



Well-being - Experience - Sense



Our mission

TO MAKE CONSUMERS' EVERYDAY LIVES EASIER AND MORE ENJOYABLE, ALL AROUND THE WORLD, AND TO CONTRIBUTE TOWARDS BETTER LIVING

- By creating new products and services to make domestic lives more pleasant, harmonious and fulfilling;
- By offering solutions to meet existing needs and anticipate future expectations and desires.

Our values

Driven by deep-seated values passed down by its founders that place people at the heart of its strategy, the Group aims to respect a company philosophy based on modernity, a sense of responsibility, solidarity and commitment.

- **ENTREPRENEURIAL DRIVE**
- **PASSION FOR INNOVATION**
- **PROFESSIONALISM**
- **RESPECT FOR PEOPLE**
- **GROUP SPIRIT**





Our brands

CORE BRANDS

Tefal Rowenta
Moulinex KRUPS
ARNO ASIA  calor clock
 esteras  IMUSA
  MIRRO
 PANEX Rochedo
samurai  SUPOR
T-fal UMCO WearEver

PREMIUM BRANDS

WMF Lagostina 
Silit Krampouz

PROFESSIONAL BRANDS

WMF schaeerer 
Curtis Krampouz

Interview

WITH THIERRY DE LA TOUR D'ARTAISE,
Chairman and CEO Groupe SEB

What is your view of Groupe SEB today?

TTA: Above all else, Groupe SEB is about family, innovation and development. It is an extraordinary story of men and women committed to sharing the same passion for the Group's products and for better living on a daily basis.

From the very beginning, the Group has always striven to offer innovative, high-quality products; tips for making everyday life easier in the kitchen or in the home and associated services to continuously improve its support for consumers. This is the Group's DNA, our DNA.

In addition to innovation, the Group relies on a powerful and complementary brand portfolio, as well as on a clear sales approach, which is well segmented by distribution channel. These are the cornerstones of our international growth, both in mature markets and in emerging countries. All this has only been possible thanks to our unique and diversified industrial facilities worldwide, which give the Group a major competitive advantage in its sector.

But the history of the Group does not stop there. By entering the professional equipment market more recently, and particularly coffee machines, the Group is remaining true to its long-term vision by conquering new territories and developing a new basis for continuing its expansion.



*“Above all else,
Groupe SEB is about
family, innovation
and development.
It is an extraordinary
story of men and women
committed to sharing
the same passion for
the Group’s products
and for better living.”*

Groupe SEB is also very committed to sustainable development...

TTA: Indeed, the robustness of the Group's strategy also depends on an approach centred on responsibility and creating value for everyone. To achieve this, we rely on a strategy based on commitment, encompassing all business sectors and all Group employees, who are united in their actions to achieve a more sustainable lifestyle.

How would you qualify the 2019 financial year?

TTA: 2019 was once again a great year for Groupe SEB. Sales were recorded at €7,354 million, with organic growth above 5% for the sixth consecutive year, across all geographical zones and product categories. This growth has generated strong financial performance, with an Operating Result from Activity up 6.5%, once again distributed evenly worldwide. 2019 also saw a number of acquisitions, including Wilbur Curtis, the American specialist in professional filter coffee machines, and Krampouz in France, which develops and sells crepe makers, waffle makers, planchas and grills for professional and consumer use. I would like to thank all those who contributed to achieving these excellent results, and especially all our employees, whether long-standing or new recruits, wherever they may be in the world.

How are you entering the year 2020?

TTA: The start of 2020 has been marked by an economic and health crisis with unprecedented and large-scale consequences. Our number-one objective has been and remains to safeguard the health and safety of our teams. Our second priority has been to satisfy our customers and partners by ensuring service continuity. The commitment of our employees has been outstanding in this respect, and I would like to express to them my pride and gratitude. Our teams have also deployed their energy and expertise to contribute to the fight against the pandemic. They mobilized through numerous solidarity initiatives, all over the world. The crisis first severely hit China, our number 1 market, before expanding more widely. Our first quarter activity has been thus marked by a substantial -and unseen- decrease. Since mid-May, with the epidemic starting to ease and containment measures being gradually lifted we organized the reopening of all of our sites and the recovery of our commercial activities. Major uncertainties remain over the definitive end of the crisis and the resilience of consumption. As such, it remains impossible at this stage to precisely quantify the impacts of Covid-19 on the year as a whole. Nevertheless, I remain confident that the robustness of our strategic model and the commitment and flexibility of our teams will see us through this crisis and allow the Group to continue its development in the best possible conditions for everyone.

Well-being



*Moving towards a healthier
and easier lifestyle*

3
product universes

€47bn
Small electrical
appliances market

€24bn
Cookware market

€9bn
Professional Coffee
makers market

Experience



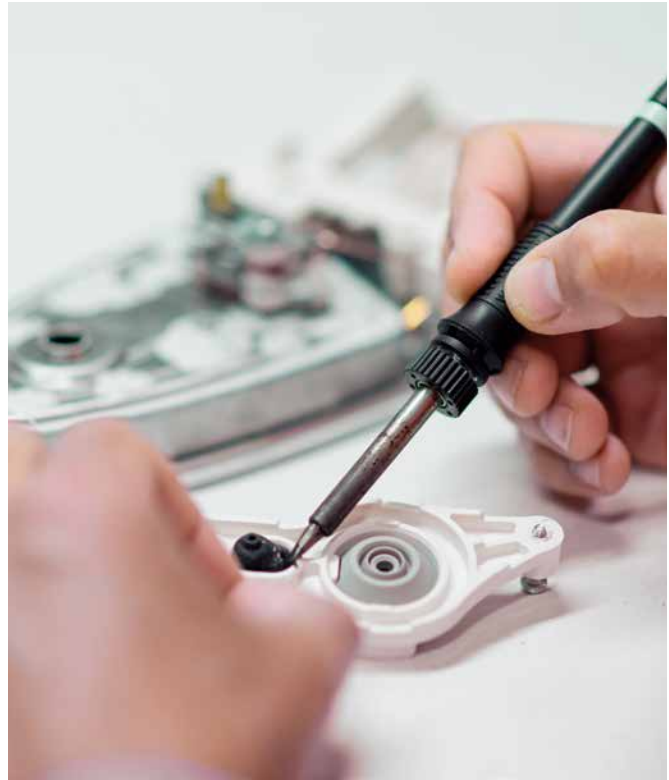
*Towards a more
lifestyle*

42
industrial sites

Nearly
250 million
products made by year



Sense



connected

More than
1,345
own retail stores worldwide

Present in nearly
150 countries

*Towards a more sustainable
and committed lifestyle*

34,000
employees

100%
of sites are ISO 14001 certified

More than
500
projects supported by Fonds
Groupe SEB in 10 years

94%
of products display the label:
"product repairable for 10 years"*

* For Moulinex, Rowenta, Tefal, Seb, Calor,
Krupp, WMF.

Well-being

Moving towards a healthier and easier lifestyle

Preparing good, healthy and appealing food

These days, people are learning to cook from scratch or brushing up their skills so that they can enjoy a healthy, tasty and responsible diet. To keep up with changing lifestyles, Groupe SEB innovates constantly so that it can offer products and services tailored to our everyday lives.



The French Touch of cooking

At the start of 2020, Moulinex launched **Cookeo Touch** and **i-Companion Touch XL** with the support of the chef **Cyril Lignac**. Their key new features are their Wi-Fi connection and large video touch screens, which are resistant to both water and sticky fingers! This means that step-by-step recipes and videos can be accessed directly from the appliance. So never again will there be any shortage of inspiration!

Close to
1,500
people in
the Innovation
Community

Fewer restrictions, more time for yourself!

To free up more time for yourself or for your family, one key priority is to do away with household duties! Groupe SEB makes home cleaning and laundry tasks easier, expanding its range of personal care products to continue enhancing its customers' well-being.

The vacuum cleaner that goes the extra mile

The Rowenta Air Force Flex 560 is a cordless stick cleaner that leaves others standing! Flexible and ingenious, it reaches dust up to five times farther under low furniture with unsurpassed performance and agility. Suction power of 100 air watts! And the range continues to expand in 2020 with Air Force Flex 760.





A new chapter with REWRITE

Driven by the desire to develop the growing instrumental cosmetics sector and to place the consumer at the heart of its sales approach, the Group launches its very first DNVB* in 2020. A breakthrough technology combining an appliance with a cream; an innovative technology resulting from a partnership with Feelgreen and based on iontophoresis, which ensures that five times more active ingredients penetrate into the skin; a target of heavily engaged female consumers who are immersed in digital technology... these are the main ingredients behind REWRITE, Groupe SEB's new beauty brand that will be available exclusively online!

* Digitally Native Vertical Brand.

IXEO Power, the new everyday ally

Research into current trends reveals that 75% of consumers iron their clothes at the last minute. IXEO is the Group's unique, stylish 3-in-1 product, combining an iron, a garment steamer and an adjustable ironing board. In 2019, it expanded the range with the IXEO Power, which includes a steam station to ensure even better performance.



The shared demands of the professional sector

Groupe SEB supports professionals with high-quality products offering a combination of reliability, performance and efficiency. It is this expertise that makes the Group a key player when it comes to coffee, tableware and the catering industry.

+12.1%
Professional sales
organic growth



CoffeeConnect, a successful innovation

In 2019, the CoffeeConnect/CoffeeLink digital platform developed by WMF/Schaerer won two awards in Germany – the Confare IDEAward and the Internorga Future Award. These prizes recognise the brand's commitment to the IoT data collection, which allows the effective and comprehensive central management of professional coffee machines. WMF has also obtained the "IoT product with protected confidentiality" certification from TÜV Rheinland.

Experience

Towards a more connected lifestyle

45%
of 2019 media
investments
in digital

Experiences beyond the products

Digital technology is everywhere, especially at home! From kitchens to bathrooms, Groupe SEB now offers connected products that keep up with the times. Innovation goes digital to provide more services and enhanced personalisation.

Cake Factory: so sociable

The development strategy for **Cake Factory** is based on social media and community. A Facebook group was launched at the same time as the product and had more than 54,000 members, in France alone, at the end of 2019! This is a tried-and-tested technique for boosting sales. But Groupe SEB goes a step further, leading users towards apps and dedicated websites to ensure they can enjoy new experiences, develop a closer relationship and provide services and personalised offers to suit the customer profile.



A multichannel approach to distribution

Groupe SEB has set up a targeted multichannel strategy to sell its products, which is adapted to suit each market. A 360° distribution approach, with a balanced mix of e-commerce and traditional networks to fulfil various consumer expectations.

Nearly
25%
of 2019 sales
consolidated
through
e-commerce



Direct selling to consumers

E-commerce is booming, leading to a new "direct to consumer" trend involving direct sales without an intermediary. As part of its global multichannel strategy, the Group has launched its first initiatives for online sales on some of its brand websites. This approach, which aims to increase agility and speed, combines an adapted offer, an enhanced consumer experience, an increase in brand visibility and the optimisation of support roles.



Competitiveness: renewing the industrial vision

Our strong belief in our manufacturing base allows us to develop high-quality products. This base needs to be innovative, high-performance and reliable to guarantee efficiency and competitiveness. Groupe SEB looks to the future, allowing it to stay ahead of the competition and implement its digital transformation.

2/3
products
manufactured
in-house

€266m
industrial
investments

“Industry of the future”: a visionary programme

The “Industry of the future” programme was launched in 2016 to transform the entire industrial sector through the use of digital technologies (automation, robotisation, real-time information and data analysis, digital continuity, Artificial Intelligence, simulation, etc.). Within the digital strategy, the programme aims to optimise the supply chain, from the supplier to the customer, by improving productivity and working conditions whilst saving resources.

The first phase of the programme, which is part of the Group’s global strategy, has identified ten priority projects (technology components) dealing with digitalisation, sustainable development and people management.

In 2019, the programme was extended beyond the factories themselves to optimise the overall supply chain from the supplier to the customer, in four major phases – procurement, manufacturing, distribution and planning. The main objective here is to develop the visibility of performance for the benefit of customers and teams, whilst saving the planet’s resources.

Sense

Towards a more sustainable and committed lifestyle

Innovation to achieve sustainable consumption

Groupe SEB places innovation at the heart of its strategy. Its innovation focuses on sustainability to ensure more responsible consumption.

Inclusive design: innovation for everyone

In 2019, Groupe SEB's Design teams set up an inclusive design system, working with associations helping people with permanent or temporary disabilities. The objective is to redesign products to make them more accessible, so that as many people as possible can use them.



Groupe SEB's circular revolution

Groupe SEB's approach to the circular economy relies on various factors: extending the service life of products and encouraging their re-use, promoting recycling and the use of recycled materials and experimenting with the shared use of its appliances.

Eco-packaging

Groupe SEB ensures its packaging is designed to fulfil its main functions with minimum impact on the environment. The Group has therefore set itself three objectives to achieve by 2023:

- zero plastic sub-packaging;
- zero expanded polystyrene (EPS);
- 90% recycled fibres in cardboard boxes.



Sustainable innovation

In response to new consumer trends, including an increasing focus on eco-responsibility, particularly among Millennials, the Group has launched two major strategic innovation projects linked with cooking and the home: *Cook For the Planet* and *Home for the Planet*. The objective is to invent the products and services of the future by combining:

- analysis of new consumer expectations;
- a group-wide approach to coming up with new concepts involving various teams (creative marathons);
- agile and iterative methods to test these new concepts quickly.

Committed to protect the planet

Groupe SEB acts at every stage of the development process, from the design stage onwards, to limit the environmental footprint of its products and contribute towards the fight against global warming. Its commitment is equal to the challenge.

Tefal Eco Respect: 100% recycled aluminium

Tefal has launched Eco Respect, a new range of frying pans, saucepans, woks and casserole pans made of 100% recycled aluminium. This uses 20 times less energy in production than new aluminium, with identical resistance and hard-wearing properties.



Committed to preventing food waste

Groupe SEB helps to combat food waste by encouraging people to cook at home. The Group also provides a lot of advice and recipes to get the most out of fruit and vegetables using blenders and juice extractors. Several subsidiaries are leading actions to raise awareness: Groupe SEB Brazil, for example, is organising cookery lessons to demonstrate how to use fruits and vegetables to the full, including the skin.

Our employees, the company's lifeblood

Groupe SEB conducts a globally harmonized Human Resources policy based on respect for human rights, the development of skills, health and safety in the workplace, employee dialogue, diversity and equity.

2023 target
100%
of employees
worldwide covered
by the WeCare@SEB
social platform



Everyone involved in the Charity Week

The theme for the Charity Week, organised by the Fonds Groupe SEB and involving 63 sites in 35 countries in 2019, was "Combating exclusion together".

A wide variety of actions was organised, including food collections and support for associations helping disadvantaged children or people with disabilities.

Ethics, values for sharing

Groupe SEB's ethical approach is set out in a formal document shared by all employees. This covers 18 subjects, including banning child labour, combating corruption, outlawing discrimination, protecting the environment and preventing conflicts of interest. Groupe SEB has also introduced a strict responsible purchasing policy with its own dedicated charter.

2019 highlights

SALES

€7,354m

Organic growth +5.8%

INCLUDING

€6,555m

Consumer

€799m

Professional

ORfA

€740m

NET PROFIT

€380m

NET DEBT

€1,997m

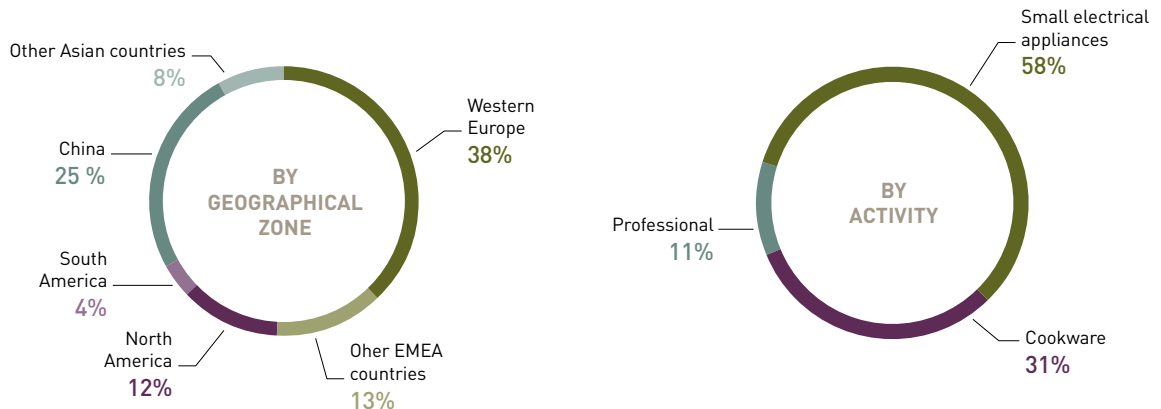
Free cash flow: €367m

DIVIDEND

€1.43

considering the effects
of the Covid-19 epidemic

Sales breakdown



383
patents filed

31
brands worldwide

42
industrial sites

Leadership positions
in over

25 countries

34,000
employees

38%
of women managers

35%
use of recycled materials

€3.05m
allocated to corporate
philanthropy

2 new acquisitions

Professional Coffee Machines: welcome to Wilbur Curtis!

At the beginning of 2019, Groupe SEB acquired a 100% stake in Wilbur Curtis, the second biggest brand for brewed coffee equipment in the United States. This acquisition, which was honoured by the Large Cap prize from CFNews Auvergne-Rhône Alpes, brings the Group strategic benefits in terms of the complementary nature of its product range and customer portfolio. Founded in 1941, Wilbur Curtis employs 300 people at its Montebello (California) site and was still a family business today. For professionals in the business (coffee roasters, coffee shop chains, local shops, fast-food chains, hotels and restaurants), the brand is synonymous with quality, advanced technology and customer service, offering innovative and reliable equipment for preparing hot and cold drinks, mainly filter coffee and cappuccino machines.



Krampouz: the premium brand from Brittany

In October 2019, Groupe SEB finalised the complete takeover of Krampouz, a specialist in the design, manufacture and sale of crepe makers, waffle makers, planchas and grills. The company, which has 90 employees and is based in Pluguffan, celebrated its 70th anniversary last year. This iconic Breton brand invented the traditional "Billig" crepe maker. Krampouz records annual turnover of around €20 million. Its products are manufactured in its French factory and sold all over the world via an extensive distribution network and through DIY and gardening shops. Its acquisition has enabled Groupe SEB to complete its professional product range, as well as its premium range for the general public.

Groupe SEB

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2019
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