

# PROVISIONAL 2017 SALES

23 January 2018



ALL-CLAD | ARNO | ASIAVINA | CALOR | CLOCK | EMSA | ESTERAS | 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

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## 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 Financiers) and made available for downloading from the Company's website*

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# PROVISIONAL 2017 SALES

23 January 2018

- 1. Figures**
- 2. Business review by geography**
- 3. 2017 objectives**

# PROVISIONAL 2017 SALES

23 January 2018

## 1. Figures



# Key figures at 31 December, 2017

## Annual Sales

**€6,485m**

+29.7%

+9.2% LFL\*

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Of which WMF sales

**€1,151m**

+5.5%

## Q4 Sales

**€2,026m**

+24.1%

+8.4% LFL\*

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Of which WMF sales

**€338m**

stable

*\* Like-for-like: at constant exchange rates and scope of consolidation*

# 2017 revenue by region

		2016	2017	As reported	LFL
	<b>EMEA</b>	<b>2,495</b>	<b>2,690</b>	<b>+7.8%</b>	<b>+7.6%</b>
	Western Europe	1,834	1,962	+7.0%	+5.8%
	Other countries	661	728	+10.1%	+12.6%
	<b>AMERICAS</b>	<b>919</b>	<b>939</b>	<b>+2.2%</b>	<b>+3.1%</b>
	North America	564	573	+1.7%	+3.8%
	South America	355	366	+3.0%	+2.0%
	<b>ASIA</b>	<b>1,586</b>	<b>1,709</b>	<b>+7.7%</b>	<b>+15.3%</b>
	China	1,122	1,240	+10.4%	+21.0%
	Other Asian countries	464	469	+1.2%	+1.6%
	<b>TOTAL excl. WMF</b>	<b>5,000</b>	<b>5,337</b>	<b>+6.7%</b>	<b>+9.2%</b>
	<b>WMF</b>		<b>1,148*</b>	<b>5,1%*</b>	
	<b>Groupe SEB</b>	<b>5,000</b>	<b>6,485</b>	<b>+29.7%</b>	

% based on non-rounded figures

\* Excluding €3m of WMF sales already made by SEB subsidiaries



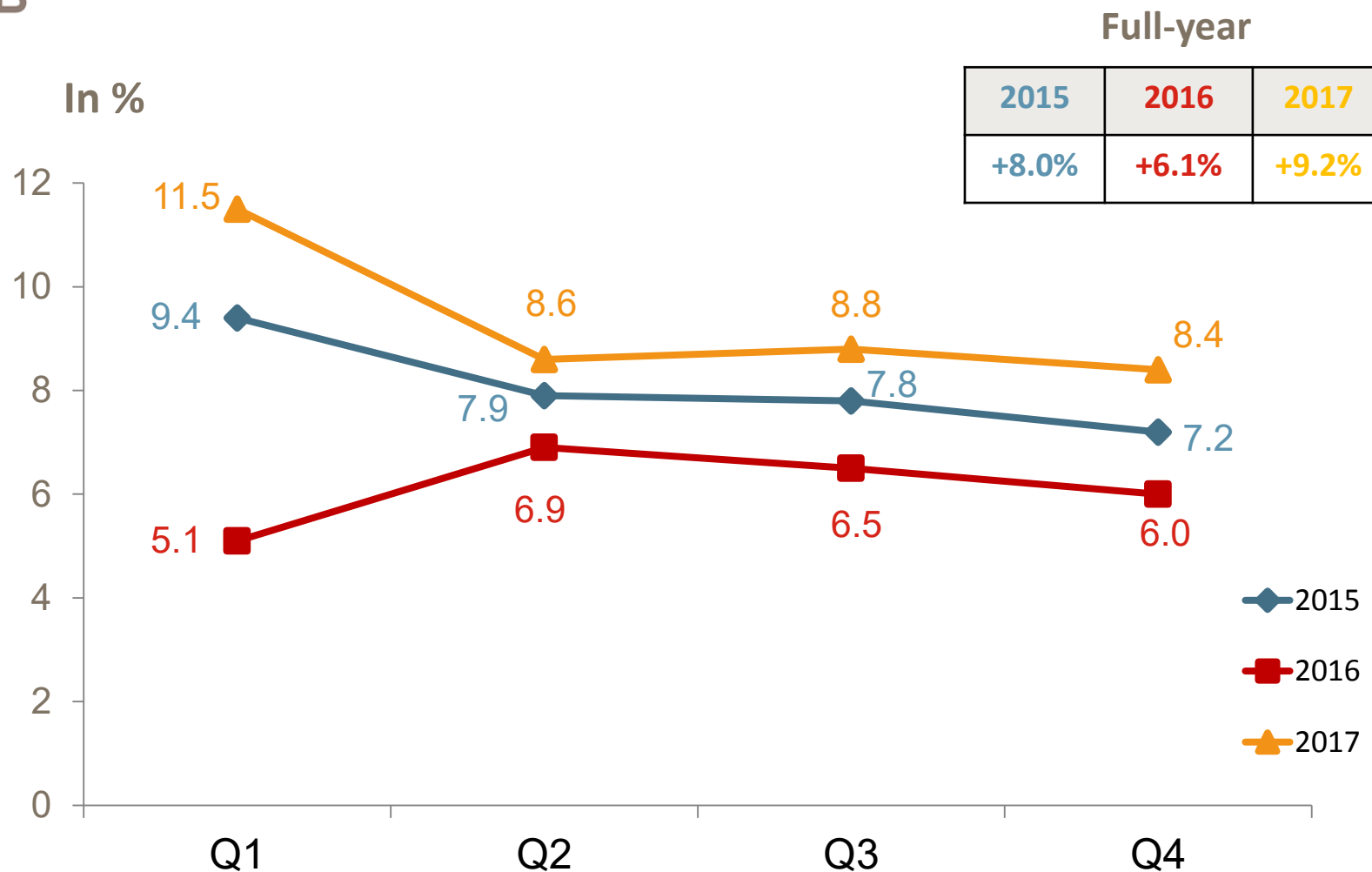
# Q4 revenue by region

	Q4 2016	Q4 2017	As reported	LFL
<b>EMEA</b>	<b>910</b>	<b>967</b>	<b>+6.3%</b>	<b>+7.9%</b>
Western Europe	687	738	+7.4%	+8.1%
Other countries	223	229	+2.8%	+7.4%
<b>AMERICAS</b>	<b>301</b>	<b>293</b>	<b>-2.9%</b>	<b>+4.1%</b>
North America	189	185	-2.0%	+4.2%
South America	112	108	-4.5%	+3.9%
<b>ASIA</b>	<b>421</b>	<b>431</b>	<b>+2.5%</b>	<b>+12.7%</b>
China	278	296	+6.2%	+19.4%
Other Asian countries	143	135	-4.9%	-0.5%
<b>TOTAL excl. WMF</b>	<b>1,632</b>	<b>1,691</b>	<b>+3.6%</b>	<b>+8.4%</b>
<b>WMF</b>		<b>335*</b>	<b>-1.4%*</b>	
<b>Groupe SEB</b>	<b>1,632</b>	<b>2,026</b>	<b>+24.1%</b>	

% based on non-rounded figures

\* Excluding €3m of WMF sales already made by SEB subsidiaries

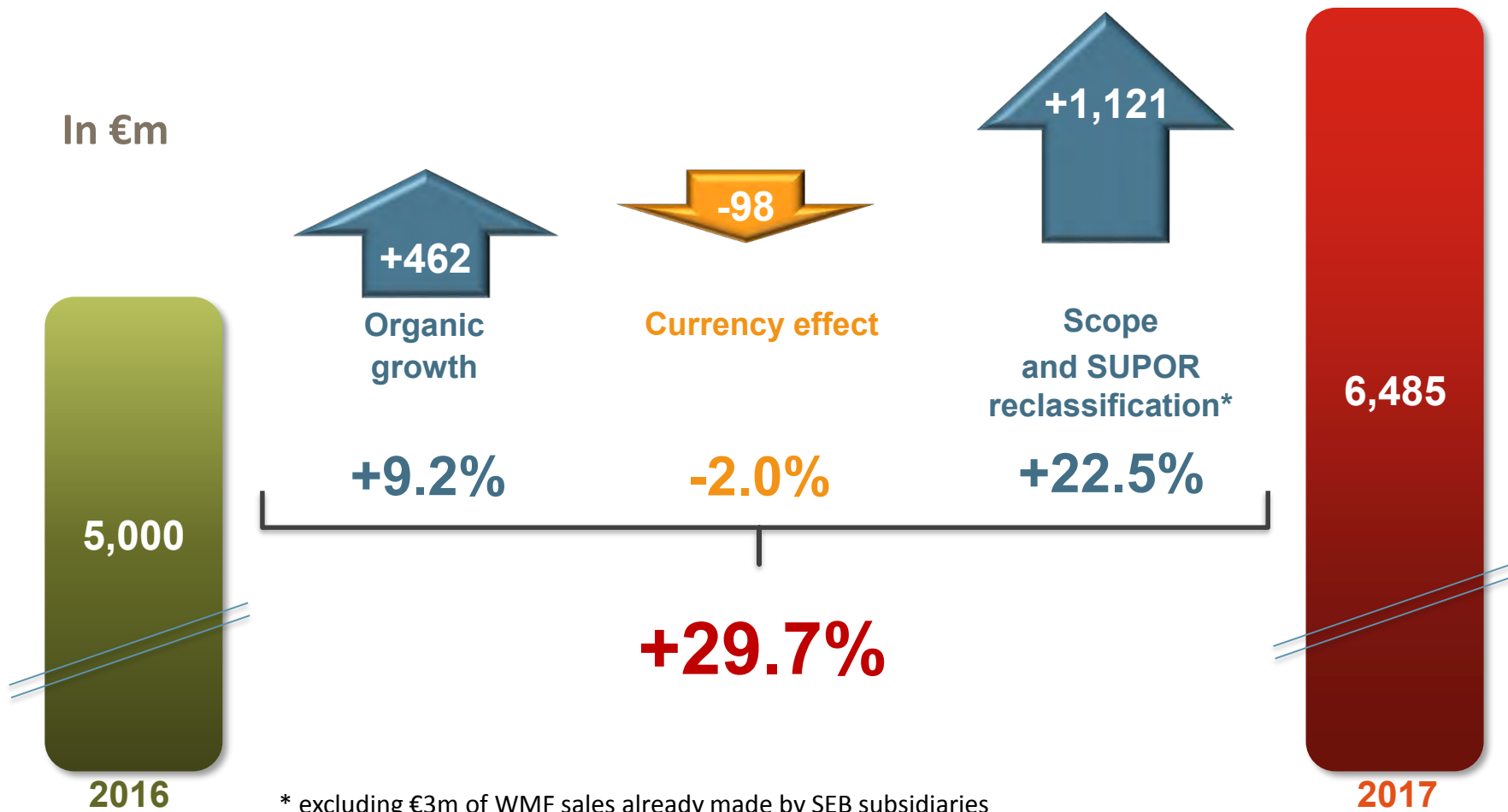
# Organic growth in sales, by quarter





# Analysis of revenue growth

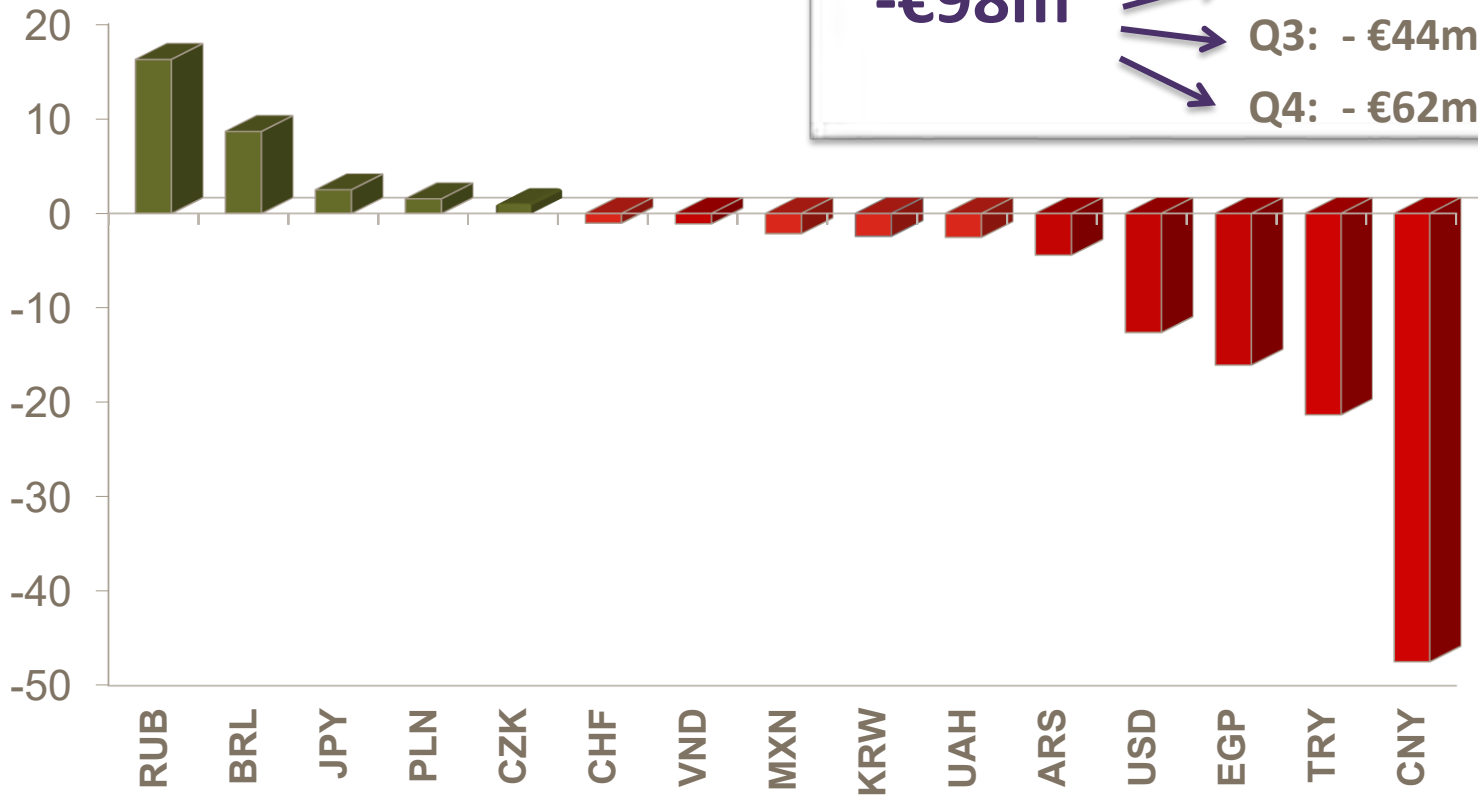
In €m



# Currency impact on 2017 revenue

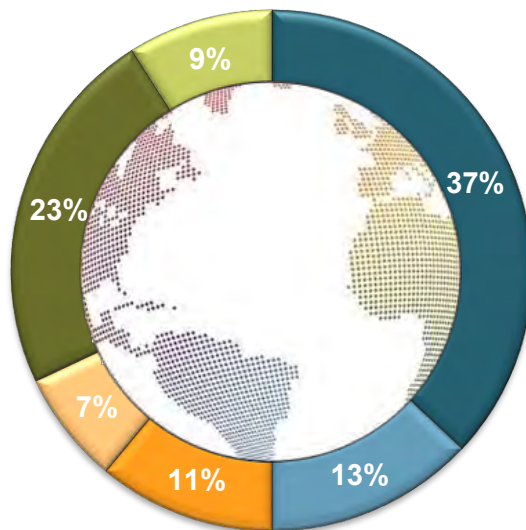
**Groupe SEB excl. WMF: - €98m**

In €m



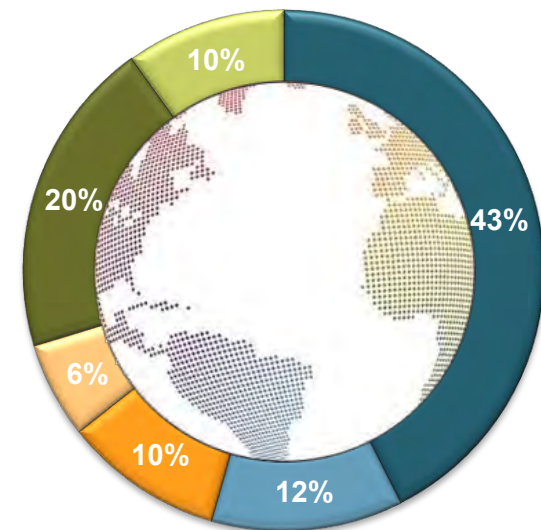
# 2017 revenue by region

## Excluding WMF



Mature countries: 53%  
Emerging countries: 47%

## With WMF



Mature countries: 59%  
Emerging countries: 41%

# TOP-20 countries 2017 revenue LFL growth

## TOP-10 COUNTRIES



# WMF business review

**2017 revenue: €1,151m, +5.5%**  
**Q4 revenue: €338m, stable**

## Professional

**2017: €563m, +13%**  
**Q4: €137m, flat**

- Full-year PCM sales up 17%, stable in Q4
- No more impact in Q4 of the 2 big deals signed in 2016
- PCM core business ongoing solid growth, with strong momentum in Germany in Q4 and continued international development
- Revenue down in Hotel Equipment

## Consumer

**2017: €588m, flat**  
**Q4: €201m, stable**

- Flattish cookware sales in Germany
- Non-repeat of a LP in Asia
- One-off business disruption in Europe due to reorganisation of Group market companies
- Double-digit growth in SDA revenue
- Sales of WMF stores in Germany slightly up
- Strong international momentum

23 January 2018

## 2. Business review by geography

Groupe SEB, 2017 scope



Western Europe	2016	2017	REPORTED	LFL	Reminder LFL 2016
Full-year	1,834	1,962	+7.0%	+5.8%	+3.1%
Q4	687	738	+7.4%	+8.1%	+0.7%

- **Solid revenue growth in full-year, with a buoyant Q4**
  - ➔ Groupe SEB outperforming the market and gaining share
- **Almost all Group markets up in Q4**
  - ➔ Record Q4 sales in **France** (€307m, +4.7%), offsetting dull 9-month performance
    - ➔ Firm end of year in cookware, but FY sales lagging behind 2016 due to non-repeat of LPs
    - ➔ Strong impetus in SDA, fuelled by a wide range of products: vacuum cleaners, steam generators, Cookeo, Cuisine Companion, full-auto espresso coffee machines, Dolce Gusto...
  - ➔ **Germany**: outstanding year, continued roll-out of champion products + new LPs
  - ➔ **Spain**: sustained growth in core business, strengthened leadership offline and online
  - ➔ Ongoing good momentum for sales excl. LPs in **Italy**, nurtured by mainstays.
  - ➔ **UK**: overall uncertain environment, price hikes, yet growing LFL sales across the year
  - ➔ **Belgium / the Netherlands / Portugal**: sharp dynamic in Q4, full-year business activity up



# Other EMEA countries



Other EMEA countries	2016	2017	REPORTED	LFL	Reminder LFL 2016
Full-year	661	728	+10.1%	+12.6%	+12.7%
Q4	223	229	+2.8%	+7.4%	+19.5%

- **Solid 2017 organic growth, yet more moderate in Q4, vs high comps**
  - ➔ The vast majority of countries contributed to growth
  - ➔ Market share gains
- **Overall strong momentum**
  - ➔ Ongoing development in **Central Europe**, based on pillar categories + LPs
  - ➔ **Ukraine** : stepped-up dynamic over the quarters, LFL growth for the full-year above 50%
  - ➔ **Russia**: LFL Q4 sales only slightly up due to non-renewed LPs, but double-digit, broad-based organic growth maintained over the full year with distribution gains
  - ➔ **Turkey**: challenging backdrop. LFL robust growth ➔ Price increases to compensate for TRY depreciation combined with resilient volumes. Local manufacturing (Turkey and Egyptian plant) representing a quarter of the business.
  - ➔ 2017 sales down in **Saudi Arabia** and **India** despite better, resp. stable Q4.

North America	2016	2017	REPORTED	LFL	Reminder LFL 2016
Full-year	564	573	+1.7%	+3.8%	-4.0%
Q4	189	185	-2.0%	+4.2%	-1.5%

- **Q4 back to growth after a downward spiral, thanks to better performance in the US**
- **US: a difficult year, ending positively**
  - ➔ Major crisis in the offline distribution industry vs skyrocketing e-commerce sales ➔ Stock clearance, store closures, Group reducing its exposure to certain retailers, etc.
  - ➔ Fierce competition in cookware (➔ New entrants) and contracting ironing market, impacting respectively T-Fal sales and Rowenta's business despite growth in garment steamers
  - ➔ Positive contribution of Krups new Kitchen Electric range and solid dynamic of All-Clad in the cookware premium segment
- **Canada: rebound in Q4**
  - ➔ Major drivers: cookware, linen care and introduction of a new kitchen electric range
- **Mexico: the key contributor to growth in 2017 in NAFTA**
  - ➔ Growth driven by pillar categories (cookware, irons and blenders) + new LP with Soriana

South America	2016	2017	REPORTED	LFL	Reminder LFL 2016
Full-year	355	366	+3.0%	+2.0%	+1.8%
Q4	112	108	- 4.5%	+3.9%	+3.1%

- **Turnaround in Latam currency trend since Q3, amplified in Q4**
  - ➔ BRL and COP significant depreciation vs €
- **Brazil: improved environment including retail and consumption**
  - ➔ Q4 revenue up 3% LFL, leading to 1% organic growth for the full-year
  - ➔ Promising launch of new models in fans and irons. Business still challenging in cookware and food prep.
  - ➔ Gradual ramp up of the new Itatiaia production facility
- **Colombia: soft macro-economic context and mild consumer confidence**
  - ➔ Sales in COP down, exclusively due to fans (unfavourable weather conditions)
  - ➔ Confirmed growth in cookware and blender sales

China	2016	2017	REPORTED	LFL	Reminder LFL 2016
Full-year	1,122	1,240	+10.4%	+21.0%	+15.4%
Q4	278	296	+6.2%	+19.4%	+17.1%

- **Outstanding performance: sales up by around 20 % LFL, fuelled by e-commerce**
  - ➔ Innovation strategy by Supor, contributing to the trade-up in the market
    - ➔ Cookware + Kitchen tools and utensils: Woks, thermal mugs and cups
    - ➔ Kitchen electrics: rice cookers, electrical pressure cookers, high speed blenders...
    - ➔ Non-kitchen electrics: air purifiers, irons and garment steamers, vacuum cleaners...
  - ➔ Continued sharp impetus of e-commerce sales: more than 35% of total sales
    - ➔ “Double 11 Day” sales up by more than 40% vs 2016
  - ➔ 5<sup>th</sup> in a row of double digit growth
  - ➔ Supor confirmed #1 player in cookware and #2 player in SDA in China
- **To be noted**
  - ➔ Reclassification of €74m of marketing spend over the year (€20m in Q4) to sales deduction

# Other Asian countries



Other Asian countries	2016	2017	REPORTED	LFL	Reminder LFL 2016
Full-year	464	469	+1.2%	+1.6%	+4.8%
Q4	143	135	-4.9%	-0.5%	+6.0%

- **Slight decline in LFL revenue in Q4 due to drop in business in small markets**
- **Japan and South Korea key growth drivers**
  - ➔ **Japan:** firmly growing business activity underpinned by a good momentum in cookware, continued developments in the ironing segment (compact irons, garment steamers) and in kettles. Around 30 proprietary stores performing well.
  - ➔ **South Korea:** another good year based on continued growth in cookware, blenders and hair dryers
- **Mixed picture in the other countries**
  - ➔ Higher 2017 local sales in **Australia, Thailand and Malaysia**
  - ➔ Turnover down LFL in **Vietnam**, and penalized in **Singapore** by non repeat of B2B deal

# PROVISIONAL 2017 SALES

23 January 2018

## 3. 2017 Objectives



## Outlook: 2017 objectives confirmed

- **High quality 2017 revenue**
  - ➔ Almost all geographies up
  - ➔ All large product categories contributing positively to growth
- **Despite the unfavorable foreign exchange trends in second-half 2017, Groupe SEB confirms and refines its objectives:**
  - ➔ Growth in Operating Result from Activity before PPA one-offs\* comprised between 30 % and 35 %
  - ➔ WMF accretive by  $\geq 20\%$  on 2017 EPS, before impacts of PPAs

\*PPA one-offs on 2017 ROPA: -€17m, all in H1





## ■ Glossary



### ***On a like-for-like basis (LFL) – Organic***

The amounts and growth rates at constant exchange rates and consolidation scope in a given year compared with the previous year are calculated:

- ➔ using the average exchange rates of the previous year for the period in consideration (year, half-year, quarter);
- ➔ on the basis of the scope of consolidation of the previous year.

This calculation is made primarily for sales and Operating Result from Activity.

### ***Operating Result from Activity (ORfA)***

Operating Result from Activity (ORfA) is Groupe SEB's main performance indicator. It corresponds to sales minus operating costs, i.e. the cost of sales, innovation expenditure (R&D, strategic marketing and design), advertising, operational marketing as well as commercial and administrative costs. ORfA does not include discretionary and non-discretionary profit-sharing nor other non-recurring operating income and expense.

### ***Adjusted EBITDA***

Adjusted EBITDA is equal to Operating Result from Activity minus discretionary and non-discretionary profit-sharing, to which are added operating depreciation and amortization.

### ***Net debt – Net indebtedness***

This term refers to all recurring and non-recurring financial debt minus cash and cash equivalents as well as derivative instruments linked to Group financing having a maturity of under one year and easily disposed of. Net debt may also include short-term investments with no risk of a substantial change in value but with maturities of over three months.

### ***Operating cash flow***

Operating cash flow corresponds to the “net cash from operating activities / net cash used by operating activities” item in the consolidated cash flow table, restated from non-recurring transactions with an impact on the Group's net debt (for example, cash outflows related to restructuring) and after taking account of recurring investments (CAPEX).

# Schedule for **upcoming events**



23/01/2018 5:40 pm	Provisional 2017 sales
01/03/2018 6:30 am	2017 sales and results
26/04/2018 5:40 pm	Q1 2018 sales and financial data
16/05/2018 2:30 pm	Annual general meeting
24/07/2018 6:30 am	H1 2018 sales and results
25/10/2018 5:40 pm	Nine-month 2018 sales and financial data



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