INVESTOR DAY
FROM MARKET TO PLATE
PARIS – 13 NOVEMBER 2019
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<th>1. Introduction</th>
<th>8:00 – 8:15</th>
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<td>2. Groupe SEB cooking expertise</td>
<td>8:15 – 8:45</td>
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<td>Nathalie Lomon – Senior Executive VP, Chief Financial Officer</td>
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<td>3. Culinary trends: food for thought</td>
<td>8:45 – 9:10</td>
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<td>Isabelle Posth – VP Financial Communication &amp; IR</td>
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<td>Guillaume Planet – VP Media &amp; Digital Marketing</td>
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<td>BREAK</td>
<td>9:40 – 9:55</td>
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<td>Thierry Lecourtier – Business Activation Manager</td>
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<td>6. Cake Factory &amp; Cuisine Companion cases</td>
<td>10:25 – 11:00</td>
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<td>Noémie Claudinon – CRM Project Manager</td>
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<td>Stephan Caubit – Marketing Services Manager</td>
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<td>7. Conclusion</td>
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<td>8. Q&amp;A</td>
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GROUPE SEB
COOKING EXPERTISE
Cooking: a €43 billion market growing ~5% p.a.

Small Kitchen Electrics € 20 billion
- € 8 bn Electrical cooking
- € 6 bn Beverages
- € 6 bn Food preparation

Cookware € 23 billion
- € 10 bn Pots & Pans, Pressure Cookers
- € 13 bn Kitchen tools and utensils

GROUPE SEB IS THE WORLDWIDE LEADER IN COOKING

# 1
# 2
# 2-3
# 1
# 4
Cooking: ¾ of Groupe SEB’s Consumer business

- Kitchen electrics
  - Electrical cooking 50%
  - Food prep 20%
  - Beverage 30%

- Cookware & Kitchenware
  - P&P, PC* 80%
  - Kitchen tools & utensils 20%

- Home & Personal Care

* Pots & Pans, Pressure Cookers
Cooking: keeping alive the pioneer spirit of early days

Major innovations

1953 Seb Pressure Cooker
1954 Tefal non stick pan
1962 Seb electrical coffee maker
1969 Seb Odorless electrical fryer
1973 Grille « tout pain » Seb
1977 Seb mini mincer
1978 Tefal Raclette gril
1995 Arno auto-clean blender
1996 Ingenio Tefal
1999 Thermospot Tefal
2000 Seb/Tefal Actify
2006 Moulinex/Seb Multi Delices
2009 Moulinex Fresh Express
2010 Moulinex Supor Spherical pot RC
2012 Moulinex Cookeo
2014 Tefal Optigrill
2018 Krups Evidence
2019 Moulinex Steam’Up
2013 Moulinex C. Companion
Cooking: from regional roots to a global leadership position

1857
Antoine Lescure founds a tinsmithing shop in Selongey (Burgundy, France)

1944
The company becomes S.E.B. (Société d’Emboutissage de Bourgogne)

1953
Launch of the SEB Super Cocotte pressure cooker

1968
Acquisition of Tefal

1975
The SEB share is listed on the Paris Stock Exchange

1997
Purchase of the Brazilian company Arno

Major acquisitions on top of organic growth

2001
Partial takeover of Moulinex/Krups

2004
Acquisition of All-Clad (USA)

2005
Acquisition of Lagostina (Italy) and Panex (Brazil)

2007
Purchase of a majority stake in Supor (China)

2011
Acquisition of Imusa (Colombia), and purchase of a majority stake in Maharaja Whiteline (India)

2016
Acquisition of EMSA and WMF Group Germany

2019
Acquisition of Krampouz
Leadership in the cooking industry is about expertise and legitimacy

- Featuring the **largest product portfolio**, both in cookware and kitchen electrics
  - Covering all segments and pricing points
- Leveraging a **strong and sustainable brand equity** in cooking
  - Via global and local brands
- Rolling-out a **worldwide and multi-local strategy**
- Building on **innovation** and digitalization
  - Markets’ insights, products and ecosystems, go to market approach…
  - From a sole product to an **integrated cooking solution**
- Capitalizing on **industrial and technological know-how**

➔ **COOKING FOR GOOD**
The largest product portfolio in the industry – Cookware & Kitchenware
The largest product portfolio in the industry – Kitchen Electrics

- **ELECTRICAL COOKING**
- **BEVERAGES**
- **FOOD PREPARATION**
A strong and sustainable brand equity

**Tefal / T-fal**

THE worldwide iconic cookware brand

Fixed handle P&P

Stackable P&P (Ingenio)

**Cookware: > 60% of Tefal ww revenue**
A strong and sustainable brand equity

THE worldwide iconic cookware brand

➔ A wide product offering: multi-materials, coated/non coated…
A strong and sustainable brand equity

Tefal, a meaningful brand

➔ Innocuity of products
➔ Recycled materials
A strong and sustainable brand equity

Tefal, our global flagship brand in Kitchen Electrics
A strong and sustainable brand equity

#1 in Cookware
#2 in Small Kitchen Electrics

Enjoying the best brand awareness in Small Kitchen Electrics
A strong and sustainable brand equity

Our brands are references as for cooking expertise and ranking #1 or #2 in our Top-20 countries or in their native markets.
A global and multi-local strategy

Groupe SEB is Japanese in Japan…
A global and multi-local strategy

Groupe SEB is Turkish in Turkey…
A global and multi-local strategy

Groupe SEB is Indian in India…
A global and multi-local strategy

Groupe SEB is Colombian in Colombia...
A global and multi-local strategy

Groupe SEB is Thai in Thailand…
A global and multi-local strategy

Groupe SEB is Czech in the Czech Republic
Since the 1953 Super Cocotte...

1956
Françoise Bernard’s first recipe book for the Seb pressure cooker

More than 30 editions published
More than 10m copies sold
Innovation

… And the launch of a new concept by Tefal…
Innovation

... We have continuously been committed to innovation

Overall, close to 500 patents filed \( \text{ww} / \text{year} \) \( \Rightarrow \) More than half of them in the cooking segment

\( \Rightarrow \) Homemade healthy and tasty food, safe and reliable products, respect for the environment
Industrial and technological know-how

29 industrial sites manufacturing Kitchen Electrics/Cookware
One shared mission

Make consumers’ everyday lives easier and more enjoyable…

… cook for good and contribute to better living around the world
03

CULINARY TRENDS:
FOOD FOR THOUGHT
One shared mission to serve many different consumer types
Because consumers are different and paradoxical
And their everyday’s lives have been changing rapidly

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<th>SIMPLIFICATION</th>
<th>WELL-BEING</th>
<th>NEW BEHAVIOURS</th>
<th>ENGAGEMENT</th>
<th>DIGITALIZATION</th>
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<tr>
<td>Smaller kitchens</td>
<td>Valorization of homemade dishes</td>
<td>Rich consumer experience</td>
<td>Naturality, organic food</td>
<td>E-commerce</td>
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<tr>
<td>Less time to cook</td>
<td>Seamless cooking and result in plate</td>
<td>Traditional &amp; multicultural food</td>
<td>Food traceability</td>
<td>Apps</td>
</tr>
<tr>
<td>Food on the go</td>
<td>Healthier food</td>
<td>Special diets (vegan, veggie, flex…)</td>
<td>Innocuity of materials</td>
<td>Communities</td>
</tr>
<tr>
<td>Meal deliveries</td>
<td>Plate content under control</td>
<td>Sense of belonging</td>
<td>Short supply circuits</td>
<td>Shared experience on social networks</td>
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<tr>
<td>Meal substitutes</td>
<td>Indulgence</td>
<td>Personalization</td>
<td>Reduced food waste</td>
<td>Influencers</td>
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<td></td>
<td>Shared moments</td>
<td></td>
<td>Meaningful brands</td>
<td>Connected products</td>
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<td></td>
<td></td>
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<td>Circular economy</td>
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</table>
In large cities, kitchens are getting smaller and smaller

-10% space in 10 years*

➔ **Multifunction appliances and stackable P&P**
Time flies…

Time spent cooking -35% in 30 years

➔ COOKEO+
120 recipes ready in less than 15 minutes
Cooking is a task.
Preparing meals is a daily (tedious) task.

Out of home meals +12% in 3 years (ww)

→ Easy to use products

Source: Kantar Worldpanel
Technical features and apps replacing cooking skills to ensure scrumptious dishes

➔ From the sole product to an integrated cooking solution

Cooking know-how has been losing ground
Cooking is also a pleasure
Cooking as experts

Best results require the best tools
Fun-cooking

Reinforcing our leadership in convivival cooking
Food is about shared moments, emotions and experiences…

➔ Clear correlation between social eating and social bonding and happiness
... and belonging to a community
Consumers are overall more engaged
They are more informed and more concerned about what they eat.

- Traceability, transparency (pesticides, additives...)
- Short-supply circuits
They want to chose their food…

➔ Allergen-free
➔ Special diets: vegan, vegetarian, flexitarian…
➔ Nutritional interest and health benefits
DIGITAL TRENDS AND GROUPE SEB DIGITAL VISION
In less than 15 years, digital has transformed the world

Internet users x 4

1 billion 2005
2 billion 2010
4 billion 2015

E-commerce platforms have boomed

➔ ww Amazon sales x 33

Amazon worldwide turnover from 2004 to 2018 (in USDm)

Source: Statista 2019
Giving consumers the opportunity to access infinite content
Giving brands the opportunity to get infinite information on their markets

By 2025, skyrocketing datasphere…

... paving the way for a future in-depth understanding of consumers

Source: Data Age 2025, sponsored by Seagate with data from IDC Global DataSphere, Nov 2018
Consumers’ engagement in our categories is an opportunity to massively collect data

Systematize data collection across our touchpoints

Build products with associated services i.e. service-based offer
Capitalize on data to build a virtuous circle

- **KEEP working on PROSPECTS**
- **START capitalising on USERS**
  - Create *additional value*
    - Consumer engagement
    - Cross sell / up sell
    - Consumer ambassadorship
    - Consumer knowledge

Diagram showing the stages of attention, consideration, purchase, and loyalty.
Food / Cooking is particularly impacted by the digital transformation

Meal delivery
2019 ww est. revenue: USD 107bn
+17% yoy
Number of users (2019): ~ 1 bn
+15% yoy

Food is becoming a service

Uber Eats, Deliveroo,
Foodcheri, Frichti...
Cooking is particularly impacted by the digital transformation

**BEFORE PURCHASE**

30% of media consumption is digital *(x3 vs 2010)*

**DURING PURCHASE**

75% of SDA purchases are influenced by a digital touchpoint
35-40% of SDA purchases are made online

**AFTER PURCHASE**

Cooking/food ➔ Main center of interest on internet

# 2 on Facebook - # 3 on Google
Consumers are increasingly looking for other users’ opinions
New intermediaries are prevailing

GAFA are the starting point of ~85% of product search

Google and Facebook capture 70% of digital media spend and 90% of the growth
Frontiers are blurred between offline and online worlds

60% of US consumers regularly use their mobile in Brick & Mortar retail
Build hybrid communication strategies

TELEVISION
DIGITAL
(Paid-Owned-Earned)
CRM
POINT OF SALE

TECH & DATA
Understand GAFA (&BATX) at the heart of their algorithms
Social by design

Influence marketing

Communities
Growing investments in digital marketing and communication

Leading to increased impact on consumers’ engagement

Share of digital in total media spend

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2014</th>
<th>2016</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share</td>
<td>6%</td>
<td>15%</td>
<td>23%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Improved reach

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of sessions (in M)</td>
<td>36</td>
<td>42</td>
<td>53</td>
<td>59</td>
</tr>
<tr>
<td>Increase</td>
<td>+64%</td>
<td></td>
<td></td>
<td></td>
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</table>

Decreasing cost per session

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost (in €)</td>
<td>2.8</td>
<td>2.4</td>
<td>2.0</td>
<td>1.7</td>
</tr>
<tr>
<td>Decrease</td>
<td>-40%</td>
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Engaging directly and personally consumers before, during and after their purchase
CONSUMER JOURNEY: A 360° EXPERIENCE
In such a context, how do we...

Transform our consumers into ambassadors

Ensure visibility, noticeability & memorization

Maximize transformation into buying acts

Differentiate & trigger preference

Optimize user satisfaction and frequency of use
Being consumer centric

- Understanding consumers’ journeys (insights & touchpoints) in all their specificities
- Identifying and selecting the most relevant touchpoints to initiate conversion with our consumers
- Communicating through the most appropriate formats and messages in an engaging way
- Keeping brands’ global consistency across fragmented touchpoints in order to maximize brand memorization and attribution
It all starts from an insight

CONSUMER INSIGHT

Today's consumers fear failing their pastries...

My children and I love to bake and test new recipes. We would like to do it more often in various occasions but it's quite a lot of work and we are always afraid of not achieving good baking results even with an expensive oven. On top of this following the baking in an oven is quite constraining and dangerous for my children.

Mothers often want to bake with their children, this is a sharing educative activity that is rewarding both for parents and children. They often do by themselves very easy recipes and stay in their comfort zone even if they are curious to discover and try new recipes. Yet they often complain that the baking results are disappointing.

« I like to please my family and friends with perfect grilling results depending on each of their taste... but it's so hard to achieve! »

« I never know what to cook, I'm out of ideas and I don't want to bother thinking ahead of all the meals I would have to prepare all week long... »

Sometimes i need to improvise and make last-minute dishes with what I have at hand. But most of the time it's not really a success as I'm not inspired. »
From a product promise to a marketing strategy

**Electric Grills Category**

<table>
<thead>
<tr>
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<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Grills</td>
<td>20%</td>
<td>24%</td>
</tr>
<tr>
<td>Raclette</td>
<td>21%</td>
<td>13%</td>
</tr>
<tr>
<td>Sandwiches</td>
<td>58%</td>
<td>58%</td>
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</table>

Grills represent today 58% of the grilling market. The segment is very dynamic (+300,000, +8.3% in 5 years), the only one growing in 2018 (+1.7% VS 0%) in which GROUPE SEB is leader with 38.4% MIV (+6.3pts vs previous year).

**Marketing Strategy**

**Objectives**

- Stay the unrivalled reference of the market
- Innovate to keep creating value on the Optigrill range

**Recruit New Consumers with a Trade-Up on Optigrill Range by Improving Consumer's Experience**

**Consumer Target**

**Cooking Lovers**

Cooking is a pleasure for them, they like to innovate and try new things. They want to cook like a professional even if they delegate and be valued by people around them.

They are food lovers, epicureans, and they want to eat good quality food.
Based on an in-depth analysis of consumers’ habits

CONSUMER TARGET

COOKING LOVERS

Cooking is a pleasure for them, they like to innovate and try new things. They want to cook like a professional even if they delegate and be valued by people around them.

They are food lovers, epicureans, and they want to eat good quality food.

CONSUMER TARGET

COOKING LOVERS

BEHAVIORS
- They use pans, grills or barbecues to grill meat without guaranteed results
- For vegetables, they use pan, wok, even or steaming solutions with less precision and flavor than Opir Grill
- They like to receive guests and cook original recipes for them, at a professional level
- They are willing to pay the price of quality appliances
- They buy modern, stylish appliances

EXPECTATIONS
Grill meat and other ingredients easily and be sure to get perfect results to please everyone around the table whatever their preferences are.

MEDIA HABITS
- They are connected on social networks
- They follow food and lifestyle bloggers and like to take quality photos of their meals to post them online
- They surf on cooking websites to get information and buy online. They read cooking magazines
- They watch TV cooking shows
## Build-up of the Consumer Journey

<table>
<thead>
<tr>
<th>Questions</th>
<th>Steps</th>
<th>Actions do to</th>
<th>Touchpoints</th>
<th>Key messages</th>
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</thead>
</table>
| I want to please my friends and family with perfect grilling results but it's hard to do. | **ATTENTION** | Position OptiGrill Elite as THE reference for a new meat grilling experience | - TV  
- OLV  
- Social media (paid & owned)  
- Influence / KOL | "With OptiGrill Elite, experience perfect grilling results, from rare to well done" |
| Why should I choose OptiGrill Elite? | **CONSIDERATION** | Demonstrate that OptiGrill Elite is the best solution to get perfect grilling results for meat and other food, easily | - Search  
- Social media (paid & owned)  
- Online display  
- Landing Page  
- Stores / Events | « Grill like a pro »  
« Delight everybody, whatever their tastes"  
« Follow the intuitive grilling assistant» |
| Can I test/taste it? Should I buy it now? | **PURCHASE** | Reassure about last minute doubts and ease the purchase decision with demos and by allowing to test the product | - Search  
- Social media  
- Display  
- E-retail (reviews + contents)  
- Stores / Sales force (POSM + demos) | "Try OptiGrill Elite! You’ll be convinced that grilling perfectly is easy"  
"Special offer"  
“We have tested it” |
| How do I start? Can I get more recipes? | **USAGE** | Guide consumers in usage and give them inspiration | - Packaging  
- OptiGrill app  
- CRM  
- Social media  
- FB communities | “Get inspired with tasty recipes” |
| Why and where should I share my experience? | **LOYALTY** | Encourage them to share their experience and build the Tefal grilling culture | - OptiGrill app  
- CRM  
- Social media  
- FB communities | “Share your recipes and tips”  
“OptiGrill Elite is the new way of grilling” |
Asset development and activation plans

**ATTENTION**
**Build awareness**

**Always on:**
- Social media (FB, IG, YT)
- Chef endorsement: co-branded contents on chef’s own channels and brand channels

**Burst:**
- TV campaign + sponsoring 2x/year
- OLV: 2x/year
- Influences: ~3 micro and 2 macro influencers
- Partnerships with meat/food brands: co-branded contents and consumer offer
- Press releases: 3x a year

**CONSIDERATION**
**Educate on product & key benefits**

**Always on:**
- Social media (FB, IG, YT): catchy recipe videos and customized content according to key moments (summer/winter, rainy day, event...)
- Brand website: landing page and detailed product sheets

**Burst:**
- Trade & sales force training
- Online display: retargeting audience from Attention phase on interest websites, driving to landing page (CTR >1%)
- Partnerships with Optigrill communities ambassadors: shared content, contests, exclusivities, product VIP offers...
- Social display: redirect to landing page

**PURCHASE**
**Trigger sales**

**Always on:**
- Best in class product pages on retailers websites
- Reviews campaigns: >20 reviews/retail
- Premium merchandising executions: >80% DV
- In-stores demonstrations: >60 days/year
- Retail catalogues

**Burst:**
- POS materials: massification at launch
- Product demonstrations: in stores or during events
- Online display: retargeting audience from Consideration phase on interest websites, driving to retailers websites (CTR >1.5%)
- Consumer offers depending on key moments and events of the year (football cup, meat fest, burger day...)

**TV campaign + OLV**
- Product videos
- Landing page
- Retargeting banners
- How To videos
- Recipe videos
- Retargeting Bumper Ads
- Ease of use
- Versatility

**Partnerships**
- Partnerships with meat/food brands
- Partnerships with Grilling communities
- Partnerships with meat/food brands: co-branded contents and consumer offer

**Sponsored posts (Owned Social Media)**
- Traditional Social media posts
- Valentine’s day
- Meatless day

**Owned Social Media**
- GIF videos
- Display (Canvas)
- Posts

**FB Collection**
- Sponsored posts (Owned Social Media)
- FB Collection
- SEO/SEA guidelines

**Premium merchandising**
- POS materials
- Massification at launch

**New packaging**
- New packaging
Road to market guidelines for a perfect local execution

AGENDA

1. INTRODUCTION
2. PRODUCT
3. BUSINESS CASE
4. MARKET ACTIVATION

MARKETING STRATEGY

RECRUIT NEW CONSUMERS WITH A TRADE-UP ON OPTIGRILL RANGE BY IMPROVING CONSUMER'S EXPERIENCE

OBJECTIVES

- STAY THE UNRIVALLED DIFFERENCE OF THE MARKET
- INNOVATE TO KEEP CREATING VALUE ON THE OPTIGRILL RANGE

CONSUMER TARGET

COOKING LOVERS

Cooking is a pleasure for them, they like to improvise and try new things. They want to cook like a professional even if they delegate and be satisfied by people around them.

They are food lovers, optimists, and they want to eat good quality food.

OPTIGRILL ELITE CLAIM

PERFECT GRILLING RESULTS FROM RARE TO WELL-DONE

VERSATILITY

Endless grilling possibilities, everyday

12 automatic cooking programs to explore new meal ideas with Optigrill Elite

KEY ACTIONS AND MESSAGES

CONSIDERATION ASSETS

Purchase assets

Purchase assets worth of print materials

PURCHASE ASSETS

Demonstration kit

To train sales force, retail and Demonstration kit

To train sales force, retail and sales staff are available.

Agenda

1. OPTIGRILL ELITE
2. HOW TO USE THE PRODUCT?
3. DEMONSTRATION - how do we show the main benefits of this Optigrill Elite?
4. FREQUENTLY ASKED QUESTIONS

ATTENTION ASSETS

OEM’s buyer aid focusing on perfect meat grilling results

CURRENT M&E

71

Create for tomorrow a seamless Consumer Experience

Imagine

the great

Laura’s consumer journey

with

Groupe SEB
2 BUSINESS CASES: CAKE FACTORY & CUISINE COMPANION
Initiate conversation & recommendation via micro-influencers...

Cake Factory, the Group’s first 100% digital launch

50 micro-influencers
> 50 pictures
> 300 stories

1 million people reached
Generation of user content/conversation
75% of web surfers already did their purchase after having seen an influencer content

*Argus de la presse – juin 2017 – 1003 personnes interrogées
The Cake Factory Facebook community « Cake Factory – pâtisserie, recettes et astuces »

Internal administrators

Consumer of the followers
The community, a very strong start

Within two months after launch

- **20,000** members

- Over **15,000** posts, **1 post each 5 min!**

- **4,000** interactions/day
The community, key learnings

- **Daily direct contact** with users/followers
- Identify recipes and accessories the followers would like to have
- More than consumers ➔ Followers become real ambassadors / prescriptors
Media plan – Identify prospects

Use data to precisely target the best prospects to maximize the impact of our media plan

- Digital Mums + Digital Senior
- Gift Intentionnists
- Cooking enthusiasts
Media plan – Address prospects with the right assets at the right moment

- Video
- Enriched content
- Page Post
- Carrousel
- Insta stories
- Consideration banners
- Purchase banners
- Collection
Media plan – Generate traffic to the PoS

Démolocator

How does it work?

Print the display to the hot prospect close to a store with a product demonstration.
Media plan – Generate traffic to the PoS

1. The surfer clicks on extension
2. And is redirected to a retailer mapping
3. Retailer description appears
Instore promotion

Product demonstration, visibility and sales conversion

- > 1,000 POS, > 50% Weighted Distribution
- 80% with POSM
- Demonstration on Retailer’s initiative
- #1 convivial cooking hitlist
The virtuous circle of recommendation
2 BUSINESS CASES: CAKE FACTORY & CUISINE COMPANION
The Companion open system: a UNIQUE value proposal

- Cooking food processors: a rapidly developing segment
  - A competitive segment
  - The open system: a differentiating asset
The free app at the heart of the Companion open system

**INTUITIVENESS**

- All the Companion users download the App
- 50% use the App 3x a week
- 50% download it before purchase
- ★★★★★ 4.6 on iOS

**COMMUNITY**

**INSPIRATION**

From usage to EXPERIENCE

Live the immersive and unique Companion experience
A daily experience to solve the customer’s daily concerns

« I want to keep control of what my family eats as much as possible »

« I often lack time during weekdays and yet I do not want to serve ready-to-use food »

« I try to always cook home made meals with fresh ingredients but it requires a flawless organization and skills that I miss sometimes. »

✓ +30 years old
✓ Active
✓ Young children
✓ Healthy delegator
✓ 6h30 cooking/week
A daily source of cooking inspiration

Over 1,500 step by step recipes

Personnalized recommendation of recipes

Recipe suggestion « in my fridge »

« I have no idea what to cook tonight! »

« What could I cook with the stuff in my fridge? »
An intuitive experience to simplify daily cooking

- **NO IDEA**
  - Recipe suggestion

- **SHOPPING CART?**
  - Service shopping list

- **HOW TO COOK?**
  - Step by step recipe

- **DIRTY HANDS**
  - Vocal assistant
Communities to share tips or recipes

« I got a super curry recipe, I wanna share it »

UGC* in the App represents almost 1/3 of our recipe database

« I want to know how to look after my Companion? »

Facebook communities > 150k members

Thousands of Companion users interact on the Moulinex assistance community

* User generated content
« Moulinex never stops guiding and inspiring me »

The Moulinex loyalty program

- Registered in the Moulinex Database
- Welcome: first email to help me discover my Companion
- It’s my Birthday: offers on accessories
- Regular Inspiration: new recipes by email each month
- Companion ambassador: I can sponsor friends

- 700k Moulinex contacts
- 25% email opening rate
- 4% of the overall Companion revenue are generated via CRM
The Companion open system: a precious source of customer knowledge

Source of nominative and behavioral data ➔ Better understand our customers ➔ Opportunities:

- **Personalization** to optimize the engagement and ambassadorship

- **Media optimization**: look alike of users, predictive models..
Key take-aways from this Investor Day

- The Cooking market overall is promising, fast changing and multi-trends
- End-consumers are manifold, complex and increasingly digital
- Groupe SEB is the **global #1** and **THE expert in Cooking**
  - Multi products, multi brands, multi local, multi channel
  - Going beyond the sole appliances, towards **integrated cooking solutions**
- The Group’s digital strategy roll-out leads to **continuous, rich and personnalized interactions** with/between end-consumers
  - Data is key to understand consumers’ cooking habits and fuel the innovation virtuous circle

**Innovation in all its aspects will continue to be a major growth driver in Cooking**
THANK YOU

Q&A