

B&S Group announces partial exercise of the Over-Allotment Option

Larochette, Luxembourg - 20 April 2018

B&S Group S.A. ("B&S Group" or the "Group"), a fast-growing, global distribution partner for consumer goods, today announces that the Joint Global Coordinators, on behalf of the Underwriters, have partially exercised the Over-Allotment Option, bringing the gross proceeds of the initial public offering on Euronext Amsterdam (the "IPO" or the "Offering") to approximately €381 million.

As part of the Offering and as set forth in the prospectus dated 9 March 2018, Sarabel Invest S.à r.l. ("**Sarabel**") and Lebaras Belgium BVBA ("**Lebaras**")¹ have granted an Over-Allotment Option (the "**Over-Allotment Option**") to the Underwriters of up to 3,086,502 ordinary shares in the capital of B&S Group (the "**Over-Allotment Shares**").

The Joint Global Coordinators, on behalf of the Underwriters, have now notified both Sarabel and Lebaras of the partial exercise of the Over-Allotment Option. In total 1,603,748 Over-Allotment Shares are sold by Sarabel and Lebaras pursuant to the Over-Allotment Option, raising gross proceeds of approximately €23 million. As a result of this partial exercise of the Over-Allotment Option, the total gross proceeds of the Offering increased to approximately €381 million. The total number of shares offered under the Offering increased to 26,295,763 shares, which represents approximately 31.2% of the Group's issued and outstanding shares (the "Shares").

Following the partial exercise of the Over-Allotment Option, Sarabel and Lebaras continue to be B&S Group's largest shareholders and will hold approximately 51.7% and 16.7% of the Shares, respectively. As part of the Offering, B&S Group, Sarabel and Lebaras agreed to a lock-up for a period of 360 days from the settlement date of the Offering, subject to certain customary carve outs and possible waiver by the Joint Global Coordinators.

For more information about B&S Group and the Offering reference is made to the prospectus dated 9 March 2018. The prospectus is available on the B&S Group website (www.bs-group-sa.com).

¹ Sarabel is indirectly wholly-owned by Mr Blijdorp, the founder of the Group and member of the Supervisory Board, Lebaras is indirectly wholly-owned by Mr Meulman, the Group's CEO.

Advisors

ABN AMRO Bank N.V., ING Bank N.V. and Morgan Stanley & Co. International plc are acting as joint global coordinators (the "**Joint Global Coordinators**") and, together with Coöperatieve Rabobank U.A. (in cooperation with Kepler Cheuvreux as its distribution partner) and Deutsche Bank AG, London Branch, as joint bookrunners (collectively, the "**Underwriters**") for the IPO.

Stibbe N.V. and Loyens & Loeff N.V. are acting as legal advisors to the Group and Deloitte Audit S.à r.l. is acting as independent auditor to the Group.

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About B&S Group

B&S Group is a global distribution partner for consumer goods in attractive channels and across specialised markets, such as Retail B2B (business-to-business), Maritime, Remote and Retail B2C (business-to-consumer). With a well-trained and experienced workforce of approximately 1,460 employees, the Group serves as a trusted and reliable partner to suppliers and customers, providing essential distribution services and solving their supply chain complexities. B&S Group operates a flexible, well invested and highly efficient distribution platform that comes with strong barriers to entry. Powered by high capacity warehouses and delivered with expertise in customs and compliance, the Group offers over 40,000 consumer goods to its customers in more than 100 countries. The Group realised a turnover of €1.5 billion and EBITDA of €106 million for the year ended 31 December 2017.

Disclaimer

This document is not an offer to sell or a solicitation of any offer to buy any securities issued by the Group in any jurisdiction where such offer or sale would be unlawful. These written materials are not for distribution, directly or indirectly, in or into the United States (including its territories and possessions, any State of the United States and the District of Columbia), Canada, Australia or Japan and do not constitute or form part of any offer or solicitation to purchase or subscribe for securities in the United States, Canada, Japan or Australia.

The Group has not authorised any offer to the public of securities in any Member State of the European Economic Area other than the Netherlands. With respect to each Member State of the European Economic Area other than the Netherlands and which has implemented the Prospectus Directive (each, a "Relevant Member State"), no action has been undertaken or will be undertaken to make an offer to the public of securities requiring publication of a prospectus in any Relevant Member State. As a result, the securities may only be offered in Relevant Member States (a) to any legal entity which is a qualified investor as defined in Article 2(1)(e) of the Prospectus Directive; or (b) in any other circumstances which do not require the publication by the Group of a prospectus pursuant to Article 3 of the Prospectus Directive. For the purposes of this paragraph, the expression an "offer of securities to the public" means the communication in any form and by any means of sufficient information on the terms of the offer and the securities to be offered so as to enable an investor to decide to exercise, purchase or subscribe the securities, as the same may be varied in that Member State by any measure implementing the Prospectus Directive in that Member State and the expression "Prospectus Directive" means Directive 2003/71/EC (and amendments thereto, including Directive 2010/73/EU, to the extent implemented in the Relevant Member State), and includes any relevant implementing measure in the Relevant Member State.

Any securities referred to herein have not been and will not be registered under the U.S. Securities Act of 1933, as amended (the "Securities Act"), and may not be offered or sold in the United States absent registration or an exemption from registration under the Securities Act. There is no intention to register any securities referred to herein in the United States or to make a public offering of the securities in the United States.

In the United Kingdom, this document is only being distributed to, and is only directed at "qualified investors" (as defined in section 86(7) of the Financial Services and Markets Act 2000) and who are (i) persons having professional experience in matters relating to investments who fall within the definition of investment professionals in Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "Order"); or (ii) high net worth entities falling within Article 49(2)(a) to (d) of the Order (all such persons together being referred to as "relevant persons"). The securities are only available to, and any invitation, offer or agreement to subscribe, purchase or otherwise acquire such securities will be engaged in only with relevant persons. Any person in the United Kingdom who is not a relevant person should not take any action on the basis of this document and should not act or rely on it.

This document does not constitute or form part of any offer or invitation to sell, or any solicitation of any offer to purchase and does not constitute a prospectus for the purposes of the Prospectus Directive. The offer to acquire securities pursuant to the Offering has been made, and any investor should make his investment decision, solely on the basis of information contained in the prospectus approved by the CSSF and notified by the CSSF to the competent authority in the Netherlands, the Netherlands Authority for the Financial Markets (Stichting Autoriteit Financiële Markten) and made generally available in the

Netherlands in connection with such Offering. This document should not be published, reproduced, distributed or otherwise made available, in whole or in part, to any other person without the prior consent of the Group. Copies of the prospectus may be obtained at no cost from the Group or through the website of the Group. The information in this announcement is subject to change.

Solely for the purposes of the product governance requirements contained within: (a) MiFID II; (b) Articles 9 and 10 of Commission Delegated Directive (EU) 2017/593 supplementing MiFID II; and (c) local implementing measures (together, the "MiFID II Product Governance Requirements"), and disclaiming all and any liability, whether arising in tort, contract or otherwise, which any "manufacturer" (for the purposes of the MiFID II Product Governance Requirements) may otherwise have with respect thereto, the Shares have been subject to a product approval process, which has determined that the Shares are: (i) compatible with an end target market of retail investors and investors who meet the criteria of professional clients and eligible counterparties, each as defined in MiFID II; and (ii) eligible for distribution through all distribution channels as are permitted by MiFID II (the "Target Market Assessment"). Notwithstanding the Target Market Assessment, "distributors" (for the purposes of the MiFID Il Product Governance Requirements) should note that: the price of the Shares may decline and investors could lose all or part of their investment; the Shares offer no quaranteed income and no capital protection; and an investment in the Shares is compatible only with investors who do not need a guaranteed income or capital protection, who (either alone or in conjunction with an appropriate financial or other adviser) are capable of evaluating the merits and risks of such an investment and who have sufficient resources to be able to bear any losses that may result therefrom. The Target Market Assessment is without prejudice to the requirements of any contractual, legal or regulatory selling restrictions in relation to the Offering. For the avoidance of doubt, the Target Market Assessment does not constitute: (a) an assessment of suitability or appropriateness for the purposes of MiFID II; or (b) a recommendation to any investor or group of investors to invest in, or purchase, or take any other action whatsoever with respect to the Shares.

Each distributor is responsible for undertaking its own target market assessment in respect of the Shares and determining appropriate distribution channels.

The Underwriters are acting exclusively for the Group and the Selling Shareholders (Sarabel Invest S.à r.l. ("Sarabel"), Lebaras Belgium BVBA ("Lebaras") and B&S Participations B.V.) and no one else in connection with any offering of securities and will not be responsible to anyone other than the Group and the Selling Shareholders for providing the protections afforded to their respective customers or for providing advice in relation to any offering or any transaction or arrangement referred to herein.

This announcement should not be distributed, published or reproduced in whole or in part or disclosed by recipients and any such action may be restricted by law in certain jurisdictions. Persons receiving this announcement should inform themselves about and observe any such restriction: failure to comply may violate securities laws of any such jurisdiction.

This announcement may include statements, including the Group's financial and operational medium term objectives that are, or may be deemed to be, "forward-looking statements". These forward-looking statements may be identified by the use of forward-looking terminology, including the terms "believes", "estimates", "plans", "projects", "anticipates", "expects", "intends", "may", "will" or "should" or, in each case, their negative or other variations or comparable terminology, or by discussions of strategy, plans, objectives, goals, future events or intentions. Forward-looking statements may and often do differ materially from actual results. Any forward-looking statements reflect the Group's current view with respect to future events and are subject to risks relating to future events and other risks, uncertainties and assumptions relating to the Group's business, results of operations, financial position, liquidity, prospects, growth or strategies. Forward-looking statements speak only as of the date they are made.

Each of the Group, the Selling Shareholders and the Underwriters and their respective affiliates expressly disclaims any obligation or undertaking to update, review or revise any forward looking statement contained in this announcement whether as a result of new information, future developments or otherwise.

Each of the Underwriters (except for ABN AMRO Bank N.V., ING Bank N.V. and Coöperatieve Rabobank U.A.) is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority.

The contents of this announcement have been prepared by and are the sole responsibility of the Group. None of the Underwriters or any of their respective subsidiary undertakings, affiliates or any of their respective directors, officers, employees, advisers, agents, alliance partners or any other entity or person accepts any responsibility or liability whatsoever for, or makes any representation, warranty or undertaking, express or implied, as to the truth, accuracy, completeness or fairness of the information or opinions in this announcement (or whether any information has been omitted from the announcement) or any other information relating to the group, its subsidiaries or associated companies, whether written, oral or in a visual or electronic form, and howsoever transmitted or made available or for any loss howsoever arising from any use of this announcement or its contents or otherwise arising in connection therewith. Accordingly, the Underwriters disclaim, to the fullest extent permitted by applicable law, all and any liability, whether arising in tort or contract or that they might otherwise be found to have in respect of this announcement and/or any such statement.

In connection with the Offering, each of the Underwriters and any of their affiliates, may take up a portion of the securities in the offering as a principal position and in that capacity may retain, purchase, sell or offer to sell for their own accounts such securities and other securities of the Group or related investments in connection with the offering or otherwise. In addition, each of the Underwriters and any of their affiliates may enter into financing arrangements (including swaps or contracts for differences) with investors in connection with which each of the Underwrites and any of their affiliates may from time to time acquire, hold or dispose of

securities. None of the Underwriters or their affiliates intends to disclose the extent of any such investment or transactions otherwise than in accordance with any legal or regulatory obligations to do so.

Stabilisation

In connection with the Offering, Morgan Stanley & Co. International plc as stabilisation agent ("Stabilisation Agent"), or any of its agents, on behalf of the Underwriters, may (but will be under no obligation to), to the extent permitted by applicable law, over-allot Shares or effect other transactions with a view to supporting the market price of the Shares at a higher level than that which might otherwise prevail in the open market. The Stabilisation Agent will not be required to enter into such transactions and such transactions may be effected on any securities market, over-the-counter market, stock exchange (including Euronext Amsterdam) or otherwise and may be undertaken at any time during the period commencing on Friday 23 March 2018 and ending no later than 30 calendar days thereafter.

The Stabilisation Agent or any of its agents will not be obligated to effect stabilising transactions, and there will be no assurance that stabilising transactions will be undertaken. Such stabilising transactions, if commenced, may be discontinued at any time without prior notice. Save as required by law or regulation, neither the Stabilisation Agent nor any of its agents intends to disclose the extent of any over-allotments made and/or stabilisation transactions under the Offering. The Stabilisation Agent may, for purposes of the stabilising transactions, over-allot Shares up to a maximum of 12.5% of the total number of Offer Shares sold in the Offering.