



# GROUPE SEB PRESENTATION

November/December 2020



- All-Clad
- ARNO
- ASIA
- calor
- clock
- Curtis
- emsa
- esteras
- HEPP
- imusa
- ORIGINAL KAISER
- Krampouz
- KRUPS
- Logaster
- MAHARAJA WHITELINE
- MIRRO
- Moulinex
- OBH NORICA
- PANEX
- Rochedo
- Rowenta
- samuraï
- schaerer
- SEB
- Silit
- SUPOR
- T-fal
- Tefal
- UMCO
- WearEver
- WMF

# Disclaimer

## NOTE

This presentation may contain certain forward-looking statements regarding Groupe SEB's activity, results and financial situation. These forecasts are based on assumptions which seem reasonable at this stage, but which depend on external factors including trends in commodity prices, exchange rates, the economic environment, demand in the Group's large markets and the impact of new product launches by competitors.

As a result of these uncertainties, Groupe SEB cannot be held liable for potential variance on its current forecasts, which result from unexpected events or unforeseeable developments.

The factors which could considerably influence Groupe SEB's economic and financial result are presented in the Annual Financial Report and Registration Document filed with the *Autorité des Marchés Financiers*, the French Financial Markets Authority. The balance sheet and income statement included in this press release are excerpted from financial statements consolidated as of December 31, 2019 examined by SEB SA's Statutory Auditors and approved by the Group's Board of Directors, dated February 25, 2020.

1. Groupe SEB in a nutshell
2. Group Strategy and Positioning
3. ESG: a committed Group
4. H1-2020 results
5. 9M 2020 review
6. Outlook
7. Appendix



# CONTENTS



**GROUPE SEB  
IN A NUTSHELL**

# 2019 Key Figures

**€7,354m**  
Sales, + 5.8%  
LFL

**€740m**  
Operating Result  
from Activity

**€380m**  
Net income

**34,000**  
employees

**Tefal**

**€267m**  
Investments in  
innovation

**1,345**  
own  
retail stores

**42**  
industrial sites

# An extensive and diversified product offering

## SMALL ELECTRIC APPLIANCES

### KITCHEN ELECTRICS



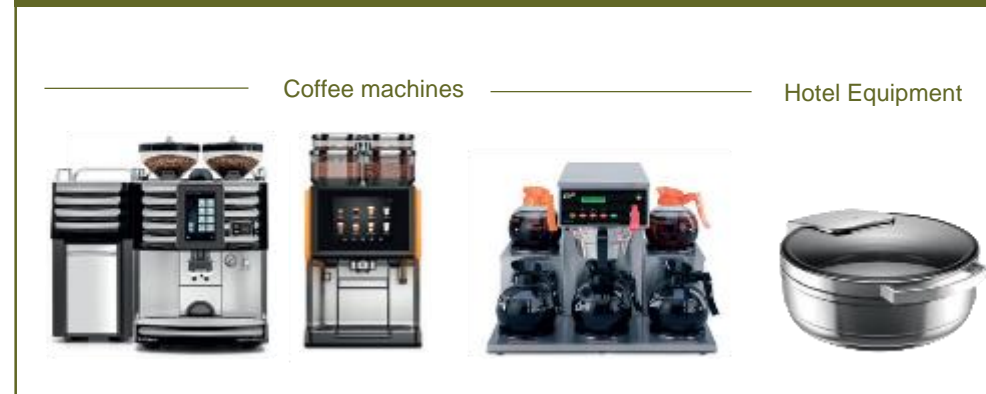
### HOME AND PERSONAL CARE



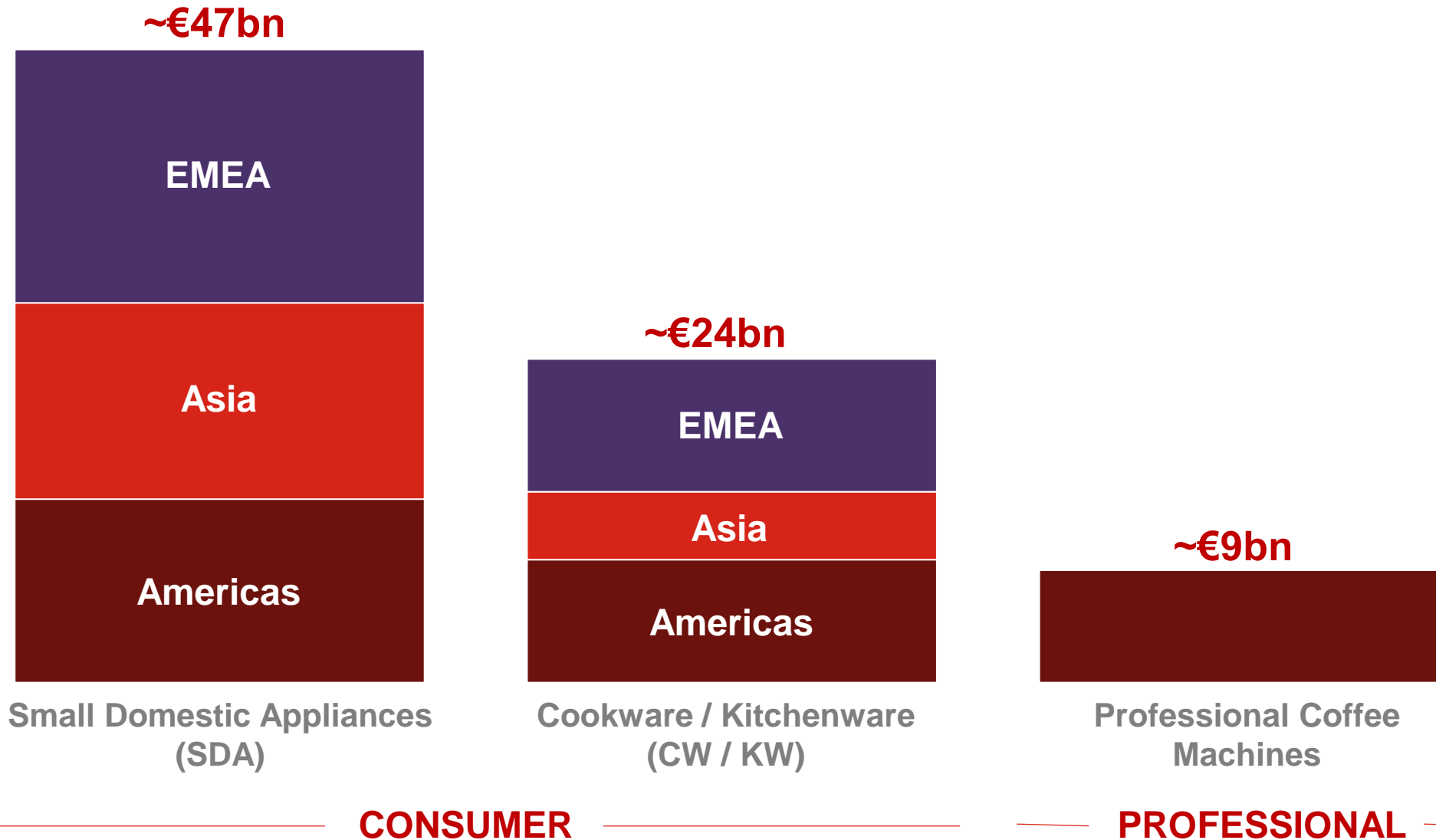
### COOKWARE - KITCHENWARE



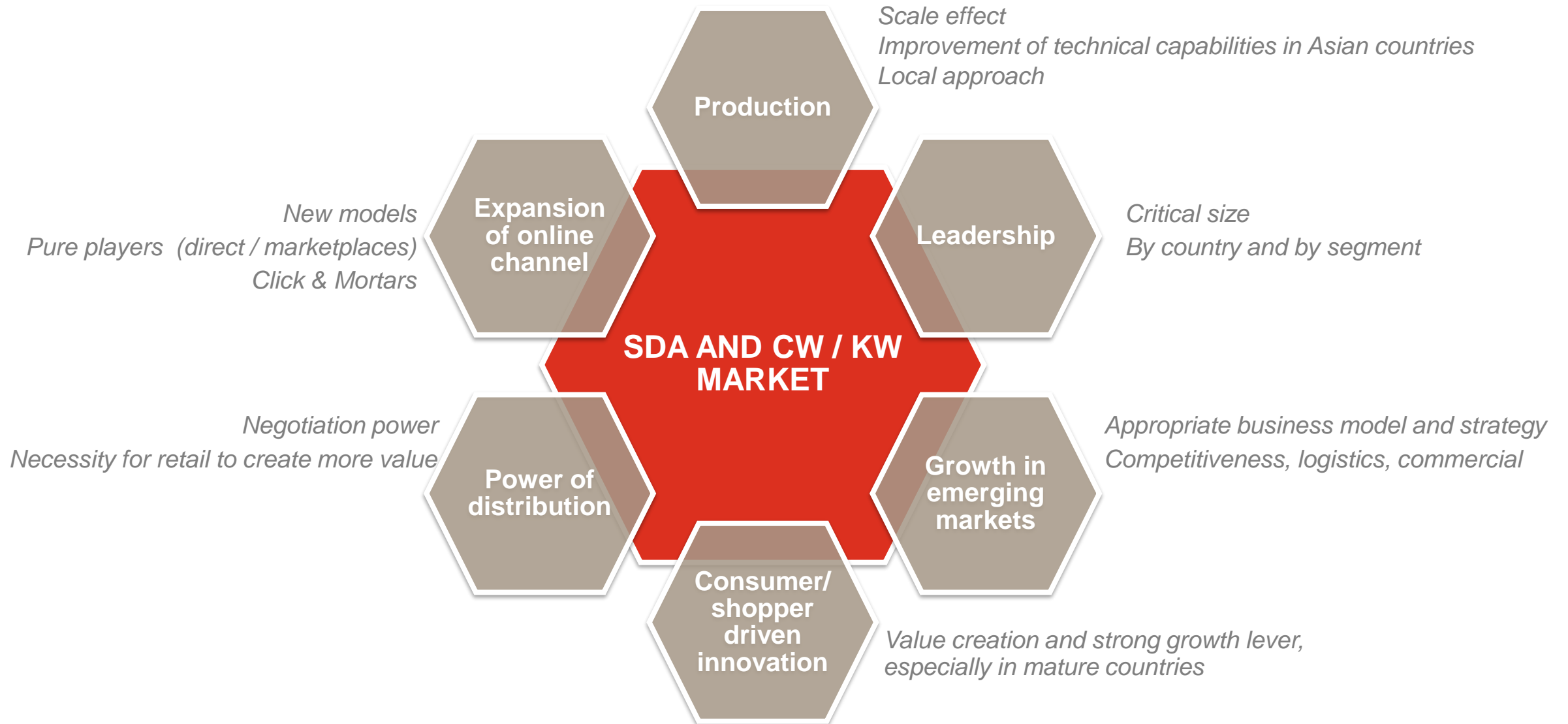
### PROFESSIONAL



# Competing on a playfield of ~ €80bn



# Main trends structuring our Consumer industry





# A consumer in constant transformation...

## Simplification



Ease of use,  
versatility and  
time saved

## Health & Wellness



Healthy eating  
and emphasizing  
home-made trend

## New uses



Personalized and  
multicultural  
experience

## Commitment



A quest for meaning,  
naturalness, and  
circular economy

## Digitization



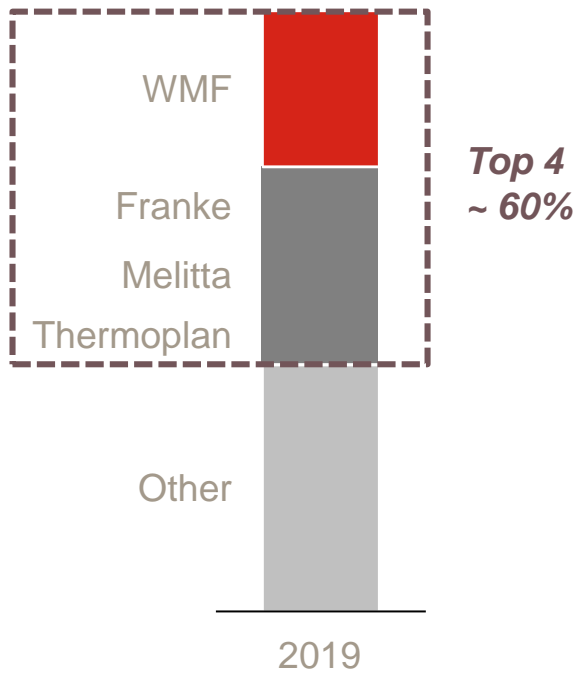
E-commerce,  
connections and  
communities

... source of new opportunities for the Group

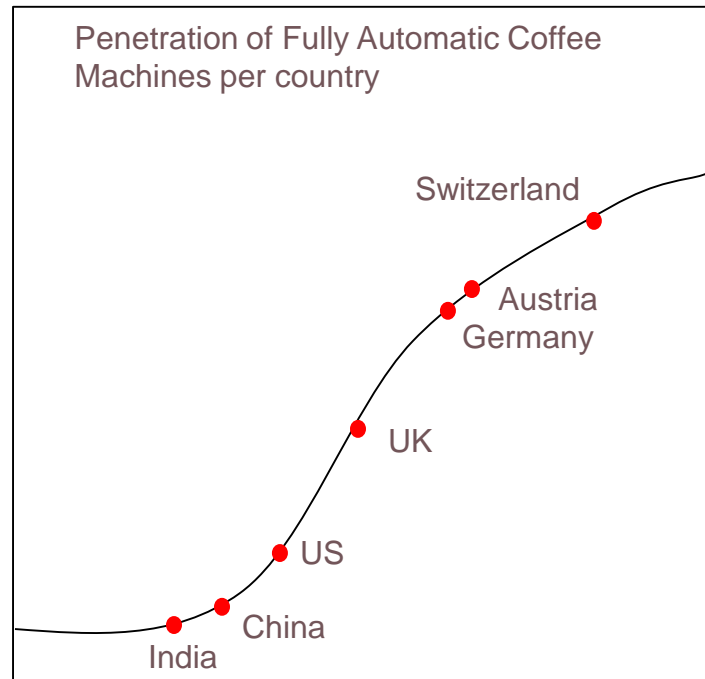
# Professional coffee machines: major development drivers

Full autos – around 25% of the global market

Global market Fully Automatic Coffee Machines – "Equipment"



Penetration of Fully Automatic Coffee Machines per country

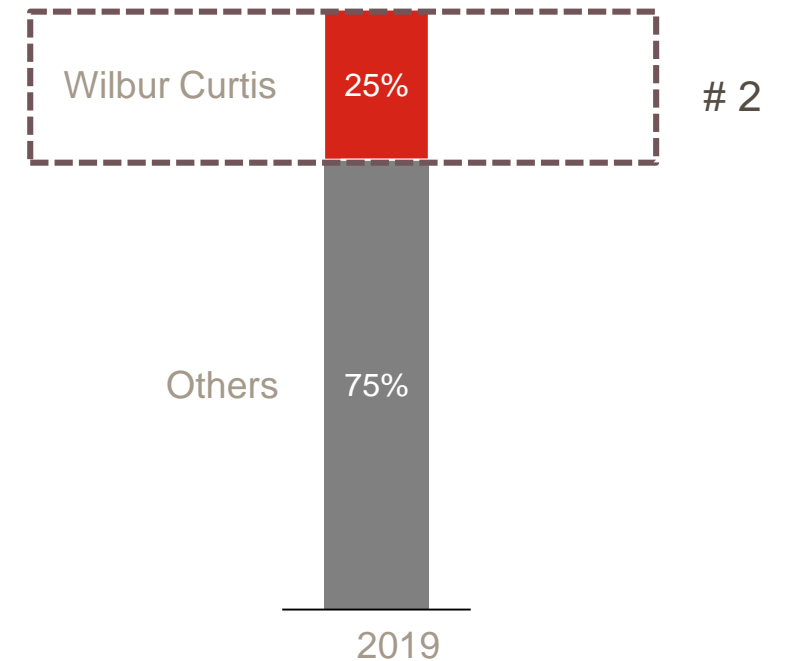


Source: Estin & Co.

A concentrated market with **strong growth potential**

Filter – < 10% of the global market

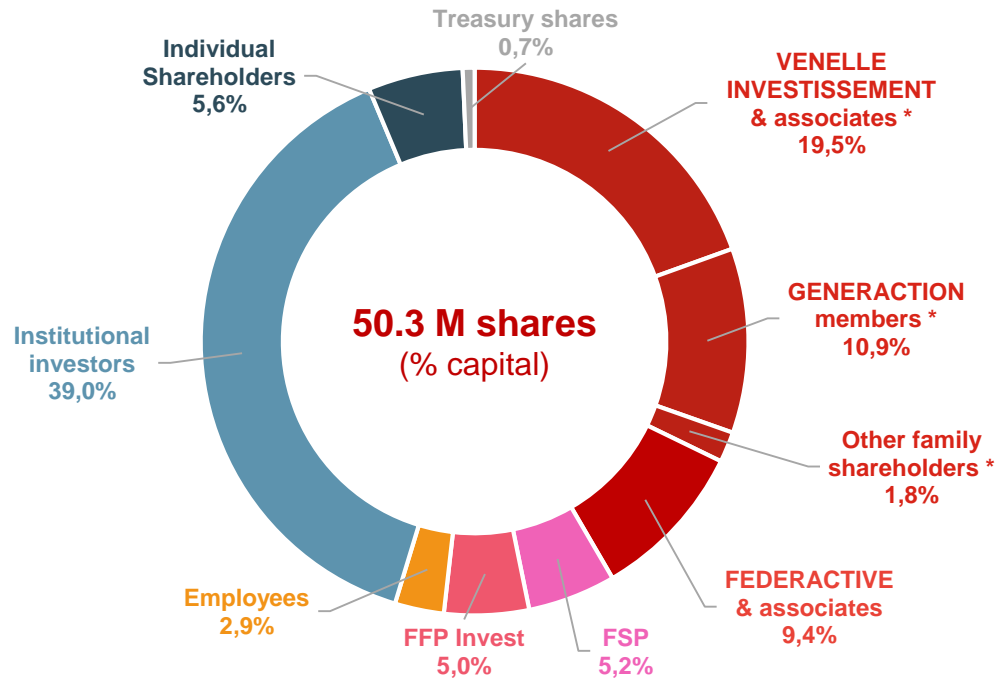
U.S market Filter Coffee Machines "Equipment"<sup>(2)</sup>



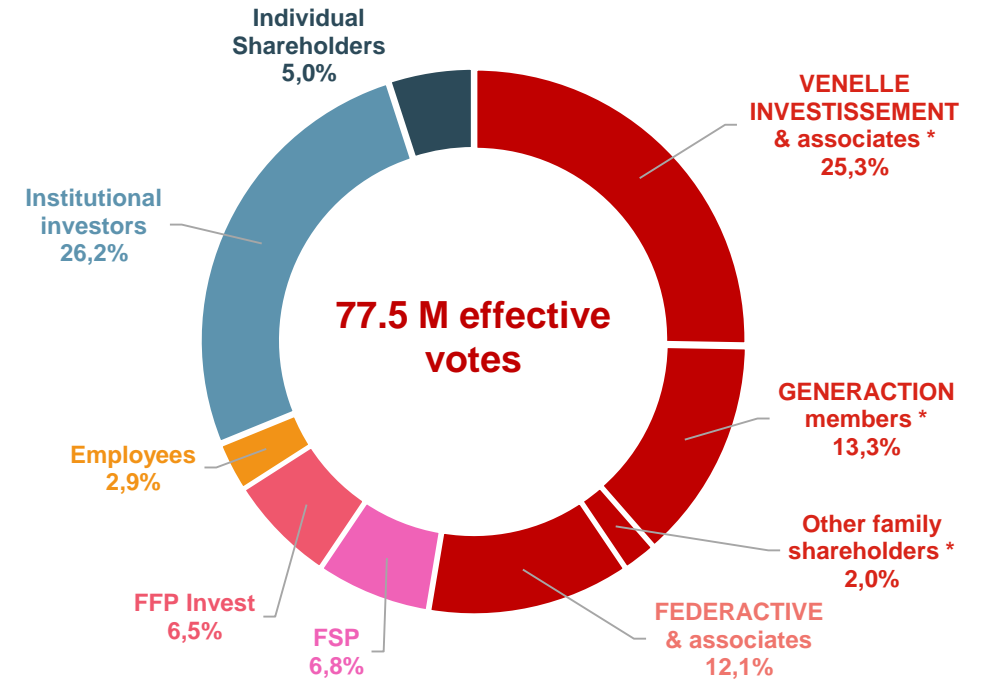
Filter coffee: **a long-standing tradition in the US**

# A stable shareholding base allowing long-term vision...

Structure of shareholding at 31/12/2019



Distribution of voting rights at 31/12/2019



**Free-Float**  
44.6% of capital

Shareholders from **Founder Group**  
41.5 % of capital  
\*concerting voting block  
32.1% of capital

**Free-Float**  
31.2% of voting rights

Shareholders from **Founder Group**  
52.7 % of voting rights  
\*concerting voting block  
40.6% of voting rights

## ... and a value-creation strategy

### Focus on growth

Strength and complementarity of our brands

Product innovation

Multi-channel distribution strategy

International expansion

→ Organic and through acquisitions

### Strengthen our competitiveness

International industrial footprint

- Mature countries
- Emerging countries

Lean structure



Long-term commitment on ESG values



02

**GROUP STRATEGY  
AND POSITIONING**

# Relevance of our balanced business model

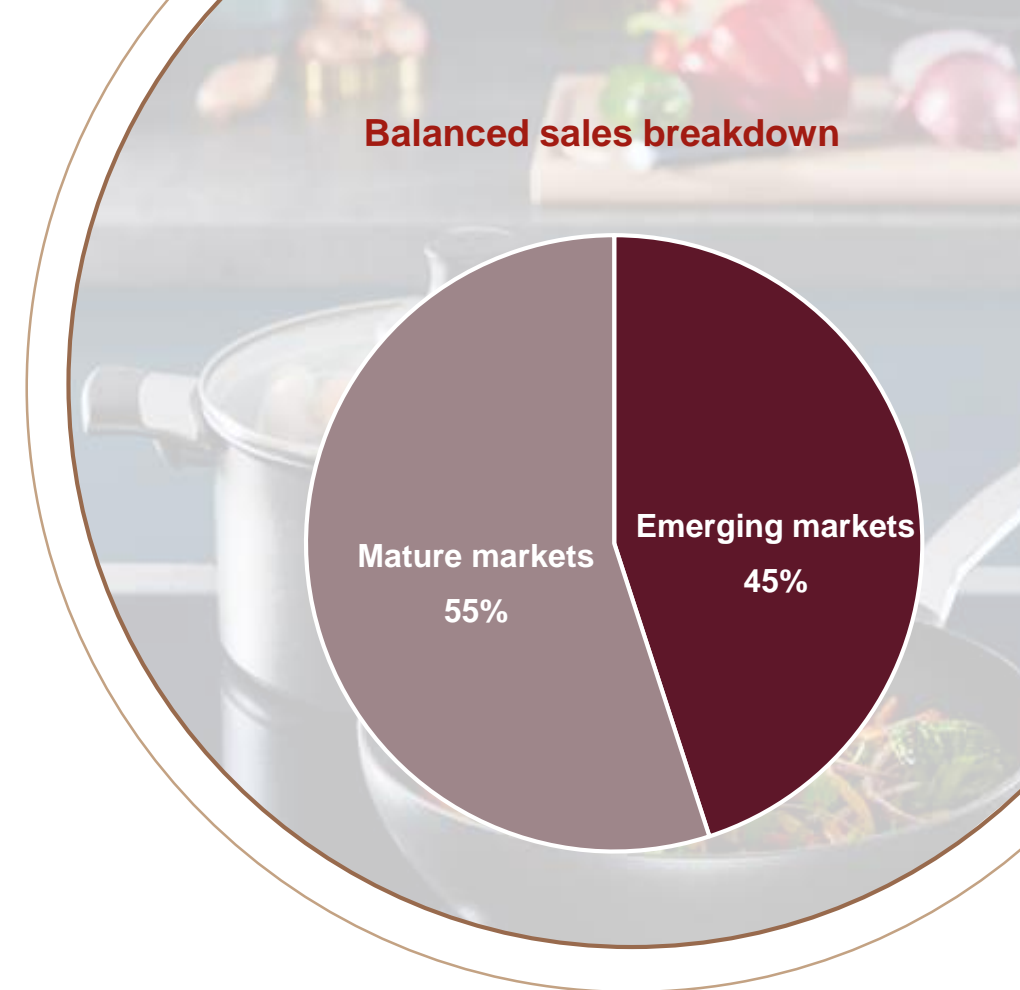


# A global balanced presence

1

- **Unrivalled global footprint, strong local positions**
  - ✓ ¾ of sales in countries where we are #1 or #2
  - ✓ Increased critical mass across countries
- **Long-term growth enablers**
  - ✓ Mature markets → Renewal, premiumization
  - ✓ Emerging markets → Growth of middle classes (+14% LFL sales CAGR since 2016)
- **Pool of fast-growing countries**
- **Acquisitions as an additional catalyst**
- **Worldwide industrial footprint**

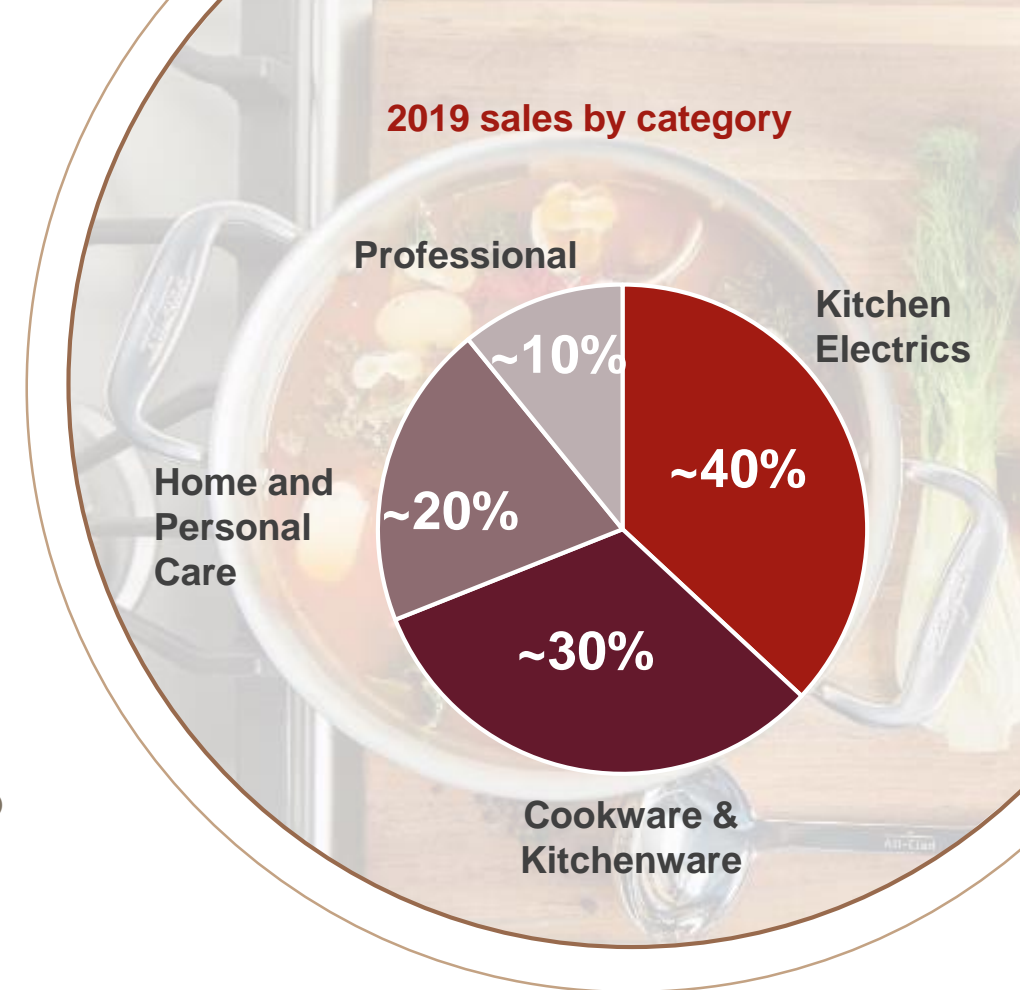
Balanced sales breakdown



## A presence on numerous product categories...

2

- **Global leader in Cookware, Kitchen Electrics and Linen care**
  - ✓ Growing steadily in all Consumer categories
  
- **Global leader in Professional Coffee (automatic espresso machines):**
  - ✓ Key milestones in the US and China
  - ✓ Acquisitions 2019: Wilbur Curtis and Krampouz





## ...and a capacity to reinvent ourselves constantly

2

- **Creating new product opportunities by leveraging:**
  - ✓ Technological developments and consumer trends
  - ✓ Our innovation capabilities
  - ✓ Targeted external growth acquisitions
  
- **Constantly speeding-up road-to-market and optimizing the Consumer journey**
  
- **Driving the circular economy**
  
- **Investing in disruptive technologies through SEB Alliance**



Sales 2016 - 2019

# A constant focus on innovation

2



**~1,500**  
people

(R&D, Marketing, Design)



**€267m**  
expenses



**~10,000**  
Active patents



**Passion for  
Innovation,**  
one of the 5 values  
of the Group

2019 figures



Seb/Tefal Actifry  
Original



Supor  
Steam Pro RC



Tefal  
Ixeo



Tefal Ingenio  
Asteroid



Moulinex  
Cookeo Connect +



Rowenta  
Air force 560 - Flex



Krups  
Evidence



Moulinex  
i-Companion



Rowenta  
Intense Pure Air



Tefal  
Optigrill

## A unique brand portfolio...

3

- **Strong, diversified and complementary brands**
  - ✓ Consumer, global and regional
  - ✓ Premium
  - ✓ Professional
  
- **Organized on platforms**
  
- **Responsible and inspiring brands**



ALL-CLAD | ARNO | ASIAVINA | CALOR | CLOCK | DASH | EMSA HEPP | IMUSA | KAISER | KRAMPOUZ | KRUPS | LAGOSTINA | MAHARAJA WHITELINE | MIRRO | MOULINEX | OBH NORDICA | PANEX | ROCHEDO | ROWENTA | SAMURAI | SCHAERER | SEB | SILIT | SUPOR | TEFAL | T-FAL | UMCO | WEAREVER | WILBUR CURTIS | WMF

## ...and strong local roots

3

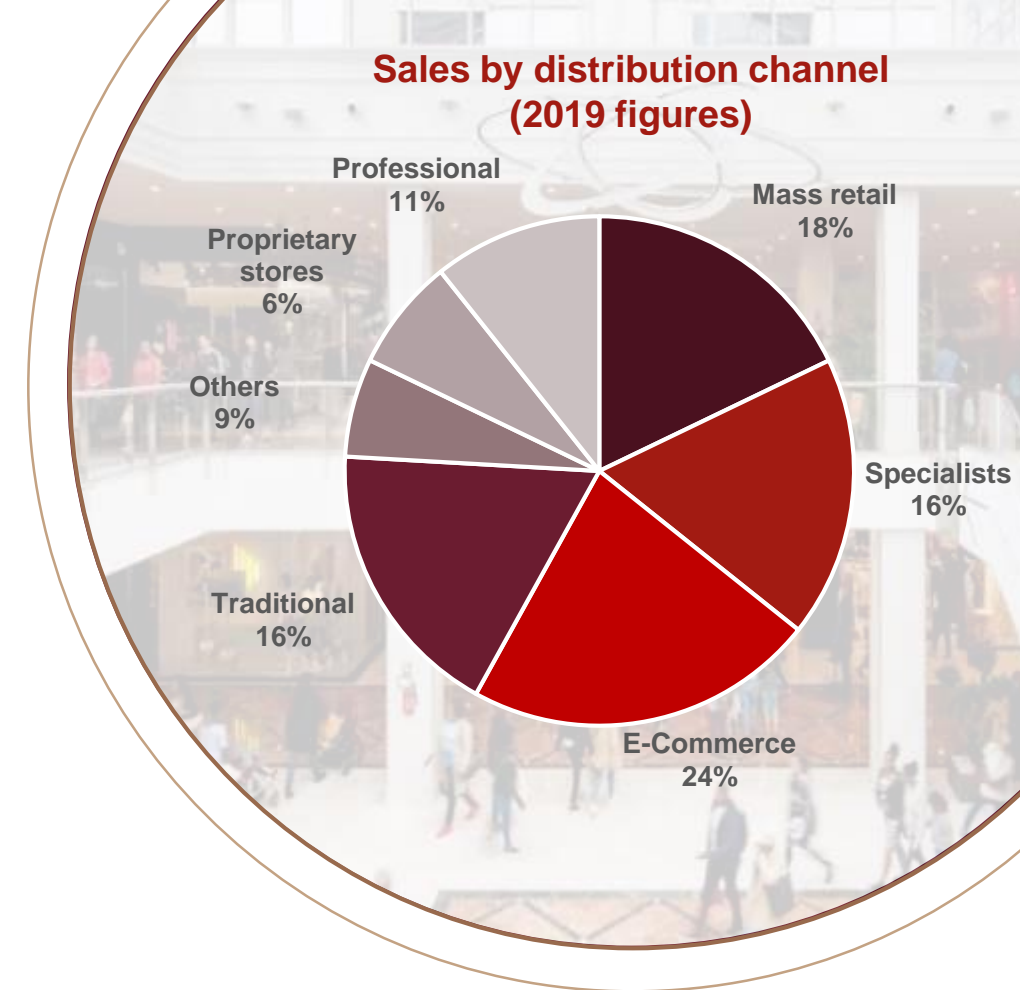
- **Emblematic local brands appealing to consumers in their day-to-day lives for 3 generations**
  - ✓ Heritage and credibility
  - ✓ Average age of our brands: 85 years old
- **Supported by local brand ambassadors**
  - ✓ Chefs, influencers, communities of consumers, etc.
- **Stakeholders in society:**
  - ✓ Imusa: “Tinteros Day” in Colombia
  - ✓ Supor: Financing the construction of schools in China
  - ✓ France: Moulinex “Malin” initiative



## A multi-channel approach...

4

- **Coverage of all distribution channels**
  - ✓ Accessing all consumers
  - ✓ Adapting to local habits
- **Long-term partnerships with retailers**
  - ✓ Execution, category management, merchandising
  - ✓ Specific sales offers, LPs



...and an increased proximity  
with end-consumers

4

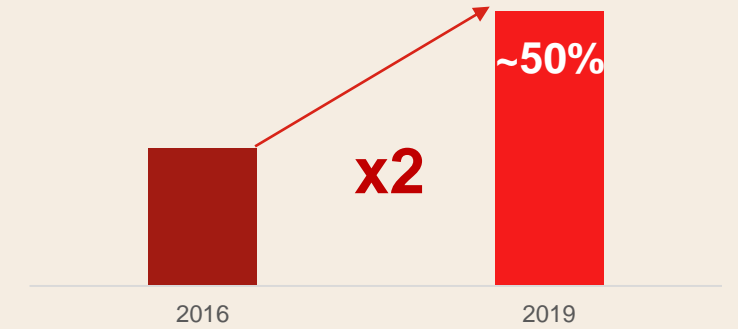
### ■ Targeted digital approaches

- ✓ E-Commerce
- ✓ Digital investments
- ✓ Direct relationship with Consumers (CRM)
- ✓ Communities & apps

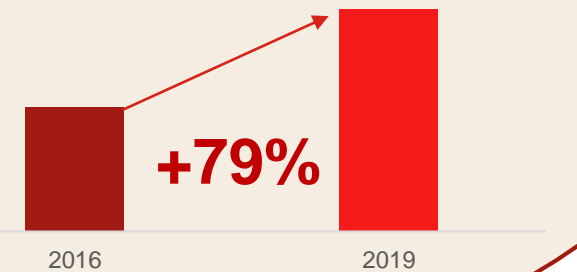
### ■ Direct approaches

- ✓ Group Retail = 1,345 stores o/w 730 Supor Lifestores in China (as of end-2019)
  - ➔ +135 vs. 2016
- ✓ “Online DTC” development

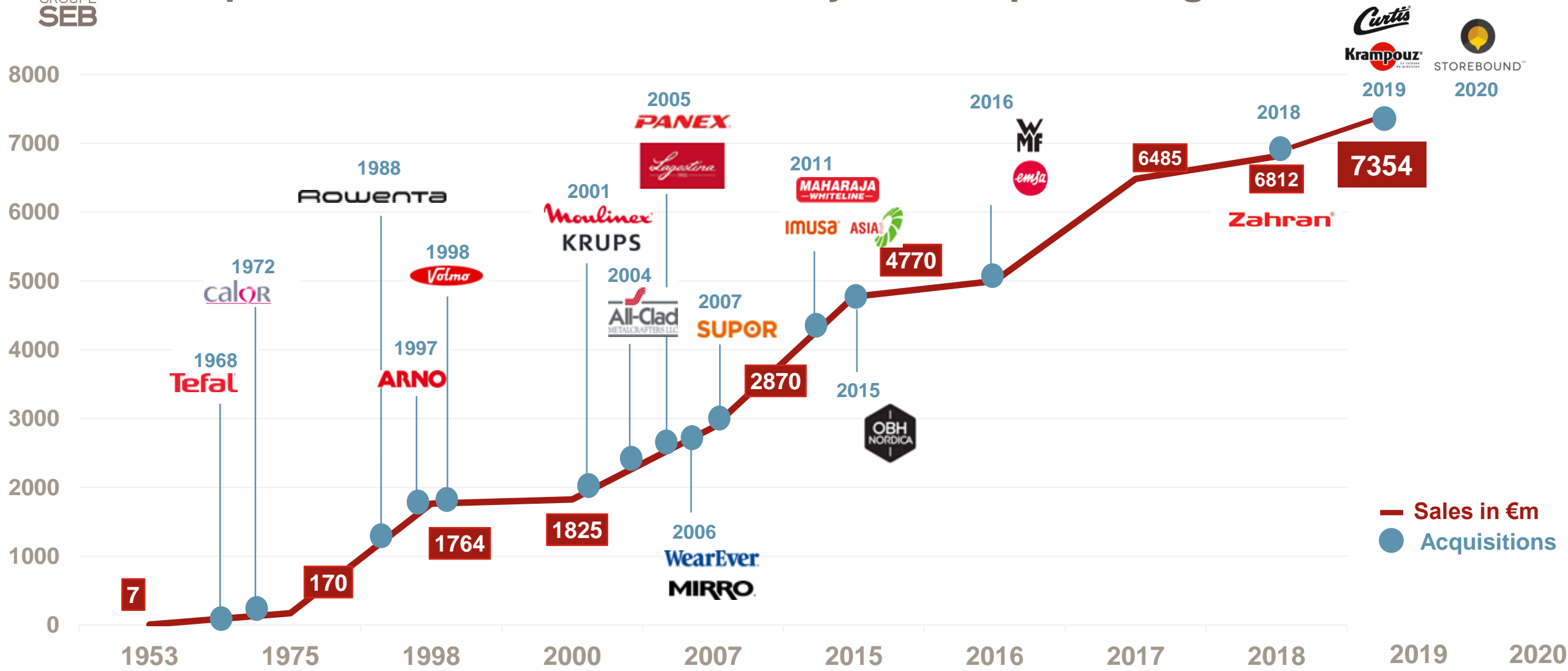
Digital share in media investment



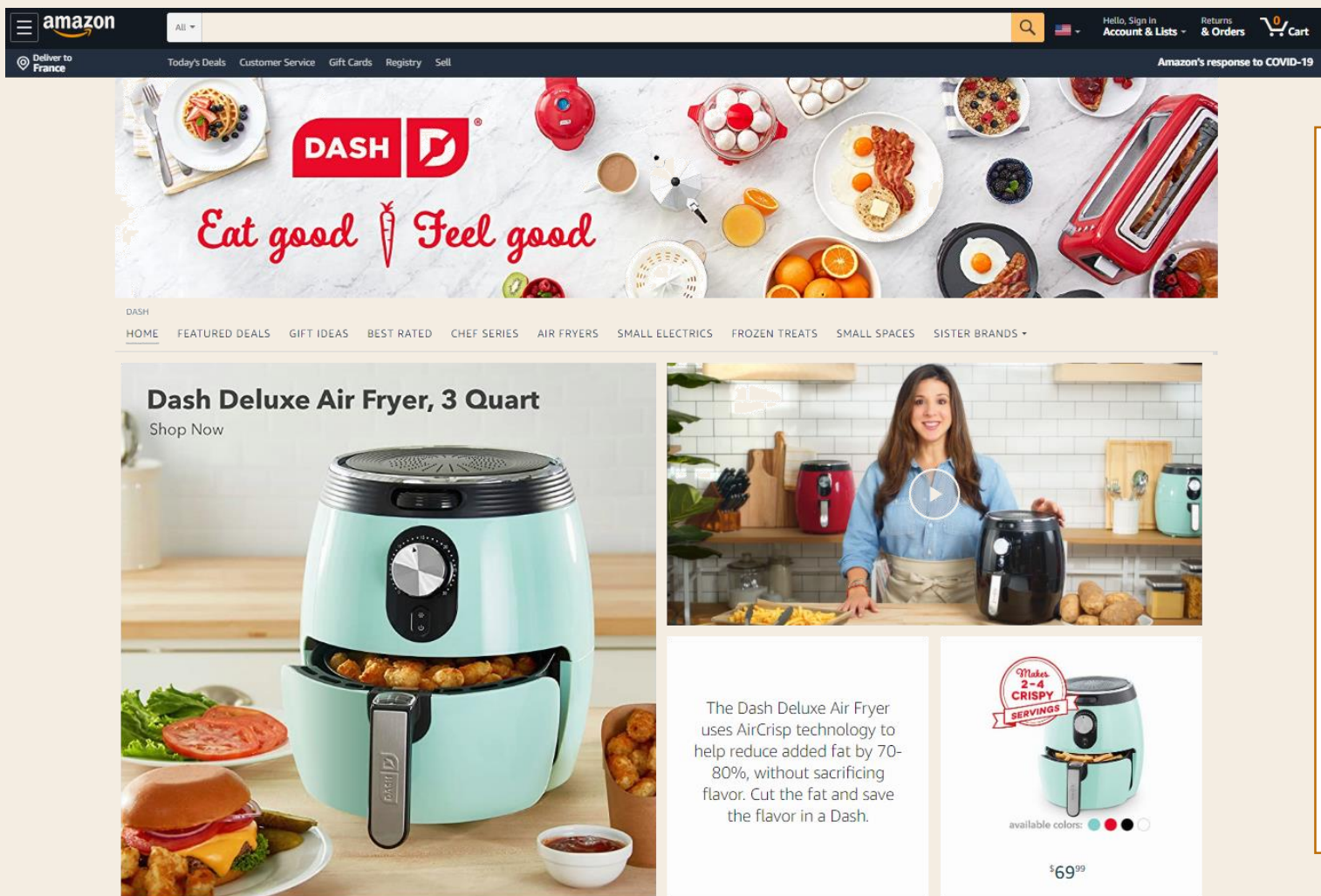
Traffic on Group websites



# Acquisitions as an additional catalyst, on top of LFL growth



# Acquisition of Storebound in H1-2020: a successful scale-up in the US thanks to digital



<https://bydash.com/>

- ✓ Start-up created in 2010
  - ➔ 1-million Instagram followers
    - Consumer-centric approach
    - Strong retail expertise

A successful scale-up, leveraging digital technologies

- ✓ 2019 sales: ~ \$90m
- ✓ Key brand: Dash, a brand with a huge millennial following
- ✓ In-house development of products, with production and logistics outsourced,
- ✓ **Complementary business model with our existing Consumer business**



# Investments by SEB Alliance in H1 2020

## New, green businesses



# Group competitiveness based on a worldwide industrial footprint

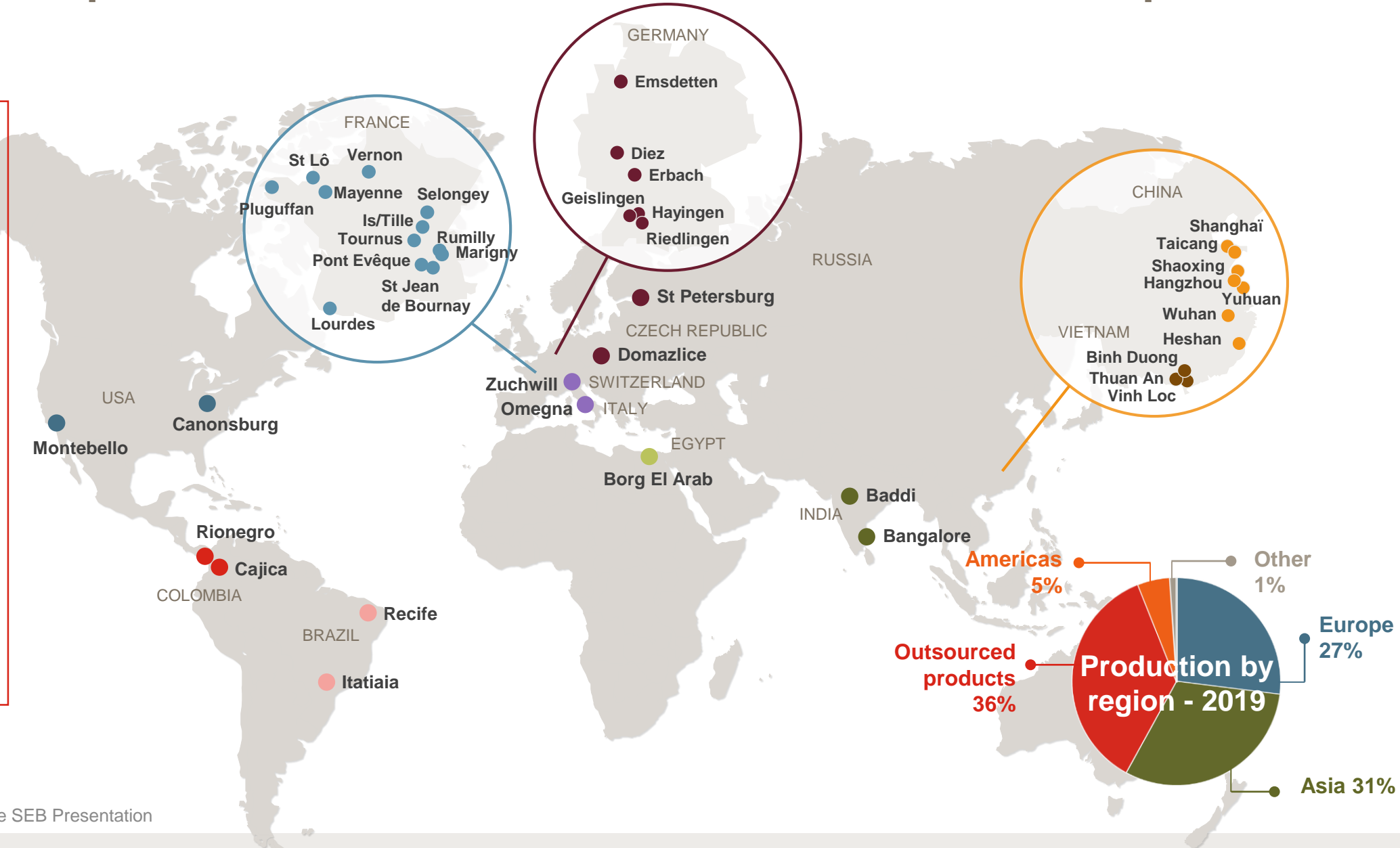
**42** industrial sites

**2/3** of products manufactured in-house

**€266m** Capex

**100 %** ISO 14001 certified entities

Figures at end 2019



# WMF competitiveness plan: update



- July 2019 → Announcement of WMF competitiveness plan
  - September 2019: start of negotiations with employee representatives
  - May 2020: signature of an agreement
- Headcount reduction plan for support functions
  - 312 positions targeted, o/w 237 by end-2020
- Cookware production transferred from Geislingen to Selongey (France) and Omega (Italy) in October 2020
  - -150 positions
  - Improved industrial competitiveness and business profitability
- Centralization of warehousing activities for WMF Consumer at Dornstadt
  - Completed end-June 2020





03

**ESG:**  
A committed group

# Sustainable development pillars





# People matter

## Ethics

- Code of ethics
- Responsible purchasing
- Audits



## Human resources

- Social protection floor :
  - ✓ Death benefit
  - ✓ Medical plan
  - ✓ Parenthood
- Health & safety
- Diversity



## Philanthropy

- Fight against exclusion:
  - > **400 projects** aiming for “a better life for all”
- Employees commitment:
  - Charity week & days
  - Mentoring, team buildings...



# Cooking for good

## 1 Homemade

- Help families in difficulty to improve the diet of their children from 0 to 3 years old
  - 2019: **15.000** families
  - Goal for 2022: **160.000** families
  - **Private sales** with discounted products



## 2 Healthy

- Creation of a **Healthy and sustainable recipe Charter**



- Develop new solutions to promote **healthy & nutritive eating**

## 3 Sustainable

- Meet new **consumer and dietary trends**
- Promotes more **responsible everyday habits**



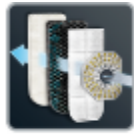
# Better homelife

# 1

## Better indoor quality

- **Intense Pur Air & Clean & Steam**

- Filters up to 99.95% of pollution and permanently destroys formaldehyde
- Clean & Steam range: clean floor without **detergents**: kills up to **99% of bacteria**



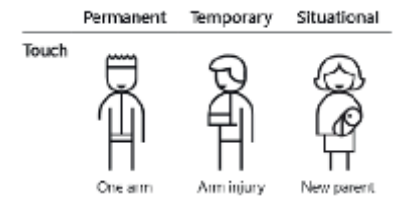
NETTOYAGE SAIN

# 2

## Good design

- **Improve the ergonomics of all products**

- Permanent: one arm
- Temporary: arm injury
- Situational: baby in the arm



- **Good practices** (*legibility, ergonomics and interaction, materials, sounds, colors...*) in open source







# Circular revolution

## 1 Repair

- **94%** of electrical appliances are mainly repairable
- **40 000** spare parts references
- **6 200** repair center worldwide



## 2 Recycling

- **1 000 000** pots & pans collected since 2012
- **Eco-Respect range:** in 100% recycled aluminum



## 3 Give more than one life

- Renting programs
- Recrafting
- Products donations



# Act for the Climate

# 1

## Eco design

- **Eco design politic** :
  - Durable & recyclable
  - Energy efficiency or use of alternative materials
- **Eco pack** :
  - 0 EPS
  - 90% recycled carboard
  - 0 plastic packaging



# 2

## Eco manufacturing

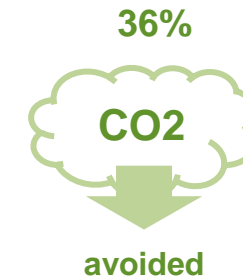
- Eco innovative projects
- **> 150** best practices
- **Renewable** energies in France, Egypt, Colombia and Brazil



# 3

## Eco logistic

- Prioritizes non-road transport: transport by rail and river.
- In EMEA, **41%** of alternative journeys



# Groupe SEB Executive Committee

**Thierry de La Tour d'Artaise**  
*Chairman and CEO*

**Stanislas de Gramont**  
*Chief Operating Officer*

**Nathalie Lomon**  
*Senior Executive VP,  
Finance*

**Vincent Tai**  
*Executive VP, Asia*

**Harry Touret**  
*Senior Executive VP,  
Human Resources*

**Cyril Buxtorf**  
*Executive VP, EMEA*

**Alain Leroy**  
*Executive VP,  
Industrial Operations*

**Martin Zouhar**  
*Executive VP, North and Central  
America*

**Olivier Naccache**  
*Executive VP, SDA*

**Patrick Llobregat**  
*Executive VP, Cookware*

**Oliver Kastalio**  
*WMF CEO*



# Our values

Global vision  
Leadership for change  
Determination  
Agility

**ENTREPRENEURIAL  
DRIVE**

Passion for Products  
Innovator  
Daring

**PASSION  
FOR INNOVATION**

Pragmatism  
Know-how  
High standards

**PROFESSIONALISM**

Respect  
Loyalty  
Corporate Social  
Responsibility

**RESPECT  
FOR PEOPLE**

Shared ambition  
Trust  
Transparency

**GROUP  
SPIRIT**



04

H1-2020 RESULTS

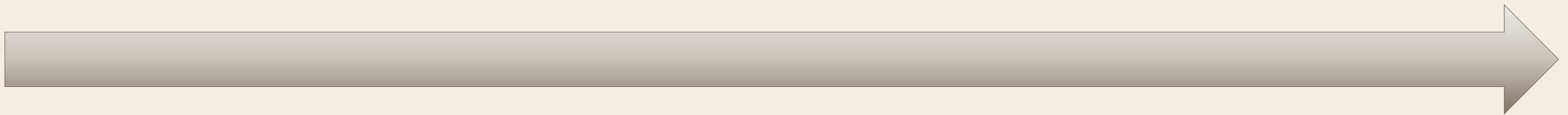
## The Group adapted and continued its projects

**Priority to  
health & safety  
of employees**

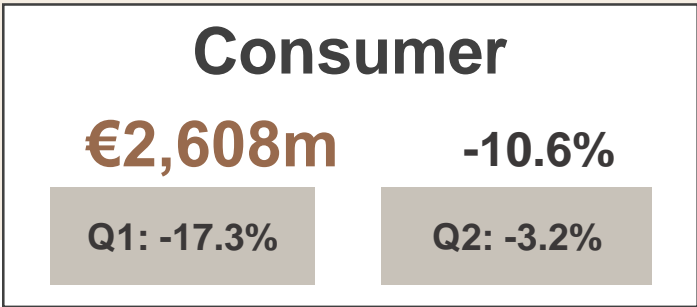
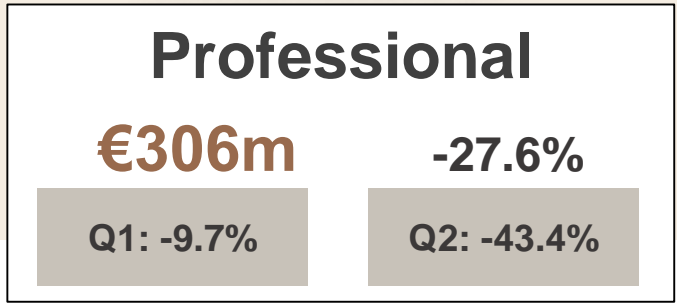
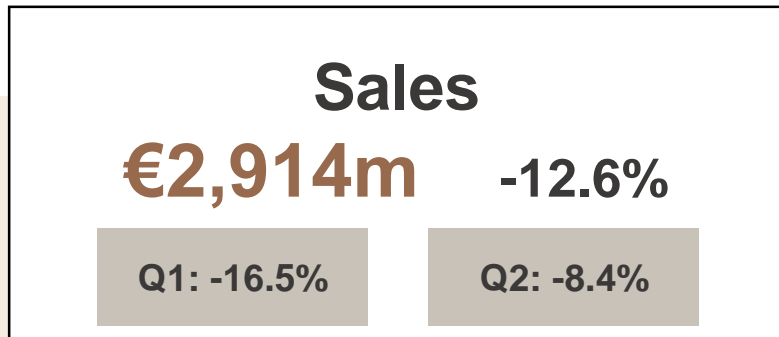
**Business continuation  
and restart plan**

**Liquidity  
preservation  
and cost reduction  
action plans**

**Projects  
continued**



# First-half 2020 sales



*LFL changes*

## Key figures at end-June 2020

### Sales

**€2,914m**

-12.7%      -12.6% LFL

### ORfA

**€103m**

vs. €230m in H1 2019

### Net profit

**€3m**

vs. €100m in H1 2019

### Net debt

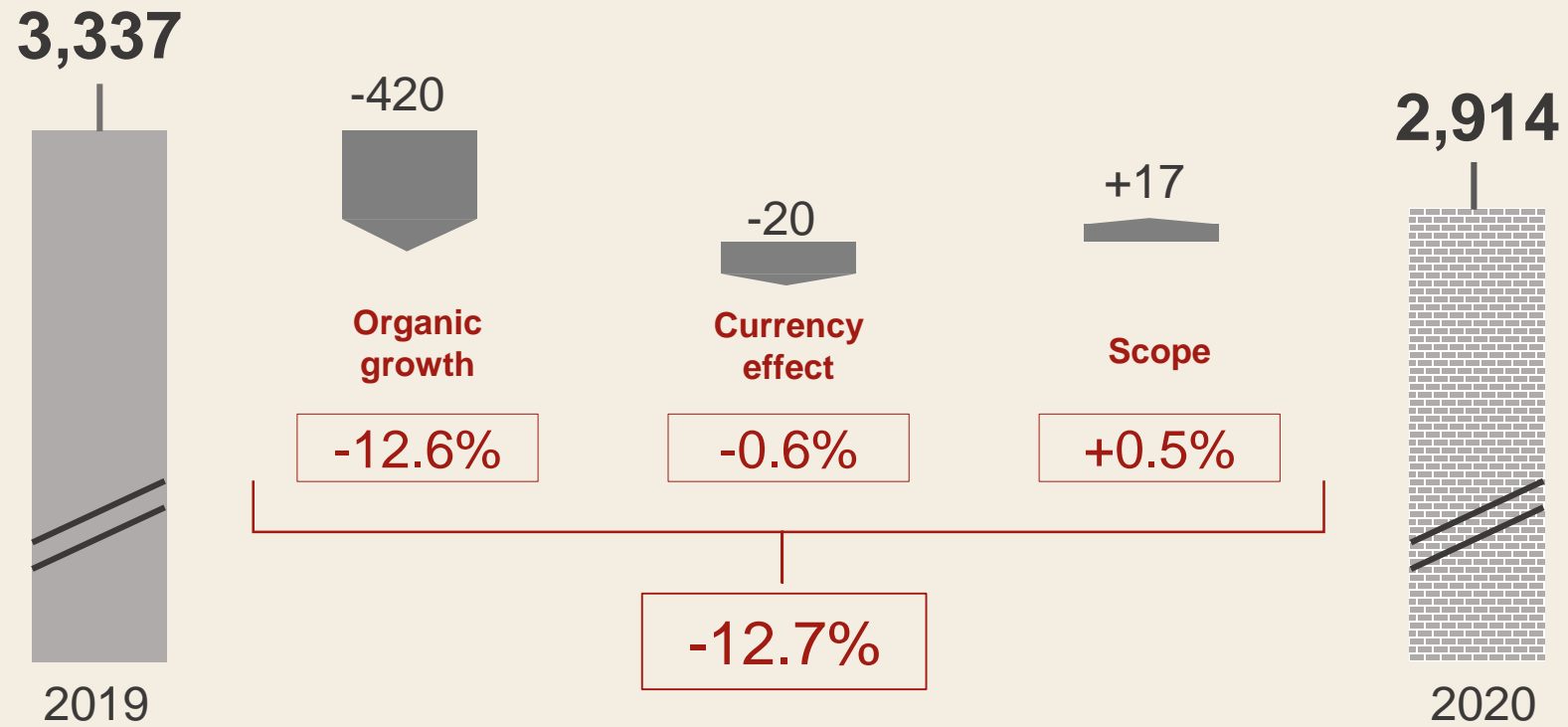
**€2,085m**

o/w IFRS 16 debt: €306m



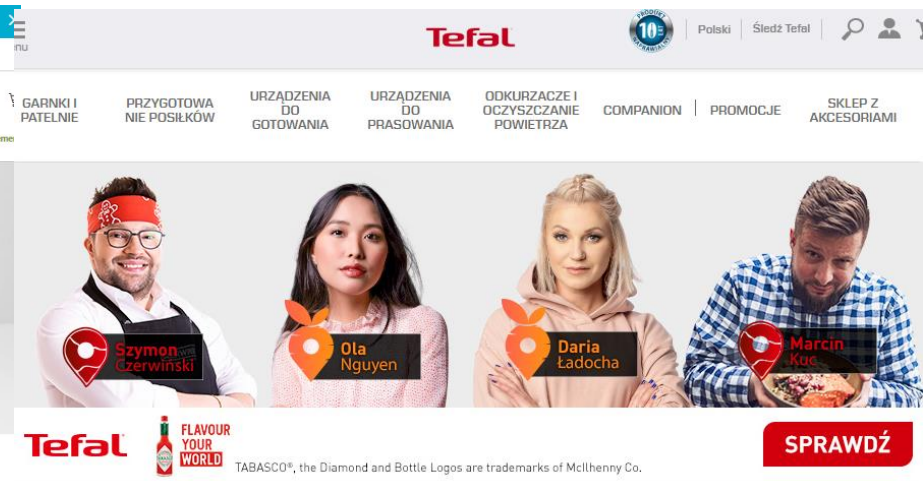
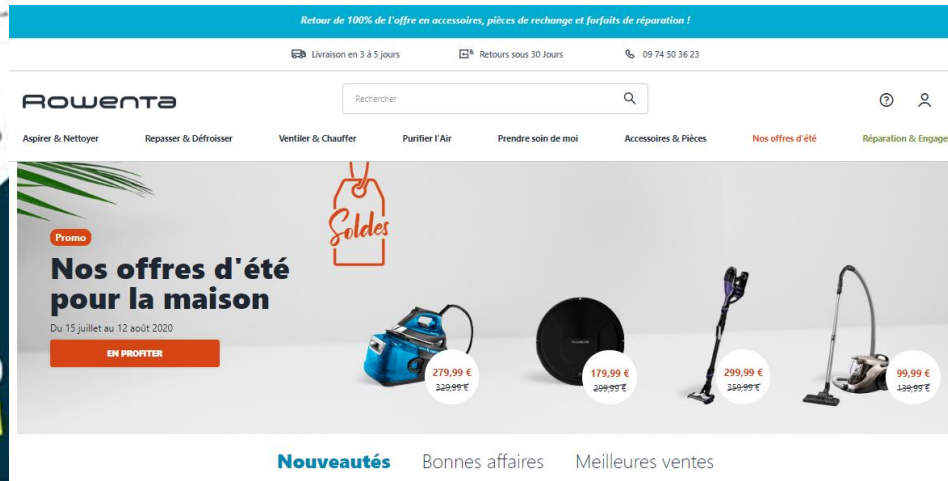
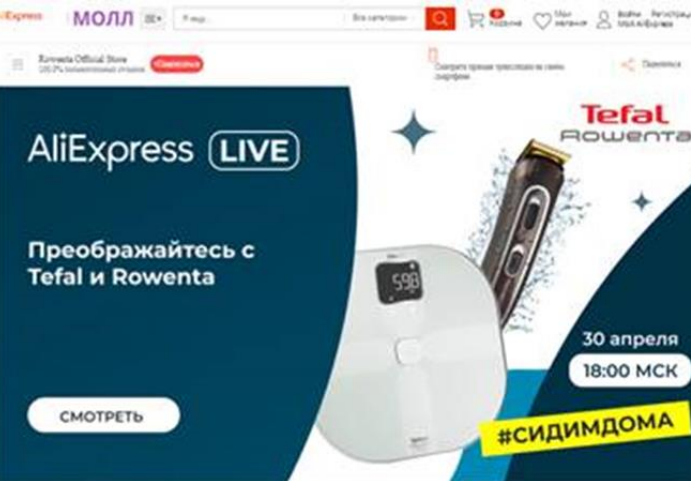
# Change in sales - H1 2019 → 2020

In €m



# Continued digital breakthroughs

- Increased weight of online in H1 sales
  - Supor: ~60% of sales (vs. 45% in H1 2019)
  - US: 40% of sales (+10 points)
  - EMEA: ~30% of sales (+10 points)\*



# Record sales for Supor at the "618" Shopping festival



JD.COM 尹正

苏泊尔形象大使：尹正

Viewer numbers during live-streaming: **150万** (1.5 Million)

Interaction numbers during live-streaming: **300万** (3.0 Million)

直播观看量: 直播互动:

直播排位赛 Live-streaming Ranking **TOP1**

主牌 巅峰对决赛

Rank	Brand	Sales
1	SUPOR	1014.1W
2	COVACER	874.6W
3	九阳	378.6W

- Sales +64%
- Cookware: No. 1 in 10 categories
- Thermospot: 380 million views on TikTok
- Livestreaming: sales > RMB 80m



SUPOR 苏泊尔

#有点太简单

苏泊尔\_SUPOR >

3.8亿 次播放

收藏



TMALL 天猫 毛不易

苏泊尔品牌大使：毛不易

Viewer numbers during live-streaming: **414万** (4.14 Million)

Interaction numbers during live-streaming: **183万** (1.83 Million)

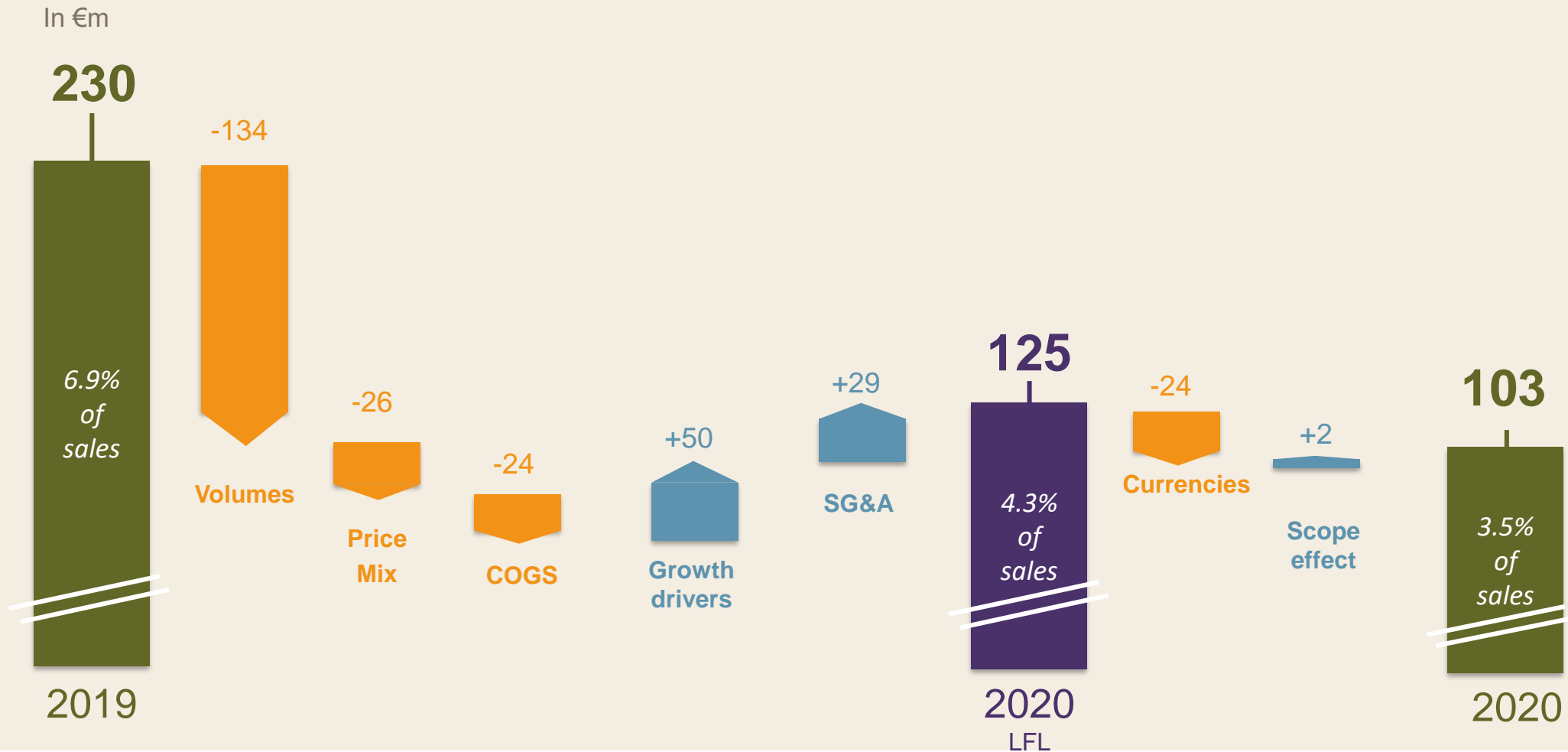
直播观看量: 直播互动:

直播排位赛 Live-streaming Ranking **TOP1**

# Operating Result from Activity (ORfA)

In €m	2019	2020	Δ	Δ LFL
Sales	3,337	2,914	-12.7%	-12.6%
<b>ORfA</b>	<b>230</b>	<b>103</b>	<b>-55.0%</b>	<b>-45.7%</b>
<i>Op. margin</i>	<i>6.9%</i>	<i>3.5%</i>	<i>-3.3 pts</i>	<i>-2.6 pts</i>

# Change in ORfA - H1 2019 → 2020



## From ORfA to net profit

In €m

2019

2020

**Operating Result from Activity (ORfA)**

230

103

Discretionary and non-discretionary profit-sharing

(9)

(5)

Other operating income and expense

(8)

(40)

**Operating profit**

213

58

Net financial expense

(46)

(29)

Tax

(40)

(7)

Non-controlling interests

(27)

(19)

**Net profit**

100

3

# Simplified balance sheet

In €m	30/06/2019	31/12/2019	30/06/2020
Tangible fixed assets	4,162	4,263	4,200
Operating WCR	1,367	1,215	1,168
<b>Total assets to be financed</b>	<b>5,529</b>	<b>5,478</b>	<b>5,368</b>
Equity	2,323	2,628	2,499
Provisions	417	423	424
Other current assets and liabilities	361	430	360
Net financial debt	2,428	1,997	2,085
<b>Total financing</b>	<b>5,529</b>	<b>5,478</b>	<b>5,368</b>

# Change in debt

In €m

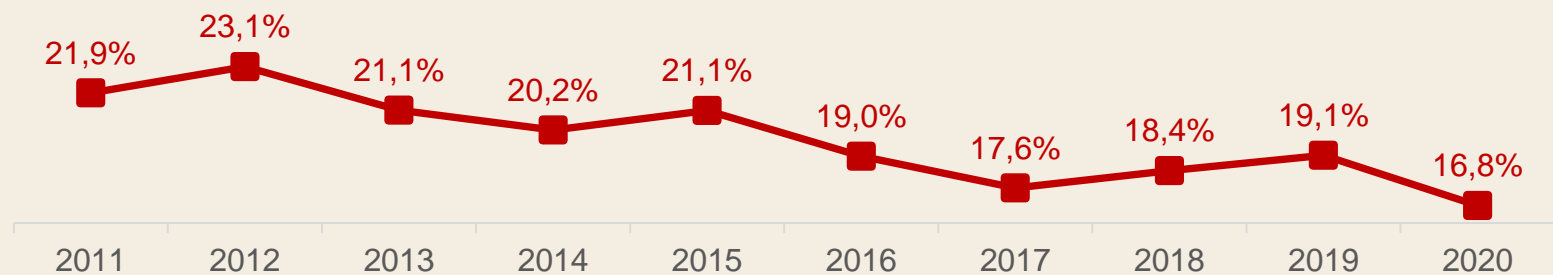
Free cash flow: +€65m (-€110m in H1 2019)



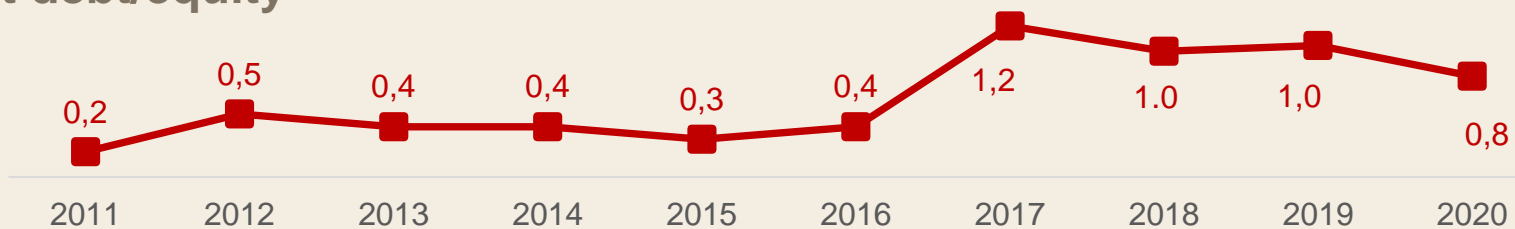


# Ratios at June 30

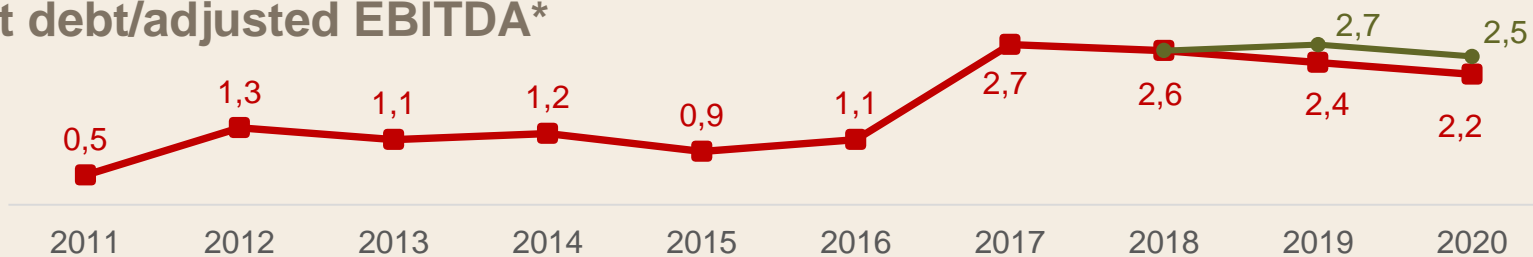
## WCR as % of sales



## Net debt/equity



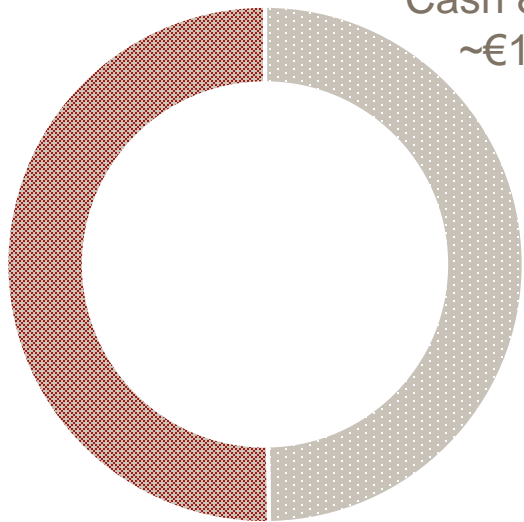
## Net debt/adjusted EBITDA\*



— including IFRS 16  
\*12 rolling month average

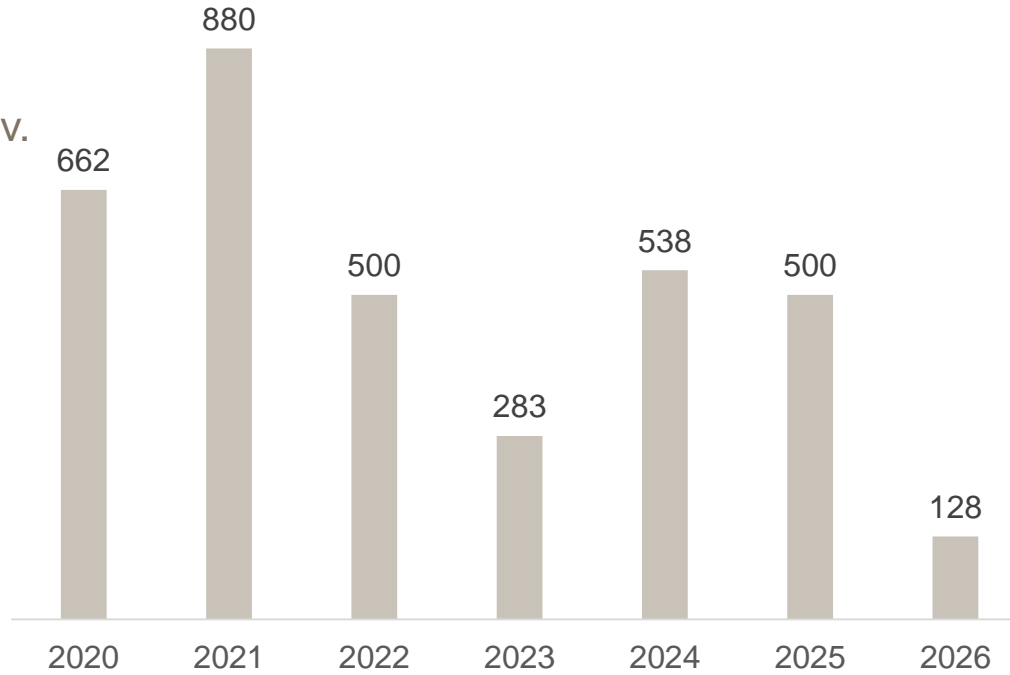
# Healthy and well-balanced financial structure

Confirmed undrawn credit lines  
~€1bn



**Total liquidity**  
**~€2.8bn**

As of June 30, 2020



**Gross financial debt\***  
**~€3.5bn**

\*Excl. IFRS 16 and others

- **Diversified sources of financing** (Bonds, Schuldschein, ORNAE, NEU MTN, NEU CP, etc.)
- **No financial covenants**
- New €500m bond issue, matures in 2025
- Maturity extension of the syndicated credit line



05

9M REVIEW

# 9-month and Q3 2020 sales



**Sales**  
**€4,712m**    -6.7%  
**Q3: €1,797m, +4.4%**

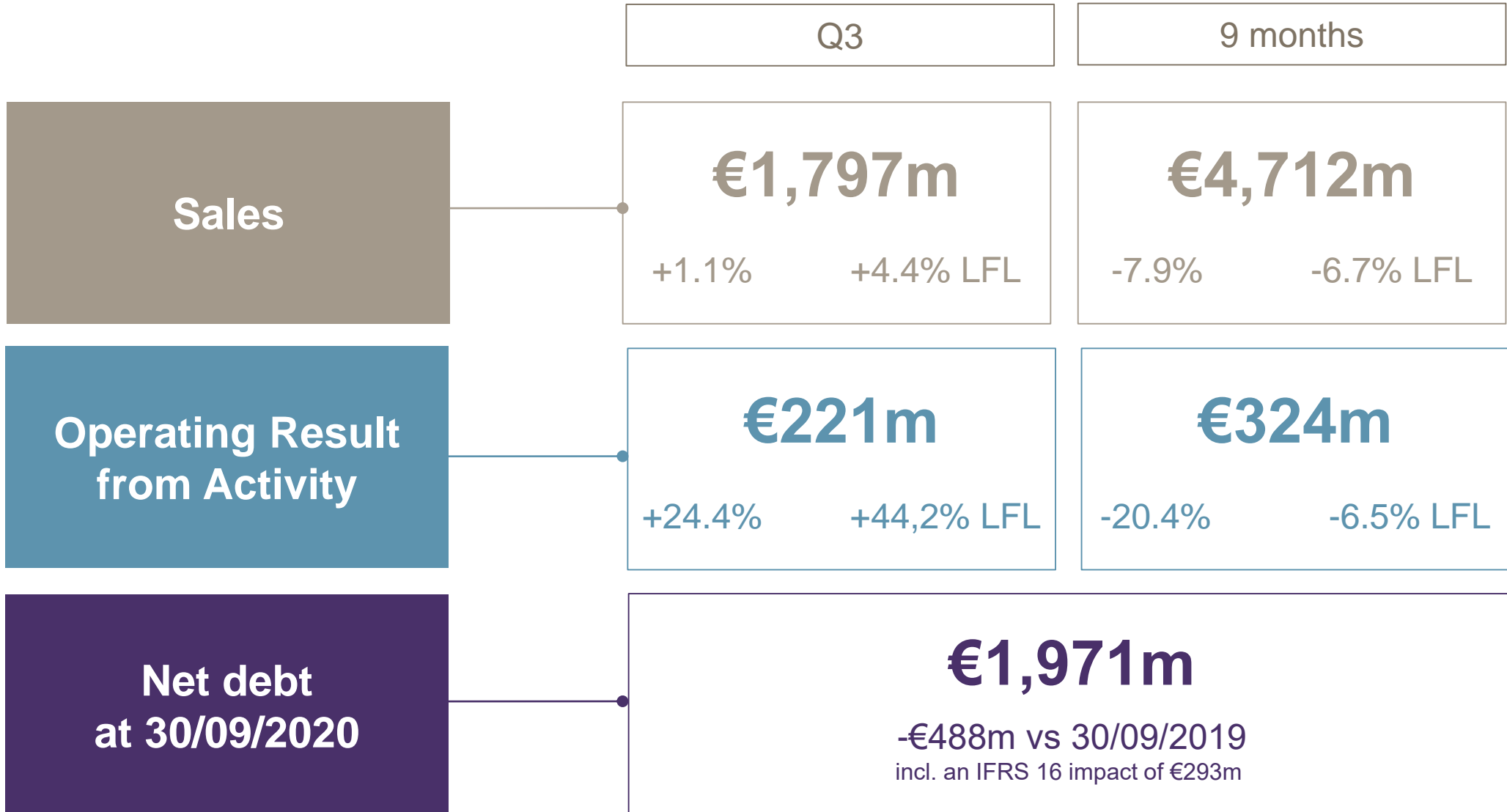


**Professional**  
**€428m**    -31.6%  
**Q3: €122m, -39.4%**

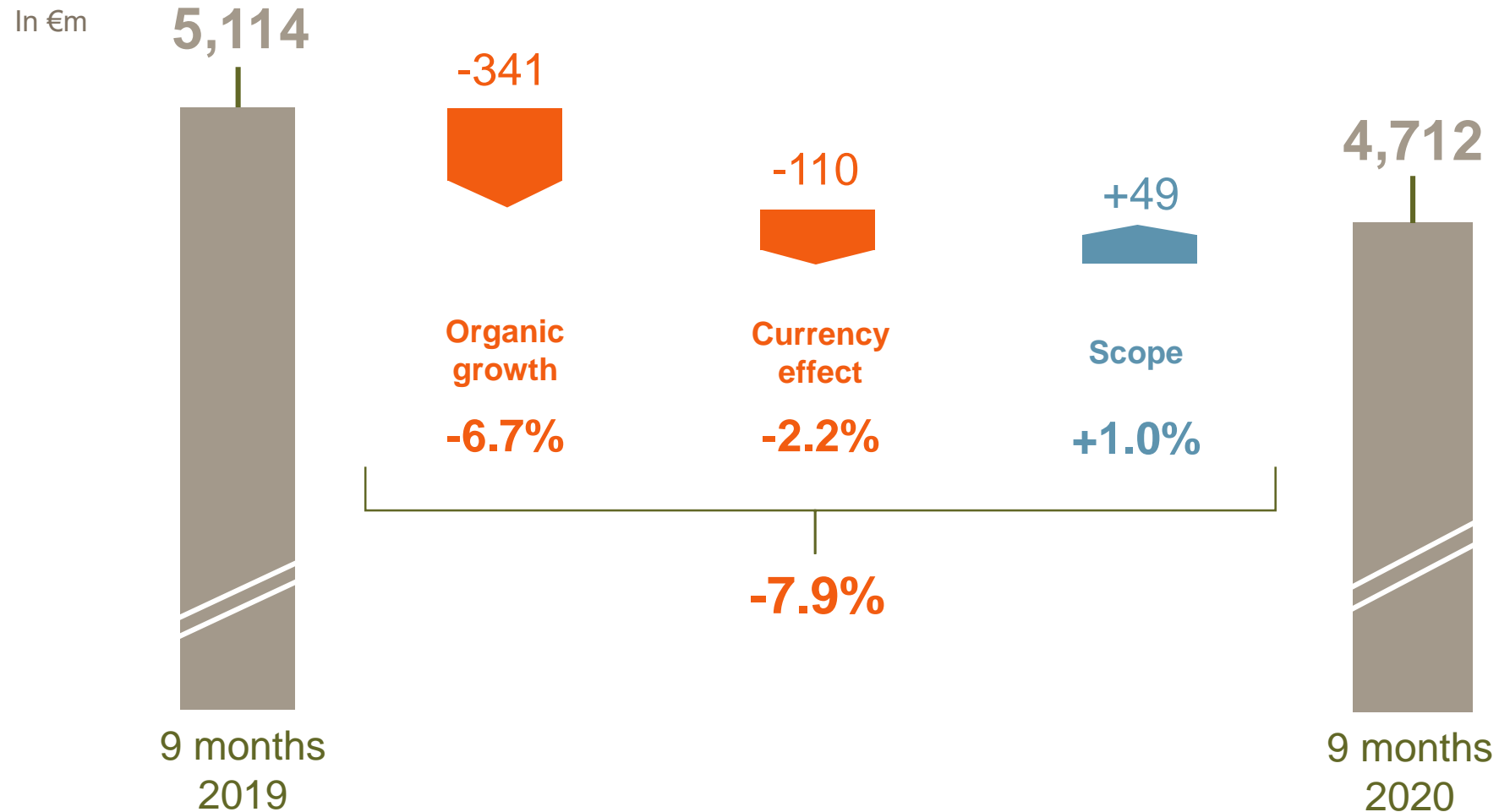
**Consumer**  
**€4,284m**    -3.4%  
**Q3: €1,675m, +9.9%**

*LFL changes*

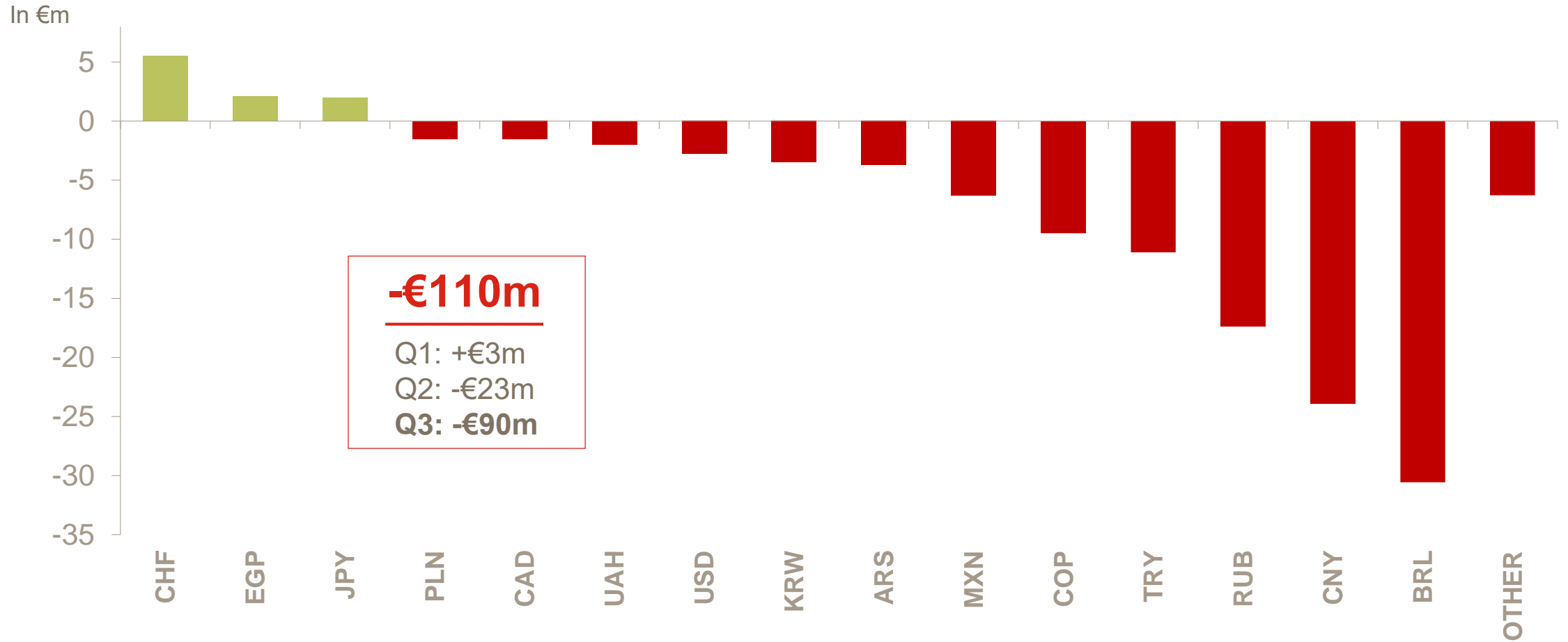
# Key figures



# Analysis of 9-month sales growth, 2019 → 2020



# Currency impact on 9-month 2020 sales: -€110m



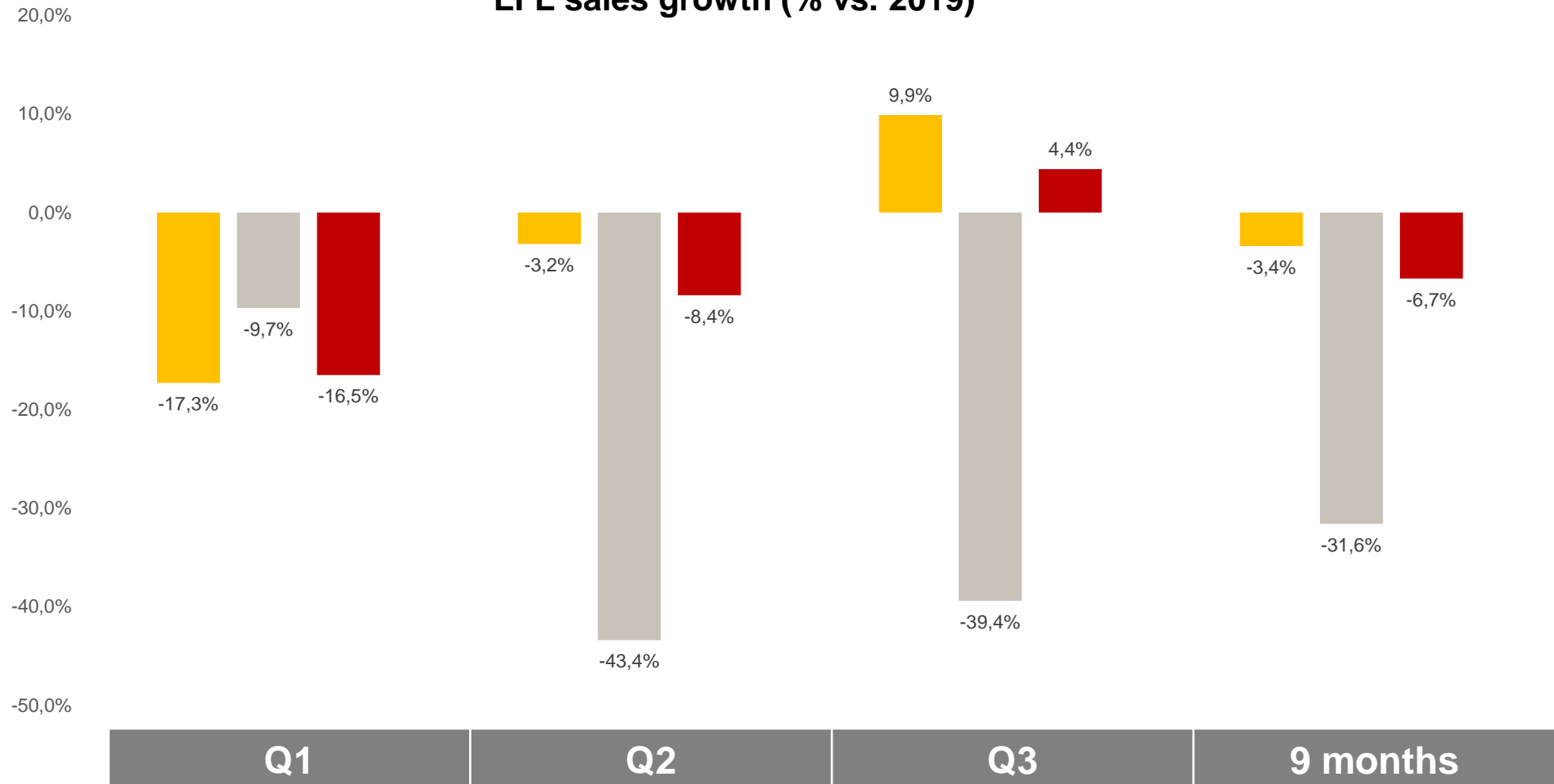
# Q3 back to growth in a volatile year

CONSUMER

PRO

GROUP  
TOTAL

LFL sales growth (% vs. 2019)





# Covid crisis impacts on consumer and retail

## CONSUMER BEHAVIOURS

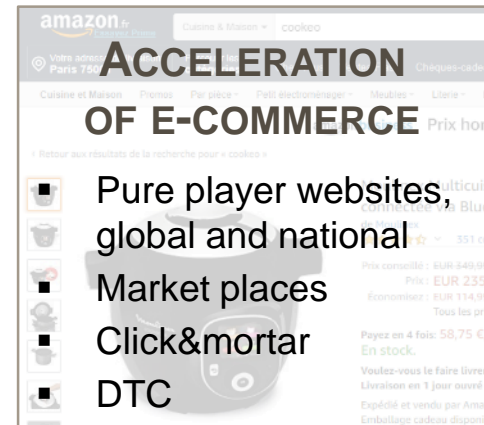
**SHIFT TO HOME CONSUMPTION**

**ESPECIALLY IN COOKING**

- Government consumption incentive programs in some countries
- More spending for home equipment

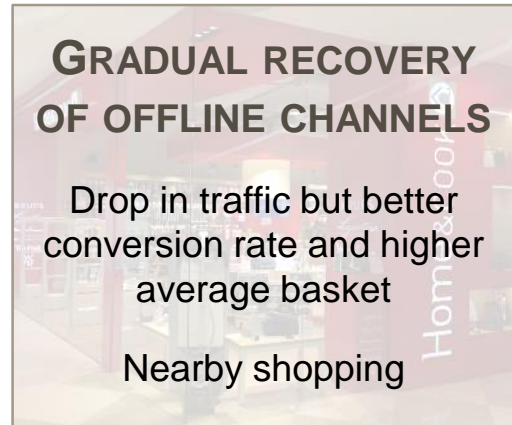
- More time and interest for cooking
- Benefiting to cookware and kitchen electrics
- Healthy cooking trend, ethical approach

## EVOLUTION IN RETAIL



**ACCELERATION OF E-COMMERCE**

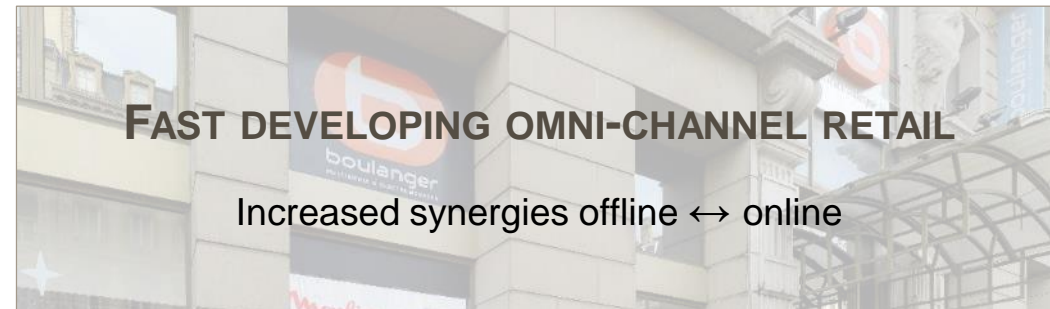
- Pure player websites, global and national
- Market places
- Click&mortar
- DTC



**GRADUAL RECOVERY OF OFFLINE CHANNELS**

Drop in traffic but better conversion rate and higher average basket

Nearby shopping

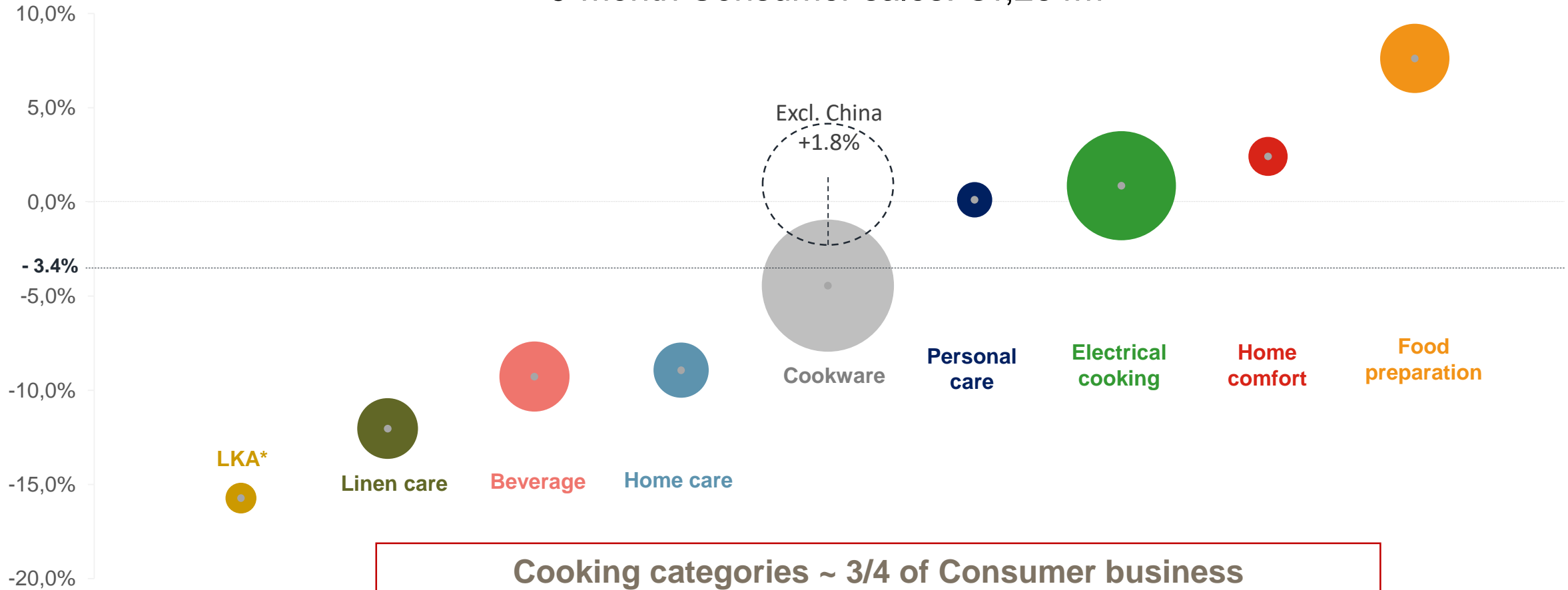


**FAST DEVELOPING OMNI-CHANNEL RETAIL**

Increased synergies offline ↔ online

# Consumer product lines: 9-month sales change vs 2019, LFL

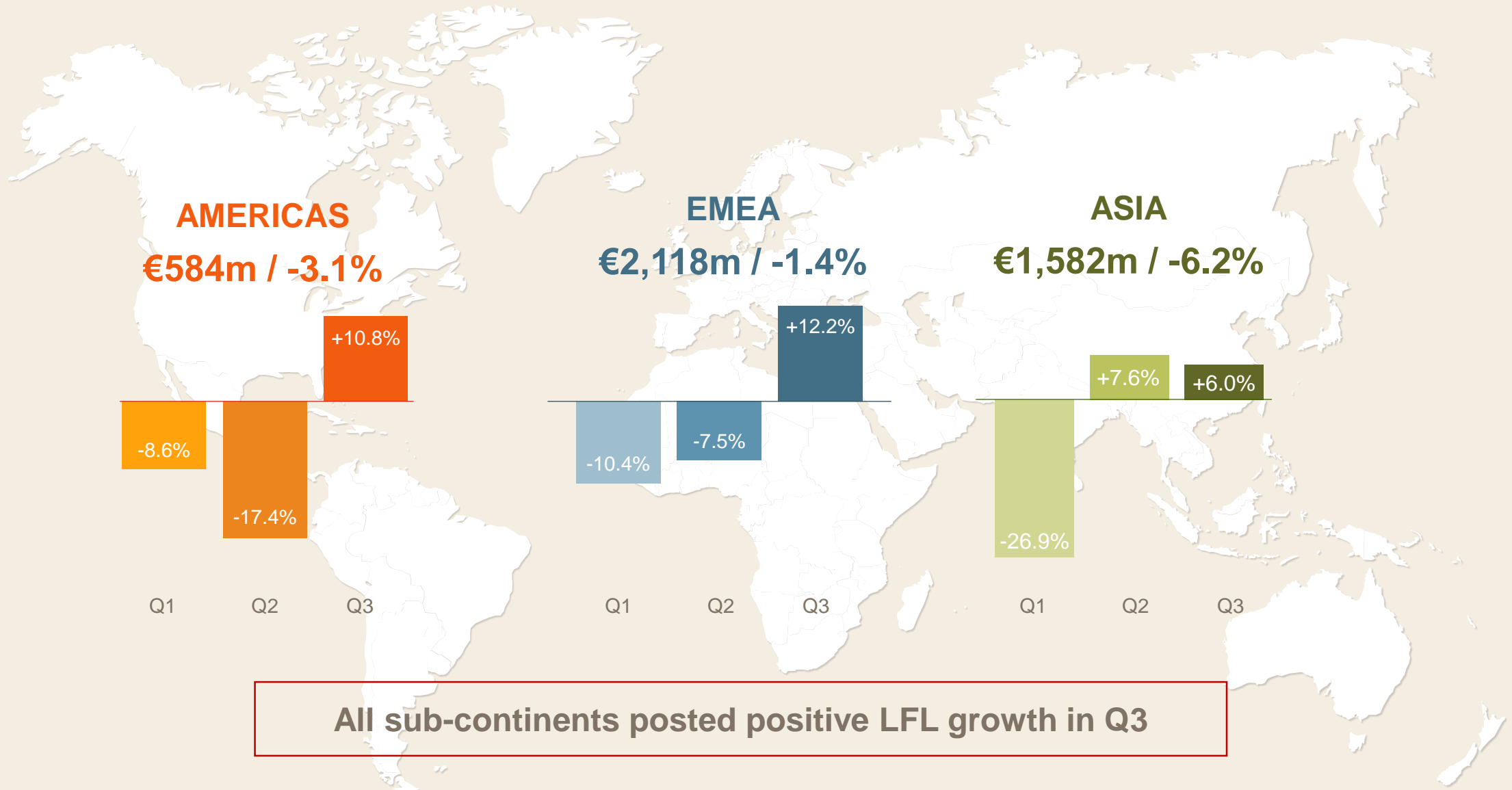
9-month Consumer sales: €4,284m



**Cooking categories ~ 3/4 of Consumer business**  
**Almost all of our product categories back to LFL growth in Q3**

\*LKA = Large Kitchen Appliances

# 9-month 2020 sales by geography, LFL – Consumer





06

OUTLOOK

# 2020 Outlook

- 1. Overall environment severely impacted by the COVID-19 crisis. Caution still applies given the resurgence of the epidemic**
  
- 2. FY-2020 sales**
  - Annual sales to contract by around 5% to 6% on a LFL basis
  - Negative currency effect of €200-€250m.
  - Some normalization in demand for the Consumer business in Q4
  - Professional division to remain heavily impacted in Q4
  
- 3. FY-2020 ORfA**
  - Growth drivers: substantially more proactive policy in Q4 after two quarters of reduced investments
  - Negative currency effect slightly above €100m & positive raw material effect
  - **On this basis, FY-2020 ORfA could fall by 25-30% versus 2019**



07

APPENDIX

# Focus on Professional

9-month sales: €428m

Growth vs LY %	Q1 2020 LFL	Q2 2020 LFL	Q3 2020 LFL	9m 2020 LFL	9m 2020 as reported
Professional	-9.7%	-43.4%	-39.4%	-31.6%	-27.3%



- ~10% of 2019 Group revenue
- High 2019 comps for Professional Coffee Machines (PCM) due to large deals
- PCM sales severely affected by the impact of COVID-19 crisis on the Hotel-Restaurant-Catering industry
- ➔ investments suspended or postponed
- Service & maintenance business holding up firmer in Europe, mainly Germany



\* Professional business = Professional Coffee Machines (PCM) + Hotel Equipment

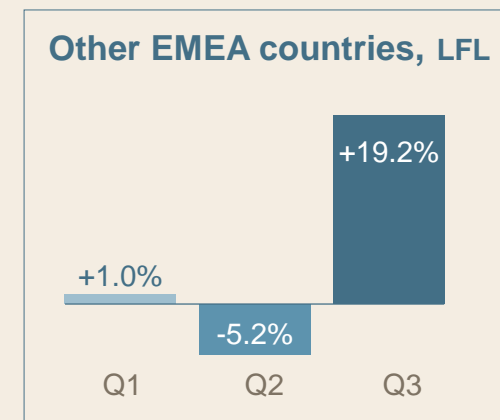
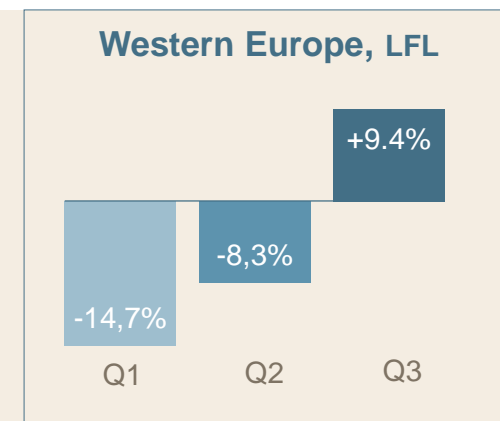
# EMEA

9-month sales: €2,118m

Growth vs LY %	Q3 2020 LFL	Q3 2020 as reported	9 months 2020 LFL	9 months 2020 as reported
Western Europe	+9.4%	+9.4%	-4.2%	-4.2%
Other EMEA countries	+19.2%	+6.7%	+6.1%	+0.7%



- Positive market momentum in Western Europe → Continued strong restocking by retailers in July & very good month in September
  - Double-digit growth in France
  - Positive trends in other countries, except for Italy
  - E-commerce as a key growth driver
- Negative currency impact in Q3, mainly on RUB and TRY
- Buoyant sales in other EMEA countries driven by our large markets and continued rapid development in Central Asia
- More contrasted performance in Central Europe due to high comps (LPs in 2019)





# AMERICAS

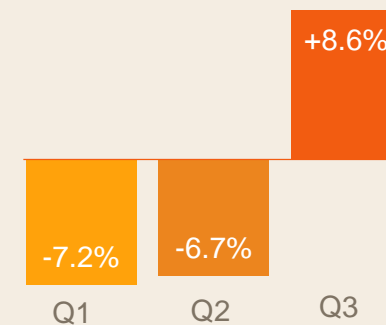
9-month sales: €584m

Growth vs LY %	Q3 2020 LFL	Q3 2020 as reported	9 months 2020 LFL	9 months 2020 as reported
North America	+8.6%	+18.0%	-0.1%	+4.2%
South America	+15.0%	-14.8%	-8.3%	-27.5%

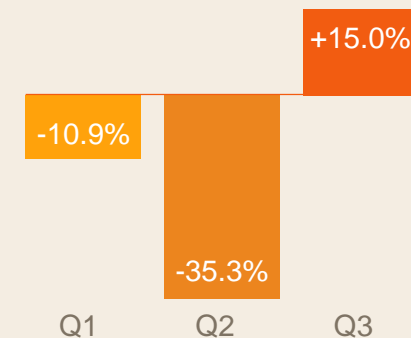


- Increased FX headwinds in Q3
- Still difficult health situation in the continent
- Ongoing tensions in offline distribution in North America
- Acceleration in the US driven by ‘cooking at home’ and temporary consumption incentives → Brisk sales in cookware, fueled by both e-commerce and brick-&-mortar stores
- Newly-acquired Storebound contributing to strong momentum  
→ Sales up > 80% in Q3
- Despite a complicated context in South America, solid momentum in Brazil & Colombia driven by volumes, product mix & price hikes

North America, LFL



South America, LFL



# ASIA

9-month sales: €1,582m

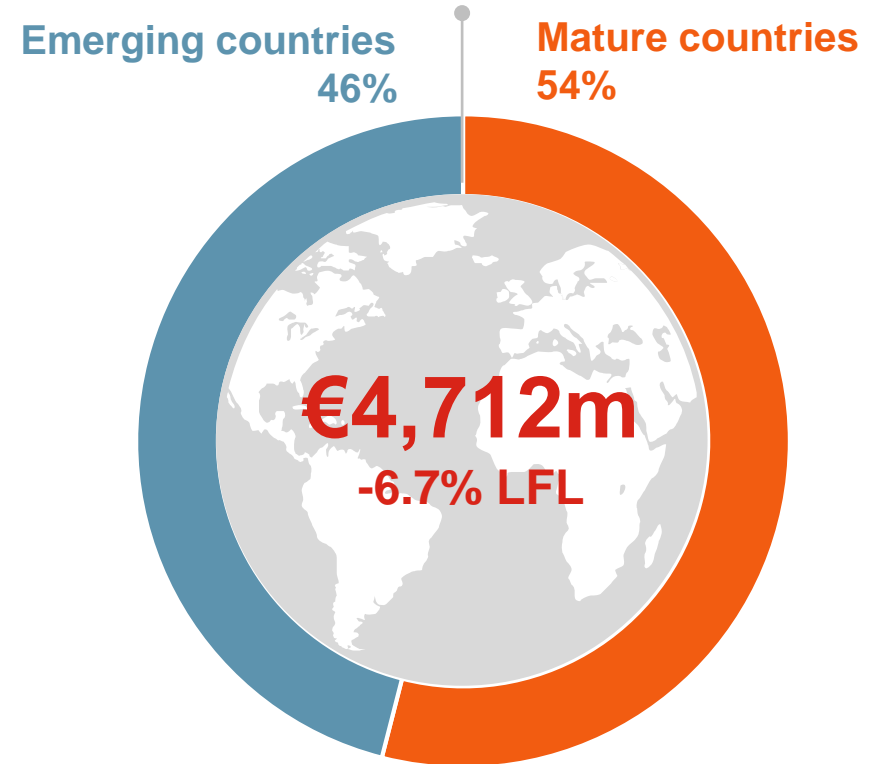
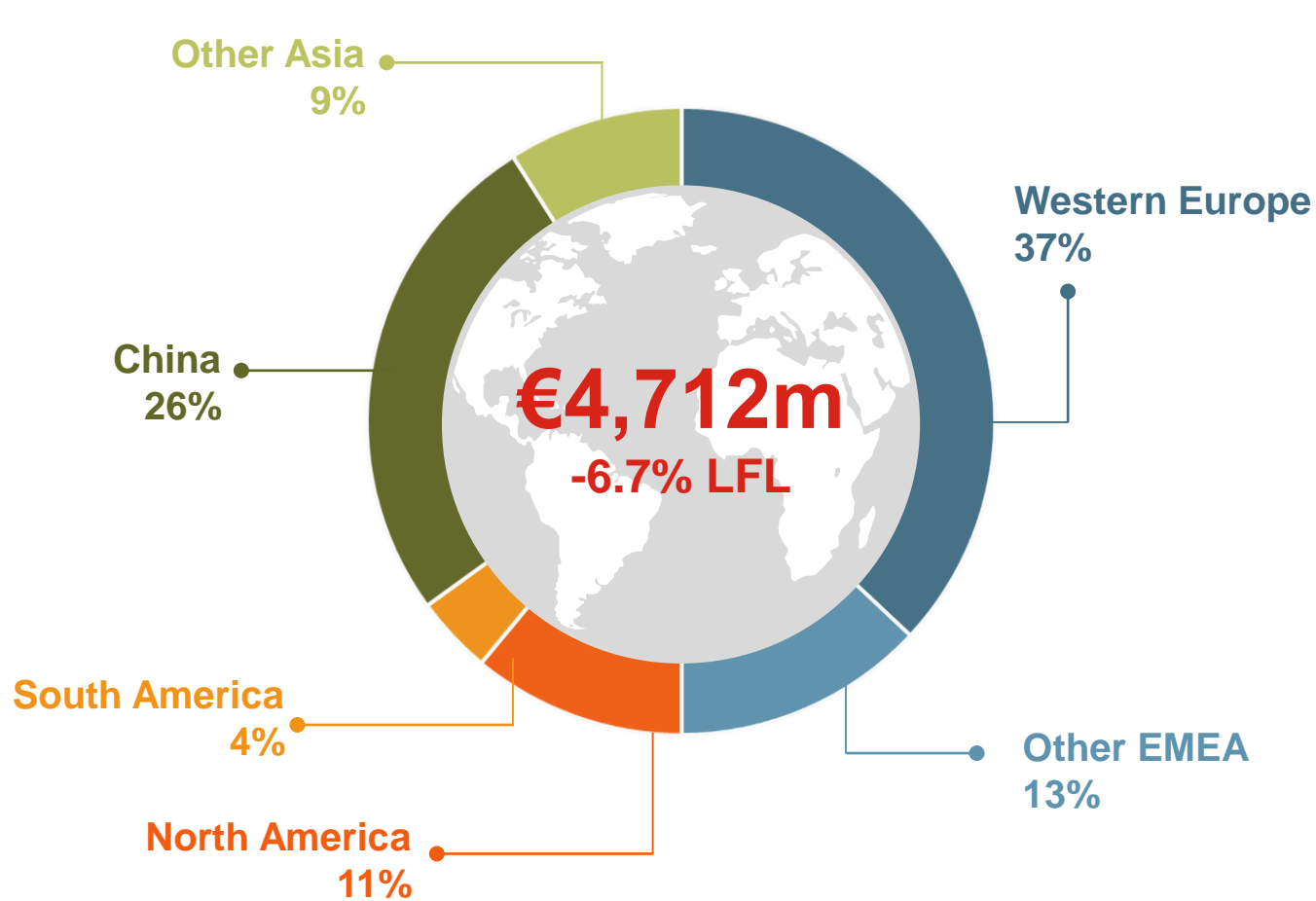
Growth vs LY %	Q3 2020 LFL	Q3 2020 as reported	9 months 2020 LFL	9 months 2020 as reported
China	+3.9%	+0.1%	-8.9%	-10.7%
Other Asian countries	+12.4%	+7.6%	+3.8%	+2.7%



- Favorable trend in Chinese cookware market in Q3. Waning Chinese SDA market over the summer, following promotional events of June (Shopping festival)
- Offline channels still contracting sharply
- Supor’s sales momentum fueled by flagship products (woks, high-speed blenders, garment steamers...) and ongoing development in new categories
- Steep acceleration in Q3 in other Asian countries nurtured by almost all markets including Group’s largest ones – Japan, South Korea and Australia.



# 9-month 2020 sales by region



# 9-month 2020 sales

In €m

		9 months 2019	9 months 2020	As reported	9 months 2020 LFL	Q3 2020 LFL
EMEA	<b>EMEA</b>	2,180	2,118	-2.9%	-1.4%	+12.2%
	Western Europe	1,586	1,520	-4.2%	-4.2%	+9.4%
	Other countries	594	598	+0.7%	+6.1%	+19.2%
AMERICAS	<b>AMERICAS</b>	630	584	-7.4%	-3.1%	+10.8%
	North America	400	417	+4.2%	-0.1%	+8.6%
	South America	230	167	-27.5%	-8.3%	+15.0%
ASIA	<b>ASIA</b>	1,715	1,582	-7.7%	-6.2%	+6.0%
	China	1,339	1,196	-10.7%	-8.9%	+3.9%
	Other countries	376	386	+2.7%	+3.8%	+12.4%
	<b>TOTAL Consumer</b>	<b>4,525</b>	<b>4,284</b>	<b>-5.3%</b>	<b>-3.4%</b>	<b>+9.9%</b>
	<b>Professional</b>	<b>589</b>	<b>428</b>	<b>-27.3%</b>	<b>-31.6%</b>	<b>-39.4%</b>
	<b>Groupe SEB</b>	<b>5,114</b>	<b>4,712</b>	<b>-7.9%</b>	<b>-6.7%</b>	<b>+4.4%</b>

% based on non-rounded figures

# Q3 2020 sales

In €m

		Q3 2019	Q3 2020	As reported	Q3 2020 LFL	Q3 2019 LFL
<b>EMEA</b>	<b>EMEA</b>	779	846	+8.6%	+12.2%	+7.1%
	Western Europe	553	605	+9.4%	+9.4%	+2.4%
	Other countries	226	241	+6.7%	+19.2%	+21.7%
<b>AMERICAS</b>	<b>AMERICAS</b>	268	286	+6.7%	+10.8%	+11.6%
	North America	176	208	+18.0%	+8.6%	+11.2%
	South America	92	78	-14.8%	+15.0%	+12.5%
<b>ASIA</b>	<b>ASIA</b>	533	543	+2.0%	+6.0%	+7.7%
	China	401	401	+0.1%	+3.9%	+7.5%
	Other countries	132	142	+7.6%	+12.4%	+8.2%
	<b>TOTAL Consumer</b>	<b>1,579</b>	<b>1,675</b>	<b>+6.0%</b>	<b>+9.9%</b>	<b>+8.0%</b>
	<b>Professional</b>	<b>198</b>	<b>122</b>	<b>-38.4%</b>	<b>-39.4%</b>	<b>+4.6%</b>
	<b>Groupe SEB</b>	<b>1,777</b>	<b>1,797</b>	<b>+1.1%</b>	<b>+4.4%</b>	<b>+7.7%</b>

% based on non-rounded figures

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## 2021 key dates

<b>January 21</b>   after market close	Provisional 2020 sales
<b>February 25</b>   before market opens	2020 sales and results
<b>April 22</b>   after market closes	Q1 2021 sales and financial data
<b>May 20</b>   15:00	Annual general meeting
<b>July 23</b>   before market opens	H1 2021 sales and results
<b>October 26</b>   after market closes	Nine-month 2021 sales and financial data

