selecta

Year to date Report Q1 2024

14 June 2024

TABLE OF CONTENTS

OPERATING AND FINANCIAL REVIEW

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About Selecta Group

Headquartered in Switzerland since 1957, Selecta Group is a Food Tech company with a leading route-based, self-service distribution network in Europe, offering innovative convenience food services and world-class quality coffee brands in the workplace and public spaces. Active in the food tech business we continuously push on new innovations and solutions, we serve premium coffee and beverages, snacks, and fresh meals to more than 10 million people in 16 countries across Europe every day. With an annual turnover of €1.4 billion, we owe our success to our c. 6,000 highly skilled, dedicated, and passionate Selecta employees who are committed to creating millions of moments of joy for our clients and their consumers every day. Sustainability is an integral part of the way we do business, focused on the key areas in which we can make a positive difference. For more information, please visit www.selecta.com.

1. Our regional breakdown and business segments

Geographic Segments

We report our revenue and certain other financial data by geographic segment. The geographic segments in which we operate correspond to our reporting segments under IFRS and consist of the following:

- South, UK & Ireland includes operating entities in Italy, Spain and the UK/Ireland;
- Central includes operating entities in Austria, France, Germany, Liechtenstein, and Switzerland; and
- North includes operating entities in Belgium, Denmark, Finland, Luxembourg, the Netherlands, Norway, and Sweden.

In addition to the segments identified above, we report separately on our Headquarters (HQ), which includes corporate centre functions in Switzerland and certain functions of former Pelican Rouge entities in the Netherlands and in the UK.

Business Channels

We also report our revenue and certain other financial data by business channel. Our business channels consist of the following:

- The *workplace channel*, which includes revenue from (i) private self-service retail, consisting of Point of Sale (PoS) placed and serviced in various private locations, such as large corporate customers, in various businesses and industries and including in corporate offices, manufacturing and logistics sites, and (ii) Office Coffee Service (OCS), which is comprised of table-top coffee machines rented out to corporate customers (mainly small and medium-sized enterprises) for office use along with the provision of technical services and coffee and related supplies for the PoS;
- The *on-the-go channel*, which includes revenue from PoS placed and serviced in semi-public areas, such as hospitals, universities and entertainment venues, or public areas, such as train stations, airports and gas stations, following a successful bidding process with relevant government authorities to place our PoS in a given location; and
- The *trading channel*, which includes revenue from sales of machines and products, including coffee roasted in our roasting facility and the provision of technical and hygienic support to customers.

2. Income Statement

€m	Jan - Mar 2024	Jan - Mar 2023	Var %
Revenue	**337.2**	**349.1**	**(3.4%)**
Vending fees	(42.1)	(40.1)	(5.1%)
Net sales	**295.1**	**309.1**	**(4.5%)**
Materials and consumables used	(116.4)	(126.5)	8.0%
Gross profit	**178.7**	**182.6**	**(2.1%)**
Adjusted employee expenses	(87.6)	(92.0)	4.8%
Adjusted other operating expenses	(36.2)	(37.5)	3.4%
Adjusted EBITDA	**54.9**	**53.1**	**3.5%**
One-off adjustments	(3.4)	(1.7)	(98.8%)
EBITDA	**51.5**	**51.3**	**0.3%**
Depreciation	(29.2)	(32.1)	9.2%
EBITA	**22.3**	**19.2**	**16.1%**
Amortization	(8.1)	(8.9)	9.7%
EBIT	**14.2**	**10.3**	**38.7%**

At Actual Exchange Rates

Revenue

Revenue decreased by 3.4% at actual exchange rates and by 4.3% at constant currency, from € 349.1 million for the three-months ended 31 March 2023, to € 337.2 million for the three-months ended 31 March 2024.

Revenue by Region

South, UK and Ireland
Revenue in our South, UK and Ireland region decreased by 3.5% at actual exchange rate, from € 108.8 million for the three-months ended 31 March 2023, to € 105.0 million for the three-months ended 31 March 2024.

Central
Revenue in our Central region increased by 0.7% at actual exchange rate, from € 118.1 million for the three-months ended 31 March 2023, to € 118.9 million for the three-months ended 31 March 2024.

North
Revenue in our North region decreased by 7.3% at actual exchange rate from € 122.2 million for the three-months ended 31 March 2023, to € 113.3 million for the three-months ended 31 March 2024.

Net sales

Net sales decreased by 4.5% at actual exchange rates and by 5.3% at constant currency, from € 309.1 million for the three-months ended 31 March 2023, to € 295.1 million for the three-months ended 31 March 2024.

Revenue by Channel

Net sales (excluding Trade) were € 231.4 million, down 6.3% at actual exchange rates, continuing the trend in Q4-23: growth in SMD; price increase implementation; strategic focus on profitability and volumes softening in some countries.

By channel, Group net sales per machine per day showed an increase of 4.9% from € 12.5 to € 13.1, which segmental breakdown is as follows: 5.8% increase in the private channel from € 12.9 to € 13.6, 0.7% decrease in public from € 23.7 to € 23.5, and +6.3% increase in semi-public from € 8.8 to € 9.3.

Adjusted EBITDA

Adjusted EBITDA increased by 3.5% at actual exchange rates and by 2.5% at constant currency, from € 53.1 million for the three-months ended 31 March 2023, to € 54.9 million for the three-months ended 31 March 2024. As a result, our Adjusted EBITDA margin on net sales increased to 18.6% for the three-months ended 31 March 2024, compared to 17.2% for the three-months ended 31 March 2023.

This increase in Adjusted EBITDA is primarily due gross margin expansion in the quarter alongside our continued strict cost discipline.

Vending Fee

Vending fee increased by 5.1% from € 40.1 million for the three-months ended 31 March 2023, to € 42.1 million for the three-months ended 31 March 2024. This increase is driven by greater Public exposure.

Materials and consumables used

Materials and consumables used decreased by 8.0%, from € 126.5 million for the three-months ended 31 March 2023, to € 116.4 million for the three-months ended 31 March 2024. We are experiencing a progressive slowdown of inflationary pressure.

Operational Expenses

Adjusted employee expenses decreased by 4.8%, from € 92.0 million for the three-months ended 31 March 2023, to € 87.6 million for the three-months ended 31 March 2024. The decrease in employee expenses is mainly due to structural rightsizing together with strict management of daily operational capacities.

Adjusted other operating expenses decreased by 3.4%, from € 37.5 million for the three-months ended 31 March 2023, to € 36.2 million for the three-months ended 31 March 2024. The decrease in other operating expenses is due to our cost discipline and transformation actions.

3. Cash Flow Statement

€M	Jan - Mar 2024	Jan - Mar 2023	Var %
EBITDA	**51.5**	**51.3**	**0.3%**
(Profit) / loss on disposals	(1.1)	(1.7)	34.4%
Changes in working capital, provisions & others	(26.1)	(32.1)	n.m.
Non-cash transactions	(2.6)	(1.3)	n.m.
Net cash generated from operating activities	21.6	16.2	33.2%
Purchases of tangible and intangible assets	(16.1)	(14.8)	(8.5%)
Proceeds from sale of subsidiaries and other proceeds	2.0	4.8	(58.5%)
Net cash used in investing activities	(14.1)	(10.0)	(40.7%)
Free cash flow	**7.5**	**6.2**	**21.3%**
Proceeds / repayments of loans and borrowings	26.8	3.5	n.m.
Interest paid	(36.3)	(16.6)	n.m.
Capital element of finance lease liabilities	(9.2)	(10.1)	8.9%
Net cash used in financing activities	(18.7)	(23.2)	19.5%
Total net cash flow	**(11.2)**	**(17.1)**	**34.8%**

At Actual Exchange Rates

Net cash generated from operating activities was an inflow of € 21.6 million for the three-months ended 31 March 2024.

Net cash used in investing activities was € 14.1 million for the three-months ended 31 March 2024, an increase of 40.7% compared to net cash used in investing activities for the three-months ended 31 March 2023.

Net cash used in financing activities was € 18.7 million for the three-months ended 31 March 2024, primarily due to the proceeds of loans and borrowings and the interest paid.

4. Balance Sheet

€m	31 Mar 2024	31 Dec 2023
Non-current assets		
Property, plant and equipment	364.9	378.8
Goodwill	979.2	979.3
Intangible assets	509.3	517.8
Other non-current assets	52.5	52.6
Total non-current assets	**1’905.9**	**1’928.5**
Current assets		
Inventories	121.9	119.1
Trade receivables	119.2	123.1
Other current assets	81.5	68.6
Cash and cash equivalents	46.1	58.2
Total current assets	**368.7**	**369.0**
Total assets	**2’274.6**	**2’297.5**

€m	31 Mar 2024	31 Dec 2023
Equity and liabilities		
Total equity	**362.1**	**380.5**
Non-current liabilities		
Borrowings	1'169.4	1'127.4
Provisions	4.0	4.5
Other non-current liabilities	145.0	152.9
Deferred income tax liabilities	144.7	146.7
Total non-current liabilities	**1'463.1**	**1'431.5**
Current liabilities		
Trade payables	194.4	194.4
Provisions	34.4	34.7
Other current liabilities	220.6	256.4
Total current liabilities	**449.4**	**485.5**
Total liabilities	**1'912.5**	**1'917.0**
Total equity and liabilities	**2'274.6**	**2'297.5**

At Actual Exchange Rates

5. Liquidity as of 31 March 2024

€m	Mar 2024 Pre IFRS 16	Mar 2024 IFRS 16	Mar 2024 Post IFRS 16
Cash & cash equivalents	46.1		46.1
Revolving credit facility	85.1		85.1
Senior notes	1'084.4		1'084.4
Lease liabilities	25.4	123.8	149.2
Other financial debt[2]	47.2		47.2
Total senior debt	1'242.1	123.8	1'365.8
Net senior debt	1'196.0	123.8	1'319.8
Adjusted EBITDA last 12 months	216.7	31.9	248.6
Leverage ratio	5.5		5.3
Available liquidity[1]	102.0		102.0

At Actual Exchange Rates

[1] Liquidity is defined as Cash at Bank plus available RCF
[2] Other financial debt is the sum of Recourse Factoring, Reverse Factoring, Accrued Interest plus Local Bank debt

As of 31 March 2024, we had cash & cash equivalents of € 40.2 million and available liquidity of € 102.0 million, taking into account the undrawn commitments under our Revolving Credit Facility.

Following the debt restructuring, we have first and second lien senior secured notes outstanding maturing in 2026.

Our ability to generate cash depends on our future operating performance, which, in turn, depends to some extent on general economic, financial, industry and other factors, many of which are beyond our control. We may from time to time seek to retire or repurchase our outstanding debt through cash purchases, in open market purchases, privately negotiated transactions or otherwise. Such repurchases, if any, will depend on market conditions, our liquidity requirements, contractual restrictions and other factors.

In addition, there continues to be a significant increase in economic uncertainty due to inflationary pressures, energy price increases and prospects of economic downturn in EU and UK. Due to the uncertainty of the outcome of these events, we cannot reasonably estimate the impact they will have on our financial position, results of operations or cash flows in the future.

6. Working Capital

€m	Mar 2024	Dec 2023
Account receivables	119.1	123.1
Other receivables	110.8	98.1
Inventory	121.9	119.1
Account payables	(194.4)	(194.4)
Other payables	(161.0)	(171.0)
Provisions and other employee benefits	(38.4)	(39.3)
Working Capital	**(42.0)**	**(64.4)**

At Actual Exchange Rates

Our working capital increased by € 22.4 million for the three-months ended 31 March 2024, compared to the year ended 31 December 2023. This performance is mainly explained by an increase of € 12.7 million in other receivables and an increase of € 10.0 million in other payables.

7. Capital Expenditures

Our capital expenditures primarily relate to the acquisition of points of sale equipment to be installed on our clients' premises. Our capital expenditures also relate to the purchase of vehicles and other equipment, such as furniture, Points of sales equipment installation costs and IT investments. Net capital expenditures were at € 14.1 million for the three-months ended 31 March 2024 at actual rate including the impact of IFRS 16.

8. Material commitments and Critical Accounting Policies

Please refer to the 2023 Audited Financial Statements and the notes thereto for a description of our material commitments and critical accounting policies.

9. Environmental, social and corporate governance (ESG)

In 2024, we continue to embed our group-wide sustainability approach and progressed against our four strategic pillars: respecting the environment, offering healthy & sustainable products to our clients and consumers, delivering a sustainable supply chain and being an employer of choice for our associates.

Our recent achievements in the field of ESG are as follows:

- Reducing Selecta's carbon footprint on our path to carbon neutral in 2030 by optimizing our routes, electrifying of our fleet and optimizing our energy consumption
- Relaunching Pelican Rouge Coffee as a fully sustainable brand with certified coffee, sustainable packaging, a commitment to carbon neutral, transparent sourcing and support for farmers through the Selecta Coffee Fund
- Continue supporting our Selecta Coffee Fund programs in Burundi and Rwanda, Colombia, Honduras and Vietnam, as a reminder these programs support farmers to improve household income and to take action towards sustainable agriculture
- Fostering diversity & inclusion of our Selecta associates

CERTAIN DEFINITIONS

As used in this Report:

- **“Group”**, **“us”, “we”**, **“our”, “Selecta”** refers to Selecta Group B.V. and its subsidiaries, unless as indicated or the context requires otherwise;
- **“IFRS”** refers to International Financial Reporting Standards as adopted by the International Accounting Standards Board;
- **“First Lien Indenture”** refers to the indenture dated as of 29 October 2020, among, *inter alios*, the Issuer, the Trustee and the Security Agent, as amended and supplemented from time to time pursuant to which the First Lien Notes were issued;
- “**First Lien Notes**” refers to the €678.6 million 8.000% senior secured notes due 2026 and the CHF 17.7 million 8.000% senior secured notes due 2026 issued under the First Lien Indenture;
- **“Intercreditor Agreement”** refers to the intercreditor agreement dated as of January 31, 2018, among, *inter alios*, the Issuer, the Trustee, the Security Agent, the lenders and agent under the Revolving Credit Facility and certain counterparties under hedging obligations, if any, as amended and supplemented from time to time;
- **“Issuer”** means Selecta Group B.V., a private limited liability company incorporated under the laws of the Netherlands;
- **“Notes”** refers to the First Lien Notes and the Second Lien Notes;
- **“Revolving Credit Facility”** refers to the revolving credit facility in an aggregate principal amount of € 150 million;
- **“Revolving Credit Facility Agreement”** refers to the revolving credit facility agreement dated as of 15 January 2018, among, *inter alios*, the Issuer as an original borrower and the Lenders (as defined therein), as amended and restated pursuant to an amendment and restatement agreement dated 29 October 2020;
- **“Second Lien Indenture”** refers to the indenture dated as of 29 October 2020, among, *inter alios*, the Issuer, the Trustee and the Security Agent, as amended and supplemented from time to time pursuant to which the Second Lien Notes were issued;
- **“Second Lien Notes”** refers to the €234.7 million 10.000% senior secured notes due 2026 and the CHF 6.1 million 10.000% senior secured notes due 2026 issued under the First Lien Indenture;
- **“Security Agent”** refers to Kroll Trustee Services Limited; and
- **“Trustee”** refers to Kroll Trustee Services Limited.

SELECTA GROUP B.V. AND ITS SUBSIDIARIES, AMSTERDAM (THE NETHERLANDS)

Condensed consolidated interim financial statements for the 3 months ended 31 March 2024 (unaudited)

These condensed consolidated interim financial statements do not represent statutory financial statements of the parent entity Selecta Group B.V. prepared in accordance with Dutch GAAP.

TABLE OF CONTENTS

CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

CONDENSED CONSOLIDATED INTERIM STATEMENT OF PROFIT OR LOSS

	Notes	*3 months ended 31 March 2024 € (000's)*	*3 months ended 31 March 2023 € (000's)*
Revenue	5, 6	337'184	349'117
Vending fees	7	(42'110)	(40'061)
Materials and consumables used		(116'365)	(126'468)
Employee benefits expenses		(87'457)	(90'449)
Depreciation, amortisation and impairment expenses	8	(37'263)	(41'086)
Other operating expenses		(42'785)	(44'023)
Other operating income		3'020	3'231
Profit before net finance costs and income tax		**14'224**	**10'261**
Finance costs	9	(73'580)	(35'970)
Finance income	9	318	37
Loss before income tax		**(59'038)**	**(25'672)**
Income tax		676	433
Loss for the period		**(58'362)**	**(25'239)**
Revenue net of vending fees [1]	5, 7	295'074	309'056

The notes on pages 9 to 20 are an integral part of these condensed consolidated interim financial statements.

[1] The Group presents revenue net of vending fees which is a leading internal performance measure but not a defined performance measure in IFRS (refer to note 7). Due to this vending fees are separately disclosed below the revenue line and excluded from the line other operating expenses.

CONDENSED CONSOLIDATED INTERIM STATEMENT OF COMPREHENSIVE LOSS

	Notes	*3 months ended 31 March 2024 € (000's)*	*3 months ended 31 March 2023 € (000's)*
Loss for the period		**(58'362)**	**(25'239)**
Items that are or may subsequently be reclassified to the condensed consolidated interim statement of profit or loss			
Foreign exchange translation differences for foreign operations	14	39'953	7'569
Other comprehensive income for the period		**39'953**	**7'569**
Total comprehensive loss for the period		**(18'409)**	**(17'670)**

The notes on pages 9 to 20 are an integral part of these condensed consolidated interim financial statements.

CONDENSED CONSOLIDATED INTERIM STATEMENT OF FINANCIAL POSITION

	Notes	31 March 2024	31 December 2023
Assets		*€ (000's)*	*€ (000's)*
Non-current assets			
Property, plant and equipment	10	364'887	378'775
Goodwill		979'216	979'349
Trademarks	12	337'220	338'043
Customer contracts	12	152'680	159'051
Other intangible assets	12	19'403	20'677
Deferred income tax assets		23'224	23'157
Non-current financial assets		10'347	10'701
Net defined benefit asset		18'934	18'769
Total non-current assets		**1'905'911**	**1'928'522**
Current assets			
Inventories		121'913	119'144
Trade receivables		119'150	123'060
Current financial and other current assets		81'510	68'592
Cash and cash equivalents		46'082	58'190
Total current assets		**368'655**	**368'986**
Total assets		**2'274'566**	**2'297'508**
Equity and liabilities			
Equity			
Share capital	14	344	344
Share premium		2'045'032	2'045'032
Currency translation reserve		(281'230)	(321'183)
Accumulated deficit		(1'402'042)	(1'343'680)
Total equity		**362'104**	**380'513**
Non-current liabilities			
Borrowings	13	1'169'435	1'127'359
Lease liabilities		117'891	123'491
Net defined benefit liability		10'529	10'536
Provisions and other employee benefits		4'034	4'516
Non-current financial and other non-current liabilities		16'528	18'898
Deferred income tax liabilities		144'678	146'700
Total non-current liabilities		**1'463'095**	**1'431'500**
Current liabilities			
Lease liabilities		31'266	32'297
Trade payables		194'441	194'383
Provisions and other employee benefits		34'352	34'744
Current income tax liabilities		6'444	6'229
Current financial and other current liabilities		182'864	217'842
Total current liabilities		**449'367**	**485'495**
Total liabilities		**1'912'462**	**1'916'995**
Total equity and liabilities		**2'274'566**	**2'297'508**

The notes on pages 9 to 20 are an integral part of these condensed consolidated interim financial statements.

CONDENSED INTERIM STATEMENT OF CHANGES IN CONSOLIDATED EQUITY

	Attributable to owners of the Company				
	Share capital € (000's)	*Share premium € (000's)*	*Currency translation reserve € (000's)*	*Accumulated deficit € (000's)*	***Total equity € (000's)***
Balance at 1 January 2023	**344**	**2'044'707**	**(272'032)**	**(1'328'231)**	**444'788**
Other comprehensive income/(loss)	-	-	(49'151)	913	**(48'238)**
Loss for the year	-	-	-	(16'362)	**(16'362)**
Total comprehensive loss for the year	-	-	(49'151)	(15'449)	**(64'600)**
Share-based payment	-	325	-	-	**325**
Balance at 31 December 2023	**344**	**2'045'032**	**(321'183)**	**(1'343'680)**	**380'513**
Other comprehensive income	-	-	39'953	-	**39'953**
Loss for the period	-	-	-	(58'362)	**(58'362)**
Total comprehensive income/(loss) for the period	-	-	39'953	(58'362)	**(18'409)**
Balance at 31 March 2024	**344**	**2'045'032**	**(281'230)**	**(1'402'042)**	**362'104**

The notes on pages 9 to 20 are an integral part of these condensed consolidated interim financial statements.

CONDENSED CONSOLIDATED INTERIM STATEMENT OF CASH FLOW

	Notes	*3 months ended 31 March 2024 € (000's)*	*3 months ended 31 March 2023 € (000's)*
Cash flows from operating activities			
Loss before income tax		(59'038)	(25'672)
Depreciation, amortisation and impairment expenses	8	37'263	41'086
Gain on disposal of property, plant and equipment, net		(1'116)	(1'678)
Non-cash transactions		(2'649)	(1'331)
Finance costs, net		73'262	35'933
Changes in working capital:			
(Increase)/Decrease in inventories		(4'249)	(3'969)
(Increase)/Decrease in trade receivables		(893)	2'726
(Increase)/Decrease in other current assets		(11'866)	(10'422)
Increase/(Decrease) in trade payables		1'692	(16'565)
Increase/(Decrease) in other current liabilities and provisions		(10'192)	(3'206)
Income taxes paid		(634)	(702)
Net cash generated from operating activities		**21'580**	**16'200**
Cash flows from investing activities			
Purchases of property, plant and equipment		(15'336)	(14'570)
Purchases of intangible assets		(721)	(276)
Proceeds from sale of property, plant and equipment and other proceeds		1'991	4'829
Net cash used in investing activities		**(14'066)**	**(10'017)**
Cash flows from financing activities			
Proceeds from loans and borrowings		33'679	5'316
Repayments of loans and borrowings		(4'838)	(1'313)
Repayments of lease liabilities		(9'198)	(10'097)
Repayments of factoring		(2'010)	(550)
Interest paid		(36'308)	(16'594)
Net cash used in financing activities		**(18'675)**	**(23'238)**
Net decrease in cash and cash equivalents		**(11'161)**	**(17'055)**
Cash and cash equivalents at the beginning of the period		58'190	73'108
Exchange losses on cash and cash equivalents		(947)	(708)
Cash and cash equivalents at the end of the period		**46'082**	**55'345**

The notes on pages 9 to 20 are an integral part of these condensed consolidated interim financial statements.

NOTES TO THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

1. General Information

Selecta Group B.V. ("the Company") is a limited liability company incorporated and domiciled in Amsterdam, the Netherlands. The Company and its subsidiaries are collectively referred to herein as "the Group" or "the Selecta Group". The Group is a pan-European self-service retail and coffee services company.

These condensed consolidated interim financial statements do not represent statutory financial statements of the Company prepared in accordance with Dutch GAAP and the requirements of the Dutch chamber of commerce and have been prepared voluntarily by the Board of Directors.

2. Basis of preparation

These condensed consolidated interim financial statements have been prepared in accordance with IAS 34 Interim Financial Reporting ("IAS 34" as issued by the IASB).

The disclosure requirements of IAS 34 are based on the assumption that the reader of the condensed consolidated interim financial statements is doing so together with the most recent consolidated financial statements.

The condensed consolidated interim financial statements do not include all information required for a complete set of IFRS consolidated financial statements and should therefore be read in conjunction with the annual consolidated financial statements for the year ended 31 December 2023.

Selected explanatory notes have been included to explain events and transactions that are significant to an understanding of the changes in the Group's financial position and performance since the last annual consolidated financial statements for the year ended 31 December 2023.

3. Summary of accounting policies

3.1. Accounting policies

The Group has adopted all International Financial Reporting Standards (IFRS) and International Accounting Standards (IAS) issued by the International Accounting Standards Board (the IASB) as well as Interpretations given by the IFRS Interpretations Committee (the IFRIC) and the former Standing Interpretations Committee (SIC) that are relevant to the Group's operations and effective for annual reporting periods beginning on 1 January 2024.

Except as described below, the accounting policies applied in these condensed consolidated interim financial statements are the same as those applied in the consolidated financial statements for the year ended 31 December 2023.

3.2. New and revised/amended standards and interpretations

A number of new standards and amendments to standards are effective for annual periods beginning after 1 January 2025 and earlier application is permitted. However, the Group has not early adopted them in preparing these condensed consolidated interim financial statements.

The following new or amended standards and interpretations that may be relevant to the condensed consolidated interim financial statements have been issued but are not yet effective.

	Impact	*Effective date*	*Planned application by Selecta Group B.V.*
New standards or interpretations			
Lack of Exchangeability – Amendments to IAS 21	1)	1 January 2025	Reporting year 2025
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28	1)	Available for optional adoption/effective date deferred indefinitely	

1) No significant impacts are expected on the condensed consolidated interim financial statements of Selecta Group

Global minimum tax

In the recent years, members of the OECD/G20 Inclusive Framework have developed a two-pillar solution to address the tax challenges arising from the digitalisation of the economy. This solution plays an important role to ensure fairness and equity in the international tax systems.

From both pillars, only the second pillar is relevant to Selecta Group as it applies to groups with annual turnover of minimum 750 million Euro. This pillar establishes a floor on corporate tax competition which will ensure a multinational enterprise (MNE) is subject to tax in each jurisdiction at a 15% effective minimum tax rate regardless of where it operates.

This global minimum tax framework is envisaged as per 2024, however, not all Inclusive Framework jurisdictions have implemented it as planned. Management is closely monitoring the progress of the legislative process in each jurisdiction where the Group operates. Given the uncertainty of the political landscape, the Group has decided to benefit from the provisional safe harbours applicable until 2026. Within that period, the Group would be subject to simplified compliance and any impact on the condensed consolidated interim financial statement could be eliminated, provided the Group fulfills required criteria.

As a result, the Group does not expect material impact from the new legislation on the Group's condensed consolidated interim financial statements as of 31 March 2024.

3.3. Basis of consolidation

Whilst the business of Selecta fluctuates from month to month, the impact between quarters is limited, except for working capital. Seasonal fluctuations across the months offset each other to a certain degree at Group level.

4. Use of estimates and key sources estimation uncertainties

The preparation of the condensed consolidated interim financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. These estimates and assumptions are based on historical experience and other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

5. Segment reporting

The Company's Board of Directors examines the results achieved by each segment when making decisions on the allocation of resources and assessment of performance. The Group's financing activities are managed at Group level and are not allocated to segments.

Three different regions present similarities in terms of both channel and business model pre-dominances, and related characteristics. Each of those regions engages business activities as described below, earns revenues and incurs expenses:

- **Segment South, UK & Ireland:** characterised by paid-vend[2], mixed channel vending and includes Italy, Spain and the UK (including Ireland)
- **Segment Central:** characterised by paid-vend, mixed channel vending and includes Switzerland, Germany, Austria and France, with a strong presence and expertise in the public business
- **Segment North:** characterised by free-vend[3], office coffee services (OCS) and includes Sweden, Norway, Finland, Denmark, Belgium, Netherlands, and the Pelican Rouge Roaster in the Netherlands

Revenues, revenues net of vending fees, profit/(loss) before net finance costs, income taxes, depreciation, amortisation, and impairment expense as the operating result of the Group's reportable segments are regularly reviewed by the Board of Directors, as the Group's Chief Operating Decision Maker, to assess performance and to determine how resources should be allocated.

[2] Paid vend means that consumer pays (e.g., at the coffee machines in the offices)
[3] Free vend is defined by consumer not paying but the employer is paying (e.g., coffee consumption)

The table below shows the interaction between revenues by channels and segment revenues.

Result for the 3 months ended 31 March 2024

	South, UK & Ireland	*Central*	*North*	*Total reportable segments*	*HQ and Interco*	***Total Group***
	€ (000's)	*€ (000's)*	*€ (000's)*	*€ (000's)*	*€ (000's)*	***€ (000's)***
Revenue	104'995	118'956	117'745	341'696	(4'512)	**337'184**
Revenue net of vending fees	92'847	94'904	111'835	299'586	(4'512)	**295'074**
Profit/(loss) before net finance costs, income taxes, depreciation, amortisation and impairment expenses	**11'215**	**18'291**	**23'713**	**53'219**	**(1'732)**	**51'487**
Depreciation, amortisation and impairment expenses	(9'840)	(11'409)	(9'037)	(30'286)	(6'977)	**(37'263)**
Profit before net finance costs and income tax						**14'224**
Finance costs, net						**(73'262)**
Loss before income tax						**(59'038)**

Result for the 3 months ended 31 March 2023

	South, UK & Ireland	*Central*	*North*	*Total reportable segments*	*HQ and Interco*	***Total Group***
	€ (000's)	*€ (000's)*	*€ (000's)*	*€ (000's)*	*€ (000's)*	***€ (000's)***
Revenue	108'784	118'222	128'308	355'314	(6'197)	**349'117**
Revenue net of vending fees	97'067	95'949	122'237	315'253	(6'197)	**309'056**
Profit/(loss) before net finance costs, income taxes, depreciation, amortisation and impairment expenses	**14'237**	**18'263**	**22'805**	**55'305**	**(3'958)**	**51'347**
Depreciation, amortisation and impairment expenses	(11'355)	(12'615)	(9'204)	(33'174)	(7'912)	**(41'086)**
Profit before net finance costs and income tax						**10'261**
Finance costs, net						**(35'933)**
Loss before income tax						**(25'672)**

6. Revenue by channel

The table below shows the interaction between revenues by channels and segment revenues.

Result for the 3 months ended 31 March 2024

	South, UK & Ireland € *(000's)*	*Central* € *(000's)*	*North* € *(000's)*	*Total reportable segments* € *(000's)*	*HQ and Interco* € (000's)	***Total Group* € *(000's)***
Revenue from contracts with customers	104'995	118'956	113'991	337'942	(4'512)	**333'430**
Rental revenue	-	-	3'754	3'754	-	**3'754**
Total revenue	**104'995**	**118'956**	**117'745**	**341'696**	**(4'512)**	**337'184**
Revenue from On-the-Go channel	39'551	64'218	19'461	123'230	-	**123'230**
Third party revenue from Workplace channel	47'450	43'545	55'545	146'540	-	**146'540**
Intersegment revenue from Workplace channel	-	13	-	13	(13)	**-**
Third party revenue from Trading channel	17'977	11'162	34'521	63'660	-	**63'660**
Intersegment revenue from Trading channel	17	18	4'464	4'499	(4'499)	**-**
Total revenue from contracts with customers	**104'995**	**118'956**	**113'991**	**337'942**	**(4'512)**	**333'430**

Result for the 3 months ended 31 March 2023

	South, UK & Ireland € *(000's)*	*Central* € *(000's)*	*North* € *(000's)*	*Total reportable segments* € *(000's)*	*HQ and Interco* € (000's)	***Total Group* € *(000's)***
Revenue from contracts with customers	108'784	118'222	123'946	350'952	(6'197)	**344'755**
Rental revenue	-	-	4'362	4'362	-	**4'362**
Total revenue	**108'784**	**118'222**	**128'308**	**355'314**	**(6'197)**	**349'117**
Revenue from On-the-Go channel	40'330	62'695	21'518	124'543	-	**124'543**
Third party revenue from Workplace channel	52'391	45'274	60'526	158'191	-	**158'191**
Intersegment revenue from Workplace channel	-	15	-	15	(15)	**-**
Third party revenue from Trading channel	16'061	10'181	35'779	62'021	-	**62'021**
Intersegment revenue from Trading channel	2	57	6'123	6'182	(6'182)	**-**
Total revenue from contracts with customers	**108'784**	**118'222**	**123'946**	**350'952**	**(6'197)**	**344'755**

Revenue by channel:

On-the-Go (Public & semi-public)

The On-the-Go channel includes public and semi-public points of sale.

Public points of sale are characterised by their public access, and the fact that the customer on these premises purchase the merchandise (goods such as foods and drinks) 'on the go', with travel being the main purpose of their presence at such premises.

Semi-public points of sales are in areas accessible to customers either visiting the premises or employed on the premises. The main purpose of visitors on the premises shall not be travel (such premises are captured within public) or work (such premises are captured within workplace), it can be leisure, education, health, access to public services, etc.

Workplace (private)

The Workplace points of sale are installed in workplace environments and therefore primarily accessible to the counterparty's employees.

Trading

The Trading channel captures sales of vending machines and ingredients, rental and technical services and the sales of products from the Group's own coffee roasting facility. Roaster products include roasted, blended, and packed coffee and related ingredients.

The above channel split articulates the main differences in counterparty and customer segmentation and the corresponding offering and contract types across the Group.

7. Vending fees and revenue net of vending fees

The Group enters into contracts with public and semi-public counterparties to install, operate, supply and maintain self-service retail machines on freely accessible public and semi-public locations. In return Selecta pays the counterparties a consideration which is presented as vending fees expense in the condensed consolidated interim statement of profit or loss.

From the perspective of the Company's management, the economic substance of these transactions is in such cases a revenue-sharing business model between Selecta and its counterparties. As such, for internal operating and management purposes the Group has started to use the measure of revenue net of vending fees in order to assess the performance of the segments and to draw management decisions accordingly, on a consistent basis across segments.

Revenue net of vending fees is not a defined performance measure in IFRS. Management presents the performance measure of revenue net of vending fees because it monitors this performance measure at a consolidated and segment level, and it believes that this measure is relevant to the understanding of the Group's financial performance. Due to this, vending fees are separately disclosed below the revenue line and excluded from the line other operating expenses.

8. Depreciation, amortisation and impairment expenses

	Notes	*3 months ended 31 March 2024 € (000's)*	*3 months ended 31 March 2023 € (000's)*
Depreciation	10	(28'677)	(32'143)
Impairment tangible assets		(510)	-
Amortisation customer contracts and trademark		(6'974)	(7'374)
Amortisation other intangibles		(1'102)	(1'569)
Total depreciation, amortisation and impairment expenses		**(37'263)**	**(41'086)**

9. Finance costs and finance income

	3 months ended 31 March 2024 € (000's)	*3 months ended 31 March 2023 € (000's)*
Interest on debt and borrowings	(26'404)	(24'343)
Lease interest expense	(1'622)	(938)
Foreign exchange loss	(44'563)	(9'793)
Other interest and finance expense	(991)	(896)
Total finance costs	**(73'580)**	**(35'970)**
Other interest and finance income	318	37
Total finance income	**318**	**37**

10. Property, plant and equipment

Cost	*Freehold land and buildings € (000's)*	*Vending equipment € (000's)*	*Vehicles € (000's)*	*Other equipment € (000's)*	***Total € (000's)***
Balance at 1 January 2023	**168'022**	**793'939**	**74'036**	**97'666**	**1'133'663**
Additions	7'287	64'922	11'897	10'114	**94'220**
Disposals	(13'852)	(110'900)	(17'756)	(8'747)	**(151'255)**
Lease modifications	680	-	(129)	-	**551**
Reclassifications*	22	(3'271)	(34)	(5'526)	**(8'809)**
Effects of foreign currency exchange differences	3'697	11'631	707	1'412	**17'447**
Balance at 31 December 2023	**165'856**	**756'321**	**68'721**	**94'919**	**1'085'817**
Additions	862	14'812	4'417	1'115	**21'206**
Disposals	(6'475)	(32'556)	(7'721)	(2'521)	**(49'273)**
Lease modifications	3'100	-	(6)	-	**3'094**
Reclassifications*	15	2'602	327	(1'996)	**948**
Effects of foreign currency exchange differences	(3'728)	(9'470)	(759)	(1'068)	**(15'025)**
Balance at 31 March 2024	**159'630**	**731'709**	**64'979**	**90'449**	**1'046'767**
Accumulated depreciation and impairment					
Balance at 1 January 2023	**(45'601)**	**(564'771)**	**(42'282)**	**(65'803)**	**(718'457)**
Depreciation expense	(16'523)	(81'163)	(14'331)	(10'612)	**(122'629)**
Impairment expense	(154)	(1'591)	-	(334)	**(2'079)**
Disposals	10'012	105'774	15'672	8'339	**139'797**
Lease Modification	(271)	-	201	-	**(70)**
Reclassifications*	-	3'069	39	4'763	**7'871**
Effects of foreign currency exchange differences	(993)	(9'137)	(448)	(897)	**(11'475)**
Balance at 31 December 2023	**(53'530)**	**(547'819)**	**(41'149)**	**(64'544)**	**(707'042)**
Depreciation expense	(3'808)	(19'124)	(3'386)	(2'359)	**(28'677)**
Impairment expense	-	(502)	(8)	-	**(510)**
Disposals	4'810	31'896	7'383	2'501	**46'590**
Lease Modification	(992)	-	2	-	**(990)**
Reclassifications*	-	91	(327)	(67)	**(303)**
Effects of foreign currency exchange differences	962	7'018	411	661	**9'052**
Balance at 31 March 2024	**(52'558)**	**(528'440)**	**(37'074)**	**(63'808)**	**(681'880)**
Net Book Value					
At 31 December 2023	**112'326**	**208'502**	**27'572**	**30'375**	**378'775**
At 31 March 2024	**107'072**	**203'269**	**27'905**	**26'641**	**364'887**

* Reclassifications mainly relate to transfers to inventory of used equipment to be sold

As of 31 March 2024, the above table included right-of-use assets in the amount € 151.9 million (31 December 2023: € 159.2 million). Commitments in respect of capital expenditure amounted to € 17.2 million as of 31 March 2024 (31 December 2023: € 16.7 million).

Following the analysis of low performing points of sales, an impairment of vending equipment was recognised in 2023 and for 3 months ended 31 March 2024.

11. Leases

The leases of Selecta comprise, in particular, of freehold land and buildings, vehicles and vending equipment.

Right-of-use assets *€ (000's)*	Land and Buildings	Vending equipment	Vehicles	Other equipment	**Total**
Balance at 1 January 2023	**115'067**	**27'997**	**29'690**	**870**	**173'624**
Depreciation charge for the year	(15'787)	(7'411)	(13'519)	(576)	**(37'293)**
Additions to right-of-use assets	6'741	7'504	10'569	563	**25'377**
Disposals of right-of-use assets	(3'747)	(1'453)	(1'076)	(153)	**(6'429)**
Lease modifications	410	-	72	-	**482**
Effects of foreign currency exchange differences	2'717	434	277	1	**3'429**
Balance at 31 December 2023	**105'401**	**27'071**	**26'013**	**705**	**159'190**
Depreciation charge for the period	(3'632)	(1'647)	(3'193)	(110)	**(8'582)**
Additions to right-of-use assets	807	768	4'289	5	**5'869**
Disposals of right-of-use assets	(1'665)	(1'111)	(332)	(37)	**(3'145)**
Lease modifications	2'109	-	(4)	-	**2'105**
Effects of foreign currency exchange differences	(2'770)	(425)	(338)	(5)	**(3'538)**
Balance at 31 March 2024	**100'250**	**24'656**	**26'435**	**558**	**151'899**

Lease liabilities	*31 March 2024 (000's)*	*31 December 2023 € (000's)*
Current lease liabilities	31'266	32'297
Non-current lease liabilities	117'891	123'491
Total lease liabilities	**149'157**	**155'788**

The Group has various lease contracts that have not yet commenced as of 31 March 2024. Future lease payments for these lease contracts are € 1.7 million (31 December 2023: € 0.3 million).

12. Intangible assets

Intangible assets consist primarily of trademarks and customer contracts.

The trademarks "Selecta" and "Pelican Rouge" recognised by the Group represent the brand names and have an indefinite useful life. Therefore, these trademarks are tested for impairment annually. The impairment calculation is based on the Value in Use assumption. Trademarks which have definite useful life are amortised over 10 years

Customer contracts recognised by the Group arise from customer contracts acquired as part of previous business combinations, including the Pelican Rouge acquisition, and are amortised over a period of 10-15 years.

13. Borrowings

	31 March 2024 € (000's)	*31 December 2023 € (000's)*
Borrowings (incl. revolving credit facility)	1'169'435	1'127'359
Total borrowings	**1'169'435**	**1'127'359**

13.1. Borrowings

	31 March 2024			31 December 2023		
	€ (000's)	*in %*	*Interest rate*	*€ (000's)*	*in %*	*Interest rate*
EUR	1'140'975	97.6%	8.5%	1'097'774	97.4%	8.5%
CHF	28'460	2.4%	8.6%	29'585	2.6%	8.6%
Total	**1'169'435**	**100%**	**8.5%**	**1'127'359**	**100%**	**8.1%**

The amounts shown above reflect the carrying amount and original currency of the borrowings. The nominal interest rate is disclosed.

13.2. Rate structure of borrowings

	31 March 2024 € (000's)	*31 December 2023 € (000's)*
Total borrowings at variable rates	85'054	57'000
Total borrowings at fixed rates	1'084'381	1'070'359
Total borrowings	**1'169'435**	**1'127'359**

The total includes the reduction of net capitalised transaction costs.

13.3. Details of borrowing facilities

<u>Interest Rate</u>

- First Lien Notes: Until (but excluding) January 2nd, 2023: 3.500% per annum, payable in cash, plus in kind at a rate of 4.500% per annum by increasing the principal amount of the outstanding Notes or issuing additional Notes in a principal amount equal to such interest. From (and including) January 2nd, 2023: 8.000% per annum, payable in cash.

- Second Lien Notes: Until (but excluding) January 2nd, 2023: 10.000% per annum, payable in kind by issuing additional Notes in a principal amount equal to such interest. From (and including) January 2nd, 2023: per Interest Payment Date of January 3rd, 2023, Selecta has taken the decision for 10.000% per annum, payable in kind by issuing additional Notes in a principal amount equal to such interest. For future Interest Payment Dates, Selecta's options to pay interest are as follows: (A) all interest as payment in kind at 10% (by increasing the principal amount of the outstanding Notes or issuing additional Notes in a principal amount equal to such interest), (B) all interest as cash at 9.25% or (C) combination of interest as payment in kind (10%) and Cash (9.25%), whereas Selecta must advise of the split % between payment in kind and cash.

<u>Maturity</u>

- First Lien Notes: April 1st, 2026.

- Second Lien Notes: July 1st, 2026.

	Interest rate %	*31 March 2024 € (000's)*
First Lien Notes (EUR)	8.0	739'518
First Lien Notes (CHF)	8.0	19'933
Second Lien Notes (EUR)	10.0	316'403
Second Lien Notes (CHF)	10.0	8'527
Senior revolving credit facility (3M Euribor + 4%)	7.91	85'054
Total borrowings at nominal values		**1'169'435**

3M Euribor has raised in the market from 3.75% to 4%, which mainly influenced the higher interest rate of the Senior revolving credit facility vs 31 December 2023.

	Interest rate %	31 December 2023 € (000's)
First Lien Notes (EUR)	8.0	739'518
First Lien Notes (CHF)	8.0	21'022
Second Lien Notes (EUR)	10.0	301'256
Second Lien Notes (CHF)	10.0	8'563
Senior revolving credit facility (3MEuribor + 3.75%)	7.7	57'000
Total borrowings at nominal values		**1'127'359**

Effect of covenants

Non-current borrowings of Selecta Group include borrowings amounting to € 1.169 million that contain covenants, which, if not met, may result in the borrowings becoming repayable on demand.

These borrowings are otherwise repayable more than 12 months after the end of the reporting period. As at 31 March 2024, Selecta Group complied with all the covenants that were required to be met on or before 31 March 2024. The covenants that are required to be complied with after the end of the current interim period do not affect the classification of the related borrowings as current or non-current at the end of the current interim period. Therefore, all these borrowings remain classified as non-current liabilities.

14. Equity

14.1. Share capital, share premium

The Group's share capital consists of 343'724 fully paid ordinary shares with a nominal value of € 1 per share. Fully paid ordinary shares carry one vote per share and a right to dividends.

In 2023, the Group's share premium increased due to the recognition of the share-based payment.

14.2. Other comprehensive income

The other comprehensive loss accumulated in reserves; net of tax was as follows:

For the 3 months ended 31 March 2024	*Currency translation reserve € (000's)*	*Accumulated deficit € (000's)*	***Total € (000's)***
Foreign currency translation differences for foreign operations	39'953	-	**39'953**
Total other comprehensive income, net of tax	**39'953**	**-**	**39'953**

For the 3 months ended 31 March 2023	*Currency translation reserve € (000's)*	*Accumulated deficit € (000's)*	***Total € (000's)***
Foreign currency translation differences for foreign operations	7'569	-	**7'569**
Total other comprehensive income, net of tax	**7'569**	**-**	**7'569**

Reserves arising from foreign currency translation adjustments comprise the differences from the translation of the financial statements of subsidiaries from their functional currency into Euro. Additionally, the foreign exchange differences on qualifying net investment loans are included in this reserve.

15. Financial instruments

15.1. Accounting classifications and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

	Carrying amount			Fair Value	
31 March 2024	*Financial assets at amortised cost € (000's)*	*Other financial liabilities € (000's)*	***Total € (000's)***	*Level 2 € (000's)*	*Total € (000's)*
Financial assets not measured at fair value					
Non-current financial assets	10'347	-	**10'347**		
Trade receivables	119'150	-	**119'150**		
Cash and cash equivalents	46'082	-	**46'082**		
Accrued income	40'836	-	**40'836**		
Other current financial assets	10'159	-	**10'159**	10'159	10'159
	226'574	**-**	**226'574**		
Financial liabilities not measured at fair value					
Secured loan notes	-	(1'084'381)	**(1'084'381)**	(1'165'227)	(1'165'227)
Revolving credit facility	-	(85'054)	**(85'054)**	(85'054)	(85'054)
Lease liabilities	-	(149'157)	**(149'157)**	(149'157)	(149'157)
Other non-current financial liabilities	-	(8'315)	**(8'315)**	(8'315)	(8'315)
Trade payables	-	(194'441)	**(194'441)**		
Interest payable	-	(23'085)	**(23'085)**		
Accrued expenses	-	(71'445)	**(71'445)**		
Factoring and reverse factoring liabilities	-	(4'529)	**(4'529)**	(4'529)	(4'529)
Other current financial liabilities	-	(18'765)	**(18'765)**	(18'765)	(18'765)
	-	**(1'639'172)**	**(1'639'172)**		

31 December 2023	Carrying amount *Financial assets at amortised cost € (000's)*	*Other financial liabilities € (000's)*	***Total € (000's)***	Fair Value *Level 2 € (000's)*	*Total € (000's)*
Financial assets not measured at fair value					
Non-current financial assets	10'701	-	**10'701**		
Trade receivables	123'060	-	**123'060**		
Cash and cash equivalents	58'190	-	**58'190**		
Accrued income	36'151	-	**36'151**		
Other current financial assets	5'630	-	**5'630**	5'630	5'630
	233'732	-	**233'732**		
Financial liabilities not measured at fair value					
Secured loan notes	-	(1'070'359)	**(1'070'359)**	(1'210'135)	(1'210'135)
Revolving credit facility	-	(57'000)	**(57'000)**	(57'000)	(57'000)
Lease liabilities	-	(155'788)	**(155'788)**	(155'788)	(155'788)
Other non-current financial liabilities	-	(9'837)	**(9'837)**	(9'837)	(9'837)
Trade payables	-	(194'383)	**(194'383)**		
Interest payable	-	(45'936)	**(45'936)**		
Accrued expenses	-	(77'154)	**(77'154)**		
Factoring and reverse factoring liabilities	-	(6'538)	**(6'538)**	(6'538)	(6'538)
Other current financial liabilities	-	(19'890)	**(19'890)**	(19'890)	(19'890)
	-	**(1'636'885)**	**(1'636'885)**		

15.2. Valuation techniques

The following table shows the valuation techniques used in measuring Level 2 fair values:

Financial instruments not measured at fair value

	Valuation technique	*Significant unobservable inputs*
Borrowings and other financial liabilities	Discounted cash flows: The fair value is estimated considering a net present value calculated using discount rates derived from quoted yields of securities with similar maturity and credit rating that are traded in active markets, adjusted by an illiquidity factor.	Not applicable

16. Contingent liabilities

The Group, through a number of its subsidiaries, is involved in various legal proceedings or claims arising from its normal business. Provisions are made as appropriate where management assesses that it is probable that an outflow of economic benefits will arise. None of these proceedings results in a material contingent liability for the Group.

At 31 March 2024 the Group had commitments of € 16.1 million (31 December 2023: € 26.2 million) relating to purchase of inventory.

17. Events after the balance sheet date

No events have occurred between 31 March 2024 and the date of authorisation of the issue of these condensed consolidated interim financial statements by the Board of Directors of the Company on 1 May 2024 that could have a material impact on the condensed consolidated interim financial statements.

APPROVAL OF THE CONDENSED CONSOLIDATED INTERIM FINANCIAL STATEMENTS

The condensed consolidated interim financial statements for the 3 months ended 31 March 2024 have been authorised by the Board of Directors on 1 May 2024.

Amsterdam, 1 May 2024

Christian Schmitz
Director of the Selecta Group B.V.

Nicole Charriere Roos
Director of the Selecta Group B.V.

Ruud Gabriels
Director of the Selecta Group B.V.

Robert Plooij
Director of the Selecta Group B.V.