



Sales and Financial data

Nine-month 2026

Ecully, 22 October 2026



Webcast in English by clicking on this [link](#) or on groupeseb.com

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 in percentage, may present some differences with the aggregates or subtotals reported.

01 9M 2026 key highlights

02 Rebound plan & 2026 outlook

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01

9M 2026 key highlights



Key figures at end-September 2026

9-month sales

€5,707m

+0.8% as reported

+1.1% LFL vs. 2025

Q3 sales

€1,964m

+2.5% as reported

-0.1% LFL vs. 2025

9-month ORfA

€333m

+24.5% vs. 2025

Q3 ORfA

€161m

+8.7% vs. 2025

ORfA growth – Rebound plan execution in line with expectations

2026 outlook confirmed and refined

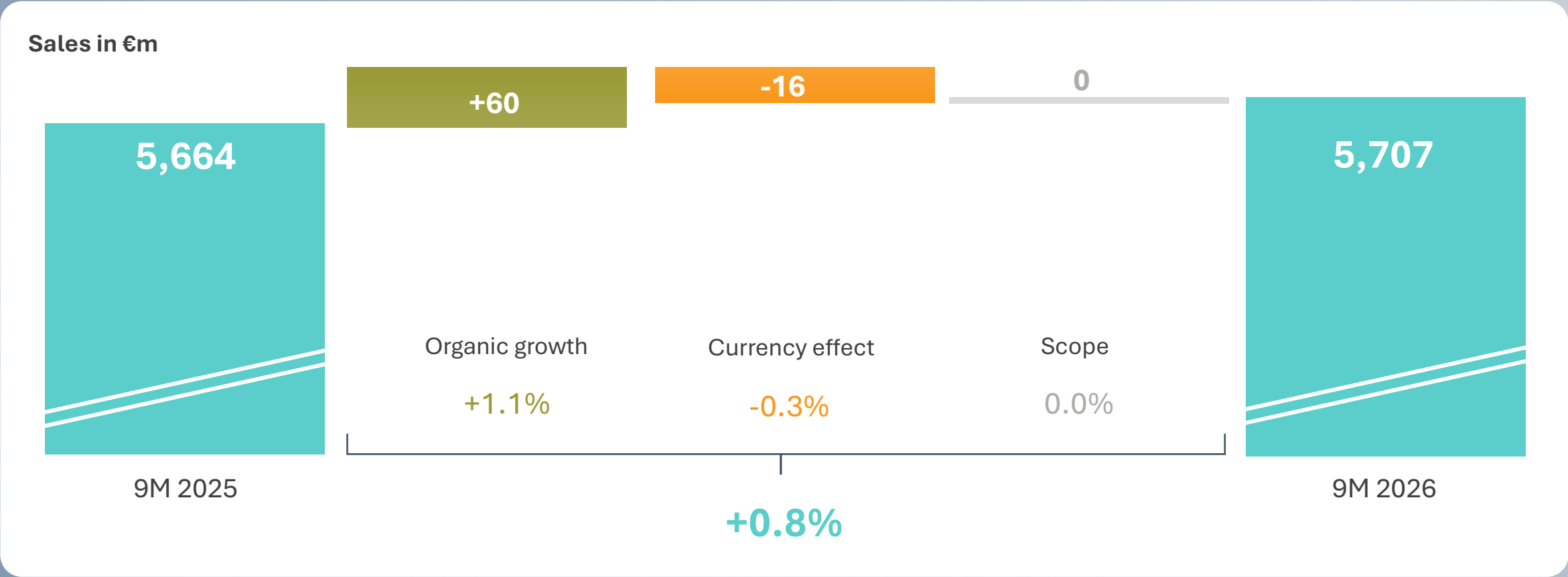


- > Economic and geopolitical environment still subdued
- > Small Domestic Equipment markets remain resilient; retailers cautious on inventories
- > Sales stable LFL in Q3 and slightly up over 9 months
- > ORfA +9% in Q3 and +25% over 9 months, driven by our internal levers
- > Rebound plan: execution in line with expectations and the announced timeline, effects on costs already visible (€35m over 9 months)
- > **2026 outlook confirmed and refined:**
 - Full-year ORfA growth between 5% and 10%
 - return to more normative free cash flow generation
 - lower financial leverage, with a target of around 2x by 2027

01.1

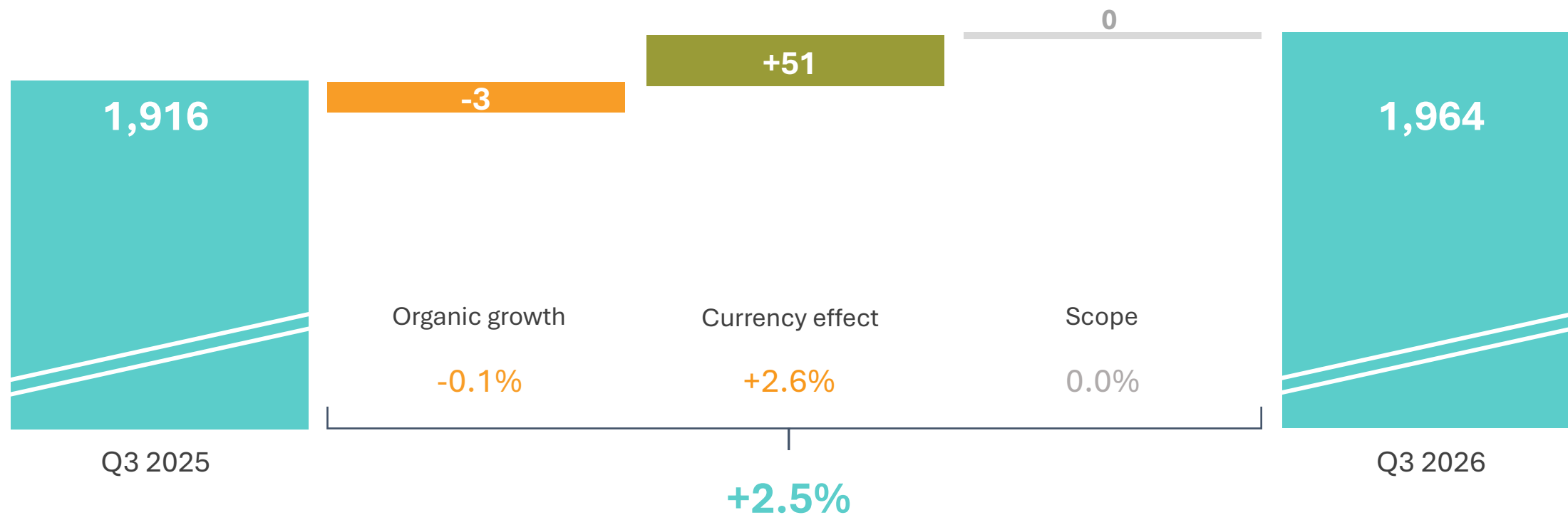
Sales

Change in 9-month sales



Change in Q3 sales

Sales in €m



Sales by business

9-MONTH SALES **€5,707m**
+0.8% as reported +1.1% LFL

PROFESSIONAL

9M 2026

€691m

-4.8% LFL

Q3 2026

€215m

-9.1% LFL



CONSUMER

9M 2026

€5,017m

+1.9% LFL

Q3 2026

€1,749m

+1.1% LFL



Professional

Large deals down, continued strategic progress

9M 2026

€691m**-4.8% LFL**

Q3 2026

€215m**-9.1% LFL**

Core business and services still solid

- > Core business holding up well
- > Services growing (c. 35% of sales), driven in Q3 by the US and the UK

Low level of machine sales to large customers

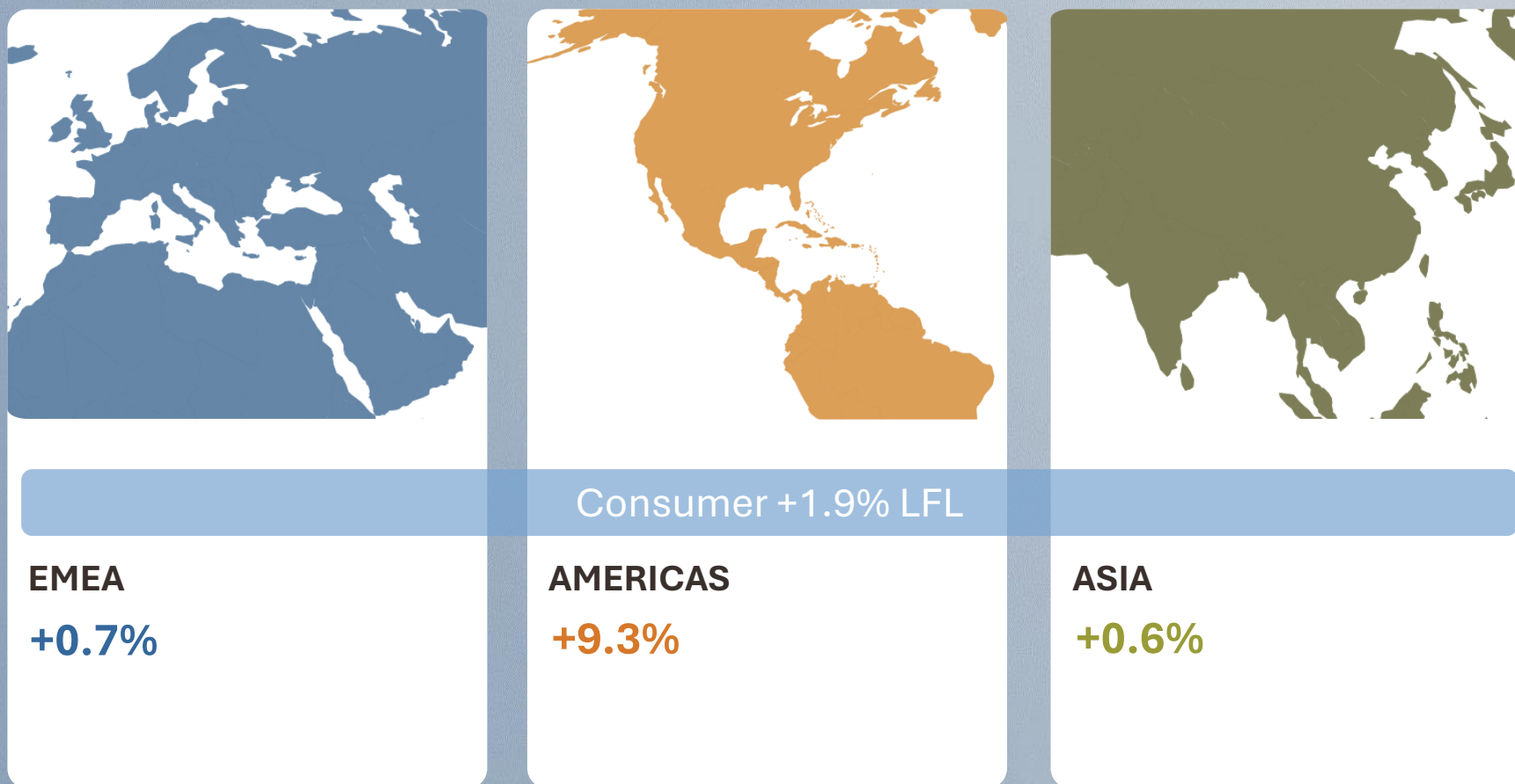
- > Sharply lower contribution from large deals, particularly in the US
- > Still-pronounced slowdown in the Middle East

Strategic progress and growth drivers

- > Ramp-up of the Shaoxing Hub; new models sold in more than 30 countries, distribution networks being set up in Europe and Asia

Consumer

1.9% organic growth over 9 months, driven by the Americas



Consumer - Multiple innovations rolled out across our markets

Home care



Floor washers
X-Clean



Garment steamers
Aerosteam



Spot cleaners
Clean-It

Consumer - Multiple innovations rolled out across our markets

Kitchen electrics



Bean-to-cup coffee machine
Coffee Crush



Rice cooker
POP

Cookware



Ingenio & Fusioncore

Consumer - EMEA

9M 2026

€2,460m

-0.7%

+0.7% LFL

	Q3 2025	Q3 2026	% LFL
Western Europe	606	598	-1.5%
Other EMEA countries	280	273	0.0%

Western Europe: mixed performance

- > Good momentum in online DTC sales, latest launches very well received (*Coffee Crush, Eversharp, Aerosteam Elite*)
- > Lower inventory levels at retailers
- > Market share strengthened in France driven by innovations and loyalty programs
- > Sales down in Germany: profitability recovery continuing, in a persistently difficult offline environment

Other EMEA countries: stable organic sales

- > Major logistics disruptions in the Middle East*
- > Strong growth in Turkey and Egypt, driven in particular by online
- > Diverging trends in the rest of the region

Consumer - Americas

9M 2026

€817m

+11.9%

+9.3% LFL

	Q3 2025	Q3 2026	% LFL
North America	196	223	+10.6%
South America	80	104	+11.3%

North America: another quarter of double-digit growth

- > Still favorable comparison base in Q3
- > Further market share gains in the US in cookware and linen care; launch of *Aerosteam*
- > Mexico: core categories resilient in a competitive market; successful launch of *Coffee Crush*

South America: strong sales growth

- > Sharp increase in fan sales
- > Another quarter of double-digit growth in Colombia: market share gains, good launch momentum (floor washers, *Coffee Crush*)
- > Sales up in Brazil, in a still-complex environment for physical retail

Consumer - Asia

9M 2026

€1,740m

+0.8%

+0.6% LFL

	Q3 2025	Q3 2026	% LFL
China	412	446	+0.2%
Other Asian countries	109	105	-2.7%

China: stable sales in a still-subdued market

- > Continued focus on balancing sales, market share and profitability
- > Market share gains in a highly promotional market
- > Social commerce leadership confirmed: no. 1 in culinary on Douyin (TikTok)
- > Strong contribution from innovations: *Titanium* woks, *Hot Wind* rice cookers, *Aero Steamer* garment steamers

Other Asian countries: mixed trends

- > Continued growth in Japan, thanks to DTC and innovations (cookware and *Coffee Crush*)
- > Return to growth in Q3 in South Korea, driven by online and product launches (*Coffee Crush*, *Eversharp*, *POP* rice cooker)
- > Australia and Southeast Asia down, despite good momentum in DTC

01.2

ORfA



Continued improvement in ORfA

	9M 2026	Q3 2026
Operating Result from Activity	€333m +24.5% vs. 2025	€161m +8.7% vs. 2025
ORfA margin	5.8% +110 bps vs. 2025	8.2% +50 bps vs. 2025

- > **ORfA up again in Q3: +9%...**
- > ... despite stable sales and a more inflationary environment...
- > ... driven by:
 - improved gross margin (higher volumes and positive impact from short currencies)
 - continued strong discipline on operating costs and benefits of the Rebound plan (+€15m in Q3)
 - a minor impact from US tariff refunds

02

Rebound plan & 2026 outlook



Rebound plan

Roll-out in line with expectations



2026 outlook confirmed and refined

Deteriorated macroeconomic and geopolitical environment

Uncertain consumption prospects

Increased inflationary pressures on costs

Resilience of Small Domestic Equipment markets

Innovation pipeline momentum

Targeted pricing actions

Strict COGS and OPEX management, and Rebound plan impact

High comparison base for ORfA in Q4 2025

2026 outlook refined

- > **full-year ORfA growth between 5% and 10%**
vs. “full-year ORfA growth”
- > **Return to a more normative free cash flow generation**, continuing H1 trend
- > **Lower financial leverage**, with the objective of returning to the Group’s standard of around 2x (excluding acquisitions) by 2027

03

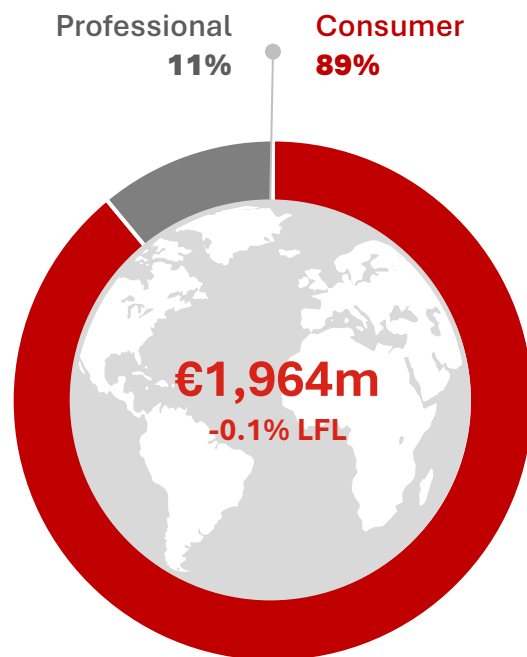
Appendix



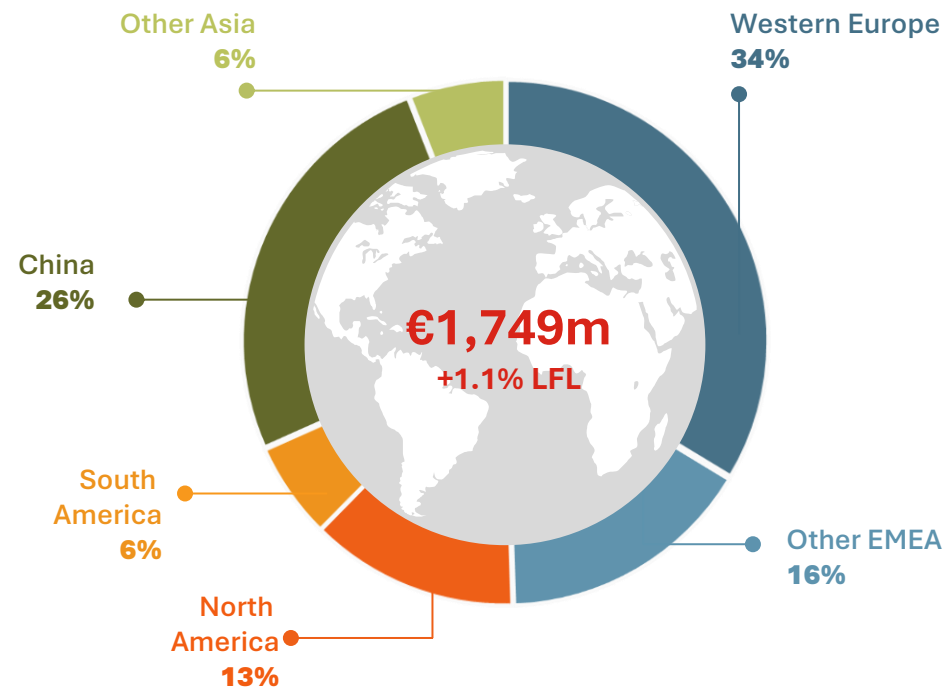
Total sales by region and business

3rd quarter

Group sales



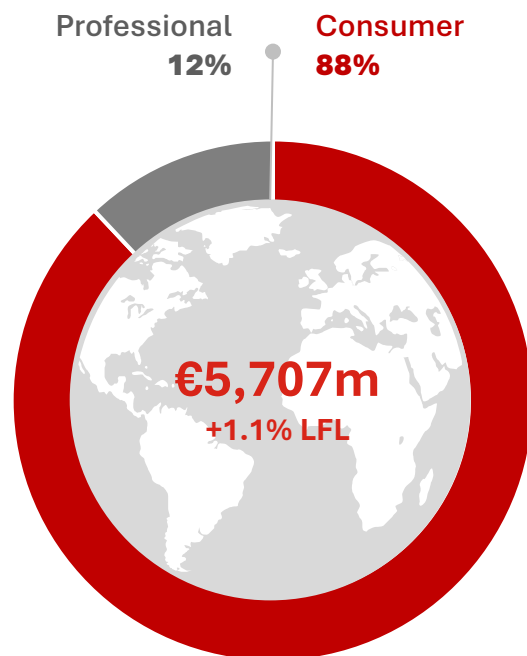
Consumer sales



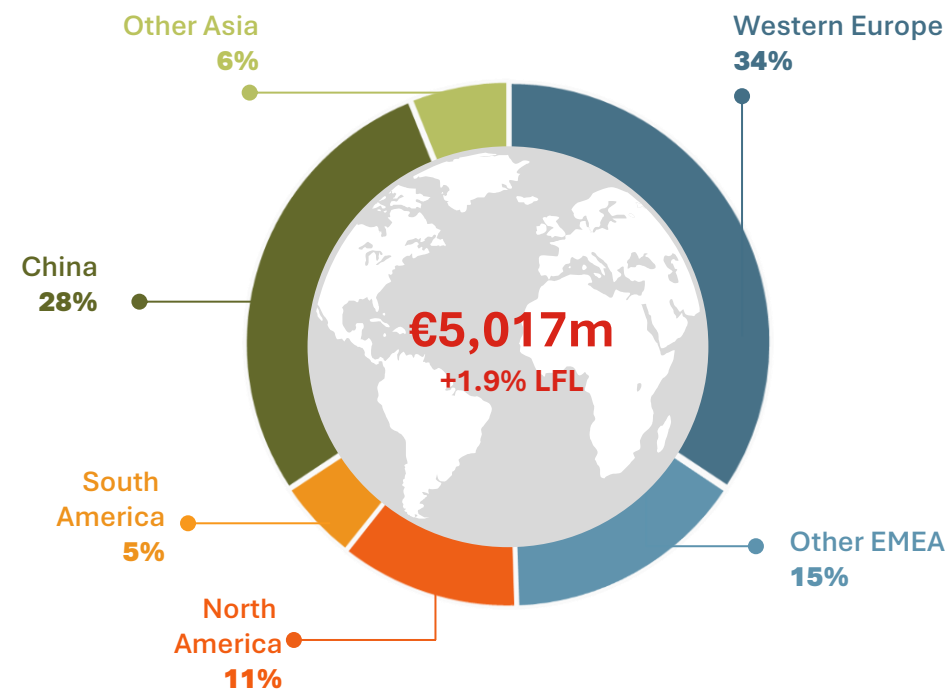
Total sales by region and business

9M 2026

Group sales



Consumer sales



Q1 sales by region

In €m	Q1 2025	Q1 2026	As reported	Q1 2026 LFL
EMEA	798	800	+0.3%	+2.5%
Western Europe	515	540	+4.7%	+4.8%
Other EMEA countries	282	261	-7.7%	-1.8%
AMERICAS	235	240	+2.2%	+6.7%
North America	159	156	-1.8%	+4.7%
South America	76	84	+10.6%	+10.9%
ASIA	639	613	-4.0%	+2.2%
China	525	508	-3.2%	+2.3%
Other Asian countries	114	105	-7.9%	+1.6%
TOTAL Consumer	1,672	1,654	-1.1%	+2.9%
Professional	234	231	-1.4%	+1.1%
Groupe SEB	1,906	1,885	-1.1%	+2.7%

Q2 sales by region

In €m	Q2 2025	Q2 2026	As reported	Q2 2026 LFL
EMEA	794	789	-0.6%	+0.7%
Western Europe	550	548	-0.5%	-0.5%
Other EMEA countries	244	242	-0.9%	+3.4%
AMERICAS	219	249	+13.7%	+10.2%
North America	147	169	+15.1%	+14.7%
South America	72	80	+10.8%	+1.1%
ASIA	566	575	+1.6%	-0.2%
China	451	468	+3.7%	0.0%
Other Asian countries	115	108	-6.6%	-0.9%
TOTAL Consumer	1,580	1,614	+2.2%	+1.7%
Professional	262	245	-6.6%	-6.2%
Groupe SEB	1,842	1,859	+0.9%	+0.6%

H1 sales by region

In €m	H1 2025	H1 2026	As reported	H1 2026 LFL
EMEA	1,592	1,590	-0.2%	+1.6%
Western Europe	1,066	1,088	+2.0%	+2.0%
Other EMEA countries	526	502	-4.6%	+0.6%
AMERICAS	455	490	+7.7%	+8.4%
North America	306	325	+6.3%	+9.5%
South America	149	164	+10.7%	+6.1%
ASIA	1,205	1,188	-1.4%	+1.1%
China	976	976	0.0%	+1.3%
Other Asian countries	229	212	-7.2%	+0.3%
TOTAL Consumer	3,251	3,268	+0.5%	+2.3%
Professional	496	476	-4.1%	-2.8%
Groupe SEB	3,748	3,743	-0.1%	+1.7%

Q3 sales by region

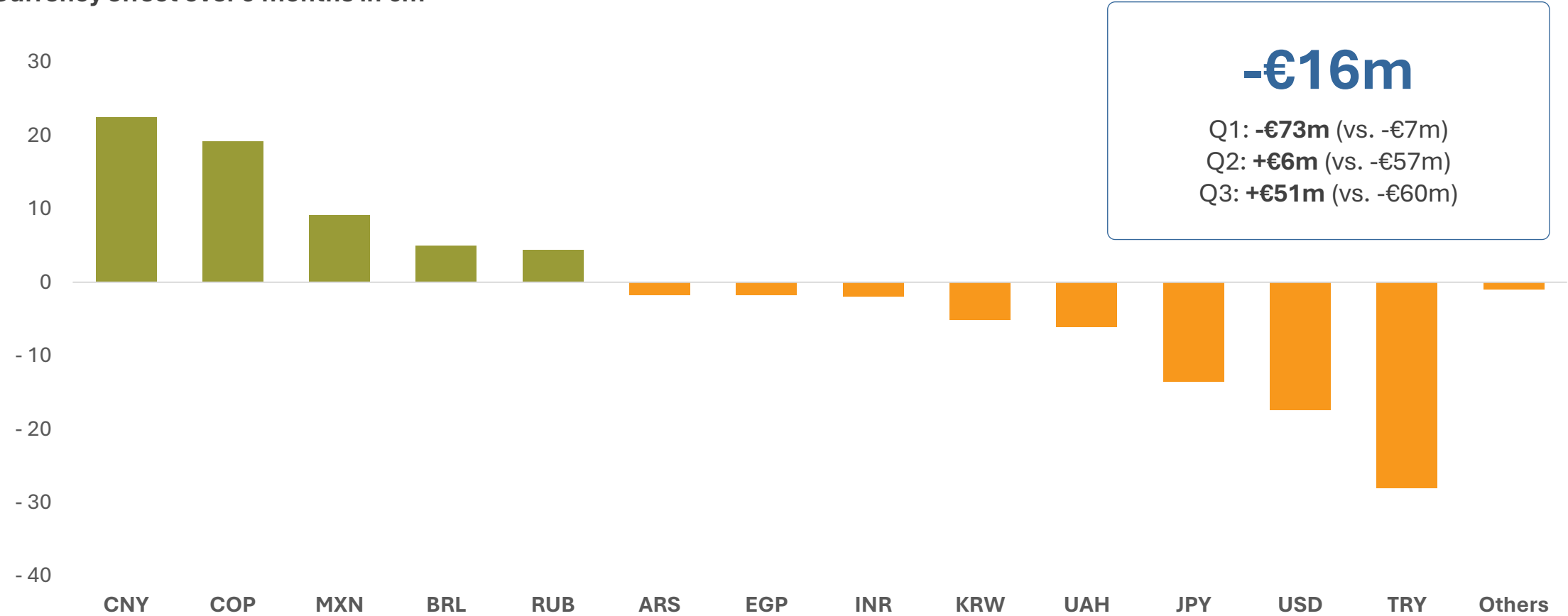
In €m	Q3 2025	Q3 2026	As reported	Q3 2026 LFL
EMEA	886	870	-1.8%	-1.0%
Western Europe	606	598	-1.4%	-1.5%
Other EMEA countries	280	273	-2.8%	0.0%
AMERICAS	275	327	+18.9%	+10.8%
North America	196	223	+13.8%	+10.6%
South America	80	104	+31.3%	+11.3%
ASIA	521	551	+5.8%	-0.4%
China	412	446	+8.2%	+0.2%
Other Asian countries	109	105	-3.1%	-2.7%
TOTAL Consumer	1,683	1,749	+3.9%	+1.1%
Professional	233	215	-8.0%	-9.1%
Groupe SEB	1,916	1,964	+2.5%	-0.1%

9-month sales by region

In €m	9M 2025	9M 2026	As reported	9M 2026 LFL
EMEA	2,478	2,460	-0.7%	+0.7%
Western Europe	1,672	1,685	+0.8%	+0.8%
Other EMEA countries	807	775	-4.0%	+0.4%
AMERICAS	730	817	+11.9%	+9.3%
North America	502	548	+9.2%	+9.9%
South America	228	269	+17.9%	+7.9%
ASIA	1,726	1,740	+0.8%	+0.6%
China	1,388	1,422	+2.4%	+0.9%
Other Asian countries	338	318	-5.9%	-0.7%
TOTAL Consumer	4,934	5,017	+1.7%	+1.9%
Professional	730	691	-5.4%	-4.8%
Groupe SEB	5,664	5,707	+0.8%	+1.1%

Negative currency effect over 9 months, concentrated in Q1

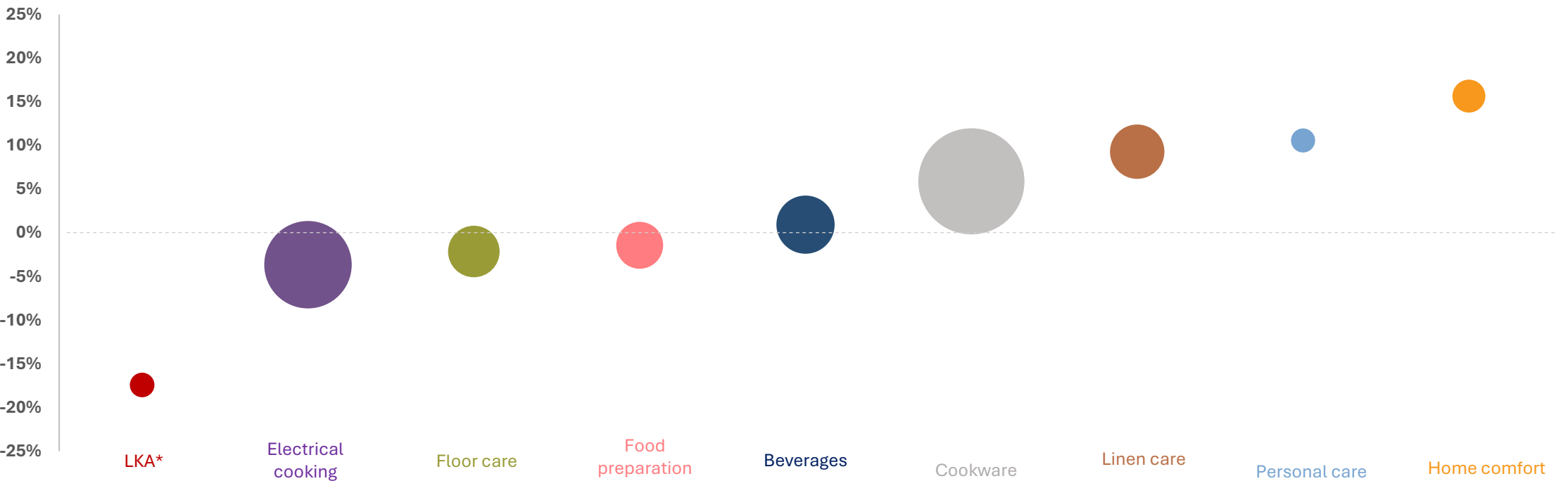
Currency effect over 9 months in €m



Performance by product range

Consumer product ranges

Change in 9M 2026 sales vs. 9M 2025 sales, LFL



*Large Kitchen Appliances

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 commercial and administrative expenses. ORfA does not include profit-sharing or other non-recurring operating income and expense.

Loyalty program (LP)

These programs, run by retailers, consist in offering promotional deals 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 profit-sharing, to which are added operating depreciation, amortization and impairment.

Free cash flow

Free cash flow corresponds to adjusted EBITDA, after taking into account changes in operating working capital, recurring capital expenditure (CAPEX), taxes and financial expenses, and other non-operating items.

Net financial debt

Net financial debt comprises all current and non-current financial liabilities minus cash and cash equivalents and financing-related derivative instruments. It also includes the financial liability arising from the application of IFRS 16 "lease contracts" as well as any short-term financial investments with no significant risk of change in value but with a maturity of more than 3 months at the subscription date.

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Agenda

Next key dates - 2027

24 February | before market open

2026 full-year sales and results

21 April | after market close

First-quarter 2027 sales and financial data

13 May | 2:30 p.m. CEST

Annual General Meeting

21 July | after market close

First-half 2027 sales and results

26 October | after market close

9-month 2027 sales and financial data