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 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, 2019 examined by SEB SA’s Statutory Auditors and approved by the Group’s Board of Directors, dated February 25, 2020.
1. Groupe SEB in a nutshell
2. Group Strategy and Positioning
3. ESG: a committed Group
4. H1-2020 results
5. 9M 2020 review
6. Outlook
7. Appendix
2019 Key Figures

€7,354m
Sales, + 5.8%
LFL

€740m
Operating Result
from Activity

€380m
Net income

34,000
employees

€267m
Investments in
innovation

1,345
own
retail stores

42
industrial sites

Nov/Dec 2020  •  Groupe SEB Presentation
An extensive and diversified product offering

**SMALL ELECTRIC APPLIANCES**

**KITCHEN ELECTRICS**

![KITCHEN ELECTRICS]

**COOKWARE - KITCHENWARE**

![COOKWARE - KITCHENWARE]

**HOME AND PERSONAL CARE**

![HOME AND PERSONAL CARE]

**PROFESSIONAL**

Coffee machines

Hotel Equipment
Competing on a playfield of ~ €80bn

- **EMEA**: ~€47bn
  - Small Domestic Appliances (SDA)
  - Professional Coffee Machines

- **Asia**: ~€24bn
  - Cookware / Kitchenware (CW / KW)

- **Americas**: ~€9bn
  - CONSUMER
  - PROFESSIONAL

Addressed market size
Main trends structuring our Consumer industry

- **Negotiation power**: Necessity for retail to create more value
- **New models**: Pure players (direct / marketplaces), Click & Mortars
- **Expansion of online channel**
- **Production**
- **Leadership**
- **Growth in emerging markets**
- **Value creation and strong growth lever, especially in mature countries**
- **SDA AND CW / KW MARKET**

- **Scale effect**: Improvement of technical capabilities in Asian countries, Local approach
- **Critical size**: By country and by segment
- **Appropriate business model and strategy**: Competitiveness, logistics, commercial
- **Growth in emerging markets**
- **Power of distribution**
- **Consumer/shopper driven innovation**
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
Professional coffee machines: major development drivers

Full autos – around 25% of the global market

Global market Fully Automatic Coffee Machines – "Equipment"

Top 4 ~ 60%

WMF
Franke
Melitta
Thermoplan

Other

2019

Penetration of Fully Automatic Coffee Machines per country

Source: Estin & Co.

Filter – < 10% of the global market

U.S market
Filter Coffee Machines "Equipment"(2)

Wilbur Curtis 25%
Others 75%

2019

A concentrated market with strong growth potential

Filter coffee: a long-standing tradition in the US

1) Including the "Equipment" and "Service" activities
A stable shareholding base allowing long-term vision...

Structure of shareholding at 31/12/2019

50.3 M shares (% capital)

- VENELLE INVESTISSEMENT & associates * 19.5%
- GENERATION members * 10.9%
- Other family shareholders * 1.8%
- FEDERACTIVE & associates 9.4%
- FSP 5.2%
- FFP Invest 5.0%
- Employees 2.9%
- Institutional investors 39.9%
- Individual Shareholders 5.6%
- Treasury shares 0.7%

Distribution of voting rights at 31/12/2019

77.5 M effective votes

- VENELLE INVESTISSEMENT & associates * 25.3%
- GENERATION members * 13.3%
- Other family shareholders * 2.0%
- FEDERACTIVE & associates 12.1%
- FSP 6.8%
- FFP Invest 6.5%
- Employees 2.9%
- Institutional investors 26.2%
- Individual Shareholders 5.0%

Free-Float

- 44.6% of capital
- Shareholders from Founder Group 41.5% of capital
  *concerting voting block 32.1% of capital

Free-Float

- 31.2% of voting rights
  *concerting voting block 40.6% of voting rights

Shareholders from Founder Group 52.7% of voting rights

NB: Following a disposal at end-July, FFP has now 4.0% and 5.2% of share capital and voting rights, respectively.
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

... and a value-creation strategy
Relevance of our balanced business model
A global balanced presence

- 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 (+14% LFL sales CAGR since 2016)

- Pool of fast-growing countries

- Acquisitions as an additional catalyst

- Worldwide industrial footprint
A presence on numerous product categories...

- **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
  - Acquisitions 2019: Wilbur Curtis and Krampouz
...and a capacity to reinvent ourselves constantly

- 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

- ~1,500 people (R&D, Marketing, Design)
- €267m expenses
- ~10,000 Active patents

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

2019 figures

Seb/Tefal Actifiy Original
Supor Steam Pro RC
Tefal Ixeo
Tefal Ingenio Asteroid
Moulinex Cookeo Connect +
Rowenta Air force 560 - Flex
Krups Evidence
Moulinex i-Companion
Rowenta Intense Pure Air
Tefal Optigrill
A unique brand portfolio...

- Strong, diversified and complementary brands
  - Consumer, global and regional
  - Premium
  - Professional

- Organized on platforms

- Responsible and inspiring brands
...and strong local roots

- **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...

- 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
...and an increased proximity with end-consumers

- **Targeted digital approaches**
  - E-Commerce
  - Digital investments
  - Direct relationship with Consumers (CRM)
  - Communities & apps

- **Direct approaches**
  - Group Retail = 1,345 stores o/w 730 Supor Lifestores in China (as of end-2019)
    - +135 vs. 2016
  - “Online DTC” development
Acquisitions as an additional catalyst, on top of LFL growth
Acquisition of Storebound in H1-2020: a successful scale-up in the US thanks to digital

✓ Start-up created in 2010
   ➔ 1-million Instagram followers
   • Consumer-centric approach
   • Strong retail expertise

A successful scale-up, leveraging digital technologies

✓ 2019 sales: ~ $90m
✓ Key brand: Dash, a brand with a huge millenial following
✓ In-house development of products, with production and logistics outsourced,
✓ Complementary business model with our existing Consumer business

https://bydash.com/
Investments by SEB Alliance in H1 2020
New, green businesses
Group competitiveness based on a worldwide industrial footprint

- **42** industrial sites
- **2/3** of products manufactured in-house
- **€266m** Capex
- **100 %** ISO 14001 certified entities

Figures at end 2019
WMF competitiveness plan: update

- July 2019 ➔ Announcement of WMF competitiveness plan
  - September 2019: start of negotiations with employee representatives
  - May 2020: signature of an agreement

- Headcount reduction plan for support functions
  - 312 positions targeted, o/w 237 by end-2020

- Cookware production transferred from Geislingen to Selongey (France) and Omegna (Italy) in October 2020
  - 150 positions
  - Improved industrial competitiveness and business profitability

- Centralization of warehousing activities for WMF Consumer at Dornstadt
  - Completed end-June 2020
ESG: A committed group
Sustainable development pillars

Empower our customers to have sustainable livings with our products and services

People Matter
- Demonstrate daily our respect for everyone and our utility to society
  - Ethics
  - Human resources
  - Philanthropy

Cooking for Good
- Make healthy and tasty homemade food that is accessible to everyone
  - Homemade
  - Healthy
  - Sustainable

Better Homelife
- Help everyone to live better in a healthy home, regardless of their age and health
  - Better indoor quality
  - Good design

Circular Revolution
- Make our products and services part of the circular economy
  - Repairable
  - Recycling
  - Give more than one life

Climate Action
- Contribute to the fight vs climate change thanks to our low-carbon strategy
  - Eco-design
  - Eco-manufacturing
  - Eco-logistic
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. Homemade

- Help families in difficulty to improve the diet of their children from 0 to 3 years old
  - 2019: 15,000 families
  - Goal for 2022: 160,000 families
  - Private sales with discounted products

2. Healthy

- Creation of a Healthy and sustainable recipe Charter
- Develop new solutions to promote healthy & nutritive eating

3. Sustainable

- Meet new consumer and dietary trends
- Promotes more responsible everyday habits
Better homelife

1. Better indoor quality
   - **Intense Pur Air & Clean & Steam**
     - Filters up to 99.95% of pollution and permanently destroys formaldehyde
     - Clean & Steam range: clean floor without **detergents**: kills up to **99% of bacteria**

2. Good design
   - **Improve the ergonomics of all products**
     - Permanent: one arm
     - Temporary: arm injury
     - Situational: baby in the arm
   - **Good practices (legibility, ergonomics and interaction, materials, sounds, colors...)**
     - in open source
Circular revolution

1. Repair
   - 94% of electrical appliances are mainly repairable
   - 40,000 spare parts references
   - 6,200 repair center worldwide

2. Recycling
   - 1,000,000 pots & pans collected since 2012
   - Eco-Respect range: in 100% recycled aluminum

3. Give more than one life
   - Renting programs
   - Recrafting
   - Products donations
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 cardboard
     - 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
   - 36% CO2 avoided
   - 3% Logistic costs avoided
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

- **Entrepreneurial drive**
- **Passion for innovation**
- **Professionalism**
- **Respect for people**
- **Group spirit**
H1-2020 RESULTS
The Group adapted and continued its projects

- Priority to health & safety of employees
- Business continuation and restart plan
- Liquidity preservation and cost reduction action plans
- Projects continued
First-half 2020 sales

Sales
€2,914m -12.6%
Q1: -16.5%  Q2: -8.4%

LFL changes
Q1: -16.5%  Q2: -8.4%

Consumer
€2,608m -10.6%
Q1: -17.3%  Q2: -3.2%

Professional
€306m -27.6%
Q1: -9.7%  Q2: -43.4%
Key figures at end-June 2020

Sales
€2,914m
-12.7%  -12.6% LFL

Net profit
€3m
vs. €100m in H1 2019

ORfA
€103m
vs. €230m in H1 2019

Net debt
€2,085m
o/w IFRS 16 debt: €306m
Change in sales - H1 2019 → 2020

In €m

2019

3,337

-420

Organic growth

-12.6%

2020

2,914

-20

Currency effect

-0.6%

Scope

+17

+0.5%

-12.7%
Continued digital breakthroughs

- Increased weight of online in H1 sales
  - **Supor**: ~60% of sales (vs. 45% in H1 2019)
  - **US**: 40% of sales (+10 points)
  - **EMEA**: ~30% of sales (+10 points)

*SDA - GfK sell-out data on 14 countries*
Record sales for Supor at the “618” Shopping festival

- Sales +64%
- Cookware: No. 1 in 10 categories
- Thermospot: 380 million views on TikTok
- Livestreaming: sales > RMB 80m
## Operating Result from Activity (ORfA)

<table>
<thead>
<tr>
<th></th>
<th>In €m</th>
<th>2019</th>
<th>2020</th>
<th>Δ</th>
<th>Δ LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
<td>3,337</td>
<td>2,914</td>
<td>-12.7%</td>
<td>-12.6%</td>
</tr>
<tr>
<td>ORfA</td>
<td></td>
<td>230</td>
<td>103</td>
<td>-55.0%</td>
<td>-45.7%</td>
</tr>
<tr>
<td>Op. margin</td>
<td></td>
<td>6.9%</td>
<td>3.5%</td>
<td>-3.3 pts</td>
<td>-2.6 pts</td>
</tr>
</tbody>
</table>
Change in ORfA - H1 2019 → 2020

In €m

2019

230

-134

6.9% of sales

Volumes

-26

Price Mix

-24

COGS

+50

Growth drivers

+29

SG&A

2020 LFL

125

4.3% of sales

-24

Currencies

+2

Scope effect

2020

103

3.5% of sales
## From ORfA to net profit

<table>
<thead>
<tr>
<th></th>
<th>In €m</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Result from Activity (ORfA)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discretionary and non-discretionary profit-sharing</td>
<td>-9</td>
<td>-5</td>
<td></td>
</tr>
<tr>
<td>Other operating income and expense</td>
<td>-8</td>
<td>-40</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td></td>
<td>213</td>
<td>58</td>
</tr>
<tr>
<td>Net financial expense</td>
<td>-46</td>
<td>-29</td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td>-40</td>
<td>-7</td>
<td></td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>-27</td>
<td>-19</td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td></td>
<td>100</td>
<td>3</td>
</tr>
</tbody>
</table>
## Simplified balance sheet

<table>
<thead>
<tr>
<th></th>
<th>30/06/2019</th>
<th>31/12/2019</th>
<th>30/06/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangible fixed assets</strong></td>
<td>4,162</td>
<td>4,263</td>
<td>4,200</td>
</tr>
<tr>
<td><strong>Operating WCR</strong></td>
<td>1,367</td>
<td>1,215</td>
<td>1,168</td>
</tr>
<tr>
<td><strong>Total assets to be financed</strong></td>
<td><strong>5,529</strong></td>
<td><strong>5,478</strong></td>
<td><strong>5,368</strong></td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>2,323</td>
<td>2,628</td>
<td>2,499</td>
</tr>
<tr>
<td><strong>Provisions</strong></td>
<td>417</td>
<td>423</td>
<td>424</td>
</tr>
<tr>
<td><strong>Other current assets and liabilities</strong></td>
<td>361</td>
<td>430</td>
<td>360</td>
</tr>
<tr>
<td><strong>Net financial debt</strong></td>
<td>2,428</td>
<td>1,997</td>
<td>2,085</td>
</tr>
<tr>
<td><strong>Total financing</strong></td>
<td><strong>5,529</strong></td>
<td><strong>5,478</strong></td>
<td><strong>5,368</strong></td>
</tr>
</tbody>
</table>
Change in debt

In €m

-232
+80
+106
+14
-33

Free cash flow: +€65m (-€110m in H1 2019)

1,997

-232
+80
+106
+14
-33

Debt end-2019

-1
+100
+54

+100
-1
+54

Dividends
Currencies
Other, non operating

2,085

Debt end-June 2020
Ratios at June 30

WCR as % of sales

- 2011: 21.9%
- 2012: 23.1%
- 2013: 21.1%
- 2014: 20.2%
- 2015: 21.1%
- 2016: 19.0%
- 2017: 17.6%
- 2018: 18.4%
- 2019: 19.1%
- 2020: 16.8%

Net debt/equity

- 2011: 0.2
- 2012: 0.5
- 2013: 0.4
- 2014: 0.4
- 2015: 0.3
- 2016: 1.2
- 2017: 1.0
- 2018: 1.0
- 2019: 0.8
- 2020: 0.8

Net debt/adjusted EBITDA*

- 2011: 21.9%
- 2012: 23.1%
- 2013: 21.1%
- 2014: 20.2%
- 2015: 21.1%
- 2016: 19.0%
- 2017: 17.6%
- 2018: 18.4%
- 2019: 19.1%
- 2020: 16.8%

*12 rolling month average, including IFRS 16
Healthy and well-balanced financial structure

- Diversified sources of financing (Bonds, Schuldschein, ORNAE, NEU MTN, NEU CP, etc.)
- No financial covenants
- New €500m bond issue, matures in 2025
- Maturity extension of the syndicated credit line

Total liquidity
~€2.8bn

Gross financial debt*
~€3.5bn

*Excl. IFRS 16 and others

As of June 30, 2020

Confirmed undrawn credit lines
~€1bn

Cash & equiv.
~€1.8bn

- Diversified sources of financing (Bonds, Schuldschein, ORNAE, NEU MTN, NEU CP, etc.)
- No financial covenants
- New €500m bond issue, matures in 2025
- Maturity extension of the syndicated credit line

Total liquidity
~€2.8bn

Gross financial debt*
~€3.5bn

*Excl. IFRS 16 and others

As of June 30, 2020
9M REVIEW
9-month and Q3 2020 sales

Sales
€4,712m  -6.7%
Q3: €1,797m,  +4.4%

Consumer
€4,284m  -3.4%
Q3: €1,675m,  +9.9%

Professional
€428m  -31.6%
Q3: €122m,  -39.4%

LFL changes
Key figures

Sales

<table>
<thead>
<tr>
<th>Q3</th>
<th>9 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>€1,797m</td>
<td>€4,712m</td>
</tr>
<tr>
<td>+1.1%</td>
<td>-7.9%</td>
</tr>
<tr>
<td>+4.4% LFL</td>
<td>-6.7% LFL</td>
</tr>
</tbody>
</table>

Operating Result from Activity

<table>
<thead>
<tr>
<th>Q3</th>
<th>9 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>€221m</td>
<td>€324m</td>
</tr>
<tr>
<td>+24.4%</td>
<td>-20.4%</td>
</tr>
<tr>
<td>+44.2% LFL</td>
<td>-6.5% LFL</td>
</tr>
</tbody>
</table>

Net debt at 30/09/2020

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>€1,971m</td>
<td></td>
</tr>
<tr>
<td>-€488m vs 30/09/2019</td>
<td>incl. an IFRS 16 impact of €293m</td>
</tr>
</tbody>
</table>
Analysis of 9-month sales growth, 2019 ➔ 2020

In €m

9 months 2019

5,114

-341

Organic growth

-6.7%

-110

Currency effect

-2.2%

4,712

+49

Scope

+1.0%

-7.9%

9 months 2020
Currency impact on 9-month 2020 sales: -€110m

-€110m
Q1: +€3m
Q2: -€23m
Q3: -€90m
Q3 back to growth in a volatile year

LFL sales growth (% vs. 2019)

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>9 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>CONSUMER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LFL sales growth (%) vs. 2019</td>
<td>-17.3%</td>
<td>-9.7%</td>
<td>-16.5%</td>
<td></td>
</tr>
<tr>
<td>PRO</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LFL sales growth (%) vs. 2019</td>
<td>-3.2%</td>
<td>-8.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GROUP TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LFL sales growth (%) vs. 2019</td>
<td>-43.4%</td>
<td>-39.4%</td>
<td></td>
<td>-31.6%</td>
</tr>
</tbody>
</table>
Covid crisis impacts on consumer and retail

CONSUMER BEHAVIOURS

SHIFT TO HOME CONSUMPTION

- Government consumption incentive programs in some countries
- More spending for home equipment

ESPECIALLY IN COOKING

- More time and interest for cooking
- Benefiting to cookware and kitchen electrics
- Healthy cooking trend, ethical approach

EVOLUTION IN RETAIL

ACCELERATION OF E-COMMERCE

- Pure player websites, global and national
- Market places
- Click & mortar
- DTC

GRADUAL RECOVERY OF OFFLINE CHANNELS

- Drop in traffic but better conversion rate and higher average basket
- Nearby shopping

FAST DEVELOPING OMNI-CHANNEL RETAIL

- Increased synergies offline ↔ online

- Government consumption incentive programs in some countries
- More spending for home equipment
- More time and interest for cooking
- Benefiting to cookware and kitchen electrics
- Healthy cooking trend, ethical approach
Consumer product lines: 9-month sales change vs 2019, LFL

9-month Consumer sales: €4,284m

Cooking categories ~ 3/4 of Consumer business
Almost all of our product categories back to LFL growth in Q3

*LKA = Large Kitchen Appliances
9-month 2020 sales by geography, LFL – Consumer

**AMERICAS**
€584m / -3.1%

-8.6%  -17.4%  +10.8%

**EMEA**
€2,118m / -1.4%

-10.4%  -7.5%  +12.2%

**ASIA**
€1,582m / -6.2%

-26.9%  +7.6%  +6.0%

All sub-continents posted positive LFL growth in Q3
OUTLOOK
2020 Outlook

1. Overall environment severely impacted by the COVID-19 crisis. Caution still applies given the resurgence of the epidemic

2. FY-2020 sales
   • Annual sales to contract by around 5% to 6% on a LFL basis
   • Negative currency effect of €200-€250m.
   • Some normalization in demand for the Consumer business in Q4
   • Professional division to remain heavily impacted in Q4

3. FY-2020 ORfA
   • Growth drivers: substantially more proactive policy in Q4 after two quarters of reduced investments
   • Negative currency effect slightly above €100m & positive raw material effect
   • On this basis, FY-2020 ORfA could fall by 25-30% versus 2019
Focus on Professional
9-month sales: €428m

- ~10% of 2019 Group revenue
- High 2019 comps for Professional Coffee Machines (PCM) due to large deals
- PCM sales severely affected by the impact of COVID-19 crisis on the Hotel-Restaurant-Catering industry
  ➔ investments suspended or postponed
- Service & maintenance business holding up firmer in Europe, mainly Germany

<table>
<thead>
<tr>
<th>Growth vs LY %</th>
<th>Q1 2020 LFL</th>
<th>Q2 2020 LFL</th>
<th>Q3 2020 LFL</th>
<th>9m 2020 LFL</th>
<th>9m 2020 as reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>-9.7%</td>
<td>-43.4%</td>
<td>-39.4%</td>
<td>-31.6%</td>
<td>-27.3%</td>
</tr>
</tbody>
</table>

*Professional business = Professional Coffee Machines (PCM) + Hotel Equipment*
EMEA
9-month sales: €2,118m

- Positive market momentum in Western Europe ➔ Continued strong restocking by retailers in July & very good month in September
  - Double-digit growth in France
  - Positive trends in other countries, except for Italy
  - E-commerce as a key growth driver

- Negative currency impact in Q3, mainly on RUB and TRY

- Buoyant sales in other EMEA countries driven by our large markets and continued rapid development in Central Asia

- More contrasted performance in Central Europe due to high comps (LPs in 2019)

**Growth vs LY %**

<table>
<thead>
<tr>
<th></th>
<th>Q3 2020 LFL</th>
<th>Q3 2020 as reported</th>
<th>9 months 2020 LFL</th>
<th>9 months 2020 as reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>+9.4%</td>
<td>+9.4%</td>
<td>-4.2%</td>
<td>-4.2%</td>
</tr>
<tr>
<td>Other EMEA countries</td>
<td>+19.2%</td>
<td>+6.7%</td>
<td>+6.1%</td>
<td>+0.7%</td>
</tr>
</tbody>
</table>
AMERICAS
9-month sales: €584m

- Increased FX headwinds in Q3
- Still difficult health situation in the continent
- Ongoing tensions in offline distribution in North America
- Acceleration in the US driven by ‘cooking at home’ and temporary consumption incentives ➔ Brisk sales in cookware, fueled by both e-commerce and brick-&-mortar stores
- Newly-acquired Storebound contributing to strong momentum ➔ Sales up > 80% in Q3
- Despite a complicated context in South America, solid momentum in Brazil & Colombia driven by volumes, product mix & price hikes
### ASIA

9-month sales: €1,582m

<table>
<thead>
<tr>
<th>Growth vs LY %</th>
<th>Q3 2020 LFL</th>
<th>Q3 2020 as reported</th>
<th>9 months 2020 LFL</th>
<th>9 months 2020 as reported</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>+3.9%</td>
<td>+0.1%</td>
<td>-8.9%</td>
<td>-10.7%</td>
</tr>
<tr>
<td>Other Asian countries</td>
<td>+12.4%</td>
<td>+7.6%</td>
<td>+3.8%</td>
<td>+2.7%</td>
</tr>
</tbody>
</table>

- Favorable trend in Chinese cookware market in Q3. Waning Chinese SDA market over the summer, following promotional events of June (Shopping festival).
- Offline channels still contracting sharply.
- Supor’s sales momentum fueled by flagship products (woks, high-speed blenders, garment steamers…) and ongoing development in new categories.
- Steep acceleration in Q3 in other Asian countries nurtured by almost all markets including Group’s largest ones – Japan, South Korea and Australia.
9-month 2020 sales by region

- North America: 11%
- South America: 4%
- China: 26%
- Other Asia: 9%
- Other EMEA: 13%
- Western Europe: 37%
- Other: 9%
- Emerging countries: 46%
- Mature countries: 54%

Sales: €4,712m -6.7% LFL
9-month 2020 sales

<table>
<thead>
<tr>
<th>Region</th>
<th>In €m 9 months 2019</th>
<th>In €m 9 months 2020</th>
<th>As reported %</th>
<th>9 months 2020 LFL %</th>
<th>Q3 2020 LFL %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>1,586</td>
<td>1,520</td>
<td>-4.2%</td>
<td>-4.2%</td>
<td>+9.4%</td>
</tr>
<tr>
<td>Other countries</td>
<td>594</td>
<td>598</td>
<td>+0.7%</td>
<td>+6.1%</td>
<td>+19.2%</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>400</td>
<td>417</td>
<td>+4.2%</td>
<td>-0.1%</td>
<td>+8.6%</td>
</tr>
<tr>
<td>South America</td>
<td>230</td>
<td>167</td>
<td>-27.5%</td>
<td>-8.3%</td>
<td>+15.0%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>1,339</td>
<td>1,196</td>
<td>-10.7%</td>
<td>-8.9%</td>
<td>+3.9%</td>
</tr>
<tr>
<td>Other countries</td>
<td>376</td>
<td>386</td>
<td>+2.7%</td>
<td>+3.8%</td>
<td>+12.4%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>4,525</td>
<td>4,284</td>
<td>-5.3%</td>
<td>-3.4%</td>
<td>+9.9%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>589</td>
<td>428</td>
<td>-27.3%</td>
<td>-31.6%</td>
<td>-39.4%</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>5,114</td>
<td>4,712</td>
<td>-7.9%</td>
<td>-6.7%</td>
<td>+4.4%</td>
</tr>
</tbody>
</table>

% based on non-rounded figures
### Q3 2020 sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Q3 2019</th>
<th>Q3 2020</th>
<th>As reported</th>
<th>Q3 2020 LFL</th>
<th>Q3 2019 LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>779</td>
<td>846</td>
<td>+8.6%</td>
<td>+12.2%</td>
<td>+7.1%</td>
</tr>
<tr>
<td>Other countries</td>
<td>226</td>
<td>241</td>
<td>+6.7%</td>
<td>+19.2%</td>
<td>+21.7%</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>176</td>
<td>208</td>
<td>+18.0%</td>
<td>+8.6%</td>
<td>+11.6%</td>
</tr>
<tr>
<td>South America</td>
<td>92</td>
<td>78</td>
<td>-14.8%</td>
<td>+15.0%</td>
<td>+12.2%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>401</td>
<td>401</td>
<td>+0.1%</td>
<td>+3.9%</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Other countries</td>
<td>132</td>
<td>142</td>
<td>+7.6%</td>
<td>+12.4%</td>
<td>+8.2%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>1,579</td>
<td>1,675</td>
<td>+6.0%</td>
<td>+9.9%</td>
<td>+8.0%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>198</td>
<td>122</td>
<td>-38.4%</td>
<td>-39.4%</td>
<td>+4.6%</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>1,777</td>
<td>1,797</td>
<td>+1.1%</td>
<td>+4.4%</td>
<td>+7.7%</td>
</tr>
</tbody>
</table>

% based on non-rounded figures
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## 2021 key dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 21</td>
<td>after market close</td>
<td>Provisional 2020 sales</td>
</tr>
<tr>
<td>February 25</td>
<td>before market opens</td>
<td>2020 sales and results</td>
</tr>
<tr>
<td>April 22</td>
<td>after market closes</td>
<td>Q1 2021 sales and financial data</td>
</tr>
<tr>
<td>May 20</td>
<td>15:00</td>
<td>Annual general meeting</td>
</tr>
<tr>
<td>July 23</td>
<td>before market opens</td>
<td>H1 2021 sales and results</td>
</tr>
<tr>
<td>October 26</td>
<td>after market closes</td>
<td>Nine-month 2021 sales and financial data</td>
</tr>
</tbody>
</table>