

ME GROUP

January 2026

Making Easy

ME
GROUP



LUND UNIVERSITY FINANCE SOCIETY EST 1991

AGENDA

- 1 Company overview
- 2 Key investment highlights
- 3 Preliminary valuation considerations
- 4 Potentially interested parties

ME Group Overview

International Market Leader in Self-Service Equipment

Company Description

- Launched in 1954, ME Group is a UK based provider of automated instant-service equipment
- The Company's core segments are Photo.ME and Wash.ME, along with additional ancillary instant-service activities
 - Photo.ME:** Photobooths and integrated biometric identification solutions
 - Wash.ME:** Unattended 24/7 laundry services and laundrettes
- ME Group operates in 18 countries within the European and APAC regions
- Their primary market is Europe and the UK, with additional share in APAC
- Listed on the London Stock Exchange since 1962, with a market cap of GBP 572m

Geographical Footprint

Revenue per region (%)

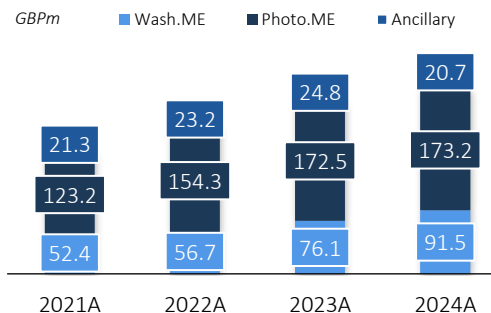
■ CE, UK&I, APACH



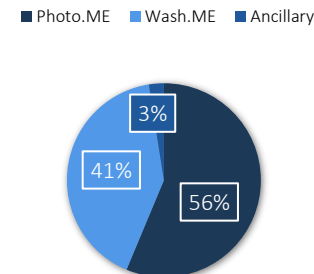
Note: (1) As of FY2024

Sources: Company Information, S&P Capital IQ

Revenue per Segment



EBITDA per Segment¹



Product Segment Overview

		No. Active Units
Photo.ME	Photobooth service, providing instant service ID photos and portraits in all 18 countries	30,600
Wash.ME	Delivers 24/7 outdoor self-service laundry machines, currently operating in 12 countries	7,890
Ancillary	ME Group also provides other vending services in high-footfall areas such as, Print.ME, Feed.ME and Amuse.ME, etc	11,100

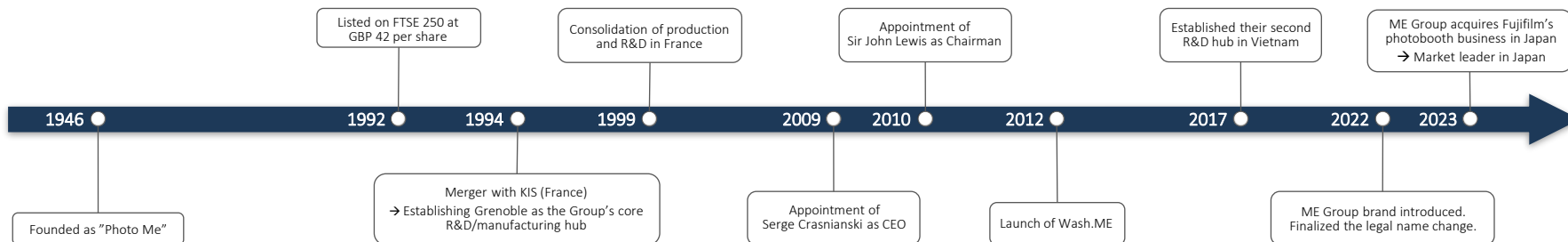
ME Group Overview (cont.)

Designs, Deploys and Runs Self-service Machines at Scale

Value Proposition



The Story of ME Group



Note: (1) KIS is a photobooth company founded by the current CEO. The company merged with ME-group in 1994.

Sources: Company Information, S&P Capital IQ

Key People



SERGE CRASNIANSKI
CEO & Deputy Chairman
Founder of KIS¹

KIS



STÉPHANE GIBON
CFO
Joined Me-Group in 1997

Whirlpool SAATCHI & SAATCHI



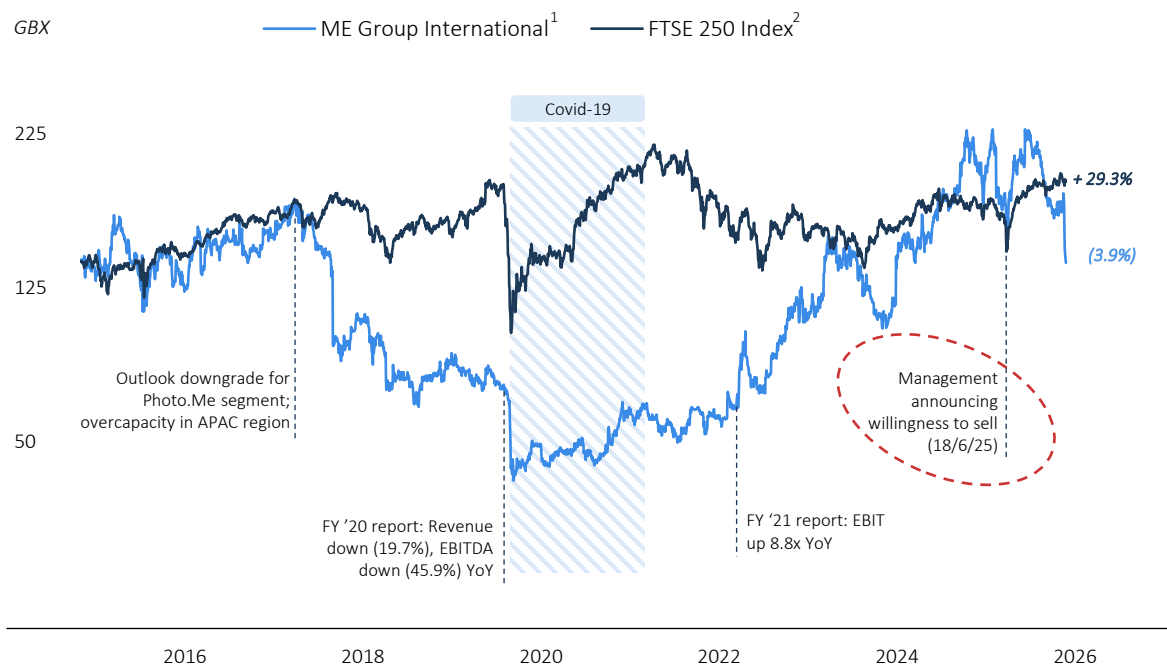
SIR JOHN LEWIS
Non-executive Chairman
Since 2010

Prime People **AJM**

Share Price Performance and Ownership

Institutionally Anchored with Strong International Investor Presence

Share Price Performance



Note: (1) ME Group International (MGEP) benchmarked against FTSE 250 since 2015/10/01. MGEP IPO: 1962. (2) Indexed values since 2015/10/01
Sources: Company Information, S&P Capital IQ, Bloomberg

Ownership

Company / Person Name	Country	% of Shares
CRASNIANSKI, CEO		36.6%
Schroders		13.0%
Aberdeen		12.2%
Fidelity		8.4%
montefiore		3.4%
Top 5 Shareholders		73.5%
Norges Bank		2.7%
BlackRock		2.6%
UBS		2.2%
Santander		2.1%
FRANKLIN TEMPLETON		2.0%
Top 10 Shareholders		85.4%

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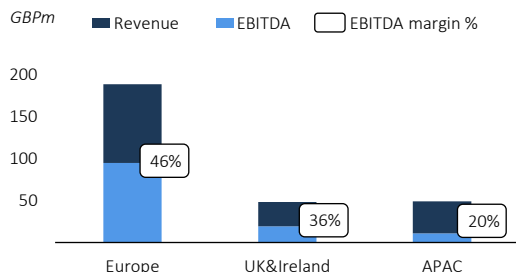
- 1 Divestment of APAC Supports Margin Expansion
- 2 Enhanced Pure-play Focus Motivates Higher Multiple
- 3 M&A Opportunity in Fragmented European Market
- 4 Proven Deployment Success of Wash.ME
- 5 Profitable and Rapid Payback of Machines
- 6 Strong Cash Generation Driven by Overlooked Segment

Key Investment Highlights (cont.)

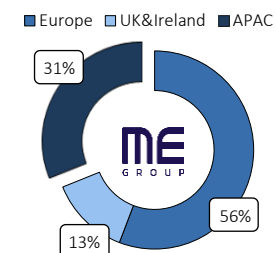
Divestment of APAC Region Enhances Pure-play Focus in Profitable Markets

1) Divestment of APAC Supports Margin Expansion

Financials per Geography



% of Total Operating Vending Machines



APAC represents 31% of the Group's vending base, yet underperforms the UK & Ireland, which represent 13% of the vending base

In-House R&D



Vietnam



France



Divestment of APAC segment consolidates R&D in France allowing efficiency improvements



Divestment of APAC segment support margin expansion

Potential Buyers

FuRyu

Dominant player in the Japanese photo-sticker booth market.

DNP

A leading domestic operator of ID photo booths

2) EBITDA and Multiple per Segment Motivating APAC Divestment

EV/EBITDA (x)

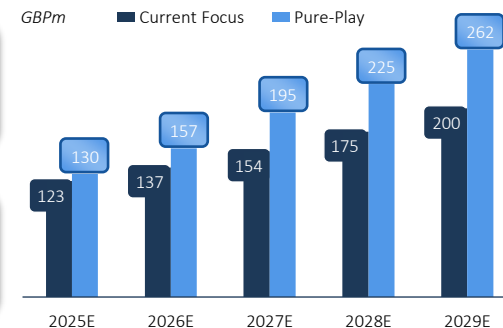


Potential EBITDA multiple expansion through increased pure-play focus on Wash.ME segment



Photo.ME valued at ~3.8x EBITDA Further supporting increased focus on Wash.ME segment

Total EBITDA Comparison



Sources: Company Information, Analyst estimates

Key Investment Highlights (cont.)

3) M&A Opportunity in Fragmented European Self-Service Laundry Solutions Market

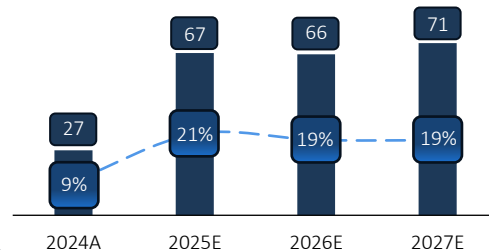
Fragmented European Market

- Wash.ME segment is market leader with 9% market share
- Fragmented landscape provides optimal circumstances to strengthen position in self-service laundry solutions market
- Targeting EBITDA multiples of 3-4x for optimal value creation



FCFF Generation and APAC Exit Provide Dry Powder

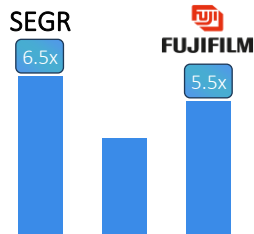
GBPm ■ FCFF — FCFF margin %



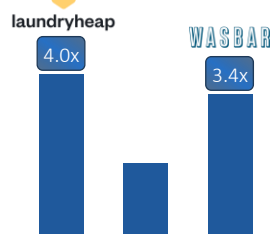
APAC divestment implies potential cash boost of GBP 42m¹

Favorable Backdrop Provides Opportunity To Pursue Attractive M&A Targets

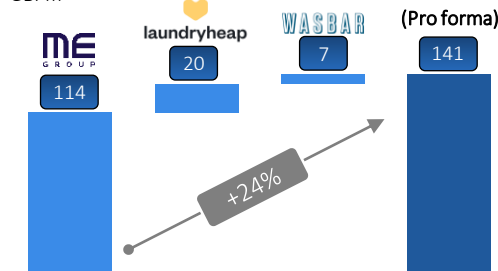
Previous Targets²



Potential Targets²



GBPm



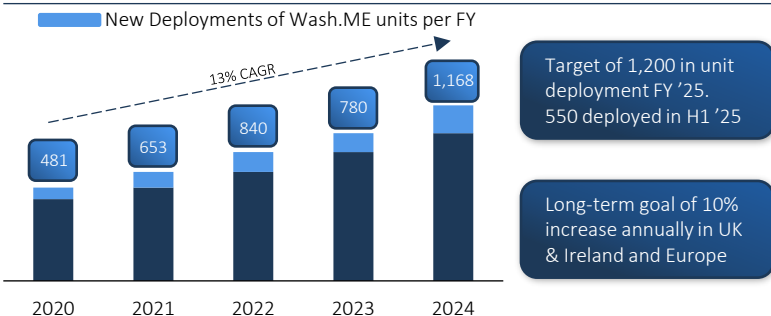
- Acquisitions could provide a 24% EBITDA³ increase and drive multiple expansion
- Laundryheap and Wasbar driving growth in UK and Belgium segment respectively

Notes: (1) Based on 3.8x EV/EBITDA multiple. (2) EV/EBITDA multiples. (3) EBITDA for 2026E
Sources: Company Information, S&P Capital IQ, AlphaSense

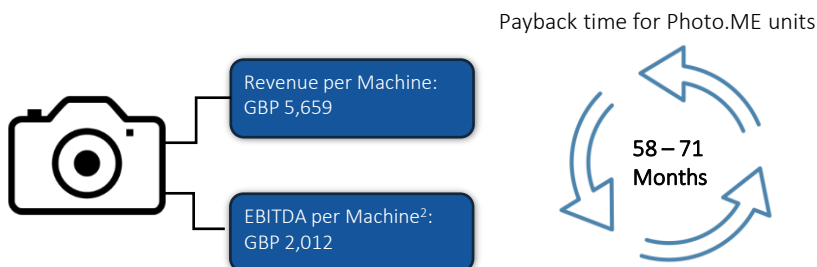
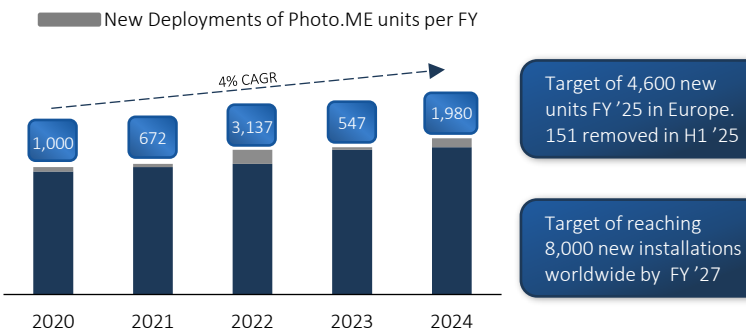
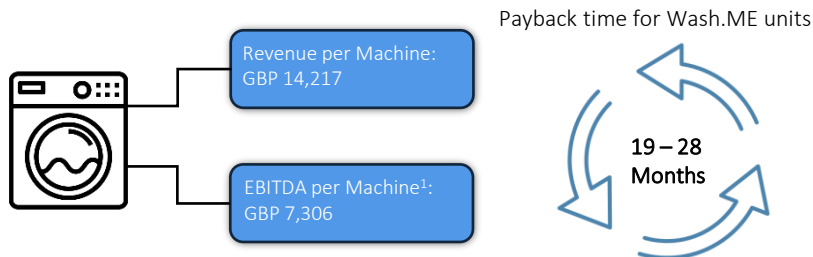
Key Investment Highlights (cont.)

Higher Rate of Deployment in Higher Margin Segment

4) Proven Deployment Success of Wash.ME



5) Wash.ME Proving Profitable and Rapid Payback



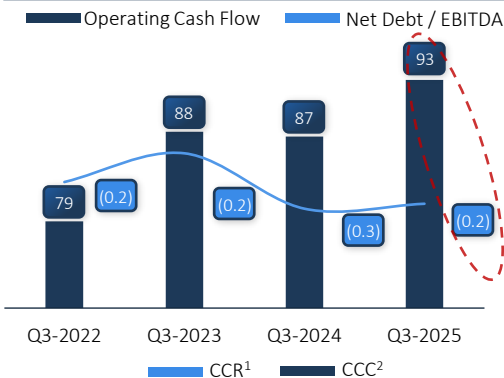
Note: (1) Cash EBITDA per Wash.ME unit: GBP 4,806 FY24. (2) Cash EBITDA per Photo.ME unit: GBP 1,901 FY24.

Sources: Company Information, S&P Capital IQ, Bloomberg

Key investment highlights (cont.)

Capital Efficiency and High Cash Generation Drive Value Creation

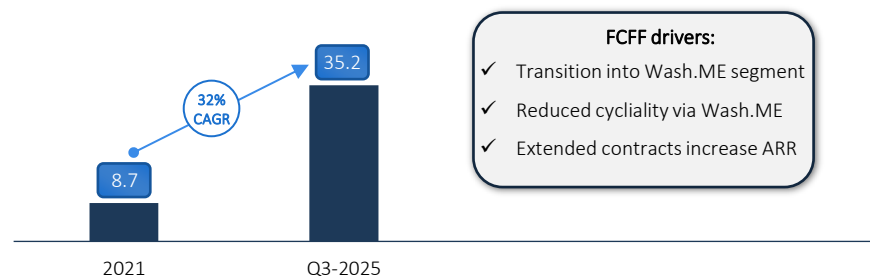
6) Strong Cash Generation Supports Increased Leverage



Net Cash Position of GBP 26.5m Q3-2025 allows M&A, increased deployment of units and future expansion

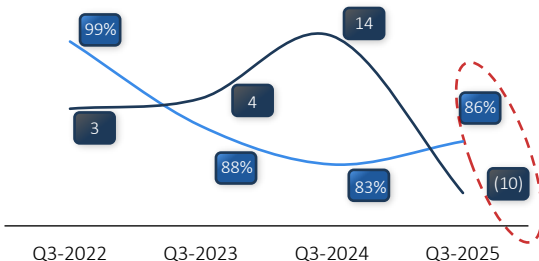
Enhanced FCFF Provides Greater Ability for Capital Allocation

GBPm

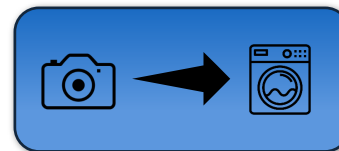


FCFF drivers:

- ✓ Transition into Wash.ME segment
- ✓ Reduced cyclicity via Wash.ME
- ✓ Extended contracts increase ARR



Efficient Net Working Capital dynamic and strong cash conversion supports further leverage



Wash.ME segment has 51% EBITDA margin, 16 percentage units higher than Photo.ME

Washing industry is less cyclical than the Photo industry, partly driven by holiday seasonality and weather effects

Contracts with Morrison's, Tesco, MFG, Intermarché. Average leasing terms on sites: 103 months (8.5y)

Notes: (1) Cash Conversion Rate: Operating Cash Flow / EBITDA. (2) Cash Conversion Cycle
Sources: Company Information, S&P Capital IQ, Bloomberg

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Valuation Summary

Selected Valuation Methods Display Valuation Range of GBpm 501 – 1,549

Methodology

52 Week Trading Low/High

- Highest EV/EBITDA: 7.6x
- Lowest EV/EBITDA: 4.7x

LBO Valuation

- +2.5x EV/EBITDA: 7.3x
- (0.5x) EV/EBITDA: 4.3x

Precedent Transactions

- +10% EV/EBITDA: 13.3x
- (10%) EV/EBITDA: 10.9x

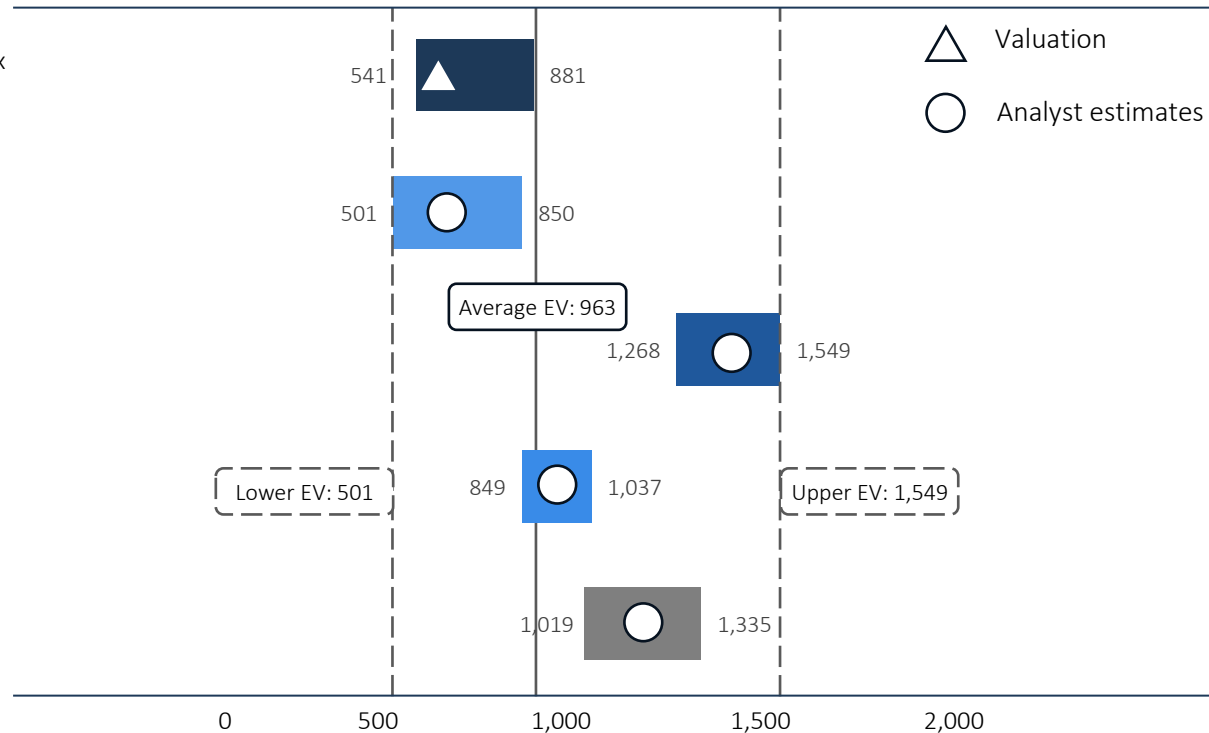
Comparable Company Analysis

- +10% EV/EBITDA: 8.9x
- (10%) EV/EBITDA: 7.3x

DCF Valuation

- WACC: 8.4% - 10.4%
- TGR: 2%

Enterprise value (GBpm)

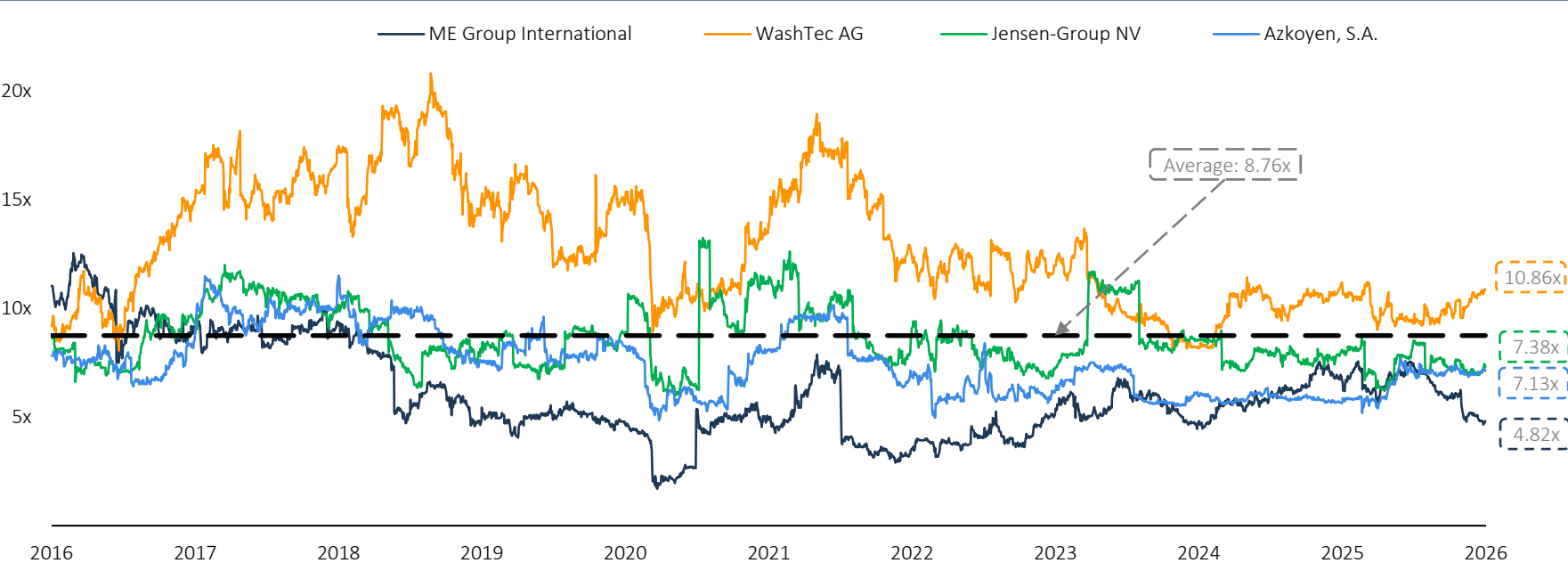


Sources: S&P Capital IQ, Bloomberg, Analyst estimates

Multiples Over Time

Current Valuations Below Historical Group Average

EBITDA multiple over the last 10 years¹



Source: S&P Capital IQ

Discounted Cash Flow Valuation

Discounted Cash Flow Analysis Implies an EV Range of: 913 – 1,583 GBPm

Discounted Cash Flows

ME Group International, GBPk	2024A	2025E	2026E	2027E	2028E	2029E	2030E	2031E	2032E	2033E	2034E	2035E
Sales	308	319	342	367	391	416	443	468	494	518	541	565
EBIT	74	77	84	91	97	104	112	118	123	127	132	138
EBIT Margin %	24.2%	24.3%	24.5%	24.7%	24.9%	25.1%	25.3%	25.1%	24.8%	24.6%	24.3%	24.3%
Taxes on EBIT	(19)	(19)	(21)	(23)	(24)	(26)	(28)	(29)	(31)	(32)	(33)	(34)
Nopat	56	58	63	68	73	78	84	88	92	95	99	103
Add:D&A	39	41	45	48	51	54	58	61	64	67	70	74
Less: Capex	(55)	(38)	(41)	(45)	(49)	(53)	(57)	(60)	(64)	(68)	(72)	(74)
Net of Changes in NWC	(14)	5	0.2	0.2	0.2	0.2	0.2	0.4	0.5	0.5	0.5	0.3
Unlevered FCF (FCFF)	27	67	66	71	75	80	85	89	93	96	98	103

Comments

- WACC: 9.4%
- Terminal Value implied via Gordon Growth Model, with 2.0% applied TGR
- Top Line CAGR of 5.9% through 2035
- Slight margin expansion and strong cash conversion implies an Enterprise Value of GBP 1,157m
- Capex < D&A due to Capex reduction within Photo.ME segment, reallocating in Wash.ME segment with fewer units in total

DCF Valuation Breakdown, GBPm

PV of Discounted Cash Flows	582
PV of Terminal Value	574
Enterprise Value	1,157
Net Debt	(26)
Equity Value	1,183
Implied Exit Multiple 2030E	6.4x
Implied Exit Multiple 2035E	5.5x

		WACC				
TGR	EV	7.4	8.4	9.4	10.4	11.4
	1.0	1,428	1,232	1,083	967	873
	1.5	1,499	1,280	1,118	992	892
	2.0	1,583	1,336	1,157	1,020	913
	2.5	1,685	1,402	1,201	1,051	936
	3.0	1,809	1,479	1,253	1,087	961





		WACC				
EBIT Margin	EV	7.4	8.4	9.4	10.4	11.4
	20.3	1,419	1,209	1,055	937	844
	22.3	1,500	1,272	1,105	978	878
	24.3	1,582	1,335	1,157	1,019	912
	26.3	1,664	1,399	1,206	1,060	945
	28.3	1,745	1,462	1,256	1,101	979

Sources: Company Information, Analyst estimates, Bloomberg, S&P Capital IQ

Comparable Companies

Comparable Companies Valuation Implies Valuation Discount

Peer Comparison

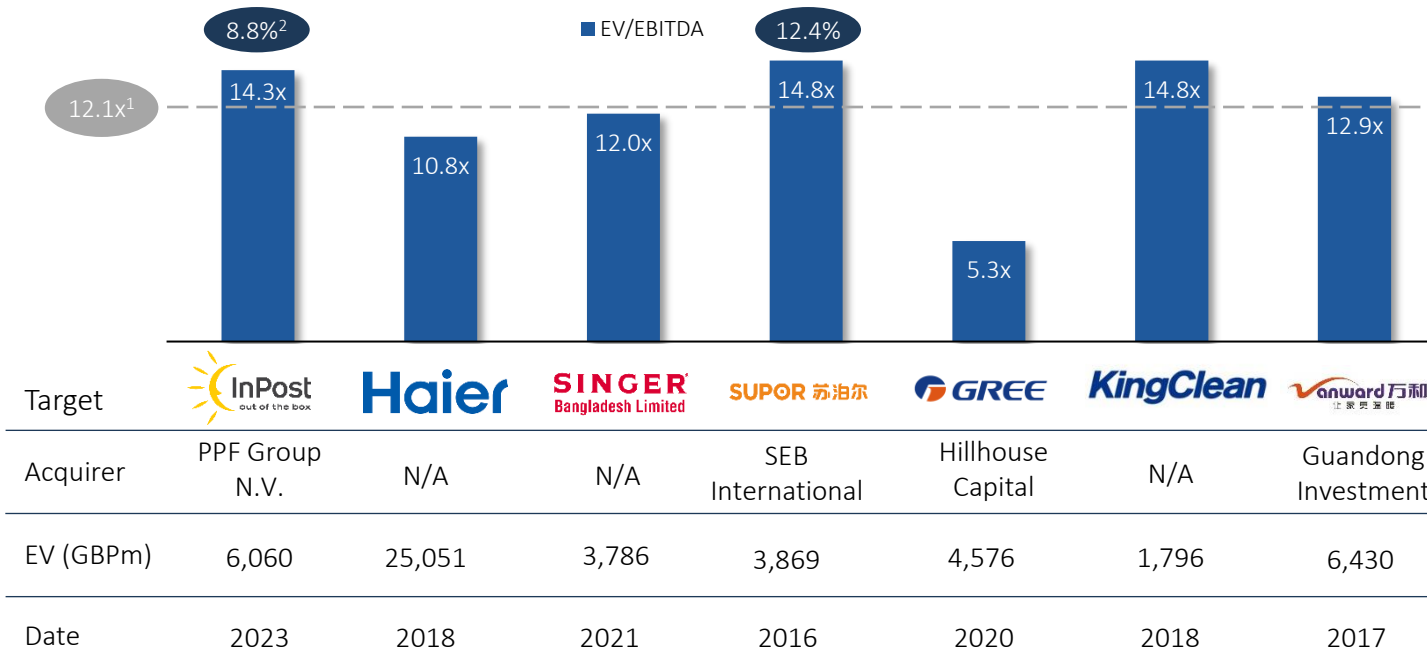
Company	MCAP	EV	Sales CAGR	EBITDA-margin	ND/EBITDA	EV/EBITDA	P/E
	GBPm	GBPm	2024A-2028E	2028E	2028E	2028E	2028E
 Electrolux PROFESSIONAL	1,522	1,657	4.1%	16.9%	1.0x	9.0x	14.9x
 JENSEN	499	514	6.1%	15.8%	0.2x	6.7x	8.3x
Azkoyen	182	191	4.0%	9.8%	0.4x	9.9x	8.8x
 WashTec	520	610	5.5%	13.2%	0.8x	9.2x	13.1x
VESUVIUS	940	1,470	2.9%	12.1%	1.4x	6.0x	7.5x
Median	520	610	4.1%	13.2%	0.8x	9.0x	8.8x
Average	732	888	4.5%	13.6%	0.7x	8.1x	10.5x
 ME GROUP International Plc	572	545	6.1%	37.9%	(0.2x)	3.8x	8.3x

Sources: Bloomberg, Analyst estimates

Precedent Transactions

Precedent Transactions Imply Target Multiple of 12.1x

Precedent Transactions



Multiple Comparison

EV/EBITDA
ME Group
4.8x

EV/EBITDA
Average
12.1x

Enterprise Value
ME Group
GBP 545m

Enterprise Value
Average
GBP 7,367m

Notes: (1) Average EV/EBITDA multiple, (2) Transaction premiums compared to share price one month before announcement
Sources: S&P Capital IQ, Bloomberg

Leveraged Buyout Analysis

Leveraged Buyout Analysis Indicating an IRR of 30.0%

LBO Cash Flows

ME Group International, GBPm	2024A	2025E	2026E	2027E	2028E	2029E
Debt	60	524	450	405	353	295
Interest expense	(3)	-	(29)	(26)	(23)	(19)
Debt repayment		(67)	(45)	(52)	(59)	(66)
Net Income	54	59	42	49	56	65
(+) D&A	39	41	45	48	51	53
(-) CapEx	(55)	(38)	(41)	(45)	(49)	(53)
(+/-) Change in NWC	(14)	5	-	-	-	-
Levered FCF	24	67	45	52	59	66

Comments

- Entry multiple of 4.8x LTM EBITDA¹ implying EV of GBP 559m
- 22% of transaction financed through sponsor equity
- No subordinated debt required due to conservative debt financing
- Interest rate on Term Loan: 3-month CME Term SOFR rate of 3.97% + 250 bps
- Offer Premium of 15%. EBITDA entry multiple 5.5x; 4.8x net of fees & premium
- Total debt/EBITDA upon exit: 1.4x

Interest Rate %	Term Loan xEBITDA					
	IRR	3.5x	4.0x	4.5x	5.0x	5.5x
	2.47%	22%	26%	32%	43%	71%
	4.47%	22%	25%	31%	41%	69%
	6.47%	21%	25%	30%	40%	66%
	8.47%	21%	24%	29%	38%	64%
	10.47%	20%	23%	27%	36%	60%

Exit Multiple (x)	Offer Premium (%)					
	IRR	5%	10%	15%	20%	25%
	4.3x	38%	31%	26%	22%	18%
	4.6x	41%	34%	28%	24%	20%
	4.8x	43%	36%	30%	26%	22%
	5.1x	45%	37%	32%	27%	24%
	5.3x	47%	39%	34%	29%	25%

		Entry Multiple (x)				
Exit Multiple (x)	IRR	4.3x	4.6x	4.8x	5.1x	5.3x
	4.3x	42%	33%	26%	21%	17%
	4.6x	44%	35%	28%	23%	19%
	4.8x	47%	37%	30%	25%	21%
	5.1x	49%	39%	32%	27%	22%
	5.3x	51%	41%	34%	28%	24%

Note: (1) Entry multiple with fees & premium: 5.5x EBITDA; taken into account in sensitivity tables

Sources: Company Information, Analyst estimates

- ① **Company overview**
- ② **Key investment highlights**
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- ④ **Potentially interested parties**

AGENDA

Buyer Universe

Potential Strategic Acquirers & Financial Sponsors

Strategic
Acquirers

Alliance[™]
Laundry Systems

 **Electrolux**

Whirlpool
CORPORATION

Miele
PROFESSIONAL

Financial
Sponsors

CVC CAPITAL
PARTNERS


 **BainCapital**

 **Sagard**

Bridgepoint

Potentially Interested Parties

Selected Strategic Acquirers

Company	Key Metrics		Comments
	Ownership	Public	<ul style="list-style-type: none"> ▪ Description: Global manufacturer and supplier of commercial and industrial laundry equipment ▪ Strategy: Improve digital features for laundromats and enter the international vending market. ▪ Potential synergies: Geographical expansion, streamlined supply chain, and leveraged distribution channels ▪ Acquisition history: Metropolitan Laundry Machinery Sales, Alliance Laundry Equipment, etc.
	Market Cap.	GBP 3.6bn	
	Revenue	GBP 1.2bn	
	Capacity	GBP 122m	
	Ownership	Private	<ul style="list-style-type: none"> ▪ Description: Bloomest, part of Miele Professional, offers self-service laundromats in a franchise-like model in Europe ▪ Strategy: Increase returns by using an asset-light model that shortens payback time and lifts EBIT margins ▪ Potential synergies: Streamlined supply chain, increased ARR, and scalability ▪ Acquisition history: Miele acquired Lava Più (2022), which is now expanding under the current brand
	Market Cap.	N/A	
	Revenue	GBP 0.2b	
	Capacity	GBP 10.6m	
	Ownership	Public	<ul style="list-style-type: none"> ▪ Description: Electrolux's B2B-focused subsidiary designs and manufactures professional appliances such as laundry equipment ▪ Strategy: Investment in organic growth and value-accretive acquisitions ▪ Potential synergies: Cross-selling, resilient revenue mix, streamlined supply chain, and increased ARR ▪ Acquisition history: Schneidereit Professional, Tosei, Unified Brands, etc.
	Market Cap.	GBP 1.5bn	
	Revenue	GBP 0.9bn	
	Capacity	GBP 57.5m	
	Ownership	Public	<ul style="list-style-type: none"> ▪ Description: Global manufacturer of kitchen and laundry appliances, including vended washers and dryers ▪ Strategy: Focus on lifting margins through growth in D2C business and transforming the portfolio toward higher-margin, higher-growth businesses ▪ Potential synergies: Vertical integration into vended laundry, cross-selling, higher share of resilient ARR ▪ Acquisition history: InkSinkErator, Maytag
	Market Cap.	GBP 3.3bn	
	Revenue	GBP 13bn	
	Capacity	GBP 1,019m	

Sources: Bloomberg, S&P Capital IQ, Alliance Laundry Systems, Miele Professional, Electrolux Professional, Whirlpool

Potentially Interested Parties (cont.)

Selected Financial Sponsors

Company	Key Metrics		Comments
	EU/Americas Fund AUM	GBP 74.4bn	<ul style="list-style-type: none"> Description: CVC Capital is a leading global Private Equity firm with total AUM of GBP 176bn Strategy: The Europe/Americas fund strategy focuses on market-leading businesses with strong cash flows Value addition: CVC Capital has a history of driving organic growth as well as pursuing bolt-on acquisitions
	# of portfolio companies	91	
	Dry powder	GBP 17.5bn	
	Ticket size	GBP 220m-1.3bn	
	MidCap Fund AUM	GBP 1.75bn	<ul style="list-style-type: none"> Description: Sagard is a global multi-strategy alternative asset management firm Strategy: The MidCap fund invests in six sectors, including consumer products and industrials Value addition: Sagard provides access to new markets and geographies through network of families
	# of portfolio companies	16	
	Dry powder	GBP 650m	
	Ticket size	GBP 50-200m	
	AUM	GBP 140bn	<ul style="list-style-type: none"> Description: Global Private Equity firm focusing on industries like consumer products and industrials Strategy: The fourteenth flagship fund will maintain a growth-oriented approach, focusing on expansion of products Value addition: Bain Capital leverages cross-platform insight and the resources of a global team to drive growth
	# of portfolio companies	106	
	Dry powder	GBP 10bn	
	Ticket size	GBP 375-750m	
	Mid-market fund AUM	GBP 14.9bn	<ul style="list-style-type: none"> Description: Bridgepoint Capital is Europe's leading middle-market Private Equity growth investor Strategy: The mid-market fund focuses on investments of market-leading companies valued at over GBP 300m Value addition: Expertise in accelerating organic growth and targeting strategic add-on acquisitions
	# of portfolio companies	41	
	Dry powder	GBP 3.5 bn	
	Ticket size	GBP 300-600m	

Sources: CVC Capital Partners, Sagard, Bain Capital, Bridgepoint Capital



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