



9-month 2025 sales and financial data

Ecully | 23 October 2025



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DISCLAIMER

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 results are presented in the Universal Registration Document and Annual Financial Report, filed each year with the Autorité des Marchés Financiers, the French financial markets authority.

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

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and review of 2025 outlook

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01

9M-25 key figures and review of 2025 outlook



Key figures at end-September 2025

9-month sales

€5,664m

+0.0% LFL vs 2025

Q3 sales

€1,916m

-1.2% LFL vs 2025

9-month ORfA

€267m

-€177m vs 2024

Q3 ORfA

€148m

-€52m vs 2024

Review of the revised 2025 outlook

Sales

23 July

Persistent disturbances in **North America in H2**

Overall improvement in organic performance in H2 fueled by:

- > Good momentum expected in **EMEA**
- > Continued growth in **China** and the rest of **Asia**
- > Return to growth in **South America**
- > Confirmation of the return to growth in **Professional**

Full-year organic sales growth
between 2% and 4%

6 October

Continued wait-and-see attitude among customers in **North America**

Softer-than-expected Q3 activity, especially in September, start of the high season

- > **European markets** less buoyant than anticipated
- > Positive growth in **Asia**
- > Lower-than-expected recovery in **South America**
- > Confirmed return to growth in **Professional Coffee**, tempered by the US

Still uncertain and volatile environment:
more cautious approach for year-end

Full-year organic sales growth
stable to slightly positive

Review of the revised 2025 outlook ORfA

23 July

Consideration of H1 results, down vs. 2024

Persistent uncertainty related to tariffs

Return to growth in results expected in H2 fueled by:

- > Improvement in growth in **Consumer**
- > Accretive effect on margins of the return to growth in **Professional**
- > **Higher offsetting** of **currency** effects
- > Strict **discipline** in managing **operating expenses**

Full-year ORfA
between €700m and €750m



6 October

Softer-than-expected sales growth in H2

- > Continued wait-and-see attitude from customers in **North America**
- > Markets in **Europe** less buoyant than expected
- > Less accretion of results from **Professional**

Lower-than-expected **offsetting of currency effects** due to the appreciation of the euro

Continued strict discipline in managing **operating expenses**

Full-year ORfA
between €550m and €600m

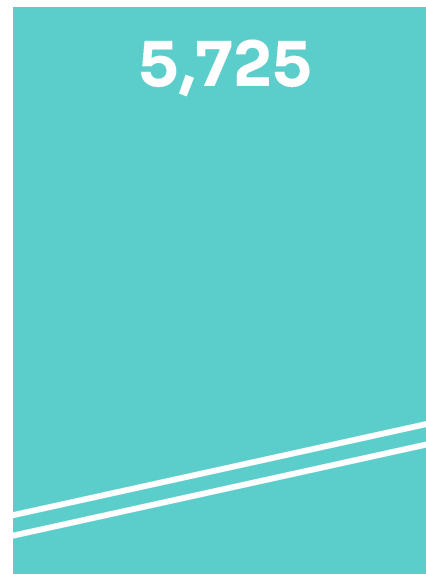
02

Sales



9-month organic sales stable...

Sales in €m



9M 2024

+1

-124

+62

Organic growth

+0.0%

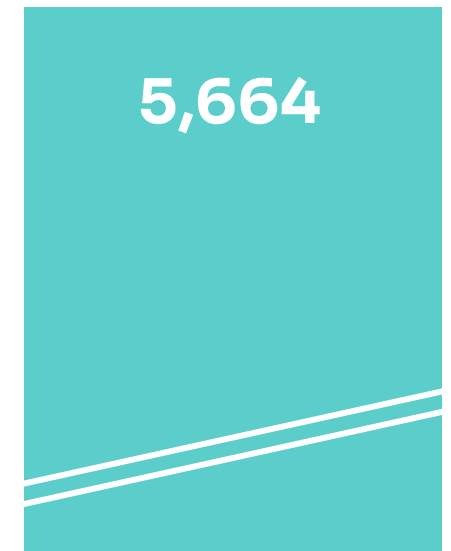
Currency effect

-2.2%

Scope

+1.1%

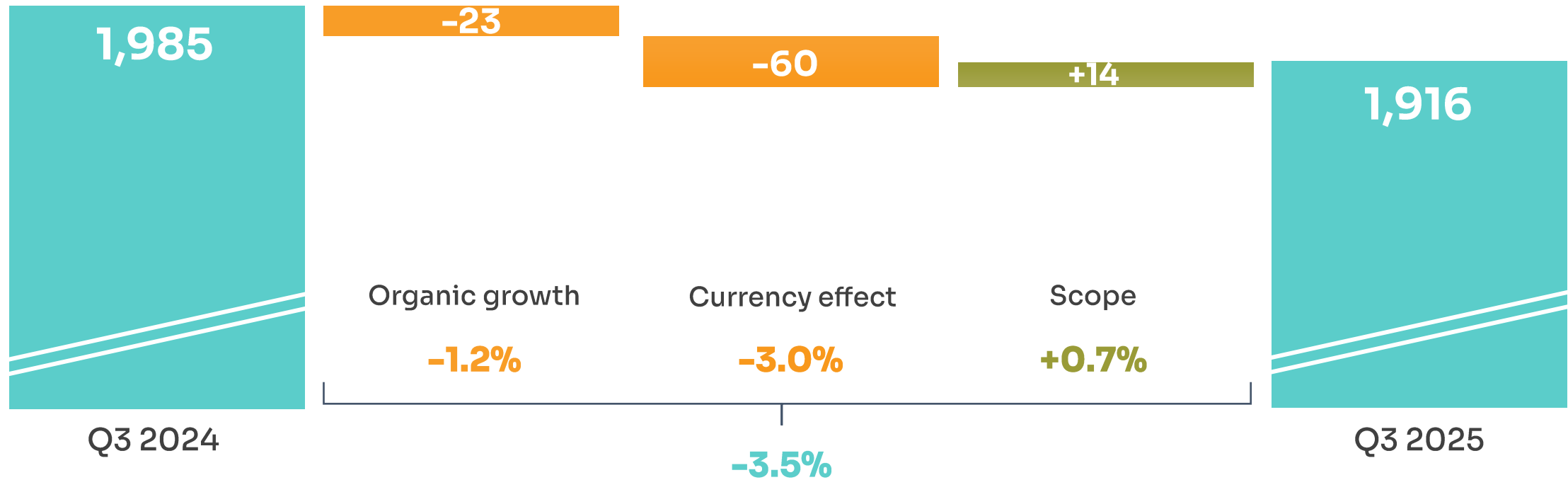
-1.1%



9M 2025

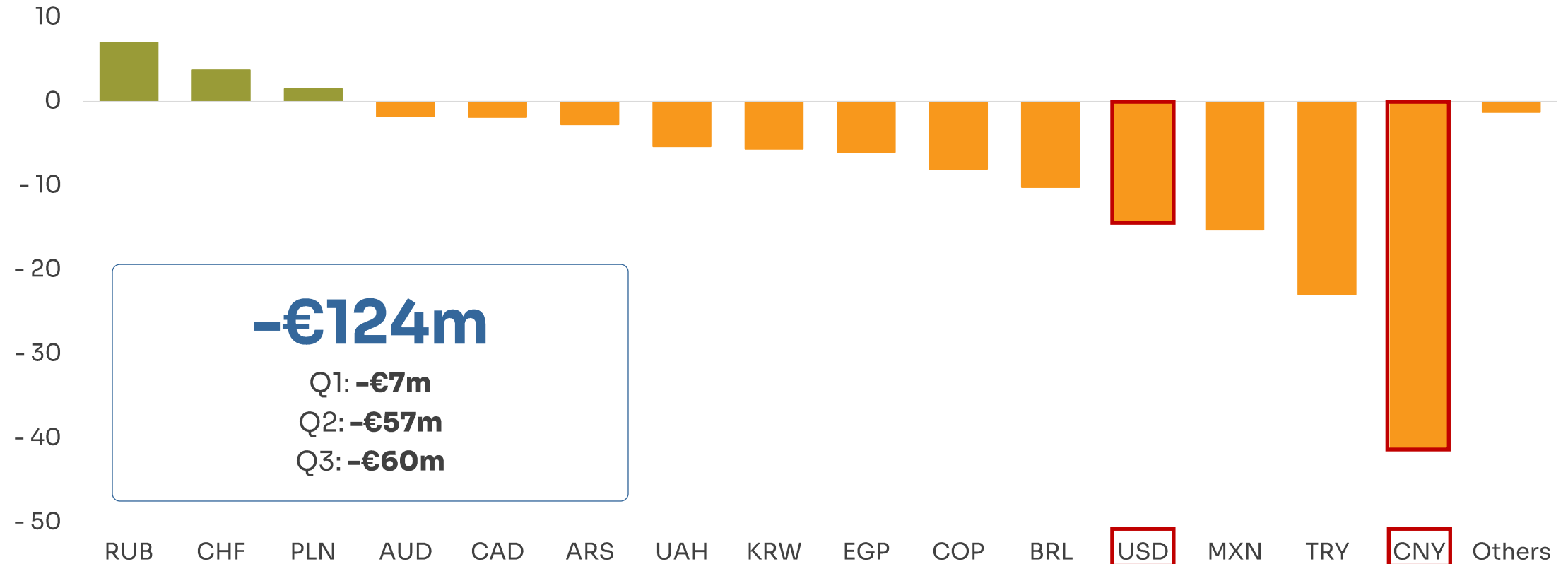
...including a slight organic decrease in Q3...

Sales in €m



... and further strengthening of the euro

9-month currency effect in €m



Sales by activity

9-MONTH SALES €5,664m
-1.1% reported +0.0% LFL

Professional

€730m

+0.5%
-7.9% LFL

€233m

+0.9%
-4.1% LFL

9-month

Q3

Consumer

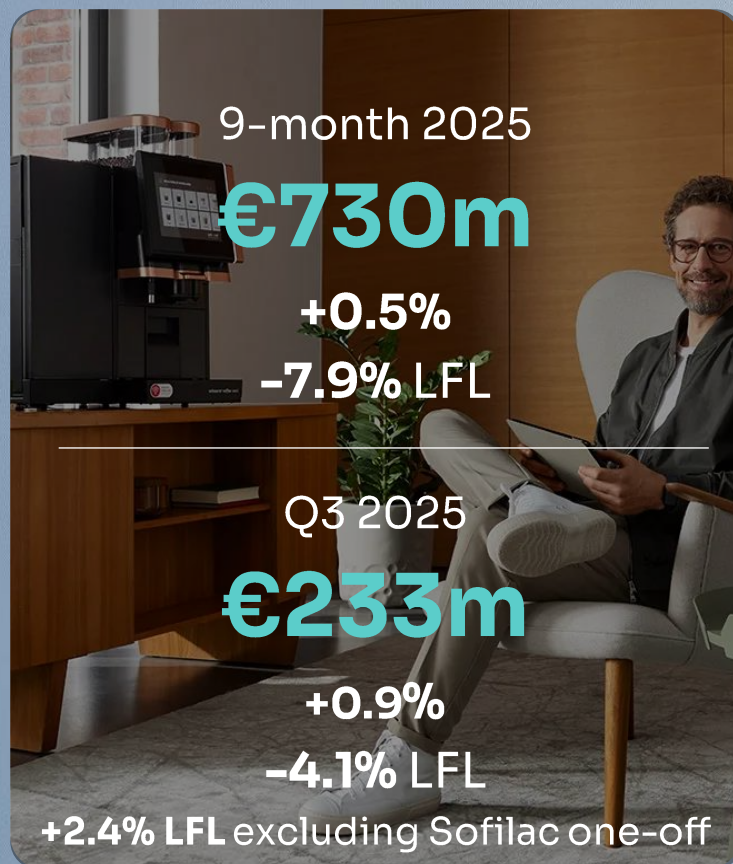
€4,934m

-1.3%
+1.2% LFL

€1,683m

-4.0%
-0.8% LFL

Professional



One-off negative effect linked to the **consolidation of Sofilac** in 2024

- > 6 months of activity consolidated in Q3 2024 > **unfavorable comparison base**
- > **Sales +2.4% LFL** excluding this accounting effect

Professional Coffee: return to growth, less than expected (c. +3% LFL)

- > Dynamic core business in **Germany**
- > Double-digit growth in **China**
- > Continued development in **Northern & Eastern Europe, South-East Asia** and **Middle East**
- > Strengthening of **services**: Germany, integration of Tasty in China
- > Decline in the **United States** reflecting customers' wait-and-see attitude

Bestsellers in the Professional Coffee market

A tall, black and silver Schaerer Soul coffee machine with a large touchscreen display showing a menu of beverages. It is situated in a modern kitchen or cafe setting with a large window in the background.

Schaerer Soul

A black and white WMF 1100S coffee machine with a digital display and two dispensing levers. It is positioned against a plain, light-colored wall.

WMF 1100S

> 100k machines per model
since launches

Cumulative sales: c. €1bn

Consumer

9-month 2025

€4,934m

-1.3%

+1.2% LFL

Q3 2025

€1,683m

-4.0%

-0.8% LFL

+0.5% LFL excluding LP

A softer-than-anticipated Consumer activity in Q3 overall...

- > **Less buoyant markets** globally, particularly France and Germany
- > **Retailers' wait-and-see attitude** still strongly impacting sales in **the US**

... but some **noteworthy achievements**:

- > **3% organic growth in Q3**, excluding LP and North America
- > **Success** of recent launches
- > Continued **strong** sales **momentum** in Southern, Eastern and Northern Europe
- > **Solid** growth in **China**

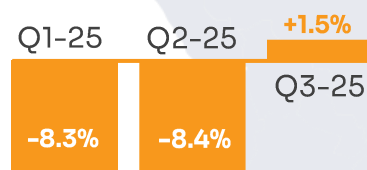
Continued growth in EMEA and Asia

AMERICAS 9M-25: -7.3%

North America

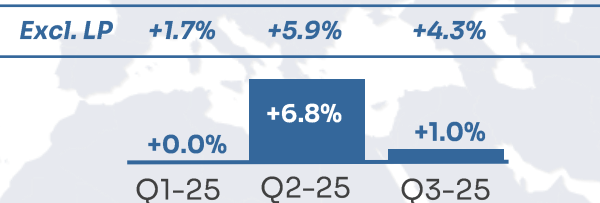


South America

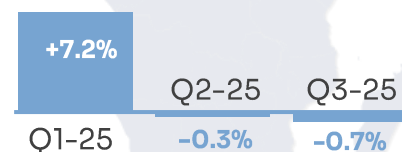


EMEA 9M-25: +2.4% Excluding LP: +3.5%

Western Europe



Other EMEA countries

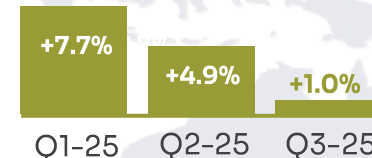


ASIA 9M-25: +3.6%

China



Other Asian countries



Organic growth in Consumer sales

Consumer – Americas

9-month 2025

€730m

-13.1%

-7.3% LFL

In € million	Q3 2024	Q3 2025	% LFL
North America	241	196	-14.4%
South America	83	80	+1.5%
TOTAL	324	275	-10.3%

North America: still-marked wait-and-see attitude from US retailers

- > Retailers cautious about inventory-building and replenishment
- > Import patterns significantly disrupted, lag effect on sales
- > Sell-out resilience in cookware and linen care, consolidated leadership positions
- > Growth in Mexico despite reductions in retailer inventories

South America: back to growth in Q3

- > Very strong performance in Colombia: sharp increases in many categories
- > Declining sales in Brazil: unfavorable climate impacting fans sales, positive trend in other categories

US tariffs – developments and action plans

Material changes in tariffs

- > Still volatile tariff situation
- > “Section 232”: 50% tariffs on steel / aluminum (*raw material content*)
- > “Reciprocal tariffs” to date : China 30% / Vietnam 20% / Switzerland 39%

Implementation of measures to offset most of the tariffs increases

- > **Supplier** diversification / negotiations
- > Increase in our local production **capacity**
- > **Relocation of cookware production** from China to Vietnam
- > Adjustment of **sales prices**
- > Mitigation plans currently being implemented in **Professional**

Effective measures amid US retailers’ wait-and-see attitude

Consumer – Asia

9-month 2025
€1,726m
+0.8%
+3.6% LFL

In € million	Q3 2024	Q3 2025	% LFL
China	424	412	+3.5%
Other Asian countries	114	109	+1.0%
TOTAL	538	521	+3.0%

China: continued positive trends in Q3

- > Moderate but solid growth since the beginning of the year
- > Fueled by a high level of digital marketing investment
- > Consolidation of Supor's global leadership in its key categories, cookware and kitchen electrics
- > Growth driven by several categories, including electrical cooking (rice cookers, oil-less fryers) and cookware

Other Asian countries: heterogeneous situations

- > Good growth in Southeast Asia, expansion of the retail distribution network and development in new categories
- > More unfavorable market conditions in Japan and South Korea
- > Continued product expansion in Australia, in a competitive environment

Consumer – EMEA

9-month 2025
€2,478m
+1.3%
+2.4% LFL

In € million	Q3 2024	Q3 2025	% LFL
Western Europe	600	606	+1.0%*
Other EMEA countries	291	280	-0.7%
TOTAL	892	886	+0.4%

* +4.3% excluding LP

Western Europe: softer-than-anticipated activity

- > Core business organic growth of 4.3% in Q3 (excl. LP)
- > Double-digit growth in Q3 for cookware, floor care and linen care continuing H1 trend
- > Performance in France and Germany affected by some electrical cooking core categories
- > Still very positive momentum in Southern and Northern Europe fueled by innovation

Other EMEA countries: trends remain positive in Eastern Europe

- > Double-digit organic growth in Eastern Europe, driven mainly by Poland
- > Issues primarily concentrated in Africa and the Middle East related to the geopolitical environment

EMEA – Versatile vacuum cleaners

**No. 2 in
Europe***

**X-Force Flex
> 1M units
sold since 2024**



EMEA – Floor washers

X -CLEAN

Rollout in **70**
countries since
2024

X-Clean 10
Bestseller
in Europe*



EMEA – Cookeo Infinity

Launch in France
in Q3-25



AIR FRYER + PRESSURE COOKER
Your one and only cooking appliance

EMEA – Cookware

Fusion Core launch
in H2-25 in Europe



— ULTIMATE —
DURABILITY

INFUSED MATRIX CORE

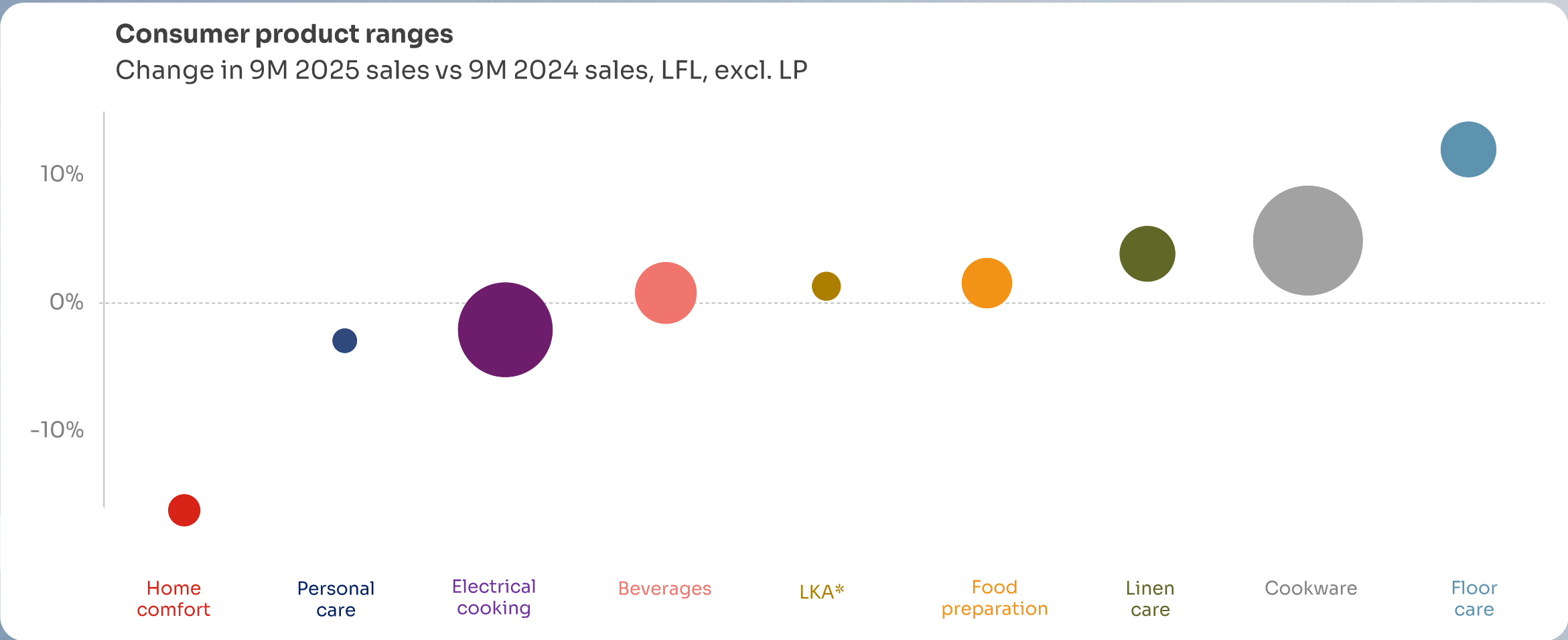
Ceramic
4x more resistant*

Leader in
multi-materials / coatings
including ceramic



Consumer – Performance by product range

Consumer product ranges
Change in 9M 2025 sales vs 9M 2024 sales, LFL, excl. LP



**Large Kitchen Appliances*

03

ORfA



ORfA down in Q3

9M ORfA
€267m
-39.8% vs 2024

Q3 ORfA
€148m
-26.2% vs 2024

9M Op. margin
4.7%
-310 bps vs 2024

Q3 Op. margin
7.7%
-240 bps vs 2024

- > **ORfA down** vs. 2024: -€52m in Q3 vs. -€119m in H1
- > **Q3 sales slightly below 2024** and impact on operational leverage
- > Continuation in Q3 of results decline **in North America**, close to that of H1 (-€20m yoy)
- > **Strengthening of the euro** and **offsetting of currency effects still penalizing** in emerging countries (-€15m yoy in Q3 vs. -€25m in H1)
- > Contribution of **Professional Coffee** in Q3 **in line** with last year, after the decrease in H1 (-€40m yoy)
- > Investments in **growth drivers stable** vs 2024 in Q3 (vs +€60m in H1)

04

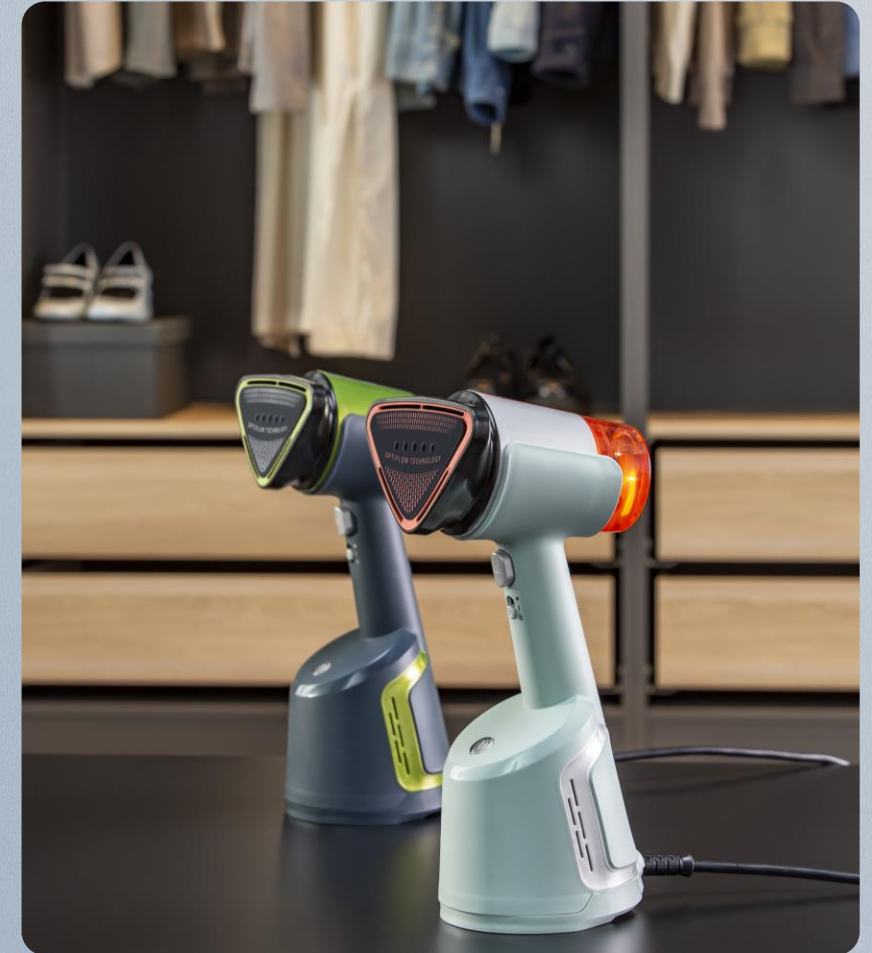
Outlook



Outlook for 2025

Full-year organic sales growth
stable to slightly positive

Full-year ORfA expected
between €550m and €600m



Action plan

Q4 2025

- > Growth acceleration in the most promising segments
- > Intensive product launches with optimized multi-channel activation
- > Sustained and targeted marketing & advertising investments in a period dense of commercial events (Black Friday, Christmas Holidays, Singles' Day in China, etc.)
- > Strengthening of the service offering in Professional, alongside continued good momentum in full auto coffee machine sales in Europe and Asia
- > Continuation and intensification of cost-reduction programs on “non-essential” spending

Launch of a plan to 2027

Restore our profitable growth momentum

Situation & objectives

- > Restore our **growth momentum** and **profitability standards**
- > Adapt to the **rapid shift** in our markets

1

Implemented actions ...

- > Approximately **€200m** in recurring savings **by 2027**
- > Initiatives focused on **purchases, structures optimization**, improving **industrial efficiency** and **process simplification**

2

... designed to:

- > **Accelerate** our growth by substantially increasing our investment capacity in innovation, AI, and digital
- > **Streamline** our organizations to enhance our agility
- > **Strengthen** our consumer engagement around experience and sustainability

Communication on this topic in early 2026

05

Appendices

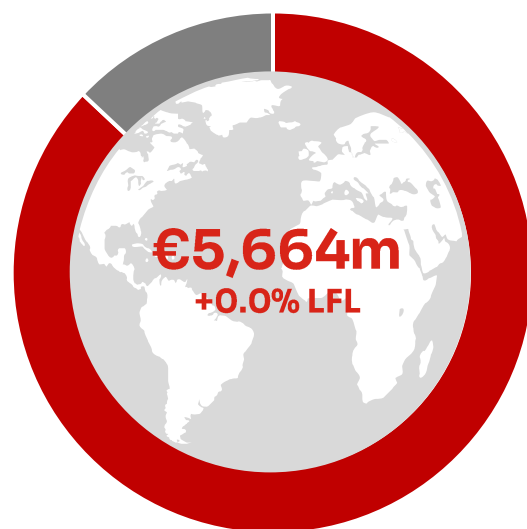


Total sales by region and business 9 months 2025

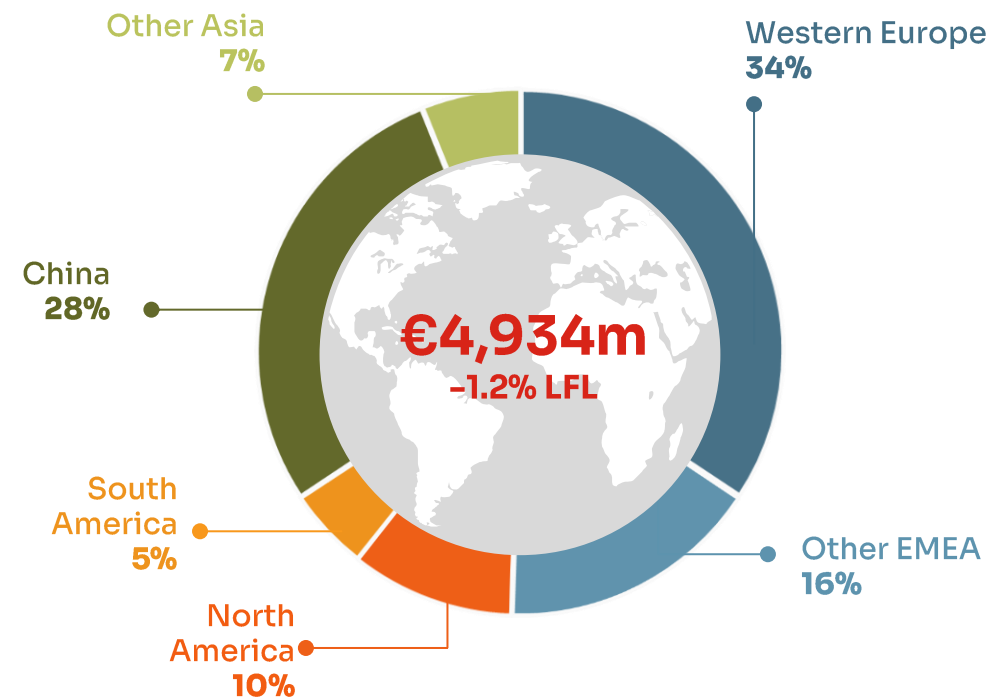
Group sales

Professional
13%

Consumer
87%

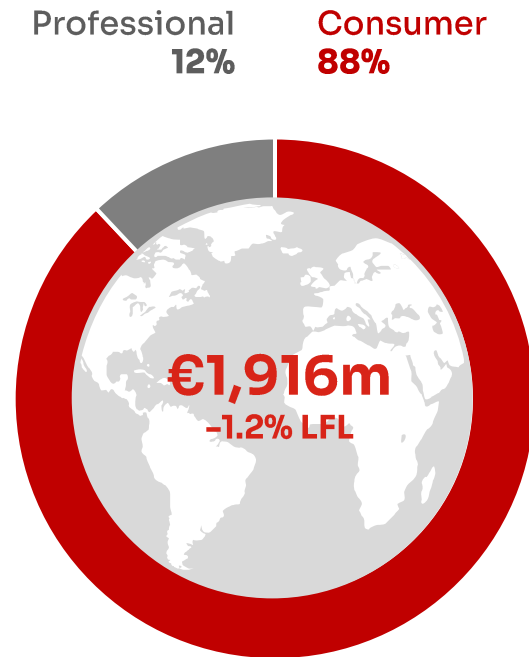


Consumer sales

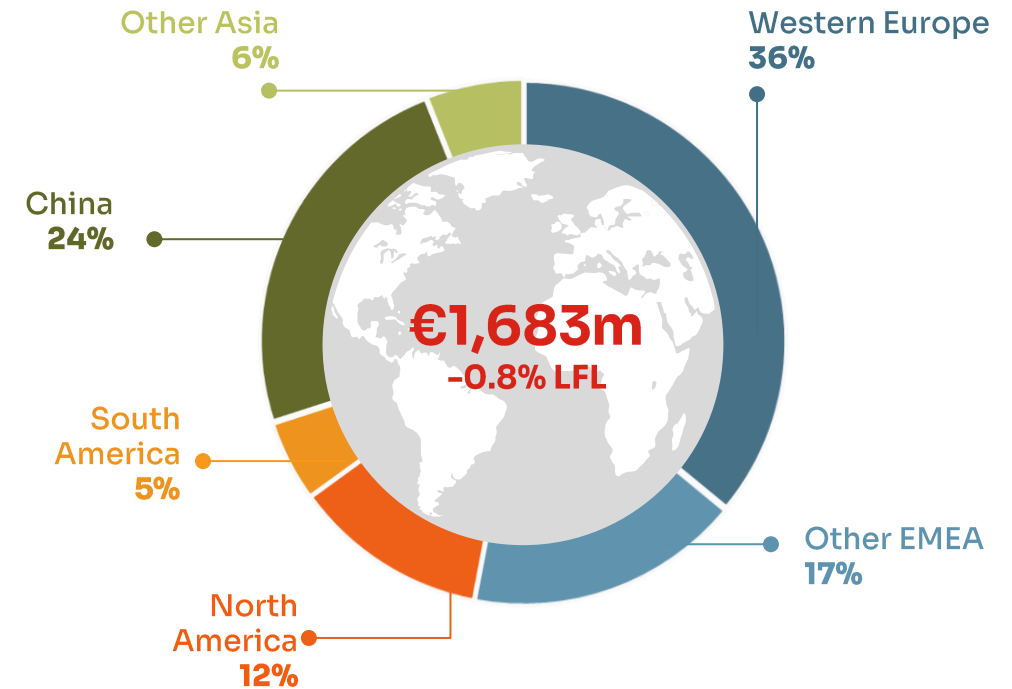


Total sales by region and business Q3

Group sales



Consumer sales



Q1 sales by region

In €m	Q1 2024	Q1 2025	As reported	Q1 2025 LFL
EMEA	786	798	+1.5%	+2.5%
Western Europe	515	515	+0.1%	0.0%
Other countries	271	282	+4.2%	+7.2%
AMERICAS	246	235	-4.3%	+0.1%
North America	155	159	+2.2%	+4.9%
South America	90	76	-15.5%	-8.3%
ASIA	603	639	+5.9%	+4.2%
China	498	525	+5.5%	+3.5%
Other Asian countries	106	114	+7.6%	+7.7%
TOTAL Consumer	1,635	1,672	+2.2%	+2.8%
Professional	258	234	-9.2%	-21.7%
Groupe SEB	1,893	1,906	+0.7%	-0.6%

Q2 sales by region

In €m	Q2 2024	Q2 2025	As reported	Q2 2025 LFL
EMEA	769	794	+3.3%	+4.4%
Western Europe	515	550	+6.9%	+6.8%
Other countries	254	244	-4.0%	-0.3%
AMERICAS	271	219	-19.0%	-10.5%
North America	181	147	-18.6%	-11.5%
South America	90	72	-19.6%	-8.4%
ASIA	571	566	-0.8%	+3.6%
China	459	451	-1.8%	+3.2%
Other Asian countries	112	115	+3.2%	+4.9%
TOTAL Consumer	1,611	1,580	-1.9%	+1.6%
Professional	237	262	+10.7%	+3.5%
Groupe SEB	1,847	1,842	-0.3%	+1.9%

Q3 sales by region

In €m	Q3 2024	Q3 2025	As reported	Q3 2025 LFL
EMEA	892	886	-0.6%	+0.4%
Western Europe	600	606	+0.9%	+1.0%
Other countries	291	280	-3.8%	-0.7%
AMERICAS	324	275	-15.0%	-10.3%
North America	241	196	-18.7%	-14.4%
South America	83	80	-4.4%	+1.5%
ASIA	538	521	-3.1%	+3.0%
China	424	412	-2.7%	+3.5%
Other Asian countries	114	109	-4.8%	+1.0%
TOTAL Consumer	1,754	1,683	-4.0%	-0.8%
Professional	231	233	+0.9%	-4.1%
Groupe SEB	1,985	1,916	-3.5%	-1.2%

9-month sales by region

In €m	9M 2024	9M 2025	As reported	2025 LFL	Q3 25 vs 24 LFL
EMEA	2,447	2,478	+1.3%	+2.4%	+0.4%
Western Europe	1,630	1,672	+2.6%	+2.5%	+1.0%
Other countries	816	807	-1.2%	+2.1%	-0.7%
AMERICAS	840	730	-13.1%	-7.3%	-10.3%
North America	577	502	-13.0%	-8.3%	-14.4%
South America	263	228	-13.4%	-5.2%	+1.5%
ASIA	1,712	1,726	+0.8%	+3.6%	+3.0%
China	1,381	1,388	+0.5%	+3.4%	+3.5%
Other countries	332	338	+1.8%	+4.4%	+1.0%
TOTAL Consumer	4,999	4,934	-1.3%	+1.2%	-0.8%
Professional	726	730	+0.5%	-7.9%	-4.1%
Groupe SEB	5,725	5,664	-1.1%	+0.0%	-1.2%

Glossary

On a like-for-like basis (LFL) – Organic

The amounts and growth rates at constant (or organic) 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 distribution and administrative expenses. ORfA does not include discretionary and non-discretionary profit-sharing or other non-recurring operating income and expense.

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 retailers to boost footfall in their stores and our consumers to access our products at preferential prices.

Sell-in (sales)

Sales made to our customers (retailers).

Sell-out (resales)

Sales made by retailers to consumers.

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 changes in operating working capital, recurring capital expenditure (CAPEX), taxes and financial expenses, and other non-operating 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 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.

Agenda

Events – 2026

25 February pre-market	2025 Sales and results
23 April after market closes	Q1 2026 Sales and financial data
12 May 2:30 p.m.	Annual General Meeting
22 July after market closes	H1 2026 Sales and results
22 October after market closes	Nine-month 2026 Sales and financial data

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