



Capital Markets Day

GROUPE SEB, A SUCCESSFUL GROWTH MODEL

Stanislas de Gramont,
CHIEF EXECUTIVE OFFICER

DECEMBER 14, 2023



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

Groupe SEB Today



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



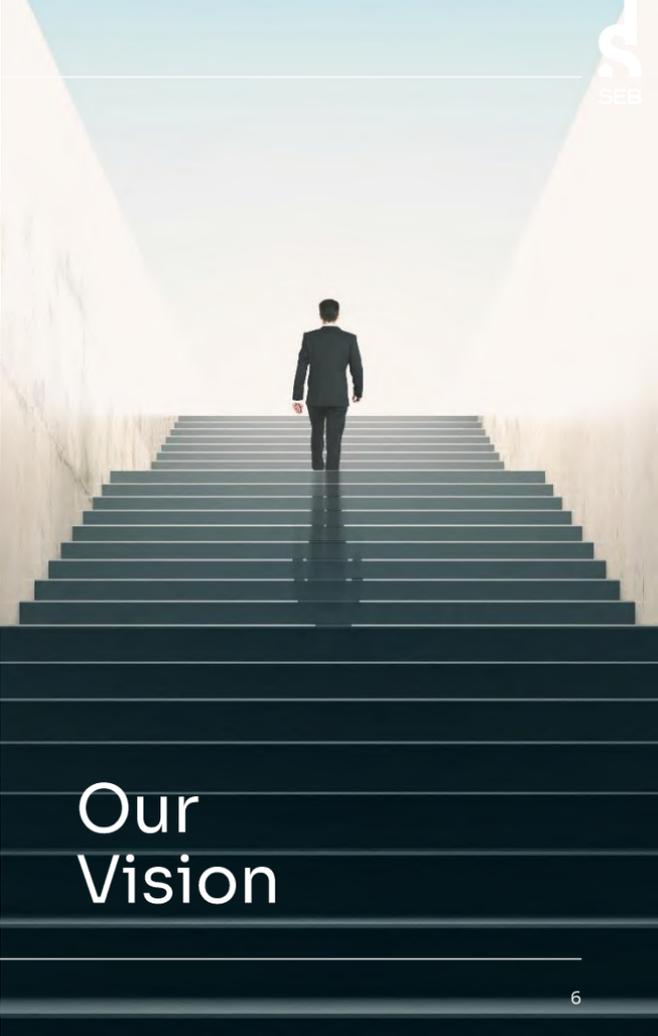
Consumer
Business



Professional
Business



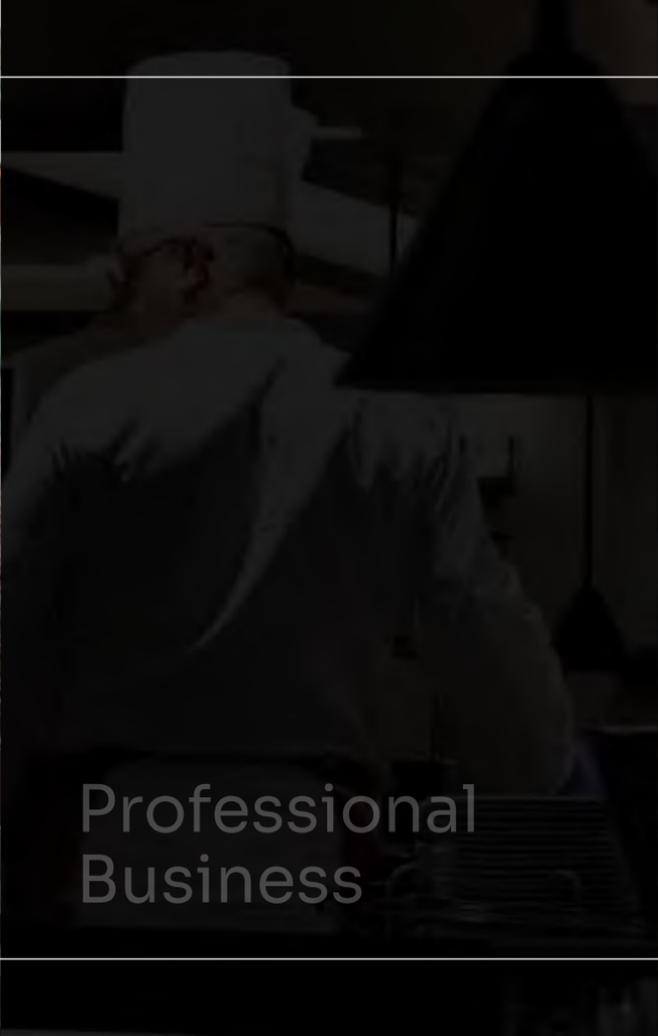
Operations
& people



Our
Vision



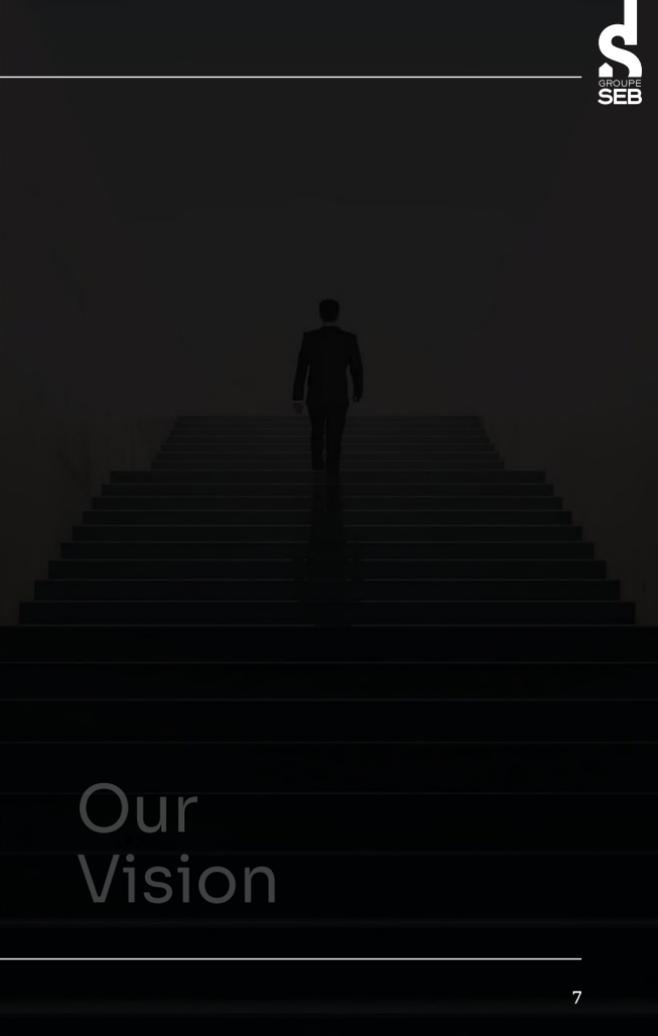
**Consumer
Business**



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

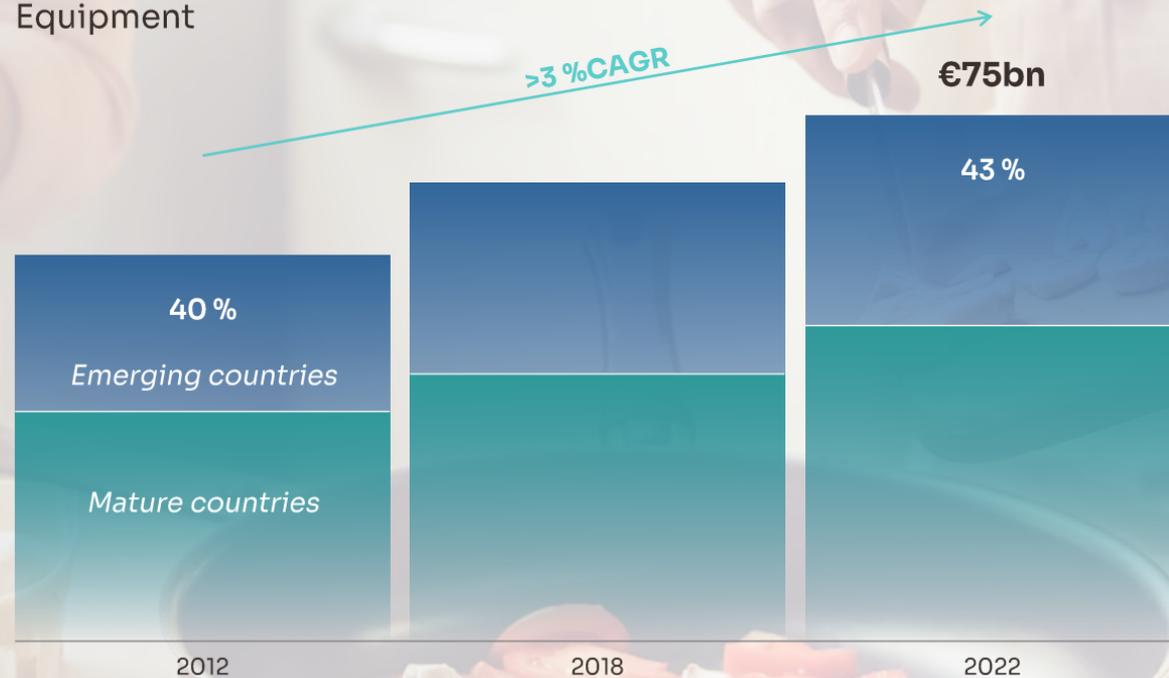
~ €50bn

Cookware
+ Kitchenware

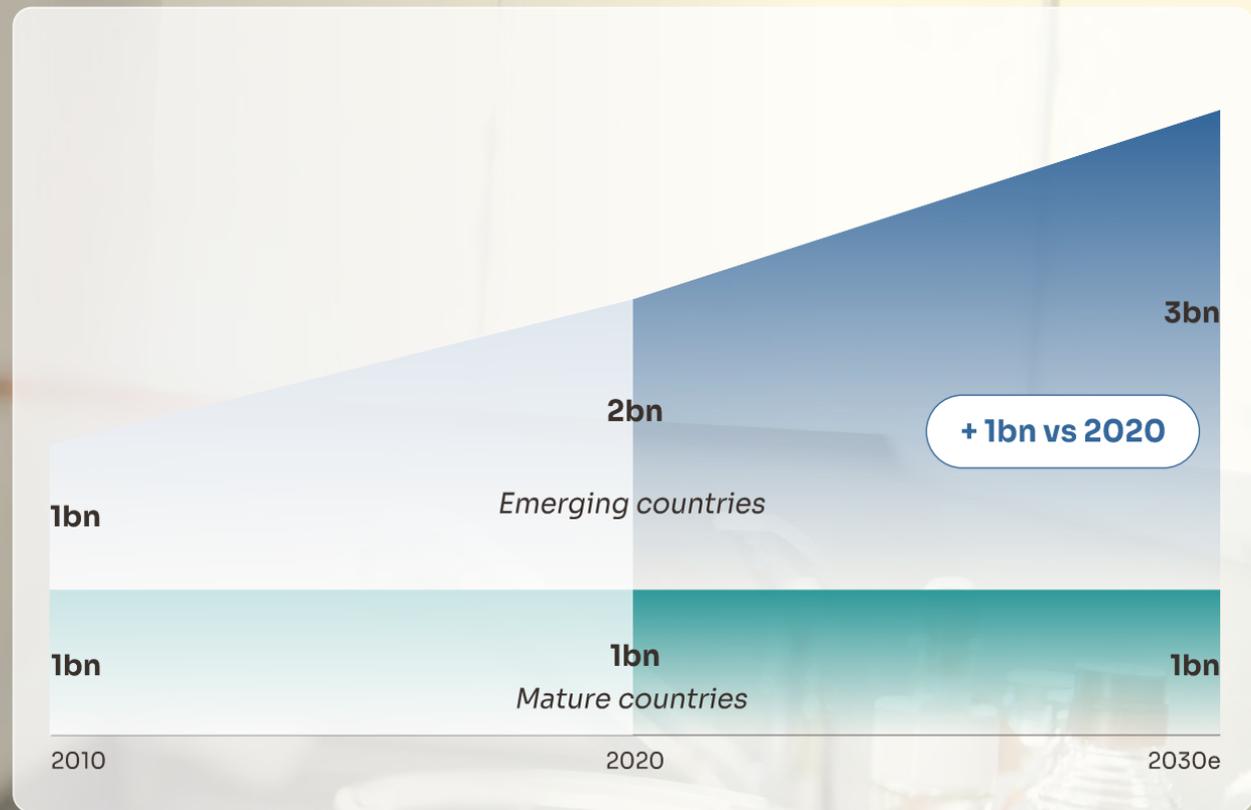
~ €25bn

... which is structurally growing

Small Domestic Equipment

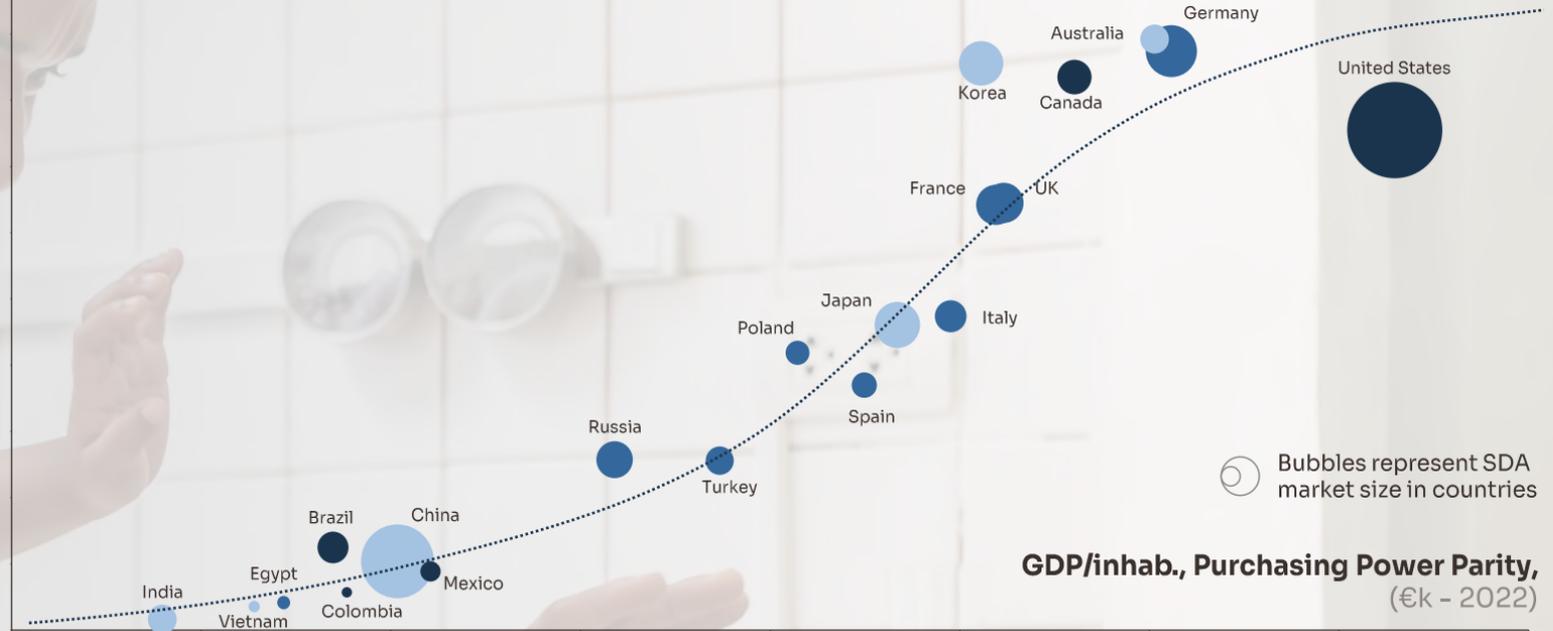


... thanks to
the increase
of middle class
population



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

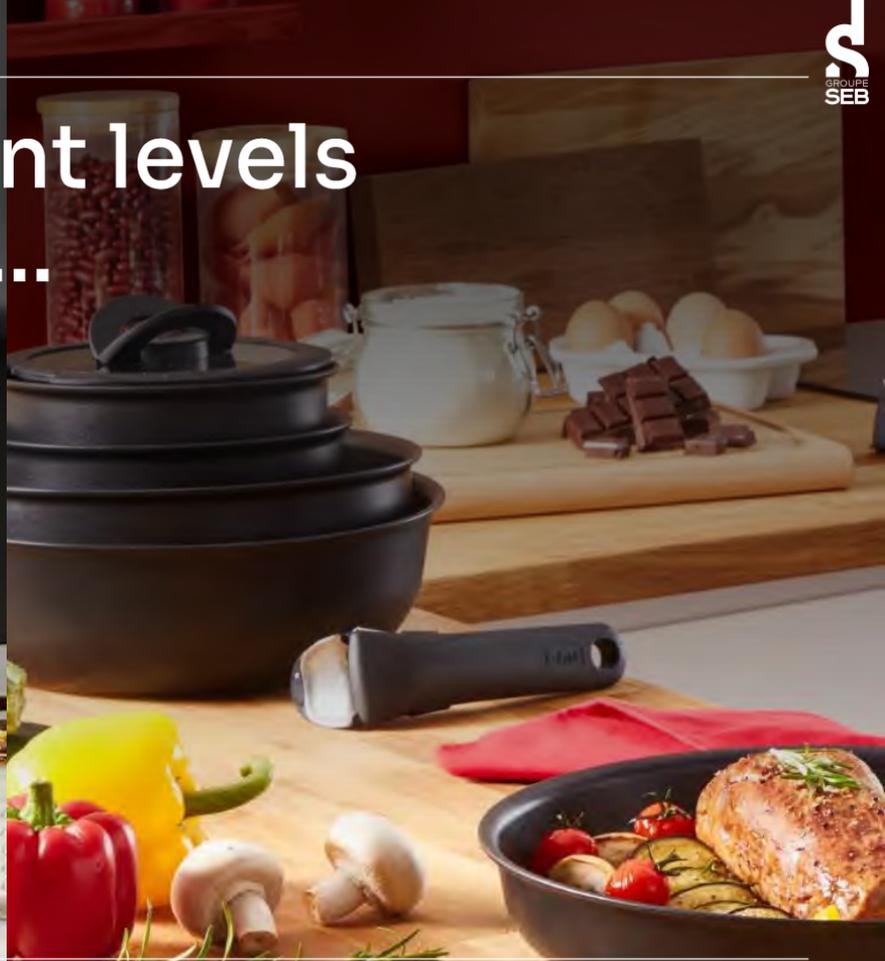
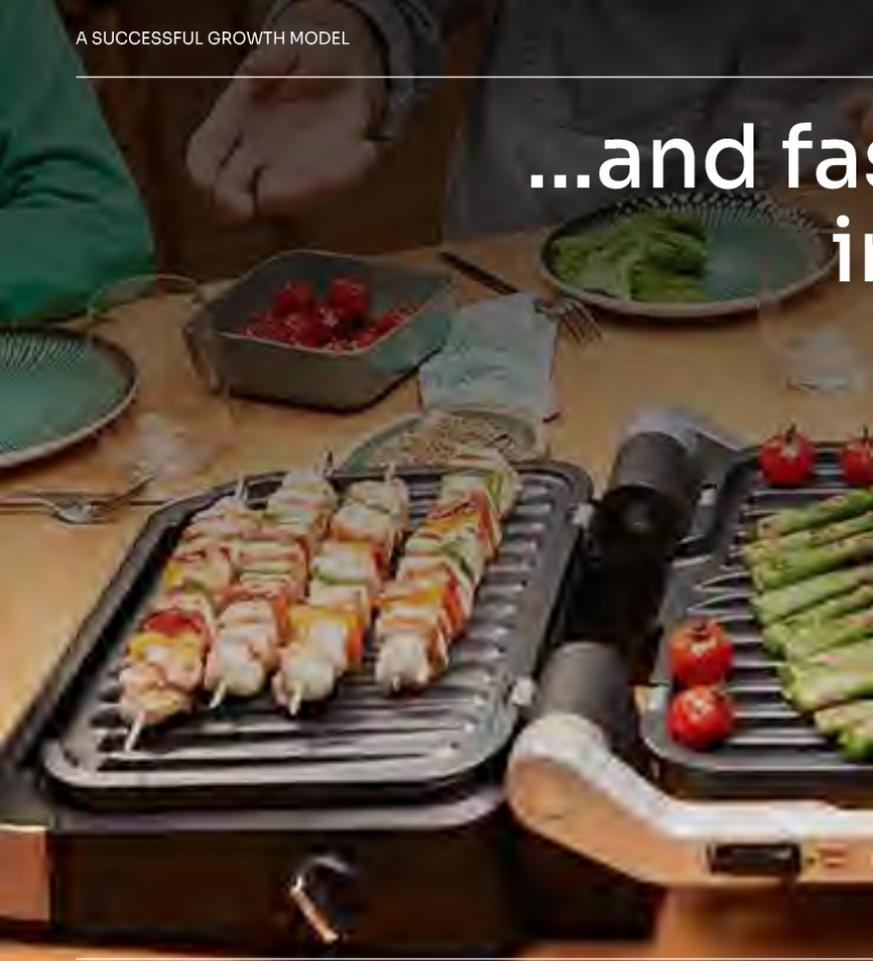
Spend on Small Domestic Appliances (€/inhab - 2022)



GDP/inhab., Purchasing Power Parity, (€k - 2022)

Bubbles represent SDA market size in countries

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



...
addressing
local needs
driven by
local habits



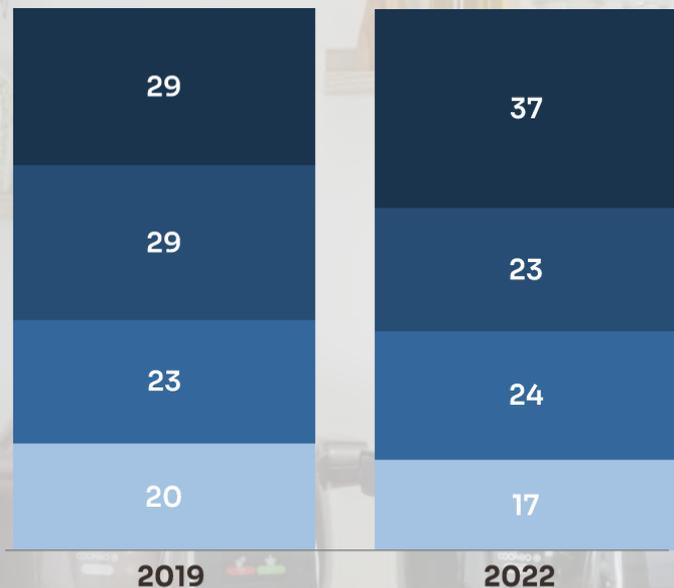
**GROWTH ALSO DRIVEN
BY CONSTANTLY CHANGING
CONSUMER NEEDS...**

... new technologies enable improved solutions...



...leading
to trade up...

Electrical cooking pots / multicookers



Market value breakdown (in %) / price quartile

... and multi-equipment...



Canister

78 %



Versatile

21 % ↑



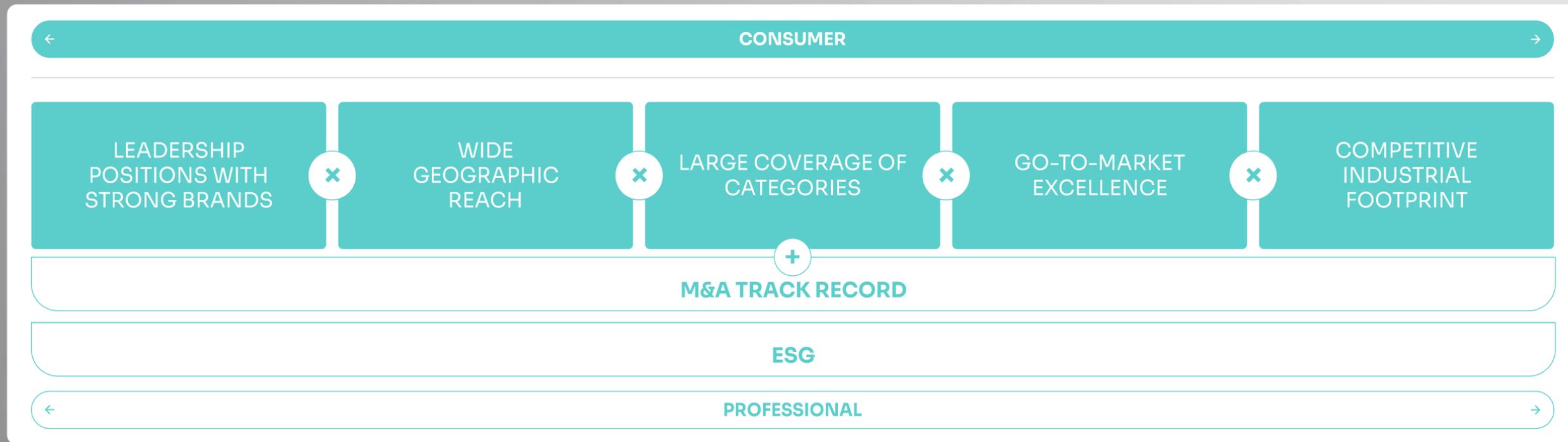
Robot

12 % ↑

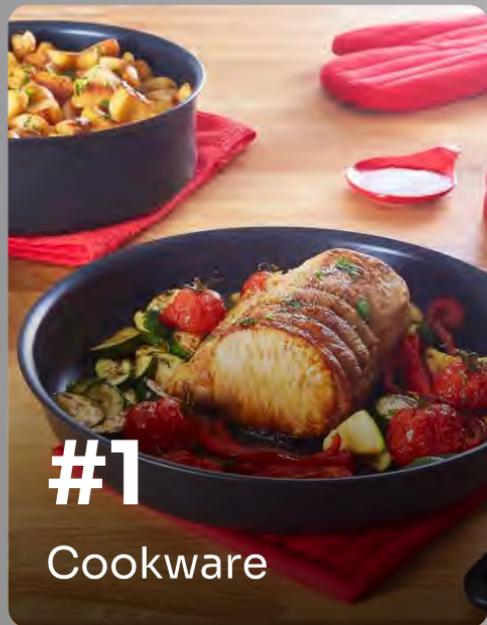


OUR SUCCESSFUL VALUE CREATION FORMULA...

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
Preperation

Beverage
and breakfast

Linen
Care

Home
Cleaning

Home
Comfort

Personal
Care



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

Cookware + Small Domestic Appliances = Small Domestic Equipment

>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

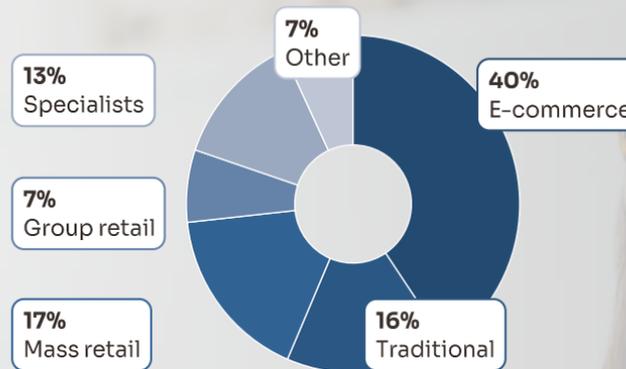
Market companies
covering 150 countries

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



2 000

New master videos

SEB International Content factories

3D & AI

10 000

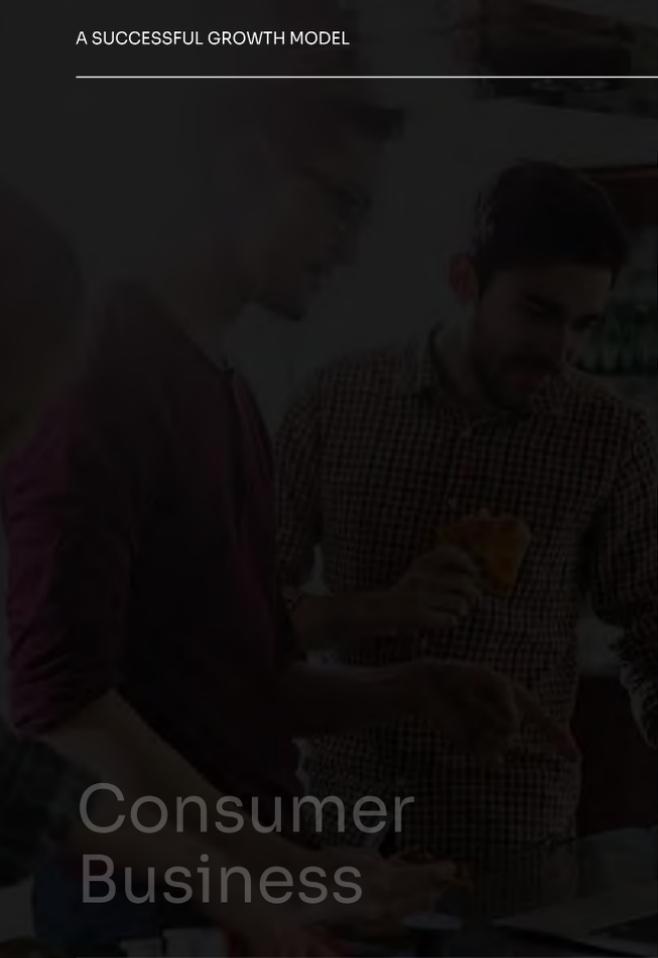
New master pictures

International Chef Ambassadors

International Culinary Community

Live streaming
>13 000 influencers worldwide

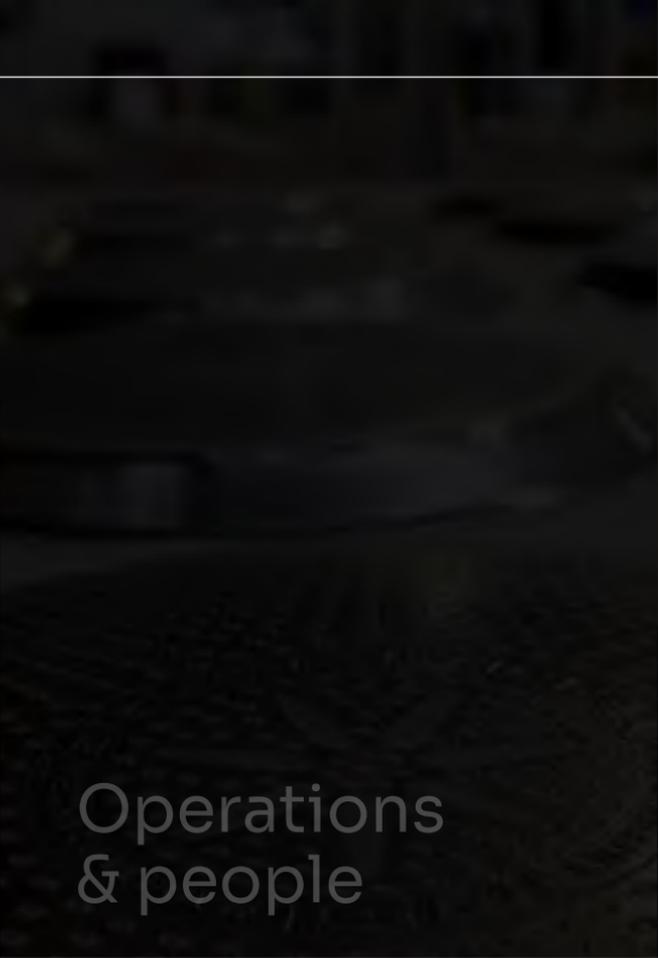




Consumer
Business



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...

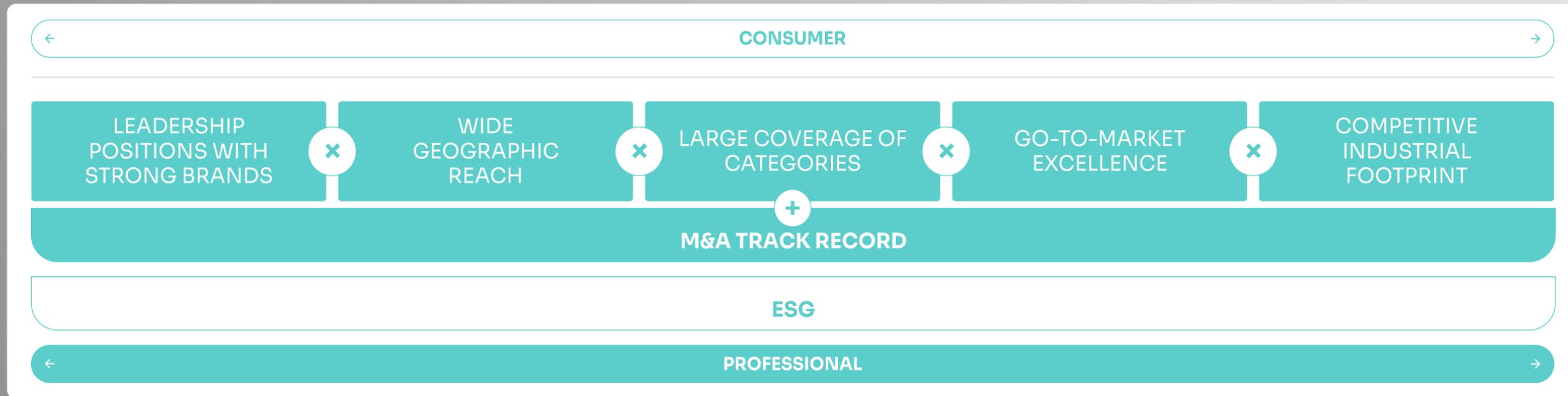
Global market size
(excl. service)

~ €15bn

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



Our successful value creation formula being rolled out in Professional



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



#1

Worldwide
Full-Auto PCM*

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

Expanding
Geography Coverage



#1 Worldwide
Full-Auto PCM*

Expanding
Customer Base

Convenience s.
& gas station



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

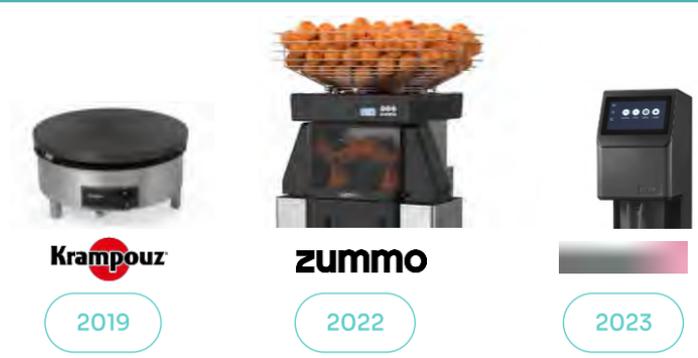
Krampouz 2019 **zummo** 2022 2023

... make them global...

Expanding Geography Coverage



New categories in Small Professional Equipment



Expanding Customer Base

Convenience s. & gas station	Office	Chains
Coffee bar		

...leveraging
all possible
synergies

Within professional
business



Mostly Go to Market
synergies

schaerer coffee comes to life
Curtis

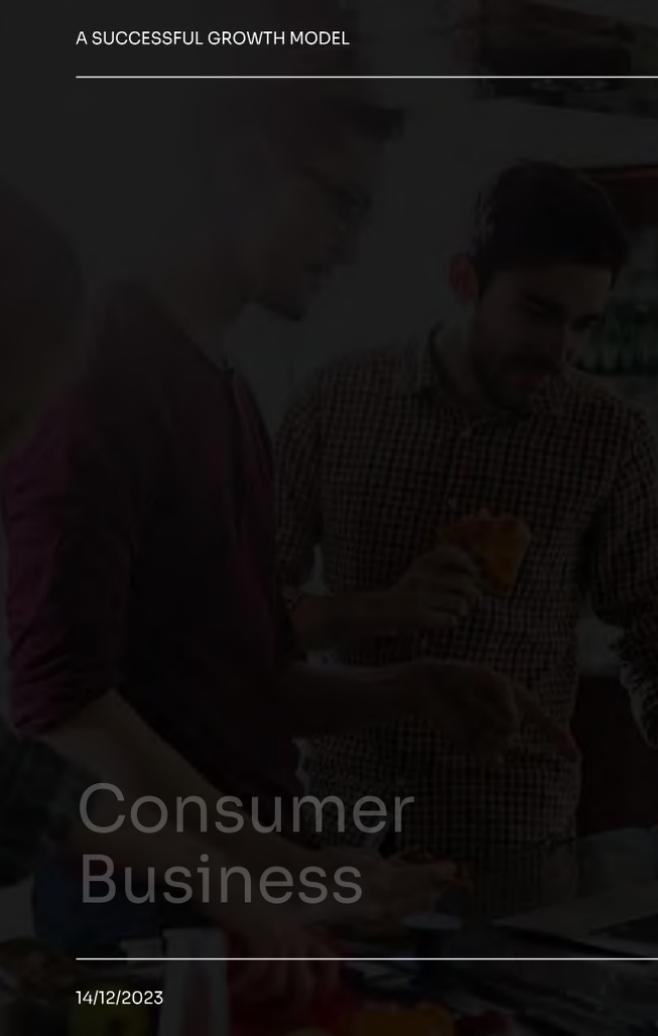


- CAPPUCCINO
- LATTE
- MOCHA
- HAND POURED COFFEE
- TEA

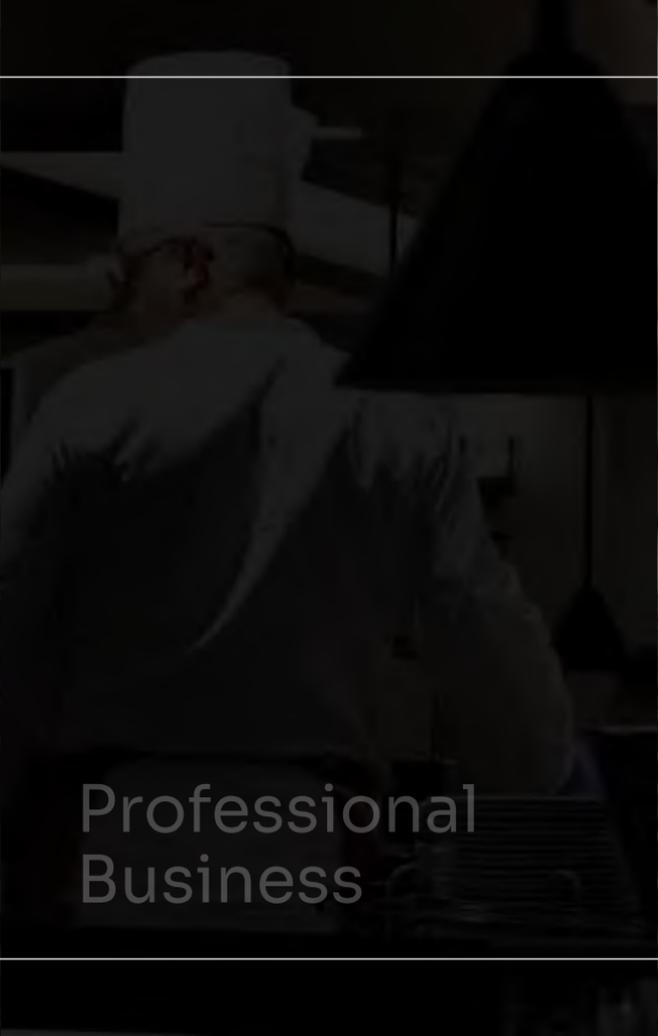
Between professional
& consumer business



From Professional
know-how
to consumer
premium
segment



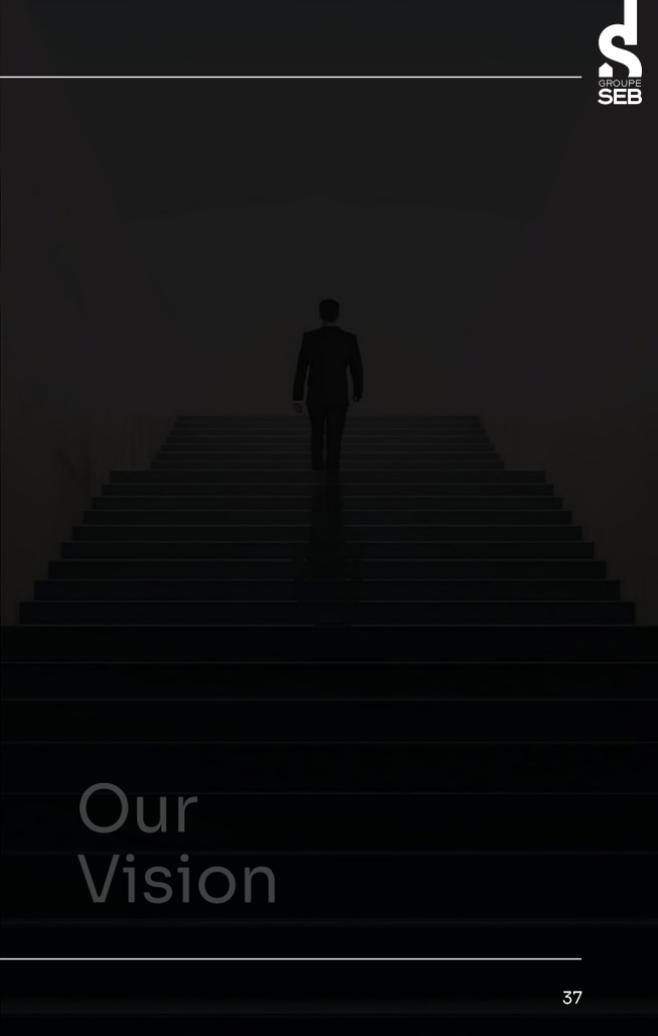
Consumer
Business



Professional
Business



**Operations
& people**



Our
Vision

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

60%

of own production

DANGER
MACHINES AUTOMATIQUES
INTERDICTION FORMELLE
DE S'ENFERMER DANS
L'ENCEINTE

ATTENTION
AVANT REMISE
EN MARCHÉ, LE
PERSONNEL
DE L'ENCEINTE

40%

outsourcing

...and balanced industrial footprint...

41

production sites Worldwide in 14 countries

35 in Consumer

6 in Professional

~240m

pieces produced per year

~40%

of non China sales are produced outside of China

...and sustainable product development...

Good for the planet...



90% of our SDA International brands are reparable
 “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

AGIR
POUR
UN QUOTIDIEN
PLUS DURABLE

- PEOPLE MATTER**
People matter
- CLIMATE ACTION**
Climate action
- CIRCULAR REVOLUTION**
Circular revolution
- SUSTAINABLE INNOVATION**
Sustainable Innovation

SCIENCE
BASED
TARGETS

Carbon neutrality
by 2050

PLATINUM **Top 1%**

2023
ecovadis
Sustainability
Rating

CDP
DISCLOSURE INSIGHT ACTION

Climate change
A -

Our People

Loyalty & commitment

14 years

average years of service of
TOP 200 managers

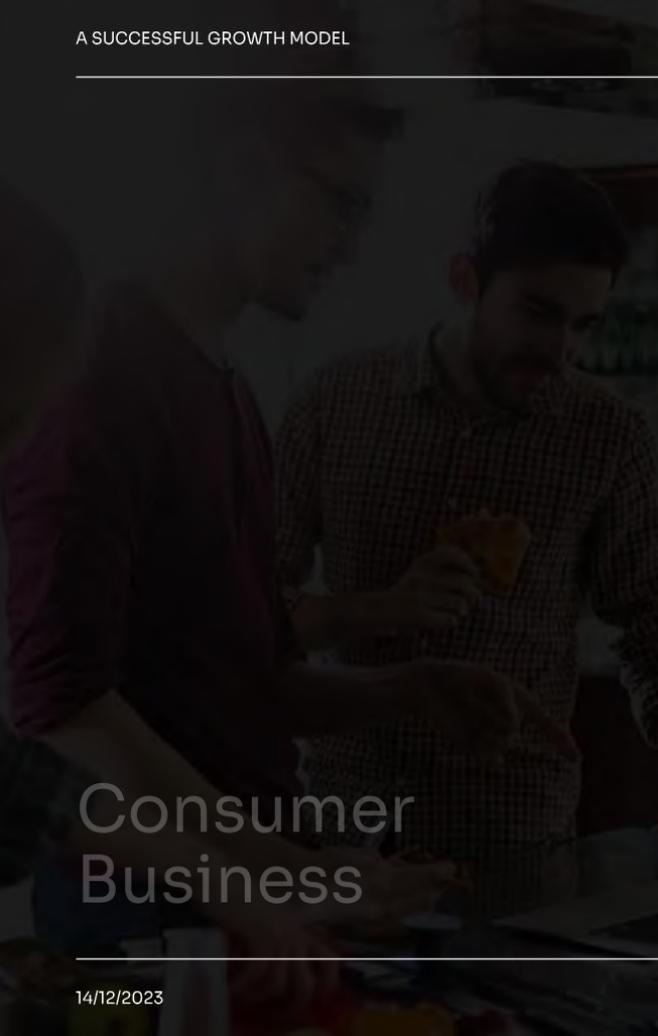
International & multi cultural

115
nationalities

Diversity

46%

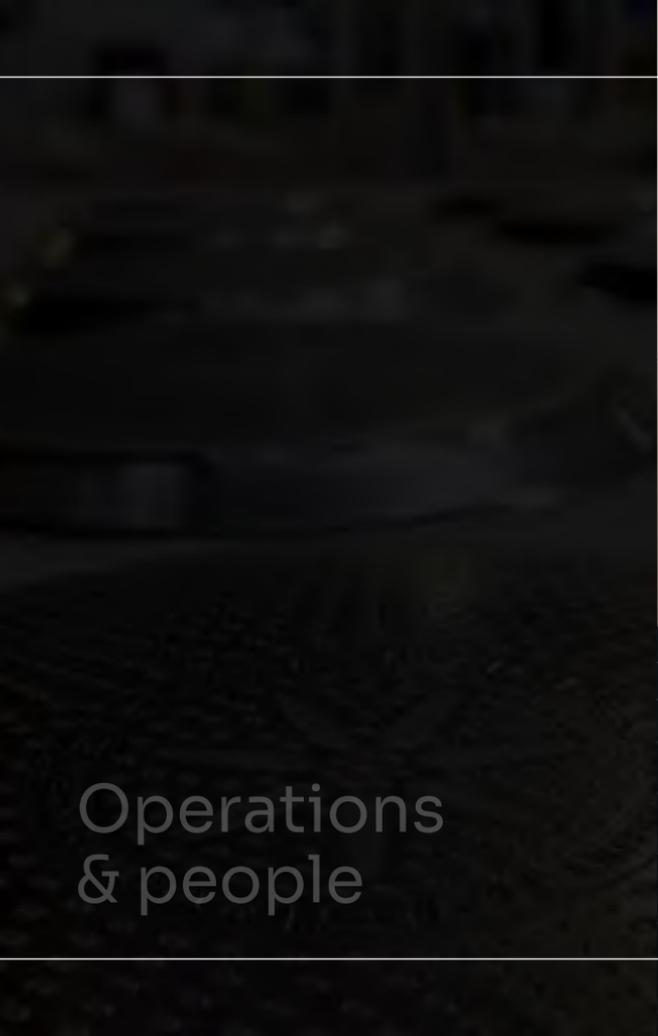
managers are women



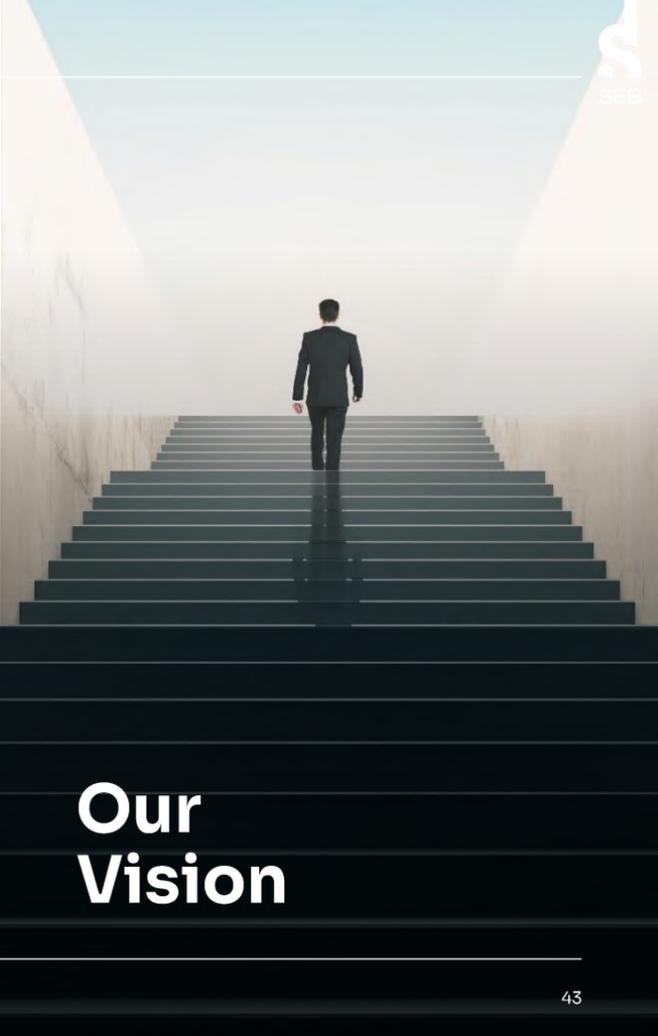
Consumer
Business



Professional
Business

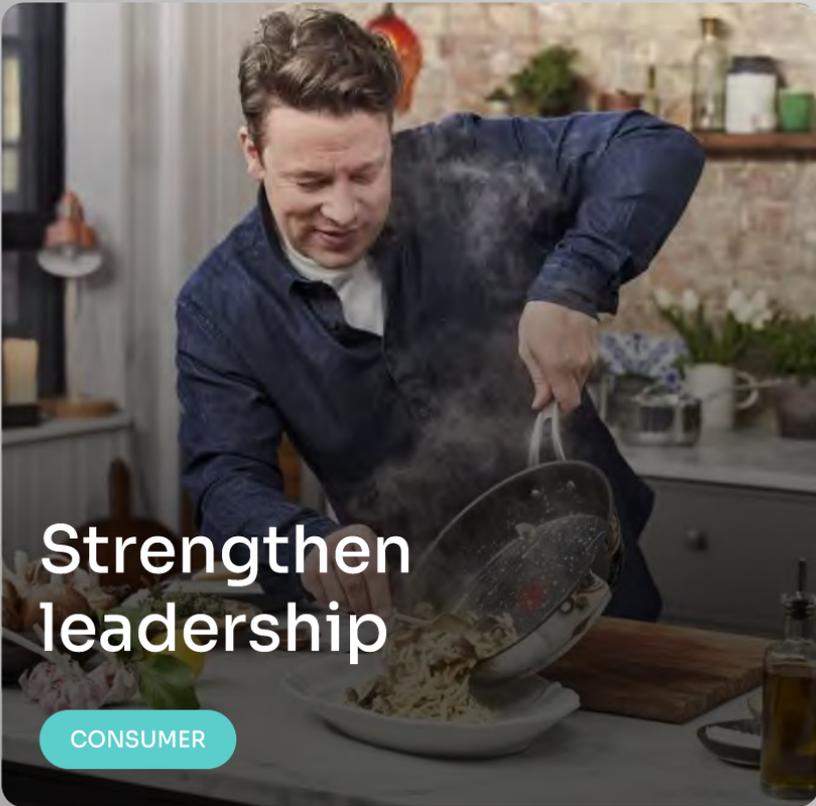


Operations
& people



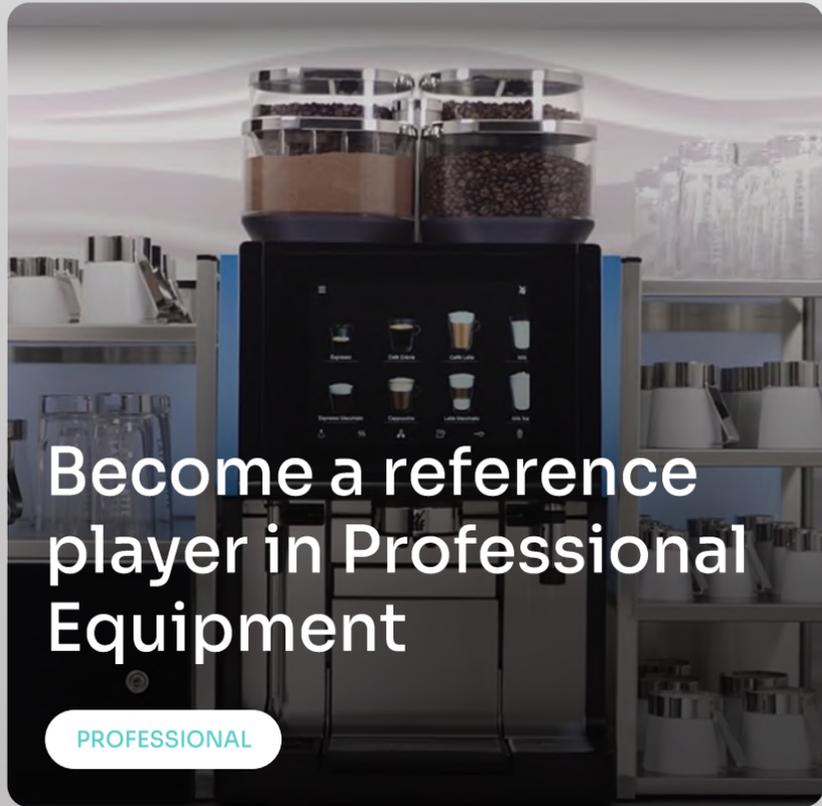
**Our
Vision**

Our Vision



Strengthen
leadership

CONSUMER



Become a reference
player in Professional
Equipment

PROFESSIONAL

DISCLAIMER

Some of the statements contained in this document may be forward-looking statements concerning Groupe SEB's financial position, results, businesses, strategy or projects. Groupe SEB considers that such statements are based on reasonable assumptions but cannot and does not give any assurance that the Group's future performance will be consistent with those statements. Actual results could differ from those currently anticipated in such statements due to a certain number of inherent risks and uncertainties, most of which are beyond Groupe SEB's control, such as those described in the documents filed or to be filed by Groupe SEB with the French securities regulator (*Autorité des Marchés Financiers*) and made available for downloading from Groupe SEB's website

www.groupeseb.com



Capital Markets Day

GROUPE SEB, DEFINITELY LIFE-CENTRIC

Cyril BUXTORF,
EVP PRODUCTS & INNOVATION

DECEMBER 14, 2023



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



HOW DOES GROUPE SEB MAKE A DIFFERENCE?

Our innovation engine

A ROBUST PROCESS...

Understand consumer trends and insights

Leverage technologies as enablers

Drive innovation and product development

Build a comprehensive line-up

...BASED ON CONSIDERABLE FIRE POWER...

Strong innovation expertise

Mastering state-of-the-art manufacturing

Cross-fertilization within the Group

...RELENTLESSLY IMPLEMENTED
IN 50 PRODUCT CATEGORIES AND 150 MARKETS

A LONG-STANDING COMMITMENT TO IMPROVE AND REINVENT CONSUMERS' DAILY LIVES

OUR INNOVATION ENGINE

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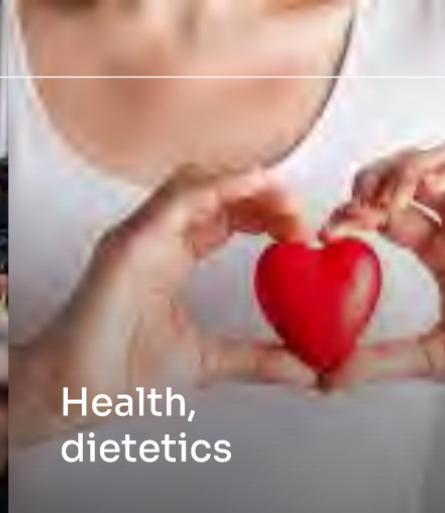
UNDERSTAND

CONSUMER TRENDS AND INSIGHTS

Decoding the main social and societal changes...



Demographic
changes



Health,
dietetics



Home
cooking



Consume less
but better



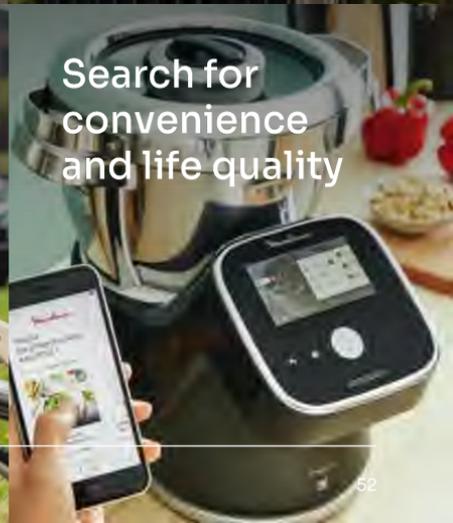
Protect
the planet



Quest
for meaning



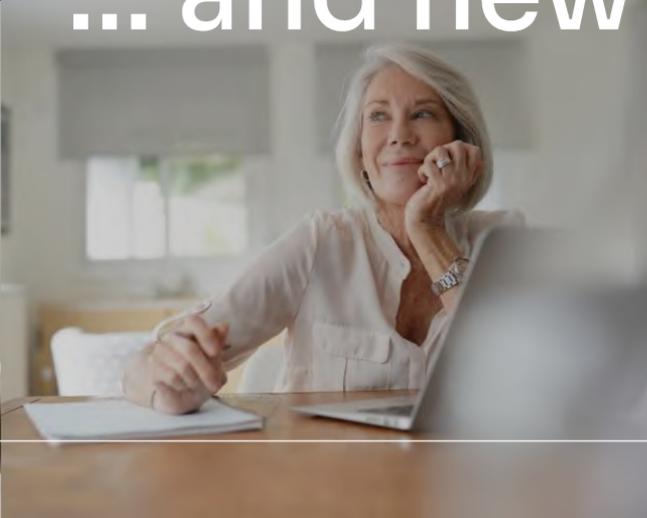
Collaborative
economy



Search for
convenience
and life quality



... and new lifestyles...



... allow us to define our main innovation domains



Easy life
@home



Healthy lifestyle
& changing
eating habits



Self -
accomplishment



Engaging
experiences



Committed
for the planet
@home

We leverage in-depth knowledge of cultural differences and cooking habits

3 examples



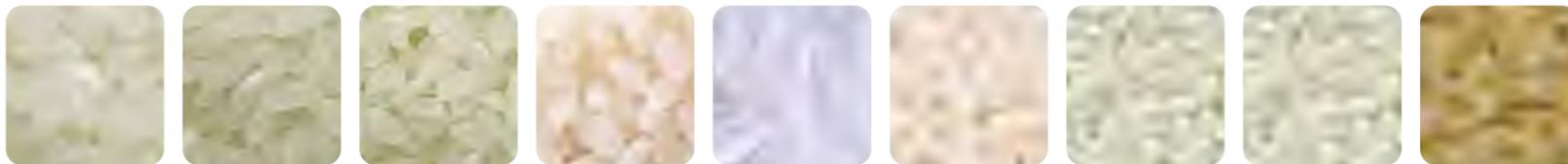
Rice: a staple food with countless cooking and eating habits...

3.5bn people eating rice everyday worldwide

More than 2,000 rice varieties grown globally

Tens of ways to cook and eat rice

... for which
we have
developed a
comprehensive
“food science”
expertise



At Groupe SEB, we use 9 macro-types of rice for testing



Cooking temperature curve



Blind tasting



Physicochemical tests

So many
cooking
habits...



So many
cooking
habits...



Various ironing habits

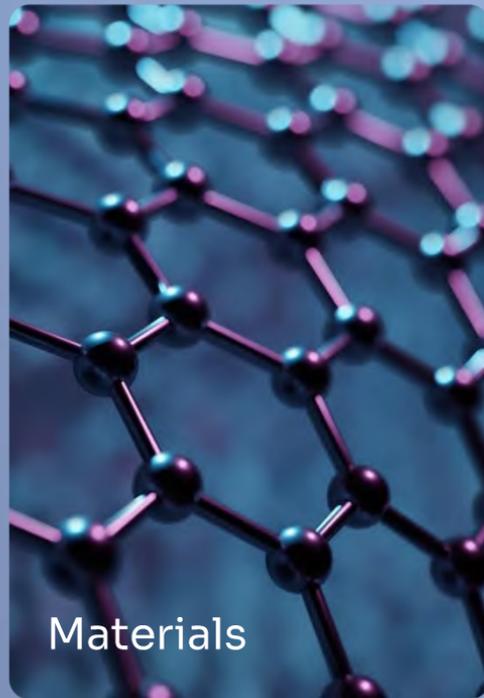
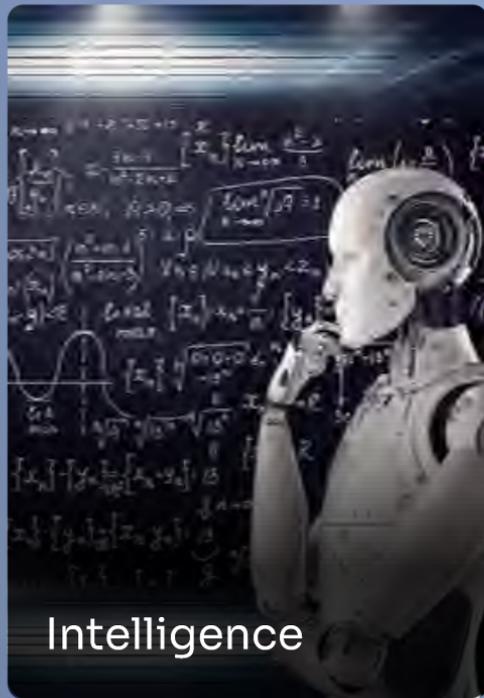


14/12/2023



LEVERAGE

TECHNOLOGIES AS ENABLERS





DRIVE

INNOVATION AND PRODUCT DEVELOPMENT

Developing the right innovative solutions



Examples





Consumer insight

**“What do we eat today ?
I’d like to cook delicious
and balanced meals for my
family, but I have no inspiration
and little time.”**



Cookeo technologies



Inspiration

An infinity of step-by-step recipes on touch screen



Healthy cooking

Vitamine preservation & air frying



Full delegation

Automatic cooking



Fast cooking with pressure system

Up to **6 times** faster





Cookeo experience

Healthy and tasty meals on your table in no time!

4.7/5

Online in FR

3.5 times

Used a week

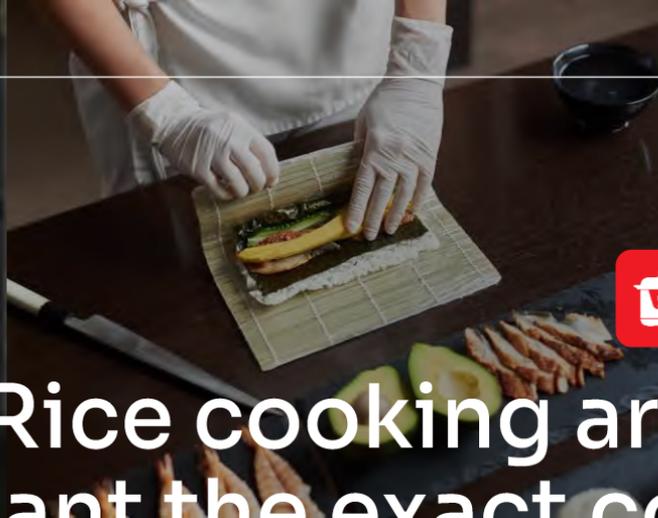
+23,000

Recipes worldwide

5m Cookeo

sold since 2012





Rice cooking around the globe:
« I want the exact cooking result for my
choice and taste »





Fluffy and tasty rice served by technological know-how



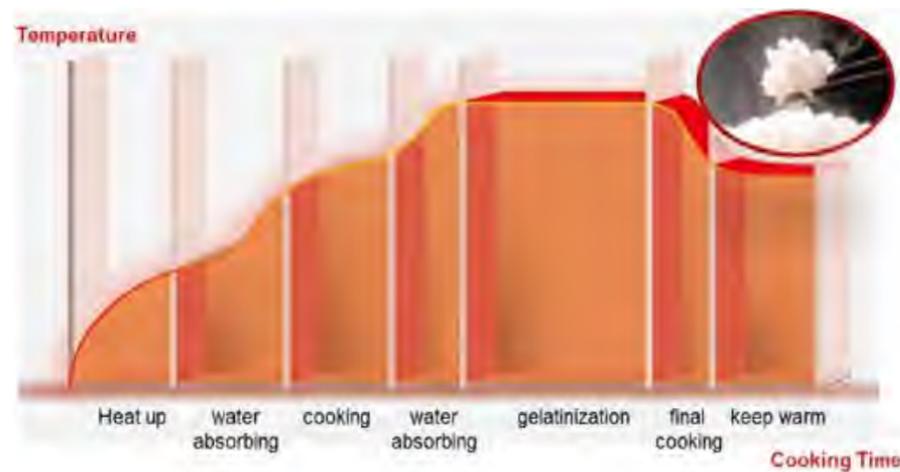
Spherical Pot

Optimal heat diffusion
for evenly cooked rice



Smart Technology

7-step cooking process monitoring





Rice blooming
evenly without
cracking.
Each grain white
and shinny.

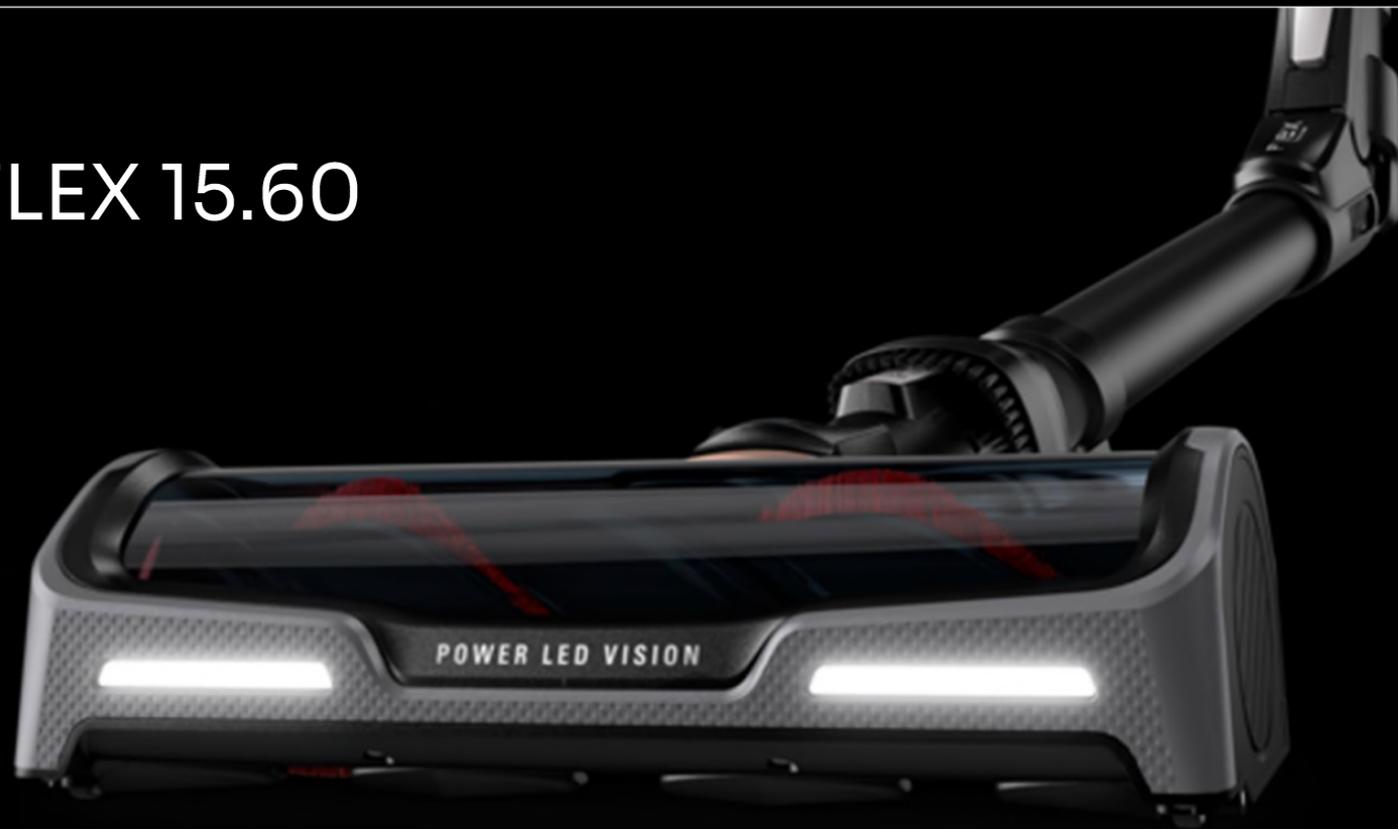


Rice Cooker sales p.a.

~15m units

~€400m

X - FORCE FLEX 15.60



Film



BUILD

A COMPREHENSIVE LINE-UP

A well-structured product offering



Broad coverage of price bands with meaningful consumer benefits at each price point

- Ingenuity / Incremental innovation / Disruptive concept
- Offer on Good-Better-Best price ranges



Sharp design of product offering, targeting each consumer profile and lifestyle

OptiGrill®

From a
breakthrough
innovation...

8.5 million units sold
since launch



OptiGrill Elite

**SUPERB GRILLING
RESULTS, FROM RARE
TO WELL-DONE!**

12 automatic programs to give you
perfect results, every time



OptiGrill®

... to a comprehensive line-up



4,7/5
(Amazon ratings)

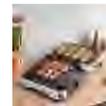


OptiGrill 4in1

299.99€*



Intelligent Grill



Barbecue



Oven



Full Meal



OptiGrill Elite XL

279.99€*



Intelligent Grill



Extra Large



OptiGrill Original

169.99€*



Intelligent Grill



Ultracompact

99.99€*



Barbecue



Browning



Inicio Grill

69.99€*



Vertical storage

Cookware

Addressing different consumer profiles and needs with adapted offers

EASY & SMART COOKING



“Beginners”

“Dutiful”



PERFORMANT & INSPIRING COOKING



“Traditional experts”

“Cooking lovers”

“Status seekers”



RESPONSIBLE COOKING



“Healthy Delegators”



Coffee makers

Addressing different tastes and habits

Different tastes and ways of prepare coffee



Different times of the day

Alone or shared



Design

Possible double equipment

A ROBUST PROCESS...

Understand consumer trends and insights

Leverage technologies as enablers

Drive innovation and product development

Build a comprehensive line-up

...BASED ON CONSIDERABLE FIRE POWER...

Strong innovation expertise

Mastering state-of-the-art manufacturing

Cross-fertilization within the Group

**...RELENTLESSLY IMPLEMENTED
IN 50 PRODUCT CATEGORIES AND 150 MARKETS**

A LONG-STANDING COMMITMENT TO IMPROVE AND REINVENT CONSUMERS' DAILY LIVES

STRONG INNOVATION

EXPERTISE

165 years of innovation materializing today in...

~3,000
people

Innovation
Community

~€300m

invested in
Innovation

>50

product
categories



>10,000
active patents
(Western)

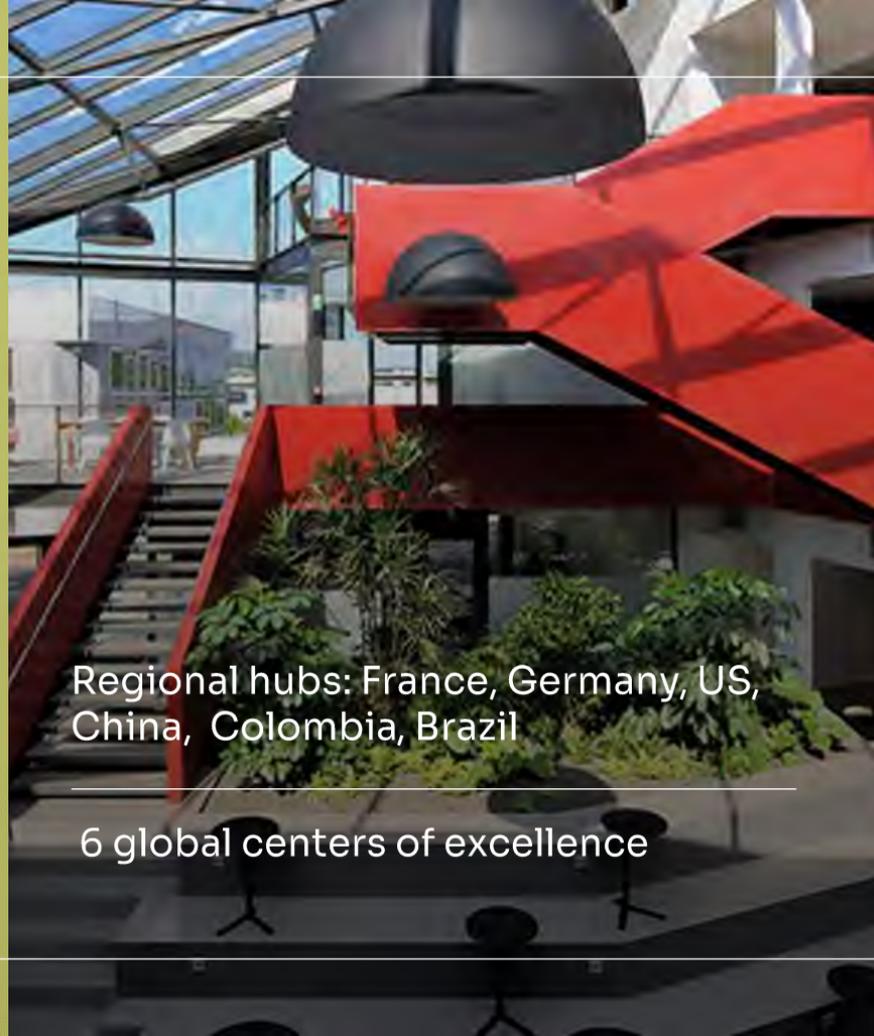
>500
filed in 2022

>20,000

active Chinese
utilization
patents



A global multidisciplinary Innovation Center with regional hubs



Regional hubs: France, Germany, US, China, Colombia, Brazil

6 global centers of excellence



6 global centers of excellence (1/2)

Consumer Insights

- Anthropologists
- Ethno-digital experts
- UX designers & engineers
- Designers

Food science

- Food science PhD
- Testing & user experience simulation capabilities

Electronic, energy & motors

- Electronic experts
- Energy & motor engineers

6 global centers of excellence (2/2)



SEM: Scanning Electron Microscope



Engineering center & computing

- Data scientists & engineering experts
- Robotics
- IoT ecosystems, Apps, connected products

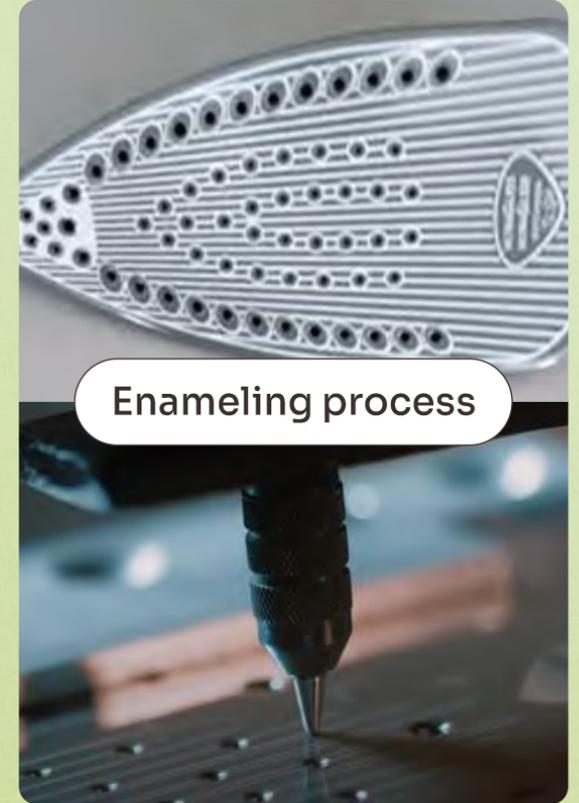
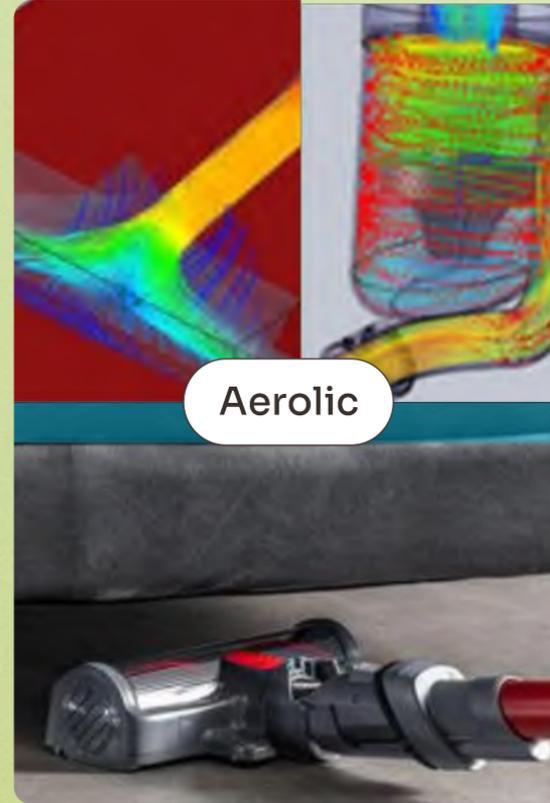
Materials

- Metal coating
- Metal transformation processes
- High performance plastics
- Recycled materials

Intellectual property

- Patent engineers
- Lawyers

Examples of applications



Key innovation resources

 **SEB & You**

13,000
members



SEB Lab

**Creativity
& Materialization**



SEB ALLIANCE

AUUM

The latest investment



MASTERING STATE-OF-THE-ART

MANUFACTURING

CROSS-FERTILIZATION

WITHIN THE GROUP

What do cookware and irons have in common?



Thermospot



High-performance coatings

Tefal

SUPOR

SUPOR



Tefal

What do vacuum cleaners and fans have in common?



Roll-out of the Turbo Silence technology for fans

Brazil, Colombia, Europe, Asia...

**EXTREME
SILENCE
SYSTEM**



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A LONG-STANDING COMMITMENT TO IMPROVE AND REINVENT CONSUMERS' DAILY LIVES

RELENTLESSLY

IMPLEMENTED

IN 50 CATEGORIES...

COOKWARE



Renew
Tefal



NON-STICK CERAMIC



MADE IN FRANCE

ELECTRICAL COOKING



Dual Easy Fry & Grill Tefal



FOOD PREPARATION



I-Coach Touch Moulinex



BEVERAGE



Sensation Krups



LINEN CARE



Ultimate Power pro



THE POWER OF A STEAM STATION*



SMART TECHNOLOGY



ANTI-STAIN PROTECTION

LINEN CARE



Pure pop



EFFICIENT GARMENT CARE



REMOVE HAIR AND LINT

HOME CLEANING



X-PLORER 240AI+



HIGH CLEANING
EFFICIENCY



IN-DEPTH CLEANING
IN EDGES



ULTIMATE MOPPING
PERFORMANCE



HOME COMFORT



Eclipse 3IN1 Rowenta



3IN1 ACTION



PURE AIR ALL YEAR LONG

RELENTLESSLY

IMPLEMENTED

... IN 150 COUNTRIES

Groupe SEB worldwide leader in blending

Creating healthy moments
all over the world





In 2023,
€2.5bn sales
achieved

With products launched
since 2021

A ROBUST PROCESS...

Understand consumer trends and insights

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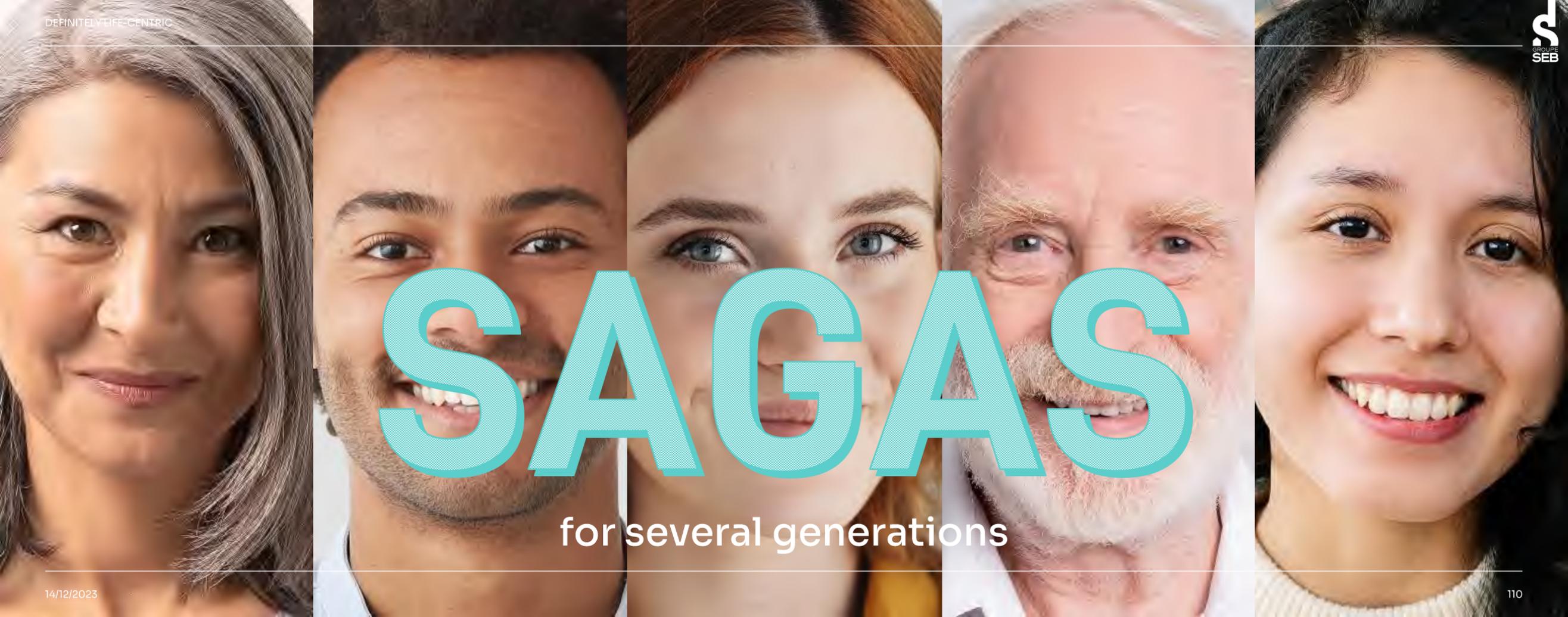
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A LONG-STANDING COMMITMENT TO IMPROVE AND REINVENT CONSUMERS' DAILY LIVES



REINVENT

CONSUMERS' DAILY LIVES



SAGAS

for several generations

A great story in linen care, made of constant progress



1987

Calor, first
European
electric
iron



1952

Calor, first
European
steam iron



1980

Laser
treated
stainless
steel
Soleplate



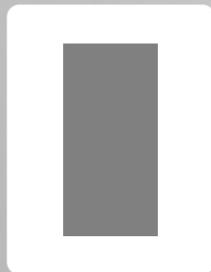
1990

Anti calc
cartridge



1991

The first
steam gen
Calor



1987

Hand held
garment
steamer



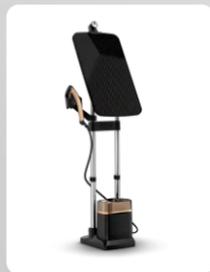
2012

Freemove



2016

Tweeny



2018

Ixeo



2022

Care
for you



2023

Pure pop

THE ICONIC

Cocotte-minute

1953



...constantly renewed...



... complemented by Electric Pressure Cookers





DEFINITELY LIFE-CENTRIC!

This is how we make a difference

DISCLAIMER

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www.groupeseb.com



Capital Markets Day

SUPOR INNOVATION POWERING GROWTH

Vincent Tai,
EXECUTIVE VICE PRESIDENT, SEB ASIA

DECEMBER 14, 2023



Supor consolidating its leadership position in a challenging market environment



Supportive structural market fundamentals



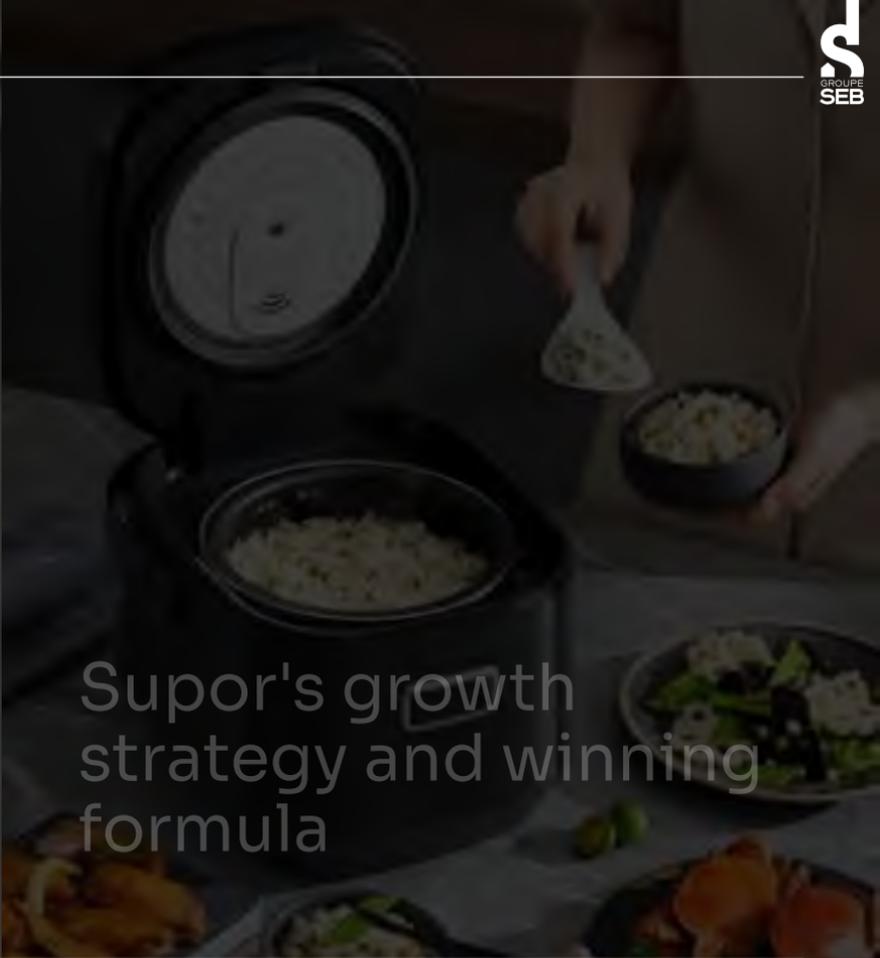
Supor's growth strategy and winning formula



Supor consolidating its leadership position in a challenging market environment



Supportive structural market fundamentals



Supor's growth strategy and winning formula

A Fascinating Journey

1987



Yuhuan
Pressure Cooker Factory

1994



Zhejiang
SUPOR Cookware

2002



SUPOR Headquarters
in Hangzhou

2004



Listing on Shenzhen
Stock Exchange

2006



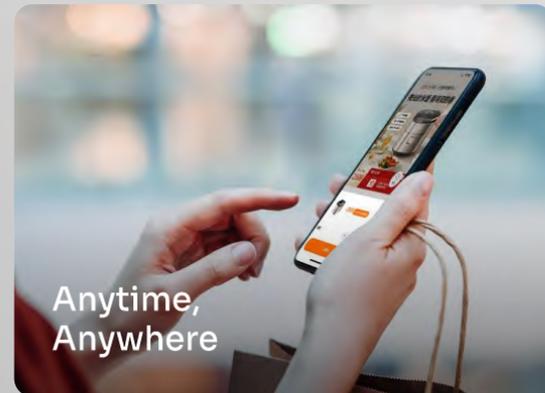
Groupe SEB becoming
majority shareholder

2009



Shaoxing Supor
Electric Appliances

Improving Chinese consumers' everyday life





An amazing success story

<p>€ 2,1bn</p> <p>Domestic sales vs €145m in 2006</p>	<p>~ 70%</p> <p>Share of Supor's sales achieved online</p>	<p>#1</p> <p>In Cookware MS ~35%, +5pts vs 2010</p>	<p>#1</p> <p>In Kitchen Electrics MS ~25%, +12pts vs 2010</p>
<p>38</p> <p>Categories vs 11 in 2006</p>	<p>89%</p> <p>Brand awareness SUPOR 苏泊尔</p>	<p>5</p> <p>Plants in China ~150m pieces</p>	<p>~20k</p> <p>Active patents</p>

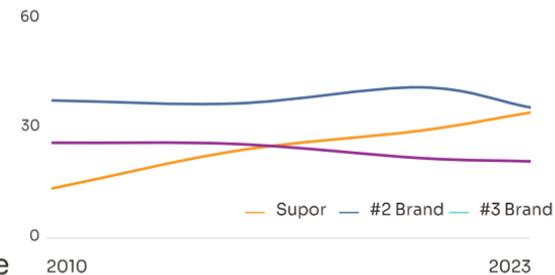


Getting better and stronger over the past decade

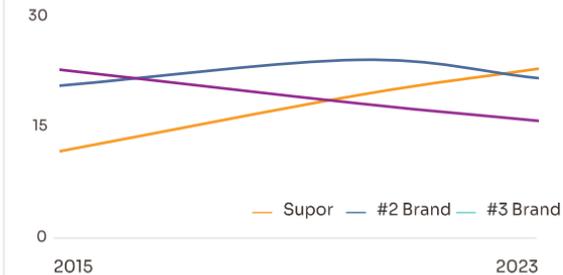


Kitchen Electric **25%**
Market share

Offline Share (in %) **#2**

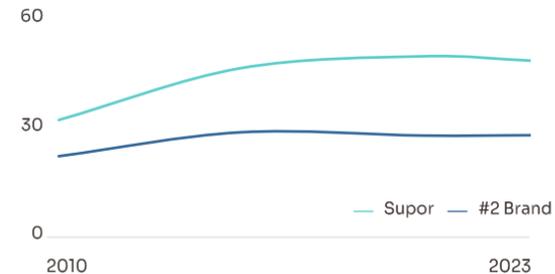


Online Share (in %) **#1**

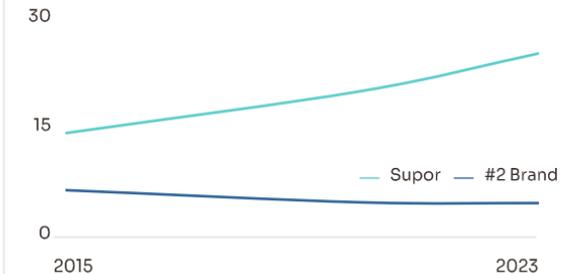


Cookware **35%**
Market share

Offline Share (in %) **Undisputed #1**



Online Share (in %) **Undisputed #1**



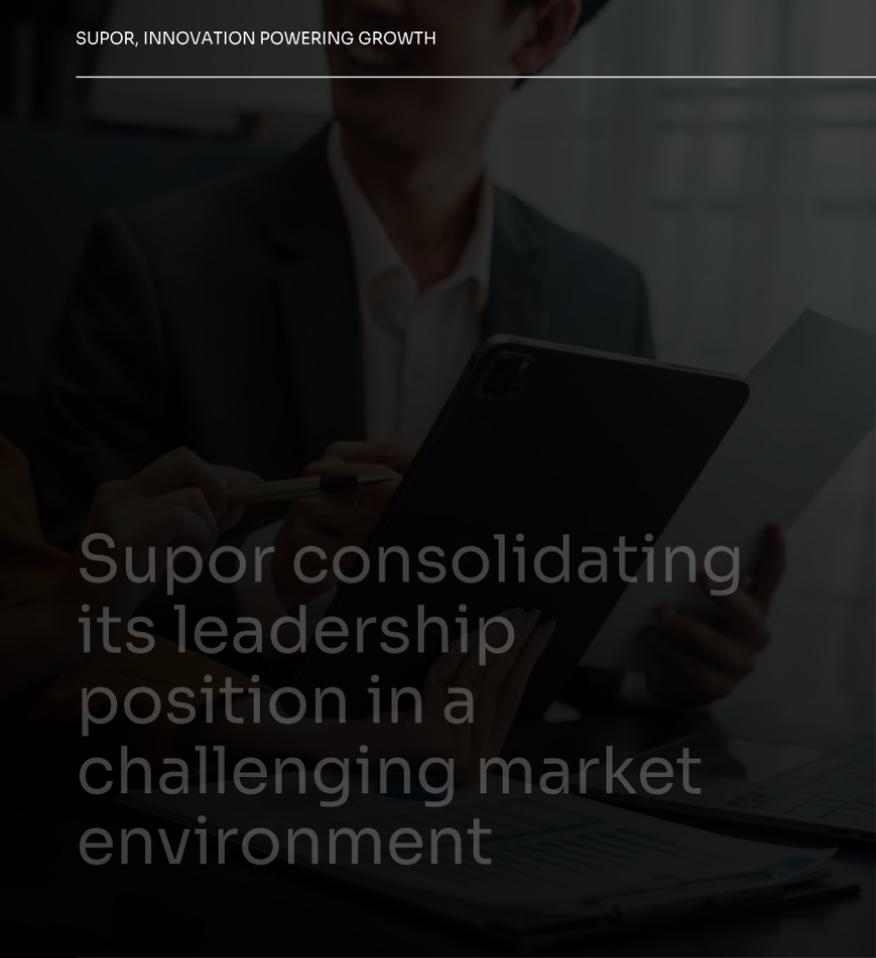
Why Supor is more resilient to market turbulence?

Grow share in non-discretionary categories
- Rice Cooker



Agile in capturing new category opportunities
- Air Fryer

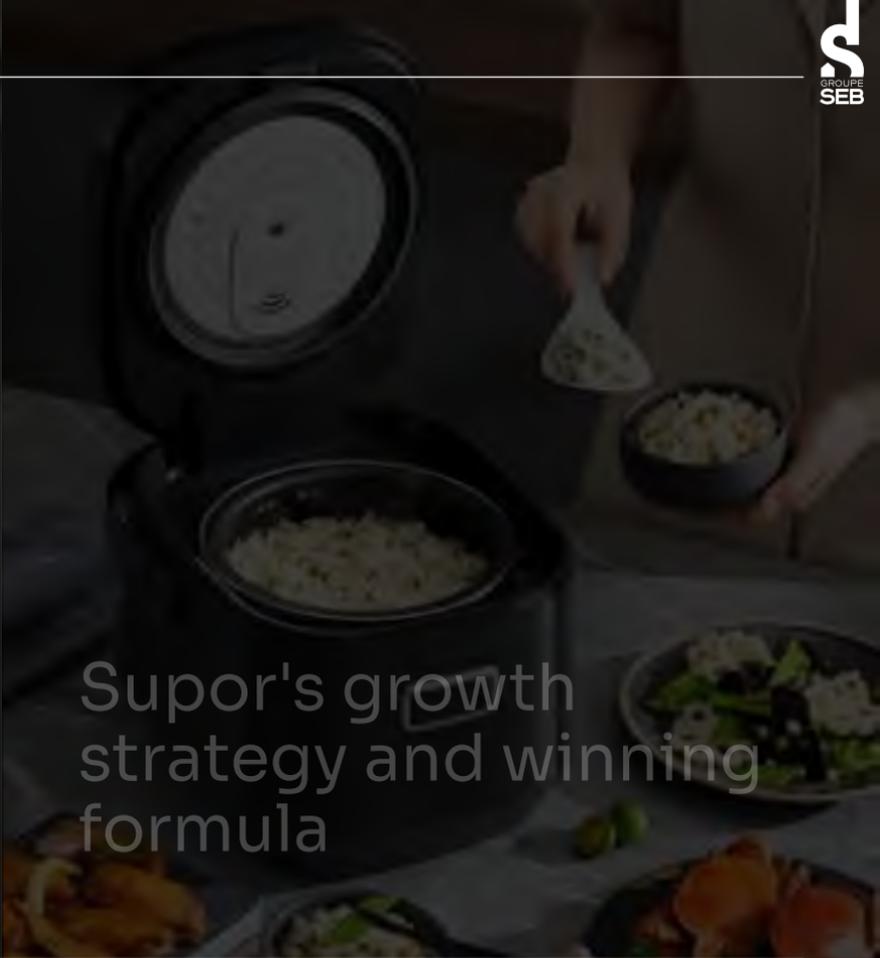




Supor consolidating its leadership position in a challenging market environment



Supportive structural market fundamentals

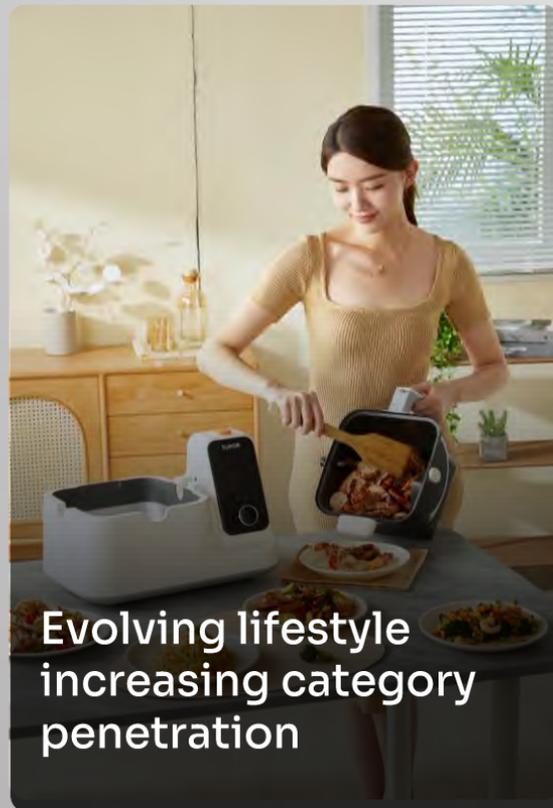


Supor's growth strategy and winning formula

Supportive fundamentals for long-term growth



Favorable demographic trends



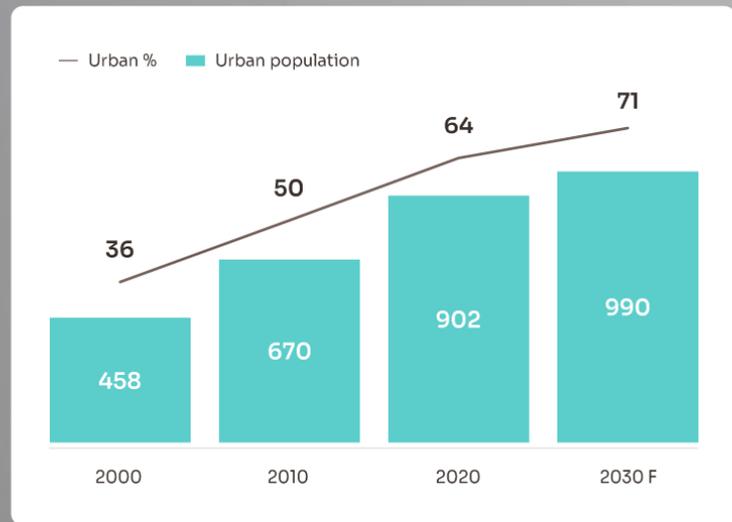
Evolving lifestyle increasing category penetration



Product renewal to drive premiumization

+9m / year

Urban Population renewing their home



Rural



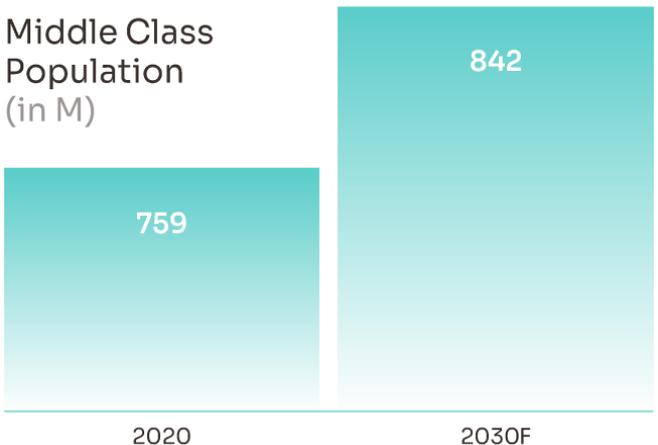
Urban



+8m / year

Middle Class driving premiumization

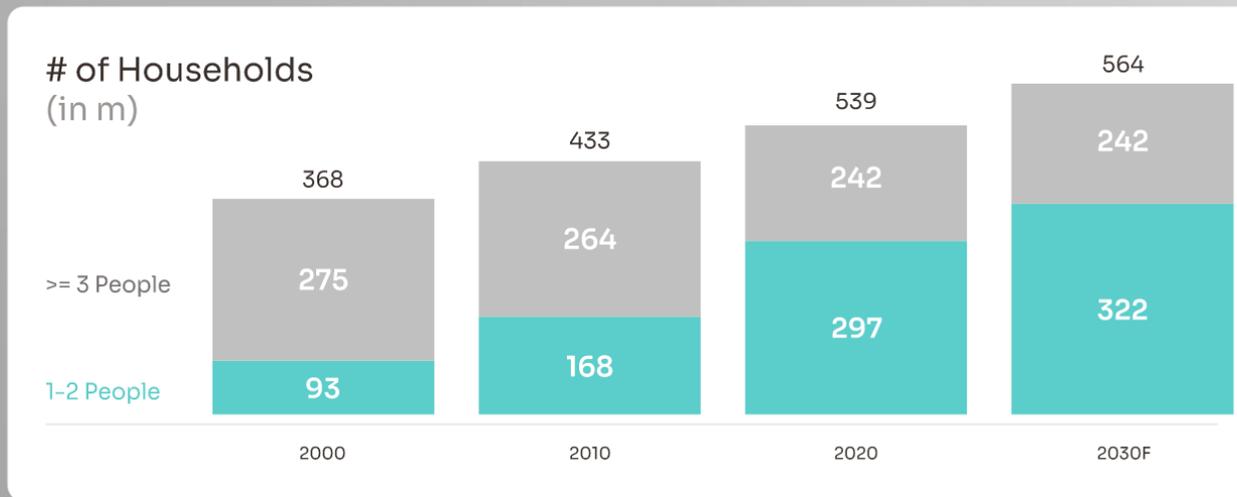
Middle Class Population (in M)





What matters most to our industry is the number of households

+2.5m households / year



Stylish design and better user experience drive premiumization



Traditional Electric Pressure Cooker

RMB 359



Fast Multiple Cooker

RMB 1,299



Fast Multiple Cooker

RMB 699

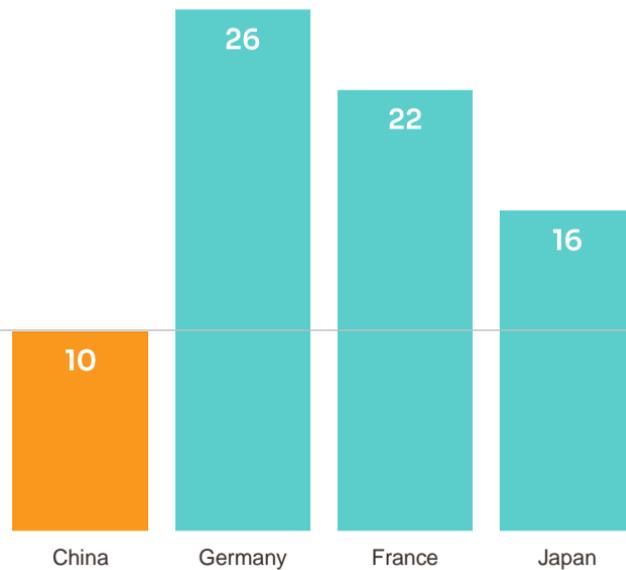
#1
Hitlist above RMB 1,000

Inspired by Cookeo Design



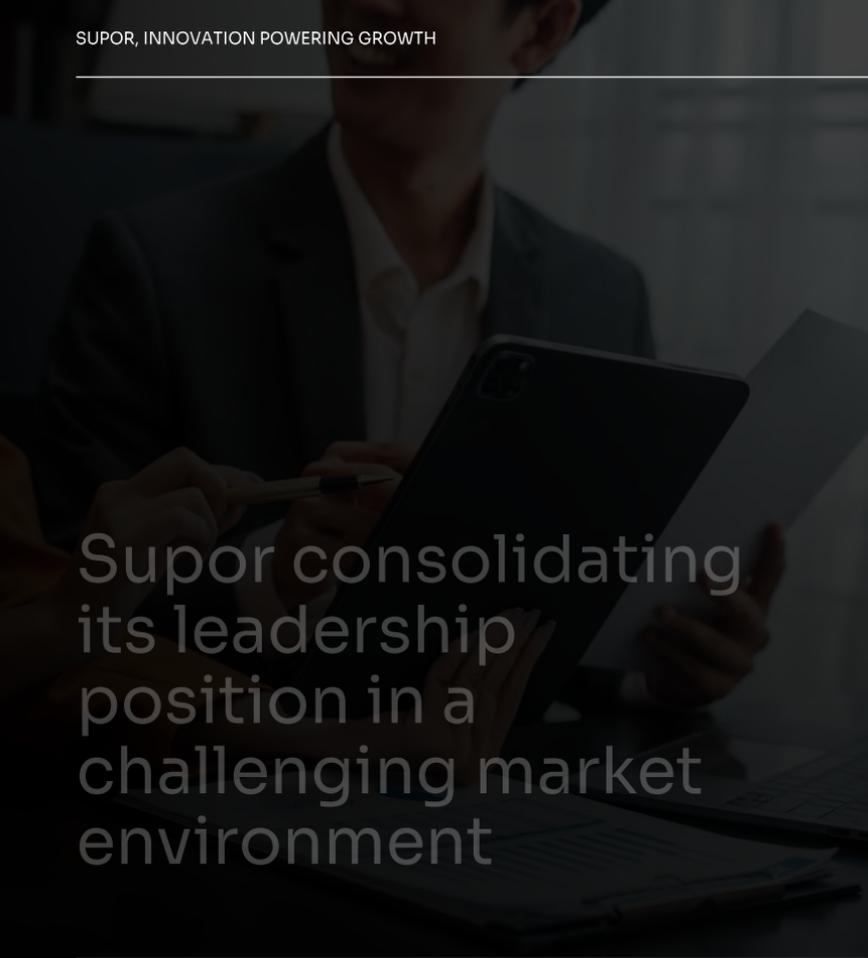
Category penetration is far from saturation

of SDA products per household by country



Evolving middle class lifestyle creating new demand





Supor consolidating its leadership position in a challenging market environment

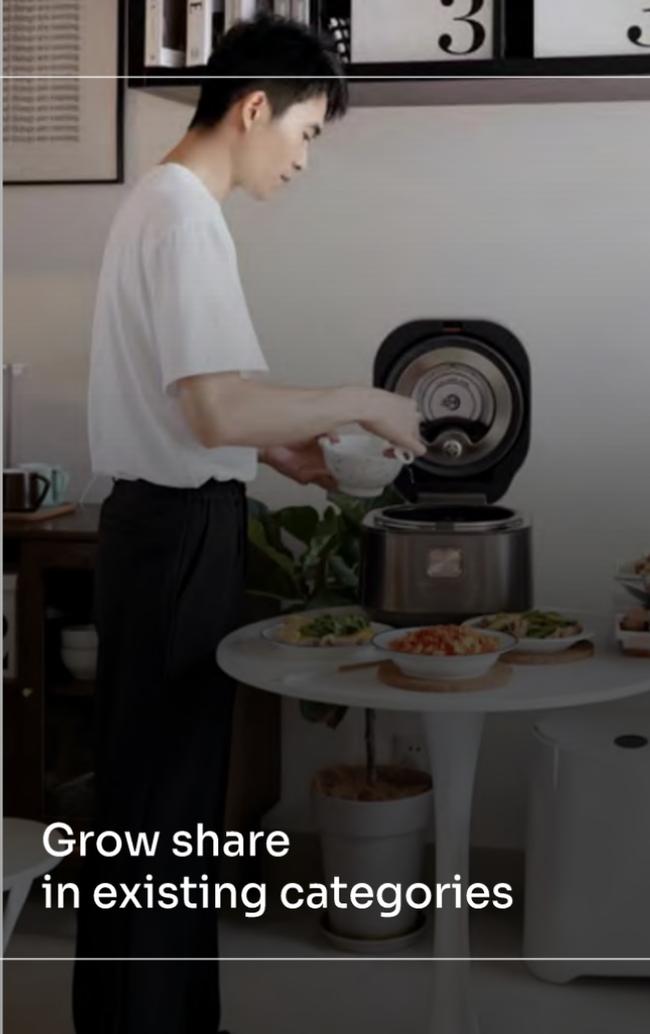


Supportive structural market fundamentals

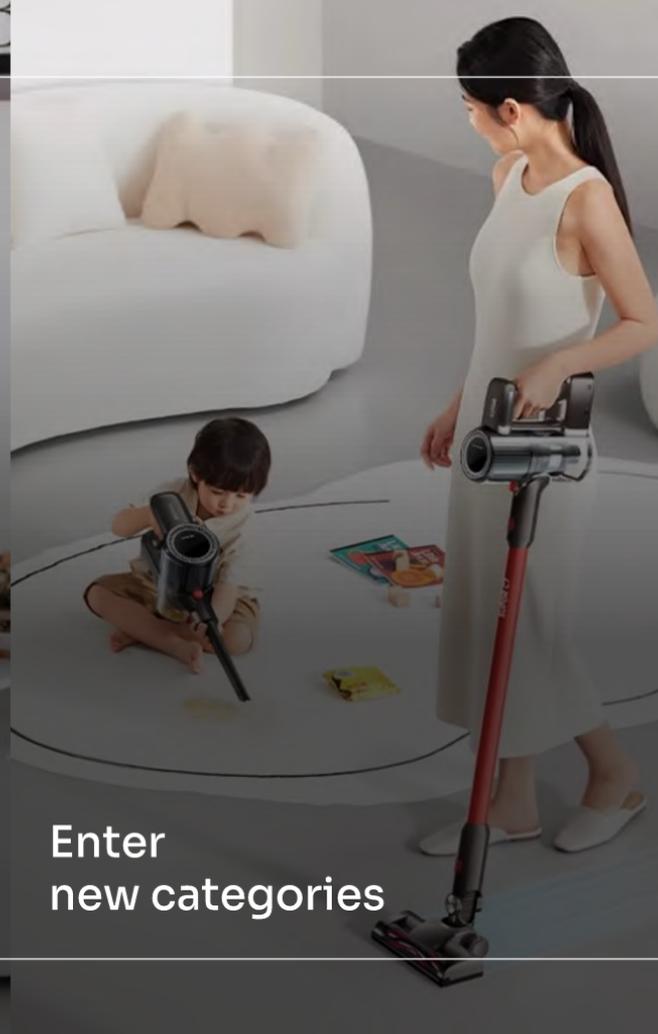


Supor's growth strategy and winning formula

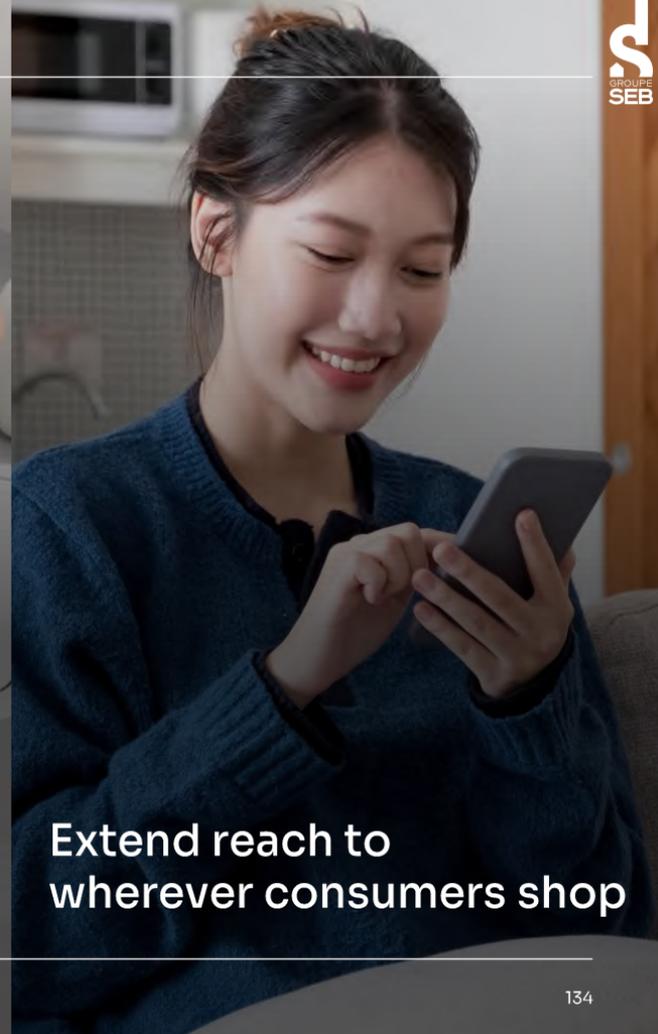
Supor's growth strategy



Grow share
in existing categories



Enter
new categories



Extend reach to
wherever consumers shop

OUR WINNING FORMULA

A war machine constantly renewing itself

Unique and agile innovation model

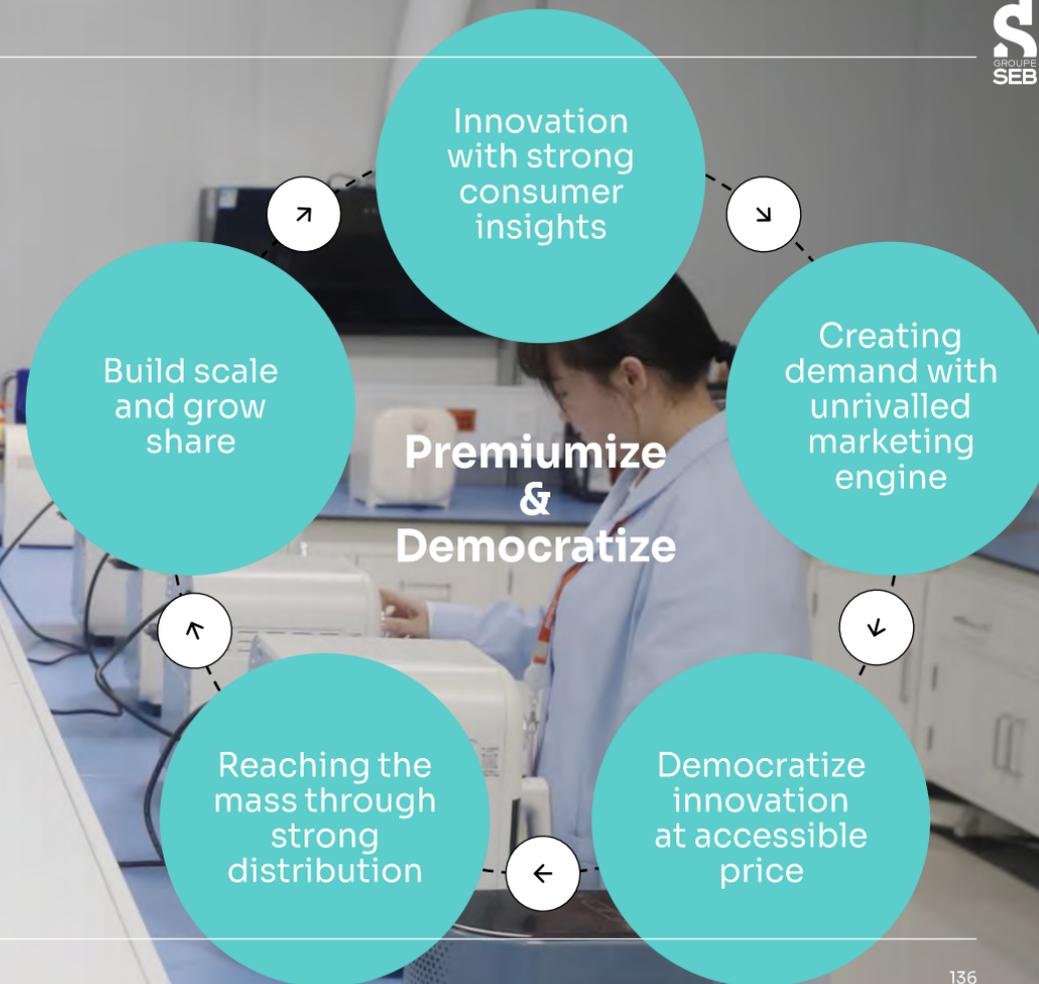
Strong brand with best “Word of Mouth”

Ability to transform Go-to-Market strategy one step ahead

World class industrial competitiveness

Relentless army with hard-to-match industry knowledge base

A unique innovation model



Cost down at speed

Allowing more
consumers to
enjoy innovation
at accessible
price

2020



RMB 999

2023



RMB 399

2M +

Units sold

-50 %

cost reduction
on the removable blade

2022



RMB 1,299

A few examples of "Million Club" iconic products

SINCE 2007

Anti-rust iron wok

真不锈



23m +
PCS

SINCE 2009

Thermo-spot wok

火红点®



15m +
PCS

SINCE 2013

Spherical pot RC



50m +
PCS

SINCE 2015

Blue-eye fast PC

蓝眼



3m +
PCS

SINCE 2019

Steam baking pan

莲蓬脆



5m +
PCS

SINCE 2020

Detachable HSB

可拆洗



2m +
PCS

SINCE 2022

Far infrared RC



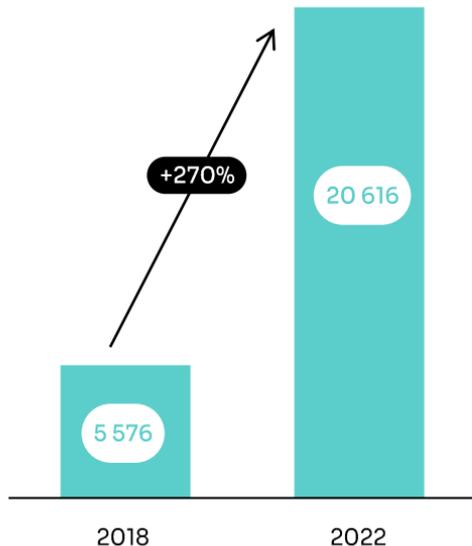
1m +
PCS

Agility and Speed in capturing new trends and categories



Robust patent protection & superior product quality

Active Patent Numbers



Superior quality standard



0.80%

Industry leading return rate

99.6%

Positive reviews

Outstanding speed in turning innovative ideas into products

📅 18 Months



Far Infrared Rice Cooker

Breakthrough technology platform

📅 8 Months



Far Infrared Air Fryer

Adapting Far infrared platform

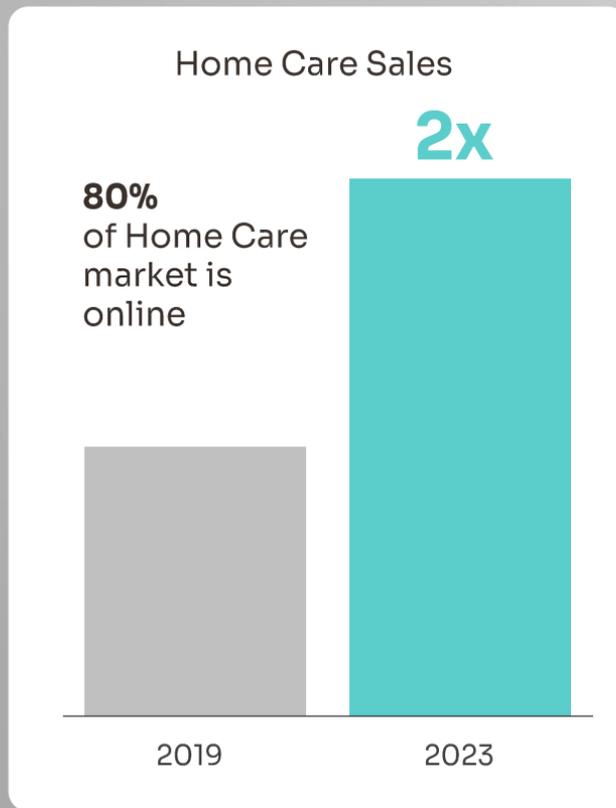
📅 4 Months



Fast pressure release EPC

Upgrade from existing platform

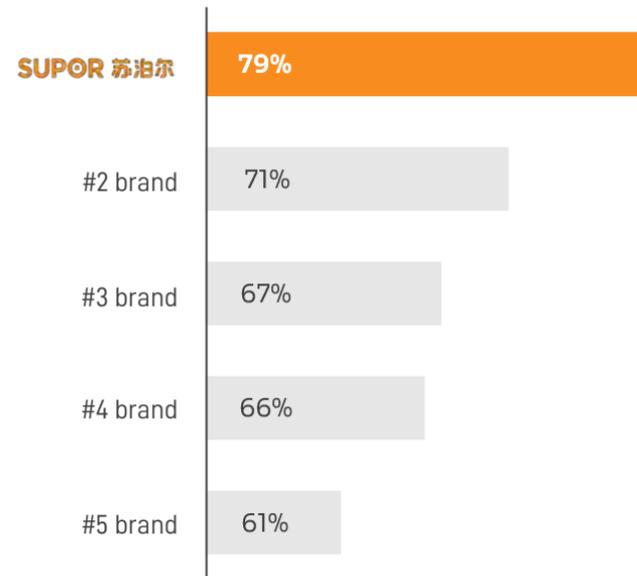
Gaining traction in Home Care and still long runway to grow



Strong brand and best “Word of Mouth”

Our consumer is our “Brand Ambassador”

Trusted SDA brand
Recommendation rate



A distinct online store footprint on Marketplaces

		2019		2023
#1	 天猫 TMALL.COM	67	→	145
#1	 JD.COM	61	→	124
#1	 PinDuoDuo	33	→	118
#1	 TikTok Shop	0	→	63

Extensive store matrix allowing us to capture unpaid traffic

Well-defined category management executed through store segmentation

Industry leading supply chain and digital capability to support store expansion

Unrivalled marketing engine



> 3,000

Influencers

> 25,000

Livestreams per year



> 400

Online stores

> 2,000

Livestream session weekly
(12 hours per session)



> 310,000

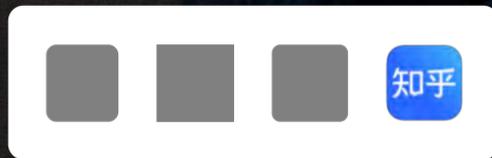
Videos per year

> 2.8bn

Views per year

Powerful CRM
enables direct
communication
with over 45m
consumers

> 20m Social media followers



> 25m Qualified loyalty members

> 200 Attributes

World class industrial competitiveness



Exceptional ability to cultivate top talents

Proven track record growing people from grassroots with real combat experience



SDA BU GM, 20 yrs
Accountant



Shaoxing GM, 32 yrs
Factory Worker



HPC BU GM, 22 yrs
Store Promoter



Cookware BU GM, 27 yrs
Sales Representative

Top 20 Senior Manager with average of 20 years of service

Average age of new hires over last 3 years <30

Consistency in strategy execution

Hard-to-match industry knowledge base

Preserving the unique culture and entrepreneurial spirit

A long runway for growth

Favorable demographic trends

Evolving lifestyle increasing category penetration

Product renewal to drive premiumization

Unique and agile innovation model

Strong brand with best "Word of Mouth"

Ability to transform Go-to-Market strategy one step ahead

World class industrial competitiveness

Relentless army with hard-to-match industry knowledge base



Thank You
谢谢



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Capital Markets Day

SEB PROFESSIONAL COFFEE A PROACTIVE EXPANSION STRATEGY

Martin Zouhar,

EXECUTIVE VICE PRESIDENT, SEB PROFESSIONAL COFFEE

DECEMBER 14, 2023



A leadership position with 4 complementary brands



A highly attractive market



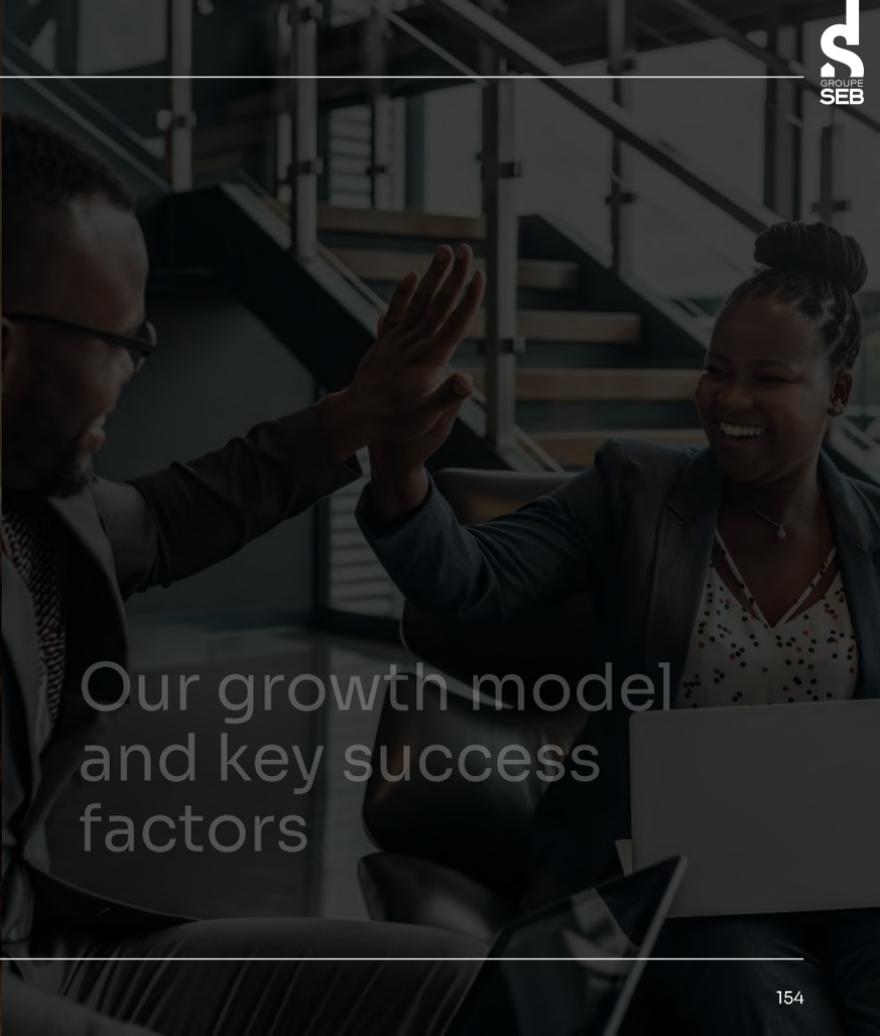
Our growth model and key success factors



A leadership position with 4 complementary brands



A highly attractive market



Our growth model and key success factors

A growth platform with sizeable impact

SEB Professional Coffee

Acquired in
2016

FULL AUTO



schaerer

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

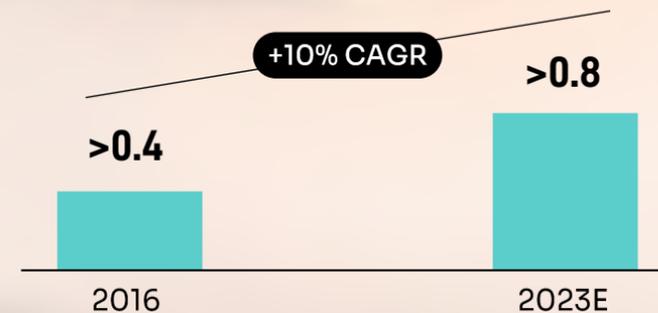


Iconic Italian brand

Broad range of traditional machines and coffee grinders

A growing and profitable business

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



Sales weight of countries outside Europe	<30%	>50%
ORFA* margin	>15%	>15%

SEB Pro Coffee: a fast-growing global leader...

#1

Globally
in Pro Full-Auto

30%

Market share globally in
2023e in Pro Full-Auto

+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 in Pro Full-Auto

>65,000

Pro Full-Auto customers

~450,000

machines installed base

~30m

Estimated cups/day
with our machines
Pro Full-Auto only

~10%

Market Share in 2023e
in Italy Pro. Traditional
Machines (LSM)

... 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

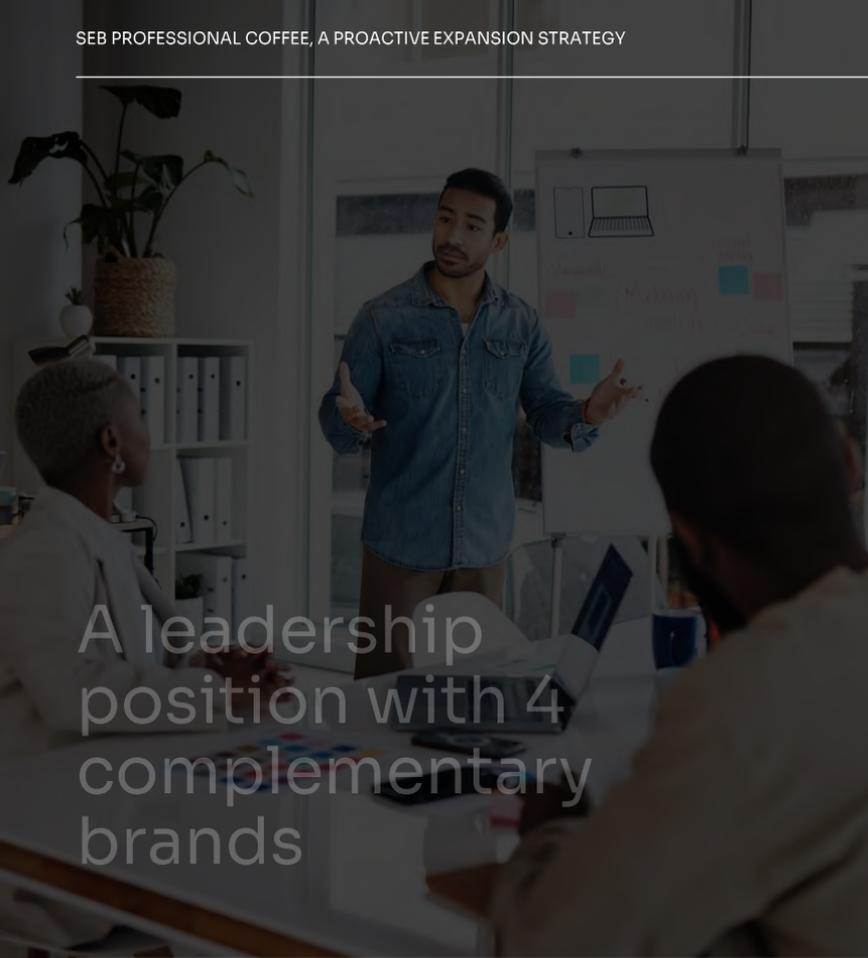
partner service
technicians

140,000

connected machines
enabled for
Digital services

A portfolio of complementary brands

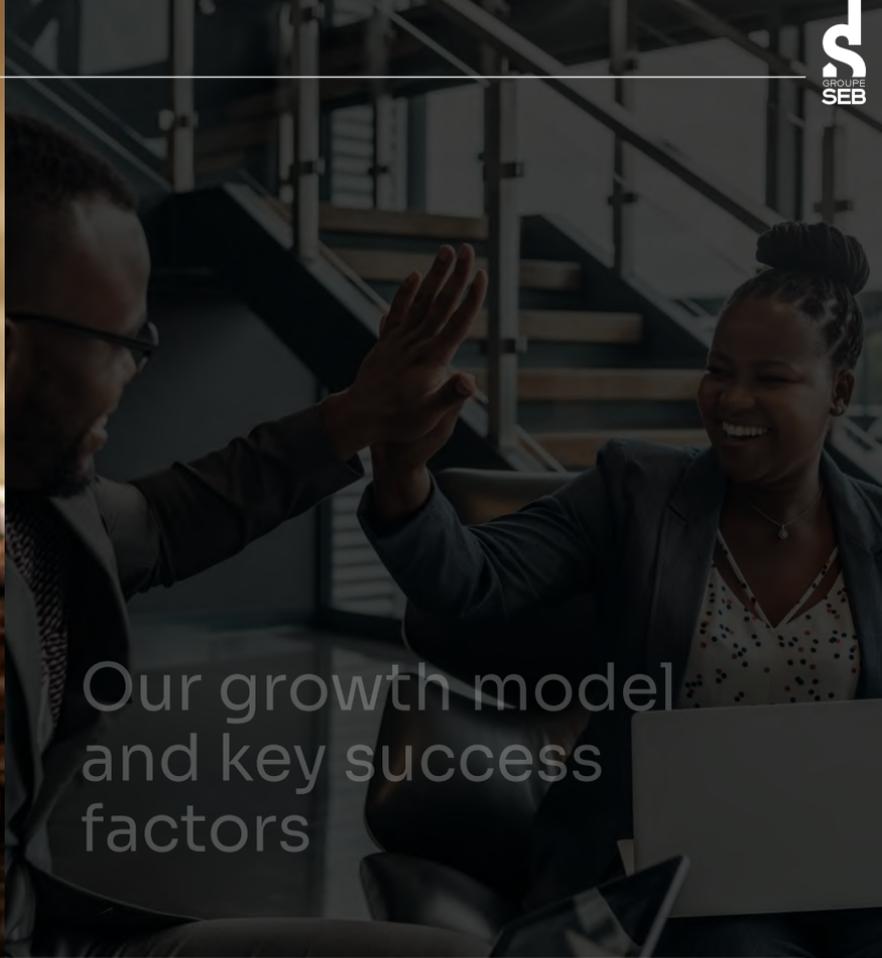




A leadership position with 4 complementary brands



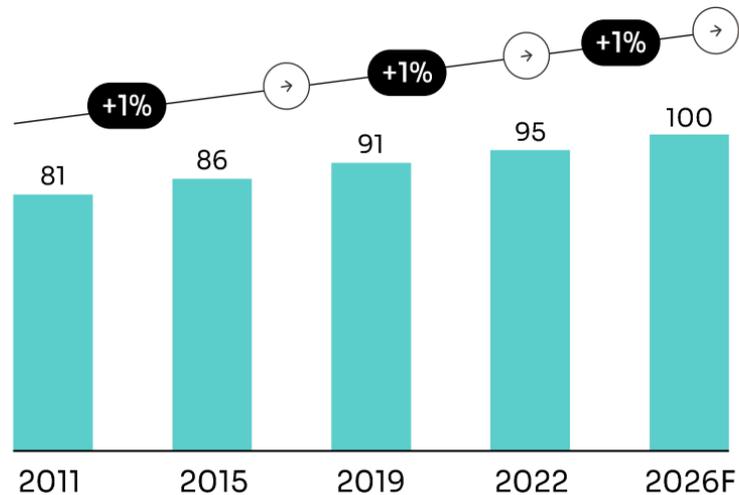
A highly attractive market



Our growth model and key success factors

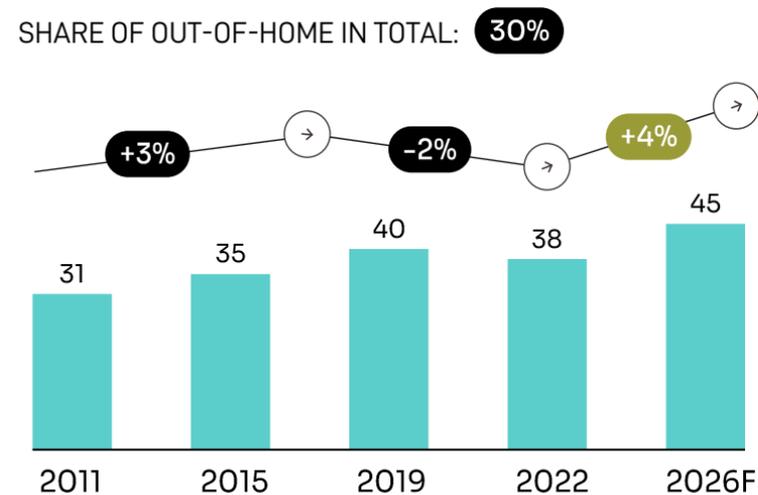
Attractive underlying market

At home fresh coffee consumption



Annual growth in billions of liters of fresh brewed coffee consumed

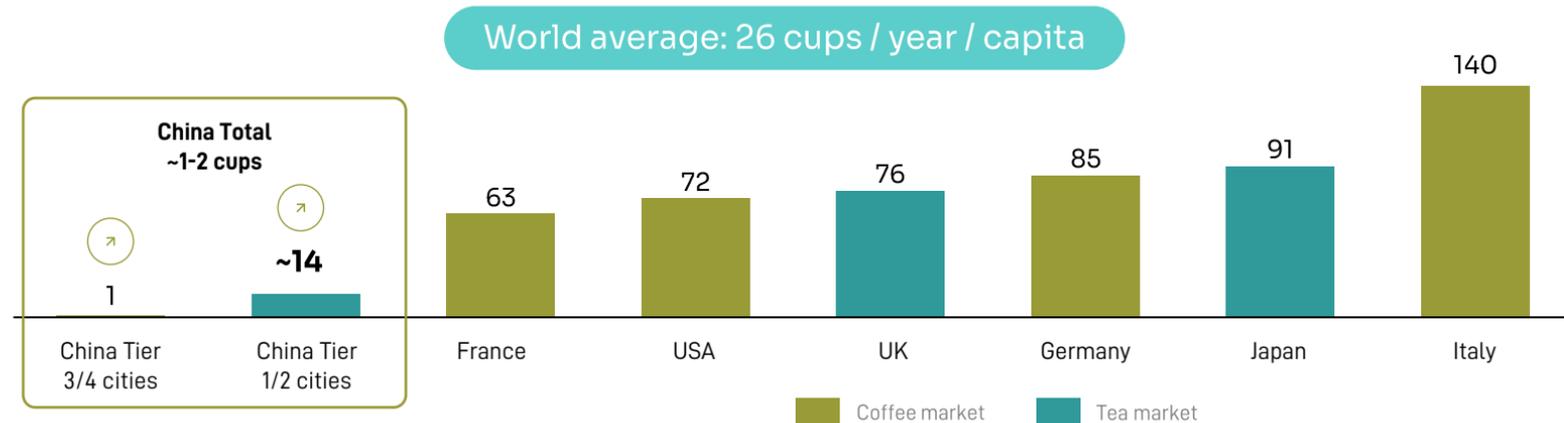
Out-of-home fresh coffee consumption



Annual growth in billions of liters of fresh brewed coffee consumed

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



ICED COCONUT
LATTE



ICED MANGO
LATTE

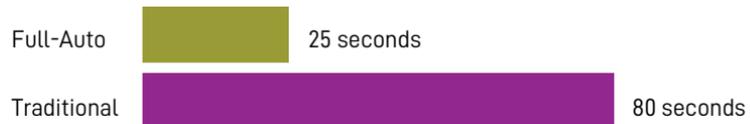


Leading coffee chains:
share of cold drinks >75%

Unique customer benefits of professional full auto

Speed to serve at peak time

Time to prepare a cappuccino:

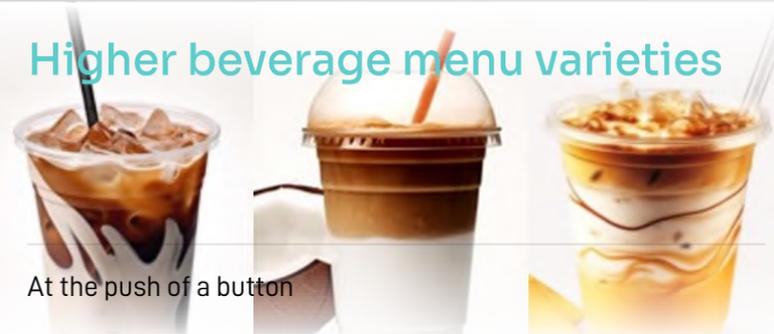


Fast Return on Investment

Machine average payback: < 6 months

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

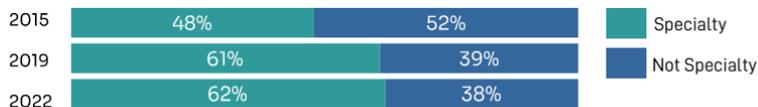
Higher beverage menu varieties



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

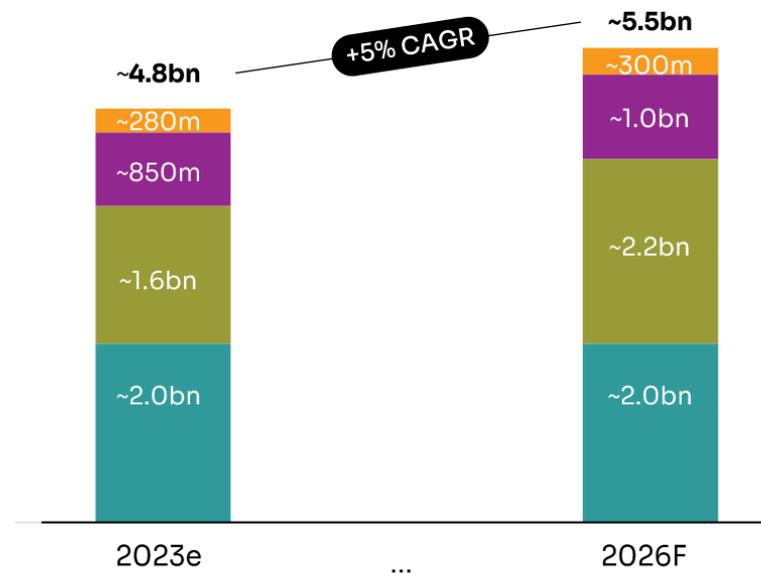
Efficient use of resources: coffee, milk and energy

Controlled product end-of-life with recycling focus

Minimized carbon footprint in service with digital solutions

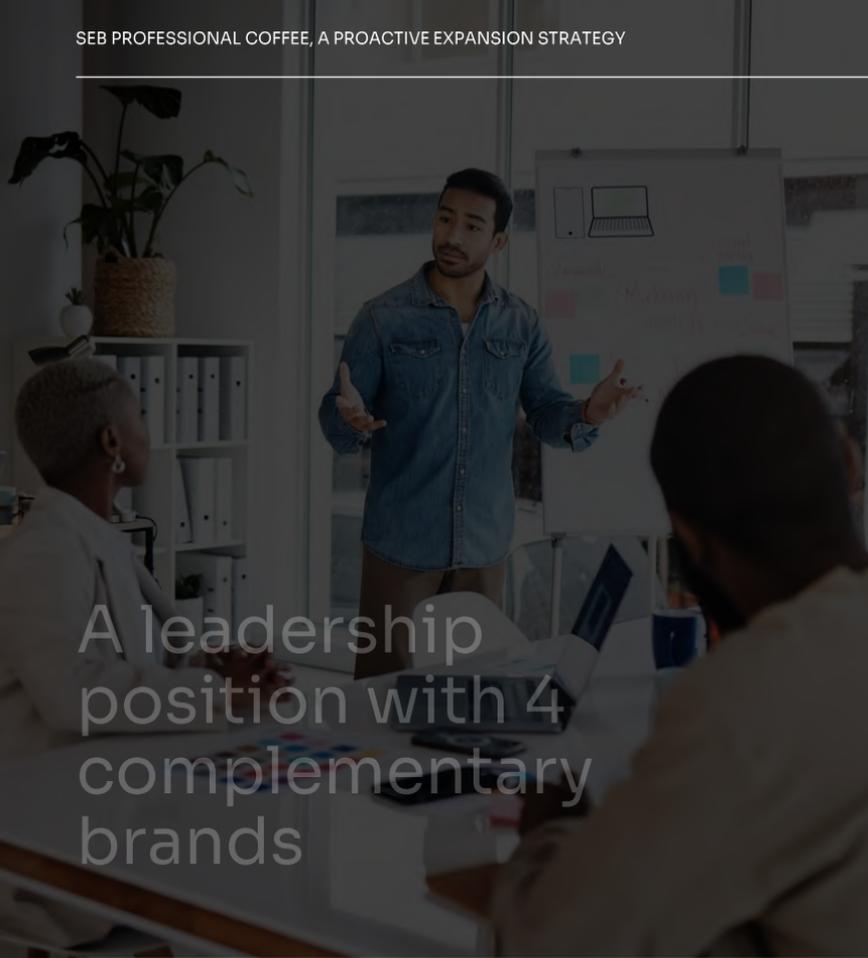
Full-Auto: largest segment in professional in 2026F

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

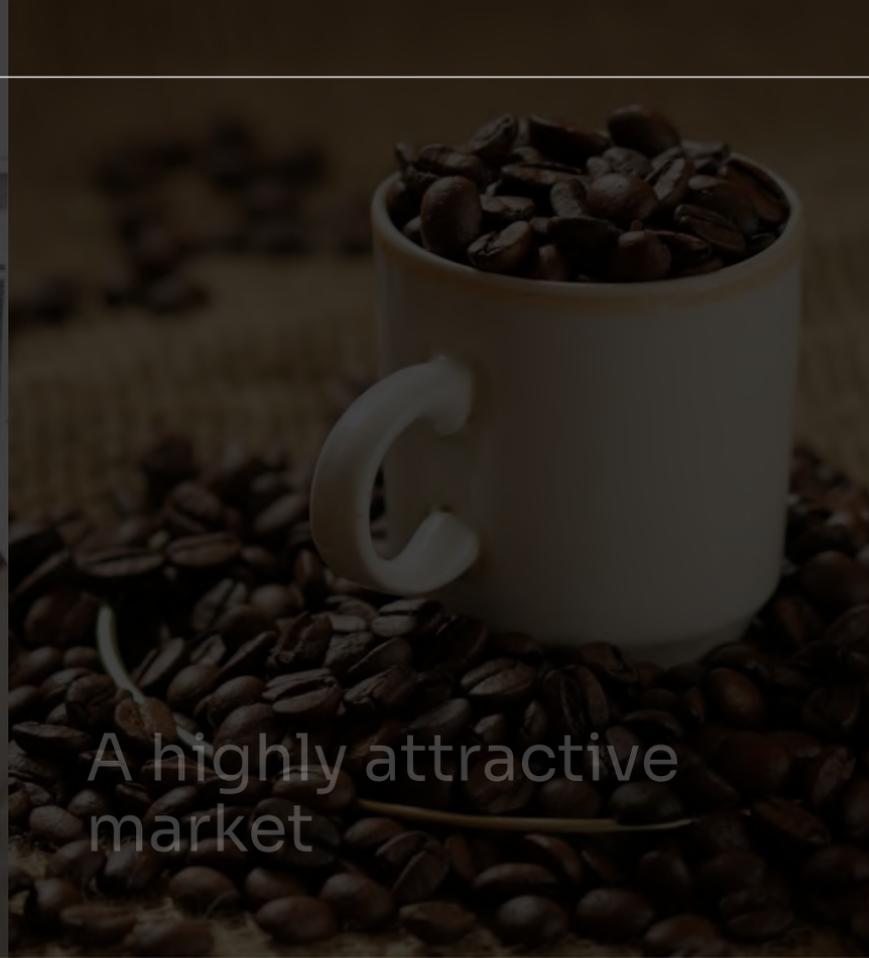


	CAGR	Share of Growth
Filter	+3%	~5%
Traditional	+5%	~20%
Full-Auto	+10%	~75%
Vending	0%	~0%

2/3 of full-auto equipment market future growth coming from China, North America and UK



A leadership position with 4 complementary brands

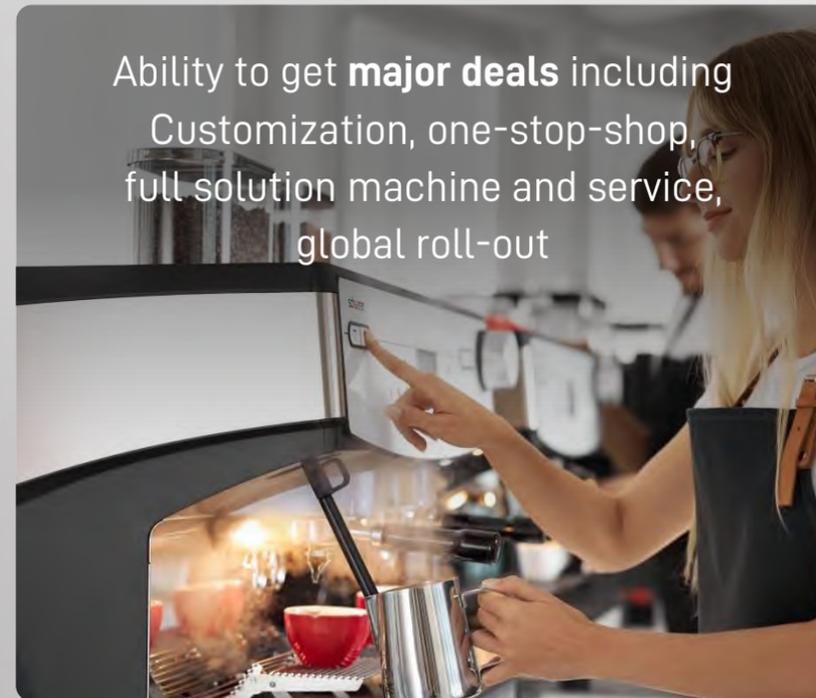
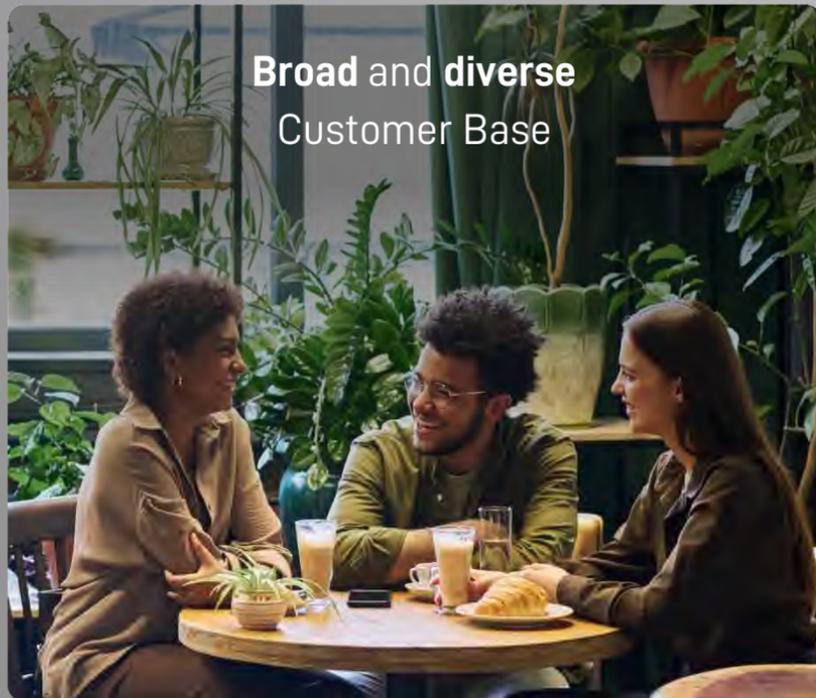


A highly attractive market



Our growth model and key success factors

SEB Professional Coffee Growth Drivers



Customer insights leading to right innovations

China

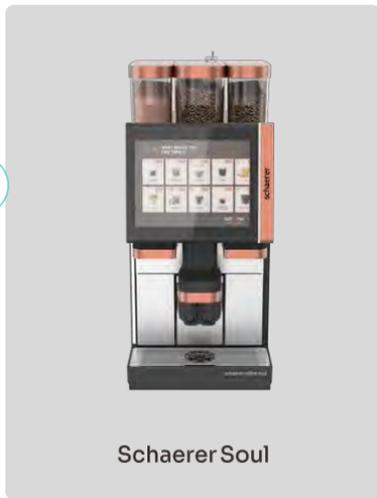
Espresso is an ingredient for large drinks

(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



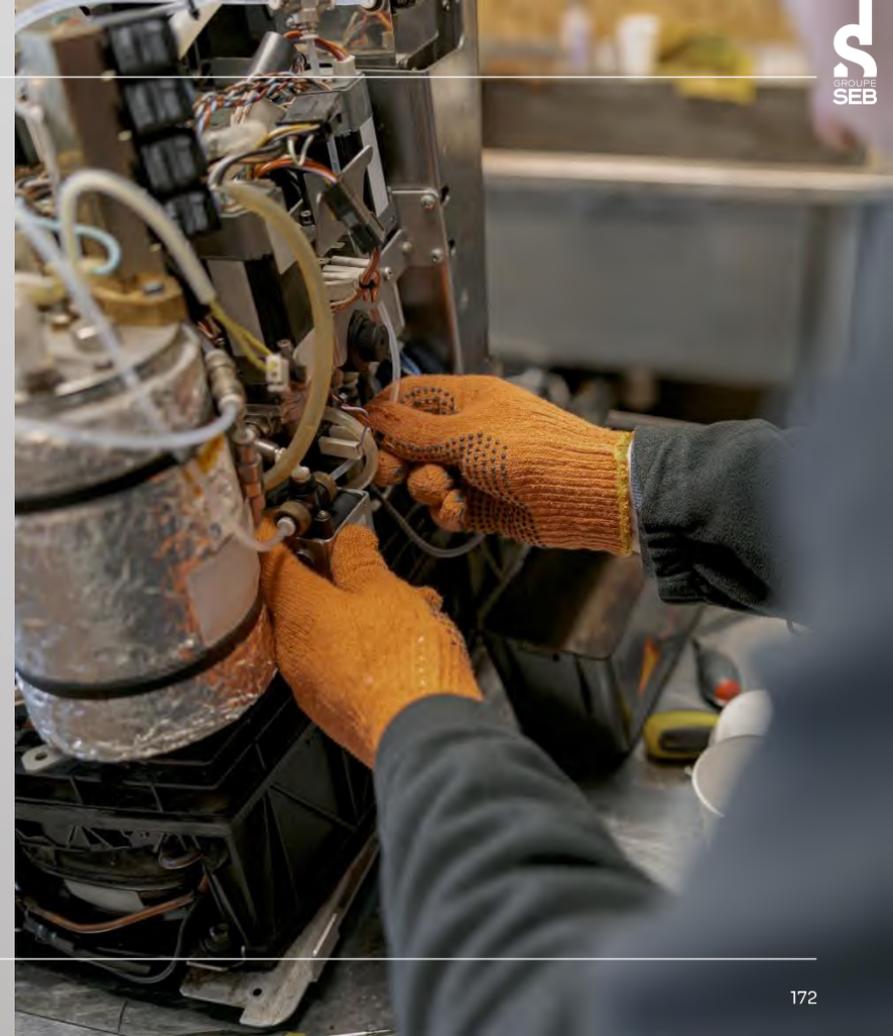
Our enablers

Field Service Module connected to ERP

Digital functions like Remote Service

Blended learnings digital and onsite

Global footprint



A strong
growth
and high
profitability
potential

>10%

annual revenue growth potential

>15%

ORFA margin

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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Capital Markets Day

FINANCIAL TRACK-RECORD AND AMBITION

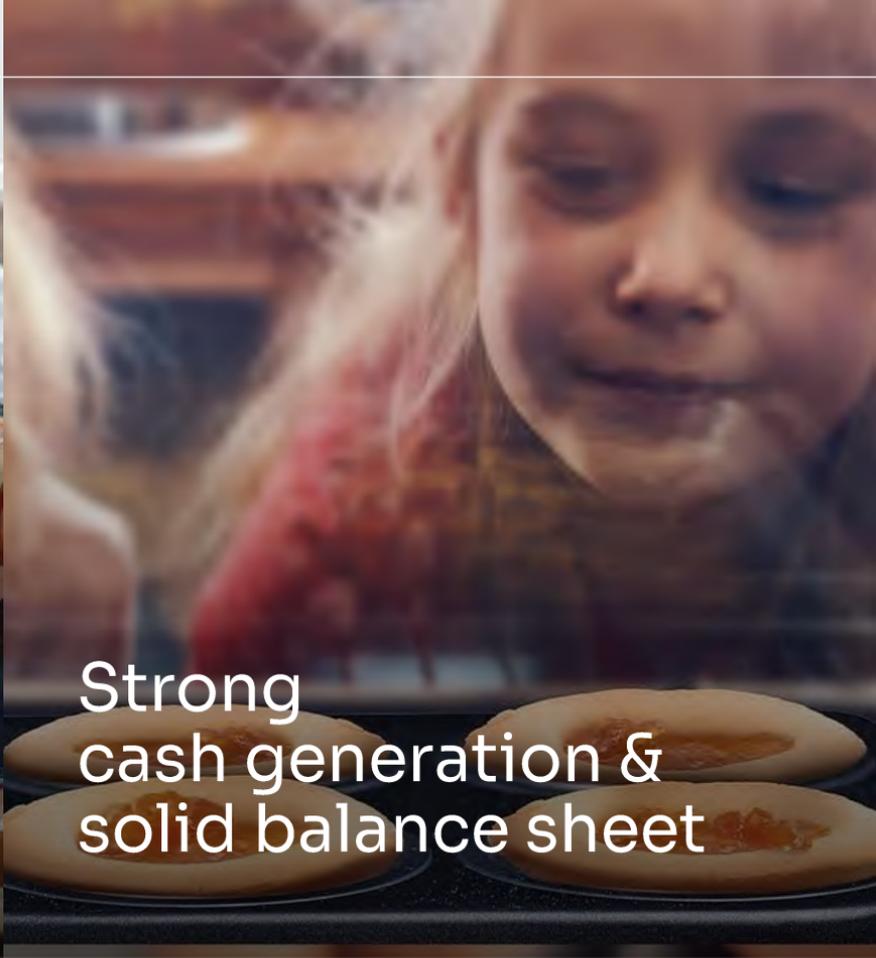
Olivier Casanova

Senior Executive Vice President, Finance

DECEMBER 14, 2023



Robust
& resilient
business model



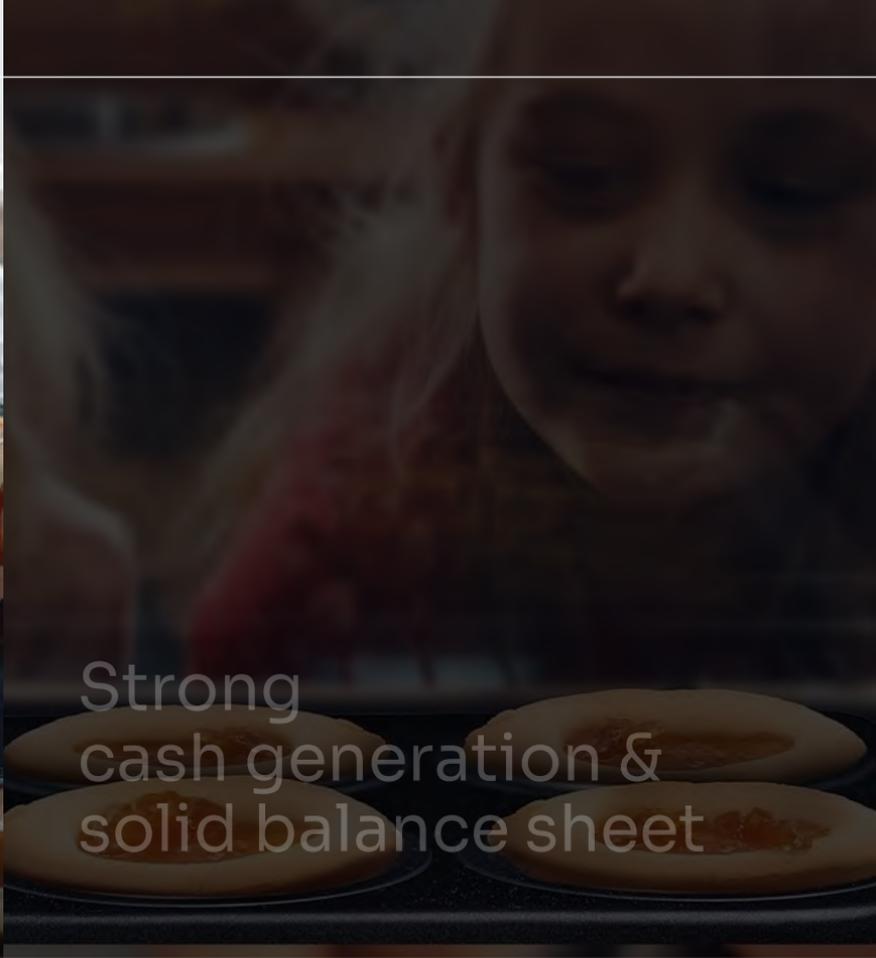
Strong
cash generation &
solid balance sheet



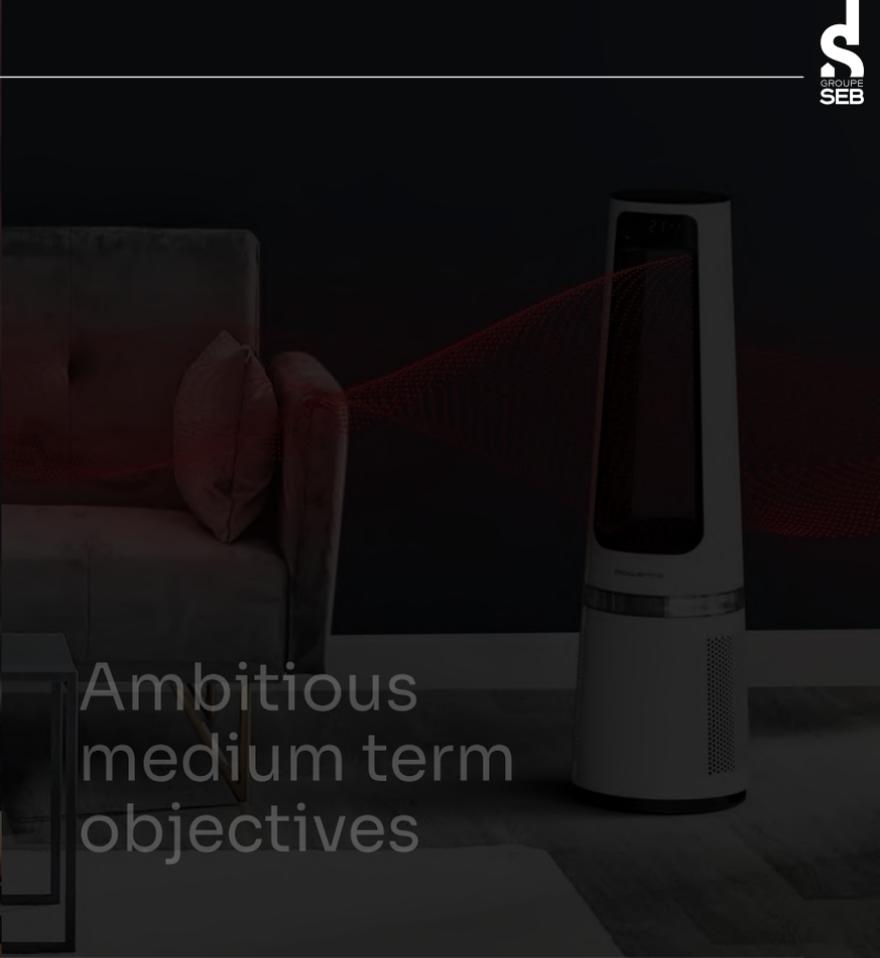
Ambitious
medium term
objectives



**Robust
& resilient
business model**



Strong
cash generation &
solid balance sheet



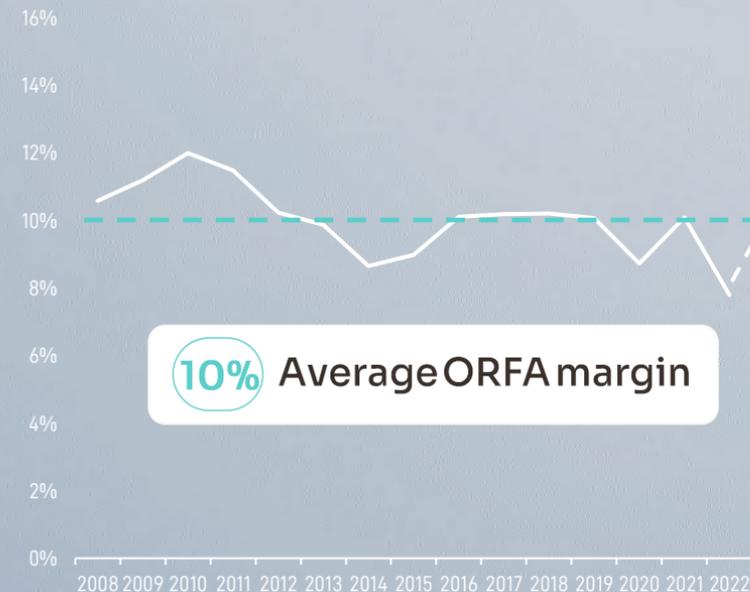
Ambitious
medium term
objectives

Solid financial performance

Sustained sales growth



Steady ORFA margin



Which
materialized
into...

... growing
Operating Result From Activity
(ORFA)

... and strong
Free Cash Flow generation



€4.4bn

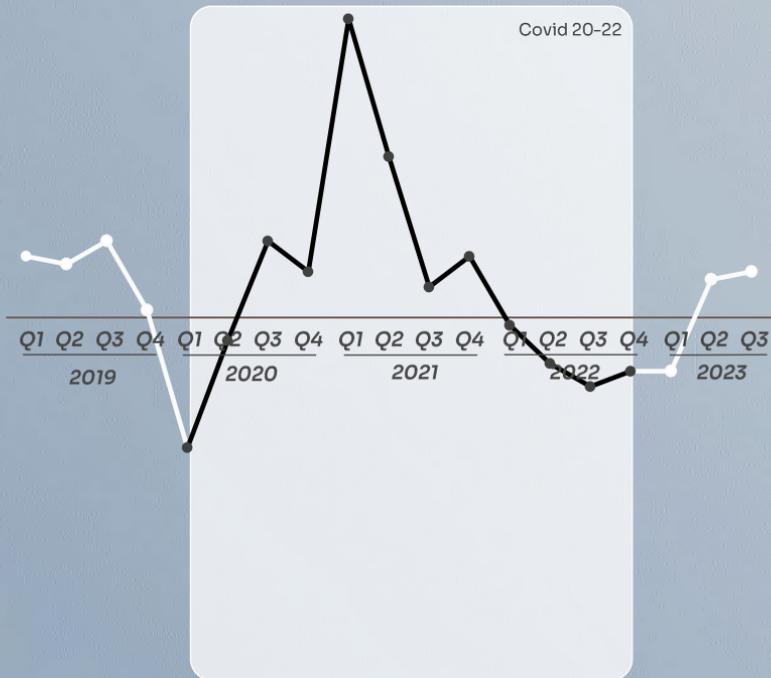
generated over 15 years (2008-2022)

Free Cash Flow before dividend,
M&A and other

Covid created huge volatility in demand...

Quarterly LFL sales growth 2020-2023

Consumer



Professional



... and strong headwinds

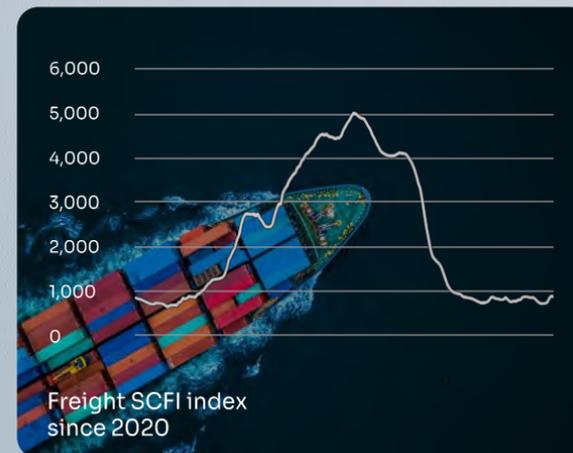


**Currencies
+ Raw materials & Components
+ Freight**

~€0.6bn

Headwinds

<2021-2022>

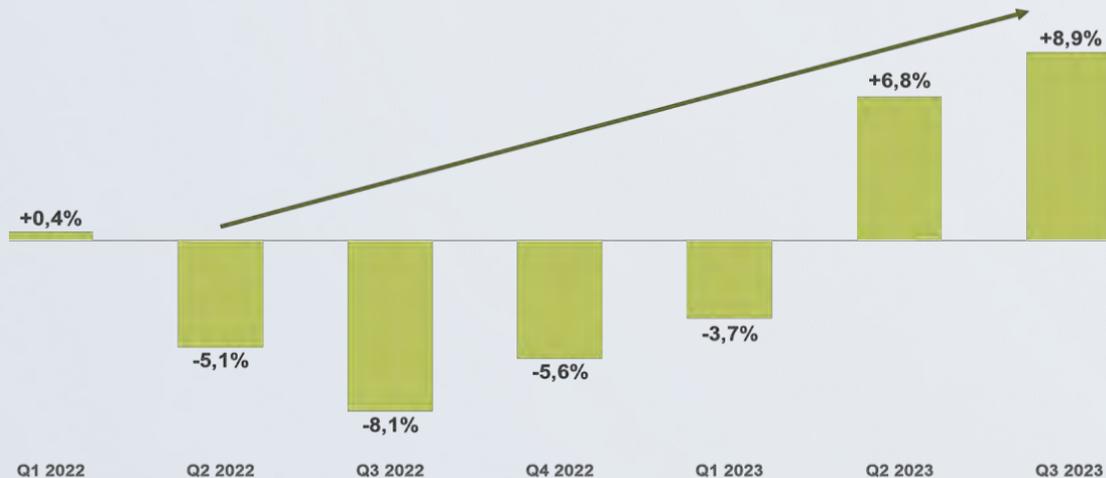


...Yet
Groupe SEB
demonstrated
again
its resilience...

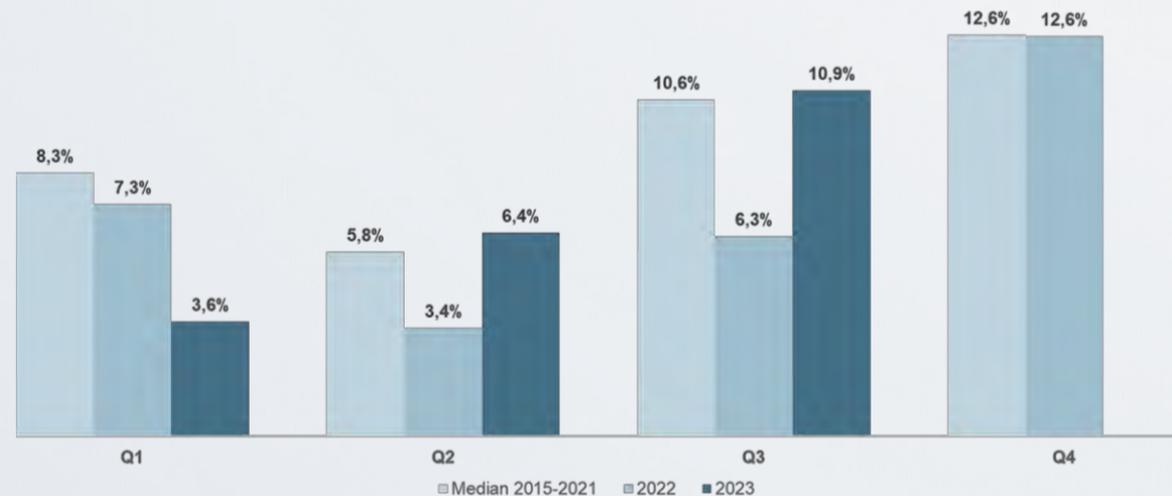


... and its capacity to come back to its historical standards

Quarterly LFL Group revenue growth since 2022

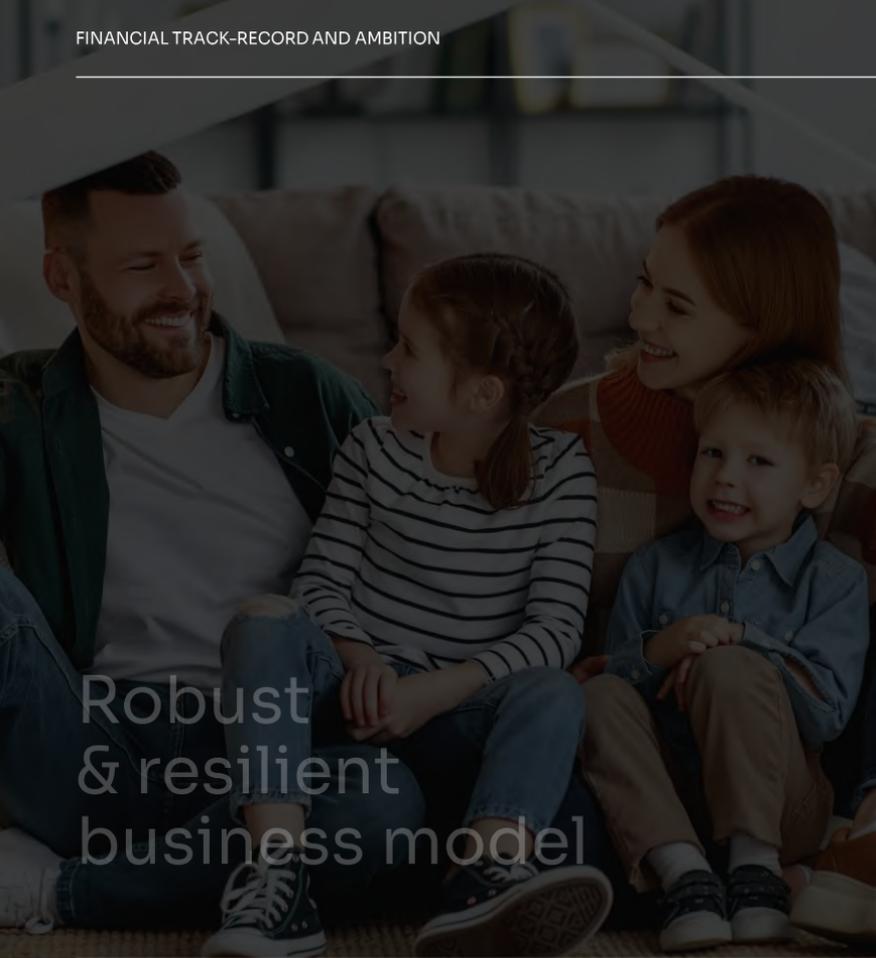


ORFA margin evolution by quarter

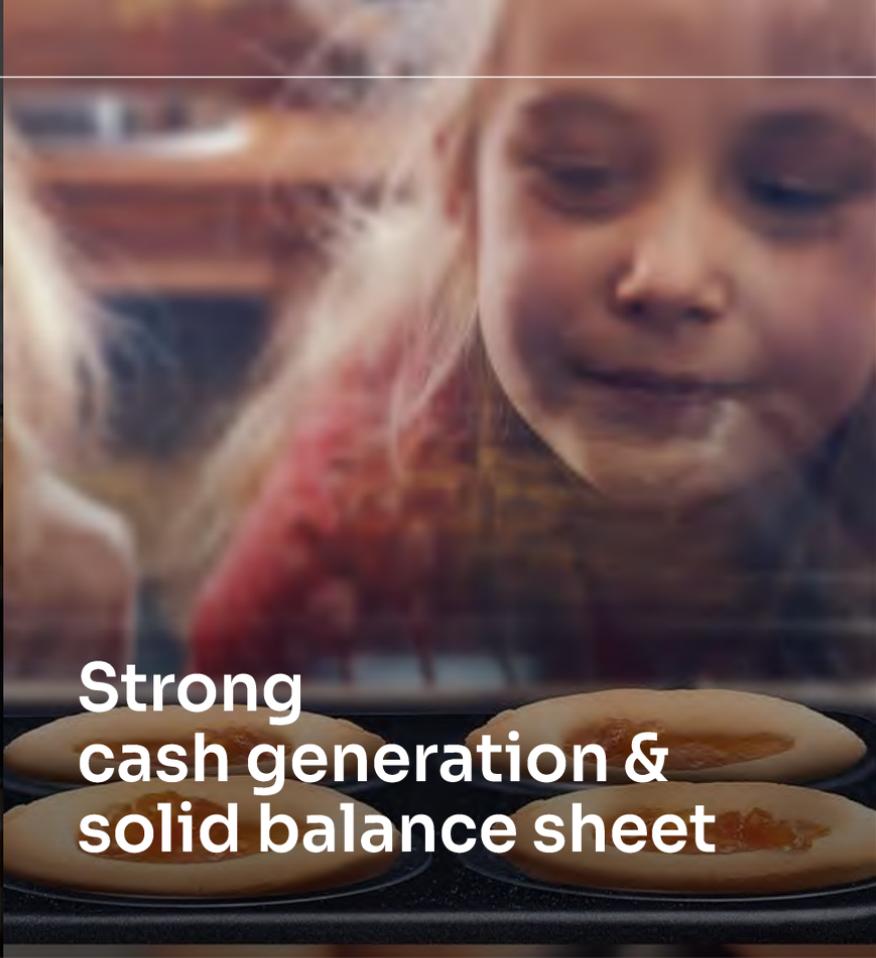


... thanks
to its solid
business
model

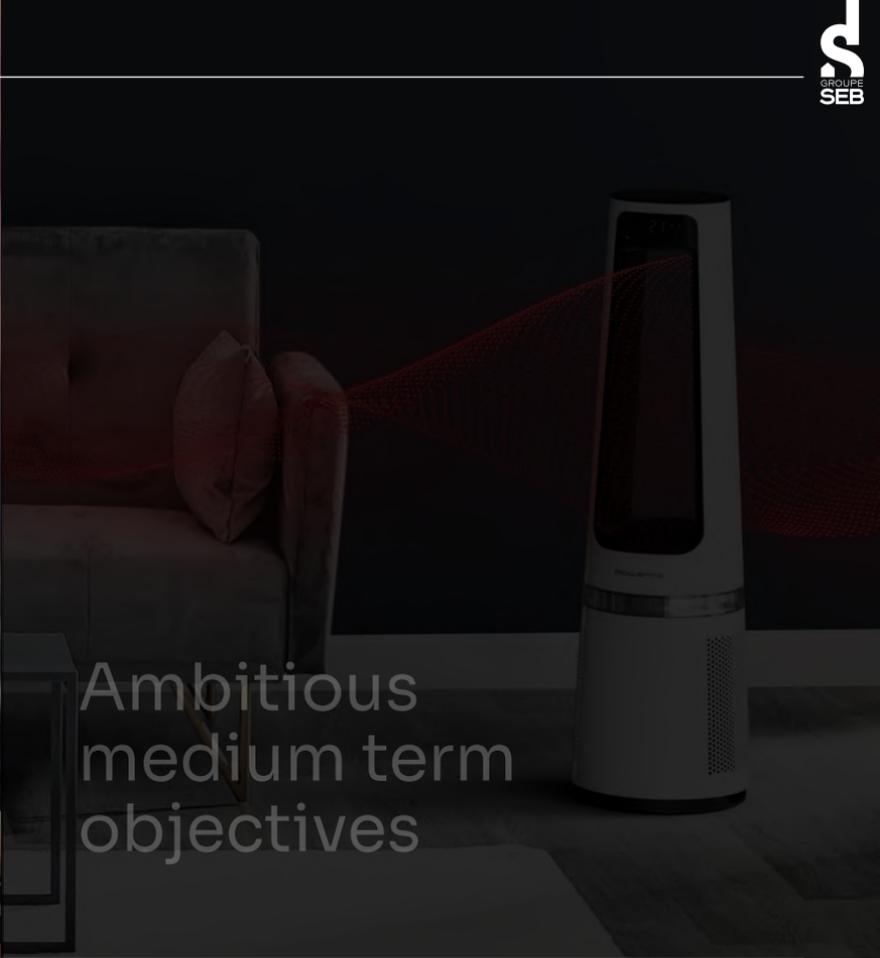




Robust
& resilient
business model



Strong
cash generation &
solid balance sheet



Ambitious
medium term
objectives

Strong cash generation...

€4.4bn

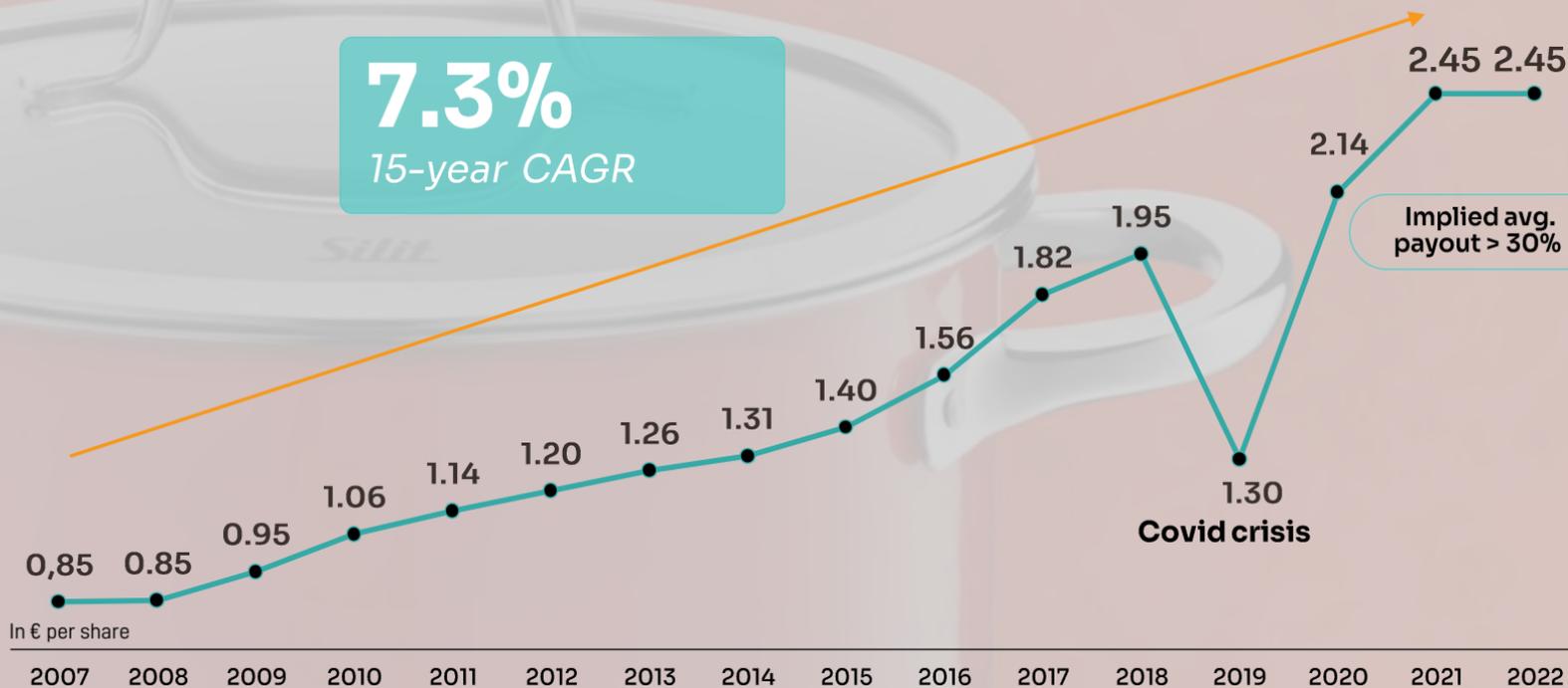
FCF generated over 15 years*

2 priority allocations

Deliver shareholders' remuneration

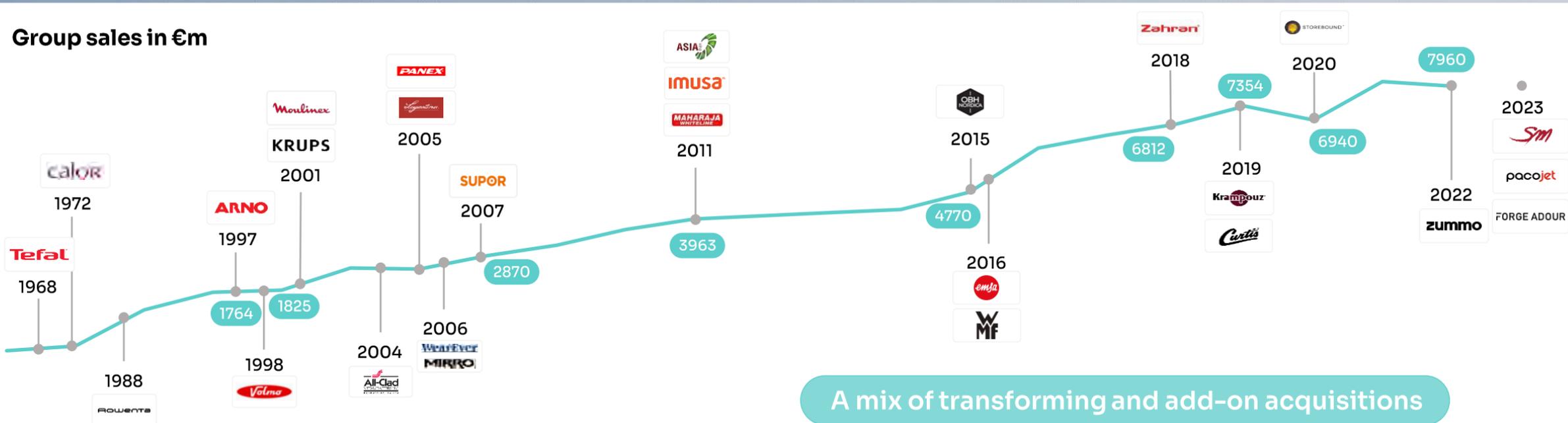
Boost future value creation through M&A

... enabled
a steady
dividend
growth



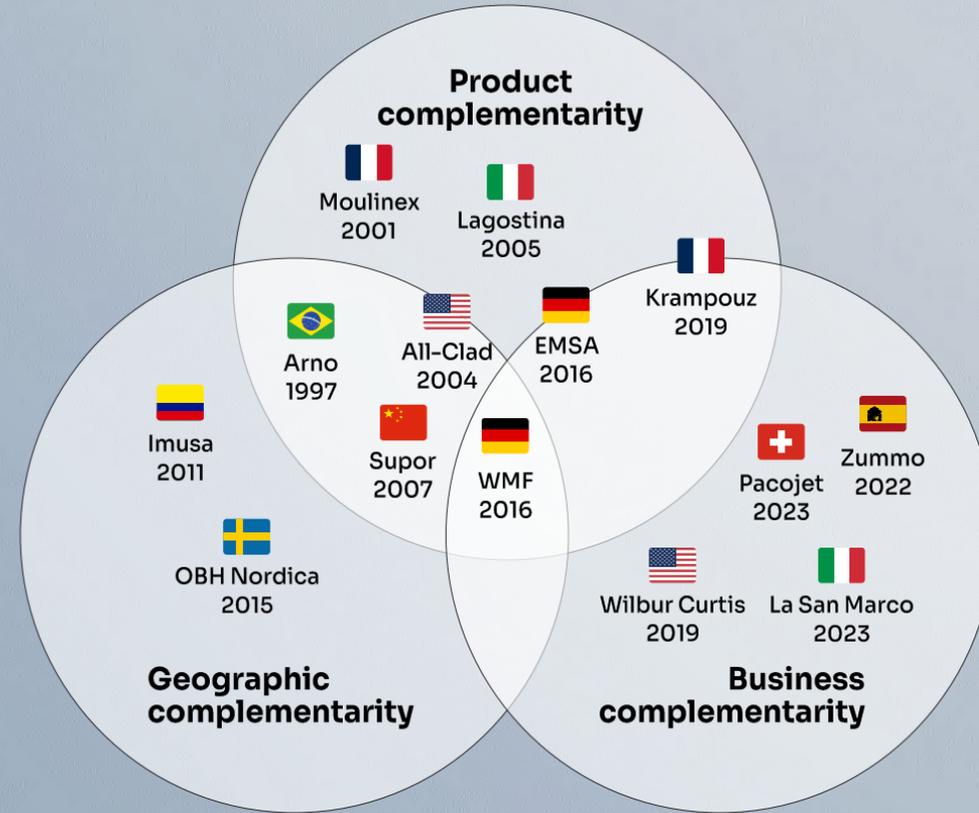
... and a successful M&A track record...

Group sales in €m



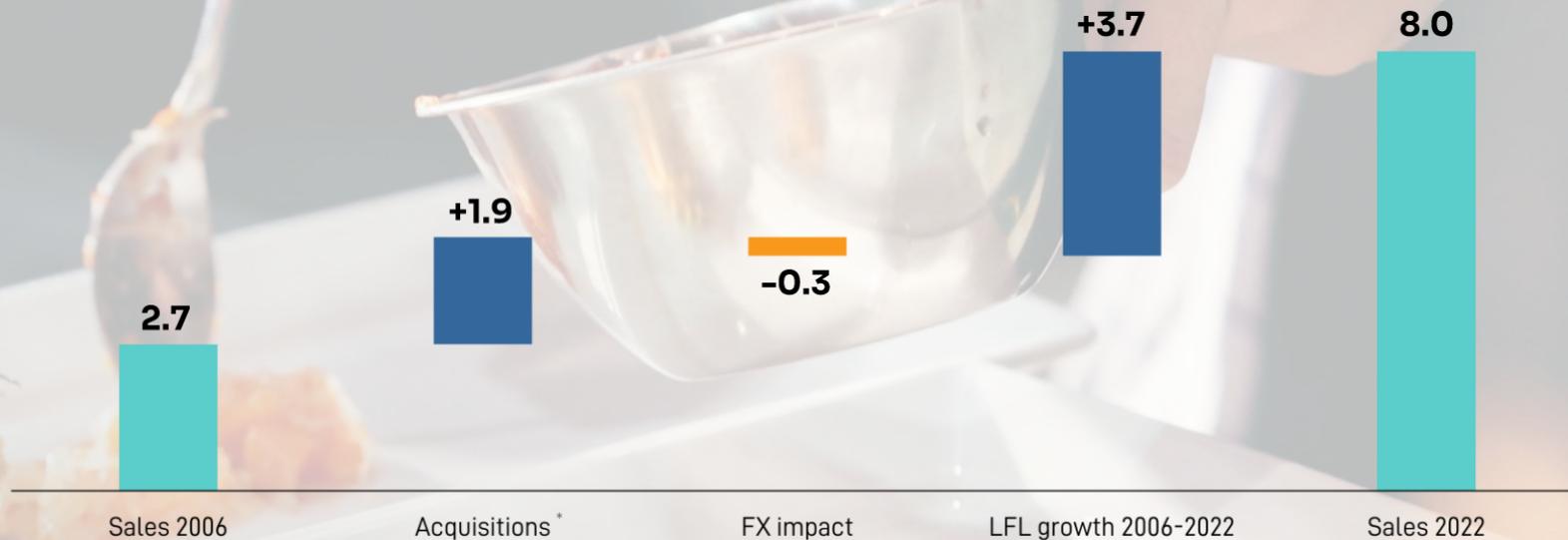
A mix of transforming and add-on acquisitions

... based on
complementarity...



... which boosted value creation...

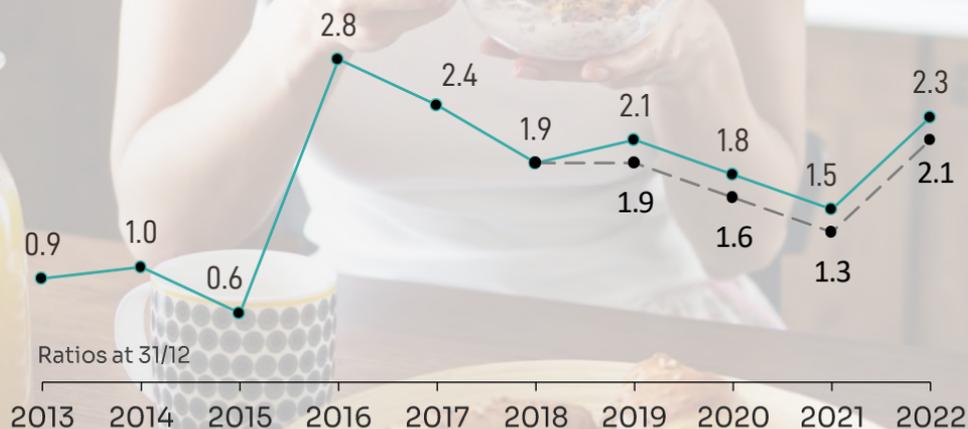
In €bn



* Scope effect on sales upon acquisition (first FY)

... whilst
maintaining
a sound financial
structure

- Net financial debt/
Adjusted EBITDA
- exc. IFRS 16



€1.9bn*

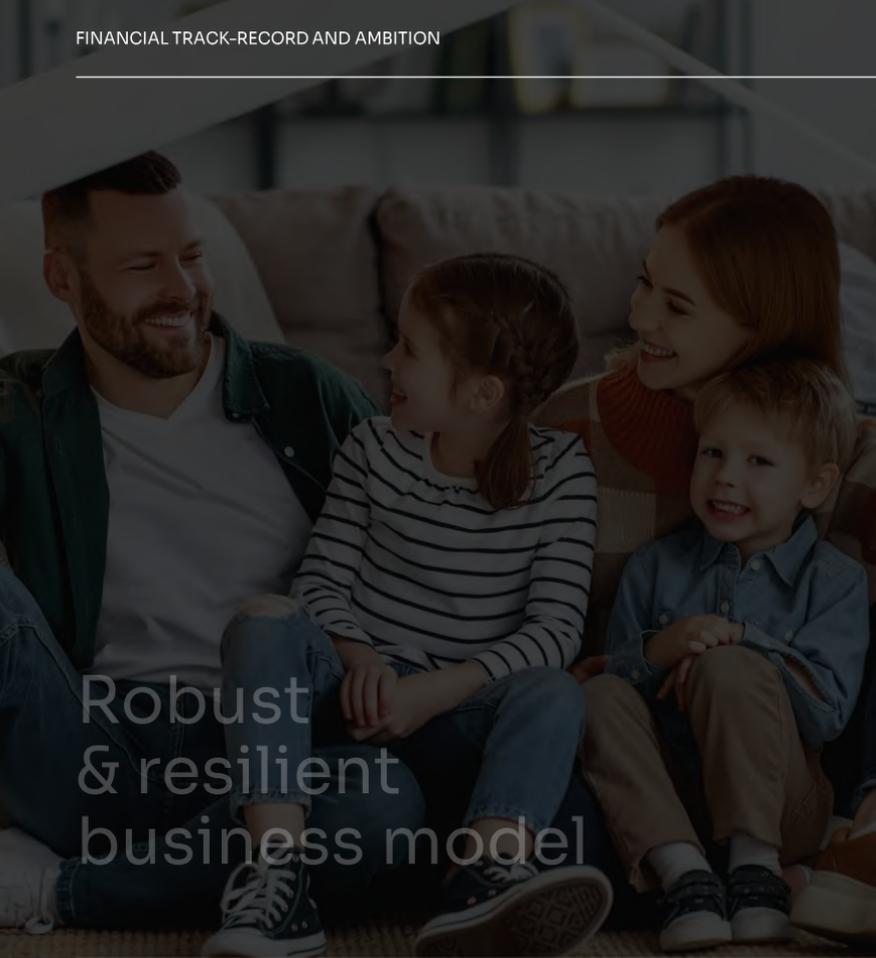
Substantial financial flexibility

3.7 years**

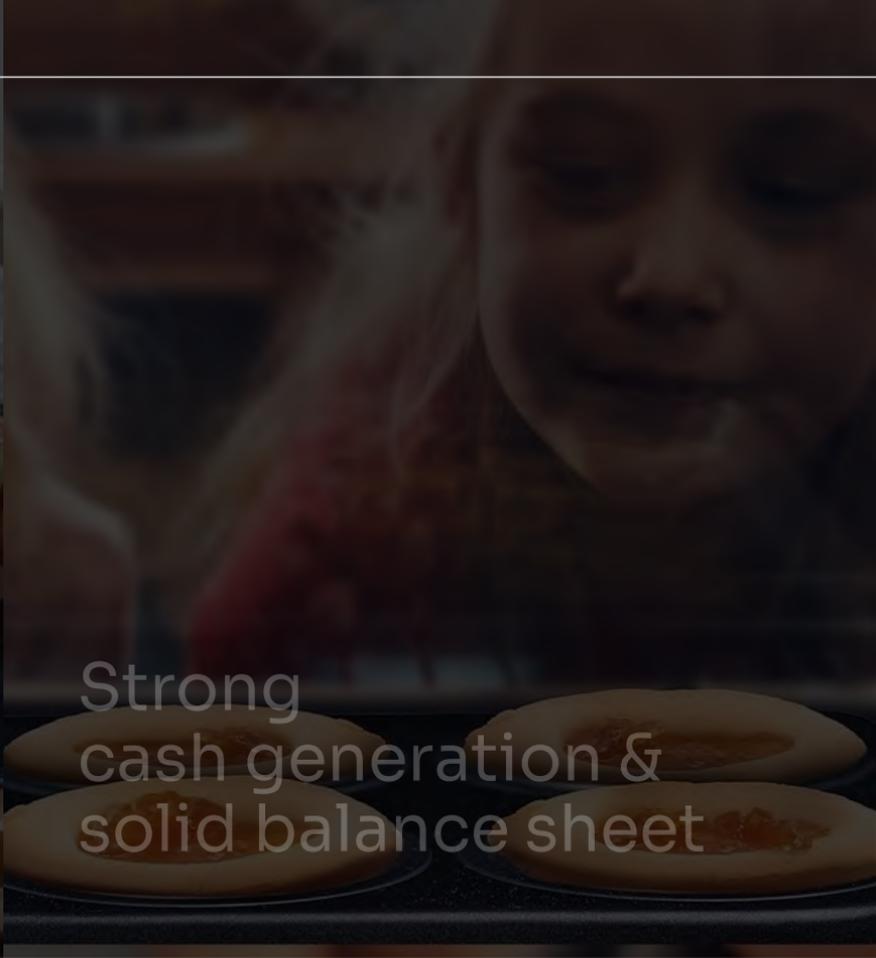
Average maturity of debt

No financial covenant

No secured debt



Robust
& resilient
business model



Strong
cash generation &
solid balance sheet



Ambitious
medium term
objectives

Groupe SEB
sets strong
ambitions over
the next few
years

LFL sales CAGR

At least 5%

ORFA margin

Close to

10% in 2024

Towards

11% mid term

**Continued substantial
FCF generation**

Consumer: well-armed to pursue its growth journey

REVENUE*

~€7.0bn

Markets

Growth rate to **accelerate**

Emerging Markets

above average growth

Western Europe and North America:

return to growth

China: progressively renew with mid-single digit growth

Efficient omni-canal execution

Product categories

Innovation

Cookware: outperform the market

Substantial growth in **SDA:**

- **Kitchen Electrics:** dynamic demand, leadership positions
- **Home & Personal Care:** floor care and linen care

Professional: to become a meaningful contributor

REVENUE*

~€0.9bn

Coffee

Out-of-Home coffee consumption; growing **Full Auto** penetration

China and **NA**: coffee & CVS chains ; **Europe**: chains and semi-pro

Leveraging **leadership**
> Innovation / superior **product offering**

Ability to address **all customer groups**

Differentiating digital approach

New Professional Segments

Selective acquisitions to expand in promising adjacent segments
> New growth platform

Drive **organic** growth

- **Innovation**
- **Geographic expansion**
- **Synergies**

Continue to
enhance
profitability...

ORFA margin

Close to

10%

in 2024

Towards

11%

mid term

Strong profit drivers

Continuous positive **volume** and **price/mix effect**, driven by **innovation**

Operating leverage

Further normalization of **input costs**

Relative Professional business (>15% margin)

... Allowing for attractive shareholder return and selective M&A

Continuous substantial
Free Cash Flow generation

Dividend policy aiming at
steady annual **dividend growth**

M&A policy designed to bring
complementarity and add to
growth prospects

Efficient and **sound financial
structure** provides **strategic
flexibility**

Attractive investment case...

**Growing
/ promising markets**

**Robustness
of business model**

**Continued
expansion
in Professional**

**Strong
Free Cash Flow**

**M&A
as a growth catalyst**

**Pioneering
sustainable
approach**

**Group culture
& people
commitment**

**Stable shareholder
base, sustaining
long-term vision**

... and re-rating potential

DISCLAIMER

Some of the statements contained in this document may be forward-looking statements concerning Groupe SEB's financial position, results, businesses, strategy or projects. Groupe SEB considers that such statements are based on reasonable assumptions but cannot and does not give any assurance that the Group's future performance will be consistent with those statements. Actual results could differ from those currently anticipated in such statements due to a certain number of inherent risks and uncertainties, most of which are beyond Groupe SEB's control, such as those described in the documents filed or to be filed by Groupe SEB with the French securities regulator (*Autorité des Marchés Financiers*) and made available for downloading from Groupe SEB's website

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