

GROUPE SEB PRESENTATION

June 2017



AIRBAKE | ALL-CLAD | ARNO | ASIAVINA | CALOR | CLOCK | EMSA | HEPP | IMUSA | KAISER | KRUPS | LAGOSTINA | MAHARAJA WHITELINE | MIRRO |
 MOULINEX | OBH NORDICA | PANEX | ROCHEDO | ROWENTA | SAMURAI | SCHAEERER | SEB | SILIT | SUPOR | TEFAL | T-FAL | UMCO | WEAREVER | WMF

CONTENT

1. Groupe SEB in a Nutshell
2. Workforce and Organization
3. Groupe SEB's Strategy
4. Purpose, Ambition and Mission
5. Values and Commitments
6. Capital Structure
7. A Growth Story

1. Groupe SEB in a Nutshell

The World Reference in Small Domestic Equipment



- **9 products sold in the world every second**
- **286 million products sold every year in more than 150 countries**
- **Leadership positions in more than 25 countries on all continents**

2016 Key Figures



€5,000 M
sales, + 6.1%
LFL



€505 M
Operating
result from
activity



€259 M
Net income



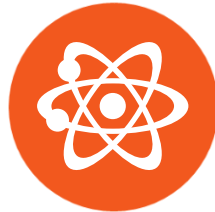
32,000 +
Employees



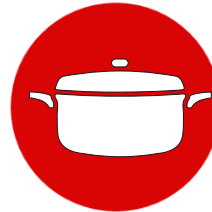
1,400 people +
Innovation
community



€179 M
Innovation
investments



122 patents
this year



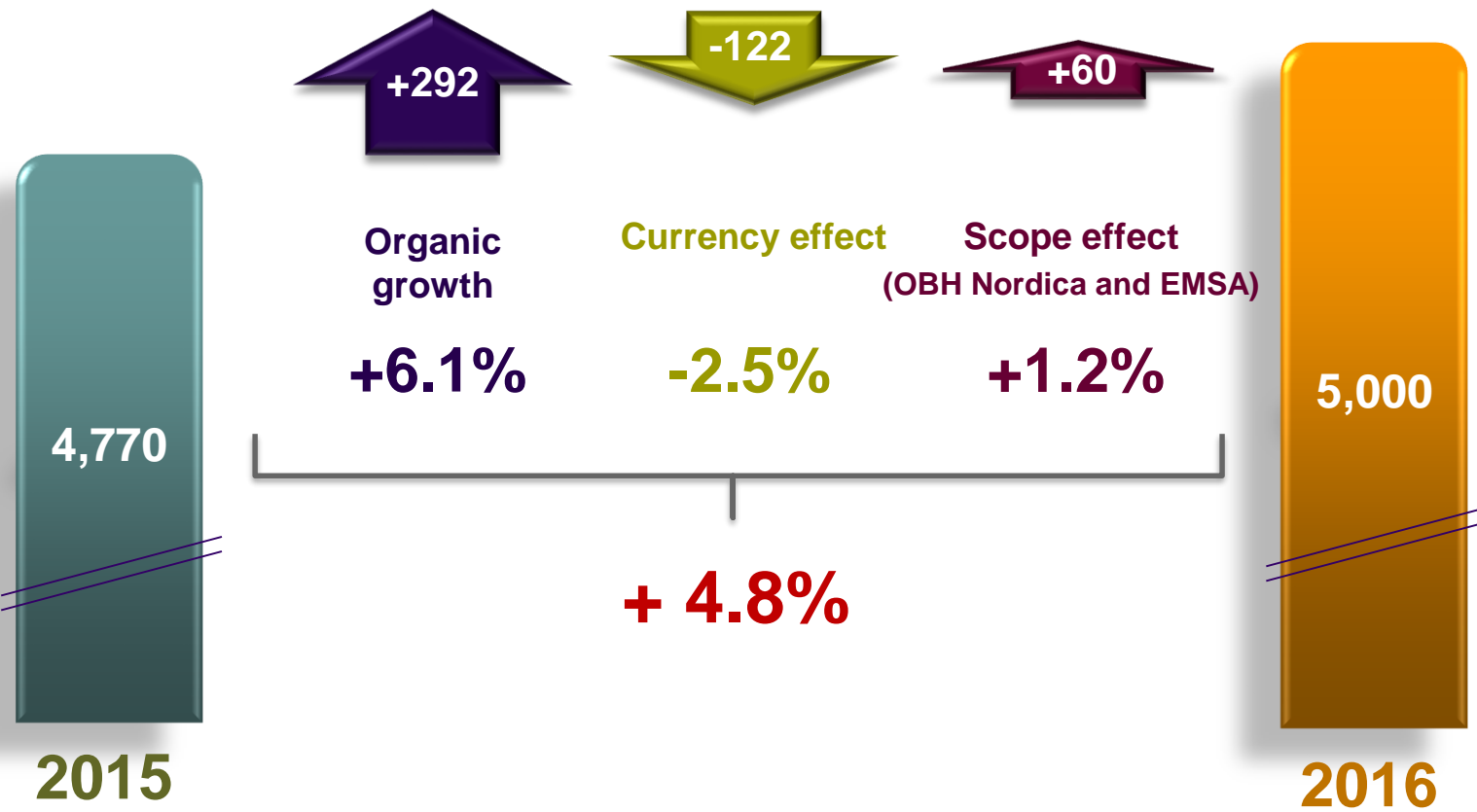
1,200 +
own retail
stores



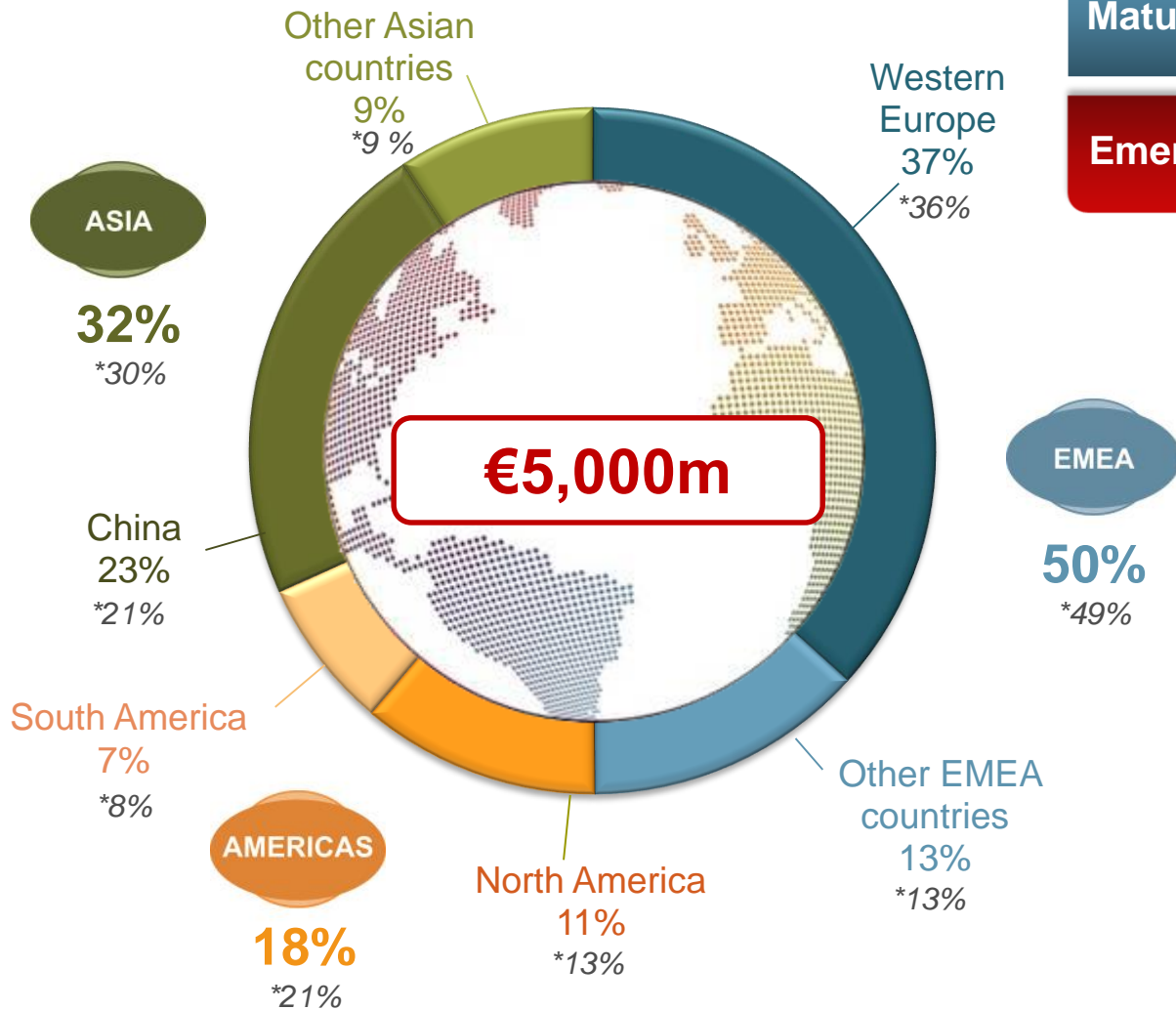
40 + industrial
sites including
10 in France

Change in revenue, 2015 → 2016

In €m



Breakdown of Group sales by geography



*2015 sales

A Unique Portfolio of Brands

5 new brands



schaerer

Silit

6 global brands

- Complementary
- Differentiated



KRUPS



Moulinex

Rowenta

Tefal

About twenty local brands

- Market segments
- Product categories

France - Belgium



Asia



Nordic countries



North America



Europe & Middle-East



North and South America – Japan – South Africa

T-fal

North and South America



India



South America



The Retail Environment



Groupe SEB sells its products using various distribution channels :

- Specialists – e.g. Darty, Bed Bath & Beyond, MVideo ...
- Mass – e.g. Carrefour, Wal-Mart, Tesco, ...
- Pure Players – e.g. Amazon, T-Mall, ...
- Department stores – e.g. Macy's, JCPenny ...
- Groupe SEB own retailing shops – e.g. Home & Cook, SUPOR Lifestores, ...

Innovation - Facts and Figures



- **1,400 +** people (R&D, Marketing, Design)
- A budget of about **€179 M** in 2016
- **122** patents in 2016
- **Passion for Innovation**, one of the 5 values of the Group



Seb / Tefal Actifry



Seb Multi
Délices



Calor / Tefal Freemove



Moulinex
Cookeo



Tefal
Thermospot



Moulinex/ Imusa
Fresh Express

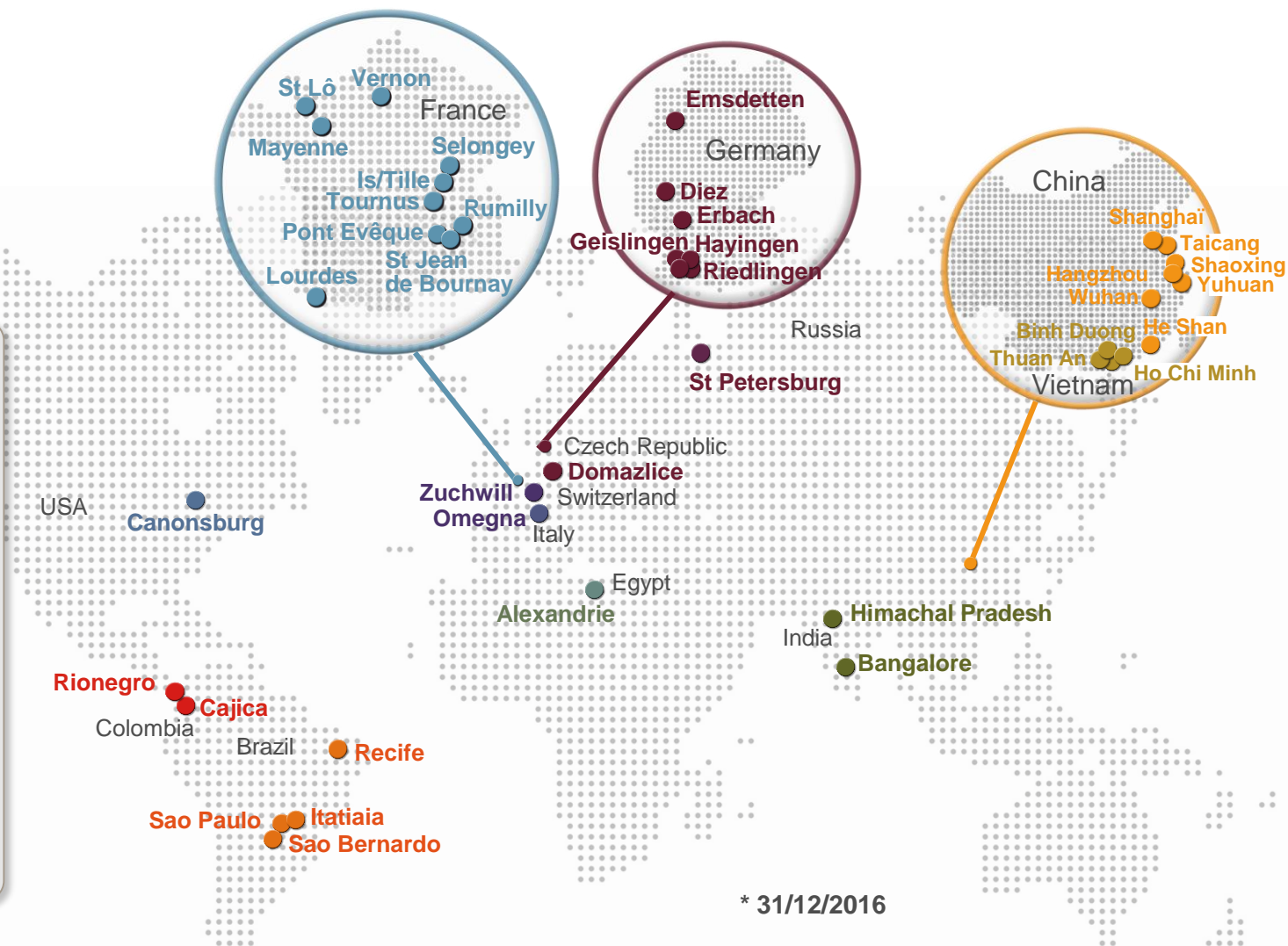


Moulinex Cuisine
Companion

An International Production Network *

More than 40 sites
in the world

• France	10
• Germany	7
• Italy	1
• Switzerland	1
• Russia	1
• Czech Republic	1
• USA	1
• Colombia	2
• Brazil	4
• China	7
• Vietnam	4
• India	2
• Egypt	1



* 31/12/2016

2. Workforce and Organization

A Global Presence *

EMEA other countries

- 9,654 employees

Asia Pacific

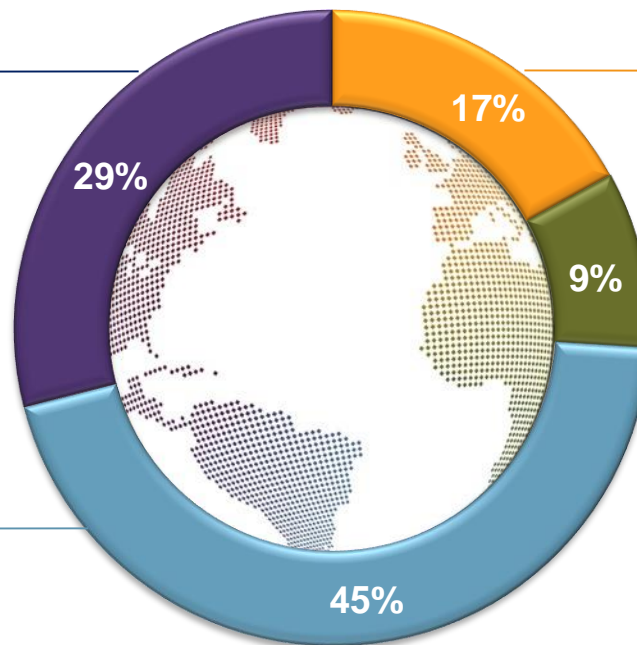
- 14,728 employees

France

- 5,716 employees

Americas

- 2,773 employees



* 31/12/2016

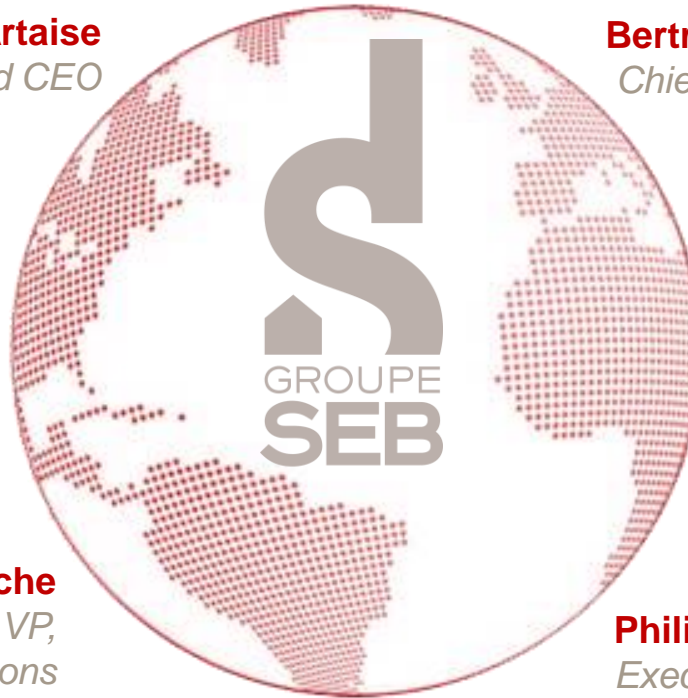
Groupe SEB Executive Committee

Thierry de La Tour d'Artaise
Chairman and CEO

Vincent Léonard
*Senior Executive VP,
Finance*

Harry Touret
*Senior Executive VP,
Human Resources*

Stéphane Laflèche
*Executive VP,
Industrial Operations*



Bertrand Neuschwander
Chief Operating Officer

Frédéric Verwaerde
Executive VP, Asia

Cyril Buxtorf
Executive VP, EMEA

Luc Gaudemard
Executive VP, Americas

Philippe Crevoisier
Executive VP, Products and Innovation

3. Groupe SEB's Strategy

A Long-term Value-Creation Strategy

Fostering growth



Maintaining its competitiveness

- by building on the strength and complementarity of its brands
- by implementing an innovative product policy
- by rolling out a marketing approach segmented by distribution channel
- by pursuing its international expansion with local leadership ambitions

- thanks to the constant improvement of its productivity and to a rigorous daily management
- by continuing Supply Chain optimization
- by leading a demanding Quality policy

4. Purpose, Ambition and Mission

The Purpose of Groupe SEB



To make daily life simpler and more wonderful for consumers throughout the world...

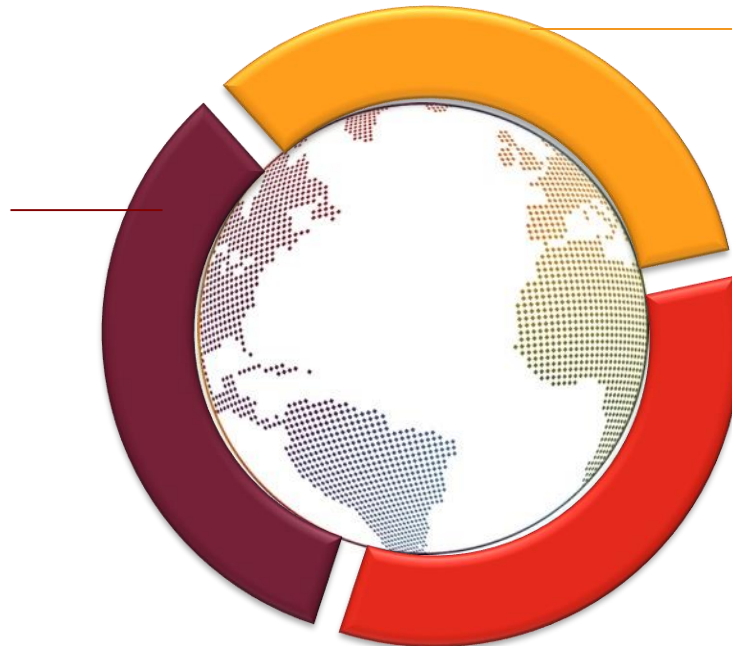
- **by creating new products and services** that make home life more enjoyable, harmonious and fulfilling.
- **by offering them new solutions** that meet their current needs and anticipate their individual aspirations and desires.

The Ambition of Groupe SEB

To be THE global benchmark in the Small Domestic Equipment Industry for...

Its Consumers

through its ability to invent the products of tomorrow and develop solutions that take into account the diversity of their needs, of their cultures and the ever-widening array of their day-to-day aspirations and desires.



Its Distributors

owing to its unique status as a global SDA specialist and to its unparalleled market expertise, which allows it to act on new developments and anticipate new trends.

Its Employees

by setting a good example as a corporation that respects its employees, attracts the best talent and ensures that, in their careers, all workers are afforded opportunities for personal development commensurate with their commitment.

The Mission of Groupe SEB

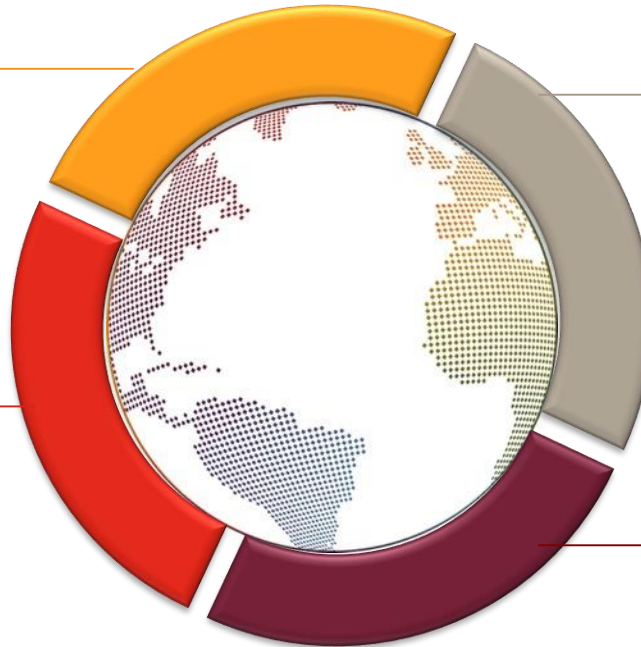
To create lasting value by making strong profitability
a priority for ...

Its Shareholders

by giving them a fair
return on their invested
capital, to retain their
confidence

The Group

by ensuring its future, its
independence and its
control over its strategy
and by giving it the
financial resources to
expand



Its Employees

by allowing them to share in
the company's profits, to
reward their performance and
allegiance to the Group

Its Community

by fighting exclusion and
playing an active role in
Sustainable Development to
make "quality of life" a reality
for all

5. Values and Commitments

The Values of Groupe SEB

5 fundamental values form the basis of the company culture :



Sustainable Development: Challenges and Commitments of the Group

Reducing our environmental impact

- Minimizing the environmental footprint of our products (eco-design, eco-production)
- Reducing greenhouse gas emissions coming from the transport of our products

Creating sustainable innovations to meet consumer needs

- Widening access to responsible eating

Upholding our commitment to corporate citizenship

- Fighting against all forms of exclusion
- Investing in the economic and social life of the territories in which we are located

Enforcing the Group's ethical values

- Applying a global Code of Ethics
- Setting up Responsible Purchasing practices
- Guaranteeing respect for Human Rights

Adhering to a social responsibility policy

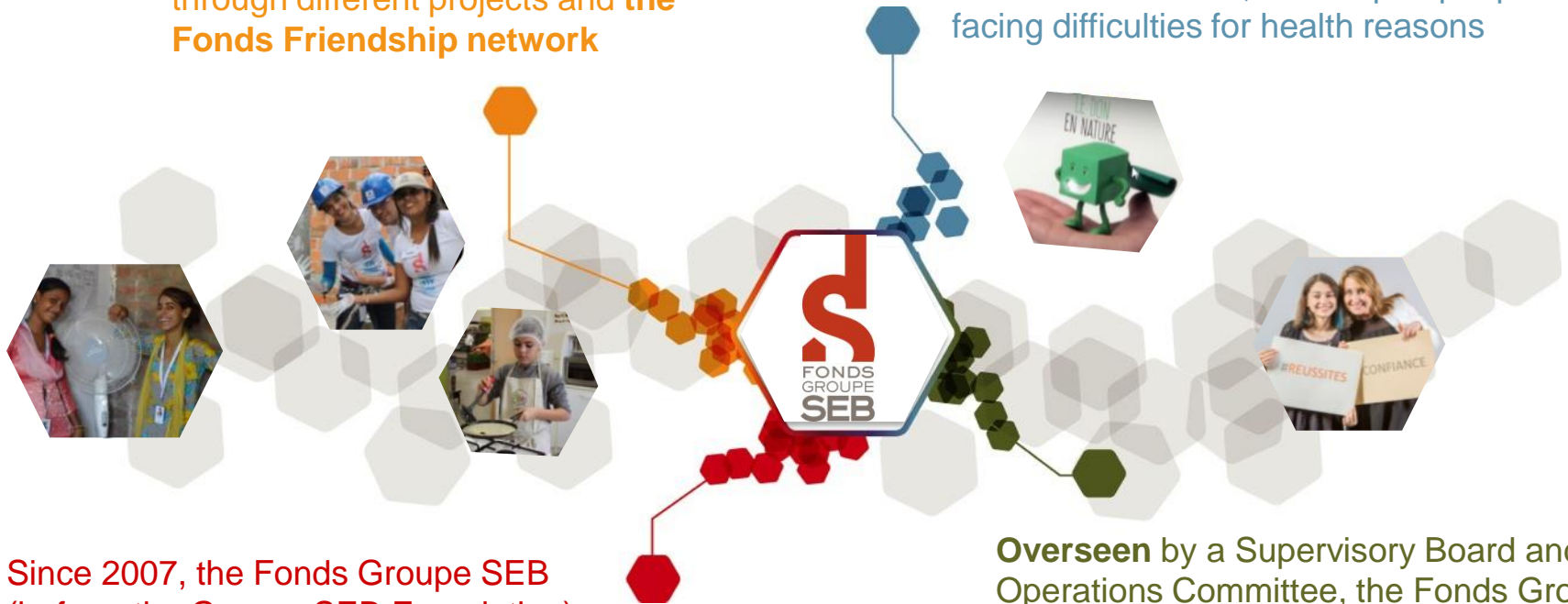
- Promoting workforce employability
- Ensuring a safe and healthy work environment
- Enhancing quality of life in the workplace and fostering social dialog
- Encouraging workforce diversity



Fonds Groupe SEB

The Fonds Groupe SEB offers the employees of the Group the opportunity to be involved as volunteers through different projects and **the Fonds Friendship network**

Its purpose: fight against social exclusion through professional integration, better access to education and training, improving living conditions and a healthier diet, and help to people facing difficulties for health reasons



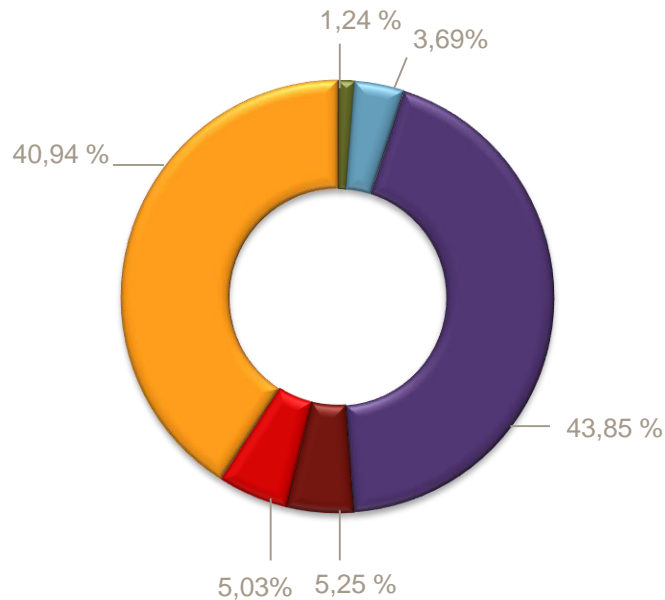
Since 2007, the Fonds Groupe SEB (before: the Groupe SEB Foundation), has supported more than **360 projects** aiming for **“a better life for all”**

Overseen by a Supervisory Board and an Operations Committee, the Fonds Groupe SEB operates cash and product donations

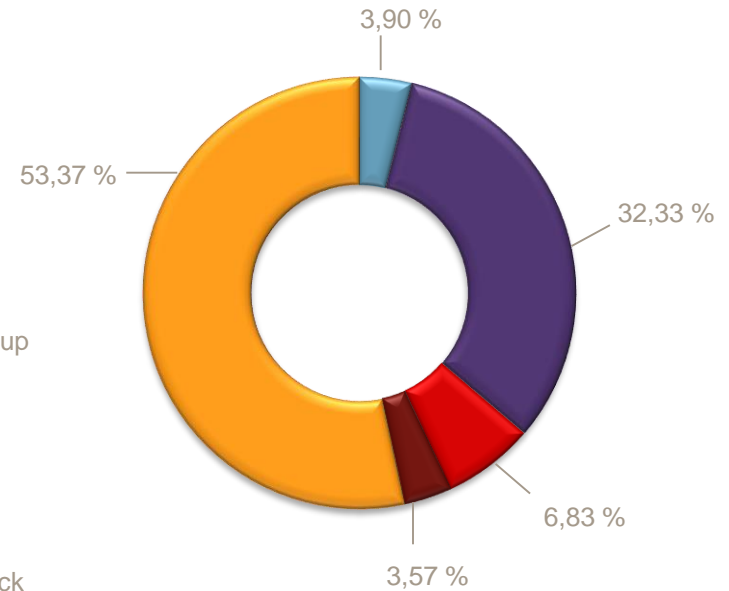
6. Capital Structure

The Capital Structure of the Group

Breakdown of capital
at 31 December 2016 in %

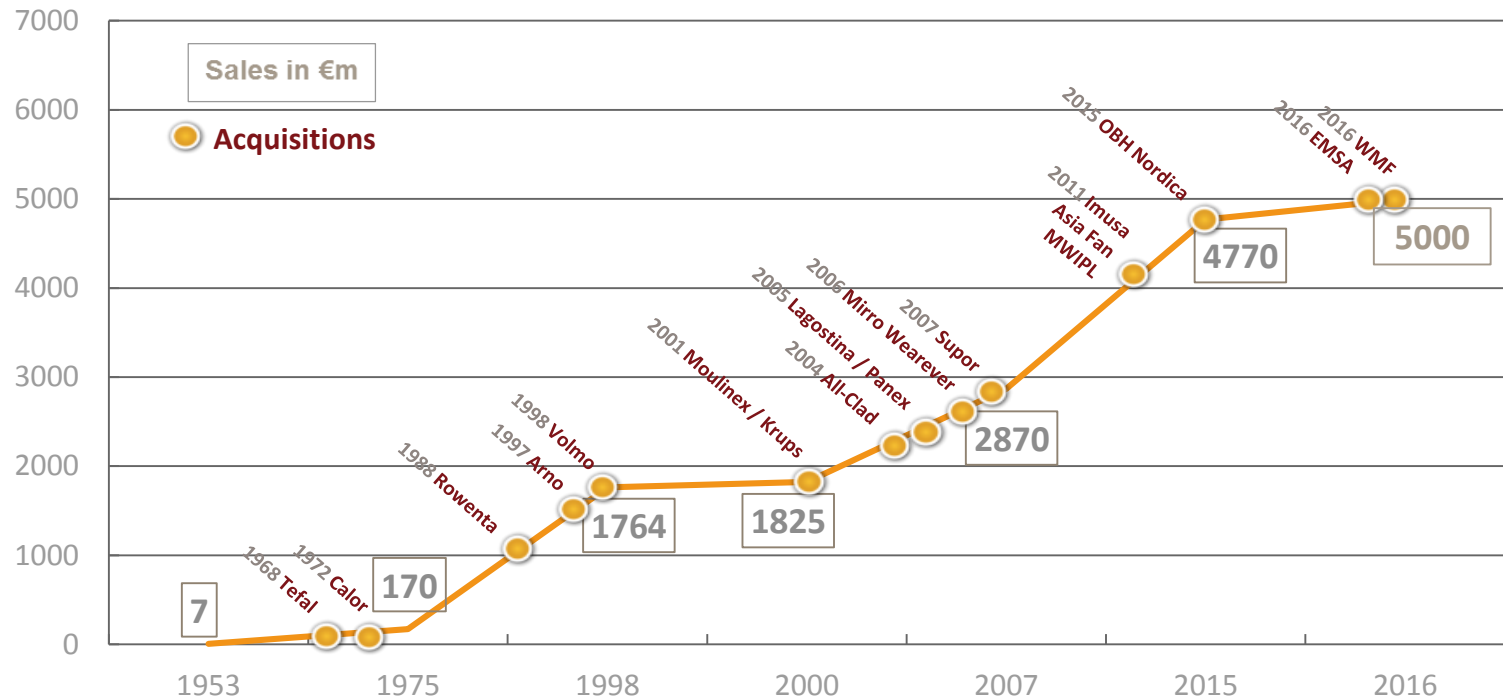


Breakdown of voting rights
at 31 December 2016 in %



7. A Growth Story

Groupe SEB: a Growth Story



1857 - 1951

From the Shop to the Super Cocotte



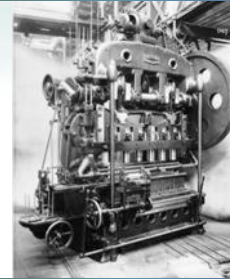
1857

Antoine Lescure
founds a
tinsmithing shop
in Selongey
(Burgundy,
France)



1892

The “Fabrique de
Ferblanterie Jean
Lescure” has some
40 employees



1900

René Lescure
(Jean’s son) buys
a drawing press at
the Paris World
Fair



1944

The company
becomes S.E.B.
(Société
d’Emboutissage
de Bourgogne –
The Burgundy
stamping company)

1952 - 1975

From the Pressure Cooker to SDA



TEFAL®

calor®



SEB S.A.

introduction des actions à la cote officielle
(Bourse de Paris)

1952
S.E.B.
becomes a
public limited
company.
Frédéric
Lescure is the
Chairman of
the company.
(1952-1973)

1953
Launch of the
SEB Super
Cocotte
pressure
cooker, which
meets with
dazzling
success: by the
following year,
sales have
already doubled

1968
Acquisition of Tefal
and its 5 subsidiaries
(Germany, Belgium,
Denmark, The
Netherlands, Italy)

1972
Acquisition of Calor,
one of the European
leaders in the linen
and personal care
sector.

1973
Incorporation of
Groupe SEB
through the creation
of the holding
company SEB SA.
Henri Lescure
becomes Chairman
of the Group (1973-
1976).

1975
The SEB share is
listed on the Paris
Stock Exchange

1954

Tefal
non-stick pan



1962

Seb Moka
electric coffee-maker



1967

Seb
odorless deep fryer



1976 - 1990

The Group is Created and Expands Internationally



1976

The head office is moved from Selongey to Ecully (69), near Lyon. Emmanuel Lescure becomes Chairman of the Group (1976-1990)

1978

25,000,000th
Super Cocotte

1980-1988

Creation of foreign
distribution
subsidiaries :
Austria, Brazil,
Spain...

1988

Acquisition of the German
company Rowenta
and its 8 subsidiaries
(France, Austria, Italy,
The Netherlands, UK,
Belgium, Spain, USA),
which makes Groupe SEB
the European leader

1978
Tefal
Raclette



1978
Calor
Epilacire



1980
Seb
Sauce maker



1985
Tefal
Sensitive Computer



1990 - 2000

Globalization Intensifies



ARNO

Volmo

1990

Jacques Gairard becomes Chairman of the Group (1990-2000)

1991-1998

The Group continues opening subsidiaries: Poland, Czech Republic, Portugal, Slovakia, Hungary, Russia, Turkey, Argentina, India, Korea, Australia...

1996

Creation of a joint venture to carry out sales and manufacturing in China (Shanghai)

1997

Purchase of the company Arno, the Brazilian leader on the small electric appliances market.

1998

Acquisition of Volmo, the Colombian and Venezuelan leader on the small electric appliances market.

1995
Arno

Autoclean Blender



1996
Tefal

Eureka / Ingenio range



1997

Rowenta

Dymbo Delta System head



Since 2000 A New Dimension



2000 Thierry de La Tour d'Artaise becomes Chairman of the Group	2001-2014 The Group continues opening subsidiaries: Thailand, Singapore, Malaysia, Schweiz, Romania, Ukraine, Slovenia, Latvia, Bulgaria, Peru, Egypt, South Africa, Croatia, Venezuela...	2001 Partial takeover of Moulinex/ Krups, the Group becomes the world leader in Small Domestic Appliances	2004 Acquisition of All-Clad (USA)	2005 Acquisition of Lagostina (Italy) and Panex (Brazil)	2006 Acquisition of Mirro WearEver (USA)	2007 Purchase of a majority stake in Supor (China). In 2011, the Group increased its stake to 71%
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2006
Seb / Tefal
Actifyr



2007
Rowenta
Silence Force



2008
Calor
Ultimate
Autoclean



2009
Seb / Tefal
Nutricook



2009
Moulinex
Fresh
Express



Since 2000 A New Dimension

SEB ALLIANCE



2011

Acquisition of Imusa (Colombia), Asia Fan (Vietnam) and purchase of a majority stake in Maharaja Whiteline (India).

Creation of SEB Alliance, the Group's investments fund

2014

The Group increases its stake in Maharaja Whiteline and AsiaFan to 100%

2015

Acquisition of OBH Nordica (Scandinavia)

The Group increases its stake in Supor (China) to 81%

2016

Acquisition of EMSA (Germany)

Acquisition of WMF Group (WMF, Hepp, Kaiser, Schaerer, Silit) (Germany)

2012

Moulinex
Cookeo



2013

Moulinex
Cuisine
Companion



2015

Rowenta
Intense
Pure Air



2015

Moulinex
Cookeo
Connect



2015

Tefal
Actifyr
Smart



2016

Moulinex
i-Companion



Thank you for your attention