



December 14, 2023 – 6:30 p.m.

1

Conclusion of Capital Markets Day held today

STRATEGIC LONG-TERM AMBITION:

STRENGTHEN ITS GLOBAL LEADERSHIP POSITION IN THE SMALL DOMESTIC EQUIPMENT MARKET

BECOME A REFERENCE PLAYER IN PROFESSIONAL EQUIPMENT

Medium-term Financial Ambition

- **Revenue:**
 - At least 5% LFL CAGR

- **Operating Result from Activity:**
 - Margin close to 10% in 2024 (ORFA / Revenue)
 - Progressing towards 11% in the medium-term

- **Substantial annual free cash-flow generation**

Statement by Stanislas de Gramont, Chief Executive Officer of Groupe SEB

"Since its origins more than 165 years ago, Groupe SEB has embodied one mission: to make consumers everyday life easier and more enjoyable, and to contribute to better living all around the world. Our investor day was an exceptional showcase which gave us the opportunity to reaffirm the fundamentals of the global leadership and the attractive growth prospects of Groupe SEB.

We operate in a Small Domestic Equipment market, in structural growth, driven by the global rise of the middle classes, particularly in emerging countries, the emergence of new needs, and the consumption of more sustainable products.

2

In this universe, we occupy a special place.

It is built on a pioneering spirit of innovators that we have brought to life over the decades through our ability to meet the needs of consumers, the strong anchoring of our brands, our geographic presence in 150 countries and an effective multi-channel distribution strategy.

We have thus reaffirmed our ambition to strengthen our leading position in our Consumer markets.

Furthermore, we want to become a reference player in the Professional Equipment market, relying on the development model deployed over the last thirty years in Consumer, and which has allowed us to strengthen our leadership in Professional Coffee. Recent acquisitions (La San Marco, Zummo, Krampouz, Pacojet) are the basis for our future expansion into new categories, particularly in the world of professional cooking.

These ambitions are also based on a powerful, global and balanced industrial footprint, our deep commitment to Corporate Social Responsibility and an active acquisition policy. All this is made possible by the loyalty, commitment and efficiency of our teams to whom I wish to express my gratitude."

Capital Markets Day held on December 14, 2023

[Click here](#) to access the webcast in English

All presentations and a replay of the event are available on our website at www.groupeseb.com

3

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 "Lease contracts" 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 preferential prices.

This press release 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 result are presented in the Annual Financial Report and Universal Registration Document filed with the Autorité des Marchés Financiers, the French financial markets authority.

Next key dates – 2024

January 30 after market	2023 provisional sales
February 22 before market	2023 sales and results
April 25 after market	Q1 2024 sales and financial data
May 23 2:30 p.m.	Annual General Meeting
July 25 before market	2024 first-half sales and results
October 24 after market	Q3 2024 sales and financial data

Investor/Analyst relations

GRUPE SEB
Financial Communication and IR Dept

Olivier Gernandt
Guillaume Baron

ogernandt@groupeseb.com
gbaron@groupeseb.com

Tel.: +33 (0) 4 72 18 16 04

comfin@groupeseb.com

Media Relations

GRUPE SEB
Corporate Communication Dept

Cathy Pianon
Anissa Djaadi
Marie Leroy

presse@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 70

Find us on www.groupeseb.com



World reference in small domestic equipment and professional coffee machines, Groupe SEB operates with a unique portfolio of 35 top brands including Tefal, Seb, Rowenta, Moulinex, Krups, Lagostina, All-Clad, WMF, Emsa, Supor, marketed through multi-format retailing. Selling nearly 350 million products a year, it deploys a long-term strategy focused on innovation, international development, competitiveness, and client service. Present in over 150 countries, Groupe SEB generated sales near €8 billion in 2022 and has more than 30,000 employees worldwide.

SEB SA ■

SEB SA - N° RCS 300 349 636 RCS LYON – capital 55 337 770 € TVA intracommunautaire : FR 12300349636