



Groupe SEB Presentation

September 2025



01 Group overview and strategy

02 Recent financial results

01

Group overview and strategy



Who we are

**Worldwide leadership in Small Domestic Equipment
and Professional Coffee Machines**



In 2024

€8.3bn

Revenue

€7.3bn

Consumer business

€1bn

Professional business

€802m

Operating Result
From Activity

9.7%

Operating
margin

Over 10 years

~7%

Sales CAGR

> €4bn

FCF

Presence in more than 150 countries

Our mission

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

Groupe SEB's consumer market

CONSUMER MARKET Market estimated at €80bn

Key features of the market

- > **Structural growth: >3% per year**
 - Constantly evolving consumer habits
 - Multi-equipment & uptrading
 - Rising middle class in emerging markets
- > **Rapid expansion of new distribution modes**
- > **Fragmented market**
- > **Highly seasonal market**

COOKWARE

COOKWARE
AND KITCHEN UTENSILS

KITCHEN ELECTRICS

ELECTRICAL COOKING

BEVERAGES

FOOD PREPARATION

HOME & PERSONAL CARE

LINEN CARE

FLOOR CARE

HOME COMFORT

PERSONAL CARE

Groupe SEB's professional market

PROFESSIONAL MARKET Market estimated at €15bn

- > Sustained growth: **5-10% per year**
 - Out-of-home consumption
 - Coffee as an ingredient
 - Rising coffee demand in tea-drinking countries
- > High barriers to entry and higher profitability
- > Recurring revenue from services
- > Concentrated market in coffee
- > Fragmented market in culinary

BEVERAGE

FULL AUTO
COFFEE MACHINES

TRADITIONAL AND
FILTER COFFEE
MAKERS

COLD BEVERAGE

CULINARY

COOKWARE
AND TABLEWARE

FOOD PREPARATION

COOKING

Consumer division strategic ambition

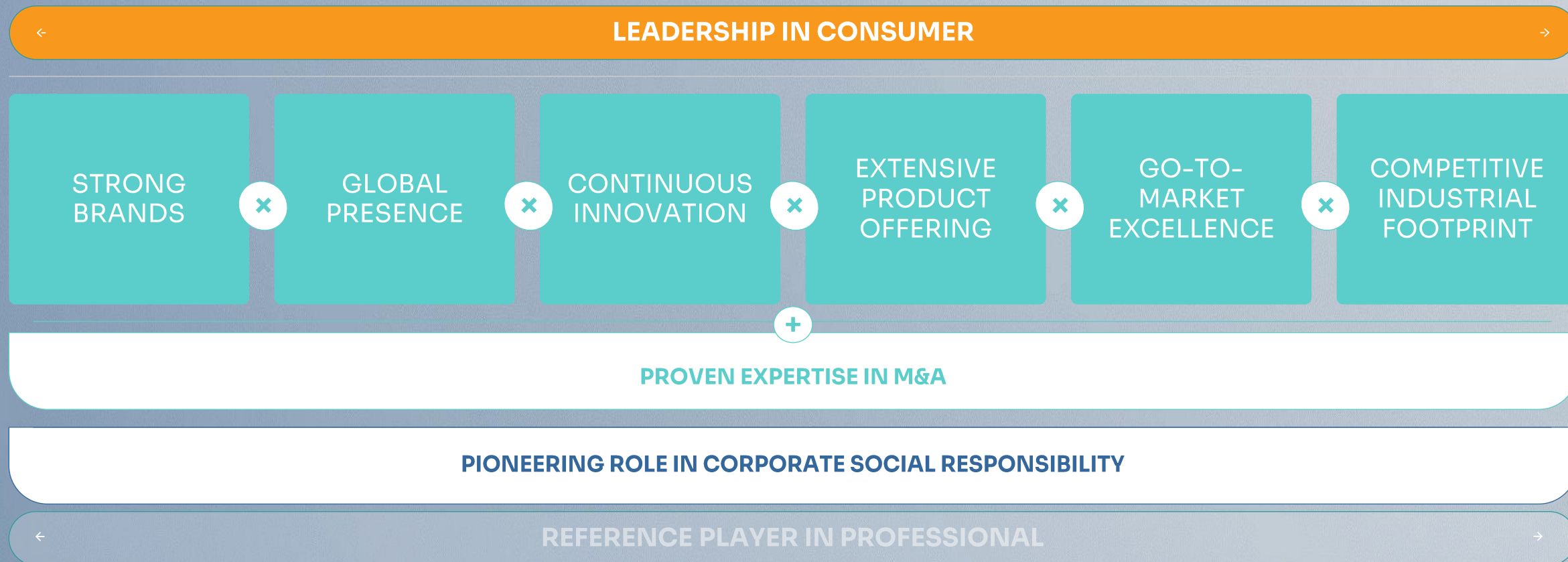
**Strengthen
our global
leadership**

**Innovative
products**

**New
categories**

Geographic expansion

Our key success factors...



...strengthening our leadership...

75%

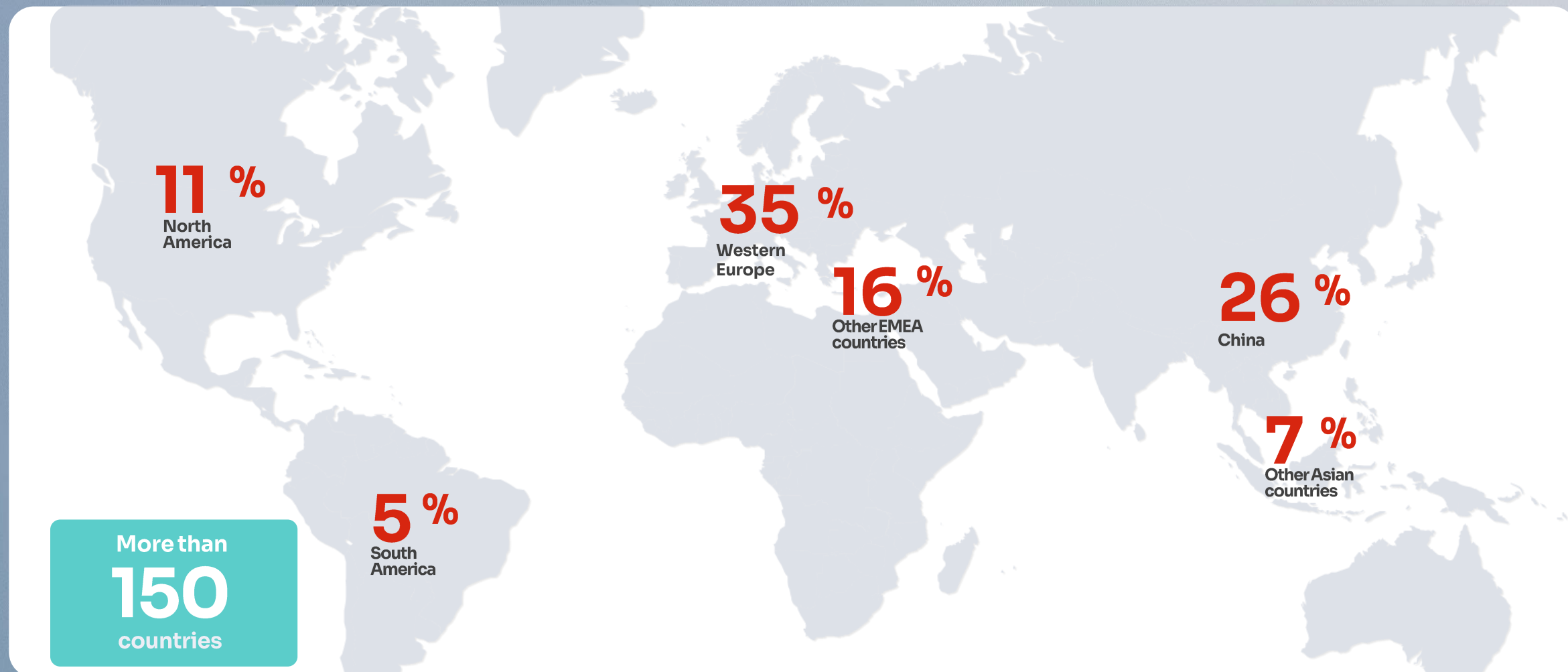
of sales

in markets where the Group is a leader*



**1st or 2nd position*

...with a global presence



2024 Consumer sales

New categories: washers & spot cleaners

**X-Clean 10 launched in
30 countries in 6 months**

#2 in Europe*



**Clean-it launched in
13 countries**

> 100k units sold in six months



Expansion of ranges in H2

Innovative products: garment steamers

Sales + **25%**
in **Western Europe**
in H1

Aerosteam launched in
25 countries



Geographic expansion

Ongoing international rollout of Ingenio

Double-digit growth in
17 markets



2025

Oil less fryers
Growth levers in new markets:
H1 sales growth > 10%
x2 in Eastern Europe



New Blend'up
launched in
50 countries



Professional division strategic ambition

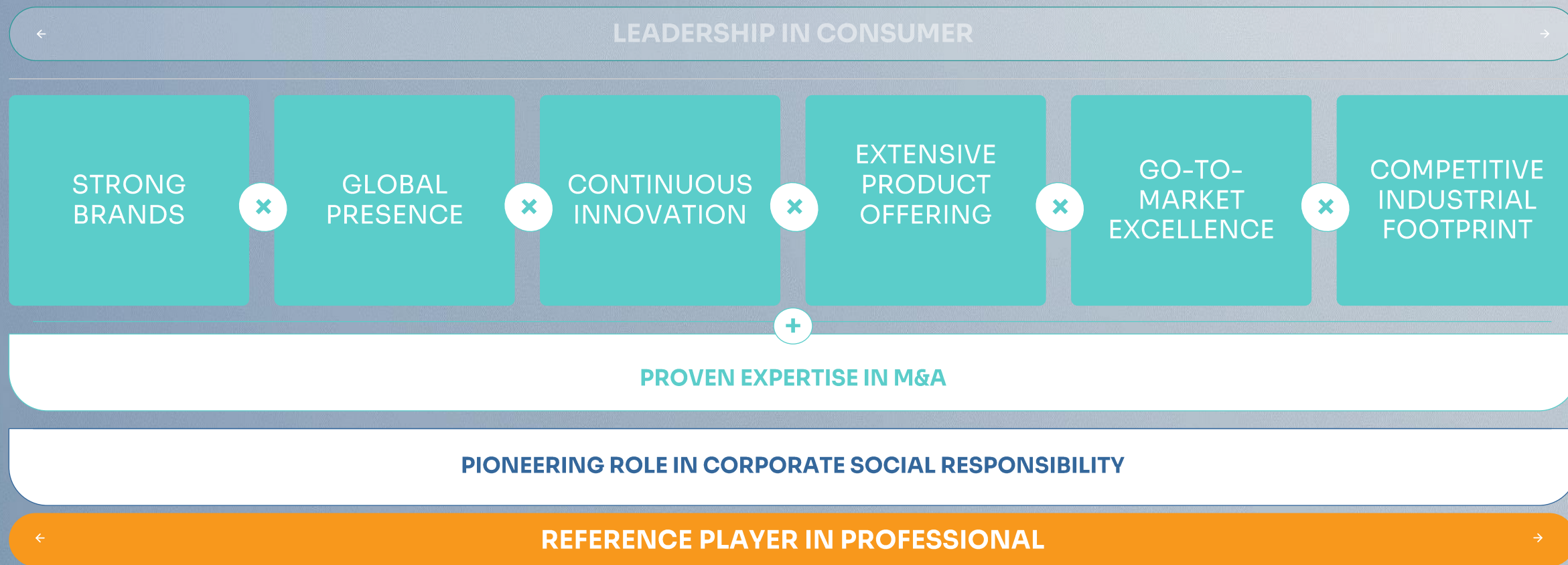
**Become a
reference player**

Leverage
our success
in Professional
Coffee

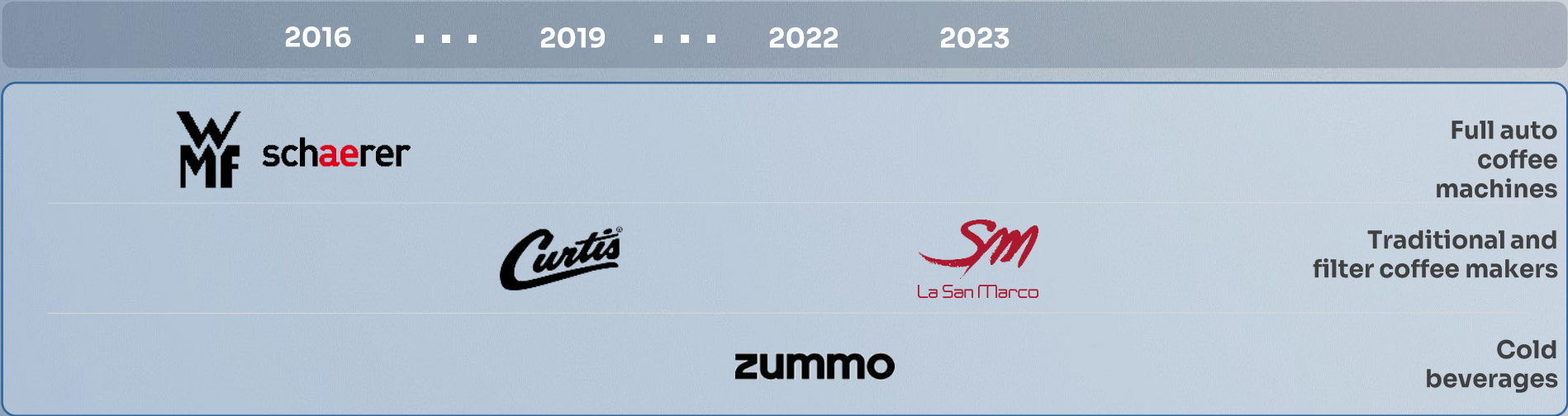
Develop
the Professional
Cooking
segment

**Innovation
and international expansion**

Our successful value creation formula being rolled out in Professional



Leadership in professional coffee and extended product range



World leader
in full auto
machines

Geographic expansion and extension of our Professional Beverages offering
Product launches and coverage of a broad customer base : offices, convenience stores, hotels & restaurants, chains & public spaces

First professional equipment hub in China

R&D center, purchasing and production facility

Investment of €60m

Better product coverage: semipro + entry-level

Major strengthening in the Chinese market



Delivery in Q3 2025

Mass production in January 2026



Strategic expansion in professional culinary

PROFESSIONAL AND SEMI-PROFESSIONAL CULINARY



Acquired in January 2025

Strong positions in professional culinary and premium consumer

Already established presence in France and internationally

Traditional expertise and industrial excellence

- > €66m sales in 2024, half outside France
- > 290 employees and 3 production sites in France

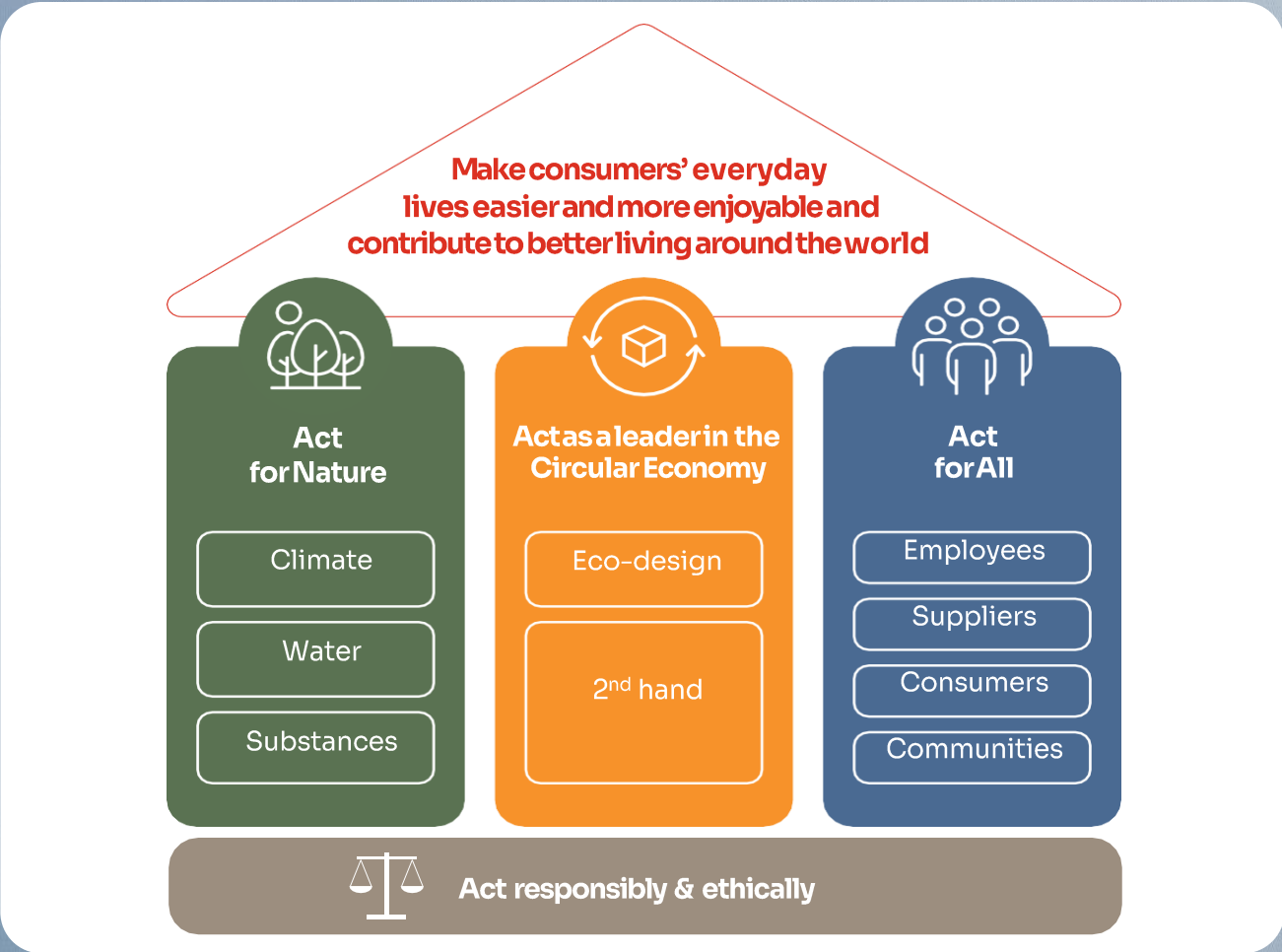
Our mid-term ambition

LFL sales CAGR
at least 5%

Operating margin
toward 11%

**Continued
substantial
free cash-flow
generation**

New ESG ambition by 2030 & SBTi Net Zero validation



Presentation of the new ESG strategy 2030 in December 2024

ESG INVESTOR DAY

New net-zero trajectory by 2050 approved by SBTi



Recent ESG highlights

1st refurbishment center in France

- > Existing **expertise** and **know-how**
- > **Proximity with spare parts inventory warehouse** (7.5 million)
- > **Mid term target : 40 product families**
- > **2nd hand sales target** by 2030: **3 to 5% of revenue** in Small Domestic Appliances*

World 1st: launch of a pan recycling program

- > **2 million pans** already collected since 2012
- > In January 2025, launch of an aluminum **recycling program** in France
- > Objective: **20 million pans** by 2027
- > **95% reduction** in CO2 emissions through aluminum recycling

Recognized ESG performance



Recent ratings upgrades



SUSTAINALYTICS

18.3

Low Risk



MSCI
ESG RATINGS

A

02

Recent financial results



First-half highlights



Key figures at end-June 2025

H1 sales

€3,748m

vs €3,740m in 2024

+0.6% LFL vs 2024

Q2 sales

€1,842m

vs €1,847m in 2024

+1.9% LFL vs 2024

H1 ORfA

€119m

vs €244m in 2024

-51.0% vs 2024

Q2 ORfA

€69m

vs €133m in 2024

-48% vs 2024

Net financial debt as of 30/06/2025

€2,658m

€2,468m excluding FCA* fine, +€46m vs 30/06/2024

Professional

Confirmed recovery in Q2

H1 2025

€496m

+0.3%

-9.6% LFL

Q2 2025

€262m

+10.7%

+3.5% LFL

Professional Coffee: sequential improvement in Q2

- > Near-stabilization of sales after 3 quarters of decline due to an exceptional comparison base linked to a large deal in China
- > Approx. 10% growth excluding this large deal in China
- > Services and new contracts up: good contribution of tea chains in China, roll out in Eastern Europe and in Asia
- > Acquisition of Tasty in China to expand service offering
- > Confirmation of the expected return to growth in H2

Professional Culinary: first half-year of consolidation of La Brigade de Buyer

Consumer

Organic growth in sales in H1,
supported by Europe and China

H1 2025

€3,251m

+0.2%

+2.2% LFL*

Q2 2025

€1,580m

-1.9%

+1.6% LFL

Acceleration in Europe in Q2 ; markets still resilient

Confirmed return to **growth in Asia, especially in China**

Unfavorable comparison base in South America, easing at the end of Q2

Uncertainty about US tariffs => marked wait-and-see attitude from retailers in North America

High currency volatility, negative impact on sales increased in Q2

ORfA in H1 2025

H1 ORfA
€119m
-51.0% vs 2024

H1 Op. margin
3.2%
-330 bps vs 2024

- > **Lower** contribution of **Professional Coffee** (down by around €40m) to the Group's results
- > **Decline in results in North America** (around €20m):
 - **wait-and-see attitude** from retailers
 - **time lag** between **increases in tariffs** and the benefit of implemented **compensatory measures**
- > **Appreciation of the euro** and **strong currency volatility** in emerging economies: **reduced offsetting** of currency effects (around €25m net)
- > Proactive strategy in H1 in terms of **growth drivers** (around €60m), in support of a year rich in **innovations**

Outlook for 2025 Sales

Revised annual outlook considering:

- > A Q2 impacted by the **unfavorable economic environment in North America**
- > **Persistent disturbances** expected in H2

But fueled by an improvement in overall organic performance in H2:

- > 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**, which already began in Q2

**Full-year organic sales growth
between 2% and 4%
vs. “around 5%” previously**



Outlook for 2025

ORfA

Revised annual outlook considering:

- > **Decline** in **H1 results** vs. 2024
- > **Persistent uncertainty** related to **tariffs**
 - **Margin protection measures** implemented in the USA
 - **General wait-and-see attitude** impacting sales in North America
 - Other **indirect effects** on the rest of the Group
 - **Negative net impact** on **ORfA**

Return to growth in results expected in H2:

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

ORfA expected between €700m and €750m in 2025
vs. “an increase” previously

H2 in the trajectory of the Group’s mid-term ambition



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Agenda

Next key date – 2025

23 October after market closes	Nine-month 2025 sales and financial data
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Key dates – 2026

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