



2018

Corporate brochure



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

For 160 years, Groupe SEB has been determined and enthusiastic in pursuing its ambition: to be THE world reference in Small Domestic Equipment. To achieve this, it has developed a long-term vision based on its five fundamental values:

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

Embodying the philosophy of a responsible, inclusive company committed to the public good, these values are shared by all our employees, all around the world. They enable the Group to face the challenges of its environment confidently and make the most of the opportunities of a growing market.

“ Our 2017 performance stands as proof of the relevance of our business model, the robustness of our fundamentals, the continuous improvement of our competitiveness and the outstanding commitment of all our employees. ”

Grøpe SEB once again posted an excellent year in 2017. Sales amounted to nearly €6.5 billion, up 30%, with a €1.15 billion contribution to Grøpe revenue from WMF in its first year of consolidation. Our organic growth, at +9.2%, was vigorous and driven by all our geographic regions and product families. Our Operating Result from Activity rose by more than 30% and our net income by 45%.

2017: an excellent vintage and a year of transformation for the Grøpe with the integration of WMF.

The ambitious objectives we had set for ourselves in 2017 have thus been exceeded. These results should, furthermore, be viewed in the light of high comparatives, as 2015 and 2016 were already excellent years. They stand as proof of the relevance of our business model, the robustness of our fundamentals, the continuous improvement of our competitiveness and the outstanding commitment of all our employees, whom I would like to thank at this point.

2017 was also a year of transformation for the Grøpe with the integration of WMF. Substantial work has already been carried out to implement new organizations - now operational -, harmonize processes, pool certain central functions and start unlocking synergies in purchasing, the supply chain and manufacturing. Value accretive projects were launched, with the first concrete initiatives aimed at developing the Consumer business -

including in particular a strengthened strategy in the high-end segment - and activating the acceleration program in Professional Coffee. We are aligned with our roadmap and all the teams, on both sides, are mobilized in a spirit of constructive cooperation, to seize the many opportunities arising from this exciting project.



In a probably more challenging general environment, and bearing in mind the demanding comparison basis set by the Grøpe, including WMF, **we have begun 2018 with great determination** and a two-fold objective.

Firstly, in a Small Domestic Equipment market that we believe should remain buoyant, we aim to continue the Grøpe's profitable growth within its former scope by leveraging our main strategic pillars: innovation, the power of our brands, multi-channel distribution, global presence and our competitiveness.

Secondly, we will continue to integrate WMF, by intensifying the projects initiated in 2017 and, in particular, by implementing the investment and acceleration plans in the Professional Coffee business while at the same time taking actions to boost profitability in Small Domestic Equipment.

A handwritten signature in black ink, appearing to read 'Thierry de la Tour d'Artraise'. The signature is written in a cursive, slightly stylized font.

Thierry DE LA TOUR D'ARTRAISE
Chairman and Chief Executive Officer

Groupe SEB's strategy is based on a long-term vision that consists of finding just the right balance between
growth and competitiveness
in order to create value for all its stakeholders.



THE world reference in Small Domestic Equipment

SALES €6,485m
OPERATING RESULTS FROM ACTIVITY **€661m**
NET INCOME **€375m**

1,200 OWN RETAIL STORES
6,500 APPROVED REPAIR CENTERS

INNOVATION INVESTMENTS **€225m**
542 PATENTS REGISTERED WORLDWIDE

33,600 EMPLOYEES

An unrivalled brand portfolio

Groupe SEB's multi-brand strategy enables it to operate in global and local markets over the long term, while remaining as close as possible to consumers. It has the widest portfolio of brands in the Small Domestic Equipment industry, further strengthened in 2016 by the acquisition of WMF, which boosts its presence in the premium segment and opens the doors to the professional market. The Group's 29 brands are the pillars of its growth strategy and are now organized into three main subsets.



CORE BRANDS

WORLDWIDE

Tefal T-fal Rowenta
KRUPS Moulinex

LOCAL

SUPOR ARNO IMUSA®
SEB calor emsa

ORIGINAL KAISER MAHARAJA WHITELINE ASIA MIRRO WearEver PANEX
OBH NORDEICA samurai Rochedo clock esteras' UMCO

PREMIUM BRANDS

WMF

Logostina
FARMACIA DELLA CUCINA

All-Clad
METALCRAFTERS LLC
CANNONVILLE, VA USA

Silit
KOCHEXPERTEN. SEIT 1920.

PROFESSIONAL BRANDS

WMF

schaerer

HEPP



Innovation to make a difference

Innovation is at the heart of Groupe SEB's strategy. Creating value for its retail clients, it is a source of progress and satisfaction for consumers. It generates profitable growth for the Group, allowing it to reinvest in innovation programs and therefore generate a virtuous circle.



High performance industry

Over 160 years, Groupe SEB has developed advanced industrial expertise and technological skills that enable it to guarantee its competitiveness. With the aim of continuously optimizing the industrial performance of its 40 sites worldwide, the Group is also committed to improving its methods and experimenting with innovative technologies to prepare for the Factory of the Future.



A responsible and inclusive Group

Groupe SEB is committed to innovating in the quest for a more circular economy, in line with an environmental strategy to combat climate change and offering its employees a fair employment policy, whilst also developing actions that have a positive impact on society.

Professional coffee, a new market

2 FACTORIES IN GERMANY
AND IN SWITZERLAND
2 BRANDS WMF AND SCHAEERER
INNOVATION AS A DRIVER

With the acquisition of WMF in 2016, Groupe SEB strengthened its portfolio with two highly attractive brands, WMF and Schaeerer, and became the world leader in the fast-developing professional coffee machines market.

Since its first model was launched in 1927, WMF has built up 90 years of expertise in professional coffee machines. 1969 marked the start of a new phase, with the design and launch of the world's first automatic coffee machine. With coffee consumption outside the home growing steadily, the professional coffee market underwent rapid expansion all over the world. This led WMF to adapt its machines and equip them with numerous functions to offer a personalised response to multiple consumer demands and to diverse customers such as restaurants, hotels, local shops, airports, fast food chains, cruise liners...

This demanding market requires machines capable of preparing 150 to 1000 cups of coffee a day, depending on their size. This means the products play a key role in customers' profitability. Going beyond the excellence of its machines, WMF offers dedicated after-sales service, ready to act within the shortest possible time frames.

Groupe SEB not only intends to maintain WMF's strong approach to innovation; it also aims to roll it out more widely to guarantee the international development of the Professional Coffee business.



Supor 2007-2017: a decade of outstanding performance

2017 was the year in which Supor celebrated its 10th anniversary as part of Groupe SEB and the decade has been an outstanding one.

Supor's total sales are now close to €1.9 billion, including more than €1.2 billion from its domestic market, China, where very strong growth has been a major driver. The best-known kitchen brand in China, Supor has significantly strengthened its positions over the past 10 years, consolidating its leadership in Cookware and taking the number 2 position in Kitchen Electrics.

This remarkable performance can be attributed to two major factors: on one hand, a product strategy boosted by a heavyweight innovation policy and expansion of the range; on the other hand, an outstanding presence throughout the territory thanks to a vast, multichannel distribution system, including a network of almost 700 exclusive Supor Lifestores and the tremendous expansion of online sales, which now represent more than 35% of Supor's revenue in China.

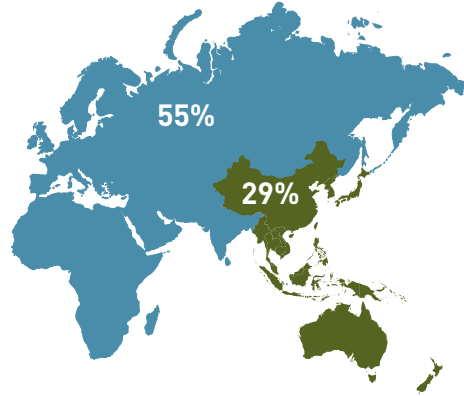
Finally, Supor represents a powerful and competitive industrial base, serving both the Chinese market and the Group's exports. This success is reflected in the growth of sales, results and Supor's share price, which form a solid base for the future.



20
2007-2017
20周年
20周年
20周年



Breakdown of
2017 SALES by geographical zone



40 INDUSTRIAL SITES
102 MARKET COMPANIES

International market, **local** expertise

Operating in more than 150 countries worldwide, Groupe SEB combines local expertise with an international approach. Brands, products and services respond consistently to the demands of their markets, adapting to suit consumer expectations.

Campus SEB - 112, chemin du Moulin Carron
69130 Écully - FRANCE - +33 (0)4 72 18 18 18

www.groupeseb.com

