



Capital Markets Day

# SEB PROFESSIONAL COFFEE A PROACTIVE EXPANSION STRATEGY

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**A leadership  
position with 4  
complementary  
brands**



**A highly attractive  
market**



**Our growth model  
and key success  
factors**





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14/12/2023



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# A growth platform with sizeable impact

## SEB Professional Coffee

Acquired in

**2016**

FULL AUTO



**sch**aerer

Global leader in professional fully automatic

Integration of direct services in selected countries and network of partners

Acquired in

**2019**

FILTER



#2 player in professional filter coffee brewer in USA

Large range including tea brewers and powder dispensers

Acquired in

**2023**

TRADITIONAL

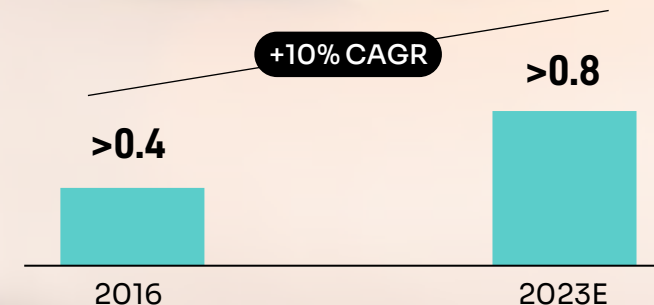


Iconic Italian brand

Broad range of traditional machines and coffee grinders

# A growing and profitable business

## SEB Professional Coffee Sales (€bn) and ORFA margin (%)



Metric	2016	2023E
Sales weight of countries outside Europe	<30%	>50%
ORFA* margin	>15%	>15%



# SEB Professional Coffee: a fast-growing global leader...

**#1**

Globally  
in Full Auto PCM

**30%**

Market share globally in  
2023e in Full Auto PCM

**+10%**

Sales CAGR  
since 2016

**Multi-local  
leader**  
in 12 major countries

inc. top 3 markets:  
China, USA, Germany

**x1.8**

Relative market share  
vs. n°2

**>65,000**

Full Auto PCM customers

**~450,000**

machines installed base

**~30m**

Estimated cups/day  
with our machines  
Full Auto PCM only

**~10%**

Market Share in 2023e  
in Italy Professional  
Traditional Machines  
(La San Marco)

...with  
differentiating  
capabilities  
all along the  
value chain

**> €30m**

invested in innovation  
in 2023e

**~150**

R&D team members

**> 160**

Active patents  
x1.4 vs. #2

**5 factories**

with > 1,100 FTE  
in operations

Revenue split

**70%**

machines

**30%**

services

Presence in

**>100**

countries

**13**

market companies

**> 200**

distributors

**> 800**

own service specialists  
globally

**~2,400 FTE**

partner service  
technicians

**140,000**

connected machines  
enabled for  
digital services

# A portfolio of complementary brands







A leadership position with 4 complementary brands



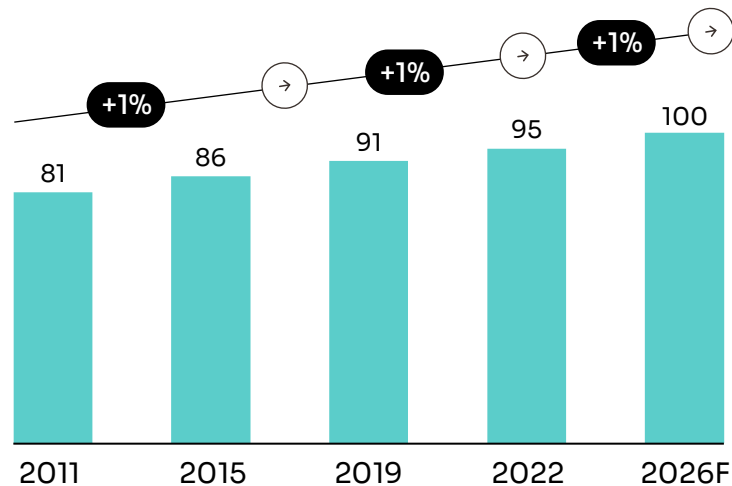
**A highly attractive market**



Our growth model and key success factors

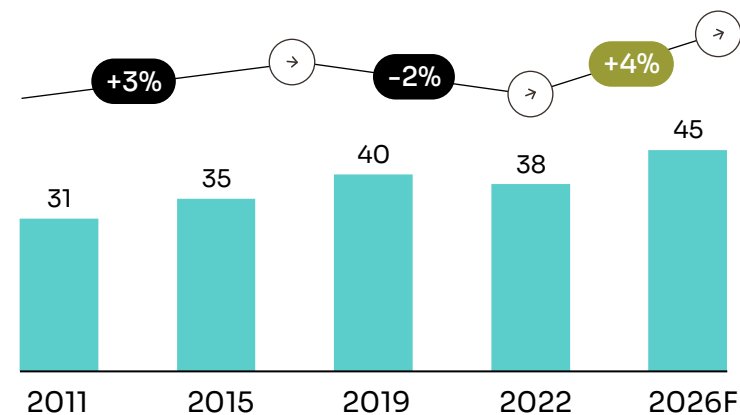
# Attractive underlying market

## At home fresh coffee consumption



## Out-of-home fresh coffee consumption

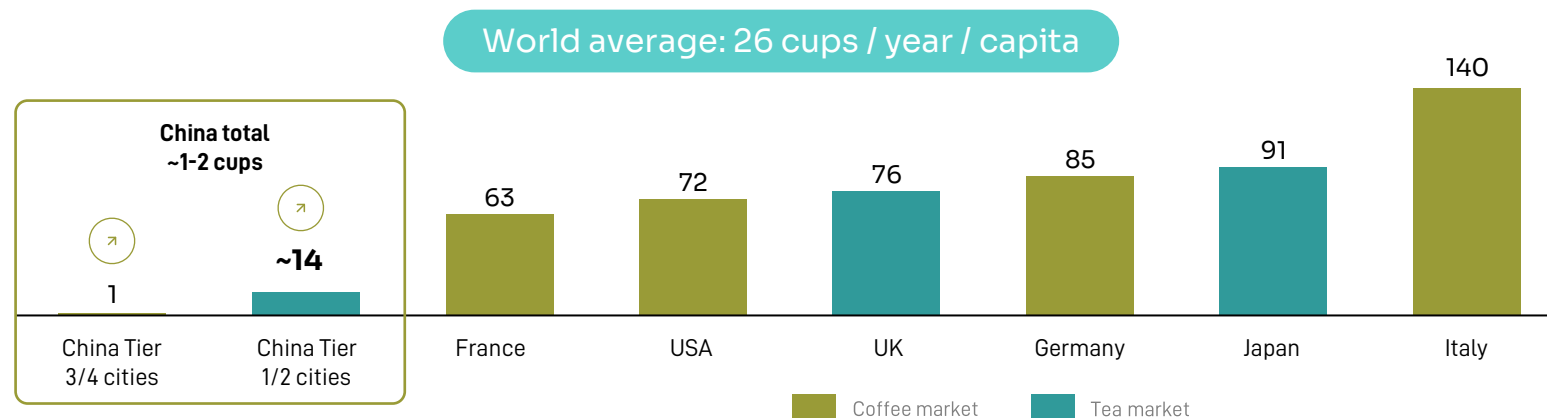
SHARE OF OUT-OF-HOME IN TOTAL: **30%**



**Annual consumption** in billions of liters of fresh brewed coffee

# Massive growth potential in China

## Out-of-home Fresh Coffee consumption



**High share of out-of-home fresh coffee consumption in “tea markets” (Japan, UK, China)**



# Coffee? More and more an ingredient for hot and cold drinks

## Italy & Spain

RISTRETTO



ESPRESSO



LUNGO



## Germany & Nordics

FLAT WHITE



CAPPUCCINO



LATTE



## USA & China

SALTED CARAMEL  
COLD BREW



Leading coffee chains:  
share of cold drinks >75%

ICED COCONUT  
LATTE



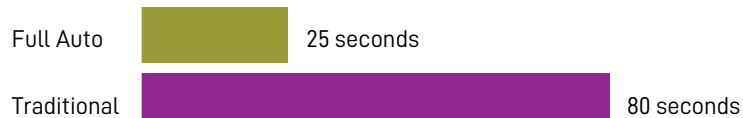
ICED MANGO  
LATTE



# Unique customer benefits of professional Full Auto

## Speed to serve at peak time

Time to prepare a cappuccino:

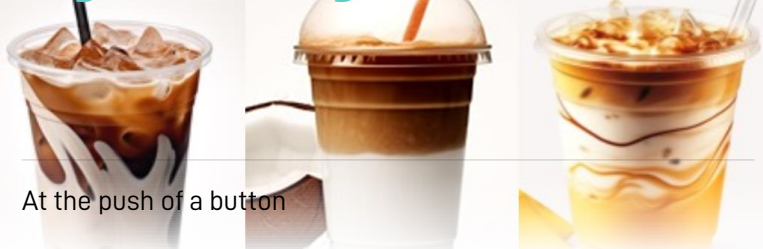


## Fast Return on Investment

Machine average payback: < 6 months

ProCare and Autoclean: up to 45% savings on cleaning and hygiene process

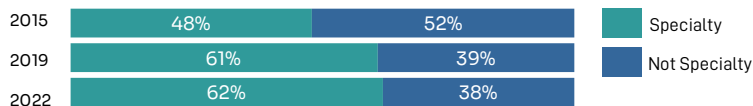
## Higher beverage menu varieties



At the push of a button

## Visible premiumization with fresh coffee beans

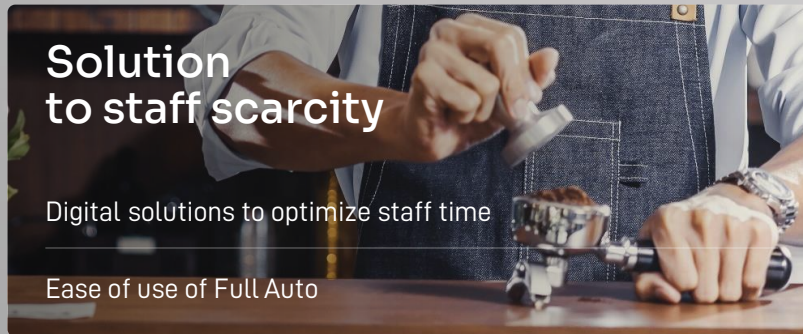
Share of premium coffee (USA)



## Solution to staff scarcity

Digital solutions to optimize staff time

Ease of use of Full Auto



## Sustainability enabler

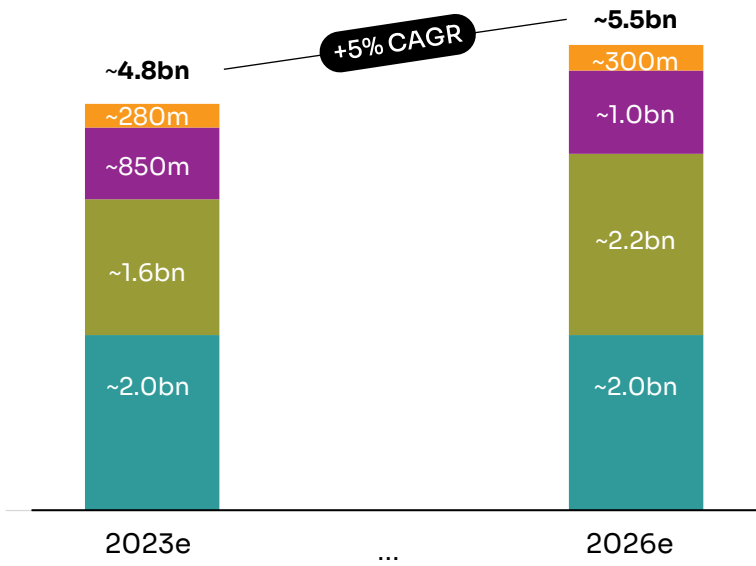
Efficient use of resources: coffee, milk and energy

Controlled product end-of-life with recycling focus

Minimized carbon footprint in service with digital solutions

# Full Auto: the largest segment in PCM in 2026

2023-2026 PCM Market by Product Category  
(Equipment only)



	CAGR	Share of Growth
Filter	+3%	~5%
Traditional	+5%	~20%
Full Auto	+10%	~75%
Vending	0%	0%

2/3 of Full Auto equipment market future growth coming from China, North America and UK





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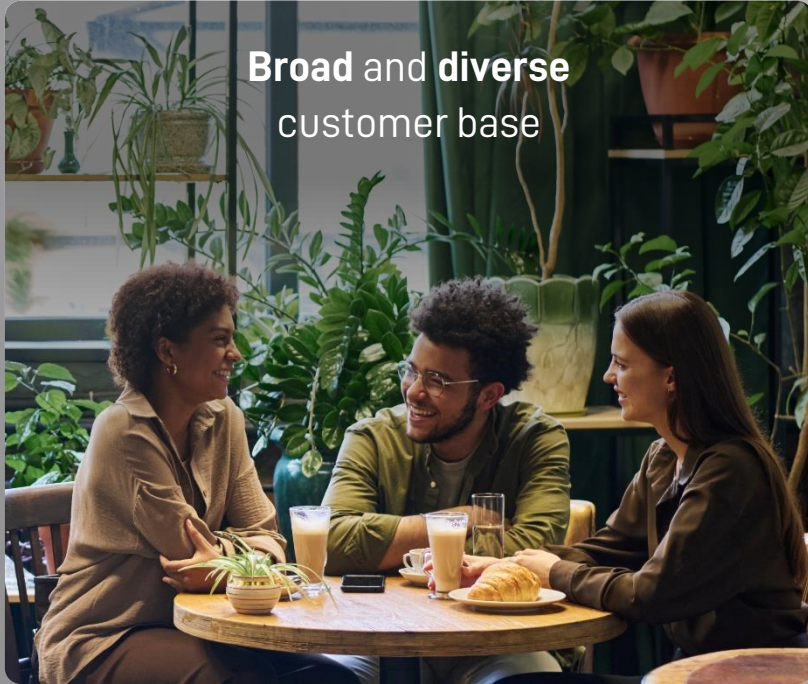
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## SEB Professional Coffee Growth Drivers

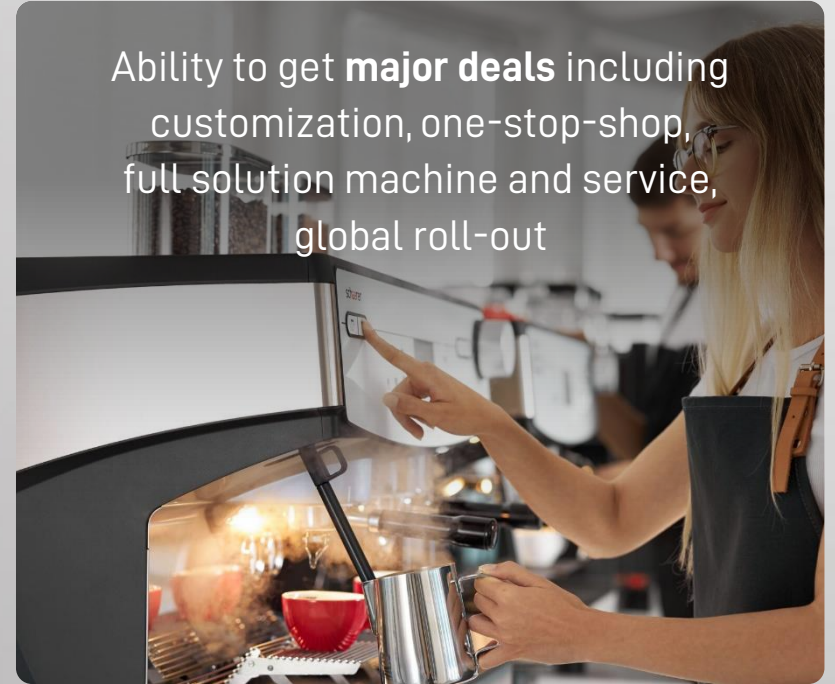
**Broad and diverse**  
customer base



Right **customer insights** leading  
to right **innovation, technology**  
and **digital solutions**



Ability to get **major deals** including  
customization, one-stop-shop,  
full solution machine and service,  
global roll-out





# Customer insights leading to right innovations

 **China**

**Espresso is an ingredient  
for large drinks**

(450 to 550ml)

**Speed to serve  
is critical**



**Differentiating technology to our customers**  
**30g brewing unit**



Schaerer Soul



Curtis Skyline



Schaerer Soul C



 **USA**

**Black coffee filter taste  
N°1 type of coffee**

**Consumers value fresh coffee,  
hot or cold, in large cups  
to drink “on the go”**





# Impactful innovations and digital services



Broad and  
diverse  
customer base  
with strong  
potential for  
growth



65,000

Customers worldwide

# Strong ability to work together with leading chains

>400

Dedicated  
front office staff





# Competitive edge in services, supported by digital tools

## Competition

### Business model

Mostly indirect service delivery  
via partners and distributors

### Brand experience

Inconsistent as left  
to the local partners

## SEB Professional Coffee

### Business model

Balanced between direct  
and indirect delivery

### Brand experience

End-to-end consistent brand  
& customer experience



## Our enablers

Field Service Module  
connected to ERP

Digital functions like  
Remote Service

Blended learnings digital  
and onsite

Global footprint



Together with  
our customers,  
we re-invent  
coffee as a  
“life-centric”  
experience

Global leader with the most  
advanced trend setters  
in coffee-based drinks

Understanding coffee experiences  
from Italy to Germany, from China  
to the USA

Coffee as an ingredient, versatile,  
enjoyable, energizing...  
without compromise on quality  
and speed to serve

**“life-centric”**

# Leveraging our success in Professional Coffee to expand into the rest of the Professional space to become a reference player



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