



Corporate brochure 2017

“ 2016: A GREAT YEAR FOR THE GROUP ”



The Group achieved record performances in 2016. We reached the threshold of **€5 billion in sales**, exceeded the mark of **€500m** in Operating Result from Activity. We owe these excellent results to highly robust business activity, driven by strong innovation momentum, by the power of our brands, firmly rooted in consumers' everyday lives, by new inroads in several major markets, and by increased investments in advertising (digital in particular) and operational marketing. These results were also fueled by rapid and ongoing development in e-commerce. They can also be attributed to our industrial performance and continuous improvement in our competitiveness. Once again, they reflect the solidity of our business model, which enables us to stay our course regardless of shifts in the economic environment.

A year of strategic and structuring acquisitions

In addition to the progress made by the Group in its business activity and its increased stake in Supor, the acquisitions of WMF and EMSA give the Group **a new dimension**. In its new configuration, Groupe SEB represents **more than €6bn** in sales and **€600m** in Operating Result from Activity. I would like to thank all those who in 2016 worked to achieve these record Group performances and to succeed in the acquisitions. I would also like to warmly welcome the employees of EMSA and WMF who joined the Group in 2016.

Ambitious objectives for 2017

Enthusiastic and confident in the potential of the “new” Groupe SEB, we are approaching 2017 as a **year of transformation**, with the integration of WMF as of January 1st.

The Group will also continue to fuel its growth momentum through innovation, continued development in the markets, heightened digitization of its business and improved competitiveness. Hence, the Group is aiming for **further organic sales growth and an increase in Operating Result from Activity**, both in its 2016 scope and its new configuration.

A handwritten signature in black ink, reading "Thierry de La Tour d'Artaise".

Thierry de La Tour d'Artaise
Chairman and CEO

2016

a **record** year



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

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

Our mission

Groupe SEB's strategy is based on a long-term vision that consists in finding just **the right balance between growth and competitiveness** in order to create value for all its stakeholders by positioning itself as **THE global reference in Small Domestic Equipment**.

Thanks to its sound fundamentals and passionate, motivated teams, the Group can get through troubled times calmly and with agility, harness all opportunities for growth and focus on achieving excellence, whilst also reinforcing its competitiveness and performance.

Preserving major fundamentals also relies on a company philosophy based on a sense of responsibility, solidarity and commitment.

Groupe SEB has a set of **strong values**, handed down from its founders, which have shaped and nourished its spirit since the very beginning.



2016

SALES

€5,000m

**OPERATING
RESULT FROM
ACTIVITY**

€505m

NET PROFIT

€259m

**OPERATING
CASHFLOW
GENERATION**

€452m

**INVESTMENT
IN INNOVATION**

€179m

**STOCK MARKET
CAPITALISATION
AT 31.12.2016**

€6,459m

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

Our vision

MEETING YOUR EXPECTATIONS

COOKWARE

- Frying pans, saucepans, pressure cookers, kitchen tools and utensils, baking trays, food storage containers...

SMALL ELECTRICAL APPLIANCES

KITCHEN ELECTRICS

- Electrical cooking: deep fryers, rice cookers, electric pressure cookers, informal meal appliances, waffle makers, meat grills, toasters, multicookers...
- Beverage preparation: coffee makers (filter and pod), espresso machines, electric kettles, home beer-tapping machines, soya milk makers...
- Food preparation: food processors, mixers, beaters, blenders, cooking food processors...

HOME AND PERSONAL CARE

- Linen care: steam irons and generators, garment steamers...
- Personal care: hair care devices, epilators, bathroom scales...
- Home care: cylinder vacuum cleaners with or without dust bag, upright vacuum cleaners...
- Home comfort: fans, heaters, air treatment...



Our extensive and

ICONIC BRANDS

Groupe SEB operates a multi-brand strategy, allowing it to achieve wide coverage of local and global markets, as well as a precise segmentation of its product offer and distribution, in order to provide the best response to multiple consumer expectations.

This unique portfolio, consisting of world-famous brands and leading local brands, has been built up over the years through targeted acquisitions and today represents a major strategic advantage, allowing the Group to differentiate itself and ensure long-term growth.

Each brand cultivates its own identity and consistent positioning, both geographically and over time, thanks to clearly defined platforms enabling local adjustment, and values that are easy for everyone to understand.



AirBake

ARNO



calor

clock



IMUSA



MANARAJA WHITELINE

MIRRO



PANEX

Rochedo

samurai

schaerer

SEB

Silit
KOCHGERÄTE SEIT 1920

SUPOR

T-fal

umco

siempre en tu hogar

WearEver
Guaranteed for Life

diversified offer



EMSA, accelerating the kitchen utensils and accessories strategy

In May 2016, Groupe SEB acquired the German company EMSA. Founded in 1949, EMSA, which is headquartered in Emsdetten, specialises in the design, manufacture and sale of kitchen products and accessories.

Its core business focuses on three categories: vacuum jugs and flasks, kitchen utensils and food storage containers. From the second half of 2016, the first synergies were quickly put in place, leading to the creation of the Group's kitchenware centre of expertise at EMSA, the involvement of EMSA teams in product committees, the marketing of about forty products under the Tefal brand, the integration of an EMSA range in the Group's retail network and initial work to market the EMSA ranges internationally.



2016 SALES
€85m

**3 INDUSTRIAL
SITES**

**800
EMPLOYEES**

2016 a year of acquisitions

3 BUSINESSES

WMF, a structuring acquisition

The acquisition, in 2016, of the German group WMF, founded in 1853 in Geislingen an der Steige, represents a new building block in Groupe SEB's development. The world leader in automatic professional coffee machines and the German leader in cookware, it allows the Group to significantly strengthen its position in small domestic equipment, particularly in Germany. It is also an excellent opportunity to enter the highly attractive professional coffee machine market.

In 2016, WMF achieved sales of €1.1 billion, of which 70% were in Europe (48% in Germany), a steady increase supported by an extensive product offer, exceptional design, perfect features and superior quality. WMF also relies on a multichannel distribution strategy including a strong network of 200 proprietary stores and 800 shop-in-shops, which successfully promote the brand image and sales.

€1,100m
2016 SALES

**8 PRODUCTION
SITES, OF WHICH
6 IN EUROPE**

**5,700
EMPLOYEES**

PROFESSIONAL COFFEE
38% of sales



Automatic coffee machines for hotels,
restaurants, cafés, bakeries,
convenience stores...



CONSUMER
55% of sales



Cookware, kitchen utensils
and accessories,
small kitchen electrics.

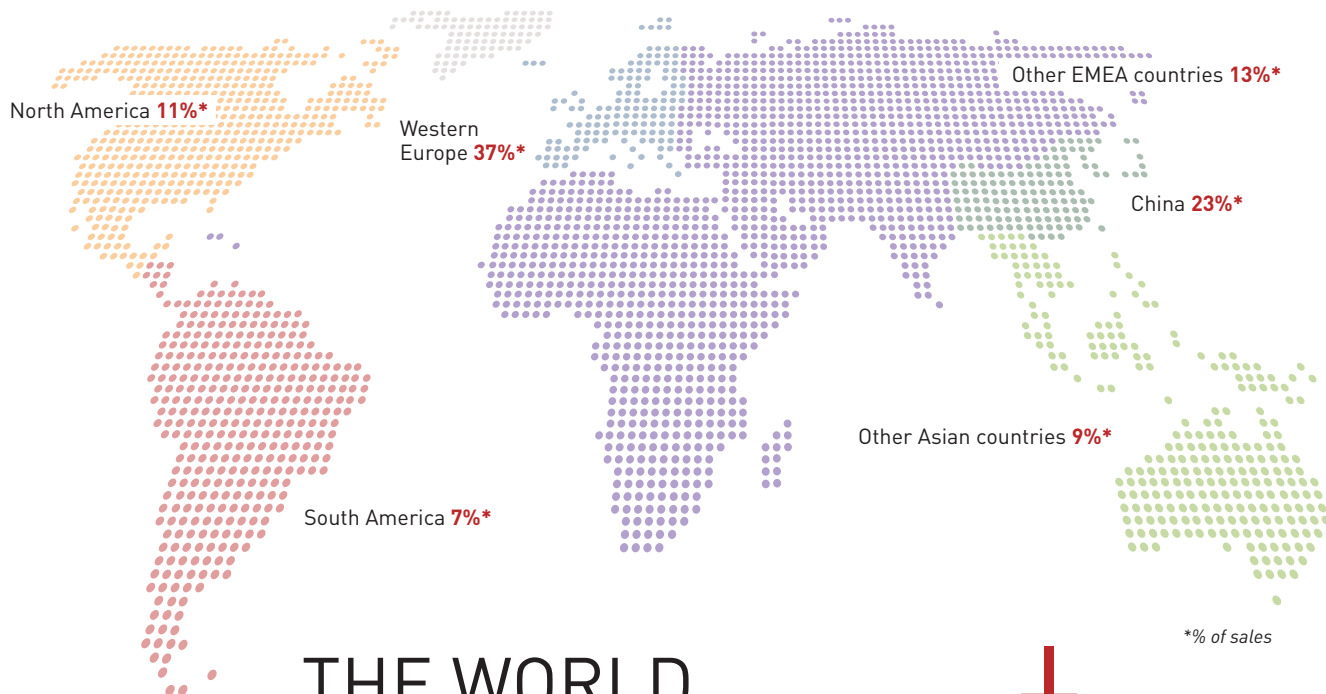


HOTEL EQUIPMENT
7% of sales



Premium tableware and
accessories for hotels,
restaurants and cruise ships.





THE WORLD AS MARKET

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Campus SEB, Group new headquarters in Ecully.

40
INDUSTRIAL SITES

92
MARKET
COMPANIES

MORE THAN
1,200
PROPRIETARY STORES

33,000
EMPLOYEES

