2021 FULL-YEAR RESULTS

Ecully | February 25, 2022

Listen to the webcast of the meeting here or at www.groupeseb.com
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
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

Bubbles represent SDA market size in countries

Sources: internal data (GfK/NPD/AVC restated), IMF

*Latest available NPD figures (February 2022)
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

2017-2019 2019-2021

+5% +11%

➔ Acceleration in 2020-2021
Renewing product assortments...
Renewing product assortments...
...supported by upselling...

### Food preparation

#### 2017
- 25,0
- 24,6
- 25,2
- 25,2

#### 2021
- 33,1
- 22,4
- 25,3
- 19,2

#### Breakdown in volume:
- > 0 <= 57
- > 57 <= 85
- > 85 <= 150
- > 150

### Espresso machines

#### 2017
- 25,0
- 24,9
- 25,2

#### 2021
- 35,6
- 20,5
- 15,6

#### Breakdown in volume:
- > 0 <= 49
- > 49 <= 85
- > 85 <= 222
- > 222

### Vacuum cleaners

#### 2017
- 25,0
- 24,1
- 25,8

#### 2021
- 35,6
- 23,1
- 21,3

#### Breakdown in volume:
- > 0 <= 60
- > 60 <= 94
- > 94 <= 165
- > 165

---

Source: GFK, quartiles by volume Food prep. and espresso: 15 EMEA countries Vacuum cleaners: 24 EMEA countries

02/25/2022 • 2021 Full-Year Results
### ...supported by upselling...

#### Breakdown in value

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2021</th>
<th>Source: GFK, % value FP &amp; EM: 15 EMEA countries VC: 24 EMEA countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food preparation</td>
<td>64.7</td>
<td>71.4</td>
<td></td>
</tr>
<tr>
<td>Espresso machines</td>
<td>68.6</td>
<td>77.9</td>
<td></td>
</tr>
<tr>
<td>Vacuum cleaners</td>
<td>53.9</td>
<td>67.8</td>
<td></td>
</tr>
</tbody>
</table>

- **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

Breakdown in value has been supported by upselling.
...and a level of equipment that leaves considerable room for progression...

Example: France

- **Kitchen electrics**
  - Cooking pots: 97%
  - Multicookers: 7%
  - Multi-function cooking food processor: 16%

- **Beverage preparation**
  - Capsule: 53%
  - Full-Auto: 5%

- **Vacuum cleaners**
  - Cylinder: 80%
  - Versatile: 5%
  - Robot: 5%

➡️ Consumers’ desire to complete their equipment

*Source: Kantar France 2021*
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

<table>
<thead>
<tr>
<th>Middle Class (billions of inhabitants)</th>
<th>2010</th>
<th>2020</th>
<th>2030e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mature countries</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Emerging countries</td>
<td>1</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2 Bn</strong></td>
<td><strong>3 Bn</strong></td>
<td><strong>5 Bn</strong></td>
</tr>
</tbody>
</table>

Source: OECD/World Bank
...Requiring local products in local structures
GROUPE SEB CREATES LONG-TERM VALUE
Innovation at the core of growth dynamics

- **Renewal** of our existing ranges
- **New scopes**
- **New categories/New segments**
- **Range upgrade**
  - Improved mix
- **Range management**
- **Growth innovations**
A structured strategy focused on consumer benefits...

(*) 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**

- High-end Tefal
- High-end Tefal Ingenio
- WMF

**Kitchen electrics**

- Turbocuisine
- Cookeo
- Cookeo Touch

Entry-level Tefal

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<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>270</td>
<td>330</td>
</tr>
</tbody>
</table>

Renewal

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>670</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Innovation

<p>| | | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td>100</td>
<td>150</td>
<td>300</td>
</tr>
</tbody>
</table>

Renewal

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

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**02/25/2022**  •  **2021 Full-Year Results**
In this context, the Group strengthened its worldwide positions in 2021.

Groupe SEB generates More than 75% of its sales in markets where it is a LEADER*.

Cookware
+ Small Domestic Appliances
= Small Domestic Equipment

*No.1 or No. 2
CONCRETE EXAMPLE: SUPOR IN CHINA
In a high-potential market...

Chinese middle class

~400m
2010

~700m
2020

>1bn
2030(e)

Growth levers

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

Mc Kinsey Global Institute / Global China report / OECD
...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**

**AP Pro**
会洗拖布的
吸拖一体机

**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

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)

Data source: IPSOS SUPOR BHT 2021 Report; AVC, GFK 30 cities
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
€1,041m*
+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

Sales growth 2020 ➔ 2021

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (€m)</th>
<th>Change</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>6,940</td>
<td>+1,079</td>
<td>+15.5%</td>
</tr>
<tr>
<td>2021</td>
<td>8,059</td>
<td>+62</td>
<td>+0.9%</td>
</tr>
</tbody>
</table>

Organic growth: +15.5%
Currency effect: -0.3%
Scope: +0.9%

Total growth: +16.1%
Currency impact on 2021 sales

In €m

- €22m
Q1: -€81m
Q2: -€44m
Q3: +€38m
Q4: +€65m
2021 Full-Year Results

Sales
€8,059m
+16.1%  +15.5% LFL

Professional
€628m
+9.2%  +10.2% 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)

*Professional = Professional coffee machines + Hotel equipment + Krampouz*
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

**AMERICAS**
€1,082m/+19.1%

**EMEA**
€3,891m/+18.7%

**ASIA**
€2,458m/+10.7%

*2021 Consumer sales: €7,431m / +16%*
Change in sales by product lines

2021 Consumer sales: €7,431m / +16%

*LKA = Large Kitchen Appliances
The winning categories in 2021

➔ Kitchen electrics
➔ Cookware
➔ Floor care
1 Sales
2 Results
## Operating Result From Activity (ORFA)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2021 vs. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In €m</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>7,354</td>
<td>6,940</td>
<td>8,059</td>
<td>+16.1%</td>
</tr>
<tr>
<td>ORFA</td>
<td>740</td>
<td>605</td>
<td>813</td>
<td>+34.3%</td>
</tr>
<tr>
<td>Op. margin</td>
<td>10.1%</td>
<td>8.7%</td>
<td>10.1%</td>
<td>+1.4 pt</td>
</tr>
</tbody>
</table>
Reminder: ~€300m headwinds in 2021 (raw materials, components, freight, currencies)
## Growth drivers

<table>
<thead>
<tr>
<th>In €m</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2021 vs. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation</td>
<td>251</td>
<td>228</td>
<td>266</td>
<td>+17%</td>
</tr>
<tr>
<td>Advertising and marketing</td>
<td>463</td>
<td>472</td>
<td>572</td>
<td>+21%</td>
</tr>
<tr>
<td><strong>Total growth drivers</strong></td>
<td><strong>714</strong></td>
<td><strong>699</strong></td>
<td><strong>838</strong></td>
<td><strong>+20%</strong></td>
</tr>
</tbody>
</table>
## Operating profit

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2021 vs. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORFA</strong></td>
<td>740</td>
<td>605</td>
<td>813</td>
<td>+34%</td>
</tr>
<tr>
<td><strong>Statutory and discretionary employee profit-sharing</strong></td>
<td>-37</td>
<td>-24</td>
<td>-39</td>
<td></td>
</tr>
<tr>
<td><strong>Other operating income and expense</strong></td>
<td>-82</td>
<td>-78</td>
<td>-59</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>621</td>
<td>503</td>
<td>715</td>
<td>+42%</td>
</tr>
</tbody>
</table>
# Net profit

<table>
<thead>
<tr>
<th>In €m</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2021 vs. 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating profit</strong></td>
<td>621</td>
<td>503</td>
<td>715</td>
<td>+42%</td>
</tr>
<tr>
<td><strong>Financial result</strong></td>
<td>-61</td>
<td>-60</td>
<td>-65</td>
<td></td>
</tr>
<tr>
<td><strong>Tax</strong></td>
<td>-131</td>
<td>-94</td>
<td>-142</td>
<td></td>
</tr>
<tr>
<td><strong>Non-controlling interests</strong></td>
<td>-49</td>
<td>-48</td>
<td>-54</td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td>380</td>
<td>301</td>
<td>454</td>
<td>+51%</td>
</tr>
</tbody>
</table>
# Simplified balance sheet

<table>
<thead>
<tr>
<th>In €m</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangible fixed assets</strong></td>
<td>4,263</td>
<td>4,250</td>
<td>4,444</td>
</tr>
<tr>
<td><strong>Operating WCR</strong></td>
<td>1,215</td>
<td>848</td>
<td>1,115</td>
</tr>
<tr>
<td><strong>Total assets to be financed</strong></td>
<td>5,478</td>
<td>5,098</td>
<td>5,559</td>
</tr>
<tr>
<td><strong>Equity</strong></td>
<td>2,628</td>
<td>2,735</td>
<td>3,291</td>
</tr>
<tr>
<td><strong>Provisions</strong></td>
<td>423</td>
<td>454</td>
<td>394</td>
</tr>
<tr>
<td><strong>Other current assets and liabilities</strong></td>
<td>430</td>
<td>391</td>
<td>350</td>
</tr>
<tr>
<td><strong>Net financial debt</strong></td>
<td>1,997</td>
<td>1,518</td>
<td>1,524</td>
</tr>
<tr>
<td><strong>Total financing</strong></td>
<td>5,478</td>
<td>5,098</td>
<td>5,559</td>
</tr>
</tbody>
</table>
## Change in the operating WCR

<table>
<thead>
<tr>
<th></th>
<th>2019 €m</th>
<th>2019 % sales</th>
<th>2020 €m</th>
<th>2020 % sales</th>
<th>2021 €m</th>
<th>2021 % sales</th>
<th>2021 vs 2020 €m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Receivables</td>
<td>1,017</td>
<td>13.8%</td>
<td>841</td>
<td>12.1%</td>
<td>789</td>
<td>9.8%</td>
<td>-52</td>
</tr>
<tr>
<td>Inventories</td>
<td>1,189</td>
<td>16.2%</td>
<td>1,212</td>
<td>17.4%</td>
<td>1,840</td>
<td>22.8%</td>
<td>628</td>
</tr>
<tr>
<td>Payables</td>
<td>-991</td>
<td>-13.5%</td>
<td>-1,205</td>
<td>-17.3%</td>
<td>-1,514</td>
<td>-18.8%</td>
<td>-309</td>
</tr>
<tr>
<td>WCR</td>
<td>1,215</td>
<td>16.5%</td>
<td>848</td>
<td>12.2%</td>
<td>1,115</td>
<td>13.8%</td>
<td>267</td>
</tr>
</tbody>
</table>
WCR/sales ratio over a long period

<table>
<thead>
<tr>
<th>Year</th>
<th>WCR/sales ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>25.6%</td>
</tr>
<tr>
<td>2012</td>
<td>24.8%</td>
</tr>
<tr>
<td>2013</td>
<td>22.7%</td>
</tr>
<tr>
<td>2014</td>
<td>22.4%</td>
</tr>
<tr>
<td>2015</td>
<td>21.2%</td>
</tr>
<tr>
<td>2016</td>
<td>18.5%</td>
</tr>
<tr>
<td>2017</td>
<td>18.8%</td>
</tr>
<tr>
<td>2018</td>
<td>16.5%</td>
</tr>
<tr>
<td>2019</td>
<td>16.5%</td>
</tr>
<tr>
<td>2020</td>
<td>12.2%</td>
</tr>
<tr>
<td>2021</td>
<td>13.8%</td>
</tr>
</tbody>
</table>
Free cash flow generation

In €m

Amortization/Statutory and discretionary employee profit-sharing

ORFA +813
Adjusted EBITDA +1,041
Chg. Operating WCR -282
Investments -284
Tax and interest -174
Chg. Non-operating WCR and others +5
Free cash flow +306

+228
Change in net financial debt

In €m

Net financial debt 12/31/2020

1,518

Free cash flow

-306

Other non-operating expenses

+72

Acquisitions and share buybacks

+140

Dividends

+151

Currencies

-51

Net financial debt 12/31/2021

1,524
Net financial debt at December 31, 2021

3,337

-2,323

1,014

335

1,524

Diversified sources of financing
High available liquidity
No financial covenant

Healthy and well-balanced financial structure
Financial ratios over a long period

Net financial debt/Adjusted EBITDA

Net financial debt/Equity

Ratios at 12/31

*excl. IFRS 16
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)

*Proposed at the AGM of 19 May 2022
Groupe SEB emerges stronger from these two years

- 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 vision

- **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**
Total sales per region

**Total sales**
- **Professional**: 8%
- **Consumer**: 92%

**€8,059m**
+15.5% LFL

**Consumer sales**
- **China**: 25%
- **Western Europe**: 37%
- **Other EMEA**: 15%
- **South America**: 4%
- **North America**: 11%
- **Other Asia**: 8%

**€7,431m**
+16.0% LFL

02/25/2022
2021 Full-Year Results
### Annual sales by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2020</th>
<th>2021</th>
<th>As reported</th>
<th>LFL</th>
<th>Q4 2021 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>2,406</td>
<td>2,770</td>
<td>+15.2%</td>
<td>+14.9%</td>
<td>+5.5%</td>
</tr>
<tr>
<td>Other countries</td>
<td>901</td>
<td>1,121</td>
<td>+24.5%</td>
<td>+28.9%</td>
<td>+13.5%</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>622</td>
<td>788</td>
<td>+26.6%</td>
<td>+18.0%</td>
<td>+11.8%</td>
</tr>
<tr>
<td>South America</td>
<td>254</td>
<td>293</td>
<td>+15.7%</td>
<td>+22.0%</td>
<td>-19.8%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>1,626</td>
<td>1,860</td>
<td>+14.4%</td>
<td>+10.7%</td>
<td>+14.5%</td>
</tr>
<tr>
<td>Other countries</td>
<td>556</td>
<td>598</td>
<td>+7.5%</td>
<td>+10.6%</td>
<td>+8.1%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>6,365</td>
<td>7,431</td>
<td>+16.7%</td>
<td>+16.0%</td>
<td>+8.4%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>575</td>
<td>628</td>
<td>+9.2%</td>
<td>+10.2%</td>
<td>+14.4%</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>6,940</td>
<td>8,059</td>
<td>+16.1%</td>
<td>+15.5%</td>
<td>+8.8%</td>
</tr>
</tbody>
</table>

% calculated on non-rounded figures
## 2021 quarterly sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1</th>
<th>Q2</th>
<th>H1</th>
<th>Q3</th>
<th>9 months</th>
<th>Q4</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Western Europe</td>
<td>870</td>
<td>791</td>
<td>1,662</td>
<td>936</td>
<td>2,597</td>
<td>1,294</td>
<td>3,892</td>
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<tr>
<td>Other countries</td>
<td>271</td>
<td>219</td>
<td>490</td>
<td>264</td>
<td>755</td>
<td>367</td>
<td>1,121</td>
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<tr>
<td><strong>AMERICAS</strong></td>
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</tr>
<tr>
<td>North America</td>
<td>243</td>
<td>237</td>
<td>480</td>
<td>293</td>
<td>773</td>
<td>309</td>
<td>1,082</td>
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<tr>
<td>South America</td>
<td>178</td>
<td>170</td>
<td>348</td>
<td>202</td>
<td>550</td>
<td>238</td>
<td>788</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>609</td>
<td>568</td>
<td>1,178</td>
<td>567</td>
<td>1,745</td>
<td>713</td>
<td>2,458</td>
</tr>
<tr>
<td>Other countries</td>
<td>468</td>
<td>430</td>
<td>898</td>
<td>430</td>
<td>1,328</td>
<td>532</td>
<td>1,860</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>1,722</td>
<td>1,597</td>
<td>3,319</td>
<td>1,796</td>
<td>5,115</td>
<td>2,316</td>
<td>7,431</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>130</td>
<td>161</td>
<td>290</td>
<td>165</td>
<td>456</td>
<td>172</td>
<td>628</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>1,852</td>
<td>1,758</td>
<td>3,610</td>
<td>1,961</td>
<td>5,570</td>
<td>2,489</td>
<td>8,059</td>
</tr>
</tbody>
</table>
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.
## Upcoming events – 2022

<table>
<thead>
<tr>
<th>Date</th>
<th>Time/Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 28</td>
<td>after market close</td>
<td>Q1 2022 sales and financial data</td>
</tr>
<tr>
<td>May 19</td>
<td>15:00</td>
<td>Annual General Meeting</td>
</tr>
<tr>
<td>July 21</td>
<td>before market opens</td>
<td>H1 2022 sales and results</td>
</tr>
<tr>
<td>October 24</td>
<td>after market closes</td>
<td>9-month 2022 sales and financial data</td>
</tr>
</tbody>
</table>