

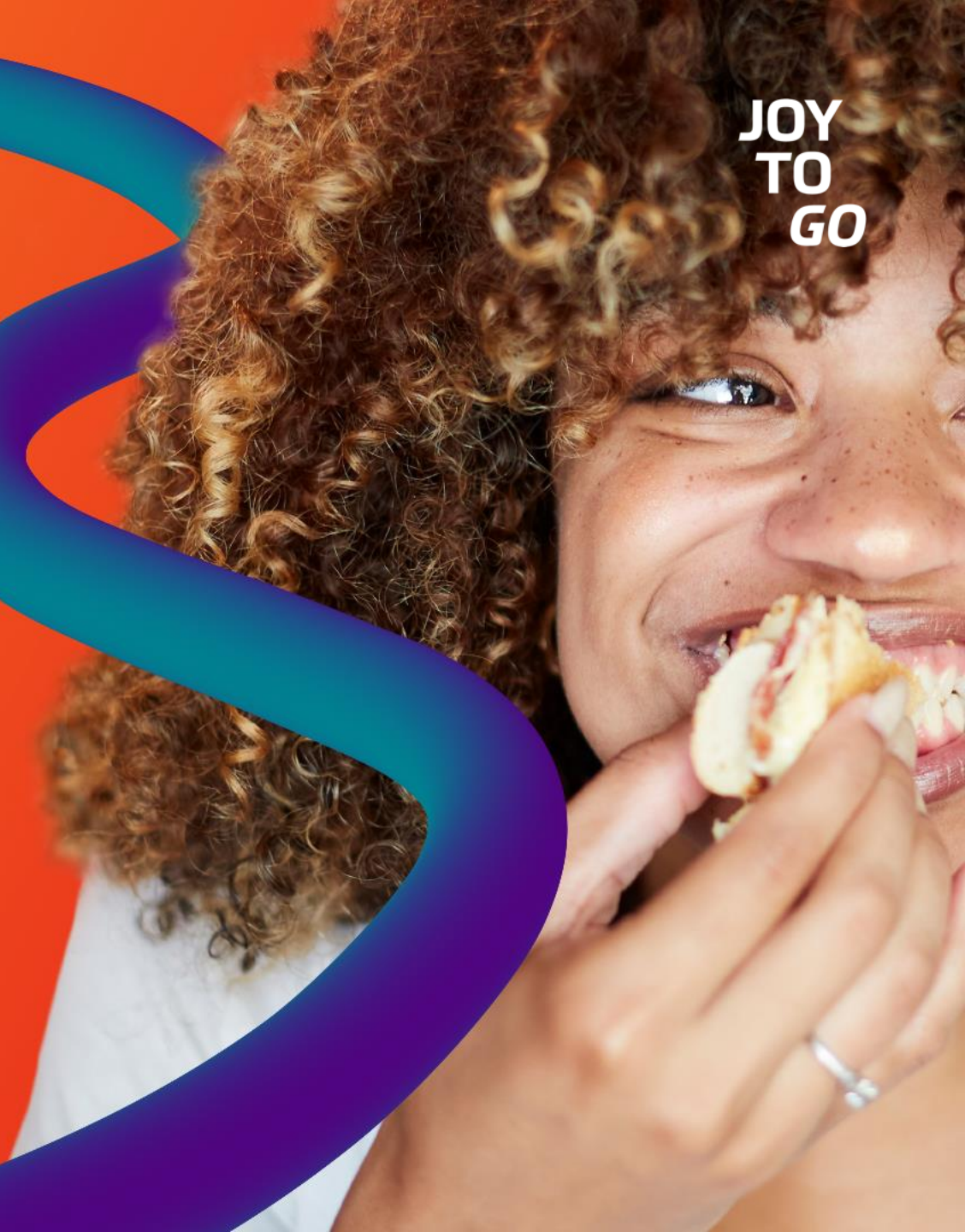


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Q3 2022 RESULTS

NOTEHOLDER PRESENTATION

2 November 2022



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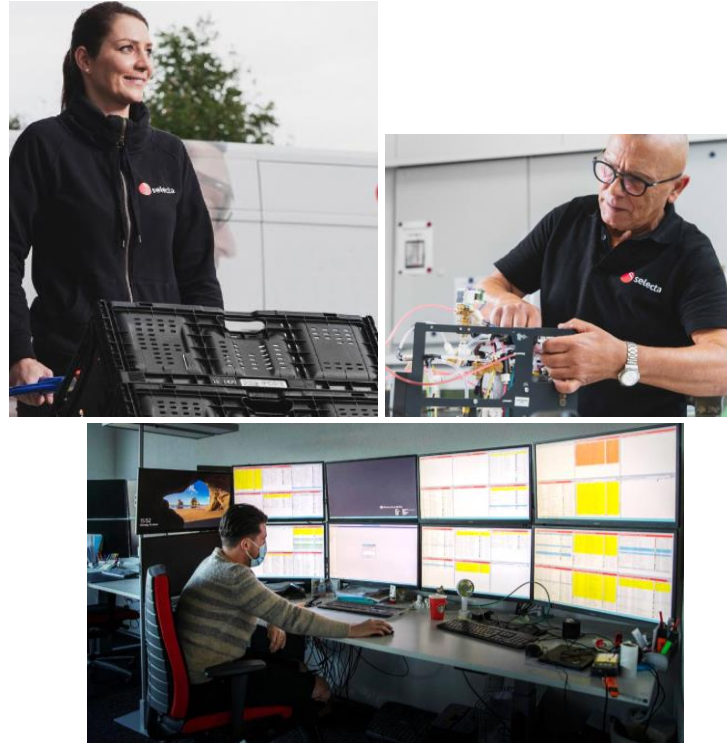
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SELECTA IS THE FOODTECH LEADER

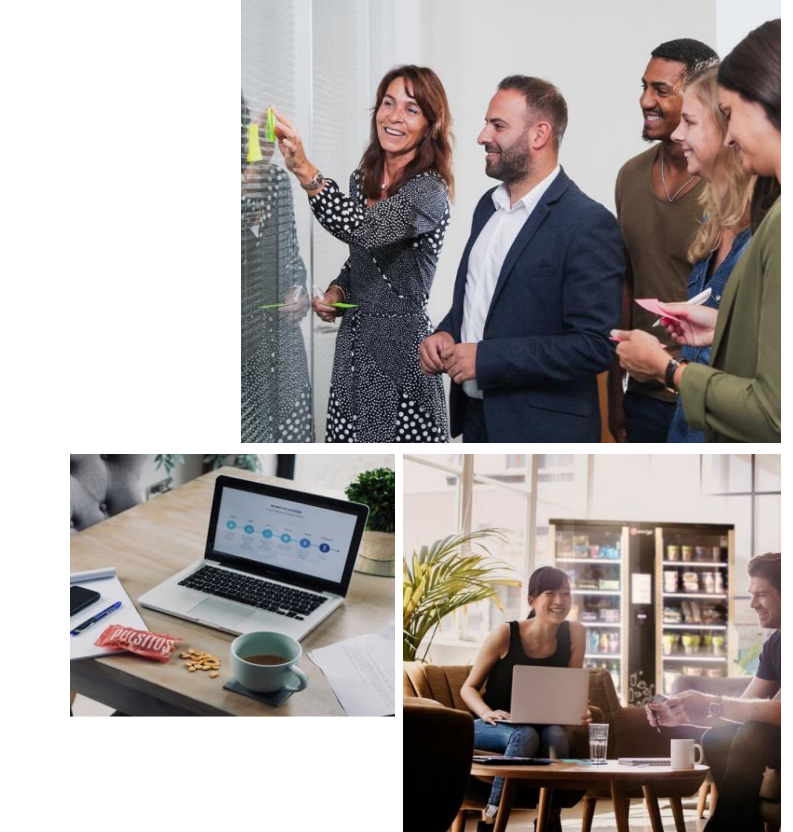
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24x7 accessibility of food through tech



World-class service through tech

Superior efficiency through tech



ONE SELECTA

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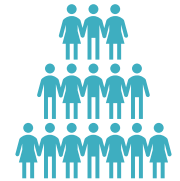
HQ in **Switzerland**

Foodtech leader with a **GLOCAL** model
(global resources, delivered locally)
across **16 countries** in Europe



Focused on **organic & accretive growth**

Best-in-class client service
through **7,000** passionate Selecta
owner-associates & associates



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



Innovative concept leader & technology driven



410,000 machines generating
revenue of **€1.2 billion**



Leading distributor

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

Sustainability is
at our core



SPEAKERS



CHRISTIAN SCHMITZ
Chief Executive Officer



NICOLE CHARRIERE
Interim Chief Financial Officer

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AGENDA

1. Business update & 9M financial highlights
2. Q3 Financial results
3. Conclusion

01

BUSINESS UPDATE & 9M FINANCIAL HIGHLIGHTS

Christian Schmitz, Chief Executive Officer



BUSINESS UPDATE



- We are the Foodtech market leader in Europe
- We are driving organic growth by responding to our client needs
- We are integrating modern technology in our solutions & operations (telemetry, CRM)
- We are embedding our GLOCAL business model to best serve our clients
- We remain cost focused whilst capturing structural productivity gains
- We keep sustainability at our core, among others, proud of our Pelican Rouge brand accomplishments

EBITDA MARGIN PROTECTION WHILST FACING HEADWINDS

9M 2022 FINANCIAL SUMMARY¹



Net sales growth

+15.7%

Sales of €871.9m

Adjusted EBITDA¹

€154.8m

+15.0% vs last year

Reported EBITDA

€128.2m

+16.7% vs last year

Adj. EBITDA¹ margin

17.8%

-0.1pp vs last year

Free cash flow

€55.3m

Liquidity headroom²

€138.6m

- Continued **sales growth** driven by mobility and office presence
- **Adj. Gross margin³** (60.2%) impacted by change in mix, inflation and selling price increase timing
- Strong offset through cost management and structural productivity gains lead to protect **Adjusted EBITDA margin** (pre IFRS16 of 14.7% up +1.3pp)
- **LTM Adjusted EBITDA** increased to €219.5m
- **Reported EBITDA** increasing as a result of higher Adj. EBITDA although transformation actions still taken place in the year lead to €26.6m one-offs
- Protecting **FCF and liquidity** remains a priority

¹ 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)

² Cash at Bank of €75.0m plus €63.5m available RCF

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

WE CONTINUE TO GROW OUR BUSINESS



- **Net sales +15.7% vly** growth year to date, mainly driven by:
 - Continued momentum of business wins
 - Price increase (YTD 7%)
- **We are aware of the risks at the horizon** (energy crisis and recession), as a result we are acting proactively to protect our business

OUR PRICING POWER ALLOWS US TO PROTECT OUR MARGINS

1 Cost of good sold

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

2 Energy and fuel

c.€6m risk for FY-22

3 Wages

PEX impact 2023

Price increase execution

- 1st round Jan-22
- 2nd round Jul-22

c. 6%



H1-22

c. 7%



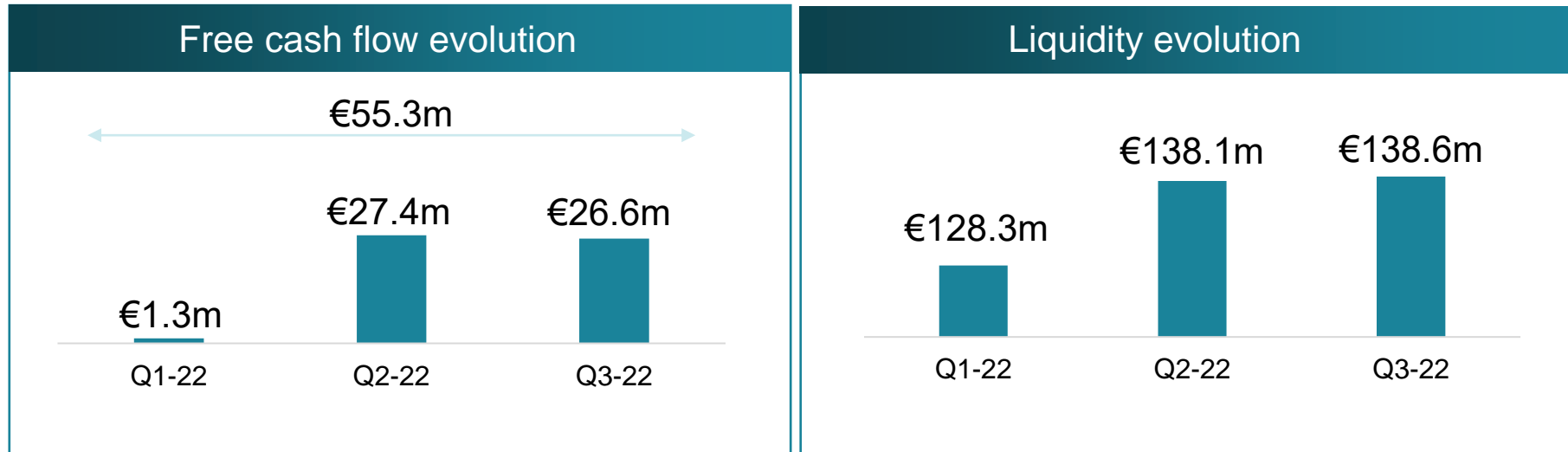
9M-22

Other mitigation actions

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

We will continue to increase prices to offset inflation in 2023

LIQUIDITY REMAINS A PRIORITY



We expect to incur and cash out **one-offs in 2022** mainly due to transformation actions deepening in **France, Italy and Spain**



03

Q3 FINANCIAL RESULTS

Nicole Charriere, Interim Chief Financial
Officer



SIGNIFICANT GROWTH IN PUBLIC AND POSITIVE TREND IN PRIVATE

Q3 2022 FINANCIAL SUMMARY

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Net sales growth

+13.9%

Sales of €297.0m

Adjusted EBITDA¹

€56.5m

+7.7% vs last year

Reported EBITDA

€40.3m

-9.0% vs last year

Adj. EBITDA¹ margin

19.0%

-1.1pp vs last year

Free cash flow

€26.6m

Liquidity headroom²

€138.6m

- **Sales growth** driven by strong public performance and positive trend in private, reaching 87% of 2019 levels
- Strong offset through cost management and structural productivity gains lead to protect **Adjusted EBITDA margin** (pre IFRS16 of 16.2% down -0.1pp)
- Considering transformation is still taking place **Reported EBITDA** has been impacted by €10.3m one-offs (excl. €6m non-cash one-offs)
- **Free cash flow** improving due to cash generation action plan
- **Liquidity** maintained despite interest payments and rightsizing cash-outs continuing

STRONG SMD PROVES RESILIENCY OF OUR BUSINESS

Q3 GROUP – SALES BY SEGMENT



	Machines	Net Sales	SMD
Group	292k -13.7% vly	€236.8m +12.3% vly	€10.8 +30.7% vly
Private	216k -12.7% vly	€147.6m +13.0% vly	€10.5 +30.1% vly
Semi-Public	57k -20.3% vly	€36.6m +6.3% vly	€7.0 +33.3% vly
Public	19k -2.7% vly	€52.6m +14.6% vly	€29.7 +17.8% vly

- **Machines (-13.7%)**

Consistent approach to reduce unprofitable machines specially in Private (-12.7%) and Semi-Public (-20.3%), leading to c.20k machines removed YTD

- **Sales (+12.3%)**

Private (+13.0%): driven by Services & Administration and Manufacturing & Logistics trading positively, segment reaching 86% of 2019 levels in September

Semi-Public (+6.3%): strong recovery happening last year, although Retail and Horeca further improving

Public (+14.6%): driven by double digit growth in all sectors with outstanding recovery in airports, leading to overachieve 2019 levels (103%)

- **SMD (+30.7%)**

Private (+30.1%): continued growth positive trend due to restrictions ending and increased office presence

Semi-Public (+33.3%): positively trading while reducing machine park

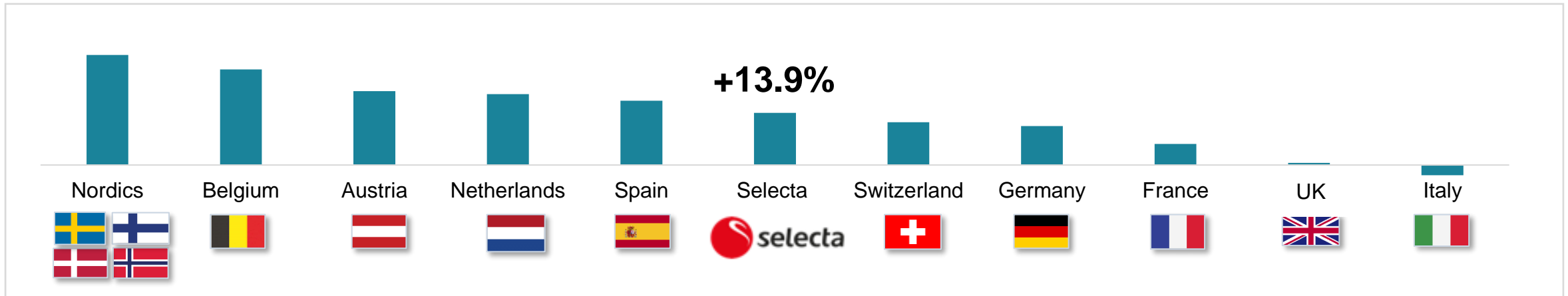
Public (+17.8%): new record-high of €29.8 supported by organic growth



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.

CONTINUED GROWTH POSITIVE TREND

Q3 2022 NET SALES BY COUNTRY VS LAST YEAR



- Strong performance across the Nordics mainly driven by Private



- Strong performance of Public segment, mainly driven by Airports sector



- Performance driven by organic growth in Public segment and private recovering



- Significant removal of unprofitable machines



- Performance supported by tailwind from FX

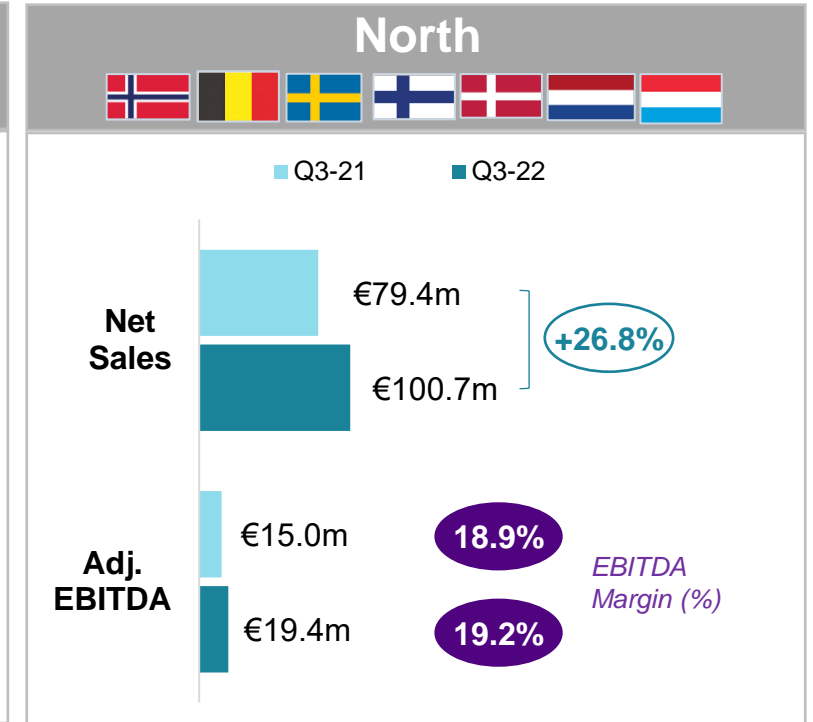
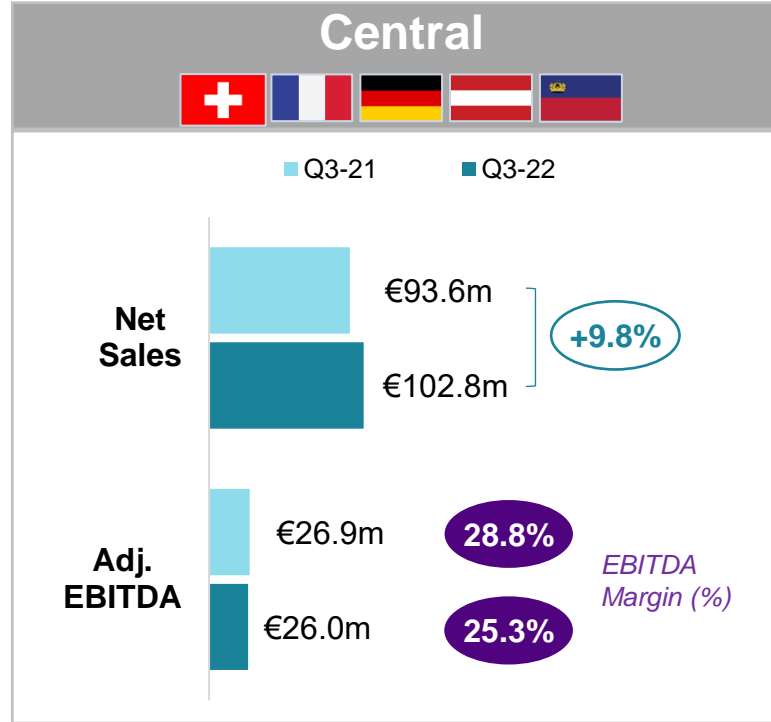
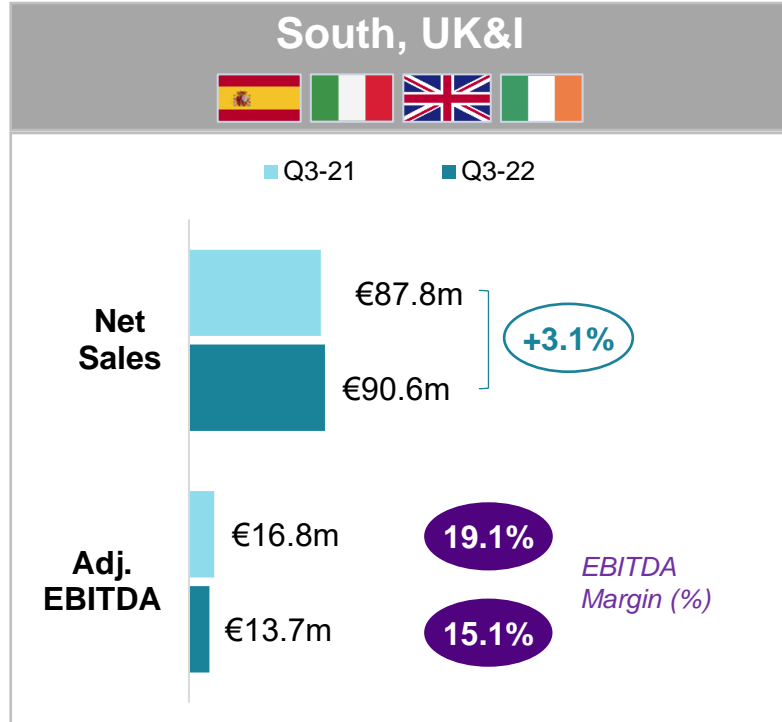


- Low net gains together with volume loss deriving from service inefficiencies

GROWTH ACROSS ALL OUR REGIONS

Q3 2022 NET SALES AND ADJUSTED EBITDA BY REGION

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- **Sales** increased by +3.1% driven by strong performance of Spain whilst weaker performance of UK and Italy

- **Sales** increased by +9.8% driven by all countries of which Austria and Germany have been the strongest performers as France continues to improve

- **Sales** increased by +26.8% driven by a strong growth in all countries of which Roaster and Sweden have been the strongest performers

CONTINUED TIGHT COST MANAGEMENT WHILST STRUCTURAL PRODUCTIVITY GAINS

Q3 2022 ADJUSTED EBITDA



€m	Q3-22	Q3-21	vly
Revenue	347.8	306.0	+13.7%
Vending fees	-50.8	-45.2	+12.3%
Net Sales	297.0	260.8	+13.9%
Adjusted Gross Profit	177.4	162.7	+9.0%
<i>% of sales</i>	59.7%	62.4%	-2.7pp
Personnel Expenses	-85.4	-79.6	+7.3%
<i>% of sales</i>	-28.8%	-30.5%	-1.8pp
Other Overheads¹	-43.9	-40.6	+8.1%
<i>% of sales</i>	-14.8%	-15.6%	-0.8pp
Total Costs¹	-129.3	-120.2	+7.6%
<i>% of sales</i>	-43.5%	-46.1%	-2.6pp
Adjusted EBITDA excl. IFRS 16	48.1	42.5	+13.2%
<i>% of sales</i>	16.2%	16.3%	-0.1pp
IFRS 16 impact	8.4	9.9	-15.6%
Adjusted EBITDA	56.5	52.5	+7.7%
<i>% of sales</i>	19.0%	20.1%	-1.1pp
One-offs	-16.3	-8.2	+98.3%
Reported EBITDA	40.3	44.3	-9.0%

Gross profit

- Down -2.7pp vly impacted by change in mix, inflation and timing of selling price increase

Costs ratio

- Total costs ratio reduced by -2.6pp vly:
 - **Personnel expenses ratio down -1.8pp** vly due to structural productivity gains and despite limited furlough in the quarter (€0.3m vs €3m last year)
 - **Other Overheads costs ratio down -0.8pp** vly driven by zero-based budgeting and inflation mitigation initiatives

One-offs

- €16.3m charges related to transformation plan deepening actions

DISCIPLINE IN WORKING CAPITAL MANAGEMENT AND CAPEX

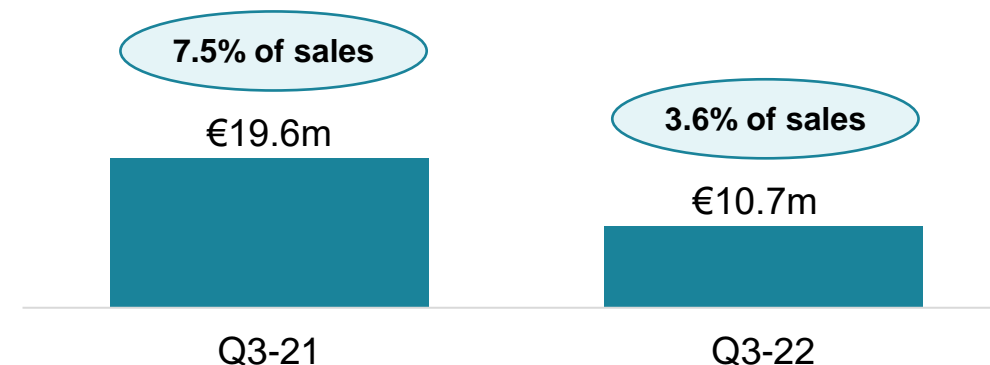
Q3 2022 WORKING CAPITAL AND CAPEX

Working capital¹

€m	Sep-22	Vs Jun-22 (%)	Vs Dec-21 (%)
Trade receivables	108.6	+3.4%	+11.4%
Other receivables	98.4	+1.4%	+16.6%
Inventories	111.4	-2.7%	-4.2%
Trade payables	-171.3	+0.2%	-1.4%
Other payables	-197.4	+0.3%	+2.6%
Provisions and other employee benefit	-45.3	-4.4%	-18.7%
Working Capital	-95.6	-3.0%	-22.7%

- Steady evolution of the working capital driven by account receivables due to higher activity and inventory optimization
- Cashed out one-offs in Q3-22 of €3.7m

Net cash capex²



- **Q3-22 cash capex of €10.7m, represented 3.6% 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 Q3-22 sum up to c.€8.5m of capex deployed (no cash impact)

STRONG LIQUIDITY MAINTAINED

Q3 2022 LEVERAGE AND CASH LIQUIDITY EVOLUTION^{1,2}



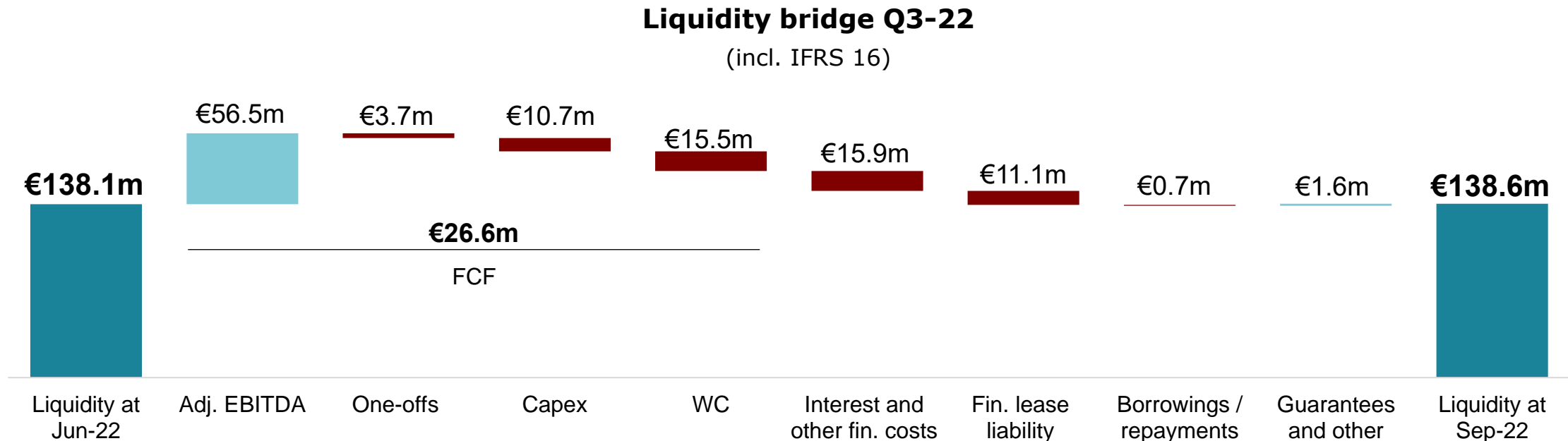
€m	Sep-22	Jun-22	Mar-22	Dec-21
Cash & cash equivalents	81.9	68.4	52.9	60.0
Revolving credit facility	85.0	69.2	60.9	41.6
Senior notes	1,034.5	1,003.6	1,002.8	973.5
Lease liabilities	32.2	34.5	32.7	35.3
Other finance debt	41.9	61.3	41.3	61.6
Gross senior debt	1,193.6	1,168.6	1,137.7	1,112.0
Net senior debt	1,111.7	1,100.2	1,084.8	1,052.0
Adjusted EBITDA¹ last twelve months	183.2	177.5	171.2	155.7
Leverage ratio	6.1	6.2	6.3	6.8
Reported EBITDA last twelve months	140.1	142.6	132.9	114.5
Leverage ratio	7.9	7.7	8.2	9.2

- **Group available liquidity of €138.6m** as per Sep-22 is defined as Cash at bank of €74.9m plus available Revolving Credit Facility (RCF) of €63.5m
 - **Cash at Bank of €75.0m** and cash in points of sale of €6.9m resulting in €81.9m cash and cash equivalents
 - **Available RCF of €63.5m** out of €150m total committed facility (€85.0m drawn RCF and €1.5m used for bank guarantees)
- First lien and second lien notes of €1,034.5m equivalent

EXECUTION PLAN IN PLACE TOWARDS CASH GENERATION



Liquidity maintained driven by strong FCF generation of €26.6m, despite interest payments of €12.7m and cashing rightsizing related one-offs of €3.7m



04 CONCLUSION

Christian Schmitz, Chief Executive Officer



CONCLUSION

- We are focused on profitable growth and free cash flow conversion in 2022 to maintain a resilient liquidity position
- We are taking additional rightsizing action, beyond what we originally planned
- We are prepared to address the needs of the new market landscape in an inflationary environment
- Confidence in achieving our strategic plan in 2022 and beyond

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APPENDICES



Q3 2022 P&L SUMMARY AND CASH FLOW STATEMENT¹

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Q3 P&L summary

€m	Q3-22	Q3-21	Var.
Revenue	347.8	306.0	+13.7%
Vending fees	-50.8	-45.2	-12.3%
Net Sales	297.0	260.8	+13.9%
Cost of good sold	-119.6	-98.1	-21.9%
Adjusted Gross Profit	177.4	162.7	+9.0%
Adjusted employee costs	-85.4	-79.6	-7.3%
Adjusted other operating expenses ¹	-43.9	-40.6	-8.1%
Adjusted EBITDA excl. IFRS 16	48.1	42.5	+13.2%
IFRS 16	8.4	9.9	-15.6%
Adjusted EBITDA	56.5	52.5	+7.7%
One-off adjustments ²	-16.3	-8.2	-98.3%
Reported EBITDA	40.3	44.3	-9.0%
Depreciation	-32.9	-34.9	+6.0%
EBITA	7.4	9.3	-20.6%
Amortisation and impairments	-14.4	-14.6	+0.9%
EBIT	-7.0	-5.2	-34.5%

Gross profit % of net sales	59.7%	62.4%	-2.7pp
Adj. EBITDA % (incl. IFRS 16) of net sales	19.0%	20.1%	-1.1pp
Rep. EBITDA % of net sales	13.6%	17.0%	-3.4pp
EBIT % of net sales	-2.4%	-2.0%	-0.4pp

Q3 Cash flow statement

€m	Q3-22	Q3-21
Reported EBITDA	40.3	44.3
(Profit) / loss on disposals	-1.1	-2.0
Changes in working capital, provisions & others	-4.0	-2.1
Non-cash transactions	2.2	-0.3
Net cash used in operating activities	37.4	39.9
Purchases of tangible and intangible assets	-12.7	-18.5
Proceeds from sale of subsidiaries and other proceeds	2.0	-1.1
Net cash used in investing activities	-10.7	-19.6
Free cash flow	26.6	20.4
Proceeds / repayments of loans and borrowings	13.8	11.6
Interest received and other proceeds paid	-15.9	-19.7
Capital element of finance lease liability	-11.1	-13.4
Net cash (used in) / generated from financing activities	-13.2	-21.5
Total net cash flow	13.4	-1.1



¹ Excludes IFRS 16

² Total Q3-22 one off costs of €17.4m of which €16.3m are in the consolidated P&L and €1.1m have been re charged (non-cash) to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

YTD 2022 P&L SUMMARY AND CASH FLOW STATEMENT¹



YTD P&L summary

€m	YTD-22	YTD-21	Var.
Revenue	1,000.7	857.5	+16.7%
Vending fees	-128.8	-104.1	-23.7%
Net Sales	871.9	753.4	+15.7%
Cost of good sold	-346.6	-284.8	-21.7%
Adjusted Gross Profit	525.3	468.5	+12.1%
Adjusted employee costs	-261.8	-240.5	-8.8%
Adjusted other operating expenses ¹	-135.3	-127.3	-6.3%
Adjusted EBITDA excl. IFRS 16	128.2	100.7	+27.3%
IFRS 16	26.6	33.9	-21.6%
Adjusted EBITDA	154.8	134.6	+15.0%
One-off adjustments ²	-26.6	-24.7	-7.7%
Reported EBITDA	128.2	109.9	+16.7%
Depreciation	-99.3	-110.2	+9.9%
EBITA	29.0	-0.3	n.m
Amortisation and impairments	-43.5	-44.0	+1.2%
EBIT	-14.5	-44.3	+67.2%

Gross profit % of net sales	60.2%	62.2%	-1.9pp
Adj. EBITDA % (incl. IFRS 16) of net sales	17.8%	17.9%	-0.1pp
Rep. EBITDA % of net sales	14.7%	14.6%	+0.1pp
EBIT % of net sales	-1.7%	-5.9%	+4.2pp

YTD Cash flow statement

€m	YTD-22	YTD-21
Reported EBITDA	128.2	109.9
(Profit) / loss on disposals	-4.9	-4.7
Changes in working capital, provisions & others	-33.5	-42.3
Non-cash transactions	5.9	-1.7
Net cash used in operating activities	95.7	61.2
Purchases of tangible and intangible assets	-49.2	-48.3
Proceeds from sale of subsidiaries and other proceeds	8.8	11.8
Net cash used in investing activities	-40.4	-36.5
Free cash flow	55.3	24.6
Proceeds / repayments of loans and borrowings	36.6	12.9
Interest received and other proceeds paid	-34.6	-26.7
Capital element of finance lease liability	-35.3	-52.9
Net cash (used in) / generated from financing activities	-33.3	-66.7
Total net cash flow	22.0	-42.1



¹ Excludes IFRS 16

² Total YTD-22 one off costs of €31.4m of which €26.6m are in the consolidated P&L and €4.8m have been re charged (non-cash) to Selecta Group AG, therefore out scope of consolidation for IFRS reporting purposes

ADDITIONAL DEBT DETAIL



€m	Sep-22			Sep-21		
	Pre IFRS 16	IFRS 16	Post IFRS 16	Pre IFRS 16	IFRS 16	Post IFRS 16
Cash & cash equivalents	81.9	-	81.9	84.8	-	84.8
Revolving credit facility	85.0	-	85.0	52.8	-	52.8
Senior notes	1,034.5	-	1,034.5	972.4	-	972.4
Lease liabilities	32.2	142.9	175.1	35.3	153.1	188.4
Other finance debt	41.9	4.8	46.7	31.4	7.0	38.4
Factoring facilities	7.0	-	7.0	9.7	2.1	11.8
Accrued interest	22.1	-	22.1	20.7	-	20.7
Other finance debt	12.8	4.8	17.6	0.9	5.0	5.9
Gross senior debt	1,193.6	147.7	1,341.3	1,091.8	160.1	1,252.0
Net senior debt	1,111.7	147.7	1,259.4	1,007.0	160.1	1,167.1
Adjusted EBITDA last twelve months	183.2	36.3	219.5	116.9	45.9	162.8
Leverage ratio	6.1	-	5.7	8.6	-	7.2

Q3 2022 OTHER OVERHEADS COSTS¹

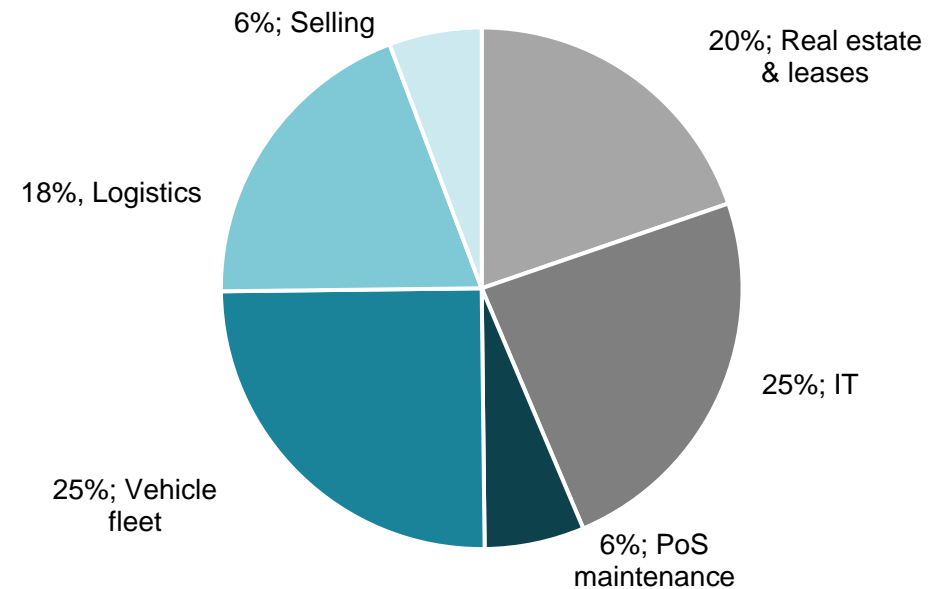


€m	Q3-22	Q3-21	vly
Other Overheads ¹	-43.9	-40.6	+8.1%
% sales	-14.8%	-15.6%	-0.8pp

Q3-22 Other Overheads costs ratio down -0.8pp with a strong increase sales growth +13.9%, 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: 55% variable – 45% fixed

Q3-22 Other overheads breakdown



Q3 2022 REVENUE AND REVENUE PER MACHINE PER DAY BY CHANNEL



Q3 2022 Revenue and RMD by channel

Revenue			RMD		
€m	Q3-22	Q3-21	€	Q3-22	Q3-21
Private	147.6	130.6	Private	10.9	8.1
Semi-public	44.7	42.0	Semi-public	8.5	6.4
Public	95.3	83.5	Public	53.8	45.9
Group	287.6	256.1	Group	12.8	9.7

Q3 2022 ADJUSTED EBITDA BY REGION



Q3 2022 Adjusted EBITDA by region

€m	Q3-22	Q3-21
South, UK and Ireland	13.7	16.8
Central	26.0	26.9
North	19.4	15.0
Corporate	-2.5	-6.3
Group	56.5	52.5

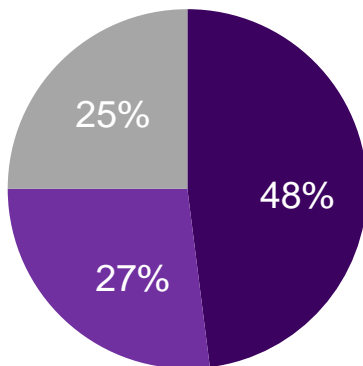
OUR SOLUTIONS AND WHERE ARE THEY



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

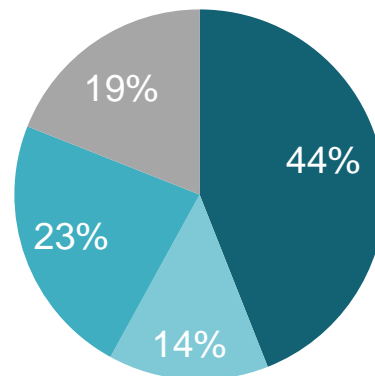
FY-21 revenue (%)



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-21 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 CO₂ 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 CO₂ 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

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

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 24hrs & providing solutions within 48 hrs

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



**JOY
TO
GO**

