FIRST-HALF 2019 SALES AND RESULTS

Paris | July 24, 2019

Listen to the webcast of the meeting on www.groupeseb.com
NOTE

This presentation may contain certain forward-looking statements regarding Groupe SEB’s activity, results and financial situation. These forecasts are based on assumptions which seem reasonable at this stage, but which depend on external factors including trends in commodity prices, exchange rates, the economic environment, demand in the Group’s large markets and the impact of new product launches by competitors.

As a result of these uncertainties, Groupe SEB cannot be held liable for potential variance on its current forecasts, which result from unexpected events or unforeseeable developments.

The factors which could considerably influence Groupe SEB’s economic and financial result are presented in the Annual Financial Report and Registration Document filed with the Autorité des Marchés Financiers, the French financial markets authority.
1. General environment and key figures
2. Highlights
3. H1 2019 sales and results
4. Outlook
5. Appendices
GENERAL ENVIRONMENT AND KEY FIGURES
Mixed general environment

- Still difficult macroeconomic context:
  - Geopolitical tensions (USA/China, Gulf…)
  - Uncertainty in emerging countries (Brazil, Turkey)
  - Sluggish dynamics in Europe (Italy, Germany, UK)
- Fast-changing retail market
  - Difficulties of traditional retail vs. continuous development of e-commerce ➔ Promotion-driven environment
- More favorable than expected developments in raw materials’ prices during H1
- Lower currency volatility
Key figures at end-June 2019

Sales
€3,337m
+10.3%  +8.4% LFL

Consumer
€2,946m
+7.7%  +7.2% LFL

Professional
€391m
+34.9%  +20.1% LFL
Key figures at end-June 2019

**Sales**
€3,337m
+10.3% +8.4% LFL

**ORfA**
€230m
+10.7% +8.1% LFL

**Net profit**
€100m
+9.8%

**Net debt**
€2,428m*
+€313m vs 06/30/2018

*o/w IFRS 16 debt: €346m
HIGHLIGHTS

- Wilbur Curtis
- Egypt
- Employee shareholding plan
- WMF
Wilbur Curtis: good start in the Group

- Business synergies effective with WMF-Schaerer in professional coffee machines in the US
  - Filter coffee / Automatic espresso
  - Price positioning
  - Client portfolio
  - Geographic foothold

- Ongoing integration process ➔ SEB Professional

- Sales and logistics synergies under development

- Robust growth in sales at June 30

- Extensive pipeline of new products
Egypt: operating levers implemented

- Strategic market for the Group
- Small Domestic Appliances (SDA)
  - Strong growth in local production ➔ Improving competitiveness
  - Leadership in food preparation
- Cookware
  - Industrial site ramp-up
  - Strong leadership: Zahran/Tefal synergies
- Solid momentum in the Retail business
  - 11 stores refurbished and modernized
  - ~15% of sales
Employee shareholding plan respected

- Open operation in 33 countries
  - Subscription price: €123.04
  - 20% discount / benchmark price €153.79
- Participation rate: 22% of the 19,000 eligible employees
- Average amount invested per employee: €4,400
- Total amount: €18.1m including employer contribution
  ➔ 147,300 shares = 0.29% of the share capital
- Employee shareholding at the end of the operation:
  ➔ From 2.74% to 3.04%
WMF: contrasting performances

- PCM*: performances above our expectations
  - 2015 ➔ 2018 sales: +43%

- More complicated Consumer business than expected
  - 2015 ➔ 2018 sales: -8%

➤ Plan to strengthen Consumer business
- Objective: op. margin at Group level (~10%)
- Action plan founded on 4 priority areas
  - Resume growth
  - Industrial reorganization: streamline Consumer and investments in PCM
  - Logistics optimization in Germany
  - Reduction of central costs

*PCM: Professional Coffee Machines
H1 2019 SALES AND RESULTS
Robust performances with balanced growth
Change in sales H1 2018 → H1 2019

<table>
<thead>
<tr>
<th>In €m</th>
<th>Organic growth</th>
<th>Currency effect</th>
<th>Perimeter</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 2018</td>
<td>+254</td>
<td>+15</td>
<td>+43</td>
</tr>
<tr>
<td></td>
<td>+8.4%</td>
<td>+0.5%</td>
<td>+1.4%</td>
</tr>
<tr>
<td>H1 2019</td>
<td>3,337</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Currency impact on H1 2019 sales

+€15m

Q1: +€13m
Q2: +€2m
Organic sales growth per quarter

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>+10.1%</td>
<td>+7.4%</td>
<td>+8.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>11.5</td>
<td>8.5</td>
<td>7.4</td>
</tr>
<tr>
<td>Q2</td>
<td>8.6</td>
<td>8.2</td>
<td>7.8</td>
</tr>
<tr>
<td>Q3</td>
<td>8.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>8.2</td>
<td>8.8</td>
<td>8.4</td>
</tr>
</tbody>
</table>

In %

- Q1: 11.5%
- Q2: 8.6%
- Q3: 8.8%
- Q4: 8.4%
## H1 sales

<table>
<thead>
<tr>
<th>Region</th>
<th>H1 2018</th>
<th>H1 2019</th>
<th>As reported</th>
<th>H1 2019 LFL</th>
<th>Q2 2019 LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>1,337</td>
<td>1,401</td>
<td>+4.7%</td>
<td>+5.0%</td>
<td>+5.9%</td>
</tr>
<tr>
<td>Other countries</td>
<td>340</td>
<td>368</td>
<td>+8.0%</td>
<td>+9.1%</td>
<td>+11.4%</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>338</td>
<td>362</td>
<td>+7.3%</td>
<td>+6.6%</td>
<td>+8.8%</td>
</tr>
<tr>
<td>South America</td>
<td>204</td>
<td>224</td>
<td>+9.5%</td>
<td>+3.0%</td>
<td>+2.3%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>1,060</td>
<td>1,182</td>
<td>+11.6%</td>
<td>+10.1%</td>
<td>+8.6%</td>
</tr>
<tr>
<td>Other countries</td>
<td>235</td>
<td>244</td>
<td>+4.3%</td>
<td>+0.7%</td>
<td>-0.9%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>2,735</td>
<td>2,946</td>
<td>+7.7%</td>
<td>+7.2%</td>
<td>+7.3%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>290</td>
<td>391</td>
<td>+34.9%</td>
<td>+20.1%</td>
<td>+16.3%</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>3,025</td>
<td>3,337</td>
<td>+10.3%</td>
<td>+8.4%</td>
<td>+8.2%</td>
</tr>
</tbody>
</table>

% based on non-rounded figures
Breakdown of sales by region

- **Emerging countries**: 48%
- **Mature countries**: 52%
- **Western Europe**: 36%
- **China**: 29%
- **Other EMEA countries**: 12%
- **North America**: 10%
- **South America**: 4%
- **Other Asian countries**: 9%

€3,337m +8.4% LFL
Top 20 countries – Consumer sales

- Germany
- Belgium
- Brazil
- China
- Spain
- USA
- Italy
- Japan
- Netherlands
- Poland
- Russia
- Switzerland
- Turkey
- Austria
- Canada
- Colombia
- France
- South Korea
- United Kingdom
- South Korea
- France
Western Europe

- **Solid growth in sales, slightly accelerating in Q2**
  - Positive SDA market
  - Strong core business and major loyalty programs (LPs)

- **Activity favorable overall**
  - France: stable half-year sales vs. 2018, return to growth in Q2
  - Other countries: growth virtually widespread, excluding UK

<table>
<thead>
<tr>
<th>H1 sales in €m</th>
<th>2018</th>
<th>2019</th>
<th>AS REPORTED</th>
<th>LFL</th>
<th>Reminder: 2018 LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Europe</td>
<td>997</td>
<td>1,033</td>
<td>+3.6%</td>
<td>+3.6%</td>
<td>+1.3%</td>
</tr>
</tbody>
</table>
Other countries EMEA

- Robust organic sales growth of 9.1% in H1, accelerating in Q2
  - Momentum driven by both core business and LPs
  - Sales in Retail Group up > 10%
  - Virtually widespread milestones in a market that is promising overall, but highly competitive

- Market share gains across the region (offline and online)

- Continued currency volatility

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</table>
North America

- Highly disrupted retail sector, impacting business
  ➔ Destockings, promotions, store closures…

- Contrasted performance by country:
  ➔ United States/Canada: solid business in cookware. Linen care market declining
  ➔ Mexico: brisk growth in cookware and electrical cooking

- Favorable currency effect (USD/€)
South America

- Strong sales growth in H1, accelerating in Q2
- Brazil the main growth driver
  - Acceleration in Q2 (+25%) vs. weak Q2 2018
  - Growth driven by several product categories in a highly competitive market
- Highly penalizing currency effects on recorded sales (BRL, COP, ARS…)

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<tr>
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<td>134</td>
<td>138</td>
<td>+3.9%</td>
<td>+12.1%</td>
<td>-0.7%</td>
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China

- Competitive and promotion-driven market, still propelled by e-commerce

- Solid momentum (10-15% LFL) maintained vs. exceptional 2018 performance
  ➔ Reminder: Q2 2018 sales: +30%

- All product families made a positive contribution to growth:
  ➔ Traditional categories: cookware, rice cookers, electric pressure cookers…
  ➔ New categories: thermal mugs, kettles, health pots, high-speed blenders, garment steamers, versatile vacuum cleaners, extractor hoods…

### H1 sales in €m

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<th>2018</th>
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<th>AS REPORTED</th>
<th>LFL</th>
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</thead>
<tbody>
<tr>
<td>China</td>
<td>825</td>
<td>938</td>
<td>+13.7%</td>
<td>+12.8%</td>
<td>+26.6%</td>
</tr>
</tbody>
</table>
Other countries

- Sales stable LFL after a slight organic decline in Q2
- Excellent performances across most countries in the region
  - Japan: traditional categories (cookware, kettles…) and new (garment steamers, Cook4me…)
  - Solid growth in Australia, Thailand and Malaysia
- One-off difficulties in South Korea
  - Fragile environment, heightened tensions with Japan

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<th>AS REPORTED</th>
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<td>+0.7%</td>
<td>+1.5%</td>
</tr>
</tbody>
</table>
Professional

- Professional business = Professional coffee machines + Hotel equipment
- Highly vigorous Professional Coffee business with moderate 2018 comparatives
  - Major contracts in the US and Asia
  - Growth in ordinary activity, with small retailers
- Acquisition and consolidation of Wilbur Curtis (USA) ➔ Specialist in professional filter coffee
  - Sales: €34m over a period of ~5 months
- Hotel equipment: strong growth in the half-year
Top performers by product line - Consumer

- Personal care
- Home comfort
- Food preparation
- Home care
- Electrical cooking
- Beverages
- Cookware
- Linen care

LFL

-5.0%
0.0%
5.0%
10.0%
15.0%
20.0%
25.0%
Product news
Steam’Up
Product news
Air Force Flex
Product news
Köpüklüm

Tefal Köpüklüm ile Muhabbeti Köpürtün
Product news
Healthy & Tasty RC
Product news
Cookware All Clad
Robust performances with balanced growth

1 Sales

2 Results
ORfA construction

2018

Volumes: +56

Price mix: +25

COGS: -18

Growth drivers: -23

Admin & comm. expenses: -24

2019

6.8% of sales

Currencies: -5

Scope effect: +11

2019

6.9% of sales

Volumes: 224

6.9% of sales
## Growth drivers

<table>
<thead>
<tr>
<th></th>
<th>H1 2018</th>
<th>H1 2019</th>
<th>Δ LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Innovation</strong></td>
<td>117</td>
<td>128</td>
<td>+8.2%</td>
</tr>
<tr>
<td><strong>Advertising and marketing</strong></td>
<td>197</td>
<td>214</td>
<td>+7.9%</td>
</tr>
<tr>
<td><strong>Total growth drivers</strong></td>
<td>314</td>
<td>342</td>
<td>+8.0%</td>
</tr>
</tbody>
</table>

*Gross amount, before French research tax credit and capitalization*
## Operating profit

<table>
<thead>
<tr>
<th></th>
<th>H1 2018</th>
<th>H1 2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Result from Activity (ORfA)</td>
<td>208</td>
<td>230</td>
<td>+10.7%</td>
</tr>
<tr>
<td>Discretionary and non-discretionary profit-sharing</td>
<td>(10)</td>
<td>(9)</td>
<td></td>
</tr>
<tr>
<td>Other operating income and expense</td>
<td>(12)</td>
<td>(8)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>186</td>
<td>213</td>
<td>+14.5%</td>
</tr>
</tbody>
</table>
## Net Profit

<table>
<thead>
<tr>
<th>Component</th>
<th>H1 2018</th>
<th>H1 2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profit</td>
<td>186</td>
<td>213</td>
<td>+14.5%</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(16)</td>
<td>(21)</td>
<td></td>
</tr>
<tr>
<td>Other financial expense</td>
<td>(20)</td>
<td>(25)</td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td>(36)</td>
<td>(40)</td>
<td></td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>(23)</td>
<td>(27)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td><strong>91</strong></td>
<td><strong>100</strong></td>
<td><strong>+9.8%</strong></td>
</tr>
</tbody>
</table>
Simplified balance sheet

<table>
<thead>
<tr>
<th>In €m</th>
<th>06/30/2018</th>
<th>06/30/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible fixed assets</td>
<td>3,540</td>
<td>4,162</td>
</tr>
<tr>
<td>Operating WCR</td>
<td>1,219</td>
<td>1,367</td>
</tr>
<tr>
<td><strong>Total assets to be financed</strong></td>
<td><strong>4,759</strong></td>
<td><strong>5,529</strong></td>
</tr>
<tr>
<td>Equity</td>
<td>1,984</td>
<td>2,323</td>
</tr>
<tr>
<td>Provisions</td>
<td>385</td>
<td>417</td>
</tr>
<tr>
<td>Other current assets and liabilities</td>
<td>375</td>
<td>361</td>
</tr>
<tr>
<td>Net debt</td>
<td>2,015</td>
<td>2,428</td>
</tr>
<tr>
<td><strong>Total financing</strong></td>
<td><strong>4,759</strong></td>
<td><strong>5,529</strong></td>
</tr>
</tbody>
</table>
Change in net debt

Operating cash flow: -€110m (€62m in H1 2018)

<table>
<thead>
<tr>
<th>Category</th>
<th>Change (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debt end-2018</td>
<td>1,578</td>
</tr>
<tr>
<td>Cash flow</td>
<td>-325</td>
</tr>
<tr>
<td>Tax and financial expense</td>
<td>+105</td>
</tr>
<tr>
<td>Invest</td>
<td>+106</td>
</tr>
<tr>
<td>Operating WCR</td>
<td>+211</td>
</tr>
<tr>
<td>Other operations</td>
<td>+13</td>
</tr>
<tr>
<td>Dividends</td>
<td>+132</td>
</tr>
<tr>
<td>Currencies</td>
<td>-8</td>
</tr>
<tr>
<td>Other, non operating</td>
<td>+235</td>
</tr>
<tr>
<td>IFRS 16</td>
<td>+382</td>
</tr>
</tbody>
</table>

Debt June 2019: 2,428
Ratios at June 30

WCR as % of sales

Net debt-to-equity

Net debt/adjusted EBITDA*

*12 rolling months

With IFRS 16
Guidance for 2019

H2 2019 expectations:

- More favorable than expected raw material environment
- But overall environment still complex

2019 OBJECTIVES

- Organic sales growth above 7%
- Based on current exchange rates, and considering the highly demanding second-half 2018: increase of around 6% in reported ORfA.
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Half-year 2019 Sales and Results

APPENDIXES
IFRS 16 implementation - Estimated impacts

GROUPE SEB
Impact on:

Net Debt (FY 19)
+ 346 M€ as of June 30 2019

Adjusted EBITDA (FY 19)
+ 80 M€

ORfA (FY 19)
+ 8 M€

Net Income (FY 19)
Around -5 M€

1,300 contracts
Stores
No cash impact
Offices
Warehouses
Vehicles
### Q2 sales

<table>
<thead>
<tr>
<th>Region</th>
<th>Q2 2018</th>
<th>Q2 2019</th>
<th>As reported</th>
<th>LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>494</td>
<td>515</td>
<td>+4.2%</td>
<td>+4.1%</td>
</tr>
<tr>
<td>Other countries</td>
<td>158</td>
<td>175</td>
<td>+11.1%</td>
<td>+11.4%</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>112</td>
<td>121</td>
<td>+8.3%</td>
<td>+2.3%</td>
</tr>
<tr>
<td>South America</td>
<td>65</td>
<td>73</td>
<td>+11.5%</td>
<td>+19.8%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>357</td>
<td>396</td>
<td>+11.2%</td>
<td>+11.9%</td>
</tr>
<tr>
<td>Other countries</td>
<td>124</td>
<td>127</td>
<td>+1.6%</td>
<td>-0.9%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>1,310</td>
<td>1,407</td>
<td>+7.4%</td>
<td>+7.3%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>156</td>
<td>208</td>
<td>+33.3%</td>
<td>+16.3%</td>
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<tr>
<td><strong>Groupe SEB</strong></td>
<td>1,466</td>
<td>1,615</td>
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</tr>
</tbody>
</table>

% based on non-rounded figures
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 or 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.

Loyalty program (LP)
These programs, led by the distribution retailers, consist in offering promotional offers on a product category to loyal consumers who have made a series of purchases within a short period of time. These promotional programs allow distributors to boost footfall in their stores and our consumers to access our products at preferential prices.

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).

Product Cost Optimization (PCO)
Group program regrouping and formalizing productivity and value-accretive initiatives.

Operation Performance SEB (OPS)
Group program targeting improvement in overall performance, striving for excellence.
Next key dates

October 29 | after market closes  
9-month 2019 sales and financial data