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# Q4 & FY 2022 RESULTS

## NOTEHOLDER PRESENTATION

15 March 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



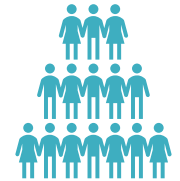
**365,000** machines generating  
**€1.4 billion** revenue

**Sustainability** is  
at our core



Focused on **organic & accretive growth**

**Best-in-class client service**  
through **6,500** 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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**JOE PLUMERI**  
Executive Chairman



**CHRISTIAN SCHMITZ**  
Chief Executive Officer



**NICOLE CHARRIÈRE**  
a.i. Chief Financial Officer



## AGENDA

1. Selecta Today
2. 2022 Business Update
3. Financial Results
4. Conclusion

01

# SELECTA TODAY

Joe Plumeri, Executive Chairman



**SELECTA'S  
STARTING POINT  
IN 2020**



**No PURPOSE,**  
no vision,  
no principles

**DECENTRALISED**  
organization

Lack of **DAILY** attention to the  
business

Low client  
**RETENTION** driven by  
dissatisfaction

No **ORGANIC** growth  
but  
reliant on  
acquisitions  
with lack  
of integration

No sales or service  
**CULTURE**

No **DIFFERENTIATION**  
but  
competition in price

Lack of focus on **LIQUIDITY &  
CASH** management



The ONE and ONLY  
purpose of our  
business  
is making people  
feel GREAT



We **BELIEVE** in delivering millions of moments of **JOY** every day

**JOY  
TO  
GO**

We **BELIEVE** in completing a Joy Needs Analysis that solves for our clients and consumers needs

We **BELIEVE** in innovative solutions and services that create joyful experiences and moments by understanding those needs

We **BELIEVE** in delivering industry leading service, acting on all inquiries within 24 hrs & providing solutions within 48 hrs

We **BELIEVE** in retaining 100% of our clients, growing our existing ones and winning new ones

# A CHALLENGING MARKET ENVIRONMENT IN 2022

Q4-21 → Q1-22

Q2-22 → Q1-23

- COVID impact
- Supply chain crisis
- Rising raw material costs
- Russia attacks Ukraine
- Inflation intensifying globally
- Global energy shortage
- Rapidly rising interest rates
- Slowing economic growth
- Ongoing war

# WE DELIVERED WHAT WE PROMISED AGAINST ALL ODDS



## Adj. EBITDA (pre IFRS16)

€m	2020	2021	2022
Selecta's results	36.1	155.8	182.1
Noteholder plan	34	128	161
Var.	+2.1	+27.7	+21.1

## Liquidity

€m	2020	2021	2022
Selecta's results	206.8	154.1	155.5
Noteholder plan	138	120	119
Var.	+68.8	+34.1	+36.5

- Selecta's performance vs noteholder plan:
  - Overachieved Adj. EBITDA year on year and accelerated growth
  - Strong liquidity headroom across the years despite €131.3m one-offs cashed out



**UNIQUE PORTFOLIO  
OF BEST-IN-CLASS  
SOLUTIONS**

**WE RELY ON OUR  
BELIEF SYSTEM**

**JOY  
TO  
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**FROM COMMODITY TO  
VALUE PROPOSITION  
BUSINESS**

**KEY POSITION TO  
DISTRIBUTE &  
SERVICE**

**SUSTAINABLE  
PRODUCTIVITY  
ADVANTAGE**

**€45 BILLION  
FOOD TECH MARKET  
ACROSS EUROPE**

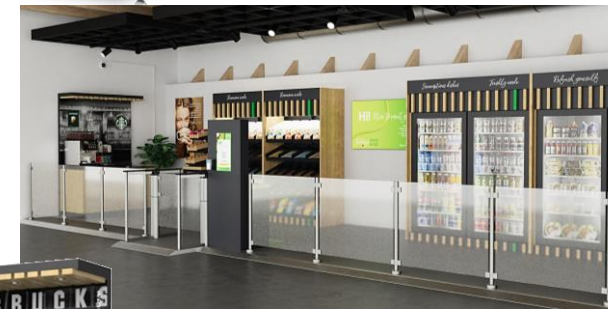
# SELECTA'S PORTFOLIO BEFORE & AFTER

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Traditional vending

2020

Foodtech





02

# 2022 BUSINESS UPDATE

Christian Schmitz, Chief Executive Officer





# WE HAVE DELIVERED OUR 2022 PLAN

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Growing Foodtech

ESG implementation

Margin protection

Cash conversion



Productivity expansion

Tech-enabled service  
platform

# GROWING FOODTECH

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- An office is no longer just a place for working and meeting
- Partnering with ISS, we brought our Foodies solution to support a new program of work, meeting & healthy eating
- Selecta solutions: Foodies Smartfridges
- Location: Amsterdam, Netherlands

- Looking to benefit from one partner across Europe to bring joy to their employees, Selecta has step in to launch first installation
- Selecta solutions: Foodies Smartfridges, Snack market and Steamer
- Location: Stockholm, Sweden

- Introducing great innovation case: GO Shop by Tango Tankstations
- First unmanned shops, 24/7 offering food and beverages
- Location: Hague and Schiedam



# EXPANDING OUR FOODIES SOLUTION



+90%

Total new units vly

1,220

Total points of sale



Large Foodies  
Micromarket

€300k  
Avg. revenue p.a



Small Foodies

Smartfridges  
€35k  
Avg. revenue p.a



# UNIQUE ABILITY TO SERVE EUROPEAN & NATIONAL CLIENTS

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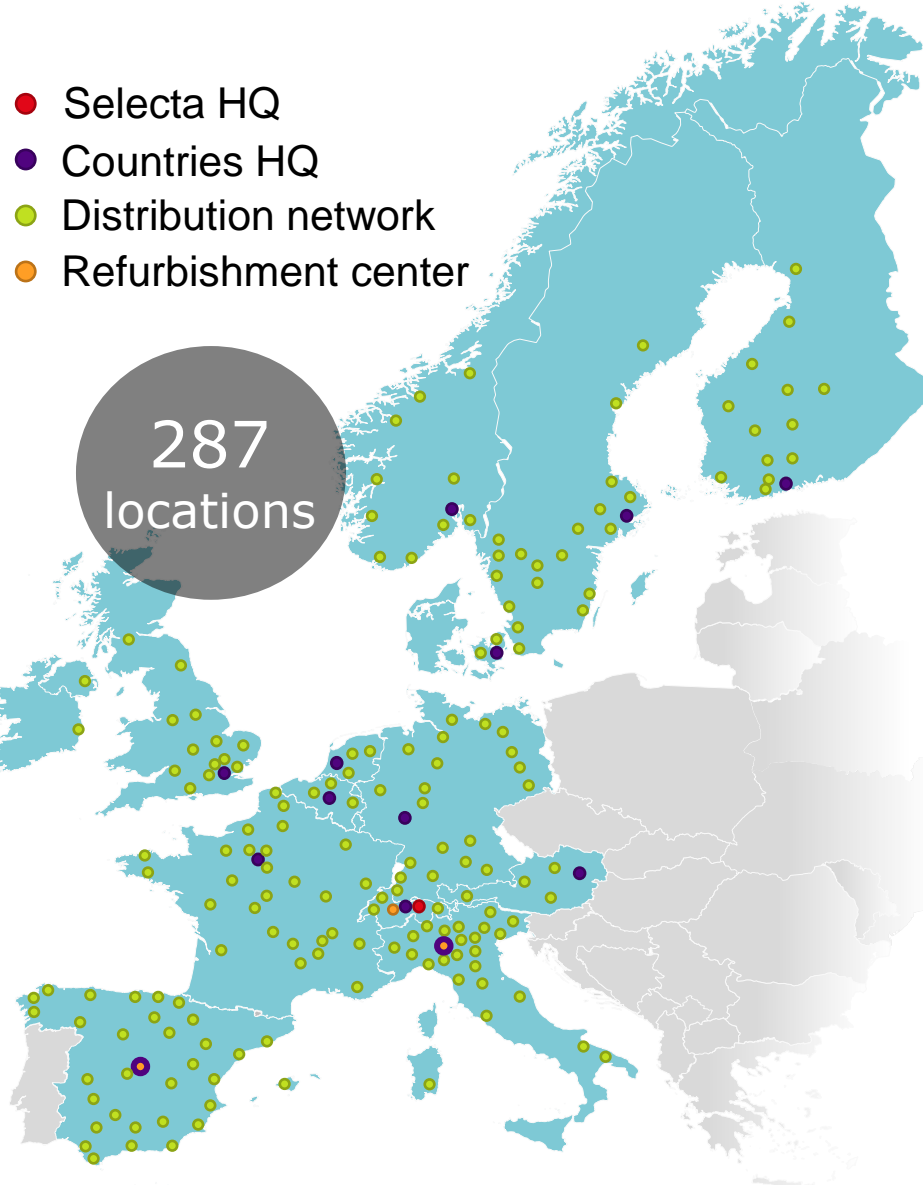
- Motor vehicle manufacturer based in Germany
- Machine network previously operated by our partner Coca Cola
- Selecta is servicing 3k machines across the country



- France's leading motorway concession holder
- We are proud to serve Vinci's rest stops and increase service levels at sites
- Selecta is servicing in 55 rest areas



- DomusVi provides nursing home care, market leader in Spain
- Was looking for a single partner with ability to serve across the country
- Taking business over several local competitors, Selecta is servicing 280 machines



3.5k

JOY  
Ambassadors



1.5k

JOY Technical  
Ambassadors



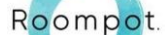
4.8k

vehicles



# GREAT CLIENT WINS IN 2022

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# EXPANDING OUR DISTRIBUTION LEADERSHIP

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Continue to expand,  
+15% SBX POS in 2022  
reaching c.3k units



Expanded partnership in  
Germany

MARS

Accelerated roll-out to  
1,000 digital vending  
installations

thermoplan

Launched new business  
Starbucks solution

coop  
to go

Opened 30th Coop to go  
in Switzerland and strong  
growth plan for 2023

shop  
&go 

Opened the 50th Delhaize  
to go in Belgium



Albert Heijn

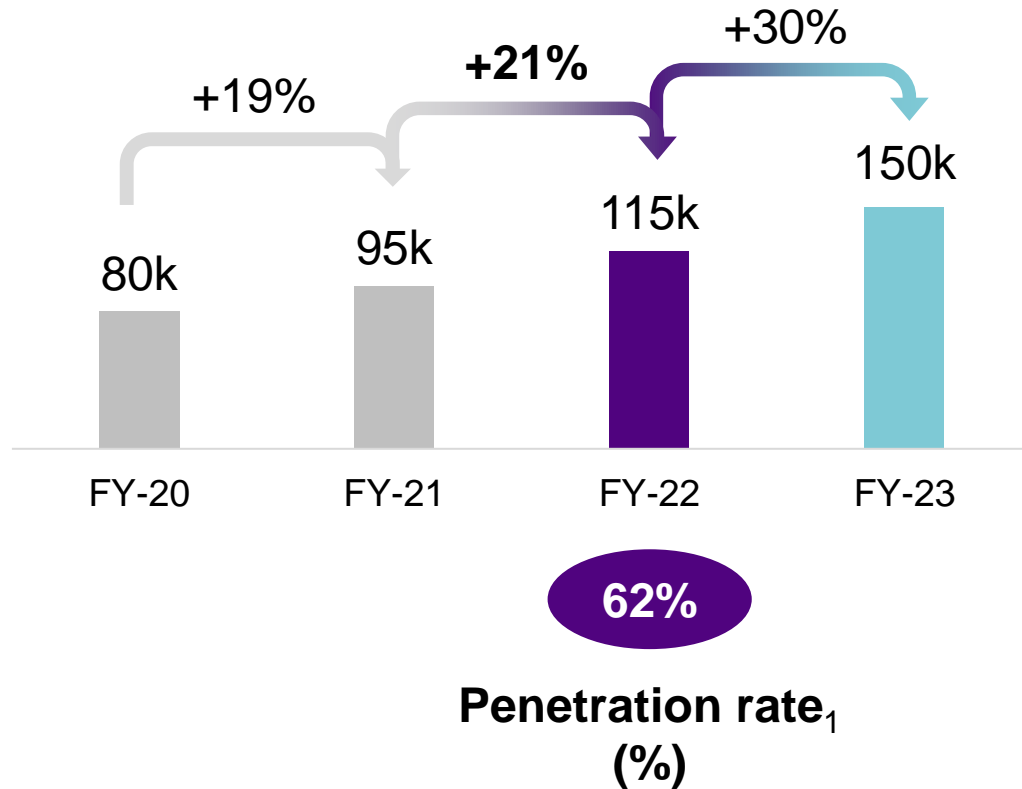
Opened 100th Albert  
Heijn Micromarket in the  
Netherlands



# TELEMETRY IS A GAMECHANGER: SUPERIOR EFFICIENCY



## Machine park evolution



## Productivity evolution

	FY-20	FY-21	Var.	FY-22	Var.
<b>Sales</b>	€1.0b	€1.0b	+3%	€1.2b	+13%
<b>FTEs<sub>2</sub></b>	10,000	7,000	-30%	6,500	-7%
<b>Sales / FTE</b>	€101k	€149k	+47%	€182k	+22%



<sup>1</sup> Eligible machine park used to calculate penetration is Dec-22 serviced machines on full service i.e.185k machines

<sup>2</sup> FTEs number used for FY-20 is a start of year number rest of FTEs figures are year end

# IMPROVING SERVICE RESULTS<sup>1</sup>

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Route  
compliance

**95%**  
+4pp vly



First-Time-Fix  
development

**90.2%**  
+10pp vly



Machines visited  
per hour by Joy  
Ambassador  
**2.2**  
+5% vly



<sup>1</sup> Data source of the above metrics comes solely from telemetry machine park

Definitions:

Route compliance: machines visited / machines planned

First-Time-Fix: 100% breakdown-related jobs - % interrupted jobs (e.g. missing spare parts, lack of skill, other) - % repeated breakdowns on same machine within 14 days

# OUR ESG ACTIONS



## Environment



- Telemetry expansion through route optimization
- Fully electrified vehicle fleet in Oslo & Amsterdam
- Energy reduction measures

## Sustainable Product



- Pelican Rouge Relaunch as fully sustainable brand
- “Zero waste” offering to our clients
- Kicked off partnership with Caffee Inc, to upcycle our coffee grounds

## Sustainable supply chain



- Coffee funds of Burundi and Rwanda and newly added Columbia, Honduras & Vietnam
- Continue to support household income of farmers and new actions towards sustainable agriculture
- In 2022 we collected c.€257k

## Diversity & Inclusion, Training

### Women in Selecta



- Learning platform implemented across the group





# PELICAN ROUGE RELAUNCH

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## Five Sustainability Elements

### PATH TO CO<sub>2</sub> NEUTRAL



**We are committed to CO<sub>2</sub> neutral coffee:**

100% of CO<sub>2</sub> impact of Pelican Rouge coffee compensated or reduced by 2025

### 100% CERTIFIED



**We are committed to certified coffee:**

100% Rainforest or Fairtrade certified coffee (beans, ground, and instant)

### MONOMATERIAL PACKAGING



**We are committed to sustainable packaging:**

100% of product packaging recyclable (mono-material) by 2023

### TRACEABLE & TRANSPARENT SOURCING



**We are interested in where coffee comes from and who grows it:**

Provide transparency regarding coffee sourcing aspects and farm programs

### FARM-LEVEL PROJECTS



**We are committed to supporting coffee farmers in our sourcing areas:**

Support 2,500 coffee farmers directly and 15,000 indirectly by 2025

# 2023 PRIORITIES

1. Foodtech growth
2. Margin expansion
3. EBITDA growth
4. Cash conversion

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03

# FINANCIAL RESULTS

Christian Schmitz, Chief Executive Officer  
Nicole Charrière, a.i. Chief Financial Officer





# FY 2022 FINANCIAL SUMMARY



Net sales growth

**+13.5%**

Sales of €1,180.5m

Adjusted EBITDA<sup>1</sup>

**€216.7m**

+8.7% vs last year

Reported EBITDA

**€165.0m**

+4.4% vs last year

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

**18.4%**

-0.8pp vs last year

Free cash flow (FCF)

**€86.4m**

39.9% conversion<sup>4</sup>

Liquidity headroom<sup>2</sup>

**€155.5m**

- **Sales growth** sustained by our price increase execution and driven by solid net gains, private recovery and strong public performance
- **Adj. Gross margin<sup>3</sup>** (59.5%) impacted by inflation, price increase timing and change in mix
- Cost discipline and structural productivity gains lead to protect **Adjusted EBITDA margin** (pre IFRS16 of 15.4% up +0.5pp)
- **Reported EBITDA** increasing as a result of higher Adj. EBITDA although transformation actions took place in the year lead to €51.6m one-offs
- **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 €66.7m plus €88.8m available RCF

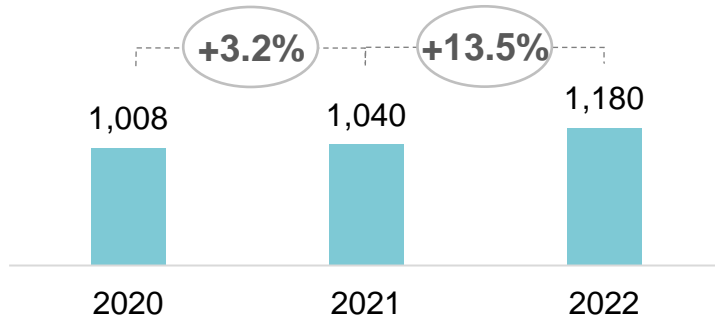
<sup>3</sup> Adjusted Gross margin: prior to one-off items (external and internal costs which are not related to the on-going business)

<sup>4</sup> FCF conversion calculation: FCF / Adjusted EBITDA

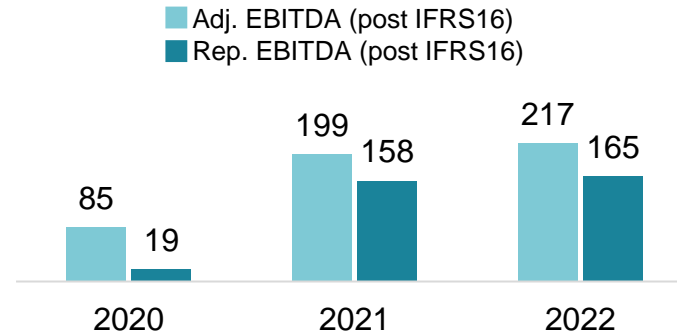
# STRONG PERFORMANCE WHILST TRANSFORMING OUR BUSINESS



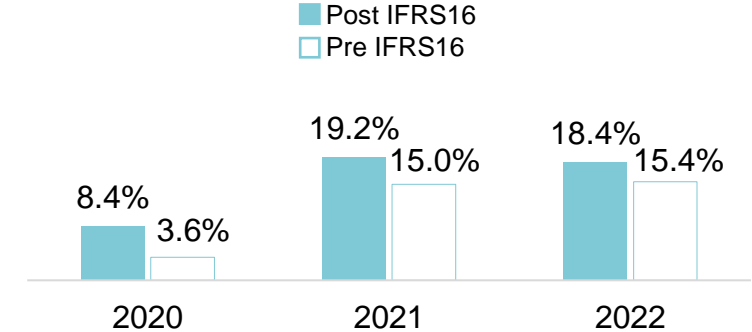
Net Sales (€m)



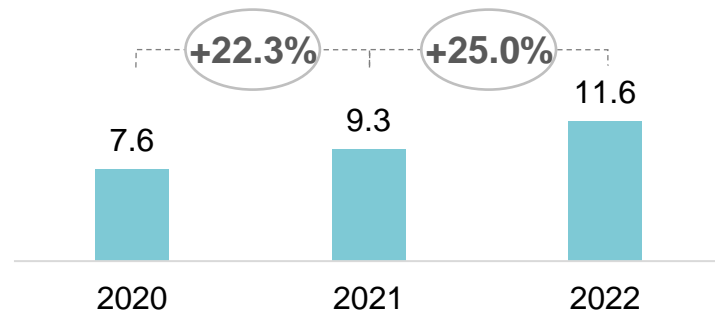
Adjusted and Reported EBITDA (€m)



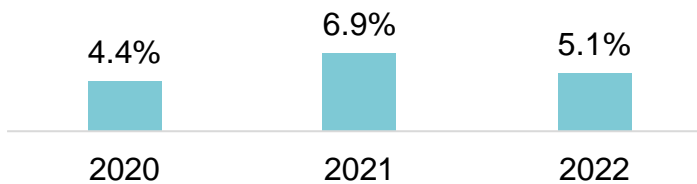
Adjusted EBITDA margin (%)



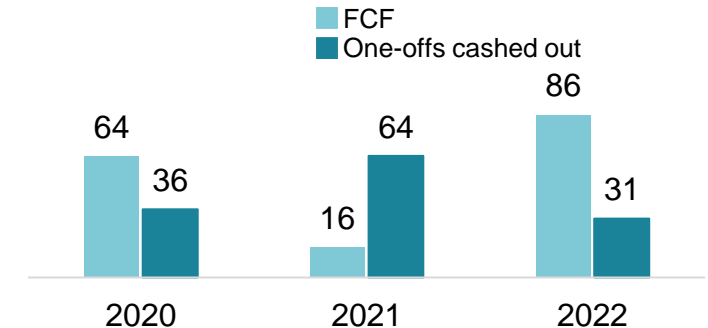
Sales per Machine per Day (€)



Net cash capex (% of sales)



Free cash flow & One-offs (€m)



# WE REMAIN FOCUSED ON MARGIN PROTECTION

## 1 Cost of goods sold

Impact mainly coming from food & drinks, coffee, machine & spare parts

## 2 Energy and fuel

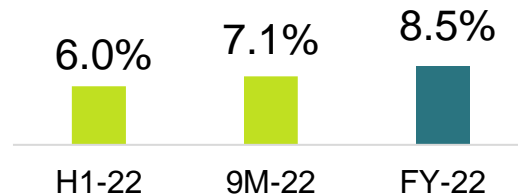
c.€20m total P&L in 2022  
+25% vly

## 3 Wages

Impact in 2023:  
c.7% weighted avg.

### Price increase execution

- 1<sup>st</sup> round Jan-22
- 2<sup>nd</sup> round Jul-22



- 3<sup>rd</sup> round Jan-23

New price increase implementation progressing as planned

### Other mitigation actions

- Productivity improvement
- Category management optimisation
- Adjustment of fleet and Real Estate footprint and energy savings



# Q4 2022 FINANCIAL SUMMARY



Net sales growth

**+7.8%**

Sales of €308.6m

Adjusted EBITDA<sup>1</sup>

**€61.9m**

-4.4% vs last year

Reported EBITDA

**€36.8m**

-23.6% vs last year

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

**20.0%**

-2.5pp vs last year

Free cash flow (FCF)

**€31.1m**

50.2% conversion<sup>3</sup>

Liquidity headroom<sup>2</sup>

**€155.5m**

- **Sales growth** driven by sales price increase and partially offset by the impact of the removal of unprofitable machines and weaker consumer environment
- **Adjusted EBITDA margin** decreased to 20.0% (pre IFRS16 of 17.5% down -1.8pp) significantly impacted by historical inefficiencies on gross margin, partially mitigated through our strong cost discipline
- **Reported EBITDA** impacted by transformation actions in the quarter reached €24.1m one-offs (excl. €1m non-cash one-offs) as planned
- **FCF** improving due to cash generation action plan
- **Liquidity** maintained despite interest payments and rightsizing cash-outs continuing



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<sup>2</sup> Cash at Bank of €66.7m plus €88.8m available RCF

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

# SMD - NEW RECORD HIGH IN PRIVATE AND SEMI-PUBLIC

## Q4 2022 GROUP – SALES PER MACHINE PER DAY

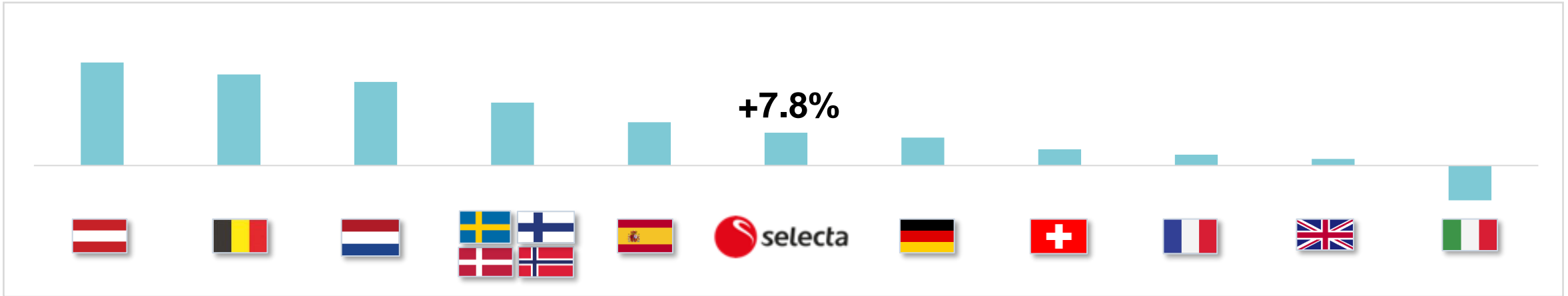


	Machines	Net Sales	SMD
Group	283k -13.1% vly	€240.8m +7.5% vly	€11.6 +25.0% vly
Private	205k -13.8% vly	€153.0m +10.0% vly	€11.9 +28.6% vly
Semi-Public	59k -14.4% vly	€43.7m +1.2% vly	€8.1 +18.2% vly
Public	19k -1.4% vly	€44.2m +5.7% vly	€24.8 +7.2% vly

- Continued removal of underperforming machines in all segments, c. 25k in the year
- Private sales (+10%) due to positive trading in all subsegments
- Public sales (+5.7%) reaching 146% of 2019 levels with machine park -5%
- SMD in Private (+28.6%) and Semi-Public (+18.2%) reaching new record high

# BROAD BASED SALES GROWTH

## Q4 2022 NET SALES BY COUNTRY VS LAST YEAR

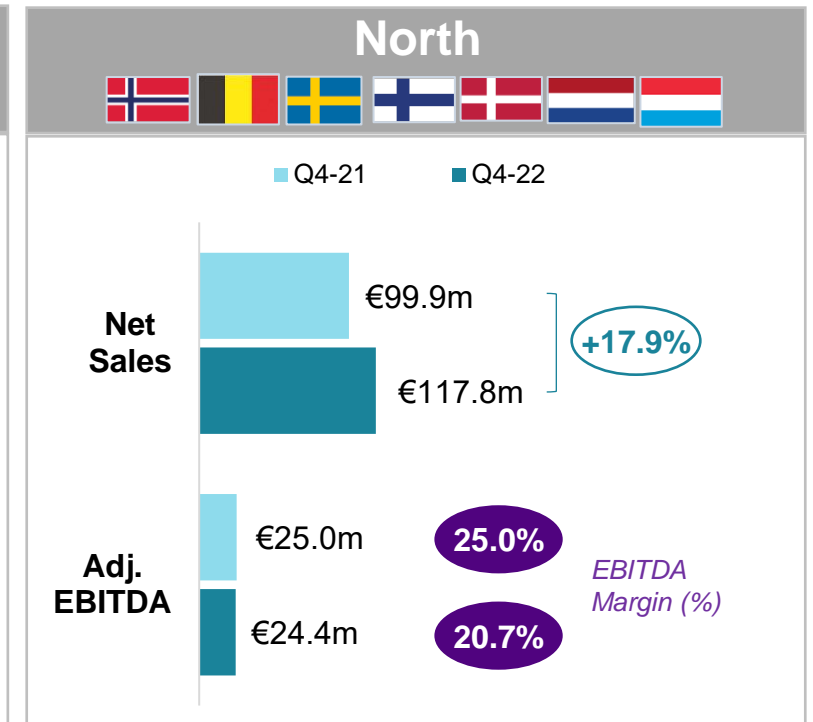
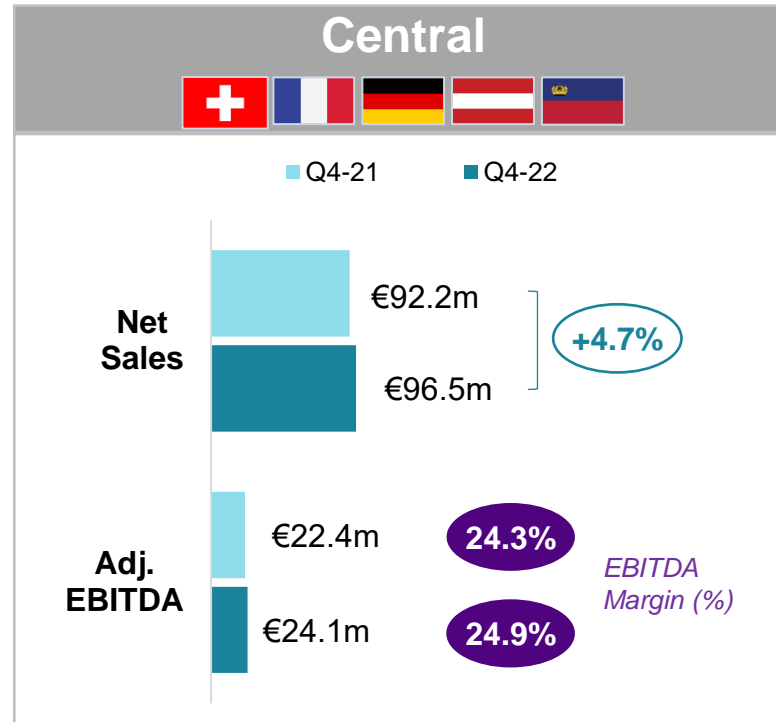
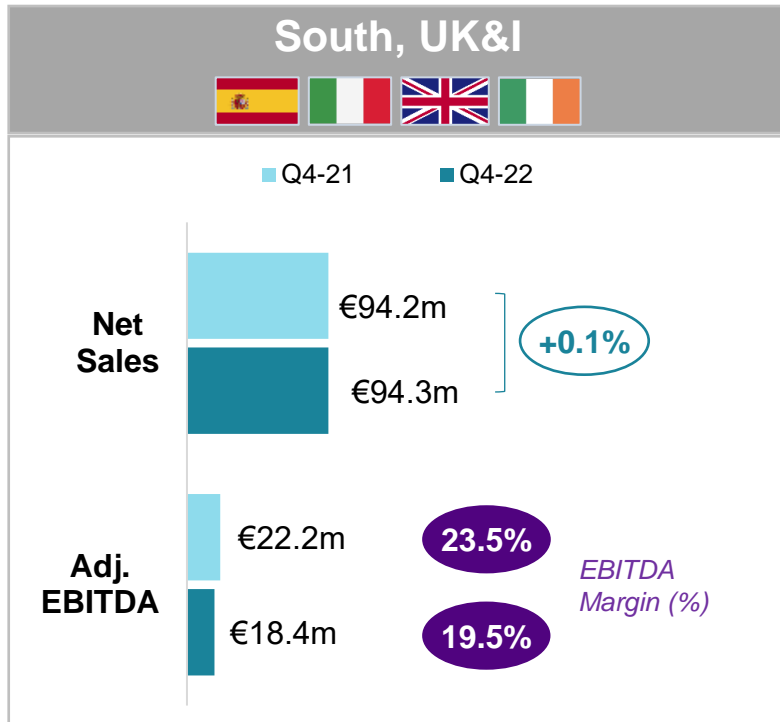


- Successful footprint expansion in Austria
- Broad based strong performance, growth supported by new gains and volume increases in the BeNe area
- Continued strong performance in Nordics impacted by headwind from FX
- UK hit by historical inefficiencies and FX headwind and removal of underperforming machines
- Net sales in Italy dropping due to clean up of footprint and volume loss deriving from service inefficiencies



# STRONG PERFORMANCE IN CENTRAL REGION

## Q4 2022 NET SALES AND ADJUSTED EBITDA BY REGION



# CONTINUED PRODUCTIVITY GAINS ACHIEVED

## Q4 2022 ADJUSTED EBITDA



€m	Q4-22	Q4-21	vly
<b>Revenue</b>	<b>350.3</b>	<b>326.9</b>	<b>+7.1%</b>
Vending fees	-41.7	-40.6	+2.6%
<b>Net Sales</b>	<b>308.6</b>	<b>286.3</b>	<b>+7.8%</b>
<b>Adjusted Gross Profit</b>	<b>176.3</b>	<b>175.0</b>	<b>+0.8%</b>
<i>% of sales</i>	57.1%	61.1%	-4.0pp
<b>Personnel Expenses</b>	<b>-81.4</b>	<b>-78.5</b>	<b>3.7%</b>
<i>% of sales</i>	-26.4%	-27.4%	-1.0pp
<b>Other Overheads<sup>1</sup></b>	<b>-41.1</b>	<b>-41.6</b>	<b>-1.2%</b>
<i>% of sales</i>	-13.3%	-14.5%	-1.2pp
<b>Total Costs<sup>1</sup></b>	<b>-122.5</b>	<b>-120.0</b>	<b>2.0%</b>
<i>% of sales</i>	-39.7%	-41.9%	-2.2pp
<b>Adjusted EBITDA excl. IFRS 16</b>	<b>53.9</b>	<b>54.9</b>	<b>-2.0%</b>
<i>% of sales</i>	17.5%	19.2%	-1.8pp
IFRS 16 impact	8.0	9.7	-17.6%
<b>Adjusted EBITDA</b>	<b>61.9</b>	<b>64.7</b>	<b>-4.4%</b>
<i>% of sales</i>	20.0%	22.6%	-2.5pp
One-offs	-25.1	-16.5	+51.8%
<b>Reported EBITDA</b>	<b>36.8</b>	<b>48.2</b>	<b>-23.6%</b>

### Gross profit

- Down -4.0pp vly impacted by historical inefficiencies in UK, margin impact at roastery, inflationary pressure and mix impact

### Costs ratio

Total costs ratio improvement of -2.2pp vly:

- **Personnel expenses ratio down -1.0pp** vly due to structural productivity gains. Also in the quarter, some furlough (€2.1m vs €2m last year) and some one-time impacts
- **Other Overheads costs ratio down -1.2pp** vly driven by strict cost management and inflation mitigation initiatives

### One-offs

- €25.1m charges related to transformation plan deepening actions

# WORKING CAPITAL IMPACTED BY INFLATION AND ONE OFFS

## Q4 2022 WORKING CAPITAL<sup>1</sup>

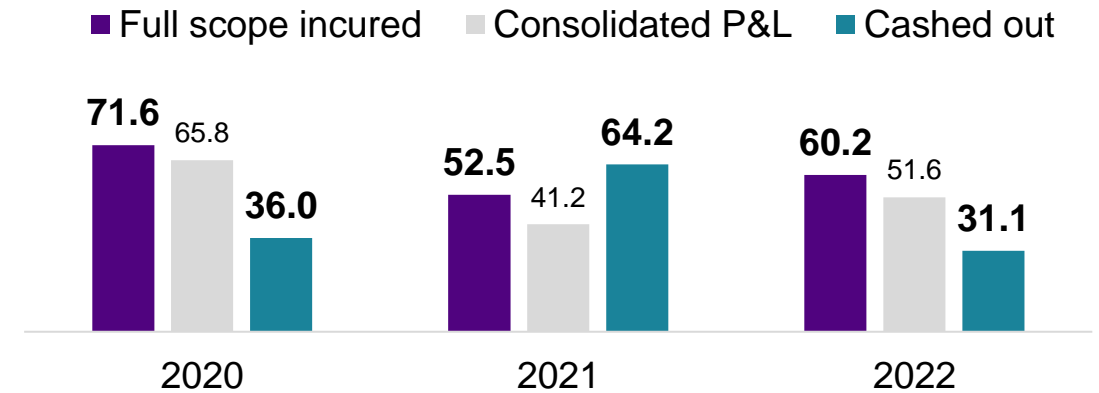


### Working capital<sup>1</sup>

€m	Dec-22	Vs Sep-22 (%)	Vs Dec-21 (%)
Trade receivables	114.9	+5.8%	+17.8%
Other receivables	100.1	+1.6%	+18.5%
Inventories	116.0	+4.2%	-0.2%
Trade payables	-196.6	+14.7%	+13.1%
Other payables	-191.4	-3.0%	-0.5%
Provisions and other employee benefit	-58.5	+29.1%	+4.9%
<b>Working Capital</b>	<b>-115.5</b>	<b>+20.8%</b>	<b>-6.6%</b>

- Evolution of the working capital driven by inflation and one-offs
- Cashed out one-offs in Q4-22 of €5.1m

### One-offs recap 2020-2022 (€m)



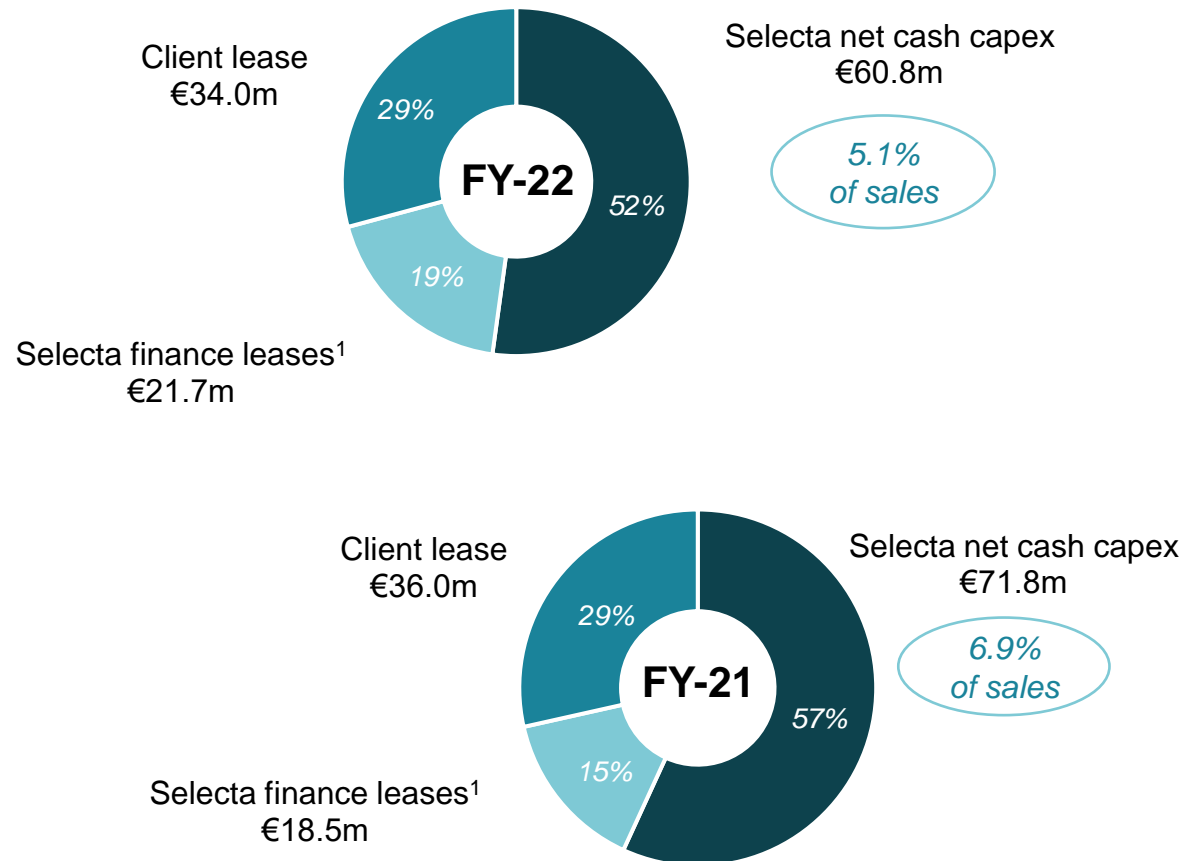
Since 2020 to 2022, due to Selecta's transformation actions one-offs have been booked and cashed out reaching:

- Total booked (full scope): **€184.3m<sup>2</sup>**
- Total cashed out: **€131.3m**

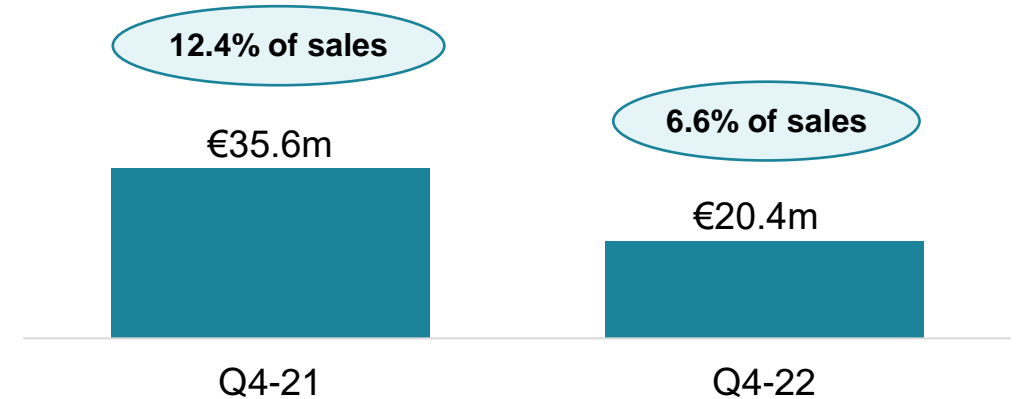
# CASH CAPEX OPTIMISED AT 5% OF SALES IN 2022

## FY AND Q4 2022 CAPEX

### Asset funding strategy



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



- **Q4-22 cash capex of €20.4m, represented 6.6% 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 Q4-22 sum up to c.€7m of capex deployed (i.e. no cash impact for Selecta)



# RESILIENT LIQUIDITY

## 2022 LEVERAGE AND CASH LIQUIDITY EVOLUTION<sup>1,2</sup>



€m	Dec-22	Sep-22	Jun-22	Mar-22	Dec-21
<b>Cash &amp; cash equivalents</b>	<b>73.1</b>	<b>81.9</b>	<b>68.4</b>	<b>52.9</b>	<b>60.0</b>
Revolving credit facility	59.7	85.0	69.2	60.9	41.6
Senior notes	1,023.0	1,034.5	1,003.6	1,002.8	973.5
Lease liabilities	25.4	32.2	34.5	32.7	35.3
Other finance debt	65.9	41.9	61.3	41.3	61.6
<b>Gross senior debt</b>	<b>1,174.1</b>	<b>1,193.6</b>	<b>1,168.6</b>	<b>1,137.7</b>	<b>1,112.0</b>
<b>Net senior debt</b>	<b>1,101.0</b>	<b>1,111.7</b>	<b>1,100.2</b>	<b>1,084.8</b>	<b>1,052.0</b>
<b>Adjusted EBITDA<sup>1</sup> last twelve months</b>	<b>182.1</b>	<b>183.2</b>	<b>177.5</b>	<b>171.2</b>	<b>155.7</b>
<b>Leverage ratio</b>	<b>6.0</b>	<b>6.1</b>	<b>6.2</b>	<b>6.3</b>	<b>6.8</b>

<b>Reported EBITDA last twelve months</b>	<b>130.4</b>	<b>140.1</b>	<b>142.6</b>	<b>132.9</b>	<b>114.5</b>
<b>Leverage ratio</b>	<b>8.4</b>	<b>7.9</b>	<b>7.7</b>	<b>8.2</b>	<b>9.2</b>

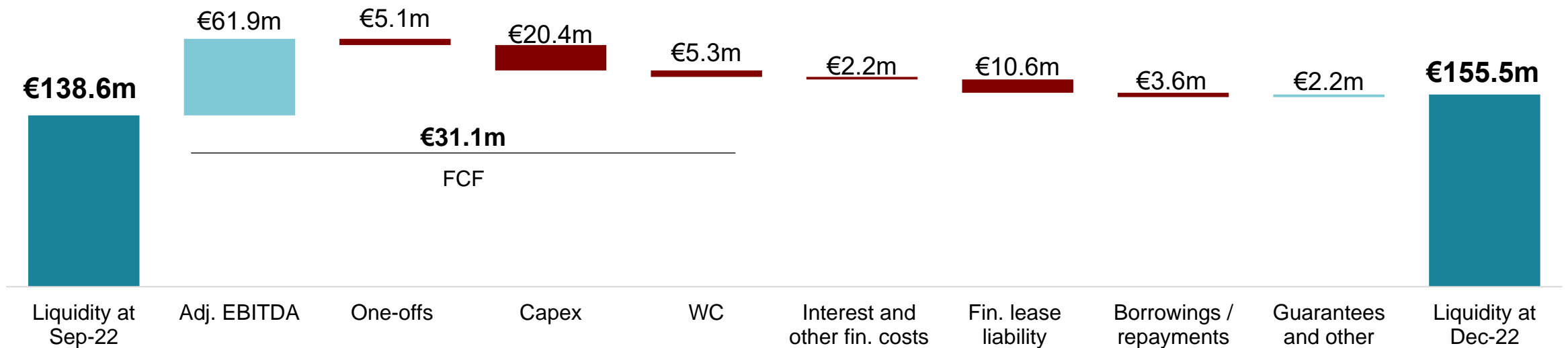
- **Group available liquidity of €155.5m** as per Dec-22 is defined as Cash at bank of €73.1m plus available Revolving Credit Facility (RCF) of €88.8m
  - **Cash at Bank of €66.7m** and cash in points of sale of €6.4m resulting in €73.1m cash and cash equivalents
  - **Available RCF of €88.8m** out of €150m total committed facility (€59.7m drawn RCF and €1.5m used for bank guarantees)
- First lien and second lien notes of €1,023.0m equivalent

# STRONG LIQUIDITY MAINTAINED



Liquidity maintained driven by strong FCF generation of €31.1m, despite cashing rightsizing related one-offs of €5.1m

**Liquidity bridge Q4-22**  
(incl. IFRS 16)



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# CONCLUSION

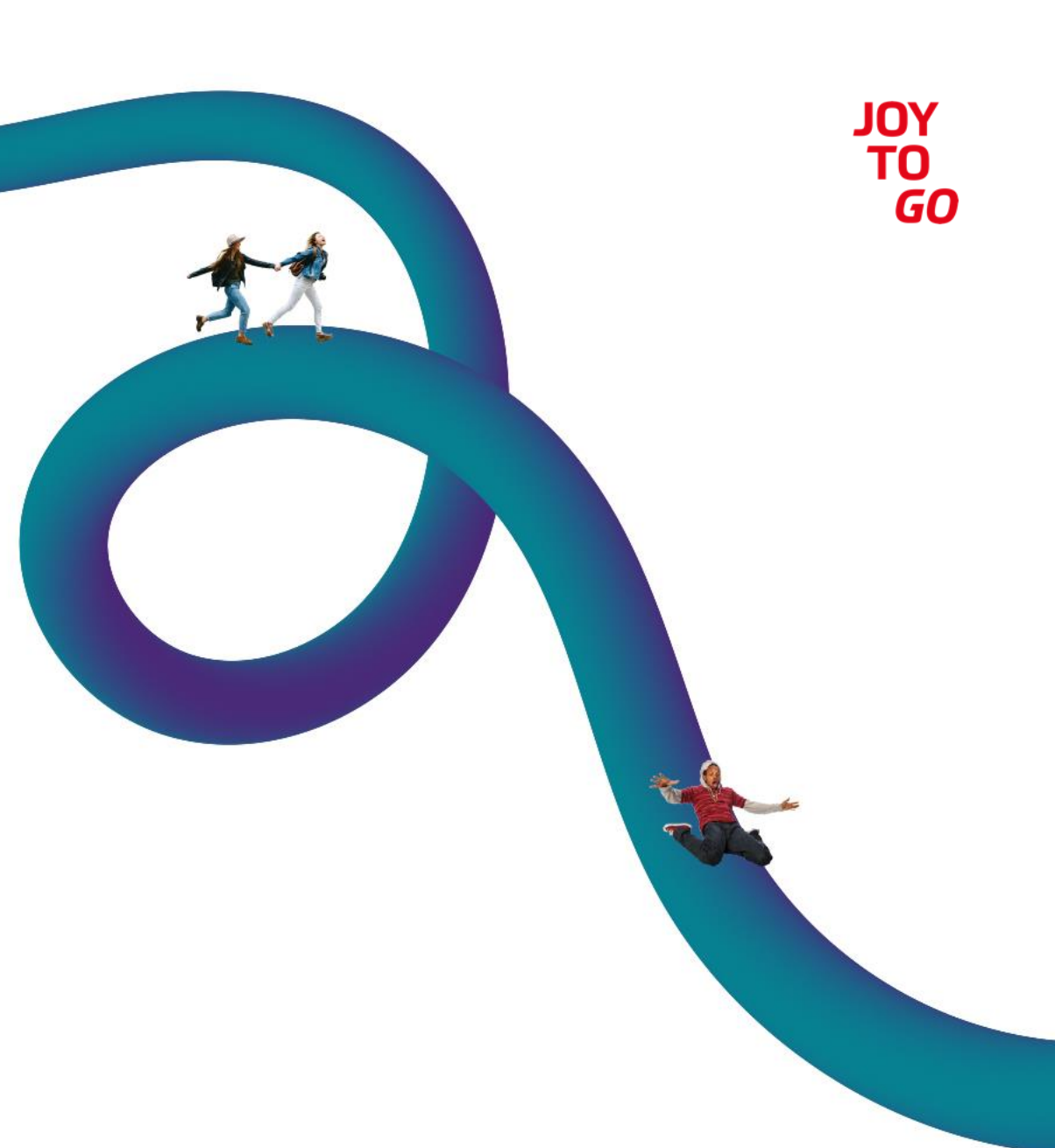
Joe Plumeri, Executive Chairman  
Christian Schmitz, Chief Executive Officer



## 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



# Q4 2022 P&L SUMMARY AND CASH FLOW STATEMENT



## Q4 P&L summary

€m	Q4-22	Q4-21	Var.
<b>Revenue</b>	<b>350.3</b>	<b>326.9</b>	<b>+7.1%</b>
Vending fees	-41.7	-40.6	-2.6%
<b>Net Sales</b>	<b>308.6</b>	<b>286.3</b>	<b>+7.8%</b>
Cost of good sold	-132.3	-111.3	-18.9%
<b>Adjusted Gross Profit</b>	<b>176.3</b>	<b>175.0</b>	<b>+0.8%</b>
Adjusted employee costs	-81.4	-78.5	-3.7%
Adjusted other operating expenses <sup>1</sup>	-41.1	-41.6	+1.2%
<b>Adjusted EBITDA excl. IFRS 16</b>	<b>53.9</b>	<b>55.0</b>	<b>-2.0%</b>
IFRS 16	8.0	9.7	-17.6%
<b>Adjusted EBITDA</b>	<b>61.9</b>	<b>64.7</b>	<b>-4.4%</b>
One-off adjustments <sup>2</sup>	-25.1	-16.5	-51.8%
<b>Reported EBITDA</b>	<b>36.8</b>	<b>48.2</b>	<b>-23.6%</b>
Depreciation	-35.2	-37.3	+5.7%
<b>EBITA</b>	<b>1.6</b>	<b>10.9</b>	<b>-85.0%</b>
Amortisation and impairments	-8.8	-17.2	+48.8%
<b>EBIT</b>	<b>-7.2</b>	<b>-6.4</b>	<b>-12.9%</b>

Gross profit % of net sales	57.1%	61.1%	-4.0pp
<b>Adj. EBITDA % (incl. IFRS 16) of net sales</b>	<b>20.0%</b>	<b>22.6%</b>	<b>-2.5pp</b>
Rep. EBITDA % of net sales	11.9%	16.8%	-4.9pp
EBIT % of net sales	-2.3%	-2.2%	-0.1pp

## Q4 Cash flow statement

€m	Q4-22	Q4-21
<b>Reported EBITDA</b>	<b>36.8</b>	<b>48.2</b>
(Profit) / loss on disposals	-2.0	-0.4
Changes in working capital, provisions & others	19.8	-24.4
Non-cash transactions	-3.2	3.0
<b>Net cash used in operating activities</b>	<b>51.5</b>	<b>26.3</b>
Purchases of tangible and intangible assets	-25.5	-34.9
Proceeds from sale of subsidiaries and other proceeds	5.2	-0.4
<b>Net cash used in investing activities</b>	<b>-20.4</b>	<b>-35.3</b>
<b>Free cash flow</b>	<b>31.1</b>	<b>-9.0</b>
Proceeds / repayments of loans and borrowings	-25.8	-4.9
Interest received and other proceeds paid	-2.2	-3.1
Capital element of finance lease liability	-10.6	-8.0
<b>Net cash (used in) / generated from financing activities</b>	<b>-38.6</b>	<b>-16.0</b>
<b>Total net cash flow</b>	<b>-7.5</b>	<b>-25.0</b>



<sup>1</sup> Excludes IFRS 16

<sup>2</sup> Total Q4-22 one off costs of €28.8m of which €25.1m are in the consolidated P&L and €3.8m have been re charged (non-cash) to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

# FY-22 2022 P&L SUMMARY AND CASH FLOW STATEMENT



## FY P&L summary

€m	FY-22	FY-21	Var.
<b>Revenue</b>	<b>1,351.0</b>	<b>1,184.4</b>	<b>+14.1%</b>
Vending fees	-170.4	-144.7	-17.8%
<b>Net Sales</b>	<b>1,180.5</b>	<b>1,039.7</b>	<b>+13.5%</b>
Cost of good sold	-479.0	-396.1	-20.9%
<b>Adjusted Gross Profit</b>	<b>701.5</b>	<b>643.6</b>	<b>+9.0%</b>
Adjusted employee costs	-343.1	-319.0	-7.6%
Adjusted other operating expenses <sup>1</sup>	-176.3	-168.9	-4.4%
<b>Adjusted EBITDA excl. IFRS 16</b>	<b>182.1</b>	<b>155.7</b>	<b>+17.0%</b>
IFRS 16	34.6	43.6	-20.7%
<b>Adjusted EBITDA</b>	<b>216.7</b>	<b>199.3</b>	<b>+8.7%</b>
One-off adjustments <sup>2</sup>	-51.6	-41.2	-25.3%
<b>Reported EBITDA</b>	<b>165.0</b>	<b>158.1</b>	<b>+4.4%</b>
Depreciation	-134.4	-147.5	+8.9%
<b>EBITA</b>	<b>30.6</b>	<b>10.6</b>	<b>+188.7%</b>
Amortisation and impairments	-52.3	-61.2	+14.6%
<b>EBIT</b>	<b>-21.7</b>	<b>-50.6</b>	<b>+57.1%</b>

Gross profit % of net sales	59.4%	61.9%	-2.5pp
<b>Adj. EBITDA % (incl. IFRS 16) of net sales</b>	<b>18.4%</b>	<b>19.2%</b>	<b>-0.8pp</b>
Rep. EBITDA % of net sales	14.0%	15.2%	-1.2pp
EBIT % of net sales	-1.8%	-4.9%	-3.0pp

## FY Cash flow statement

€m	FY-22	FY-21
<b>Reported EBITDA</b>	<b>165.0</b>	<b>158.1</b>
(Profit) / loss on disposals	-6.9	-5.2
Changes in working capital, provisions & others	-13.8	-66.7
Non-cash transactions	2.7	1.3
<b>Net cash used in operating activities</b>	<b>147.1</b>	<b>87.5</b>
Purchases of tangible and intangible assets	-74.7	-83.2
Proceeds from sale of subsidiaries and other proceeds	13.9	11.4
<b>Net cash used in investing activities</b>	<b>-60.8</b>	<b>-71.8</b>
<b>Free cash flow</b>	<b>86.4</b>	<b>15.7</b>
Proceeds / repayments of loans and borrowings	10.8	8.0
Interest received and other proceeds paid	-36.8	-29.6
Capital element of finance lease liability	-45.9	-60.9
<b>Net cash (used in) / generated from financing activities</b>	<b>-71.9</b>	<b>-82.7</b>
<b>Total net cash flow</b>	<b>14.5</b>	<b>-67.1</b>



<sup>1</sup> Excludes IFRS 16

<sup>2</sup> Total FY-22 one off costs of €60.2m of which €51.6m are in the consolidated P&L and €8.6m have been re charged (non-cash) to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

# ADDITIONAL DEBT DETAIL



€m	Dec-22			Dec-21		
	Pre IFRS 16	IFRS 16	Post IFRS 16	Pre IFRS 16	IFRS 16	Post IFRS 16
<b>Cash &amp; cash equivalents</b>	<b>73.1</b>	<b>-</b>	<b>73.1</b>	<b>60.0</b>	<b>-</b>	<b>60.0</b>
Revolving credit facility	59.7	-	59.7	41.6	-	41.6
Senior notes	1,023.0	-	1,023.0	973.5	-	973.5
Lease liabilities <sup>1</sup>	25.4	145.3	170.6	35.3	158.4	193.7
Other finance debt	65.9	-	65.9	61.6	6.5	68.1
Factoring facilities	7.9	-	7.9	8.5	-	8.5
Accrued interest	43.7	-	43.7	41.5	-	41.5
Other finance debt	14.3	-	14.3	11.6	6.5	18.1
<b>Gross senior debt</b>	<b>1,174.0</b>	<b>145.3</b>	<b>1,319.3</b>	<b>1,112.0</b>	<b>164.9</b>	<b>1,276.9</b>
Net senior debt	1,100.9	145.3	1,246.2	1,052.0	164.9	1,216.9
Adjusted EBITDA last twelve months	182.1	34.6	216.7	155.7	43.6	199.3
<b>Leverage ratio</b>	<b>6.0</b>	<b>-</b>	<b>5.8</b>	<b>6.8</b>	<b>-</b>	<b>6.1</b>

 <sup>1</sup> Lease liabilities breakdown: Dec-22 €145.3m operating lease liabilities and €25.4m other lease liabilities; Dec-21 €158.4m operating lease liabilities; €35.3m other lease liabilities



# Q4 2022 OTHER OVERHEADS COSTS<sup>1</sup>

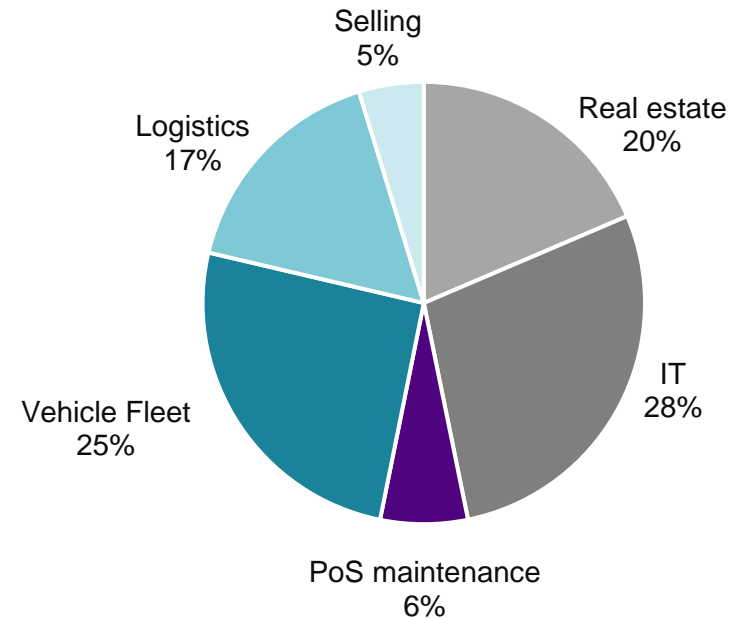


€m	Q4-22	Q4-21	vly
Other Overheads <sup>1</sup>	-41.1	-41.6	-1.2%
% sales	-13.3%	-14.5%	-1.2pp

**Q4-22 Other Overheads costs ratio down -1.2pp** with a strong increase sales growth +7.8%, shows continued flex in our cost base

- 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

## Q4-22 Other overheads breakdown



# Q4 2022 REVENUE AND REVENUE PER MACHINE PER DAY BY CHANNEL



## Q4 2022 Revenue and RMD by channel

Revenue			RMD		
€m	Q4-22	Q4-21	€	Q4-22	Q4-21
Private	153.0	139.1	Private	11.9	9.2
Semi-public	50.9	51.9	Semi-public	9.4	8.3
Public	78.6	73.6	Public	44.1	40.7
<b>Group</b>	<b>282.5</b>	<b>264.6</b>	<b>Group</b>	<b>13.1</b>	<b>10.6</b>

# Q4 2022 ADJUSTED EBITDA BY REGION



## Q4 2022 Adjusted EBITDA by region

€m	Q4-22	Q4-21
South, UK and Ireland	18.4	22.2
Central	24.1	22.4
North	24.4	25.0
Corporate	-5.0	-4.9
<b>Group</b>	<b>61.9</b>	<b>64.7</b>

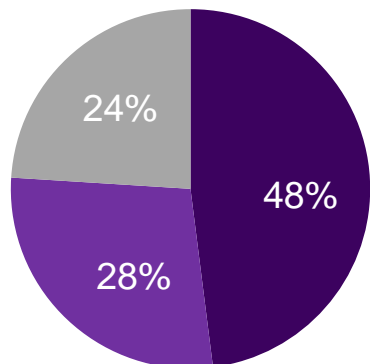
# OUR SOLUTIONS AND WHERE ARE THEY



## 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

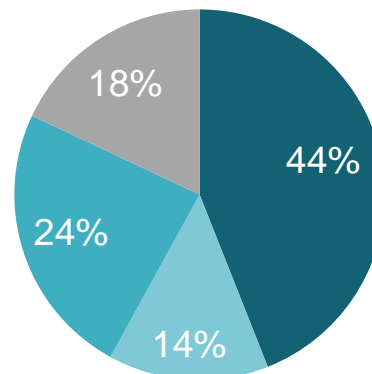
FY-22 revenue (%)



## 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

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## 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

# JOY TO GO

