

Well-being - Experience - Sense



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Our mission

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

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

Our brands

CORE BRANDS

KRUPS *Moulinex*
Rowenta Tefal
ARNO ASIA  calor clock
 esteras  imusa
 ORIGINAL KAISER  MAHARAJA WHITELINE MIRRO
 OBH  PANEX Rochedo
samurai  SEB SUPOR
T-fal UMCO WearEver

PREMIUM BRANDS

WMF *Lagostina* 
Silit 

PROFESSIONAL BRANDS

WMF schaeerer 
Curtis 

Highlights

Driven by deep-seated values passed down by its founders that place people at the heart of its strategy, the Group aims to respect a company philosophy based on modernity, a sense of responsibility, solidarity and commitment.



Shared founding values



ENTREPRENEURIAL DRIVE



PASSION FOR INNOVATION



PROFESSIONALISM



RESPECT FOR PEOPLE



GROUP SPIRIT



Present in more than 150 countries

Act for sustainable living



€7,354m

2019 sales

+5.8%

Organic growth

Leadership positions in

over
25

countries

34,000

employees

3

universes:
Small electrical appliances
Cookware
Professional

More than
1,300

own retail stores

Nearly
250

million products
made by year

42

industrial sites

383

patents filed



PEOPLE MATTER



SUSTAINABLE INNOVATION



CIRCULAR REVOLUTION



CLIMATE ACTION



*“Above all else,
Groupe SEB is about
family, innovation
and development.
It is an extraordinary
story of men and women
committed to sharing
the same passion for
the Group’s products
and for better living.”*

Interview

WITH THIERRY DE LA TOUR D'ARTEISE,
Chairman and CEO
Groupe SEB

What is your view of Groupe SEB today?

TTA: Above all else, Groupe SEB is about family, innovation and development. It is an extraordinary story of men and women committed to sharing the same passion for the Group's products and for better living on a daily basis. From the very beginning, the Group has always striven to offer innovative, high-quality products; tips for making everyday life easier in the kitchen or in the home and associated services to continuously improve its support for consumers. This is the Group's DNA, our DNA. In addition to innovation, the Group relies on a powerful and complementary brand portfolio, as well as on a clear sales approach, which is well segmented by distribution channel. These are the cornerstones of our international growth, both in mature markets and in emerging countries. All this has only been possible thanks to our unique and diversified industrial facilities worldwide, which give the Group a major competitive advantage in its sector. But the history of the Group does not stop there. By entering the professional equipment market more recently, and particularly coffee machines, the Group is remaining true to its long-term vision by conquering new territories and developing a new basis for continuing its expansion.

Groupe SEB is also very committed to sustainable development...

TTA: Indeed, the robustness of the Group's strategy also depends on an approach centred on responsibility and creating value for everyone. To achieve this, we rely on a strategy based on commitment, encompassing all business sectors and all Group employees, who are united in their actions to achieve a more sustainable lifestyle.

How would you qualify the 2019 financial year?

TTA: 2019 was once again a great year for Groupe SEB. Sales were recorded at €7,354 million, with organic growth above 5% for the sixth consecutive year, across all geographical zones and product categories. This growth has generated strong financial performance, with an Operating Result from Activity up 6.5%, once again distributed evenly worldwide.

The year also saw a number of acquisitions, including Wilbur Curtis, the Californian specialist in professional filter coffee machines, and Krampouz in France, which develops and sells crepe makers, waffle makers, planchas and grills for professional and consumer use. I would like to thank all those who contributed to achieving these excellent results, and especially all our employees, whether long-standing or new recruits, wherever they may be in the world.

How are you entering the year 2020?

TTA: The start of 2020 has been marked by an unprecedented context due to the spread of the Covid-19 epidemic around the world. In view of this situation, our main priority has been the rapid introduction of all the measures that are necessary to protect our employees, and I would like to take this opportunity to express my support to all our employees and partners who have been affected by the virus. Over the past few weeks, the epidemic has rapidly spread throughout the Group's main markets. Whilst China has already started to show signs of gradual recovery, the situation has deteriorated considerably in Western Europe and on the American continent. The scale and complexity of this unprecedented health crisis, as well as a great deal of uncertainty as to how we might recover from it, make it impossible to ascertain precisely what impact it will have on the financial year as a whole, but sales and Operating Result from Activity will fall significantly in 2020. Nevertheless, I remain confident that the robustness of our strategic model and the commitment and flexibility of our teams will see us through this crisis and allow the Group to continue its development in the best possible conditions for everyone.

Mei

AGE 27 | STUDENT | HANGZHOU | CHINA



ATTITUDE

Mei is ultra-connected and always has her smartphone in her hand. Reasonably well-off, she is highly aware of the brands that allow her to assert her individuality and are a measure of her success.



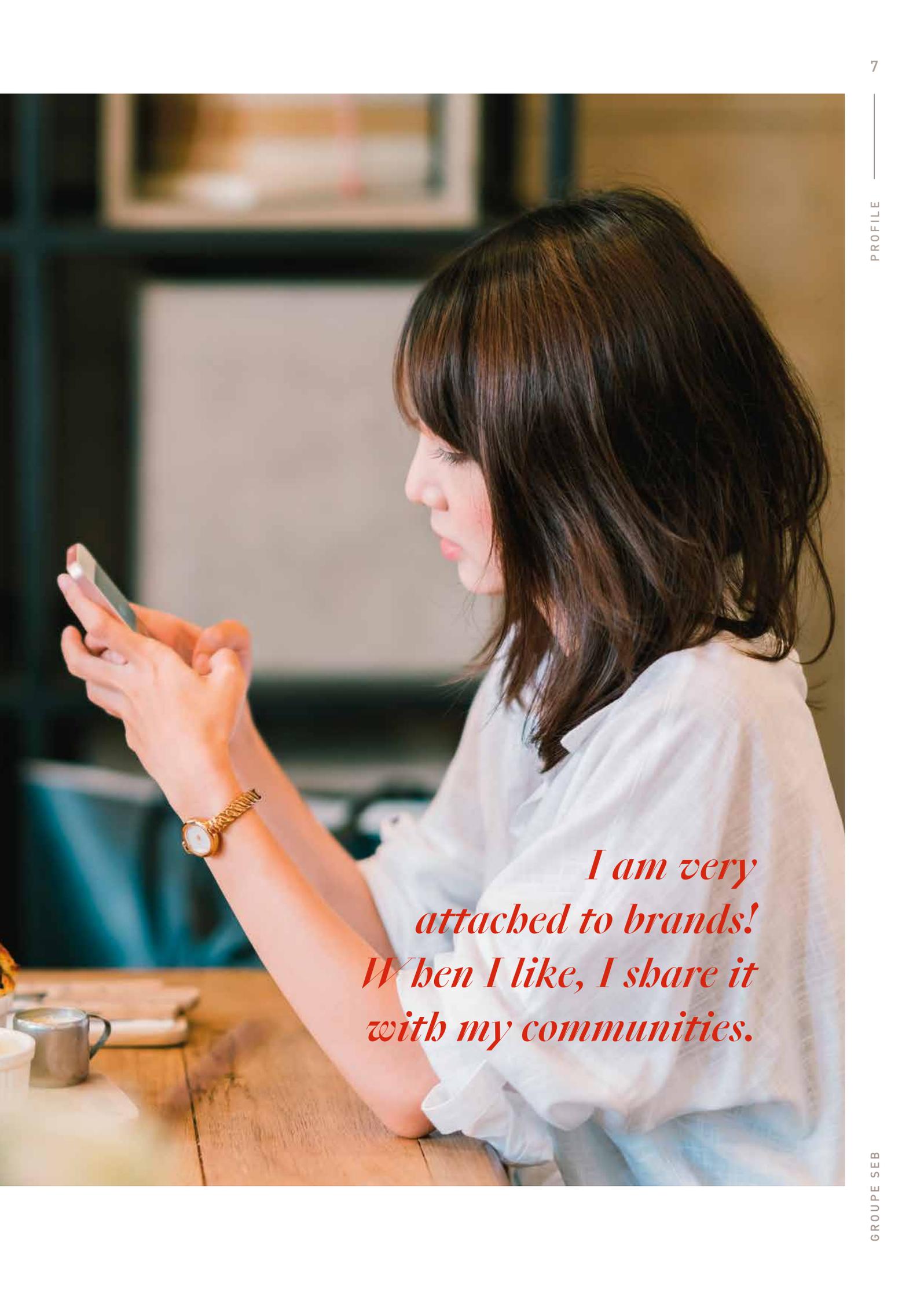
COOKING

Mei does not do things by halves. Her image is particularly important to her and she sees cooking as an art that she shares on social media. She rarely eats at home, preferring to go out with friends.



COMMITMENT

Mei is looking for alternative solutions for a healthier lifestyle. Freedom is important to her and she is open to new ideas. She and her friends are active in various discussion groups, understanding and providing an insight into the issues at stake in tomorrow's world.



*I am very
attached to brands!
When I like, I share it
with my communities.*

“Our balance comes from our family.”



Maxime, Estelle & their daughter Léa

AGES 30, 31 AND 5 | ACCOUNT MANAGER
& TRANSLATOR | BORDEAUX | FRANCE

ATTITUDE



Maxime and Estelle left Paris to give their daughter a better quality of life and to be closer to their families. Finding a balance between their professional and personal lives is important to them.

COOKING



Maxime and Estelle had to review their eating habits when Léa was born. As complete novices in the kitchen, they want meal preparation to be simple and efficient and are keen to delegate tasks to their appliances. Blogs and kitchen aids are a vital source of inspiration for them.

COMMITMENT



The quality of their environment is an essential factor. They try to use environmentally-friendly modes of transport and are keen to reuse and recycle. They would love to be able to grow their own vegetables, especially if they could organise a shared vegetable plot with their neighbours.

Georges

AGE 65 | RETIRED | VANCOUVER | CANADA

ATTITUDE



Health and well-being are particularly important to Georges. Having been overweight when he was younger, he now takes great care to lead a healthy lifestyle, combining sport and a controlled diet.

COOKING



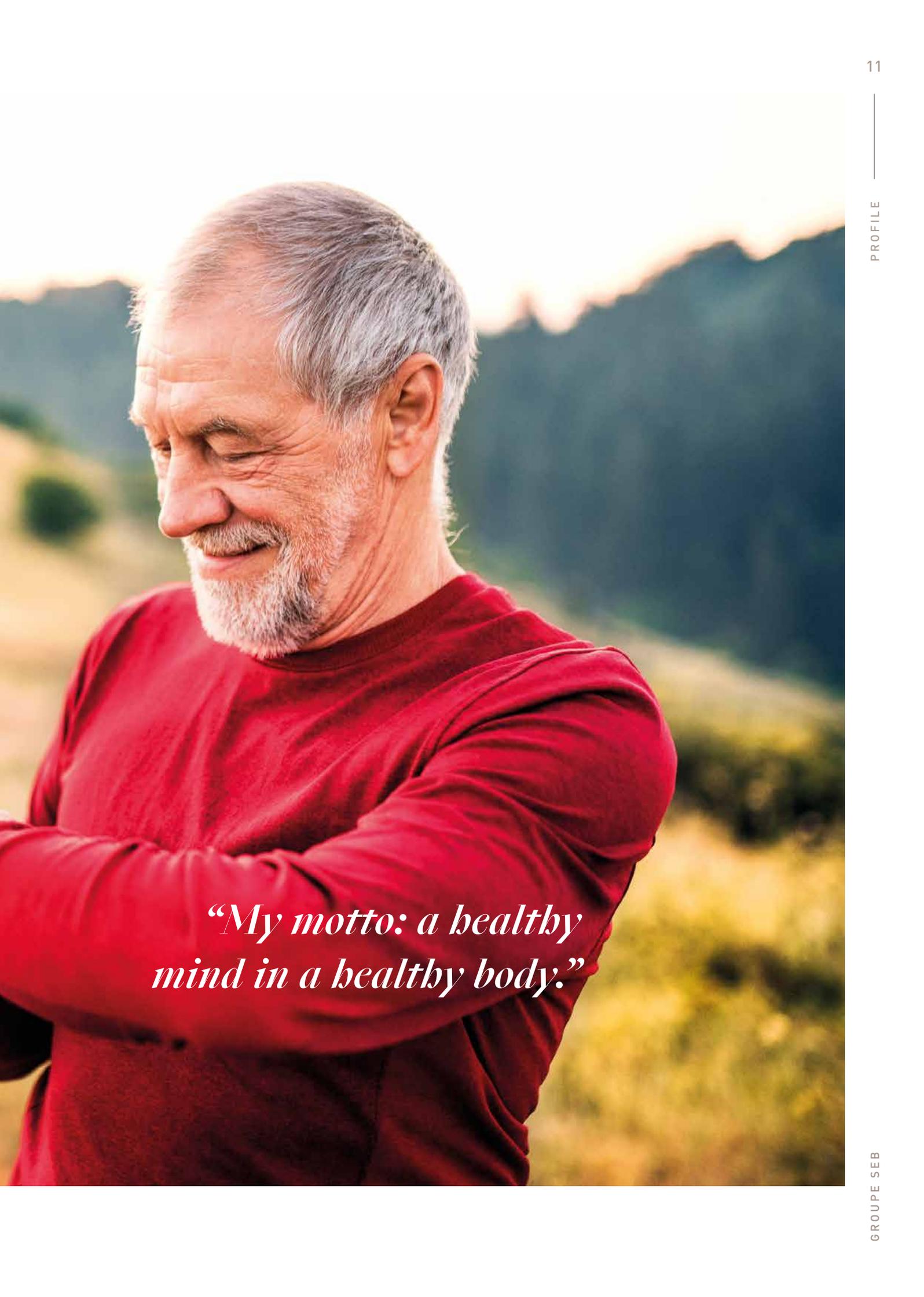
Georges cooks all his meals from scratch and does not eat processed foods. He goes for high-performance, mostly premium products, which will guarantee a perfect result on the plate.
He enjoys barbecues with friends at the weekend, since they offer the ideal combination of socialising and low-fat cooking.

COMMITMENT



Georges is highly committed to charity organisations and plays an active role in his community.
He likes to support the local economy by prioritising high-quality, local products he can trust.





*“My motto: a healthy
mind in a healthy body.”*

Well-being

Moving towards a healthier and easier lifestyle





€47bn
Small electrical
appliances market

€24bn
Cookware market

€9bn
Professional
Coffee makers market

Preparing good, healthy and appealing food

These days, people are learning to cook from scratch or brushing up their skills so that they can enjoy a healthy, tasty and responsible diet. To keep up with changing lifestyles, Groupe SEB innovates constantly so that it can offer products and services tailored to our everyday lives.



What do people want in this day and age? Better living and better ageing. To achieve this, a balanced diet is absolutely essential. This has led to the growing popularity of unprocessed products and the desire for more authenticity. We are witnessing the return of home cooking, which goes hand in hand with healthy eating. Groupe SEB is well aware of this resurgence. When it invented the pressure cooker back in 1953, the Group already wanted to make it easier for people to create delicious recipes in no time at all on a daily basis. Its ambition is still the same today: to offer innovative products, but above all to create moments of pleasure, a fresh kind of culinary experience and new consumer habits.

KITCHEN AIDS FOR PURE INDULGENCE!

Of course, healthy cooking does not have to be tasteless. Groupe SEB stands firmly by this, providing equipment that allow consumers to indulge themselves, as well as making their everyday lives easier. The Moulinex i-Companion multi-functional cooking food processor,

for example, allows you to choose from over 650 recipes via a dedicated app. And there's no need to worry about cooking time, since the settings are uploaded automatically from your smartphone. The Seb Actify fryer is another key ally when it comes to healthy cooking. When it was launched, it rewrote all the rules by offering the first "low-fat" chips. The brand now encompasses an entire range of products like Easy Fry allowing consumers to prepare crispy chips and more besides!

Groupe SEB innovates constantly – from technology through to nutritional coaching – to ensure a delicious, balanced diet. There can be no doubt that multicookers are valuable allies when it comes to variety and ease of use. The Krups Cook4Me/Cookeo, for example, was awarded a ProductReview.com award in 2019 by the biggest consumer review website in Australia. Similarly, the Moulinex Steam'up, launched in 2019, is revolutionising steam cooking to make it more tasty. When it comes to cookware, the Group offers a very wide range of products made from various materials – coated aluminium,

MARION OBERLI

Innovation project manager - *Food Science*,
Groupe SEB



“Groupe SEB has committed to ensuring that, by 2023, 30% of the recipes, included with new products featuring an app, will promote a healthy and sustainable diet. Guidelines have been drawn up, based on the recommendations of the PNNS.”*

* The French government's national health and nutrition plan.



Sustainable food: an area to be explored

“Dijon, sustainable food 2030”, supported by Groupe SEB, was one of the 24 winners of the French government's *Territoire d'Innovation de Grande Ambition* (TIGA – Highly Ambitious Innovative Territory) call for projects launched in 2019. Led by the city of Dijon, the objective of this project is to demonstrate that moving towards a sustainable and innovative food system provides an opportunity to transform a geographic area in environmental, economic and social terms. The project will allow the Group to conduct large-scale experiments on products and services.



stainless steel, ceramic, stoneware, cast iron, etc. – making them perfectly adapted to local cooking requirements and recipes.

AIMING FOR A HEALTHIER, MORE RESPONSIBLE WAY OF EATING

As part of its research on nutrition and as a partner in the European Cook2Health project, Groupe SEB has been able to demonstrate the positive impact on health of regularly using of connected cooking appliances. As well as promoting a healthier diet and restricting the consumption of processed foods, home cooking also means a reduction in the amount of packaging used. Yoghurt makers, for example, have made a comeback, so there's no longer any need to buy pots of yoghurt every week! And in the same way, why drink fruit juice from a carton when you can make your own delicious smoothies at home? This means that the sale of blenders is in full swing, part of a worldwide trend. Every country is different, so Groupe SEB offers a very wide range of blenders adapted to suit

different needs (classic, personal blenders, high-speed, vacuum function, etc.).

The use of food storage products to preserve or transport food is another strong consumer trend. Emsa Clip & Close food storage boxes help to cut down on fast food and packaging waste. Thinking about food without taking the environmental effects into consideration is now out of the question. Groupe SEB firmly believes in developing solutions for environmentally-friendly ways of eating.

Close to
1,500
people in the Innovation
Community

Espresso within everyone's reach

Groupe SEB produces a wide range of fully automatic espresso machines, making advanced technology



accessible to everyone. Thanks to integrated coffee bean grinders, coffee lovers can enjoy the flavour of freshly ground coffee. Some models even allow you to make milky drinks... so that everyone can enjoy their favourite!

MAKING FOOD A SOCIAL OCCASION

Food has always represented an occasion to get together with friends or family. Mealtimes are also associated with strong traditional values, passed down through the generations, and opportunities for learning. Groupe SEB and its brands are therefore deeply rooted in the homes and hearts of consumers. And so home-made pizza parties are always a great success, thanks to the Lagostina Linea Patrimonia pizza stone. But children like Pancake Day even more. In 2019, Tefal once again carried out a special campaign in partnership with Nestlé. Creativity was the name of the game when it came to reinventing gourmet pancakes! And to ensure that the pleasure of cooking together lasts throughout the rest of the year, Cake Factory is the first appliance designed to guarantee perfect cake results. More than 200 recipes are available on the app, including nine with 30% less sugar – a great initiative for diabetics led by an employee of the Group as a result of the 2017 Campus challenge. For the most demanding gourmets, Groupe SEB's range also includes premium products offering unrivalled performance... at the frontiers of fine dining! Groupe SEB firmly believes that the quality of the result on the plate is what matters most of all. Through its history and brands, Groupe SEB has always defended the values of taste and home cooking, as well as nutrition and health. It is therefore natural for the Group to support the launch of the *Cité Internationale de la Gastronomie* in Lyon this year and to renew its commitment every day to cooking that reflects emotions, sensations, pleasure and well-being.





The French Touch of cooking

At the start of 2020, Moulinex launched the new generation of its Cookeo multicooker and its Companion food cooking processor at an evening event held on the Champs-Élysées and attended by the chef **Cyril Lignac**. The key new features of the **Cookeo Touch et i-Companion Touch XL** are their Wi-Fi connection and large video touch screens, which are resistant to both water and sticky fingers! This means that step-by-step recipes and videos can be accessed directly from the appliance. So never again will there be any shortage of inspiration!

Imusa, a master in the art of heat

In 2019, Imusa launched a new range of 18 “**Talent Master**” cookware products in Colombia and the other Andean countries. Its technology includes a thermal signal indicating the ideal time to start cooking; a base that distributes heat evenly and a non-stick Triforce Gold coating for durability.



News

Supor, the specialist in perfectly cooked rice

Vacuum, induction, steam... Supor makes a wide range of rice cookers. *Consumer Advocates*, a Chinese TV programme, recommended the **IH Spherical** model for its results in terms of cooking and taste. And the brand never stops innovating: **Healthy & Tasty** allows you to prepare tasty rice with a 20% lower carbohydrate content than standard cooking.



Famous chefs in your kitchen

In 2019, Tefal signed a three-year partnership with French chef **Pierre Gagnaire** to create the **Heritage** cookware range. A number of famous chefs are ambassadors for Groupe SEB brands: British chef Jamie Oliver and Turkish chef Arda Türkmen for Tefal, the Italian Antonino Cannavacciuolo for Lagostina, the Americans Hugh Acheson and Nina Compton for All-Clad and the Colombian chef Jorge Rausch for Imusa.



Steam'up, full steam ahead for cooking!

The Moulinex Steam'up puts an end to tasteless steamed food! Its reversed steam cooking technology preserves the nutrients, texture and taste of the food. The innovation won the *Prix Coup de cœur* awarded by the jury at the *Foire de Paris* trade fair and the JANUS industry label for its integrated design.

Fewer restrictions, more time for yourself!

To free up more time for yourself or for your family, one key priority is to do away with household duties! Groupe SEB makes home cleaning and laundry tasks easier, expanding its range of personal care products to continue enhancing its customers' well-being.

Better living may well depend on a balanced (and delicious!) diet, but it also remains inextricably linked with well-being. The importance of regular physical activity for staying healthy can never be stressed enough. However, feeling good about yourself is also about treating yourself to some "me time", those little moments where you take a step back from the hectic pace of everyday life. And there's no question of wasting time on household tasks! In both cases, the products developed by Groupe SEB are key allies.

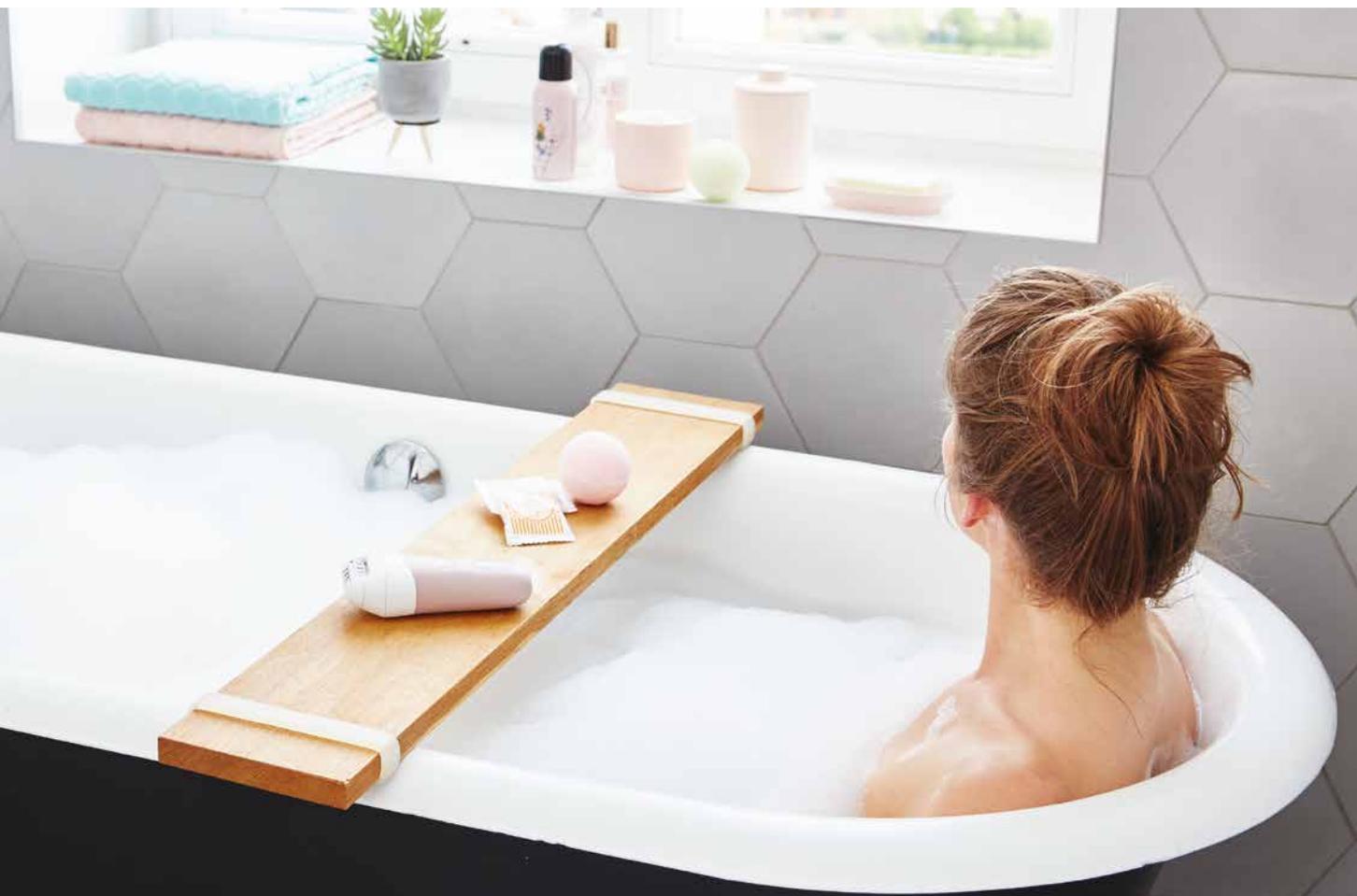


EXPERT BEAUTY CARE AT HOME

Performance, personal care and experience are what Groupe SEB's beauty products are all about. In the hairstyling sector, Rowenta ensures professional straightening results with its Ultimate Experience hair straighteners. The brand is revolutionising steam straightening with its high-tech SteamPod 3.0 in partnership with L'Oréal. The Group is also investing in the booming instrumental cosmetics sector, accelerating its research and developing new skincare products. This has led to the launch of three new ranges: My Beauty Routine reinvents everyday skincare rituals with a cleaning brush and an eye contour appliance; DuoLab has been launched in the UK in partnership with L'Occitane to create personalised skin creams; Rewrite, an exclusive new brand developed alongside Feeligreen, combines cosmetics with a unique technology. Men have not been left out either. They will especially appreciate the Rowenta Forever Sharp beard trimmer, which can be used to trim, style and shave beards without having to change blades.

FEELING COMFORTABLE AT HOME

Time spent at home, with family, friends or alone, is an opportunity to rest, have people over or celebrate... our homes are central to all our lives and making them comfortable is becoming a priority. Groupe SEB's products fit in with the times: whether it's to purify air, ventilate or heat homes, Groupe SEB has the solution.



KAORI IKEDA
Marketing Vice-President
Personal Care Groupe SEB
CEO Feelgreen

“With its revolutionary approach to cosmetics, Groupe SEB partner Feelgreen is exploring new ground in the field of beauty and product innovation. The company is developing approaches to personal care that combine appliances with creams, allowing active ingredients to penetrate into the skin up to five times more effectively.”

+10%

Instrumental cosmetics
market growth



IXEO Power, the new everyday ally

Research into current trends reveals that 75% of consumers iron their clothes at the last minute. IXEO is the Group's unique, stylish 3-in-1 product, combining an iron, a garment steamer and an adjustable ironing board.

In 2019, it expanded the range with the IXEO Power, which includes a steam station to ensure even better performance.



The Explorer robot for delegated vacuum cleaning

Rowenta Smart Force robot vacuum cleaners are a great success in Europe, thanks in particular to their performance and their attractive price. This positive sales trend has allowed the brand to accelerate its expansion and add new products to the range with Explorer. This market for a second piece of equipment – the robot is used in addition to a cylinder or upright vacuum cleaner – is seeing rapid growth, with the delegation of household tasks being very popular with consumers looking for peace of mind.

Rowenta has developed discreet and easy-to-use appliances, which help to eliminate interior pollution and cleanse the air effectively: filtering up to 99.95% of pollutants and permanently destroying formaldehyde! In addition, the Pure Air Connect Intense and its dedicated app make it easy to visualise indoor air quality and control the purifier remotely.

As for ventilation, Rowenta is playing the versatility card with its Air Force 2 in 1, which combines a heater unit with a fan in a single appliance to provide optimum comfort all year round. In Brazil, meanwhile, Arno fans focus on silence and performance to deal with the heat.

HOME CLEANING AND LINEN CARE: A FORMALITY

For a house to feel like a home, it has to be healthy and clean. So to ensure that household tasks are no longer a chore, Groupe SEB develops products to make everyday life easier. Rowenta, the vacuum cleaner specialist, offers a full range of models to fulfil all demands and requirements. The trend now is for versatile stick vacuum cleaners, such as the Air Force Flex, and complete delegation thanks to robot vacuum cleaners. Another domestic task that is impossible to avoid is ironing. Consumer habits are changing in this area and textiles are evolving, which has led to the reinvention of ironing solutions. Groupe SEB carries out in-depth analyses allowing it to respond to these new trends. Staying close to its consumers, Groupe SEB strives to detect and anticipate requirements so that it can offer appliances that are increasingly efficient and easy to use: steam power, automatic temperature selection, high level of steam and limescale filtration, garment steamers, intelligent ironing boards, ergonomics and easier handling, etc.



Straightening and curling, a specialist affair

The result of a solid, long-standing partnership with L'Oréal, the third generation of SteamPod steam hair straighteners and curlers is an incredible success. More compact and streamlined, they transform hair instantly with optimum care, time after time*. Long-lasting hair styling, less damage to hair*, smooth effect!

* Instrumental test vs. standard straightener.

Rowenta and L'Occitane: a winning pair

Rowenta and L'Occitane launched the DuoLab in the UK in February 2020. This device allows users to create personalised creams by mixing preservative-free capsules containing natural ingredients, choosing them based on skin type with the help of an app. Fifteen combinations of care products are available. And the capsules are recyclable!



NEWS

A routine you'll love!

Rowenta is launching My Beauty Routine, a range of skin cleaning brushes and an eye contour appliance, on the French, Russian and Spanish markets. There is one version for young skin and another for more mature skin. The brand aims to position itself as a "beauty partner" in this under-exploited growth sector.



Groupe SEB in the spotlight!

There's nothing quite like the movies for putting the Group's flagship products in the spotlight! In Australia, to coincide with the release of the film *Men in Black*, a campaign for IXEO led to 200 in-store activations and more than 420,000 views of the video. And the campaign was relaunched with *Charlies' Angels*: heroines conquering the world in style! Not forgetting the European release of *The Secret Life of Pets 2*, with a major on- and off-line launch campaign and Rowenta products to be won!



The vacuum cleaner that goes the extra mile

The Rowenta Air Force Flex 560 is a cordless stick cleaner that leaves others standing! Flexible and ingenious, it reaches dust up to five times farther under low furniture with unsurpassed performance and agility. Suction power of 100 air watts! Effortless cleaning – all you could wish for!



The shared demands of the professional sector

Groupe SEB supports professionals with high-quality products offering a combination of reliability, performance and efficiency. It is this expertise that makes the Group a key player when it comes to coffee, tableware and the catering industry.



WMF, Schaerer, Wilbur Curtis, HEPP, Krampouz. With these five brands, Groupe SEB has taken centre stage in the professional sector. To pursue its expansion in the coffee market, which started with WMF and Schaerer, Groupe SEB took over Wilbur Curtis, the second biggest brand for brewed coffee equipment in the United States, in 2019. This new brand delivers key strategic benefits in terms of the complementary nature of its product range and client portfolio. The acquisition of Krampouz in 2019 also boosted the Group's range of equipment for the catering industry alongside the HEPP and WMF brands.

PROFESSIONAL COFFEE: A PROMINENT OFFER

During the last HOST trade fair for the hotel and catering industry in October 2019, the three brands – WMF, Schaerer and Wilbur Curtis – shared a joint stand to demonstrate the increasing presence of Groupe SEB in the booming professional coffee sector. It was the first appearance at the trade fair for the new acquisition, Wilbur Curtis, and a great opportunity for WMF and Schaerer to show off their new brand image. With the strapline “Designed to Perform”, WMF underlines its global leadership in terms of quality and innovation. And Schaerer draws attention to its high level of flexibility in the quest for holistic and tailor-made solutions with the line “We love it your way”. The new features highlighted at the trade fair included WMF Fresh Filtered Coffee. This technology, used in the WMF 1500 S+ and WMF 5000 S+ machines, combines the different coffee specialities with filtered coffee. Schaerer has an autonomous coffee bar, the Schaerer Premium Coffee Corner, which offers great tasting drinks using fresh ingredients. Another innovation from the Swiss brand is

JOHAN VAN RIET
President Global Business Unit
Professional Coffee Machines,
SEB Professional



“Our objective is to become the world leader in professional solutions for coffee preparation. We are pursuing this objective with three world famous brands, each of which has a strong heritage and a vision going beyond the simple preparation of coffee.”



CoffeeConnect, a successful innovation



In 2019, the CoffeeConnect/CoffeeLink digital platform developed by WMF/Schaerer won two awards in Germany – the Confare IDEAward and the Internorga Future Award. These prizes recognise the brand’s commitment to the IoT data collection, which allows the effective and comprehensive central management of professional coffee machines. WMF has also obtained the “IoT product with protected confidentiality” certification from TÜV Rheinland.



the new Coffee Soul, which is offered in two customized versions and can be used in special self-service or office user interface mode. Its “Hot & Cold” technology allows to add a chilled coffee serving to be made with or without ice – the first to do so in its sector! The world of professional coffee is growing fast. To cope with the increasing demand, especially from the United States and Asia, the Group has expanded its Zuchwil production plant. The factory has been rescaled to improve competitiveness, supply personalised solutions and cope with larger quantities.

ESSENTIAL REQUIREMENTS: RELIABILITY AND EFFICIENCY

The main demand from professional users is for reliable products, which allow them to prepare quality coffee all day long. In order to respond to these strong expectations, the SEB Professional division of Groupe SEB develops high-tech professional coffee machines and is well-known for its efficient after-sales service. The division

also strives to provide solutions that optimise efficiency, introducing the WMF CoffeeConnect and Schaerer CoffeeLink digital platforms. These platforms collect data, allowing to monitor the coffee consumption of all machines so that the coffee offers can be optimized and to track the operation and maintenance of the machines. The protection of this data is guaranteed for all connected solutions.

To ensure its sales and service teams are aware of all these requirements, WMF and Schaerer have upgraded

their training centres to digital standards, with a "cascade" system to ensure training for employees and distribution partners worldwide. Those who have completed the training course pass on their knowledge to their colleagues in their native language. The objective is to create a worldwide community of WMF and Schaerer trainers. For its part, Wilbur Curtis provides also digital tutorials on its website to support their professionals.

EXPERTISE IN TABLEWARE

The hospitality industry is central to the development of the tableware range. Benefiting from more than 160 years of experience, WMF provides a full range of personalised solutions for its customers in the hotel and catering business. HEPP also makes exclusive products for table service on cruise ships and on board aircraft. Cutlery, crockery, glasses, utensils for presentation and service... every effort is made to fulfil the specific requirements of professionals and acclaimed chefs. Particular attention is paid to design, performance and to those details that make the products as easy as possible to handle and store away. The WMF Quadro range, which was developed especially for the organisation and presentation of buffets, won the German Design Award 2019.

The quality, durability and choice of materials are other major benefits of the range available from the Group. WMF also provides a packaging and repair service, guaranteeing long-term use of its products. Style, modernity, energy or simplicity, each to his own style!

Norway: WMF Professional at the Hotel Britannia



The 5-star Hotel Britannia in Trondheim, Norway, has undergone a complete renovation. The six restaurants and

bar in this institution, a landmark of the city, are equipped with high-end WMF Professional products. An elegant selection of glasses, cutlery, buffets... fulfilling the expectations of the most discerning guests.

+12.1%

Professional sales organic growth:
confirmed fast development



Professional Coffee Machines: welcome to Wilbur Curtis!

At the beginning of 2019, Groupe SEB acquired a 100% stake in Wilbur Curtis, the second biggest brand for brewed coffee equipment in the United States. This acquisition, which was honoured by the Large Cap prize from CFNews

Auvergne-Rhône Alpes, brings the Group strategic benefits in terms of the complementary nature of its product range and customer portfolio. Founded in 1941, Wilbur Curtis employs 300 people at its Montebello (California) site and was still a family business today. For professionals in the business (coffee roasters, coffee shop chains, local shops, fast-food chains, hotels and restaurants), the brand is synonymous with quality, advanced technology and customer service, offering innovative and reliable equipment for preparing hot and cold drinks, mainly filter coffee and cappuccino machines.

News

Krampouz : the premium brand from Brittany

In October 2019, Groupe SEB finalised the complete takeover of Krampouz, a specialist in the design, manufacture and sale of crepe makers, waffle makers, planchas and grills. The company, which has 90 employees and is based in Pluguffan, celebrated its 70th anniversary last year. This iconic Breton brand invented the traditional "Billig" crepe maker. Krampouz records annual turnover of around €20 million. Its products are manufactured in its French factory and sold all over the world via an extensive distribution network and through DIY and gardening shops. Its acquisition has enabled Groupe SEB to complete its professional product range, as well as its premium range for the general public.



Experience

Towards a more connected lifestyle





42

industrial sites
producing around 65%
of products sold

More than
6 million

members
through tandems
products / applications

Close to
150

countries
A worldwide presence

Experiences beyond the products

Digital technology is everywhere, especially at home! From kitchens to bathrooms, Groupe SEB now offers connected products that keep up with the times. Innovation goes digital to provide more services and enhanced personalisation.



These days, consumers are no longer buying just a product. They are looking for new associated services and they want to be connected in order to gain all the benefits of digital technology. Groupe SEB is committed to supporting consumers throughout the purchasing process, giving them a unique experience. The Group also operates a strong innovation process, focusing on connected products, apps and personalised services.

A SUCCESSFUL PURCHASE FROM A TO Z

Groupe SEB's ambition is to be present across all points of contact – before, during and after the actual purchase. Consumers need help ahead of making the decision to buy. Brand websites are a key source of information here. The new WMF website in Russia is an outstanding example in this respect: its fun, dynamic interface presents all the product features by showing them in use. This means that consumers can easily see the product benefits. And to enhance access to information on the Internet, Groupe SEB teams are also working on search

engine optimisation, improving the visibility of brand websites. Brands also have a strong presence on social networks, using the power of communities and influencers to make sure their products are being talked about. User ratings are also an increasingly important factor. Traditional TV advertising campaigns are also continuing to reach a wide target audience. In stores, meanwhile, demonstrations are the perfect complement to publicity campaigns, especially for more complex products. And let's not forget word-of-mouth recommendations, which have always proven to be effective! Once the purchase has been made, a new experience begins for consumers.

Apps and communities developed by the brands help consumers to benefit from valuable advice. They allow consumers to share their own experiences with other users and even become ambassadors for the Group! Wherever it's needed, after-sales service is accessible via a dedicated phone number. And once the device comes to the end of its life, Groupe SEB works with

JOANNA SIRAUT
Media and Influence Manager
Groupe SEB



“Influencers have an extremely strong power of recommendation and build a unique relationship with their communities. Our role is to ensure we understand their profiles and create a trusting relationship with them so that we can benefit from their reputation to fulfil the specific needs of our brands and markets.”



Moulinex wins YouTube Works award

The 2018 digital campaign for the Moulinex Companion won the YouTube Works* prize for best data activation in July 2019.

The audience and content strategy, which was adapted to suit each stage of the purchasing process, proved its worth: 4.1% increase in brand reputation and 4.7% increase in intention to buy. And the global return on investment for the digital campaign is almost three times higher than the TV campaign for sales of the device!*



*Launched in May by YouTube in partnership with the magazine Stratégies, YouTube Works aims to reward the most successful campaigns on YouTube.

specialist organisations to recycle it. Providing consumers with comprehensive support from A to Z is about ensuring they become loyal and influential customers!

DIGITAL TECHNOLOGY, A KEY DRIVER FOR INNOVATION

Our societies are undergoing a full digital transformation, and this is reflected in our everyday appliances. Groupe SEB is making this digital dimension part of its innovation process.

In April 2019, it attended SIDO, the European trade fair for the IoT, artificial intelligence and robotics, which reflects this fundamental trend.

Many of its products are now connected, including the Explorer robot vacuum cleaner, the Cookeo multicooker, the i-Companion multi-functional cooking food processor, the Supor rice cooker, the Intense Pure Air air purifier or the Body Partner scales. And connected devices also go hand-in-hand with

Digital LAB, a special centre for digital culture

Groupe SEB has opened a Digital LAB at its Ecully Campus to share best practices and support the digital cultural integration of its employees. Various areas have been designed to allow staff to immerse themselves in the digital world! This means they can attend conferences and expert presentations and participate in group workshops. Teams can also test apps, websites or digital campaigns, whilst a multi-screen display offers a unique vision of the Group's "virtual" activity, particularly on social networks.



the development of apps. Thanks to a comprehensive and coherent digital ecosystem based on shared technology components, the team behind the Cookeat platform has achieved its goal! In 2019, it brought out seven new apps, updated every four months to make an annual total of 64 different versions. Some of the "flagship" apps include the Steam'Up app, which already has 3,500 active users and has been downloaded 7,000 times; and the Cookeo app, which has also been incredibly successful, appearing in French Internet users' top 10 favourite cooking apps*. These are just some of the tools in our approach to "digital cooking".

45%

of 2019 media investments in digital

+79%

traffic on the Group's websites

More than 1.6 million

downloads of the Cookeo app since its launch

EVEN MORE SERVICES, EVEN MORE PERSONALISATION

Groupe SEB is using voice assistants to enrich the user experience still further. Cookeo and Companion recipes are now available on Google Home and Google Assistant. This means that French consumers can talk to Google to get recipes for both appliances. With their hands and eyes free, they can concentrate on what they're doing and get step-by-step guidance! Another important partnership is with Djingo Orange, a speaker and voice assistant that shares recipes from the Foodle platform, making everyday cooking easier.

Groupe SEB is also developing customisation, allowing consumers to create their own recipe books for the Companion on the Foodle platform. There are various ways of personalising these recipe books, which can contain 20, 50 or 100 recipes: choice of cover, colours, page layout, dedication or editorial.

This year, the Group is making even more of an impact, with French consumers being given the option of personalising one of the Group's flagship products: the pressure cooker. They can use the Clipso Minut' Seb configurator available on the macocotterperso.groupeseb.fr website to customise their appliance.

There are more than 5,600 options to choose from!



* Twice yearly Harris Interactive poll of the most popular websites and apps amongst Internet users, with 10 categories: news, banking, feminine, high-tech, home, fashion, health, sport, tourism and a cooking category introduced for the first time.



Cake Factory: so sociable

The development strategy for **Cake Factory** is based on social media and community. A Facebook group was launched at the same time as the product and now has more than 54,000 members in France alone! This is a tried-and-tested technique for boosting sales, with social networks proving to be a valuable influencing factor. But Groupe SEB goes a step further, leading users towards apps and dedicated websites to ensure they can enjoy new experiences, develop a closer relationship and provide services and personalised offers to suit the customer profile.

Imusa Multichef pressure cooker: arousing curiosity

For the launch of its new **Multichef** pressure cooker in Colombia, Imusa generated social media buzz by inviting Internet users to guess what the brand's latest release could be. Food and lifestyle influencers played the game in this "waiting" campaign.

The product has a strong Facebook community of more than 2,000 members, who benefit from recipes and tips on how to use the appliance.



News

Content Factory: at the heart of the matter

These days, with the omnipresence of the Internet, a product launch needs ten times more informative content than it would have done five years ago. This is what led Groupe SEB to set up its own internal production agency, **Content Factory**, at the end of 2016. The range of content it creates is vast and includes anything that could help to support the market launch of Group products: photos, videos, recipes, leaflets, packaging, POS promotion, etc.



Steam Chouchou at the height of fashion!

Steam Chouchou, the latest linen care innovation from T-Fal, has already won over Japanese consumers, who are used to 2-in-1 ironing solutions. Launched in 2019, it is a high-performance solution for both ironing and steaming clothes. It also fulfils the demand for space-saving solutions in Japanese homes. The brand targeted beauty influencers and fashionistas to be its ambassadors for the product launch: they use the Steam Chouchou to look their best every day!



A multichannel approach to distribution

Groupe SEB has set up a targeted multichannel strategy to sell its products, which is adapted to suit each market. A 360° distribution approach, with a balanced mix of e-commerce and traditional networks to fulfil various consumer expectations.

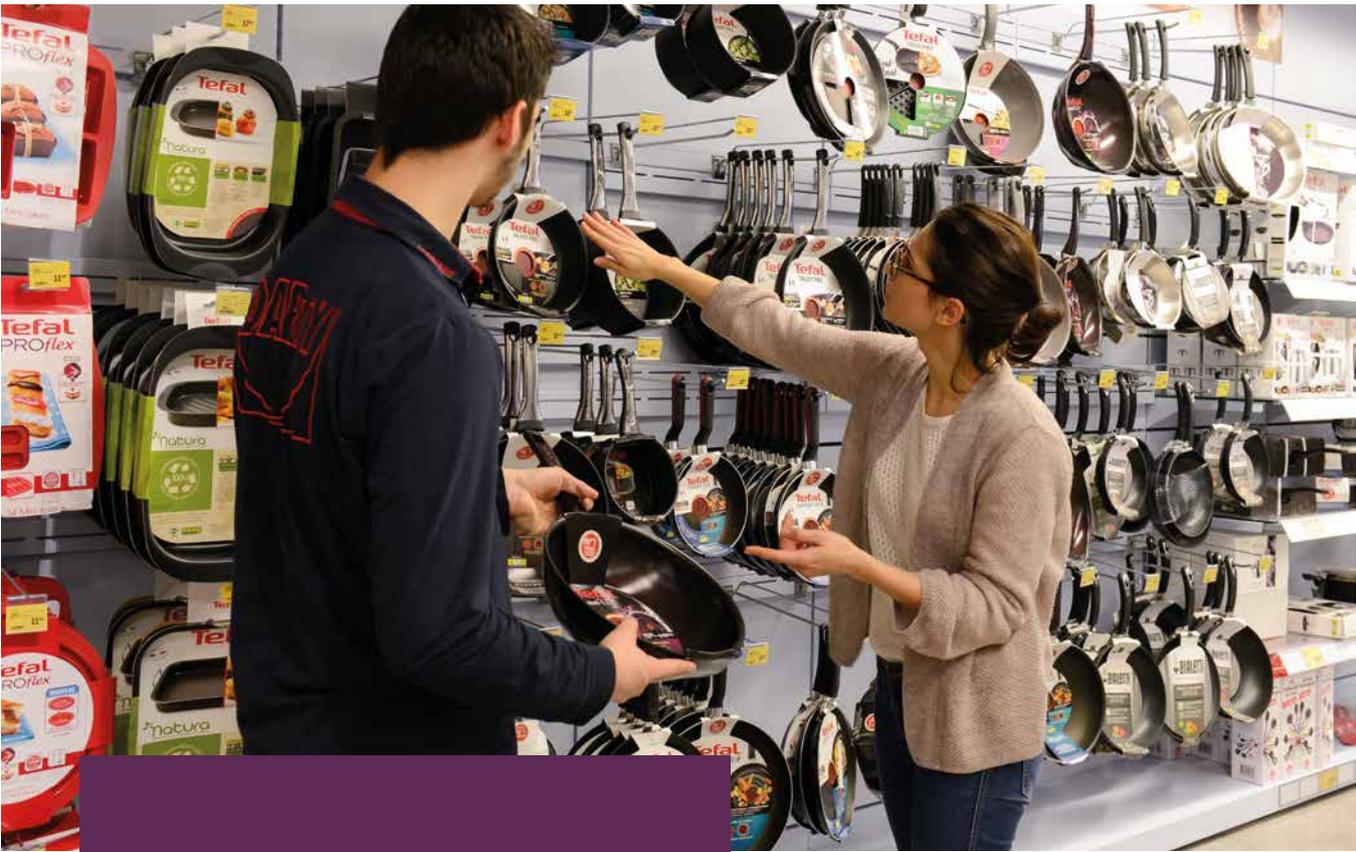
Groupe SEB's distribution strategy is built on a widespread, diversified network. This multichannel vision gives the Group a strong competitive advantage. Its brands are present everywhere, from traditional outlets (supermarkets, specialist and local stores, etc.) and its own retail network (positioned as multi-brand: Home & Cook, Tefal Shops; or single-brand: Supor Lifestores, WMF) to e-commerce (pure players, online sales platforms for bricks & mortar retailers or click & mortar).



Nearly
25%
of 2019 sales
consolidated
through e-commerce

THE OPPORTUNITIES OF E-COMMERCE

Digitalisation has completely changed shopping behaviour and e-commerce has become a key channel for every business, since the sales opportunities it offers are vast. To make the most of these opportunities, Groupe SEB has introduced a specific action plan, which is adapted to the market maturity of each country. The product range is developed for this channel in particular and the supply chain is designed to fulfil the resulting demand. Dedicated sales teams have been set up and a set of golden rules established to accelerate growth. An e-commerce community has also been created to allow the sharing of best practices within the Group. Numerous digital marketing campaigns have been deployed. 2019 saw further increases in market share for online sales, with particular acceleration seen in Eurasia. This performance reflects the efforts of local teams and the strengthening of partnerships, in particular in Eastern Europe, Ukraine and Saudi Arabia. Furthermore, the Group won two *Grand Prix du Search* awards this year for the strategy introduced by Tefal on the Amazon and Cdiscount shopping websites. The brand won the Silver award for the best Search & Data campaign and the Gold award for the best Retail Search system.



Kitchen accessories and utensils: effective marketing campaigns!

Since the beginning of 2019, the Kitchen Accessories and Utensils business unit has recorded a 22% increase in sales for the EMEA zone, thanks to its targeted marketing activities. Natural search rankings on the Internet have been improved by enriching content and enhancing the SEO strategy. Across traditional networks, innovative solutions have been introduced in stores, including turnstiles, mug distributors, mini storage totems, etc.



These two prizes highlight the work carried out to increase traffic to the product descriptions on the retail sites and therefore develop sales.

THE STRENGTH OF TRADITIONAL NETWORKS

It may be full steam ahead for e-commerce, but Groupe SEB also relies heavily on traditional networks, which are still a strong channel for the Group. It has an effective and dynamic merchandising policy, which rewards sales teams and offers a comprehensive approach in the field: customer loyalty programmes, key account management, “category captain”, shelf management etc. The Group works in close partnership with retailers in this area. In 2019, this winning strategy led to the launch of campaigns such as the Moulinex Crazy Days in Belgium and the Lagostina loyalty programme in Italy and Belgium. In France, promotional campaigns were led by Rowenta in Carrefour stores and, more specifically, for the Air Force Flex vacuum cleaner in Italy. Groupe SEB’s expertise was recognised by the LSA Category Management awards, with the Cook n’Merch project winning the “Merchandising” prize.



GÉRAUD D'ADHEMAR DE CRANSAC
Vice-President Retailing
Groupe SEB

“Our own retail network, directly operated or under franchises represents an exceptional showcase for our brands, since 57 million people a year visit these outlets. Highlighting our product range in this way allows us to make a positive impact on other retailers outside the network as well. Some visitors come to our stores to find out about our products before buying them through a different distribution channel, either on the Internet or from bricks and mortar retailers.”



This solution makes the in-store display of saucepans and frying pans clearer and more attractive thanks to signs on the shelves, purchasing aids and new installation rules. The result is an increase in sales and enhanced customer loyalty, since customers are attracted to the shopper experience provided.

EXPANSION OF OWN RETAIL STORES

Own retail stores are both a showcase for the Group and a special opportunity for developing a close relationship with customers. They allow direct contact and learning opportunities to help us understand sales trends and consumer expectations. They are also the perfect complement to our other retail channels. The network is adapted to suit individual countries but it is expanding everywhere. In 2019, the Group opened 51 stores, including 13 in Egypt, 12 in Turkey, 6 in Japan and 2 in France. WMF, which has more than 50 corners in Home&Cook outlets, also has own-name stores in a number of countries, mainly in the DACH area (Germany, Switzerland, Austria), including France, Spain, Bulgaria, China, Portugal and Turkey. The brand has opened a second sales outlet in Istanbul, in an ideal location and with a special area for cooking demonstrations. The store opening was widely reported on social networks.

More than
1,300
own retail stores worldwide

Nearly
7%
of total 2019 consolidated sales



Direct selling to consumers

E-commerce is booming, leading to a new “direct to consumer” trend involving direct sales without an intermediary. As part of its global multichannel strategy, the Group has launched its first initiatives for online sales on some of its brand websites. This approach, which aims to increase agility and speed, combines an adapted offer (in terms of produce range and price), an enhanced consumer experience, an increase in brand visibility (by generating traffic to their websites) and the optimisation of support roles (particularly logistics and IT). Rowenta and WMF will be the first brands to offer this new purchasing experience.



A new chapter with REWRITE

Driven by the desire to develop the growing instrumental cosmetics sector and to place the consumer at the heart of its sales approach, the Group launches its very first DNVB* in 2020. A breakthrough technology combining an appliance with a cream; an innovative technology resulting from a partnership with Feeligreen and based on iontophoresis, which ensures that five times more active ingredients penetrate into the skin; a target of heavily engaged female consumers who are immersed in digital technology... these are the main ingredients behind REWRITE, Groupe SEB's new beauty brand available exclusively online!

* Digitally Native Vertical Brand.



News



BtoB activity: great showcases on the Internet

Calor, Krups, Rowenta, Tefal, Moulinex and Seb have all developed new pages on their websites dedicated to business gifts. The objective is to allow all businesses to contact the brands more easily when it comes to their corporate gifts, customer loyalty schemes, sales promotions or employee incentives.

Competitiveness: renewing the industrial vision

Our strong belief in our manufacturing base allows us to develop high-quality products. This base needs to be innovative, high-performance and reliable to guarantee efficiency and competitiveness. Groupe SEB looks to the future, allowing it to stay ahead of the competition and implement its digital transformation.



Groupe SEB's internal production system is both global and yet close to its areas of consumption, making it unique in its sector. Two thirds of the products sold by the Group are manufactured at one of its 42 industrial sites worldwide. Sites located in mature markets specialise in making leading products and those with high added value. In emerging countries, production units fulfil the specific requirements of local markets and prioritise competitiveness. Other sites focus on exports, allowing the Group to keep specific or protected technologies and expertise in-house. Production is only outsourced for basic products or those for which the Group lacks a strong leadership position. The manufacture of some of these products can always be moved back in-house if this turns out to make more sense.

MAJOR INDUSTRIAL PROJECTS

To perform well, a manufacturing base needs to be able to rely on various factors: well-planned production, the adjustment of volumes to suit demand, reorganisation of sites as needed, cost control, resorting to sourcing where necessary, etc. There were plenty of major projects covering these areas in 2019. Production at the Saint-Jean-de-Bourney site in France started to move across to the neighbouring Pont-Évêque site, allowing us to coordinate our plastics injection processes with our assembly lines for linen care appliances. The Mayenne site, meanwhile, has been expanded to produce the Companion and fully automatic espresso machines. Similarly, WMF has increased its production capacity in Geislingen, Germany, in response to the growth of the professional coffee machines business. For its Consumer business, the brand has started to consolidate its logistics operations at the Dornstadt warehouse.

JOËL AUTRAN
Vice-President
Industrial Efficiency
Groupe SEB



“The OPS Programme (Operation Performance SEB) continued this year. We have entered a new phase targeting customer satisfaction. Enhanced synchronisation between production and demand and a strong focus on performance will allow us to accelerate our flows still further, reduce our stocks and increase our competitiveness.”

Groupe SEB, “Best supplier SDA” in Sweden

At the annual show organised by the Swedish chain of Elon stores, Groupe SEB was awarded the prestigious “Best supplier for small domestic appliances” prize. This award reflects the Group’s leadership position in the Small Domestic Appliances sector in the Nordic countries.



As far as construction programmes are concerned, several have taken place in China: two new buildings in Shaoxing to increase production capacity for small domestic appliances and a factory in Yuhuan to produce stainless steel kitchen utensils for export and the domestic market. In Brazil, meanwhile, the Group has completely modernised its kitchen utensil production lines at the Itatiaia site.

OPERATIONAL EXCELLENCE, 3RD GENERATION

The OPS programme (Operation Performance SEB) is a collaborative approach to operational excellence, which aims to develop a shared industrial culture based on customer satisfaction and performance. In 2019, the Group entered a new phase of its programme by focusing on improving industrial processes from end to end, starting with customer

42

manufacturing sites,
of which 12 are in France

2/3

products manufactured in-house

€266m

industrial investments

requirements and finishing with purchasing/supplies, and covering distribution, manufacturing and planning in between. The customer is placed at the very heart of the Group's concerns, with the objective being to eliminate anything that does not add value to processes and thus improve quality, competitiveness and service. The development of e-commerce has made these high standards more vital than ever before. The Group has also enhanced its capacity to personalise its range of products for end consumers. In concrete terms, production operators are placed at the heart of the continuous improvement process. They are the ones who keep an eye on key information, hour after hour, allowing them to correct and adjust settings to optimise performance and quality, and even anticipate malfunctions. The development of "Industry 4.0" digital solutions and automation also brings about gains in competitiveness and quality, whilst improving working conditions at the same time: making tasks less strenuous, cutting out tasks with low added value and enhancing skills to manage innovative processes.

Long-distance virtual reality discussions

The first experiment in long-distance virtual reality discussions has taken place with the Groupe SEB Japan Breakfast & Beverage and Marketing teams, who were able to test the products in a new Breakfast range. This experiment confirms the advantages of this technology: monitoring the progress of projects remotely and making adjustments before a definitive prototype is sent in. A significant amount of time can be saved in this way!

"INDUSTRY OF THE FUTURE": A VISIONARY PROGRAMME

The "Industry of the future" programme was launched in 2016 to transform the entire industrial sector through the use of digital technologies (automation, robotisation, real-time information and data analysis, digital continuity, Artificial Intelligence, simulation, etc.).

Within the digital strategy, the programme aims to optimise the supply chain, from the supplier to the customer, by improving productivity and working conditions whilst saving resources.





The first phase of the programme, which is part of the Group's global strategy, has identified ten priority projects (technology components) dealing with digitalisation, sustainable development and people management.

In 2019, the programme was extended beyond the factories themselves to optimise the overall supply chain from the supplier to the customer, in four major phases – procurement, manufacturing, distribution and planning.

The main objective here is to develop the visibility of performance for the benefit of customers and teams, whilst saving the planet's resources.

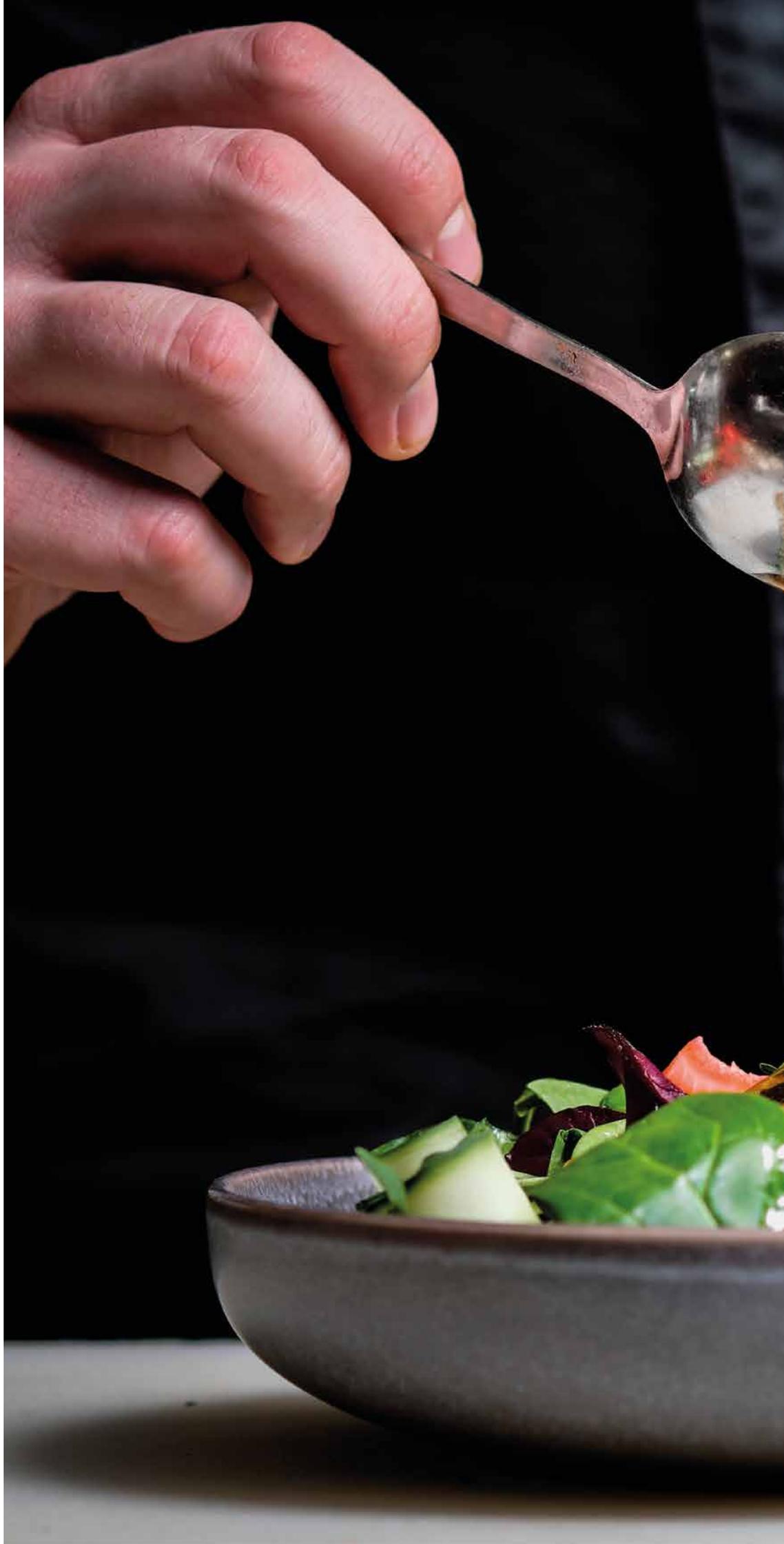
This places our employees at the heart of improvements, and they are assisted by state-of-the-art tools allowing them to make the right decisions at the right time. Within this framework, for the procurement phase, the Groupe is modernising its processes for purchasing raw materials and components and is preparing for the digitalisation of its supplier relations. All data will be consolidated within a single IT tool, which will enable the use of Artificial Intelligence technologies.

When it comes to manufacturing, we have decided to focus our attention on three major projects: visual management of production performance (Digital Shopfloor Management), energy management to ensure appropriate consumption at industrial sites, and the improvement of processes through data analysis using Artificial Intelligence software. Several projects are already underway, including one at our Rumilly site, which is based on a third generation of Artificial Intelligence allowing machines to learn to detect defective products. Other data analysis solutions

are also in place, for example at Pont-Évêque, where solutions aim to improve ranges of moulds and optimise cycle times. As for the logistics section, new software for optimising flows between Asia and Europe is enabling transport costs and the Group's carbon footprint to be reduced, whilst also improving customer services. We also use a modelling solution to optimise our distribution network in Europe and to define how many logistics centres are needed to provide the best service to our customers. Finally, for the planning section, the Group is testing data analysis and Artificial Intelligence solutions to improve sales forecasting, and thereby improve production planning, so that it can provide a better response to customer requirements, as well as reduce stocks, rejects and energy spending. This confirms the Group's ambition to get the best out of these new technologies for the benefit of its performance and customer relations.

Sense

Towards a more sustainable and committed lifestyle





100%

of sites are ISO 14001 certified

94%

of products display the "product repairable for 10 years"* label

More than
500

projects supported by Fonds Groupe SEB in 10 years

* For Moulinex, Rowenta, Tefal, Seb, Calor, Krups, WMF.

Innovation to achieve sustainable consumption

Groupe SEB places innovation at the heart of its strategy. Its innovation focuses on sustainability to ensure more responsible consumption.



Groupe SEB's approach to innovation is based on intense discussions between the Research, Marketing, Design, Development, Quality and Sustainable Development teams. SEB Lab also plays a major role in accelerating innovative projects by encouraging collaboration between business units. In 2019, SEB Lab was joined by the team from the BiiS programme, which aims to boost innovation with a societal impact within the Group.

EVERYONE HAS A ROLE TO PLAY...

All Groupe SEB employees are involved in innovation and the "All Innovators" challenge is proof of this! Every year, employees at French sites are invited to submit their ideas for product and/or service innovations. Groupe SEB also operates a proactive open innovation strategy. This includes the SEB Alliance investment fund, which supports partnerships with start-ups in three key areas: well-being, the connected world and sustainable development. At the same time, the Group is strengthening its collaborations with external experts or inventors, but also by building academic partnerships.

... SERVING OUR CONSUMERS

To form a better picture of the expectations of consumers and professionals, 150 research projects are carried out each year by Groupe SEB in forty or so countries. In addition, the SEB&You programme gets consumers directly involved in the innovation process: 3,250 products tested since its launch in 2015 and the community has now over 4,000 members. By constantly monitoring threads on social media, trends can be analysed, user behaviour observed and feedback obtained. This all represents key data to help us improve our products and services.

Sustainable innovation

In response to new consumer trends, including an increasing focus on eco-responsibility, particularly among Millennials, the Group has launched two major strategic innovation projects linked with cooking and the home: *Cook For the Planet* and *Home for the Planet*.

The objective is to invent the products and services of the future by combining:

- Analysis of new consumer expectations;
- A group-wide approach to coming up with new concepts involving various teams (creative marathons);
- Agile and iterative methods to test these new concepts quickly.

Inclusive design: innovation for everyone

In 2019, Groupe SEB's Design teams set up an inclusive design system, working with associations helping people with permanent or temporary disabilities. The objective is to redesign products to make them more accessible, so that as many people as possible can use them.

A Good Design Playbook developed alongside APF France Handicap

Following a call for proposals from the CNSA*, Groupe SEB and the association APF France Handicap were selected to publish a Good Design Playbook: a guide to best design practices. The methodology is centred on the user and involves people with disabilities and carers at each phase of the design project. The Breakfast range will be launched in 2021 with products designed using this approach.

* Caisse nationale de solidarité pour l'autonomie, the French national funding agency for the elderly and people with disabilities.



Cookeo Touch instructions accessible to everyone

The user instructions for the Moulinex Cookeo Touch have been rewritten by the Groupe SEB Content Factory and Marketing teams so that they comply with FALC (Easy to Read and to Understand) standards and are therefore accessible to as many people as possible. An Esat* was involved in validating the content of the instructions.

* Établissement et service d'aide par le travail, an establishment providing disability support services through employment.

News



Raising awareness with Handicap International

Handicap International and the Crias* visited the Campus SEB in April 2019 to inform the entire Design team about the various forms of disability. The visitors also raised the designers' awareness of the difficulties people may have in using the products they develop, helping them to think about inclusive design.

* Centre régional d'information pour l'agir solidaire, a French regional disability information and support centre.

Two awards for the Group's approach

Groupe SEB's approach to inclusive design won two awards in 2019. The "La Conso s'engage" awards organised by LSA magazine singled the Group out for its community collaboration award in the "Industrial" category. The Group's approach also won the Collaboration prize at the 3rd edition of the CSR-Sustainable Development awards organised by Cegos and Mines Paristech.

Groupe SEB's circular revolution

Groupe SEB's approach to the circular economy relies on various factors: extending the service life of products and encouraging their re-use, promoting recycling and the use of recycled materials and experimenting with the shared use of its appliances.



Repairability, a key part of the circular economy, has been a priority for Groupe SEB from a very early stage. In 2008, it introduced an innovative policy against planned obsolescence, which led in 2015 to the “product repairable for 10 years” guarantee. Since 2016, this logo has appeared on 94% of the domestic electrical appliances sold in Europe, Asia and the Middle East for Tefal, Rowenta, Moulinex and Krups, and in France and Belgium for Seb and Calor. In 2019, this commitment was extended to include all WMF small electrical appliances and the inclusion of the Brazilian brand Arno is currently under consideration. Consumers can therefore count on the Group's worldwide spare parts centre (SEB International Services), where 5,000 parts

are kept in stock, some of which are 3D printed (60 parts have been tested by consumers). This centre is due to be expanded in 2020.

ECO-DESIGN AT THE HEART OF OUR PRODUCTS

Product repairability must be taken into consideration right from the start, as pointed out in Groupe SEB's eco-design guide. Products must be designed to be easy to take apart and rebuild, as well as easy to recycle. In 2019, the average potential recyclability rate of the electrical product families designed during the year reached more than 80%. In addition, more and more appliances are incorporating recycled materials. Now at 35%, this rate exceeds the target set in 2013, which was to achieve 20% by 2020. Groupe SEB now aims to reach 50% by 2023 and has committed to doubling its annual use of recycled plastics in France by 2025 (compared with 2017). The Group's approach was recognised in 2019: Tefal won the RSM® *Grand Prix* for corporate social responsibility for its Eco Respect range of 100% recycled aluminium frying pans and saucepans.



94%

of products display the “product repairable for 10 years”** label

* For Moulinex, Rowenta, Tefal, Seb, Calor, Krups, WMF.

JOËL TRONCHON
Vice-President,
Sustainable Development,
Groupe SEB



“The fact that we have kept our tradition of industrial expertise and that we maintain control over the development and manufacture of our products has allowed us to adopt a proactive strategy, particularly when it comes to eco-design and reparability.”



Eco-packaging

Groupe SEB ensures its packaging is designed to fulfil its main functions with minimum impact on the environment. The Group has therefore set itself three objectives to achieve by 2023:

- zero plastic sub-packaging;
- zero expanded polystyrene (EPS);
- 90% recycled fibres in cardboard boxes.

Several products had already fulfilled the first target by 2019, including the Tefal five-second mini-chopper. EPS wedges have been replaced by cardboard strips for the Moulinex Steam'up. As far as the amount of recycled fibres is concerned, European production sites have already achieved the 90% target and Asia is not far behind.



REUSING PRODUCTS AND MANAGING THE END OF THEIR LIFE CYCLE

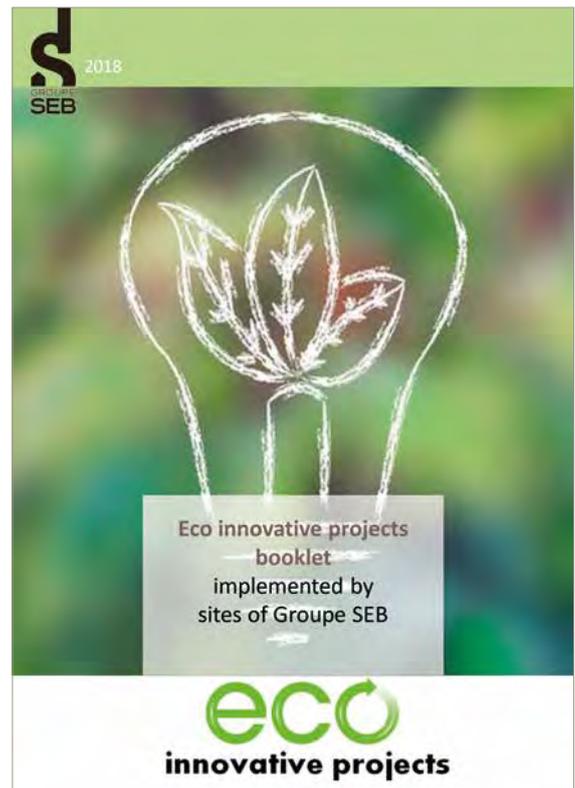
Since 2012, Groupe SEB has been increasing its initiatives to encourage the recycling of cookware, particularly in Europe with Tefal. Consumers are invited to bring their old products into stores in exchange for money-off coupons to buy a new product from the Eco Respect range. The used products are recycled by specialist companies and then reused in the manufacture of new products, including cookware. In the same way, Groupe SEB gives returned products a second life as part of its after-sales service. More than 5,000 appliances have been repaired and restored by the French social integration association ENVIE Anjou and then resold. The All-Clad brand also offers its customers in the catering business second-hand pans, which have been restored to give them a second life!

Committed to protect the planet

Groupe SEB acts at every stage of the development process, from the design stage onwards, to limit the environmental footprint of its products and contribute towards the fight against global warming. Its commitment is equal to the challenge.

With more than 360 million small domestic equipment products sold every year worldwide, Groupe SEB must respond appropriately to the environmental concerns facing our planet. To put its commitment into practice, the Group relies on international ISO 14001 certification for its sites and on its eco-design guide. In 2019, a new training module was developed to provide better support for innovation teams as they adopt this approach to eco-design. In the same way, Groupe SEB regularly updates the life cycle assessments for its products so that it can continuously reduce their environmental footprint.

100%
of sites are ISO 14001 certified





Campus SEB — Ecully.

MANUFACTURING ACCORDING TO THE RULES OF ECO-MANUFACTURING

Eco-manufacturing also has a key role to play in climate action. The Factory of the Future project launched by Groupe SEB in 2016 contributes towards this approach by encouraging “responsible” production at its industrial sites to save the planet’s resources. Several projects target energy optimisation and a reduction in the use of water and raw materials. An ambitious policy is also in place to reduce waste and encourage recycling.

In 2019, Groupe SEB introduced a Group standard for energy management, based on the essential requirements for ISO 50001 certification. This standard, which is included in the internal audit manual, will gradually be rolled out to all sites. Several sites have already been ISO 50001 certified: Erbach (Germany), Rumilly and Tournus (France), as well as the majority of the European WMF sites and the Emsa site in Emsdetten (Germany).

In the same way, the eco-innovative project challenge allows industrial and logistics sites to showcase their initiatives each year. In 2019, 53 projects from 30 sites and entities were presented. More than half of them were concerned with energy, including a project in Lourdes (France) for a new variable speed compressor, which allows heat to be recovered to heat buildings at the site.

DEVELOPING RENEWABLE ENERGY

Groupe SEB also makes use of renewable energy. In 2019, several projects for installing solar panels were introduced, including at Campus SEB in Ecully and at the Netherlands subsidiary’s headquarters. The Rionegro (Colombia) industrial site also approved

a project for a solar farm with ground-mounted panels. Others are currently under consideration, including in France, Italy, China, Egypt, Brazil and Vietnam. The Wilbur Curtis site in Montebello (United States), which has recently been acquired by the Group, already has solar panels. These provide more than half the electricity used at the site.

PROTECTING WATER RESOURCES

The Group is careful to protect water resources and has defined best practices for reducing water consumption and recycling waste water. The Selongey (France) site is therefore installing new tunnels for cleaning stainless steel parts, which will lead to water savings of more than 70%.

In Canonsburg (United States), All-Clad has introduced a programme to avoid excessive consumption. The Hangzhou (China) and Rionegro (Colombia) sites reuse waste water for production or to service toilet blocks. The Colombian site has also set up a scheme for recovering and storing rainwater, which covers over half of the site’s water requirements. Another example is in place at the Itatiaia site in Brazil, where some of the water processed by the sewage treatment plant is used to clean tools.

LIMITING WASTE

Protecting the planet also involves doing something about industrial waste. Groupe SEB operates several initiatives in the field to reduce waste volumes. For example, the sites at Erbach (Germany), Selongey, Is-sur-Tille and Vernon (France) and Shanghai (China) send component packaging back to their suppliers so that they can be reused for subsequent deliveries.

As for pallets, Lourdes and Vernon have standardised their models so that they can be reused for sending goods out to customers. Waste can also be reduced by improving production methods. This is the case at Erbach, for example, which has optimised the assembly process to divide the amount of waste glue in rinsing cycles by three. In Saint-Jean-de-Bournay, meanwhile, they have cut the volume of ink by a third by modifying the inkwells in the machines.

REDUCING GHG EMISSIONS FROM TRANSPORT

The transport of raw materials, components and finished products is a major source of greenhouse gas (GHG) emissions. To better account for the impact of transport in its sustainable development strategy, Groupe SEB has committed to the Fret 21 system introduced by Ademe and AUTF*. At the same time, the Group is continuing to improve its pallet loading, thanks to the EffyPACK system and PackSoft software, and to reduce the void level inside packaging as much as possible. Since 2019, it has also been using a new software package to optimise loading plans for containers.

The Group also prioritises alternatives to road transport, such as rail or river routes. In 2019, these alternative transport solutions represented 36% of the Group's transport in Europe (EMEA). When compared with "100% road" transport, this reduces GHG emissions by 98%, as well as cutting logistics costs by 41%.

PROTECTING BIODIVERSITY

Groupe SEB encourages all its entities to carry out actions to promote biodiversity. A booklet detailing the most significant initiatives carried out by the Group will be supplied to entities to develop momentum in this area worldwide. One area for development is banning the use of plant protection chemical products in green spaces. Some of the most noteworthy examples include the conservatory garden at Campus SEB, in partnership with the Vavilov institute, the flower meadows at Emsdetten (Germany), the swallow tower at Is-sur-Tille (France), the beehives at Rumilly (France) and the aquatic diversity site at Canonsburg (United States).

*Ademe = French Environment and Energy Management Agency; AUTF = French association of freight transport users.

Groupe SEB targets

2020 ENVIRONMENTAL TARGETS

In 2013, the Group defined a series of ambitious objectives:

- 20% reduction in energy consumption for production and logistics sites (compared with 2010)
Progress at the end of 2019: 21.3% reduction
- 20% reduction in greenhouse gas emissions from product transport per unit sold (compared with 2013)
Progress at the end of 2019: 33% reduction
- Minimum of 20% recycled materials in new products
Progress at the end of 2019: 35%

LOW-CARBON OBJECTIVES

In 2016, Groupe SEB joined the Science Based Targets* (SBT) initiative launched by the WWF alongside the UN Global Compact, the WRI (World Resources Institute) and the CDP (Carbon Disclosure Project).

- Targets for 2023:
 - 40% reduction in carbon intensity for scopes 1 and 2 (fossil fuels and electricity)
 - 15% reduction in carbon intensity for scope 3 (energy consumption of products)
- Target for 2050: carbon neutrality

* This initiative encourages large global companies to bring their targets for reducing greenhouse gas emissions in line with IPCC recommendations to limit global warming to below 2°C by the end of the century.



Committed to preventing food waste

Groupe SEB helps to combat food waste by encouraging people to cook at home. The Group also provides a lot of advice and recipes to get the most out of fruit and vegetables using blenders (such as the Powelix) and juice extractors (Moulinex Juice & Clean, Juiceo, Power Juice). Several subsidiaries are leading actions to raise awareness: Groupe SEB Brazil, for example, is organising cookery lessons to demonstrate how to use fruits and vegetables to the full, including the skin.

The Eco Respect range from Tefal: 100% recycled aluminium

Tefal has launched Eco Respect, a new range of frying pans, saucepans, woks and casserole pans made of 100% recycled aluminium. This uses 20 times less energy in production than new aluminium, with identical resistance and hard-wearing properties.



News



Yes to Emsa packaging

The start-up Vrac'N Roll sells unpackaged organic produce online, with deliveries throughout France. Groupe SEB is supporting the company's growth with its Emsa brand. The products are delivered in returnable Optima boxes.

Better management of plastic bags

Thanks to the successful collaboration between Retail Marketing, Purchasing, Sustainable Development and WMF, Groupe SEB has reduced the number of plastic bags used in stores by 23%. What are the keys to its success? Fewer different products, fewer suppliers, optimised delivery times and the centralised management of orders and stock.

BAGS IN STORES TOO...

The use of recycled plastic also covers the bags provided for customers in the Group's stores. In Europe, these bags were overhauled in 2018 to fulfil both economic and environmental requirements. Made of 80% recycled plastic and 100% recyclable, the new bags have been given the Blue Angel environmental label. Other than the use of recycled plastic, reducing the number of suppliers (from ten to four, one of which covers 75% of requirements) has also contributed towards cutting our carbon footprint linked with the transport of materials. At the start of 2019, these bags were available in almost all the countries in the EMEA zone where the Group has stores (Home & Cook and WMF brands). The 13 stores in Egypt also adopted this approach in 2019. In recognition of all the work it has carried out on the use of recycled plastics, the Group was selected from around a hundred entries to win the LSA "Development of Environmental Responsibility" prize in 2018.

Our employees, the company's lifeblood

Human Resources policy is based on the Group's values: entrepreneurial drive, passion for innovation, professionalism, corporate team spirit and respect for the individual.



Groupe SEB has a Human Resources policy that is harmonised at a global level so that it can support international growth and ensure fair treatment for each of its 34,000 employees. This policy is based on respect for human rights, the development of skills, health and safety in the workplace, employee dialogue, diversity and equity.

180

training programmes available in the catalogue of the Digital Academy platform

2023 target

30%

of management positions filled by women

ENCOURAGING PROFESSIONAL DEVELOPMENT

Most management positions are filled by Group employees and 80% of key positions are filled internally. One of Groupe SEB's priorities is to offer enriching career paths. 2019 saw a 60% increase in the international mobility of managers compared with 2018. Groupe SEB also offers an international mentoring programme to help support the development of its employees. More than 130 people have benefited from this programme since it was rolled out worldwide in 2018. As well as these actions to support management, Groupe SEB also has an ambitious training policy for all employees. This is operated by the Groupe SEB University (UGS) and is suitable for everyone. Through the iGrow@SEB HR portal, 11,000 connected employees have free access to more than 400 e-learning modules.

ATTRACTING NEW TALENTS

When it comes to recruitment from outside the company, Groupe SEB focuses on a digital strategy by boosting its presence on social media. Its number of followers continued to increase throughout 2019: 24.5% increase

ARTEM ISMAILOV
Group Training and
Development Manager



“Over the past three years, the Group’s training programme has been enhanced considerably by digital solutions: e-learning easily accessible to a large number of users and a wide range of training programmes for both personal and professional development etc. And we aim to continue making the most of the opportunities offered by new technologies to support our employees and provide them with training in tomorrow’s world.”



Ethics, values for sharing

Groupe SEB’s ethical approach is set out in a formal document shared by all employees. This covers 18 subjects, including banning child labour, combating corruption, outlawing discrimination, protecting the environment and preventing conflicts of interest. At the end of 2019, 90% of connected employees had followed the dedicated e-learning session. A training in face-to-face started in 2019 and continues to be deployed worldwide in 2020. Groupe SEB has also introduced a strict responsible purchasing policy with its own dedicated charter.



compared with 2018 on LinkedIn, 11.5% increase on Twitter and 60% on Instagram.

Groupe SEB has also introduced a new website dedicated to recruitment. All applications received are processed on this platform, which is available in 46 countries. More than 30,000 applications were sent in during 2019. Groupe SEB relies on several levers to enhance its appeal to young people: presence in university research chairs, challenges aimed at students (Tech Challenge), integration of young graduates through a specific programme (Graduate Program) and hosting interns and trainees – an approach that was recognised by the Happy Trainees award in France for the sixth year in succession in 2019.

CULTIVATING DIVERSITY

Several actions are in place to ensure that discrimination has no place in terms of recruitment, remuneration and development within the Group. In 2019 for example, more than 172 HR managers, representatives of labour unions and members of Management Boards at French sites followed



the training programme “How to recruit and manage without discrimination, harassment or slander”. Also in France, nine young people were recruited for work placement contracts with the help of the Mozaik RH agency. As for professional equality between women and men, Groupe SEB launched its worldwide Gender Diversity plan in 2019, encouraging each country to commit to actions leading to gender equality. When it comes to including people with disabilities, in 2019 Groupe SEB finalised partnerships in France with Hello Handicap, a 100% virtual recruitment agency dedicated to employing workers with disabilities, and in Egypt with the organisation IECD*.

IMPROVING THE QUALITY OF WORKING LIFE

According to the internal survey conducted by the Great Place to Work institute, 71% of employees said in 2019 that Groupe SEB was a good place to work. To ensure that this level of satisfaction continues to rise, each entity organises its own targeted action plans. There are also initiatives on common themes, such as encouraging better work-life balance (flexible hours, working from home, etc.) or promoting health (Living Healthy programme in the United States, relaxation and physical activity programme in Mexico and Korea, etc.). In France, a collective agreement was renewed in 2019. Several of the points in the agreement have been improved, including the relaxation of conditions for working from home and Group contributions towards the allocation of days off.

ENSURING HEALTHY AND SAFETY

To reduce the number of accidents at work and limit occupational illnesses, Groupe SEB relies on two programmes with a global reach: Safety in SEB and Health in SEB. Safety in SEB relies on the introduction of safety standards and the circulation of a set of universal golden rules. These are not

Work accidents divided by

2
in five years**

25%
of positions reviewed each year
to improve ergonomics

2023 target
100%
of employees worldwide covered
by the WeCare@SEB social platform

restricted to the Group’s industrial and logistics sites: in 2019, the Group also enhanced its health and safety policy for retail staff. The Health in SEB plan also involves standards and performance monitoring indicators to deal with MSDs (muscular-skeletal disorders) and prevent psychosocial risks. In 2019, a Health France network was set up to share best practices for MSDs, and training on the subject of “From stress to well-being at work” was provided for several hundred managers. Finally, in terms of social protection and working conditions, Groupe SEB is gradually rolling out a global platform, WeCare@SEB, which is based on two main cornerstones: life insurance and medical cover (including hospitalisation for accidents).

* Institut européen de coopération et de développement (European institution supporting cooperation and growth).

** Lost-time accidents.

Combating exclusion together

Groupe SEB encourages its employees in all countries to get involved in social projects and associations through actions organised by the Group's subsidiaries or by the *Fonds Groupe SEB*.



China: 23 schools built by Supor

In 2006, Supor launched a massive programme to build schools for disadvantaged children living in rural areas. 23 schools have been opened to date, providing places for around 20,000 children. In 2019, seven Supor employees also organised activities and provided learning support at the school in Mesuo (Yunnan).

OBH supports Philippine children

For the past ten years or more, the four OBH subsidiaries (Sweden, Denmark, Norway and Finland) have been sponsoring 30 children in the Philippines through the Star of Hope association, supporting them until they reach adulthood. In 2019, Swedish employees also organised a fundraising appeal in aid of the construction of new schools and the purchase of school equipment.



News



Everyone involved in the Charity Week

The theme for the Charity Week, organised by the *Fonds Groupe SEB* and involving 63 sites in 35 countries in 2019, was "Combating exclusion together". A wide variety of actions was organised, including food collections and support for associations helping disadvantaged children or people with disabilities.



France: widespread support for the Charity Days

130 Groupe SEB France employees were involved in the second edition of the Charity Days in 2019. This initiative allows employees to get involved in charity projects together, such as collections for the *Restos du Cœur* association (which offers free meals), sorting second-hand clothes, events at social centres, etc.

Gastromotiva to encourage integration

In 2019, Groupe SEB committed to supporting the organisation *Gastromotiva*, which trains disadvantaged young people in the São Paulo region to work in kitchens and restaurants. Around 40 students were the first to graduate from the programme, 51% of whom were female.



Performance

For a long term vision





€7,354m
Sales in 2019

€6,555m
Consumer

€799m
Professional

Executive Committee

The Executive Committee defines and implements overall Group strategy, whose pillars are profitable growth and competitiveness. To ensure the success of this strategy, the Group's Executive Committee sets objectives, oversees group-wide projects and optimizes the resources in place for activities, continents and transverse directions. The Group's approach is firmly committed to a long-term strategy of progress and responsibility, guaranteeing value creation for all our stakeholders.





THIERRY DE LA TOUR D'ARTAISE
Chairman and CEO

“Groupe SEB’s strategy rises to the twin challenges of profitable growth and competitiveness, with a long-term vision of progress and responsibility.”



STANISLAS DE GRAMONT
Chief Operating Officer



NATHALIE LOMON
Senior Executive
Vice-President Finances



HARRY TOURET
Senior Executive
Vice-President Human Resources



ALAIN LEROY
Executive Vice-President
Industry



VINCENT TAI
Executive Vice-President
Asia



CYRIL BUXTORF
Executive Vice-President
EMEA



MARTIN ZOUHAR
Executive Vice-President
North and Central America



PATRICK LLOBREGAT
Executive Vice-President
Cookware



OLIVIER NACCACHE
Executive Vice-President
Small Domestic Appliances

Financial and extra-financial overview

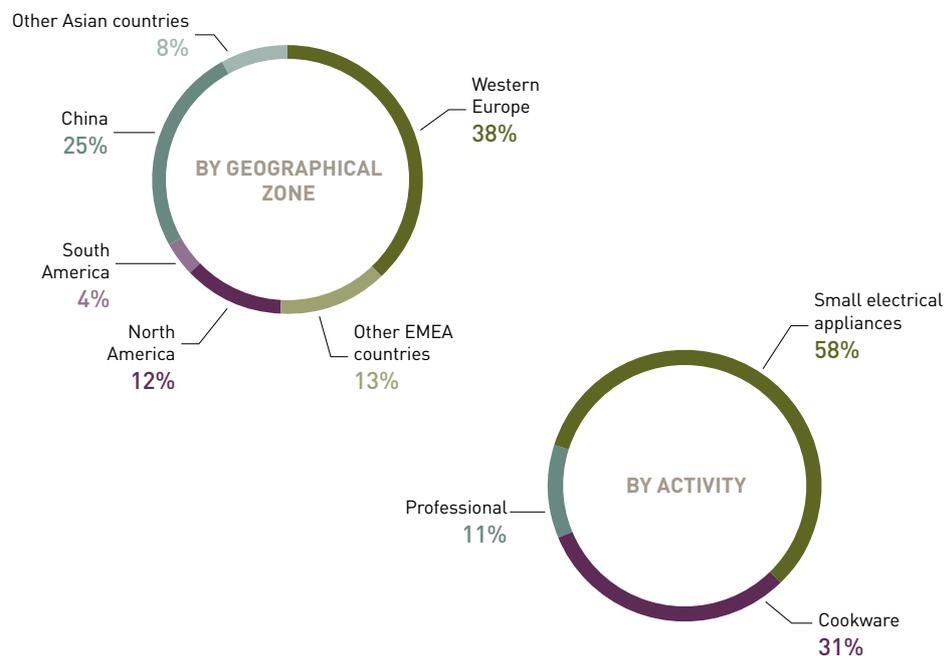
Groupe SEB's 2019 financial results confirm good health of the company and thereby the relevance of its strategy of development. Social, environmental and societal data also testify to the Group's responsible commitment, which is getting stronger over the years.

| | | |
|-----------------------|--------------------------|------------|
| SALES | ORfA | NET PROFIT |
| €7,354m | €740m | €380m |
| +8.0 +5.8 LFL* | +6.5% +4.7% LFL* | -9.4% |
| NET DEBT | NET DEBT/ADJUSTED EBITDA | |
| €1,997m | 2.1 | |
| Free cash flow: €367m | 1.9 at 31 December 2018 | |

* LFL = like-for-like (constant exchange and consolidation scope).

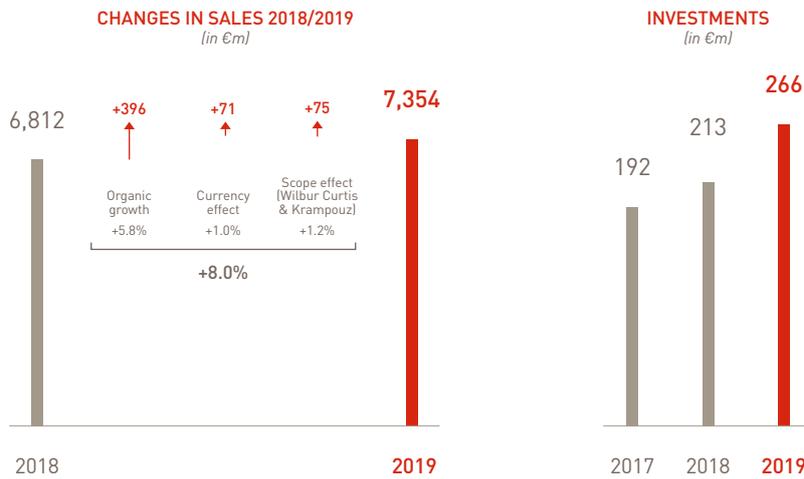
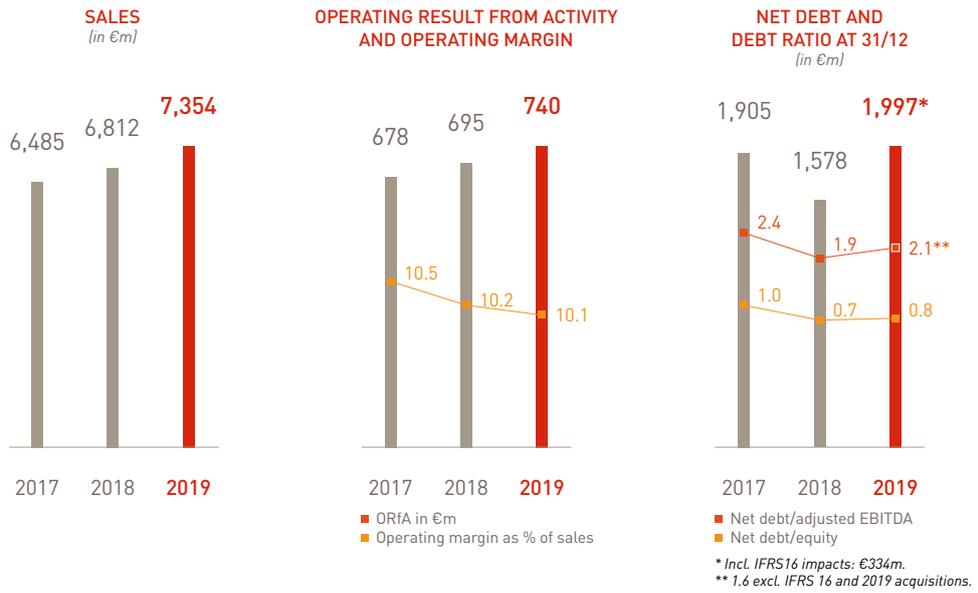


Sales breakdown





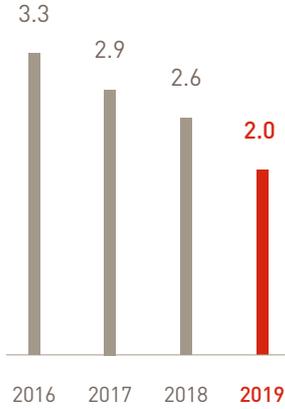
Financial Indicators





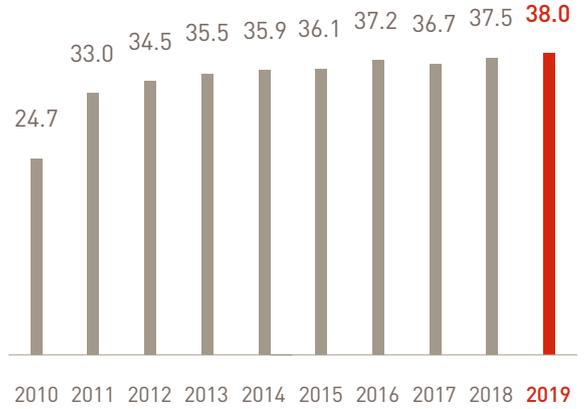
Social performance

EVOLUTION OF LTIRI
*Lost time injury rate**



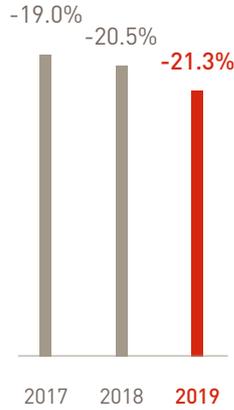
* Lost Time Injury Rate including temporary workers.

EVOLUTION IN THE NUMBER OF WOMEN MANAGERS
(in %)

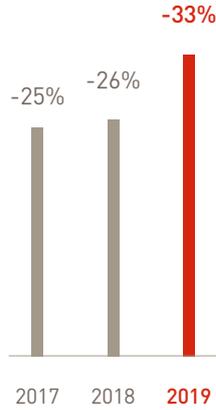


Environmental performance and commitment to corporate responsibility

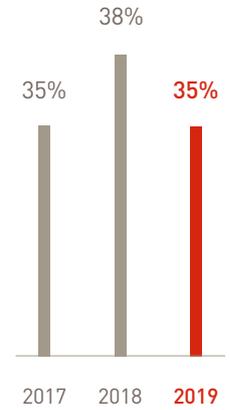
ECO-PRODUCTION
(evolution in greenhouse gas emissions)



ECO-PRODUCTION
(evolution in greenhouse gas emissions)



EVOLUTION IN THE USE OF RECYCLED MATERIALS



94%

of products display the "product repairable for 10 years"* label.

€3.05m

allocated to corporate philanthropy in 2019, i.e. +23% since 2016.



* For Moulinex, Rowenta, Tefal, Seb, Calor, Krups, WMF.

Stakeholders overview

Groupe SEB's economic and financial performance has an impact on stakeholders all over the world: employees, suppliers, public authorities, local communities and shareholders. alue it has created, allowing it to support company objectives and prepare for the future responsibly.



*Main cash flows between the Group
and its stakeholders*

Customers

€7,354m

- EMEA: 51%
 - Asia: 33%
 - Americas: 16%
- "Sourced" products represent 36% of sales

Groupe SEB

RESERVED FUNDS

€587m

- Refinancing of investments: €278m
- Variations of provisions linked to business risks: €18m
- Transferred to reserves: €291m

Breakdown by stakeholder

SUPPLIERS

€5,028m

Including a panel of 456 suppliers that represent more than 70% of these purchases of raw materials, components and finished products.

NGOS

€3.05m

Donations to associations and NGOs via the Fonds Groupe SEB and/or international subsidiaries as part of the Group's corporate philanthropy

STATE AND LOCAL AUTHORITIES

€205m

Corporation tax: €131.5m
Local taxes: €74m

SHAREHOLDERS

€137m

Paid out in 2019 for the 2018 financial year.

EMPLOYEES

€1,334m

Paid out to 33,294 employees, 78% gross salary and 22% social charges. Bonuses and profit-sharing of €31.2m to be paid out in 2019.

BANKS AND BONDHOLDERS

€60.7m

Mainly financial charges linked to interest on bank loans.

Board of Directors

The SEB S.A. Board of Directors is a collective body that represents all shareholders; its activities are guided by the best interests of the company and the Group. Thanks to the diversity and the complementarity of their profiles, the 17 directors bring to the Board a broader vision based on their respective expertises. Since 1995, the Board of Directors has had two Specialized Committees to help it in areas for which specific skills and meetings are required.

| | | | | |
|---------|-----------------------|----------|------------------|-----------------|
| 17 | +1/3 | 53% | 8 | 100% |
| members | independent directors | of women | meetings in 2019 | attendance rate |

4
meetings
in 2019

100%
attendance
rate

AUDIT AND COMPLIANCE COMMITTEE

- Identification, evaluation and handling of the main financial risks to which the Group may be exposed;
- Relevance of the accounting methods used to prepare the annual and half-yearly financial statements;
- Communicating to the Board of Directors any useful observations or recommendations;
- Participating in the procedure for appointing statutory auditors and ensuring that they are independent.

GOVERNANCE AND REMUNERATION COMMITTEE

- Recommendations on the composition of the Board of Directors, the appointment or reappointment of Board members, and the Group' organization and structures;
- Monitoring succession plans, particularly for senior managers and executive officers;
- Proposing the compensation policy for executive officers and examining the compensation policy for the main senior managers;
- Proposing the introduction of and procedures for stock option plans and performance shares;
- Recommendations on governance or ethics matters;
- Examining the Group' sustainable development policy, analyzing the Group' CSR challenges, an annual review of the CSR measures taken and the main non-financial performance indicators.

4
meetings
in 2019

100%
attendance
rate



THIERRY DE LA TOUR D'ARTAISE
Chairman and Chief Executive Officer



DELPHINE BERTRAND
Director – member of the Founder Group, member of FÉDÉRACTIVE



NORA BEY
Director Representing Employees



VENELLE INVESTISSEMENT
Director – member of the Founder Group
DAMARYS BRAIDA
Permanent representative of VENELLE INVESTISSEMENT on the Board of Directors



FÉDÉRACTIVE
Director – member of the Founder Group
SARAH CHAULEUR
Permanent representative of FÉDÉRACTIVE on the Board of Directors



GÉNÉRACTION
Director – member of the Founder Group
CAROLINE CHEVALLEY
Permanent representative of GÉNÉRACTION on the Board of Directors



YSEULYS COSTES
Independent director



JEAN-PIERRE DUPRIEU
Independent director



FFP Invest
Independent director
BERTRAND FINET
Permanent representative of FFP Invest on the Board of Directors



BRIGITTE FORESTIER
Director representing employee shareholders



WILLIAM GAIRARD
Director – member of the Founder Group, member of VENELLE INVESTISSEMENT



LAURENT HENRY
Director Representing Employees



JEAN-NOËL LABROUE
Independent director



JÉRÔME LESCURE
Director – member of the Founder Group, member of VENELLE INVESTISSEMENT



THIERRY LESCURE
Director – member of the Founder Group, member of GÉNÉRACTION

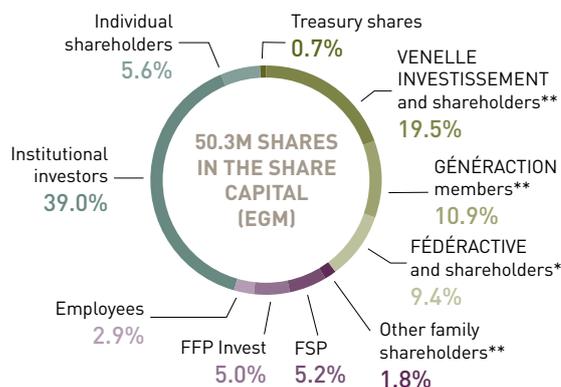


AUDE DE VASSART
Director, member of the Founder Group, member of VENELLE INVESTISSEMENT



Fonds Stratégique de Participations (FSP)
Independent director
CATHERINE POURRE
Permanent representative of FSP on the Board of Directors

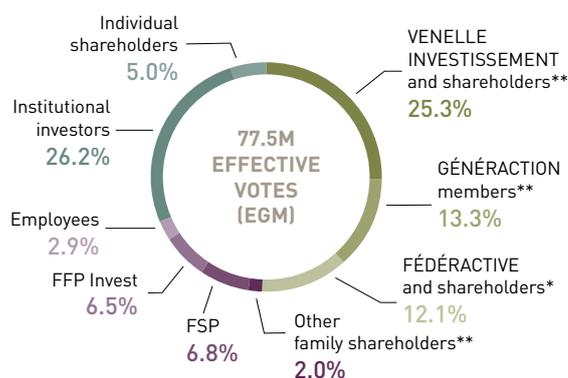
STRUCTURE OF SHAREHOLDING AT 31/12/2019



* Shareholders from Founder Group

** Shareholders from Founder Group continuing the Concerted Voting Block (Agreement of Feb. 27th 2019): 32.1%

DISTRIBUTION OF VOTING RIGHTS AT 31/12/2019



* Shareholders from Founder Group

** Shareholders from Founder Group continuing the Concerted Voting Block (Agreement of Feb. 27th 2019): 40.6%

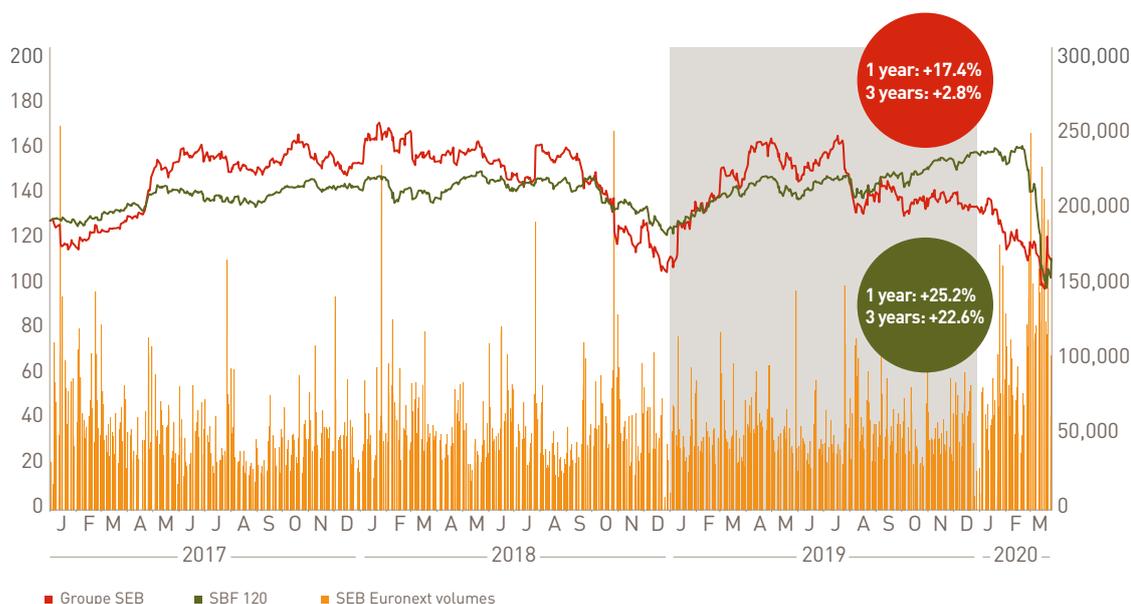
Member of the Audit and Compliance Committee

Member of the Governance and Remuneration Committee

Family directors
 Independent directors
 Employee directors

Stock market performance

CHANGES IN THE SHARE PRICE SINCE 31/12/2016 (AT 24/03/2020)



DATA SHEET

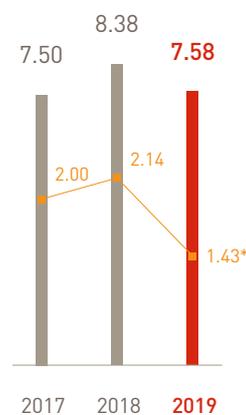
| | |
|----------------------|--|
| LISTING | Euronext Paris, Compartment A |
| ISIN CODE | FR0000121709 |
| LEI CODE | 969500WP61NBK098AC47 |
| LISTING DATE | 27 May 1975 |
| NUMBER OF SHARES | 50,307,064 shares with a par value of €1 |
| STOCK MARKET INDEXES | CAC® Mid 60, SBF® 120, CAC® Mid & Small, CAC® All-Tradable, STOXX® Europe 600, Vigeo Europe 120, MSCI Global - FTSE4Good |
| OTHER INFORMATION | Eligible in SRD |
| TICKERS | Reuters: SEBF.PA - Bloomberg: SK.FP |

PERFORMANCE 2019

at 31/12/2019

| | |
|--|---------|
| Closing price: | €132.40 |
| Stock Market Capitalization: | €6,661m |
| Highest price mid-session: | €166.80 |
| Lowest price mid-session: | €107.00 |
| Average for the year (closing price): | €144.13 |
| Average of the last 30 prices for 2019: | €136.94 |
| Average daily trading volume (number of shares): | 53,796 |

DILUTED EARNING PER SHARE AND DIVIDEND



* Dividend proposed at the AGM of 19 May 2020, considering the effects of the Covid-19 epidemic.

Shareholders Department

+33 (0)4 72 18 16 01 - actionnaires@groupeseb.com

Service Titres SEB (Securities Department) - BP2S - Corporate Trust Services

+33 (0)1 57 43 90 00 - contact form available on the site <https://planetshares.bnpparibas.com/login>



www.groupeseb.com

Design, production and compilation: SEITOSEI

Translation: Caupenne & Co

Photos:

Andy Brunner, Philippe Cap, Comstock Images, Content Factory Groupe SEB, Léa Cuvinot, Laurent d'Oliviera/TarzShoot, Hughes Delescluse, Jean-François Deroubaix, GettyImages/iStock, Conne van d Grachten, I. Guegan, Alain Guillemaud, International Photo Co, Alex Jones, Gordon Koelmel, Pierre Orssaud, Photothèque Groupe SEB, Philippe Schuller, Charles Siaux, SuperCore, Tekoa Photos, Unsplash, DR.

Printing: Frazier



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2019
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