GROUPE SEB PRESENTATION

September-October 2019
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. Groupe SEB in a Nutshell
2. ESG: A committed Group
3. H1 2019 Results
4. Outlook
5. Appendices
2018 Key Figures

€6,812m
Sales, + 7.8%
LFL

€695m
Operating Result from Activity

€247m
Investments in innovation

+1,300
own retail stores

€419m
Net income

34,000
employees

41
industrial sites
The World Reference in Small Domestic Equipment

12 products sold in the world every second

>350 million products sold every year in more than 150 countries

> 25 countries with leadership positions

#1 in different product categories and in numerous geographic areas
Competing on a playfield exceeding €75bn

Global market sizes and breakdown by geography

- EMEA: ~€45bn
- Asia: ~€23bn
- Americas: ~€8bn

**Market Breakdowns**
- Small Domestic Appliances (SDA)
- Cookware / Kitchenware (CW / KW)
- Professional Coffee Machines

**Products**
- Small Domestic Appliances
- Cookware / Kitchenware
- Professional Coffee Machines

**Geographic Breakdowns**
- EMEA
- Asia
- Americas

**Market Sizes**
- EMEA: ~€45bn
- Asia: ~€23bn
- Americas: ~€8bn

**Groupe SEB Presentation**

Sept/Oct 2019
Main trends structuring our industry

- **Negotiation power**: Necessity for retail to create more value
- **New models**: Pure players (direct / marketplaces), Click & Mortars
- **Expansion of online channel**: SDA AND CW / KW MARKET
- **Power of distribution**: Scale effect, Improvement of technical capabilities in Asian countries, Local approach
- **Leadership**: Critical size, By country and by segment
- **Growth in emerging markets**: Appropriate business model and strategy, Competitiveness, logistics, commercial
- **Consumer/shopper driven innovation**: Value creation and strong growth lever, especially in mature countries
- **Production**: Expansion of online channel

Leadership and Growth in emerging markets are critical size by country and by segment. Appropriate business model and strategy include competitiveness, logistics, and commercial aspects. Value creation and strong growth lever, especially in mature countries, are key.
Focus on growth

Strength and complementarity of our brands
Product innovation
Multi-channel distribution strategy
International expansion
Development in the professional market
Active acquisition strategy

Strengthen our competitiveness

Optimize our industrial facilities…
Optimize purchasing and logistics
Improve industrial productivity
Simplify structures and processes
… and develop our assets
High value technological products manufactured in mature countries
Basic products outsourced
Focus on the circular economy
An exceptional brand portfolio
An extensive and diversified offering, bolstered by innovation

**SMALL ELECTRIC APPLIANCES**

**KITCHEN ELECTRICS**

**HOME AND PERSONAL CARE**

**COOKWARE - KITCHENWARE**

**PROFESSIONAL**

- Coffee machines
- Hotel Equipment
A constant focus on innovation

>1,400 people (R&D, Marketing, Design)

€247m Investments

492 patents (worldwide)

Passion for Innovation, one of the 5 values of the Group

2018 figures
H1 2019 Product news
Steam’Up
H1 2019 Product news
Air Force Flex
H1 2019 Product news
Köpüklüm

Tefal Köpüklüm ile Muhabbeti Köpürtün
H1 2019 Product news
Healthy & Tasty rice cooker
H1 2019 Product news
Cookware All Clad
Continued digital transformation
E-Commerce

- 220 retailers connected via our websites
- Nearly 25% of Consumer sales
- Broader listings with pure players: +60% in 2018
Continued digital transformation
Digital offering

Applications: > 800,000 monthly users
15 connected products launched in 5 years
Cookeo Connect: 25% of Cookeo sales
Acquisition of 750g International
Connected professional machines: Coffee connect
Continued digital transformation
E-marketing

Media investment:  >40% digital

60 million visits on Group websites

Recruitment of data experts: 170 since 2015

Success of digital communities:
Cuisine Companion / Cookeo / Cake Factory
Continued digital transformation
Recent success: Cake Factory

1st Facebook brand community dedicated to Cake Factory in September 2018

- 20,000 members in 5 months in the Facebook group
- active community: 4 new conversations a minute

Active influence campaign:

- 350 influencers’ posts on Instagram
- +1 million people impacted
- 45,000 interactions on influencers’ posts

Launch of a Cake Factory app

- > 20,000 app users
- 90% of app users at least once a week.
- 680 recipes published on the app o/w 480 users recipes
A multi-channel distribution strategy

Mass retail 21 %

Specialists 19 %

Traditional 18 %

Online 25 %

Group retail 7 %

Others 10 %
Worldwide presence

- **Western Europe**: 41%
- **Emerging countries**: 44%
- **Mature countries**: 56%
- **Other EMEA**: 12%
- **China**: 24%
- **South America**: 5%
- **North America**: 10%
- **Other Asian countries**: 9%

**€6,812m**
+7.8% LFL

Presence in nearly 150 countries

Leadership positions in over 25 countries

> 75% of sales
Professional coffee: new opportunities in espresso full-auto and filter coffee machines

Full autos – around 25% of the global market

- Global market Fully Automatic Coffee Machines – "Equipment"
- Top 4 ~ 60%
- WMF
- Franke
- Melitta
- Thermoplan
- Other
- 2018

Penetration of Fully Automatic Coffee Machines per country

- Source: Estin & Co.

Filter – < 10% of the global market

U.S market
- Filter Coffee Machines "Equipment"(2)
- Wilbur Curtis 25%
- Others 75%
- 2018

A concentrated market with strong growth potential

Filter coffee: a long-standing tradition in the US

1) Including the “Equipment” and “Service” activities
A global approach
An active acquisition strategy
M&A strategy: focus on complementarity

Product complementarity
- EMSA - 2016
- Swizzz Prozzz - 2017

Geographical complementarity
- Zahran - 2018
- Wilbur Curtis - 2019
- WMF - 2016
- FeeliGreen - 2019
- 750g Int. - 2018

Business complementarity
- OBH Nordica - 2015
- WMF - 2016
- Ethera - 2017

* Acquisitions of the last 5 years
A worldwide industrial organization

2/3 of products manufactured in-house

41 industrial sites

100 % ISO 14001 certified entities

Figures at end 2018
ESG:
A COMMITTED GROUP
Shareholding structure at 31/12/2018

Free float = 44.2% of shares

Founding Group 41.7%
FSP 5.3%
FFP Invest 5.0%
Employees 2.7%
French investors 11.7%
Individual French shareholders 4.9%
Foreign shareholders 27.6%
Treasury shares 1.1%

50.2 M shares (in % of EGM capital)

Free float = 31.0% of voting rights

Founding Group 52.7%
FSP 6.9%
FFP Invest 6.6%
Employees 2.9%
Foreign shareholders 4.4%
French investors 7.9%
Individual French shareholders 4.4%

76.8 M effective votes (EGM)

Employees 2.9%
Foreign shareholders 18.7%
French investors 7.9%
Individual French shareholders 7.9%
Free float = 31.0% of voting rights

50.2 M shares (in % of EGM capital)

Free float = 44.2% of shares
Our values

- **Global vision**
- Leadership for change
- Determination
- Agility

- **Passion for Products**
- Innovator
- Daring

- **Pragmatism**
- Know-how
- High standards

- **Respect**
- Loyalty
- Corporate Social Responsibility

- **Shared ambition**
- Trust
- Transparency

- **ENTREPRENEURIAL DRIVE**
- **PASSION FOR INNOVATION**
- **PROFESSIONALISM**
- **RESPECT FOR PEOPLE**
- **GROUP SPIRIT**
Sustainable Development: at the heart of the Group’s strategy

- Ensuring the Group’s ethical principles are respected
- Developing territories and community commitment
- Creating sustainable innovations to meet consumer needs
- Reducing the environmental impact
- Pursuing a social responsibility policy
Recycling to leverage circular economy

Groupe SEB: pioneer in implementing a cookware recycling program in France

➔ 20 operations since 2012
➔ 1 million products collected

- Launch of recycling operations (2012)
- Launch of 1st range including fully recycled aluminum (2018)
- Communication campaign: recycling becomes preferred brand argument (H1 2019)
- Launch of a fully recycled permanent aluminum range (H1 2020)

Groupe SEB: pioneer in implementing a cookware recycling program in France
Repairability to leverage circular economy

- In 2018, 93% of SDA* volumes were repairable (75% fully and 18% mostly)
- **6,200 certified repairers** around the globe
- **6m spare parts** stocked in Faucogney for Europe

→ Consumers subscribe: Repaired products in Europe (out of warranty) +40% in 5 years

*excl. US
Since 2007, approx. 400 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

Its purpose: fight against social exclusion

Employees of the Group involved as volunteers

2 900 k€ +9 % vs 2017

Groupe SEB sponsoring’s actions

Fonds Groupe SEB 24%

Social & Human rights 34%

Public health programmes 4%

Cultural and artistic 16%

Others (schools…) 16%

Sports events 6%
Groupe SEB sponsoring’s actions

500 supported projects over 10 years:

➔ In China
creation and construction of 22 schools

➔ In Colombia
a social business program to benefit
2,000 street coffee vendors in Medellin (Tinteros)

➔ In France
with the Institut Télémaque since 2005
940 youngsters supported
H1 2019 RESULTS
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
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
  - Commercial network

- 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 well subscribed

- 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
Robust performances with balanced growth

1 Sales

2 Results
Change in sales H1 2018 ➔ H1 2019

In €m

3,025

3,337

H1 2018

H1 2019

Organic growth

+254

+8.4%

Currency effect

+15

+0.5%

Perimeter

+43

+1.4%

+10.3%
Currency impact on H1 2019 sales

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

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>11.5</td>
<td>8.6</td>
<td>8.8</td>
<td>8.4</td>
</tr>
<tr>
<td>2018</td>
<td>8.5</td>
<td>7.3</td>
<td>7.8</td>
<td>8.4</td>
</tr>
<tr>
<td>2019</td>
<td>7.4</td>
<td>8.2</td>
<td>8.4</td>
<td>8.4</td>
</tr>
</tbody>
</table>

In %

<table>
<thead>
<tr>
<th></th>
<th>H1</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>+10.1%</td>
</tr>
<tr>
<td>2018</td>
<td>+7.4%</td>
</tr>
<tr>
<td>2019</td>
<td>+8.4%</td>
</tr>
</tbody>
</table>
# 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>134</td>
<td>138</td>
<td>+3.9%</td>
<td>+12.1%</td>
<td>+19.8%</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>825</td>
<td>938</td>
<td>+13.7%</td>
<td>+12.8%</td>
<td>+11.9%</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

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

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

Top 10 countries:
- USA
- France
- Mexico
- South Korea
- Belgium
- Canada
- Colombia
- FRANCE
- LFL

Countries:
- Spain
- China
- Brazil
- United Kingdom
- Turkey
- Switzerland
- Germany
- Netherlands
- Poland
- Russia
- Italy
- Austria
- Colombia
- South Korea
- United Kingdom
### 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

### H1 sales in €m

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<tr>
<td>Other countries</td>
<td>340</td>
<td>368</td>
<td>+8.0%</td>
<td>+9.1%</td>
<td>+12.9%</td>
</tr>
</tbody>
</table>
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/€)

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<tbody>
<tr>
<td>North America</td>
<td>204</td>
<td>224</td>
<td>+9.5%</td>
<td>+3.0%</td>
<td>-11.5%</td>
</tr>
</tbody>
</table>
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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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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<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
### Professional

<table>
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<td>290</td>
<td>391</td>
<td>+34.9%</td>
<td>+20.1%</td>
<td>+2.4%</td>
</tr>
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- **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
Robust performances with balanced growth

1 Sales

2 Results
ORfA construction

In €m

2018: 208

- Volumes: +56
- Price mix: +25
- COGS: -18
- Growth drivers: -23
- Admin & comm. expenses: -24

2019: 230

- Currencies: -5
- Scope effect: +11

6.9% of sales

Growth drivers: +25

6.8% 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>In €m</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>117</td>
<td>128</td>
<td>+8.2%</td>
</tr>
<tr>
<td>Advertising and marketing</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>In €m</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>Operating profit</td>
<td>186</td>
<td>213</td>
<td>+14.5%</td>
</tr>
</tbody>
</table>
### Net Profit

<table>
<thead>
<tr>
<th></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>91</td>
<td>100</td>
<td>+9.8%</td>
</tr>
</tbody>
</table>
## Simplified balance sheet

<table>
<thead>
<tr>
<th></th>
<th>06/30/2018</th>
<th>06/30/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In €m</strong></td>
<td></td>
<td></td>
</tr>
<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

In €m

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

1,578

-325 Cash flow

+105 Tax and financial expense

+106 Invest.

+211 Operating WCR

+13 Other operations

+132 Dividends

+235 Currencies

-8 Other, non operating

IFRS 16

Debt end-2018

Debt June 2019

2,428

+382
Ratios at June 30

WCR as % of sales

- 2009: 23.9%
- 2010: 21.5%
- 2011: 21.9%
- 2012: 23.1%
- 2013: 21.1%
- 2014: 20.2%
- 2015: 21.1%
- 2016: 19.0%
- 2017: 17.6%
- 2018: 18.4%
- 2019: 19.1%

Net debt-to-equity

- 2009: 0.5
- 2010: 0.1
- 2011: 0.2
- 2012: 0.5
- 2013: 0.4
- 2014: 0.4
- 2015: 0.3
- 2016: 0.4
- 2017: 1.2
- 2018: 1.0
- 2019: 1.0

Net debt/adjusted EBITDA*

- 2009: 1.3
- 2010: 0.4
- 2011: 0.5
- 2012: 1.3
- 2013: 1.1
- 2014: 1.2
- 2015: 0.9
- 2016: 1.1
- 2017: 2.7
- 2018: 2.6
- 2019: 2.4

*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.
IFRS 16 implementation - Estimated impacts

1,300 contracts

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€

No cash impact

Stores
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>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>1,466</td>
<td>1,615</td>
<td>+10.1%</td>
<td>+8.2%</td>
</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
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