GROUPE SEB

Information Meeting

London, 29 February – 01 March 2012

Disclaimer

Some of the statements contained in this document may be forward-looking statements concerning Groupe SEB's financial position, results, businesses, strategy or projects. Groupe SEB considers that such statements are based on reasonable assumptions but cannot and does not give any assurance that the Group's future performance will be consistent with those statements. Actual results could differ from those currently anticipated in such statements due to a certain number of inherent risks and uncertainties, most of which are beyond Groupe SEB's control, such as those described in the documents filed or to be filed by Groupe SEB with the French securities regulator (Autorité des Marchés Financier) and made available for downloading from the Company's website www.groupeseb.com.

- **Macroeconomic Environment**
- 2011 highlights
- 2011 Business Performance
- Outlook

Macroeconomic environment

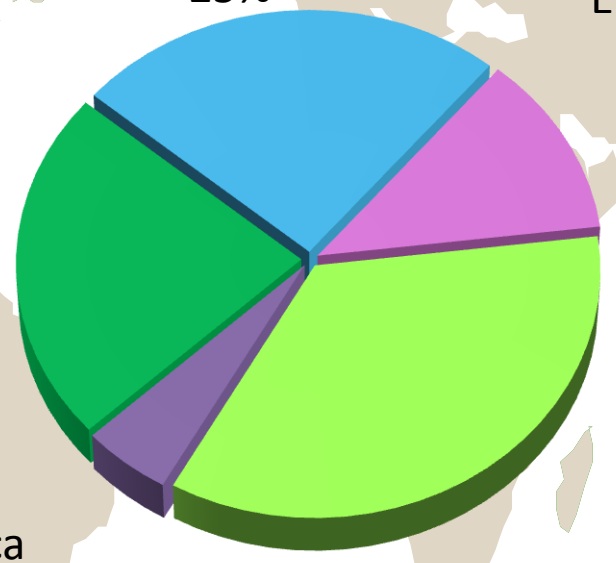
- A two-speed year
  - Generally favourable markets in the first half
  - Tighter markets in the second half
- Competitive, promotion-driven markets
- Continuing exchange rate volatility
- A widespread increase in raw material prices

Small domestic equipment market: geographical breakdown

Mature countries: 60%

Emerging countries: 40%

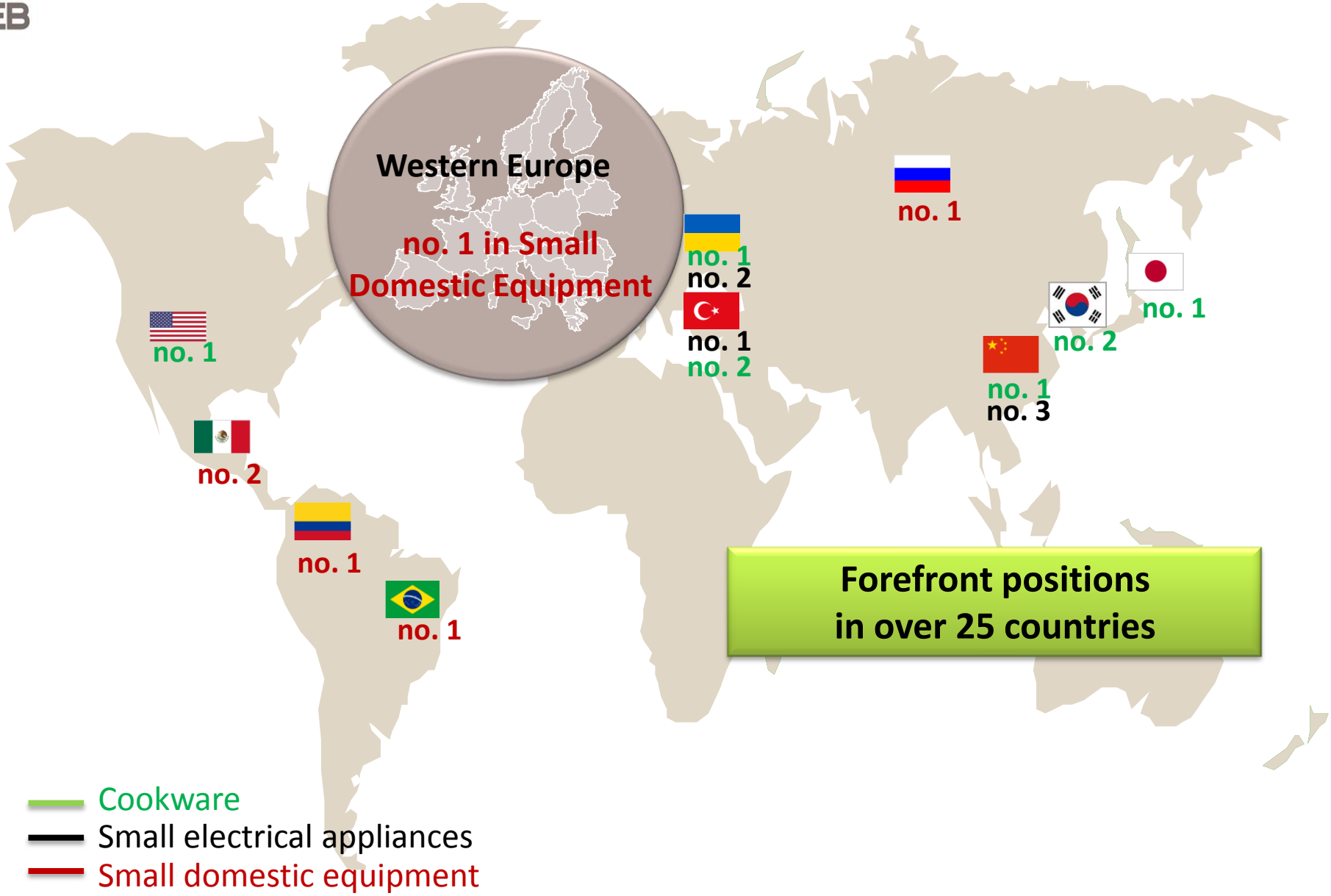
~€39bn



Source: GFK, Estin & Co analyses and estimates, Groupe SEB

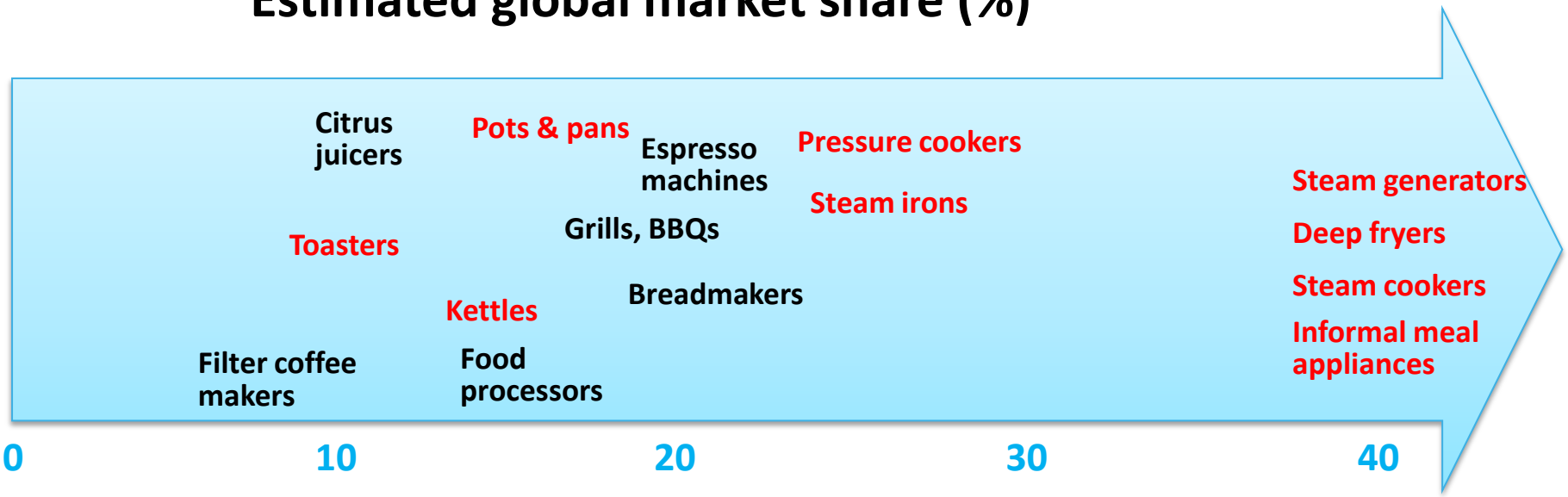
- Macroeconomic Environment
- **2011 highlights**
- 2011 Business Performance
- Outlook

Consolidated global leadership position



Forefront positions

Estimated global market share (%)

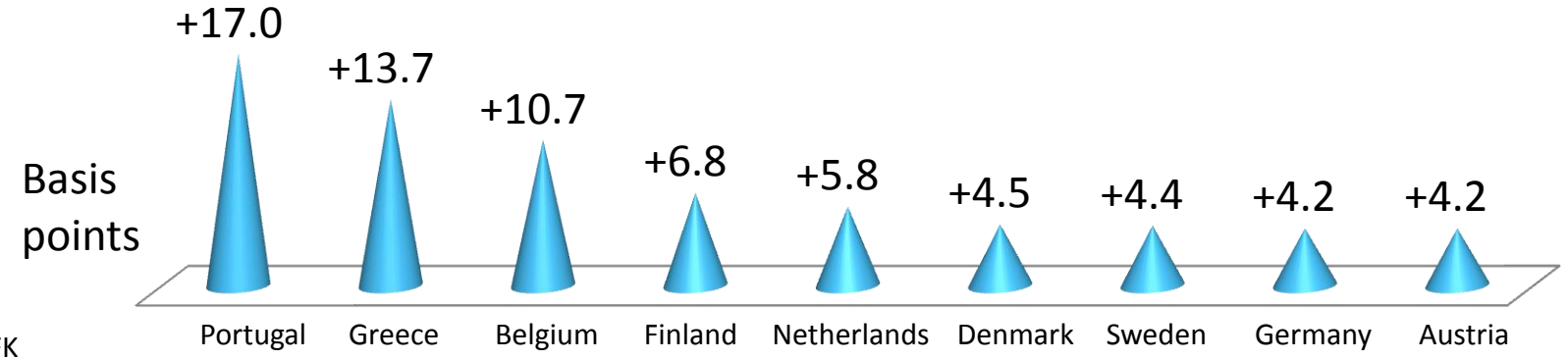


no. 1 worldwide

Source: GFK + estimates

Relaunch of Moulinex in Europe

- Sales of €35 million
  - Advertising and marketing expenditure = around 18% of revenue
- Food preparation appliances = 70% of revenue
  - Market share up 6 pts end 2011 vs 2010 (based on figures in 9 countries)



Source: GFK

Creation of SEB Alliance

Investment fund with initial capital of €30 million

Member of the French association of investment firms (AFIC)

Innovation: opening up to new, externally developed technologies

Investing in SMEs with high technology content

5 key areas of investment:

Today's aging population	Preservation of health, beauty and well-being	Environmental stewardship and sustainable development	New energies and robotics	Connected, digital products

SEB Alliance: deal flow

50 proposals received

20 rejected

15 on hold

15 at an advanced stage of investigation

Development of online sales

Pure-players

Amazon
C-Discount
Pixmania
Taobao
360Buy
Dangdang
etc.

Retail sites

Walmart.com
Carrefour.com
Darty.com
etc.

Groupe SEB sites

3 Home & Cook (UK, Austria, South Korea)
2 All-Clad (France & UK)

Around 10% of sales

Note: Amazon was the Group's 10th largest customer in 2011

Digital strategy

❖ Develop brand presence on the web

Brand

Posting of video content on web platforms

Ads, buzz, etc.

CONTENT
+ ITS CONTAINER

Sales

Customer technology platforms
+ e-commerce

E-BUSINESS

Analysis

Tools for defining and monitoring indicators

KEY PERFORMANCE INDICATORS

Innovative launch campaign: Silence Force Extreme vacuum cleaner

- Integrated campaign (November-December 2011)
  - Global TV advertisements
  - Online marketing drive

A fun, interactive viral programme	
1 Teaser ↓ Buzz (youtube, facebook, twitter, blogs, media, etc.)	2 Gameplay on a dedicated website Findtheforceofsilence.com

- Results

Visits	Shares	Average duration	Origin of visits	Teasers	TVC distribution via the Web
700,000	Thousands of tweets + facebook shares	90 seconds	169 countries	>40,000 views	>8 million

Ongoing expansion in emerging markets

- Imusa
- Asia Fan
- Maharaja Whiteline

Imusa – Colombia – (population 48 million)

- Acquired in Feb. 2011 – Consolidated over 10 months
- Colombian cookware leader
  - Major player in plastic food containers and household items
- Integration completed
  - Strategic fit with Samurai (electrical appliances)
  - Strong product dynamic in cookware: Ingenio, pressure cookers manufactured by Panex, etc.
  - Launch of Imusa small electrical appliances in September 2011: blenders, Fresh Express and other products stemming from the Moulinex range
- 2011 Imusa sales: €82 million

Group revenue in Colombia

(full-year basis)

~€120 million

Imusa – A model for integration

Asia Fan – Vietnam - (population 90 million)

- Acquired in May 2011 – Consolidated over 7 months
- Specialised in fans
  - Flagship brand: AsiaVina
- Complements Supor's cookware business
- 2011 Asia Fan sales: €5 million

Group revenue in Vietnam

(full-year basis)

~€20 million

Maharaja Whiteline: local environment and small electrical appliance market

India

- **Population 1.2 billion**
- **World's 5th largest economic power**
- **Growth ~ 9%**

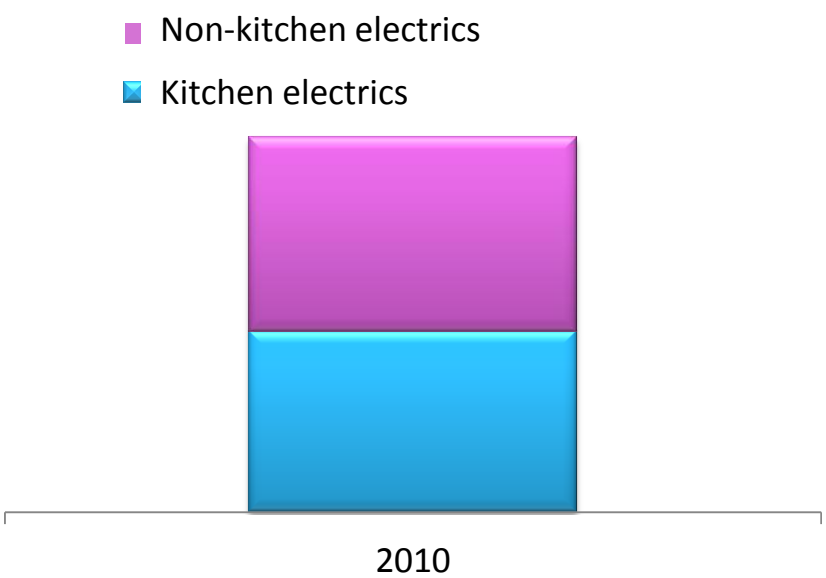
+

- Increasingly urbanised
- Growth of the urban middle class ➔ over 100 million people, 25 million households

–

- Distribution still highly fragmented
- Complex logistics

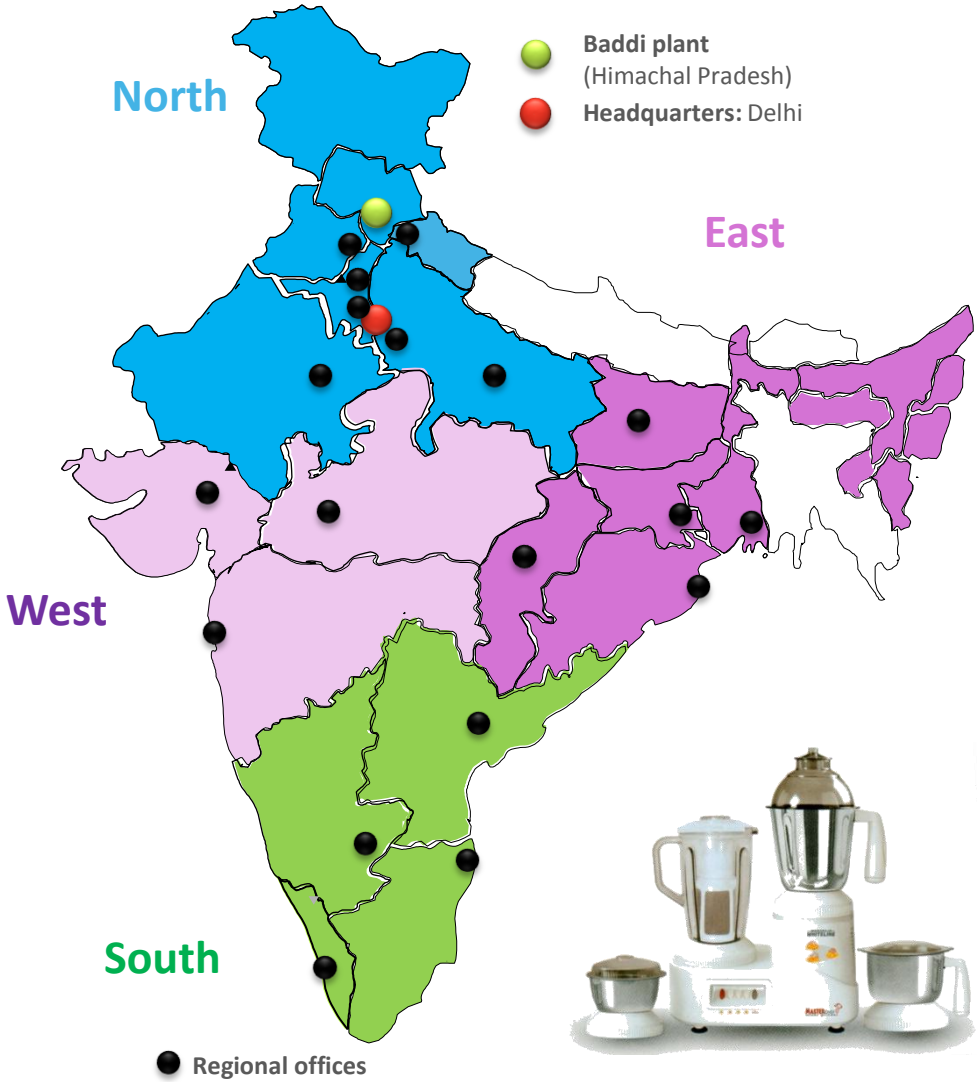
Small electrical appliance market (est.): €1.2bn

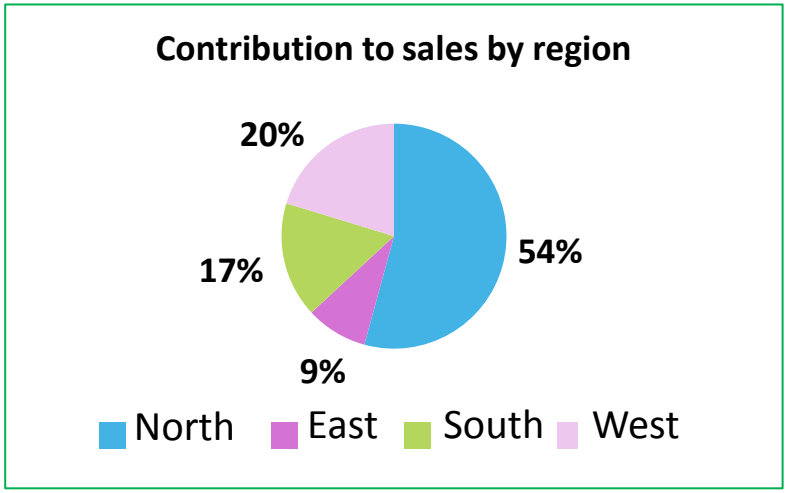


- Kitchen electrics: mixer grinders = ¼ of the market

- Non-kitchen electrics: fans, washing machines, air coolers

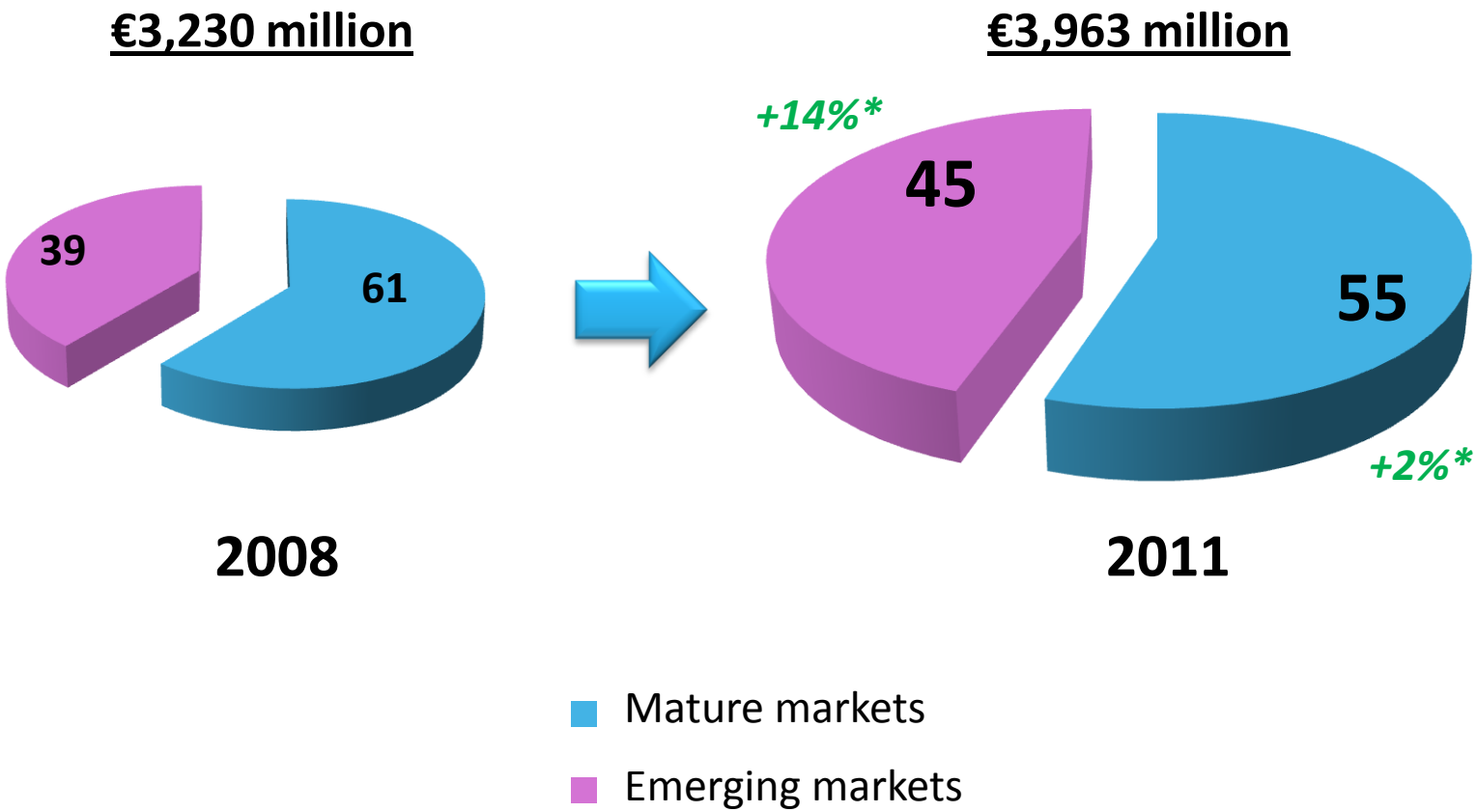
Maharaja's presence in India





- Founded in 1976
- 1 plant in Baddi (Himachal Pradesh): ~ 350 employees
- 2010 - 2011 revenue: €21m
  - 2/3 food preparation appliances
  - mixer grinders ➔ no.3 in India
- 22 regional offices
- 19 warehouses
- 330 distributors
- 26,000 sales outlets
- >80% sales through traditional distribution channels

Sales growth in mature vs emerging markets



**Organic growth*

- Macroeconomic environment
- 2011 highlights
- **2011 Business Performance**
- Outlook

2011 key figures

Revenue	€3,963m	+8.5% +6.9% like-for-like
Operating result from activity	€453m	+3.5%
Attributable profit	€235m	+6.4%
Net debt	€673m	+€542m vs. 2010

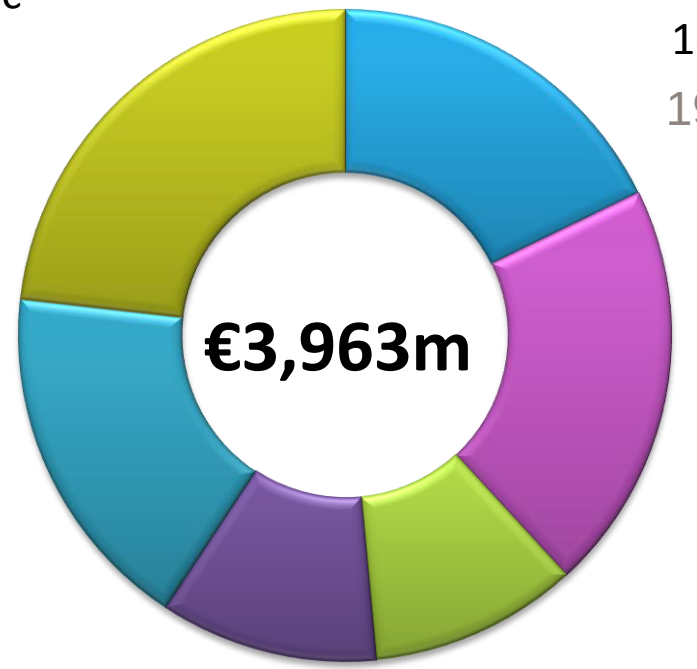
Full-year sales by region

2011/2010 in %*

€m	2010	2011	As reported	Like-for-like
France	712	706	-0.8%	-0.8%
Other EU	787	807	2.6%	2.7%
North America	404	410	1.4%	0.2%
South America	346	427	23.5%	8.5%
Asia-Pacific	764	920	20.4%	16.7%
Central Europe, CIS and other countries	639	693	8.5%	12.2%
TOTAL	3,652	3,963	8.5%	6.9%

*Percentages based on non-rounded figures

2011 revenue by region



Asia-Pacific
23%
21%*

France
18%
19%*

Other EU
20%
22%*

Central Europe, Russia and other countries
18%
18%*

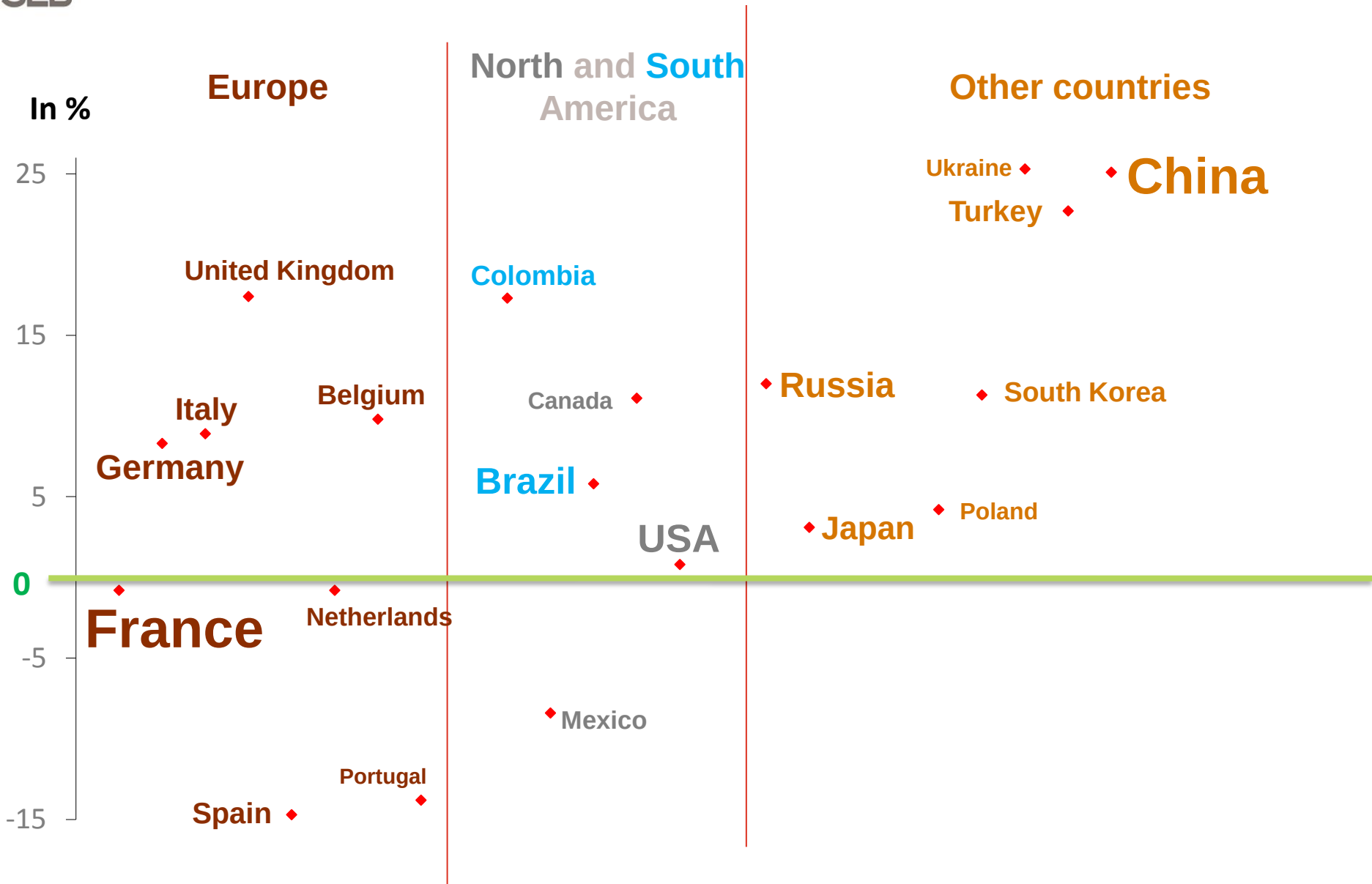
South America
11%
9%*

North America
10%
11%*

*Full-year 2010 data

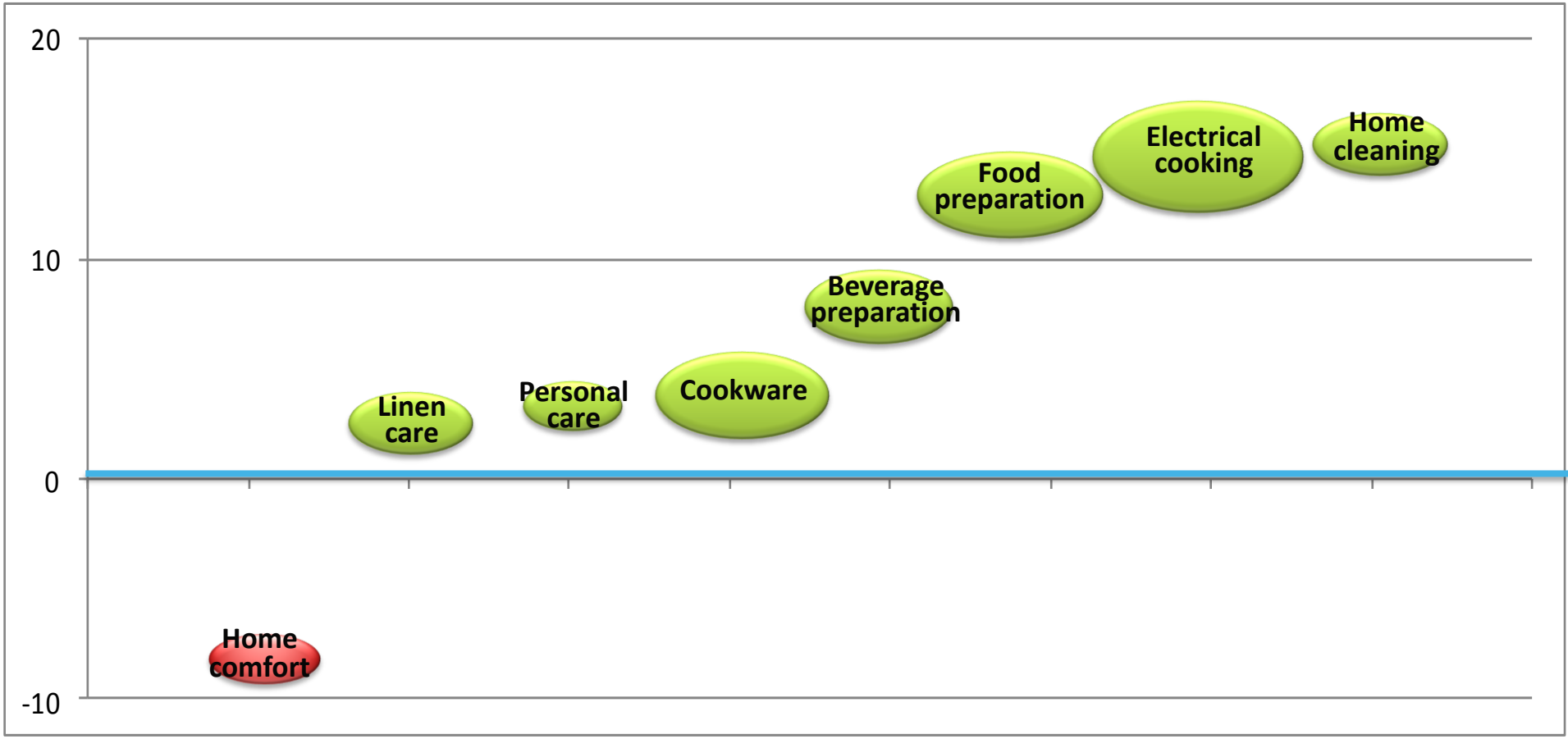
2011 revenue performance by country

Group top-20 countries – like-for-like



2011 revenue: performance by product family

Like-for-like



Contributing products

Moulinex
Fresh Express

Supor rice cooker

Moulinex
breadmaker

Supor
electric pressure
cooker

Krups/Nespresso
Pixie coffeemaker

Moulinex meat
mincer

Rowenta
Silence Force
vacuum cleaner

Rowenta
Air Force
vacuum
cleaner

Rowenta
Eco-Intelligence
steam iron

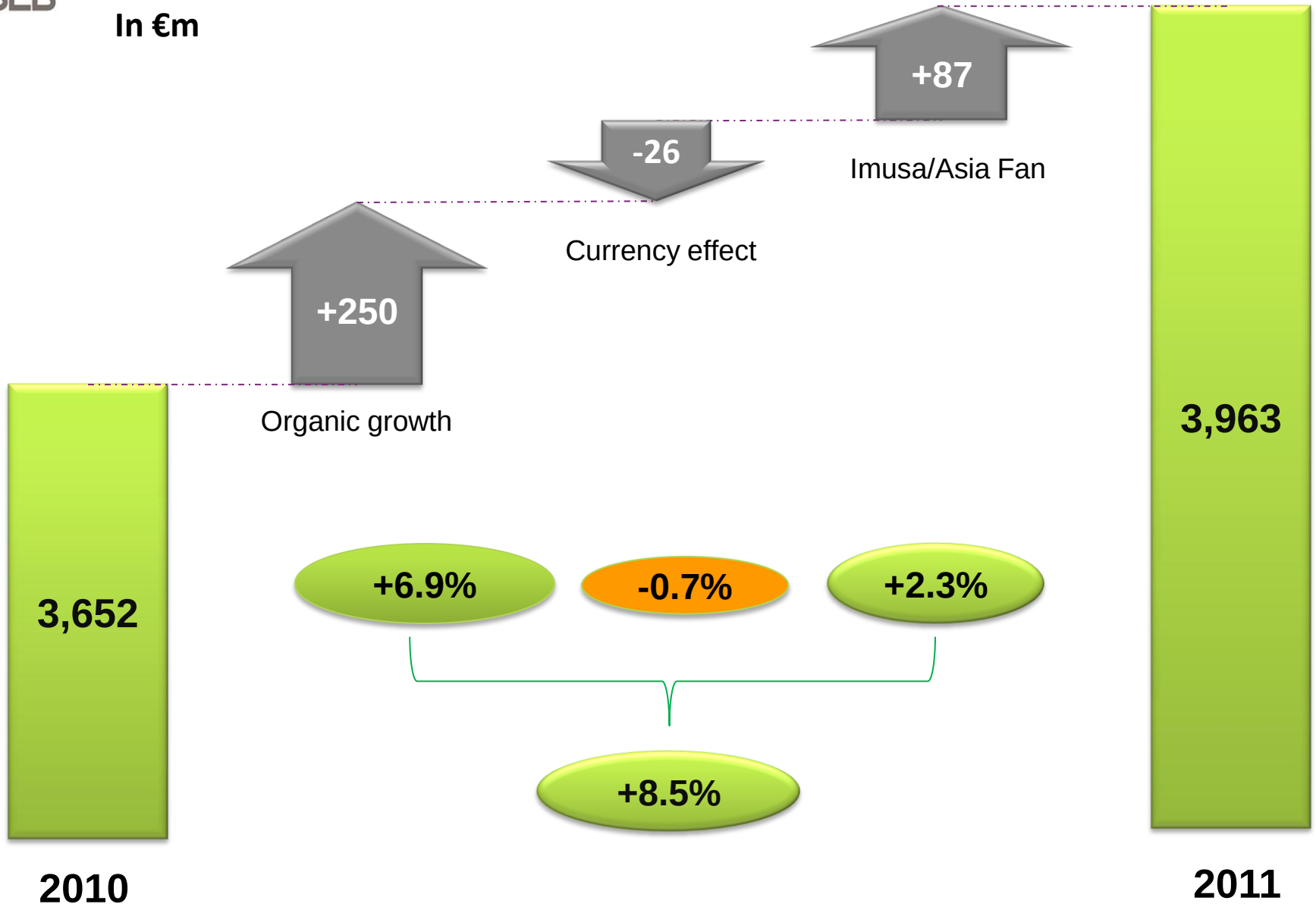
Supor wok

Krups Piccolo
Dolce Gusto
coffeemaker

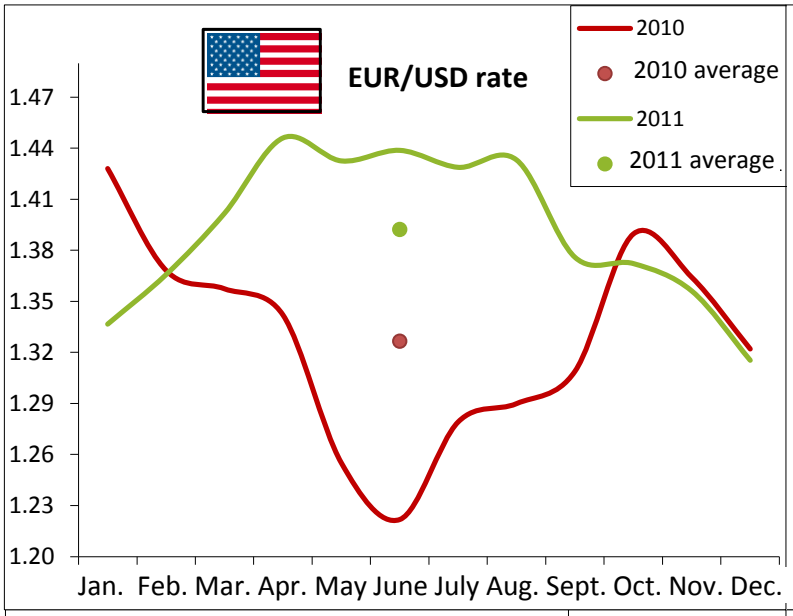
Tefal GV4
Volupty
frying pan

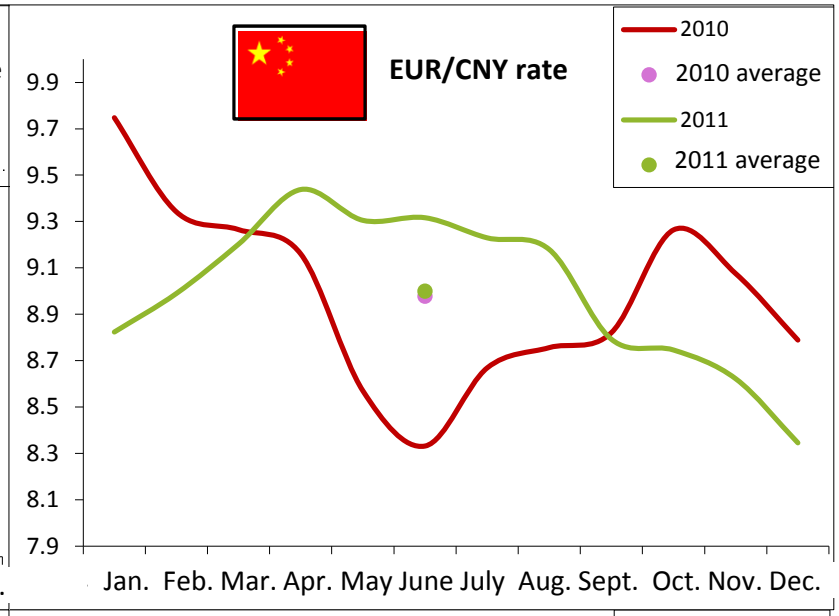
Tefal
Actifry
deep
fryer

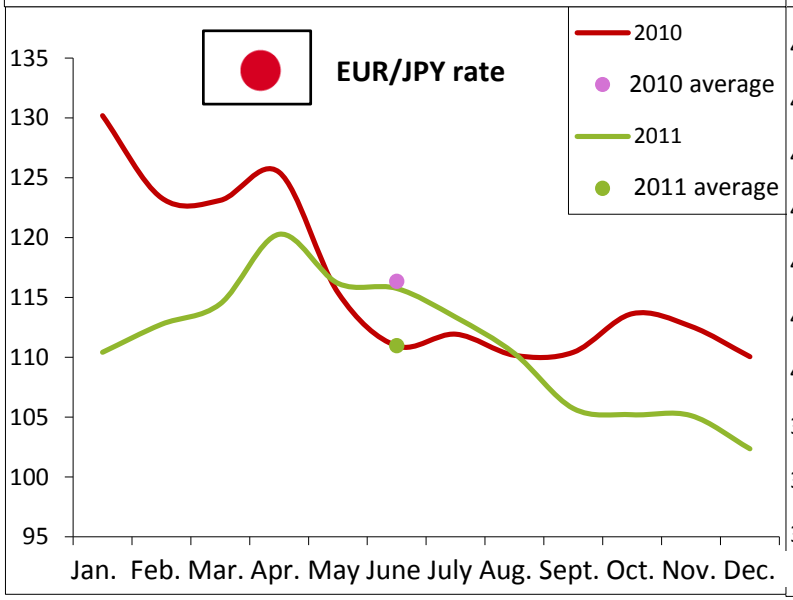
Analysis of 2011 revenue growth vs. 2010

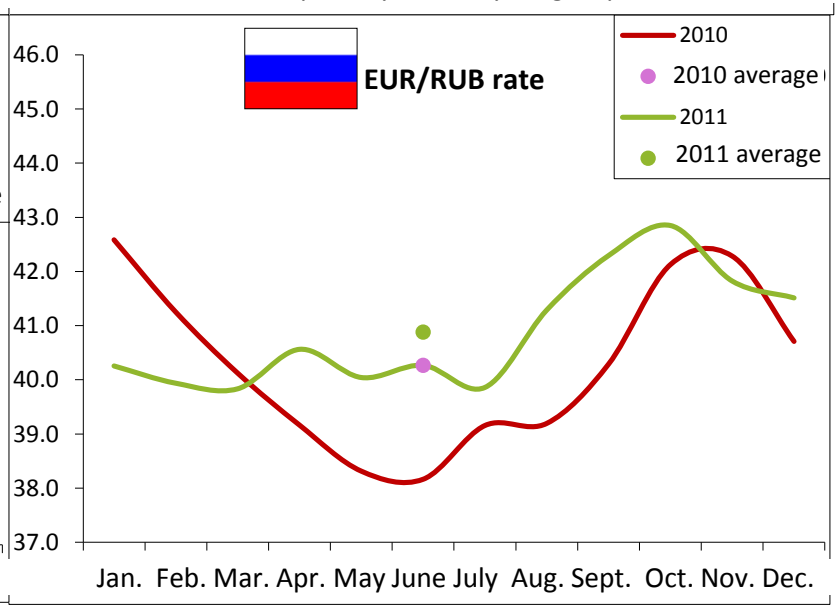


Currencies


EUR/USD rate
2010
2010 average
2011
2011 average
1.47
1.44
1.41
1.38
1.35
1.32
1.29
1.26
1.23
1.20
Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.


EUR/CNY rate
2010
2010 average
2011
2011 average
9.9
9.7
9.5
9.3
9.1
8.9
8.7
8.5
8.3
8.1
7.9
Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.


EUR/JPY rate
2010
2010 average
2011
2011 average
135
130
125
120
115
110
105
100
95
Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.


EUR/RUB rate
2010
2010 average
2011
2011 average
46.0
45.0
44.0
43.0
42.0
41.0
40.0
39.0
38.0
37.0
Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.

Close-up on the UK
Groupe SEB's 11th largest market

- Sharp upturn in the small domestic equipment market, in a difficult economic environment
- Recovery of Groupe SEB UK in 3 phases

2008-2009 REORGANISATION	**Since 2010: RECONSTRUCTION**	
Lowering of the break-even point	• Focus on 4 segments: cookware, deep fryers, single-serve coffeemakers, linen care • Shift upmarket	• Accrued promotional activity in cookware, products manufactured by Supor £40 cookware sets
	• Jamie Oliver range, Actifry, Nespresso, Dolce Gusto, steam generators, kettles, toasters	

- 2011 revenue: up 17% at constant exchange rates
- Share of small electrical appliance market: up 1.6 pts within one year

Close-up on Australia – New Zealand
Groupe SEB's 22th largest market

- Slight growth in small domestic equipment market
- 2011 revenue: up 19% at constant exchange rates
  - Flagship products: Actifry, Air Force vacuum cleaner, Fresh Express (no. 1 seller), irons and steam generators, Jamie Oliver cookware
- Tefal brand awareness > 80% (vs around 60% in 2005)

8% market share in stick vacuums
(in 6 months)

33% market share in deep fryers

Close-up on China Group's 2nd largest market

- Sharply expanding small domestic equipment market
  - Innovation
  - Competition and promotions
- Supor sales up 26% in 2011 at constant exchange rates
  - Cookware up 16%
  - Small electrical appliances up 33%

  Product dynamic, move upmarket
- Further development of sales through large international distributors and specialist retailers
- Market share gains
- 1,013 Supor Life Stores (+209 vs year-end 2010)

Update on the manganese issue in China

- CCTV News reported that certain Supor products contain excessively high levels of manganese
- Response:
  - Supor issued statements on 17 and 20 February to reassure Chinese consumers that its products do not pose a health risk
  - Supor and Groupe SEB issued a statement to the financial community on 17 February
  - Chinese authorities reassure consumers in a press conference ➔ information largely broadcasted by Chinese TV over the weekend + statement & press releases issued by Supor and Groupe SEB on 27 February
- Facts
  - Manganese is a trace mineral ➔ not a dangerous substance
  - No applicable regulatory standard exists in China or elsewhere (except in Italy)
  - Tests conducted by TÜV show that the quantities released are insignificant (<0.05 mg/kg)
- Actions in progress
  - Public relation campaign will be conducted by Supor (journalists, consumers & retailers)

Success story – Meat mincers in Russia

Moulinex
настройся на легкость

- Large, fast-growing market
  - ~€140m, up 35%
  - Strong competition

- Key success factors
  - Performance/power
  - Product versatility

- Renewed, extended product range
  - > 10 product references
  - Market share gains ➔ +4pts in 1 year

- 360 communication plan

360 communication plan

Categories derived from flagship products

4 million Actifry units sold…

No. 1 worldwide

2011
1,150,000 units sold: up 11%
83 countries

Categories derived from flagship products

New in 2012: double cooking

ActiFry® 2in1

2011: capacity

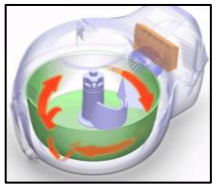
ActiFry® family

2009: versatility

ActiFry

2007: one concept

ActiFry



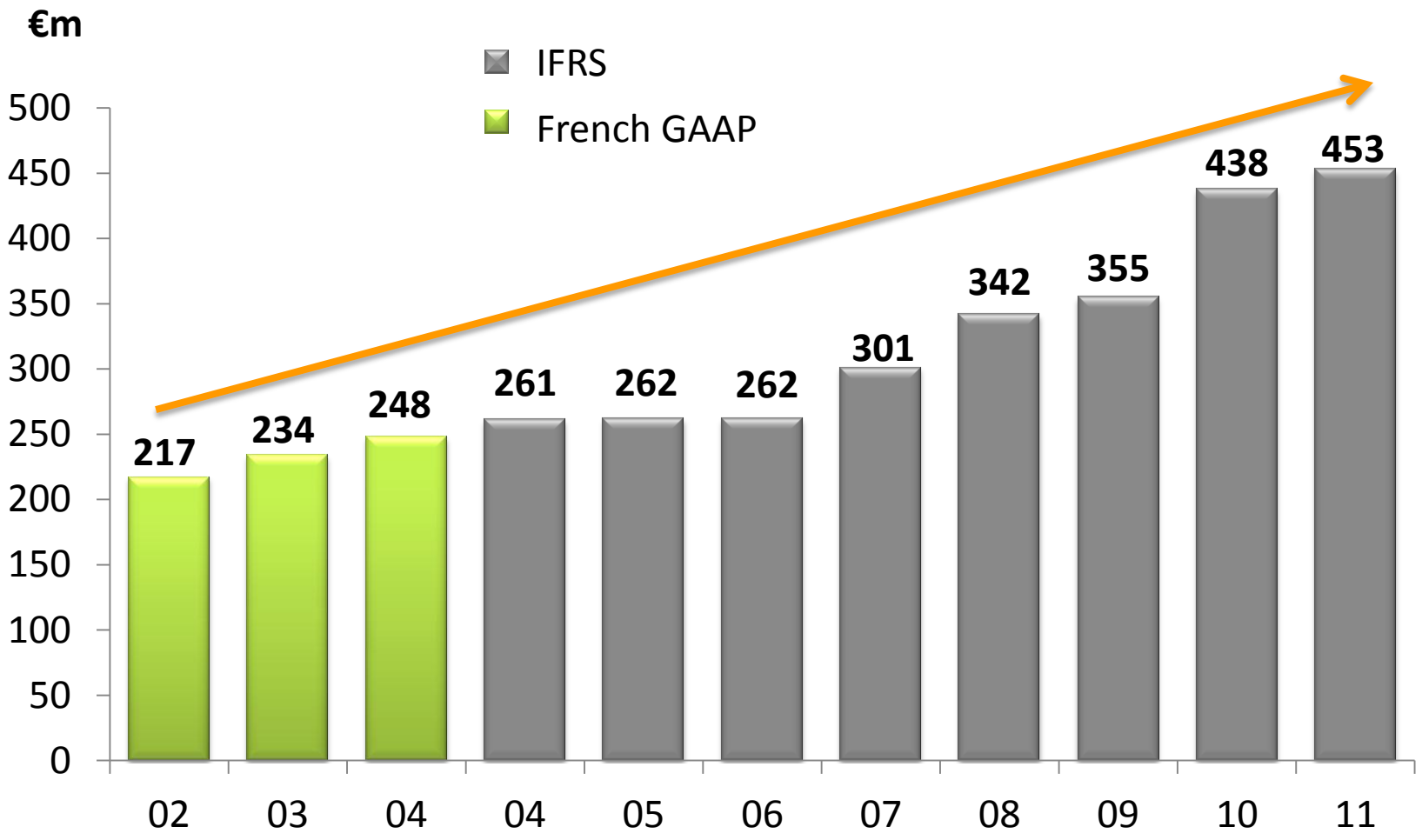
Operating result from activity*

€m	2010	2011	Change
Revenue	3,652	3,963	+8.5%
Operating expenses	3,214	3,510	
Operating result from activity	**438**	**453**	+3.5%
Operating margin	*12.0%*	*11.4%*	

*Formerly Operating margin

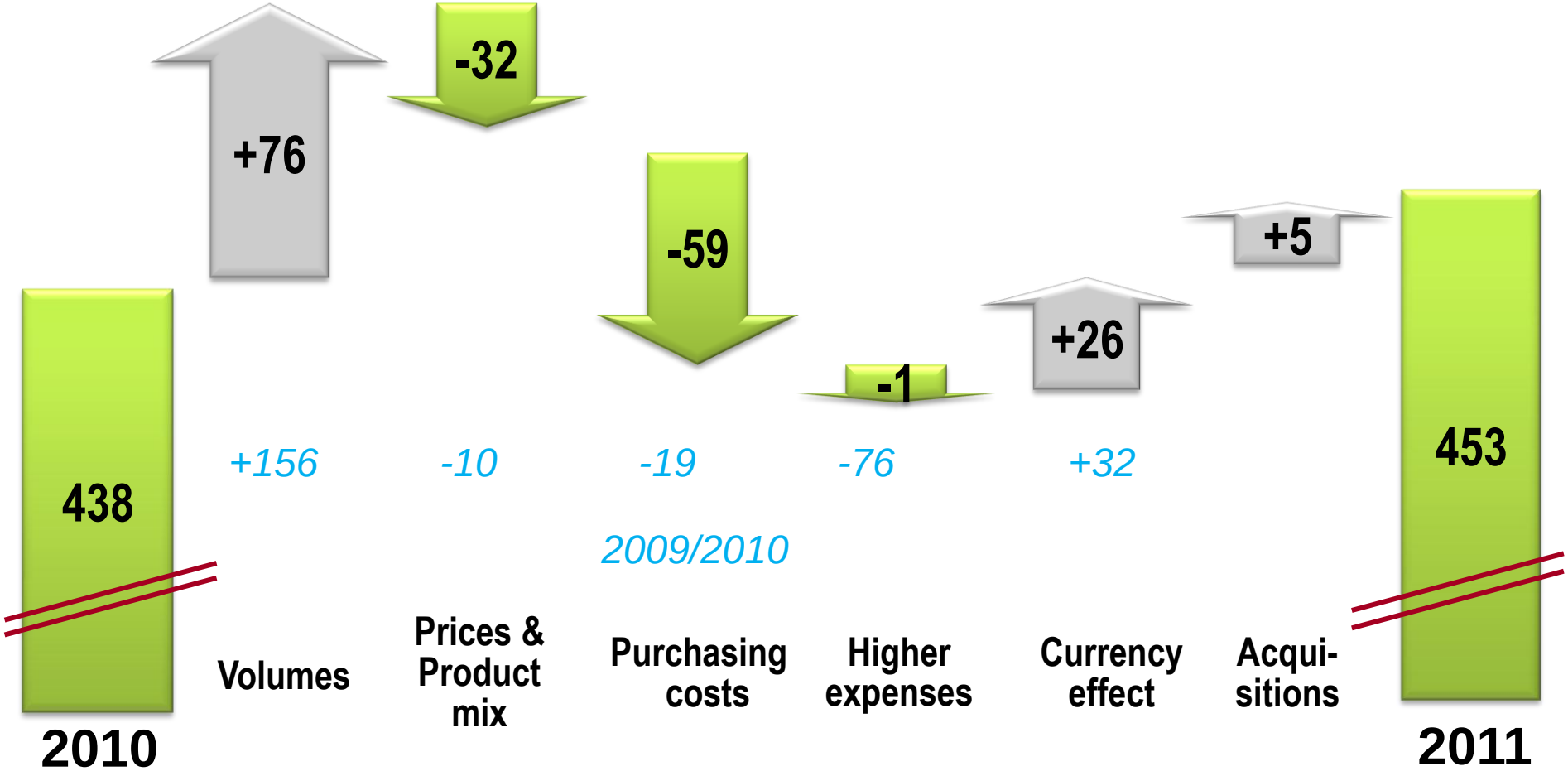
Percentages based on non-rounded figures

Change in Operating result from activity, 2002-2011



Breakdown of Operating result from activity

In €m



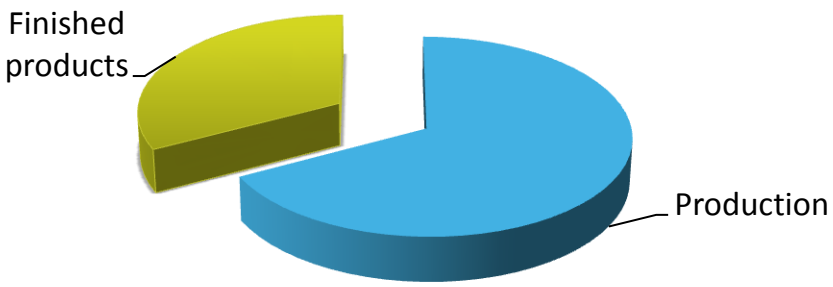
Update on production-related purchases

2011 purchasing index

→**Raw materials: +5.1%**

→**Outsourced products: +3.5%**

2011= €1,600m



Growth drivers: investment in innovation

€m	2009	2010	2011
R&D spending	64	73	74
Strategic marketing	50	54	56
TOTAL	**114**	**127**	**130**

Growth drivers: investments in marketing and advertising

€m	2009	2010	2011
Marketing	121	151	159
Advertising	95	143	128
TOTAL	**216**	**294**	**287**

Retail operations and consumer promotions	69	74	77

Operating profit

€m	2010	2011	Change
Operating result from activity	438	453	+3.5%
Discretionary and non-discretionary profit-sharing	(50)	(44)	
Other operating income and expense, net	(39)	(9)	
Operating profit	349	400	+15%
As a % of revenue	*9.6%*	*10.1%*	*+0.5pt*

** Percentages based on non-rounded figures*

Analysis of other operating income and expense, net

€m	2010	2011
Restructuring costs	(14)	**(6)**
Impairment losses	(19)	**(13)**
Other	(6)	**10**
TOTAL	**(39)**	**(9)**

Attributable profit

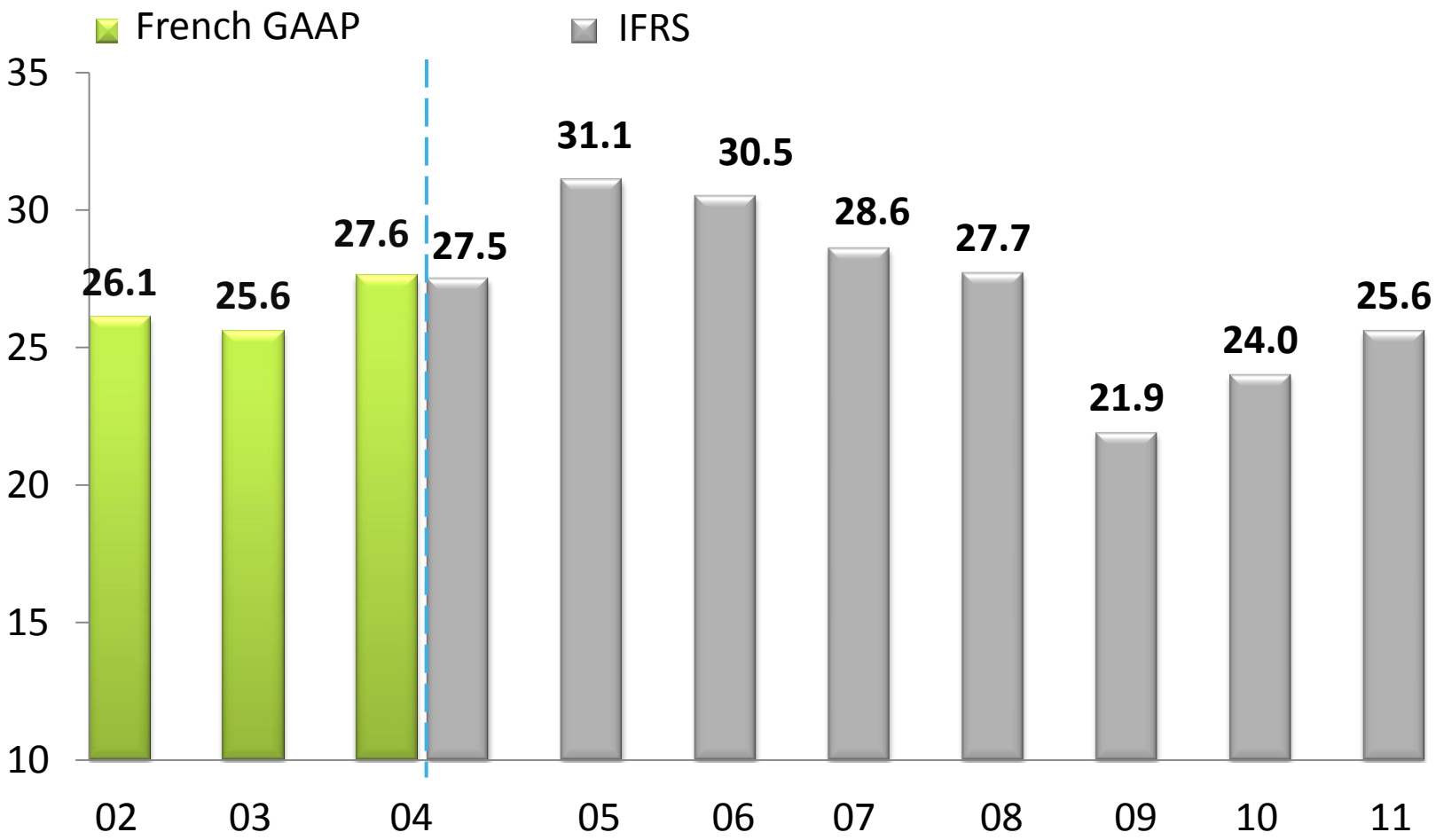
€m	2010	2011	Change
Operating profit	349	**400**	+15%
Finance costs and other financial income and expense, net	(16)	(27)	
Income tax expense	(90)	(112)	
Minority interests	(23)	(26)	
Attributable profit	**220**	**235**	**+6%**

Percentages based on exact figures

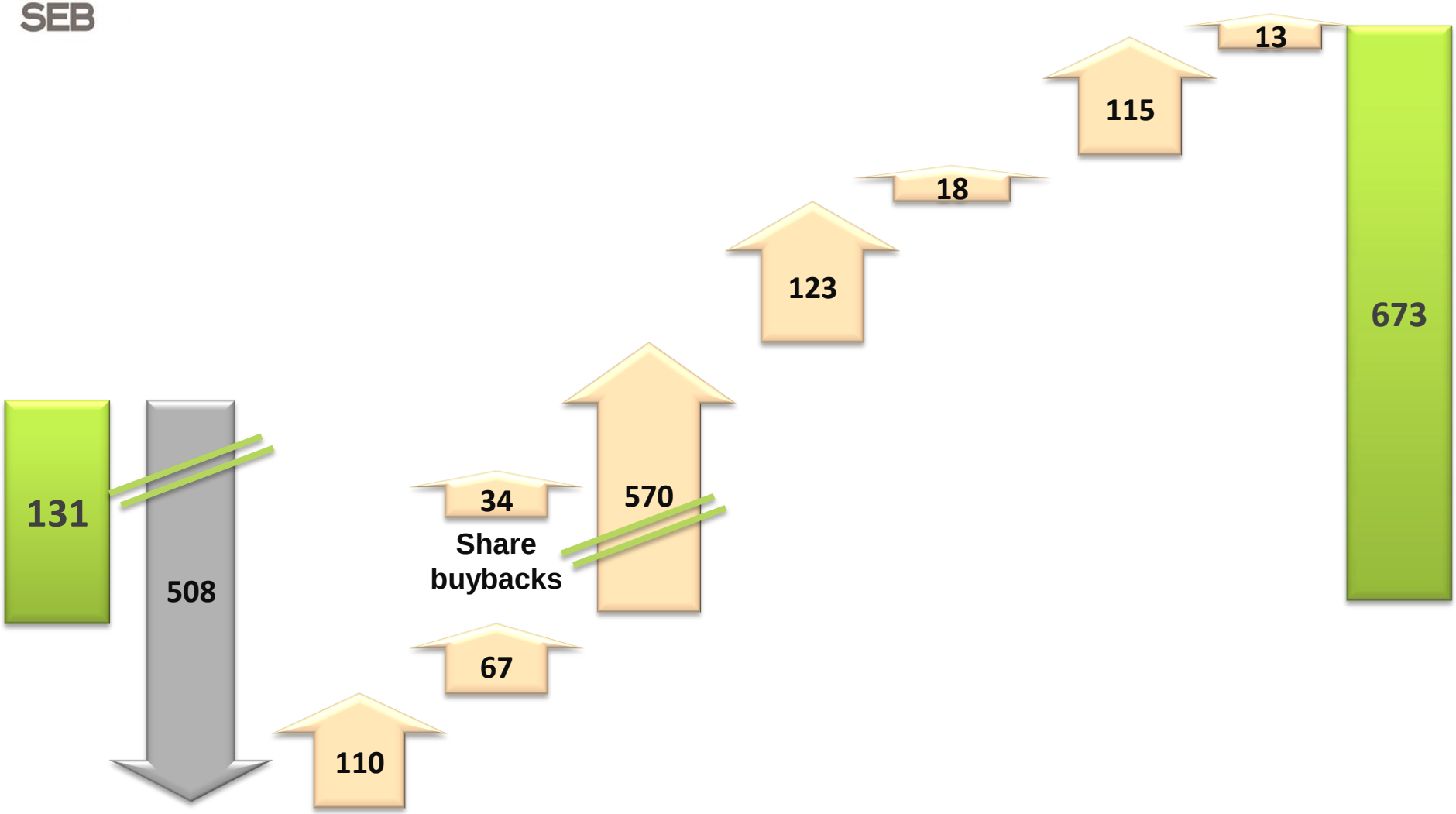
Balance sheet - Summary

€m	31 Dec. 2010	31 Dec. 2011
Capital employed		
Non-current assets	1,249	1,453
Operating working capital requirement	875	1,014
Total capital employed	**2,124**	**2,467**
Equity	1,571	1,362
Provisions	160	162
Other current assets and liabilities	262	270
Net debt	131	673
Total financing	**2,124**	**2,467**

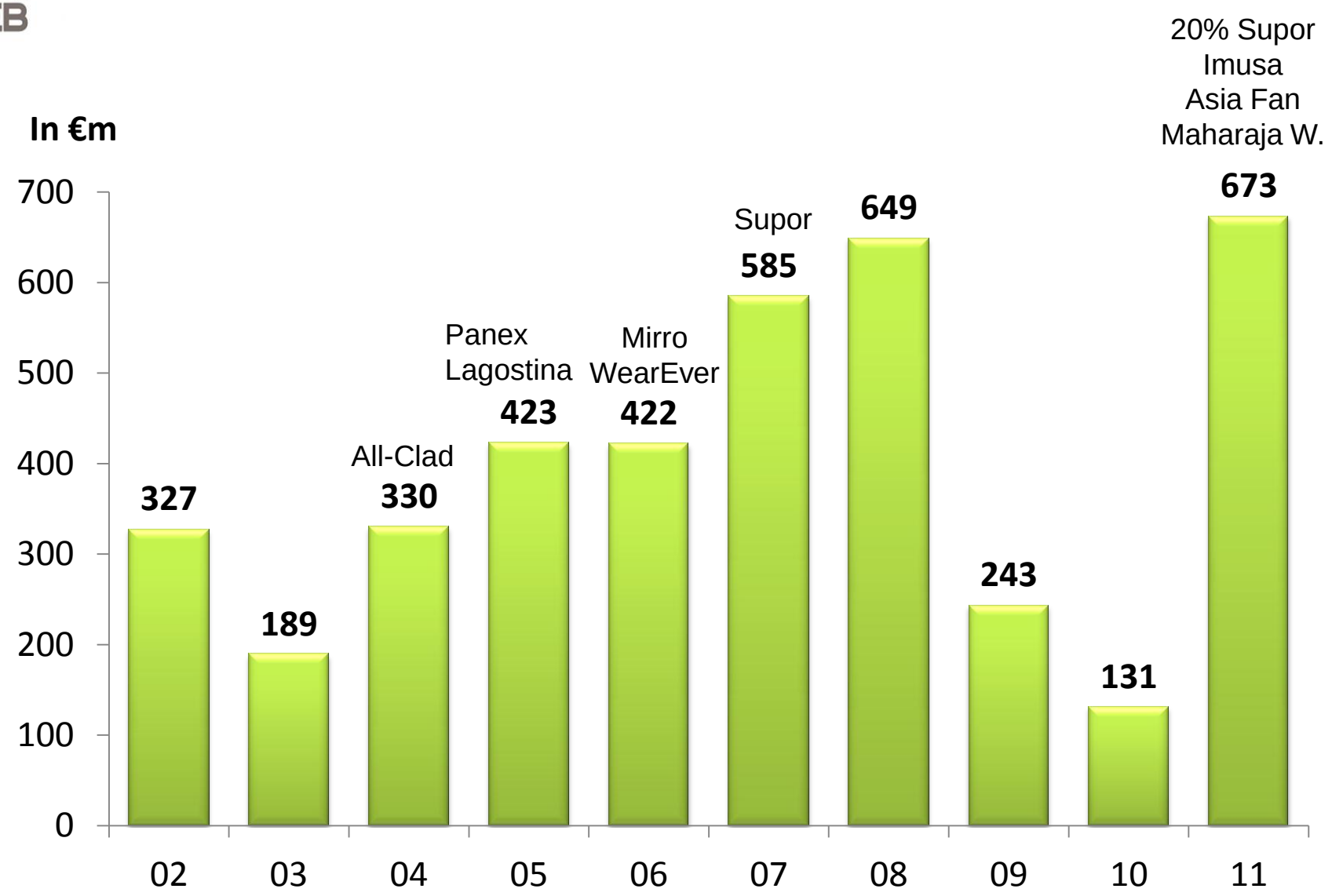
Operating working capital requirement as a % of revenue



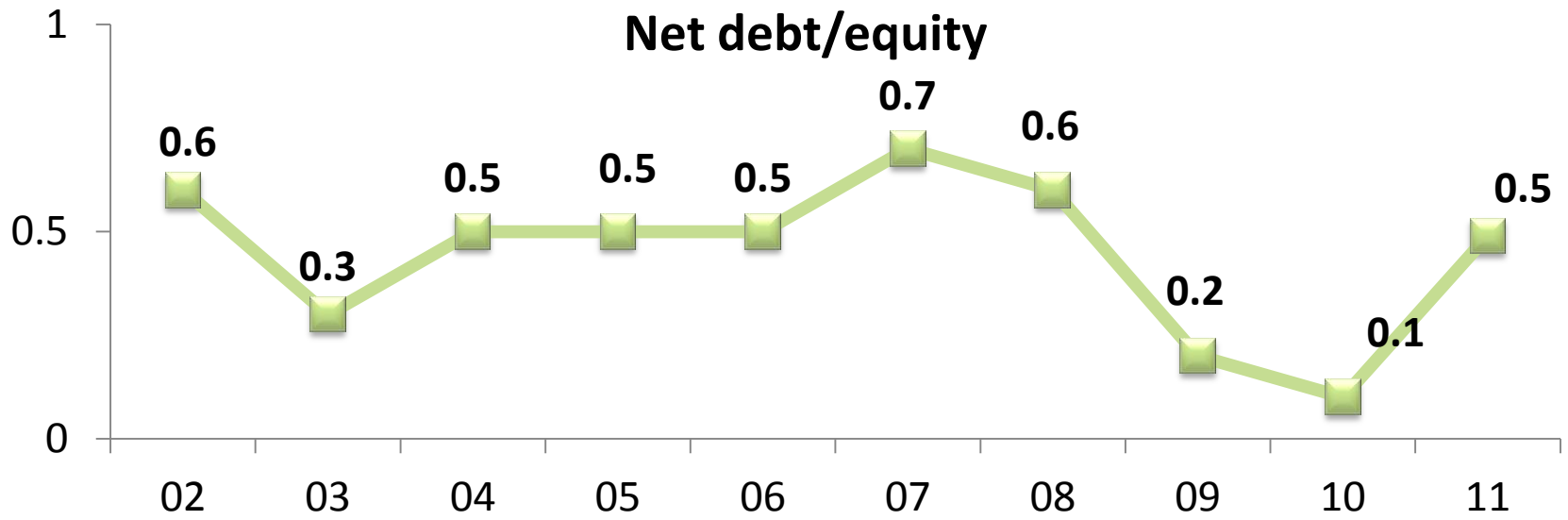
Analysis of change in debt

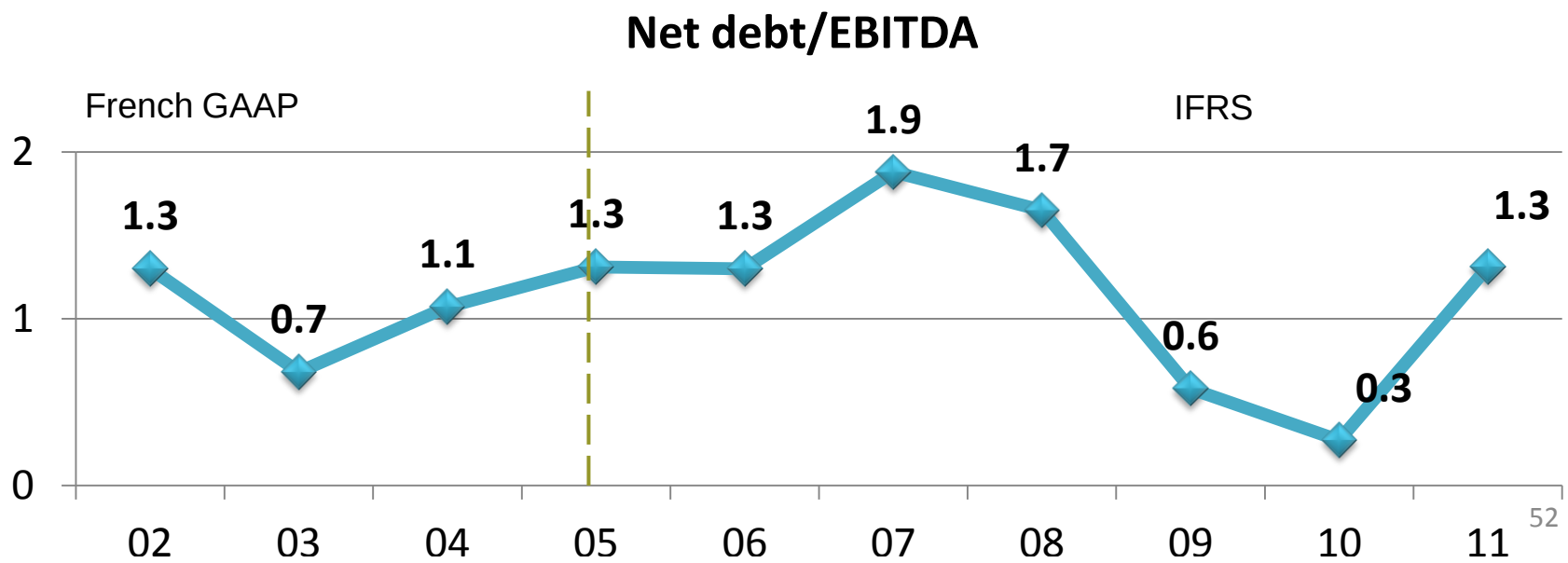


Change in debt, 2002 - 2011



Debt ratios at 31 December





Conclusion

- Multiple growth initiatives
- Higher results
- A solid financial position

➔ A new record-breaking year, despite the challenges

Dividend to be proposed at the 2012 AGM

€1.25 (+6.8%)

- Macroeconomic environment
- 2011 highlights
- 2011 Business Performance
- **Outlook**

A well-equipped Group

- Balanced geographic exposure
  - Forefront positions in mature markets
  - Strong positions in emerging markets
- Constant innovation to drive growth and the move upmarket
- Technological know-how and industrial expertise
- A presence in all distribution channels
- Responsiveness and an ability to adapt the business model to specific markets and environments
- An on-going strategy of targeted, self-financed acquisitions

Multiple growth opportunities

Equilibrer les pavés de couleur… svp

	Mature markets	Emerging markets
Macro-economy	– Supply exceeds demand – Very structured distribution – Development of online sales – Stricter environmental standards	– Demand exceeds supply – Growth of the middle classes – Increasing purchasing power – Urbanisation – Development of modern distribution (mass, specialist, web)
Small domestic equipment	– Heterogeneous equipment/country – Move up-market – New trends – Multi-cultural needs – Receptiveness to innovation	– Penetration rate still low – Multi-cultural needs – Growing receptiveness to innovation
Groupe SEB	– Global and local brands – Potential market share gains – Development of services	– Market-leading local brands – Pursued expansion/broader presence – Market share gains

New products in 2012
and products continued from 2011 - 1/2

SEB 2 in 1
Actifry deep fryer

Moulinex
Cookéo
cooker

Yogurtcum Tefal
yogurt maker

Moulinex
La Fournée
breadmaker

Tefal
Volupty
frying pan

Electric
pressure
cooker

Moulinex
Soup & Co
blender

Tefal
Good Value 4
pots & pans

Moulinex
Fresh Express
Macédoine dicer

Moulinex
Masterchef 8000
food processor

New products in 2012
and products continued from 2011 - 2/2

Calor Free Move steam iron

Barista Automatic

Supor Anti-rust and smokeless wok

Rowenta Air Force II

Supor juicer

Supor Ultra Slim Induction Hob

Clock pressure cooker

Rowenta Silence Force Extreme

Moulinex Fresh Express Cube dicer

2012 – Issues and Priorities

- General macroeconomic climate
- Change in consumer spending in Europe
- Change in raw material prices
- Exchange rate volatility

- Organic sales growth maintained
- Preserved market share
- Active price management
- Strict cost discipline
- Improvement in working capital requirement

Q & A

GROUPE SEB

Information meeting

London, 29 February – 01 March 2012