



SEB ALLIANCE
10TH CELEBRATES ITS
ANNIVERSARY!

PORTRAITS OF **MEN**
AND **WOMEN** WHO
DRIVE THE GROUP
FORWARD

TRAVEL
IN OUR
TERRI(S)TORIES

INTERview

Thierry de La Tour d'Artaise,
Chairman and Chief Executive Officer Groupe SEB

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2021 YEARBOOK

The annual report provides a summary of business activity over the past
year and an update on the company's financial situation.

For this new edition of its annual report, Groupe SEB innovates! A dynamic format with information to be savored throughout
the different chapters. It's an opportunity to review the brands, their history and news, and also to discover the regions in
which the Group is present.

Groupe SEB is a responsible company that is sustainable and long-term committed, whether through its management, its
investments or its product and service innovation policy. This year's theme is sustainability.



OUR GROUP STRATEGY
IS BASED ON

5 VALUES

Driven by deep-seated values passed down by our founders, we aim to respect a company philosophy based on a sense of responsibility, solidarity and commitment.

1. **ENTREPRENEURIAL** Drive
2. **PASSION** for *innovation*
3. **PROFESSIONALISM**
4. *Respect* for **PEOPLE**
5. **GROUP SPIRIT**

Inter **view.**

THIERRY DE LA TOUR D'ARTAISE

Chairman and
Chief Executive Officer Groupe SEB



What is your view on the year 2021?

While we thought the health crisis was over, the significant uncertainties surrounding the outcome of this unprecedented crisis have been a lever for driving and accelerating change and Groupe SEB has demonstrated its resilience in the face of the crisis.

The year 2021 ended in a context still marked by the pandemic and will certainly be remembered as a year of constraints in our relations with others, but also of strong moments of friendship, solidarity and hope.

One thing is certain: we have all learned from this crisis and have been able to cope. For more than 160 years, the Group has been able to adapt and tack to avoid obstacles while staying on course.

Its long-standing family shareholding and strong corporate culture have enabled us not only to overcome many challenges but also to grow in order to be the world leader in our industry today.

Groupe SEB has announced a record year in 2021. What is your reading of such performance?

2021 will indeed be remembered as the year in which Groupe SEB achieved a record performance with sales exceeding €8 billion for the first time! All our geographic zones and product lines contributed to this exceptional growth.

Our Consumer business benefited from sustained demand from consumers,

GROUPE SEB CELEBRATES ITS 165TH ANNIVERSARY IN 2022.

SEB IS DOING WELL, SEB IS STRONG!

whose behaviour has changed, particularly since the health crisis, with the notion of the "cocoon economy", where "the home" has become a safe haven. The Group has consolidated its world leadership in small domestic equipment with sales of €7,431 million, up 16% at constant scope and exchange rates.

The Professional Services business enjoyed a gradual recovery from the second half of the year to reach €628 million, up 10.2% at like for like, after a difficult year in 2020, which was marked by the almost complete shutdown of the hotel and restaurant sector.

This result – better than expected and in excess of €1 billion – reflects the relevance of our model and strongly committed teams. We are proud of these results and continue our trajectory of strong, profitable growth and demonstrating the robustness and dynamism of our business model. SEB is doing well, SEB is strong!

What is the recipe for success?

Without hesitation, innovation. Our strategy has never been so offensive to conquer new consumers by anticipating their needs and the trends of our time.

We have continued to maintain this dynamic of product innovation, but also to pursue our production operations, to keep a close link with our customers and to ensure the delivery of all our products, despite the constraints. But we have not been content to simply resist, we have carried out our projects with ambition, constancy and determination, relying on our committed and mobilised employees who have all contributed to getting through this crisis.

The Group resolutely pursued its investment and acquisition policy, relying in particular on its investment structure SEB Alliance, which celebrated its 10th anniversary in 2021. We started the year by acquiring a stake in Chefclub, the world's fastest growing FoodTech brand on social networks. In line with our commitment to reparability, we also invested in Back Market, the leading marketplace for refurbished products, and strengthened our presence in Africa with the

signature of a joint venture with the Moroccan company Preciber.

This year of 2021, extraordinary in every way, has demonstrated the strength of the collective and the incredible commitment of Groupe SEB employees who have shown great agility and determination. Finally, we would like to thank all our stakeholders and shareholders, who have placed their trust in us throughout the year.

What can we wish you for 2022?

2022 has started with the hope to really see the end of the pandemic but also unfortunately with new worries.

The health and safety of our employees has always been and will continue to be a priority.

Groupe SEB is deeply concerned by the situation in Ukraine and stands by its teams and their families to help them. The Group has also mobilised, wishing to contribute to the international solidarity movement, by seeking ways to help and support the Ukrainian population. We decided to contribute to humanitarian efforts to provide aid and support to Ukrainian refugees; Groupe SEB made an initial cash donation of €500,000. We have also made on-the-ground donations of health and medical supplies (including 75 MakAir respirators at the request of the Ukrainian government), and we won't stop there.

We will need to be resilient once again as we continue to move forward through these uncertain times.

Finally, in 2022, Groupe SEB will celebrate its 165th anniversary. So more than ever, let's stay united and mobilised to continue our great history together! SEB, SEBO, SEBON, c'est bien. This slogan has not aged a bit. Proof that in order to be able to stand the test of time and duration, it is good to rest on our fundamentals.

T delat d l

E*nvironmental* **S***ocial* **G***overnance*



PRINCIPLE

In an ever-changing world, and in response to the growing expectations of stakeholders (consumers, investors, employees, customers, etc.) that companies and brands should make a strong commitment to the environment and to society as a whole, Groupe SEB has been a very early adopter of clear, ambitious and specific performance targets in terms of environmental, social and governance (ESG) criteria.



CHALLENGES

Today, the attention paid to ESG criteria and to a company's level of "responsibility" has become the norm, a phenomenon that the various crises faced by Groupe SEB have only accelerated. The tangible measures deployed by the Group all over the world are part of a global strategy based on the four cornerstones of its Act for Sustainable Living: sustainable development policy. These are People Matter, Sustainable Innovation, Circular Revolution and Climate Action.

OBJECTIVES

Based on these four cornerstones, Groupe SEB has developed an ethical approach (responsible purchasing, code of ethics), which is economically profitable thanks to sustainable innovations (inclusive product design, encouraging home cooking and healthy, sustainable eating, etc.), socially equitable (historic partnerships with the ESS and social inclusion projects), and environmentally responsible, with pioneering, long-term commitments to the circular economy (repairability, recycled materials, rental, second hand) and a low-carbon policy (eco-design, eco-production, ecologistics).

SEB Alliance

10 years of innovative INVESTMENTS

Groupe SEB set up its investment company SEB Alliance in 2011. The corporate venture capital fund has a dual objective – to support start-ups in a sustainable way and to serve as a monitoring tool and accelerator for Groupe SEB’s innovation strategy. By acquiring minority stakes in these start-ups at various stages of their development, from seed funding to growth/development capital, SEB Alliance gains access to new technologies, new business models and new categories and areas of expertise. The fund then works in synergy with the start-ups, providing them with support that goes beyond financial investment.

The investments are consistent with Groupe SEB’s areas of innovation:

- **Digital technology:** connected homes, apps, Internet of Things, artificial intelligence and robotics;
- **Well-being:** healthy eating, living and ageing well;
- **Social and environmental transitions:** soft mobility, second-hand.

In addition, SEB Alliance makes indirect investments in venture capital funds, providing the Group with visibility on a number of innovation topics and giving it access to a wider network of opportunities for investment and joint investment.

A pioneering fund with a long-term vision

In 2011, Groupe SEB was one of the frontrunners in the development of corporate venture funds in France. Since the beginning, the plan has been to develop a long-term investment strategy by supporting new businesses at key

3 main target sectors

Digital technology, well-being and the social and environmental transitions

Almost **€150m**

invested in **20** start-ups

and more than

10 partner funds

stages of their development, from technological and industrial seed capital to development capital. SEB Alliance is therefore able to provide long-term support that goes beyond financial backing, allowing its partners to benefit from its industrial and technological expertise and its understanding of consumers and sales.

By 2025, SEB Alliance aims to double the size of its fund from €150m of investment to almost €300m.



10 years highlights

2011
Creation of SEB Alliance

2012
ALKEMICS
Management of supplier data for the food distribution sector (became **Salsify** in 2021)

2013
Ethera
Measurement and processing of interior and exterior air. Now a Groupe SEB company and strategic partner of **Rowenta** for seven years.



2014
+FEELIGREEN
DERMO INNOVATION
Therapeutic cosmetic applications

THE WORD TO...

THOMAS LANG
CEO AND
CO-FOUNDER
OF CHEFCLUB

“We appreciate the constant desire to innovate and smooth communications.”

We are delighted with the relationship we have forged with Groupe SEB. Despite the size of the Group and its global leadership position, its teams always show a desire to learn, and they really seem to be interested. Of course, we appreciate the constant desire to innovate and we have various shared initiatives that we are eager to develop. This is no trivial task. After all, for a start-up to develop efficiently alongside an industrial partner, smooth communications between the various teams involved are key, and we are lucky to benefit from a lot of support in this respect.



Chefclub
by Tefal

Production and distribution of culinary content

2021



2015

seniorA dom
"Where chat, eat, and live together"

Home automation solutions allowing the elderly to continue living in their own homes



2018

Click&Grow

Indoor urban agriculture

BackMarket

Marketplace for refurbished products

ieva

Connected beauty

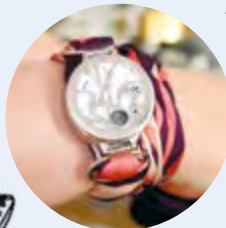
CASTALIE

Microfiltered water fountains for businesses

2020

angell

Connected electric bicycles



Committed and CIVIC ACTIONS

Fully aware of the issues at stake in tomorrow's world, Groupe SEB has made sustainability a driver of its long-term performance. All over the world, the Group is strongly committed to the environment and to society as a whole and **has been a very early adopter of clear and specific performance targets** in terms of environmental, social and governance (ESG) criteria.

COMMITMENT TO ACT4NATURE INTERNATIONAL

Groupe SEB has joined the Act4Nature International alliance of companies willing to make public their commitments to preserve biodiversity. The Group has set itself quantified, ambitious and sequenced targets based on four short-term priorities (2022 to 2030 depending on the subjects), as well as several voluntary objectives for 2023.



26 projects

supported by the *Fonds Groupe SEB* in 2021

-22%

carbon intensity for our plants
(scopes 1 & 2) between 2016 and 2021

DESTINATION INDIA FOR **MAKAIR** ARTIFICIAL VENTILATORS PRODUCED AT THE **VERNON SITE**

Groupe SEB has been a stakeholder in the MakAir project since it was launched by an association in Nantes at the beginning of the pandemic. The Group helps to manufacture artificial ventilators thanks to the commitment of its staff working at the Vernon site (department of Eure). About a hundred ventilators have already been sent to India to support local doctors. In order to maximise their use, these models were made robust and easy to operate.





Saint-Lô (department of Manche) industrial site, Groupe SEB's Electronics Development Centre, celebrated its 50th anniversary



8
million

spare parts in stock in Faucogney-et-la-Mer and Hong Kong



REPAIRABLE FOR 15 YEARS
at a reasonable price

With over 400 million products sold each year worldwide, the Group is well aware of the need to limit the environmental impact of its products throughout their life cycle. It has therefore committed to an ethical approach that is simultaneously economically profitable, socially equitable and environmentally responsible, by extending the reparability of its products to 15 years.

CHARITY WEEK
High level of involvement from our employees

For the seventh consecutive year, 42 countries and 74 Groupe SEB sites participated in various community projects and/or volunteered for an association over a two-week period: charity collections (food, toys, clothes, electrical appliances, etc.), involvement in community workshops (practicing job interviews, renovation of a cafeteria for children, cooking activities) or sport challenges.

Honouring our legacy

THIERRY DE LA TOUR D'ARTAISE WAS AWARDED THE LEONARDO DA VINCI PRIZE

by Henokiens, an international association of bicentenary family companies, and the *Château du Clos Lucé*, the last residence of Leonardo da Vinci. This prize recognises the Group's capacity to pass on its cultural values and expertise to future generations as its intangible and living legacy.



ARNO & ROCHEDO FOUNDATION

This foundation, Groupe SEB's third-largest after France and Colombia, aims to support disadvantaged communities in three main ways: promoting education, citizenship and social inclusion through food. Already a first concrete action plan: four study grants for young trainees and the financing of a year of Gastromotiva training for 50 people, majority of them from the street.



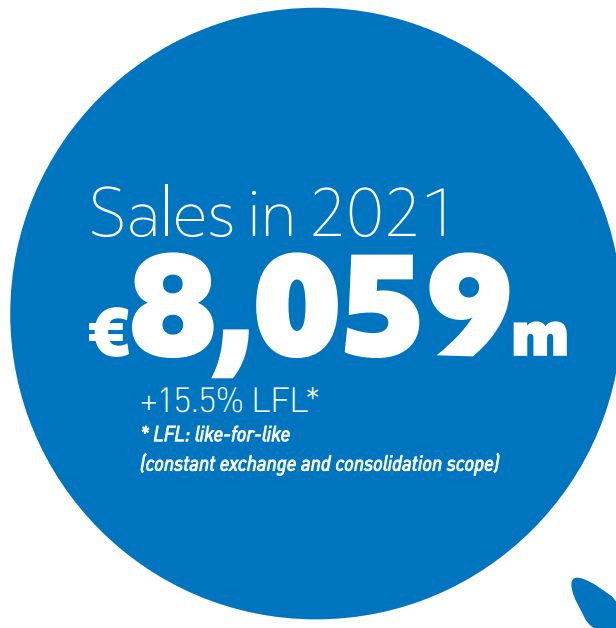
LAUNCH OF RÉPARESEB IN PARIS

Thierry de La Tour d'Artaise opened RépareSeb, the first collaborative repair centre in Paris, to support the circular economy and help the unemployed get back to work. This 900 m² workshop is the fruit of a social joint venture between Groupe SEB and the ARES Group. RépareSeb ultimately aims to help around 20 people, who are seeking to enter the world of work, to find employment every year to repair and recondition the Group's products, and also offers rental of small domestic equipment.



GROUPE SEB

Key Figures



ORfA

€813m

Net profit

€454m

Innovation
investments

€266m

33,000
employees

31 brands

Present
in nearly

150 countries

40 industrial
sites

1,300 retail
stores

417 million
products marketed
each year

13 products
sold each second
worldwide

GOVERNANCE



THIERRY DE LA TOUR D'ARTAISE
Chairman and Chief Executive Officer



STANISLAS DE GRAMONT
Chief Operating Officer



NATHALIE LOMON
Senior Executive
Vice-President Finance



DELPHINE SEGURA VAYLET
Senior Executive Vice-President
Human Resources



PHILIPPE CHAILLÉE
Senior Executive
Vice-President
Products and Innovation



CYRIL BUXTORF
Executive Vice-President
EMEA



PIERRE-ARMAND LEMOINE
Executive Vice-President
Cookware



ALAIN LEROY
Executive Vice-President
Industrial Operations



OLIVIER NACCACHE
Executive Vice-President
Small Electrical Appliances



CATHY PIANON
Executive Vice-President
Public Affairs and Communication,
Chief of Staff of the CEO office



OLIVER KASTALIO
Executive Vice-President
WMF



VINCENT ROUILLER
Executive Vice-President
Research



PHILIPPE SUMEIRE
Executive Vice-President Legal,
Secretary of the Board
of Directors



VINCENT TAI
Executive Vice-President
Asia



MARTIN ZOUHAR
Executive Vice-president
SEB Professional

15
members

●
*Members of the
General Management Committee*

GENERAL MANAGEMENT COMMITTEE

In charge of executing the strategy decided by the Board of Directors, the General Management Committee (GMC) defines the Group's major orientations.

EXECUTIVE COMMITTEE

The Executive Committee is responsible for implementing the policies defined by the GMC, both globally and within their respective areas.

Board of Directors



THIERRY DE LA TOUR D'ARTAISE
Chairman and Chief Executive Officer



DELPHINE BERTRAND
Director, member of the Founder Group, member of FÉDÉRATIVE



NORA BEY
Director representing employees



VENELLE INVESTISSEMENT
Director, member of the Founder Group
DAMARYS BRAIDA
Permanent representative of VENELLE INVESTISSEMENT on the Board of Directors



GÉNÉRATION
Director, member of the Founder Group
CAROLINE CHEVALLEY
Permanent representative of GÉNÉRATION on the Board of Directors



YSEULYS COSTES
Independent director



JEAN-PIERRE DUPRIEU
Independent director



PEUGEOT INVEST ASSETS
Independent director
BERTRAND FINET
Permanent representative of Peugeot Invest Assets on the Board of Directors



BRIGITTE FORESTIER
Director representing employee shareholders



WILLIAM GAIRARD
Director, member of the Founder Group, member of VENELLE INVESTISSEMENT



LAURENT HENRY
Director representing employees



JEAN-NOËL LABROUE
Independent director



JÉRÔME LESCURE
Director, member of the Founder Group, member of VENELLE INVESTISSEMENT



THIERRY LESCURE
Director, member of the Founder Group, member of GÉNÉRATION



AUDE DE VASSART
Director, member of the Founder Group, member of VENELLE INVESTISSEMENT



FONDS STRATÉGIQUE DE PARTICIPATIONS (FSP)
Independent director
CATHERINE POURRE
Permanent representative of FSP on the Board of Directors

● Member of the Audit and Compliance Committee ● Member of the Governance and Remuneration Committee
● Family directors ● Independent directors ● Employee directors

16

members

38%

independent directors

46%

of women

9

meetings in 2021

99%

attendance rate

Audit and compliance COMMITTEE

5 meetings in 2021, **100%** attendance rate

- Identification, evaluation and handling of the main financial risks to which the Group may be exposed;
- Relevance of the accounting methods used to prepare the annual and half-yearly financial statements;
- Communicating to the Board of Directors any useful observations or recommendations;
- Participating in the procedure for appointing statutory auditors and ensuring that they are independent.

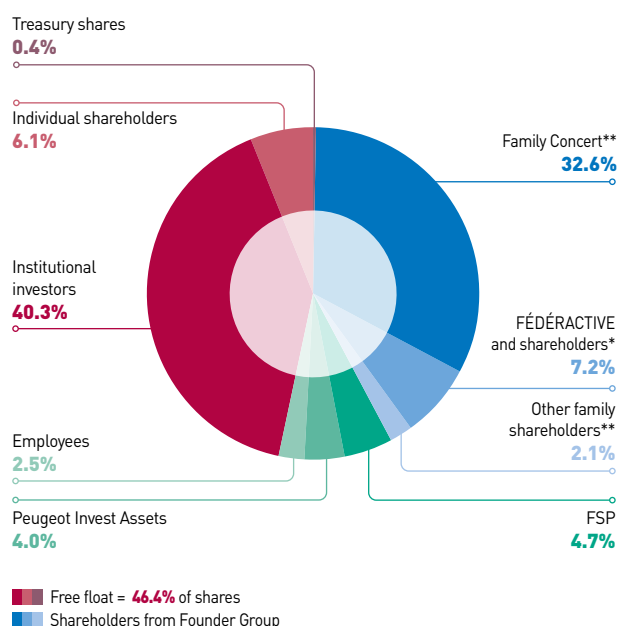
Governance and remuneration COMMITTEE

7 meetings in 2021, **100%** attendance rate

- Recommendations on the composition of the Board of Directors, the appointment or reappointment of Board members, and the Group' organisation and structures;
- Monitoring succession plans, particularly for senior managers and executive officers;
- Proposing the compensation policy for executive officers and examining the compensation policy for the main senior managers;
- Proposing the introduction of and procedures for stock option plans and performance shares;
- Recommendations on governance or ethics matters;
- Examining the Group' sustainable development policy, analysing the Group' CSR challenges, an annual review of the CSR measures taken and the main non-financial performance indicators.

BREAKDOWN of shareholding AT 31/12/2021

55.3M SHARES (% IN THE SHARE CAPITAL - EGM)

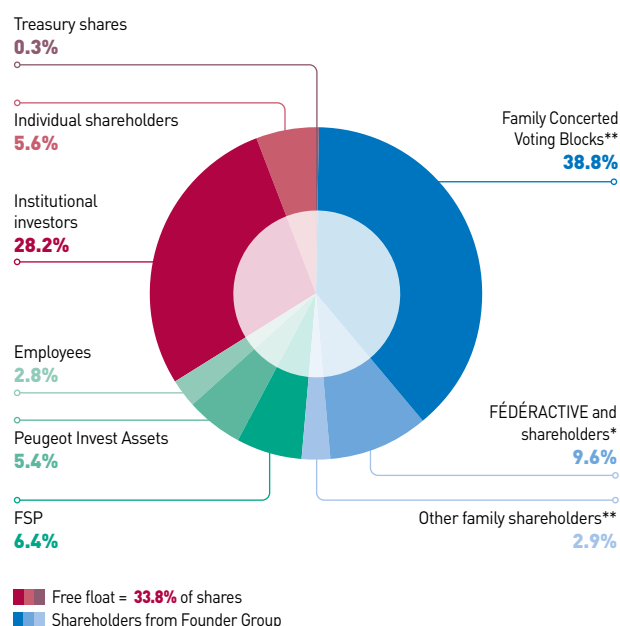


* Shareholders from Founder Group

** Shareholders from Founder Group continuing the initial Concerted Voting Block (Agreement of February 27th, 2019) including VENELLE INVESTISSEMENT, GÉNÉRACTION, HRC and other family shareholders

BREAKDOWN of voting rights AT 31/12/2021

82.1M VOTES (THEORETICAL VOTES - EGM)



* Shareholders from Founder Group

** Shareholders from Founder Group continuing the initial Concerted Voting Block (Agreement of February 27th, 2019) including VENELLE INVESTISSEMENT, GÉNÉRACTION, HRC and other family shareholders

BRANDS

PRINCIPLE

Groupe SEB operates a multi-brand strategy, enabling it to gain a permanent foothold in global and local markets and stay in tune with consumers. The Group enjoys a clear competitive advantage thanks to a portfolio of more than 30 brands, enriched through numerous external acquisitions. Indeed, the coherence and possible synergies between the brands and their products make them accessible to the greatest number of consumers, everywhere in the world.



CHALLENGES

This “glocal” (global as well as local) strategy allows the Group to provide an optimal, tailored response to the multiple demands of consumers all over the world, with the middle classes increasingly enjoying access to domestic equipment. With the acquisition of WMF in 2016, Groupe SEB increased its presence in the high-end sector, opening the doors to the professional market. This multi-brand set-up allows the Group to generate profitable growth for each of its product categories, while remaining competitive and as close as possible to its consumers.





Brands story

OBJECTIVES

Groupe SEB's heritage and iconic brands enjoy a special affinity, whether they are international or regional brands, specific to each region of the world, as they are often passed down from generation to generation. While remaining loyal to the values of each brand, the Group is constantly innovating to broaden its offering and to constantly improve its products, as well as to develop exports so that consumers can benefit from new services or new ways of consuming, always with a view to making daily life easier.



Consumer

Sales in 2021 were largely driven by the remarkable growth in Consumer activity, which increased by 16.7% compared with 2020.



39%

of sales online worldwide

51st

shop

opened in Japan

CREATION OF THE ECODESIGN LABEL

and launch of the first range produced in Lourdes

To promote its eco-design approach launched in 2003, Groupe SEB has now created its own ECODesign label to provide consumers with direct information based on five eco-design criteria:

- Materials with less environmental impact;
- Better energy efficiency;
- Products designed to last and to be repaired;
- Increasingly recyclable products;
- Low environmental impact packaging.



A full range of Moulinex-Tefal food preparation products was launched in the fall of 2021. With a streamlined, intuitive design, these products are made of up to 65% recycled plastic (cutting the CO₂ impact by up to 70% compared to new plastic) and are up to 95% recyclable. The range is manufactured in Lourdes for the European market.

GROUP

TimeLINE

1857

Tinware workshop is set up in Selongey

1944

The company is renamed **S.E.B.**
(*Société d'Emboutissage de Bourgogne*)

1953

Launch of the SEB **Super Cocotte** pressure cooker, the origin of Groupe SEB and its expansion

1968

Acquisition of **Tefal** (France)





75 million

Cocotte-Minute® produced in Selongey

INCLUDEO

First inclusive design range

More manageable, more visible and easier to use, the various products in Tefal's breakfast range exemplify the Good Design Playbook, produced by Groupe SEB and APF France. To make these products accessible to as many people as possible, they feature contrasting colours, larger buttons, bigger indicators and more ergonomic handles... Without sacrificing design quality!



A TRANSGENERATIONAL DIGITAL INTERFACE FOR SUPOR RICE COOKERS

A new button has been added to the digital interface on Supor rice cookers, enabling an easy switch from standard mode to senior mode. At the touch of a button, the control display is simplified and the colour changes from orange to blue, adding more contrast to make it easier to read. Now every member of the family, from grandparents to grandchildren, can use these rice cookers.



ENERGY-EFFICIENT hairdryers

Hairdryers traditionally use a lot of energy. They were therefore among the first products on which Groupe SEB worked to improve their energy efficiency index.

In 2021, Effiwatts hairdryers were given the Solar Impulse – Efficient Solution label, awarded by a committee of experts from the Solar Impulse foundation following a strict process that recognises environmentally friendly and economically profitable solutions.



LOWER FAT COOKING WITH THE T-FAL EASY FRY & GRILL RANGE

The new Easy Fry & Grill range allows you to cook crispy, crunchy and fried foods, using even less fat. Healthier, tasty cooking is made possible thanks to the hot air flow cooking technology, and with capacity to feed the family. T-fal Easy Fry Grill & Steam has also been very well received by the general public, who voted it the Best New Product.

1972

Acquisition of **Calor** (France)



1973

Incorporation of Groupe SEB

1975

SEB is listed on the Paris stock exchange

1988

Acquisition of **Rowenta** (Germany)



1997

Acquisition of **Arno** (Brazil)



1998

Acquisition of **Volmo** (Colombia)



...

Premium

Groupe SEB's premium brands, including All-Clad, Krampouz, Lagostina, Silit and WMF, develop products that make each experience unique. Targeting consumers seeking perfection, they fulfil specific criteria (in terms of design, positioning, sales and marketing, etc.) that reflect their identity and values. Unique craftsmanship and expertise ensure the best possible quality for these products.

THE KRAMPOUZ BILLIG celebrates its 40th anniversary at the Elysée Palace

A traditional crepe maker and symbol of Breton cuisine targeting the consumer market, the Billig has become a key product of the Krampouz brand since its launch in 1981. Enjoying a reputation for robustness and efficiency for 40 years, it represents traditional expertise in making crepes and pancakes, passed down in Brittany from generation to generation.

The Billig was designed in France, where it is still manufactured to this day in Pluguffan (Brittany). That is why it is not at all a surprise to see it selected among 126 products for an exhibition at the Elysée Palace in July 2021.

To mark the event, Jean Imbert, a French chef with an unwavering love for Brittany, was appointed brand ambassador and learned how to make good "kraz" (crispy) or "soupic" (soft) crepes with the help of Monique, a genuine expert who has spent her entire career working at Krampouz, including in international exports.

400+
patents
registered in 2021

€266_m
invested in innovation



2001

Partial takeover of **Moulinex/Krups** (France, Germany)



2004

Acquisition of **All-Clad** (USA)



2005

Acquisition of **Lagostina** and **Panex** (Italy, Brazil)



2006

Acquisition of **Mirro WearEver** (USA)



2007

Acquisition of a majority stake in **Supor** (China)





Emozione

The stylish new range from Lagostina

With its new Emozione range, Lagostina is leaving room for emotion in the kitchen and making high-quality cuisine and Italian expertise just that little bit more accessible. With its signature stainless steel design, the cherry wood insert bearing the name of the product and the Lagotherm® base, all the ingredients have been brought together to create a high-quality result and the optimal Italian cooking experience. The entire range, including the risottiera, pastaiola, zuppiera and salta pasta, is guaranteed for 25 years.

To mark its launch, Lagostina collaborated with the Italian Michelin-starred chef, Simone Zanoni, in the kitchens of the George, the Mediterranean restaurant at the *Four Seasons George V hotel* in Paris. He shares with Lagostina a love of detail and cooking with others and celebrates his home country of Italy with elegant, high-quality products.



ALL-CLAD CELEBRATES ITS 50TH ANNIVERSARY!

In 1971, John Ulam, a metallurgist and avid home cook, decided to combine his two passions to create cookware made from several layers of stainless steel and aluminium. Based in Canonsburg, Pennsylvania, one of America's metal-working centres, All-Clad has continued to innovate for 50 years, while retaining its artisanal know-how and relying on existing Groupe SEB technologies since its acquisition in 2004.

This anniversary year has been marked by several virtual celebrations with chef ambassadors who have presented regional dishes and highlighted the main qualities of All-Clad products: uniform cooking, easy cleaning and durable products that do not tarnish or deform.

Almost

1.5 million

cookware items produced in Canonsburg



WMF GENERATES A BUZZ IN JAPAN WITH ITS

FUSIONTEC MINERAL RANGE

Since the premium cookware market is highly competitive in Japan, WMF has launched a brand new kind of influence campaign for its Fusiontec Mineral range to coincide with the launch of the Multipot, a compact versatile pot. One of the country's most popular top models and an avid amateur chef, Makiko Takizawa, has collaborated with the brand to promote the products. Benefiting from German expertise and made from 20 different ores, the range delivers high-quality cooking results, an elegant design and durability. As a result, the products used by Makiko in her videos have been snapped up by customers, both in stores and online!



SOCIAL MEDIA AUDIENCE FIGURES TO BOOST SALES

Instagram: 2 posts with content reaching 1.16 million people

YouTube: 2 videos with more than 561,000 views

2011

Acquisition of **Imusa** and **AsiaFan** (Colombia, Vietnam)
Acquisition of a majority stake in **Maharaja Whiteline** (India)
Creation of the SEB Alliance investment fund



2015

Acquisition of **OBH Nordica** (Sweden)



2016

Acquisition of **EMSA** and **WMF** (Germany)



2017

Acquisition of **Swizz Prozzz** (Switzerland)



...

Professional

Following the almost complete shutdown of the hotel and catering sector in 2020 due to the pandemic, the professional activity returned to positive momentum in 2021 and recorded 10.2% growth. Let's take a look at the latest news from our professional brands.



A SECOND LIFE FOR SILVERWARE

Since 1863, HEPP has been making silver tableware for major restaurants and luxury hotels. Despite their high quality, the daily use of these products can leave its mark. HEPP therefore offers a repair and maintenance service to give silverware a second life thanks to the work of experts in the brand's workshop, including polishing, fixing of handles, engraving, etc.

WMF POWER WITH DISCRETION

The WMF family of professional coffee machines has welcomed a new member. The 1300 S version stands out for its reliability, robustness and outstanding performance. With a capacity of up to 120 cups of coffee per day and the ability to grind different types of coffee beans silently, the 1300 S also features an energy-saving mode. It requires little maintenance and allows easy access to its internal parts.



WILBUR CURTIS

*celebrates its
80th anniversary!*

Wilbur Curtis, the Californian company taken over by Groupe SEB in 2019, has celebrated its 80th anniversary! The original idea behind the brand was to create the perfect cup of coffee. Curtis rapidly went on to gain a reputation for excellence in the manufacture of coffee-making equipment. Based on innovation and expertise, the range continues to expand with professional coffee machines, iced tea brewers and speciality beverage dispensers.



...



2018

Merger with **Zahran** and acquisition of **750g International** (Egypt) 



2019

Acquisition of **Wilbur Curtis** and **Krampouz** (USA, France)  

2020

Exclusive industrial partner of **Angell** and acquisition of a majority stake in **StoreBound**, including **Dash** (France, USA) SEB Alliance investment in **Castalie** and **IEVA**  

2021

Acquisition of a minority stake in **Chefclub** by SEB Alliance and indirect participation in **Back Market** (France)  Acquisition of **Precima** (Morocco) 

The circular economy closes the loop

OF SUSTAINABLE INNOVATION FOR GROUPE SEB

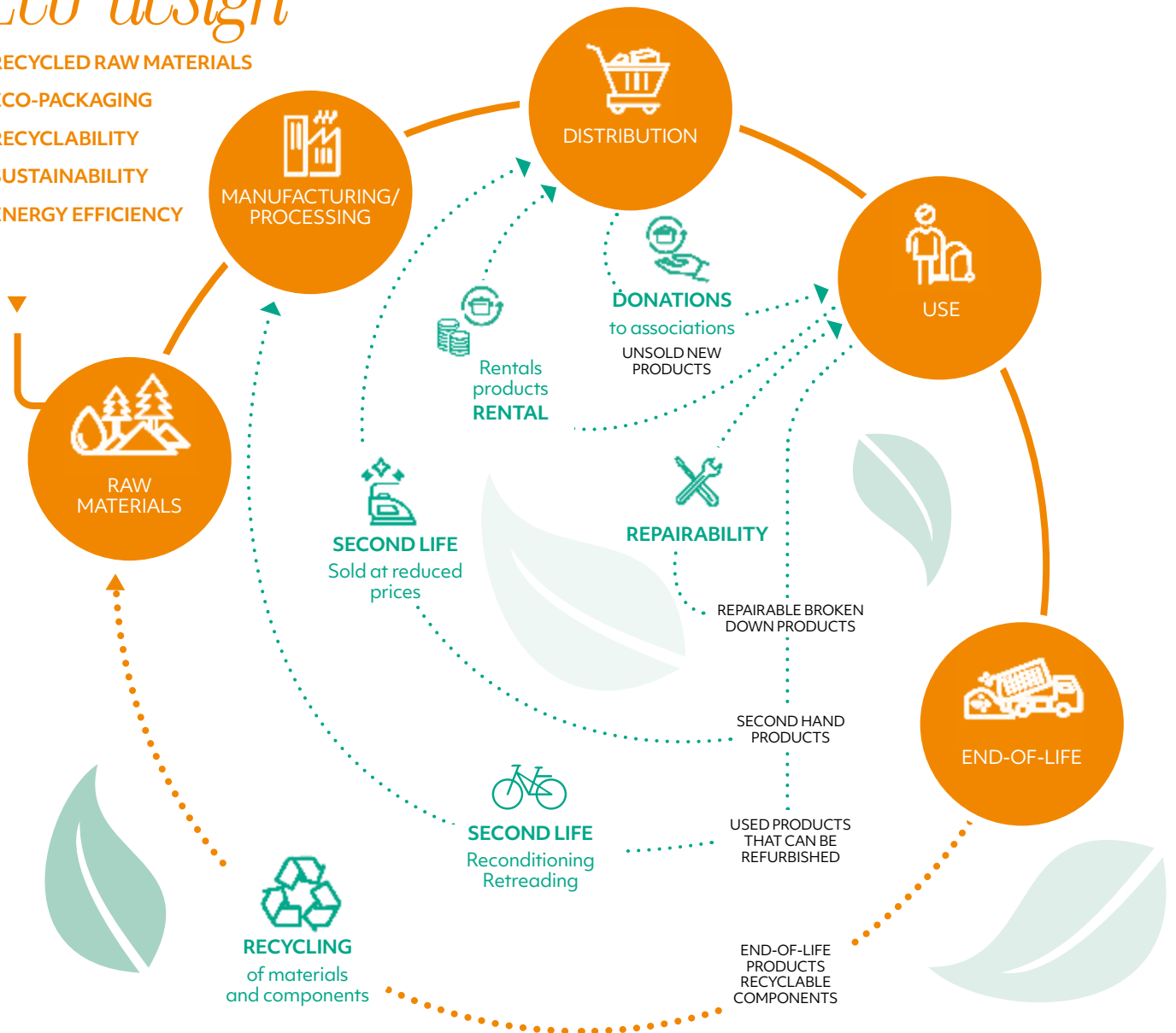
Groupe SEB has been committed to a circular economy model for many years, redesigning its production and sales processes in view of the depletion of our natural resources and the constant increase in the amount of waste we produce. With 13 products sold every second worldwide, Groupe SEB has a responsibility to offer products that are built to last, can be repaired and recycled and are made from recycled materials.

Our industrial expertise and our control over the development and manufacture of products allow us to adopt a proactive strategy, relying on several factors to preserve the planet's resources:

- Extending the life span and reusing products;
- Encouraging recycling and the use of recycled materials;
- Giving products and their components several lives;
- Experimenting with the shared use of our products (equipment hire).

Eco-design

- RECYCLED RAW MATERIALS
- ECO-PACKAGING
- RECYCLABILITY
- SUSTAINABILITY
- ENERGY EFFICIENCY



INNOV

PRINCIPLE

Innovation is part of a virtuous cycle for Groupe SEB. As a source of progress, and of consumer satisfaction and loyalty, it also creates value for retail clients and generates profitable growth, which in turn allows the Group to invest in new innovations. The heritage and ancestral expertise associated with each brand allow these new innovations to become part of a global continuous improvement process.

PRODUCT

CHALLENGES

Groupe SEB's innovation strategy is part of a carefully thought-out approach to the creation of its product offering, in line with its mission to make daily life easier for consumers. Each product launch is the fruit of listening to consumers and analysing their expectations. These insights are also based on the major societal trends related to sustainable development: use of recycled materials, recyclability, reparability, etc.

ATTENTION



OBJECTIVES

Groupe SEB is constantly developing both continual innovations and breakthroughs incorporating unique concepts, new features and ingenious discoveries. This is all part of a global ecosystem of products and their associated services, such as digitalisation and connected appliances. By exploring market trends, Groupe SEB targets relevant innovations, introducing the right product in the right place at the right time.

BRAND

Nothing can stop the new

Rowenta X-Ô

vacuum cleaner anymore!



In September 2021, Rowenta revealed its vision of vacuum cleaner of the future. Offering a complete change from previous innovations in the sector, the X-Ô has been designed to transform the home cleaning market as well as the habits of home cleaning.

The home cleaning market has been boosted by new concerns linked with the pandemic and the need for people to feel safe and comfortable in their homes without it becoming a chore. It was this ambition that led the Rowenta teams to spend more than three years developing a brand new product never before seen on the market. During this time, they registered no fewer than nine patents! Launched in France in October 2021, the X-Ô will be available throughout 2022 in all the European countries in which the Group has a presence.

A reinvented vacuuming experience with no compromise between design and technology

The first cordless canister vacuum cleaner on the market, the Rowenta X-Ô combines the best of both worlds: the suction power of a canister vacuum cleaner and the easy handling of a cordless appliance! But there is more... it is also extremely quiet and agile, thanks in particular to its light weight.



KEY DATES

ROWENTA

1974

Rowenta launches its first vacuum cleaners

1997

Dymbo compact vacuum cleaner with Delta head

2000

Infinium bagless vacuum cleaner

3 years of research and development

100% repairable

54 side wheels to ensure

360° mobility

1hr30 to 2hr40 of battery life (depending on the model)

POWERFUL

With a suction power of 230 AW using the Rowenta Digital Force motor, the X-Ô can pick up all kinds of dirt on all types of floors: wood, tiles and carpet.

SILENT

Featuring the Rowenta Silent Block system already used in many of the brand's models, with three layers of soundproofing foam, the noise produced by the vacuum cleaner has been reduced to just 69 dB in Boost mode (and 61 dB in Eco mode).

The fruit of FRENCH EXPERTISE

The X-Ô has been designed and assembled entirely in France, thanks to close collaboration between various talents at Groupe SEB, including experts in the industry, engineers and designers.

For Groupe SEB, keeping our production in France is about halting the deindustrialisation process and helping to breathe new life into the French market, as well as ensuring traceability and, above all, recognised expertise.

This new cordless vacuum cleaner is a genuine French-made product, produced more specifically in Vernon, one of Groupe SEB's 11 industrial sites in France. Located in the Eure department in a northern France, this factory employs more than 200 people, who contribute to the Group's local roots and to French industrial expertise.

Drawing on these skills and a SEB community of 1,000 experts, Rowenta works on new innovations to respond to home cleaning needs day after day.



CORDLESS

No need to plug in or unplug this vacuum cleaner – you can vacuum the entire house with great freedom of movement thanks to the high-performance removable battery. Battery life varies from 1hr30 to 2hr40 depending on the model, which means that the X-Ô can vacuum a surface area of 140 sqm on a single charge.

AGILE

The X-Ô offers easy and smooth 360° mobility thanks to a revolutionary concept combining 4 main wheels and 54 mini wheels on the sides. Thanks to Flex technology, it can glide around to all the places that are hardest to reach without causing backache.

A SUSTAINABLE VACUUM CLEANER designed to last

Since the very beginning, Rowenta has always believed in and contributed towards progress. It continues to innovate by committing to improving the environmental performance of its products. The X-Ô features an Eco mode, helping it to reduce its energy consumption. As far as the packaging is concerned, cardboard wedges made of more than 90% recycled fibres have replaced polystyrene.

Repairability is one of the main priorities in the eco-design guide developed by Groupe SEB, and so it made sense for our teams to put their heads together to come up with a 100% repairable vacuum cleaner. Its spare parts are available for 15 years for all kinds of repairs. This includes the battery, which is removable, making it easy for the user to replace.



2007 Silence Force vacuum cleaner

2009 Air Force stick vacuum cleaner

2013 Robot vacuum cleaner

2019 Air ForceFlex stick vacuum cleaner

2021 X-Ô cordless canister vacuum cleaner

Lagostina

120 candles

for a
brand that shines brightly



Lagostina celebrated its 120th anniversary in 2021. 120 years of tradition, passion and innovation testify to the high standards of excellence and performance of a range of products that are symbolic of the Italian art of living.

Lagostina is certainly more than just a brand. Its name is surrounded by a definite aura. You only need to mention Lagostina in Italy to evoke childhood memories of unforgettable celebrations or family occasions in the kitchen with these products.

Lagostina became part of Groupe SEB in 2005, when it already shared the same DNA and values: a desire to enjoy sociable occasions shared around the table, the pleasure of cooking, innovation and industrial expertise.

ABOUT THE PRODUCT...

The brand's strong reputation is due to its family history. In 1901, Carlo Lagostina and his son Emilio started producing tinplated cutlery in Omegna, on the shores of Lake Orta, in the Piedmont region of Italy. Success was immediate and in the 1930s Lagostina became the first Italian company to produce stainless steel cookware. Its famous Casa Mia range incorporated two principles that would seal the brand's reputation forever: design and innovation.

During the 1960s, the Italian company continued to innovate, launching the first Italian pressure cooker. It became world famous thanks to Osvaldo Cavandoli's animation La Linea®, broadcast in Italy on the Carosello programme. Since then, 25 million pressure cookers have been sold and new innovations developed, including the LagoEasy'Up® technology in 2020, which improves the user experience still further.

KEY DATES

LAGOSTINA

1901

Foundation of Lagostina

1955

First company in the world to introduce saucepans with a heat-diffusing base: the Thermoplan® base

1960

Launch of the Lagostina pressure cooker with a lever system for opening and closing and a flexible lid



PRESS TOUR OF

Lagostina to mark its 120th anniversary

On 7 and 8 July 2021, Lagostina celebrated its 120th anniversary at its historic site in Omegna, attended by a Groupe SEB delegation led by Thierry de La Tour d'Artaise, members of the Lagostina family, including Vitaliano Moroni. Over the course of two days, the tradition and future of the company were celebrated with good food, a tour of the Omegna factory, a presentation of flagship products, tasting sessions and meetings with VIPs including the President of the Piedmont region, Alberto Cirio.

Italian cooking was the star of the celebrations, with the focus on conviviality, as reported in the media by the French and Italian journalists invited to the event.

120 years since the company was set up

160 employees

25,000 sqm area of the *Omegna factory*

25-year *guarantee* for all stainless steel products made in Omegna

ABOUT PRODUCTION

“made in Italy”

The historic factory in Omegna has been modernised over the years with the introduction of Industry 4.0 concepts. It now employs around 100 people and has 40 robots. The Italian industrial site is specialised in hot stamping processes and is the only Groupe SEB site able to produce technologies like the Lagofusion base.

These state-of-the-art manufacturing processes ensure that products made entirely of stainless steel are of outstanding quality and can be guaranteed for 25 years.

A centre of excellence for stainless steel, the Omegna site now manufactures frying pans and saucepans under the German brand WMF, which is also part of Groupe SEB.



What next?

In 2021, Lagostina launched its e-commerce website in Italy to respond to new types of consumer behaviour. The brand benefits in this area from Groupe SEB's digital expertise, allowing it to connect with its users, for example by developing a recipe app for pressure cookers, which has already been downloaded more than 2 million times.

Since Groupe SEB products are already sold in more than 150 countries worldwide, this will open up new markets that Lagostina can conquer with its products.

1986

Launch of Pastaiola®: designed to cook and drain pasta, now a flagship product for the brand

2005

Takeover by Groupe SEB

2010

Launch of Linea Patrimonio, a full range of high-end cookware

2020

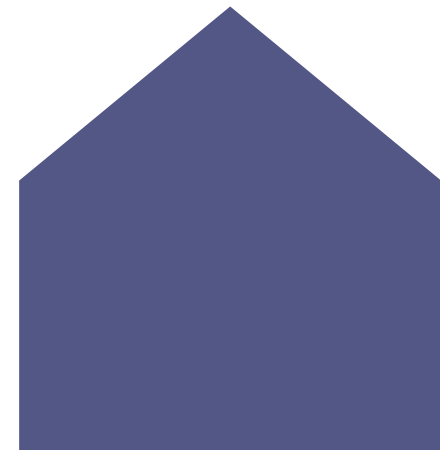
LagoEasy'Up® technology: an exclusive and patented innovation enabling pressure cookers to be opened easily in one single movement using just one hand

IF YOU WERE...

Portraits of **4** Groupe SEB employees

Abdelrahman Adriana Adrien Adryan Agnes Agnieszka Ajay Alain Alessia Alex Alexandr Alexandra Alexia Alexis Aliaa Alice Alina Aline Allan Altan Amanda Amandine Ambroise Ana Andrada André Andrea Andreas Angélique Angelo Anissa Anita Anjali Anna Anne Anne-Laure Annelies Ann-Marie Anouar Anthony Antoine Antonella Antonio Arif Arnaud Arthur Arvind Kummur Aude Audrey Aurélie Avinash Aybuke Barbara Bastien Béatrice Benedict Benoit Bernard Bertrand Bete Blanca Bonnemaire Boris Brahim Bruno Camila Camille Cantella Carine Carlos Carole Carolina Caroline Carruesco Carsten Catherine Cathy Cécile Célia Céline Cem Charles Charline Cheryl Chloé Chrétien Christa Christelle Christian Christine Christophe Chrystel Cíntia Claire Clarisse Claude Clémence Clotilde Colette Conny Corinna Corinne Cornelius Cristina Cyril Daniele Danielle Daria Darie David Davor Debbie Deborah Delphine Denise Dennis Dhana Dick Dimitris Dinara Dirk Djamel Dom Dominic Dominik Dominique Dorothée Dounia Duvian Elena Eline Elisabeth Elise Elodie

Edouard Edwige Emeline Emilie Emma Emmanuel Emmanuelle Eric Ernst Eugène Evagelia Ewerton Fabian Fabien Fabio Fabre Fabrice Fatiha Fernanda Fernando Flavio Flora Florent Floriane Florie Foued Franck François Françoise Frank Frédéric Frédérique Gabriel Geoffrey Georgia Gerhard Gert Gilles Giuseppe Grégoire Guillaume Hank Haytham Hélène Hirth Imène Inês Ingo Ingrid Iris Isabelle Isaias Ivan Ivonne Jacqueline Jamilton Jasmine Jason Jean Jean-Baptiste Jean-Charles Jean-François Jean-Paul Jennifer Jens Jentey Jianbo Jiri Joaquim Jochen Joël Joëlle John Jonathan Jordi Josef Joséphine Juan Judith Julian Julie Juliette Junyever Jürgen Kailash Karim Karina Karine Karinel Katia Katri Kawtar Kay Kee Shu Kees Ken Kevin Keziah Klaus Koulla Ksenia Lara Laura Laure Laurence Laurian Laurie Léo Leticia Linda Lok Long Lorraine Luc Lucia Luciana Lucie Lucy Ludmila Ludovic Luezia Luis Luisa Luiz Lurdes Magda Malika Manuela Marc Marc-Antoine Marcel Marianne Marie Marie-Catherine Marie-Françoise Maria Marina Marion Marius Marjorie Marlies Maron Marten Martin Martine Maryna Mathilde Matthias Maxime Maya Mélanie Merlin Mettew Micaela Michael Michel Michelle Mickael Miguel Angel Mireia Miriam Mohamed Moncere Morgane Mukul Myriam Nadejda Nadine Nancy Narendranath Nataliya Nathalie Nguyen Nhung Nicolas Niklas Nora Océane Océane-Nourya Odile Oleksandr Olga Oliver Pascal Patras Patrice Patricia Patrick Paula Philippe Pierre-Armand Phi-Yen Pierre Rafael Rajinder Raphaël Rebecca Régis Richard Rita Robert Rodrigo Roger Rui Sabine Sacha Sam Samuel Sandra Sébastien Selçuk Serge Séverine Sheri Stanislas Stanislav Stefan Stefano Suleyman Susana Susanne Sylvain Thierry Thomas Tiago Tina Tomàs Valérie Valerio Véronique Victor Vikash Vladescu Weiguang Wendy Wham Youcef Yuliia Yves Zanni Zhanna Zineb



Abdelrahman Adriana Adrien Adryan Agnes Agnieszka Ajay Alain Alessia Alex Alexandr Alexandra Alexia Alexis Aliaa Alice Alina Aline Allan Altan Amanda Amandine Ambroise Ana Andrada André Andrea Andreas Angélique Angelo Anissa Anita Anjali Anna Anne Anne-Laure Annelies Ann-Marie Anouar Anthony Antoine Antonella Antonio Arif Arnaud Arthur Arvind Kummur Aude Audrey Aurélie Avinash Aybuke Barbara Bastien Béatrice Benedict Benoit Bernard Bete Blanca Bonnemaire Boris Brahim Bruno Camila Camille Cantella Carine Carlos Carole Carolina Caroline Carruesco Carsten Catherine Cathy Cécile Célia Céline Cem Charles Charline Cheryl Chloé Chrétien Christa Christelle Christian Christine Christophe Chrystel Cíntia Claire Clarisse Claude Clémence Clotilde Colette Conny Corinna Corinne Cornelius Cristina Cyril Daniele Danielle Daria Darie David Davor Debbie Deborah Delphine Denise Dennis Dhana Dick Dimitris Dinara Dirk Djamel Dom Dominic Dominik Dominique Dorothée Dounia Duvian Edouard Edwige Elena Eline Elisabeth Elise Elodie Emeline Emma Emmanuel Emmanuelle Eric Ernst Eugène Evagelia Ewerton Fabian Fabien Fabio Fabre Fabrice Fatiha Fernanda Fernando Flavio Flora Florent Floriane Florie Foued Franck François Françoise Frank Frédéric Frédérique Gabriel Geoffrey Georgia Gerhard Gert Gilles Giuseppe Grégoire Guillaume Hank Haytham Hélène Hirth Imène Inês Ingo Ingrid Iris Isabelle Isaias Ivan Ivonne Jacqueline Jamilton Jasmine Jason Jean Jean-Baptiste Jean-Charles Jean-François Jean-Paul Jennifer Jens Jentey Jianbo Jiri Joaquim Jochen Joël Joëlle John Jonathan Jordi Josef Joséphine Juan Judith Julian Julie Juliette Junyever Jürgen Kailash Karim Karina Karine Karinel Katia Katri Kawtar Kay Kee Shu Kees Ken Kevin Keziah Klaus Koulla Ksenia Lara Laura Laure Laurence Laurian Laurie Léo Leticia Linda Lok Long Lorraine Luc Lucia Luciana Lucie Lucy Ludmila Ludovic Luezia Luis Luisa Luiz Lurdes Magda Malika Manuela Marc Marc-Antoine Marcel Marianne Marie Marie-Catherine Marie-Françoise Maria Marina Marion Marius Marjorie Marlies Maron Marten Martin Martine Maryna Mathilde Matthias Maxime Maya Mélanie Merlin Mettew Micaela Michael Michel Michelle Mickael Miguel Angel Mireia Miriam Mohamed Moncere Morgane Mukul Myriam Nadejda Nadine Nancy Narendranath Nataliya Nathalie Nguyen Nhung Nicolas Niklas Nora Océane Océane-Nourya Odile Oleksandr Olga Oliver



SEB FAMILY



SUSTAINABILITY
ACCORDING TO

men
and **women**
who drive
the **Group** forward



SUSTAINABILITY EXTENDS BEYOND ENVIRONMENTAL PROTECTION TO OUR OWN LONGEVITY, THROUGH NUTRITION.



Key dates

- 1990** Started his career as a firefighter
- 2004** Joined Macy's Home Store
- 2010** Founded StoreBound with his wife Rachel
- 2012** Creation of Dash Small Appliances
- 2020** StoreBound and its brand portfolio were acquired by Groupe SEB

EVAN DASH

Founder and CEO of StoreBound (New York, USA)

Evan Dash is the CEO of StoreBound, a U.S.-based company that sells kitchenware and accessories under several brands (Dash, Sobro...), which joined the Groupe SEB family in 2020.

If you were...

A Groupe SEB product?

Certainly, the Dash Chef Series Digital Blender! It's the best performing blender in the market, and the interface is so easy to understand. I love this combination of power and simplicity.

An innovation?

I believe convenience is the ultimate feature, so I love everything related to smart homes. They lead to better sustainability for the planet while simplifying people's lives at the same time.

A definition of sustainability?

Sustainability extends beyond environmental protection to our own longevity through nutrition. While we encourage people to eat healthier, we also strive to be one of the most sustainable companies, using recycled materials whenever possible and improving the recyclability of our own products.

Your best experience within Groupe SEB?

The first time I met the people of Groupe SEB I knew we had found our home. We had been seeking an investor for five years, but the values hadn't aligned. My first impression was that they were capable, caring, and eager to listen. And the more we get to know Groupe SEB, the better the impression becomes. Everyone is so humble and, above all, passionate about what they do.

One word to describe your professional career within Groupe SEB?

Without hesitation: inspired! There's an incredible "can-do" mindset which is energising.

A motto?

Winning Hearts! We constantly strive to win the hearts of our consumers, retailers, and our own team. When they fall in love with us, we all win big!

Key dates

2011 Joined the Group as a packaging engineer
2015 Appointed Environment Manager
2021 Appointed Environment & Product Safety Manager

“Sustainability and new ideas are not a contradiction in terms.”

INGRID TAMS

Environment & Product Safety Manager (Saint-Priest, France)

Ingrid Tams works with a team of two people on eco-design, eco-production and product safety assignments. The team coordinates international projects across all divisions.

If you were...

A Groupe SEB product?

Without question, the Moulinex Fresh Express in its eco-respect version, which is made from recycled plastic, in Lourdes. It's a product I really like, and it reflects my mindset.

An innovation?

Includeo, the inclusive design breakfast range whose principle touches me a lot personally.

A definition of sustainability?

What's sustainable today might not be sustainable tomorrow... we therefore need to adapt and renew our ideas constantly. In this respect, sustainability and new ideas are not a contradiction in terms.

Your best experience within Groupe SEB?

The first time recycled plastic was used in a closed loop, made from our own products... it was a group project involving several teams and lasting three years. Looking back on it, the results were really something to be proud of.

One word to describe your professional career within Groupe SEB?

Collaboration. Because that's how I work.

A motto?

Anything can be achieved in small, deliberate steps, but don't be afraid to take a big step if one is indicated. You can't cross a chasm in two small jumps.

Key dates

1997 Joined as Cookware Marketing Manager (GS Korea was established in August 1997)
2003 Marketing Director
2007 Sales Director
Since 2009 Representative & Managing Director

“Serve for all stakeholders in order to create and bring values.”

KAY PAENG
Representative & Managing Director
GS Korea (Seoul, South Korea)

Kay Paeng is the General Manager of Groupe SEB Korean subsidiary, and as so is responsible for every aspect of the business in South Korea: marketing, sales, HR or sustainability.

If you were...

A Groupe SEB product?

Certainly G6 Cookware! Because it is a durable product that can be used to prepare delicious meals.

An innovation?

Typography because I value the importance of information and communication in my everyday role. And if we are talking about a product, I would say Ingenio... it's so convenient for those who want to prepare everything with just one cookware and store it easily.

A definition of sustainability?

Serve for all stakeholders –employee, customer, consumer, local community and shareholder– in order to create and bring values for them and the company.

Your best experience within Groupe SEB?

GSK's 15th anniversary! It was a camping event that brought together employees and families in order to share and celebrate the pleasure of long and outstanding achievement and deliver gratitude to everyone.

One word to describe your professional career within Groupe SEB?

Glocalisation, which is a contraction of global and localisation. Tefal is well known among Korean consumers as a global brand that understands and meets their needs.

A motto?

A successful person is customer-oriented, while a failure is self-oriented.

“A SUSTAINABLE PROJECT HAS TO BE RELIABLE AND ROBUST THROUGHOUT ITS USE.”

Key dates

1993 Started work as a Technician for Rowenta in Saint-Marcel
2001 Moved to the Vernon site
2017 Joined the Robots project team

RÉNALD DELALIN

Laboratory Technician (Vernon, France)

Réналd Delalin is in charge of optimising robot vacuum cleaners. He contributes to their design by conducting use and misuse tests to satisfy various product assessment criteria. Precision is the key to his work.

If you were...

A Groupe SEB product?

The Rowenta X-Ô! I kept track of its development and it really is a wonderful innovation... the team did a great job!

An innovation?

All renewable sources of energy, because they represent a turning point in our history.

A definition of sustainability?

For me, a sustainable project has to be reliable and robust throughout its use by the consumer. It's an objective that is part of my everyday life.

Your best experience within Groupe SEB?

Well of course I would have to say developing the first cyclonic robot vacuum cleaner with the team at Vernon. It really was a great adventure,

shared over the course of more than a year... We worked very closely together to end up with this wonderful tech product.

One word to describe your professional career within Groupe SEB?

One word or more? Because I want to say adaptability, in the sense of making continuous progress and wanting to do it well. It's a frame of mind that I believe describes me well.

A motto?

Being there for others.

TERRI



TERRITORIES

OUR TERRITORIES #STORIES PRINCIPLE/ CHALLENGES/ OBJECTIVES

The *Société d'Emboutissage de Bourgogne* (SEB) originated in France more than 160 years ago, when Antoine Lescure set up his tinware workshop in 1857. Gradually moving on from tinware to produce all kinds of small domestic equipment, Groupe SEB expanded into Europe during the 1980s, thanks in particular to the acquisition of Rowenta. Across the Atlantic and in Asia, meanwhile, it gained ground with iconic brands such as Arno, Imusa and Supor. Over the years, Groupe SEB has forged for itself a position of global leadership in the small domestic equipment market.

The global market for small domestic equipment is fragmented, with a number of national and regional markets each marked by its own local habits and traditions in terms of consumer behaviour, eating and product usage. As part of a worldwide approach, the very nature of the small domestic equipment market requires a strategy that is both global and local in order to provide the best possible response to consumer expectations and needs all over the world.

Present in nearly 150 countries, Groupe SEB is committed to ensuring a socially equitable policy for all its 33,000 employees, as well as developing actions with a positive impact on society. With more than 40 sites all over the world, the Group has developed advanced industrial and technological expertise allowing it to guarantee its competitiveness. Always keen to optimise the industrial performance of its sites, the Group is also committed to improving its methods and experimenting with innovative technologies to make way for the factory of the future.

Europe

& OTHER EMEA COUNTRIES

STRONG MARKET vitality

With high levels of demand, all the European markets have helped to achieve record sales, particularly in the following categories:

- Cookware;
- Electric cooking;
- Home cleaning.

Thanks to an increase in sales across all distribution channels, online and in stores, Groupe SEB has gained market share in a number of territories.

Although Groupe SEB has been penalised by the depreciation of several currencies, it has been able to deal with supply chain disruption (due to the higher cost of raw materials and freight) with compensatory price increases.

On the professional market, WMF has made good progress in the Eastern European markets.

€3,891m

+18.7% Consumer sales

More than **16,000** employees



schaerer

launches the **Twin milk,** system: a dual milk reservoir to offer vegan drink alternatives

Schaerer, one of the world leaders in automatic coffee machines for professional use, now offers a new refrigerated unit with two separate 4.5 litre containers. This innovation fulfils growing consumer demand for more responsible products, and particularly vegan alternatives to dairy, which have a lower environmental impact than cow's milk. This system therefore allows a wider variety of drinks to be prepared fully automatically.



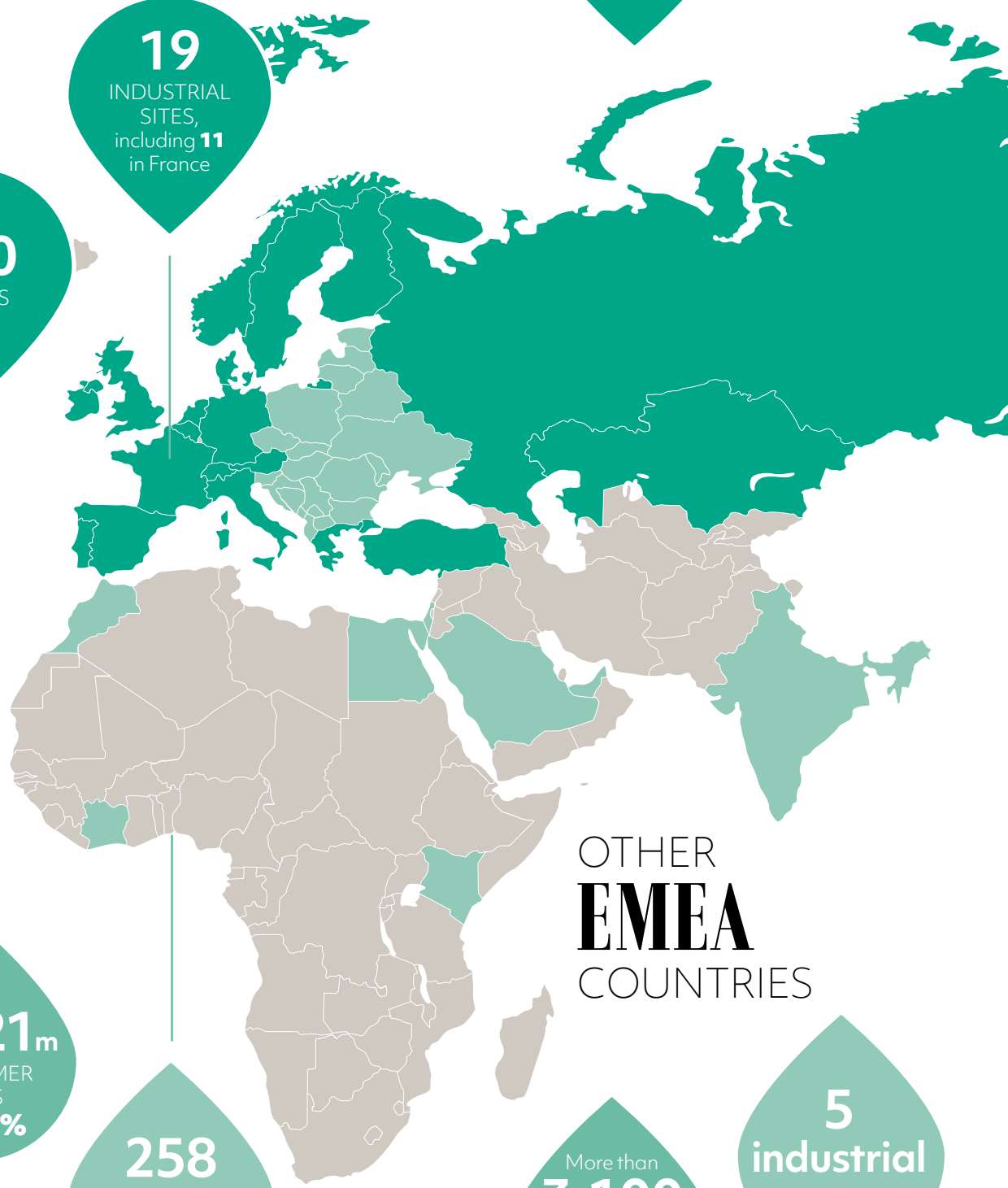
Europe

€**2,770**m
CONSUMER
SALES
+14.9%

Nearly
13,000
EMPLOYEES,
including more than
2,500 in
production

19
INDUSTRIAL
SITES,
including **11**
in France

280
STORES



OTHER EMEA COUNTRIES

€**1,121**m
CONSUMER
SALES
+28.9%

258
STORES,
including **37**
in Africa

More than
3,100
EMPLOYEES,
including more
than **500** in
production

5
industrial
SITES

Asia

China & OTHER

Asia Pacific COUNTRIES

DYNAMIC GROWTH markets

Groupe SEB is present in the Asian markets with its international brands, and more specifically in China with its Supor brand. All these markets recorded growth in 2021, in terms of both volume and value, thanks to:

- The boom in long-established categories linked with the health crisis – floor cleaning, cookware and electrical cooking appliances;
- The expansion of the product range thanks to innovation and the premiumisation of the product mix;
- The development of e-commerce alongside the growing number of own-brand stores, which are increasingly adapting to consumer needs.

Together, these drivers have been strong accelerators of double-digit profitable growth. Consumer sales in this region accounted for 25% of Group revenues in China, i.e. €1,860 million (a record!), and 8% in the other Asian countries.

€2,458m

+10.7% Consumer sales

Almost 14,000 employees



GROUP SEB KOREA launches Magic Box, a contactless recycling campaign

The IFC Mall, a popular shopping centre in Seoul, has hosted the first contactless recycling campaign organised by Groupe SEB Korea. Participants were able to drop off used frying pans and saucepans of any brand in a recycling bin, before collecting a new product from the Ingenio range from an automatic locker. The products were sent to a recycling centre and the proceeds were donated to an environmental NGO campaigning against plastic.

“Magic Box” is a reference to the Korean name for Ingenio, Magic Hands, as well as to the automatic lockers used for the contactless collection of products!

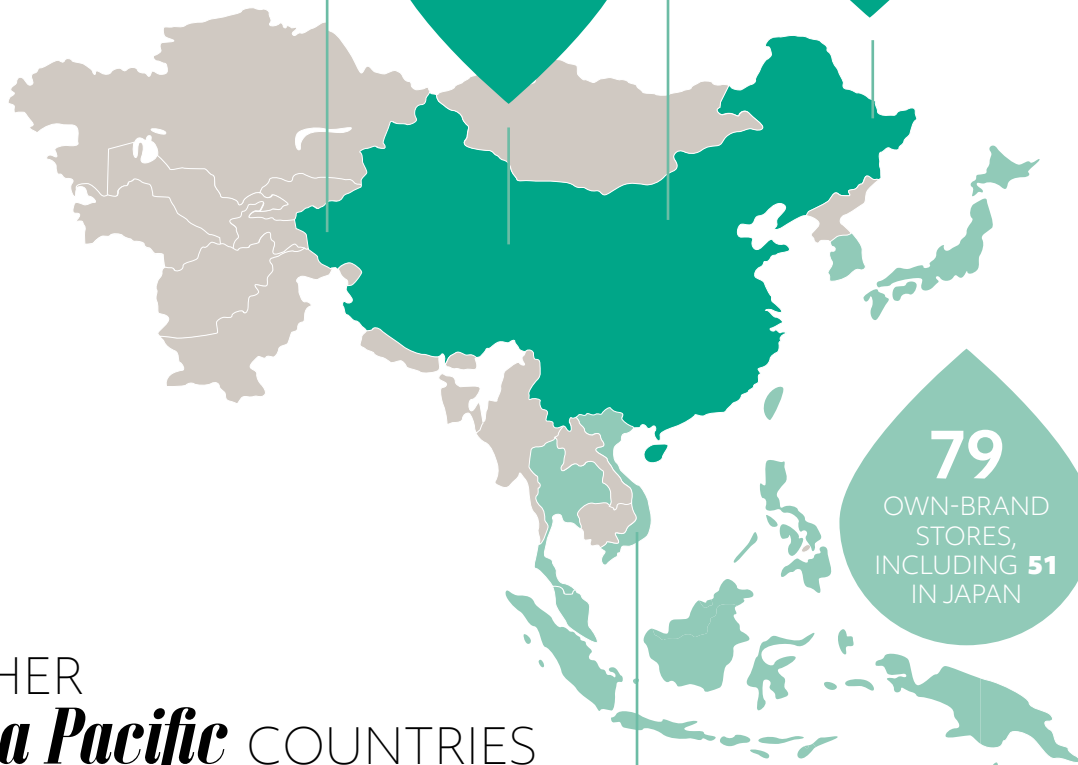
China

€1,860m
CONSUMER
SALES
+10.7%

601
OWN-BRAND
STORES

7
INDUSTRIAL
SITES

Nearly
11,500
EMPLOYEES,
including nearly
5,800 in
production



79
OWN-BRAND
STORES,
INCLUDING 51
IN JAPAN

OTHER *Asia Pacific* COUNTRIES

€598m
CONSUMER
SALES
+10.6%

Nearly
2,200
EMPLOYEES,
including more
than 800 in
production

3
industrial
SITES
IN VIETNAM

ACHIEVED
n°1
POSITION IN
THE LINEN CARE
MARKET IN
AUSTRALIA

North & South America

STRONG

and complementary local brands contribute towards growth

Groupe SEB has been present across the entire American continent since 1997, following the acquisition of local brands including Arno, Samurai, All-Clad, Rochedo, Imusa and Wilbur Curtis. These regional brands were already well established in each of their markets, allowing the Group to complete its international product offer for the Consumer and Professional markets. 2021 was the first full year that StoreBound was part of Groupe SEB, strengthening the Group's presence in the North American Consumer market.

It is this complementarity of brands and products that has stimulated sales, combined with a good innovation dynamic and a balanced multi-channel distribution mix. Despite a generally contrasting environment depending on the market, growth was achieved and led to record production levels in several plants.

Consumer sales in this region accounted for 11% of Group revenues, or €788 million, in North America, and 4% in South America.

€1,082m

+19.1% Consumer sales

More than **2,800** employees

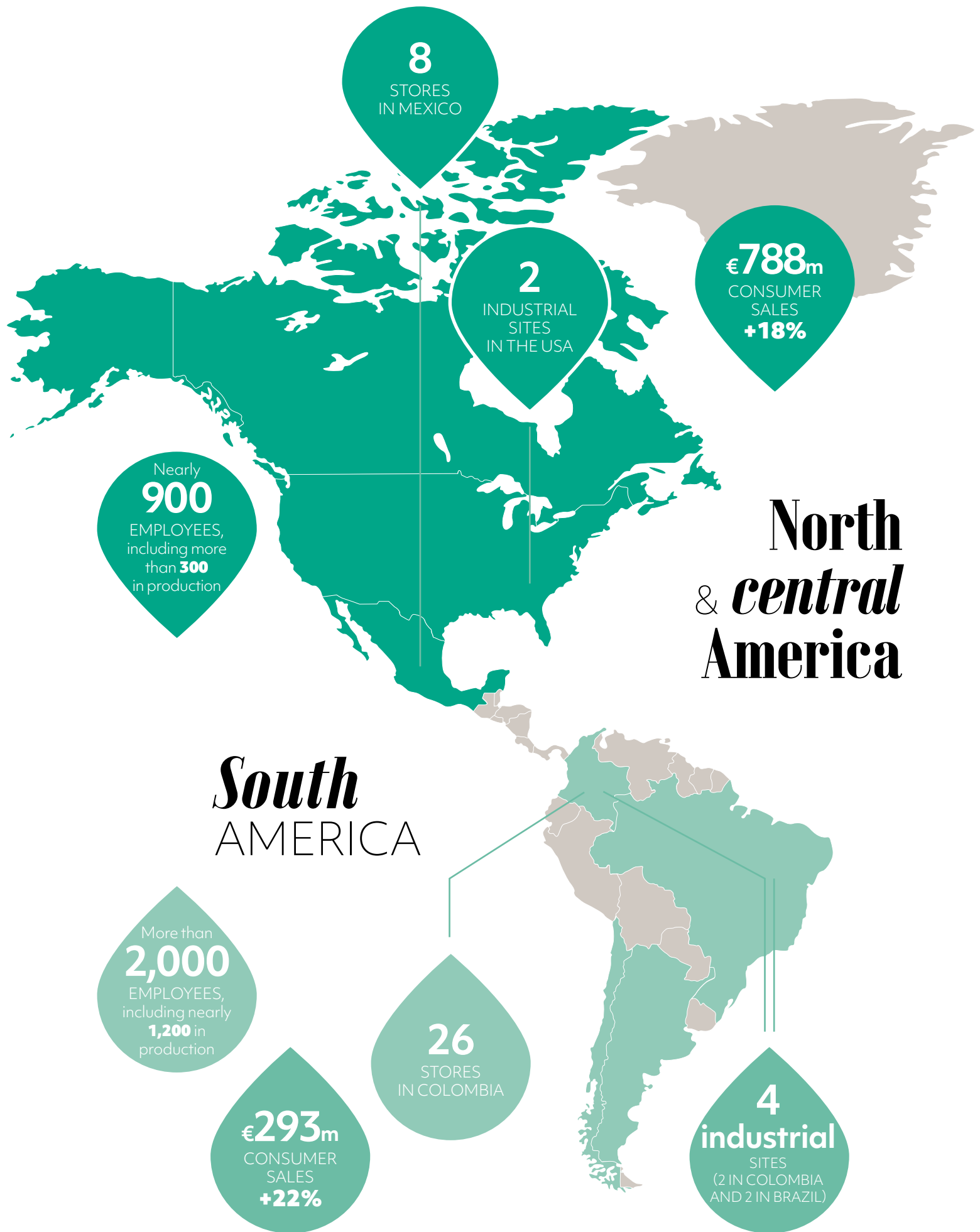


ARNO

enters the circular economy by joining the “repairable for 10 years” commitment

In mid-2021, the Brazilian brand Arno launched the production of the first “repairable for 10 years” products in Brazil. Until now, only a few products from imported brands have benefited from this label. The first appliances concerned are the Superchef products from the Planetarias range of small domestic appliances. With this commitment, Arno is making a key contribution to the circular economy by enhancing the durability of its products.

The objective is to expand the range of locally manufactured products with the “repairable for 10 years” label over the next two years.



North & *central* America

South AMERICA

FINANCE

PRINCIPLE

Listed on the Paris stock exchange since 1975, as a company with a predominantly family-owned capital, Groupe SEB enjoys a special position thanks to the values of its long-term shareholders. Its financial and non-financial performance reflects a long-term approach, contributing to the stability of the Group in terms of strategy and management.



CHALLENGES

The trust-based environment in which the Group operates with all its stakeholders – companies, suppliers, distributors and consumers – is based on the medium- and long-term stability of its shareholder structure. The transparent model developed over many years aims to create value for each and every shareholder by generating new levers for growth, such as sustainability.

OBJECTIVES

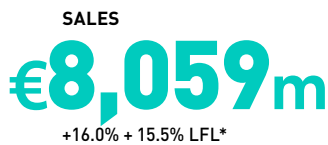
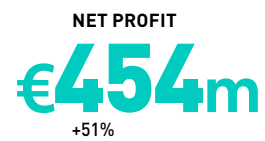
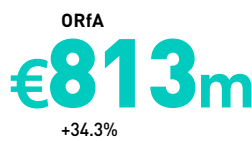
Groupe SEB has been committed to creating a robust, well-balanced and responsible strategic model for over 160 years. Thanks to its long-term vision, the Group strives to find the right balance between growth and competitiveness in its investments, generating value for all its stakeholders. Responsible investment is set to have a major impact on this economic vision and to become a genuine asset for the company.



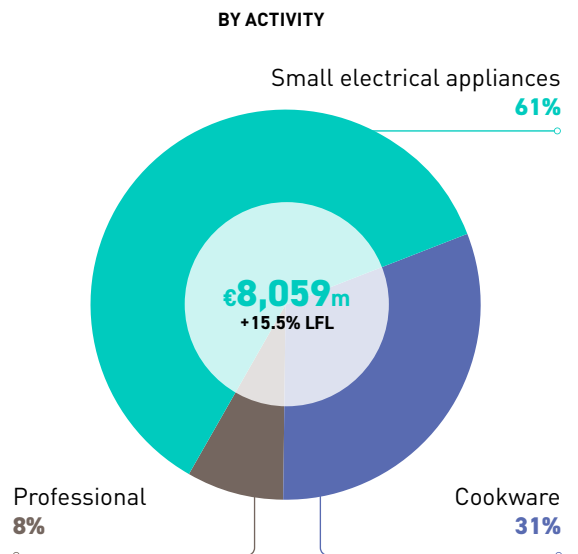
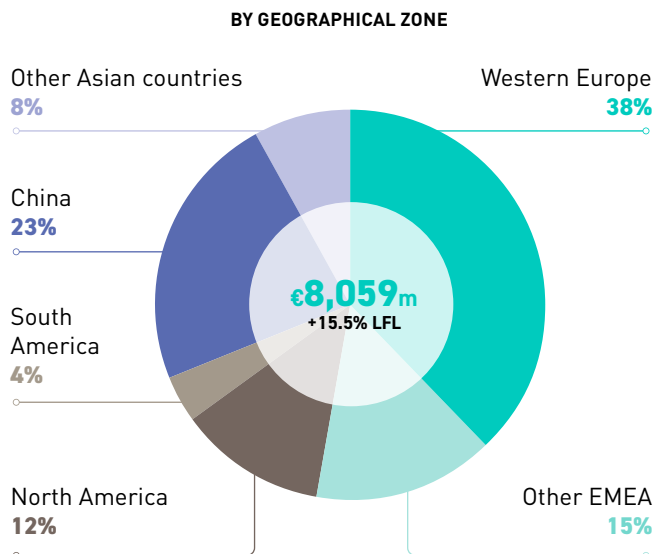
FINANCIAL

Groupe SEB had a record year in 2021 despite the ongoing impact of the health crisis and unprecedented tensions in the supply chain.

The social, environmental and societal data also illustrate the Group's sustainable development commitments, which grow every year.

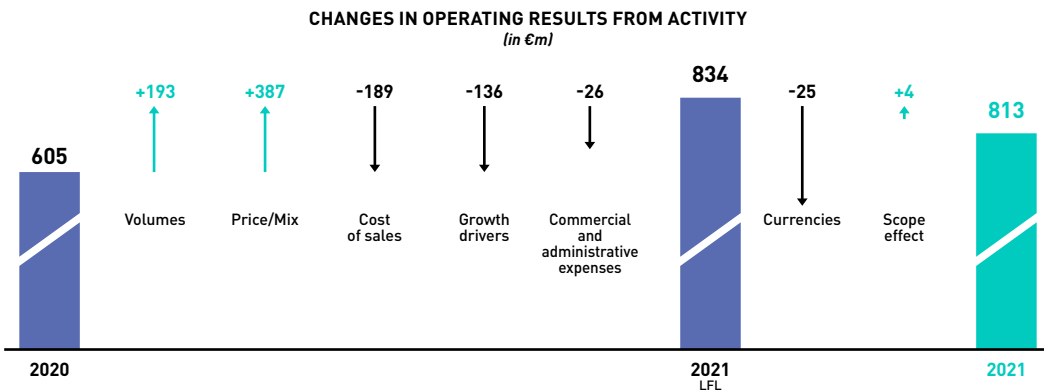
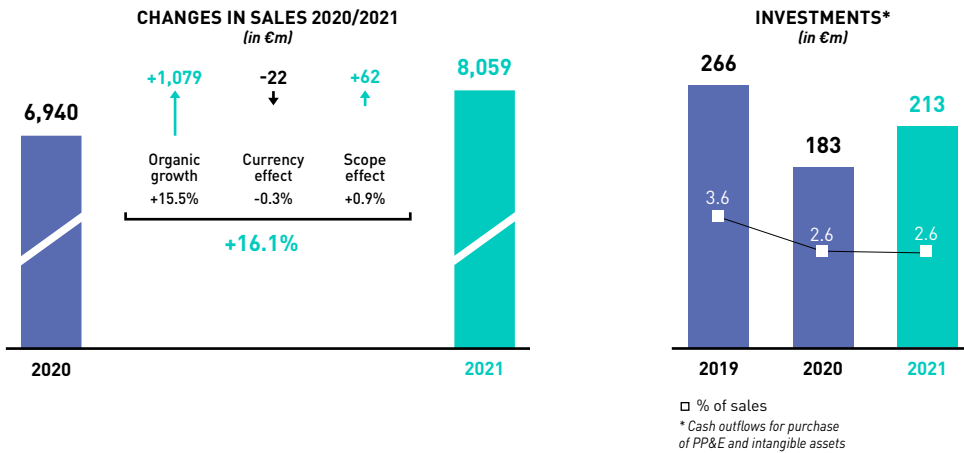
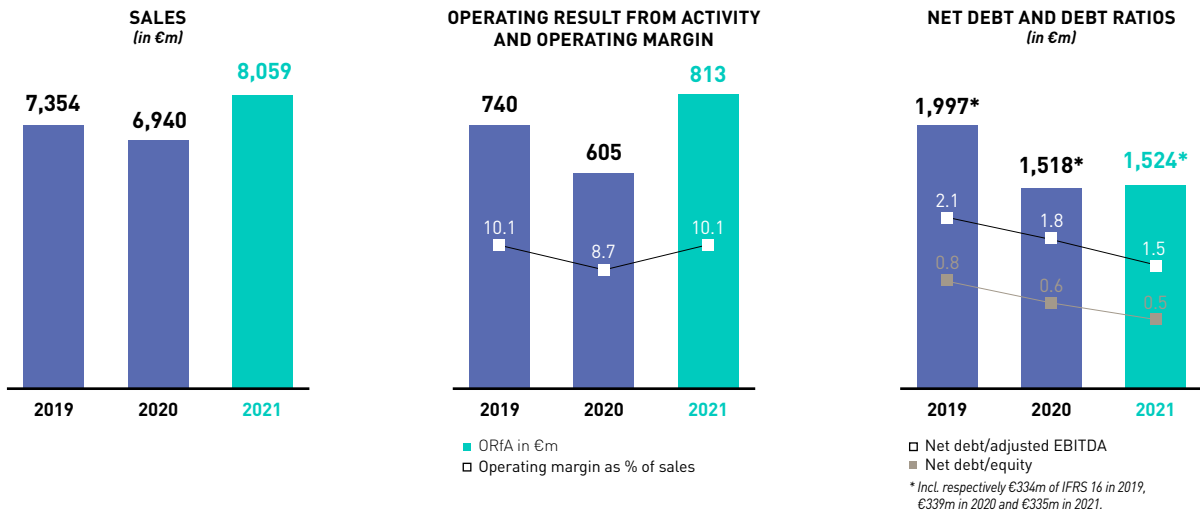


SALES breakdown worldwide



* LFL: like-for-like (constant exchange and consolidation scope).

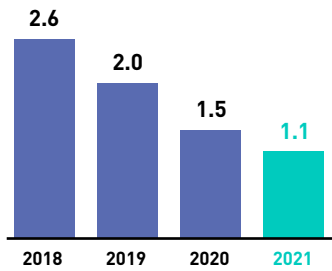
performance



NON-FINANCIAL

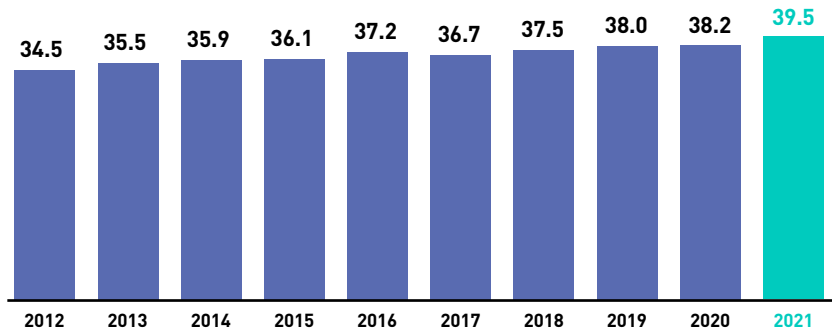
social PERFORMANCE

EVOLUTION OF LTIR
*Lost time injury rate**



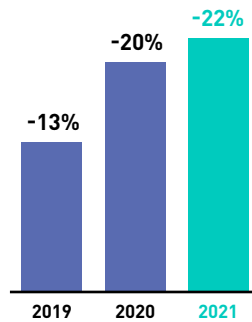
* Lost time injury rate including temporary workers.

EVOLUTION IN THE NUMBER OF WOMEN MANAGERS
(as % of Group managers)

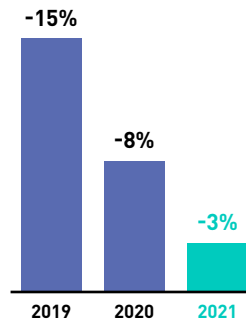


ENVIRONMENTAL PERFORMANCE *and commitment to corporate responsibility*

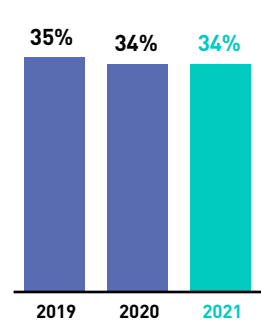
ECO-PRODUCTION
*(carbon intensity at our factories
- scopes 1 and 2 - compared with 2016)*



ECO-LOGISTICS
*(carbon intensity linked with the transport
of products, compared with 2016)*



**EVOLUTION IN THE USE
OF RECYCLED MATERIALS**



92%

of small domestic appliances display the "product repairable for 15 years" label*.
* For Moulinex, Rowenta, Tefal, Seb, Calor, Krups and WMF.

€3.3m

allocated to corporate philanthropy in 2021.

Groupe SEB has maintained its A- rating awarded by CDP (Carbon Disclosure Project) for the second consecutive year in the Climate category for its actions aiming to cut emissions, mitigate the risks of climate change and develop a low-carbon economy. Out of around 9,600 companies rated by CDP, only the top 8% appear on the A list.

The extra-financial rating agency Vigeo-Eiris has once again ranked Groupe SEB number one in the "Technology and Hardware" sector out of a selection of 40 European companies. This puts it in 68th place globally out of 4,904 companies.

performance

STAKEHOLDERS *overview*

Groupe SEB's economic and financial performance has an impact on stakeholders all over the world: employees, suppliers, public authorities, local communities and shareholders. Value it has created, allowing it to support company objectives and prepare for the future responsibly.

MAIN CASH FLOWS

between the Group and its different stakeholders

Clients

€8,059m

- EMEA: 53%
- Asia: 31%
- Americas: 16%

Sourced products account for 39% of sales (excluding StoreBound).

Groupe SEB

RESERVED FUNDS

€686m

- Refinancing of investments: €273m
- Variations of provisions linked to business risks: €57m
- Transferred to reserves: €356m

Breakdown by stakeholder

SUPPLIERS

€5,587m

Including a panel of 545 suppliers that represent more than 72% of production purchases.

DONATIONS

€3.3m

Donations to associations and NGOs via the *Fonds Groupe SEB* and/or international subsidiaries as part of the Group's corporate philanthropy.

STATE AND LOCAL AUTHORITIES

€206m

Corporate tax: €143m
Local taxes: €67m

SHAREHOLDERS

€152m

Paid out in 2021 for the 2020 financial year.

EMPLOYEES

€1,361m

Paid out to nearly 33,000 employees, 81% gross salary, 19% social charges. Bonuses and profit-sharing of €33m to be paid out in 2021.

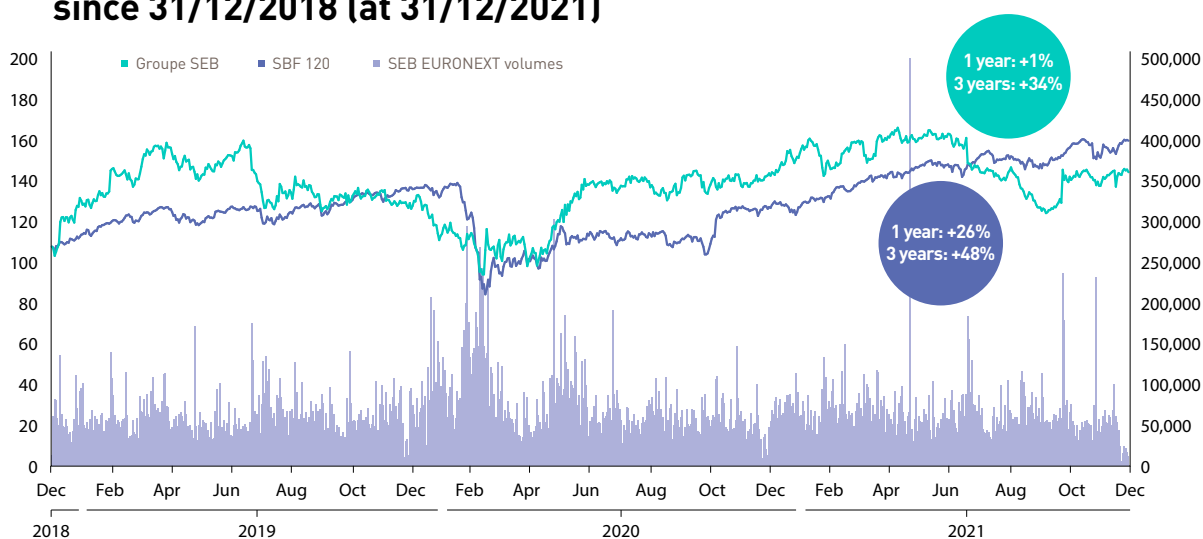
BANKS AND BONDHOLDERS

€64.4m

Mainly financial charges linked to interest on bank loans.

STOCK MARKET *performance*

CHANGES *in the share price* since 31/12/2018 (at 31/12/2021)

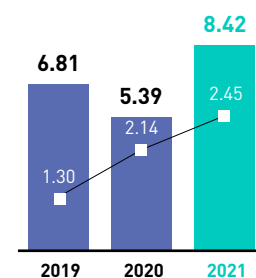


DATA SHEET

LISTING	Euronext Paris, Compartment A
ISIN CODE	FR0000121709
LEI CODE	969500WP61NBK098AC47
LISTING DATE	27 May 1975
NUMBER OF SHARES	55,337,070 shares with a par value of €1*
STOCK MARKET INDEXES	CAC® Mid 60, SBF® 120, CAC® Mid & Small, CAC® All-Tradable, STOXX® Europe 600, Vigeo Europe 120, MSCI Global - FTSE4Good
OTHER INFORMATION	Eligible in SRD, Euronext Family Business, Euronext CDP Environment France
TICKERS	Reuters: SEBF.PA - Bloomberg: SK.FP

*After free allocation of 1 new share per 10 existing.

DILUTED EARNING PER SHARE AND DIVIDEND



■ Diluted earnings per share in €
□ Dividend in €

Restated historical data

PERFORMANCE 2021

AT 31/12/2021

CLOSING PRICE (IN €):	136.90
STOCK MARKET CAPITALISATION (IN €M):	7,576
HIGHEST PRICE MID-SESSION (IN €):	159.20
LOWEST PRICE MID-SESSION (IN €):	115.40
AVERAGE FOR THE YEAR (CLOSING PRICE, IN €):	141.08
AVERAGE OF THE LAST 30 PRICES FOR 2021 (IN €):	134.98
AVERAGE DAILY TRADING VOLUME (NUMBER OF SHARES):	64,434

Shareholders Department

+33 (0)4 72 18 16 01 - actionnaires@groupeseb.com

Service Titres SEB (Securities Department) - BP2S - Corporate Trust Services

+33 (0)1 57 43 90 00 - contact form available on the site planetshares.bnpparibas.com/login



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Groupe SEB
Campus SEB
112, chemin du Moulin-Carron
69130 Ecully – France
Tel.: +33 (0)4 72 18 18 18



www.groupeseb.com