



GROUPE SEB PRESENTATION

June 2021



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

Disclaimer

NOTE

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

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

The factors which could considerably influence Groupe SEB's economic and financial result are presented in the Annual Financial Report and Universal Registration Document filed with the Autorité des Marchés Financiers, the French Financial Markets' Authority. The balance sheet and income statement included in this press release are excerpted from financial statements consolidated as of December 31, 2020 examined by SEB SA's Statutory Auditors and approved by the Group's Board of Directors, dated February 23, 2021.

1. Groupe SEB in a nutshell
2. Group Strategy and Positioning
3. Digital First
4. ESG: a committed Group
5. FY-2020 Results
6. Q1-2021 Results
7. Outlook
8. Appendix



CONTENTS



**GROUPE SEB
IN A NUTSHELL**

2020 Key Figures

€6,940m
Sales

€605m
Operating Result
from Activity

€301m
Net income

33,000
employees

Tefal

€240m
Investments in
innovation

~1,300
own
retail stores

40
industrial sites

An extensive and diversified product offering

SMALL ELECTRIC APPLIANCES

KITCHEN ELECTRICS



COOKWARE - KITCHENWARE



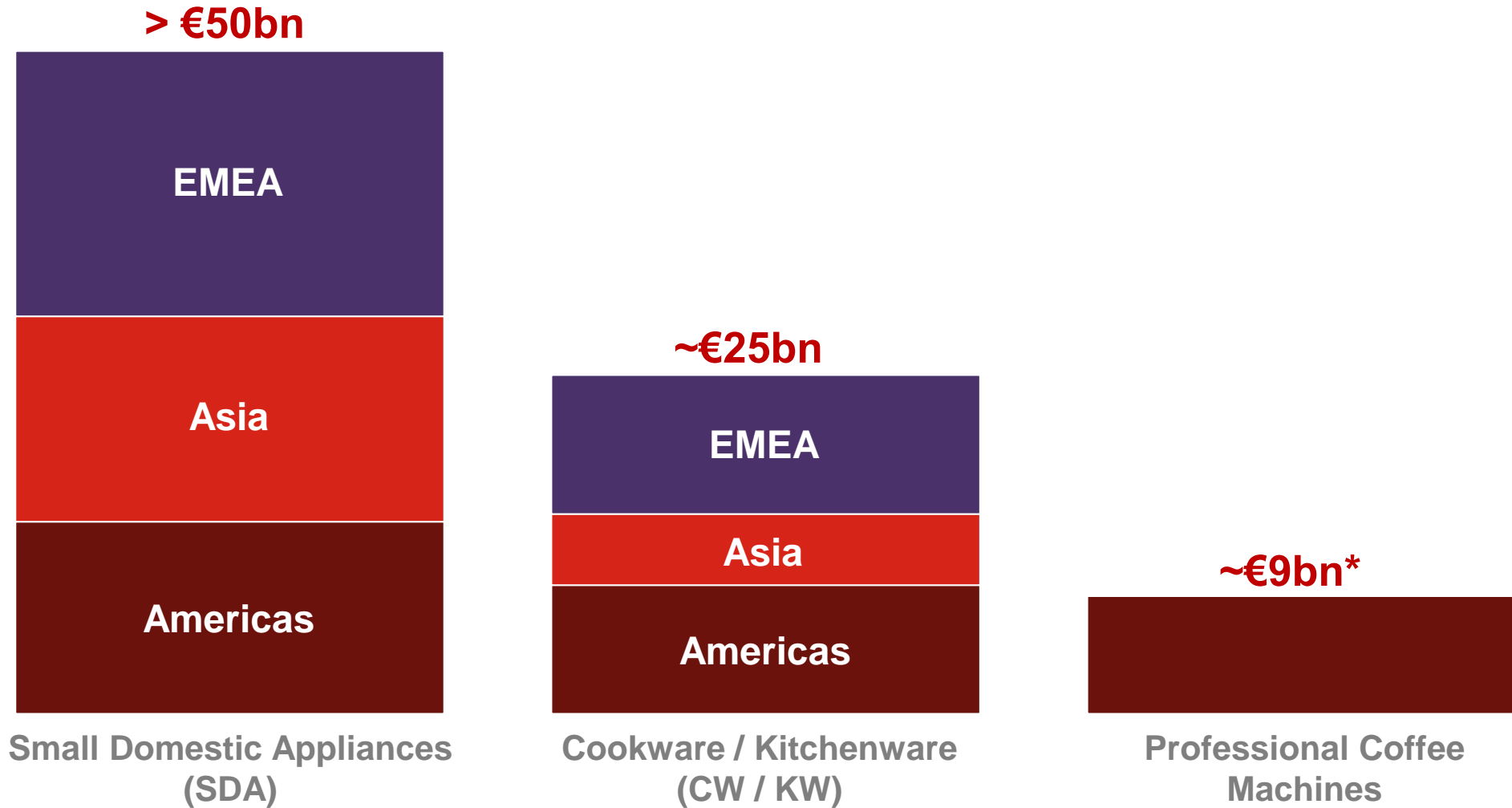
HOME AND PERSONAL CARE



PROFESSIONAL



Competing on a playfield of ~ €85bn

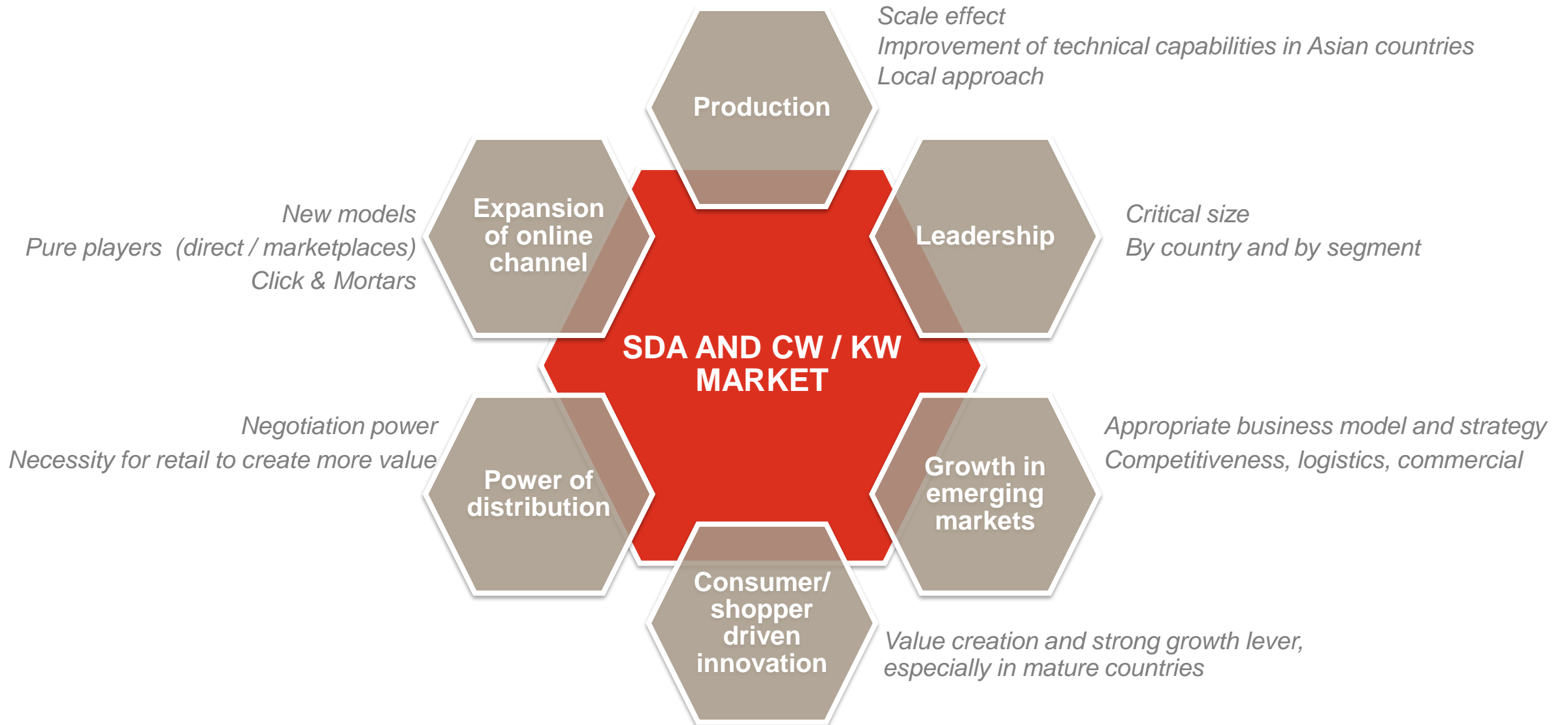


CONSUMER

PROFESSIONAL

** as of end 2019*

Main trends structuring our Consumer industry



A consumer in constant transformation...

Simplification



Ease of use,
versatility and
time saved

Health & Wellness



Healthy eating
and emphasizing
home-made trend

New uses



Personalized and
multicultural
experience

Commitment



A quest for meaning,
naturalness, and
circular economy

Digitization

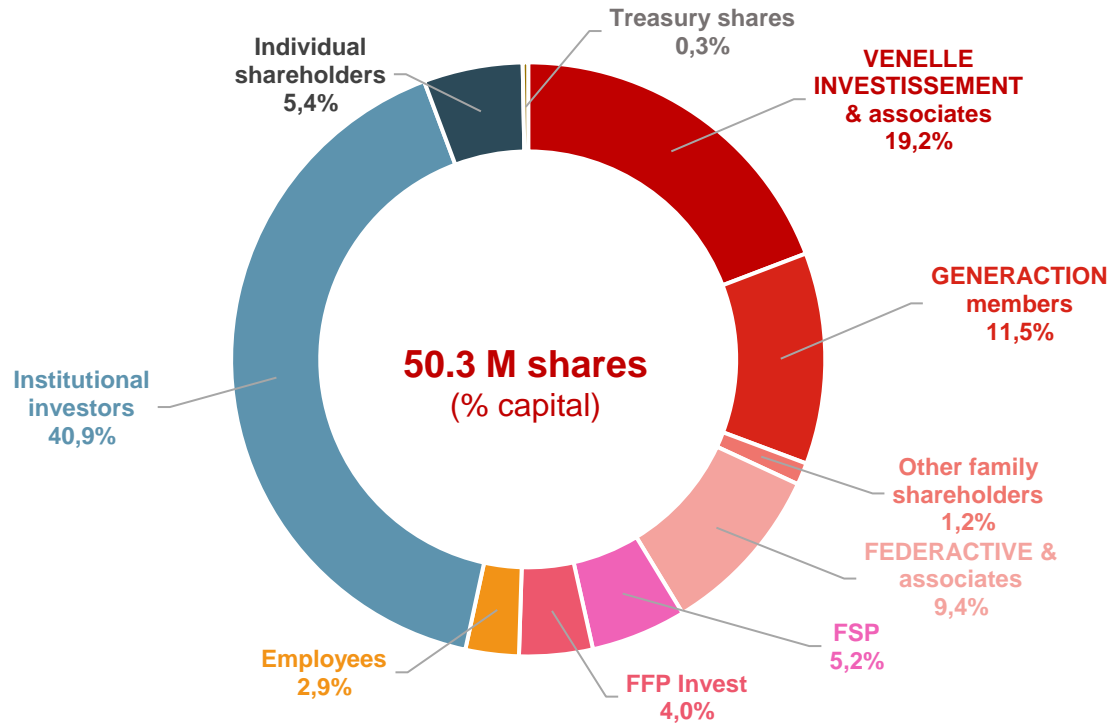


E-commerce,
connections and
communities

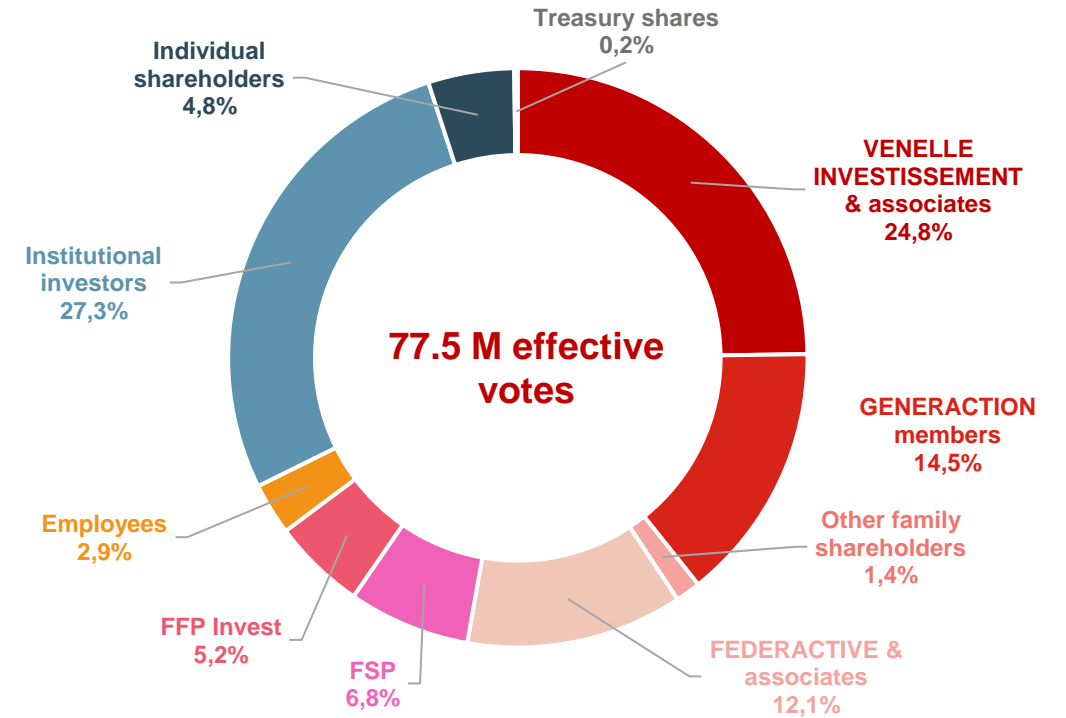
... source of new opportunities for the Group

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

Structure of shareholding at 31/12/2020



Distribution of voting rights at 31/12/2020



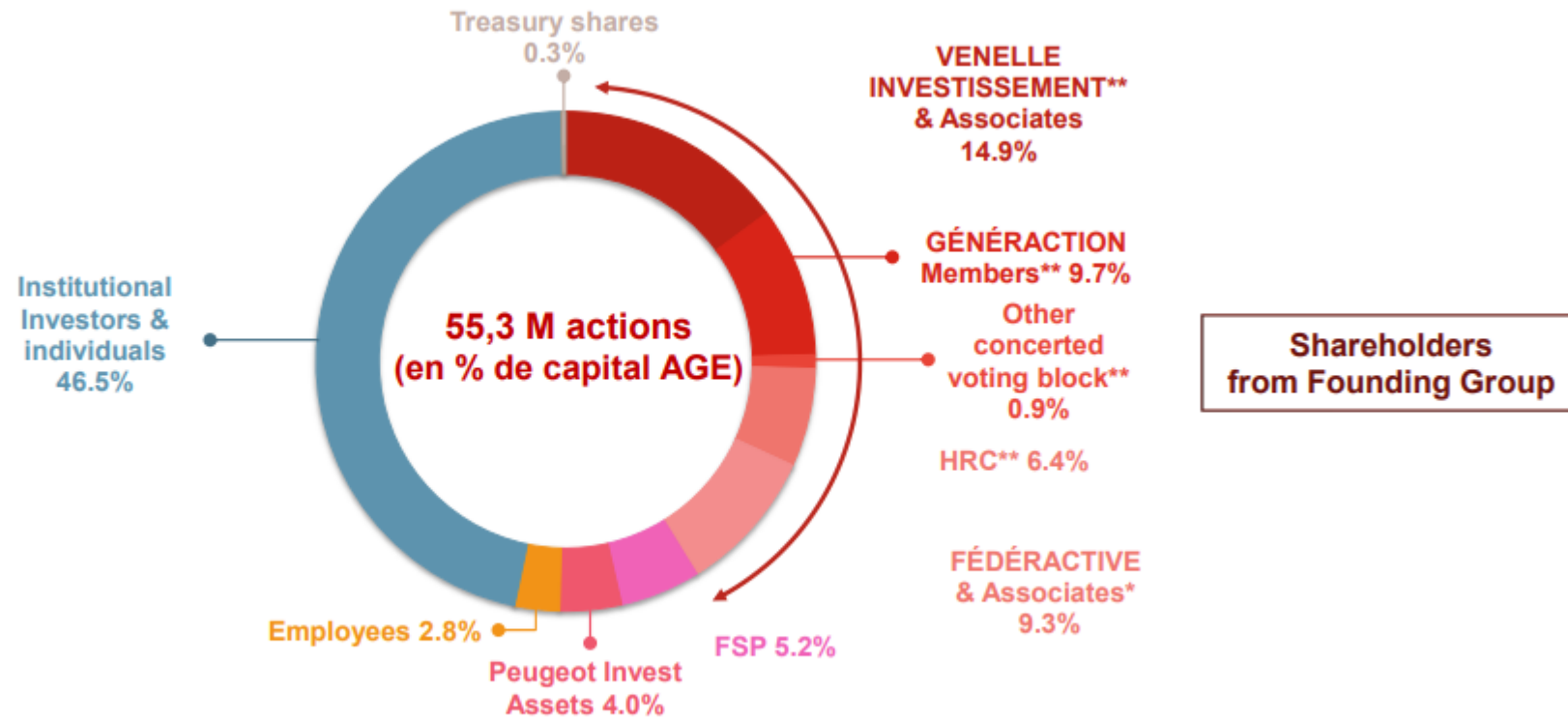
Free-Float
46.3% of capital

Shareholders from **Founder Group**
41.2 % of capital
*concerting voting block
31.9% of capital

Free-Float
32.1% of voting rights

Shareholders from **Founder Group**
52.7 % of voting rights
*concerting voting block
40.7% of voting rights

Share Capital Breakdown at 12/03/2021



*Shareholders from Founding Group

** Shareholders from Founding Group pursuing initial concerted action (Agreement 02/27/2019): 31.9%

... and a value-creation strategy

Focus on growth

Strength and complementarity of our brands

Product innovation

Multi-channel distribution strategy

International expansion

→ Organic and through acquisitions

Strengthen our competitiveness

International industrial footprint

- Mature countries
- Emerging countries

Lean structure



Long-term commitment on ESG values



02

GROUP STRATEGY AND POSITIONING

Relevance of our balanced business model

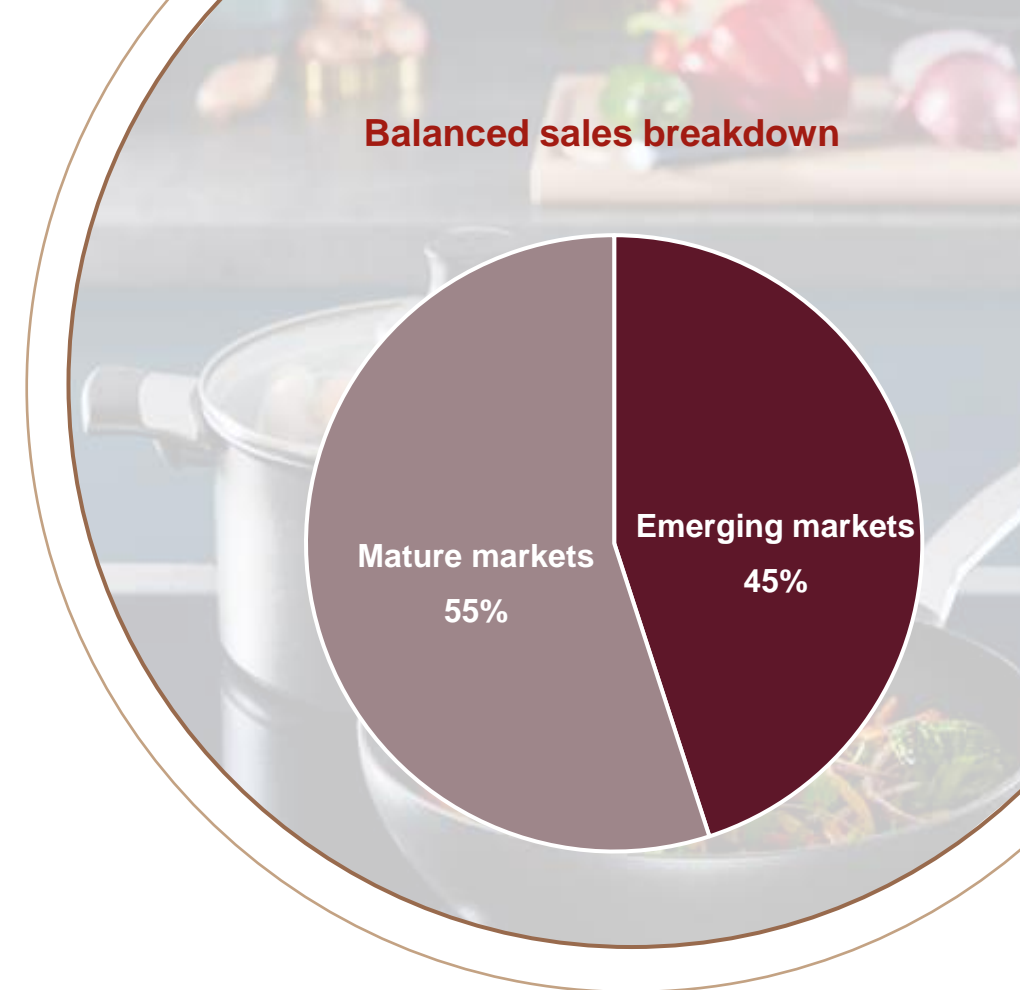


A global balanced presence

1

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

Balanced sales breakdown

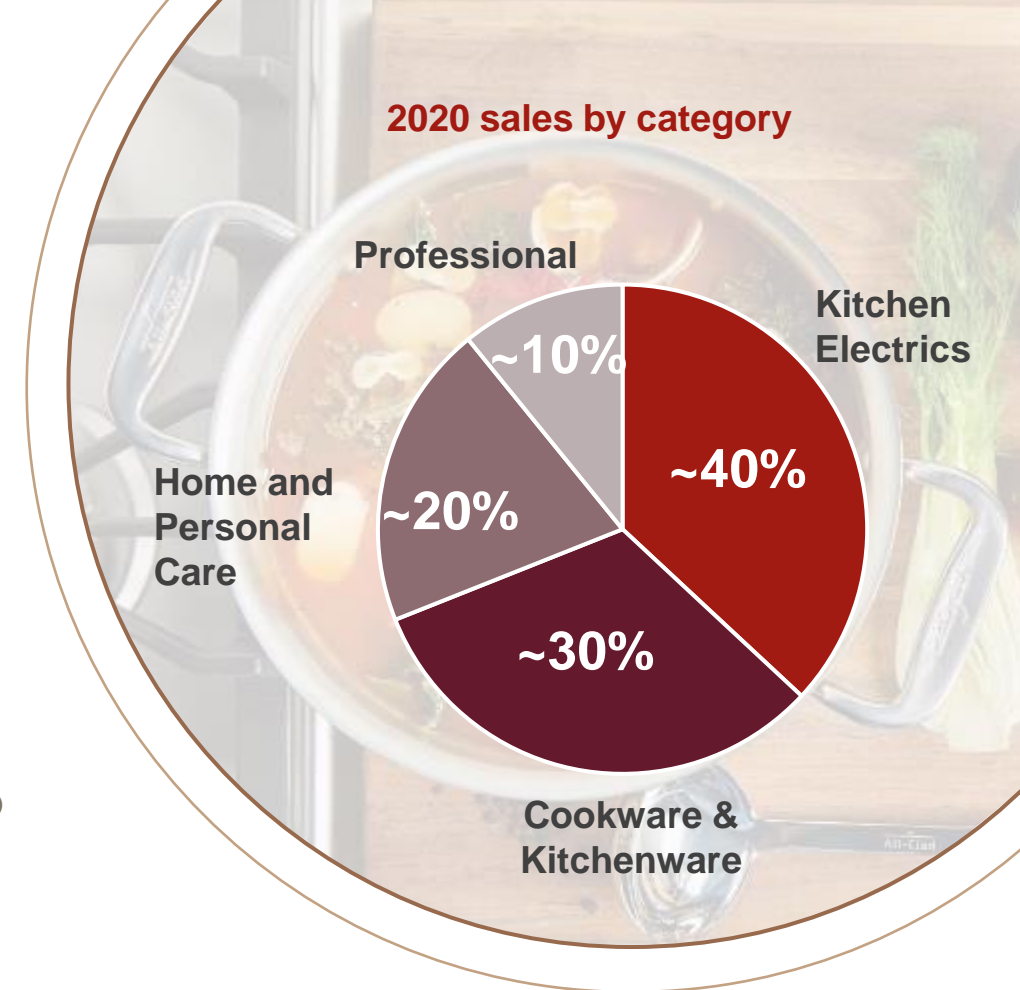


A presence on numerous product categories...

2

- **Global leader in Cookware, Kitchen Electrics and Linen care**
 - ✓ Growing steadily in all Consumer categories

- **Global leader in Professional Coffee (automatic espresso machines):**
 - ✓ Key milestones in the US and China
 - ✓ Acquisition 2019: Wilbur Curtis



...and a capacity to reinvent ourselves constantly

2

- **Creating new product opportunities by leveraging:**
 - ✓ Technological developments and consumer trends
 - ✓ Our innovation capabilities
 - ✓ Targeted external growth acquisitions

- **Constantly speeding-up road-to-market and optimizing the Consumer journey**

- **Driving the circular economy**

- **Investing in disruptive technologies through SEB Alliance**



Sales 2016 - 2020

A constant focus on innovation

2



~1,500
people

(R&D, Marketing, Design)



€240m
expenses



~10,000
Active patents



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

2020 figures



Moulinex
Extra Crisp



Supor
Steam Pro RC



Rowenta
Ixeo



Heritage
Pierre Gagnaire



Moulinex
Cookeo Touch



Rowenta
Air force 560 - Flex



Krups
Intuition



Moulinex
i-Companion



Rowenta
Eclips



Tefal
Optigrill

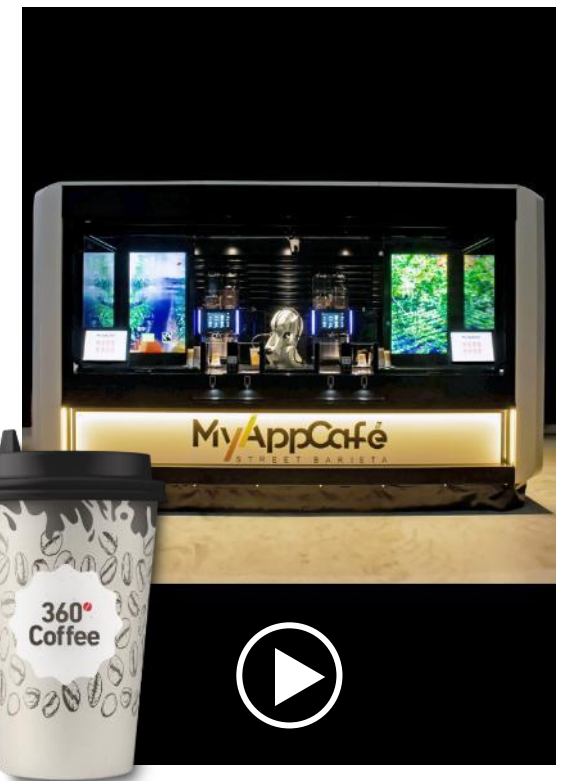
A product offering constantly adapted to meet new needs (1/3)

Innovations in Professional Coffee

WMF Espresso roll-out
at McDonald's



MyAppCafé coffee station
robot barista



A product offering constantly adapted to meet new needs (2/3)

Innovations in Small Domestic Equipment → Home-made cooking

connected



Cookeo Touch & Icompanion XL Touch



Easy Fry Arno



New pan in South Korea



Kitchen Chef Supor & Steam Tender Fried Air Fryer



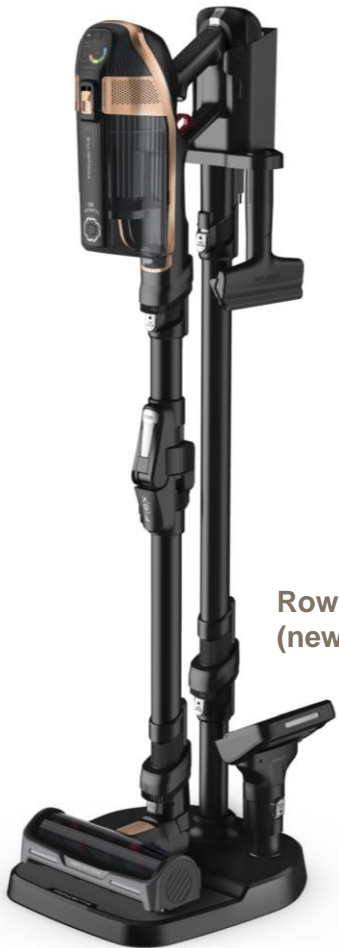
Nespresso Atelier Krups



Silent Hi-Speed Blender Supor

A product offering constantly adapted to meet new needs (3/3)

Innovations in Small Domestic Equipment → Healthy home



Rowenta Xforce vacuum cleaner
(new generation)



A unique brand portfolio...

3

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



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

...and strong local roots

3

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

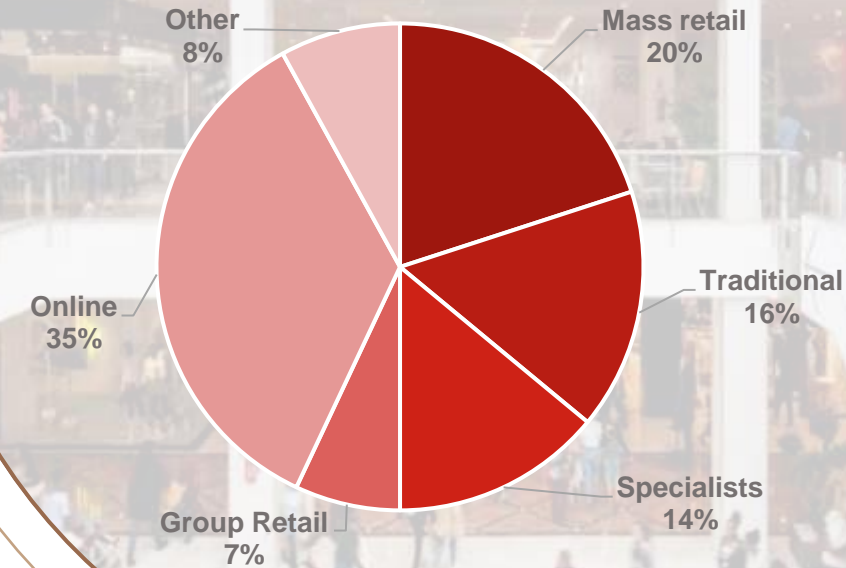


A multi-channel approach...

4

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

Sales by distribution channel
(2020 figures, Consumer)

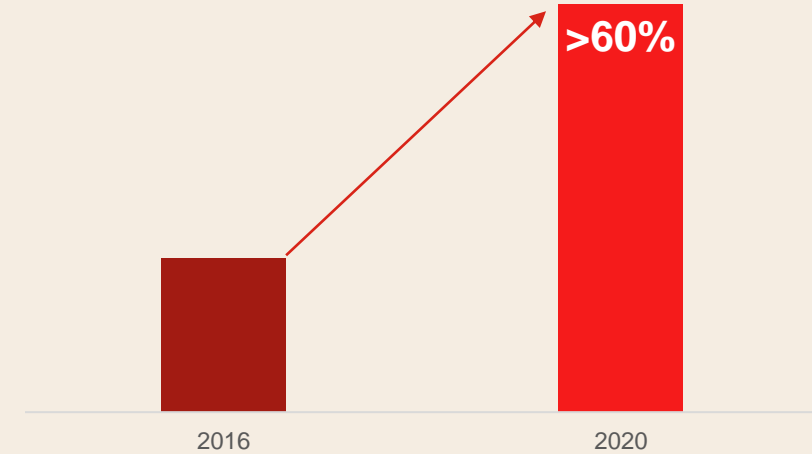


...and an increased proximity with end-consumers

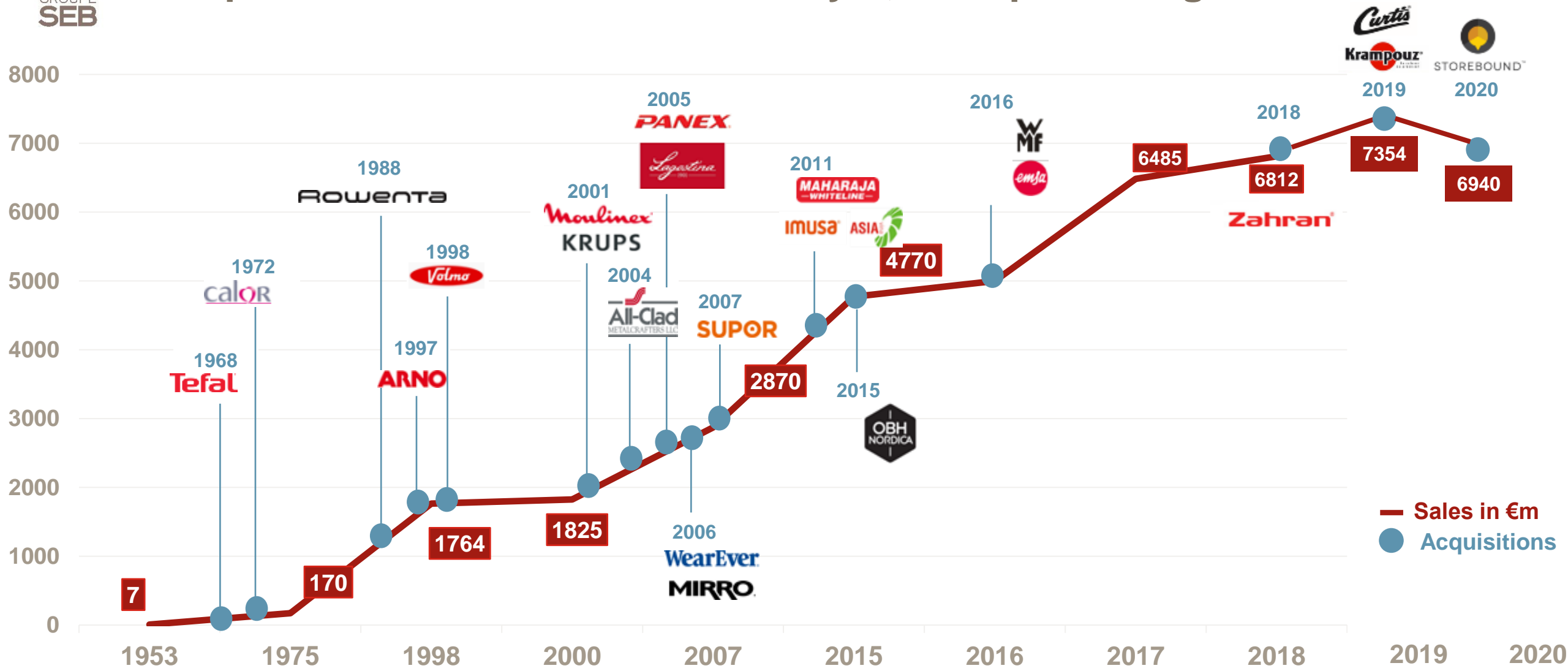
4

- **Targeted digital approaches**
 - ✓ E-Commerce
 - ✓ Digital investments
 - ✓ Direct relationship with Consumers (CRM)
 - ✓ Communities & apps
- **Direct approaches**
 - ✓ Group Retail = ~1,300 stores (as of end-2020)
 - ➔ 50 new openings in 2020 (exc. China)
 - ✓ “Online DTC” development

Digital share in media investment



Acquisitions as an additional catalyst, on top of LFL growth



Group competitiveness based on a worldwide industrial footprint

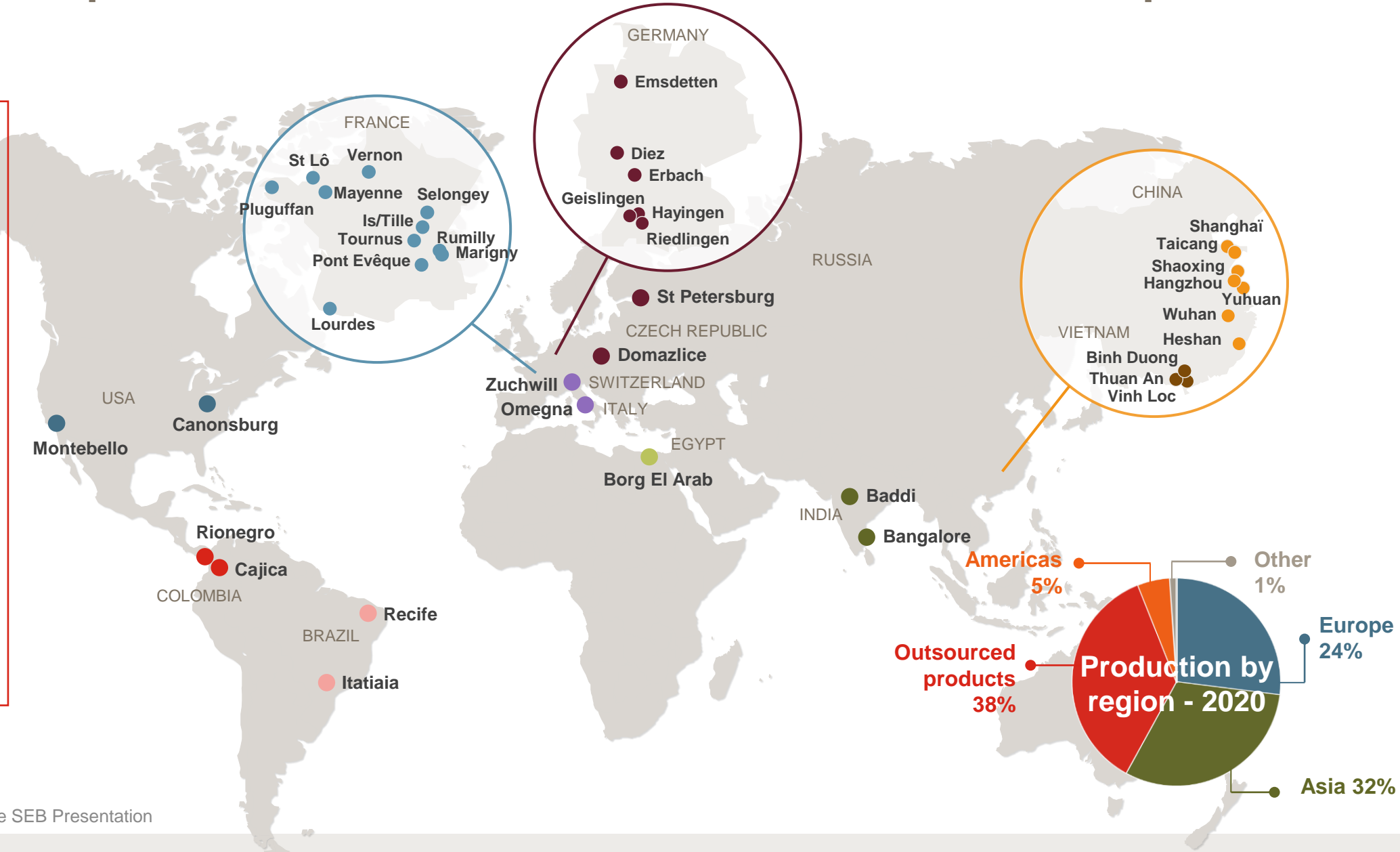
40 industrial sites

~2/3 of products manufactured in-house

€183m Capex

100 % ISO 14001 certified entities

Figures at end 2020





03

DIGITAL FIRST

Digital First

*Livestreaming
Virtual launches*

E-commerce
35% of sales

*DTC
brand.com
Market places*

Digital investments
~60% of media investments

**MORE
DIGITAL**

**CLOSER
to consumers**

M&A, stakes taken
StoreBound, ChefClub

Chefs

Influencers



Substantial e-commerce growth in 2020...



Groupe SEB
2020 Consumer sales

Group estimates/GfK

... bolstered by major online events...

Livestreaming Moulinex, France



Livestreaming Krups, France



SUPOR 苏泊尔

14.5 亿

全网销售额突破

Total Retail Sales

1.45B

2020苏泊尔

双11

Double 11, China

Total number of products sold

近 7000000 件

Good performance on Mid/High end products

中高端产品迅猛提升

Average selling price grow by +28%

客单价同比提升

28%

G6 virtual launch, South Korea



... and an increased presence with our ambassadors: Chefs and influencers

Brazil



+ 40 countries



Czech Republic



Australia



Atelier De Roxane,
[@latelierderoxane](#),
France



Luderchris,
[@luderchris](#),
Germany



Alice Trewinnard,
[@alicetrewinnard](#),
Portugal



Elif Tokdemir,
[@eliftokdemir](#),
Turkey



Thiago Monteiro
[@tiagosworld18](#),
Portugal



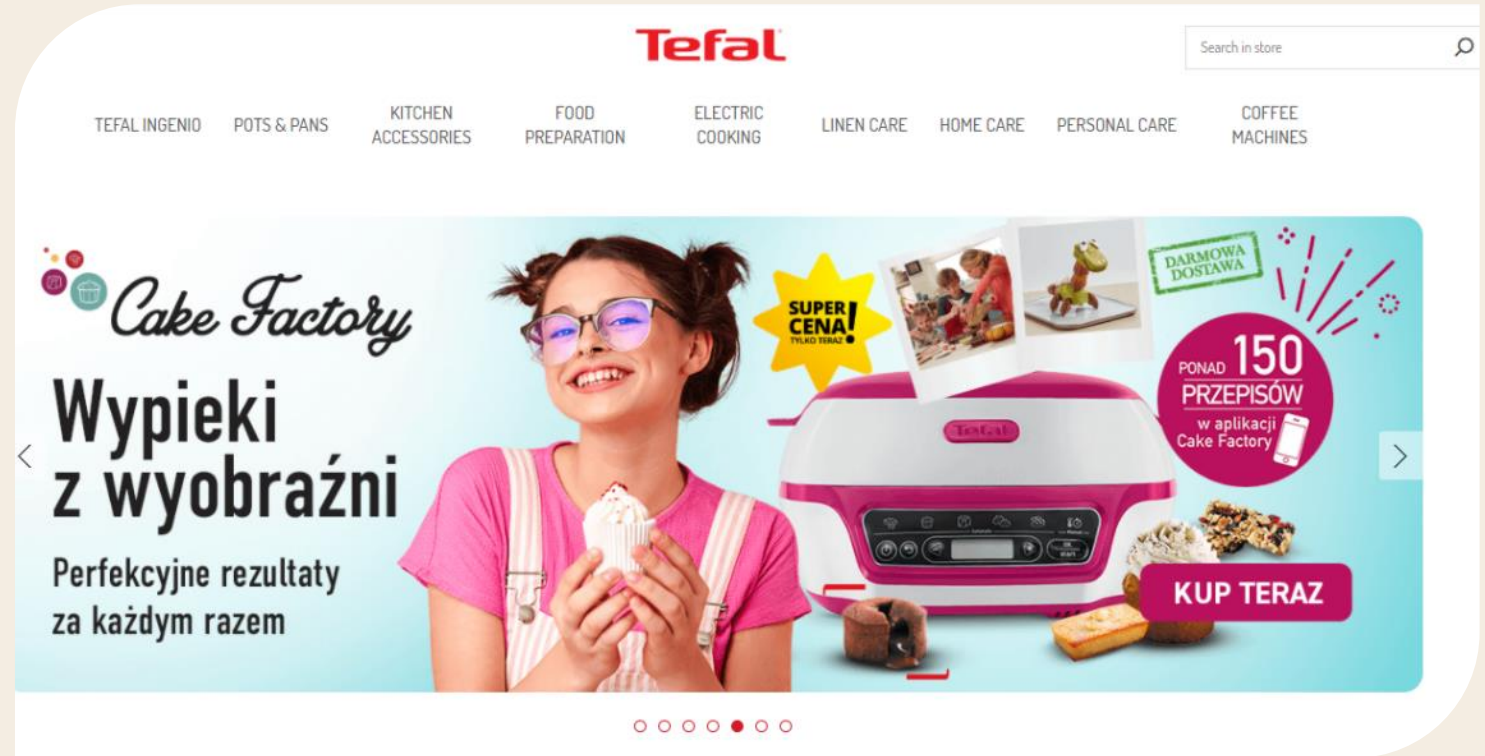
Daniel Marin
[@dfmartin](#),
UK

Development of online Direct to Consumer...

~100 online DTC points of sale at end-2020

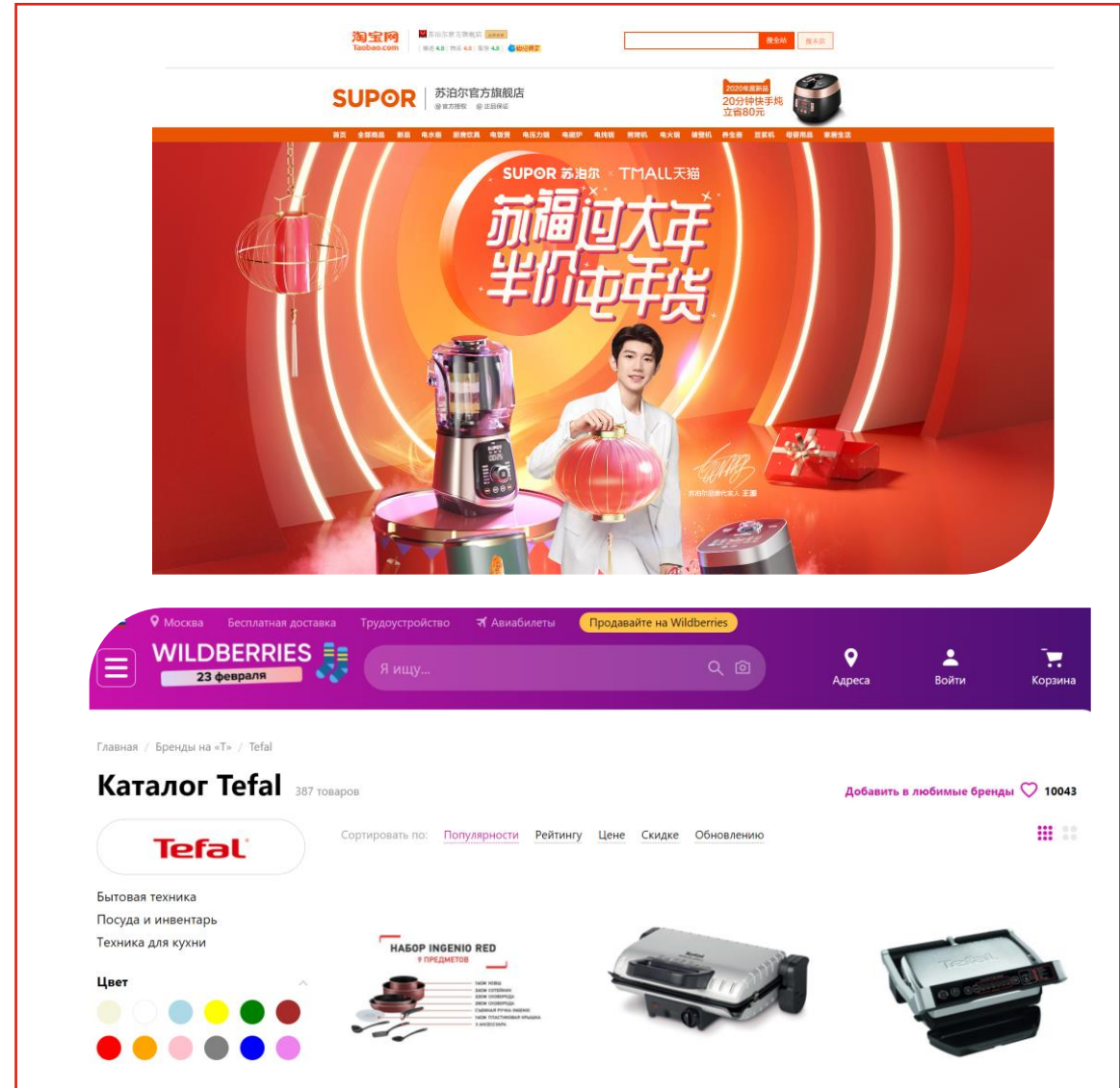
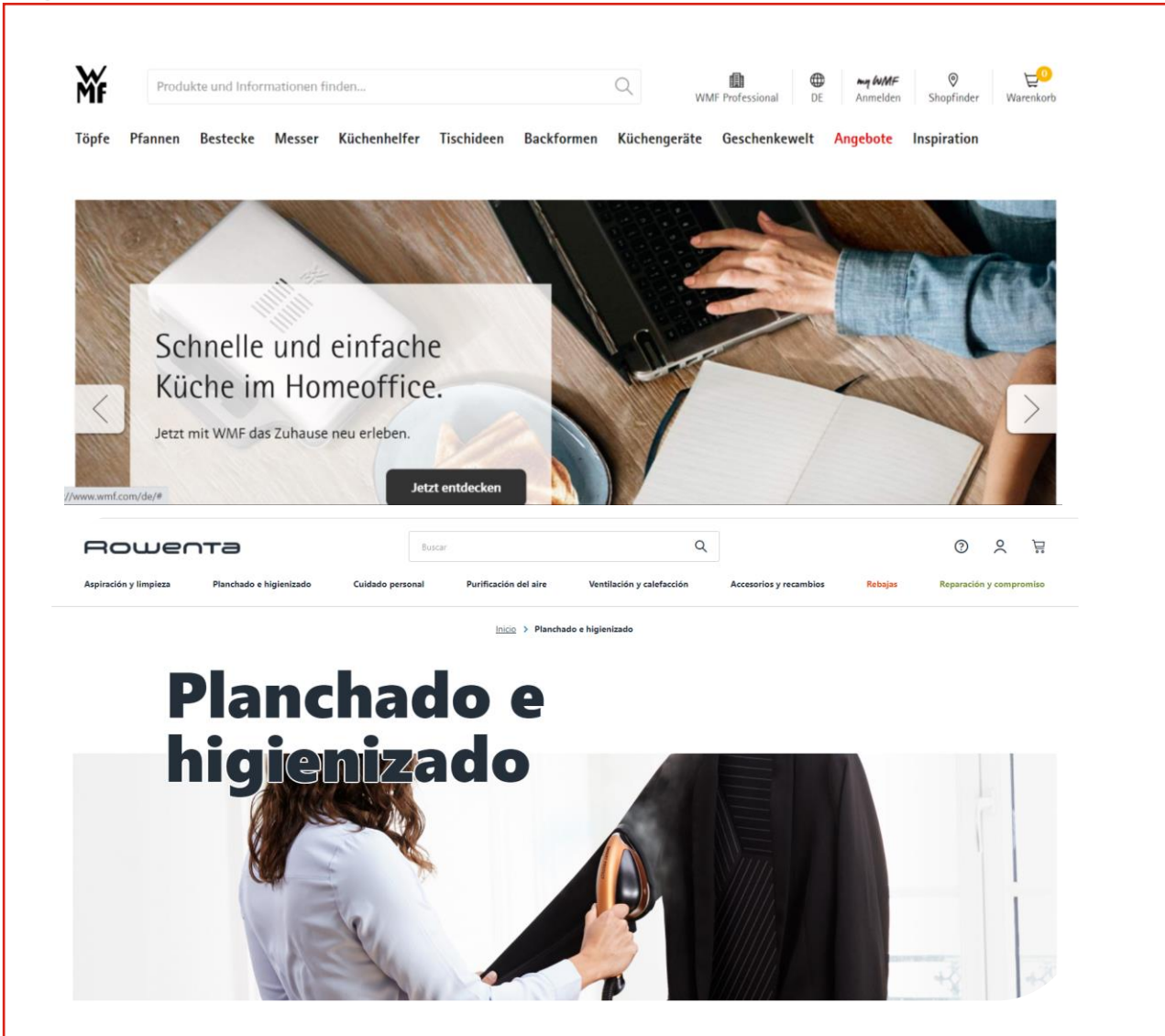


+30 over the year



The screenshot shows the Tefal website homepage. At the top, the Tefal logo is on the left, and a search bar is on the right. Below the logo is a navigation menu with categories: TEFAL INGENIO, POTS & PANS, KITCHEN ACCESSORIES, FOOD PREPARATION, ELECTRIC COOKING, LINEN CARE, HOME CARE, PERSONAL CARE, and COFFEE MACHINES. The main banner features a young girl with glasses holding a cupcake, with a Tefal cake maker in the background. The text on the banner includes 'Cake Factory', 'Wypieki z wyobraźni' (Cakes from imagination), 'Perfekcyjne rezultaty za każdym razem' (Perfect results every time), 'SUPER CENA! TYLKO TERAZ!' (SUPER PRICE! ONLY NOW!), 'DARMOWA DOSTAWA' (FREE DELIVERY), 'PONAD 150 PRZEPISÓW w aplikacji Cake Factory' (OVER 150 RECIPES in the Cake Factory app), and a 'KUP TERAZ' (BUY NOW) button. A progress indicator at the bottom shows the current slide is the second of five.

... via roll-out of *brand.com* and *marketplaces*



Opening-up to new business models



SEB Alliance investment



- Leader in the production and distribution of cooking content
- Online recipes with communities, multiplatform
- Wide geographic coverage: Europe, US, China
- Launch in H1 2021 of a range of products under the "Chefclub by Tefal" brand license

Key figures

FoodTech brand reporting the strongest growth in 2020 worldwide on social media

1.6bn monthly views in December and January

700,000 books sold



Acquisition of StoreBound



Majority stake in StoreBound



Unrivalled know-how in digital marketing

- Expertise in community management
 - ➔ Product development
 - ➔ Marketing
- Priority to the consumer experience

Key figures

> 1 million Instagram followers

Important partnerships (brands, chefs, influencers...)

➔ Between 500,000 and 20m followers

2015-2020 sales: from ~ 25 M to > \$120m ➔ CAGR > 35%





04

ESG:
A committed group

Sustainable development pillars



DEMONSTRATE OUR RESPECT FOR EVERYONE AND OUR BENEFIT TO SOCIETY ON A DAILY BASIS

- Ethics et Human rights
- Responsible purchasing
- Responsible employment policy
 - Working conditions
 - Dialogue between the Group's management and employees
- Citizenship engagement and community engagement



EMPOWER OUR CUSTOMERS TO ADOPT SUSTAINABLE LIFESTYLES THANKS TO OUR PRODUCTS AND SERVICES



MAKE HEALTHY AND TASTY HOMEMADE FOOD ACCESSIBLE TO EVERYONE

- Product safety
- Home made for all
- Healthy eating & social dining
- Sustainable cooking



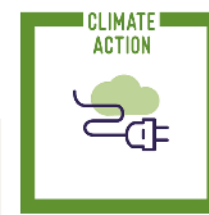
HELP EVERYONE TO LIVE BETTER IN A HEALTHY HOME, REGARDLESS OF THEIR AGE AND HEALTH

- Inclusive-design products
- Healthy home



MAKE OUR PRODUCTS AND SERVICES PART OF THE CIRCULAR ECONOMY

- Quality and sustainability
- Repairability
- Recycled materials
- Second life
- Rental
- Recycling



CONTRIBUTE TO THE FIGHT AGAINST CLIMATE CHANGE THANKS TO OUR LOW-CARBON STRATEGY

- Eco-design
- Eco-manufacturing
- Eco-logistics
- Eco-friendly workplace



People matter

1

ETHICS

- Code of ethics
- Responsible purchasing
- Audits



2

HUMAN RESOURCES

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

SAFETY
in SEB



3

PHILANTHROPY

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



Cooking for good

1

HEALTHY EATING

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



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

2

HOMEMADE FOR ALL

- Help families in difficulty to improve the diet of their children from 0 to 3 years old



- 2020 : **22 000** families
- Private sales
- Tips and advice

Events to raise awareness on homemade food



3

SUSTAINABLE COOKING

- Respond to new **zero waste consumption** trends
- Respond to **new food trends** (vegetarianism, flexitarianism)
- Create customer operations to **limit non-reusable packaging**



Better homelife

1

INDOOR AIR PURIFIERS

- *Intense Pur Air & Pure air Genius ranges*
→ indoor air purified from Volatile Organic Compounds
- Capture of formaldehyde and **more than 99% of fine particles and allergens**
- Purification monitoring via an app



2

SANITIZE

- *Clean & Steam range*: clean floors without detergent
- *Cube*: Kills up to 99% of bacteria by heat

CUBE

The first Triple Action High Pressure System



3

WATER TREATMENT

- Participation in *Castalie*
- Complete solutions: micro-filtered water fountains for businesses and restaurants + reusable containers





Circular revolution

1

REPAIRABILITY

- **92%** of electrical appliances marked "10 years repairable"
- Lever for developing consumer loyalty and confidence
- **6,200** authorized repairers worldwide



2

RECYCLING

- Recycling operations with distributor customers
- **2,800 tons** of recycled aluminum used since 2018
- "Eco-Respect" range in **100% recycled aluminum**
- Extension of the volume of recycled plastic in our SDA ranges: **2000 t in 2020**



3

SECOND LIFE

- Product rental
- Retreading stoves
- Product repackaging and resale at reduced prices



Act for the Climate

1

ECO DESIGN

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



2

ECO MANUFACTURING

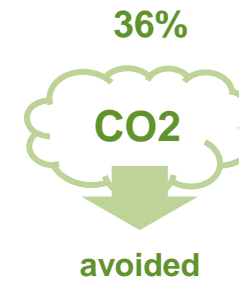
- Eco innovative projects
- **> 150** best practices
- **Renewable** energies in France, Egypt, Colombia and Brazil



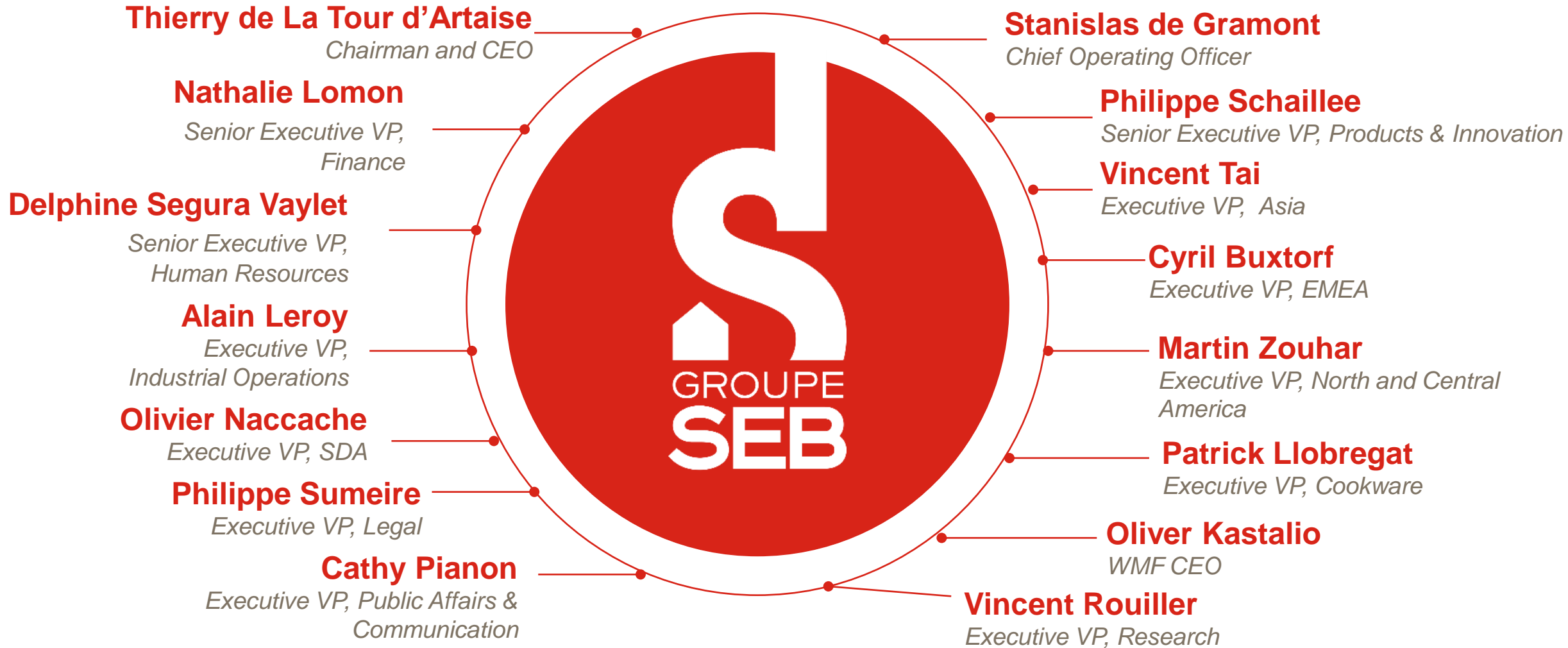
3

ECO LOGISTIC

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



Groupe SEB Executive Committee

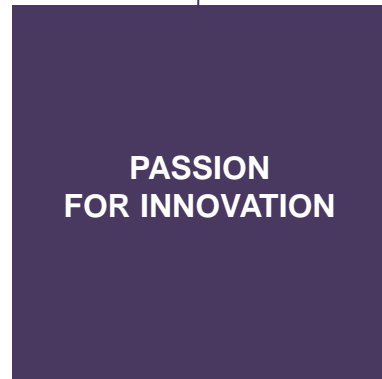


Our values

Global vision
Leadership for change
Determination
Agility



Passion for Products
Innovator
Daring



Pragmatism
Know-how
High standards



Respect
Loyalty
Corporate Social
Responsibility



Shared ambition
Trust
Transparency





05

FY-2020 RESULTS

2020 Key figures

Sales

€6,940m

-5.6% -3.8% LFL

Operational Result from Activity

€605m

-18.2% -4.8% LFL

Net debt

€1,518m

-€479m vs. 2019

Net profit

€301m

-20.9%

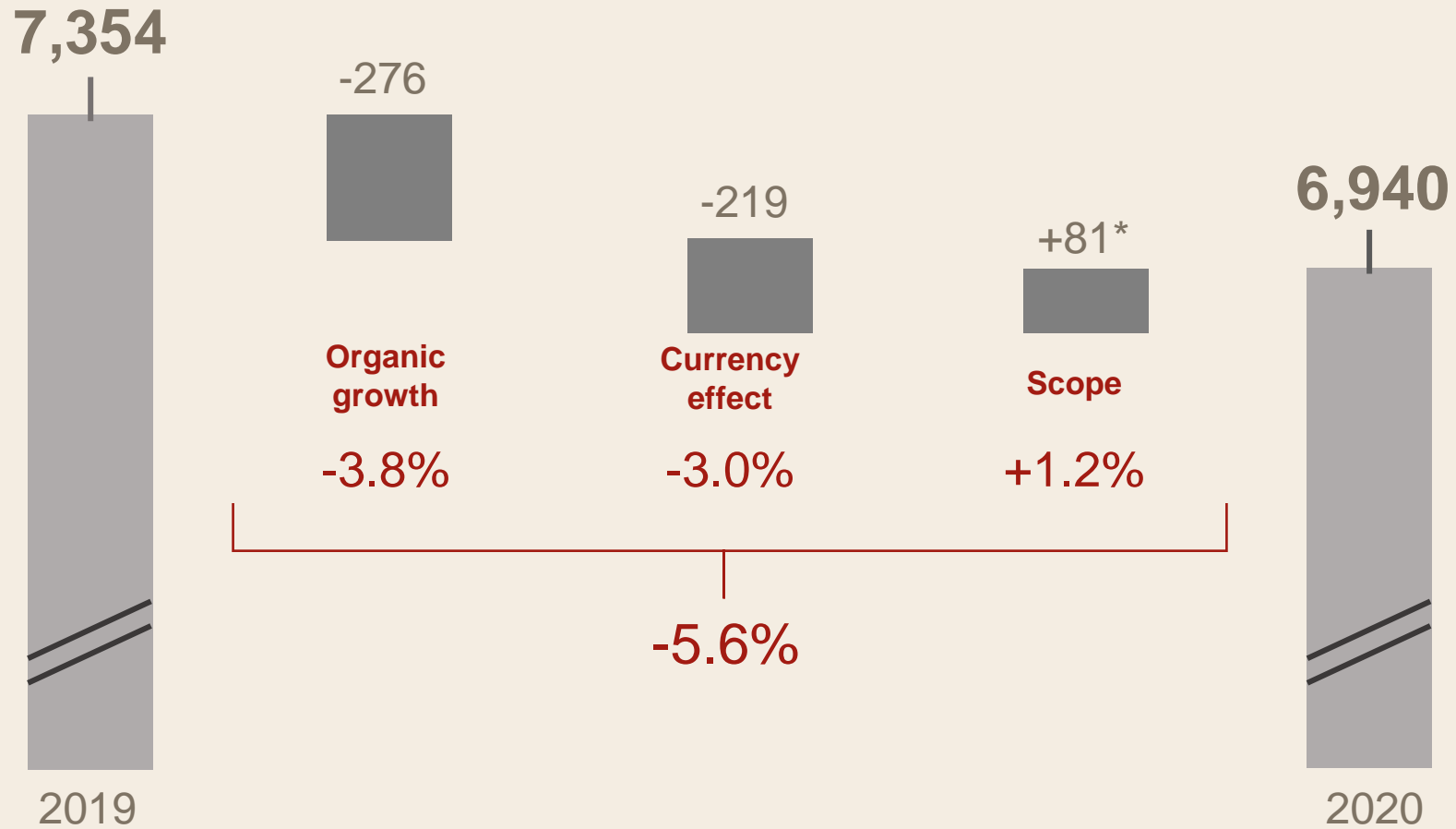
Dividend in respect of FY 2020

€2.14

*After free allocation of 1 new share
per 10 existing*

Development in sales 2019 → 2020

In €m



*o/w €60m for StoreBound (5-month consolidation)

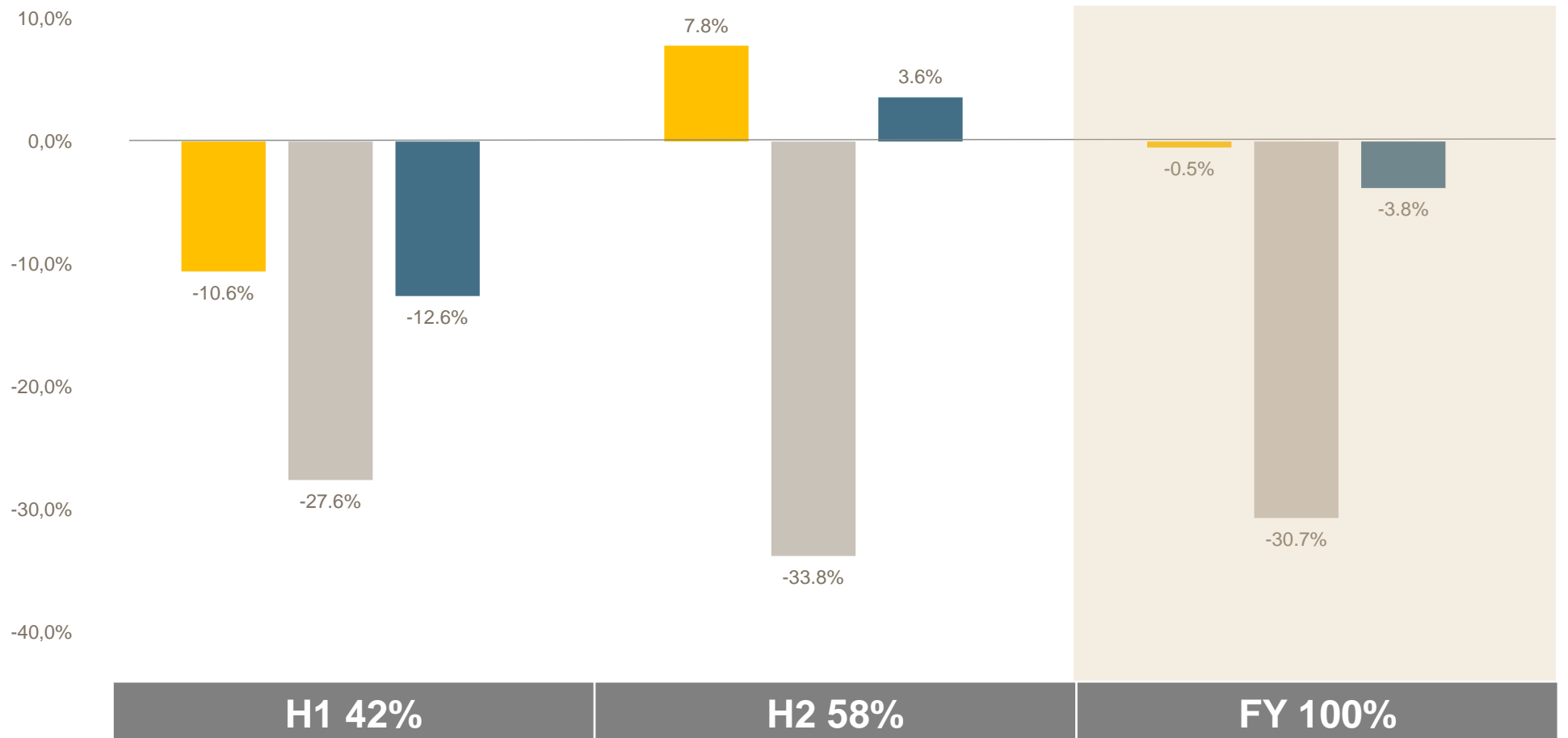
Volatile activity, with a brisk H2 performance in the Consumer business

LFL development in sales (% vs. 2019)

CONSUMER

PRO

GROUP TOTAL



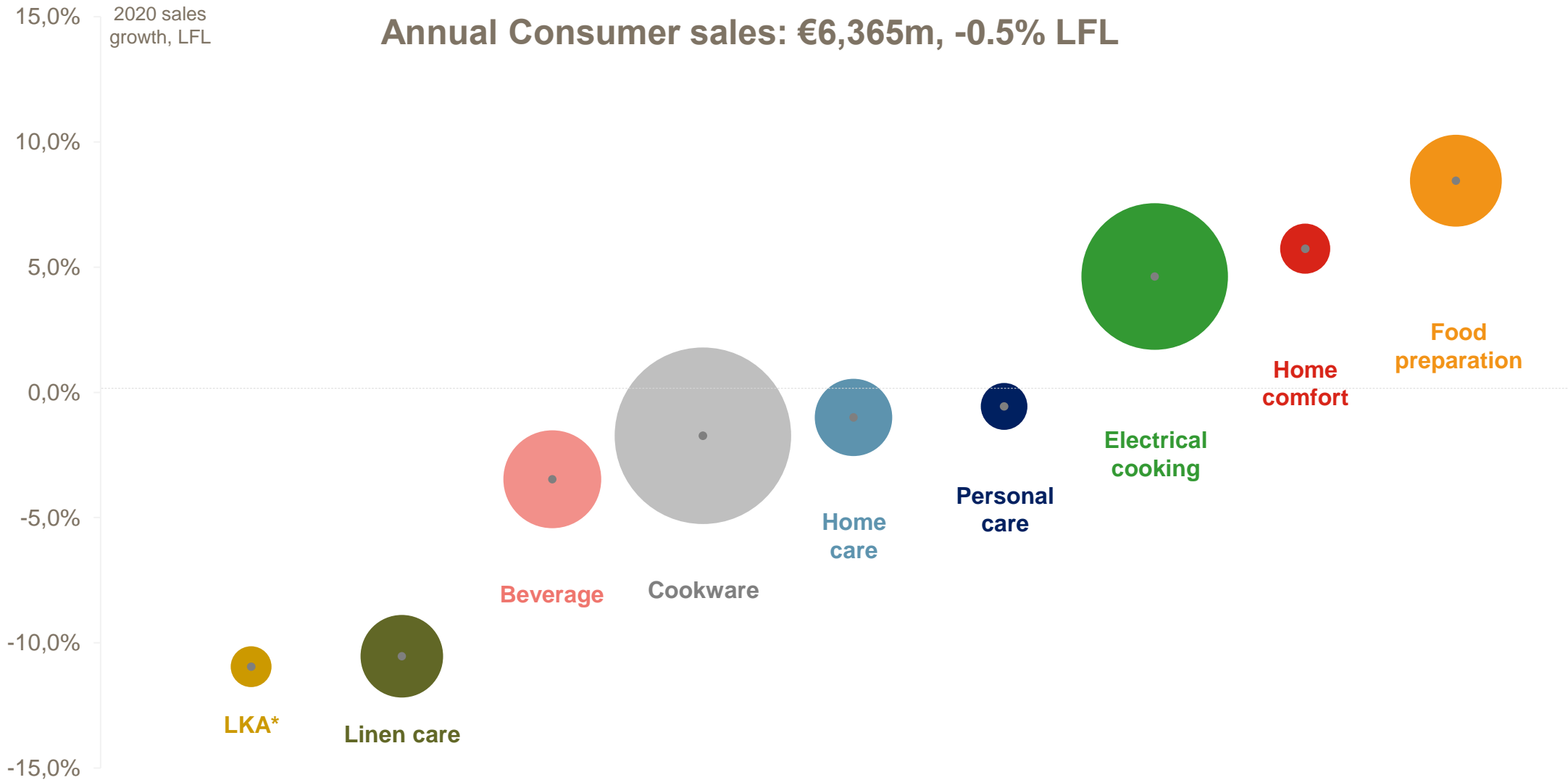
% of 2020 sales

H1 42%

H2 58%

FY 100%

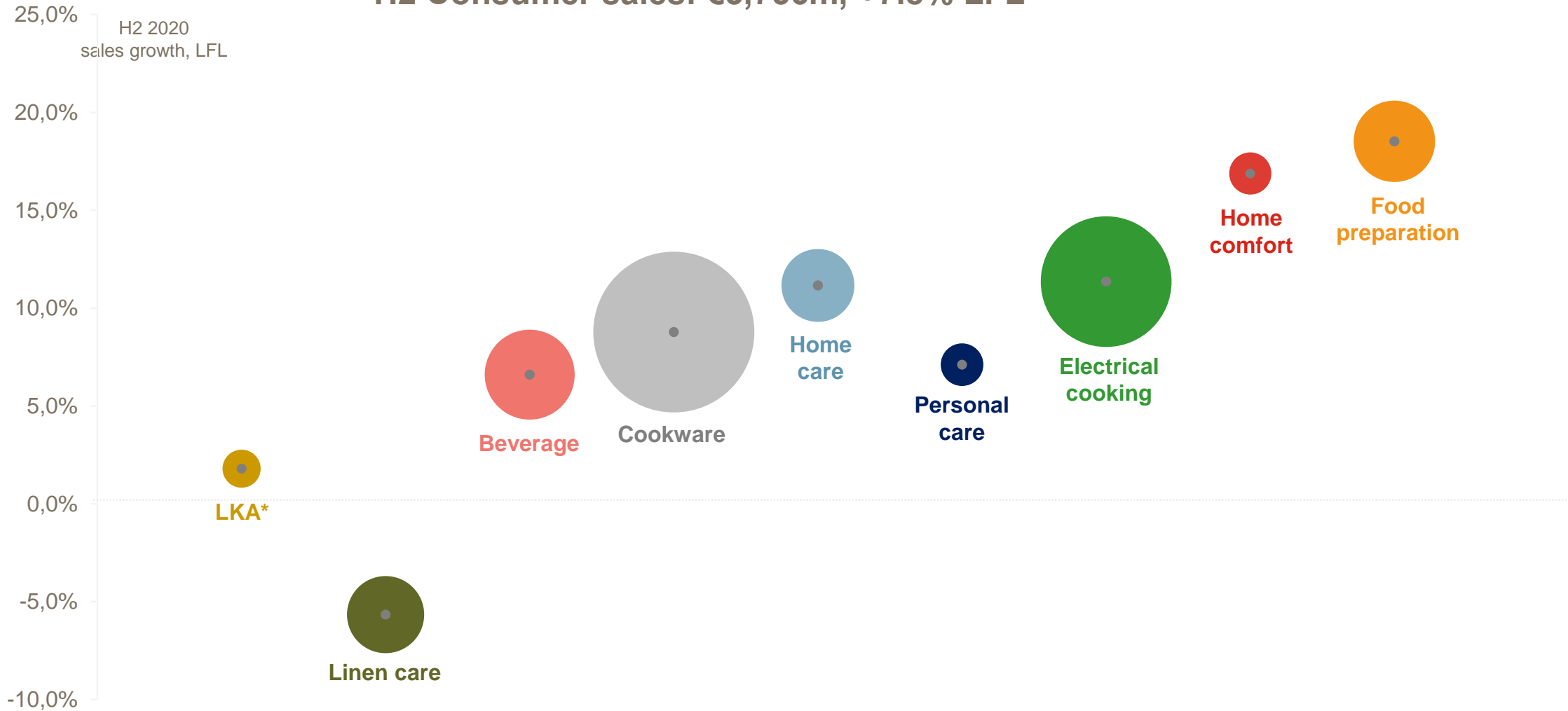
Development in sales per product line



*Large Kitchen Appliances

Development in sales per product line

H2 Consumer sales: €3,756m, +7.8% LFL

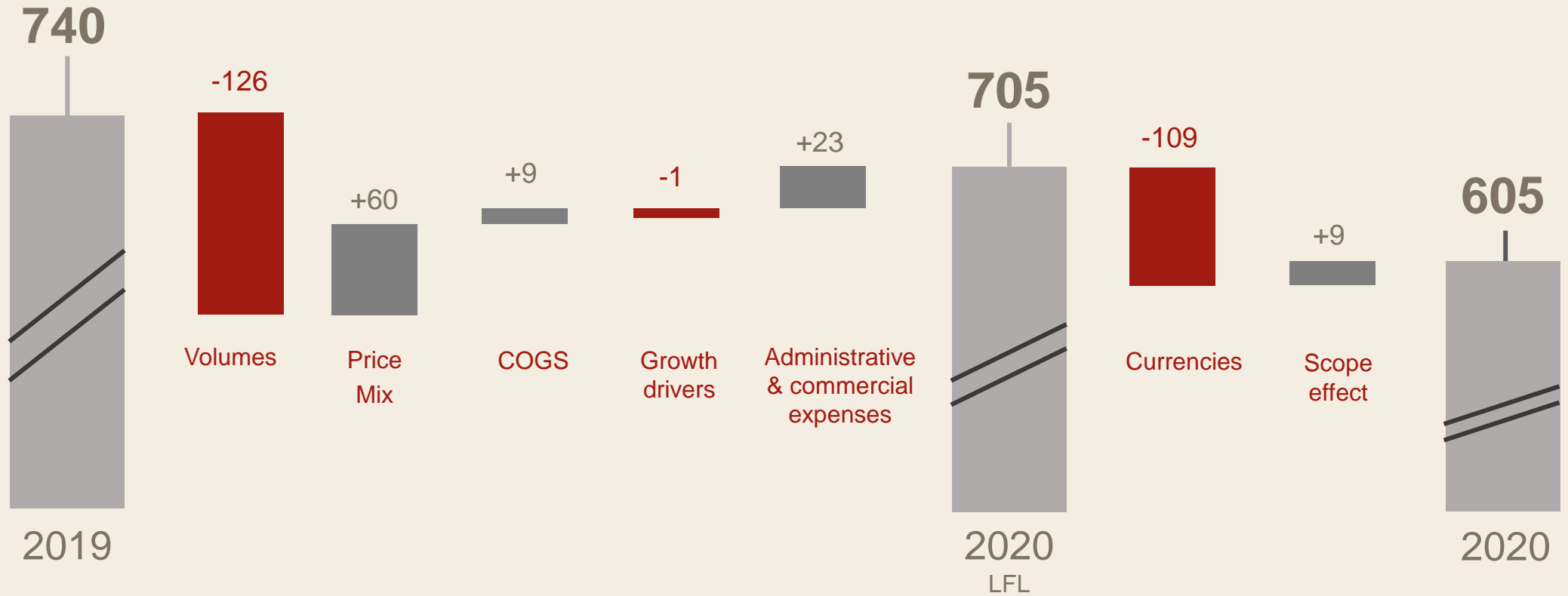


Operating Result from Activity (ORfA)

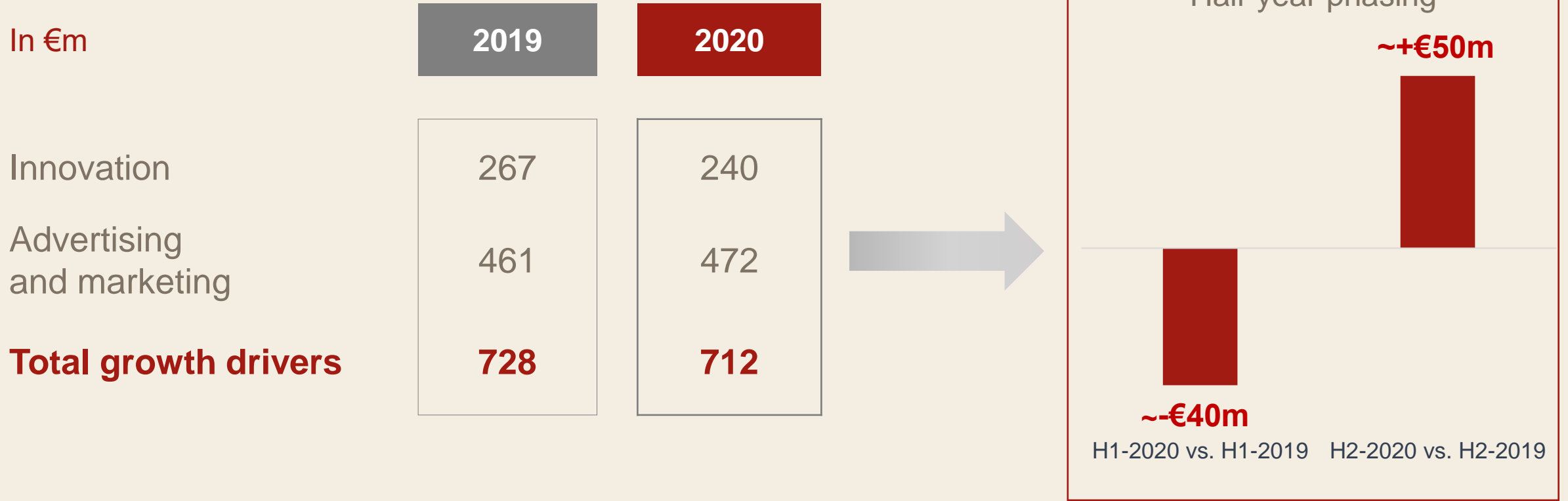
In €m	2019	2020	Δ	Δ LFL
Sales	7,354	6,940	-5.6%	-3.8%
ORfA	740	605	-18.2%	-4.8%
<i>Op. margin</i>	10.1%	8.7%	-1.4 pt	

ORfA bridge, 2019 → 2020

In €m



Growth drivers



Innovation: gross amount, before French research tax credit and capitalized costs

Operating profit

In €m	2019	2020	Δ %
ORfA	740	605	-18.2%
Statutory and discretionary employee profit-sharing	-37	-24	
Other operating income and expense	-82	-78	
Operating profit	621	503	-18.9%

Net profit

In €m	2019	2020	Δ %
Operating profit	621	503	-18.9%
Financial result	-61	-60	
Tax	-131	-94	
Non-controlling interests	-49	-48	
Net profit	380	301	-20.9%

Simplified balance sheet

In M€	31/12/2019	31/12/2020	Δ €M
Tangible fixed assets	4,263	4,250	- 13
Operating WCR	1,215	848	- 367
Total capital employed	5,478	5,098	- 380
Equity	2,628	2,735	+ 107
Provisions	423	454	+ 31
Other current assets and liabilities	430	391	- 39
Net financial debt	1,997*	1,518*	- 479
Total financing	5,478	5,098	- 380

*o/w €334m and €339m in IFRS16 impact for 2019 and 2020 respectively

Change in Operating WCR

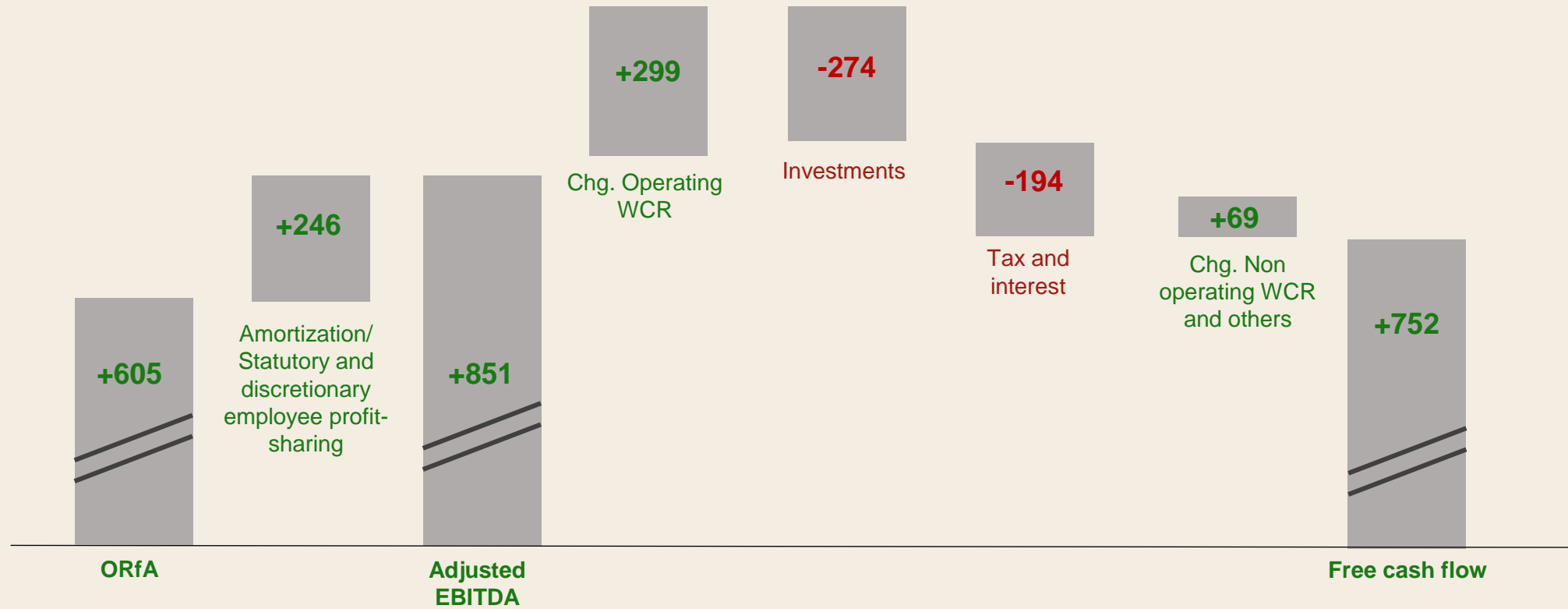
	2019		2020	
	€m	% Sales	€m	% Sales
Receivables	1,017	13.8%	841	12.1%
Inventories	1,189	16.2%	1,212	17.4%
Payables	- 991	- 13.5%	- 1,205	- 17.3%
WCR	1,215	16.5%	848	12.2%

€367m WCR improvement mainly due to:

- A change in business model with a retailer in China
- Favorable seasonality effects on receivables and payables
- Favorable currency effects

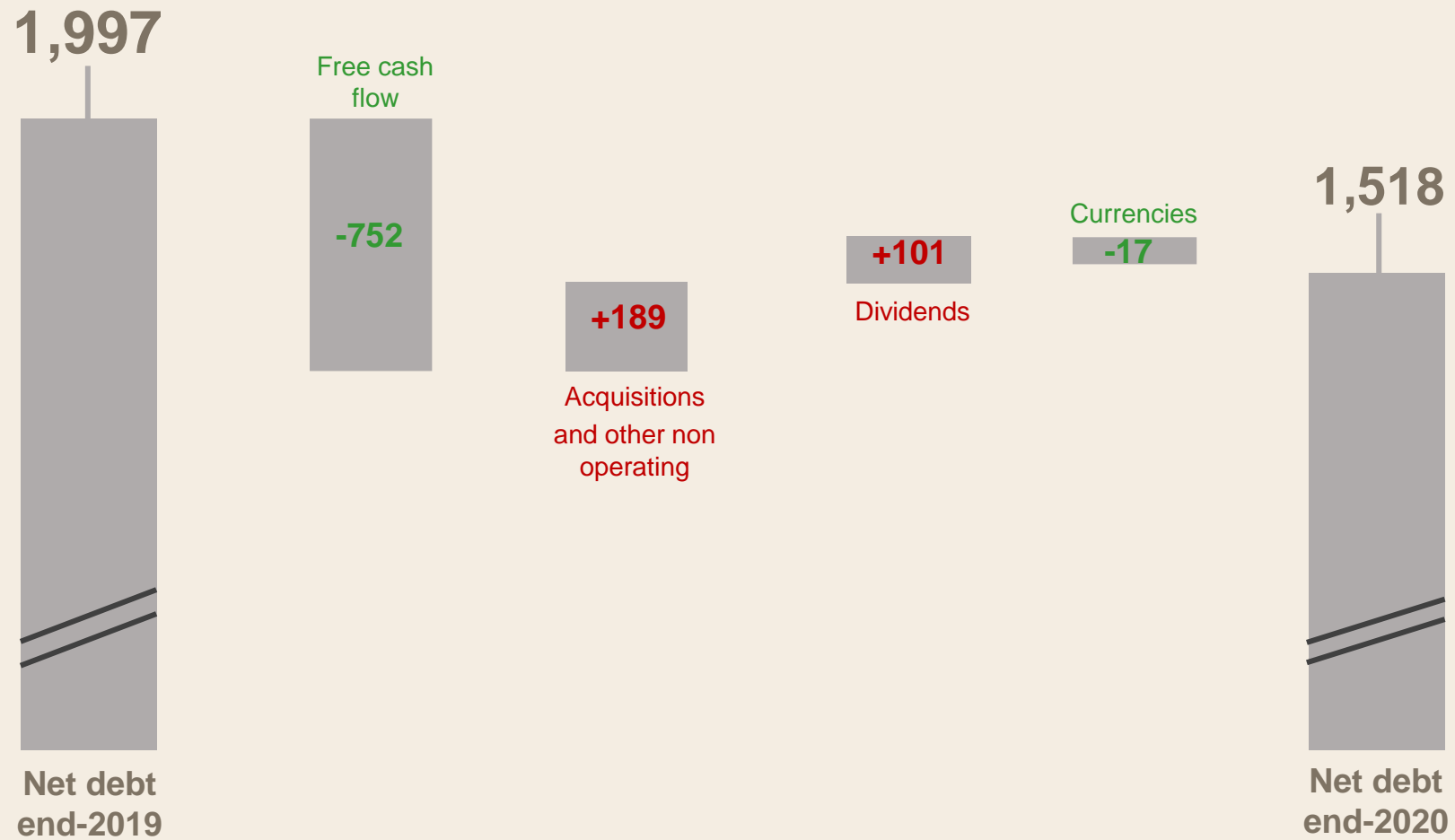
Cash flow generation/Free cash flow

In €m



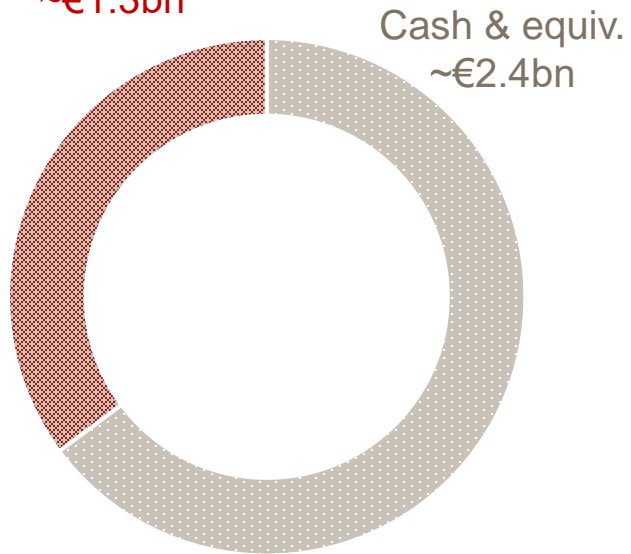
Change in debt

In €m

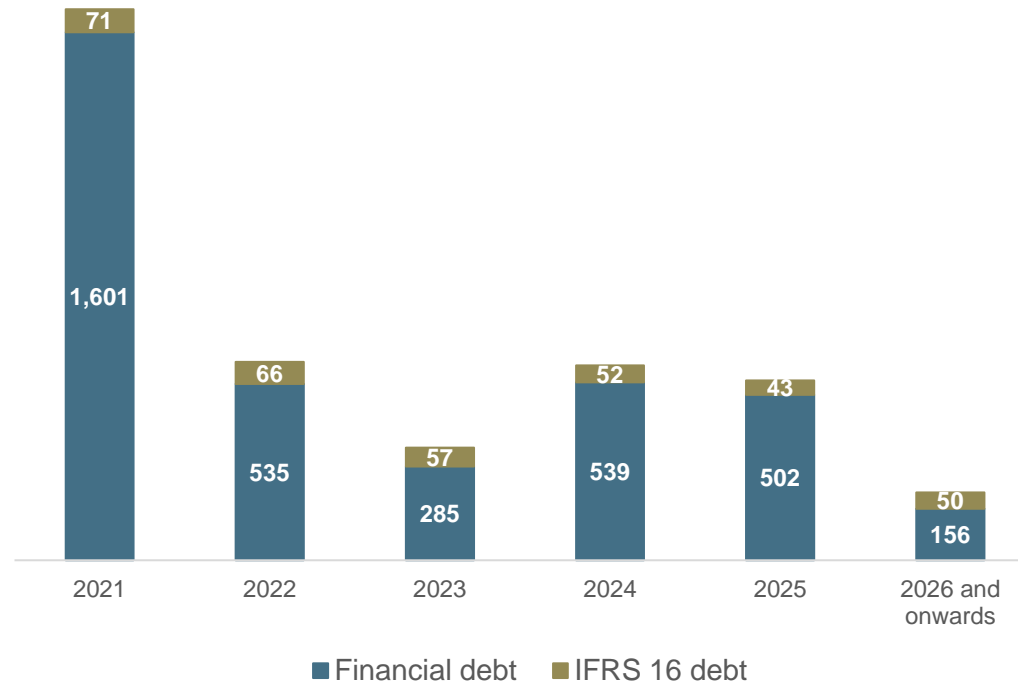


Healthy and well-balanced financing structure

Confirmed undrawn credit lines
~€1.3bn



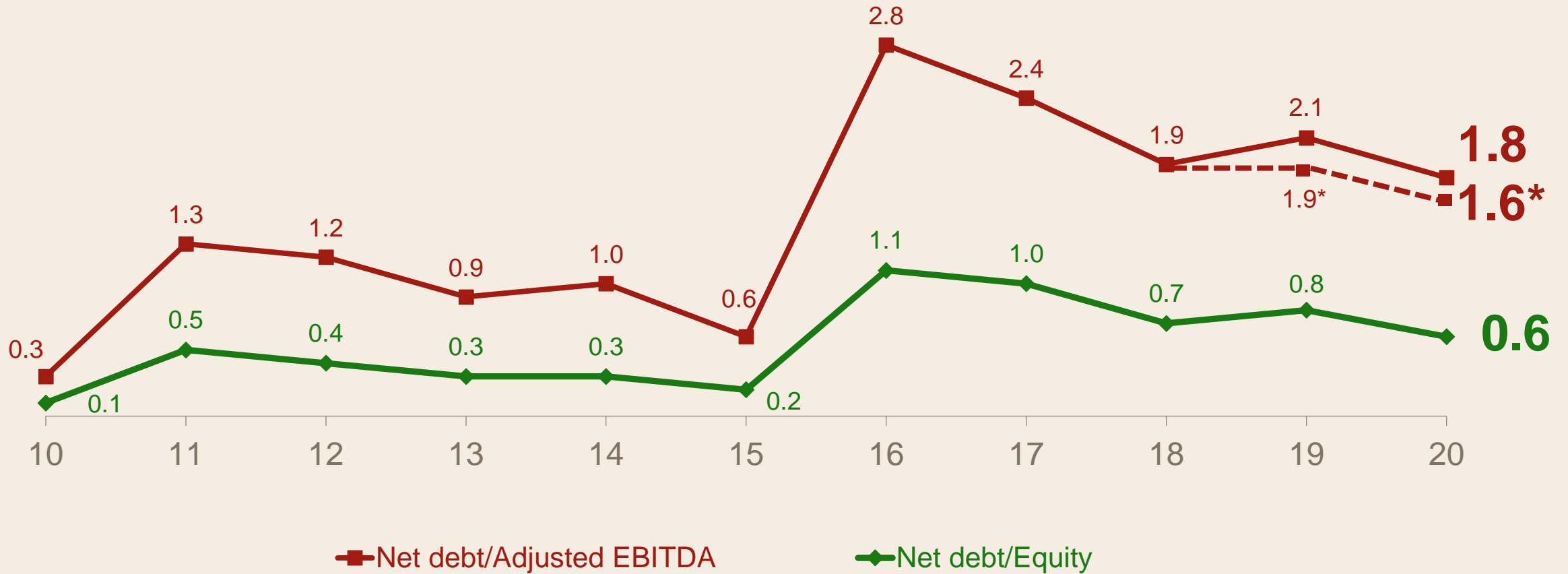
Available liquidity
~€3.7bn



Gross financial debt
~€4.0bn

- **Diversified sources of financing** (Bonds, Schuldschein, ORNAE, NEU MTN, NEU CP...)
- **No financial covenants**
- **New €500m bond issue, June 2020 (maturing 2025)**
- **Syndicated credit line maturity extended until July 2022**

*excl. IFRS 16



Ratios at 12/31



06

Q1-2021 RESULTS

Key figures at end-March 2021

Sales

€1,852m

+27,4%

+30.9% LFL

ORfA*

€198m

vs. €18m in Q1 2020

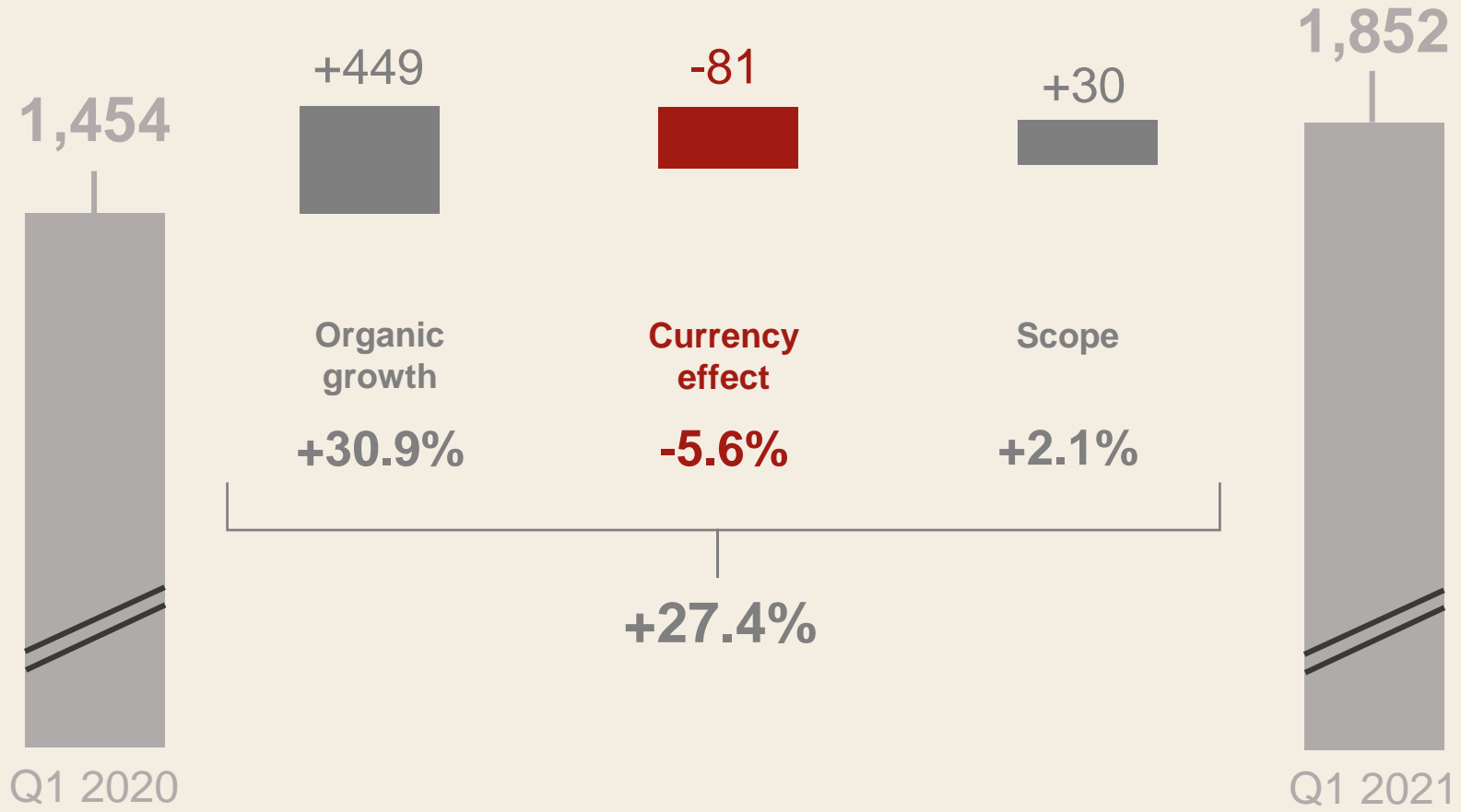
Net debt

€1,465m

o/w IFRS 16 debt: €332m

Q1 sales bridge 2020 → 2021

In €m



Consumer business: buoyant momentum

Sales **€1,722m**

+35.4% +39.1% LFL



- Strong demand for SDA and cookware items
- Quality sales / less promotional environment
- Sharp acceleration in March vs low comps
- Growth fueled by:
 - All geographies
 - All categories (except for fans)
 - E-commerce channels
- Product dynamic and marketing activation
- Some upstream supply chain issues

Q1 Consumer sales, 2021, by product line – LFL change vs Q1 2020

Q1 sales, 2021: €1,722m, +39.1% LFL



*LKA = Large Kitchen Appliances

Professional business: still heavily impacted in Q1

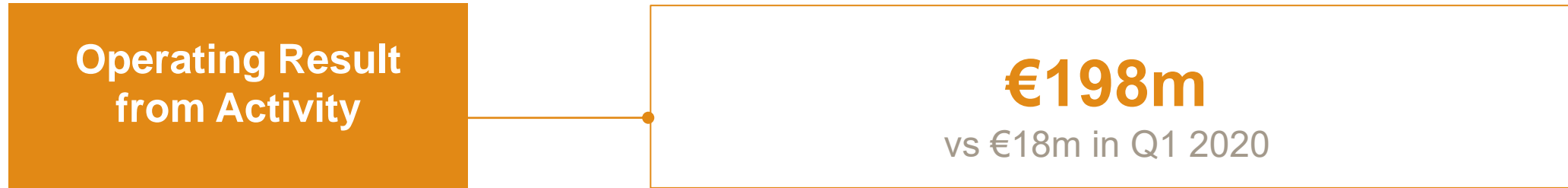
Sales **€130m**
-28.7% -26.2% LFL

- Professional Coffee severely hit by ongoing crisis of the Horeca industry, still largely under lockdown
- Diversified go-to-market strategy allowing to maintain significant core business and to fuel future order book
- Reminder: Q1 2020 not yet impacted by Covid



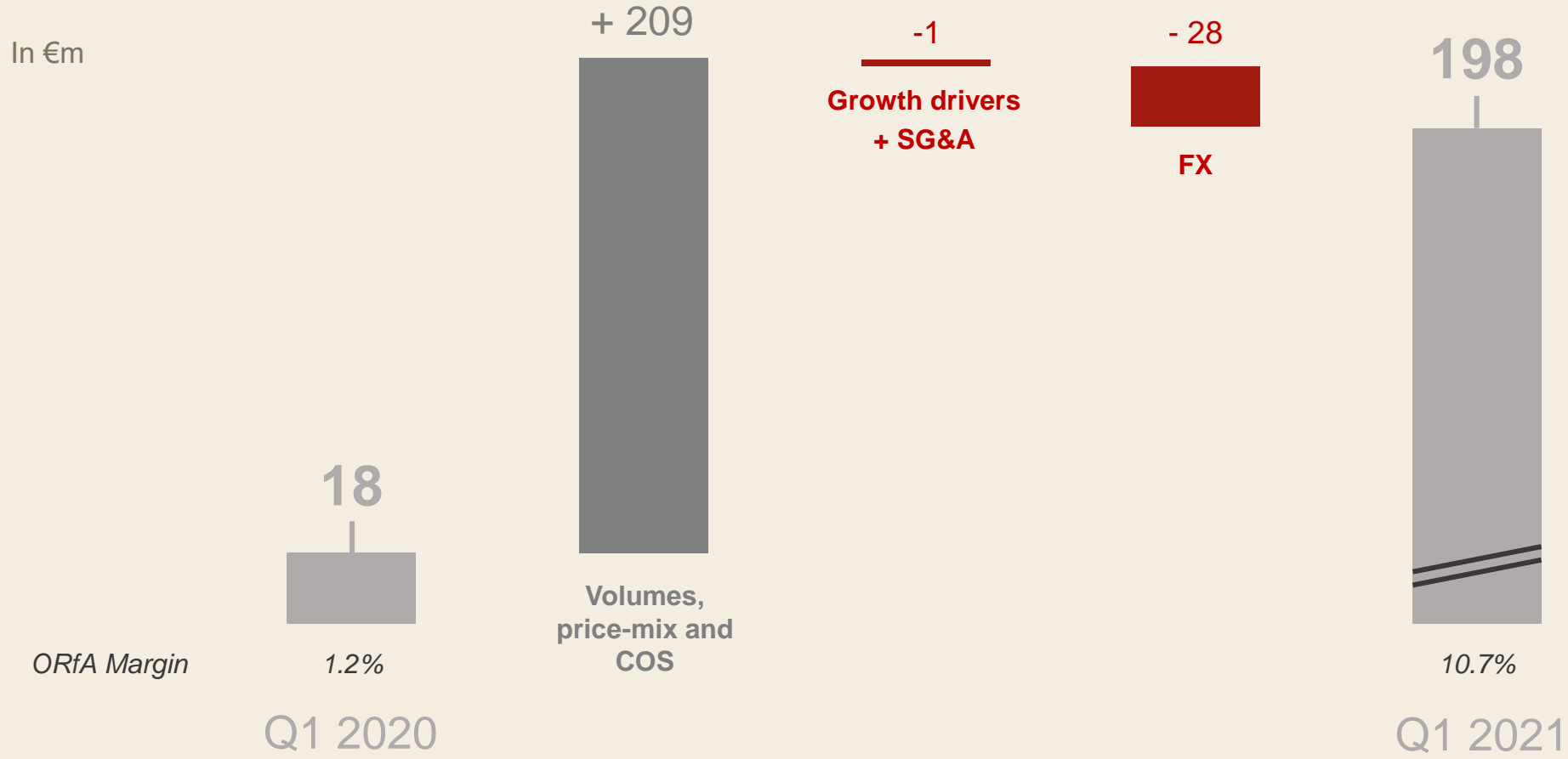
* Professional business = Professional Coffee Machines (PCM) + Hotel Equipment

Outstanding performances

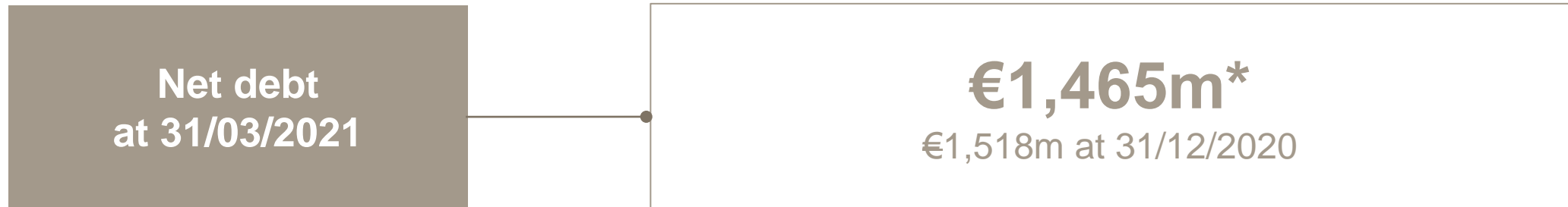


- **Reminder: Q1 not representative of FY performance (business seasonality)**
- **Q1 2021 ORfA x11 vs highly atypical Q1 2020**
 - Robust sales momentum, quality sales
 - Strong industrial over-absorption (vs. under-absorption in 2020)
 - Solid operating leverage
- **FX headwinds of €28m**
- **Raw materials, components and freight headwinds still limited in Q1**

Simplified ROPA bridge, Q1



Solid financial structure



- **€53m reduction in net debt as compared to 31/12/2020**
 - EBITDA growth outpacing WCR increase
 - €375 net debt reduction as compared to 31/03/2020
- **Healthy and well-balanced financing structure**

*incl. IFRS 16 debt: €332m



07

OUTLOOK

Our assumptions for the full year

- **Following an excellent first quarter...**

- **We expect Q2 sales to remain very dynamic...**
 - on a favorable comparable basis
 - with the Consumer business still driven by very strong demand
 - and a rebound in Professional Coffee linked to specific contracts

- **... and a stable second semester vs 2020 owing to:**
 - a demanding comparison basis
 - uncertainties on demand trend for small domestic equipment
 - contingencies as for the pace of recovery for Professional Coffee

Our assumptions for the full year

- **Under these conditions:**

- **Reported sales growth could end up around 10% for 2021**
 - ➔ including a negative currency impact of around -€100m
- **The ORfA margin for 2021 could be close to 10%**
 - ➔ including more penalizing headwinds (FX, raw materials and components, freight) than initially anticipated and currently estimated at -€140m on the ORfA



08

APPENDIX

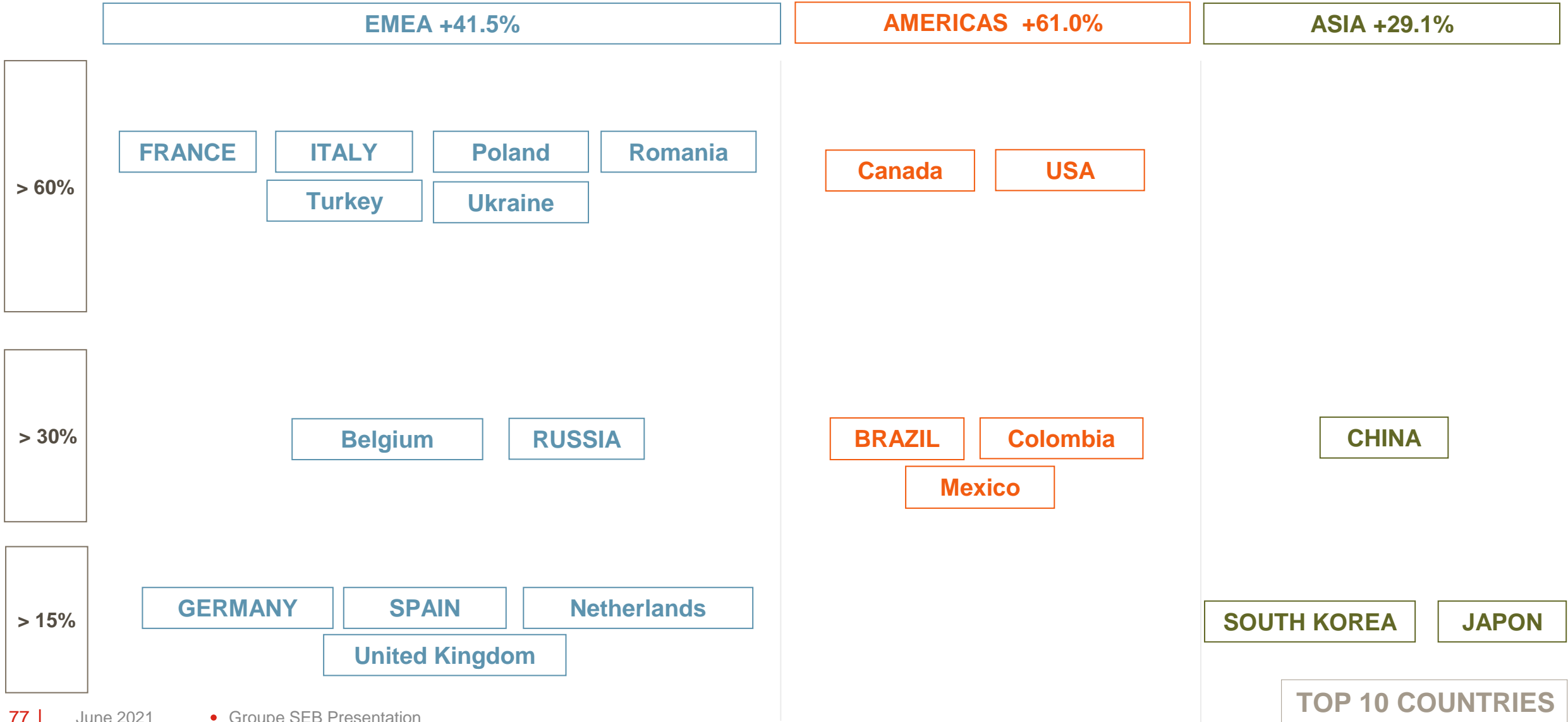
Q1 2021 sales by region

In €m

		Q1 2020	Q1 2021	Δ 21-20 reported	Δ 21-20 LFL	Reminder Q1 2020 LFL
EMEA	EMEA	641	870	+ 35.8%	+ 41.5%	-10.4%
	Western Europe	445	599	+ 34.6%	+ 34.7%	-14.7%
	Other countries	195	271	+ 38.6%	+ 57.1%	+1.0%
AMERICAS	AMERICAS	149	243	+ 63.1%	+ 61.0%	-8,6%
	North America	97	178	+ 82.6%	+ 64.4%	-7.2%
	South America	52	65	+ 26.2%	+ 54.6%	-10.9%
ASIA	ASIA	482	609	+ 26.3%	+ 29.1%	-26.9%
	China	365	468	+ 28.3%	+ 30.2%	-32.4%
	Other countries	117	142	+ 20.4%	+ 25.5%	-1.5%
	TOTAL Consumer	1,272	1,722	+ 35.4%	+ 39.1%	-17.3%
	Professional	182	130	- 28.7%	- 26.2%	-9.7%
	Groupe SEB	1,454	1.852	+ 27.4%	+ 30.9%	-16.5%

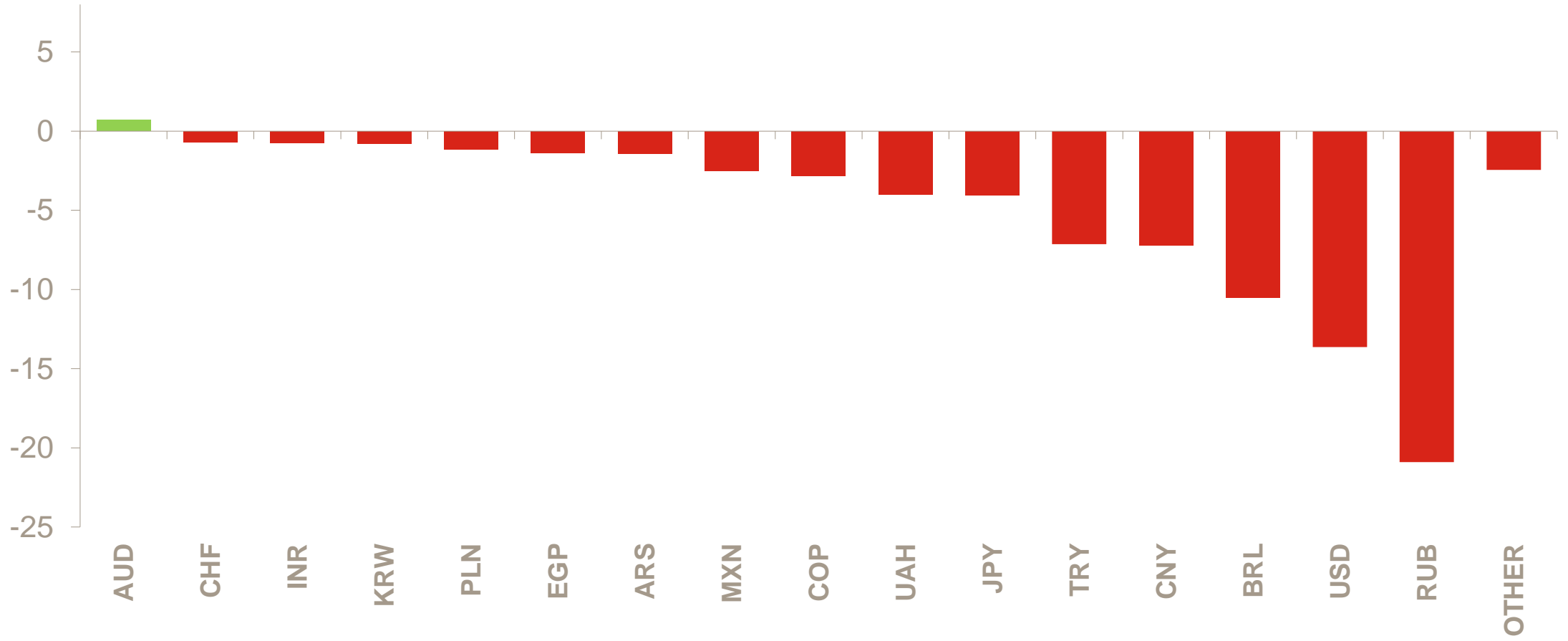
% based on non-rounded figures

Top 20 countries – Q1 consumer sales 2021, LFL change vs Q1 2020



Q1 2021 currency impact on sales : -€81m

In €m



EMEA

Q1 sales: €870m

Q1 sales / €m	2020	2021	REPORTED	LFL
Western Europe	445	599	+ 34.6%	+ 34.7%
Other EMEA countries	195	271	+ 38.6%	+ 57.1%



- Favorable home consumption and cooking market in EMEA
- Extremely buoyant demand in Western Europe
 - Very dynamic activity in France
 - Sharp increase in sales in Germany, despite hard lockdown measures
 - Strong rebound in all other countries
- Remarkable business momentum in Eurasia
 - All major markets growing fast: Russia, Poland, Ukraine, Romania and Central Europe. Recovery in Turkey.
 - Strengthened positions in e-commerce via all channels
 - Penalizing currency depreciations (RUB, TRY)

Americas

Q1 sales: €243m

Q1 sales / €m	2020	2021	REPORTED	LFL
North America	97	178	+ 82.6%	+ 64.4%
South America	52	65	+ 26.2%	+ 54.6%



- Record performance in the US driven by strong demand
 - Cooking at home and consumption incentive measures still strong catalysts → Record performance for Cookware
 - Ongoing robust momentum for newly integrated StoreBound
- Solid growth in Canada and Mexico (core business + LP)
- Strong organic growth in South America
 - Brazil: highly worrying overall environment. Performance driven by price increases, to offset negative FX effects. Volumes declining and fan sales down due to unfavorable weather conditions.
 - In Colombia, organic growth above 50% and production at record level

Asia

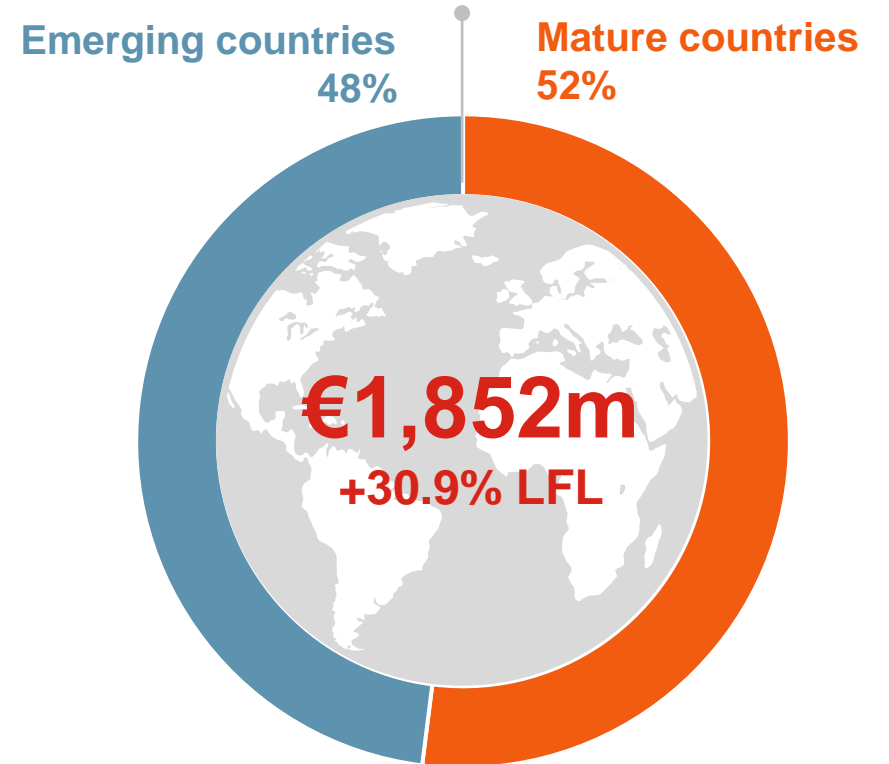
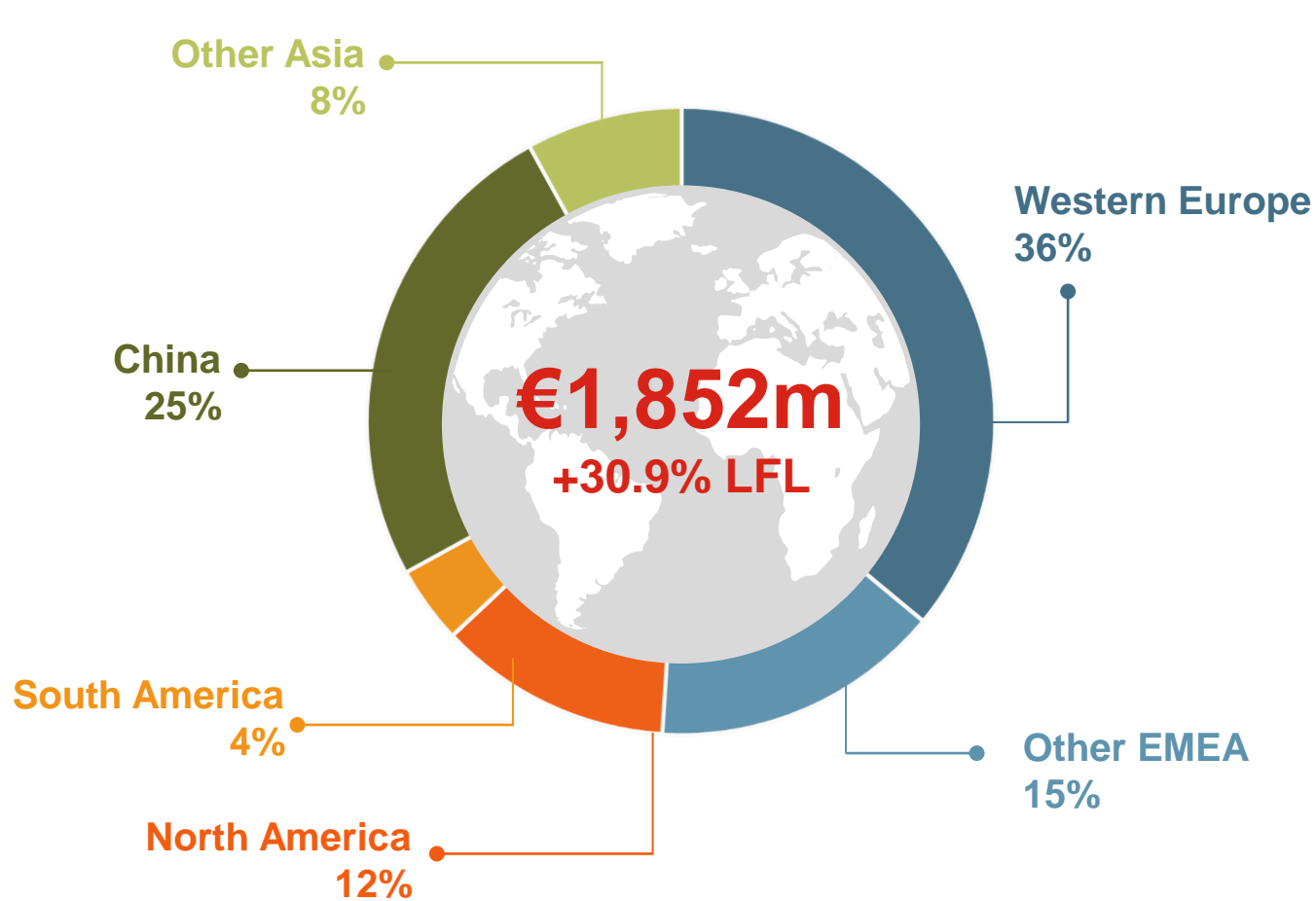
Q1 sales: €609m

Q1 sales / €m	2020	2021	REPORTED	LFL
China	365	468	+ 28.3%	+ 30.2%
Other Asian countries	117	142	+ 20.4%	+ 25.5%



- Supor's domestic sales sharply up in Q1
 - China first country to be impacted by Covid-19 in 2020 → Low comps in Q1
 - Cooking categories (cookware and electrical cooking) and vacuum cleaners as key growth drivers
 - E-commerce continued sharp momentum driven by volume vs unfavorable price mix effect → No impact on Supor's operating margin rate
- Revenue increasing 25% LFL in Q1 in Other Asian countries
 - Excellent performance in Japan and South Korea
 - Almost all other Asian countries also posting double digit growth

Q1 sales by region



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2021 key dates

May 20 15:00	Annual general meeting
July 23 before market opens	H1 2021 sales and results
October 26 after market closes	Nine-month 2021 sales and financial data



AGENDA