



Capital Markets Day

GROUPE SEB, A SUCCESSFUL GROWTH MODEL

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CHIEF EXECUTIVE OFFICER

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We make consumers' everyday life
easier and more enjoyable
We contribute to better living
all around the world

Groupe SEB today



#1

Worldwide

Small Domestic
Equipment

& Full-Auto PCM*

OUR VISION

Outperform market growth in Consumer

Constant
product
innovation

Expand
category
coverage

Strengthen
leadership position in markets

OUR VISION

Become
a reference
player in
Professional

Leverage
success in
Professional
Coffee

**Enter new
categories
and business
segments**


Make them global



Consumer
Business



Professional
Business



Operations
& people



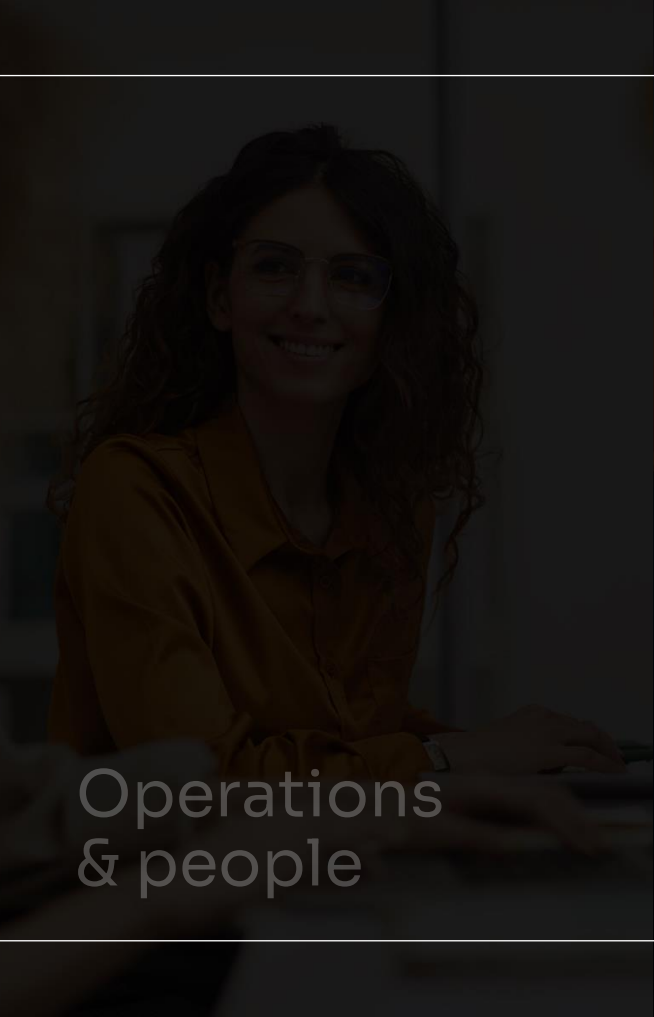
Our
Vision



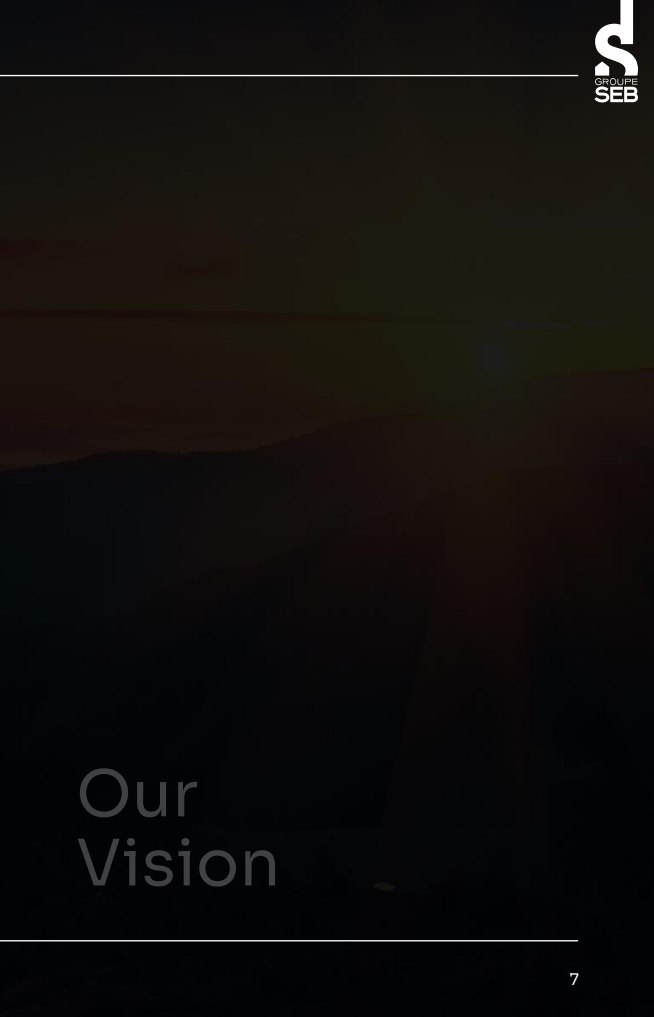
**Consumer
Business**



Professional
Business



Operations
& people



Our
Vision

We are the worldwide leader in the Small Domestic Equipment market...

Addressable
global market

~ €75bn*



Kitchen
Electrics

+ Home
& Personal care

= Small Domestic
Appliances

~ €50bn

Cookware
+ Kitchenware

~ €25bn

...which
is structurally
growing...

Small Domestic
Equipment

>3% CAGR

€75bn

40 %

Emerging countries

Mature countries

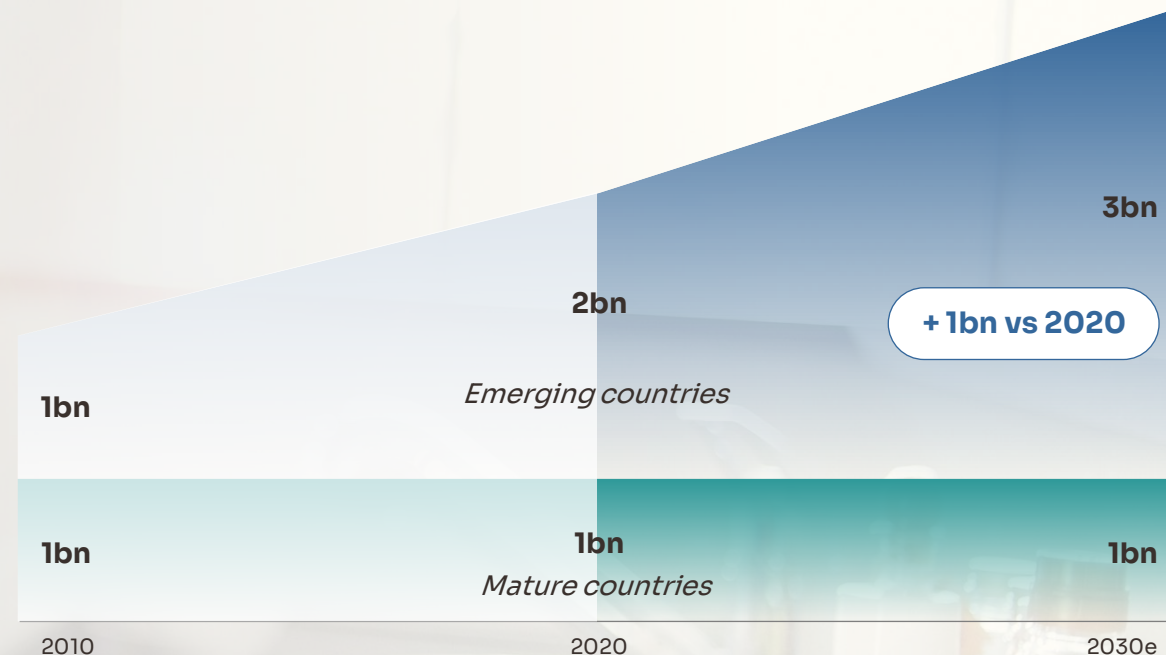
43 %

2012

2018

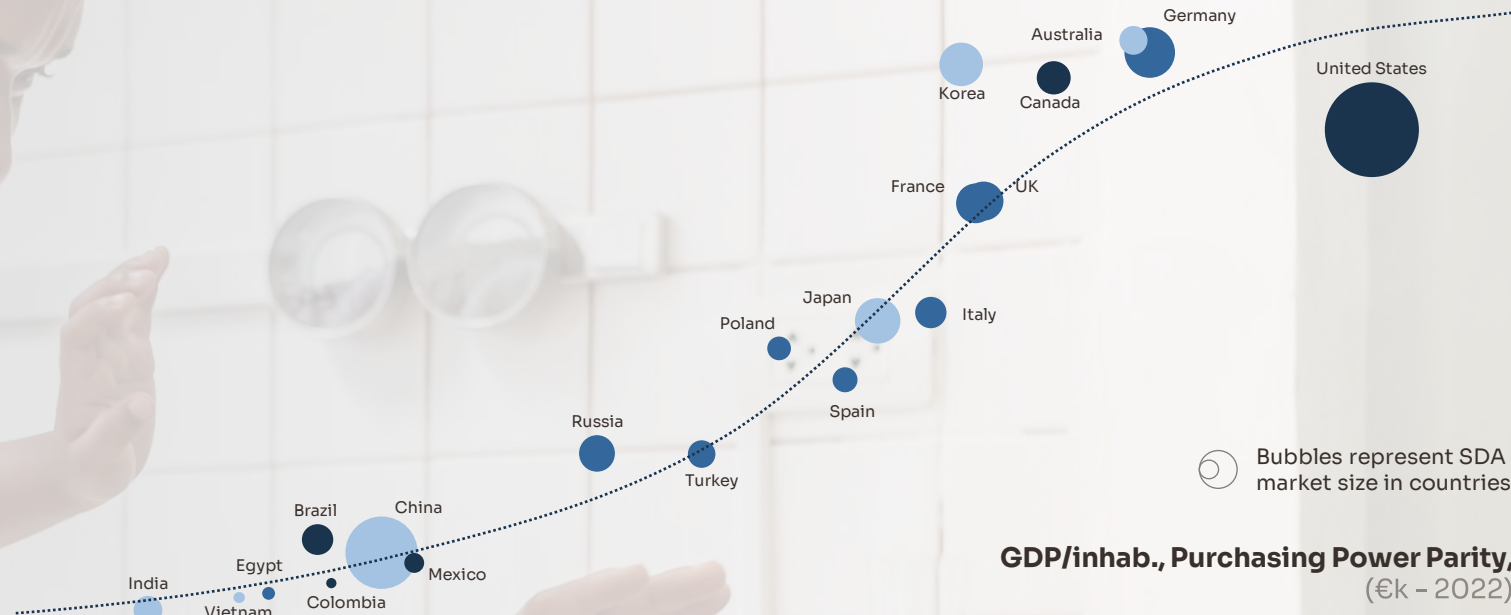
2022

...thanks to
the increase
of the middle class
population...



...as higher
purchasing
power leads
to more spend...

Spend on Small Domestic Appliances (€/inhab - 2022)



...and fast-growing equipment levels in emerging markets



Local needs driven by local habits



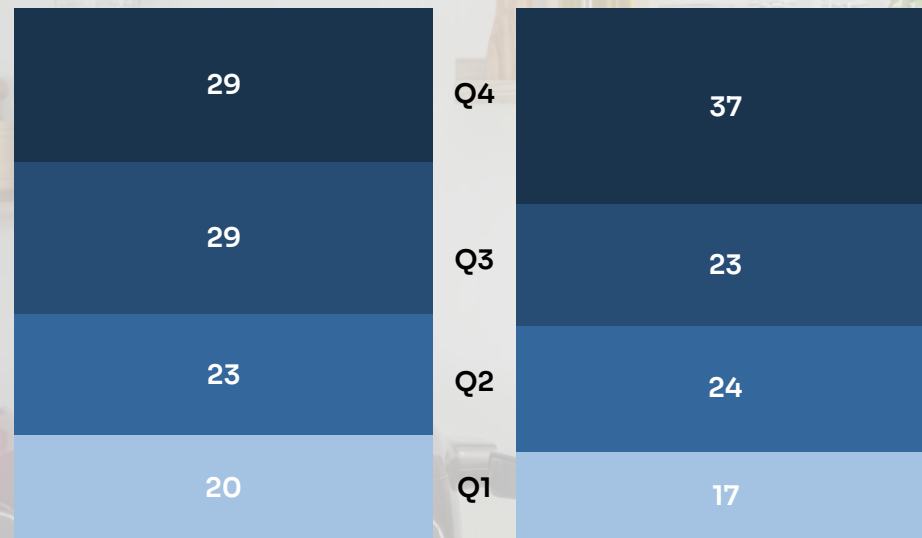
GROWTH ALSO DRIVEN BY CONSTANTLY CHANGING CONSUMER NEEDS

New technologies enable improved solutions...



...leading
to trade up...

Electrical cooking pots / multicookers



2019

2022

Market value breakdown (in %) / price quartile

...and multi-equipment



Canister

78 %



Versatile

21 %



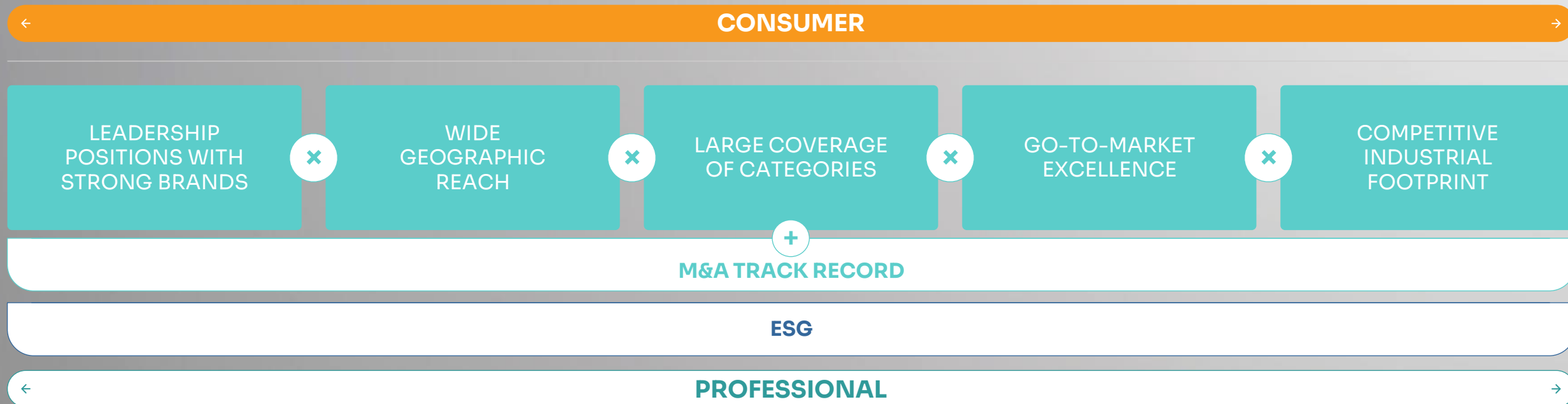
Robot

12 %

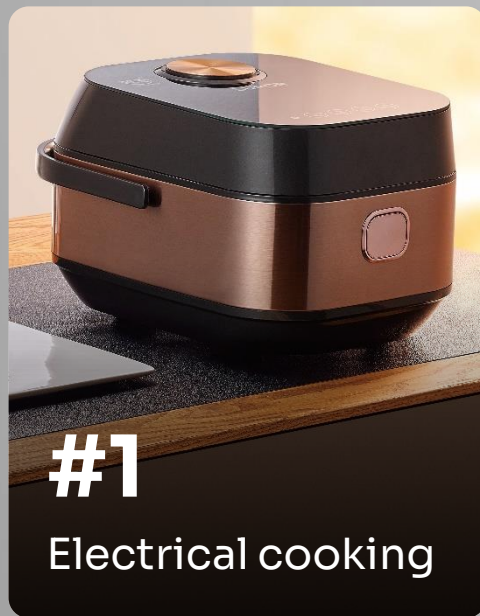
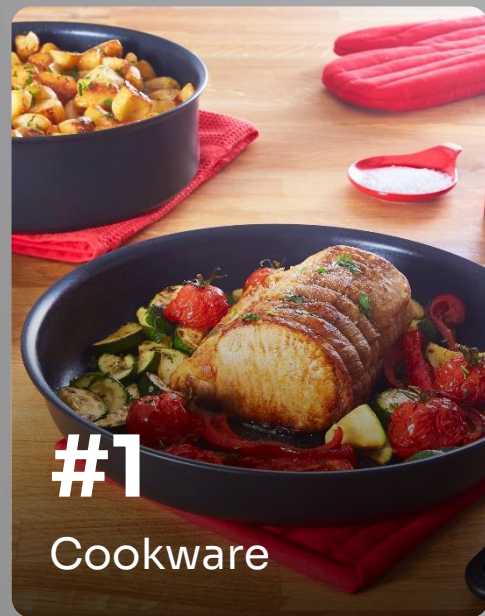


OUR SUCCESSFUL VALUE CREATION FORMULA

Our successful value creation formula...



...based on a clear leadership
in our key consumer product categories...



...supported by an optimized portfolio of international brands...

Cookware

Kitchenware

Electrical
cooking

Food
preparation

Beverage
and breakfast

Linen
care

Home
cleaning

Home
comfort

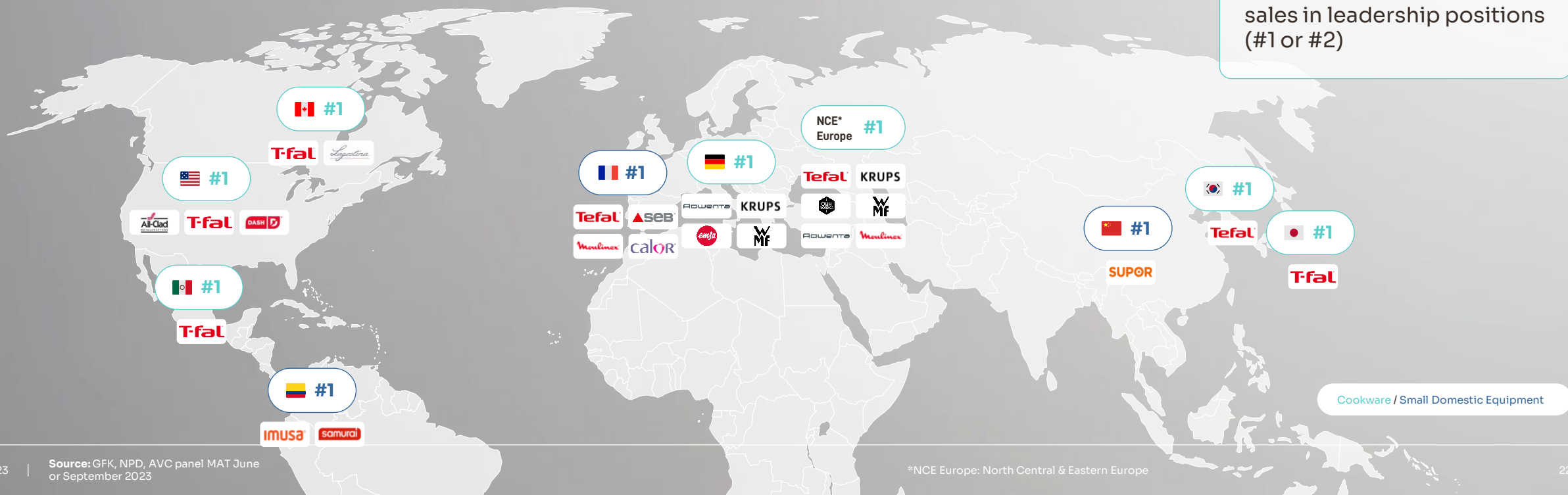
Personal
care



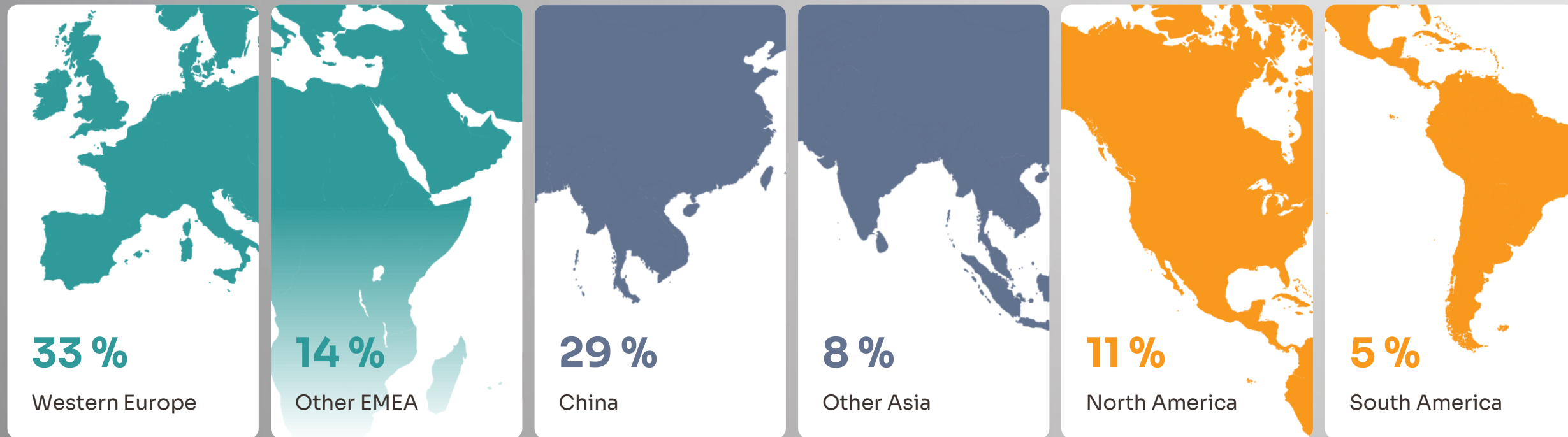
...and completed by strong local brands leading to #1 position in most markets...

>75%

sales in leadership positions
(#1 or #2)



...with a wide and balanced geographic reach...



...thanks to a large coverage of categories
responding to consumer needs

Breakfast



Preparing



Cooking



Outdoor



...thanks to a large coverage of categories responding to consumer needs

Home cleaning



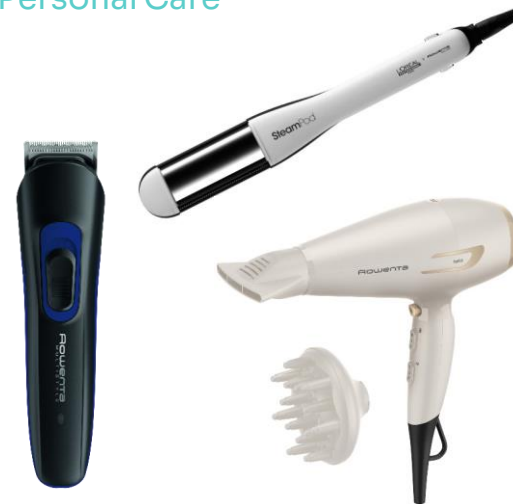
Ironing



Home comfort



Personal Care



...and Go-To-Market excellence...

~50

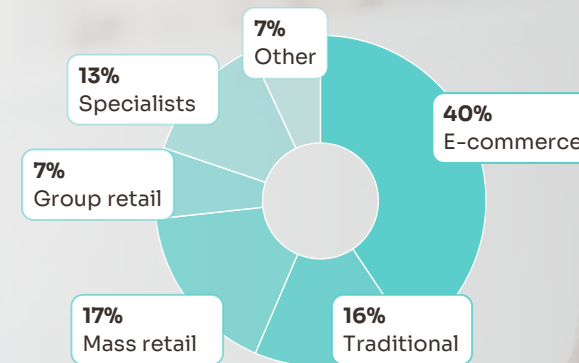
Market companies
covering 150 countries

6,500 employees
in sales & marketing

22% of Group workforce

Cultural diversity

Multichannel coverage



Large customer base

~2,000
key accounts worldwide

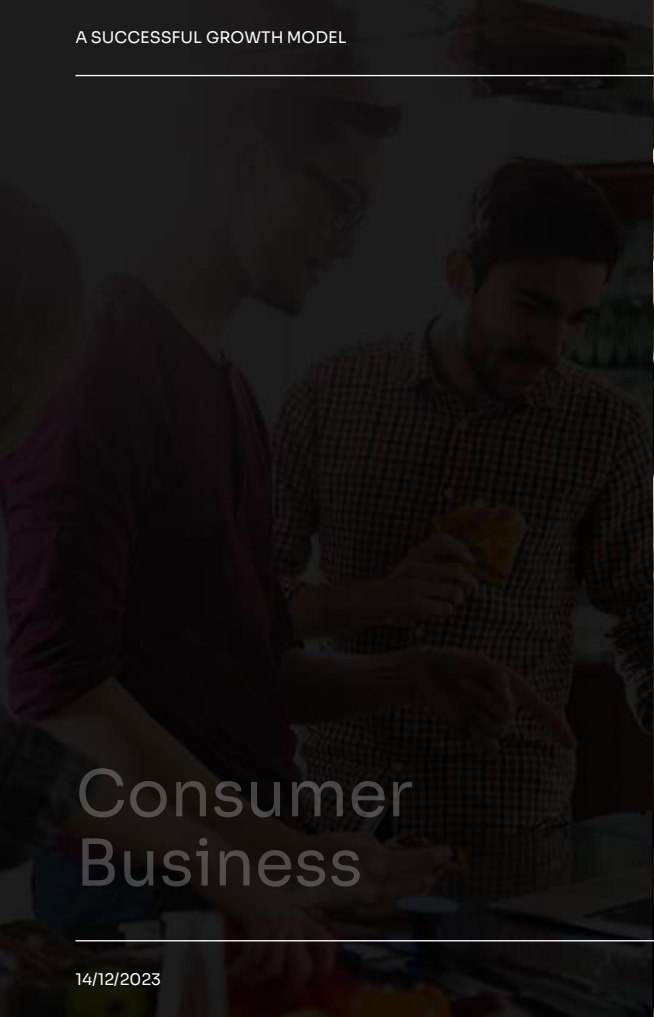
...supported by digital capabilities

- 45m members in CRM program
- 850k monthly users of our Food branded Apps



Live streaming
>13,000 influencers worldwide

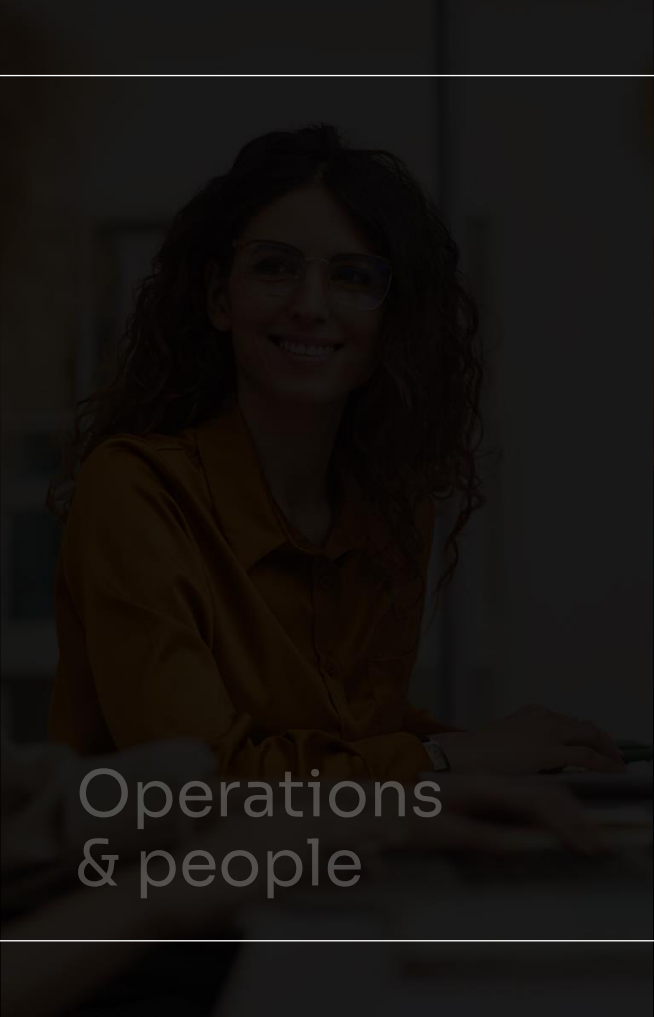




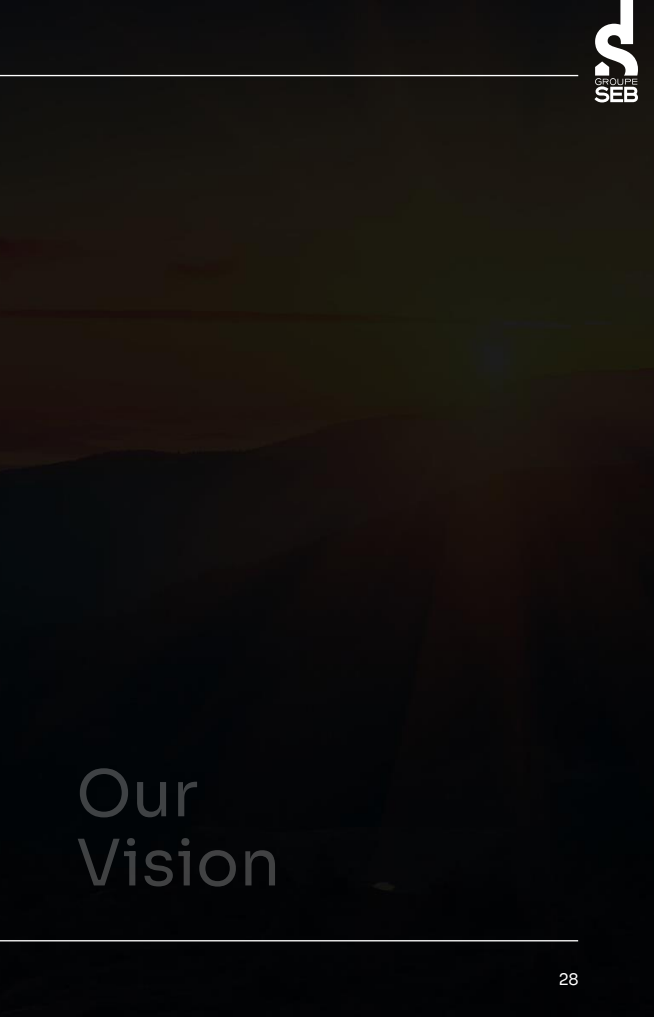
Consumer
Business



**Professional
Business**



Operations
& people



Our
Vision

We are now expanding into the professional equipment market...

Market categories

Beverages (incl. Coffee)

Food preparation

Cookware

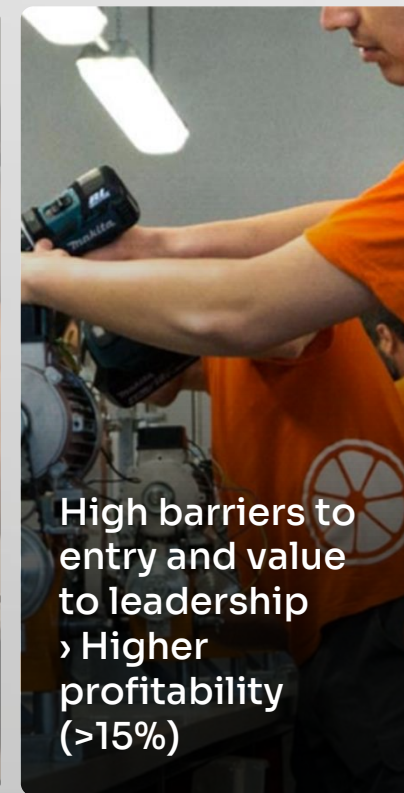
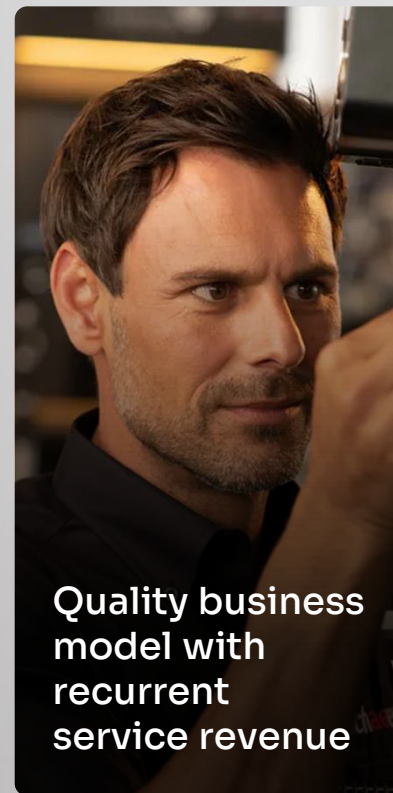
Kitchen knives

& Utensils...

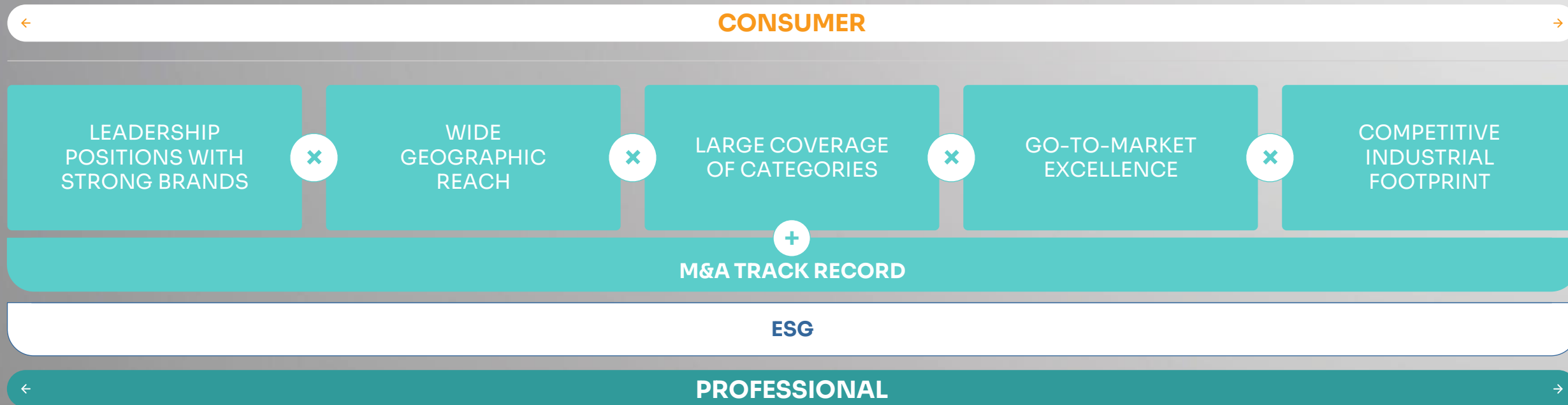
Global market size
(excl. service)

~ €15bn

...a highly
attractive
market,
with strong
fundamentals...



Our successful value creation formula being rolled out in Professional...



...based on a leadership position
in Professional Coffee Machines...



2016



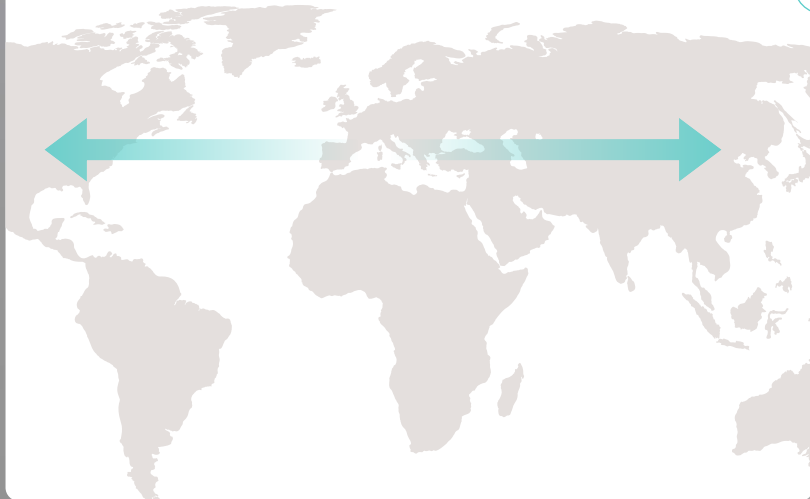
2016

#1

Worldwide
Full Auto PCM*

...enlarging our portfolio beyond Full Auto PCM...

Expanding Geography Coverage



#1 Worldwide Full Auto PCM



Expanding Customer Base

Convenience stores
& gas stations



Office



Chains



Expanding Category coverage organically
or through M&A

Curtis

2019



Sm

2023



Coffee bar



...expanding into other Professional categories...



#1 Worldwide
Full Auto PCM

Expanding in new category through M&A



Krampouz

2019



zummo

2022



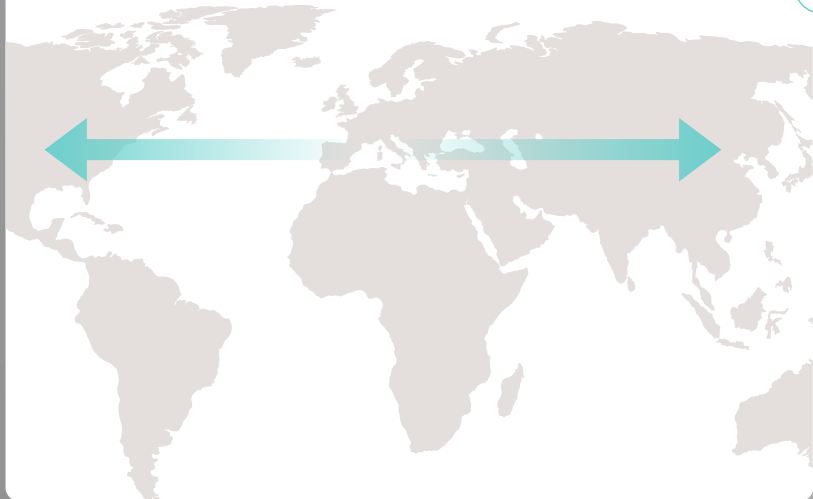
pacojet

2023



...make them global...

Expanding Geography Coverage



New categories in Small Professional Equipment

**Krampouz**

2019

**zummo**

2022

**pacojet**

2023



Expanding Customer Base

Convenience stores
& retail
supermarketsBar, Snacking,
Bakeries

Chains



Restaurant



...leveraging
all possible
synergies

Within Professional
business



Mostly Go to Market
synergies

schaerer
coffee comes to life

Curtis

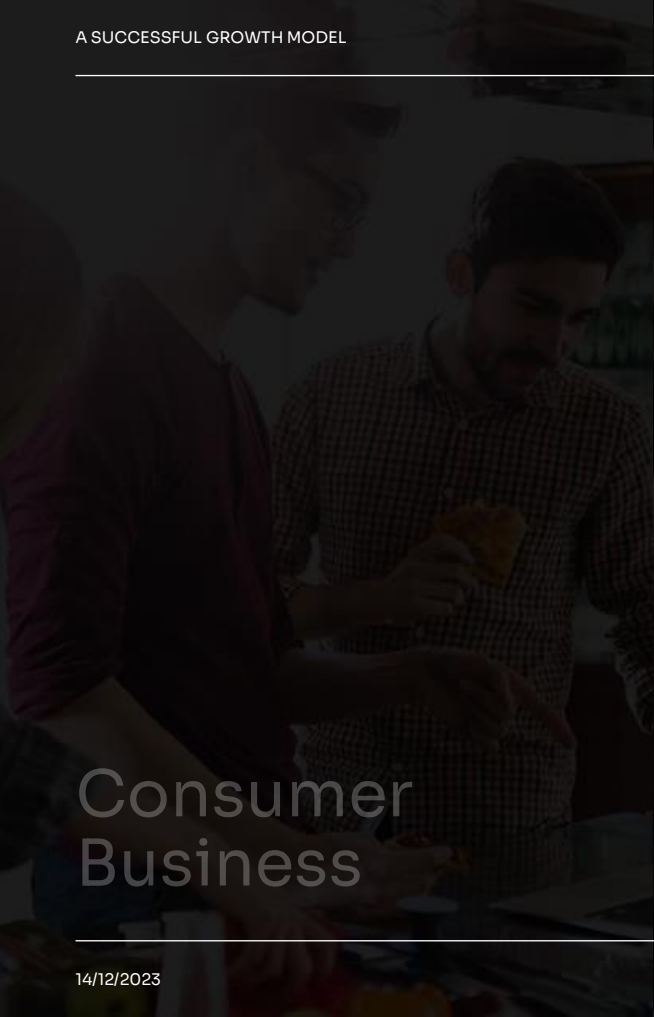


Between Professional
& Consumer business



From Professional
know-how
to Consumer
premium
segment






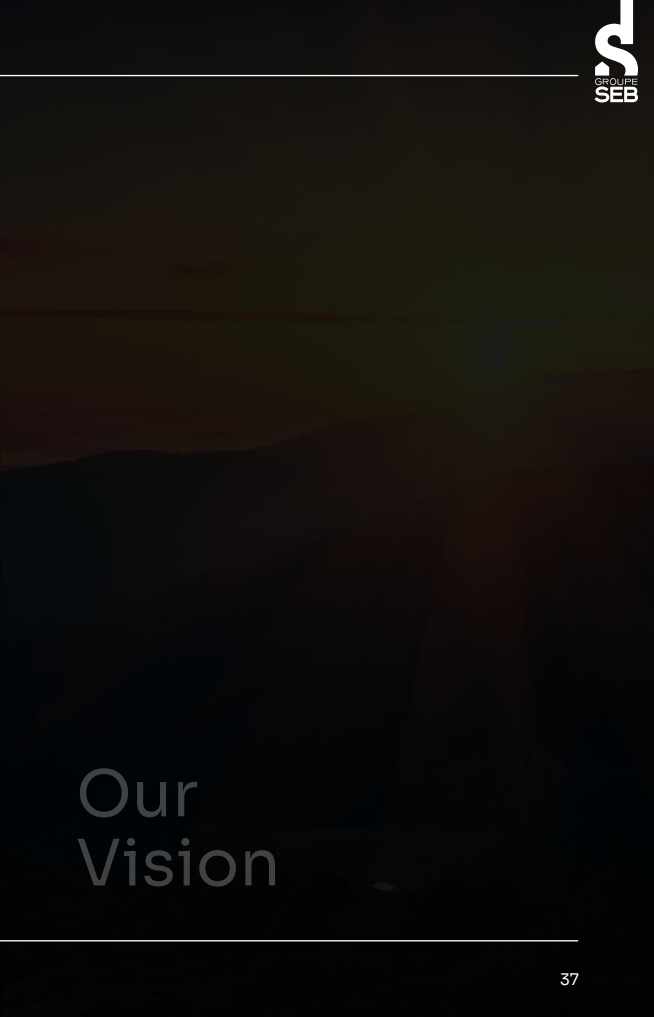
Consumer
Business



Professional
Business



**Operations
& people**



Our
Vision

Both businesses
supported
by a flexible source
of production...

60%

of own production

40%

outsourcing

...and balanced
industrial
footprint...

41

production sites worldwide in 14 countries

35 in Consumer

6 in Professional

~240m

products produced per year

~40%

of non-China sales
are produced outside
of China

...and sustainable product development...

Good for the planet...



RépareSeb
POUR UNE ÉCONOMIE CIRCULAIRE & SOLIDAIRE



90% of our SDA products are repairable "15 years at fair price"



42% of recycled materials in our products (including packaging)

...and better for people

Charter of healthy and sustainable recipes



Inclusive Design
(Includéo)



...aligned
with our
sustainability
strategy



People matter



Climate action



Circular revolution



Sustainable Innovation

ACT
FOR
SUSTAINABLE
LIVINGS



Climate change

A -

Our
People

Loyalty
& commitment

International
& multi cultural

Diversity

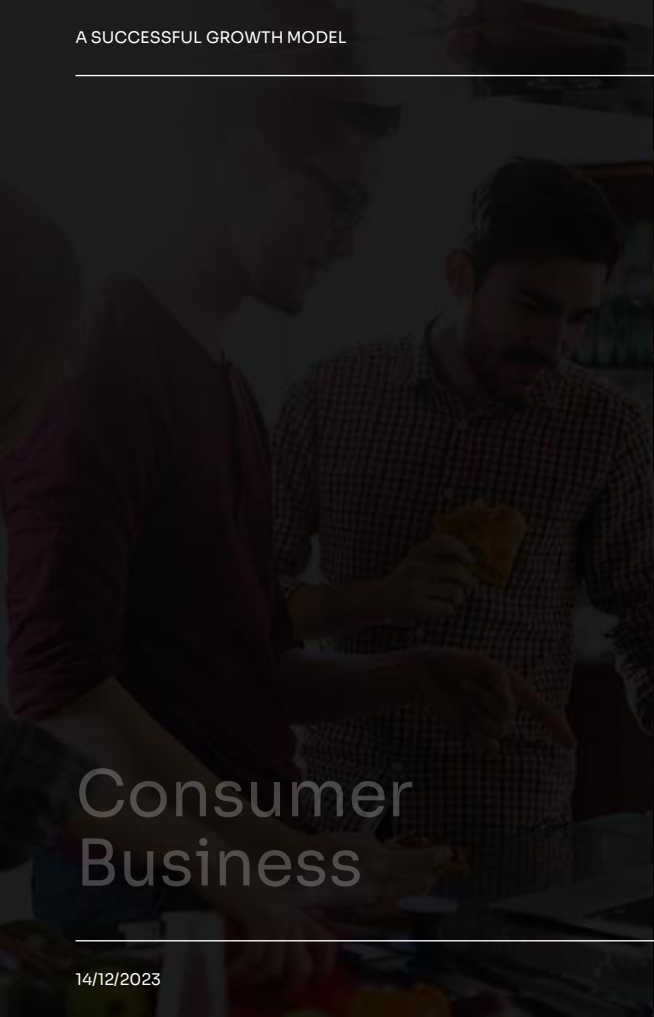
14 years

average years of service of
TOP 200 managers

115
nationalities

46%

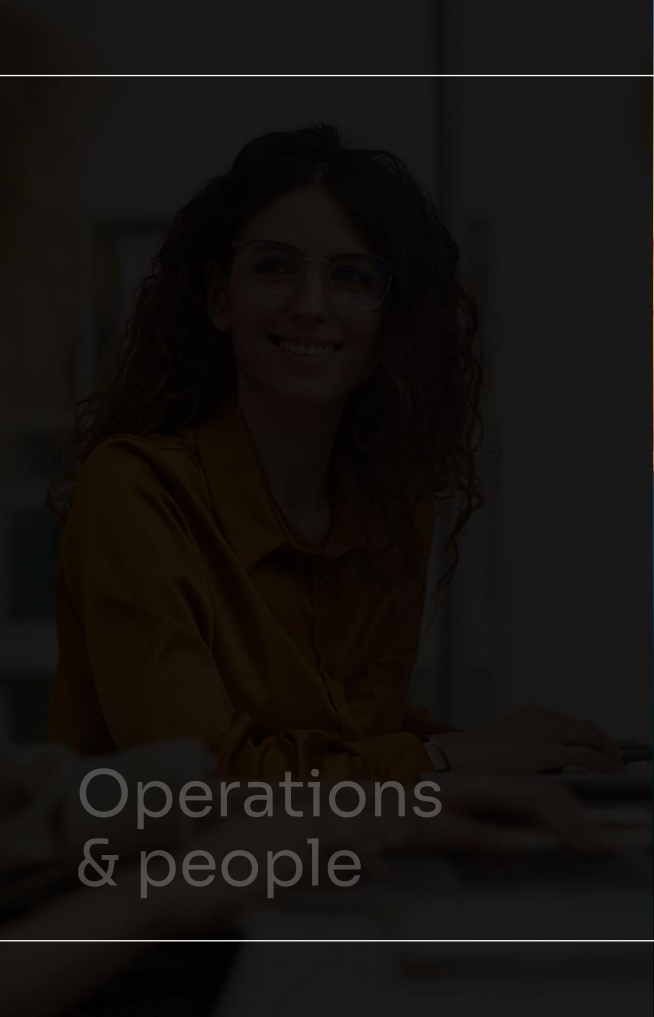
of managers are women



Consumer
Business



Professional
Business



Operations
& people



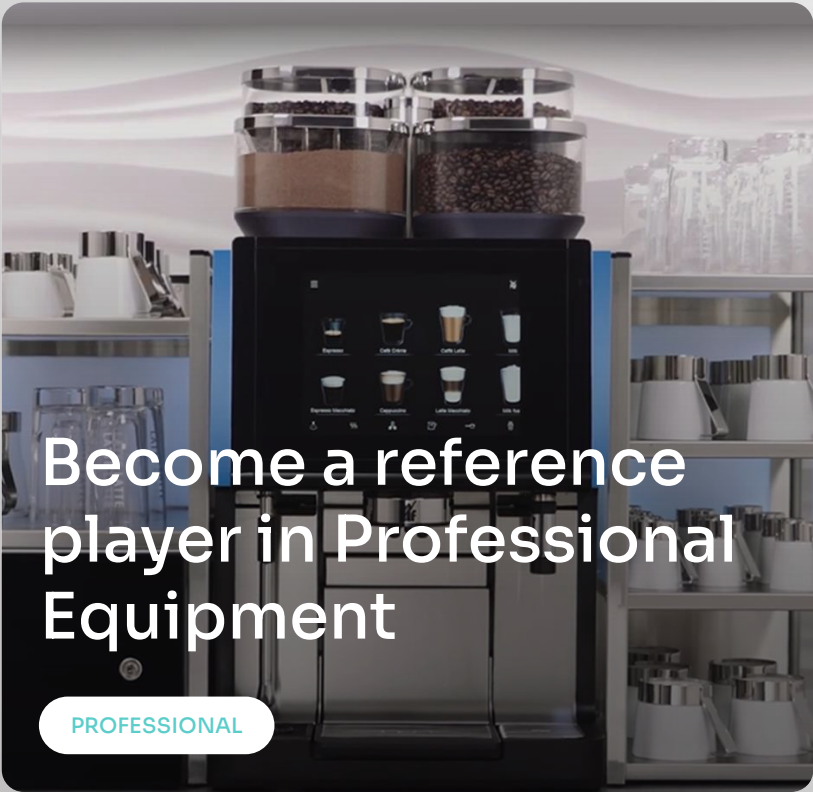
**Our
Vision**

Our Vision



Strengthen
leadership

CONSUMER



Become a reference
player in Professional
Equipment

PROFESSIONAL

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