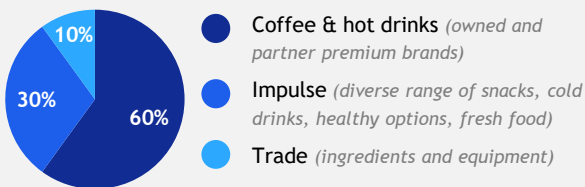


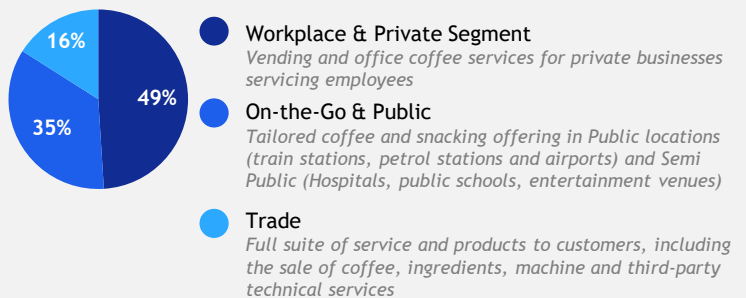
# Europe's leading route-based unattended self-service coffee and convenience food provider

Revenue (FY 2018) <b>€1.5 billion</b>	<b>464,000</b> machines serviced by unique logistics network	<b>9,700</b> employees	Operations in <b>16</b> countries across Europe, Swiss HQ
<b>250,000</b> customers	<b>&gt;95%</b> customer retention	<b>10 million</b> consumers served daily	<b>#1 or #2</b> position in 10 core markets

## What we sell



## Where we sell it



## Financials

Attractive financial profile with good organic growth, profitability and cash conversion momentum, underpinned by high customer retention levels

### Revenue<sup>1</sup>

FY 2018  
**€1,545m** ↑ 4.0%

HY 2019  
**€812.4m** ↑ 6.4%

### Underlying EBITDA<sup>1</sup>

FY 2018  
**€248m** ↑ 5.7%

HY 2019  
**€133.0m** ↑ 12.2%

### EBITDA less Net Capex<sup>1</sup>

FY 2018  
**€126.3** ↑ 17.0%

HY 2019  
**€62.5** ↑ 5.3%

<sup>1</sup> At constant foreign currency rates. Constant foreign currency rates applied: CHF/EUR 1.15; SEK/EUR 9.65; GBP/EUR 0.88

## Key elements to our story

- Founded in 1957, the Group has grown through a combination of organic growth and acquisitions
- As #1 leader in its core markets, Selecta is well positioned to take advantage of premium coffee and on-the-go consumption growth (Market estimated to be worth €42bn and growing at 3.1% p.a.)
- Scale driven route-based business model creating attractive economics with genuine barriers to entry
- Leading the innovation and technological development in the industry (telemetry, cashless payment systems, MicroMarkets)
- Experienced management team delivering strong financial returns

## Route-Based excellence to the last mile

Selecta leverages its technology and network density to drive performance, high customer retention and competitive advantage.



3,800+ Routes



~4,500 Route Merchandisers



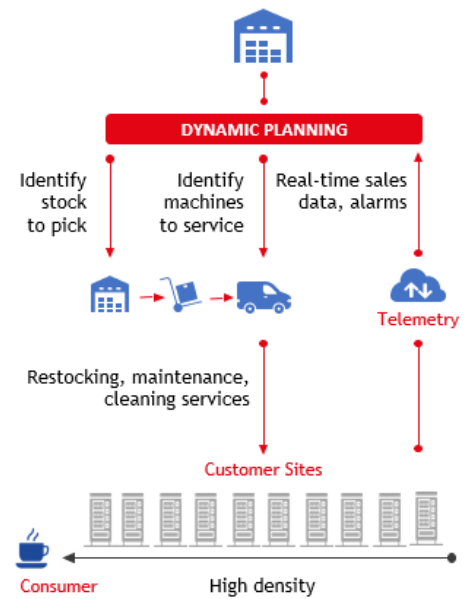
~1,400 Route Technicians



>6,900 Vehicles



Centralised planning and tech support  
~150 Planners



## At work and on-the-go services



### Coffee

We are passionate about coffee. Our machines are perfectly calibrated to ensure our coffee tastes exactly as it should. We produce vending machines and automated coffee machines for a range of workplace and on-the-go locations.



### Vending Machines:

Our vending machines provide consumers with snacks and drinks from well-known brands, in a way that is optimised for their needs. Continually innovate to equip our machines with the latest technology.



### MicroMarket:

A fully digitally-managed retail solution created to serve our customers' bespoke self-serve convenience store needs. MicroMarkets provide fast access to high quality fresh food and drink products 24/7.

## Senior Management



**David Hamill**  
Executive Chairman  
Joined in 2017



**David Flochel**  
Chief Executive Officer  
Joined in 2016



**Gabriel Pirona**  
Chief Financial Officer  
Joined in 2018



**Andy Ransom**  
Non-Executive Director and  
Senior Independent Director  
Joined in 2019

For more information contact:

**HUDSON SANDLER**

**MEDIA:**  
selecta@hudsonsandler.com

**INVESTORS:**  
investor.info@Selecta.com

Tel: +44 20 7796 4133