



2025 Full-Year Results

Paris | 25 February 2026



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WARNING

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 climate, demand in the Group's large markets and the effect 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 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 taken from the consolidated financial statements as of 31 December 2025, approved by the Board of Directors of SEB S.A. on 24 February 2026. 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, in euros or percentage, may present some differences with the aggregates or subtotals reported.

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01

Introduction



2025 performance in line with targets revised in October

Launch of the Rebound plan



- > **Slight organic sales growth**
- > In a complex environment, **Small Domestic Equipment markets** remain **resilient**
- > **Result down in 2025:**
 - **Good sales growth** in floor care, linen care and cookware, supported by product **innovation**
 - **Dynamic growth in e-commerce**, especially via our DTC
 - But **significant cyclical headwinds**: currencies, Americas and Professional (impact of -€120m on ORfA)
 - And **acceleration in the transformation of the environment**: go-to-market, digital activation
- > Launch in 2026 of the **Rebound plan** to return to the Group's **profitable growth trajectory**

Key figures at end-December 2025

Sales

€8,169m

€8,266m in 2024

+0.3% LFL

ORfA

€601m

€802m in 2024

-€201m vs 2024

Operating margin

7.4%

vs 9.7% in 2024

Net profit, Group share

€245m

€232m in 2024

€422m in 2024 excluding FCA* fine

Net financial debt

€2,342m

€2,152m excluding FCA* fine,

+€226m vs end-2024

Dividend

€2,80

Stable vs. 2024

Proposed at AGM of
12 May 2026

02

Key elements 2025



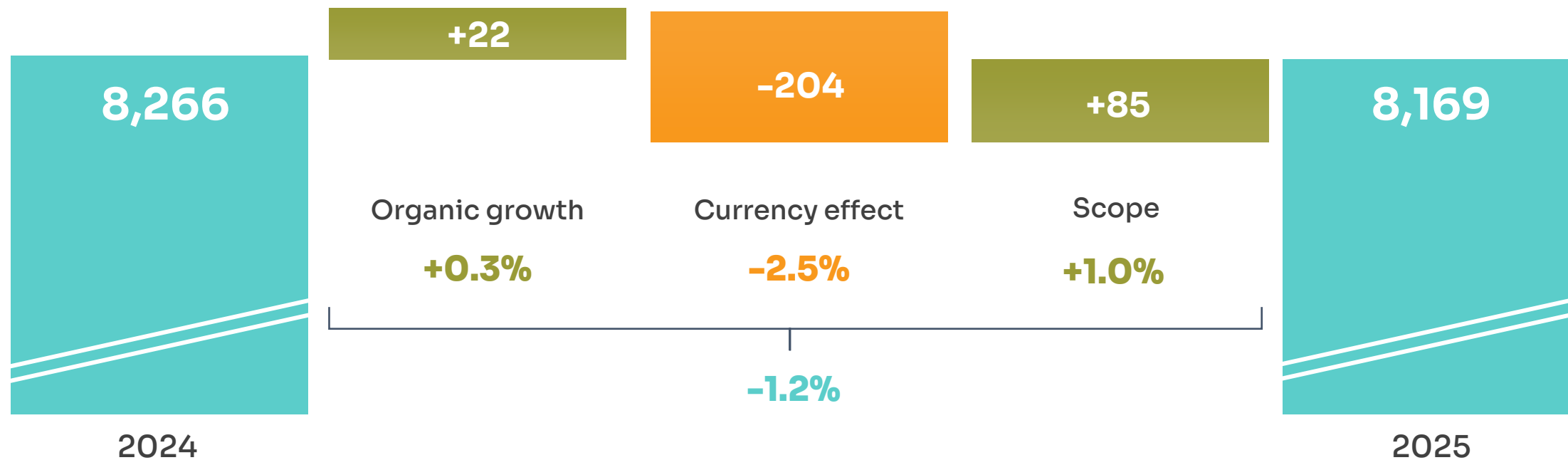
02.1

Sales



Slight organic sales growth in 2025

Sales in €m



Sales by activity

SALES €8,169m

-1.2% reported

+0.3% LFL

Professional

€995m

+2.1%

-5.9% LFL

Consumer

€7,175m

-1.6%

+1.1% LFL

2025

€265m

+6.7%

-0.1% LFL

Q4

€2,240m

-2.3%

+1.0% LFL

2025 sales

Organic growth in EMEA and Asia

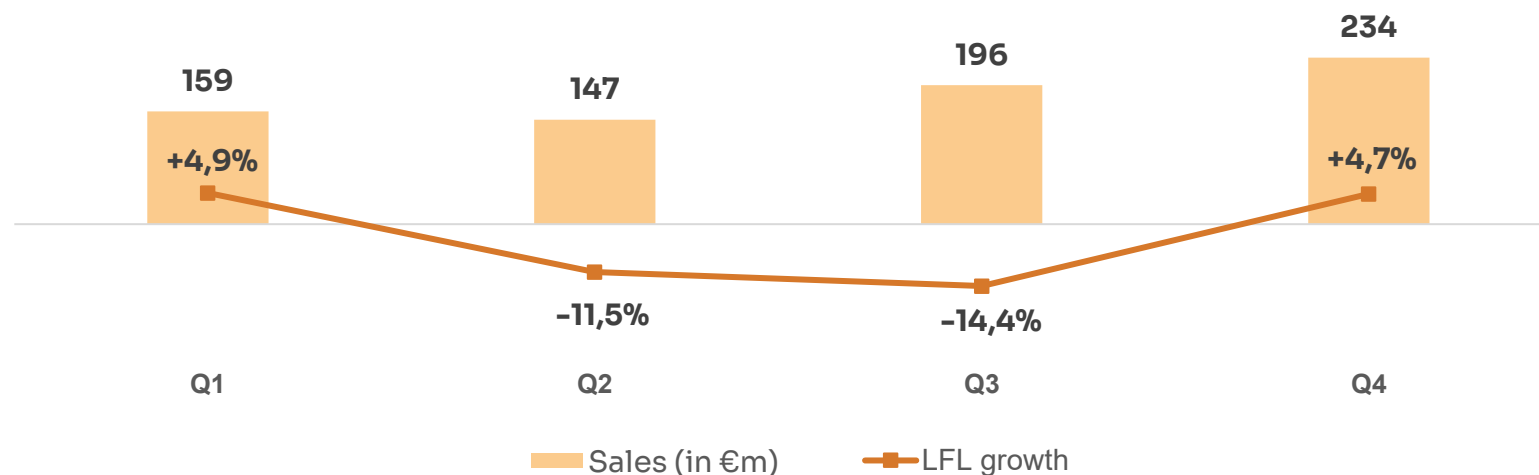
**EMEA****+2.0%***+2.8% excluding LP***ASIA****+2.7%****AMERICAS****-4.9%***of which North America
-4.5%***Consumer****PROFESSIONAL****-5.9%**

2025 Sales: North America

Q2/Q3: clients wait-and-see attitude linked to tariffs

Q4: gradual normalization of activity

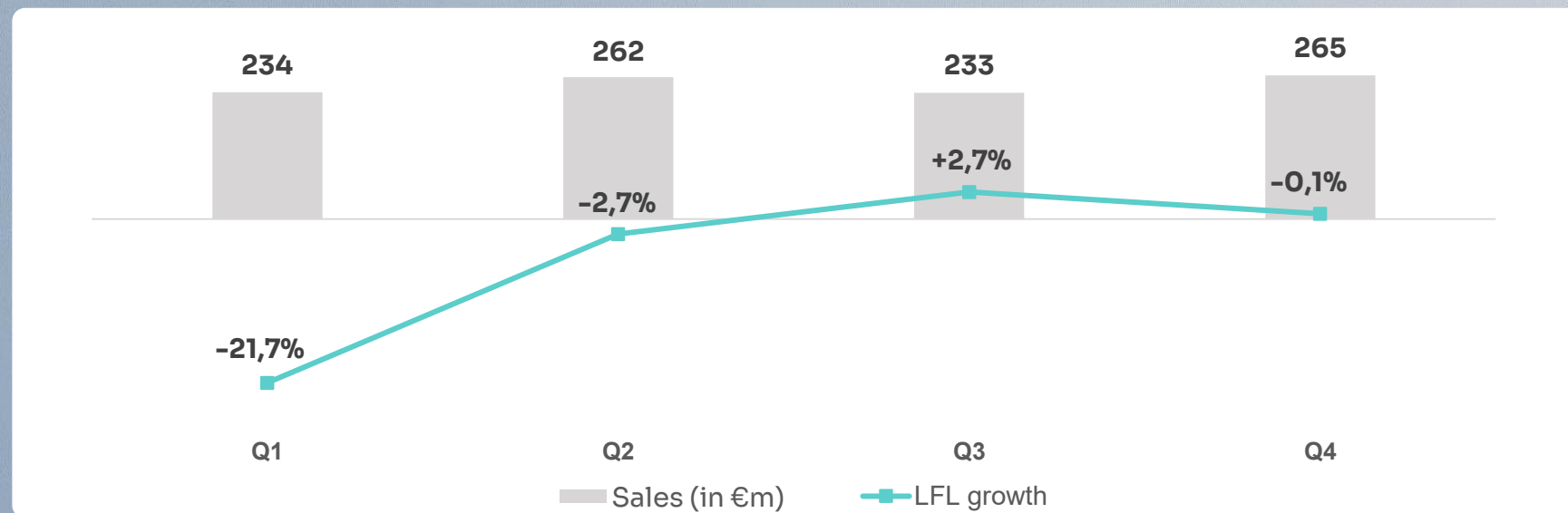
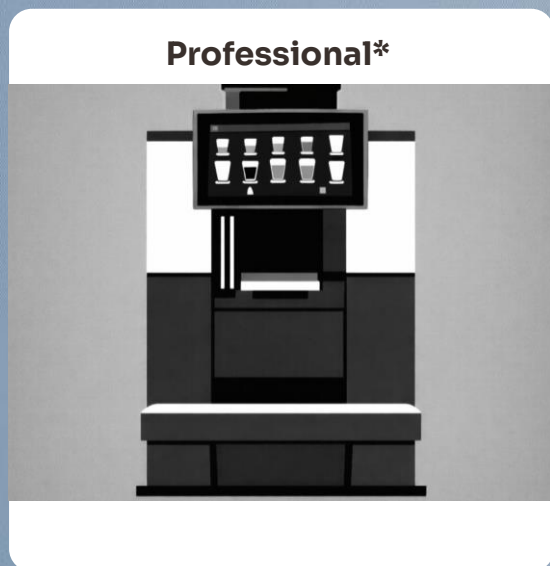
North America



2025 Sales: Professional

H1: particularly high comparison base

H2: stabilization of sales



Professional Stabilization in H2

FY 2025
€995m
+2.1%
-5.9% LFL



In H1, Professional coffee sales down due to a particularly high comparison base...

...stabilization of organic growth in H2 with:

- > Good momentum for machine deliveries in Germany and China, and strong growth in services
- > Double-digit growth in Eastern Europe and the Middle East
- > Tempered by clients wait-and-see attitude in the US

Integration of La Brigade de Buyer

- > Growth driven by high-end stainless steel and online sales

Professional Launch of the new Professional Coffee hub in China

R&D center, purchasing and production facility

Key milestone in the strategic development of Professional beverages

- > **Construction** completed in **2025**
- > Serial **production** since **early 2026**
- > Investment of approx. **€40m in the 1st phase**



Professional 1st models designed and manufactured in Shaoxing

WMF Elevation 10

50 cups a day



WMF Peak 50

80 cups a day



Significant expansion of our capabilities in the Small businesses & Offices segment

Consumer

Mixed performances, moderate sales growth

FY 2025

€7,175m

-1.6%

+1.1% LFL



By geography:

- > Moderate growth in EMEA: 11 markets with growth above 5%, underperformance in Germany
- > Return to annual growth in Asia, and particularly in China
- > Sales in Americas, but gradual normalization in North America at the end of the year

By product line:

- > Good momentum in cookware and kitchen utensils, floor care and linen care, supported by product innovation
- > Slight decrease in kitchen electrics

Online sales up by around 10% organically , supported in particular by Direct-to-Consumer

Consumer – EMEA

2025 sales:

€3,773m

+1.1%

+2.0% LFL

(+2.8% LFL excluding LP)

In €m	2025	% LFL
Western Europe	2,557	+1.0%
Other EMEA countries	1,216	+3.9%

Western Europe

- > **Sales up in almost all Western European markets** (of which France excl. LP)
- > Performance in **Germany below expectations**
- > **Momentum** still very positive in **cookware** and **success of innovations** in floor care, linen care and blending
- > **Less buoyant core categories** (grills, multicookers)
- > **Stability** of overall **market shares**

Other EMEA countries

- > Organic growth of about 10% in **Eastern Europe**
- > **Growth in Turkey** driven by **key categories** and **online sales**
- > Disturbances in **Africa** and the **Middle East** related to the **geopolitical environment**

Consumer – EMEA

Success of innovations

New categories

Washers

€100m in sales in year 1

Position #2 in year 1

Spot cleaners

€25m in sales in year 1

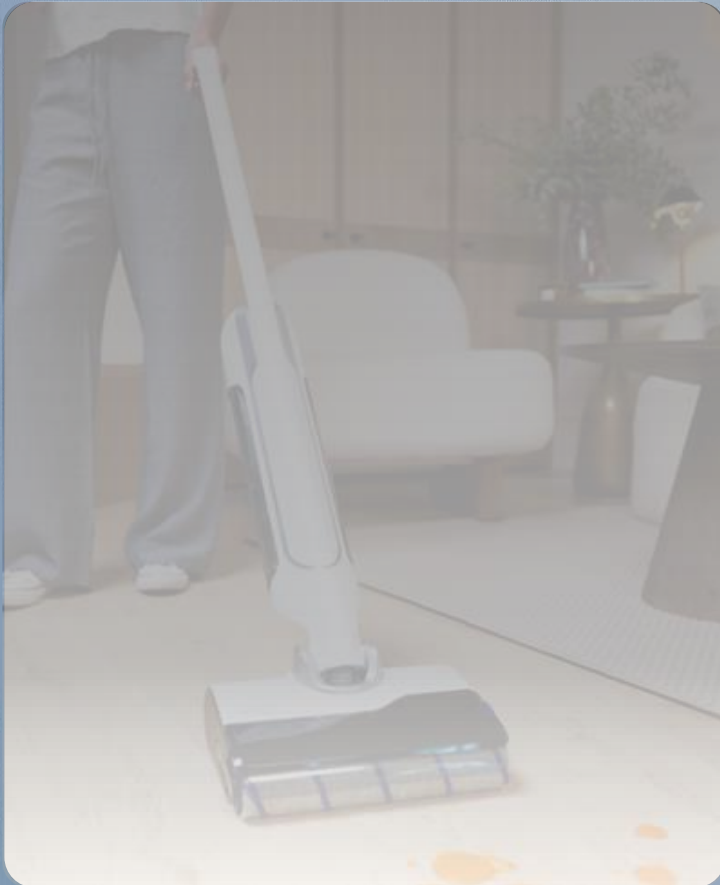
Position #2 in year 1

New uses

Consumer – EMEA

Success of innovations

New categories



New uses

Garment steamers

€90m in sales
Double-digit growth



Strengthened #1 position

Consumer – EMEA

Relaunch of a core category: multicookers

2012–2024

Success of the **Cookeo** series



5m products sold

Q4–2025

Relaunch of the category



Cookeo sell-out up 10% in Q4-25
vs -20% in 9M-25

Consumer – EMEA
Cookware: multi-material/coating leadership

Organic sales growth >10% in 2025

Leader in PTFE, ceramic and stainless steel

Consumer – Americas

2025 sales

€1,048m

-10.4%

-4.9% LFL

In €m	2025	% LFL
North America	736	-4.5%
South America	312	-5.9%

North America

- > Direct and indirect effects of changes **in US tariffs**, including retailers wait-and-see attitude
- > **Better** sell-in/sell-out **alignment in Q4**
- > **Consolidation of market share** in cookware and linen care
- > **Mexico**: volatile year but **acceleration in online sales**

South America

- > **Major impact** of the ***La Niña*** climate phenomenon, with fan sales in sharp contraction, particularly in **Brazil**
- > **Very positive performance in Colombia** across all categories (excluding fans)

Consumer – Americas

All-Clad: success of a local & premium brand in the US

- > **Sales growth: c. 10% / year** over the past 5 years
- > **Leader in premium cookware** in the US market
- > **Increase** in US local production by **more than 50%** over the past 3 years
- > **Complementary capacity investment plan in 2026–27**



Consumer – Americas

Double-digit organic growth in Colombia



Consumer – Asia

FY 2025

€2,353m

-1.5%

+2.7% LFL

In €m	2025	% LFL
Asia excluding China	472	+2.5%
China	1,881	+2.7%

Asia excluding China

- > Return to **growth in Japan** and **good momentum in South-East Asia**
- > **Weaker performance in Korea** in a challenging market environment
- > Overall **success** in cookware, more mixed growth in SDA

China

- > **Return to organic sales growth** in a broadly stable market in 2025
- > **Online and offline leadership** in cookware and kitchen electrics
- > **Successful launches:** rice cookers (stainless steel bowl), titanium woks, garment steamers
- > **Dynamism of the online segment**, particularly social commerce

Consumer – Asia

Supor: at the forefront of shifts in e-commerce



Social Commerce

Very rapid growth in China

- > **25% of Supor's online sales**, x3 since 2021
- > **Leadership in China**, including on **Douyin (TikTok)**, in kitchen electrics and cookware

Instant Retail

Development already initiated by Supor

- > Channel **growing strongly in 2025**
- > **Supor: #1 brand** in kitchen electrics and cookware

Development **outside China**:

- > Opening of **13 TikTok shops in 2025**

02.2

Results and financial structure



ORfA down in 2025

2025

Q4

Operating Result
from Activity (ORfA)

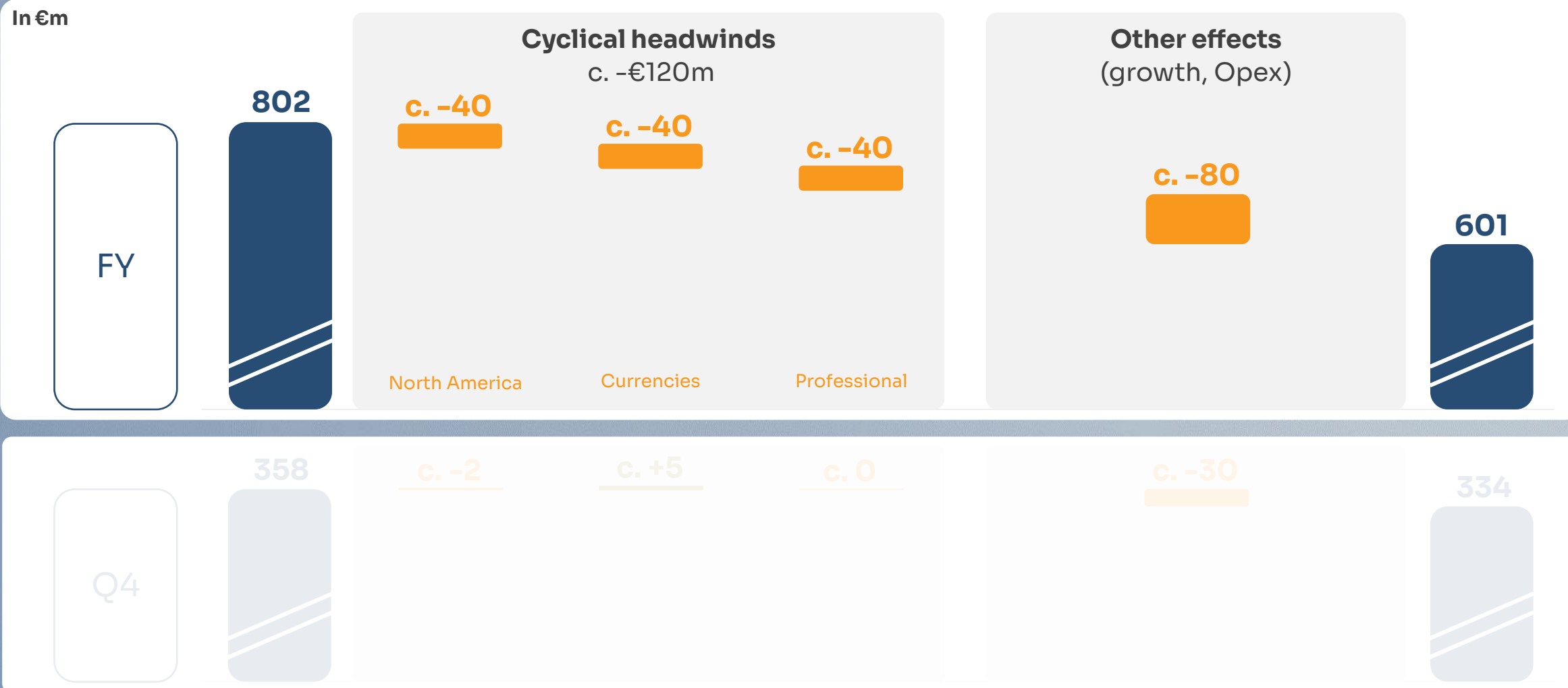
€601m**-25.0%** vs 2024**€334m****-6.7%** vs 2024

Operating margin

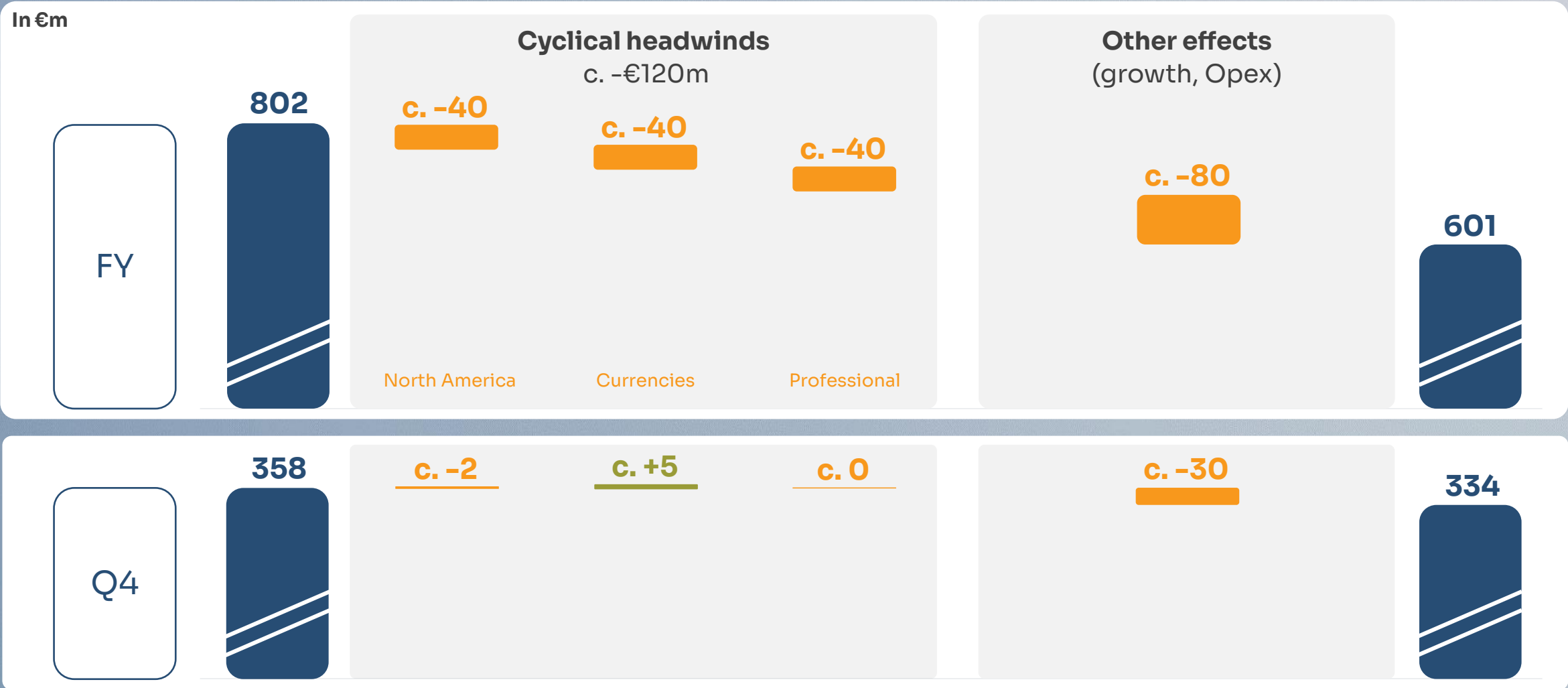
7.4%**-230 bps** vs 2024**13.3%****-80 bps** vs 2024

A combination of various factors over the year...

In €m

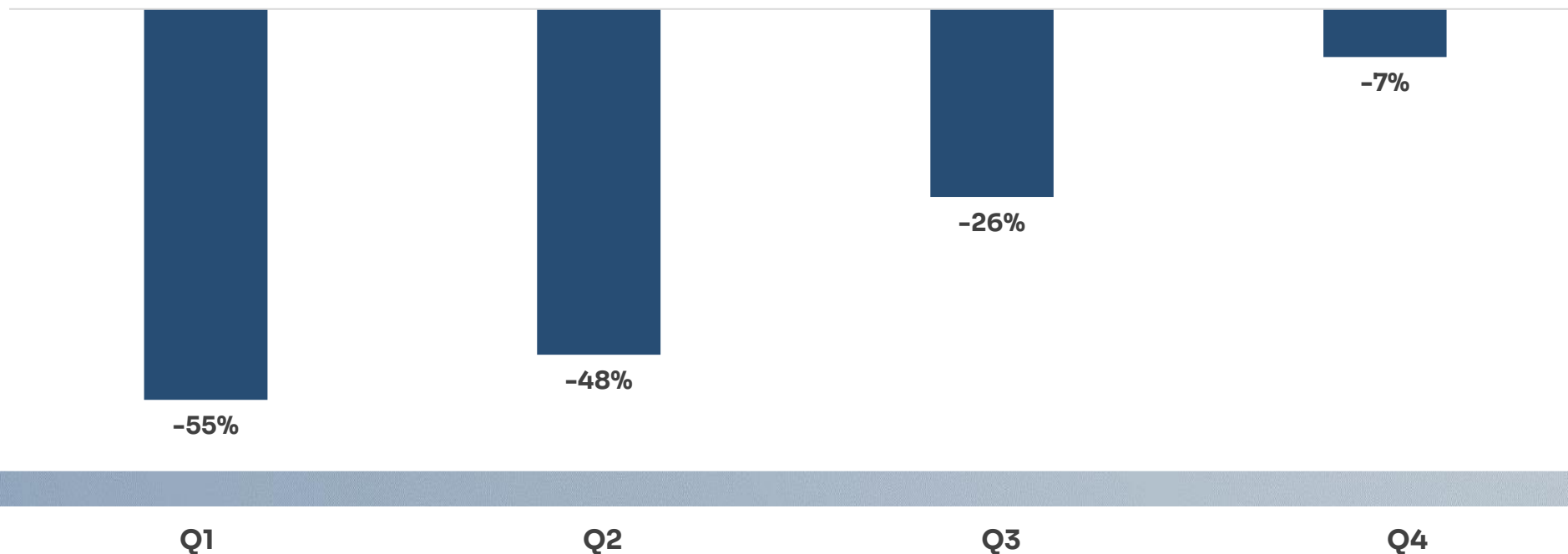


...with cyclical headwinds fading in Q4



Catch-up starting in H2

Annual variation in
ORfA per quarter in
2025



From ORfA to Net Profit

<i>(in € million)</i>	2024	2025
Revenue	8,266	8,169
ORfA	802	601
<i>Operating margin %</i>	<i>9.7%</i>	<i>7.4%</i>
Statutory and discretionary employee profit-sharing	(33)	(18)
Other operating income and expenses	(229)*	(81)**
Operating profit	540	502
<i>Margin %</i>	<i>6.5%</i>	<i>6.1%</i>
Profit attributable to owners of the parent	232	245
<i>As a % of sales</i>	<i>2.8%</i>	<i>3.0%</i>

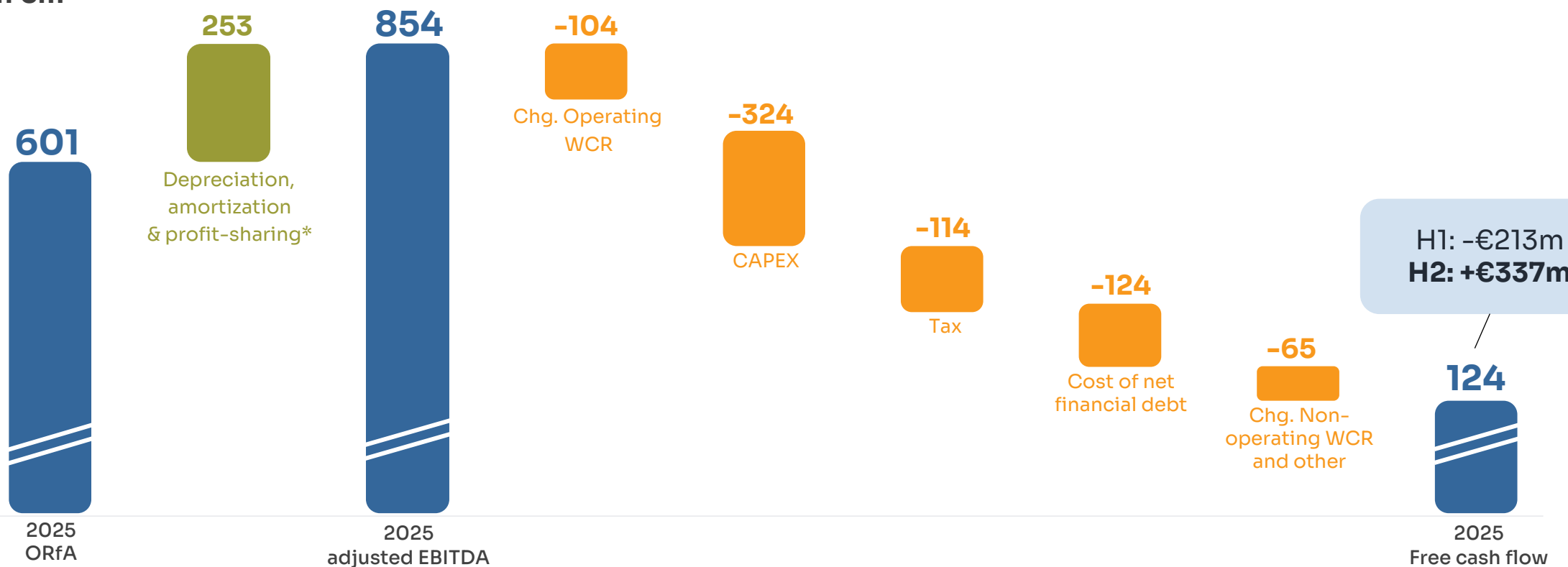
Net operating WCR as of 31 December 2025

	31/12/2024		31/12/2025	
	€ m	% sales	€ m	% sales
Inventories	1,646	19.9%	1,632	20.0%
Receivables	886	10.7%	938	11.5%
Payables	-1,144	-13.8%	-1,082	-13.2%
<i>Net operating WCR</i>	<i>1,388</i>	<i>16.8%</i>	<i>1,488</i>	<i>18.2%</i>

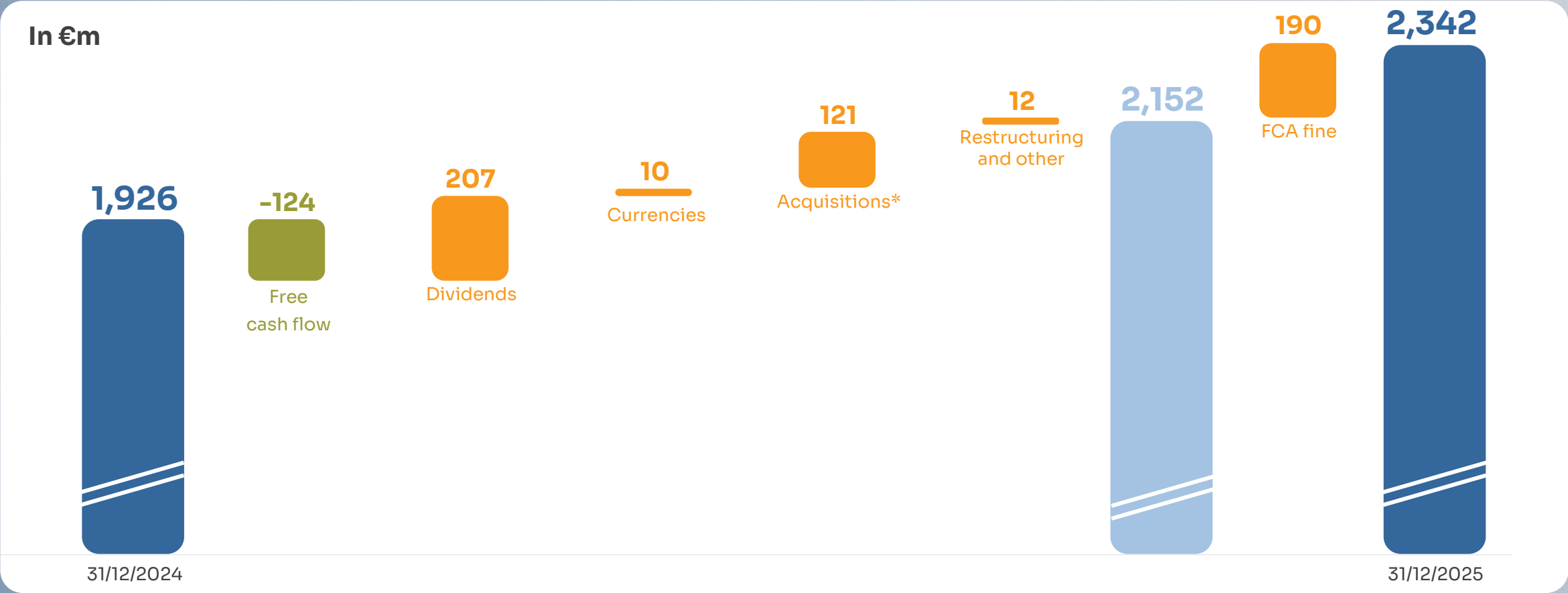
- > Inventories at end-December 2025 in line with 2024
- > Continuing impact of Red Sea disruptions (0.6 pt on WCR in 2025 as % of revenue)
- > Phasing effect on payables

Free cash flow generation

In €m

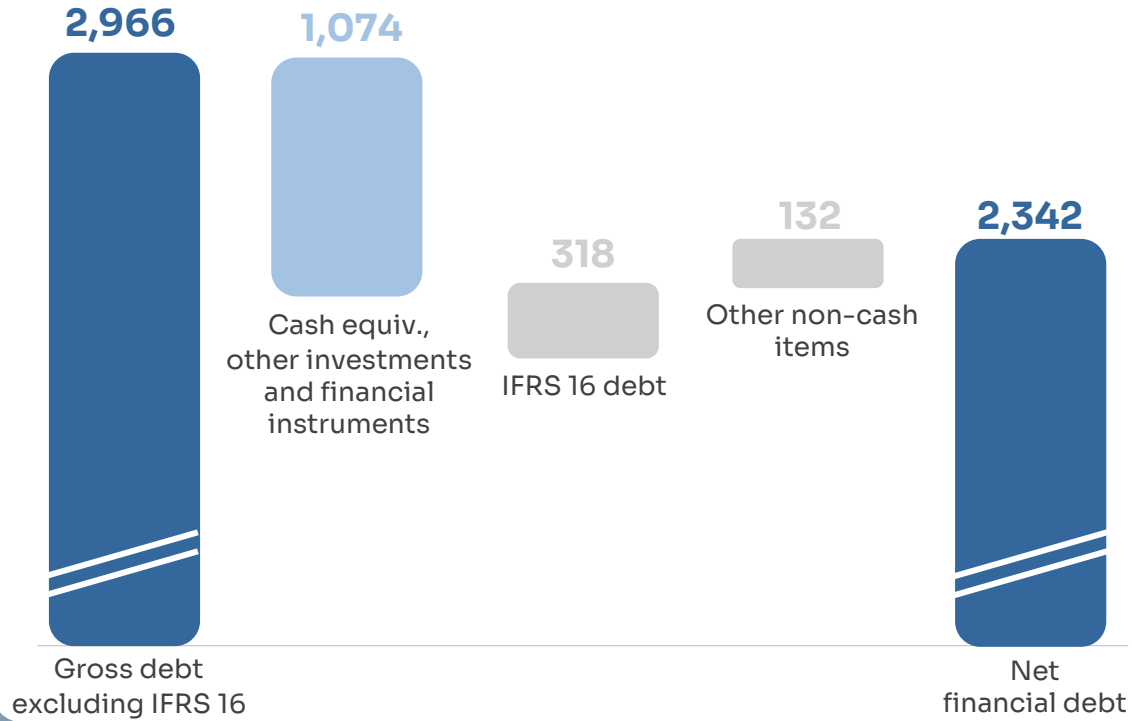


Change in net debt



Robust financial structure

In €m



- > **Financial leverage ratio at 2.7x**
(2.5x excluding FCA fine)
- > **Financial flexibility and extension of average debt maturity**
 - New €500m bond issue with a 5-year maturity in June
- > **No covenants** on financial debt
- > **Over €2.5bn in available liquidity**

02.3

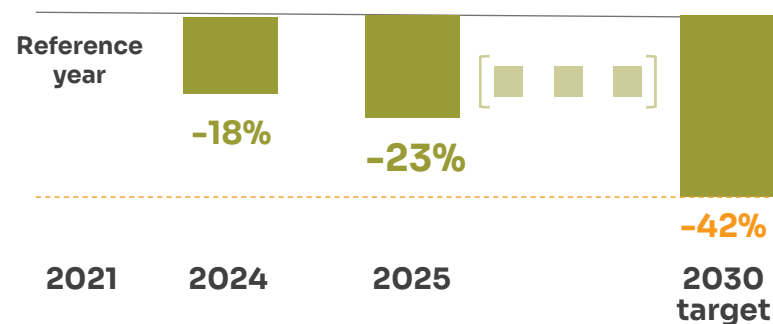
ESG



Operational progress in our plants

42% GHG reduction by 2030

Scopes 1 and 2 (CO2 eq.)

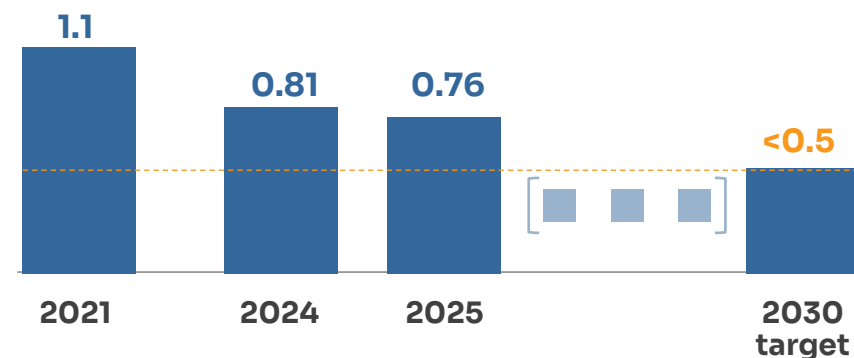


Eco-production

- > Deployment of **solar panels in China** in 2025 and 2026
- > Deployment of an **energy management** tool continued in 2025
- > Energy efficiency of industrial equipment (e.g. injection molding machines)

Occupational safety and health

(workplace accidents, LTIR)



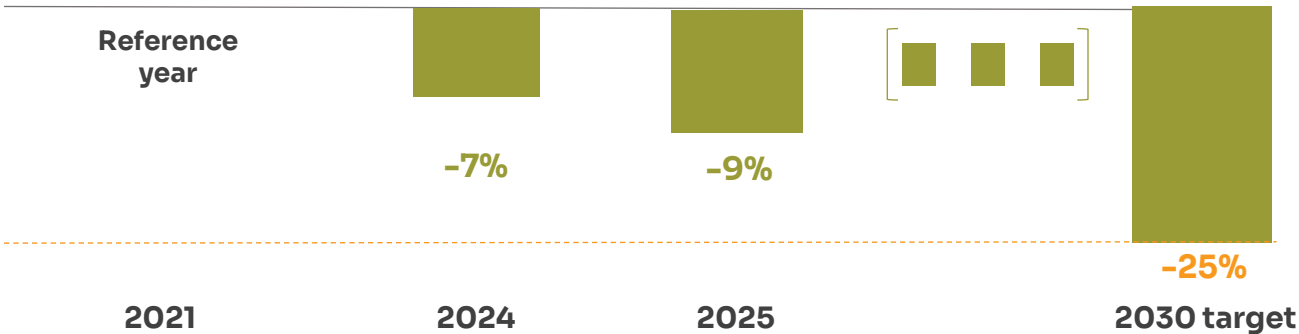
Prevention

- > “**Shared Vigilance**” global training program to sustainably reduce accidents
- > Gradual international roll-out: France, Germany (2024), Brazil, Colombia, US (2025)

Eco-design levers to support decarbonization



25% reduction in indirect GHG emissions by 2030 Scopes 3.1, 3.4 and 3.11 (CO2 eq.)










Recycled materials

- > **52% recycled materials** in our products **in 2025** (vs. 34% in 2021)
- > **Recycled aluminum***: 9% in 2021 → **51% in 2025** including major acceleration at **Supor**

Energy efficiency

- > Solutions from **product design** (technical solutions) to **usage** (energy saving solutions – eco mode)
- > Improvement of countries' emission factors

Recognized and improving ESG performance

International ESG standards		Extra-financial rating agencies				
						
Climate change A- (2025) Water A- (2025) NEW	82/100 Gold Top 5% (2025) vs 78/100 (2023)	51/100 (2025) vs 42/100 (2024)	Low risk / 18.3 (2025) vs Mid risk / 22.1 (2024)	A (2025) vs BBB (2024)	B- Prime (2024)	70/100 (2025) vs 66/100 (2024)

03

Rebound plan



Reminder – a mid-term ambition to serve a mission

“Make consumers’ everyday lives easier and more enjoyable and contribute to better living all around the world”

Consumer

**STRENGTHEN OUR
GLOBAL LEADERSHIP**

Professional

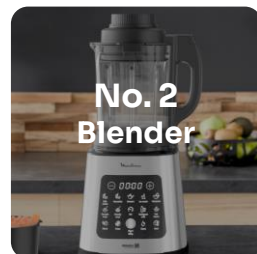
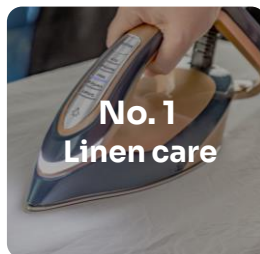
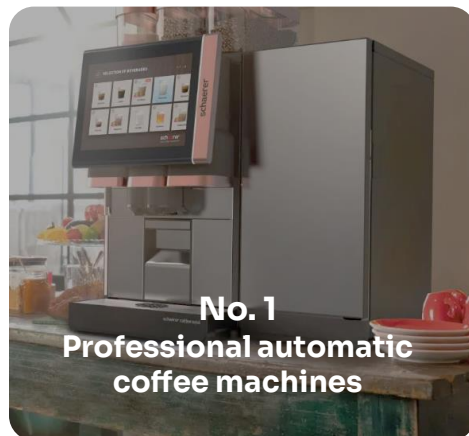
**BECOME A
REFERENCE PLAYER**

Our key success factors

World-leading positions

75%

of 2025 sales in markets where the Group is a leader*



Strong brands

80% of Consumer sales in 2025

Tefal

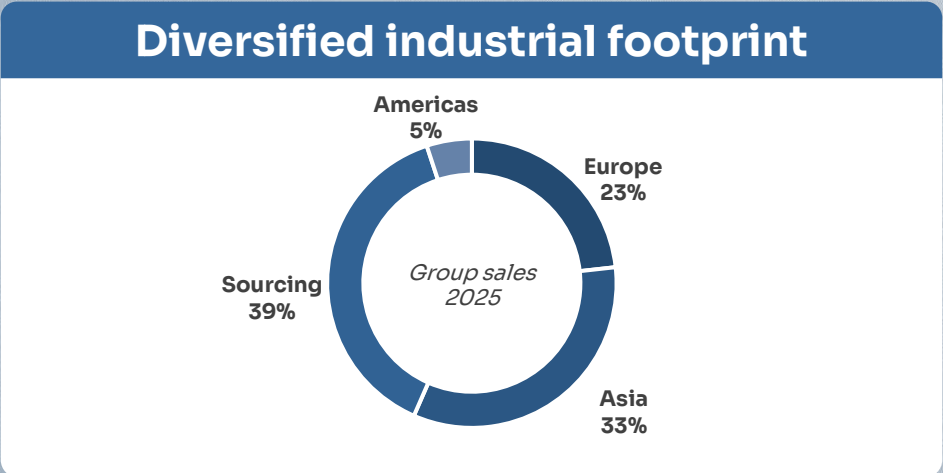
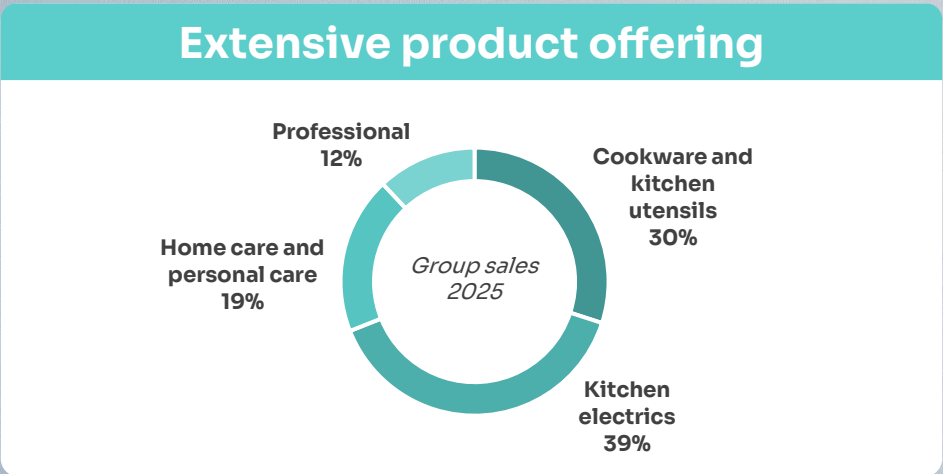
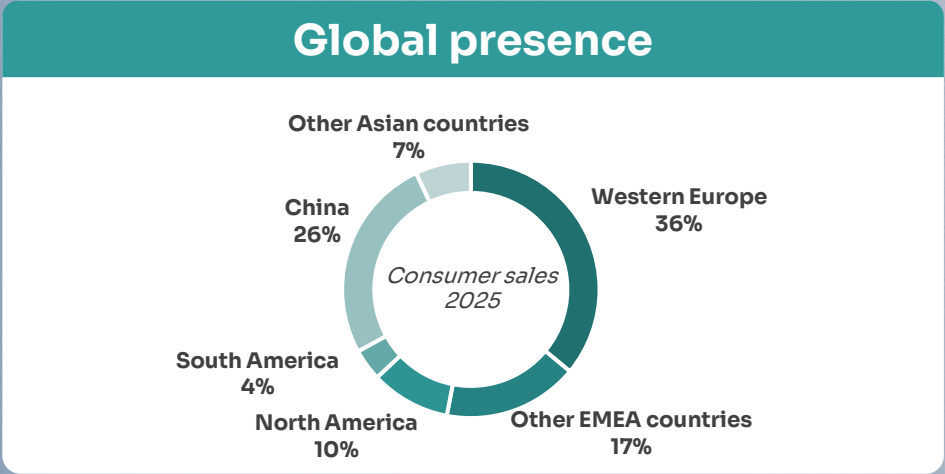
SUPOR

Moulinex

Rowenta

WMF

Our key success factors



Acceleration in the transformation of our environment

Acceleration of innovation

Launch cadence
Product virality
Product-centric to Consumer Experience
Social First

Transforming brand-consumer relationships

Social media
Influencers, user-generated content
Ratings & reviews
Real-time data

Shift in the Go-to-Market

E-commerce
DTC
Social Commerce
Omni-channel

Rising importance of sustainability

Repairability and product lifespan
Energy efficiency
Refurbishment, second life

An imperative of speed, marketing practices and resources invested

Rebound plan

Return to our profitable growth trajectory

Reinventing our growth model

Act as a leader in innovation by developing new product segments

Systematize our new marketing and e-commerce practices

Accelerate in the most promising segments

Restoring our profitability

Simplify our organization and operating methods

Increase our purchasing and industrial efficiency

Reduce our overheads

Strengthening our stakeholder engagement

Nourish connection and involvement of our consumers

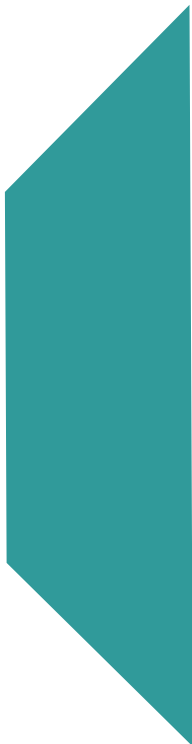
Develop meaningful innovations and inspiring brands

Our employees at the center of this transformation

Rebound plan

Product Development & Innovation

Faster launches & more impactful innovations

- 
- Accelerate innovation in high-potential areas
 - New categories; new uses; new consumers (Gen Z)
 - Product co-development: consumers, partners
 - Professional: Shaoxing hub ramp-up

Key KPI examples

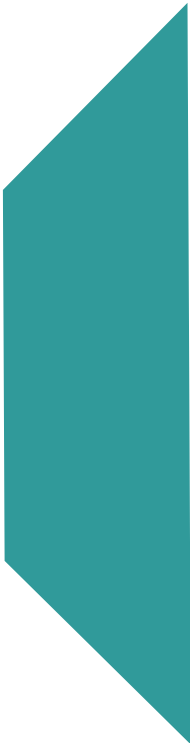
- **Accelerating innovation: -1/3 development time**
- **80% of key innovations > 4.5 ★**

Rebound plan

Digital Marketing & E-commerce

Systematize new digital marketing practices

Accelerate online sales

- 
- Focus efforts on social media and influencers
 - Accelerate the production of targeted content through AI
 - Guide digital marketing investments using data
 - Increased allocation of resources to online sales, including DTC

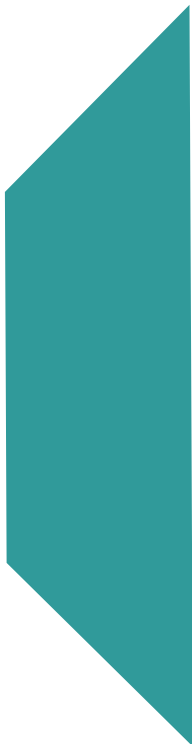
Key KPI examples

- **Social media: investments x3 (by 2027–28)**
- **Influencer videos: views x3 (by 2027–28)**
- **Active consumer base x2**

Rebound plan

Group-wide levers: AI, data and simplification

**Reduce complexity to
gain operational agility**

- 
- Focus on data and generalize use of AI
 - Simplify product ranges
 - Simplify organization and processes
 - Reduce indirect purchases: massifying and harmonizing needs

Key KPI examples

- **Reduce SKUs by 25% to 30%**
- **c. 5 to 6% reduction in addressed indirect purchases**

Rebound plan

€200m in recurring annual savings by 2027

c. €200m

Organizations

Indirect
purchases

Annual recurring savings
targeted

- > Target of **€200m in recurring annual savings**, at run-rate by end of 2027
- > **3 cost-saving areas:**
 - indirect purchases
 - industrial efficiency
 - overheads
- > Impacting up to **2,100 positions** worldwide, of which 1,400 in Europe including potentially 500 in France on a voluntary basis
- > P&L provisions mainly in **2026**, **disbursements** mostly in **2027**
- > **One-time plan cost:** 1x to 1.25x the recurring annual savings

04

Conclusion



Conclusion

Priorities and outlook

ORfA growth in 2026, together with a more normative free cash flow generation

Lower financial leverage in 2026, with the objective of returning to **the Group's standard of around 2x** (excluding acquisitions) **by 2027**

Medium term ambition confirmed and supported by our strategic model and Rebound plan implementation

Return to our **historical trajectory**, targeting **5% annual organic sales growth** and an **operating margin of 10%**, then progressing toward 11%

Questions / Answers

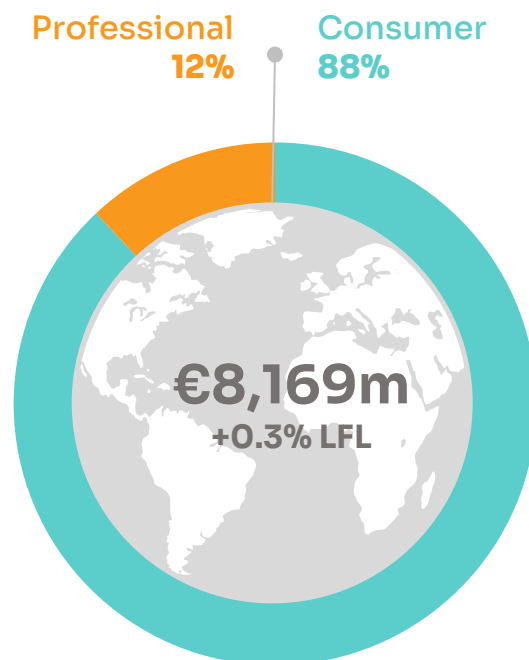
05

Appendices

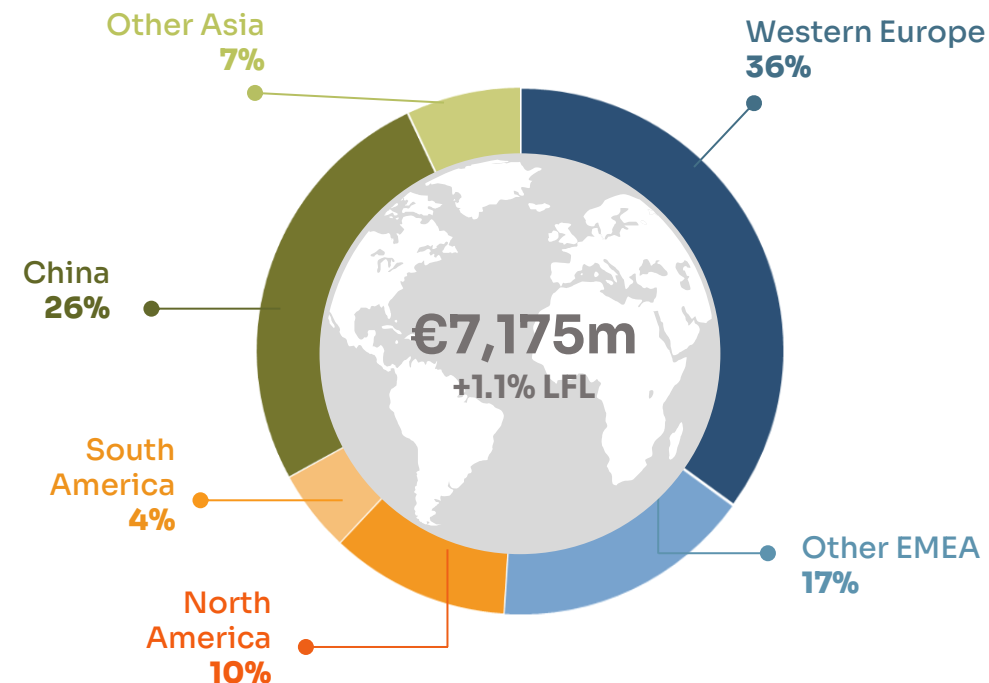


Total 2025 sales by region and business

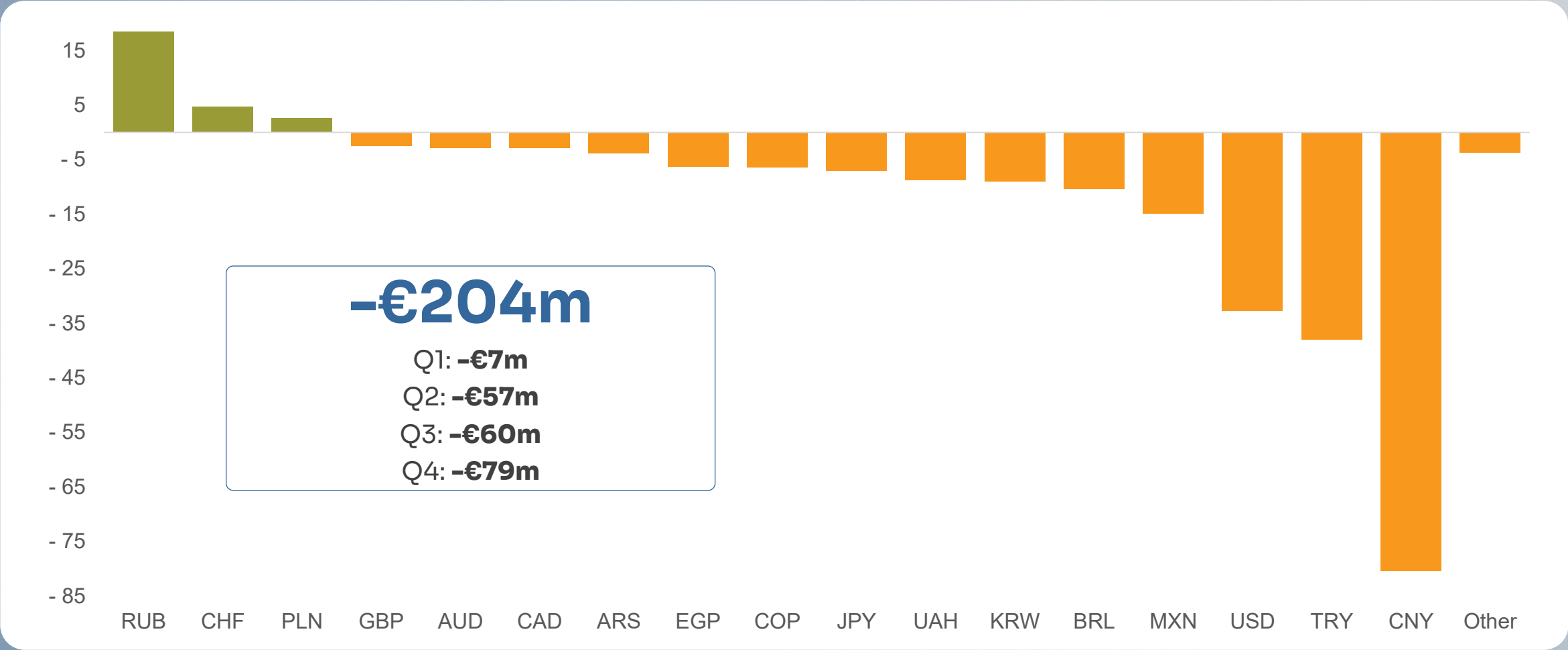
Group sales



Consumer sales

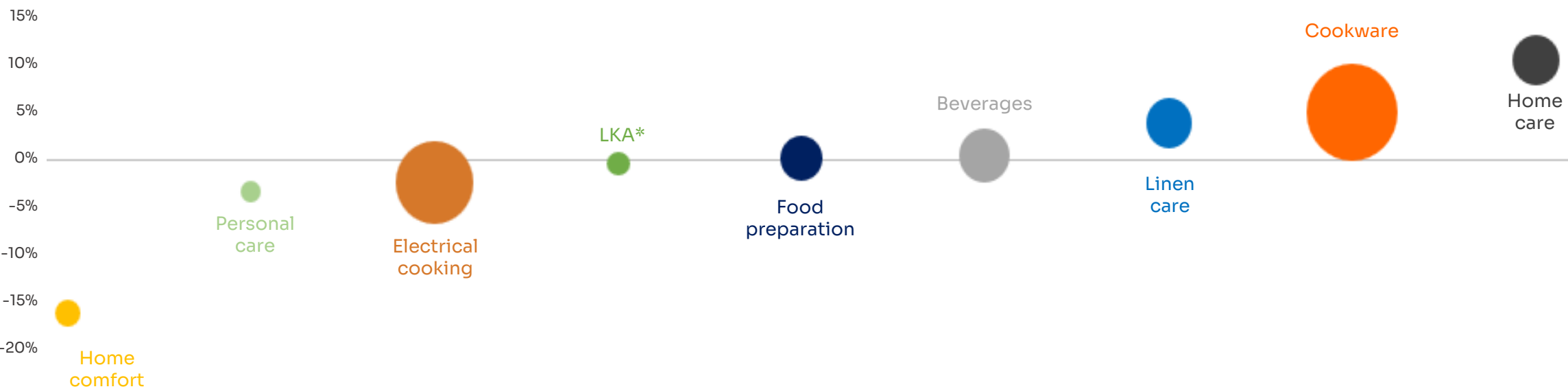


Overall appreciation of the euro in 2025



Performance by product line

Consumer product ranges
2025 sales vs 2024, LFL



*Large Kitchen Appliances

2025 sales by region

In €m	2024	2025	As reported	2025 LFL	Q4 25 vs 24 LFL
EMEA	3,733	3,773	+1.1%	+2.0%	+1.2%
Western Europe	2,531	2,557	+1.0%	+1.0%	-1.6%
Other countries	1,202	1,216	+1.1%	+3.9%	+7.8%
AMERICAS	1,170	1,048	-10.4%	-4.9%	+1.2%
North America	815	736	-9.7%	-4.5%	+4.7%
South America	354	312	-11.9%	-5.9%	-7.8%
ASIA	2,388	2,353	-1.5%	+2.7%	+0.4%
China	1,906	1,881	-1.3%	+2.7%	+1.0%
Other Asian countries	483	472	-2.1%	+2.5%	-1.8%
TOTAL Consumer	7,291	7,175	-1.6%	+1.1%	+1.0%
Professional	975	995	+2.1%	-5.9%	-0.1%
Groupe SEB	8,266	8,169	-1.2%	+0.3%	+0.9%

Quarterly sales 2025

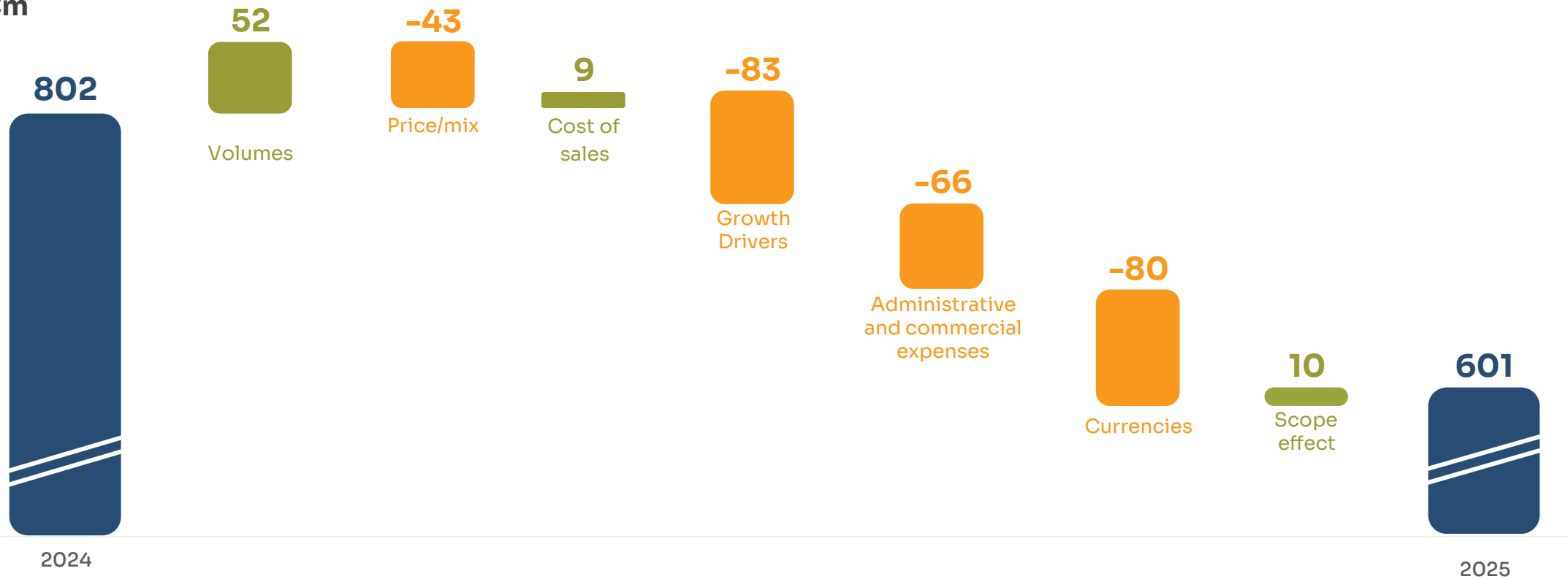
In €m	Q1	Q2	H1	Q3	9 M	Q4	Q4 2025 LFL	2025	FY 2025 LFL
EMEA	786	794	1,592	886	2,478	1,295	+1.2%	3,733	+2.0%
Western Europe	515	550	1,066	606	1,672	885	-1.6%	2,557	+1.0%
Other countries	282	244	526	280	807	409	+7.8%	1,216	+3.9%
AMERICAS	235	219	455	275	730	318	+1.2%	1,048	-4.9%
North America	159	147	306	196	502	234	+4.7%	736	-4.5%
South America	76	72	149	80	228	84	-7.8%	312	-5.9%
ASIA	639	566	1,205	521	1,726	627	+0.4%	2,353	+2.7%
China	525	451	976	412	1,388	492	+1.0%	1,881	+2.7%
Other countries	114	115	229	109	338	135	-1.8%	472	+2.5%
TOTAL Consumer	1,672	1,580	3,251	1,683	4,934	2,240	+1.0%	7,175	+1.1%
Professional	234	262	496	233	730	265	-0.1%	995	-5.9%
Groupe SEB	1,906	1,842	3,748	1,916	5,664	2,506	+0.9%	8,169	+0.3%

2025 quarterly change in sales, LFL

In €m	Q1 2025 LFL	Q2 2025 LFL	H1 2025 LFL	Q3 2025 LFL	9 months 2025 LFL	Q4 2025 LFL	FY 2025 LFL
EMEA	+2.5%	+4.4%	+3.5%	+0.4%	+2.4%	+1.2%	+2.0%
Western Europe	+0.0%	+6.8%	+3.4%	+1.0%	+2.5%	-1.6%	+1.0%
Other countries	+7.2%	-0.3%	+3.6%	+0.7%	+2.1%	+7.8%	+3.9%
AMERICAS	+0.1%	-10.5%	-5.5%	+10.3%	-7.3%	+1.2%	-4.9%
North America	+4.9%	-11.5%	-3.9%	+14.4%	-8.3%	+4.7%	-4.5%
South America	-8.3%	-8.4%	-8.3%	+1.5%	-5.2%	-7.8%	-5.9%
ASIA	+4.2%	+3.6%	+3.9%	+3.0%	+3.6%	+0.4%	+2.7%
China	+3.5%	+3.2%	+3.4%	+3.5%	+3.4%	+1.0%	+2.7%
Other countries	+7.7%	+4.9%	+6.3%	+1.0%	+4.4%	-1.8%	+2.5%
TOTAL Consumer	+2.8%	+1.6%	+2.2%	-0.8%	+1.2%	+1.0%	+1.1%
Professional	-21.7%	+3.5%	-9.6%	-4.1%	-7.9%	-0.1%	-5.9%
Groupe SEB	-0.6%	+1.9%	+0.6%	-1.2%	+0.0%	+0.9%	+0.3%

ORfA bridge in 2025

In €m



Detailed income statement

(in € million)	2024	2025
Revenue	8,266	8,169
Operating expenses	(7,464)	(7,568)
ORfA	802	601
Statutory and discretionary employee profit-sharing	(33)	(18)
Other operating income and expenses	(229)	(81)
Operating profit	540	502
Net financial expenses	(120)	(132)
Profit before tax	420	370
Income tax expense	(138)	(87)
Non-controlling interests	(51)	(38)
Profit attributable to owners of the parent	232	245

Simplified balance sheet

(in € million)	2024	2025
Tangible fixed assets	4,875	4,875
Operating working capital requirement	1,388	1,488
Total assets to be financed	6,264	6,363
Shareholders' equity	3,540	3,477
Long-term provisions	492	281
Other current assets and liabilities	305	263
Net financial debt	1,926	2,342
Total financing	6,264	6,363

Simplified cash flow statement

(in € million)	31/12/2024	31/12/2025
NET PROFIT ATTRIBUTABLE TO SEB S.A.	232.0	244.6
Depreciation and amortization expense	467.6	275.6
Non-controlling interests	50.7	38.1
Variation in WCR items	(233.6)	(104.2)
Other operating items	15.8	(249.7)
Net cash from operating activities	532.5	204.4
Net capital expenditure (including financial investments)	(268.1)	(230.1)
Scope effect	(93.0)	(65.4)
Net cash used by investing activities	(361.1)	(295.5)
Change in financial debt	(325.1)	312.6
Transactions between owners and changes in treasury stock	(73.3)	1.6
Dividends paid	(193.9)	(206.7)
Net cash used by financing activities	(592.3)	107.5
Currency translation adjustment	5.8	(34.4)
Net increase (decrease) in cash and cash equivalents	(415.1)	(18.0)

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 for 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

Key dates – 2026

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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