2019 FULL-YEAR RESULTS

Paris | February 27, 2020

Follow the webcast of the meeting here or at www.groupeseb.com
NOTE

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

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

The factors which could considerably influence Groupe SEB’s economic and financial result are presented in the Annual Financial Report and Registration Document filed with the Autorité des Marchés Financiers, the French Financial Markets Authority. The balance sheet and income statement included in this press release are excerpted from financial statements consolidated as of December 31, 2019 examined by SEB SA's Statutory Auditors and approved by the Group’s Board of Directors, dated February 25, 2020.
1. Another great year
2. Good performance
3. A long-term strategy
4. Outlook
5. Appendixes
ANOTHER GOOD YEAR
General environment

- Overall still complicated and volatile environment
  ➔ Geopolitical, trade and social tensions

- Buoyant and resilient industry

- More favorable raw material and currency environment

- Ongoing changing retail industry
  ➔ Competitive and promotion-driven climate
Another year of dynamic growth

Sales
€7,354m
+8.0%  +5.8% LFL

Professional
€799m
+25.9%  +12.1% LFL

Consumer
€6,555m
+6.1%  +5.2% LFL
...and good performance

2019 financial key figures

Sales
€7,354m
+8.0%  +5.8% LFL

ORfA
€740m
+6.5%  +4.7% LFL

Net debt
€1,997m
o/w IFRS 16 debt: €334m

Net profit
€380m
-9.4%

Dividend proposed at the 2020 AGM
€2.26, +5.6% vs. 2018 dividend
in respect of FY 2019

Net debt
€1,997m
o/w IFRS 16 debt: €334m
Continued development in Professional business

Annual sales: ~€80m

Annual sales: ~€20m
SEB Alliance, a catalyst to our innovation strategy

A global active assessment tool in disruptive technologies...

...bolstered by cooperation with funds, leaders in their fields
➤ International and sector-wide coverage
➤ Tracking key trends

Investment capabilities in targeted and promising segments

Since 2011
15 direct minority investments
- 2 majority investments
6 partner funds

In 2019
> 2 000 accessible projects

Beauty
Home farming
Robotics

New categories

Digital transformation/AI
GOOD PERFORMANCE
1 Sales

2 Results
Development in sales 2018 → 2019

In €m

- **2018**: 6,812
- **2019**: 7,354

**Organic growth**: +396 (+5.8%)

**Currency effect**: +71 (+1.0%)

**Scope**: +75 (+1.2%)

Total increase: +8.0%
Currency impact on 2019 sales

In €m

USD: €30m
CNY: €17m
JPY: €15m
UAH: €5m
RUB: €5m
CHF: €3m
MXN: €3m
EGP: €1m
THB: €0.5m
CAD: €0.2m
BRL: €0.2m
COP: €0.2m
ARS: €0.1m
TRY: €2m
OTHERS: €71m

Q1: €+13m
Q2: €+2m
Q3: €+30m
Q4: €+26m
Breakdown of 2019 sales by region

- **Western Europe**: 38%
- **China**: 25%
- **Other Asia**: 8%
- **South America**: 4%
- **North America**: 12%
- **Other EMEA**: 13%

Total sales: €7,354m, +5.8% LFL
Growth in all product lines

Professional +26%
LKA
Home care
Electrical cooking
Home comfort
LKA
Professional LFL

Cookware
Food preparation
Beverage
Personal care
Linen care

*LKA = Large Kitchen Appliances

2019 sales growth LFL
Consumer
Growth in all regions

North America
+2.9%

Western Europe
+0.3%

South America
+0.7%

China
+12.2%

Other Asia
+1.2%

Other EMEA
+12.4%

AMERICAS
+2.1%

EMEA
+3.3%

ASIA
+9.4%
Top 20 countries

Top 10 Countries

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

Consumer sales LFL

*Excl. tax receivable (PIS COFINS) impact
Western Europe

Sales
€2,442m

Organic growth
+0.3%

FRANCE
- Stable annual sales
- Performing well in cookware, more difficult in SDA
- Year-end impacted by strikes and order cancellations/postponements

GERMANY
- Bringing Groupe SEB Deutschland’s sales practices into compliance

OTHER COUNTRIES
- Italy, Belgium and Spain
- Netherlands, United Kingdom

27/02/2020 • Full-Year Results
Robust growth on buoyant markets

3 strong drivers in the region

- Product dynamics
- Offline and online marketing activation
- Group Retail roll-out

RUSSIA and CENTRAL EUROPE
- Strengthened leadership

TURKEY and MIDDLE EAST
- Recovery

Other EMEA countries

Sales  Organic growth
€897m  +12.4%
<table>
<thead>
<tr>
<th>Region</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>Continued difficulties in traditional retail</td>
</tr>
<tr>
<td></td>
<td>Market share gains in Cookware and Linen care</td>
</tr>
<tr>
<td></td>
<td>T-Fal and Rowenta are market leaders</td>
</tr>
<tr>
<td>CANADA</td>
<td>Challenging market environment</td>
</tr>
<tr>
<td></td>
<td>Specific deals driving growth</td>
</tr>
<tr>
<td>MEXICO</td>
<td>Brisk growth in annual sales</td>
</tr>
<tr>
<td></td>
<td>Record Q4 performance</td>
</tr>
</tbody>
</table>

Sales: €589m
Organic growth: +2.9%
South America

Sales
€326m
Organic growth
+0.7%

BRAZIL
- Sales 2019 +10% LFL excl. PIS-COFINS*
- Good performance in fans and Dolce Gusto
- Expansion of new categories: oil-less fryers, grills…

COLOMBIA
- Growth propelled by fans and cookware, oil-less fryers roll-out
- Remarkable improvement in industrial competitiveness
- Group Retail performed well

*Recognition of tax receivables (€32m in 2018, €8m in 2019)
China

Sales
€1,762m

Organic growth
+12.2%

Sustained growth in Supor’s core business against high comps, fueled by e-commerce

COOKWARE
- Flagship products: woks, pots and isothermal mugs

SMALL DOMESTIC APPLIANCES
- Growth nurtured by electrical cooking and new categories (garment steamers, vacuum cleaners, etc)

LARGE KITCHEN APPLIANCES
- Growth engines: extractor hoods, water purifiers

NEW MARKET SHARE GAINS BY SUPOR
Other Asian countries

Sales
€539m

Organic growth
+1.2%

JAPAN
- Flagship product dynamics (cookware and electric kettles) driving continued firm growth
- Encouraging development in new categories
- Confirmed success of Group Retail

SOUTH KOREA
- Declining market, annual sales down LFL

OTHER COUNTRIES
- Restored growth in Australia
- Buoyant momentum in Thailand and Malaysia
- Sales decrease in Vietnam
Sales
€799m

Organic growth
+12.1%

PROFESSIONAL COFFEE
- Confirmed fast development
- Sustained core business and major contracts
- Acquisition and integration of Wilbur Curtis into SEB Professional
1 Sales

2 Results
Operating Result from Activity (ORfA)

<table>
<thead>
<tr>
<th>In €m</th>
<th>2018</th>
<th>2019</th>
<th>Δ</th>
<th>Δ LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6,812</td>
<td>7,354</td>
<td>+8.0%</td>
<td>+5.8%</td>
</tr>
<tr>
<td>ORfA</td>
<td>695</td>
<td>740</td>
<td>+6.5%</td>
<td>+4.7%</td>
</tr>
<tr>
<td>Op. margin</td>
<td>10.2%</td>
<td>10.1%</td>
<td>-0.1%</td>
<td>-0.1%</td>
</tr>
</tbody>
</table>
# Growth drivers

<table>
<thead>
<tr>
<th>In €m</th>
<th>2018</th>
<th>2019</th>
<th>Δ LFL %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation</td>
<td>247</td>
<td>267</td>
<td>+7.7%</td>
</tr>
<tr>
<td>Advertising and marketing</td>
<td>431</td>
<td>461</td>
<td>+5.9%</td>
</tr>
<tr>
<td><strong>Total growth drivers</strong></td>
<td><strong>678</strong></td>
<td><strong>728</strong></td>
<td><strong>+6.5%</strong></td>
</tr>
</tbody>
</table>

Innovation: gross amount, before French research tax credit and capitalized costs
### Operating profit

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>Δ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Result from Activity (ORfA)</td>
<td>695</td>
<td>740</td>
<td>+6.5%</td>
</tr>
<tr>
<td>Discretionary and non-discretionary profit-sharing*</td>
<td>(34)</td>
<td>(37)</td>
<td></td>
</tr>
<tr>
<td>Other operating income and expense</td>
<td>(36)</td>
<td>(82)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating profit</strong></td>
<td>625</td>
<td>621</td>
<td>-0.8%</td>
</tr>
</tbody>
</table>

* *Including 2019 employee share ownership plan expenses for €2m*
### Net profit

<table>
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<th>2019</th>
<th>Δ %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profit</td>
<td>625</td>
<td>621</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Net financial expense</td>
<td>(32)</td>
<td>(61)</td>
<td></td>
</tr>
<tr>
<td>Tax</td>
<td>(131)</td>
<td>(131)</td>
<td></td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>(43)</td>
<td>(49)</td>
<td></td>
</tr>
<tr>
<td><strong>Net profit</strong></td>
<td><strong>419</strong></td>
<td><strong>380</strong></td>
<td><strong>-9.4%</strong></td>
</tr>
</tbody>
</table>
## Simplified balance sheet

<table>
<thead>
<tr>
<th></th>
<th>31/12/2018</th>
<th>31/12/2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tangible fixed assets</td>
<td>3,578</td>
<td>4,263</td>
</tr>
<tr>
<td>Operating WCR</td>
<td>1,120</td>
<td>1,215</td>
</tr>
<tr>
<td><strong>Total assets to be financed</strong></td>
<td><strong>4,698</strong></td>
<td><strong>5,478</strong></td>
</tr>
<tr>
<td>Equity</td>
<td>2,307</td>
<td>2,628</td>
</tr>
<tr>
<td>Provisions</td>
<td>383</td>
<td>423</td>
</tr>
<tr>
<td>Other current assets and liabilities</td>
<td>430</td>
<td>430</td>
</tr>
<tr>
<td>Net debt</td>
<td>1,578</td>
<td>1,997*</td>
</tr>
</tbody>
</table>

**Total financing** | **4,698** | **5,478**

*o/w €334m IFRS16 impact
Change in net debt

Free cash flow: €367m

In €m

1 578
+ 362

1 940
- 896

+ 75
+ 303
+ 183
- 32
+ 288
+ 137
- 1

1 997

IFRS 16 debt opening of accounts
Debt 01/01/2019
Cash flow
Chg. Operating WCR
Capex.
Taxes and interest
Chg. Non Operating WCR
Acquisitions and other non operating
Dividends
Currencies
Debt end-2018
Debt end-2019
Working Capital requirement evolution over 10 years

WCR as % of sales
Financial ratios

- Net debt/adjusted EBITDA
- Net debt-to-equity

Ratios at 31/12

Net debt/adjusted EBITDA:
- 2009: 0.6
- 2010: 0.3
- 2011: 0.5
- 2012: 0.4
- 2013: 0.9
- 2014: 1.0
- 2015: 0.6
- 2016: 2.8
- 2017: 2.4
- 2018: 1.9
- 2019: 2.1

Net debt-to-equity:
- 2009: 0.2
- 2010: 0.1
- 2011: 0.5
- 2012: 0.3
- 2013: 0.3
- 2014: 0.2
- 2015: 1.1
- 2016: 1.0
- 2017: 0.7
- 2018: 0.8

Excl. IFRS 16 and 2019 acquisitions
A LONG-TERM STRATEGY
Relevance of our balanced model

1. GEOGRAPHIES
2. CATEGORIES
3. BRANDS
4. CHANNELS

MULTI
A global and balanced presence...

Unrivalled global footprint, strong local positions
- ¾ of sales in countries where we are #1 or #2
- Continued product offering expansion in markets

Acquisitions as an additional catalyst

Long-term growth enablers
- Heterogeneous equipment rates
- Development of mature markets ➔ Renewal, upselling
- Emerging countries’ strong potential :
  - Middle class development
  - +14% organic sales CAGR since 2016
...and accelerating growth across new economies

Increased critical mass across countries

- 20th country in 2019: Sales ~ €60m vs. ~ €35m in 2016

Pool of fast-growing countries

- EMEA: Slovakia, Ukraine, Kazakhstan, Egypt…
- Asia: Thailand, Malaysia
- Americas: Mexico, Colombia, …
A presence on numerous product categories...

Global leader in Cookware, Kitchen Electrics and Linen care

Growing steadily in all Consumer categories

Global leader in Professional Coffee (automatic espresso machines): growth and expanding global reach

- Sales CAGR +16% LFL in 3 years
- Key milestones in the US and China
- Acquisitions: Wilbur Curtis and Krampouz
...and a capacity to reinvent ourselves constantly

Creating new product opportunities by leveraging:

- Technological developments and consumer trends
- Our innovation capabilities
- Targeted external growth acquisitions

Constantly speeding-up road-to-market and the Consumer journey

Driving the circular economy
A unique brand portfolio...

Strong, diversified and complementary brands

- Consumer, global and regional
- Premium
- Professional

Organized on platforms ➔ Coordination, dissemination, consistency

Responsible and inspiring brands
...and strong local roots

Emblematic local brands appealing to consumers in their day-to-day lives for 3 generations
- Heritage and credibility

Supported by local brand ambassadors
- Chefs, influencers, communities of consumers, etc.

Stakeholders in society:
- Imusa: “Tinteros Day” in Colombia
- Supor: Financing the construction of schools in China
- France: Moulinex “Malin” initiative
A multi-channel approach...

Network synergies
- Accessing all consumers
- Adapting to local characteristics

Long-term partnerships with retailers
- Execution, category management, merchandising
- Specific sales offers, LPs
...and an increased proximity with end-consumers

Targeted digital approaches

- E-Commerce
- Digital investments
- Direct relationship with Consumers (CRM)
- Communities & apps

Direct approaches

- Group Retail = 1,345 stores o/w 730 Supor Lifestores in China ➔ +135 vs. 2016
- “Online DTC” development

Digital share in media investment

2016 2019

~50%

Traffic on Group websites

2016 2019

+79%

x2
A consumer in constant transformation…

- **Simplification**
  - Ease of use, versatility and time saved

- **Health & Wellness**
  - Healthy eating and emphasizing home-made trend

- **New uses**
  - Personalized and multicultural experience

- **Commitment**
  - A quest for meaning, naturalness, and circular economy

- **Digitization**
  - E-commerce, connections and communities

… source of new opportunities for the Group
Covid-19 : current status

Top priority given to employees’ health protection

INDUSTRY

- 6 out of our 7 plants restarted production
  - Increasing to reach full production capacity by the end of March
  - Wuhan: lock-down lifted mid-March at best and transfer of most urgent productions to other Supor sites or to subcontractors
- To date, no impact on our 35 other manufacturing sites in the world (components and activity)
- To date, no shortage of sourced products (inventories accumulated before Chinese New Year)

COMMERCIAL ACTIVITY

- China as the most impacted country
- Loss in revenue estimated at around €250m in Q1
Groupe SEB: 2020 context

Uncertain over environment and Covid-19 related issues
Higher FX volatility expected compared to 2019
More favorable raw material context at this stage

➔ Lower performances expected in Q1
  ▪ Covid-19 impacts as from February
  ▪ No major impact on our supply chain at this stage
  ▪ 2019 base effects: Chinese New Year sell-in and Professional Coffee

➔ Group’s ability to manage crisis periods
  ▪ Flexibility of our manufacturing base
  ▪ Long-term vision
Organic sales growth per quarter

In %

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>+9.2%</td>
<td>+7.8%</td>
<td>+5.8%</td>
</tr>
</tbody>
</table>

2017: 11.5\%  
2018: 7.4\%  
2019: 7.8\%  

2.3% exc. PIS COFINS impact
IFRS 16 implementation - Impacts in 2019

1,300 contracts

Stores

Offices

Warehouses

Vehicles

GROUPE SEB
Impacts on:

Net debt

+€334m as of December 31, 2019

Adjusted EBITDA

+€96m

ORfA

+€9m

Net Income

-€6m

➔ No cash impact
# 2019 sales by region

In €m, unaudited figures

<table>
<thead>
<tr>
<th>Region</th>
<th>2018</th>
<th>2019</th>
<th>As reported</th>
<th>2019 LFL</th>
<th>Q4 2019 LFL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>2,430</td>
<td>2,442</td>
<td>+0.5%</td>
<td>+0.3%</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Other countries</td>
<td>793</td>
<td>897</td>
<td>+13.1%</td>
<td>+12.4%</td>
<td>+10.7%</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North America</td>
<td>547</td>
<td>589</td>
<td>+7.8%</td>
<td>+2.9%</td>
<td>-3.8%</td>
</tr>
<tr>
<td>South America</td>
<td>340(1)</td>
<td>326(2)</td>
<td>-4.3%</td>
<td>+0.7%</td>
<td>-19.0%</td>
</tr>
<tr>
<td><strong>ASIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>China</td>
<td>1,554</td>
<td>1,762</td>
<td>+13.3%</td>
<td>+12.2%</td>
<td>+15.4%</td>
</tr>
<tr>
<td>Other countries</td>
<td>513</td>
<td>539</td>
<td>+5.1%</td>
<td>+1.2%</td>
<td>-2.6%</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>6,177</td>
<td>6,555</td>
<td>+6.1%</td>
<td>+5.2%</td>
<td>+0.4%</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>635</td>
<td>799</td>
<td>+25.9%</td>
<td>+12.1%</td>
<td>+6.3%</td>
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</tr>
</tbody>
</table>

(1) including €32m in recognition of tax receivables in Brazil
(2) Including €8m in recognition of tax receivables in Brazil

% based on non-rounded figures
### 2019 Quarterly Sales

#### In €m

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>H1</th>
<th>Q3</th>
<th>9-month</th>
<th>Q4</th>
<th>2019</th>
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<tbody>
<tr>
<td><strong>EMEA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western Europe</td>
<td>711</td>
<td>690</td>
<td>1,401</td>
<td>779</td>
<td>2,180</td>
<td>1,159</td>
<td>3,339</td>
</tr>
<tr>
<td>Other countries</td>
<td>519</td>
<td>515</td>
<td>1,033</td>
<td>553</td>
<td>1,586</td>
<td>856</td>
<td>2,442</td>
</tr>
<tr>
<td><strong>AMERICAS</strong></td>
<td>192</td>
<td>175</td>
<td>368</td>
<td>226</td>
<td>594</td>
<td>303</td>
<td>897</td>
</tr>
<tr>
<td>North America</td>
<td>169</td>
<td>194</td>
<td>362</td>
<td>268</td>
<td>630</td>
<td>285</td>
<td>915</td>
</tr>
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<td>303</td>
<td>897</td>
</tr>
<tr>
<td>China</td>
<td>659</td>
<td>523</td>
<td>1,182</td>
<td>533</td>
<td>1,715</td>
<td>586</td>
<td>2,301</td>
</tr>
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<td>519</td>
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<td>553</td>
<td>1,586</td>
<td>856</td>
<td>2,442</td>
</tr>
<tr>
<td><strong>TOTAL Consumer</strong></td>
<td>1,539</td>
<td>1,407</td>
<td>2,946</td>
<td>1,579</td>
<td>4,525</td>
<td>2,030</td>
<td>6,555</td>
</tr>
<tr>
<td><strong>Professional</strong></td>
<td>183</td>
<td>208</td>
<td>391</td>
<td>198</td>
<td>589</td>
<td>210</td>
<td>799</td>
</tr>
<tr>
<td><strong>Groupe SEB</strong></td>
<td>1,722</td>
<td>1,615</td>
<td>3,337</td>
<td>1,777</td>
<td>5,114</td>
<td>2,240</td>
<td>7,354</td>
</tr>
</tbody>
</table>

(1) Including €8m in recognition of tax receivables in Brazil
Glossary

On a like-for-like basis (LFL) – Organic
The amounts and growth rates at constant exchange rates and consolidation scope in a given year compared with the previous year are calculated:
• using the average exchange rates of the previous year for the period in consideration (year, half-year, quarter);
• on the basis of the scope of consolidation of the previous year.
This calculation is made primarily for sales and Operating Result from Activity.

Operating Result from Activity (ORfA)
Operating Result from Activity (ORfA) is Groupe SEB’s main performance indicator. It corresponds to sales minus operating costs, i.e. the cost of sales, innovation expenditure (R&D, strategic marketing and design), advertising, operational marketing as well as commercial and administrative costs. ORfA does not include discretionary and nondiscretionary profit-sharing or other non-recurring operating income and expense.

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

Free cash flow
Free cash flow corresponds to the “net cash from operating activities” item in the consolidated cash flow statement, adjusted from non-recurring transactions with an impact on the Group’s net debt (for example, cash outflows related to restructuring) and after taking account of recurring investments (CAPEX).

Net debt
This term refers to all recurring and non-recurring financial debt minus cash and cash equivalents, as well as derivative instruments linked to Group financing. It also includes financial debt from application of the IFRS 16 standard “Leases” in addition to short-term investments with no risk of a substantial change in value but with maturities of over three months.

Loyalty program (LP)
These programs, led by distribution retailers, consist in offering promotional offers on a product category to loyal consumers who have made a series of purchases within a short period of time. These promotional programs allow distributors to boost footfall in their stores and our consumers to access our products at preferential prices.
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## 2020 key dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>April 28</td>
<td>after market closes</td>
<td>Q1 2020 sales and financial data</td>
</tr>
<tr>
<td>May 19</td>
<td>3:00 p.m.</td>
<td>Annual general meeting</td>
</tr>
<tr>
<td>July 23</td>
<td>before market opens</td>
<td>H1 2020 sales and results</td>
</tr>
<tr>
<td>October 26</td>
<td>after market closes</td>
<td>Nine-month 2020 sales and financial data</td>
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</table>