

INVESTOR DAY FROM MARKET TO PLATE

PARIS – 13 NOVEMBER 2019



- | | |
|---|----------------------|
| 1. Introduction | 8:00 – 8:15 |
| 2. Groupe SEB cooking expertise
<i>Nathalie Lomon – Senior Executive VP, Chief Financial Officer</i> | 8:15 – 8:45 |
| 3. Culinary trends: food for thought
<i>Isabelle Posth – VP Financial Communication & IR</i> | 8:45 – 9:10 |
| 4. Digital trends and Groupe SEB digital vision
<i>Guillaume Planet – VP Media & Digital Marketing</i> | 9:10 – 9:40 |
| BREAK | 9:40 – 9:55 |
| 5. Consumer journey: a 360° experience
<i>Thierry Lecourtier – Business Activation Manager</i> | 9:55 – 10:25 |
| 6. Cake Factory & Cuisine Companion cases
<i>Noémie Claudinon – CRM Project Manager</i>
<i>Stephan Caubit – Marketing Services Manager</i> | 10:25 – 11:00 |
| 7. Conclusion
<i>Nathalie Lomon – Senior Executive VP, Chief Financial Officer</i> | 11:00 – 11:10 |
| 8. Q&A | 11:10 – 11:30 |



01

INTRODUCTION

02

**GROUPE SEB
COOKING
EXPERTISE**

Cooking: a €43 billion market growing ~5% p.a.

Small Kitchen Electrics € 20 billion

€ 8 bn



**Electrical
cooking**

€ 6 bn



Beverages

€ 6 bn



**Food
preparation**

Cookware € 23 billion

€ 10 bn



**Pots & Pans,
Pressure Cookers**

€ 13 bn



**Kitchen tools
and utensils**

GROUPE SEB IS THE WORLDWIDE LEADER IN COOKING



4

Cooking: $\frac{3}{4}$ of Groupe SEB's Consumer business



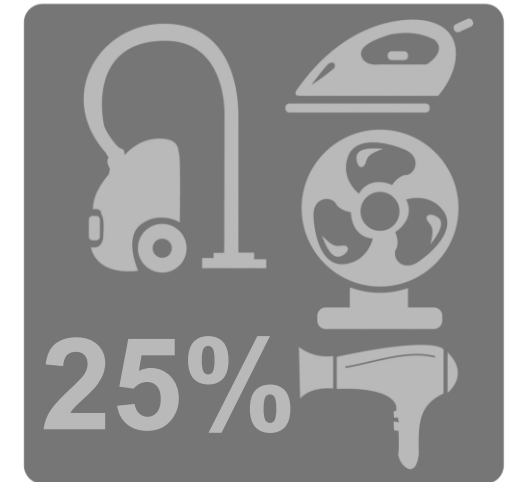
Kitchen electrics

- Electrical cooking **50%**
- Food prep **20%**
- Beverage **30%**



Cookware & Kitchenware

- P&P, PC* **80%**
- Kitchen tools & utensils **20%**



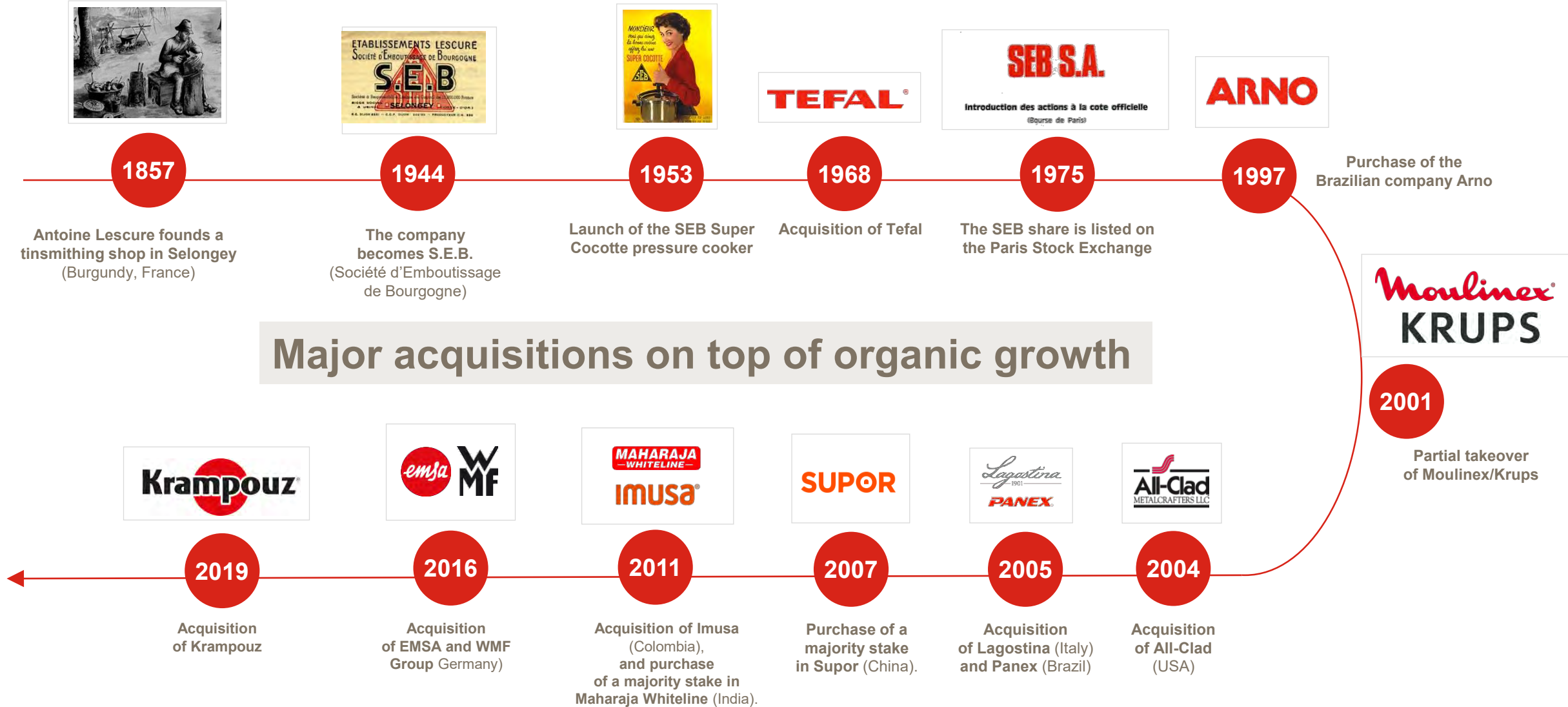
Home & Personal Care

Cooking: keeping alive the pioneer spirit of early days



Major innovations

Cooking: from regional roots to a global leadership position



Leadership in the cooking industry is about expertise and legitimacy

- Featuring the **largest product portfolio**, both in cookware and kitchen electrics
 - Covering all segments and pricing points
 - Leveraging a **strong and sustainable brand equity** in cooking
 - Via global and local brands
 - Rolling-out a **worldwide** and **multi-local strategy**
 - Building on **innovation** and digitalization
 - Markets' insights, products and ecosystems, go to market approach...
 - From a sole product to an **integrated cooking solution**
 - Capitalizing on **industrial and technological know-how**
-

➔ COOKING FOR GOOD

The largest product portfolio in the industry – Cookware & Kitchenware

COOKWARE



KITCHENWARE



The largest product portfolio in the industry – Kitchen Electrics

ELECTRICAL COOKING



BEVERAGES



FOOD PREPARATION



A strong and sustainable brand equity

Tefal / T-fal

THE worldwide iconic cookware brand



Fixed handle P&P



Stackable P&P (Ingenio)

Cookware: > 60% of Tefal ww revenue

A strong and sustainable brand equity

Tefal / T-fal

THE worldwide iconic cookware brand



➔ A wide product offering: multi-materials, coated/non coated...

A strong and sustainable brand equity

Tefal, a meaningful brand

- Innocuity of products
- Recycled materials



RESOURCE
PERFORMANCE ET DURABILITÉ



A strong and sustainable brand equity

Tefal, our global flagship brand in Kitchen Electrics



A strong and sustainable brand equity

SUPOR

#1 in Cookware

#2 in Small Kitchen Electrics



Enjoying the best brand awareness
in Small Kitchen Electrics

A strong and sustainable brand equity



Our brands are **references** as for cooking expertise and ranking **# 1 or # 2** in our Top-20 countries or in their native markets



A global and multi-local strategy

Groupe SEB is Japanese in Japan...



A global and multi-local strategy

Groupe SEB is Turkish in Turkey...



Köpüklüm

**Tefal Köpüklüm ile
Muhabbeti Köpürtün**



A global and multi-local strategy

Groupe SEB is Indian in India...



A global and multi-local strategy

Groupe SEB is Colombian in Colombia...



A global and multi-local strategy

Groupe SEB is Thai in Thailand...



Tefal

สอยสุด...ด้วยพลังปั่นสุญญากาศ
ผอสอย สุกภาพดีได้อย่างเต็มที่



NutriKeep
Technology

ปั่นระบบสุญญากาศ
ช่วยจับรักษาคุณค่าโภชนาการไว้เต็มที่

50 X SMOOTHER
RESULTS*
พลังปั่นสูงละเอียด 50 เท่า*



2 ลิตร
Tefal 2 ลิตร
In Thailand

A global and multi-local strategy

Groupe SEB is Czech in the Czech Republic



Innovation

Since the 1953 Super Cocotte...

mon compteur à gaz tourne au ralenti

Pot-au-feu : 60 minutes
au lieu de 3 heures

Poule au riz : 40 minutes
au lieu de 1 h. 1/2

60% D'ÉCONOMISÉ
en GAZ
en TEMPS
avec la...



SUPER-COCOTTE
SEB

La Cocotte N°1 d'Europe

En trois mois mon achat a été récupéré. Après, tout est bénéfice.

1 SEB remplace 50 % de vos casseroles
2 SEB les suppriment pratiquement...

En 1958 600.000 SEB vendues.
A ce jour 1.500.000 en service.
Demain : chaque foyer aura une SEB

- Existe pour tous les besoins :
de la 3 l. 5 pour les ménages sans enfants ;
à la 22 litres pour les collectivités.
- A la portée de toutes les bourses :


A PARTIR DE : **5.500** Frs

*Vous pouvez tout faire et bien faire avec une SEB
La cuisine de tous les jours, celle des jours de fête.*

ATTENTION! Chaque appareil est livré avec le livre de recettes de la Cuisine Pression rédigé spécialement pour SEB par Françoise Bernard

SUPER COCOTTE
SEB

La Bonne Cuisine



c'est le Bonheur

*MONSIEUR
vous qui aimez
la bonne cuisine
offrez lui une
SUPER COCOTTE*

SEB



*LA COCOTTE DE LUXE
À LA PORTÉE DE TOUS*

1956

Françoise Bernard's
first recipe book
for the **Seb** pressure cooker

More than 30 editions published
More than 10m copies sold

Seb régale vite



300 RECETTES
SEB

Innovation

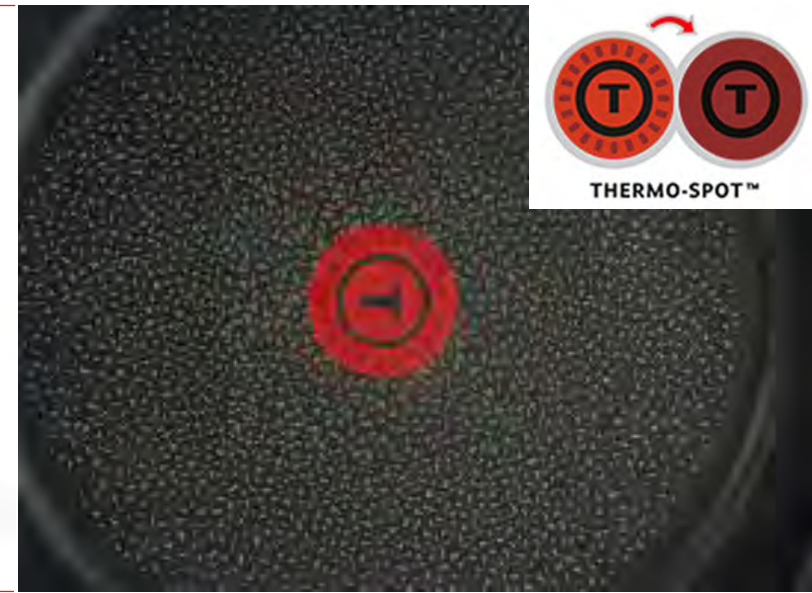
... And the launch of a new concept by Tefal...



Innovation

... We have continuously been committed to innovation

Overall, close to **500** patents filed ww / year → **More than half of them** in the cooking segment



→ **Homemade healthy and tasty food, safe and reliable products, respect for the environment**

Industrial and technological know-how

29 industrial sites manufacturing Kitchen Electrics/Cookware



Rumilly



Mayenne



Emsa Emsdetten

One shared mission

Make consumers' everyday lives easier and more enjoyable...



... cook for good and contribute to better living around the world



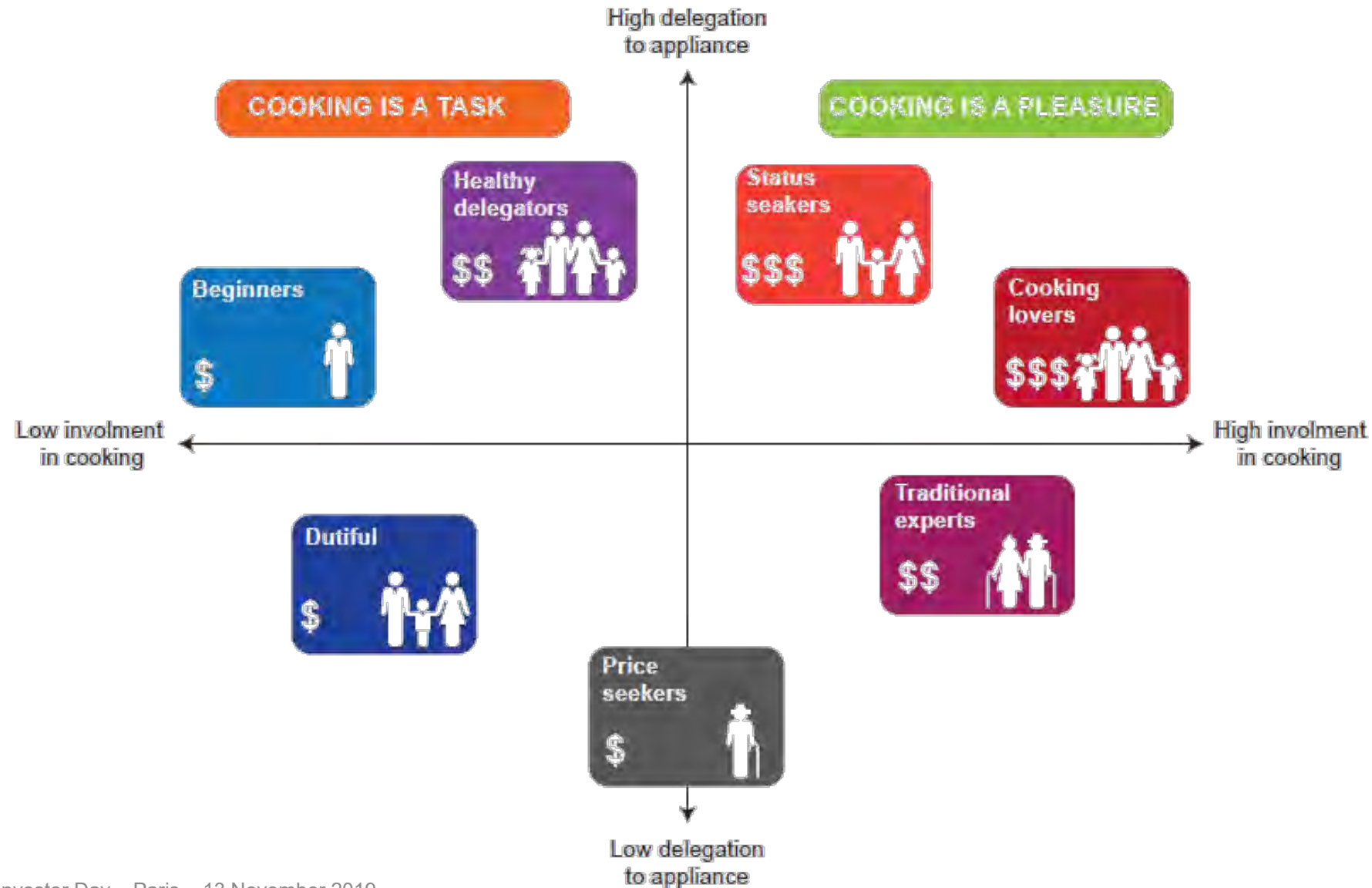
03

**CULINARY TRENDS :
FOOD FOR THOUGHT**

One shared mission to serve many different consumer types



Because consumers are different and paradoxical



And their everyday's lives have been changing rapidly

SIMPLIFICATION

Smaller kitchens
Less time to cook
Seamless cooking
and result in plate
Food on the go
Meal deliveries
Meal substitutes

WELL-BEING

Valorization of
homemade dishes
Healthier food
Plate content
under control
Indulgence
Shared moments

NEW BEHAVIOURS

Rich consumer experience
Traditional & multicultural
food
Special diets (vegan,
veggie, flex...)
Sense of belonging
Personalization

ENGAGEMENT

Naturality, organic
food
Food traceability
Innocuity of materials
Short supply circuits
Reduced food waste
Meaningful brands
Circular economy

DIGITALIZATION

E-commerce
Apps
Communities
Shared experience
on social networks
Influencers
Connected products

In large cities, kitchens
are getting smaller and smaller

-10% space in 10 years*

→ Multifunction appliances
and stackable P&P





Time flies...

Time spent cooking
-35% in 30 years

→ COOKEO+
120 recipes ready
in less than
15 minutes





Cooking is a task

Preparing meals is
a daily (tedious) task

Out of home meals
+12% in 3 years (ww)

→ **Easy to use
products**



Cooking know-how has been losing ground

Technical features and apps replacing cooking skills
to ensure scrumptious dishes

➔ From the sole product
to an integrated cooking solution





Cooking is also a pleasure



Cooking as experts

**Best results require
the best tools**





Fun-cooking



**Reinforcing our leadership
in convivial cooking**





Food is about shared moments,
emotions and experiences...

➔ Clear correlation between social eating and social bonding and happiness



... and belonging
to a community



Consumers are overall more engaged



They are more informed and more concerned about what they eat

→ Traceability, transparency
(pesticides, additives...)

→ Short-supply circuits



They want to chose their food...

- Allergen-free
- Special diets: vegan, vegetarian, flexitarian...
- Nutritional interest and health benefits

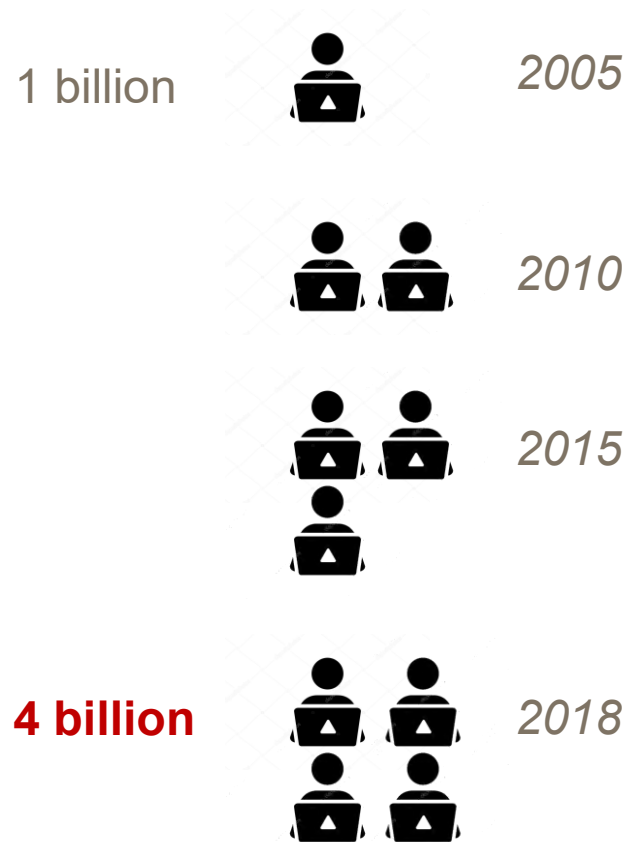


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**DIGITAL TRENDS
AND GROUPE SEB
DIGITAL VISION**

In less than 15 years, digital has transformed the world

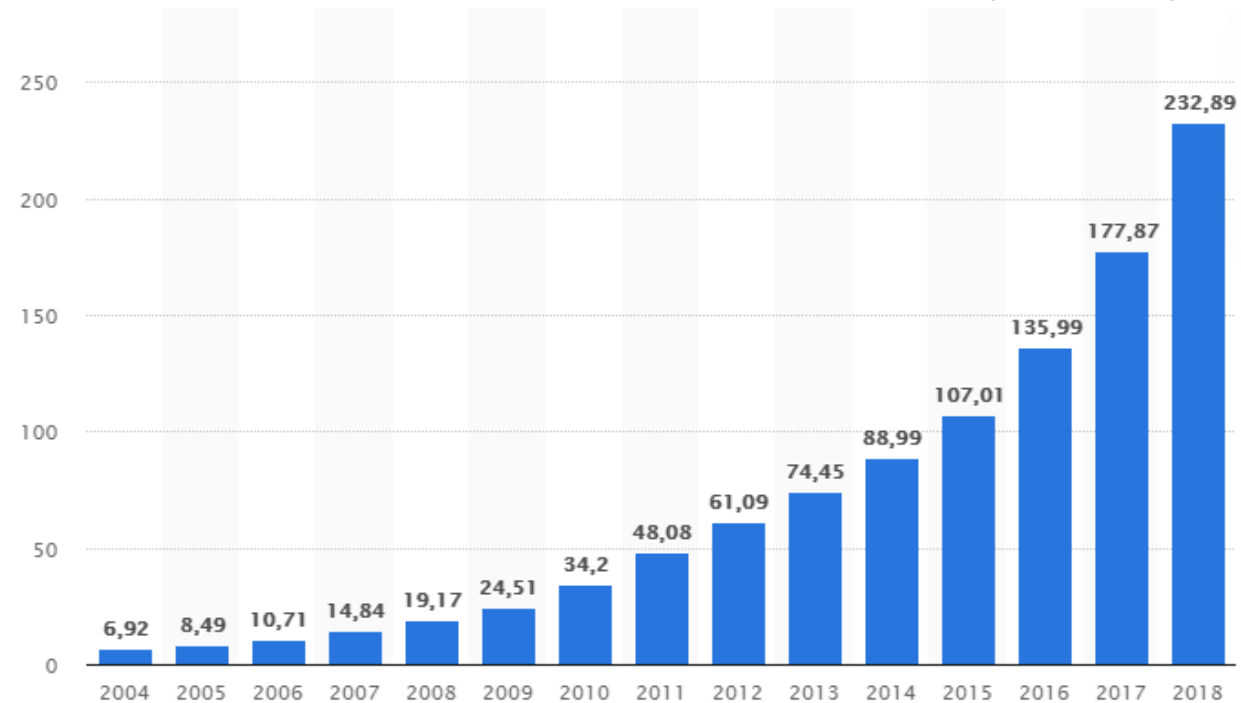
Internet users **x 4**



E-commerce platforms have boomed

➔ **ww Amazon sales x 33**

Amazon worldwide turnover from 2004 to 2018 (in USDm)

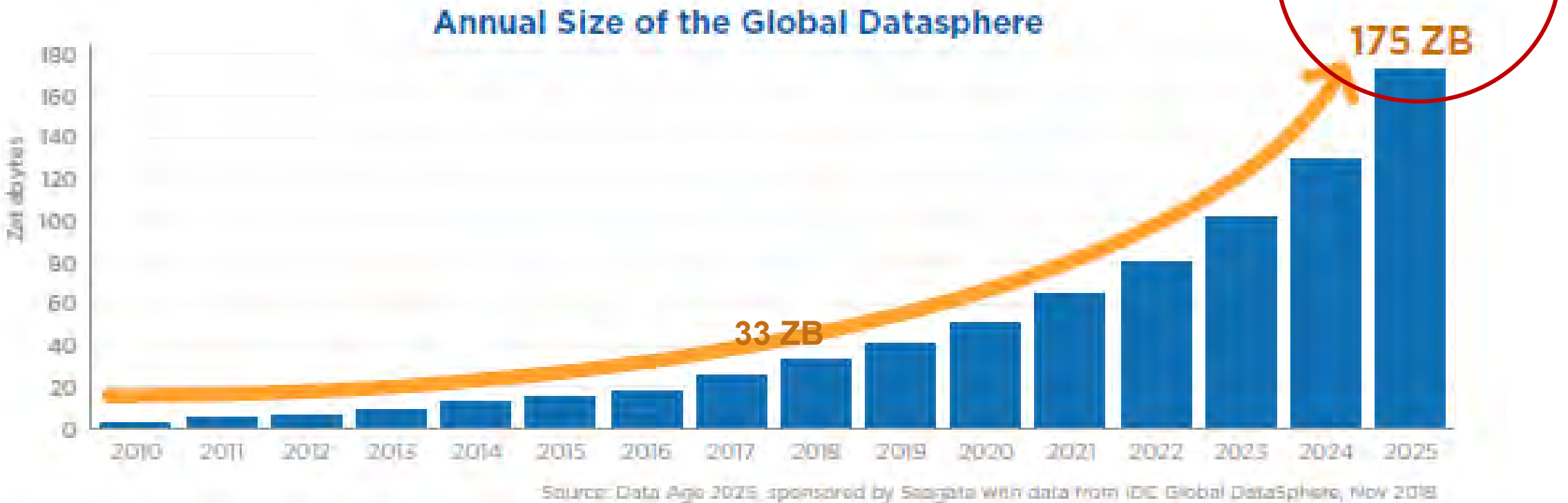


Giving consumers the opportunity to access infinite content



Giving brands the opportunity to get infinite information on their markets

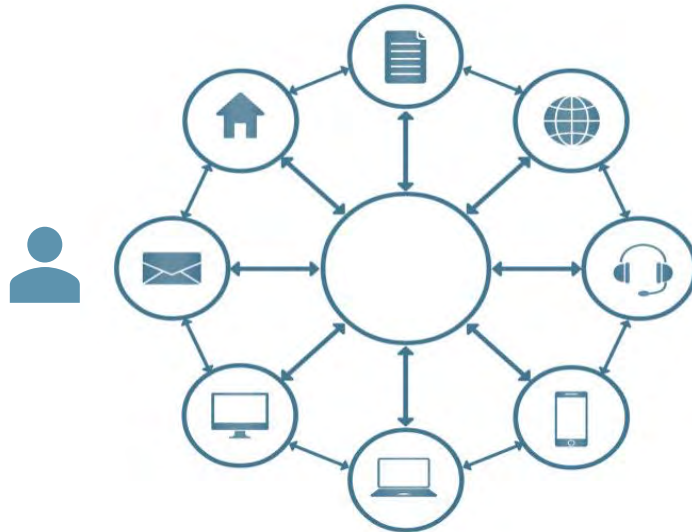
By 2025, skyrocketing datasphere...



... paving the way for a future in-depth understanding of consumers

Consumers' engagement in our categories is an opportunity to massively collect data

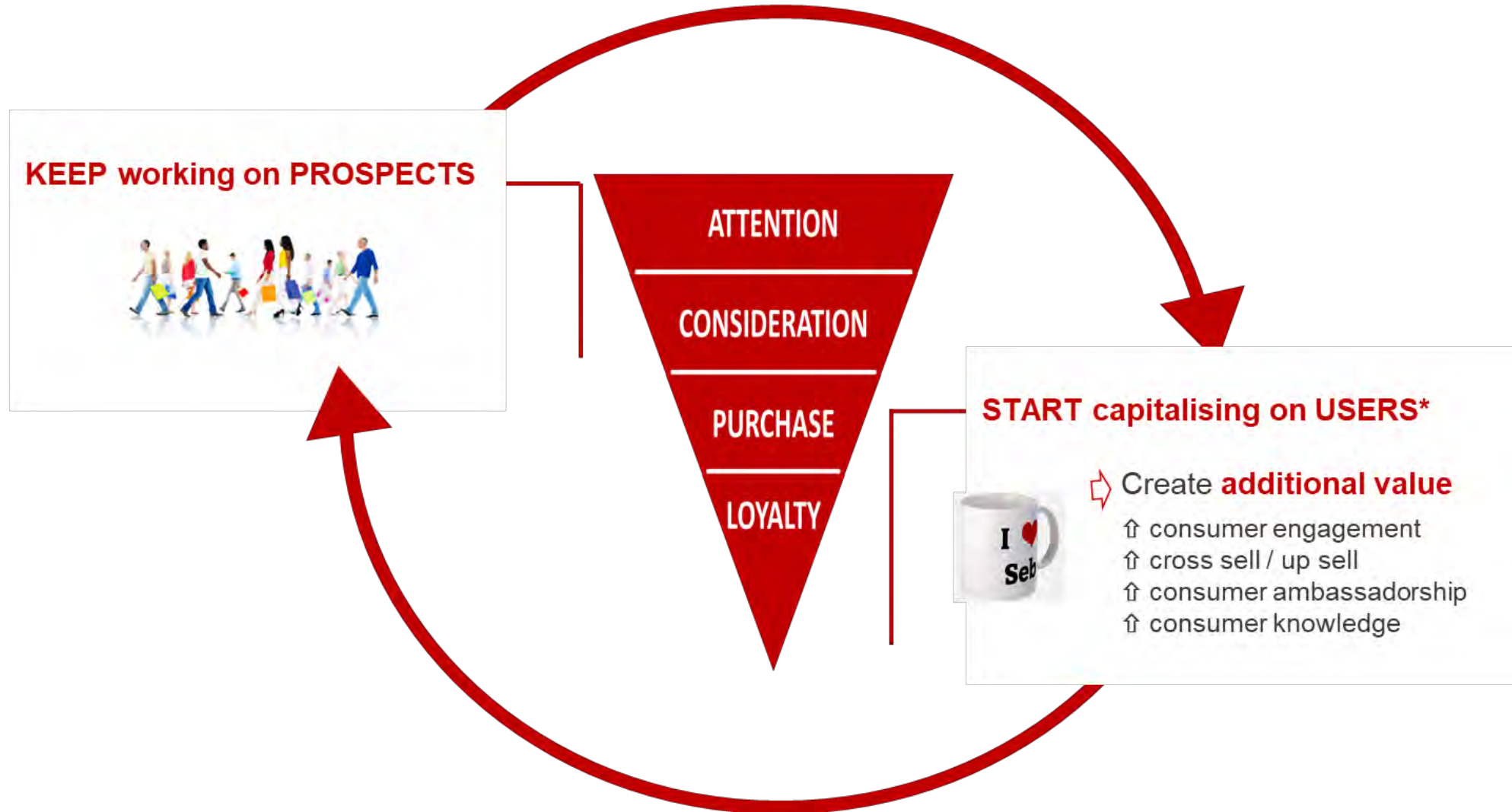
Systematize data collection across our touchpoints



Build products with associated services i.e. service-based offer



Capitalize on data to build a virtuous circle



Food / Cooking is particularly impacted by the digital transformation



**Food is becoming
a service**

Uber Eats, Deliveroo,
Foodcheri, Frichti...

Meal delivery
2019 ww est. revenue: USD 107bn
+17% yoy
Number of users (2019): ~ 1 bn
+15% yoy

Cooking is particularly impacted by the digital transformation

BEFORE PURCHASE

30% of media consumption is digital (**x3 vs 2010**)

DURING PURCHASE

75% of SDA purchases are influenced by a digital touchpoint
35-40% of SDA purchases are made online

AFTER PURCHASE

Cooking/food → Main center of interest on internet
2 on Facebook - # 3 on Google

Consumers are increasingly looking for other users' opinions



qual è il miglior robot da cucina

FILTRER



Robot da cucina 10:29

IL 5 MIGLIORI
ROBOT DA CUCINA



😊😊 5 Miglior Robot da cucina nel mondo

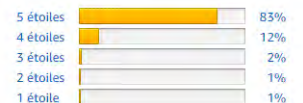
FarellMeglio · 899 vues · il y a 8 mois

5 Miglior Robot da cucina nel mondo 5. Redmond RMC-M4501
<https://amzn.to/2DzwXyq> 4.

Commentaires client

★★★★☆ 4,7 sur 5

159 Evaluations clients



Par fonctionnalité

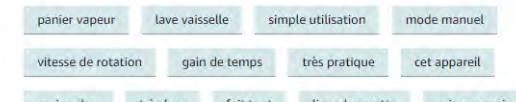


Images des clients



Voir toutes les images des clients

Lire des commentaires qui mentionnent



★★★★☆ Un super compromis pour famille nombreuse !

7 mai 2018

Style: Robot seul

Je ne vais pas résumer toutes ces fonctionnalités car les descriptifs sont fait pour ça. En revanche je viendrai apporter mon avis sur ce robot que je possède depuis bientôt 3 ans.

Je suis maman de 3 enfants. Ce robot me facilite au quotidien la tâche, prépare de super soupes, purées, petits

★ [Électrologique](#) [Maison](#) [Électronique](#) [Küchengeräte](#) [Küchenmaschinen](#) [Suche](#)

Küchenmaschinen (9)*

Preis

- ☐ bis 90 €
- ☐ 300 € bis 500 €
- ☐ ab 900 €

Hersteller

☐ Krups

Serie

☐ Krups Prep & Cook

Produkttyp

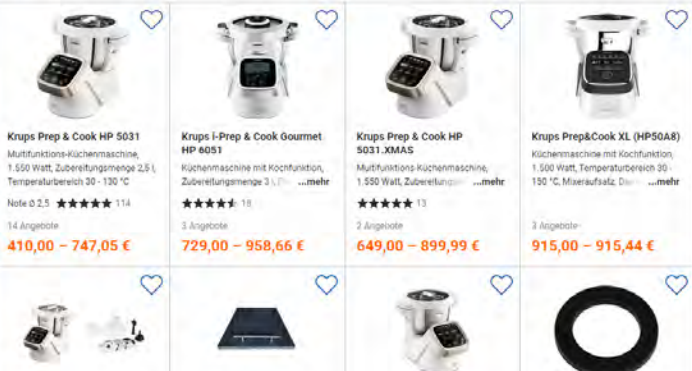
☐ Multifunktions-Küchenmaschine

☐ Küchenmaschine mit Kochfunktion

Das kann die Küchenmaschine

Leistung

prepacook X



Tous Publications Personnes Photos Vidéos Marketplace Pages Lieux

Filtrer les résultats

PUBLICATIONS DE

- ☒ Tout le monde
- ☐ Vous
- ☐ Vos amis
- ☐ Vos groupes et vos Pages
- ☐ Public
- [Choisissez une source...](#)

Type de publication

- ☒ Toutes les publications



Companion & Cookéo Forever

Page · 3 K personnes aiment ça

Redécouvrez le plaisir de cuisiner avec Cookéo & Companion de Moulinex.

J'aime



Idées recettes COOKEO

Groupe · 283 K membres

Idées recettes avec le COOKEO de chez Moulinex ...
300 publications par jour

Rejoindre

376 membres ont indiqué qu'ils habitent à Dijon

New intermediaries are prevailing

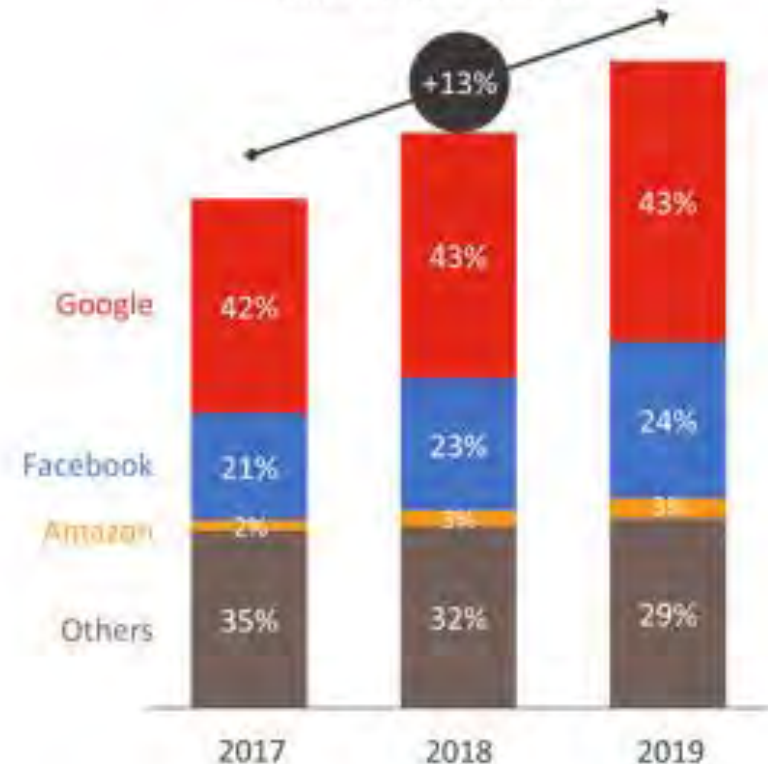
GAFA are the starting point of ~85% of product search

Where Do You Begin Your Product Search?
N=2,000, US Customers



Google and Facebook capture 70% of digital media spend and 90% of the growth

Evolution of digital media spend
2017 to 2019 forecasts



Frontiers are blurred between offline and online worlds

60% of US consumers regularly use their mobile in Brick & Mortar retail



Build hybrid communication strategies

TELEVISION



DIGITAL (Paid-Owned-Earned)



CRM



POINT OF SALE



TECH & DATA

Understand GAFA (&BATX) at the heart of their algorithms



Influence marketing



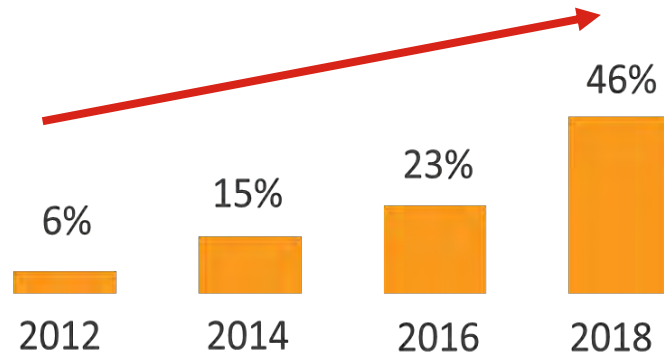
Communities



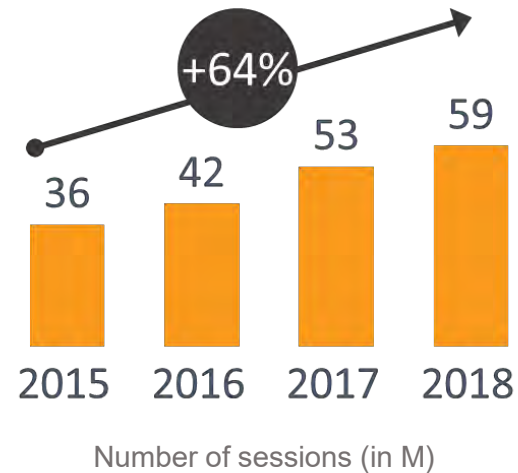
Growing investments in digital marketing and communication

Leading to increased impact on consumers' engagement

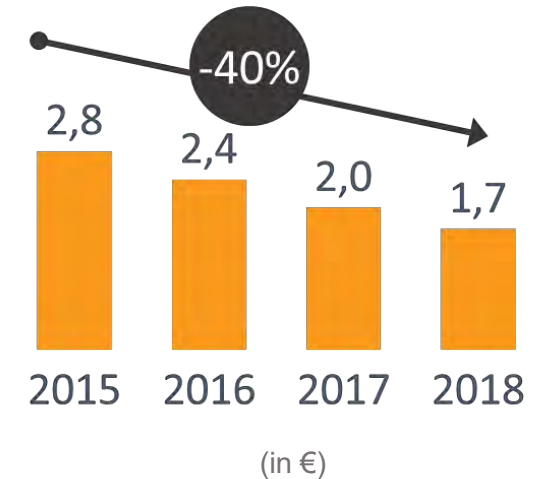
**Share of digital
in total media spend**



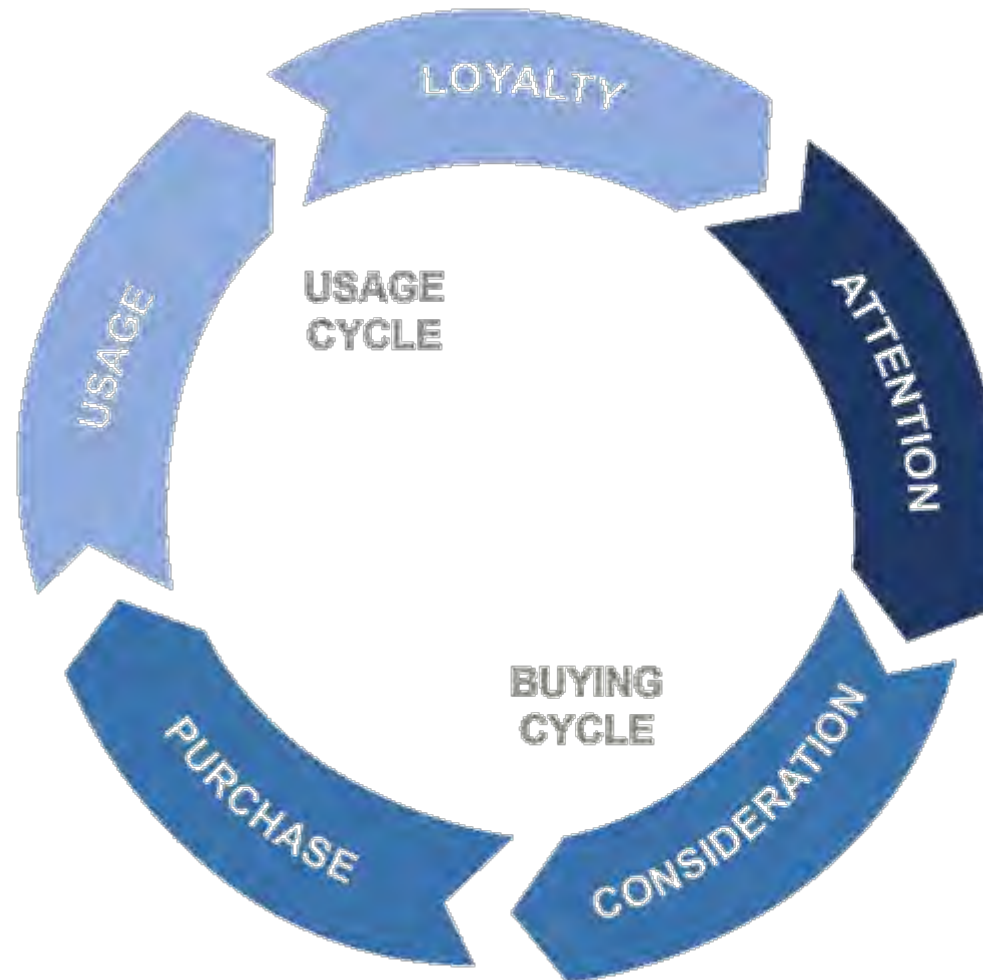
Improved reach



Decreasing cost per session



Engaging directly and personally consumers before, during and after their purchase





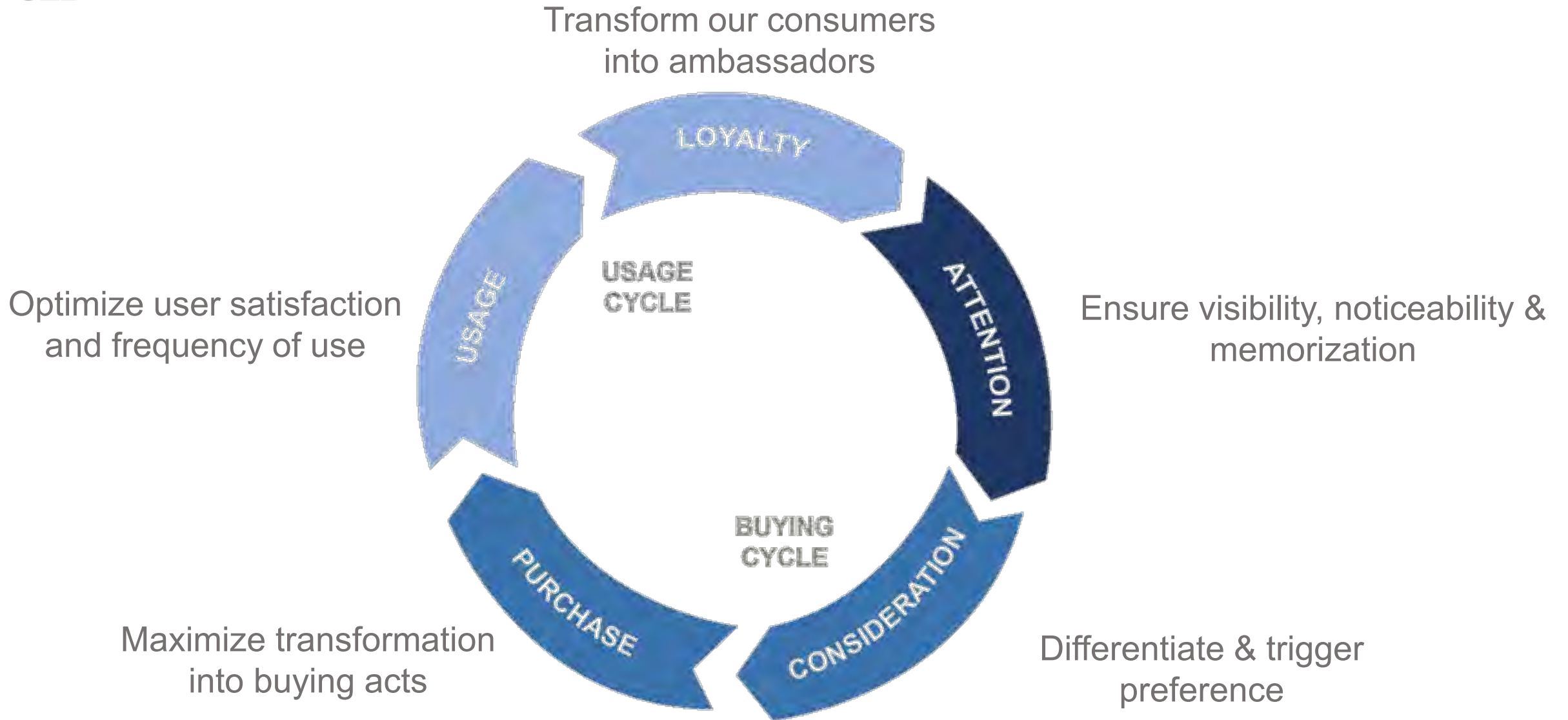
BREAK



05

**CONSUMER
JOURNEY: A 360°
EXPERIENCE**

In such a context, how do we...



Being consumer centric

- **Understanding consumers' journeys (insights & touchpoints)** in all their specificities
 - Identifying and selecting the **most relevant touchpoints** to initiate conversion with our consumers
 - Communicating through the **most appropriate formats and messages in an engaging way**
 - Keeping **brands' global consistency across fragmented touchpoints** in order to maximize brand memorization and attribution
-

It all starts from an insight



« I like to please my family and friends with **perfect grilling results** depending on **each of their taste...** but it's so hard to achieve ! »

CONSUMER INSIGHT

Today's consumers fear failing their pastries...

“ My children and I love to bake and test new recipes. We would like to do it more often in various occasions but it's quite a lot of work and we are always afraid of not achieving good baking results even with an expensive oven. On top of this following the baking in an oven is quite constraining and dangerous for my children. ”

"I wish I could bake more pastries to please my family and my friends."*



"I am not very skilled in baking, I often fail my cakes..."*

Mothers often want to bake with their children, this is a sharing educative activity that is rewarding both for parents and children. They often do by themselves very easy recipes and stay in their comfort zone even if they are curious to discover and try new recipes. Yet they often **complain that the baking results are disappointing.**

*Field study SEB&YOU - Feb 2018 - on 31 people - France

CONSUMER INSIGHT

« I never know what to cook, I'm out of ideas and I don't want to bother thinking ahead of all the meals I would have to prepare all week long... »



Sometimes I need to improvise and **make last-minute dishes** with what I have at hand. But most of the time it's not really a success as I'm **not inspired.** »

From a product promise to a marketing strategy



ELECTRIC GRILLS CATEGORY

Grills represent today **58%** of the grilling market
The segment is very dynamic (**210,8M€, +48,7%** in 5 years), the **only one growing in 2018 (+17% VS LY)** in which **GROUPE SEB** is leader with **38,4% MS** (+7pts vs LY)

Grilling category in sales value %*



*panel market Contr. Grills (electr.), PAC, EUROPE, LATAM, MEA, ASIA w/o CH - in sales value EUR / % - Jul 13 - Jun 18

CONSUMER TARGET

COOKING LOVERS

Cooking is a pleasure for them, they like to innovate and try new things. They want to cook like a professional even if they delegate and be valued by people around them.

They are food lovers, epicureans, and they want to eat good quality food.



MARKETING STRATEGY

RECRUIT NEW CONSUMERS WITH A TRADE-UP ON OPTIGRILL RANGE BY IMPROVING CONSUMER'S EXPERIENCE

OBJECTIVES

➤ STAY THE UNRIVALLED REFERENCE OF THE MARKET

➤ INNOVATE TO KEEP CREATING VALUE ON THE OPTIGRILL RANGE

Based on an in-depth analysis of consumers' habits

CONSUMER TARGET

COOKING LOVERS

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CONSUMER TARGET

COOKING LOVERS

BEHAVIORS

- They use pans, grills or barbecues to grill meat without guaranteed results
- For vegetables, they use pan, wok, oven or steaming solutions with less precision and flavor than OptiGrill
- They like to receive guests and cook original recipes for them, at a professional level
- They are willing to pay the price of quality appliances
- They buy modern, stylish appliances

EXPECTATIONS

Grill meat and other ingredients easily and be sure to get perfect results to please everyone around the table whatever their preferences are.

MAINLY
18-34 years old (30%)
& 45-54 (25%)

UPPER-CLASS (44%)
UPPER-MID CLASS (26%)

57 % have kids
& live in a flat (50%)
or in a house (46%)

MALE 51%
FEMALE 49%

CONSUMER TARGET

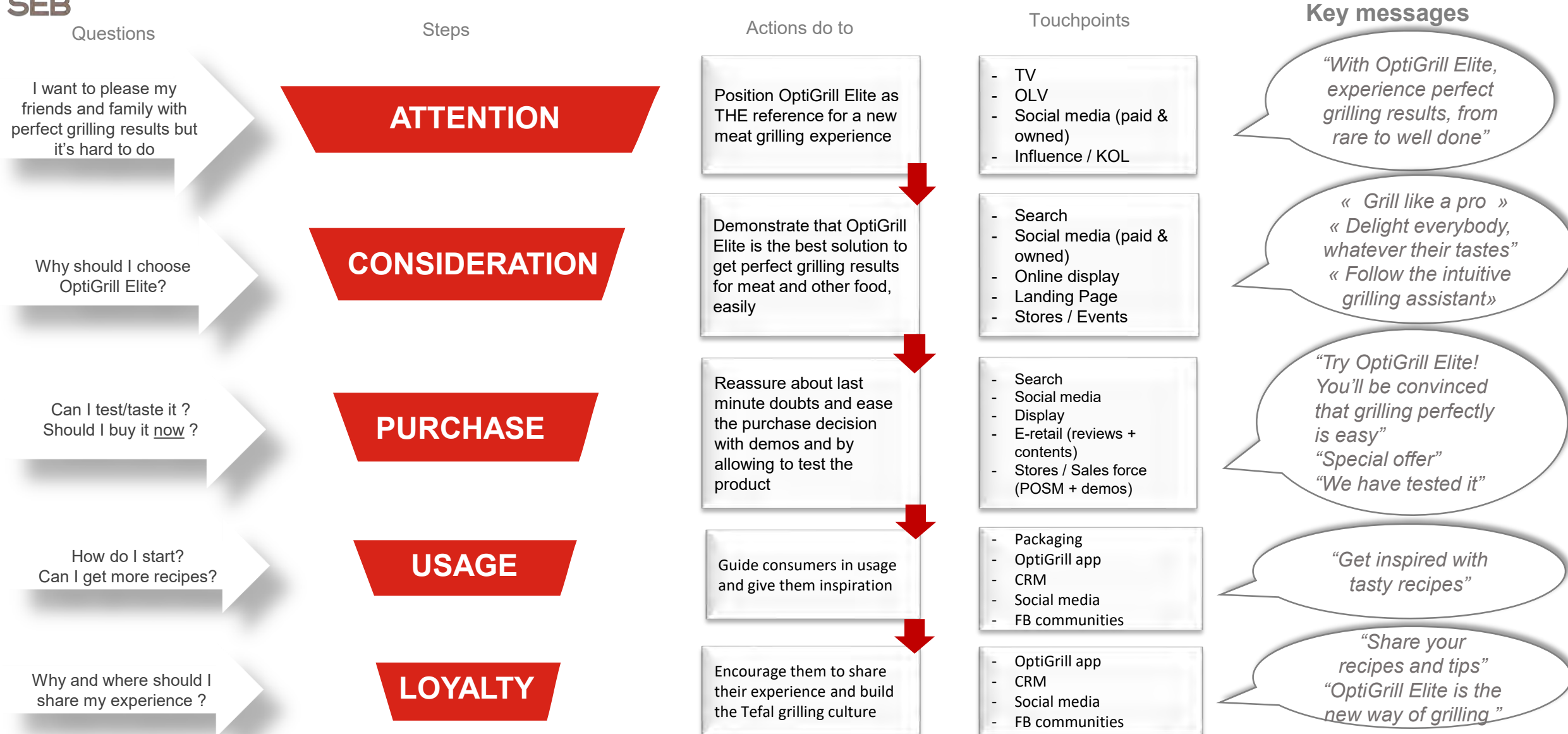
COOKING LOVERS

MEDIA HABITS

- They are connected on social networks
- They follow food and lifestyle bloggers and like to take quality photos of their meals to post them online
- They surf on cooking websites to get information and buy online They read cooking magazines
- They watch TV cooking shows



Build-up of the Consumer Journey



Asset development and activation plans

ATTENTION Build awareness

1



Always on:

Social media (FB, IG, YT)
Chef endorsement : co-branded contents on chef's own channels and brand channels

Burst:

TV campaign + sponsoring 2x / year
OLV : 2x / year
Influence : ~3 micro and 2 macro influencers
Partnerships with meat/food brands: co-branded contents and consumer offer
Press release: 3x a year

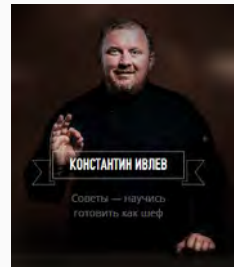
TV campaign + OLV



Partnerships with meat/food brands



Partnership with influencers & Grilling communities



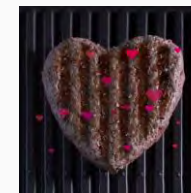
Sponsored posts (Owned Social Media)

Traditional

Social media posts



Valentine's day



Conextualized

Meatless day



CONSIDERATION Educate on product & key benefits

2



Always on:

Social media (FB, IG, YT) : catchy recipe videos and customized content according to key moments (summer/winter, rainy day, event...)
Brand website : landing page and detailed product sheets

Burst:

Trade & sales force training
Online display : retargeting audience from Attention phase on interest websites, driving to landing page (CTR >1%)
Partnerships with Optigrill communities ambassadors : shared content, contests, exclusivities, product VIP offers...
Social display: redirect to landing page

Product videos



Landing page



Retargeting banners



Owned Social Media

GIF videos



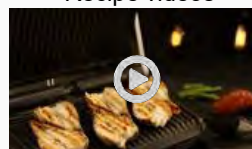
posts



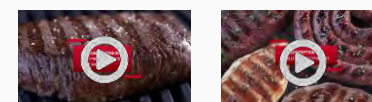
How To videos



Recipe videos



Retargeting Bumper Ads



Ease of use

Versatility



Display (Canvas)



PURCHASE Trigger sales

3



Always on:

Best in class product pages on retailers websites
Reviews campaigns : >20 reviews/retail
Premium merchandising executions : 80% DV
In-stores demonstrations : >60 days / year
Retail catalogues

Burst:

POS materials : massification at launch
Product demonstrations : in stores or during events
Online display : retargeting audience from Consideration phase on interest websites, driving to retailers websites (CTR >1,5%)
Consumer offers depending on key moments and events of the year (football cup, meat fest, burger day...)

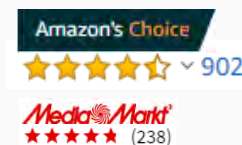
Retargeting banners



Premium e-retail webpage



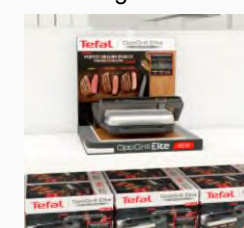
Reviews



FB Collection



Premium merchandising



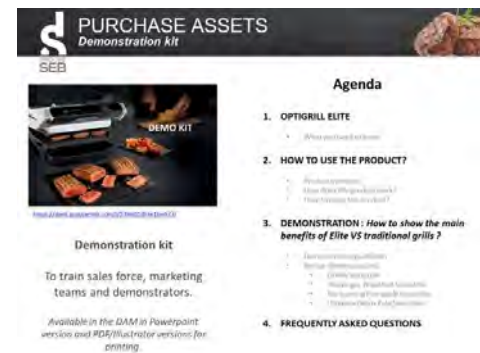
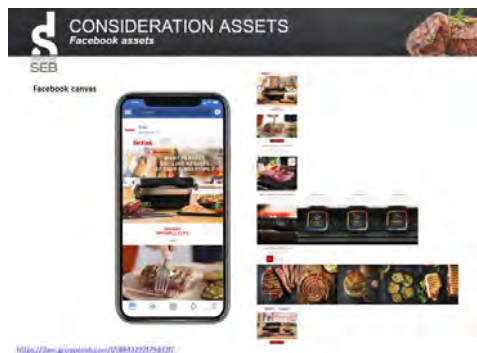
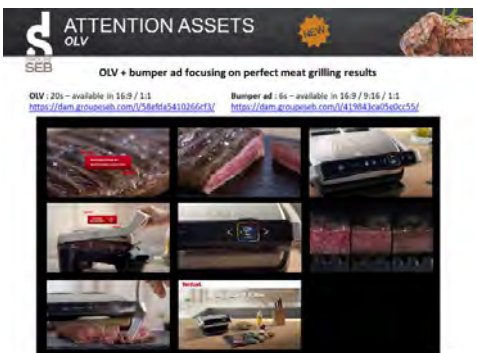
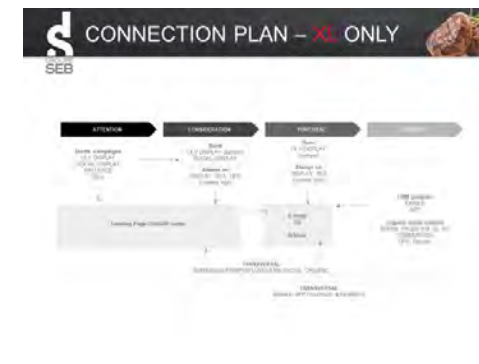
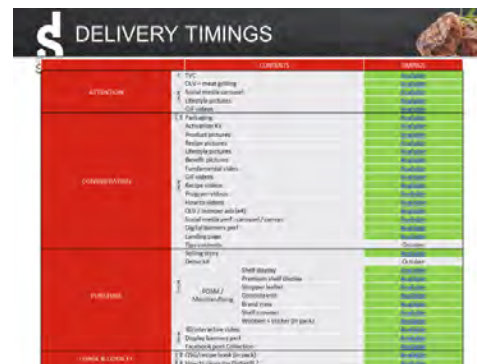
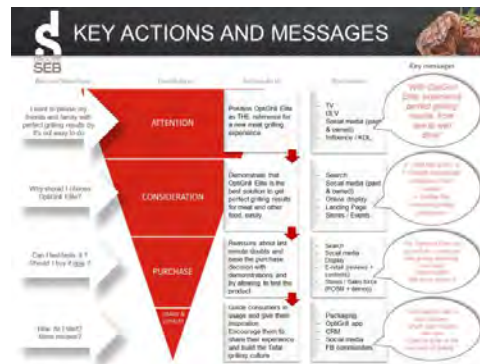
New packaging



SEO/SEA guidelines



Road to market guidelines for a perfect local execution



Create for tomorrow a seamless Consumer Experience

Imagine
*the great
Laura's consumer journey*
with
Groupe SEB

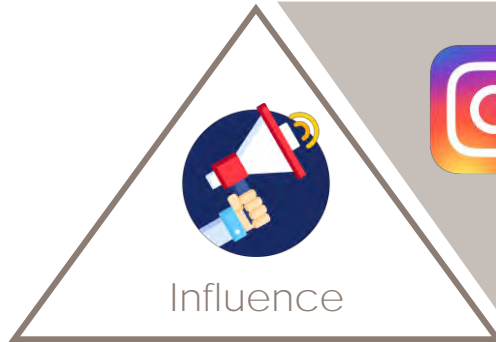


06

2 BUSINESS CASES:
CAKE FACTORY
&
CUISINE COMPANION

Initiate conversation & recommendation via micro-influencers...

Cake Factory, the Group's first 100% digital launch

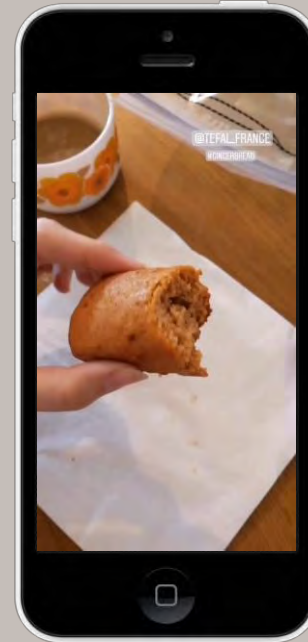
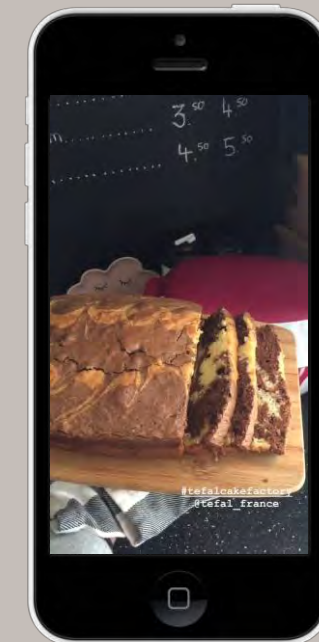
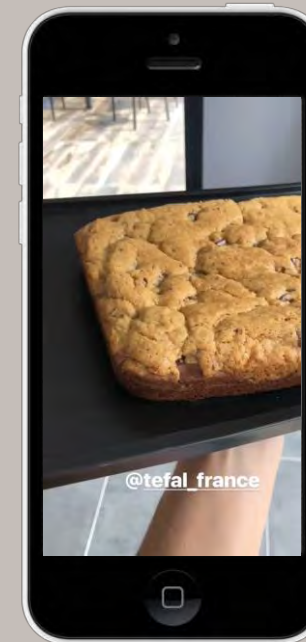


50 micro-influencers
> 50 pictures
> 300 stories

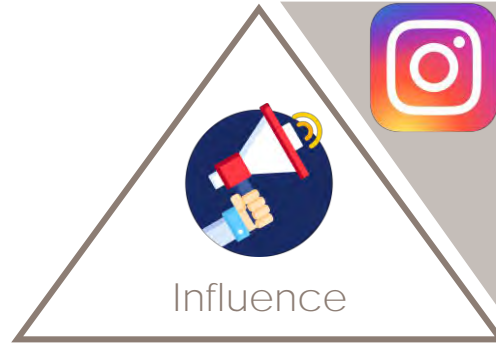


1 million people reached

Generation of user content/conversation

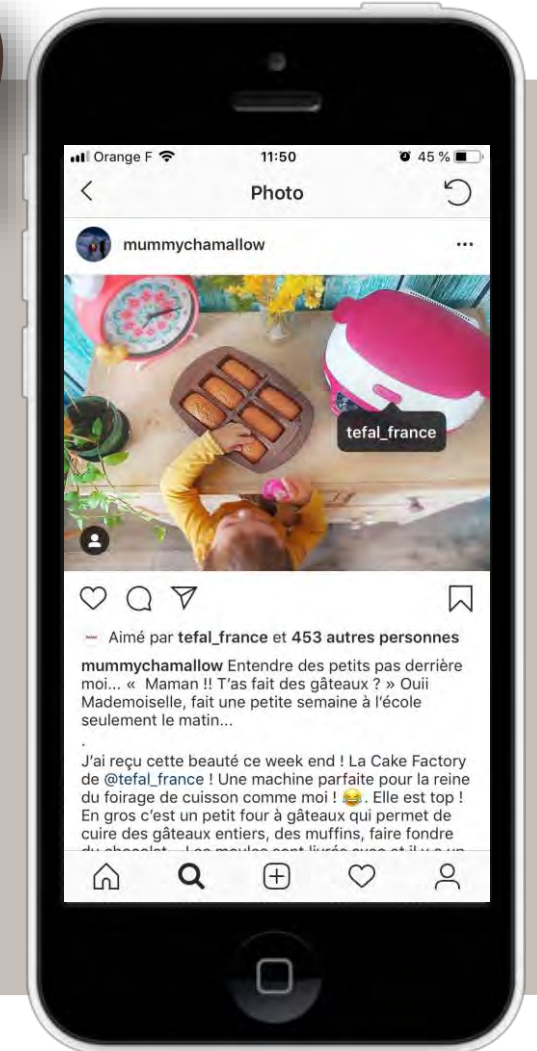
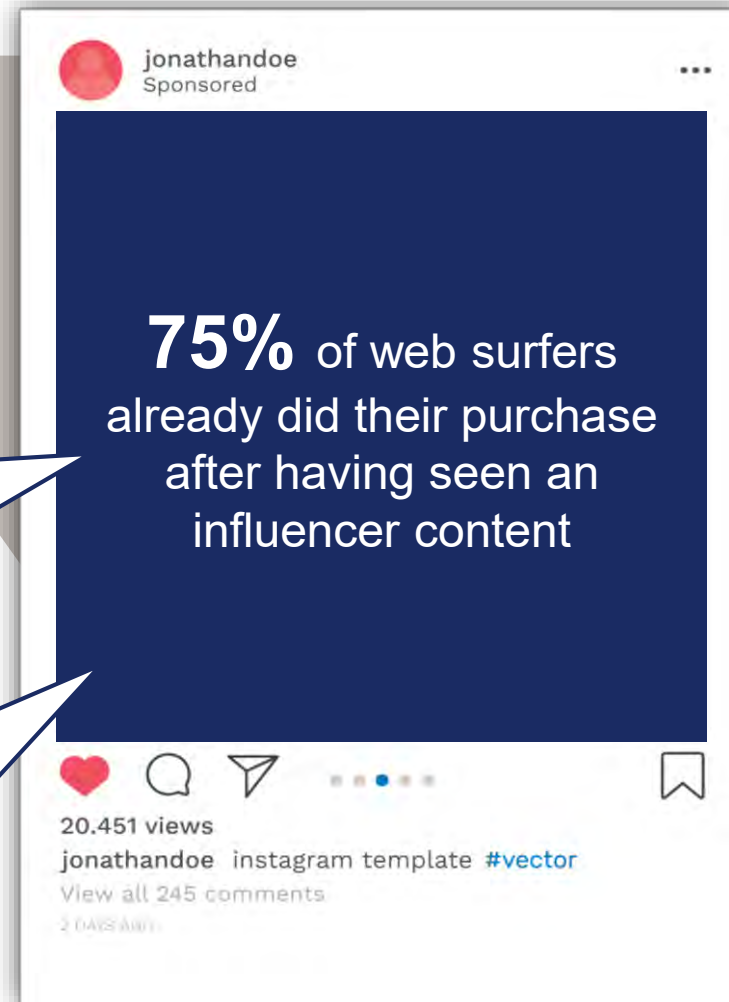


... building-up a strong recommendation flow



misstinguette37 J'ai craqué direct aussi, une tuerie et plein de recettes sur l'application c'est extra 👍

balfama_ À chaque story tu me donnes envie d'acheter cet appareil ! Et cuisiner fait tellement du bien, cela détend et voir le sourire sur les gens qui mangent ensuite est un bonheur immense ❤️

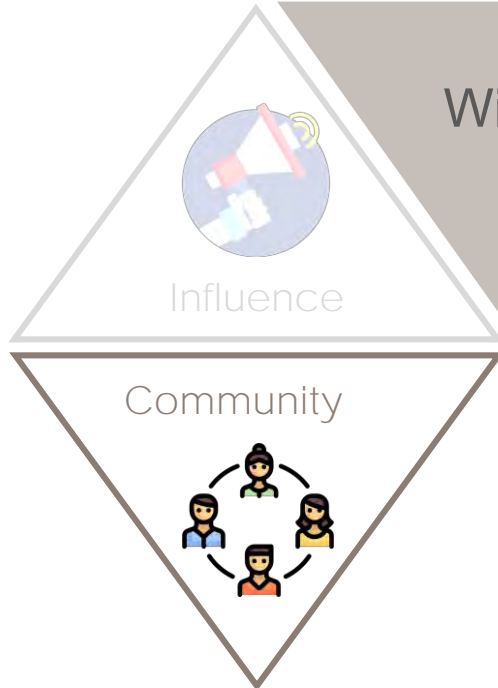


The Cake Factory Facebook community

« Cake Factory – pâtisserie, recettes et astuces »



The community, a very strong start

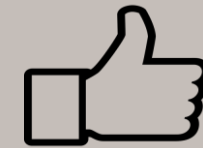
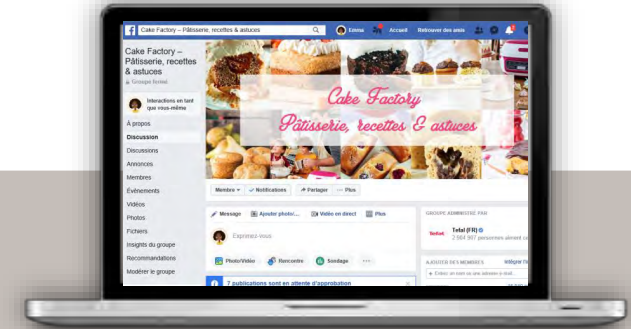


Within two months after launch

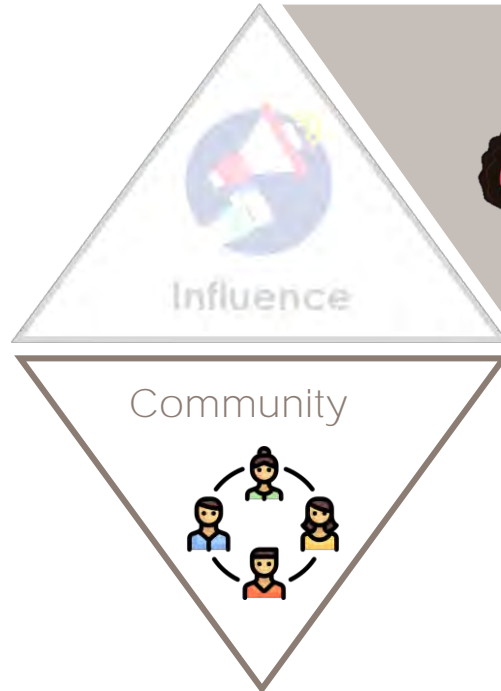
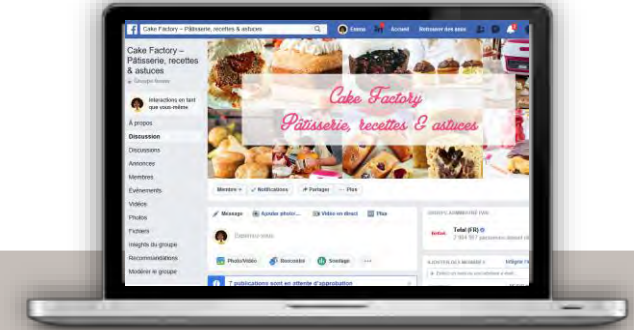
- **20,000** members

- Over 15,000 posts, **1 post each 5 min!**

- **4,000** interactions/day



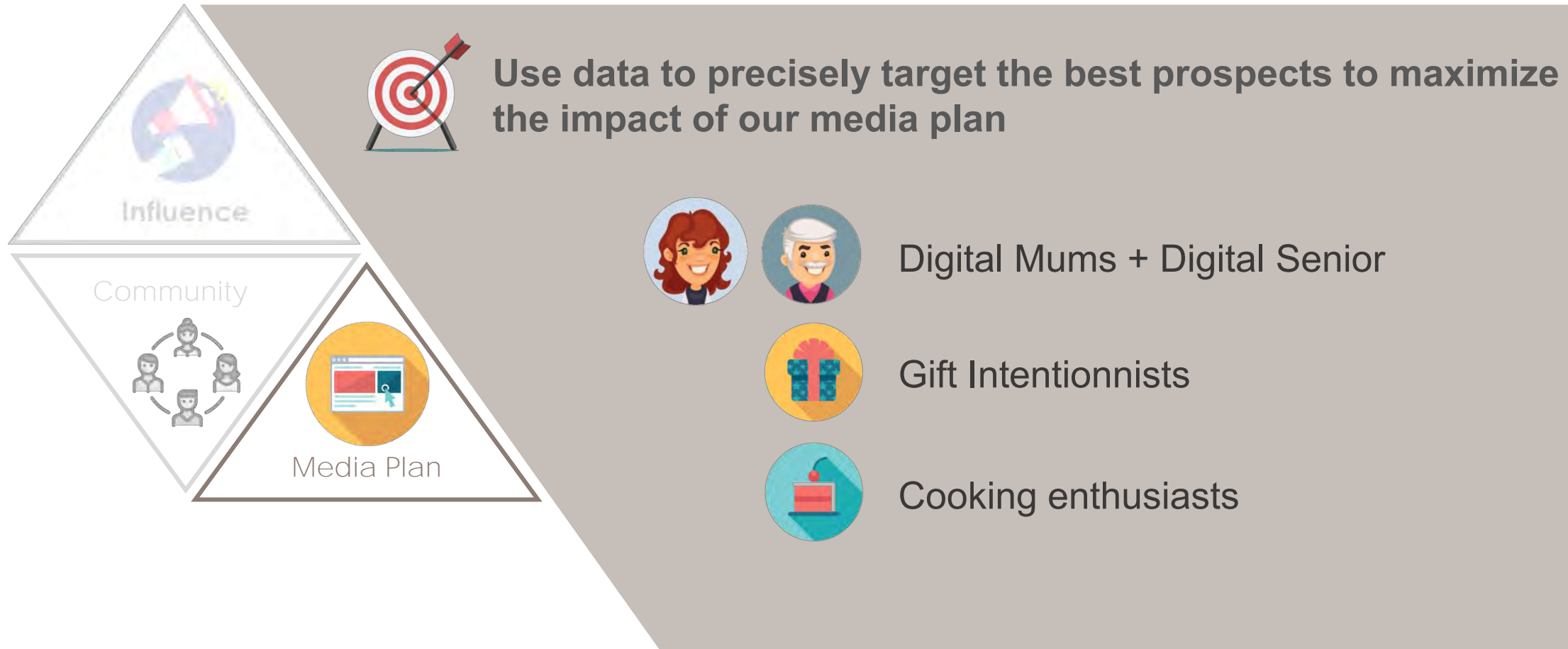
The community, key learnings



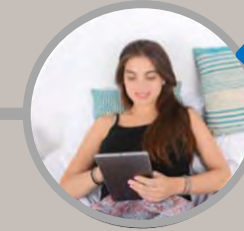
- **Daily direct contact** with users/followers
- Identify recipes and accessories the followers would like to have
- More than consumers → Followers become real **ambassadors / prescriptors**

Li Cal 😊 Arrêtons de nous plaindre 5 Minutes, y'a plus grave dans la vie ...
 aucun achat de nos jours et sans risques.
 Tefal à un service après vente au Top !! Le produit est quand même garantie 2 ans !! Pièce et main d'œuvre.
 S'il venait à y avoir un souci, BEAUCOUP de témoignages disent aussi qu'elles ont eu un appareil neuf en échange quasiment de suite !
 On ne voit toujours que ce qui ne va pas ... évidemment c'est plus simple.
 Je suis Une cliente + que satisfaite de son cake factory !! Qui a eu un souci mais tres vite réglée sans soucis.. avec en prime les moules en double puisqu'on m'a repris que l'appareil défectueux 🙌🙌🙌

Media plan – Identify prospects



Media plan – Address prospects with the right assets at the right moment



Consideration banners



Insta stories

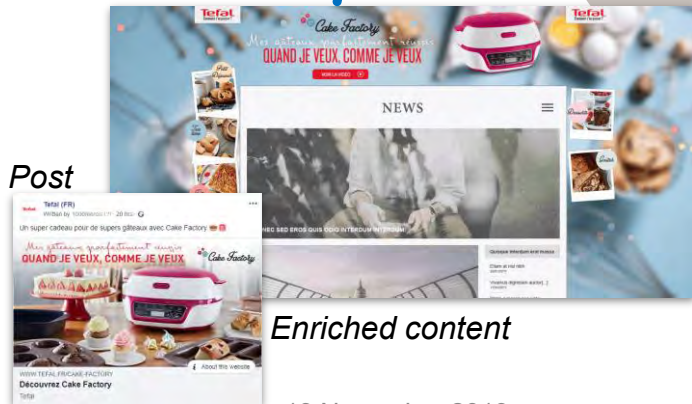


Collection

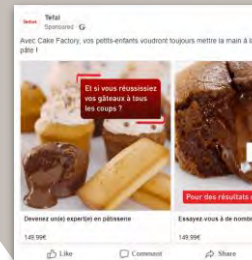


Purchase banners

Page Post



Enriched content

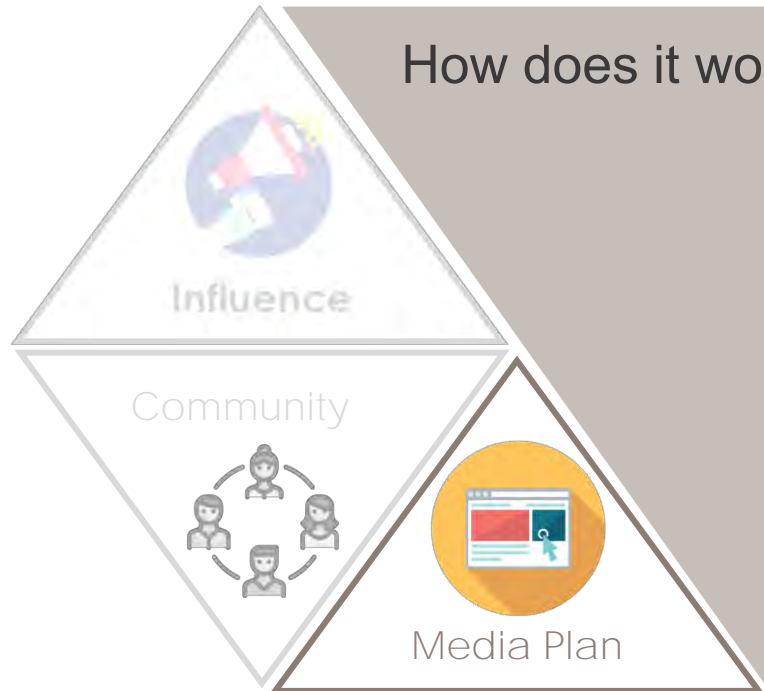


Carrousel

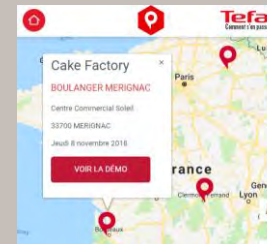


Canvas

Media plan – Generate traffic to the PoS



How does it work?

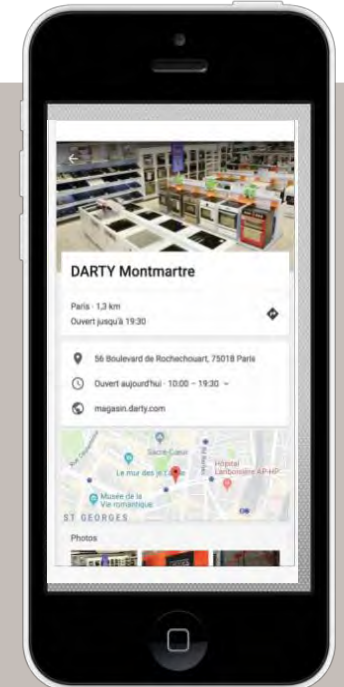
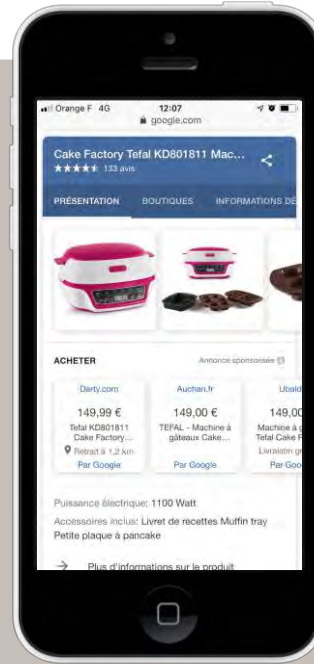
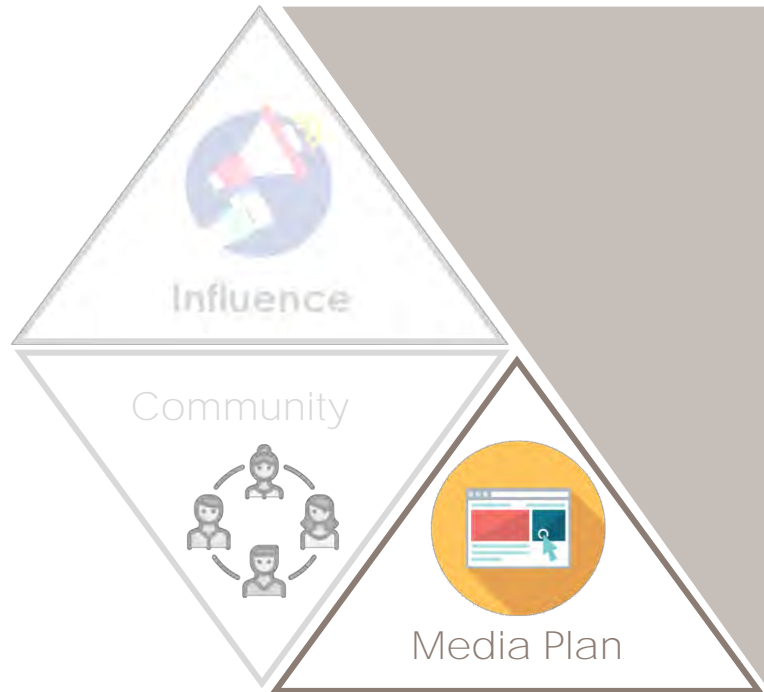


Démolocator

Print the display to the hot prospect close to a store with a product demonstration.



Media plan – Generate traffic to the PoS

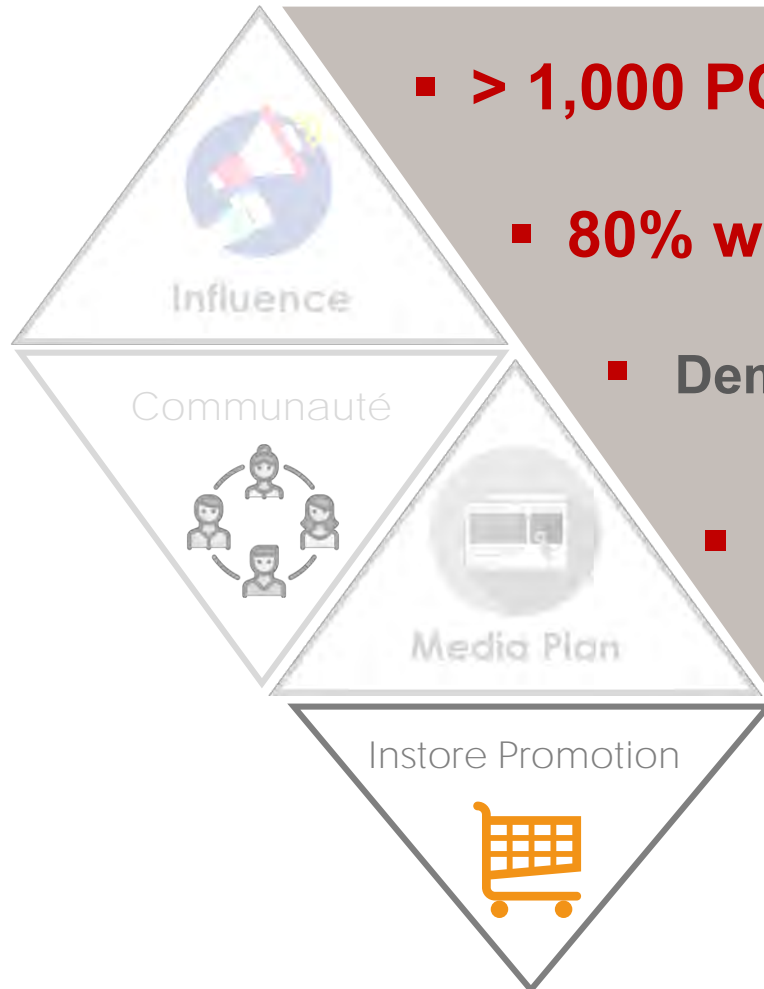


Journey

1. The surfer clicks on extension
2. And is redirected to a retailer mapping
3. Retailer description appears

Instore promotion

Product demonstration, visibility and sales conversion



▪ **> 1,000 POS**, > 50% Weighted Distribution

▪ **80% with POSM**

▪ **Demonstration on Retailer's initiative**

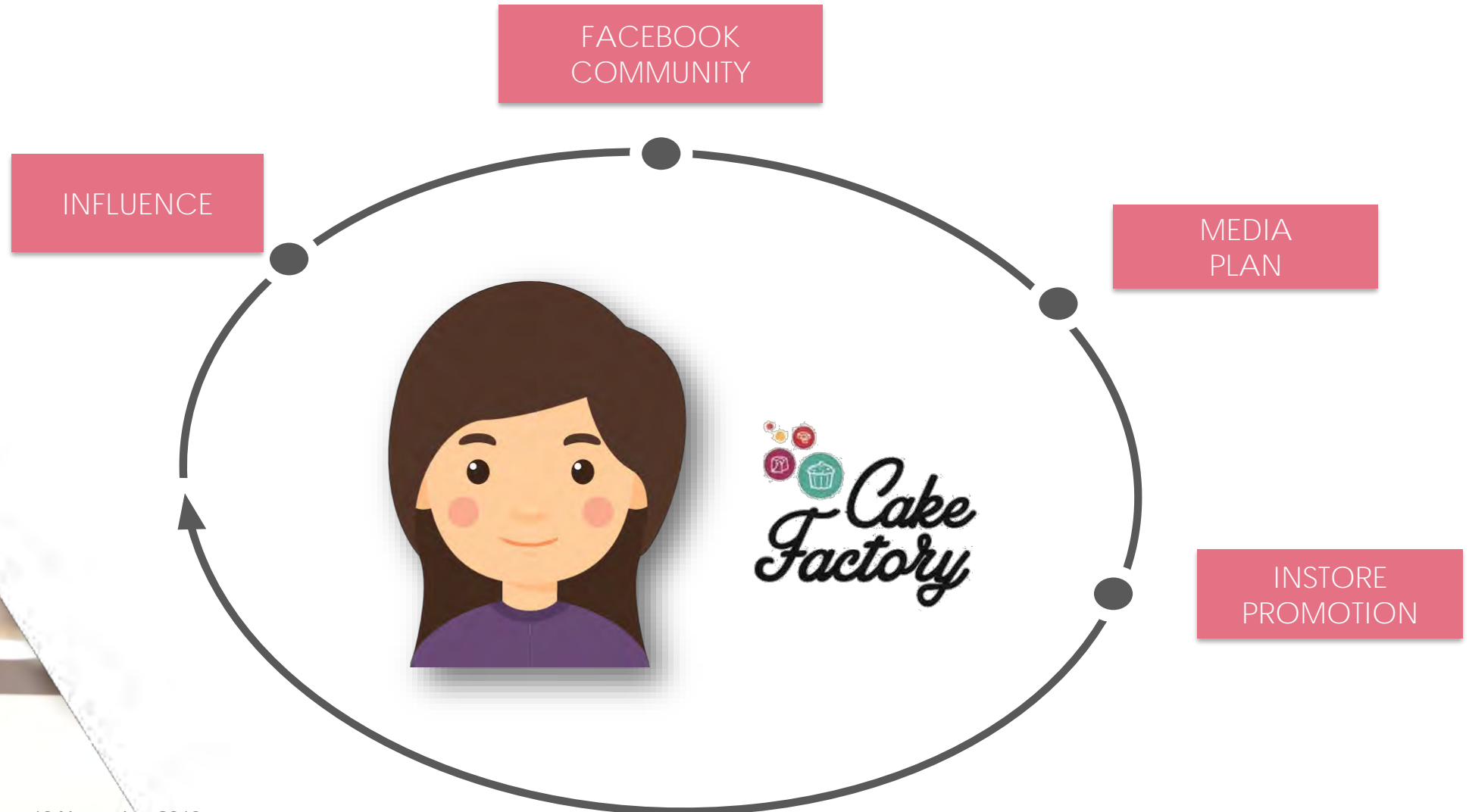
▪ **#1** convivial cooking hitlist



Animation cake factory et companion ce week end ré
DARTY LE MANS: coût pour GSF: 2 totems 😊😊😊



The virtuous circle of recommendation





06

2 BUSINESS CASES: CAKE FACTORY & **CUISINE COMPANION**

The Companion open system : a UNIQUE value proposal

- Cooking food processors: a rapidly developing segment
- A competitive segment
 - The open system: a differentiating asset





The free app at the heart of the Companion open system

INTUITIVENESS



INSPIRATION

COMMUNITY

- ▶ All the Companion users download the App
- ▶ **50%** use the App **3x** a week
- ▶ **50%** download it before purchase
- ▶ ★★★★★ **4.6** on iOS

From usage to EXPERIENCE



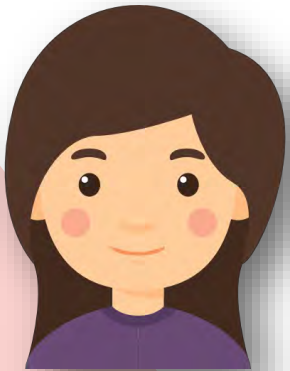
Live the immersive and unique Companion experience



Moulinex

Moulinex

A daily experience to solve the customer's daily concerns



- ✓ +30 years old
- ✓ Active
- ✓ Young children
- ✓ Healthy delegator
- ✓ 6h30 cooking/week

« I want to **keep control** of what my family eats as much as possible »

« I often **lack time** during weekdays and yet I do not want to serve ready-to-use food »

« I try to always cook home made meals with fresh ingredients but it requires a **flawless organization** and **skills** that I miss sometimes. »

A daily source of cooking inspiration

« I have no idea
what to cook
tonight! »



Over **1,500 step by step recipes**

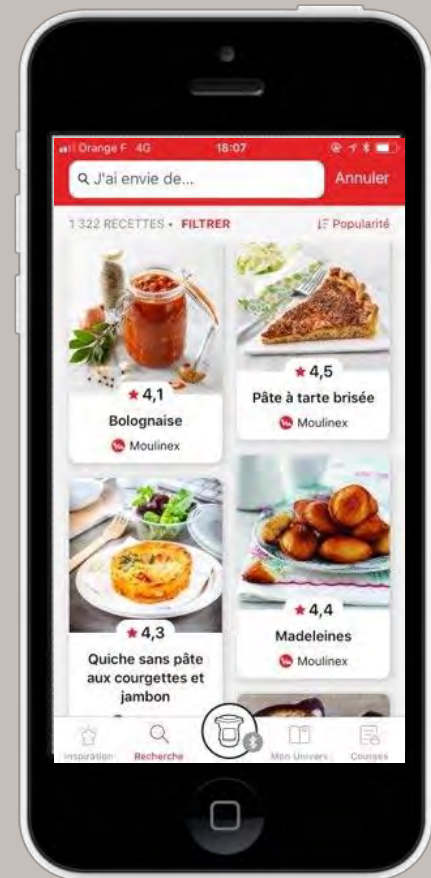


Personnalized recommendation of recipes



Recipe suggestion « in my fridge »

« What could I cook
with the stuff in my
fridge? »



An intuitive experience to simplify daily cooking



Communities to share tips or recipes

« I got a super curry recipe, I wanna share it »



« I look for a crazy idea for my son birthday cake »

UGC* in the App represents almost **1/3** of our recipe database



« I want to know how to look after my Companion? »



Facebook communities
> 150k members

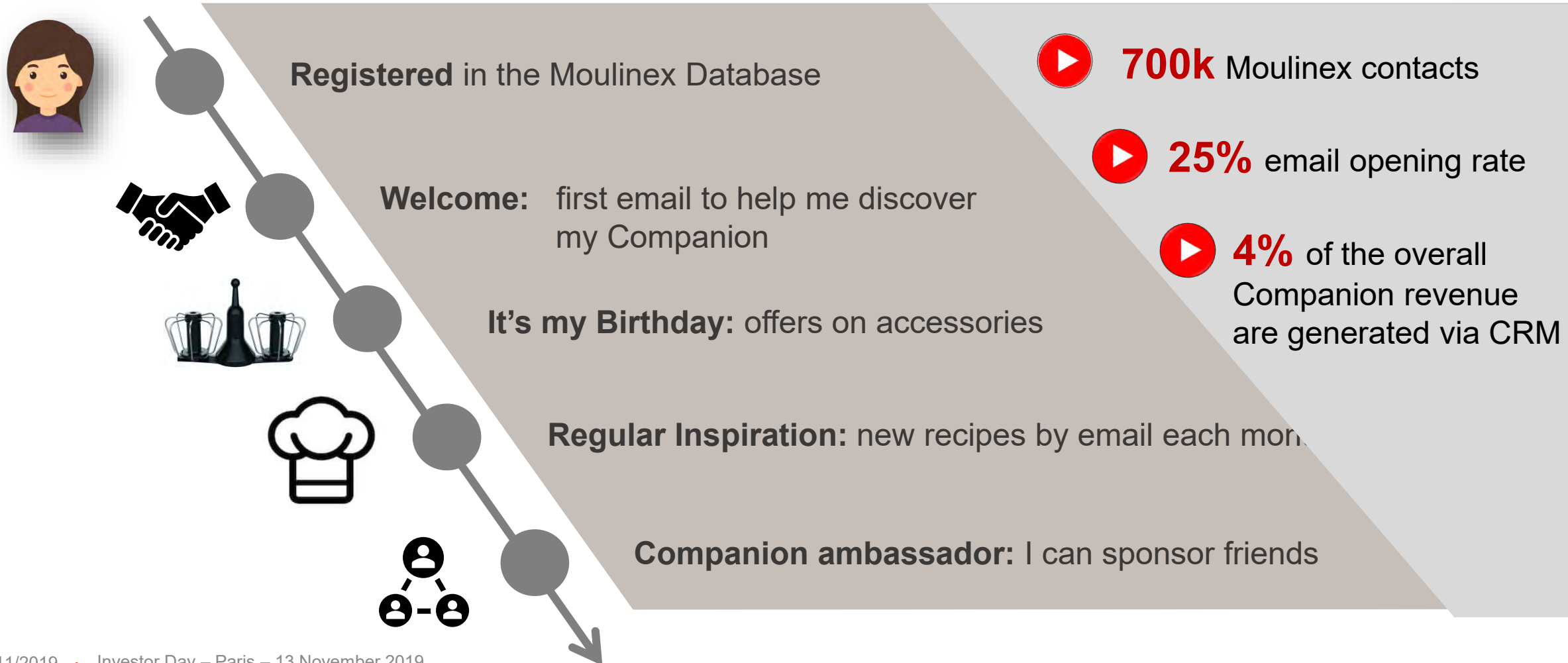


Thousands of Companion users interact on the **Moulinex assistance community**

* User generated content

« Moulinex never stops guiding and inspiring me »

The Moulinex loyalty program



The Companion open system: a precious source of customer knowledge



Source of nominative and behavioral data → Better understand our customers → Opportunities:



Personnalization to optimize the engagement and ambassadorship



Media optimization: look alike of users, predictive models..



07

CONCLUSION

Key take-aways from this Investor Day

- The Cooking market overall is promising, fast changing and multi-trends
- End-consumers are manifold, complex and increasingly digital
- Groupe SEB is the **global #1** and **THE expert in Cooking**
 - ➔ Multi products, multi brands, multi local, multi channel
 - ➔ Going beyond the sole appliances, towards **integrated cooking solutions**
- The Group's digital strategy roll-out leads to **continuous, rich and personnalized interactions** with/between end-consumers
 - ➔ Data is key to understand consumers' cooking habits and fuel the innovation virtuous circle

Innovation in all its aspects will continue to be a major growth driver in Cooking

08

THANK YOU

Q&A