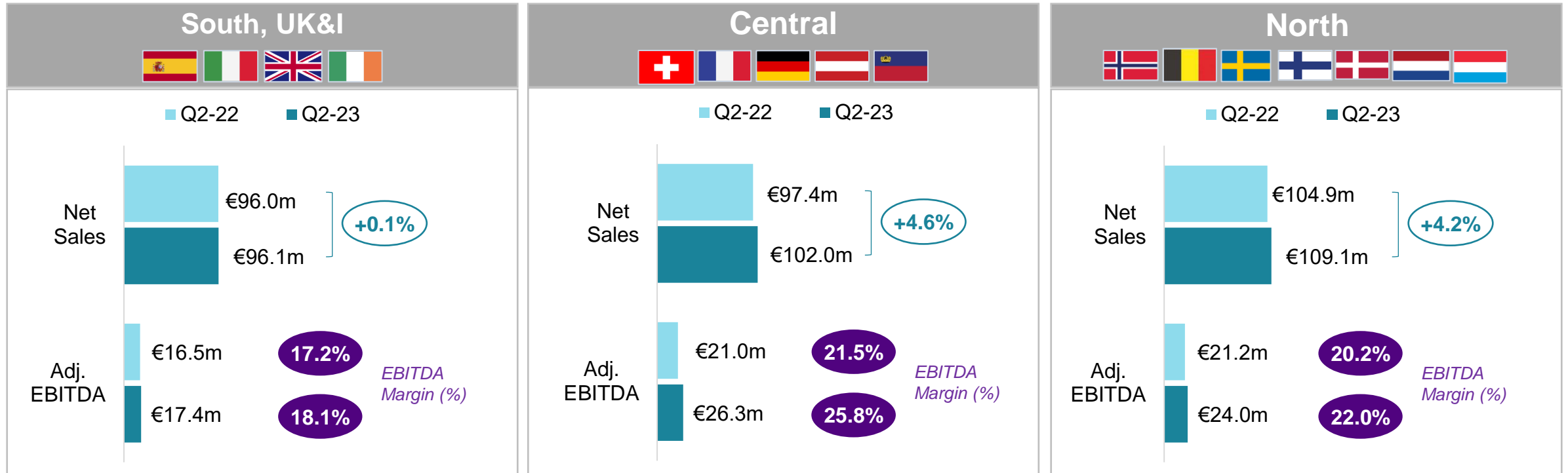
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- Germany strong growth supported by Foodtech expansion
- Strong SMD growth in Spain and Belgium
- UK strong performance driven by the coffee business although FX headwind
- Nordics performance impacted by FX headwind and SE profitability enhancement
- Net sales in Italy continue to be impacted by transformation actions towards machine footprint and service optimization
- France undergoing machine park reduction leads to strong SMD growth

# MARGIN EXPANSION ACROSS ALL REGIONS

## Q2 2023 NET SALES AND ADJUSTED EBITDA BY REGION



Note: all financial information is at actual exchange rates. North region includes Roaster, none of the regions include headquarters.

# STRONG REPORTED EBITDA GROWTH AND MARGIN EXPANSION

## Q2 2023 ADJUSTED EBITDA<sup>1</sup>



€m	Q2-23	Q2-22	vly
<b>Revenue</b>	<b>354.7</b>	<b>341.0</b>	<b>+4.0%</b>
Vending fees	-47.5	-42.6	+11.3%
<b>Net Sales</b>	<b>307.2</b>	<b>298.3</b>	<b>+3.0%</b>
<b>Gross Profit</b>	<b>182.1</b>	<b>178.4</b>	<b>+2.1%</b>
<i>% of sales</i>	59.3%	59.8%	-0.5pp
<b>Personnel Expenses</b>	<b>-84.6</b>	<b>-88.9</b>	<b>-4.8%</b>
<i>% of sales</i>	-27.5%	-29.8%	+2.3pp
<b>Other Overheads<sup>1</sup></b>	<b>-42.7</b>	<b>-46.4</b>	<b>-8.0%</b>
<i>% of sales</i>	-13.9%	-15.6%	+1.7pp
<b>Total Costs<sup>1</sup></b>	<b>-127.3</b>	<b>-135.3</b>	<b>-5.9%</b>
<i>% of sales</i>	-41.4%	-45.4%	+4.0pp
IFRS 16 impact	8.3	9.0	-7.5%
<b>Adjusted EBITDA</b>	<b>63.1</b>	<b>52.1</b>	<b>+21.1%</b>
<i>% of sales</i>	20.6%	17.5%	+3.1pp
One-off adjustments (net) <sup>2</sup>	-7.5	-6.1	+22.9%
<b>Reported EBITDA</b>	<b>55.6</b>	<b>46.0</b>	<b>+20.9%</b>

### Gross profit margin

- Recovered +0.2pp vs prior quarter and continue to close gap vs last year, although still impacted by inflationary pressure and mix impact

### Costs ratio

Total costs ratio improvement of 4.0pp vly:

- Personnel expenses ratio improvement of 2.3pp** vly supported by productivity expansion. Minor furlough impact (€0.3m vs same amount last year)
- Other Overheads costs ratio improvement of 1.7pp** vly driven by disciplined cost management and inflation mitigation initiatives

### One-offs

- One-off adjustments (gross)<sup>2</sup> of €6.6m related to transformation plan actions, down €0.7m vly



<sup>1</sup> Excludes IFRS 16

<sup>2</sup> One-off adjustments (net) is the result of one-off adjustments (gross) being net out with the consolidation scope adjustments which have been re charged to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

# WELL-BALANCED OWNERSHIP MODEL

## Q2 2023 WORKING CAPITAL AND CAPEX

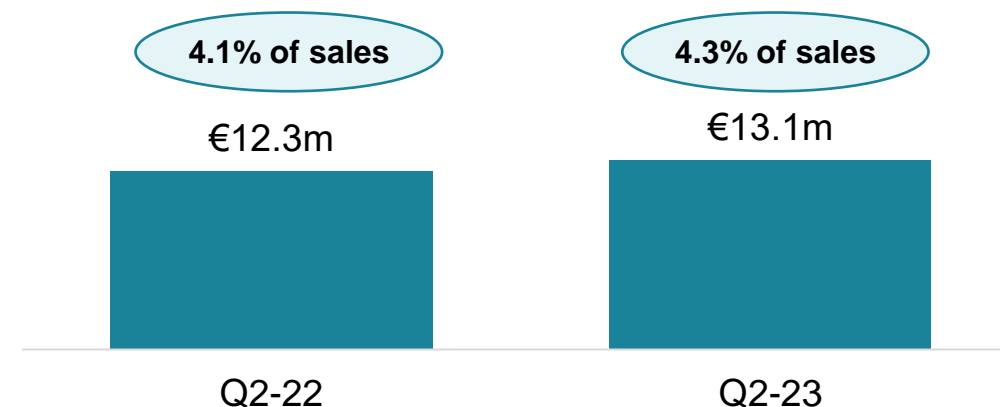


### Working capital<sup>1</sup>

€m	Jun-23	Vs Mar-23 (%)	Vs Dec-22 (%)
Trade receivables	118.1	+5.7%	+2.8%
Other receivables	116.2	+5.5%	+16.1%
Inventories	122.8	+2.8%	+5.8%
Trade payables	-198.2	+10.5%	+0.8%
Other payables	-189.1	-2.3%	-1.2%
Provisions and other employee benefit	-47.7	-10.1%	-18.6%
<b>Working Capital</b>	<b>-77.9</b>	<b>-8.0%</b>	<b>-32.6%</b>

- Evolution of working capital: receivables and inventories up mostly due to higher activity, overall working capital driven by inflation and one-offs, reclassification impact (WC neutral)
- Cashed out one-offs in Q2-23 of €11.8m

### Net cash capex<sup>2</sup>



- **Q2-23 cash capex of €13.1m, represented 4.3% of sales**
- Capex primarily driven by new business from existing or new clients
- Capex continues to be optimized through efficient use of refurbishment and client lease solutions
- **Client lease** solutions over Q2-23 sum up to c.€11.3m of capex deployed (i.e. no cash impact for Selecta)



<sup>1</sup>Working capital includes all short and long-term receivables and payables except for financing liabilities and deferred taxes

<sup>2</sup>Net cash capital expenditures is net cash used in investing activities as per reported in cash flow

# ROBUST LIQUIDITY AS WE CONTINUE TO DELEVERAGE

## Q2 2023 LEVERAGE AND CASH LIQUIDITY EVOLUTION<sub>1,2</sub>



€m	Jun-23	Mar-23	Dec-22
<b>Cash &amp; cash equivalents</b>	<b>50.0</b>	<b>55.3</b>	<b>73.1</b>
Revolving credit facility	40.0	64.3	59.7
Senior notes	1,054.1	1,053.6	1,023.0
Lease liabilities	24.7	24.4	25.4
Other finance debt	65.5	42.9	65.9
<b>Gross senior debt</b>	<b>1,184.4</b>	<b>1,185.2</b>	<b>1,174.1</b>
<b>Net senior debt</b>	<b>1,134.3</b>	<b>1,129.9</b>	<b>1,101.0</b>
<b>Adjusted EBITDA<sup>1</sup> last twelve months</b>	<b>202.0</b>	<b>190.3</b>	<b>182.1</b>
<b>Leverage ratio</b>	<b>5.6</b>	<b>5.9</b>	<b>6.0</b>

<b>Reported EBITDA last twelve months</b>	<b>151.4</b>	<b>141.1</b>	<b>130.4</b>
<b>Leverage ratio</b>	<b>7.5</b>	<b>8.0</b>	<b>8.4</b>

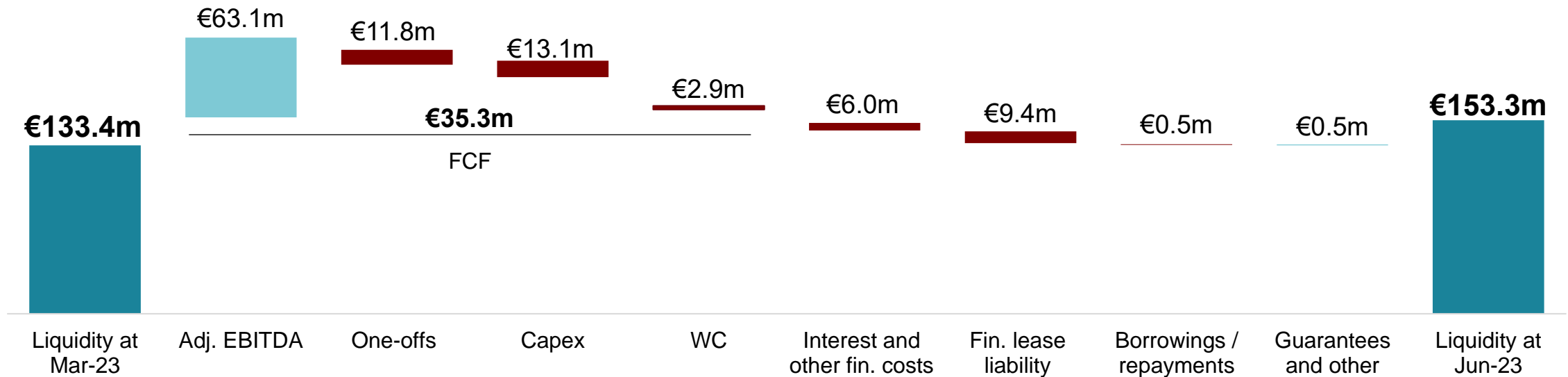
- **Group available liquidity of €153.3m** as per Jun-23 is defined as Cash at bank of €43.8m plus available Revolving Credit Facility (RCF) of €109.5m
  - **Cash at Bank of €43.8m** and cash in points of sale of €6.2m resulting in €50.0m cash and cash equivalents
  - **Available RCF of €109.5m** out of €150m total committed facility (€40.0m drawn RCF and €0.5m used for bank guarantees)
- First lien and second lien notes of €1,054.1m equivalent

# CASH CONVERSION ACTION PLAN CONTRIBUTING TO ROBUST LIQUIDITY



- **FCF generation of €35.3m** despite cashing €11.8m one-offs related to the rightsizing
- Liquidity position prior to notes interest payment occurring on July 3<sup>rd</sup>

**Liquidity bridge Q2-23**  
(incl. IFRS 16)



03

# CONCLUSION

Christian Schmitz, Chief Executive Officer

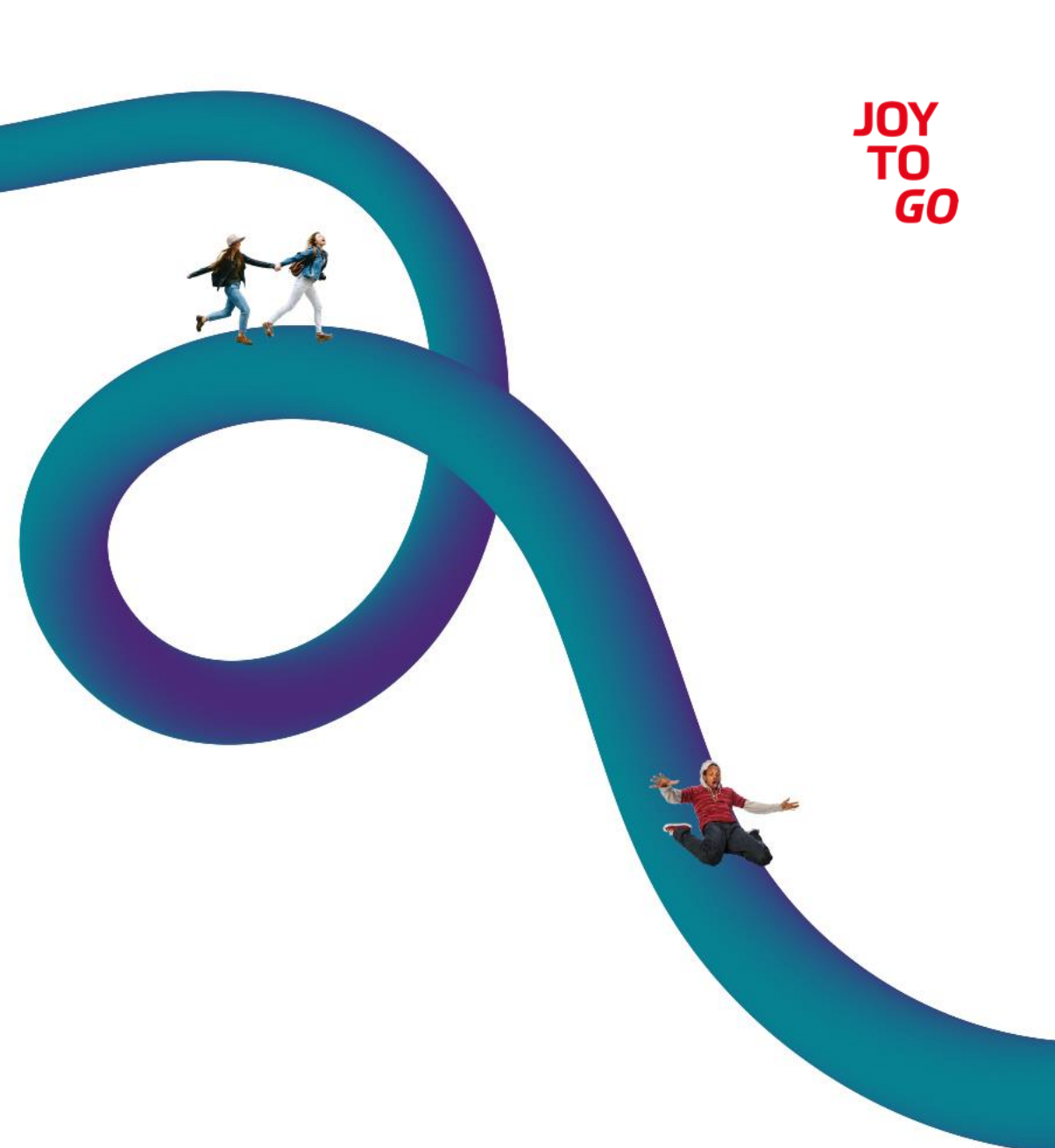




## CONCLUSION

- We remain focused on profitable growth and free cash flow conversion in 2023
- Margin expansion through organic growth as well as price increase initiatives resulting in productivity gains
- We are prepared to address the needs of the new market landscape in an inflationary environment
- Our transformation actions since 2020 give us the confidence in achieving our strategic plan in 2023 and beyond

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# APPENDICES



# Q2 2023 P&L SUMMARY AND CASH FLOW STATEMENT

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## Q2 P&L summary

€m	Q2-23	Q2-22	Var.
<b>Revenue</b>	<b>354.7</b>	<b>341.0</b>	<b>+4.0%</b>
Vending fees	-47.5	-42.6	+11.3%
<b>Net Sales</b>	<b>307.2</b>	<b>298.3</b>	<b>+3.0%</b>
Cost of good sold	-125.1	-119.9	+4.4%
<b>Gross Profit</b>	<b>182.1</b>	<b>178.4</b>	<b>+2.1%</b>
Adjusted employee costs	-84.6	-88.9	-4.8%
Adjusted other operating expenses <sup>1</sup>	-42.7	-46.4	-8.0%
<b>Adjusted EBITDA excl. IFRS 16</b>	<b>54.8</b>	<b>43.1</b>	<b>+27.1%</b>
IFRS 16	8.3	9.0	-7.5%
<b>Adjusted EBITDA</b>	<b>63.1</b>	<b>52.1</b>	<b>+21.1%</b>
One-off adjustments (net) <sup>2</sup>	-7.5	-6.1	+22.9%
Consolidation scope adjustments <sup>2</sup>	-0.9	1.2	-175.0%
One-off adjustments (gross) <sup>2</sup>	-6.6	-7.3	-9.6%
<b>Reported EBITDA</b>	<b>55.6</b>	<b>46.0</b>	<b>+20.9%</b>
Depreciation	-30.7	-32.7	-6.0%
<b>EBITA</b>	<b>24.9</b>	<b>13.4</b>	<b>+86.4%</b>
Amortisation and impairments	-9.1	-13.7	-33.6%
<b>EBIT</b>	<b>15.8</b>	<b>-0.3</b>	<b>n.m.</b>
<b>Gross profit % of net sales</b>	<b>59.3%</b>	<b>59.8%</b>	<b>-0.5pp</b>
<b>Adj. EBITDA % (incl. IFRS 16) of net sales</b>	<b>20.6%</b>	<b>17.5%</b>	<b>+3.1pp</b>
Rep. EBITDA % of net sales	18.1%	15.4%	+2.7pp
EBIT % of net sales	5.1%	-0.1%	+5.3pp

## Q2 Cash flow statement

€m	Q2-23	Q2-22
<b>Reported EBITDA</b>	<b>55.6</b>	<b>46.1</b>
(Profit) / loss on disposals	-1.0	-2.6
Changes in working capital, provisions & others	-5.9	-6.7
Non-cash transactions	-0.3	2.9
<b>Net cash used in operating activities</b>	<b>48.4</b>	<b>39.6</b>
Purchases of tangible and intangible assets	-16.0	-16.8
Proceeds from sale of subsidiaries and other proceeds	2.9	4.5
<b>Net cash used in investing activities</b>	<b>-13.1</b>	<b>-12.3</b>
<b>Free cash flow</b>	<b>35.3</b>	<b>27.4</b>
Proceeds / repayments of loans and borrowings	-25.3	4.4
Interest received and other proceeds paid	-6.0	-3.1
Capital element of finance lease liability	-9.4	-13.1
<b>Net cash (used in) / generated from financing activities</b>	<b>-40.7</b>	<b>-11.9</b>
<b>Total net cash flow</b>	<b>-5.4</b>	<b>15.6</b>



<sup>1</sup> Excludes IFRS 16

<sup>2</sup> One-off adjustments (net) is the result of one-off adjustments (gross) being net out with the consolidation scope adjustments which have been re charged to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

# H1 2023 P&L SUMMARY AND CASH FLOW STATEMENT



## H1 P&L summary

€m	H1-23	H1-22	Var.
<b>Revenue</b>	<b>703.8</b>	<b>652.9</b>	<b>+7.8%</b>
Vending fees	-87.5	-78.0	+12.3%
<b>Net Sales</b>	<b>616.3</b>	<b>574.9</b>	<b>+7.2%</b>
Cost of good sold	-251.6	-227.1	+10.8%
<b>Gross Profit</b>	<b>364.7</b>	<b>347.8</b>	<b>+4.9%</b>
Adjusted employee costs	-176.7	-176.3	+0.2%
Adjusted other operating expenses <sup>1</sup>	-88.2	-91.4	-3.4%
<b>Adjusted EBITDA excl. IFRS 16</b>	<b>99.9</b>	<b>80.0</b>	<b>+24.8%</b>
IFRS 16	16.3	18.2	-10.8%
<b>Adjusted EBITDA</b>	<b>116.2</b>	<b>98.3</b>	<b>+18.2%</b>
One-off adjustments (net) <sup>2</sup>	-9.2	-10.3	-10.5%
Consolidation scope adjustments <sup>2</sup>	1.9	3.7	-48.6%
One-off adjustments (gross) <sup>2</sup>	-11.1	-14.0	-20.7%
<b>Reported EBITDA</b>	<b>107.0</b>	<b>88.0</b>	<b>+21.6%</b>
Depreciation	-62.9	-66.4	-5.3%
<b>EBITA</b>	<b>44.1</b>	<b>21.6</b>	<b>+104.5%</b>
Amortisation and impairments	-18.0	-29.1	-37.9%
<b>EBIT</b>	<b>26.1</b>	<b>-7.5</b>	<b>n.m</b>
<b>Gross profit % of net sales</b>	59.2%	60.5%	-1.3%
<b>Adj. EBITDA % (incl. IFRS 16) of net sales</b>	<b>18.9%</b>	<b>17.1%</b>	<b>+1.8pp</b>
Rep. EBITDA % of net sales	17.4%	15.3%	+2.1pp
EBIT % of net sales	4.2%	-1.3%	+5.5pp

## H1 Cash flow statement

€m	H1-23	H1-22
<b>Reported EBITDA</b>	<b>107.0</b>	<b>88.0</b>
(Profit) / loss on disposals	-2.7	-3.8
Changes in working capital, provisions & others	-38.0	-29.6
Non-cash transactions	-1.6	3.7
<b>Net cash used in operating activities</b>	<b>64.6</b>	<b>58.3</b>
Purchases of tangible and intangible assets	-30.8	-36.4
Proceeds from sale of subsidiaries and other proceeds	7.7	6.8
<b>Net cash used in investing activities</b>	<b>-23.1</b>	<b>-29.7</b>
<b>Free cash flow</b>	<b>41.5</b>	<b>28.7</b>
Proceeds / repayments of loans and borrowings	-21.8	22.8
Interest received and other proceeds paid	-22.6	-18.7
Capital element of finance lease liability	-19.5	-24.1
<b>Net cash (used in) / generated from financing activities</b>	<b>-63.9</b>	<b>-20.1</b>
<b>Total net cash flow</b>	<b>-22.4</b>	<b>8.6</b>



<sup>1</sup> Excludes IFRS 16

<sup>2</sup> One-off adjustments (net) is the result of one-off adjustments (gross) being net out with the consolidation scope adjustments which have been re charged to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

# ADDITIONAL DEBT DETAIL



€m	Jun-23			Jun-22		
	Pre IFRS 16	IFRS 16	Post IFRS 16	Pre IFRS 16	IFRS 16	Post IFRS 16
<b>Cash &amp; cash equivalents</b>	<b>50.0</b>	<b>-</b>	<b>50.0</b>	<b>68.4</b>	<b>-</b>	<b>68.4</b>
Revolving credit facility	40.0	-	40.0	69.2	-	69.2
Senior notes	1,054.1	-	1,054.1	1,003.6	-	1,003.6
Lease liabilities <sup>1</sup>	24.7	136.5	161.2	34.5	146.7	181.2
Other finance debt	65.5	-	65.5	61.3	5.4	66.7
Factoring facilities	6.9	-	6.9	7.2	-	7.2
Accrued interest	44.9	-	44.9	42.6	-	42.6
Other finance debt	13.7	-	13.7	11.5	5.4	16.9
<b>Gross senior debt</b>	<b>1,184.4</b>	<b>136.5</b>	<b>1,320.9</b>	<b>1,168.6</b>	<b>152.1</b>	<b>1,320.7</b>
Net senior debt	1,134.3	136.5	1,270.8	1,100.2	152.1	1,252.3
Adjusted EBITDA last twelve months	202.0	32.6	234.6	177.6	37.8	215.4
<b>Leverage ratio</b>	<b>5.6</b>	<b>-</b>	<b>5.4</b>	<b>6.2</b>	<b>-</b>	<b>5.8</b>

# Q2 2023 OTHER OVERHEADS COSTS<sup>1</sup>

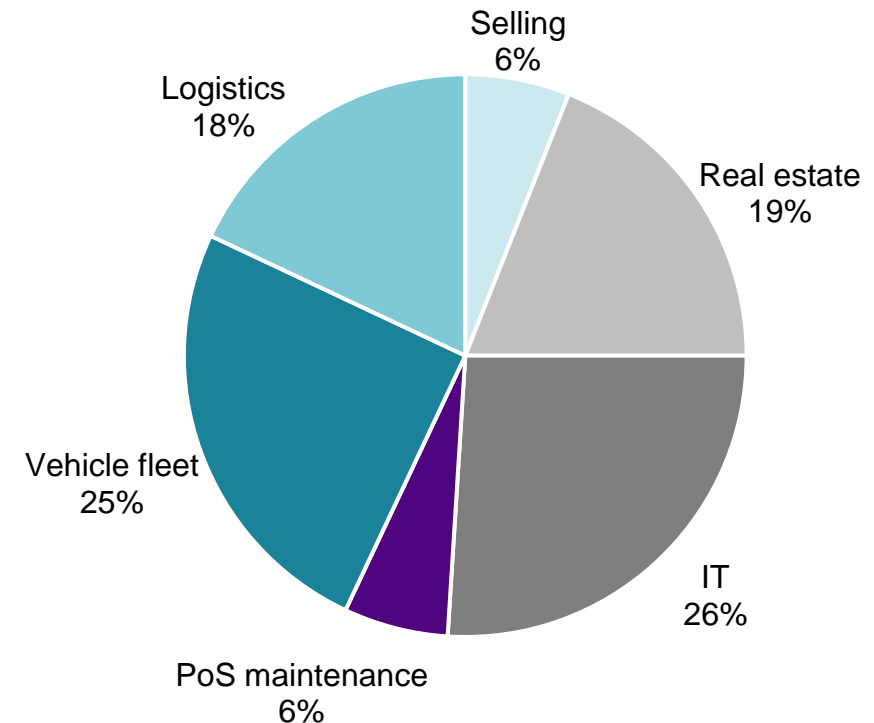


€m	Q2-23	Q2-22	vly
Other Overheads <sup>1</sup>	-42.7	-46.4	-8.0%
% sales	-13.9%	-15.6%	+1.7pp

## Other Overheads costs ratio improvement of 1.7pp:

- OOH reduction is driven by continued zero-based budgeting initiatives implemented throughout the year on all cost items whether fixed or variable such as Vehicle Fleet, Real Estate and IT
- Current cost structure showing roughly: 50% variable – 50% fixed

## Q2-23 Other overheads breakdown



# Q2 2023 REVENUE AND REVENUE PER MACHINE PER DAY BY CHANNEL



## Q2 2023 Revenue and RMD by channel

Revenue			RMD		
€m	Q2-23	Q2-22	€	Q2-23	Q2-22
Private	154.6	149.9	Private	13.4	11.4
Semi-public	50.3	48.9	Semi-public	11.0	7.7
Public	86.2	81.2	Public	48.8	46.5
<b>Group</b>	<b>291.0</b>	<b>280.0</b>	<b>Group</b>	<b>15.0</b>	<b>12.3</b>



Note: **RMD calculation** = Revenue / Machines / Working Days. **Net Sales**: excludes trade, water, microwaves, fridges & OCS and also machines which are only rented or technical serviced. **Machines**: 4-month average of all serviced machines both owned and leased by Selecta. **Working Days**: Group average for Private & 7 working days for Public and Semi-Public.

# Q2 2023 ADJUSTED EBITDA BY REGION



## Q2 2023 Adjusted EBITDA by region

€m	Q2-23	Q2-22
South, UK and Ireland	€17.4m	€16.5m
Central	€26.3m	€21.0m
North	€24.0m	€21.2m
Corporate	-€4.6m	-€6.6m
<b>Group</b>	<b>€63.1m</b>	<b>€52.1m</b>



# Q2 2023 FOREX TRANSLATION IMPACT



## Q2 2023 Net sales

VLY growth	
<b>Group at actual rates</b>	<b>+3.0%</b>
FX impact	
Denmark	-0.1pp
Norway	-21.8pp
Sweden	-9.1pp
Switzerland	+3.7pp
UK	-2.2pp
Group	-0.8pp
<b>Group at CCY</b>	<b>+3.8%</b>

## Q2 2023 Adjusted EBITDA

VLY growth	FX impact
<b>Group at actual rates</b>	<b>+21.1%</b>
FX impact	
Denmark	-0.2pp
Norway	-24.6pp
Sweden	-8.6pp
Switzerland	+3.7pp
UK	-2.4pp
Group	-0.9pp
<b>Group at CCY</b>	<b>+22.0%</b>

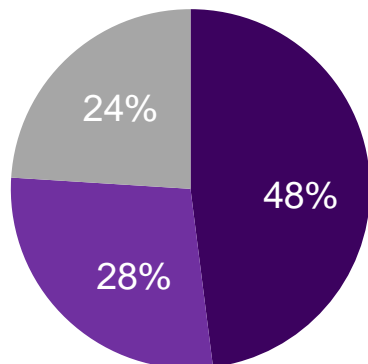
# OUR SOLUTIONS AND WHERE ARE THEY



## Our solutions

- **Coffee & Water:** owned and partner premium coffee brands and water
- **Vending & Food:** diverse range of snacks, cold drinks and food
- **Trade:** sale of coffee and ingredients

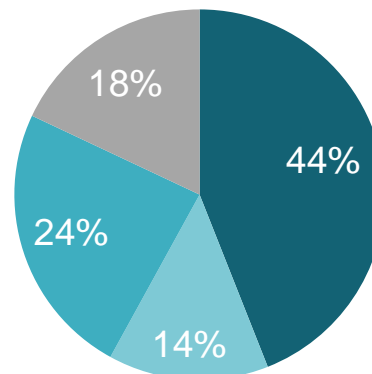
FY-22 revenue (%)



## Our segments

- **Private:** serving employees of private businesses (Service, Admin & Other and Manufacturing & Logistics)
- **Semi-public:** serving semi-public sites (Education, Healthcare and HoReCa)
- **Public:** serving public locations (Railways, Energy and Airports)
- **Trade:** coffee and ingredient sales in private, public and semi-public segments

FY-22 revenue (%)



## Our sectors

### Private

1. Manufacturing & Logistics
2. Services, Administration and Others

### Semi-Public

1. Education & Healthcare
2. Distribution, Retail, Entertainment & Others
3. HoReCa

### Public

1. Energy
2. Railways
3. Airports

# THE FOUNDATION OF OUR ESG AMBITION

JOY  
TO  
GO

## 1 RESPECTING THE ENVIRONMENT

As a sourcing and distribution company we aim to reduce CO<sub>2</sub> impact across our value chain, from farm to cup. In our operations this is being done through route optimization and shifting our fleet toward electric vehicles. We take steps to reduce CO<sub>2</sub> emissions in our supply chain, to learn and increase impact overtime and achieve Carbon Neutrality by 2050. We will radically reduce and recycle waste in our production.

## 2 HEALTHY & SUSTAINABLE PRODUCTS

We aim to bring sustainable products and integrate circularity in our client solutions, including sustainable packaging, waste collection and recycling and smart and sustainable vending machines. We also aim to expand the healthy food and beverage options we offer and drastically reduce food waste. We offer fully certified and sustainable coffee in mono-material packaging.

## 3 SUSTAINABLE SUPPLY CHAIN

We assess our suppliers against the Selecta Code of Conduct, based on the 10 Principles of the UN Global Compact. Through the Selecta Coffee Fund, we actively contribute to long-term improvements in quality of life for local farmers and the environment in the origins of Selecta coffee. We work on collaboration and transparency in our supply chain.

## 4 EMPLOYER OF CHOICE

We strive to make Selecta a great place to work for our Associates of all backgrounds by ensuring individuals are supported through necessary training to do their jobs safely and develop professionally

# OUR ESG TARGETS

## 1 RESPECTING THE ENVIRONMENT

CO<sub>2</sub> emissions reduction >5% p.a.  
targeting net zero by 2030 for scope 1&2,  
& by 2040 for scope 3

## 2 HEALTHY & SUSTAINABLE PRODUCTS

100% own coffee will have recyclable  
packaging by 2025, 50% of all products by 2030

60% of Fresh Food and 30% of snack market  
products with Nutriscore A/B by 2025

## 3 SUSTAINABLE SUPPLY CHAIN

100% of CO<sub>2</sub> in coffee supply chain  
compensated or reduced by 2025

Supporting 2.5k farmers by 2025 through  
our Selecta Coffee Fund

## 4 EMPLOYER OF CHOICE

40% women of all Selecta &  
40% of first-level leadership roles  
by end of 2024



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TO  
GO

**AT SELECTA, WE ARE  
PASSIONATE ABOUT  
BRINGING MILLIONS OF  
MOMENTS OF JOY TO OUR  
CLIENTS  
AND THEIR CONSUMERS,  
WHEREVER THEY ARE,  
WHENEVER THEY NEED IT**

