



GROUPE SEB PRESENTATION

September 2021



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. H1-2021 Results**
- 7. Issues 2021 & 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

€240m
Investments in
innovation

~1,300
own
retail stores

40
industrial sites

An extensive and diversified product offering

SMALL ELECTRIC APPLIANCES

KITCHEN ELECTRICS



HOME AND PERSONAL CARE



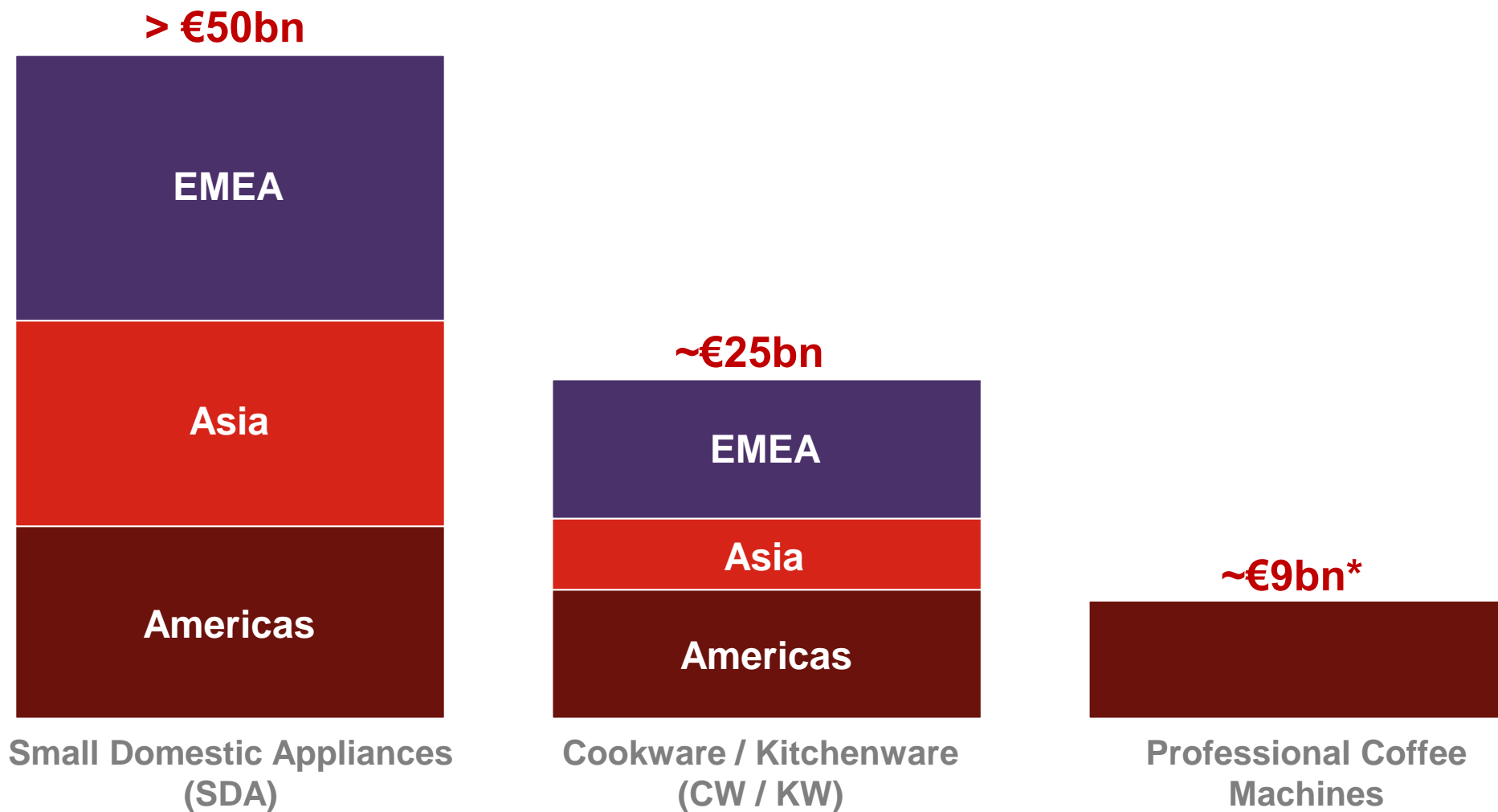
COOKWARE - KITCHENWARE



PROFESSIONAL



Competing on a playfield of ~ €85bn



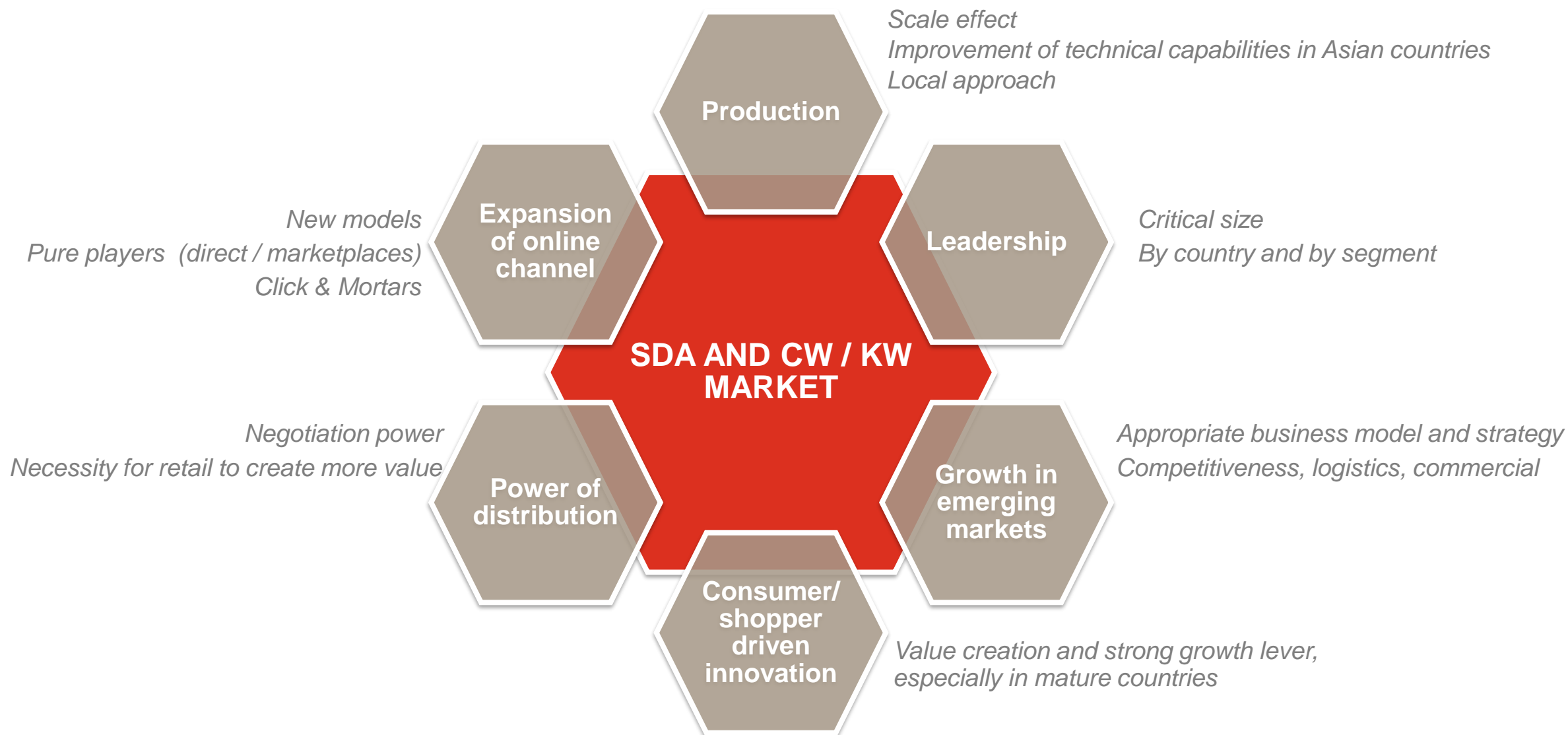
CONSUMER

PROFESSIONAL

* as of end 2019

Addressed market size

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

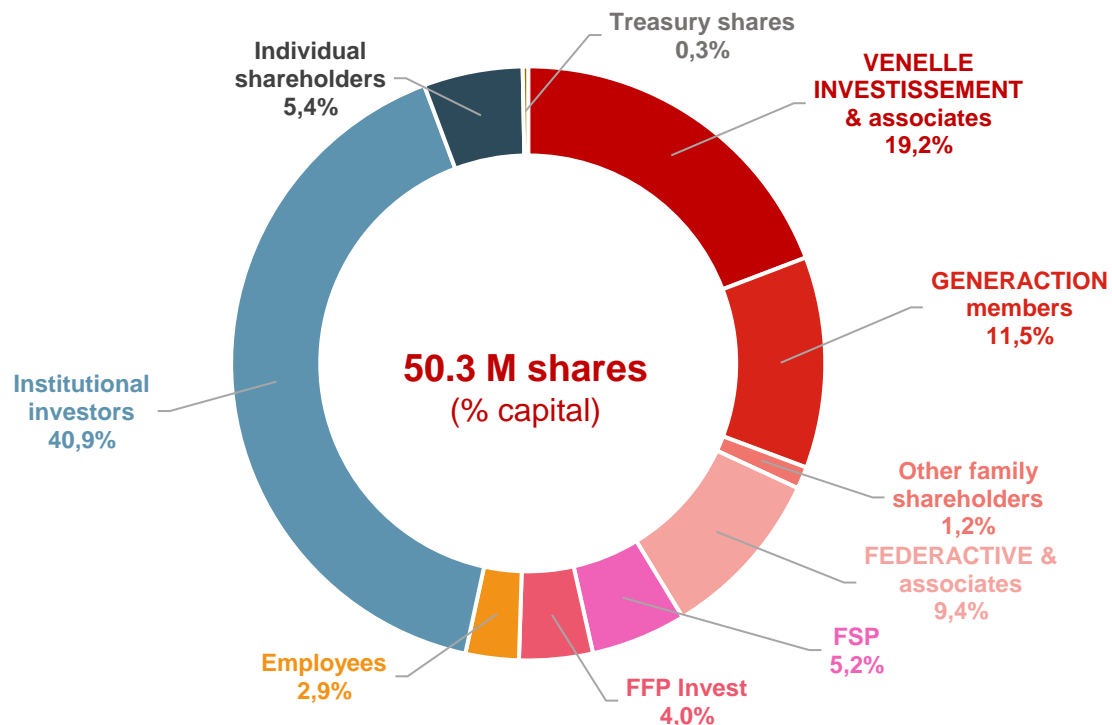


E-commerce,
connections and
communities

... source of new opportunities for the Group

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

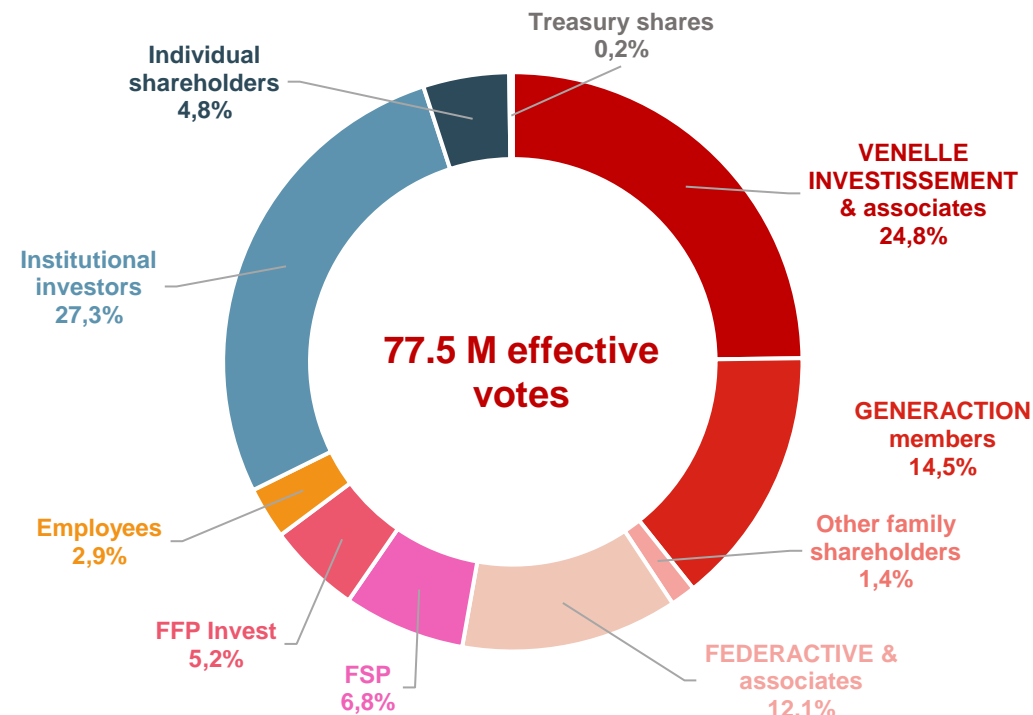
Structure of shareholding at 31/12/2020



Free-Float
46.3% of capital

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

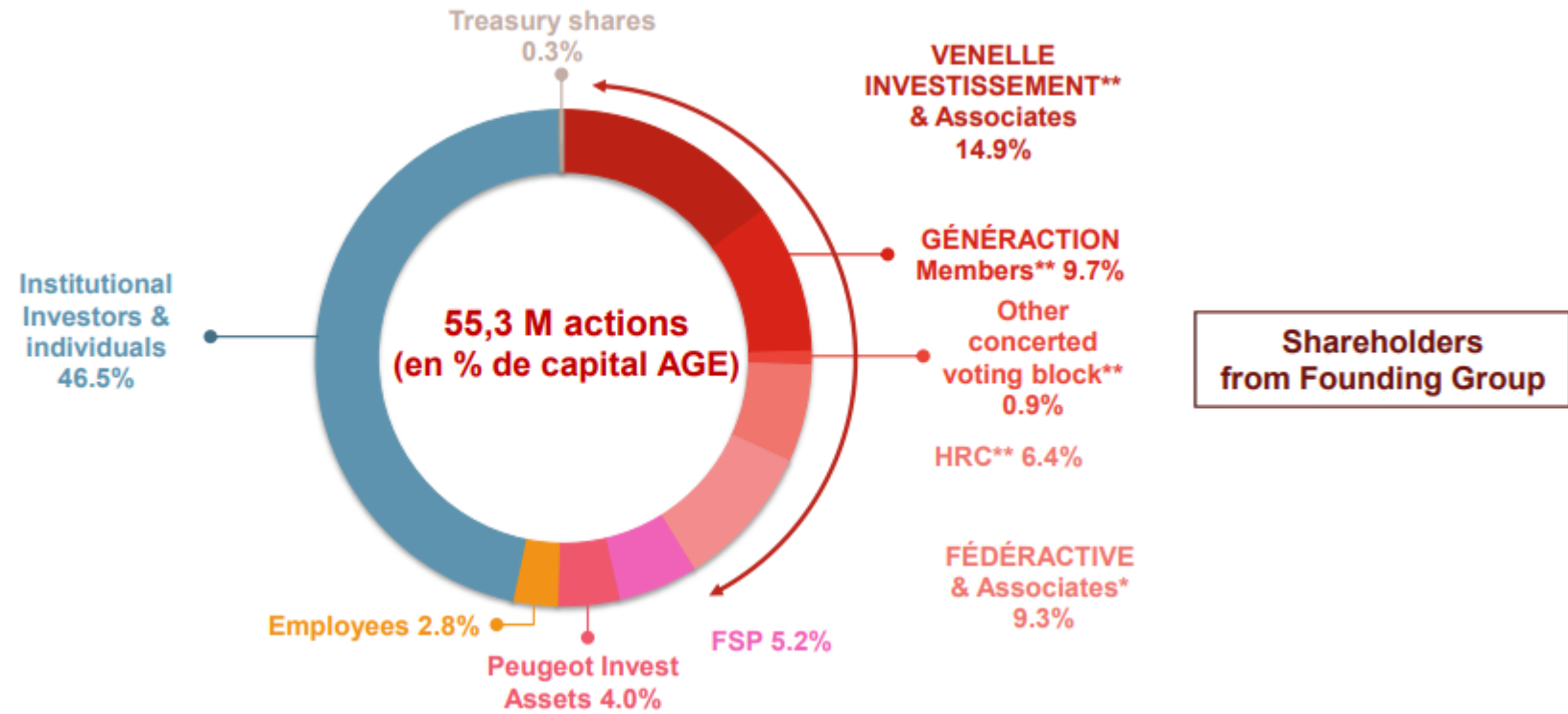
Distribution of voting rights at 31/12/2020



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

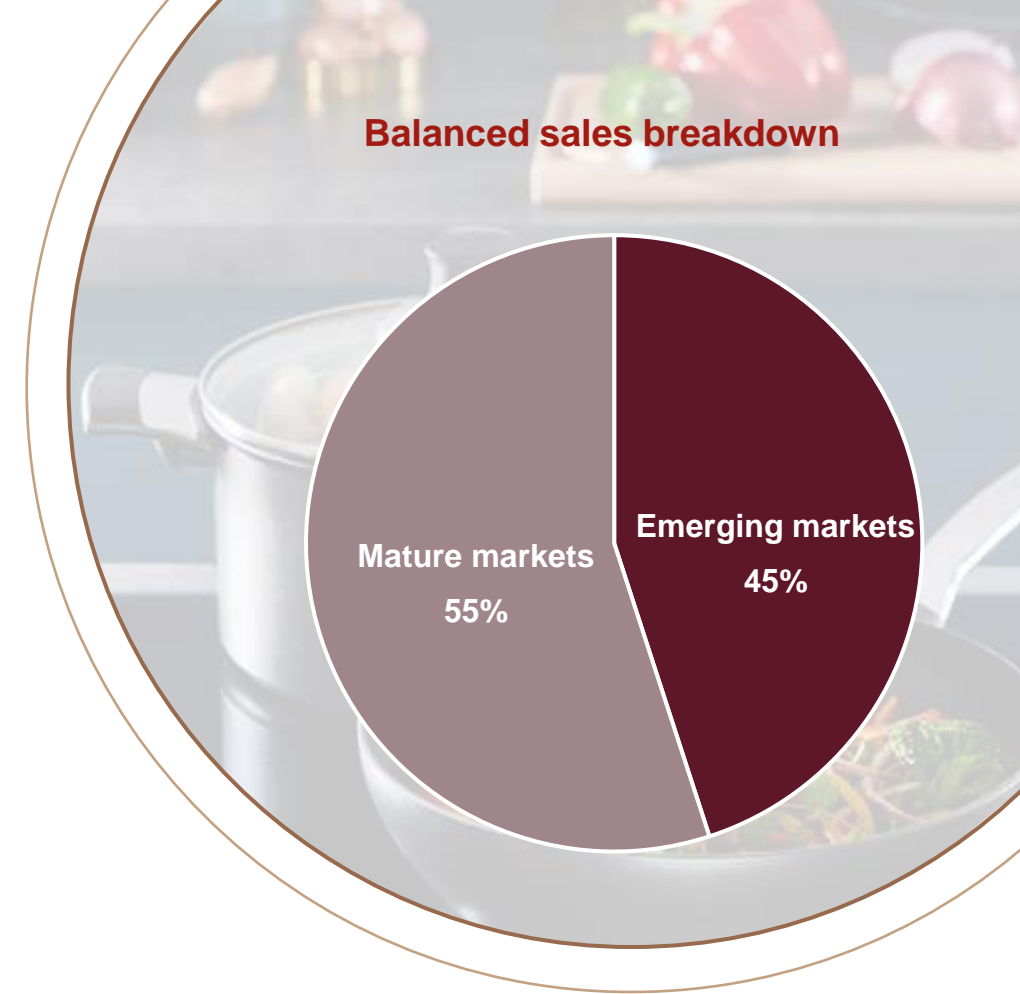


A global balanced presence

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**

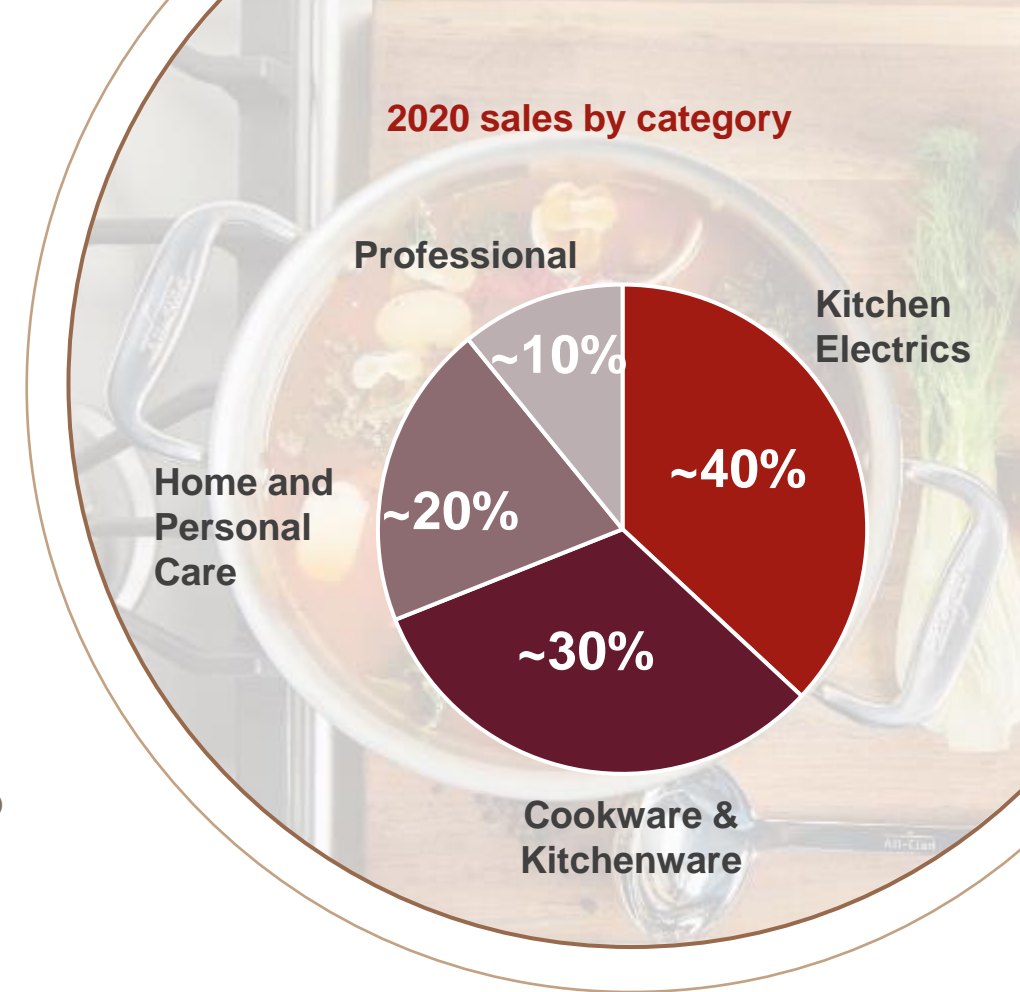
Balanced sales breakdown



A presence on numerous product categories...

2

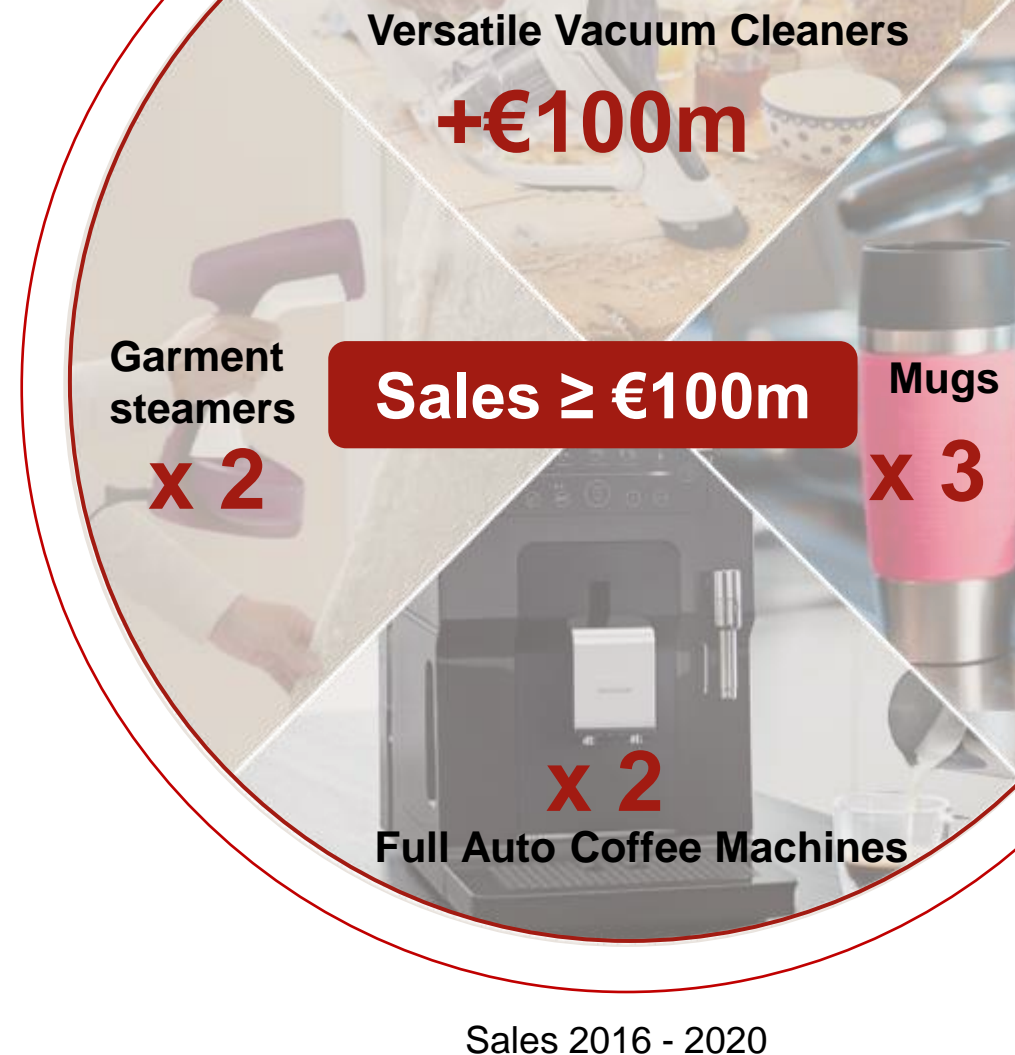
- **Global leader in Cookware, Kitchen Electrics and Linen care**
 - ✓ Growing steadily in all Consumer categories
- **Global leader in Professional Coffee (automatic espresso machines):**
 - ✓ Key milestones in the US and China
 - ✓ Acquisition 2019: Wilbur Curtis



...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**



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

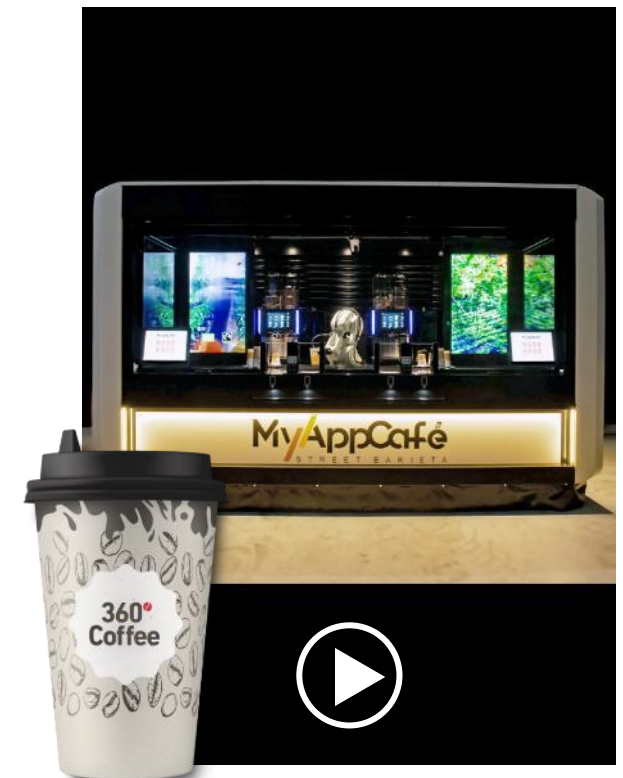
A product offering constantly adapted to meet new needs (1/3)

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



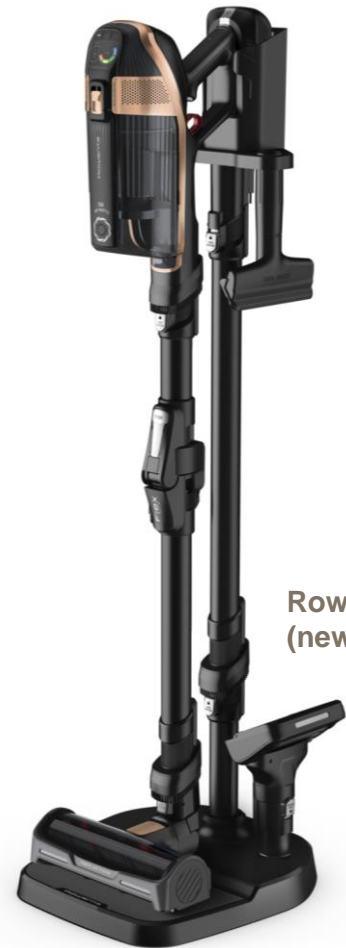
Nespresso Atelier Krups



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)



CUBE

connected



Robot X-PLOER SERIE 95

connected



INTENSE PURE AIR Connect Rowenta



Clean & Steam, latest génération

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

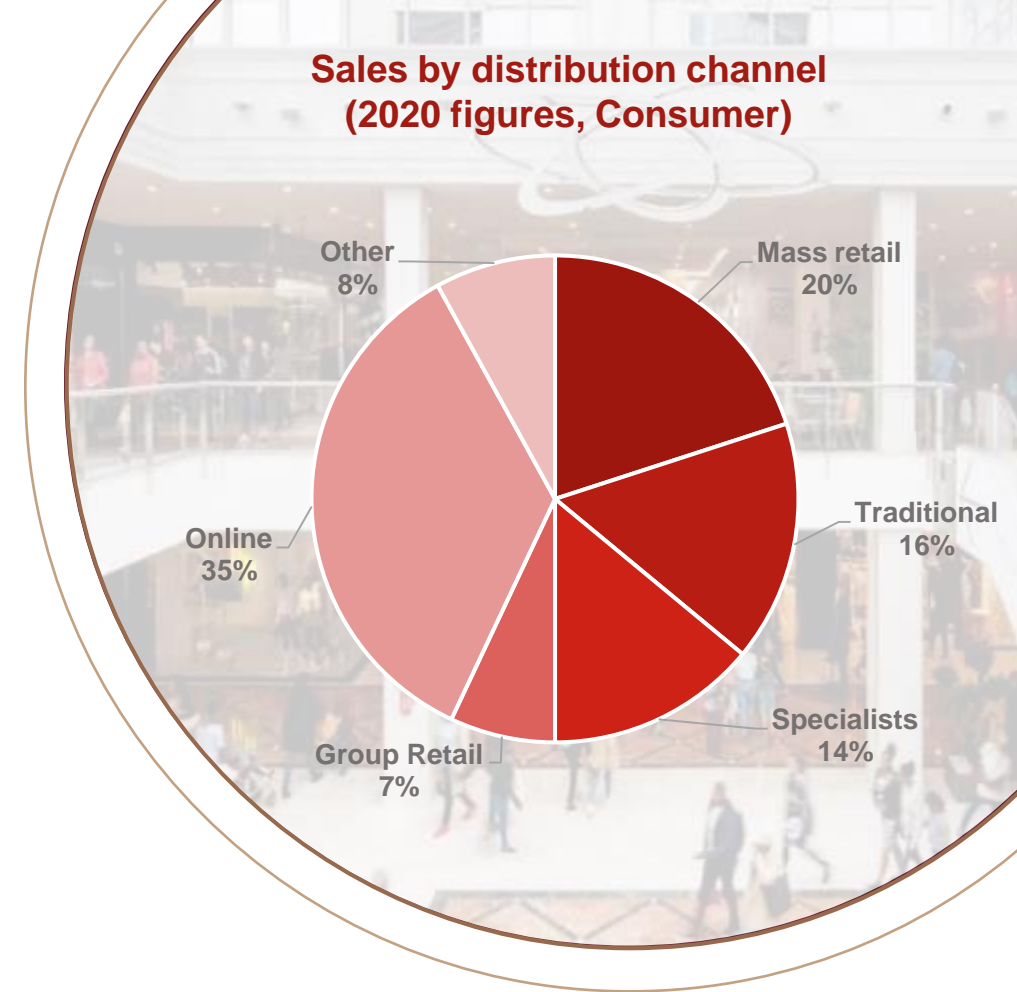


A multi-channel approach...

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

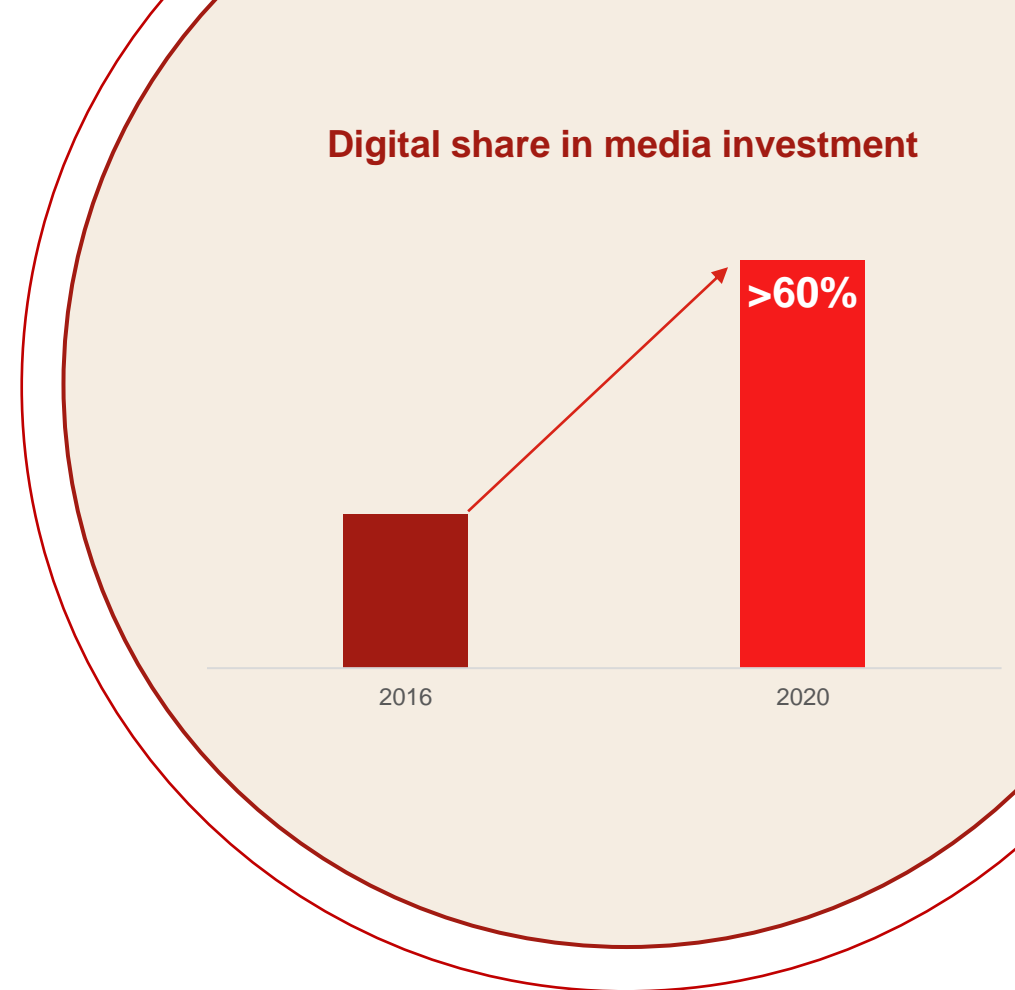
■ Targeted digital approaches

- ✓ E-Commerce
- ✓ Digital investments
- ✓ Direct relationship with Consumers (CRM)
- ✓ Communities & apps

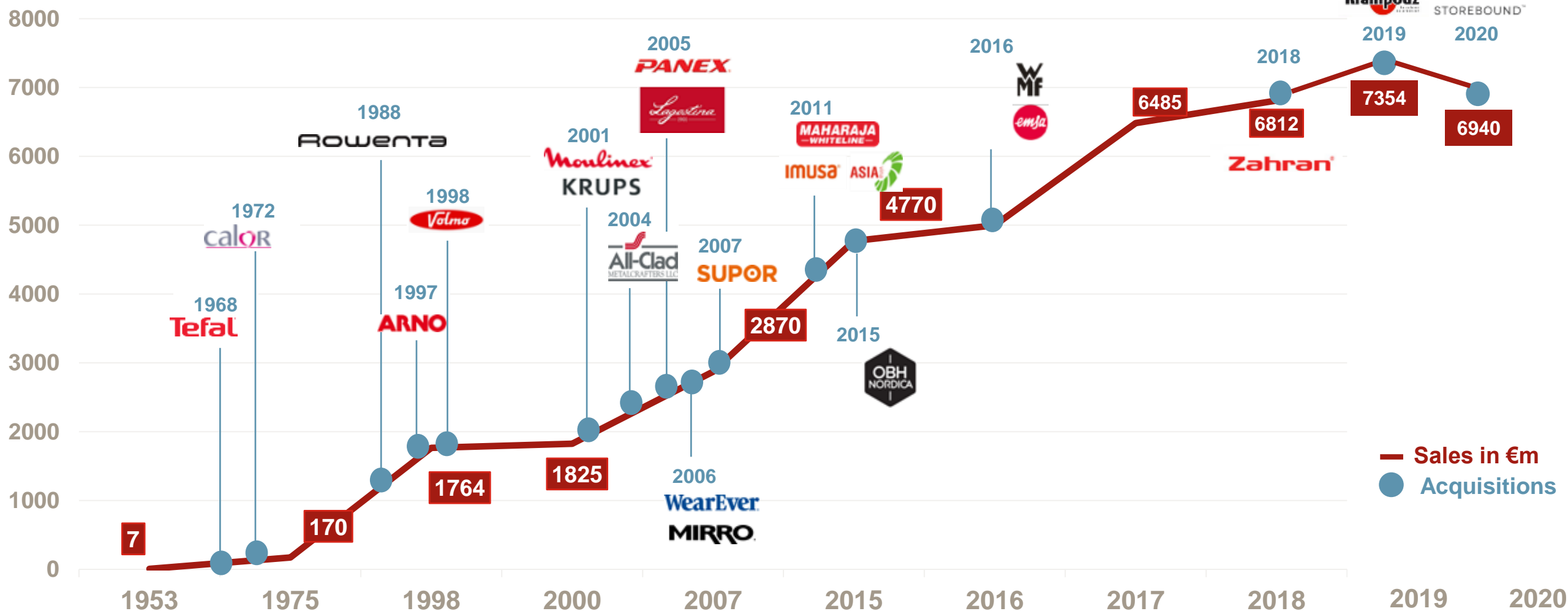
■ Direct approaches

- ✓ 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

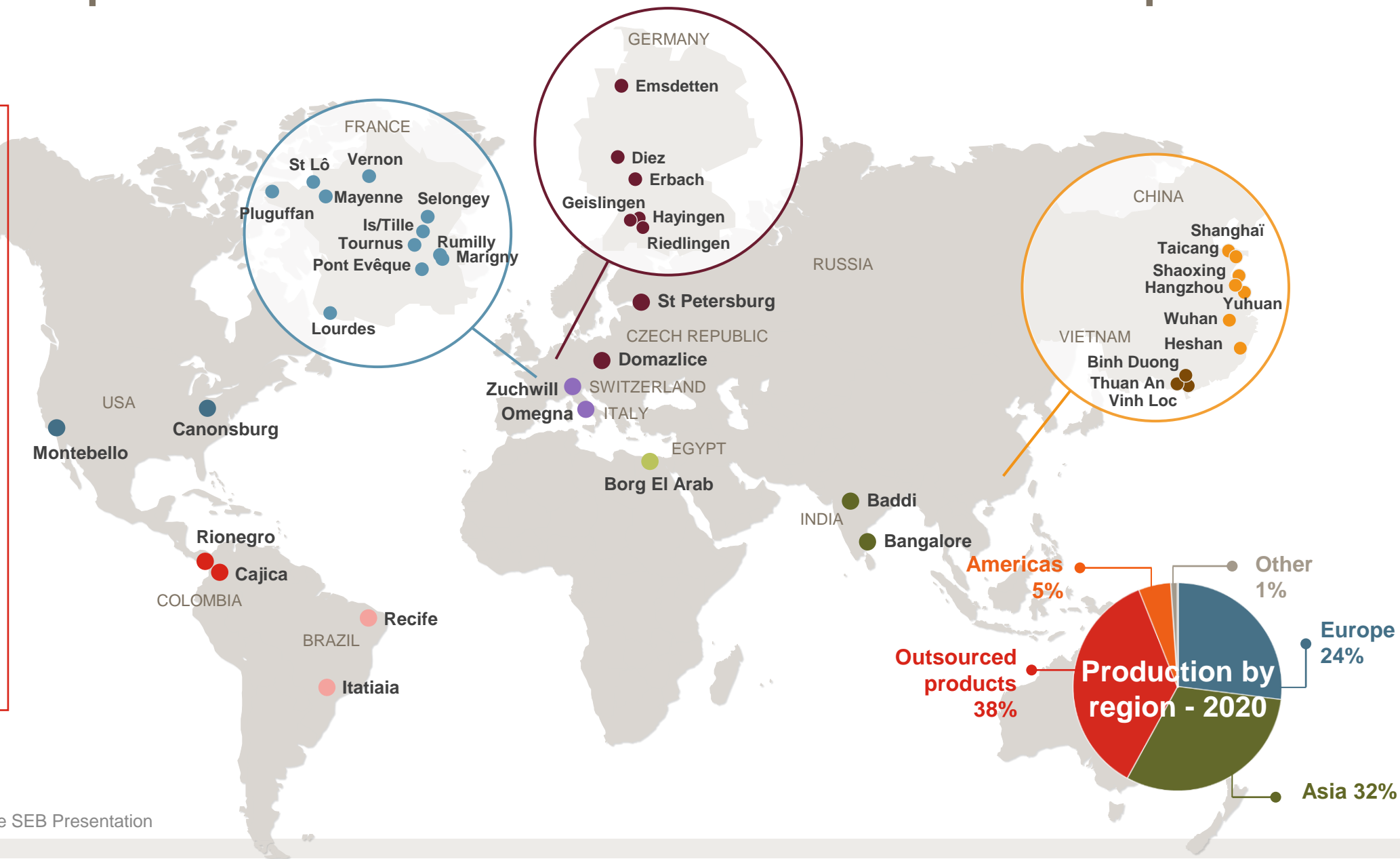
40 industrial sites

~2/3 of products
manufactured in-
house

€183m
Capex

100 %
ISO 14001 certified
entities

Figures at end 2020

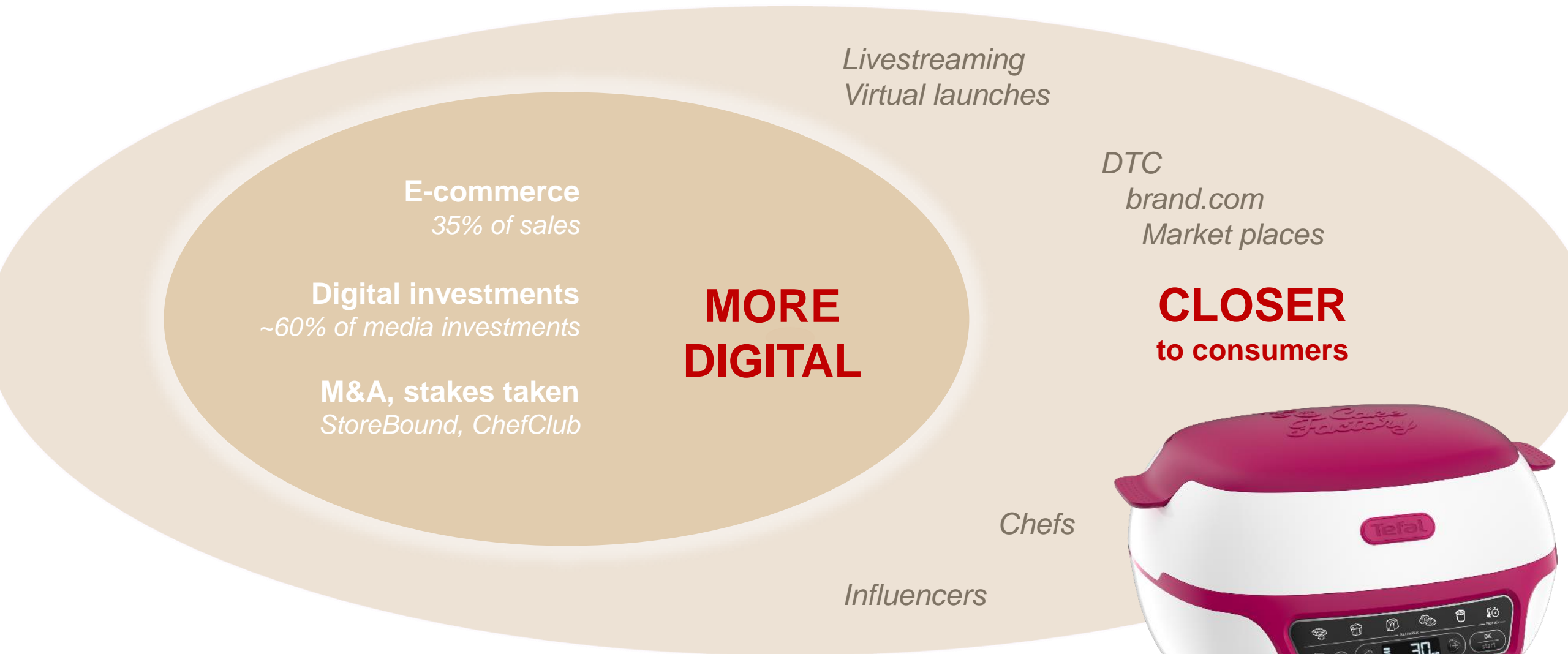




03

DIGITAL FIRST

Digital First



Substantial e-commerce growth in 2020...



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 **70000000** 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



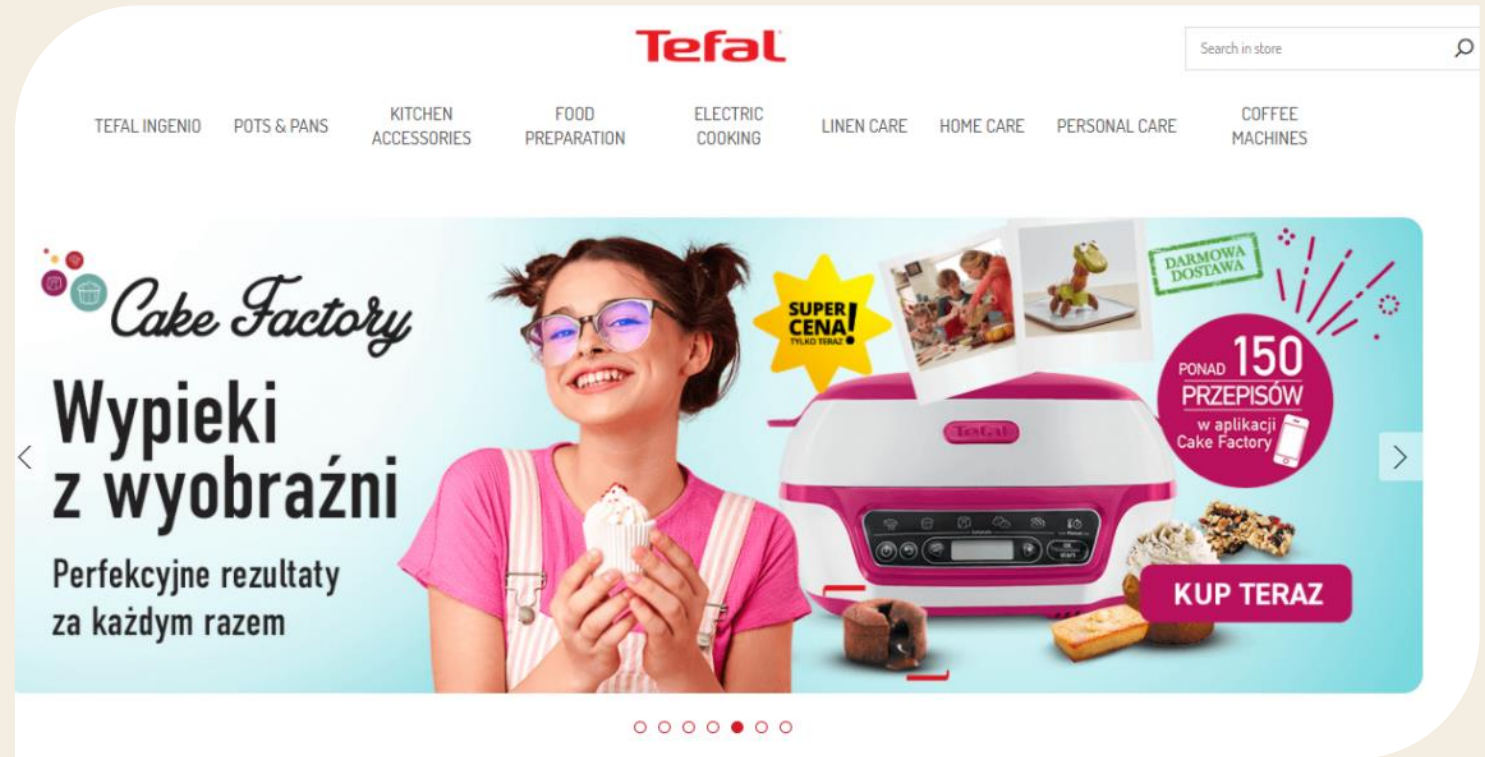
Daniel Marin
[@dfmartin](#),
UK

Development of online Direct to Consumer...

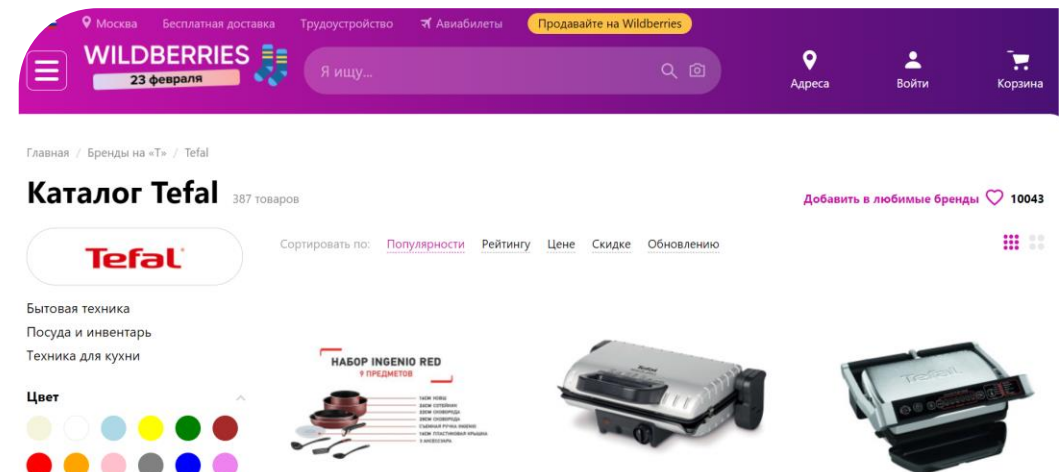
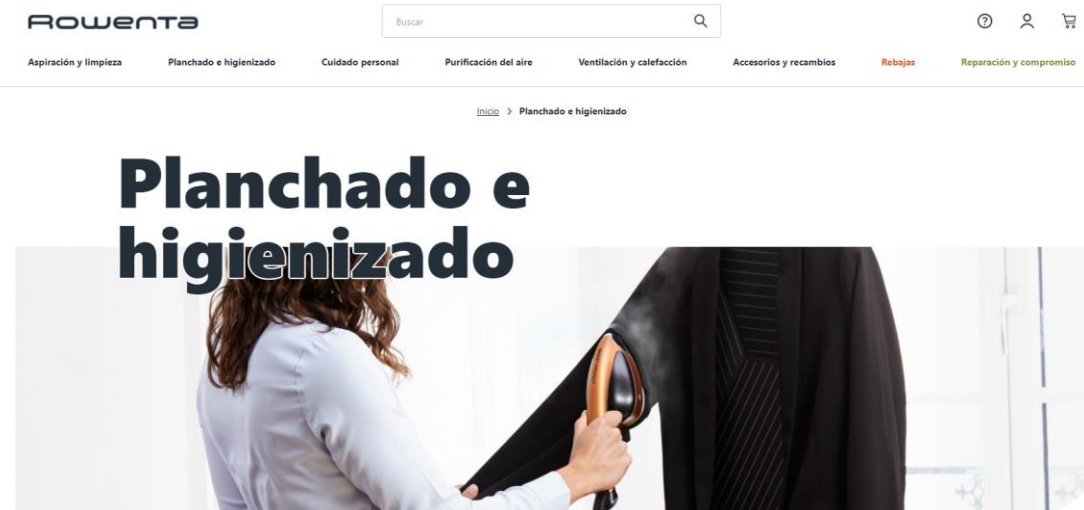
~100 online DTC points of sale at end-2020



+30 over the year



... 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



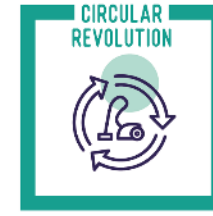
MAKE HEALTHY AND TASTY HOMEMADE FOOD ACCESSIBLE TO EVERYONE

- 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

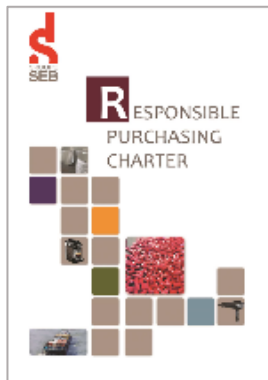
- Eco-design
- Eco-manufacturing
- Eco-logistics
- Eco-friendly workplace

People matter

1

ETHICS

- Code of ethics
- Responsible purchasing
- Audits



2

HUMAN RESOURCES

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



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

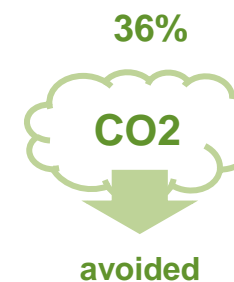


3

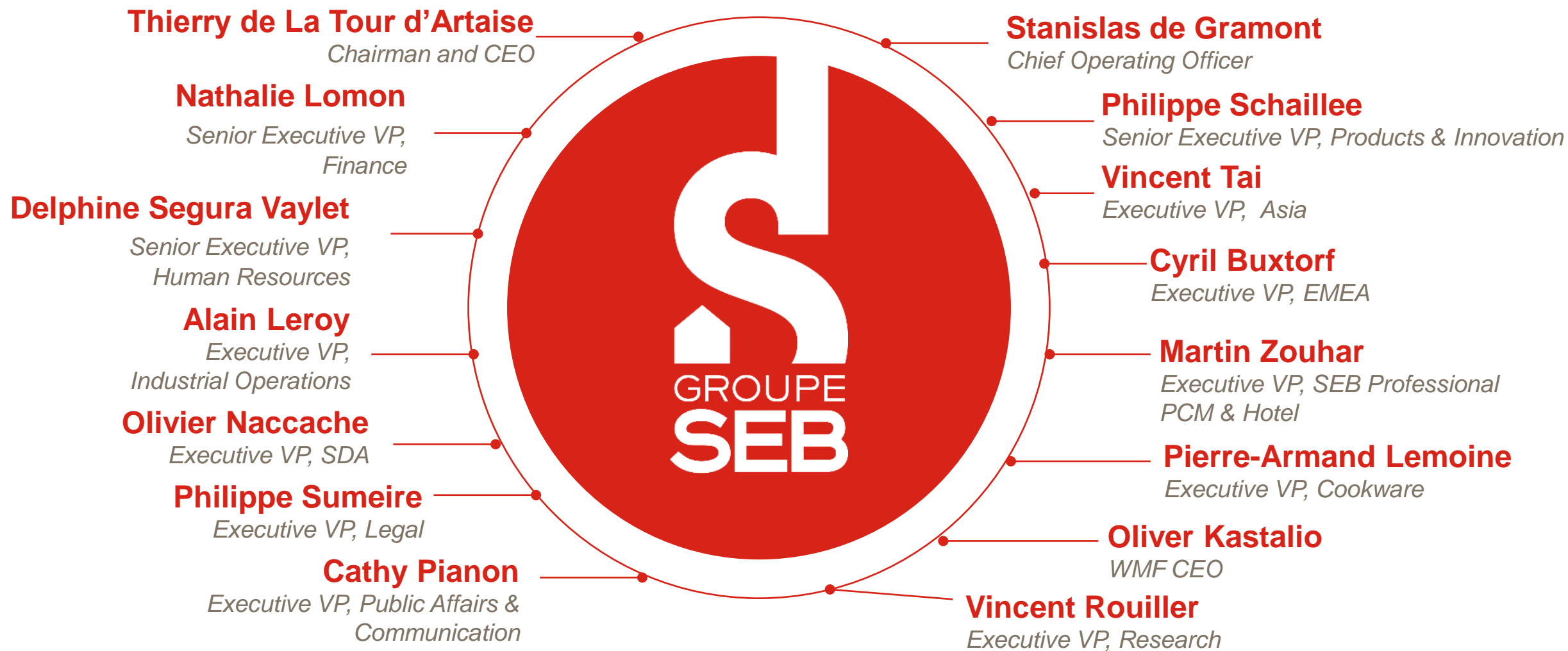
ECO LOGISTIC

→ 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

**ENTREPRENEURIAL
DRIVE**

Passion for Products
Innovator
Daring

**PASSION
FOR INNOVATION**

Pragmatism
Know-how
High standards

PROFESSIONALISM

Respect
Loyalty
Corporate Social
Responsibility

**RESPECT
FOR PEOPLE**

Shared ambition
Trust
Transparency

**GROUP
SPIRIT**



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%

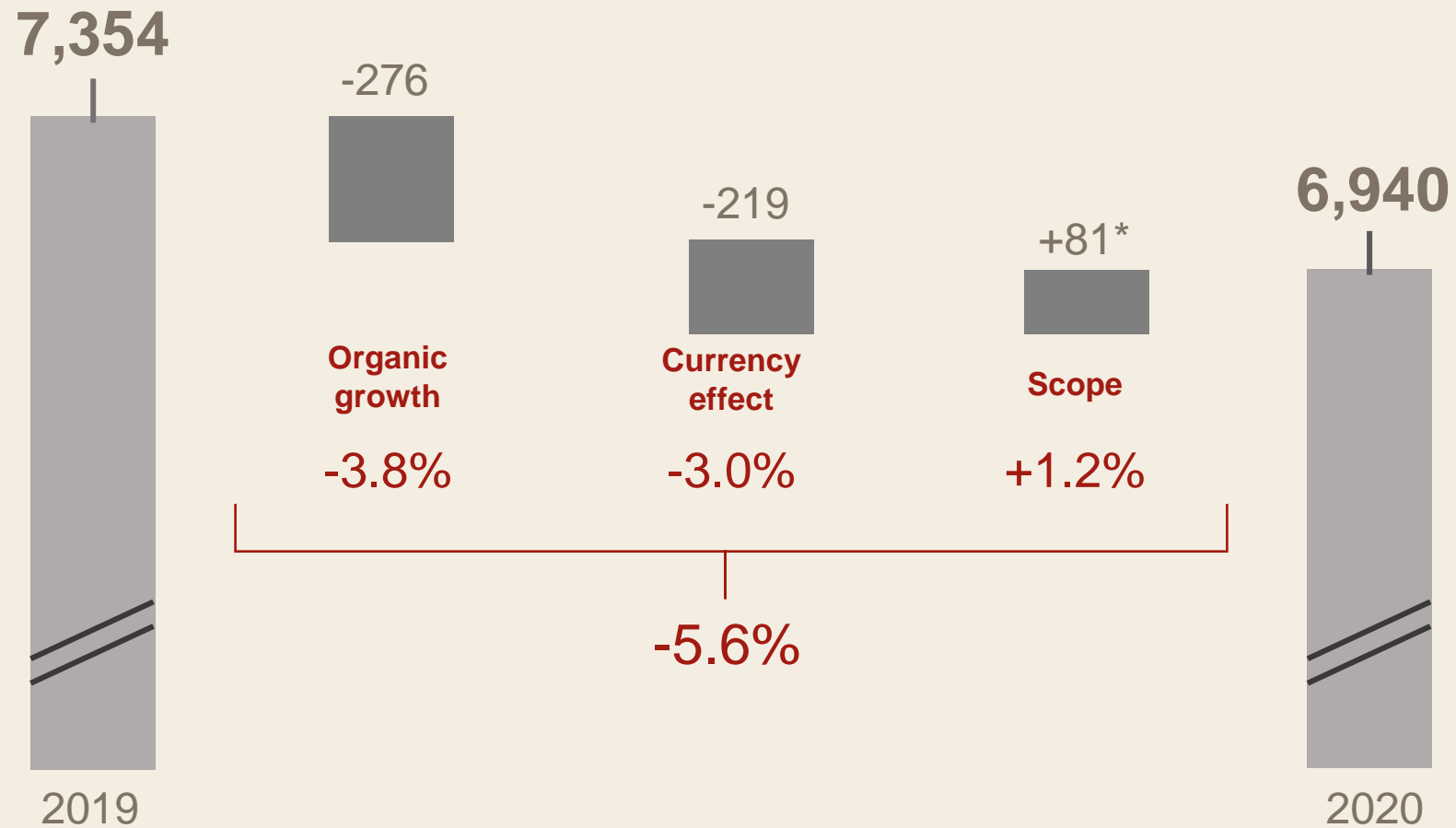
Dividend in respect of FY 2020

€2.14

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

Development in sales 2019→ 2020

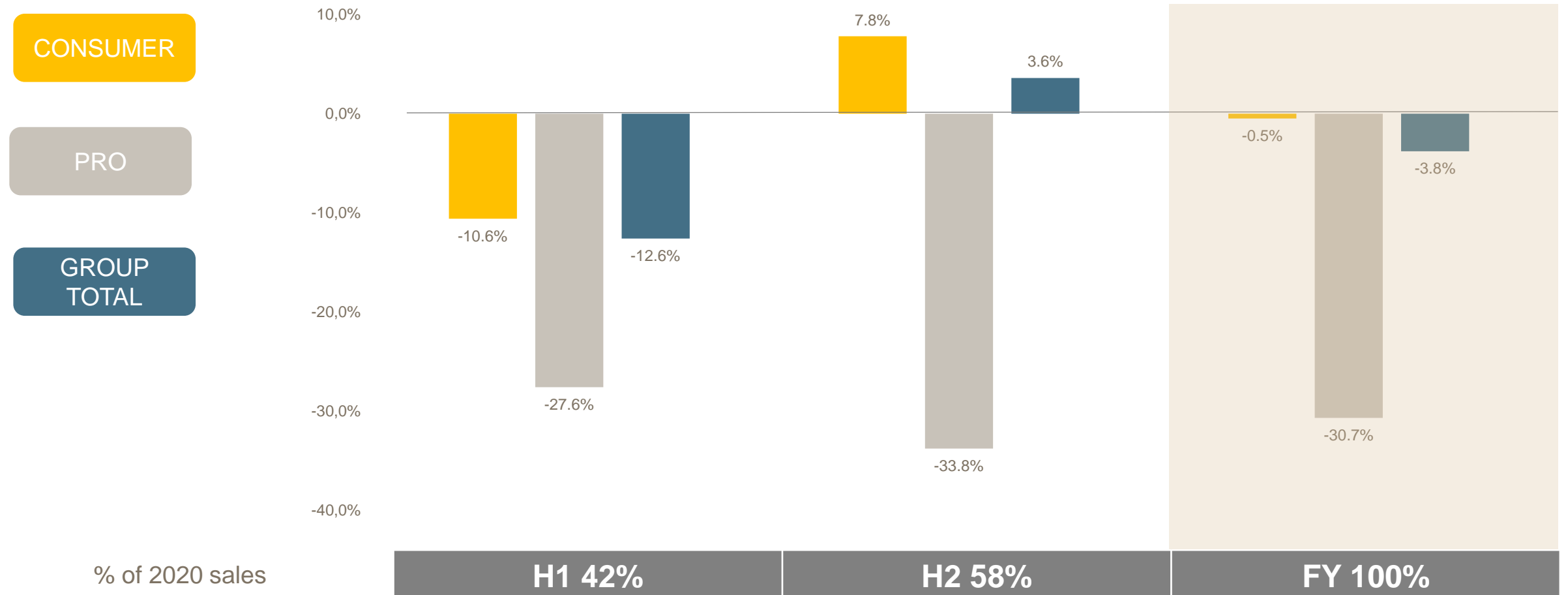
In €m



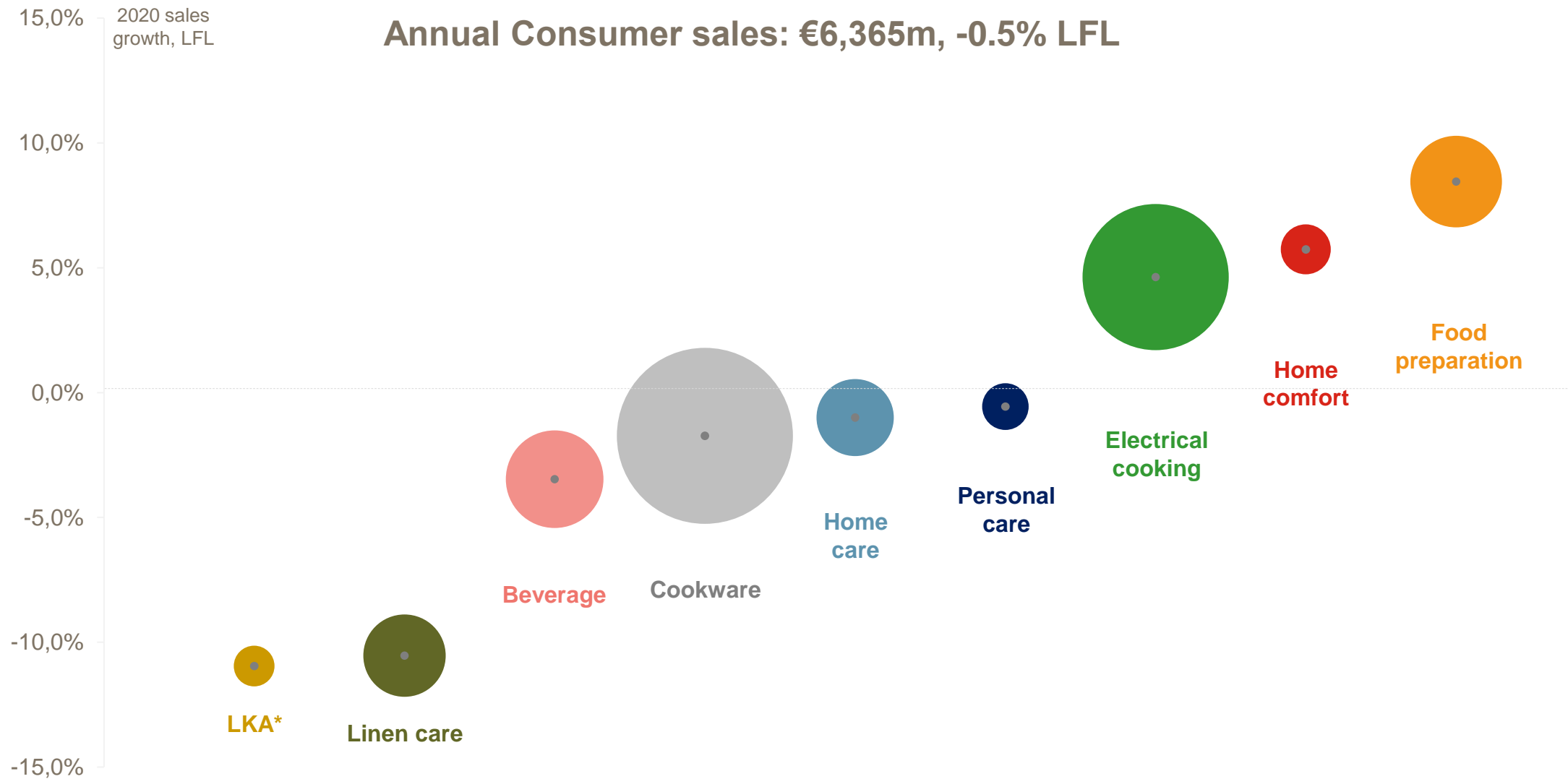
*o/w €60m for StoreBound (5-month consolidation)

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

LFL development in sales (% vs. 2019)



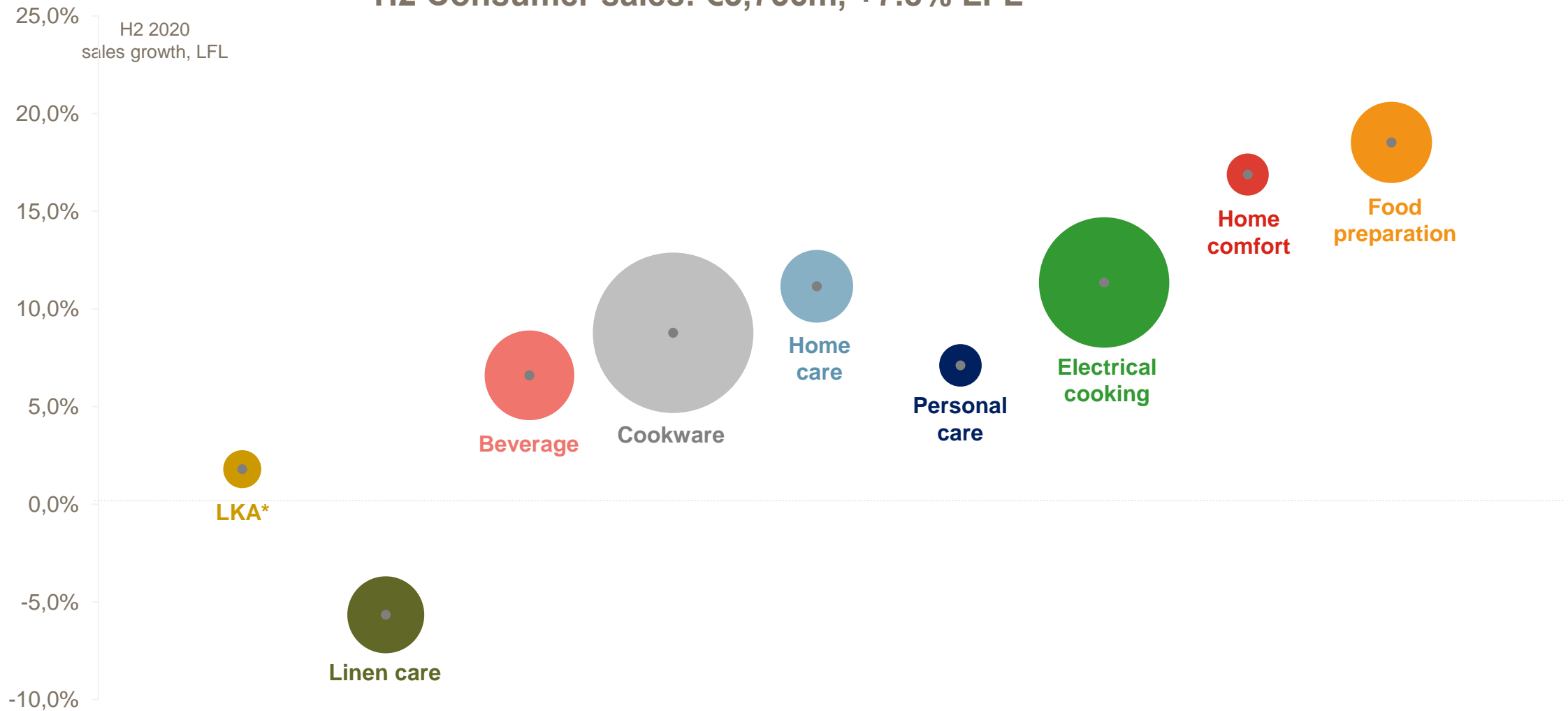
Development in sales per product line



*Large Kitchen Appliances

Development in sales per product line

H2 Consumer sales: €3,756m, +7.8% LFL



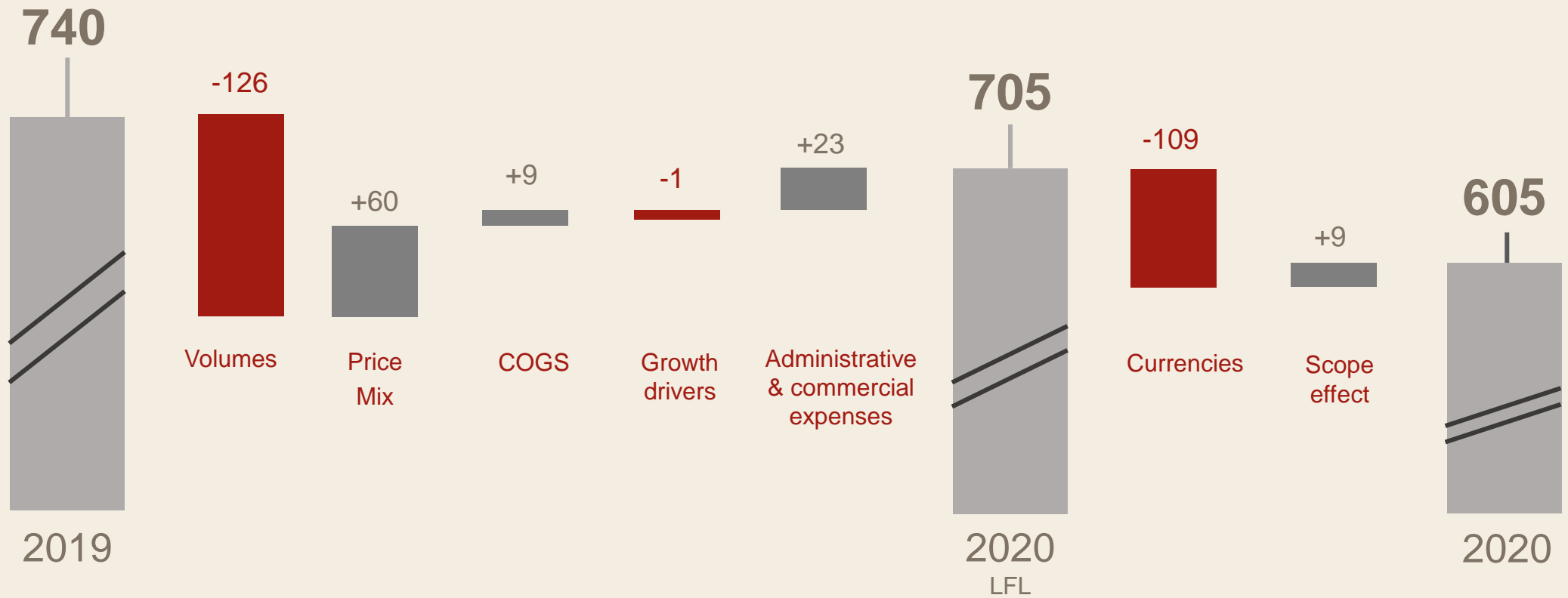
*Large Kitchen Appliances

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

In €m

2019

2020

Innovation

267

240

Advertising
and marketing

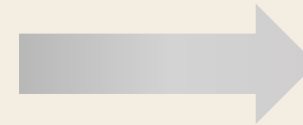
461

472

Total growth drivers

728

712



Advertising and marketing
Half-year phasing

~+€50m

~-€40m

H1-2020 vs. H1-2019 H2-2020 vs. H2-2019

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

Operating profit

In €m

ORfA

Statutory and discretionary employee profit-sharing

Other operating income and expense

Operating profit

2019

2020

Δ %

740

605

-18.2%

-37

-24

-82

-78

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

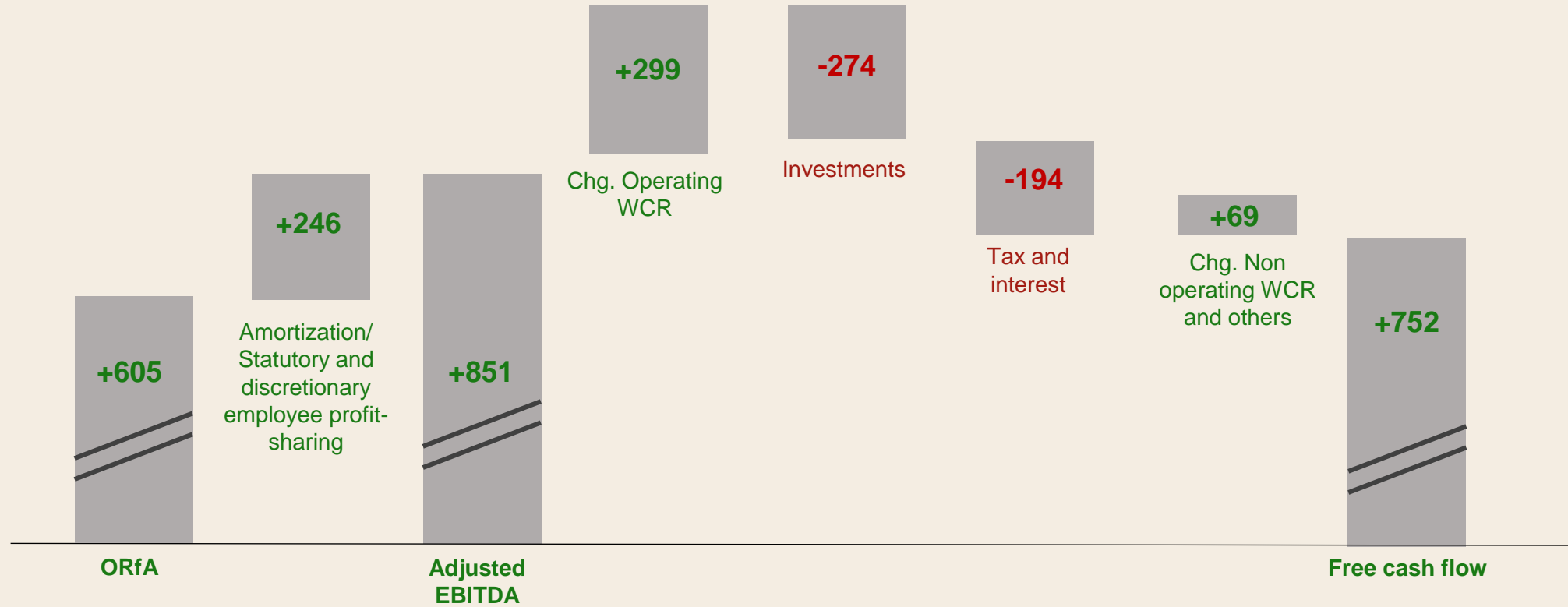
	2019		2020	
	€m	% Sales	€m	% Sales
Receivables	1,017	13.8%	841	12.1%
Inventories	1,189	16.2%	1,212	17.4%
Payables	- 991	- 13.5%	- 1,205	- 17.3%
WCR	1,215	16.5%	848	12.2%

€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

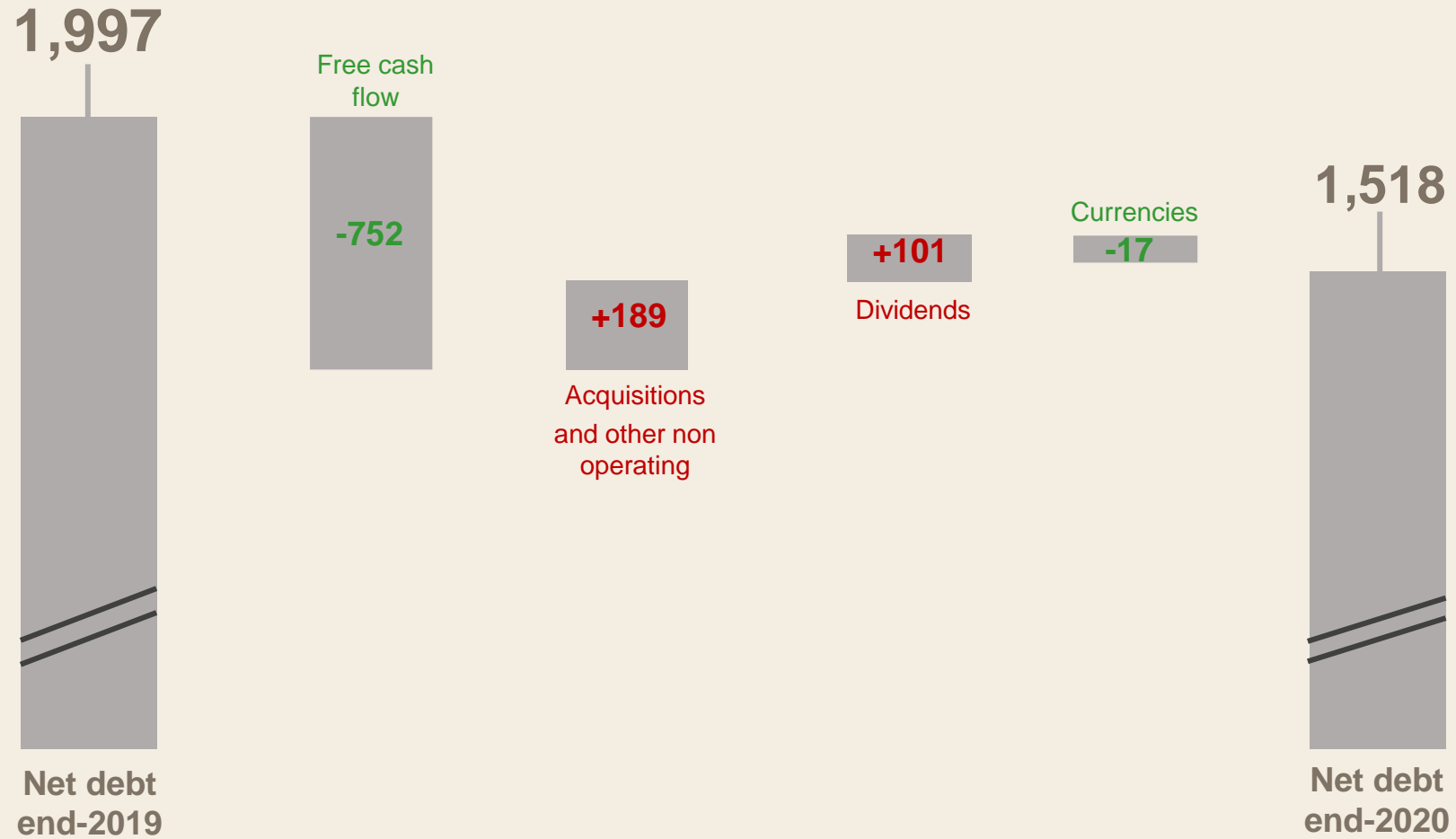
Cash flow generation/Free cash flow

In €m



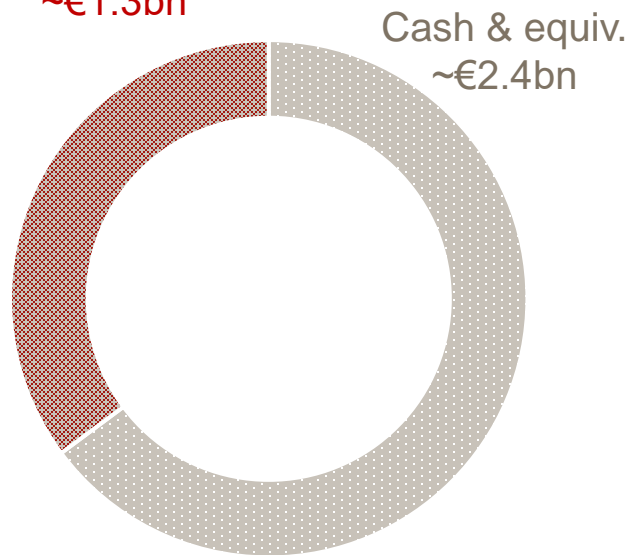
Change in debt

In €m

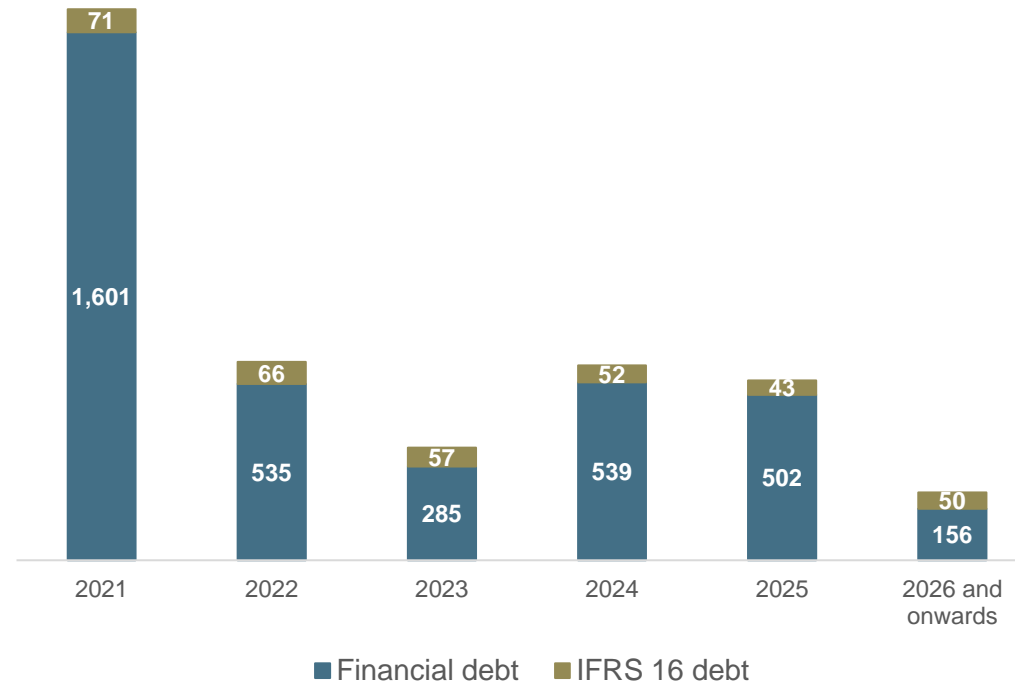


Healthy and well-balanced financing structure

Confirmed undrawn
credit lines
~€1.3bn



Available liquidity
~€3.7bn

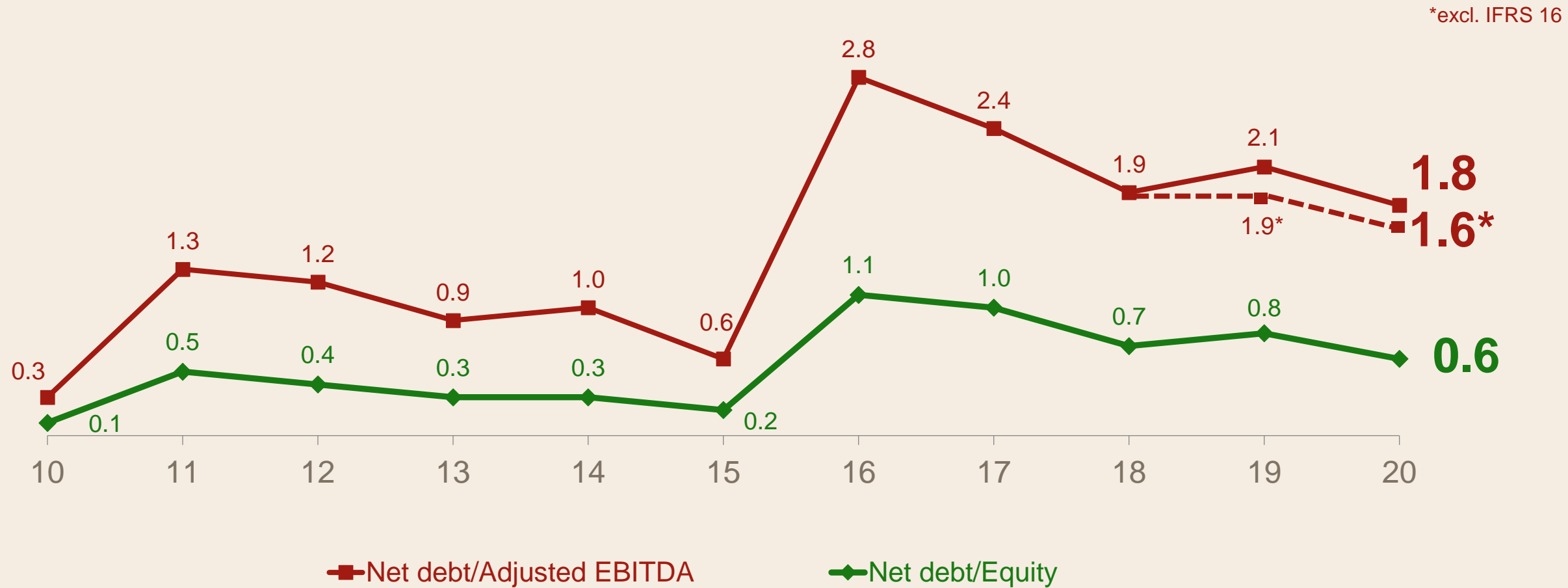


Gross financial debt
~€4.0bn

- **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

As of 12/31/2020

Financial ratios



Ratios at 12/31



06

Q1-2021 RESULTS

An uncertain overall environment, but buoyant markets

- COVID-19, continued: the crisis persists
- Ongoing good momentum for small domestic equipment in H1 2021
- Gradual recovery in the Professional market starting in Q2
- Headwinds
 - Unprecedented inflationary tensions in the supply chain
 - Currency volatility

Key figures at end-June 2021

Sales

€3,610m

+23.9%

+26.3% LFL

Operational Result from Activity

€320m

X 3.1

Net debt

€1,850m

-€235m vs. 30.06.2020

Net profit

€151m

vs. €3m in H1 2020

First-half 2021 sales



Consumer
€3,319m
+27.3% +29.6% LFL

Sales
€3,610m
+23.9% +26.3% LFL



Professional
€290m
-5.1% -1.7% LFL

Consumer business

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
Consumer	+39.1%	+ 20.6%	+29.6%	+27.3%

Sales €3,319m

+27.3% +29.6% LFL



- Persistent strong demand for small domestic equipment
- Promotional pressure remaining moderate
→ Price-mix holding up firm
- Sales growing faster than market, driven by:
 - all geographies
 - all categories
 - e-commerce, as an accelerator
- Supply chain tensions

Professional business

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
Professional	-26.2%	+34.2%	-1.7%	-5.1%

Sales €290m
-5.1% -1.7% LFL

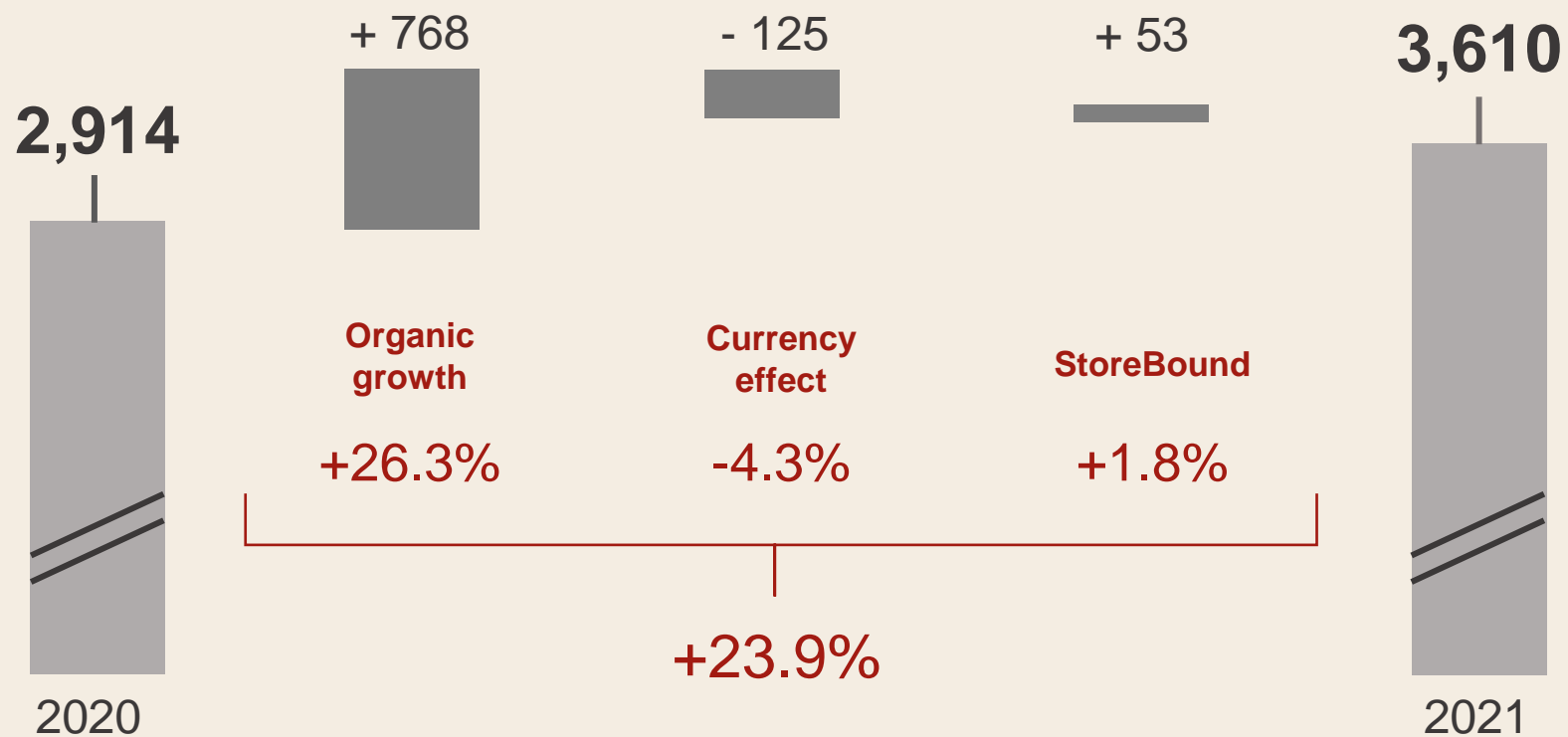
- Q1 negatively impacted by:
 - Hospitality and catering sector at a standstill
 - Demanding 2020 comparatives
- Return to growth in Q2:
 - Better trend in core business, machines and service
 - Roll-out of contracts in EMEA and USA
 - Much lower 2020 comparatives



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

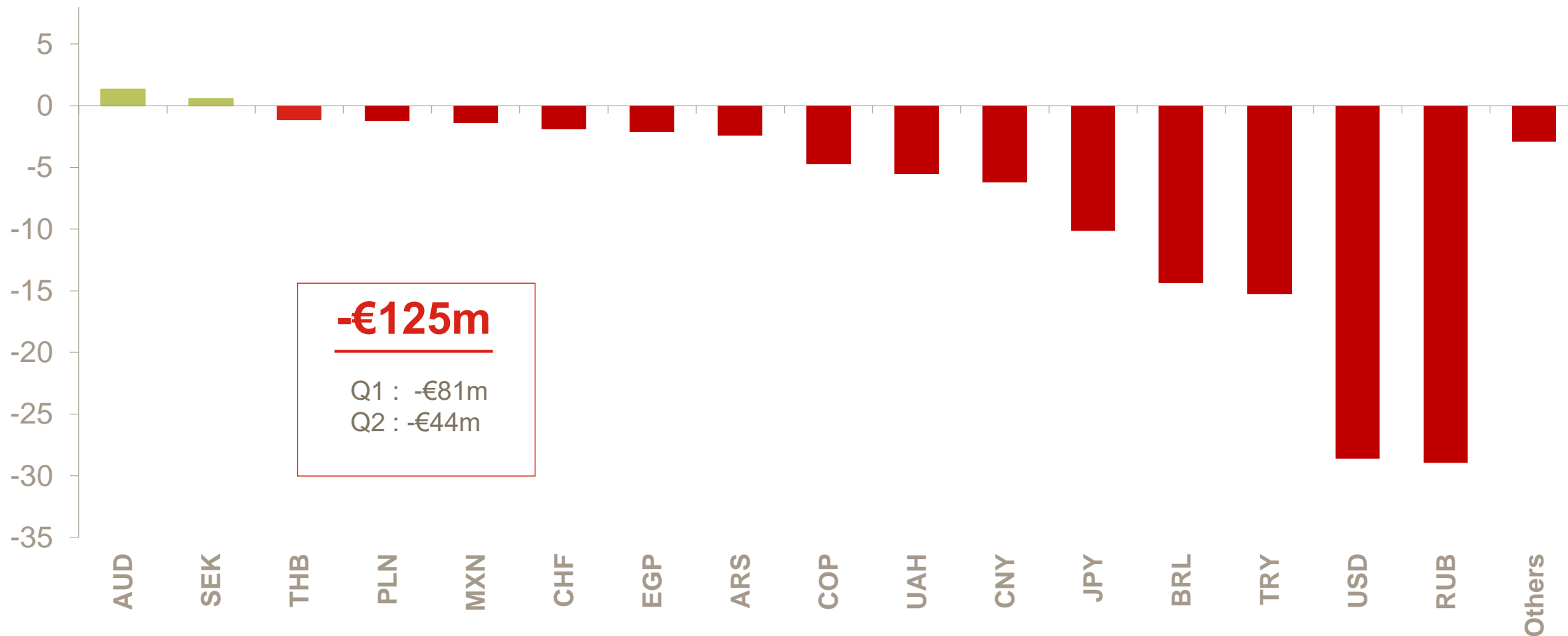
Change in sales - H1 2020 → 2021

In €m



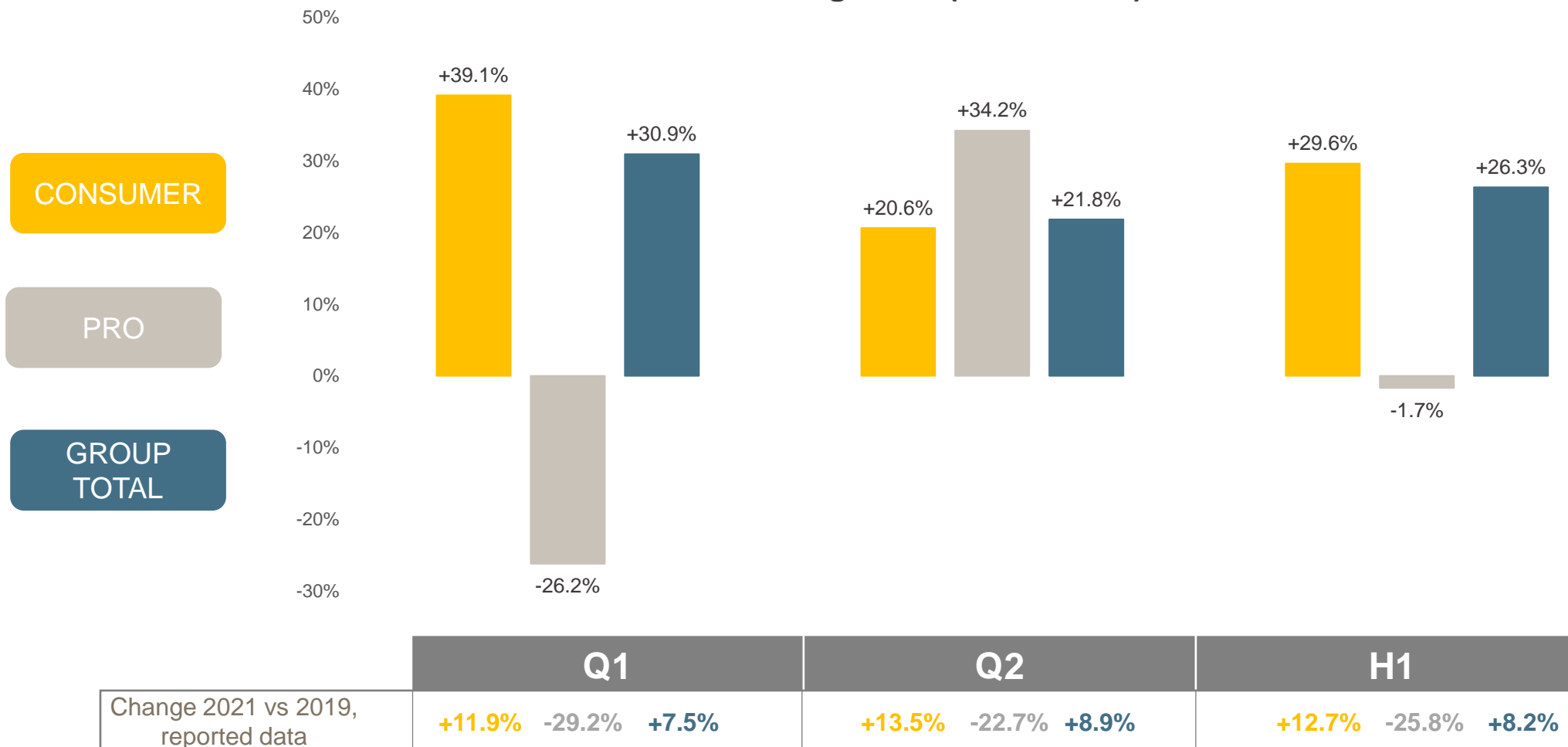
Currency impact on H1 2021 sales

In €m



Quarterly sales phasing by activity

LFL sales growth (% vs. 2020)



Top 20 countries – Consumer revenue, H1 2021

LFL

EMEA +34,9%

AMERICAS +57,2%

ASIA +15,3%

≥ 50%

Turkey

ITALY

RUSSIA

Ukraine

Romania

Canada

BRAZIL

Colombia

USA

≥ 30%

FRANCE

Netherlands

Belgium

Poland

Mexico

≥ 10%

GERMANY

SPAIN

United Kingdom

JAPAN

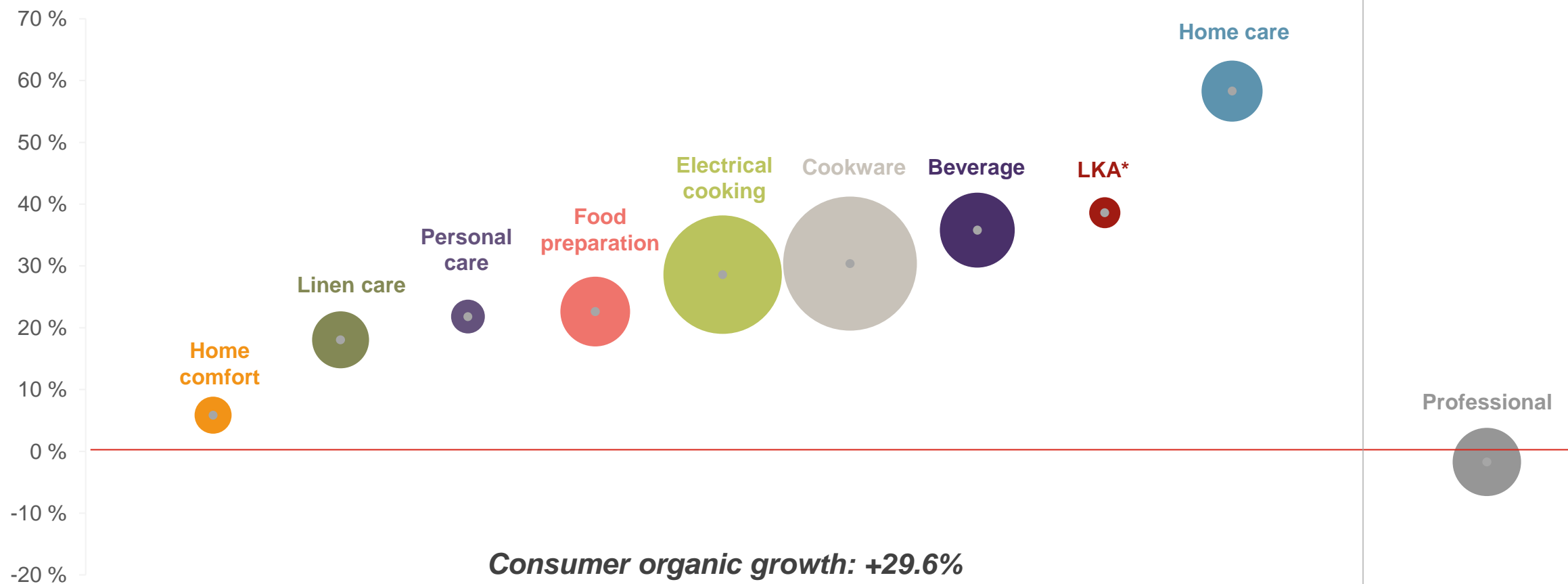
SOUTH KOREA

CHINA

TOP 10 COUNTRIES

Sales change by product line

2021 H1 Sales LFL



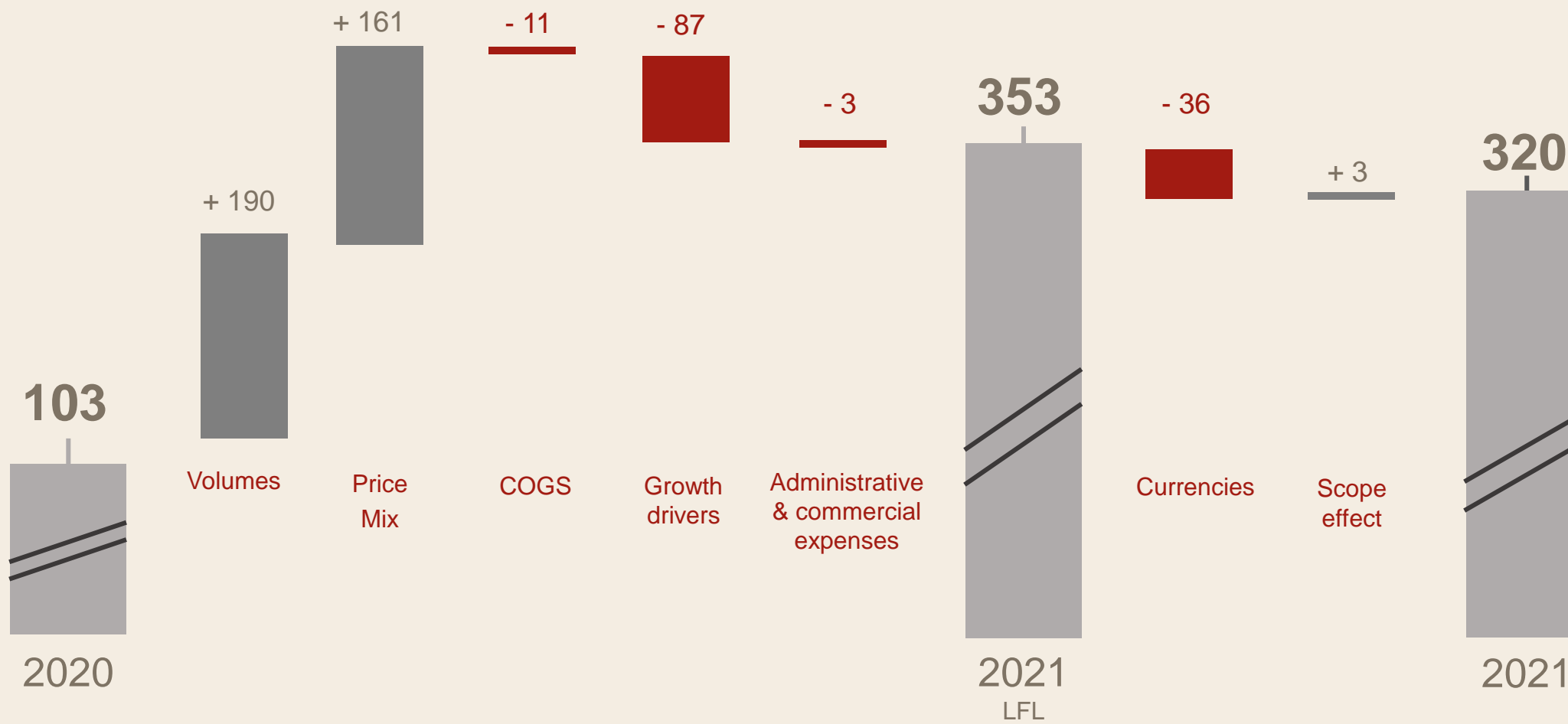
*LKA = Large Kitchen Appliances

Operating Result from Activity (ORfA)

In €m	2020	2021	Δ	Δ LFL
Sales	2,914	3,610	+23.9%	+26.3%
ORfA	103	320	x3.1	x3.4
<i>ORfA. margin</i>	<i>3.5%</i>	<i>8.9%</i>	<i>+5.3 pts</i>	<i>+6.0 pts</i>

ORfA bridge: H1 2020 → 2021

In €m



Growth drivers – First half-year

In €m	2019	2020	2021	Δ LFL
Innovation*	128	117	127	+8.5%
Marketing and advertising	214	176	244	+43.5%
Total growth drivers	342	293	371	+30.0%

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

From ORfA to Net profit – First half-year

In €m	2020	2021
Operating Result from Activity (ORfA)	103	320
Discretionary and non-discretionary profit-sharing	(5)	(16)
Other operating income and expense	(40)	(46)
Operating profit	58	258
Net financial expense	(29)	(27)
Tax	(7)	(53)
Non-controlling interests	(19)	(27)
Net profit	3	151

Simplified balance sheet

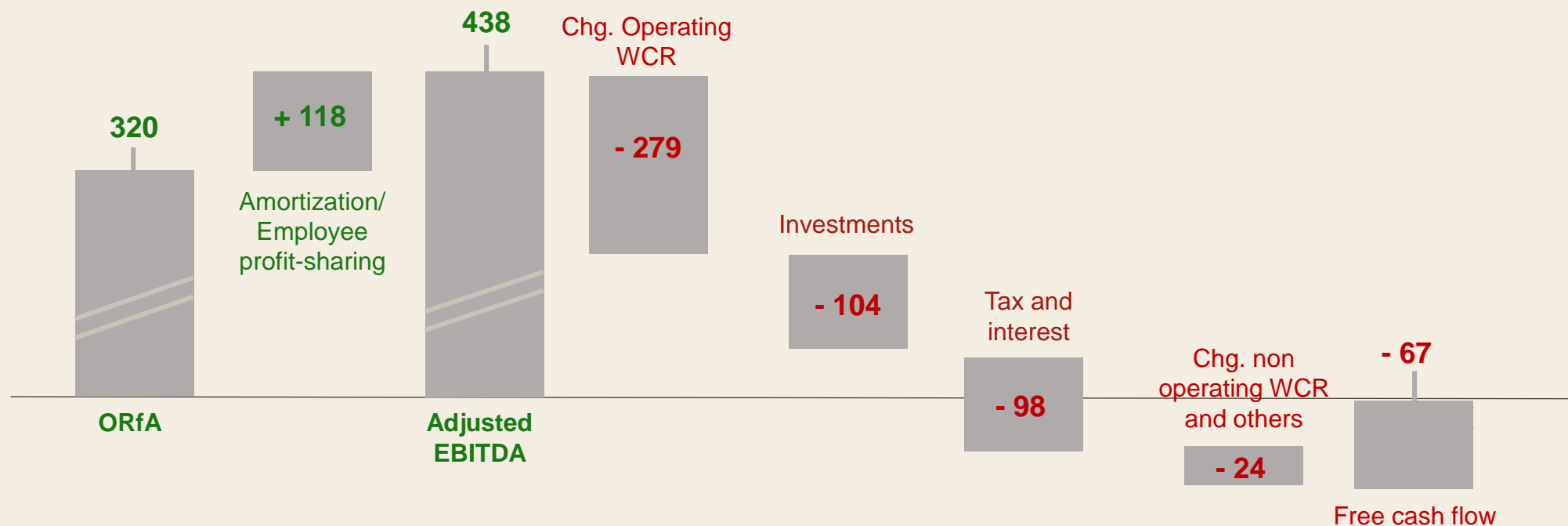
In €m

	30/06/2020	31/12/2020	30/06/2021
Tangible fixed assets	4,200	4,250	4,285
Operating WCR	1,168	848	1,128
Total assets to be financed	5,368	5,098	5,413
Equity	2,499	2,735	2,816
Provisions	424	454	438
Other current assets and liabilities	360	391	309
Net financial debt	2,085*	1,518*	1,850*
Total financing	5,368	5,098	5,413

*o/w €306m, €339m and €333m in IFRS16 impact, respectively

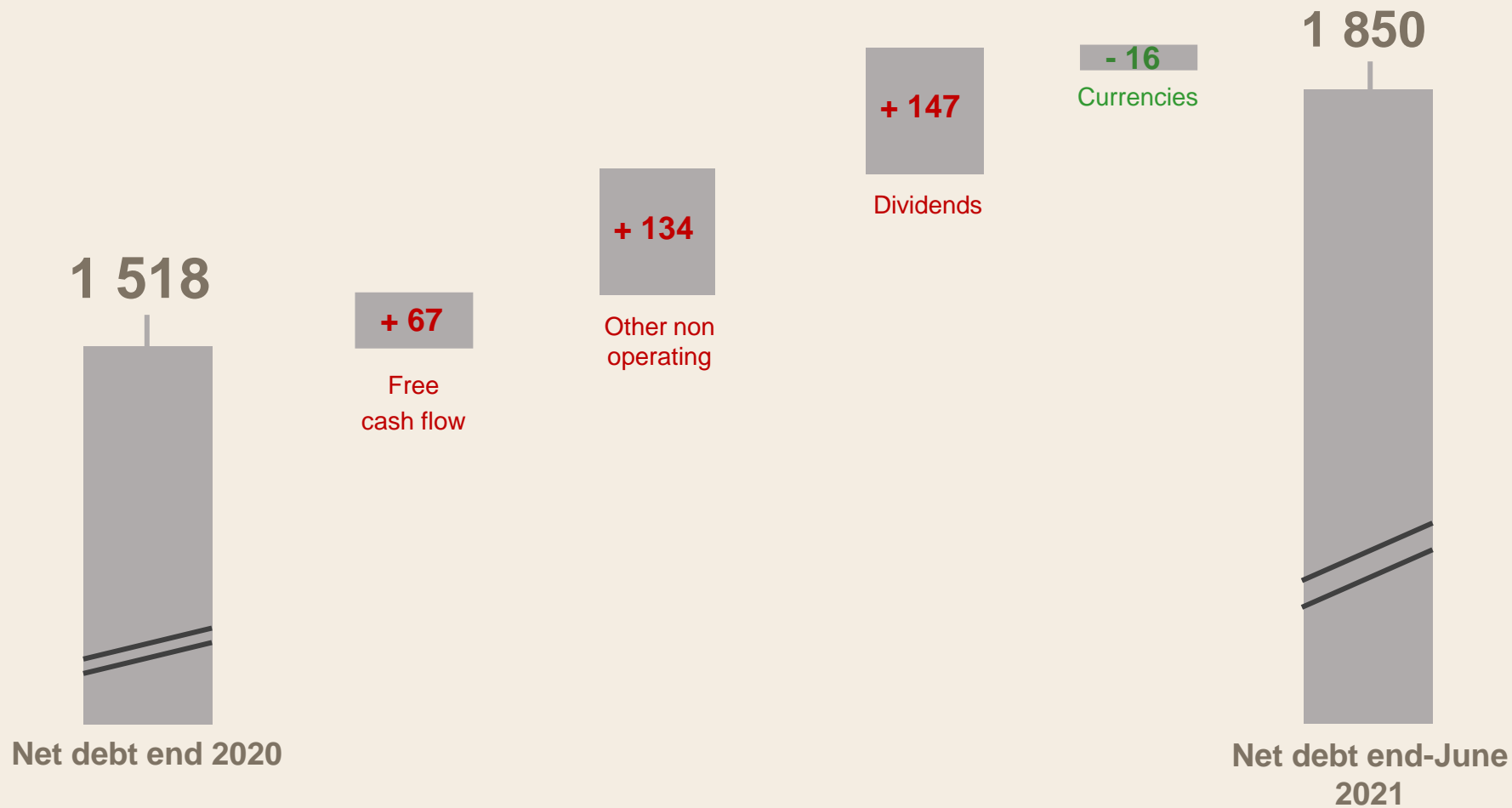
Cash flow generation / Free cash flow

In €m



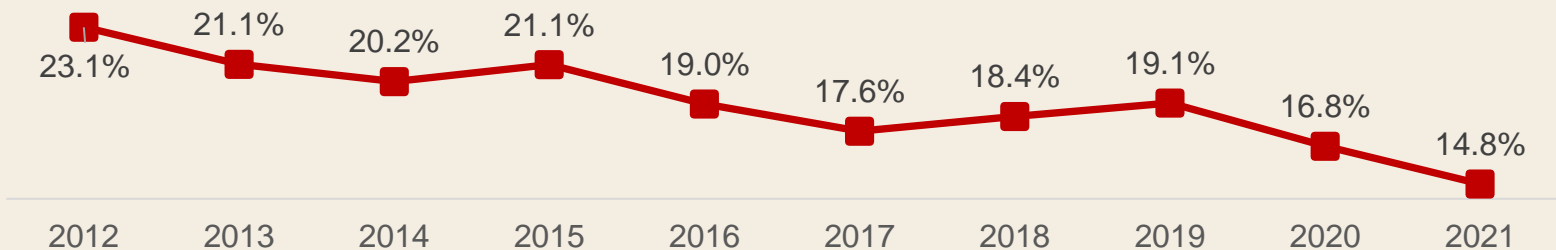
Change in net debt

In €m

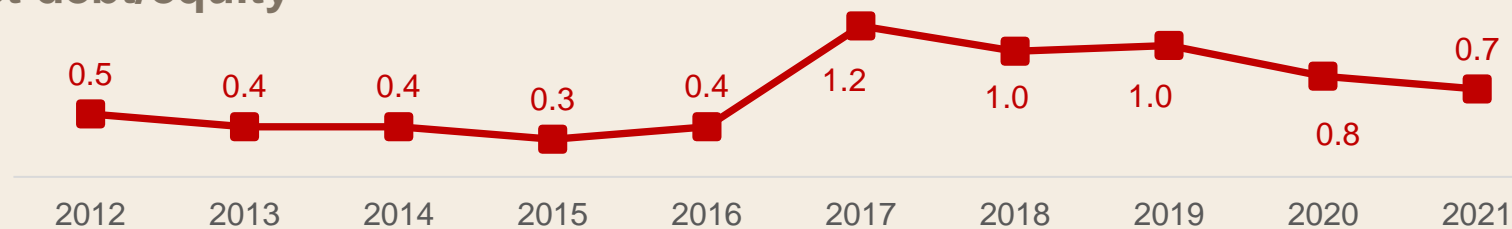


Ratios at June 30

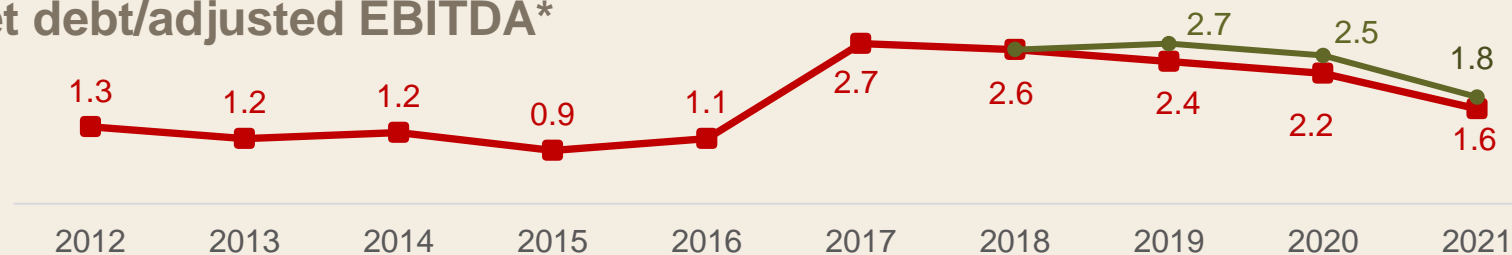
Operating WCR as % of sales



Net debt/equity



Net debt/adjusted EBITDA*



— With IFRS 16

* Rolling 12-month

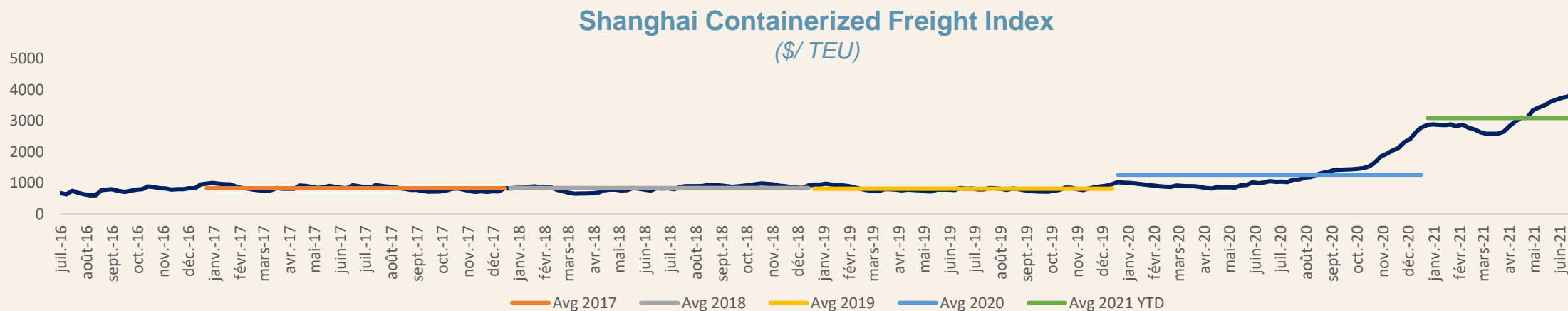
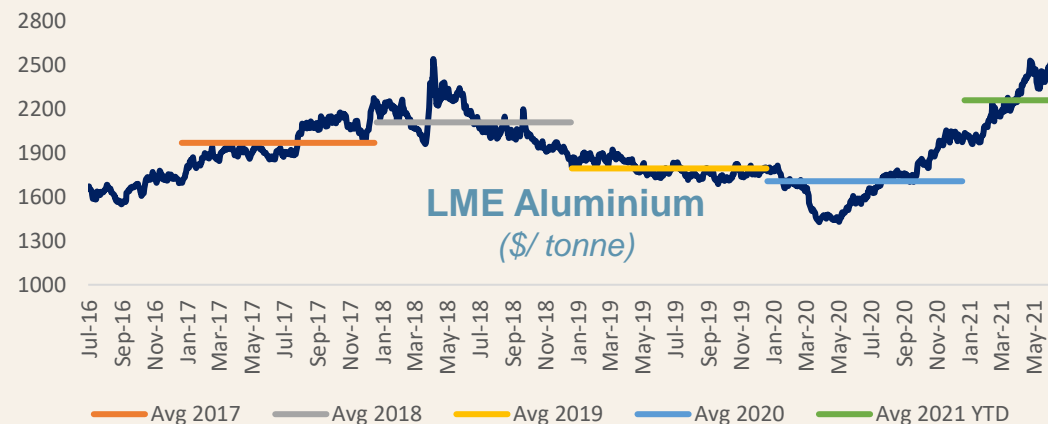


07

ISSUES 2021 & OUTLOOK

Supply chain issues: lack of availability, additional costs, delays...

- Commodities inflation since mid-2020
- Shortage of electronic components, worsened since May
→ Price **x20 to x50**
- Since autumn 2020, freight tensions and shooting up prices



...resulting in stronger headwinds than anticipated at the end of April

Detailed headwinds for FY-2021

	Estimate end-April	Estimate end-July
Components/raw materials	€50m	> €110m
Freight	€50m	> €110m
Currencies	€40m	~ €30m
Total impact on ORfA	€140m	> €250m



Price increases in Q4-2021

Outlook for 2021

- **Excellent first half, Q2 better than expected**
- **Caution remains the watchword for the second half**
 - Limited visibility on the Consumer business
 - Uncertainties over the pace of recovery for Professional Coffee
- **In this context:**
 - **2021 revenue growth assumption (as reported) revised upwards**
→ **Should exceed 10%** (vs. previous assumption of around 10%)
 - **Maintained assumption of an ORfA margin close to 10%**
Despite headwinds currently estimated at more than €250m (vs. €140m estimate at end-April)



08

APPENDIX

H1 sales

In €m

EMEA

AMERICAS

ASIA

EMEA

Western Europe

Other countries

AMERICAS

North America

South America

ASIA

China

Other countries

TOTAL Consumer

Professional

Groupe SEB

	H1 2020	H1 2021	As reported	Like-for-like	Q2 2021 LFL
EMEA	1,272	1,662	+30.7%	+34.9%	+28,2%
Western Europe	920	1,171	+27.3%	+27.2%	+20.2%
Other countries	352	490	+39.6%	+55.0%	+52.5%
AMERICAS	298	480	+61.2%	+57.2%	+53.4%
North America	209	348	+66.6%	+50.8%	+38.9%
South America	89	132	+48.5%	+72.2%	+96.5%
ASIA	1,039	1,178	+13.4%	+15.3%	+3.3%
China	794	898	+13.1%	+13.8%	-0.1%
Other countries	245	280	+14.3%	+20.0%	+14.8%
TOTAL Consumer	2,608	3,319	+27.3%	+29.6%	+20.6%
Professional	306	290	-5.1%	-1.7%	+34.2%
Groupe SEB	2,914	3,610	+23.9%	+26.3%	+21.8%

% based on non-rounded figures

Q2 sales

In €m

EMEA

AMERICAS

ASIA

EMEA

Western Europe

Other countries

AMERICAS

North America

South America

ASIA

China

Other countries

TOTAL Consumer

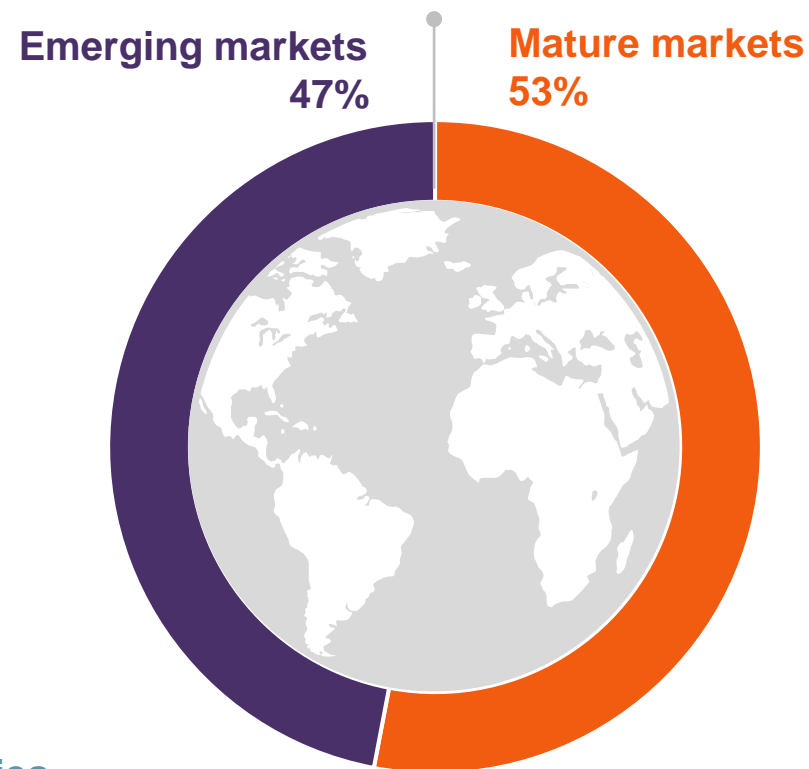
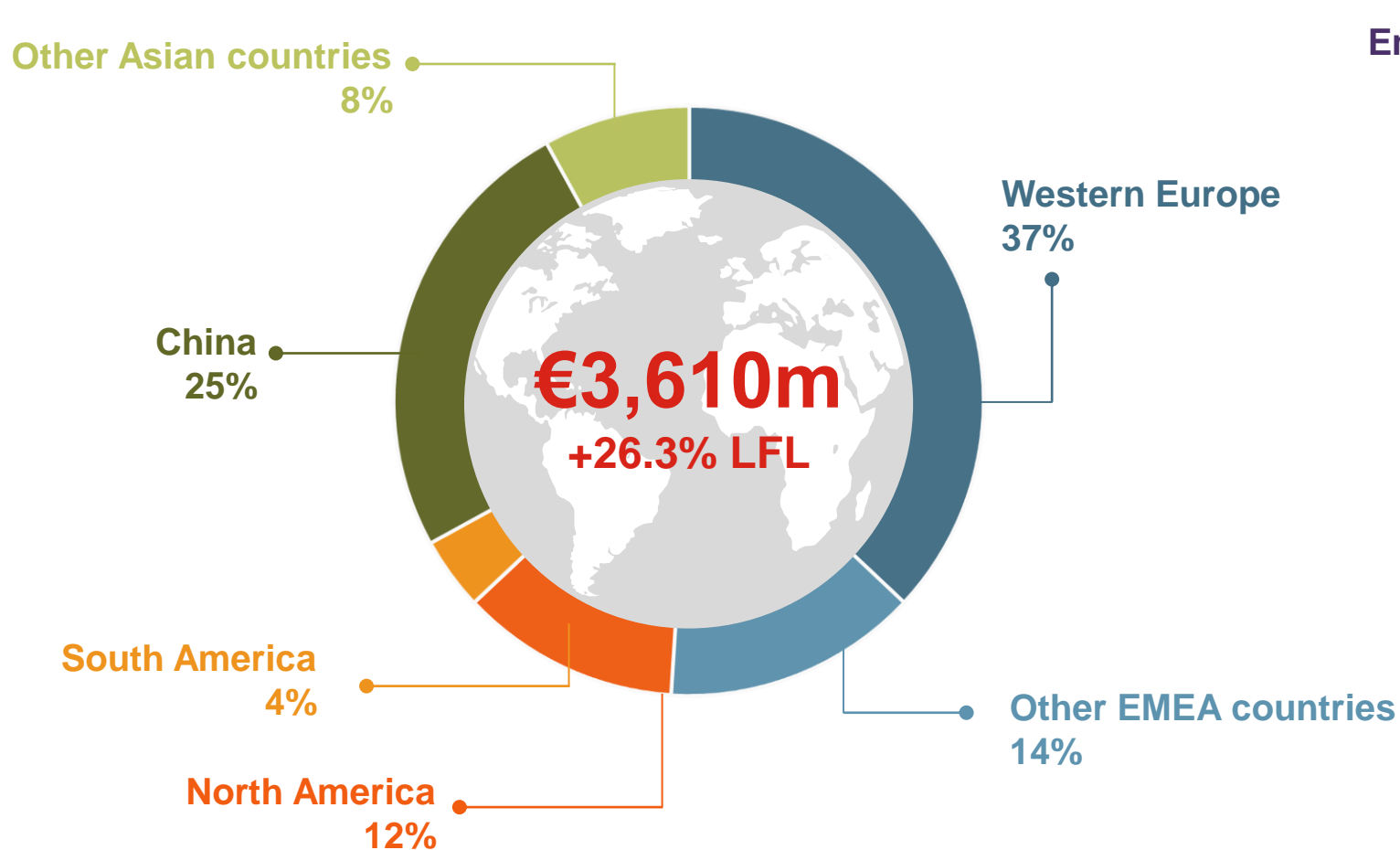
Professional

Groupe SEB

	Q2 2020	Q2 2021	As reported	LFL
EMEA	631	791	+25.4%	+28.2%
Western Europe	475	572	+20.4%	+20.2%
Other countries	156	219	+40.7%	+52.5%
AMERICAS	149	237	+59.3%	+53.4%
North America	112	170	+52.6%	+38.9%
South America	37	67	+79.1%	+96.5%
ASIA	556	568	+2.1%	+3.3%
China	429	430	+0.1%	-0.1%
Other countries	127	138	+8.7%	+14.8%
TOTAL Consumer	1,336	1,597	+19.5%	+20.6%
Professional	124	161	+29.5%	+34.2%
Groupe SEB	1,460	1,758	+20.3%	+21.8%

% based on non-rounded figures

H1 2021 sales by region



Western Europe

H1 sales: €1,171m, +27.2% LFL

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
Western Europe	+34.7%	+20.2%	+27.2%	+27.3%



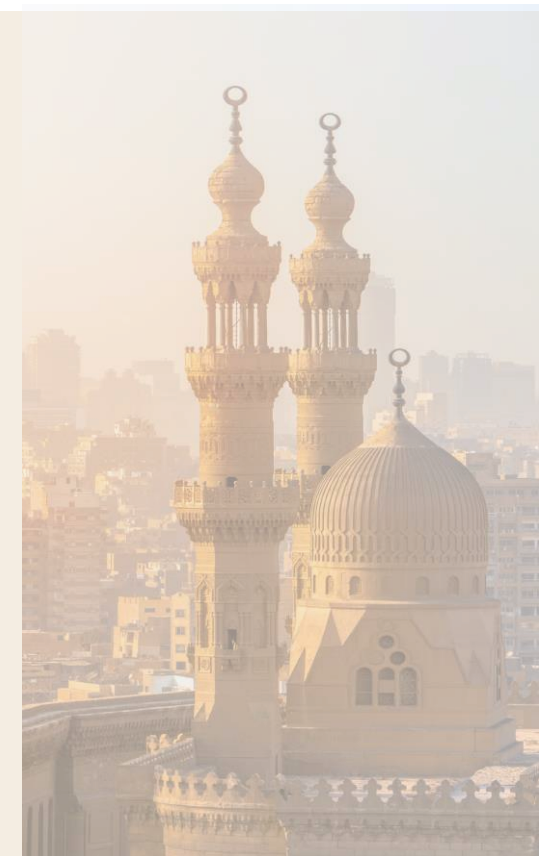
- Persistent strong demand for small domestic equipment
→ Widespread growth, all countries
- Restrictive health measures in Q1, eased at end of Q2.
Gradual reopening of physical retail
- E-commerce as the main growth driver, across all channels and formats
- Reported growth vs. 2019: ~ +13%
- Blockbusters: multicookers, grills, WMF products, full auto coffee machines, versatile and robot vacuum cleaners...

Other EMEA countries

H1 sales: €490m, +55.0% LFL

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
Other EMEA countries	+57.1%	+52.5%	+55.0%	+39.6%

- Confirmed excellent general momentum
- Consolidated presence in the large markets: Russia, Ukraine, Central Europe, etc.
- Return to organic growth in Turkey
- Rapid advances in new territories: Croatia, Slovakia, Kazakhstan, Bulgaria, Israel, etc.
- Flagship products: versatile and robot vacuum cleaners, cookware, electrical cooking (grills, oil-less fryers), full auto coffee machines, WMF products, etc.



North America

H1 sales: €348m, +50.8% LFL

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
North America	+64.4%	+38.9%	+50.8%	+66.6%



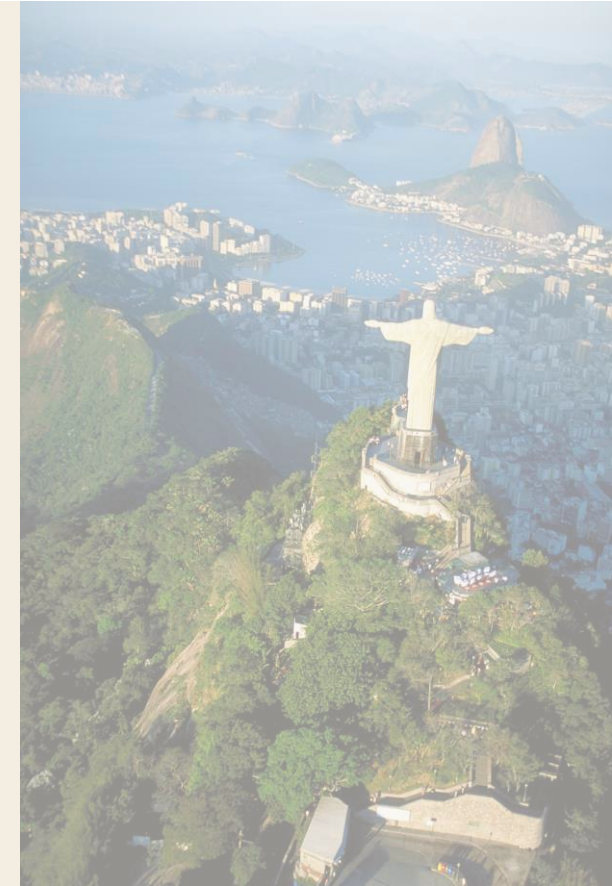
- Unprecedented growth in the United States driven by strong demand
 - Economic recovery, consumption incentives
 - Cookware as a key driver → Record performances under the All-Clad, T-fal and Imusa brands
- StoreBound (6-month scope effect)
 - Excellent sales growth vs. H1-2020
 - Continued expansion of the retail network
- Canada and Mexico: robust momentum

South America

H1 sales: €132m, +72.2% LFL

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
South America	+54.6%	+96.5%	+72.2%	+48.5%

- Economic and health situation still a source of concern
- Very strong organic growth in South America
 - Driving categories: cookware and food preparation
- Brazil: sales doubled in Q2 (low comparatives)
 - Growth fueled by volumes and price increases (vs. currency depreciations and higher material costs)
- Colombia: record performances, Q2 sales +73% LFL



China

H1 sales: €898m, +13.8% LFL

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
China	+30.2%	-0.1%	+13.8%	+13.1%



- H1 2021 sales +13.8% LFL, with reverse trends in Q1 and Q2
 - Q2 sales stable vs. 2020, but return to growth vs. 2019
- Recovery in cookware business vs. weak H1 2020
- Solid sales dynamic in kitchen electrics, excluding food preparation
- Consumption momentum slowdown and continuous transformation of retail
 - Increased weight of e-commerce → Drop in average prices
- Adaptation of Supor to retail changes
 - Extension and upgrading of product offering in e-commerce
 - Strong and proven innovation capabilities

Other Asian countries

H1 sales: €280m, +20.0% LFL

Growth vs LY %	Q1 2021 LFL	Q2 2021 LFL	H1 2021 LFL	H1 2021 as reported
Other Asian countries	+25.5%	+14.8%	+20.0%	+14.3%

- Very good performance vs. resilient H1 2020
- Japan: double-digit growth in Q1 and Q2
 - Flagship products: Cookware (Ingenio, new G6 range) and electrical cooking
 - Covid-19 new surge → State of emergency reinstated
- South Korea : sustained growth in H1, driven by e-commerce
 - Best sellers: Cookware and vacuum cleaners
- Buoyant business in the other countries over the period



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2021 key dates

October 26 | after market closes

Nine-month 2021 sales and financial data



AGENDA