GROUPE SEB
PRESENTATION
May 2020
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 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. ESG: a committed Group
4. Q1 sales review
5. Q1 ORFA & debt/liquidity
6. Action plan and outlook
GROUPE SEB IN A NUTSHELL
2019 Key Figures

- €7,354m Sales, + 5.8% LFL
- €267m Investments in innovation
- €740m Operating Result from Activity
- €380m Net income
- 1,345 own retail stores
- 34,000 employees
- 42 industrial sites
An extensive and diversified offering

SMALL ELECTRIC APPLIANCES

KITCHEN ELECTRICS

COOKWARE - KITCHENWARE

HOME AND PERSONAL CARE

PROFESSIONAL

Coffee machines

Hotel Equipment
Competing on a playfield exceeding €75bn
Global market sizes and breakdown by geography

~€47bn
EMEA

Asia

Americas

Small Domestic Appliances (SDA)

~€24bn

EMEA

Asia

Americas

Cookware / Kitchenware (CW / KW)

~€9bn
Professional Coffee Machines
Professional coffee: new opportunities in espresso full-auto and filter coffee machines

**Full autos – around 25% of the global market**

- **Global market Fully Automatic Coffee Machines – "Equipment"**
  - WMF
  - Franke
  - Melitta
  - Thermoplan
  - Other

  **Top 4 ~ 60%**

- 2019

**Penetration of Fully Automatic Coffee Machines per country**

- Switzerland
- Austria
- Germany
- UK
- US
- China
- India

**Source: Estin & Co.**

**A concentrated market with strong growth potential**

**Filter – < 10% of the global market**

- **U.S market**
  - Filter Coffee Machines "Equipment"(2)
  - Wilbur Curtis 25%
  - Others 75%

- 2019

**Filter coffee: a long-standing tradition in the US**

1) Including the “Equipment” and “Service” activities
Main trends structuring our industry

- **Production**
- **Leadership**
  - Scale effect: Improvement of technical capabilities in Asian countries
  - Local approach
- **Expansion of online channel**
- **Growth in emerging markets**
- **Power of distribution**
  - Negotiation power: Necessity for retail to create more value
- **Consumer/shopper driven innovation**
  - Value creation and strong growth lever, especially in mature countries
- **New models**
  - Pure players (direct / marketplaces)
  - Click & Mortars
- **SDA AND CW / KW MARKET**
- **Critical size**
  - By country and by segment
- **Appropriate business model and strategy**
  - Competitiveness, logistics, commercial

**May 2020 • Groupe SEB Presentation**
A consumer in constant transformation…

<table>
<thead>
<tr>
<th>Simplification</th>
<th>Health &amp; Wellness</th>
<th>New uses</th>
<th>Commitment</th>
<th>Digitization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ease of use, versatility and time saved</td>
<td>Healthy eating and emphasizing home-made trend</td>
<td>Personalized and multicultural experience</td>
<td>A quest for meaning, naturalness, and circular economy</td>
<td>E-commerce, connections and communities</td>
</tr>
</tbody>
</table>

... source of new opportunities for the Group
Groupe SEB: a long-term value-creation strategy

Focus on growth

- Strength and complementarity of our brands
- Product innovation
- Multi-channel distribution strategy
- International expansion
- Development in the professional market
- Active acquisition strategy

Strengthen our competitiveness

- Optimize our industrial facilities...
- Optimize purchasing and logistics
- Improve industrial productivity
- Simplify structures and processes

... and develop our assets

- High value technological products manufactured in mature countries
- Basic products outsourced
- Focus on the circular economy
Relevance of our balanced model

1. GEOGRAPHIES
2. CATEGORIES
3. BRANDS
4. CHANNELS

MULTI
A global and balanced presence...

Unrivalled global footprint, strong local positions
- ¾ of sales in countries where we are #1 or #2
- Continued product offering expansion in markets

Acquisitions as an additional catalyst

Long-term growth enablers
- Heterogeneous equipment rates
- Development of mature markets ➔ Renewal, upselling
- Emerging countries’ strong potential:
  - Middle class development
  - +14% organic sales CAGR since 2016

Balanced sales breakdown
- Mature markets 55%
- Emerging markets 45%
Increased critical mass across countries

- 20th country in 2019: **Sales ~ €60m** vs. ~ €35m in 2016

Pool of fast-growing countries

- **EMEA:** Slovakia, Ukraine, Kazakhstan, Egypt…
- **Asia:** Thailand, Malaysia
- **Americas:** Mexico, Colombia, …

...and accelerating growth across new economies
Acquisitions as an additional catalyst

- **1953**: 7
- **1968**: Tefal
- **1972**: Calor
- **1975**: Tefal
- **1977**: ARNO
- **1988**: Rowenta
- **1998**: Velma
- **1999**: Krups

**Revenue (M€):**
- **1953**: 7
- **1968**: 170
- **1972**: 1764
- **1975**: 1825
- **1977**: 2870
- **1988**: 4770
- **1998**: 6485
- **1999**: 6812
- **2000**: 7354

**Years:**
- **1953**
- **1968**
- **1972**
- **1975**
- **1977**
- **1988**
- **1998**
- **1999**
- **2000**
- **2001**
- **2004**
- **2005**
- **2006**
- **2007**
- **2011**
- **2015**
- **2016**
- **2017**
- **2018**
- **2019**

**Brands:**
- Curtis
- Krampouz
- Zafra
M&A strategy: focus on complementarity

Product complementarity
- EMSA - 2016
- Swizzz Prozzz - 2017
- Wilbur Curtis - 2019
- Ethera - 2017
- FeeliGreen - 2019
- 750g Int. - 2018

Geographical complementarity
- OBH Nordica - 2015
- Zahran - 2018

Business complementarity
- WMF - 2016
- Krampouz - 2019

* Acquisitions of the last 5 years
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): growth and expanding global reach

- Sales CAGR +16% LFL in 3 years
- Key milestones in the US and China
- Acquisitions: 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 the Consumer journey

Driving the circular economy

Sales 2016 - 2019

Garment steamers

Versatile Vacuum Cleaners

Full Auto Coffee Machines

Mugs

Sales ≥€100m

+€100m

x 2

x 4

x 2
A constant focus on innovation

~1,500 people (R&D, Marketing, Design)

€267m Investments

~500 patents (worldwide)

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

2019 figures
A unique brand portfolio...

Strong, diversified and complementary brands

- Consumer, global and regional
- Premium
- Professional

Organized on platforms ➔ Coordination, dissemination, consistency

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

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...

Network synergies
- Accessing all consumers
- Adapting to local characteristics

Long-term partnerships with retailers
- Execution, category management, merchandising
- Specific sales offers, LPs
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 ➔ +135 vs. 2016
- “Online DTC” development

...and an increased proximity with end-consumers
A worldwide industrial organization

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

Figures at end 2019
ESG:
A COMMITTED GROUP
Structure of shareholding and voting rights at 31/12/2019 (EGM)

**Structure of shareholding at 31/12/2019**

- **50.3 M shares** (% capital)
  - Institutional investors: 39.0%
  - Employees: 2.9%
  - FFP Invest: 5.0%
  - FSP: 5.2%
  - FEDERACTIVE & associates: 9.4%
  - GENERATION members: 10.9%
  - Other family shareholders: 1.8%
  - VENELLE INVESTISSEMENT & associates: 19.5%

**Free-Float 44.6% of capital**

**Shareholders from Founder Group 41.5% of capital**

**Distribution of voting rights at 31/12/2019**

- **77.5 M effectives votes**
  - Institutional investors: 26.2%
  - Employees: 2.9%
  - FFP Invest; 6.5%; FSP: 6.8%
  - FEDERACTIVE & associates: 12.1%
  - GENERATION members: 13.3%
  - Other family shareholders: 2.0%

**Free-Float 31.2% of voting rights**

**Shareholders from Founder Group 52.7% of voting rights**

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* Total Concerted Voting Block (Agreement of Feb. 27th 2019): 32.1% of capital and 40.6% of voting rights
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
Sustainable development pillars

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

- Sustainable innovation
- People matter
- Cooking for good
- Better home life
- Circular revolution
- Climate action

Demonstrate on a daily basis our respect for everyone and our utility to society
- Ethics, Human Rights and governance
- Responsible purchasing
- Responsible employment policy
- Working conditions
- Social dialogue
- Citizenship engagement

Make healthy and tasty homemade food that is accessible to everyone
- Products safety
- Home made for all
- Healthy eating & social dining
- Sustainable cooking

Help everyone to live better in a healthy home, regardless of their age and health
- Inclusive-design products
- A healthy home

Make our products and services part of the circular economy
- Quality et sustainability
- Repairability
- Recycled materials
- Second life
- Shared use
- Recycling

Contribute to the fight against climate change thanks to our low-carbon strategy
- Eco-design
- Eco-manufacturing
- Eco-logistic
- Eco-friendly workplace

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

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

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
Circulation revolution

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

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
   - **CO2** avoided: 36%
   - **Logistic costs** avoided: 3%
General overview: an unprecedented health and economic crisis

- Fast spreading epidemic, including 2 “phases” at this stage ➔ China (Asia) / Rest of world
  
  ▪ Massive lockdown – shutdowns: factories, offices, public spaces, retail, restaurants, hotels…

  ➔ All areas of global economy heavily impacted

- Answers to the crisis differing from one country to the other

- Lack of visibility regarding the end of the epidemic
  • Phasing of de-confinement
  • Speed of recovery

- Significant currency devaluation in emerging countries and collapsing oil prices
Groupe SEB’s top priorities

- Health & safety of employees
  - Group: 33 Covid-sick people*
- Business continuation plan and service to customers
- Liquidity preservation and cost reduction action plans
- Gradual activity resumption

*at April 27.
Outbreak and spread of the crisis

**CHINA**
- Lockdown Jan 20
- Most factories closed
- 1 factory closed
- Restart of business
- Progressive resumption of activity

**OTHER ASIA**
- Business overall OK except for a few weeks in South Korea and Japan

**EMEA**
- Lockdown starting in Italy, then spreading
- Most factories closed
- Slow restart

**AMERICAS**
- Lockdown
- Most factories closed
- Slow restart
Groupe SEB’s industrial sites: situation at end-April

Production by region - 2019

- Europe 27%
- Asia 31%
- Americas 5%
- Other 1%
- Outsourced products 36%

Closed

End-Feb

Closed

Closed

End-April

Open 34

Open 23*

*o/w 9 at reduced capacity
Customers’ situation

2019 sales breakdown by distribution channel

- E-commerce and mass retail ➔ 42% of sales
- Specialists, trad. stores, B2B… ➔ 58% of sales

Based on 2019 Annual Financial Report
Our Chinese experience

- **Offline: slow improvement**
  - Re-opened stores with shortened opening hours
  - In-store traffic still low especially for electro-specialists
  - Shortages in cookware (Wuhan plant longer shutdown)
  - Risk of store rationalization in the B&M* retail industry

- **Online: back to steady growth**
  - Q1 2020: 55% of revenue vs 45% in Q1 2019
  - Progressive trade replenishment in cookware
    - Ramp-up of the Wuhan plant
  - Rebuilding inventories ahead of June promo event

*S&B: Brick & Mortar
Q1 SALES REVIEW
Revenue by business activity

Revenue
€1,454m
-15.6%  -16.5% LFL

Consumer
€1,272m
-17.4%  -17.3% LFL

Professional
€182m
-0.7%  -9.7% LFL
Analysis of Q1 2020 sales

In €m

Q1 2019: 1,722

- Organic growth: -16.5%
  -284

- Currency effect: +0.1%
  +3

- Scope: +0.8%
  +13

Q1 2020: 1,454

Total: -15.6%
### Q1 2020 revenue by region

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>As reported</th>
<th>Q1 LFL</th>
<th>March 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>711</td>
<td>641</td>
<td>- 9,9%</td>
<td>- 10,4%</td>
<td>- 25,5%</td>
</tr>
<tr>
<td>Other countries</td>
<td>192</td>
<td>198</td>
<td>+ 2,6%</td>
<td>+ 1,0%</td>
<td>- 3,7%</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>169</td>
<td>149</td>
<td>- 11,7%</td>
<td>- 8,6%</td>
<td>- 23,1%</td>
</tr>
<tr>
<td>South America</td>
<td>103</td>
<td>97</td>
<td>- 5,2%</td>
<td>- 7,2%</td>
<td>- 22,7%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>659</td>
<td>482</td>
<td>- 26,8%</td>
<td>- 26,9%</td>
<td>- 32,9%</td>
</tr>
<tr>
<td>Other countries</td>
<td>118</td>
<td>117</td>
<td>- 0,2%</td>
<td>- 1,5%</td>
<td>- 14,4%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>1,539</td>
<td>1,272</td>
<td>- 17,4%</td>
<td>- 17,3%</td>
<td>- 28,2%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>183</td>
<td>182</td>
<td>- 0,7%</td>
<td>- 9,7%</td>
<td>- 29,1%</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>1,722</td>
<td>1,454</td>
<td>- 15,6%</td>
<td>- 16,5%</td>
<td>- 28,3%</td>
</tr>
</tbody>
</table>

% based on non-rounded figures
Western Europe

Overall business impacted by Covid-19 epidemic spread across Western Europe, yet with various magnitudes. Almost all product categories hit.

- **France**: revenue down ~8% including:
  - SDA sales down in a contracting market as from March, while positive in Jan-Feb
  - Cookware sales up, driven notably by a loyalty program

- **Germany**: decline in sales due to unfavorable comparatives
  - Core business fairly positive in Jan-Feb, sharply hit in March (store closures)

- **Italy**: severe sales drop in Q1, due to early Covid-19 impact and 2019 high comparatives (LP)

- **Spain**: activity also negatively impacted by the epidemic in March

### Q1 sales / €m

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>REPORTED</th>
<th>LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>519</td>
<td>443</td>
<td>-14.6%</td>
<td>-14.7%</td>
</tr>
</tbody>
</table>

Reminder

LFL 2019

+3.0%
### Other EMEA Countries

<table>
<thead>
<tr>
<th>Q1 sales / €m</th>
<th>2019</th>
<th>2020</th>
<th>REPORTED</th>
<th>LFL</th>
<th>Reminder LFL 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other EMEA countries</td>
<td>192</td>
<td>198</td>
<td>+2.6%</td>
<td>+1.0%</td>
<td>+6.9%</td>
</tr>
</tbody>
</table>

- Q1 sales slightly up LFL, with core business (excl. LPs) quite dynamic, at + 7%
- Robust growth in Jan-Feb, based on Group’s main growth engines. March activity dropping due to confinement and store closures
- Good momentum driven by champion products and new categories
  - **Central Europe**: core business (excl. LPs) up featuring softer business in Poland and brisk momentum in Central Asia (particularly in Kazakhstan).
  - **Russia**: brisk momentum before start of confinement (end March) and strengthened leadership in SDA
  - **Turkey**: Q1 sales sharply up LFL despite market disruption due to combined COVID-19 + depreciation of TRY
  - **Middle East**: Q1 sales strongly LFL.
North America

- Q1 reported sales decrease reflecting LFL 7.2% decline due to Covid-19 spread in March and positive FX effects
- Mixed performance across the 3 countries
- Q1 sales down in the US, LFL
  - Strong performances in Jan-Feb, driven by listing gains at B&M retailers and ongoing online sales growth
  - Good momentum for All-Clad cookware and Rowenta linen care business.
  - March sales down stemming from COVID-19 effects and unfavorable 2019 comparatives
- Canada: fewer online players and ongoing penalizing listing reallocation by a major customer
- Mexico: robust growth dynamic fuelled by a major LP in fans
South America

- Q1 reported sales drop stemming from depreciation of BRL and COP against € and negative impact of Covid-19 on business in March

- Strong hit in Brazil
  - Mixed activity in Jan-Feb. including weak fan season (unfavorable summer, high 2019 comps) but firmer sales in other categories (Dolce Gusto, kitchen machines,…)
  - Major impact of Covid-19 on demand from mid-March onwards

- Solid LFL growth in Colombia despite the epidemic and FX issues
  - Fueled by fans, cookware and oil-less fryers…

<table>
<thead>
<tr>
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<th>2020</th>
<th>REPORTED</th>
<th>LFL</th>
<th>Reminder LFL 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>South America</td>
<td>66</td>
<td>52</td>
<td>-21.9%</td>
<td>-10.9%</td>
<td>+4.8%</td>
</tr>
</tbody>
</table>
China

- First country hit by Covid-19 mid-January
  - Drastic confinement and shutdown ➔ Unprecedented downturn in consumption
  - SDA market more resilient than other industries

- Supor Q1 domestic sales down 32% LFL
  - Including sharp slump in physical distribution and a more moderate drop in online sales
  - Shortages and supply-chain issues
  - Cookware more impacted than SDA, more resilient (blenders, garment steamers, vacuum cleaners, air and water purifiers)
  - Sell-in for Chinese New Year in Dec 2019 ➔ Lacking in Q1 2020, as expected

- All industrial sites back to normal level of manufacturing
Other Asian countries

- Reported sales are flat but mixed picture across countries
- Japan: stable LFL sales in Q1
  - No general shutdown, most stores open, nevertheless with a strong traffic decrease ➔ Switch to e-commerce
  - Solid momentum for cookware, linen care and electrical pressure cooker / multicooker
- South Korea: sharp fall in Q1 sales, both in cookware and SDA
  - Early impact of Covid-19 (Feb), partial shift to e-commerce
- Mixed situations in South-East Asia
  - Sales slightly down in Thailand and Malaysia
  - Robust growth in Hong-Kong (LP), Taiwan, Vietnam

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Other Asian countries</td>
<td>118</td>
<td>117</td>
<td>-0.2%</td>
<td>-1.5%</td>
<td>+2.5%</td>
</tr>
</tbody>
</table>
### Professional

<table>
<thead>
<tr>
<th>Q1 sales / €m</th>
<th>2019</th>
<th>2020</th>
<th>REPORTED</th>
<th>LFL</th>
<th>Reminder LFL 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional</td>
<td>183</td>
<td>182</td>
<td>-0.7%</td>
<td>-9.7%</td>
<td>+24.4%</td>
</tr>
</tbody>
</table>

- **Q1 sales flat as reported but down 9.7% LFL**
  - FX and scope effect (Wilbur Curtis for 1 month, Krampouz for 3 months)
  - Positive start to the year (Jan-Feb)

- **LFL drop in sales, for both Professional Coffee Machines (PCM) and Hotel Equipment due to:**
  - High comparatives in PCM in Q1 2019
  - Containment measures + the closure of most hotels, restaurants, coffee shops, fast-food chains…

- **No cancellation of major projects at this stage, but postponement of orders and deliveries**

*Professional business = Professional Coffee Machines (PCM) + Hotel Equipment*
ORfA and net debt

Operating Result from Activity

Net debt at 31/03/2020

€18m
vs €138m in Q1 2019

€1,840m*
€1,997 at 31/12/2019

*incl. IFRS 16 debt and others: €389m
Business model based on a c. 1/3 fixed costs weight...

<table>
<thead>
<tr>
<th>Sales</th>
<th>~€7.4bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>COGS*</td>
<td>~€4.5bn</td>
</tr>
<tr>
<td>Purchased RM and goods</td>
<td></td>
</tr>
<tr>
<td>Direct labor costs</td>
<td></td>
</tr>
<tr>
<td>Freight costs</td>
<td></td>
</tr>
<tr>
<td>Other production costs</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>OPEX*</th>
<th>~€2.1bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>R&amp;D costs</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
</tr>
<tr>
<td>Distribution and administrative expenses</td>
<td></td>
</tr>
</tbody>
</table>

Cost base: ~€6.6bn

On an annual basis:

- ~70% variable costs
- ~30% fixed costs

* As detailed in the 2019 Annual Financial Report
... as a consequence, a stronger operating leverage in H2

As a reminder, strong seasonality for sales with back-end loaded year

- Consequently for ORfA
- Q1 not representative of FY performance and Q2 as a low point in the year
- Historically, Q4 as a key contributor of FY ORfA

**H1:** 45% of FY sales generating 31% of FY ORfA

**H2:** 55% of FY sales generating 69% of FY ORfA
Healthy and well-balanced financing structure

- Diversified sources of financing (Bonds, Schuldschein, ORNAE, NEU MTN, NEU CP...)
- No financial covenants
- Significant financial headroom: ~€1bn
- Strong core banks offering bilateral credit facilities if necessary

**Total Liquidity**
~€2.0bn

**Cash & equiv.**
~€1bn

**Headroom incl. undrawn syndicated loan**
~€1bn

**Gross financial debt**
~2.3bn

* Excl. IFRS 16 and others

As of April 28, 2020

- 274
- 586
- 500
- 538
- 283
- 128

2020 2021 2022 2023 2024 2025 2026
Counter-measures, including cost-reduction actions...

- Payroll flexibility measures: short-time working, paid leave, contract suspensions and reduction of temporary staff, recruitment freeze...
- Growth drivers adapted to markets’ current situation
- Systematic cuts in non-essential expenses (travel, event…)
- Renegotiated rents for Group’s stores
- Reduction in senior executive officers’ and board members’ compensation
... and giving priority to cash generation

- Strict control of cash flow including working capital
  - Special attention on relationship with fragilized suppliers
  - Strengthened monitoring of receivables

- No social tax deferral nor government guaranteed loan requested

- Dividend cut: -1/3 vs dividend paid in 2019 ➔ Impact on cash: +€43.5m
2020 Outlook

1. Reminder: Q1 and Q2 not representative of full year ORfA, as always said

2. …All the more due to massive hit from Covid-19 in H1 (which is usually a lower activity period)

3. Expected performance for Q2
   - Estimated revenue loss (as of April 28): €450 to €500m
   - ORfA most probably negative
   - No liquidity issue

4. No FY 2020 guidance due to lack of visibility
   - FY sales and ORfA expected significantly down
Looking ahead… Groupe SEB:

- Is adapting to the short term imperatives
- Is getting ready for the resumption of activity
- Stays focused on its long term goals
- Is confident in its solid and well-balanced business model
## 2020 key dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 19</td>
<td>3:00 p.m.</td>
<td>2020 Annual General Meeting – <strong>Closed door</strong></td>
</tr>
<tr>
<td>July 23</td>
<td>before market opens</td>
<td>H1 2020 sales and results</td>
</tr>
<tr>
<td>October 26</td>
<td>after market closes</td>
<td>Nine-month 2020 sales and financial data</td>
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</tbody>
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