



2021 FULL-YEAR RESULTS

Ecully | February 25, 2022

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2021 FULL-YEAR RESULTS

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 climate, 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 results 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, 2021, examined by SEB SA's Statutory Auditors and approved by the Group's Board of Directors, dated February 24, 2022. Audit procedures on these consolidated financial statements have been performed. The certification report is in the process of being issued.

1. A structurally buoyant Small Domestic Equipment (SDE) market
2. Groupe SEB creates long-term value
3. Concrete example: Supor in China
4. Outstanding 2021 performances
5. Outlook
6. Appendixes

SOMMAIRE





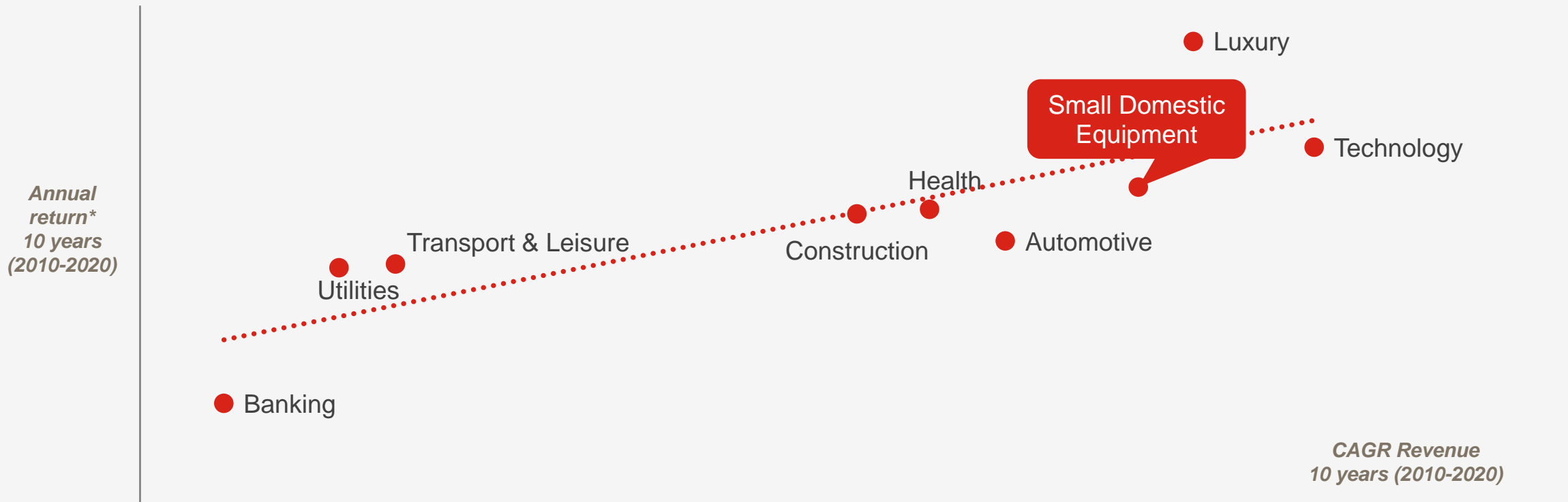
01

**A STRUCTURALLY
BUOYANT SMALL
DOMESTIC EQUIPMENT
MARKET**

Supporting all of the company's developments

The Small Domestic Equipment market is structurally creating value

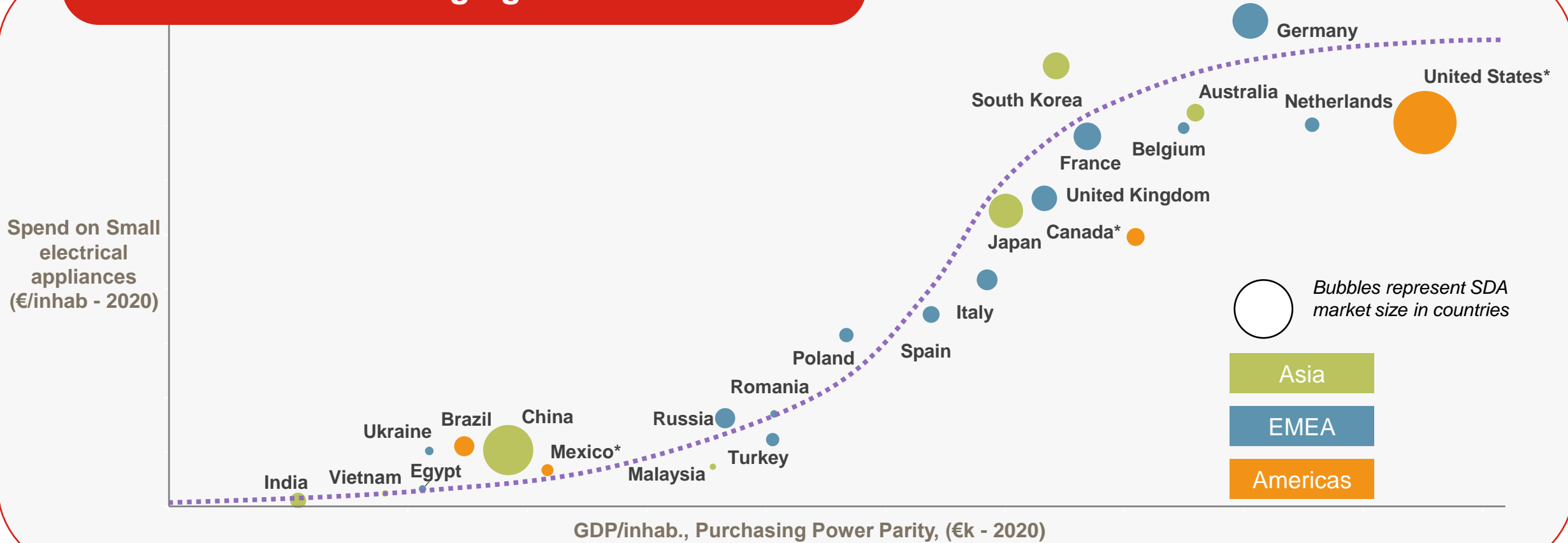
An attractive sector...



*Global return for the shareholder: share performance + dividends received over the period. Source: Bloomberg, at 02/22/2022
Indices based on Stoxx Europe 600 sector indices. Indices for SDA and Luxury recalculated on the basis of the main listed sector companies in Europe.

The Small Domestic Equipment market is structurally creating value

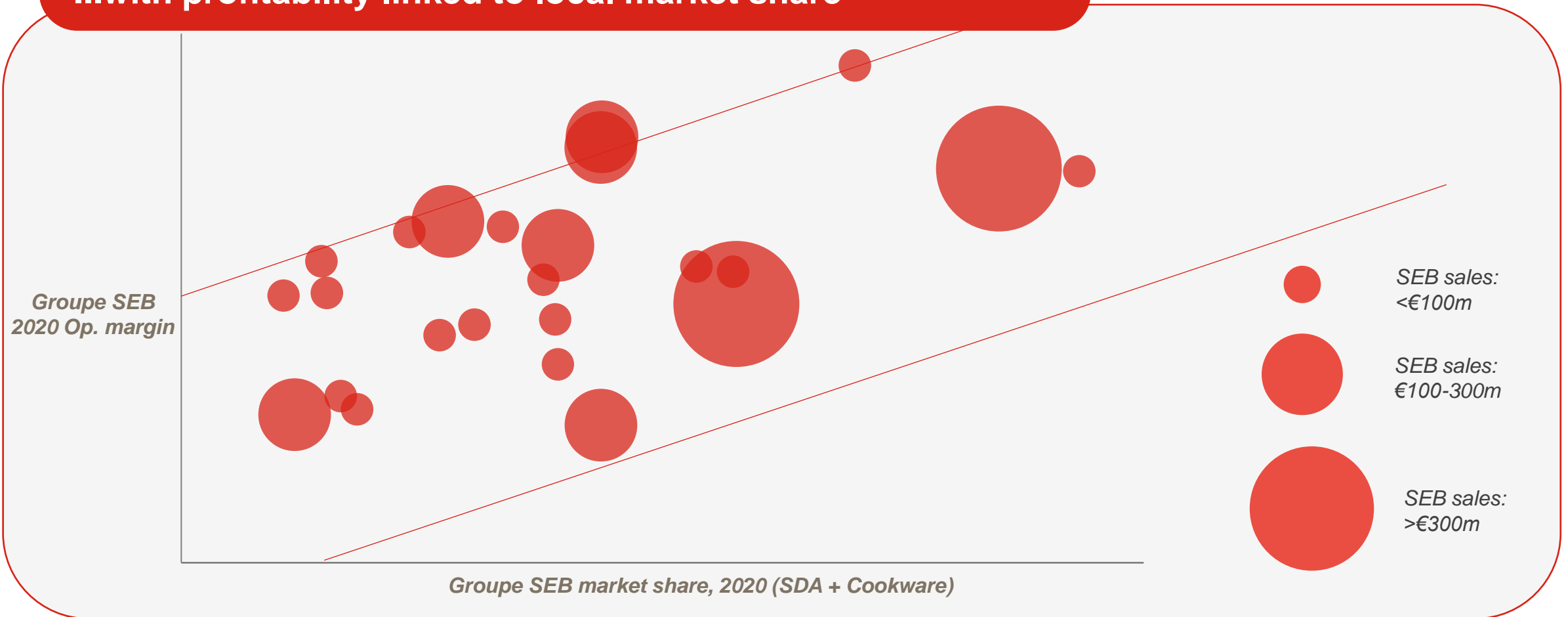
...in mature and emerging markets



*Latest available NPD figures (February 2022)
Sources: internal data (GfK/NPD/AVC restated), IMF

The Small Domestic Equipment market is structurally creating value

...with profitability linked to local market share



Development of the Cocoon Economy in recent years in mature markets

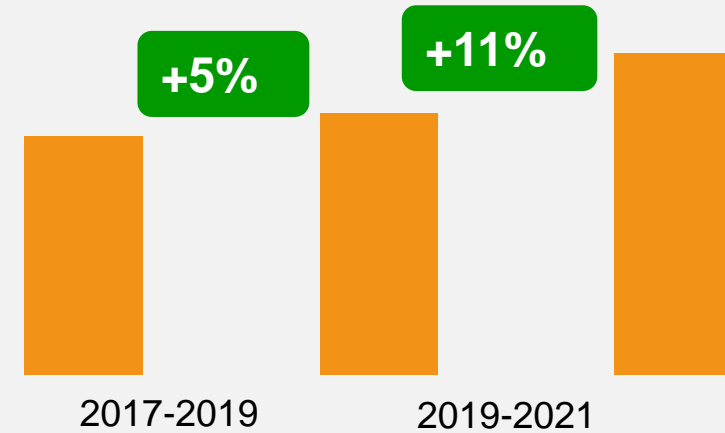


Refocusing on the home, boosting growth



GfK – on a basis of 100

**SDA market
CAGR - EMEA**



→ Acceleration in 2020-2021

Renewing product assortments...



Renewing product assortments...

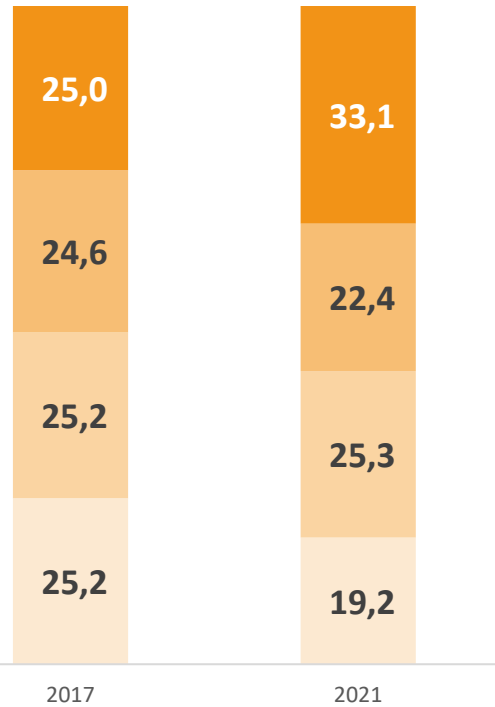


...supported by upselling...

Breakdown in volume



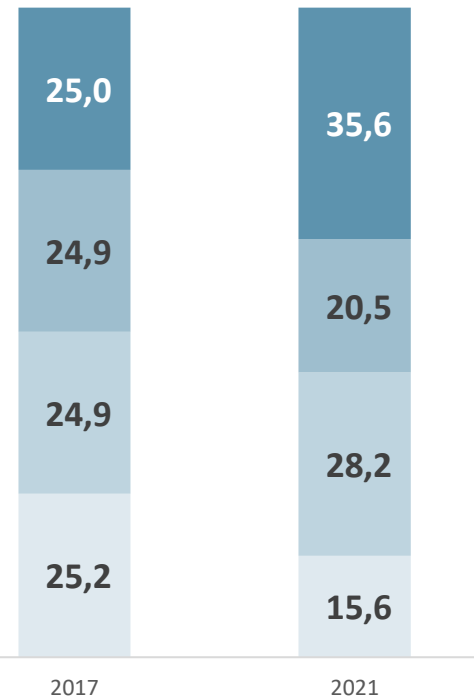
Food preparation



> 0 <= 57 > 57 <= 85 > 85 <= 150 > 150



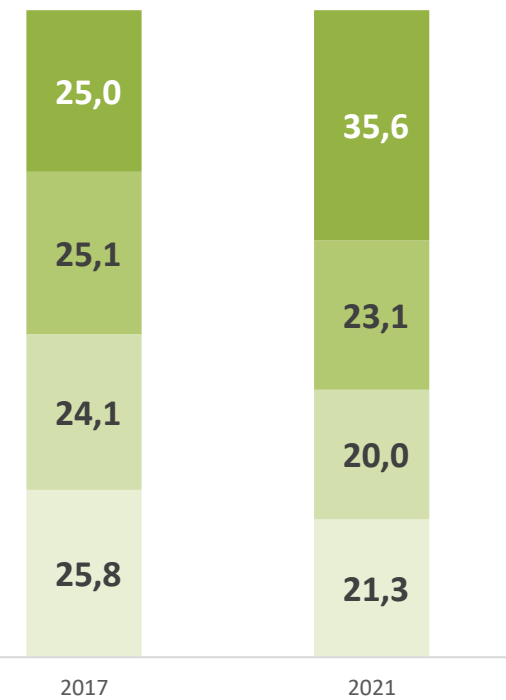
Espresso machines



> 0 <= 49 > 49 <= 85 > 85 <= 222 > 222



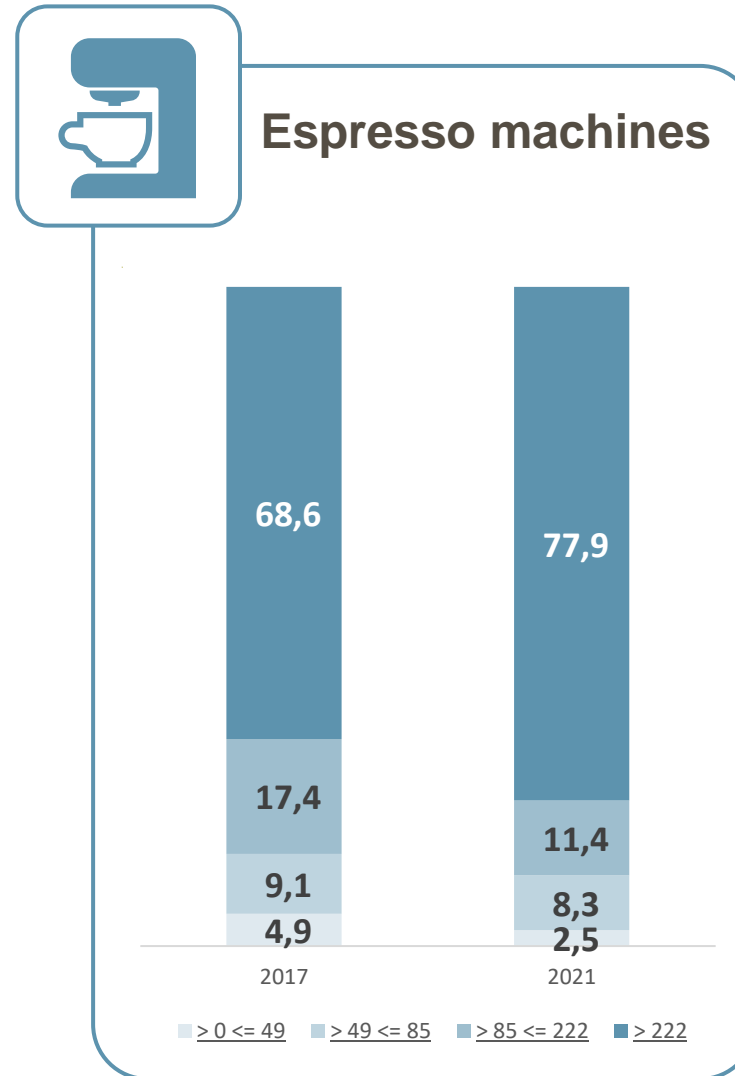
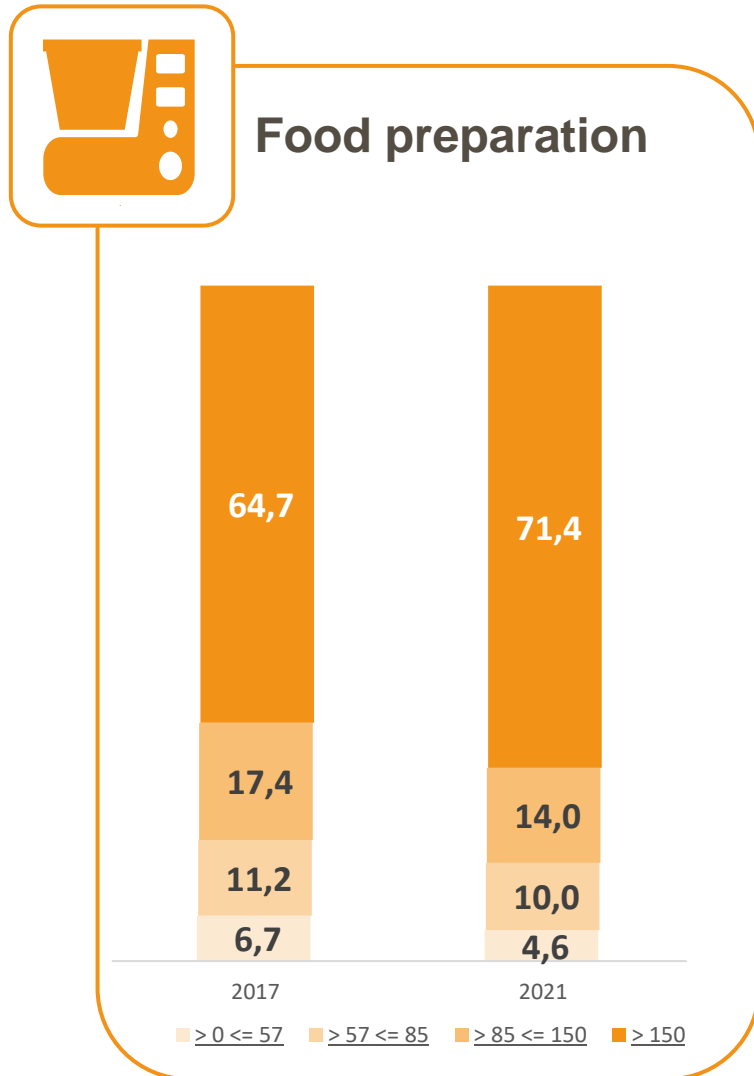
Vacuum cleaners



> 0 <= 60 > 60 <= 94 > 94 <= 165 > 165

...supported by upselling...

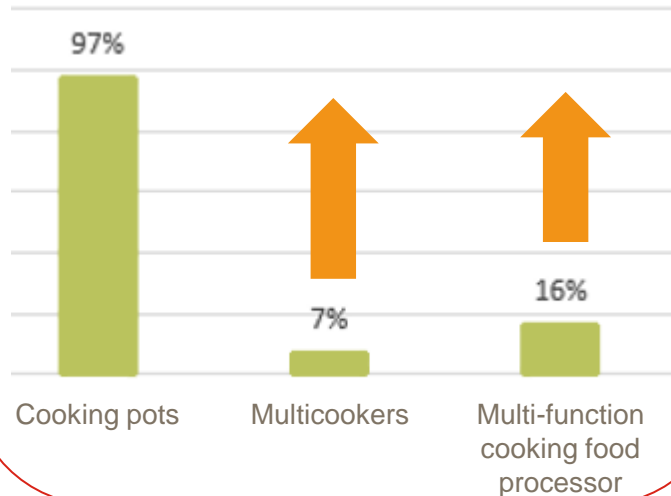
Breakdown in value



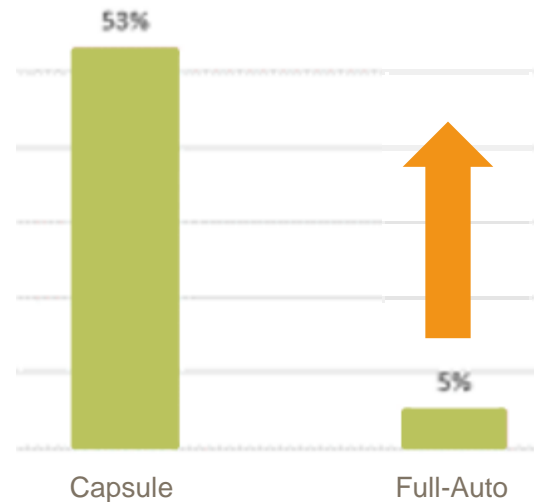
...and a level of equipment that leaves considerable room for progression...

Example: France

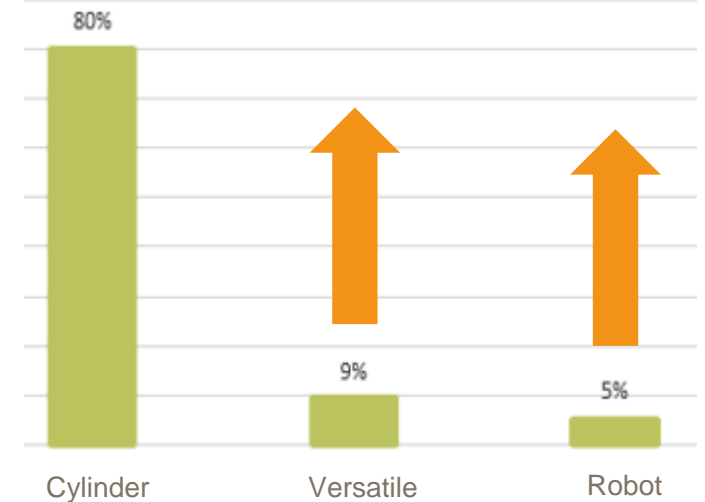
Kitchen electrics



Beverage preparation



Vacuum cleaners



➔ **Consumers' desire to complete their equipment**

Developing household equipment in emerging markets...



IMUSA - Colombia

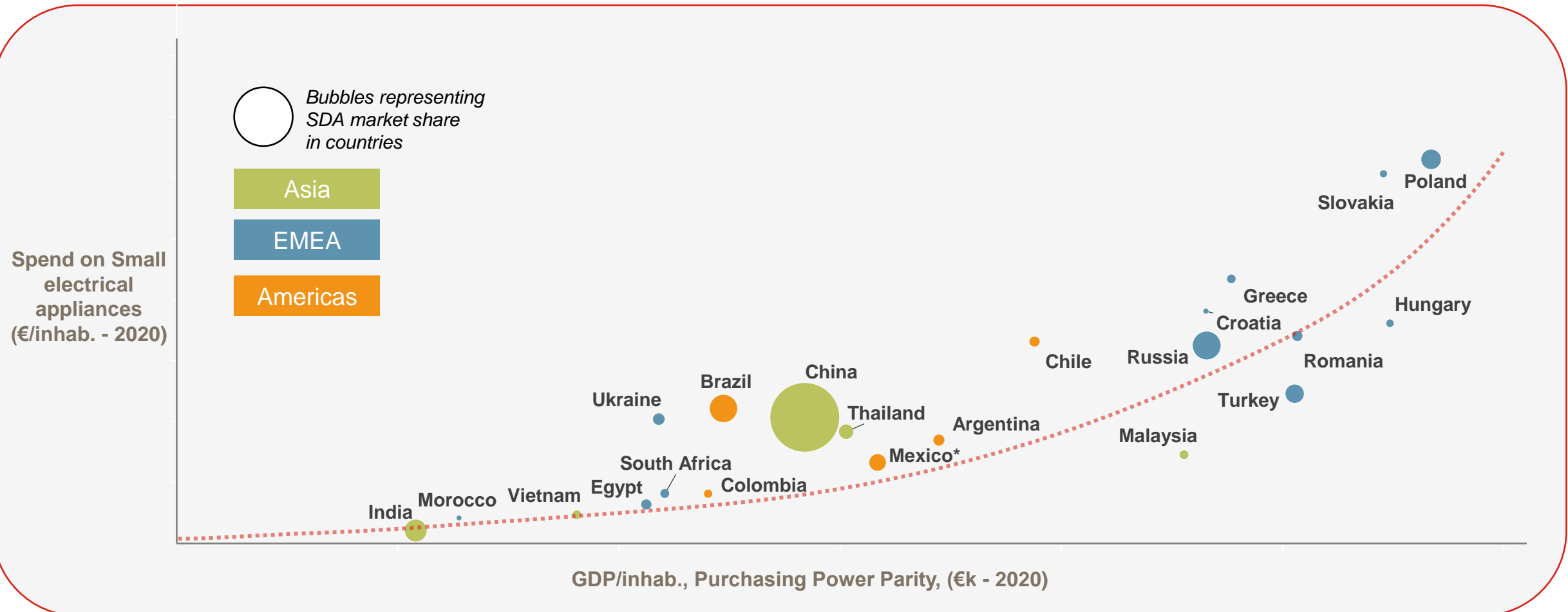


TEFAL - Egypt



Rowenta – Central Europe

...Correlating with the emergence of a middle class



...With impressive growth in emerging countries

Middle Class (billions of inhabitants)	2010	2020	2030e
Mature countries	1	1	1
Emerging countries	1	2	4
Total	2 Bn	3 Bn	5 Bn

Source: OECD/World Bank

...Requiring local products in local structures

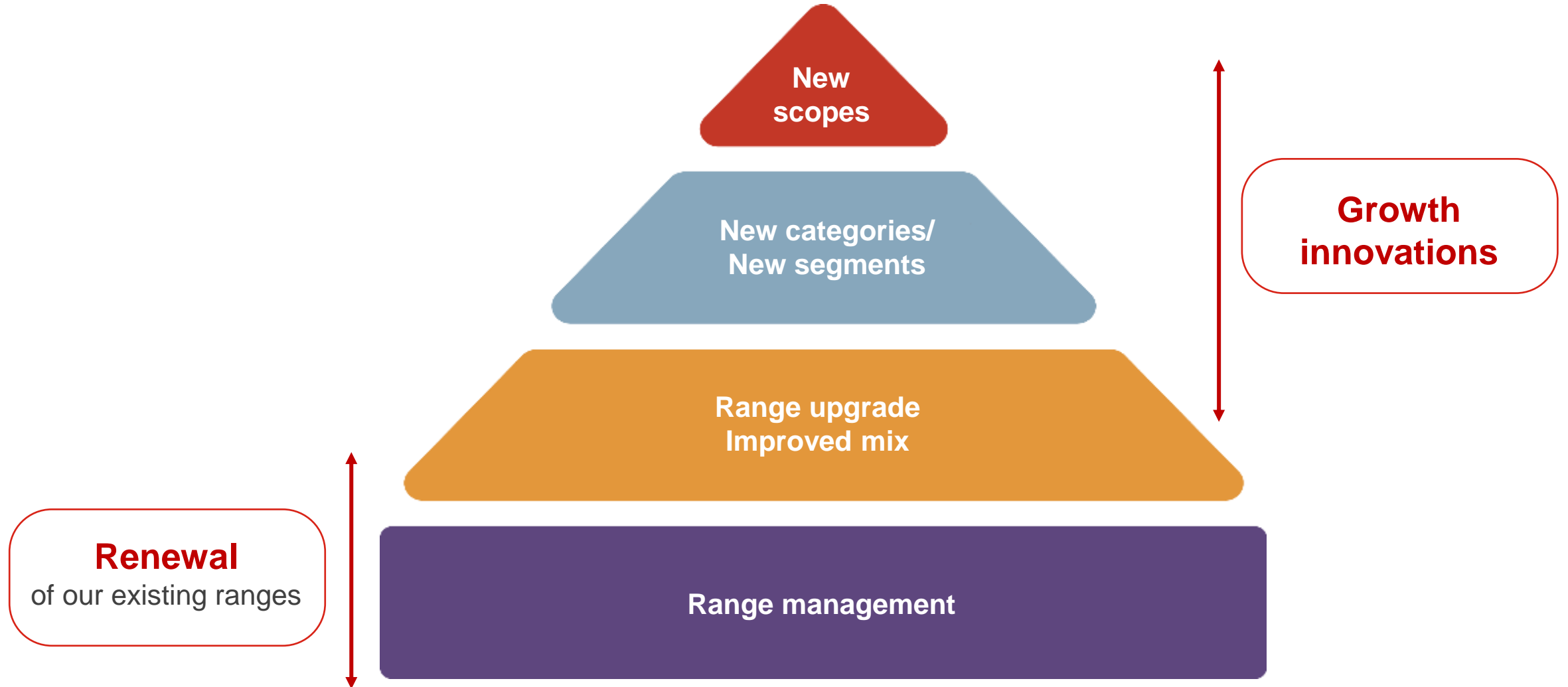




02

**GROUPE SEB
CREATES
LONG-TERM VALUE**

Innovation at the core of growth dynamics





Videos

A structured strategy focused on consumer benefits...

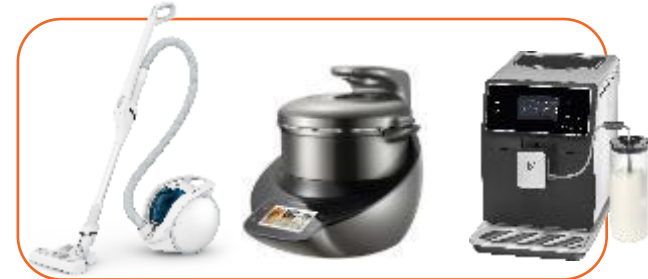
2018

2019

2020

2021

Break-through(*)



Upgrade(**)



(*) Breakthrough innovation: new use/technology for a newly identified consumer need

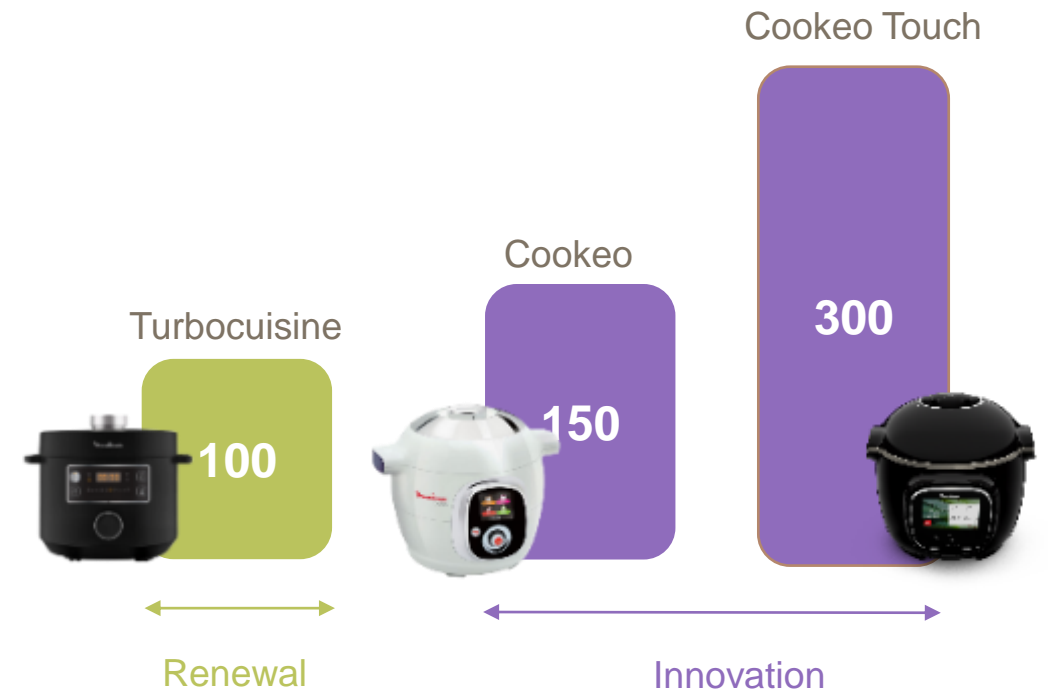
(**) Upgrade innovation: new use/technology for a recognized consumer need

...with new functional features and design to foster upgrade

Cookware

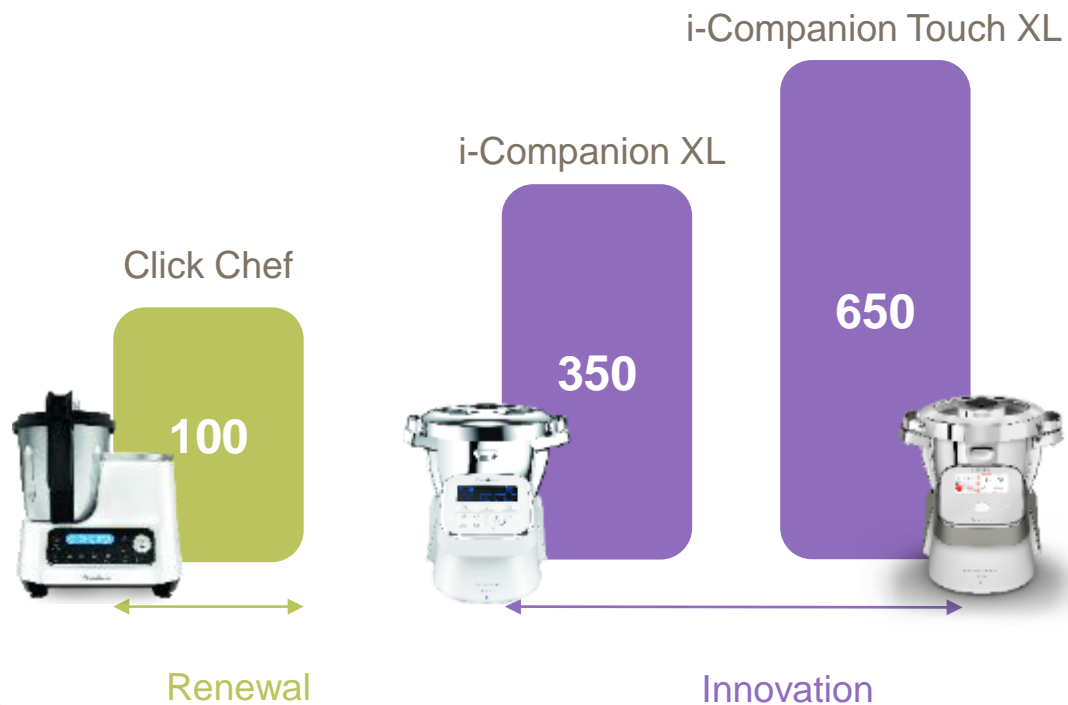


Kitchen electrics

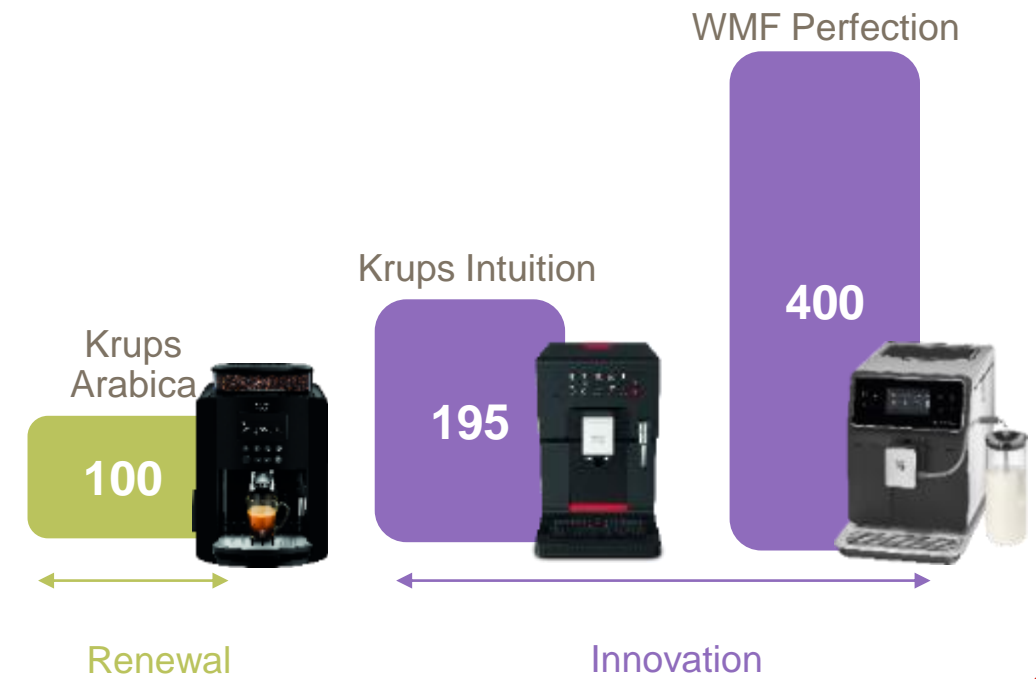


...with new functional features and design to foster upgrade

Food preparation



Beverage preparation

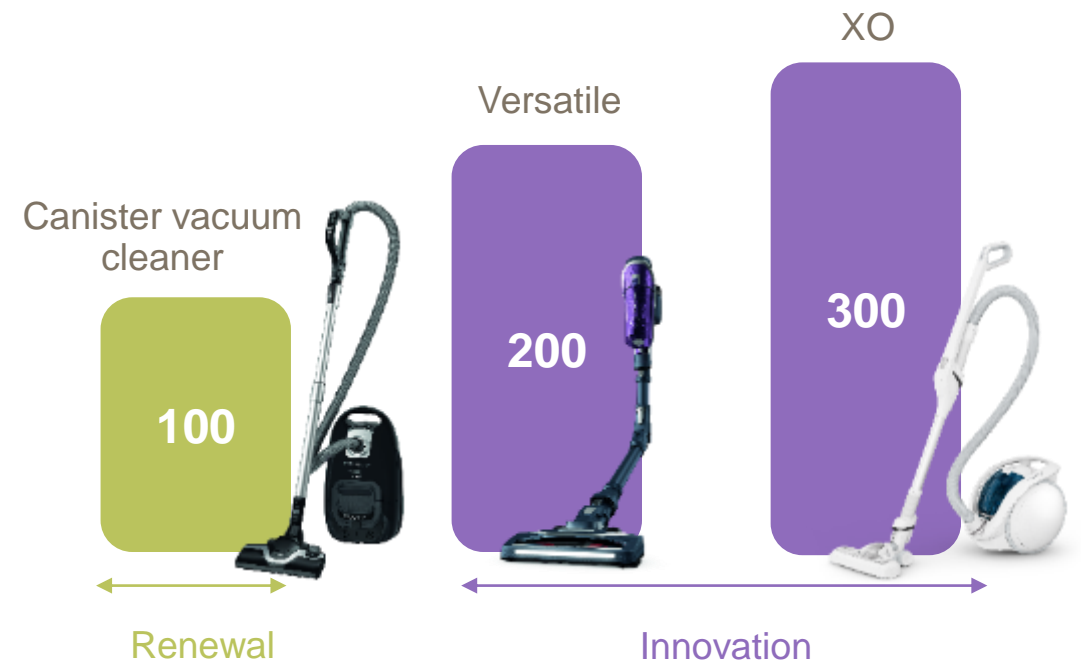


...with new functional features and design to foster upgrade

Linen care



Home care

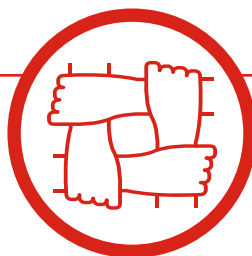


...and harnessing consumer's experience



► Distribution

- Multi-channel approach
- Strengthened online presence: **39% of sales**
- Network of almost 1,300 stores



► Communities/Connectivity/Apps

20 brand apps



110m connections
in 2021



► Circular economy

- Permanent cookware ranges in recycled aluminum
- SDA repairability **>90%**
- Partnership with Back Market...



In this context, the Group strengthened its worldwide positions in 2021



Cookware
+ Small Domestic Appliances
= Small Domestic Equipment

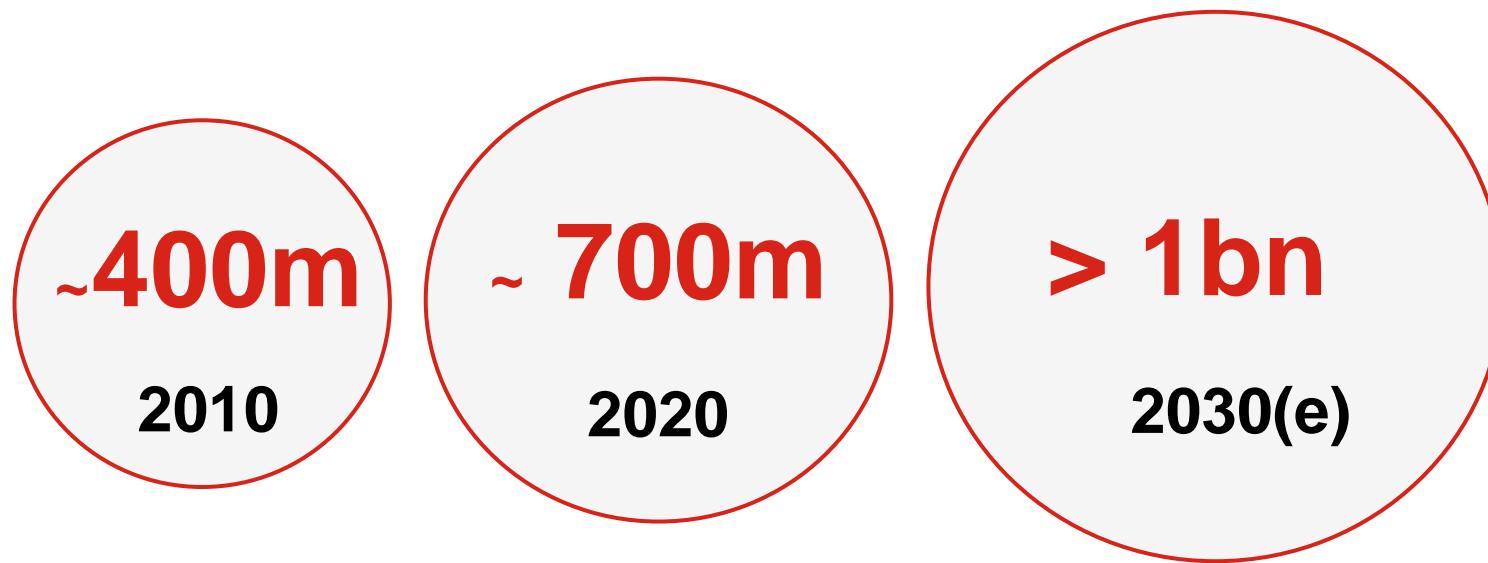
*No.1 or No. 2



03

**CONCRETE
EXAMPLE:
SUPOR IN CHINA**

In a high-potential market...



Chinese middle class

Growth levers

- Equipment level moderate or unequal depending on the region
- Increase in income
- Upselling, innovation
- Government policy of “common prosperity” / domestic consumption

...the Group is rolling-out its own innovation-driven dynamics...

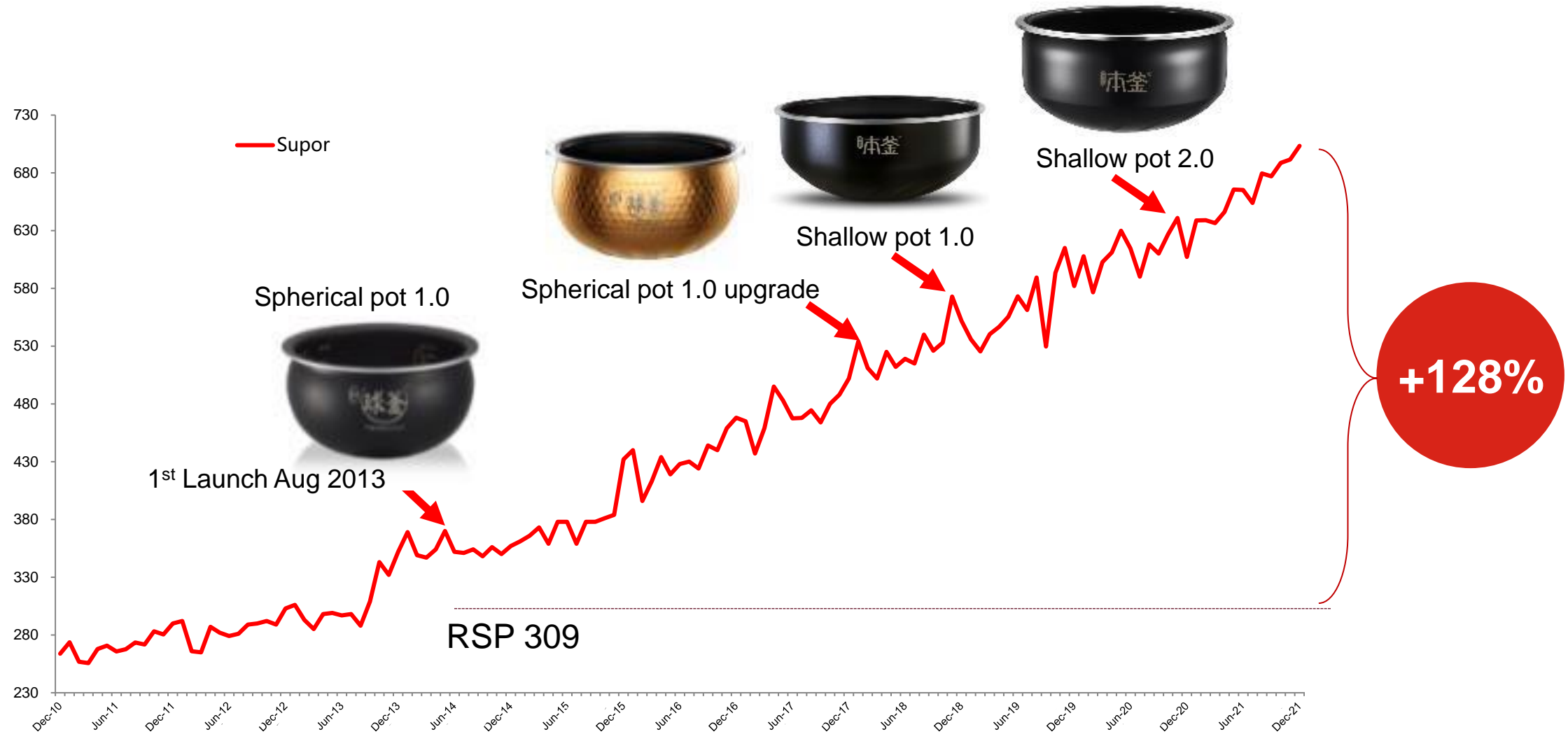


➔ **SUPOR** sales prices higher than the market average, both offline and online

...creating value for consumers...



...and improving its price mix



The Group is extending its portfolio to new categories...

Oilless fryers



Cooking food processors



Integrated gas stoves



Floor washers



The Group is extending its portfolio to new categories...

Versatile mop-vacuum cleaners



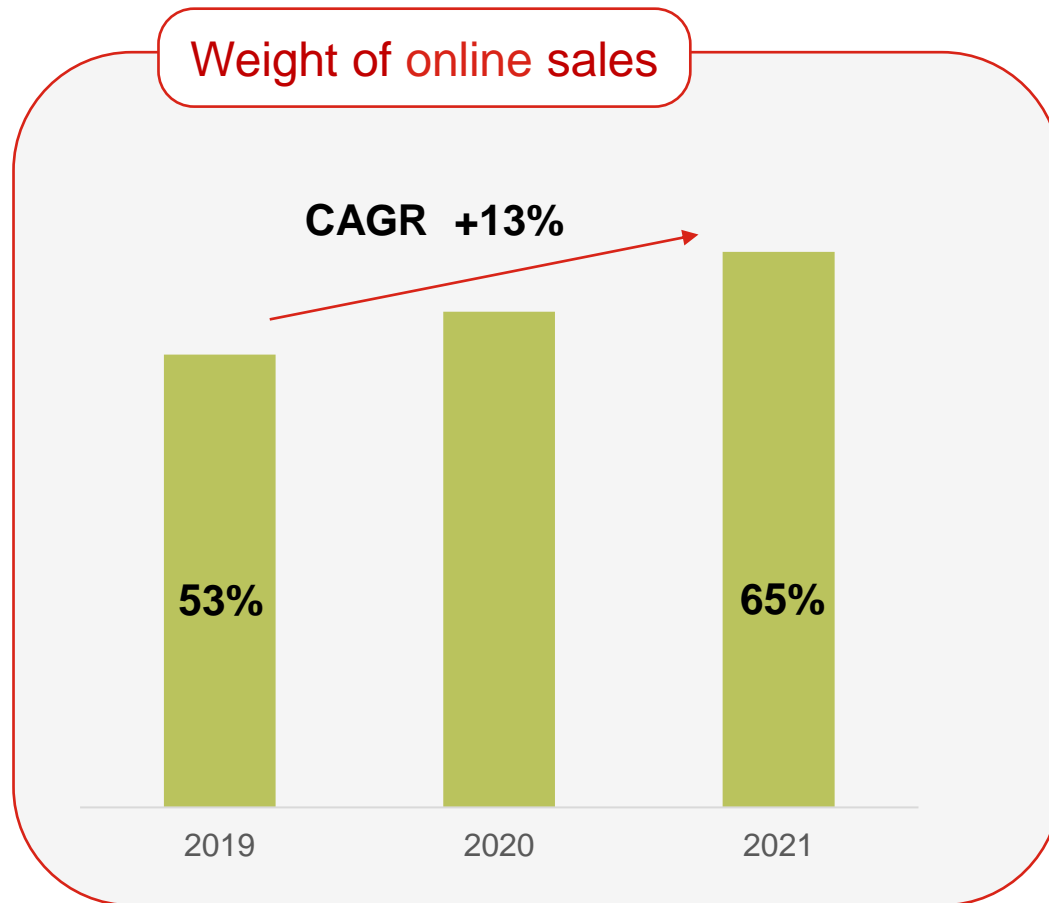
双重清洁实力
前吸后拖 一机搞定



Versatile mop-vacuum cleaner

SUPOR 苏泊尔

... and is capitalizing on a digital transformation that is delivering results...



- **Solid progress in e-commerce on social media and new platforms**
 - Outperformance vs. competitors on TikTok
 - 11/11: sales up +15%
- **Sharp acceleration in O2O**
- **Successful development in online DTC**
 - Fourfold increase in sales between 2020 and 2021
 - Long-standing partners (Tmall) and new players (TikTok)
 - Accretive in terms of operating margin

...to further consolidate its positions

SUPOR



Spontaneous awareness

#1 in cookware

#2 in domestic appliances

Strengthened market share in 2021

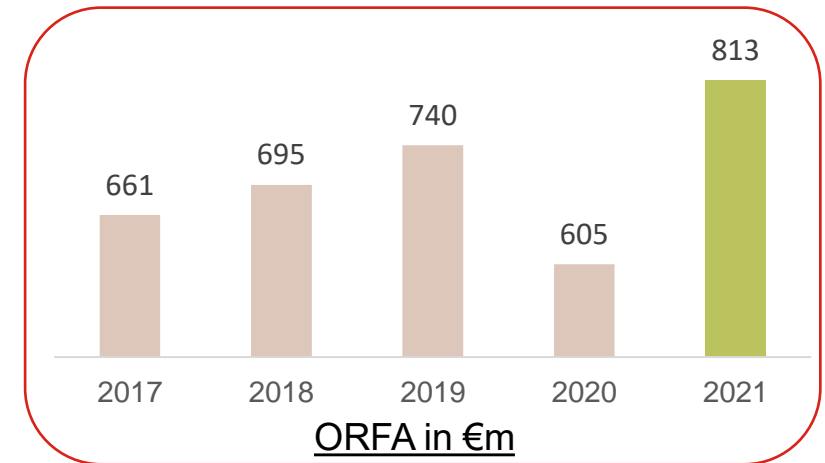
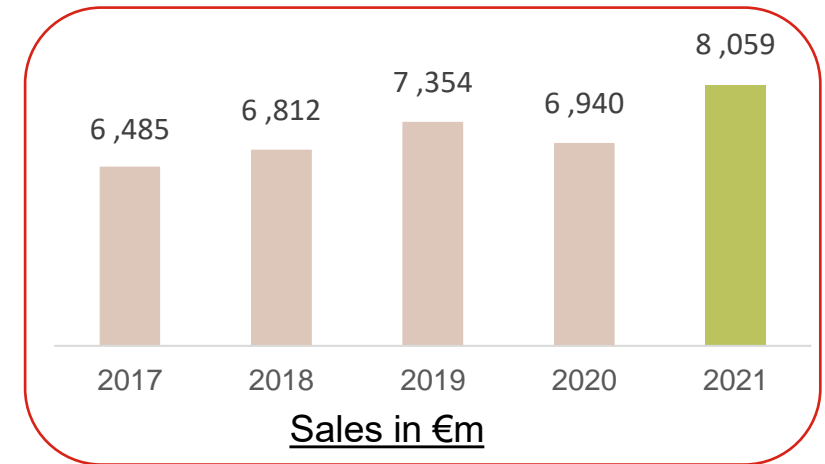
- **#1 in cookware** (Online%: 46%)
 - Online market share **21.7%** (+2.0 pts)
 - Offline market share up **48.5%** (-0.7 pt)
- **#2 in kitchen electrics** (Online%: 69%)
 - Online market share **21.1%** (+1.8 pt)
 - Offline market share **30.1%** (+0.2 pt)

04

**OUTSTANDING
2021
PERFORMANCES**

2021: record performances

- **Sales above €8bn**
 - Organic growth of **€1bn** vs 2020
- **Operating Result From Activity (ORFA) above €800m**
 - Back to an operating margin above 10%
- **Renewed demonstration of the Group's resilience**
 - Compensation of €300m of headwinds (raw materials, components, freight, currencies)



2021 Key figures (1/2)

Sales

€8,059m

+16.1% +15.5% LFL

ORFA

€813m

+34.3%

Adjusted EBITDA

€1,041 m*

+22.3%

Net profit

€454m

+51.0%

2021 vs. 2020

* Incl. IFRS 16: €94m

2021 Key figures (2/2)

**Capital
expenditures**

€284m

3.5% of sales

Net financial debt

€1,524m*

Stable vs. 12/31/2020

**Net financial debt/
Adjusted EBITDA**

1.5x

1.3x excl. IFRS-16

* Incl. IFRS 16: €335m

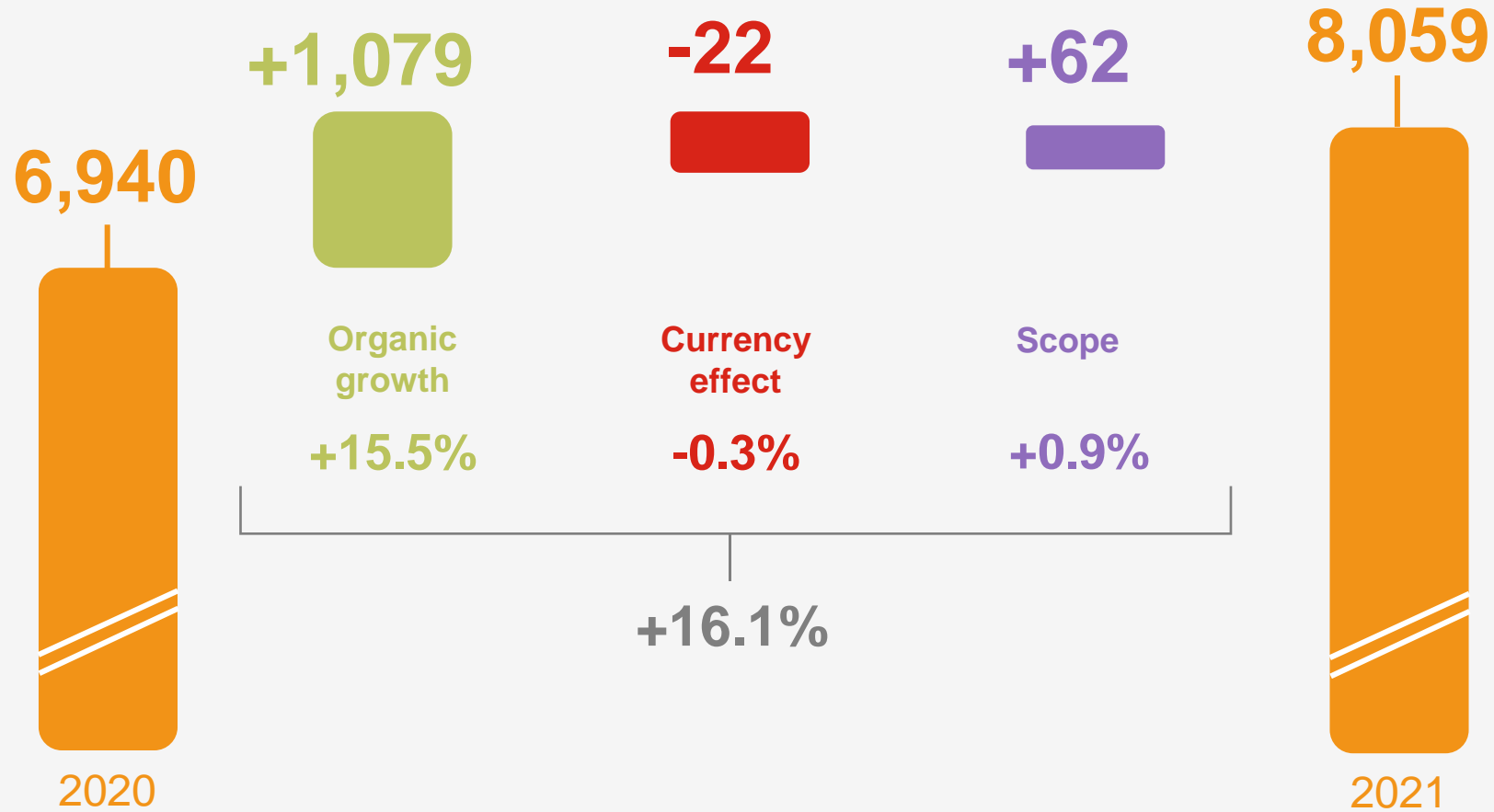
1 Sales

2 Results



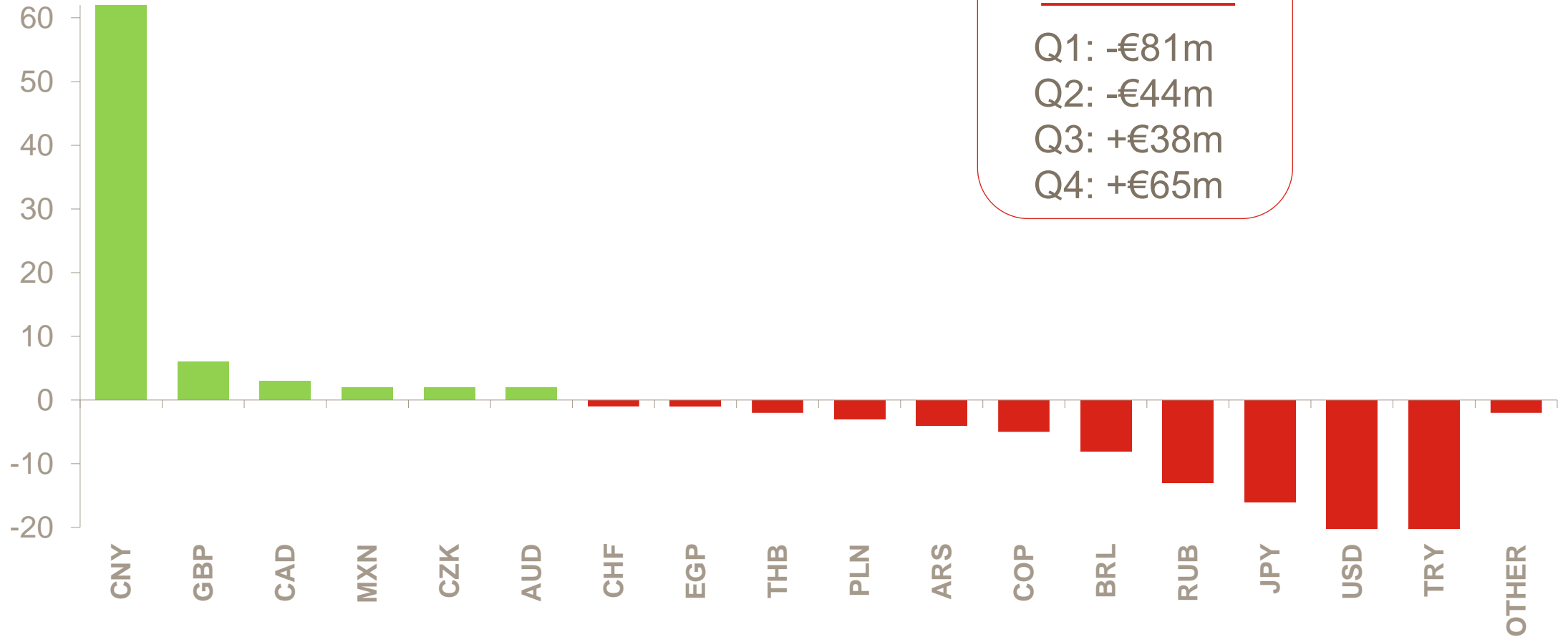
Sales growth 2020 → 2021

in €m



Currency impact on 2021 sales

In €m



- €22m

Q1: -€81m

Q2: -€44m

Q3: +€38m

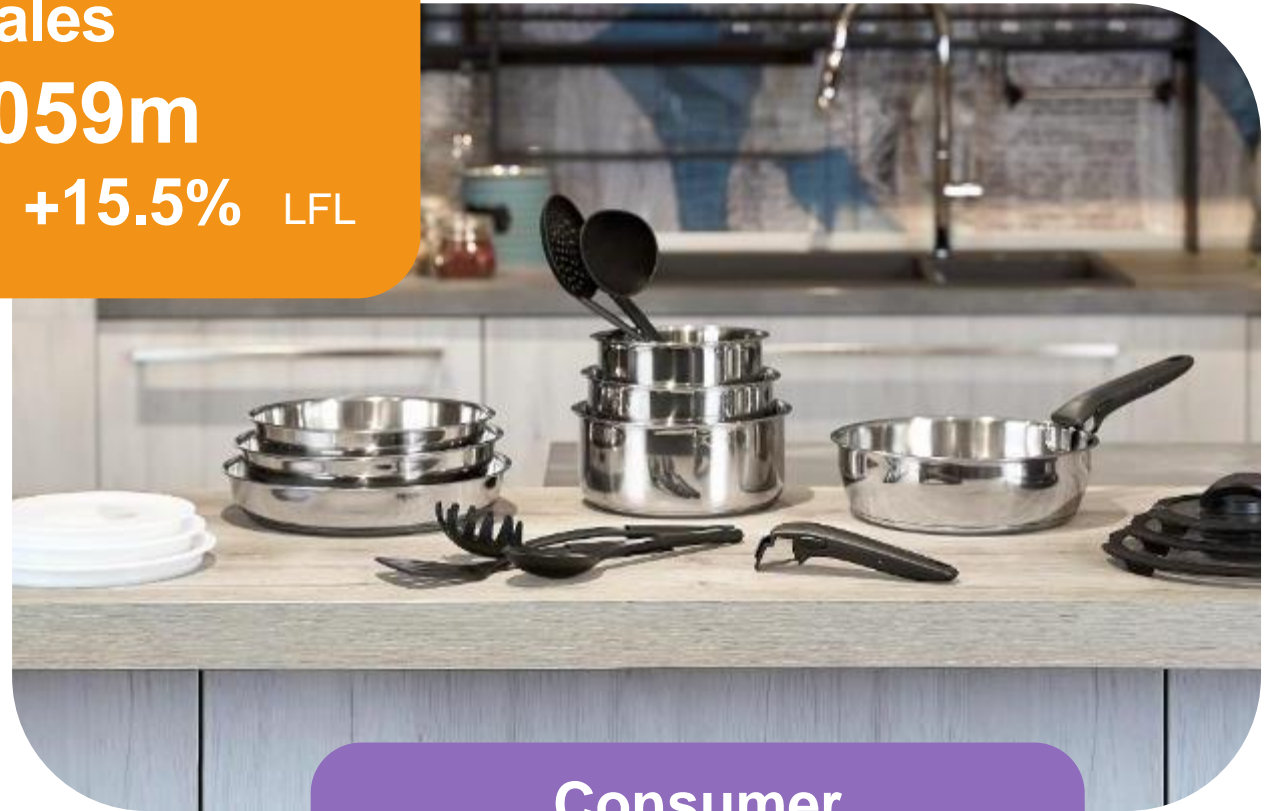
Q4: +€65m

2021 sales



Professional
€628m
+9.2% +10.2 % LFL

Sales
€8,059m
+16.1% +15.5% LFL



Consumer
€7,431m
+16.7% +16.0% LFL

Professional: back to positive momentum



- **Confirmed upturn in PCM revenue as from Q2**
 - Core business improving with innovation and constant expansion of the customer portfolio
 - Deals as additional catalysts
- **Strong Q4 (+14.4% LFL)**

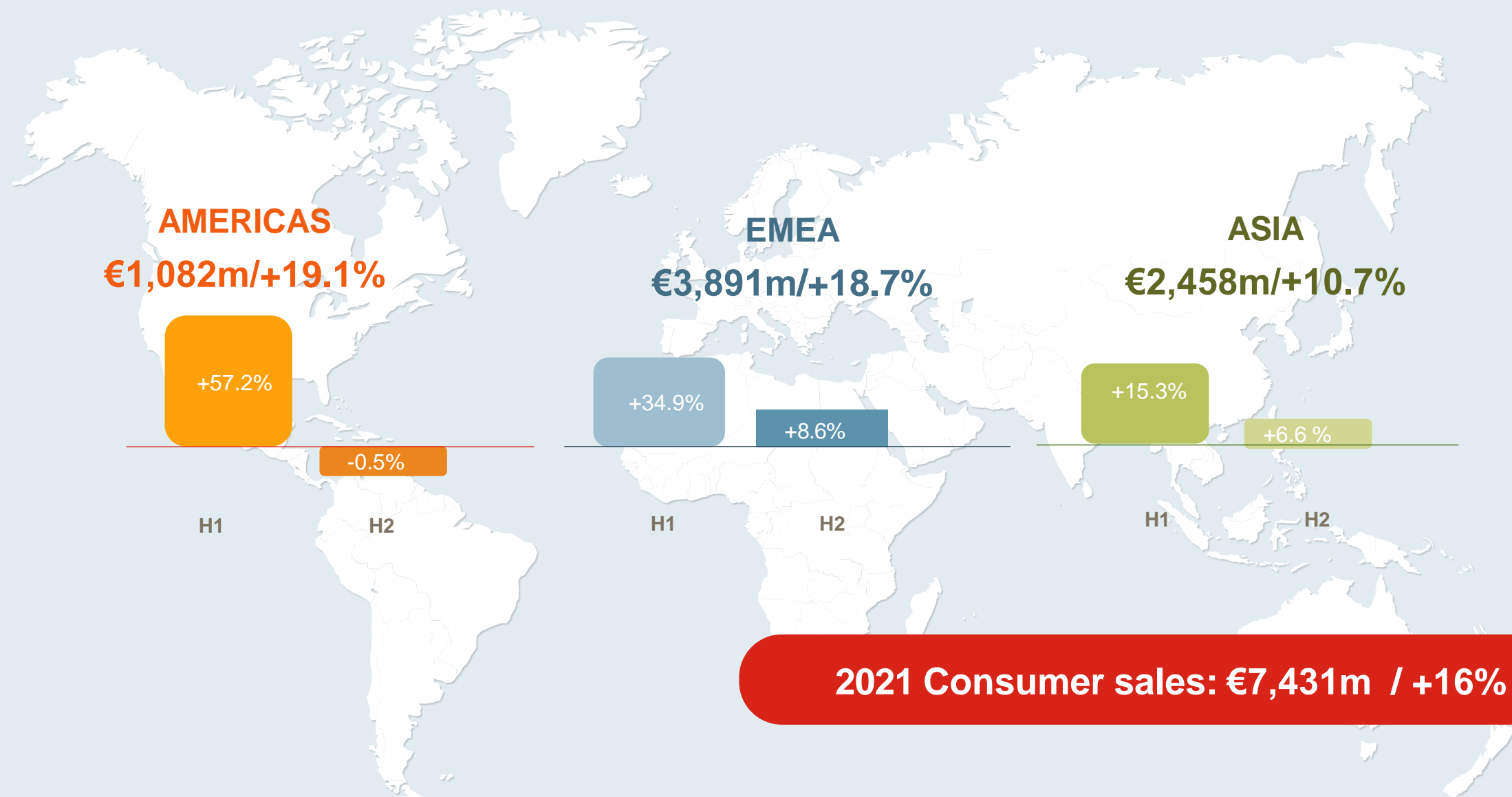
Consumer: record and quality sales

- **Strong momentum**
 - All geographies and categories*
 - E-commerce as a strong catalyst
- **Quality sales/less promotional environment**
- **Significantly higher growth drivers** spendings
- **Price increases** to help offset headwinds

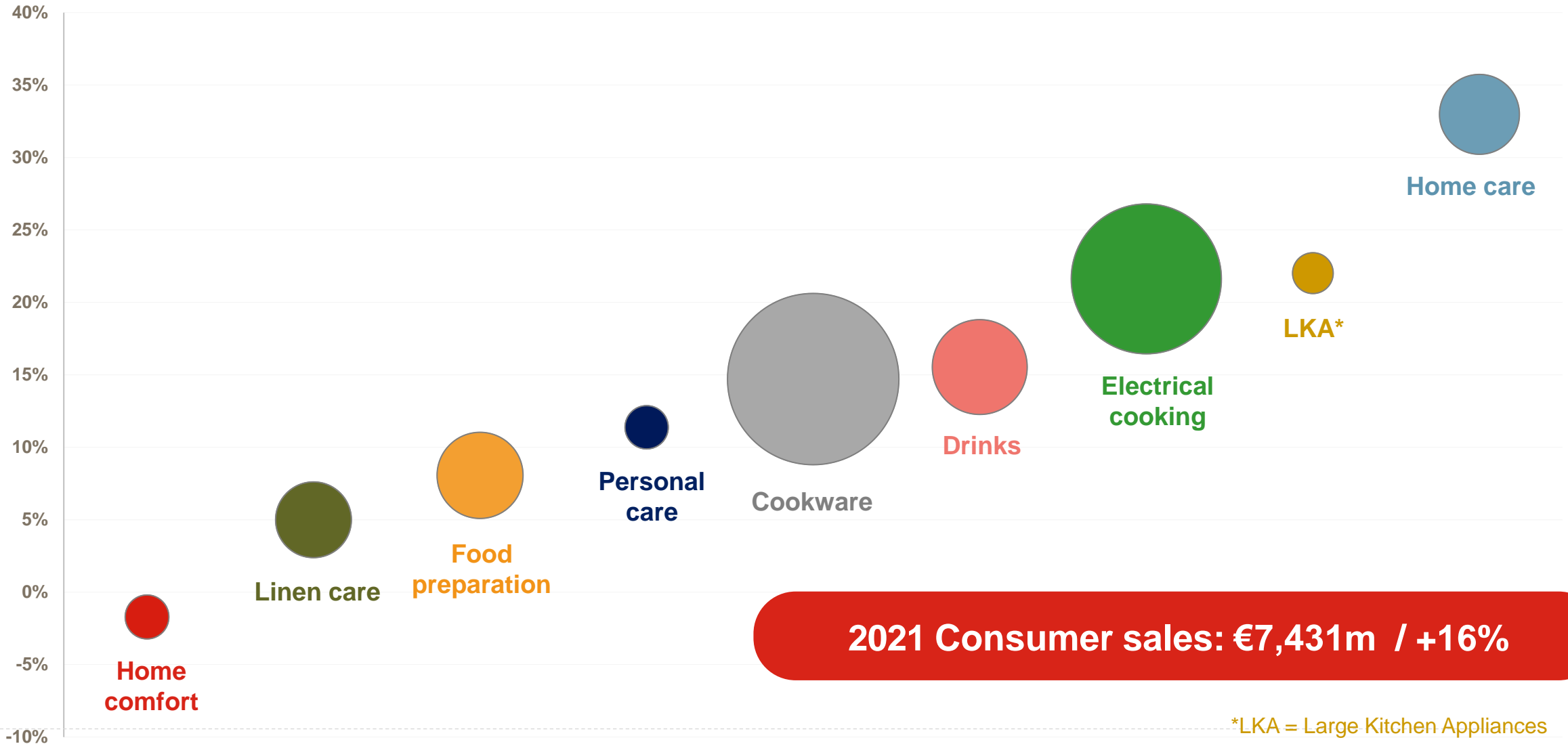


*Excluding fans

Change in sales by region



Change in sales by product lines



The winning categories in 2021

- Kitchen electrics
- Cookware
- Floor care



1 Sales

2 Results

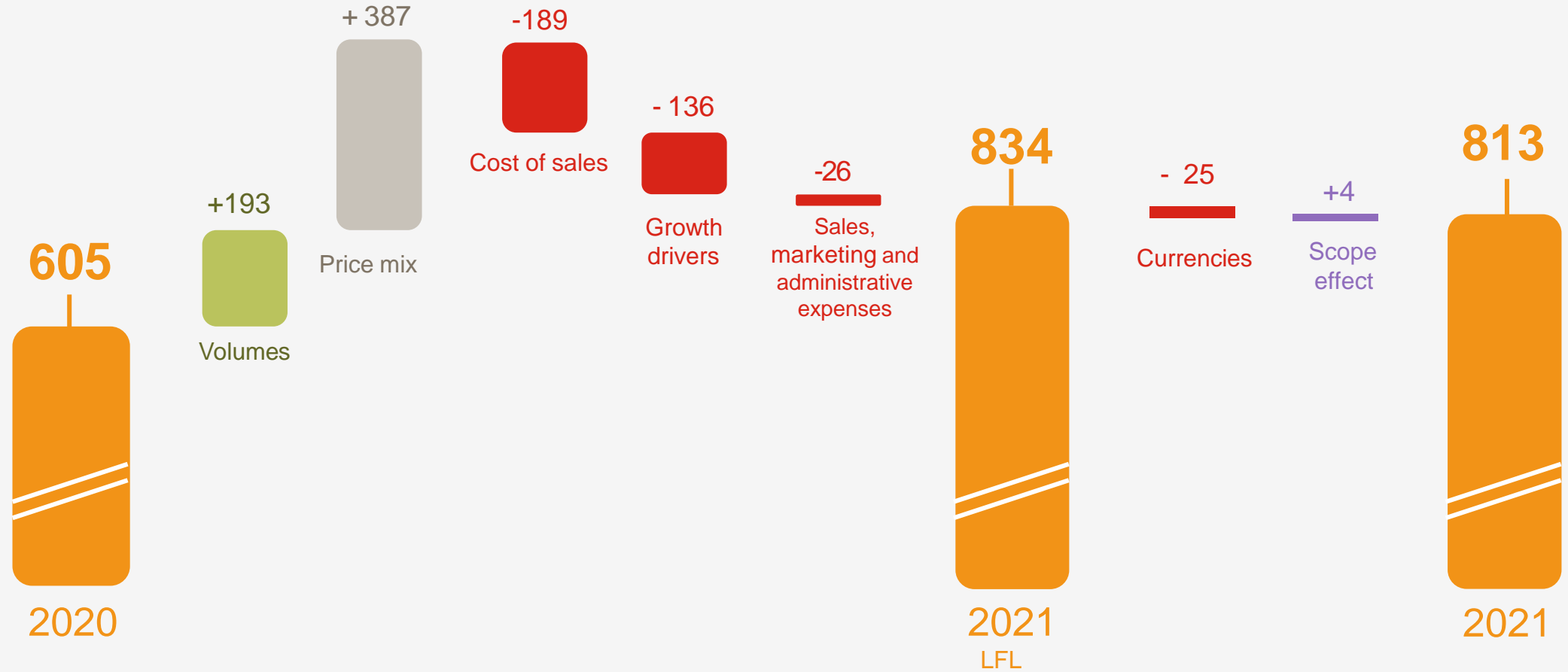


Operating Result From Activity (ORFA)

In €m	2019	2020	2021	2021 vs. 2020
Sales	7,354	6,940	8,059	+16.1%
ORFA	740	605	813	+34.3%
<i>Op. margin</i>	10.1%	8.7%	10.1%	+1.4 pt

ORFA bridge

In €m



Reminder: ~€300m headwinds in 2021 (raw materials, components, freight, currencies)

Growth drivers

In €m	2019	2020	2021	2021 vs. 2020
Innovation	251	228	266	+17%
Advertising and marketing	463	472	572	+21%
Total growth drivers	714	699	838	+20%

Operating profit

In €m	2019	2020	2021	2021 vs. 2020
ORFA	740	605	813	+34%
Statutory and discretionary employee profit-sharing	-37	-24	-39	
Other operating income and expense	-82	-78	-59	
Operating profit	621	503	715	+42%

Net profit

In €m	2019	2020	2021	2021 vs. 2020
Operating profit	621	503	715	+42%
Financial result	-61	-60	-65	
Tax	-131	-94	-142	
Non-controlling interests	-49	-48	-54	
Net profit	380	301	454	+51%

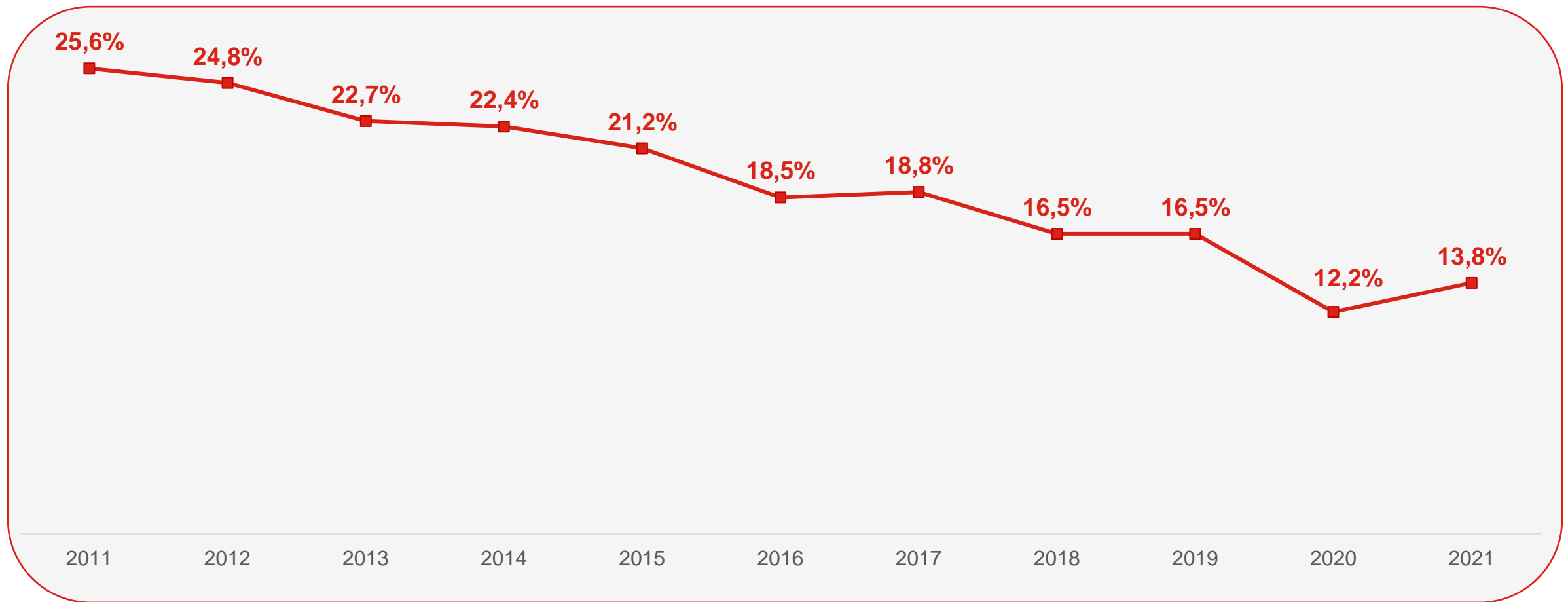
Simplified balance sheet

In €m	2019	2020	2021
Tangible fixed assets	4,263	4,250	4,444
Operating WCR	1,215	848	1,115
Total assets to be financed	5,478	5,098	5,559
Equity	2,628	2,735	3,291
Provisions	423	454	394
Other current assets and liabilities	430	391	350
Net financial debt	1,997	1,518	1,524
Total financing	5,478	5,098	5,559

Change in the operating WCR

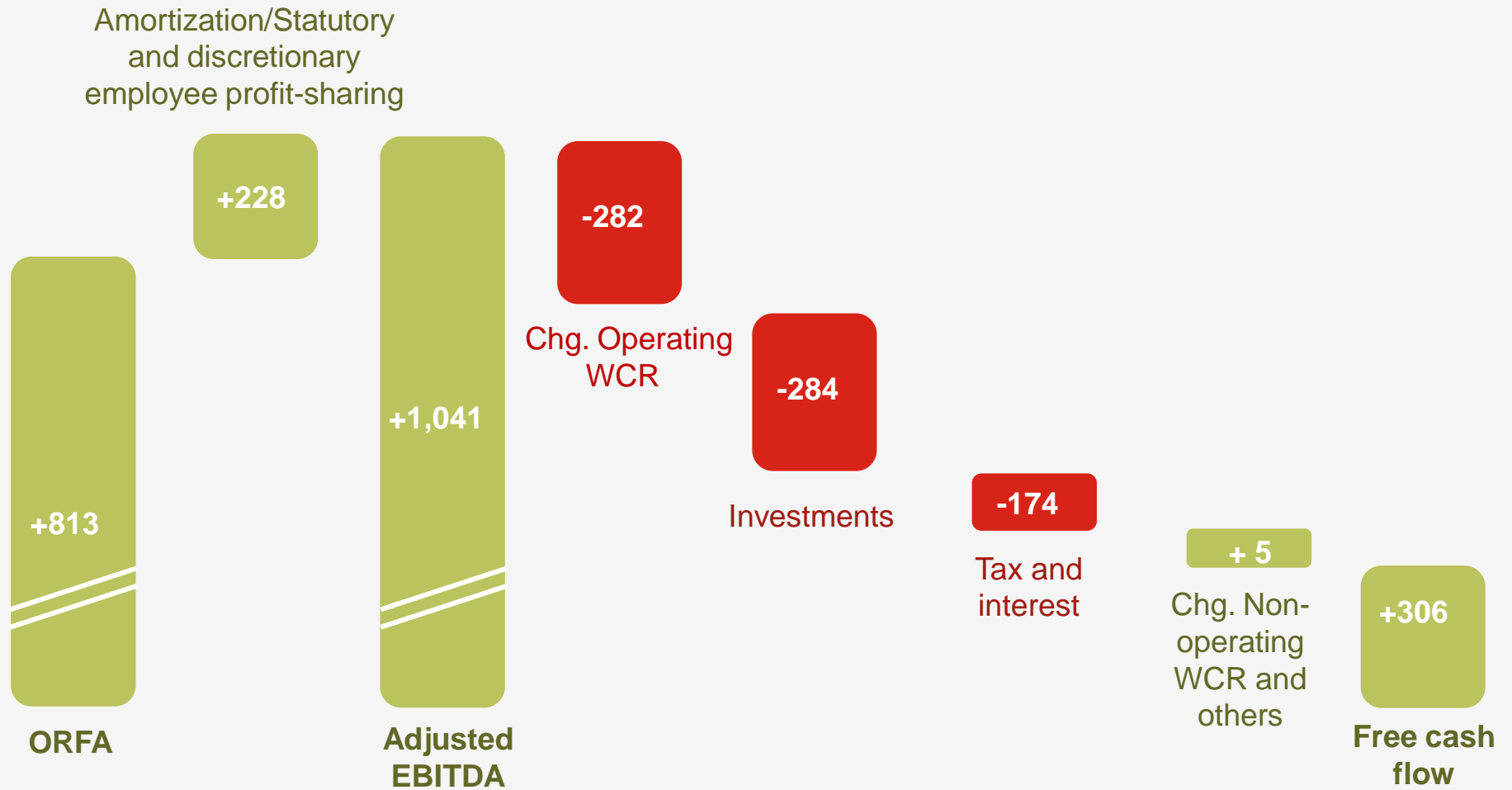
	2019		2020		2021		2021 vs 2020
	€m	% sales	€m	% sales	€m	% sales	€m
Receivables	1,017	13.8%	841	12.1%	789	9.8%	-52
Inventories	1,189	16.2%	1,212	17.4%	1,840	22.8%	628
Payables	-991	-13.5%	-1,205	-17.3%	-1,514	-18.8%	-309
WCR	1,215	16.5%	848	12.2%	1,115	13.8 %	267

WCR/sales ratio over a long period



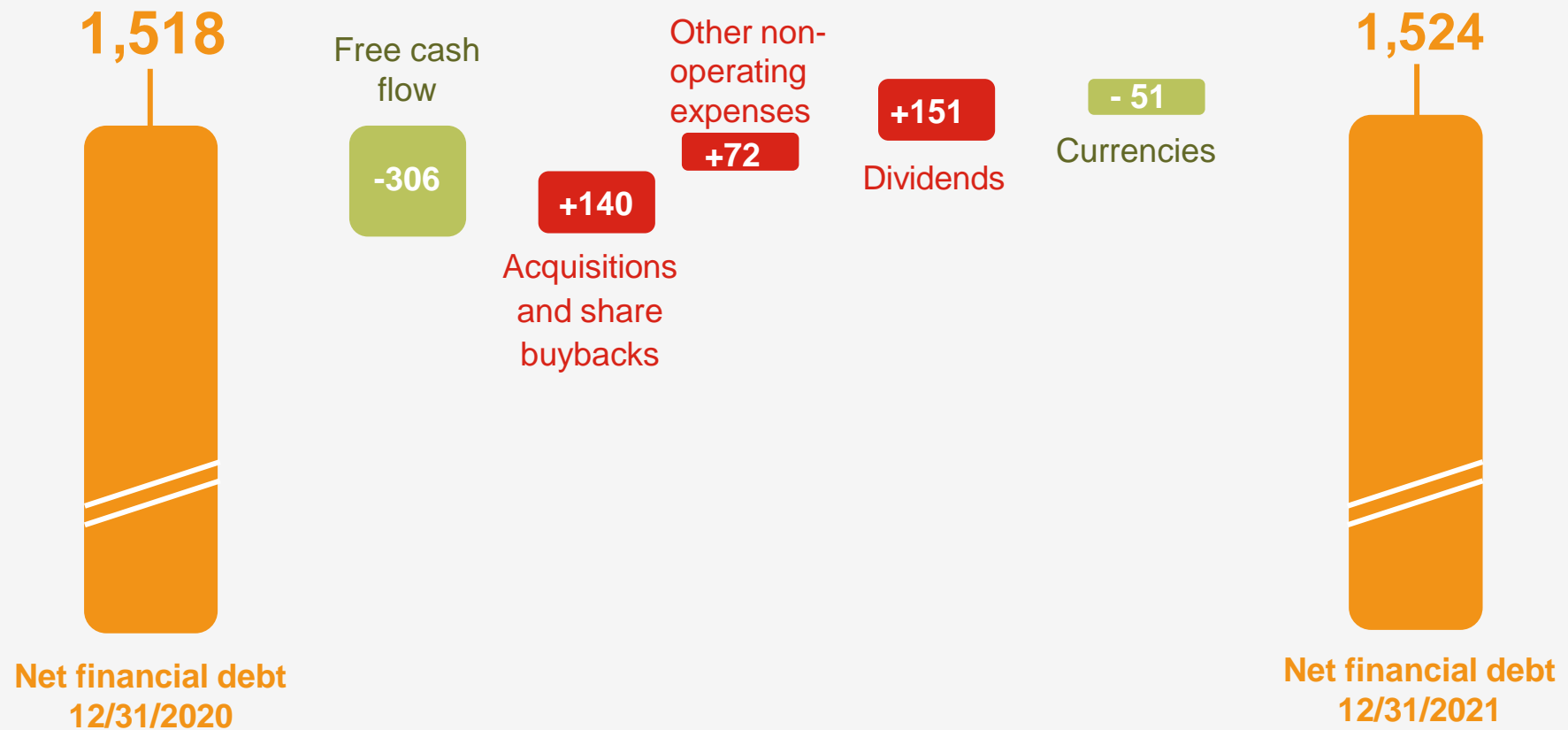
Free cash flow generation

In €m

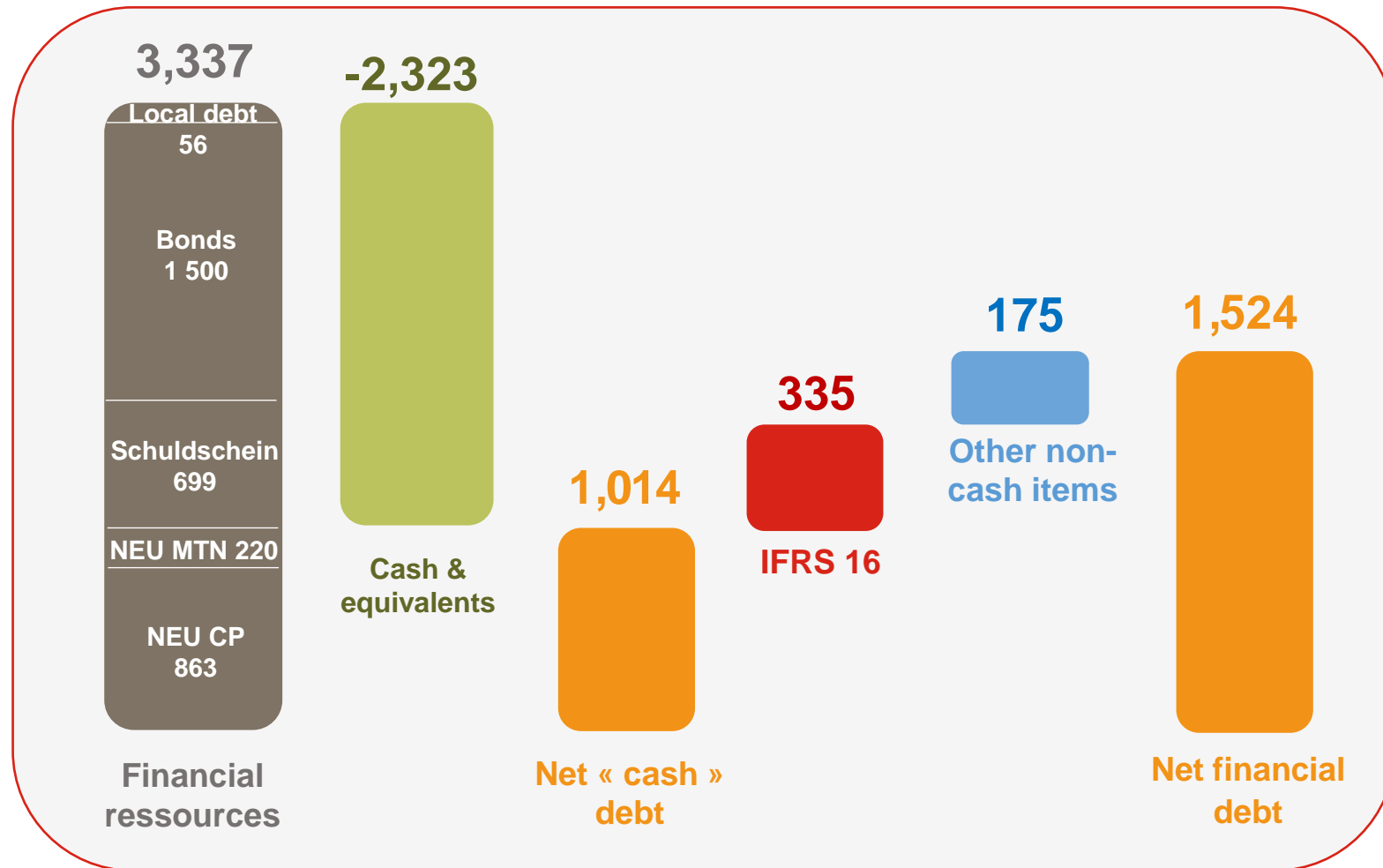


Change in net financial debt

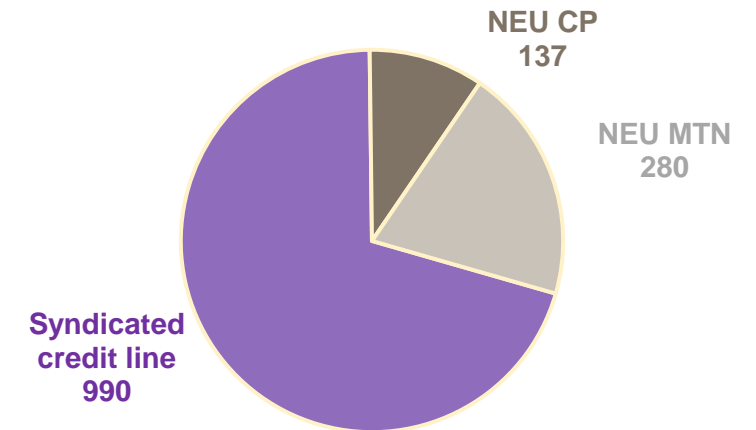
In €m



Net financial debt at December 31, 2021

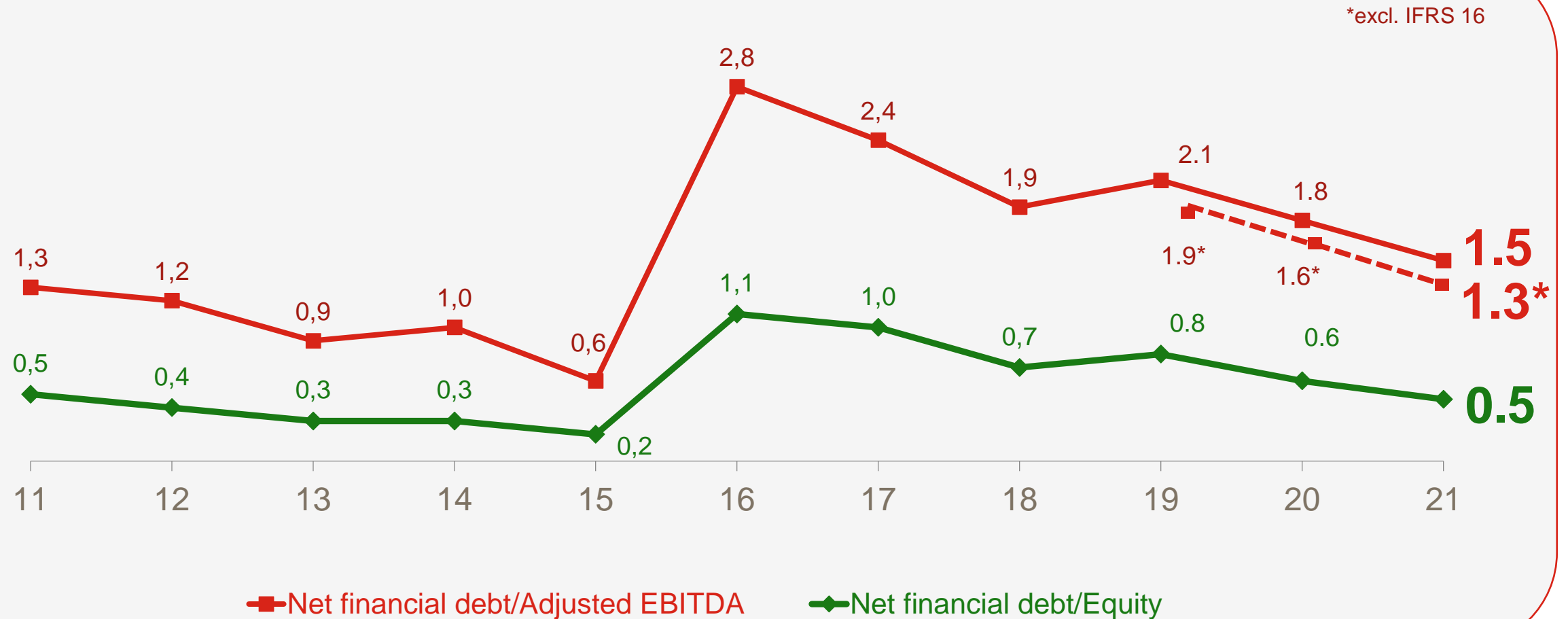


“Headroom” €1,407m



- Diversified sources of financing
- High available liquidity
- No financial covenant
- ➔ **Healthy and well-balanced financial structure**

Financial ratios over a long period

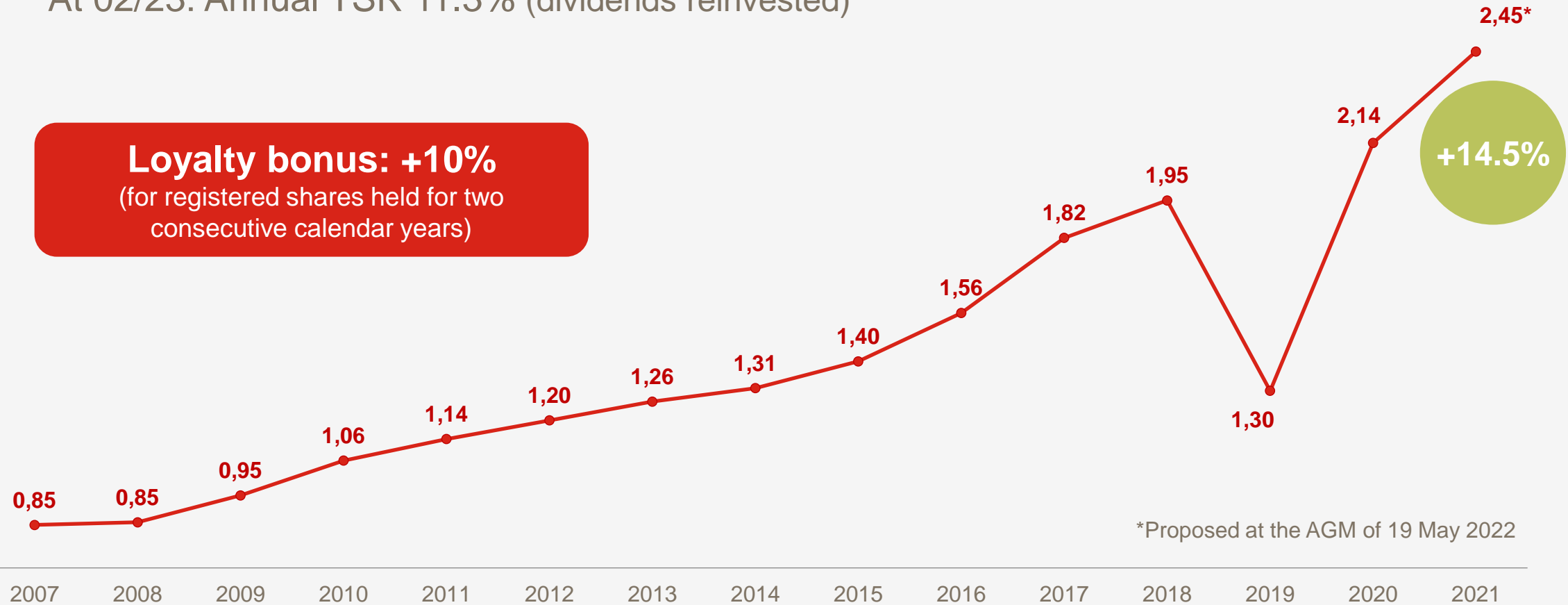


Ratios at 12/31

Dividend trend over 15 years (in €)

At 02/23: Annual TSR 11.3% (dividends reinvested)

Loyalty bonus: +10%
(for registered shares held for two consecutive calendar years)



Historical data restated

05

OUTLOOK

Groupe SEB emerges stronger from these two years

2021



- 2021 performances **up markedly** vs. 2019
- Growth in **all regions and all product lines**
- **Leadership reinforced** in the Small Domestic Equipment market
- **Resilience** of the business model

2022



- **Growth in sales** for both Consumer and Professional activities
- **Absorption of additional costs** linked to supply chain and currencies
- **Increase in ORFA**
- **Continued roll-out of the strategy and confidence in our business model**

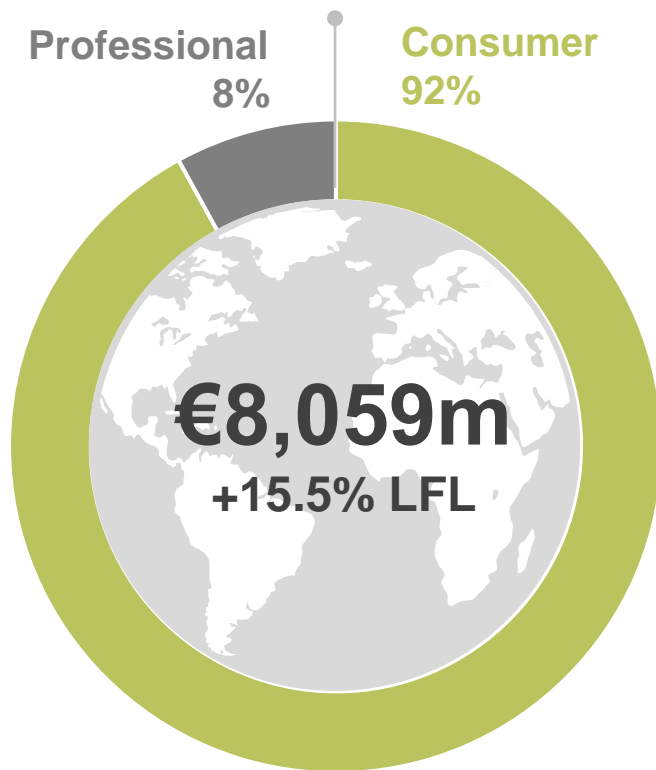
06

APPENDIXES

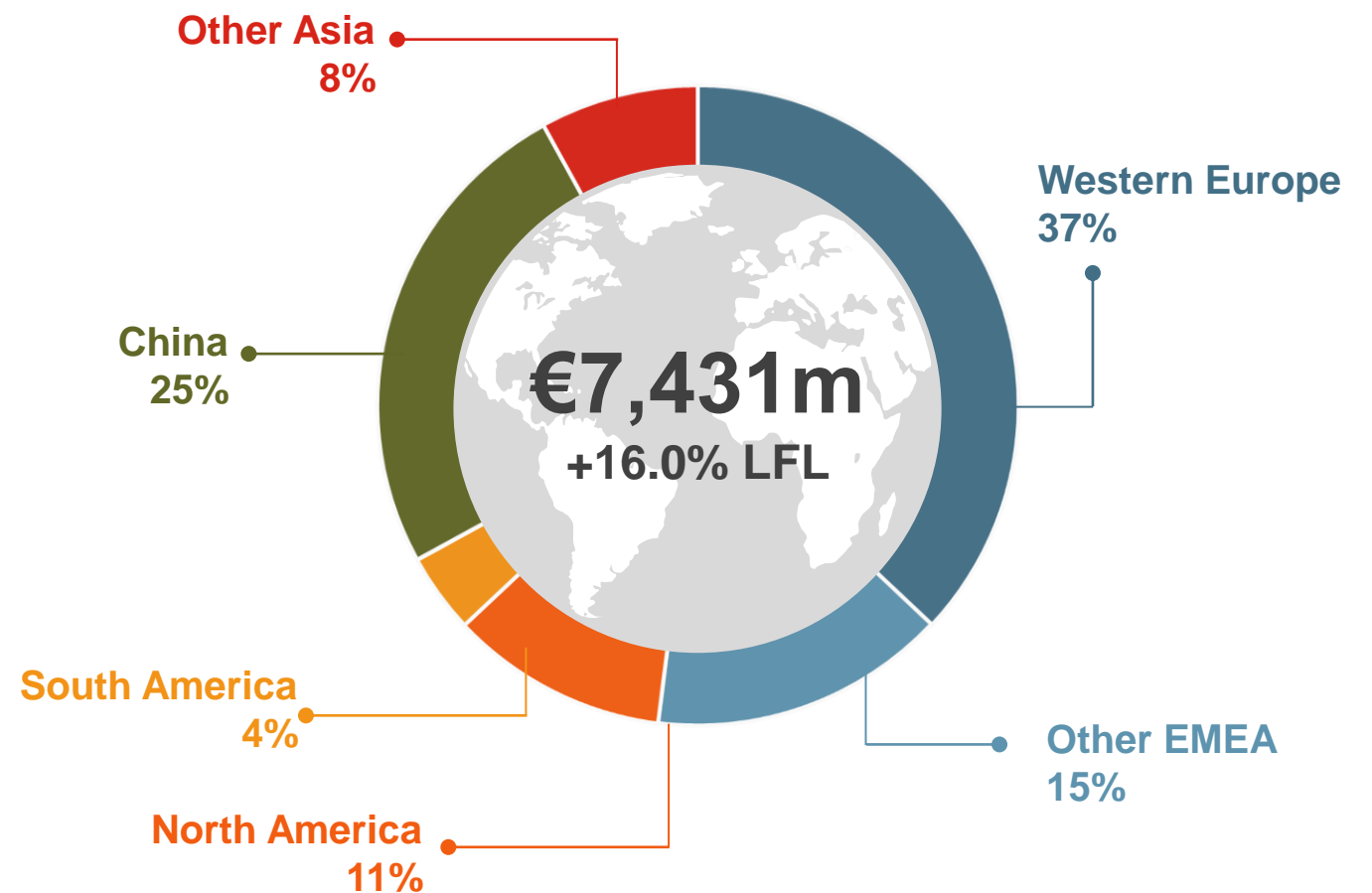


Total sales per region

Total sales



Consumer sales



Annual sales by region

In €m

		2020	2021	As reported	LFL	Q4 2021 LFL
EMEA	EMEA	3,307	3,892	+17.7%	+18.7%	+7.6%
	Western Europe	2,406	2,770	+15.2%	+14.9%	+5.5%
	Other countries	901	1,121	+24.5%	+28.9%	+13.5%
AMERICAS	AMERICAS	876	1,082	+ 23.5%	+19.1%	+2.5%
	North America	622	788	+26.6%	+18.0%	+11.8%
	South America	254	293	+15.7%	+22.0%	-19.8%
ASIA	ASIA	2,182	2,458	+12.6%	+10.7%	+12.7%
	China	1,626	1,860	+14.4%	+10.7%	+14.5%
	Other countries	556	598	+7.5%	+10.6%	+8.1%
	TOTAL Consumer	6,365	7,431	+16.7%	+16.0%	+8.4%
	Professional	575	628	+9.2%	+10.2%	+14.4%
	Groupe SEB	6,940	8,059	+16.1%	+15.5%	+8.8%

% calculated on non-rounded figures

2021 quarterly sales

In €m

		Q1	Q2	H1	Q3	9 months	Q4	2021
EMEA	EMEA	870	791	1,662	936	2,597	1,294	3,892
	Western Europe	599	572	1,171	671	1,843	928	2,770
	Other countries	271	219	490	264	755	367	1,121
AMERICAS	AMERICAS	243	237	480	293	773	309	1,082
	North America	178	170	348	202	550	238	788
	South America	65	67	132	91	223	71	293
ASIA	ASIA	609	568	1,178	567	1,745	713	2,458
	China	468	430	898	430	1,328	532	1,860
	Other countries	142	138	280	137	417	181	598
	TOTAL Consumer	1,722	1,597	3,319	1,796	5,115	2,316	7,431
	Professional	130	161	290	165	456	172	628
	Groupe SEB	1,852	1,758	3,610	1,961	5,570	2,489	8,059

Glossary

On a like-for-like basis (LFL) – Organic

The amounts and growth rates at constant exchange rates and consolidation scope in a given year compared with the previous year are calculated:

- using the average exchange rates of the previous year for the period in consideration (year, half-year, quarter)
- on the basis of the scope of consolidation of the previous year.

This calculation is made primarily for sales and Operating Result from Activity.

Operating Result From Activity (ORFA)

Operating Result From Activity (ORFA) is Groupe SEB's main performance indicator. It corresponds to sales minus operating expenses, i.e. the cost of sales, innovation expenditure (R&D, strategic marketing and design), advertising, operational marketing as well as sales and marketing expenses. ORFA does not include discretionary and non-discretionary profit-sharing or other non-recurring operating income and expense.

Adjusted EBITDA

Adjusted EBITDA is equal to Operating Result from Activity minus discretionary and non-discretionary profit-sharing, to which are added operating depreciation and amortization.

Free cash flow

Free cash flow corresponds to adjusted EBITDA, after accounting for the change in the operating capital requirement, recurring investments (CAPEX), taxes and financial expense, as well as other non-operational items.

Net financial debt

This term refers to all recurring and non-recurring financial debt minus cash and cash equivalents, as well as derivative instruments linked to Group financing. It also includes debt from application of the IFRS 16 standard "Leases" in addition to short-term investments with no risk of a substantial change in value but with maturities of over three months.

Loyalty program (LP)

These programs, run by distribution retailers, consist in offering promotional offers on a product category to loyal consumers who have made a series of purchases within a short period of time. These promotional programs allow distributors to boost footfall in their stores and our consumers to access our products at more attractive prices.

Investor/Analyst Relations

Groupe SEB
Financial Communication
and Investor Relations Dpt

Isabelle Posth
Raphaël Hoffstetter

iposth@groupeseb.com
rhoffstetter@groupeseb.com

Tel : +33 (0) 4 72 18 16 04
comfin@groupeseb.com

www.groupeseb.com



Media Relations

Groupe SEB
Corporate Communication Dept

Cathy Pianon
Anissa Djaadi

cpianon@groupeseb.com
adjaadi@groupeseb.com

Tel.: +33 (0) 6 33 13 02 00
Tel.: +33 (0) 6 88 20 90 88

Image Sept
Caroline Simon
Claire Doligez
Isabelle Dunoyer de Segonzac

caroline.simon@image7.fr
cdoligez@image7.fr
isegonzac@image7.fr

Tel.: +33 (0) 1 53 70 74 48



Upcoming events – 2022

April 28 after market close	Q1 2022 sales and financial data
May 19 15:00	Annual General Meeting
July 21 before market opens	H1 2022 sales and results
October 24 after market closes	9-month 2022 sales and financial data



AGENDA