



2023 Full-Year Results

Paris | February 22, 2024



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DISCLAIMER

This document 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 results are presented in the Annual Financial Report and Universal Registration Document, filed each year with the Autorité des Marchés Financiers, the French financial markets authority. The balance sheet and income statement included in this document are excerpted from financial statements consolidated as of December 31, 2023, and approved by the SEB SA Board of Directors, dated February 21, 2024. Audit procedures on these consolidated financial statements have been performed. The certification report is currently being issued.

This document may contain individually rounded data. The arithmetical calculations based on rounded data may present some differences with the aggregates or subtotals reported.

01 Introduction

02 Financial highlights

03 Major operational achievements

3.1 Consumer

3.2 Professional

3.3 CSR

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01

Introduction



The Group returned to a profitable growth dynamic in 2023

Sales

€8,006m

vs. €7,960m in 2022

+5.3% LFL vs. 2022

ORFA

€726m

vs. €620m in 2022

+17.0% vs. 2022

Operating margin

9.1%

vs. 7.8% in 2022

Net profit

€386m

vs. €316m in 2022

+22.1% vs. 2022

Net financial debt

€1,769m

-€204m vs. end-2022

Leverage **1.8x** EBITDA

Dividend

€2.62

Proposed at AGM
of May 23, 2024

02

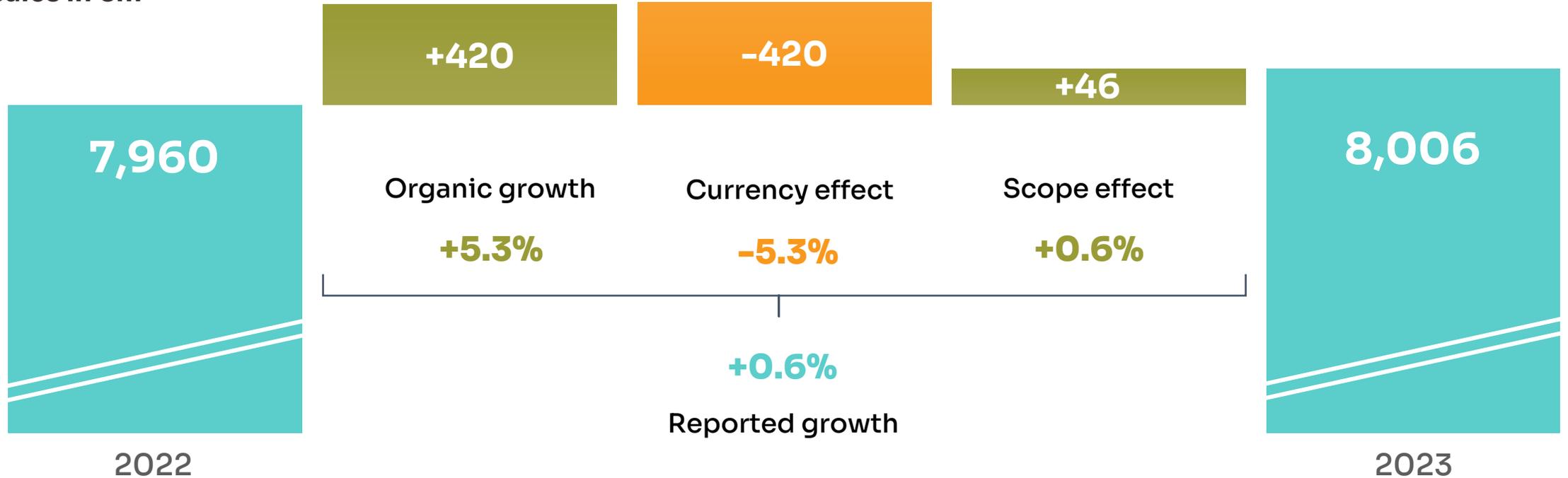
Financial highlights



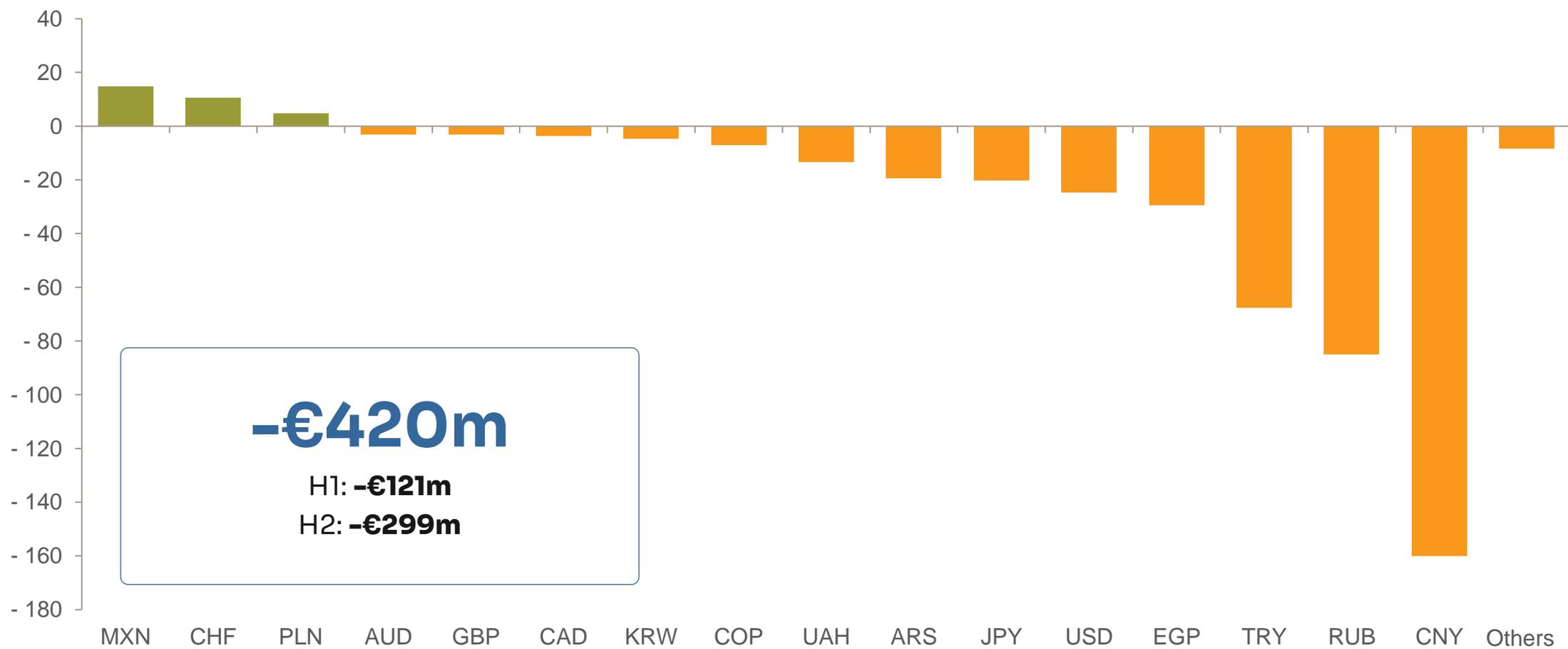
Strong organic growth at 5.3%

Negative FX impact, as anticipated

Sales in €m

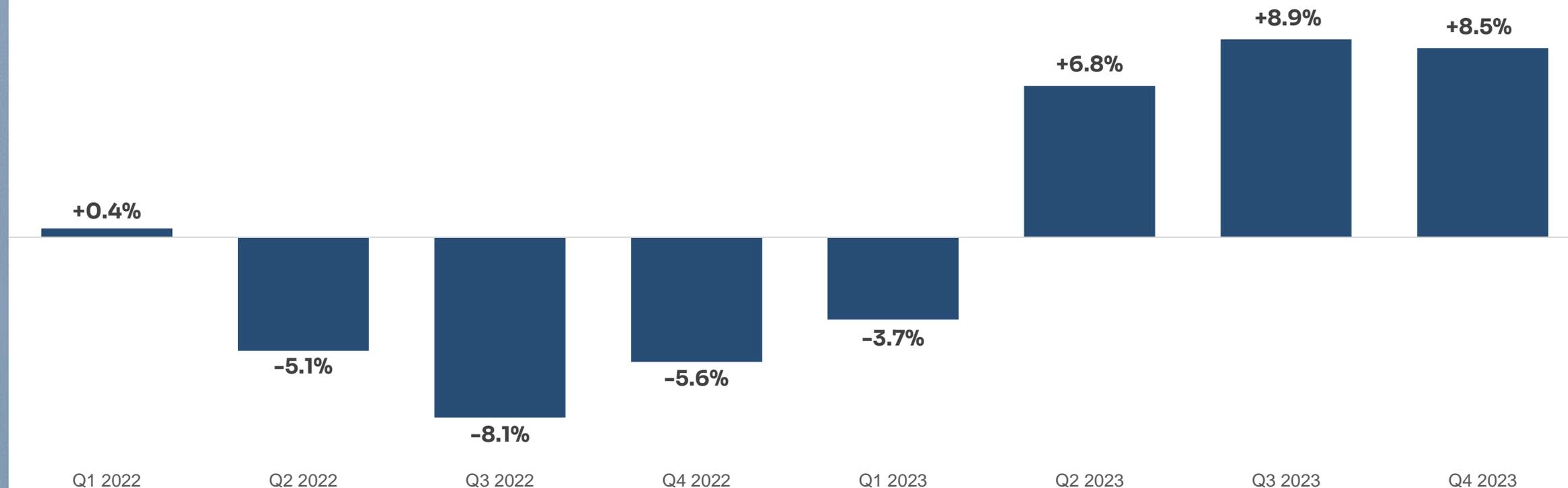


Marked FX impact in 2023, especially in H2



Clear return to organic growth since Q2 2023

Group quarterly organic sales growth



Excellent performance in Professional Return to organic growth in Consumer

SALES €8,006m

+0,6%

+5.3% LFL

Professional

€962m

+32.6%

+26.5% LFL

Consumer

€7,045m

-2.6%

+3.2% LFL

Professional

Excellent performance

2023

€962m

+26.5% LFL

Q4 2023

€264m

+16.2% LFL

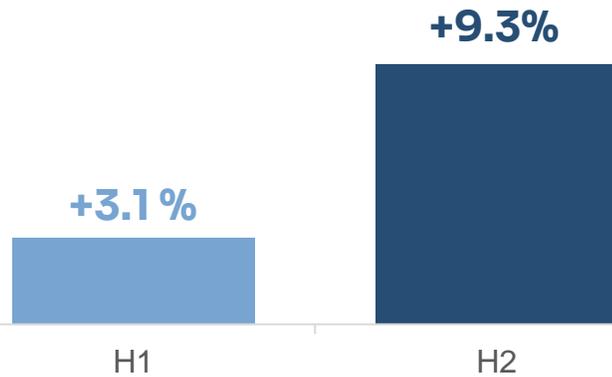
Record year for Professional Coffee

- > Strong growth in strategic markets: China, US and DACH
- > Successful roll-out of large contracts and continued development of core business with independent customers
- > Q4 performance confirmed 2023 momentum on a more demanding comparison base
- > Expanded range to include traditional coffee machines with the acquisition of La San Marco

Consumer – EMEA

Western Europe progressively back to growth
Brisk momentum in Eastern Europe

2023
€3,475m
+6.6% LFL



Gradual return to organic growth in Western Europe:

- > Growth c. 5% in France
- > Improved performance in Q4 in Germany
- > Good growth dynamic in Spain, Belgium and the Nordics

Strong sales increase in Central and Eastern Europe:

- > Overall growing markets
- > Excellent commercial execution, online and offline
- > Market share gains in key categories

Consumer – Americas

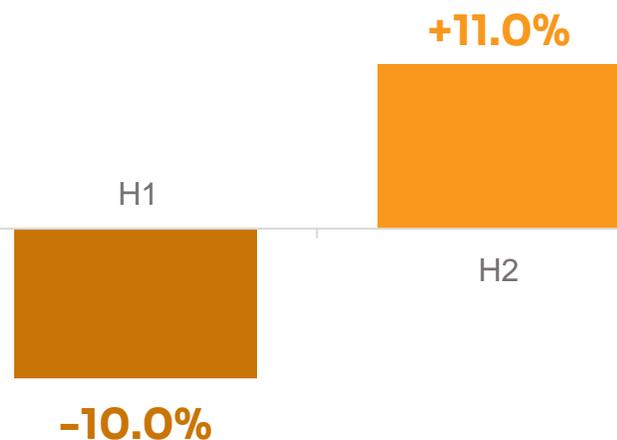
US trending upward

Mexico and South America growing sharply

2023

€1,113m

+1.4% LFL



Return to organic growth (+5%) in the US in H2

- > Consolidated leader position in cookware

Double-digit organic growth in Mexico

- > Market share gains across all categories

Sharp positive momentum in South America

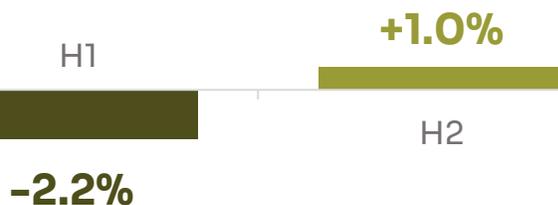
- > Reinforced market positions in Colombia
- > Good growth in Brazil, notably year-end

Consumer – Asia

Outperformance in China

Improving trends in other Asian countries

2023
€2,457m
-0.6% LFL



Growth in China despite an adverse environment

- > Positive sales increase, including +3% in Q4
- > Continued market share gains in cookware and kitchen electrics
- > Resilient product mix, strong innovation engine, excellent commercial execution

Soft underlying demand in other Asian countries

- > Unfavorable economic context in Japan and Korea weighing on consumer demand
- > Signs of improvement year-end with renewed sales growth in Q4

Strong ORFA growth in 2023

2023

Q4

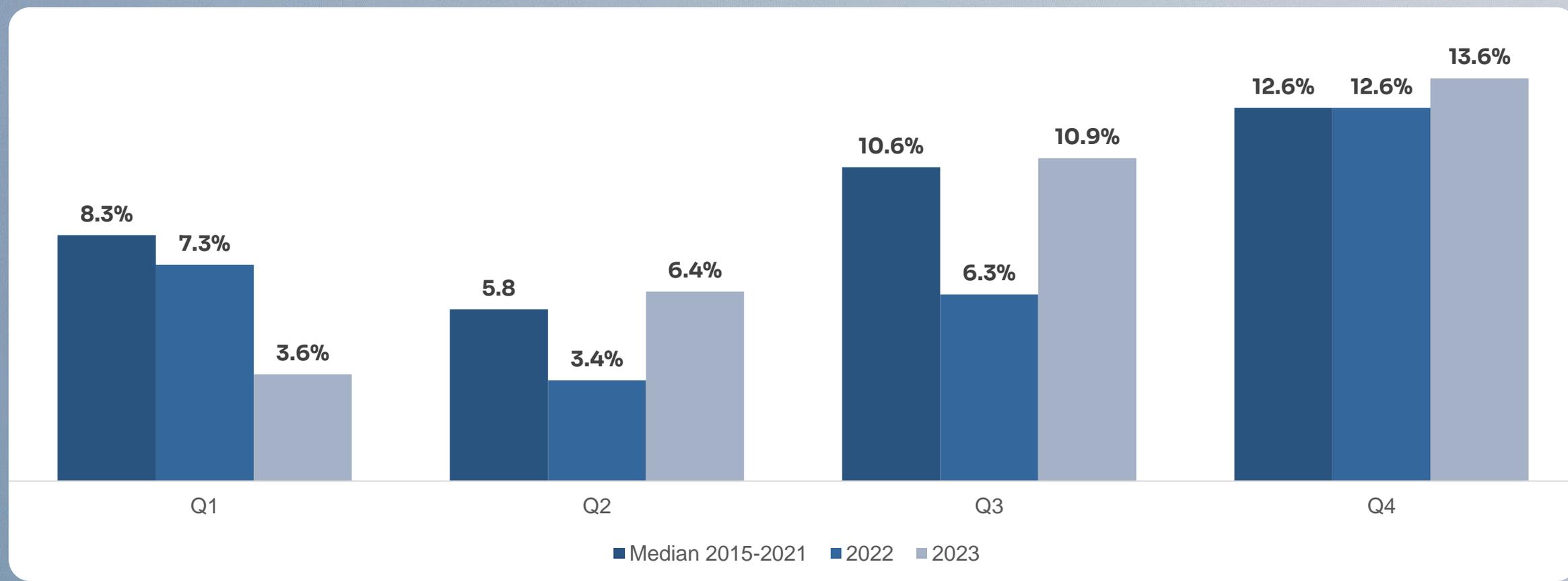
Operating
Result
From Activity (ORFA)

€726m**+17.0%** vs. 2022**€337m****+11.6%** vs. 2022

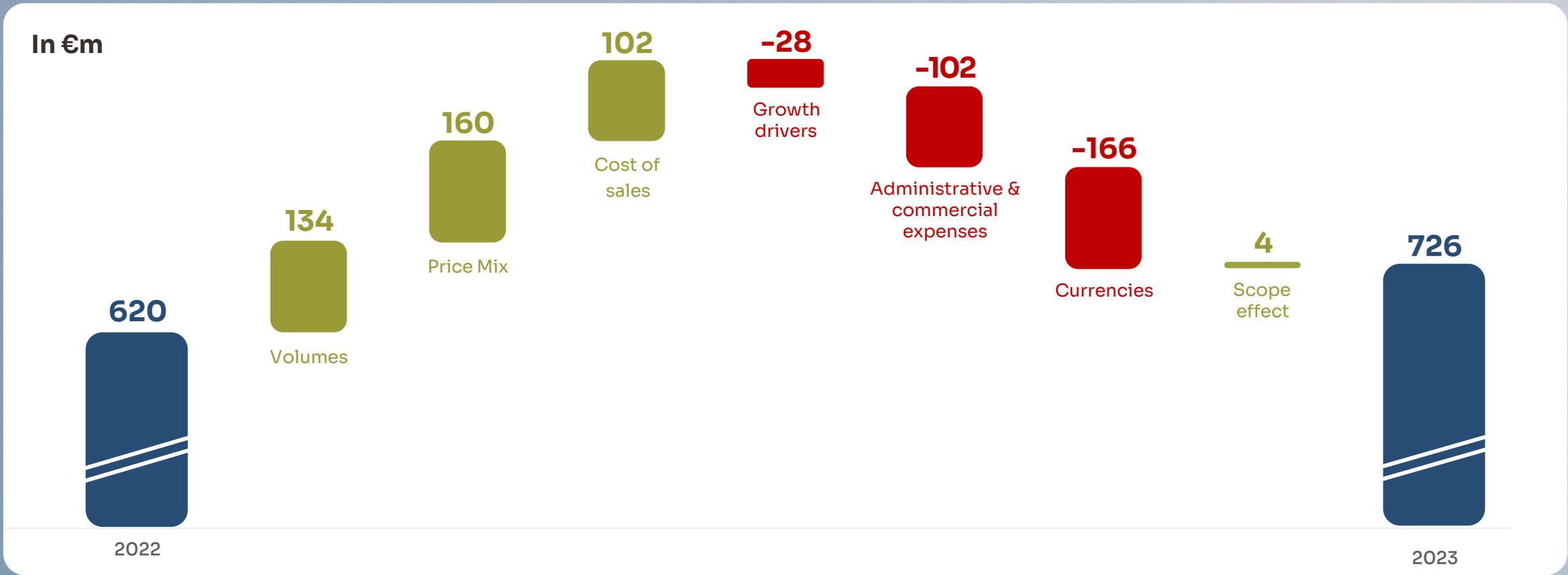
Operating margin

9.1%**+130 bps** vs. 2022**13.6%****+100 bps** vs. 2022

Operating margin towards standard Group levels since Q2

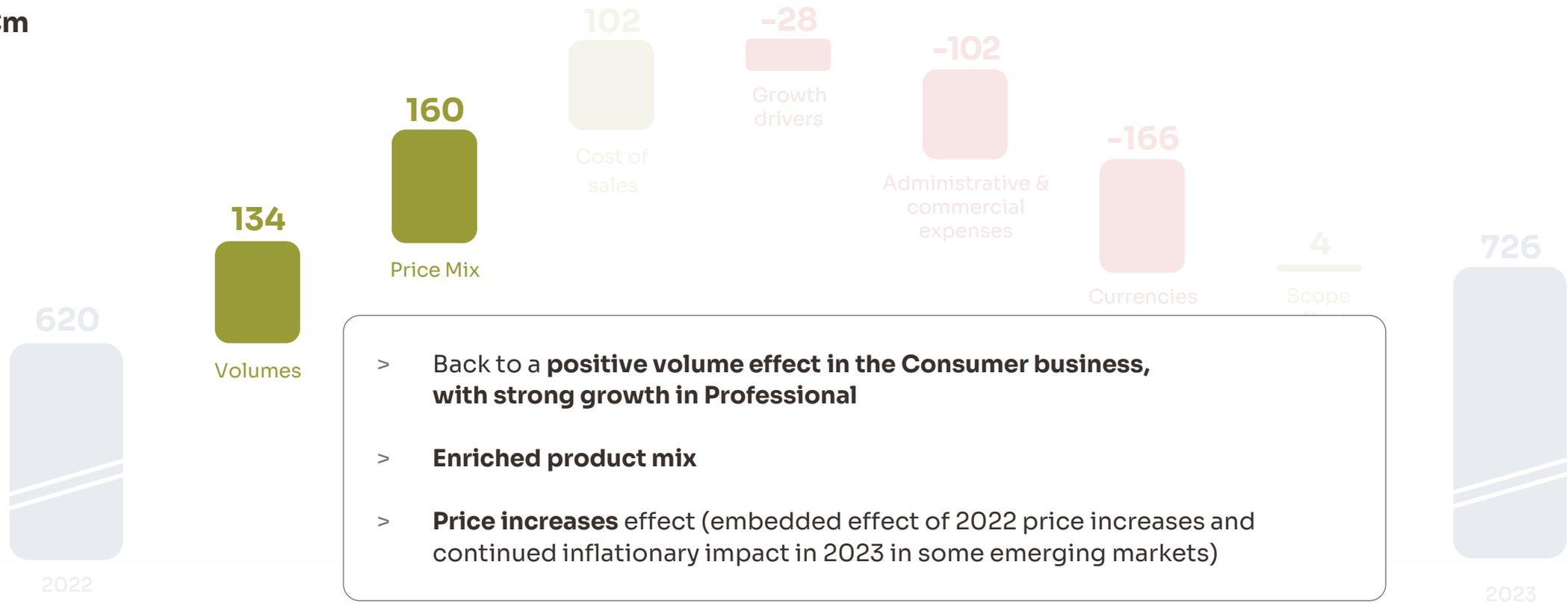


ORFA bridge in 2023



ORFA bridge in 2023

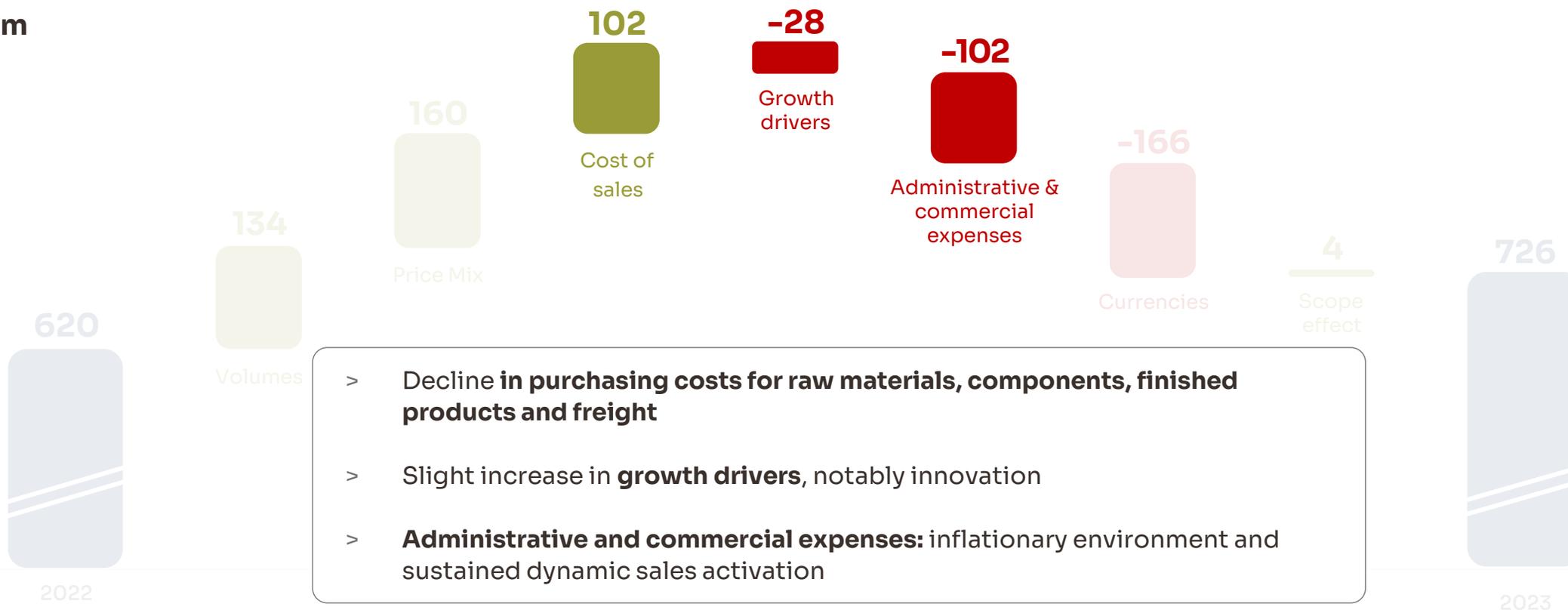
In €m



- > Back to a **positive volume effect in the Consumer business, with strong growth in Professional**
- > **Enriched product mix**
- > **Price increases** effect (embedded effect of 2022 price increases and continued inflationary impact in 2023 in some emerging markets)

ORFA bridge in 2023

In €m

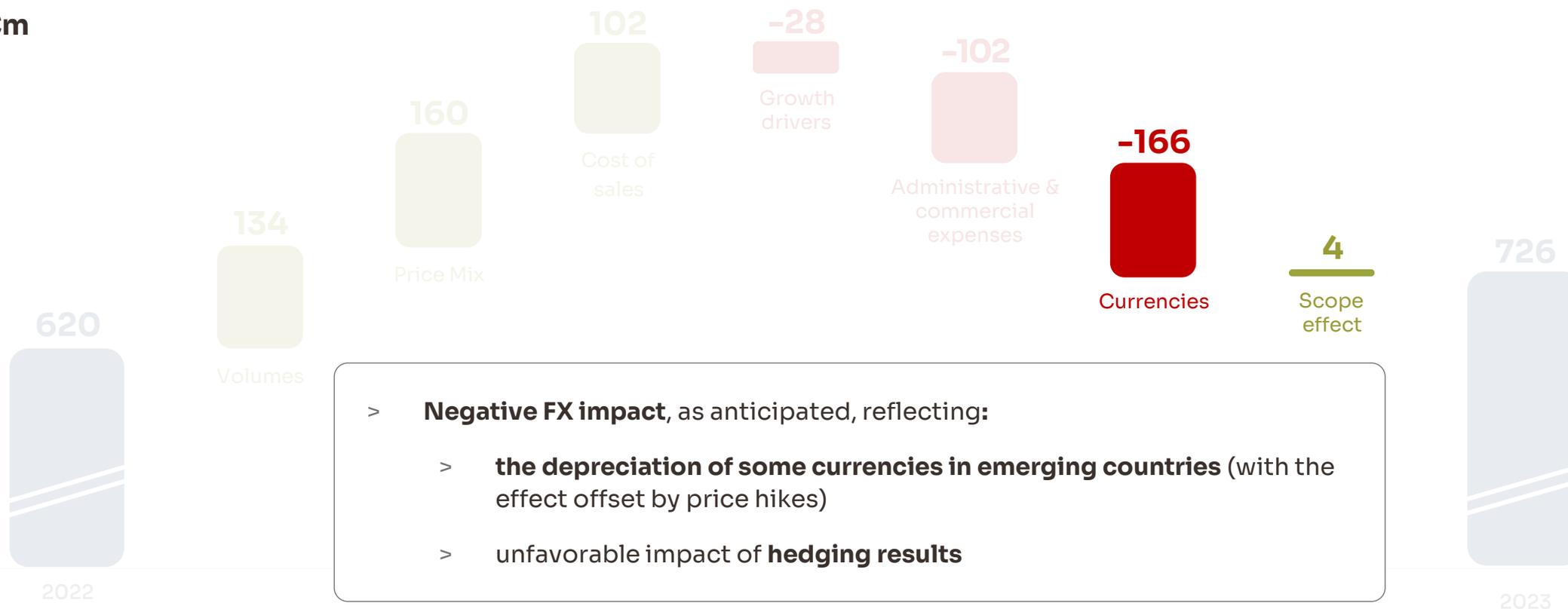


Breakdown of growth drivers

<i>(€m)</i>	2022	2023	2023 LFL	2023 LFL vs. 2022
Innovation	283	298	303	+6.8%
Advertising and marketing	584	556	593	+1.7%
GROWTH DRIVERS TOTAL	867	854	896	+3.4%

ORFA bridge in 2023

In €m



Enhanced profitability

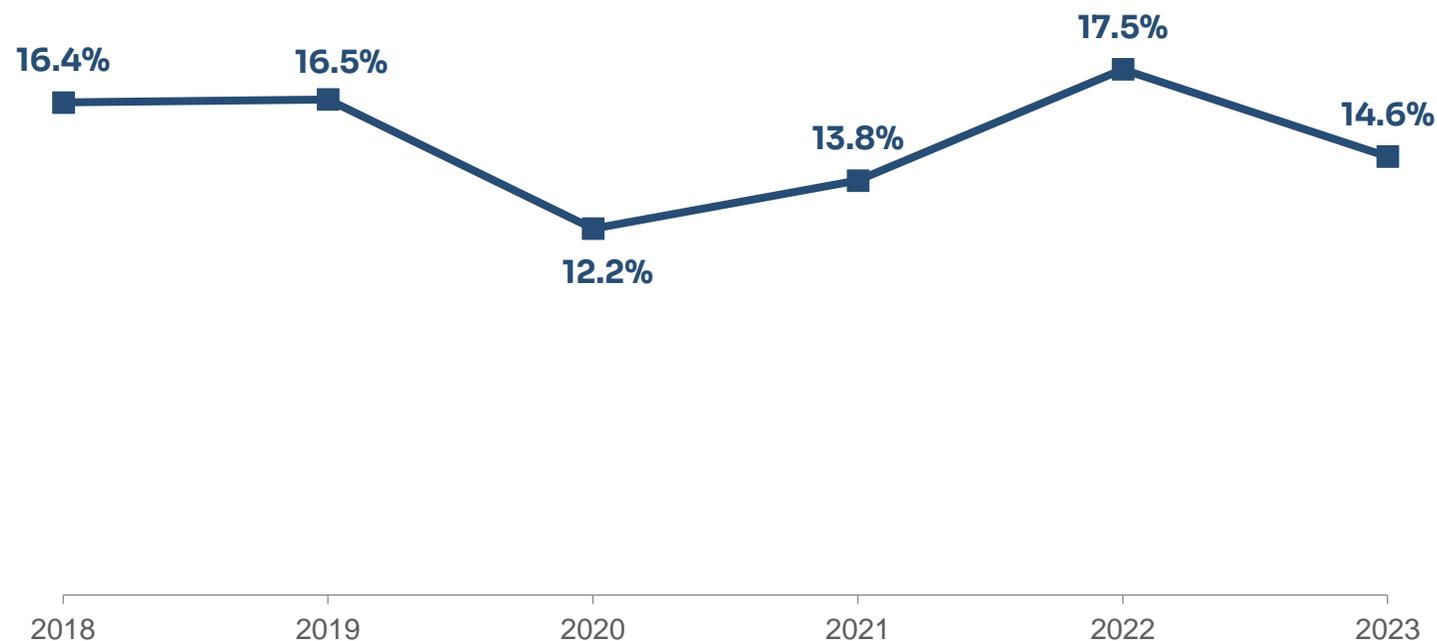
<i>(€m)</i>	2022	2023	Change
Sales	7,960	8,006	+0,6%
ORFA	620	726	+17.1%
<i>Operating margin %</i>	7.8%	9.1%	+130bps
Profit attributable to owners of the parent	316	386	+22.1%
<i>As a % of sales</i>	4.0%	4.8%	+80bps

WCR: continued decline in inventories and effects production seasonality at year-end (1/2)

	2022		2023	
	€m	% sales	€m	% sales
Inventories	1,682	21.1%	1,475	18.4%
Receivables	645	8.1%	794	9.9%
Payables	-933	-11.7%	-1,100	-13.7%
<i>Operating WCR</i>	<i>1,393</i>	<i>17.5%</i>	<i>1,169</i>	<i>14.6%</i>

WCR: continued decline in inventories and effects production seasonality at year-end (2/2)

Change in net operating WCR (% sales)

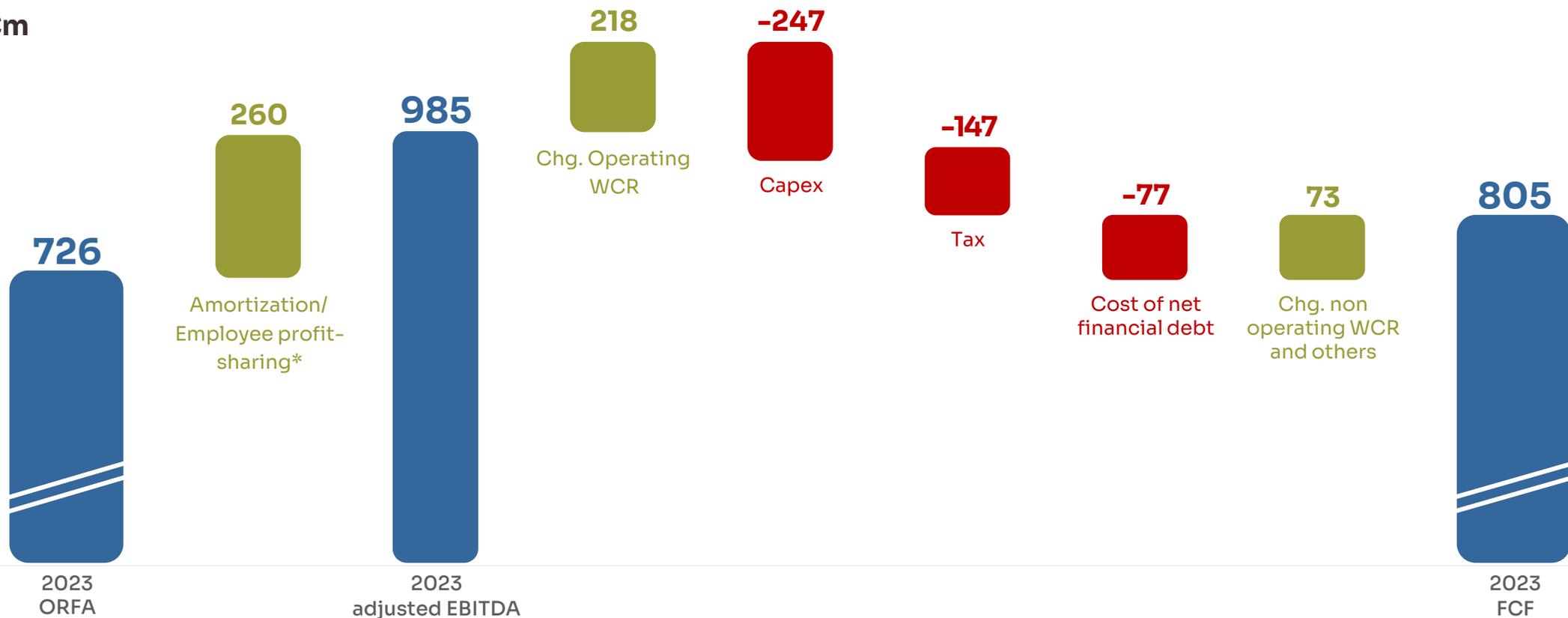


**Inventories back
in line with standard
Group levels, after 3 volatile years**

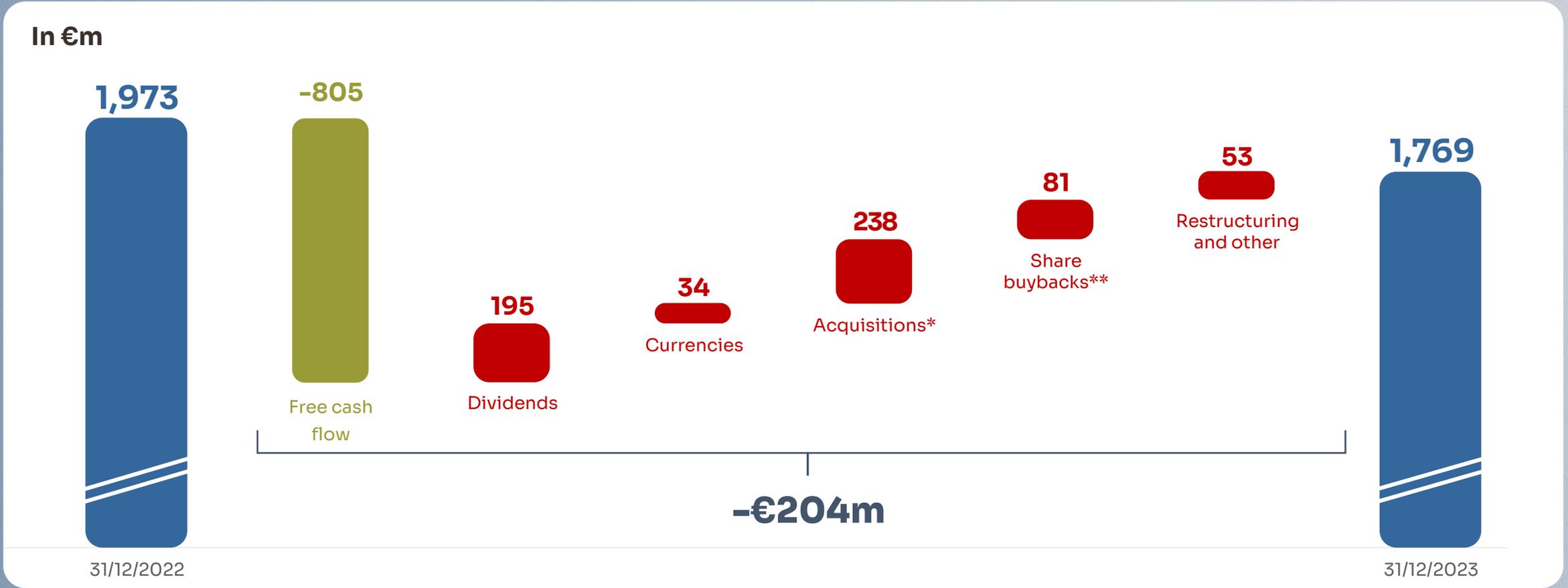
**Conjunctural positive impact
of production seasonality
(vs. 2022)**

Substantial free cash-flow generation...

In €m

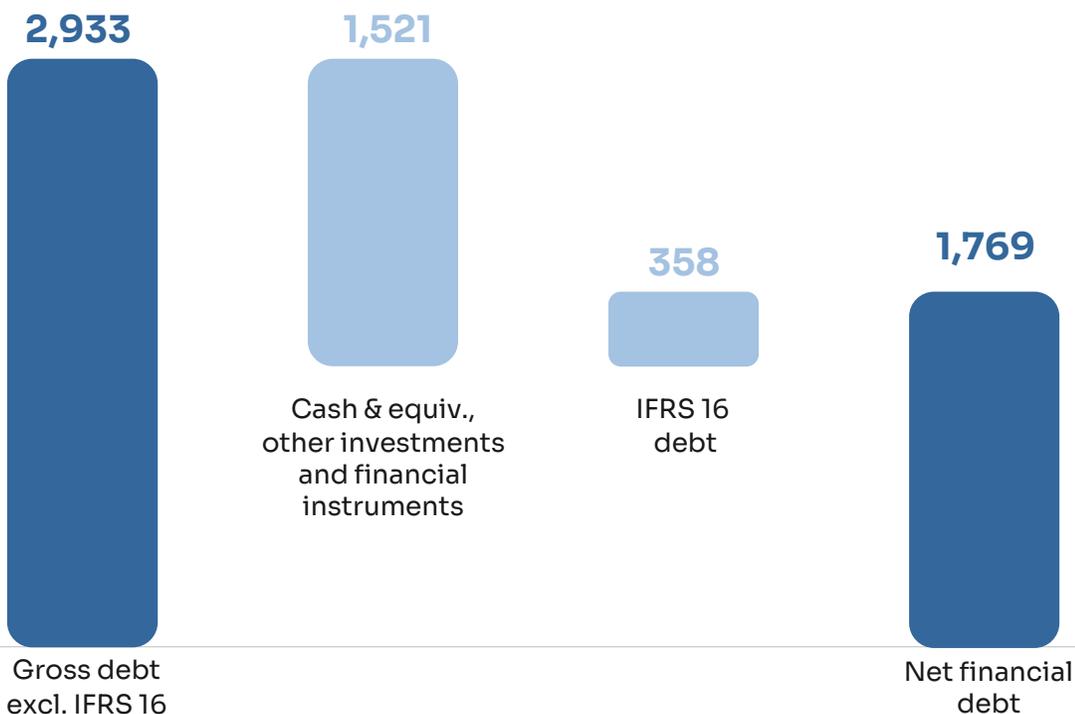


... leading notably to net debt reduction



Strong & healthy financial structure at 31/12/2023

In €m



€2.5bn

Available liquidity
(o/w €990m syndicated credit line)

Schuldschein issue

€650m

Increased financial flexibility

3.7 years*

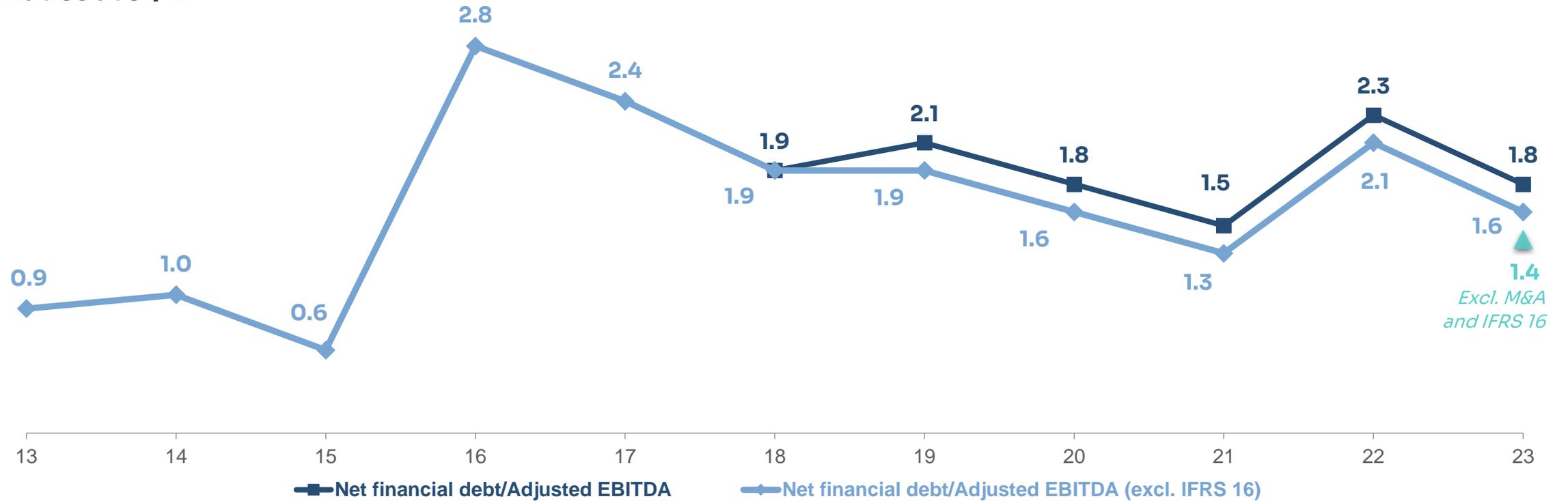
Average debt maturity

87%

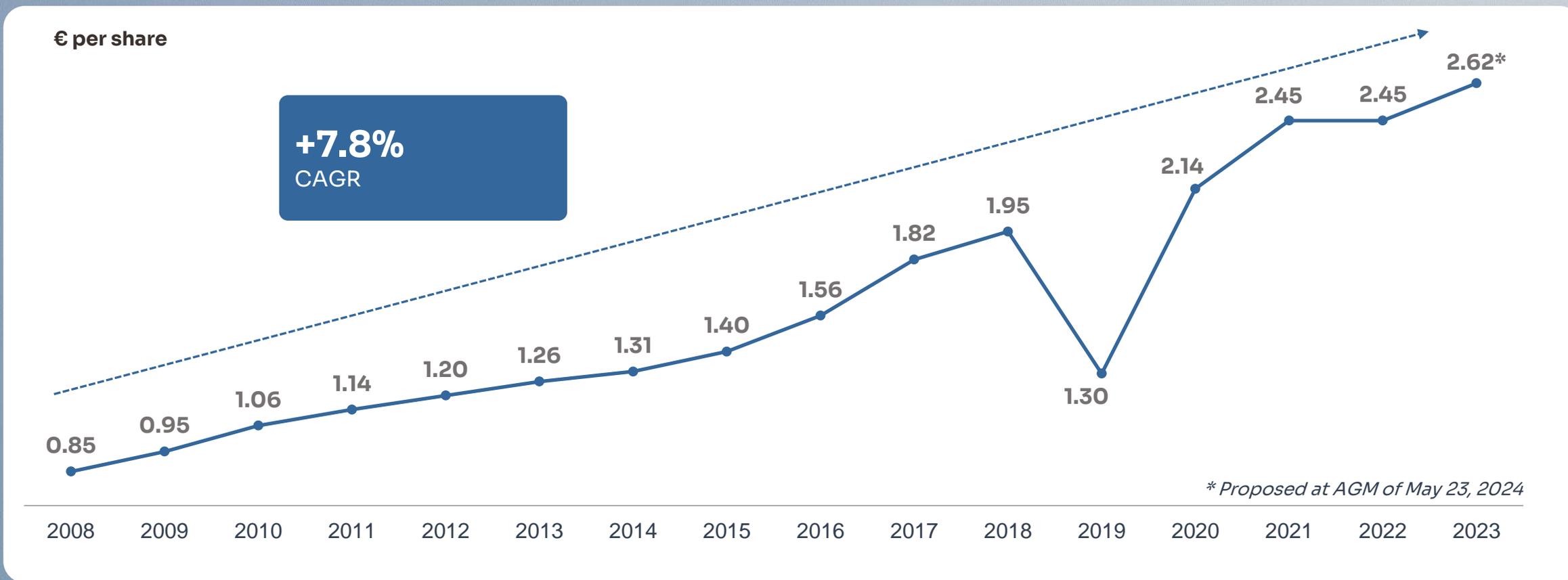
fixed rate debt

Leverage down to 1.8x EBITDA

Ratios at 31/12



15-year dividend growth



03

Major operational achievements



03.1

Consumer



Value creation: our key success factors

← LEADERSHIP IN CONSUMER →



PROVEN EXPERTISE IN M&A

PIONEERING ROLE IN CORPORATE SOCIAL RESPONSIBILITY

← REFERENCE PLAYER IN PROFESSIONAL →

2023: successful commercial activation for a renewed range → Versatiles

CONSUMER PRICES



RSP* <€149 €159 - €319 €319 - €499 >€500

GOOD **BETTER** **BEST** **PREMIUM**



- > Complete renewal of the range in 18 months (2022 - H1 2023)
- > Portfolio addresses all price ranges and consumer uses/personas
- > Growth market bolstered by trading-up

Strong competitor in Western Europe
No. 2 in the region

Highly successful product offering in Eastern Europe
No. 1 or **No. 2** in 5 countries in the region

2023 sales growth
~+10%

2023: Groupe SEB, market leader, drives category momentum → Linen care



Innovative solutions and range expansion in 2023 to meet changing consumer demand

- > Delegation, last-minute touch-ups: **Pure Pop & Care For You**
- > Pride in first-class results thanks to high-performing products: **Steamforce Pro & Vision Express Plus**
- > Eco-friendly solutions: all-new **Eco Design** products



Double-digit organic sales growth
in 2023



Consolidated global leadership



Market share
c. 30%

Complete product offering, providing full coverage of all uses
Building strong positions in new markets

2023: enhanced, efficient product dynamic

→ Cookware

Ingenio: Group bestseller

Considerable room for growth

Double-digit sales growth in 2023

- > **2 key, mature markets:** France and Japan
- > **Large-scale rollout** in some twenty promising countries



Renew: successful launch

All-new ceramic range

Leader France & Netherlands

- > **Ceramic range unveiled in 2023**, proven expertise beyond our traditional products
- > **Fast** and systematic rollout in response to local demand (USA, Canada, etc.)



2023: flagship category, sustained pace of launches → Kettles

Go-to player in China



NEW IN 2023

New design & technologies

Double-digit sales growth in 2023



NEW IN 2023

Launch of the S-mark range (splash guard)

Undisputed market leader for 20 years in Japan



NEW IN 2023

Launch of the S-mark range (splash guard)



Extensive product range



Market share close to 50%

Europe: leadership positions No. 1 in France



NEW IN 2023

New high-end range



NEW IN 2023

Product innovations (temperature control, one cup setting)



NEW IN 2023



Roll-out of the Includeo range

**GLOBAL LEADER STATUS, DOUBLE-DIGIT ORGANIC GROWTH FOR 2023 SALES
GROUPE SEB: LARGEST KETTLE MANUFACTURER WORLDWIDE**

2023: buoyant market, successful product offering

→ Oil-less fryers

Product range quickly completed and expanded

Single drawer
RSP* €79-159



Dual drawers
RSP €179-229



Multifunction
RSP €229-289



Actify inspired the category



Driver category in small electrical appliances

Increased market penetration,
Appeal of dual drawers offering

Wide-scale rollout of Group products

Available in 50+ countries

Significant 2023 sales growth

Sales doubled in EMEA (excl. UK)

Key player in China

Supor's agility to develop new categories

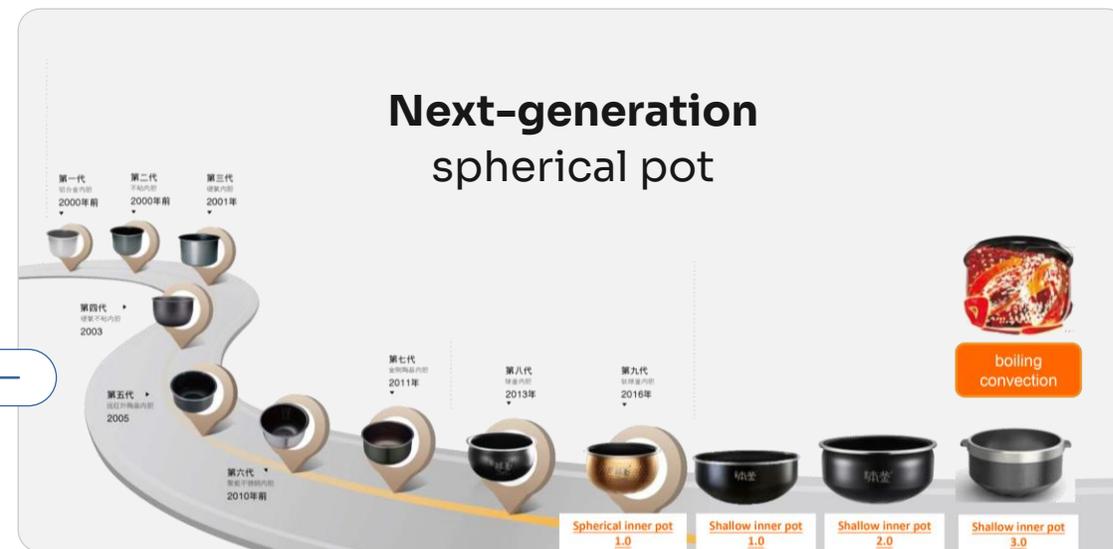
2023: cemented market leader position

→ Rice cookers in China

Wide range covering ever-evolving needs

NEW IN 2023

- Air injection during cooking
- Next generation spherical pot
- Small capacity (2L)
- Infrared cooking

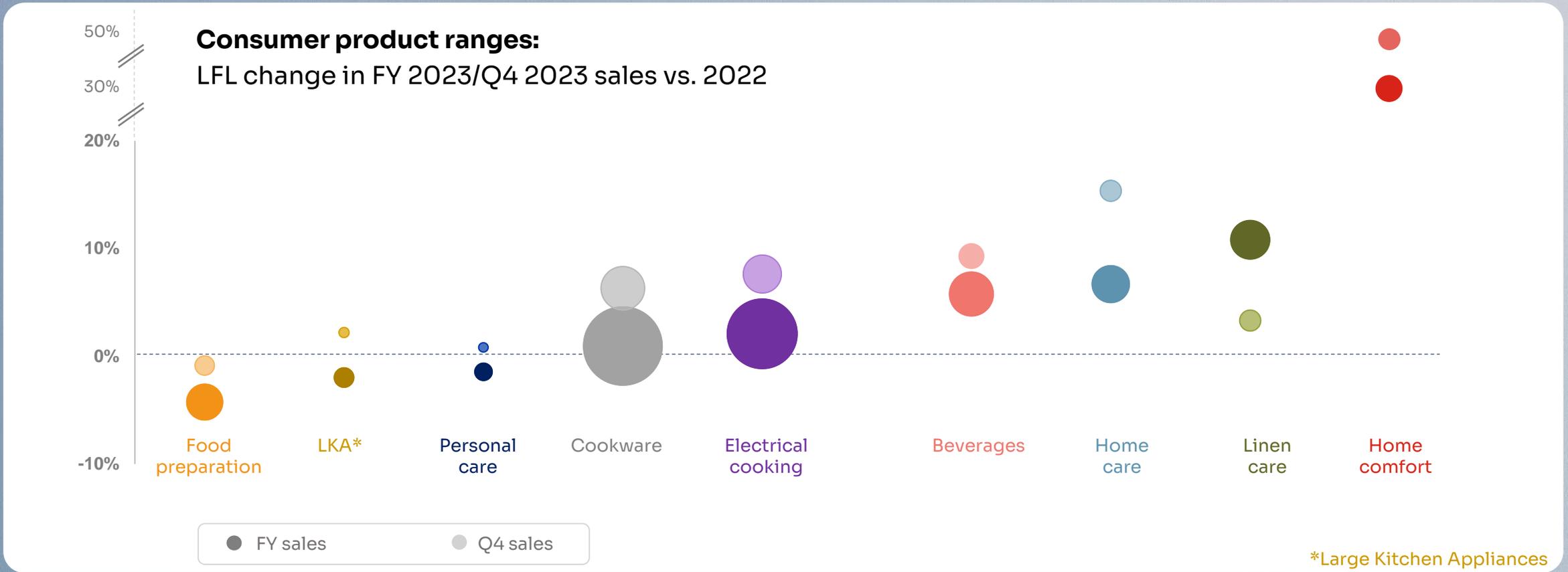


INNOVATION

- Disruptive technologies
- Single-parent family, students...
- Striving for healthier cooking

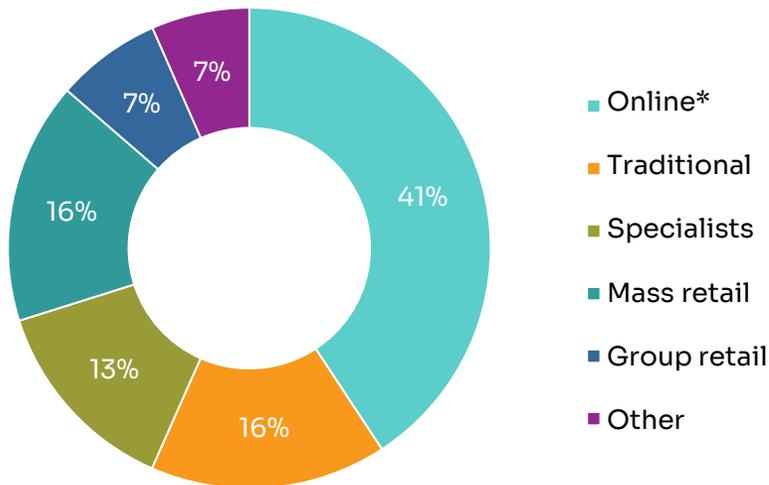
15M units sold in 2023 - Sales + 7% LFL vs. 2022

Fueling growth in all our product categories



Outstanding commercial execution

Historic multichannel distribution



E-commerce boom

>40% in 2023 sales
vs. 25% in 2019

DTC acceleration

1,200
offline points of sale
(POS)

100
online POS in
29 markets (excl. China)

*O/w DTC

Focus on China, 2023



>3,000
Influencers

>25,000
Livestreams



400
E-stores
TikTok in Group's Top 10
online stores

>2,000
Weekly livestream
sessions



>310,000
Videos

>2.8bn
Views

Continued investments in our supply chain...

2023

Strategic insourcing

- > **Versatiles** in Shaoxing (China) and Vernon (France)
- > **Oil-less fryers** in Shaoxing and Colombia
- > **Electronic cards** in Saint-Lô, France (tgt. 7m cards per yr. vs. 5m to date)

2023

Optimization of our logistics

- > **Opening of a logistics platform in Bully-les-Mines, northern France (SDA)** 130,000 stackable palettes
- > **Decision taken to launch a new logistics hub in Til-Chatel (eastern France) (cookware)** 39,000 stackable palettes



Developing new categories in Consumer



Promising outdoor sector (1/2)

Nomadic living

Isothermal bottles



On-the-go devices



Food storage containers



Promising outdoor sector (2/2)

Outdoor living

FORGE ADOUR



**Groupe SEB,
now European leader
in premium planchas**



FORGE ADOUR acquired in July 2023

- > Design, manufacture and marketing of planchas, accessories and outdoor kitchens
- > Manufacturing expertise (gas/electricity)
- > Opportunity to expand internationally
- > Complements Krampouz's stainless steel plancha offer
- > **Sales: c. €25m**

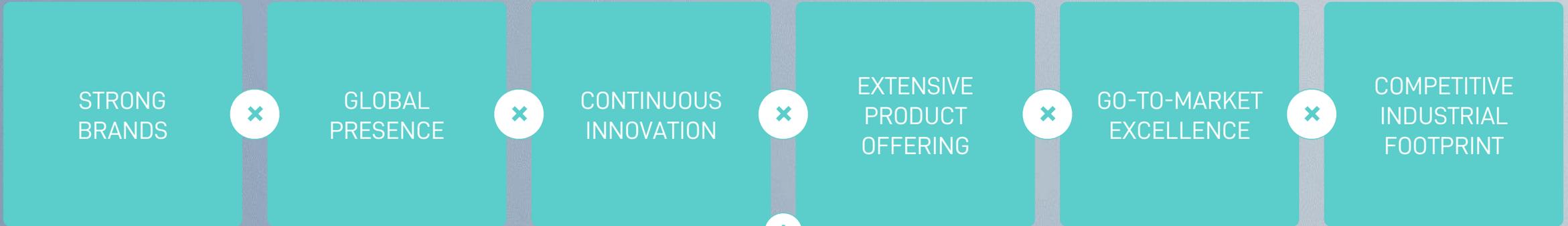
03.2

Professional



Value creation: our key success factors

← LEADERSHIP IN CONSUMER →



PROVEN EXPERTISE IN M&A

PIONERING ROLE IN CORPORATE SOCIAL RESPONSIBILITY

← REFERENCE PLAYER IN PROFESSIONAL →

Reinforced leadership in Professional Coffee

→ New products



WMF 1100 S Office



WMF 1500 F



WMF ESPRESSO NEXT



SCHAERER SOUL C



CURTIS SKYLINE

Offices

Hotels, restaurants, coffee shops...

Public places

Further expansion of our full-auto professional coffee machines range
Covering an ever larger customer base

Reinforced leadership in Professional Coffee

→ Additional category with La San Marco acquisition

Acquisition in
2016

FULL-AUTO



schaerer



Acquisition in
2019

FILTER COFFEE



Acquisition in
2023

TRADITIONAL



Reinforced leadership in Professional Coffee

→ Extensive geographical footprint

Multi-local leader

in 12 major countries
including China, USA and Germany

No. 1 in Full-Auto

30% market share in 2023

Resounding success

with key accounts
in the US, UK
and China

Sales outside Europe



> 65,000

customers worldwide

Growth

in our **core business**
with independent customers

With the increased appeal of our product offering and continuously improved services

New digital solutions

Loyalty program
payment and management

Personalized recipes

Secured network access

Remote control and maintenance

>140,000

Connected machines in 2023

Expanding base

(+30,000 machines in 2023)

Installed base

450,000

Machines

Services

~30%

of sales

China: a key investment to support our strategic ambitions in Coffee

- Opening of a Professional Equipment Hub in Shaoxing, China
- R&D center, procurement and production hub: operational by **2025**
- Investment of **€60m**

Significantly strengthens the Chinese market

&

Improved coverage

World no. 1 market for professional full-auto machines

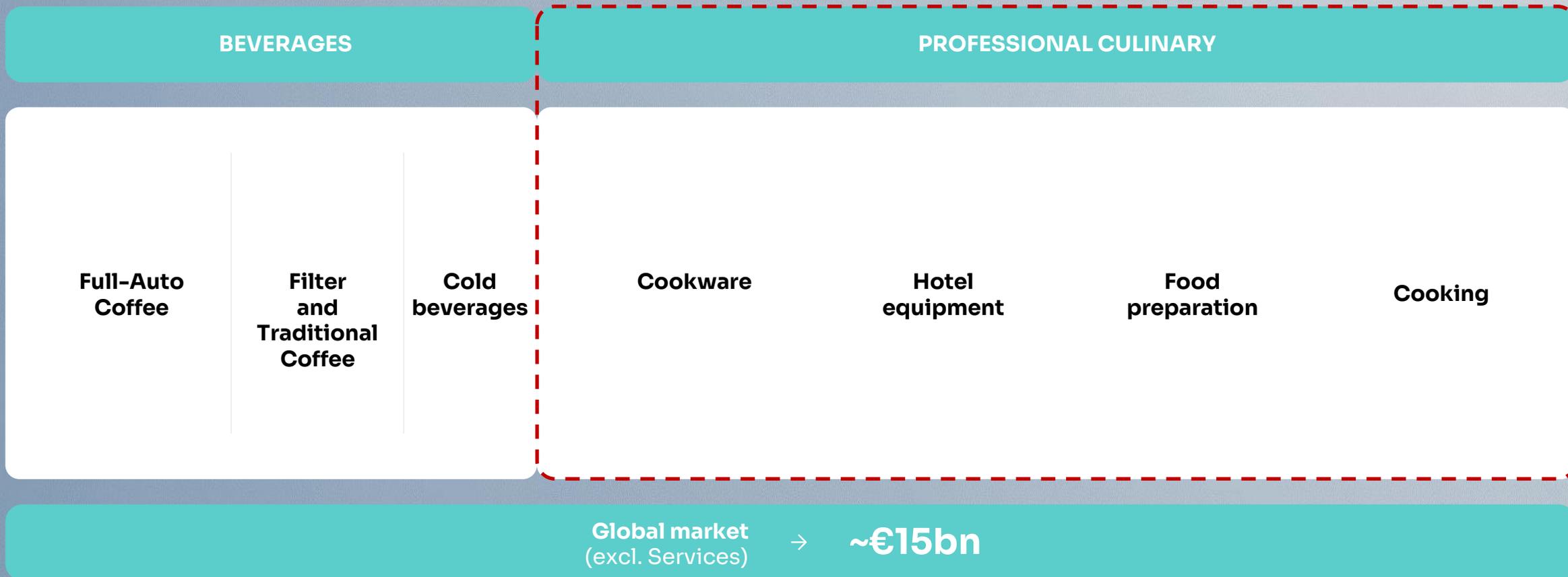
Various machine price ranges





Developing new categories in Professional

We aim to actively develop in professional culinary



2023: Entered professional food preparation segment with Pacojet

Sales
€25m

Unique emulsifier,
a chefs' favorite



Acquisition project Groupe Sofilac

Entry into the high-end cooking segment → Acquisition project of Groupe Sofilac

Sales

~€60m

Mostly
in Professional

Design, manufacture and marketing
of high-end cooking appliances for
Consumer and Professional markets

Unique expertise

3 production sites:
full control of the value chain



High-end
cooking ranges

€5,000 - €25,000
SELLING PRICE



High-end professional
cooking appliances

€25,000 - €200,000
SELLING PRICE



Cooking
equipment

€2,500 - €25,000
SELLING PRICE



Reheating
equipment

€2,000 - €8,000
SELLING PRICE



Outdoor
kitchens

€3,000 - €10,000
SELLING PRICE

Further completing our Professional Equipment portfolio

BEVERAGES

Full-Auto
Coffee



schaeerer

Filter
and Traditional
Coffee



Cold
beverages

zummo

PROFESSIONAL CULINARY

Cookware



Tefal

*Indirect historical
presence*

Hotel
equipment



Food
preparation

pacojet

Cooking

Krampouz



AMBASSADE
DE BOURGOGNE



2024 sales: >€1bn

03.3

CORPORATE SOCIAL RESPONSIBILITY



Positive outcomes for our 2018–2023 CSR ambition...



Significant carbon footprint reduction of the Group's activities



Increasingly circular solutions



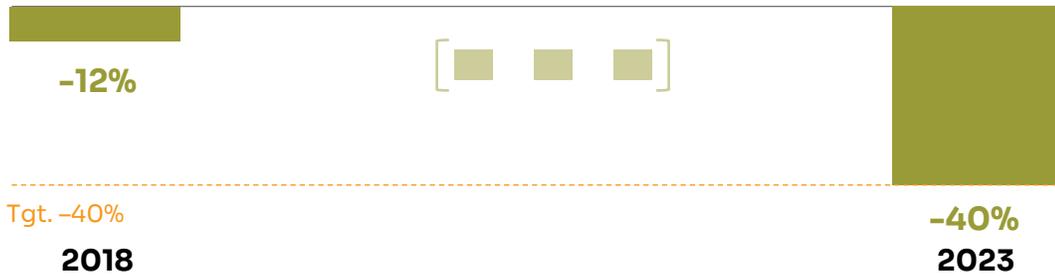
Strengthened exemplarity of Group social practices



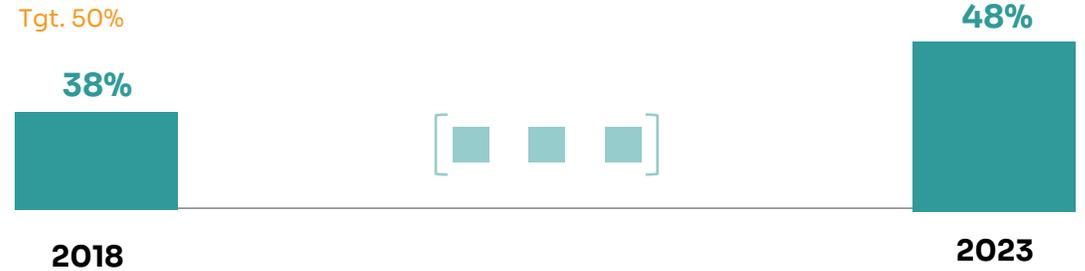
Products designed for healthier and more sustainable living

...with standout success to meet ambitious targets

-40% carbon intensity (Scope 1&2)
(kg CO2 per unit made, reference year 2016)



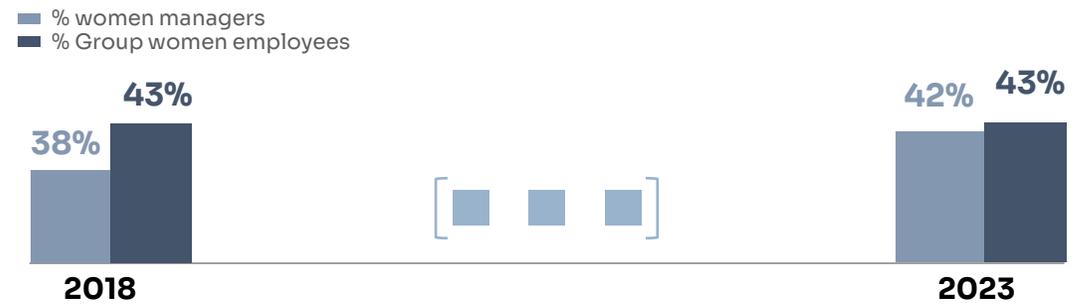
Products/packaging with more recycled materials



Sharp reduction in lost-time injury rate



Increased representativity of women managers



Recent investments to reduce carbon footprint

-40% carbon intensity (Scope 1&2)
between 2016 and 2023

More energy-efficient manufacturing base
Colombia and France (Vernon, Pont-Evêque)

Investments in solar panels
Omega, Italy (up to **35%** of needs)
Yuhuan, China (**15%** of needs)

Biomass energy
Pont-Evêque

Very good BREEAM* certification
Bully-Les-Mines

Best-in-class performance in social, societal and environmental criteria, as recognized by ECOVADIS



Groupe SEB

Awarded **Platinum** in 2023

Platinum medal

→ **Top 1%** companies assessed by EcoVadis

Best scores in

Environment and Labor & Human Rights categories

04

Outlook



Reminder of our Mid-Term ambitions announced in December 2023

LFL sales CAGR

at least 5%

Operating margin

toward 11%

**Continued
substantial free
cash-flow
generation**

Outlook for 2024

Expected environment

Still uncertain macroeconomic and geopolitical context
Slow economic recovery, especially in China
Resilient Consumer market
Continued brisk development in Professional markets

Our sales

Consumer:

- more widespread return to growth in mature countries
- gradual year-round recovery in China
- continued good dynamic in emerging markets amidst a still penalizing currency environment

Continued growth in **Professional** on a high comparison basis

Operating margin close to **10%**



05

Appendices



Detailed income statement

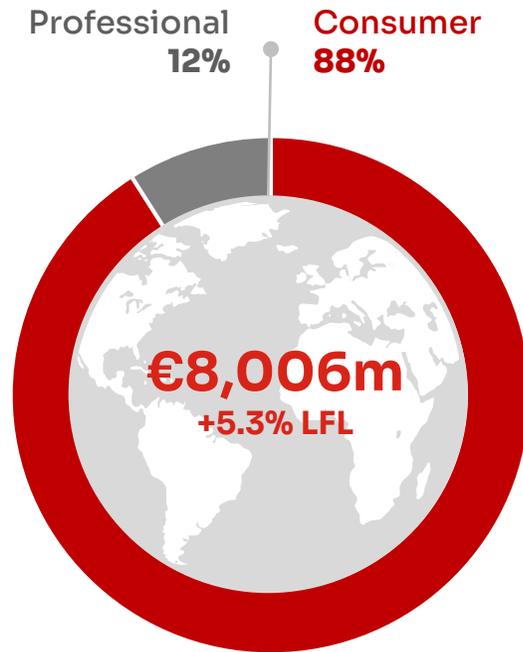
(€m)	2022	2023	Change
Sales	7,960	8,006	+0,6%
Operating expenses	(7,339)	(7,280)	-0.8%
ORFA	620	726	+17.0%
Statutory and discretionary employee profit-sharing	(18)	(24)	+35.7%
Other operating income and expenses	(56)	(34)	-38.4%
Operating profit	547	668	+22.0%
Net financial expenses	(81)	(81)	-0.2%
Profit before tax	466	587	+25.9%
Income tax expense	(98)	(148)	+50.5%
Non-controlling interests	(52)	(53)	+2,2%
Profit attributable to owners of the parent	316	386	+22.1%

Simplified balance sheet

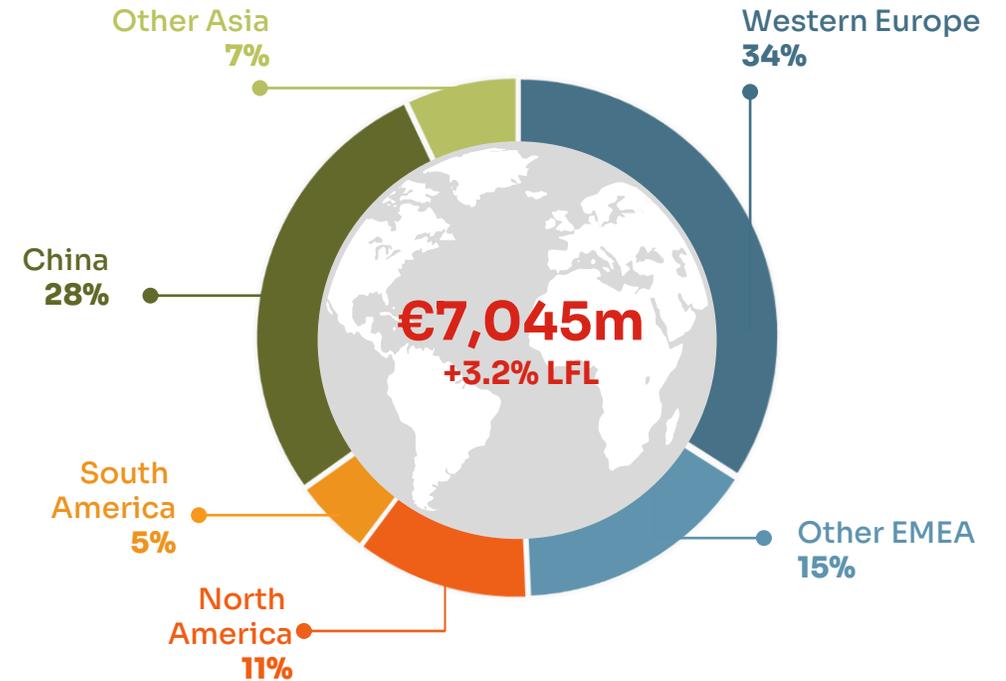
(€m)	2022	2023
Tangible fixed assets	4,651	4,739
Operating working capital requirement	1,393	1,169
Total assets to be financed	6,044	5,908
Equity	3,449	3,461
Long-term provisions	272	293
Other current assets and liabilities	350	385
Net financial debt	1,973	1,769
Total financing	6,044	5,908

Total sales per region and businesses

Total sales



Consumer sales



Annual sales by region

In €m	2022	2023	As reported	2023 LFL	Q4 2023 LFL
EMEA	3,444	3,475	+0.9%	+6.6%	+10.9%
Western Europe	2,416	2,401	-0.6%	-0.4%	+6.1%
Other countries	1,028	1,074	+4.5%	+23.2%	+21.7%
AMERICAS	1,130	1,113	-1.5%	+1.4%	+7.0%
North America	797	767	-3.7%	-2.8%	+0.0%
South America	333	345	+3.7%	+11.5%	+26.3%
ASIA	2,660	2,457	-7.6%	-0.6%	+2.9%
China	2,101	1,966	-6.5%	+1.0%	+3.3%
Other countries	559	492	-12.1%	-6.5%	+1.6%
TOTAL Consumer	7,234	7,045	-2.6%	+3.2%	+7.7%
Professional	725	962	+32.6%	+26.5%	+16.2%
Groupe SEB	7,960	8,006	+0.6%	+5.3%	+8.5%

2023 quarterly sales

In €m	Q1	Q2	H1	Q3	9M	Q4	Q4 2023 LFL	2023	FY 2023 LFL
EMEA	760	729	1,489	794	2,282	1,192	+10.9%	3,475	+6.6%
Western Europe	524	505	1,029	533	1,562	839	+6.1%	2,401	-0.4%
Other countries	236	224	460	261	720	353	+21.7%	1,074	+23.2%
AMERICAS	212	246	458	320	778	335	+7.0%	1,113	+1.4%
North America	143	172	315	220	535	232	+0.0%	767	-2.8%
South America	69	74	143	100	243	103	+26.3%	345	+11.5%
ASIA	640	590	1,231	544	1,775	682	+2.9%	2,457	-0.6%
China	527	471	998	431	1,430	536	+3.3%	1,966	+1.0%
Other countries	113	119	232	113	345	146	+1.6%	492	-6.5%
TOTAL Consumer	1,613	1,565	3,177	1,658	4,835	2,209	+7.7%	7,045	+3.2%
Professional	209	226	435	263	697	264	+16.2%	962	+26.5%
Groupe SEB	1,822	1,790	3,612	1,920	5,532	2,474	+8.5%	8,006	+5.3%

FY 2023 quarterly sales growth, LFL

In €m	Q1 2023 LFL	Q2 2023 LFL	H1 2023 LFL	Q3 2023 LFL	9 months 2023 LFL	Q4 2023 LFL	FY 2023 LFL
EMEA	-5.0%	+12.8%	+3.1%	+7.0%	+4.5%	+10.9%	+6.6%
Western Europe	-9.6%	+3.3%	-3.7%	-3.4%	-3.6%	+6.1%	-0.4%
Other countries	+6.7%	+37.3%	+20.5%	+29.7%	+24.0%	+21.7%	+23.2%
AMERICAS	-13.7%	-6.6%	-10.0%	+15.5%	-0.8%	+7.0%	+1.4%
North America	-22.1%	-7.4%	-14.5%	+14.9%	-4.0%	+0.0%	-2.8%
South America	+7.2%	-5.1%	+0.4	+16.8%	+6.4%	+26.3%	+11.5%
ASIA	-6.1%	+2.2%	-2.2%	-1.1%	-1.9%	+2.9%	-0.6%
China	-4.6%	+5.5%	+0.1%	+0.2%	+0.1%	+3.3%	+1.0%
Other countries	-12.9%	-9.4%	-11.1%	-6.2%	-9.5%	+1.6%	-6.5%
TOTAL Consumer	-6.6%	+5.2%	-1.0%	+5.5%	+1.2%	+7.7%	+3.2%
Professional	+29.1%	+21.0%	+24.8%	+42.6%	+31.0%	+16.2%	+26.5%
Groupe SEB	-3.7%	+6.8%	+1.3%	+8.9%	+3.9%	+8.5%	+5.3%

Main non-financial ratings



A- (Climate)



81/100



64/100 (Advanced)



21.4 (Medium risk)



BBB (Average)

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 expenses, i.e., the cost of sales, innovation expenditure (R&D, strategic marketing and design), advertising, operational marketing as well as sales and marketing expenses. ORFA does not include discretionary and non-discretionary profit-sharing or other non-recurring operating income and expense.

Adjusted EBITDA

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

Free cash flow

Free cash flow corresponds to adjusted EBITDA, after accounting for the change in the operating capital requirement, recurring investments (CAPEX), taxes and financial expense, as well as other non-operational items.

Net financial 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 debt from application of the IFRS 16 standard "Lease contracts" 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, run 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.

Contacts

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Agenda

Next key dates – 2024

April 25 | after market closes

Q1 2024 sales and financial data

May 23 | 2:30 pm (Paris time)

Annual General Meeting

July 25 | before market opens

H1 2024 sales and results

October 24 | after market closes

9-month 2024 sales and financial data
