



Capital Markets Day

SUPOR

INNOVATION POWERING GROWTH

Vincent Tai

EXECUTIVE VICE PRESIDENT, ASIA

DECEMBER 14, 2023

A man in a grey suit is smiling while holding a tablet. A woman's hand is visible, holding a pen and pointing at the tablet screen. A laptop and some papers are on the table in front of them.

Supor consolidating  
its leadership  
position in a  
challenging market  
environment

A woman with dark hair, wearing an orange turtleneck sweater, is looking down at a smartphone she is holding in both hands. She is standing in what appears to be a modern, brightly lit indoor space.

Supportive  
structural market  
fundamentals

A black Supor rice cooker is open, showing a pot of cooked rice. A person's hand is using a white rice paddle to scoop rice into a small black bowl. In the foreground, there are several plates of food, including a salad with green vegetables and a plate with orange slices and other ingredients.

Supor's growth  
strategy and winning  
formula

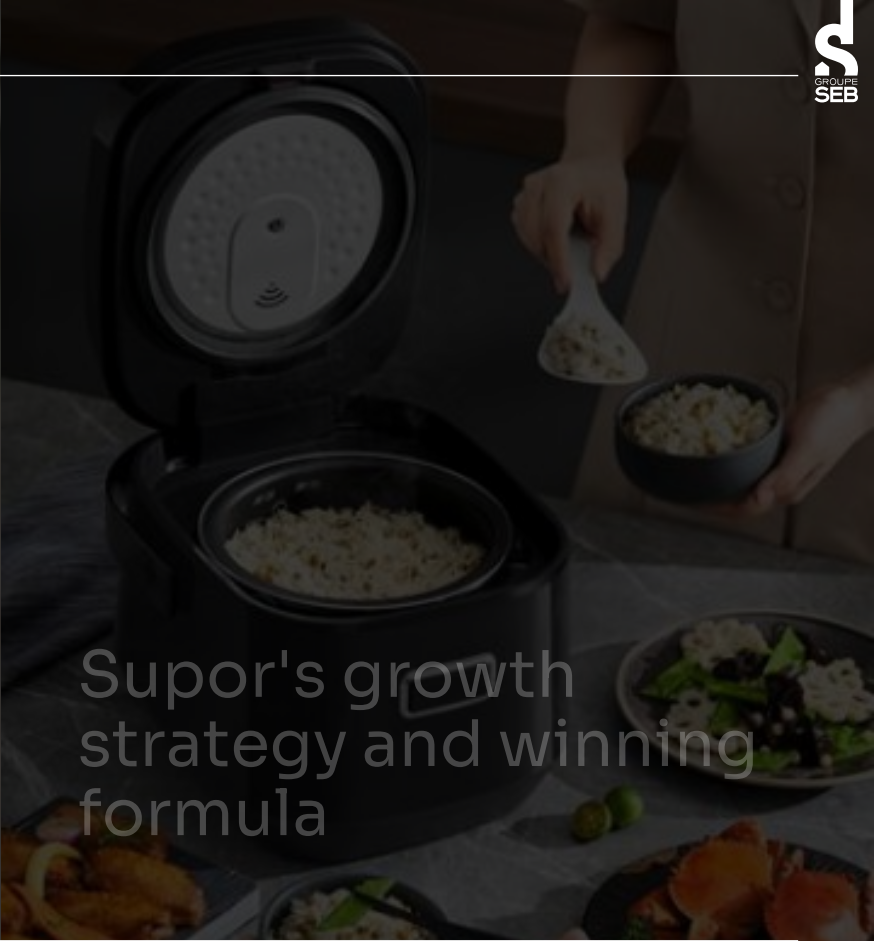




**Supor consolidating  
its leadership  
position in a  
challenging market  
environment**



Supportive  
structural market  
fundamentals



Supor's growth  
strategy and winning  
formula

# A Fascinating Journey

1987

Yuhuan  
Pressure Cooker Factory

1994

Zhejiang  
SUPOR Cookware

2002

SUPOR Headquarters  
in Hangzhou

2004

Listing on Shenzhen  
Stock Exchange

2006

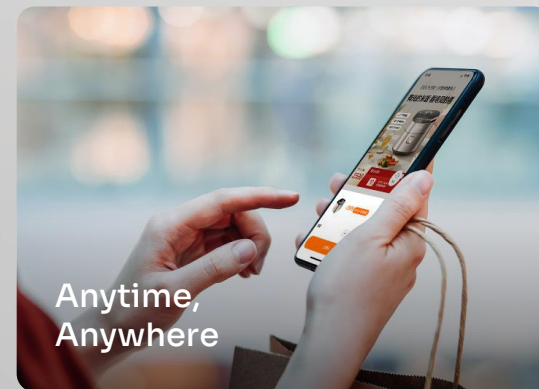
Groupe SEB becoming  
majority shareholder

2009

Shaoxing Supor  
Electric Appliances



# Improving Chinese consumers' everyday life





# An amazing success story

<p>€ 2,1bn</p> <p>Domestic sales vs €145m in 2006</p>	<p>~ 70%</p> <p>Share of Supor's sales achieved online</p>	<p>#1</p> <p>In Cookware MS ~35%, +5pts vs 2010</p>	<p>#1</p> <p>In Kitchen Electrics MS ~25%, +12pts vs 2010</p>
<p>38</p> <p>Categories vs 11 in 2006</p>	<p>89%</p> <p>Brand awareness <b>SUPOR 苏泊尔</b></p>	<p>5</p> <p>Plants in China ~150m products</p>	<p>~20k</p> <p>Active patents</p>



# Getting better and stronger over the past decade

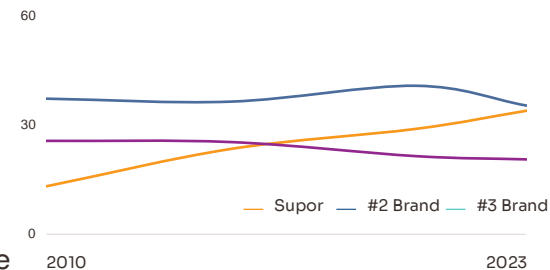


## Kitchen Electric

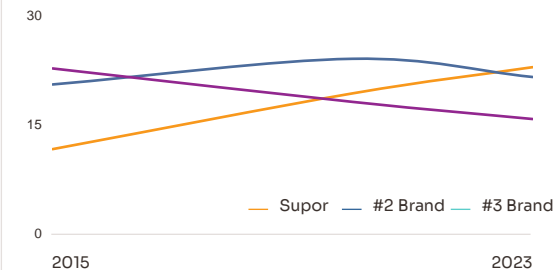
### 25%

Market share

### Offline Share (in %) #2



### Online Share (in %) #1

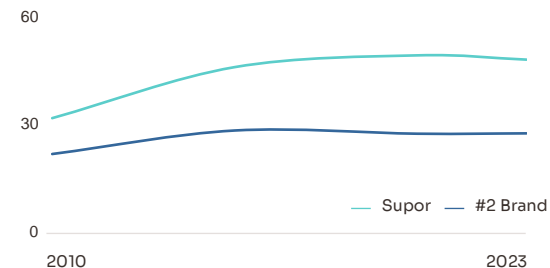


## Cookware

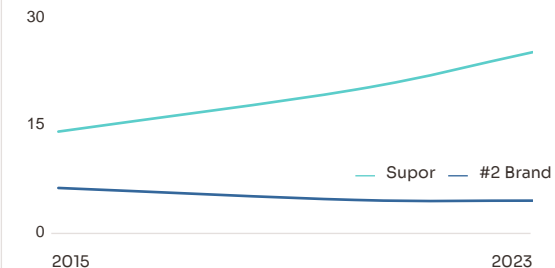
### 35%

Market share

### Offline Share (in %) Undisputed #1



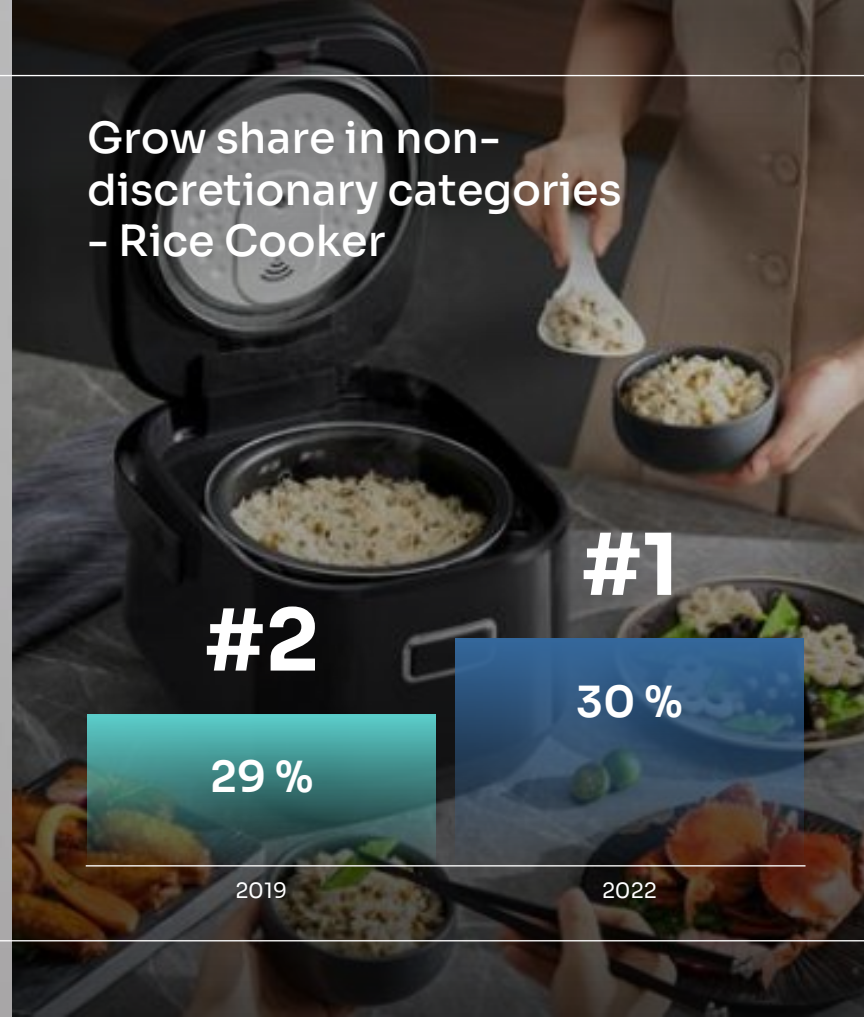
### Online Share (in %) Undisputed #1





# Why Supor is more resilient to market turbulence?

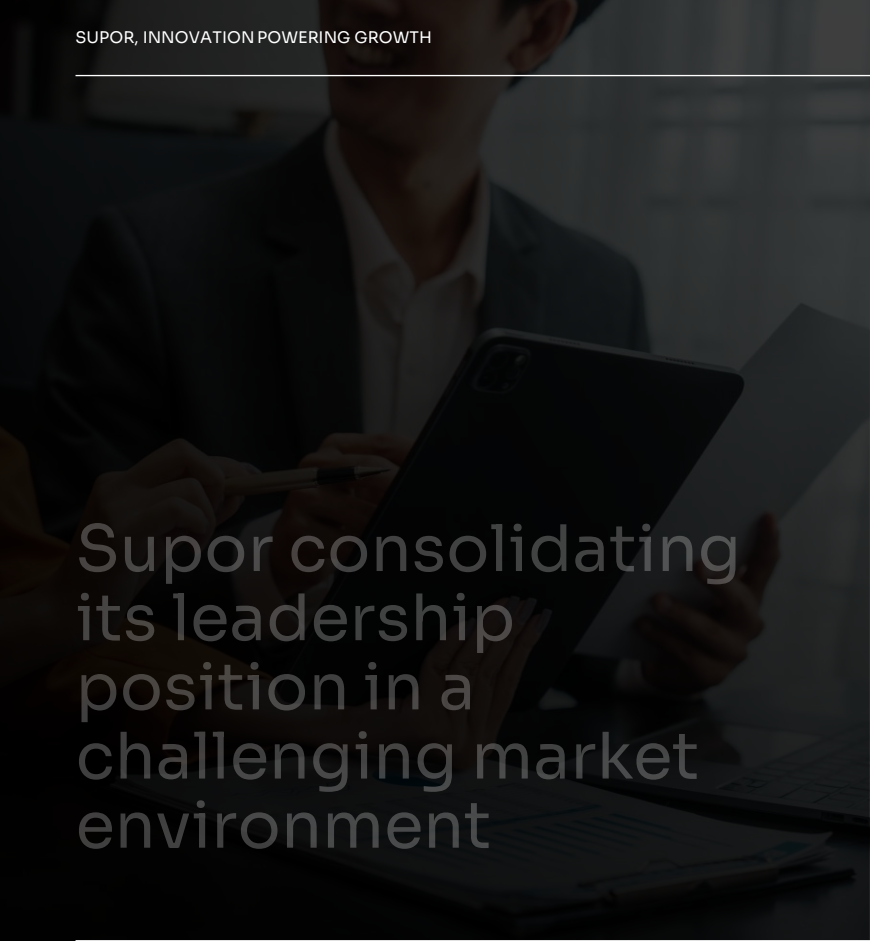
Grow share in non-discretionary categories  
- Rice Cooker



Agile in capturing new category opportunities  
- Air Fryer







Supor consolidating  
its leadership  
position in a  
challenging market  
environment

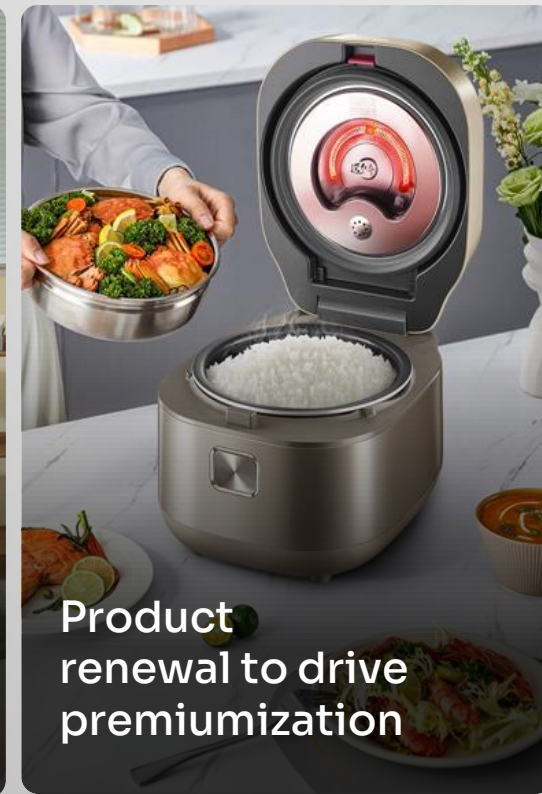
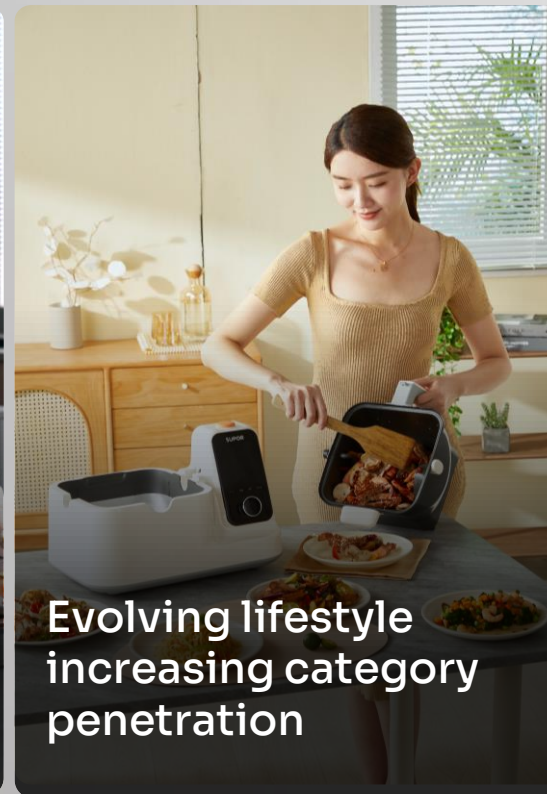


**Supportive  
structural market  
fundamentals**



Supor's growth  
strategy and winning  
formula

# Supportive fundamentals for long-term growth



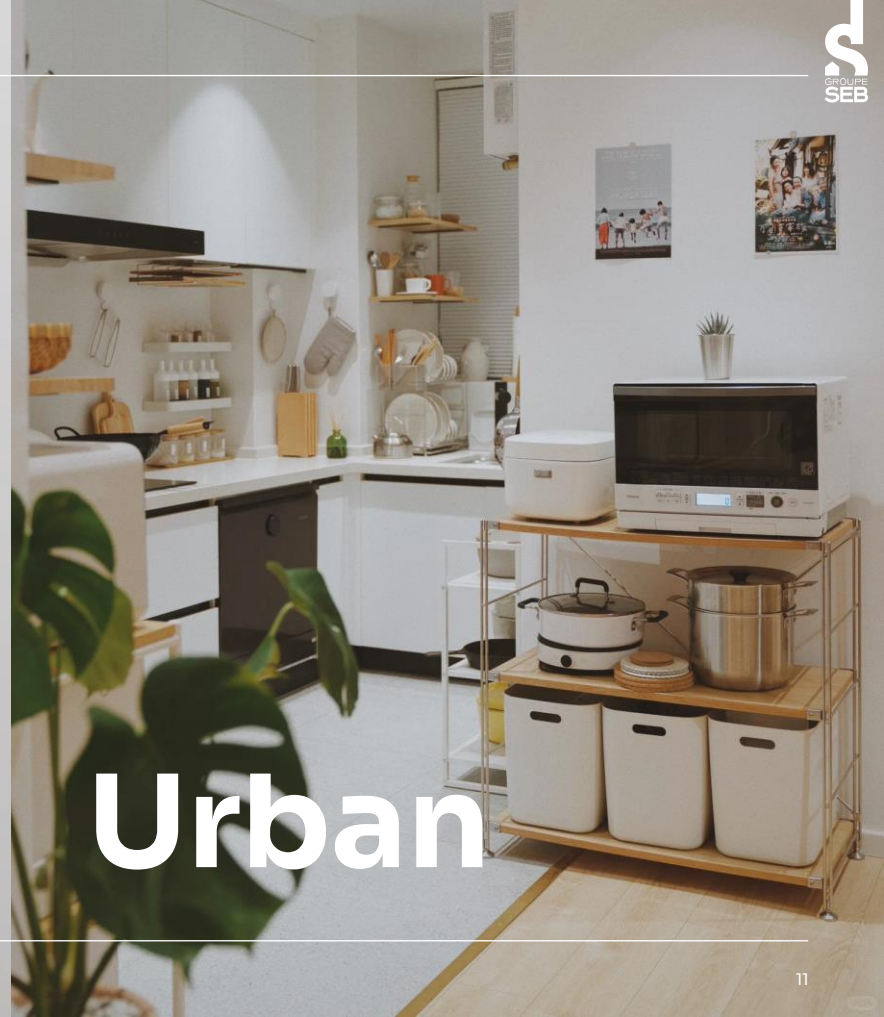
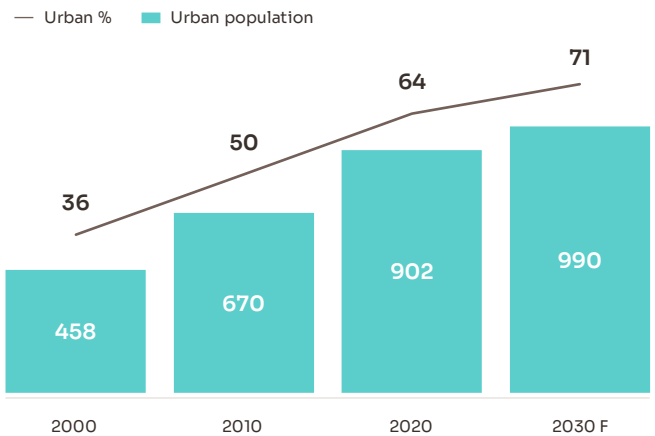




Rural

+9m / year

Urban population renewing their home



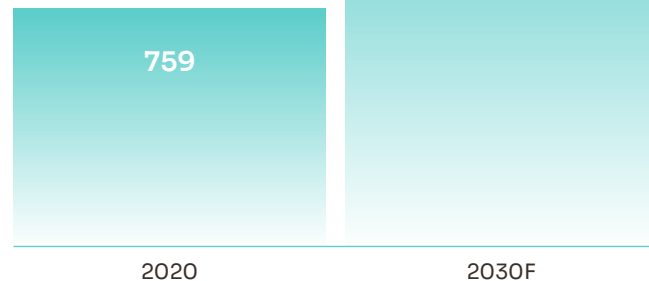
Urban



# +8m / year

Middle class  
driving premiumization

Middle class  
population  
(in M)



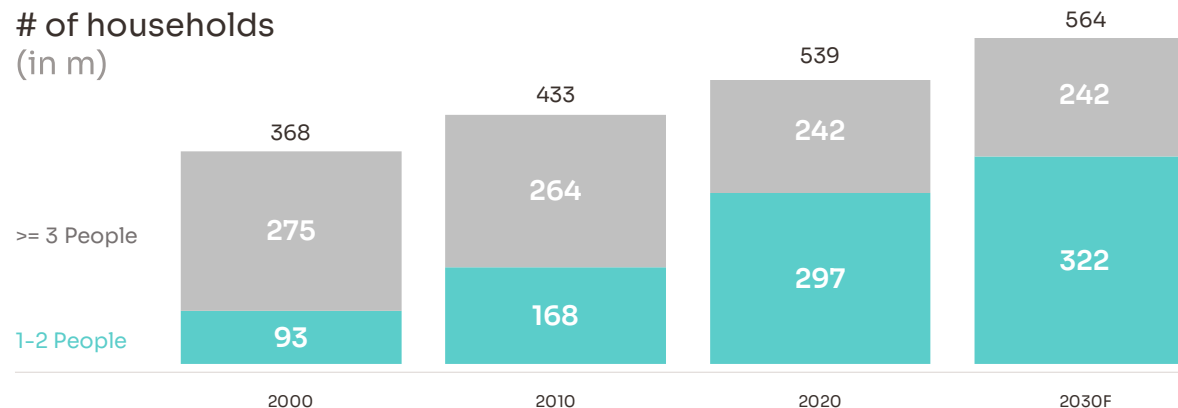




# What matters most to our industry is the number of households

## +2.5m households / year

# of households  
(in m)



# Stylish design and better user experience drive premiumization



Traditional  
Electric Pressure Cooker

**RMB 359**



Fast  
Multiple Cooker

**RMB 1,299**



Fast  
Multiple Cooker

**RMB 699**

**#1**

Hitlist above  
RMB 1,000

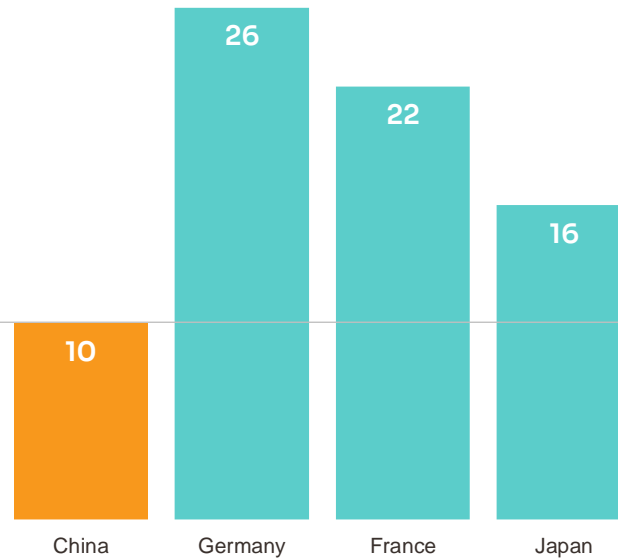


Inspired  
by Cookéo  
Design



# Category penetration is far from saturation

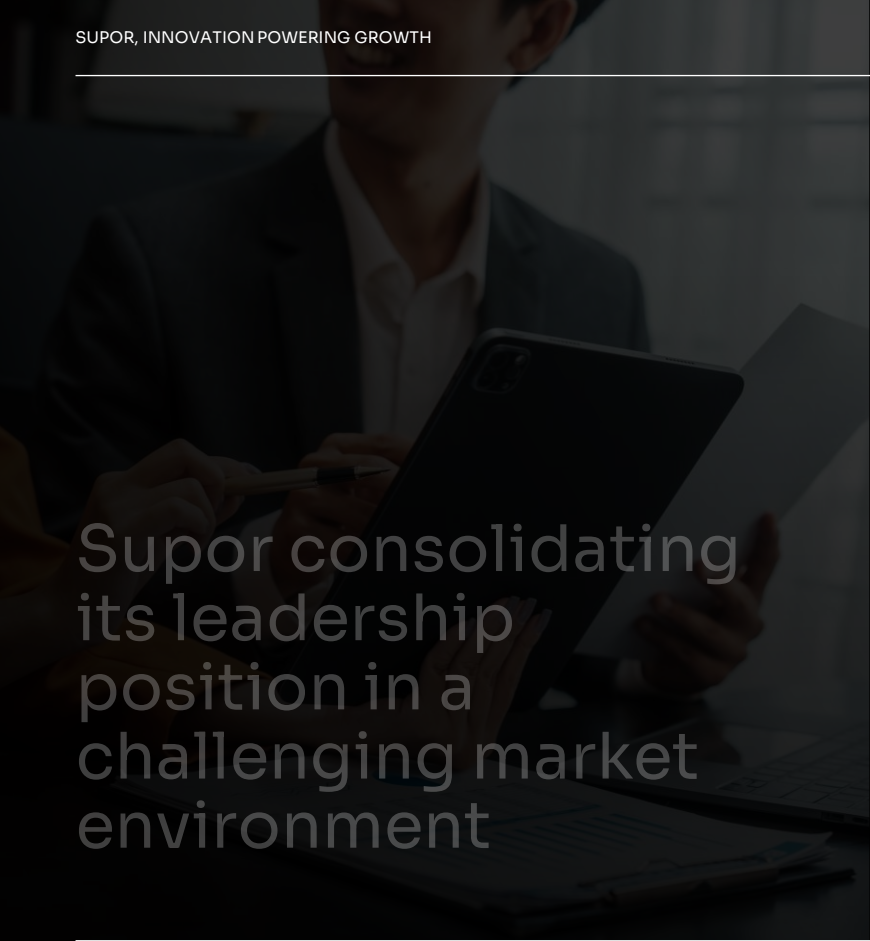
# of SDA products per household by country



# Evolving middle class lifestyle creating new demand







Supor consolidating  
its leadership  
position in a  
challenging market  
environment



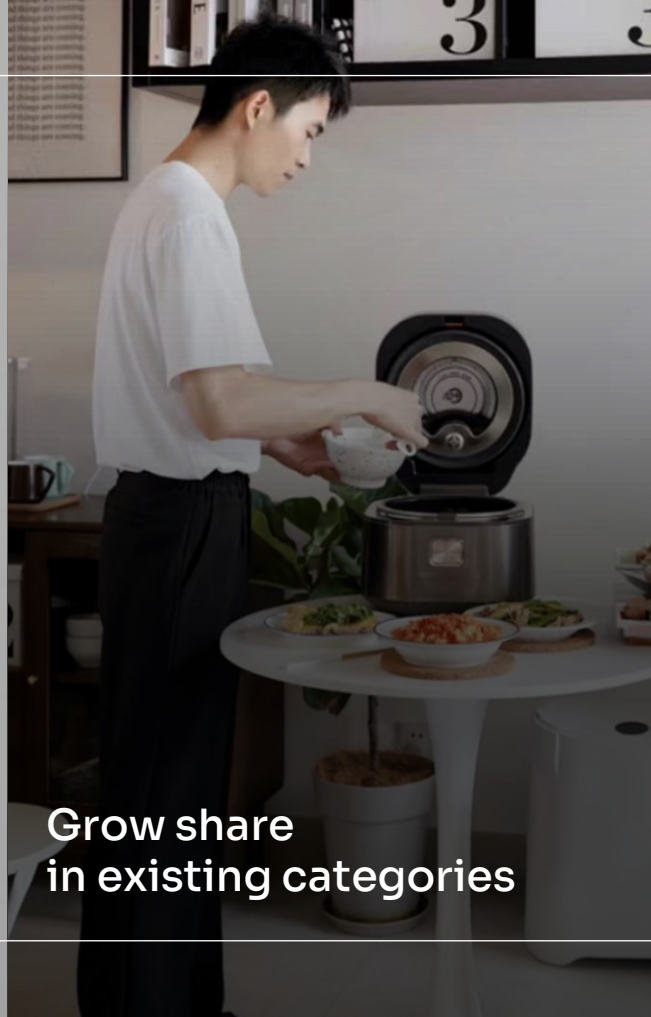
Supportive  
structural market  
fundamentals



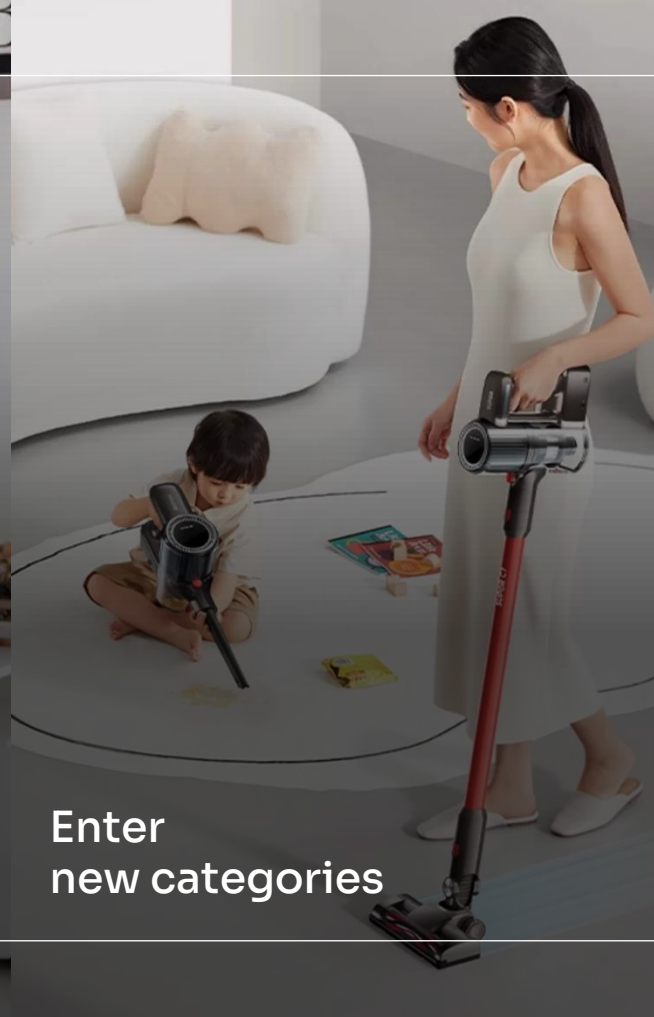
**Supor's growth  
strategy and winning  
formula**



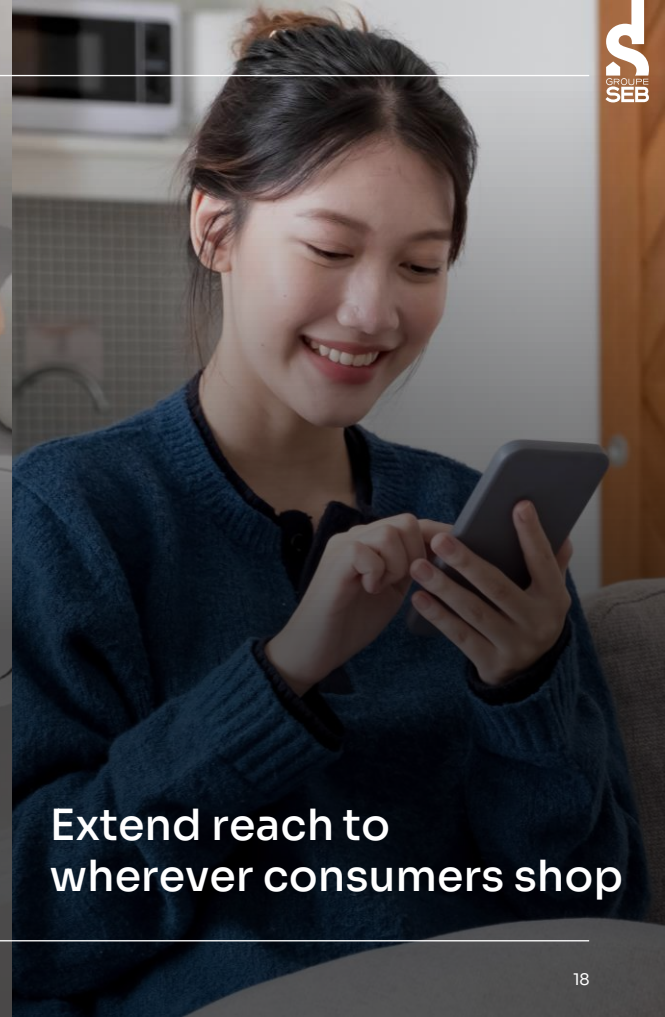
# Supor's growth strategy



Grow share  
in existing categories



Enter  
new categories



Extend reach to  
wherever consumers shop

OUR WINNING FORMULA

# A war machine constantly renewing itself

Unique and agile innovation model

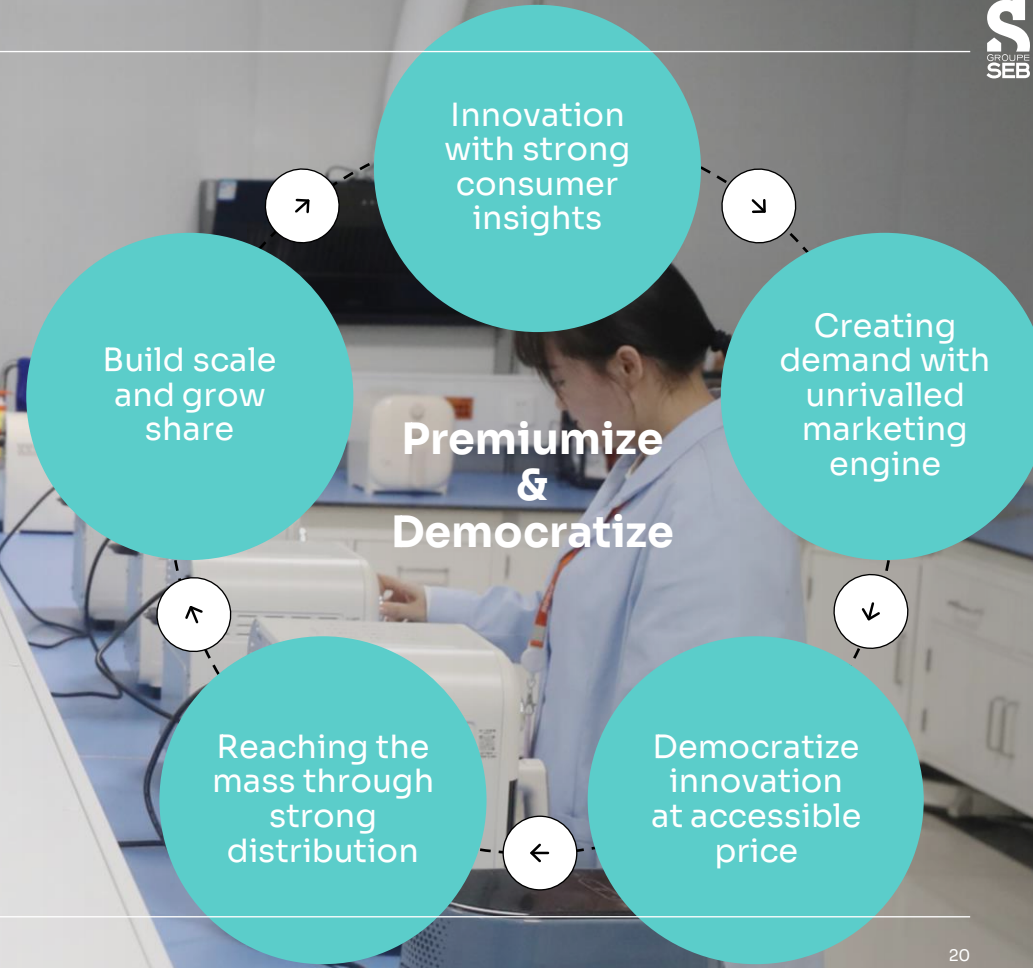
Strong brand with best “Word of Mouth”

Ability to transform Go-to-Market strategy one step ahead

World class industrial competitiveness

Relentless army with hard-to-match industry knowledge base

# A unique innovation model





# Cost down at speed

Allowing more  
consumers to  
enjoy innovation  
at accessible  
price

2020

**RMB 999**

2023

**RMB 399****2M +**

Units sold

**-50 %**cost reduction  
on the removable blade

2022

**RMB 1,299**

# A few examples of "Million Club" iconic products

SINCE 2007

Anti-rust  
iron wok

真不锈



23m +  
PCS

SINCE 2009

Thermo-spot  
wok

火红点®



15m +  
PCS

SINCE 2013

Spherical  
pot Rice Cooker



50m +  
PCS

SINCE 2015

Blue-eye fast  
Pressure Cooker



3m +  
PCS

SINCE 2019

Steam  
baking pan



5m +  
PCS

SINCE 2020

Detachable High  
Speed Blender



2m +  
PCS

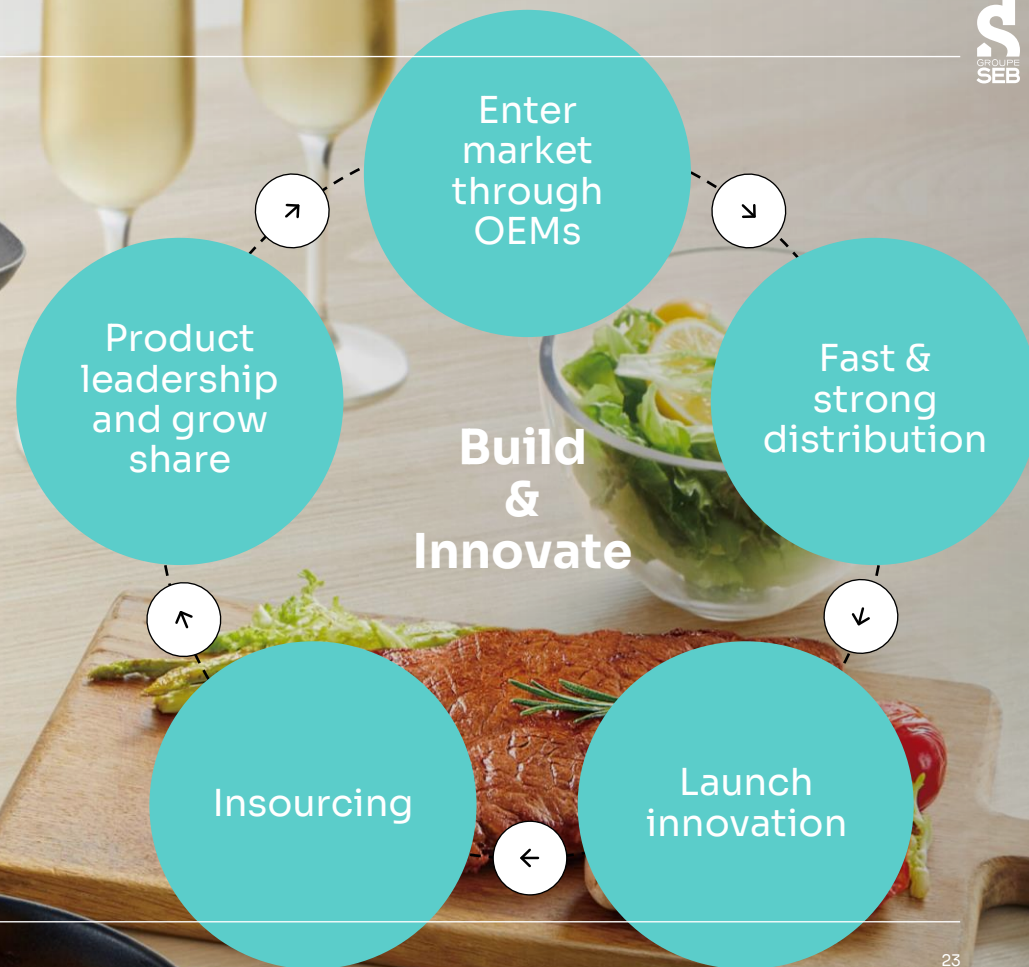
SINCE 2022

Far infrared  
Rice Cooker



1m +  
PCS

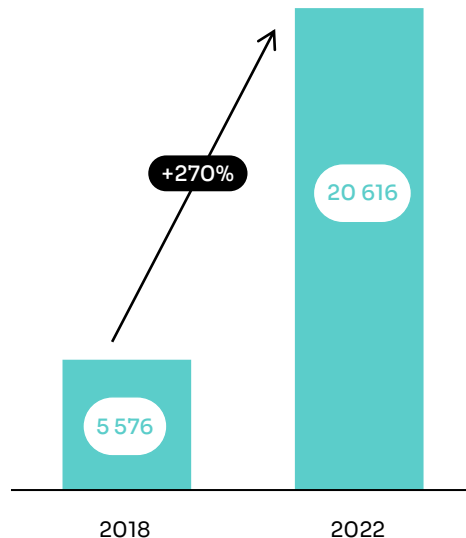
# Agility and speed in capturing new trends and categories





# Robust patent protection & superior product quality

## Active Patent Numbers



## Superior quality standard



# 0.80%

Industry leading return rate

# 99.6%

Positive reviews

# Outstanding speed in turning innovative ideas into products

📅 18 Months



## Far Infrared Rice Cooker

Breakthrough technology platform

📅 8 Months



## Far Infrared Air Fryer

Adapting Far infrared platform

📅 4 Months

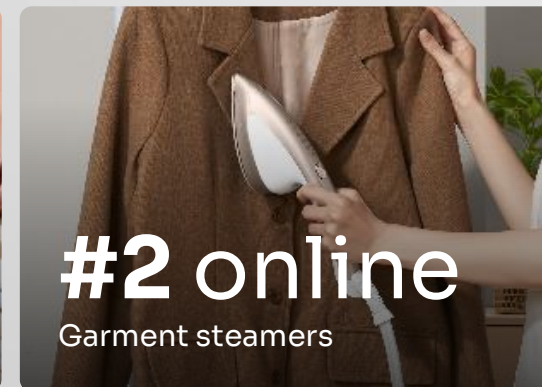
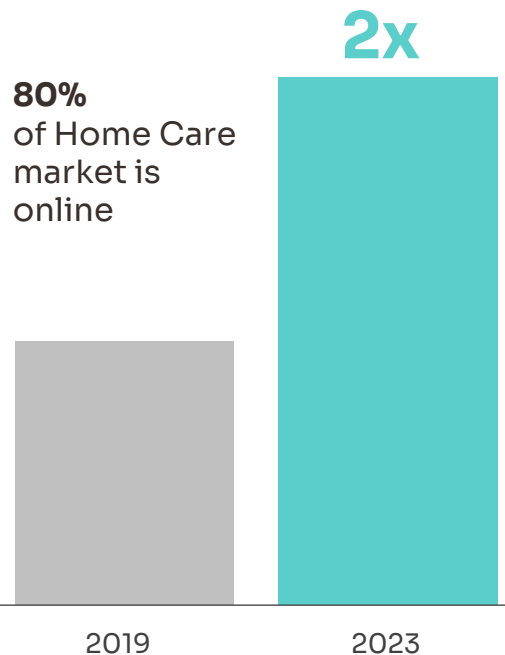


## Fast pressure release Electric Pressure Cooker

Upgrade from existing platform

# Gaining traction in Home Care and still long runway to grow

Home Care sales

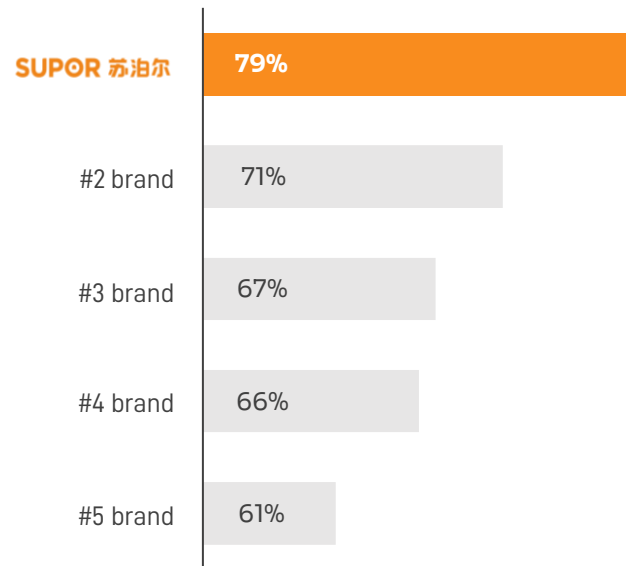








# Strong brand and best “Word of Mouth”

Our consumer is  
our “Brand Ambassador”

Trusted SDA brand  
Recommendation rate



# A distinct online store footprint on Marketplaces

		2019		2023
#1	 天猫 TMALL.COM	67	→	145
#1	 JD.COM	61	→	124
#1	 PinDuoDuo	33	→	118
#1	 TikTok Shop	0	→	63

Extensive store matrix allowing  
us to capture unpaid traffic

Well-defined category management  
executed through store segmentation

Industry leading supply chain and digital  
capability to support store expansion

# Unrivalled marketing engine



> 3,000

Influencers

> 25,000

Livestreams per year



> 400

Online stores

> 2,000

Livestream session weekly  
(12 hours per session)



> 310,000

Videos per year

> 2.8bn

Views per year



Powerful CRM  
enables direct  
communication  
with over 45m  
consumers

> 20m Social media followers



> 25m Qualified loyalty members

> 200 Attributes

World class  
industrial  
competitiveness





# Exceptional ability to cultivate top talents

Proven track record growing people  
from grassroots with real combat experience



**SDA BU GM**, 20 yrs  
Accountant



**Shaoxing GM**, 32 yrs  
Factory Worker



**HPC BU GM**, 22 yrs  
Store Promoter



**Cookware BU GM**, 27 yrs  
Sales Representative

Top 20 Senior Managers with average  
of 20 years of service

Average age of new hires over last 3 years <30

Consistency in strategy execution

Hard-to-match industry knowledge base

Preserving the unique culture  
and entrepreneurial spirit



# A long runway for growth

Favorable  
demographic trends

Evolving lifestyle  
increasing category  
penetration

Product renewal  
to drive premiumization

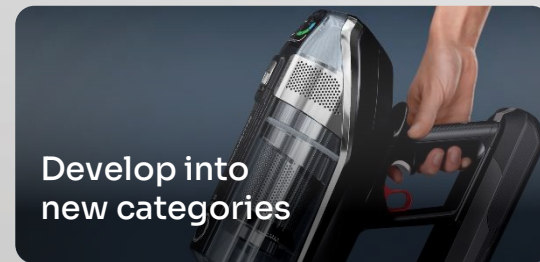
Unique and agile innovation model

Strong brand with best "Word of Mouth"

Ability to transform Go-to-Market  
strategy one step ahead

World class industrial competitiveness

Relentless army with hard-to-match  
industry knowledge base



Thank You  
谢谢





## DISCLAIMER

Some of the statements contained in this document may be forward-looking statements concerning Groupe SEB's financial position, results, businesses, strategy or projects. Groupe SEB considers that such statements are based on reasonable assumptions but cannot and does not give any assurance that the Group's future performance will be consistent with those statements. Actual results could differ from those currently anticipated in such statements due to a certain number of inherent risks and uncertainties, most of which are beyond Groupe SEB's control, such as those described in the documents filed or to be filed by Groupe SEB with the French securities regulator (*Autorité des Marchés Financiers*) and made available for downloading from Groupe SEB's website

[www.groupeseb.com](http://www.groupeseb.com)