



Capital Markets Day

GROUPE SEB, DEFINITELY LIFE-CENTRIC

Cyril Buxtorf

SENIOR 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 A CONSIDERABLE FIREPOWER...

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

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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



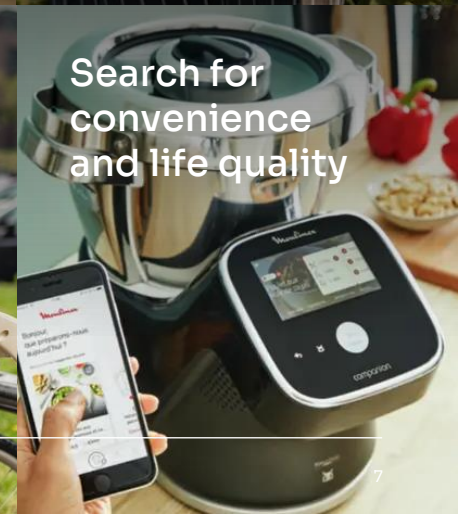
Protect
the planet



Quest
for meaning



Collaborative
economy



Search for
convenience
and life quality

... and new lifestyles...

... allow us
to define
our main
innovation
domains



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

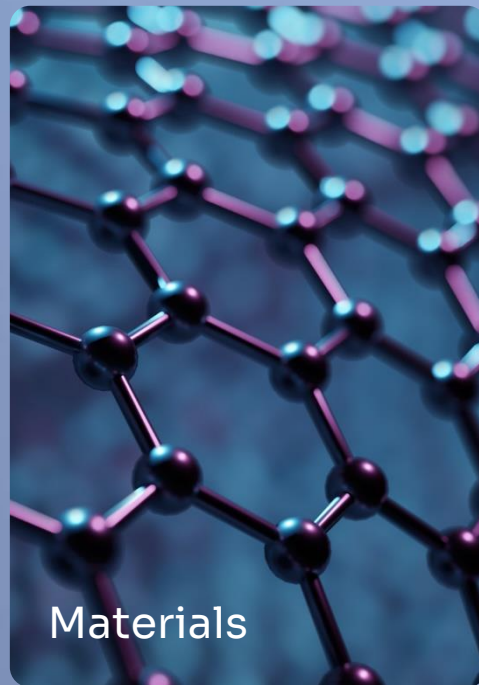
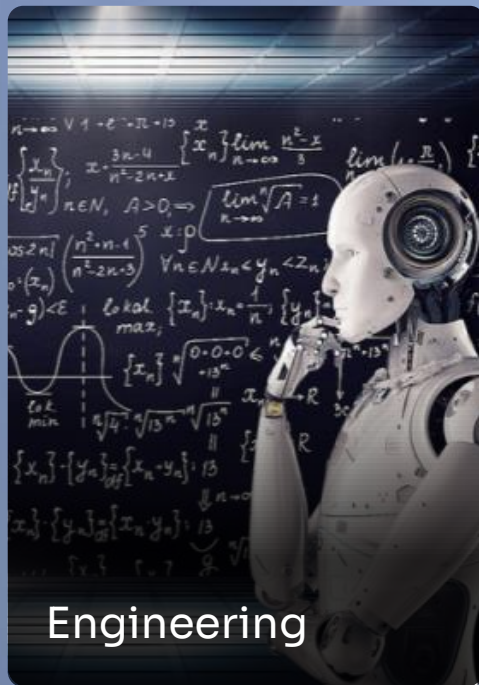


Various ironing habits



LEVERAGE

TECHNOLOGIES AS ENABLERS





DRIVE

INNOVATION AND PRODUCT DEVELOPMENT

Developing the right innovative solutions



Examples

COOKEO



RICE COOKER



X-FORCE FLEX 1560



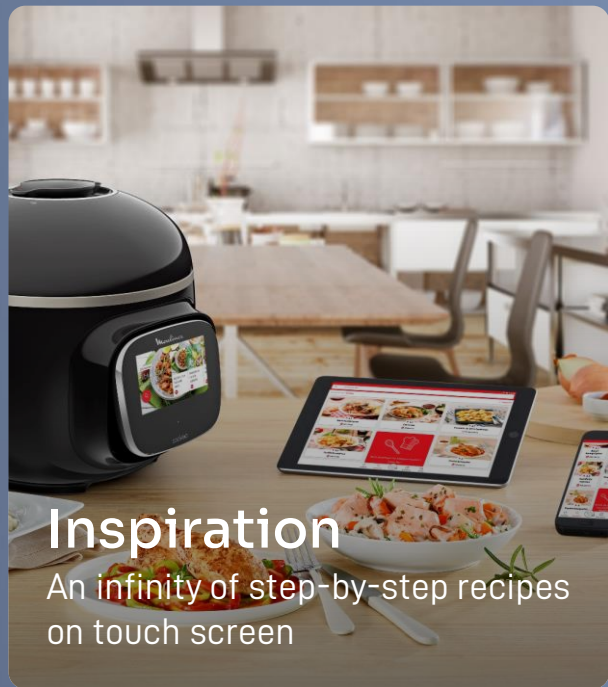


Consumer insight

**“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





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



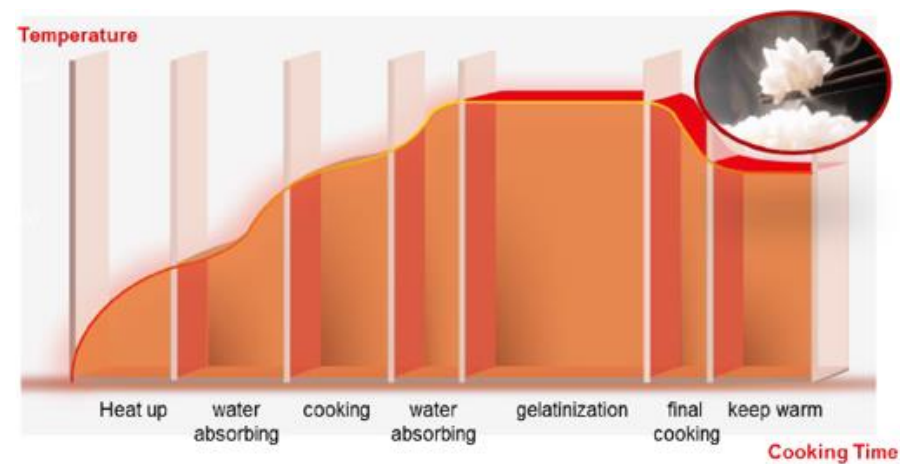
Spherical Pot

Optimal heat diffusion
for evenly cooked rice



Smart Technology

7-step cooking process monitoring





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



Rice Cooker sales p.a.

~15m units

~€400m

X - FORCE FLEX 15.60

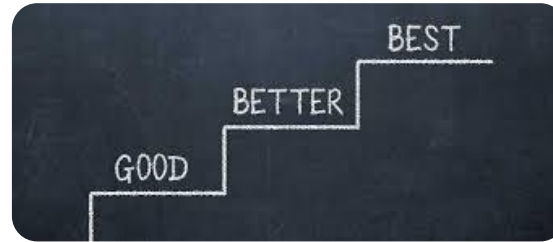




BUILD

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€*



OptiGrill Elite XL

279.99€*



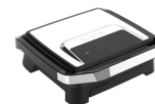
OptiGrill Original

169.99€*



Ultracompact

99.99€*



Inicio Grill

69.99€*



Intelligent Grill



Barbecue



Oven



Full Meal



Intelligent Grill



Extra Large



Intelligent Grill



Barbecue



Browning



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”

Tefal | (RE)NEW



Coffee makers

Addressing different tastes and habits

Different tastes and ways to prepare coffee

Different times of the day

Alone or shared

Design

Possible double equipment



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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



6 global centers of excellence

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



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

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

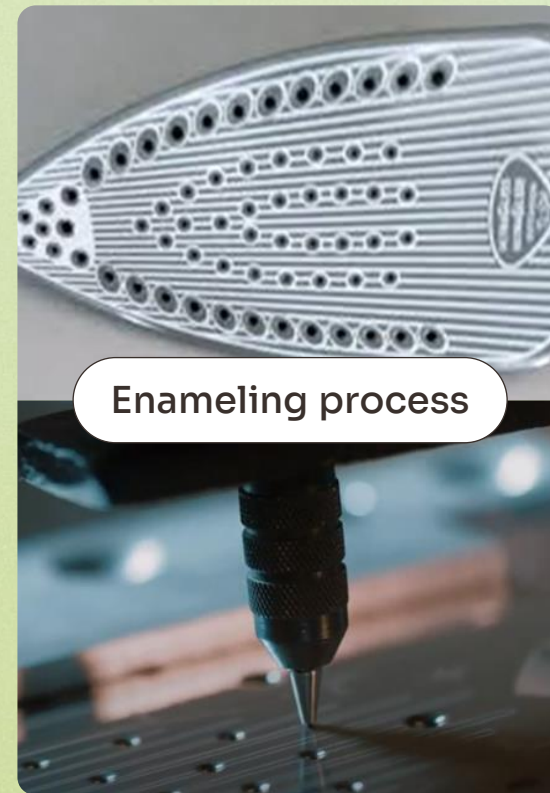
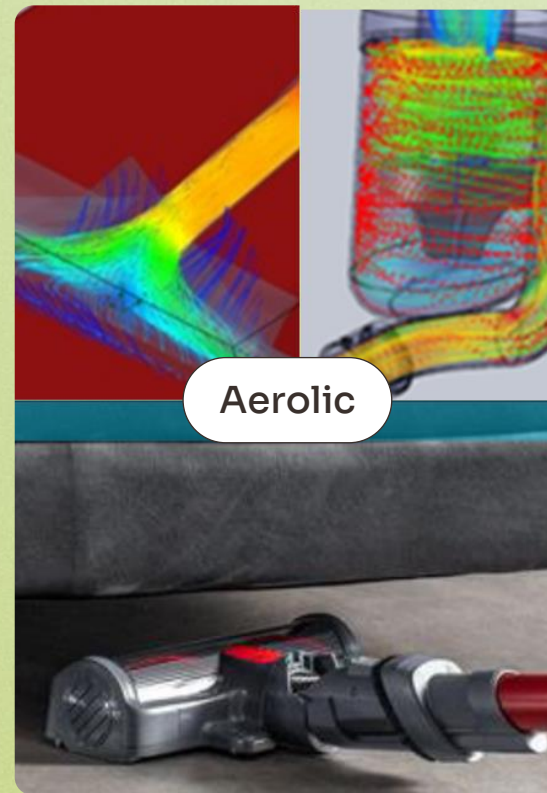
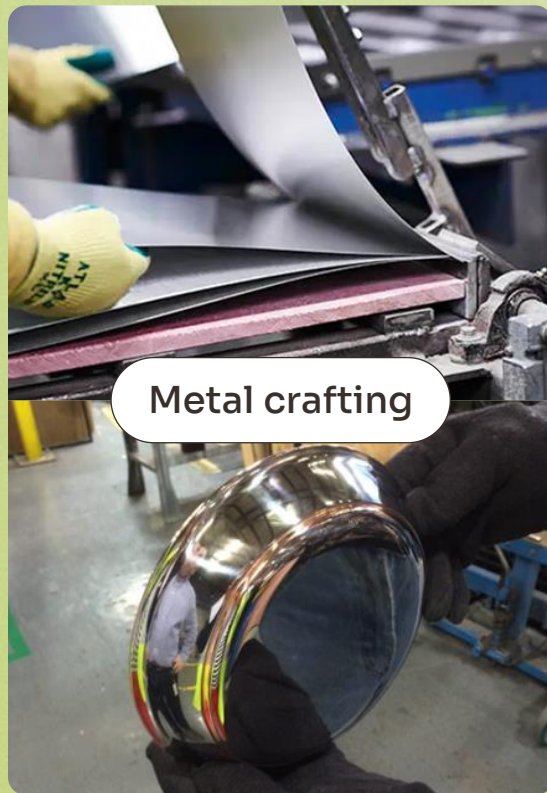
Materials

- 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?



Geographical roll-out of the Turbo Silence concept



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A close-up photograph of a glass filled with a thick, orange-colored smoothie. A fresh green mint leaf is placed on top of the smoothie. Several slices of orange are scattered around the glass, some on the surface and some partially submerged in the drink. The background is dark and textured.

RELENTLESSLY

IMPLEMENTED

IN 50 CATEGORIES...

COOKWARE



14/12/2023



Renew
Tefal



NON-STICK CERAMIC



MADE IN FRANCE

ELECTRICAL COOKING

Dual Easy Fry & Grill Tefal



FOOD PREPARATION

14/12/2023



I-Coach Touch Moulinex



BEVERAGE



14/12/2023



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



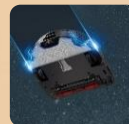
X-PLORER 240AI+



**HIGH CLEANING
EFFICIENCY**



**IN-DEPTH CLEANING
IN EDGES**



**ULTIMATE MOPPING
PERFORMANCE**

HOME COMFORT



14/12/2023



Eclipse 3IN1 Rowenta



3IN1 ACTION



PURE AIR
ALL YEAR LONG

A glass of orange smoothie with a mint leaf and orange slices.

RELENTLESSLY

IMPLEMENTED

... IN 150 COUNTRIES

A world map with a light beige background and white outlines of continents. Various food and drink images are pinned to different parts of the map. In North America, there are images of colorful fruit popsicles, a chocolate-glazed donut, a woman drinking a green smoothie, a glass of orange juice, and a bowl of red soup. In Europe, there's a pink smoothie, a man drinking a green smoothie, a martini glass with red liquid, a bowl of orange soup, and a bowl of green soup. In Asia, there's a bowl of white rice porridge, a woman drinking milk, a bowl of noodle soup, two milkshakes with fruit, a bowl of white rice porridge with red beans, and a bowl of green soup. In Africa, there's a bowl of orange soup, a bowl of green soup, and a bowl of red soup. In Australia, there's a bowl of green soup, a bowl of white rice porridge, and a bowl of red soup.

Leading positions in blending

Creating healthy moments all over the world



DEFINITELY LIFE-CENTRIC



SEB
GROUP



In 2023 **€2.5bn** sales achieved
with products launched since 2021



14/12/2023



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REINVENT

CONSUMERS' DAILY LIVES

SAGAS

for several generations

A great story in linen care, made of constant progress



1917

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



2012

Handheld
garment
steamer



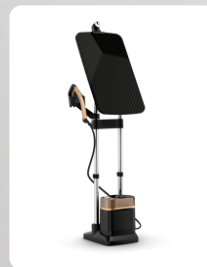
2012

Freemove



2016

Tweeny



2018

Ixeo



2022

Care
for you



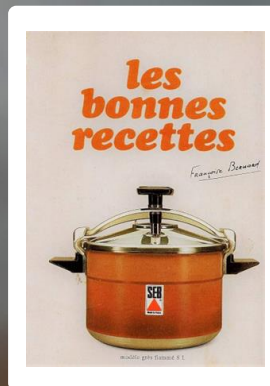
2023

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

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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